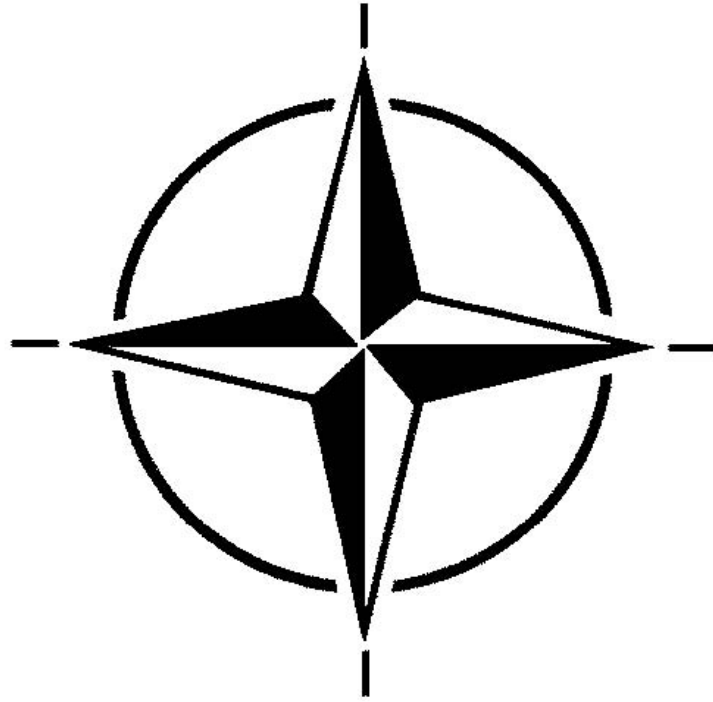


LINGUISTIC SUPPORT FOR OPERATIONS

ALingP-1

INTENTIONALLY BLANK



LINGUISTIC SUPPORT FOR OPERATIONS

ALingP-1

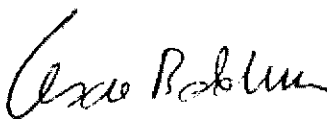

SEPTEMBER 2011

INTENTIONALLY BLANK

**NORTH ATLANTIC TREATY ORGANIZATION
NATO STANDARDIZATION AGENCY (NSA)
NATO LETTER OF PROMULGATION**

12 September 2011

1. ALingP-1 – LINGUISTIC SUPPORT FOR OPERATIONS is a non-classified publication. The agreement of nations to use this publication is recorded in STANAG 2579.
2. ALingP-1 is effective upon receipt.

Cihangir AKSIT, TUR Civ
Director, NATO Standardization Agency

INTENTIONALLY BLANK

RESERVED FOR NATIONAL LETTER OF PROMULGATION

(INTENTIONALLY BLANK)

RECORD OF CHANGES

Change Date	Date Entered	Effective Date	By whom Entered

(INTENTIONALLY BLANK)

TABLE OF CONTENTS

CHAPTER 1	1-1
Introduction	1-1
0101 Purpose	1-1
0102 Scope	1-1
0103 Requirement	1-1
CHAPTER 2	2-1
Policy for Operational Linguistic Support	2-1
0201 Introduction	2-1
0202 Policy	2-1
CHAPTER 3	3-1
Planning an Operation	3-1
0301 Role of the functional capability management structure	3-1
0302 Analysis and statement of requirements	3-1
0303 Structure	3-2
CHAPTER 4	4-1
Preparing for an Operation	4-1
0401 Managing language capabilities	4-1
0402 Sourcing of linguists	4-1
0403 Training for linguistic functions	4-4
0404 Training of non-linguistic personnel	4-4
CHAPTER 5	5-1
Implementing Linguistic Support for an Operation	5-1
0501 Mission statement	5-1
0502 Structure	5-1
0503 Managing linguistic support effectively and efficiently	5-1
0504 Facilities	5-2
0506 Supervision, quality control and performance monitoring	5-3
0507 Information requirements	5-3
0508 Standard operating procedure	5-3
0509 Support for the Linguistic Service	5-3
0510 Reachback	5-4
0511 On-going training	5-4
0512 Force protection	5-4
ANNEX A – LEXICON	A-1
ANNEX B – QUALITY OF LINGUISTIC SUPPORT	B-1
ANNEX C – ETHICS	C-1
ANNEX D – GENERIC STRUCTURE OF A LINGUISTIC SERVICE	D-1
ANNEX E – SCALING GUIDELINES AND GRADE STRUCTURE TO BE USED IN THE NATO COMMAND STRUCTURE	E-1
ANNEX F – NUMBER OF INTERPRETERS TO BE ASSIGNED TO CONFERENCES DEPENDING ON THE NUMBER OF LANGUAGES TO BE INTERPRETED	F-1

References:

- A. STANAG 6001 (Edition 4), Language Proficiency Levels, 12 October 2010
- B. AJP-01(D), Allied Joint Doctrine, 21 December 2010
- C. MC 216/4 (AAP-16(D)), Manpower Policy and Procedures, June 2007

CHAPTER 1

Introduction

0101 Purpose

The purpose of this publication is to provide guidance on the planning, preparation and implementation of *linguistic support*¹ for operations to ensure that such support is provided efficiently, effectively and in such a manner as to maintain quality and promote interoperability.

0102 Scope

a. This publication applies to nations taking part in NATO-led operations and to NATO headquarters whenever and wherever such operations require linguistic support. It covers the following functional areas:

- (1) *Translation* of written material;
- (2) *Interpretation* of speech;
- (3) Related tasks, such as monitoring audio-visual media and printed material, summarizing and gist translation.

b. The publication also covers the provision of linguistic support at two levels:

- (1) High-level translation and interpretation provided by personnel with formal professional qualifications or higher level skills;
- (2) More limited support provided by personnel with lower level skills.

c. Linguistic support does not include the delivery of language training for non-linguists.

0103 Requirement

Deployed NATO headquarters and forces must be able to communicate with the populations, authorities and other organizations present in their area of operations (AOO). Linguistic support will be required for this purpose especially when those populations, authorities and other organizations do not speak a *NATO official language* and it may be required for a headquarters' or a force's entire range of activities. It is therefore mission-essential. Furthermore it must be of adequate quality to meet the requirements.

¹ Words in italics are defined in the lexicon (Annex A).

(INTENTIONALLY BLANK)

CHAPTER 2

Policy for Operational Linguistic Support

0201 Introduction

The provision of linguistic support needs to be properly organized and planned before operations take place. The appropriate command authorities in the nations and the NATO command structure (NCS) shall therefore issue a policy to enable appropriate preparations for such support to be made before an operation, thus enabling its provision during an operation. National policies, which should be compatible with ALingP-1(A), shall guide the provision of linguistic support within national elements and force structures. NATO policy shall do so for the NCS and linguistic support capabilities that may be specifically assigned for non-national use by nations during the force generation process.

0202 Policy

The policy shall cover the following areas:

a. A statement of requirements formulated with inputs from functional experts and detailing:

(1) The languages to be supported

The policy must cover support for the languages used in current AOOs as well as potential areas of conflict where NATO forces might be required to intervene. This requires careful analysis and study of those areas to determine and prioritize the languages and dialects that are or may be needed.² The command authorities shall, whenever possible, define those languages to enable timely training of personnel (it may take up to four years to set up training courses and for the first students to graduate in a language that has not previously been supported), or timely recruitment of personnel with a prior knowledge of the necessary languages (such personnel may require military training, additional language training and/or training in linguistic functions).

(2) Organization

The policy shall indicate the generic structure needed to provide linguistic support, it being understood that this structure will be tailored to meet specific requirements in each case.³

(3) Language requirements for specific posts or organizations

The policy shall require that levels of proficiency expressed as STANAG 6001 standard language profiles (Reference A) in given languages are specified in the job

² See also Chapter 3 below regarding planning an operation

³ See also Annex D.

descriptions of particular posts in peacetime and crisis establishments. The policy shall also require that language capabilities are defined in the mission requirements for organizations, elements or units in the peacetime structure in order to facilitate their deployment to actual or potential AOOs.

(4) Language requirements specific to a given operation

The policy shall state that when a decision has been taken to conduct an operation, full and early consideration is to be given to determining the actual languages or dialects for which support is required, the actual requirement for linguistic support and the personnel required to meet the operational need, together with any training that is required for that operation. This determination must be conducted with the support of linguistic subject-matter experts.

(5) Workload and manning

Although it is not generally possible to predict the precise workload that a given operation will generate, the policy shall contain scaling guidelines that will enable planners to calculate the linguistic support personnel required to meet all expected functional requirements.⁴ Those guidelines must take account of the type of personnel that are used and factors such as the length of tours in theatre, the nature of the operation, the need for 24-hour/7-day support and the time needed to provide training.

b. Meeting the requirements

(1) The policy shall state that the appropriate authorities shall prepare and maintain contingency or generic plans for the provision of linguistic support to operations.

(2) The policy shall detail how the nation or NCS is to meet the requirement in an effective and efficient way. The policy shall take account of factors such as legal and administrative rules, capabilities, availability of personnel with the necessary skills, operational requirements including the lead times that might be given and the AOOs.

(3) In view of the fact that linguistic support resources are normally in short supply, are costly and require extended preparation times, it is recommended that there is a unified management structure with control exercised at the highest levels to ensure that resources are prioritized appropriately. The policy shall therefore detail a functional capability management structure to be in control of all aspects of linguistic support at the central level and at the local level in AOOs.⁵ The functional structure shall be responsible for advising commanders and planners on language requirements, selecting, recruiting and training personnel, maintaining the linguistic support capability and ensuring that services are provided effectively and efficiently at an appropriate standard.

⁴ The scaling guidelines to be used by the NCS are at Annex E.

⁵ In ACO, that function is performed at central level by the Head of the SHAPE Linguistic Service/ Coordinating Authority ACO Linguistic Services and at local level by the Head of the Linguistic Service in the crisis response operation headquarters.

(4) The policy shall state how linguistic personnel are to be managed. Among other considerations, this will cover their selection, training, tours in AOOs and their role after operational tours, such as debriefing, contribution to training and use for reachback support.

(5) The policy shall state that language training is to be considered an integral part of military education and training. The languages taught shall be English, as the working language of NATO operations, plus where required, the languages of actual or potential AOOs. Personnel, both military and civilian, who already have some proficiency in one or more foreign languages must be encouraged and enabled to enhance or maintain their skills. Training in languages must not detract from the wider career prospects of personnel. Where appropriate, incentives may be provided to encourage personnel to acquire, use and retain language skills.

(6) Not all personnel have the aptitude to learn a foreign language effectively. Furthermore, proficiency in a foreign language does not on its own make a person capable of working effectively as a linguist. Prior to any language or linguist training, personnel must be assessed for language learning aptitude and suitability for the linguist role. Personnel selected to work as linguists must be given or have received specific training in translation and/or interpretation skills⁶.

(7) To enable qualified or potentially qualified linguists to be identified rapidly, nations and the NCS shall ensure that personnel records indicate individuals' language skills, showing their level of knowledge in each language, preferably based on the STANAG 6001 standard language profiles (Reference A), as well as the results of any aptitude or suitability assessment and linguist training. The personnel records system should be designed to facilitate searching by language skill.

(8) The policy shall state that users of linguists must be trained to work with linguists to best effect. Linguist user training shall be provided at all levels, from the most senior officers to junior ranks, and shall be tailored to their specific needs.

⁶ More details on training are given in paras 0403 and 0404.

(INTENTIONALLY BLANK)

CHAPTER 3

Planning an Operation

0301 Role of the functional capability management structure

Officers conducting operational planning, whether generic, contingency or for a specific operation, must consult the functional capability management structure for linguistic services in their nation or command whenever an operation is likely to require linguistic support. The functional structure shall develop generic plans, procedures and other materials that can be used for planning the linguistic support required for an operation including generic organizations, manning tables, job descriptions and operating procedures. The generic plans shall make provision for the likely evolution of operations over time through different phases and tasks.

0302 Analysis and statement of requirements

a. Languages.

(1) Determine the working language to be used by the force or headquarters.⁷ The working language in NATO HQs is normally English.

(2) Determine the language(s) used in the AOO, as well as relevant areas such as logistic support areas and lines of communication and areas of intelligence interest. It is important to determine not only the official language(s) used by governmental and other authorities but also any vernacular languages or dialects spoken by parties and local populations. This determination will be facilitated by obtaining or creating a linguistic map of relevant areas. Note that the distinction between a language and a dialect is often artificial and may be political in nature.⁸ An expert from the functional capability management structure for linguistic services shall take part in any reconnaissance carried out in the AOO before an operation takes place.

b. Functions. Determine the functions for which linguistic support will be required, such as command-level relations with authorities and parties, operations at the tactical and other levels, human intelligence, psychological operations, public affairs, legal affairs, contracting, logistics, policing, civil-military cooperation, administration of local personnel and training of indigenous forces.

⁷ See also AJP-01(D) (Reference B).

⁸ Examples: the language spoken in Bosnia-Herzegovina, Croatia, Montenegro, Serbia and other parts of the former Yugoslavia was formerly known as Serbo-Croat. It is now recognized as four separate languages (Bosnian, Croatian, Montenegrin and Serbian), although they are mutually intelligible to native speakers and from a linguistic point of view may still be considered the same language. Chinese is said to have a number of "dialects" (Mandarin, Cantonese, Mu, Win, etc.) but these are so different from each other that they are not mutually intelligible and linguistically-speaking are really separate languages. Albanian, said to be one language, has two distinct dialects, Tosk, spoken in the south, and Gheg in the north, including Kosovo.

c. Linguistic support requirements

In order to provide the support for the functional areas identified, determine as far as possible the nature and quantity of services to be provided. This may be very difficult in advance of an operation, and during an operation the requirement may change over time.

- (1) *Language combinations* required. For example, English to French and vice versa, Dari and Pashto to English and vice versa.
- (2) Interpretation and modes. *Simultaneous, consecutive* and/or *liaison interpretation* might all be needed at different times and in different quantities. Interpretation work is generally measured in “sittings” of 3 to 3 ½ hours⁹. However, interpretation work during an operation may not follow the normal pattern found in peacetime organizations. It is also necessary to take account of travelling time to assignments and preparation for the latter. To maintain quality standards and to protect their health, interpreters should not be required to interpret for more than one hour without relief and for more than 7 hours in one working day with relief.
- (3) Translation and types of text. General, military, technical and legal documents among others might all need to be translated at different stages of an operation.
- (4) Level of quality to be achieved¹⁰. This will generally depend on the purpose for which the service is provided.
- (5) Location(s) where support is to be provided. Fixed sites may be used for headquarters and logistic functions but field operations may be very mobile with few fixed locations.
- (6) The period during which the support is likely to be required, taking account of the phasing of the operation. This will have implications for decisions on training personnel or relying on contractor support.

0303 Structure

a. Organization of deployed linguistic resources

- (1) Overall control of all deployed linguist resources in a NATO HQ or a national element must be exercised from within a single organizational entity (normally called “Linguistic Service”) under the responsibility of one individual (Head Linguistic Service).¹¹ That organization will normally be placed in the command group of a headquarters.
- (2) The Linguistic Service must be organized so as to provide the necessary services efficiently and effectively while ensuring adequate administrative and technical supervision and support of the activities.

⁹ See also para 0503.b. below.

¹⁰ See also Annex B.

¹¹ See also Para 0502.a.

(3) Linguists may be made available permanently or temporarily to other elements in the force or headquarters, located in different places or embedded in tactical units. However, while their daily activities are controlled by the receiving unit, they must remain under the functional authority of the Head Linguistic Service.

b. Types of personnel

Wherever possible, professionally qualified linguists should be employed. However non-professionally qualified native speakers of operationally required languages may be employed in any of the categories of linguists below, provided they can demonstrate that they have the required capability. Ideally, linguists should translate or interpret from or to their mother tongue only and not between two foreign languages.

c. Professionally-qualified civilians

(1) **Translators** are linguists whose main job is to translate written materials from one language to another. Professional translators normally only translate into their mother tongue from one or more other languages. However, in an operation, it is likely that it will be necessary for linguists to translate not only into but also from their mother tongue, generally into the working language of the HQ or unit. A translator may also perform *liaison interpretation*.

(2) **Revisors** are experienced linguists whose job is to check and correct the output of translators. They are an essential part of the quality control chain, especially when reliable, high-quality translations are required. They also supervise the activities of and train translators.

(3) **Interpreters** are linguists who translate speech orally. They do this in a variety of modes (simultaneous, consecutive or liaison) from and to their mother tongue. Any linguist, including translators, revisors or *linguistic assistants*, can perform liaison interpretation. However, simultaneous interpretation and consecutive interpretation may only be performed by properly trained interpreters.

If qualified, linguists may perform more than one of the above roles but it is more difficult to find and recruit persons who are sufficiently skilled in more than one role.

d. Non-professionally qualified civilians

(1) **Linguistic assistants** are personnel who have some linguistic capability and who assist linguists, e.g. by *proofreading*, maintaining terminological databases, finding reference materials, etc. A linguistic assistant may also perform simple liaison interpretation.

(2) **Language assistants** are personnel with limited language ability who facilitate communication using a narrow range of vocabulary in specific circumstances such as guarding, searching and checkpoints. They are not expected to provide written translations.

e. Military linguists

(1) **Primary military linguists** are personnel with higher-level language skills deployed to serve mainly as linguists, sometimes but not always in the context of their other military skills. Liaison interpretation and translation often form a large part of their tasking.

(2) **Secondary military linguists** are personnel with limited language skills deployed in their primary military role but able to undertake the duties of language assistants.

f. Linguistic support staff

(1) **Support staff** are personnel who provide administrative and production support for a linguistic service, including correction and formatting of revised translations, logging of requests and general clerical duties.

g. Manpower

The number of personnel shall be calculated to meet the requirements taking into account the estimated workload, travelling time and other factors, including the need to provide services around the clock or for extended timeframes. The factors below may be used as a basis for manpower calculations but must be treated with caution given that linguistic personnel used to support operations have often not been professionally trained and because of the special circumstances of an operational deployment. The actual mix and numbers of personnel will depend on the specific requirements of the operation.

h. Civilian personnel

(1) **Translators:** the average production of a fully-fledged professional translator is 1,600 words per working day. Note that this is not a daily production standard but a statistical mean only. It applies specifically to a situation in which the translator's sole task is to translate into his/her mother tongue, *revision* is performed by a revisor, and full support (typing, proofreading, administration, etc.) is available. If those conditions are not met, the output will be reduced considerably and may be as low as 500 words per day.

(2) **Revisors:** one revisor is able to revise the output of two or three translators working at full capacity as described above. This figure will also vary depending on the experience of the translators and the quality of their output. Translation work that is outsourced generally requires a greater revision effort than work performed in-house.

(3) **Interpreters:** the number of interpreters will depend on the type of interpretation to be performed and on the number and length of the assignments¹².

¹² See also Annex F.

- (4) **Linguistic assistants:** the number of linguistic assistants will depend on the number of linguists to be supported, the organization and geographical distribution of the work, extended working hours and other factors.
- (5) **Language assistants:** the number of language assistants will depend on detailed analysis of the tasks that need to be undertaken and may, depending on the tactical situation, change significantly at short notice.

i. Military linguists

The number of primary and secondary military linguists required will depend greatly on the operational need. A larger number of secondary military linguists will be needed when operations require greater contact with local actors. A larger number of primary military linguists will be needed when security considerations so dictate or when native-speakers are not available.

j. Reachback support

The plan may provide for certain linguistic services to be delivered by elements that are not deployed. This can be done for translation or revision but not for interpretation. One advantage of reachback is that it enables the use of personnel who cannot be deployed to the AOO or of those who have returned and have relevant operational experience. On the other hand, remoteness from the theatre may mean that such personnel are less familiar with the current operational environment and contexts.

k. Machine translation

Machine translation cannot provide reliable translation but may be used to determine the subject matter of a text so that a decision can be made as to whether it needs proper translation. Machine translation systems generally only cover major world languages and are not necessarily available or updated for the languages needed for operations.

l. Hand-held interpretation devices

At present, hand-held interpretation devices are of limited utility and cannot be considered a substitute for language proficiency or the services of linguists. These devices have severe technological limitations in coping with varying speech patterns and background noise, and in their output. Use of such devices may cause offence to local populations and hamper rather than facilitate communication, thus possibly endangering personnel.

(INTENTIONALLY BLANK)

CHAPTER 4

Preparing for an Operation

0401 Managing language capabilities

The unified functional capability management structure shall be responsible for preparing for the linguistic support of an operation. Among other functions, it shall prepare plans for linguistic support, maintain lists of persons who have relevant skills and ensure the training of personnel to be deployed.

0402 Sourcing of linguists

A number of approaches may be adopted in order to provide the personnel required for a deployed Linguistic Service. In practice it is likely that a mix of the various approaches will be used to support an operation most effectively. Linguists may be sourced as follows:

a. Existing active or reserve national armed forces personnel, NATO civilian or military personnel with proficiency in the relevant languages

(1) Personnel in these categories with proficiency in the relevant languages may be deployed to work as linguists. The ability or aptitude of such personnel to translate or interpret must be assessed by testing carried out by the functional capability management structure. If not already professionally qualified linguists, they must be trained in translation and/or interpretation to ensure that they are capable of fulfilling these roles. If they are assigned to work with a national unit and translate or interpret from and to that nation's language, they should preferably also have proficiency in the working language of the operation's HQ (generally English).

(2) The advantage of using such personnel is that they may be available for deployment at relatively short notice and are already familiar with the military environment. They will often already have a security clearance. Their use may however be constrained by a number of factors such as national caveats, restrictions on the use of civilians in certain situations and limitations on the length of in-theatre tours.

b. Existing active or reserve national armed forces personnel, NATO civilian or military personnel with no proficiency in the relevant languages

Personnel in these categories who have no proficiency in the required languages may be trained in them and in translation and/or interpretation. However, given that it takes up to two years of intensive study to achieve a moderate level of language proficiency (STANAG 6001 SLP levels 2 or 3), this is not an option for meeting immediate needs when deployment is due to take place rapidly. It may nevertheless be considered when preparing units for future deployments or rotations. Personnel may be recruited to the Armed Forces specifically to serve in this type of role.

c. Recruitment of personnel from NATO nations or coalition partners with language proficiency and linguistic skills

(1) Personnel may be specifically recruited from the nations taking part in an operation or from other NATO or coalition countries. The ability or aptitude of such personnel to translate or interpret must be assessed by testing carried out by the functional capability management structure. If not already professionally qualified linguists, they must be trained in translation and/or interpretation to ensure that they are capable of fulfilling these roles. If they are assigned to work with a national unit and translate or interpret from and to that nation's language, they should preferably also have proficiency in the working language of the operation's HQ (generally English).

(2) The advantage of using such personnel is that they will already be familiar with relevant language(s) and the culture of the area of operations although their knowledge may be dated or limited. They may have experience of linguistic duties. On the other hand, they may not have security clearances which can take some time or may be impossible to obtain. There are two possible approaches to employing such persons:

(a) Enlistment into the Armed Forces

Nations, if their legislation permits, may enlist specially hired linguists into military service. This will necessitate meeting minimum military training standards. Such linguists may or may not be expected to have a combat role. The advantage of this approach is that the linguists are then fully integrated into the military environment and are afforded the same terms and conditions of service as the other military personnel with whom they serve. The disadvantage is that it may lead to the exclusion of persons who may be capable of working as linguists but who do not meet fitness, age or other standards demanded by the military. This approach is not available to the NCS as only nations can enlist personnel into military service.

(b) Employment as civilians

Linguists may be directly employed by the force or headquarters as civilians. Such persons never have a combat role but they should be given specific pre-deployment training. In employing such persons, efforts must be made to ensure that they can be tasked as flexibly as possible, although there may be restrictions on their use in certain environments or situations. They must be afforded proper levels of legal and physical protection. This is the only method of specific recruitment available to the NCS other than the recruitment of local personnel (see para d. below).

d. Recruitment of personnel from the area of operations with language proficiency and linguistic skills

(1) Personnel resident in the area of operations who are not nationals of NATO nations or coalition partners ("local personnel") may be recruited to work as linguists. The ability or aptitude of such personnel to translate or interpret must be assessed by testing carried out by the functional capability management structure. If not already

professionally qualified linguists, they must be trained in translation and/or interpretation to ensure that they are capable of fulfilling these roles. If they are assigned to work with a national unit and translate or interpret from and to that nation's language, they should preferably also have proficiency in the working language of the operation's HQ (generally English).

(2) Such persons will be native speakers of one of the languages of the AOO and have a thorough and up-to-date knowledge of the local environment, conditions and culture. They will often have a good knowledge of government structures, local personalities and officials, and can be invaluable in making contacts and other arrangements. However, it may be difficult to recruit local personnel with an adequate knowledge of the working language of the operation's HQ (generally English). These personnel cannot normally obtain any security clearance and cannot normally be given access to classified information. Care must therefore be taken if their duties bring them into contact with sensitive matters. In a peace support operation, they may support or be loyal to one of the parties to a conflict and the possibility of them acting to further their own agenda or personal interests in a manner detrimental to the operation must always be considered. They may be vulnerable to pressure or threats against themselves or family members and it may be more difficult to provide such persons with the same level of protection as either civilian or military personnel from outside the area of operations. Despite the inherent drawbacks of using such personnel, the difficulty of recruiting a sufficient number of linguists from within NATO nations or coalition partners will most likely mean that local personnel will have to be hired. Both the NCS and nations may recruit such personnel.

(3) Where personnel are recruited in the area of operations to serve as linguists there must be coordination between the deployed NATO HQ and national force elements and other agencies to ensure that available resources are allocated to force elements according to priorities and contracted at remuneration rates agreed by all.

e. Outsourcing

Contractor support may be used to provide linguists. The advantage of this approach is that the contractor takes responsibility for finding and hiring the linguists to provide a linguistic service and may be able to react faster than NATO or nations can. Such linguists must nevertheless be placed within the Linguistic Service and their activities controlled by the latter. They require a level of support similar to that given to directly employed linguists and the same standards must be applied to them. Contractual documents must be written very carefully to ensure that personnel of adequate quality are provided and that they can be used as flexibly as possible. The disadvantage of this approach is that the "customer" (NATO or a nation) plays a lesser role in the selection of personnel and their training. Outsourcing may also be more costly than direct hire.

f. Recruitment standards

Persons hired or designated to work as linguists must be selected on the basis of their proficiency in the languages required, abilities as linguists and other relevant experience. Depending on their status (military or civilian), they must have a satisfactory level of physical fitness to cope with austere living and working conditions for extended periods. Given that they may find themselves in stressful situations, especially when interpreting, they must be psychologically robust.

0403 Training for linguistic functions

a. It is likely that many or even the majority of the persons employed as linguists to support operations will not have received professional training in this field. The functional capability management structure must ensure that an adequate level of training in the specific functions is provided. This training should be provided whenever possible before deployment or employment, but may also be given on the job by more experienced linguists. Furthermore, the relevant authorities must ensure that non-linguistic training related to the specific operation is provided. Training shall cover the following areas as required and be designed to ensure that the quality of linguists' output is guaranteed in all circumstances, including those where they are not closely supervised by more experienced linguists:

- (1) Language proficiency in the specific languages and/or dialects required;
- (2) Linguistic functions, to include:
 - (a) Translation;
 - (b) Interpretation;
 - (c) Revision;
 - (d) NATO, military and technical *terminology*;
 - (e) Terminology management;
 - (f) Use of specific software.
- (3) The duties, roles, responsibilities and ethics of linguists;
- (4) Cultural knowledge in support of linguistic functions;
- (5) General military training, if appropriate;
- (6) Pre-deployment training for the specific operation.

0404 Training of non-linguistic personnel

a. Language

It takes many months or even years to acquire a reasonable proficiency in a foreign language when starting with little or no knowledge. It is not therefore possible to train personnel to a significant level of proficiency in the short period of time that is likely to elapse between the decision to undertake an operation and its start date, especially for the first units to deploy. However, a minimum proficiency is advantageous, e.g. as an “icebreaker” in personal or social contacts, even if an interpreter is used for meaningful dialogue. All personnel assigned to an operation should therefore be encouraged and assisted to acquire some knowledge of the language(s) of the area of operations. This may be done through language classes or self-study programmes. As a minimum, all personnel should be able to master a limited number of basic phrases related to their role. This information may be conveyed in issued aide-memoires with pronunciation guides and likely responses. Personnel should be encouraged to learn the local alphabet, if it is not the Latin one, to be able to recognise signs and names for basic orientation.

b. Cultural capability

An operation will be executed more effectively if those involved have adequate levels of *cultural capability*. This facilitates interaction with the local population and other actors, helps to avoid giving offence unintentionally and contributes positively to influence effects. Personnel to be deployed should receive adequate training in cultural capability, covering among other aspects: society, social interaction, food, table manners, gender issues, religion, customs, history, geography, politics and institutions. The exact subjects to be covered and the depth of knowledge will depend on the type of personnel receiving such training and their role in the theatre. However, this is not a responsibility of the linguistic functional capability management structure, which must be fully focused on linguistic support.

c. Users of linguists

Personnel working with linguists must be made aware by the functional capability management structure of the roles, responsibilities and limitations of linguists. If appropriate, they should be briefed or trained in how to work effectively with both professionally qualified interpreters and translators and other linguists in the situations they are likely to encounter. Among other aspects, such training or briefings will cover expectation management (what linguists can and cannot do), the respective roles and responsibilities, and practical aspects such as the equipment that might be required, the need for timely preparation and the length of time for which an interpreter can reasonably be expected to work. Users should be made aware that they may be working with linguists who do not have professional qualifications and that they should adapt the complexity of their language accordingly. Users should also be made aware that some linguists may not have a security clearance and they must therefore exercise caution in conveying information. They should ensure that their interlocutors are aware that a linguist must convey accurately to each side the speech or text from the other. Finally, they should be made aware that linguists are not necessarily cultural advisors, even though they will have some cultural capability. It must remain the user's responsibility to acquire and apply the necessary cultural capability appropriately.

(INTENTIONALLY BLANK)

CHAPTER 5

Implementing Linguistic Support for an Operation

0501 Mission statement

The role and responsibilities of a Linguistic Service must be stated clearly in its mission statement. A model statement is given below:

“The task of the Linguistic Service is to provide linguistic support to enable the force to communicate in languages as required both within the force and with all those engaged in or affected by operations in order to reduce so far as possible operational friction caused by language difficulties and to ensure that desired influence effects are facilitated and supported as fully as possible.”

0502 Structure

a. Internal

Para 0303.a.(1) above stipulates that overall control of all linguist resources in a NATO HQ or a national element must be exercised from within a single organizational entity under the responsibility of one individual (Head Linguistic Service). This principle applies irrespective of the locations where linguists are employed. Depending on the numbers and deployment of linguist resources, there may be heads of subordinate elements controlling particular activities or groups of linguists. Heads of subordinate elements of Linguistic Services, while within the command structure of the local HQ or unit, shall comply with functional guidance given by the Head Linguistic Service.

b. External

In an operational HQ, the Head Linguistic Service must report directly to the Command Group rather than being placed within a particular Division, so as to ensure that linguistic support requirements are properly prioritized. The Head Linguistic Service shall comply with guidance given by the functional capability management structure and must liaise with the latter for that purpose.

0503 Managing linguistic support effectively and efficiently

a. Translation

Efficiency and quality is maximized if translation work is broken down into separate functions assigned to personnel of the appropriate level and qualifications. These functions and types of personnel may be summarized as follows:

- (1) Reception and logging of work requests: clerical staff;
- (2) Translation: translators;
- (3) Revision: revisors;
- (4) Proofreading and terminology management: linguistic assistants
- (5) Formatting, collating and issue of translations to requesters: clerical staff.

b. Interpretation

- (1) Interpretation is an inherently stressful activity requiring great mental concentration, presence of mind and speed of thought. To enable it to be performed effectively and reliably as well as to protect the health of interpreters, limits must be set on the length of time they are required to interpret. Furthermore, an adequate number of interpreters must be assigned for a given event.
- (2) Consecutive or simultaneous interpretation is measured in "sittings". A sitting should last for a maximum of 3 to 3½ hours, including breaks, starting from the time scheduled for the beginning of the event. There should be an interval of at least 1½ hours between sittings. Interpreters should not work for more than two sittings per day and seven sittings per week. These times do not include preparation and travelling time. An interpreter must never be expected to work alone continuously for more than one hour.
- (3) The table in Annex F indicates the numbers of interpreters to be assigned to meetings where interpretation is performed in consecutive or simultaneous modes. Consecutive and liaison modes are really only suitable for events at which no more than two languages are employed.
- (4) Liaison interpreting is normally performed in less formal but possibly more stressful situations, such as visits and field deployments. It is generally used for fairly short durations at any one time. However, should it be required continuously for an extended period, manning standards similar to those for simultaneous or consecutive interpretation must be applied.

0504 Facilities**a. Offices**

Translators and revisors must whenever possible be provided with an office environment conducive to the mental concentration their duties require, offering a quiet, separate working area with adequate space, lighting and ventilation. If a mix of security-cleared and non-security cleared personnel are used to work on classified and unclassified material respectively, their work areas must be segregated within the office accommodation.

b. Conference rooms and their equipment

- (1) Simultaneous interpretation requires the installation and proper maintenance of acceptable conference facilities equipped with booths, sound systems, air-conditioning, etc.
- (2) Conference rooms and booths must be designed and operated in such a way as to permit interpreters to work effectively. Such facilities must in particular meet one of the following international standards whenever possible.
 - (a) International Organization for Standardization (ISO) Standard 2603: Booths for simultaneous interpretation - General characteristics and equipment.

- (b) International Organization for Standardization (ISO) Standard 4043: Booths for simultaneous interpretation - Mobile booths - General characteristics and equipment.
- (c) International Electrotechnical Commission (IEC) Publication 60914: Conference systems - Electrical and audio requirements.

c. Communications and ADP equipment

Linguists require access to fast, reliable communication systems including local and wide area networks and the Internet, telephone, fax, etc. A Linguistic Service must therefore have sufficient equipment to be able to perform its functions effectively. If appropriate, it may be provided with software tools such as translation memory systems, terminology management systems, electronic dictionaries and glossaries, as well as access to online reference sources. If security considerations permit, data stored in these systems shall be shared to promote efficiency and quality. These systems shall be implemented and managed in accordance with the relevant security regulations.

d. Dictionaries and other reference materials

The Linguistic Service must be provided with up-to-date general and technical dictionaries and other reference materials covering the subjects and languages it may be called on to deal with.

0506 Supervision, quality control and performance monitoring

The Linguistic Service shall be organized and staffed so that the activities of the linguists are properly supervised and their output is subject to quality control, bearing in mind that many of them may not be professional linguists. Quality control of translations is to be provided by revision and proofreading, with feedback to the translators to enable them to improve their performance. Quality control of interpretation is to be provided by feedback from users and regular monitoring of interpreters' performance, followed by counselling on improvements that may be required. Workflow shall be managed and controlled at the various levels to ensure a proper level of support.

0507 Information requirements

The Head Linguistic Service must be kept aware of developments in the HQ, the force or the operation that have a bearing on the activities of the linguists so as to enable him/her to be responsive to operational needs and to allow linguists to prepare properly for their tasks.

0508 Standard operating procedure

The headquarters or unit shall issue a standard operating procedure governing the operation and use of the Linguistic Service.

0509 Support for the Linguistic Service

The Linguistic Service and its members must be provided with the necessary logistic support and infrastructure including office and personal accommodation, transport when required and messing.

0510 Reachback

As mentioned in para 0303.j. above, linguistic support may be provided partially by reachback. This shall be organized and controlled by the functional capability management structure in close liaison with the Head of the deployed Linguistic Service.

0511 On-going training

In addition to initial training, the functional capability management structure must ensure that linguists receive refresher or maintenance training to maintain and enhance their skills and to learn new ones.

0512 Force protection

Linguists, of whatever category, must be afforded levels of physical protection and medical cover that are appropriate for the forces they are required to accompany. This must include pre-deployment training, individual and collective protective equipment, clothing and other equipment and medical evacuation if required. In accordance with policies for the deployment of civilians, the non-combatant status of the latter must be preserved.

ANNEX A – LEXICON

Section 1 – Terms and definitions

consecutive interpretation

The interpretation of generally long segments of speech immediately after they have been uttered, requiring high-level interpretation training and skills.

Related term(s): interpretation; liaison interpretation; simultaneous interpretation

[MC]

NATO Agreed

cultural capability

The ability to make appropriate use of cultural knowledge for social and other interaction.

NATO Agreement not required

interpretation

In linguistic support, the oral expression of the meaning of speech in another language.

[MC]

NATO Agreed

language assistant

An individual with limited language ability employed to facilitate communication using a narrow range of vocabulary in specific situations.

Note: 1. A language assistant is not expected to provide translations. 2. Examples of such situations: at checkpoints, while guarding or searching.

[MC]

NATO Agreed

language combination

The languages from and to which a linguist translates or interprets.

[MC]

NATO Agreed

liaison interpretation

The interpretation of short segments of speech, generally sentence by sentence, immediately after they have been uttered, not necessarily requiring high-level interpretation training.

Related terms: consecutive interpretation; interpretation; simultaneous interpretation

[MC]

NATO Agreed

linguistic assistant

An individual with some linguistic capability employed to assist linguists in their duties and possibly to perform liaison interpretation.

Note: Examples of a linguistic assistant's duties: proofreading, managing terminological databases or finding reference materials.

[MC]

NATO Agreed

linguistic support

The provision of services, including translation and interpretation, enabling persons who do not understand each others' languages to communicate with one other.

[MC]

NATO Agreed

NATO official language

A language adopted by NATO for communicating internally and with member nations.

Note: NATO's two official languages are English and French.

[MC]

NATO Agreed

primary military linguist

A member of the armed services with adequate language skills deployed to serve mainly as a linguist.

Related term: secondary military linguist.

[MC]

NATO Agreed

proofreading

Checking that no spelling or grammatical errors remain in a text, that any corrections are accurately transcribed and that it has been correctly formatted.

[MC]

NATO Agreed

revision

In linguistic support, a quality control function in which a highly experienced linguist checks a translated text and makes any corrections required to its style and substance.

[MC]

NATO Agreed

secondary military linguist

A member of the armed services with limited language skills deployed in his or her primary military role but able to undertake the duties of a language assistant.

Related term: primary military linguist

[MC]

NATO Agreed

simultaneous interpretation

The interpretation of speech while it is being spoken.

Related terms: consecutive interpretation; interpretation; liaison interpretation

[MC]

NATO Agreed

terminology

In NATO standardization, the body of terms and their abbreviations, together with the definitions of the concepts designated by those terms and abbreviations, related to a given discipline, field or subject.

[CS]

NATO Agreed

translation

In linguistic support, the written expression of the full meaning of a text in another language.

[MC]

NATO Agreed

Section 2 – Abbreviations

AAP Allied Administrative Publication	HQ headquarters	LS Linguistic Service
ACO Allied Command Operations	ICC international civilian consultant	NATO North Atlantic Treaty Organization
AJP Allied Joint Publication	ICL international civilian linguist	NCS NATO Command Structure
ALingP Allied Linguistics Publication	IEC International Electrotechnical Commission	NIC NATO international civilian
AOO area of operations	ISO International Organisation for Standardisation	PfP Partnership for Peace
CE crisis establishment	LCH local contract hire	SLP Standardized language profile
CRO crisis response operation	LCL local contract linguist	SOP standard operating procedure
EU European Union		STANAG standardization agreement

ANNEX B – QUALITY OF LINGUISTIC SUPPORT

1. Linguistic services must meet the following quality standards, in descending order of importance:

a. **Translation**

(1) **Accuracy:** the meaning of the original text must be conveyed perfectly in the translation. This is the most important quality to be met by a translation. It does not mean that a text has been translated word for word but that the translator has understood it and expressed exactly the same meaning in the target language, using vocabulary and forms that are appropriate for that language;

(2) **Completeness:** all of the information that is contained in the original text must also be contained in the translation. This does not mean that the translation will contain the same number of words as the original. Different languages use varying numbers of words to express the same meanings. A translator may add explanations to convey the meaning accurately, but must not go beyond the content of the original text;

(3) **Terminology:** the translation must use terminology that is correct and appropriate for the context and in particular NATO Agreed terminology wherever possible;

(4) **Consistency:** any text that has already been correctly translated in a particular way must always be translated in the same way. This applies to both phraseology and terminology. Readers are confused if the same text is translated differently;

(5) **Correct language:** the translation must be grammatically correct, use correct spellings and follow other conventions applied in the target language;

(6) **Clarity:** the translation must be readily understandable by its readers. Although this is also the responsibility of the author of the text, the translator must take account of its expected readership;

(7) **Style:** the translation must reproduce the style of the original text. However, this may be inappropriate in certain circumstances, e.g. for cultural reasons, where it may be considered impolite to use certain forms or where more formal language is expected;

(8) **Presentation:** the translation must be presented and formatted in the same way as the original. It should be borne in mind that this is not always possible as the length of a text expressing the same meaning varies from one language to another and that cultural or linguistic sensitivities may dictate different presentations.

b. **Interpretation**

- (1) **Accuracy:** the meaning of the words spoken must be conveyed perfectly in the target language by the interpreter. This is the most important quality to be met by interpretation. It does not mean that speech has been translated word for word but that the interpreter has understood it and expressed exactly the same meaning in the target language, using vocabulary and forms that are appropriate for that language. In liaison or consecutive interpretation, an interpreter may ask a speaker to clarify the meaning if it is not clear;
- (2) **Completeness:** all of the essential information uttered by the speaker must be relayed by the interpreter. Interpretation often includes an element of summarizing, especially in consecutive mode. An interpreter may on the other hand have to add explanations to convey the meaning accurately, while not going beyond the content of the original language;
- (3) **Terminology:** the interpretation must use terminology that is correct and appropriate for the context and in particular NATO Agreed terminology wherever possible;
- (4) **Consistency:** any spoken material that has already been correctly interpreted in a particular way should always be interpreted in the same way. This applies to both phraseology and terminology. Listeners are confused if the same material is interpreted differently;
- (5) **Correct language:** the interpretation must be grammatically correct and follow conventions applied in the target language;
- (6) **Clarity and diction:** the interpretation must be readily understandable by its recipients. Even when a speaker is not clear in expression, the interpreter will endeavour to produce clear interpretation in the target language and will take account of the nature of the audience. The interpreter must have good diction and speech habits;
- (7) **Style:** the interpretation must reproduce the style of the original speech. However, this may be inappropriate in certain circumstances, e.g. for cultural reasons, where it may be considered impolite to use certain forms or where more formal language is expected;
- (8) **Extralinguistic expression:** the interpreter must as far as possible and if appropriate reproduce the tone of voice or emotion of the speaker so as to convey not only the content but also the feeling of the original speech.

ANNEX C – ETHICS

1. General

Linguists shall be bound at all times by the ethical principles applicable to their profession. These principles are outlined below. Linguists may be required to sign a written declaration in which they undertake to abide by these ethical standards.

2. Common provisions applicable to all linguists

a. Confidentiality and non-disclosure

Linguists shall consider any information or material with which they come into contact as confidential, irrespective of its security classification. The contents of a meeting or of a written document must not be passed on or divulged to third parties: any requests for such information shall be referred directly to the person responsible for the meeting or document in question.

b. Competence

Linguists shall only accept work if they are confident that their language proficiency and relevant specialist competence are sufficient to meet the quality standards set out in Annex B above. In an operational situation, it may not be possible for a linguist to refuse to perform certain duties on these grounds. In that case, the Head of the Linguistic Service or the individual linguist must warn the requester of the service in advance of the limitations of the linguist's capability.

c. Mutual support

Linguists shall at all times support and assist their colleagues, irrespective of hierarchical relationships, to enable the Linguistic Service to provide the best possible service to customers.

d. Professional development

Linguists shall pursue their professional development by whatever means are at their disposal in order to improve the quality of the services they provide and to remain abreast of developments in relevant fields, technologies and terminology.

e. Working conditions

Heads of Linguistic Services or individual linguists shall ensure that the working conditions enable the latter to provide services of the requisite quality. In an operational environment, it may not be possible to provide ideal working conditions. In that case, the Head of the Linguistic Service or the individual linguist must warn the requester of the service in advance of the effect this may have on the quality of service.

f. Impartiality

Linguists shall remain neutral at all times, regardless of their personal views on the nature of the matters or materials they are translating or interpreting. They shall refrain from entering into discussions, giving advice or expressing opinions or comments regarding them. Additional information or explanations may nevertheless be provided when requested or when required in the interests of better understanding (e.g. in clear cases of misunderstanding or where cultural references or inferences may be missed). Linguists shall immediately disclose any factor that might jeopardize their impartiality in a particular case.

g. Personal gain

Under no circumstances shall linguists seek or accept any form of personal gain from their work or from information obtained as a result of that work, other than their official or contractual remuneration.

h. Conflict of interest

Linguists shall immediately disclose any real, potential or perceived conflict of interest or other factor that may make it inappropriate for them to perform their duties in a particular case.

3. Specific provisions for interpreters**a. Attitude and conduct**

Notwithstanding the potential constraints of an operational environment, interpreters shall at all times adopt a professional attitude. This shall include such aspects as dress, punctuality and general conduct. They shall endeavour at all times to apply the quality standards listed at Annex B above.

b. Impartiality

Interpreters shall remain impartial at all times and shall not act in any way that may give the impression to any of the parties involved in discussions that they are acting in a biased way. If necessary, they shall make it clear that they will accurately and faithfully interpret the speech of all interlocutors. Interpreters shall immediately disclose any factor that might jeopardize their impartiality in a particular case.

c. Working conditions

Proper working conditions are essential to the provision of a high standard of interpretation. Where possible, the Heads of Linguistic Services or individual interpreters shall ensure that these conditions are in place before a meeting begins. This may include advance testing of any sound equipment (ideally in the presence of one or more interpreters) and ensuring that the interpreters are positioned so as to be able to hear and see all participants.

d. Role

When interpreting and in rest periods during sittings, interpreters shall not perform any other duties, e.g. taking minutes or translating written texts.

4. Specific provisions for translators and revisors**a. Quality**

Translators and revisors shall endeavour at all times to meet the quality standards laid down in Annex B above. In the event that this is not possible, e.g. the text to be translated is ambiguous, unreadable or incomprehensible and it is not possible to contact the author or an expert to obtain clarification, they shall indicate this in the translation in the form of a note. In the event that they detect errors in the original text, they shall contact the originator to enable correction. If that is not possible, they shall not correct the text but point out the error in the form of a note in the translation.

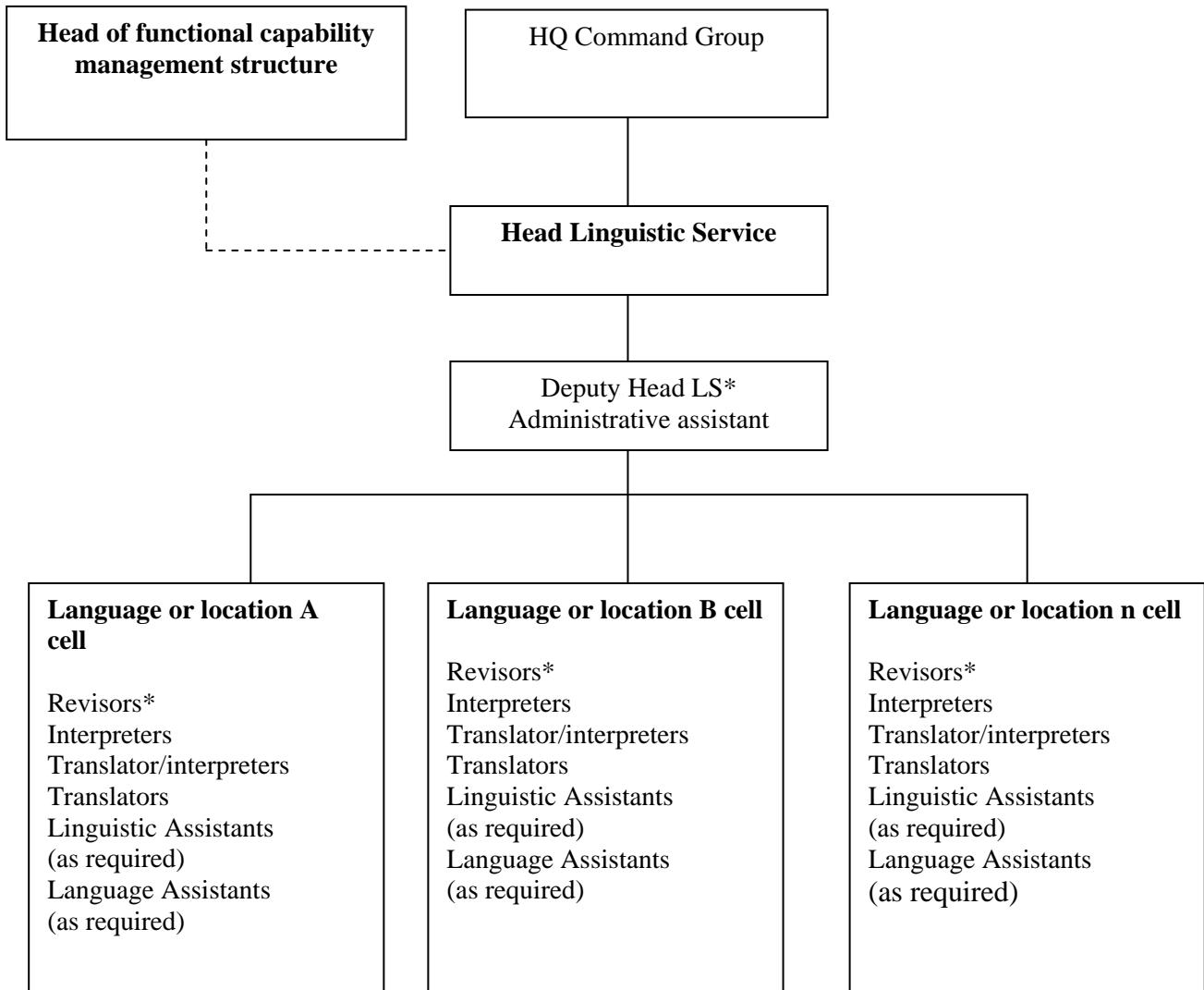
b. Deadlines

Translators and revisors shall endeavour at all times to meet the deadlines set by requesters. If such deadlines are unrealistic, the Head of the Linguistic Service shall try to obtain an extension, or if that is not possible, explain the consequences, e.g. degraded quality.

(INTENTIONALLY BLANK)

ANNEX D – GENERIC STRUCTURE OF A LINGUISTIC SERVICE

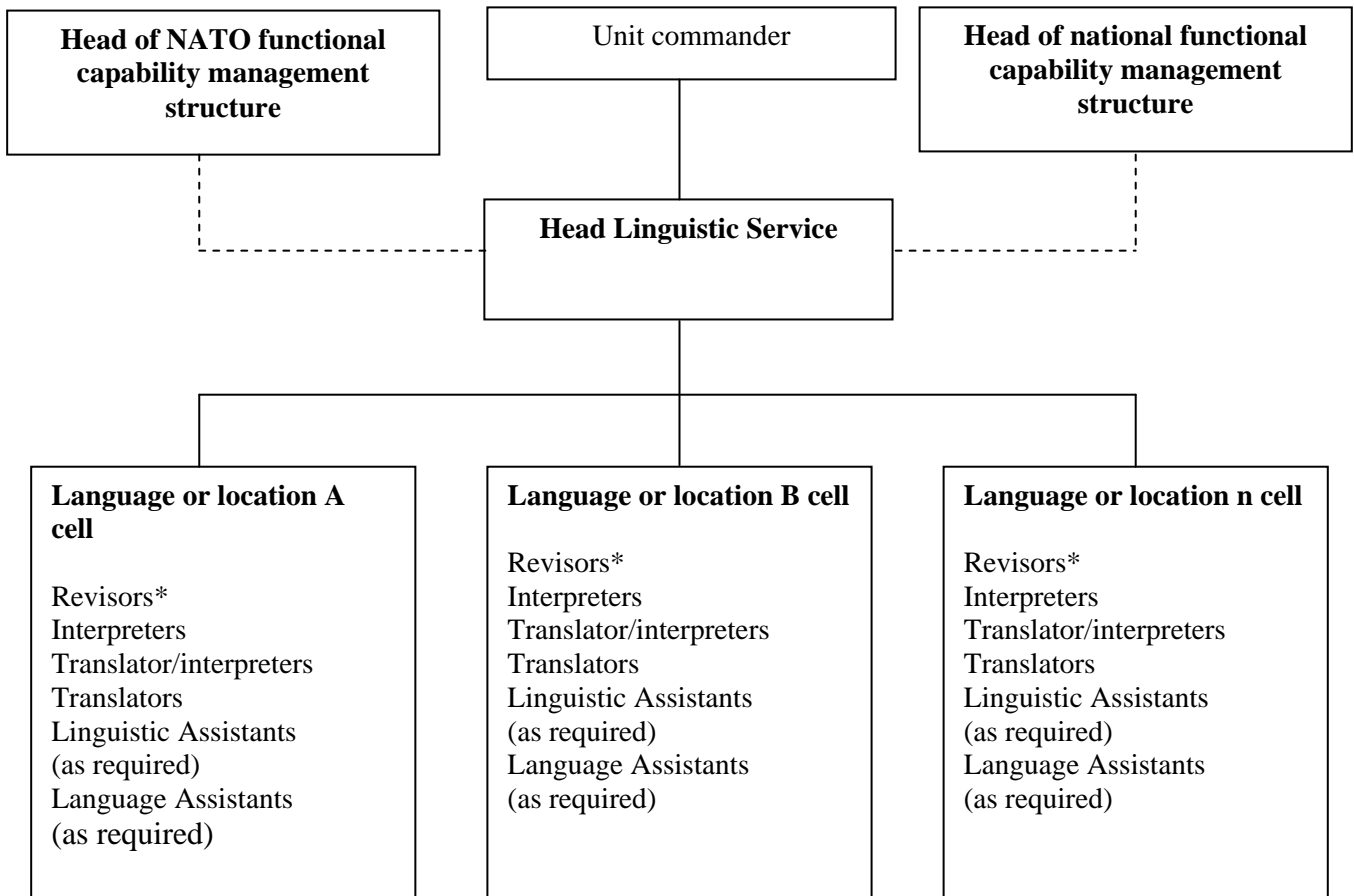
In a deployed NATO headquarters:



* A revisor may act as the Deputy Head of a Linguistic Service and/or the Head of a particular language cell.

The number of cells will depend on the number of languages to be supported and the number of linguists in each category will depend on the workload, type of work and other factors.

In a deployed national unit:



* A revisor may act as the Deputy Head of a Linguistic Service and/or the Head of a particular language cell.

The number of cells will depend on the number of languages to be supported and the number of linguists in each category will depend on the workload, type of work and other factors.

ANNEX E – SCALING GUIDELINES AND GRADE STRUCTURE TO BE USED IN THE NATO COMMAND STRUCTURE

Note: The guidelines below are intended inter alia to enable the rules in Reference C (AAP-16(D)) concerning the functions and grading of L-grade NIC linguists to be mirrored as closely as possible in the categories of linguistic personnel employed by NATO's Crisis Response Operation (CRO) headquarters and to permit differentiation in salaries from other types of personnel where there are problems in attracting and retaining qualified linguists. More detailed descriptions of the functions performed by post holders at the various linguistic grades are given in AAP-16(D), Appendix 6 to Annex D to Chapter 4, paragraphs 44-56 and in their job descriptions.

1. The SHAPE Director, Human Resources Management shall be responsible, in coordination with Head SHAPE Linguistic Service/Coordinating Authority ACO Linguistic Services, for determining the numbers of linguists to be included in the Crisis Establishments (CE) of ACO crisis-response headquarters. In so doing he/she shall take the following factors into account:

a. Translators: the average production of a fully-fledged professional translator is 1,600 words per working day. Note that this is not a daily production standard but a statistical mean only. It applies specifically to a situation in which the translator's sole task is to translate into his/her mother tongue, revision is performed by a revisor, and full back-up (typing, proofreading, administration, etc.) is available. If those conditions are not met, the output will be reduced considerably and may be as low as 500 words per day.

b. Revisors: one revisor is able to revise the output of two or three translators working at full capacity as described above. This figure will also vary depending on the experience of the translators and the quality of the output. Translation work that is outsourced generally requires a greater revision effort than work performed in-house. In determining the number of revisors, account shall also be taken of the relative amount of translation and interpretation work performed by translator/interpreters.

c. Interpreters: the number of interpreters will depend on the type of interpretation to be performed and on the number and length of the assignments. See also Annex F below.

d. Extended or 24-hour/7-day coverage: this usually requires a larger number of linguists than would be needed to handle a given workload. It normally requires five employees to cover one post on a 24/7 basis.

2. Personnel employed for CROs as linguists shall be placed in the following categories of personnel:

- a. NATO International Civilian (NIC) L-grades;
- b. International Civilian Linguists (ICL);
- c. Local Civilian Linguists (LCL).

3. L-grade NICs assigned to a CRO shall be covered by the normal rules laid down for such staff members in AAP-16(D) (Reference C), in the NATO Civilian Personnel Regulations and in all other relevant rules and regulations.

4. International Civilian Linguists (ICL) shall be covered by the same rules as International Civilian Consultants (ICC) except that such posts shall be graded in accordance with the table in para 6 below. Their salaries shall be the same as the equivalent ICC grade shown in the table in para 7 below unless international market conditions lead to recruitment or retention problems. In that case, a separate salary scale shall be developed to ensure that appropriately qualified personnel are attracted and retained. Any separate salary scale for ICL linguists shall provide for the same step increases, in percentage terms, as the equivalent ICC grade.

5. Local Civilian Linguists (LCL) shall be covered by the same rules as Local Civilian Hires (LCH) except that such posts shall be graded in accordance with the table in para 6 below and their salaries shall be determined separately on the basis of local market conditions. In particular, the salaries must remain competitive with the best local employers, whether international organizations, governmental or non-governmental organizations or private companies. The salary scales for linguists shall provide for the same step increases, in percentage terms, as LCH grades.

6. The outline description of linguistic grades contained in AAP-16 shall also be applied to ICL and LCL linguists as indicated in the equivalence table below when determining the grade to be assigned to a post. The table below is intended as a guide only: it does not contain a full description of the duties, responsibilities and qualifications required for each type of post. Standardized job descriptions giving such details for linguistic posts shall be maintained by the Head SHAPE Linguistic Service/Coordinating Authority ACO Linguistic Services.

Title	Category + Grade			Summary of functions & qualifications
	NIC	ICL	LCL	
Head Linguistic Service	L-5	ICL 5	LCL 5	Heads a large Linguistic Service. Revises and/or interprets in all modes. Highly experienced professional.
Principal translator/revisor and/or interpreter or Deputy Head LS or Head (small) LS	LI-4 or LT-4	ICL 4	LCL 4	Supervises a work team or heads a small Linguistic Service. Revises and/or interprets in all modes. Experienced professional.
Senior translator and/or interpreter	LI-3 or LT-3	ICL 3	LCL 3	Qualified conference interpreter (all modes) or unrevised translator. Preferably professional with some experience.
Translator	LT-2	ICL 2	LCL 2	Translations in any field checked by a revisor, liaison interpreting. Lowest professional grade. Possibly little experience.
Trainee linguist	LI-1 or LT-1	ICL 1	LCL 1	Translation and/or interpretation by an inexperienced linguist undergoing training. This grade may be held for a maximum of two years

7. The table below shows the salary scales to be applied to ICL linguists in the event that a separate salary scale is not implemented.

ICL grade	ICC equivalent
ICL 5	ICC IIIC
ICL 4	ICC IIIB
ICL 3	ICC IIIA
ICL 2	ICC IIB
ICL 1	ICC IIA

8. Linguistic Assistants or Language Assistants shall not be placed in the ICL or LCL categories. As shown in the table below, they shall be placed in ICC or LCH posts respectively and shall receive the normal salaries for those levels of post. The table is intended as a guide only: it does not contain a full description of the duties, responsibilities and qualifications required for each type of post. Within ACO, job descriptions for such posts must however be coordinated with the Head SHAPE Linguistic Service/Coordinating Authority ACO Linguistic Services.

Title	Category + Grade			Summary of functions & qualifications
	NIC	ICC	LCH	
Senior Linguistic Assistant	B-4	IIA	5	Support to linguists, e.g. in managing terminology & references, proofreading, administrative duties. Possibly a limited amount of simple translation or liaison interpreting using a narrow range of non-technical vocabulary. May supervise a small team.
Linguistic Assistant	B-3	IB	4	Support to linguists, e.g. in managing terminology & references, proofreading, administrative duties. Possibly some liaison interpreting using a narrow range of non-technical vocabulary.
Language Assistant	B-2	IA	3	Assisting in contacts with local population. Simple liaison interpreting using limited vocabulary in a narrow field, e.g. guard duties.

9. Recruitment

Within ACO, linguists of all categories shall be recruited following the rules laid down in the ACO directives governing the recruitment of civilian linguists (Annex C to ACO Directive 50-4).

INTENTIONALLY BLANK

**ANNEX F – NUMBER OF INTERPRETERS TO BE ASSIGNED TO
CONFERENCES DEPENDING ON THE NUMBER OF
LANGUAGES TO BE INTERPRETED**

Number of languages	Minimum number of interpreters ¹³	
	Normal team ¹⁴	Reduced team
Single-language conference interpreted into 1 other language	3	2
interpreted into 2 other languages	6	4
2-language conference interpreted into those 2 languages	3	2
interpreted into 3 languages (2 + 1)	6	5
3-language conference interpreted into 2 languages	4	3
interpreted into 3 languages	6	5
4-language conference interpreted into 2 languages	5	4
interpreted into 3 languages	8	6
interpreted into 4 languages	11	8
5-language conference interpreted into 2 languages	6	4
interpreted into 3 languages	9	6
interpreted into 4 languages	12	8
interpreted into 5 languages	15	10
6-language conference interpreted into 2 languages	6	4
interpreted into 3 languages	9	6
interpreted into 4 languages	12	8
interpreted into 5 languages	15	10
interpreted into 6 languages	18	12
7-language conference interpreted into 2 languages		6
interpreted into 3 languages		9
interpreted into 4 languages		12
interpreted into 5 languages		15
interpreted into 6 languages		18
interpreted into 7 languages		21
8-language conference interpreted into 2 languages		6
interpreted into 3 languages		9
interpreted into 4 languages		12
interpreted into 5 languages		15
interpreted into 6 languages		18
interpreted into 7 languages		21
interpreted into 8 languages		24

¹³ In the event of regular relay (i.e. when speech in language a is interpreted into language b and then from language b to language c), this should normally be provided by at least 2 interpreters.

¹⁴ The “normal” team is the optimum size to use. In exceptional circumstances, a “reduced” team may be used but this places additional stress on the interpreters and degrades their performance.

INTENTIONALLY BLANK