

JAG CORPS

Values
VISION



AIR FORCE
LEGAL SUPPORT
FOR THE 21ST CENTURY



AIR FORCE MISSION

To deliver sovereign options for the defense of the United States of America and its global interests—to fly and fight in Air, Space, and Cyberspace.

JAG CORPS MISSION

To deliver professional, candid, independent counsel and full-spectrum legal capabilities to command and the warfighter.

“The JAG Corps is distinctive—it combines time-honored values with an innovative vision of how it will serve the 21st century mission. On one level, I look to them as the conscience of the Air Force; on another, they are pioneers in devising creative ways to provide needed legal services and advice to the warfighter.”

– Michael W. Wynne, Secretary of the Air Force

“I wouldn’t go to war without my ‘no kidding’ operationally savvy and very experienced and insightful JA support. That’s not all—nothing goes on in the operational Air Force in which the JAG Corps is not involved. There’s a new world out there, and they get it.”

– Gen T. Michael Moseley, Chief of Staff, USAF



The Air Force Judge Advocate General's Corps continues to advance as a lean, agile, ready, and effective force in an environment of expanding legal engagement. The *JAG Corps Values and Vision* describes the Corps in the context of our rich heritage and the ever-unfolding challenges on the horizon to capture who we are, where we have been, and where we are going.

The *JAG Corps Values and Vision* showcases who we are—a diverse group of legal professionals dedicated to the Air Force mission—and what we bring to the fight—from advising commanders to providing indispensable legal assistance to our Airmen, past and present. The Values portion of this document underscores *how* we fulfill

our mission, applying the Air Force Core Values through the guiding principles of our Corps—Wisdom, Valor, and Justice.

Our Corps builds on a proud and enduring heritage. The *JAG Corps Values and Vision* reflects on where we have been—those key events in our history that have prepared us for our future. The Vision portion of this document bridges our heritage to our horizons by anticipating how our practice and operations will evolve and how we as a Corps will adapt to meet the new challenges and opportunities in this uncertain world.

Our proud heritage and pledge to continually enhance our effectiveness form the foundation of our...

JAG CORPS VISION

Enabling the Air Force and the warfighter through mission-focused legal capabilities honed for a dynamic environment.

VISION

CORPS PRIDE

—WHO WE ARE...

“As a first-term airman, I was surprised to learn what a vital part I play in the JAG Corps. My words and opinions are valued by superiors and clients. I help people do the right thing and make the right decisions. I am not looked upon as an airman, E-1 through E-4, but as a paralegal of the JAG Corps and an integral member of the legal team.”

– Active Duty Paralegal

The proud members of the Air Force Judge Advocate General’s Corps are Airmen warriors *and* legal professionals. Our Corps includes attorneys and paralegals; military and civilian personnel; and the Active Duty, Guard, and Reserve.

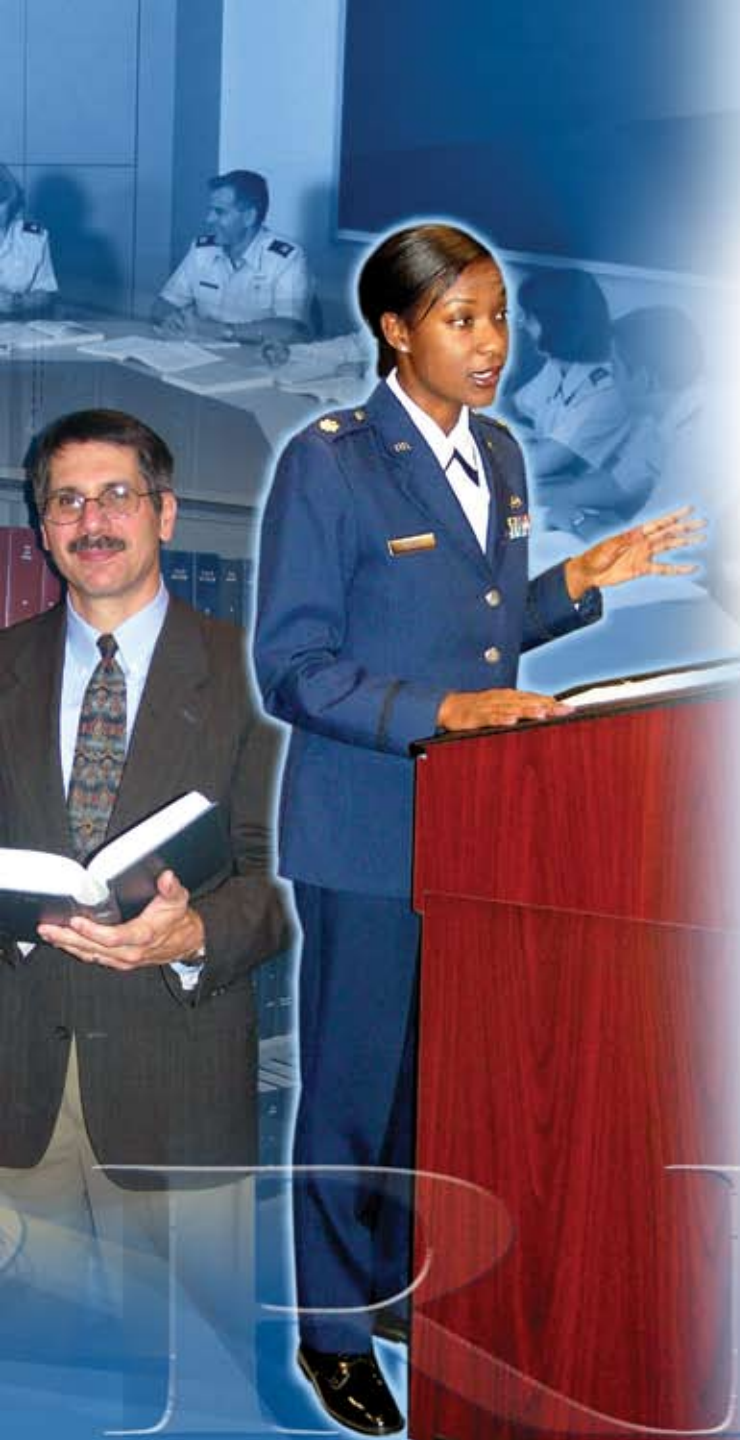
With a Total Force of just over 4,500, we are a low-density, high-demand asset. One of the strengths of our lean force comes from our diversity: officers, enlisted, and civilians of various races, ethnicities, genders, and religions. Our varied backgrounds and perspectives enhance our common JAG Corps practice and enable us to perform our missions more effectively.

“I love being a lawyer in the Air Reserve Component of the JAG Corps. My service in the Air National Guard enables me to bring my legal experience to bear on both the federal and state level—all while permitting me to serve my civilian employer. I couldn’t ask for a more rewarding and fulfilling career.”

– Air National Guard JAG



JAG CORPS



We recruit and train talented members for our Corps. We develop JAGs who are superb Air Force line officers as well as phenomenal attorneys. We produce paralegals who are proud warriors and standouts at enabling and enhancing our legal capabilities. We cultivate civilians who provide continuity, expertise, and innovation to our practice. Above all, we strive to lead our Corps and the Air Force to meet our Nation's challenges.

To rise to these challenges, we are dependent upon and indebted to our families, fellow Air Force and sister Service colleagues, employers of our Guard and Reserve members, our JAG Corps predecessors, and the American people for their unrelenting and dedicated support. We remain committed to them and our Air Force mission.

“The multifaceted nature of the JAG Corps practice demands my development as an attorney and an officer. As a JAG, I strive to master the use of both the pen and the sword.”

– Active Duty JAG

“Having an Air Force Reserve attorney in our company is great for our business. Because he is both a military officer and an attorney, he came to us with both leadership and legal skills. He is a great team player who knows how to work effectively within a large organization. That’s something that we don’t often see in attorneys who don’t have military experience.”

– Employer of JAG Reservist

“For the last 16 years, my extended family has been the JAG Corps. I enjoy being part of this JAG Corps family because we work as a cohesive team, we help each other out both personally and professionally, and we care about everyone else.”

– Civilian Court Reporter



WHAT WE DO... SERVE

The JAG Corps serves our fellow warfighters throughout the battlespace by delivering on-time and on-target legal capabilities to a wide and expanding range of clients. We provide sage advice to commanders and supervisors at all levels on matters ranging from disciplinary issues to operational concerns. We enhance morale and help maintain battle-ready forces by providing legal assistance, representing Airmen facing disciplinary action, judiciously paying claims, and ensuring deployment readiness. We represent the U.S. in federal courts and administrative agency hearing rooms on issues such as criminal law, labor disputes, tort claims, and contract litigation.

The JAG Corps delivers full-spectrum legal capabilities everywhere our Air Force executes its mission. From handling claims at a flood-ravaged military base in the homeland to serving in the joint, interagency, and international environment at forward-deployed locations, the JAG Corps operates at more than 230 locations around the world. Our passion to serve takes us from front-line Combined Air and Space Operations Centers to domestic and international courtrooms and from small base agency offices to huge contractor facilities.

“I rely on my staff judge advocate and his staff every day to solve problems and give me and my commanders the tools necessary to ensure mission readiness, morale, and discipline. I would be lost without my JAG!”

– Wing Commander

“I am amazed at the diverse workload at the base legal office. Each day brings at least one new question to be explored and answered. I want to become a part of the JAG Corps because I like the variety of challenging legal work.”

– Law Student Intern

JAG CORPS

The JAG Corps practice varies as much as our geographic locales. To accomplish our broad mission, staff judge advocates (SJAs) and their personnel provide mission-enabling support directly to commanders. Supporting our SJAs and their staffs are consolidated Field Support Centers, staffed with the expertise and resources to provide real-time, focused legal reachback capability. JAG Corps professionals deliver full-spectrum legal capabilities in an exceptionally expansive and exciting range of practice fields:

*★ Legal Assistance ★ Defense Services ★ Contingency Operations ★ Fiscal ★ Military Justice ★
★ Trademarks ★ Foreign Military Sales ★ Privacy Act ★ Medical ★ Appellate ★ Intellectual Property ★
★ Patents ★ Administrative ★ Tort Claims ★ Copyrights ★ Equal Opportunity ★ Logistics Agreements ★
★ Nongovernmental Organizations ★ Private Organizations ★ Commercial ★ International Engagement ★
★ Status of Forces ★ Multinational Organizations ★ Taxation ★ Foreign Criminal Jurisdiction ★ Personnel ★
★ Alternative Dispute Resolution ★ Peace Operations ★ Information Technology ★ Nonjudicial Punishment ★
★ Bankruptcy ★ Employment & Labor ★ Military-to-Military Engagement ★ Plans Review ★ Transportation ★
★ Weapons Review ★ Counter-Drug ★ Communications ★ Investigations ★ Pro- & Anti-Government Claims ★
★ Intelligence Oversight ★ Host-Nation Relations ★ Foreign Civil Litigation ★ Interagency Relations ★ Ethics ★
★ Preventive Law ★ Competitive Sourcing & Privatization ★ Real Estate ★ International Agreements ★ FOIA ★
★ Media Relations ★ Energy & Public Utilities ★ International Criminal Tribunals ★ Command Relationships ★
★ Acquisition ★ Environmental ★ International ★ Target & Weaponing Analysis ★ Information Operations ★
★ Mishap Response ★ Cyberspace ★ Law of Armed Conflict ★ Humanitarian & Disaster Relief ★ Force Protection ★
★ Space ★ Air & Space Operations Centers ★ Joint & Coalition Operations ★ Aviation ★ Rules of Engagement ★*

DEFERRE

Values

The JAG Corps accomplishes its mission through a values-based approach. The enduring Air Force Core Values of Integrity First, Service Before Self, and Excellence in All We Do provide the keystone for all members of the JAG Corps. We implement the Core Values with Wisdom, Valor, and Justice—or drawing upon our classical legal heritage of Latin, through *Consilium, Virtus, Justicia*. These guiding principles prepare the JAG Corps to successfully contribute to the missions of our Air Force.

Maj Gen Jim Taylor, former Air Force Deputy Judge Advocate General, observed that “JAGs are fortunate to be members of two professions, the profession of arms and the profession of law.” These words ring true today because equally important as *what* we do as a Corps is *how* we accomplish our mission.

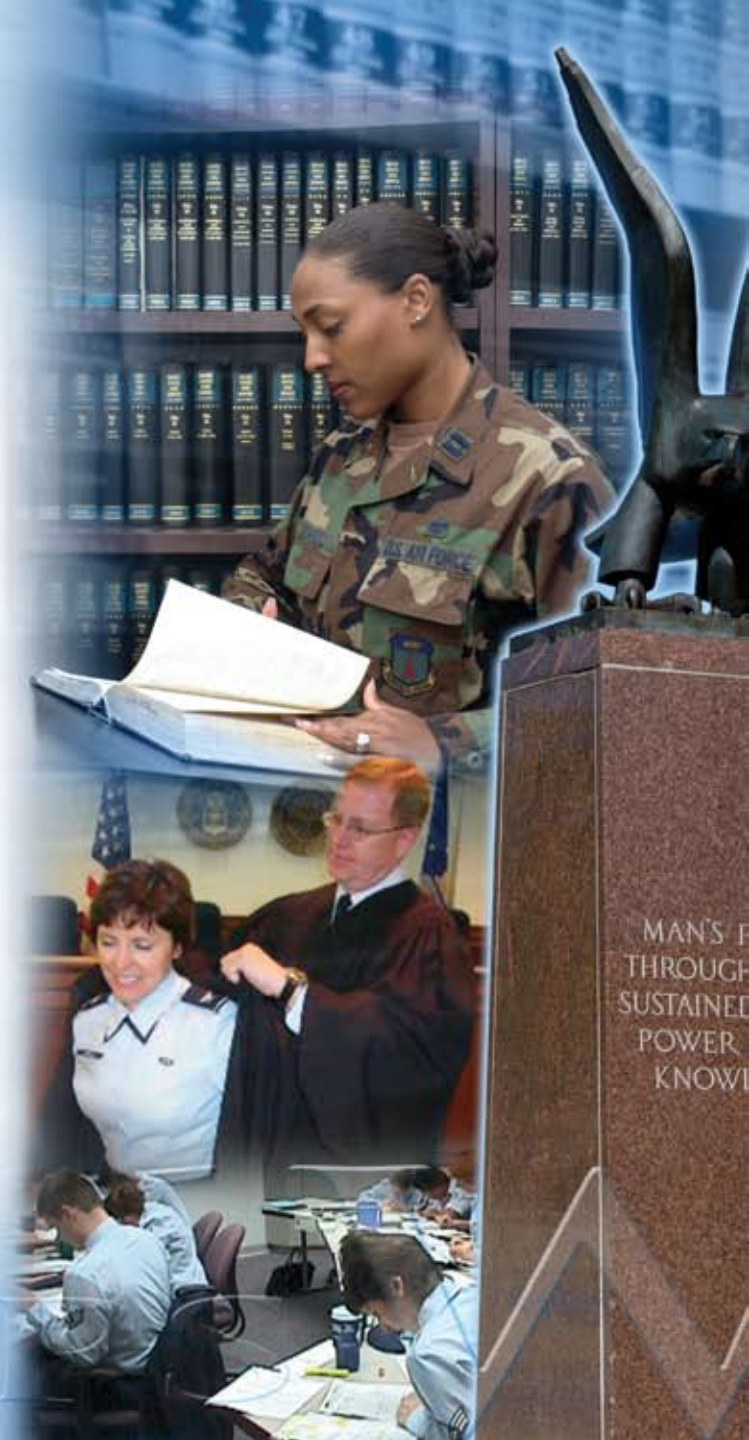
HOW WE DO IT... WISDOM

Wisdom is not simply innate intelligence or cleverness; it is knowledge tempered by experience. Wisdom is not just the ability to recite the law; it is the sage and common sense application of the law in all factual settings. Wisdom is the key to all we do—delivering professional counsel by logically analyzing the facts, identifying issues and solution sets, and communicating the right information at the right time to accomplish the mission.

To promote wisdom in our Corps, we strive to integrate education and information

technology to provide robust reachback and enhanced distance learning capabilities. As an example, the Air Force Judge Advocate General’s School (AFJAGS) and the Legal Information Services Directorate realigned under the Air Force Legal Operations Agency to focus the synergy of education and information technology on the subjects most critical to Air Force commanders. The AFJAGS also has an enhanced faculty to promote legal scholarship and hone its curriculum to advance wisdom among our Corps.

Wise legal advice is what our clients seek. In order to become creative problem solvers, members of the Corps strive to develop themselves through Continuing Legal Education, Developmental Education, robust and realistic exercises, and research and writing.



JAG CORPS CORE COMPETENCIES

Wisdom is crucial to achieve our core competencies of Legal Information Mastery, Authoritative Counsel, Compelling Advocacy and Litigation, Operational Readiness, Fair Military Justice, and Robust Legal Programs. By mastering these domains, the JAG Corps supports the Air Force's core competencies and enhances the effectiveness of Air Force operations in an evolving joint battlespace.

“Wisdom is rarely the result of one person’s efforts. Rather, it is a collaborative effort wherein the insight and experience of others are taken into account in order to develop the most thoughtful approach to problem solving and preparing for difficult interactions with people.”

– JAG Corps Civilian Attorney

Legal Information Mastery—the ability to obtain, analyze, and communicate legal information rapidly. This extensive realm includes educating and training, researching, managing electronic and other documents, transmitting analyses and advice to decision makers, and processing JAG Corps analytical data. We analyze information and its implications perceptively, use it creatively, and express it definitively.

Authoritative Counsel—the ability to provide decision makers at all levels with the information and analysis they need to best evaluate options, assess risks, and make informed decisions within the bounds of international law and domestic law and policy. Advice and recommendations that are timely, accurate, balanced, ethical, and realistic and that reflect the Air Force mission, doctrine, and culture help leaders to resolve complex issues properly. Decisions based on authoritative counsel sustain the confidence of American and foreign citizens in the integrity of the United States Air Force.

Compelling Advocacy and Litigation—the ability to advocate, negotiate, mediate, and litigate in order to preserve command prerogatives so the Air Force can accomplish its mission. In an increasingly litigious world, legal challenges to global military activities continue to grow. We employ, advocate, and negotiate alternative dispute resolutions and litigation measures aggressively and zealously to ensure that desired outcomes are attained.

Operational Readiness—the ability to provide the warfighter with a complete set of legal capabilities at any place at any time. We maintain the skills necessary to survive and operate wherever the Air Force goes and the expertise to provide necessary legal support in varied environments ranging from fixed facilities to austere deployed locations.

Fair Military Justice—the ability to field a disciplined force based upon a fair military justice process. Operational success depends on this key competency. We assist commanders in the administration of military justice as they maintain the morale, good order, and discipline of their forces. We ethically and expertly fulfill advisory, judicial, prosecutorial, defense, appellate, and administrative roles in the military justice system. A military justice system that is fair—in fact and perception—bolsters Air Force Core Values by properly addressing allegations of misconduct, deterring others from wrongdoing, and maintaining the trust of fellow Airmen, host nations, and the American people.

Robust Legal Programs—the ability to provide valuable and responsive programs such as legal and income tax assistance, defense services, preventive law, claims, and legal training on a variety of subjects. On an individual level, these programs help Airmen and their families resolve legal problems so they can focus on their responsibilities and better prepare for deployments. On a broader scale, these programs involve substantial Air Force resources and influence anyone who is affected by Air Force activities.

HOW WE DO IT... VALOR

Valor means more than physical courage; its essence is strength of character and the ability to overcome fear. JAGs and paralegals may find themselves in harm's way in combat zones or in the face of natural disasters. We as Airmen depend on valor to face those threats inherent in military service.

Valor also demands the courage of our convictions and perseverance in the face of obstacles. Valor requires JAG Corps members to lean forward on all issues; report and handle misconduct; deliver bad news; provide candid counsel; and, where appropriate, prudently disagree with "the Boss." We hold people accountable, speak up when things are not right, and remind others that legal standards are often the floor and not the ceiling for honorable conduct.

We lead with valor by willingly stepping up to decisions and courses of action that involve risk, opposition, adversity, or difficulty. At times, "doing the right thing" is relatively easy, but when it is not, valor is essential.

"The most important qualities of judge advocate personnel—soundness of moral principle and character or, in simple words, absolute honesty...."

*– Gen George S. Brown,
Former Air Force Chief of Staff
and Chairman, Joint Chiefs of Staff*



JAG CORPS



To promote valor within the Corps, we anticipate risks and prepare ourselves to react properly and decisively. Through preparation and practice, we ready ourselves and our team both physically and mentally to deliver legal capabilities and support operations across the spectrum of conflict.

As members of the Air and Space Expeditionary Force, we promote individual readiness within our Corps through the study of joint and coalition operations and flexible, timely legal courses necessary to enhance our operations and expeditionary law capabilities. We promote unit readiness through JAG-paralegal teams trained, equipped, evaluated, and postured to deploy and provide expeditionary legal support.

Valor within the JAG Corps is more essential than ever before. At any given time, JAGs and paralegals are deployed around the world in South America, Europe, Asia, and

Africa. Our legal professionals, however, are not alone in the field regardless of location. Experienced senior JAGs from the component commander's legal staff stand on call 24/7 to provide counsel on any issue—from host-nation support agreements to foreign claims to targeting. Great reachback support promotes valor by empowering JAG Corps members to make the tough calls and to champion the right course of action.

The JAG Corps also plays a critical role in enhancing valor among our fellow Airmen. Whether preparing deploying troops with Law of Armed Conflict training or offering real-time, in-the-fight interpretation of rules of engagement or host-nation laws, we help ensure our troops make the right choices. Armed with this knowledge, our warfighters can be confident in their actions and assured that the rule of law is on their side.

“As a deployed JAG in a joint environment, I encountered many scenarios I’d never seen before. When faced with a sticky issue such as fiscal law, I would conduct my own research and then reach back to more experienced JAGs for confirmation of my conclusions and ideas about alternative ways of accomplishing the commander’s goals. That ability to reach back for advice provided me with the moral courage to say ‘no’ to the commander on those occasions in which it was necessary to do so.”

– Deployed JAG

HOW WE DO IT... JUSTICE

Justice demands we uphold what is right and fair. Balanced and tempered justice means doing the right thing, obtaining the right result, and attaining that result for the right reason.

Justice is the key to discipline; and without a disciplined force, we cannot accomplish the mission. As our first commander-in-chief, George Washington, said more than 250 years ago, "Discipline is the soul of an army." JAG Corps members work with commanders and supervisors to maintain a disciplined force—and a disciplined force must be based on a system of justice that is not only fair, but is perceived as fair.

Justice, however, goes beyond the disciplinary system. It encompasses the fair treatment of others within our JAG Corps team and all with whom we interact. Justice includes providing independent counsel, upholding the rule of law, promoting Constitutional ideals such as due process and equal protection, and respecting the dignity of all people—including our adversaries.

"Justice is the cornerstone of who and what we are in the military—and it is my job as a paralegal to ensure it remains there. The profession of arms is a disciplined body that relies on a fair military justice system. A military without a fair justice system is total and complete chaos. Without justice, there would be no freedom."

– Military Justice Paralegal



JAG CORPS



We strive for justice in all we do. From analyzing ethical or equal opportunity issues to assisting a developing nation establish a judicial system, JAG Corps members understand that the application of justice takes many forms—and may even change over time.

To promote the fair execution of military justice, the JAG Corps operates with a consolidated trial judiciary system that optimizes the use of judiciary assets to ensure timely delivery of justice for all parties. JAG Corps professionals work to tailor discipline to the needs of the unit and to promote efficient and fair justice regardless of location—whether at home station or forward deployed. A fair justice system must also protect the rights of individuals accused of misconduct. As such, the JAG Corps is dedicated to providing the best possible support to our Airmen through talented and zealous defense counsel and paralegals.

The JAG Corps has the opportunity to advance justice in many aspects of Air Force life. From fairness in contracts and maintaining good relations with labor unions to safeguarding the environment and properly adjudicating claims, the application of justice is fundamental to our practice.

Accomplishing our mission through a values-based approach is nothing new for our Corps. As Airmen, we embody the Air Force Core Values of Integrity, Service, and Excellence. As members of the JAG Corps, we implement these values through our guiding principles of Wisdom, Valor, and Justice. They stem from our tradition of standing firm and delivering superb legal capabilities to command and the warfighter...our HERITAGE.

WHERE WE HAVE BEEN... HERITAGE

- 1775** Continental Congress adopted modified British Articles of War for use by the Continental Army, including provision for a “Judge Advocate of the Army”
- 1800-1930’s** Congress, U.S. Supreme Court, and military service directives defined the military legal system
- 1939** Separate Army Air Corps judge advocate staff created
- 1947** The National Security Act established the USAF
First civilian attorney promoted to a “supergrade” attorney (GS-16) when appointed as the first chief of the Patents Division
- 1948** The Office of The Judge Advocate General was created and the AF Chief of Staff (CSAF) designated the initial 205 AF judge advocates
- 1949** AF General Order #7 established The Judge Advocate General’s Department (TJAGD)
CSAF established the TJAGD Reserve
The Air Materiel Command SJA designated as chief trial attorney to represent the AF in administrative appeals of contract disputes
- 1950** The predecessor of the Air Force Judge Advocate General School organized at Maxwell Air Force Base, Alabama, and the inaugural JAG Staff Officer Course class graduated in 1951
The Uniform Code of Military Justice (UCMJ) was signed by President Truman and became effective 31 May 1951
- 1950-1953** Korean War: TJAGD built the AF legal system and implemented the new UCMJ in wartime
- 1957** The launch of Sputnik by the Soviet Union heightened TJAGD involvement in space law
- 1958** Legal Specialist career field established by separating from the administrative career field—it had been an administrative career field specialty since 1955
- 1959** USAF JAG Bulletin published; renamed the AF JAG Law Review in 1964 and became the AF Law Review in 1974
- 1962** TJAGD began practicing labor law under President Kennedy’s Executive Order 10988
- 1962-1975** Vietnam Conflict: TJAGD confronted extraordinary discipline, claims, and protest problems on bases, in the courts, and in the combat zone
- 1965** Department of Defense appointed the AF as Executive Agent to manage and operate LITE (Legal Information Through Electronics), which became FLITE (adding “Federal”) in 1974
- 1967** CSAF approved judge advocate badge
- 1968** Military Justice Act more closely aligned military justice with the federal criminal justice system and required independent trial judiciary. USAF Trial Judiciary established, followed by the AF Court of Military Review in 1969 (renamed the AF Court of Criminal Appeals in 1994)
- 1969** Forensic Medical Consultant-Advisor Program initiated to provide specialized services to the AF medical community; became Medical Law Consultant Program in 1980
- 1970** Enactment of the National Environmental Policy Act marked the beginning of dramatically heightened TJAGD involvement with environmental issues and litigation

- 1970** First Special Assistant to The Judge Advocate General (TJAG) for Legal Airman Affairs assigned; position changed to Senior Paralegal Manager to TJAG in 1991
- 1971** Trial Judiciary Circuit Pilot Program in Southeastern U.S. began. Activated worldwide in Sept 1972
- 1972** Legal Services Specialists Course opened at Keesler AFB, Mississippi
- 1974** Area Defense Counsel pilot program launched. The first U.S. independent military defense system, it was approved by CSAF on 22 Jul 1975
- 1977** First Air National Guard Assistant to TJAG named
- 1979** The AF Legal Services Center stood up as a separate operating agency: became the AF Legal Services Agency, a field operating agency, in 1991; became the AF Legal Operations Agency in 2006
- 1983** Military Justice Act authorized direct court-martial appeal to the U.S. Supreme Court
- 1988** Legal Services Specialists redesignated as Paralegals
- 1989** Operation JUST CAUSE: A theater-level legal staff was fully integrated in crisis action planning
- 1990-1992** Operations DESERT STORM and RESTORE HOPE: Full-spectrum legal services realized—from mission planning to multifaceted legal support at deployed locations and home bases
- 1991-1999** Southwest Asia, the Balkans, Africa, the Americas, and the air war over Serbia: TJAGD's mission continued its progression both in wartime and in diverse "military operations other than war" and highlighted expansive forward presence of Guard and Reserve legal professionals
- 1994** Paralegal badge approved
- 1996** WebFLITE became the first computer-assisted legal research system to be accessible via the World Wide Web
- 2000** The first Joint Air Operations Center Legal Advisor Course was held at Hurlburt Field, Florida, to provide the specialized skills needed by legal advisors to Joint Forces Air Component Commanders and their staffs
- 2001** Operations NOBLE EAGLE and ENDURING FREEDOM began; Operation IRAQI FREEDOM commenced in 2003: Legal professionals provided unprecedented levels of support in areas such as target planning and lawfare
- 2003** TJAGD redesignated as The Judge Advocate General's Corps (TJAGC)
- 2004** 10 U.S.C. § 8037 designated TJAG as SECAF's legal adviser and prohibited interference with the ability of JAGs to give independent legal advice to commanders to include TJAG's advice to SECAF and CSAF
- 2005** Inaugural KEYSTONE Leadership Summit held in Keystone, Colorado
- 2006** CSAF signed decision memorandum implementing *JAG Corps 21* to transform TJAGC for the 21st century
- The American Bar Association approved the Community College of the Air Force Paralegal Degree Program
- The AF Claims Service Center began operations

"Though the past may inspire us, it is the challenge of the future that must motivate us."

– Maj Gen James S. Cheney, Former TJAG



WHERE WE ARE GOING... HORIZONS

Innovation and adaptation have always been the bridge from our heritage to the challenges of our horizon. Our current strategy for this endeavor is *JAG Corps 21*, which reengineers and streamlines traditional JAG Corps processes and organizations by capitalizing on a number of key principles.

Through centralization and consolidation, we will promote synergy and efficiency of resources that make sense for evolving Air Force missions. By developing additional specialty Field Support Centers that allow reachback capability from the field, we will benefit from economies of scale by having

our best legal professionals working together and near their client counterparts. We will also leverage technology to foster smart, responsive, and efficient operations. We will ensure that each innovation enhances support for commanders and Airmen and accomplishes the mission.

In addition to *JAG Corps 21* advances, we will continue to adapt and respond with initiatives to improve our JAG Corps. From leadership development and paralegal utilization to legal information integration and strategic planning initiatives, we will provide mission-enabling legal capabilities for our Nation's warfighters.

“JAGs in the field bring more to the table than sound legal advice. During my tour in Iraq, I helped commanders troubleshoot security issues, negotiate critical supply contracts, and maintain positive relationships with a nascent democracy. Creativity and level-headedness are the hallmarks of today's and tomorrow's deployed JAG. When you're downrange, you are guaranteed to make an impact—so prepare for the future...now!”

– Deployed Reserve JAG

CORPS

TH
AIR



The horizons of the 21st century require us to embrace sweeping and rapid change to anticipate new and emerging threats throughout the operational environment. We will continue to stay flexible to provide legal capabilities throughout the Air Force, DoD, and interagency settings regarding emerging issues in Cyberspace, Contingency Operations, and Lawfare.

Cyberspace is a domain characterized by the use of electronics and the electromagnetic spectrum to store, modify, and exchange data via networked systems and associated physical infrastructures. Operationalizing the power of cyberspace will require a revolution in military affairs analogous to the emergence of the airplane and air warfare during the 20th century. Cyberspace operations are not bound by geography and require speed, agility, and the integrated application of national power, which poses new challenges and opportunities in developing the legal framework necessary for cyber warfare. Just as the Air Force has taken a leading role in the cyber realm, the JAG Corps is at the forefront of interpreting and improving the laws and policies to meet these challenges and exploit this multifaceted battlespace.

Contingency Operations span the spectrum from humanitarian relief to major combat. In traditional operations, JAG Corps members are proficient in the tactics and strategy of

force employment and provide commanders and operators time-critical legal advice to ensure compliance with international and humanitarian law as well as domestic law and policy. In stability operations, the JAG Corps brings a multipronged skill set. Our experience in international and comparative law and civil affairs assists nations in rebuilding judicial systems, developing representative governmental institutions, and reestablishing the rule of law. We also bring unique capabilities to domestic operations such as homeland defense, natural disaster response, and civil support. We will posture our resources to provide commanders timely, accurate legal advice to maximize support to life-saving operations and to secure the homeland.

Lawfare is the strategy of using law as a means to achieve an operational objective. The JAG Corps will both utilize lawfare and combat against its use by our enemies. We will use lawfare in a positive manner to achieve military objectives through a variety of measures such as crafting economic sanctions, creating contracts limiting sales of commercial satellite imagery, and analyzing the effect of new international courts on U.S. and coalition operations. We will also advise our commanders when adversaries manipulate, as an asymmetric form of warfare, our adherence to the rule of law.

REALIZING THE VISION

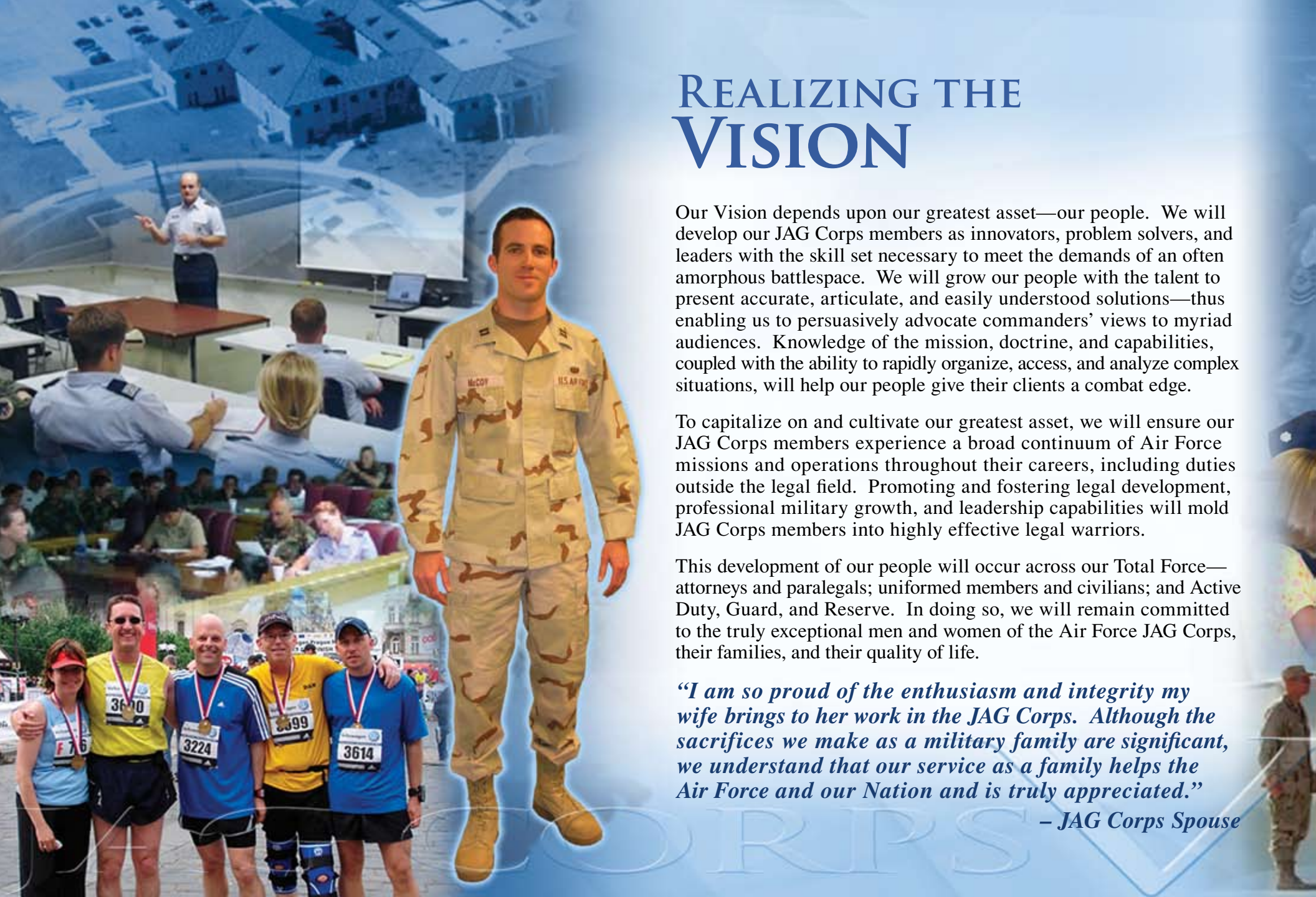
Our Vision depends upon our greatest asset—our people. We will develop our JAG Corps members as innovators, problem solvers, and leaders with the skill set necessary to meet the demands of an often amorphous battlespace. We will grow our people with the talent to present accurate, articulate, and easily understood solutions—thus enabling us to persuasively advocate commanders' views to myriad audiences. Knowledge of the mission, doctrine, and capabilities, coupled with the ability to rapidly organize, access, and analyze complex situations, will help our people give their clients a combat edge.

To capitalize on and cultivate our greatest asset, we will ensure our JAG Corps members experience a broad continuum of Air Force missions and operations throughout their careers, including duties outside the legal field. Promoting and fostering legal development, professional military growth, and leadership capabilities will mold JAG Corps members into highly effective legal warriors.

This development of our people will occur across our Total Force—attorneys and paralegals; uniformed members and civilians; and Active Duty, Guard, and Reserve. In doing so, we will remain committed to the truly exceptional men and women of the Air Force JAG Corps, their families, and their quality of life.

“I am so proud of the enthusiasm and integrity my wife brings to her work in the JAG Corps. Although the sacrifices we make as a military family are significant, we understand that our service as a family helps the Air Force and our Nation and is truly appreciated.”

– JAG Corps Spouse





COMMITMENT TO THE VISION

As members of the JAG Corps, we are devoted to our Air Force, our Nation, and the rule of law. We will demonstrate our commitment to the mission through our partnership with the Joint Force, other government agencies, and our multinational partners—anytime and anywhere.

We will bring mission-focused capabilities to bridge the battlespace between Air Force heritage and 21st century horizons. We will dedicate ourselves to the rule of law and mission accomplishment and, in doing so, instill pride within the Corps, our families, our comrades in arms, and the Nation.

We will never forsake the trust our clients and the Air Force place in us. They count on us to provide commanders and their warfighters with legal capabilities necessary to win wars and to win the peace. We will stand with our fellow Airmen in protecting constitutional principles, our national interests, and the American people.

“Where else would I be better able to serve my country, practice law in a highly valued organization with exceptional professional standards, and work with people of extraordinary quality and dedication...”

– Maj Gen Jack Rives, TJAG

