

The Strategy of The Judge Advocate General's Corps 2022

I. Introduction. The Strategy of the Judge Advocate General's Corps (JAG Corps) 2022 (the Strategy) describes the JAG Corps' strategic priorities in support of the objectives of the Army while fulfilling its statutory and regulatory duties. It is primarily derived from current national security, national defense, national military, and Army strategies, as well as strategic messaging from the Secretary of the Army, and the Army Chief of Staff. It also reflects the strategic priorities of The Judge Advocate General: People, The Future JAG Corps, and Readiness. Although the Strategy draws from current documents, it is designed to be dynamic and responsive to an ever-changing strategic environment.

The Army's Mission remains constant: *To deploy, fight, and win our Nation's wars by providing ready, prompt, and sustained land dominance by Army forces across the full spectrum of conflict as part of the Joint Force.* This mission is vital to the Nation because the Army consistently meets over half of the Nation's demands for the projection of military power abroad, as well as being the only Service capable of defeating enemy ground forces and indefinitely seizing and controlling those things an adversary prizes most.

The JAG Corps' Mission also remains constant: to provide "*principled counsel and premier legal services, as committed members and caring leaders in the legal and Army professions, in support of a ready, globally responsive, and regionally engaged Army.*" As dual professionals in both the legal profession and the profession of arms, the JAG Corps will execute this mission in accordance with its four constants: principled counsel, stewardship, servant leadership, and mastery of the law. As its vision, this strategy seeks an end state where the JAG Corps of 2028, the most highly trained, inclusive, and values-based team of trusted Army legal professionals, is ready, regionally engaged, and globally responsive while providing principled counsel and premier legal services in support of Army and Joint force missions of all types and across all spectrums of competition and combat in a complex and legally dynamic world.

While the nature of warfare remains constant, the character of warfare is constantly evolving in response to rapid changes within the operating environment in the context of an ever-increasing pace of operations. Accordingly, the JAG Corps must have a clear and flexible strategy that sustains continuing excellence in the discharge of its statutory and regulatory responsibilities. The JAG Corps must maintain a trained, experienced force of resilient legal professionals across all components ready to provide legal services across all six legal functions in support of military operations of all types. Legal services are vital to support the Army's generating, fielding, and fighting forces, enabling the full spectrum of no-fail missions, ranging from defense support to civil authorities to large scale combat operations against near-peer adversaries, and everything in between.

The JAG Corps must maintain a robust expeditionary capacity with a high level of operationally-focused readiness. Legal personnel will be trained, proficient, and ready to deploy and fight as members of Joint and multinational teams regardless of the domain or phase of conflict. We will

look at innovative ways to reduce harmful and counterproductive behaviors both within our Corps and throughout the Army. Leaders at echelon will foster an inclusive positive command climate and emphasize programs and resources that focus on our collective holistic well-being. Above all, the JAG Corps will take care of its people and prioritize the development of innovative and adaptive leaders who excel in the dynamic complexity and ambiguity of modern operations, and are ready and able to operate effectively at the speed of conflict, from the tactical to the strategic level.

As the Army continues to train and fight with allies and partners, the JAG Corps must focus on strengthening relationships with legal professionals from other ally and partner armed forces by improving interoperability and enhancing security cooperation. Our legal doctrine and tactics will complement our sister Services, allies, and partners in all domains with the expectation that interoperability will always be required. To achieve improvements in interoperability and security cooperation, the JAG Corps will focus resources in the most efficient and appropriate manner.

II. The Strategic Environment. The Army's long-term strategic priority is competition with China and Russia. Political, economic, social, and technological fluidity will continue to influence the strategic environment. Future warfare will feature expansions in geographic scale, domains, types of actors, evolution of capabilities, and compression of decision cycles and reaction times. Future warfare will also encompass all aspects of the Joint force and require the JAG Corps to work even more closely with our Joint service teammates and our allies and partners to ensure mission success.

Assumptions. This strategy is based on several assumptions impacting the JAG Corps' strategic approach:

- Domestically, a fiscally constrained environment will challenge the Army and will require a focus in resources to achieve the best effects against defined strategic priorities. JAG Corps funding could generally remain flat, resulting in reduced spending over time.
- The demand for legal services will increase despite resources decreasing.
- Research and development in materiel and tactics will change the way forces conduct operations.
- The JAG Corps may need to decrement some services in response to potential increased demand for judge advocates and paralegals during operations.
- Congress will mandate changes to the military justice system impacting force structure, career models, enterprise missions, and potentially readiness.

III. Strategic Approach. Putting our People First and grounding our organizational culture upon our four constants – mastery of the law, principled counsel, servant leadership, and stewardship – the JAG Corps will support a ready, lethal, and modern Army conducting operations across the spectrum of competition through conflict, and in any operating environment.

The Army is people, and as the JAG Corps maintains readiness and looks to the future, people are its number one priority. Army modernization priorities will establish new formations, equipment, tactics, and effects, which will change the way the Army fights. Therefore, the JAG Corps must evolve the way it supports operations. To ensure the JAG Corps keeps pace in supporting the Army's transformation for Waypoint 2028 (multi-domain operations), prioritization will be given to the continuous and coordinated review of capabilities across Doctrine, Organization, Training and Education, Materiel, Leadership and Education, Personnel, Facilities, and Policy (DOTMLPF-P), so that legal personnel are always ready to support an ever-changing strategic environment.

IV. Lines of Effort. The JAG Corps will support the Army in accomplishing its mission through the following priorities: People, the Future JAG Corps, and Readiness.

Line of Effort 1 PEOPLE

By far, the JAG Corps' most important priority and its most valuable assets are the legal professionals — attorneys, legal administrators, paralegals, and support staff, both Soldiers and Civilians, whether active duty or reserve components, who dedicate themselves to professional excellence on a daily basis. The JAG Corps prioritizes its people along the following areas of emphasis.

- Fostering a Positive Culture
 - Adherence to US Constitution and Commitment to the Rule of Law. The JAG Corps will support and reinforce at every opportunity that the Army operates on the high ground, pursuant to the US Constitution and the Rule of Law.
 - The Army Values and the Four Constants. As members of the Army, we are committed to the Army Values. As legal professionals, we are also guided by our four constants: principled counsel, stewardship, servant leadership, and mastery of the law.
 - Wellness. The JAG Corps is committed to its people and will develop innovative approaches to enhance their wellness; specifically developing and institutionalizing prevention oriented programs that focus on our personnel's holistic health, wellness, mental, physical, and spiritual fitness.
 - Team Building. The JAG Corps will lead the Army in creating a culture of team work among its leaders, empathy and respect for its teammates, and genuine concern for each other and its families, regardless of rank, position, status, race, color, religion, sex, national origin, disability, age, sexual orientation, gender identity, or any other relevant basis. We aim to improve the diversity, equity, and inclusion of all of our personnel. There is no place in the JAG Corps for discrimination.

- Leadership
 - Leadership. Attorneys and paraprofessionals by the nature of their legal mission are leaders. The JAG Corps will prioritize leadership education and training for leaders at all echelons.
 - Mentorship. The JAG Corps will create and ensure mentorship opportunities are available to all legal personnel, while encouraging leaders and subordinates to seek those opportunities to find mentors and serve as mentors.
 - Caring for our People. Leaders will do everything possible to ensure their personnel are cared for and are invested in the success of their teams.
 - Empowering lower echelons, NCOs, and subordinates. Consistent with Army doctrine, the JAG Corps must identify activities and mission creep that detract from building readiness and seek to reduce or eliminate them, thereby enabling leaders to seek, find and give back time, authorities, and discretion to lower echelons. A caring culture is one where trust is its foundation, and leaders are committed to empowering their subordinates at every opportunity including optimal utilization of paralegals and NCOs.

- Talent Management
 - Recruiting. The JAG Corps will ensure it is competitive, especially in its recruiting.
 - Talent Development and Management. The JAG Corps must look for opportunities to inform the optimal development and utilization of its talent by identifying and cultivating a bench of talent across ranks.
 - Retention. Recruiting the best and brightest is all for naught if the JAG Corps cannot keep them. Accordingly, the JAG Corps will continually assess its retention activities to ensure it is doing everything it can to retain talent at every level of responsibility.

- Support to the Army's People
 - Trial Defense Service (TDS). Ensuring the Army's commitment to the US Constitution, and the ideal that everyone deserves justice, the JAG Corps will reform TDS into one of the premier public defender organizations in the United States.
 - Special Victims Counsel (SVC). Caring for victims of sexual assault and domestic violence. The JAG Corps remains committed to providing premier legal services to victims of sexual assault and domestic violence. Accordingly, the Corps will always assess and improve SVC services.
 - Legal Assistance. Legal assistance enhances readiness and remains a retention tool for the Army. The JAG Corps will ensure legal assistance offices are appropriately resourced to conduct legal assistance operations.

- Support to Quality of Life. Leveraging environmental law, legal assistance, and contract and fiscal law expertise, as well as leadership priorities, the JAG Corps will support the Army's commitment to improving the quality of life of its Soldiers and Families whether by supporting barracks and housing initiatives, child care, or spouse employment.

Line of Effort 2 FUTURE JAG CORPS

Army modernization ensures overmatch against potential adversaries. The Army will modernize in several ways that will impact the way the JAG Corps delivers legal services and fulfills its statutory and regulatory responsibilities. First, the Army is continuously researching, testing, and fielding new capabilities, of which legal personnel will need a deep understanding. The future battlefield of multi-domain operations will be characterized by constant effects at a high pace of operations requiring judge advocates to be fluent in applicable national security law, authorities, and policies to provide fast, accurate legal advice at a sustained pace in order to provide our commanders with decision dominance. With new sensor-to-shooter technology and tactical acquisition capability, the requirement for legal support will occur at the speed of war. Outside of the battlefield, acquisition attorneys will support an overhauled and more efficient acquisition system that will help to design, test, acquire and field new capabilities quickly.

The JAG Corps will support the Army modernization effort by emphasizing several priorities:

- Concepts, Doctrine, Systems, and Structure. Like the Army, the JAG Corps will use emerging operational concepts to produce solutions to contemporary challenges. Once validated, the most important and durable of these concepts must then be incorporated into doctrine for implementation.
 - Coordinating the Strategic Process. Concepts reflect new approaches for employing legal capabilities. The JAG Corps will closely coordinate with the OSJAs of Army Futures Command, TRADOC, FORSCOM, Combined Arms Center, and other key stakeholders to ensure those concepts are developed into plans and doctrine.
 - Coordinating Doctrine and Training Development. The JAG Corps will leverage input from training and combat experiences, and future concepts from research and development into our doctrine and training development.
 - Integrating with Research and Development to identify legal implications ahead of fielding and employment of new capabilities particularly with the use of artificial intelligence and machine learning.
 - Ensuring the JAG Corps is always ready to provide legal support to MDO.
 - The JAG Corps will review its portions of MTOEs and TDAs to ensure organizations have the right allocation of legal resources, and to ensure manning documents accurately reflect the missions and duties of legal personnel.

- Information Technology and Knowledge Management. The JAG Corps must keep pace with the evolution of the legal practice and the ever-increasing need to manage large volumes of data in all areas of our legal practice. The JAG Corps will meet this need by developing expertise in data management technology platforms, such as eDiscovery. The JAG Corps will also review and modernize internal knowledge and data management practices to ensure the most efficient and effective administration of JAG Corps resources.

- Legal Functions. The JAG Corps must continue to innovate within all legal functions – contract and fiscal law, military justice, national security law, administrative and civil law (including the legal tasks of civil litigation support and ethics), Soldier and Family Legal Services, and the Trial Defense Service – as required. Nevertheless, rapid changes in the future operating environment will require particular attention to the following:
 - National Security Law (NSL). The Army’s evolving doctrine and leveraging of innovative technology now and in the coming years requires corresponding evolution of our NSL practice. Deliberately assessing how the JAG Corps trains, assigns, and advises within the NSL spectrum must encompass all domains and activities in which the Army and Joint force operate, including a focus on the law of armed conflict as well as the law of contracting and acquisitions. Near-peer strategic competition already requires us to respond to evolving elements of national security law – notably in the areas of cyber and space – that in the past were a characteristic of only armed conflict, and this will continue to drive our NSL practice for the coming years. The JAG Corps will deliberately and regularly review contemporary and emerging operational concepts and transition the best of those concepts into doctrine and training.
 - Military Justice. Technology, new business practices, legislation, and other influences will impact military justice practice. Accordingly, the JAG Corps will evaluate military justice practice to optimize best practices while ensuring preparedness to implement legislative changes.
 - Contract and Fiscal Law. The Army acquisition system is changing. The JAG Corps will regularly review new acquisition concepts and transitioning those concepts into doctrine and training. Additionally, as the speed and complexity of conflict increases, the acquisition processes and programs must keep pace, which in turn drives the need for legal professionals to be well-versed in this practice to support the Army’s warfighting requirements.
 - Ethics. As the Army’s relationship with industry evolves to meet emerging requirements, the ethical playing field on which it operates must continue to be the “high ground” without sacrificing the Army’s Values.
 - Civil Law and Litigation. The Secretary of the Army has designated the Army JAG Corps as the office of primary responsibility for litigation support in defense of Army policies, priorities, people, and resources. This includes increasingly complex litigation arising from military and civilian personnel policies, government information practices, torts, environmental, and contract disputes. The JAG Corps will ensure the continued enhancement of litigation skills, and actively engage in litigation avoidance through continued development of

expertise in civil law, to include intellectual property, labor and employment, and environmental compliance.

Line of Effort 3 BUILD READINESS

The JAG Corps' responsibility is to generate ready forces that are educated and trained for prompt and sustained ground combat. Our pacing item under this line of effort is the readiness of our people. Our main effort will be defining, training, and confirming the readiness of legal personnel to provide legal support across all Warfighting Functions before and during operations, whether deployed or in garrison.

This includes a renewed focus on the Law of Armed Conflict in the context of near-peer conflict as the Army shifts its primary focus from two decades of counter-terrorism operations. Legal personnel will receive the right training at the right time in their careers to ensure they have the tools necessary to advise commanders at every echelon. This is a no-fail strategic requirement for our Corps. The JAG Corps will focus external readiness efforts on ensuring support for force readiness, while focusing internally on ensuring legal personnel are properly trained to perform their duties.

- Support to Force Readiness. The JAG Corps will provide support to force readiness across the Army by emphasizing the following external priorities.
 - Remaining committed to our core legal competencies – legal support to the Army and legal support to Soldiers and Families, and to the mastery of our legal functions: administrative and civil law, contract and fiscal law, military justice, national security law, Soldier and Family legal services, and the Trial Defense Service.
 - Supporting the Army's goal to reduce non-deployable rates.
 - Maintaining the responsibility to support Soldier Readiness Processing and readiness-related client services.
 - Providing continuous individual and collective training. The JAG Corps will continue to provide training on the law of armed conflict and the rules of engagement to ensure all Soldiers fight as members of a disciplined force.
 - Manning of Combat Training Centers (CTCs). Consistent with Army objectives, legal observer, coach/trainer (OC/T) positions will be priority billets with individuals possessing the right experience, and filled to 100%.
 - Responding to current and new legal challenges involving climate change; specifically, its impact on Army's acquisition, training, and installation resourcing programs.
 - Maintaining a bench of environmental law expertise to ensure the Army is in compliance with environmental laws and retains access to critical training lands.
 - Recognizing risks to readiness arising from an increasingly litigious environment, and decline in judicial deference to the military, the JAG Corps will respond to civil litigation against the Army including service policies, installations, and

acquisition / fiscal processes. This ensures an active legal defense to operational priorities and the Army's war fighting capabilities.

- JAG Corps Readiness. Consistent with Army priorities, the JAG Corps will increase its own readiness by emphasizing the following internal readiness priorities.
 - Manning of Operational Headquarters. Legal offices at division, corps, and ASCC headquarters will be fully resourced according to their authorizing documents, and Army manning guidance, and their personnel will be trained and ready to support 24-hour operations in as many as three different command posts simultaneously. Active, Reserve, and National Guard component JALS personnel must train together to strengthen relationships and guarantee substantive augmentation immediately when the need arises.
 - Joint Force Legal Interoperability. The Army fights as part of the Joint force. Development of Joint legal experience and expertise will be a priority in order to enable Army success in all domains.
 - Institutional, Operational, and Self-Development Training. Leaders must understand the JAG Corps Mission Essential Task List (METL) and what it means for their organization. As a member of the Profession of Arms, each of us must be tactically and technically proficient, knowing, and meeting the standards of our respective organization.
 - Force Projection. The JAG Corps will be prepared for rapid and large scale mobilization in support of operations. Institutional education and training must familiarize personnel with theater-specific authorities, activities, and operations. Legal advisors must understand all legal aspects of theater-setting.
 - Combat Training Center (CTC) Rotations and other Exercises. To be ready to meet emerging threats and support our commands, the JAG Corps standard is maximum participation across components during CTC rotations and other exercises in order to ensure the maximum number of personnel obtain operational and staff experience across all legal practice areas. Reserve component personnel must also be included to the maximum extent possible.
 - Communications Degraded Environments. With technological advancement also comes vulnerability. Although the JAG Corps will embrace new technology, it must be prepared to operate and accurately advise our commanders in significantly degraded or even analogue environments.

- Allies and Partners. Alliances and partnerships are among the greatest source of our military strength. The global land-power network is the Department of Defense's foundation for competition, creating inroads and maneuver space for Joint and whole-of-government strategic engagement. As a people organization, the Army is uniquely qualified to maintain and expand this vital network. The JAG Corps' support to Army readiness efforts consists of:
 - Security Cooperation. Security cooperation seeks to ensure that all interactions with foreign defense and security establishments build allied and friendly military capabilities for self-defense and multinational operations, while developing defense and security relationships that promote specific US security interests. The

JAG Corps will ensure that Combatant Commands (COCOMs) and Army Service Component Commands (ASCCs) - who have the lead in executing Campaign Support Plans – are effectively supported.

- Legal Interoperability. The aim of interoperability is to ensure that the Army is ready to deploy, fight and win as part of a multinational force. All military legal professionals must have the right skills, knowledge and experience to be ready to effectively advise commanders at all echelons to achieve lawful mission accomplishment within a Joint and multinational force.

V. Conclusion.

As the Army reforms, modernizes, and readies itself to dominate any adversary, anytime and anywhere, in a joint, combined, multi-domain, high-intensity conflict, the JAG Corps remains steadfast in its commitment to provide principled counsel and premier legal services at all echelons of command during all types of operations. The JAG Corps' top priority continues to be its people—their preparedness, their wellness, and their optimal employment.



JAG CORPS STRATEGY 2022

AT A GLANCE

The Strategy of the Judge Advocate General's Corps 2022 (the Strategy) describes the JAG Corps' strategic priorities in support of the objectives of the Army while fulfilling its statutory and regulatory duties. It is primarily derived from current national security, national defense, national military, and Army strategies, as well as strategic messaging from the Army Chief of Staff. **It also reflects the strategic priorities of The Judge Advocate General: People, Readiness, and the Future JAG Corps.** The Strategy is designed to be dynamic and responsive to an ever-changing strategic environment.

The Army's Mission remains constant: To deploy, fight, and win our Nation's wars by providing ready, prompt, and sustained land dominance by Army forces across the full spectrum of conflict as part of the Joint Force.

The JAG Corps' Mission also remains constant: to provide **"principled counsel and premier legal services, as committed members and caring leaders in the legal and Army professions, in support of a ready, globally responsive, and regionally engaged Army."** As dual professionals in both the profession of law and the profession of arms, the JAG Corps will execute this mission in accordance with its four constants: principled counsel, stewardship, servant leadership, and mastery of the law.

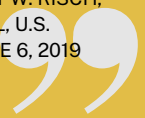
As its vision, this Strategy seeks an end state where the JAG Corps of 2028 is ready, regionally engaged, and globally responsive while providing principled counsel and premier legal services in support of Army and Joint force missions of all types and across all spectrums of competition and combat in a complex and legally dynamic world.

Putting our People First and grounding our organizational culture upon our four constants – mastery of the law, principled counsel, servant leadership, and stewardship – the JAG Corps will support a ready, lethal, and modern Army conducting operations across the spectrum of competition through conflict, and in any operating environment.



BY BEING READY AND RESILIENT – RATHER THAN REACTIVE – BY STRIVING TO TAKE CARE OF OURSELVES AND THOSE AROUND US, WE ARE BETTER POSITIONED TO BE PRINCIPLED COUNSELORS, SUBSTANTIVE MASTERS, SERVANT LEADERS, AND EFFECTIVE STEWARDS OF OUR GREAT CORPS.

- LIEUTENANT GENERAL STUART W. RISCH,
THE JUDGE ADVOCATE GENERAL, U.S.
ARMY, THE ARMY LAWYER, ISSUE 6, 2019



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LOE 1: PEOPLE



THE JAG CORPS'S TOP PRIORITY AND MOST VALUABLE ASSETS ARE ITS SOLDIERS AND CIVILIANS WHO DEDICATE THEMSELVES TO PROFESSIONAL EXCELLENCE.

The JAG Corps prioritizes its people along **four** areas of emphasis: Culture, Leadership, Talent Management, and Support to the Army's People.

“From my foxhole as the Judge Advocate General's Corps sergeant major, I will do my part to contribute to—and maintain—a climate in my organization that doesn't just allow, but encourages, our members to put down the heavy ruck sack of hurt, anger, guilt, resentment, and pressure.”

-Regimental Command Sergeant Major Michael J. Bostic, *The Army Lawyer*, Issue 4, 2020

FOSTERING A POSITIVE CULTURE

- **Adherence to the U.S. Constitution and Commitment to the Rule of Law.** The JAG Corps will support and reinforce at every opportunity that the Army operates on the high ground, pursuant to the US Constitution and the Rule of Law.
- **The Army Values and the Four Constants.** As Soldiers and Army Civilians, we are committed to the Army Values. As legal professionals, we are also guided by our four constants: principled counsel, stewardship, servant leadership, and mastery of the law.
- **Wellness.** The JAG Corps is committed to the wellness of its people and is developing innovative approaches to enhance the wellness of its personnel and the JAG Corps.
- **Team Building.** The JAG Corps will lead the Army in creating a culture of teamwork among its leaders, empathy and respect for its teammates, and genuine concern for each other and its families, regardless of rank, position, status, race, color, religion, sex, national origin, disability, age, sexual orientation, gender identity, or any other basis.

Leadership Tools

- **Leadership.** The JAG Corps will prioritize leadership education and training for all personnel at all echelons.
- **Mentorship.** The JAG Corps will ensure mentorship opportunities are available to all legal personnel, while encouraging leaders and subordinates to seek those opportunities to find mentors and serve as mentors.
- **Caring for our People.** Leaders will be invested in the success and wellness of their teams, and will do everything possible to support and empower Soldiers and Army Civilians personally and professionally.
- **Empowering lower echelons, NCOs, and subordinates.** The JAG Corps must identify activities that detract from building readiness and seek to reduce or eliminate them, thereby enabling leaders to seek, find and give back time, authorities, and discretion to lower echelons. A caring culture is one where trust is its foundation, and leaders are committed to empowering their subordinates at every opportunity including optimal utilization of paralegals and NCOs.

“The more an employee identifies with the organization, its mission, its leaders, and their colleagues, the more invested that employee is. And the more invested or engaged an employee is, the more effort they will put into accomplishing the mission.”
- Mr. William Koon, The Army Lawyer, Issue 6, 2019

Talent Management

- **Recruiting.** The JAG Corps will be the employer of choice for legal professionals through relevant and effective recruitment strategies.
- **Talent Development and Management.** The JAG Corps must look for opportunities to inform the optimal development and utilization of its talent by identifying and cultivating a bench of talent across ranks.
- **Retention.** Recruiting the best and brightest is all for naught if the JAG Corps cannot keep them. Accordingly, the JAG Corps will continually assess its retention activities to ensure it is doing everything it can to retain talent at every level of responsibility.



SUPPORT TO THE ARMY'S PEOPLE



- **Trial Defense Service (TDS).** Ensuring the Army's commitment to the US Constitution, and the ideal that everyone deserves justice, the JAG Corps will ensure TDS remains one of the premier public defender organizations in the USA.
- **Special Victims Counsel (SVC).** Caring for victims of sexual assault and domestic violence. The JAG Corps remains committed to providing premier legal services to victims of sexual assault and domestic violence and will always seek to improve SVC services.
- **Client Legal Services (CLS).** Legal assistance and Claims enhance readiness and remain retention tools for the Army. The JAG Corps will ensure legal assistance and claims offices are appropriately resourced to provide the necessary services.
- **Support to Quality of Life.** Leveraging environmental law, legal assistance, and contract and fiscal law expertise, as well as leadership priorities, the JAG Corps will support the Army's commitment to improving the quality of life of its Soldiers and Families whether by supporting barracks and housing initiatives, child care, or spouse employment.

“You must take care of yourselves and each other. Our greatest asset is our people—every member of our Regiment . . . and I am proud to serve with each and every one of you.”
- Lieutenant General Stuart W. Risch, The Judge Advocate General, U.S. Army,
The Army Lawyer, Issue 6, 2019

LOE 2: FUTURE OF THE JAG CORPS

“We are transforming to provide the Joint Force with the speed, range, and convergence of cutting-edge technologies to gain the decision dominance and overmatch we will need to win the next fight.”

– General James McConville, Chief of Staff of the Army

LEGAL FUNCTIONS AND KEY TASKS

- **National Security Law (NSL).** Deliberately assessing how the JAG Corps trains, assigns, and advises within the NSL spectrum must encompass all domains and activities in which the Army and Joint Forces operate. Near-peer strategic competition is already transforming – notably in the areas of cyber and space. The future battlefield of multi-domain operations will be characterized by constant effects at a high pace of operations requiring judge advocates to be fluent in applicable national security law, authorities, and policies to provide fast, accurate legal advice for our commanders’ decision dominance.
- **Military Justice.** Congress has mandated changes to the military justice system impacting force structure, career models, enterprise missions, and potentially readiness. Technology, new business practices, legislation, and other influences will impact military justice practice. Accordingly, the JAG Corps will evaluate military justice practice to optimize best practices while ensuring preparedness to implement legislative changes.
- **Contract and Fiscal Law.** The JAG Corps will regularly review new acquisition concepts and transitioning these concepts into doctrine and training. As the speed and complexity of conflict increases, the acquisition processes and programs must keep pace, which in turn drives the need for legal professionals to be well-versed in this practice to support the Army’s warfighting requirements.
- **Ethics.** As the Army’s relationship with industry evolves to meet emerging requirements, the ethical playing field on which it operates must continue to be the “high ground” without sacrificing the Army’s values.
- **Civil Law and Litigation.** The Secretary of the Army has designated the Army JAG Corps as the office of primary responsibility for litigation support in defense of Army policies, priorities, people, and resources. This includes increasingly complex litigation arising from military and civilian personnel policies, government information practices, torts, environmental, and contract disputes.

DOCTRINE, SYSTEMS, AND STRUCTURE

- **The Strategic Process.** The JAG Corps will closely work with the OSJAs of Army Futures Command, TRADOC, FORSCOM, Combined Arms Center, and other key stakeholders to ensure strategic concepts are developed into plans and doctrine.
- **Doctrine and Training Development.** The JAG Corps will leverage input from training and combat experience, and future concepts from research and development into our doctrine and training development.
- **Research and Development.** Identifying legal implications ahead of fielding and employment of new capabilities, particularly with the use of artificial intelligence and machine learning.
- **Multi-Domain Operations (MDO).** Ensuring the JAG Corps is always ready to provide legal support to MDOs.
- **Structure.** The JAG Corps will review its portions of MTOEs and TDAs to ensure organizations have the right allocation of legal resources, and to ensure manning documents accurately reflect the missions and duties of legal personnel. It will promote U.S. security interests. The JAG Corps will ensure that Combatant Commands and Army Service Component Commands are effectively supported.

LOE 3: READINESS



Our main effort is defining, training, and confirming the readiness of legal personnel to provide legal support across all Warfighting Functions before and during operations. This includes a renewed focus on the Law of Armed Conflict in the context of near-peer conflict as the Army shifts its primary focus from two decades of counter-terrorism operations. Legal personnel will receive the right training at the right time in their careers to ensure they have the tools necessary to advise commanders at every echelon. JAG Corps Readiness will focus on three areas: **Support to the Force; JAG Corps Internal Readiness; and Allies and Partners.**

“The Army would serve as the ‘linchpin service’ for the Joint Force should a conflict with China arise. The Army is ready when called upon to be able to broaden our access, expand our basing arrangements and better position capabilities with our allies and partners in South-east Asia – helping shift our posture over time.”

– Honorable Christine Wormuth, Secretary of the Army

JAG CORPS EXTERNAL SUPPORT TO THE FORCE

- **Core Legal Competencies.** The JAG Corps will provide legal support to the Army, Soldiers and Families, and continue developing the mastery of our legal functions: Administrative and Civil Law, Contract and Fiscal Law, Military Justice, National Security Law, Soldier and Family Legal Services, and the Trial Defense Service.
- **Readiness.** Supporting the Army’s goal to reduce non-deployable rates and maintain the responsibility to support Soldier Readiness Processing and readiness related client services. Consistent with Army objectives, legal observer, coach/trainer (OC/T) positions will be priority billets with individuals possessing the right experience, and filled to 100%.
- **Training.** Continuing to focus on individual and collective training. The JAG Corps will continue to provide training on the law of armed conflict and the rules of engagement to ensure all Soldiers fight as a disciplined force.
- **Awareness.** The JAG Corps will be ready to respond to civil litigation against the Army by recognizing potential risks to readiness arising from an increasingly litigious environment and decline in judicial deference to the military,
- **Climate Change and Environmental Law.** Emphasize response to current and new legal challenges involving climate change; specifically, its impact on Army’s acquisition, training, and installation resourcing programs. Maintaining a bench of environmental law expertise to ensure the Army is in compliance with environmental laws and retains access to critical training lands.

“Modernization is not simply technology and lethality. It is also raising your hand to suggest a new solution to an old problem, managing diverse talent to maximize effectiveness, fulfillment, and retention, and developing deep expertise and broad versatility to meet our Army’s future needs.”

– Major General Joseph B. Berger, The Deputy Judge Advocate General, U.S. Army,
The Army Lawyer, Issue 5, 2020

JAG CORPS INTERNAL READINESS

- **Manning of Operational Headquarters.** Legal offices at division, corps, and ASCC headquarters will be fully resourced according to their authorizing documents and Army manning guidance, and their personnel will be trained and ready to support 24-hour operations in as many as three different command posts simultaneously. Active, Reserve, and National Guard component JALS personnel must train together to strengthen relationships and guarantee substantive augmentation immediately when the need arises.
- **Joint Force Interoperability.** The Army fights as part of the Joint Force. Development of joint legal expertise will be a priority in order to enable success in all domains.
- **Institutional, Operational, and Self-Development Training.** Leaders must understand the JAG Corps Mission Essential Task List (METL) and what it means for the organization. As a member of the Profession of Arms, each of us must be tactically and technically proficient, knowing, and meeting the standards of our respective organization.
- **Force Projection.** The JAG Corps will be prepared for large scale mobilization in support of operations. Institutional education and training must familiarize personnel with theater-specific authorities, activities, and operations.
- **Combat Training Center (CTC) Rotations and Other Exercises.** To be ready to meet emerging threats and support our commands, the JAG Corps standard is maximum participation across components during CTC rotations and exercises to ensure the maximum of personnel obtain operational experience. Reserve component personnel must also be included to the maximum extent possible.
- **Communications in Degraded Environments.** With technological advancement also comes vulnerability. Although the JAG Corps will embrace new technology, it must be prepared to operate and advise our commanders in degraded or even analogue environments.



ALLIES AND PARTNERS

Alliances and partnerships are among the greatest sources of our military strength. The global land power network is the Department of Defense's foundation for competition, creating inroads and maneuver space for joint and whole-of-government strategic engagement; the Army is uniquely qualified to maintain and expand this vital network.

- **Security Cooperation.** Security cooperation seeks to ensure that all interactions with partners build military capabilities for self-defense and multinational operations, while developing defense and security relationships that promote the U.S. security interests. The JAG Corps will ensure that Combatant Commands and Army Service Component Commands are effectively supported with this effort.
- **Legal Interoperability.** All military legal professionals must have the right skills, knowledge, and experience to be ready to effectively advise commanders at all echelons to achieve lawful mission accomplishments within a joint and multinational force, ensuring that the Army is ready to deploy, fight, and win.