Department of Defense

Implementation Plan for Language Skills, Regional Expertise, and Cultural Capabilities

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OFFICE OF THE UNDER SECRETARY OF DEFENSE FOR PERSONNEL AND READINESS

DEFENSE LANGUAGE AND NATIONAL SECURITY EDUCATION OFFICE

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Executive Summary

This Implementation Plan represents an important next step toward fully institutionalizing, reforming, and reshaping the Department of Defense's (DoD) Total Force to meet the national security challenges of the 21st century. The Total Force of today and tomorrow, together with our partners and allies, requires globally competent personnel who are equipped with mission-critical language skills, regional expertise, and cultural (LREC) capabilities.

On February 11, 2011, the Under Secretary of Defense for Personnel and Readiness signed the DoD Strategic Plan for Language Skills, Regional Expertise, and Cultural Capabilities (hereafter referred to as the "Strategic Plan"). The Strategic Plan's vision calls for bold, innovative and enduring change to develop and sustain the capabilities required to meet current and projected DoD needs.

Also in February 2011, the Joint Chiefs of Staff released the update to the National Military Strategy of the United States, with an emphasis on strengthening international and regional security. Almost a year later, in January 2012, the DoD published *Sustaining US Global Leadership: Priorities for 21st Century Defense*. This document signals the shift of focus towards the Asia-Pacific Region, where many economic and diplomatic opportunities have become increasingly vital to US core national interests. This shift in regional focus emphasizes the importance of implementing the Strategic Plan, as it necessitates continued focus on LREC capabilities in general, as well as the skills specific to those regions. Fiscal constraints demand an efficient implementation.

The Government Accountability Office's 2012 Annual Report highlighted duplication, overlap, and fragmentation within the DoD's language and culture training programs. This Implementation Plan ensures the DoD takes full advantage of having a coordinated approach across the Components to maximize efficiencies. In spite of the current fiscal pressures and budgetary constraints, the DoD recognizes the urgent need to sustain LREC capabilities across the Total Force. The Implementation Plan identifies goals, objectives, and initiatives that will allow the DoD to incrementally move towards a Total Force ready to meet future missions, and to realize the organizational change reflected in the Strategic Plan.

This Implementation Plan:

- **Operationalizes** the vision of the Strategic Plan and serves as a catalyst for change by identifying the results-driven elements necessary for goal, objective, and initiative attainment
- **Focuses on reducing** duplication, fragmentation, and overlap of language, region and culture training products, programs and initiatives across the DoD
- **Identifies** the DoD Components that serve as key stakeholders for execution of the LREC strategy
- **Establishes** a process with internal mechanisms, such as measures and milestones, designed to properly monitor implementation, coordinate and gain approval for updates to objectives and initiatives, and report progress

- **Ensures** alignment with other DoD strategic documents

Three goals define the core components and serve as the basis for achieving the strategic vision. Collectively, the goals drive the Departmental change required to develop the language, regional, and cultural capabilities needed for the 21st century.

- **Goal One – Identify Requirements:** Identify, validate, and prioritize requirements for LREC capabilities and generate accurate demand signals in support of DoD missions
- **Goal Two – Improve Manpower and Personnel:** Build, enhance, and sustain a Total Force with a mix of LREC capabilities to meet existing and emerging needs in support of national security objectives
- **Goal Three – Strengthen Partnerships:** Strengthen LREC capabilities to increase interoperability and to build Partner Capacity

The Implementation Plan objectives have been updated from the LREC Strategic Plan to incorporate the most recent DoD strategic guidance, current force structure and fiscal environment, and stakeholder consensus.

Department-wide support in implementing the initiatives outlined herein is essential to catalyze the departmental change envisioned in the Strategic Plan. DoD Components shall ensure alignment with the Department's Strategic Plan and recognize LREC skills as enduring warfighter competencies that are critical to global mission readiness. The Defense Language Steering Committee (DLSC) will revisit this Implementation Plan every year, with a specific focus on measures and targets, and make adjustments as necessary in response to the changing National Strategy, budget, and risk environment. DoD Components shall prioritize the initiatives and align resources to support Goals and Objectives commensurate with their missions and responsibilities. Across the Department, DoD Components will use this overarching framework to prioritize multiple competing demands, to identify resource and funding requirements, and align their training, recruiting, and compensation programs.

Introduction

In February 2011, the Under Secretary of Defense for Personnel and Readiness published the *Department of Defense* Strategic Plan *for Language Skills, Regional Expertise, and Cultural Capabilities.* The Strategic Plan articulates the DoD vision to *have the required combination of language skills, regional expertise, and cultural capabilities to meet current and projected needs.* The Strategic Plan's goals collectively guide the Departmental change needed to develop globally competent personnel with the language, regional, and cultural capabilities for the 21st century.

This Implementation Plan provides the actions needed to achieve the goals outlined in the Strategic Plan. Specifically, the Implementation Plan outlines the goals, outcome statements, objectives, initiatives, and high-level performance measures, needed to accomplish the Vision. Further, the Implementation Plan ensures that the Department develops the policies and programs to enhance and sustain language, regional, and cultural capabilities.

Purpose and Scope

The Implementation Plan is organized by the following strategy elements:

- **Goals:** The goals describe what is needed to achieve the required combination of LREC capabilities to meet current and projected needs, as articulated in the strategic vision. For each goal, the Implementation Plan describes the desired **Outcome Statement** and identifies key stakeholder organizations with functional and coordinating responsibilities.
- **Objectives:** The Implementation Plan identifies key objectives for achievement of each of the strategic goals.
- **Initiatives:** The initiatives describe elements at the programmatic level (e.g., programs and policies) needed to achieve the stated Objectives for each goal. The Implementation Plan provides the title of each initiative. Tied to each initiative is a milestone or performance measure to assess progress of each initiative.

Strategy and Implementation Framework

Developmental Approach

The Implementation Plan's development was expansive:

- Ideas began with breakout sessions during the **2011 DoD Language and Culture Summit** where a gathering of nearly 300 leaders from across DoD, other U.S. Government agencies, industry and academia collaborated on LREC issues.
- **Senior DoD Stakeholder interviews** were held to capture main ideas.
- **Working Groups** comprised of representatives from across the Department, including OSD and Joint Staff, Services, Combatant Commands, and Defense Agencies met to refine the Implementation Plan. Since the initial discussions began, the Department has seen progress in execution of ideas within this Implementation Plan.

Responsibilities

Implementation requires engagement and support from DoD senior leadership and organizations throughout the Department. Consistent with DoD Directive 5160.41E the DLSC will provide implementation oversight, guidance, and recommendations to the OUSD (P&R). The Director of the Defense Language and National Security Education Office (DLNSEO) will serve as the Implementation Coordinator for the Implementation Plan and will perform the management functions needed to ensure achievement of strategy.

The Department will support Implementation Plan performance management through a SharePoint-based Implementation Tracking Tool. This tool creates a centralized capability to track, report, and evaluate implementation progress and performance achievement for strategy stakeholders (e.g. Measure Owners).

The Office of the Under Secretary of Defense for Personnel and Readiness (OUSD (P&R)) will provide Defense Language Policy guidance, review strategic documents, and oversee execution of the Implementation Plan.

The Office of the Under Secretary of Defense for Intelligence (OUSD (I)) will provide policy guidance and oversight of this Implementation Plan for Intelligence personnel within the responsibilities, functions, and authorities assigned in accordance with DoDD 5143.01, "Under Secretary of Defense for Intelligence (USD(I))," and DoDI 5160.70 Management of DoD Language, Regional and Cultural Capabilities.

The DoD Components will develop and prioritize initiatives and measures, coordinate and approve resources, personnel, equipment, and training to fulfill LREC requirements, as appropriate.

As a result of this coordinated and aligned approach, the Implementation Plan:

- **Operationalizes** the vision of the Strategic Plan and serves as a catalyst for change by identifying the results-driven elements necessary for goal, objective, and initiative attainment
- **Focuses on reducing** duplication, fragmentation, and overlap of LREC efforts across the DoD
- **Identifies** the DoD Components that serve as key stakeholders for execution of the LREC strategy
- **Establishes** a process with internal mechanisms, such as measures and milestones, designed to properly monitor implementation, coordinate and gain approval for updates to objectives and initiatives, and report progress
- **Ensures** alignment with other DoD strategic documents

The Implementation Plan provides actionable guidance to successfully execute the Strategic Plan. The Implementation Plan will ensure the strategic vision is achieved and will enhance the

competencies of the Total Force with language skills, regional expertise and cultural capabilities. The Implementation Plan deviates slightly from the objectives included in the Strategic Plan to incorporate the most recent strategic guidance, the fiscal environment, the current state of the Department, and the direction of the stakeholders through working group sessions.

Implementing the Strategic Plan

Goal One

Identify Requirements: Identify, validate, and prioritize requirements for LREC and generate accurate demand signals in support of DoD missions

Outcome Statement: The Department transitions to a proactive system that accurately identifies and communicates needed LREC capabilities across the full spectrum of operations. The DoD Components' ability to effectively identify and prioritize LREC needs is strengthened. Demand signals are communicated to force providers to inform and shape the development of LREC skill sets in the Total Force.

Key Stakeholders: The key stakeholders of policies, programs, and procedures for the execution of Goal One are USD (P&R), OUSD (I), the Joint Staff, Combatant Commanders, the Military Departments, and relevant Defense Agencies and DoD Field Activities. These key stakeholders will provide strategies that align to the DoD vision and, as appropriate, develop and prioritize their respective initiatives and program resources in support of these strategies.

Objective 1.1

Identify and determine LREC requirements based on current and future DoD mission needs

Key Initiatives and Performance Measures: Performance measures for this Objective will track the completion of the Capabilities Based Requirements Identification Process (CBRIP) and Language Readiness Index (LRI) configuration. Additionally, performance measures will monitor relevant DoD Components' progress towards identifying and documenting LREC requirements.

1.1.1   Joint Staff to refine, expand, and institutionalize the CBRIP for the Geographic and Functional Combatant Commands
   1.1.1M: Institutionalize the CBRIP across 100% of Geographic and Functional Combatant Commands by the end of FY14

1.1.2   OUSD(P&R) to enhance the ability of the Department of Defense Readiness Reporting System (DRRS) to accurately reflect LREC requirements by completing LRI configuration within DRRS
   1.1.2M: Complete LRI configuration within DRRS by the end of FY14 to support inventory vs. requirement risk assessment

1.1.3   Military Departments and relevant Defense Agencies and DoD Field Activities to adopt or modify current processes that will provide outputs similar to CBRIP to identify LREC requirements

> ***1.1.3Ma:*** *100% of Defense Agencies and Services adopt comprehensive LREC requirement identification processes by the end of FY14*
>
> ***1.1.3Mb:*** *100% of Military Departments and relevant Defense Agencies and DoD Field Activities conduct task-based review and document LREC requirements across the workforce by the end of FY15*

Objective 1.2

Generate accurate demand signals for LREC capabilities

Key Initiatives and Performance Measures: The Performance measure for this Objective tracks the progress towards documenting optimal sourcing solutions.

> **1.2.1** Components determine and document optimal sourcing solutions for LREC requirements
>
> > ***1.2.1M:*** *Analyze 100% of language capability requirements and assign to a sourcing recommendation by the end of FY16*

Goal Two

Improve Manpower and Personnel: Build, enhance, and sustain a Total Force with a mix of LREC capabilities to meet existing and emerging needs in support of national security objectives

Outcome Statement: DoD personnel possess the appropriate levels of LREC competence needed to achieve mission objectives

Key Stakeholders: OUSD (P&R) is the key stakeholder that will establish the policies, programs, and procedures for Goal Two. The Military Departments, relevant Defense Agencies and DoD Field Activities, and DLNSEO will recommend strategies that align to Goal Two, develop and prioritize their initiatives, program resources for their initiatives as necessary, and track performance.

Objective 2.1

Establish management and assignment processes that shape the Total Force and meet current and future LREC requirements

Key Initiatives and Performance Measures: Performance measures for this Objective evaluate the establishment of management and assignment processes to shape the Total Force through recruitment, development, system alignments, and mitigation strategies.

> **2.1.1** Components to target accession programs to increase the LREC capabilities and proficiency of the Total Force. Programs include Service Academies, Reserve Officer Training Corps (ROTC), National Security Education Program (NSEP) Awardees, Programs for Enlisted Force, Military Accessions Vital to National Interest (MAVNI), Army 09L Translator/Interpreter Program, and Native Heritage Recruiting
>
> > ***2.1.1Ma:*** *Increase the percentage of new active duty officer accessions who are identified (tested or self-professed) as possessing a foreign language skill from 4.4% in FY11 to 6.0% by the end of FY16*

> ***2.1.1Mb:*** *Increase the qualified fill rate of military positions identified as requiring a foreign language by 2% by the end of FY16*

2.1.2 Components to improve tracking of personnel with LREC skills to support career management and optimal utilization throughout their career

> ***2.1.2M:*** *Reduce variability between Military Departments and Defense Manpower Data Center (DMDC) and LRI records to less than 5% by the end of FY15*

2.1.3 Components to identify the gaps in LREC capabilities and associated risk in LREC capabilities distribution and to develop mitigation strategies

> ***2.1.3M:*** *Identify 100% of the gaps and present associated mitigation strategies by the end of FY16 based on completion of initiatives 1.1.1 and 1.1.3 by FY14*

2.1.4 DLNSEO to sponsor research to determine how the indicators for the three competency domains (core, regional, and leader/influence) of regional expertise and culture could be measured from existing personnel records.

> ***2.1.4M:*** *Brief DLAP by the end of FY14 to discuss potential proficiency measure for regional expertise and culture*

Objective 2.2

Increase working proficiency by incorporating the provision and development of LREC skills throughout the personnel lifecycle to promote, sustain, and utilize LREC capabilities in support of mission requirements

Key Initiatives and Performance Measure: Performance measures for this Objective evaluate working proficiency by tracking and monitoring throughput and proficiency of all graduates, as well as policy and DoD Instructions

2.2.1 OUSD(P&R) and Army as the Executive Agent will oversee efforts to increase the throughput for initial language training at the Defense Language Institute Foreign Language Center (DLIFLC) producing graduates at the 2/2/1+ level

> ***2.2.1M:*** *Increase student production rate (enrollment through graduation) from 59% to 65% by the end of FY16*

2.2.2 OUSD (P&R) and Army as the Executive Agent will oversee efforts to increase proficiency of graduates from initial DLIFLC language training

> ***2.2.2M:*** *Increase DLIFLC production rate for 2+/2+/2 level from 20.8% in FY12 to 25% by the end of FY16*

2.2.3 OUSD (P&R) to develop policy for a DoD-wide mandate for significant language training events

> ***2.2.3M:*** *Develop a significant language training event policy by the end of FY16*

2.2.4 Components to develop programs and policies to incentivize and promote continued service for all DoD personnel possessing language skills

> ***2.2.4Ma:*** *Complete and distribute the DoD Instruction on Foreign Language Proficiency Skills Bonus by the end of FY13*
>
> ***2.2.4Mb:*** *Increase the percentage of personnel with tested language skill of ILR 1/1 or higher in the 2012 DoD Capability Based Review top ten mission essential*

languages (minus English and Spanish) across the Total Force by 0.2% by the end of FY16

Objective 2.3

Improve the career path and management of Language and Regional professionals

Performance Measures: Performance measures for this Objective evaluate the management of LREC skills by monitoring their qualified fill rate, development of LREC capabilities, and the appropriate revision of DoD Directives and Instructions

2.3.1 Increase the *qualified fill rate of positions for LREC professionals

2.3.1Ma: Increase the percentage of fully qualified Foreign Area Officers (*defined as possessing a language proficiency of 3/3/3/; additional requirements include a Master's Degree in a related regional studies program with a minimum 6-months training period in the related country/region. Significant in-country experience in lieu of a regional master's degree, as determined by military Service M&RA IAW DoDD 1315.17 Military Department Foreign Area Office (FAO) program, is acceptable) from 9.3% in FY12 to 12% by the end of FY18*

*2.3.1Mb: Increase the professionally-qualified fill in the military CLA community (*defined as the person working a cryptologic language mission and having L3/R3 proficiency in the language of that mission) to 60% 3/3 by the end of FY18*

2.3.1Mc: Increase the percentage of military CLAs E-5 and above with a level 3 in reading or listening in their primary language to 80% by the end of FY18

2.3.2 Components to review, assess, and improve policies, actions and procedures for recruiting, testing, assigning and utilizing Language and Regional professionals

2.3.2M: Revise or certify as current (officially documented on the cover page as being reviewed within the last 5 years) 100% of DoD/Component's LREC directives and instructions by the end of FY15

2.3.3 Components (Military Departments in conjunction with functional managers) to improve and develop career roadmaps

2.3.3M: Develop, approve, and brief to the DLAP 100% of career roadmaps for Language and Regional Professionals by the end of FY15

Objective 2.4

Build and improve training and education programs to acquire, enhance, and sustain LREC capabilities for the Total Force and to increase DoD LREC capable personnel available for National Security challenges

Performance Measures: Performance measures for this Objective evaluate the success of acquiring, enhancing, and sustaining LREC capabilities by tracking K-16 participation in educational programs, monitoring Cross-cultural Competence (3C) training of military accessions, and tracing collaboration of training materials

2.4.1 DLNSEO to work in coordination with Federal, State, and Local organizations and educational agencies to expand and strengthen culture and language education programs

> ***2.4.1M:*** *Increase K-16 program participation in language and culture education programs by 10% of FY11 student participation by the end of FY14*

2.4.2 OUSD (P&R) to establish a Cross Cultural Competence (3C) foundational policy across the Total Force for Service implementation

> ***2.4.2Ma:*** *Develop a 3C foundational policy by the end of FY14*

> ***2.4.2Mb:*** *Train 100% of military accessions in 3C within their first year of service by the end of FY16*

2.4.3 OUSD (P&R) to coordinate language, region and culture training efforts across the Department to preclude redundancies and prevent inefficient practices

> ***2.4.3M****: Institutionalize a method to collaborate and share language, region and culture training product info across the Department by the end of FY14*

Goal Three

Strengthen Partnerships: Strengthen LREC capabilities to increase interoperability and to build Partner Capacity

Outcome Statement: The DoD's ability to effectively engage with partners is strengthened through mutual understanding. Interoperability between DoD and its interagency and international partners is improved through employment of LREC skills and knowledge needed to effectively interact.

Key Stakeholders: The key stakeholders for policies, programs, and procedures are The Office of the Under Secretary of Defense for Policy , the Geographic Combatant Commands (GCCs), DLNSEO, the National Security Agency, Defense Security Cooperation Agency and the Defense Language Institute English Language Center (DLIELC).

Objective 3.1

Utilize and expand LREC programs with our international counterparts, academic and interagency organizations to achieve global objectives and missions

Key Initiatives and Performance Measures: The performance measures for this Objective evaluate the programs with our international counterparts, academic and interagency organizations by tracking partnerships, memberships, activations, collaboration, and lessons learned

3.1.1 DLNSEO and the National Security Agency to collaborate with domestic, international, and military educational institutions to build and sustain DoD personnel LREC capabilities

> ***3.1.1M:*** *DLNSEO to collaborate with 5 new institutions by the end of FY16, starting with academic year 2013-2014*

3.1.2 Components to increase the sharing of training opportunities and expertise across the whole of government to build DoD's LREC capability

> **3.1.2M:** *Establish a mechanism for reporting DoD's use of training events administered by other organizations*

Objective 3.2

Enhance Partnership Capacity by assisting designated international defense partner nations in improving sustainable English LREC training capabilities

Key Initiatives and Performance Measures: The performance measures for this Objective evaluate English language proficiency and throughput of partner nation graduates at DLIELC as well as the development of English language training programs in designated partner nations.

> **3.2.1** Air Force as the Executive Agent for the DLIELC will oversee efforts to optimize throughput and maximize successful completion of English language training via the Defense English Language Program
>
> > **3.2.1Ma**: *Reduce international student academic attrition from a historical average of 5.8% to 3% by reducing the number of English Comprehension Level waivers granted by the end of FY16*
> >
> > **3.2.1Mb**: *Improve the DLIELC graduation rate from 90.4% in FY12 to 93% by the end of FY16*
>
> **3.2.2** Better English-trained partners report to DLIELC as a result of improved language training received in their home country.
>
> > **3.2.2M**: *Identify three partner nations in need of improved in-country English language and target these identified partner nations with development of in-country English language training assistance by the end of FY16*

Conclusion

In this cost-constrained environment, this Implementation Plan supports the Department in taking a coordinated approach across the Components to maximize efficiencies, while achieving the transformational change envisioned by senior leadership and outlined in the Strategic Plan. Strategic planning is an iterative process. As such, this Implementation Plan is a living document that will continually adapt to the changing priorities of the Department, including the needs of the CCMDs, Military Departments, and the Defense Agencies and Field Activities.

Way Ahead

In the future, the DoD's success will in part be based on how well we position ourselves today to influence and collaborate with our international counterparts around the world. The work accomplished in relation to this Implementation Plan builds on a baseline of LREC capabilities that has been in development across the DoD for decades, but specifically draws on lessons learned during the last 12 years of operations and conflicts. The goals set forth in the Strategic Plan that was published in February 2011 guided the development of the Implementation Plan. Execution of the Strategic Plan began immediately, even prior to the official publication of this Implementation Plan. The Joint Staff-led Capabilities Based Requirements Identification

Process is in the final stages of its first iteration with the Combatant Commands, and will be transitioned in FY14 to the Military Departments for demand and risk analysis. The Military Departments, Defense Agencies, and DoD Field Activities continue to improve LREC training and education programs, and there are efforts underway to examine how to improve the career management of language professionals. The synergies gained between identifying requirements and then building the workforce skilled to perform to these requirements will, in effect, expand the DoD's ability to influence partnerships with and between international militaries that the country deems important to US national security. Specific programs that affect building partnership capacity, such as Security Force Assistance, will benefit from a Total Force better equipped to communicate with and understand our counterpart militaries.

Organizations will share information, as appropriate, about the initiatives laid out in the Implementation Plan, such as milestones, timelines, risks, and measures, with the Implementation Coordinator. Initiatives will be reviewed and updated at least annually in order to be responsive to the ever-evolving environment and to account for emerging guidance reflected in future strategic documents and congressional interest. Inherent in this approach and essential for success is the alignment with the Department's fiscal year calendar -- Program Objective Memorandum (POM) -- process to help secure funding for implementation activities.

The alignment of strategy and resources will enable the Department to achieve the three LREC goals for capabilities and requirements, personnel management, and strengthening partnership capacity.

Appendix A: Glossary of Terms[1]

3C (Cross-Cultural Competence): A competency based on a set of knowledge, skills, abilities and attitudes (KSAAs) developed through education, training, and experience that provide the ability to operate effectively in culturally complex environments. An individual's 3C can be further developed and augmented by the acquisition of cultural, linguistic, and regional proficiency, and by their application in cross-cultural environments.

Capability: An individual's ability to achieve a desired effect under specified standards and conditions. Source: JP 5-0.

Capabilities Based Review (CBR): A capabilities-based foreign language and regional expertise requirement determination process. The purpose of the CBR is to identify and validate DoD's foreign language and regional expertise requirements based on current national security strategy and operational planning documents.

Capabilities Based Requirements Identification Process (CBRIP): A standardized methodology for Geographic Combatant Commands (GCCs) to identify and prioritize language, regional expertise, and cultural capability requirements for missions within their area of responsibility and a Joint Staff process that integrates and validates those capability requirements to send to the Services for force development.

Capacity: The volume or degree of capabilities.

Competency: A competency is an observable, measurable pattern of knowledge, abilities, skills, and other characteristics that individuals need in order to successfully perform their work. Source: DoDI 1400.25 v250 Civilian Strategic Human Capital Planning (SHCP), November 18, 2008.

Cultural Capability: The ability to apply culture-general knowledge, skills, abilities, and attitudes (KSAAs) and culture-specific knowledge to achieve mission success in culturally complex environments.

Defense Agencies: Within this document, Defense Agencies refers to only those Defense Agencies who are members of Defense Language Steering Committee: Defense Intelligence Agency (DIA), Defense Security Cooperation Agency (DSCA), Defense Threat Reduction Agency (DTRA), National Geospatial-Intelligence Agency (NGA), and National Security Agency (NSA).

DoD Components: Includes the Office of the Secretary of Defense (OSD), the Military Departments, the Joint Staff, the Combatant Commands, the Office of the Inspector General of the DoD, the Defense Agencies, the DoD Field Activities, and all other organizational entities in the DoD. Source: DoDD 5160.41E Defense Language Program (DLP), October 21, 2005.

Interoperability: 1) The ability to operate in synergy in the execution of assigned tasks. (Joint Publication 1-02, *DOD Dictionary of Military and Associated Terms*); 2) The ability of U.S. and coalition partner systems, units, or forces to provide data, information, materiel, and services to and accept the same from other systems, units, or forces, and to use the data, information, materiel, and services so exchanged to enable them to operate effectively together. Source: *CJCSM 3170.01*, May 1, 2007

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[1] Terms are defined here only in the context of this Implementation Plan.

Language Readiness Index (LRI): A strategic, near real-time web-based tool that compares language capability inventory against requirements for Component missions and roles to identify the gaps in the Total Force. The tool is for use by senior leaders to make informed decisions, develop risk assessments, examine risk mitigation measures, and shape the future force.

Language Skills, Regional Expertise, and Cultural Capabilities (LREC): LREC references language skills, regional expertise, and cultural capabilities in respect to personnel/professionals, requirements/needs, programs/efforts, or strategy.

Regional Expertise: Graduate-level education or 40 semester hours of study focusing on but not limited to the political, cultural, sociological, economic, and geographic factors of a foreign country or specific global region through an accredited educational institution or equivalent regional expertise gained through documented previous experience as determined by the USD (P&R) or the Secretary of the Military Department concerned. Source: *DoDD 5160.41E Defense Language Program (DLP)*, October 21, 2005.

Requirement: An essential condition, resource, and means for meeting the minimum critical capability needed to be fully operational. Source: Terms of Reference for Conducting a Joint Capability Area Baseline Reassessment.

Total Force: All military (Active and Reserve Components) and civilian DoD personnel, and, in a theater of operations, other U.S. personnel (including contractors and other federal employees).

Appendix B: Acronyms

3C	Cross-cultural Competence
CBRIP	Capabilities Based Requirements Identification Process
CCMD	Combatant Command
CJCSM	Chairman of the Joint Chiefs of Staff Manual
DLAP	Defense Language Action Panel
DLIELC	Defense Language Institute English Language Center
DLIFLC	Defense Language Institute Foreign Language Center
DLNSEO	Defense Language and National Security Education Office
DLSC	Defense Language Steering Committee
DMDC	Defense Manpower Data Center
DOD	Department of Defense
DODD	Department of Defense Directive
DRRS	Defense Readiness Reporting System
FY	Fiscal Year
ILR	Interagency Language Roundtable
JP	Joint Publication
LREC	Language Skills, Regional Expertise, and Cultural Capabilities
LRI	Language Readiness Index
NLSC	National Language Service Corps
OUSD(P&R)	Office of the Under Secretary of Defense for Personnel & Readiness
OUSD(I)	Office of the Under Secretary of Defense for Intelligence