DoD Culture Program

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DEFENSE LANGUAGE AND NATIONAL SECURITY EDUCATIONAL OFFICE

Agenda

- Mission
- Policy
- Projects
  - Virtual Cultural Awareness Trainer (VCAT)
  - Culture Ready Basics
- Supporting Research
- CultureReady.Org
- Culture Assessments
- Culture Coordinating Committee
- Discussion

DoD Culture Program - Mission

- To provide the necessary direction to ensure a Total Force which is skilled at interacting across cultures while operating within joint, Interagency, coalition and multinational contexts

- Advance culture education and training in the Total Force

- Support development of cultural competency in the Federal workforce

Policy

- DoDI 5160.70
  - Management of the Defense Language, Regional Expertise and Culture (LREC) Program
- Signed 30 Dec 2016
- Section 8
  - Culture Competencies and Guidelines
- http://tiny.cc/st63ky
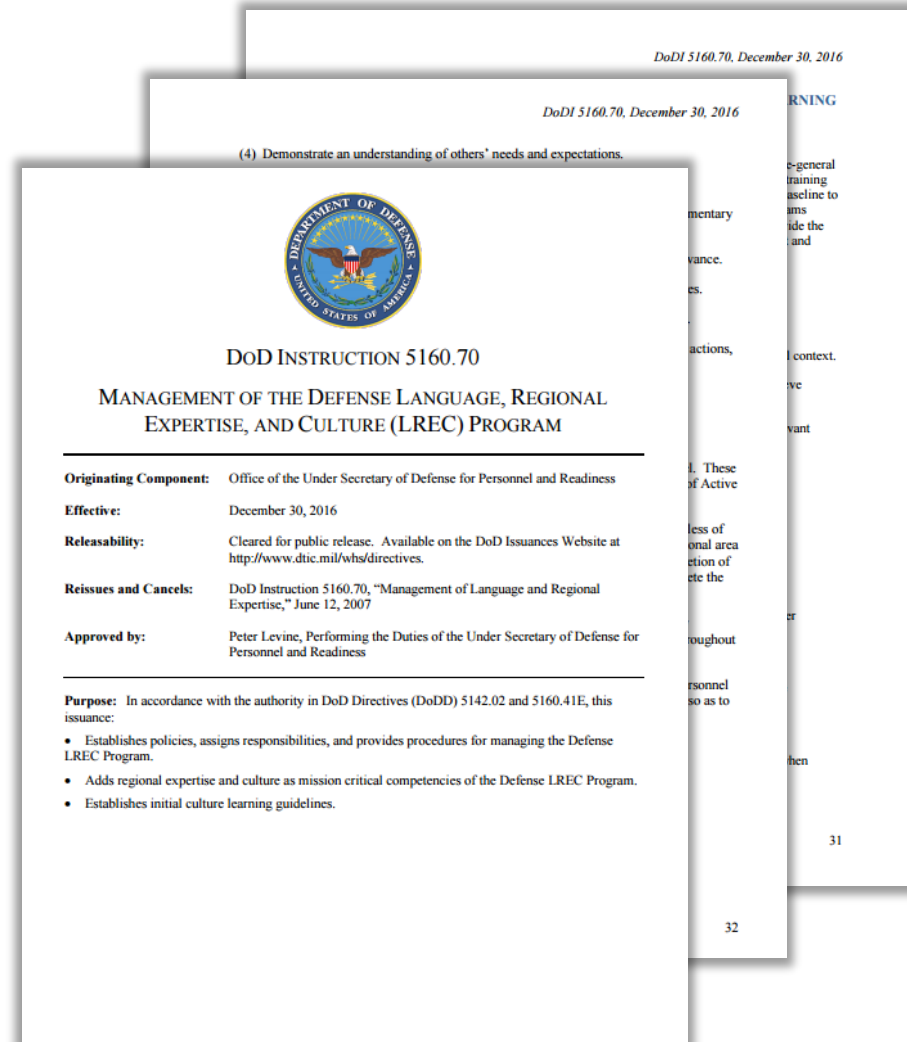
Projects

- Virtual Cultural Awareness Trainer (VCAT)
  - Alelo
  - Combatant Commands
  - Joint Knowledge Online

- Culture Ready Basics
  - Aptima
  - Diplomatic Language Services

Project - VCAT

- Supports regional culture and language training requirements
  - Current courses support:
    - 90 Countries
    - 14 Languages (mission)
    - 52 Languages (DLI guides)

- Developed for desktop and mobile use (iOS/Android)
  - JKO app available on Google Play and the App Store
  - Links to JKO LMS

- Hosted on JKO for maximum availability and accountability.
  - recorded to service databases

VCAT VIRTUAL CULTURAL AWARENESS TRAINER
SOUTHEAST ASIA

VCAT VIRTUAL CULTURAL AWARENESS TRAINER
AFGHANISTAN

VCAT VIRTUAL CULTURAL AWARENESS TRAINER
CENTRAL AMERICA

VCAT VIRTUAL CULTURAL AWARENESS TRAINER
CENTRAL ASIAN STATES

VCAT VIRTUAL CULTURAL AWARENESS TRAINER
TAIWAN

VCAT VIRTUAL CULTURAL AWARENESS TRAINER
LEVANT

VCAT VIRTUAL CULTURAL AWARENESS TRAINER
ARABIAN PENINSULA

VCAT VIRTUAL CULTURAL AWARENESS TRAINER
WEST AFRICA

VCAT VIRTUAL CULTURAL AWARENESS TRAINER
CARIBBEAN

VCAT VIRTUAL CULTURAL AWARENESS TRAINER
HISPANIOLA

VCAT VIRTUAL CULTURAL AWARENESS TRAINER
HORN OF AFRICA

VCAT VIRTUAL CULTURAL AWARENESS TRAINER
SOUTH AMERICA

VCAT VIRTUAL CULTURAL AWARENESS TRAINER
NORTHERN AFRICA

Project - CultureReady Basics

☐ Map Existing Content to the competencies in the Adaptive Readiness for Culture (ARC) Model

☐ Create Culture-Specific Content

☐ Translate Scenarios and Lesson Content into Target Languages 2+ - 3 Level

Lesson 1
Cultural Learning
"What is culture and how can I learn about it?"

Lesson 2
Diplomatic Mindset
"How can I achieve my cultural goals?"

Lesson 3
Cultural Reasoning
"How can I make sense of the people and situations I encounter?"

Lesson 4
Intercultural Interactions
"How do I interact effectively across cultures?"

Project - CultureReady Basics

Project - CultureReady Basics

Project - CultureReady Basics

Изученное - From the point of view of formation, this is a passive past-tense Verbal Adjective, a.k.a. Participle, in its Neuter form. It was formed from the Perfective verb «*изучить*», but instead of modifying any nouns, it is used as a noun itself, much like «*русский*» means "*a Russian person*". Thus, it means "something studied." In the text proper «*Не всё изученное*» means "Not everything that has been studied…"

Culture note:
Note that passive voice constructions are used very frequently in Russian, whereas English official writing avoids passive voice. A question to ponder is, "How does thinking so much in passive voice affect a Russian? Does it reflect in the behavior or attitude to the world?" Only through a deep understanding of the language can such a cultural and psychological question be considered.
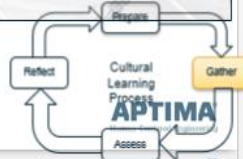

Title [Rockwell

Методы оценки качества информации
Нажмите на каждый метод для **получения** более **подробной** информации

1. Обобщите имеющуюся информацию
2. Выявите стереотипы и предубеждения
3. Попытайтесь истолковать их значение
4. Посоветуйтесь со знающими людьми
5. Оцените практическое значение информации

Оцените практическое значение информации

Не всё изученное может быть применено к каждому человеку или в каждой ситуации, с которыми вы можете столкнуться в ходе **межкультурного общения**. Если по какой-то причине вы не можете найти объяснений происходящему, основываясь на ваших знаниях о культуре, попробуйте выяснить, **есть ли скрытый смысл** или мотивы этого поведения.

Prepare
Reflect
Gather
Cultural Learning Process
Assess
APTIMA

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Project

- Cross-Cultural Competence Trainer
  - universal culture concepts
  - engage effectively across cultures
- Cross-Cultural Negotiations Course (CCN)
  - Employ negotiations strategies across cultures
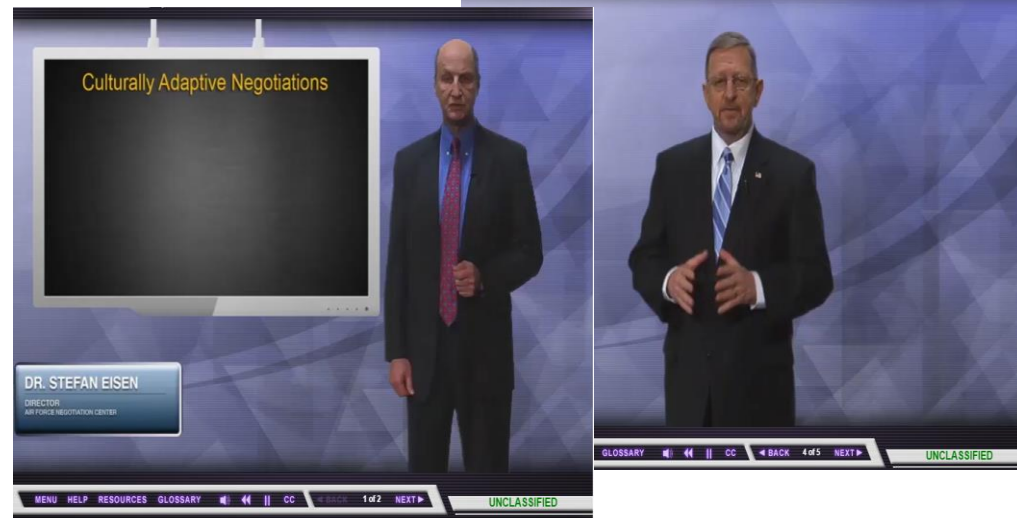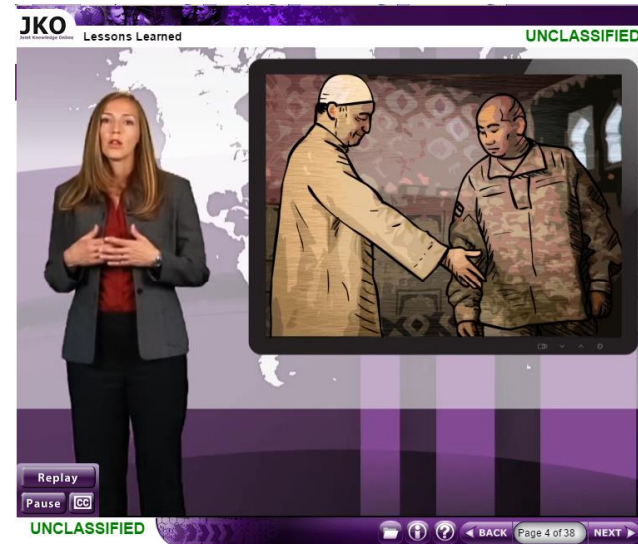
Supporting Research

- Institute for Defense Analysis
  - Recording and Reporting Region and Culture Domains
- Global Cognition
  - A Model of Culture-General Competence for Education and Training
  - Determining Levels of Cultural Competence
- Cultural Intelligence Center
  - Culture Assessments

Supporting Research - IDA

□ Recording and Reporting Region and Culture Domains

◻ Provide a methodology for measuring and reporting competency domains through an examination of relevant military, professional, educational, and personal experiences

Defense Language and National Security Education Office

Measuring and Reporting Leadership and Core Competency Domains

Institute for Defense Analyses

Joseph Adams
Amy Alrich
Bethany Russell
Brandon Shapiro
Cheyenne L. Swanson

Marc Hill
Defense Language and National Security Education Office

4 September 2015

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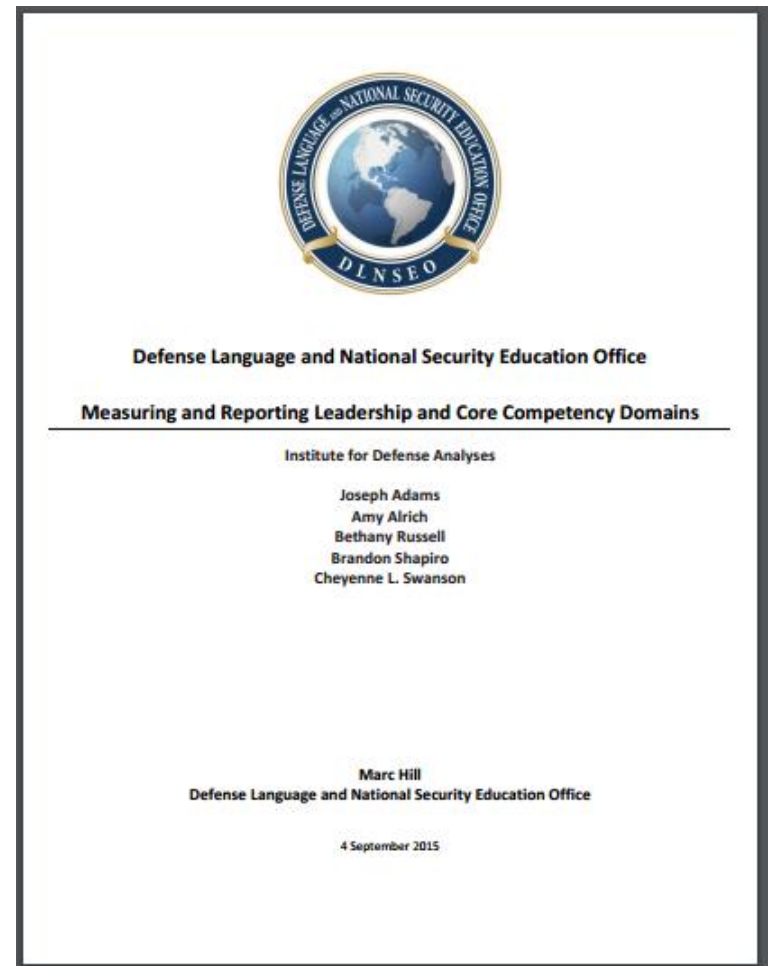
Supporting Research - IDA

❑ Provide a method to determine inventory

❑ Utilize existing CJCSI 3126.01A – Language, Regional Expertise, and Culture (LREC) Capability Identification, Planning and Sourcing

	Competency Dimensions		
Core	1.1 Understanding Culture 1.2 Applying Organizational Awareness	1.3 Cultural Perspective-Taking	1.4 Cultural Adaptability
Technical/ Regional	2.1 Applying Regional Information	2.2 Operating in a Regional Environment	2.3 Utilizing Interpreters
Leader Functions	3.1 Building Strategic Networks 3.2 Strategic Agility	3.3. Systems Thinking 3.4. Cross-Cultural Influence	3.5. Organizational Cultural Competence

Supporting Research – Global Cognition

□ A Model of Culture-General Competence for Education and Training

- ◪ Develop a model based on what people do
- ◪ based on analysis of job-relevant experiences rather than opinion

A Model of Culture-General Competence for Education and Training:
Validation Across Services and Key Specialties

Contract Number:

H98210-13-C-0025

Prepared by:

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DD-P&R(AR)2564

http://tiny.cc/w853ky

Supporting Research – Global Cognition

Adaptive Readiness for Culture (ARC) Model of Culture-General Competence

Diplomatic Mindset		Cultural Learning	
1	Maintains a Mission Orientation	4	Self-Directs Own Cultural Learning
2	Understands Self in Cultural Context	5	Develops Reliable Information Sources
3	Manages Attitudes Towards Culture	6	Reflects and Seeks Feedback on Intercultural Encounters
Cultural Reasoning		**Intercultural Interaction**	
7	Copes with Cultural Surprises	10	Acts Under Cultural Uncertainty
8	Develops Cultural Explanations of Behavior	11	Plans Inter-Cultural Communication
9	Takes Perspective of Others in Intercultural Situations	12	Engages in Disciplined Self-Presentation

Supporting Research – Global Cognition

□ Determining Levels of Cultural Competence

    ◘ Define milestones and form the basis for diagnostic assessment

    ◘ Defined mastery levels will be the foundation for improving culture competency

Knows X
Can do Y, Z

Knows X
Can do Y

Knows X

Basic — Proficient — Master
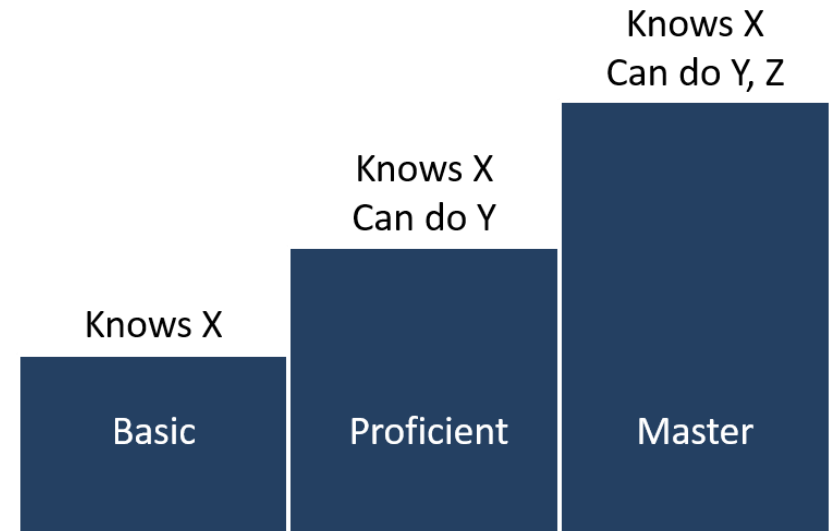
Supporting Research – Cultural Intelligence Center

- Cultural Intelligence Self-Assessment – CQ
  - Dr David Livermore

- Measures Working Across Various Cultural Landscapes
  - Drive
  - Knowledge
  - Strategy
  - Action

- Monitoring Program Effectiveness
  - Before and after programs of instruction
  - Deployments
  - Study abroad*

*Potentially one of the most effective ways to improve cultural intelligence.

CultureReady.Org

- The BEST culture and language website serving the Total Force, Academe, and other stakeholders.
  - Updated regularly by on-site content managers
  - Community collaborative

- Facebook, Twitter, YouTube, and Linkedin

- Program links embedded in website:
  - NSEP and Boren programs
  - Research
  - News
  - Training resources
  - Blog/Guest Blog
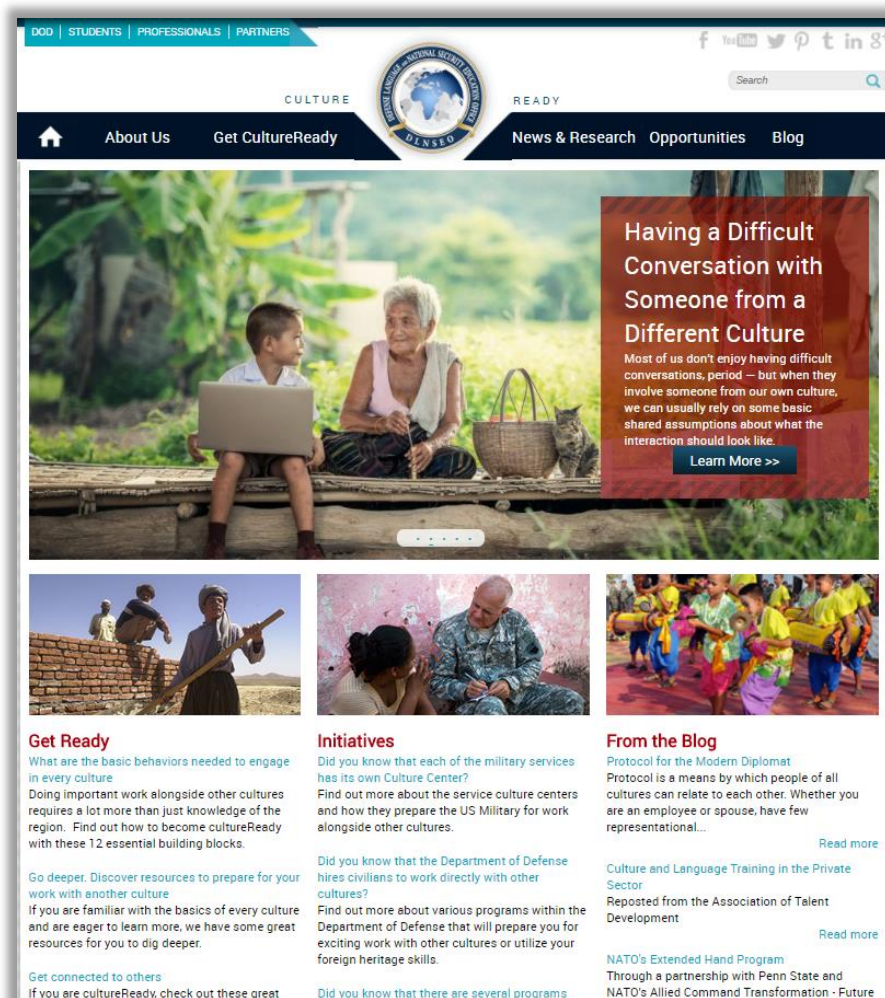
Culture Coordinating Committee

- Established March 2015 by DASD Readiness
  - Identifying efficiencies to leverage partners and share resources.
  - Establish effective methods to communicate and collaborate with all stakeholders - internal and external to the Department.
- Members include:
  - Service Culture Centers
  - Special Operations Command
  - Joint Staff
  - OUSD (I)

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MAR 16 2015

READINESS AND FORCE MANAGEMENT

MEMORANDUM FOR ASSISTANT SECRETARY OF THE ARMY
(MANPOWER AND RESERVE AFFAIRS)
ASSISTANT SECRETARY OF THE NAVY
(MANPOWER AND RESERVE AFFAIRS)
ASSISTANT SECRETARY OF THE AIR FORCE
(MANPOWER AND RESERVE AFFAIRS)
OFFICE OF THE UNDER SECRETARY OF DEFENSE
(ACQUSITION, TECHNOLOGY, AND LOGISTICS)
OFFICE OF THE UNDER SECRETARY OF DEFENSE
(INTELLIGENCE)
DIRECTOR, MANPOWER AND PERSONNEL, JOINT STAFF

SUBJECT: Department of Defense Culture Coordinating Committee

The Department of Defense (DoD) has recognized the importance of culture capabilities as critical enablers to the mission of the Total Force. Members are constantly engaging in missions that require them to interact across cultures or interface with foreign personnel as part of their duties. Providing humanitarian assistance, training with host nation militaries, and participating in study abroad programs are just a few examples of such missions. The military departments have established culture centers to provide the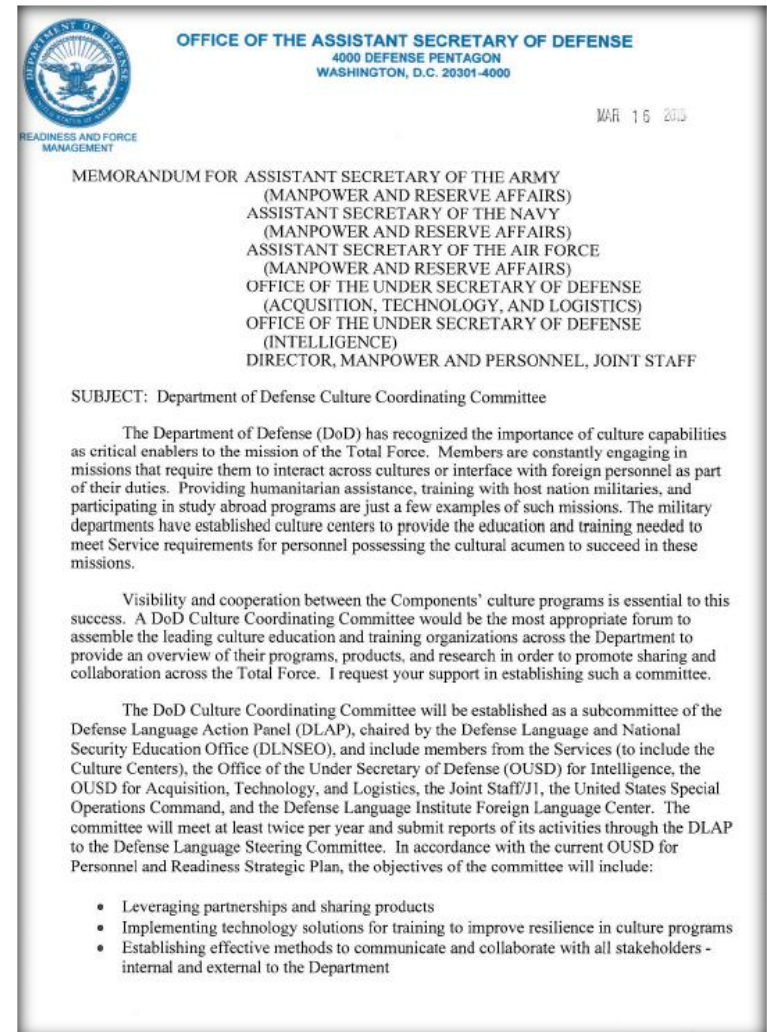 education and training needed to meet Service requirements for personnel possessing the cultural acumen to succeed in these missions.

Visibility and cooperation between the Components' culture programs is essential to this success. A DoD Culture Coordinating Committee would be the most appropriate forum to assemble the leading culture education and training organizations across the Department to provide an overview of their programs, products, and research in order to promote sharing and collaboration across the Total Force. I request your support in establishing such a committee.

The DoD Culture Coordinating Committee will be established as a subcommittee of the Defense Language Action Panel (DLAP), chaired by the Defense Language and National Security Education Office (DLNSEO), and include members from the Services (to include the Culture Centers), the Office of the Under Secretary of Defense (OUSD) for Intelligence, the OUSD for Acquisition, Technology, and Logistics, the Joint Staff/J1, the United States Special Operations Command, and the Defense Language Institute Foreign Language Center. The committee will meet at least twice per year and submit reports of its activities through the DLAP to the Defense Language Steering Committee. In accordance with the current OUSD for Personnel and Readiness Strategic Plan, the objectives of the committee will include:

- Leveraging partnerships and sharing products
- Implementing technology solutions for training to improve resilience in culture programs
- Establishing effective methods to communicate and collaborate with all stakeholders - internal and external to the Department

DISCUSSION

ADDITIONAL SLIDES

References

- www.cultureready.org

- **A Model of Culture-General Competence for Education and Training: Validation Across Services and Key Specialties**, Louise J. Rasmussen, Ph.D. Winston R. Sieck, Ph.D. Jasmine L. Duran, M.S., Global Cognition

- http://www.dtic.mil/dtic/tr/fulltext/u2/1010236.pdf

- **Measuring and Reporting Leadership and Core Competency Domains**, Joseph Adams, Amy Alrich, Bethany Russell, Brandon Shapiro, Cheyenne L. Swanson, Institute for Defense Analyses

- http://www.dtic.mil/dtic/tr/fulltext/u2/1010232.pdf

- **DOD INSTRUCTION 5160.70 -** Management of the Defense Language, Regional Expertise, and Culture (LREC) program

- http://www.dtic.mil/whs/directives/corres/pdf/516070_dodi_2016.pdf

New CultureReady.Org