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DD/S 70-1824
DTR-4938

05 MAY 1970

MEMORANDUM FOR: Deputy Director for Support

SUBJECT : Language Incentive Program

Attached are copies of papers that provide background information on the Language Incentive Program. The package includes some recent correspondence pointing up efforts to get the DD/I to agree to the proposed across-the-board

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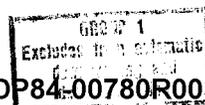
1. Memorandum for the Director from Alan Warfield, ADD/S, dated 17 May 1966, in which he notes that the Language Development Committee "is charged with continuing the incentives study" and that "there is still a lack of unanimity as to what incentives should be."

2. Your memorandum to the DTR, dated 20 December 1966, in which you tell of the briefing of the DCI and the DDCI on incentive awards.

3. Memorandum to you from the DD/P, dated 15 July 1968, in which Tom K. indicated that your approval will put the CS-Vietnamese incentive program into effect. Bob Wattles' concurrence carried the proviso that a regulation be published and that these "awards" be called Language Proficiency Increases.

4. Memorandum for Chief/FE from Chief/OPSER/DDP, dated 24 July 1968, in which mention is made of your approval and that Tom K.'s memorandum contains "basic managerial guidelines." To the best of our knowledge, there was no "subsequent memorandum" outlining administrative procedures.

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5. Memorandum for Chairman, LDC from DDP/TRO, dated 12 August 1969, gives some idea of how priority languages were identified.

25X1 6. Memorandum for DTR from Chairman, LDC, dated 4 December 1969, in which I have outlined the DD/I's opposition to the proposed [redacted]

25X1 7. Memorandum for ADD/I from ADD/S, dated 2 March 1970, in which he emphasized the Intelligence Directorate's role in delaying action on our [redacted]

Comments:

While we would like an Agency incentive program -- and regulation -- it is not inappropriate for each Directorate to have its own program; in fact, it may be good. The needs of each are different: CS needs are almost exclusively "oral" in contrast to the DDI's wanting mainly "reading" knowledge. While the "priority" languages are going to be quite similar in each Directorate (e. g. Russian and Chinese), the CS will have a much larger list of priorities, including almost every boondock language.

The important differences between this incentive program and past Agency efforts are:

1. You can't volunteer for it; you must be selected and be tested for aptitude before training.

2. It is limited to priority languages (the CS will, in some instances, give an LSI for the achievement of the highest level, fluent (Native), in a language such as Spanish and French. As Chairman of the LDC I do not like their exception to the "hard" language concept -- but I guess there is much pressure for this. Furthermore, few will achieve the "fluent" level.

3. Each Directorate declares its own list of priority languages. We understand that these will be "hard" languages (Chinese, Russian, Arabic, Japanese, Vietnamese, Burmese,

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Bengali, Lao, Meo, Persian, etc.) and that the individual accepted in the incentive program commits himself to one or two tours of service in the country concerned. This will assure sufficient use of the language to retain it for a very long time.



[Handwritten signature]
Deputy Director of Training

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DD/S 66-2553

DTE 5955

27 MAY 1966

MEMORANDUM FOR: Director of Central Intelligence

SUBJECT : Inducements in Connection with CIA's Foreign Language Program

REFERENCE : Note from Morning Meeting of 8 April 1966

1. This memorandum is for your information only.

2. Inducements which will produce an outstanding language capability in the Agency are being carefully considered. The Language Development Committee, chaired by the Deputy Director of Training, is specifically charged with continuing the incentives study of the Working Group which produced the report on CIA's Foreign Language Program that was approved by the DDCI on 1 February 1966. There is still a lack of unanimity as to what incentives should be used, but there is agreement within the Language Development Committee on the practicality of considering an appropriate reward for new employees who bring a special language skill into the Agency. Disagreement on incentive pay within the Agency arises in part from a past program that failed to relate language skill to language use. Under that program individuals often received cash awards in one, two, three, and even more languages while serving in assignments requiring no language competency.

(the Incentives)

3. Inducements to be investigated and studied, until specific recommendations are produced, are these:

a. Financial recognition (perhaps in the form of step increases) while studying a "hard" or "esoteric" language and during the period of its use. (Examples of some "hard" languages to be included: Chinese, Arabic, Japanese, and Vietnamese.)

b. Inclusion in fitness reports of a specific reference, much like that now made to cost consciousness, to the officer's language study, degree of competence and use in his assignment.

c. Assignment abroad, particularly in "hard" language areas, for "graduate" study. This is already done to a limited degree in the Agency, particularly with Chinese and Arabic.

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d. Greater use of foreign films, periodicals and newspapers. Newspapers and periodicals are now available and old editions are given students. These are available in our laboratories in Arlington Towers and at Headquarters in every language being studied.

e. Installation of a Voice of America transmission line to our language laboratories. These current foreign broadcasts are now being transmitted to us at a cost of \$21 monthly. This new facility is being used by students in all languages being studied at Arlington Towers, and hopefully this service will be extended to the Headquarters "labs."

f. Consideration, selection and testing of the most advanced programmed learning ^(teaching) devices presently available. To be tested immediately are French and Spanish programs which claim to produce a "courtesy" level in speaking proficiency and a vocabulary of 1,000 words with 100 hours of study.

(- -)
g. Use of a part of the balcony of the South Cafeteria for "foreign language tables" to provide interested employees a place to practice their languages during the lunch period.

4. While no delay in the study by the Language Development Committee is anticipated, the need and urgency to create effective inducements will become more clearly apparent after the present "information gathering" phase in our Foreign Language Program reveals the Agency balance between language capability and language requirements. Requirements are due to be reported by July 1966, while testing of Headquarters personnel to determine capability will not be completed before 31 December 1966.

SIGNED Alan M. Warfield

Alan M. Warfield
Acting Deputy Director
for Support

change

Distribution:

Orig - Addressee
1 - ER
2 - DD/S
✓ 1 - DTR

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Approved For Release 2003/05/27 : CIA-RDP84-00780R003700100018-4

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20 DEC 1966

MEMORANDUM FOR: Director of Training

SUBJECT : Briefing on Language Incentive Awards

1. At a special briefing of the Director and Deputy Director, the latter asked for a short briefing on the history of language incentive awards. This resulted from my description of the Language Training Program and particularly how it fits within the Career Training Program. The DDCI suggested that perhaps incentive awards would assist in the Program and we advised that we had been through this Program before and had dropped it in favor of the Language Training Program as adopted in the earlier part of this year.

2. Please let me know when you are ready and I will arrange a time with Admiral Taylor.



R. L. Bamerman
Deputy Director
for Support

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15 JUL 1969

MEMORANDUM FOR: Deputy Director for Support

SUBJECT : Incentive Program for Study
of the Vietnamese Language

1. This memorandum recommends an incentive program for CS personnel selected to study the Vietnamese language prior to assignment to the Saigon Station or to other Vietnam operations positions. A recommendation relative to this proposal is submitted in paragraph 5 below for your approval.

2. The Far East Division is in need of qualified Vietnamese linguists to fulfill case officer and translator/interpreter requirements. This need has been evident since the expansion of the Saigon Station several years ago. As you are aware, Vietnamese is a difficult and complex language, requiring 12 to 18 months to achieve a basic proficiency. In addition, Vietnamese is not a language that has general operational utility such as Russian, Chinese and Arabic, etc. For these reasons, CS officers are not attracted to the study of Vietnamese as a long range investment in their careers.

3. It is envisaged that the need for Vietnamese linguists at the Saigon Station will continue to increase, particularly during the current emergency and to a lesser but equally important extent after hostilities when the station commences to redirect its operational effort along more classical CS lines. Currently a requirement exists to select, train and assign to the Saigon Station and headquarters over the next 12 - 18 months Vietnamese linguists. In addition, replacements must be trained in Vietnamese to replace these personnel over the next 3 - 5 years. CS personnel most qualified to fulfill this

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requirement are the young Career Trainees, Professional Trainees, and certain middle level (GS-12 - GS-13) officers. In view of the priority to assign Vietnamese linguists to Vietnam Operations, the length of time required to achieve a basic proficiency and the general lack of appeal to CS personnel to study the language, it is submitted that a modest incentive program to encourage the study of Vietnamese is proper and in keeping with continuing CS interest to improve our foreign language inventory.

4. As a guide in submitting this proposal, cognizance has been taken of the Department of State's language incentive program. The Department has instituted incentives which provide for payment of within-class (GS Quality Step Increase) salary increases for language proficiency acquired prior to entry into the service and for proficiency acquired in certain designated languages after entry. The Department's program is managed according to the needs of the Department and difficulty in learning the language. In addition, as you are aware the proposed revision of the CIA Language Development Program regulation places responsibility on the Deputy Directors for establishing incentives for foreign language study, specifically, Quality Step Increases for study of a Directorate priority language and recognition of language competence as a factor in promotion.

5. Towards encouraging study of the Vietnamese language by CS officers selected for assignment to the Saigon Station and other Vietnam operations positions, the Deputy Director for Support approval is requested for establishment of the following incentive program:

a. When the CS officer is selected and enters intensive Vietnamese language training, a salary increase will become effective as follows:

(1) One Quality Step Increase effective the first pay period following OTR certification of successful completion of 16 weeks of fulltime intensive Vietnamese language training and attainment of a Courtesy level proficiency.

- 3 -

(2) One additional Quality Step Increase the first pay period following certification by OTR of successful completion of a total of 44 weeks fulltime intensive Vietnamese language training or attainment of an Elementary level proficiency.

(3) One additional Quality Step Increase the first pay period following OTR certification of attainment of an Intermediate level proficiency.

(4) One additional Quality Step Increase the first pay period following OTR certification of attainment of a High level of proficiency. (Note: It is envisioned that Intermediate and High level proficiency will normally be attained while overseas. Certification by OTR of these proficiency levels will be accomplished at the earliest practical date after the officer returns from overseas.)

b. CS officers eligible for participation in this language incentive program must be assigned to a Vietnam operations position and their entry into the Vietnamese language training program approved by Chief, FE Division.

c. Incentives cited above will be awarded on the basis of speaking, understanding and reading ability within the respective level of proficiency.

d. The incentive provisions of paragraph 5 a (1) (2) above will apply to CS personnel currently enrolled in intensive Vietnamese language training and CS personnel who have completed intensive Vietnamese language training after 1 July 1968. CS officers who completed Vietnamese language training prior to 1 July 1968 and who have achieved an OTR recorded proficiency level of Elementary are eligible only for Quality Step Increases awarded for attainment of Intermediate or High proficiency, paragraphs 5 a (3) (4), above.

- 4 -

e. This language incentive program will be effective upon approval by the Deputy Director for Support.

/s/ Thomas H. Karamessines

Thomas H. Karamessines
Deputy Director for Plans

CONCUR:

John H. Richardson
Director of Training

* /s/ Robert S. Wattles

Robert S. Wattles
Director of Personnel

The recommendation contained in paragraph 5 above is approved: as amended by Director of Personnel comments recorded below.

SIGNED R. L. BANNERMAN

Robert L. Bannerman
Deputy Director for Support

19 JUL 1963

* Concur provided:

(1) these payments should be called Language Proficiency Increases and an appropriate specific regulation should be published.

(2) paragraph 5.a(2) should read "--training with attainment of an elementary level proficiency or upon earlier attainment of that level."

(3) as with QSI's, Office of Personnel will adjust timing of effective dates of LPI's vis-a-vis PSI's to avoid penalties to employees concerned.

DTR-1463 cc: e/LTS
c/psm

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24 July 1968

MEMORANDUM FOR: Chief, FE Division

SUBJECT : Incentive Program for the Study of the Vietnamese Language

REFERENCE : Memo for DDS from DDP, dated 15 July 1968, subject as above, (DDP [redacted])

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1. Referent memorandum, attached, grants approval by the Deputy Director for Support to establish within the CS an incentive program for the study of the Vietnamese language.

2. It is believed this program will aid in developing a complement of trained Vietnamese linguists for the Saigon Station. As you and your staff implement this program, the provisions of paragraph 5. b. of attachment are basic managerial guidelines. A subsequent memorandum will outline administrative procedures.

(Signed)

[redacted signature]

DDP/OP

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Distribution:

- Orig & 1 - C/FE, w/ref
- 1 - C/FE/[redacted] w/ref
- 1 - C/FE/PERS, w/ref
- 1 - SSA/DDS, w/o ref
- 1 - DTR, w/o ref

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GROUP 1
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DIR-3825

12 AUG
1969

MEMORANDUM FOR: Chairman, CIA Language
Development Committee

SUBJECT : Designation of Incentive Languages
in the Clandestine Service

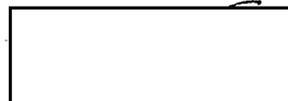
REFERENCE : Language Development Committee
Meeting, 14 July 1969.

1. On or about 14 July 1968 the Language Development Committee considered the subject of incentive languages. Several languages were discussed at this meeting of interest to the CS and of specific interest to NE and FE Divisions. It was suggested at this meeting that I look into the status of these below listed languages with the NE and FE Divisions:

NE - Eastern Arabic
Egyptian Arabic
Persian

FE - Lao
Korean
Thai

2. On the dates 15, 16 July 1969, I contacted FE and NE Divisions respectively and brought the subject of deficiencies within the CS in these languages to their attention and suggested that they might want to consider recommending to the CIA Language Development Committee that these critical languages be designated as incentive languages. Attached for your information are memoranda for NE and FE Divisions outlining a request that certain languages peculiar to these areas be designated incentive languages.



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Language Incentives Program

Chairman, Language Development
Committee 819 Glebe



STAT

Director of Training

DDS

At a recent meeting of the Language Development Committee, the proposed regulation concerning the Language Incentives Program was discussed. This regulation,  was designed to implement the incentives program for which authority was provided in  Language Development Program. The Intelligence Directorate does not concur in the concept generally agreed on by the other Directorates. The Intelligence Directorate feels that because the regulation has Agency-wide implications and involves basic managerial philosophy, the issue should not be resolved by a Language Development Committee vote. It is therefore suggested that this matter be considered in a meeting of the Deputy Directors.

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CONFIDENTIAL

04 DEC 1963

MEMORANDUM FOR: Director of Training

SUBJECT : Language Incentives Program

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1. The publication of [] establishes a basis for an effective Agency language development program. Nevertheless, in the case of certain exotic languages (e.g. Arabic, Lao, etc.) the Agency's inventory of speakers is low and the development of broader capabilities in the Middle Eastern and Southeast Asian languages is imperative. Some inducement was considered necessary for an employee to study one of these "hard" languages, especially since competence in such a language carried with it the prospect of duty in what might be a hardship area. An incentives program that the proposed [] would put into effect would function somewhat in the same manner as the Department of State's language incentive program. [] would create a controlled program and avoid the abuses of the Agency's earlier incentive attempts by allowing step increases only to individuals selected to participate and who achieve language skills in specified critical languages. Each Directorate would designate its own priority languages and select the employees who would be eligible for an LPSI (Language Proficiency Step Increase).

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2. LPSI's have already been awarded in a few cases. The awards were made on the basis of a DDP memorandum citing Vietnamese as a priority language. The auditors questioned the awards based on this memo alone and asked for the authority behind them. Apparently the reference to language incentive awards in [] was not sufficient for this purpose. Although paragraph d(1) e(5) of the Language Development Program Regulation states that it is the responsibility of each Directorate to establish definite procedures for implementing a language incentive program, further guidelines appear to be necessary. [] will provide the needed guidelines, standardizing procedures to be followed, should a Directorate determine that it wishes to award LPSI's.

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Subject: Language Incentives Program

3. Now the Intelligence Directorate makes essentially three points in objecting to this proposed regulation:

1) that there is no reason to single out language skills, as distinct from cartographic or other technical skills, for special awards. Experience tells me that while this sounds like a truism it is not. There is a need to single out language skills. Once we capitalized on the language skills of first and second generation Americans and at the time of OSS we attracted language and area specialists in their early middle years to leave universities and colleges and join the Agency. Today most of the new blood of the Agency has neither of these qualifications and to make matters worse is poorly grounded in foreign languages at our colleges. To a greater or lesser degree, virtually every component of the Agency that deals directly or indirectly with foreign sources of intelligence needs a bank of language skills and this need will, because of the factors mentioned above, become greater rather than smaller and thus increasingly more difficult to meet.

2) that a Quality Step Increase would serve the same purpose as an LPSI and that the LPSI is therefore not needed. While there is merit in this suggestion, I believe that the LPSI will draw special attention to the development of priority language skills.

3) that the LPSI is not a one-time lump-sum payment; it is money that an employee will get recurrently in every paycheck, regardless of whether or not he stays in a job where the language is useful. The same can be said of a QSI. Furthermore, it can be argued that the learning of a "hard" language by an Agency employee is intrinsically useful for his lifetime and provides the Agency with a bank of language skills upon which to draw should the need arise.

4. Having originally accepted the principle of an incentive award system as outlined in the Intelligence Directorate now demurs on the basis that it regarded the LPSI provision as an option that it might

Subject: Language Incentives Program

or might not wish to exercise in furthering the Agency's language development program. That interpretation of the regulation is correct. Moreover, the option still exists if [redacted] is put into effect. The new regulation specifically states that the application of a language incentive program is discretionary with each Directorate.

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5. Attached is a copy of the regulation as originally conceived, as well as an abbreviated version. The shortened version would provide the details needed to amplify and clarify [redacted] but is less specific than the original. If the Intelligence Directorate is willing to accept the principle that a language incentive program should exist in the Agency, perhaps this second version, acceptable to me and the rest of the Committee, would serve as a useful vehicle for compromise.

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[redacted]

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Chairman,
Language Development Committee

Atts

DD/S 70-0805

8 MAR 1970

MEMORANDUM FOR: Assistant Deputy Director for Intelligence

Ed:

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I gather that we are hung up in the coordination of proposed regulation [] because your Directorate does not agree with the draft proposal even though language proficiency step increases are provided for in []. We continue to feel that an over-all Agency regulation such as [] is desirable even though each Deputy has his own prerogative per the [] subparagraph noted above. The Clandestine Service is proceeding with the publication of its own language incentive program and, in the absence of an over-all Agency position, we certainly cannot object.

I wonder if you might focus on this matter and, hopefully, you might agree to publication of [] either as in coordination (Attachment A) or in a shortened version (Attachment B) which is acceptable as a substitute to the Chairman and members of the Language Development Committee. As you know, our language progress and position is still not very good, and we need a variety of encouragements to stimulate necessary improvement.

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(signed) John W. Coffey

John W. Coffey

2 Atts

ADD/S:JWC/ms (24 Feb 70)

Distribution:

- Orig & 1 - Adse, w/cy of ea Att *
- 1 - DD/S Chrono
- 1 - DD/S Subject, w/cy of ea Att
- 1 - DDTR, w/cy of ea Att ✓
- 1 - C/RCB, via C/SSS, w/cy of ea Att