



AFPAK Hands (APH) Program

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GEN Petraeus, 11 June 2009: “...adapting to the circumstances in Afghanistan, with sufficient understanding, will be critical...to not only fill the slots that exist there, but to put the best folks we can in and to build a bench and then to keep them engaged in it, even when they are back in the United States... and then rotate them back out there.”

GEN McChrystal, 24 June 2009: “Being here has reinforced more than ever the importance of the Afghan Hands program – I really hope we don’t fail to support this fully. We are going to win here by being smart, experienced, and focused. We will lose here by being obtuse, always-new-to-this-fight (inexperienced), and not formed as a team of dedicated professionals.”

Develop a cadre of Afghanistan / Pakistan experts

AFPAK Hands Program Overview

- **Program Intention:**
 - Develop a cadre of military and civilian experts on Afghanistan and Pakistan
 - Personnel receive language, culture and COIN training prior to deployment
- **Hands are drawn from all Services**
 - Combat Arms, Intelligence, Logistics, Construction, JAG, Medical Service Corps, Information Warfare, SF, Civil Affairs
- **Placement of AFPAK Hands:**
 - In country: In key positions where they engage directly with officials and the population
 - Out of theater:
 - In key positions where they leverage their in theater experience,
 - Conducting Professional Military Education or Continuing Education
- **Program is a high priority for the Chairman**
- **AFPAK Hands tour length: 45 months in total**
 - Tour for O-6s is only 30 months (they complete 1 vice 2 deployments)

AF/PAK Hands Overview

Out-of-Theater Assignments 12-14 months

National Capital Region

- Joint Staff, Services
- USAID, OSD, DoS, DIA
- NDU

Norfolk VA

- Langley AFB
- JFCOM components
- US Fleet Forces

Tampa FL

- CENTCOM, SOCOM
- Component Commands

Other Locations

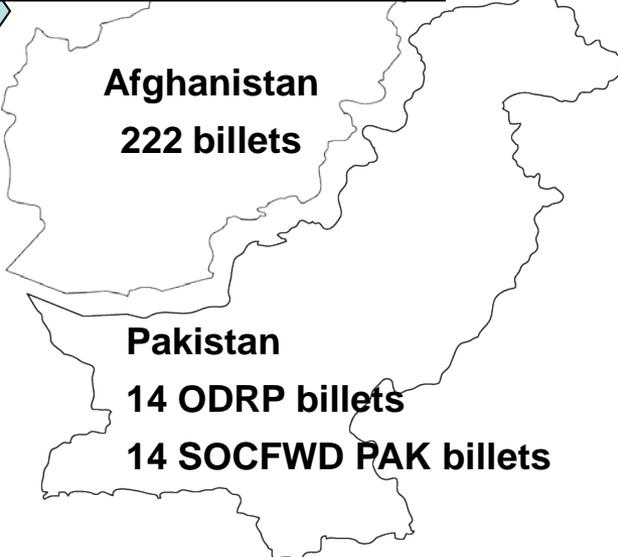
- Ft. Bragg - Germany
- Shaw AFB - Hurlburt AFB

10 months
- Senior Service College

20 Weeks
Combat skills, COIN, Language and Culture training

In-country: Culture training and 20 day language immersion

Deployed Assignments



AFPAK Hands Management Element

- Located at Joint Staff
- HR experts from each Service
- Coord assignments, training

Transfer to out-of theater assignment

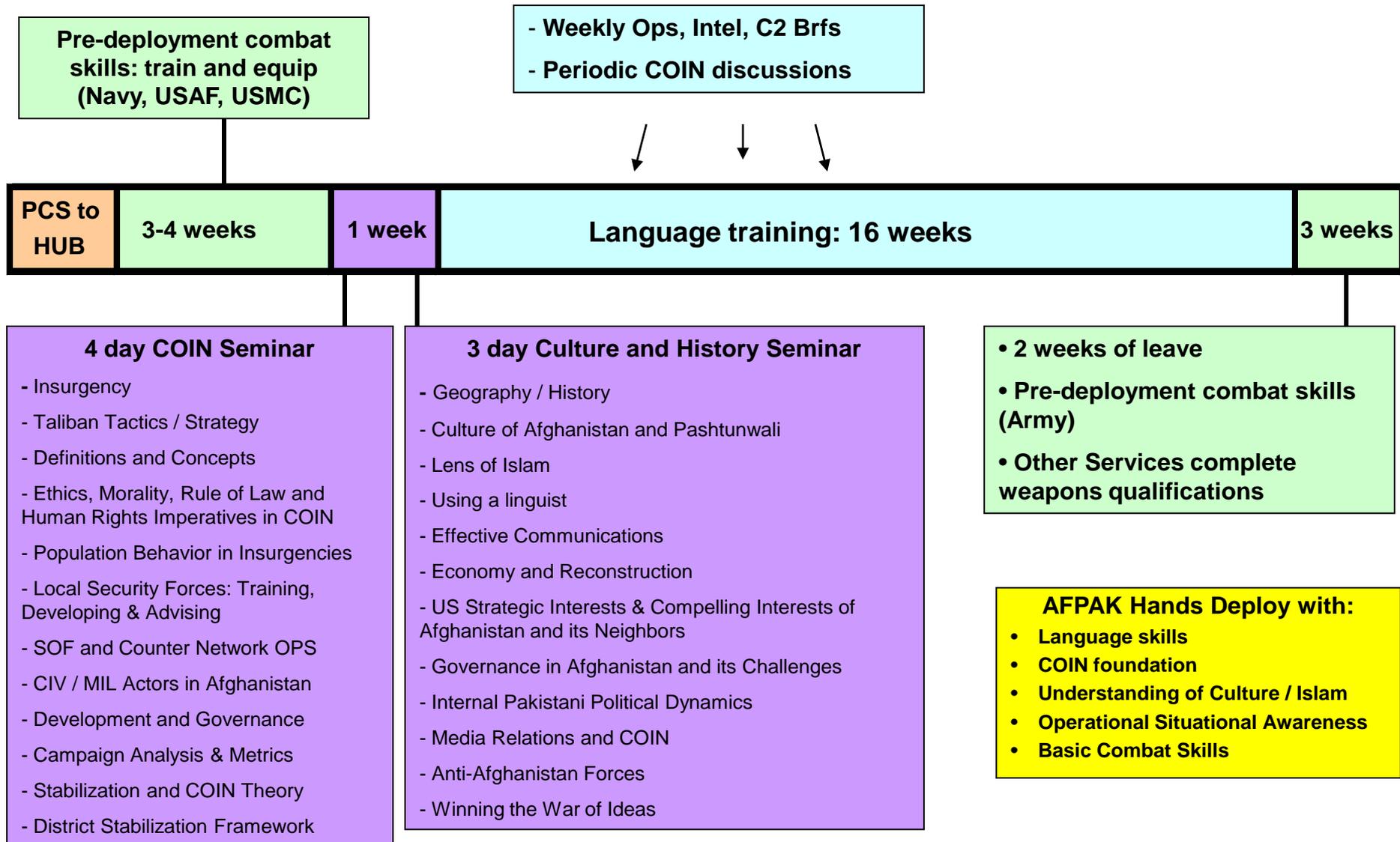
750 AF/PAK Hands:

- 351 Soldiers
- 153 Airman
- 57 Civilians
- 84 Marines
- 105 Sailors

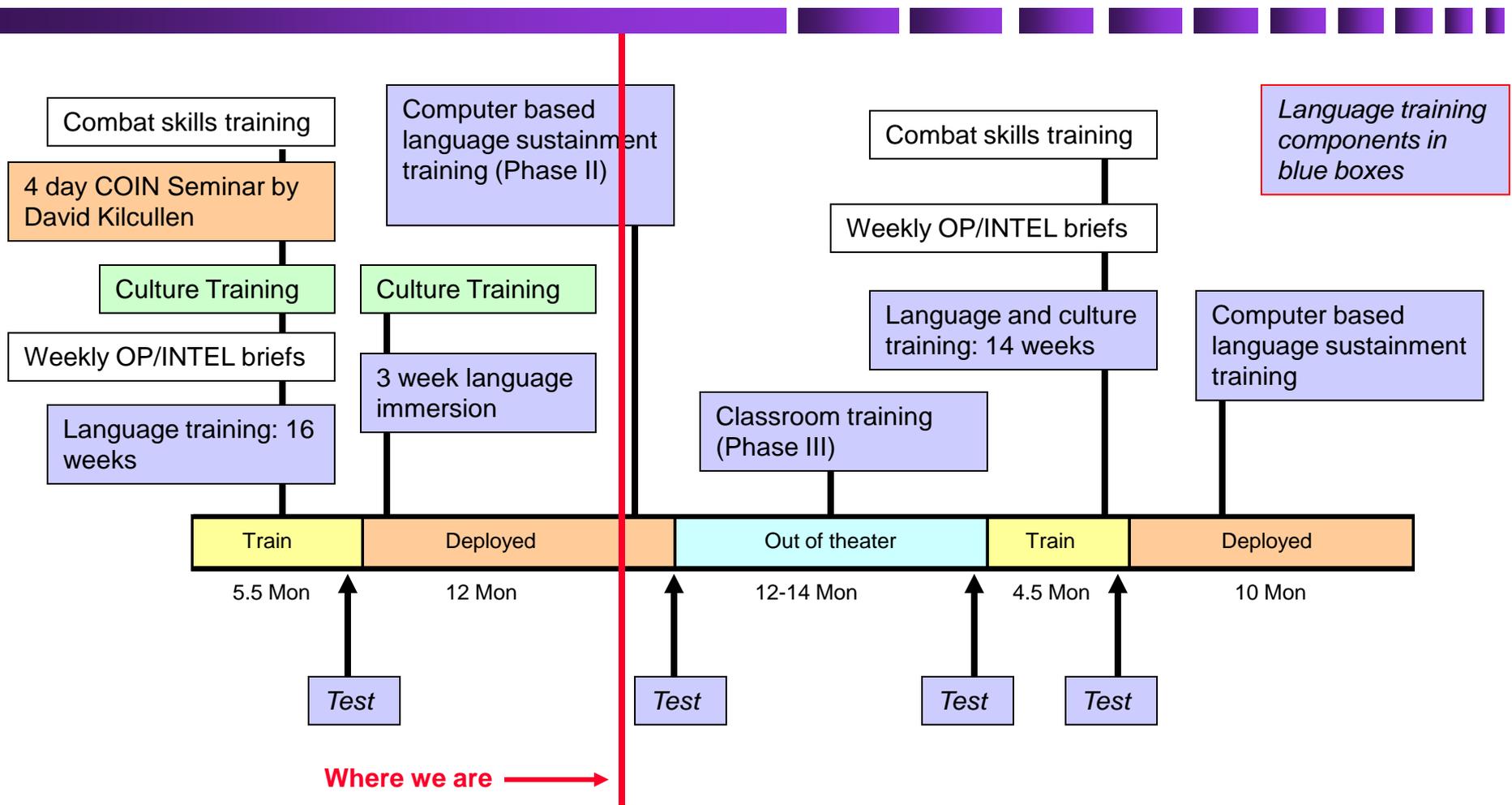
Deployed Locations

- COMISAF
- AED
- PICC
- A-CAAT
- JIATF 435
- All RCs
- TF SHAFAFYAT
- GIRoA
- USFOR-A
- JIOC-A
- ODRP
- IJC
- CFSOCC-A
- JCC-A
- SOCFWD PAK
- ANSF

APH Pre-Deployment Training



APH Training Continuum Through Entire Tour



Establish and maintain language proficiency throughout entire tour

SSC and Masters Degree, ILE Opportunities

- Key to Attracting High Quality personnel to program
- Develops a deeper understand of regional issues

National War College (NWC) / Industrial College of the Armed Forces (ICAF)

1. ICAF APH Fellowship

- 11 military, 5 civilians
- AFPAK Concentration Program
- 11 Courses, 2 semesters; 10 months
- JPME I / II and Masters
- Services filled 11 seats for AY 2011
- 11 Military seats total

2. National War College Fellowship

- 11 military, 5 civilians
- AFPAK Concentration Program
- 11 Courses, 2 semesters; 10 months
- JPME I / II and Masters
- 11 Military seats total
- Starts AUG 11

College for International Security Affairs (CISA)

Masters Degree Program

- Support APHs between deployments
- MA in Strategic Security Studies
- Available for O-3 to O-5 APHs
- Concentrations in:
 - Counter-Terrorism (CT)
 - Irregular Warfare (IW)
 - Reconstruction/Stability
- Opportunity to attend several classes with international students
- 10 month program
- 20 Hands total
- Start date: Aug 11
- Funded by Joint Staff

National Defense Intelligence College (NDIC)

Masters in Strategic Intelligence

- 1-year program
- Both Masters and Bachelors programs
- Requires TS/SCI clearance
- Enlisted personnel eligible
- Funded

Intermediate Level Education

- Unique AFPAK ILE initiative 1-year program
- Portion at Ft Belvoir
- Portion at NDU

Captain's Career Course

- Some Hands attend non-APH schools
- Ensure career milestones are not missed

- **Each Service now has dedicated seats at SSC for APHs**
- **Building a cadre of officers who think strategically about AFPAK**

- **Service leadership committed to ensuring Hands not professionally disadvantaged**
- **APH tour can fit into a career progressing to command**
 - Fits where a Joint tour is normally conducted
- **Services have formal processes in place to ensure Hands achieve professional milestones**
- **Army, Navy, Air Force use selection board precepts that address APH program participation**
- **Too early to discern career impact of APH tour from promotion / selection rate data**
 - 6 Hands have selected for O-5 command since becoming Hands

- **An APH tour would be is career damaging if it prevented a key professional milestone**
- **Processes in place to ensure professional milestones are not missed**

Joint Experience Credit

3. I have also determined that officers assigned to the Afghanistan/Pakistan (APPAK) Hands Program are performing duties that meet the statutory definition of joint matters. These experiences will not need to be reviewed by a JQS Experience Review Panel but require approval from the Vice Director, Joint Staff before the experience points are awarded/updated in JMIS.

4. You will ensure this guidance is incorporated into the next revision of the Chairman of the Joint Chiefs of Staff Instruction (CJCSI) 1330.05, *Joint Officer Management Program Procedures*.



THE JOINT STAFF
WASHINGTON, DC

Reply ZIP Code:
20318-1000

13 August 2009

MEMORANDUM FOR: Chief, Joint Manpower Division
Chief, Joint Officer Management Branch

Subject: Organizations meeting the definition of Joint Matters

1. I have carefully considered your recommendations from our 13 May 09 meeting and have determined that individuals self-nominating under the Joint Qualification System (JQS) experience path who have served in the following organizations in support of Operations ENDURING FREEDOM OR IRAQI FREEDOM, have performed duties that meet the statutory definition of joint matters as defined by 10 USC § 568. This point is reinforced by the results of 13 previous JQS Experience Review Panels that have overwhelmingly judged these type experiences as meeting the definition of joint matters:

- Coalition Training Teams such as, but not limited to:
 - o Border Transition Teams (BTTs)
 - o Logistics Training Teams (LTTs)
 - o Embedded Training Teams (ETT)s
 - o Military Training Teams (MTTs)
 - o Coalition Air Force Training Teams (CAFTTs)
- Provincial Reconstruction Teams (PRTs)
- Coalition Military Assistance Training Team (CMATT)
- Coalition Police Assistance Training Team (CPAT)
- Units or individuals responsible for countering and defeating the Improvised Explosive Device (IED) threat such as, but not limited to:
 - o Joint CREW Composite Squadron - 1 (JCCS-1)
 - o Electronic Warfare Officers (EWOs) while performing duties in support of the counter IED defeat mission
 - o Joint Improvised Explosive Device Defeat Organization (JIJEDDO)
- Joint Task Force - Guantanamo (JTF-GTMO)

2. These experiences do not need to be reviewed by a JQS Experience Review Panel but will require approval from the Vice Director, Joint Staff before experience points are awarded/updated in the Joint Manpower Information System (JMIS).



GARY S. PATTON
Brigadier General, USA
Director for Manpower
and Personnel

Joint Staff J1 Memo dtd 13 AUG 2009

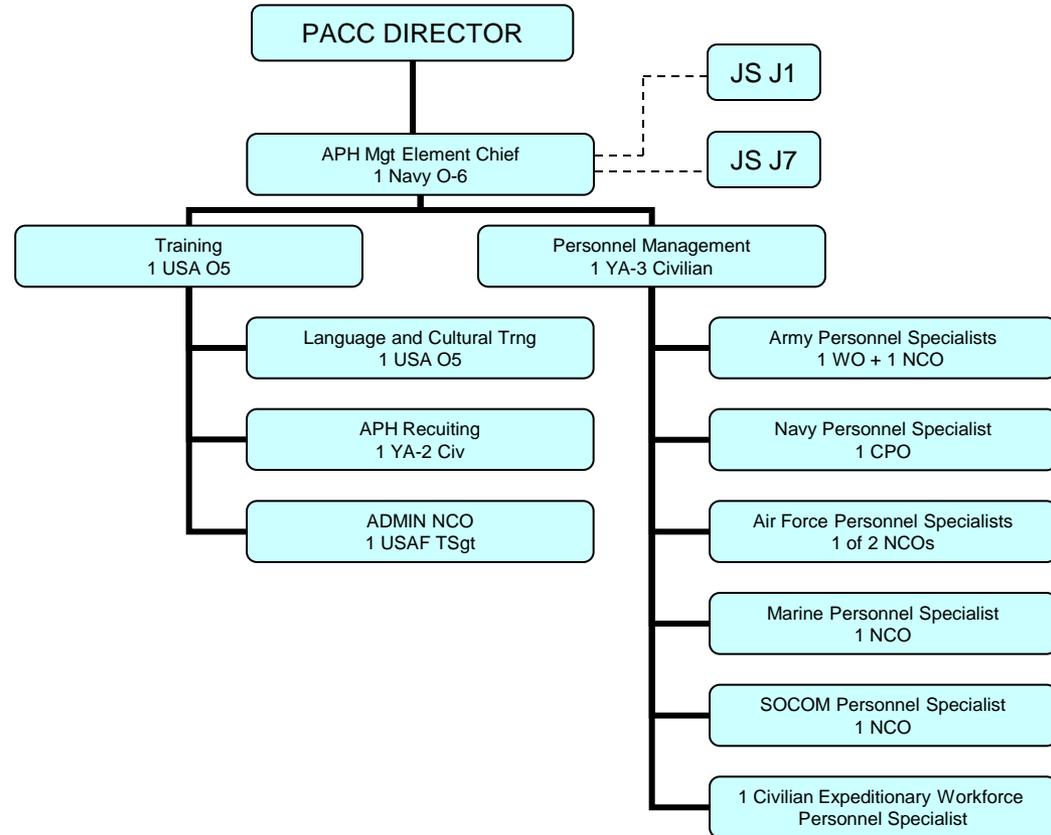
- APH personnel eligible for joint tour credit
- Must complete 365 days in APH billet in theater
- JS J1 has determined that APH assignments meet definition of joint matters
- APH experience does *not* need to be reviewed by JQS Experience Review Panel

3. I have also determined that officers assigned to the Afghanistan/Pakistan (APPAK) Hands Program are performing duties that meet the statutory definition of joint matters. These experiences will not need to be reviewed by a JQS Experience Review Panel but require approval from the Vice Director, Joint Staff before the experience points are awarded/updated in JMIS.

- APH assignments all meet the definition of joint matters
- JQS Experience Review Panel not required for APHs
- Must complete 365 days BOG to get Joint credit

AFPAK Hands Management Element (AME)

- Reports to PACC Director
- 14-personnel strong
- Staff includes 9-personnel specialists
- Manages assignment of personnel to:
 - In-country billets
 - Out-of-theater assignments
 - Training
 - Educational opportunities (Graduate level, JPME, etc.)
- Manages development of training and education for AFPAK Hands



- AME formally established by SECDEF 5 MAY 10
- Services provide personnel specialists to coord Service issues

Intermediate Level Education (ILE) / PME

Intermediate Level Education (ILE)

• In residence Course

- Hands that select for in-residence Command and Staff College will be allowed to attend between deployments

• AFPAK Hand ILE Credentialing Program

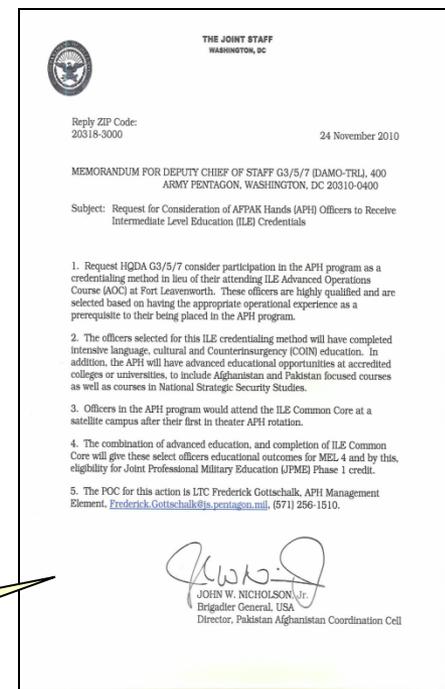
- Joint Staff requesting Army to consider an APH specific credentialing program
- Similar to Joint Staff, Army Staff Fellows Program
- Attend 4 month JPME I Core Course at Ft. Belvoir
- Complete Graduate Certificate Program at CISA/NDU
- If approved, will provide MEL-4 / JPME I credit
- 4 Army officers starting in AUG 11

Army PME

• Captain's Career Course

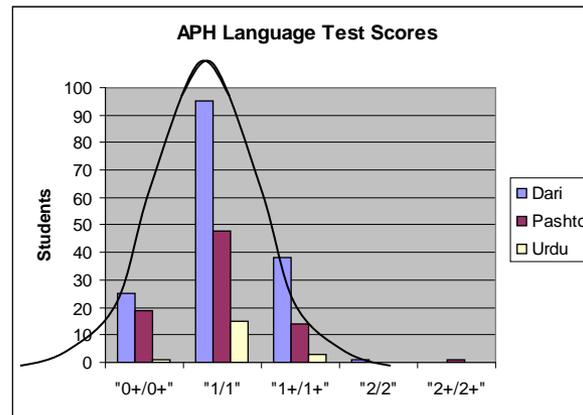
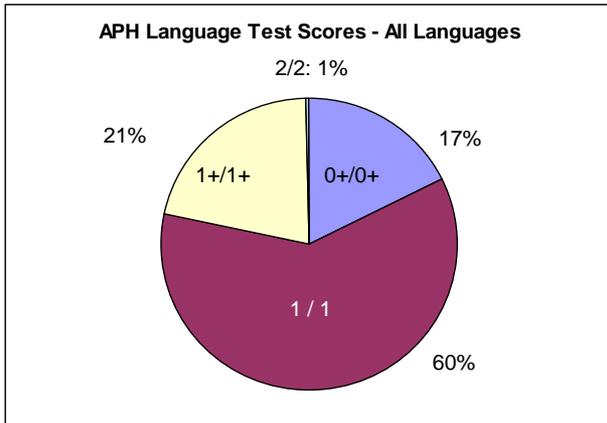
- Required by a limited number of officers; they will attend between deployments

- *“Request HQDA G3/5/7 consider participation in the APH program as a credentialing method in lieu of their attending Advance Operations Course (AOC) at Fort Leavenworth”*



PACC Director Memo dtd 24 NOV 2010 requesting APH ILE Credentialing

Language Proficiency & Incentive Pay



- Language score definitions:**
- O+/O+: Understanding and use of memorized phrases
 - 1/1: Understanding and use of sentences. Can maintain simple conversation on familiar topics.
 - 1+/1+: Understand short conversations. Can initiate and maintain predictable conversations.
 - 2/2: Can handle most high-frequency social conversation, including current events and work.

Note: Sample size of 280 students.

- Test scores improving with each subsequent class
- Goal is 100% at 1/1 or better after 16 weeks
 - Will work with DLI to improve scores
 - *How do we shift the bell curve to the right?*
- Foreign Language Incentive Pay Levels:
 - Navy, USMC, Air Force: 1/1
 - Army: 2/2

- Army staffing a pilot program to give proficiency pay for Dari, Pashto, Urdu at 1/1

82% of students score 1/1 or better



Questions