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   Titolo   Ensuring Language Capability in the Intelligence Community: What
                        Factors Affect the Best Mix of Military, Civilians, and Contractors

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   Soggetti   Intelligence service - Language - Employees - United States
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   Nota di contenuto   Introduction -- DoD guidance for determining workforce mix --
                        Literature review on the costs and benefits of different categories of
                        personnel -- Insights from interviews -- Exploratory analysis of the
                        relative cost-effectiveness of military versus civilian language-
                        proficient workforces -- Summary and concluding thoughts.

   Sommario/riassunto   Language capability is provided in the intelligence community by
                        military personnel, government civilians, and contractors. A key
                        question is what is the best mix of these three types of personnel in
                        terms of cost and effectiveness. This research draws on U.S.
                        Department of Defense guidance and the economics and defense
                        manpower literatures to provide a framework for broadly assessing the
                        costs and benefits of different sources of personnel to provide a given
                        capability, including language capabilities. The authors interviewed
                        personnel at the National Security Agency/Central Security Service and
                        conducted an exploratory quantitative analysis to identify the factors
                        that may affect the best mix of language capability in the intelligence
                        community. A key finding is that each category of personnel provides
                        unique advantages and belongs in the IC language workforce but that a
                        number of factors lead to civilians being a more cost-effective source
                        of language capability than military personnel, even after accounting
                        for the flow to the civil service of trained veterans with language
                        capability. Policies that reduce language-training costs for military

personnel and increase the flow of veterans to the civil service might help reduce this disparity.