

1. Record Nr.	UNINA9910220149503321
Autore	Asch Beth J.
Titolo	Ensuring Language Capability in the Intelligence Community: What Factors Affect the Best Mix of Military, Civilians, and Contractors
Pubbl/distr/stampa	RAND Corporation, 2013 [Place of publication not identified], : RAND Corporation The, 2013
ISBN	0-8330-8193-4
Descrizione fisica	1 online resource
Disciplina	353.1/7264
Soggetti	Intelligence service - Language - Employees - United States Multilingualism Intercultural communication
Lingua di pubblicazione	Inglese
Formato	Materiale a stampa
Livello bibliografico	Monografia
Note generali	Bibliographic Level Mode of Issuance: Monograph
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.
