

**FEDERAL BUREAU OF INVESTIGATION**

Precedence: ROUTINE

Date: 11/05/2007

To: San Francisco

Attn: A/ASAC [redacted]

Attn: SC Margaret Gulotta

From: San Francisco

Foreign Language Program

Contact: [redacted]

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Approved By: [redacted] *[Signature]*

Drafted By: [redacted] jmm

Case ID #: 800A-SF-136738-SAR (Pending) -44  
321E-SF-A139257 (Pending) -547  
321E-HQ-A1222316-LS (Pending) -1084

Title: GOALS AND OBJECTIVES  
FOREIGN LANGUAGE PROGRAM  
SAN FRANCISCO INTELLIGENCE BRANCH  
10/01/2007 - 03/31/2007

Synopsis: The goals and objectives for the San Francisco Foreign Language Program are outlined in this communication.

Details: The Language Services Section (LSS) provides direct support to the FBI and [redacted] through the translation, interpretation and analysis of foreign language materials and foreign cultural expertise to advance the resolution of a wide range of [redacted]

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The San Francisco Foreign Language Program (FLP) is an independent entity within the [redacted] of the San Francisco Division, and is tied into the national FLP for workflow and operational requirements that support national priorities set by the Director and the operational divisions at headquarters. As a result, the mission of the San Francisco FLP mirrors the goals and objectives of the national program and [redacted] of the San Francisco Division and the FBI in accordance with those priorities.

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The purpose of this Electronic Communication (EC) is to set forth specific, measurable, and obtainable goals and objectives for the San Francisco Foreign Language Program for

800A-SF-136738-SAR-44

To: San Francisco From: San Francisco  
Re: 800A-SF-136738-SAR, 11/05/2007

the period 10/01/2007 through 03/31/2008. These goals and objectives, measurable results and success targets are outlined below:

Goal: 1

Provide competent and timely foreign language support to the mission of the FBI and [redacted]

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Objectives:

- 01) Effectively manage the utilization of linguists in support of FBI mission priorities.
- 02) Ensure effective management by reliable data produced from workload metrics and statistical reporting systems.
- 03) Ensure the quality and timeliness of translation and interpretation products.
- 04) More fully integrate the work of linguists into the [redacted] of the FBI. b7E
- 05) Promote cultural awareness in the FBI.

Measurable Results:

- MR1) Effectively manage foreign language resources to reduce the average turnaround time for processing of foreign language assignments.
- MR2) Ensure optimal use of linguist skills and expertise.
- MR3) Ensure sufficient coverage of all [redacted]  
[redacted] [redacted] b7E
- MR4) Effectively [redacted]  
[redacted]
- MR5) Improve and maintain the efficacy of the Workload Metrics Program.
- MR6) Track all foreign language assignments through the translation tasking database or an equivalent tool, ensuring that all translation requests are received, assigned, tracked, and recorded.
- MR7) Maintain full compliance with the Quality Control (QC) and Standards policy.
- MR8) Implement review log policy in conjunction with updated minimization training for all linguists.
- MR9) Emphasize the importance of the [redacted]  
[redacted] b7E

To: San Francisco From: San Francisco  
Re: 800A-SF-136738-SAR, 11/05/2007

MR10) Integrate linguists into the [redacted]

b7E

MR11) Establish a workflow to [redacted]

Success targets:

ST1) Decrease by [redacted] the average overall turnaround time [redacted] across all languages.

ST2) Increase by [redacted] the Composite Language Operational Capacity (CLOC) measure for the ten highest volume languages [redacted]

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ST3) Measure the number of language-related non-translation assignments such as culture training and overseas interpretation assignments.

ST4) Ensure that the SF FLP uses a fair and equitable rotational TDY system and that all Language Analysts participate in at least one TDY during the rating period barring exigent circumstances or lack of available assignments.

ST5) Maintain [redacted]  
In cases where this is not achievable, provide documentation to demonstrate what steps were taken to obtain needed language or technical resources.

ST6) Significantly reduce accrued [redacted] backlog across all tiers as language specific resources permit.

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ST7) Target [redacted]

ST8) Regularly review all requests for overtime and compensatory time by employees and contract personnel to ensure additional hours are approved when operationally necessary, and work produced during additional time is documented.

ST9) Conduct monthly assessments of each employee/contractor workload and overtime utilization. Provide training and secure necessary equipment to monitor and assess productivity by harnessing the available reporting capabilities of digital collection systems and translation tasking databases.

ST10) Maintain consistent on-time reporting of monthly workload data to Workload Metrics Program personnel by the 15th of every month.

ST11) Ensure accurate tracking of all assignments. All data and metadata should be readily retrievable and queried to produce accurate workload reports.

ST12) Ensure Certified QC reviewers attend refresher workshops when available to maintain their skills.

To: San Francisco From: San Francisco  
Re: 800A-SF-136738-SAR, 11/05/2007

- ST13) Ensure 100% on-time QC quarterly reporting.
- ST14) Ensure 90% compliance with all categories in reporting through [redacted] b7E
- ST15) Maintain certified QC reviewer ratio at the current level.
- ST16) Actively support the QC Inspector Program and encourage linguists to apply.
- ST17) Ensure 100% compliance with field-wide use of Review Logs for audio processing (321E-HO-A1222316-2386) as determined through [redacted]
- ST18) Ensure linguists receive updated minimization training.
- ST19) Arrange for regular briefings for the linguists on the function of the [redacted] b7E
- ST20) In cooperation with [redacted] conduct semiannual assessment of linguist participation in the [redacted]

**Goal 2:**

Promote diversity and maintain a fair and open working environment within the San Francisco Foreign Language Program.

**Objectives:**

- 01) Promote diversity in the FBI workforce and promulgate and enforce FBI/DOJ Equal Employment Opportunity (EEO) policies.

**Measurable Results:**

- MR1) Ensure that all FLP personnel have a reliable open channel of communication through which they may voice any EEO/workplace fairness concerns.
- MR2) Ensure access to information concerning EEO policies/events.

**Success targets:**

- ST1) Ensure linguists attend annual presentation to all employees on EEO matters.
- ST2) Establish quarterly group meetings between supervisors and linguists to announce/reiterate FLP administrative policies and operational procedures, and to give the linguists a forum to voice concerns and suggest methods of improving the FLP.

To: San Francisco From: San Francisco  
Re: 800A-SF-136738-SAR, 11/05/2007

ST3) Prominently display EEO information on a workplace bulletin board accessible by employees.

**Goal 3:**

Establish, institutionalize and retain an [redacted]  
of highly qualified linguists.

b7E

**Objectives:**

- O1) Ensure a challenging and professional career and workplace environment for the intelligence workforce.
- O2) Recognize and reward excellent performance and foster high morale.
- O3) Plan for a workforce that meets mission priorities.

**Measurable Results:**

- MR1) Promote training and development opportunities for employees at all levels.
- MR2) Take three actions specifically designed to improve employee morale, e.g., provide enhanced training opportunities, participate in recognition efforts, etc.
- MR3) Maintain an open discussion with employees regarding professional and career development.
- MR4) Make meaningful distinctions in employee and contractor performance when issuing evaluations and recommending awards.
- MR5) Develop and administer a targeted Contract Linguist recruitment strategy consistent with projected hiring objectives.
- MR6) Select highly qualified candidates for Language Analyst, supervisor and professional support vacancies in the FLP.

**Success Targets:**

- ST1) Ensure all employees complete a minimum of [redacted] hours of appropriate training.
- ST2) Provide a qualified opinion on the benefits of various training opportunities.
- ST3) Ensure successful deployment of the new Professional Development Certification Plan for all linguists (100% of linguists assigned to plan).
- ST4) Establish a Professional Development Certification Plan for FLP supervisors.
- ST5) Provide opportunities for qualified linguists to teach others.

b7E

To: San Francisco From: San Francisco  
Re: 800A-SF-136738-SAR, 11/05/2007

- ST6) Document that supervisors met with staff (both employees and contract) on a one on one basis at least bi-annually to discuss professional development (employee and contract) and career development (employee only).
- ST7) Provide timely notification to COTR (LPAPU) of any suitability or performance related issues involving contract personnel.
- ST8) When possible solicit input from employees who separate from the FBI to determine their reasons for leaving.
- ST9) Provide performance appraisals which are based at least in part on objective and measurable data and which accurately identify and support the assigned rating level.
- ST10) Maintain a sustained record of follow-up action upon the identification of employees with performance problems. Actions include sufficient and appropriate documentation of counseling, training and resulting performance.
- ST11) Ensure participation by Foreign Language Program Supervisors in at least two (2) recruiting events during the year to solicit more applications for the Contract Linguist position.
- ST12) Prepare written input nominating excellent candidates for CL to LA conversion.

**Goal 4:**

Manage Foreign Language Program fiscal and physical resources to ensure timely and reliable foreign language support to the FBI mission.

**Objectives:**

- O1) Develop and manage the FLP budget process so as to optimize the allocation and expenditures of financial resources and to minimize waste, fraud and abuse.
- O2) Ensure compliance with FLP policies and procedures.
- O3) Leverage technology to support the FLP.
- O5) Ensure all FLP personnel have the space, equipment, supplies and foreign language resources needed to succeed.
- O6) Promote a Field/HQ partnership to manage the FLP.

**Measurable Results:**

- MR1) Maintain proper controls over Contract Linguist invoicing.

To: San Francisco From: San Francisco  
Re: 800A-SF-136738-SAR, 11/05/2007

- MR2) Increase compliance rates through continued support of the Quality Control and Standards Program.
- MR3) Develop and maintain a San Francisco Foreign Language Program intranet website.
- MR4) Take steps to ensure that FLP Goals and Objectives are aligned with those of the LSS.
- MR5) Promote cross-training of Field and HQ management personnel.

**Success Targets:**

- ST1) Ensure each supervisor has a mechanism in place to monitor contract personnel attendance to cross check against submitted invoices and discourage/detect voucher fraud.
- ST2) Ensure that contractor invoices are approved and submitted to LSS in an expeditious manner.
- ST3) Invite the QC Unit to provide a briefing about QC and standardization requirements.
- ST4) Review the division's FLP intranet web presence to determine whether the necessary criteria have been met.
- ST5) Ensure establishment of personal goals during the performance period that reflect national program goals.
- ST6) Formalize the set of language program Goals and Objectives for FY 2008 consistent with instruction offered by the DI.
- ST7) Ensure preparation of a semiannual G&O progress report.
- ST8) Support a cross-training FLP management program.

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