DEPUTY SECRETARY OF DEFENSE

1010 DEFENSE PENTAGON
WASHINGTON, DC 20301-1010

FEB 14 2005

MEMORANDUM FOR SECRETARIES OF THE MILITARY DEPARTMENTS
CHAIRMAN OF THE JOINT CHIEFS OF STAFF
UNDER SECRETARIES OF DEFENSE
ASSISTANT SECRETARIES OF DEFENSE
GENERAL COUNSEL OF THE DEPARTMENT OF DEFENSE
DIRECTOR, OPERATIONAL TEST & EVALUATION
INSPECTOR GENERAL OF THE DEPARTMENT OF DEFENSE
ASSISTANTS TO THE SECRETARY OF DEFENSE
DIRECTOR, ADMINISTRATION & MANAGEMENT
DIRECTOR, PROGRAM ANALYSIS & EVALUATION
DIRECTOR, NET ASSESSMENT
DIRECTOR, FORCE TRANSFORMATION
DIRECTORS OF THE DEFENSE AGENCIES
DIRECTORS OF THE DOD FIELD ACTIVITIES

SUBJECT: Defense Language Transformation Roadmap

The attached Defense Language Transformation Roadmap is approved. It outlines an important series of steps the Department of Defense must take to ensure that foreign language capability and accompanying regional area expertise are developed and maintained to be employed as strategic assets in the Global War on Terrorism and in future military operations.

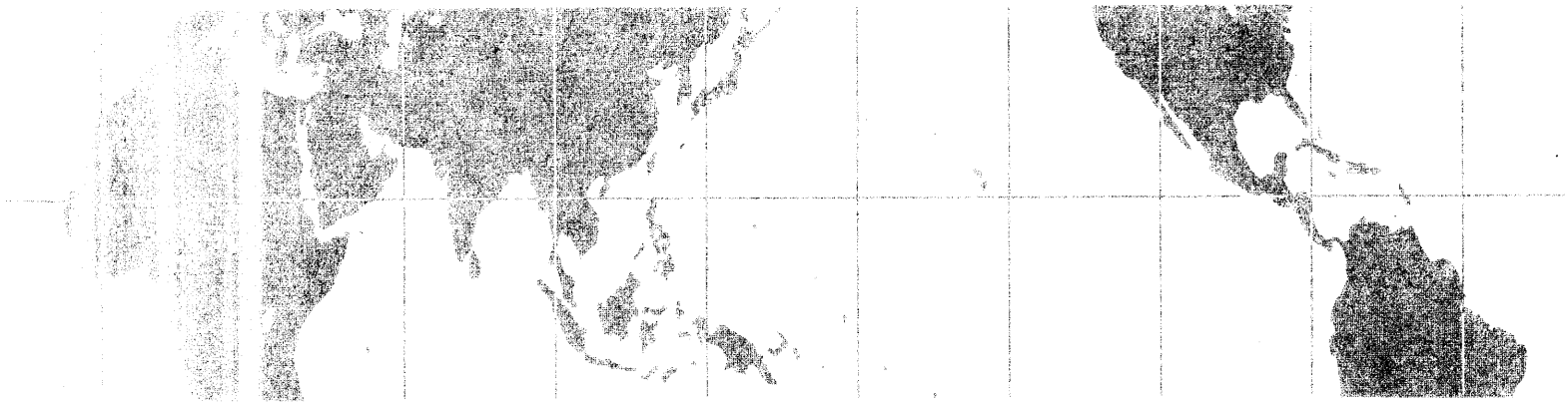
Those assigned as principal offices of primary responsibility (OPRs) and those in supporting offices must take action necessary to execute this Roadmap. I am asking Dr. David Chu, Under Secretary (P&R) to oversee the implementation of this plan and provide periodic updates on progress. OPRs will submit to USD (P&R) a milestone plan for accomplishing the Roadmap actions by the identified Fully Operational Capability date. Plans should be submitted by March 30, 2005. Questions may be addressed to Dr. Susan Kelly, 703-697-9505.

This is an important step forward in the transformation of our force to meet the critical challenges of the future.

Paul Wolfowitz

Attachment:
As stated

OSD 18762-04



DEFENSE LANGUAGE TRANSFORMATION ROADMAP

January 2005

DEFENSE LANGUAGE TRANSFORMATION ROADMAP

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DEFENSE LANGUAGE TRANSFORMATION ROADMAP

INTRODUCTION

Post 9/11 military operations reinforce the reality that the Department of Defense needs a significantly improved organic capability in emerging languages and dialects, a greater competence and regional area skills in those languages and dialects, and a surge capability to rapidly expand its language capabilities on short notice.

The Strategic Planning Guidance (SPG) for FY 2006-2011 directed the Under Secretary of Defense for Personnel and Readiness (USD (P&R)) to develop and provide to the Deputy Secretary of Defense (DepSecDef), a comprehensive roadmap for achieving the full range of language capabilities necessary to support the 2004 Defense Strategy. The SPG established four goals for language transformation:

1. Create foundational language and cultural expertise in the officer, civilian, and enlisted ranks for both Active and Reserve Components.

2. Create the capacity to surge language and cultural resources beyond these foundational and in-house capabilities.

3. Establish a cadre of language specialists possessing a level 3/3/3 ability (reading/listening/speaking ability).

4. Establish a process to track the accession, separation and promotion rates of language professionals and Foreign Area Officers (FAOs).

BACKGROUND

The Roadmap was built upon the results of a series of actions taken within the Department over the last two years.

- In November 2002, USD (P&R) directed each Military Department, Combatant Command (COCOM), and Defense Agency to review its requirements for language professionals, including interpreters, translators, crypto-linguists, interrogators, and area specialists, including enlisted, officer, and civilian personnel. The review resulted in narrowly scoped requirements based on current manning authorizations instead of requirements based upon recent operational experience and projected needs.

- In August 2003, the USD (P&R) directed a formal review of the operations, plans,

funding, governance and physical facilities of the Defense Language Institute Foreign Language Center (DLIFLC). The purpose of the review was to determine whether the DLIFLC was appropriately tasked, configured, resourced, operated and managed to meet the needs of the Department. The study articulated the needs for qualitative improvement in language skills of graduates and robust support to other Defense Components; i.e., beyond the Intelligence Community.

- In September 2003, the Deputy Under Secretary for Plans (DUSD (Plans)), commissioned a study of five language functions: language management within the COCOMs; management of Foreign Area Officers (FAO) within the Services; development of foreign language and regional knowledge in the officer corps; management of language personnel; and requirements determination processes for assessing language needs. The Roadmap builds upon the study recommendations.

- During January-July 2004, DUSD (Plans) assembled a Defense Language Transformation Team (DLTT) with representatives from the Military Departments, the National Security Agency, and the United States Special Operations Command (USSOCOM). The DLTT identified needed actions and laid the groundwork for Roadmap recommendations across the Department.

- On May 10, 2004, DepSecDef directed USD (P&R) to appoint a DoD Senior Language Authority (SLA) and further directed the Secretaries of the Military Departments, the Chairman of the Joint Chiefs of Staff, the COCOMs, and the Directors of the Defense Intelligence Agency, the National Security Agency, and the Defense Threat Reduction Agency each to appoint an SLA at the General/Flag Officer or Senior Executive Service or equivalent. The SLAs are responsible for assessing the organization's language needs, tracking language assets assigned to the organization and identifying emerging policy requirements.

- In this same memo, DepSecDef also directed the creation of a Defense Foreign Language Steering Committee (DFLSC) comprised of SLAs from the Services, Joint Staff, COCOMs and Defense Agencies in order to provide senior level guidance in the language transformation effort and future development of the Department's language capabilities. The Under Secretaries of Defense (Comptroller), (Policy), and (Intelligence) were also asked to appoint members to the DFLSC.

From June through August 2004, the DFLSC oversaw the development of this Roadmap and, on August 31, fully approved the Roadmap's assumptions, descriptions of the current situation, desired outcomes, and recommendations. Upon coordination, the recommendations became required actions. The DFLSC will assist the DoD SLA in overseeing the implementation of the Defense Language Transformation Roadmap and

report progress to the USD (P&R) via recommended performance measures.

THE ROADMAP

Assumptions

- Conflict against enemies speaking less-commonly-taught languages and thus the need for foreign language capability will not abate. Robust foreign language and foreign area expertise are critical to sustaining coalitions, pursuing regional stability, and conducting multi-national missions especially in post-conflict and other than combat, security, humanitarian, nation-building, and stability operations.

- Changes in the international security environment and in the nature of threats to US national security have increased the range of potential conflict zones and expanded the number of likely coalition partners with whom US forces will work.

- Establishing a new "global footprint" for DoD, and transitioning to a more expeditionary force, will bring increased requirements for language and regional knowledge to work with new coalition partners in a wide variety of activities, often with little or no notice. This new approach to warfighting in the 21st century will require forces that have foreign language capabilities beyond those generally available in today's force.

- Adversaries will attempt to manipulate the media and leverage sympathetic elements of the population and "opposition" politicians to divide international coalitions.

Strategic Planning Guidance Goals, Current Situations, Desired Outcomes, and Required Actions

Goal 1. Create Foundational Language and Regional Area Expertise.

Current Situation: Language skill and regional expertise have not been regarded as warfighting skills, and are not sufficiently incorporated into operational or contingency planning. As a result, there is insufficient effort under the current "requirements" determination process to prepare for support of deployed forces. Much language talent resident in the force (Active and Reserve Components, and civilians) is unknown and untapped. Language skill and regional expertise are not valued as Defense core competencies yet they are as important as critical weapon systems.

Desired Outcomes:

- The Department has personnel with language skills capable of responding as needed for peacetime and wartime operations with the correct levels of proficiency.

- The total force understands and values the tactical, operational, and strategic asset inherent in regional expertise and language.

- Regional area education is incorporated into Professional Military Education and Development.

Required Actions:*
Please note: All required actions are subject to requirements of law; e.g., the Privacy Act and non-discrimination provisions, and coordination across policy proponents.

1.A. Establish a Language Office within USD (P&R). The Defense Language Office (established within the Defense Human Resources Activity) will ensure a strategic focus on meeting present and future requirements for language and regional expertise. This office will establish and oversee policy regarding the development, maintenance, and utilization of language capabilities; monitor trends in the promotion, accession and retention of individuals with these critical skills; and explore innovative concepts to expand capabilities. OPR: USD (P&R) FOC: May 2005

1.B. Revise the Defense Language Program Directive (DoDD 5160.41). The Directive will update Defense Language Program (DLP) policy and establish responsibilities for management of the DLP, given the lessons of current operations and the Global War on Terrorism. It will permanently establish SLAs and the DLSC as directed by the Deputy Secretary of Defense. It will reinvigorate the Defense Language Program (DLP) to maximize the accession, development, and employment of individuals with language skills. OPR: USD (P&R) FOC: July 2005

1.C. Publish a DoD Instruction providing guidance for language program management. This instruction will provide further implementing details of the Defense Language Program, including guidance on providing language instruction, testing, determination of required capability, technical qualifications, integration of technology solutions, and may include utilization of non-DoD language program services. OPR: USD (P&R) FOC: June 2006

1.D. Ensure Doctrine, policies, and planning guidance reflect the need for language requirements in operational, contingency, and stabilization planning. Doctrine,

* Office of Primary Responsibility (OPR); Full Operating Capability (FOC)

policies and planning guidance will reflect the need for deliberately planned operational and contingency language support. Assess Joint and Service doctrine for inclusion of language requirements to meet this goal. Upon completion of assessment, ensure required changes are included in the creation or revision of appropriate Joint and Service Doctrinal publications. OPR: Chairman, Joint Chiefs of Staff, Secretaries of the Military Departments FOC: March 2006

1.E. Require COCOMs to identify linguistic and translator requirements as part of their contingency and deliberate planning processes for operations and plans. This will provide needed visibility on anticipated requirements prior to the execution of operations. OPR: Chairman, Joint Chiefs of Staff FOC: September 2005

1.F. Build a capabilities-based language requirement determination process. In order to obtain a true picture of language needs, this process will be a zero-based, systematic, and comprehensive process that identifies and validates language and regional expertise requirements in DoD, based upon national security strategy documents including the National Security Strategy, the National Defense Strategy, and the Security Cooperation Guidance, as well as contingency and operational planning. OPR: USD (P), Chairman, Joint Chiefs of Staff FOC: March 2006

1.G. Publish a "strategic language list" annually. This list will use the annual policy and strategy review provided by the Under Secretary of Defense, Policy, and will outline prioritized languages for which DoD has current and projected requirements and for which training and testing will be provided, incentives applied, and other resources allocated. This list will not preclude the DoD Components from maintaining capability and paying FLPP for other languages for which they may have requirements. This list will allow the DLIFLC to support strategic language needs and prompt the articulation of capabilities with the DoD Components and COCOMS for resources in the languages. OPR: USD (P&R), USD (P) FOC: June 2005

1.H. Develop a language readiness index. This index will measure language capabilities within Component missions and roles. It will compare the proficiency level of the language mission to the language capability of the individuals available to perform that mission, as measured by testing. Its purpose: to identify gaps in language readiness resource needs. This index will be integrated into the Defense Readiness Reporting System (DRRS). OPR: USD (P&R) FOC: September 2005

1.I. Standardize language and regional identification codes for use across the DoD. Standard codes will ensure all Components define languages and regions in the same manner, simplifying cross-Component understanding and cooperation. OPR: Chairman, Joint Chiefs of Staff, USD (P&R) FOC: September 2005

1.J. Conduct a one-time self-report screening of all military and civilian personnel for language skills. Forward results to the Defense Manpower Data Center (DMDC) database or the Defense Civilian Personnel Data System (DCPDS). Create the capability to periodically update this information within the DCPDS and DMDC databases. This will allow the Department to possess an accurate record of its personnel's language capabilities. OPR: Secretaries of the Military Departments FOC: December 2005

1.K. Establish guidelines for recruiting from heritage and US populace with language capabilities. These guidelines will facilitate recruitment of those heritage communities likely to possess language capabilities the Department requires and those amenable to recruitment. USD P&R will develop guidelines by March 2005 and the Military Departments will develop a recruitment plan for officers and enlisted from heritage communities and the US populace with language skills and cultural understanding for USD P&R approval by June 2005. OPR: USD (P&R); Secretaries of the Military Departments FOC: June 2005

1.L. Support implementation of the National Flagship Language Initiative (NFLI). The NFLI programs are designed to produce university students with advanced competency in languages critical to the nation's security. This provides a valuable pool of potential Service members and civilian employees. DoD efforts should focus on proper utilization of graduates within the Department. OPR: USD (P&R) FOC: On-going

1.M. Develop a recruiting plan for officers and civilians with foreign language skills in universities. Focus upon attracting university students possessing foreign language skills to DoD for duties for which these skills are required. Coordinate efforts with the National Security Education Program (NSEP). This approach will facilitate cost effective and expedient development of FAOs and language professionals. OPR: USD (P&R) FOC: November 2005

1.N. Revise current practices employed during the civilian job application process to facilitate development of a civilian language pool. Provide the opportunity for new civilian hires to identify their language skills and regional expertise in their application forms, thereby screening all personnel upon accession. Enter data on hired employees to the DCPDS to allow the Department to keep an accurate record of its personnel's language capabilities. OPR: USD (P&R) FOC: September 2005

1.O. Improve the testing system across the DLP. OPR: Secretary of the Army* FOC: 2007

a. To increase the pool of potential language personnel, the Department will ensure

* As Executive Agent for the Defense Language Institute Foreign Language Center (DLIFLC)

the automated Defense Language Aptitude Battery (DLAB) is available at appropriate locations, potentially including recruiters, Military Entrance Processing Stations, ROTC staff, and Service Academy staffs, to identify recruits/cadets with language learning potential at the beginning of career training. Develop guidance for administration of the DLAB. FOC: January 2007

b. Ensure availability of tests for speaking; i.e., oral proficiency interview (OPI), at any skill level. The use of OPI testing is of particular interest to USSOCOM.

Technological advances and successful speaking proficiency evaluation programs in the Defense Threat Reduction Agency, the State Department, and the Federal Bureau of Investigation offer alternative approaches to current OPI practices. Review these alternatives to improve availability, timeliness, and efficiency of OPIs. Review priorities for OPI testing. FOC: October 2005

c. Implement the Defense Language Proficiency Test (DLPT) 5 as soon as possible. This will allow testing for reading and listening above Interagency Language Roundtable skill (ILR) level 3. (For civilian employees testing will be done when skill is required for job performance.) Ensure hardware and technical support are available to test control officers in order to accommodate computer based testing in concert with the implementation of DLPT 5. FOC: October 2007

1.P. Ensure incorporation of regional area content in language training, professional military education and development, and pre-deployment training. This effort will increase the number of people exposed to regional studies and help those learning a language to better understand the cultures of the people they will encounter in the region. OPR: Secretaries of the Military Departments FOC: March 2006

1.Q. Exploit "study abroad" opportunities to facilitate language acquisition. Secretaries of the Military Departments will aggressively expand learning opportunities abroad beyond current DoD practices to expedite foreign language skill levels within the force. Hold participants accountable for learning through language proficiency tests. OPR: Secretaries of the Military Departments FOC March 2006

1.R. Establish the requirement that junior officers complete language training. Make available one-year assignments for junior officers to serve with a foreign military or national constabulary/para-military force and reward such service via advancement. To reap the highest benefit, foreign tours of duty should match the language studied. USD (P&R) will develop a plan to implement the training requirement, assignment opportunities, and favorable consideration of language skills for advancement for Deputy Secretary of Defense approval. OPR: OSD (P&R) FOC: April 2005

1.S. Make foreign language ability a criterion for general officer/flag officer advancement. To fully implement the foreign language proficiency criterion for advancement, USD (P&R) will develop a phase-in plan for Deputy Secretary of Defense approval. OPR USD (P&R), Secretaries of the Military Departments FOC April 2005

1.T. Develop a plan to engage an interagency effort to maximize use of resources. Increase interagency efforts, such as the Defense Language Steering Committee (DLSC) and ILR, to improve cooperation and minimize duplication of effort. Encourage voluntary identification of language capability in the Federal workforce as a whole to provide a base for rapid response. OPR: USD (P&R) FOC: On-going

Goal 2: Create the Capacity to Surge.

Current Situation: Emerging critical language requirements are not being met. Current contracting practices are insufficient to meet the demand.

Desired Outcome:

- The Department of Defense has the ability to provide language and regional area expertise support to operational units when needed.

Required Actions:
Please note: All required actions are subject to requirements of law; e.g., The Privacy Act and non-discrimination provisions, and coordination across policy proponents.

2. A. Expedite the staffing and publication of a language and regional expertise operational planning tool. Issue a planning tool to COCOMs to assist in identification of required capability, resources, and planning. The planning tool will aid the integration of language and regional expertise requirements into operations, contingency, and intelligence campaign plans. OPR: USD (P&R), Chairman, Joint Chiefs of Staff FOC: June 2005

2.B. Improve (centralize and standardize) contract language support. Obtain Deputy Secretary of Defense appointment of a DoD Executive Agent (EA) to provide contract language support to all DoD Components. The EA's responsibilities will include establishment of procedures for DoD Components to request and receive contract linguist support.

The EA will develop, in accordance with DoD policies, procedures for counterintelligence and security assessments of contracted linguists. Other requirements of this action include standardization of linguist pricing, prioritization of requirements,

and exemptions/waivers to the policy. This does not preclude in-theater personnel, intelligence and counterintelligence organizations, or SOCOM, from executing personal services contracts in accordance with 10 U.S.C.A 129b. OPR: USD (P&R)
FOC: March 2005

2.C. Track retirees and separatees for recall or voluntary return. Develop and maintain a database containing the names of military and civilian personnel with language skills who have separated or retired from DoD. OPR: USD (P&R)
FOC: September 2005

2.D. Study the need for enhancing civilian language and regional expertise in the workforce. This study will evaluate both the need and provisions for: DoD-wide professional civilian career paths for language and area specialists; uniform job descriptions based on use of language skills in task performance; language proficiency and performance compensation and incentive programs; integrated databases to facilitate identification and tracking of qualified language specialists; and a policy for sharing translation and interpretation workloads across DoD Components. OPR: USD (P&R)
FOC: December 2005

2.E. Study the Army's Pilot 09L Individual Ready Reserve program for possible DoD-wide implementation. This program recruits personnel from heritage communities to provide translation and interpretation support for military operations.
OPR: USD (P&R) FOC: December 2005

2.F. Support a pilot to implement a Civilian Linguist Reserve Corps (CLRC) (subject to legislative enactment). The purpose of the CLRC is to identify, recruit and track volunteer civilian specialists with advanced proficiency in languages and who will be available to serve DoD during times of need, crisis, and/or national emergency. The January 2004 NSEP CLRC feasibility study recommended implementation of a three-year pilot program, under the DoD NSEP, to address major issues involved in the development and implementation of a CLRC. The goal of the pilot CLRC will be to further explore and test critical components of the CLRC concept through the implementation of a limited CLRC model. OPR: Chairman, Joint Chiefs of Staff (National Defense University) FOC: June 2007 (In House-side National Intelligence Director Bill, section 1056)

2.G. Develop and evaluate the concept for a Joint Service Language Corps (JSLC). Work toward creation of a joint unit of military language professionals (all Services) that any of the Services or joint organizations could use for language requirements. The JSLC could be a RC unit similar to the 300th MI Brigade or units of 09L and 97L personnel. Reservist drills would primarily center on language training.
OPR: USD (P&R) FOC: June 2005

2.H. Establish "crash" or "survival" courses for deploying forces. Acquire or create off-the-shelf products that are rapidly available to forces. Develop tailored, modular, pre-deployment regional and language familiarization courses with a common format. Courses will support Global War on Terrorism (GWOT) requirements as well as other Combatant Command missions. OPR: Secretary of the Army* FOC: September 2007

2.I. Implement language and region familiarization training during the deployment cycle. Develop and provide regional and language familiarization training to all military personnel during the deployment cycle or during en-route training. OPR: Secretaries of the Military Departments FOC: June 2005

2.J. Establish a coherent, prioritized, and coordinated DoD multi-language technology research, development and acquisition policy and program. Develop DoD goals for development, acquisition and employment of automated language enablers. Determine if on-going and planned projects contribute to these DoD-wide goals. OPR: USD (AT&L) FOC: December 2005

2.K. Establish "reachback" capability for deployed forces; i.e. call-back to interpretation/translation centers. This capability would provide rapid interpretation and translation via telephone or computer network to deployed units. OPR: Chairman, Joint Chiefs of Staff FOC: September 2006

2.L. Create courses for emerging language needs. Identify languages that are potentially significant to the US military. Task the DLIFLC to develop course curriculum for the emergent languages, as well as to maintain contacts for potential instructors. OPR: Secretary of the Army* FOC: September 2008

2.M. Create strategic strongholds of low-density language expertise. Identify and develop military and civilian personnel with expertise in less commonly taught languages to provide an on-call resource for crisis or contingency response. OPR: USD (P&R) FOC: September 2008

Goal 3. Establish a cadre of language professionals possessing an Interagency Language Roundtable proficiency of 3/3/3 in reading/listening/speaking. Address language requirements (below 3/3/3 level ability).

Current Situation: Language skills are insufficient to meet the requirements of the changed security environment. The technological revolution of the 1990's requires much greater language capability than the stereotyped activities of Cold War opponents. A

* As Executive Agent for DLIFLC

higher level of language skill and greater language capacity is needed to build the internal relationships required for coalition/multi-national operations, peacekeeping, and civil/military affairs.

Many language requirements exist across the Department that do not require this higher level of language skill. The DLIFLC curricula are largely built to produce signal intelligence specialists in resident courses. Personnel requiring language training can attend the resident, one-size-fits-all courses at DLIFLC or receive training through alternative language programs that are not necessarily oriented toward military language needs.

There is currently no validated requirement against which to measure the adequacy of current inventory.

Desired Outcomes:

- The Department understands the numbers of personnel and levels of proficiency and performance required for tasks involving 3/3/3 and below 3/3/3 language skills, and the DoD Components have established career paths and training plans to get the right people to the correct proficiency level.

- Programs are in place to train personnel to achieve ILR level 3 or higher, along with specialized professional skills, where required to support DoD specified tasks.

- Programs are in place to train personnel to achieve the appropriate ILR level (below 3) to support DoD language specified tasks.

Required Actions:
Please note: All required actions are subject to requirements of law; e.g., The Privacy Act and non-discrimination provisions, and coordination across policy proponents.

3.A. Identify tasks and missions that will require 3/3/3 and determine the minimum number of personnel needed to provide the language services. Based on planning guidance the DoD Components will identify each billet that should be filled by a language professional and the proficiency required for that billet. OPRs: Chairman, Joint Chiefs of Staff, Secretaries of the Military Departments, Heads of other DoD Components employing language capability. FOC: September 2005

3.B. Set a DoD goal of ILR proficiency level 3/3/3 for language professionals, and implement training and career management plans to achieve and sustain this level. Meeting the 3/3/3 goal will increase the capabilities of the Department by having language professionals qualified to meet multiple language requirements. A combination

of foundational initial language training, advanced training, proper utilization assignments, effective command language program maintenance training and effective career management will be required to fully establish the Department's 3/3/3 level language professional cadre. OPR: USD (P&R), Secretaries of the Military Departments, Heads of other DoD Components employing language capability FOC: September 2005

3.C. Identify and recognize the value of personnel achieving and maintaining the highest levels of proficiency in critical languages by paying a substantially increased FLPP (or civilian equivalent). Make FLPP more effective as an incentive to maintain and improve language capability by increasing FLPP. Address disparity between Active and Reserve Component FLPP. Establish DoD FLPP policy for legislative changes in FLPP entitlements and address related program and budget issues. Explore other incentives to encourage language maintenance and improvement. OPR: USD (P&R) FOC: December 2005

3.D. Maintain a cadre of service members with language capabilities for tasks require less than 3/3/3 proficiency. Identify tasks that require less than 3/3/3 proficiency, determine the languages, the ILR proficiency level, and densities required. Basic language skills are needed within many facets of the DoD mission. Based upon planning guidance, the DoD Components will identify billets that require language (language skills less than 3/3/3) and the proficiency required for that billet. A combination of foundational initial language training, effective command language program maintenance training, and effective career management will be required to maintain these personnel at the appropriate ILR level. OPRs: Chairman, Joint Chiefs of Staff, Secretaries of the Military Departments, Heads of other DoD Components employing language capability FOC: September 2005

3.E. Conduct a study to analyze and evaluate the need for, impact of, and, if determined beneficial, recommendations for implementation of FLPP including extending implementation to those with proficiency at less than 2/2 level. The study will be comprehensive and include current and potentially beneficial policies, practices, and financial costs across DoD. Comparisons with private sector practices, current and developing, will be reviewed. The study will address the motivational and retention value of FLPP beyond anecdotal evidence to establish a business case on this practice for DoD. It will include civilian personnel. OPR: USD (P&R) FOC: August 2005

3.F. Refine personnel and mission database tracking procedures that will enable managers to monitor capabilities and program effectiveness. Until such time as the Defense Integrated Military Human Resources System (DIMHRS) has replaced existing information systems, Component database procedures must provide an accurate picture

of the Department's overall language capabilities and insight on training and career management effectiveness for all military language personnel with language skill. Likewise the DCPDS will fill that role for defense civilians. OPR: USD (P&R) FOC: December 2005

Goal 4. Establish a process to track the accession, separation and promotion rates of military personnel with language skills and Foreign Area Officers (FAOs).

Current Situation: Retention rates are lower among military personnel with language skills in some Services, primarily due to poor linguist utilization. FAO jobs are viewed as career ending in some Service officer communities.

Desired Outcomes:

- Military personnel with language skills and FAOs are developed and managed as critical strategic assets.
- All Services have established professional career tracks for FAOs and promote FAOs competitively.
- Departmental oversight ensures the effective tracking and management of these strategic assets.

Required Actions:
Please note: All required actions are subject to requirements of law; e.g., The Privacy Act and non-discrimination provisions, and coordination across policy proponents.

4.A. Publish a revised DoD Directive to oversee the Services FAO Programs.
Update the current DoD Directive 1315.17 to create a capability based planning process for developing and managing FAOs based upon current and emerging requirements. Increase or establish FAO program oversight functions of OSD and JCS.
OPR: USD (P&R) FOC: May 2005

4.B. Develop and sustain a personnel information system that maintains accurate data on all DoD personnel skilled in foreign languages and regional area expertise.
Work closely with all concerned elements to ensure standardized data entry and management procedures of Service language personnel information. OPR: USD (P&R) FOC: September 2008

4.C. Establish metrics to monitor FAO accession, retentions, and promotion rates. Metrics will track FAO utilization and career progression to identify trends and examine impacts of alternative practices. OPR: USD (P&R) FOC: March 2006

4.D. Establish metrics to monitor performance of the DLP (to include utilization and management, accession, promotion, retention, and selected issues) and institute a process for regular reporting to the USD (P&R). This action will strengthen oversight of the management of FAO and military personnel with language skills in all Services. OPR: USD (P&R) FOC: March 2006

Defense Language Institute Foreign Language Center Transformation (DLIFLC)

Upon closer review of these goals, the DFLSC determined that the transformation of the DLIFLC is a critical implied task for Defense Language Transformation and established outcomes for this task. Improvements will result in better-qualified language personnel upon graduation from DLIFLC. Results will also enable DLIFLC to more effectively provide language support beyond the Intelligence Community to other Defense Components.

Desired Outcomes:

- The DLIFLC graduates students at the highest ILR level possible from the basic courses, and continues distributed foreign language education throughout the Service members' career.
- Language professionals attain level 3/3/3 as soon as possible in their career.
- The DLIFLC is able to respond rapidly to emerging language training requirements.
- DLIFLC provides tailored language courses to meet below 3/3/3 language requirements.
- The DLIFLC will identify and develop "study abroad" opportunities that expedite language acquisition for DoD military members and civilians and provide information to the Military Departments.

The Commandant and Chancellor of DLIFLC will formulate specific recommendations to facilitate these outcomes. The DFLSC will also oversee the implementation of these recommendations, monitor progress through performance measures, and report status of transformational efforts regularly to USD (P&R).

Goals: Offices Of Primary Responsibility And Dates For Full Operational Capability (FOC)

Goal 1. Create Foundational Language and Regional Area Expertise.

1.A. Establish a Language Office within USD (P&R).
OPR: USD(P&R) FOC: May 2005

1.B. Revise the Defense Language Program Directive (DoDD 5160.41).
OPR: USD(P&R) FOC: July 2005

1.C. Publish a DoD Instruction providing guidance for language program management.
OPR: USD(P&R) FOC: June 2006

1.D. Ensure doctrine, policies, and planning guidance reflect the need for language requirements in operational, contingency, and stabilization planning.
OPR: Chairman, Joint Chiefs of Staff, Secretaries of the Military Departments FOC: March 2006

1.E. Require COCOMs to identify linguistic and translator requirements as part of their contingency and deliberate planning processes for operations and plans.
OPR: Chairman, Joint Chiefs of Staff FOC: September 2005

1.F. Build a capabilities-based language requirement determination process.
OPR: Chairman, Joint Chiefs of Staff , USD(P) FOC: March 2006

1.G. Publish a "strategic language list" annually.
OPR: USD(P&R), USD(P) FOC: June 2005

1.H. Develop a language readiness index.
OPR: USD(P&R) FOC: September 2005

1.I. Standardize language and regional identification codes for use across the DoD.
OPR: Chairman, Joint Chiefs of Staff FOC: September 2005

1.J. Conduct a one-time self-report screening of all military and civilian personnel for language skills.
OPR: Secretaries of the Military Departments FOC: December 2005

1.K. Establish guidelines and plans for recruiting from heritage and US populace with language capabilities.
OPR: USD(P&R); Secretaries of the Military Departments FOC: June 2005

1.L. Support implementation of the National Flagship Language Initiative (NFLI).
OPR: USD(P&R) FOC: On-going

1.M. Develop a recruiting plan for officers and civilians with foreign language skills in universities.
OPR: USD(P&R) FOC: November 2005

1.N. Revise current practices employed during the civilian job application process to facilitate development of a civilian language pool.
OPR: USD(P&R) FOC: September 2005

1.O. Improve the testing system across the DLP.
OPR: Secretary of the Army as EA of DLIFLC FOC: 2007

1.P. Ensure incorporation of regional area content in language training, professional military education and development, and pre-deployment training.
OPR: Secretaries of the Military Departments FOC: March 2006

1.Q. Exploit "study abroad" opportunities to facilitate language acquisition.
OPR: Secretaries of the Military Departments FOC March 2006

1.R. Establish the requirement that junior officers complete language training. Make available one-year assignments for junior officers to serve with a foreign military or national constabulary/para-military force and reward such service via advancement. OPR: OSD (P&R) FOC: April 2005

1.S. Make foreign language ability a criterion for general officer/flag officer advancement.
OPR: OSD (P&R); Secretaries of Military Departments FOC: April 2005

1.T. Develop a plan to engage an interagency effort to maximize use of resources.
OPR: USD(P&R) FOC: On-going

Goal 2: Create the capacity to surge.

2.A. Expedite the staffing and publication of a language and regional expertise operational planning tool.
OPR: USD(P&R), Chairman, Joint Chiefs of Staff FOC: June 2005

2.B. Improve (centralize and standardize) contract language support.
OPR: Secretary of the Army FOC: December 2005

2.C. Track retirees and separatees for recall or voluntary return.
OPR: USD(P&R) FOC: September 2005

2.D. Study the need for enhancing civilian language and regional expertise in the workforce.
OPR: USD(P&R) FOC: December 2005

2.E. Study the Army's Pilot 09L Individual Ready Reserve program for possible DoD-wide implementation.
OPR: USD(P&R) FOC: December 2005

2.F. Support a pilot to implement a Civilian Linguist Reserve Corps (CLRC).
OPR: Chairman, Joint Chiefs of Staff (NDU) FOC: June 2007

2.G. Develop and evaluate the concept for a Joint Service Language Corps (JSLC).
OPR: USD(P&R) FOC: June 2005

2.H. Establish "crash" or "survival" courses for deploying forces.
OPR: Secretary of the Army FOC: September 2007

2.I. Implement language and region familiarization training during the deployment cycle.
OPR: Secretaries of the Military Departments FOC: June 2005

2.J. Establish a coherent, prioritized, and coordinated DoD multi-language technology research, development and acquisition policy and program.
OPR: USD(AT&L) FOC: December 2005

2.K. Establish "reachback" capability for deployed forces, i.e. call-back to interpretation/translation centers.
OPR: Chairman, Joint Chiefs of Staff FOC: September 2006

2.L. Create courses for emerging language needs.
OPR: Secretary of the Army FOC: September 2008

2.M. Create strategic strongholds of low-density language expertise.
OPR: USD(P&R) FOC: September 2008

Goal 3. Establish a cadre of language professionals possessing a 3/3/3 ability. Address language requirements (below 3/3/3 level ability).

3.A. Identify tasks and missions that will require 3/3/3 and determine the minimum number of personnel needed to provide the language services.
OPR: Chairman, Joint Chiefs of Staff, Secretaries of the Military Departments, Directors of Defense Agencies employing language capability — FOC: September 2005

3.B. Set a DoD goal of ILR proficiency level 3/3/3 for language professionals, and implement training and career management plans to achieve and sustain this level.
OPR: USD(P&R), Secretaries of the Military Departments, Directors of Defense Agencies employing language capability — FOC: September 2005

3.C. Identify and recognize the value of personnel achieving and maintaining the highest levels of proficiency in critical languages by paying a substantially increased FLPP.
OPR: USD(P&R) — FOC: December 2005

3.D. Maintain a cadre of service members with language capabilities for tasks that require less than 3/3/3 proficiency. Identify tasks that require less than 3/3/3 proficiency, determine the languages, the ILR proficiency level, and densities required.
OPR: Chairman, Joint Chiefs of Staff, Secretaries of the Military Departments, Directors of Defense Agencies employing language capability — FOC: September 2005

3.E. Conduct a study to analyze and evaluate the need for, impact of, and, if determined beneficial, recommendations for implementation of FLPP, including extending implementation to those with proficiency at less than 2/2 level.
OPR: USD(P&R) — FOC: August 2005

3.F. Refine personnel and mission database tracking procedures that will enable managers to monitor capabilities and program effectiveness.
OPR: USD (P&R) — FOC: December 2005

Goal 4. Establish a process to track the accession, separation and promotion rates of language professionals and Foreign Area Officers (FAOs).

4.A. Publish a revised DoD Directive to oversee the Services FAO Programs.
OPR: USD(P&R) FOC: May 2005

4.B. Develop and sustain a personnel information system that maintains accurate data on all DoD personnel skilled in foreign languages and regional area expertise.
OPR: USD(P&R) FOC: September 2008

4.C. Establish metrics to monitor FAO accession, retentions, and promotion rates.
OPR: USD(P&R) FOC: March 2005

4.D. Establish metrics to monitor performance of the DLP (to include utilization and management, accession, promotion, retention, and selected issues) and institute a process for regular reporting to the USD (P&R).
OPR: USD(P&R) FOC: March 2006