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Mr. Chairman and members of this distinguished committee, thank you for the opportunity to provide the Army's perspective on this very important topic. Culture and foreign language capabilities have become essential enablers for conducting military operations. Our operational environment requires an agile and dynamic force, both today and in the future. That force must be capable of operating across the full spectrum of conflict, in an increasingly multicultural environment. To provide this capability, The Army envisions an end state where Soldiers, leaders, and units have the right blend of culture and foreign language knowledge, skills, and attributes. They need these capabilities to facilitate full spectrum operations across operational themes from Major Combat Operations to Peacetime Military Engagement. We understand that successful interaction with local populations in the operational environments will be a key factor for success. Consequently, effective operations among other cultures must become an Army core competency. My purpose today is to describe the Army's efforts to develop and validate this competency. First, we will be assessing our current situation in light of our experience in recent operations and engagements, then defining what we want to accomplish as we move toward our end state, and finally describing the U.S. Army's strategy to achieve that end state.

Today's battle-tested Army has an appreciation for the advantages that leaders and soldiers with cultural and foreign language knowledge bring to an operation. In order to build this cultural and foreign language knowledge across the Army, we have numerous formal and informal culture and foreign language training and leader development opportunities that range from classes offered at the Defense Language Institute Foreign Language Center to unit officer

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professional development and individual pre-deployment study. The Army has developed cultural education and language training that allows units to gain a working knowledge of language and cultures through activities ranging from exposure during previous combat tours, to online self-paced language study, and pre-deployment mobile training teams from the Defense Language Institute Foreign Language Center and the Army's Training and Doctrine Command Culture Center. Throughout the last several years, the Army has been making progress in these areas. Although we are primarily focused on current operations in Iraq and Afghanistan, we also have well-established culture and foreign language specialists such as Foreign Area Officers and linguists maintaining our regional focus elsewhere. We must now broaden this focus so that the General Purpose Forces gain sufficient knowledge in cultures and languages beyond those associated with current military operations, in preparation for full spectrum operations around the world.

In order to achieve this end state, the Army is focusing on several principles. Foremost, all leaders and Soldiers must gain an appreciation of other cultures and languages and be able to apply cultural and foreign language knowledge to operational planning and execution. This appreciation and knowledge base must include a broader set of regions and countries beyond our current operations. The Army is developing an organized and integrated approach to culture and foreign language education and training. This approach will prescribe career development education and training programs that prepare individuals during pre-deployment, leveraging the vast experience gained from current operational tours and other life-long learning. Finally, the Army will focus pre-deployment mobile training teams to empower units with the culture and foreign language capability necessary to complete their assigned mission.

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The Army's overarching objectives in achieving this end state apply to all parts of the General Purpose Forces. Those objectives are:

- (1) All Soldiers having a balanced set of culture and foreign language competence required for successful execution of full spectrum military operations worldwide.
- (2) All Army leaders possessing culture and foreign language competence that enable them to effectively employ a portfolio of other professional competencies necessary for global operations. Consequently, this will allow them to profoundly influence the outcomes of U.S., allied, and coalition operations anywhere, at any time.
- (3) An Army with all units having the right blend of culture and foreign language capabilities to facilitate full spectrum operations anywhere at any time.

The Army is currently drafting an aggressive strategy to achieve this language and cultural end state, to facilitate full spectrum operations – called “the Army’s Culture and Foreign Language Strategy.” This draft strategy provides a framework for both present and future cultural and foreign language education and training programs. Such programs are needed to synchronize and coordinate the many ongoing initiatives while increasing the Army’s capabilities in these areas. The strategy is Soldier-focused and links an individual Soldier’s knowledge, skills, and attributes to unit capability in order to directly enable the execution of assigned missions. The strategy focuses on increasing language and cultural skills within leaders, Soldiers, and specialists throughout their careers, not just during pre-deployment training.

The Army’s Culture and Foreign Language Strategy integrates several earlier initiatives into a holistic approach. The Combined Arms Center at Fort Leavenworth, Kansas developed

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proposed culture and foreign language standards necessary for each stage of a Soldier's career. Likewise, the Army Training and Doctrine Command Culture Center at Fort Huachuca, Arizona developed cultural training courses for early levels of Professional Military Education (i.e., for Captains and below). The Army is also working to expand training and educational opportunities offered by both the Defense Language Institute Foreign Language Center and the Army Training and Doctrine Command Culture Center mobile training teams.

The goal of the Army Culture and Foreign Language Strategy is to provide a baseline of culture and foreign language capabilities required of all Soldiers in the General Purpose Forces. It is important to reiterate that General Purpose Forces are the primary focus of the strategy. Specialist capabilities necessary above the baseline will be maintained and improved upon within the existing culture and linguist fields, such as Foreign Area Officer, Civil Affairs Officer, and other career-oriented linguists in the intelligence community and Special Operations Forces.

At the most basic level, the Army Culture and Foreign Language Strategy focuses on building unit cultural and foreign language capability necessary for a unit to accomplish its assigned missions. The overall unit capability is created by the synergy of its members' individual cultural and foreign language skills. This includes a specific mix of proficiency levels, which will vary by unit depending on the unit type, the echelon of the unit, and the mission assigned. Above the basic building blocks of the General Purpose Forces, the Army Culture and Foreign Language Strategy also focuses on developing leaders (both officer and noncommissioned officer) with a culture and foreign language capability. The Army is focusing on increasing the culture and foreign language knowledge, skills, and attributes throughout their careers. The strategy is focusing on developing leaders with both individual competence and the

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ability to enhance culture and foreign language capability in their units. By preparing leaders to be more effective in cross-cultural or multi-cultural environments, the Army will build a cadre of future leaders able to handle complex tasks inherent in full spectrum operations. This cadre will not only be developed for cultures and languages related to current operations, but also for cultures and languages associated with future operations and engagement opportunities.

The Army's capability in culture and foreign language will be developed along two distinct but interrelated paths: the career development path; and the pre-deployment path. The two paths are interdependent because the learning that takes place during a Soldier's career will provide the foundation for the preparation of the unit as it prepares for deployment. Culture and foreign language capability will increase in depth and breadth over time through training, education, and experience. As leaders, specialists, and Soldiers receive culture and foreign language education and training appropriate to their position through both career development and pre-deployment training, their education and training will be applied to assigned tasks in the unit. The synergy generated by combining these individual competencies produces an overall unit capability that is greater than the sum of its parts. Through the normal rotation and career progression of individual Soldiers, units will be comprised of individuals with training and experience across a broad spectrum of foreign languages and cultural knowledge.

Therefore, there are two approaches to developing competency in culture and foreign language: lifelong learning and Army Force Generation training. Lifelong learning is based on progressive development in culture and foreign language knowledge and skills. In terms of culture, this is competence that a Soldier gains by focusing first on the basics and then on the same region throughout a career. In terms of language, it is the progressive development and

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refreshing of the language capability throughout a career. The second approach, Army Force Generation-tailored training, is based on the preparation for current or potential operations. This competence is gained as Soldiers prepare for deployment to a specific region and is employed within that region.

Of particular note, the Army has expanded the early portion of the lifelong learning process through increased culture and language immersion programs for Reserve Officer Training Corps Cadets and increased mandatory language requirements at the U.S. Military Academy. On August 8, 2008 the Army implemented an Officer Accession Pilot Program that awards critical language incentive pay for newly contracted Reserve Officer Training Corps (ROTC) Cadets who choose to study a foreign language deemed critical. The Army is currently investigating the possibility of mandating language requirements for all contracted ROTC Cadets in future academic years. Additionally, the Department of Defense has authorized the use of tuition assistance for Soldiers who enroll in foreign languages in colleges and universities, even if the language class is not part of a degree program.

In recent years the Army has added many tools to its culture and foreign language “toolbox.” Commercial off-the-shelf software, such as Rosetta Stone is available online through the Army e-Learning website to all Army Soldiers and civilians. In all, 29 languages are offered for self-development purposes, including English for our non-native speakers. Additionally, of the 14 languages listed on the Army Focused Language List, 11 are offered through this program: Arabic; Chinese; Farsi (Persian); French; Indonesian, Korean, Pashto, Portuguese; Russian; Spanish; and Swahili. Deployed units that lack reliable Internet connectivity are provided the software for installation on unit computers for use in theater to ensure continuity in

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their self-development training. Additional materials are available online from the Defense Language Institute Foreign Language Center.

The Defense Language Institute Foreign Language Center's commitment to providing language education reaches beyond the professional linguist community – it extends to all the Services as they prepare for deployment abroad. Mobile training teams conduct Language Familiarization and Cultural Awareness training for troops preparing to deploy with live, classroom-based instruction, conducted by subject matter experts in classes tailored to meet specific unit requirements in both time and scope. Since the program's inception in fiscal year 2005, the program has seen a 78% growth in its outreach and to date, the Army has provided pre-deployment training to a total of 66,572 service members (from all services). The Defense Language Institute Foreign Language Center also has seven Language Training Detachments designed to support the needs of the General Purpose Force, with an additional eight sites being vetted for future establishment.

In addition to traditional familiarization training, the Defense Language Institute Foreign Language Center provides language training to Military Transition Teams of all Services preparing for OEF/OIF at Ft. Riley, KS. To date a total of 6,031 service members have received Iraqi language training and 3,547 in Dari. Additional support is also given to the Professional Military Education system where more than 2,000 military officers have received training at Ft. Leavenworth (Army), Maxwell Air Force Base, Naval Postgraduate School, and at Quantico Marine Corps Base.

Online training is also available through the Defense Language Institute Foreign Language Center which provides Field Support Modules in 50 languages (including all 14

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languages listed on the Army Focused Language List) and 42 countries to support pre-deployment mission-oriented instruction in 24 additional languages expected through fiscal year 2010. Field Support Modules comprised of Language Survival Kits, Familiarization CDs and Headstart programs continue to be distributed worldwide. As of August 1, 2008 more than a million items have been shipped to deploying troops and is expected to exceed more than 300,000 items distributed in fiscal year 2008.

The Army's "heritage speaker" program has been highly successful. Native speakers of critical foreign languages are recruited into the military occupational specialty 09Lima Interpreter/Translator, and have been instrumental in supporting current operations. Since August 2003, the Army has trained and mobilized more than 600 native speakers to serve as interpreters in uniform. The Army is exploring expansion of the 09Lima program beyond the Central Command (CENTCOM) area of responsibility and provide support to emerging Africa Command (AFRICOM) and Pacific Command (PACOM) requirements. Combatant Commanders have praised the 09Lima native speakers, as being combat multipliers. These individuals bring a high proficiency in foreign languages as well as cultural knowledge to the Army where they are able to analyze the environment for threats.

The art and science of understanding culture and foreign language and improving the Army's capabilities in those areas is a dynamic process. As we continue to refine our strategy, we realize that there may be changes to doctrine, organizations, training, education, and leader development in order to achieve our end state. We also realize this effort will require additional resources and commitment, but I am confident that the investment will pay dividends as the Army will be more effective in accomplishing both individual and unit tasks during full-

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spectrum operations with multinational partners, amongst the local populace, civil authorities, and, ultimately, against our adversaries.

We are keenly aware of the demands placed on the time available to train individuals and prepare units for deployment. Our focus remains on training for full-spectrum operations and integrating culture and foreign language capabilities into that training. As part of the implementation planning, our objective is to leverage the culture and foreign language training already taking place and adding only that which is essential to achieving the end state. While we believe it may be necessary to add training to professional military education, we will only add essential elements that will not be at the detriment of developing core warfighting skills. This includes improving the feedback process from the Warfighter to ensure that our education and training remains current and relevant to the operational environment.

This is a long term effort that will take time to fully implement and reap the full benefit. The Army has begun by engaging the U.S. Army Training and Doctrine Command proponents and units Army-wide to ensure they understand the requirements generated by the goals and objectives of the strategy and assist in their refinement. This step will be followed by a deliberate assessment of what is already being done in the cultural and foreign language arenas, determination of what needs to be added, and finally, the very difficult process of assigning priorities that will lead to the tradeoffs in time and other resources.

The development of culture and foreign language specialists, such as Foreign Area Officers and linguists, is well established in the Army, but we are continually seeking to refine our training programs and certainly see a need to increase our numbers in these two areas. Previous operations in Somalia and the Balkans, and current operations in Afghanistan and Iraq

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identified gaps in the Army's culture and foreign language capabilities in the General Purpose Forces where the lack of language and cultural capabilities limited our effectiveness and ability to influence and work with populations of different cultures for extended periods of time. It is imperative that the Army improve those capabilities to meet both current and future requirements to ensure the Army's success in meeting the challenges of the 21st Century security environment to conduct any type of operation from peacetime military engagement to major combat operations.

The Army is taking the challenge of improving its culture and foreign language capabilities very seriously. We have begun the process of integrating and institutionalizing the programs necessary to realize the end state at which our Soldiers, leaders, and units have the right blend of culture and foreign language skills and capabilities to facilitate full spectrum operations. We have a long way to go to realize our ambitious end state, but we are confident we are on the right path. I thank you for the opportunity to share with you the Army's efforts toward that goal.