



CHAIRMAN OF THE JOINT CHIEFS OF STAFF INSTRUCTION

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J-5
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CJCSI 1630.01B
8 July 2016

AFGHANISTAN/PAKISTAN HANDS (APH) PROGRAM

Reference(s): See Enclosure F.

1. Purpose. To establish management policies governing the APH Program.
2. Superseded/Cancellation. This document supersedes CJCSI 1630.01A, 30 April 2014, "Afghanistan/Pakistan Hands (APH) Program."
3. Applicability. These policies apply to Chairman of Joint Staff-controlled activities, the Combatant Commanders, other joint agencies, and the Military Departments.
4. Policy. This instruction prepares forces for success in Afghanistan and Pakistan. The APH Program was established to create greater continuity, focus, and persistent engagement on Afghanistan and Pakistan. The 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 are nominated and selected by their Service, assigned to Tampa, FL for extended tours during which they rotate in and out of forward deployed positions and obtain advanced education to influence operations in the region. The APH Program produces experts who serve in key advisor assignments and facilitate unity of command and effort. These policies establish the business rules to manage this program. Business rules will be reviewed annually.
5. Definitions.
 - a. Afghanistan/Pakistan Hands: A cadre of military and civilian personnel who receive training in regional languages, culture, Security Force Assistance, and advisory function, for deployment to key billets in Afghanistan or Pakistan. APH personnel are placed in key positions where they will engage directly with Afghan or Pakistani officials at the ministerial (strategic and operational) level. Upon completion of in-theater deployment, APH personnel will be assigned to

key out-of-theater billets where their in-country experience will be applied to work on Afghanistan or Pakistan regional issues.

b. **Out-of-theater (OOT) Organizations:** Organizations outside Afghanistan and Pakistan with responsibilities related to these countries. APH personnel will be assigned to these organizations, serving in OOT billets, when not deployed to Afghanistan or Pakistan. The United States Central Command (USCENTCOM) headquarters at MacDill Air Force Base in Florida serves as the principal OOT organization.

c. **Geographic Hub:** A geographic location where OOT billets are co-located; where APH personnel (and their families if applicable) are permanently stationed while in an APH Program tour. The Tampa/St. Petersburg Florida area is the principal APH geographic hub. The National Capital Region (NCR) serves as an additional hub for APH personnel to fill Service requirements, attend developmental education, and serve in OOT billets with Department of State, Office of the Secretary of Defense (OSD), and other agencies in the NCR.

d. **APH in-Theater Billet:** A billet in Afghanistan or Pakistan that must be filled by a person in the APH Program.

e. **U.S. Central Command APH Working Group (APH WG):** The organization at USCENTCOM tasked with operational management of the APH Program. In coordination with the Services, the APH WG assists in the management of personnel assigned to the geographic hub at Tampa/St. Petersburg, Florida.

f. **Civilian Home Organization:** A Department of Defense (DoD) organization with continuous administrative control of a civilian APH candidate who volunteers for and participates in the program.

6. Responsibilities. See Enclosure A.

7. Summary of Changes. Major changes this document introduces:

a. It assigns operational level management responsibilities to USCENTCOM and establishes Tampa/St. Petersburg, Florida as the primary geographic hub for APH personnel.

b. It places the Joint Staff Strategic Plans and Policy Directorate (J-5) in a policy, guidance, and oversight role, as specified in the responsibilities section of this instruction.

c. It updates responsibilities for the civilian component of the program as necessitated by the disestablishment of the Civilian Expeditionary Workforce Readiness Cell (CEW-RC) within the Office of the Secretary of Defense.

d. It updates the APH Program objectives to reflect the shift from a counterinsurgency focus to an advisory focus.

8. Releasability. UNRESTRICTED. This directive is approved for public release; distribution is unlimited on NIPRNET. DoD Components (to include the Combatant Commands), other Federal agencies, and the public, may obtain copies of this directive through the Internet from the CJCS Directives Electronic Library at: [http://www.dtic.mil/cjcs_directives/]. JS activities may also obtain access via the SIPR Directives Electronic Library Websites.

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


WILLIAM C. MAYVILLE, JR.
LTG, USA
Director, Joint Staff

Enclosures

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

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ENCLOSURE A

RESPONSIBILITIES

1. Joint Staff Strategic Plans and Policy Directorate (J-5) Responsibilities

a. Provide policy, guidance, and oversight of the APH Program by serving as the office of primary responsibility for this instruction and issuing additional policy instructions as required.

b. Coordinate with the Army Training Program Evaluation Group and Defense Language Institute 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.

2. U.S. Central Command Responsibilities

a. Coordinate with the Services to track the timely nomination, vetting, and assignment of candidates for the APH Program.

b. Coordinate with United States Forces – Afghanistan (USFOR-A) and the Office of the Defense Representative Pakistan (ODRP) to determine in-theater arrival dates for APH personnel.

c. Coordinate with the Services to assign qualified personnel to in-theater assignments, OOT assignments, and training, based on the established APH and USCENTCOM-based OOT position rotation.

d. For civilian participants, serve as a liaison office for civilian home organizations, in-theater commands, and USCENTCOM out-of-theater assignments. Civilian home organizations will maintain administrative control of their personnel throughout their participation in the APH Program.

e. Coordinate with the Services to determine which APH personnel will be selected for graduate level education opportunities. APHs nominated by their Service for graduate level education may be placed in the NCR by their Service.

f. Conduct oversight of APH employment in-theater and during out-of-theater assignment to ensure APHs are utilized in the position, grade or responsibilities for which they were selected and trained. In coordination with the Services, move personnel as required.

g. Coordinate arrivals of APH personnel to their OOT assignments in the Tampa/St. Petersburg, FL area with their respective Services, specifically regarding the administrative, logistical, and security clearance processes

8 July 2016

required to support them at OOT command and maintain Service mandates. Maintain visibility of APH personnel at other hubs to ensure personnel are able to meet deployment timelines. USCENTCOM visibility on APHs at other hubs is for situational updates regarding manifests and fill rates. USCENTCOM does not have administrative control over APHs not serving at the Tampa/ St. Petersburg FL hub.

h. Issue tasks to USFOR-A and ODRP to administer the in-theater component of the program.

i. In coordination with the Services, ensure APH personnel assigned to the Tampa/St. Petersburg, Florida hub complete all required pre-deployment medical requirements.

3. Service and Civilian Home Organization 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. Provide USCENTCOM with service-specific career summary paperwork during the individual APH recruitment process to confirm suitability.

c. Ensure all title 10 requirements (non-APH Program specific training and equipping) are resourced.

d. To the maximum extent practicable, ensure continuity of in-theater and OOT fills for military billets 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.

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

f. Schedule all pre-deployment combat skills training to support the deployment timeline established by USCENTCOM, leveraging existing training to the extent possible. APH personnel will complete combat skills training prior to language training. They will have the opportunity to complete their weapons qualifications immediately after language training. The Services will move APH personnel and associated equipment to the APH aerial point of embarkation (APOE).

8 July 2016

g. Ensure APH candidates are qualified for deployment to Afghanistan and Pakistan and are able to meet all deployment requirements prior to their initial deployment including physicals, overseas screening (as required), visa requests (as required), ODRP-specific training, etc.

h. Ensure APH candidates have the appropriate security clearances for the positions assigned, both in and out-of-theater (minimum of U.S. and NATO SECRET in theater and TOP SECRET for OOT assignments at USCENTCOM). When necessary, personnel selected for the program with a SECRET level clearance will be immediately nominated by their Service for a TOP SECRET clearance to enable them to meet security requirements for out-of-theater assignments at USCENTCOM.

i. Coordinate transportation requirements for Afghanistan-bound APH personnel with USCENTCOM and U.S. Transportation Command (USTRANSCOM) as necessary to move APH personnel and equipment from the determined APH APOE to the designated aerial point of debarkation (APOD). Coordinate commercial transportation for Pakistan-bound APH with ODRP and the Services.

j. Produce orders for scheduled assignment, training, and deployments or overseas visa requirements (as needed), 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.

k. Designate an office to serve as point of contact for the USCENTCOM APH WG to coordinate with, such as a Service headquarters staff or manpower office.

1. Civilians

(1) Civilian home organizations will be responsible for managing civilians participating in the APH Program, and will liaise with USCENTCOM to ensure management is aware of any unique administrative or support requirements.

(2) Civilian participation in the APH Program is voluntary, both by the civilian and their home organization. Each home organization must approve of a civilian employee's participation and may reconsider that determination as necessary.

(3) Civilian home organizations shall coordinate with USCENTCOM to determine the training requirements for each civilian. Civilian home organizations are responsible for enrolling civilian participants in all pre-deployment training after receiving input and guidance from USCENTCOM.

4. Funding Responsibilities

a. The Joint Staff Strategic Plans and Policy Directorate (J-5) shall fund, or make provisions to transfer funds to USCENTCOM to fund:

(1) Costs of instruction for pre-deployment cultural and Security Force Assistance (SFA) training.

(2) Costs for the language training facility in Tampa or St. Petersburg, Florida, such as rent, internet connectivity, and security fees.

(3) Other APH-specific requirements as deemed necessary by the Strategic Plans and Policy Directorate (J-5).

(4) Funding by the Joint Staff Strategic Plans and Policy Directorate (J-5) is subject to the availability of appropriated funds.

b. Services:

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

(2) Shall fund transportation and per diem costs of Service members to and from title 10 training requirements, deployment, re-deployment, and cultural and SFA training if required.

ENCLOSURE B

SELECTION AND ASSIGNMENT OF APH

1. General. Service 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 fill rate goal for USFOR-A and ODRP required billets is 100 percent; the goal for attrition from the program for original members of each cohort is no greater than 20 percent.

a. USCENTCOM shall confirm the suitability of APH nominations. USCENTCOM will coordinate with the appropriate Service if a nominee is not a suitable candidate for the program.

b. The Services are responsible for nominating backfills as soon as possible for military candidates who do not meet deployment medical requirements or complete required training. Backfills will be nominated no later than 60 days after notification, subject to Service assignment cycle limitations.

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, subject to Service assignment cycle limitations. Exceptions will be coordinated with USCENTCOM.

d. APH Selection Criteria

(1) Experience: Previous operation ENDURING FREEDOM/FREEDOM SENTINEL 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) To the maximum extent possible, and without compromising fill rates, Services will select officers whose records indicate strong future command potential, or who are former commanders, with senior leadership potential 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; ability to translate non-traditional concepts to

diverse military and non-military audiences; experience improving teams, groups and networks.

(2) Respectful: Promotes dignity, open-mindedness, fairness and consideration; comfortable working with military, non-military, and foreign nationals on a daily basis; avoids dominating conversations and decision-making or forcing others to do things a certain way; develops unit cohesion by valuing differences and strengths; develops diplomatic solutions with partners.

(3) Flexibility: Not rigid in traditional thinking; patient; able to operate comfortably outside 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 ideas using basic military skills and organization.

(5) Entrepreneurial Mindset: Capable of developing problem-solving networks with strong cohesion between U.S. 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 his/her common Service career path.

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

2. Substitution of Ranks

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

(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 and O-4 promotable officers may fill O-5 billets.

c. With approval from 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 for USCENTCOM approval no later than 60 days prior to the APH's report date.

3. 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 USCENTCOM 90 days prior to entrance into the program.

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ENCLOSURE C

APH BILLETS

1. General. USCENTCOM is the final authority for determining where personnel will be assigned to for their in-theater billets and may delegate this authority to subordinate units. Because of the fluid nature of the mission and operational requirements, an APH may be reassigned in-theater to a different APH billet. In order to maintain home station stability, the individual's geographic hub assignment will remain unchanged. USCENTCOM will coordinate with the appropriate Service when appropriate.

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

(1) During language training (see Enclosure E, APH Training), APH military personnel will be operationally assigned to and administratively supported by USCENTCOM, or the Service, and tactically directed by the Defense Language Institute Foreign Language Center (DLIFLC). APH military personnel assigned to the National Capital Region hub will be operationally assigned to and administratively supported by their Service and tactically directed by the Defense Language Institute Foreign Language Center.

(2) During deployment cycles the APH military personnel will be operationally assigned to USFOR-A or ODRP, and tactically directed and administratively supported by their in-theater chain of command. Civilian APH personnel will receive additional administrative support from their civilian home organization.

(3) During an OOT assignment, APH military personnel will be operationally assigned to USCENTCOM; or if within the National Capital Region, to the respective Service or other agency or department. Civilian APH personnel will return to the civilian home organization during their out-of-theater assignment or may serve on the USCENTCOM staff with the agreement of both USCENTCOM and the civilian home organization.

b. Each in-theater requirement has an OOT assignment that APH personnel will fill when not deployed. Upon completion of an in-theater tour, 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 USCENTCOM and the Services as required, prioritizing no gaps between in-theater and OOT billets.

c. In-theater Billet Assignments

8 July 2016

(1) All in-theater assignments will have a Combatant Commander approved, complete billet description, combat skills requirements, special training requirements, billet specific equipment requirement, security clearance requirement, military civilian home organization occupational specialty/skill code identifier, and rank, to ensure the Services can nominate qualified personnel. All APH in-theater billets will be reviewed/updated annually as necessary.

(2) Military in-theater billet changes will be coordinated closely with USCENTCOM and Services, who will have 180 days to identify appropriate APH nominations and put them into the pre-deployment training cycle in the event of changes to requirements.

d. In-theater billet extensions: All in-theater extension requests will be routed for approval through the APH's in-theater USCENTCOM chain of command and the APH's Service.

(1) In-theater extensions will be requested no later than 7 months prior to re-deployment in order to determine the effect on subsequent cohort replacement and the training pipeline. In-theater extensions that are requested less than 7 months shall be reviewed and concurred by the in-theater chain of command and to the APH's Service for approval.

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

e. OOT Assignments: USCENTCOM and Service-specific headquarters will serve as the principal staffs to which APH military personnel are assigned for their OOT assignments. APH selected for graduate education by their Services will be assigned to the Department of Defense academic institution they attend. The Services may elect to assign graduate level education participants to their Service staffs if administrative support will be enhanced by doing so. Civilian APH personnel will return to their civilian home organization for out-of-theater assignment but may be considered to serve with USCENTCOM at the request of USCENTCOM and with the agreement of the civilian and the home organization.

(1) Military OOT billets at USCENTCOM will remain continuously filled to the maximum extent possible 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.

8 July 2016

(2) Civilian APH will remain on the rolls of the civilian home organization for the duration of the program, unless otherwise specified.

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

(4) USCENTCOM, or the Service for APHs in the NCR, is responsible for ensuring APH military personnel are assigned key duties within their command that are associated with Afghanistan and/or Pakistan.

(5) USCENTCOM, or the Services for APHs in the NCR, shall ensure that APH personnel are allocated time to attend weekly language proficiency training during OOT tours, in order to ensure that APH personnel maintain language proficiency between deployments. APH personnel who are not completing a second deployment will not be required to conduct this training.

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 USCENTCOM and the appropriate Service, OOT APH may be deployed for temporary duty missions of short duration, 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 overall fill rate goal for USFOR-A and ODRP required billets is 100 percent. The goal for attrition from the program for original members of each cohort is no greater than 20 percent. This shall account for all off-ramped APH.

b. USCENTCOM shall review and modify the rotation scheme for Afghanistan-bound personnel annually to ensure it meets COMUSFOR-A requirements. The goal shall be to maintain the 44-46 month tour length consisting of two 12-month deployments separated by a 1-year OOT assignment, with approximately 5 months training prior to each deployment. Personnel participating in graduate level education may have their tour length extended accordingly. Any recommended rotational changes that impact total tour length will be fully coordinated with the Services prior to implementation.

c. APH personnel deployed to ODRP will complete two 12-month deployments, separated by a 1-year OOT tour. USCENTCOM 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. Personnel participating in graduate level education may have tour lengths extended accordingly.

d. APH personnel selected for command, resident intermediate level education, Senior Service College, or other resident professional military education shall be off-ramped (See Enclosure D, 1.f. 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, s/he shall make every effort to complete the deployment prior to being released to meet the relevant education program's start date.

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

e. Off and on-ramp procedures: APH personnel with career milestones that must be met to ensure they can meet the same career milestones as their Service peers shall be off-ramped from the program. Personnel with career

8 July 2016

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 Service's off-ramp request.

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

(2) For normal career milestones, an O-6 level memorandum shall be sent to USCENTCOM 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 Officer/Flag Officer/Senior Executive Service (GO/FO/SES) level memorandum shall be sent to a designated CENTCOM GO/FO/SES 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 selected by their Service for command will be off-ramped from the program to proceed to their command assignment. Replacements for these personnel will be provided by the Services in sufficient time to minimize gaps in-theater. Out-of-theater gaps will be minimized to the maximum extent practicable.

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

(1) Needs of the Service (off-ramp or release).

(2) Failure to meet the Joint Staff'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. DoD civilian employees with performance problems may initially be counseled through the in-theater chain of command and referred to civilian home organizations for additional counseling or action as appropriate.

(3) In both cases, a GO/FO/SES memorandum with documentation attached will be forwarded by the organization that identified the deficiency and routed through USCENTCOM to the individual's Service or civilian home organization with a request to remove the APH from the program.

8 July 2016

(4) The individual will be notified by a GO/FO/SES from their Service or supervisor at their civilian home organization once a determination has been made.

g. 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 USCENTCOM to ensure gaps to in-theater or out-of-theater billets are minimized.

h. Requests for early release due to other reasons, hardship, etc. will be evaluated on a case-by-case basis by the Service and coordinated with USCENTCOM.

2. 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. Officers assigned to the APH Program will be awarded joint experience points in accordance with current process.

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ENCLOSURE E

APH TRAINING AND EDUCATION

1. General. Training shall follow the basic pattern of pre-deployment combat skills training Security Force Assistance and advisor training, cultural training, and language training (pre-, during, and post-deployment). Education opportunities shall be developed to:

- a. Meet USCENTCOM requirements for specific billets.
- b. Enhance APH strategic capability for a second deployment.
- c. Allow an APH to complete a critical career milestone while remaining in the program.
- d. Provide incentives for APHs.

2. Pre-deployment Combat Skills Training. APH personnel will complete pre-deployment combat skills training as required by in-theater requirements at USFOR-A and ODRP. Services will have their personnel complete the majority of this training before language training to enable APH personnel to deploy within 30 days of completing language class.

a. If APH personnel complete Service-specific pre-deployment combat skills training prior to reporting for language and culture training, the APH personnel shall be given an opportunity by their Service to complete weapons qualifications after language training.

b. All civilians deploying as APH personnel must complete a Service's approved APH combat skills training. The civilian's home organization will schedule the training with assistance and input from USCENTCOM.

c. U.S Special Operations Command (USSOCOM) and the Services Special Operations Forces (SOF) Component Commands shall review deployment records for personnel with SOF skill identifiers (18A, 38A, 1130, etc.) who are selected for the APH Program, and shall determine on an individual basis which personnel must attend a pre-deployment combat skills refresher training, using existing deployment readiness requirements.

3. Language and Culture Training. Prior to initial deployment as APH personnel, individuals will complete initial language and culture training which will last approximately 17 weeks. Personnel who already possess the required language skill will be waived from the language training requirement if they

demonstrate a 1 rating in the relevant language. USCENTCOM authorization is required to shorten an individual's language training.

a. Phase I is a full-time 16-week initial language/cultural training curriculum providing foundational knowledge base in the APH'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 language training program. It is web-based and designed to maintain language proficiency acquired during Phase I throughout the APH participant's deployment. The speaking/listening goal for Phase II training is to maintain 1 (as measured by OPI).

c. Phase III is a web-based, classroom or blended training program tailored to each student's need and intended to enhance language proficiency during the OOT assignment. Phase III language training is specifically designed for personnel designated by their Service for a second deployment. The speaking/listening goal for Phase III training is to maintain 1 (as measured by OPI).

d. Phase IV is a full-time 14-week language and cultural follow-on training 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 a 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). APH personnel must repeat aspects of combat skills training when perishable skills acquired during earlier training cycles would limit their effectiveness in a deployed environment.

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

6. Language Training Hubs. An APH's language training hub shall be co-located with his or her geographic hub.

a. Non-DLIFLC Sponsored Hubs

8 July 2016

(1) Services that assign personnel to a training hub other than the Tampa/St. Petersburg Florida or NCR hubs are responsible for ensuring each APH receives an equivalent language training either by sending the APH to one of the hub locations or using an equivalent Service language facility.

(2) Services that use a training hub other than the Tampa/St. Petersburg Florida or NCR hubs shall be responsible for ensuring the individual is tested using the same methodology as the DLIFLC hubs and receives the same academic efficiency report to ensure his/her training time is accounted for.

7. Education. There are several education programs associated with the APH Program. For all education programs, the Services will make nominations and selections. These consist of Senior Service Colleges at National Defense University and other non-Senior Service graduate degree programs. USCENTCOM will consolidate and submit Service nominations for the non-Senior Service College programs, but the Services will retain control over all selections.

a. Senior Service College Programs: The National Defense University (Fort McNair) has developed National War College (NWC) and the Eisenhower School for National Security (ES) AFPAK Fellows Programs. The Joint Staff Strategic Plans and Policy Directorate (J-5) will coordinate with Joint Staff/J-7 to determine the size and composition of the AFPAK Fellows programs at NWC and ES. Services will fill their quota through their normal selection processes with:

(1) Future, current or past APH.

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

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

b. Non-Senior Service College Graduate Degree Programs

(1) The priority for the available academic billets will be to:

(a) APH requiring ILE/IDE.

(b) APH recommended by their chain of command.

(c) O-5 and below APH personnel without a graduate degree.

(d) O-5 and below APH personnel with a graduate degree.

8 July 2016

(2) APH personnel interested in graduate degree programs must meet the entrance requirements and any JPME prerequisites.

c. The academic degree nomination process involves the following:

(1) APH participant notifies his/her in-theater chain of command, USCENTCOM, or the Service, that they are interested in an academic degree.

(2) The organization made aware of this interest coordinates with the individual's Service or civilian home organization to receive concurrence.

(3) The Joint Staff Strategic Plans and Policy Directorate (J-5) and Joint Staff J-7 determine the number of annual APH education quotas for each Service.

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

ENCLOSURE F

REFERENCES

- a. CJCSI 1301.01 Series, "Individual Augmentation Procedures"
- b. OSD Resource Management Decision 700, 4 December 2009
- c. JSI 7200.01 Series, "Joint Staff Resource Management"
- d. CJCS Memorandum, 22 May 2012, "Pakistan-Afghanistan Coordination Cell and Afghanistan-Pakistan Hands Program"
- e. CJCS Memorandum, 28 August 2009, "Afghanistan Pakistan Hands Program"
- f. Memorandum of Understanding, 01 October 2014, "Memorandum of Understanding between the Joint Staff J-5 Pakistan Afghanistan Coordination Cell (PACC) and the Joint Staff J-1 Human Capital Division (HCD) Regarding AFPAK Hands Joint Experience Points"
- g. 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"
3. Security Force Assistance Center, 27 September 2014, "Resolute Support Security Force Assistance Guide 3.12"

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