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

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

Develop a cadre of Afghanistan / Pakistan experts
AFPAK Hands Program Overview

• Program Intention:
  – Develop a cadre of military and civilian experts on Afghanistan and Pakistan
  – Personnel receive language, culture and COIN training prior to deployment

• Hands are drawn from all Services
  – Combat Arms, Intelligence, Logistics, Construction, JAG, Medical Service Corps, Information Warfare, SF, Civil Affairs

• Placement of AFPAK Hands:
  – In country: In key positions where they engage directly with officials and the population
  – Out of theater:
    • In key positions where they leverage their in theater experience,
    • Conducting Professional Military Education or Continuing Education

• Program is a high priority for the Chairman

• AFPAK Hands tour length: 45 months in total
  – Tour for O-6s is only 30 months (they complete 1 vice 2 deployments)
AF/PAK Hands Overview

Out-of-Theater Assignments
12-14 months

National Capital Region
- Joint Staff, Services
- USAID, OSD, DoS, DIA
- NDU

Norfolk VA
- Langley AFB
- JFCOM components
- US Fleet Forces

Tampa FL
- CENTCOM, SOCOM
- Component Commands

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

Deployed Assignments

Afghanistan
222 billets

Pakistan
14 ODRP billets
14 SOCFWD PAK billets

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

10 months
- Senior Service College

20 Weeks
- Combat skills, COIN, Language and Culture training

Deploy

AFPAK Hands Management Element
- Located at Joint Staff
- HR experts from each Service
- Coord assignments, training

Transfer to out-of-theater assignment

14 week language sustainment training prior to second deployment

750 AF/PAK Hands:
- 351 Soldiers
- 153 Airman
- 57 Civilians
- 84 Marines
- 105 Sailors

In-country: Culture training and 20 day language immersion
APH Pre-Deployment Training

Pre-deployment combat skills: train and equip (Navy, USAF, USMC)

- Weekly Ops, Intel, C2 Brfs
- Periodic COIN discussions

4 day COIN Seminar
- Insurgency
- Taliban Tactics / Strategy
- Definitions and Concepts
- Ethics, Morality, Rule of Law and Human Rights Imperatives in COIN
- Population Behavior in Insurgencies
- Local Security Forces: Training, Developing & Advising
- SOF and Counter Network OPS
- CIV / MIL Actors in Afghanistan
- Development and Governance
- Campaign Analysis & Metrics
- Stabilization and COIN Theory
- District Stabilization Framework

3 day Culture and History Seminar
- Geography / History
- Culture of Afghanistan and Pashtunwali
- Lens of Islam
- Using a linguist
- Effective Communications
- Economy and Reconstruction
- US Strategic Interests & Compelling Interests of Afghanistan and its Neighbors
- Governance in Afghanistan and its Challenges
- Internal Pakistani Political Dynamics
- Media Relations and COIN
- Anti-Afghanistan Forces
- Winning the War of Ideas

PCS to HUB
3-4 weeks
1 week
Language training: 16 weeks
3 weeks

- 2 weeks of leave
- Pre-deployment combat skills (Army)
- Other Services complete weapons qualifications

AFPAK Hands Deploy with:
- Language skills
- COIN foundation
- Understanding of Culture / Islam
- Operational Situational Awareness
- Basic Combat Skills
APH Training Continuum Through Entire Tour

Establish and maintain language proficiency throughout entire tour

Where we are

Language training components in blue boxes
SSC and Masters Degree, ILE Opportunities

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

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

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

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

College for International Security Affairs (CISA)

Masters Degree Program

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

National Defense Intelligence College (NDIC)

Masters in Strategic Intelligence

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

Intermediate Level Education

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

Captain’s Career Course

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

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

- Service leadership committed to ensuring Hands not professionally disadvantaged

- APH tour can fit into a career progressing to command
  - Fits where a Joint tour is normally conducted

- Services have formal processes in place to ensure Hands achieve professional milestones

- Army, Navy, Air Force use selection board precepts that address APH program participation

- Too early to discern career impact of APH tour from promotion / selection rate data
  - 6 Hands have selected for O-5 command since becoming Hands

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

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

APH assignments all meet the definition of joint matters
JQS Experience Review Panel not required for APHs
Must complete 365 days BOG to get Joint credit
AFPAK Hands Management Element (AME)

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

- AME formally established by SECDEF 5 MAY 10
- Services provide personnel specialists to coord Service issues
Intermediate Level Education (ILE) / PME

Intermediate Level Education (ILE)

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

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

Army PME

• Captain’s Career Course
  - Required by a limited number of officers; they will attend between deployments

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

PACC Director Memo dtd 24 NOV 2010 requesting APH ILE Credentialing
Language Proficiency & Incentive Pay

Language score definitions:

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

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

82% of students score 1/1 or better
Questions