



SECRETARY OF THE AIR FORCE  
WASHINGTON

MEMORANDUM FOR SAF/GC  
SAF/MR  
AF/A1  
AETC/CC  
AU/CC  
AF/A3

SUBJECT: Air Force Negotiation Center Initiative

In April 2015, I directed SAF/GC to update me on the way ahead regarding the Air Force Negotiation Center (AFNC). In response, SAF/GC, reflecting the AU Transformation plan, provided a vision to make negotiations an Air Force enterprise-wide capability. I fully endorse the SAF/GC vision and direct SAF/GC, SAF/MR, AF/A1 and AF/A3 work to:

a. Support the AU/CC's transformation objective to reach more Airmen more fully and deeply by ensuring (a) core negotiations instruction in all Professional Military Education as well as plans for further expansions in appropriate civilian developmental education and training and (b) negotiation electives are available to more deeply develop the competence. Complete this effort by 30 October 2015.

b. Support AU/CC and AETC to achieve another transformation objective—delivering appropriate cross-cultural negotiation training for deploying Airmen through Expeditionary Readiness Programs. Request an update by 1 April 2016.

c. Leverage AU/CC's transformation initiative of being more responsive to AF-directed research by supporting AFNC's collaboration with AF/JA and other agencies to develop the tools and training needed to make negotiations an enterprise capability.

d. Institutionalize the AFNC's mission of negotiations as both an individual and an enterprise-wide capability. With the AETC/CC, build me a FY17 President's Budget submission and a FY18 POM submission with sustainment, providing the AFNC their needed mission resources. As part of the POM, request Career Field Managers identify resources needed to deliver development opportunities that would benefit from negotiation training. Request an update by 15 December 2015.

I firmly believe this effort will prepare all Airmen to be even better problem-solvers in an ever more diverse global operating environment.

A handwritten signature in cursive script, reading "Deborah Lee James", is positioned above the printed name.

Deborah Lee James