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JOINT CONTINGENCY CONTRACTING

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by

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Proceedings of the Annual Acquisition Research Program

The following article is taken as an excerpt from the proceedings of the annual Acquisition Research Program. This annual event showcases the research projects funded through the Acquisition Research Program at the Graduate School of Business and Public Policy at the Naval Postgraduate School. Featuring keynote speakers, plenary panels, multiple panel sessions, a student research poster show and social events, the Annual Acquisition Research Symposium offers a candid environment where high-ranking Department of Defense (DoD) officials, industry officials, accomplished faculty and military students are encouraged to collaborate on finding applicable solutions to the challenges facing acquisition policies and processes within the DoD today. By jointly and publicly questioning the norms of industry and academia, the resulting research benefits from myriad perspectives and collaborations which can identify better solutions and practices in acquisition, contract, financial, logistics and program management.

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Joint Contingency Contracting

Presenter: Major Ken Johnson, graduated from the University of Virginia with a BA in Psychology. He obtained his commission in the US Army as a 2nd Lieutenant in May 1992. MAJ Johnson began active duty as an Armor officer and soon attended the US Army Armor Basic Course located in Fort Knox, KY. He then served in the following operational assignments in the 1st Battalion, 66th Armored Regiment at Fort Hood, TX: tank Platoon Leader, Company Executive Officer, Battalion Maintenance Officer, and Battalion Assistant Operations Officer.

Upon completion of that duty in Texas, MAJ Johnson attended the Armor Advance Course at Fort Knox, KY and the Combined Arms Services Staff School at Fort Leavenworth, KS. Following that his operational assignments were with the 1st Brigade, 1st Armored Division at Fort Riley, KS as a Brigade Assistant Operations Officer (Plans), and then as a Company Commander in the 2nd Battalion, 70th Armored Regiment.

MAJ Johnson was accessed into the US Army Acquisition Corps in January 2001. He then served in the Digital Force Coordination Cell (DFCC) at Fort Hood, TX. While in the DFCC MAJ Johnson was the Mounted Maneuver Coordinator and later became the Dismounted Maneuver Chief. His duties included monitoring the status of the Force XXI Battle Command Brigade and Below (FBCB2) systems being fielded to the 4th Infantry Division as they trained to become the Army's First Digital Division.

His next Acquisition Corps assignment was in the Requirements Integration Directorate (RID) at Fort Monroe, VA. This directorate was part of the US Army Training and Doctrine Command (TRADOC). MAJ Johnson served as a Combat Development staff officer and coordinator. His duties included leading Integrated Product Teams to facilitate TRADOC's role in the Unit Set Fielding of Army Force XXI heavy divisions.

MAJ Johnson is currently attending the Naval Postgraduate School in Monterey, CA and will graduate in June 2005 with a MBA in Systems Acquisition Management. In addition, he will meet the curriculum requirements to receive Defense Acquisition University (DAU) certifications from the MBA Acquisition and Contracting Management program. He is Level I certified in Program Management. His awards include the Army Meritorious Medal, Army Commendation Medal, and the Army Achievement Medal. He has also earned the Parachutist Badge.

Presenter: Lisa Haptonstall, is a Program Integration Specialist with the Defense Contract Management Agency (DCMA) assigned to Northrop Grumman's Airborne Ground Surveillance and Battle Management Systems (AGS&BMS) facility in Melbourne, FL. She has been with DCMA since March 2000, when the agency was created. When in Melbourne, she is responsible for two US Air Force (USAF) major defense acquisition programs: Joint Surveillance Target Attack Radar System (Joint STARS) and E-10A Multi-Sensor Command and Control Aircraft (MC2A); the USAF's next generation ground surveillance and battle-management weapon system.

Past assignments within the Department of Defense (DoD) include:

- DCMA Northern Europe—United Kingdom (Bristol): Program Integration Specialist, Industrial Specialist and Quality Assurance Specialist
- Defense Contract Management Command (DCMC) Dallas: Quality Assurance Specialist
- Defense Contract Administration Services Region (DCASR) Atlanta, Puerto Rico: Quality Assurance Specialist



- Defense Personnel Support Center (DPSC), Philadelphia: Quality Assurance Specialist

In addition to her work with the DoD, Mrs. Haptonstall's private sector experience includes positions with International Playtex, and she served as a Texas Quality Award examiner from 1993 to 1996.

Mrs. Haptonstall has a BS in pre-veterinary medicine from Delaware State College. She is a graduate of the Defense Acquisition University Advanced Program Managers Course, Simmons Graduate School of Management Program for Developing Managers, and the Defense Logistics Agency (DLA) Mid-Level Development Program. She is currently matriculated in the Naval Postgraduate School MBA Acquisition and Contracting Management program.

Lisa Haptonstall is a certified acquisition professional and is Level III certified in Program Management and Level II in Production, Quality and Manufacturing. She also holds DLA certifications in Quality Systems in the aircraft, electronics, mechanical, and clothing and textile commodities. Her professional certifications granted by the American Society for Quality include: Quality Engineer, Quality Auditor and Mechanical Inspector.

Presenter: Captain Bryan Paton

Presenter: Captain Kurt Threat

Abstract

Contingency Contracting has been performed in one shape or another in every war the United States has fought. That being said, are the Department of Defense (DoD), military services, and DoD agencies conducting contingency contracting the best way? Are there areas that can be improved? If so, exactly what area could use improvement? These questions are the backdrop as to why the Assistant Secretary of the Navy for Research, Development, and Acquisition (ASN(RDA)) requested a team investigate and analyze the means by which Contingency Contracting Officers (CCOs) can effectively operate in a Joint contingency environment. In addition, this team has gained information that will assist US Army, Navy, Marine Corps, Air Force, and DCMA's Contingency Contracting Officers (CCOs) in their ability to effectively prepare for contingency operations.

There are many definitions for the word contingency. Specifically, the Contingency Contracting Student Handbook (CCSH) defines a contingency as, "an emergency involving military forces caused by natural disasters, terrorists, subversions, or by required military operations." Since most contingencies are unforeseen events that often require the quick deployment of troops, Contingency Contracting Officers (CCOs) are sent to support them. Saudi Arabia, Kuwait, Bosnia, Kosovo, Iraq, Afghanistan, and Djibouti are some of the many places where the United States (US) has deployed troops since 1990.

Within the Joint, multi-Service, and multi-National areas, CCOs are responsible for acquiring or procuring elements that help to provide combat support, combat service support, and other logistical support to deployed units. Since they are fundamentally contracting officers, they are the only authorized personnel who can obligate government funds. One of the vital ways CCOs get the information they need to execute their part of the mission is from the Contingency Contracting Support Plan (CCSP). The CCSP is the vehicle that describes the support required when troops are rapidly deployed. Part of our research focused on the use of the CCSP at the Service-Component and Combatant-Command (COCOM) levels.



We utilized data collected from a literature review of US Joint contingency contracting polices and guidelines, library information resources, websites, books, and magazines. The researchers also conducted personal interviews with representatives from Joint Staff J4, Office of the Secretary of Defense for Acquisition, Technology, and Logistics (OSD(AT&L)), Secretary of the Air Force (Acquisition), Army Contracting Agency (ACA), ASN(RD&A), Headquarters, Marine Corps, Defense Contract Management Agency (DCMA) Headquarters Combat Support Operations Center (CSOC), DCMA International District (DCMAI), US Central Command (CENTCOM), and US Pacific Command (PACOM). While the focus of this research was on preparation for contingency operations, we also have recommendations on how the DoD can improve manning, experience, and structure to accomplish contingency contracting operations; one recommendation is creating a Joint Contingency Contracting Command within the DoD to serve as a central point for all contingency contracting.

There are some other keys issues we discovered during our research on contingency contracting. (1) There is contingency contracting guidance from the DoD *and* each service; a combined Joint publication would be useful; (2) Each service and most DoD agencies collect information on lessons learned, some of which is put into the Joint Uniform Lessons Learned System (JULLS), but some components do not make a review of this requirement before a person deploys on a contingency; (3) Some Service Components and COCOMs may not have contracting officers who are fulfilling their proper roles, given the correct responsibilities, or who have adequate education to sufficiently conduct and manage contingency contracting operations; (4) The current structure/organization of Service Components and COCOMs in terms of contingency contracting may need to be altered to better support the warfighter; (5) DCMA CSOC and DCMAI are critical participants on the contingency-contracting team and need clear contingency entrance and exit criteria.

This report covers many issues dealing with joint contingency contracting, but there is still much research that could be done in this area. Options for future projects are: (1) Conducting a more thorough analysis of joint publications and Service-specific information on contingency contracting, (2) Reviewing the background as to why the DCMA was asked to perform contract administration at the beginning of Operation Iraqi Freedom, (4) Conducting a critical analysis on why the DCMA needs clear contingency contracting entrance and exit criteria, and (4) Conducting an analysis as to how each Service and the DCMA can ensure that, for contingency contracting, the right person is put in the right job and has the right education.

Key Words: Contingency, Contracting, Contingency Contracting, Joint Contingency Contracting.



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