

Volume 1 2009

# JAG

*Magazine of the United States Navy Judge Advocate General's Corps*



New Chief Legalmen  
Ready to Answer the Call



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# JAG

## ON THE FRONT COVER



LNC(SW/AW) Ronald Ratliff at the San Diego Chief pinning ceremony. Find out who the new chiefs are on page 8!

JUDGE ADVOCATE GENERAL  
*Vice Admiral Bruce MacDonald*

DEPUTY JUDGE ADVOCATE GENERAL,  
COMMANDER, NAVAL LEGAL SERVICE COMMAND  
*Rear Admiral James W. Houck*

DEPUTY JUDGE ADVOCATE GENERAL,  
RESERVE AFFAIRS & OPERATIONS  
DEPUTY COMMANDER, NAVAL LEGAL SERVICE COMMAND  
*Rear Admiral Steven M. Talson*

COMMAND MASTER CHIEF,  
OFFICE OF THE JUDGE ADVOCATE GENERAL,  
NAVAL LEGAL SERVICE COMMAND  
*Master Chief Stephen S. DiStefano*

RESERVE COMMAND MASTER CHIEF,  
OFFICE OF THE JUDGE ADVOCATE GENERAL,  
NAVAL LEGAL SERVICE COMMAND  
*Master Chief Tim Ayoub*

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# The Judge Advocate General



First, and most importantly, congratulations to our new Legalman Chief Petty Officers! You have demonstrated your dedication to the mission of our Navy and our JAG Corps. As you proudly wear your new khaki uniforms, I know you will take seriously the added responsibility and accountability placed upon you. You have proven yourselves, and I know you will take your new position in our JAG Corps community as “The Chief” to skillfully lead and mentor our Sailors and junior officers.

This edition of the JAG Magazine is dedicated to our chief petty officers and is focused on leadership. We have highlighted a number of our motivated legalmen who have excelled both in their duty assignments and during their off duty time. Recently, LN1 Christine Richardson was accepted into the only Doctorate in Law & Policy Program in the country. LN1 Richardson embodies what the legalman community stands for -- going above and beyond what has been asked of her and continuing to develop her professional skills. LNC Kristin Skupnik also shares her experience helping orphans in Honduras. Her heartwarming story shows the value of our IA missions.

In another development for our legalmen, for the first time the Naval Justice School’s Senior Legalman Course was opened to first class petty officers. LNCM Christopher Browning explains the highlights from this year’s course and how the change in attendance affected the class.

One important change in this edition was to expand the scope of the NSPS regular column to address items of interest for our civilian professionals. In this edition, Amy Stevens’ article focuses on the topic of civilian training.

As we begin 2009, we will focus on two priorities for the

JAG Corps this year. Active-Reserve Integration and Alignment is all about ensuring that our Active Component (AC) and Reserve Component (RC) remain tightly bound with each other and that we use our resources to their fullest potential. Recently, we completed our fourth RC Total Force Integration offsite as we continue to formulate a plan for the JAG Corps. This plan will be rolled out in summer 2009.

Another priority is civilian training and education. Over the past two years, we have focused on educational opportunities for both our officer and legalman communities. Now it is time to focus on training and education opportunities for our JAG Corps civilian employees. You will hear more about the plans in this area throughout the year.

At the end of 2008, we said farewell to RADM Norton Joerg, who retired after 32 years of service in the Navy. His dedication to duty and innovative leadership will positively impact the JAG Corps community for years to come. We welcome RDML Steve Talson as the new Deputy Judge Advocate General for Reserve Affairs and Operations. I look forward to working with RDML Talson and continuing our transformation efforts.

Finally, as we start 2009, I want everyone to remember to be safe. Buckle your seat belts, wear all the proper safety gear if you get onto a motorcycle, and watch out for the safety of your shipmates. For those serving overseas and away from their families, thank you for your service and sacrifice. I am proud to serve alongside each member of our JAG Corps community as we face the many challenges of an uncertain future. Working together, we will successfully meet each one.

BRUCE MacDONALD  
Vice Admiral, JAGC, U.S. Navy

## Deputy Judge Advocate General for Reserve Affairs and Operations



I assumed duties as the Deputy Judge Advocate General for Reserve Affairs and Operations, on Dec. 1, 2008. There will be new challenges to meet in the coming years, as there have been in the past, but at this time, I ask that everyone join me in extending thanks to RADM Norton Joerg for the tremendous time and energy he devoted to improving our force over the past four years.

It is equally appropriate to note that the success of the past years could not have happened without the judge advocates and legalmen who are serving with distinction in Iraq and Afghanistan, as well as those closer to home whose service provides essential support to the Navy. In every instance, your hard work and superb professionalism have earned the respect and admiration of the Navy and the American people.

I turn now to our Chief Petty Officer ranks and our ability to continue to recruit, train, integrate, and deploy all our LNs. It

is abundantly clear to me that our RC LN “Chiefs” are key to our continued success as a community. It is with this record of service and success in mind that I congratulate those new RC LN Chiefs donning the khaki and taking up the indispensable mantle of deckplate leadership. I look forward to their stepping up to and advancing the superlative standard set by those serving before them and, now, with them in their new, all-important roles. Our success depends on it, and I have every confidence that the RC LN Chief’s Mess will continue to do us proud!

There is much more to be done, but at this time, let me simply say that I feel privileged to lead our reserve component in the coming years, and am honored to serve with you as we meet the challenges that lie ahead.

STEVEN M. TALSON  
Rear Admiral, JAGC, USN

## *A Farewell from RADM Norton Joerg*

On Dec. 1, 2008, I completed more than 32 years of commissioned service and have the honor and privilege of turning over the leadership of our Reserve Law Program to RDML Steve Talson. At the outset, please join me in congratulating Steve on his promotion and on his new responsibilities. I know that we all wish him well and that the entire community will support him as he takes the helm to guide one of its most important components. I also know that he is superbly well-prepared for the task and that he will help the Program achieve many more great things.

I take great satisfaction in the wonderful service and dedication each member of our Reserve Component (RC) has brought to the JAG Corps, to the Navy, and to our nation over the last four years. I want to take a moment to make that personal, by addressing each and every one of our outstanding reserve judge advocates and legalmen directly. I know that the entire community will echo my thoughts.

To every Navy reserve judge advocate and legalman: As I have said many times before, nothing I have ever done, and nothing that I am ever likely to do, can compare to the great honor and fulfillment I have experienced in leading and supporting every one of you. You have made me supremely proud and done yourselves great credit over and over again, on occasions and in support of missions too numerous to mention. You epitomize the ideals of “twice a citizen” and of the Total Force surpassingly well, and continually amaze our community with your seemingly limitless capacity to contribute, at great personal sacrifice, to the fleet and our JAG Corps. As VADM MacDonald put it so accurately not long ago, whether your contribution comes via mobilization, annual training, ADT, ADSW, or drills, you take huge amounts of time from families, from jobs, and from your lives, to serve the nation – and you do it while maintaining as best you can those separate things, balancing them and struggling to make it all work in ways that all do not always

appreciate.

For all of this, and to each of you, I say Bravo Zulu – Bravo Zulu for putting nation first, Bravo Zulu for giving unstintingly of yourselves, Bravo Zulu to your families for making it possible, Bravo Zulu to your employers for not standing in the way. Whenever we contemplated together that “challenge equals opportunity” – and there have been many opportunities and challenges, to be sure -- you embraced the idea, turned to, and wowed us all. Whether we faced an existential threat to our community some years ago, or whether we faced repeated calls to dig deep again and again to volunteer for mobilizations or extended active duty -- and when we provided that critical, month-to-month continuity to help our JAG Corps team meet the mission -- each of you made critical contributions, many times over. Never forget that you represent the very best our nation has to offer, and we accomplish our shared efforts and mission immeasurably more effectively for all the things that you add, large and small. You should be very proud of this.

It has been a great privilege to stand at the head of such an accomplished, effective and dedicated community. Many, many thanks!

I must turn now to our larger community, to our Active Component (AC) counterparts and civilian members. Integration and alignment requires everyone’s contributions, and I have to thank every AC and civilian member for “getting it” – for working harder than ever to make the partnership more seamless than ever. Our RC’s accomplishments depend on your thoughtfulness in using the resources that the RC represents, and on constant communication. Working together, we produce much more than the sum of our parts. It is indeed all about relationships, as RADM McPherson said many times. “Getting it” calls for a Bravo Zulu, and many thanks again, to all!

In supporting this record of accomplishment, alignment and integration, it has been a great pleasure to work with



VADM Bruce MacDonald and RADM Jim Houck – leaders who understand what we in the RC bring to the fight. Bruce and Jim have ensured that the RC is integrated and at the center of the mission to a degree we have never enjoyed before, and we are all better for it. That recognition and mindfulness has spread throughout the culture of our community under their leadership – something truly transformational – and they will build a lasting legacy with RDML Talson as we work to shape our RC-AC lash-up for even greater alignment and effectiveness in the future.

It has been an exciting four years. It is time to turn over to fresh leadership for the new challenges and opportunities that we know are coming. It is a good thing, and I have enjoyed an extensive turnover with Admiral Talson. I know that the Reserve Law Program is in very good hands. The right leadership is in place – but, most importantly, our leadership will be bolstered by a superb AC-RC team that, nurtured and enabled, has no limits.

For this, we can all be grateful, confident, and proud. I certainly am, much more than I can possibly say.

Keep it up! Grab every chance to accomplish the mission with all capabilities available to you, for we have great depth in our communities that we have yet to fully plumb. In everything, I wish you all the very, very best!

NORTON C. JOERG  
Rear Admiral, JAGC, U.S. Navy

# New missions and new faces: The JAG Corps' approach to meet emerging requirements

*By Jen Zeldis  
Public Affairs Officer*

The Navy JAG Corps' total force is expanding based on growing legal requirements that range from rule of law assignments to legal assistance for Wounded, Ill, or Injured (WII) service members.

In a JAGINFO to the legal community, VADM Bruce MacDonald publicized the Chief of Naval Personnel's (CNP) decision to increase the JAG Corps end strength by 53 officers and 32 enlisted members in POM-10. This means an increase in accessions, through recruiting and voluntary reserve recalls, beginning as early as October 2009. In addition, CNP requested JAG Corps and Center for Naval Analyses (CNA) input that could result in additional JAG officers and legalmen in FY 2011 and FY 2012.

VADM MacDonald explained how detailed metrics from the CNA study showed the amount of work done by the JAG Corps.

"Essential to our case was our ability to provide metrics to document our increasing workload. We cannot emphasize enough how powerful the CNA metrics are to a Navy that requires data-driven analysis to make data-driven decisions. Your participation in the CNA study made the difference," said VADM MacDonald.

Over the past couple of years, the LN manning situation has presented challenges in the wake of a 30 percent force reduction. Recent graduates from Naval Justice School and higher reenlistment rates have increased LN community numbers and are helping the JAG Corps to meet the high demand for legal services. Additionally, Navy Personnel Command recently designated the LN community as a "high demand/low density" community in light of high individual augmentee (IA) requirements, according to LNCM Stephen DiStefano. This designation allows the JAG Corps community to have more flexibility in managing IA detailing.

In order to provide the legal services needed by the Navy and the fleet, the JAG Corps tapped the skills of the reserve LN community. Reserve members are currently serving

on IA assignments or active duty for operational support (ADOS) orders.

VADM MacDonald recently authorized LNCM DiStefano to activate permanently five reserve LNs ranging from E-5 through E-9. Before authorizing the transition, a risk assessment was conducted regarding the impact on advancement within the community. It was determined that although the additions will have some effect on advancement opportunities, these opportunities will remain consistent with historical numbers. In addition, LN promotions continue to be above the Navy average as evidenced by the September E-5 and E-6 advancements.

"The addition of these extremely talented and motivated reserve legalmen will help us carry out today's missions and prepare to face tomorrow's challenges," said LNCM DiStefano. "This is one example of the benefits to be gained from the ongoing Active-Reserve Integration effort, which will more closely align the skill sets and focus areas of active-duty and reserve legalmen and judge advocates."

Recently, a new legal requirement for assistance to Wounded, Ill, or Injured (WII) service members has emerged. The manning plan is being developed now, according to Mr. George Reilly, Deputy Director of Legal Assistance (Code 16).

The 2008 National Defense Authorization Act (NDAA) required the Department of Defense to establish uniform legal support standards and procedures for service members in the physical disability evaluation system (PDES). These new standards include counsel training, maximum caseload, and earlier involvement by counsel in the process. In October, Under Secretary of Defense for Personnel and

Readiness, Dr. David Chu, signed a DoD policy memorandum entitling WII service members to [among other things] the assistance, advice, and advocacy of trained and certified legal counsel earlier in the PDES process than under prior regulations.

"This is an improvement over prior regulations because it entitles Sailors and Marines to consult with counsel at an earlier stage in the PDES process. Now a service member is entitled to counsel at the informal physical evaluation board

*"The only way we were able to accomplish this challenging task was through a total force effort – from the numerous JAG Corps active and reserve officers and legalmen who volunteered for IAs to those committed civilian, reserve, and active-duty members who remained behind handling the increased workload with professionalism and dedication."*

*New Missions continued on page 7*



# To the New Chief Petty Officers

It was an honor and privilege for me to attend this year's Norfolk Chief Petty Officer (CPO) Selectee "Final Night" and subsequent pinning ceremony. It was especially gratifying to watch four of our new legalman CPOs complete the final stages of their transformation into the Chief's Mess. I would like to thank all of the CPOs in Norfolk for inviting me to participate in the overnight festivities. I would also like to pass along my personal congratulations to LNC Michelle Stallings, LNC Nathaniel Brown, LNC Anne Kreiner and LNC Heidi Kamman (our Norfolk contingent) and the other 20 legalman CPOs in our community who went through similar training throughout the fleet. I was proud. I was impressed. All of you deserve a hearty well done!

Because of my schedule the past couple of years, I had been unable to attend the final night festivities and I

was very happy that I was able to view the superb program run by Navy Region Midlant. It was awesome to witness the culmination of years of hard work and dedication put in by our selectees and even more rewarding to see the finished product and the teamwork on display – a tribute to the training they received by the Mess over the past six weeks. The final night sure has changed quite a bit since I went through it many years ago while stationed at Tinker Air Force Base in Oklahoma. While I cherish my lengthy training, it was very refreshing to see that it was possible to conduct training without all the antics of yesterday and still instill that special pride a Chief exhibits.

The second day was especially rewarding for me as I had the honor of pinning the anchors on LNC Michelle Stallings, who broke into the ranks of the legalman community at Naval Legal Service Office North Central a few

years back while I was their Command Master Chief. I was extremely proud to watch her growth over the past six years and seeing her evolve into a CPO was special. The CPO pinning ceremony was truly extraordinary, and while all of the new Chiefs were tired from the training the night before, their bright smiles overshadowed any fatigue they may have felt.

While everyday is a proud day to be a CPO, this special day will always be the CPOs greatest day. This day, as it is every year, provides the Navy an opportunity to recognize the new crop of worthy Chiefs and a day where we all re-introduce ourselves to the CPO Creed.



STEPHEN S. DISTEFANO  
LNCM(SW/AW), U.S. Navy

## New Missions continued from page 6

(PEB) when the service member can weigh whether his or her case should go through the formal PEB process," said Mr. Reilly.

This requirement may increase the number of cases handled by the Navy and Marine Corps legal community from 500-600 a year to more than 5,000-6,000. Previously, NLSO North Central was handling all of the cases, but Mr. Reilly explained that this increased case load can not be handled by one command.

As part of a total force effort, the JAG Corps Reserve Component will staff the billets needed to handle this additional PEB counseling and assistance requirement on an interim basis. Once leadership has more exact data on client load, client location, and other factors, the JAG Corps will seek funding to hire term civilian attorneys to staff these billets.

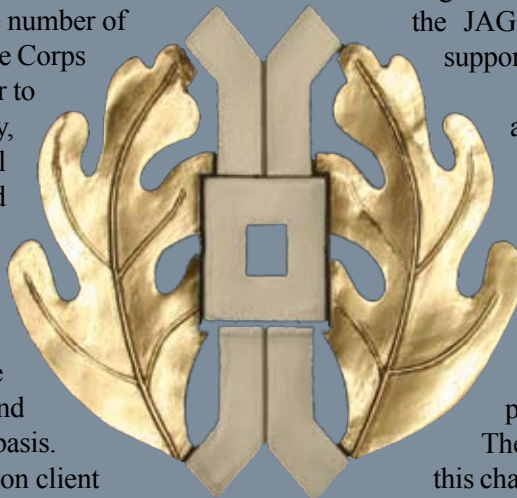
"We are in the process now of developing a training program that will allow our reserve judge advocates to

step into this unique practice area and to permit the Judge Advocate General to certify them as ready to counsel clients in the PDES, as required by the DOD policy memo," said Mr. Reilly.

Through the variety of transformation initiatives, the JAG Corps is strategically prepared to support the Navy and the nation.

"Over the past few years, without an increase in manpower, the JAG Corps has successfully executed both our traditional mission and new operational law missions, including substantial support for the GWOT," said VADM MacDonald. "This has come at a price, specifically your hard work, long work hours and personal and professional sacrifice.

The only way we were able to accomplish this challenging task was through a total force effort – from the numerous JAG Corps active and reserve officers and legalmen who volunteered for IAs to those committed civilian, reserve, and active duty members who remained behind handling the increased workload with professionalism and dedication."



# Congratulations to the



LNC(SCW/PJ) De Ann Askew  
LNC(SW/AW)) Tancia Bagmon  
LNC(SW/AW) Craig Ball  
LNC Cindy Baumgardner  
LNC(SW) Shahar Bikszer  
LNC(SW/AW) Christopher Brash  
LNC(SW) Nathaniel Brown III  
LNC Jeff Davis  
LNC (SW/AW) Tricia Elder  
LNC(SW/AW) Katrina Hall  
LNC(SW/AW) Christopher Holt  
LNC(SCW) Heidi Kamman  
LNC(SW/IUSS) Anne Kreiner  
LNC Cassandra Jefferson  
LNC Sonya Jefferson  
LNC(SW) Tracey Mitchell  
LNC(SCW) Kelley Montgomery  
LNC(SW/AW) Dawn Nicola  
LNC Christina Nixon  
LNC(SW/AW) Demetrius Prier  
LNC(SW/AW) Ronald Ratliff  
LNC Susan Roberts  
LNC(SW) Michelle Stallings  
LNC(SW) Karetta Terry



LNC(SW) Nathaniel Brown, LNC(SW/IUSS) Anne Kreiner, LNC(SCW/PJ) De Ann Askew, and LNC(SW) Michelle Stallings.



# New Chief Legalmen



## United States Navy Chief Petty Officers Creed

During the course of this day you have been caused to humbly accept challenge and face adversity. This you have accomplished with rare good grace. Pointless as some of these challenges may have seemed, there were valid, time-honored reasons behind each pointed barb. It was necessary to meet these hurdles with blind faith in the fellowship of Chief Petty Officers. The goal was to instill in you that trust is inherent with the donning of the uniform of a Chief. It was our intent to impress upon you that challenge is good; a great and necessary reality which cannot mar you - which, in fact, strengthens you. In your future as a Chief Petty Officer you will be forced to endure adversity far beyond that imposed upon you today. You must face each challenge and adversity with the same dignity and good grace you demonstrated today. By experience, by performance, and by testing, you have been this day advanced to Chief Petty Officer. In the United States Navy - and only in the United States Navy - the rank of E7 carries with it unique responsibilities and privileges you are now bound to observe and expected to fulfill.

Your entire way of life is now changed. More will be expected of you; more will be demanded of you. Not because you are an E7 but because you are now a Chief Petty Officer. You have not merely been promoted one paygrade, you have joined an exclusive fellowship and, as in all fellowships, you have a special responsibility to your comrades, even as they have a special responsibility to you. This is why we in the United States Navy may maintain with pride our feelings of accomplishment once we have attained the position of Chief Petty Officer.

Your new responsibilities and privileges do not appear in print. They have no official standing; they cannot be referred to by name, number, nor file. They have existed for over 100 years, Chiefs before you have freely accepted responsibility beyond the call of printed assignment. Their actions and their performance demanded the respect of their seniors as well as their juniors. It is now required that you be the fountain of wisdom, the ambassador of good will, the authority in personal relations as well as in technical applications. "Ask the Chief" is a household phrase in and out of the Navy. You are now the Chief.

The exalted position you have now achieved - and the word exalted is used advisedly - exists because of the attitude and performance of the Chiefs before you. It shall exist only as long as you and your fellow Chiefs maintain these standards. It was our intention that you never forget this day. It was our intention to test you, to try you, and to accept you. Your performance has assured us that you will wear "the hat" with the same pride as your comrades in arms before you. We take a deep and sincere pleasure in clapping your hand, and accepting you as a Chief Petty Officer in the United States Navy.







## Supreme Court Rules for the Navy

**O**n Nov. 12 the Supreme Court ruled for the Navy on the challenge to Navy's use of sonar for the 14 anti-submarine warfare (ASW) combat certification training exercises off the coast of Southern California (SOCAL).

In a strongly worded opinion, supported by a majority of the Justices, the Court recognized both the public interest and the Navy's interest in effective realistic training to ensure the Navy is able to track and target enemy submarines. The Supreme Court vacated the two training restrictions in the preliminary injunction that Navy told the court unacceptably restricted our Sailors' ability to conduct realistic combat training in SOCAL with mid-frequency active sonar (MFAS). The majority opinion concluded that "the balance of equities and consideration of the overall public interest in this case tip strongly in favor of the Navy."

"This case was vital to our Navy and nation's security, and we are pleased with the Supreme Court's decision in this matter. We can now continue to train our Sailors effectively, under realistic combat conditions, and

certify our crews 'combat ready' while continuing to be good stewards of the marine environment," said Donald C. Winter, Secretary of the Navy.

This decision enables the nation to achieve a balanced, responsible approach to meeting the Navy's dual obligation for maintaining a trained and effective force and environmental stewardship.

The original injunction, handed down in August 2007 by a U.S. District Court in Los Angeles and later amended, was affirmed by the Ninth Circuit Court of Appeals in February. The Supreme Court granted the Government's Petition for Certiorari in June and heard the oral argument Oct. 8.

The decision vacated two training restrictions -- the 2,200-yard shutdown zone and the mandatory power reduction when significant surface ducting conditions are encountered. The trial court's 2,200-yard shutdown zone was 11 times greater than the 200-yard shutdown distance developed in consultation with the National Marine Fisheries Service (NMFS) and employed by the Navy, and it increased unnecessarily the surface area within which

a marine mammal's presence would force a sonar shutdown by a factor of 121. The 2,200-yard shutdown zone effectively imposed a 4.9-square mile shutdown zone around each U.S. Navy ship equipped with MFAS. The Court noted that the courts below had not given sufficient weight to the views of several top Navy officers, who explained the serious impact of these two measures on effective training.

The Navy implements extensive measures designed to protect marine mammals during ASW training. As the Court observed, the Navy has conducted exercises similar to those at issue in this litigation in SOCAL for 40 years, without a single marine mammal stranding linked to MFAS usage.

This injunction and this decision concern 14 major training exercises off Southern California. The last of these exercises was completed in December. For the final SOCAL exer-

cises, the Navy continued to train while applying a number of mitigation measures set forth in a National Defense Exemption (NDE), and additional requirements imposed by the President's Council on Environmental Quality (CEQ), and other mitigation measures ordered by the District Court that were not challenged by the Navy. The NDE measures were established in cooperation with NMFS and the CEQ, and since they were instituted in January 2007, no marine mammal strandings have been associated with the United States Navy's use of sonar anywhere in the world.

"We are pleased with the Supreme Court's decision on this case of vital importance to our national security. We will continue to train realistically and certify the Sailors and Marines of our Navy strike groups in a manner that protects our nation's security and the precious maritime environment," said Chief of Naval Operations Adm.

Gary Roughead.

The Navy completed an Environmental Impact Statement (EIS) under the National Environmental Policy Act (NEPA) for all training activities on the Southern California Range Complex in January 2009. The Navy's decision on this EIS provides full environmental compliance for all training activities on the SOCAL range complex, including training with MFAS. The Supreme Court's decision did not affect the completion of the EIS and efforts to obtain required letters of authorization and biological opinions which will set the mitigation measures to be observed in the future.

Beyond environmental compliance and marine mammal protection measures, the Navy has also invested more than \$100 million in the past five years to increase scientific knowledge about the location, abundance, habitat, physiological characteristics and acoustic sensitivity of marine mammals.



Chief of Naval Operations Admiral Gary Roughead and Secretary of the Navy Donald Winter leave the U.S. Supreme court.



# The Thrill of the EURSWA Detachment

By LT Sara de Groot  
RLSO MIDLANT

Perhaps you have heard about Bahrain if you have been an individual augmentee (IA), but I would bet you had no idea of its location or even its existence before you joined the Navy. It is a small island kingdom just off the Saudi Arabian coast. In fact, there is a causeway joining Saudi Arabia and Bahrain. Currently there are no dependents of service members in Bahrain [although some dependents are expected in the near future]. While some people PCS to Bahrain, there are almost as many people doing six month IA tours for their commands.

Naval Legal Service Office Europe and Southwest Asia (NLSO EURSWA) was the first to launch the defense-only command pilot project with one attorney in Sigonella, two in Naples, and one in Bahrain. The area of responsibility (AOR) for Bahrain covers the entire Southwest Asia region and includes Iraq, Kuwait, the United Arab Emirates, Horn of Africa, Saudi Arabia, Qatar, Afghanistan and all the ships that come into the AOR. There is only defense counsel here, but there are other JAGs. The Region Legal Service Office (RLSO) and U.S. Naval Forces Central Command (NAVCENT) each have three JAGs. The NLSO is actually one of the smallest commands, if not the smallest command, at Naval Support Activity Bahrain with sometimes just one person working in the office. It is one of the more unique billets the JAG Corps offers a junior officer.

Working in such a small office in this environment has its challenges. There is no one down the hallway to consult with on questions. The work week is Sunday through Thursday, vice Monday through Friday, so inevitably you come in six or seven days a week to take care of people throughout the AOR. The summers are almost unbearably hot and humid, although now you can wear shorts as long as they come to your knees. The best of Bahrain closes for one month each year during the holy month of Ramadan.

On the positive side, this job offers a feeling of complete autonomy. If you come from the headquarters of a NLSO or RLSO, you will automatically be struck by how independent you are. At the same time you have a fantastic Commanding Officer and Senior Defense Counsel at headquarters in Naples. They seem to know everything, are always ready to help and are just a phone call away if you need them.

You will learn to trust your decision making skills, and you will have your own legalman to further train as a paralegal. You are the sole defense attorney for Navy and Marine Corps personnel, but you also speak with Army, Air Force and Coast Guard personnel. As there are no dependents for people to go home to, it is easier to meet people from all communities with little effort, and to make friends with some of the most unlikely people. Unlike other Navy bases where junior officers would rarely meet or speak to a senior officer except in a formal meeting, Bahrain offers many opportunities to meet all ranks. On Thursday nights in Bahrain, everyone heads to the Officers' Club for a respite from the work week. Before you know it, you have shared chicken tenders, a cool beverage, and your opinion of some inane topic with someone who joined the Navy when you were in first grade. Lastly, if you have done an IA in this AOR, the hot summer will be no problem. If you have yet to do an IA, this will prepare you for it.

You will definitely not lack for interesting experiences. In Bahrain, carriers are too big to make port calls so when a carrier needs to do an administrative board in your AOR, you get to COD onboard. COD stands for Carrier Onboard Delivery. It is a small plane that can carry maybe 20 people. You are outfitted with a helmet, goggles, and the heavy life preservers that the pilots wear, and you need to wear ear plugs. I definitely was popping motion sickness pills each time before I went on these flights! Luckily, I had great air crews who prepared us well. Needless to say, landing on any carrier is an unforgettable experience.

The legal personnel onboard all the carriers I flew out to were great and before I knew it, I watched flight operations from the flight deck on one carrier and night flight operations on another. This may be old hat and not so exciting for those officers who served or are serving onboard carriers right now, but for me, it was scary, fun, and surreal all at once. I also had the opportunity to go to Iraq with LN1 Lowe for an Article 32 investigation. Where else in the JAG Corps can you go to Iraq to work for just a few days?

This has been a challenging billet for me as a Naval officer and a lawyer. It is a great test of your fortitude and your skills to advocate for your client against the heavy weight of the government, especially when you are alone. If you are up for the challenge, this is the duty station to have. Your year will fly by quickly, and before you know it, you will leave Bahrain with new friends and new stories to tell.

“This has been a challenging billet for me as a naval officer and a lawyer.”

# Legalman Lends Helping Hand in Honduras

By LNC Kristine Skupnik  
RLSO MIDLANT

Established in August 1984, Joint Task Force-Bravo (JTF-Bravo) is located at Soto Cano Air Base, Honduras, and is comprised of approximately 550 U.S. military personnel and more than 650 U.S. and Honduran civilians. This is a Honduran Air Base and home of the Honduran Air Force Academy, located approximately 50 miles northwest of the capital city of Tegucigalpa. Honduras is divided into “states” and Soto Cano is in the State of Comayagua.

As early as 1965, the U.S. and Honduran Armed Forces conducted combined training exercises. JTF-Bravo is the third in a series of headquarters for the command of U.S. forces and exercise activities in Honduras. The primary mission of JTF-Bravo is to support and conduct joint, combined, and interagency operations in the Joint Operations Area. There are about 11 Navy billets supporting the Joint

Operations Center consisting of a supply specialist, legal non-commissioned officer in charge, chaplain’s assistant, and personnel support technician. The task force consists of primarily Army and Air Force personnel. There are many Honduran nationals that work on the base in administrative positions as well.

It always amazed me to see the state in which the people live. Whenever went into town, there were cows, goats, and roosters scattered along the roadside and sometimes even walking in the middle of the road. The roads and fields are scattered with trash. Honduras is a third-world country and the families living in villages in the mountains live in simple concrete or cinder block dwellings with dirt floors. They wash their clothes by hand and cook on clay stoves.

Another aspect of JTF-Bravo is the support of regional humanitarian and civic assistance, as well as organized volunteer opportunities for service members to engage in such as Chapel mission hikes sponsored by the Chaplain and Santa

Maria Terra Orphanage visits.

Many of the children at the Santa Maria Terra Orphanage have extremely limited living conditions. In some cases, their parents would drop them off at the beginning of the week and pick them up for the weekend. During their week at the orphanage the children are fed and attend classes. The orphanage does the best with what they have, which isn’t much. When we organized an orphanage visit, we would bring hamburgers, hot dogs, chips, sodas, hygienic supplies such as toothbrushes, shoes, toys, and clothing we donated. We tried to give the children a carefree day full of fun. The kids were always ecstatic to see us, they always had smiles on their faces and were very lovable. The kids tend to want to hold your hands and not let go. The girls used to love that I would bring them lipstick and nail polish.

Every single moment at the orphanage was worth it. It was important to me to show those children that we care about them. If I could put a smile on at least one of their faces, it made me feel like I made a difference. Some might think that giving one of those kids a hug is nothing. But when we help out the children who have so little, we are seen for what we really are: U.S. service members trying to do all we can to help out those in need.

My six-month stint in Honduras was an amazing experience. I have a new appreciation for the U.S. and the luxuries I have taken for granted in the past. Well-constructed roads, highways, readily-available drinking water, shopping malls, speedy internet, and being able to drive my own car are just a few of these luxuries.

JTF-Bravo’s primary mission in Honduras may not have been initiated in the 80’s to serve a humanitarian purposes, but today it is an essential component to mission success.



LN1 Kristine Skupnik takes a break with a child from the Santa Maria Terra Hogar Orphanage in Honduras.



# The Senior Legalman Course



*By LNCM Christopher Browning  
Naval Justice School*

**T**he 2008 Senior Legalman Course was held at the Naval Justice School in Newport, R.I., Aug. 18 - 22. For the first time, the target audience of this course was a group of 20 first class petty officers. Historically, the students of this course have been legalmen (LNs) in pay grade E-7 or above.

The LN1s who attended this course were hand selected by LNCM Stephen DiStefano after having been nominated by their command senior enlisted leaders. The intent of this pilot version of the course was to prepare these LN1s for promotion to Chief by training them on administrative and leadership matters that are normally provided once an LN has promoted to the rank of E-7.

"It was really a top notch course and a week well spent," said LN1 Steven McAnally, Naval Legal Service Office Pacific.

During the course, students were provided briefs and training on the state of the LN community, manning, recruitment, the detailing process, writing evaluations, awards and recognition, the MCPON's vision for the role of first class petty officers, the LN Reserve Component,

and selection board preparations. Several days were spent with students divided into four working groups. These groups worked on community projects such as the LN Personal Qualification Standards, surge teams, education, and LN community growth.

"I thought the class was very educational and it was nice to be able to actually interact with my fellow LNs face to face vice on the phone. Everyone brought fresh thoughts and ideas to the table, which opened my mind to see things in a new way. After hearing LNCM DiStefano and the other senior enlisted legalmen, my thought process changed. I am going to be them one day, taking care of my community and fighting for the advancement of our profession," said LN1 Melissa Adams, Carrier Strike Group Eight.

This pilot course was a tremendous success. Attendee comments were highly positive, and many said, "Why haven't we done this before now?"

These LN1s are now better prepared for advancement to Chief and better prepared to lead their Sailors and commands. They now possess a new ownership in the growth of our thriving community of Navy paralegals.

## Legalman Becomes Doctoral Candidate

*By Natalie Morehouse  
Public Affairs Office*

**L**N1 Christie Richardson was recently admitted into the Doctorate in Law and Policy degree program at Northeastern University in Boston, Mass. She began the program in July 2008 and will graduate May 2010.

LN1 Richardson's desire is to become a law and policy professor.

"Acceptance in the program was unexpected, as I was competing with CEOs, deans, legislators, college professors, attorneys, and other people in prominent positions from around the world," said LN1 Richardson.

The Law and Policy Doctorate is an accelerated and intensive 24-month program and has the distinction of being the only Doctorate in Law and Policy program in the U.S. Each year there are approximately 500 applicants. There were only 36 students accepted into LN1 Richardson's class.

The Doctorate in Law and Policy program requires a master's degree, juris doctorate, or medical degree as a prerequisite. Students attend classes at the Boston campus once a month and online throughout the rest of the month. The course of study includes economics, research methods, statistics, law, policy, and theory. LN1 Richardson will defend her dissertation in March 2010.

To legalmen interested in continuing their education, LN1 Richardson recommends taking it one course at a time. "Our jobs are demanding, but we must continue our education to stay on track with advancement. Acquiring an associate's degree is not as difficult as it once was."

LN1 Richardson is a native of Winston-Salem, N.C., and currently resides in Savannah, Ga. She joined the Navy in May 2003 as a reservist. In January 2005, she decided to go active and in 2007 she graduated from the Legalman Accession Course.

LN1 Richardson has a Bachelor's of Science in Paralegal Studies and a Master's of Science in Legal Studies in Law and Policy specializing in homeland security.



# MAKING NKO WORK FOR YOU

## SELECTING COMMUNITIES AND LEARNING CENTERS

By Donna Sayers

Knowledge and Information Services (Code 65)

Navigating through NKO can be an overwhelming experience, especially when you are trying to locate a specific community. For those unfamiliar with NKO, using the “Organizations and Communities” drop down window to get to where you are going can sometimes be more trouble than it’s worth. However, NKO offers a number of tools that allow you to personalize NKO. Taking advantage of these tools will help ease some of the frustration felt when trying to navigate through NKO.

When you registered for access to NKO, you were required to select a community. Although you can change your community at any time by updating your profile, you can only select one community. This makes it frustrating when there are other communities that interest you, especially if you do not know how to locate them. To resolve this issue, there is a tool which will allow you to customize your NKO home page and create links for direct access to communities that interest you.

When on the NKO home page, if you scroll down, on the right-hand column, you will see a gear called “Public Communities and Learning Centers”. Within this gear, you will see the community you chose during the registration process. You will also see an “Add or remove community and learning center pages” link. Opening this link will allow you to search for additional communities and create a direct link to them on the home page.

Once the new page opens, type the name, or part of the name, of the community you are looking for and click on “Search.”

When you locate the community you want, click on “Add Link.” You will then be returned to the NKO home page and receive a message indicating the link has been successfully added. After clicking on “OK”, you will be taken back to the search page. From here, you can add more communities. If there are no other communities you wish to add at this time, click on the “Back to shared page” link to return to the NKO home page.

If you scroll down the home page, you will see the link has been added to your “Communities and Learning Centers” gear, providing you direct access to the community without the need of searching for it.

**TIP** *Right clicking on any link within NKO will allow you to open the link in a new window, or if you are using Internet Explorer 7, a new tab, alleviating some of the frustration experienced when trying to get back to where you were.*



# A User's Guide to E-Mail

## Part 2: Make a Better Message

*The second installment of the e-mail series that provides some rules for communicating through e-mail*

By Col Gary Brown, USAF  
Senior Legal Advisor, Air Force Inspector General

There are two published lists of the “deadly sins” of e-mail. The website Tetsou ([www.tetsou.co.uk](http://www.tetsou.co.uk)) noted “7 Deadly Sins of E-mail.” Going a step further, Shipley and Schwalbe, authors of *Send, Why People E-mail So Badly and How To Do It Better*, have identified eight “deadly sins.” Tempted as I was to produce my own catalog of *nine* “deadly sins,” I was stumped after only three on my “when not to use e-mail” list. Thus chagrined, I’ll proceed with a discussion of some aspects of the other two lists.

Shipley and Schwalbe’s list of e-mail sins is instructive as a primer on what content could come back to bite the sender. Their list includes e-mails that are insulting, sarcastic, or overly casual. Their short book offers interesting anecdotes to illustrate each category and makes for an amusing read.

Tetsou’s list focuses largely on the mechanics of e-mail use. Four items on the list are suitable for discussion here. They are inappropriate subject line; rambling, lengthy or poorly-worded content; the unnecessary reply; and failure to respond to e-mail.

In the past, the subject line was under-used or wrongly used. In my experience it seems most people have figured out how useful it is to have a good subject line on a message. So, this should serve as just a gentle reminder to continue filling in helpful information as the subject of a message. It distinguishes real messages from junk mail and helps the receiver prioritize and quickly retrieve messages.

The second item of concern is actually a combination of two “deadly sins” from the aforementioned article (rambling content and poor language use). Go figure, the content of e-mail is actually important. You can dress the pig up all you want, but if it can’t hold a conversation you’re still not getting anywhere. Which is a sentence qualifying as rambling and poorly-worded. And that one was a fragment. And so on. The following tips may be helpful.

When sending e-mail, keep the content punchy. Some people recommend the antiquated telegram style as an example. Western Union sent its last telegram in 2006, marking the demise of the medium other than as a novelty item. The idea is to keep the communication brief, but not so brief it results in the kind of miscommunication that sometimes resulted from overly-condensed telegram language. A famous case in point

was the lawyer who, at the successful conclusion of a difficult case, telegraphed his client: JUSTICE HAS TRIUMPHED. His client cabled back: APPEAL THE CASE AT ONCE.

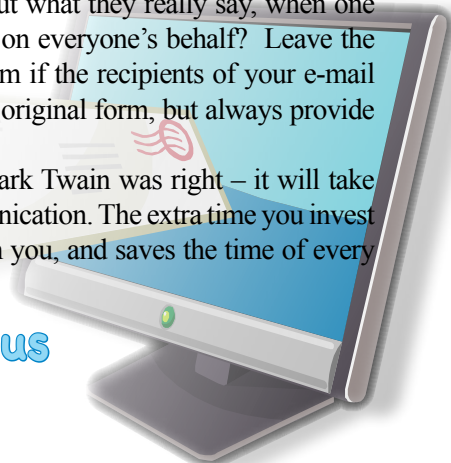
Another model to use is the classic inverted pyramid newspaper article. The subject line is the headline. After that, the information is presented in descending order of importance. Whatever you do, don’t bury your most important information in the bottom paragraph of an e-mail. I am personally notorious for losing interest in e-mails after the first couple of paragraphs; i.e., I sometimes fail to actually read the last paragraph or two if I think I’ve already gotten the gist. I don’t think I’m alone in this. Or maybe I am, but it’s still a good practice to put important information up front.

The content of your e-mail, by the way, includes any junk you append to the end of the message. I can remember the first time I used e-mail in the early 1990s. I received some tasking and was replying. There were a couple of forwarded messages in the string. In my reply I manually changed them around to appear chronologically and placed my reply at the bottom, prompting an amused rejoinder from the e-mail savvy recipient, explaining to me the protocol was to have the messages appear in reverse chronological order. The order now seems perfectly natural and logical to me, as it does to you. What it can lead to, however, is complacency in forwarding and replying.

That “junk” at the bottom of your e-mail, whether or not you actually read it, is part of your message. If it’s unclear, lengthy, or unsavory, it’s your responsibility to fix it. Many times, it can be deleted or summarized in your own e-mail. Most of the time, it should be edited to remove extraneous symbols and chat – but take care to preserve the original meaning. In particular, if your message is going to a senior leader, you should provide an executive summary of the information for them. Don’t make a busy executive sort through page after page of forwarded and reforwarded garbage. Your job is to do it for them. It’s polite, and it’s efficient. Why should twelve addressees go through numerous e-mails to figure out what they really say, when one good e-mail sender can do it on everyone’s behalf? Leave the material attached at the bottom if the recipients of your e-mail might want to review it in its original form, but always provide the summary.

Unfortunately, though, Mark Twain was right – it will take longer to write a short communication. The extra time you invest is worth it. It reflects well on you, and saves the time of every recipient.

Next in the series: Part 3 Dealing with Dangerous Erroneous Messages and E-Mail Overload





# The New Face of the Corps' Courtrooms



[From top to bottom] Region Legal Service Office Northwest Naval Station Everett, Region Legal Service Office Midwest, and the Washington Navy Yard Navy-Marine Corps Appellate Center, represent some of the newest courtrooms in the JAG Corps.



# JAG Leaders

*Leadership is one of those things that can make or break an organization. It's a subtle quality, at times hard to define, but you know it when you see it in action. There are a few qualities that all of the leaders in the JAG Corps seem to possess: commitment to the legal community, initiative, integrity, perseverance, and professionalism. In the JAG Corps many fit the above leadership description. The following regular column introduces a few of the JAG Corps leaders from Naval Legal Service Command.*

Shipmate Spotlight



## *LN1 Jessica Diaz*

**L**N1 Jessica Diaz embodies the absolute best qualities of the Navy legalman community. At NLSO Midlant, LN1 Diaz was an enthusiastic leader in every aspect of her service, including legal support, physical training, and collateral duties. On her second individual augmentatee (IA) active duty tour, she was frocked by the Secretary of the Navy in Afghanistan.

"I am so glad that I could be a part of something so big. I also received a coin, another to add to the collection. These IA assignments I have been on have taught me a lot and have opened my eyes. My career and life will be enriched because of it. I urge anyone to stand up, volunteer and make a difference," said LN1 Diaz.

**Would you like to recognize an exceptional shipmate? Submit your command's outstanding member and photos to [natalie.morehouse@navy.mil](mailto:natalie.morehouse@navy.mil)**

## *LT Robin Donnelly*

**L**T Robin Donnelly is a rising star at NLSO Midlant. As a lieutenant junior grade with just a little over a year of experience at the command, she was appointed as the Legal Assistance Department Head. In a time of transition and high operational tempo, LT Donnelly managed a department of more than 40 personnel across three offices. She designed and implemented a Family Law Seminar, now required before clients meet with an attorney for domestic relations appointments. LT Donnelly's efforts reduced the number of "no-show" appointments by 50 percent, saving the attorneys and staff valuable time and improving customer service. LT Donnelly has expertly supervised one of the busiest legal assistance departments in the Navy ensuring that hundreds of deploying Sailors and their families received outstanding legal assistance.



# ABA Annual Meeting and the Military Pro Bono Project

By Natalie Morehouse  
Public Affairs Office

VADM Bruce MacDonald briefed the American Bar Association (ABA) during the ABA's 131st annual meeting. The annual meeting was held in New York City from Aug. 7 - 13.

During the ABA annual meeting, ABA President Thomas Wells, Jr. announced the ABA Military Pro Bono Project that supports civilian lawyers representing active duty military personnel in state and local courts. The ABA Military Pro Bono Project is jointly sponsored by the ABA Section on Litigation and the ABA Standing Committee on Legal Assistance for Military Personnel.

Mr. Wells discussed the need to ensure military personnel and their families have access to the courts. "The ABA Military Pro Bono Project will deliver much-needed pro bono civil legal assistance for the men and



The service representatives at the Military Law Committee at the ABA Annual Meeting in New York City.

women serving our country. Extensive military engagements away from home have imposed legal burdens on our service personnel and their families," said Mr. Wells. "These military personnel have the same concerns as their civilian counterparts – they need help resolving credit issues, they have child custody concerns, or they need help with guardianship and other matters."

According to the ABA, "the ABA Military Pro Bono Project web site ([www.militaryprobono.org](http://www.militaryprobono.org)) "has been

developed and will facilitate matching service member cases and volunteer lawyers. This web site will allow military attorneys to refer financially eligible service members to the Project, which will then place the case with a volunteer pro bono attorney qualified to assist the client with the legal issue."

VADM MacDonald presented the current state and accomplishments of the JAG Corps to the ABA's Military Law Committee (MLC). Each of the services presented the state of their Corps at the MLC meeting and discussed current issues and events affecting their Corps at the Standing Committee on Armed Forces Law meeting.

The full Navy JAG Corps ABA report is located in the reading room on the Navy JAG web site at [www.jag.navy.mil](http://www.jag.navy.mil).

## Future JAG Helping the Supreme Court

Steven Shepard, who grew up in Great Falls, Va., recently began his clerkship with the United States Supreme Court. Shepard clerks for Justice Anthony Kennedy, who chose him as one of four clerks.

"It's a thrill to be working here," said Shepard.

He says that reading through the most important, contentious issues of law can be "a real intellectual puzzle at times."

"I enjoy solving that puzzle," he said. He previously served as a clerk for Alex Kozinski, chief judge of the United States Court of Appeals for the Ninth Circuit.

Shepard graduated from University of Virginia with a double major in the government and foreign affairs

honors program.

He was first stimulated by law during a constitutional law seminar in his last year at the University of Virginia. He will serve as a lawyer



in the United States Navy's JAG Corps following his clerkship on the Supreme Court. He received a commission from the Navy last fall.

Shepard also spent two years in Bolivia as a Peace Corps volunteer. He attended Yale Law School and graduated in 2007.

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## Naval Legal Service Office Southwest Participates in the 20th Anniversary of the San Diego Vietnam Veterans Stand Down

CAPT James Ryan  
NLSO SW

Twenty years ago San Diego County developed a program called Vietnam Veterans Stand Down that has now spread across the nation into a much broader Stand Down that serves veterans from all wars. The Stand Down works to resolve the problems faced by veterans who are homeless. For instance, in 1989, San Diego started the first Homeless Court Program (HCP) in the nation, a special Superior Court session held at local shelters for homeless defendants to resolve outstanding misdemeanor criminal cases.

Naval Legal Service Office Southwest (NLSO SW) regularly volunteers to staff the Stand Down. This year NLSO SW attorneys, legalmen, and limited duty officers participated in the client

interview process. NLSO SW attorneys also argued cases in front of the Superior Court Judge who, based upon the attorneys' representations to the court, either dismissed fully the outstanding tickets and fines or dismissed most of the charges pending further participation in counseling.

During the 2008 Stand Down, 131 volunteers resolved 568 cases during the HCP session at Balboa Park. Tents served as temporary housing for the veterans, and many local agencies including Department of Veterans Affairs, Disabled American Veterans, State Employment and Housing Agency, Alcoholics Anonymous, Narcotics Anonymous, San Diego Volunteer Lawyers, and a myriad of other volunteer services provided medical, dental, counseling, clothing, and legal services to participating homeless veterans.



NLSO SW attorneys and legalmen participated in the client interview process. Some of the volunteers were: LN1 Stacey Langford, BM2 Sara Pena, LCDR Stacia Gawronski, LT Timothy Boyle, LT Jessica Pyle, and Ms. Kathlene Somerville.

## Reserve Legalman Training Symposium

By MC1 Harrold Henck  
Naval Justice School Public Affairs

Reserve legalmen from across the country assembled at the Naval Justice School for their annual Military Law Training Symposium (MLTS) on Sept. 12. A variety of workshops and lectures focusing on legal training and professional development issues were offered.

"The purpose was to bring reserve legalmen together to discuss the latest updates and policies affecting our practice," according to JAG reserve Command Master Chief LNCM Tim Ayoub.

The event featured a diverse spectrum of guest speakers representing the entire JAG community. Keynote speakers included Judge Advocate General of the Navy, VADM Bruce MacDonald, and former Deputy Judge Advocate General for Reserve Affairs and Operations, RADM Norton Joerg.

The symposium also offered attendees a chance to exchange ideas and connect with former shipmates and mentors.

The following are some of the awards presented at the MLTS:

- LN1 Monica Brown received the Navy Commendation Medal;
- LN1 Joanna Patterson was awarded the Flag Letter of Commendation;
- LN1 Sally Webster was awarded the Flag Letter of Commendation;
- LNC Mark Adams was awarded the Navy Commendation Medal.

## BUPERS UPDATES: Chi-Change By LCDR Hiram Thompson, RLSO Mid-Atlantic

One thing that is constant in life is "CHANGE." In the world of military justice, it's important that we keep up with policy changes that affect good order and discipline. It would be even better if we were immediately notified when these

changes occur. BUPERS has provided a vehicle in which certain updates can immediately be sent directly to your outlook inbox. In order to subscribe to BUPERS updates, type in the following link: <http://buperscd.technology.navy.mil/bpnewMil.htm>, click on

"subscribe to updates," and follow the instructions provided. You can choose to subscribe to selected updates such as directives, new/revised forms, revised MILPERSMAN Articles, updated publications and manuals, and the naval register.

# Region Legal Service Office Southwest Volunteers at Local Elementary School

LTJG Jasmine Scott  
RLSO SW

In April 2008, Region Legal Service Office Southwest (RLSO SW) began its second year of a community outreach program with a local elementary school. Lee Elementary has suffered recent budget cuts that have severely affected the school and the children. The budget cuts have led to the closing of their brand new library because they had to let the librarian go. Currently RLSO SW is waiting for approval from the Board of Education to see if they will allow RLSO volunteers to work in the library a few hours a week so that the kids can have use of it.

Ever since RLSO SW started volunteering with the kids at Lee Elementary, a special bond has been developed between the children and the volunteers. The children look forward to each visit. The volunteers helped the students with reading, writing, and art work for special events like Mother's Day. On the last day of school, RLSO SW was invited to join the teachers' team in a dodge ball game against the fifth graders. The children had



RLSO SW members LN2 Raysa Turner and LN1 Christopher Lehmann volunteer at Lee Elementary School in San Diego, Calif.

a great time, especially the special needs children who also joined the game.

The children enjoyed the time with the RLSO volunteers so much that they made very creative awards for each of the volunteers.

A few of the Lee Elementary

volunteers from RLSO SW were: CDR Christopher Roper; LT Thomas Byrnes; LT Craig Warner; LNC Jacquelyn Woodall; LNC Brook Larkins; LN1 Christopher Lehmann; LN2 Raysa Turner; LN2 Angelica Patty; and LN2 Heather Redding.

## *Katrina Victim has Victory in Mississippi*

LT Philip Hamon engineered the recovery of \$78,000 on behalf of young Sailor in an insurance appeal to the State of Mississippi. The Sailor owned a home in Mississippi that was destroyed in Hurricane Katrina. His claim was denied under the State compensation scheme for Katrina victims because the home was rented at the time of the storm. The Sailor was deployed in Seventh Fleet during Katrina.

Recognizing that the denial of this claim was an injustice and prejudicial to military members state-

wide, LT Hamon wrote to the Governor of Mississippi and two State Senators and advocated on the Sailor's behalf.

In response to LT Hamon's work, the Sailor in question said, "...because you listened to our story and took the initiative to write a letter on our behalf, our lives have changed forever."

In result of LT Hamon's perseverance, the State of Mississippi allowed the Sailor to appeal the State's denial and then paid the full amount of the claim.



# Members of Navy JAG Awarded U.S. Attorney Award

By Jen Zeldis  
Public Affairs Office

Five hours of diligent leg work by one military attorney provided critical evidence needed to convict a former Navy signalman charged with transmitting classified information to unauthorized sources.

LCDR Marc Brewen's quick thinking and vital knowledge of the operational Navy provided essential support at the 11<sup>th</sup> hour in a federal criminal investigation that spanned four years and two continents.

On Sept. 12, the U.S. Attorney for the District of Connecticut awarded LCDR Brewen, a litigation attorney in the Office of the Judge Advocate General, the U.S. Attorney's Award. Fellow Navy judge advocates CAPT Michael Quinn and CDR Shannon Kopplin, and several NCIS and FBI agents critical to the investigation of the case against Hassan Abujihad were also honored.

In the beginning of 2008, with trial imminent, the Acting U.S. Attorney for the District of Connecticut, Nora Dennehy, requested Navy support and CAPT Quinn, CDR Kopplin, and LCDR Brewen were assigned to assist.

"I was assigned to work through a lot of the classified information," said LCDR Brewen. "AUSAs [Assistant U.S. Attorneys] Bill Nardini and Stephen Reynolds would tell me what or who they were looking for and I would work with other Codes and Navy personnel to find information or potential witnesses for the pending trial. CAPT Quinn and CDR Kopplin were instrumental in these endeavors."

The biggest challenge came via a phone call on a Friday night with a deadline of the following Monday morning. Mr. Nardini and Mr.



Assistant United States Attorney Bill Nardini, Acting United States Attorney Nora R. Dennehy, and LCDR Marc Brewen at the U.S. Attorney's Awards ceremony in New Haven, Conn.

Reynolds had evidence that Mr. Abujihad improperly released classified ship's movements, including a hand drawing of the battle group's formation for a transit through a Middle Eastern straight.

The judge ruled the evidence, standing alone, as inadmissible. The AUSAs needed someone or something to corroborate that this was the battle group's transit formation in the spring of 2001, that the formation was not standard operating procedure, and that the formation essentially was unique to this particular transit.

Since the transit occurred seven years prior, the AUSAs had no idea who could help them with this problem. LCDR Brewen, with the help of LT Breier Scheetz, started cold calling the 2001 battle group ships' commanding officers and executive officers who were still in the Navy.

"Just by luck, we found the CO

[commanding officer] of a ship that had served as the lead ship during the battle group's transit practice. This was within three hours of the AUSA's request for help. The former CO was still in the Navy and promoted to captain," said LCDR Brewen. Through a series of phone calls, LCDR Brewen linked the AUSAs with this captain that night, giving them the weekend to work with the potential witness in preparation for the start of trial the following Monday. The former CO was able to confirm that the signalmen on his ship had knowledge of the formation prior to transit and had first hand knowledge of the transit plans. In fact, the former CO stated that because the formation was unique, it required constant communication between the ships. The ship on which Mr. Abujihad served as a signalman was directly behind the former CO's ship in the formation

*US Attorney Award continued bottom page 26*

# RLSO Japan Holds 2008 Fall JAG Symposium

By MCSN Kari Bergman,  
Fleet Public Affairs Center, Japan

Region Legal Service Office (RLSO) Japan, located at Commander, Fleet Activities Yokosuka hosted a three-day fall symposium for JAG officers assigned throughout the Pacific Sept. 9-11.

“For RLSO Japan, we have a lot of staff in Diego Garcia, Guam and Sasebo,” said LT Mike Torrisi, a JAG officer at RLSO Yokosuka. “Once a year we like to pull everyone together for training and also so that everyone

can get to know each other.”

During the symposium, JAG officers covered various legal material and also underwent courtroom training.

“We talked about sexual assault training, status of forces agreement issues, deserter procedures, along with a lot of other material,” said LT Torrisi.

“We also had actual courtroom training where we had CDR David Karpel, who is a former prosecutor out of Denver, put us through trials practice exercises.” LT Torrisi added that the three-day symposium was beneficial for JAG officers

from around the Pacific because it is very important that they all know their material and how to get the job done right.

“I think that this training is great,” said LT Torrisi. “I actually think that the trial practice information like the cross-examination and direct-examination exercises were fantastic.”

RLSO Japan provides the full array of government legal services throughout the region, including court-martial prosecution and command legal advice and support.

## Navy Hosts Legal Studies Internship Program for Local High School Students

By Debra Parker  
NLSO MIDLANT

Naval Legal Service Office Mid-Atlantic (NLSO Midlant) hosted a Legal Studies Internship Program for students attending First Colonial High School who are interested in pursuing a career in law. The four week program started in July 2008.

The students were required to work 50 hours in a legal environment as part of their unpaid internship.

During their time at NLSO Midlant, the students received instruction in the areas of wills and estate planning, court reporting, prosecution and defense case preparation, and court-martial procedures. The interns also observed a pretrial hearing, a general court-martial, and toured the Naval Criminal Investigative Service to learn about criminal forensics.

This year’s participants, led by their First Colonial instructor Ron Hopkins, are in the Junior Reserve Officer Training Corps. They are Joshua Everard, Karisa Garabrandt, Elizabeth Gentry, Stacy Koestler, and Joshua Lawrence. Ms. Garabrandt aspires to become a Judge Advocate General’s Corps officer. Mr. Law-

rence aspires to become an aviator, and Mr. Everard aspires to become a surface warfare officer. Ms. Gentry plans to study forensics and psychology, and Ms. Koestler aspires to be a nurse. When asked what they learned during their internship at the NLSO, Ms. Garabrandt stated that attorneys are “good at gathering facts,” and Mr. Lawrence learned that when

Sailors gets into trouble their legal rights are protected. The students were particularly impressed that Navy JAGs go to Iraq.

CAPT David Wagner, Commanding Officer of NLSO Midlant, was honored to welcome the legal studies internship students onboard and hopes to continue this program next summer.



NLSO Midlant hosted local high school students. Pictured: CAPT David Wagner, Joshua Lawrence, Joshua Everard, LNCs Canady, Stacy Koestler, Karisa Garabrandt, Elizabeth Gentry, and Debra Parker.



# Defense Training Symposium

By CDR Blair Perez  
NR LSO SE 208

Thirteen JAG Corps officers and seven legalmen from NLSO Southeast and NLSO Central participated in a unique four day Defense Training Symposium, which provided advanced trial advocacy and legal training on the new Article 120 of the U.C.M.J. The training was presented by unit members of Navy Reserve Legal Service Office (NR LSO) 208 Southeast, the reserve JAG Corps unit assigned to support the Trial Defense Command Southeast Pilot Project. The Pilot Project is a recent JAG initiative designed to increase and improve legal defense services to the fleet, and is operating under the active component commands of CAPT Kirk Waits, NLSO Southeast, and CDR Scott Thompson, NLSO Central. The officer and enlisted reserve members of NR LSO 208 Southeast, which is under the command of CAPT David Weaver, were specifically assigned to the unit based upon their expertise in criminal law and their extensive civilian litigation experience in prosecuting and defending criminal cases in military, federal, and state courts.

The effective integration of the active and reserve components participating in the Trial Defense Command Pilot Project for the past year, as well as the

effective application of specialized reserve skills to specific active component needs, have resulted in a very successful year for the project. Reserve members handled more than 12 administrative discharge boards and a Board of Inquiry in support of the Active Component, and successfully teamed up with active-duty co-counsel on two special courts-martial and one general court-martial for murder. The results of these proceedings have exceeded all expectations.

The Symposium proved to be a model for seamless integration of JAG Corps Active and Reserve Components. Members of NR LSO 208 Southeast prepared a sexual assault factual scenario that was distributed to the participants in advance of the symposium. Lawyer participants came to the symposium prepared to make opening and closing statements, argue motions, and examine witnesses. Legalmen participants

served as witnesses and received breakout training in supporting defense counsel. Senior trial experts from the three commands served as judges throughout the symposium and provided participants with detailed personalized critiques of their performance.

The enthusiastic and professional participation by everyone involved enhanced the camaraderie of the three commands and ensured a highly effective training evolution from which everyone benefited. A second Defense Training Symposium is planned for FY 2009.



Members of NR LSO Southeast 208. LCDR Drew Massucco, LN2 Antoine Robinson, LNCS Sheila Davis, CAPT Dave Weaver, LCDR Dave Richman, CDR Jeremiah Sullivan, III, and CDR Blair Perez pose in front of the courthouse.

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# Women's Equality Day

By Natalie Morehouse  
Public Affairs Office

Naval Facilities Engineering Command (NAVFAC) and the Office of the Judge Advocate General (OJAG) celebrated the 88th anniversary of women's right to vote at a Women's Equality celebration Aug. 18 at the Washington Navy Yard.

The program featured Naval Academy Command Master Chief (CNOCM) Evelyn Banks as the guest speaker.

RADM Greg Shear, NAVFAC commander, kicked off the event with remarks on the changes the Navy and the country have gone through in his lifetime. RADM Shear noted that 15 years ago the first women joined the Seabees and today eight percent of Seabees are women, a number that NAVFAC wishes to increase in the future. "We've come a long way," said RADM Shear.

CNOCM Banks shared inspirational thoughts and stories about her personal life and career in the Navy.

Born in Memphis, Tenn., CNOCM Banks enlisted in the Navy on Jan. 28, 1984 at the age of 29. During her 24 years of service, she earned an Associates of Arts in General Studies Management from the University of Phoenix and graduated from both the Air Force Senior Non-Commissioned Officer Academy and the Navy Senior Enlisted Academy.

CNOCM Banks gave thanks for all the excellent leadership and mentorship she received throughout her Navy career.

"I've been given the opportunities I have in the military because of the sacrifices of the military women who have gone before me," CNOCM Banks said. "However, I would not have

been as successful without the excellent leadership and mentorship of military men. Wise men who expected the best from me and informed me that I had the opportunity to enhance equality for women by my good performance."

Growing up with five brothers and being the only girl, CNOCM Banks reflected on her first lessons about equality. CNOCM Banks discussed how her mother taught her and her brothers about the practicality and importance of equality.

CNOCM Banks encouraged all in attendance, not just the women, to use their talents to the best of their abilities.

"You should never sell yourself short if you are working to achieve your goals. Each step you take in life is important, and combined together, they make a difference," she said. She also implored the audience to never miss an opportunity to serve the Navy and the country.

As noted by both speakers at this event, women today serving in the military and as civilians in the Department of Defense are continuing the suffragists' legacy. Military women have taken on nearly every role available to men in our Armed Forces.

Eighty-eight years ago, on Aug. 26, 1920, women attained the right to vote in the United States. Women's Equality Day commemorates this pivotal date and recognizes the hard work and perseverance of those who helped secure women's suffrage in the United States.



CNOCM Evelyn Banks speaking at the Women's Equality celebration.

## Region Legal Service Office NW Volunteers at Local Habitat for Humanity

By LT Darcy Utter  
RLSO NW

Officer, enlisted, and civilian members of Region Legal Service Office Northwest (RLSO NW) put down their pens and stepped away from their computers to pick up hammers and paintbrushes in an effort to help build low cost housing for the local community. On Aug. 15 and Sept. 20, RLSO NW's legal personnel spent several hours working on a project called New Hope. New Hope is the Kitsap County Habitat for Humanity's first multi-home project. The homes will form a horseshoe around a playground and community bean garden. Habitat for Humanity provides homes to low income community members by selling their homes without profit and by offering zero interest loans. The RLSO NW volunteer force found that they grew closer as a team while learning new building skills and helping those in need in Bremerton, Wash.



Team RLSO NW: LT Darcy Utter, LCDR James Hoffman, MM3 Stephen Gaston, MM2 Geoffrey Wood, CDR Shelby Hladon, LCDR Tamara O'Neil, John Hladon, LTJG Justin Pasay, Felicia Frank, and LN1 Edith Sandaker.



# Navy Southwest Region Naturalization Ceremony

By LTJG Jasmine Scott  
RLSO SW

Region Legal Service Office Southwest (RLSO SW) manages the naturalization program throughout Navy Region Southwest. The naturalization ceremonies are conducted in partnership between RLSO SW, Navy Region Southwest, and Citizenship and Immigration Services (USCIS). In the past year, 832 service members have been naturalized at these special military naturalization ceremonies in the Navy Region Southwest.

On Sept. 25 at Camp Pendleton, 102 service members officially became American citizens. As new citizens, these service members were able to register and vote in the Presidential election.

The 102 service members in their crisp dress uniforms took the Oath of Allegiance to their adopted country, taking the final step to American citizenship. Family, friends, and colleagues gathered on the Assault Craft Unit FIVE apron to join with U.S. military personnel and representatives of USCIS in this special military naturalization ceremony.

The new American citizens serve in the Navy, Marine Corps, and the Army. These service members came to



One Marine proudly shows his naturalization certificate after the ceremony.

serve the U.S. military from all over the world. They hailed from the following 30 countries: Afghanistan; Anguilla; Antigua; Belize; Bolivia; Brazil; China; Costa Rica; Dominican Republic; El Salvador; Ghana; Guatemala; Haiti; Honduras; Indonesia; Israel; Jamaica; Kenya; Liberia; Mexico; Nicaragua; Nigeria; Peru; Philippines; Russia; Spain; Suriname; Trinidad; United Kingdom; and Venezuela.

The number of service members naturalized in the Navy Region Southwest is largely due to Navy Region Southwest's model partnership with USCIS. This is a proactive naturalization program with more than 300 command citizenship representatives who assist service members applying for U.S. citizenship.



## US Attorney Award continued from page 22

practices. The former CO was able to describe exactly how and why a signalman would possess detailed knowledge of the formation. The former CO was a great help to the AUSAs as they planned and modified their trial strategy.

LCDR Brewen also found another member of the battle group's command staff that Friday night who had planned the transit's formation. This officer, now an admiral in the Navy, was able to confirm this was a very unique transit and designed for security purposes.

CAPT Quinn, CDR Kopplin, and LCDR Brewen located wit-

nesses, and coordinated the review and declassification of many documents provided to the AUSAs in the months leading up to trial.

LCDR Brewen knew that the JAG Corps had been a huge help because AUSA Bill Nardini called him within hours after the conviction was announced in federal court to express his thanks.

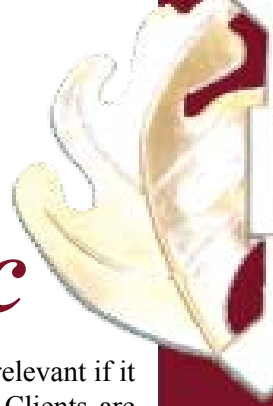
During the Sept. 12 awards ceremony, Ms. Dennehy recognized those who assisted her office in a select number of high profile criminal prosecutions and civil cases completed during the year. The ceremony honored approximately one hundred federal and state law enforcement offi-

cers, including the three Navy judge advocates.

"It is with great pleasure that we in the United States Attorney's office in the District of Connecticut once again recognize our partners in law enforcement for the outstanding work that they have done over the course of the past year. We are grateful for the contributions you make, honored to work alongside you, and pleased to be able to highlight your accomplishments as you help to ensure the safety and security of the citizens of this District," said Ms. Dennehy.

CAPT Quinn and CDR Kopplin received certificates, although they were unable to attend the ceremony.

# Quality, the Most Elusive, but Most Important Metric



Quality, timeliness, and efficiency make up the familiar triad of JAG Corps Legal Community performance goals, but do not assume they are equal. Although improving the timeliness and efficiency of our legal services is crucial to our community's forward progress, neither should come at the expense of quality. Unfortunately, measuring change in quality is more challenging than measuring changes in minutes, hours, or costs. So, what are the best methods of measuring the quality of legal advice, trial advocacy, legal documents, and the other services our community provides?

For starters, quality nearly always involves personal opinion. Critics, academics, experts, and ordinary people alike endeavor to rate the quality of everything from restaurant meals to software to figure skating. Letter grades, scores, or numbers of stars are commonly assigned to try to quantify opinions, but these tools ultimately remain only subjective. There are objective measures of quality such as the number of errors. However, quality will always remain a matter of individual or collective opinion.

“Quality, timeliness, and efficiency make up the familiar triad of JAG Corps Legal Community performance goals, but do not assume they are equal. Although improving the timeliness and efficiency of our legal services is crucial to our community's forward progress, neither should come at the expense of quality.”

Recognizing the subjective nature of quality, the JAG Corps Legal Community employs an array of survey tools for measuring quality:

- Military judges' assessments of courtroom performance,
- Command client surveys of command services, military justice, and legal assistance from the perspective of the commanders we serve; and,
- Client satisfaction surveys for legal assistance and personal representation.

Military judges have the expertise and neutrality to assess trial counsel and defense counsel trial advocacy skills. Command and individual clients may not be qualified to assess legal opinions, but their perspective as clients is critical to evaluating how well we are performing. Brilliance

in the courtroom or behind the scenes is irrelevant if it does not satisfy the needs of the client. Clients are in the best position to tell us whether we provided them adequate legal options and clearly explained the consequences of choosing one option over another.

Trends in survey results allow us to monitor the success of initiatives and pilot programs. For example, Military Justice Specialists and Experts in our NLSC commands are expected to improve the quality of litigation. Not only will their courtroom performances raise the overall level of quality, but their mentorship and training of new counsel should also reap rewards in the courtroom. Surveys should also help us gauge the

effect of paralegal education for legalmen. Furthermore, surveys will help us detect if initiatives to improve our timeliness or efficiency actually diminish the quality of our services.

Our community has successfully used all of these surveys throughout our NLSC commands or in pilot programs. We will continue to deploy these surveys either periodically

or following services provided to individual clients. Periodic reports will help commands identify areas for improvement and enable OJAG leadership to identify and share best practices that enhance our legal services.

You, members of our community, can ensure the success of our surveys by encouraging your command and individual clients to provide honest and timely feedback on our services. We also welcome your suggestions for other, innovative ways of measuring the quality of our services to the fleet. The challenges associated with measuring quality should not deter us from measuring this, our highest priority performance goal.

## Special Assistant for Transformation (SAT) Staff

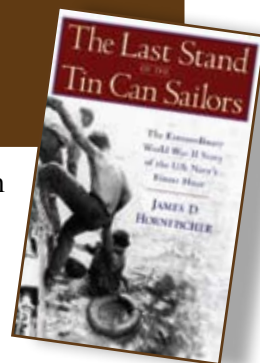
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# The Last Stand of the Tin Can Sailors

By James Hornfischer

Book review provided by LTJG Spencer Nichols



The Supreme Commander of Allied Forces kept his promise. On Oct. 20, 1944, General Douglas MacArthur triumphantly, and with cameras rolling, returned to the Philippines. His presence made the warm tropical waters through which the Army General made his widely publicized soggy march onto the island of Leyte simmer with unknowing anticipation. Behind him was the U.S. Seventh Fleet, resentfully cast by its members as “MacArthur’s Navy,” as well as Admiral Halsey’s Third Fleet guarding the northern flank. Together, these two massive collections of American seapower constituted an armament large enough to engage all the other navies of the world combined.

The Imperial Japanese warfighters of WWII readily preferred death to defeat; and by 1944, defeat was on the red horizon in the Pacific. The only question was how many were yet to die. With American ground forces breaching the beach at Leyte like a long, thin dagger, eminent Japanese admirals and bellicose tacticians developed a last-ditch plan to slow MacArthur’s return and, at the very least, die with honor. Thus was born the fateful plan that would prove the beginning of the end for the Pacific front in WWII.

The Sho Plan, as it was named, was characteristically bold of the Japanese in WWII. Beautifully complex, the plan relied on a combination of stealth, trickery, and blinding violence. The key component involved tempting the Third Fleet away from Leyte by dangling the glory of sunken Japanese carriers within Admiral Halsey’s smelling distance. It worked. Despite warnings, Halsey took the bait, giving chase to the fleeing Japanese carriers thereby leaving an avenue of approach to Leyte essentially unguarded. It turned out the hunted Japanese carriers were not much more than giant steel shells as their airpower had been almost entirely decimated earlier in the war. The line was not completely broken, however. Left in place of the awesome American air-craft carriers, battleships, cruisers, and heavy destroyers of the Third Fleet was a rag-tag task force called Taffy 3,

a collection of six escort carriers and seven “tin cans.” The “tin cans” are WWII-era destroyers and destroyer escorts that make their present-day offspring look like space-age ocean tanks. The walls were so thin that you could hear people talking through them. Escort carriers, too, were endearingly characterized as “combustible, vulnerable and expendable” after its designator, CVE. Designed as back-ups to the larger, well-armed, and better-equipped fleet carriers, the CVE also had thin armor covered by a wooden flight deck.

Four days after MacArthur landed at Leyte, this scrappy, unlikely, and lonely group of little ships met head-on with Goliath. To the disbelief of American admirals, a frenetic lone pilot radioed in with a jarring report: while hunting for submarines, Ensign Bill Brooks spotted an overwhelming enemy force of 23 cruising titans - four battleships, four heavy cruisers, two light cruisers and thirteen destroyers – speeding towards Taffy 3. The enemy force was well within firing range – theirs, not ours.

With the Third Fleet chasing empty Japanese carriers far up to the north and the Seventh Fleet holding the line down south, the members of Taffy 3 were outgunned and inappropriately armed. Their torpedoes were few and could only arm from a suicidal closeness to such large enemy vessels. The bombs available were of a light antipersonnel character - suitable for ground troops, not ships. The biggest guns available on Taffy 3 – five-inchers – wouldn’t even penetrate the armor of a Japanese cruiser or battleship and had a range of about seven miles. In horrific contrast, the smallest Japanese gun now pointing at them – fourteen-inchers – had a range of more than twenty-miles. The planes onboard the escort carriers carried

depth-charges designed for submarines, not surface units. Dropping one on the deck of a Japanese battleship could at best impale an enemy Sailor with some nasty wooden splinters. Perhaps the direst circumstance was that Taffy 3 lacked the speed to retreat, or even to force a chase. The enemy was already upon them. Decisive confrontation was inevitable. The captain of the USS SAMUEL B. ROBERTS summarized the situation for his crew, “This



will be a fight against overwhelming odds from which survival cannot be expected. We will do what damage we can.”

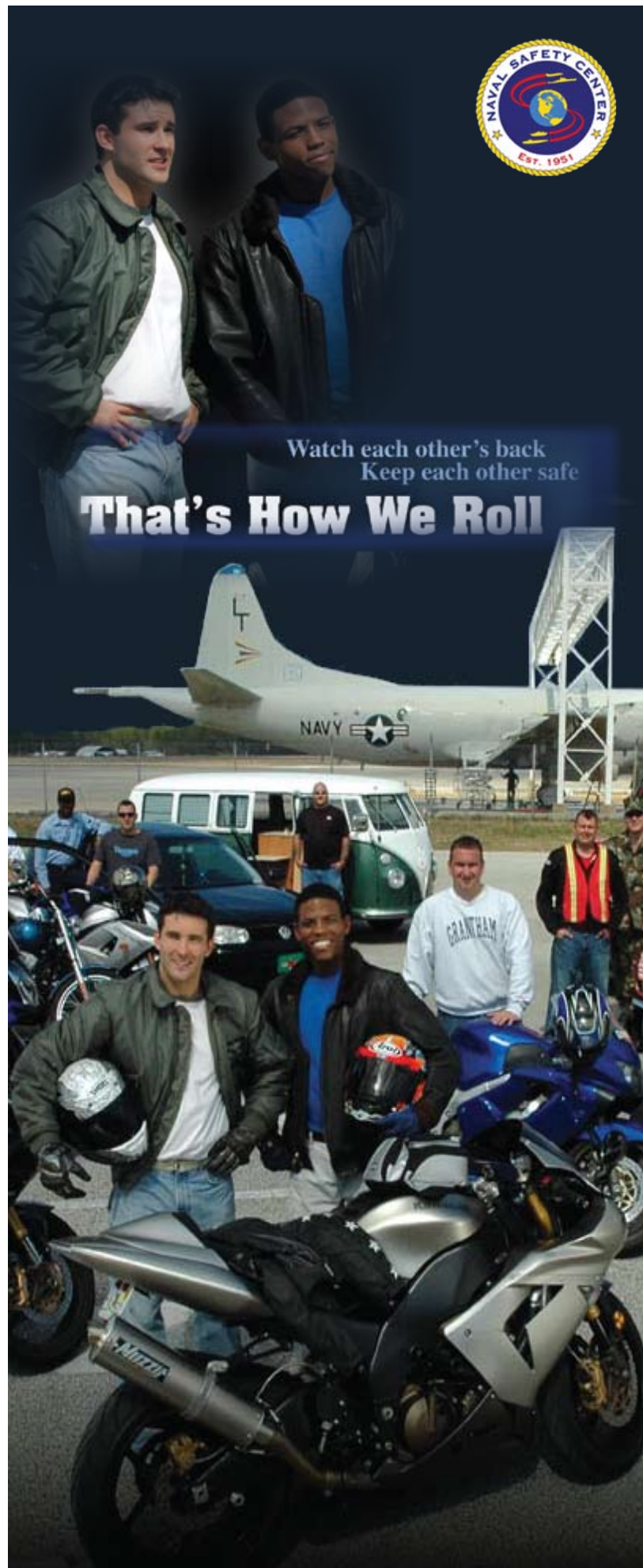
It is against this suspenseful backdrop that *The Last Stand of the Tin Can Sailors* is set. While history is replete with stories of the Battle of Leyte Gulf and MacArthur’s successful recapture of the Philippines, James Hornfischer focuses his inquiry on the harrowing, and ultimately successful, engagement at the Battle of Samar. What happened during this short, incredible and decisive battle was described by historian and Admiral Samuel Eliot Morison (who himself wrote a 15 volume account of every aspect of U.S. naval operations in WWII) as such, “In no engagement in its entire history has the U.S. Navy shown more gallantry, guts and gumption than in those two morning hours between 0730 and 0930 off Samar.”

While *Last Stand of the Tin Can Sailors* recounts the fighting that occurred, it also tells the story of the equally epic men who fought the overwhelming onslaught and won. Based on interviews with survivors as well as swaths of unclassified records, *The Last Stand of the Tin Can Sailors* delves deeply into the personalities of the men, as well as the ships, of Taffy 3. Hornfischer describes these Sailors with such detail and personality they quickly become characters in a historical drama that reads like a novel. The number of players and breadth of detail, both in enlisted and officer, Japanese and American, however, reminds the reader that *The Last Stand* is nonetheless a historical accounting. The sheer number of persons, ships, and plans, all of which share multiple complexities, make the beginning of the book a challenge to organize before the fighting begins.

A novice reader of naval literature might find difficulty in understanding the more intricate explanations of vessels, ranks, and ratings; however, Hornfischer’s vivid and amusing descriptions of life at sea – including the wretched yet heartwarming transformation from a pollywog to a shellback – are entertaining for even the most “green” of naval historians. The battle scene, which begins at about page 100 in this 500 page book, is well worth the reader’s labored attention to the players.

Readers of WWII literature are diverse in their motivations for recounting this storied history. Overall, *The Last Stand of the Tin Can Sailors* will stand to satisfy whatever the reader’s purpose may be. It simultaneously serves to honor those who served and died in the battle as well as those survivors who will not be around much longer to tell the tale. It also successfully engages the reader in an entertaining, accurate, and preserved account of naval history – a task not easily executed. Whatever satisfaction one can derive from reading about true-life heroism and tragedy at sea in WWII, *The Last Stand of the Tin Can Sailors* will not likely disappoint.

**Read any good books lately?  
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[natalie.morehouse@navy.mil](mailto:natalie.morehouse@navy.mil).**





# Civilian Training

By Amy Stevens

Fiscal and Resource Management

*This space has normally been reserved for updates on the National Security Personnel System (NSPS). Now that NSPS has been implemented and the first pay pools have been completed, we want to expand the scope of this column to address items of interest for the civilian community. Topic suggestions for this column can be sent to [amy.stevens@navy.mil](mailto:amy.stevens@navy.mil).*

The JAG Corps legal community is committed to ensuring that its members receive the training and education to best meet our mission needs. In recent years, the development of formal education systems and training has been most evident in the military sector of the legal community. Based largely upon feedback received from Naval Legal Service Command visits, and with items such as the enlisted paralegal accession course firmly in place for the military community, the focus of education and developmental training is expanding to the civilian community.

We are taking a three-prong approach to meet the education/training needs of the JAG Corps legal community civilians, to include increasing awareness of training, increasing availability of training, and assessing long-term organizational changes associated with training. Future JAG Magazine articles will discuss each of these steps in depth, but to begin, all personnel must understand how training is identified and the implications of having received training. Accordingly, this article will provide information as to why training decisions are made and prepare civilians to work within the constraints given to achieve a fully-performing workforce.

Civilian training is guided by some fundamental principles that serve to direct the training decision-making and prioritization process. In accordance with the Department of Navy's Civilian Human Resources Manual, Subchapter 410, policy requires that the organization (1) builds workforce skills and competencies in the most efficient manner possible, (2) ensures the civilian workforce is able to meet current and projected performance requirements essential to military readiness, and (3) upholds merit system principles while training the workforce. Reviewing these requirements, however, it becomes obvious that first we must know what the training need is before we can efficiently obtain it, project how it may change, and apply merit

protection elements to it.

Employees and supervisors are in the best position to determine the necessary training that best relates to the immediate, daily work being done. Employees and supervisors should ask themselves, "do I have the necessary skills to do my duties?", "is my employee fully-equipped to perform his/her job?", and "what are the skills relevant to my duties that I need to improve?" Employees and supervisors should ask and share answers to these questions openly with one another. While it remains the supervisor's responsibility to confirm and support the need for the training, the employee's input can be very valuable from a supervisory perspective. It is possible that the employee may identify a training concern that would not have appeared to the supervisor. When conducting this needs evaluation (whether employee or supervisor), ensure that the focus remains on the knowledge and skills needed to perform their job.

We need to also follow merit promotion procedures when selecting employees for training that primarily prepares them for advancement and that is not directly related to improving performance in their current position. For example, merit promotion procedures apply to training that prepares an employee for a promotion and whose purpose, or effect, would be to allow that employee to substantially meet the educational or other training requirements set by the Office of Personnel Management for assignment to a different position with higher promotion potential. However, even this training must address a mission requirement of the organization.

Training should be viewed as a tool at our disposal that serves to better prepare our workforce to accomplish our mission. As the JAG Corps continues to direct resources toward improving civilian training awareness and opportunities, employees and supervisors alike should seriously evaluate their training needs in an effort to better serve the mission while being mindful of the requirements outlined in the Civilian Human Resources Manual.

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***"While it remains the supervisor's responsibility to confirm and support the need for the training, the employee's input can be very valuable from a supervisory perspective."***

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# Navy Legalman Retiree Association

Many Navy communities have developed retiree associations, and for good reason. These associations provide an opportunity for retirees to promote the principles and fellowship of the Navy communities they belonged to during their active or reserve service.

Currently, the development of a Navy Legalman Retiree Association is being discussed.

“Our objectives are simple: a forum for retired legalmen to discuss issues that are important to the retired community, such as medical care, employment, and a wide variety of other current issues,” said LNCM Steven Hill, a retired legalman.

Another goal of the association would be to assist with issues that most active-duty legalmen are not well prepared for at the conclusion of their naval careers. The association could assist their active duty brethren in preparing for their

next career, the realities of becoming a “civilian” again.

“I believe that a legalman alumni association is long overdue. There have been many great leaders in this community who have left the service but still offer a great deal to those who still serve. I would be honored to be part of this myself. With *JAG Corps 2020*, we constantly look at the future and that is imperative; however, we must never forget those who have come before us,” said Command Master Chief LNCM Stephen DiStefano.

“We look forward to working with retired legalmen who believe that our community is in need of an association dedicated to the issue of Navy legalmen,” LNCM Hill said.

If you are interested in learning more about the creation of the Retired Legalman Association please contact LNCM Hill through e-mail at [Steven.Hill@med.navy.mil](mailto:Steven.Hill@med.navy.mil).



JAG Corps Alumni

## Spotlight On

### LNCM Steven Hill

LNCM Steven Hill is currently a Paralegal Specialist in the Civil Law Division at the Naval Hospital at Camp Pendleton, Calif. He retired from active service while at Navy Region Southwest, San Diego, Calif. in April 2004.

LNCM Hill joined the Navy in July 1976. He had grown up in northwestern Wisconsin and was not immediately interested in continuing his education. “I thought the Navy would give me a chance to travel,” said LNCM Hill.

From 1976 to 1987 LNCM worked as a Navy Postal Clerk. In June of 1987 LNCM Hill decided to become a legalman, because he felt the legal community offered interesting challenges and unique opportunities.

While a legalman, LNCM Hill earned a bachelor’s degree in business from Columbia College and a paralegal certificate from St. Mary’s College.

Of the many highlights from his Navy career he remembers most fondly his time aboard USS ABRAHAM LINCOLN (CVN-72). LNCM Hill found that his assignment aboard USS ABRAHAM LINCOLN was “the most demanding and was the type of duty you could only properly appreciate when looking back on it.”

To the current legal community, LNCM Hill offers this advice, “Enjoy it while you’re there. It all goes by way too fast. Work hard, and take care of your family and shipmates.”

### LNCM Donna Sayers

Recently retired LNCM Donna Sayers is currently working a term position with OJAG Knowledge and Information Services (Code 65) at the Washington Navy Yard. LNCM Sayers retired July 2008 in Athens, Ga., where she was the legalman Knowledge Program Manager at the Center for Service Support.

LNCM Sayers joined the Navy in November 1979 in order to learn a marketable skill. Prior to joining the Navy, LNCM Sayers worked on the assembly line at General Motors. Before converting to the legalman rating, LNCM Sayers was a yeoman. An interest in the legal field and a desire to be a court reporter led LNCM Sayers to become a legalman in July 1981.

LNCM Sayers encourages all legalmen to “take full advantage of the educational and credentialing opportunities currently being offered by the Navy, as well as affiliation with the Navy Legalman Association and National Federation of Paralegal Association. If you want to be a paralegal when you get out, these are the types of things civilian law firms look at.”



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*Find out what they are doing now! Alumni of the JAG Corps describe their current positions and what they did in the JAG Corps.*

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The law firm Womble Carlyle was selected to receive the 2008 Employer Support of the Guard and Reserve Freedom Award. Navy Reservist **LCDR Chris Geis**, along with several other members of the firm, accepted the Freedom Award in Washington, DC in September. President George W. Bush and Secretary of Defense Robert Gates met with the award winners.

The most notable firm policy was a continuation of differential pay for Reservists to cover differences in salary while on active duty.

The Freedom Award is given by the U.S. Department of Defense to employers that exhibit exemplary support for the Reserve and National Guard.

LCDR Chris Geis (pictured) recently returned from active duty service in the Middle East.



During VADM Bruce MacDonald's trip to Great Lakes, he presented **Mark Osher** with a certificate commemorating 25 years of civil service.

**CAPT Kirk Waits** was presented the ABA's Standing Committee on Armed Forces Law Outstanding Military Service Career Judge Advocate award for 2008, during the ABA annual Symposium in New York City.



**LN1 Nita Holliday** graduated with honors from ITT Technical Institute with an Associate of Applied Science Degree in Criminal Justice in September. She is a member of the National Technical Honors Society and will continue her education.

**LN1 Charlotte Norman-Button** was selected as the RLSO Midlant Sailor of the Quarter for the period April through June 2008. As a member of the Naval Station Norfolk First Class Petty Officer Association, she assisted in the coordination and planning of the Deckplate Triad First Class Symposium.



**Koichi Sekizawa** received the Navy Superior Civilian Service Award. The guest speaker and presenter was **RADM James Kelly**, Commander U.S. Naval Forces, who made a moving and inspirational speech in recognition of Mr. Sekizawa's service.



VADM Bruce MacDonald presented **LT Kelly Trunnell** of NLSO North Central with the Navy and Marine Corps Commendation Medal.

**Kim McLaughlin** of RLSO Midwest was awarded the 2008 Chicago Federal Employee of the Year Award by the Chicago Federal Executive Board. Ms. McLaughlin was selected as the Outstanding Secretarial/Clerical employee in a program that covers 178 federal agencies and more than 78,000 federal employees in an 11-county area.

This past year, in addition to her invaluable contributions in the area of military justice, Ms. McLaughlin was responsible for successfully processing 1,800 active duty transient personnel and overseeing the prompt processing of more than 100 "returned deserters," military personnel who have returned to military control after an extended period of unauthorized absence. She also ensured the expeditious processing of 300 Sailors whose misconduct or medical conditions necessitated early discharge from the U.S. Navy.



Navy and Marine Corps Appellate Government Division held an end of tour awards ceremony in honor of **CDR Paul LeBlanc**, Deputy Director, Appellate Government Division, and **Maj Brian Keller** and **LT Derek Butler**, both Appellate Government counsel. CDR LeBlanc's next tour is at the Office of Military Commissions, Maj Keller is now a civilian employee, and LT Butler was selected to attend George Washington University for an LL.M in trial advocacy.



LT Tim Flintoft reenlisted **LN1 George Amerson** at Naval Submarine Support Center Norfolk in October.



An investiture ceremony was held in September for associate judges of the U.S. Navy - Marine Corps Court of Criminal Appeals in the new Appellate Law Center Courtroom. **CDR John Maksym, CAPT Eric Price, and CDR Thomas Booker** were sworn in as judges. Chief Judge of the

Navy-Marine Corps Court of Criminal Appeals **CAPT Daniel O'Toole** hosted the event. The investiture of the associate judges was performed by the Chief Judge of the U.S. Court of Appeals for the Armed Forces, the Honorable **Andrew Effron**.



On Aug. 28, RLSO NW held a change of command on board the **USS JOHN C. STENNIS (CVN 74)**. **CDR Shelby Hladon** turned command over to **CAPT Jonathan Thow**.

**CAPT Thow** comes to RLSO NW after completing a deployment with Multi-National Forces Iraq. In Iraq, **CAPT Thow** worked with and mentored Iraqi judges, police, and prison officials to create a functioning criminal justice system. **CDR Hladon** will remain as the Executive Officer.



**BGen James Walker**, the Staff Judge Advocate to the Commandant of the Marine Corps, promoted four Marines of Administrative Support Division (Code 40) to corporal in October. The promotion ceremony was held in the courtroom of the Navy Marine Corps Appellate Center. **Cpl Jason Brown, Cpl Angelo Ciaramello, Cpl Ruban Arzate, and Cpl Mark Jaworsky**, were promoted.



**LCDR Daniel Werner** reenlisted **LN1 Carole McCoy** in October at RLSO EURSWA Det Rota Spain.

**LT Elizabeth Schuller** from NLSO Midlant was promoted to LT in July. She was also NLSO Midlant's Junior Officer of the Quarter.

**Ms. Dena Winder** from NLSO Midlant was recognized for her ten years of service as a civilian legal assistance attorney. She is also a member of the reserves.

**LN1 Damillah Brewer** was recognized as NLSO Midlant's Sailor of the Quarter.

**MM2 Jaime Thompson** was NLSO Midlant's Tax Assistance Center Sailor of the Quarter.

**OS3 Brittany Goldade** from NLSO Midlant was Tax Assistance Center Junior Sailor of the Quarter.



**VADM Bruce MacDonald** reenlisted **LN2 Abraham Tarr** and **LN3 Desiree Lopez** at the U.S. Naval Forces Central Command Headquarters in October.



*See your name in print! Submit your command awards and photos to [natalie.morehouse@navy.mil](mailto:natalie.morehouse@navy.mil)*



Photos From The Fleet



President George W. Bush posed with LT Sergio Sarkany in the Oval Office of the White House. LT Sarkany met the President while on a special assignment as an ethics advisor with the White House Counsel's Office.



IT3 Adam McDonald, LT Sarah Cottrill, LCDR Andy House, CDR Scott Thompson, LTJG April Dozier, LCDR Will Weiland, LTJG Jared Hernandez, and LT Chris Swain, members of NLSO Central and RLSO Southeast Det Pensacola at the Pensacola Navy Birthday Ball 2008.



Mr. Jim Fender, an attorney from the Office of the General Counsel, stands with Mr. Steve Rodgers. Mr. Rodgers is a retired Navy JAG Corps captain and will relieve Mr. Fender as the general counsel for Multi-National Forces - Iraq.



LN2 Latisha Davis shakes hands with GEN David Petraeus in Iraq.



CAPT Greg Belanger finished 1st in the 50 plus division.

Team NLSOPAC dominated the 1st Annual Salty Dog Sprint Triathlon held on the Yokosuka Naval Base in September.



Task Force 134 athletes LNC Mike Stephens, LNCS Roger Otte, and LT Candice Albright compete in a half marathon at Camp Victory, Iraq.



CDR Mike Bates finished 1st in the 30 plus division.



LTJG Jesse Adams finished 2nd in the under 29 division.



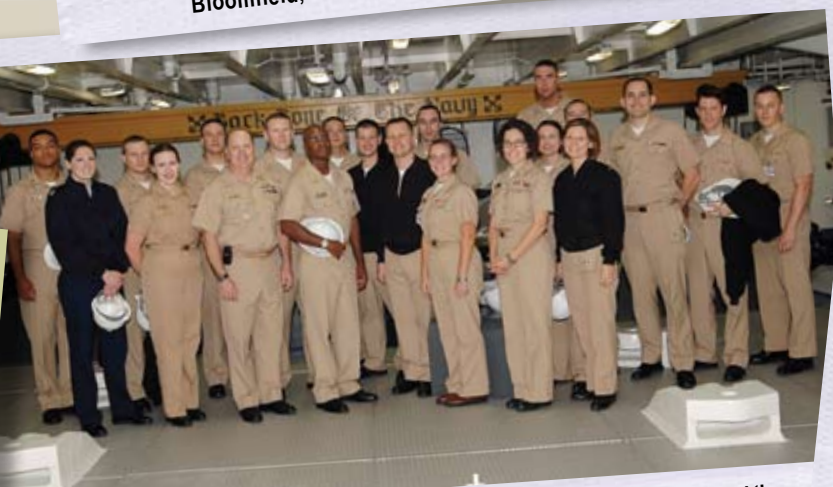
# Photos From The Fleet



RLSO SE had a "Dining In" at Ocean Breeze Club onboard Naval Station Mayport. LT Jason Kaneyuki, LTJG William Bloomfield, and LT Cliff Hutchinson attended the event.



RLSO EURSWA stopped at Hotel Romanico in Rome during the Mediterranean Law Conference. From left to right: LCDR Byron Divins; LT Chris Jeter; LCDR Jason Grover; CDR Tom Welsh; LT Tim French; CAPT Jon Fink; CDR Kevin Brew; and LT Ryan Santicola.



NLSO North Central attended recent training symposium in Norfolk and received the opportunity to go onboard the *USS Carl Vinson*. In addition to an educational tour, the junior officers were invited to have lunch in the wardroom.



LNC Mike Stephens participated in an outreach project where he helped distribute soccer balls and other items to the families of detainees. LNC Stephens is serving as the magistrate non-commissioned officer-in-charge at Task Force 134, Iraq.



NLSO Pacific celebrated at the 233rd Navy Ball in Yokosuka, Japan at Purdy Fitness Center. LN1 Cynthia Griffin, Dana Snow, LTJG Nancy Pham, LT Garrett Snow, LTJG Jesse Adams, LT Emily Dewey, Kristin Hamon, LT Phil Hamon, CAPT Greg Belanger, and Viola Witherspoon attended the party.



GEN David Petraeus poses with Law and Order Task Force Investigative Team (Team Hurriya) commemorating the referral to trial of a case involving the kidnapping and murder of three U.S. Soldiers. LT Dave Christenson, from NLSO SW, is assigned to Team Hurriya.





Naval Station Norfolk Chief Petty Officers' pinning ceremony.



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