



ALPS INSIGHTS
ANALYZE • LEARN • PERFORM • SUCCEED™

The Impact of FLPB Policy Changes on US Army Special Forces Soldiers Testing and Proficiency

Presented to:

ILR Testing Committee Meeting

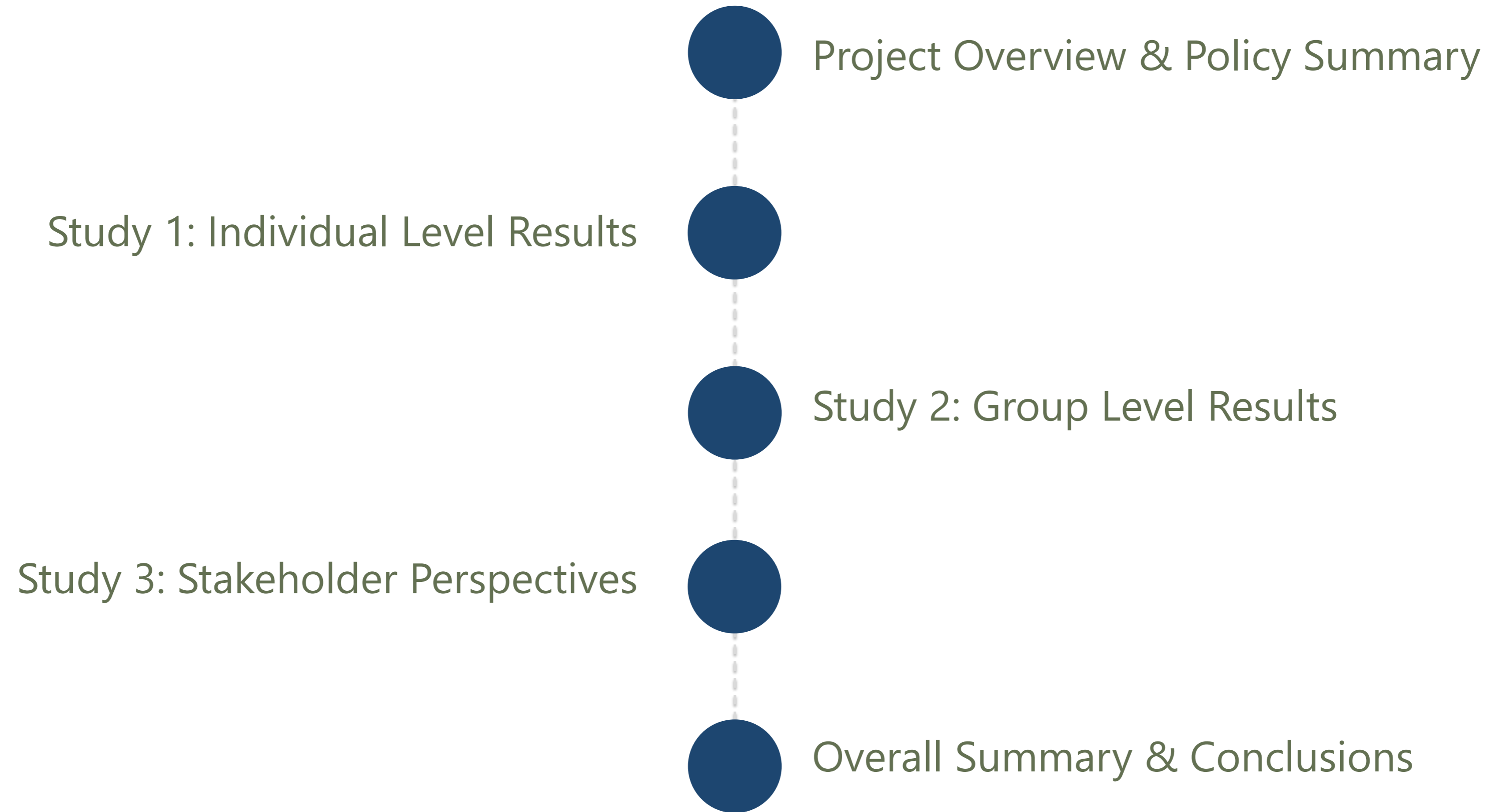
19 January 2018

Presented by:

Dr. Reanna P. Harman, ALPS Insights

Dr. Eric A. Surface, ALPS Insights

Outline



Project Overview & Policy Summary

Project Overview

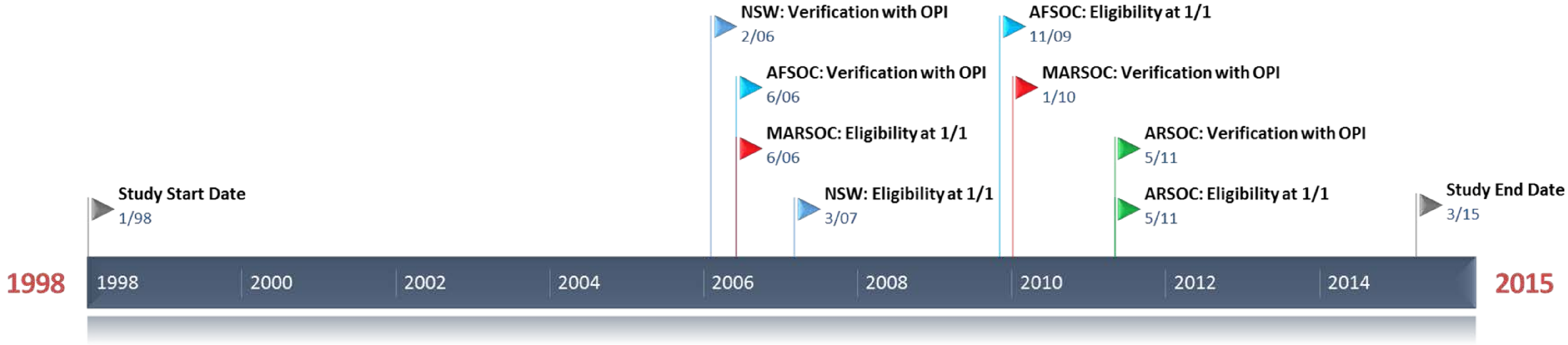
- **Study Purpose: To investigate the efficacy and impact of changes to the FLPB policy for SOF operators on individual proficiency and organizational capability.**
- Skill-based pay (SBP) programs typically vary on three main dimensions:
 - Eligibility criteria: requirements to be eligible
 - Verification process: formal verification with an exam or assessment
 - Payout type and amount: bonus or permanent change in base pay
- SOF FLPB study focuses on two policy changes (interventions):
 - Lowering eligibility criteria for FLPB payment from ILR 2/2 to ILR 1/1
 - Use of an OPI score as an explicitly accepted verification test for FLPB payment

Summary of DoD FLPB Policy (Time of Study; DoD, 2013)

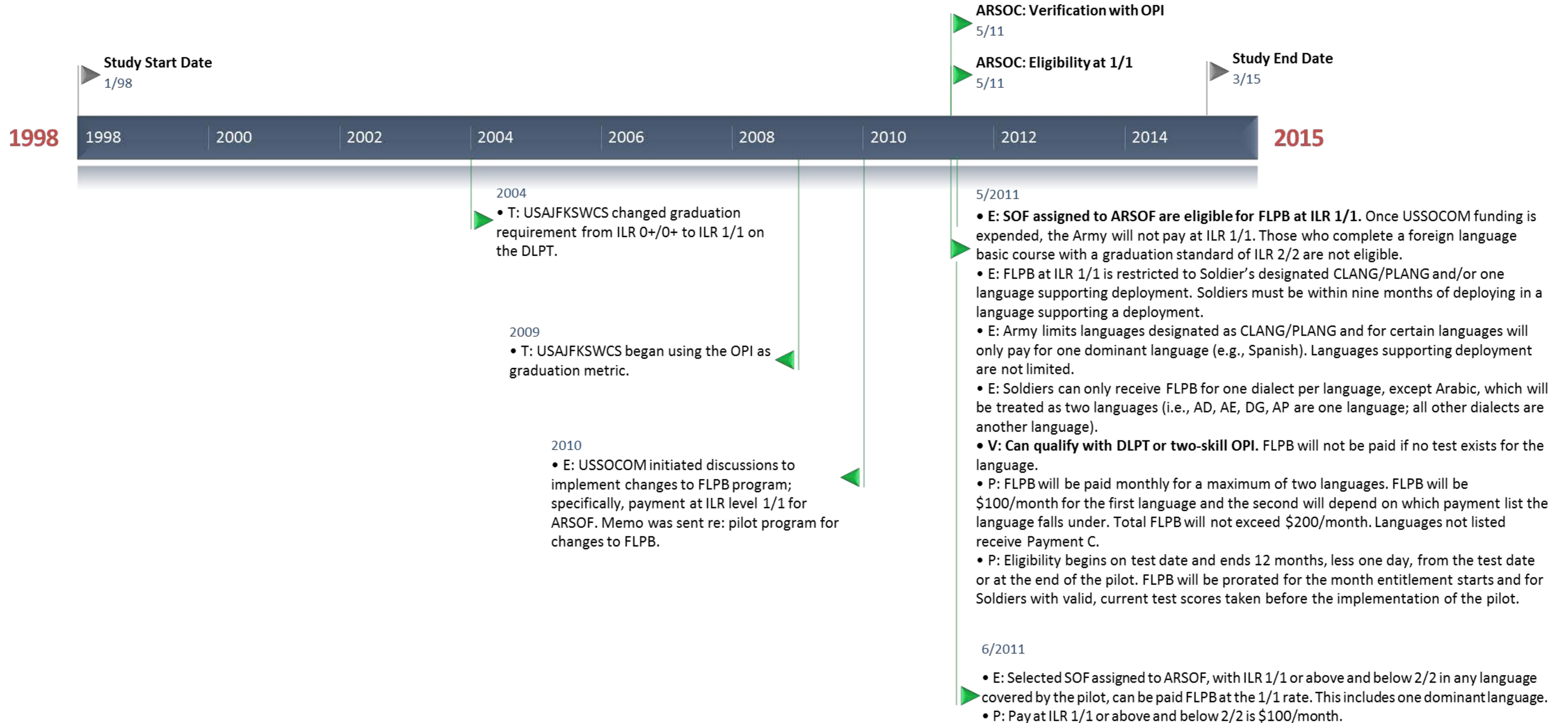
Dimension	Summary
Eligibility Criteria:	<ul style="list-style-type: none">• Active and reserve forces are eligible• Language category and proficiency level influence eligibility and payment
Verification Process:	<ul style="list-style-type: none">• DLPT is the preferred verification test, but OPI is accepted if no DLPT is available• Annual recertification is required• Some form of waiver is available for deployment• Recoupment can occur if certification is lost and payment is not stopped
Payout Type and Amount:	<ul style="list-style-type: none">• Annual lump sum or monthly installment options• \$12,000 pay ceiling for a single year• No more than \$500/month for a single language or \$1,000/month for multiple languages

DoD, 2013

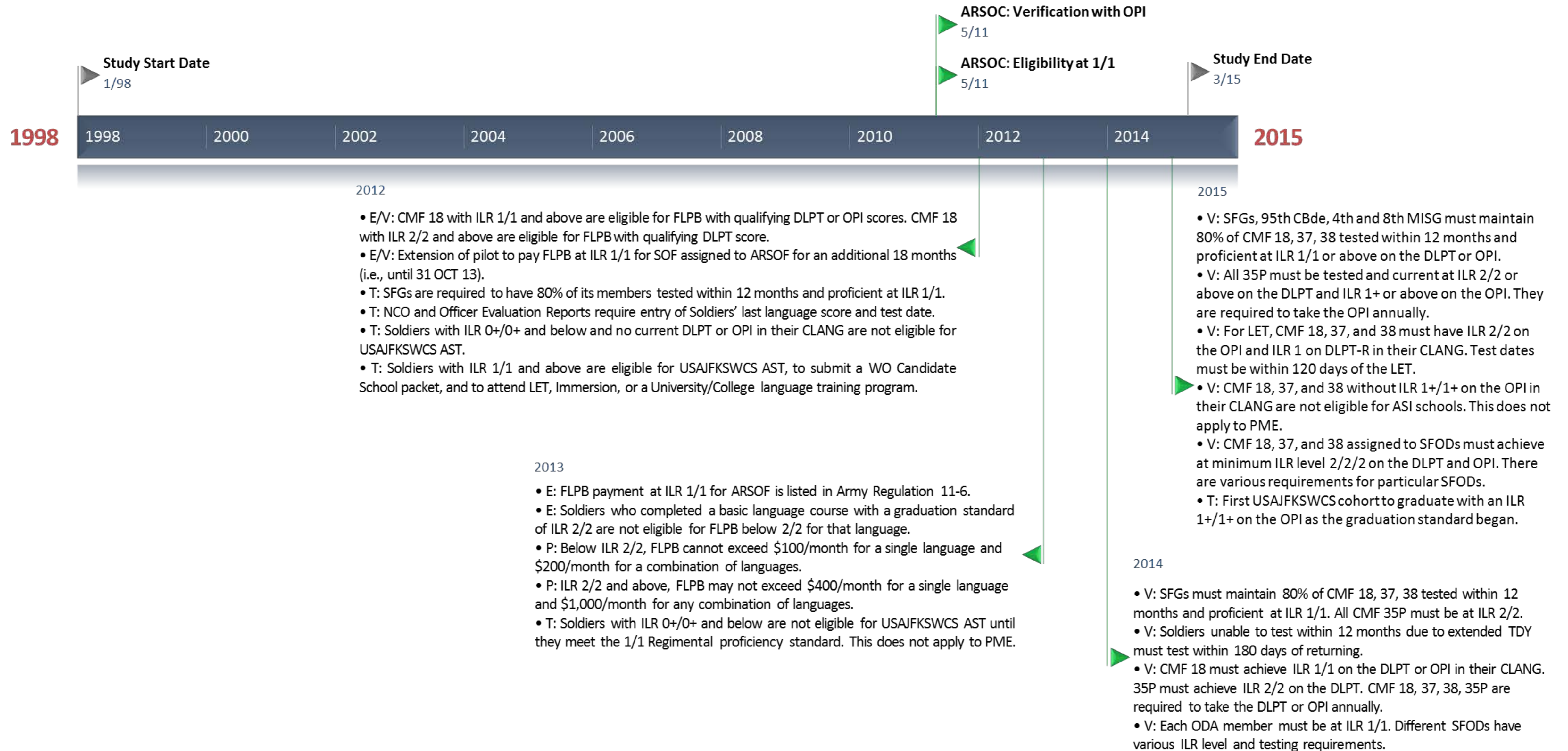
Timing of Eligibility and Verification Changes for SOF



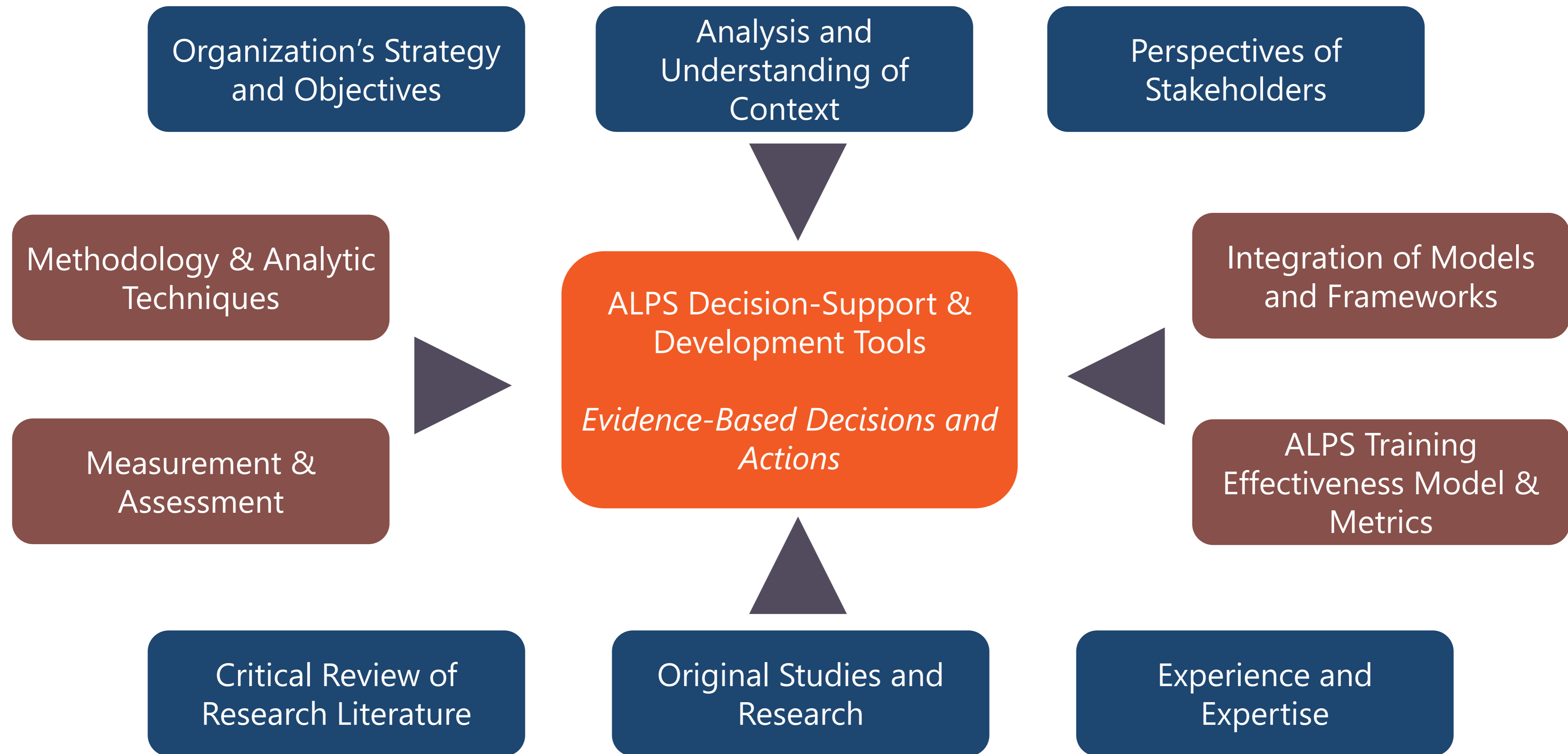
Army Policy Timeline (1998-2011)



Army Policy Timeline (2012-2015)

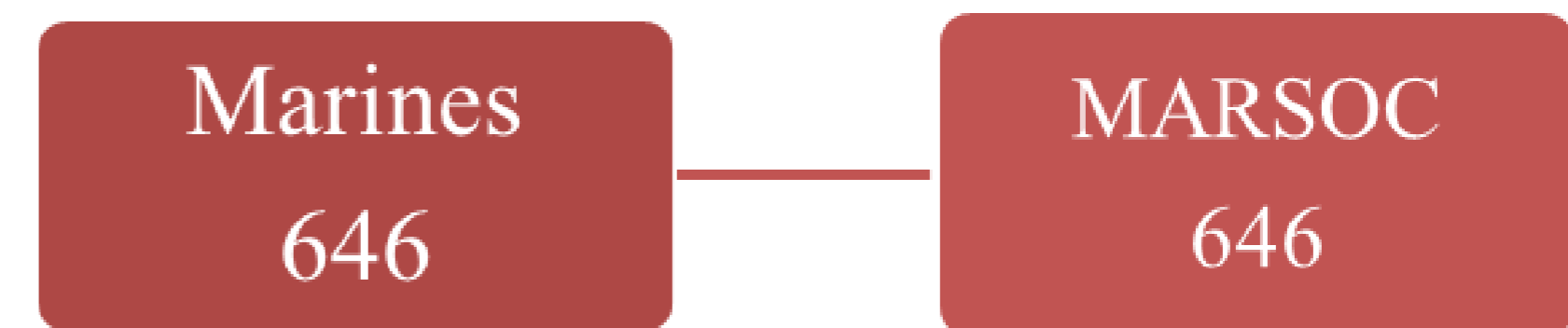
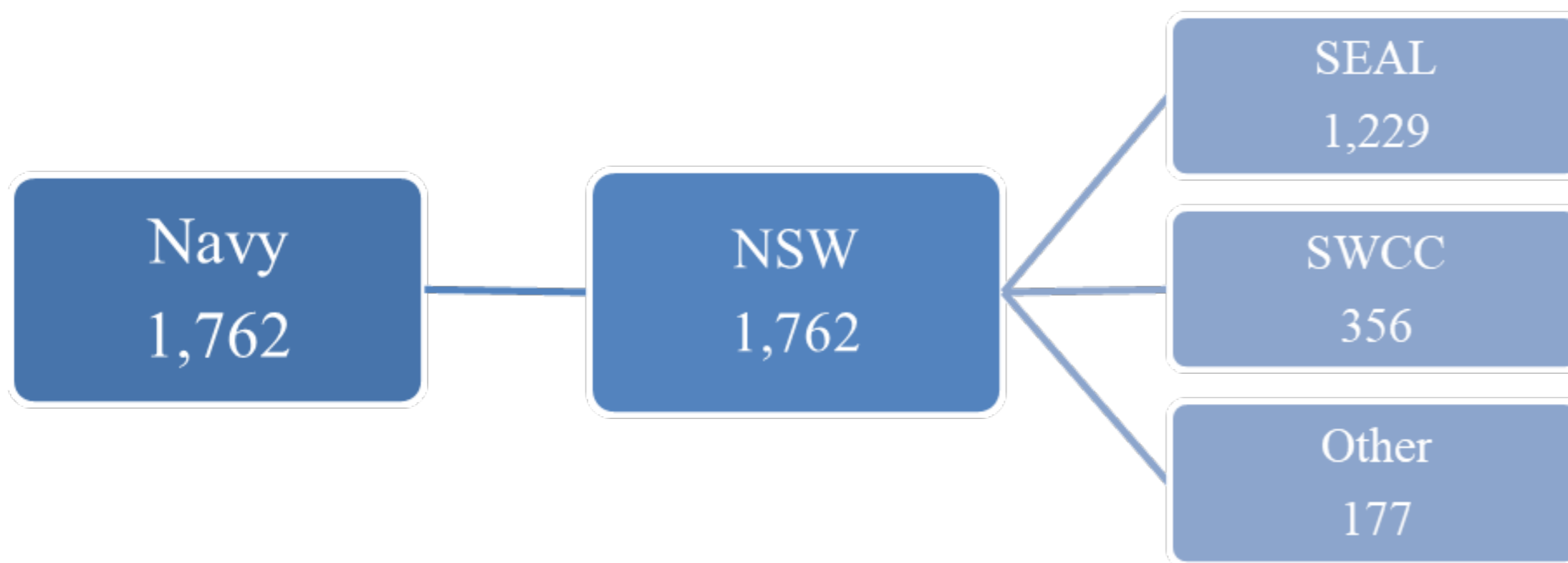
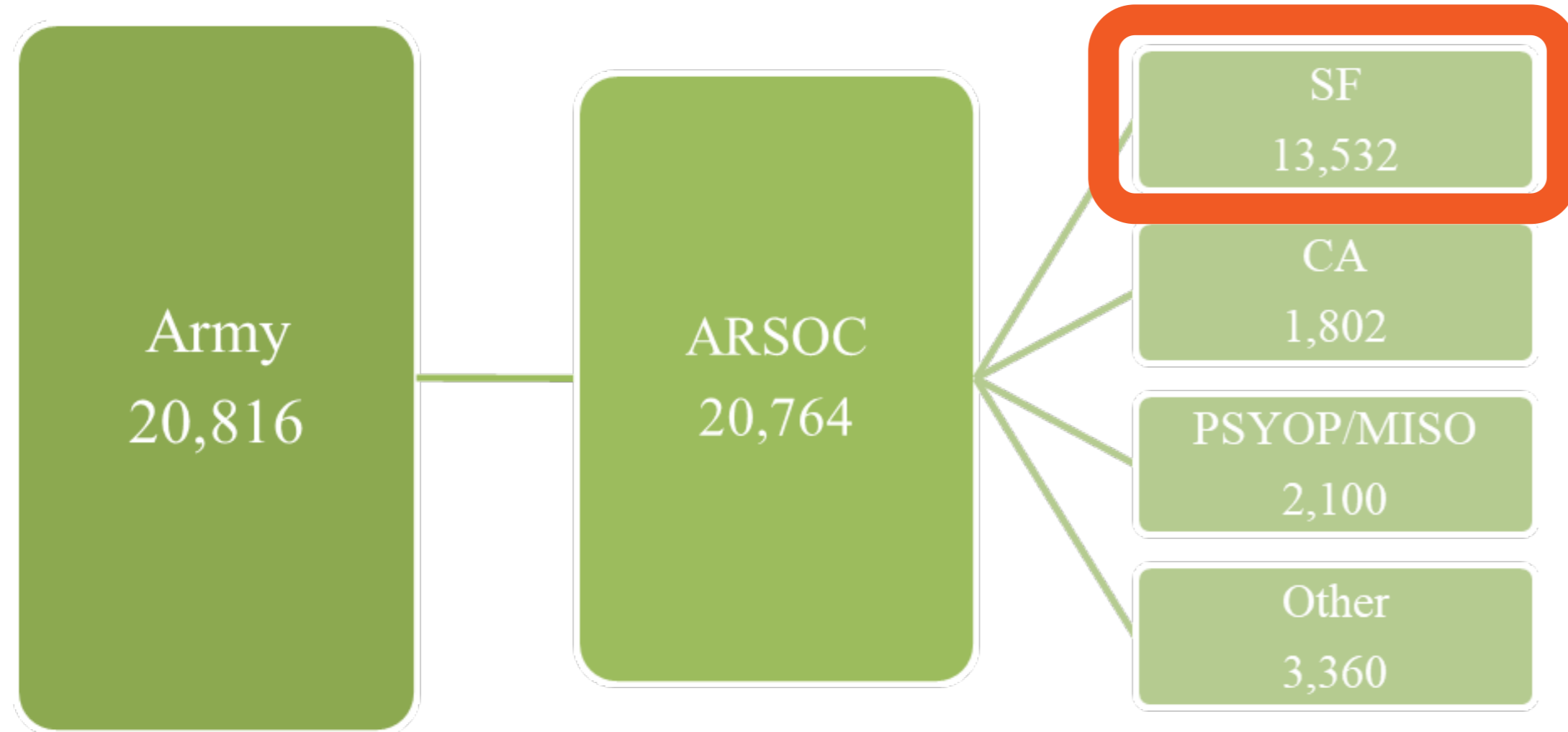


Evidence-Based Decision Model—Three Studies



Study 1: Individual Level Results for SF

Archival Analyses (2007-2015)



Study 1: Methods

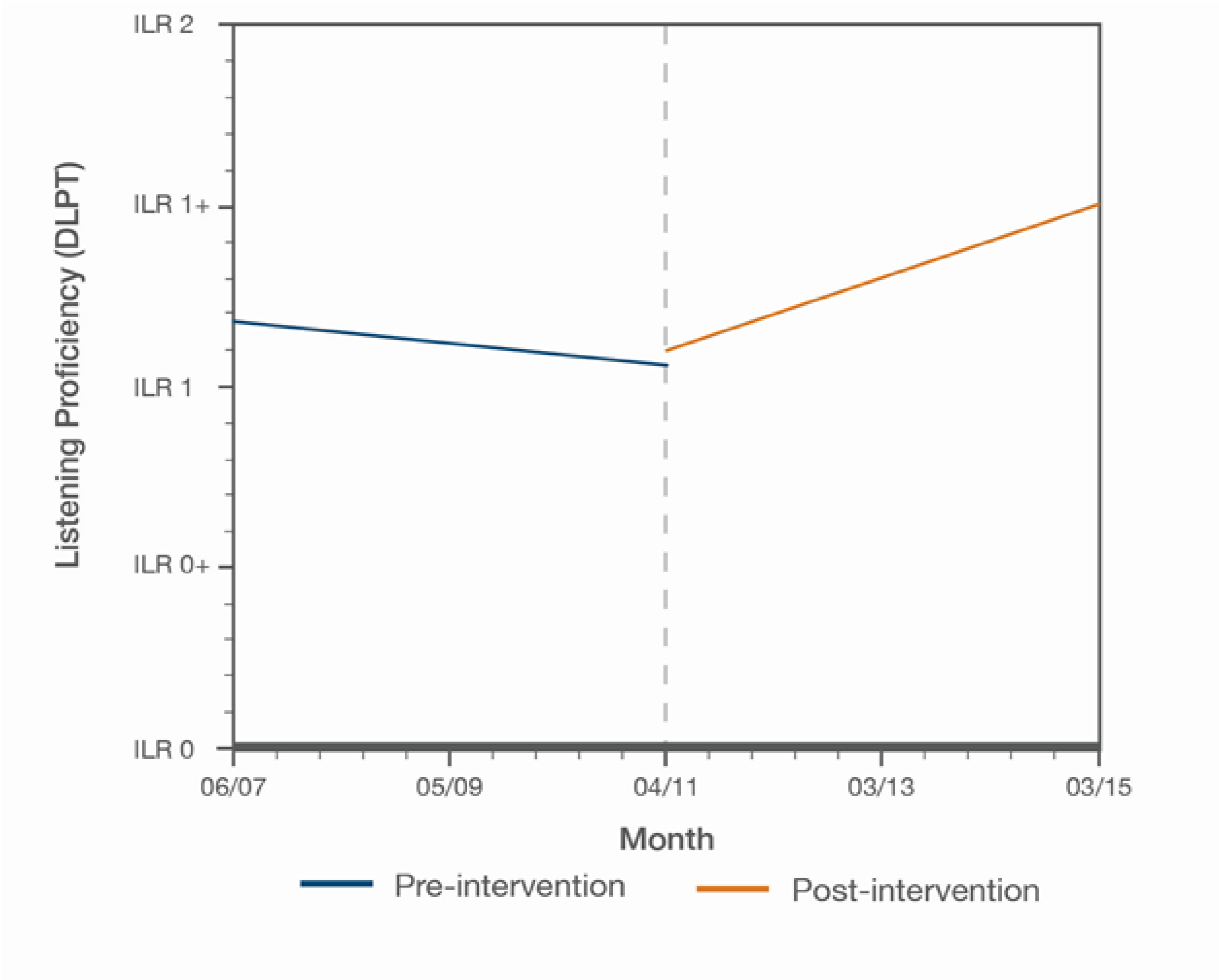
- We restricted the sample to individuals with test scores both pre- and post-intervention
 - 1 JUN 07 – 31 MAR 15
- Used Hierarchical Linear Modeling (HLM; multilevel modeling)
 - Piecewise methodology was used to compare the results pre- and post-intervention
- Focused on 5 criteria:
 - Listening proficiency levels over time
 - Reading proficiency levels over time
 - Speaking proficiency levels over time
 - Qualifying for FLPB over time
 - Level of FLPB over time

SF Summary for Piecewise Individual Change Models

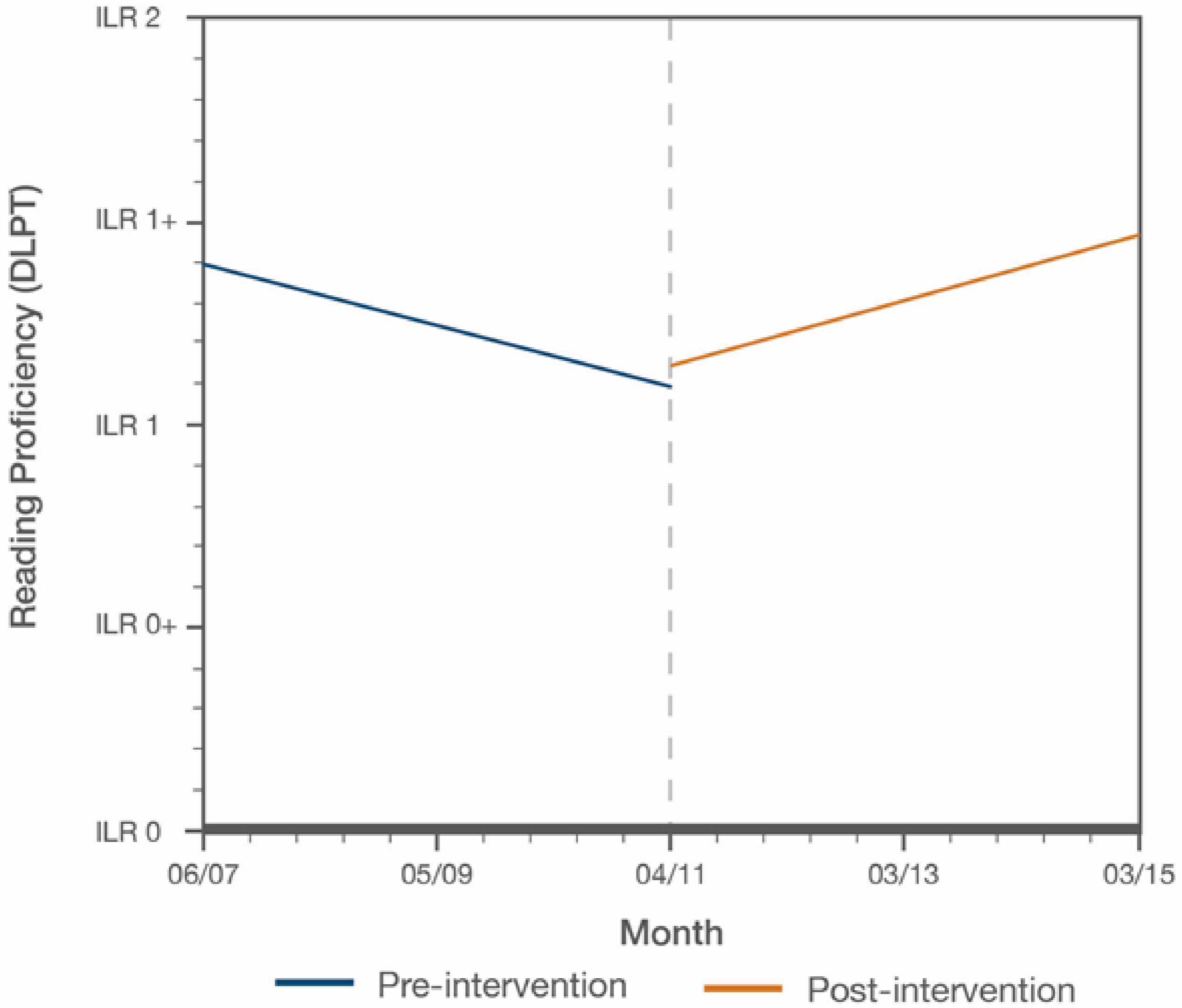
Research Question	Listening Proficiency	Reading Proficiency	Speaking Proficiency	FLPB Qualifying (Yes/No)	FLPB Qualifying Level
How much variability resides between/within individuals? (ICC)	77% / 23% (T2.1, Null)	82% / 18% (T2.3, Null)	50% / 50% (T2.5, Null)	36% / 64% (T2.7, Null)	61% / 39% (T2.9, Null)
Is there linear change pre-intervention on average? (γ_{1j})	YES, - (T2.1, P1)	YES, - (T2.3, P1)	YES, - (T2.5, P1)	YES, - (T2.7, P1)	YES, - (T2.9, P1)
Is there linear change post-intervention on average? (γ_{2j})	YES, + (T2.1, P1)	YES, + (T2.3, P1)	YES, + (T2.5, P1)	YES, + (T2.7, P1)	YES, + (T2.9, P1)
Are there individual differences in linear change during the pre-intervention time period? (τ_{1j})	YES (T2.1, P2)	YES (T2.3, P2)	YES (T2.5, P2)	NO ^a (T2.7, P2)	YES (T2.9, P2)
Are there individual differences in linear change during the post-intervention time period? (τ_{2j})	YES (T2.1, P2)	YES (T2.3, P2)	YES (T2.5, P2)	NO ^a (T2.7, P2)	YES (T2.9, P2)
Is there differential linear change post-intervention on average? (γ_{2j})	YES, + (T2.1, P3)	YES, + (T2.3, P3)	YES, + (T2.5, P3)	YES, + (T2.7, P3)	YES, + (T2.9, P3)
Are there individual differences in differential linear change post-intervention? (τ_{2j})	YES (T2.1, P4)	YES (T2.3, P4)	YES (T2.5, P4)	NO ^a (T2.7, P4)	YES (T2.9, P4)
Are individual differences in linear change pre-intervention explained by cognitive ability? (γ_{1j})	YES, - (T2.2, P4)	YES, - (T2.4, P4)	YES, + (T2.6, P4)	YES, - (T2.8, P4)	NO (T2.10, P4)
Are individual differences in linear change pre-intervention explained by language difficulty? (γ_{1j})	YES, - (T2.2, P4)	YES, - (T2.4, P4)	NO (T2.6, P4)	YES, - (T2.8, P4)	YES, - (T2.10, P4)
Are individual differences in linear change post-intervention explained by cognitive ability? (γ_{2j})	NO (T2.2, P4)	NO (T2.4, P4)	NO (T2.6, P4)	YES, + (T2.8, P4)	YES, + (T2.10, P4)
Are individual differences in linear change post-intervention explained by language difficulty? (γ_{2j})	YES, + (T2.2, P4)	YES, - (T2.4, P4)	NO (T2.6, P4)	YES, + (T2.8, P4)	YES, + (T2.10, P4)

Note. T# = table number; P# = piecewise model number; a. Tests of random slopes in HGLM's for discrete outcomes may be unreliable

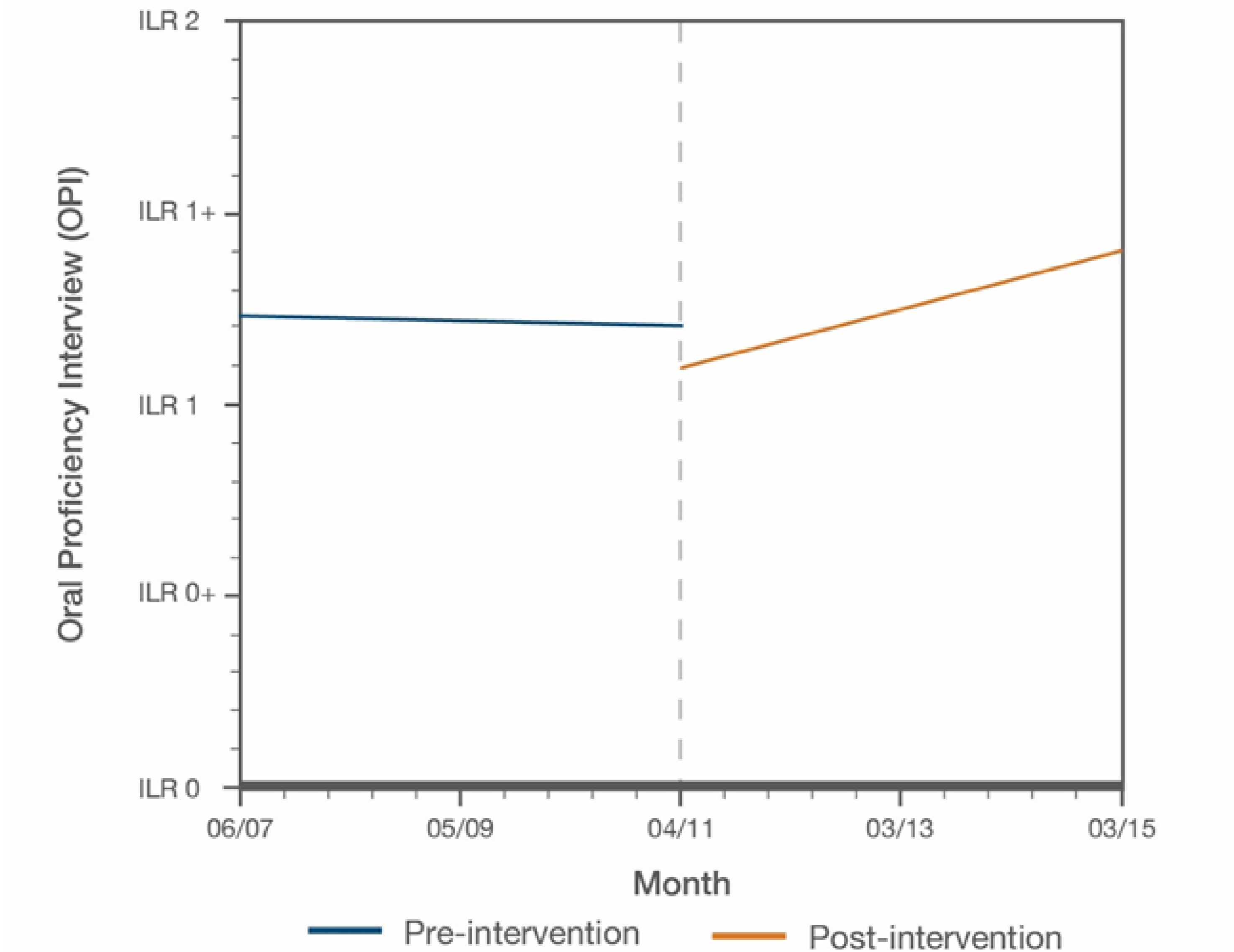
SF: Change in Listening Proficiency Pre-/Post-Intervention



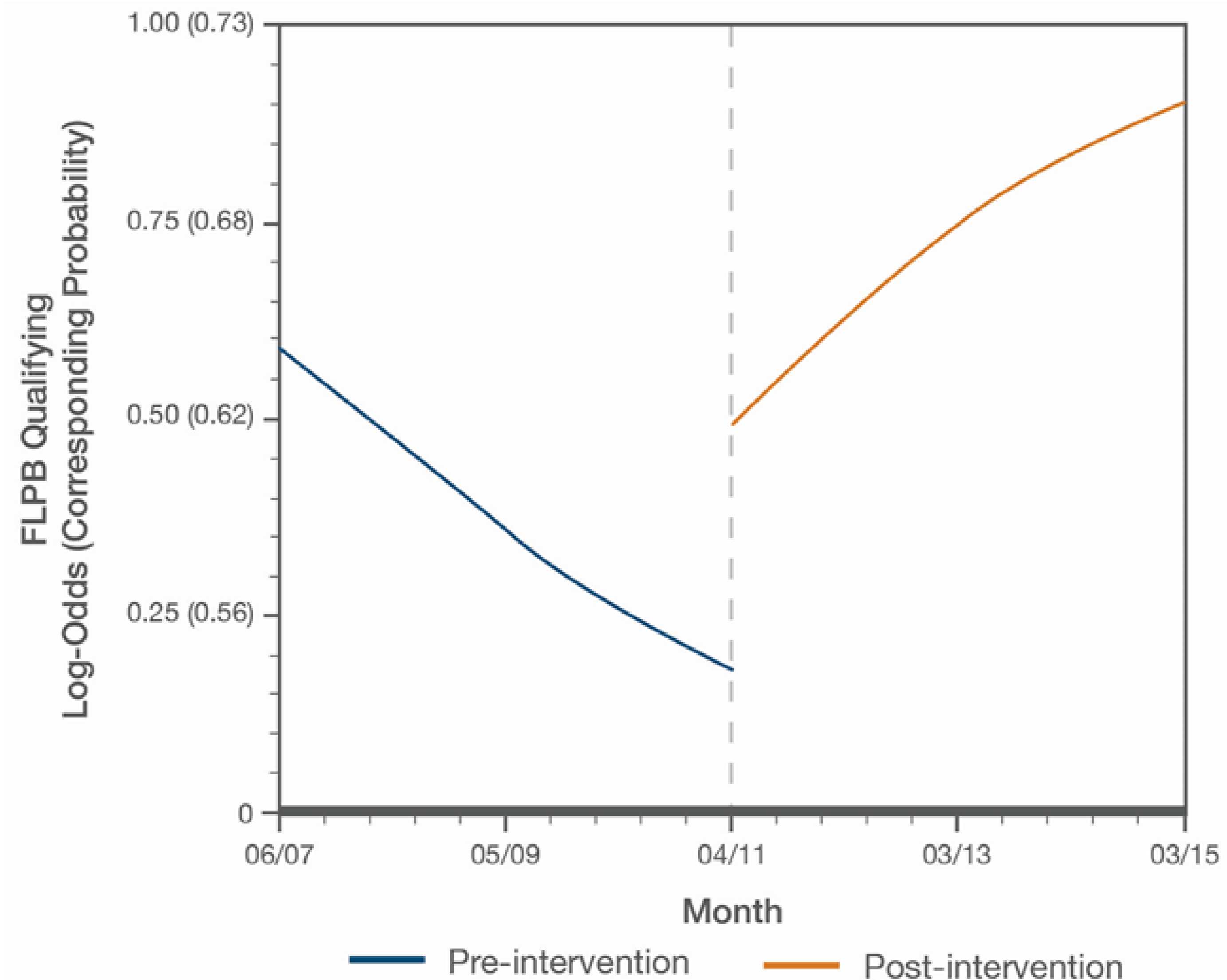
SF: Change in Reading Proficiency Pre-/Post-Intervention



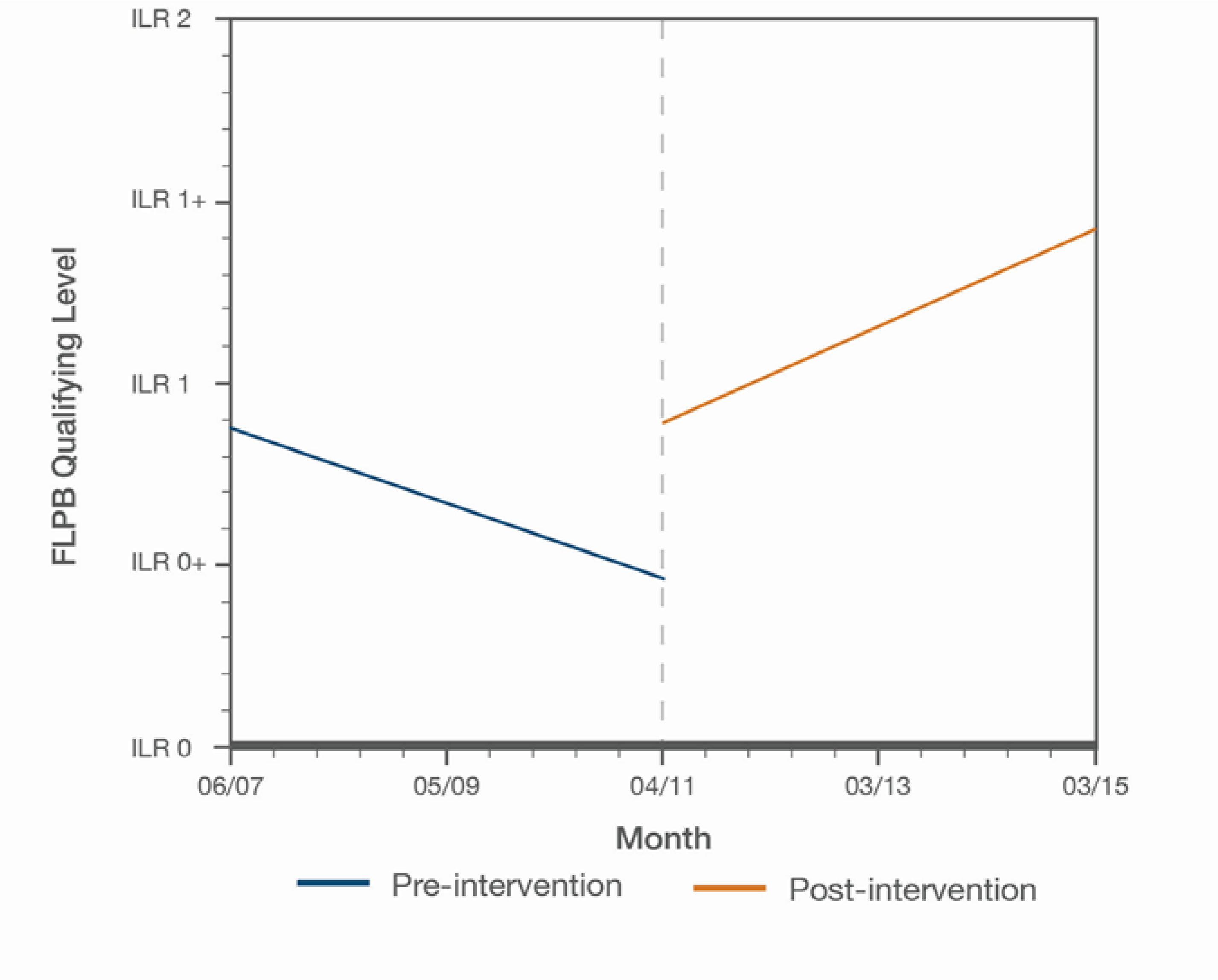
SF: Change in Speaking Proficiency Pre-/Post-Intervention



SF: Change in Log-Odds of FLPB Qualifying



SF: Change in FLPB Qualifying Level Pre-/Post-Intervention



Study 1: SF Summary

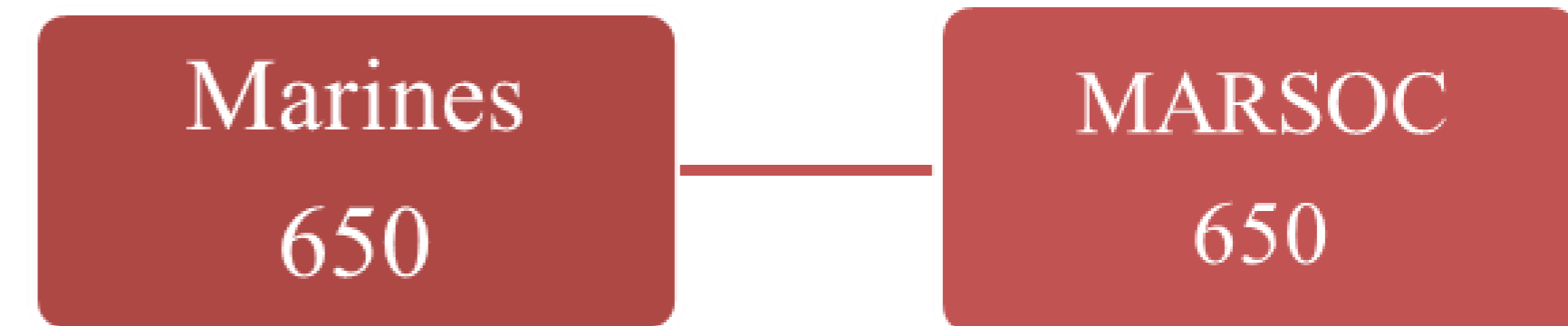
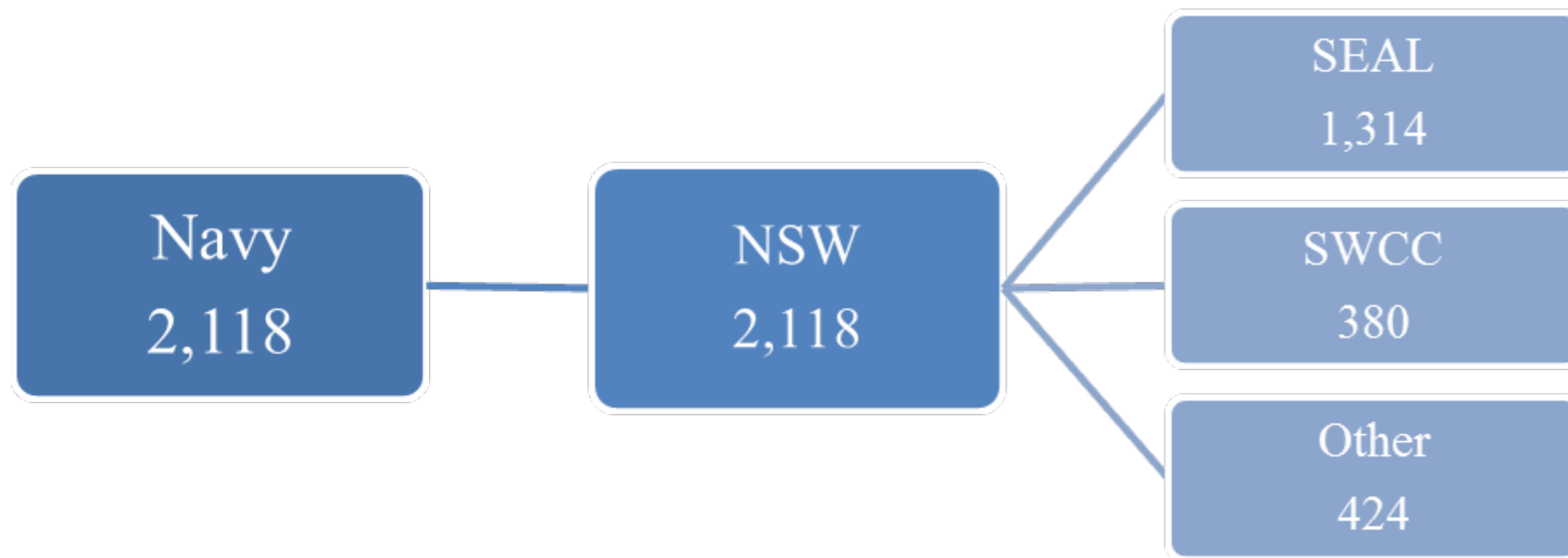
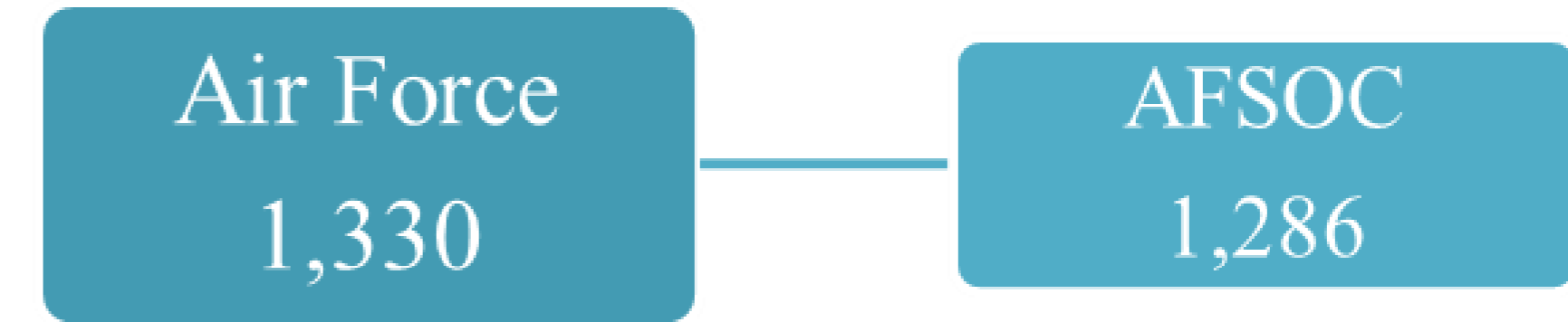
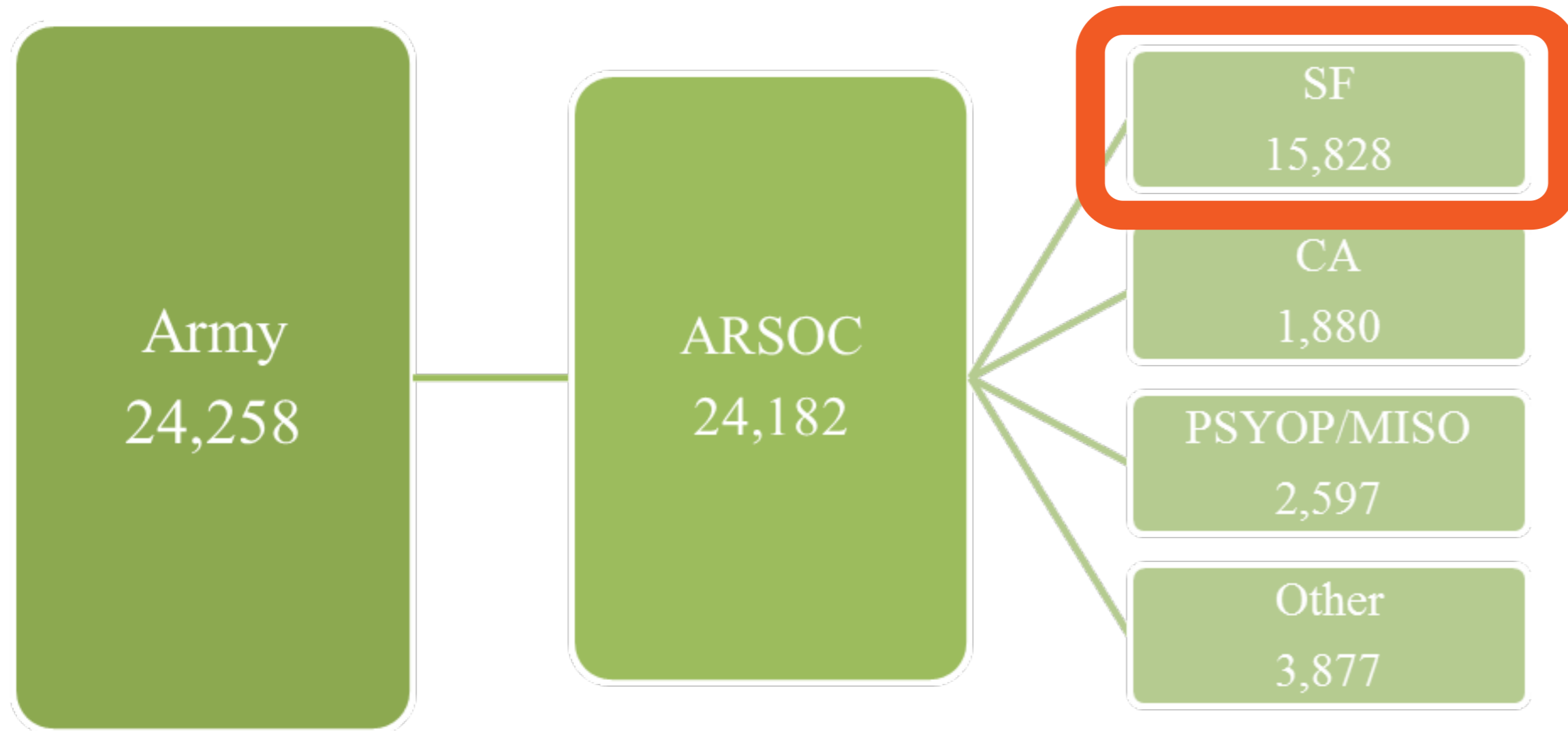
- In general, pre-intervention, there was a decrease over time in proficiency and FLPB qualifying
- Post-intervention, individuals who tested on multiple occasions tended to:
 - Improve their proficiency
 - Increase the odds of FLPB qualification
 - Increase qualifying levels over time
- For most outcome variables, there were significant individual differences in rates of linear change pre- & post-intervention
- Across outcome variables, average rates of change were significantly more positive post-intervention

Study 1: SF Summary (continued)

- Individual differences pre-intervention:
 - Higher cognitive ability tended to be associated with less positive trends in listening, reading, & odds of FLPB qualifying
 - Greater language difficulty had a significant negative relationship with listening, reading, odds of FLPB qualifying, & qualifying level
- Individual differences post-intervention:
 - Greater language difficulty had a positive relationship with listening, but negative with reading
 - Greater language difficulty had a positive relationship with odds of FLPB qualifying & qualifying level
- Language difficulty had no association with rates of change in speaking pre- or post-intervention

Study 2: Group Level Results for SF

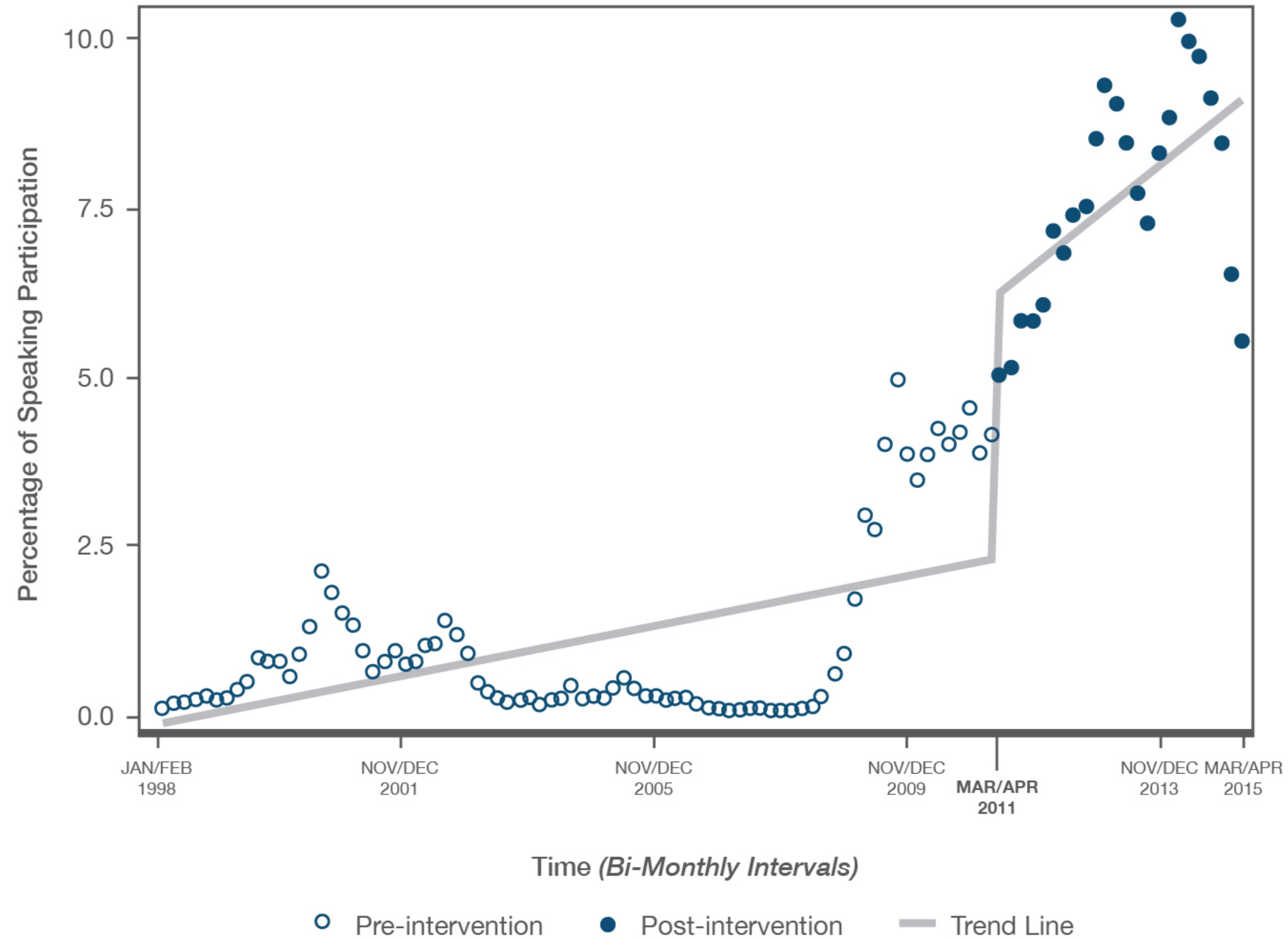
Archival Analyses (1998-2015)



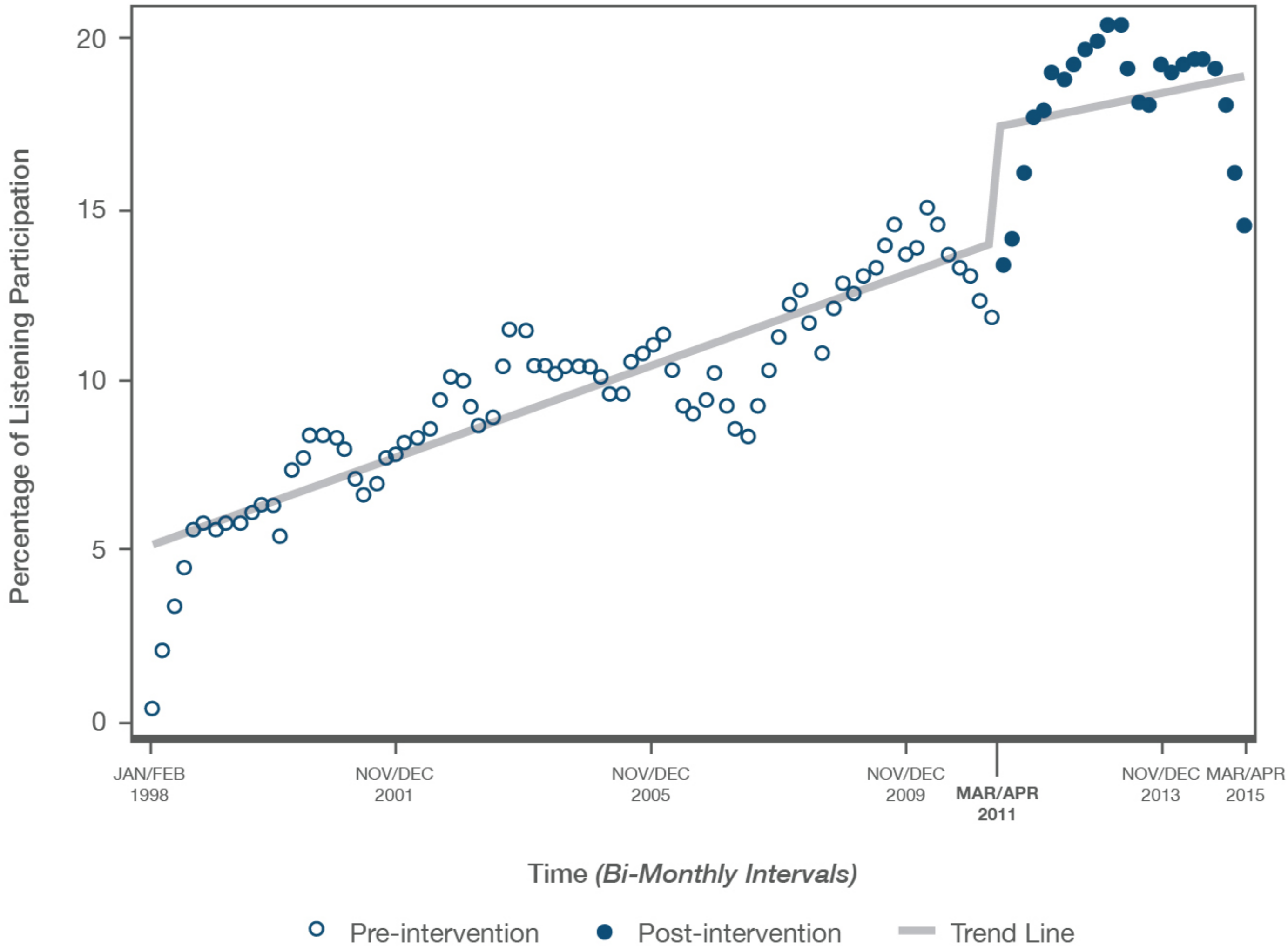
Study 2: Methods

- Captured as much testing data as possible from 1998 - March 2015
- Employed several types of time series analysis, before deciding on regression discontinuity time series analysis
 - We chose bimonthly (every two months) as our interval
- Organized data into 6 organizational criteria:
 - Objective 1: Participation in testing (percentage participation per time interval)
 - Objective 2: Average age of test scores (days between tests)
 - Objective 3: Average Proficiency (per time interval per skill)
 - Objective 4: Percentage of test takers at ILR level per time interval
 - Objective 5: Percentage “qualified” at each FLPB level per time interval
 - Objective 6: Percentage of persons qualifying for money per time interval

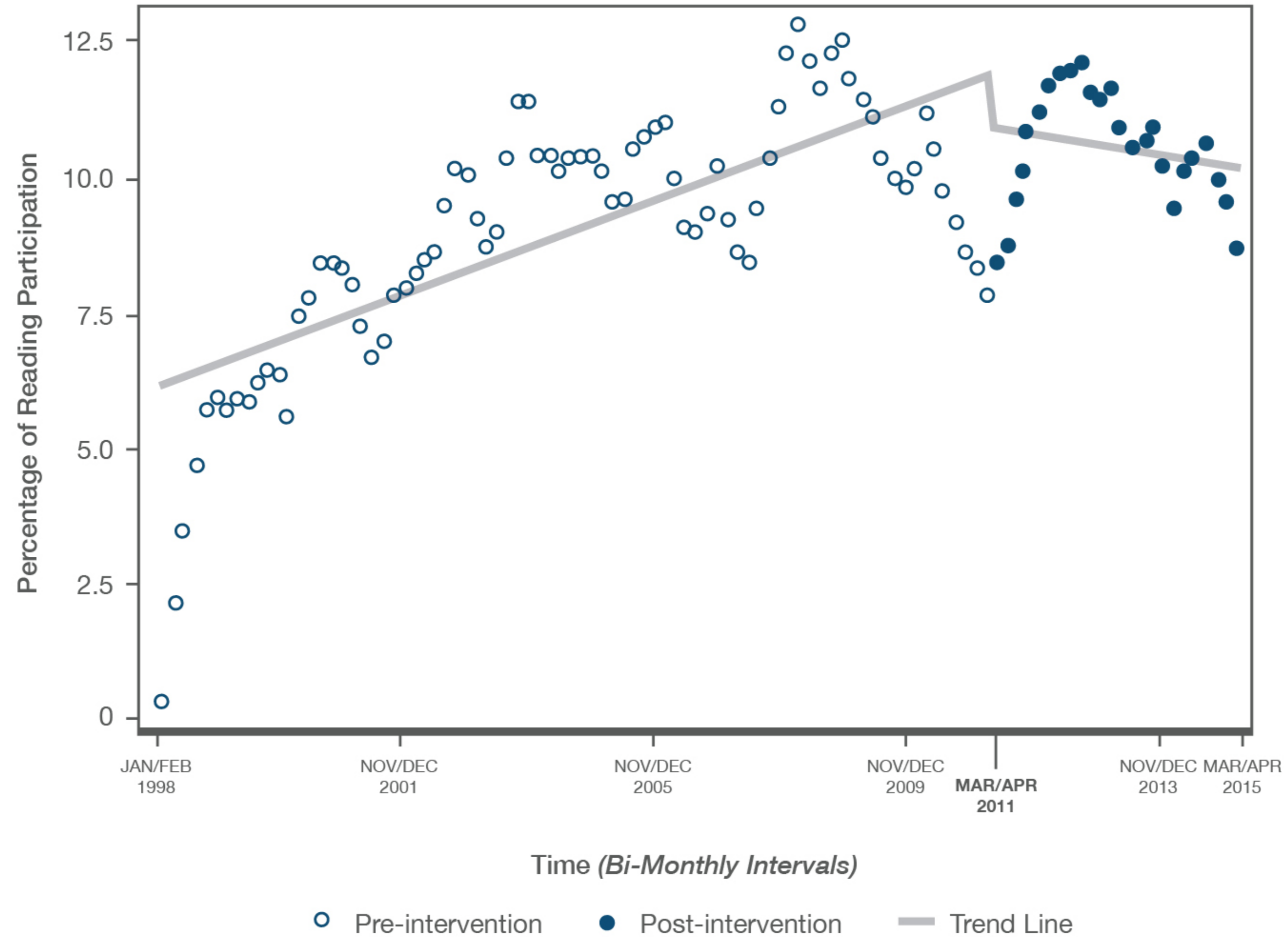
Percentage of Speaking Test Participation for SF



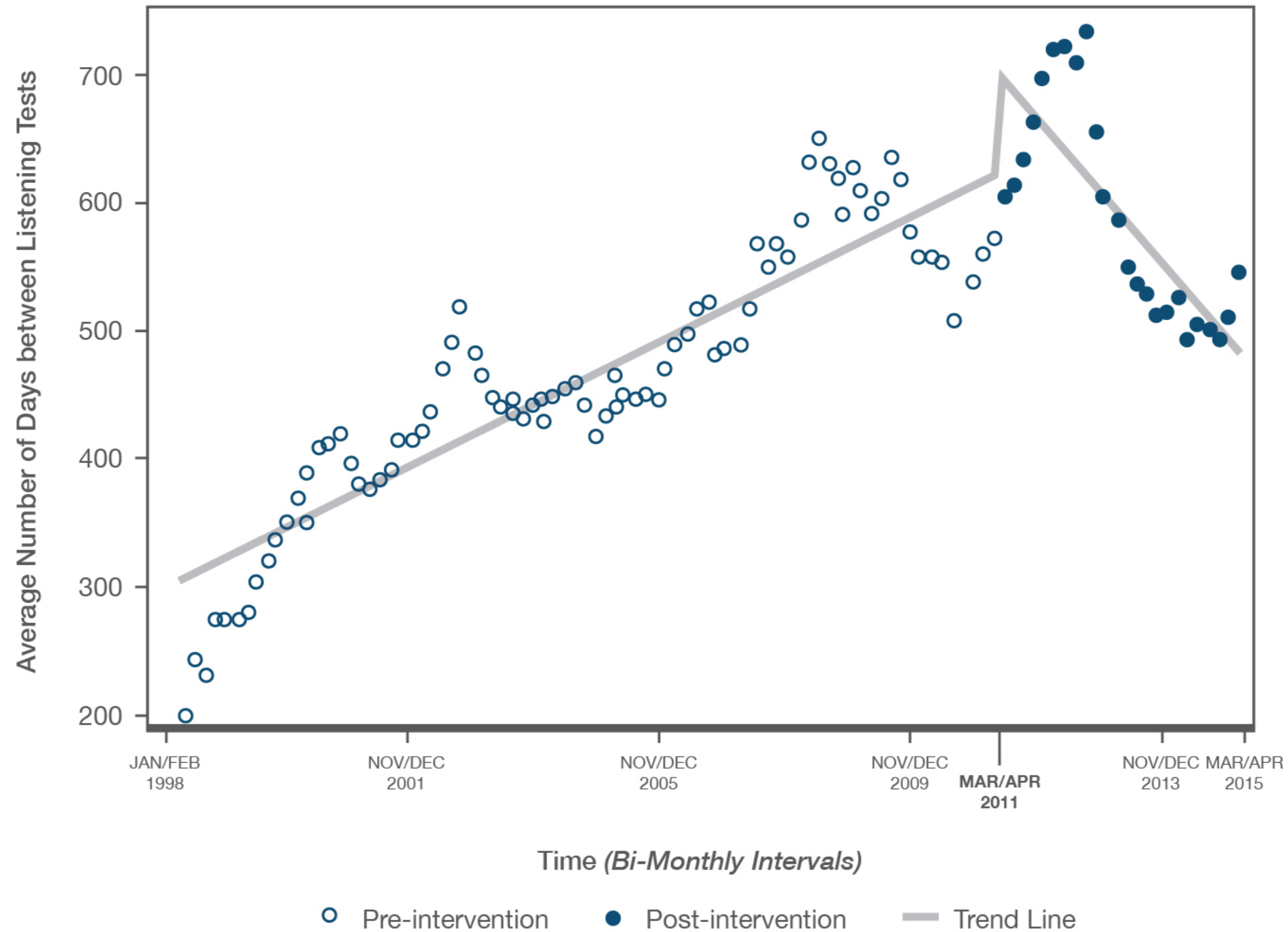
Percentage of Listening Test Participation for SF



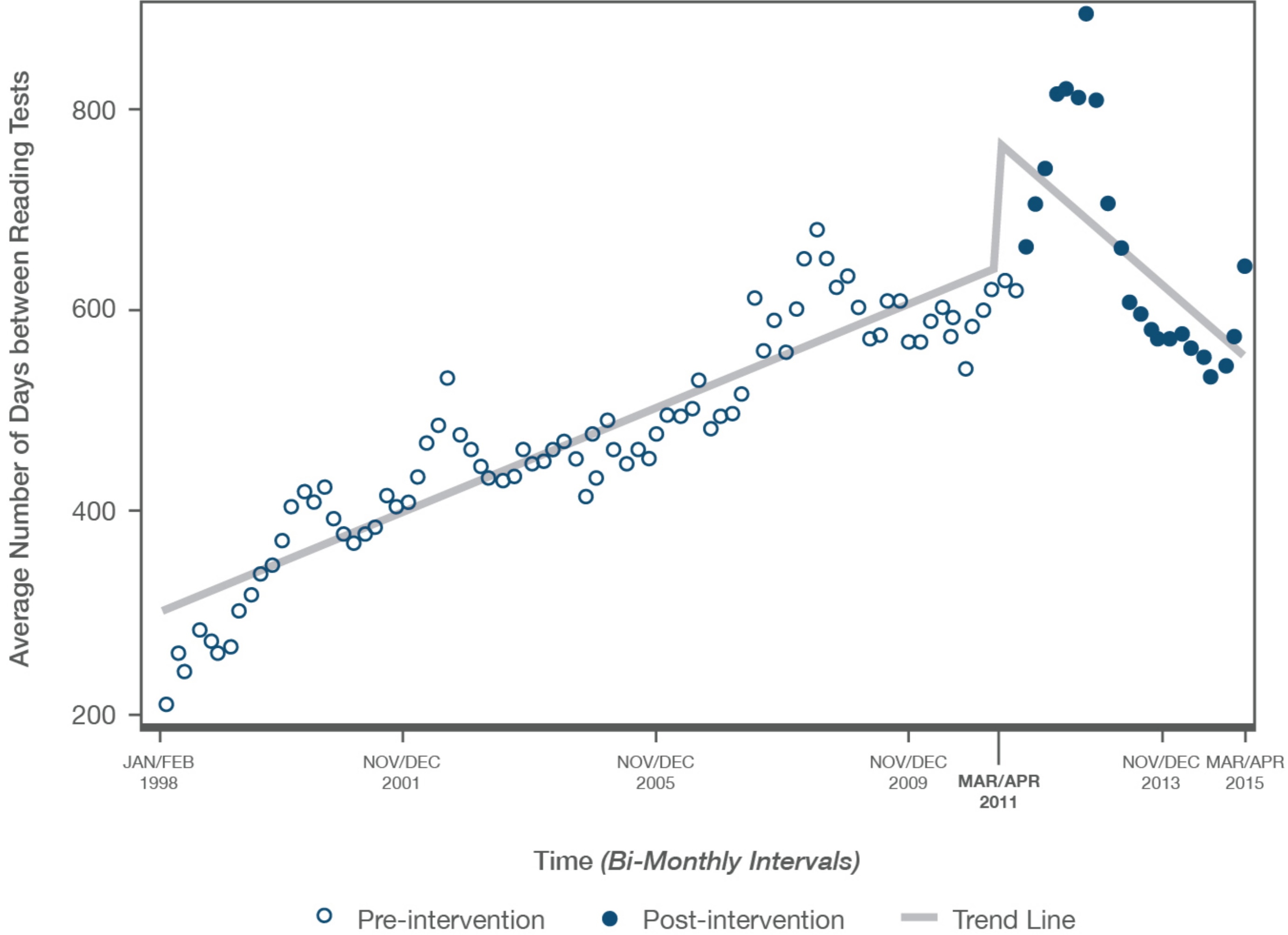
Percentage of Reading Test Participation for SF



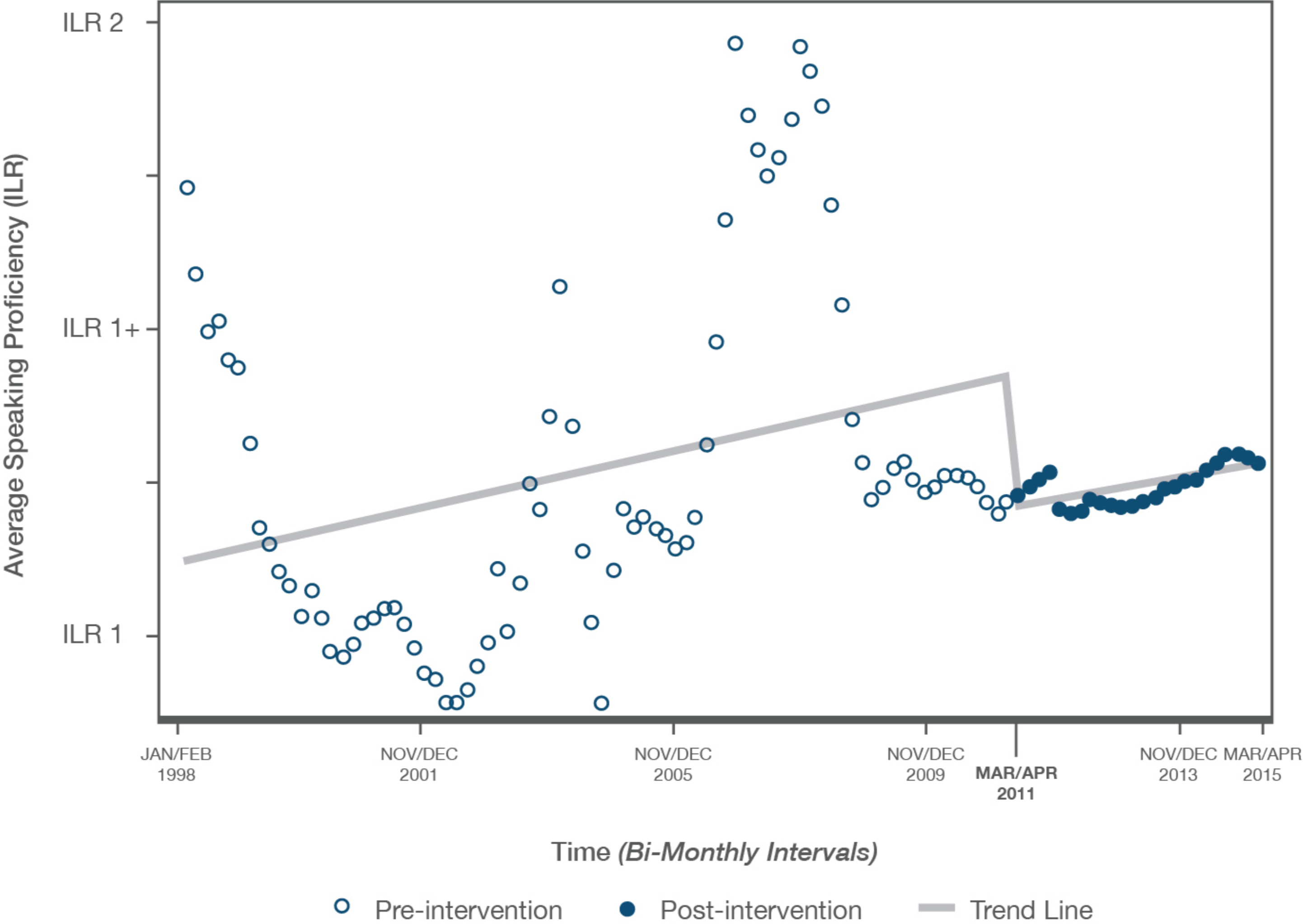
Average Number of Days between Listening Tests for SF



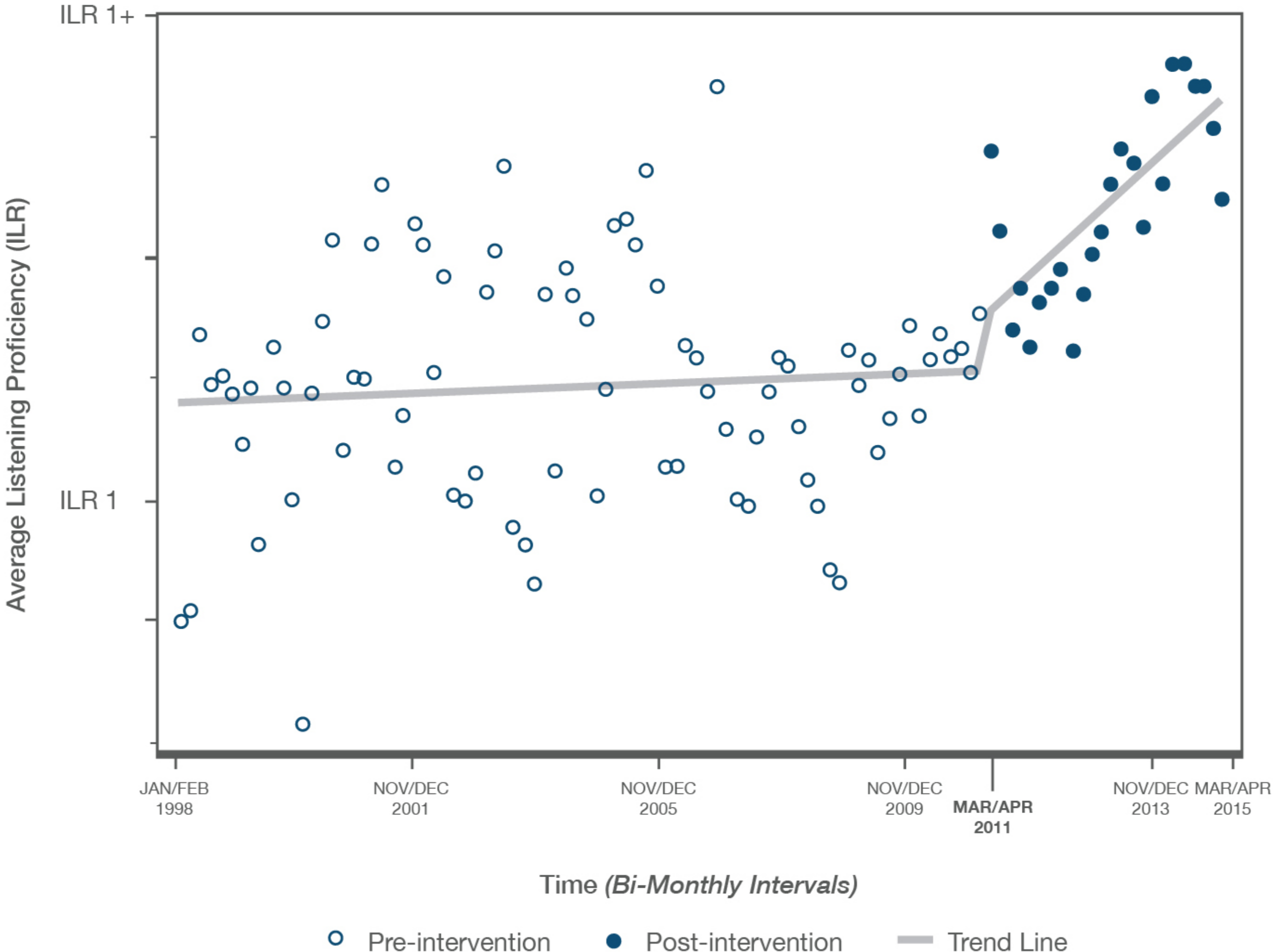
Average Number of Days between Reading Tests for SF



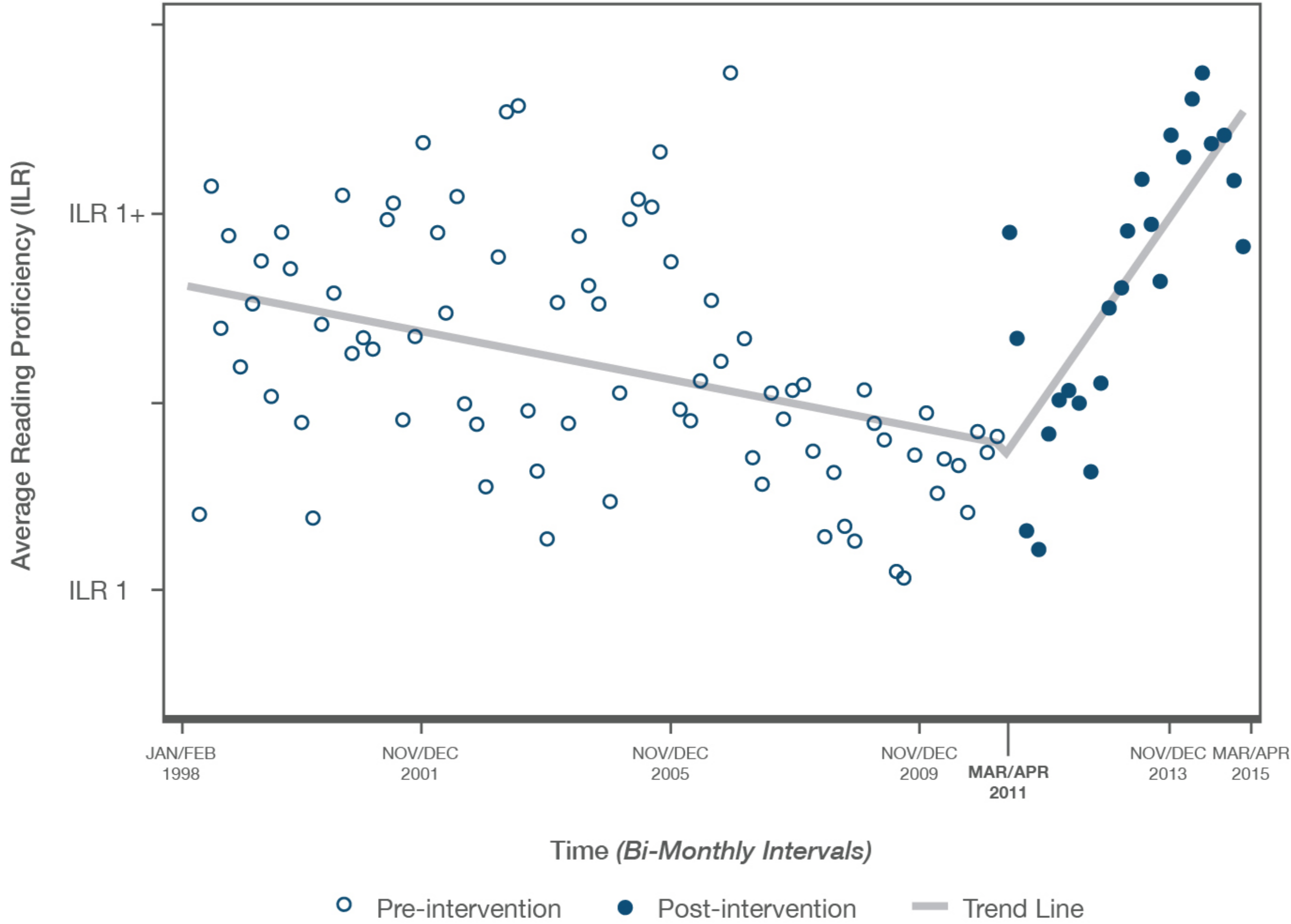
Average Speaking Proficiency for SF



Average Listening Proficiency for SF

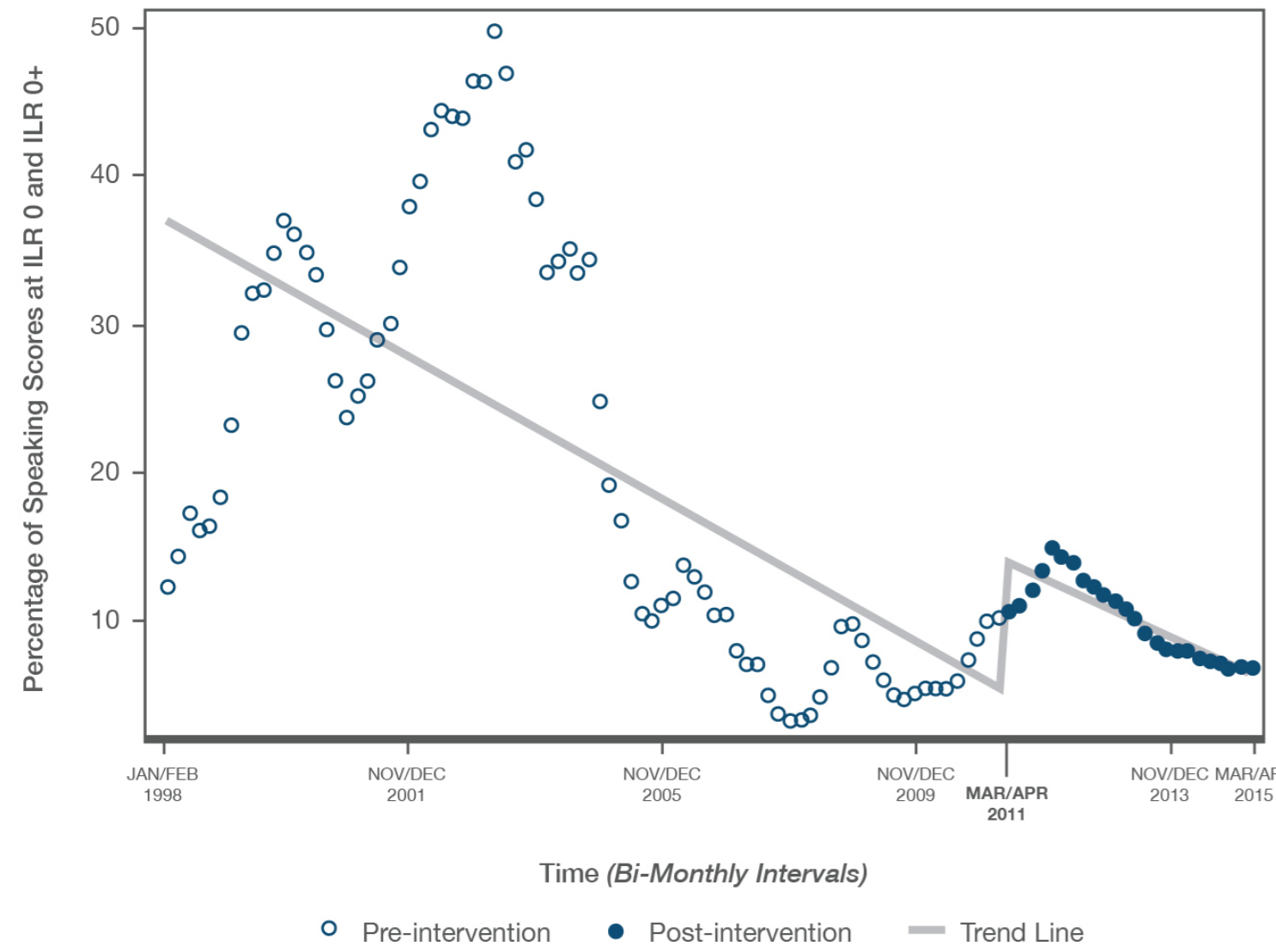


Average Reading Proficiency for SF

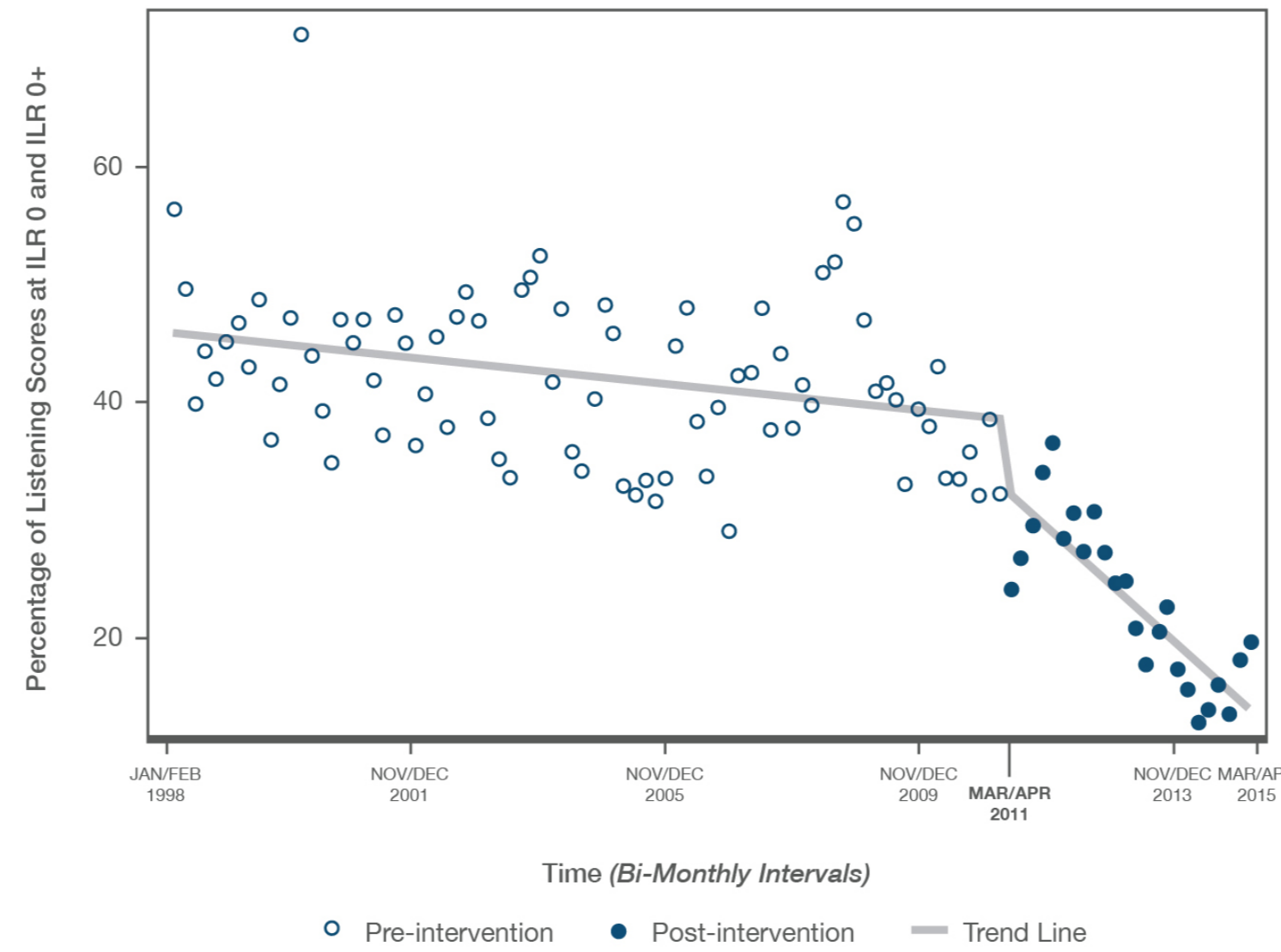


Percentage of Scores at ILR 0+ for SF

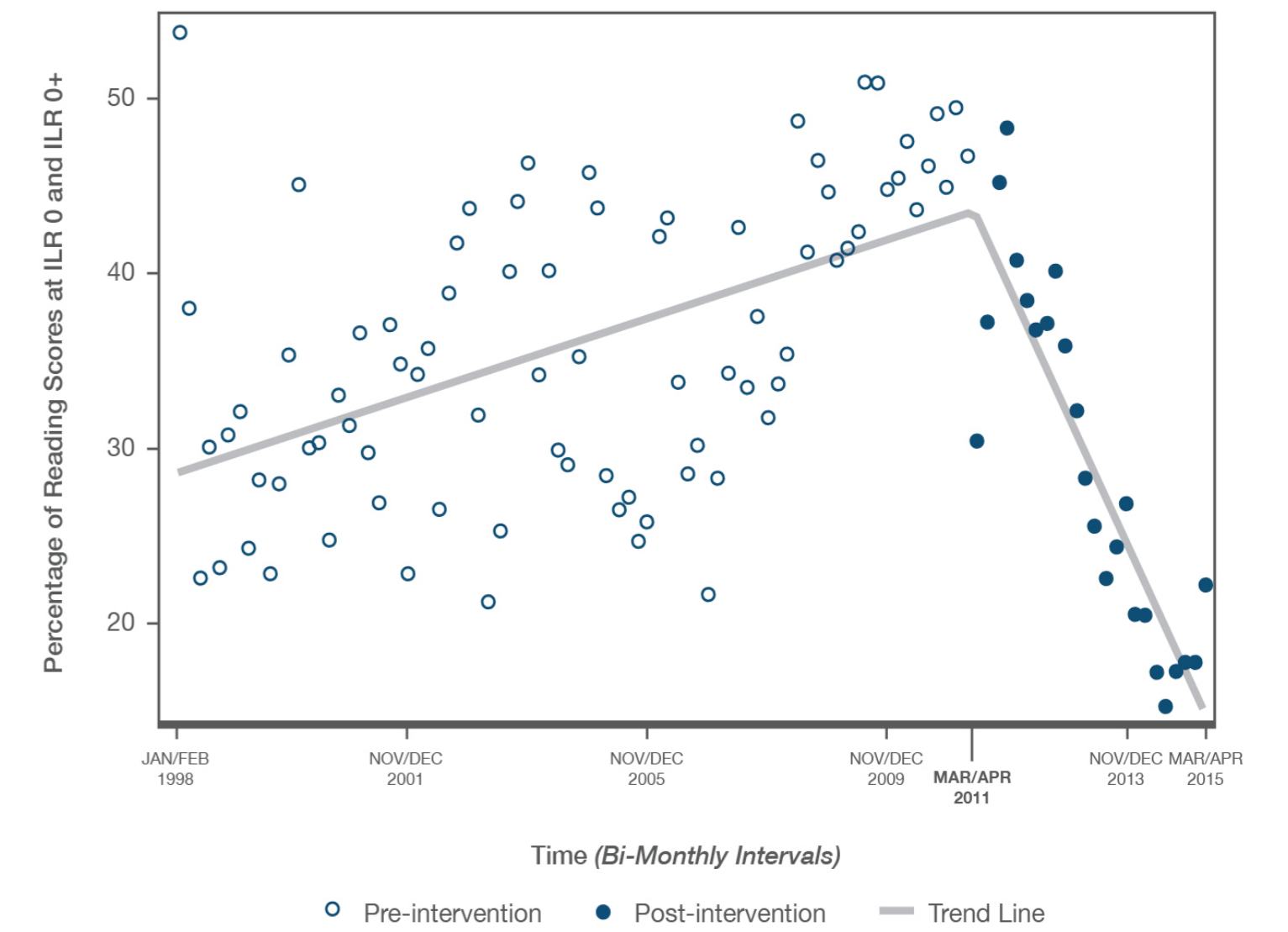
Speaking



Listening

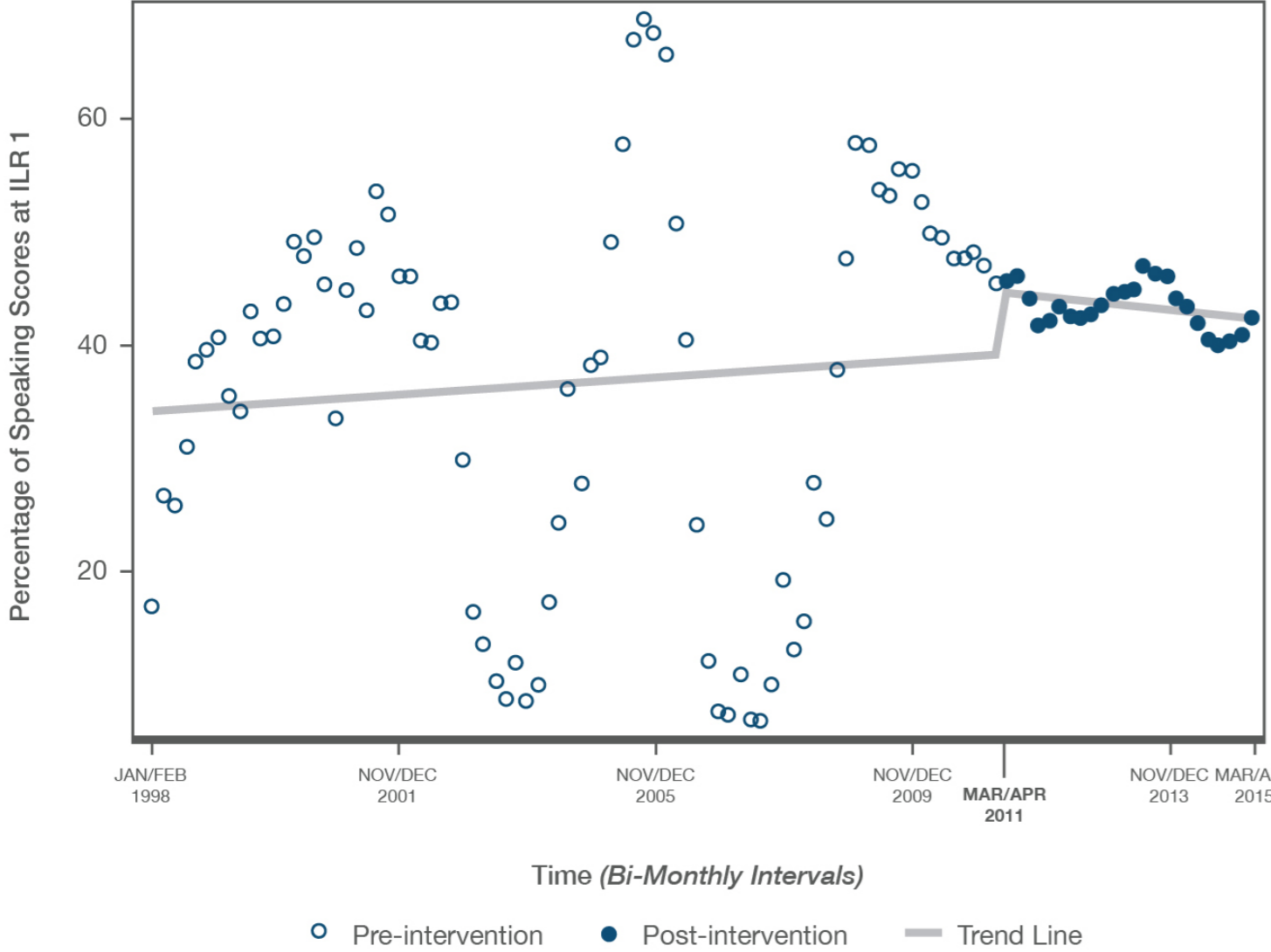


Reading

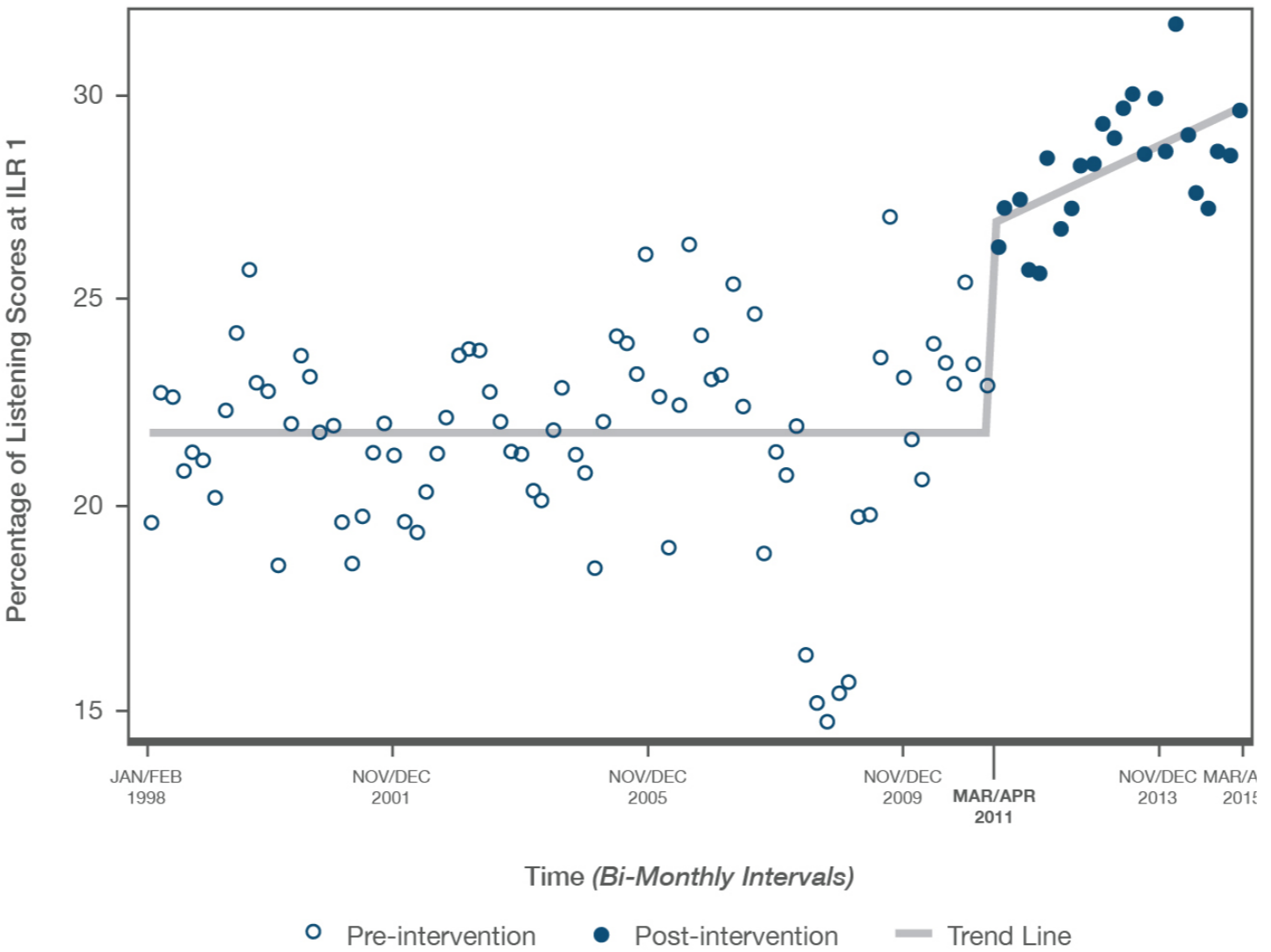


Percentage of Scores at ILR 1 for SF

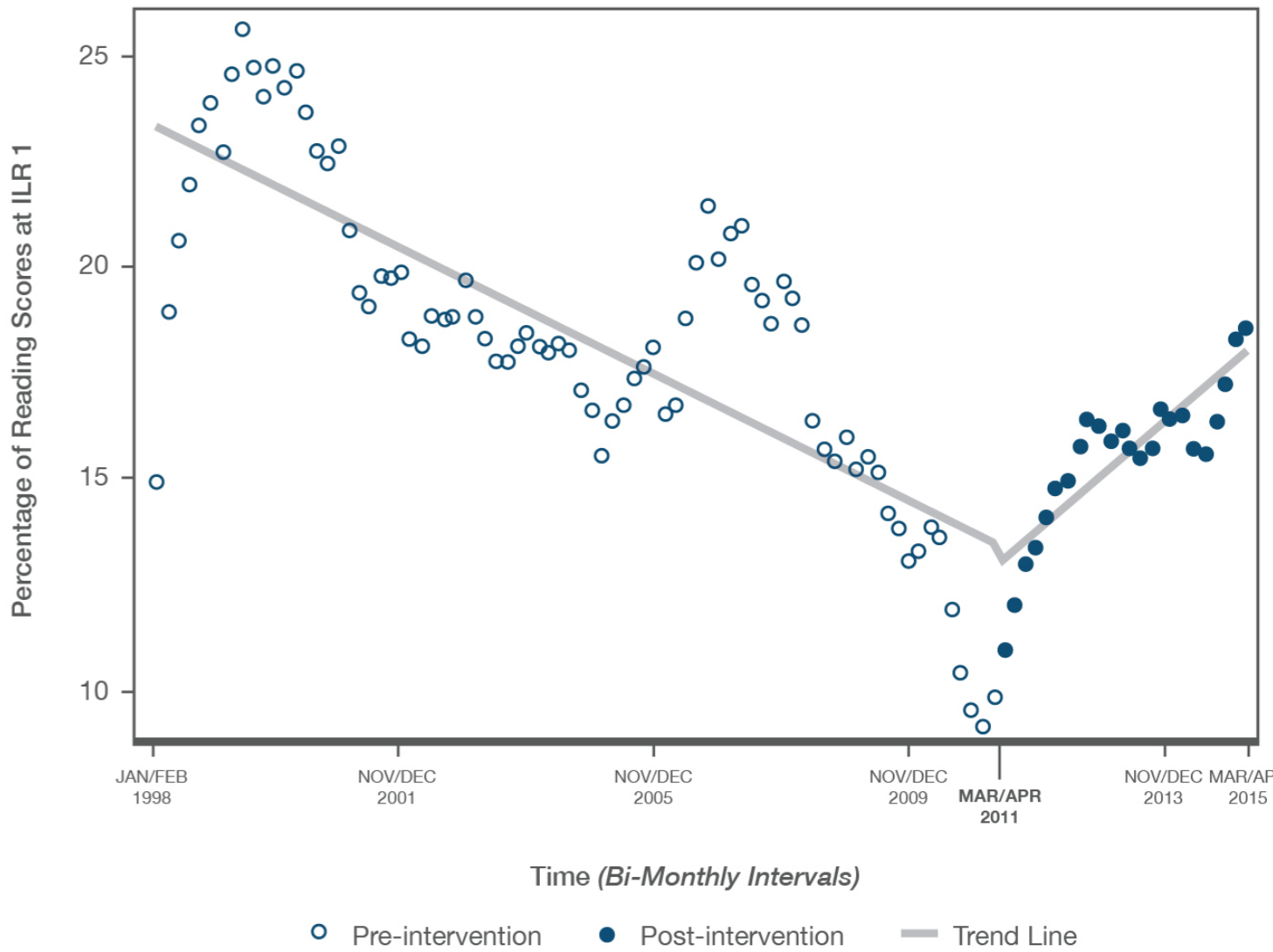
Speaking



Listening

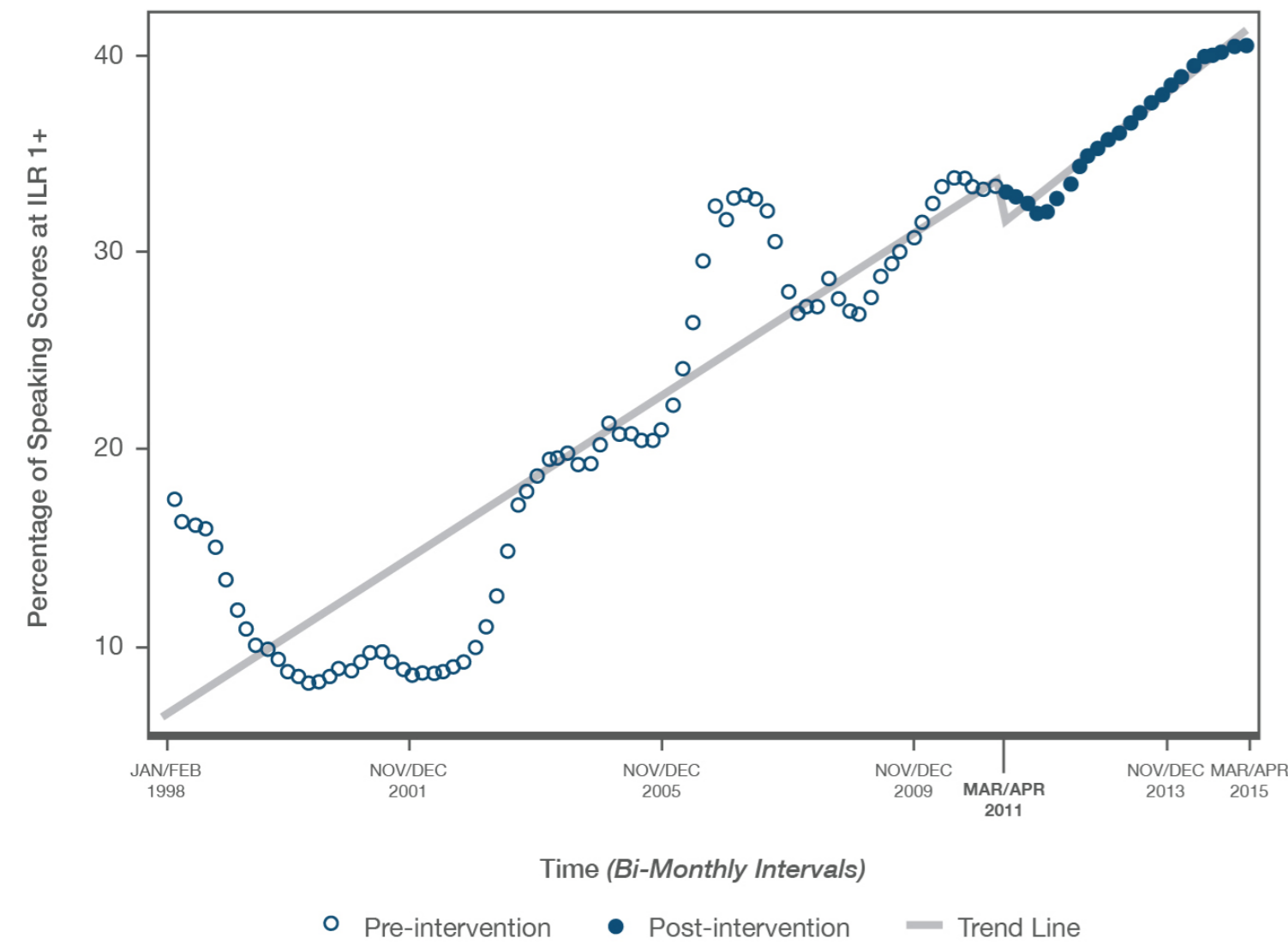


Reading

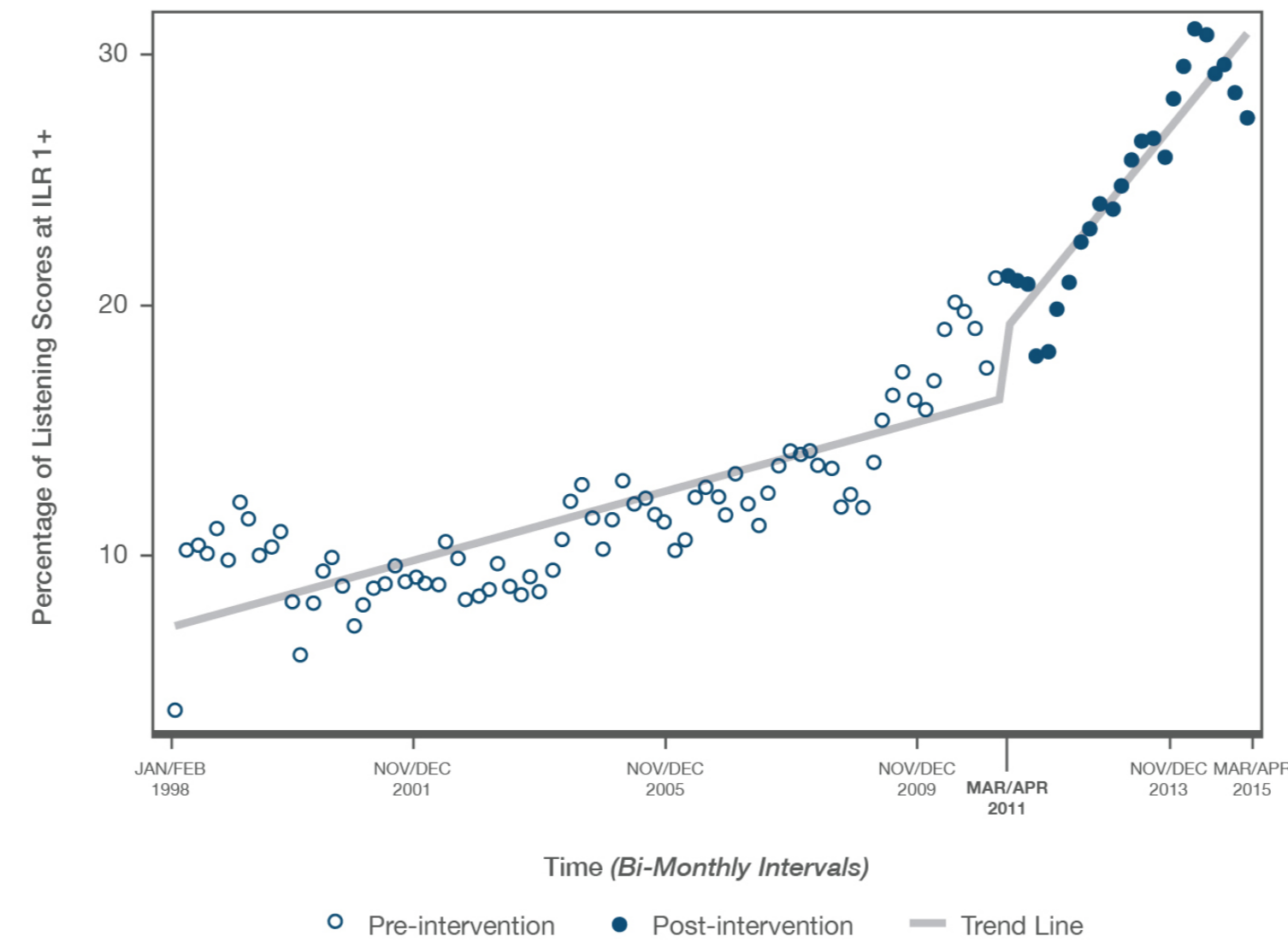


Percentage of Scores at ILR 1+ for SF

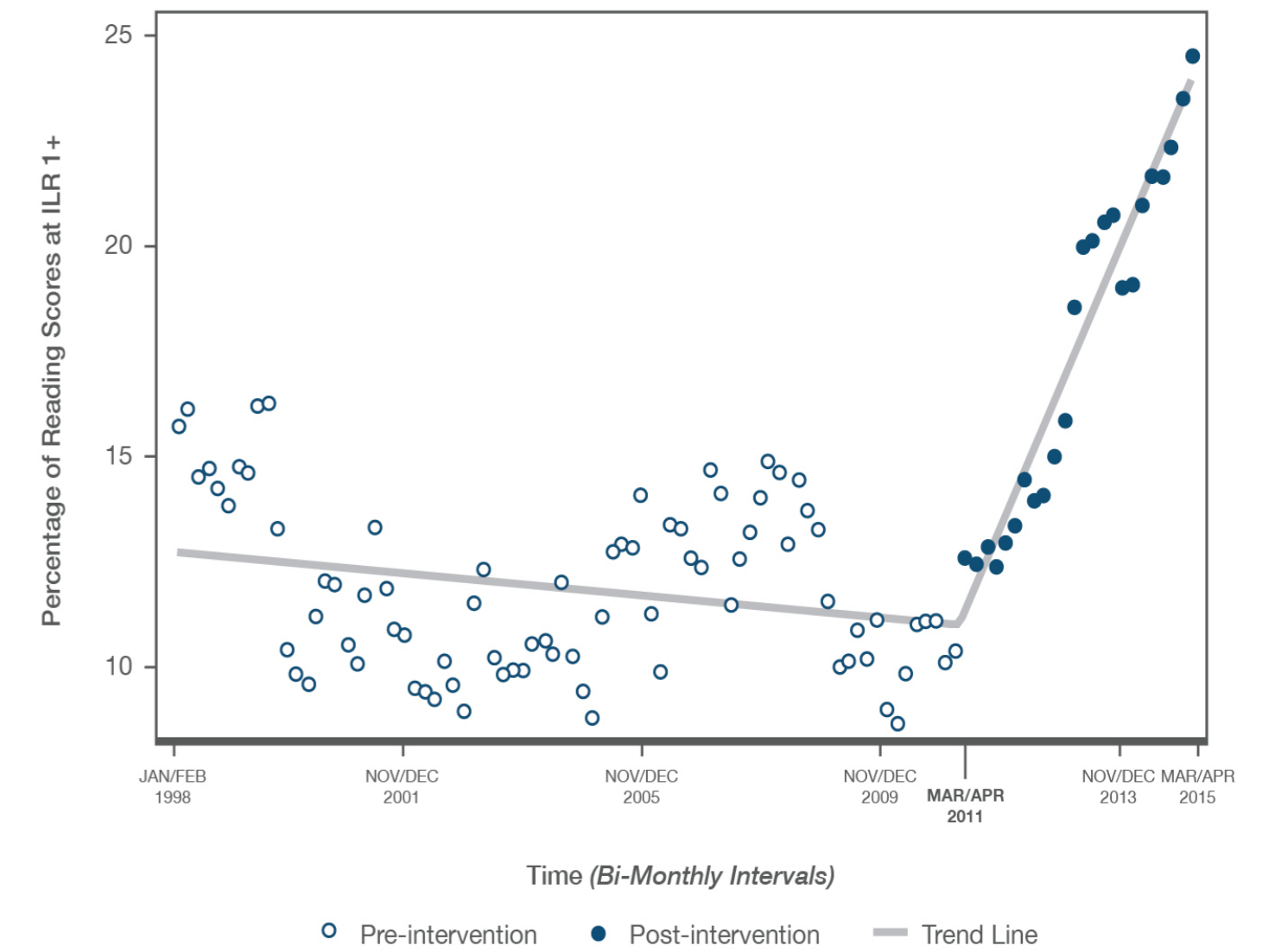
Speaking



Listening

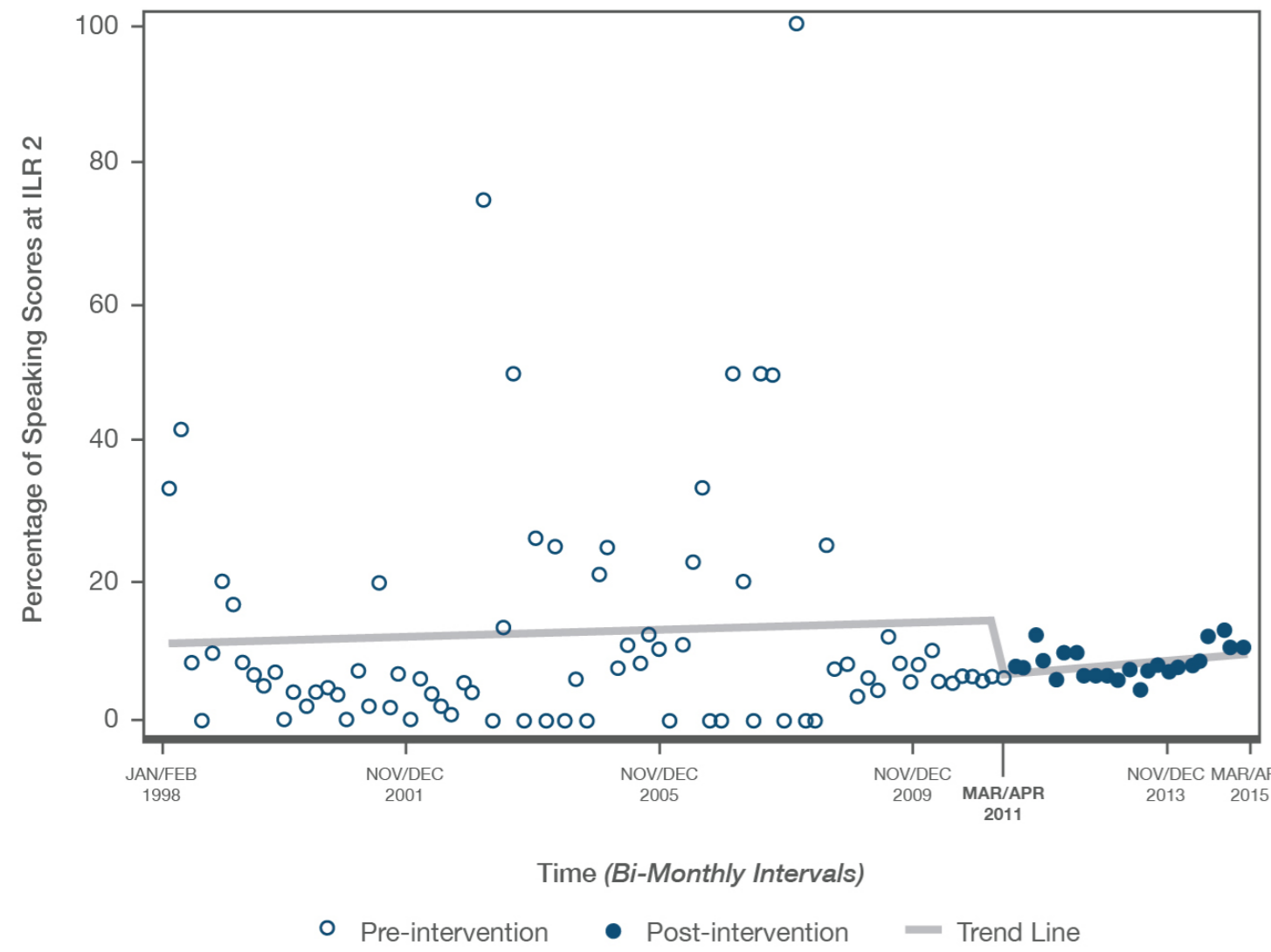


Reading

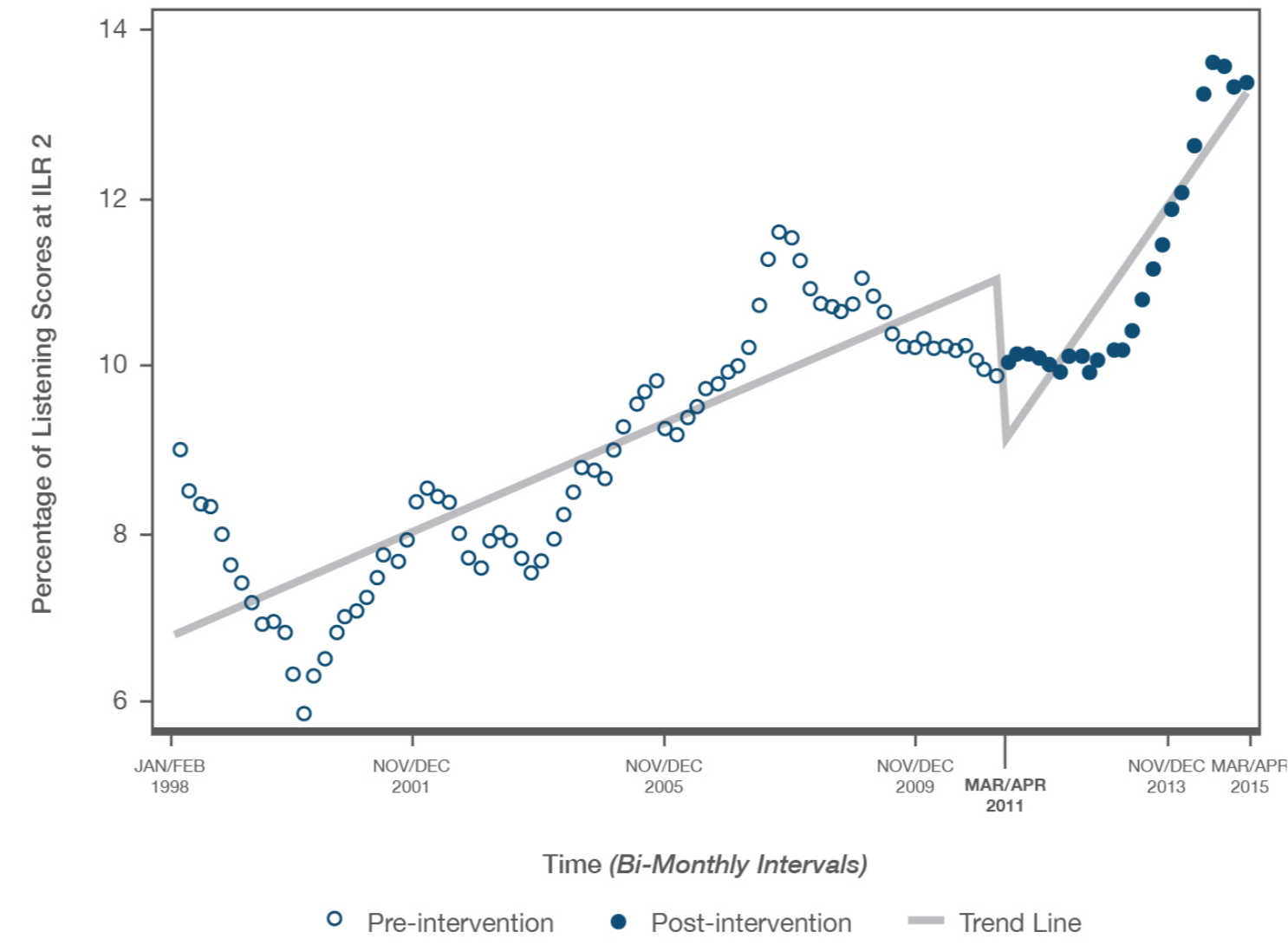


Percentage of Scores at ILR 2 for SF

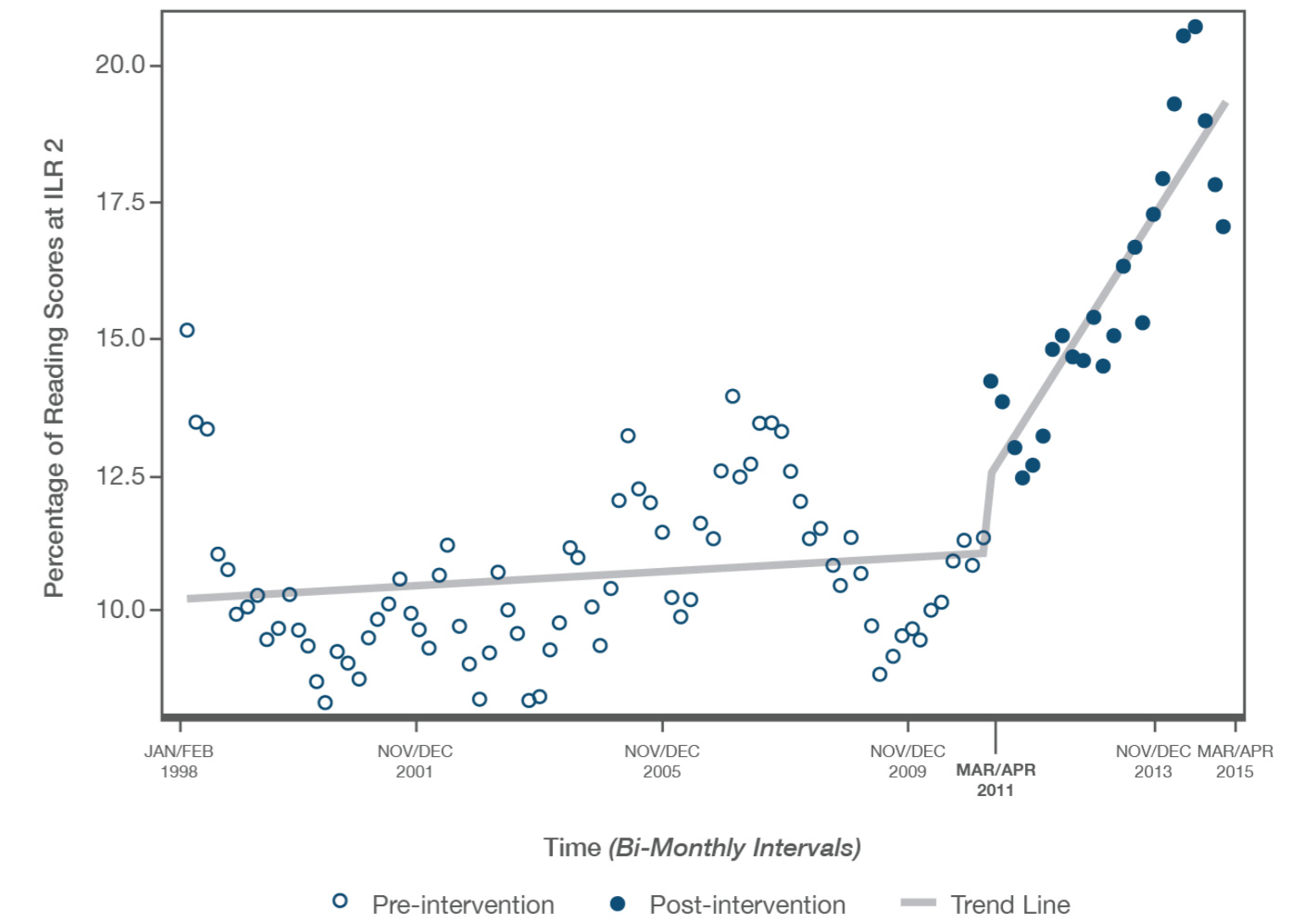
Speaking



Listening

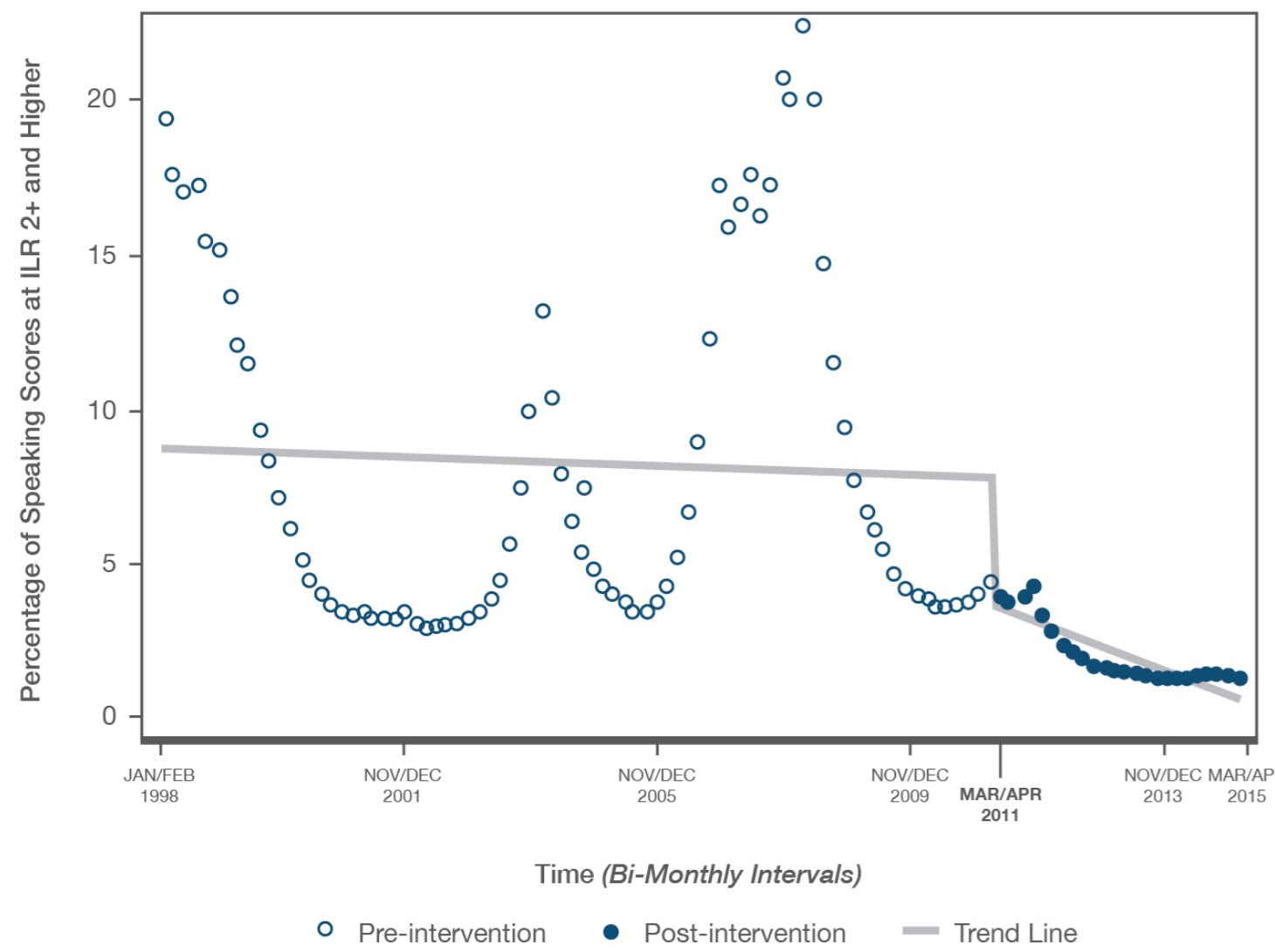


Reading

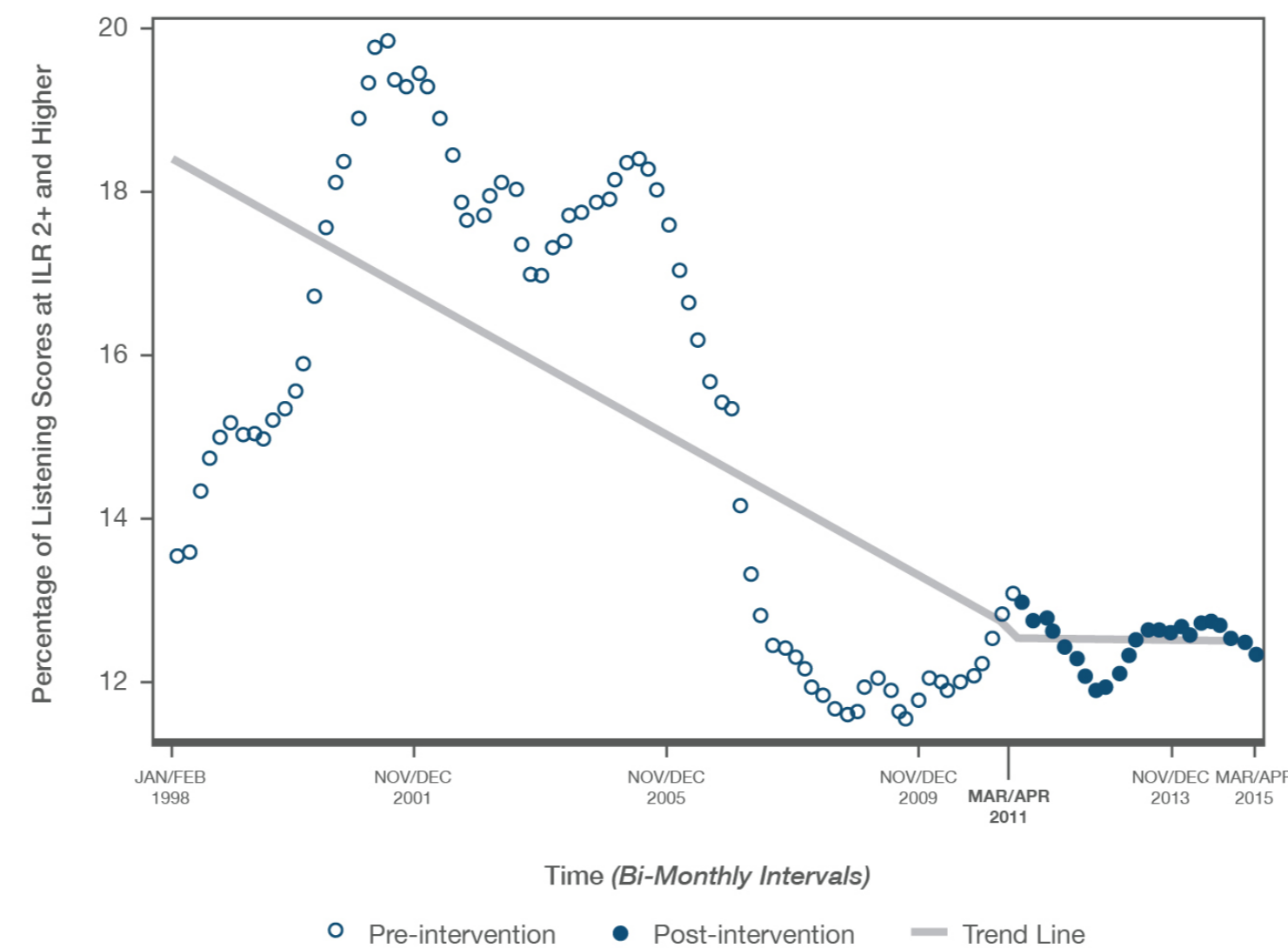


Percentage of Scores at ILR 2+ and higher for SF

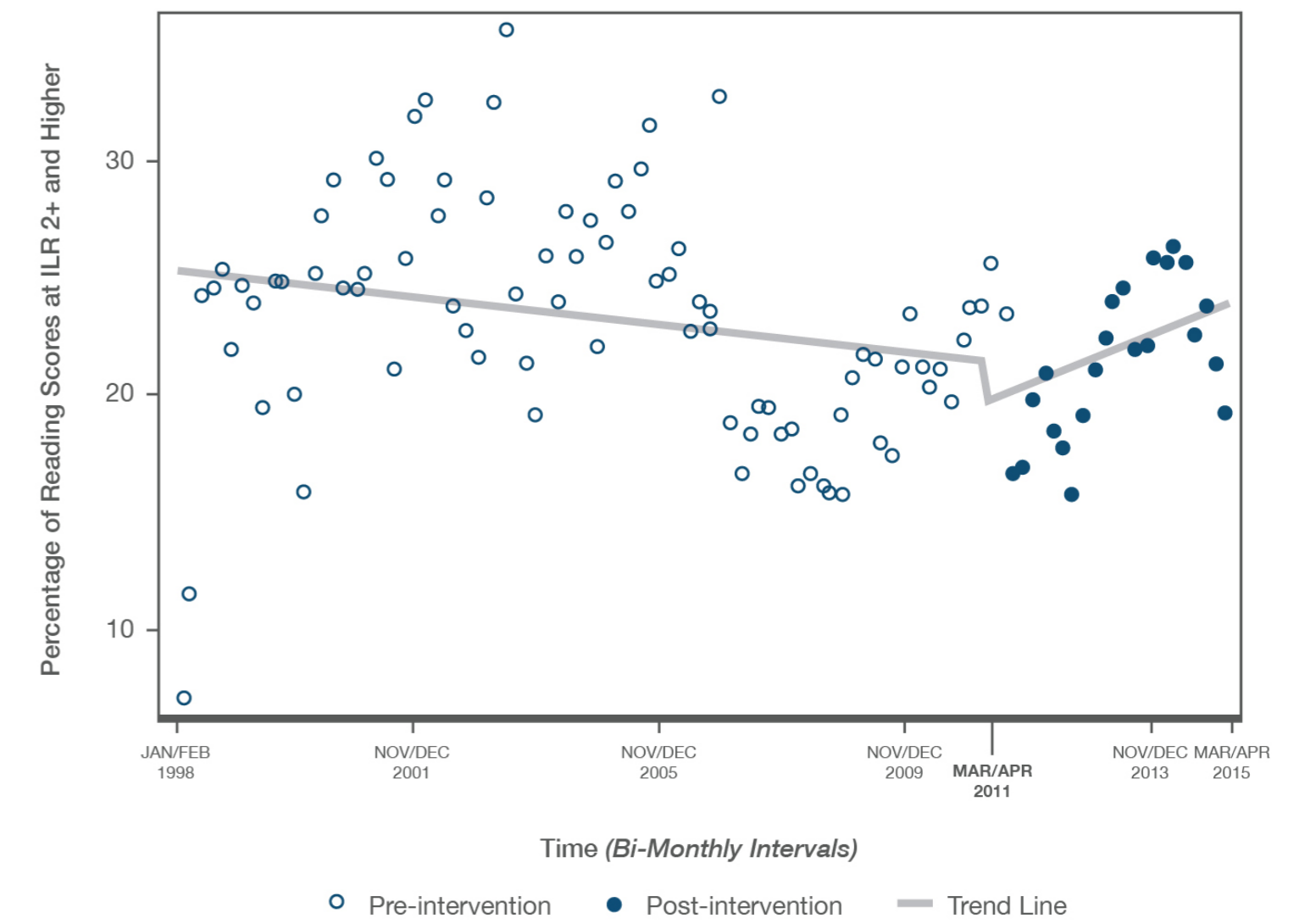
Speaking



Listening

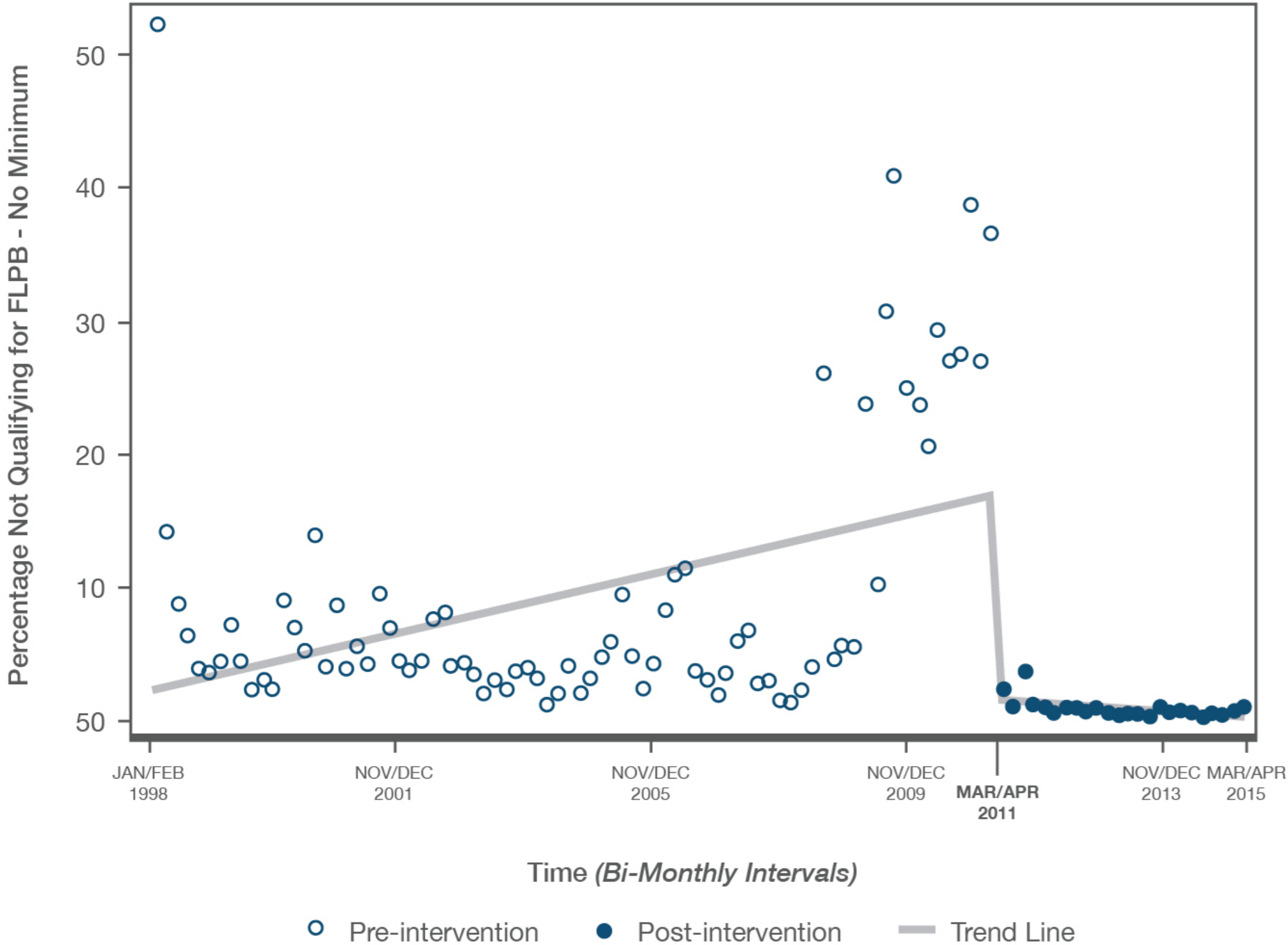


Reading

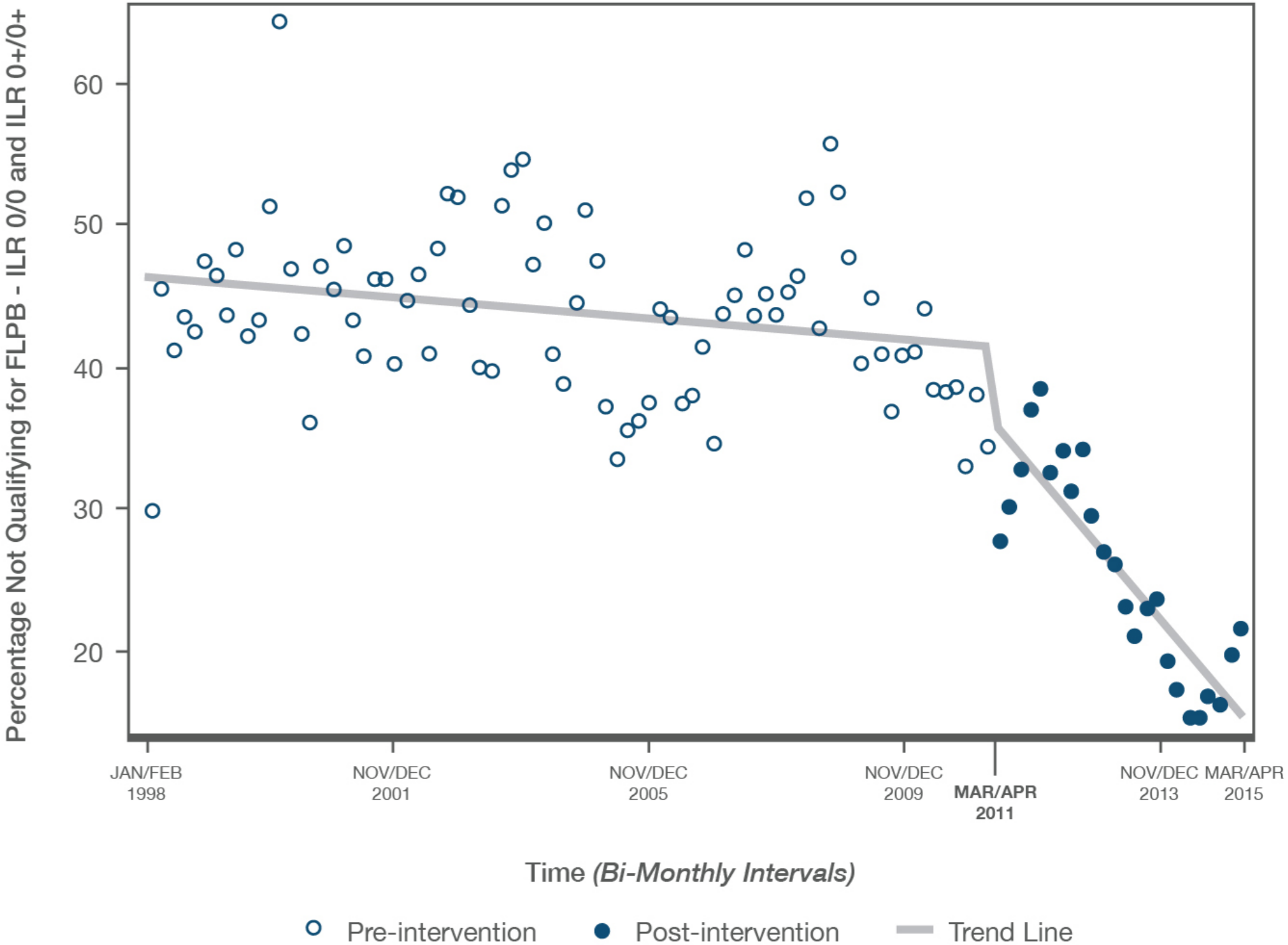


Percentages of Not Qualified for FLPB in SF

No Minimum Requirements

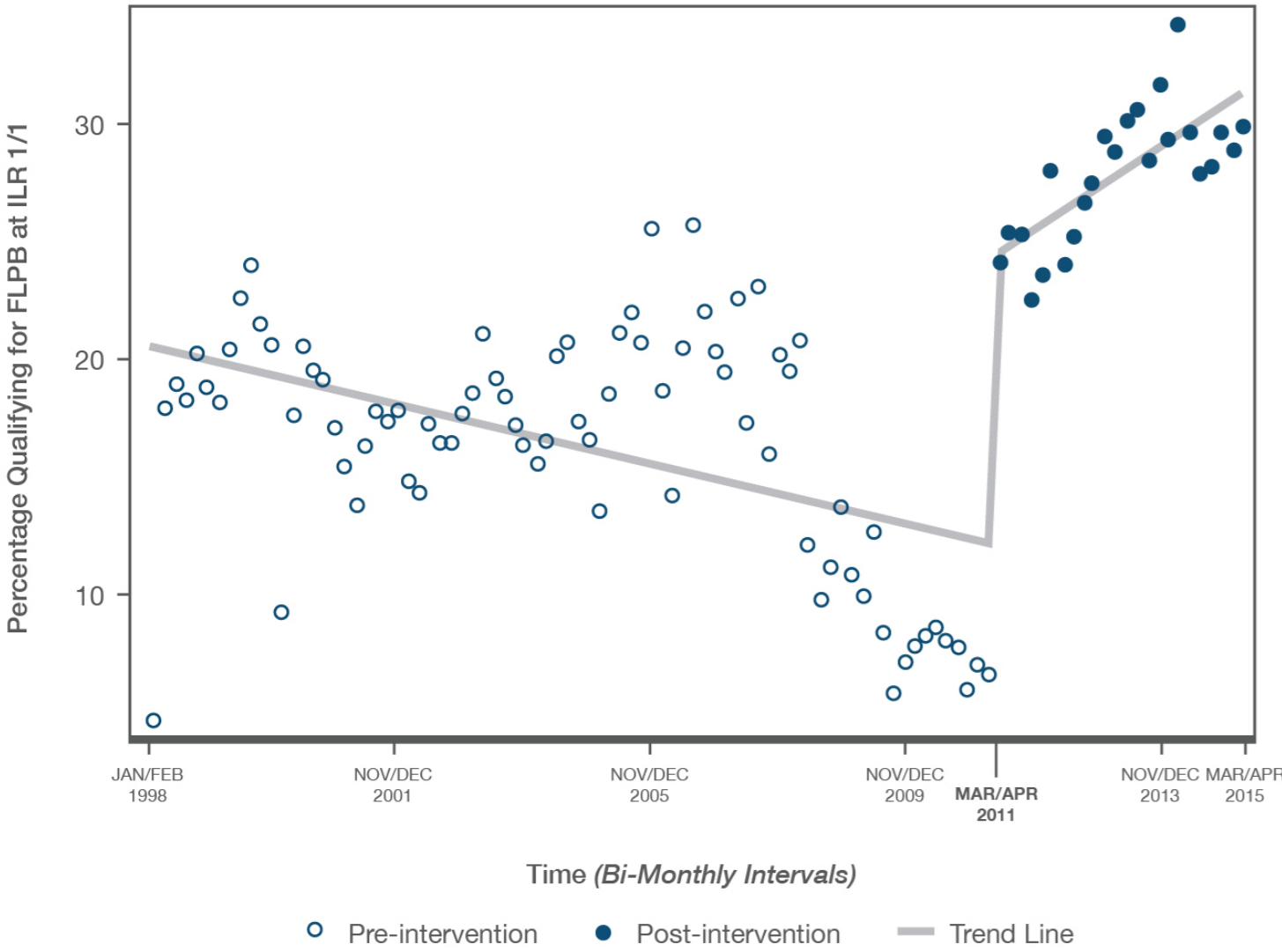


0/0, 0+/0, 0+/0+, 0+/1

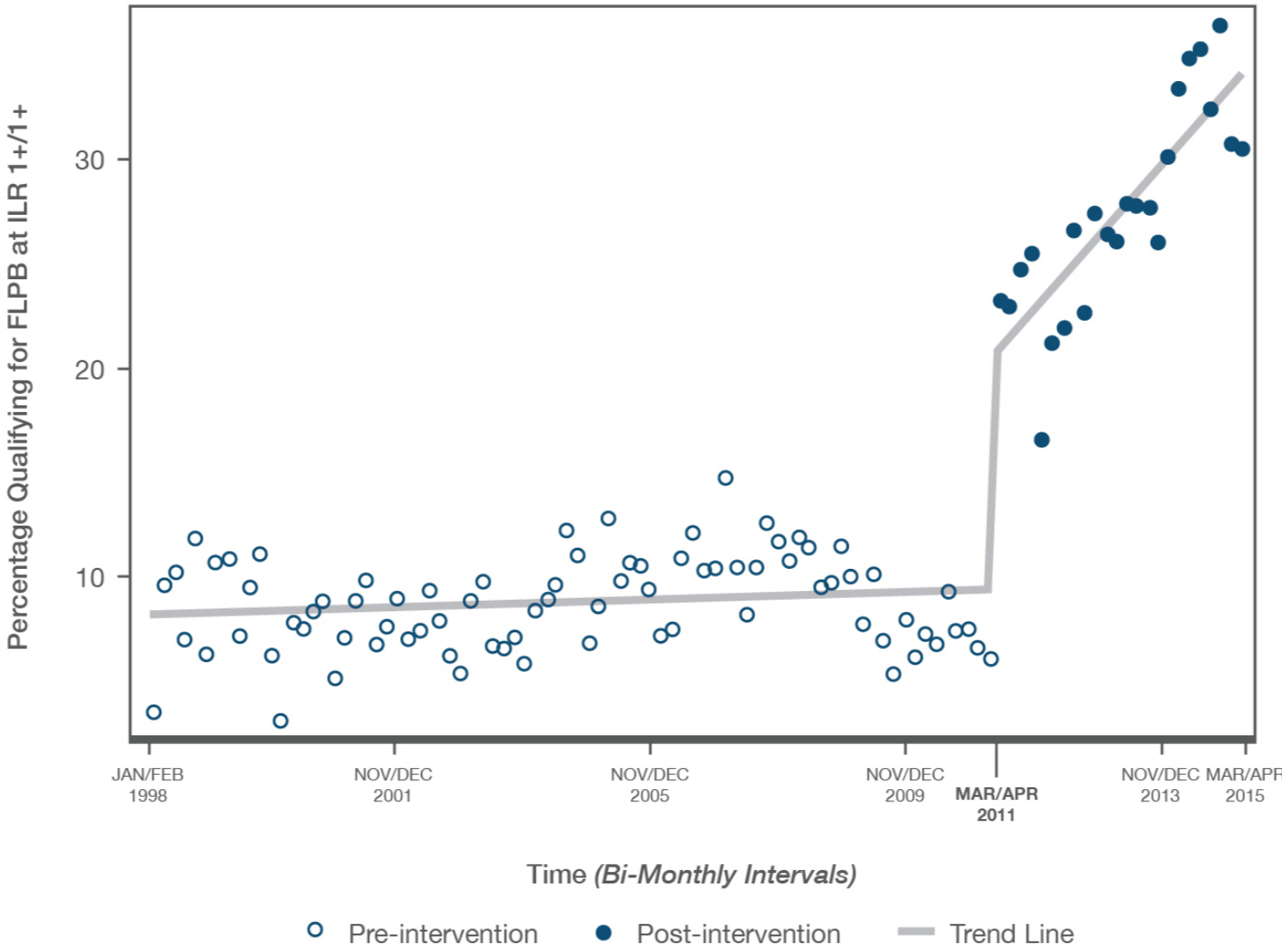


Percentages of "Qualified" for FLPB by Qualification Level for SF

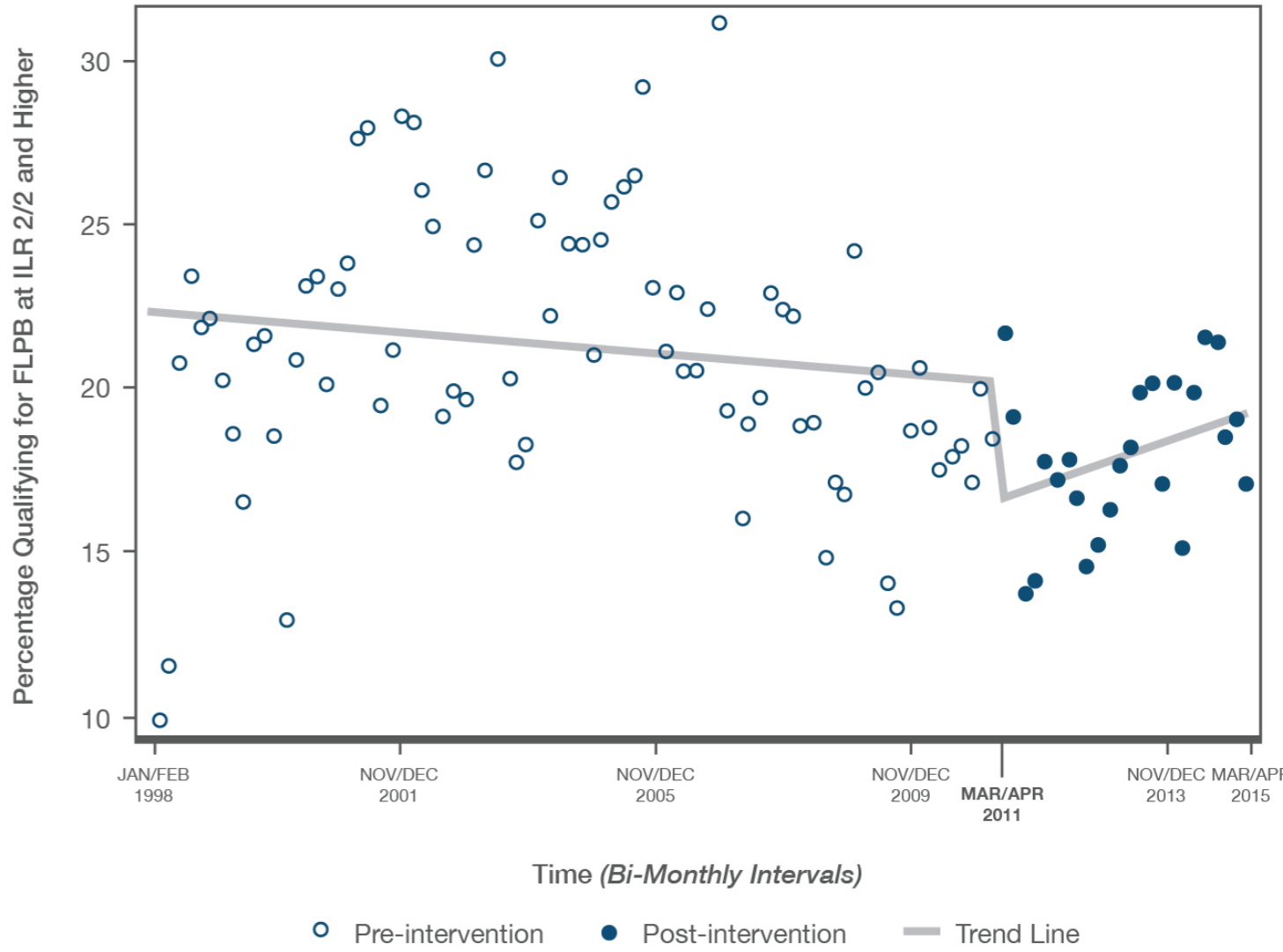
1/1



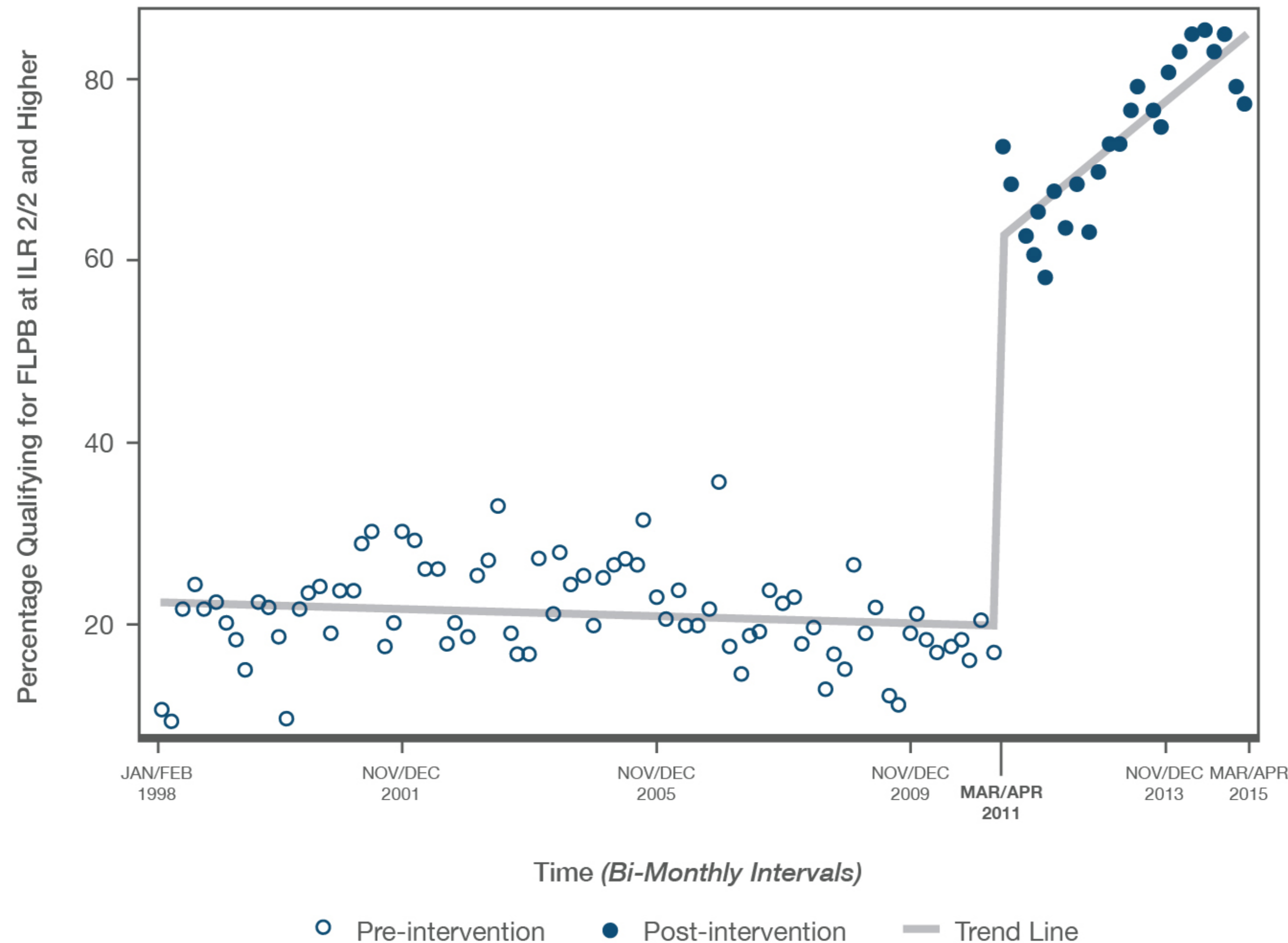
1+/1+



2/2 and Higher

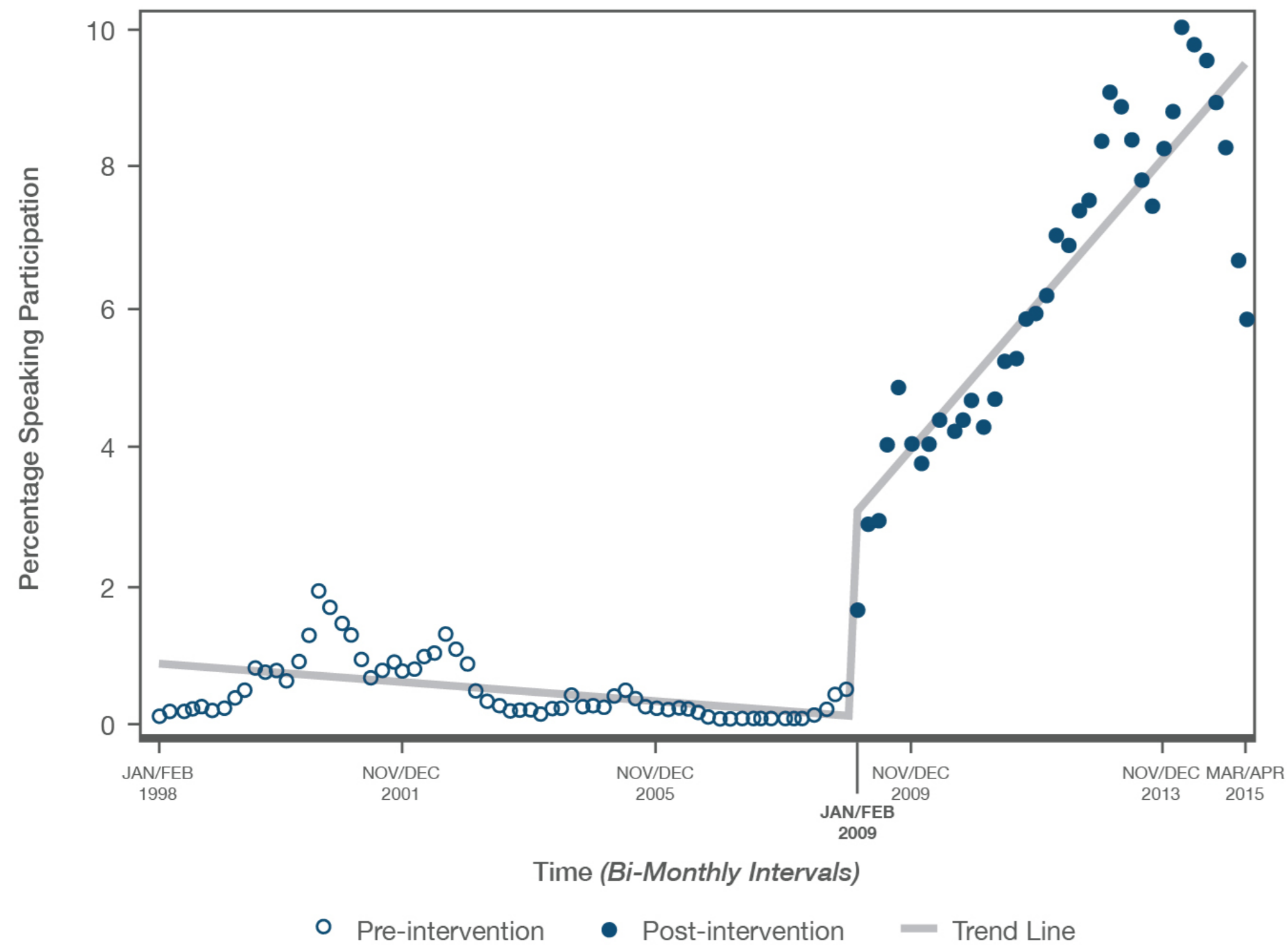


Percentage of SF "Qualifying" for Money

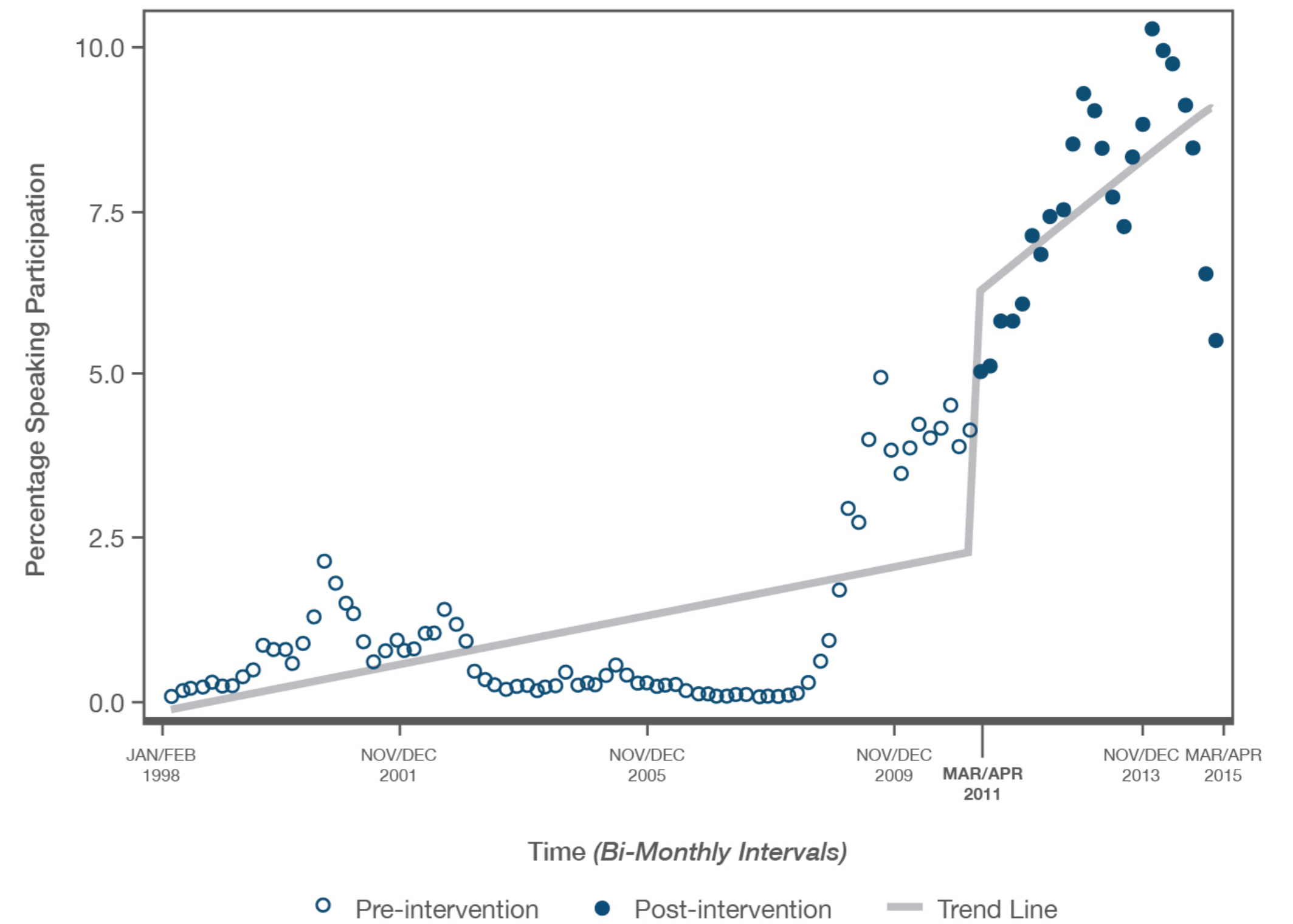


Use of OPI at SWCS & FLPB Policy Change

Participation in Speaking Test - SWCS OPI Start

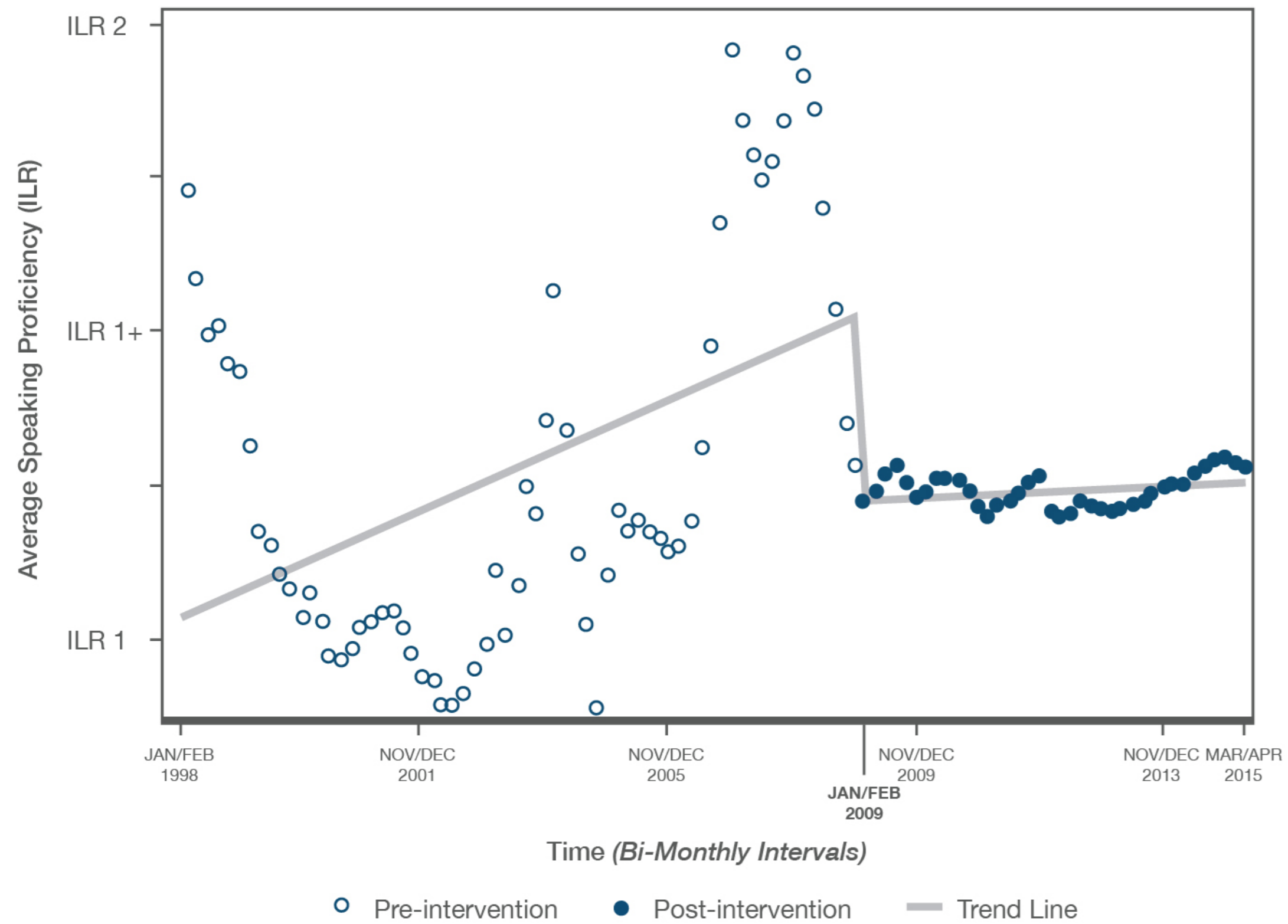


Participation in Speaking Test - FLPB Policy Change

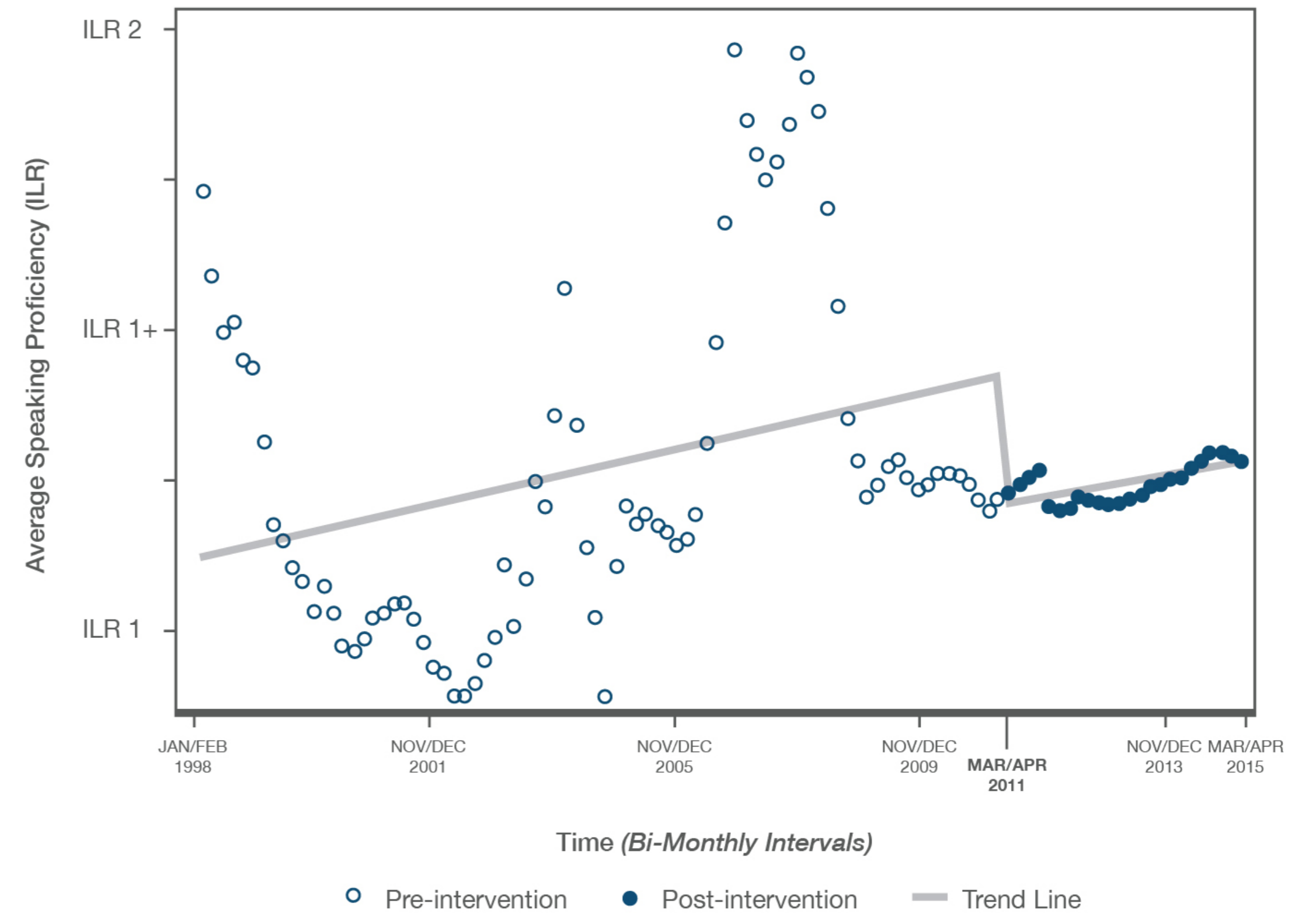


Use of OPI at SWCS & FLPB Policy Change

Average Speaking Proficiency - SWCS OPI Start



Average Speaking Proficiency - FLPB Policy Change



Study 3: Stakeholder Perspectives

Methods: Survey Timeline and Response

2016



- 301 respondents clicked on the survey link.
- 206 retained after data cleaning.
 - 150 SOF Operators or SOF assigned to another duty
 - 56 Unit Commanders/Leaders

Survey Participants

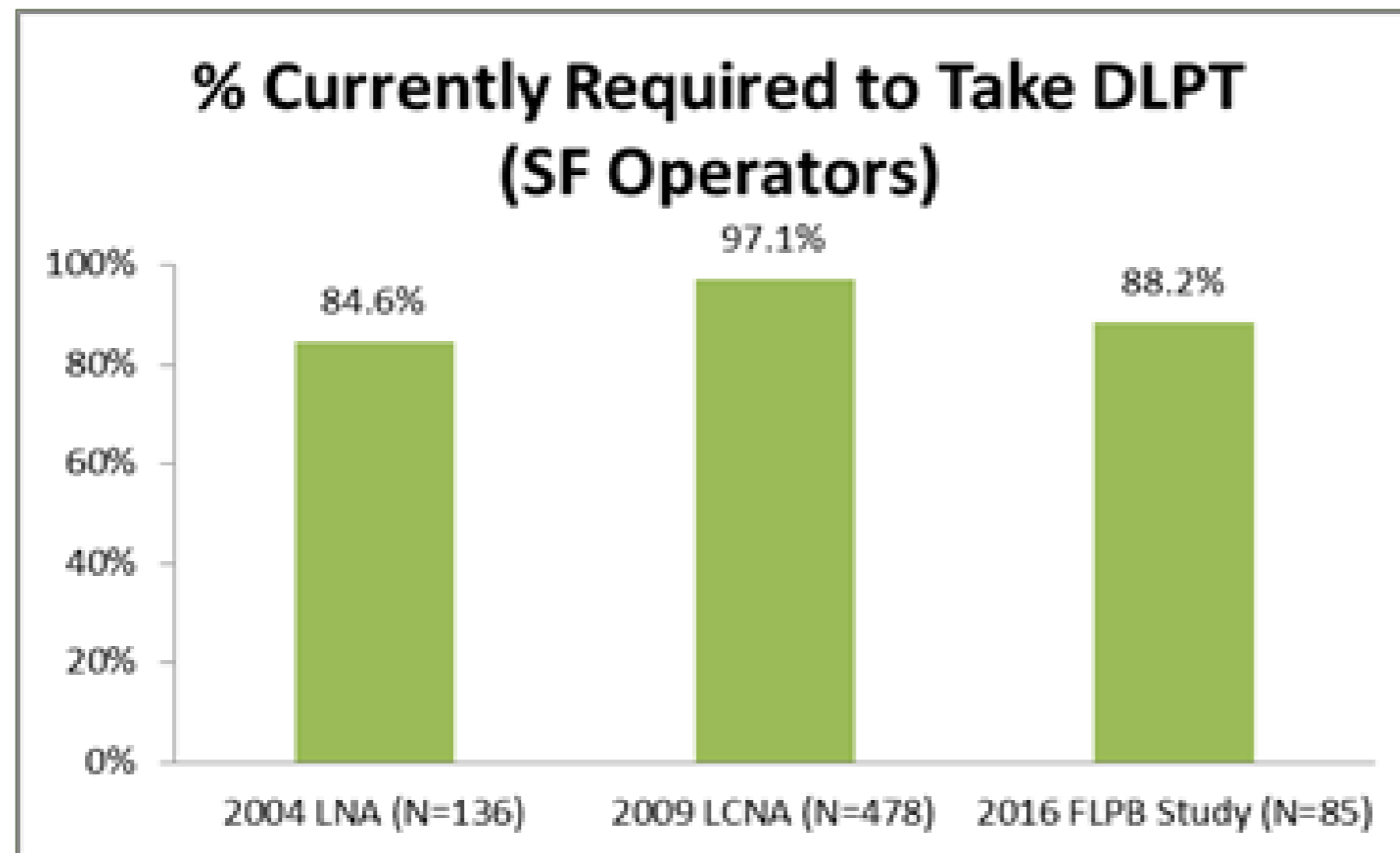
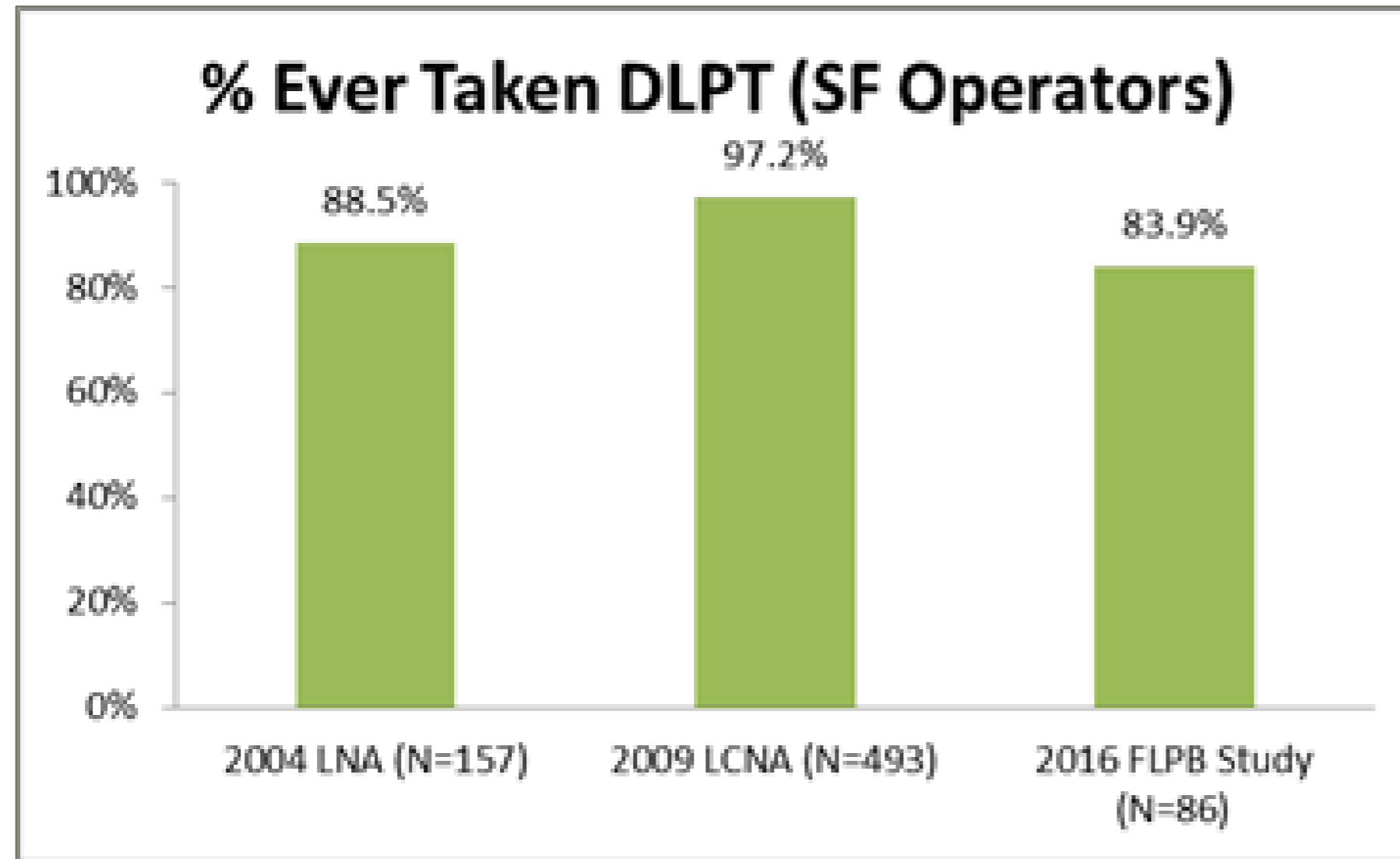


¹These survey respondents indicated that they were assigned to a deployed SO Unit or element (provisional or task force; e.g., JSOTF), JSOC, TSOC, USSOCOM or Other and did not answer questions related to a specific job code.

Research questions:

- 1) How has participation in DLPT/OPI changed over time?
- 2) What factors facilitate/interfere with DLPT/OPI?

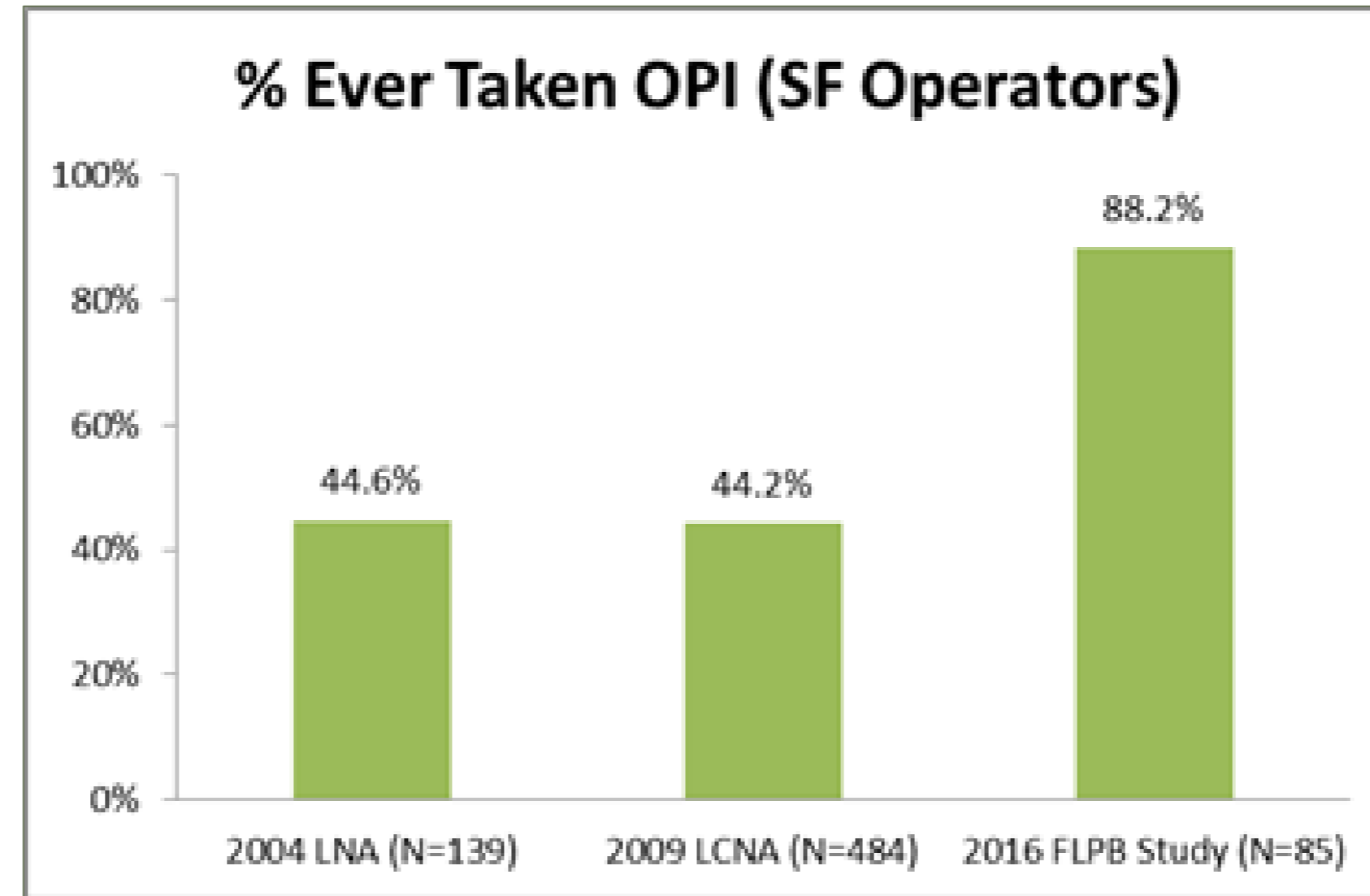
SF Survey Results: Experiences with Testing (Historical Comparison)



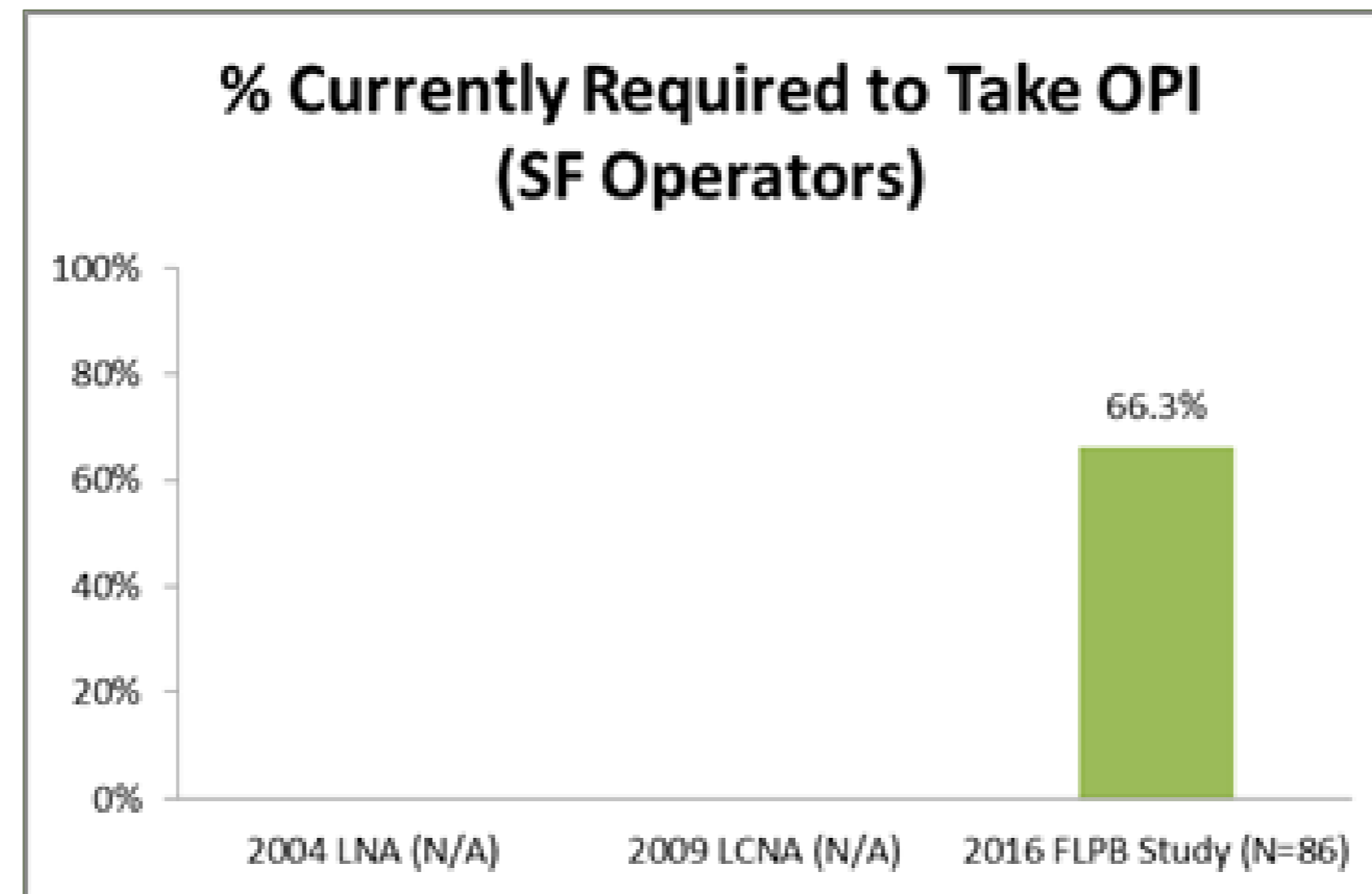
Across the studies, more than 80% of respondents took the DLPT and indicated having a requirement to take the DLPT

SF Survey Results: Experiences with Testing (Historical Comparison)

In 2004 & 2009, less than 50% of respondents took the OPI.

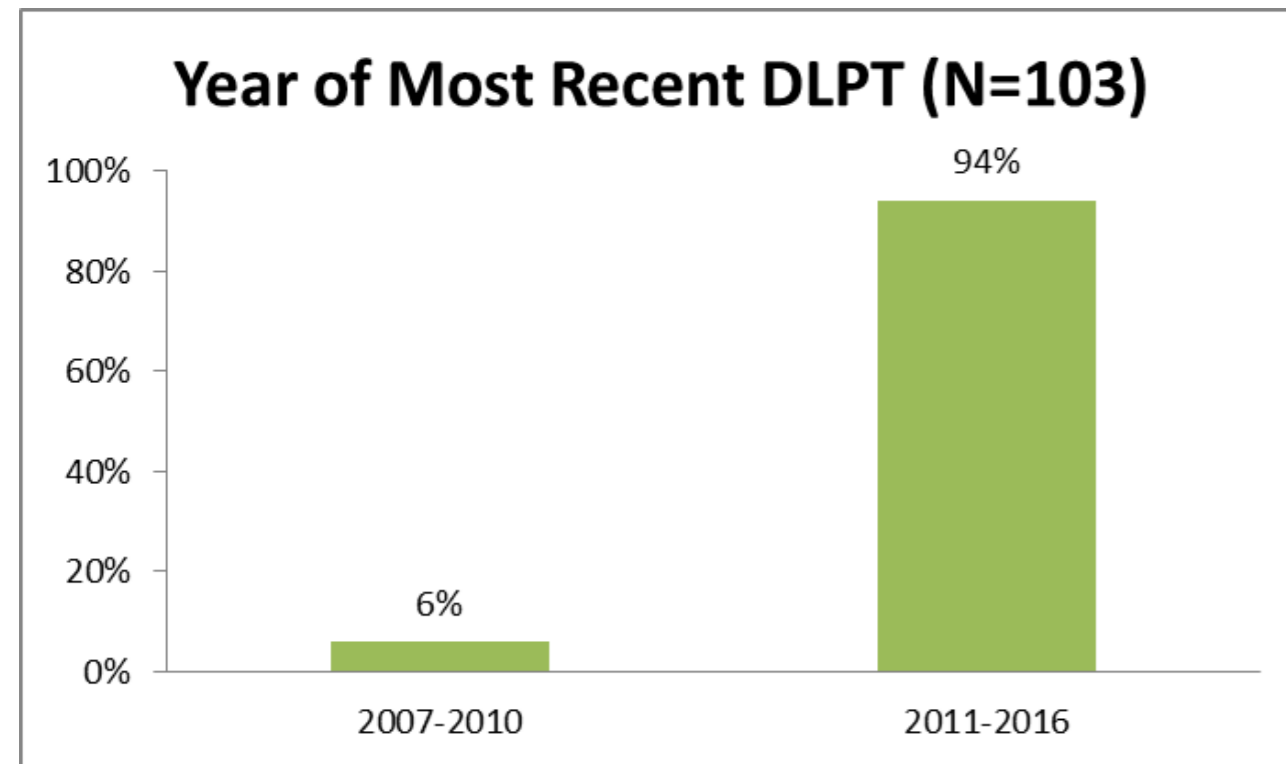


In 2016, 88% took the OPI

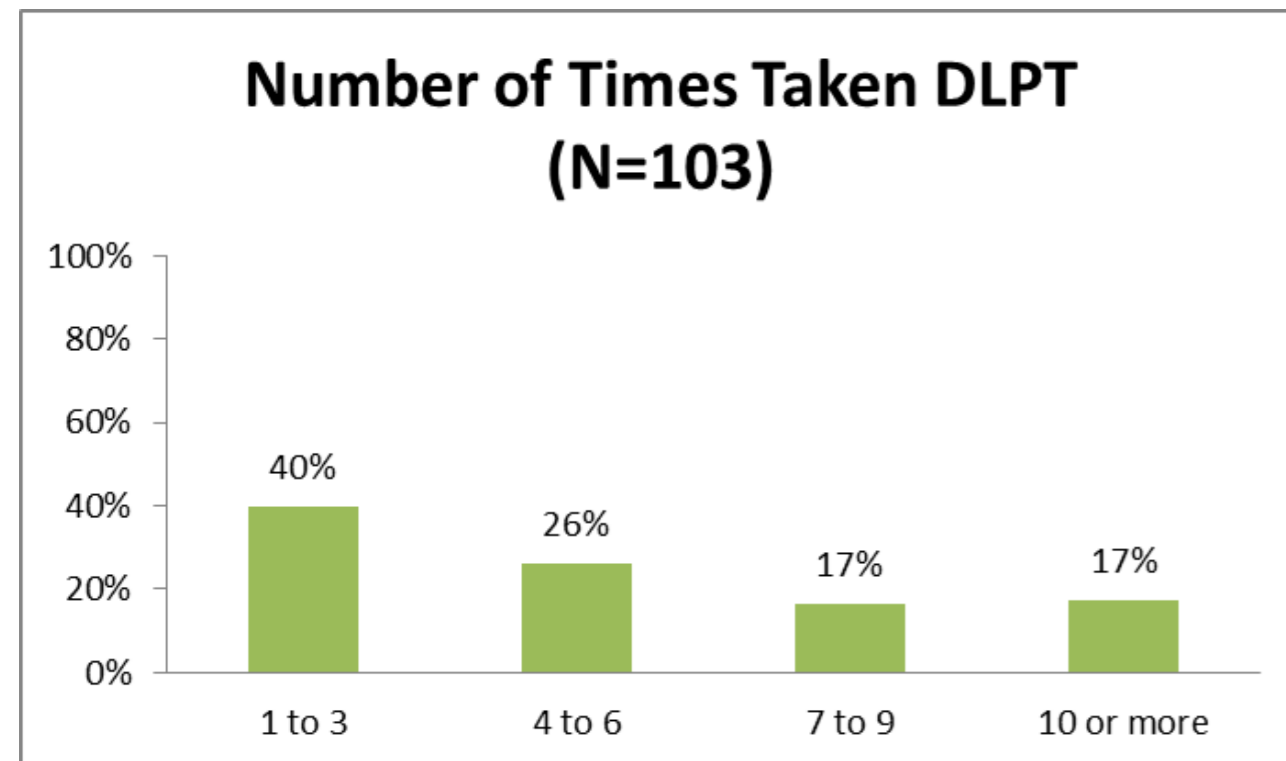
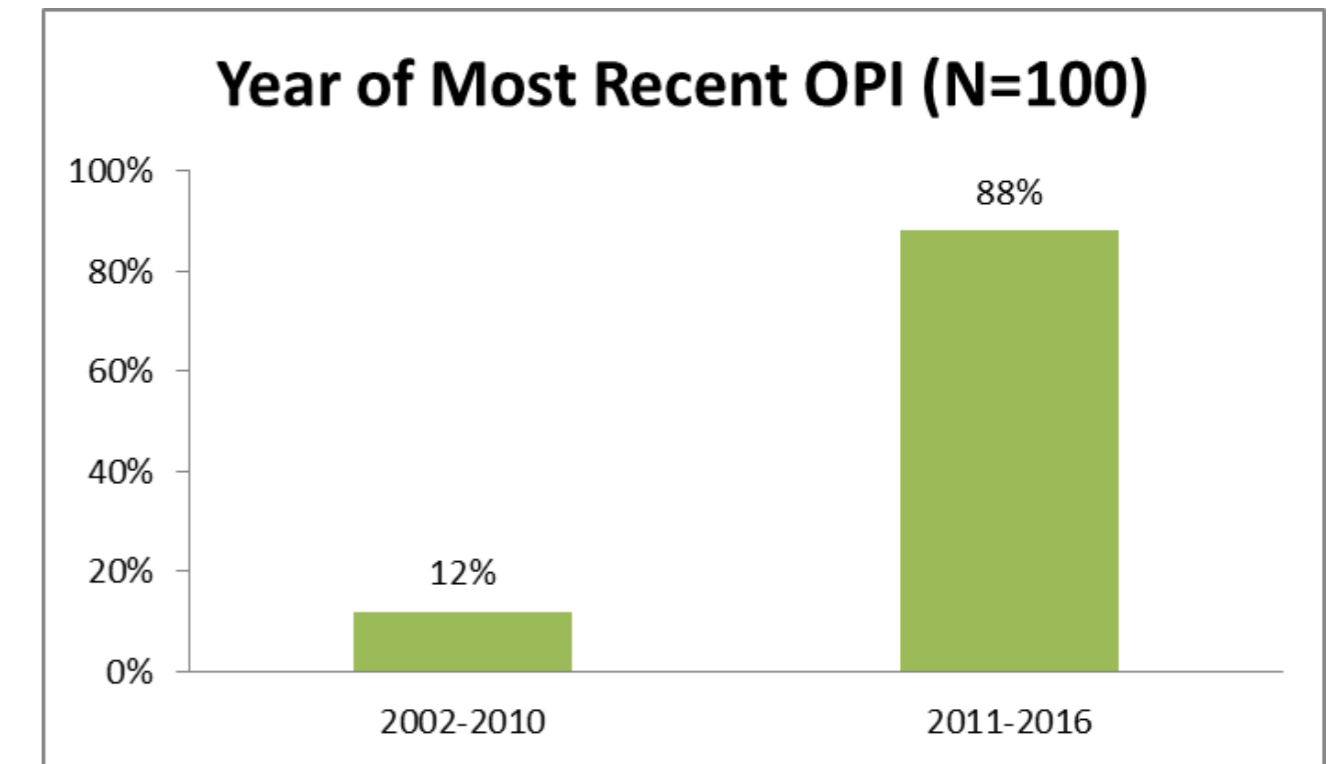


In 2016, 66% indicated having a requirement to take the OPI

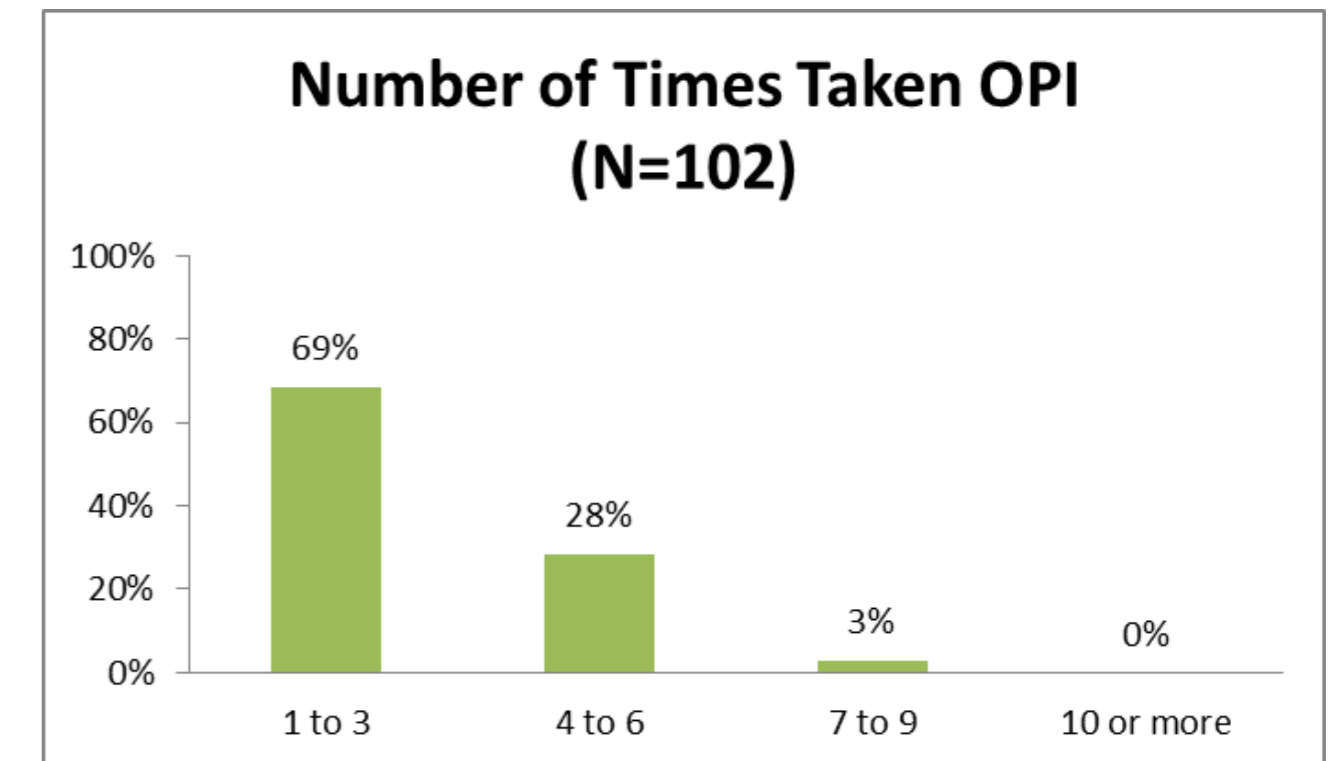
2016 SF Survey Results: Experiences with Testing



Nearly all reported most recent test within last 5 years



SF have more experience with DLPT than OPI

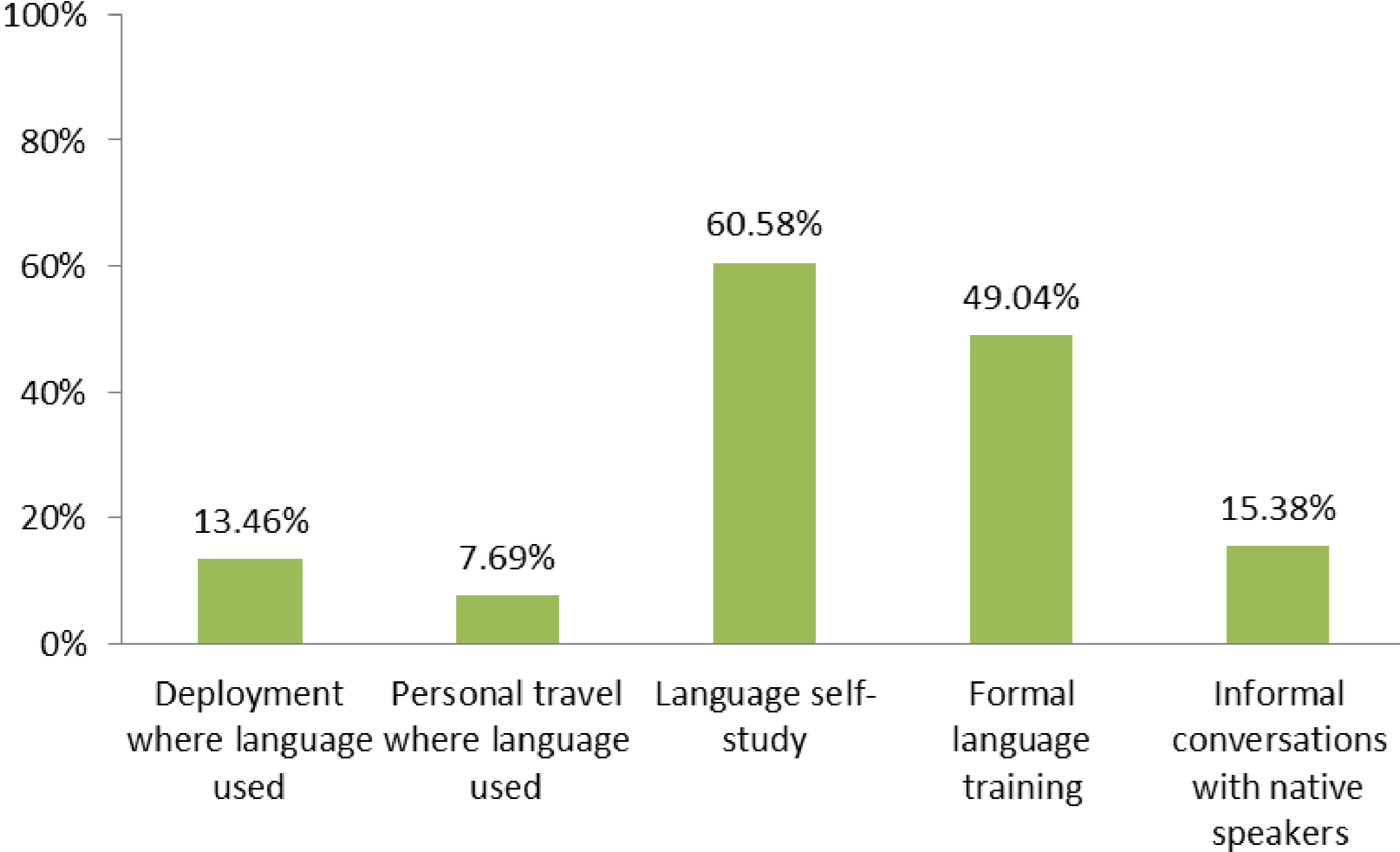


67% score ILR 1/1 or higher on DLPT

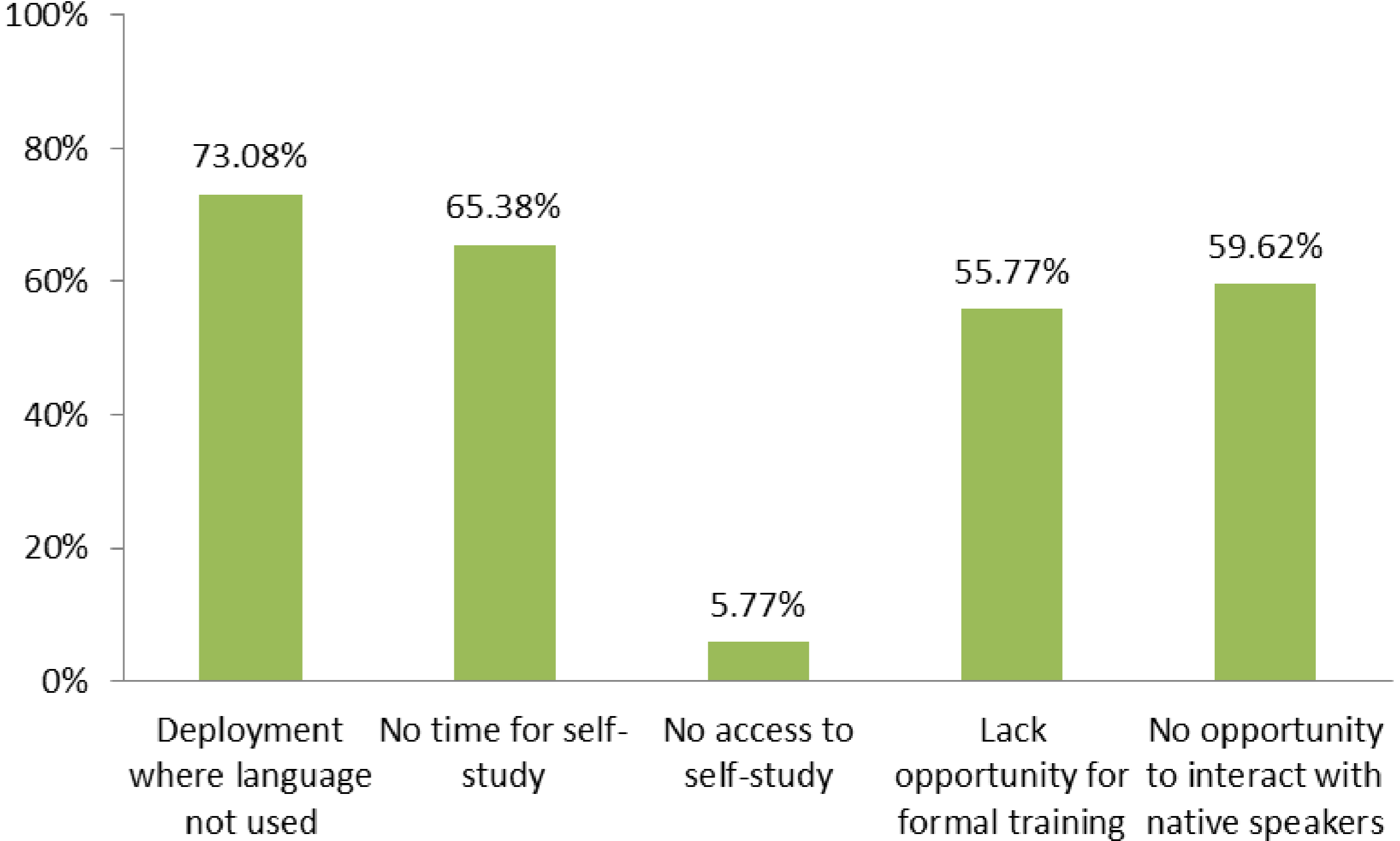
93% score ILR 1/1 or higher on two-skill OPI

2016 SF Survey Results: Maintenance of DLPT

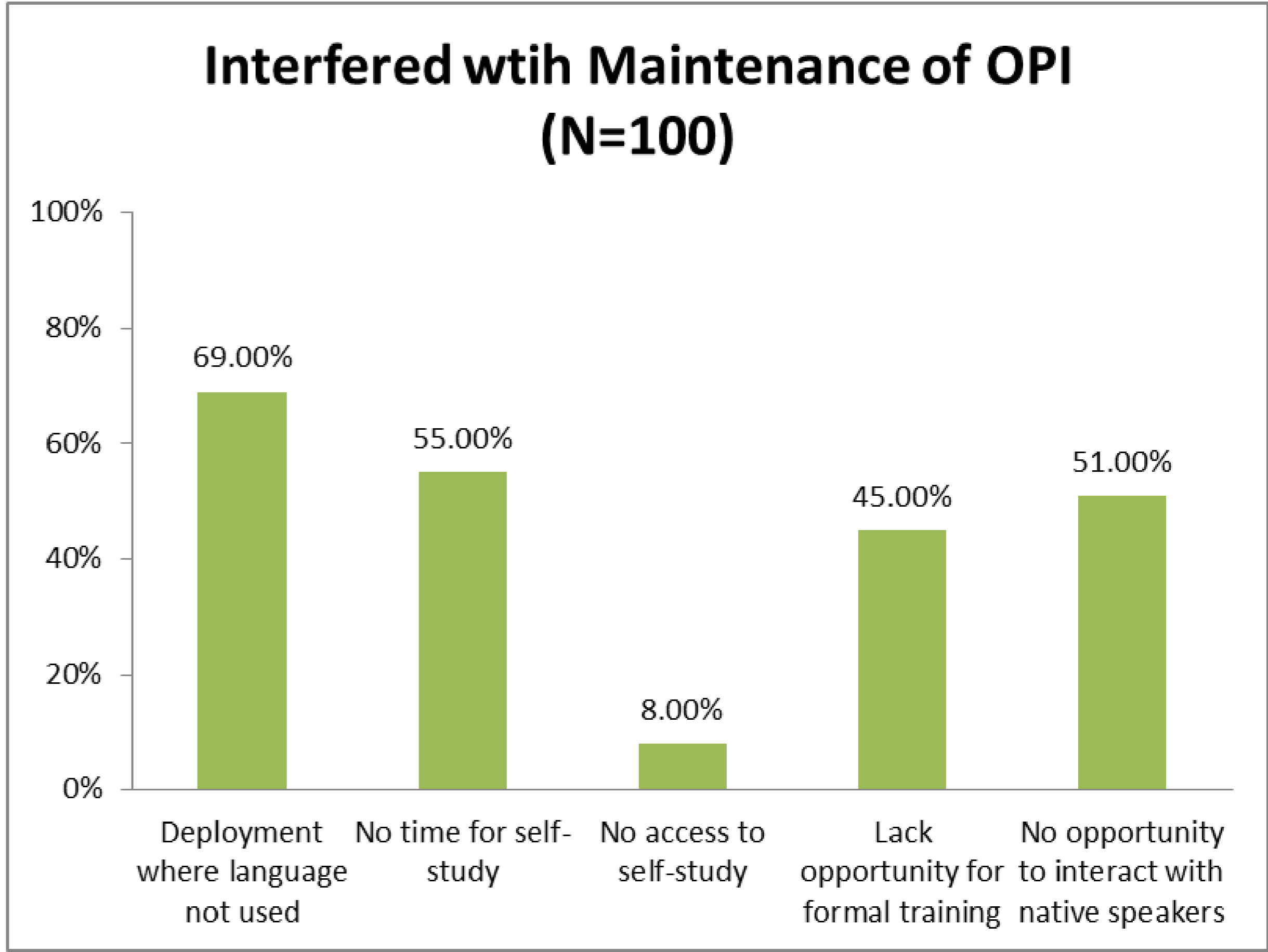
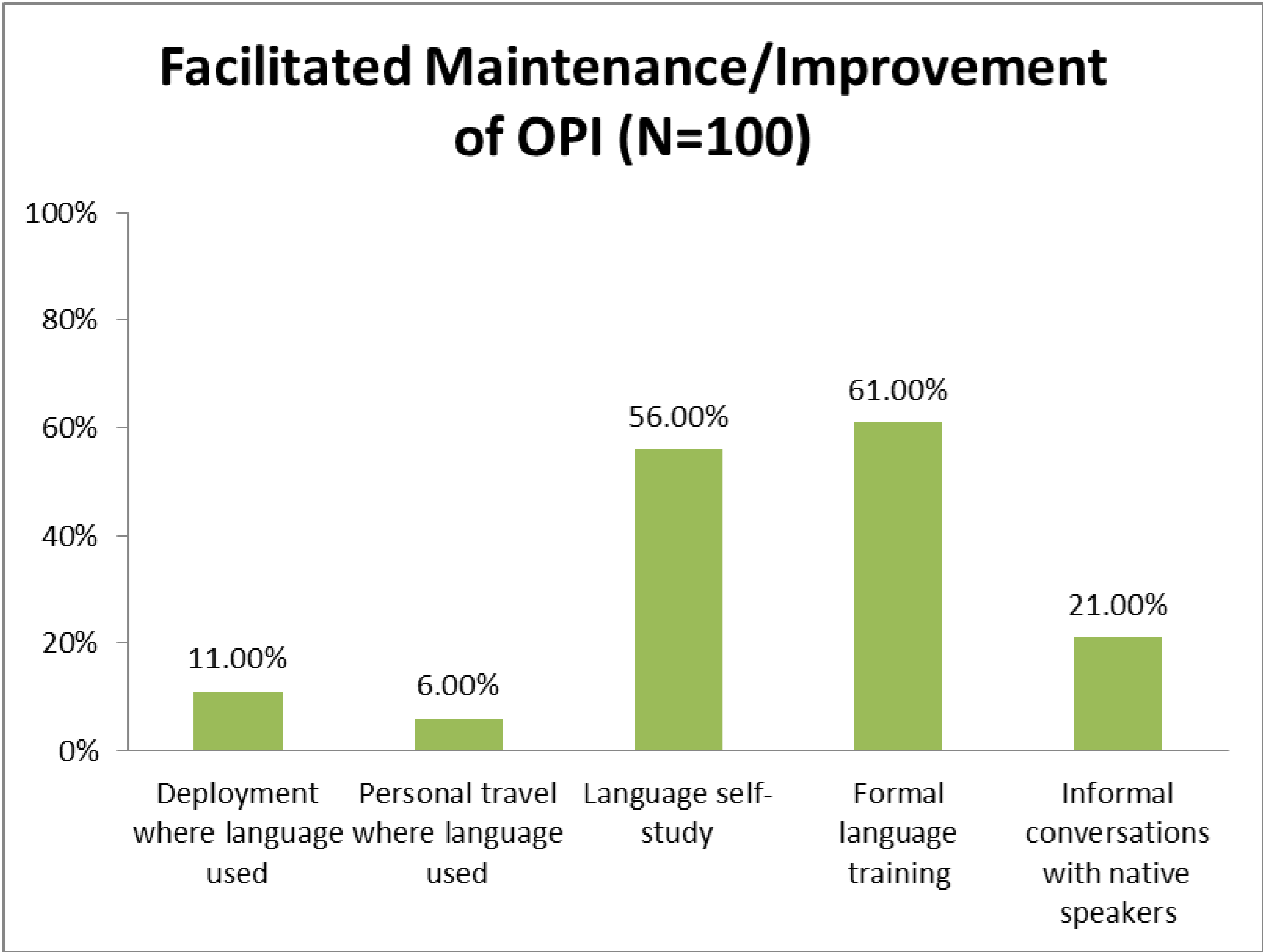
Facilitated Maintenance/Improvement of DLPT (N=104)



Interfered with Maintenance of DLPT (N=104)



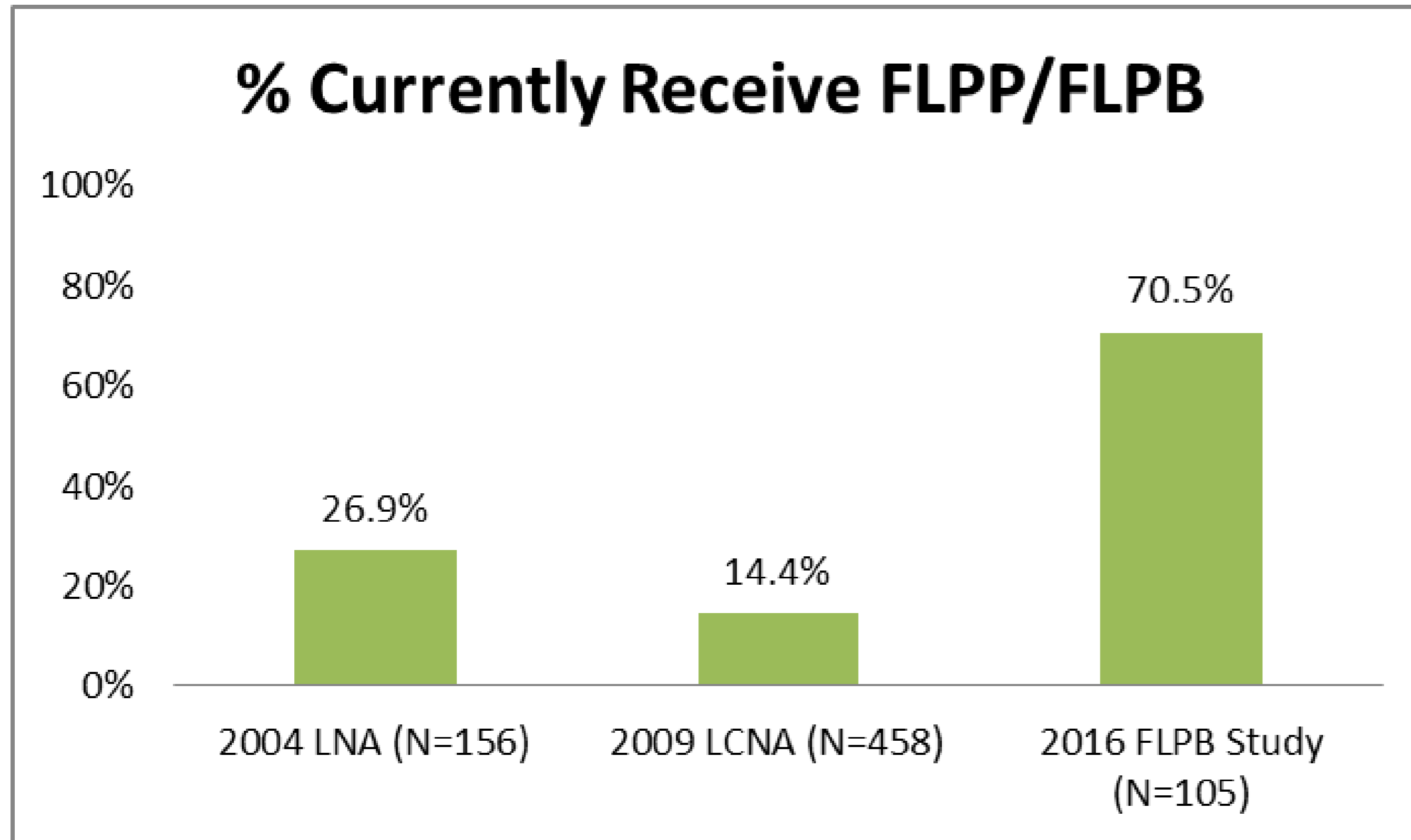
2016 SF Survey Results: Maintenance of OPI



Research questions:

- 1) How has receipt of FLPB changed over time?
- 2) Are FLPB procedures perceived to be fair/motivating?

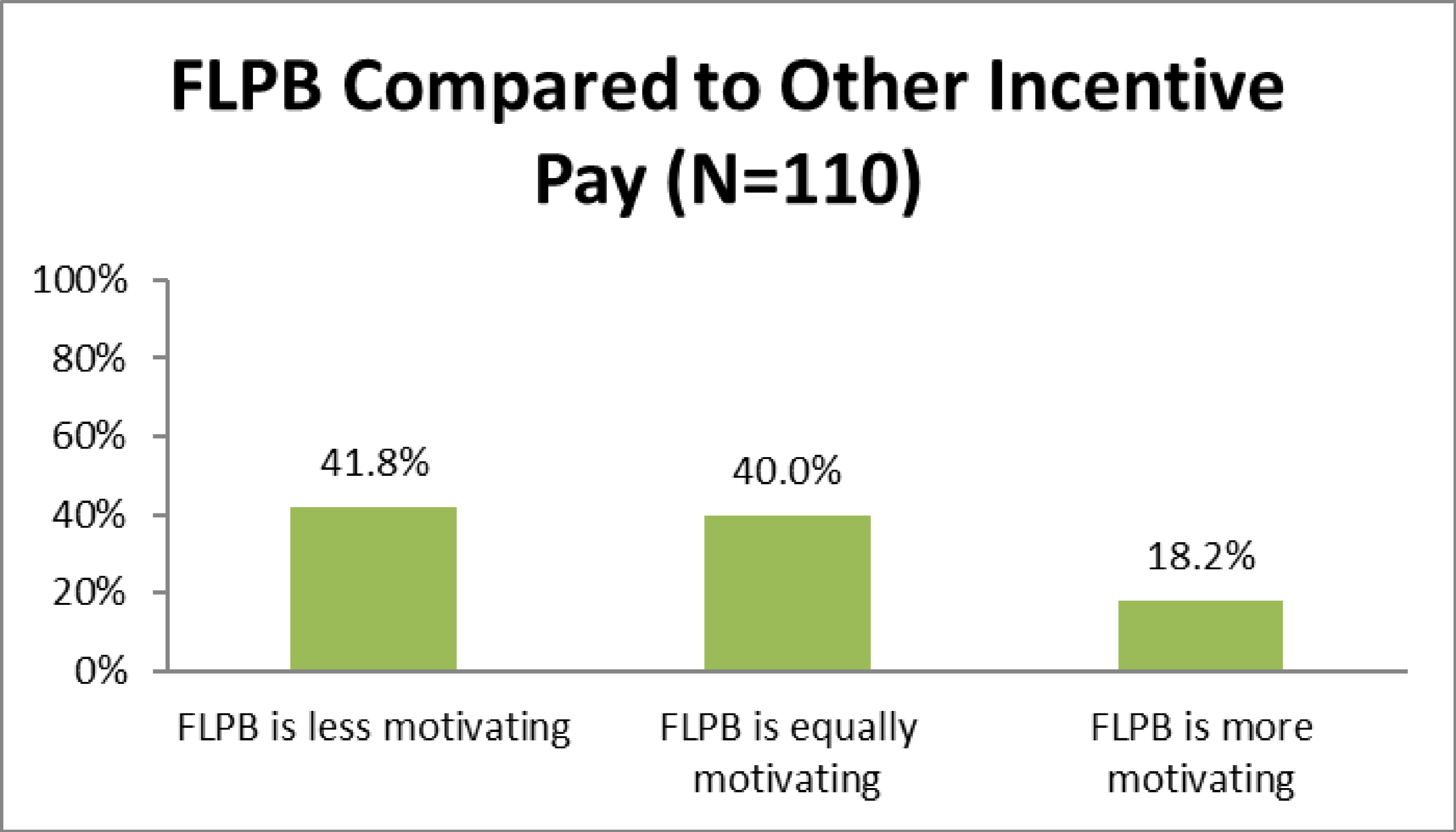
SF Survey Results: Experiences with FLPB (Historical Comparison)



71% of SF operators indicated they currently receive FLPB

Percentage of SF operators currently receiving FLPB increased from 14% in 2009 to 71% in 2016, consistent with the policy changes

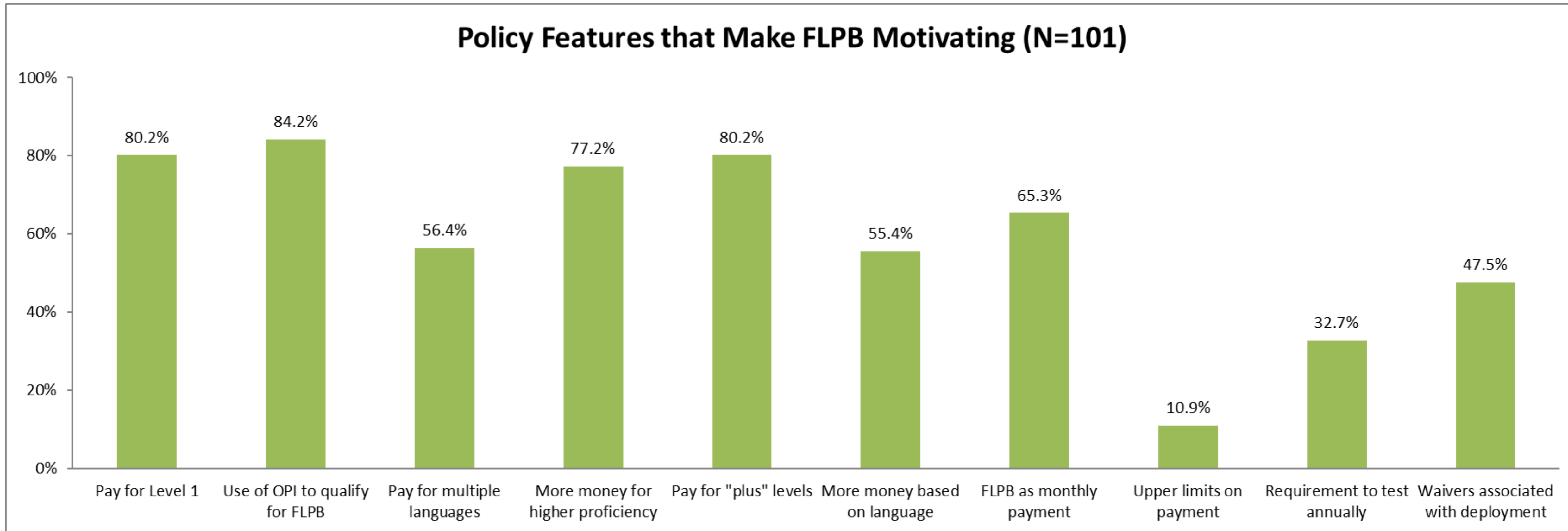
2016 SF Survey Results: Experiences with FLPB



2016 SF Survey Results: Experiences with FLPB

Operators indicated the top 3 policy features that make FLPB motivating:

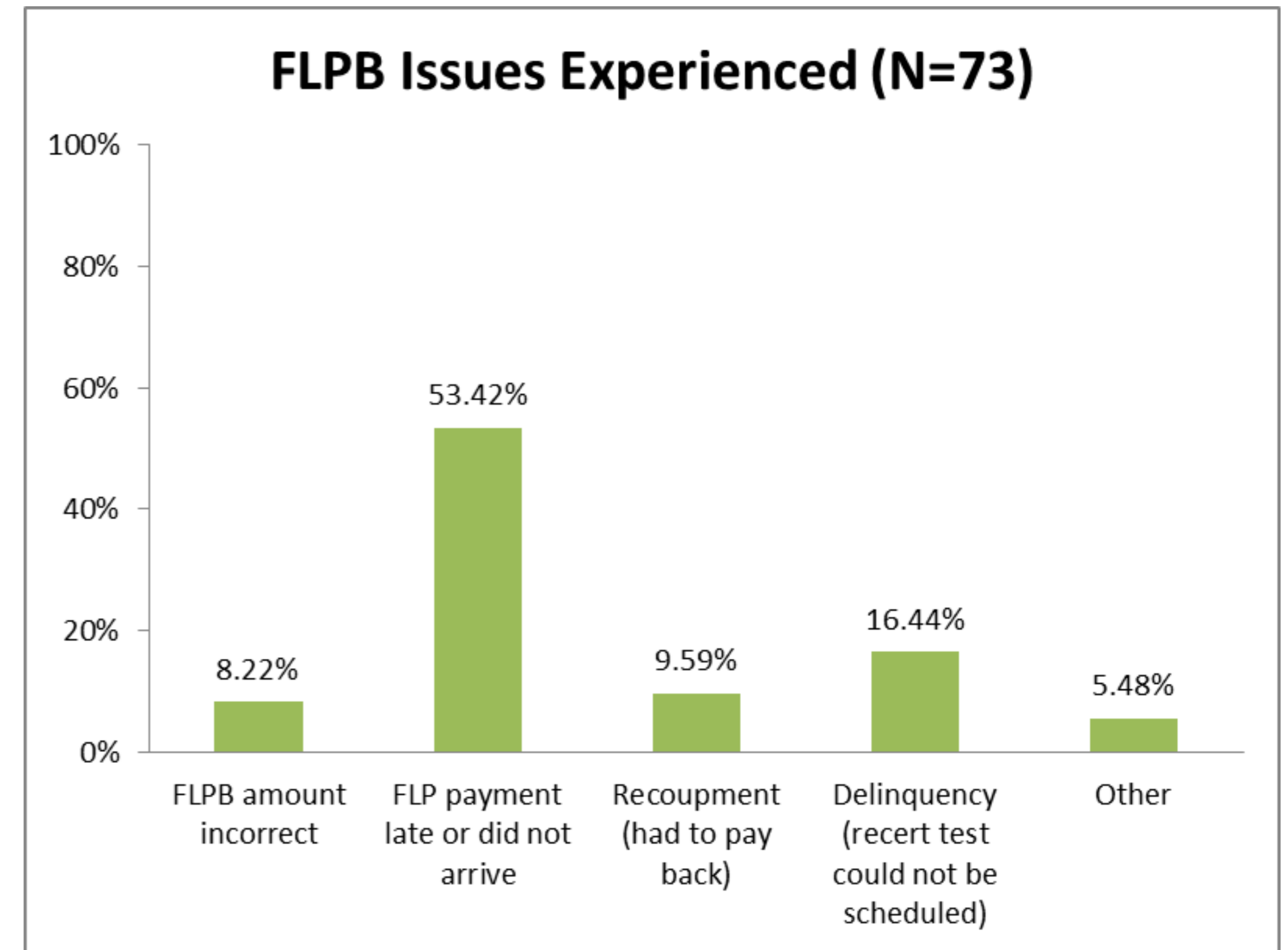
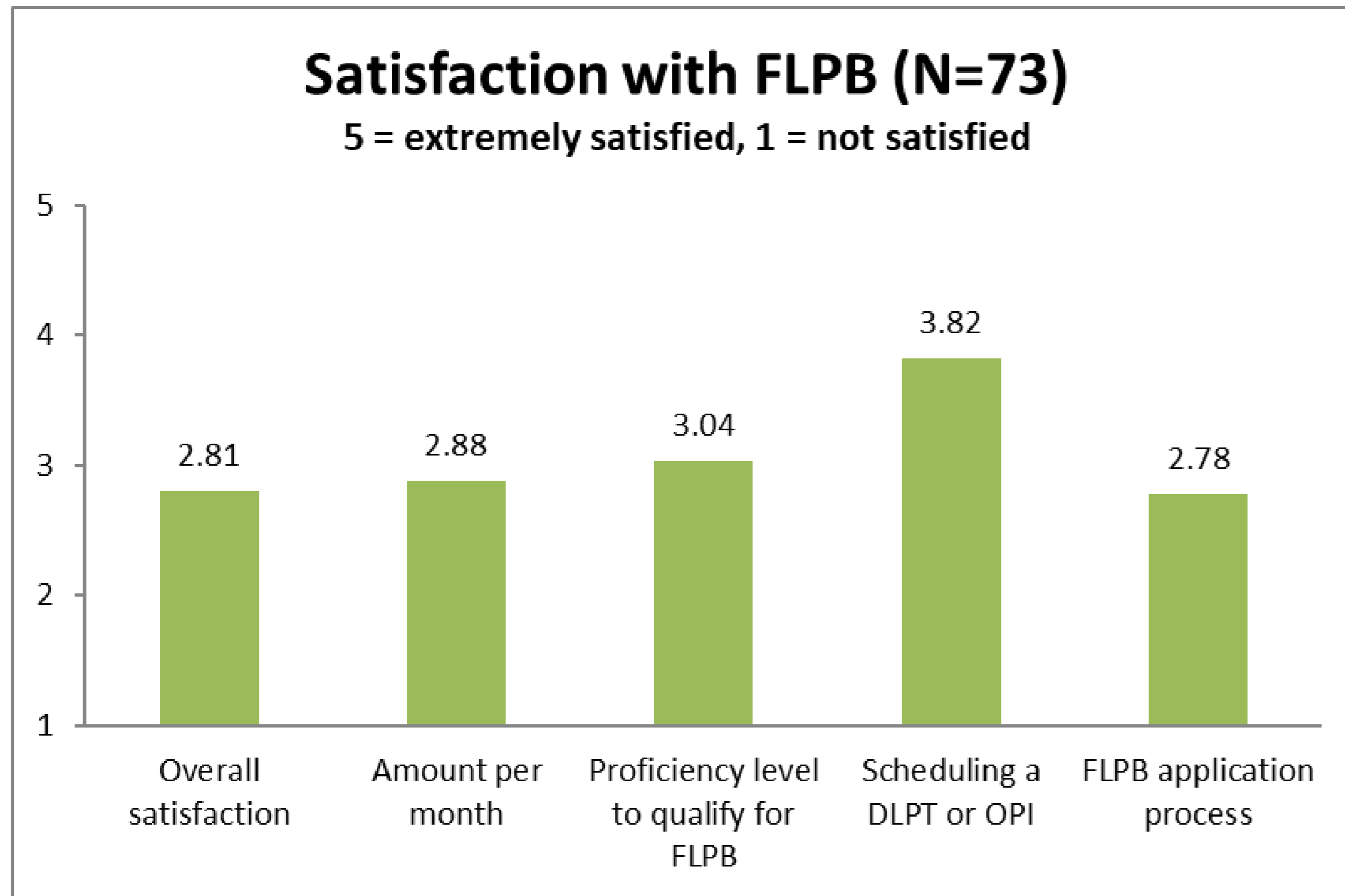
- Allowing the OPI (Verification Process)
- Lowering threshold to 1/1 (Eligibility Criteria)
- Pay for “plus” levels (Payout type and Amount)



2016 SF Survey Results: Experiences with Incentives

Respondents were moderately satisfied with the FLPB program

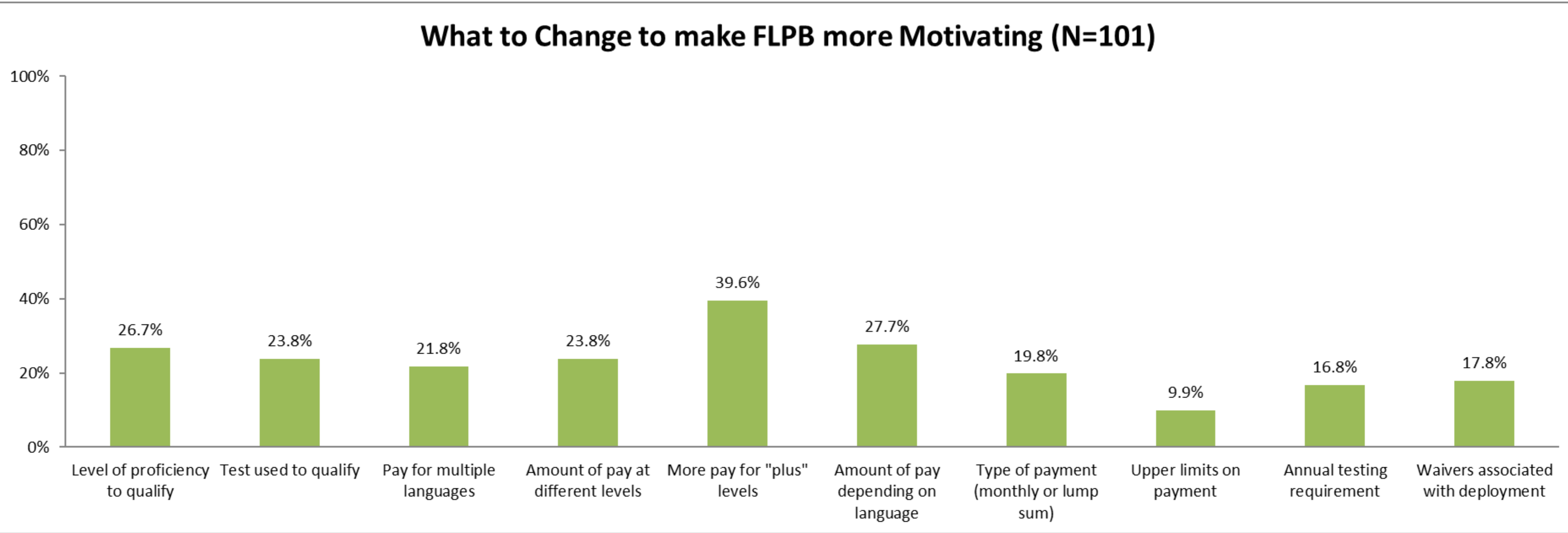
53% of respondents reported either receiving late payment or no payment



2016 SF Survey Results: Experiences with FLPB

Increasing the pay for “plus” levels was the most recommended area for change to FLPB

What to Change to make FLPB more Motivating (N=101)



Summary & Conclusions

Summary

- Use of the OPI and lowering FLPB qualifying level to 1/1 were effective policy changes for SF overall (Study 1 and 2)
- Switching from OPI to DLPT to qualify for ILR 2/2 pay may be establishing a ceiling for speaking proficiency (Study 1 and 2)
- The policy changes were two of the most important motivating features of FLPB for operators (Study 3)
- Still perceived misalignment between FLPB amount and effort required
 - Language proficiency requires more time & effort compared to some other incentive pay (Study 3)
- Delayed FLPB payment or not receiving payment are prevalent issues (Study 3)
- Heavy administrative burden to collect FLPB (Study 3)

Act on Insights™ to Improve Outcomes

The **ALPS Ibex™** software platform incorporates our evidence-based learning effectiveness model and data analytics to help organizations gain and act on relevant, data-driven insights to improve the learning process and outcomes.

ALPSINSIGHTS.COM 



ALPSINSIGHTS
ANALYZE • LEARN • PERFORM • SUCCEED



ALPS INSIGHTS
ANALYZE • LEARN • PERFORM • SUCCEED™



Location

ALPS Insights
16 W. Martin Street, Suite 906
Raleigh, NC 27601



Email / Website

rpharman@alpsinsights.com
www.alpsinsights.com

References

General References

- Surface, Ward & Associates. (2004 August 30). *Foreign Language Proficiency Pay & Special Operations Personnel: Findings & Recommendations (White Paper #2000405001)*. Raleigh, NC: Author.
- SWA Consulting Inc. (2005, March). *SOF language transformation strategy needs assessment project: Final project report*. (Technical Report #20040606). Raleigh, NC: Author.
- SWA Consulting Inc. (2010, February). *SOF language and culture needs assessment project: Methodology report*. (Technical Report #2010011002). Raleigh, NC: Author.
- SWA Consulting Inc. (2010, September). *SOF language and culture needs assessment project: Foreign language proficiency bonus (FLPB)*. (Technical Report #2010011022). Raleigh, NC: Author.
- SWA Consulting Inc. (2010, October). *SOF language and culture needs assessment project: Inside AOR use of language* (Technical Report #2010011010) Raleigh, NC: Author.
- SWA Consulting Inc. (2010, November). *SOF language and culture needs assessment project: Mission-specific use of interpreters*. (Technical Report #2010011013). Raleigh, NC: Author.
- SWA Consulting Inc. (2012). *United States Special Operations Command's Foreign Language Proficiency Bonus at ILR 1/1+: Initial Review and Recommended Changes to Improve Results and Lower Costs* (Technical Report # 2012010643). Raleigh, NC: Author.
- U.S. Department of Defense. (2005). *Defense Language Transformation Roadmap* (DoD. Washington, DC: Author. Retrieved from <http://www.dtic.mil/get-tr-doc/pdf?AD=ADB313370>
- U.S. Department of Defense. (2006). *Quadrennial defense review report*. Washington, DC: Government Printing Office.
- U.S. Government Accountability Office. (2006). *SPECIAL OPERATIONS FORCES: Several Human Capital Challenges Must Be Addressed to Meet Expanded Role* (GAO-06-812). Washington, DC: Author. Retrieved from <http://www.gao.gov/products/GAO-06-812>
- U.S. Government Accountability Office. (2011). *Military Personnel: Personnel and Cost Data Associated with Implementing DOD's Homosexual Conduct Policy* (GAO-11-170). Washington, DC: Author. Retrieved from <http://www.dtic.mil/get-tr-doc/pdf?AD=ADA537041>

Policies Reviewed

- AOSO-DCO. (2012, March 29). *Policy Number 104-12: USASFC(A) Command Language Program.*
- AOSO-DCO. (2014, June 9). *Policy Number 104-14: USASFC(A) Command Language Program.*
- AOSO-DCGO. (2015, December 16). *Policy Number 350-1-14-Update: 1st Special Forces Command (Airborne) (Provisional) Language Regional Expertise and Culture (LREC) Education Program.*
- CMC. (2007, March 2). *MARADMIN 148/07: Defense Language Proficiency Test (DLPT) Transition and Foreign Language Proficiency Pay (FLPP) Certification.* Washington, DC: Author.
- CMC. (2008, March 27). *MARADMIN 210/08: Defense Language Proficiency Tests and Foreign Language Proficiency Pay for Deployed Marines.* Washington, DC: Author.
- CMC. (2010, January). *MARADMIN 042/10: FY 2010 Marine Corps Foreign Language Proficiency Pay Entitlements and Eligible Languages.* Washington, DC: Author.
- CMC. (2010, January). *MARADMIN 044/10: FY 2010 Marine Corps Foreign Language Proficiency Pay Exception Entitlements.* Washington, DC: Author.
- CMC. (2011). *MARADMIN 199/11: FY 2011 Marine Corps Foreign Language Proficiency Pay Exception Entitlements.* Washington, DC: Author.
- CMC. (2011). *MARADMIN 663 (665)/11: FY 2012 Marine Corps Foreign Language Proficiency Pay Entitlements and Eligible Languages.* Washington, DC: Author.
- CMC. (2011). *MARADMIN 664 (666)/11: FY 2012 Marine Corps Foreign Language Proficiency Pay Exception Entitlements.* Washington, DC: Author.

Policies Reviewed (continued)

- CMC. (2011, March). *MARADMIN 195/11: FY 2011 Marine Corps Foreign Language Proficiency Pay Entitlements and Eligible Languages*. Washington, DC: Author.
- CMC. (2011, July 20). *MARADMIN 413/11: Clarification on Eligibility Requirements for the Oral Proficiency Interview (OPI)*. Washington, DC: Author.
- CMC. (2014, October 28). *MARADMIN 554/14: MCBUL 7220 FY 2015 Foreign Language Proficiency Bonus Program (FLPB) Pay Schedule Update*. Washington, DC: Author.
- CNO. (2006, May). *NAVADMIN 143/06: Foreign Language Proficiency Bonus Program*. Washington, DC: Author.
- CNO. (2007, March). *NAVADMIN 072/07: Expansion of Navy Foreign Language Proficiency Bonus (FLPB) Program*. Washington, DC: Author.
- CNO. (2007, November). *NAVADMIN 306/07: Defense Language Proficiency Test 5 (DLPT 5) Transition Update*. Washington, DC: Author.
- CNO. (2010, March). *NAVADMIN 100/10: Navy Language Testing*. Washington, DC: Author.
- CNO. (2011, March). *NAVADMIN 091/11: Transfer of Foreign Language Proficiency Bonus Function*. Washington, DC: Author.
- CNO. (2011, May). *Navy Foreign Language Testing Delivery*. Washington, DC: Author.
- Department of Defense. (2007, August 20). *Department of Defense Instruction 7280.03: Foreign Language Proficiency Bonus*. Washington, DC: Author.
- Department of Defense. (2013, May 21). *Department of Defense Instruction 1340.27: Military Foreign Language Skill Proficiency Bonuses*. Washington, DC: Author.

Policies Reviewed (continued)

- Department of the Air Force. (2003, November 14). *Air Force Instruction 36-2605: Air Force Military Personnel Testing System*. Washington, DC: Author.
- Department of the Air Force. (2006, May 26). *New USAF Foreign Language Proficiency Pay (FLPP) Policy*. Washington, DC: Author.
- Department of the Air Force. (2008, September 24). *Air Force Instruction 36-2605: Air Force Military Personnel Testing System*. Washington, DC: Author.
- Department of the Air Force. (2009, November 5). *Air Force Instruction 36-2605_AFGM1: USAF Foreign Language Proficiency Bonus (FLPB) Certification Guidance Memo*. Washington, DC: Author.
- Department of the Air Force. (2011, June 9). *USAF Foreign Language Proficiency Bonus (FLPB) Certification Guidance Memo*. Washington, DC: Author.
- Department of the Air Force. (2012, March 13). *Clarification on Eligibility for Foreign Language Proficiency Bonus (FLPB) Using Single-Modality Language Proficiency Testing*. Washington, DC: Author.
- Department of the Air Force. (2012, September 1). *Air Force Guidance Memorandum (AFGM) to AFI 36-2605, Air Force Military Personnel Testing System*. Washington, DC: Author.
- Department of the Air Force. (2014, February 26). *Air Force Guidance Memorandum (AFGM) to AFI 36-2605, Air Force Military Personnel Testing System*. Washington, DC: Author.
- Department of the Air Force. (2014, September 2). *Air Force Instruction 36-4001: Air Force Language, Regional Expertise & Culture Program*. Washington, DC: Author.
- Department of the Air Force. (2015, January 26). *Air Force Instruction 36-2605: Air Force Military Personnel Testing System*. Washington, DC: Author.

Policies Reviewed (continued)

- Department of the Air Force. (2015, June 16). *Air Force Instruction 36-4002: Air Force Foreign Language Proficiency Bonus Program*. Washington, DC: Author.
- Department of the Army. (2009, August 31). *Army Regulation 11-6: Army Foreign Language Program*. Washington, DC: Author.
- Department of the Army. (2012, April 12). *Memorandum for the Secretary of the Army: Pilot Extension - Army Special Operations Forces Foreign Language Proficiency Bonus*. Washington, DC: Author.
- Department of the Army. (2013, August 23). *Rapid Action Revision (RAR): Army Regulation 11-6: Army Foreign Language Program*. Washington, DC: Author.
- Department of the Army. (2016, January 8). *Army Regulation 11-6: Army Foreign Language Program*. Washington, DC: Author.
- Department of the Navy. (1980, August 11). *OPNAV Instruction 1550.10: Management of the Defense Language Program*. Washington, DC: Author.
- Department of the Navy. (2000, August 18). *Marine Corps Order 7220.52D: Foreign Language Proficiency Pay (FLPP) Program*. Washington, DC: Author.
- Department of the Navy. (2006, February 21). *OPNAV Instruction 7220.7F: Foreign Language Proficiency Bonus Program*. Washington, DC: Author.
- Department of the Navy. (2006, June 6). *Marine Corps Order 7220.52E: Foreign Language Proficiency Pay (FLPP) Program*. Washington, DC: Author.
- Department of the Navy. (2010, August 30). *OPNAV Instruction 5200.37: Navy Foreign Language Testing Program*. Washington, DC: Author.

Policies Reviewed (continued)

- Department of the Navy. (2011, February 25). *OPNAV Instruction 1650.32: Navy Language Professional and Navy Linguist of the Year*. Washington, DC: Author.
- Department of the Navy. (2011, May 13). *OPNAV Instruction 7220.7G: Foreign Language Proficiency Bonus Program*. Washington, DC: Author.
- Department of the Navy. (2011, June 15). *NSTC Instruction 1550.1C: Language, Regional Expertise, and Culture Academic Major Policy for Naval Reserve Officers Training Corps Navy Option Midshipmen*. Great Lakes, IL: Author.
- Department of the Navy. (2012, March 6). *Marine Corps Order 1550.25A: Marine Corps Foreign Language Program*. Washington, DC: Author.
- Department of the Navy. (2014, February 4). *Marine Corps Order 1230.5C: Classification Testing*. Quantico, VA: Author.
- NFLTO. (2008, November 17). *Navy Foreign Language Testing Office (NFLTO) Oral Proficiency Interview (OPI) Business Rules*.
- Pentagon. (2011, April). *ALARACT 161/2011 – Pilot to Pay FLPB at 1/1 Proficiency Level for SOF Personnel Assigned to ARSOF (AR 11-6, Army Foreign Language Program, Chapter 6, Foreign Language Proficiency Bonus)*. Washington, DC: Author.
- Pentagon. (2011, June). *ALARACT 217/2011 – Clarification of the FLPB Payment Criteria for Pilot to Pay FLPB at 1/1 Proficiency Level for SOF Personnel Assigned to ARSOF (AR 11-6, Army Foreign Language Program, Chapter 6, Foreign Language Proficiency Bonus)*. Washington, DC: Author.
- Pentagon. (2012, April 27). *ALARACT 122/2012 – Extension of the FLPB Pilot to Pay FLPB at 1/1 Proficiency Level for SOF Personnel Assigned to ARSOF (AR 11-6, Army Foreign Language Program, Chapter 6, Foreign Language Proficiency Bonus)*. Washington, DC: Author.
- United States Air Force. *Foreign Language Proficiency Pay (FLPP) Training Guide*.
- United States Army Special Forces Command (Airborne). (2010, September 27). *USASFC(A) MSG to All SFG(A)s/Implementing Instructions for CLP Live Environmental Training (LET) Program*.