

**MEMORANDUM OF AGREEMENT (MOA) BETWEEN
THE AIR FORCE GENERAL COUNSEL (SAF/GC)
AND
THE AIR FORCE RESEARCH INSTITUTE (AFRI) FOR SUPPORT AND CONDUCT
OF THE AIR FORCE NEGOTIATION CENTER (AFNC)**

PURPOSE:

This MOA administratively updates the relationship established in 2005 (between the SAF/GCD and AU/CC) and updated in 2013 (between the SAF/GCD and Spatz/CC). In the original MOA, the AU/CC and SAF/GCD created the AFNC to meet the requirement to provide agency staff training in Alternative Dispute Resolution (ADR) and negotiation techniques under the Administrative Dispute Resolution Act of 1996 Section 3. This effort supported Air Force authoritative doctrine (AFDD 1-1), requiring all Airmen be skilled in fostering collaborative relationships through effective negotiations. To execute this mission, the AFNC was located at Air University (AU) under the Air Education and Training Command (AETC) for execution following the guidance in the AU *Continuum of Officer and Enlisted Professional Military Education Strategic Guidance* (CESG). Since then, the AFNC has been fully engaged, providing adaptive conflict management, negotiation, and mediation education and training to the Air Force as well as DOD. This MOA emphasizes the on-going commitment of both AU, through the AFRI Director, and the SAF/GC to provide long-term, cost-effective support in developing adaptive conflict management, negotiation, and mediation skills pursuant to Air Force guidance found in AFPD 36-26 *Personnel, Total Force Development*, AFI 36-2201, Air Force Training Program, the AU CESG, and the AU *Quality Enhancement Plan* (2009-2014). Finally, this MOA recognizes the AFNC as the SAF/GCD's principle teaching arm as it carries out the requirement to provide agency staff training in ADR and negotiation techniques under the Administrative Dispute Resolution Act of 1996 Section 3 as well as designated AU CESG objectives.

AFNC MISSION, GOALS AND OBJECTIVES:

AFNC Mission: Develop Total Force Airmen with adaptive conflict management, negotiation, and mediation skills to succeed in the dynamic, global Air Force mission.

AFNC Goal: Support the Air Force-wide development of adaptive conflict management, negotiation, and mediation skills as a core leadership competency for all Airmen (officer, enlisted, civilian). This goal supports AFDD 1-1 listing negotiation as a "necessary competence" for all Air Force members and AFPD 36-26 making negotiation a required skill for all Airmen.

AFNC Objectives:

1. Within the Air Force training and education system, provide adaptive conflict management, negotiation, and mediation skills training and education at the right time and at the right level for each Airman. To achieve cost efficiencies, these programs may be delivered either

in-residence or using distance and blended learning methodologies. As resources permit, conduct outreach programs to further extend the AFNC's reach.

2. Provide Airmen maximum access to this training and education in the most cost-conscious manner by developing in-house curricula and a robust web resource (free of copyright restrictions).

3. Seek formal feedback and conduct research to keep adaptive conflict management, negotiation, and mediation materials and products both relevant to the Air Force mission and valued by the Airman.

RESPONSIBILITIES:

1. As resources and policies permit, AFRI agrees to appropriately staff the AFNC with a minimum of one AD faculty, two senior GS Instructional Systems Managers, and taking appropriate hiring actions for contractor support as well as providing office space and furniture, staff development and qualification support, classroom space, computer and associated equipment, graphics and publication support, Air Force-wide program marketing, website and server support, books, general supplies, and negotiations research resources to support the AFNC as reflected in the AFNC mission statement.

2. SAF/GC will financially support the AFNC for a minimum of 5 years at a baseline rate of at least \$250k per year. This will provide appropriate financial support and expert consultation to support essential AFNC mission execution. SAF/GC will also staff, advocate, and allocate the needed policy and resources on behalf of the AFNC to promulgate collaborative relationships, negotiation skills, and other ADR skills, throughout the Air Force. Finally, SAF/GCD will provide marketing support in the HAF to broadcast the AFNC capabilities, products, and programs.

3. AFNC will provide a mix of training in ADR and the Institutional Competency of Fostering Collaborative Relationships (Negotiation) to the Air Force. The training developed will include a sub-set of skills that support effective negotiating (for example: active listening, active asking / critical thinking, discerning symptoms from causes -- positions verses interests, bias management and defensiveness, brainstorming and the suspension of judgment, understanding the quality of alternatives, the rational and the emotional decision-making process, working your non-preference style, working within their cognitive style(s), perspective taking on different world views (cross-cultural) etc.). Recognizing that traditional classroom training may be fiscally prohibitive, the AFNC, to the extent practicable, will utilize cost-efficient and educationally-sound delivery platforms (videos, webinars, and / or other blended learning products).

4. AFNC will provide subject matter expertise to the Negotiation and ADR Course (NADRC) offered annually by SAF/GCD and the Judge Advocate General School (Maxwell AFB). The course is typically offered the last week in April.

5. AFNC will support a Basic Mediation Course every other year beginning in FY 2015

in order to train approximately 25 Air Force mediators.

6. AFNC will support the SAF/GC efforts to staff, advocate, and allocate the needed policy and resources to promulgate collaborative relationships, negotiation skills, and other ADR skills, throughout the Air Force.

FINANCIAL MANAGEMENT:

1. MIPR and Funding: Annually and as soon as practical after the beginning of the fiscal year, SA F/GCD will make its committed funds available to the AFRI via MIPR or other financial tool. These funds are designed to ensure the AFNC can efficiently provide the agreed-upon programs as outlined in this MOA.

2. Accountability: AFNC will provide monthly financial statements to SAF/GCD.

3. TDY: TDYs for AFNC to conduct non-AU training and education programs as described in this MOA will come from the AFNC funding. HHQ-directed TDYs (for planning, programming, etc.) will be funded by SAF/GCD.

4. Other Agency Support: Other agencies requesting AFNC support and expertise will be addressed as AFNC resources allow. These operations will be funded by requesting agency.

MODIFICATION: This MOA can be modified by either party to reflect changes in resourcing, doctrine, AFIs, AFPDs, or other documents as to the role of negotiations in leadership development.

TERMINATION: Either party may withdraw from the agreement for any reason with 90 days written notice.

WHEREFORE, the parties have indicated their agreement by the signatures of their authorized representatives below.

For AFRI:

For SAF/GC:

ALLEN G. PECK, AD-26
Director, Air Force Research Institute
Maxwell AFB, AL

JOSEPH M. McDADE, Jr., SES
Principal Deputy General Counsel
Washington, DC