United States Civilian Linguist Reserve Corps
Feasibility Study

Prepared by:

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As Requested by the United States Congress
Per Section 325 of Public Law 107-306
(Intelligence Authorization Act for Fiscal Year 2003)

Executive Summary

Section 325 of Public Law 107-306 (Intelligence Authorization Act for Fiscal Year 2003) directs the Secretary of Defense, acting through the Director of the National Security Education Program (NSEP), to prepare a report on the feasibility of establishing a Civilian Linguist Reserve Corps (CLRC) comprised of individuals with advanced levels of proficiency in foreign languages. In this report, the Department of Defense was specifically tasked to outline the following:

I.   Consideration of the Military Reserve Model
II.   CLRC Structure and Operations
III.   Requirements for levels of proficiency and performance of duties
IV.   Requirements for skill maintenance and training requirements

NSEP initiated the process by assembling a CLRC Task Force, composed of experts from the Federal Government and higher education, knowledgeable in developing a reserve corps and in advancing foreign language skills. Preliminary issues addressed by the Task Force included:

- Civilian Model
- Composition
- Levels of Proficiency
- Certification
- Languages

- Administration
- Recruitment
- Terms of Service
- Activation
- Size of Force

- Clients
- Cost
- Accountability
- Next Steps

The Task Force members also reviewed drafts of the feasibility study, and contributed substantially to the content of this report.

NSEP developed and disseminated an initial questionnaire requesting information from key federal national security agencies. The goal of this preliminary questionnaire was to identify the utility of the proposed CLRC in addressing tasks that cannot adequately be addressed by existing federal personnel. All of the eighteen respondents indicated that the CLRC would contribute to their respective organizations' capacity to respond to requirements involving language expertise.

This report addresses four major issue areas deemed to be most critical in the assessment of CLRC feasibility. Based on a number of major assumptions and conditions outlined in the report, it has been determined that the creation of a CLRC is feasible, and is an important step in addressing both short- and long-term shortfalls related to language assets in the national security community.

1. Consideration of the Military Reserve Model:
- The CLRC must be civilian in nature. Therefore, the legislation in Title X, detailing the Military Reserve Corps, is to be used only as a reference rather than as a model.
- Reservists enlist voluntarily.

2. CLRC Structure and Operations:

- Only those in the U.S. civilian population are eligible to serve in the CLRC. This includes those from the general population (including permanent residents[1]), retired military and federal employees, and current federal employees in non-language designated positions.
- CLRC members must be at least 18 years of age.
- Implementation of the CLRC can commence incrementally, beginning with a pilot/demonstration project.
- The list of languages included in the fully-implemented CLRC should be as broad as possible, and reflect short- and long-term needs as well as priorities
- Overall responsibility for a CLRC should reside in the Department of Defense with the Office of the Under Secretary for Personnel and Readiness (OSD/P&R) as the policy proponent.
- Recruitment for the CLRC will be based on a national effort designed to attract Americans with language expertise to serve their country in times of national need. Populations associated with such language expertise will be targeted for recruitment.
- Several incentives for service can assist in the process of recruitment including a free application process.
- The size and scope of the CLRC is yet to be determined.
- The Federal agencies that will benefit directly from the CLRC are yet to be determined.
- Some form of evaluation and accountability structure will need to be developed.
- The cost for start-up and for maintenance of the CLRC is yet to be determined. An initial budget and appropriation will be required to undertake any next steps outlined by this report.

3. Requirements for levels of proficiency and performance of duties:

- CLRC members must have advanced-level English proficiency (L3).
- CLRC members serving as Spanish linguists will need to demonstrate native proficiency (L5).
- The goal, for all foreign languages other than Spanish, is to identify CLRC members with L3 proficiency or higher in all modalities for both English and a language(s) critical to U.S. national security.
- It is likely that the CLRC will be composed of member "tiers" based on proficiency levels (with the possible inclusion of those with L2 abilities in a foreign language if higher level expertise cannot be identified).
- A two-stage process for reviewing and certifying language proficiency is recommended:
  o First Stage - Application. A review of the preliminary applications will determine which applicants are asked to proceed to the state of certification;
  o Second Stage - Certification. Those who proceed beyond the first review process will be assessed for language proficiency according to standard U.S. government procedures.
- CLRC Composition. Those who are formally certified at the appropriate level of proficiency will be identified as being "ready" for service, and from hereon are referred to as "CLRC members."

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[1] Permanent Residents would not be eligible to handle information that requires security clearance.

- Re-certification. CLRC members will need to have their language proficiency levels re-certified on a periodic basis.
- CLRC members will serve in a diverse number of roles, both domestic and overseas, some of which will include support to defense and intelligence forces.
- Preliminary findings indicate that Federal agencies are most interested in CLRC members with skills as interpreters and translators followed by area specialists and analysts.
- Membership in the CLRC should occur in four-year cycles.
- Re-enlistment will be an option open to members.
- Some Federal agencies will only be able to rely on CLRC members with security clearance.
- A number of critical issues involve call-up of CLRC members to active duty:
  o Legislation, similar to that in Title X, will be required to protect jobs of members during active service;
  o Compensation for activated CLRC members will be required;
  o Length of activation will depend upon mission and task, but in no case will extend beyond six (6) months. In many cases, it is anticipated that assignments will be for considerably shorter durations;
  o A number of additional issues are left to be addressed including under what conditions Members would be called-up.

4. Requirements for skill maintenance and training requirements
- Skill maintenance and training opportunities will be provided to CLRC members representing a major benefit to those actively involved in the CLRC effort.
- Additional benefits may be available for members interested in developing proficiency in related and/or entirely different languages depending on CLRC need.
- A number of issues regarding skill maintenance and training requirements need to be investigated further including how a skill maintenance and training system would be administered.

Proposed Next Steps

Based on an assumption that the CLRC is a feasible concept, the CLRC Task Force recommends that the CLRC should proceed as a pilot effort:

- The CLRC Pilot/Demonstration Project should be administered within the Department of Defense by the National Security Education Program (NSEP).
- The pilot project will include a limited set of languages classified as high, intermediate, and lower priority.
- The pilot project will include a number of issues for further study, including a number of issues that are yet to be resolved as mentioned above.
- CLRC Pilot Project evaluation reports will be provided semi-annually and at the end of the three-year pilot cycle.

United States Civilian Linguist Reserve Corps
Feasibility Study

Background

Section 325 of Public Law 107-306 (Intelligence Authorization Act for Fiscal Year 2003) requires that "the Secretary of Defense, acting through the Director of the National Security Education Program (NSEP), shall prepare a report on the **feasibility** of establishing a Civilian Linguist Reserve Corps comprised of individuals with advanced levels of proficiency in foreign languages who are U.S. citizens who would be available upon a call of the President to perform such service or duties with respect to foreign languages in the Federal Government as the President may specify" (See Appendix I for the entire statute). Section 325 includes guidance that the Report should include:
1. A proposal for structure and operations of the Corps,
2. Requirements for performance of duties and levels of proficiency,
3. Requirements for skill maintenance and training requirements, and
4. Consideration of the model of the Reserve Components of the Armed Forces.

The concept of a Civilian Linguist Reserve Corps (CLRC) deserves serious attention as the national security community develops and implements a more systematic and comprehensive approach to identify, educate, and maintain (higher level) expertise in a diverse array of languages critical to national security. Many efforts are now underway to address serious deficiencies including: (1) a registry of government personnel with sufficient proficiencies in languages; (2) startup of a national virtual translation center; (3) expansion of federal language training at the Defense Language and Foreign Service Institutes to address higher levels of proficiency; (4) implementation of the NSEP National Flagship Language Initiative (NFLI) to provide programs in higher education at higher levels of proficiency; (5) implementation of LangNet to assist advanced language learning; (6) startup of University Affiliated Research Center at University of Maryland, (7) development by NSA and DLI of a Single Testing Metric (DLPT 5) with computer-delivered testing in more languages and at high proficiency levels; and (8) new incentives across the IC member agencies to bolster the hiring and retention of foreign language professionals. All of these efforts, and others, are vital elements of an approach to addressing the language deficit.

If determined feasible, the CLRC would address one critical dimension of the language deficit not covered by any of these efforts: the identification and "warehousing" of expertise in critical languages to be available when needed. The Corps concept extends from a reasonable assumption that the federal sector can never train, employ, and maintain high-level expertise in all languages that may be needed for short-, mid-, or long-term future requirements. Built upon the reserve model, but applied in a civilian environment, it would appear to be more efficient and cost-effective to maintain a cadre of qualified persons available in time of war or national emergency.[2] The CLRC, in theory, would maintain a readily available civilian corps, with *certified* expertise in languages.

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[2] See Title 10, Subtitle E, Part I, Chapter 1003, Section 10102 for a definition of the purpose of reserve components.

Purpose

The purpose of this feasibility study is to determine if there is a reasonable body of information and infrastructure publicly available at this time to warrant the development of a United States Civilian Linguist Reserve Corps.

Establishing the Need

What is the need for a CLRC? Would federal agencies, primarily those involved in national and homeland security, utilize personnel in a CLRC to perform major tasks that cannot be adequately addressed by existing federal personnel? In order to gauge the potential need and practicality of the proposed CLRC, NSEP developed and distributed an **initial** questionnaire for a number of federal agencies with national security responsibilities (See Appendix II). The responses to the questionnaire indicate the potential value of a CLRC. All of the respondents (N=18) indicated that **the CLRC could help respond to crises or emergencies**.[3] Overall, the results of the questionnaire suggest that there is considerable support, among federal national security agencies, for the possibility of a CLRC. The list of respondents and their specific answers are available in Appendix III.[4] Certainly, should further efforts be undertaken toward implementation, a more in-depth and formalized study of the needs and requirements will be required.

The CLRC concept complements other ongoing federal programs and projects by offering the potential to address current and long-term needs for linguists in languages where expertise may be needed but where encumbering full-time federal positions is neither practical nor cost-effective.

Feasibility Issues and Recommendations

The issues to be considered in determining the feasibility of the CLRC are more comprehensive than any one organization could address. The National Security Education Program (NSEP) assembled a body of experts from inside and outside the Federal Government knowledgeable in the area of federal need for such a corps and the issues involved in developing such an organization. The composition of the CLRC Task Force is listed in Appendix IV. This report includes a review of the issues addressed with the Task Force and recommendations for Congress regarding the CLRC. The issues reviewed with the Task Force included:

- Civilian Model
- Composition
- Levels of Proficiency
- Certification
- Languages

- Administration
- Recruitment
- Terms of Service
- Activation
- Size of Force

- Clients
- Cost
- Accountability
- Next Steps

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[3] The questionnaire was sent to 26 federal agencies. Eighteen responded, producing a 69% return rate.
[4] A list of the non-respondents is also provided at the end of Appendix III.

A number of these issues can only be preliminarily addressed in a feasibility study. The final section of this report (Next Steps) offers a number of approaches to considering these issues if the CLRC is further developed.

The remainder of the report will deal with a number of major feasibility issues discussed by the Task Force:

I. Consideration of the military reserve model
II. CLRC structure and operations
III. Requirements for levels of proficiency and performance of duties
IV. Requirements for skill maintenance and training requirements.

> **CONCLUSION: The CLRC Task Force has determined that the Civilian Linguist Reserve Corps is feasible under the following conditions.**

I. Consideration of the Military Reserve Model

Civilian Model

- The Civilian Linguist Reserve Corps (CLRC) must be civilian in nature.

  The formation of a linguist reserve corps requires consideration of a complex set of issues. Some best practices drawn from the military reserves can help guide the process. However, the shift from military to civilian environment, by definition, limits the direct applicability of one model to another. The CLRC will be, for the most part, an entirely new organization with only limited resemblance to its military counterpart. In order to be successful, the CLRC will need to draw from a wide range of civilian expertise both within and outside the federal sector including the higher education, non-profit, corporate, and heritage language community sectors. Some of these sectors are *non-traditional* sources of expertise for the national security community. Policies and regulations will need to provide a greater degree of flexibility than those used to administer a military reserve. It is, therefore, recommended that Title X be used only as a resource and not a model for the CLRC.

- Reservists enlist voluntarily.

  Civilians with expertise in critical languages will be encouraged to volunteer for the CLRC. Participation of reservists must be entirely voluntary.

II. CLRC Structure and Operations

Composition

- Only those in the U.S. **civilian** population are eligible to serve in the CLRC as defined below.

  Active duty military and ready military reservists should **not** be eligible to serve in the CLRC. This will prevent possible concurrent call-up for military service <u>and</u> civilian language service. Standby Reservists and military retirees (regular and reserve), who may be subject to military call-up under specific circumstances, would be eligible to serve in the CLRC.[5] The U.S. civilian population is defined to include those in the general civilian population, retired federal (civilian and military), and select federal employees:
  1. General civilian population: It is recommended that both U.S. citizens **and resident aliens** be eligible to serve in the CLRC. Given that the U.S. military allows resident aliens to enlist, it seems reasonable to include them in the pool of potential members in the CLRC. Nevertheless, some agencies in the Federal Government may only be able to use CLRC members who are U.S. citizens, and possibly also only those with security clearance.
  2. Retired Federal Personnel: The term "retired federal personnel" includes retired federal employees and retired military (either former active duty or former military reservists).
  3. Current Federal Employees: Federal employees will be eligible to serve in the CLRC <u>except</u> for those Federal employees in <u>language-designated positions</u>. It would be counterproductive to strip agencies of their staff needs for language expertise only to provide it for another. Those in language *related* positions (i.e., language faculty) would be eligible to serve the CLRC, possibly under conditions similar to those of Standby Reservists (See Footnote 4).

  The organizational chart in Figure 1 demonstrates a possible configuration of the CLRC.

Figure 1: CLRC Composition

* Active Duty Military and Ready Military Reservists would **not** be eligible to serve in the CLRC.

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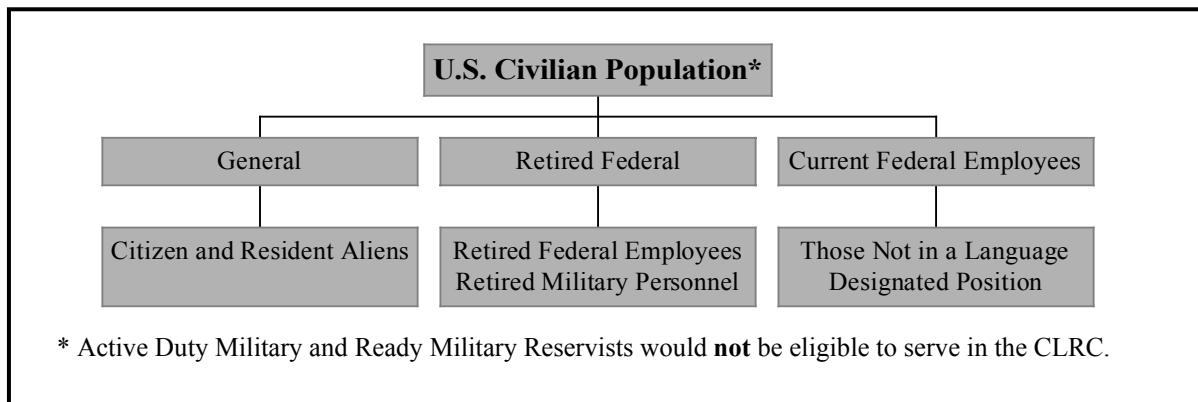
[5]It may be necessary to develop a special tier of eligibility for CLRC members with this type of profile. One example could be that of "key employees" found in DoD Directive 1200.7 for Ready Reserve members, which highlights corps members who are only called up in special circumstances due to their particular expertise.

- CLRC members must be at least 18 years of age.

  While no upper level age limit is necessary, CLRC members will need to be at least 18 years of age as of the date of their application to the program.

Languages

- The list of languages included in the CLRC should be as broad as possible, and reflect short- and long-term needs as well as priorities.

  The major objective of the CLRC is to "warehouse" high-level expertise in languages that are currently or potentially critical to national security. It is the recommendation of the Task Force that the list of languages included in the CLRC be as broad as possible to insure a baseline capacity in all languages. Implementation of the CLRC will require a determination of language priority "tiers" in order to address short- and long-term needs as well as quantitative goals for the number of CLRC members by language. Appendix V provides a list of 150 languages that the Department of Defense has identified as languages that are or have the potential to be of interest to U.S. national security.

  The National Security Education Program undertakes a survey of the national security community, every eighteen months, to identify those non-western languages that receive emphasis in its funding decisions. This list provides a potentially useful starting point for consideration of those languages that could be addressed during startup stages of a CLRC.

  The most recent survey (2002) identified forty-seven (47) languages for emphasis. In addition, NSEP recently updated this survey by identifying the ten most critical of these 47. The list, provided below, highlights these ten:

▪ Albanian	▪ **Hindi**	▪ Mongolian	▪ Tajik
▪ Amharic	▪ Hungarian	▪ **Pashto/Dari**	▪ Tamil
▪ **Arabic (and dialects)**	▪ Indonesian	▪ **Persian**	▪ Thai
	▪ **Japanese**	▪ Polish	▪ **Turkish**
▪ Armenian	▪ Kazakh	▪ Portuguese	▪ Turkmen
▪ Azerbaijani	▪ Khmer	▪ Romanian	▪ Uighur
▪ Belarusian	▪ **Korean**	▪ **Russian**	▪ Ukrainian
▪ Bulgarian	▪ Kurdish	▪ Serbo-Croatian	▪ **Urdu**
▪ Burmese	▪ Kyrgyz	▪ Sinhala	▪ Uzbek
Cantonese	▪ Lingala	▪ Slovak	▪ Vietnamese
▪ Czech	▪ Macedonian	▪ Slovenian	
▪ Georgian	▪ Malay	▪ Swahili	
▪ Hebrew	▪ **Mandarin**	▪ Tagalog	

  These lists of 10, 47, and 150 languages provide some indication of which languages are presently in high, medium, and low demand. With these lists and ongoing surveys and requirements analyses, it will be possible to prioritize languages on an annual/biannual basis from the perspective of CLRC recruitment and training.

Finally, some form of infrastructure will need to be developed to assess languages by category and priority on a regular basis.

Administration

- Overall responsibility for a fully implemented CLRC should reside in the Department of Defense within the Office of the Under Secretary for Personnel and Readiness (OSD/P&R) as the policy proponent.

  OSD/P&R proponency is most appropriate given that this office already has responsibility for developing and implementing civilian and military personnel policy, including reserve affairs. Figure 2 offers a possible example of proponency under OSD/P&R with actual operation assumed by a quasi-federal government agency/contractor. Alternatives to this model for administration of the CLRC with the Department of Defense are possible.

  Activities of a contractor could include coordination of recruitment, language testing, payment for training, database management of CLRC members, and other related responsibilities. Furthermore, currency of data on CLRC members will be a critical component to the success of the corps. Therefore, it is recommended that database updates of CLRC members occur on a regular (and possibly annual) basis.

Figure 2: CLRC Administration
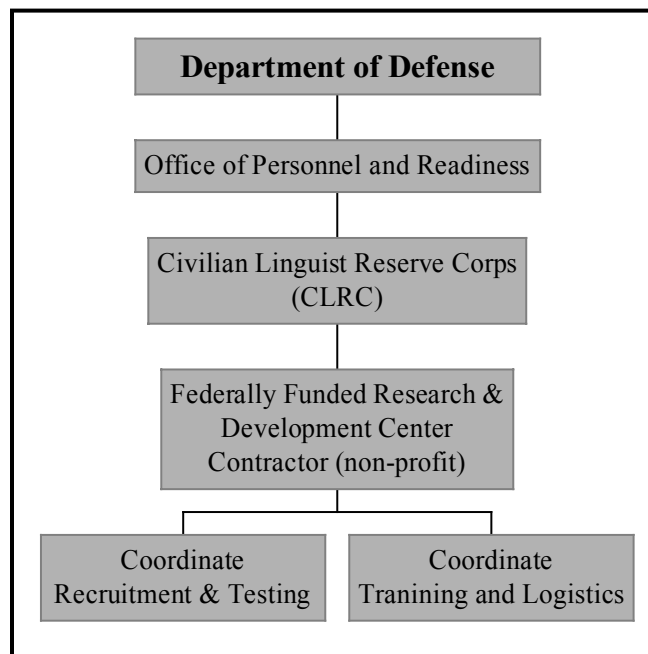
- Implementation of the CLRC can commence incrementally, beginning with a pilot/demonstration project.

  It is recommended that incremental implementation of the CLRC begin with a pilot/demonstration project, during which full consideration of the CLRC locus be debated

and examined. Identification of a limited set of languages for a pilot CLRC will occur during this stage. Full details of this pilot project are provided at the end of this report in the section on "Next Steps."

<u>Recruitment</u>

- Recruitment for the CLRC will be based on a national effort designed to attract Americans with language expertise to serve their country in times of national need. Populations associated with such language expertise will be targeted for recruitment. It is also recommended that contact be established with the Bureau of Census to explore the possibility to including optional data on language ability on a future census.

  The coordinating organization for the CLRC will be responsible for contacting potential members with promotional and application materials developed with the approval of the authorizing organization/office. CLRC members will be recruited from three populations: general civilian population, retired federal/military, and current federal in non-language related positions.

  The general civilian population includes important target groups with specialized language expertise, for example:
    - Language specialists in elementary, secondary, and higher education
    - Recipients of federal grants and scholarship aid to study critical languages (e.g., David L. Boren Graduate Fellows and Undergraduate Scholars funded by the National Security Education Program; Fulbright Scholars; Foreign Language and Area Studies award recipients)
    - Special categories of language-oriented professionals such as former Peace Corps volunteers
    - "Heritage" language communities

  Retired federal employees and military personnel can be accessed through:
    - Office of Personnel Management
    - Department of Veterans Affairs
  Special efforts will need to be made to identify those with relevant expertise since neither of these sources is specifically related to language issues.

  Communication with current employees of the Federal Government with foreign language expertise can possibly be channeled through:
    - **National Foreign Language Skills Registry within the Department of Defense (under development)**
    - Law Enforcement & Intelligence Agency Linguist Access System (LEILA)
    - Defense Manpower Data Center databases
    - Office of Personnel Management

- Several incentives for service can assist in the process of recruitment.

  It is an assumption of this study that many Americans will consider serving in the CLRC based on motivation to contribute to national security as well as to develop and maintain critical language skills. However, a number of incentives are also recommended to aid in recruitment:
  - No fees or costs associated with initial application,
  - Federally sponsored language certification for CLRC members (see "Certification"), and
  - Federally subsidized programs for maintaining and improving language skills for CLRC members (See "Skill Maintenance and Training").

Size of Force

- The size and scope of the CLRC is yet to be determined.

  Federal agencies provided a preliminary gauge that the CLRC would be a beneficial complement to address the need for foreign language experts' services in the Federal Government. Nevertheless, there are a number of questions yet to be answered regarding the size and scope of such a resource:
  - What will be the targeted number of CLRC reservists? How will this be determined?
  - Do we have sufficient expertise in the general population for the CLRC to fill all its language needs?
  - If it is determined that the U.S. does not have a population of linguists to meet the need for a particular language, how will this issue be addressed?
  These issues need to be addressed and explored, and are mentioned among the "Next Steps."

Clients

- The Federal agencies that will benefit directly from the CLRC are yet to be determined.

  The need for linguists is expanding throughout the Federal Government to include not only those directly involved in U.S. national and homeland security, but also in domestic issues. This study assumes that the sole purpose of the CLRC will be to serve only those organizations directly involved in national and homeland security. Nevertheless, the list of specific organizations that will benefit to the CLRC and have access to its members is yet to be outlined.

Accountability

- Some form of evaluation and accountability structure will need to be developed.

  The organization assigned responsibility for the CLRC will be given responsibility to provide information on the effective implementation and operation of the Corps on an annual basis. Reporting information will be provided to the senior level in the administration (i.e., Office for Personnel and Readiness).

Cost

- The cost for start-up and for maintenance of the CLRC is yet to be determined. An initial budget will be required to undertake any next steps outlined by this report

  A number of funding questions will need to be resolved:
  - What is the anticipated cost for a fully implemented program? Would this be developed in stages (i.e., start-up, maintenance, etc.)?
  - Will the CLRC be fully funded, and CLRC members provided to Federal agencies at no expense?
  - How would a fee-for-service concept affect the overall cost and the popularity of the CLRC throughout the Federal Government?
  - What would be the cost benefit ratio of the CLRC related to the current use of contracted language-designated professionals?

III. Levels of Proficiency and Performance of Duties

Levels of Proficiency

The national security community has increasingly recognized and codified the need for higher levels of proficiency (at the superior level) in most languages. However, it is also apparent that individuals with varied levels of proficiency can contribute to different mission areas, depending upon the availability of skills in the target language and the nature of the task. We do not wish to eliminate potential contributions of CLRC members based on an arbitrary minimal standard. The following important findings and recommendations regarding proficiency levels are offered with these thoughts in mind:

- CLRC members must have English proficiency.

  It is strongly recommended that CLRC members possess Level 3 (L3) language proficiency or higher in all modalities of English (reading, writing, speaking, and listening).[6]

- CLRC members serving as Spanish linguists will need to demonstrate native proficiency (L5).

  Spanish linguists must demonstrate level of native proficiency (L5) in two or more modalities. The CLRC will include Spanish because of large Latino/Hispanic populations both domestic and abroad critical to U.S. national security.

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[6] The Interagency Language Roundtable (ILR) coordinates the efforts of language teaching among U.S. government agencies. The ILR uses a scale to designate levels of language proficiency for specific jobs in the federal government. The ILR scale describes 11 levels of proficiency. Beginning with the least proficient, the levels range from 0, 0+, 1, 1+, 2, 2+, …5. These levels apply to reading, writing, listening, and speaking. For example, Level 3 is the lowest level of professional proficiency. Level 4, often called "near native," is advanced professional proficiency, and Level 5 is the level of a well-educated, native speaker.

- The goal, for all languages other than Spanish, is to identify CLRC members with L3 proficiency or higher in all modalities for both English and a language(s) critical to U.S. national security.

  However, we recommend at the outset that potential CLRC members must demonstrate a baseline L2 proficiency in at least two of the four modalities.

- It is likely that the CLRC will be composed of member "tiers" based on proficiency levels.

  Prospective "tiers" include (1) those members with Level 3 proficiency and above, (2) those at Level 2 proficiency, and (3) those with basic proficiencies in more "rare" languages.

Certification

- A two-stage process for reviewing and certifying language proficiency is recommended.

  The review process will include (1) a self-assessment through a preliminary CLRC application, and (2) follow-on certification offered only to a subset of applicants. The initial self-assessment strategy will serve both to limit the costs of CLRC recruitment, and provide a vital assessment of the numbers of potentially qualified civilian linguist volunteers in the U.S. population. At the current time, we have no baseline against which to estimate how many Americans possess language skills in critical languages. This data collection, alone, will provide invaluable information on the language capacity of the American population.

  The initial application will provide an opportunity for each potential CLRC volunteer to provide an extensive self-assessment of language background, experience, and proficiency. Such a self-assessment approach is already in use in Europe, and has recently been adapted by NSEP for use in awarding its National Flagship Language Fellowships. Applicants will be encouraged, but not required, to include formal language assessment results from certified testing organizations (i.e., ACTFL/ILR).

- First Stage - Application. A review of the preliminary applications will determine which applicants are asked to proceed to the state of certification.

  Preliminary applications will be reviewed by a panel composed of personnel drawn primarily from language teaching institutions (i.e., Defense Language Institute, the Foreign Service Institute, and higher educational foreign language programs). The review panel will be charged with responsibility for an initial vetting of applications to determine eligibility for a second-stage certification process.

  In addition, the data derived from these applications will suggest the number of potential CLRC members, the languages addressed, and initial levels of proficiency in the general population.

- Second Stage - Certification. Those who proceed beyond the first review process <u>will be assessed for language proficiency according to standard U.S. government procedures.</u>

  All CLRC applicants who proceed to the second stage will need to have their language proficiency formally certified. The CLRC will have to cover the cost for formal language evaluation relying on the Defense Language Proficiency Test (DLPT) or another U.S. Government approved assessment instrument. **It is anticipated that the Defense Language Institute will play an integral role in the certification process.**

- CLRC Composition. Those who are formally certified at the appropriate level of proficiency will be identified as being "ready" for service, and from hereon are referred to as "CLRC members."

  Those whose certification results are below the appropriate level of proficiency will only be retained if they are in a critical less commonly taught language. Those awaiting certification results will be classified as "standby."

- Re-certification. CLRC members will need to have their language proficiency levels re-certified on a periodic basis.

Performance of Duties

- CLRC members will serve in a diverse number of roles, both domestic and overseas, some of which will include support to defense and intelligence forces.[7]

  <u>Domestic Roles</u>. There is considerable and recurring need for individuals with advanced levels of language proficiency to supplement the federal workforce during periods of national crisis or emergency. It is likely that many CLRC members will provide assistance in interpretation and translation on an "on-call" basis. Assignments will vary from very short-term tasks to efforts that will extend over several weeks or months. Part-time performance should be considered, as should the ability to perform duties from CLRC members' home locations, as long as such an environment would not compromise national security interests.

  <u>Overseas Roles</u>. Some CLRC members will also be required to fill support positions in overseas locations to supplement and support U.S. diplomatic, intelligence, and/or strategic operations. These assignments will require temporary relocation of CLRC members, and potentially longer assignments. CLRC members will <u>not</u> be integrated into operational forces, but can and should support "operations in the field."

  It is recommended that CLRC members be identified as eligible for assignment in either/or "domestic" and "overseas" roles. This will insure that, at times of call-up, the CLRC database will provide information by CLRC member, language skills, and availability for duty.

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[7] More specific regulations for CLRC member activation will be detailed during the pilot project.

- Preliminary findings indicate that Federal agencies are most interested in CLRC members with skills as interpreters and translators followed by analysts and area specialists.

  Federal agencies responding to the initial CLCR questionnaire stated that their greatest need is for interpreters and translators. A second priority is for area specialists and analysts; a third priority is linguists as content specialists (i.e., physics, geology, or a particular field of study) or interrogators. These tasks also have important implications for language proficiency levels. Translators and interpreters, for the most part, will require highly advanced skills, while analysts, area specialists and content specialists could possibly contribute to particular tasks and missions with less advanced language skills.

  Federal agencies were also asked if particular disciplines or fields of study among CLRC personnel could be of assistance to them. According to this initial survey, the fields of Humanities and Business/Economics/Trade were of greatest interest. Over half of the respondents also stated that fields in Computer and Information Systems, Sciences (i.e., Biology, Chemistry, Math, Physics, etc.) and Social Sciences (i.e., Anthropology, Education, Sociology, Political Science, Psychology, etc.) were of interest to them.

  Finally, federal agencies were asked if they presently have linguists serving their organization to respond to national security emergencies, and if they presently have a *need* for linguists to respond to such emergencies. Thirteen respondents said that they currently have linguists to respond to crises, and 16 reported that they have need for more. Four respondents do not have linguists and presently need them, suggesting that the CLRC is especially attractive to them.

- Membership in the CLRC should occur in four-year cycles.

  It is recommended that CLRC members should serve in four-year terms. Four-year cycles allow members to proceed through the processes application, review, certification, maintenance and improvement of skills, re-certification if necessary, possible call-up, and deactivation of participation. It is believed that a shorter period of membership will not provide a beneficial return on investment to the Federal government. At this time, it is not anticipated that any type of compensation will be provided to members on reserve unless called to active duty.

- Re-enlistment will be an option open to members.

  CLRC members with satisfactory performance records through prior call-up and/or language skill maintenance efforts will be eligible to re-enlist. Re-enlistment would require language re-certification. Members will be encouraged to re-enlist for two or four-year cycles.

- Some Federal agencies will only be able to rely on CLRC members with security clearance.

  It is clear that a number of federal agencies will require CLRC members to obtain security clearances in order to contribute to their missions. It will be advantageous to (1) identify and recruit members who already possess security clearance through positions as contractors or

as federal employees, and (2) develop a process whereby a select group of CLRC members receive and maintain security clearances in advance of possible call-up.

Some questions that will need to be answered regarding security clearance include:
- What levels of clearances will be needed?
- Will agencies be able to recognize clearances provided by other Federal agencies?
- Will the utility of the CLRC be significantly impacted by the presence or absence of members with security clearances?
- Will it be possible for the CLRC to provide members with security clearances? If so, would this be an incentive for attracting members?

Activation

- A number of critical issues involve call-up of CLRC members to active duty.

  Several aspects of activation are known at this time. CLRC members can address important federal needs and missions on a routine basis. In other cases, CLRC members will be called upon to assist the federal military or civil workforces during crises or national security emergencies when there are surge requirements. Once called, CLRC members will serve in domestic and/or overseas settings. The CLRC will reserve the right to activate members into part-time or full-time service at or away from their home locations depending on the responsibilities of the needed service.

  A number of additional questions for further consideration include:
  - Who will have direct call-up authority?
  - How are individuals in the CLRC going to be called to active service?
  - How will the need for deployment be defined?
  - How much time will they be given to report for duty?
  - Could any conditions be allowed in which members could decline call-up? If so, on what bases?
  - Will the Corps be a peer-based organization? Will groups of reservists be called up as units? If so, will there be ranks and promotion procedures in the Corps?

- Legislation, similar to that in Title X, will be required to protect jobs of members during active service.

- Compensation for activated CLRC members is required.

  Some level of compensation will be provided to CLRC members upon call-up. The level of compensation is likely to depend upon each CLRC member's task order including, but not be limited to, proficiency level, job responsibilities, and the location of service. All travel and per diem expenses will be covered by the CLRC.

- Length of activation will depend upon mission and task, but in no case will extend beyond six (6) months. In many cases, it is anticipated that assignments will be for considerably shorter durations.

We recognize that the success of the CLRC will depend on our ability to attract a very specialized population of volunteers. Consequently, we consider **length of service** to be one of the more highly important CLRC issues. It is unlikely that the CLRC will succeed if potential members are likely to serve for long periods of time away from home.

We recommend that mandatory call-up will not extend beyond six (6) months. Second, we recommend that once a CLRC member has served full-time for more than three (3) consecutive months, that member will not be eligible for another activation for a period of at least 12 months. Finally, it is recommended that the number of total call-ups per year be limited in order to prevent a burdensome quantity of calls for service. In some cases, CLRC members will be allowed to volunteer for additional service beyond the rules stipulated above.

IV. Skill Maintenance and Training Requirements

- Skill maintenance and training opportunities will be provided to CLRC members representing a major benefit to those actively involved in the CLRC effort.

  A primary benefit of CLRC membership will be the opportunity to maintain and develop language skills. To facilitate this process, CLRC members will have available to them an annual stipend (amount to be determined) to participate in language programs either at U.S. institutions of higher education or in federal government programs. CLRC administrators will work closely with federal language training institutions to develop and make available both resident and distributed learning modules. The current National Security Education Program sponsored National Flagship Language Initiative will also include programs in critical languages designed to provide opportunities for CLRC members.

  Additional benefits may be available for members interested in developing proficiency in related and/or entirely different languages depending on CLRC need.

- A number of issues regarding skill maintenance and training requirements require additional investigation.

  CLRC members will be required to maintain prescribed proficiency levels in order to remain in the corps. Nevertheless, the details of what would be required specifically and how this would be administered are yet to be determined:
    - What happens to members whose proficiency levels decreases after re-certification?
    - What happens to members whose levels of proficiency drop below the required level to be in the CLRC?
    - Would support for language maintenance be sufficient compensation to develop a sufficient number of members?
    - Would acquisition of new skills in a particular language be considered in compensation such as development of further understanding in regional or

geographical knowledge, additional dialects, any of the four language-skill areas, or disciplines?
- What will be the guidelines for acquiring new skills? What limitations will outline the types of courses members may take?
- Would students need to submit a study plan or would universal guidelines be set for all members?
- How would such a system be administered and monitored?
- Would members be reimbursed upon completion of class/training or be provided their stipend beforehand?

It is assumed that other issues related to skill maintenance and training will arise during the process of exploring these questions listed above.

NEXT STEPS

> **CONCLUSION: Based on an assumption that the CLRC is a feasible concept, the CLRC Task Force recommends that the CLRC should proceed as a Pilot Project.**

The CLRC proposal is one that merits significant attention as a major component of a national strategy. Because of the complexities and challenges of implementing the CLRC concept, we recommend incremental development of this effort by beginning with a pilot/demonstration project.

Pilot/Demonstration Project

- The pilot project should be administered within the Department of Defense by the National Security Education Program (NSEP).

    NSEP has the requisite administrative capacity to oversee such an effort that will require extensive collaboration with populations and communities outside the federal government. Additionally, NSEP's current Undergraduate and Graduate award recipients represent a potentially vital resource for initial CLRC members.

    The pilot project will include (1) selecting several target languages, (2) identifying potential members, (3) implementing a pilot call-up working directly with several federal national and homeland security agencies, and (4) proceeding through a reserve cycle. Given one year to establish the process and two-years of implementation, **the pilot project is recommended for three years**.

- The pilot project will include a limited set of languages classified as high, intermediate, and lower priority.

    The CLRC Pilot Project will provide an important opportunity to explore the issues related to identifying CLRC candidates for languages that provide varying degrees of challenges.

The following table provides an example of languages that could be considered for the pilot of the CLRC:

High Priority	**Intermediate Priority**	**Lower Priority**
Arabic	Uzbek	Uighur
Chinese	Serbo-Croatian	Swahili
Russian	Indonesian	Tamil

- The pilot project will include a number of issues for further study.

  Throughout this feasibility study, a number of issues have been raised, some of which remain unresolved. During the course of the pilot project, NSEP will explore the unresolved issues in the following categories as they relate to the full implementation of the CLRC:
  - Administration
  - Languages
  - Size of Force
  - Clients
  - Cost and Compensation
  - Certification Issues
  - Security Clearances
  - Skill Maintenance and Training

  It addition, impact on the CLRC as it relates to the use of contractors to supply language specialists for the federal government will need to be explored.

- CLRC Pilot Project evaluation reports will be provided semi-annually and at the end of the three-year pilot cycle.

  In addition, a final report of the three-year pilot cycle will be provided summarizing the lessons learned, best practices, and recommendations for full implementation of the CLRC.

Appendix I

Public Law 107-306
107th Congress
Intelligence Authorization Act for Fiscal Year 2003

TITLE III—General Provisions
  Subtitle C—Personnel
    SEC. 325. Report on Establishment of a Civilian Linguist Reserve Corps.

      (a) Report.—The Secretary of Defense, acting through the Director of the National Security Education Program, shall prepare a report on the feasibility of establishing a Civilian Linguist Reserve Corps comprised of individuals with advanced levels of proficiency in foreign languages who are United States citizens who would be available upon a call of the President to perform such service or duties with respect to such foreign languages in the Federal Government as the President may specify. In preparing the report, the Secretary shall consult with such organizations having expertise in training in foreign languages as the Secretary determines appropriate.

      (b) Matters Considered.—

          (1) In general.—In conducting the study, the Secretary shall develop a proposal for the structure and operations of the Civilian Linguist Reserve Corps. The proposal shall establish requirements for performance of duties and levels of proficiency in foreign languages of the members of the Civilian Linguist Reserve Corps, including maintenance of language skills and specific training required for performance of duties as a linguist of the Federal Government, and shall include recommendations on such other matters as the Secretary determines appropriate.

          (2) Consideration of use of defense language institute and language registries.—In developing the proposal under paragraph (1), the Secretary shall consider the appropriateness of using—

               (A) the Defense Language Institute to conduct testing for language skills proficiency and performance, and to provide language refresher courses; and

               (B) foreign language skill registries of the Department of Defense or of other agencies or departments of the United States to identify individuals with sufficient proficiency in foreign languages.

          (3) Consideration of the model of the reserve components of the armed forces.—In developing the proposal under paragraph (1), the Secretary shall consider the provisions of title 10, United States Code, establishing and governing service in the Reserve Components of the Armed Forces, as a model for the Civilian Linguist Reserve Corps.

      (c) Completion <<NOTE: Deadline.>> of Report.—Not later than 6 months after the date of the enactment of this Act, the Secretary shall submit to Congress the report prepared under subsection (a).

      (d) Authorization of Appropriations.—There is authorized to be appropriated to the Secretary of Defense $300,000 to carry out this section.

Appendix II

QUESTIONNAIRE

In Support of a Feasibility Study for Establishing a

United States Civilian Linguist Reserve Corps

The National Security Education Program (NSEP) at the National Defense University, is directed to provide the United States Congress with a study of the feasibility of establishing a Civilian Linguist Reserve Corps (CLRC) [see PL 107-306, Section 325]. As part of this feasibility study it is important to undertake some preliminary assessments of the need for such a corps, including the types of tasks that reservists would perform. We appreciate your attention to this brief but vital component of the study.

Overview and Assumptions Regarding the CLRC Concept

The proposed CLRC would represent a corps of civilians who have certified language skills, and who would be relied upon to supplement the federal government during crises or national security emergencies. The following assumptions regarding the CLRC are under consideration. Please make these assumptions as you respond to the brief survey:

1. CLRC personnel would be provided to your organization at **no financial or administrative cost.**
2. CLRC personnel would **not** be available for use in "front line" military activities, but could be used to support military missions or activities associated with federal government organizations with national security responsibilities.
3. Some CLRC personnel will have security clearances.
4. The CLRC will **not** include active duty or reserve military personnel, or federal government employees who already serve as linguists or language specialists.
5. CLRC reservists' language skills will include:
   a. At least the equivalent of upper level competency (ILR Level 2)[8] in two or more language modalities (reading, writing, speaking, listening) in a language that is considered important to U.S. national security; and
   b. Certified competency in ILR Level 3 in all modalities for English.

The CLRC would function in times of a national crisis or emergency. It would consist of language-certified personnel prepared to serve your organization when tasked by the appropriate national command authority to respond to a domestic or international event that necessitates immediate availability of professionals.

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[8] The Interagency Language Roundtable (ILR) coordinates the efforts of language teaching among U.S. government agencies. The ILR uses a scale to designate levels of language proficiency for specific jobs in the federal government. The ILR scale describes 11 levels of proficiency. Beginning with the least proficient, the levels range from 0, 0+, 1, 1+, 2, 2+, …5. These levels apply to reading, writing, listening, and speaking. For example, Level 3 is the lowest level of professional proficiency. Level 4, often called "near native," is advanced professional proficiency, and Level 5 is the level of a well-educated, native speaker.

Please answer the following questions**.**

1. Could you use CLRC personnel to help your organization respond to a crisis or emergency?

   Yes   _____
   No   _____   (If no, please explain, and proceed to Question 5.)

   _____

   _____

   _____

2. What types of roles would CLRC personnel serve? (Please check all that apply.)

   ❑ Translators   ❑ Diplomats
   ❑ Interpreters   ❑ Interrogators
   ❑ Analysts   ❑ Negotiators
   ❑ Area Specialists   ❑ Attaches
   ❑ Content Specialists (i.e., physics,   ❑ Other (please specify below)
     geology)

   [Other]_____

3. What kinds of skills would CLRC personnel need? (Please check all that apply.)

   ❑ Translation   ❑ Negotiations Skills
   ❑ Interpretation   ❑ Interrogation Skills
   ❑ Formal Presentation Skills   ❑ Weapons or Military Expertise
   ❑ Informal Conversation/Street Dialect   ❑ Other (please specify below)
   ❑ Technical/Scientific Language
     Expertise

   [Other]_____

4. What disciplinary or professional specializations among CLRC personnel would be
   particularly helpful to your organization? (Please check all that apply.)

   ❑ Agriculture and Veterinary Sciences   ❑ Sciences (i.e., Biology, Chemistry,
   ❑ Business/Economics/Trade   Environmental Sciences, Math,
   ❑ Computer and Information Systems   Physics, etc.)
   ❑ Engineering   ❑ Social Sciences (i.e., Anthropology,
   ❑ Law/Legal Services   Education, Int'l Affairs, Sociology,
   ❑ Humanities (i.e., Area Studies,   Political Science, Psychology, etc.)
     History, Languages/Linguistics, etc.)   ❑ No particular disciplinary
   ❑ Medicine/Medical Research   specialization necessary
   ❑ Public Policy and Urban Planning   ❑ Other (please specify below)

   [Other]_____

5. Does your organization **presently** have assigned language specialists and linguists to respond to national security emergencies?

Yes   _____
No   _____

6. Does your organization **presently** have a need for language specialists and linguists to respond to national security emergencies?

Yes   _____
No   _____

7. Additional Comments

_____

_____

_____

Appendix III
CLRC Questionnaire Responses

Agency	1 - CLRC	2 - Roles	3 - Skills	4 - Disciplines	5 - Have	6 - Need	7 - Additional Comments
1. Bureau of Immigration & Customs Enforcement, Office of the Asst. Secretary	Yes	Translators, Interpreters, Interrogators	Translation, Interpretation, Informal Conversation/ Street Dialect, Negotiation Skills, Interrogation Skills	Business/ Economics/ Trade, Computer and Information Systems, Law/ Legal Services, Sciences	No	No	
2. Bureau of Immigration & Customs Enforcement, Intelligence Division	Yes	Translators, Interpreters, Area Specialists, Content Specialists	Translation, Interpretation, Informal Conversation/ Street Dialect, Technical/ Scientific Language Expertise	Agriculture and Veterinary Sciences, Business/ Economics/ Trade, Computer and Information Systems, Engineering, Law/ Legal Services, Humanities, Medicine/ Medical Research, Public Policy and Urban Planning, Sciences, Social Sciences	Yes	Yes	Q5 - Assigned to day-to-day operations. The most important items for ICE would be security clearances followed by U.S. citizenship.

Agency	1 - CLRC	2 - Roles	3 - Skills	4 - Disciplines	5 - Have	6 - Need	7 - Additional Comments
3. Defense Threat Reduction Agency	Yes	Translators, Interpreters, Area Specialists, Content Specialists	Translation, Interpretation, Formal Presentation Skills, Informal Conversation/ Street Dialect, Technical/ Scientific Language Expertise, Weapons or Military Expertise	Humanities, Sciences, Social Sciences, Other - Arms Control and Weapons of Mass Destruction backgrounds and experience	Yes	Yes	This Agency strongly supports the creation of the CLRC. In the past, DTRA has provided military linguists and civilian language specialists in support of national security emergencies. This language support has been limited to the Russian language. In the future, this Agency may need the support of CLRC in the following languages: Korean, Chinese, Arabic (to include all dialects), Hindi, Urdu, Kazak, Pashto, Uzbec, Persian-Farsi, and other languages and dialects spoken in the Middle East and Central Asia.

Agency	1 - CLRC	2 - Roles	3 - Skills	4 - Disciplines	5 - Have	6 - Need	7 - Additional Comments
4. Department of Commerce, International Trade Administration	Yes	Analysts, Attaches - Commercial	Technical/ Scientific Language Expertise - Economics and Trade	Business/ Economics/ Trade	Yes	Yes	Q1 - Most recently our needs have centered on finding people with economic and trade skills (along with language skills if available) to put on the ground in countries like Afghanistan and Iraq to assist with the commercial dimensions of reconstruction efforts or as desk officers in Washington. Qs 5 & 6 - Answer "Yes" depends on location/ language
5. Department of Energy	Yes	Translators, Interpreters, Analysts	Translation, Interpretation, Informal Conversation/Street Dialect, Technical/ Scientific Language Expertise (helpful, but not necessary)	Engineering, Humanities, Medicine/ Medical Research, Sciences	Yes	Yes	Q6 - Yes and No: Some programs have access to language specialists and other do not. Having the Linguist Reserve Corps would assist NNSA to effectively interact with foreign counterparts. How would linguists be paid? Must the situations be an "emergency" only, or would the linguists be available for other situations? Would the corps keep up with evolving issues? other countries not necessarily a present "emergency"?

Agency	1 - CLRC	2 - Roles	3 - Skills	4 - Disciplines	5 - Have	6 - Need	7 - Additional Comments
6. Department of State, Foreign Service Institute	Yes	Area Specialists, Other - Native language speakers for development of training materials/ survival guides	Informal Conversation/ Street Dialect, Other - Ability to learn to produce authentic language-based training materials	Business/Economics/ Trade, Humanities, Social Science, Other - Teaching Experience	Yes	Yes	This represents the training institute's needs. I have forwarded to the Bureau of Human Resources and Language Services at State.
7. Department of State, Human Resources	Yes	Analysts, Area Specialists, Diplomats, Negotiators	Formal Presentation Skills, Informal Conversation/ Street Dialect, Negotiation Skills	Business/ Economics/ Trade, Computer and Information Systems, Law/ Legal Services, Humanities, Public Policy and Urban Planning, Sciences, Social Sciences	Yes	Yes	
8. Federal Bureau of Investigation	Yes	Translators, Interpreters, Monitors	Translation, Interpretation, Informal Conversation/Street Dialect	No Particular	Yes	Yes	Q1 - Only with language skill level at the 2+ or higher in the foreign language and English. The FBI would prefer individuals whose foreign language speaking and understanding skills are at the 3 or higher, and English speaking and writing skills are at the 2+ or higher.

Agency	1 - CLRC	2 - Roles	3 - Skills	4 - Disciplines	5 - Have	6 - Need	7 - Additional Comments
9. National Intelligence Council	Yes	Translators, Interpreters, Analysts, Area Specialists, Content Specialists, Interrogators	Translation, Interpretation, Formal Presentation Skills, Informal Conversation/ Street Dialect, Technical/ Scientific Language Expertise, Interrogation Skills, Weapons or Military Expertise	Agriculture and Veterinary Sciences, Business/ Economics/ Trade, Computer and Information Systems, Engineering, Law/ Legal Services, Humanities, Medicine/ Medical Research, Public Policy and Urban Planning, Sciences, Social Sciences	Yes	Yes	
10. National Security Agency	Yes	Translators, Interpreters (limited usage), Analysts, Area Specialists, Content Specialists	Translation, Interpretation, Informal Conversation/ Street Dialect, Technical/ Scientific Language Expertise, Interrogation Skills		Yes	Yes	[Not in survey, but based on Advisory Group meeting, we know that Security Clearance is a must for NSA.]
11. U.S. Coast Guard	Yes	Interpreters, Interrogators	Interpretation, Informal Conversation/ Street Dialect, Interrogation Skills	Business/ Economics/ Trade, Law/ Legal Services, Humanities, Social Sciences	Yes	Yes	Q1 - Mass migration from Caribbean countries comes to mind. We generally have adequate Spanish speakers for normal operations, but could benefit from CLRC assistance during crises. On occasion, we'd also benefit from access to French, Creole, Mandarin, Cantonese, and Arabic linguists.

Agency	1 - CLRC	2 - Roles	3 - Skills	4 - Disciplines	5 - Have	6 - Need	7 - Additional Comments
12. U.S. Customs & Border Protection	Yes	Translators, Interpreters, Analysts, Area Specialists, Content Specialists, Interrogators	Translation, Interpretation, Formal Presentation Skills, Informal Conversation/ Street Dialect, Technical/ Scientific Language Expertise, Interrogation Skills, Weapons or Military Expertise	Business/ Economics/ Trade, Computer and Information Systems, Law/ Legal Services, Humanities, Medicine/Medical Research, Public Policy and Urban Planning, Sciences, Social Sciences	No	Yes	
13. U.S. European Command	Yes	Translators, Interpreters, Area Specialists	Translators, Interpreters, Informal Conversation/ Street Dialect	Business/ Economics/ Trade, Humanities, Public Policy and Urban Studies, No Particular, Other [no details of which ones]	No	Yes	
14. U.S. Northern Command	Yes	Translators, Interpreters, Analysts, Area Specialists	Translation, Interpretation, Informal Conversation/ Street Dialect, Technical/ Scientific Language Expertise	Agriculture and Veterinary Sciences, Business/ Economics/ Trade, Computer and Information Systems, Law/ Legal Services, Humanities, No Particular, Other - Public Health, Transportation Lines	Yes	No	Q6 - CLRC for wartime/crisis augmentation only. Don't use the term "reserve" when communicating with DoD. It has very different implication from what is presented here.

Agency	1 - CLRC	2 - Roles	3 - Skills	4 - Disciplines	5 - Have	6 - Need	7 - Additional Comments
15. U.S. Pacific Command	Yes	Translators, Interpreters, "View foreign web sites, chat rooms"	Translation, Interpretation, Weapons or Military Expertise	Business/ Economics/ Trade, Computer and Information Systems, Sciences, Social Sciences	No	Yes	Routine requirements for language expertise exists outside of emergency situations. People require security clearances.
16. U.S. Southern Command	Yes	Translators, Interpreters, Analysts, Area Specialists, Content Specialists, Interrogators, Negotiators	Translation, Interpretation, Formal Presentation Skills (selected members), Informal Conversation/Street Dialect, Technical/Scientific Language Expertise (selected members), Negotiation Skills, Interrogation Skills	Computer and Information Systems, Engineering, Law/Legal Services, Humanities, Medicine/Medical Research, Public Policy and Urban Planning, No Particular	Yes	Yes	The TOUGH part is deciding what languages to focus on. Recommend a separate global survey. For example in this AOR, our language requirements are predominantly Spanish & Portuguese. Other theaters have much less common language requirements.
17. U.S. Special Operations Command	Yes	Translators, Interpreters, Analysts, Area Specialists, Interrogators	Translation, Interpretation, Informal Conversation/ Street Dialect, Interrogation Skills, Weapons and Military Expertise	Computer and Information Systems, Humanities, Social Sciences, No Particular, Other - Only a portion of CLRC members would need disciplinary/ professional skills	Yes	Yes	We envision CLRC in support of SOF missions, while not engaging in combat, would be required at operational objectives (i.e., raid sites, seized and secure targets) immediately after a seizure to assist with exploiting detainees or controlling/ interviewing populace. All Force Protection measures would be undertaken to keep CLRC personnel from hazardous areas. Security Clearance is a must!

Agency	1 - CLRC	2 - Roles	3 - Skills	4 - Disciplines	5 - Have	6 - Need	7 - Additional Comments
18. U.S. Strategic Command	Yes	Translators, Interpreters, Analysts, Area Specialists	Translation, Interpretation, Technical/ Scientific Language Expertise	Business/ Economics/ Trade, Computer and Information Systems, Engineering, Humanities, Sciences, Social Sciences	No	Yes	

Non-respondents
1. Air Force Material Command
2. Defense Advanced Research Projects Agency
3. Defense Intelligence Agency
4. Federal Emergency Management Agency
5. National Imagery and Mapping Agency
6. National Virtual Translation Center (FBI)
7. U.S. Central Command
8. U.S. Joint Forces Command

Appendix IV

United States Civilian Linguist Reserve Corps
Task Force

Ms. Gail McGinn   Deputy Under Secretary for Plans
Office of the Under Secretary of Defense, Personnel & Readiness
Department of Defense
Represented by Mr. John Vonglis, Director of Management Initiatives

Mr. John Winkler   Deputy Assistant Secretary, Reserve Affairs
Office of the Under Secretary of Defense, Personnel & Readiness
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Represented by Mr. Wayne Spruell, Principle Deputy

Dr. Richard Brecht   Director, Center for Advanced Study of Languages
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Mr. Glenn Nordin   Office of the Under Secretary (Intelligence)
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Dr. Ray Clifford   Provost, Defense Language Institute
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Ms. Renee Meyer   Senior Language Authority
National Security Agency

Ambassador Mike Lemmon Dean, Language School
Foreign Service Institute
Represented by Ms. Kathy James, Associate Dean, Management

Dr. William Nolte   Deputy Assistant Director of Central Intelligence for Analysis and
Projection
Central Intelligence Agency

Appendix V

Languages of Interest to U.S. National Security (N=150)[9]

Language	Language Identification Codes		Estimated Speakers World-Wide	Primary Countries
	Current	Proposed		
Afrikaans	AA	AFR	6,381,000	South Africa
Akan	AB	AKN	7,000,000	Ghana
Albanian	AB	ALB	5,000,000	Albania
Amharic	AC	AMH	17,413,000	Ethiopia
Arabic MSA	AD	ARB	150,000,000	Mid East, N. Africa
Algerian Spoken	DH	ARA	22,400,000	Algeria
Egyptian Spoken	AE	ARE	46,306,000	Egypt
Gulf Spoken	DG	ARG	2,440,000	Kuwait
Iraqi Spoken	DG	ARQ	13,900,000	Iraq
Syrian (Levantine) Spoken	AP	ARS	15,000,000	Syria
Jordanian Spoken	AK		n/a	Jordan
Libyan Spoken	AL	ARL	4,500,000	Libya
Moroccan Spoken	AM	ARM	19,542,000	Morocco
Sudanese Spoken	AV	ARN	19,000,000	Sudan
Tunisian Spoken			9,308,000	Tunisia
Yemeni Spoken	AU	ARY	14,660,000	Yemen
Armenian	AR	ARM	6,000,000	Armenia
Assamese			14,634,000	India
Awadhi			20,540,000	India
Aymara	AY	AYM	2,200,000	Bolivia
Azeri	AX	AZR	31,434,000	Iran, Azerbaijan
Azeri North		AZN	7,000,000	Azerbaijan
Azeri South		AZS	24,434,000	Iran
Balochi	BT	BLC	6,000,000	Pakistan
Belarusan	BL	BLR	10,200,000	Belarus
Bengali (Bangla)	BN	BNG	211,000,000	Bangladesh
Berber	BR/TT	BRB	12,000,000	Algeria, Morocco
Brahui		BRH	2,200,000	Pakistan
Bulgarian	BU	BLG	9,000,000	Bulgaria
Burmese	BY	BUR	32,000,000	Myanmar
Cambodian (Khmer)	CA	KMR	8,000,000	Cambodia
Chechen	CK	CHE	1,000,000	Russia
Chhattisgarhi			10,985,000	India
Chinese			1,100,000,000	
Mandarin (Putongha)	CM	CHN	1,052,000,000	China
Cantonese (Yue)	CC	CCN	71,000,000	China
Hakka	CH	CHK	33,000,000	China
Min Bei			10,537,000	China
Min Nan	CD	CSM	45,000,000	China
Wu	CS	CWU	77,175,000	China
Hani (Yunnanese)			720,000	China
Czech	CX	CZC	12,000,000	Czech Republic
Danish	DA	DNS	5,326,000	Denmark
Dari	PG	PRA	7,000,000	Afghanistan
Dinka (Five types)	DJ	DNK	1,300,000	Sudan
Dutch	DU	DUT	20,000,000	Netherlands
Dzongkha			160,000	Bhutan
Estonian	ES	EST	1,100,000	Estonia
Fang (Fang-Bulu)	FA	FBU	858,000	Cameroon, Gabon
Farsi (Persian)	PF	PRF	30,000,000	Iran
Finnish	FJ	FIN	6,000,000	Finland
French	FR	FRE	128,000,000	France
Fulfude (Fulani)	FV	FUL	7,611,000	Nigeria

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[9] The sources for these statistics range in origin from 1980 to 1995. Future research is recommended to update this information, which may include the addition of several languages and dialects suggested by NSA.

Language	Language Identification Codes		Estimated Speakers World-Wide	Primary Countries
Georgian	GG	GRG	4,103,000	Georgia
German	GM	GER	128,000,000	Germany
Greek	GR	GRK	12,000,000	Greece
Guarani	GU	GRN	32,000	Bolivia, Argentina
Gujarati	GW	GJR	46,000,000	India
Haitian-Creole	HC	HCR	7,800,000	Haiti
Haryanvi			13,000,000	India
Hausa	HS	HUA	39,000,000	Nigeria
Hebrew	HE	HBW	5,150,000	Israel
Hindi	HJ/HN	HND	487,000,000	India
Hungarian	HU	HNG	14,500,000	Hungary
Igbo (Ibo)	JB	IBO	18,000,000	Nigeria
Indonesian	JN	IND	210,000,000	Indonesia
Italian	JT	ITL	62,000,000	Italy
Japanese	JA	JPN	126,000,000	Japan
Javanese	JV	JVN	75,500,000	Indonesia, Java, Bali
Kannada	KA	KND	74,000,000	India
Kashmiri	KB	KSH	4,500,000	India
Kazakh	KE	KAZ	8,000,000	Kazakhstan
Kituba	KN	KTB	5,000,000	Dem. Rep. Congo
Kirgyz	KM	KRG	2,600,000	Kyrgyzstan
Korean	KR	KOR	78,000,000	Koreas
Kurdi	KU	KUR	6,000,000	Iraq, Turkey, Iran
Lao	LC	LAO	4,000,000	Laos
Latvian	LE	LAT	1,500,000	Latvia
Lingala	LJ	LGL	7,000,000	Dem. Rep. Congo
Lithuanian	LT	LTH	4,000,000	Lithuania
Macedonian	KA	MCD	2,000,000	Macedonia
Madura	MD	MDR	13,694,000	India
Magahi			12,000,000	India
Maithili			24,364,000	India
Malagasy	MG	MLG	9,400,000	Madagascar
Malay	ML	MLY	10,000,000	Malaysia
Malayam	MN	MLM	34,000,000	India
Marathi	MR	MRT	71,000,000	India
Marwari	RA	MWR	12,104,000	India
Moldovan (Romanian)	RQ	RUM	2,670,000	Moldova
Mongolian (Halh)	MV	MGL	2,330,000	Mongolia
Nepali	NE	NPL	16,050,000	Nepal
Norwegian	NR	NWB	5,000,000	Norway
Nuer			1,000,000	Sudan, Ethiopia
Oriya	QA	ORY	31,000,000	India
Oromo (Oromingna)	GA	ORM	7,500,000	Ethiopia
Pashtu	PU	PSH	9,685,000	Afghanistan
Philippine Languages			70,000,000	Philippines
Cebuano	VB	CEB	15,000,000	Philippines (Negros, Cebu)
Chavacano			292,000	Philippines (Zamboango, Basilan)
Hiligaynon	VY	HLG	7,000,000	Philippines
Ilocano	JL	ILC	8,000,000	Philippines (Luzon, La Union, Ilocos)
Magindanaon		MDH	1,000,000	Philippines (Zamboango, Maguindanao)
Maranao	LY	MRN	776,000	Philippines (Mindanao, Lanao)
Pangasinan	PN	PNG	1,200,000	Philippines (Luzon)
Sama			150,000	Philippines (Sulu)
Tagalog (Pilipino)	TA	TAG	57,000,000	Philippines (Manila, Luzon, Mindoro)

Language	Language Identification Codes		Estimated Speakers World-Wide	Primary Countries
Philippine Languages (cont.) Tausug		TSG	764,000	Philippines (Jolo, Sulu)
Yakan			105,000	Philippines (Sulu, Basilan)
Polish	PL	POL	44,000,000	Poland
Portuguese	PY	PTB/PTE	191,000,000	Portugal, Brazil
Punjabi	PJ	PJB	57,000,000	India, Pakistan
Punjabi (Gurmukhi)			27,000,000	India
Punjabi (Western)			30,000,000	Pakistan
Quechua	QU	QCH	9,000,000	Argentina, Peru, Chile, Bolivia
Romanian	RQ	RUM	26,000,000	Romania
Rundi (Kirundi)	KF/RN	RND	6,000,000	Burundi
Rwanda (Kinyarwanda)	KL	RWA	7,363,000	Rwanda
Russian	RU	RUS	277,000,000	Russia
Saraiki			15,015,000	Pakistan
Serbian-Croatian	SC	SRC	21,000,000	Former Yugoslavia
Shona	SH	SHN	7,000,000	Zimbabwe
Sindhi	SD	SND	19,800,000	Pakistan
Sinhala	SJ	SNL	13,220,000	Sri Lanka
Slovak	SK	SLO	5,600,000	Slovakia
Slovenian	SL	SLV	2,000,000	Slovenia
Somali	SM	SML	10,000,000	Somalia
Sotho (North & South)	SP	SOT	7,900,000	South Africa, Lesotho
Spanish	QB/LA	SPN/SPA	417,000,000	S. America (Spain)
Spanish Caribbean	QC			
Sunda (Sundanese)	DE	SDA	27,000,000	Indonesia (Java, Bali)
Swahili (Kiswahili)	SW	SWA	30,000,000	East Central Africa
Swedish	SY	SWD	9,000,000	Sweden
Tajiki	TG	TJK	4,380,000	Tajikistan
Tatar	TM	TTR	8,000,000	Russia
Tamil	TC	TML	74,000,000	India
Telegu	TE	TLG	75,000,000	India
Tetum			500,000	Indonesia (Timor)
Thai	TH	TAI	24,000,000	Thailand
Tigrinya	TL	TGN	5,135,000	Ethiopia
Turkish	TU	TUR	61,000,000	Turkey
Turkmen	UB	TKM	6,400,000	Turkmenistan
Uighur	UJ	UGH	7,600,000	China
Ukrainian	UK/RT	UKR	47,000,000	Ukraine
Urdu	UR	URD	104,000,000	Pakistan, India
Uzbek	UX	UZB	18,466,000	Uzbekistan
Vietnamese	VN	VNM	68,000,000	Viet Nam
Xhosa	WH	XHS	6,876,000	South Africa
Yoruba	YQ	YRB	22,000,000	Nigeria
Zhuang, Northern		ZHN	10,000,000	China