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| **LANGUAGE, REGIONAL EXPERTISE, AND CULTURE (LREC) EXERCISE CULTURE ASSESMENT (ECA) v20180928** |
| See NAVMC 3500.59C SC/LREC T&R Manual dtd 13 OCT 2017CAOCL LREC Assessor(s): Mr. Xyz, Ms. Abc, Mr. Lmn | DD MMM YYA Co., 1 / 1 | DD MMM YYB Co., 1 / 1 | DD MMM YYC Co., 1 / 1 | DD MMM YYE Co., 2 / 1 | DD MMM YYF Co., 2 / 1 | DD MMM YYG Co., 2 / 1 | OVERALL |
| LREC-COMM-8/7/6/5/4/3001 Mitigate Cross-Cultural Communication Barriers | P | P | P | P | P | P | P  |
| LREC-OPS-8/7/6/5/4/3001 Incorporate LREC Knowledge into Operations | U | U | U | U | U | U | U |
| LREC-PLAN-8/7001 Incorporate Regional and Cultural Knowledge into MCPP | T | T | T | T | T | T | T |
| LREC-SHCK-8/7/6/5/4/3001 Mitigate the Effects of Culture Shock  | n/a | n/a | n/a | n/a | n/a | n/a | n/a |
| LREC-PLAN-5/4001 Incorporate Regional and Cultural Knowledge into the Orders Process | Co. UBn T | Co. UBn T | Co. UBn T | Co. UBn T | Co. UBn T | Co. UBn T | P |
| LREC-COMM-2001 Conduct Non-Verbal Communication | P | P | T | P | T | T | P |
| LREC-COMM-2002 Communicate Through an Interpreter | T | P | T | P | T | T | T |
| LREC-COMM-2003 Employ Mission Essential Words and Phrases | U | U | U | U | U | U | U |
| LREC-COMM-2004 Display Basic Language Proficiency | N/A | N/A | N/A | N/A | N/A | N/A | N/A |
| LREC-COMM-2005 Display Intermediate Language Proficiency | N/A | N/A | N/A | N/A | N/A | N/A | N/A |
| LREC-COMM-2006 Manage Interpreters | U | U | U | U | U | U | U |
| LREC-INTA-2001 Conduct Cross-Cultural Interaction | P | T | P | T | P | T | P |
| LREC-INTA-2002 Conduct Key Leader Engagement | T | P | T | P | T | P | P |
| LREC-OPS-2002 Apply Cultural Knowledge and Skills | T | T | P | P | T | P | P |
| LREC-PLAN-2001 Integrate Regional and Cultural Knowledge into the Orders Process | U | U | U | U | U | U | U |
| LREC-PLAN-2002 Integrate Regional and Cultural Knowledge into the MCPP | U | U | U | U | U | U | U |
| LREC-SHCK-2001 Mitigate Culture Shock | n/a | n/a | n/a | n/a | n/a | n/a | n/a |
|  |  T=trained P=partially trained U=untrained N/A=Not applicable  |

**Top 3 Sustains**:

1. LREC-PLAN-8/7/6/5001 Incorporated Regional and Cultural Knowledge into MCPP

2. LREC-OPS-7001: Great incorporation of HHQ cultural information into the Bn OpOrd

3. LREC-COMM-2002: The few Marines who received an interpreters were proficient in communicating through their interpreters despite issues integrating them into operations.

**Top 3 Improves**:

1. LREC-COMM-2006: Unit did not plan for/request interpreter support; did not integrate interpreters into operations; and lost accountability of interpreters during patrols.

2. LREC-COMM-2003: Unit did not attempt to use Mission Essential Words & Phrases during patrols, KLEs, or other mission-related tasks involving local population

3. LREC-PLAN-4/2001: Cultural information from HHQ in Bn Order was not disseminated to small unit leaders nor included in orders briefings at patrol level.

Enclosure (?)

**COLLECTIVE TRAINING EVENTS / EVENT COMPONENTS**

**CE-LREC-8/7001: Incorporate Regional and Cultural Knowledge into the Marine Corps Planning Process**

1. Identify operationally relevant cultural aspects and considerations.

2. Analyze these cultural aspects and considerations that affect course of action development.

3. Incorporate these cultural aspects and considerations into courses of action development.

4. Incorporate these cultural aspects and considerations into course of action war gaming.

5. Ensure these cultural aspects and considerations are weighted in course of action comparison/decision.

6. Incorporate these cultural aspects and considerations into orders development.

7. Ensure higher and subordinate commanders have a clear understanding of cultural aspects and considerations on the concept of operations.

**LREC-COMM-8/7/6/5/4001: Mitigate Cross-Cultural Communication Barriers**

1. Conduct mission analysis.

2. Identify language capability gaps.

3. Identify organic and non-organic resources for addressing language barriers.

4. Promulgate directives and/or guidance.

5. Develop a plan to mitigate cross-cultural communication barriers, not limited to: interpreters, nonverbal skills, mission essential language instruction and training, and human language technologies.

6. Implement cross cultural communication plan.

7. Evaluate these plans over time and incorporate additional communication measures as necessary.

**LREC-OPS-8/7/6/5/4/3001: Incorporate Language, Regional Expertise, and Cultural Knowledge into Operations**

1. Plan for cultural considerations and analysis.

2. Manage cross-cultural communication effects (as required).

3. Mitigate the effects of culture shock.

4. Manage the effects of operations on the population (as required).

5. Assess the population’s attitudes/behaviors.

6. Evaluate the effectiveness of operations.

7. Adjust operations as necessary.

**LREC-SHCK-8/7/6/5/4/3001: Mitigate the Effects of Culture Shock**

1. Identify resources for understanding culture shock.

2. Promulgate directives and/or guidance.

3. Assign roles and responsibilities within the unit to observe, identify, report, and mitigate culture shock.

4. Implement culture shock mitigation plan.

5. Evaluate the effectiveness of the culture shock mitigation plan.

6. Adjust culture shock mitigation plan as required.

**LREC-PLAN-6/5/4/3001: Incorporate Regional and Cultural Knowledge into the Orders Process**

1. Conduct mission analysis.

2. Identify mission-relevant cultural aspects and considerations.

3. Arrange for cross-cultural resource support.

4. Draft the order, incorporating cultural aspects and considerations.

5. Issue the order, utilizing cross-cultural resources (as required).

6. Rehearse, supervise, and refine order

**INDIVIDUAL TRAINING EVENTS / EVENT COMPONENTS**

**DID THE UNIT MAINTAIN ACCOUNTABILITY OF ALL INTERPRETERS ALL OF THE TIME?**

**DID THE UNIT CONDUCT PCCs/PCIs WITH INTERPRETERS BEFORE STEPPING OFF?**

**LREC-COMM-2001: Conduct Non-Verbal Communication**

1. Identify frameworks for understanding differences in non-verbal communication.

2. Plan appropriate non-verbal communication techniques.

**LREC-COMM-2002: Communicate Through an Interpreter**

1. Identify interpreter capabilities and limitations.

2. Verify that selected interpreters are appropriate for the mission.

3. Mitigate biases and limitations as required.

4. Build rapport with the interpreter.

5. Explain specific duties/expectations for the mission to the interpreter.

6. Rehearse interaction.

7. Employ the interpreter.

8. Monitor the engagement.

9. Take corrective action as required.

10. Provide feedback to the interpreter.

**LREC-COMM-2003: Employ Mission Essential Words and Phrases**

1. Identify phrases, words, and/or symbols necessary to conduct a mission.

2. Rehearse communication techniques necessary to conduct Marine missions.

3. Employ mission associated phrases and/or commands.

4. Evaluate the effectiveness of mission essential communication.

5. Employ trouble recovery techniques where necessary.

6. Adjust mission essential communication (as required).

**LREC-COMM-2004: Display Basic Language Proficiency**

1. Demonstrate use of skills required for Language Familiarization.

2. Understand written alphabet, numbers and simple written passages.

3. Write letters and numbers of foreign alphabet.

4. Demonstrate basic survival needs, minimum courtesy, travel requirements and very simple face-to-face conversations in a standard dialect when delivered more clearly and at a slower rate than normal.

5. Integrate limited knowledge of regional culture in order to enhance communications.

**LREC-COMM-2005: Display Intermediate Language Proficiency**

1. Demonstrate use of skills required for Basic Language.

2. Understand simple discourse in printed form.

3. Write simple passages.

4. Understand short conversations about survival needs.

5. Participate in short conversations about survival needs.

6. Integrate intermediate knowledge of regional culture in order to enhance communications.

**LREC-COMM-2006: Manage Interpreters**

1. Identify requirements.

2. Determine interpreter's abilities.

3. Assign interpreters in accordance with their abilities.

4. Facilitate administrative and logistical requirements of interpreters.

5. Establish information sharing guidelines.

6. Continuously validate assignments of the interpreters.

7. Reassign interpreters as necessary.

**LREC-INTA-2001: Conduct Cross-Cultural Interaction**

1. Identify the interaction setting.

2. Identify the interaction objectives.

3. Apply cultural knowledge and skills.

4. Identify available cross-cultural communication resources

5. Develop a plan for interaction.

6. Rehearse the interaction.

7. Conduct the interaction.

8. Monitor the interaction and adjust as required.

9. Evaluate the interaction.

**LREC-INTA-2002: Conduct Key Leader Engagement**

1. Identify Key Leader and other personnel that will participate in the engagement.

2. Apply cultural knowledge and skills.

3. Identify KLE objectives.

4. Develop a plan for the KLE.

5. Develop a checklist of information requirements.

6. Identify available cross-cultural communication resources.

7. Rehearse KLE plan.

8. Build rapport amongst key leaders.

9. Understand and identify non-verbal communication during KLE.

10. Employ negotiation techniques as necessary.

11. Monitor the KLE and adjust as required.

12. Evaluate the KLE.

**LREC-OPS-2002: Apply Cultural Knowledge and Skills**

1. Apply resources for cultural knowledge.

2. Apply culture general concepts.

3. Apply culture general skills.

4. Apply cross-cultural communication skills.

5. Apply mission and/or culture specific knowledge and skills.

6. Apply culture frameworks.

7. Monitor for effectiveness; adjust as required

8. Report results.

**LREC-PLAN-2001: Integrate Regional and Cultural Knowledge into the Orders Process**

1. Identify operationally relevant cultural aspects and considerations when reviewing higher orders and making initial estimates of the situation (METT-TC).

2. Analyze those cultural aspects and considerations that affect operations and desired outcomes.

3. Incorporate these cultural aspects and considerations into the orders process.

4. Incorporate cultural considerations into rehearsals and confirmation briefs.

5. Include cultural considerations in patrol & operational debriefs.

**LREC-PLAN-2002: Integrate Regional and Cultural Knowledge into the Marine Corps Planning Process**

1. Identify operationally relevant cultural aspects and considerations during Problem Framing.

2. Analyze those cultural aspects and considerations that affect Course of Action Development.

3. Incorporate these cultural aspects and considerations into Courses of Action Development.

4. Incorporate these cultural aspects and considerations into Course of Action Wargaming.

5. Assign a weighted value to cultural aspects and considerations in Course of Action Comparison/Decision.

6. Incorporate these cultural aspects and considerations into Orders Development.

7. Incorporate these cultural aspects and considerations into Transition.

**LREC-SHCK-2001: Mitigate Culture Shock**

1. Monitor self and others for signs and symptoms of culture shock.

2. Apply methods to mitigate observed culture shock.

3. Monitor effectiveness of applied methods.

4. Report results.