

Army Regulation 715-9

Procurement

Operational Contract Support Planning and Management

**Headquarters
Department of the Army
Washington, DC
20 June 2011**

UNCLASSIFIED

SUMMARY of CHANGE

AR 715-9

Operational Contract Support Planning and Management

This major revision, dated 20 June 2011--

- o Changes the name of the regulation from Contractors Accompanying the Force to Operational Contract Support Planning and Management (cover).
- o Updates operational contract support responsibilities (para 1-4).
- o Identifies the Office of the Deputy Chief of Staff, G-1 as the Army staff element responsible for the reporting of Army contractors authorized to accompany the force (accounting and tracking) data (para 1-4e(2)).
- o Updates guidance on contractor personnel predeployment processing, and medical and dental requirements and services available to deploying contractors (paras 1-4j, 3-2, 4-5c, and app C).
- o Requires Army service component commands to develop contract support integration plans and associated contractor management plans (paras 1-4r, 2-2, 2-3, and 2-4).
- o Establishes a new reporting requirement for the Army service component commands (paras 1-4r(3) and 2-3).
- o Provides policy guidance on the use of private security contractors (paras 1-4r(12), 2-1b, and 4-11).
- o Provides new policy guidance for weapons issuance to contractor personnel (paras 2-1, 3-2o(13), 4-10, and 4-11).
- o References the new operational contract support "how to" doctrine found in ATTP 4-10, Operational Contract Support Tactics, Techniques, and Procedures (paras 2-2 and 2-5h).
- o Includes new policy on requirements development and contract management oversight assistance (paras 2-4, 2-5, and 4-12).
- o Incorporates the use of the Department of Defense approved contractor management information system: synchronized predeployment and operational tracking (para 3-2a).
- o Explains available methods to recognize contractor employees for exceptional service (para 4-13).
- o Makes administrative changes (throughout).

Effective 20 July 2011

Procurement

Operational Contract Support Planning and Management

By Order of the Secretary of the Army:

MARTIN E. DEMPSEY
General, United States Army
Chief of Staff

Official:


JOYCE E. MORROW
Administrative Assistant to the
Secretary of the Army

History. This publication is a major revision.

Summary. This regulation prescribes policy and responsibilities for planning and managing operational contract support from the nonacquisition force. It implements DODI 1100.22 and DODI 3020.41. It describes both existing and maturing concepts, responsibilities, policy, and implementing procedures and is intended to evolve as Army doctrine is developed and refined. It is expected to be used by Soldiers and Department of the Army civilians, and referenced by contractor personnel and Army contracting officers.

Applicability. This regulation applies to the active Army, the Army National Guard/Army National Guard of the United States, and the U.S. Army Reserve, unless otherwise stated. It also applies to Department of the Army civilian employees.

Proponent and exception authority. The proponent of this regulation is the Deputy Chief of Staff, G–4. The proponent has the authority to approve exceptions or waivers to this regulation that are consistent with controlling law and regulations. The proponent may delegate this approval authority, in writing, to a division chief within the proponent agency or its direct reporting unit or field operating agency, in the grade of colonel or the civilian equivalent. Activities may request a waiver to this regulation by providing justification that includes a full analysis of the expected benefits and must include formal review by the activity's senior legal officer. All waiver requests will be endorsed by the commander or senior leader of the requesting activity and forwarded through their higher headquarters to the policy proponent. Refer to AR 25–30 for specific guidance.

Army internal control process. This regulation contains internal control provisions and identifies key management controls that must be evaluated (see appendix D).

Supplementation. Supplementation of this regulation and establishment of command and local forms are prohibited without prior approval from the Deputy Chief of Staff, G–4 (DALO–ORC), 500 Army Pentagon, Washington, DC 20310–0500.

Suggested improvements. Users are invited to send comments and suggested improvements on DA Form 2028 (Recommended Changes to Publications and Blank Forms) directly to Office of the Deputy Chief of Staff, G–4 (DALO–ORC), 500 Army Pentagon, Washington, DC 20310–0500.

Distribution. This publication is available in electronic media only and is intended for command levels C, D, and E for the active Army, Army National Guard/Army National Guard of the United States, and the U.S. Army Reserve.

Contents (Listed by paragraph and page number)

Chapter 1

Introduction, page 1

Purpose • 1–1, page 1

References • 1–2, page 1

Explanation of abbreviations and terms • 1–3, page 1

Responsibilities • 1–4, page 1

Operational contract support planning and management definition • 1–5, page 5

Chapter 2

Planning, Requirements Definition, and Associated Contract Provisions, page 5

General planning considerations • 2–1, page 5

Operational contract support planning • 2–2, page 6

*This regulation supersedes AR 715–9, dated 29 October 1999.

Contents—Continued

Plan review requirements • 2-3, *page 6*
Requirements definition • 2-4, *page 7*
Acquisition ready requirements package • 2-5, *page 7*
Security classification considerations • 2-6, *page 7*

Chapter 3

Predeployment, Deployment, Reception, Onward Movement, and Redeployment, *page 7*

Authorities and oversight • 3-1, *page 7*
Predeployment considerations • 3-2, *page 7*
Deployment, reception, staging, and onward movement considerations • 3-3, *page 9*
Redeployment considerations • 3-4, *page 9*

Chapter 4

In-Theater Contractor and Contract Management, *page 10*

Contracting authority and oversight • 4-1, *page 10*
Legal and disciplinary considerations • 4-2, *page 10*
Contractor personnel supervision • 4-3, *page 11*
Supervision of Soldiers and Army civilians • 4-4, *page 11*
Government-provided support • 4-5, *page 11*
Movement control • 4-6, *page 12*
Personnel accountability • 4-7, *page 12*
Next of kin notification • 4-8, *page 12*
Force protection • 4-9, *page 12*
Arming policy • 4-10, *page 12*
Use of private security companies • 4-11, *page 13*
Contract management assistance and oversight • 4-12, *page 13*
Recognition of contractors • 4-13, *page 13*

Appendixes

- A.** References, *page 15*
- B.** Inherently Governmental Function Guidance, *page 21*
- C.** Medical/Dental Requirement, *page 23*
- D.** Operational Contract Support Internal Control Evaluation Checklist, *page 25*

Glossary

Chapter 1 Introduction

1-1. Purpose

This regulation provides Department of the Army (DA) policy for planning and managing operational contract support in contingency operations. It specifically addresses contract support integration planning, requirements development, and contractor management in contingency operations.

1-2. References

Required and related publications and prescribed and referenced forms are listed in appendix A.

1-3. Explanation of abbreviations and terms

Abbreviations and special terms used in this regulation are explained in the glossary.

1-4. Responsibilities

a. Assistant Secretary of the Army (Manpower and Reserve Affairs). The ASA (M&RA) has principal responsibility for setting the strategic direction and providing the overall supervision for manpower and Reserve affairs across the Army components (active Army, Guard, Reserve, civilian, and contractor). The ASA (M&RA) will—

(1) Oversee current and future personnel readiness and the well-being of the Army through the development and integration of contingency related human resources policies and programs as related to contractors authorized to accompany the force (CAAF).

(2) Oversee all personnel security, corrections, and disciplines; Office of the Special Counsel investigations; and law enforcement and military justice matters related to CAAF, in coordination with The Judge Advocate General (TJAG).

(3) Coordinate and oversee casualty, mortuary, and memorial affairs, and prisoner of war and/or missing in action policy, as such policy relates to CAAF.

(4) Provide the policy, programming, and oversight of all Army workforce mix initiatives. This includes policy on challenges and appeals; exemption approval; reporting requirements under Public Law (PL) 105-270; oversight and management of contractor manpower reporting requirements; oversight and management of core competencies and workforce mix in relation to inherently governmental functions (see app B) and personal service contracts; and in-sourcing of contract requirements, in accordance with DODI 1100.22.

(5) Participate in operational contract support coordination and planning meetings, as appropriate.

b. Assistant Secretary of the Army (Acquisition, Logistics, and Technology). The ASA (ALT) will—

(1) Identify, formulate, coordinate, and disseminate acquisition policy and guidance for operational contract support.

(2) Assist the U.S. Army Training and Doctrine Command (TRADOC) in the preparation of operational contract support related doctrine, organization, training, materiel, leadership and education, personnel and facilities development actions, and requirements.

(3) Oversee the implementation of operational contract support related guidance and clauses for all contingency contracts.

(4) Assist in the development and improvement of operational contract support related automated systems to include CAAF accountability and visibility systems.

(5) Advise TRADOC regarding embedding operational contract support related information in professional military education and other training exercises.

(6) Participate and support collective training exercises, as appropriate.

(7) Participate in operational contract support coordination and planning meetings, as appropriate.

(8) Serve as the Army staff (ARSTAF) coordinator to the Office of the Secretary of Defense (OSD) and the Chairman of the Joint Chiefs of Staff for contracting policy.

c. General Counsel. The GC will—

(1) Provide contracting and fiscal law advice to Army Secretariat and other organizations, as required.

(2) Participate in operational contract support coordination and planning meetings, as appropriate.

d. Deputy Chief of Staff, G-4. The DCS, G-4 will—

(1) Serve as the office of primary responsibility for operational contract support policy.

(2) Serve as the ARSTAF coordinator to the OSD and the Chairman of the Joint Chiefs of Staff for contracting policy and operational contract support.

(3) Serve as the Headquarters, Department of the Army (HQDA) staff proponent for the Logistics Civil Augmentation Program (LOGCAP) and approval for the use of the LOGCAP, in accordance with AR 700-137.

(4) Serve as the office of primary responsibility and HQDA point of contact for the management decision execution package for LOGCAP.

(5) Assist Casualty and Mortuary Affairs Operations Center personnel in maintaining access to the Synchronized

Predeployment and Operational Tracking (SPOT) System, or its successor, for purposes of obtaining record of emergency data information to begin notification to the contractor and contact employee's next of kin, if required.

(6) Assist in the development of operational contract support related doctrine, organization, training, materiel, leadership and education, and personnel and facilities developments.

(7) As a member of the Joint planning and execution community, support the inclusion of appropriate operational contract support guidance in combatant command planning documents, in coordination with subject matter experts. With the Army planning community, support the inclusion of appropriate operational contract support guidance in HQDA, Army commands, and Army service component commands (ASCCs) planning documents.

(8) Facilitate staffing and decisions on requests for exception to or waivers of policy or procedures contained in this regulation.

(9) Provide contract support planning and/or assumption data for use in total Army analysis (TAA).

(10) Assist the DCS, G-3/5/7 with force structure risk assessment and programming alternatives.

(11) Coordinate validation visits for LOGCAP or other authorized contractor-operated Nonmilitary Individual Replacement Deployment Operations (N-m IRDOs) with DCS, G-3/5/7 (DAMO-ODM); U.S. Army Medical Command (MEDCOM); U.S. Army Human Resources Command; and the appropriate program management office (for example, LOGCAP's program office) at least 30 days prior to operation.

(12) Establish policies for the disposition of government furnished equipment (GFE) and contractor acquired property (CAP) equipment consistent with applicable acquisition and government property regulations.

(13) Advise TRADOC regarding embedding operational contract support related information in professional military education and other training and exercises.

(14) Participate in and support collective training exercises, as appropriate.

(15) Participate in operational contract support coordination and planning meetings, as appropriate.

e. Deputy Chief of Staff, G-1. The DCS, G-1 will—

(1) Coordinate, develop (personnel related), and publish, CAAF-related theater entrance requirements.

(2) Serve as the ARSTAF element for the reporting of Army CAAF accounting and tracking data.

(3) Provide liaison to, and coordination for, Army CAAF casualties with the contractor, in accordance with Defense Federal Acquisition Regulation Supplement (DFARS) 252.225-7040.

(4) Provide policy oversight of applicable in-theater CAAF personnel services and related policy implementation, for example, morale, welfare, recreation, identification cards, postal, and so forth.

(5) Participate in operational contract support coordination and planning meetings, as appropriate.

f. Deputy Chief of Staff, G-2. The DCS, G-2 will—

(1) Serve as the ARSTAF lead agency for the Army contract linguists requirement in accordance with DODD 5160.41E.

(2) Serve as the point of contact for intelligence and/or intelligence support related contract support efforts (such as interrogators, debriefers, intelligence systems maintenance, and so forth).

(3) Establish policy on the vetting of contract linguists, interrogators, and other contractor personnel, as required.

(4) Participate in operational contract support coordination and planning meetings, as appropriate.

g. Deputy Chief of Staff, G-3/5/7. The DCS, G-3/5/7 will—

(1) Act as the HQDA lead staff officer for the continental United States Replacement Center (CRC) and N-m IRDO sites and—

(a) Approve the establishment of non-LOGCAP N-m IRDOs.

(b) Certify scope and quality of deployment process for all approved N-m IRDOs.

(2) Develop and coordinate operational contract support related policies, programs, and initiatives to achieve directed levels of individual, leader, and unit readiness training for the Army.

(3) Serve as the ARSTAF focal point for organization, integration, decisionmaking, and execution of the spectrum of activities encompassing requirements definition, force development, force integration, force structuring, combat development, doctrine development, training development, resourcing, and prioritization for operational contract support issues.

(4) Incorporate operational contract support considerations (to include LOGCAP) into the Army's planning, programming, budgeting, and execution processes.

(5) Incorporate operational contract support planning and/or assumption data for use in TAA as required.

(6) Document enduring contractor man-year equivalents on tables of distribution and allowances and augmentation tables of distribution and allowances for operational units.

(7) Participate in operational contract support coordination and planning meetings, as appropriate.

h. Deputy Chief of Staff, G-8. The DCS, G-8 will—

(1) Facilitate the funding of validated and prioritized operational contract support requests in the Army Requirement and Resource Board and planning, programming, budgeting, and execution process (to include LOGCAP).

(2) Assess funding aspects of GFE and CAP and determine alternate courses of action.

i. The Judge Advocate General. TJAG will—

(1) Provide legal advice and support regarding status of forces agreements (SOFAs), international security agreements, acquisition cross service agreements, host nation laws, the Military Extraterritorial Jurisdiction Act, Section 3261, Title 18, United States Code (18 USC 3261), the Uniform Code of Military Justice, procurement fraud, contract and fiscal law, and other legal considerations regarding CAAF.

(2) Participate in operational contract support coordination and planning meetings as appropriate.

j. The Surgeon General and Commander, U.S. Army Medical Command. TSG and Commander, MEDCOM will—

(1) Coordinate with OSD the development of policy that prescribes medical and dental predeployment standards and qualifications and medical surveillance requirements.

(2) Provide oversight and guidance on the development and implementation of operational specific medical and dental predeployment standards, and qualifications.

(3) Establish and implement policy for the collection of reimbursable medical and dental services provided to contractor personnel in contingency operations.

(4) Provide oversight and guidance in operational contract support related considerations in medical support planning and force programming.

(5) Participate in predeployment operational contract support coordination and planning meetings.

(6) Coordinate MEDCOM contingency contracting actions in accordance with local Joint command and ASCC policies.

(7) Ensure contractor accountability clauses are included and enforced in all applicable MEDCOM contracts.

(8) Incorporate operational contract support related matters in the appropriate health support doctrine and training publications.

(9) Participate in operational contract support coordination and planning meetings, as appropriate.

k. Chief of Chaplains. The CCH will—

(1) Provide policy and guidance related to religious support requirements to contractor personnel.

(2) Participate in operational contract support coordination and planning meetings, as appropriate.

l. Commanding General, U.S. Army Materiel Command and subordinate commands. The CG, AMC and subordinate commands will—

(1) Provide command and control (C2), training, and readiness oversight of deployed Army contracting organizations and forward deployed LOGCAP support related DA and military personnel.

(2) Serve as principal agent for administration, management, and execution of LOGCAP.

(3) Prepare and execute theater support contracts in support of deployed Army Forces (ARFORs) and other organizations as required and/or directed.

(4) Coordinate and synchronize operational contract support considerations in the planning and execution of systems support contracts.

(5) Assist ASCCs and subordinate Army Force (ARFOR) commanders in operational contract support planning and execution.

(6) Assist in unit individual and collective training exercises.

(7) Provide technical review oversight for operational contract support related doctrine and common training.

(8) Assist in the development of all operational contract support related policy.

(9) Coordinate contracting support actions and issues with other Army contracting organizations.

(10) Provide user input and change recommendations in the development and improvement of operational contract support related automated systems, to include SPOT or its successor.

(11) Ensure contingency clauses are included and enforced in all applicable contracts.

(12) Advise TRADOC regarding embedding operational contract support related information in professional military education and other training and exercise.

(13) Participate in and support collective training exercises, as appropriate.

(14) Participate in operational contract support coordination and planning meetings, as appropriate.

m. Commanding General, U.S. Army Training and Doctrine Command and subordinate commands. The CG, TRADOC and subordinate commands will—

(1) Serve as the proponent for operational contract support related doctrine and acquisition related training publications for nonacquisition (10 USC 1701).

(2) Incorporate operational contract support into the Army's Battle Command Training Program and Combined Training Center exercises.

(3) Incorporate operational contract support into professional military education and other leader development courses.

(4) Incorporate operational contract support into the Army's Lessons Learned Program.

(5) Incorporate contracting officer's representative (COR) training in applicable professional military education and other training courses.

- (6) Participate in operational contract support coordination and planning meetings, as appropriate.
- n. Commanding General, U.S. Army Criminal Investigation Command.* The CG, USACIDC, will—
- (1) Conduct criminal investigations involving procurement fraud and operational contract support personnel, equipment, and activities.
 - (2) Assist units in developing operational contract support surveillance programs to identify potential waste, fraud, and abuse scenarios.
 - (3) Participate in operational contract support coordination and planning meetings, as appropriate.
- o. Commander, U.S. Army Corps of Engineers.* The Commander, USACE will—
- (1) Review, assess, and provide guidance on theater construction policies, programs, plans, and requirements in their assigned geographical area.
 - (2) Provide assistance to the ASCC and other designated organizations on contingency construction and engineering support services.
 - (3) Ensure contingency clauses are included and enforced in all applicable contracts.
 - (4) When directed by HQDA, provide construction CORs and quality assurance representatives to non-USACE projects.
 - (5) Coordinate USACE contingency contracting actions in accordance with local Joint command and ASCC policies.
 - (6) Participate in predeployment operational contract support coordination and planning meetings.
 - (7) Provide C2 training and readiness oversight of deployed USACE contracting organizations.
 - (8) Assist in unit individual and collective training exercises.
 - (9) Participate in operational contract support coordination and planning meetings, as appropriate.
- p. Commander, U.S. Army Special Operations Command.* The Commander, USASOC will—
- (1) Coordinate USASOC operational contract support related requirements in accordance with local Joint command and ASCC policies.
 - (2) Ensure contingency clauses are included and enforced in all applicable contracts.
 - (3) Participate in predeployment operational contract support coordination and planning meetings.
 - (4) Participate in operational contract support coordination and planning meetings, as appropriate.
- q. Commander, U.S. Army Intelligence and Security Command.* The Commander, INSCOM will—
- (1) Participate in predeployment operational contract support coordination and planning meetings.
 - (2) Coordinate INSCOM contingency contracting actions in accordance with local Joint command and ASCC policies.
 - (3) Ensure contingency clauses are included and enforced in all applicable contracts.
 - (4) Participate in operational contract support coordination and planning meetings.
 - (5) Coordinate with the DCS, G-2 regarding operational linguist contract support coordination and planning.
- r. Commanders, Army service component commands.* The Commanders, ASCCs will—
- (1) Conduct operational contract support planning and ensure contract support integration plans (CSIPs) and associated contractor management plans (CMPs) are developed in accordance with geographic combatant commander (GCC) guidance and established Department of Defense (DOD) and Army policy.
 - (2) Provide CSIPs and CMPs to GCC as required by GCC policy and directives.
 - (3) Report annually to the DCS, G-4 on CSIP and/or CMP compliance, per paragraph 2-3, below.
 - (4) Conduct assessment of mission-essential contracts and develop contingency plans to ensure continuation of mission-essential contract service in accordance with DODI 1100.22.
 - (5) Ensure subordinate Army organizations execute requiring activity functions, to include nomination of qualified CORs and receiving officials, as required.
 - (6) Assist in the development and enforcement of GCC-designated CAAF theater entrance requirements.
 - (7) Coordinate all plans, orders, and directives with the supporting contracting support brigade, Army field support brigade, and other contracting and contract support organizations as required to minimize and/or mitigate potential impact on contractor performance and contract compliance.
 - (8) Ensure security and/or force protection plans are developed for ARFORs, facilities, and supplies from threats by personnel posing as CAAF and other contractor personnel requiring temporary access to Army facilities.
 - (9) Incorporate CAAF and other contractor personnel who have access to Army facilities into force protection and/or security plans.
 - (10) Incorporate operational contract support into ASCC collective training exercises.
 - (11) Support TRADOC operational contract support related Lessons Learned Program.
 - (12) Enforce DOD, Army, and GCC policies, directives and/or orders related to arming individual contractors for personnel protection and the use of armed private security services.
 - (13) Support the accounting and tracking of Army CAAF.
 - (14) Develop area of operations (AO) specific policies and establish and enforce procedures to address alleged

contractor personnel violations of U.S. law, host nation law, Joint and Army policies, SOFAs, and Joint Force commander policies, directives, procedures, and orders.

(15) Include operational contract support activities in situation reports and other summary documents required by HQDA.

(16) Participate in operational contract support coordination and planning meetings, as appropriate.

s. Commander, Army and Air Force Exchange Service. The Commander, AAFES will—

(1) Ensure contractor accountability clauses are included and enforced in all applicable AAFES contracts.

(2) Ensure only authorized CAAF use AAFES facilities and services.

(3) Participate in operational contract support coordination and planning meetings, as appropriate.

t. Commander and directors of requiring activities (all organizations/all levels). The commanders and directors of requiring activities will—

(1) Conduct planning and develop acquisition ready requirements packages per this regulation and local command policies, to include government furnished support, force protection, security requirements, and other major operational considerations.

(2) Obtain appropriate command and funding approval for acquisition ready requirements packages.

(3) Nominate technically qualified CORs and track appointed CORs for all service and minor construction contracts.

(4) Assist the contracting officers in contractor management tasks through the appointed COR.

(5) Support award fee boards and source selection boards, as required.

(6) Coordinate government furnished support and force protection for contractor personnel.

(7) Provide qualified receiving officials for commodity contracts.

(8) Verify contractor security clearances.

(9) Participate in operational contract support coordination and planning meetings, as appropriate.

u. Commanders and directors of supported units (all units/all levels). The commanders and/or directors of supported units will—

(1) As directed by the requiring activity, nominate qualified CORs and track appointed CORs for all service and minor construction contracts.

(2) Support award fee boards and source selection boards, as required.

(3) Ensure government furnished support is provided in accordance with the letter of authorization (LOA) and terms and conditions of the contract. Report discrepancies to the cognizant contracting officer.

(4) Ensure contractor personnel are properly incorporated into local force protection and/or security plans.

(5) Ensure CAAF personnel and equipment deploying with the unit are documented in the time phased force and deployment data list.

(6) Participate in operational contract support coordination and planning meetings, as appropriate.

1–5. Operational contract support planning and management definition

a. Operational contract support (OCS) is a new term codified in Joint Publication (JP) 4–10 to encompass the entire process of planning and executing contract support in contingencies. The OCS begins when a need from a requiring activity is first identified and concludes with contract close out. The act of contracting by an authorized contracting officer is only one part of OCS. Both acquisition (contracting officers) and nonacquisition personnel and activities have OCS roles and responsibilities in this process.

b. This regulation describes the planning and management of OCS with specific focus on the nonacquisition roles and responsibilities.

c. Army contracting policy authority resides with ASA (ALT) and can only be prescribed in accordance with applicable U.S. laws, Federal Acquisition Regulation (FAR), DFARS, and Army Federal Acquisition Regulation Supplement. Accordingly, contracting policy is not part of this Army regulation.

d. Although contracting officers are bound by laws and policies as described in paragraph *c*, above, they are still required to be familiar with this Army regulation in order to fully comprehend the responsibilities of their requiring activities.

Chapter 2

Planning, Requirements Definition, and Associated Contract Provisions

2–1. General planning considerations

a. General guidance on the use of contract support in contingency operations. Contractors may support ARFORs operating in military contingencies across the range of military operations. In general, contracted support will be utilized after full consideration of all sources of support, to include organic Army resources, deployable Army civilians,

other Services, multinational, and host nation support agreements. Use of contractors must also follow applicable laws and regulations.

b. Restrictions on contracting certain functions. All Army OCS planning and contingency contract actions will take into consideration all Joint Force commander-directed restrictions on specific contract functions (for example, restriction on use of armed security services) and follow regulatory guidance on inherently governmental functions as specified in FAR, Subpart 7.5 and DODI 1100.22. Specific Army regulatory guidance on arming contractor employees and utilizing private security services is covered in paragraph 4–10, below. Additionally, weapon systems support related contracts may not be utilized without coordination and approval from AMC.

c. Restrictions on timing, organizational level, and location of contract support. Contractor personnel are not combatants; therefore it is necessary to keep them out of direct contact with hostile forces as much as practicable. In all operations, Army commanders will follow Joint Forces Command guidance and all terms and conditions of the applicable contract(s) regarding any restrictions to location and timing of contract performance. Additionally, commanders may impose further restrictions based on anticipated or actual mission, enemy, terrain, troops available, time, and civil considerations. When such restrictions impact the ability of the contractor to meet the terms and conditions of the contract, the requiring activity and/or supported unit must report this situation to the cognizant contracting officer through their appointed COR.

d. Host nation and other international legal considerations. The OCS planning actions must take into account host nation support agreements, SOFAs, local laws or other international legally related considerations such as work visa requirements (to include in transit countries), restrictions on contract functions, requirements to hire a certain percentage of local national employees, and so forth.

2–2. Operational contract support planning

The use of contracted support capabilities and deployment of CAAF and equipment in support of contingency operations require Army operational level planners to develop orchestrated, synchronized, and detailed CSIPs and supporting CMPs as components of feasible operations plans (OPLANs) and operation orders (OPORDs), in accordance with Chairman of the Joint Chiefs of Staff Manual (CJCSM) 3122.02C, JP 4–10, ATTP 4–10, and Joint Forces Command guidance.

a. Contract support integration planning. All ASCC and/or subordinate ARFOR command-level (normally a corps or division) OPLANs and OPORDs will include a CSIP. Additionally, plans and orders will contain additional contract support guidance, as appropriate, in applicable annexes and appendixes within the respective plan (for example, contracted bulk fuel support guidance will be addressed in the Class III(B) (Bulk Petroleum) appendix to the logistic annex). Operational plans at all levels will take into account all applicable OCS-related requirements.

b. Contractor management plans. All CSIPs will also include a separate CMP appendix and/or address the requisite contractor management requirements in the applicable appendix or annex of these plans. CMPs will address all requisite contractor management matters.

c. Staff integration and synchronization. All CSIP actions, and especially CMP actions, must be fully synchronized and integrated across all primary and special staffs to include applicable contracting and contract support organizations (for example, contracting support brigade and Army field support brigade).

d. Integrating Army and Joint planning. All Army CSIPs and associated CMPs will be developed in parallel and be fully synchronized with the applicable Joint Forces Command CSIP and associated CMP and policies.

e. Joint contracting command and coordination. The Army supports the formation of and participation in Joint Forces Command-directed Joint theater support contracting commands as well as Joint acquisition and contracting boards as described in JP 4–10, and as prescribed in the appropriate Joint Forces Command CSIP.

f. Risk assessment and continuation of essential contractor services. A risk assessment of the planned use of contract support by phase of operation must be conducted to provide reasonable assurance of the continuation of essential services in contingency operations. As appropriate, develop mitigation plans and procedures to address identified risk. At a minimum, the ASCC, in coordination with the subordinate ARFOR commander, will address the following DOD policy-directed requirements in the CSIP:

- (1) Identification of mission-essential contract support functions by phase of the operation.
- (2) Risk avoidance and mitigation plans and associated procedures for mission-essential contractor services.
- (3) Specific courses of action to be taken to replace or mitigate the loss of each of the mission-essential contracted support functions.

2–3. Plan review requirements

All ASCC and subordinate ARFOR command-level CSIPs and associated CMP information will be provided to the appropriate GCC for review as required in accordance with GCC policy and directives. The status of CSIPs and associated CMP development and integration into appropriate operational planning documents will be reported annually to the DCS, G–4.

2-4. Requirements definition

Requiring activities are responsible for developing acquisition ready requirements packages that include a clear description of the requirements, terms, and conditions of contractor performance, market research information, appropriate command and staff approvals (to include funding), and points of contact for receipt of goods and services. These requirements definition actions will be developed in accordance with guidance found in the relevant CSIP, CMP, and other operational command policies and procedures.

2-5. Acquisition ready requirements package

Contracts will not be awarded without submission of a complete and approved requirements package. Acquisition ready requirements packages will contain, but may not be limited to—

- a. Funding documents.
- b. Performance work statement or statement of work (for services) or item description with desired capabilities and characteristics (for a commodity).
- c. Independent government estimate.
- d. Government furnished property information.
- e. Requirements justification and command approval (as required by local policy).
- f. Other supporting documentation (as required by local policy).
- g. Any COR nomination and qualification certification (for all service contracts).
- h. Receiving official designations (for all commodity contracts).

Note: ATTP 4-10 provides additional guidance on developing and staffing acquisition ready requirements packages.

2-6. Security classification considerations

- a. Contractor employees who require access to classified information must have the appropriate security clearance granted before they are given access to this information.
- b. Classified contracts must be handled in accordance with applicable regulations and command policy.
- c. All security and classification requirements will be in accordance with AR 25-2, AR 380-5, AR 380-49, AR 380-67, DOD 5220.22-M, and DOD 5220.22-R.

Chapter 3

Predeployment, Deployment, Reception, Onward Movement, and Redeployment

3-1. Authorities and oversight

a. *Standard deployment clause.* All contracts requiring or potentially requiring CAAF support from outside the AO will include specific requirements or the appropriate FAR and DFARS clauses pertaining to predeployment, deployment, and redeployment of contractor equipment and CAAF personnel.

b. *Theater-specific entry requirements.* Contractors authorized to accompany the force theater entrance requirements for each Joint operational area are promulgated in Army personnel policy guidance. Additional predeployment guidance can be found on the individual GCC section of the Defense Procurement and Acquisition Policy Web site.

3-2. Predeployment considerations

a. *Contractor personnel accountability and deployment preparation data.* The OSD designated SPOT as the database to maintain contractor data. The SPOT system maintains contract employee personnel data, completion data for predeployment requirements, contract data, and deployed contract employee location data. In accordance with DOD policy, DFARS, Subpart 225.7402, and other terms and conditions of their contract, all CAAF will be entered into SPOT, or its successor, prior to deployment. More information can be found at the SPOT Web site (<http://www.dod.mil/bta/products/spots/html>).

b. *Personnel recovery.* All CAAF who are U.S. citizens and CAAF non-U.S. citizens designated by the GCC, must be incorporated in the personnel recovery program in accordance with DODD 3002.01E during predeployment processing.

c. *Next of kin notification.* Next of kin information for CAAF will be maintained in SPOT or its successor.

d. *Passports and visas.* Contractors authorized to accompany the force must maintain a valid passport and current visa for the country within the area of performance and in transit countries as required. U.S. citizen CAAF are not authorized official “no fee” red U.S. passports. Exceptions to this restriction must be coordinated through the Department of State.

e. *Geneva Convention category identification.* The CAAF will be issued an official Geneva Conventions identification card (either a DOD Uniformed Services Identification and Privilege Card, common access card (CAC) with Geneva Conventions identifier).

f. *Common access card issuance.* All CAAF who are U.S. citizens will be issued a CAC prior to deployment. Prior

to issuing a CAC, CAAF must be registered in the Contractor Verification System. All CACs will be issued at a CRC, an approved N-m IRDO site, or a designated unit or installation government-approved identification card issuance facility.

(1) The CACs issued to CAAF are valid only while going through a processing center and while serving in the AO. The expiration date for CACs issued to CAAF will be the end of the period of employment within the AO. No CAC may be issued for a period greater than 3 years.

(2) Possession of a CAC does not automatically entitle CAAF to government furnished services within the AO. Government furnished services are authorized by LOA, as discussed in Army personnel policy guidance.

g. Department of Defense computer systems access. Any CAAF requiring logical access to DOD computer systems and networks to perform their mission will require an Army Knowledge Online email address. Contractor personnel require government sponsorship for Army Knowledge Online access.

h. Operational specific badges and security access cards. Operational specific identification cards and security and base access badges may be issued prior to deployment or in the AO, as directed by the appropriate Joint Force commander or Army commander.

i. Personal identification tags. Identification tags are required for all CAAF and will include the following information: full name, social security number (or other identification number as applicable for non-U.S. citizens), blood type, and religious preference. These tags will be worn at all times when in the AO unless otherwise directed by local command policy. When CAAF are processed for deployment by their employers, it is the responsibility of the contractor company to ensure its employees receive required identification tags prior to deployment.

j. Medical requirements.

(1) Medical screenings for CAAF will be in accordance with appendix C of this regulation.

(2) All CAAF who are U.S. citizens must be fully incorporated into the DOD medical surveillance program in accordance with DODD 6490.02E.

(3) All CAAF must be provided health threat predeployment briefings in accordance with DODI 6490.03.

k. Legal assistance. The CAAF are normally not eligible to receive predeployment legal assistance except as specified in AR 27-3.

l. Military specification individual protective equipment. Individual protective equipment for CAAF (helmet, body armor, protective mask, and so forth) will be provided in accordance with the contract.

m. Predeployment processing. There are three authorized deployment processing methods for CAAF.

(1) *Deployment with a habitually supported unit.* Any CAAF that have a habitual relationship with a particular unit may process with that unit. The requiring activity (if different from the supported unit) will coordinate with the supported unit to ensure that the supported unit is prepared to provide and/or coordinate common military platform training as listed in paragraph 3-2o, if it is not available online. The Army generally will not provide assistance with predeployment administrative tasks such as legal, travel documents (such as passports and visas), family care coordination, and medical and dental qualifications (to include physical, dental screening, and commercially available immunizations). These requirements are the responsibility of the contractor company. The supported unit, in coordination with the power projection platform, will confirm successful completion of these habitually related CAAF predeployment requirements and that these requirements are properly captured into SPOT in accordance with current SPOT business rules.

(2) *Deployment through a continental United States replacement center.* Any CAAF who do not have a habitual relationship with a particular unit may complete their deployment process through a designated CRC. Advanced online training and administrative and medical processing as required for deployment with a habitually supported unit are required prior to reporting to the CRC. The requiring activity, in coordination with the appropriate contracting officer, will certify that contractor-entered SPOT data, including predeployment requirements, is complete before contractor employees report to the CRC. A SPOT-generated LOA is required before reporting to the CRC. The CRC will provide military related platform training, issue applicable military identification cards, provide required military specific immunizations, and arrange follow-on transportation, normally directly from the CRC site to the operational area.

(3) *Contractor performed predeployment processing.* The LOGCAP is a validated DCS, G-3/5/7 authorized N-m IRDO. All non-LOGCAP N-m IRDO requests will be processed through the appropriate requiring activity. The requiring activity, in coordination with the applicable contracting officer, will forward these requests to the DCS, G-4. The DCS, G-4 will coordinate these requests with the DCS, G-1 and the Human Resources Command prior to submission to DCS, G-3/5/7 for approval. If approved, the DCS, G-3/5/7 will validate the N-m IRDO site to ensure the contractor-performed predeployment processing meets the same standards as Army-run CRCs.

n. Time-phased force and deployment data development. All contractor equipment and CAAF destined for an AO must be documented in the time-phased force and deployment data in accordance with CJCSM 3122.02C and current deployment guidance. This applies to government-provided transportation as well as contractor-provided transportation.

o. Individual readiness files. An individual readiness file (IRF) will be completed for all deploying CAAF as part of predeployment processing. The IRF must be in the possession of the employee at all times while in the theater or must be readily available at the area of performance. Minimum requirements for the IRF includes—

(1) CAC.

- (2) Passport.
- (3) Visa (if required).
- (4) Identification tags.
- (5) Copy of physical examination less than 12 months old that confirms deployability.
- (6) Dental examination less than 12 months old that confirms deployability.
- (7) Documentation of required government-issued personal protective equipment and/or uniforms.
- (8) Certification of completed predeployment training.
- (9) Immunization record showing that all required immunizations have been administered.
- (10) Deoxyribonucleic acid (DNA) testing.
- (11) If required, a prescription for 180-day supply of medications or arrangements for additional medications.
- (12) SPOT-generated LOA that identifies the government furnished support authorized.
- (13) Copy of weapons qualification card, as needed.
- (14) PRO-FILE survey.

p. Theater entrance training requirements. Common training and AO specific training will be identified in Army personnel policy guidance.

3-3. Deployment, reception, staging, and onward movement considerations

a. Deployment. Contractors authorized to accompany the force may deploy by military means either as individuals or part of the unit with which they have a habitual relationship. When authorized by the contract, contract companies may deploy by commercial means.

b. Reception. All CAAF will be received and processed through an ARFOR designated in-theater reception center/process upon entering an AO regardless of the method of deployment.

(1) Contractors authorized to accompany the force personnel and equipment deploying with a habitually supported unit will perform reception processing under the control of their supported unit.

(2) Some large contractors (for example, a LOGCAP performance contractor) may be authorized to perform their own theater reception processing if approved by the ARFOR commander and authorized in their contract.

(3) Other CAAF personnel will be processed individually through an in-theater reception center.

(4) Prior to authorizing onward movement, reception centers will document entry into the AO in SPOT, verify all predeployment requirements are met, review the LOA, and notify the supported unit of their pending arrival at the place of performance. The CAAF processing with their habitually supported unit or by the parent company (with authorization to do so), must still complete SPOT, or its successor, the predeployment validation, and the LOA review requirements. If theater entry requirements are not met, CAAF employees may be denied entry and returned to their points of origin at contractor company expense.

(5) At the discretion of the ARFOR commander, reception centers may make arrangements with the requiring activity and/or supported unit to complete any shortcomings identified in predeployment requirements to prevent the CAAF from being returned to their points of origin.

c. Staging.

(1) Any CAAF personnel and equipment deploying with a habitually supported unit will perform staging-related actions under the control of their supported unit.

(2) Some large contractors (for example, a LOGCAP performance contractor) may be authorized to perform their own staging operations if approved by the ARFOR and authorized in their contract.

(3) Other CAAF personnel and equipment normally are not required to go through a formal staging process.

d. Onward movement. All CAAF onward movement actions will follow AO force protection and/or security policy and procedures.

(1) All CAAF personnel and equipment deploying with a habitually supported unit will conduct onward movement under the control of their supported unit.

(2) Some large contractors (for example, a LOGCAP performance contractor) may be authorized to directly coordinate their onward movement with the AO movement control center if approved by the ARFOR commander and authorized in their contract.

(3) Reception centers will coordinate onward movement of individually deploying CAAF and equipment to the point of performance.

3-4. Redeployment considerations

a. Government furnished and contractor acquired property equipment. This equipment must be returned to the U.S. Government in accordance with DODI 4161.2 and the applicable contracts. ASCCs will coordinate the redeployment and/or disposition of this equipment with HQDA, AMC, cognizant contracting agencies, and other applicable organizations.

b. Equipment leaving the area of operations. All equipment, to include contractor-owned equipment, leaving the AO must meet all environmental and customs requirements for the final destination and any stop points while in transit.

c. Contractors authorized to accompany the force outprocessing from the area of operations.

(1) Requiring activities will coordinate CAAF security and force health protection debriefings per AO specific guidance.

(2) Requiring activities will coordinate the return of all operational specific identifications and security access badges.

(3) Transportation for CAAF and all returning equipment must be arranged in accordance with the terms of the contract.

d. Outprocessing procedures after departing the area of operations.

(1) Medical surveillance screening will be conducted by the contractor for CAAF who are U.S. citizens as provided for in the contract.

(2) Contracting officers or their designated representative will verify contract companies and recover and return CACs as stipulated in the contract.

(3) Contracting officers will verify contractor companies and recover and return any government-issued protective clothing or uniforms as stipulated in the contract.

(4) Contracting officers or their designated representative, will verify the contractor company updated SPOT (or its successor) upon arrival of redeploying CAAF at final destination.

(5) The CAAF are subject to customs and immigration processing procedures at all designated stops and their final destination during their redeployment. All CAAF returning to the United States are subject to U.S. re-entry customs requirements in effect at the time of re-entry.

Chapter 4 In-Theater Contractor and Contract Management

4-1. Contracting authority and oversight

a. Contracting authority. Only the warranted contracting officer responsible for the contract may direct or approve changes to the contract that terminate the contract, or impose contractual requirements on the company. Only the warranted contracting officer responsible for the contract may direct changes to the contract that are related to CAAF and their associated equipment.

b. Command and mission oversight authority. Operational commanders do not have contracting authority; however, commanders are responsible for OCS planning, requirements definition, and providing support to in-theater contract management oversight. Operational commanders, not contracting organization commanders, remain responsible for the readiness and safety of deployed ARFORs even when a significant portion of their support is provided via contracted means. Commanders support contract management requirements primarily through their nomination of a properly trained and qualified individual for appointment as a COR by the cognizant contracting officer.

c. Contracting officer representative. The COR may execute only authorities specifically delegated in the appointment letter signed by the contracting officer. The COR also serves as the operational commander's primary oversight point of contact to ensure that the contracted support is being executed in accordance with the terms and conditions of the contract.

d. Oversight of contractor personnel. Contractor personnel are not part of the operational chain of command. They are managed in accordance with terms and conditions of their contract. Commanders have direct authority over CAAF and non-CAAF working on military facilities for matters of administrative procedures and requirements, force protection, and safety of the force. Commanders may restrict contractor access to specific battlefield locations and/or facilities and installations (or portions thereof) based on the operational situation; however, the commander must inform the appropriate contracting authority of these access restrictions as soon as practical, preferably prior to imposing such restrictions to ensure that they do not impede the ability of the contractor to meet designated performance requirements and/or to mitigate any contractor performance issues caused by the U.S. Government. Contractor safety violations that do not put the military force at risk will be handled through the appropriate COR, onsite contractor manager, and the contracting officer.

4-2. Legal and disciplinary considerations

a. International law and contractor legal status. Under applicable law, contractors may support military contingency operations in a noncombat role if they have been designated as CAAF by the force they accompany, and are provided with an appropriate identification card under the provisions of The Geneva Conventions of 1949, International Committee of the Red Cross, Convention (III) relative to the Treatment of Prisoners of War and DODD 4500.54E. If captured during armed conflict, only contractors with CAAF status are entitled to prisoner of war status. All contractor personnel are covered by The Geneva Conventions of 1949, International Committee of the Red Cross, Convention (IV) relative to the Protection of Civilian Persons in Time of War but may be at risk of injury or death incidental to enemy actions while supporting military operations. Contractor personnel may support contingency operations through

indirect participation in military operations such as providing communications support; transporting munitions and other supplies; performing maintenance functions for military equipment; providing private security services (as restricted in para 4–11, below); and providing logistic services such as billeting and messing. The requiring activity and/or designated supported unit commanders will review each service to be performed by contractor personnel in contingency operations on a case-by-case basis in consultation with the servicing legal office to ensure compliance with relevant laws and international agreements.

b. Host nation laws. Contractors authorized to accompany the force are subject to all host nation laws while deployed, unless otherwise excluded from host nation jurisdiction by the SOFAs or other security agreements. The host nation may retain jurisdiction for violation of their laws or relinquish jurisdiction to the United States. Commanders will notify the Department of State (through the designated ARFOR of Joint Forces Command point of contact) of any alleged CAAF-related host nation law violations or apprehensions by host nation authorities.

c. Uniform Code of Military Justice. Contractors authorized to accompany the force are subject to Uniform Code of Military Justice jurisdiction when deployed to a contingency area outside the United States and territories. (See AR 27–10 for guidance on commander and supervisor responsibilities in addressing alleged misconduct of civilians accompanying the force.)

d. Military Extraterritorial Jurisdiction Act. All contractor personnel in support of an Army contract are subject to Federal criminal jurisdiction under 18 USC 3261 while deployed to a contingency area outside the United States and its territories.

e. Commander disciplinary authority. Commanders may respond to incidents, investigate, restore safety and order, and apprehend and detain contractors for violations of the law. Area and base commanders may also restrict or revoke CAAF and non-CAAF access to Army facilities or installations for disciplinary infractions. All such actions will be immediately coordinated with the supporting Judge Advocate and the commander must inform the appropriate contracting authority of these access restrictions as soon as practical, preferably prior to taking such action.

4–3. Contractor personnel supervision

Contractor companies are responsible for providing day-to-day supervision of their employees. In cases where the contractor company supervisor is not located within the area of performance (for example, for interpreters, field service representatives, and so forth), the COR will, with the cognizant contracting officer and contracted company, monitor the contract employee's performance to ensure it is consistent with the terms and conditions of the contract.

4–4. Supervision of Soldiers and Army civilians

Contractor personnel will not command, supervise, task, direct work performance, and/or provide performance ratings of Soldiers or Army civilians.

4–5. Government-provided support

a. Authorized support. Requiring activities or supported units will provide CAAF U.S. Government support (for example, in-theater transportation, billeting, mess, and so forth) in accordance with the contract and as listed in the LOA. All government-provided support not provided for in the contract is subject to reimbursement to the Government.

b. Intratheater movement support. Any CAAF and their equipment will be moved within the AO at the Government's expense when it is in the best interest of the U.S. Government to meet operational requirements and within the terms and conditions of the contract.

c. Medical and dental support.

(1) Contractors authorized to accompany the force will be afforded emergency medical and dental care through military medical treatment facilities if injured. Emergency medical and dental care includes medical care situations when life, limb, or eyesight is jeopardized. Contractors authorized to accompany the force will be provided medical evacuation services at the discretion of the Army medical authorities to their original port of embarkation.

(2) Contractors authorized to accompany the force will be afforded routine medical care by deployed medical treatment facilities or provided prompt evacuation when there is no Western standard commercially available medical support in the AO. Such care and evacuation cost may be subject to reimbursement to the U.S. Government. Contractors may also be authorized to provide their own routine medical care within the AO if authorized by the Joint Force commander or the ARFOR commander and so stipulated in their contract. Otherwise, any other requested care for CAAF will be determined by the provisions of their respective contract.

(3) Non-CAAF employees who are injured while in the vicinity of U.S. Forces will be afforded emergency medical and dental care through a military medical treatment facility. Non-CAAF will be evacuated to the nearest appropriate local medical care facility as soon as the medical and operational situation allows.

d. Government furnished equipment. All GFE will be serviced and maintained as stipulated in the contract. In the absence of explicit terms or conditions in the contract, GFE will be serviced and maintained in the same manner as similar government-operated equipment. Any government furnished property may be provided in accordance with local policies and as stipulated in the contract.

(1) *Contractor acquired property equipment.* CAP acquisition, use, and disposition are accomplished according to the terms and conditions of the contract and FAR, Part 45.

(2) *Equipment readiness, reporting, and accountability.* The GFE and CAP readiness and accountability will be reported to the designated contracting officer and operational commander in accordance with the terms and conditions of the contract.

(3) *Contractor-owned equipment.* Government support, other than transportation support, will not be provided for contractor-owned equipment. Exceptions may be granted by the local commander on the basis of support availability and the operational situation, subject to reimbursement by the contractor. All requirements for government support for contractor-owned equipment will be coordinated with the cognizant contracting officer.

e. Personnel recovery. All CAAF who are U.S. citizens and CAAF non-U.S. citizens designated by the operational commander will be provided personnel recovery support in accordance with DODD 3002.01E.

f. Mortuary affairs. Contractors authorized to accompany the force are covered under the DOD mortuary affairs program. Disposition of CAAF remains in the operational area will be handled in accordance with DODD 1300.22. Disposition of the remains of non-CAAF who die while providing support on an Army facility will be handled in accordance with Joint force and/or ARFOR local command policies.

g. Postal services. In general, CAAF do not receive full postal support in contingency operations. In accordance with DOD 4525.6-M, the extent of personal postal support will be outlined in the terms and conditions of the contracts for U.S. citizens that are employed by the contractors and subcontractors. These terms and conditions must be reviewed and approved by the combatant commander (CCDR) (or the designated representative) and the military department concerned before the contract is executed.

4-6. Movement control

Contractors authorized to accompany the force movement will be coordinated and controlled when necessary in accordance with local policies and procedures. Contractors authorized to accompany the force movement restrictions that may have a negative impact on contractor's ability to meet contractual performance standards, must be coordinated with the cognizant contracting officer.

4-7. Personnel accountability

a. All CAAF individual personnel data will be maintained in SPOT, or its successor, by the contractor in accordance with terms and conditions of the contract. The ARFOR (Personnel Officer) will report contractor accountability information received from SPOT as required by local command policy.

b. The COR will notify the contracting officer of any discrepancies in SPOT, or its successor, CAAF accountability data. The contracting officer is responsible for notifying the contracted company of these discrepancies.

4-8. Next of kin notification

The contractor will be responsible for notification of the employee-designated next of kin in the event an employee dies, requires evacuation due to an injury, or is isolated, missing, detained, captured, or abducted. The Casualty and Mortuary Affairs Operations Center may provide assistance if requested by the company.

4-9. Force protection

a. Local area and base force protection plans will include contingency contractor personnel in locations where civil authority is either insufficient or illegitimate and the commander determines it is in the interests of the U.S. Government to provide security.

b. In appropriate cases, the CCDR may direct that force protection support will be provided through military means. In these cases, CAAF will be provided force protection support commensurate with the level of security provided DOD civilians. Non-CAAF personnel whose area of performance is within the vicinity of U.S. forces or on military facilities will receive force protection incidental to their location of their work. Where appropriate, CAAF representatives will be authorized to attend security and operational planning meetings in order to ensure proper CAAF, force protection and security policy and procedure awareness.

4-10. Arming policy

a. Contractors performing private security functions may be armed (see para 4-11, below) in order to perform their contracted service.

b. According to applicable U.S., host nation, or international laws; relevant SOFAs; applicable security agreements; international agreements; or other arrangements with local authorities and on a case-by-case basis when military force protection and legitimate civil authority are deemed unavailable or insufficient, the CCDR (or a designee no lower than the general/flag officer level) may authorize contingency contractor personnel to be armed for individual self-defense. When armed for personal protection, contingency contractor personnel are authorized to use force only for individual self-defense. When armed to provide security services, the rules for the use of force will be established by the Joint Force commander and executed in accordance with the terms and conditions of the relevant contract.

c. Inappropriate use of force by contingency contractor personnel could subject them to U.S. and host nation/local prosecution and civil liability.

d. Acceptance of weapons by contractor personnel will be voluntary and permitted by the contractor and the contract.

e. DD Form 2760 (Qualification to Possess Firearms or Ammunition) will be completed for all contractors authorized to carry weapons verifying the individual is not prohibited under U.S. law from possessing a weapon or ammunition due to conviction in any court of a crime of domestic violence, whether a felony or misdemeanor.

f. The appropriate staff judge advocate to the CCDR will review all applications for arming contingency contractor personnel on a case-by-case basis to ensure there is a legal basis for approval. The request will then be approved or denied by the CCDR or a specifically identified designee, no lower than flag officer level.

g. All contractor personnel prior to being authorized to carry weapons will—

(1) Meet weapons familiarization and qualifications standards, and receive briefings regarding the rules for the use of force in accordance with CCDR policies.

(2) Be certified by the cognizant contracting officer or an authorized representative in SPOT, or its successor, as having met these requirements.

h. Contractor personnel may possess only U.S. Government-issued and/or U.S. Government-approved weapons and ammunition for which they have been qualified.

i. Proof of authorization to be armed must be carried at all times while armed by all contractor personnel authorized to carry a weapon.

j. When not in the possession of the contractor personnel to whom the weapons were issued, contractor weapons must be stored and secured in accordance with local CCDR standards and policies.

k. Authorization to possess weapons and ammunition may be revoked for noncompliance with established rules.

l. A serious incident report will be submitted by the COR or other government personnel to the base or area commander anytime a weapon is discharged by a contractor in anything other than an authorized training activity.

4-11. Use of private security companies

If consistent with applicable U.S., local, and international laws and relevant SOFAs or other security agreements, contractor personnel may be utilized to provide private security services as outlined in DODI 1100.22 and DODI 3020.50.

4-12. Contract management assistance and oversight

a. *General.* Requiring activities and subordinate supported units will assist the contracting officer in ensuring that there is proper government oversight of their supporting contracts. A key part of this contract management assistance function is the nomination and appointment of qualified and properly trained CORs and receiving officials. It is Army policy that all services contracts will have an appointed COR in accordance with established dollar thresholds and all commodity (supply) contracts will have a designated receiving official.

b. *Contracting officer representative nomination, training, and appointment.* The requiring activity and/or designated supported unit commanders must nominate qualified prospective CORs to the contracting officer. COR nomination will be part of the acquisition ready requirements package. Nominated CORs will be included in the pre-award activities when appropriate.

(1) *Technical qualification.* CORs must be qualified to assist in the technical monitoring contractor performance.

(2) *Training.* Nominated personnel must complete COR training per DOD, Army, and local command guidance.

(3) *Appointment.* Nominated CORs will be appointed in writing by the cognizant contracting officer. A contracting officer may reject nominated CORs based on lack of technical qualifications and/or COR training.

c. *Required documentation.* CORs will obtain from the contracting officer— a signed appointment letter, applicable sections of the contract/task order, and any other documentation required to perform the duties assigned (for example, quality assurance plan and/or checklist).

d. *Onsite management.* All CORs will be located in, or have routine access to, the contractor's area of performance.

e. *Performance.* The CORs will report contractor performance to the contracting officer and requiring activity or supported unit as directed in their appointment letter and command guidance.

f. *Contracting officer representative tracking and replacement.* Requiring activities and supported units will track all supporting contracts, to include assigned CORs. Requiring activities/supported units will replace CORs as necessary for the duration of the contract. Replacement CORs will meet all requirements listed in paragraph b, above.

4-13. Recognition of contractors

a. *General.* There is very limited authority to recognize contractor employees for contributions that go substantially beyond that specified or implied within the terms of the contract. The U.S. Government establishes a relationship with the contractor, which is defined by the contract. Though the U.S. Government does set the performance standards for the contract, which shall be measurable and structured to permit an assessment of the overall contractor's performance, this authority does not extend to the performance of individual contract employees. Thus, contractor recognition should

ordinarily be accomplished consistent with the terms of the contract (for example, award fees, past performance ratings, contract options, and so forth).

b. Recognition. Contractors may be recognized only through the cognizant contracting officer. Proposed contractor recognition should be sent to the COR. The COR will forward the proposed recognition to the contracting officer. Proposed recognition messages should not be sent to or copy furnished to the contract employee, the contractor supervisor, or the contract company.

c. Military and monetary awards. Military awards and government monetary awards are not authorized for contractor personnel. Such awards include, but are not limited to, any tangible device of recognition for acts of exceptional service or achievement of honorific value (for example, a letter, certificate, medal, plaque or item of nominal value; time-off from duty outside the scope of the contract; or cash payment to the contractor employee outside the scope of the cognizant contract). The use of appropriated funds for such awards outside the cognizant contract is not appropriate. The action will be coordinated with the contracting officer before a decision is made to give a presentation, award, or any other form of recognition to a contractor employee.

d. Civilian awards. In certain extraordinary circumstances, contractor employees may be awarded civilian awards for valor such as the Secretary of Defense Medal for the Defense of Freedom. In all instances, however, the proposed recognition must be coordinated with the COR and the cognizant contracting officer.

Appendix A References

Section I Required Publications

AR 25-2

Information Assurance (Cited in para 2-6c.)

AR 27-3

The Army Legal Assistance Program (Cited in para 3-2k.)

AR 27-10

Military Justice (Cited in para 4-2c.)

AR 380-5

Department of the Army Information Security Program (Cited in para 2-6c.)

AR 380-49

Industrial Security Program (Cited in para 2-6c.)

AR 380-67

The Department of the Army Personnel Security Program (Cited in para 2-6c.)

AR 700-137

Logistics Civil Augmentation Program (LOGCAP) (Cited in para 1-4d(3).)

ATTP 4-10

Operational Contract Support Tactics, Techniques, and Procedures (Cited in paras 2-2, 2-5h.) (Available at <http://www.apd.army.mil>.)

CJCSM 3122.02C

Chairman of the Joint Chiefs of Staff Manual: Joint Operation Planning and Execution System (JOPES) Volume III (Crisis Action Time-Phased Force and Deployment Data Development and Deployment Execution) (Cited in paras 2-2, and 3-2n.) (Available at <http://www.dtic.mil/doctrine/index.html>.)

Defense Procurement and Acquisition Policy

(Cited in para 3-1b.) (Available at <http://www.acq.osd.mil/dpap>.)

DFARS 252.225-7040

Contractor Personnel Authorized to Accompany U.S. Armed Forces Deployed Outside the United States (Cited in para 1-4e(3).) (Available at <http://www.acq.osd.mil/dpap/dars/dfarspgi/current/index.html>.)

DOD 4525.6-M

Department of Defense Postal Manual (Cited in para 4-5g.) (Available at <http://www.dtic.mil/whs/directives>.)

DOD 5220.22-M

National Industrial Security Program Operating Manual (Cited in para 2-6.) (Available at <http://www.dtic.mil/whs/directives>.)

DOD 5220.22-R

Industrial Security Regulation (Cited in para 2-6.) (Available at <http://www.dtic.mil/whs/directives>.)

DODD 1300.22

Mortuary Affairs Policy (Cited in para 4-5f.) (Available at <http://www.dtic.mil/whs/directives>.)

DODD 3002.01E

Personnel Recovery in the Department of Defense (Cited in paras 3-2b and 4-5e.) (Available at <http://www.dtic.mil/whs/directives>.)

DODD 4500.54E

Department of Defense Foreign Clearance Program (FCP) (Cited in para 4–2*a*.) (Available at <http://www.dtic.mil/whs/directives>.)

DODD 5160.41E

Defense Language Program (DLP) (Cited in para 1–4*f*(1).) (Available at <http://www.dtic.mil/whs/directives>.)

DODD 6490.02E

Comprehensive Health Surveillance (Cited in para 3–2*j*(2).) (Available at <http://www.dtic.mil/whs/directives>.)

DODI 1000.1

Identity Cards Required by the Geneva Convention (Cited in para 3–2*e*.) (Available at <http://www.dtic.mil/whs/directives>.)

DODI 1100.22

Policy and Procedures for Determining Workforce Mix (Cited in paras 1–4*a*(4), 1–4*r*(4), 2–1*b*, and 4–11.) (Available at <http://www.dtic.mil/whs/directives>.)

DODI 3020.41

Contractor Personnel Authorized to Accompany the U.S. Armed Forces (Cited in para C–1.) (Available at <http://www.dtic.mil/whs/directives>.)

DODI 3020.50

Private Security Contractors (PSCS) Operating in Contingency Operations (Cited in para 4–11.) (Available at <http://www.dtic.mil/whs/directives>.)

DODI 4161.2

Management, Control and Disposal of Government Property in the Possession of Contractors (Cited in para 3–4*a*.) (Available at <http://www.dtic.mil/whs/directives>.)

DODI 5154.30

Armed Forces Institute of Pathology Operations (Cited in para C–2*g*.) (Available at <http://www.dtic.mil/whs/directives>.)

DODI 6490.03

Deployment Health (Cited in paras 3–2*j*(3) and C–2*a*.) (Available at <http://www.dtic.mil/whs/directives>.)

UCMJ

Uniform Code of Military Justice (Cited in paras 1–4*i* and 4–2*c*.) (Available at <http://www.army.mil/references/UCMJ>.)

FAR, Part 45

Government Property (Cited in para 4–5*d*(1).) (Available at <https://www.acquisition.gov/far>.)

18 USC 3261

Criminal offenses committed by certain members of the Armed Forces and by persons employed by or accompanying the Armed Forces outside the United States (Cited in paras 1–4*i* and 4–2*d*.) (Cited in paras 1–4*i*, and 4–2*d*.) (Available at <http://www.gpoaccess.gov/uscode>.)

PL 105–270 (as amended by PL 109–115 (31 USC 501 note))

Public Law: Federal Activities Inventory Reform Act of 1998 (Cited in paras 1–4*a*(4) and B-1.) (Available at <http://www.gpoaccess.gov/plaws/index.html>.)

The Geneva Conventions of 1949, Convention (III)

International Committee of the Red Cross, Convention (III) relative to the Treatment of Prisoners of War (Cited in para 4–2*a*.) (Available at <http://www.icrc.org/ihl.nsf/COM/375>.)

The Geneva Conventions of 1949, Convention (IV)

International Committee of the Red Cross, Convention (IV) relative to the Protection of Civilian Persons in Time of War (Cited in para 4–2*a*.) (Available at <http://www.icrc.org/ihl.nsf/INTRO/380>.)

Section II

Related Publications

A related publication is a source of additional information. The user does not have to read a related publication to understand this publication. Army publications are available on the Army Publishing Directorate (APD) Web site at <http://www.apd.army.mil>. DOD publications are available at <http://www.dtic.mil/whs/directives>. The United States Code is available at <http://www.gpoaccess.gov/uscode>. Joint publications are available at <http://www.dtic.mil/doctrine/index.html>.

AR 1-100

Gifts and Donations

AR 11-33

Army Lessons Learned Program (ALLP)

AR 25-55

The Department of the Army Freedom of Information Act Program

AR 40-562

Immunizations and Chemoprophylaxis

AR 71-11

Total Army Analysis (TAA)

AR 95-20

Contractor's Flight and Ground Operations

AR 190-11

Physical Security of Arms, Ammunition, and Explosives

AR 190-14

Carrying of Firearms and Use of Force for Law Enforcement and Security Duties

AR 215-1

Military Morale, Welfare, and Recreation Programs and Nonappropriated Fund Instrumentalities

AR 340-21

The Army Privacy Program

AR 530-1

Operations Security (OPSEC)

AR 550-51

International Agreements

AR 570-9

Host Nation Support

AR 600-8-1

Army Casualty Program

AR 600-8-4

Line of Duty Policy, Procedures, and Investigations

AR 638-2

Care and Disposition of Remains and Disposition of Personal Effects

AR 735-5

Policies and Procedures for Property Accountability

AR 740–26

Physical Inventory Control

DA Pam 735–5

Financial Liability Officer's Guide

FM 4–92

Contracting Support Brigade

FMI 4–93.41 (FM 63–11)

Army Field Support Brigade Tactics, Techniques, and Procedures

CJCSI 3270.01A

Chairman of the Joint Chiefs of Staff Instruction: Personnel Recovery within the Department of Defense

CJCSM 3150.13

Chairman of the Joint Chiefs of Staff Manual: Joint Reporting Structure–Personnel Manual

DFARS, Subpart 207.105

Contents of written acquisition plans (Available at <http://www.acq.osd.mil/dpap>.)

DFARS, Subpart 252.211–7007

Reporting of Government-Furnished Equipment in the DOD Item Unique Identification (IUID) Registry (Available at <http://www.acq.osd.mil/>.)

DFARS, Subpart 252.225–7043

Antiterrorism/Force Protection for Defense Contractors Outside the United States (Available at <http://www.acq.osd.mil/dpap>.)

DFARS, Subpart 225.7401

Contracts requiring performance or delivery in a foreign country (Available at <http://www.acq.osd.mil/dpap>.)

DFARS, Subpart 225.7402

Contractor personnel authorized to accompany U.S. Armed Forces deployed outside the United States (Available at <http://www.acq.osd.mil/dpap>.)

DFARS Class Deviation 2007–O0004

Synchronized Predeployment and Operational Tracker (Available at <http://www.acq.osd.mil/dpap>.)

DFARS Class Deviation 2007–O0010

Implementation of Synchronized Predeployment and Operational Tracker (SPOT) to Account for Contractor Personnel Performing in the United States Central Command Area of Responsibility (Available at <http://www.acq.osd.mil/dpap>.)

Department of the Army Personnel Policy Guidance for Overseas Contingency Operations

(Available at <http://www.armyg1.army.mil/militarypersonnel/ppg/PPG.PDF>)

DODD 1300.7

Training and Education to Support the Code of Conduct (CoC)

DODD 2310.01E

The Department of Defense Detainee Program

DODD 3025.14

Protection and Evacuation of U.S. Citizens and Designated Aliens in Danger Areas Abroad

DODD 3115.09

DOD Intelligence Interrogations, Detainee Debriefings, and Tactical Questioning

DODD 4715.1E

Environment, Safety, and Occupational Health (ESOH)

DODD 5110.10

Defense Prisoner of War/Mission Personnel Office (DPMO)

DODD 5134.01

Under Secretary of Defense for Acquisition, Technology, and Logistics (USD(AT&L))

DODI 1300.18

Department of Defense (DOD) Personnel Casualty Matters, Policies, and Procedures

DODI 1300.21

Code of Conduct (CoC) Training and Education

DODI 1300.23

Isolated Personnel Training for DOD Civilian and Contractors

DODI 2000.16

DOD Anti-Terrorism (AT) Standards

DODI 2310.4

Repatriation of Prisoners of War (POW), Hostages, Peacetime Government Detainees, and other Missing or Isolated Personnel

DODI 2310.5

Accounting for Missing Persons – Boards of Inquiry

DODI 2310.6

Non-Conventional Assisted Recovery in the Department of Defense

DODI 5000.64

Accountability and Management of DOD-Owned Equipment and Other Accountable Property

DODI 5525.11

Criminal Jurisdiction Over Civilians Employed By or Accompanying the Armed Forces Outside the United States, Certain Service Members, and Former Service Members

FAR, Subpart 6.3

Other Than Full and Open Competition (Available at <https://www.acquisition.gov/far>.)

FAR, Subpart 7.3

Contractor Versus Government Performance (Available at <https://www.acquisition.gov/far>.)

FAR, Subpart 7.5

Inherently Governmental Functions (Available at <https://www.acquisition.gov/far>.)

FAR, Subpart 37.2

Advisory and Assistance Services (Available at <https://www.acquisition.gov/far>.)

FAR, Subpart 37.4

Nonpersonal Health Care Services (Available at <https://www.acquisition.gov/far>.)

FAR, Subpart 37.104

Personal Services Contracts (Available at <https://www.acquisition.gov/far>.)

JP 4–10

Joint Publication: Operational Contract Support (Available at http://www.dtic.mil/doctrine/new_pubs/jp4_10.pdf.)

OMBC A–76, paragraph 6.e(1)

Performance of Commercial Activities (Available at <http://www.whitehouse.gov/omb/circulars>.)

10 USC 101

Definitions

10 USC 688

Retired members: authority to order to active duty; duties

10 USC 771

Unauthorized wearing prohibited

10 USC 802

Persons subject to this chapter

10 USC 12301(a)

Reserve components generally

10 USC 12302

Ready Reserve

10 USC 12304

Selected Reserve and certain Individual Ready Reserve members; order to active duty other than during war or national emergency

10 USC 12305

Authority of President to suspend certain laws relating to promotion, retirement, and separation

10 USC 12406

National Guard in Federal service: call

10 USC, Chapter 15

Insurrection

10 USC 1501

System for accounting for missing persons

10 USC 1701

Management policies

10 USC 2383

Contractor performance of acquisition functions closely associated with inherently governmental functions

10 USC 3013b

Secretary of the Army

18 USC 7

Special maritime and territorial jurisdiction of the United States defined

18 USC 922

Unlawful acts

18 USC 2441

War crimes

31 USC 501

Office of Management and Budget

33 USC 901

Longshore and Harbor Workers' Compensation Act

37 USC 552, Chapter 10

Pay and allowances; continuance while in missing status; limitations

42 USC 1651

Compensation authorized

42 USC 1652

Computation of benefits; application to aliens and nonnationals

42 USC 1653

Compensation districts; judicial proceedings

42 USC 1654

Persons excluded from benefits

42 USC 1701

Compensation for injury or death resulting from war-risk

Section III**Prescribed Forms**

This section contains no entries.

Section IV**Referenced Forms**

Except where otherwise indicated below, DA forms are available on the Army Publishing Directorate Web site (<http://www.apd.army.mil>). DD forms are available at <http://www.dtic.mil/whs/directives/infomgt/forms/formsprogram.htm>.

DA Form 11–2

Internal Control Evaluation Certification

DA Form 2028

Recommended Changes to Publications and Blank Forms

DD Form 93

Record of Emergency Data

DD Form 2760

Qualification to Possess Firearms or Ammunition

DD Form 2766

Adult Preventive and Chronic Care Flowsheet

DD Form 2795

Pre-deployment Health Assessment Questionnaire

DD Form 2813

Department of Defense Active Duty/Reserve Forces Dental Examination

Appendix B**Inherently Governmental Function Guidance****B–1. Inherently governmental functions**

a. The term "inherently governmental function" means a function that is so intimately related to the public interest as to require performance by Federal Government employees per 10 USC 2383, PL 105–270 (31 USC 501 note), and FAR, Subparts 7.3 and 7.5. Functions include activities that require either the exercise of discretion in applying Federal Government authority or the making of value judgments in making decisions for the Federal Government, including judgments relating to monetary transactions and entitlements. An inherently governmental function involves, among other things, the interpretation and execution of the laws of the United States so as to—

(1) Bind the United States to take or not to take some action by contract, policy, regulation, authorization, order, or otherwise.

(2) Determine, protect, and advance United States economic, political, territorial, property, or other interests by military or diplomatic action, civil, or criminal judicial proceedings, contract management, or otherwise.

- (3) Significantly affect the life, liberty, or property of private persons.
- (4) Commission, appoint, direct, or control officers or employees of the United States.
- (5) Exert ultimate control over the acquisition, use, or disposition of the property, real or personal, tangible or intangible, of the United States, including the collection, control, or disbursement of appropriated and other Federal funds.

b. The term does not normally include—

(1) Gathering information for or providing advice, opinions, recommendations, or ideas to Federal Government officials.

(2) Any function that is primarily ministerial and internal in nature (such as building security, mail operations, operation of cafeterias, housekeeping, facilities operations and maintenance, warehouse operations, motor vehicle fleet management operations, or other routine electrical or mechanical services).

B–2. Specific restrictions

The following paragraphs provide an overview of current DOD and Army policy on the inherently governmental nature of specific contingency operations focused services as described in FAR, Subpart 7.5, as well as other applicable regulations, according to the Federal Activities Inventory Reform Act of 1998 directing the Federal Government to provide a process for identifying the functions of the Federal Government not inherently governmental. This section provides a summary of major inherently governmental functions and links to applicable regulations. This appendix will not be considered the sole source of this information. It is DOD and Army policy that inherently governmental guidance found in these publications be considered before requesting contracted services in order to ensure that inherently governmental functions are not obtained through contracted sources.

a. Direction and control of combat and crisis situations. Command of military forces is an inherently military function and cannot be contracted out. Within the operating forces, this authority begins with field commanders and extends to the lowest level of command responsible for discretionary decisionmaking, personnel safety, and mission accomplishment. The U.S. Government has exclusive responsibility for discretionary decisions concerning the appropriate, measured use of combat power. Military commanders alone are responsible for combat operations. This restriction also includes commander's responsibility for assessments of the training, discipline, and readiness of their units to conduct assigned wartime missions. Prohibited contract functions include actions that directly result in disruptive and/or destructive combat capabilities including offensive cyber operations, electronic attack, missile defense, and air defense. This includes units located inside or outside the operational area if the personnel operate weapon systems against the enemy (that is, B–52 and intercontinental ballistic missile crews). This restriction does not include technical advice on the operation of weapon systems or other support of a nondiscretionary nature performed in direct support of combat operations.

b. Security provided to protect resources in hostile areas. Security provided for the protection of resources (people, information, equipment, supplies, and so forth) in uncontrolled or unpredictable high-threat environments inside the continental United States or outside the continental United States entails a wide range of capabilities, some of which are inherently governmental and others of which are commercial. Security is inherently governmental if it involves unpredictable international or uncontrolled, high-threat situations where success depends on how operations are handled and there is a potential of binding the United States to a course of action when alternative courses of action exist. This includes security performed as part of combat support and combat service support operations.

c. Medical and chaplain services performed in hostile areas. Services provided by military medical personnel and chaplains embedded in military units that engage in hostile action are inherently governmental.

d. Intelligence, counterintelligence, and interrogations. Direction and control of intelligence and counterintelligence operations, to include interrogations performed in the operational environment, are inherently governmental functions. This includes the approval, supervision, and oversight of interrogations. However, in areas where adequate security is available and is expected to continue, properly trained and cleared contractors may be used to draft interrogation plans for government approval and conduct government-approved interrogations if they are properly supervised and closely monitored throughout the interrogation process by sufficient numbers of properly trained government officials (see DODD 3115.09).

e. Criminal justice, criminal investigation, and law enforcement. Certain law enforcement operations, to include issuing warrants, making arrests, and preservation of crime scenes, are inherently governmental functions. Direct conduct of criminal investigations is also an inherently governmental function. However, in areas where adequate security is available and expected to continue, properly trained and cleared contractors may perform special non-law enforcement security activities that do not directly involve criminal investigations as long as they are closely monitored by sufficient numbers of properly trained government officials (see FAR, Subpart 7.5).

f. Treatment and handling of enemy prisoners of war, civilian internees, retained persons, other detainees, terrorists, and other criminals. Treatment and handling of enemy prisoners of war, civilian internees, retained persons, other detainees, terrorists, and other criminals is an inherently governmental function. This includes making decisions concerning same. Direction and control of detention facilities for enemy prisoners of war, civilian internees, retained

persons, other detainees, terrorists, and other criminals in the operational area is also an inherently governmental function that must be performed by military personnel (see DODD 2310.01E).

g. Policy determination. The determination of the content and application of regulations is an inherently governmental function (see FAR, Subpart 7.5).

h. Direction and control of Federal employees. Providing direction and control over Federal employees is an inherently governmental function (see FAR, Subpart 7.5).

i. Disposition of government property. The determination of what Federal Government property is to be disposed of and on what terms is an inherently governmental function. Exceptions may be given to contractors to dispose of property at prices within specified ranges and subject to other reasonable conditions deemed appropriate by the agency (see FAR, Subpart 7.5).

j. Federal procurement activities. Many Federal procurement activities are inherently governmental to include determining specific requirements, source selection, approving/awarding contracts, and so forth. However, subject to applicable conflict of interest laws and regulations, contractors may assist in the development of statements of work and provide technical evaluations of contract proposals as long as the contractor's involvement is properly administered. In such cases, the U.S. Government must not allow the contractor to perform in conflicting roles that might bias its judgment, or to gain an unfair competition advantage by virtue of access to confidential business information or other sensitive information (see FAR, Subpart 7.5).

k. Budgeting. The determination of budget policy, guidance, and strategy (see FAR, Subpart 7.5).

l. Fund/fee collection and control. The collection, control, and disbursement of fees, royalties, duties, fines, taxes, and other public funds are inherently governmental functions. Exceptions to this policy include collection of fees or other charges from visitors to deployed post exchange concessions where the amount to be collected is easily calculated or predetermined and the funds collected can be easily controlled using standard case management techniques (see FAR, Subpart 7.5).

m. Accountable officer. Supply support activity accountable officer functions are an inherently governmental function (see AR 735-5).

B-3. Operational specific restrictions

There will often be operational specific policy, agreements, and so forth that may restrict the use of contracted support for certain functions. Sources for contract restrictions include, but are not limited to, U.S., international, and host nation laws; Executive orders; treaties; SOFAs, and other international agreements; host nation agreements; memorandums of understanding; intergovernmental and intragovernmental Service support agreements; and Joint Forces Command policies and directives. Information on these types of documents will be incorporated in the appropriate Joint Forces Command and/or ARFOR command-level CSIP as well as other operational command guidance.

B-4. Personal service contracts

A personal services contract is characterized by the employer-employee relationship it creates between the U.S. Government and the contractor's personnel. The U.S. Government is normally required to obtain its employees by direct hire under competitive appointment or other procedures required by the civil service laws. Obtaining personal services by contract, rather than by direct hire, circumvents those laws unless Congress has specifically authorized acquisition of the services by contract. In some circumstances personal service contracts are necessary for efficient and effective operation and may be contracted as an exception (see FAR, Subpart 37.104). Not all personal services are prohibited from being contracted (see FAR, Subparts 37.104b, 37.2, and 37.4). However, determining what qualifies as personal services is often tied to how the work is performed or administered with the key question being: Must the U.S. Government exercise relatively continuous supervision and control over the personnel performing the work? This includes situations where government direction or supervision is needed to adequately protect the government's interests, retain control of the function involved, or retain full personal responsibility for the function supported in a government official or employee. This includes certain personal services for experts and consultants, healthcare, and direct support to a defense intelligence component or counterintelligence organization outside the United States. A legal determination will be made on any exceptions.

Appendix C Medical/Dental Requirement

C-1. Requirements

As outlined in DODI 3020.41, the following are mandatory medical assessment requirements.

C-2. Medical

a. Medical assessments. All CAAF who are U.S. citizens or legal U.S. residents serving an extended deployment as defined in DODI 6490.03, paragraphs 6.1 and 6.3.1.3, must undergo a medical assessment prior to the deployment. All

individuals deemed not deployable will be returned with a DD Form 2795 (Pre-deployment Health Assessment Questionnaire) and a summary of their nondeployable medical condition. This will be provided to the individual member, who may elect to share the information with their employer. The following are mandatory portions of the assessment:

- (1) Physical and dental exam within 1 year of deployment.
- (2) Medical record review.
- (3) Completion of DD Form 2766 (Adult Preventive and Chronic Care Flowsheet). A completed copy of these forms (DD Form 2795 and DD Form 2766) must be included in the DOD personnel deployment paperwork and serve as the deployment medical record.
- (4) Completion of DD Form 2795 within 60 days of deployment. A privileged DOD medical provider must make a determination on the DD Form 2795 as to the deployability of the DOD member. This decision will be based on all of the information obtained in the assessment described above.
 - b. Glasses and contacts.* If vision correction is required, contingency contractor personnel will be required to have two replacement pairs of glasses. A written prescription may also be provided to the supporting military medical component so that eyeglass inserts for use in a compatible chemical protective mask can be prepared.
 - c. Medications.* Contracts will require that contingency contractor personnel deploy with a minimum 90-day supply of any required medications (other than force health protection prescription products to be provided to CAAF and selected non-CAAF), obtained at their own expense.
 - d. Comfort items.* The contract will require that CAAF take spare hearing aid batteries, sunglasses, insect repellent, sunscreen, and any other supplies related to their individual physical requirements. These items will not be provided by DOD sources.
 - e. Immunizations.* A list of immunizations, both those required for entry into the designated AO and those recommended by medical authorities, will be produced for each deployment; and posted to the Defense Procurement and Acquisition Policy and Army Personnel Policy Guidance Web sites.
 - f. Human immunodeficiency virus testing.* Contractors authorized to accompany the force must meet the Army Human immunodeficiency virus (HIV) deployment policies as described in Department of the Army Personnel Policy Guidance for Overseas Contingency Operations, Chapter 7 at <http://www.armyg1.army.mil/militarypersonnel/ppg/PPG.PDF>.

g. Armed Forces Repository of Specimen Samples for the Identification of Remains collection. For identification of remains purposes, all CAAF who are U.S. citizens will obtain a dental pantograph and provide a specimen sample suitable for DNA analysis prior to deployment processing. The DOD Components will ensure that all contracts require CAAF who are U.S. citizens provide specimens for the Armed Forces Repository of Specimen Samples for the Identification of Remains as a condition of employment, according to DODI 5154.30. Specimens will be collected and managed as follows:

- (1) All CAAF who are U.S. citizens processing through a deployment center will have a sample collected and forwarded to the Armed Forces Repository of Specimen Samples for the Identification of Remains for storage. Contracts will require contractors to verify in SPOT (or the designated Joint database) that the Armed Forces Repository of Specimen Samples for the Identification of Remains has received the sample or that the DNA reference specimen sample has been collected by the contractor.
- (2) If CAAF who are U.S. citizens do not process through a deployment center, or the defense contractor is authorized to process its own personnel, the contract will require that the defense contractor make its own arrangements for collection and storage of the DNA reference specimen through a private facility or arrange for the storage of the specimen by contacting the Armed Forces Repository of Specimen Samples for the Identification of Remains. Regardless of what specimen collection and storage arrangements are made, all defense contractors deploying CAAF who are U.S. citizens must provide the name, social security number, location of sample, contact information, and retrieval plan to the Armed Forces Repository of Specimen Samples for the Identification of Remains. If the Armed Forces Repository of Specimen Samples for the Identification of Remains is not used and a contractor authorized to accompany the force who is a U.S. citizen becomes a casualty, the defense contractor has the ability to retrieve identification media for use by the Armed Forces Medical Examiner or other competent authority to conduct a medical-legal investigation of the incident and identification of the victim(s). This information and records must be retrievable within 24 hours for forwarding to the Armed Forces Medical Examiner of any reported incident that would necessitate its use for human remains identification purposes. The defense contractor will have access to—
 - (a)* A completed DD Form 93 (Record of Emergency Data) or equivalent record.
 - (b)* Location of employee medical and dental records, including pantograph, if available.

C-3. Dental

The CAAF will have a thorough dental exam and complete all necessary dental work prior to deployment. Individuals

being evaluated by a non-DOD civilian dentist will use a DD Form 2813 (Department of Defense Active Duty/Reserve Forces Dental Examination) as proof of dental examination.

Appendix D

Operational Contract Support Internal Control Evaluation Checklist

D-1. Function

The functions covered by this checklist are planning and management of operational contract support.

D-2. Purpose

The purpose of this evaluation checklist is to assist commanders and their staff at all levels in evaluating operational contract support compliance with the key management processes listed below. It is not intended to cover all processes.

D-3. Instructions

Answers must be based on actual testing of key management controls (for example, document analysis, direct observation, sampling, simulation, and other). Answers which indicate deficiencies must be explained and corrective action indicated in supporting documentation. Although not every section is required by each organization, these management controls must be evaluated at least once every two years. Certification that this evaluation has been conducted must be accomplished on DA Form 11-2 (Internal Control Evaluation Certification).

D-4. Test questions

- a.* Are organizations familiar with and have access to operational contract support regulations and other reference material? (ASCCs, supported units, and requiring activities at all levels)
- b.* Is operational contract support integrated into doctrine and training publications; professional military education and leader development courses; lessons learned programs; and collective training exercises? (DCS, G-3/5/7, TRADOC, U.S. Army Forces Command, AMC, ASCCs, MEDCOM)
- c.* Are operational contract support related requests for exceptions to policy or waivers being requested, processed, and approved? (HQDA staff, Army commands, ASCCs, direct reporting units)
- d.* Does every OPLAN and OPORD contain CSIPs along with associated contractor management planning guidance? (ASCCs)
- e.* Are these CSIPs reviewed and compliance reported on annually? (ASCCs)
- f.* Are CAAF predeployment standards and qualifications identified and published? (HQDA staff, ASCCs, MEDCOM)
- g.* Are operating force units prepared to develop acquisition ready requirements per policy and doctrine? (requiring activities at all levels)
- h.* Have organizations identified alternative means for accomplishing contracted essential services if the primary commercial means fail to meet the requirements? (ASCCs, requiring activities at all levels)
- i.* Does the organization have established procedures for review and approval of acquisition requirements prior to submission to the Acquisition Review Board/Joint Acquisition Review Board? (all brigade and above units)
- j.* Are organizations nominating technically qualified and trained personnel to serve as CORs for all service and minor construction contracts? (supported units at all levels)
- k.* Does the organization maintain a system(s) for tracking supporting contracts and associated CORs? (supported units at all levels)
- l.* Have organizations designated qualified receiving officials for commodity contracts? (supported units at all levels)
- m.* Are organizational personnel aware of and following regulatory guidance on supervision of contract personnel and ensuring contract personnel are not supervising government personnel? (supported units at all levels)
- n.* Does the organization have internal procedures for addressing CAAF misconduct in accordance with U.S. law, higher command policy, and international security agreements? (supported units at all levels)
- o.* Are government furnished services and force protection for contractors identified and coordinated between the requiring activity and the unit responsible for providing this support prior to codification in the contract by the contracting officer? (ASCC, requiring activities at all levels)

D-5. Supersession

No previous checklist exists for this publication.

D-6. Comments

Help make this a better tool for evaluating management controls. Submit comments to the Deputy Chief of Staff, G-4 (DALO-ORC), 500 Army Pentagon, Washington, DC 20310-0500.

Glossary

Section I Abbreviations

AAFES

Army and Air Force Exchange Service

AMC

U.S. Army Materiel Command

AO

area of operations

ARFOR

Army Force

ARSTAF

Army staff

ASA (ALT)

Assistant Secretary of the Army (Acquisition, Logistics, and Technology)

ASA (M&RA)

Assistant Secretary of the Army (Manpower and Reserve Affairs)

ASCC

Army service component command

ATTP

Army Tactics, Techniques, and Procedures

C2

command and control

CAAF

contractors authorized to accompany the force

CAC

common access card

CAP

contractor acquired property

CCDR

combatant commander

CCH

Chief of Chaplains

CG

commanding general

CJCS

Chairman of the Joint Chiefs of Staff

CJCSM

Chairman of the Joint Chiefs of Staff Manual

CMP

contractor management plan

COR

contracting officer's representative

CRC

continental United States Replacement Center

CSIP

contract support integration plan

DA

Department of the Army

DCS, G-1

Deputy Chief of Staff, G-1

DCS, G-2

Deputy Chief of Staff, G-2

DCS, G-3/5/7

Deputy Chief of Staff, G-3/5/7

DCS, G-4

Deputy Chief of Staff, G-4

DCS, G-8

Deputy Chief of Staff, G-8

DFARS

Defense Federal Acquisition Regulation Supplement

DNA

deoxyribonucleic acid

DOD

Department of Defense

DODD

Department of Defense Directive

DODI

Department of Defense Instruction

FAR

Federal Acquisition Regulation

GC

General Counsel

GCC

geographic combatant commander

GFE

government furnished equipment

HQDA

Headquarters, Department of the Army

INSCOM

U.S. Army Intelligence and Security Command

IRF

individual readiness file

JP

Joint Publication

LOA

letter of authorization

LOGCAP

Logistics Civil Augmentation Program

MEDCOM

U.S. Army Medical Command

N-m IRDO

Nonmilitary Individual Replacement Deployment Operations

OCS

operational contract support

OPLAN

operations plan

OPORD

operation order

OSD

Office of the Secretary of Defense

PL

public law

SOFA

status of forces agreement

SPOT

synchronized predeployment and operational tracking

TAA

total Army analysis

TJAG

The Judge Advocate General

TRADOC

U.S. Army Training and Doctrine Command

TSG

The Surgeon General

USACE

U.S. Army Corps of Engineers

USACIDC

U.S. Army Criminal Investigation Command

USASOC

U.S. Army Special Operations Command

USC
United States Code

Section II

Terms

Acquisition ready requirements package

A group of documents requesting contracted supplies and/or services that is developed, staffed, and approved by the requiring activity in accordance with local command policies and is ready for contracting officer action without adjustment or refinement.

Administration

The management and execution of all military matters not included in tactics and strategy, primarily in the fields of logistics and personnel management.

Army command

An Army Force, designated by the Secretary of the Army, composed primarily of institutional organizations with Army lead for two or more of the Secretary of the Army's Service Title 10 functions (10 USC 3013b). Command responsibilities are those established by the Secretary and normally associated with administrative control.

Civilian

Employees of the U.S. Government, contractors, and personnel with nongovernmental organizations who are not members of the military. Reservists not on active duty may be employed by the U.S. Government, and may thereby qualify as civilians.

Concept

A motion or statement of an idea, expressing how something might be done or accomplished, that may lead to an accepted procedure.

Contingency clause

A clause in a contract for peacetime performance that would afford an option to require continuation of the performance, in whole or specified part, in a wartime situation. If such a situation occurs, a duly appointed contracting officer would exercise the option.

Contingency contract

A contract for goods and services let by military or DOD contracting officers deployed to the operational area, as well as other service contracts that have a prescribed area of performance within a designated contingency area. Contingency contracts include theater support, external support, and system support contracts.

Contingency contracting

A direct contracting support to tactical and operational forces engaged in the full spectrum of armed conflict and other military operations, both domestic and overseas.

Contingency contractor employees

Employees of a commercial entity providing goods and/or services to U.S. forces within the AO during a contingency operation. Contingency contractors include all contractor employees located in the operational area who provide goods and services both in proximity and not in proximity to U.S. forces. They are also referred to as "contingency contractor personnel."

Contingency operation

A military operation that is designated by the Secretary of Defense as an operation in which members of the Armed Forces are or may become involved in military actions, operations, or hostilities against an enemy of the United States or against an opposing military force; or results in the call or order to, or retention on, active duty of members of the uniformed Services under 10 USC 688, 12301(a), 12302, 12304, 12305, or 12406; 10 USC, Chapter 15; or any other provision of law during a war or during a national emergency declared by the President or Congress.

Continuation of essential Department of Defense contractor services during crises

A service provided by a firm or an individual under contract to the DOD to support vital systems in support of military missions considered of utmost importance to the U.S. peace, mobilization, and wartime mission. This service will be designated in the contract, as essential. If designated, the contract is considered essential because the DOD components may not have military or DOD civilians to perform these services immediately or the effectiveness of defense systems

or operations may be seriously impaired, and interruption is unacceptable when those services are not immediately available especially during crisis. Such contracts include most support contracts under external support and systems support contracts, services for Foreign Military Sales customers, and some support under theater support contracts.

Contract support integration plan

The planning mechanism to ensure effective and efficient contract support to a particular operation. The CSIP serves as the mechanism for providing detailed guidance on operational contract support for a specific military operation and covers the function of acquiring (contracting for) theater support contracting and non-facility (an engineer staff function) support related information on external support contracts, such as LOGCAP, in support of a particular operation.

Contracting authority

The legal authority to enter into, administer, or terminate contracts and make related determinations and findings.

Contracting officer

The U.S. Government official (uniformed or civilian) with the legal authority to enter into, administer, and/or terminate contracts.

Contracting officer's representative

Government employees (either military or civilian) appointed in writing, by the contracting officer to perform contract surveillance, performing other duties specified by their appointment letter, and acting as liaison between the contracting officer and the contractor.

Contracting organization

Army organizations that have contracting authority delegated to them by the DA (for example, U.S. Army Contracting Command, U.S. Army Corps of Engineers, and so forth).

Contractor

Any individual, firm, corporation, partnership, association, or other legal non-Federal entity that enters into a contract directly with DOD to furnish services, supplies, or construction. Foreign governments, representatives of foreign governments, or foreign corporations wholly owned by foreign governments that have entered into contracts with DOD are not defense contractors.

Contractor employee

Prime contractors, their employees, and subcontractors at all tiers (including third country national and local national personnel) supporting U.S. Armed Forces under such contracts. They are also referred to as "contractor personnel."

Contractor management plan

A plan focused on mission-specific contractor management requirements such as personnel accountability, force protection, use of private security contracts, GFE, and so forth.

Contractors authorized to accompany the force

Contingency contractor personnel, including all tiers of subcontractor personnel, who are specifically authorized to accompany the force and have protected status in accordance with international conventions. Also referred to as "contractors authorized to accompany the force personnel." Contractors authorized to accompany the force personnel generally include all U.S. citizen and third country national employees not normally residing within the operational area whose area of performance is in the direct vicinity of U.S. forces and who routinely reside with U.S. forces (especially in nonpermissive environments). Personnel residing with U.S. forces will be afforded CAAF status via LOA. In some cases, CCDR subordinate commanders may designate mission essential local national contractor employees (for example, interpreters) as CAAF personnel.

Conversion to contractor support

The decision made by the ASCC and/or GCC that the U.S. Government can no longer support a required mission and contractor support is needed. As the mission progresses, the coalition command will attempt to economize the logistic support through the use of civilian contractors. The general aim will be to achieve the most economical logistics organization that will both meet the demands of the force and release military manpower for redeployment.

Coordinating authority

The authority granted to a commander or member of state to assign responsibility for coordinating specific functions or activities involving forces of two or more countries. Such a responsibility gives the authority for consultation between the agencies involved or their representatives, but does not give the authority to compel agreement. In the case of

disagreement between the agencies involved, attempts will be made to resolve the issue by negotiation. In the event that this fails, the matter will be referred to the appropriate higher authority.

Embedded contractor

A contractor who has established a relationship with a deploying military unit and is deployed with the unit. This method of contractor deployment is specified in the contract as military unit processing.

Emergency-essential support and services

Support and services, if not immediately available, would impair the performance of the Army's mobilization and wartime operations mission. These are considered emergency essential because the Army cannot obtain them with current military, DA civilian, or assured host nation support resources.

External support contracts

Prearranged contracts or contracts awarded during a contingency from contracting organizations whose contracting authority does not derive directly from the contingency operation or system support contracting authority. The largest and most commonly used external support contracts are the Services' CAP contracts including the Army's LOGCAP, the Air Forces Contract Augmentation Program, and the Navy's global contingency construction contract and global contingency service contract. External support contracts normally include a mix of U.S. citizens, third country nationals, and local national contractor employees.

Force structure

Contractor-provided support designed to augment military force structure, not replace it. Contractor-provided support will be used on an "as needed" basis (that is, when military, DOD civilian, host nation, or multinational support capabilities are not readily available), and risks warrant it. Current or anticipated force structure voids will be the key determinant in selecting operational functions subject to augmentation by contract support personnel. For current and out-year planning and programming, offsets to the force structure will be based on awarded contingency contracts and contingency clauses included in peacetime contracts. All support provided under contract provisions will be expressed in U.S. unit standard requirements code equivalents, if applicable, to show the type and number of U.S. units that would be required if the contingency contracts and modifications were not executed. These offsets will be submitted in the ARFOR planning data and assumptions that supports the TAA. Contingency contractor offsets will be shown in the Force Accounting System and TAA under Force Component 9 (Contingency Contracting) as alternative support to Force Component 4 (Unmanned and Unequipped Unit Requirements).

Funding document

The funding document provides written assurance from a responsible fiscal authority that funds are legally available for the purpose of the contract action.

Government furnished equipment

An item of special tooling, special test equipment, or equipment, in the possession of, or directly acquired by, the U.S. Government and subsequently furnished to the contractor (including subcontractors and alternate locations) for the performance of a contract (DFARS 252.211-7007).

Government furnished property

Any property in the possession of, or directly acquired by, the U.S. Government and subsequently furnished to the contractor for performance of a contract. Contractor acquired property that is subsequently delivered to the U.S. Government for use on the same or another contract is considered government furnished property (DODI 5000.64).

Government furnished support

The nature and level of government furnished support provided to contractors depends on the point of origin of the contractor. For U.S. contractors and contractors originating from outside the area of responsibility, the level of support will be greater because they may require transportation to get to the theater and facilities to operate once they are in place. On the other hand, contractors residing in the area of responsibility may only require transportation or access to the logistics operations centers, force protection, or no support at all.

Host nation

A nation which permits, either by written agreement or official invitation, government representatives and/or agencies of any nation to operate under specified conditions, within the borders.

Host nation support

Civil and military assistance rendered in peace and operations other than war, by a host nation to allied forces which are located on or in transition through the host nation's territory. The basis for such commitments is bilateral or

multilateral agreements concluded between the host nation and the nation(s) having forces operating on the host nation's territory.

Independent government estimate

The U.S. Government's estimate of the costs/prices for a proposed contract action; which is used to reserve funds, compare costs, and determine price and/or cost reasonableness.

International agreements

Agreements concluded with one or more foreign governments.

Interoperability

The ability of systems, units, or contingents to provide services to and accept services from, other systems, units, or contingents and to use the services so exchanged to enable them to operate effectively together.

Joint and multinational operations

Joint and multinational operations, to include United Nations operations, are the norm in the military of the 21st century. Likewise, the push toward commonality of systems will make it increasingly economical to arrange for logistics support for more than one service through a common contractor. This common link will provide the multinational commander an added dimension to assist in bringing together the forces under their command as a single team. It is therefore crucial that Army commanders and their staffs be functionally literate in contractor management and operations. They cannot afford to view the contractor as an interloper in operations, nor can they afford to have Joint or multinational partners competing for the same area support contract service. Contractor management and operations are governed by the FAR and its supplements, and are similar in each Service, making for a built-in commonality. The contractor has become another tool to use to accomplish the mission. By working closely with the cognizant contracting officer, commanders can leverage this tool to achieve the greatest effect while minimizing exposure to the weaknesses.

Justification and approval

A contracting officer's rationale for other than a full and open competition contract as stipulated in FAR, Subpart 6.3 and local policies.

Letter of authorization

A document issued by the procuring contracting officer or designee that authorizes contractor personnel authorized to accompany the force to travel to, from, and within the operational area; and, outlines government furnished support authorizations in the operational area.

Logistics

Defined as the science of planning and carrying out the administration, movement, and maintenance of forces and includes activities related to communications, engineering, and air/aviation services.

Logistics Civil Augmentation Program

Army regulatory program to preplan during peacetime and execute contracted support services for deployed forces performing DOD-directed missions during wartime or other contingency operations globally.

Logistics Civil Augmentation Program support unit

Units deploying worldwide in support of any contingency using LOGCAP capabilities and providing onsite interface between the customer and contractor.

Logistics System

Corporate entity consisting of personnel, procedures, and machines working within established policy toward the mission of planning, moving, stationing, and sustaining U.S. ARFORs.

Maintenance

All action taken to retain materiel in or restore it to a specified condition. It includes inspection, testing, servicing, classification as to serviceability, repair, rebuilding, and reclamation.

Materiel

All items, including ships, tanks, self-propelled weapons, aircraft, and so forth, and related spares, repair parts, and support equipment (but excluding real property, installations, and utilities) necessary to equip, operate, maintain, and support military activities without distinction as to its application for administrative or combat purposes.

Mission

May be described as an operation in a particular geographic area that has been sanctioned to be undertaken by contingents from member states.

Mission-essential contractor employees

Defined as CAAF who are deemed by the contracting officer in consultation with the requiring activity as mission-essential individuals. Mission-essential CAAF have managerial or technical skills not commonly found in the general population. Examples include, but are not limited to CAP contractor managers, system support contract field service representatives, and interpreters.

Non-contractors authorized to accompany the force contractor employees

Normally includes local national (and third country national expatriates who are permanent residents in the operational area) who perform support functions away from the close proximity of, and do not reside with, U.S. forces. Non-CAAF contractor employees are nonmission-essential employees (for example, day laborers and delivery and cleaning service personnel), and generally are not conveyed CAAF status. Government furnished support to non-CAAF contractor employees is typically limited to force protection, emergency medical care, and basic human needs (for example, bottled water, latrine facilities, security, and food when necessary) when performing their jobs in the direct vicinity of U.S. forces.

Operational command

The authority granted to a commander to assign missions or tasks to subordinate commanders, to deploy units, to reassign forces, and to retain or delegate operational and/or tactical control as may be deemed necessary. It does not, in itself, include responsibility for administration or logistics.

Operational control

The authority delegated to a commander to direct forces assigned so that the commander may accomplish specific missions or tasks which are usually limited by function, time, or location; to deploy units concerned, and to retain or assign tactical control of those units. It does not include authority to assign separate employment of components of the units concerned. Neither does it, of itself, include administrative or logistic control.

Performance work statement

Addresses the quality of work in terms of desired outcome and accurately reflects the actual government's requirement, including performance standards.

Personnel recovery

The sum of military, diplomatic, and civil efforts to affect the recovery and reintegration of military, DOD civilians, DOD contractor personnel, or other personnel designated by the President of the United States or Secretary of Defense, who are isolated, missing, detained, or captured in an operational environment.

Quality Assurance Surveillance Plan

A plan for measuring contractor performance to ensure the U.S. Government receives the quality of services called for under the contract and pays only for the acceptable level of services received.

Receiving official

Those who receive and/or accept goods and ensure that goods accepted are in accordance with the contract requirements.

Reimbursable

A category of personnel or materiel made available for use in a mission for which an agreement for use and reimbursement is made to the member state concerned from an allocated budget.

Requiring unit or activity

A military or other designated supported organization that identifies and receives contracted support during military operations (see supported unit).

Sponsoring unit

That unit or activity tasked to furnish organizational or life support to external support or system contractor employees. It may be the supported organization, the requiring unit or activity, or a functional organization such as a transportation unit or the Army Sustainment Command that would provide equipment or facilities, or any other organization that

possesses the support capability. The supporting organization may, if appropriate, use another contractor to provide such support.

Support

Includes combat support and combat service support functions.

Supported unit

The unit, activity, or organization receiving dedicated contracted support. The supported unit is usually the sponsoring unit.

Supporting unit or activity

As related to contracted support, the organization that is the recipient, but not necessarily the requester, of contractor-provided support (see also requiring activity).

Synchronized Predeployment and Operational Tracking System

The Joint Enterprise System for all contingency contracts and CAAF. The SPOT system provides by-name visibility of deployed CAAF and contract capability information for CCDRs. Defense contracting agencies are required to register acquisition information into the SPOT (or its successor) when contingency contracts are awarded. Thereafter, defense contractor companies populate the SPOT or its successor with their employee's personal data via Web-based application. Once an individual is selected for deployment duty, the SPOT allows for generation of a standardized, digitally signed LOA. Predeployment processing compliance, travel to the area of responsibility, in-theater movements, and redeployment activities are annotated in SPOT (or its successor). Government agencies use the SPOT to analyze available contract services and to support their mission needs. Contractors use the SPOT to process and track CAAF who deploy to provide required capabilities. CCDRs use the SPOT reports to maintain overall visibility of contractors within their area of responsibility, determine their support requirements, and integrate contractor support into their operational plans.

System support contracts

Preranged contracts awarded by Service acquisition program management offices that provide technical support, maintenance support, and, in some cases, Class IX (Repair Parts) support for selected military weapon and support systems. System support contracts are routinely put in place to provide support to newly fielded weapons systems, including aircraft, land combat vehicles, and automated C2 systems. System support contracting authority, contract management, and program management authority resides with the Service system materiel acquisition program offices. System support contractors, made up mostly of U.S. citizens, provide support in garrison and often deploy with the force in both training and contingency operations. The Joint Force commander generally has less ability to influence the execution of system support contracts than other types of contracted support.

Tactical control

The detailed and (usually) local direction and control of movements or maneuvers necessary to accomplish missions or tasks assigned.

Theater support contracts

Contingency contracts awarded by contracting officers deployed to the AO serving under the direct contracting authority of the Service component, Special Operations Force Command, or designated Joint head of contracting authority for the designated contingency operation. These contracts, normally executed under expedited contracting authority, provide goods, services, and minor construction from commercial sources normally within the operational area. Theater support contracts are typically associated with term contingency contracting. From the contractor management perspective, local national personnel make up the bulk of the theater support contract employees.

Workforce mix

The appropriate mix of manpower (military and civilian) and private sector support necessary to accomplish defense missions consistent with appropriate laws, policies, and regulations.

Section III

Special Abbreviations and Terms

This section contains no entries.

UNCLASSIFIED

PIN 077188-000

Management Planning and Control. The essence of the management process is decision-making. Decision making is an unavoidable and continuous management activity. It may be directed towards some specific objectives, or it may result as a reaction of environmental factors as they occur. The decision-making process should be both efficient and effective. A Performance report should clearly indicate to the manager what activities were controllable by him and what were not. Planning is the part of management concerned with creating procedures, rules and guidelines for achieving a stated objective. Planning is carried out at both the macro and micro level. Managers need to create broad objectives and mission statements as well as look after the day to day running of the company. I. Strategic Plan. A strategic plan is a high-level overview of the entire business, its vision, objectives, and value. This plan is the foundational basis of the organization and will dictate decisions in the long-term. Planning is deciding best alternative among others to perform different managerial functions in order to achieve predetermined goals. According to Koontz & Donnell, "Planning is deciding in advance what to do, how to do and who is to do it. Planning bridges the gap between where we are to, where we want to go. It makes possible things to occur which would not otherwise occur". Planning function of management involves following steps:- Establishment of objectives. Planning requires a systematic approach.