CHAIRMAN OF THE JOINT CHIEFS OF STAFF INSTRUCTION

PACC
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CJCSI 1630.01
3 September 2010

AFGHANISTAN/PAKISTAN HANDS (APH) PROGRAM

References: See Enclosure G

1. Purpose. To establish the policies that govern the management of the APH Program.

2. Cancellation. Not applicable.

3. Applicability. These policies apply to CJCS-controlled activities, the combatant commanders, other joint agencies, and the Military Departments.

4. Policy. This instruction implements the guidance in reference a to prepare forces for success in Afghanistan. The APH Program was established to create greater continuity, focus, and persistent engagement on Afghanistan and Pakistan. This program develops a cadre of military and civilian experts, who speak the local language, are culturally attuned, and focus on regional issues for an extended duration. APH personnel rotate between positions in and out of theater at the strategic level, directly influencing operations in the region. Although centrally managed, the APH Program produces experts who serve in designated chains of command, protecting unity of command while ensuring unity of effort. These policies establish the business rules that will be used to manage this program. Business rules will be reviewed annually.

5. Definitions

a. The Joint Staff Pakistan Afghanistan Coordination Cell (PACC): The Joint Staff Directorate that provides the guidance and oversight to the APH Program.

b. Afghanistan/Pakistan Hands (APH): A cadre of military and civilian personnel who receive regional language, culture, and counterinsurgency (COIN) training for deployment to key billets in Afghanistan or Pakistan. APH

personnel are placed in key positions where they will engage directly with Afghan and Pakistani officials and the population. Upon completion of their in-theater deployment, they will be assigned to a key out-of-theater billet where their in-country experience will be applied to work Afghanistan or Pakistan regional issues.

c. Out-of-theater (OOT) organizations: Organizations outside of Afghanistan and Pakistan that have responsibilities associated with these countries. APH personnel will be assigned to these organizations, serving in OOT billets, when not deployed to Afghanistan or Pakistan.

d. Geographic hub: A geographic location where a number of OOT billets are co-located and where APH personnel (and their families, if applicable) are permanently stationed while in an APH Program tour.

e. APH Management Element (AME): The organization residing at the PACC, which is responsible for managing the APH Program. The AME coordinates assignment of APH personnel between training, in-theater, and OOT assignments, as well as other responsibilities specified in Enclosure A.

f. APH in-theater billet: A billet in Afghanistan or Pakistan listed on a joint manning document (JMD) or request for forces (RFF) with associated force tracking numbers (FTN) that must be filled by a person in the APH Program.

6. Responsibilities. See Enclosure A.

7. Summary of Changes. Not applicable.

8. Releasability. This instruction is approved for public release; distribution is unlimited. DOD components (to include the combatant commands), other federal agencies, and the public may obtain copies of this instruction through the Internet from the CJCS Directives Home Page: http://www.dtic.mil/cjcs_directives.

9. Effective Date. The instruction is effective upon release.

M. G. Mullen
Admiral, U.S. Navy

Enclosures:

A -- Responsibilities
B -- Selection and Assignment of APH
C -- APH Billets
D -- APH Tour Length
E -- APH Training
F -- APH Property Management and Maintenance
G -- References

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ENCLOSURE A

RESPONSIBILITIES

1. Commander, U.S. Forces Afghanistan (COMUSFOR-A), and the Commander, Office of Defense Representative to Pakistan (ODRP) responsibilities

a. Identify, define, and formally document APH in-theater billets, ensuring that they are on a valid JMD or a RFF with an assigned FTN.

b. In close coordination with the AME, manage the execution of the program in-theater.

c. Provide the AME with detailed military billet descriptions with sufficient detail (in accordance with Enclosure D of reference b) to allow Services to nominate high-quality candidates. Provide the Civilian Expeditionary Workforce readiness cell (CEW-RC) with civilian billet descriptions sufficiently in advance of requirement to permit timely advertisement and recruitment of qualified volunteers.

d. Review and revalidate in-theater billets annually. Ensure that the revalidation is timed and coordinated with the AME and Services to have the least amount of impact on the APH selection and training process.

e. Establish formal processes for approving any changes to APH billet assignments while they are deployed.

f. Identify in-theater sponsors for incoming APH personnel at least 90 days prior to the APH deployment date.

g. Identify APH civilian clothing requirements at least 45 days prior to the APH deployment date.

h. Develop the in-theater rating chains for the officer and enlisted evaluation reports of deployed APH.

i. Provide the AME with predeployment training requirements for APH deploying to Afghanistan and Pakistan, leveraging existing training to the extent possible.

j. Coordinate all in-theater training requirements.

k. Coordinate and monitor progress of theater approvals for referred APH civilian candidates.

j. Include APH civilian personnel in the command rating scheme. Coordinate with civilian APH parent commands to ensure timely and appropriate completion of performance reviews and appraisals.

2. AME coordination responsibilities

a. Coordinate with the Services, combatant commands, and the CEW-RC to ensure timely nomination, vetting, and assignment of APH candidates for the APH Program.

b. Coordinate with U.S. Forces–Afghanistan (USFOR-A) and ODRP to determine in-theater arrival dates for APH personnel.

c. Coordinate transportation requirements for Afghanistan-bound APH with USCENTCOM CCJ 3/S, USTRANSCOM, and the Services to move APH personnel and equipment from the determined APH aerial point of embarkation (APOE) to the designated aerial point of debarkation. Coordinate commercial transportation for Pakistan-bound APH with ODRP and the Services.

d. Coordinate and promulgate administrative instructions governing the deployment of APH personnel to theater.

e. Coordinate with the Services and CEW-RC to assign qualified personnel to in-theater billets, OOT billets, and training based on the established APH and OOT position rotation. The Joint Staff, with close Service coordination, shall approve where APH OOT billets are established.

f. Coordinate with the Services and USFOR-A to identify APH civilian JMD positions and the Service organizations or agencies that are responsible for sourcing the specific requirement. If these Service organizations or agencies are unable to fill these positions, then CEW shall proceed to offer worldwide advertisement.

g. Coordinate with the Services and CEW-RC to produce orders, complete overseas screening and visa requirements (as required), schedule predeployment combat skills training, and support APH travel requirements to and from assignments, training, and APH education opportunities.

h. Coordinate and manage the development of language and culture training in coordination with USD(P&R) Defense Language Office.

i. Fund:

(1) Predeployment COIN and cultural training.

(2) Electronic training aids (computers, MP3 players, etc.).

(3) Other APH-specific requirements as deemed necessary by the Director, PACC.

j. Coordinate with the Army Training Program evaluation group to ensure that all APH language training is properly resourced in accordance with reference c and in future planning, program, and budget execution system cycles.

k. Coordinate non-language related program changes that impact funding through the PACC with the Joint Staff Comptroller to ensure they are properly resourced in accordance with reference d.

l. Coordinate with the Joint Staff/J-7 on matters pertaining to JPME and development of an Afghanistan-Pakistan (AFPAK) concentration at National Defense University and the senior-service colleges.

m. Coordinate with USSOCOM on the suitability of any candidate nominated by a Service to fill an APH billet (and corresponding OOT billet) that USSOCOM is designated the Joint Force Provider.

3. Service and CEW responsibilities

a. Develop an APH-specific identifier or tracking mechanism to ensure APH personnel can be tracked/identified for visibility and future assignments requiring APH skills.

b. Determine the appropriate level of predeployment combat skills training associated with each APH billet.

c. Maintain all career management responsibilities for military personnel assigned to the APH Program.

d. Determine which APH civilian positions will be nominative, requiring lead Service approval when filling. Lead Services will determine if the civilian billets will be exclusively filled by CEW, or if Service organizations and agencies will be given an opportunity to fill the billets first. CEW will establish a process to ensure that designated functional communities are offered key nominative civilian APH positions prior to world-wide advertising.

e. Services will ensure all Title 10 requirements (non-APH specific training and equipping) are resourced for the APH.

f. Exercise oversight of all administrative functions associated with proper pay/travel/entitlements of APH participants. The Services are responsible for writing orders for APH personnel and ensuring travel, lodging, and per diem for

the APH are resourced until the APH reaches the designated point of embarkation. Additionally, the Services are responsible for funding food and lodging expenses for APH personnel who complete in-theater immersion training in locations where government provided meals and lodging are not available.

g. Select and nominate personnel to the program who meet program selection requirements. The Services will identify replacement personnel, as required, to ensure continuity of in-theater and OOT billet fills.

h. Administratively assign APH personnel to Service-specific, combatant command, or joint unit identity codes while assigned to the program, as appropriate.

i. Schedule all predeployment combat skills training to support the deployment timeline established by the AME, leveraging existing training to the extent possible. Air Force, Navy, and U.S. Marine Corps APH personnel will complete combat skills training prior to language training (with the exception of Provisional Reconstruction Team members in the APH Program). These personnel will be given the opportunity to complete their weapons qualifications immediately after language training. The Services will move APH personnel and associated equipment to the APOE.

j. Ensure deploying APH personnel complete all predeployment administrative requirements prior to deploying (physicals, overseas screening (as required), visa requests, ODRP-specific training, etc.). Personnel must be physically screened for deployment prior to attending language training.

k. Civilians

(1) CEW-Readiness Cell (CEW-RC) shall assign civilian personnel to designated civilian APH billets. These civilian APH personnel will be administratively supported by their parent command and Service. The CEW-RC will centralize the administrative procedures for deploying civilians.

(2) The CEW-RC shall serve in an oversight capacity for DOD civilians assigned to the APH Program and will liaise with civilian APH's parent or designated support commands to ensure management is aware of any unique administrative or support requirements.

4. <u>Parent, designated, or OOT commands responsibilities</u>

a. Military -- Establish the OOT rating chains and civilian performance management responsibilities, and assign fitness and evaluation reporting responsibilities for APH personnel. The Joint Staff has no fitness or evaluation

reporting responsibilities for APH personnel, with the exception of those assigned to it.

b. Civilian

(1) Establish civilian management responsibilities.

(2) Ensure timely completion of travel orders, travel arrangements, entitlement and travel claims, and other related documentation necessary to support the deployment of civilian APH personnel.

(3) Ensure completion of all career management functions for assigned civilians deployed through the APH Program.

(4) Ensure timely and appropriate completion of performance reviews and appraisals.

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ENCLOSURE B

SELECTION AND ASSIGNMENT OF APH

1. General. The AME shall confirm the suitability of APH nominations. The PACC Director is the approval authority for all Service and CEW APH nominations.

a. The Services are responsible for nominating backfills for military candidates who do not meet deployment medical requirements or complete required training.

b. Military replacement personnel will ordinarily be required to enter the training cycle (language, cultural, predeployment combat skills training) within 60 days of the determination that a replacement is required. Exceptions will be coordinated with the AME.

c. APH Selection Criteria

(1) Experience: Previous OPERATION ENDURING FREEDOM experience is desired, but not required.

(2) In accordance with references e and f, APH personnel must have strong records indicative of sustained, superior performance. The Services will select personnel who are best qualified on the basis of demonstrated performance and required skill sets.

(3) The Services will select officers and NCOs whose records indicate strong future command potential, or are former commanders, and have senior leadership potential as indicated by supporting documentation.

d. Each Service will closely manage APH participation and professional development, and take appropriate actions to prevent the APH from being disadvantaged for serving outside of its common Service career paths.

e. Every effort will be made to PCS the military APH personnel and their families to the OOT hub location prior to beginning the predeployment language training.

2. Substitution of Ranks. O-5 promotable officers may fill O-6 billets. With the approval of USFOR-A, Warrant Officers 3 (WO-3/CWO-3) may fill O-3 billets.

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ENCLOSURE C

APH BILLETS

1. General. COMUSFOR-A and ODRP are the final authorities for determining where personnel will be assigned to in-theater billets. Because of the fluid nature of the mission and operational requirements, an APH may be reassigned in-theater to a different APH billet by COMUSFOR-A or ODRP. In order to maintain home station stability, the individual's hub assignment will remain unchanged.

a. Each in-theater billet has a corresponding OOT billet that APH personnel will fill when not deployed. Upon completion of a tour in an in-theater billet, a rotation will normally occur. An APH will deploy forward to replace an APH who normally rotates to the associated OOT billet. Exceptions will be coordinated between the AME, Services, combatant commands, CEW-RC and Defense agencies as required, with priority to avoid gaps of APH in-theater and OOT billets.

b. In-theater billet assignments

(1) All in-theater assignments will have a complete billet description, combat skills requirements, special training requirements, MOS/skill code identifier, and rank entered into the Electronic-Joint Manpower and Personnel System, or other appropriate systems, to ensure the Services can provide the right APH.

(2) Military in-theater billet changes will be coordinated closely with the AME and Services, which shall have 90 days to identify the appropriate APH nominations and put them into the predeployment training cycle in the event an APH JMD is changed. The AME will coordinate with the Services to ensure the proper ordering changes are made within the Global Force Management Allocation Plan system.

c. OOT billet assignments: The AME will coordinate with the Services, combatant commands, and the CEW to determine the APH's billet.

(1) OOT billets on combatant commands' staffs will remain continuously filled by APH personnel once the first in-theater rotation is complete. Positions filled by APH deploying to Pakistan will experience a short gap as personnel rotate between billets in Pakistan and OOT billets.

(2) If a Service and combatant command identify a management headquarters billet as an OOT billet, the Services will ensure that the management headquarters OOT billets remain filled with non-APH Service Members until the first cohort of APH personnel complete their initial rotation.

After the first in-theater rotation, the APH personnel will rotate into and out of the OOT billet.

(3) Services electing to assign multiple APH personnel against an OOT combatant command billet to allow for the rotation should not double count the extra APH OOT fill against a separate non-OOT combatant command billet in that combatant command.

(4) OOT organizations are responsible for ensuring APH personnel are assigned key duties within organizations that are associated with Afghanistan and/or Pakistan.

(5) OOT organizations shall ensure that APH personnel are allocated 5 hours per week to complete computer-based language training during OOT tours. This training is necessary to ensure that APH personnel maintain language proficiency between their deployments. APH personnel who are not completing a second deployment will not be required to conduct this computer-based training.

(6) APH personnel assigned TDY or "with duty at" joint commands for OOT assignments shall not be counted against unfilled billets by their parent Service to satisfy prescribed manning requirements and fill rates.

2. OOT Deployment. In order to meet their dwell time requirements, APH personnel will not ordinarily deploy from their OOT billet. However, with coordination between the OOT billet holder and the AME, OOT APH may be deployed for temporary duty missions of short duration that are related to Afghanistan and Pakistan issues. This will allow them to meet their dwell time requirements and support the mission.

ENCLOSURE D

APH TOUR LENGTH

1. General. Rotation schemes may vary based on operational and career requirements.

a. O-6 APH personnel will complete an initial 5.5 months of predeployment combat skills, COIN, culture and language training, and a 12-month in-theater deployment. Individuals are encouraged to complete a second 12-month tour if their Service concurs.

b. O-5 and below:

(1) APH personnel deployed to Afghanistan will complete an initial 5.5 months of predeployment combat skills, COIN, culture and language training, and a 12-month in-theater deployment followed by approximately 13 months in an OOT billet and 4.5 months of predeployment combat skills and language training before a second 10 months of in-theater deployment.

(2) In order to maintain a constant fill for the in-theater and out-of-theater billets, the fourth and seventh cohorts will complete an initial 28-month out-of-theater tour, followed by 5.5 months of predeployment combat skills and language training and a single 12-month in-theater tour.

c. APH personnel deployed to ODRP will either complete two 12-month deployments, separated by a 1-year OOT, or they will complete a single 18-month deployment followed by 12 months in an OOT billet. ODRP will determine the tour length based on the specific billet and the individual's ability to establish and maintain a relationship with the Pakistani partner.

d. APH personnel who are selected by their Service for command will be released from the program in order to proceed to their command assignment. These personnel will ordinarily be released from the program after an initial deployment and 12 months in an OOT billet. Replacements for these APH personnel will be provided by the Services in sufficient time to ensure that no gaps occur in in-theater or out-of-theater billets.

e. O-5/O-6 APH personnel who are selected for senior-service college or resident professional military education shall be released from the program to proceed to their education requirements.

(1) If an individual is selected while deployed, he or she shall complete deployment prior to being released to proceed to senior service college or professional military education if possible within the constraints of the specific program selected.

(2) These individuals will participate in AFPAK-focused curriculums -- if offered at the institutions selected -- and return to the APH Program upon graduation to complete their APH tours.

f. Nuclear power-qualified APH personnel shall also be released so they can maintain their qualification as prescribed by the Navy, as required.

2. Joint Qualification. In accordance with reference g, the Joint Staff/J-1 has determined that 12 months of deployed time as an APH meet the criteria to self-nominate for joint qualification under the Joint Qualification System. The APH must meet the other joint requirements and Service gates to be designated as a Joint Qualified Officer.

3. Civilian APH positions

a. Civilian APH personnel will complete an initial 12-month deployment, followed by 12 months in an OOT billet and an additional round of language and combat skills training; conduct a second 12-month deployment, followed by a 12-month OOT assignment.

b. Assignment as part of APH will meet the requirement for joint experience for SES position consideration as cited in reference h.

ENCLOSURE E

APH TRAINING

1. General. Training will follow the basic pattern of predeployment combat skills training, COIN, cultural and language training (pre-, during, and post-deployment).

2. Predeployment Combat Skills Training. APH personnel will complete Service-mandated, predeployment combat skills training. Several Services will have their personnel complete the majority of this training prior to the start of language training in order to enable APH personnel to deploy within 15 days of completing language class.

a. Navy, Air Force, and U.S. Marine Corps personnel will complete predeployment combat skills training prior to reporting for COIN, language, and culture training (with the exception of Provisional Reconstruction Team members in the APH Program). These personnel will be given an opportunity to complete weapons qualifications after language training.

b. Army personnel will complete predeployment combat skills training upon completion of language training.

c. APH going to ODRP will complete CDRUSCENTCOM-mandated training requirements. These requirements include individual-level combat skills and the Individual Terrorist Awareness Course.

d. All civilians deploying as APH personnel must complete predeployment training at the National Deployment Center at Camp Atterbury, Indiana.

3. Language, Culture and COIN Training. Prior to their initial deployments as APH personnel, individuals will complete initial language, culture, and COIN training. This training will last approximately 17 weeks. Personnel who already possess the required language skill will be waived from the requirement to attend class if they demonstrate a 1/1 rating in the assigned position's language. AME authorization is required to shorten an individual's language training.

4. Billet specific training. All billet specific or special training will entered into the Electronic-Joint Manpower and Personnel System.

5. During deployment. APH personnel are required to complete computer-based language modules that will be provided by Defense Language Institute Foreign Language Center (DLIFLC).

6. Second Deployment. APH personnel shall complete distance learning-based language sustainment training prior to their second deployment. APH personnel returning to Afghanistan will conduct predeployment combat skills training prior to sustainment language training (with the exception of Army personnel, who will complete combat skills training upon completion of sustainment language training).

7. ODRP Language Requirements. ODRP will determine the language training requirements for its billets on a case-by-case basis.

8. Command Language Program Manager. The AME will be the command language trainer and manager for APH personnel and monitor the APH's progress through the language training model.

9. Language Training Hubs. The AME, in coordination with DLIFLC and the local activity commands, will establish four regional language training hubs to allow the APH personnel to receive language training at their hub locations (Tampa, National Capital Region, Norfolk, and Europe). These hubs will service the APH language training requirement for the APH. Additional hubs may be established in areas where a concentration of OOT billets will justify the establishment of a hub.

a. If there is a sufficient concentration of APH personnel (at least six APH personnel within the same language at the same time) at a non-hub location, the AME will coordinate with the DLIFLC to send a temporary trainer to the non-hub location.

b. Services that assign the APH at a non-hub location with a low concentration of APH personnel are responsible for ensuring each APH receives an equivalent language training opportunity by either sending the APH to one of the hub locations or using an equivalent Service language facility.

c. The AME will seek to leverage other DLIFLC-approved language training facilities to support APH billets not located at a hub.

ENCLOSURE F

APH PROPERTY MANAGEMENT AND MAINTENANCE

1. Property Management. Each APH will be issued electronic training aids (laptop computers, MP3 players, software, etc.) and shall be responsible and accountable for those items. The equipment will be assigned to the Service member; however, it shall remain the property of the U.S. Government and shall be turned in at the end of the APH's tour. The APH shall be held financially liable for any loss or damage to his or her equipment due to their negligence or willful misconduct.

2. Equipment Issue. During language training, all equipment will be issued and documented with signature on file by the Defense Language Institute (DLI). The APH will notify the language school if the equipment is defective; DLI will coordinate repair and or replacement. Upon course completion and for the period that the Service member is assigned to the APH Program, the APH will notify the AME whenever the equipment is defective; the AME will coordinate repair or replacement.

3. Property Accountability. During the period of instruction, the equipment will be issued and accounted for by DLI. Upon course completion, DLI shall laterally transfer the equipment and associated issue documents to the Joint Staff/AME in order to maintain formal accountability. Once the APH concludes his/her period of assignment in the program, the property will further be transferred to the gaining unit. The APH will maintain custodial accountability throughout and can be relieved of property accountability upon turn in of said equipment or after being presented with written final disposition instructions.

4. Maintenance. While deployed, the command language program manager forward will ensure the APH receives the necessary computer updates and necessary maintenance. The AME point of contact at the hub location will ensure that the equipment receives the necessary updates and maintenance.

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ENCLOSURE G

REFERENCES

a. SecDef Memorandum, 24 May 2010, "Implementing COIN Training Guidance to Support Execution of the President's Afghanistan-Pakistan Strategy"

b. CJCSI 1301.01 Series, 1 January 2004, Individual Augmentation Procedures

c. OSD Resource Management Decision 700, 4 December 2009

d. JSI 7200.01 Series, 11 April 2008, Joint Staff Resource Management

e. CJCS Memorandum, 28 August 2009, "Afghanistan Pakistan Hands Program"

f. CJCS Memorandum, 14 December 2009, "Career Management of Afghanistan Pakistan Hands Program"

g. USD(P&R) Memorandum, 31 December 2008, Joint Experience Requirements for Career Senior Service Leaders

h. CJCSI 1001.01 Series, 17 March 2008, Joint Manpower and Personnel Program

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