

DEPARTMENT OF DEFENSE  
**Strategic Plan for**  
LANGUAGE SKILLS, REGIONAL EXPERTISE,  
AND CULTURAL CAPABILITIES



*2011–2016*



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## LETTER FROM THE UNDER SECRETARY OF DEFENSE (PERSONNEL & READINESS)

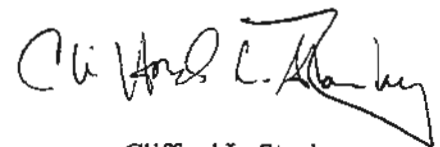
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The U.S. is a global leader and its national security and interests are inextricably linked to the greater international community. This global involvement will continue. Therefore, it is imperative that our men and women in our military and civilian corps are prepared for the linguistic, geographical, and cultural complexities of international environments to successfully meet the operational demands of our global commitments. Due to the nature of threats to national security, the U.S. cannot act alone. Building and leveraging international partners and allies are paramount for mission success and achieving stability in the international system. The Strategic Plan for Language Skills, Regional Expertise, and Cultural Capabilities represents our commitment to further enhance and institutionalize these critical enablers.

This plan presents a comprehensive, integrated way ahead for the Department. It provides a focused and systematic strategy to guide through 2016 the transformation in providing our warfighters, international partners, and allies with the language skills, regional expertise, and cultural capabilities needed to meet the diverse operational needs of the 21<sup>st</sup> century.

Thanks to the members of this Department who put in many hours to create this transformational document. With the development of this strategy, we are well positioned to expand language, regional, and cultural knowledge, skills, and abilities across the Total Force and improve the effectiveness of our deployed warfighters.

I will develop an Implementation Plan as a follow-on to this Plan which will identify innovative solutions to build, enhance and sustain these capabilities and guide the Department of Defense's efforts for a more efficient, effective, and cost-conscious way of conducting business. I look forward to working with the Department's leaders in meeting the challenges of implementation.



Clifford L. Stanley  
Under Secretary of Defense  
Personnel & Readiness

## EXECUTIVE SUMMARY

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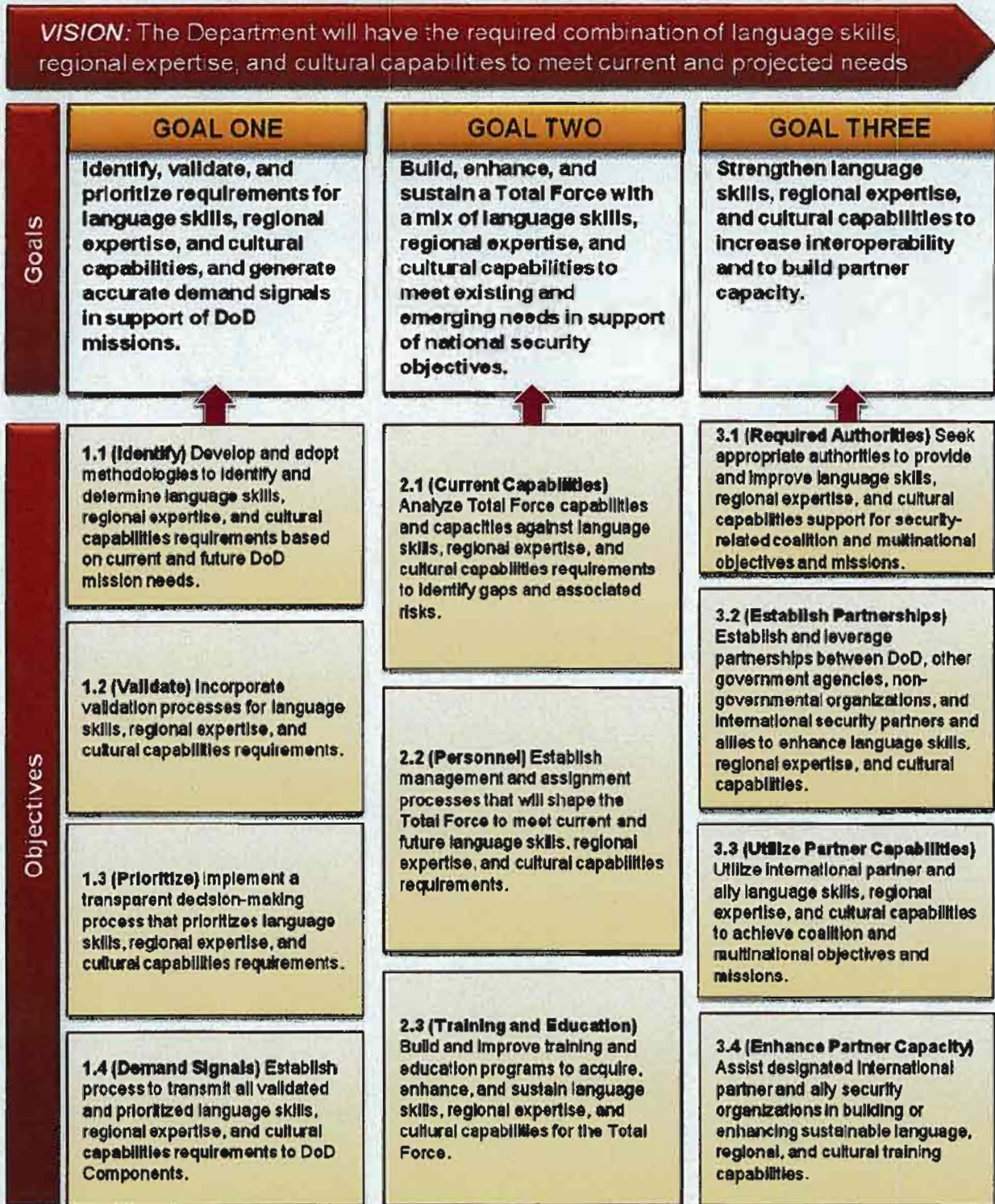
Language, culture and regional expertise are essential to mission readiness in today's dynamic global environment. Therefore, this Strategic Plan represents an important cornerstone in building a comprehensive, integrated approach toward increasing and sustaining language skills, regional expertise, and cultural capabilities within the Department of Defense (DoD).

In order to gain the necessary capability and capacity needed, the steps we take must be bold and innovative. These capabilities cannot be taken lightly, and actions must display the sense of urgency necessary to build, enhance and sustain these required capabilities for current and future missions.

While much has been done to establish foundational language skills, regional expertise, and cultural capabilities, further growth and advancement are needed to support our national security efforts. The Department of Defense efforts must also complement and provide a model for national efforts to build a globally competent workforce by educating a larger pool of language and internationally competent high-school and college graduates from which the Department, other Federal agencies and the private sector can recruit.

This Strategic Plan addresses four major elements—assumptions, vision, goals, and objectives—that were formulated by stakeholder subject matter experts (SME) through a collaborative strategic planning process. As such, this Plan represents the key priorities for addressing language skills, regional expertise, and cultural capabilities and aligns with the Department's overarching strategic documents. The Department is committed to achieving this vision, and the Strategic Plan articulates the means by which this desired end state can be accomplished.

**Figure 1: Overview of Strategic Plan  
for Language Skills, Regional Expertise, and Cultural Capabilities**



## INTRODUCTION

Challenges inherent to 21<sup>st</sup>-century warfare, including conventional and irregular warfare and stability operations, require the Total Force and partners to be equipped with language skills, regional expertise, and cultural capabilities. These skills are proven vital enablers for successful and timely DoD engagements including accomplishment of steady-state, contingency, and surge missions.

The *National Defense Strategy* (NDS) states that “U.S. interest includes protecting the nation and our allies from attack or coercion...” The NDS also recognizes that our nation’s security is “tightly bound with the security of the broader international system.” Recent military missions in support of national security objectives—for example, Operation ENDURING FREEDOM (OEF), Operation UNIFIED RESPONSE and Operation NEW DAWN—have included the rebuilding of foreign nations, government and economic programs, infrastructure, and schools. To be successful in these efforts and effectively collaborate with local populations worldwide, language skills, regional expertise, and cultural capabilities are critical competencies for the Total Force.

The Defense Language Transformation Roadmap (DLTR), published in February 2005, laid the groundwork for investing in language skills, regional expertise, and cultural capabilities, and the majority of the Roadmap’s tasks have been accomplished. Additionally, the May 2008 *Guidance for the Development of the Force 2010–2025* (2008 GDF) reinforced language skills, regional expertise, and cultural capabilities as essential by directing the Department to:

*Increase foreign language skills and cultural knowledge capability and capacity by identifying and training military and civilian personnel with high aptitude to learn foreign languages, as well as military personnel who conduct irregular warfare, perform security, stabilization and reconstruction missions, work with coalition partners, or are involved in training and advising missions in regions of the world where English is not a spoken language.*

Although the Department has made significant progress in recent years, deficiencies still remain. The intent of the Department of Defense Strategic Plan for Language Skills, Regional Expertise, and Cultural

*“Although the value of foreign languages and cultural proficiency is recognized by our Special Forces, these capabilities are essential for all forces preparing for irregular warfare, training and advising missions, humanitarian efforts, and security and stabilization operations.”*

*—Secretary Gates, Senate Armed Services Committee, February 6, 2008*

Capabilities (2011-2016) is to build upon the foundation established by the DLTR and to institutionalize language skills, regional expertise, and cultural capabilities across the Department. The Plan sets strategic direction for DoD's language skills, regional expertise, and cultural capabilities and provides a comprehensive, systematic, and actionable way ahead.

The Department's vision is to *"have the required combination of language skills, regional expertise, and cultural capabilities to meet current and projected needs"* and is supported by three goals that will systematically identify, build, and strengthen language skills, regional expertise, and cultural capabilities. These goals are:

1. Identify, validate, and prioritize requirements for language skills, regional expertise, and cultural capabilities, and generate accurate demand signals in support of DoD missions.
2. Build, enhance, and sustain a Total Force with a mix of language skills, regional expertise, and cultural capabilities to meet existing and emerging needs in support of national security objectives.
3. Strengthen language skills, regional expertise, and cultural capabilities to increase interoperability and to build partner capacity.

Achieving these goals will enable military and civilian personnel to successfully overcome language and culture barriers inherent to global missions. As President Obama stated, "in the 21<sup>st</sup> century, military strength will be measured not only by the weapons our troops carry, but by the languages they speak and the cultures they understand" (August 17, 2009, Remarks to the Veterans of Foreign Wars).



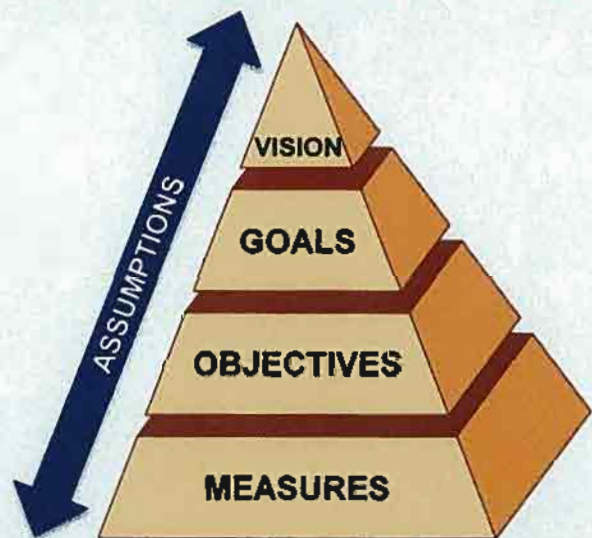
## APPROACH

A structured strategic planning methodology was used to formulate the DoD Strategic Plan for Language Skills, Regional Expertise, and Cultural Capabilities and develop the Plan's assumptions, vision, goals, objectives, and performance measures approach. The assumptions identify the planning factors that were used to frame and influence the strategic choices identified within the Plan. The vision defines the Department's desired end state, while the goals and objectives describe, at varying degrees, *how* the Department will accomplish this Strategic Plan's vision. Although this document does not include comprehensive performance measures, a measures approach was identified and will be further developed into a framework for evaluating the Plan's effectiveness. Collectively, these strategic elements chart a course for developing and expanding, at varying proficiencies, language skills, regional expertise, and cultural capabilities across the Total Force.

### Assumptions

The assumptions capture the realities and likely trends that will impact the Department's current and future language, regional, and cultural needs, providing the baseline for initial formulation of goals and objectives.

**Figure 2: Strategic Planning Methodology**



**Assumption 1:** The international security environment and the nature of threats to U.S. national security will include a broad range of potential conflict zones and likely coalition partners with whom DoD personnel will work.

**Assumption 2:** The far-reaching threats in Assumption 1 will result in deployment of DoD expeditionary forces that must work with current and future coalition partners in a wide variety of operations and other activities, often with little advance notice.

**Assumption 3:** Within its expected global operations, DoD will need responsive language skills, regional expertise, and cultural capabilities to meet challenges posed by adversaries and to work effectively with partners and allies, the personnel they train and advise, and officials and local populations where the Department conducts operations.

**Assumption 4:** U.S. forces will conduct operations where less commonly taught languages are spoken, which requires the Department to maintain broad language skills, regional expertise, and cultural capabilities.

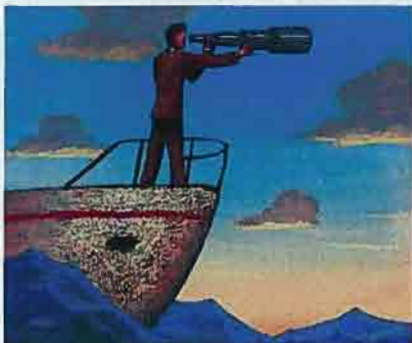
**Assumption 5:** DoD will not be able to meet its global linguistic interoperability needs solely with U.S. personnel trained in foreign languages and will leverage other sources (e.g., host-nation contracted personnel, partner nation capability, technology, etc.) to ensure needs are met.

**Assumption 6:** U.S. allies and partners, as well as DoD, will continue to demand English language training.

**Assumption 7:** DoD must develop human capital language skills, regional expertise, and cultural capabilities because technology alone will be insufficient to provide the depth of understanding of languages, regions, and cultures that DoD's global mission requires.



## VISION



### Vision

The Department will have the required combination of language skills, regional expertise, and cultural capabilities to meet current and projected needs

The art of warfare has drastically changed since the start of the 21<sup>st</sup> century. The September 11, 2001, terrorist attacks, U.S. involvement abroad, and continual effects of globalization have resulted in our forces engaging with a myriad of nations and cultures. Vital to the success of current and emerging conflicts is DoD's ability to build on current language skills, regional expertise, and cultural capabilities. Lessons from OIF and OEF clearly demonstrate the need to achieve greater language skills, regional expertise, and cultural capabilities across the Total Force and the nation as personnel work closely with local populations and government officials abroad to accomplish the mission. As our global engagements expand, language skills, regional expertise, and cultural capabilities will continue to be critical for DoD personnel, other Federal agencies and the nation at large. To meet the requirements generated by an expanding global role, it is incumbent upon the Department to invest in basic and continuing language, regional, and cultural training and education while maintaining a cadre of personnel with higher language, regional, and cultural proficiencies.

This vision incorporates language skills, regional expertise, and cultural capabilities as part of the general warfighting competencies for the Total Force and works to access, retain, and develop personnel with these skill sets to ensure mission readiness. By identifying language, regional, and cultural requirements and building these capabilities, the force will be able to more effectively engage with not only partners and allies, but also with the indigenous populations in order to build rapport and establish trusting relationships.

*"Today's military establishment—its active duty, reserve, and civilian personnel—must be trained and ready to engage the world with an appreciation of diverse cultures and to communicate directly with local populations. These skills save lives."*

—U.S. House of Representatives, House Armed Services Committee (HASC), November 2008

## GOAL ONE

***Identify, validate, and prioritize requirements for language skills, regional expertise, and cultural capabilities, and generate accurate demand signals in support of DoD missions***

Given the global nature of 21<sup>st</sup>-century engagements, a major challenge lies in determining which language skills, regional expertise, and cultural capabilities are needed as well as where and when such need will arise. Goal One creates and institutionalizes a comprehensive, coherent, and efficient process that effectively identifies, validates, and prioritizes joint force requirements—for both human capital and human language technology (HLT)—and transmits appropriate demand signals of language skills, regional expertise, and cultural capabilities requirements to the DoD Components.

In addition, accurate forecasting of future requirements is paramount to ensure readiness and success in the long term. Although it is not possible to forecast with complete accuracy, the ability to anticipate future operational requirements will provide some predictability in an ever-changing environment and better prepare the Total Force to meet increasingly complex challenges.

*"Global competence, which consists of foreign language skills and cross cultural communication, has now become a national critical competency...Just about every military member of our Armed Forces will serve in a foreign country at some point in their military careers and there are increasing numbers of civilians and contractors who are now serving in a foreign country."*

*—Secretary Gates, 50th Anniversary of Title VI*

### ***Objectives***

***1.1 Identify: Develop and adopt methodologies to identify and determine language skills, regional expertise, and cultural capabilities requirements based on current and future DoD mission needs.*** The identification of near-term and projected language, regional, and cultural capabilities requirements is critical. As a result of the varying nature of deployment and combat assignments among the forces, each DoD Component will determine the requisite language skills, regional expertise, and cultural capabilities needed for current and future missions. Each DoD Component, employing DoD standardized instructions, will apply a rigorous and analytical methodology to accurately inform the Department of known and predicted language, regional, and cultural capabilities requirements. Such requirements will

be identified, captured, and consolidated in the DoD Language Readiness Index (LRI). This methodology will recognize HLT as an assistive tool which can enhance, but not replace, the ability of language-skilled individuals to meet language, regional, and cultural requirements. The process must be rigid enough to offer some predictability, including the cadence of biennial reporting, yet flexible enough to identify unforeseen contingencies.

**1.2 Validate: Incorporate validation processes for language skills, regional expertise, and cultural capabilities requirements.** With finite resources and competing demands, validating identified needs for language skills, regional expertise, and cultural capabilities becomes an imperative aspect of the requirements generation process. Each DoD Component operates its own process to validate requirements. As such, each process must be assessed to determine if the appropriate criteria are used. The result will be an increased ability to substantiate language skills, regional expertise, and cultural capabilities requirements, provide strategic guidance and predictability, and aid operational planners in determining requirements based on demands.

**1.3 Prioritize: Implement a transparent decision-making process that prioritizes language skills, regional expertise, and cultural capabilities requirements.** Prioritization plays an important role in the requirements determination process by assessing the criticality of each requirement. Currently, each DoD Component manages its own language skills, regional expertise, and cultural capabilities prioritization process. A feasibility study must be conducted to determine the viability of implementing a standardized, DoD-wide prioritization process. A standardized process at the Department level would facilitate the prioritization of validated requirements across DoD Components.

**1.4 Demand Signals: Establish a process to transmit all validated and prioritized language skills, regional expertise, and cultural capabilities requirements to DoD Components.** The operational objective of Goal One is to generate demand signals that will effectively transmit validated and prioritized language skills, regional expertise, and cultural capabilities requirements to the DoD Components. These signals will also inform Program Objective Memorandum (POM) decisions.

### **End State and Performance Measures**

Goal One will develop and institutionalize a systematic process that effectively addresses deficiencies in the requirements generation process. The process will interpret the dynamic environments in which the Total Force operates by identifying, validating, and prioritizing requirements that will effectively determine language skills, regional expertise, and cultural capabilities our warfighters need to support national defense strategies. Although it is difficult to predict future requirements with certainty, instituting a standard requirements process would enhance the Department's capability to respond quickly to changing requirements.

Accurately identifying validated language skills, regional expertise, and cultural capabilities requirements is foundational in executing the vision of this plan. Performance measures will monitor the identification of these validated and prioritized requirements in order to track the desired results. Key performance measures will be used to assess the operational efficacy of the process and ensure the continuous improvement and optimization of language skills, regional expertise, and cultural capabilities requirements generation.



## GOAL TWO

***Build, enhance, and sustain a Total Force with a mix of language skills, regional expertise, and cultural capabilities to meet existing and emerging needs in support of national security objectives***

U.S. forces are engaged in numerous missions throughout the world. The ability of military and civilian personnel to overcome inherent language and culture barriers is critical to the success of those missions. Goal Two defines how the Department will align its training, educational programs and personnel processes (i.e., recruitment, retention, and sourcing strategies) to better equip deploying units, leaders, and staff with the language skills, regional expertise, and cultural capabilities required for successful missions. Although the DLTR was a catalyst for establishing these foundational skills, greater effort is needed to fill the gaps. This goal will drive policy and programmatic decisions within the personnel, educational, and training arenas that will enable the Department to fulfill language, regional, and cultural requirements for personnel efficiently and effectively.

### ***Objectives***

***2.1 Current Capabilities: Analyze Total Force capabilities and capacities against language skills, regional expertise, and cultural capabilities requirements to identify gaps and associated risks.*** A baseline of current language skills, regional expertise, and cultural capabilities and capacities, to include HLT, must be established and then compared against requirements to reveal gaps and risks. Once the criteria to evaluate language, regional, and culture requirements are developed, military and civilians with these skills and abilities will be identified, and their proficiencies will be compared against current requirements. This information will highlight the language and culture gaps and drive policy and programmatic recommendations for senior leadership. In addition, this objective will assess personnel processes and strengthen systems currently used, such as the Defense Readiness Reporting System (DRRS) and LRI.

***2.2 Personnel: Establish management and assignment processes that will shape the Total Force to meet current and future language skills, regional expertise, and cultural capabilities requirements.*** Combatant Commands and the Services strive to meet language, regional, and cultural requirements for personnel but fall short due to the inefficiencies and gaps within the Department's personnel processes, policies, and programs (e.g., recruitment, retention, and sourcing). This objective will optimize the management and assignment processes by refining the accession, retention, and sourcing policies and

programs that currently hinder the development of language, regional, and cultural capabilities. Efforts of Goal Two will raise these capabilities as a key driver in personnel policies and programs, enabling the Department to effectively identify, recruit, retain, and source accordingly to meet these personnel needs.

**2.3 Training and Education: Build and improve training and education programs to acquire, enhance, and sustain language skills, regional expertise, and cultural capabilities for the Total Force.** The Department must continue its long-term commitment to provide periodic and progressive training and educational opportunities to acquire, enhance, and sustain perishable language skills, regional expertise, and cultural capabilities. As such, this objective addresses deficiencies and gaps in the Department's training and educational programs and policies. To further prepare Service members to operate effectively in any cross-cultural environment, this objective will institutionalize cross-cultural competence by building and implementing a roadmap for managing, measuring, and sustaining these competencies for the Total Force. This objective will also establish language, regional, and cultural training opportunities before deployment and upon accession. In addition, the Department will create an accessible and comprehensive repository of all language, regional, and cultural training and educational opportunities to enable those who want to acquire and further refine their knowledge and skills. This objective also will identify actions, which will address the Department's need for a national effort starting with pre-K through 12<sup>th</sup> grades.

### ***End State and Performance Measures***

As a result of Goal Two, new and enhanced training, as well as program and policy developments, will expand the language, regional, and cultural breadth and depth of the Total Force. A multitude of diverse training opportunities will enable personnel to acquire basic and/or further advance these capabilities, and such elements will be a valued component for recruitment, retention, and sourcing strategies. In addition, initiatives will address the need to optimize Total Force utilization by identifying people with specific language, regional, and cultural skills to fill immediate personnel requests, and expand flexible language, regional and cultural career paths to acquire interested personnel.

Currently, the Department has multiple personnel systems that track language proficiency. In developing performance measures for Goal Two, such systems will serve as the starting point to refine and further develop comprehensive measures aligned to training, personnel processes, and programs.



## GOAL THREE

***Strengthen language skills, regional expertise, and cultural capabilities to increase interoperability and to build partner capacity***

Due to the nature of the far-reaching threats to U.S. national security, the Department cannot address our nation's complex security challenges alone. The capacity to surge beyond foundational and in-house language, regional, and cultural capabilities is vital to improving the Department's ability to build global security capacity and increase the effectiveness of joint operations. For this to be realized, the Department requires a long-term, focused approach to build the capacities and capabilities of its mission-critical partners. Goal Three outlines the actions the Department will take to ensure more effective building, deployment, and sustainment of these capabilities in conjunction with other agencies, coalition partners, allies, and non-governmental organizations (NGO). Achieving the objectives of Goal Three will require utilizing partnerships to leverage and strengthen globally available language, regional, and cultural capabilities and capacities.

### ***Objectives***

***3.1 Required Authorities: Seek appropriate authorities to provide and improve language skills, regional expertise, and cultural capabilities support for security-related coalition and multinational objectives and missions.***

Current processes involved with providing support to our international security partners and allies are often cumbersome and insufficiently responsive to rapidly emerging needs. These challenges require DoD, in coordination with the Department of State (DoS) and other governmental agencies, to identify and evaluate current policy constraints. From this evaluation, recommendations for new policies or revisions to existing policies, within existing legal authorities, will be made to enhance the responsiveness and agility of the Department. This objective is foundational in nature, and critical to the Department's ability to establish effective partnerships and further build language skills, regional expertise, and cultural capabilities and capacities in conjunction with its partners and allies.

*"Building partner capacity is an essential national security requirement that will endure for the foreseeable future."*

*—Secretary Gates, Memorandum for Assistant to the President for National Security Affairs, June 2009*

**3.2 Establish Partnerships:** *Establish and leverage partnerships between DoD, other government agencies, non-governmental organizations, and international security partners and allies to enhance language skills, regional expertise, and cultural capabilities.* Changes in the international security environment and in the nature of threats to U.S. national security have dramatically increased the need for partnership and “jointness.” Operating in this environment requires collaboration with a broad range of stakeholders and places further emphasis on the need for increasing the capacities associated with language skills, regional expertise, and cultural capabilities. These challenges require the Department, in coordination with other government agencies, coalition partners, allies, and NGOs, to develop opportunities and partnerships designed to enhance the interoperability and effectiveness of these capabilities in support of national security objectives and multinational missions.

**3.3 Utilize Partner Capabilities:** *Utilize international partner and ally language skills, regional expertise, and cultural capabilities to achieve coalition and multinational objectives and missions.* The Department’s internal capacity to develop required language skills, regional expertise, and cultural capabilities across the Total Force is improving; however, supply cannot meet the increasing global demand for these vital skill sets. As such, DoD must leverage the capabilities and training programs of international partners and allies in support of language, regional, and cultural capability training needs. Focusing on these capabilities of our international partners and allies provides the Department with a means to operationalize these strategic assets through increased partnership and cooperation.

**3.4 Enhance Partner Capacity:** *Assist designated international partner and ally security organizations in building or enhancing sustainable language, regional, and cultural training capabilities.* Recent operations have required a transition to a more expeditionary force deployed worldwide in support of a widened variety of activities, often with little advance notice. This results in increasing requirements for language skills, regional expertise, and cultural capabilities to be deployed by DoD personnel in conjunction with an ever-expanding set of future international partners and allies. As outlined within the Building Partnership Capacity (BPC) Roadmap, the formulation of a focused approach for building capacities and capabilities in conjunction with our international security partners and allies is vital for long-term success. Moving beyond the provision of language, regional, and cultural training and focusing on building and enhancing the training capabilities of designated international partners and allies will result in a more sustainable approach for increasing the Department’s training capacity.

### ***End State and Performance Measures***

Goal Three acknowledges the importance of working with our international security partners and allies to ensure the Department is continually building and enhancing language, regional, and cultural capabilities. As the DoD finds itself deploying globally, the internal language, regional, and cultural capabilities of the Department are not enough; there is a growing need to leverage and work more effectively with partners and allies to develop collective, comprehensive capabilities and capacities. By first addressing existing

constraints that hinder effective and dynamic partnerships between the Department and its partners and allies, an environment that fosters greater cooperation, collaboration, and reciprocity will be realized. It is critical that the partnering processes support rapid response and ensure the effectiveness of cross-utilized language skills, regional expertise, and cultural capabilities. Finally, the approaches involved must be focused on building long-term partnerships capable of developing sustainable language, regional, and cultural programs. These programs must be designed so that they may be assessed, continually enhanced, and used to deploy mission-critical language, regional, and cultural capabilities in support of emerging coalition and multinational security-related missions.

To evaluate the success of Goal Three, measures will be focused on streamlining the effectiveness of processes related to the provision of language skills, regional expertise, and cultural capabilities support among the Department's international security partners and allies. They will be used to increase the visibility of the strategic nature of these capabilities in support of BPC and Security Assistance missions. Evaluation of partnering programs will further ensure that efforts to build and enhance the Department's language, regional, and cultural capacity are realizing an appropriate and effective return on investment.

## CONCLUSION

U.S. forces and our international partners will continue to participate in missions worldwide to protect and defend national interests and security. Inherent to these missions are language and culture barriers that impede the ability of our military and civilian personnel to successfully carry out essential missions. As stated in the 2008 HASC report, “speaking the language with an appreciation of local culture is a potent tool in influencing a mission’s outcome in our favor.” As we continue to operate globally, it is imperative for U.S. forces to work alongside of our allies and local populations. This action cannot be done without winning the trust of local people and government officials. We must be able to communicate effectively and demonstrate respect and appreciation for other cultures and ways of living. Only then will U.S. forces be able to confidently and competently meet the current and future challenges of a globalized world.

### Implementation

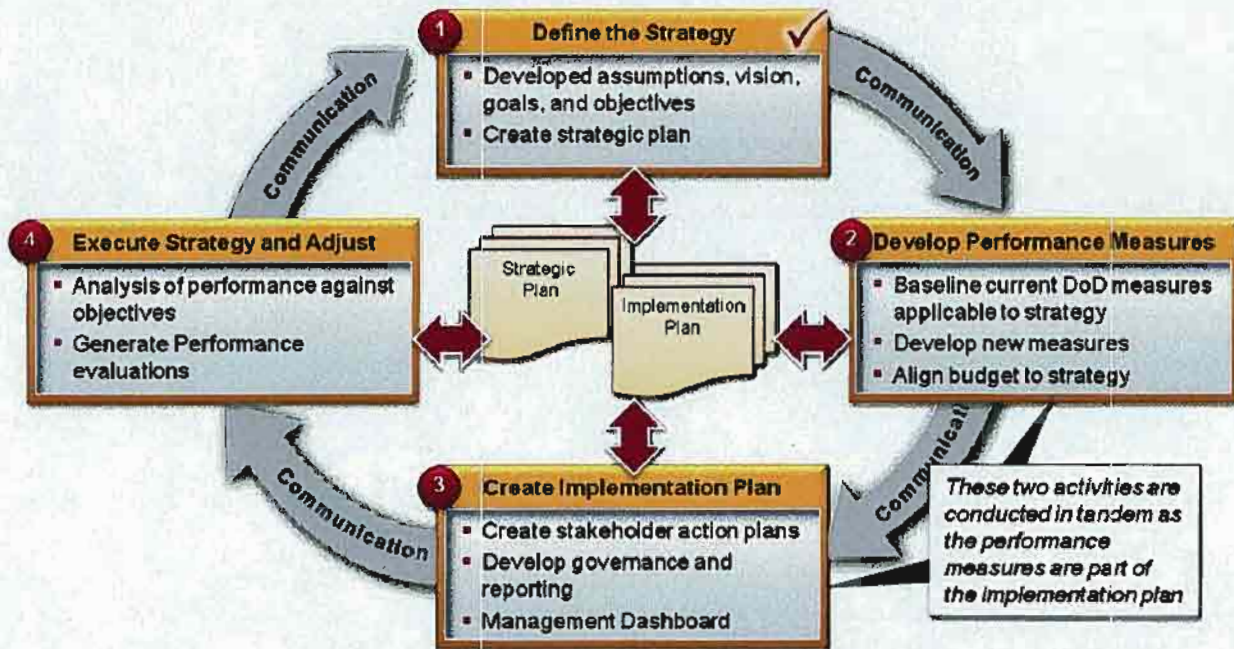
Implementation is the next step in the strategic planning process. Driving strategy execution will be the development of an implementation plan, which will serve as the managing mechanism to monitor progress, ensure accountability, and align stakeholder efforts. Implementation planning will involve a formalized approach to identify meaningful performance measures, establish a method for assessing risk, and develop action plans to support strategy deployment. Action plans will define the granular tasks, office of primary responsibility, and timeframes for completion. Performance measures will assess progress, determine impact, and guide the allocation of resources. It is paramount that both action plans and measures be developed in partnership with key stakeholders to create accurate, realistic, and meaningful tasks and measures.

This Strategic Plan is a “living” document that will be reviewed annually and modified as required to ensure its alignment and relevance with overarching DoD strategies.

*“The nation’s severe lack of regional expertise and linguistic capability is an issue that I have thought about and worried about for a long time, both as the Director of the CIA and then as the president of a large university and now as Secretary of Defense. This is a problem that has been a long time developing, and it is a problem that will take quite some time to fix”*

—Secretary Gates,  
Shangri-La Security Conference

Figure 3: Strategic Planning Process



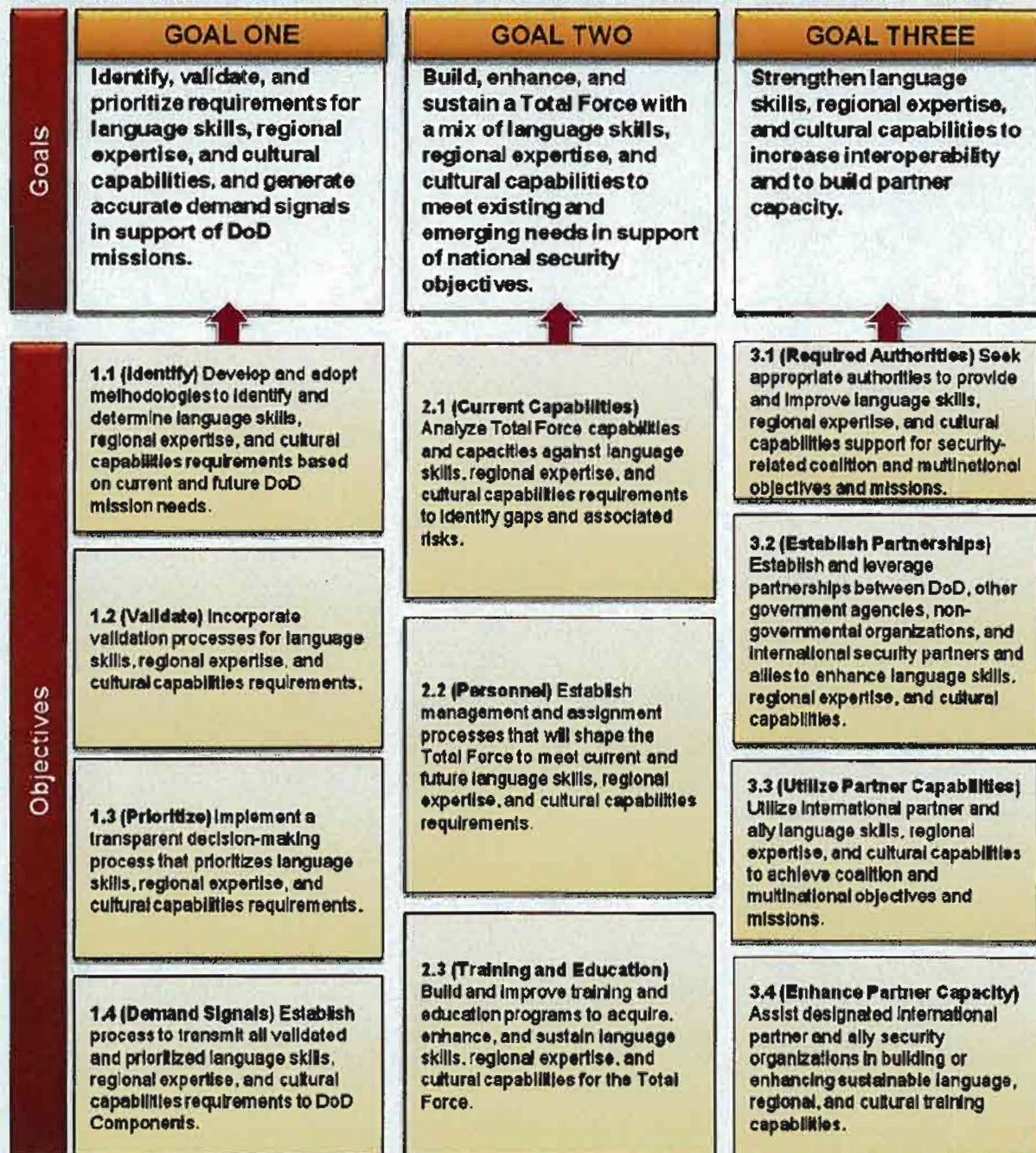
## Conclusion

The completion of the Language Skills, Regional Expertise, and Cultural Capabilities Strategic Plan marks a clear milestone for the Department of Defense. Building upon the foundation established by the DLTR, this plan defines strategic "next steps" necessary for the Department to expand language skills, regional expertise, and cultural capabilities. As Admiral Mullen stated, "no training is more critical to the U.S. military than education in critical foreign languages and cultures."<sup>[1]</sup> Execution of this strategy will be an efficient, effective, and cost-cutting way to optimize resources and build and enhance language, regional, and cultural capabilities and capacities needed across the Department to meet current and future needs.

<sup>[1]</sup> Admiral Michael Mullen, Chairman Joint Chiefs of Staff, August 11, 2009, Defense Language Institute Foreign Language Center, Monterey, California

## APPENDIX A: STRATEGY MAP

**VISION:** The Department will have the required combination of language skills, regional expertise, and cultural capabilities to meet current and projected needs



## APPENDIX B: GLOSSARY OF TERMS USED\*

**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. (DoDI 1400.25 v250, November 18, 2008)

**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 Department of Defense, the Defense Agencies, the DoD Field Activities, and all other organizational entities in the Department of Defense. (DoDD 5160.41E, 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. (*CJCSM 3170.01*, 1 May 2007)

**Language Readiness Index:** 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-skilled:** A person who possesses a foreign language capability in one or more foreign languages. (*DODD 5160.41E*, 21 October 2005)

**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 OUSD(P&R) or the Secretary of the Military Department concerned. (*DODD 5160.41E*, 21 October 2005)

**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).

### *Strategic Planning Terms Used\**

**Action Plans:** Foster effective execution amongst stakeholders as tasks are defined, outputs are determined, ownership is identified, and period of performance is captured.

**Goals:** Broad statements of intent and strategic change that, when taken collectively, represent how the vision will be realized.

**Implementation Plan:** Provides the detailed, actionable framework for implementing language skills, regional expertise, and cultural capabilities strategic goals and objectives.

**Objectives:** Provide detail regarding how the goals will be accomplished and clearly describe an intended outcome.

**Performance Measure:** Qualitative or quantitative information and aligned to key elements of the strategy to determine progress and evaluate success. Measures offer a common language linking plans and performance and track the results stakeholders seek to achieve.

**Strategic Planning:** An iterative process where a desired end state is defined and the appropriate means to achieve the desired end state are developed.

**Strategy Implementation:** Process of operationalizing and institutionalizing strategic goals and objectives with day-to-day operations to achieve the desired vision.

**Tasks:** Tactical-level steps required to achieve the stated objectives.

**Vision:** Communicates the desired end-state to key stakeholders, providing direction and linking operational and tactical activities in support of the organization or initiative's future aspirations and is usually reaching forward 5 to 7 years.

\*Terms are defined for clarification purposes for this Strategic Plan.

## APPENDIX C: STRATEGIC PLAN ACRONYMS

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<b>BPC</b>	Building Partnership Capacity
<b>DLTR</b>	Defense Language Transformation Roadmap
<b>DoD</b>	Department of Defense
<b>DoS</b>	Department of State
<b>DRRS</b>	Defense Readiness Reporting System
<b>FY</b>	Fiscal Year
<b>GDF</b>	Guidance for Development of the Force
<b>HASC</b>	U.S. House of Representatives Committee on Armed Services
<b>HLT</b>	Human Language Technology
<b>LRI</b>	Language Readiness Index
<b>NDS</b>	National Defense Strategy
<b>NGO</b>	Non-Governmental Organization
<b>OEF</b>	Operation ENDURING FREEDOM
<b>OIF</b>	Operation IRAQI FREEDOM
<b>OSD</b>	Office of the Secretary of Defense
<b>OUSD (P&amp;R)</b>	Office of the Under Secretary of Defense for Personnel and Readiness
<b>POM</b>	Program Objective Memorandum
<b>SME</b>	Subject Matter Expert

## APPENDIX D: REFERENCE DOCUMENTS

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*The following documents were consulted in the preparation of the 2011-2016 Strategic Plan:*

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