

STATEMENT BY  
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BEFORE THE  
COMMISSION ON WARTIME CONTRACTING  
IN IRAQ AND AFGHANISTAN  
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## Introduction

Chairman Thibault, Chairman Shays and Members of the Commission, my name is Fred Roitz and I am the Executive Vice-President and Chief Sales Officer for Xe Services, LLC. I appreciate the opportunity to be here today on behalf of Xe's new leadership team, including the company's new president and chief executive officer, Joseph Yorio, who joined the company last March, as well as the dedicated men and women of the Xe workforce. Our company's involvement and experience in the training of Afghanistan National Security Forces ("ANSF") personnel make Xe uniquely qualified to assist the Commission in examining the role of contractors in providing these important services and supporting our country's military mission in Afghanistan.

Xe was founded in 1997 and is headquartered in Moyock, North Carolina, which is 25 miles south of Norfolk, VA. The company's tactical training facility in North Carolina trains over 20,000 persons per year. Xe currently has more than 2,000 professional personnel deployed worldwide. These personnel provide highly specialized law enforcement training and security services using proven techniques and developed technology.

### Honesty, Integrity, and Reliability

The new Xe leadership team is committed to ensuring that all of its work performed for the United States government and other customers is performed with the highest standards of honesty, integrity and reliability at all levels of the organization. Xe has an unwavering commitment to conduct all business operations in full compliance with all of the applicable laws, regulations and rules of the countries in which we do business. Integrity and transparency must and does underlie all our relationships, including those with customers, suppliers, and the communities in which we do business.

### Xe's Role in Supporting ANSF Training Efforts

In support of the United States efforts against terrorism, Xe provides training and mentorship to the officers and members of the Afghanistan Border Police ("ABP") and the Afghan Narcotics Interdiction Unit ("NIU"). These two organizations are tasked with combating narco-terrorism in Afghanistan and are the primary mechanism for suppressing or denying drug traffickers with illicit financial resources in Southern Afghanistan.

Xe trains these units to effectively interdict narcotics in one of the most dangerous border regions in the world. The ABP training courses last 6 weeks and include firearms, tactics, special weapons, maintenance and the rule of law. Xe also provides mentors to the ABP to support operational success and reinforce the tactics and strategies taught during the training period. The NIU courses taught by Xe focus on rifle skills, ground defense, apprehension and arrest of subjects, and vehicle assaults. To date, Xe has trained and graduated a combined total of over 8,000 students under these two programs.

The combination of training and mentoring Afghan personnel under these programs assisted in what may be the largest drug seizure in Afghanistan in June 2008, when over 262 tons of hashish were confiscated and destroyed.

### Lessons Learned Supporting ANSF Training Efforts

As a result of its extensive training and mentoring of the ABP and NIU, Xe has learned and applied critical lessons to improve these training programs. For consistent and successful training, important aspects of the Afghan culture must be recognized and respected. Of primary importance is the relationship of the

individual Xe instructor/mentor with the Afghan trainees. This relationship and the resulting esprit de corps is based on hard work, trust, and a building a strong sense of mutual goals for the security and stability of Afghanistan.

Building this relationship between the instructors and the trainees requires maintaining a consistent, individual presence of instructors during the entire training period. To that end, Xe maintains regular deployment schedules for Xe personnel and makes every effort to retain the same individuals with the same Afghan trainees throughout the training and mentorship process.

In addition, proper scheduling of training is critical to ensuring maximum participation. Consistent with respecting the culture of the Afghan people, the training schedule must coincide with the Afghan work week and holidays. This promotes successful and well-attended training and avoids disparities in knowledge and training levels when trainees cannot attend.

Proper motivations and incentives are also necessary for a successful training program. For example, Xe repeatedly emphasizes to Afghan officers the importance of leading by example, including full participation and completion of the training along-side their subordinates. This commitment to leadership, created from the first day of training, defines the relationship between the Afghan officer and his subordinates.

Xe has also learned that, like many Americans, Afghans do not like to be outperformed by their colleagues. This has been an outstanding motivational training tool.

Of course, corruption or abuse by Afghans participating in the training and mentorship program is unacceptable. Even the simple appearance of impropriety at any level can irreparably undermine the integrity of the training and mentoring

efforts as well as the trainees' trust, which is critical for a successful program. Xe immediately dismisses from training any participant found to be engaging in improper conduct.

Just as Xe works hard to maintain a consistent presence of personnel during the training period, it is equally important for the U.S. military and Department of State to avoid undue turnover in personnel. Any frequent turnover in government personnel can result in changes that can adversely affect relationships and cause confusion among the Afghan trainees. The U.S. Government's new focus for standardization across multiple programs is very welcome and will be of great benefit to training ANSF personnel.

#### Benefits and Limitations of Contractors in the Training and Mentoring of ANSF

Over the past five years of performing these training contracts, the United States government, the U.S. taxpayers, the Afghanistan government, and the Afghan people have gained significant benefits from having contractors train the ABP and the NIU. These gains include improving the skills and quality of ABP/NIU personnel, which have assisted in the effort to stabilize Afghanistan.

Xe's instructors are experienced, mature, and have typically spent three to five years in Afghanistan. The average age of our ABP instructors is just over 40 years, the equivalent to a senior enlisted or field grade officer in the military. Further, like members of the military, they are volunteers. They have *chosen* to be in the country in order to make a difference in our collective efforts against terrorism. Our instructors contribute the wisdom of their experience and a vital understanding of the Afghan people to America's overall body of knowledge in this critical mission. In particular, Xe's personnel have extensive experience and expertise in training of police and law enforcement units.

The use of contractors in this supporting role also helps relieve the stress on the military while allowing our Soldiers, Sailors, Marines, and Airmen to focus on their core missions. The use of the private sector also provides certain efficiencies, such ability to provide a surge capacity without the long-term economic cost of supporting a significantly expanded military force structure.

This is not to say that the Government should not limit the use of contractor personnel. The contribution made by contractors to the overall effort is limited to the scope of their contract. To that end, contracting agencies should provide well-developed statements of work that establish clear qualifications and standards for contractor personnel and for the required work. For example, the U.S. Government has approval authority on all curriculum used to instruct Afghan trainees under the ABP/NIU programs. Contractors are then held to the curriculum. Clear contractual requirements not only provides the U.S. government with the quality service it desires, it allows those competing for contracts to have a common understanding of those requirements and avoids a low cost award to a company that does not fully understand the necessary qualifications and standards to make the program a success.

#### Integration of Xe Training Efforts with Military Trainers

The integration of military personnel with contractors conducting the training would be welcomed. Given the dangerous and austere conditions in which contractors are often asked to work, private sector firms supporting national security objectives would prefer more rather than less oversight. Such oversight provides the necessary clarity of direction needed to operate in such environments and increases the ability of contractors to stay strictly within the government's stated requirements. Such integration will provide the U.S. military with more day-to-day insight into the training of the ANSF by contractors while allowing the

contractor personnel to become a force multiplier. Indeed, it would provide the Afghan trainees with the best of both worlds: the expertise of U.S. military personnel and complementary civilian law enforcement expertise of a stable contractor workforce that remains with the program over time.

### Conclusion

Chairman Thibault, Chairman Shays and Members of the Commission, I would like to thank you again for providing Xe the opportunity to discuss our company's successful efforts training the ABP and NIU. We are proud that our company's expertise and experience in law enforcement training can assist our nation's important mission in Afghanistan. With the right combination of contractor support and military participation, we will continue to enhance and support the stabilization of Afghanistan.

I would be more than happy to answer any questions you may have.