



# AFPAK Hands (APH) Program Overview

(26 Aug 2011)

# *AFPAK Hands Program Intent*

- **Develop a cadre of civilian and military personnel who develop a greater understanding of the complexities of Afghanistan and Pakistan.**
- **Hands, “figure out how these countries work” over time through education and experience gained during in theater assignments working closely with Afghans and Pakistanis.**
- **This greater understanding, and insights, are applied during their out of theater assignment where they leverage their experience working Afghanistan / Pakistan issues, and then again during their second deployment.**
- **Some of the complexities of working with Afghanistan include understanding the culture, religion, tribal dynamics, central and provincial government structure and processes, Afghan military structures and processes, among others.**
- **Hands are ideally placed in positions where they work closely with Afghan military and civilian officials *building capacity*.**
- **Focusing on language and culture provides a greater level of understanding of the human dimension in Afghanistan. Language is *intended to be an ice breaker* that helps build inroads with our Afghan, Pakistani partners.**

# AF/PAK Hands Overview

## Out-of-Theater Assignments 12-14 months

### National Capital Region

- Joint Staff
- Service HQs
- USAID, OSD, DIA
- NDU

### Norfolk VA

- Langley AFB
- US Fleet Forces

### Tampa FL

- CENTCOM, SOCOM

### Other Locations

- Ft. Bragg
- Europe: SHAPE, V Corps
- Ft Leavenworth
- Hurlburt AFB

10 months

- Senior Service College

20 Weeks

- Combat skills, COIN, Language and Culture training

Deploy

- In-country: Culture training and 10 day language immersion

## Deployed Assignments

Afghanistan

Pakistan

### AFPAK Hands Management Element



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

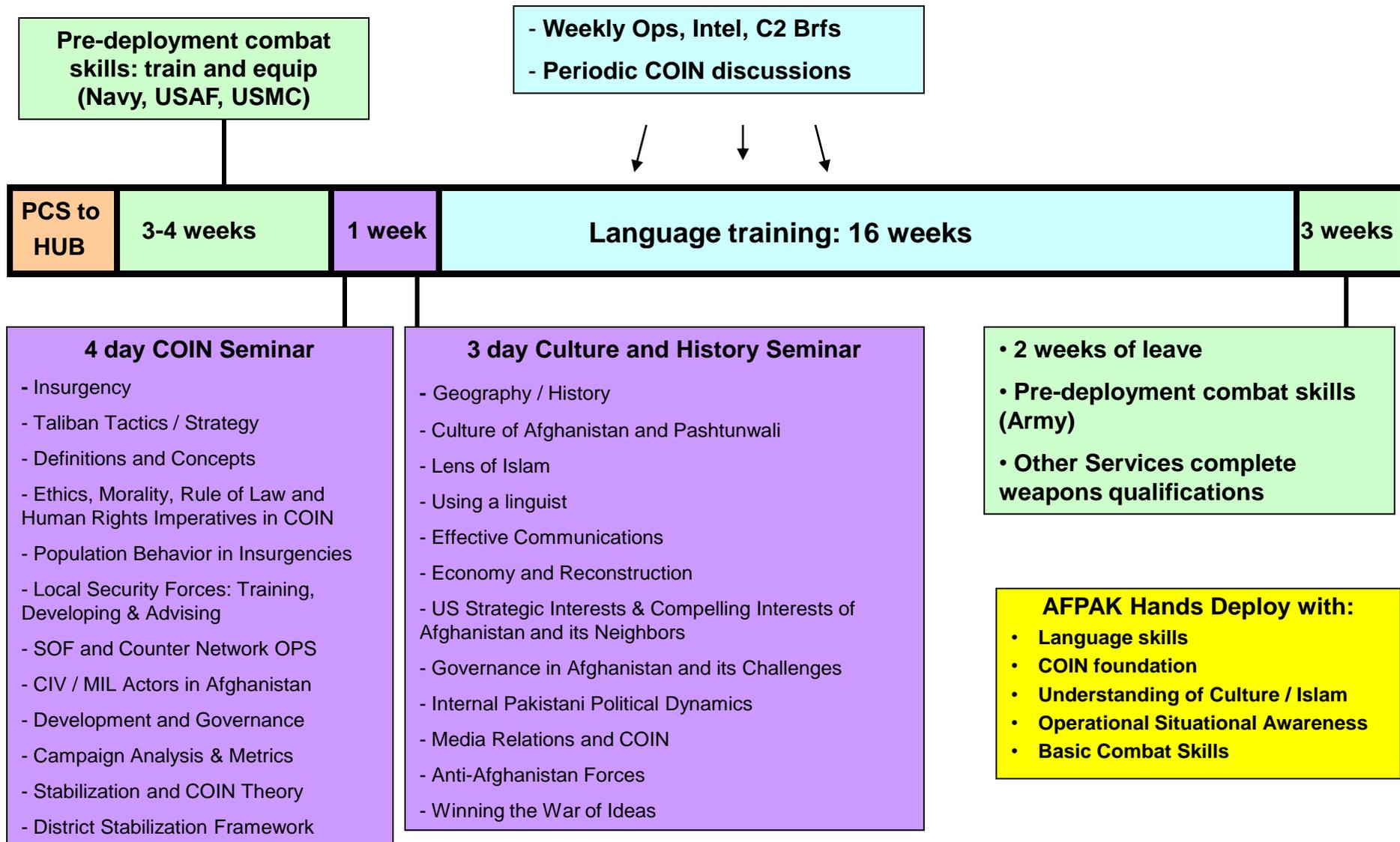
Transfer to out-of theater assignment

### 780 AF/PAK Hands:

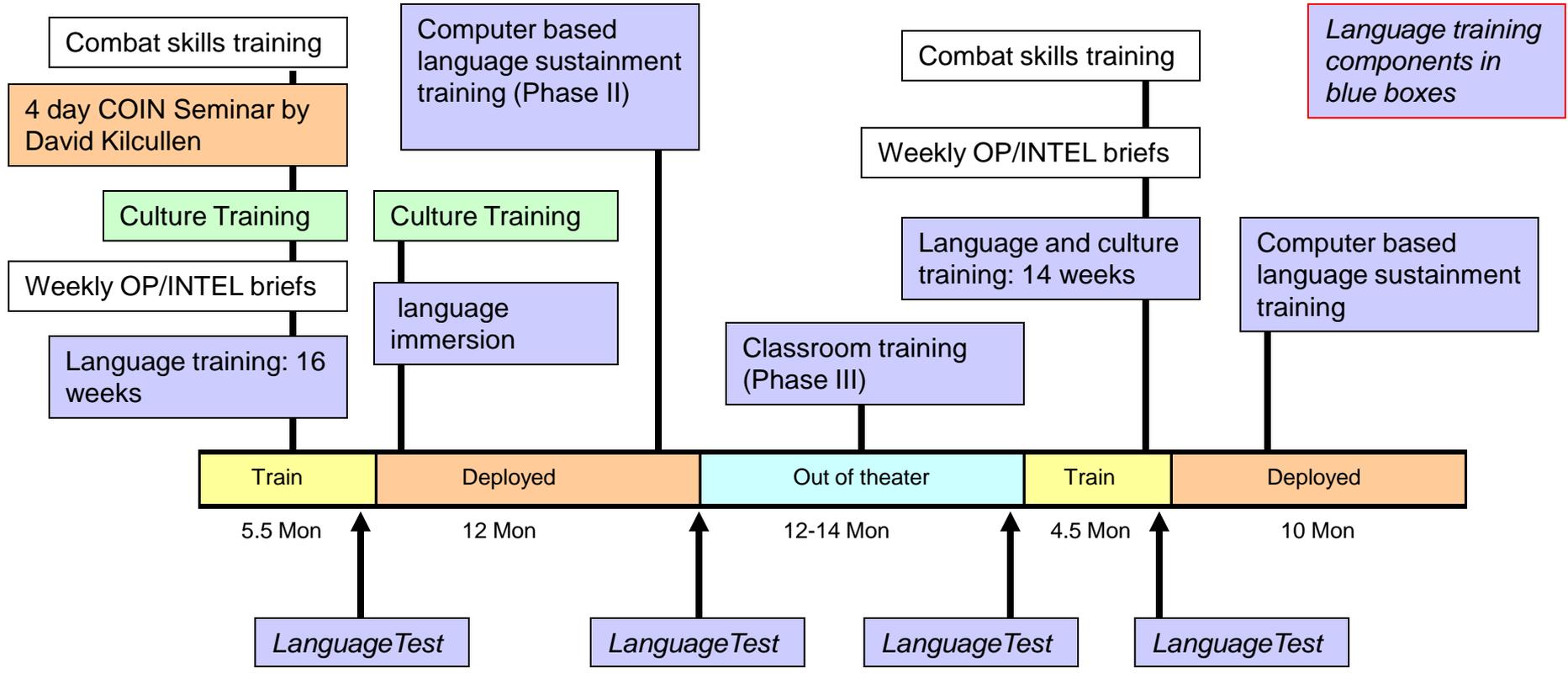
- 348 Soldiers
- 156 Airman
- 90 Civilians
- 84 Marines
- 102 Sailors

- 14 week language sustainment training prior to second deployment

# 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

- 8 seats designated for APHs
- AFPAK Concentration Program
- 11 Courses, 2 semesters; 10 months
- JPME I / II and Masters
- Services filled 11 seats for AY 2011
- Started AUG 10

### 2. National War College Fellowship

- 8 seats designated for APHs
- AFPAK Concentration Program
- 11 Courses, 2 semesters; 10 months
- JPME I / II and Masters
- 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:
  - Irregular Warfare (IW)
  - Reconstruction/Stability
- Opportunity to attend several classes with international students
- 10 month program
- 20 Hands total (30 starting in AUG 12)
- Start date: Aug 11

## National Defense Intelligence College (NDIC)

### Masters in Strategic Intelligence

- 1-year program
- Both Masters and Bachelors programs
- Requires TS/SCI clearance
- Enlisted personnel eligible (BA and MA)

## 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 National Defense University and ICAF for APHs*
- *Building a cadre of officers who think strategically about AFPAK*

# Tour Length / Career Management

## Tour Length

- **Afghanistan bound Hands:**
  - Entering program as O-5 and below:
    - Approx. 44 month commitment to program
    - Includes a 12 month and a 10 month deployment
    - Approx 17.5 months between deployments
  - Entering program as O-6s:
    - Approx. 30 month commitment to program
    - Single 12 month deployment followed by 12 moth OOT tour
- **Pakistan bound Hands (all ranks):**
  - Approx. 41 month commitment to program
  - Includes two 12 month deployments
  - 12 months between deployments.

## Career Management

- **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**
- **Officers that select for command are released from the program**
- **Officers selected for Senior Service College be able to attend**

• **Processes in place to ensure professional milestones are not missed**

# Joint Experience Credit

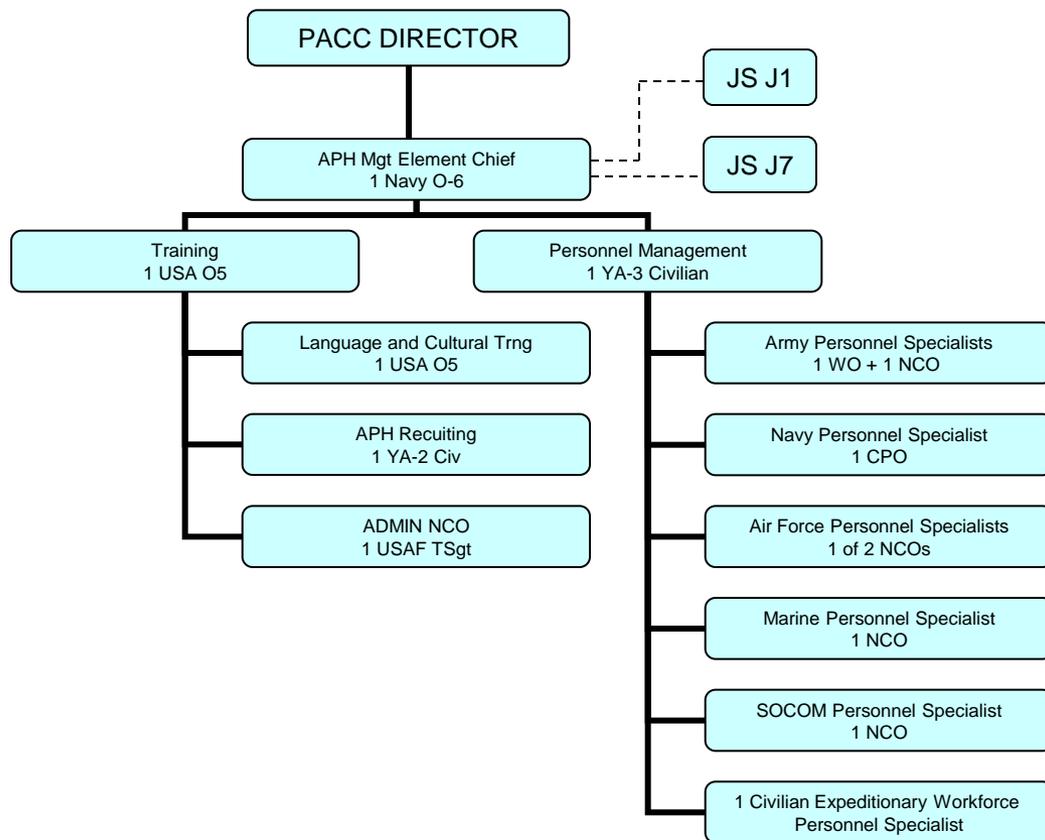
 <p>THE JOINT STAFF WASHINGTON, DC</p> <p>Reply ZIP Code: 20318-1000</p> <p>13 August 2009</p> <p>MEMORANDUM FOR: Chief, Joint Manpower Division Chief, Joint Officer Management Branch</p> <p>Subject: Organizations meeting the definition of Joint Matters</p> <p>1. I have carefully considered your recommendations 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:</p> <ul style="list-style-type: none"> <li>• Coalition Training Teams such as, but not limited to:             <ul style="list-style-type: none"> <li>o Border Transition Teams (BTTs)</li> <li>o Logistics Training Teams (LTTs)</li> <li>o Embedded Training Teams (ETTs)</li> <li>o Military Training Teams (MTTs)</li> <li>o Coalition Air Force Training Teams (CAFTTs)</li> </ul> </li> <li>• Provincial Reconstruction Teams (PRTs)</li> <li>• Coalition Military Assistance Training Team (CMATT)</li> <li>• Coalition Police Assistance Training Team (CPATT)</li> <li>• Units or individuals responsible for countering and defeating the Improvised Explosive Device (IED) threat such as, but not limited to:             <ul style="list-style-type: none"> <li>o Joint CREW Composite Squadron - 1 (JCCS-1)</li> <li>o Electronic Warfare Officers (EWOs) while performing duties in support of the counter IED defeat mission</li> <li>o Joint Improvised Explosive Device Defeat Organization (JIEDDO)</li> </ul> </li> <li>• Joint Task Force - Guantanamo (JTF-GTMO)</li> </ul> <p>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).</p>	<p>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.</p> <p>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, <i>Joint Officer Management Program Procedures</i>.</p> <p></p> <p>GARY S. PATTON Brigadier General, USA Director for Manpower and Personnel</p>
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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

# 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