

# NAVY JAG 2020.1







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*“For 235 years, we have grown. For 235 years, we have adapted. And as the needs have changed, we have changed to address the ever-shifting requirements of a much more complex world.”*

The Honorable Ray Mabus,  
Secretary of the Navy

# Navy JAG Corps Strategic Plan

Five years have passed since the JAG Corps published the Navy JAG Corps Strategic Plan, *JAG Corps 2020*, which charted a vision and course for the years ahead, and reflected extensive discussion and collaboration within the JAG Corps community and with external stakeholders. *JAG Corps 2020* was not an end in itself, but the beginning of a continuous process of community improvement.



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*JAG Corps 2020.1* is a refreshed, updated statement reflecting the realities of 2011 and experiences gained over the past five years. Although our nation, Navy, and JAG Corps have continued to evolve, we remain committed to finding solutions wherever and whenever needed to the legal challenges ahead, be they the policy challenges facing our Secretary, Service Chiefs, and Combatant Commanders; the military justice challenges facing our commanding officers; the operational and tactical challenges facing our commanders in the field; or the individual, personal challenges facing our Sailors and Marines.

While providing superb legal solutions is our mission today, our ability to execute this mission tomorrow will depend on our commitment to anticipating the future and evolving with it. In the pages that follow, we set forth what the JAG Corps must do, not only today, but also in the days and years that follow.



A handwritten signature in black ink, appearing to read "Chris Browning".

CHRISTOPHER J. BROWNING  
LNCM (SW/AW), U.S. Navy  
Command Master Chief



A handwritten signature in black ink, appearing to read "Jeffery N. Lüthi".

JEFFERY N. LÜTHI  
LNCM, U.S. Navy  
Reserve Component Program  
Command Master Chief



# Executive Summary

In 2006, the Judge Advocate General released *JAG Corps 2020*, a long-range strategic vision for the Corps. We anticipated that our strategic plan would need to evolve as our nation, our Navy, and our Corps would change and evolve between 2006 and 2020. Over the past five years, we have witnessed the anticipated change and refreshed our strategic plan to meet the new reality. The result is *JAG Corps 2020.1*, a plan reflecting the realities of 2011 as well as our aspirations for the year 2020. *JAG Corps 2020.1* consists of five sections:

## 1. Mission and Core Capabilities

A statement about the Navy JAG Corps' purpose and what we must deliver for naval, joint, and combined forces in three core areas of legal practice:

- Military Justice
- Operational Law and Command Advice
- Support to Sailors and their Families

## 2. Vision for 2020

The Navy JAG Corps in the year 2020 will be a community of legal professionals in which active and reserve judge advocates, legalmen, and civilians have distinct but complementary roles, organized for rapid world-wide deployment and supported with innovative technology and knowledge management systems.

## 3. Four Focus Areas for Continuous Improvement

The JAG Corps will work toward the Vision for 2020 by analyzing and organizing our efforts in four major focus areas:

- Recruit and retain the right people
- Prepare our people for success
- Assign the right people to the right positions
- Execute best practices

## 4. Judge Advocate General's Annual Guidance

Strategic plans fail unless accompanied by a detailed and rigorous plan for execution. The JAG's Annual Guidance is the Navy JAG Corps' annual plan of action and milestones for executing *JAG Corps 2020.1*.

## 5. JAG Corps 2020 Accomplishments (2006-2010)

Strategic plans are often unexecuted. The Navy JAG Corps has been committed to executing *JAG Corps 2020* as demonstrated by accomplishments from 2006-2010.





*“We have got to be ready for our assigned missions. We will harness the teamwork and the talent and the imagination of this wonderful diverse force that we have. But we have to be responsible to employ the resources that we are given. And we have a professional and moral obligation to uphold the covenant that we hold with our Sailors, civilians and our families.”*

Admiral Jonathan W. Greenert, U.S. Navy,  
Chief of Naval Operations



# Mission and Core Capabilities

The Navy Judge Advocate General's Corps provides solutions, from a military perspective, to legal issues involving military operations, organization, and personnel, wherever and whenever we are needed, with primary focus in the following Core Capability areas:

## Military Justice

Military Justice involves assisting commanders in maintaining good order and discipline of military personnel through investigations and proper disposition of offenses, including non-judicial punishment, litigation advice, prosecution of Sailors and Marines charged with violations of the Uniform Code of Military Justice, and Administrative Separations/Boards of Inquiry. Equally important is providing the highest quality defense counsel and personal representation services in administrative forums to Sailors and Marines charged with UCMJ offenses or facing administrative action.



Additionally, together with the Marine Corps, the Navy JAG Corps provides a professional and independent trial judiciary to preside over all courts-martial, ensuring they are expeditious and conducted in accordance with due process and other governing law and regulations. At the appellate level, Navy and Marine judge advocates ensure timely and thorough post-trial review of convictions, including the continued representation of appellants and the Department of the Navy in those cases mandated by statute for review by the Navy-Marine Corps Court of Criminal Appeals, our Service court composed of senior Navy and Marine Corps judges.

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***“JAGs do play a significant role in administering and supervising the military justice system, which is inextricably linked to a commander’s responsibility for maintaining good order and discipline.”***

**Senator Jim Webb, Democrat, Virginia,  
Chairman, Senate Armed Services Subcommittee on Personnel**

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***“We’ve been deployed, our military has, since 9/11, almost continuously. ... I’ve had a chance to see in action on the ground judge advocates in Iraq and Afghanistan, doing things that didn’t even exist five years ago. ... I’m very proud of the Judge Advocate General’s Corps who have provided great counsel and advice.”***

**Senator Lindsey Graham, Republican, South Carolina,  
Ranking Member, Senate Armed Services Subcommittee on Personnel**

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## **Operational Law and Command Advice**

The Navy JAG Corps supports Navy commands by providing legal advice across a broad range of operational and command issues. Operational law refers to a range of legal and related policy issues directly affecting a commander’s ability to plan, train, and conduct military operations. Broad areas of operational law include, but are not limited to, the law of war, rules of engagement, law of the sea, international agreements, counter-terrorism, rule of law, operational environmental law, information operations/cyber law, intelligence authorities and oversight, humanitarian assistance/disaster relief, and counter-piracy.

In addition, judge advocates provide advice for programs such as recruiting, training, organization, equal opportunity, military rights and benefits, freedom of expression, military personnel promotions, nominations, retirements, investigations, administrative personnel law, admiralty, claims, civil litigation, and, together with the Office of the General Counsel, government ethics and standards, and environmental law.

## **Support to Sailors and their Families**

The Navy JAG Corps supports Sailors and their families through the provision of legal assistance services concerning personal civil legal matters. This includes the provision of preventative law programs to educate eligible persons regarding their legal rights, responsibilities, and duties as well as pre-deployment and pre-mobilization services.

Additionally, the Navy JAG Corps provides legal assistance solutions for Wounded Warriors and assists active duty personnel through all stages of the disability evaluation system.



# Vision for 2020

In the year 2020, the Navy Judge Advocate General's Corps' unique contribution will continue to be the provision of solutions from a uniformed military perspective to legal issues involving military operations, organization, and personnel wherever and whenever such solutions are required.

The Navy JAG Corps will contribute to good order and discipline, supporting a just and efficient military justice system. Military justice, from complex, high-profile general courts-martial to due process advice and representation during administrative proceedings, will remain an important core function for the Navy JAG Corps.

In addition, the Navy JAG Corps will remain an integral part of naval, joint, and combined forces engaged in the full spectrum of military operations, including major combat operations at sea and ashore, information and asymmetric warfare, humanitarian and peacekeeping operations, homeland defense, homeland security, and defense support to civil authorities. The demand for Navy JAG Corps' resources will be driven by the increasing complexity of the legal and policy environment in which commanders operate.

The Navy JAG Corps will be a fully integrated community of active and reserve judge advocates, legalmen, and civilians, each with distinct, but complementary roles. Active duty judge advocates and legalmen will operate with a broad base of legal knowledge necessary to provide legal solutions across the array of issues facing military senior leaders, commanders and servicemembers. They will be available to deploy anywhere in the world. They will not, and need not, be experts in every legal discipline. When appropriate, they will use technology to reach back for subject matter advice from reserve and civilian specialists, as well as from active duty personnel with subspecialties developed through advanced legal education and carefully managed career paths. Through coordinated efforts, the Navy JAG Corps community will deliver authoritative and timely legal solutions to senior leaders, commanders, and servicemembers wherever and whenever needed.





*“I believe that, just as we can’t predict with precision the nature of the next fight, I think we can predict with certainty that it will be as complex as any fight we face today, and we need lawyers that have that agility and flexibility to meet that threat.”*

Vice Admiral Harry B. Harris, Jr., U.S. Navy,  
Commander, U.S. 6th Fleet





# Focus Areas

Our success in providing superb legal solutions to our clients depends on our ability to successfully execute four focus areas.

## Recruit and Retain the Right People

The dynamic nature and demands of our practice make the Navy JAG Corps different from more traditional civilian practices. As both legal practitioners and members/employees of the Navy, we must be superb legal professionals and service-oriented team players ready to serve “wherever and whenever” required. As a JAG Corps, we must recruit people capable of meeting these challenges and implement creative programs to retain the very best once they join our ranks. To fulfill the *JAG Corps 2020.1* Vision, the Navy JAG Corps will execute a variety of initiatives designed to recruit and retain the right people.

Competition for quality legal and paralegal talent will increase and national workforce demographics will continue to change. We must expand our reach and develop personnel policies to keep pace. The Navy JAG Corps will continually reassess and improve recruiting, selection, and retention programs. We will implement innovative programs to compete for and retain talent and seek opportunities to participate in promising retention initiatives and pilot programs offered within the Navy. The Navy JAG Corps will work aggressively to increase access to and retention of talent by implementing diversity programs, with particular emphasis on recruiting, as well as mentoring all personnel to encourage continued development and success within the organization.

We will seek to maintain robust demographic and experiential diversity, for we believe the broadest representation of viewpoints and talents strengthens our collective ability to identify and pursue solutions. As the Navy community most closely associated with the administration of justice, we must represent the force and the nation we serve.





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*“We continue to organize, train and prepare ourselves for sustained combat. ... A staff judge advocate plays a critical role ... helping the commander project the right tone, expectations, and example, and occasionally serving as the commander’s conscience, to ensure that we conduct ourselves honorably even in the most violent, challenging, and heartbreaking times, and that we never become a lawless mob. ... The rule of law is so fundamental to what we are and to what we do.”*

David H. Petreaus,  
Director of the Central Intelligence Agency,  
former Commander, NATO International Security Assistance Force and U.S. Forces Afghanistan

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## Prepare Our People for Success

Over the next decade, the development of and access to knowledge will continue to expand exponentially. The Navy JAG Corps envisions a highly-educated, well-trained community of legal professionals who receive continuing education, training, and mentoring over the course of their careers.



*JAG Corps 2020.1* requires alignment of our formal education programs, including post-graduate school, paralegal education, and tuition assistance for civilian employees, with just-in-time training, to meet legal requirements now and in the future. By aligning with Navy and Joint Professional Military Education requirements, we also envision a cadre of judge advocates who are better able to serve in naval, joint, and combined environments. We will continue to pursue distance learning as a way to deliver content more quickly and efficiently.

As education and training will be critical, so will personal mentoring to ensure all members of the community have maximum opportunity to realize their full potential.

# Assign the Right People to the Right Positions

As the Navy evolves, we must continually adjust to ensure the best qualified attorneys and legalmen serve where and when they are needed most. *JAG Corps 2020.1* requires an organizational structure and manpower policy that is sufficiently flexible to meet current requirements and anticipate emerging future requirements.

As anticipated in 2006, the demand for legal support to operational forces around the world has continued to grow, and *JAG Corps 2020.1* anticipates this demand will continue in the future. All Navy judge advocates and legalmen must be able to deploy on short notice anywhere in the world with the legal and professional skills necessary for making immediate contributions in operational environments. To facilitate an expeditionary practice across the full spectrum of military missions, the Navy JAG Corps will seek organizational alignments that provide effective and efficient legal services to naval, joint, and combined forces across the globe.

At the same time, the JAG Corps must provide first class military justice, command advice, and legal services to Sailors and their families. The Navy JAG Corps will realign resources to maximize productivity and meet fleet legal requirements and will use the Military Justice Litigation Career Track to continue to improve the quality of our military justice practice. The Navy JAG Corps' ability to meet the needs of our clients will depend on successful detailing policies designed to assign



the most qualified lawyers and paralegals to the missions for which they are best suited. As we balance the needs of the Navy and the shared sacrifice of our Corps, we will strive to meet personal preferences of our people. *JAG Corps 2020.1* recognizes that assignment policies to achieve these goals must be as fair and transparent as possible.

Over the next decade, all Navy communities must employ the significant experience and specialty skills in the Navy Reserve Component to maximum effect. We envision a Navy JAG Corps Community in which the Reserve Component complements the Active Component and civilian workforce by taking on roles and services that reserves are best suited to deliver. To fulfill this vision, the Navy JAG Corps has organized the Reserve Component to help ensure that reserve judge advocate expertise is used where needed most.



# Execute Best Practices

We must continue to refine processes and use of technology to meet our commitments, account for our work, and use our resources most effectively.

*JAG Corps 2020.1* envisions a networked community served by tools enabling world-wide reach-back for legal research and collaboration in all our practice areas, leading to consistency of advice and avoiding duplication of effort. We must use standardization and automation as a means to achieve greater efficiency, and collaborate with the Office of General Counsel and other Services to capitalize on common legal expertise.



*JAG Corps 2020.1* envisions a case tracking, case management, and workload analysis system that is reliable, responsive, and easily used. Military justice case tracking and case management will remain a permanent priority. The workload analysis system will capture what our work is, where it is located, and how it is accomplished to ensure the right resources are available to meet the needs of our clients.

Continuous process improvement requires a rigorous inspection process to identify best practices and ensure consistency with overall Navy JAG Corps guidance. The Navy JAG Corps Article 6, UCMJ, command inspection process of the Naval Legal Service Command must continue to be a comprehensive program to evaluate performance, ensure compliance with established law, identify deficiencies, and emphasize continuous improvement as the philosophy and standard business practice of the Navy JAG Corps.

Finally, to create a culture of continuous improvement and to ensure accountability in execution, all Navy enterprises will be required to define and measure outputs associated with investment which account for and balance risk. The Navy JAG Corps will continue to move towards an effects-based, metrics-based culture in which we develop and use tangible measures of performance to ensure continued mission accomplishment.

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***“The demand for judge advocate support will continue unabated driven by the increasing complexity and intensity of the legal and policy environment in which commanders are required to operate. ... The expectations that [judge advocates] will be able to deliver their advice very quickly in a time when the information flow that commanders deal with, the information flow the senior leaders deal with, is such a fast paced environment that there is a premium on getting advice to commanders and senior civilian officials at an ever-increasing pace.”***

Daniel J. Dell'Orto, former Department of Defense General Counsel (Acting) and Chairman, Independent Panel Review of Judge Advocate Requirements of the Department of the Navy

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*“The JAG is as critical as any member of the staff, and I would say maybe at times the most critical, and I spent as much time with my JAGs as I did any member of my staff.”*

Vice Admiral John M. Bird, U.S. Navy,  
Director Navy Staff





# Judge Advocate General's Annual Guidance

Strategic plans must be executed. Mission, Vision, and Focus Areas are empty words unless accompanied by constant commitment to make good ideas become reality. The Judge Advocate General's Annual Guidance provides the detailed, focused, execution plan to make *JAG Corps 2020.1* a reality. Every January, the JAG issues the Annual Guidance as a Plan of Action and Milestones (POA&M) to assign responsibility and accountability for executing components of *JAG Corps 2020.1*. The actions identified in the JAG's Annual Guidance fall into four focus areas. Every action identified in the JAG's Annual Guidance is assigned an action lead and is regularly monitored by the JAG through a POA&M. The Annual Guidance, the POA&Ms for each action, and a complete list of *JAG Corps 2020* (2006-2010) and *JAG Corps 2020.1* accomplishments will be made available to the community.



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***“As it has always been, these critical tasks will be carried out by our people—the key to success in any military strategy.”***

**A Cooperative Strategy for 21st Century Seapower**

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# JAG Corps 2020 Accomplishments (2006-2010)



Five years have passed since the release of *JAG Corps 2020*, our strategic plan. Over this period, the Navy JAG Corps demonstrated a commitment to continued community improvement while providing superb legal solutions to our clients wherever and whenever needed. As the summary below demonstrates, our strategic plan is not just a glossy brochure. We use strategic planning as the foundation for ensuring the Navy JAG Corps continues to evolve with the needs of the Navy and joint forces. The following accomplishments have been inspired by the *JAG Corps 2020* vision.

## Recruit and Retain the Right People

- Assumed responsibility for officer recruiting and executed an aggressive national recruiting strategy.
- Streamlined and improved the JAG Corps recruiting and selection process by implementing a new website, online applications, and a disciplined structured interview process.
- Made LN conversion process more uniform and selective by creating local selection boards and setting more demanding criteria for selection.
- Implemented a direct appointment program to commission into the Reserve JAG Corps civilian attorneys with expertise in specialized legal areas.
- Improved work-life balance by implementing a flex-work policy, telecommuting policy, and a Virtual Command Pilot, allowing personnel more choice in where and when they perform their duties.
- Participated in the Navy's Career Intermission Program.
- Extended diversity outreach and education across the community through podcasts, senior leader involvement with national diversity groups, and engagement at the law school, collegiate and high school levels.
- Enhanced the Summer Internship and School Year Externship Program by standardizing the selection process and expanding meaningful opportunities for interns to learn about the Navy and JAG Corps.

## Prepare Our People for Success

- Established the Legalman Paralegal Education Program (LPEP), an historic program and the culmination of years of effort to ensure every LN obtains an Associate's Degree in Paralegal Studies.
- Launched a comprehensive 52-week LN Rate Training program to solidify LN legal knowledge in military justice, criminal law, civil law, and legal research.



- Increased available civilian opportunities for education and training to further career development by reimbursing employees for tuition costs associated with college courses.
- Maximized post-graduate school master's degree opportunities by negotiating tuition reduction agreements with multiple law schools, and increasing post-graduate school attendance by 48% since academic year 2005-2006.
- Coordinated with George Washington University Law School to develop its first-ever Cybersecurity Law and Policy Course.

## Assign the Right People to the Right Positions

- Established a new AJAG position as the Chief Judge, Department of the Navy to ensure oversight of the trial and appellate judiciary and military justice related affairs.
- Created Deputy Commander positions for the Region Legal Service Offices and Naval Legal Service Offices to ensure focused oversight and clear lines of command and control.
- Created the Trial Counsel Assistance Program and Defense Counsel Assistance Program to increase the field's access to litigation expertise.
- Reorganized JAG Corps Reserve Force into three specialized "pillars" (military justice litigation, command services/legal assistance, and specialty practice), better allowing the JAG Corps Reserve Component to support the Active Component.
- Established a military justice career litigation track allowing for the identification, development, and retention of those judge advocates who demonstrated significant military justice knowledge and trial advocacy skills; assigned qualified litigators to key prosecution and defense positions worldwide.
- Established a judicial screening board for prospective Navy and Marine Corps trial and appellate military judges to ensure only highly qualified officers are recommended for assignment to judicial billets.

## Execute Best Practices

- Developed "Communities of Practice" for every functional legal area online allowing for quick access to legal resources and authoritative reach-back support from headquarters.
- Developed the Case Management Tracking Information System (CMTIS), combining, for the first time, case tracking, case management, and workload management into a centralized and comprehensive software system.
- Revised Article 6, UCMJ command inspection process to better evaluate performance, ensure compliance with established law, identify deficiencies, and emphasize continuous improvement as the philosophy and standard business practice of the JAG Corps.
- Used surveys and assessments, such as the Military Judge Assessment, the Leadership Survey, and the Legalman Paralegal Education Program (LPEP) Workload Assessment to gain deeper insight into community programs and trends.
- Established the Military Justice Oversight Council (MJOC) as a monthly flag/general officer forum for review of military justice in the Navy and Marine Corps, including structure, resources and case oversight.
- Established an annual Report on the State of Navy Military Justice that conducts a comprehensive assessment of military justice practice across the DON.





[www.jag.navy.mil](http://www.jag.navy.mil)