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18 May 2011

## Information Paper

(U) Subject: Response to CJCS RFI

1. (U) **Purpose:** Answer CJCS RFI- ANSF "Pay and Policy" and NATO Training Mission-Afghanistan (NTM-A) Trainer Shortfall Update

2. (U) **BLUF:** Over the last year, International Joint Command (IJC) and NTM-A in partnership with the Security Ministries have supported the development of GIRoA programs and policies to address issues that constrain ANSF growth and development.

3. **Key Points:**

• **Pay Policies:** GIRoA has implemented the following changes to their pay policies over the last 18 months with significant impact on current ANSF Growth and Professionalism:

- **ANSF Pay Tables:** Since SY 1387 (June 09) three sequential increases in base pay have slanted the competitive compensation environment away from insurgent pay systems, facilitating ANSF recruitment and retention. Pay parity between ANA and ANP further supported ANSF recruitment.
- **National Expeditionary Pay:** A bonus paid to ANA (excluding the reserves and trainees, transients, holdees, and students (TTHS)) and to ANCOP to help compensate for the hardships of serving away from home. It is not permanent and is subject to annual review based on need and security conditions.
- **National ANSF Retirement Act:** Establishing a national retirement program for long-term national service, and recognizing previous service facilitates long-term retention and professionalism of the ANSF.
- **Electronic Distribution of Payroll:** Electronic funds transfer has reduced opportunities for graft and increased the timeliness and accuracy of pay to the ANSF with over 95% of the ANA and over 80% of the ANP receiving pay directly to bank accounts.

• **Incentive/Literacy/Vocational Policies:**

- **Special ANSF Leave Travel Program (SALT-P):** A coalition funded partnership program between MoD, NTM-A and IJC started in Aug 2010 supports leave travel of ANSF personnel from geographically remote locations in Helmand, Kandahar, and Herat to Kabul facilitating rapid movement of personnel designed to help reduce AWOL and attrition.
- **Literacy Program:** NTM-A facilitated literacy program, as of 12May 2011, has trained ~ 91K ANSF personnel since November 2009. NTM-A is working in conjunction with IJC to expand literacy training to the operational force.
- **Vocational Training Programs:** NTM-A branch schools have facilitated the development of vocationally oriented incentives and pay for specific skill sets such as engineering, medical, and aviation fields, competitive with market forces.

• **Recommendations Under Review:**

- **Special Incentives Programs:** The ANSF Senior Executive Personnel Council in April provided NTM-A with suggested re-contracting changes that would support retention of combat experienced personnel in contested key terrain districts.
- **NTM-A Trainer Shortfall Update:** Post NATO/ISAF Force Generation Conference (4-5 May 11) the remaining NTM-A Trainer shortfalls reduced from ~870 to ~470 due to significant contributions by Canada, Italy and other NATO allies. Current US NATO Trainer RFFs (6 outstanding) are validated for sourcing and Joint Staff, JFCOM and Services are coordinating "Forced-to-Source" solutions (OPSDEP Tank 16 May). SecDef has directed RFF solutions prior to end-of-month May 2011.

• POC: MAJ (b)(6) PACC, (b)(6)

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