



CHAIRMAN OF THE JOINT CHIEFS OF STAFF INSTRUCTION

PACC
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CJCSI 1630.01A
30 April 2014

AFGHANISTAN/PAKISTAN HANDS (APH) PROGRAM

References: See Enclosure F.

1. Purpose. To establish the policies that govern the management of the APH Program.
2. Superseded/Cancellation. CJCSI 1630.01, 3 September 2010, "Afghanistan/Pakistan Hands (APH) Program" is hereby superseded.
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 and Pakistan. 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 focused 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 key staff and chains of command and facilitate unity of command and 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 Deputy Directorate in the Joint Staff/J-5 that provides the guidance and oversight to the APH Program.

b. Afghanistan/Pakistan Hands: 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, APH 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 in the Joint Staff PACC that 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. The AME-District of Columbia (AME-DC) is located at the Joint Staff with overall program management responsibilities, while AME-Forward (AME-FWD) is the forward deployed organization at U.S. Forces-Afghanistan (USFOR-A) Headquarters responsible for managing the in-theater component of the program.

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. The major changes to the original document are:

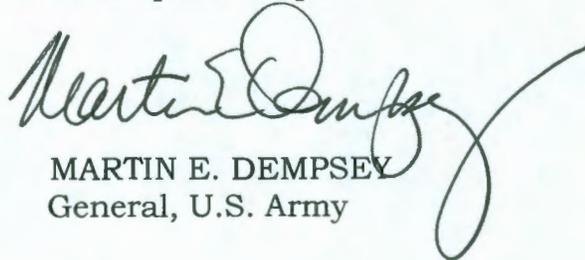
a. Updates the References (Enclosure F) with the 22 May 2012 CJCS Memorandum, Pakistan-Afghanistan Coordination Cell and Afghanistan-Pakistan Hands Program.

b. Updates the USFOR-A and Office of Defense Representative to Pakistan (ODRP) requirement to identify in-theater units (60 days) and specific billet information (30 days) prior to deployment. (A-1, 1.g.)

- c. Identifies the requirement to identify APH replacements within 60 days of a vacancy; and put into the appropriate training pipeline within 90 days of selection. (A-4, 3.e.)
- d. Clarifies funding responsibilities. (A-6, 5.)
- e. Establishes a program completion goal of 70 percent for APH. (B-1, 1.)
- f. Establishes selection traits and elements of an APH for Service use when identifying appropriate APH. (B-1, 1.d.)
- g. Clarifies the O-5 (P)/O-6 (S) options for the Services. (B-2, 2.a.)
- h. Establishes non-DoD agencies as an option for OOT billets. (C-3, 1.e.(8))

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. Joint Staff activities may also access or obtain copies of this directive from the SIPRNET Directives Electronic Library.

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



MARTIN E. DEMPSEY
General, U.S. Army

Enclosures:

- A - Responsibilities
- B - Selection and Assignment of APH
- C - APH Billets
- D - APH Tour Length
- E - APH Education and Training
- F - References

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ENCLOSURE A

RESPONSIBILITIES

1. Commander, U.S. Forces Afghanistan (COMUSFOR-A), and the Commander, 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. Conduct oversight of APH employment in-theater (in coordination with Joint Staff PACC AME) assignment to ensure APHs are utilized in the position, grade or responsibilities for which they were selected.

(1) Move member(s), as required, ensuring all moves are consistent with the APH Service and deployment date. Every effort will be made to move APH to billets with appropriate skill requirements.

(2) Coordinate changes in the Global Force Management Allocation Plan (GFMAP) and keep the Joint Staff PACC AME informed.

(3) Ensure billet changes are limited to language and training requirements and do not change Service, rank, and skill requirements.

e. Review and revalidate in-theater billets as necessary. 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.

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

g. Identify in-theater unit level sponsors for incoming APH personnel at least 60 days prior to the APH deployment date. Identify individual APH sponsors/points of contact at least 30 days prior to deployment of the APH.

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- h. Develop the in-theater rating chains for the officer and enlisted evaluation reports of deployed APH.
- i. Incorporate pre-deployment training and equipment requirements into the necessary Global Force Management systems for each APH billet in Afghanistan and Pakistan, leveraging existing training to the extent possible. Identify billets that require advanced cultural/language/security /strategy education as part of their duty description.
- j. Coordinate all in-theater training requirements.
- k. Coordinate and monitor progress of theater approvals for referred APH civilian candidates.
 - l. Ensure APH civilian personnel are included in their command's rating scheme. Coordinate with civilian APH parent commands to ensure timely and appropriate completion of performance reviews and appraisals.
- m. Develop and publish Service-specific re-deployment policies and procedures.

2. Joint Staff/J-5 PACC AME Responsibilities

- a. Coordinate with the Combatant Commands, Services, and the CEW-RC, in compliance with the Joint Staff Global Force Management Business Rules to ensure timely nomination, vetting, and assignment of APH candidates for the APH Program.
- b. Coordinate with USFOR-A and ODRP to determine in-theater arrival dates for APH personnel.
- c. Coordinate transportation requirements for Afghanistan-bound APH with U.S. Central Command (USCENTCOM) CCJ 3/S, U.S. Transportation Command (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 (APOD). 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 OOT command/organizations, Services, and CEW-RC to assign qualified personnel to in-theater assignments, OOT assignments, and training based on the established APH and OOT position rotation. The Joint Staff, with close Service coordination, shall approve where APH OOT assignments are established. Once OOT assignments are approved, the AME

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and Service will work with the OOT command to ensure a detailed understanding of program administrative, operational, and logistic processes.

f. Coordinate with USFOR-A to identify APH civilian JMD positions or RFF positions ordered by the Secretary of Defense in the Global Force Management Allocation Plan. Coordinate through CEW to fill positions based off of nominations or worldwide advertisement.

g. Coordinate with the Services and CEW-RC to produce orders for scheduled assignment, training and deployments or overseas VISA requirements (as required), complete overseas screening and visa requirements (as required), schedule pre-deployment 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. 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.

j. Coordinate non-language related program changes that impact funding through the PACC with the Joint Staff/J-5 and Comptroller to ensure they are properly resourced in accordance with reference d.

k. Coordinate with Services and other education organizations to develop masters-level education opportunities for returning APHs that will take advantage of their deployment experience and prepare them for subsequent deployments.

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

m. Coordinate with U.S. Special Operations Command (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.

n. Conduct oversight of APH employment in-theater (in coordination with USFOR-A AME and ODRP) and during out-of-theater assignment to ensure APHs are utilized in the position, grade or responsibilities for which they were

selected. Move member, as required. Coordinate changes in the GFMAP and keep the Services informed.

o. Coordinate arrival of APH to their OOT locations with respective Services and OOT command, specifically regarding the administrative and logistical processes required to support member at OOT command and maintain Service mandates.

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

c. 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 worldwide advertising.

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

e. Ensure continuity of in-theater and OOT billet fills by identifying replacement personnel as soon as possible after an APH is released from the program and ensure the replacement starts the training pipeline as soon as possible (identified no later than 60 days), and in the training pipeline within 90 days from selection.

f. Administratively assign APH personnel to Service-specific, Combatant Command, or joint unit identity codes while assigned to the program, as appropriate.

g. Schedule all pre-deployment combat skills training to support the deployment timeline established by the AME, leveraging existing training to the extent possible. 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.

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h. Ensure APH candidates are physically and mentally screened to meet deployment requirements, prior to the APH assignment (physicals, overseas screening (as required), visa requests, ODRP specific training, etc.). Personnel must be physically and mentally screened for deployment prior to attending language training.

i. Ensure APH candidates have the appropriate security clearance for the position they are nominated for both in and out-of-theater (minimum of SECRET).

j. Coordinate closely with the prospective OOT organization to ensure selected APH meet the OOT organization's security requirements (TOP SECRET for Joint Staff, Office of the Secretary of Defense, USCENTCOM, and USSOCOM OOT positions).

k. Civilians

(1) 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.

(2) CEW-RC shall assign civilian personnel to designated civilian APH positions for both in-theater and OOT assignments. The CEW-RC will centralize the administrative procedures for deploying civilians.

(3) The CEW-RC shall use the following as the timeline template for training and deployment for permanent and term DoD civilians:

(a) United States Army Central Command - 1 day in-processing

(b) Weapons Quals (Camp Atterbury, IN or Winchester, VA) - 2 days

(c) CEW Training (Camp Atterbury, IN) - 1 week or United States Air Force Advisor Course (Fort Dix, NJ) - 25 days

(d) AFPAK Hands In-processing (Washington, DC) - 1 day

(e) Cultural Seminar (Washington, DC) - 3 days

(f) COIN Training (Washington, DC) - 4 days

(g) Language Training (Defense Language Institute (DLI) Washington, DC or Tampa, FL) - 5 months

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(h) Return to Home of Record (leave without pay) or remain Washington, DC (with pay) and continue DLI language training.

(i) Camp Atterbury, IN (Civilian Readiness Processing) - 1 week
Deploy for 12 months – Military Air (MILAIR) (Norfolk VA or BWI) - 2 days

(j) OOT Assignment (normally Washington, DC or Tampa, FL) and Language Training (Washington, DC or Tampa, FL) - 12-24 months

(k) CEW Training (Camp Atterbury, IN) 1 week, Camp Atterbury, IN or U.S. Air Force Advisor Course (Fort Dix, NJ) - 25 days

(l) Camp Atterbury, IN (Civilian Readiness Processing) - 1 week

(m) Deploy for 12 months – MILAIR (Norfolk VA or BWI) - 2 days

4. Parent, Designated, or OOT Commands Responsibilities

a. Establish a single point of contact (POC) to coordinate and manage the rotation of APH into and out of their OOT billet. The single POC will consolidate information flow, academic and training requirements, and serve as an AME interface.

b. 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.

c. CEW assumes Service responsibilities for APH not associated with a parent command or organization. CEW shall:

(1) Establish civilian management responsibilities and develop necessary funding mechanisms for civilian APH not associated with a parent command or organization.

(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 appraisal.

5. Funding Responsibilities

a. Joint Staff PACC shall fund:

(1) The cost of instruction for pre-deployment COIN and cultural training.

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

(3) If OOT organizations have not properly forecasted the temporary duty (TDY) travel for APH, the Joint Staff will coordinate funding for travel associated with the in-processing, Culture and COIN training week.

b. Services (CEW is recognized as the Service Component for civilian APH not associated with a parent command or organization):

(1) Shall fund all title 10 training requirements for their portion of the APH Program.

(2) Shall fund transportation costs of Service members to and from title 10 training requirements, deployment and re-deployment.

c. Combatant Commands, Parent Commands, and OOT Organizations

(1) Sponsoring organizations shall coordinate funding requirements for TDY travel to and from pre-deployment training events including APH in-processing week COIN and Cultural training seminars for APH with the Joint Staff PACC AME.

(2) If coordinating TDY funding with the Joint Staff PACC AME, sponsoring organizations shall appoint a single point of coordination for the parent organization.

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ENCLOSURE B

SELECTION AND ASSIGNMENT OF APH

1. General. Services selection mechanisms shall balance the demands of the program for high quality APH and the career demands of the APH when selecting APH. The overall completion goal for the program is 70 percent of each COHORT that enters the program completes the program through the mandated deployment and OOT cycles.

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

b. The Services are responsible for nominating backfills as soon as possible (no later than 60 days after notification) for military candidates who do not meet deployment medical requirements or complete required training.

c. Military replacement personnel will be required to enter the training cycle (language, cultural, pre-deployment combat skills training) within 90 days of replacement identification. Exceptions will be coordinated with the AME.

d. 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 Non-Commissioned Officers (NCOs) whose records indicate strong future command potential, or are former commanders, and have senior leadership potential as indicated by supporting documentation.

e. The following traits and elements shall be considered when selecting prospective APH.

(1) Communications: Strong communications skills; able to listen and absorb non-traditional concepts; able to translate non-traditional concepts to a variety of military and non-military audiences; spends time and resources improving teams, groups and networks.

(2) Respectful: Promotes dignity, open-minded, fairness and consideration; comfortable working with a variety of military, non-military, and foreign nationals on a daily basis; avoids trying to dominate conversations and decision making and forcing others to do things the right way; develops unit cohesion by valuing differences and strengths; develops diplomatic solutions with their partners.

(3) Flexibility: Not rigid in traditional thinking; patient; able to operate comfortable outside of the normal military chain of command and environment; able to develop creative courses of actions for problem solutions.

(4) Operational Competence: Basic military skills (planning, organizing, coordinating, communicating); applies basic military job knowledge to handle non-routine situations; develops and executes innovative idea using basic military skills and organization.

(5) Entrepreneurial Mindset: Capable of developing problem solving networks with strong cohesion between US security forces, host nation and Allied security forces, host nation and Allied government organizations and civilian agencies.

(6) Able to operate independently with minimum guidance.

(7) Displays self-control and discipline when not under direct supervision.

f. Each Service shall 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.

g. Every effort shall be made to allow permanent change of station for military APH personnel and their families to the OOT hub location prior to beginning the pre-deployment language training.

2. Substitution of Ranks

a. Services shall make every effort to keep officers that are newly selected for promotion to O-6 (O-5 (Promotable)/O-6 (Select)) in the program to minimize loss of senior leader experience. The Service shall make one of the three following options for the Hand and appropriately inform the Joint Staff, PACC.

(1) Keep the Hand in the program in the Hand's current billet.

(2) After the first deployment and OOT utilization, move the Hand to an APH Service O-6 billet.

(3) Remove the Hand from the program.

(4) If the Hand is notified of the promotion prior to or during their initial in-theater tour, it is anticipated the Hand will complete the initial in-theater deployment.

b. O-5 promotable officers may fill O-6 billets.

c. With the approval of USFOR-A, Warrant Officers 3 (WO-3/CWO-3) may fill O-3 billets. Requests to Substitute Warrant Officers in O-4/5 billets must be submitted to the AME for approval no later than 60 days prior to the APH's report date.

3. Reservists. A Reservist may be activated for the program, but the Reservist must be on active duty for the entire tour length to ensure the reservist meets the program's intent.

4. Exceptions to any of the above policies will be considered on a case-by-case basis, but must be requested and approved by PACC, AME 90 days prior to the entrance into the program.

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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. Command Relationships: Although not designated a command, the command arrangement for the APH Program will use similar relationships.

(1) During Phase I language training (see Enclosure E, APH Training), APH will be operationally assigned to the PACC AME, tactically directed by the DLIFLC and administratively support by their respective Services, out-of-theater units or organizations.

(2) During their deployment cycles the APH will be operationally assigned to COMUSFOR-A and ODRP, tactically directed and administratively support by their in-theater chain of command.

(3) During their OOT assignment, APH will be operationally assigned to their host organizations. Services will maintain an administrative support relationship. If an APH is in an education billet, they will be tactically directed by the education institution.

b. Each in-theater requirement has an OOT assignments 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.

c. In-theater Billet Assignments

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

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(2) Military in-theater billet changes will be coordinated closely with the AME and Services, who shall have 90 days to identify the appropriate APH nominations and put them into the pre-deployment training cycle in the event an APH JMD or RFF 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.

d. In-theater billet extensions: All in-theater requests for extension will be routed through the APH's in-theater chain of command through the USFOR-A AME, to the Joint Staff, PACC to the APH's Service for approval.

(1) In-theater extensions will be requested no later than 7 months prior to re-deployment to determine the impact on the subsequent COHORT replacement and the training pipeline. In-theater extensions that are requested less than 7 months shall be reviewed and concurred by ODRP, USFOR-A AME and the in-Afghanistan chain of command.

(2) CEW APH requesting to extend their deployment beyond 1 year shall obtain a medical evaluation at least 60 days prior to 1 year boots on ground.

(3) CEW APH requesting to extend their deployment for a third year shall obtain a medical evaluation at least 60 days prior to the end of the second year boots on ground and coordinate their 90 day re-integration with USFOR-A AME and Joint Staff, PACC AME.

e. OOT assignments: The AME will coordinate with the Services, Combatant Commands, and the CEW to determine the APH's assignments.

(1) Military 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) Services electing to assign multiple APH personnel against a military OOT Combatant command billet to allow for APH rotation should not count the extra APH personnel against any other non-OOT Combatant Command billet.

(3) Civilian APH will remain on the rolls of the parent organization for the duration of the program, unless otherwise specified.

(4) OOT organizations shall coordinate with the Services to document APH OOT billet requirements to ensure rank, skill and security clearance requirements are met.

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

(6) 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.

(7) 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.

(8) Services are encouraged to employ Hands in roles that are outside of the traditional Service billet. Non-DoD agencies shall be considered for APH OOT employment as long as the work at the agency meets the intent of the OOT program.

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.

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ENCLOSURE D

APH TOUR LENGTH

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

a. The established goal for program completion for each COHORT is 70 percent of the APH that enter the COHORT complete the program IAW their rotation plan.

b. O-6 APH

(1) Afghanistan bound O-6s shall complete an initial 5.5 months of pre-deployment combat skills, COIN, culture and language training, and a 12-month in-theater deployment followed by a 12 month out-of-theater tour.

(2) The established goal for program completion (in theater billet and out-of-theater tour) at the O-6 level is 90 percent. This allows for Hands who are selected for command or SSC to be off-ramped from the program.

(3) O-6 APH are encouraged to complete a second 12-month tour if their Service concurs and there is sufficient billet demand at the O-6 level.

c. O-5 and Below

(1) J-5 PACC AME shall review and modify the rotation scheme for O-5 and below APH annually to ensure it is meeting COMUSFOR-A requirements. The goal shall be to maintain the 42-45 month tour length.

(2) The established goal for program completion (in theater billets, out-of-theater tour, in theater billet) for O-5 and below program completion in the overall program (Afghanistan and Pakistan) is 70 percent. This shall account for all off-ramped APH.

d. APH personnel deployed to ODRP will complete two 12-month deployments, separated by a 1-year OOT tour. 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.

e. APH personnel who are selected for command, intermediate level education, senior-Service college or resident professional military education shall be off-ramped (See Enclosure D, 1.e. for off-ramp procedures) from the program to proceed to their education requirements.

(1) If an individual is selected for resident professional military education while deployed, he or she shall make every effort to complete their deployment prior to being released to meet the respective education program's start dates.

(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. Off and on-ramp procedures: APH (officers and NCOs) that have career milestones that must be met to ensure they are able to meet the same career milestones as their Service peers shall be off-ramped from the program. Personnel with career milestone tours 12 months or shorter will be on-ramped back into the APH Program by their Service upon completion of the career milestone. Personnel with career milestone tours greater than 12 months are not expected to be on-ramped back into the APH Program based on their Services' off-ramp request. Exceptions must be approved by the PACC AME.

(1) The Service shall notify the PACC AME as early as possible about the upcoming career milestone and the timeline options.

(2) For normal career milestones, an O-6 level memorandum shall be sent to the PACC AME Program Manager outlining the requirement, proposed timeline of the requirement (off-ramp), the APH backfill timeline and plan, and the timeline for return to the program (on-ramp) if applicable.

(3) For non-standard requests (discretion of the Service, non-documented key and developmental positions), a general/flag officer (GO/FO) level memorandum shall be sent to the Director, PACC outlining the requirement, proposed timeline of the requirement (off-ramp), the APH backfill timeline and plan, and the timeline for return to the program (on-ramp) if applicable.

(4) APH personnel who are selected by their Service for command will be off-ramped from the program in order to proceed to their command assignment. 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.

g. Removal from the APH Program: Outside of the off and on-ramp procedures noted above, there are two cases where removal of an APH from the program will be considered:

(1) For the needs of the Service (off-ramp or release) or not meeting the CJCS's intent for the program (negative action or in-theater or OOT chain of command recommendation).

(2) In the rare case that an APH is identified as not meeting the CJCS's intent for the program. The consideration will stem from a documented negative action or performance review as recommended by the in-theater or OOT chain of command for the APH.

(3) DoD employee's (term and permanent) with performance or behavioral issues that have been addressed via supervisory (O-6 level) counseling statements (three) with a 30 day time period to improve.

(4) In both cases, a GO/FO memorandum with the documentation attached will be forwarded from the Director, PACC to the senior Service representative with a request to remove the APH from the program.

(5) A Service and PACC AME O-6-level board will convene to consider the request, review the documentation and develop a recommendation for the senior Service and the Director, J-5 PACC to consider.

(6) The APH will be notified by the senior leader divisions of their respective Service (with PACC AME support if requested by the Service).

h. Retirement of APH while in the program:

(1) Services shall carefully consider the retirement eligibility of APH nominees to ensure the candidate has sufficient time in their career to complete the entire APH tour.

(2) In the event of a retirement, to include selective early retirement due to reduction in force actions, Services shall coordinate with PACC AME to ensure there are no gaps in the in-theater or out-of-theater billets for Service members retiring during their APH tour.

i. Requests for other early releases due to professional reasons, hardship, etc. will be evaluated on a case-by-case basis by the Service and will be coordinated with the PACC AME.

2. Joint Qualification

a. In accordance with reference g, the Joint Staff/J-1 has determined that officers assigned to the APH Program perform duties that meet the definition of joint matters while deployed.

b. Officers deployed under the APH Program performing joint matters duties for 30 or more days are encouraged to self-nominate their experience in accordance with reference g to obtain joint credit. The APH must meet other

joint requirements outlined in reference h to be eligible for the Joint Qualified Officer designation.

3. Civilian APH positions

a. Civilian APH personnel will complete an initial 12-month deployment, followed by 12 months in an OOT assignments 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 g.

ENCLOSURE E

APH TRAINING AND EDUCATION

1. General. Training shall follow the basic pattern of pre-deployment combat skills training, COIN, cultural and language training (pre-, during, and post-deployment). Education opportunities shall be developed to:
 - a. Meet COMUSFOR-A's requirements for specific billets.
 - b. Enhance an APHs strategic capability for their second deployment.
 - c. Allow an APH to complete a critical career milestone while remaining in the program.
 - d. As an incentive for APHs.
2. Pre-deployment Combat Skills Training. APH personnel will complete Service-mandated, pre-deployment 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. If APH complete their Service-specific, pre-deployment combat skills training prior to reporting for COIN, language, and culture training. The APH personnel shall be given an opportunity by their Service to complete weapons qualifications after language training.
 - b. Army personnel will complete pre-deployment 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 pre-deployment training at the National Deployment Center at Camp Atterbury, Indiana.
 - e. HQUSSOCOM and the Services SOF Component Commands shall review deployment records for personnel with SOF skill identifiers (18A, 38A, 1130, etc.) who are selected for APH and shall determine on an individual basis which personnel must attend a pre-deployment combat skills refresher training, using their existing deployment readiness requirements.
3. Language, Culture and COIN Training. Prior to their initial deployments as APH personnel, individuals will complete initial language, culture, and COIN

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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 rating in the assigned position's language. AME authorization is required to shorten an individual's language training.

a. Phase I is a 16-week Initial Language/Cultural training curriculum at the designated APH language training location and provides a foundational knowledge base in the Hand's respective area of operation. The speaking/listening goal for Phase I training is 1 (as measured by Oral Proficiency Interview (OPI)).

b. Phase II is a self-paced training program, which is either Web-based or composed of 24 modules on CD designed to maintain language proficiency acquired during Phase I. The speaking/listening goal for Phase II training is 1 (as measured by OPI).

c. Phase III is a Web-based, classroom or blended training program tailored to needs of the student and intended to enhance language proficiency. The speaking/listening goal for Phase III training is to maintain the 1 (as measured by OPI).

(1) Phase III language training is specifically designed for Hands designated by their Service for a second deployment.

(2) O-6 level Hands will be enrolled in Phase III language training based on the requirement of the program, the approval of the Service and the out-of-theater host organization.

d. Phase IV is a 14-week language and cultural follow-on training at the designated APH hub to enhance proficiency prior to the second deployment. The speaking/listening goal for Phase IV training is 2 (as measured by OPI).

e. APH receiving language training at a non-DLIFLC administered hub will be issued a Department of the Army Form 1059 (Academic Evaluation Report) or equivalent to ensure APH training is documented.

4. Second Deployment. APH personnel shall complete Phases III and IV language training prior to their second deployment. APH personnel returning to Afghanistan will conduct pre-deployment 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).

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

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6. Language Training Hubs. The AME, in coordination with DLIFLC and the local activity commands, will establish regional language training hubs to allow the APH personnel to receive language training at their hub locations. 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. Non-DLIFLC Sponsored Hubs

(1) Services that assign the APH at a non-Language Training Detachment (LTD) 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.

(2) Services that use a non-APH LTD shall be responsible for ensuring the Hand is tested using the same methodology as the DLIFLC hubs and receives the same academic efficiency report to ensure the Hand's training time is accounted for.

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

7. Education. There are several education programs associated with the APH Program. For all education programs, the PACC AME works with the Services and USFOR-A and ODRP for nominations and selection of APH for those programs.

a. The National Defense University (Fort McNair) has developed National War College (NWC) and Industrial College of the Armed Forces (ICAF) AFPAK Fellows programs. Joint Staff PACC AME works with Joint Staff/J-7 to determine the size and composition of the AFPAK Fellows programs at NWC and ICAF. Services work to fill their quota through their normal selection processes with:

(1) Future, current or past APH.

(2) Officers that have a strong background in Afghanistan or Pakistan.

(3) Officers that will be deploying as a member of a senior staff or commander to Afghanistan, Pakistan or the Southwest Asia region.

b. Graduate Degree Programs

(1) For graduate degree programs associated with the APH program, Joint Staff PACC AME will work closely with the Services, USFOR-A AME and

ODRP for nomination and selection of APH for the programs. The priority for the available academic billets will be to:

- (a) APH requiring ILE/IDE.
- (b) APH nominated by the USFOR-A AME or ODRP based on their returning deployment requirement
- (c) O-3—O-5 APH without a graduate degree.
- (d) O-3—O-5 APH with a graduate degree.

(2) It is understood that APH applying for the graduate degree programs will meet the entrance requirements and all JPME pre-requisites.

c. Bachelor degree programs: As Bachelor degree programs are made available for APH, the Joint Staff PACC AME will work with the Services to ensure the opportunities are made available to APH that do not have a Bachelor's degree.

d. The academic degree nomination process involves the following:

(1) APH notifies AME-FWD or AME-DC that they are interested in an academic degree.

(2) AME-DC coordinates with the APH parent Service organization to ensure Service concurs.

(3) AME-DC finalizes education requirements.

(4) AME-FWD ensures APH is billeted for their second deployment in a billet that requires advanced education.

8. Additional in-theater training may be conducted at the discretion of the in-theater commander.

ENCLOSURE F

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, "Individual Augmentation Procedures"
- c. OSD Resource Management Decision 700, 4 December 2009
- d. JSI 7200.01 Series, "Joint Staff Resource Management"
- e. CJCS Memorandum, 22 May 2012, "Pakistan-Afghanistan Coordination Cell and Afghanistan-Pakistan Hands Program"
- f. CJCS Memorandum, 28 August 2009, "Afghanistan Pakistan Hands Program"
- g. USD(P&R) Memorandum, 31 December 2008, "Joint Experience Requirements for Career Senior Service Leaders"
- h. CJCSI 1330.05 Series, "Joint Officer Management Program Procedures"

OTHER SUPPLEMENTAL RESOURCES

1. CJCS Memorandum, 14 December 2009, "Career Management of Afghanistan Pakistan Hands Program"
2. CJCSI 1001.01 Series, "Joint Manpower and Personnel Program"

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