



FACT SHEET

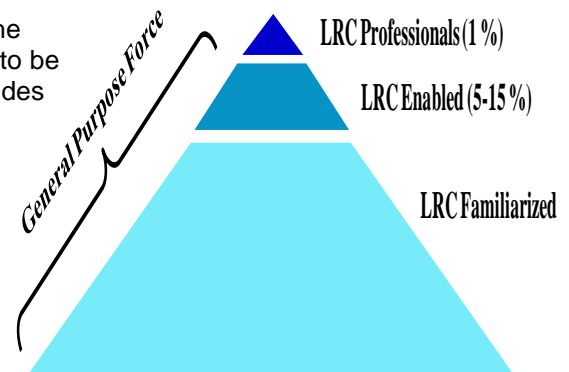
U.S. Air Force Fact Sheet

LANGUAGE, REGION AND CULTURE FORCE DEVELOPMENT

The Air Force is engaged in a long-term effort to develop Airmen with cross-cultural competence, or 3C. 3C is the ability to quickly and accurately comprehend a culturally-complex environment, and then appropriately and effectively act to achieve the desired effect. Language, region and cultural (LRC) learning are the inputs required for 3C.

Developing 3C entails career-long learning. In the Air Force, this is anchored in Professional Military Education (PME) and honed by Expeditionary Skills Training (EST). A tiered system guides LRC force development effort:

- **LRC Professionals:** A small number of Airmen are in the professional tier. They require advanced LRC abilities to be successful in their Air Force Specialty Code. This includes Airmen in the Regional Area Specialist program and Cryptolinguist Linguists.
- **LRC-Enabled Airmen:** A larger number of Airmen require enhanced, working-level LRC abilities for specific assignments. Examples of LRC-Enabled Airmen includes those in the International Health Specialist field and participants in the Language Enabled Airman Program.
- **LRC-Familiarized Airmen:** All other Airmen are in the Familiarized tier. They receive basic LRC instruction through PME and EST.



The Air Force has provided policy direction and guidance for LRC force development, including:

- AFPD 36-26, Total Force Development (Aug 2008), which includes “global, regional and cultural awareness” as part of the Institutional Competency List.
- The Air Force Region, Culture and Language Flight Plan (Apr 2009), which specifies Air Force LRC force development objectives and allocates responsibilities for LRC force development.
- Air Force Policy Document 36-40 and Air Force Instruction 36-4001 are in development now, and will guide implementation of the LRC Flight Plan once they are signed.

Force development for LRC professionals is their functional communities’ responsibility. For all other Airmen, LRC force development oversight rests with the Air Force LRC Program Manager, HQ AF/A1DG (also the Air Force Senior Language Authority). An Executive Steering Committee of senior Air Force and Department of Defense subject matter experts advises the LRC Program Manager. Action Panels, made up of representatives from Air Force and the Department of Defense agencies with LRC force development programs, recommend decisions to the ESC. Current Action Panels include the Air Force Language Action Panel (AFLAP) and the Air Force Region and Culture Action Panel (AFRCAP). Both the AFLAP and the AFRCAP are supported by an Air Force Science and Technology Working Group.

The Air Force Culture and Language Center (AFCLC) is the Service’s one-stop shop for LRC expertise. The Center develops, coordinates and synchronizes education and training programs that are assessed across the entire continuum of learning. This equips Airmen with the knowledge, skills, learning approaches and attitudes needed to effectively communicate, build relations and negotiate in culturally complex environments. AFCLC is part of Air University’s Spaatz Center. The Air Force’s Negotiation Center of Excellence (NCE) is embedded within AFCLC. The NCE supports LRC force development by



FACT SHEET

U.S. Air Force Fact Sheet

LANGUAGE, CULTURE AND REGION FORCE DEVELOPMENT (continued)

providing instruction, references, subject matter expertise and curriculum on cross-cultural negotiations.

The Air Force regards career-long education as the essential foundation for becoming cross-culturally competent. The Air University Commander significantly increased the emphasis on LRC in 2007, when he selected "Cross-Culturally Competent Airmen" as the focus of the Quality Enhancement Plan (QEP). The QEP is a mandatory aspect of academic reaccreditation and commits AU to demonstrating measurable enhancements to student learning on 3C across the entire continuum of education by 2014.

Air Force LRC training deliberately builds on the generalizable 3C skills developed in PME. Key training resources include courses on the Advanced Distributed Learning System (ADLS), field guides and live-actor immersion videos. AFCLC also works closely with Air Education and Training Command, the Air Advisor Academy and the Air Force Special Operations School to ensure that LRC is treated as a critical warfighting skill in all EST tiers.

Starting in 2006, the Air Force significantly increased its emphasis on foreign language learning, particularly through officer accession programs. The Air Force views language learning as an important contributor to its overall 3C approach, integrating language and culture in our more advanced education and training programs.

The Air Force has a tailored approach to foreign language learning based on Airmen's career specialties, utilization and deployment criteria. This satisfies Air Force requirements for language skills in specialized careers, while still providing structured foreign language learning for General Purpose Force (GPF) Airmen. AFCLC oversees GPF language learning programs:

- To meet immediate mission requirements, all deploying GPF members receive familiarization language training, focusing on essential courtesy and survival phrases.
- The Language Enabled Airman Program (LEAP) is an AF-wide program to increase the GPF's working-level foreign language capability by providing structured language training opportunities to Airmen with proven foreign abilities and interest.

Since 2009, AFCLC has also offered the General Officer Pre-Deployment Acculturation Course (GOPAC) to flag-rank Air Force officers and senior civilians en route to overseas command assignments. GOPAC entails 7-days of intensive language and culture instruction and exercises.

The Air Force assesses LRC force development in three ways:

- Individual student LRC capability as the result of training/education interventions;
- Effectiveness of programs designed to enhance LRC capability; and
- Individual effectiveness in applying LRC skills to operational tasks.

AFCLC measures students undergoing training/education interventions at AU and other AETC venues using a standardized set of student learning outcomes. AFCLC is developing a cross-cultural competence measure that will be a valid predictor of performance based on Air Force Research Laboratory research on Air Force job/role requirements.

For more information, see www.culture.af.mil, e-mail afclc.pa@maxwell.af.mil or call 334-953-7729.