



CHAIRMAN OF THE JOINT CHIEFS OF STAFF

WASHINGTON, D.C. 20318-9999

AUG 28 2009

MEMORANDUM FOR: Chief of Staff, U.S. Army
Chief of Staff, U.S. Air Force
Chief of Naval Operations
Commandant of the Marine Corps
Commanders of the Combatant Commands

Subject: Afghanistan Pakistan Hands (APH) Program

1. The President has directed that we disrupt, dismantle, and defeat al Qaida in Pakistan and Afghanistan, and prevent its return to either country in the future. This will be a long, hard fought struggle. I firmly believe that in order to succeed, we must change the paradigm of how we man our counterinsurgency (COIN) forces. Therefore the Department is establishing the Afghan Pakistan Hands (APH) program.
2. This program will create greater continuity, focus, and persistent engagement across the battlefield. The APH program will develop and use a cohort of experts who speak the local language, are culturally attuned, and are focused on the problem for an extended period of time.
3. AFPAC Hands will rotate between positions in CONUS and in theater that directly influence the USG strategy in the region. Although centrally managed, this program will produce experts that serve in designated chains of command protecting unity of command while ensuring unity of effort.
4. I expect the Services to take comprehensive action to ensure AFPAC Hands are not disadvantaged for volunteering or being selected to serve in this cutting edge initiative. I expect AFPAC Hands to be given constructive credit when serving in positions outside of a common career path. Services, with assistance of OSD (P&R) and the Joint Staff, will review current personnel policies and adapt them where necessary to sustain this vital program.
5. I expect the Services to support unique assignment practices to protect the AFPAC Hands program and ensure the experience and skills continue to be reinvested against this problem.
6. We must work as rapidly as we can to get the best people to support this program. We do not have a lot of time. We will break routines down that we are comfortable with in terms of generating people, making sure they are taken care of and recognizing that this is our top priority.

A handwritten signature in cursive script, reading "M. G. Mullen", is positioned above the printed name.

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



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WASHINGTON, D.C. 20318-9999

CM-0948-09
14 December 2009

MEMORANDUM FOR: Chief of Staff, U.S. Army
Chief of Naval Operations
Chief of Staff, U.S. Air Force
Commandant of the Marine Corps

Subject: Career Management of Afghanistan Pakistan (AFPAK) Hands Program

1. Thank you for your immediate support in providing candidates for the AFPAK Hands program on such short notice. In many cases, the volunteers have been the right people for this very critical program. However, I am concerned that this is not the case across the board. This program demands the best and brightest leaders our Services have to offer. My intent is that this program be an accelerator rather than an inhibitor to career progression within each of the Services. Management of AFPAK Hands' careers is of paramount concern to me.

2. AFPAK Hands is the military's number one manpower priority and requires your continued attention. Specifically, I ask that you review and modify your Service personnel management processes to ensure that candidates for AFPAK Hands are selected because of their sustained excellence. Candidates should be rewarded for participation and recognized for demonstrated excellence through selection boards for promotion, professional military education, and key assignments. Every effort must be made to protect the careers of "Hands" participants and ensure their progression. This requires continuous monitoring of data on promotions and selection boards for program participants and obtaining feedback on the utility of the program.

3. Thank you again for your sustained commitment to this critical defense program.

A handwritten signature in cursive script, appearing to read "M. G. Mullen", is positioned above the typed name.

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