

Air Force Language, Regional Expertise
and Culture Flight Plan



U.S. AIR FORCE

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Message from United States Air Force Deputy Chief of Staff for Manpower, Personnel and Services

Lieutenant General Gina M. Grosso, USAF, DCS, Manpower, Personnel and Services

Global operations demand global skills – skills that ensure Airmen’s success in meeting the most demanding, complex, and dynamic international security challenges of our lifetime. Operating in a significant amount of foreign countries around the world and simultaneously delivering English language training to 100+ partners, Airmen must engage effectively with friend and foe alike across the full spectrum of international and global operations. Building and sustaining strong, reliable partnerships and alliances are essential to effective joint and coalition operations ranging from humanitarian relief missions to full-scale combat across the globe. Language, Regional Expertise and Cultural (LREC) Competence skills are not just “force multipliers”; they are critical to successful engagement with partners and lead to deeper understanding of known and potential enemies. Through mission-driven, robust, and sustainable LREC training programs, addressing foreign languages and cultures, as well as English for our partners, we will empower US Airmen and allied forces to operate effectively in the increasingly complex, interdependent international security environment.

The Air Force Language, Regional Expertise, and Culture (LREC) Flight Plan is the critical link that takes us from the strategic guidance found in the Air Force’s 30-year Strategy, America’s Air Force: A Call to the Future (2014) and the subsequent Strategic Master Plan (2015) and its accompanying Strategic Posture Annex (2015) and Human Capital Annex (2015) to LREC capability development, sustainment, and utilization. The Air Force LREC Flight Plan focuses multi-agency, multi-year LREC community efforts into a clear vision forward through 2022. Through measured and achievable goals, we will recruit, develop, sustain and employ LREC-skilled Airmen to meet tactical and strategic missions. We will also deliver English language training to our Joint and International Partners to foster greater integration and interoperability. In short, by engaging and guiding the Total Force LREC enterprise, the attached Flight Plan prepares US Airmen and partner forces to meet mission requirements using the “right skills,” at the “right time” and in the “right place.” Guiding LREC-Community efforts through 2022, this Flight Plan also requires continued cooperation from force developers, programmers and operators to ensure achievement of the goals outlined below, thereby enhancing Total Force agility and capabilities to meet the challenges of 21st Century national security.



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Executive Summary

United States Air Force global operations (from humanitarian relief to full-scale combat) over the past 15 years have consistently highlighted the importance of Language, Regional Expertise and Cultural Competence (LREC) skills to mission success. Deficiencies in LREC skills across the DoD prompted publication of the Defense Language Transformation Roadmap (DLTR) in 2005 to guide all DoD agencies in developing policies and programs to improve LREC capabilities across the force. Among other things, the DLTR directed all agencies to establish Senior Language Authority (SLA) positions for oversight of all LREC policies, programs and activities within the organizations. The Air Force SLA position (Flag Officer/SES) was established in 2005 to lead the LREC enterprise and serve as the Executive Agent (EA), for the Defense Language Institute English Language Center (DLIELC). With broad oversight and administrative responsibilities for all Air Force LREC-related activities, the Air Force SLA represents the official Air Force LREC positions internally to the Air Force and externally across the DoD and other government and commercial agencies, as prescribed in current guidance. The Deputy Air Force SLA position is designated by the Air Force Deputy Chief of Staff for Intelligence, Surveillance, and Reconnaissance (ISR) to assist the Air Force SLA and serve as the focal point for all ISR LREC matters.

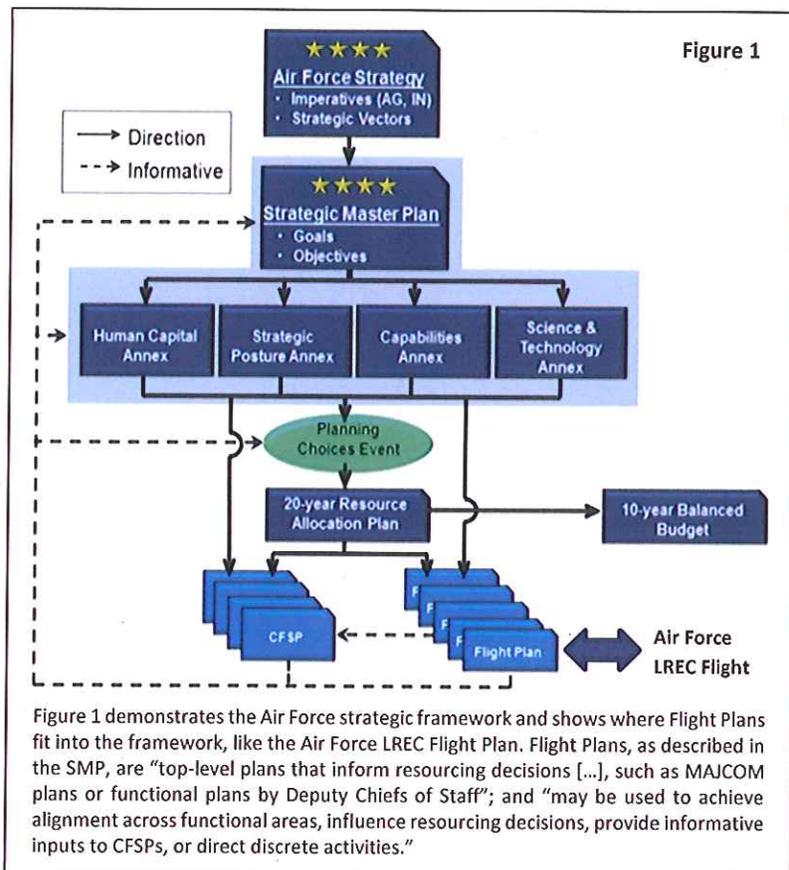
The AF LREC Program Office supports the efforts of the SLA in ensuring that LREC Policy, Training, Tracking and Utilization efforts are synchronized across the Total Force. The Air Force LREC Program Office ensures policies and programs are institutionalized to deliberately develop, sustain and utilize Airmen and Joint U.S. and international military partners with critical Language, Regional Expertise, and Culture (LREC) skills and competencies to meet operational and Building Partnership needs of today's dynamic, global environment. The office also manages the day-to-day operations of the Air Force LREC Program and the Executive Agency of the Defense Language Institute English Language Center (DLIELC). The office works cross functionally to ensure that the equities and needs are met across the enterprise. The AF LREC Program Office synchronizes LREC Enterprise activities, issues Total Force LREC policy and guidance, champions capacity-building training and incentives, maximizes tracking and utilization of LREC skills, and increases enterprise awareness of Air Force LREC capabilities and mission impacts.

To ensure Airmen have the foundational skills to meet the challenges global operations, the Air Force Culture and Language Center (AFCLC) was established in 2006 at Air University. AFCLC serves as the primary execution agency for developing and delivering LREC focused education and training programs to General Purpose Airmen. AFCLC creates and executes language, region and cultural learning programs for Total Force Airmen, and provides the Service with the subject matter expertise required to institutionalize these efforts.

As noted in the Strategic Posture Annex (SPA) (2015) to the Strategic Master Plan (SMP) (2015), international partnerships enhance the strategic posture of the Air Force; and building and sustaining partnership capacity is critical to U. S. and international security interests. Within the guidelines of U. S. Joint operations, the Air Force builds and sustains coalition partnerships through a deliberate two-pronged approach: 1) training our foreign partners in English; and, 2) recruiting, training, and sustaining Total Force Airmen with LREC skills. Working closely with planners and programmers, the LREC enterprise responds to existing and emerging requirements for LREC-skilled Airmen.

As the Executive Agent for the DLIELC, the Air Force currently works with over 100 foreign partners to increase their English language capability in support of security cooperation and regional stability objectives. As the requirements for English language training continue to increase, the LREC Community must meet the dynamic challenges of delivering timely, robust state-of-the-art English language training in the U. S. and abroad.

As the Air Force seeks transition from 20th-century industrial-era processes and paradigms to an agile force that is flexible, adaptable, and responsive, it will increasingly rely on Language, Regional Expertise, and Culture capabilities to conduct global missions successfully. The Air Force is increasingly relying on international partnership support by combined basing, logistic support, and where possible, operations support. In fact, according the Air Force Strategy (2014), “the most likely and most demanding scenarios involve the Air Force working in concert with or leading, coalition Airmen.” In order to successfully lead and work side-by-side with international partners the Air Force must have the right LREC capabilities. It will take Airmen with language skills, regional expertise, and cultural competency interacting and collaborating with their international counterparts, as well as local communities, to make this strategic shift feasible. To ensure the Air Force will have these LREC skills, the SPA has tasked as a 6-10 year objective to



...develop a 'partnering culture' among Airmen across the Total Force to build and maintain language, region, and culture expertise; demonstrate air advising skills; and think strategically about how peacetime operations can shape geopolitical relationships to provide advantage for U.S. foreign policy.

Developing Airmen with LREC capabilities, as well as developing partner nation counterparts with English language skills, is key to, as envisioned by the SMP, amplify Air Force strengths exponentially through support from international partners.

LREC-skilled Airmen from a broad variety of Air Force Specialty Codes (AFSCs) are supporting critical mission needs (either full-time or in contingency operations) in special operations, irregular warfare, humanitarian relief, and in security cooperation activities that enhance international partnerships and partner capabilities, and support increasingly global AF operational missions. LREC skilled Airmen serving in intelligence, surveillance and reconnaissance functions are absolutely critical to mission success in identifying, tracking and thwarting potential security threats.

Evolving and emerging regional and global security threats demand continued vigilance and rapid response capabilities across the globe. Expanding on existing LREC programs, this Flight Plan outlines four broad goals and numerous specific objectives through which the Total Force LREC enterprise can ensure "right skills, right time, right place" to support commanders' requirements. According to the SPA, the Air Force "must shift [its] mindset from providing "just-in-time" or inadequately trained Airmen to support [security cooperation] on a largely ad hoc basis to providing adequately trained Airmen using consistent, institutionalized processes and funding mechanisms." This Flight Plan ensures that the current pieces in place, which have been built on past efforts, to build, maintain, and sustain LREC capabilities are aligned and function effectively and efficiently to timely provide the right capabilities based on validated requirements. Achievement of the Flight Plan goals requires continued cooperation across the LREC community and constant engagement with commanders, planners and programmers to ensure efficient alignment of resources to requirements.

Approach

Successful execution of Defense English Language Program (DELP) and LREC initiatives requires ongoing calibration and collaboration within the respective communities, and requires strong partnerships and cooperation with complimentary organizations.

Continuously identifying and validating operational mission requirements is essential to ensuring "right skills, right time and right place" for LREC-skilled Airmen, especially in times of limited resources. To ensure mission readiness, the LREC enterprise must focus on three broad areas:

Recruit, Develop, Sustain Skilled Airmen

Continuing to build and maintain a pool of LREC-capable Airmen is imperative to mission readiness and success, and cost efficiencies. To preserve this relevancy, the DELP and LREC training and education programs must increase the means to align accession criteria and curricula to stakeholder mission needs. This must be a balanced effort taking into account policy guidance, requirements data, and funding resources. In addition, we must capitalize on LREC skills inherent within newly recruited Airmen as the Air Force seeks to recruit diverse backgrounds, knowledge, and experiences in the effort to advance diversity of thought.

Align and Manage Requirements

LREC mission success can only be achieved if resources are properly aligned to meet operational requirements. This will entail working with force management and operational planners to determine where LREC resources can and should be best utilized and how to establish a permanent mechanism to identify LREC capabilities. Similarly, through the identification of English language training requirements, stakeholders will be better positioned to strengthen cooperation with our Joint and international partners in support of national security operations throughout the globe.

Institutionalize and Codify Policy

As the DELP and LREC communities further mature, the need increases to better orchestrate and harmonize relevant guidance. This must be accomplished both vertically across Joint and DoD-level directives as well as horizontally across the Air Force and LREC enterprise partners. Clarity of mission focus, roles and responsibilities and means to engage will enable each player, and, therefore, the Air Force as a whole, to be successful.

Strategy

Airmen with language, regional expertise and cultural capabilities strengthen the USAF's ability to provide global vigilance, global reach, and global power for national and international security. LREC capabilities are critical to successfully planning and executing the full range of Air Force missions in today's dynamic, global environment; from humanitarian relief to combat operations. Beyond enhancing warfighter survivability, these capabilities help Airmen build relationships that strengthen partnerships, increase interoperability, provide peacetime and contingency access, and promote wide-ranging US interests abroad. The overall objective of this Flight Plan is defined by its vision and mission. The vision statement conveys the overall abstract goal to attain with the successful execution of this Flight Plan, while the mission statement expresses the purpose and function for the Air Force LREC enterprise.

Vision

An Air Force empowered with Language, Regional Expertise, and Culture capabilities to meet national security objectives

Mission

Develop, sustain, and utilize Airmen with Language, Regional Expertise, and Culture capabilities to meet operational requirements and support Joint and international partners to meet security cooperation objectives

Goals and Objectives

To achieve this vision and execute this mission, we have established four goals, each with a number of concrete objectives. A brief description and purpose of each are provided below. An implementation annex will address how objectives will be accomplished.

Goal One: Align Language, Regional Expertise, and Culture capabilities with requirements

Requirements are the bedrock of any strategic plan, and must guide all efforts to develop, sustain, and utilize Language, Regional Expertise, and Culture capabilities. Clear requirements provide the foundation for determining the mix of language, region, and/or culture capabilities and proficiency levels of Airmen by rank, and AFSC, required to accomplish operational and security cooperation objectives.

Objective 1.1 – Institute an Air Force LREC requirements identification process

Defining the personnel, manpower, and operational LREC requirements entails numerous organizations: Joint, Air Force, force employers, and force managers. Synchronizing their efforts is critical to ensuring commanders have the necessary capabilities today and learning and training programs are sufficiently resourced to develop these capabilities for tomorrow. Steps must be taken to determine where and how LREC capabilities can be utilized to initially facilitate requirements identification and then build them into an established process.

Objective 1.2 – Identify and develop plans to best meet demand for Air Force LREC capabilities

If requirements are identified but not met, gaps must be identified, the causes identified and solutions developed to provide commanders needed LREC capabilities. Gaps may result from shortcomings in the demand signal, force development programs or force management and utilization.

Objective 1.3 – Identify and validate Air Force LREC education and training with current and emerging future needs

Deliberate development of LREC skills must respond to requirements, providing Airmen with the necessary capabilities, commanders with needed personnel, and a pipeline of Airmen who can fill future needs.

Objective 1.4 – Participate in the corporate programming process and advocate for resource requirements

Members of the LREC community must work within their respective chains of command to ensure requirements inform Program Objective Memorandum (POM) decisions. LREC capabilities must be understood as essential to mission success, and then resourced accordingly.

Objective 1.5 – Develop and implement an Air Force LREC Strategic Communications Plan

Developing awareness and understanding in commanders, planners, and Airmen that LREC capabilities are critical to providing the Nation with effective global vigilance, global reach, and global power requires consistent and coherent communication. The operational benefits of LREC must be demonstrated to Airmen, not dictated.

Goal Two: Institutionalize Foreign Language, Regional Expertise and Culture, and Defense English Language Programs through a coherent set of policies and guidance at the strategic, operational, and tactical levels

The development, sustainment, and utilization of LREC capabilities must be codified to ensure the numerous stakeholders, processes, and systems are synchronized, consistent, and persistent. Vertically this entails alignment with higher level guidance; horizontally this involves organizations across the entire Air Force.

Objective 2.1 – Align Air Force LREC policies and guidance with DoD and Joint guidance

As part of the Joint team, Air Force LREC policy and guidance must be consistent with higher level direction while still respecting Service-specific needs, approaches, and constraints. Alignment helps institutionalize these capabilities, while flexibility enhances effectiveness.

Objective 2.2 – Develop and implement Air Force LREC and DELP program policy and guidance at appropriate levels

Institutionalizing LREC programs requires guidance at multiple echelons, from Headquarters to unit level. LREC aspects should also be integrated into plans for existing and future programs and processes, as appropriate to each level, to ensure commanders have the necessary capabilities.

Objective 2.3 – Review, assess, and ensure compliance with Air Force LREC and DELP programs policy and guidance

In order to ensure policy effectiveness, there must be regular evaluations and revisions to reflect requirements, missions and limitations. Further, guidance is only effective if it is implemented and accountability measures and mechanisms are established to take corrective action.

Goal Three: Develop and manage a Total Force with LREC capabilities to meet existing and emerging requirements

LREC capabilities are established by requirements but reside in Airmen. Developing and sustaining Airmen's LREC capabilities is accomplished through career-long education, training, and experience. Utilizing Airmen's LREC capabilities to meet existing requirements is accomplished through an efficient assignment system that ensures the right Airmen are at the right

place at the right time. Responding to emerging requirements requires a deeper bench of capabilities and more agile force management.

Objective 3.1 – Recruit and retain Airmen with LREC capabilities to meet existing and emerging requirements

Recruiting individuals with existing LREC capabilities is one way to accelerate force development programs while increasing the Air Force's ability to meet commanders' requirements. Similarly, identifying and retaining Airmen with LREC capabilities reduces recruitment and training costs, thereby minimizing gaps.

Objective 3.2 – Incorporate regional expertise and culture capabilities into an Airman's career path across the Total Force

A firm understanding of the regions and cultures in which they operate is essential for our Airmen. Establishing programs that provide a culture-general foundation for all Airmen and complementing it with culture- and region-specific instruction, as necessary, ensures Airmen have an understanding of the issues that shape their operations and the environment in which they will be working.

Objective 3.3 – Improve the development, sustainment, and utilization of Airmen in language-inherent Air Force Specialty Codes, Language Designated Positions, and Special Duty Assignments

Select groups of Airmen require foreign language capabilities based on their career fields or mission sets. Developing and sustaining these individuals with a working-level proficiency demands special attention and dedicated programs; proper force management is then key to utilizing these Airmen in appropriate billets.

Objective 3.4 – Improve the pool of LREC-enabled Airmen to fill Language Designated Positions and to meet surge requirements

Enabled Airmen possess higher-level LREC capabilities and are drawn from all occupational specialties and ranks; therefore, they face some distinct challenges to developing and sustaining their capabilities. While some will have the opportunity to fill special billets, more will respond to emerging requirements through planned deployments and rapid response missions.

Objective 3.5 – Optimize assignment processes to utilize Total Force Airmen with LREC capabilities

LREC skills exist across the force regardless of selected career field because it was acquired through an Airman's heritage, experience or personal interest; or because the Air Force sent an Airman to training. The Air Force can leverage these Total Force skills to meet a breadth of mission requirements, but only if the assignment process is designed and executed to include LREC skills as required rather than optional skills.

Objective 3.6 – Advocate for Human Language Technology (HLT) resources to enhance mission activities

Technology solutions to human language requirements have the potential to significantly aid Airmen, particularly General Purpose Force (GPF) Airmen with limited language skills, while deployed to diverse regions around the world. It increases the likelihood of successful

communications amongst GPF Airmen and non-English speaking persons in the event an interpreter is not available.

Goal Four: Enhance the DELP and strengthen USG and international partners relationships through validated training requirements based on codified implementation and execution guidance

Developing and leading a collaborative DELP will enable the USG and its international partners to face the shared current and emerging security challenges of the security cooperation enterprise. Ensuring the DELP delivers leading-edge English language training (ELT) is a critical factor for facilitating successful operations in a complex international environment that increasingly relies on maximized interoperability and common communication standards.

Objective 4.1 – Enhance processes to optimize throughput and maximize successful completion of foreign and Joint partners English language training

Collaboration among the DELP enterprise is necessary for developing synchronized and sustainable business processes that promote successful completion of ELT. The standardization and implementation of the full scope of ELT procedural requirements among stakeholders is paramount for preparing Joint and international partners to face evolving interoperability and security cooperation challenges.

Objective 4.2 – Identify and validate Joint and international English language training requirements, based on current and projected Joint and international partner needs

Knowledge of and access to the resources utilized to analyze and forecast ELT requirements is essential to meeting the ELT needs of Joint and international partners. Transparency into and widest dissemination possible of the 5-year Flight Plan, the annual Defense Security Cooperation Agency DELP program review, Joint Security Cooperation Education & Training requirements, and programming and capacity estimates and historical data will provide near real-time information metrics as well as predictive insight into shifting requirements.

Objective 4.3 – Manage and respond appropriately to demand signals for English language training

For the Air Force to be an effective demands-driven provider of English language training necessitates the capture of internal and external requirements data to increase the accuracy of English language training forecasting. Leveraging existing technology infrastructure with a greater use of the network of DELP stakeholders will lead to the collection of actionable information in anticipation of emerging security needs of the USG and international partners.

Objective 4.4 – Oversee appropriate research and development efforts to enhance international partner English language training, testing and other services, as appropriate

Maintaining an internal and external professional network of ELT subject matter experts will promote collaboration and the sharing of information among language instructors. Aligning innovative instructional methodologies with improved cultural awareness and specialized language training needs of adult learners, the DELP will continuously provide the full spectrum of leading-edge English language training.

Objective 4.5 – Participate in the corporate programming process and advocate for DLIELC resource requirements

Expert knowledge of the POM cycle by designated advocates and a proactive approach to ELT requirements data collection are imperative to the successful allocation of resources for DLIELC. Incoming data must be correctly analyzed and compared against historical data to provide a complete, accurate and validated assessment of resource requirements that DLIELC relies on to successfully perform its mission.

Conclusion

This Flight Plan will guide the Air Force LREC enterprise over the next five years to enhance the Air Force's ability to effectively integrate military operations with international partners to address complex and emerging threats. It will also enable the Air Force LREC enterprise to align with national security objectives and guide decision making by setting priorities accordingly. This approach will position the Air Force to meet Air Force, DoD, Joint, and international partner needs.

Implementation

Following publication of this Flight Plan, a subsequent Air Force LREC Implementation Plan will be developed to provide a framework for developing and prioritizing actions and steps to achieve this Flight Plan's goals and objectives. The Implementation Plan will include defined tactical measures to track program performance. This capability enables the Air Force LREC enterprise to transform traditional, static strategic planning into a system that provides performance feedback to decision makers and focuses on organizational growth and effectiveness. With such, the LREC enterprise will be better positioned to effectively prioritize efforts, clearly articulate resource requirements, and communicate the critical role that the Air Force LREC enterprise plays in support of successful national security operations to the Corporate Structure.

Appendix A - Strategy Map

This Strategy Map portrays the lifecycle of the LREC Strategy from its development through its execution. The Air Force LREC strategy is a top-down driven roadmap that is executed from the bottom up. There are three main phases in the lifecycle of this strategy: strategic planning, implementation planning, and execution.

The strategic planning phase is the actual development of the LREC Flight Plan. During this phase the Flight Plan is constructed by first identifying the organization's desired end-state (the vision) and overarching purpose (the mission), then developing the goals and their subset of objectives by deducing

how to achieve the mission and reach the vision. The Flight Plan is a hierarchy that first establishes "why" at the top with the vision and the mission leading down to "how" at the bottom with the goals and objectives. The goals provide an abstract idea of "how" while the objectives are more actionable, but still not definitive enough to drive real actions on their own; this is where implementation planning comes into the lifecycle.

The implementation planning phase develops actionable plans (comprised of task and subtasks) and establishes a procedure for executing these action plans (accountability, oversight, timeline, etc). The implementation planning phase is succeeded by the execution phase, which is where the strategy comes to fruition.

During the execution phase the granular action plans are executed. By collectively executing the tasks and subtasks the objectives are accomplished, and by collectively accomplishing the objectives the goals are accomplished. Once the goals are accomplished the organization has postured itself to achieve its mission and realize its vision, thereby reaching its desired end-state.



Appendix B - Glossary of Terms

Air Force Language, Regional Expertise and Culture (LREC) Program – Overarching program that ensure Airmen, Joint warfighters and international partners are equipped with critical LREC capabilities to meet operational needs. Managed by the Air Force LREC Office, it encompasses both the Air Force LREC Program and Executive Agent (EA) for Defense Language Institute English Language Center (DLIELC) initiatives.

Air Force Language Region and Culture Action Panel (AFLRCAP) – A panel comprised of Air Force LREC Stakeholders that is chaired by an O-6/equivalent or higher who is appointed by the Air Force SLA. Its purpose is to provide strategic direction, as directed by the Air Force SLA, throughout the Air Force LREC Enterprise; and focuses on policy, tracking, training, and utilization of LREC capabilities. The AFLRCAP will guide the implementation of this Flight Plan and report the progress to the SLA and to the Executive Steering Committee.

Air Force LREC Office – Organization that manages policy and programs in support of Air Force LREC initiatives across the Total Force (includes Active Duty, Air National Guard, Air Force Reserve, and Civilians).

Air Force Senior Language Authority – DoDD 5160.41E directs the Secretary of the Air Force (SecAF) to appoint an Air Force Senior Language Authority (SLA); SecAF designates the Air Force SLA to AF/A1D through AFPD 36-40 and a SAF/MRM memo.

Culture – Core culture competencies require understanding the different dimensions of culture and how cultures vary, as well as understanding one's own organization's mission and functions within a multi-cultural environment. [Individuals] must gather and interpret information about people and surroundings and adjust their behavior in order to interact effectively with others. Core culture competencies consist of the following elements: understanding culture, applying organizational awareness, cultural perspective taking, and cultural adaptability (CJCSI 3126.01A)

Defense English Language Program (DELP) – DELP encompasses all DoD-sponsored English-as-a-Second language (ESL) and English-as-a-foreign-Language (EFL) training.

Air Force Deputy Senior Language Authority – The Deputy Chief of Staff for Intelligence, Surveillance, and Reconnaissance (ISR) appoints the Air Force Deputy SLA IAW AFPD 36-40 and Headquarters Air Force Mission Directive 1-33.

Executive Agent (EA) for DLIELC – DoDD 5160.41E appoints SecAF as the DoD EA for DLIELC; SecAF delegates the EA responsibility to AF/A1 through AFPD 36-40. As the action office for the EA for DLIELC, the Air Force LREC Office provides policy oversight and coordination regarding English language training and security cooperation issues across the Joint, Office of the Secretary of Defense and interagency communities.

Enabled Airmen – Airmen that require enhanced, working-level LREC capabilities for specific assignments, or participate in specialized learning programs that ensure the Air Force has the capabilities necessary to meet surge/unanticipated needs

Force Management – Building and strengthening Airmen capabilities through education, training, and experience.

Language-skilled – A person who possesses a foreign language capability in one or more foreign languages. (DODD 5160.41E, 21 October 2005)

Regional Expertise – The ability to understand and effectively communicate with native populations, local and government officials, and Coalition partners when in theater. (CJCSI 3126.01, 27 Nov 2010).

Appendix C - References

National, Joint, and Department of Defense Policy Guidance

- a. Title 10, United States Code (for Civilian Employees)
 - i. Section 1596, Foreign Language Proficiency: Special Pay for Proficiency Beneficial for Intelligence Interests
 - ii. Section 1596a, Foreign Language Proficiency: Special Pay for Proficiency Beneficial for Other National Security Interests
- b. Title 37, United States Code
 - i. Chapter 5, Subchapter 1 -- Existing Special Pay, Incentive Pay and Bonus Authorities: Section 316, Special pay: bonus for members with foreign language proficiency
- c. CJCS Instruction 3126.01A, *Language, Regional Expertise, and Culture Capability Identification, Planning and Sourcing*, 2013
- d. DoD Directive 5160.41E, *Defense Language, Regional Expertise, and Culture (LREC) Program*, 2016
- e. DoD Instruction 5160.70, *Management of DoD Language and Regional Proficiency Capabilities*, 2007
- f. DoD Instruction 5160.71, *DoD Language Testing Program*, 2014
- g. DoD Directive 1315.17, *Military Department Foreign Area Officer (FAO) Programs*, 2005
- h. DoD Instruction 1315.20, *Management of the Department of Defense (DoD) Foreign Area Officer (FAO) Programs*, 2007
- i. DoD Instruction 1340.27, *Military Foreign Language Skill Proficiency Bonuses*, 2013
- j. DoD Directive 3000.07, *Irregular Warfare (IW)*, 2014
- k. DoD Instruction 1215.08, *Senior Reserve Officers' Training Corps (ROTC) Programs*, 2006
- l. DoD Instruction 3305.06, *Special Operations Forces (SOF) Foreign Language Policy*, 2008
- m. DoD Instruction 5000.68, *Security Force Assistance (SFA)*, 2010
- n. DoD Instruction 2000.28, *DoD Policy and Responsibilities Relating to the Regional Defense Combating Terrorism Fellowship Program (CTFP)*, 2013

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- a. HAFMD 1-32, *Deputy Chief of Staff of the Air Force, Manpower, Personnel and Services*, 2009
- b. AFPD 36-26, *Total Force Development*, 2015
- c. AFPD 36-40, *Air Force Language, Region & Culture Program*, 2012
- d. AFJI 14-107, *Management of the Defense Foreign Language Program*, 1987
- e. AFI 16-105, *Joint Security Cooperation Education and Training*, 2011
- f. AFI 16-109, *International Affairs Specialist (IAS) Program*, 2010;
- g. SAF/MR Memo for AF/A1D, *Appointment as the Air Force Senior Language Authority*, 2014
- h. AFI 36-4001, *Air Force Language, Regional Expertise, & Culture Program*, 2014
- i. AFI 36-4002, *Air Force Foreign Language Proficiency Bonus Program*, 2015

- j. AFI 36-4003, *Managing the Defense English Language Program*, 2015

Appendix D - Strategic Guidance

National, Joint, and Department of Defense Strategic Guidance

- a. National Security Strategy, 2015
- b. National Defense Strategy, 2008
- c. DoD Defense Planning Guidance, FY2014-2018 (from OUSDI Brief)
- d. Defense Strategic Planning Guidance, Sustaining U. S. Global Leadership: Priorities for 21st Century Defense, 2012
- e. Quadrennial Defense Review (QDR), 2014
- f. National Military Strategy, 2015
- g. Joint Strategic Capabilities Plan, 2012
- h. DoD Strategic Plan for Language, Regional Expertise, and Culture (LREC) Capabilities, 2011-2016
- i. DoD Implementation Plan for Language, Regional Expertise, and Culture Capabilities, 2014

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- a. America's Air Force: A Call To The Future, 2014
- b. USAF Strategic Master Plan, May 2015
- c. Strategic Posture Annex to the USAF Strategic Master Plan, May 2015
- d. Human Capital Annex to the USAF Strategic Master Plan, May 2015
- e. CSAF White Paper, *The Nation's Guardians, America's 21st Century Air Force*, 2007
- f. CSAF Global Cultural, Regional, Linguistic Framework, 2007
- g. Air Force Priorities for a New Strategy with Constrained Budgets, White Paper 2012
- h. Air Force Chief of Staff Vision, *A Vision for the United States Air Force*, 2013
- i. Air Force 2023 Implementation Plan, 2013
- j. AF/A1 Manpower, Personnel, & Services Transformation Roadmap, FY09-13
- k. Air Force Culture, Region, and Language Flight Plan, 2009
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