

JUDGE ADVOCATE LEGAL SERVICES

JALS Publication 1-1

Personnel Policies



Office of The Judge Advocate General

31 January 2025

PREFACE AND AUTHENTICATION

1. This JALS Publication 1-1 revision incorporates and supersedes previously published Policy Memoranda by The Judge Advocate General that have evolved into enduring Judge Advocate General's Corps policies. This update makes it easier for the members of the Judge Advocate Legal Services to review, search, and reference the document. It provides guidance for individuals in the management of their own careers, as well as tools for leaders in mentoring, educating, and developing their subordinates.
2. This policy reference is separate from the personnel directory. This reference is a searchable digital document. To facilitate the regular and rapid revision of this publication, I encourage individuals to keep digital copies accessible on their computers rather than in hardcopy.
3. Where a policy is unclear or the approval authority for a policy exception is not identified, the clarification or exception sought will be sent to the Chief, Plans, Programs, and Policies (P3). Send general comments and recommended changes to this publication to Plans, Programs, and Policies, Office of The Judge Advocate General at usarmy.pentagon.hqda-otjag.list.p3@army.mil.
4. The policies in this publication are effective as of the date indicated in my digital signature below. All previous versions of this publication and JAGC Publication 1-1 are hereby superseded.

FOR THE JUDGE ADVOCATE GENERAL:

ANDREW D. FLOR
COL, JA
Chief, Plans, Programs,
and Policies

SUMMARY of CHANGE

JALS Pub 1-1
Personnel Policies

This revision -

- IAW Executive Order, Ending Radical And Wasteful Government DEI Programs And Preferencing, signed 20 January 2025, policy concerning Diversity, Equity, and Inclusion is removed from this publication.
- Updates the civilian bar dues reimbursement eligibility policy by including local national attorneys under direct JALS supervision.
- Makes administrative changes throughout.

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JALS PUBLICATION 1-1: PERSONNEL POLICIES

Table of Contents

CHAPTER 1. INTRODUCTION.....	1
1-1. FORMAT AND SCOPE.....	1
1-2. APPLICABILITY.....	1
1-3. QUESTIONS AND CHANGES.....	1
1-4. JAGC & JALS PERSONNEL POLICIES.....	1
1-5. PROFESSIONAL DEVELOPMENT.....	2
1-6. EQUAL OPPORTUNITY.....	2
1-7. WELL-BEING OF JALS PERSONNEL.....	2
CHAPTER 2. RECRUITING.....	3
2-1. GENERAL.....	3
2-2. INTERN PROGRAM.....	3
2-3. STUDENT VOLUNTEER EXTERN PROGRAM.....	3
2-4. FIELD SCREENING OFFICERS.....	4
2-5. OUTREACH OFFICERS.....	4
2-6. CIVILIAN RECRUITING.....	4
CHAPTER 3. ACCESSIONS.....	6
3-1. DIRECT COMMISSION AND ORDER TO ACTIVE DUTY.....	6
3-2. INITIAL ACTIVE DUTY GRADE.....	6
3-3. FUNDED LEGAL EDUCATION PROGRAM (FLEP).....	7
3-4. SERVICE OBLIGATION.....	8
3-5. INSIGNIA.....	9
3-6. REMOVAL.....	9
CHAPTER 4. JALS INCENTIVE PROGRAMS.....	10
4-1. GENERAL INCENTIVE PROGRAM INFORMATION.....	10
4-2. JUDGE ADVOCATE STUDENT LOAN REPAYMENT PROGRAM.....	10
4-3. JUDGE ADVOCATE OFFICER RETENTION BONUS.....	13
4-4. JALS BAR DUES REIMBURSEMENT (BDR) PROGRAM.....	14
CHAPTER 5. REGULAR ARMY (RA) JUDGE ADVOCATE CAREER MANAGEMENT AND PROGRESSION.....	17
5-1. ASSIGNMENTS AND PROFESSIONAL DEVELOPMENT.....	17
5-2. RESPONSIBILITIES.....	19
5-3. TALENT MANAGEMENT.....	20
5-4. ASSIGNMENT CYCLE PROCESS - COMPANY GRADES.....	21
5-5. ASSIGNMENT CYCLE PROCESS - FIELD GRADES.....	22
5-6. TOUR LENGTH.....	22
5-7. INITIAL ASSIGNMENT PRACTICES.....	23
5-8. OVERSEAS SERVICE.....	24
5-9. FOREIGN SERVICE TOUR (FST) EXTENSION.....	24
5-10. COVERED OFFENSE LITIGATION EXPERIENCE.....	24
5-11. TRIAL DEFENSE SERVICE (TDS).....	24
5-12. BRIGADE ASSIGNMENTS.....	24
5-13. OFFICE OF SPECIAL TRIAL COUNSEL.....	25
5-14. SPECIAL VICTIMS' COUNSEL.....	25
5-15. OFFICER INITIATED ACTIONS.....	25
5-16. DUAL MILITARY COUPLES.....	26
5-17. EXCEPTIONAL FAMILY MEMBER PROGRAM.....	26
5-18. SPONSORS.....	26
5-19. ARMY MILITARY HUMAN RESOURCE & SELECTION BOARDS RECORDS MANAGEMENT.....	26

5-20. DA PROMOTION SELECTION BOARDS PROMOTION PLANS.....	27
5-21. SPECIALTY LEGAL FUNCTIONAL AREAS.	27
5-22. ADMINISTRATIVE LAW SPECIALTY LEGAL FUNCTIONAL AREA.	28
5-23. CONTRACT AND FISCAL LAW SPECIALTY LEGAL FUNCTIONAL AREA.....	31
5-24. MILITARY JUSTICE SPECIALTY LEGAL FUNCTIONAL AREA.	34
5-25. NATIONAL SECURITY LAW SPECIALTY LEGAL FUNCTIONAL AREA.....	39
5-26. LEADERSHIP.	43
CHAPTER 6. RESERVE COMPONENT ASSIGNMENTS AND CAREER MANAGEMENT	45
6-1. ARMY RESERVE NON-AGR JUDGE ADVOCATE ASSIGNMENTS AND TENURE.	45
6-2. NATIONAL GUARD JUDGE ADVOCATES.	48
6-3. OVERSTRENGTH ARMY RESERVE JUDGE ADVOCATE ASSIGNMENTS.....	48
6-4. OVER-GRADE ASSIGNMENTS.	49
6-5. ARMY RESERVE AND ARMY NATIONAL GUARD NON-JAGC OFFICER ASSIGNMENTS.....	49
6-6. ARMY RESERVE 27D ENLISTED ASSIGNMENTS.....	50
6-7. POSITION VACANCY BOARDS.	51
6-8. ARMY RESERVE ACTIVE GUARD RESERVE JUDGE ADVOCATES.	51
6-9. ACTIVE GUARD RESERVE (AGR) OFFICER ACCESSIONS.....	52
6-10. ENLISTED ACTIVE GUARD RESERVE ACCESSIONS.	52
6-11. JUDGE ADVOCATE MOBILIZATION MANAGEMENT.	52
6-12. INDIVIDUAL MOBILIZATION AUGMENTEE MANAGEMENT.....	53
6-13. CONTINUING EDUCATION.....	54
6-14. RETIREMENT POINT CREDIT FOR ARMY RESERVE TRAINING IN A NON-PAY STATUS.....	54
6-15. RETIREMENT POINT CREDIT FOR ARMY RESERVE TRAINING IN A NON-PAY STATUS - IRR ATTACHMENT	54
CHAPTER 7. PROFESSIONAL SCHOOLING.....	60
7-1. JUDGE ADVOCATE SCHOOLING PLAN.	60
7-2. DIRECT COMMISSION OFFICER COURSE (DCC) AND JUDGE ADVOCATE OFFICER BASIC COURSE (JAIBC).	60
7-3. RESERVE COMPONENT BIFURCATION OF DCC AND OBC.	61
7-4. JUDGE ADVOCATE TACTICAL STAFF OFFICER COURSE (JATSOC).....	61
7-5. JUDGE ADVOCATE OFFICER GRADUATE DEGREE PROGRAM.	61
7-6. RESERVE COMPONENT JUDGE ADVOCATE OFFICER ADVANCED COURSE.....	62
7-7. INTERMEDIATE LEVEL EDUCATION (ILE).	62
7-8. ADVANCED CIVILIAN SCHOOLING.	65
7-9. SENIOR SERVICE COLLEGE (SSC).....	65
7-10. UNITED STATES ARMY WAR COLLEGE (USAWC) DISTANCE EDUCATION COURSE.	66
7-11. CONTINUING LEGAL EDUCATION (CLE) REQUIREMENTS FOR LICENSURE.	66
7-12. CONTINUING LEGAL EDUCATION (CLE) COURSES AT TJAGLCS.....	66
7-13. OTHER MILITARY TRAINING.	66
7-14. ACTIVE DUTY SERVICE OBLIGATIONS ASSOCIATED WITH TRAINING.	67
7-15. LEGAL ADMINISTRATOR SCHOOLING PLAN.	67
7-16. WARRANT OFFICER CANDIDATE SCHOOL AND THE WARRANT OFFICER BASIC COURSE.	68
7-17. WARRANT OFFICER ADVANCED COURSE.	68
7-18. WARRANT OFFICER INTERMEDIATE LEVEL EDUCATION.	68
7-19. WARRANT OFFICER SENIOR SERVICE EDUCATION.....	68
7-20. CIVILIAN EDUCATION OPPORTUNITIES.....	68
7-21. CONTINUING EDUCATION.....	69
CHAPTER 8. SELECTION, CERTIFICATION, AND ASSIGNMENT OF JUDGES	70
8-1. SELECTION AND CERTIFICATION OF ACTIVE DUTY MILITARY TRIAL JUDGES.	70
8-2. SELECTION AND CERTIFICATION OF USAR TRIAL JUDGES.	70
8-3. SELECTION AND CERTIFICATION OF ARMY NATIONAL GUARD (ARNG) MILITARY JUDGES.....	70
8-4. TRIAL JUDICIARY ASSIGNMENTS.	71
8-5. SELECTION AND ASSIGNMENT OF APPELLATE MILITARY JUDGES.	72
8-6. TENURE FOR MILITARY JUDGES.....	72

CHAPTER 9. JUDGE ADVOCATE SEPARATION, RESIGNATION, DISCHARGE, AND RETIREMENT	73
9-1. GENERAL.....	73
9-2. RESIGNATIONS.....	73
9-3. RETIREMENTS.....	74
9-4. OFFICER ELIMINATIONS.....	75
9-5. FORCE SHAPING AUTHORITY.....	75
9-6. RECOUPMENT OF EDUCATIONAL EXPENSES.....	75
9-7. PARTICIPATION IN CAREER SKILLS PROGRAMS.....	75
9-8. TRANSITION LEAVE.....	75
9-9. FORWARDING ADDRESS UPON SEPARATION FROM ACTIVE DUTY.....	75
9-10. RETIREMENT OR RESIGNATION IN LIEU OF PCS ASSIGNMENT.....	75
9-11. SELECTIVE CONTINUATION.....	76
9-12. MILITARY SERVICE OBLIGATION.....	76
9-13. CAREER INTERMISSION PROGRAM.....	76
CHAPTER 10. SPECIAL RULES OF MILITARY PRACTICE.....	78
10-1. COUNSEL IN COURTS-MARTIAL.....	78
10-2. GOOD STANDING WITH ATTORNEY’S LICENSING AUTHORITY.....	78
10-3. STATE FEES.....	79
10-4. SUSPENSION FROM DUTIES.....	79
10-5. OUTSIDE PRACTICE AND COURT APPEARANCES.....	79
10-6. STANDARDS OF CONDUCT.....	81
10-7. PROFESSIONAL RESPONSIBILITY.....	81
10-8. COMPLAINTS INVOLVING PROFESSIONAL RESPONSIBILITY OR MISMANAGEMENT.....	81
10-9. TJAG FLAGS INVOLVING THE PROFESSIONAL LICENSING AND CERTIFICATION OF JUDGE ADVOCATES, LEGAL ADMINISTRATORS, AND MILITARY PARALEGALS (FLAG CODE O).....	81
10-10. LEGAL FUNCTIONAL AREA REVIEW.....	82
CHAPTER 11. WARRANT OFFICERS	83
11-1. GENERAL.....	83
11-2. CAREER MANAGEMENT AUTHORITY.....	83
11-3. WARRANT OFFICER APPOINTMENT.....	83
11-4. INITIAL OBLIGATED TOUR.....	83
11-5. REGULAR ARMY (RA) APPOINTMENT.....	83
11-6. ASSIGNMENTS.....	84
11-7. PROMOTIONS.....	84
11-8. RETIREMENTS.....	84
CHAPTER 12. CIVILIAN ATTORNEY MANAGEMENT PROGRAM.....	88
12-1. SCOPE.....	88
12-2. REFERENCES.....	88
12-3. CIVILIAN PERSONNEL MANAGEMENT GUIDANCE.....	88
12-4. CIVILIAN ATTORNEY AND PARAPROFESSIONAL PROFESSIONAL DEVELOPMENT.....	93
CHAPTER 13. ENLISTED PARALEGAL MANAGEMENT	95
13-1. GENERAL.....	95
13-2. CAREER MANAGEMENT AUTHORITY.....	95
13-3. ASSIGNMENTS.....	95
13-4. CAREER SKILLS PROGRAM (ENLISTED).....	96
13-5. PROFESSIONAL DEVELOPMENT SKILL IDENTIFIERS (PDSI).....	99
ABBREVIATIONS AND ACRONYMS	102
REFERENCES	107

Table of Figures

<i>Figure 2-1 Comparison of Outreach Officers and Field Screening Officers</i>	4
<i>Figure 5-1 Judge Advocate Assignment Factors</i>	18
<i>Figure 5-2 Judge Advocate Career Model</i>	19
<i>Figure 5-3 Administrative Law Career Model</i>	29
<i>Figure 5-4 Administrative Law PDPC Criteria</i>	31
<i>Figure 5-5 Contract and Fiscal Law Career Model</i>	32
<i>Figure 5-6 Contract and Fiscal Law PDPC Criteria</i>	34
<i>Figure 5-7 Military Justice Career Model</i>	38
<i>Figure 5-8 Military Justice PDPC Criteria</i>	39
<i>Figure 5-9 National Security Law Career Model</i>	40
<i>Figure 5-10 National Security Law PDPC Criteria</i>	43
<i>Figure 5-11 Judge Advocate Leadership Development Model</i>	44
<i>Figure 6-1 Reserve Component Judge Advocate Career Model – Assignments</i>	56
<i>Figure 6-2 Non-AGR USAR Assignment</i>	57
<i>Figure 6-3 Reserve Component Judge Advocate Career Progression Model</i>	58
<i>Figure 6-4 Commander’s Request for Non-Judge Advocate Assignment</i>	59
<i>Figure 7-1 ILE 36-Month Timeline</i>	65
<i>Figure 11-1 Legal Administrator (RA) Career Development Model</i>	86
<i>Figure 11-2 Legal Administrator (RC) Career Development Model</i>	87
<i>Figure 12-1 Civilian Attorney Staffing Process</i>	91
<i>Figure 12-2 Step-by-Step Process for Consideration of Military Spouse Attorneys</i>	91
<i>Figure 12-3 What is the Candidate’s Expertise Level?</i>	93
<i>Figure 13-1 Regular Army 27D Career Model</i>	97
<i>Figure 13-2 Reserve Components 27D Career Model</i>	98
<i>Figure 13-3 AGR Enlisted Assignment Factors</i>	99
<i>Figure 13-4 Military Justice Professional Development Skill Identifier Criteria</i>	100
<i>Figure 13-5 National Security Law Professional Development Skill Identifier Criteria</i>	101

CHAPTER 1. INTRODUCTION

1-1. FORMAT AND SCOPE.

a. This publication outlines policies and procedures for the execution of The Judge Advocate General's unique statutory role and responsibilities prescribed in 10 U.S.C. § 7037, Secretarial-directed duties as delineated by the Headquarters, Department of the Army (HQDA) in General Order 2020-01, regulatory duties as listed in Army Regulation (AR) 27-1, *Judge Advocate Legal Services*, and all other regulations where The Judge Advocate General (TJAG) is the proponent or authority for force management or personnel matters within the Judge Advocate General's Corps (JAGC) or the Judge Advocate Legal Services (JALS). Published annually in May, it consolidates information and policies concerning personnel matters within the JAGC and JALS, with appropriate citations to applicable references and authorities. Consult these references for specific procedures. This publication also includes several sample formats, modified as appropriate to reflect procedures specific to the JAGC.

b. TJAG policies implement, supplement, and clarify law, regulation, and higher-level policy applicable to the JALS. Where information in this publication conflicts with law, regulation, or higher-level authoritative policy; the controlling law, regulation, or higher-level policy takes precedence.

c. Information in this publication is current as of the date published. Policies are subject to change. Interim policy changes and updates will be announced on JAGCNet and made available via the Policy Memo link on the Leadership page (<https://www.jagcnet2.army.mil/Sites/JAGC.nsf>).

1-2. APPLICABILITY.

TJAG is the personnel policy proponent for the JAGC and JALS. This publication codifies TJAG's personnel policies and applies to all individuals under the authority of TJAG or within the JALS. In accordance with AR 27-1, the JALS includes officers, warrant officers, enlisted personnel, and other members of the Army detailed to the JAGC; civilian attorneys for whom TJAG is the qualifying authority (see AR 690-300); executive level civilian attorneys who are under the technical supervision of TJAG; and professional consultants, legal technicians, civilian paraprofessionals, civilian employees, and other personnel on duty with the JALS.

1-3. QUESTIONS AND CHANGES.

Submit questions and recommended changes to this publication by contacting Plans, Programs, and Policies (P3), Office of The Judge Advocate General (OTJAG) at usarmy.pentagon.hqda-otjag.list.p3@army.mil.

1-4. JAGC & JALS PERSONNEL POLICIES.

a. The Chief, P3, is responsible for assisting in fulfilling TJAG's statutory and regulatory responsibilities as the JAGC branch proponent. The Chief, P3, is principally responsible for all personnel policies affecting personnel in the JALS in coordination with other JALS Senior Leader stakeholders. The Chief, P3, assists TJAG in executing JAGC force modernization responsibilities.

b. Fair, candid, and inclusive personnel management remains critical to meeting the JAGC mission to develop, employ, and retain a team of proactive professionals, forged by the warrior ethos, who deliver principled counsel and mission-focused legal services to the Army and the Nation. Effective personnel management practices will realize the JAGC leadership's vision for the Corps to be the most highly trained, inclusive, and values-based team of trusted legal Army professionals who excel in our Army and Joint Force missions in an increasingly complex and legally dynamic world.

c. Effective personnel management occurs when leaders, supervisors, mentors, talent managers, and individual members of the JALS all share responsibility for individual and organizational professional development.

d. JALS members may submit policy suggestions or recommendations to the Strategic Planning Team at TJAGLCS through the "Virtual Suggestion Box" link found on the JAGCNet homepage (www.JAGCNet.army.mil) and JAGConnect (<https://www.milsuite.mil/book/docs/DOC-352968>).

1-5. PROFESSIONAL DEVELOPMENT.

TJAG is the primary personnel manager of judge advocates (JA) under the statutory mandate of Title 10 U.S.C. §§ 806 and 7037(c)(2). TJAG has the principal obligation to prescribe personnel policy for JAs. Accordingly, developing Army officers is a key priority of the JAGC leadership. DA Pamphlet 600-3, *Officer Professional Development and Career Management*, summarizes the Army's philosophy and policies of officer professional development. JALS Publication 1-1 provides TJAG's personnel management policy guidance for the Regular Army and Reserve Components (RA/RC) JAs, Legal Administrators, Enlisted personnel and JALS civilian attorneys and paraprofessionals.

1-6. EQUAL OPPORTUNITY.

Equal opportunity for all members of the JALS is the only acceptable standard in the Army, and applies to every aspect of recruiting, career development, and utilization of JALS personnel. All people should be treated with dignity and respect. Each of us has the duty to provide workplace environments free of unlawful discrimination and harassment and report violations if they occur. All JALS personnel will support and comply with the Army's policies on Military Equal Opportunity, and the SHARP. The principles of those policies will be reflected in all JALS office procedures and practices.

1-7. WELL-BEING OF JALS PERSONNEL.

The JAG Corps is unequivocally invested in the well-being of JALS personnel. The JALS Wellness Program is comprised of three main lines of effort including, (1) prevention and education, (2) engagement and intervention, and (3) personal and professional growth. JALS personnel will strive to transform our culture into one that is filled with people who are not merely surviving but thriving together in both their personal and professional lives.

CHAPTER 2. RECRUITING

2-1. GENERAL.

a. The Judge Advocate Recruiting Office (JARO) under the supervision of the Chief, Office of Professional Organizational Development (OPOD), manages recruiting and accessions for the Regular Army (RA) and the U.S. Army Reserve (USAR) (the latter in coordination with USAR Legal Command and U.S. Army Reserve Command). Army National Guard (ARNG) recruiting is handled by individual states in coordination with the National Guard Bureau (NGB).

b. All JAs should be familiar with JAGC recruiting procedures and the application process for each component. Information is available from JARO at <https://www.jagcnet.army.mil/GoArmyJAG> or (866) ARMYJAG.

2-2. INTERN PROGRAM.

a. The JAGC hires rising second-year (1L) and third-year law students (2L) as summer interns in Army legal offices. The number of interns may vary each year based on funding and mission requirements. Designed to provide law students exposure to JAGC practice areas and insights into life as a JA, the Intern Program's success depends largely on Staff Judge Advocates (SJA) and other supervisors providing an engaging experience and a candid evaluation at the end of the internship.

b. Interns are selected annually by TJAG with the advice of a competitive selection board. The 2L intern selection board convenes in the fall, and the 1L board occurs convenes in the winter. Interns are normally assigned to large legal offices based on the needs of the Army and the JAGC, host office capacity, and intern preferences.

c. Host offices will assign interns a sponsor and ensure timely in-processing to maximize the value of the program for interns and the JAGC. SJAs, RDCs, or host office senior leaders in the grade of O5 or above will complete an Intern Evaluation Report for every intern. The evaluation should provide a candid assessment of the intern's performance and potential as a JA to enable an informed decision if the intern applies for a JAGC appointment. JARO will inform host offices of evaluation deadlines, but in general, evaluations for 1L and 2L interns will be submitted to JARO no later than one week after the end of the internship. The intern does not receive a copy of the evaluation.

d. Early Decision Program (EDP) for 1L and 2L Interns. All 1L and 2L summer interns are eligible to apply for a JAGC commission during the internship. The EDP accession board convenes shortly after the internship ends and successful applicants receive prompt offers of appointment. Participation in this program is voluntary. All interns should receive equivalent duties and developmental opportunities, regardless of whether they opt-in to the EDP. Interns who do not apply for early decision—or who apply but are not selected—remain eligible to apply in future accession boards. There is no cap to how many interns can be selected pursuant to the EDP. JARO publishes detailed program guidance to interns and host legal offices at least 30 days before the internship begins.

2-3. STUDENT VOLUNTEER EXTERN PROGRAM.

a. Each year, TJAG may accept a number of qualified law students as voluntary externs (to serve without pay) to perform legal duties at various locations. Student volunteers perform duties pursuant to academic credit programs at their law schools or to obtain legal work experience and are not employees of the U.S. Government. This program is designed to complement the Intern Program as a means of informing law students of practice opportunities in the JAGC. SJAs will develop a performance plan in concert with the student volunteer and the law school. During the externship, SJAs and supervisors will provide instruction, guidance, analysis, and evaluation equivalent to that given summer interns.

b. Offices will submit a request to JARO to host a student volunteer extern. JARO will provide guidance and approve or disapprove such requests. Host offices will complete an Extern Evaluation Report for externs in the same manner as required under the Intern Program and submit the evaluation to JARO. Externs will not receive a copy of their evaluation, but they will be included in any future Army JAG Corps application file.

c. Offices may host other volunteers, e.g., paralegals and paraprofessionals, at their discretion. JARO does not oversee or approve these volunteers. Offices should take care to complete any necessary volunteer service agreements and non-disclosure agreements and ensure all other procedures for accepting volunteers are followed.

2-4. FIELD SCREENING OFFICERS.

Field Screening Officers (FSOs) are active duty (AD) JAs appointed and assigned by the Chief, OPOD. FSOs visit the American Bar Association-accredited law schools to which they are assigned to provide information about the JAGC and to interview and evaluate applicants for the Intern Program, the RA, and the USAR. FSOs will conduct in-person interviews unless the Chief, JARO, determines that circumstances warrant a virtual interview. Each FSO's SJA or equivalent supervisor will review the FSO's reports prior to submission to ensure they provide a thorough and candid assessment. No one will attempt to influence the FSO's recommendation or ranking of a candidate. Additionally, USAR FSOs are nominated by the units and approved by the unit SJA, CJA, or LOD commander.

2-5. OUTREACH OFFICERS.

Outreach Officers (OROs) are nominated by their SJAs and appointed by the Chief, OPOD and assigned by the JARO. They serve in the positions for two years, ideally coinciding with PCS. They are responsible for planning and executing one recruiting event per quarter in their assigned area of responsibility and creating social media content. In contrast to FSOs, OROs conduct intentional recruiting of practicing attorneys, ROTC cadets (in concert with the assigned OSJA), and law students through building personal connections in regionally specific geographical locations. They also reinforce expanded efforts of The JAGC Recruiting Tour which focuses on densely populated and diverse legal markets. OROs assist FSOs by serving as liaisons between the FSO and the local OSJA, where necessary. OROs do not conduct interviews and are not the primary POC for law schools. In addition to the recruiting events, OROs may travel at least once per year to attend a conference or convention sponsored by the JAGC. OROs will be knowledgeable on the Funded Legal Education Program, educational delay process, financial incentives in joining the JAG Corps, and the application process.

Figure 2-1 Comparison of Outreach Officers and Field Screening Officers

OROs	FSOs
1. Candidate contact - Primarily before the applicant enters the application process	1. Candidate contact - Primarily during and after application process
2. Location – Region specific - Bar association, community events, etc. - Physical location: duty location	2. Location - School specific - Primarily aligned with alma mater regardless of duty location
3. Target audience - Practicing attorneys - ROTC BNs (in coordination with assigned OSJA) - Law school students at events	3. Target audience - Law school students at law schools
4. Responsibilities - Sourcing and creating social media content - Outreach events, such as networking events and bar association conferences and groups - OSJA events	4. Responsibilities - Primary POC for law school and law school student organizations - On Campus outreach events and On Campus Interview (OCI) - Interviewing and evaluating applicants

2-6. CIVILIAN RECRUITING.

a. The U.S. Army JAGC employs civilian attorneys and paralegals who provide continuity and expertise essential to Army legal operations, making JAGC civilian recruiting critically important. Offices should emphasize recruiting civilians who will be instrumental to the mission and provide localized knowledge and experience. To recruit the best candidates, offices should consider going beyond USAJOBS and contact local bar associations, affinity groups, and office alumni to ensure that vacancies are well publicized.

b. Developmental Attorney Positions (Ladder Positions). OTJAG encourages the use of developmental positions to increase the pool of applicants and to hire high-quality candidates, who may have less specialized

experience. Attorneys may be hired at lower grades and promoted after gaining experience. For example, an SJA may hire a qualified attorney with little contracts experience for a contracts position. The attorney would be hired as a GS-11 with full performance potential to a GS-13. Each year, the attorney would be considered for promotion as they gain experience until reaching the grade authorized for the position. Promotion is not automatic and requires the employee to perform in their current grade successfully. Management has the discretion to promote the attorney or not; however, TJAG does not have to further approve the attorney's professional qualifications. Law school graduates can also be hired as law clerks and promoted to attorneys once they pass the bar. The JALS Centralized Attorney Recruitment Cell, OTJAG, can answer specific questions about hiring recent law school graduates.

c. Army JALS Summer Associate Program. The purpose of the Summer Associate Program is to bring increased awareness and interest to civilian attorney positions within our JALS and attract talented, hard-working, and energetic legal minds into our civilian attorney ranks. The Army Summer Associate Program is separate and apart from the Army JAGCs Intern Program, which provides law school students the opportunity to observe Army active duty and reserve judge advocates.

(1) JALS Summer Associates who have completed law school and passed the bar are a great resource to be used to fill civilian vacancies across the Corps. Offices interested in a list of recent summer associates should contact the Summer Associate POC or the Chief, Civilian Personnel Manager (CPM), OTJAG.

(2) Applications for the Army JALS Summer Associates begin in September for 2L students and in January for 1L students. Details regarding the Summer Associate Program can be found at: <https://www.jagcnet.army.mil/GoArmyJAG/2025-Army-JAGC-Summer-Associate-Program>.

d. Information concerning civilian hiring actions, to include the Military Spouse Hiring Program, is in Chapter 12.

CHAPTER 3. ACCESSIONS

3-1. DIRECT COMMISSION AND ORDER TO ACTIVE DUTY.

a. Individuals interested in a RA appointment in the JAGC apply requesting consideration by a selection board. See AR 27-1; AR 135-100, *Appointment of Commissioned and Warrant Officers of the Army*; AR 601-100, *Appointment of Commissioned and Warrant Officers in the Regular Army*; and AR 614-100, *Officer Assignment Policies, Details, and Transfers*. TJAG, upon the recommendation of the Chief, P3, determines the number of candidates to be appointed each fiscal year. The goal is to appoint enough quality JAs, within authorized manpower limitations, to accomplish the mission while providing an opportunity for qualified officers to advance through the JAGC career model.

b. JAGC accession boards generally meet at least once annually to consider eligible applicants to fill projected vacancies. The primary board is held in the fall, and additional accession boards are announced on an as-needed basis. Subject to the exceptions below, accession boards consider all applicants for the JAGC, to include third-year law students, civilian attorneys, and officers with prior service in the JAGC, another branch or component of the Army, or a sister service.

(1) Early Decision Program (EDP). As explained in paragraph 2-2d above, 1L and 2L interns may apply for a JAGC appointment during their internship pursuant to the EDP. Interns who are not selected through this process remain eligible to apply in regular accession boards.

(2) Regular Army Transition Board (RATB). USAR JAs may apply for an RA appointment in the JAGC on a continuous basis. A standing accession board considers applications from qualified USAR JAs as they are received. Selectees are assigned to RA billets as soon as practicable based on the JAGC assignment factors. A field screening officer interview is not required.

3-2. INITIAL ACTIVE DUTY GRADE.

a. RA JAs with no prior commissioned military service will be appointed as first lieutenants and placed on the Active Duty List (ADL). JAs ordered to AD as first lieutenants are promoted to the rank of captain only upon completion of Initial Military Training, certification by TJAG as fully qualified for promotion, approval of the promotion list by the Secretary of Defense, and fulfillment of minimum time-in-grade requirements. For officers ordered to AD in a rank other than first lieutenant, a date-of-rank determination will be made as soon as possible after entry on AD. Individuals are responsible for providing any required documentation to JARO for submission to Human Resources Command (HRC).

b. For officers accepting an appointment to the Army Reserve, a date of rank determination will be made by HRC, in consultation with JARO, and in accordance with AR 135-100, para. 3-12(4)b. Unless an officer has prior commissioned military service, most individuals are appointed as first lieutenants. First lieutenants are considered for promotion upon completion of all phases of the Judge Advocate Officer Basic Course (JAOBC) including attendance of the Direct Commission Course (DCC). A DCC completion certificate is not required. In addition, to be eligible for promotion, officers must serve a minimum of 24 months time in grade (TIG) and one-year time in branch. The one-year time in branch is calculated from the date of the JA Appointment Memorandum from HRC. Promotions to captain are processed three times a year. Individuals are responsible for providing the required documentation, to include but not limited to, the JAOBC DA Form 1059, JA DA Form 71, JA Appointment Memorandum from HRC, Security Memorandum, and a letter of good standing from all applicable State Bars, dated no more than 90 days prior to the certification date to JARO for submission to HRC.

c. For officers accepting an appointment to the Army National Guard, a date of rank determination will be made by their respective State. Unless an officer has prior commissioned military service, most individuals are appointed as first lieutenants. First lieutenants are considered eligible for promotion upon completion of all phases of the Judge Advocate Officer Basic Course (JAOBC) including attendance of the Direct Commission Course (DCC). A DCC completion certificate is not required. In addition, to be eligible for promotion, officers must have a minimum of 24 months time in grade (TIG). Upon completion of JAOBC and meeting the 24 month TIG requirement, an ARNG officer, with the concurrence of the respective State, will be considered eligible for promotion to captain as if the officer is DA-select to captain.

3-3. FUNDED LEGAL EDUCATION PROGRAM (FLEP).

a. The FLEP authorizes the annual selection of up to 25 RA commissioned or noncommissioned officers to attend law school at government expense. The program is limited to either officers serving in the rank of CPT or below with no fewer than two years nor more than five years of AD service, including warrant officer and enlisted service, on the date that legal training begins; or noncommissioned officers serving in the ranks of Sergeant (E-5) through Sergeant First Class (E-7) with no fewer than four years nor more than eight years of AD on the date that legal training begins. Legal training begins on the first day of formal instruction at law school. Aviation officers, once selected for the FLEP, must forego Aviation Career Incentive Pay (ACIP). Applicants are required to submit a request for voluntary permanent disqualification for aviation service with the FLEP application for later processing, if selected. See 10 U.S.C. § 2004, AR 614-100, AR 600-105, and AR 27-1. The current regulatory requirements for the FLEP in AR 27-1, Chapter 10, are pending revision. Until new regulations are published, FLEP applicants, participants and program administrators should rely on specific MILPER messages, and TJAG policy directives regarding the current program. Questions should be directed to the FLEP Coordinator, OTJAG.

b. Applications will be submitted before 1 October each year for consideration by the FLEP Selection Board. This board is convened by TJAG and is composed of three JAs, two non-JAGC officers, and a Senior Enlisted Advisor. The board convenes in early November and selections are typically announced by late November.

c. An officer selected for the program retains his/her basic branch designation. A noncommissioned officer selected for the program retains his/her current rank and MOS. All participants are detailed to the JAGC until later appointed in or assigned to the JAGC. Officers who fail to complete the FLEP will be returned to the control of their basic branch. Noncommissioned officers who fail to complete the FLEP will be reassigned according to the needs of the Army. If appropriate, separation may be initiated.

d. FLEP participants will attend an ABA accredited state-supported law school in a state where they are eligible for in-state tuition rates or a private institution of comparable cost unless otherwise approved by TJAG. Participants selected for the program must apply to at least one law school where the selectee qualifies for resident "in-state" tuition and may also be directed to apply to additional schools. The participant's choice of law schools which he or she will attend is subject to the approval of TJAG.

e. FLEP participants accepted into the FLEP are assigned to field SJA and Trial Defense Service (TDS) offices for on-the-job training (OJT) when classes are not in session. FLEP participants will conduct OJT during the summer after their 1L and 2L years unless granted an exception by the Chief, TMO. They may be assigned legal duties as described in paragraph 10-1e, below. Because they are not yet qualified attorneys, they will not give legal advice under any circumstances to individual clients or members of the command. This rule ensures only qualified lawyers provide such advice. It is intended to protect both clients and FLEP participants. During periods of OJT and until they are admitted to practice, FLEP officer participants will continue to wear the insignia of their basic branches, and Noncommissioned officers participating in the FLEP will wear Officer Candidate School (OCS) insignia but will not be part of the Army's OCS program.

f. At the conclusion of each OJT period, officer FLEP participants will receive an OER covering the rated and non-rated time while in the program, in accordance with AR 623-3. Noncommissioned officer participants will receive an NCO FLEP OJT assessment memorandum. Officer evaluations will be completed by the OJT office and will cover the rated and non-rated time while in the program. Noncommissioned officer OJT assessment memoranda will be completed by the OJT office and will cover the noncommissioned officers' OJT for the relevant time period. The FLEP Coordinator will provide a template to the OJT office for the NCO FLEP OJT assessment memoranda. The OJT office will provide the completed assessment to the NCO and a copy to the FLEP Coordinator.

g. FLEP participants will take the first bar examination offered after graduation in the jurisdiction of the law school attended or in the jurisdiction of the participant's domicile. FLEP participants may take the bar examination in another jurisdiction only when it will not interfere with their report date and upon notification of TMO. FLEP participants may take the bar examination during their final year of law school if the jurisdiction concerned permits it. FLEP participants who fail to pass the first bar examination will take the next bar examination in the same jurisdiction, or they may, with Chief, TMO approval, take the next available bar examination in any other jurisdiction. In jurisdictions that do not require passing a bar examination as a condition for admission to practice, FLEP participants will apply for admission to practice as soon as they are eligible.

h. FLEP participants will not be assigned OCONUS until they have passed the bar examination. The Chief, TMO, may, on a case-by-case basis, has authority to grant exceptions and assign a FLEP participant OCONUS.

i. If a FLEP participant fails a bar examination, the participant will pay all expenses incurred traveling to and from his or her duty station and the bar test site for a second exam. In addition, the participant will be in a leave status when traveling and taking the bar.

j. Officer FLEP participants who complete the FLEP and who are admitted to the bar will remain detailed to the JAGC for a minimum of one year to evaluate their qualifications for appointment or assignment in the JAGC. The one-year period commences on the date an officer FLEP participant completes the JAOBC. A board will convene after the officer FLEP participant serves one year and will consider these officers for appointment in the JAGC. Consideration is automatic and applications are unnecessary. Evaluation letters from supervising JAs and new statements or certificates of good standing from the attorney's licensing jurisdiction are required.

k. FLEP officer participants who have completed law school, been authorized to practice law in the JALS, and been assigned to a position within the JAGC become members of the JAGC competitive category for promotion consideration and will be considered for promotion by JAGC promotion selection boards. Authorization to practice law in the JALS is defined in AR 27-1. Until authorized to practice law in the JALS, officer FLEP participants remain members of their basic branches for retention and promotion purposes and are considered for retention or promotion by the retention or promotion selection board for those competitive categories, although TJAG may request an exemption from DA G-1. Before authorization to practice law in the JALS, officers detailed to the JAGC who are in the zone of consideration for promotion in their basic branches and fail to be selected will be considered for return to their basic branches. JAGC promotion zone timelines may not be the same as the officer's basic branch promotion timeline.

l. Noncommissioned officer FLEP participants who complete law school and are admitted to the bar will be offered appointment into the JAGC as RA officers at an entry grade determined in accordance with AR 600-8-29. Noncommissioned officer participants will be discharged from their enlisted status and appointed as RA officers.

m. Upon graduation from law school and admission to practice, FLEP participants are expected to perform JAGC attorney duties. They will neither solicit nor encourage selection for federal or state judicial clerkships.

n. FLEP participants may be removed from the FLEP using the removal policies of paragraph 3-6 below for substandard academic performance, misconduct, moral or professional dereliction, in the interests of national security, or derelictions indicative of failure to meet the personal and professional standards for appointment in the JAGC, including applicable height, weight, and physical fitness standards. FLEP participants so removed will reimburse the Government for all tuition and other education costs or portions thereof as determined by the SECARMY.

3-4. SERVICE OBLIGATION.

a. Individuals who enter AD for an initial tour incur a four-year active duty service obligation (ADSO), except those who received ROTC scholarships, who will serve for a period commensurate with their ROTC scholarship terms. Branch or inter-service transferees incur a four-year ADSO that begins upon transfer.

b. Individuals who successfully complete the FLEP incur a two-year obligation for each year of law school (or part thereof) attended under the program. Service of this obligation begins upon reporting to the JAOBC or when the officer begins performing legal duties as prescribed by TJAG, whichever occurs first. This obligation will be served in consecutive JAGC assignments, and runs consecutively, not concurrently, with any other ADSOs, to include prior ADSOs not limited to commissioning, other graduate school, branch of choice, post of choice, and prior military schooling; as well as future ADSOs including but not limited to PCS, military schooling, and civilian schooling. See AR 27-1 and AR 350-100, *Officer Active Duty Service Obligations*. Time spent in law school does not satisfy any ADSO; however, the period between graduation from law school and reporting to JAOBC or commencing performance of legal duties will count toward satisfaction of pre-existing ADSOs. Time spent on OJT does not satisfy the FLEP ADSO but may count toward satisfying other pre-existing ADSOs.

c. Curtailment of ADSOs will not normally be granted to allow for resignation prior to a scheduled expiration of term of service (ETS). In the event an officer resigns or is released before completing his or her ADSO, recoupment of a pro-rata portion of a ROTC scholarship or FLEP law school tuition is required.

d. After completion of the Graduate Degree Program (GDP), officers will remain on AD for at least two years after graduation. After the completion of two years of service following GDP graduation, regulatory ADSOs may be considered for waiver based on JAGC personnel strength.

3-5. INSIGNIA.

FLEP officer participants will not wear the JAGC insignia until authorized to practice in the JAGC. FLEP NCO participants are authorized to wear JAGC insignia upon commissioning.

3-6. REMOVAL.

a. If TJAG determines there is evidence of substandard academic performance, or adverse conduct, TJAG will notify the participant in writing that they are being considered for removal from the FLEP. The written notification will include the reason and explain that the participant has the right to:

(1) Request removal from the FLEP.

(2) Submit matters on their own behalf no later than 14 calendar days after receiving notification that the participant is being considered for removal.

b. TJAG will determine the duty status of the participant during any investigation.

c. Ordinarily, conclusion of an investigation and a decision by TJAG regarding the participant's status will not be delayed while waiting for the final disposition of any criminal proceedings arising out of the same general matter.

d. A participant may be relieved from the FLEP for the reasons stated in paragraph 3-3n. If the misconduct resulted in criminal charges by military or civil authorities, and the charges are later dismissed or the participant is later acquitted in court, the participant may request that TJAG reconsider the case with a view toward reinstatement in the program. Dismissal of the charges or acquittal will not, however, necessarily entitle the participant to favorable reconsideration.

e. The removal policies in paragraphs 3-6a through 3-6d do not apply to cases in which a participant -

(1) Is relieved from detail to the JAGC and returned to the participant's basic branch for failure to be found fully qualified for JAGC appointment after completing one (1) year of duty with JAGC after admission to the bar, or

(2) Is removed for twice failing a bar examination or for nonselection for promotion.

f. If TJAG removes an officer participant from the FLEP, the officer participant is returned to the control of their basic branch. FLEP officers so removed will reimburse the Government for all tuition and other education costs or portions thereof as determined by the SECARMY.

g. If TJAG removes an NCO from the FLEP, that NCO will be reassigned in an enlisted status according to the needs of the Army and AR 614-200, or separated according to AR 635-200, if appropriate. An NCO FLEP so removed will reimburse the Government for all tuition and other education costs or portions thereof as determined by the SECARMY.

CHAPTER 4. JALS INCENTIVE PROGRAMS

4-1. GENERAL INCENTIVE PROGRAM INFORMATION.

JALS Incentive Programs are intended to further recruitment and retention of skilled and experienced military and civilian attorneys, paralegals, and paraprofessionals, and to enhance job performance of JALS members supporting Army missions and goals.

a. The Judge Advocate Officer Incentive Program (JAOIP) currently includes the Judge Advocate Student Loan Repayment Program (JASLRP) and Judge Advocate Officer Retention Bonus (JAORB). The JAOIP was created to facilitate the accessing and retaining of lawyers in the RA JAGC. The program is limited to RA JAs on the active duty list (ADL) in the ranks of lieutenant or captain who meet specific eligibility criteria. All programs are subject to continued regulatory and/or statutory authorization, and annual availability of appropriated funds.

b. The JALS Bar Dues Reimbursement (BDR) Program for both military and civilian JALS attorneys reimburses mandatory attorney licensing fees of U.S. licensing jurisdictions required to remain in good standing. While the legal and policy authority for BDR differ between JAs and civilians, the TJAG policy is the same. Like all incentive programs, BDR is not an entitlement, but rather an employment benefit subject to the detailed policy constraints and the annual availability of funds.

4-2. JUDGE ADVOCATE STUDENT LOAN REPAYMENT PROGRAM.

a. Purpose: The JASLRP exists to encourage lawyers to access into the RA JAGC. It accomplishes this by assisting in the repayment of student loans incurred prior to accessing into the RA to become a JA.

b. Application Submission: JASLRP applications are available on the P3 page of JAGCNet under the Active Component link.

(1) New Accessions: Officers who have not completed the JAOBC. New Accessions who elect to participate in the Program will submit the JASLRP application prior to graduating from the JAOBC.

(2) Senior Accessions: Officers who previously completed the JAOBC as USAR or ARNG officers, have been serving in a Reserve Component (RC), and are now accessing into the RA JAGC. Senior Accessions will submit the JASLRP application within ninety days after accessing.

c. Eligibility: Individuals are eligible for JASLRP under the following conditions:

(1) Access into the RA JAGC to serve an initial four-year ADSO.

(2) Be in the rank of lieutenant or captain. All other ranks are NOT eligible.

(3) At the time of the individual's accession into the RA JAGC, they:

(a) Have complied with all accession requirements into the RA JAGC including completion of a DA Form 160, agreeing to serve an initial four-year ADSO in the JAGC; and

(b) Possess qualifying loans that are in good standing and have not received a law school education funded through the United States Armed Forces.

(4) Maintain the highest levels of ethical, professional, and personal conduct, moral behavior, and legal proficiency. Acts that constitute a failure to adhere to these standards, as determined by TJAG, may result in denial of payment and/or termination from the JASLRP.

(5) An officer's eligibility for payment under the JASLRP expires upon the expiration of the officer's initial ADSO. Any request for payment by the officer after the expiration of eligibility will be returned without action.

d. Loan Repayment Criteria and Procedures: The maximum loan repayment amount is \$65,000. Loans incurred after acceptance of a written agreement to serve in the RA JAGC for four years may not be included in

the repayment amount. If previously qualified loans are consolidated after acceptance of the written agreement, the Incentives Program Manager may require proof that the consolidated debt is otherwise qualified for JASLRP.

(1) Eligible loans: The Army is authorized to pay on the following loans:

(a) Any loan made, insured, or guaranteed under part B of Title IV of the Higher Education Act of 1965 (20 U.S.C. § 1071 et seq.).

(b) Any loan made under part D of such Title (the William D. Ford Federal Direct Loan Program, 20 U.S.C. § 1087a et seq.).

(c) Any loan under part E of such Title (20 U.S.C. § 1087a, et seq.).

(d) Any loan incurred for educational purposes made by a lender that is:

(i) an agency or instrumentality of a state.

(ii) a financial or credit institution (including an insurance company) that is subject to examination and supervision by an agency of the United States or any state.

(iii) a pension fund approved by the Under Secretary of Defense for Personnel and Readiness for the purposes of this program.

(iv) a non-profit entity designated by a state, regulated by such state, and approved by the Under Secretary of Defense for Personnel and Readiness for the purposes of this program.

(2) Loan repayment procedures:

(a) P3's Incentives Program Manager will, via email, notify JASLRP participants to begin the payment request process two to three months prior to them becoming eligible to receive a payment. The notification will include as attachments a JAOIP Form 1, a memorandum titled "Memo to Officer" containing detailed instructions for the officer to follow, and a letter titled "Letter to Lender" for participants to send to their loan servicers containing detailed instructions for loan servicers to follow. Participants will complete the "Servicemember Data" and "Loan Data" sections on the JAOIP Form 1 in accordance with the instructions in "Memo to Officer". The JAOIP Form 1 is then signed by a lieutenant colonel or higher JA in the officer's supervisory chain as the Verifying Official (see para 4-2h (3)). Participants will then submit the JAOIP Form 1 to the applicable loan servicers for completion of the Lender Verification portion.

(b) Upon receipt of a JAOIP Form 1 from a loan servicer, P3's Incentives Program Manager will ascertain the authorized amount of payment. The portion or amount of a loan that may be repaid is one-third of up to \$65,000 in verified qualified unpaid principal (QUP) or \$1500, whichever is greater, based on the total amount of QUP established by a participant's first payment request. Repayments of loans are made upon request after each complete year of active service performed by the JASLRP participant. The amount repaid each year is calculated from the total remaining original unpaid principal verified by the loan servicer. The remaining principal cannot exceed the total original amount borrowed. The second and third payments cannot exceed the amount of the first payment.

(c) Interest, even interest recapitalized into the principal, cannot be repaid. No reimbursement will be paid for payments previously made by anyone on the principal or interest to lenders.

(d) Repayments under the JASLRP are subject to federal and state income taxes as taxable income in the year repayment is made. The Defense Finance and Accounting Service (DFAS) will withhold applicable federal and state taxes. DFAS will issue a Form W-2 separate from the Form W-2 received for regular military pay.

(e) An officer upon whom a Suspension of Favorable Personnel Actions "Flag" is imposed is NOT eligible to receive payments under the JASLRP. Once the Flag is removed, TJAG or his/her designee will determine the disposition of any outstanding JASLRP payment request.

(f) JASLRP participants who have served on initial AD for nine months, or for nine months since becoming eligible for the first or second JASLRP payment and have not received a notice of payment eligibility from P3 should contact the JASLRP manager via email at usarmy.pentagon.hqda-otjag.list.p3-incentives@army.mil, or via USPS at:

HQDA, DAJA-PP
ATTN: JASLRP Manager
c/o: Army Legal Center and School
600 Massie Road
Charlottesville, VA 22903

e. Initial ADSO: Officers participating in the JASLRP must be serving in the RA pursuant to an initial four-year ADSO. An officer who, for any reason, fails to satisfactorily serve the period required by AR 350-100, Table 3-1, may be required to reimburse the United States.

f. Disqualification and Termination.

(1) Standards. At the time of application and continuing through the final payment, officers must maintain the highest levels of ethical, professional, and personal conduct, moral behavior, and legal proficiency. Acts that constitute a failure to adhere to these standards, as determined by TJAG, may result in denial of payment and/or termination from the JASLRP.

(2) Procedures.

(a) The JA is notified in writing that TJAG or his/her designee intends to deny payment and/or terminate the officer from the JASLRP. The officer signs a written acknowledgment and receipt, or the officer's supervisor signs a memorandum indicating the officer received notification.

(b) The officer may submit matters in writing to TJAG or his/her designee, within 14 calendar days from the date the officer receives notification of the reason(s) for denial of payment and/or termination. If no matters are received within 14 calendar days, the officer forfeits any opportunity to respond. If the officer submits matters, the SJA or equivalent supervisor may comment. However, if the SJA or equivalent supervisor includes additional matters not previously provided to the officer, the officer must be provided with the new information and allowed 14 calendar days to respond. The Chief of P3 may grant reasonable extensions to the response time on behalf of TJAG.

(c) The SJA or equivalent supervisor will forward all documentation to P3 for consideration and action.

g. Relationship to other pay and allowances: Loan repayment under this program is in addition to any other pay and allowances to which the officer is entitled.

h. Specific requirements: Responsibilities identified as necessary for implementation.

(1) OTJAG-P3 will:

(a) Process all applications for the JASLRP.

(b) Contact and provide JAOIP Form 1 to all eligible JASLRP participants approximately three months prior to payment eligibility.

(c) Upon receiving a completed JAOIP 1 from a loan servicer, notify the officer of receipt, authorize, and submit eligible payment amount and payment information to DFAS for disbursement.

(d) Provide e-mail notification of pending payment to the officer.

(e) Assist program participants in any disputes regarding authorized payments.

(2) Defense Finance and Accounting Service (DFAS):

- (a) Disburses approved payments (less withheld state or federal tax) to loan holder.
- (b) Reports to P3 the completed transaction.
- (c) Identifies tax codes associated with payment.

(d) Provides Soldier a Form W-2 at tax year end for payments disbursed under the JASLRP, separate from the W-2 received for military pay.

(3) JA supervisor, lieutenant colonel or higher, signs the JAOIP Form 1 as the Verifying Official to certify that the officer maintained the highest levels of ethical, professional, and personal conduct, moral behavior, and legal proficiency during the period in which the payment was earned, i.e., the year preceding the officer's RA accession anniversary.

(4) JASLRP Participant:

(a) Maintains the highest levels of ethical, professional, and personal conduct, moral behavior, and legal proficiency.

(b) Ensures JASLRP application is completed and submitted prior to departure from the JAOBC.

(c) Disenrolls from the Montgomery GI Bill, if applicable.

(d) Maintains loans in good standing.

(e) Submits the JAOIP Form 1 to loan servicers as soon as practicable after receipt of eligibility notice from P3.

(f) Maintains contact with lender through the payment process to ensure unpaid principal verifications are sent to P3, and that payment is received and applied to intended loans.

(g) Includes JASLRP payments in taxable income at the tax year end.

4-3. JUDGE ADVOCATE OFFICER RETENTION BONUS.

a. Purpose: The Judge Advocate Officer Retention Bonus (JAORB) serves to encourage experienced JAs in the rank of captain to remain on AD. The JAORB is not an entitlement, but rather a requirements driven retention program approved by the Army Deputy Chief of Staff, G1, in accordance with Army policy and is subject to change.

b. JAORB Authority: General bonus authority for officers is consolidated under Title 37 U.S.C. § 332, Subchapter II and is subject to Army implementation and approval requirements. Each fiscal year, the JAORB program may be modified based on Army and JAGC personnel requirements.

c. The FY25 JAORB program is currently pending G1 approval. Upon approval, P3 will publish a separate TJAG policy announcement regarding the program details, including eligibility, bonus amount, service obligation incurred, application process, and application window.

4-4. JALS BAR DUES REIMBURSEMENT (BDR) PROGRAM

a. References

- (1) 10 U.S.C. § 2015
- (2) DoD Instruction 1322.33, 13 October 2021, DoD Credentialing Programs
- (3) Army Regulation 621-5, October 2019, Army Continuing Education System
- (4) Title 5, United States Code, Section 5757
- (5) DoD Instruction 1400.25-V410, DoD Civilian Personnel Management System: Training, Education, and Professional Development, 25 September 2013
- (6) Memorandum, Administrative Assistant to the Secretary of the Army, Subject: Delegation of Authority to Approve Payment of Professional Credentials, 28 August 2003

b. Authority.

(1) Judge Advocates. In accordance with 10 U.S.C. § 2015, DoD credentialing program instructions, and Army regulations and policy, reimbursement of credentialing expenses, recertification costs, and related fees is authorized pursuant to the eligibility, process, and procedures approved by TJAG in the JALS BDR Program approval memorandum.

(2) JALS Civilian Attorneys. In accordance with 5 U.S.C. § 5757 and implementing DoD Instructions and DA policy, the reimbursement of expenses incurred to maintain professional licenses (bar dues) for JALS civilian attorneys is authorized pursuant to the eligibility, process, and procedures approved by TJAG.

(3) This policy does not replace existing command licensing fee reimbursement programs.

(4) This program is not an entitlement, but a discretionary program to enhance job performance, recruitment, and retention of JAs and JALS civilian attorneys. Payment is subject to the availability of funds. Requesting or receiving reimbursement under this program does not relieve an attorney's obligation to meet all applicable licensing authority fee payment timelines to remain in good standing.

(5) Approval Authority. The Chief, P3, is TJAG's delegated JALS BDR program approval authority. Approval authority may be further delegated for the efficient and effective implementation of the program. The Chief, P3, is the delegated authority to waive, grant exceptions to policy, and deny claims consistent with the JALS BDR Program Approval memorandum.

c. Eligibility.

(1) Judge Advocate Eligibility.

(a) Regular Army JAs are eligible for reimbursement under this program, except those JAs who, at the time of application, have an approved separation or retirement date that would limit active service to fewer than 180 days in the fiscal year of application, JAs who are not in good standing as defined in AR 27-1, or JAs who are flagged under the provisions of AR 600-8-2. In the event a flag is resolved in favor of the officer, the JA may subsequently submit a BDR application, subject to the availability of funds.

(b) Reserve Component JAs on active duty for at least 365 days in a Title 10 or Title 32 status within a 13-month period, including at least 180 days in the fiscal year of application, are eligible for BDR.

(2) Civilian Attorney Eligibility. All full-time appropriated fund civilian attorneys in occupation series 0905 or 1222 under TJAG's qualifying authority and in good standing in accordance with AR 27-1, to include those appointed in a permanent, term or temporary status, and executive level (e.g., SES and Defense Intelligence

Senior Leader) attorneys under direct JALS supervision, and local national attorneys under direct JALS supervision who maintain good standing in a U.S. state or territory bar licensing authority are eligible for reimbursement.

d. Qualifying Expenses.

(1) JAs and JALS civilian attorneys may be reimbursed once each fiscal year for the mandatory costs incurred in that fiscal year for membership in a state or U.S. territorial bar required to maintain a valid law license and remain in good standing in accordance with AR 27-1, Chapter 11-2. Attorneys licensed in multiple jurisdictions may claim a reimbursement for only a single jurisdiction and only for the lowest cost jurisdiction. Attorneys receiving licensing fee reimbursement from another entity (e.g., local command) or whose license fees are waived by at least one licensing jurisdiction are ineligible for reimbursement through the JALS BDR program. Attorneys should verify their respective state bars' fee waiver rules for military attorneys before requesting reimbursement under this program.

(2) Reimbursement is subject to TJAG's annual approval of the program. Claims for reimbursement will be for expenses incurred during the fiscal year from which funding is provided. Retroactive reimbursement is not permitted (e.g., prior FY reimbursement or reimbursement for fees prior to employment or appointment as a JA).

(3) All mandatory charges associated with bar membership are reimbursable, including periodic dues and universally assessed fees and processing surcharges required to maintain a valid U.S. law license and remain in good standing.

e. Non-Reimbursable Expenses. The following expenses ARE NOT reimbursable:

(1) Expenses for obtaining academic degrees (including juris doctorate and Master of Laws degrees).

(2) Expenses for maintaining voluntary membership in professional societies, associations, or bar sections.

(3) Expenses for examination preparation courses or examination fees.

(4) Expenses for any voluntary fees or donations.

(5) Expenses for continuing legal education (CLE) events or materials, CLE waiver fees, or payments in lieu of CLE.

(6) Late fees, fees for more than one bar license, travel costs, costs incurred to obtain other professional certifications, or fees to obtain certificates of good standing.

(7) Court appearance fees, or other associated expenses (e.g., library fees and filing fees).

f. Procedures for Reimbursement.

(1) Claim. After incurring Qualifying Expenses, an eligible JA or civilian attorney may file a reimbursement claim using the OF-1164, *Claim for Reimbursement for Expenditures on Official Business*. The claim form will be completed and signed; specifically, Section 1, Section 4 a-d (including personal mailing address); Section 6 a, c-d, and i; Section 7 (including the total qualifying expenses claimed for reimbursement) and Section 10 (sign/date by the claimant).

(2) Claims will be submitted electronically via the application portal at the following sites:

(a) Claimants in the “@army.mil” email domain will file their claims at:

<https://forms.osi.apps.mil/r/84p62FEjYu>

(b) Claimants in all other email domains will file their claims at:

<https://forms.osi.apps.mil/r/kyNrZtpYJu>

(3) The claimant is required to certify personal eligibility under the program, provide a DFAS Vendor Identification (VID), and upload supporting documentation; specifically proof of payment and a signed OF 1164. Proof of payment must show the state bar name, amount paid, payment date, and the claimant’s name. Acceptable forms of proof of payment are a valid receipt, paid invoice, or other official verification from the licensing jurisdiction. If qualifying and non-qualifying expenses were paid in the same transaction, the claimant must clearly identify the qualifying amount.

(4) Eligible Reserve Component officers must provide mobilization orders or a DD Form 214 as evidence of qualifying duty status.

(5) Vendor Identification Requirement. For payment processing, claimants are required to provide a DFAS Vendor Identification (VID). This VID is not an individual’s SSN or DoD ID, but rather a unique alphanumeric identification provided by DFAS linked to an individual’s bank account. Individuals may apply for a DFAS VID through the DFAS website using the following link:

[“https://corpweb1.dfas.mil/askDFAS/custMain.action?mid=5460”](https://corpweb1.dfas.mil/askDFAS/custMain.action?mid=5460).

(6) Upon receipt of a claim in the application portal, P3 BDR program administrators will review and verify the accuracy and completeness of supporting documentation and OF 1164. If deficient, P3 will return the claim for modification. Once complete, P3 will approve the OF 1164 claim form as the Approving Authority, notify claimants of approval, and forward the claim for budget processing to DFAS for payment. Reimbursement occurs as a direct deposit from DFAS to the bank account associated to the claimant’s VID. Payment will not be reflected in a claimant’s pay, leave and earnings statement (LES). P3 does not receive final payment notice from DFAS. It is the responsibility of the individual claimant to verify final payment in their bank statement. Payments may take up to 90 days from submission to payment.

g. Questions regarding the JALS BDR program may be directed to barduesreimbursement@army.mil.

CHAPTER 5. REGULAR ARMY (RA) JUDGE ADVOCATE CAREER MANAGEMENT AND PROGRESSION

5-1. ASSIGNMENTS AND PROFESSIONAL DEVELOPMENT.

a. The JAGC mission and vision form the foundation of career management and provide the basis for the JA assignment factors. These factors include: the needs of the Army, the needs of the JAGC, and the personal interests of the officer (see Figure 5-1). This chapter explains RA JA career progression, professional development, and assignment processes.

b. The Judge Advocate Career Model (Figure 5-2) provides the overarching objectives for JA's development and employment over the course of a career. While each career is unique, the Army and the JAGC seek to develop, employ, and retain JAs who possess the requisite legal expertise and experience to successfully perform assigned duties at echelon. JAs may progress to become specialists in a legal functional area, serve as a command counsel, or both. A command counsel develops the requisite competence in all legal functions and the skills to supervise, manage, and lead legal personnel and advise commanders at echelon. A legal practice area specialist pursues expertise in a legal function through education, training, and practical experience gained through demonstrated achievement in successive positions in the legal functional practice area. A JA who pursues both develops as a supervisory attorney within a specialty functional area of practice.

c. Nested under the JA Career Model (Figure 5-2) are specific career models that guide JAs interested in pursuing careers within specialty legal functional areas of military practice. These specialty career models are not checklists or requirements for career progression, but rather, are guides for JAs as they contemplate possible career options in the JAGC, discuss career progression goals with leaders, supervisors, and mentors, and consider assignment opportunities with Talent Managers. These specialty practice area career models and their associated professional development proficiency codes (PDPCs) include Administrative Law (paragraph 5-22 and Figures 5-3 & 4), Contract and Fiscal Law (paragraph 5-23 and Figures 5-5 & 6), Military Justice (paragraph 5-24 and Figures 5-7 & 8) and National Security Law (paragraph 5-25 and Figures 5-9 & 10). Additionally, nested under the JA Career Model is a Leadership Development Model (Figure 5-11) that provides developmental leadership guidance for JAs throughout their careers.

d. The JAGC assignment process is designed to meet all Army mission requirements while facilitating the development of its officers.

(1) Junior Company Grade JAs serve in entry level attorney positions and are developed, and develop themselves, to provide competent proactive legal counsel in any environment, across varied legal functions. Supervisory JAs and Talent Managers work to ensure these officers are afforded a diverse pattern of assignments and opportunities, providing each JA opportunities for experience, leadership, and education in a variety of legal functions in a variety of assignments with increasing responsibility.

(2) Senior Company Grade JAs serve in advanced attorney and leadership roles after gaining experience and demonstrating aptitude and expertise in legal functional areas and/or leadership. Supervisory JAs and Talent Managers provide senior company grade officers more opportunities to develop and employ functional expertise and opportunities to serve as command counsel at appropriate echelons.

(3) Junior Field Grade JAs serve as legal specialty practitioner experts, legal leaders, and/or command legal advisors at echelon. Officers selected for promotion to major attend the Graduate Degree Program (GDP). The GDP prepares JAs to become mid-level leaders, and to further develop functional expertise in complex specialty practice and litigation areas. After the GDP, officers may be employed as practitioners, litigators, leaders, and advisors in legal function areas at any echelon. They are typically assigned to positions as first line supervisors for company grade JAs, military paralegals, and civilian paraprofessionals.

(4) Senior Field Grade JAs serve as legal experts in specialty areas, and/or as command counsel responsible for leading JAs, paralegals, and Army civilians in the provision of legal services. After promotion to lieutenant colonel, officers enter the JAGC senior leader ranks. Lieutenant colonels are assigned to positions where they serve as leaders of legal offices, as legal advisors to senior Army and Joint Force leaders, as Military Judges, as highly experienced military justice or civil litigators, and/or as functional experts in specialty functional legal practice areas. Colonels will typically be considered for assignment as command legal advisors to senior Army and Joint Force leadership; as leaders in OTJAG, U.S. Army Legal Services Agency (USALSA), Office of the Special Trial Counsel (OSTC), or TJAGLCS; as senior interagency legal advisors; as Military Judges or as

expert practitioners and leaders in legal functional practice areas. Most officers nearing or promoted to colonel become eligible for selection to attend resident Senior Service College or the Army War College Distance Education Program.

e. No single assignment in the JAGC is a prerequisite for either future assignments or future promotion. Sustained superior performance in a variety of assignments that develop and display each officer’s skills and expertise as an attorney, manager, and/or leader are the keys to career success.

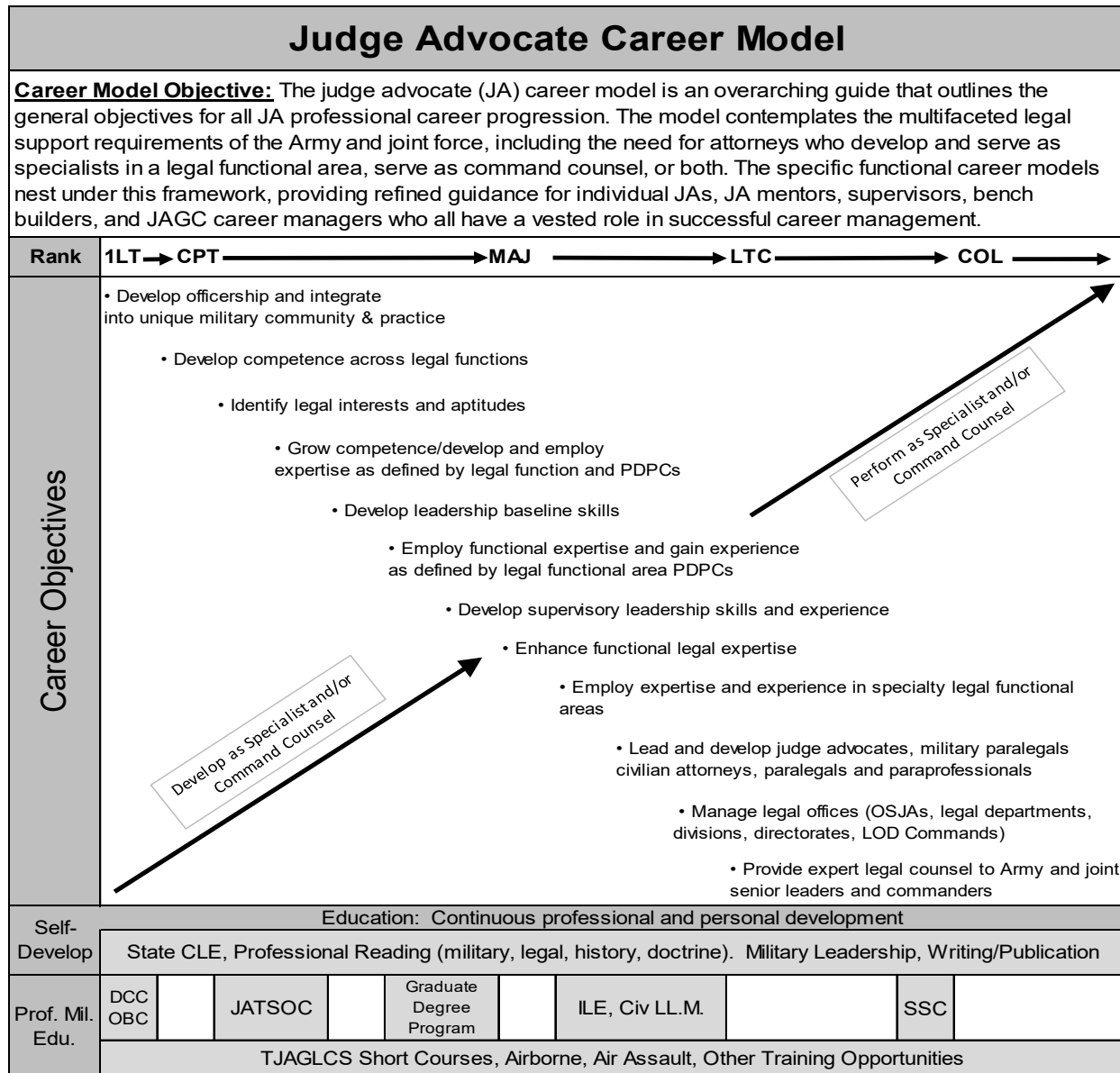
f. The JAGC recognizes its obligation to distribute high quality officers fairly throughout the Army and Joint Force: between TDA and MTOE units, between continental United States (CONUS) and outside the continental United States (OCONUS) commands, between the National Capital Region and the field, and between instructors who educate the JAGC and the Army and the legal advisors supporting commanders in day-to-day operations. The JAGC assignment, schooling, and promotion practices reflect these competing requirements. Distributing these officers throughout the Army, the Joint Force, and the JAGC is critical to developing JAs with sufficient expertise to succeed at the highest levels.

g. Non-JAGC Assignments. As special branch officers, JAs are expected to serve as JAs and perform legal duties for their entire career. In exceptional cases, a JA may be approved to serve in an out-of-branch assignment. All out-of-branch assignments are subject to TJAG’s approval. A JA may not serve in a non-JAGC assignment unless the officer receives prior written approval from TJAG or his or her designee. The requesting JA will submit a request by memorandum and supporting documents with a recommendation from the officer’s servicing SJA/RDC or equivalent supervisor, to TMO, through the respective Talent Manager.\

Figure 5-1 Judge Advocate Assignment Factors

Judge Advocate Assignment Factors		
Needs of the Army	Needs of the JAGC	Personal Interest
<ul style="list-style-type: none"> • Goal. Support the Army and the Joint Force. • Priority. First • Factors. • Mission • Availability of Personnel • Need for expertise • Comply with Army Policy: EFMP, Married Army Couples Program, etc. • Method. Match qualified and available JAs with current mission requirement. Army service is a privilege that, at times, requires sacrifice. 	<ul style="list-style-type: none"> • Goal. Develop and employ JAs. • Priority. Second. • Factors. • Develop skilled command counsel and legal expertise in the right combinations to support the mission. • Equity of deployments / mobilizations. • Education and development appropriate to the officer. • Functional legal specialty expertise, especially for senior company grade and field grade JAs required to meet JAGC needs. • Method. Assign JAs to duties that develop individuals, employ expertise, and protect the capabilities and well-being of the force. 	<ul style="list-style-type: none"> • Goal. Consider each JA’s preferences and goals. • Priority. Third. • Factors. • Career Managers consider individual preferences. • Reaffirms the JAGC commitment to Soldiers and Families to the extent possible. • Method. JAGC considers personal preferences while meeting all Army and JAGC requirements.

Figure 5-2 Judge Advocate Career Model



5-2. RESPONSIBILITIES.

a. Pursuant to 10 U.S.C. §§ 806 and 7037, TJAG assigns all SJAs (including rear-detachment SJAs of deploying units) and has final authority over all JAGC assignments. See also AR 614-100, para 2-8. In accordance with this authority, the applicable Chapter 5, Reassignment of Officers, and Chapter 6, Officer Initiated Actions, policies, and programs in AR 614-100, including the Married Army Couples Program (MACP), transfer procedures for victims of sexual assault, and compassionate reassignments, are administered in accordance with the following responsibilities:

(1) The Chief, TMO, is responsible for recommending field grade assignments, deletions, deferments, and extensions to TJAG, unless otherwise delegated or directed. TJAG approves all field grade assignments except the first assignment after the Graduate Degree Program which is approved by DJAG.

(2) Assignments of military judges are made as described in Chapter 8, below.

(3) The Chief, TMO, in coordination with the Lead Special Trial Counsel, is responsible for recommending Office of Special Trial Counsel (OSTC) assignments for certification by TJAG.

(4) The Chief, TMO, is delegated authority for all other assignments, deletions, deferments, and extensions.

(5) The Chief, TMO, is responsible for recommending to TJAG whether officers selected for promotion should be “frocked” to the next higher rank. SJAs, their deputies, or other supervisors of officers’ whose commands intend to frock them to the next higher rank are responsible for notifying the Chief, TMO, as soon as they learn of the proposed frocking action.

(6) The Chief, TMO, is responsible for recommending to TJAG whether officers of a junior grade serving in a brevet position will be nominated for a temporary promotion.

(7) SJAs, their deputies, and other heads of legal offices participate fully in the assignment process. They encourage and facilitate their subordinate JAs’ continued development. JAGC leaders must understand the JAGC Career Model and assignment process, be able to provide career advice to their subordinates, tailor assigned JAs’ duties according to their stages of professional development, identify their office’s needs to TMO, and make recommendations to TMO about follow-on assignments for their officers. JAGC leaders must be the Corps’ primary talent scouts, identifying junior officers who display aptitude in particular legal functions so expertise may be further developed and employed.

(8) Officers are ultimately responsible for their careers. The individual JA is the most critical link in the personnel management process. All officers may communicate directly with their Talent Manager in TMO. However, company grade JAs should first discuss their assignment preferences with their supervisory JA, as TMO discusses company grade assignment preferences with these supervisors. JAs and their supervisors should review the career model slides (Figures 5-1, 5-2, and 5-3) when developing assignment preferences and discussing career management goals and opportunities.

b. Supervisors shall notify the respective Talent Manager of any adverse information that arises affecting approved, but unexecuted Permanent Changes of Station (PCS) for their personnel, including but not limited to flagging, investigations, and referred evaluation reports.

5-3. TALENT MANAGEMENT.

a. Talent is the intersection of skills, knowledge, and behaviors that create an optimal level of individual performance. By understanding the talent of JAs and the JAGC requirements, TMO effectively acquires, develops, employs, and retains the right talent at the right time. Talent management is about more than assignment satisfaction. It is a way to enhance Army readiness by maximizing the potential of the Army’s greatest asset - our people.

b. Legal Function Leads (“Bench Builders”). TJAG identifies Legal Function Leads, also known as “Bench Builders,” and charges them to assist in the development and refinement of the Specialty Legal Career Models and Professional Development Proficiency Codes (see para. 5-21), and identification and tracking of JAs in each legal function who display an interest and exceptional proficiency in that legal function. Bench Builders accomplish this task by maintaining strong relationships with leaders in the field and Talent Scouts, who are in the best position to identify talented JAs through direct observation. Bench Builders will exercise a sense of active ownership in identifying skilled practitioners in their legal function to “build the bench” and ensure the JAGC has a deep pool of talented JAs in a particular legal function.

(1) Bench Builders will track individual JAs who demonstrate skill, expertise, and aptitude in particular legal functional specialty areas, using PDPCs, discussions with TMO Talent Managers and Senior Leader Talent Scout reports.

(2) Bench Builders will identify positions and billets that support continued development in a particular legal functional area required for Army mission support.

(3) Bench Builders, in coordination with TMO Talent Managers will annually during the assignment cycle assess the currency of specialty practice area expertise and skills, including the perishability of litigation skills and recommend changes accordingly.

(4) The designated Bench Builders by legal function are as follows:

(a) Administrative Law: Chief, Administrative Law Division, OTJAG will review and update the Administrative Law Specialty Career Model (see Figure 5-3) and associated Professional Development Proficiency Code requirements in order to develop and maintain information on talented JAs in the area of Administrative Law with the assistance of supervisory JAs in related functional legal areas, including but not limited to SJAs; Chiefs of OTJAG Labor and Employment Law Division; Legal Assistance Policy Division, Special Victim Counsel (SVC) Program, USALSA Litigation Division, and Environmental Law Division; Commander, USARCS; and Chair, Administrative and Civil Law Department, TJAGLCS; who will provide their assessment of practitioners in specific Administrative Law practice areas, to share with TMO Talent Managers.

(b) Contract and Fiscal Law: Chief, Contract Litigation & Intellectual Property Division, USALSA, Chief, will review and update the Contract & Fiscal Law Specialty Career Model (see figure 5-5) and associated Professional Development Proficiency Code requirements in order to develop and maintain information on talented JAs in the specialty area, and will develop and maintain information on talented JAs in the area of Contract & Fiscal Law with the assistance of supervisory JAs, including but not limited to SJAs; Chief of Contract and Fiscal Actions Division, OTJAG; and Chair, Contract and Fiscal Law Department, TJAGLCS; who will provide their assessment of practitioners in their areas of law, to share with TMO Talent Managers.

(c) Military Justice: Chief, Criminal Law Division, OTJAG, will review and update the Military Justice Specialty Career Model (see Figure 5-7) and associated Professional Development Proficiency Code requirements, and will develop and maintain information on talented JAs in the area of Military Justice with the assistance of supervisory JAs, including but not limited to SJAs; Regional Defense Counsel (RDC), Military Judges; Chiefs of TDS, DCAP, GAD, DAD, Litigation Division, and SVC Program; Chair, Criminal Law Department, TJAGLCS; and the LSTC; who will provide their assessment of military justice practitioners and skilled litigators, to share with TMO Talent Managers.

(d) National Security Law: Chief, National Security Law Division, and Defense Intelligence Senior Level, OTJAG, will review and update the National Security Law Specialty Career Model (see Figure 5-9) and associated Professional Development Proficiency Code requirements, and will develop and maintain information on talented JAs in the area of National Security Law with the assistance of supervisory JAs, including but not limited to SJAs; JA leaders at Combatant Commands, Special Mission Units, Combat Training Centers, and the Center for Law and Military Operations; and Chair, National Security Law Department, TJAGLCS; who will provide their assessment of practitioners in their areas of law, to share with TMO Talent Managers.

c. Senior Leader Talent Scouts (“Talent Scouts”): Senior Leader Talent Scouts of the JAGC are officers in leadership billets, as well as other leaders throughout the JAGC with direct observation of JAs with exceptional talent in specialty practice areas. Talent Scouts will keep Bench Builders updated on a regular basis to identify JAs within their organizations, or JAs they personally observed, who display both an interest and proficiency in one of the JAGC’s legal functions. Talent Managers and Bench Builders will use talent scout reports as one factor among many when considering future assignment options.

d. Talent Scouts will submit observations to Talent Managers about the incoming GDP students to identify officers with both an interest and proficiency within the specialty legal functional practice areas. TMO will consolidate these Talent Scout reports and submit them to Bench Builders for input. The results of these collaborative efforts will be synthesized within TMO’s talent management system and will assist in the assignments process, including consideration by the General Officer Steering Committee. If an officer desires to know if they are on a Talent Scout report, they may contact their supervising Talent Scout or Talent Manager.

5-4. ASSIGNMENT CYCLE PROCESS - COMPANY GRADES.

a. For company grade officers, the assignment cycle begins when TMO solicits preferences from officers in the potential assignment cycle window. The current assignment preference sheet is available on the TMO JAGCNet page during the assignment window. Company grade officers who will have served two or more years on-station as of the next summer will submit their assignment preferences using the online preference sheet. Supervisory JAs (e.g., SJAs/DSJAs/RDCs, etc.) should counsel and mentor their JAs on appropriate assignment preferences. In these counseling sessions, the Supervisory JA and the officers should review the JA Career Model (Figures 5-1) and Specialty Practice Career Models (Figures 5-3, 5, 7 & 9) if applicable. The Supervisory JA should discuss the officer’s assignment history, reviewing the diversity of professional experiences, and

aptitudes or short comings in particular legal practice areas and whether the officer has met the qualifications for any of the professional development proficiency codes. Considering these factors, the Supervisory JA and officer should develop assignment preferences that will best support the officer's development.

b. Talent Managers will develop assignment options for the officer after considering the JAGC Assignment Factors (Figure 5-1), the JA Career Model (Figure 5-2), the specific specialty legal practice area career models (if applicable), the officer's assignment preference sheet, the Bench Builder and Supervisory JA's input, and other officer personnel data, including OERs, PDPCs, and STP.

c. The Company Grade Talent Manager presents proposed assignments to the Chief, TMO for approval. Once an assignment is approved, the Talent Manager will notify the officer of the new assignment, either directly or through the Supervisory JA. TMO will issue the assignment instructions (AI). Once the AI is released, the officer should be contacted by HRC via e-mail. The officer will then submit the AI to the appropriate servicing personnel center for orders processing. If a company grade officer notified of a summer assignment has not received an AI by the middle of April, the officer should have his or her Supervisory JA contact TMO.

d. Although most company grade officers typically move during the summer cycle, some company grade assignments occur off-cycle. For these assignments, the same general process and considerations apply, but the timeline is driven by the requirement.

5-5. ASSIGNMENT CYCLE PROCESS - FIELD GRADES.

a. The annual assignment cycle normally begins during the 3rd quarter of the fiscal year preceding the fiscal year in which the assignments will occur. In addition to the talent management process described above, generally:

(1) TMO will solicit office requirements from Army legal offices and joint/interagency legal offices and review JAGC force requirements. TMO will develop office personnel requirements and identify officers who may need to change duty stations or duty positions to meet the needs of the Army, the JAGC, and officers' development.

(2) Based on the input from legal offices, TMO will publish a list of potentially available jobs anticipated at each rank. Based on the potentially available jobs, TMO will solicit preferences from officers in the potential assignment cycle window. Majors, lieutenant colonels, and colonels submit their assignment preferences using the JAGCNet online preference sheet. When completing preference sheets, JAs should consider: the Assignment Factors (needs of the Army, needs of the JAGC, and needs of the individual), the JA Career Model (Figures 5-1), Applicable Specialty Practice Career Models and applicable PDPCs.

(3) After preferences have been received, TMO Talent Managers will discuss potential assignments with Supervising JAs, Bench Builders, and SMEs, and individual officers as needed, and collect additional data to inform the assignment process including OERs, STPs, and PDPCs. Based on the totality of this information, the Talent Managers prepare potential assignment options for each officer and develop an assignment slate to fill personnel requirements across the JAGC.

(4) TMO Talent Managers will develop and present a slate of proposed assignments to the Judge Advocate Assignment General Officer Steering Committee (JAA-GOSC). Consisting of the Deputy Judge Advocate General (DJAG) and other senior JAs appointed by TJAG (normally including all brigadier general officers), the JAA-GOSC is an advisory body that reviews TMO's proposed assignment slate and recommends approval or may direct TMO to develop alternative assignment options. The JAA-GOSC meets as often as necessary to review and discuss proposed assignments. Once the JAA-GOSC agrees on a proposed assignment slate, TMO presents that proposed assignment slate to TJAG. TJAG makes the final decision on all field grade JA assignments except the first assignment post-GDP.

b. Once TJAG approves an assignment, the officer will receive notice and be issued an assignment instruction (AI) through IPPS-A. Report dates for approved assignments typically begin in July, but the exact reporting date is always subject to the needs of the Army, JAGC or individual.

5-6. TOUR LENGTH.

a. Tour lengths in the continental United States (CONUS) differ based on assignment and rank. Except for assignments to military schools, typical geographical assignments for company grade officers will normally be three years with the possibility of four years. Field grade officers should expect two-year to three-year tours based on the assignment factors. Tour lengths for overseas tours (OCONUS) have additional requirements and are outlined in AR 614-30. Certain specific position minimum tour lengths are listed below.

b. Trial Counsel (TC) / Defense Counsel (DC). A JA serving as a TC, or DC will remain in that duty position for a minimum of 18 months, absent a compelling reason to shorten that period.

c. Special Victims' Counsel.

(1) Per DoD policy, SVCs serving in their first tour as a JA will be assigned as an SVC for a minimum of 18 months, with appropriate exceptions for personal or operational reasons. For purposes of this requirement, a "tour" is assignment to a permanent duty location, not including temporary duty or temporary deployment orders.

(2) All other JAs serving after their first tour as SVCs will be assigned as an SVC for a minimum of 24 months, with appropriate exceptions for personal or operational reasons.

(3) SJAs will notify the SVC Program Manager (SVCPM) when recommending moving an SVC prior to reassignment before expiration of minimum requirements including the compelling reason(s) in that notification. The SVCPM shall review and send a recommendation to the Chief, TMO for approval of proposed reassignments on behalf of TJAG.

d. Special Trial Counsel (STC). STCs will remain in their duty positions for a minimum of 36 months, unless modified at the recommendation of the Lead Special Trial Counsel (LSTC) after coordination with TMO on behalf of TJAG.

5-7. INITIAL ASSIGNMENT PRACTICES.

a. JAs typically attend the JAOBC enroute to their first duty stations, although a few may be assigned in a delayed schooling status to installations before attending the JAOBC. All officers are eligible for overseas assignment as an initial assignment. Newly commissioned officers and officers detailed to the JAGC serving in their initial JAGC assignments are not normally assigned to the following organizations:

(1) OTJAG (including U.S. Army Claims Service).

(2) TJAGLCS.

(3) The United States Military Academy's Department of Law.

(4) Headquarters for the following commands: U.S. Army Europe-Africa (USAREUR-AF), U.S. Army Pacific (USARPAC), Eighth U.S. Army, Forces Command (FORSCOM), Training and Doctrine Command (TRADOC), U.S. Army Futures Command (AFC), and Army Materiel Command (AMC).

(5) TDS (see paragraph 5-11 below).

(6) Office of Special Trial Counsel (see paragraph 5-13 below).

(7) Offices with limited supervision and/or limited junior company grade position opportunities.

b. Initial officer assignments will not be made to the state in which the officer is admitted to practice, the state in which the officer attended law school, or a FLEP officer's on-the-job training (OJT) station without a policy waiver from the Chief, TMO. This policy ensures that new JAs are given a full opportunity to become acclimated to the broader military environment.

c. Officers assigned to CONUS stations are subject to reassignment for developmental and mission-related needs during their initial service obligation. Typically, an officer will be reassigned prior to the end of an initial service obligation if initially assigned to serve in a short tour area (one-year or two-year tour). Officers assigned

OCONUS will typically complete the overseas tour prescribed by regulation before being reassigned to a different geographic location.

5-8. OVERSEAS SERVICE.

a. To the maximum extent practicable, an officer's overseas service will be alternated between long and short overseas tours. Officers assigned to overseas locations may serve an accompanied tour or an "all others" tour, as prescribed in AR 614-30.

b. Overseas tours, including Alaska and Hawaii, are normally three years. Tours in Korea vary from 12 to 24 months. Overseas tour lengths are prescribed by AR 614-30.

5-9. FOREIGN SERVICE TOUR (FST) EXTENSION.

Foreign Service Tour Extensions will be granted only when in the best interests of the Army. Requests will be submitted through and endorsed by the supervising JA, SJA, or commander concerned, to TMO.

5-10. COVERED OFFENSE LITIGATION EXPERIENCE.

a. JAs assigned to prosecute covered offenses on behalf of the United States or defend Soldiers accused of committing covered offenses will have sufficient experience preparing and litigating criminal proceedings to best ensure the ultimate goals of justice and fairness in the military justice system.

b. Selection for assignment to prosecute or defend covered offenses will be based upon multiple factors including courts-martial experience, education, training, and temperament.

c. Talent Managers will verify and consider the military justice professional development proficiency code PDPC of any JA being considered or recommended for assignment to any military justice litigation position.

5-11. TRIAL DEFENSE SERVICE (TDS).

a. JAs assigned as Defense Counsel will typically be Senior Company Grade officers with military justice experience. To ensure a balance of experience and to minimize permanent change of station costs, transfers of JAs between TDS and the installation SJA office should be made whenever practicable. When assigning a transferred defense counsel directly into a trial counsel position, Supervisory JAs will endeavor to avoid any real or appearance of a conflict of interest.

b. RDC, senior defense counsel, and trial defense counsel will typically be assigned to TDS for at least 24 months.

c. All captains assigned as lead defense counsel representing Soldiers accused of or charged with covered offenses should have prior litigation experience either within the Army JAGC or through prior civilian experience.

d. JAs graduating from the JAOBC typically will not be assigned to TDS as their initial assignment. Exceptions will be made in coordination with the Chief, TDS. To ensure necessary training and supervision, any assignment of JAOBC graduates to TDS will be carefully monitored. Basic Course graduates assigned to TDS will normally be placed in larger TDS offices that can provide the necessary training and supervision.

e. The Chief, U.S. Army Trial Defense Service, exercises independent supervision, control, and direction over all TDS personnel and their mission. All TDS personnel will wear the unit patch of the U.S. Army Trial Defense Service.

5-12. BRIGADE ASSIGNMENTS.

a. General. JAs assigned to Brigades, regiments, groups, and other brigade equivalents will be prepared to operate under the command and control of the higher headquarters with which they have a habitual relationship. The legal section is led by the Brigade/Regimental/Group/ Command Judge Advocate [hereinafter BJA], who is

the senior legal officer assigned. The SJA of the servicing OSJA will provide technical guidance to the BJA as necessary.

b. TJAG, through the Chief, TMO, assigns officers and senior paralegals to the brigade. It is the SJA's responsibility to monitor the professional development of JAs assigned to brigades, and to rotate company grade officers through different duties as sound officer management and the local mission allow (see paragraph 5-1 above). Specific details regarding the roles and responsibilities of brigade members can be found in AR 27-1, paragraph 3-6.

5-13. OFFICE OF SPECIAL TRIAL COUNSEL.

a. TJAG is responsible for the certification of all JAs assigned to a STC position. That certification will be based upon the following criteria:

(1) Education. Juris Doctor and licensed and in good standing with the licensing authority admitting the individual to practice law before the highest court of the State, Territory, Commonwealth, or the District of Columbia; and qualified and certified by TJAG to perform duties under Article 27(a) UCMJ. STCs who begin their duties in the rank of major or above also shall possess an LL.M. See TJAG Policy Memorandum 22-14.

(2) Training. All STC must have completed the Basic Trial Advocacy Course or equivalent course and must successfully complete the STC Certification Course. The STC Certification Course includes training on criminal law and procedure and specialized training in trauma-informed prosecution, domestic violence, sexual assault, and child abuse cases. Certification of STC under Article 24a(b)(1)(B), UCMJ, is contingent upon successful completion of this STC Certification Course. Additionally, all STC are required to complete the following two courses within the first two years of assignment as a STC: Prosecuting Intimate Partner Violence 101 (PIPV-1) and the Prosecuting Child Abuse Course (PCAC); or similar courses approved by the Lead Special Trial Counsel.

(3) Temperament. Special Trial Counsel must possess the ability to exercise sound judgment, independence, initiative, and discretion. They must demonstrate civility, maturity, composure, open-mindedness, patience, freedom from bias and a strong commitment to justice. Special Trial Counsel are expected to work collaboratively with peers and supervisors, while leading and mentoring subordinates. They must exhibit competence in oral and written advocacy.

(4) Experience. Special Trial Counsel must possess prior criminal litigation experience. This includes time spent in positions substantially devoted to the investigation, trial, or appellate litigation of alleged violations of the UCMJ. In particular, the field grade litigators should, whenever possible, have the following experience levels: MAJ: Approximately 36 Months of Criminal Litigation experience; LTC: Approximately 48 Months of Criminal Litigation experience; COL: Significant litigation experience.

b. The Office of Special Trial Counsel operates independently of the military chains of command of both the victims of alleged covered offenses and those accused of covered offenses.

5-14. SPECIAL VICTIMS' COUNSEL.

a. TJAG is responsible for the certification of all JAs assigned to an SVC position.

b. In accordance with DoDI 1030.04, SVCs' performance evaluations will include at least one evaluation by a rating official who is an SVC, with such exceptions as may be appropriate for the senior SVC in a Military Service or head of an SVC program office, for part-time SVCs, and for former SVCs who continue representing a client after changing duties.

5-15. OFFICER INITIATED ACTIONS.

Officer initiated assignment actions are governed by paragraph 5-2 above, Chapter 6, Officer Initiated Actions, of AR 614-100, and AR 614-30.

a. Compassionate Reassignments. Reassignment consideration will be given in cases of extreme hardship that can be alleviated only by an assignment to a specified area. See also paragraphs 6-3 to 6-5, AR 614-100, regarding compassionate stabilization, deletions, and deferments.

b. High School Junior/Senior Stability. In accordance with statutory TJAG assignment authority (see paragraph 5-2a above) and paragraph 6-6 of AR 614-100, *Officer Assignment, Policies, Details, and Transfers*, it is the policy of the JAGC to consider the stabilization of high school juniors and seniors during the assignment process, if the officer concerned so desires. JAGC officers and warrant officers should inform their respective Talent Manager if they wish to have high school junior or senior stability considered as part of the usual assignment decision-making process. Requesting consideration does not guarantee stabilization, but it does guarantee the proper assignment authority is aware of the desire for stabilization.

c. The Career Skills Program is detailed in paragraph 9-7 and the Career Intermission Program (CIP) is managed as described in paragraph 9-13 of this publication.

5-16. DUAL MILITARY COUPLES.

a. Several married couples jointly serve on AD. Some couples are Army JA spouse teams and others are JAs married to a member of another branch of the Army or Sister Service. When possible, these couples are assigned to the same general locality. This is not always possible, particularly when one member is attending Professional Military Education (PME). When spouses are assigned to the same location, they will not have contemporaneous assignments as trial counsel and trial defense counsel. Although TJAG cannot control other branch assignments, every effort is made to coordinate with other branches to facilitate a joint domicile assignment. Service couples are eligible for assignment to unaccompanied assignments and deployments.

b. Joint domicile assignments cannot be made if the Talent Manager is not aware of the marriage. Therefore, it is the responsibility of each JA to ensure his/her official file reflects the officer's marriage to another service member and that the information is brought to the Talent Manager's attention as part of the assignment preference process. AR 614-100 governs the timeline for enrollment in the Married Army Couples Program (MACP) (i.e., not later than 30 days from the date of marriage). JAs should also directly notify TMO if they marry a service member and provide a copy of the enrollment in the MACP. Notification should include name, rank, date of rank, social security number, and branch of service of the spouse.

c. Officers who change their names on their official military records will submit a copy of the approved name change documents to TMO.

5-17. EXCEPTIONAL FAMILY MEMBER PROGRAM

The Exceptional Family Member Program (EFMP) is governed by AR 608-75. All Soldiers will timely take required actions to enroll in the EFMP program when directed, participate in periodic mandatory reviews of the EFM condition, and provide accurate information to Talent Managers. Talent Managers will consider the documented special education and medical needs of Family members in the assignment of personnel.

5-18. SPONSORS.

The appointment of qualified, conscientious sponsors is an essential means of assisting officers upon initial and subsequent assignments. SJAs and other supervisors are responsible for ensuring that each new arrival is promptly welcomed and assisted by a sponsor. Assistance for outgoing Soldiers should also be considered in accordance with AR 600-8-8.

5-19. ARMY MILITARY HUMAN RESOURCE & SELECTION BOARDS RECORDS MANAGEMENT.

a. Army Military Human Resource Records (AMHRR). AMHRRs are governed by AR 600-8-104. HRC is the custodian of each JA's AMHRR. The AMHRR is used for HQDA promotion and school selection boards and when adjudicating Active Date of Rank determinations for senior accessions placed on the active duty list (ADL). Officers should send documents (see AR 600-8-104, appendix B for a listing of authorized documents) for inclusion in their AMHRR through their local servicing Military Personnel Division (MPD). All authorized

documents for filing in the AMHRR must have the soldier's Department of Defense (DoD) Identification (ID) Number listed legibly on the upper right-hand corner of the document when being submitted for filing. It is the officer's responsibility to ensure that their AMHRR is accurate and current. Accordingly, JAs are encouraged to review their AMHRR on a regular basis to ensure that documents such as awards, OERs, course completion certificates, and official transcripts are properly filed. Officers can access their files online through the HRC record portal (www.hrc.army.mil). Officers can use the links at the bottom of the website to review the AMHRR and Soldier Talent Profile (STP). Officers should contact their local human resources personnel office to review and update their STPs.

b. Soldier Talent Profile. The STP is used by TMO for personnel career management purposes (e.g., assignments) and the data from the STP is used by HQDA for selection boards. Most of the data on the STP is entered by the local servicing military personnel office. In some cases, officers will be required to provide original documents to support changes. Officers are required to audit the STP and provide corrections to the local personnel office at least annually (preferably during the officer's birth month). Officers may view their STPs online via the Integrated Personnel and Pay System-Army (IPPS-A).

c. As outlined in AR 600-8-29; officers are notified of upcoming selection boards via HQDA/HRC military personnel (MILPER) messages. Officers eligible for selection will be individually notified of their eligibility through the My Board File (MBF) application on the Self-Service portal of the HRC website. The MBF opens approximately 60 days prior to the convene date of each board. Officers are responsible for presenting accurate information to the promotion selection board. Officers must review their MBFs and contact their servicing S-1 to correct and update their records. Failure to apply due diligence is not a basis for reconsideration for promotion.

d. Officers who are not being considered for selection will use their local MPD/S-1 to correct and update their records. If all efforts to get records updated by the local MPD/S-1 have been exhausted, Talent Managers can assist officers being considered for selection with the correction and updating of their records. Officers submitting such requests for assistance to their Talent Managers should copy their Deputy SJA/RDC/or equivalent supervisor on all correspondence with the Talent Manager.

e. Promotion Board Instructions. P3 provides HRC board instructions related specifically to JA officers. The board instructions for JAs remind all board members of the JAGC's need for attorneys with expertise and experience in specialized legal functional areas in addition to officers who have served as command counsel. A JA's expertise is evidenced in the STP and AMHRRS, including assignments, OERs, awards and PDPCs.

5-20. DA PROMOTION SELECTION BOARDS PROMOTION PLANS

a. Officers selected for promotion will be promoted based on a TJAG approved promotion plan, which is published after Senate confirmation of the promotion list.

b. Officers are promoted in order of seniority as determined by HRC.

5-21. SPECIALTY LEGAL FUNCTIONAL AREAS.

a. The JAGC requires JAs who develop and serve as expert specialists in legal functional areas. Currently, the JAGC tracks four specific specialty legal functional areas: Administrative Law; Contract and Fiscal Law; Military Justice; and National Security Law. Specialization allows JAs with particular expertise and experience to continue practicing in functional areas while still permitting assignment opportunities outside the specialty depending on the assignment factors.

b. Career Models. Each specialty legal functional area has a specific career model that nests under the JA Career Model (Figure 5-2). These specialty legal functional area models identify potential positions, training and experience levels in the specialty generally corresponding to time in service and rank over the course of a JA career. These models are informational and not exhaustive nor requirements for assignment in a specialty legal functional area. While specialization may be favorably considered at promotion boards and may allow for a career of focused legal practice, following a specialty career model is neither predictive nor a guarantee of promotion or assignment.

c. Professional Development Proficiency Codes (PDPCs).

(1) PDPCs identify individuals with specialized expertise in administrative law, contract and fiscal law, military justice, and national security law in accordance with DA Pam 611-21, *Military Occupational Classification and Structure*. These PDPCs are an important indication of expertise in a specialty legal functional practice area. PDPCs are a significant factor in the assignment process, and possession of the appropriate level of PDPC will be strongly considered during the assignment process.

(2) Mandatory Counseling and Application Process. Supervisory JAs have a responsibility to steward the JA profession. A critical aspect of stewarding the profession is knowing what skills and capabilities exist within the JAGC. Supervisory JAs are required to counsel their subordinate JAs upon completion of an assignment to determine whether their service qualifies for obtaining or upgrading a PDPC. If so, the JA is required to apply for the PDPC. The Supervisory JA (SJA, RDC, or equivalent supervisor) is responsible for ensuring JAs apply for the appropriate PDPC.

(3) When a PDPC is approved at any level, the appropriate approval authority will notify the Legal Function Lead (Bench Builder) for the appropriate legal function as detailed below, and the Chief, TMO, by providing a copy of the approval memorandum.

(4) The implementation of new PDPCs will be phased over the next fiscal year. Bench Builders and Talent Managers will continue to use a holistic approach to evaluating expertise and experience in recommending personnel for assignments. Supervisory JAs will ensure that Bench Builders and Talent Managers are aware of their subordinate JA's experience and expertise in specialty legal functional areas that may not yet be reflected in an approved PDPC.

5-22. ADMINISTRATIVE LAW SPECIALTY LEGAL FUNCTIONAL AREA.

a. Administrative Law (ADL) Career Model.

(1) The ADL Career Model is a guide for JAs seeking a specialized ADL career path in the JAG Corps. The ADL Career Model identifies ADL positions, training, and education that generally corresponds to grade, time in service, and experience.

(2) While not an exhaustive list, the ADL Career Model depicted in Figure 5-3 reflects opportunities for JAs to develop and employ functional expertise in ADL. Serving in non-ADL positions does not prevent future ADL assignment and is important to understanding complex legal functional areas at various echelons of command.

Figure 5-3 Administrative Law Career Model

Administrative Law Career Model																														
<p>Administrative Law Expertise Objective: The Army and the JAGC develop, employ, and retain Judge Advocates skilled in Administrative Law (ADL), emphasizing legal tasks and competency in the ADL legal function. These Judge Advocates have special training, experience, and expertise in Administrative Law to support the Army's and Joint Force's mission success.</p>																														
Assignment Opportunities*																														
Year	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30
Rank	1LT	CPT					MAJ					LTC					COL													
PDPC Tiers	Level I Administrative Law Practitioner					Level II Administrative Law Practitioner					Level III Administrative Law Practitioner																			
Goal	Develop foundation of ADL skills through a variety of ADL assignments.					Apply core disciplines, develop specialized ADL expertise, and lead teams of professionals.					Lead and develop Judge Advocates, provide legal counsel to senior leaders, and apply specialized ADL expertise.																			
Administrative Law Assignments	<ul style="list-style-type: none"> Administrative Law Attorney: Division, Corps, or installation Command Judge Advocate (CJA for BDE or SF BN) Administrative Law Attorney, ASCC Claims Attorney** Labor Law Attorney** Legal Assistance Attorney** 					<ul style="list-style-type: none"> Administrative Law Attorney, Administrative Law Division (ALD) Brigade, Command, or Group Judge Advocate (BJA, CJA, GJA) Chief, Administrative Law, Division or installation Deputy Chief, Administrative Law, ASCC/TSC/Corps Associate Professor, TJAGLCS (ADA) DCJA, SMU Attorney, LITDIV** 					<ul style="list-style-type: none"> Legal Advisor, Joint Staff, Administrative Law Legal Advisor, COCOM, Administrative Law Dep. Chief, ALD Branch Chief, ALD Deputy Chief, LITDIV** Professor and Chair/Vice Chair, TJAGLCS (ADA) DSJA, DIV/CORPS Chief, Administrative Law, ASCC and Corps 					<ul style="list-style-type: none"> Chief, OTJAG ALD Chief, LITDIV** SJA, COCOM SJA, Corps SJA, Division SJA, ASCC SJA, USASOC SJA, JSOC Legal Counsel, Joint Staff Legal Advisor, OSD (ADL) 														
Education and ADL Experience: Continuous professional and personal development																														
Self-develop	State CLE, Professional Reading (military, legal, history, doctrine), Military Leadership, Professional Writing/Publication																													
Prof. Mil. Educ.	DCC, OBC	ADL related courses (regular attendance throughout career)					Graduate Degree Program	ILE-AOC, ILE, LLM					Joint Distance Learning					SSC					Joint Distance learning							
		Joint Distance Learning						Joint Distance Learning																						
Year	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30
<p>*This is not an exhaustive list of ADL opportunities, nor is any assignment or PDPC a prerequisite for any other assignment. When consistent with the needs of the Army and the needs of the JAGC, the annotated level of PDPC will be strongly considered when determining whether an officer is qualified for the positions indicated. Officers should consult their SJAs, Division Chiefs, Mentors, and Career Managers for additional information.</p>																														
<p>**These positions may qualify as an administrative law position provided that greater than 50% of duties performed include administrative law.</p>																														

b. Administrative Law Professional Development Proficiency Code.

(1) Requirements. The ADL PDPCs are based on a combination of formal education, additional training, and experience. The criteria for each of the three levels of ADL PDPCs are contained in Figure 5-4. All JAs will apply for the appropriate PDPC within 6 months of qualifying for the PDPC. Although not required, Reserve and National Guard JAs who satisfy the requirements are encouraged to apply for ADL PDPCs.

(2) Application.

(a) Applications for an ADL PDPC will be coordinated with an applicant's supervisory chain. Supervisory JAs have the responsibility to verify the applicant JA's qualifications for the PDPCs prior to endorsing their assigned officer's request for an ADL PDPC.

(b) SJAs and equivalent leaders are encouraged to use the fillable templates available on [JAGCNet's 'Legal Functions'](#) page for recommending approval of an applicant's request or may request a fillable template from the Deputy Chief, ALD, OTJAG.

(c) The approval authority for the ADL PDPC Level I is the SJA or equivalent Supervisory JA. The approval authority for the ADL PDPC Level II and III is the Chief, ALD, OTJAG. The Chief, ALD is also the approval authority for any requests for an exception to the requirements of the ADL PDPCs.

(d) Upon receiving approval of the PDPC, the applicant JA is responsible for submitting the PDPC approval document for uploading into the JA's OMF by the servicing S-1 office. Once uploaded, the JA will notify their appropriate TMO Talent Manager to ensure the PDPC is properly reflected on the JA's STP.

(3) PDPCs are documented in a JA's official record in IPPS-A as an Army Skill Identifier (ASI). The ASI for ADL Level I is "L1"; for Level II is "L2" and for Level III is "L4".

Figure 5-4 Administrative Law PDPC Criteria

Administrative Law Professional Development Proficiency Criteria		
PDPC Level I (L1)	1	Basic Course completion
	2	At least 12 months in qualifying administrative law position(s)
	3	Administrative Law for Military Organizations Course** or other equivalent ADL related course hosted by TJAGLCS or another military service
	4	SJA approval
PDPC Level II (L2)	1	Awarded PDPC Level I or has satisfied the requirements for Level I
	2	Additional 24 months in qualifying position(s)*
	3	Graduate Degree Program completion or the Judge Advocate Officer Advanced Course (for USAR and ARNG JAs)
	4	TJAGLCS or outside TJAGLCS ADL related course completion or taught ADL focused course/class at TJAGLCS or other educational venue**
	5	OTJAG ADL approval with letter of recommendation from an SJA, SJA equivalent, or interagency supervisor
PDPC Level III (L4)	1	Awarded PDPC Level II or satisfied requirements for PDPC Level II
	2	Additional 24 months in qualifying positions(s)*
	3	ILE completion
	4	TJAGLCS or outside TJAGLCS ADL related course completion, taught ADL focused course/class at TJAGLCS or other educational venue **, or publication of an ADL related scholarly article
	5	OTJAG ADL approval with letter of recommendation from an SJA, SJA Equivalent, or interagency supervisor
<p>Note 1: PDPC Level I requirements are deemed constructively satisfied for personnel who served as an OTJAG ALD AO, Branch Chief, or Deputy Division Chief for at least 24 months when applying for Level I.</p> <p>Note 2: L1, L2, and L4 are the assigned Army Skill Identifiers (ASI), the 'L' is not an abbreviation for 'Level'.</p> <p>* See assignment Opportunities under Administrative Law Career Model.</p> <p>** The same ADL related course completed or ADL course taught may not be used to support separate applications for different PDPC levels, 1-3.</p>		

5-23. CONTRACT AND FISCAL LAW SPECIALTY LEGAL FUNCTIONAL AREA.

a. Contract and Fiscal Law (KFL) Career Model.

(1) The KFL Career Model is a guide for JAs seeking a specialized KFL career path in the JAG Corps. The KFL Career Model identifies KFL positions, training, and education that corresponds to grade, time in service, and experience.

(2) While not an exhaustive list, the KFL Career Model depicted in Figure 5-x reflects opportunities for JAs to develop and employ functional expertise in KFL. Serving in non-KFL positions does not prevent future KFL assignment and is important to understanding complex legal functional areas at various echelons of command.

Figure 5-5 Contract and Fiscal Law Career Model

Contract and Fiscal Law Career Model																														
<p>Contract and Fiscal Law Career Model Objective: The Army and the JAGC develop, employ, and retain Judge Advocates skilled in Contract and Fiscal Law (KFL) emphasizing legal tasks and competency in the KFL legal function. These Judge Advocates have a special expertise in Contract and Fiscal Law to address the Army's emerging resource needs.</p>																														
Assignment Opportunities*																														
Year	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30
Rank	1LT	CPT						MAJ						LTC						COL										
PDPC Tiers	Level I Acquisition Law Practitioner						Level I/Level II Acquisition Law Practitioner 3B/3G						Level II Acquisition Law Practitioner 3G																	
Goal	Develop foundation of KFL skills through a variety of KFL assignments.						Use core disciplines, develop specialized KFL expertise, and lead teams of professionals												Lead and develop Judge Advocates, provide legal counsel to senior leaders, and apply specialized ADL expertise.											
Assignment Opportunities	<ul style="list-style-type: none"> Contact or Fiscal Law Attorney, DIV / CORPS Trial Attorney, Contract Litigation & IP Div. (KLIP) Contract Law Attorney, HQ, ACC Contract Law Attorney and DCJA, Contracting Sup. Brigade (CSB) Contact & Fiscal Law Attorney, ASCC CJA, SF BN Fiscal Law Attorney, Task Force 						<ul style="list-style-type: none"> Fiscal Law Attorney, Contract & Fiscal Actions Division (KFAD) Trial Attorney, KLIP Procurement Fraud Attorney, Procurement Fraud Div. (PFD) Contract Law Attorney, ACC CJA, CSB Deputy Chief / Chief, KFL, ASCC/TSC Associate Professor, TJAGLCS (ADK) Action Officer, U.S. Army Futures Command Chief, KFL (deployed) 						<ul style="list-style-type: none"> DSJA, Army Futures Command DSJA, SMDC Legal Advisor, Joint Staff, K&FL Chief, Contract & Fiscal Law, COCOM Dep. Chief, KFAD Team Chief, KLIP Chief, Operational Business and General Law Division, ACC Deputy Chief, Operational Business and General Law Division Deputy Chief, Operational Business and General Law Division CJA, CSB Contract and General Law, MICC Professor and Chair/Vice Chair, TJAGLCS (ADK) Chief, KFL, ASCC Chief, Concepts and Military Law, AFC SJA, White Sands (ATEC) Action Officer, OGC Fiscal DCMA Senior Assoc. GC, DLA 						<ul style="list-style-type: none"> Chief, KLIP SJA, AMC SJA, Army Futures Command SJA, ASCC SJA, AMCOM (AMC) SJA, SMDC (AMC) SJA, CECOM SJA, Army Sustainment Command (ASC) Dep. Ch. Counsel, ACC Chief Counsel, MICC Chief Counsel, CSB (409th) 											
Education and KFL Experience: Continuous professional and personal development																														
Self-develop	State CLE, Professional Reading (military, legal, history, doctrine), Military Leadership, Professional Writing/Publication																													
Prof. Mil. Educ.	DCC, OBC	TJAGLCS, DAU and GAO coursed (regular attendance throughout career)						* GDP (KFL focus)	CGSC, LL.M with KFL focus						Joint Distance Learning						SSC									
Year	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30
<p>*This is not an exhaustive list of Contract and Fiscal Law opportunities, nor is any assignment or Professional Development Proficiency Code (PDPC) a prerequisite for any other assignment. When consistent with the needs of the Army and the needs of the JAGC, the annotated PDPC level will be strongly considered when determining whether an officer is qualified for the positions indicated. Officers should consult their SJAs, mentors, the KFL Bench Builder, and career managers for additional information. Positions for Captains are limited, however, entry-level KFL positions are available for both Captains and Majors. Absent unusual circumstances, it is unlikely that JAs can succeed in KFL assignments in the grade of Lieutenant Colonel or higher without prior contract and fiscal law experience, so JAs should seek to successfully execute a KFL assignment and earn the Level I KFL PDPC before they are promoted to LTC. It is also encouraged for Majors and Lieutenant Colonels desiring expertise in contract and fiscal law to alternate between a contract and fiscal law action officer assignment and a leadership assignment (which could include a KFL leadership position) to increase chances of promotion to the next higher grade.</p>																														

* Graduate Degree Program

b. Contract and Fiscal Law Professional Development Proficiency Code.

(1) Requirement. The KFL PDPCs are based on a combination of formal education, additional training, and experience in contract and fiscal law. The criteria for each of the two levels of KFL PDPC are contained in Figure 5-Y below. All JAs will apply for the appropriate PDPC within 6 months of qualifying for the PDPC. Although not required, Reserve and National Guard JAs who satisfy the requirements are encouraged to apply for PDPCs.

(2) Application Process.

(a) All applications for a KFL PDPCs will be coordinated through an applicant's supervisory chain, and will be submitted to the Chief, Contract Litigation and Intellectual Property Division (KLIP), USALSA, for approval through the KFL PDPC application on JAGCNet using the link: <https://www.jagcnet2.army.mil/Sites/contractandfiscallaw.nsf/homeContent.xsp?documentId=0CDA6414249DD8AB852582D0004ECE0E>. The Chief, KLIP is also the approval authority for any requests for an exception to the requirements of the KFL PDPC.

(b) Supervisory JAs have the responsibility to verify the JA's qualifications for the PDPCs prior to endorsing their assigned officer's request for a KFL PDPC. SJAs and equivalent leaders are encouraged to use the fillable templates available on JAGCNet's 'Legal Functions' page for recommending approval of an applicant's request or applicants can request a fillable template from the Deputy, KLIP.

(c) Upon receiving approval of the PDPC, the applicant JA is responsible for submitting the PDPC approval document for uploading into the JA's OMF by the servicing S-1 office. Once uploaded, the JA will notify their appropriate TMO Talent Manager to ensure the PDPC is properly reflected on the JA's STP.

(3) PDPCs are documented in a JA's official record in IPPS-A as an Army Skill Identifier (ASI). The ASI for KFL Level I is "3B"; and for Level II is "3G".

Figure 5-6 Contract and Fiscal Law PDPC Criteria

Contract and Fiscal Law (KFL) PDPC Criteria		
PDPC Level I (3B)	1	Completion of the Judge Advocate Officer Basic Course (JAOBC)
	2	At least 18 months of acquisition law or fiscal law experience in qualifying positions for which the majority of duties and responsibilities involve federal acquisition law and/or fiscal law. (see Notes 1 and 2)
	3	Completion of the Contract Attorney Course or the Fiscal Law Course offered by TJAGLCS (see Note 3), OR award of a KFL specialization in conjunction with the Judge Advocate Graduate Degree Program (GPD), OR award of an LL.M. degree in Federal Acquisition/Contract/Fiscal Law (earned either through the U.S. Army JAG Corps' LL.M. program, or through other means), OR for Reserve and National Guard JAs, an additional 12 months of acquisition law or fiscal law experience in qualifying positions for which the majority of duties and responsibilities involve federal acquisition law and/or fiscal law. (see Note 2)
	4	Memorandum of recommendation from SJA
	5	Approval of Chief, KFLD, USALSA
PDPC Level II (3G)	1	Completion of the JAOBC
	2	Completion of the Judge Advocate GDP, OR the Judge Advocate Officer Advanced Course (for Reserve and National Guard JAs)
	3	At least 36 months of acquisition or fiscal law experience, in qualifying positions for which the majority of duties and responsibilities involve federal acquisition law and/or fiscal law. (see Notes 1 and 2)
	4	Completion of the Contract Attorney Course or Fiscal Law Course offered by TJAGLCS (see Note 3), OR award of a KFL specialization in conjunction with the Judge Advocate GDP, or award of an LL.M. degree in Federal Acquisition/ Contract/Fiscal Law (earned either through the U.S. Army JAG Corps' LL.M. program, or through other means), OR for Reserve and National Guard JAs, an additional 12 months of acquisition or fiscal law experience, in qualifying positions for which the majority of duties and responsibilities involve federal acquisition law and/or fiscal law. (see Note 2)
	5	Memorandum of recommendation from SJA.
	6	Approval of Chief, KFLD, USALSA
<p>Note 1: Qualifying positions include those with more than 50% of all actions involving issues of federal acquisition law and/or federal fiscal law. This requirement can be satisfied through Active Duty, Reserve, and/or National Guard service, service in a civilian capacity (including, but not limited to, service as a U.S. government employee and/or private practitioner), or any combination thereof. The Bench Builder may require JAs to provide additional information (i.e., OERs, civilian performance evaluations, etc.) in order to determine whether a position meets this threshold.</p> <p>Note 2: Reserve and National Guard JAs who have not completed the Contract Attorney Course or Fiscal Law Course offered by The Judge Advocate General's Legal Center and School, who do not possess a KFL specialization in conjunction with the Judge Advocate GDP, and who have not been awarded an LL.M. degree in federal Acquisition/Contract or Fiscal Law will need to possess a minimum of 30 months of acquisition or fiscal law experience in qualifying positions (see Note 1) to qualify for award of PDPC 3B, and a minimum of 48 months of acquisition or fiscal law experience in qualifying positions (see Note 1) to qualify for award of PDPC 3G.</p> <p>Note 3: The requirement to complete the Contract Attorney Course (CAC) or the Fiscal Law Course is considered satisfied for Active Duty, Reserve, and National Guard members of the Contract and Fiscal Law Department (ADK) faculty of The Judge Advocate General's Legal Center and School who have served at least 12 months with ADK and/or have served as a member of the CAC or Fiscal Law Course teaching team</p>		

5-24. MILITARY JUSTICE SPECIALTY LEGAL FUNCTIONAL AREA.

a. Military Justice Career Model.

(1) The Military Justice Career Model is a guide for JAs seeking a specialized military justice career path in the JAG Corps. The Military Justice Career Model identifies military justice positions by rank for prosecutors, defense counsel, special victims' counsel, military judges, and other military justice practitioners. Military justice positions are those positions substantially devoted to the investigation, trial, and appellate litigation of alleged violations of the Uniform Code of Military Justice. The Military Justice Career Model also guides military justice practitioners in identifying military justice positions, training, and education as it corresponds to grade, time in service, and experience.

(2) While not an exhaustive list, the Military Justice Career Model depicted in Figure 5-7 reflects opportunities for JAs to develop and employ functional expertise in military justice. Service in non-military justice positions, however, is also important to a JA's understanding of complex administrative investigations, adverse

administrative proceedings, the impact of misconduct on operations, the role of convening authorities at various levels, and the relationship between military justice and good order and discipline.

b. Military Justice Professional Development Proficiency Codes (PDPCs).

(1) The military justice PDPCs are based on a combination of formal education, additional training (beyond that required for all JAs), demonstrated temperament (in military justice positions), competency (including a qualitative evaluation of a JA's knowledge, skills, and abilities), and cumulative military justice experience (including years of military service and length of time in the positions listed in Figure 5-8).

(2) The criteria for each of the five levels of Military Justice PDPCs and for the Military Justice Litigation PDPC are contained in Figure 5-8. Each PDPC builds on training and education, litigation and advocacy expertise, and military justice management experience. Successive PDPCs encourage JAs to deepen their understanding of the military justice legal function. The military justice litigation PDPC is designed to identify those JAs with particularized military justice litigation expertise. The military justice litigation PDPC assists the JAG Corps in identifying, managing, tracking, and assigning JAs to litigation billets of increasing complexity and responsibility over time. PDPCs highlight the JAG Corps' desire to maintain a sustained proficiency in military justice.

(3) The annotated PDPC level will be considered when determining whether an officer is qualified for positions within the Military Justice Career Model. Military Justice PDPCs, however, are not a prerequisite for any assignment.

(4) Requirements.

(a) Education. Army military justice practitioners must have attended the Judge Advocate Officer Basic Course and be certified by TJAG to perform duties under Article 27(b), Uniform Code of Military Justice for Level I, and the additional Judge Advocate Officer Graduate Degree Program (w/3 criminal law elective hours or 3-credit criminal law paper/primer) or Master of Laws in Criminal Law for Level III.

(b) Training. Training of Army military justice practitioners should be of the highest quality on relevant criminal law topics. Training occurs through attendance at courses offered by the Trial Counsel Assistance Program, the Defense Counsel Assistance Program, the Special Victims' Counsel Program, TJAGLCS, the U.S. Army Advocacy Center, or equivalent civilian instructions.

(c) Temperament. Army military justice practitioners should exhibit the following traits indicative of their temperament: courtesy, compassion, empathy, decisiveness, open-mindedness, patience, freedom from bias, and a strong commitment to justice. They should demonstrate sound judgment and decision-making skills, as well as an ability to work collaboratively with peers and supervisors. Military justice practitioners must be effective advocates with exceptional interpersonal and communication skills. Additionally, those JAs representing clients should demonstrate commitment and dedication to the interests of the client and *zeal* in *advocacy* upon the client's behalf.

(d) Competency. Competency is demonstrated when knowledge, skills, and ability are combined to perform a given job effectively. This may include leading or managing a military justice function, demonstrating effective oral or written advocacy skills, or crafting a litigation strategy. In accordance with the following definitions, assessment of competency will be based on a qualitative evaluation of the military justice practitioner's knowledge, skills, and ability.

(i) Knowledge. Knowledge is a body of information applied directly to the performance of a function. For Army military justice practitioners, this includes the practitioner's substantive mastery of relevant military justice materials. These materials may include the Manual for Courts-Martial (including the Rules for Courts-Martial, Military Rules of Evidence, and Uniform Code of Military Justice), applicable procedural rules (such as the Rules for Practice Before Army Courts-Martial or the U.S. Army Court of Criminal Appeals Rules of Appellate Procedure), and Army Regulations and policy (such as Army Regulation 27-10, Military Justice).

(ii) Skills. Skills are learned acts executed with proficiency. For Army military justice practitioners, this includes the practitioner's demonstrated mastery of certain tasks, such as advising personnel conducting a law enforcement investigation, conducting legal research, formulating persuasive legal arguments,

identifying the theme and theory of a case, presenting an opening statement or closing argument, interviewing and examining a witness, and introducing evidence.

(iii) Ability. Ability is the performance of an observable behavior or a behavior that results in an observable product. For Army military justice practitioners, this includes the practitioner's critical or analytical thinking skills, problem solving abilities, courtroom presence, and interpersonal tact with victims, accused, witnesses, opposing counsel, special victims' counsel, military judges, and others involved in the military justice process.

(e) Experience.

(i) Military justice experience includes time spent mobilized or on active duty in the military justice positions depicted in Figure 5-7. Military justice positions generally include JA positions substantially devoted to the investigation, trial, and appellate litigation of alleged violations of the Uniform Code of Military Justice. It may also include time spent in management, supervision, or leadership positions if the practitioner performed substantial military justice duties in that position.

(ii) While primarily measured by the length of time spent in military justice positions, participation in adverse proceedings is also indicative of experience. Adverse proceedings include substantial participation in any capacity in administrative boards (including enlisted separation boards or officer elimination boards), courts-martial (including general and special courts-martial), appellate litigation (including substantive pleadings and oral arguments), and federal trial-level litigation (including misdemeanor or felony offenses prosecuted by a Special Assistant U.S. Attorney). The experience standards are not intended as strict minimums, but as guidance or expected experience at each successive PDPC levels: Level I (PDPC 3I) – 10 adversarial proceedings; Level II (PDPC 3M) – 20 adversarial proceedings; Level III (PDPC 3P) – 30 adversarial proceedings; Level IV (PDPC 3T) – 40 adversarial proceedings; Level V (PDPC 3N) – 50 adversarial proceedings and for Military Justice Litigation (PDPC 3D) – direct or supervisory involvement at trial or on appeal in at least 50 courts-martial.

(5) PDPC Application Process.

(a) All Regular Army JAs will apply for the appropriate PDPC within six months of qualifying for the PDPC. Although not required, U.S. Army Reserve and Army National Guard JAs who obtain the necessary requirements during periods of active duty are encouraged to apply for PDPCs.

(b) Application for PDPCs will be made using the electronic application on JAGCNet at: <https://www.jagcnet3.army.mil/Apps/SkillIdentifier/MilitaryJustice.nsf>.

(c) Applicants will enter sufficient information in the electronic application to demonstrate they have met the requirements for the requested PDPC level identified in Figure 5-8. Documentation of education, training, and experience should be attached as enclosures to the application.

(d) PDPCs are documented in a JA's official record in IPPS-A as an Army Skill Identifier (ASI). The ASI for MJ Level I is "3I"; for Level II is "3M"; for Level III is "3P"; for Level IV is "3T"; for Level V is "3N" and for MJ Litigation is "3D".

(6) PDPC Recommendations.

(a) Level I PDPC. Level I PDPC applications must be accompanied by a recommendation from the applicant's immediate Supervisory JA, ideally a JA possessing at least an MJ PDPC Level III.

(b) Level II-V PDPC. Level II PDPC and higher applications will ordinarily be accompanied by a recommendation from the applicant's current Supervisory JA. If the applicant is no longer serving in a military justice position, the applicant may include a recommendation from a former Supervisory JA. This recommendation will include a qualitative assessment of the applicant's temperament, competency, and experience.

(c) Military Justice Litigation PDPC. Military Justice Litigation PDPC applications will ordinarily be accompanied by a recommendation from the applicant's current Supervisory JA. If the applicant is no longer serving in a military justice position, the applicant may include a recommendation from a former Supervisory JA.

This recommendation will include a qualitative assessment of the applicant's temperament, competency, and experience, with specific focus on the applicant's past performance in litigation positions.

(7). Approval Authorities.

(a) Level I PDPC. Staff Judge Advocates, Regional Defense Counsel, and equivalent Senior Supervisory Attorneys may approve PDPC Level I.

(b) Level II-V PDPCs. The Chief, Criminal Law Division, OTJAG, is the approval authority for Level II-V PDPCs.

(c) Military Justice Litigation PDPC. The Chief, Criminal Law Division, OTJAG, is the approval authority for the Military Justice Litigation PDPC.

(d) Upon receiving approval of the PDPC, the applicant JA is responsible for submitting the PDPC approval document for uploading into the JA's OMF by the servicing S-1 office. Once uploaded, the JA will notify their appropriate TMO Talent Manager to ensure the PDPC is properly reflected on the JA's STP.

(8) Exceptions to Policy.

(a) JAs may request approval for a PDPC by exception to policy where they do not meet all the requirements outlined in Paragraph c. and contained in Figure 5-8. Such circumstances include, but are not limited to: waiver of the requirement to complete three criminal law electives during the Judge Advocate Officer Graduate Degree Program; an inability to attend the Basic Trial Advocacy Course, but attendance at an equivalent or greater training course (for example the New Prosecutor's Course, Defense Counsel 101, or the Intermediate Trial Advocacy Course); waiver of the required length of time in military justice positions where the JA has substantial military justice or litigation experience in other positions (for example civilian criminal litigation experience, civil litigation experience, exceptional experience as a Special Assistant U.S. Attorney, or substantial military justice experience as a command legal advisor); and/or other similar circumstances.

(b) The Chief, Criminal Law Division, OTJAG is the approval authority for all PDPCs granted by exception to policy.

h. Point of Contact.

Questions regarding military justice PDPCs, the Military Justice Career Model, the PDPC application process, or exceptions to policy should be directed to the Criminal Law Division, OTJAG.

Figure 5-7 Military Justice Career Model

Military Justice Law Career Model																														
Year	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30
Rank	1LT	CPT						MAJ						LTC						COL										
PDPC Tiers	Level I (3I) Level II (3M)						Level III (3P)						Level III (3P) Level IV (3T)						Level IV (3T) Level V (3N)											
Goal	Develop a solid foundation of military justice skills through a variety of military justice assignments.						Use core legal functions, develop specialized expertise, and lead teams of military justice professionals.						Lead, develop, and train military justice professionals, provide premier legal counsel to senior leaders, and apply specialized military justice expertise in a complex environment.																	
MILITARY JUSTICE POSITIONS	<ul style="list-style-type: none"> • Trial Counsel • Senior Trial Counsel • Military Justice Advisor • Special Trial Counsel • Defense Counsel • General Crimes Prosecutor • Special Victims' Counsel • Appellate Government or Defense Counsel • Trial or Defense Counsel Assistance Program Training Officer • Special Assistant U.S. Attorney • Battalion Judge Advocate 						<ul style="list-style-type: none"> • Chief of Justice at 1 or 2-Star Command • Special Trial Counsel • Supervisory Special Trial Counsel • Special Victim Prosecutor • Senior Defense Counsel • Deputy Branch Chief, OTJAG CLD • Government or Defense Counsel, Office of Military Commissions • Branch Chief, Government or Defense Appellate Division • Complex Litigation Attorney • Regional Special Victims' Counsel Program Manager • Associate Professor, TJAGLCS (Criminal Law) • Instructor, U.S. Army Military Police School • Brigade Judge Advocate • Officer-in-Charge • Legal Advisor 						<ul style="list-style-type: none"> • Chief of Justice at 3 or 4-Star Command • Circuit Special Trial Counsel • Regional Defense Counsel • Deputy Chief, OTJAG CLD • Deputy Chief, Government or Defense Appellate Division • Deputy Chief, TDS • Branch Chief, OTJAG CLD • Chief of Complex Litigation • Chief or Deputy Chief, Trial or Defense Counsel Assistance Program • Military Trial or Appellate Judge • Chair or Vice Chair, TJAGLCS (Criminal Law) • Staff Judge Advocate • Deputy Staff Judge Advocate • Officer-in-Charge • Legal Advisor 						<ul style="list-style-type: none"> • Chief, OTJAG CLD • Chief, Trial Defense Service • Special Victims' Counsel Program Manager • Branch Chief, Office of Special Trial Counsel HQ • Military Trial, Circuit, or Appellate Judge • Chief or Deputy chief, U.S. Trial Judiciary • Staff Judge Advocate 											
Self-develop	State CLE, Professional Reading, Professional Writing and Publication																													
MJ Education Opportunities	DCC, OBC	TJAGLCS, TCAP, DCAP, Advocacy Center courses						* GDP (MJ focus)	LL.M. in Criminal Law						Department of Justice Fellowship															
Year	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30

Litigation positions include those Military Justice Positions identified in blue. If a JA performed substantial military justice duties while serving in a position identified in red or in another position not identified as a Military Justice, they may use that experience to support an exception to policy when applying for a PDPC.

* Graduate Degree Program

Figure 5-8 Military Justice PDPC Criteria

	Level I (PDPC 3I)	Level II (PDPC 3M)	Level III (PDPC 3P)	Level IV (PDPC 3T)	Level V (PDPC 3N)	Military Justice Litigation (PDPC 3D)
Education	Judge Advocate Officer Course	No additional requirements	Judge Advocate Officer Graduate Degree Program (w/3 criminal law elective hours or 3-credit criminal law paper/primer) OR LL.M. in Criminal Law	No additional requirements	No additional requirements	Obtained Level III PDPC
Training	Attend Basic Trial Advocacy Course (or equivalent)	Additional 40 hours continuing legal education (criminal law or military justice focused)	Additional 40 hours continuing legal education (criminal law or military justice focused)	Additional 40 hours continuing legal education (criminal law or military justice focused)	No additional requirements	Attend Basic Trial Advocacy Course (or equivalent) and 240 hours continuing legal education (with 40 hours litigation focused)
Temperament and Competency	Recommendation by Current Supervisor (ideally PDPC Level III or IV)	Recommendation by Current or Former Senior Supervising Attorney	Recommendation by Current or Former Senior Supervising Attorney	Recommendation by Current or Former Senior Supervising Attorney	Recommendation by Current or Former Senior Supervising Attorney	Recommendation by Current or Former Senior Supervising Attorney (with focus on litigation position performance)
Cumulative Military Justice Experience	12 months in military justice positions	30 months in military justice positions	48 months in military justice positions	84 months in military justice positions	120 months in military justice positions	72 months in military justice positions (w/48 months in litigation positions)
Approval Authority	Applicant's Senior Supervising Attorney	Chief of OTJAG Criminal Law Division	Chief of OTJAG Criminal Law Division	Chief of OTJAG Criminal Law Division	Chief of OTJAG Criminal Law Division	Chief of OTJAG Criminal Law Division
Military Justice Positions include those listed in Figure 5-7; Litigation positions include those Military Justice Positions identified in blue in Figure 5-7.						

5-25. NATIONAL SECURITY LAW SPECIALTY LEGAL FUNCTIONAL AREA.

a. National Security Law (NSL) Career Model.

(1) The NSL Career Model is a guide for JAs seeking a specialized NSL career path in the JAG Corps. The NSL Career Model identifies NSL positions, training, and education that corresponds to grade, time in service, and experience.

(2) While not an exhaustive list, the NSL Career Model depicted in Figure 5-9 reflects opportunities for JAs to develop and employ functional expertise in NSL. Serving in non-NSL positions does not prevent future NSL assignment and is important to understanding complex legal functional areas at various echelons of command.

b. National Security Law (NSL) Professional Development Proficiency Code. The NSL PDPCs are based on a combination of formal education, additional training, and experience in national security law. The criteria for each of the four levels of NSL PDPC are contained in Figure 5-9. The NSL PDPC program is a recognition of progressive expertise by JAGC NSL practitioners as they gain experience, expertise, training, and education at advancing levels in the NSL practice. Unlike the MJ PDPC, the experience requirements for NSL PDPCs are not cumulative in terms of months of total experience, rather the NSL PDPC focuses on experience gained at each PDPC level in one or more qualifying assignments that meet the minimum time requirements for that PDPC level.

(1) In general, the NSL PDPC program requires applicants to meet the minimum required time for experience at each level in one or more qualifying assignments (meaning the predominance of duties in that assignment were related to NSL practice) at each level as described in Figures 5-9 and 5-10. Qualifying time in an assignment that exceeds the minimum required time does not “carry over” as creditable to the next PDPC level. Furthermore, consecutive assignments that are very similar in nature and location (e.g., Op Law JA at a Division, then Op Law JA in a deployed task force with that Division HQ) are generally considered as one assignment, even if the assigned duties and location differ slightly. Also, it is important that SJAs validate an applicant’s experience in an assignment, even if that assignment is listed in Figure 5-9. For example, a Brigade Combat Team Brigade JA (BCT BJA) could be a qualifying assignment for a PDPC, but if that BCT BJA has not spent a significant amount of time performing NSL duties, that assignment may not qualify as NSL experience. Finally, the experience requirements for PDPC Level III and IV require assignment at the operational and/or strategic level.

(2) All JAs should apply for the appropriate PDPC within 6 months of qualifying for the PDPC or ASAP following deployments to imminent danger/hostile fire areas. Although not required, Reserve and National Guard JAs who obtain the necessary requirements during periods of AD are encouraged to apply for PDPCs. Requests for Levels II-IV PDPCs (3Q, 3U, and 3V) will be routed through the requesting officer’s supervisory chain to the Chief, National Security Law Division, OTJAG, for approval.

(3) Application Process.

(a) PDPC Levels I-IV applications will contain: a memorandum from the supervising SJA, or in the absence of an assigned supervising SJA, senior supervising attorneys in the grade of O6/GS-15, outlining the requisite assignment experience of the applicant; a description of any educational qualifications (degrees, resident courses and short courses completed) that satisfy the requirements for the PDPC; and a statement from the supervising SJA, or if no supervising SJA, senior supervisory attorney, explaining why the applicant is qualified to receive the PDPC.

(b) Applicants will use the templates on JAGCNet on the NSL PDPC portal, located under “Sample Downloads” on the lower left side of the page. Applicants must use these templates; all others will be rejected.

(c) In addition to the SJA or Supervisory JA’s memorandum described above, PDPC Levels II-IV applications will contain: the applicant’s STP; OERs for each qualifying job; certificates of completion for qualifying short courses attended; a copy of the diploma (or transcript signifying a diploma was awarded) for any GDP LL.M. or civilian LL.M. obtained in National Security Law; proof of ILE-AOC or nonresident ILE completion, and any NSL-related scholarly articles that are a basis for awarding a PDPC. Applicants may also include other relevant documentation for consideration by the approval authority.

(d) NSL PDPC applications will be uploaded and submitted for review onto the OTJAG NSLD portal page. Supervising SJAs or equivalent Supervisory JAs will use the memorandum templates provided on the portal page recommending applicants for approval of the Level II (3Q), Level III (3U), and Level IV (3V) PDPCs. Applications will not be received via electronic mail. Applicants will submit their applications through JAGCNet on the NSL PDPC portal at: <https://www.jagcnet3.army.mil/Apps/SkillIdentifier/nsldpdpc.nsf/>.

(e) All PDPC applications approved by the Chief, National Security Law Division, OTJAG, will be sent back via the portal page to the individual applicant.

(f) Upon approval of a PDPC, JAs should coordinate with their servicing S-1/G-1 offices to upload the PDPC approval memorandum into their AMHRR as a QUAL/SKILLS document and update their STP.

(5) PDPCs are documented in a JA's official record in IPPS-A as an Army Skill Identifier (ASI). The ASI for NSL Level I is "3J"; for Level II is "3Q"; for Level III is "3U" and for Level V is "3V".

(6) Exceptions to Policy. Some assignments, training, or education may not, on their face, appear to satisfy the requirements for award of the NSL PDPC. However, NSLD recognizes that there are always exceptions to the rule. The Chief, NSLD, is the approval authority for exceptions to the requirements in Figure 5-10 below. When submitting an exception, applicants must articulate the basis for an exception to policy.

Figure 5-10 National Security Law PDPC Criteria

National Security Law PDPC Criteria		
Level I (3J)	1	Basic Course completion
	2	At least 12 months in qualifying position(s)
	3	Attendance at the National Security and Operational Law of Armed Conflict Course (NSOPLOAC) or other equivalent National Security Law related course as approved by ETP by Chief, NSLD
	4	OTJAG NSLD approval with letter of recommendation from SJA or Interagency Supervisor regarding actual NSL duties performed
Level II (3Q)	1	Awarded PDPC 3J or satisfied requirements for PDPC 3J
	2	Additional 24 months in qualifying position(s) AND
	3	Judge Advocate Graduate Degree Program (GDP) Completion OR GDP equivalent (two-week resident JAOAC for RC/NG)
	4	Attendance at another National Security related course as approved by Chief, NSLD
	5	OTJAG NSLD approval with letter of recommendation from an SJA or Interagency Supervisor regarding actual NSL duties performed
Level III (3U)	1	Awarded PDPC 3Q or satisfied requirements for PDPC 3Q
	2	Additional 24 months in qualifying position(s) AND
	3	ILE-AOC Completion OR ILE (nonresident) and civilian LL.M. in NSL OR ILE (nonresident) and publication of NSL-related scholarly article
	4	OTJAG NSLD approval with letter of recommendation from an SJA or Interagency Supervisor regarding actual NSL duties performed
Level IV (3V)	1	Awarded PDPC 3U or satisfied requirements for PDPC 3U
	2	At least 24 additional months in qualifying positions(s) advising on National Security Law matters at the operational and/or strategic level
	3	OTJAG NSLD approval with letter of recommendation from an SJA or Interagency Supervisor regarding actual NSL duties performed
<p>Note 1. Applicant may receive credit for a position one time within requested PDPC level or higher. This accounts for JAs working in positions designated for more senior officers. If, however, applicant seeks a higher PDPC level at a later date, the applicant may not use same experience to validate higher PDPC.</p> <p>Note 2. Operational deployments to qualifying hostile fire/imminent danger pay areas in positions identified in Figure 7-3 are credited at 2 for 1.</p> <p>Note 3. Applicants may submit for an exception to the short course requirements if the substitute NSL short course is primarily focused on the law at the appropriate (i.e., basic or senior) level. The Collateral Damage Estimation (CDE) qualification course, the Precision Fires Weaponering Certification Course, and other courses that do not have a substantial emphasis on the practice of National Security Law within their course schedule will not be considered for award of a PDPC.</p> <p>Note 4. Other civilian work experience directly related to the practice of National Security Law will also be considered for PDPC assessment.</p>		

5-26. LEADERSHIP.

Leading legal professionals requires an understanding of both the Army and Legal professions and ethics. Leadership is essential to the success of any organization and leader development is a critical component of any legal team. Every member of the JAGC and JALS community serves as both a leader and a subordinate. Being a good subordinate is integral to being an effective leader. JAGC and JALS personnel are standard bearers of the legal profession and must have a fundamental understanding of leadership to meet the needs of today's Army and continue to develop throughout a military career. Aside from formal leadership education, leadership instruction should be incorporated at all levels on topics such as coaching, counseling, mentorship, and humility. The Leadership Center at TJAGLCS provides formalized leadership instruction in support of the Army and JAGC through training, education, and doctrine development to build, maintain, and retain JAGC Leaders and teams, adaptive to any environment. The Leadership Center provides standard training packages (STPs) to standardize baseline leadership training throughout the Corps.

Figure 5-11 Judge Advocate Leadership Development Model

Judge Advocate Leadership Development Model																														
<p>Purpose: To develop, employ, and retain JAs who skillfully lead and improve teams by providing purpose, direction, and motivation. Leader development is a lifelong endeavor -- a deliberate, continuous, and progressive process grounded in the Army Values.</p>																														
<div style="border: 1px solid black; padding: 5px; margin: 0 auto; width: 80%;"> Personal Commitment to the Army Values & Warrior Ethos in the Foundation of Successful Leadership </div>																														
Year	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30
Rank	1LT	CPT						MAJ						LTC						COL										
Level	Fellowship/Informal Leadership						Direct Leadership						Organizational Leadership						Strategic Leadership											
Objective	Embody Army Values and culture. Develop skills as an effective team member and contributes.						Manage multiple priorities and resources, empowering others to perform the mission.						Provide inspirational leadership. Set and assign priorities to others. Establish force structure, allocate resources, communicate strategic vision, and prepare the JAGC for the future.																	
Attributes, Competencies, Leadership Skills, & Actions	<ul style="list-style-type: none"> • Discipline • Self-Awareness • Physical Readiness as Culture • Recognize Diversity • Professional Communication • Expertise • Time Management • Military Briefing Skills • Build Confidence and Competence • Troop Leading Procedures • Develop Understanding of Other Components 						<ul style="list-style-type: none"> • Army Counseling Process and Requirements • Set & Enforce Standards • Training Management • Delegation • Provide Direction, Guidance, & Clear Priorities • Evaluation System Proficiency • Resolve Conflicts • Build Team Skills and Processes • Military Decision Making Process • Lead Civilians 						<ul style="list-style-type: none"> • Shape Climate • Foster Esprit de Corps • Negotiating • Build Consensus • Empowerment • Encourage Initiative and Acceptance of Responsibility • Balance Mission and Welfare • Army Design Methodology • Resource Management 						<ul style="list-style-type: none"> • Develop Mission and Vision • Build Morale • Shape Culture • Create a Positive Environment • Use Persuasion to Build Teams and Consensus • Stewardship of the Professions • Talent Management • Mastering Resources and Systems • Leading and Inspiring Change • Strategic Planning & Execution • Develop and Foster Relationships with Outside Organizations. 											
	<div style="border: 1px solid black; padding: 5px; margin: 0 auto; width: 80%;"> Seeking and Providing Mentorship </div>																													
Professional Military Education	DCC OBC	JATSOC				Graduate Degree Program	CGSC, LL.M. Fellow ships				Guiding Subordinates through JATSOC and other PME				SSC, SJA/DSJA Course, WWCLE															
Experience	Career Assignments, Developmental Counseling, OER Counseling, OSJA LDPs, Unit LDPs, Additional Duties (event OIC, Tax Center, etc.), "Shadow a Commander/Staff Officer," Deployments, Training Events, AC/RC On-sites, Educational Opportunities, Informal Mentorship, Volunteer Opportunities																													
Self-develop	Leadership, Education And Professional Development Portal (LEAPP), Professional Reading (Military, Legal, History, Doctrine), Professional Writing, Self-reflection, Seeking Developmental Opportunities, Health and Fitness																													
JAGC Career Model	Lifelong Learning: Continuous Professional and Personal Development																													

CHAPTER 6. RESERVE COMPONENT ASSIGNMENTS AND CAREER MANAGEMENT

6-1. ARMY RESERVE NON-AGR JUDGE ADVOCATE ASSIGNMENTS AND TENURE.

a. The following policy applies to all non-AGR 27A personnel within the USAR.

b. USAR officer assignments are either tenured or non-tenured. A tenured assignment is a RC (TPU or IMA) assignment that is approved by TJAG (or his designee) that will not exceed three years. All other assignments are non-tenured. The two methods to compete and be approved for a tenured assignment are a General Officer Steering Committee (GOSC) or a Tenured Personnel Slate (TPS). Tenured assignments include the following: All USAR Non-JA positions in the rank of colonel or lieutenant colonel; any Staff, Command, Group, or Brigade JA position; all positions in the 13th LOD-E, all Individual Mobilization Augmentee (IMA) positions, all O4 positions with Army Reserve Elements (AREs) serving with active commands, and all CW5 legal administrator positions. The Reserve Affairs and Mobilization Office (RAM) will ensure that after the expiration of a tenured assignment, USAR JALS personnel are transferred to the IRR no later than 180 days, unless TJAG approves another assignment, a tenure extension, or overstrength request, or if the individual obtains a non-tenured position, if applicable.

(1) Only one officer will be assigned to a tenured position unless an exception to policy is approved by TJAG or TJAG's designee. IMA positions will not be double slotted.

(2) To ensure all qualified USAR JALS personnel have an opportunity to be considered for assignment to tenured positions, vacancies will be advertised by RAM.

(3) The senior JA in each organization is responsible for:

- (a) Tracking all tenured personnel.
- (b) Notifying RAM of any proposed new JA force structure modifications.
- (c) Notifying RAM of vacant positions in a timely manner.
- (d) Complying with RAM directives to advertise vacancies.
- (e) Transferring JAs to the IRR upon their tenure expiration.

RAM is responsible for transferring IMA Soldiers to the IRR. The senior JA is also responsible for ensuring that all Soldiers are counseled regarding military service in the IRR to include, the potential impact to career progression, military benefits, status, pay, and retirement.

(4) All requests for overstrength assignments will be in accordance with paragraph 6-3. Tenure extensions will be forwarded through command channels to RAM for decision by TJAG or TJAG's designee. Applicants will forward their requests to RAM (DAJA-RAM), at usarmy.pentagon.hqda-otjag.mbx.reserve-component@army.mil.

(5) USAR JALS personnel assigned to non-tenured positions are highly encouraged to serve no more than three years in any single non-tenured position to increase versatility and competence to practice in multiple legal disciplines while at the same time gaining expertise in one or more disciplines. The senior JA in each organization is, likewise, strongly encouraged to counsel USAR JALS personnel no later than the start of the third year of a non-tenured assignment as to the benefits of having a wide diversity of legal assignments.

c. Tenure Assignment Process. There are two competitive methods by which JAs receive a tenured position: The General Officer Steering Committee and the Tenured Personnel Slate.

(1) General Officer Steering Committee (GOSC).

(a) Applications for the following assignments will be considered twice per year or on an as needed basis by a panel of RC JAGC general officers, who will recommend personnel for each assignment. Membership

of any GOSC will be determined by TJAG. All GOSC tenures are two years except for the Commander, 150th LOD which is a three year tenure.

(i) Any Staff, Command, or Brigade Judge Advocate (S/C/BJA) position.

(ii) All colonel positions.

(iii) All military judge positions, including appellate judges.

(b) RAM will post GOSC application materials and instructions. Application materials will strictly comply with the instructions and deadlines.

(c) The recommended assignments will be staffed by RAM to TJAG for final approval. Officers will be selected based on their complete record of military service using the following criteria:

(i) Demonstrated performance as recorded in the Officer Evaluation Reports (OERs).

(ii) Levels of responsibility in military and civilian employment.

(iii) Diversity of assignments (includes duty title and variety of unit).

(iv) Military and civilian education.

(v) Record of AD and combat duty as an officer.

(vi) Awards and decorations.

(vii) Staff and command experience; and

(viii) Embodiment of Army Values and Warrior Ethos.

(2) Tenured Personnel Slate.

(a). To ensure maximum competition and talent management principles, RAM will conduct assignment cycles throughout the year. These positions will be referred to as the "Tenured Personnel Slate" or ("TPS").

(b). At the request of RAM, senior JAs will compile a list of positions with tenure end dates falling within RAM's requested timeframe. All two-star commands and direct reporting units to USARC will complete the requested information for their subordinate units. This information will be returned to RAM for advertisement.

(c). Upon conclusion of the advertisement period, units/organizations will compile their order of merit on the fillable form sent by RAM and posted on the RAM MilSuite page. The individual signing the form must certify that the ranked "candidates have been appropriately vetted and approved" by any higher echelon if required. This form will be returned by the suspense provided.

(3) Military Judges.

(a) The 150th Legal Operations Detachment and the 13th LOD-E which has administrative control of associate appellate judges serving on the Army Court of Criminal Appeals will coordinate with RAM for judge vacancies and advertisement to the field. Military judge and associate appellate judge positions will be advertised for 60 days and filled using a GOSC. The Judges GOSC is not the same assignment GOSC in para. 6-1c(1). The Judges GOSC will prepare its recommended slate of judges and will forward the recommendations to RAM for final approval by TJAG.

(b) The selection criteria of military judges serving in the 150th LOD, may be located at para. 8-2. Additional information on the tenure of military judges may be located at para. 8-6b.

(c) Additional information on the selection and assignment of Associate Appellate Judges may be located at para. 8-5.

(4) Officers assigned to a tenured position may not vacate their assignments before their tenure end date without the prior, written consent of TJAG or designee (except for mobilization, see paragraph four below). USAR JALS personnel wishing to mobilize in a position other than their TJAG-tenured position must obtain a tenure release from TJAG or designee as part of a request for mobilization. An individual properly released from tenure may be designated as excess by the assigned unit during the period mobilized. Upon release from AD, USAR JALS personnel will be involuntarily transferred to the IRR no later than 180 days after the expiration of a tenured assignment unless TJAG approves another assignment, a tenure extension, an overstrength request, or if the individual obtains a non-tenured position.

d. COL Assignments. All GOSC colonel assignments except for the Commander, 150th LOD, are two-year assignments. The Commander, 150th LOD, is a three-year assignment.

e. Assignment Nomenclature

(1) Correct naming of positions on TDAs and MTOEs is vitally important to maintain consistency throughout the USAR and for career progression. Below is a brief description of positions, along with a Table of examples, which will be used to correct erroneous or incorrect position titles on a unit's TDA or MTOE. Supervisory JAs will review their office TDA or MTOE structures, identify any errors or discrepancies, and work directly with their command's G-3 Force Management team (in coordination with RAM and P3 as needed) to make appropriate corrections. The examples provided in the Table are non-exhaustive.

(a) Staff Judge Advocates. SJAs are officers assigned by TJAG to tenured positions who are the primary legal advisor to a two-star general officer. SJAs are also assigned to Army Reserve Garrison Legal Offices at Fort McCoy, Fort Buchanan, Fort Dix, and Fort Hunter-Liggett. SJAs are primarily in the rank of colonel and, in a few exceptions, in the rank of lieutenant colonel. Position descriptions may be used based on the level of command, such as Theater SJA.

(b) Command Judge Advocates. CJAs are officers assigned by TJAG to tenured positions who are the primary legal advisor to a one-star general officer. Command Judge Advocates may be in the rank of colonel, lieutenant colonel, or major. CJAs serve in commands such as Civil Affairs Commands, Training Divisions and Sustainment Commands (Expeditionary).

(c) Group Judge Advocates. Group Judge Advocates are officers assigned by TJAG to tenured positions who are the primary legal advisor to a colonel. Group Judge Advocates may be in the rank of lieutenant colonel or major. Group Judge Advocates serve in commands such as Regional Support Groups.

(d) Brigade Judge Advocates. BJAs are officers assigned by TJAG to tenured positions who are the primary legal advisor to a colonel. BJAs may be in the rank of major or captain, and typically serve at the brigades. Note: JAs assigned as Brigade or Group Judge Advocates will normally be considered as serving under dual supervision (AR 623-3, para. 2-21). Therefore, they will, whenever possible, be rated by the Staff/Command Judge Advocate and senior rated by the Brigade or Group commander (AR 623-3, Appendix D-2).

(e) Team Chief. Team Chiefs are officers assigned by TJAG to tenured positions within a Legal Operations Detachment to an O-5 billet. Team Chiefs are primarily in the rank of lieutenant colonel and major.

(f) Team Leader. Team Leaders are not assigned by TJAG. These positions are not tenured. Officers serving as Team Leaders may be in the rank of major or captain.

(g) Senior Legal Advisors. Senior Legal Advisors are officers assigned by TJAG to tenured positions and serve as the senior JA Individual Mobilization Augmentees within the unit. Senior Legal Advisors are usually in the rank of colonel and work within the OSJA.

(h) Legal Advisors. Legal Advisors are officers assigned by TJAG to tenured positions and serve as Individual Mobilization Augmentees within the unit. Legal Advisors are usually in the rank of lieutenant colonel or major and work within the OSJA.

(i) Senior Legal Administrator/Command Chief Warrant Officer. The Senior Legal Administrator at USARC and the Command Chief Warrant Officer at the USARLC are warrant officers assigned by TJAG to tenured positions. These warrant officers typically hold the rank of Chief Warrant Officer Five (CW5).

Position/Rank Table

Position	Rank	Example	Commander's Rank
SJA	Colonel or Lieutenant Colonel	79th Theater Sustainment Command	Major General
Command Judge Advocate	Colonel, Lieutenant Colonel, or Major	311th Sustainment Command (Expeditionary)	Brigadier General
Group Judge Advocate	Lieutenant Colonel or Major	654th Regional Support Command	Colonel
Brigade Judge Advocate	Major or Captain	96th Sustainment Brigade	Colonel
Team Chief	Lieutenant Colonel or Major	Legal Operations Detachment	Colonel
Team Leader	Major or Captain	Legal Operations Detachment	N/A
Senior Legal Advisor	Colonel	Office of the General Counsel	N/A
Legal Advisor	Lieutenant Colonel or Major	U.S. Special Operations Command	N/A

6-2. NATIONAL GUARD JUDGE ADVOCATES.

a. Tenured Positions. Army National Guard (ARNG) JAs who wish to transfer to the USAR and serve in a tenured position will compete for tenured assignments at the GOSC or TPS. Please refer to para. 6-1 for more information regarding tenured positions.

b. Non-tenured Positions. ARNG JAs in the rank of lieutenant, captain or major who wish to serve in the USAR in non-tenured positions may coordinate with the Army Reserve Career Group (ARCG) and the LT/CPT/MAJ USAR Career Manager for assignments.

6-3. OVERSTRENGTH ARMY RESERVE JUDGE ADVOCATE ASSIGNMENTS.

a. USAR JAs (majors and below) may only be assigned at up to 200% of authorized and required levels per UIC. In addition to the approval authorities in AR 140-1, all overstrength assignment of USAR JAs in the grades of O-5 and O-6 must be approved, in advance, by TJAG or designee.

b. SJAs and LOD Commanders (CDRs) should counsel JAs on the benefits of assuming vacant positions (especially embedded positions) and afford them the opportunity to voluntarily fill vacant positions at the earliest opportunity. Should these measures be insufficient to fill existing vacancies within the Ready Reserve Corps (RRC), RRC SJAs and LOD CDRs will identify excess or overstrength officers to involuntarily transfer to existing vacancies, within existing regulatory authority (see AR 140-1) and subject to tenure policies outlined above.

c. Under no circumstances will SJAs or LOD CDRs remove USAR JAs in the grades of O-5 and O-6 from valid Human Resources Authorization Report (HRAR) positions and transfer them to overstrength categories (i.e., standard excess). Exceptions to this policy must be approved by TJAG or designee.

d. Management of JA assets in accordance with this policy will be a matter of interest during Uniform Code of Military Justice Article 6 inspections. Further, RAM monitors the total number of officers on hand versus the total number of authorizations by grade in a unit to ensure compliance with this policy.

6-4. OVER-GRADE ASSIGNMENTS.

a. In fulfilling the statutory responsibility to assign JAs, TJAG will normally assign or approve the assignment of a JA to a position with the same grade as the officer's current grade.

b. Occasionally, circumstances warrant assigning an USAR JA to a tenured position one grade lower than the grade of the officer. Such an assignment will be made only upon the prior written approval of TJAG or designee. The duration of an over-grade assignment will be at the discretion of TJAG or designee but will normally not exceed one year.

c. The criteria used to evaluate a request for an over-grade assignment includes the following:

(1) Needs of the JAGC and the command.

(2) Whether the officer is an incumbent SJA or CJA in a tenured position and the amount of time remaining in his or her tenure.

(3) Availability of other JAs in the grade of the vacant position.

(4) Availability of other JA positions in the requesting officer's grade.

(5) The officer's past performance.

d. Officers requesting approval of an over-grade assignment will submit the request by memorandum through their chains-of-command to RAM (DAJA-RAM Management) at usarmy.pentagon.hqda-otjag.mbx.reserve-component@army.mil.

6-5. ARMY RESERVE AND ARMY NATIONAL GUARD NON-JAGC OFFICER ASSIGNMENTS.

a. As special branch officers, USAR and ARNG JAs are expected to serve as JAs and perform legal duties for their entire career. In exceptional cases, a JA may serve in one out-of-branch assignment during the officer's career which may last up to three years. An example of an out-of-branch assignments is serving as a Defense Support to Civil Authority (DSCA) position. All out-of-branch assignments and the duration of the assignments are subject to approval. The approval authority for majors and above to serve out-of-branch is DJAG. The approval authority for CPTs and below to serve out-of-branch is Chief, RAM. This paragraph applies to both USAR JAs and ARNG JAs who serve in a Title 10, United States Code status. DJAG may refer a request for non-JAGC assignments to a GOSC for a recommendation.

b. An RC JA may not serve in a non-JAGC assignment unless the officer receives prior written approval of TJAG or his or her designee. RC officers requesting approval to serve in a non-JAGC assignment must submit a request by memorandum through the officer's first supervisory JA, to the Office of The Judge Advocate General (DAJA-RAM) at usarmy.pentagon.hqda-otjag.mbx.reserve-component@army.mil. Except with respect to Emergency Preparation Liaison Officer (EPLO) positions or Defense Support to Civil Authority (DSCA) positions, as authorized under section d of this paragraph, each request must include a statement from the gaining commander (see Figure 6-4). For ARNG JA's serving in a non-JAGC assignments in a Title 32, United States Code status, the State Judge Advocate is the approval authority with notice to RAM.

c. RC JAs who intend to compete for a non-JAGC assignment, such as through a USAR Command Assignment Selection Board, must obtain approval to apply for or accept any non-JAGC assignment.

d. The criteria used to evaluate each request to serve in an out-of-branch assignment will include, but will not be limited to:

(1) The needs of the Army and the JAGC.

(2) The needs of the requesting command.

(3) The professional development of the requesting officer.

- (4) The availability of non-JAs to fill the position.
- (5) The requesting officer's past performance and demonstrated leadership skills.
- (6) Whether the officer served in another branch before being appointed as a JA.
- (7) Whether the officer has received any training relevant to the assignment.

6-6. ARMY RESERVE 27D ENLISTED ASSIGNMENTS.

a. The following policy applies to all 27D personnel within the USAR.

b. USAR Enlisted AGR assignments are approved by RCSM (or their designee). Assignments will not exceed three years unless waived or approval by RAM. Assignments are approved through the AGR Steering Committee. AGR 27D assignments will include the following: All USAR Nominative positions in the rank of E8 and below; all 27D positions in the embedded units and Legal Command; and all approved 00G or immaterial positions within the USAR,

(1) One 27D AGR per assignment.

(2) To ensure all qualified USAR AGR personnel have an opportunity to be considered for assignment, vacancies will be advertised by RAM.

(3) The Chief Paralegal or senior AGR in each organization is responsible for:

(a) Tracking all 27D enlisted personnel.

(b) Notifying RAM of any proposed force structure or position modifications that could affect 27 Series force structure.

(c) Notifying RAM of vacant positions in a timely manner.

(d) Complying with RAM directives to advertise vacancies.

(e) Providing sponsorship to all incoming 27Ds.

(f) Ensuring that all Soldiers are counseled regarding military service to include career progression, PME, military benefits, status, pay, and retirement.

(4) All requests for overstrength in grade assignments and extensions will forward a DA Form 4187, with the assigned Chief Paralegal and SJA recommendations, through the command channels to RAM for RCSM's decision.

(5) AGR Assignment Process. There are two competitive methods by which 27Ds receive positions: The 27D AGR Steering Committee and the Nominative Assignment Request.

(a) 27D AGR Steering Committee

(i) Preference sheets for the follow-on assignments will be considered twice per year or on an as needed basis by the AGR Steering Committee comprised of SGMs, who will recommend personnel for each assignment. Membership of any Steering Committee will be determined by TJAG; RCSM; or their designee.

(ii) RAM will post application materials and instructions. Application materials must strictly comply with the instructions and deadlines.

(iii) The recommended assignments will be staffed by RAM to RCSM for final approval. 27D's will be selected based on their complete record of military service using the following criteria:

1) Demonstrated performance as recorded in the Non-Commissioned Officer Evaluation Reports (NCOERs).

2) Levels of responsibility in military and civilian employment.

3) Diversity of assignments (includes duty title and variety of unit).

4) Military and civilian education.

5) Record of AD and combat duty.

6) Awards and decorations.

7) Staff and command experience; and

8) Embodiment of Army Values and Warrior Ethos.

(iv) Personnel Slate.

1) To promote fair competition and effective talent management, two assignment cycles will occur; one in the summer that will slate winter moves (01) from October to April, and one in the winter (02) that will slate summer moves from May to September.

2) RC Career Manager will compile a list of potential open positions falling within RAM's slated timeframe for advertising.

3) NLT conclusion of the advertisement period, Soldiers will compile their order of merit assignment preference on the fillable form sent by RAM to return to the RAM Career Manager. The individual's form must clarify the ranked requested assignments, and all completed blocks by the suspense provided. If a block does not apply, Soldier may write N/A.

(b) 27D AGR Nominative or 00G Process.

(i) RAM will advertise all applicable assignments to include application requirements and instructions. Application materials must strictly comply with the instructions and deadlines.

(ii) All assignment applications are submitted to the AGR steering committee for recommendation. RAM will route through appropriate channels for RCSM, or their designee, for final approval.

6-7. POSITION VACANCY BOARDS.

TJAG's written approval is required prior to any USAR JA officer or position being considered before an Army Reserve position vacancy board.

6-8. ARMY RESERVE ACTIVE GUARD RESERVE JUDGE ADVOCATES.

a. All USAR AGR officers are on AD under the provisions of 10 U.S.C. § 12301(d). AGR officers serve at various levels within United States Army Reserve Command and within Office of Chief of Army Reserve, Human Resources Command, Office of The Judge Advocate General, and The Judge Advocate Legal Center and School.

b. USAR AGR JAs can expect reassignment every two to four years based on the needs of the Army. Each fall RAM will email to all AGR JAs and post on milSuite a slate of positions and officers expected to PCS the following summer. If an officer desires to retire or to be released from active duty (REFRAD), then the officer will notify their Career Manager within RAM in the Fall preceding their retirement or REFRAD date. If the officer is in the PCS cycle and does not submit a REFRAD or retirement in the Fall, then it is expected that the officer will participate in the PCS cycle. Assignment recommendations are presented by RAM to a GOSC comprised of Reserve and Regular Army General Officers. TJAG or designee is the approval authority for AGR PCS assignments.

6-9. ACTIVE GUARD RESERVE (AGR) OFFICER ACCESSIONS.

a. AGR applicants typically apply to the AGR Program following service with the RA or after serving in traditional RC assignments or after some combination of RA and RC service. Optimally, AGR JAs will be accessed before or after selection for promotion to major. Those selected for an AGR assignment must have a successful track record as a JA, a well-rounded background, diverse assignment experience, and exposure to the full range of legal subject matters. RAM convenes a rolling informal accessions board as needed to select JAs (27A) and warrant officers (270A) for accession into the AGR program. AGR Soldiers serve full-time and enjoy many of the same benefits as AD Soldiers, to include full pay and entitlements. AGR Soldiers, stationed at USAR units throughout the United States and OCONUS, serve full-time on AD in direct support of USAR commands and organizations.

b. AGR JAs are accessed onto AD on an initial three-year AD service tour. AGR performance records are reviewed in the second year of the initial tour to determine eligibility for continued service in the program for an indefinite period. If selected for indefinite service, AGR JAs can expect reassignment every two to four years based on the needs of the Army.

c. All RA personnel contemplating application to the AGR program must declare intent the previous fall on their RA PCS preference sheet (i.e., declare in the fall of 2024 to apply for 2025 AGR accession). AC personnel who declare their intent may transfer from RA to AGR immediately upon successful application and selection to the AGR program. RA personnel who do NOT declare their intent may still apply to the AGR program; however, if selected for AGR accession, transfer will occur upon recommendation for release by the RA Talent Managers. Release could be delayed up to 24 months from the date of successful application to the AGR program.

6-10. ENLISTED ACTIVE GUARD RESERVE ACCESSIONS.

a. For enlisted (27D), HRC will hold four accession boards a year (one per quarter) for selection into the AGR program. AGR Soldiers serve full-time and enjoy many of the same benefits as AD Soldiers, including full pay and entitlements. AGR Soldiers are stationed at hundreds of USAR units throughout the United States and OCONUS, serve full-time in Reserve and AD units and organizations that directly support the USAR.

b. AGR Officers and Enlisted members are accessed onto AD on an initial three-year AD service tour. AGR performance records are reviewed in the second year of the initial tour to determine eligibility for continued service in the program for an indefinite period. If selected for indefinite service, AGR members can expect reassignment every two to four years based on the needs of the Army.

c. Enlisted personnel in the RA who wish to apply for the 27D AGR program must meet specific requirements, including having an RA ETS date, being eligible and able to timely report to your new duty station, and obtaining approval from the RCSM through the RA Talent Manager.

6-11. JUDGE ADVOCATE MOBILIZATION MANAGEMENT.

a. For mobilization and deployment of RC personnel, OTJAG RAM determines and directs the method of filling all vacancies and requirements within RA, USAR or ARNG units. OTJAG RAM's determination and directives relating to this decision are binding on FORSCOM, USARC, and NGB. Mobilization and deployment determinations will be based upon current operational concerns, the best interests of the Army, available JAGC assets and the criteria below: JAs assigned to tenured positions and TPU enlisted personnel are eligible for mobilizations or deployments outside of the current unit of assignment, subject to the guidance in para 6-1c(4).

b. RC JAs and enlisted personnel interested in volunteering for mobilization or deployment will contact OTJAG RAM. JAs will not solicit units in the field directly for mobilization/deployment opportunities. Conversely, units seeking augmentation or backfill JAs will submit requests to the OTJAG RAM, at usarmy.pentagon.hqda-otjag.mbx.reserve-component@army.mil and will not solicit JAs directly. The following guidelines apply to any unit seeking RC personnel for mobilization or deployment:

(1) Tour of Duty (TOD) must be updated for any ADOS tour seven (7) days in tour length or more for any mobilization of USAR JALS personnel. USAR JALS personnel may not be placed on consecutive seven day tours for the same requirement without a TOD entry.

(2) All positions will be published to the field and advertised at least 60 days prior to a selection being made. This includes positions where the unit intends to extend the incumbent beyond the end date of the initial tour. In the case of emergent requirements, a unit may request a shorter advertisement period by exception to policy from the Chief, RAM. The ETP request must include sufficient justification.

(3) Units requiring RC support will provide notice to RAM at least 120 days prior to the start date of the mobilization.

c. Involuntary Transfer Between Units ("Cross-Leveling") of RC JAGC Personnel for Purposes of Mobilization. For purposes of mobilization, RC JAGC personnel may neither be cross-leveled between units nor transferred between components (e.g., TPU, IMA, or IRR) to fill positions without the prior approval of OTJAG RAM. The Commander, U.S. Army Reserve Legal Command (USARLC) is authorized to direct the cross-leveling of personnel within the USARLC.

d. For further guidance, please consult Annex L of the Army Mobilization Operations Planning and Execution System (AMOPES) and AR 27-1.

6-12. INDIVIDUAL MOBILIZATION AUGMENTEE MANAGEMENT.

a. General. All IMA billets except O6 billets are three-year tenured positions. COL IMA billets serve two year tenures. The senior JA in each organization is responsible for following all of the provisions listed above in paragraph 6-1(b). In addition, they must ensure their IMAs receive administrative support through coordination as applicable with the Legal Command, their installation or activity IMA Coordinator/RC liaison.

b. IMAs occupy critical positions on Mobilization Tables of Distribution and Allowances (MOBTDA). The IMA program develops members of the Selected Reserve capable of reporting to their JA IMA assignments upon mobilization or presidential call-up, fully prepared to perform their mobilization duties. SJAs/IMA supervisors and JA activities should both work to maximize IMA training to achieve this goal. Annually, SJAs must ensure that each civilian employee in their office who holds a reserve commission or IMA assigned to their office are not key government employees as defined in AR 135-133, paragraph 2-9. If a civilian employee or an IMA becomes a key employee, the requirements of AR 135-133, paragraph 2-12, will be followed.

c. IMA Positions on the MOBTDA. The SJA should coordinate with force structure planners to ensure the MOBTDA meets the mobilization mission. The command may submit MOBTDA changes to HQDA only during the periods of January to March and July to September. These periods are referred to as the management of change (MOC) windows. The MOBTDA will be reviewed annually. Not all mobilization "plus up" positions need to be IMA, but only those so critical as to require pre-trained officers with experience in the position. Positions that are no longer required because of changes in the mobilization mission, or that are no longer compatible with the organization's personnel structure because of grade, specialty, or other characteristics, should be deleted or modified on the MOBTDA. IMA positions may not be slotted overstrength (i.e., double slotted). HRC may allow a temporary overstrength assignment if the position in question will imminently become vacant (retirement, reassignment, etc.). Send all requests for temporary overstrength assignment to HRC thru RAM.

d. Training.

(1) Each IMA is required to perform twelve days of annual training (AT), plus allowable travel time, each fiscal year. The primary objective is to become an expert in the duties and functions the IMA will perform upon mobilization. See AR 140-145. Every authorized IMA position allows for an officer to perform up to 24 calendar days (48 Inactive Duty Training (IDT) periods) of additional paid inactive duty training per year with the agency, subject to availability of funds. No travel pay is provided for IDT. SJAs are responsible for the training and utilization of their IMAs and should afford IMAs the opportunity to perform IDT. Inactive duty training is documented with the DA Form 1380, Record of Individual Performance of Reserve Duty Training.

(2) SJAs should coordinate with their IMAs well in advance of AT. All requests for AT must be received by HRC at least 60 days prior to the requested reporting date; and, in any event, not later than the annual IMA

fund accounting deadline established by HRC, currently 31 March. SJAs must coordinate with the activity or installation's IMA coordinator/RC liaison who is responsible for ensuring that requests for AT are properly processed and that each IMA is administratively processed during their AT.

(3) Normally, all mandatory PME training required for promotion eligibility is provided for and funded by HRC. Every effort will be made to provide Soldiers with the opportunity to perform not only their required 12 days of AT with their proponent agency each FY, but also provide them with an opportunity to attend mandatory PME courses needed for promotion. In the event of program funding shortfalls, proponent agencies are encouraged to prioritize PME attendance in lieu of unit AT. The IMA Coordinator/RC Liaison will check with RAM to ensure funds are available from HRC prior to requesting IMA PME attendance. Currently, the IMA Program does not authorize compensation for IMA Soldiers completing Electronic Based Distributed Learning (EBDL) Courses.

6-13. CONTINUING EDUCATION.

At a minimum, all USAR JAs (27A), Legal Administrator (270A), and Paralegal (27D) personnel must attend at least one on-site CLE program at TJAGLCS or Legal Command (LC) regional collective training (RCT) per year. Soldiers seeking excusal from this training requirement will submit their requests in writing with detailed justification for non-attendance. Excusal authority is reserved to either the Soldier's Legal Operations Detachment commander or the first SJA in the Soldier's technical chain, whichever is applicable. Reservations for both TJAGLCS CLE courses and LC RCT events are managed through the Army Training Resources and Requirements System (ATRRS).

6-14. RETIREMENT POINT CREDIT FOR ARMY RESERVE TRAINING IN A NON-PAY STATUS.

a. USAR officers may earn retirement points in a non-pay status in several ways. Examples include participating in battle assemblies, completing correspondence courses, and serving as board members (See Table 2-1, AR 140-185). In addition to these examples, USAR JAs may earn retirement points under Rule 16, Table 2-1, AR 140-185, for "perform[ing] certain legal duties." The following are legal duties eligible for retirement-point credit under Rule 16:

(1) Serving as a duly appointed investigating officer.

(2) Providing legal assistance as authorized in AR 27-3.

(3) Providing Defense Services as authorized by Chief, TDS.

(4) Drafting scholarly legal articles for publication, provided such assignments are approved in advance by the SJA/CJA/LOD commander to which the officer is assigned or attached.

(5) Providing legal review of investigations, reports of survey, and other actions that have been assigned by the SJA/CJA of the organization to which the officer is assigned or attached.

(6) Serving as a JA recruiting officer with the authorization of the Chief, JARO.

(7) Attending military continuing legal education conferences; and

(8) Attending civilian continuing legal education conferences and other professional conferences of military value in accordance with para. 3-29e(6), AR 140-1. Prior approval from the supervising JA must be received before attending the scheduled meeting. The Office of Guard and Reserve Affairs no longer exists and will be removed from AR 140-1 upon the next revision.

b. Retirement points may not be awarded for professional reading unless such reading is conducted in conjunction with authoring a scholarly legal article.

6-15. RETIREMENT POINT CREDIT FOR ARMY RESERVE TRAINING IN A NON-PAY STATUS - IRR ATTACHMENT

Attachments of any USAR JALS personnel will not exceed one year. All existing IRR attachments of USAR JALS personnel in existence for greater than one year are hereby terminated. DJAG is the approval authority for LTCs

and above to be attached for points only. Chief, RAM is the approval authority for all MAJs and below to be attached for points only. With prior approval, JAs serving in the IRR may be attached to a unit to earn points IAW AR 140-10, para. 2-36. The attachment process, IAW AR 140-10, para. 2-37 will be followed. All requests for attachment originate with the attached unit's supervisory attorney and are sent to usarmy.pentagon.hqda-otjag.mbx.reserve-component@army.mil. The request must include the period of attachment, documentation of good standing with a legal licensing jurisdiction as defined in AR 27-1, and the duties the JA will perform during the attachment. All approved attachments will be for one year or less.

Figure 6-1 Reserve Component Judge Advocate Career Model – Assignments

USAR Judge Advocate Career Model																																	
Career Model Objective: The judge advocate career model is a guide that outlines the general goals and duties while providing various assignments including broadening assignments for AGR and non-AGR JAs at different grade levels. Judge Advocates may be command counsel and/or specialized in a particular area of the law. All Judge Advocates must be competent to practice in any area.																																	
Assignments																																	
Year	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30			
Rank	1LT	CPT						MAJ						LTC						COL													
Seniority	Company Grade Assignments						Field Grade Assignments						Senior Leader Assignments																				
Goal	<ul style="list-style-type: none"> Develop officership and integrate into the unique military practice Develop competence across legal functions Identify legal interests and aptitudes. 						<ul style="list-style-type: none"> Grow competence/gain experience as defined by legal function and PDPCs Develop leadership baseline skills Employ functional expertise and experience as defined by legal functional area PDPCs Serve as a mentor to junior JAs 						<ul style="list-style-type: none"> Develop supervisory leadership skills and experience employ expertise and experience in specialty legal functional areas Lead and develop judge advocates, military paralegals, civilian attorneys, paralegals, and paraprofessionals Manage legal offices; and provide expert legal counsel to Army, Army Reserve, and joint senior leaders and commanders 																				
Duties	AGR JA: - Trial Counsel - ADLAW Attorney - NSL Attorney - Legal Assistance Attorney TPU JA: - Junior LOD and OSJA section positions (e.g. Admin and Civil Law, Claims, Contract and Fiscal Law, NSL Attorney, Legal Assistance, Military Justice) - Team Leader - BJA IMA JA: - Company Grade positions within the Active Component						AGR JA: - Section Chief - Deputy CJA/SJA AGR Broadening Assignment: - Recruiting Officer, JARO - Mobilization Officer, USARLC TPU JA: - SJA Section Chief; Team Leader; BJA; Int'l Law Officer; DSJA for Two-Star Level CMD - 13th LOD-Expert: Adjunct Prof, TJAGLCS, Litigation Attorney, USALSA, Appellate Attorney, Government Appellate Division/Defense Appellate Division, Asst. Executive Officer, GO Support Team - TDS LOD: Trial Defense Counsel; Senior Defense Counsel IMA JA: - Legal Advisor within Active Component						AGR JA: - CJA/SJA - Deputy SJA - Section Chief (USARC) AGR Broadening Assignments: - Talent Manager, RAM, TMO - Plans Officer, RAM, TMO - Deputy G3, USARLC - Executive Officer, USARLC TPU JA: - CJA; LOD Deputy CDR; Team Leader; Military Judge; Regional Defense Counsel; Int'l Law Officer; Joint Assignments - 13th LOD- Expert: Executive Officer (OTJAG, USALSA, and TJAGLCS); Dept. Vice Chair, TJAGLCS - TDS LOD: Regional Defense Counsel IMA JA: - Legal Advisor within Active Component						AGR JA: - SJA - Legal Advisor, OCAR AGR Broadening Assignments: - Deputy Chief, RAM, TMO - Chief, RAM, TMO - G-3/5/7, USARLC - Chief of Staff, USARLC TPU JA: - SJA, O&F Sustainment/Training Command; Senior Military Judge; LOD Commander - 13th LOD- Expert: Senior Military Judge, Appellate Judge, XO, GO Support Team IMA JA: - Senior Legal Advisor within Active Component														
Non-AGR JAs are encouraged to seek assignments in both LOD and Embedded units throughout their careers to build a broad base of experience and expert level skills.																																	
Mobilizations and Deployments																																	
Self-develop	State CLE, Professional Reading (military , legal, history, doctrine), Military Leadership, Professional Writing/Publication																																
Prof. Mil. Educ.	JATSOC		Airborne, Air Assault, JAOAC				Graduate Degree Program, L.LM		ILE (ILE-OAC OPTIONAL)		SSC																						
	Additional Professional Development Education and TJAGLCS Short Courses																																
Year	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30			

Figure 6-2 Non-AGR USAR Assignment

Non-AGR USAR Assignments

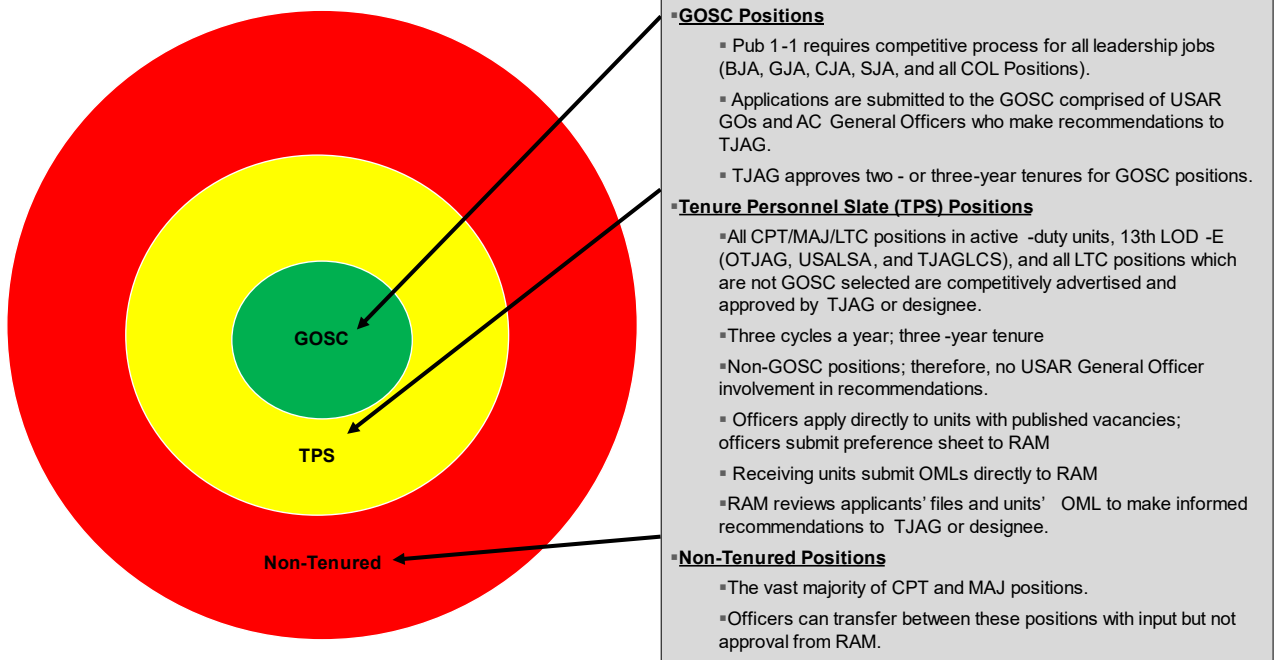


Figure 6-3 Reserve Component Judge Advocate Career Progression Model

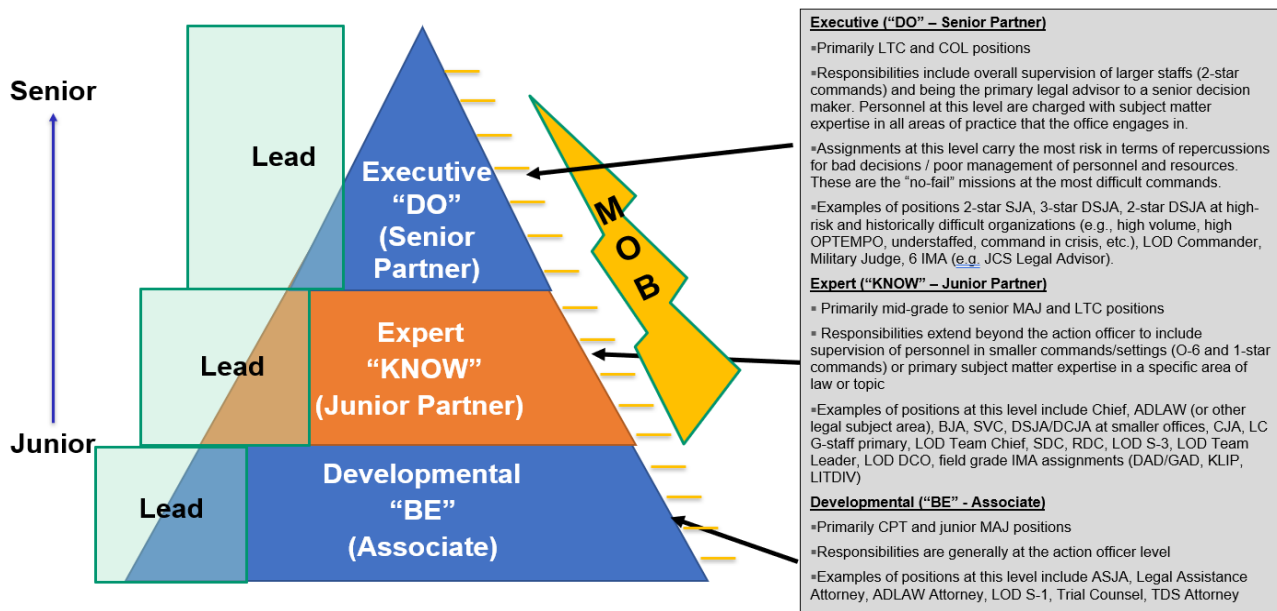


Figure 6-4 Commander's Request for Non-Judge Advocate Assignment

MEMORANDUM FOR The Judge Advocate General (DAJA-Reserve Affairs & Mobilizations), 2200 Army Pentagon, Room 2B517, Washington, DC 20310

SUBJECT: Gaining Commander's Statement – Selection of a judge advocate for a non-JAGC Assignment

1. I certify the judge advocate (JA) named below was selected by me to occupy a non-JAGC position within my unit:

Selected judge advocate's full name

Position Description including UIC/Paragraph Line Number

2. My reasons for selecting the above named JA to fill a non-JAGC position are as follows: ***This paragraph is critical to the approval process. Strong justification language is necessary for TJAG's approval of this assignment.***

3. I understand the selected officer may not perform any JA duties or legal functions of any kind without approval of The Judge Advocate General or his or her authorized designee.

4. I also understand the selected officer is required to attend, at a minimum, one LCS, on-site CLE program per year.

5. The assignment of the JA will not occur until the accompanying request is approved by The Judge Advocate General or his or her authorized designee.

Commander's Signature Block

CHAPTER 7. PROFESSIONAL SCHOOLING

7-1. JUDGE ADVOCATE SCHOOLING PLAN.

a. The JAGC integrates legal education with PME in other Army schools to prepare JAs for duties at each level of professional development. Summarized below are the progressively more advanced resident and nonresident courses offered to JAs, followed by detailed discussion about them and other schooling opportunities. Officers who desire to enroll in broadening opportunities outside of the programs and processes described herein (e.g., Army Congressional Fellowship, White House Fellowship, Harvard Strategist Program, etc.) must staff a request through their servicing SJA and the Chief, TMO, for approval by TJAG.

SCHOOL	Years of Service	PARAGRAPH
Direct Commissioned Officer Course (DCC)	0-1	7-2
Officer Basic Course (JAOBC – MEL G)	0-1	7-2
Continuing Legal Education (CLE)	0-RET	7-11 & 7-12
Judge Advocate Tactical Staff Officer Course (JATSOC)	0-3	7-4
Graduate Degree Program (MEL F and the Qualification Course to attend JPME I & MEL C producing Army schools)	7-11	7-5
Intermediate Level Education (MEL B & JPME I)	8-12	7-7
Advanced Civilian Schooling	8-12	7-8
Senior Service College (MEL A & JPME II)	16-23	7-9
*Times listed are approximate eligibility windows. See specific paragraphs for details.		

b. Officers may be relieved of assignment to professional military schooling based on any of the following: misconduct, relief for cause, incidents involving moral turpitude, or substandard performance.

c. Officers who are not in compliance with the standards set in AR 600-9, cannot attend professional military schools. Further, Soldiers scheduled for attendance at professional military schools that require completion of a DA Form 1059, Service School Academic Evaluation, must be screened prior to departing their home stations or losing commands for height, weight, and ability to pass specified Army Physical Readiness standards. The Soldier's height and weight must be recorded on his/her temporary duty (TDY) order or PCS packet. Physical readiness and body composition requirements of AR 350-1 will be enforced at applicable Professional Military Education courses conducted at TJAGLCS.

7-2. DIRECT COMMISSION OFFICER COURSE (DCC) AND JUDGE ADVOCATE OFFICER BASIC COURSE (JAOBC).

a. Prior to attending JAOBC, all officers (including FLEP officers) will in-process and attend the six-week DCC course at Fort Moore, GA. DCC provides JAs with Soldier and leadership training designed to instill the Warrior Ethos and build esprit de corps. DCC also provides an environment where JAs will work and train alongside each other in a tactically focused field setting. DCC satisfies BOLC-A requirements for JA Officers.

b. Upon graduation from DCC, officers attend JAOBC at TJAGLCS. The TJAGLCS Phase of JAOBC is conducted over 55 training days and stresses military law in a law school environment. All newly accessed JAs will complete DCC and JAOBC, regardless of their source of appointment, whether Direct Commission, FLEP, Educational Delay, or any other program. Failure to complete the course satisfactorily will result in return to basic branch, discharge, or other appropriate action.

c. USAR reservations for DCC/JAOBC, orders, and attendance is managed through OTJAG, ATTN: -JARO, 9275 Gunston Road, Fort Belvoir, VA 22060. ARNG quotas are managed by the officer's individual state in coordination with JARO.

d. TJAG is the approval authority for exceptions to DCC and JAOBC attendance. This authority is delegated to the Chief, TMO, for DCC attendance only. All requests for exceptions must be submitted 45 days before the

applicable report date. Requests submitted less than 45 days from the report date may be considered upon a showing of good cause.

7-3. RESERVE COMPONENT BIFURCATION OF DCC AND OBC.

RC JAs may request to delay JAOBC if attendance is immediately following DCC only if such a delay is in the best interest of the Army and JAGC based on an individual's unique circumstances. A request for bifurcation will be sent in memorandum format through the military supervisory chain of the requesting officer to the Chief, TMO, for disposition. If the requesting officer does not have a military supervisory chain, the officer will submit the request directly to the Chief, TMO. If a bifurcation is granted, JAOBC must be completed within one year of completion of DCC.

7-4. JUDGE ADVOCATE TACTICAL STAFF OFFICER COURSE (JATSOC).

a. The purpose of the JATSOC is to familiarize JAs with key Army doctrine and staff officer skills necessary to function as part of a tactical-level staff. There are two versions of the JATSOC, an online distance learning course primarily designed for RC (USAR and ARNG) JAs, and a one-week resident course primarily designed for RA JAs.

b. All RC JAs will complete the online distance learning version of JATSOC. RC JAs will be automatically enrolled in the distance learning course upon graduation from JAOBC and have one year from enrollment to complete the course. RA JA's may enroll in the distance learning version of JATSOC to assist in their professional development.

c. RA JAs will complete the resident JATSOC at TJAGLCS within three years after graduation from JAOBC. Priority for attendance is for RA JAs who are in, or will be going into, a national security law billet, deployment, combined training center rotation, or warfighter exercise. Similarly situated RC JAs may attend the resident course by exception.

d. JAs who are required to take JATSOC will be notified via course e-mail that they have been enrolled in the course (either resident or distance learning).

7-5. JUDGE ADVOCATE OFFICER GRADUATE DEGREE PROGRAM.

a. All officers selected for promotion to major will attend the next academic year GDP unless otherwise approved by TJAG. This resident course provides JAs and selected Department of the Army civilian attorneys with education and training in all areas of military law, legal leadership, and professional communications. Because it prepares officers for middle and senior grade legal positions, GDP attendance generally comes after selection for promotion to major and at least two company grade assignments that will have adequately prepared the JA to fully participate in the curriculum. It is an essential element in career development and the keystone in a JA's professional development plan; accordingly, all RA JAs will attend the forty-one-week GDP.

b. Students meeting the academic requirements established by TJAGLCS and the American Bar Association (ABA) for award of a graduate law degree receive a Master of Laws (LL.M.) in military law authorized by 10 U.S.C. § 7415. The ABA has approved the School's Master of Laws Program as meeting its graduate-level education standards. The course is conducted over a four-quarter, 41-week academic year. Army attorneys attend along with several officers from the other military services, U.S. agencies, and allied nations. JAs incur a two-year service obligation, which begins upon completion of the course.

c. The Chief, TMO, assigns officers to attend this program. Consideration for attendance is automatic for majors; promotable captains or those in the current zone of consideration; and captains who will have completed five years of service as a captain and who will have completed an OCONUS tour or 24 months of a CONUS assignment as of 1 September of the next academic year may also be considered. RA officers desiring exceptions to these criteria may address their requests through the supervising JA or commander concerned to TMO, who will consider such requests on a case-by-case basis and, where appropriate, make a recommendation to TJAG.

d. The Chief, TMO, may permit earlier attendance when the needs of the Army, JAGC, or the officer's professional development require such attendance. For more senior officers, attendance at the GDP will generally be scheduled within one year of an officer's promotion to major. TJAG is the approval authority for requests to defer the GDP. Deferrals are limited to compelling reasons.

e. Officers who have been considered, but not recommended for promotion to major, will not attend the GDP, even if they were previously designated for attendance.

f. Officers who have completed the RC JAOAC, obtained an advanced law degree, or completed an advanced course at another service school will still attend the resident GDP if they meet the criteria and are selected for attendance by TMO.

7-6. RESERVE COMPONENT JUDGE ADVOCATE OFFICER ADVANCED COURSE.

a. The JAOAC is mandatory for the career progression and promotion eligibility for all RC company grade JAs. It is a blended course divided into two phases. Phase I is an online nonresident course administered by the Educational Technology & Distributed Learning Directorate (ETDL) of the Legal Center at TJAGLCS. Phase II is a two-week resident course at TJAGLCS each December. The JAOAC is designed to integrate Phase I and Phase II instruction.

b. Phase I (nonresident online): Phase I enrollment is managed by year group by RAM for USAR and NGB for ARNG JAs. ETDL, in coordination with RAM, will automatically enroll JAs into JAOAC Phase I two years before their primary zone of consideration for the rank of major. Officers will be enrolled automatically on JAGU, notified that they are enrolled, and that the course is open for them to begin work. Phase I must be completed no later than 1 September of that same year. Each January, officers who are unable to complete Phase I and Phase II in that year may apply to defer JAOAC completion through RAM for USAR officers and NGB for ARNG officers. Officers who leave active duty in the JAGC and enter the RC or who branch transfer from other commissioned service into the JAGC should coordinate with RAM during that process regarding the appropriate time for JAOAC attendance. Officers in these situations may be allowed to start JAOAC off-cycle.

c. Phase II (resident): Phase II is offered each December at TJAGLCS. Students must complete and pass all non-writing Phase I modules by 2359, 1 September to be eligible to attend Phase II in the same calendar year as the 1 September deadline. Students must have submitted all Phase I writing exercises for grading by 2359, 1 September to be eligible to attend Phase II in the same calendar year as the 1 September deadline. The JAOAC is designed to integrate Phase I and Phase II instruction. Students MUST complete Phase I and Phase II in the same calendar year. Officers who are unable to complete both phases in that year, should seek to defer to the following year. Officers who complete Phase I and then become unable to attend Phase II must immediately notify the course manager at TJAGLCS and RAM to seek accommodation.

7-7. INTERMEDIATE LEVEL EDUCATION (ILE).

a. ILE continues to provide a standard experience across all career fields and functional areas. The term Command and General Staff Course (CGSC) has been reinstated to describe one of the four ILE options detailed below. ILE is intended to prepare field grade officers for service in brigade, division, corps, echelons above corps, and joint staffs. JAs are eligible for consideration to attend ILE upon acceptance of GDP enrollment. Attendance should be coordinated with the officer's supporting SJA and Talent Manager. JAs must submit a Memorandum of Justification in support of the request to attend ILE. The memorandum should identify the JA's projected promotion year from the 5-year Plan and articulate why the officer desires attendance at the requested location and the date desired. More information may be found at the HRC ILE Homepage, <https://www.hrc.army.mil/content/ILE%20Information%20for%20Army%20Reserve%20Officers>.

b. ILE options. There are four ways in which an officer can become MEL-C qualified: CGSC (formally called ILE Advanced Operations Course (AOC) and ILE Common Core) at Fort Leavenworth; ILE Common Core at Course Locations (ILE CL); Army Distributed Learning (DL); and USAR non-resident ILE. Additionally, JAs selected for CGSC attendance by either the RA or USAR ILE board may be selected for completion of MEL-4 qualification at a Sister Service or Foreign Command and Staff Course when seats are available.

(1) CGSC ("The Resident Course"). CGSC is a DA board-selected 10-month course that consists of two sub-courses, the ILE Common Core and AOC (ILE AOC). The first phase of CGSC is the same common core

curriculum taught at the ILE CLs, which is immediately followed by the ILE AOC phase in the remaining 7 months of the course. Annually, the JAGC receives a limited number of RA seats to CGSC. The course starts in August and ends in June.

(a) All RA JAs will compete in the ILE board upon acceptance of GDP enrollment. The board typically convenes in August the year the officer reports to the GDP. JAs cannot decline consideration by their ILE selection board. If not selected for CGSC attendance by the ILE board, or if a selected JA declines attendance, or is selected as an LL.M. candidate, the JA will complete ILE and MEL-4 qualification via one of the alternative options described below. The Chief TMO, in coordination with HRC, may grant an exception to these eligibility requirements. Send requests for exception to TMO no later than six months prior to the ILE selection board, which normally occurs in August.

(b) All USAR JAs selected for promotion to MAJ will compete in the USAR ILE Board in their first year of eligibility. The USAR ILE Board typically convenes in August. USAR JAs will only be considered once in the USAR ILE Board. If not selected for CGSC or ILE CL Resident, USAR JAs will complete ILE either through the Distance Learning or USAR Non-Resident option.

(c) CGSC is a broadening opportunity. Both the subject (the military's role in national security) and the environment (a college of joint, interagency, and international students) at CGSC provide a unique educational opportunity. CGSC is the Army's preparatory course for successful service as staff officers in division through echelons-above-corps. Though CGSC is not a prerequisite for any position, it is excellent preparation for service in key positions at brigades, divisions, corps, and higher headquarters.

(2) ILE CL Resident ("The Short Course"). This 3.5-month course is the same course as the ILE Common Core portion of CGSC taught at Fort Leavenworth. It is currently taught at Fort Leavenworth and two satellite locations: Fort Belvoir, and Redstone Arsenal. The JAGC receives an annual allocation of slots. This allocation is sub-divided by location and course date. Only officers assigned to HQDA (OTJAG and USALSA) will be centrally funded; attendance for all others is funded by the officer's unit.

(3) Distributed Learning Army Distance Learning is a web-based version of ILE that is for students who are unable to attend one of the ILE CLs. Officers must obtain approval from Chief, TMO, to enroll in this course and are not eligible to attend ILE CL or CGSC. This version will mirror the USAR non-resident ILE (see below) and may allow USAR officers to switch between options at phase breaks. This option provides students flexibility in completing ILE requirements. After receiving approval, officers may enroll online at: <https://cgsc2.leavenworth.army.mil/DDE/enrollinstructions.asp>. (Note: Before visiting this page, log in with an AKO password is required.) This program generally takes between 12 to 18 months to complete.

(4) USAR Non-resident ILE. Non-resident ILE is a course taught by the USAR and is referred to as the **Total Army School System (TASS) – Common Core (CC) Option**.

(a) Officers seeking to enroll in an ILE course must be graduates of JAOAC or the GDP.

(b) The TASS option consists of three phases.

(i) Phases 1 & 3: two-week annual duty training (ADT) periods. Site locations include Fort Dix, NJ; Fort McCoy, WI; Camp Parks, CA; Fort Shafter, HI; and Grafenwoehr, Germany.

(ii) Phase 2: one weekend a month for eight months, individual duty training (IDT). There are numerous site locations both stateside (including Hawaii) and in Europe.

(5) Phases must be completed in sequence. Students enrolling in Phase 2 and 3 must be fully complete with the prior phase and coded as a graduate in the Army Training Requirements and Resources System (ATRRS) in order to be enrolled. Students may complete all three phases via Army DL, TDY, or the combination of Army DL and TDY. TPU Reserve officers should contact their ATRRS manager for registration, enrollment, and funding. AGR officers should contact RAM for TASS option ILE enrollment. This option is primarily designed for RC officers, who have priority for attendance. However, Regular Army officers have been admitted when spaces are available. Officers who plan on attending should contact their ATRRS manager as soon as possible. Officers who attend this course are ineligible to attend CGSC.

(6) ILE DL and TASS courses must be completed within 36 months from enrollment into Phase 1. There are no exceptions to policy and no extensions will be granted for untimely progression.

(a) Students must complete Phase 1 within 6 months of enrollment. Students must be enrolled into Phase 2 NLT 18 months after enrollment into Phase 1. Students must be enrolled into Phase 3 NLT 30 months after Phase 1 enrollment and Phase 3 must be completed within 6 months of enrollment. Figure 7-1.

(b) Students enrolled into DL are required to show progress by completing at least one assignment (defined as completing a quiz or submitting a written assignment) in Blackboard every sixty (60) days. At forty-five (45) days of inactivity, a student's name will be sent to their State/MSG G3 section in an effort to help the student and their chain of command. If a student fails to complete an assignment within a 60-day period, their Blackboard account will be locked, and the student must contact the student help desk with a proposed course of action to show progress. At ninety (90) days of inactivity, the student is administratively disenrolled.

(c) Students who do not complete the Phases within their required timeframes will be administratively disenrolled. If a student is administratively disenrolled from any Phase of ILE, the student will be relegated back to Phase 1. In addition, if a student is administratively disenrolled from a TASS course, they must repeat that Phase as a DL course.

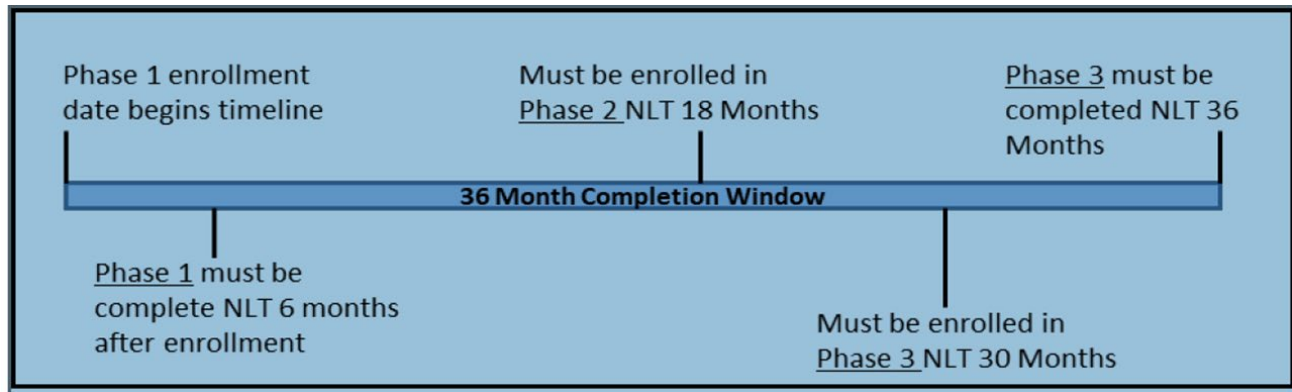
(7) STP Military Course Codes. Officers who attended CGSC will have the annotations "CMDGENSTAFF CLG" in the Military Course location on the STP. Officers who attended ILE through one of the other options above will have the annotation "ILE" in the Military Course location on the STP. Officers who are board-selected as primaries to attend CGSC will have "CSC-selectee" annotated on their STP. Officers who attended DL or TASS courses will have 50% C&SC/ILE annotated on the STP in the MEL section.

(a) Qualification Course for MEL B and JPME I. Upon completion of the GDP or JAOAC and the ILE Common Core course, JAs receive MEL B and JPME I education certification.

(b) Officers attending resident ILE-level schooling incur a two-year service obligation, which begins upon completion of the course.

(c) More information, to include enrollment procedures, course dates and locations, can be found at the Non-resident ILE website: <https://armyuniversity.edu/cgsc/cgss/distanceeducation>

Figure 7-1 ILE 36-Month Timeline



7-8. ADVANCED CIVILIAN SCHOOLING.

(See AR 621-1, *Training of Military Personnel at Civilian Institutions*)

a. A limited number of outstanding career officers may be selected by TJAG to attend civilian institutions for one year at government expense (with the exception of books, computers, supplies, and application fees) to obtain advanced legal education in specialized areas in which requirements exist (e.g., cyber intelligence law, health care law, international law, criminal law, contract law, national security law, information technology law, environmental law, labor and employment law, and tax law). Officers selected must complete all work required to receive the LL.M. degree, including any thesis, prior to the report date for their initial follow-on assignment and not later than one year after commencing studies. Failure to complete all requirements on time may be reflected in Section III of the Academic Efficiency Report as a failure to complete the course. See AR 623-3.

b. This training is limited to career officers who are eligible for consideration by the CGSC Board and would have fewer than 17 years active federal commissioned service as of 1 October of the academic year in which the course begins.

c. Officers completing this program incur a three-year ADSO and will serve a utilization tour.

d. Selection for advanced civilian schooling precludes attendance at the Fort Leavenworth CGSC Resident Course. However, enrollment in the LL.M. program is not a substitute for completion of military educational requirements such as ILE and these officers must meet this requirement through one of the alternative options described in paragraph 7-7.

e. Officers who do not complete the three-year service obligation before leaving AD may be subject to recoupment for the total cost of their schooling.

7-9. SENIOR SERVICE COLLEGE (SSC).

Senior Service College (SSC) prepares officers for duty as commanders and staff officers at the highest levels. Normally, each year, four JAs attend the Army War College, two JAs attend the Dwight D. Eisenhower School for National Security and Resource Strategy, two JAs attend the National War College, and two JAs are selected to fill Army War College Fellowships with the Department of Justice and the Office of the Director of National Intelligence. Officers are typically selected to attend SSC as senior lieutenant colonels or junior colonels. Additionally, one JA normally attends the Naval War College biannually. Attendees are selected by a board of officers convened under procedures prescribed by HQDA. Eligible JAs are considered automatically and have the option to decline consideration. Eligibility criteria are announced annually through an Army MILPER message. The JAGC has mirrored the recent change to the Army Competitive Category (ACC) SSC active federal commissioned service (AFCS) eligibility guidelines, reducing the AFCS ceiling from 25 years to 23 years and reducing the FLEP exemption to this rule from 36 months to 24 months. Eligibility for consideration for SSC requires officers have credit for completing intermediate level education, be in the date of rank zone articulated in the MILPER (generally, no less than two years of time-in-grade as an LTC; the MILPER will also include an upper limit for COLs), and not have attended, declined attendance, enrolled, disenrolled, or graduated from the U.S.

Army War College Distance Education Program. LTCs previously non-selected for the rank of COL are not eligible.

7-10. UNITED STATES ARMY WAR COLLEGE (USAWC) DISTANCE EDUCATION COURSE.

The objective of the course is to make USAWC level education more widely available to qualified officers. The JAGC receives a limited annual quota of seats. TMO will contact eligible officers by virtue of board selection and offer them the opportunity to enroll. In addition to those eligible by SSC Board selection, promotable lieutenant colonels may be permitted to enroll if sufficient quotas exist. TMO will contact them and offer them the opportunity to enroll. Once enrolled in USAWC, the officer foregoes consideration by a future SSC Board, even if the officer later disenrolls from the course.

7-11. CONTINUING LEGAL EDUCATION (CLE) REQUIREMENTS FOR LICENSURE.

Each attorney (JA and civilian) is individually responsible for fulfilling the requirements of his or her state bar for CLE to remain in good standing with his/her state licensing authority. Even if not required by a state licensing authority, in recognition of the need for lifetime learning and self-development, TJAG requires all attorneys to participate in CLE. See TJAG Policy Memo 22-01, Professional Responsibility. Supervisors should monitor their attorneys' compliance with CLE requirements. Any questions concerning state CLE requirements must be addressed directly to the state bar.

7-12. CONTINUING LEGAL EDUCATION (CLE) COURSES AT TJAGLCS.

a. Courses at TJAGLCS are scheduled and designed to meet training needs that support excellence in legal support across the core legal practice areas established by the Army JAGC. While TJAGLCS does register for and process CLE credits for all state licensing authorities that require those credits, TJAGLCS provides that service as a convenience for personnel selected to attend the course based on the training requirements of the Corps and the individual's requirements for career development. Consequently, members of the Corps are not guaranteed attendance at a TJAGLCS course annually to meet their state licensing authority's CLE requirements. Maintaining good standing with the requirements of their licensing jurisdiction remains an individual responsibility.

b. Attendance at resident and on-site CLE courses at TJAGLCS requires a confirmed reservation. Reservations for CLE courses are managed through the ATRRS.

c. RA personnel must obtain reservations through their directorates of training or through equivalent agencies. RC personnel must obtain reservations through their unit training offices. IRR/IMA personnel must obtain reservations through OTJAG, TMO, 2200 Army Pentagon, Room 2B517, Washington, DC 20310, e-mail: usarmy.pentagon.hqda-otjag.mbx.reserve-component@army.mil. ARNG personnel request reservations through their unit training offices.

d. Officers requesting a reservation should know the following:

LCS School Code is 181.

Course name and number - (Example: Contract Attorneys Course, 5F-F10).

Class number - (Example: 148th Contract Attorneys Course).

Specific course information is published in on TJAGLCS' public web site, and in ATRRS itself. ATRRS automatically sends an e-mail notification to the student after the training office has entered the reservation into the system. Notification includes the status of the reservation: Reservation, Wait, or Canceled. Students may also verify reservation status through their individual AKO accounts. Students should not call the school to verify reservations. It is the student's responsibility to confirm his or her reservation prior to travel. Students with a confirmed reservation who find that they cannot attend the class as scheduled must cancel their reservation through the local training office or the school so other students on the wait list may attend in their place. Students who do not cancel reservations will receive a "No-Show" on their ATRRS student record that may result in their organization losing quotas in future year course allocations.

7-13. OTHER MILITARY TRAINING.

a. Airborne, Ranger, and Air Assault training is available to qualified JAs designated for assignment to organizations requiring those skills. Airborne training may be available to JAOBC students immediately following graduation. After coordination with TJAGLCS, JAOBC students desiring to attend Basic Airborne School will gain approval from their gaining SJA office. After SJA approval, TJAGLCS will inform TMO. Other JAs interested in attending Airborne or Air Assault schools may be permitted to do so in conjunction with a PCS. JAs should contact their Talent Manager for information and quotas if they desire to attend other Army schools (e.g., Ranger or Pathfinder school).

b. The JAGC encourages officers to volunteer for these military schools. For newly accessed officers, it introduces challenging military training. It also provides a cadre of JAs trained for possible future assignment to Airborne, Air Assault, and Special Operations units.

c. Language school training may be available to selected career JAs who will be assigned to a position requiring specialized language training. Officers interested in applying should submit a Defense Language Aptitude Battery (DLAB) score to their Talent Manager. When required by position, language training is available at the Defense Language Institute, Presidio of Monterey, California.

7-14. ACTIVE DUTY SERVICE OBLIGATIONS ASSOCIATED WITH TRAINING.

The following ADSOs are associated with participation in military training:

a. Officers who attend the GDP incur a two-year ADSO; the FLEP ADSO cannot be served concurrently with the GDP ADSO.

b. Officers who attend an SSC, ILE, equivalent foreign military schools, or equivalent training (e.g., with DoJ or ODNI) incur a two-year ADSO. See AR 350-100, *Officer Active Duty Service Obligations*.

c. Newly appointed warrant officers with concurrent call to AD incur a six-year ADSO upon completion of the Warrant Officer Basic Course (WOBC). This ADSO does not apply to warrant officers who already hold a warrant officer MOS. Warrant officers who attend Army-directed professional development courses, including the Warrant Officer Advanced Course, Warrant Officer Intermediate Level Education, and Warrant Officer Senior Service Education (WOAC, WOILE, WOSSE), do not incur a service obligation.

7-15. LEGAL ADMINISTRATOR SCHOOLING PLAN.

a. The JAGC requires the development of legal administrators consistent with the best practices and current standards of the Army's professional military education (PME) model for technical branch warrant officers. In addition to the progressively more advanced resident courses summarized below, the United States Army Warrant Officer Career College and TJAGLCS may prescribe distance learning, as appropriate, in preparation for resident education.

b. Officers may be relieved of assignment to professional military schooling based on any of the following: misconduct, relief for cause, incidents involving moral turpitude, or substandard performance.

c. Newly appointed warrant officers who attend the Warrant Officer Basic Course (WOBC) will incur a six-year ADSO upon graduation. This ADSO does not apply to warrant officers who already hold a warrant officer MOS. Warrant Officers who attend Army-directed professional development courses, including the WOAC, WOILE, and WOSSE, do not incur a service obligation. See AR 350-100.

7-16. WARRANT OFFICER CANDIDATE SCHOOL AND THE WARRANT OFFICER BASIC COURSE.

a. All personnel selected for accession as a 270A must attend and successfully complete the Warrant Officer Candidate School (WOCS) at Fort Novosel, Alabama, or an equivalent course at a Regional Training Institute (RTI). WOCS or RTI provides the basic skills necessary to prepare enlisted Soldiers for becoming effective Army warrant officers, who will make the morally, ethically, and legally correct decisions always, on duty and off duty.

b. Upon successful completion of WOCS or RTI, all officers selected for accession as a 270A will attend the Warrant Officer Basic Course (WOBC) at TJAGLCS in Charlottesville, Virginia. The WOBC educates newly accessed officers on their duties and responsibilities as legal administrators and provides the foundation for them to serve as members of a leadership team. Successful completion results in the award of Warrant Officer MOS 270A and MEL 7.

c. Failure to successfully complete WOCS results in return to enlisted status, discharge, or other appropriate action. Failure to successfully complete WOBC results in branch transfer, discharge, or other appropriate action.

7-17. WARRANT OFFICER ADVANCED COURSE.

a. WOAC is a branch-specific resident course that educates and trains legal administrators in core competencies, preparing them to serve in assignments at the tactical level of command. Successful completion of this course is a required for assignment as a senior legal administrator in billets graded at W3, and results in the award of MEL 6.

b. Attendance is open to CW2s, regardless of time in grade, with preferred attendance within the first two years after promotion to CW2.

7-18. WARRANT OFFICER INTERMEDIATE LEVEL EDUCATION.

a. WOILE is a branch-immaterial distributed learning (DL) and resident course conducted by the Warrant Officer Career College (WOCC), Fort Novosel, Alabama. The course focuses on the intermediate level staff officer and leadership skills needed to serve in assignments at the operational level of command. Officers who successfully complete all phases of this course may be assigned to billets graded at W4.

b. WOILE follow-on, conducted at TJAGLCS, educates and trains legal administrators in advanced-level leadership and management. Officers are awarded MEL Q after all phases of WOILE are successfully completed. Due to limited course offerings, WOILE follow-on at TJAGLCS may be completed 12 months before or after WOILE common core at Fort Novosel.

c. Attendance is open to all CW3s, regardless of time in grade, with preferred attendance within the first two years after promotion to CW3.

7-19. WARRANT OFFICER SENIOR SERVICE EDUCATION.

a. WOSSE, conducted at Fort Novosel, Alabama, is the capstone for WO PME. The course focuses on the senior level staff officer and leadership skills required to serve in CW5 positions. The WOSSE curriculum prepares warrant officers to serve in assignments at the strategic level. Officers are awarded MEL L after all phases of WOSSE are successfully completed. To be assigned to billets graded at W5, officers must successfully complete all phases of WOSSE.

b. CW4 Legal administrators assigned to 270A CW5 positions must complete WOSSE within the first year of the assignment. WOSSE must be completed prior to assignment as the Chief Warrant Officer of the Corps.

7-20. CIVILIAN EDUCATION OPPORTUNITIES.

The Army's civilian educational goal for WOs is a branch specialty-related associate degree, or its equivalent, before entry into career status for RA WOs, and prior to completing eight years of WO service for RC personnel. WOs should obtain baccalaureate degrees prior to promotion to CW3 and are encouraged to obtain advanced degrees and/or certifications, further enhancing their qualifications and abilities.

7-21. CONTINUING EDUCATION.

a. Recognizing the need for lifetime learning and self-development, all legal administrators are required to participate in continuing education (CE). Supervisors should monitor their legal administrator's compliance with CE requirements.

b. The annual short course targeted for military and civilian legal administrators, hosted by TJAGLCS, is the JAGCs primary mode for ensuring that legal administrators have relevant and contemporary education beyond the PME courses listed in this section. Annual attendance is expected. To forego attendance, legal administrators must request excusal from the Chief Warrant Officer of the Corps. Legal administrators are also expected to attend the annual USAR and/or ARNG training for their region.

CHAPTER 8. SELECTION, CERTIFICATION, AND ASSIGNMENT OF JUDGES

8-1. SELECTION AND CERTIFICATION OF ACTIVE DUTY MILITARY TRIAL JUDGES.

a. TJAG selects AD JAs to serve as military trial judges who will meet all the following criteria:

(1) have at least three years of trial experience as a court-martial trial or defense counsel; two years of court-martial trial experience and at least one year as chief of criminal law, RDC, or criminal law instructor; or three years as a SJA in an active criminal law jurisdiction.

(2) are serving in the rank of colonel, lieutenant colonel, or major (promotable).

(3) have completed ILE or the equivalent or are willing to enroll and complete such course.

(4) have demonstrated mature judgment and high moral character.

(5) have been nominated for selection by the Chief Trial Judge, in coordination with the Chief, TMO.

b. To be certified as a military trial judge, selectees must graduate from TJAGLCS Military Judge Course with a grade of 77 or higher. The Military Judge Course is a three-week resident course at TJAGLCS held every spring.

8-2. SELECTION AND CERTIFICATION OF USAR TRIAL JUDGES.

a. TJAG selects USAR JAs to serve as military trial judges who will meet the following criteria:

(1) have at least three years criminal law experience as: (a) a full-time civilian trial or appellate judge, or U.S. Magistrate Judge; (b) a criminal trial practitioner, with recent extensive experience in federal, state, or military courts; or (c) a full-time criminal law instructor in a military or civilian school).

(2) have demonstrated familiarity with the military justice system (for example, have documented service on AD as a court-martial trial or defense counsel, or have documented observation of multiple AD courts-martial).

(3) are serving in the rank of colonel, lieutenant colonel, or major (promotable).

(4) have demonstrated mature judgment and high moral character.

(5) have been nominated for selection by the screening committee referenced below.

b. To be certified as a military trial judge, selectees must graduate from TJAGLCS Military Judge Course with a grade of 77 or higher. The Military Judge Course is a three-week resident course at TJAGLCS held every spring.

c. Upon selection by TJAG and prior to attending the Military Judge Course at TJAGLCS, USAR military judge candidates will be assigned to the 150th Military Judge - Legal Operations Detachment (MJ-LOD).

d. Vacancies in the 150th MJ-LOD will be advertised on JAGCNet on or about 15 August for positions opening in May of the following year. Applications for appointment as a USAR military judge will be sent to the Chief Trial Judge (USAR), who also serves as the Commander, 150th MJ-LOD. Applications must be accompanied by the officer's 2-1, a chronology and description of military service, a civilian résumé and the last three OERs. The application should also include letters of recommendation and such additional information sufficient to demonstrate compliance with the selection criteria above. A screening committee chaired by the Chief Trial Judge, United States Army Trial Judiciary, with the Chief Judge, Army Court of Criminal Appeals (IMA), and Chief Judge USAR/Commander, 150th LOD-J will review the application files and recommend candidates to TJAG to fill open USAR military trial judge positions.

8-3. SELECTION AND CERTIFICATION OF ARMY NATIONAL GUARD (ARNG) MILITARY JUDGES.

a. ARNG applications to attend the Military Judge Course must be endorsed by the senior JA or state SJA, as applicable, and sent through the Office of the Chief Counsel, NGB, following NGB procedures, to the Chief Trial Judge, United States Army Trial Judiciary for final decision. Attendance at the Military Judge Course is limited to ARNG JAs who meet the below criteria for certification; accordingly, application packets must contain information sufficient to demonstrate compliance with the certification criteria. Quotas are limited so applications should contain additional information (beyond the required information) to distinguish otherwise qualified candidates. To allow sufficient time for processing, complete applications should be received by the Chief Trial Judge NLT 15 February for the course beginning in June of that year.

b. For a ARNG JA to be certified as a military judge by TJAG, all the following criteria must be met:

(1) have at least three years of criminal law experience as (a) a full-time civilian trial or appellate judge, or U.S. Magistrate Judge, (b) a criminal trial practitioner, with recent extensive experience in federal, state, or military courts, or (c) a full-time criminal law instructor in a military or civilian school.

(2) have demonstrated familiarity with the military justice system (for example, have documented service on AD as a court-martial trial or defense counsel, or have documented observation of multiple AD courts-martial.

(3) are serving in the ARNG in the rank of colonel, lieutenant colonel, or major (promotable).

(4) have demonstrated mature judgment and high moral character.

(5) currently is assigned (or, upon graduation from the Military Judge Course, immediately will be assigned) as a state military judge or assigned to a duty position in which military judge duties are exclusively performed.

c. To be certified as a military trial judge, selectees must graduate from TJAGLCS' Military Judge Course with a grade of 77 or higher. The Military Judge Course is a three-week resident course at TJAGLCS held every spring.

d. Certification by TJAG of a Title 32 National Guard JA as a Military Judge is limited to Special Courts-Martial under Article 26, UCMJ. When a National Guard JA certified as a military judge is placed in Title 10 status as a military judge IAW para. 8-4c, the Chief Trial Judge will simultaneously request that the ARNG military judge receive general court-martial certification from TJAG.

8-4. TRIAL JUDICIARY ASSIGNMENTS.

a. TJAG assigns military judges to the Trial Judiciary after receiving the recommendation of the Chief Trial Judge, United States Army Trial Judiciary, and the Chief, TMO.

b. As a rule, officers below the rank of colonel will not receive consecutive trial judge assignments. Upon the completion of a tour as a trial judge, the officer typically will be reassigned to a position related to the field of criminal law such as SJA, RDC, Deputy SJA, Criminal Law Division at OTJAG, TJAGLCS, or one of the Appellate Divisions in USALSA. Military judges are eligible and compete for military and civilian schooling on the same basis as any other JA. School assignments are considered intervening assignments for purposes of determining eligibility for a subsequent assignment as a trial judge.

c. Upon request by the Chief Trial Judge, with the concurrence of the 150th LOD Commander or the Assistant to the Chief Counsel, NGB respectively, a USAR or ARNG military judge may be mobilized to AD as a military judge in Title 10 status.

8-5. SELECTION AND ASSIGNMENT OF APPELLATE MILITARY JUDGES.

a. General. Assignments of appellate military judges to the U.S. Army Court of Criminal Appeals are made by TJAG upon recommendation of the Chief Judge, U.S. Army Court of Criminal Appeals, and the Chief, TMO.

b. Grade Requirements. Appellate judges will normally be in the rank of colonel. Exceptional lieutenant colonels with at least two years' time-in-grade may be considered for a waiver of the grade requirement.

c. Experience Requirements. Appellate judges must have at least two years of experience as a GCM trial judge, previous service as an appellate judge, two years of experience as an SJA of a general court-martial jurisdiction, or two years of experience as an RDC. Appellate judges must also have at least two years of criminal law experience as a senior trial counsel, senior defense counsel, chief of military justice, appellate government or defense counsel, commissioner at the Army Court of Criminal Appeals, or criminal law instructor. TJAG may grant waivers to these requirements.

d. Military Education Requirements. Appellate judges must be a graduate of ILE or its equivalent. Appellate judges must graduate from TJAGLCS' Military Judge Course with a grade of 77 or higher.

8-6. TENURE FOR MILITARY JUDGES.

a. Trial Judges. JAs are certified as military judges by TJAG and assigned to the Trial Judiciary for a minimum of three years, except under any of the following circumstances:

(1) The military judge is assigned to the Republic of Korea or other such area where officers are normally assigned for a one-year or two-year tour; in such cases the military judge will typically be appointed to a one-year or two-year term.

(2) The military judge voluntarily requests to be reassigned to other duties, and TJAG approves such reassignment.

(3) The military judge retires or otherwise separates from military service.

(4) The military judge is reassigned other duties by TJAG based on the needs of the service in a time of war, contingency operation, or national emergency.

(5) The military judge has been mobilized from the USAR or ARNG for a shorter duration.

(6) The officer's certificate as a military judge is withdrawn by TJAG for good cause.

Trial Judges are rated by the Chief Circuit Judge, Chief Trial Judge, or DJAG in accordance with their date of rank, and senior rated by DJAG.

b. USAR JAs certified by TJAG as military judges are assigned to the 150th MJ-LOD for a minimum of three years and rated by their Active Duty Chief Circuit Judge and senior rated by the Chief Judge, IMA. If they are senior by date of rank to the Chief Circuit Judge, the military judge will be rated and senior rated by the Chief Judge, IMA. USAR military judges are detailed to courts-martial by their Chief Circuit Judge or the Chief Trial Judge, United States Army Trial Judiciary. Upon the completion of a three-year tour as a military trial judge, a USAR military judge can request three-year extensions (through the Chief Trial Judge, 150th MJ-LOD, and the Chief Trial Judge, United States Army Trial Judiciary) from TJAG. In the event a USAR military judge is mobilized for an assignment inconsistent with the role of a military judge, that officer will be reassigned from the 150th MJ-LOD and may reapply for a position in the unit upon demobilization. A USAR military judge who mobilizes to serve in a capacity consistent with the role of a military judge may remain assigned to the 150th MJ-LOD and may return to the unit upon demobilization without having to reapply. While mobilized, a USAR military judge's tenure continues to run.

c. Appellate Military Judges. JAs are assigned as appellate military judges for a minimum of three years, except under circumstances described in paragraph 12-15, AR 27-10.

CHAPTER 9. JUDGE ADVOCATE SEPARATION, RESIGNATION, DISCHARGE, AND RETIREMENT

9-1. GENERAL.

Officers may be released from obligated and non-obligated periods of service upon personal request or involuntarily when personal circumstances or needs of the Army dictate. All officers serving on the ADL possess RA commissions and must resign their commissions to be released from AD. This chapter covers the more frequent circumstances in which release from service may be directed or approved.

9-2. RESIGNATIONS.

a. Unqualified resignations will be submitted as soon as possible, and normally must be submitted not earlier than 12 months or less than 6 months prior to the requested date of separation. If a JA has been considered by a promotion board and selected for promotion, then the six-month requirement will be enforced. If the officer is requesting a waiver of any ADSO, then this request must be submitted at least 12 months prior to the effective date. Additionally, maintaining the current rank upon resignation is dependent upon regulatory time requirements as outlined in AR 600-8-24 and AR 600-8-29. Normally, unqualified resignations will not be accepted unless the officer will have satisfied all service obligations by the effective date of the resignation. In this regard, officers serving overseas normally will be required to complete the current prescribed tour for the area of assignment. Unqualified resignations must be processed in accordance with AR 600-8-24, Chapter 3, including the mandatory counseling required by paragraph 1-13 and the endorsement by step 2 of Table 3-1. See JAGCNet TMO Sample Separation Forms for the currently recommended format. Resigning officers must provide an endorsement letter in the format provided on JAGCNet TMO Sample Separation Forms (no thru line endorsements).

b. Officers who resign should keep copies of the following documents. Possession of these documents will facilitate transition to the RC and will be useful for future reference.

- (1) Appointment Orders.
- (2) Latest Promotion Orders.
- (3) Automated Record Brief.
- (4) Assignment Orders to Reserve Control Group (if available).
- (5) DD 2807-1 – Report of Medical Examination (on Jan 01 replaced SF 88).
- (6) DD 2808 – Report of Medical History (on Jan 03 replaced SF 93).
- (7) DD Form 214 – Certificate of Release/Discharge from Active Duty.

c. Officers are required to fill out and submit an exit survey in conjunction with their resignation, as well as a RC briefing memorandum. RC briefing memoranda must be signed by a RAM Talent Manager. The exit survey is linked in the Transition / Separation Forms portion of the JAGCNet TMO page.

d. All officers are required to fill out and submit a Victim of Sexual Assault Statement with their resignation. See the JAGCNet TMO page for sample form.

e. All officers are required to fill out and submit a Tuition ADSO memorandum with their resignation. See the JAGCNet TMO page for sample form.

f. Officers requesting to change the date of previously approved or pending resignation or withdraw their resignation should use the form posted on the JAGCNet TMO page.

9-3. RETIREMENTS.

a. Applications for voluntary retirement may be submitted up to 24 months before the requested retirement date or no later than 9 months prior to requested retirement date or beginning of transition leave, whichever is the earliest. TJAG (or his designee) may approve, disapprove, or delay/defer the requested retirement date of an officer who has completed 20 but less than 30 years of AFS. The officer, who has completed 20 but less than 30 years of AFS, and the endorsing supervisors are reminded that an officer requesting a voluntary retirement is eligible, but not entitled to retire upon request. Voluntary retirements may be denied or delayed based on the needs of the Army, and each application will be evaluated on its individual merits.

b. Prior to submitting a retirement request, officers must complete DA Form 7301-R – Officer Service Computation for Retirement. The officer must have 19 or more years AFS and be able to complete all service obligations by the retirement date. Applications will be processed in accordance with AR 600-8-24, Chapter 6. See JAGCNet TMO page for the most up to date versions of all required forms.

c. The following guidelines are to be considered when an officer requests a retirement date:

(1) Timing – Especially for senior leaders and field grade officers, it is expected that JAs ensure there is no gap in the provision of legal services to their commanders, leaders, Soldiers, organizations, or programs. Officers must plan to have an appropriate transition with their successors before taking transition leave. Officers will plan to have their last duty day during the summer assignment cycle, normally on or about 15 July, to prevent underlap. Conversely, officers are expected to take a reasonable amount of transition leave, placing their retirement date before the new calendar year. This retirement date window allows offices to have some consistency in leadership and allows the JAGC to address force management expectations across the ranks. Additionally, JAs should be aware that HRC recommends planning and preparing for retirement 24 to 36 months before the actual retirement date; it is up to individual officers to manage this process over time to ensure continuity of legal support.

(2) Notice – If an officer represents to TMO that the officer is available to PCS or remain in the current duty position for another year during the preceding assignment cycle, then there is an expectation that the officer will perform those duties as represented. For example, if an officer enters the assignment cycle in the fall of 2025 and is given an assignment for the summer of 2026 (or continues in the current duty), it is expected that the officer will continue in those duties until summer 2027. The officer's representations will be taken into consideration when deciding to approve or deny the retirement.

d. The following documents must be submitted with all retirement requests:

(1) Retirement application with notice of final duty day.

(2) GI Bill transfer confirmation memorandum (if applicable).

(3) Supervisor endorsement memorandum.

(4) DA Form 7301-R.

(5) All officers are required to fill out and submit a Victim of Sexual Assault Statement with their retirement. See the JAGCNet TMO page for sample form.

(6) All officers are required to fill out and submit a Tuition ADSO memorandum with their retirement. See the JAGCNet TMO page for sample form.

(7) Request form for permission to practice law on transition leave (if applicable).

(8) Officers are required to fill out and submit an exit survey in conjunction with their retirement. The exit survey is accessible in the Retirement Forms portion of the JAGCNet TMO page.

e. Selective Early Retirement Boards (SERBs). 10 U.S.C. § 638 provides statutory authority for selective early retirement. The JAGC will consider SERBs, when necessary, to assist it in reaching its force structure goals.

9-4. OFFICER ELIMINATIONS.

a. Officer eliminations are governed by AR 600-8-24, *Officer Transfers and Discharges*.

b. JA personnel files will be routinely reviewed by supervising officers, SJAs, and TMO. Officers who have poor potential for continued service, substandard duty performance, or derogatory information may be processed for elimination. See paragraph 4-2, AR 600-8-24. Prior to initiating an officer elimination action on a JA, SJAs and other heads of legal offices should consult with TMO.

9-5. FORCE SHAPING AUTHORITY.

Force shaping authorities in 10 U.S.C. § 647 and in 10 U.S.C. § 638a allow TJAG to request authority through the Secretary of the Army to hold boards for the purpose of restructuring the JAGC and managing end strength across the Corps. If it is necessary to hold a force shaping board (e.g., Officer Separation Board), TMO will notify the field of the board process and the population to be considered.

9-6. RECOUPMENT OF EDUCATIONAL EXPENSES.

Officers who have an ADSO based on educational expenses paid by the government (e.g., USMA, ROTC scholarship, FLEP, or LL.M.) are generally required to repay the government for a pro-rata portion of these expenses if they leave AD before the end of their obligated service. HRC is responsible for calculating and coordinating this action.

9-7. PARTICIPATION IN CAREER SKILLS PROGRAMS.

JAs applying for the Career Skills Programs (CSP) authorized under the provisions of Department of Defense Instruction 1322.29 and Army Regulation 600-81, are to request an endorsement from their servicing SJA by annotating their individual CSP timeline in their resignation or REFRAD memo. The SJA's subsequent endorsement memo will serve as an acknowledgement and concurrence/nonconcurrence with the requested CSP dates with the understanding that TMO will not provide an off-cycle replacement. If the request to apply to the CSP program occurs after the retirement or REFRAD submission, the requesting officer's SJA will provide an accompanying memo concurring/non-concurring with the requested CSP dates. These documents will be forwarded to the Chief, TMO for review and subsequent release to apply for CSP through the local chain of command. As with retirements, when endorsing concurrence with proposed CSP dates, SJAs will ensure that there will be no gap in the provision of legal services to their commanders, leaders, Soldiers, organizations, or programs.

9-8. TRANSITION LEAVE.

a. Requests for transition leave pending retirement or resignation are approved or disapproved by the officer's commander, SJA, or office approval authority. No action by TMO is required. In determining whether to approve a request for transition leave, approving authorities should consider that replacements are scheduled based upon the actual separation date and not the date transition leave begins. Approval of such a request may result in an office vacancy for at least the period of transition leave.

b. The practice of law outside the JAGC during a period of transition leave requires prior approval. TJAG has delegated authority to approve such requests to the Chief, TMO. Requests should be sent through and endorsed by the SJA, or equivalent supervisor, to TMO. Recommended format is available on the JAGCNet TMO page.

9-9. FORWARDING ADDRESS UPON SEPARATION FROM ACTIVE DUTY.

Officers leaving AD should provide TMO with a forwarding address.

9-10. RETIREMENT OR RESIGNATION IN LIEU OF PCS ASSIGNMENT.

Officers who will be eligible for retirement or separation within 6 months of the date on which they receive a PCS assignment alert may resign or request voluntary retirement in lieu of PCS. The request must be submitted within 30 days after the officer is alerted for assignment. See AR 350-100, paragraph 2-6. An alert is defined as oral or

written notification of an assignment or reporting date. The officer must request a release date not later than six months from the date of the PCS assignment alert.

9-11. SELECTIVE CONTINUATION.

a. Selective continuation is a method of retaining capable, experienced officers of a specific grade to meet the needs of the Army and the needs of the JAGC. Officers pending separation for twice failing to be selected for promotion to lieutenant colonel may be continued on AD in their present grade if recommended by a selective continuation selection board and approved by the Secretary of the Army. Not all selection boards are authorized to recommend selective continuation. Selective continuation is not an entitlement.

b. TJAG may determine that selective continuation is necessary to maintain a certain number of best-qualified majors who have been twice non-selected to lieutenant colonel. Selective continuation in the JAGC will end upon retirement eligibility under 10 U.S.C. § 3911 and will not continue beyond twenty-four (24) years of federal service. Selectively continued officers will continue to be eligible for selection for promotion until separated.

c. RA officers may decline selective continuation before the period of continuation begins. Such officers may not be eligible for separation pay.

d. Officers wishing to be discharged or released from AD before a selective continuation period expires may voluntarily request such action. If discharged or released, however, they may not be entitled to separation pay. See AR 600-8-29, *Officer Promotions*, and AR 600-8-24, *Officer Transfers and Discharges*.

9-12. MILITARY SERVICE OBLIGATION.

a. RA officers accept an eight-year statutory military service obligation upon initial appointment; for direct commission officers and ROTC Education Delay officers the first four years are served on AD. RA officers must resign their commissions, and request reappointment to obtain a Reserve commission. SJAs of officers leaving AD after completing their initial ADSO must ensure the officers understand that they have a remaining statutory Reserve obligation.

b. TMO will provide to Chief, RAM, on a recurring basis, the names of CPTs and MAJs who have approved resignations. RAM will use this information to provide separating officers with basic information on the RCs and how to participate prior to expiration-term of service (ETS).

c. The SJA or equivalent senior command legal counsel will personally meet with each officer scheduled to resign to discuss service in the RCs and request that each officer provide a forwarding address, email address, and phone number. A briefing point paper is provided on the JAGCNet TMO page. A report of the results of each interview, in the template provided on the JAGCNet TMO page, will be provided to the Office of The Judge Advocate General, ATTN: TMO, 2200 Army Pentagon, Room 2B517, Washington, D.C. 20310-2200. The report will be provided to TMO along with the officer's resignation.

d. Army policy requires that resigning officers must also receive a RC briefing. Use the Memorandum for Record format provided on the JAGCNet TMO page to document the RC briefing. This briefing must be given by a Reserve Army career counselor; most installations require the briefing be received from the local counselor before allowing an individual to separate.

9-13. CAREER INTERMISSION PROGRAM.

a. The Army Career Intermission Program (CIP) provides a one-time temporary transition from AD in the RA or USAR AGR to the Individual Ready Reserve (IRR) to allow Soldiers to meet personal or professional needs while providing a means for their return to AD. The period spent in the program may not exceed 3 years. Participants will incur a one-month ADSO for each month spent in the program.

b. CIP participants must meet the criteria outlined in AR 600-91, *Army Career Intermission Program*. In addition to the AR 600-91 required counseling, officers will be counseled by their SJA or supervisory equivalent JA. 27Ds will be counseled by their CPNCO or supervisory equivalent. Documented counseling will be included

in the request packet. All CIP requests must be encrypted and forwarded to TMO at the following email box address: usarmy.pentagon.hqda-otjag.list.p3@army.mil (see AR 600-91, para 4-2).

c. JAs will have at least 36 months of service in the JAGC before participating in CIP. However, JAs with less than 36 months of service in the JAGC will be considered on a case-by case basis.

d. CIP requests will normally be submitted during the assignment cycle process. Out-of-cycle requests will be accepted on a case-by-case basis. However, AR 600-91 requires applicants to request to start participation not earlier than eight months from the date of separation to process the packet, accommodate leave, regulatory transition requirements, and approval of Reserve appointment prior to transfer to the IRR.

e. In accordance with AR 600-91, TJAG is the disapproval authority for all officer CIP requests. As appropriate, TMO will forward requests recommended for approval to CG, HRC. The maximum number of participants each calendar year will be based on the needs of the Army and the JAGC.

f. 27D applications will be processed through 27D Talent Managers prior to forwarding to HRC. Talent Managers will assess applications and brief the RCSM as needed; E7 and above will require RCSM concurrence to provide oversight on senior paralegal manning considerations and legal mission impacts.

g. Participants must notify Talent Managers of all outside employment. Participants must ensure adherence to the restrictions specified in 18 U.S.C. § 207 (Restrictions on former officers, employees, and elected officials of the executive and legislative branches). Additionally, JAs must report any outside employment to their Talent Manager.

h. Participants must report any civil actions or criminal arrests or convictions immediately to the CIP manager.

i. Participants will agree to maintain service retention, height, weight, fitness standards as well as personal security and clearance eligibility requirements while in the program. Soldiers remain subject to substance abuse testing and provisions of AR 600-85

j. In addition to other requirements as outlined in AR 600-91, JAs in CIP must maintain a valid law license and remain in good standing (as defined by AR 27-1) with at least one attorney licensing authority.

k. CIP participants will report monthly to the CIP manager and their Talent Manager as identified by TMO via physical muster, electronic mail, electronic message, or telephonic report. Accountability reporting is intended to verify the Soldier's health and well-being, and contact information. Soldiers who fail to comply with monthly muster requirements will be in voluntary default of CIP contract and subject to termination from the program and immediate return to the RA / USAR AGR.

l. Review AR 600-91, AD 2021-15 (Army Career Intermission Program) and MILPER message Number 21-261 for additional information.

CHAPTER 10. SPECIAL RULES OF MILITARY PRACTICE

10-1. COUNSEL IN COURTS-MARTIAL.

a. SJAs, RDCs, and STCs are responsible for ensuring that only certified commissioned officers are detailed as counsel in all courts-martial in accordance with Art. 27(b) and 27(e), UCMJ.

b. Officers appointed in or assigned or detailed to the JAGC will be certified as counsel before GCMs upon successful completion of JAOBC or on admission to the bar, whichever occurs later.

c. Army officers who are lawyers but not serving in the JAGC will not be certified. A request for an exception to this policy (ETP) may be submitted by the SJA concerned to TMO. The ETP request will be accompanied by the officer's law school transcript, a certified copy of the officer's license to practice, certificate of good standing, a resume of experience, and a justification.

d. RC JAs serving on active or inactive duty for training who are certified may be detailed as trial counsel or assistant defense counsel in all levels of courts-martial.

e. FLEP officers performing OJT may be detailed as summary courts-martial officers.

f. Only JAs assigned as USA Trial Defense Service counsel will normally be detailed as defense counsel or assistant defense counsel. See AR 27-10, para 5-9, for procedures when an accused requests Individual Military Counsel.

10-2. GOOD STANDING WITH ATTORNEY'S LICENSING AUTHORITY.

a. All Army attorneys, including JAs who are members of the Regular Army, USAR, and ARNG and civilian attorneys under TJAG's qualifying authority, must maintain a valid law license, remain in good standing with at least one attorney licensing authority (i.e., member of the bar of a federal court or of the highest court of a state), and be eligible to practice law. If a state bar has an inactive member in good standing designation, it may satisfy the requirement, assuming the membership status allows the individual to practice law. However, be advised that other agencies, such as OGC, do require active membership in addition to good standing. Maintaining both "good standing" and the appropriate membership status is the individual responsibility of each attorney. For details on the definition of "good standing," see the Glossary of AR 27-1.

b. To ensure compliance, every other fiscal year (odd years) all JALS attorneys will self-certify they are in good standing with their licensing authority. P3 will notify all attorneys in the JALS when the window for self-certification opens. Noncompliance with this policy is a basis for suspension from performing legal duties or separation in cases of loss of license or disbarment from professional practice. A current, valid license to practice law in a state, territory of the United States, District of Columbia, or Commonwealth of Puerto Rico is a condition of continued employment for civilian attorneys of the DA. See AR 690-300.

c. In addition to self-certification, all RA and USAR JAs must provide proof of good standing when the officer is in the primary zone of eligibility for promotion or prior to first time eligibility before a DA centralized school selection board. Proof of good standing will be provided to P3 prior to the officer's consideration by the board. One submission per calendar year is sufficient regardless of the number of boards for which an officer is considered (e.g., if a JA submitted a certificate of good standing for the colonel promotion board, then the JA does not need to submit it again in the same calendar year for the SSC board). JAs in the IRR will provide proof of good standing prior to reporting from the IRR to duty as a JA. Similarly, civilian attorneys will provide sufficient proof of good standing prior to being hired, reassigned, or promoted.

d. Army attorneys are personally responsible for ensuring their compliance with applicable licensing rules pertaining to the practice of law and maintaining licensure and good standing. All Army attorneys have a responsibility to report to the Chief, Professional Responsibility (ATTN: DAJA-PR), upon being notified that they are being investigated by their licensing authority under circumstances that could result in the attorney being disciplined as an attorney or judge and upon being so disciplined, in accordance with AR 27-1 and AR 27-26.

e. Appointment as a Special Assistant United States Attorney (SAUSA) requires attorneys to comply with Department of Justice (DoJ) policies on bar membership. The DoJ requires all DoJ attorneys, including SAUSAs,

to certify annually that they are duly licensed and authorized to practice as an attorney under the laws of at least one state, territory, or the District of Columbia at all times. The DoJ has interpreted the term “duly licensed and authorized” to mean that a SAUSAs current status is such that “as is” he or she could practice in their home state. The DoJ requirement is not met by merely being “a member in good standing,” but requires a SAUSA to maintain “active” bar membership. Those who do not maintain an active status will not be allowed by DoJ to continue to appear on behalf of the United States in U.S. District or U.S. Magistrate Courts. Prospective SAUSAs should meet this requirement prior to the request for appointment to avoid any delay in certifying the SAUSA. Furthermore, the Citizens Protection Act (28 U.S.C. § 530B) applies to Special Assistant United States Attorneys and provides: “An attorney for the Government will be subject to State laws and rules, and local federal court rules, governing attorneys in each State where such attorney engages in that attorney’s duties, to the same extent and in the same manner as other attorneys in that State....” As used in the Act, “attorney for the government” includes JAs appointed as a SAUSA, or “employed” by the DoJ, who are authorized to conduct criminal or civil law enforcement proceedings on behalf of the United States.

10-3. STATE FEES.

Some states, including New Jersey, Tennessee, Texas, and the District of Columbia, have begun to charge a professional license fee or privilege tax for attorneys. This is a tax by the state and not a bar fee. In many cases, however, the states have been granting exemptions to attorneys employed by the federal government and not practicing in their state. If you receive any report that a state in which you are a member of the bar is considering or has instituted a privilege tax, notify P3.

10-4. SUSPENSION FROM DUTIES.

a. SJAs, the Chief, TDS, the Chief Counsel (NGB), and Lead Special Trial Counsel (LSTC), are delegated authority to temporarily suspend any JA or civilian attorney under their technical supervision from performing legal duties or any other duties, pending resolution of an allegation, or a concern regarding competence or fitness, that, if substantiated would reflect adversely on fitness for duties as a lawyer. The Chief, TMO, is delegated temporary suspension authority for any JALS attorney. However, only TJAG may suspend an SJA or military judge.

b. Military. TJAG may issue, suspend, or withdraw any certification of qualification to act as military judge, or any certification of competency to serve as a JA and/or to act as counsel before courts-martial and the Army Court of Criminal Appeals (ACCA), or any certification to serve as a warrant officer or paralegal in the JAGC. TJAG may suspend any JA, legal administrator, or military paralegal from performing legal duties. This authority applies to the Active Army, USAR, and ARNG when in a Title 10 status. TJAG may discipline other lawyers who practice in proceedings governed by the UCMJ and the Manual for Courts-Martial (MCM).

c. Civilians. Approval of qualifications is a condition of continued employment and TJAG may withdraw such approval when appropriate (e.g., for a violation of the Army Rules of Professional Conduct for Lawyers when such violation is established in accordance with the procedures published in AR 27-26 and AR 27-1). When TJAG withdraws approval of an attorney’s qualifications, the person may not thereafter be employed by any Qualifying Authority in the Department of the Army as an attorney.

10-5. OUTSIDE PRACTICE AND COURT APPEARANCES.

a. Judge Advocates.

(1) Active Army JAs may not engage in the outside practice of law or appear as counsel in civilian courts, tribunals, hearings, or boards. This prohibition includes the practice of law on a pro bono or reimbursable basis or the practice of law while on transition leave. The practice of law is defined in subparagraph (5) below. Exceptions to this policy may be authorized by TJAG upon the request of the JA. Under no circumstances will a JA undertake such outside practice without first obtaining the written approval of TJAG. See AR 27-1. Requests to teach any area of law outside of official duties or to practice law will be approved by TJAG in advance. The prohibitions and requirements in this paragraph do not apply to RC JAs (USAR and NG) unless they are ordered to active duty for more than 30 consecutive days. TJAG has delegated approval authority for such requests to the Chief, TMO.

(2) Requests for exceptions to policy will be submitted to TMO in writing through and endorsed by the SJA, supervising JA, or commander concerned, describing fully the nature and extent of the practice

contemplated and whether an appearance in court may be required. Requests for appearance as counsel in proceedings in which the United States has an interest will be made through USALSA, Litigation Division, as set forth in AR 27-40, paragraph 1-6b. Requests for exception to policy will include the name of the client, jurisdiction and name of the judicial body, compensation, and requisite bar affiliations, as applicable.

(3) JAs are not prohibited from practicing law or performing legal services for themselves, providing such activity is in accordance with the provisions governing the outside practice of law and of paragraph 10-6, below.

(4) For procedures to request approval for private practice during transition leave, see paragraph 9-8, above.

(5) Determining what conduct constitutes the “practice of law” defies mechanistic formulation, although it encompasses not only court appearances but also services rendered out of court and includes the giving of any advice or rendering any service requiring the use of legal knowledge. For the purpose of the Army Rules of Professional Conduct for Lawyers (AR 27-26), the practice of law would specifically include, but not be limited to, the providing of any advice, opinion, document, or instrument that construes or interprets law, legal authority, or legal rights, or is legal in nature (such as a contract, will, lease, power of attorney, and so forth, or any advice or opinion that purports to render a legal evaluation of such). See AR 27-26, Rule 5.5, Comment (2). If bar membership is required for the position or activity, it falls under the definition of the practice of law. The practice of law does not include employment where bar membership is not a prerequisite, including teaching non-legal subjects (with or without compensation), lecturing on non-legal subjects (with or without compensation), or writing for publication on non-legal subjects (with or without compensation). Writing for publication on legal subjects (with or without compensation) would not ordinarily constitute the practice of law under the Army Rules, absent indicia to the contrary. For outside employment not involving the “practice of law,” Army regulatory and local policy guidance will govern.

(6) Even with written approval, no attorney will engage in outside practice of law in violation of 18 U.S.C. § 203, § 205 (United States is a party or has an interest), § 209 (outside compensation for official services), AR 27-1, or with respect to matters:

- (a) Referred from the attorney’s legal office, or
- (b) With which the attorney is, or may become, involved in an official capacity, or
- (c) Involving government personnel serviced by the legal office.

b. Civilian Attorneys.

(1) This policy supplements the general limitations on outside employment contained in AR 690-300; the Joint Ethics Regulation (JER), 5 C.F.R. Part 2635; and DoD 5500.07-R. The guidance outlined in paragraphs (2) through (5) below is derived from AR 690-300, subchapter 4.

(2) Civilian attorneys under TJAG’s qualifying authority will not participate in outside employment with or without compensation, which

- (a) Interferes in any manner or is incompatible with the proper and effective performance of his or her official duties.
- (b) Creates a conflict of interest or appearance of one.
- (c) May reasonably be expected to reflect adversely on the government or the Army.

(3) In addition to restrictions in subparagraph (2) above, no Army civilian attorney will engage in the outside practice of law without prior written approval. See paragraph 10-5a(5) for further guidance on determining what constitutes the practice of law. Requests to teach any area of law outside of official duties, practice law on a pro bono or reimbursable basis, practice law while on transition leave, or to practice law on behalf of a family member, must be approved in advance.

(4) TJAG's authority to approve requests for outside practice of law is delegated to the Director, Professional Programs. Employee requests will include the name of the client, jurisdiction and name of the judicial body, compensation, and requisite bar affiliations, as applicable. The head of legal office will provide a separate, written endorsement containing an analysis of how the request complies with the limitations imposed by this section. Requests for approval will be submitted in writing through legal office technical channels, and will include any applicable justification, to:

Director, Professional Programs
Office of The Judge Advocate General
2200 Army Pentagon, Room 3E565
Washington, DC 20310-2200

(5) Even with written approval, no attorney will engage in outside practice of law in violation of law or policy. See paragraph 10-5a(6).

10-6. STANDARDS OF CONDUCT.

Army attorneys, military and civilian will not engage in any matter that, under the circumstances, may reasonably be expected to create and actual or appearance of a conflict of interest, or bring discredit on the government or the Department of the Army. JAs assigned as SJAs will not represent individual clients in matters that may conflict them from performing their duties as an SJA; this rule applies to all SJAs, including members of the USAR and the ARNG (whether serving in Title 10 or Title 32 status). Any request for an exception to this policy will be submitted and processed IAW the procedures specified in paragraph 10-5 above. Violations of this policy by SJAs will be reported to the Executive Officer for TJAG.

10-7. PROFESSIONAL RESPONSIBILITY

Supervisory lawyers will ensure that all Army lawyers under their supervision receive annual training on the Army Rules of Professional Conduct for Lawyers (AR 27-26) and other applicable ethics standards, such as the Code of Judicial Conduct for Army Trial and Appellate Judges (May 2008). At a minimum, each lawyer should receive three hours of professional responsibility training each year. The training should focus on ethics issues relevant to the lawyers' practice and be designed to educate Army lawyers regardless of their experience. At a minimum, each Army non-lawyer assistant who performs duty in an Army or joint legal office should receive one hour of professional responsibility training each year. The training should focus on ethics issues relevant to the non-lawyer's duties. See TJAG Policy Memorandum 22-01, Professional Responsibility, which provides more detailed guidance on professional responsibility.

10-8. COMPLAINTS INVOLVING PROFESSIONAL RESPONSIBILITY OR MISMANAGEMENT

a. Credible professional responsibility complaints will be reported through supervisory lawyer technical channels to the Professional Responsibility Branch (PRB). All members of the JALS will notify their supervisory lawyer prior to alleging mismanagement, ineffective assistance of counsel, misconduct, or ethics violations against another lawyer. Alleged judicial misconduct or unfitness will be reported to the Chief Trial Judge in the case of trial judges or to Chief Judge, U.S. Army Court of Criminal Appeals, in the case of appellate judges. In a matter that involves the U.S. Army, prior to reporting any alleged or suspected violation of ethical standards to the governing body of a lawyer, any member of the JALS will inform PRB through normal technical channels, regardless of whether the lawyer concerned is subject to the Army Rules of Professional Conduct for Lawyers.

b. Supervisory lawyers will report credible complaints of mismanagement through normal legal technical channels to the Chief, Professional Responsibility Branch.

10-9. TJAG FLAGS INVOLVING THE PROFESSIONAL LICENSING AND CERTIFICATION OF JUDGE ADVOCATES, LEGAL ADMINISTRATORS, AND MILITARY PARALEGALS (FLAG CODE O).

a. In accordance with AR 600-8-2, *Suspension of Favorable Personnel Actions*, paragraph 2-2j, TJAG is responsible for the professional supervision and professional discipline of JAs, military trial and appellate judges, legal administrators (military occupational specialty 270A), and military paralegals (military occupational specialty 27D). Within TJAG's (or designee's) sole discretion is the authority to impose upon or remove a Flag from JAs,

military trial and appellate judges, legal administrators, and military paralegals for reasons related to their professional licensing or certification of competency to act as counsel, their professional licensing or certification of qualification to act as a military trial or appellate military judge, their certification as a legal administrator or military paralegal, or for reasons related to the delivery of legal services, in accordance with 10 U.S.C. § 7037, Rule for Courts-Martial 109 (Manual for Courts-Martial), AR 27-1, and AR 27-26.

b. The Chief, TMO, is TJAG's designee to impose or remove a Flag, in his or her discretion, for JAs, legal administrators, and military paralegals, for reasons related to their professional licensing or certification of competency or fitness to act as counsel, their certification as a legal administrator or military paralegal, or for reasons related to the delivery of legal services.

c. The Chief Trial Judge, U.S. Army Trial Judiciary is TJAG's designee to impose or remove a Flag, in their discretion, for military trial judges for reasons related to their certification of qualification to act as a military judge.

d. The Chief Judge, Army Court of Criminal Appeals (ACCA), is TJAG's designee to impose or remove a Flag, in their discretion, for ACCA judges for reasons related to their certification of qualification to act as a military judge.

10-10. LEGAL FUNCTIONAL AREA REVIEW.

To ensure the effectiveness and efficiency of legal support to all legal functional areas, the designated Legal Function Leads (Bench Builders) in coordination with the TMO Chief, CWOC and RCSM annually (not later than 30 September) will review, evaluate, and make recommendations for improvement to their respective legal functional areas specifically addressing the processes, resourcing, and professional experience of supervisors, JAs, litigators, legal administrators, paralegals and other supporting personnel.

CHAPTER 11. WARRANT OFFICERS

11-1. GENERAL.

This chapter pertains to the personnel management of JAGC legal administrators, warrant officer Military Occupational Specialty (MOS) 270A. Also see DA Pam 600-3 Smartbook (<https://api.army.mil/e2/c/downloads/2022/08/08/4cbca29d/2-jag-corps-da-pam-600-3.pdf>) TJAG manages legal administrators according to the career development models that follow (Figures 11-1 and 11-2). This publication explains the model in greater detail.

11-2. CAREER MANAGEMENT AUTHORITY.

TJAG is the career management authority for legal administrators, MOS 270A. The Chief Warrant Officer of the Corps (CWOC) in coordination with the Chief, TMO, exercises personnel management and professional development responsibilities for legal administrators on behalf of TJAG. In addition, assistance, and technical advice on legal administrator matters are provided by the CWOC.

11-3. WARRANT OFFICER APPOINTMENT.

a. General guidance regarding processing instructions and procedures are in accordance with the annual 270A Accession Board MILPER. Additional information is provided on the U.S. Army Recruiting Command (USAREC) website. The period for applying for appointment varies based on component as indicated in each accession memo which is updated annually.

b. In addition to the general requirements listed in AR 135-100, DA Pam 601-6, *Warrant Officer Procurement Program*, and NGR 600-101, *Warrant Officers Federal Recognition and Related Personnel Actions*, the MOS specific prerequisites for MOS 270A applications are detailed in the MILPER and on the USAREC website.

c. Appointments are based on authorized end strength and projected losses. After selection, the 270A Talent Managers schedule attendance at Warrant Officer Candidate School. It takes approximately twelve months to complete the administrative processing, travel, training, and certification of a candidate. RC and ARNG may also complete training via Regional Training Institutes. Initial training will consist of:

(1) Warrant Officer Candidate School (WOCS), a branch-immaterial course held at the Warrant Officer Career College, Fort Novosel, Alabama, or various Regional Training Institutes.

(2) Upon selection, every effort will be made to attach or assign the warrant officer candidate to the nearest office staffed with a senior legal administrator for coaching and mentorship. Upon graduation from WOCS, newly appointed legal administrators will be assigned to their first permanent duty station, normally in conjunction with attendance at the Warrant Officer Basic Course (WOBC). Upon completion of the WOBC, legal administrators are certified by TJAG to perform their duties. Certification as a legal administrator may be withdrawn in accordance with the procedures described in AR 27-1. Active duty applicants must complete both WOCS and WOBC in the year of selection. RC applicants have two years from the date selected to complete WOCS and two years from the date appointed to complete WOBC.

11-4. INITIAL OBLIGATED TOUR.

AD Warrant Officers are appointed by the Secretary of the Army in the USAR with a concurrent call to AD and incur an initial six-year ADSO upon graduation from WOBC. See AR 350-100.

11-5. REGULAR ARMY (RA) APPOINTMENT.

a. Warrant Officers are appointed into the RA and commissioned by the President when promoted to CW2. See AR 601-100, *Appointment of Commissioned and Warrant Officers in the Regular Army*.

b. A WO1 not recommended for promotion to CW2 will not be granted RA status. Those not recommended will be processed for separation under AR 600-8-24 and must separate no later than 180 days after the promotion review authority approves the non-recommendation for promotion.

c. Warrant Officers promoted to CW2 who decline RA status will be separated no later than 180 days from the date of declination or when all service obligations have been fulfilled. Once RA integration has been declined, it will not be offered again, and a declination cannot be withdrawn.

11-6. ASSIGNMENTS.

References:

AR 614-100, *Officer Assignment Policies, Details, and Transfers*
DA Pam 611-21, *Military Occupational Classification and Structure*
AR 600-8-11, *Reassignment*
DA Pam 600-3, *Commissioned Officer Professional Development and Career Management*

a. Pursuant to the Warrant Officer Management Act (WOMA), all MOS 270A positions on manpower documents have been position coded by grade. Where possible, personnel will be assigned to positions equivalent to their grade and experience.

b. The needs of the Army and JAGC, and an individual's skills, professional development, and personal preferences are considered in the assignment process. The location, level, and types of units authorized MOS 270A positions are extremely limited; therefore, vertical progression may not be reflected in every assignment. Assignments are generally made only to organizations that have valid requirements and position authorizations.

11-7. PROMOTIONS.

References:

AR 600-8-29, *Officer Promotions*
NGR 600-101 (ARNG), *Warrant Officers Federal Recognition and Related Personnel Actions*
AR 135-155 (USAR), *Promotion of Commissioned Officers and Warrant Officers Other Than General Officers.*

a. Promotion Boards. TJAG does not convene separate selection boards for promotion to the ranks of CW3, CW4, and CW5 for RA, ARNG, or USAR legal administrators. Legal administrators are considered by regularly scheduled Army competitive category warrant officer promotion boards. On occasion, TJAG will provide a voting member to warrant officer promotion boards. Warrant officers are recommended for promotion on a "best qualified" basis.

b. Permanent RA Grade. In accordance with the WOMA, all AC promotions to the ranks of CW3, CW4, and CW5 are permanent and incur a two-year ADSO.

11-8. RETIREMENTS.

a. In accordance with AR 600-8-24, applications for voluntary retirement will be submitted to the Talent Manager and CWOC no earlier than 24 months and no later than 9 months prior to the desired date of retirement or beginning date of transition leave, whichever is earlier. Legal administrators considering retirement should obtain a Service Computation Worksheet from their local Personnel Office or S1 and request calculation of their retirement date prior to applying for retirement through the Talent Manager to the Chief, TMO. Applications will be processed in accordance with applicable regulations. See the JAGCNet TMO page for the recommended format. ARNG and USAR legal administrators will send notification of approved retirement effective date to CWOC and the NGB Chief Legal Administrator or USAR Talent Manager.

(1) Timing: Legal administrators are encouraged to have an appropriate transition with their successors before taking transition leave and should plan to have their last duty day during the summer assignment cycle to prevent significant underlap. This allows offices to have some consistency in leadership and allows the JAGC to address force management expectations across the ranks.

(2) Notice: If an officer represents to TMO that the officer is available to PCS or remain in the current duty position for another year during the preceding assignment cycle, then there is an expectation that the officer will perform those duties as represented. For example, if an officer enters the assignment cycle in the fall of 2024

and is given an assignment for the summer of 2025 (or continues in the current duty), it is expected that the officer will continue in those duties until summer 2026. The officer's representations will be taken into consideration when deciding to approve or deny the retirement.

b. Participation in the Careers Skills Program. Warrant officers applying for the CSP authorized under the provisions of Department of Defense Instruction 1322.29 and Army Regulation 600-81, are to request an endorsement from their servicing SJA by annotating their individual CSP timeline in their resignation or REFRAD memo. The SJA's subsequent endorsement memo will serve as an acknowledgement and concurrence/nonconcurrence with the requested CSP dates with the understanding that TMO will not provide an off-cycle replacement. If the request to apply to the CSP program occurs after the retirement or REFRAD submission, the requesting warrant officer's SJA will provide an accompanying memo concurring/non-concurring with the requested CSP dates. These documents will be forwarded to the Chief, TMO, for review and subsequent release to apply for CSP through the local chain of command. As with retirements, when endorsing concurrence with proposed CSP dates, SJAs will ensure that there will be no gap in the provision of legal services to their commanders, leaders, Soldiers, organizations, or programs.

Figure 11-1 Legal Administrator (RA) Career Development Model

Regular Army 270A Career Development Model					
JAGC Warrant Officer Career Development Objective: The Army and the JAGC develop, employ, and retain broadly skilled, technical expert JAGC Warrant Officers. These JAGC Warrant Officers are capable of performing successfully in any legal office, at any location, in roles appropriate for their grade.					
Assignments					
Years WO Service	0-2	2-6	6-10	10-15	15+
Years Total Service	5-12	7-16	11-20	15-24	20+
Rank	WO1	CW2	CW3	CW4	CW5
Seniority	Company Grade Assignments		Field Grade Assignments		Senior Leader Assignments
Goal	Develop breadth of specialized expertise within core competencies while performing varied assignments with diverse duties. Lead at tactical level assignments.		Develop depth of specialized expertise within core competencies. Employ expertise to lead, mentor, and train JALS members at operational level assignments.	Demonstrate master level expertise within core competencies. Advise senior leaders from expertise. Mentor, lead, train, and develop JALS members, apply specialized expertise at strategic level assignments.	
Duties	<ul style="list-style-type: none"> Consolidated Legal Office Theater Support Commands (TSC) Special Assignments (e.g., SVC Program Manager; XO, OBC/AIT/DCC; AXO, OGC; TAC Officer; Strategic Communications Officer) 		<ul style="list-style-type: none"> Division OSJA Joint Assignments Special Assignments (e.g., Career Manager; AXO, OTJAG; PME Course Manager; Senior Legal Administrator, HQ, USATDS; Plans Officer, PPTO; TAC Officer; WO Recruiter) 	<ul style="list-style-type: none"> Corps OSJA MACOM/ASCC HQ, OSJA IMCOM HQ, OSJA Joint Assignments Special Assignments (e.g., Director, WO Education, TJAGLCS; Instructor, USAWOCC; Cdr, USAWOCC) 	<ul style="list-style-type: none"> Chief Warrant Officer of the Corps Command Chief Warrant Officer, USALSA Command Chief Warrant Officer, TJAGLCS Special Assignments (e.g., Nominative CCWO positions; Deputy Commandant, USAWOCC)
Education: Continuous Professional and Personal Development					
PME	WOBC	WOAC	WOILE	WOSSE	
Military Education	Common Faculty Development-Instructor Course		PPBE, How The Army Runs, Lean Six Sigma Green Belt	Lean Six Sigma Black Belt/Master Black Belt, Continuing Education for Senior Leaders-Business Transformation Course	
Civilian Education	Associate's Degree	Bachelor's Degree		Graduate Degree	Graduate Certificate/ Post-Graduate Degree
Self-develop	Data Foundations Course, Project Management Professional, Knowledge Management Qualification Course (1E), TJAGLCS Short Courses, Certified Legal Manager Credentialing				

Figure 11-2 Legal Administrator (RC) Career Development Model

Reserve Component 270A Career Development Model					
JAGC Warrant Officer Career Development Objective: The Army and the JAGC develop, employ, and retain broadly skilled, technical expert JAGC Warrant Officers. These JAGC Warrant Officers are capable of performing successfully in any legal office, at any location, in roles appropriate for their grade.					
Assignments					
Years WO Service	0-2	2-8	8-14	14-20	20+
Rank	WO1	CW2	CW3	CW4	CW5
Seniority	Company Grade Assignments		Field Grade Assignments		Senior Leader Assignments
Goal	Develop breadth of specialized expertise within core competencies while performing varied assignments with diverse duties. Lead at tactical level assignments.		Develop depth of specialized expertise within core competencies. Employ expertise to lead, mentor, and train JALS members at operational level assignments.	Demonstrate master level expertise within core competencies. Advise senior leaders from expertise. Mentor, lead, train, and develop JALS members, apply specialized expertise at strategic level assignments.	
Duties	<ul style="list-style-type: none"> Theater Engineer Command Medical Command Military Police Command/Brigades Signal Command Special Assignments: TAC Officer, USAWOCC; Instructor, TJAGLCS Sustainment Commands Consolidated Legal Office 		<ul style="list-style-type: none"> Multi-Functional LOD TDS LOD Embedded OSJA Positions: (ARAC/MIRC/USACAPOC/ORC/ARMEDCOM) Division OSJA ARNG TDS Supervisory Element Special Assignments: Instructor, TJAGLCS 	<ul style="list-style-type: none"> Specialty LOD (MJ Expert) Readiness Division State JFHQ Mission Support Commands Embedded OSJA Positions (Training Command) USARLC Staff Sections ARPA/Career Manager, PPTO Senior Office Administrator, NGB-GC Senior Legal Administrator, NGB-GC-SVC Special Assignments: Instructor, USAWOCC 	<ul style="list-style-type: none"> Senior Legal Administrator, USARC Command Chief Warrant Officer, Legal Command Chief Legal Administrator (Temporary Grade Allocation), NGB-GC Senior Legal Administrator, NGB-GC Special Assignments: Deputy Commandant USAWOCC
Education: Continuous Professional and Personal Development					
PME	WOBC	WOAC	WOILE	WOSSE	
Recommended Military Education	USAR FM Orientation; USAR Force Management & Manpower; Plans, Prog, Budget & Execution; How The Army Runs (ASI 3R); Common Faculty Development - Instructor Course (SQI 8); Project Management (ASI P6); R3 HR Professional (IPPS-A)				
Civilian Education	Associate's Degree	Bachelor's Degree		Graduate Degree	Graduate Certificate/ Post-Graduate Degree
Self-develop	CCWO Orientation Course; Domestic Operational Law Course; USAR Physical Security Officer Course; USAR Security Manager Course; Company Leader Development Course; USAR Budget Manager; USAR Training Plan Development; USAR Budget Manager, Continuing Education for Senior Leaders-Business Transformation Course, Data Foundations Course				

CHAPTER 12. CIVILIAN ATTORNEY MANAGEMENT PROGRAM

12-1. SCOPE.

This chapter applies to all civilian attorneys and civilian attorney positions within the professional qualifying authority of TJAG. This includes all Army civilian attorneys who are not specifically included within another professional qualifying authority (Army General Counsel; Chief Counsel, U.S. Army Corps of Engineers; Command Counsel, U.S. Army Materiel Command; and General Counsel, National Guard Bureau). Individuals with questions concerning the scope of TJAG's qualifying authority should address them to the Chief, Civilian Personnel Management, Labor, and Employment Law Division, OTJAG. This chapter does not apply to law students hired under TJAG's Intern Program.

12-2. REFERENCES.

- a. AR 690-300, Civilian Personnel Employment, 3 April 2019.
- b. DoD Instruction 1442.02, Personnel Actions Involving Civilian Attorneys, 13 April 2023.
- c. TJAG and DJAG Sends, "Military Spouse Hiring Program," Volume 40-10, May 2019.

12-3. CIVILIAN PERSONNEL MANAGEMENT GUIDANCE.

This section provides a graphical overview of the civilian attorney staffing process (Figure 12-1). Questions concerning JALS civilian personnel management should be directed to the Chief, Civilian Personnel Management (DAJA-LE) (hereinafter Chief, CPM). All attorney hiring actions within JALS will go to Fort Riley Centralized Attorney Recruitment Cell (CARC), including classifications of position descriptions that may result in a hiring action or promotion, even if the promotion is temporary.

a. The Military Spouse Attorney Hiring Program.

(1) TJAG intends that military spouse attorneys will be considered for noncompetitive placement by legal offices seeking to fill attorney vacancies, prior to the position being filled through the competitive process. Nothing in the program precludes military spouse attorneys from applying for any competitively announced attorney position. The Military Spouse Attorney Hiring Program is under the supervision of the Director, Professional Programs and the Chief, CPM. The day-to-day operation of the Military Spouse Attorney Hiring Program, to include providing the list of eligible spouse attorney candidates, is managed by the attorney advisor assigned to the Professional Services Career Field, Army Civilian Career Management Activity (Program Manager). The Director is responsible for:

- (a) developing and maintaining policies and procedures to ensure the program's proper operation,
- (b) maintaining a database of military spouses eligible for noncompetitive placement as civilian attorneys,
- (c) promoting the program to Army legal offices.

(2) Process. For a Step-by-Step Guide, see Figure 12-2 or the current Standard Operating Procedure for Noncompetitive Military Spouse Attorney Hiring Program and Policy, available by contacting Chief, CPM or Program Manager.

(a) Upon deciding to recruit an attorney, legal offices will contact the Chief, CPM or Program Manager, and request a list of military spouse attorneys. At the same time, they should initiate the competitive hiring process with the Fort Riley's CARC.

(b) The list will be reviewed by the hiring official prior to determination as to whether or not the office will continue the competitive hiring process.

(3) The Military Spouse Attorney List and Database.

(a) The Military Spouse Attorney List. The Program Manager will provide the requesting office with a list of all eligible military spouse attorney candidates. To be considered eligible, a spouse must:

(i) be married to a military sponsor currently on AD,

(ii) be living in the local commuting area of the position at issue or about to move there as a sponsored dependent with the military spouse who relocates to the new duty station via PCS orders,

(iii) (the military sponsor) has more than 6 months remaining on orders at the location for which employment is sought,

(iv) not be currently employed by an Army legal office within the local commuting area of the position at issue,

(v) be registered in the database and timely responded to all Chief, CPM's or Program Manager's requests for information, and

(vi) be otherwise qualified IAW AR 690-300 and DoD Instruction 1442.02.

(b) Prohibited Assignments. Spouses and their sponsors cannot be placed in a supervisory relationship with each other or be in a position that may be a conflict of interest.

(c) Rejected offers. Participation in the Military Spouse Attorney Hiring Program may be terminated by the Chief, CPM in cases of spouse-attorneys who participate in the process, but ultimately decline an offer of employment.

(4) The Military Spouse Attorney Database. The Program Manager with support from the Chief, CPM, will maintain the database of military spouse attorneys. This database will be used to generate slates of eligible candidates to be forwarded to hiring officials for consideration.

b. Competitive Hiring Process (Figure 12-1)

(1) CARC Coordination: All Attorney actions should be handled by the CARC unless the office is recruiting for a GG position. These positions go through the Fort Huachuca CPAC.

(a) Hiring offices will contact the CARC to extend the vacancy announcement period.

(b) Contact the CARC to receive full application materials (transcript, Certificate of Good Standing, etc.) from all applicants. At minimum, the ranking panel and selecting official will review the full application materials of any individuals sent to TJAG for qualifications approval.

(2) Pre-Hiring Guidance:

(a) Include the Delegated Classification Authority (DCO) in the notes section of the AUTONOA ticket when you submit the RPA.

(b) Indicate whether your action is OTJAG/JALS or AMC in the notes. (The CARC handles both and this will help them know which qualifying authority belongs with which actions.)

(c) The CARC needs to know the POC at your local CPAC who will be completing the onboarding once your new employee arrives to your installation. Please discuss the unique circumstances of attorney hiring with your local CPAC if they are not familiar with how the CARC works and provide a local CPAC POC to put in the notes of your AUTONOA ticket.

(d) Begin determining panel members as soon as an RPA is initiated. Do not wait until the job announcement is posted or until a referral list is received. Factor in leave schedules, expertise, and mission requirements.

(e) Provide the CARC, with the RPA number in the email. The subject line should be, for example, "Attorney-Adviser (General) GS-0905-14 RPA#123456 Fort Knox, KY."

(f) Add all legal office POCs into the notes of your AUTONOA ticket.

(3) Hiring Guidance:

(a) Full attorney professional qualifications requirements are contained in AR 690-300. TJAG serves as the qualifying authority to evaluate the qualifications of individuals recommended for appointment, transfer, reassignment, or promotion.

(b) Noncompetitive Appointments. All actions requiring TJAG approval of professional qualifications will contain responses from three licensed attorney references. Upon TJAG approval, individuals may be Noncompetitively:

(i). Appointed Temporarily (no more than 12 months),

(ii). Appointed to a term appointment,

(iii). Reassigned laterally,

(iv). Appointed to a reclassification position, even if it results in a promotion, and even if the promotion is temporary,

(v). Appointed to a permanent appointment. The hiring office will demonstrate:

1) the position will be difficult to fill,

2) no candidate would be more qualified than the selectee, and

3) there are no possible mitigation efforts that could overcome the need for a non-competitive, permanent appointment.

(c) Regardless of the number of applicants, all competitive hiring actions will have a ranking panel consisting of, at least, two attorneys. Paraprofessionals and legal administrators may not serve as voting members of the panel. The selecting official cannot serve on the ranking panel.

(d) If the SJA does not serve as the selecting official, the justification memorandum will document his/her concurrence with the selection.

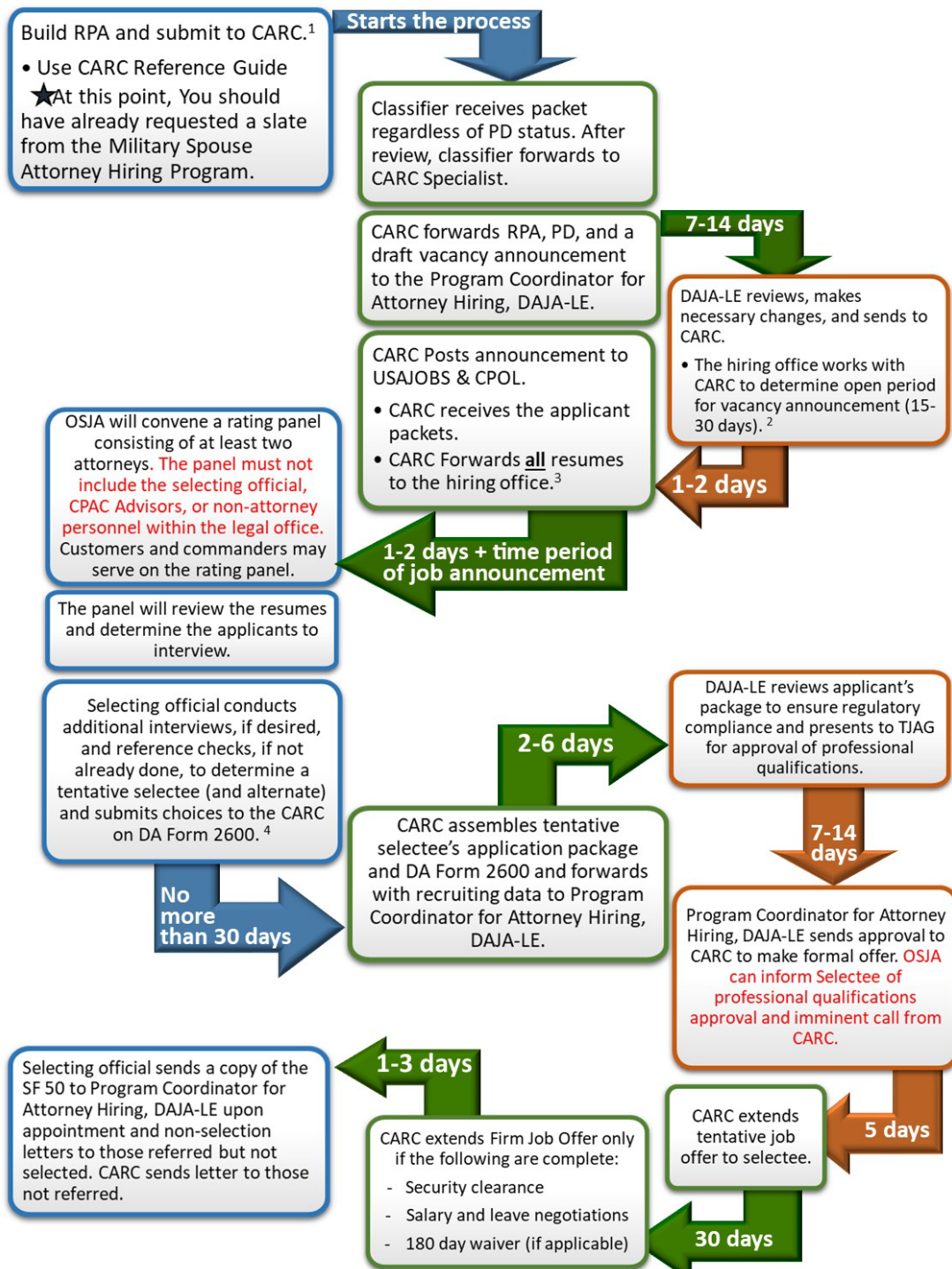
(e) The ranking panel and selecting official will review the Certificates of Good Standing and Statements of Fitness for, at minimum, the Selectee and First Alternate, and is encouraged to review the Certificate of Good Standing and Statement of Fitness for all interviewees.

(f) When assessing applicants, the ranking panel may use numerical grading for resume and interview reviews. It is the position of OTJAG that, for purposes of attorney hiring, offices should still not rely solely on quantitative measures to assess candidates (i.e., an attorney with five years of experience is automatically less qualified than attorney with eight years of experience).

(g) OTJAG encourages the use of a continuation page or separate justification memo (reference summaries may be included in the same memo) to explain selection of the Selectee and any alternate candidates. Both the Selectee and First Alternate will be referenced in DA Form 2600.

(h) Direct questions concerning additional staffing flexibilities and any conflicts between TJAG guidance and command policies on hiring to the Chief, CPM.

Figure 12-1 Civilian Attorney Staffing Process



1. All Attorney actions should be handled by the CARC unless the office is recruiting for a GG position. These positions go through the Fort Huachuca CPAC.

2. Contact the CARC if you wish to extend the vacancy announcement period.

3. If you would like the CARC to provide full application materials (transcript, cert. of good standing, etc.) just ask. Remember you should review, at minimum, the full application materials of any individuals sent to TJAG for qualifications approval.

4. OTJAG encourages the use of a continuation page or separate justification memo (reference summaries may be included in the same memo) to explain selection of primary and alternate candidates. Both primary and alternate will be referenced in DA Form 2600.

Figure 12-2 Step-by-Step Process for Consideration of Military Spouse Attorneys

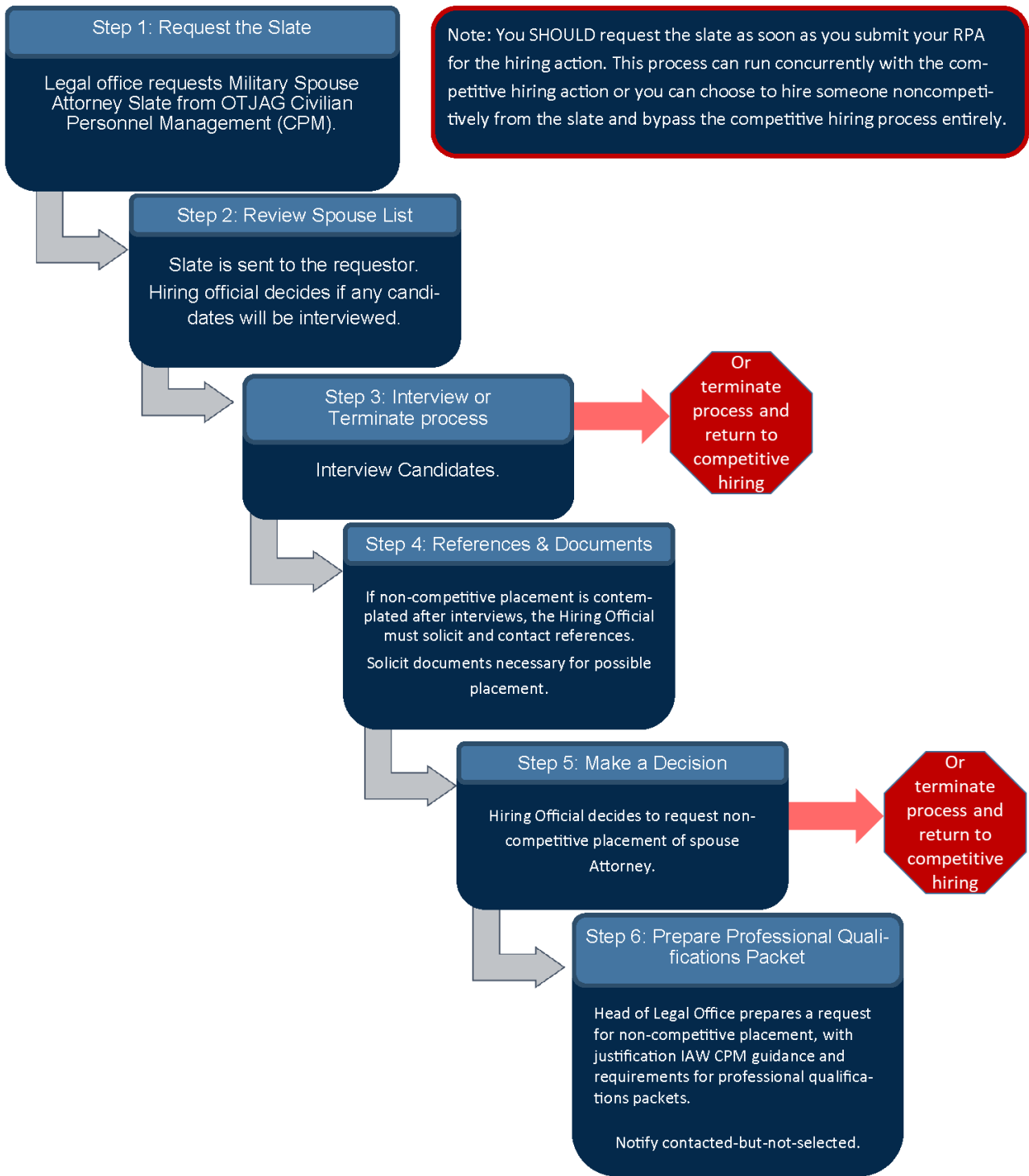


Figure 12-3 What is the Candidate's Expertise Level?

	GS-11	GS-12 and 13	GS-14 and 15
Administrative Law	Develop functional expertise in general administrative law and civil law actions. Provide oral and written guidance in areas that include adverse administrative actions, financial liability investigations of property loss, line of duty investigations, AR 15-6 investigations, standards of ethical conduct, force management modifications, government information practice, the impact of legal policy and interpretation of state and federal laws, interpretation of executive orders, directives, and agency regulations, and conducts legal reviews of agency handbooks, policy manuals, and training materials.	Reviews legal actions on behalf of local Senior Command in administrative, ethics and civil law areas. Provides advice regarding legal sufficiency and compliance with statute, regulations, directives, policies, and orders. Provides recommendations for resolution of legal problems. Provides expertise in developing litigation strategies for defending the Army. Must have at least 2 years of experience.	Possess depth of legal expertise. Works directly with Commander/Chief of Staff of three or two-star flag commands with worldwide responsibilities. Utilize experience to support client's strategic priorities. Must have at least 3 years of experience.
Contracts	Develop functional expertise in drafting, negotiating, and reviewing contracts; participating in bid protests; assisting with compliance programs; addressing regulatory requirements; advising on statements of works, pre-solicitation and requests for proposals; and award modifications, ratifications and bid protests.	Independently plans, organizes, and conducts studies of day-to-day legal problems and cases encountered in their programs. Investigates facts, searches for legal precedents, defines the legal and factual issues, drafts necessary legal documents, and develops conclusions and recommendations. Must have at least 2 years of experience.	Serves as installation's subject matter expert in contract law. Works directly with Commander/Chief of Staff of three or two-star flag commands with worldwide responsibilities. Advises on acquisition policies, defense procurement law, bid protests, contract appeals and disputes, claims, and procurement fraud. Must have at least 3 years of experience.
Labor and Employment	Develop functional expertise that includes providing oral and written counsel on reasonable accommodation, employee performance, discipline, equal opportunity, and disability compensation; assess furlough risks and developed contingency plans; investigate and resolve formal EEO complaints involving discrimination, retaliation, and harassment; act as Office of Special Counsel liaison involving complaints of prohibited personnel practices; and provide advice on leave, alternative work schedule, accommodations, bargaining, changes in conditions of employment, contract negotiations, investigation, reprisal, discrimination-harassment, and hostile work environment.	Demonstrates independent responsibility for a significant volume of work with very short deadlines. Reviews actions for consistency with policy and for determination as to whether it sets new precedent. Independently conducts investigations and negotiations, plans the approach, and develops the completed decision, report, brief, opinion, and other product. Represents the government at the conference, hearing, or trial. The Commander, Chief of Staff, and senior management generally seek counsel directly from the attorney as the principal litigation counsel for labor and employment matters. Must have at least 2 years of experience.	Possesses wide latitude for independent judgment in performing duties and rendering opinions on interpretations. The recommendations and decisions have the potential to affect federal sector labor law nationwide and the independence to decide whether to appeal to MSPB or EEOC on behalf of an agency is without review. Works directly with Commander/Chief of Staff of three or two-star flag commands with worldwide responsibilities. Legal advice is considered authoritative. Represents the Command's legal position, makes recommendations, defends the propriety of the agency's action, and formulates alternative courses of action. Must have at least 3 years of experience.
Client Services	Develop functional expertise that includes providing direct counsel to active-duty service members, retirees, and their dependents on the legal and practical meaning and effects of divorce, legal separations, annulment, and custody. Provides legal advice, counseling, drafting and execution of wills and codicils. Provides counsel in areas of tax, estate planning, garnishment rules, repossession, tenant's rights, eviction procedures, offers to purchase, sales contracts, and consumer's rights	Directs, develops, and assigns work and goals related to all assistance functions. Makes distribution of work assignments to ensure effective and expeditious accomplishment of work. Ensures uniform application of all administrative and operating policies and procedures. Coordinates all related responsibilities, and resolutions of problems in day-to-day operations. Must have at least 2 years of experience.	Supervises professional attorneys involved with legal issues of extreme urgency, unusual controversy, and comparable implications. Works directly with Commander/Chief of Staff of three or two-star flag commands with worldwide responsibilities. Takes on leadership role in developing, implementing, evaluating, and approving processes and procedures to monitor the effectiveness of services. Must have at least 3 years of experience.
Environmental Law	Develops functional expertise that includes providing written and oral counsel on environmental law matters. Provides command advice on the interpretation of environmental laws and regulations. Completes extensive review, research, and legal interpretation of a wide range of federal environmental statutes.	Renders legal advice on all environmental law matters to include advice on interpretation of environmental laws and regulations; apprising the command on appropriateness of any taxes, penalties, fees, fines, sanctions, or compliance orders arising from State and Federal environmental requirements or enforcement activities; and monitoring State and Federal environmental legislative and regulatory developments affecting installation activities. Obtains and evaluates expert information in controversial areas of environmental law such as that sought from consultants on endangered species or hazardous waste handling/disposal. Completes extensive review, research, and legal interpretation of a wide range of federal employment statutes. Must have at least 2 years of experience.	Serves as senior environmental law attorney and as installation legal expert. Works directly with Commander/Chief of Staff of three or two-star flag commands with worldwide responsibilities. Responsible for handling the most complex environmental cases. Develops and presents the factual and legal position on environmental litigation matters. Reviews, investigates, and determines the installation's legal liability concerning legal actions and claims against the government. Determines the defense strategy and makes recommendations. Defends the command's actions and formulates alternate courses of action. Prepares and reviews legal documents, agreements, environmental assessments, and impact statements. Must have at least 3 years of experience.

12-4. CIVILIAN ATTORNEY AND PARAPROFESSIONAL PROFESSIONAL DEVELOPMENT.

In addition to resources for civilian training and professional development provided by the local office/ command and OTJAG, the Army Civilian Career Management Activity and Legal Functional Community also provide resources and opportunities for education, training, and professional development to civilian attorneys and paraprofessionals. Legal Functional Community information and development opportunities will be disseminated through direct email, JAGCNet announcements, MilBook (<https://www.milsuite.mil/book/groups/career-program-56-legal>) and Facebook (<https://www.facebook.com/armycp56>). To ensure you receive email from the Legal Functional Community, please ensure your contact information and government email address are updated in MyBiz+ (<https://compo.dcpds.cpms.osd.mil/>).

CHAPTER 13. ENLISTED PARALEGAL MANAGEMENT

13-1. GENERAL

This chapter pertains to the personnel management of all military paralegals, MOS 27D. As a member of JALS, outlined in AR 27-1, TJAG manages military paralegals according to the career development model that follows (Figures 13-1, 13-2 and 13-3). The JAGC Regimental Command Sergeant Major (RCSM) serves as the Senior Enlisted Advisor to TJAG for all 27D enlisted assignments.

13-2. CAREER MANAGEMENT AUTHORITY

In accordance with HQDA General Order 2020-01, TJAG is the career management authority for all members of the JAGC.

13-3. ASSIGNMENTS

a. Active Component. Enlisted assignments are determined and processed through their Talent Manager by HRC. Generally, all AC enlisted assignment tour lengths are for 36 months. The following are 24 months: Drill Sergeants, and AIT Instructors. Soldiers who wish to extend an assignment tour length beyond these parameters must submit a request to the RCSM through their Talent Manager. If a Soldier seeks to have high school junior or senior stability considered as part of the usual assignment decision-making process, follow provisions of AR 614-200, para 5-26. Requesting consideration does not guarantee stabilization, but it does guarantee the proper assignment authority is aware of the desire for stabilization. There are exceptions and circumstances that may affect tour lengths. Talk with your Talent Manager if there are circumstances that may affect the tour lengths.

b. Reserve Component.

(1) TPU Assignments. TPU enlisted Soldiers may move between assignments in one of two ways. When not tied to promotion, individual Soldiers may request transfer between units (for example, rotating from a Legal Operations Detachment into a traditional Major Subordinate Command (MSC) OSJA, by gaining the approval of their gaining and losing units. Second, after evaluation for promotion, SSGs, SFCs, and MSGs are assigned to TPU positions by USAR Readiness Divisions to positions of the next higher grade according to mileage election, completion of the requisite military education (ALC, SLC, and MLC) and Order of Merit List (OML) ranking. This assignment is typically simultaneous with a promotion, and must be driven by OML ranking, mileage election, and qualification for promotion.

(2) The length of a TPU SGM tour is determined by USARC policy. The maximum tour length is 36 months for any given UIC-level assignment. RAM coordinates with the Senior Leader Development Office (SLDO) for advertising vacant positions at least six months prior to tenure termination for all TPU SGM positions. 27D SGM tenure position applications will be routed through RAM for RCSM consideration and approval. SGMs must serve a minimum of one year in a tenured position prior to applying for a subsequent assignment and are encouraged to rotate between embedded and USARLC positions. The only exception to this process is when an existing vacancy is identified by a readiness division for fill by a 27D at the top of the MSG OML, who is otherwise qualified for promotion. Finally, TPU SGMs will serve no more than two consecutive SGM tenure tours within the USARLC.

(3) All qualified USAR 27Ds should have an opportunity to be considered for assignment to CPNCO positions. Upon selection for CPNCO positions, Soldiers will be counseled that they will perform these duties for 36 to 48 months; and should begin looking for a new TPU position at least six months prior to end date. 27Ds serving as CPNCOs must receive written consent from their Commander prior to mobilization. Upon approval, the CPNCO position may be advertised.

(4) AGR Assignments. All USAR AGRs are on AD under the provisions of 10 U.S.C. § 12301(d). AGR 27Ds can expect reassignment every two to four years based on the needs of the Army.

(a) AGR accession panels are conducted by HRC and RAM once a quarter (four times per FY). If a Soldier is deemed to be a candidate for the AGR program, they will be placed on an Order of Merit List (OML) for

assignment consideration. All Soldier will conduct an interview and meet all requirements from RAM and HRC for selection.

(b) All AGR assignments are determined by the RCSM with recommendations from the 27D Talent Manager and the AGR Assignment Steering Committee. The AGR Assignment Steering Committee members are the CSM, Legal Command; SGM, U.S. Army Reserve Command (USARC); and the 27D Proponent SGM; or their designee. The committee is responsible for providing assignment recommendations to the RCSM. Non assignments that assist OSTC are recommended to be 36 months' time on station. Military Justice NCOs that are assisting OSTC assignments are recommended to be 48 months with an option to extend for 36 months.

(5) Individual Mobilization Augmentee Assignment (IMA). 27D IMA vacancies are typically E6-E8 positions. Enlisted personnel should refer to paragraph 6-10 for guidance regarding USAR enlisted IMA assignments.

c. Nominative Positions.

(1) Nominative assignments are positions which, at the discretion of the RCSM, require additional prerequisites. Selections for these positions are made by the RCSM, through consultation with the senior JAGC leadership.

(a) RA nominative assignments include: TJAGLCS NCOA, Student Detachment, Direct Commissioning Course (DCC) and Juliet Company (AIT) First Sergeant; 27D HRC Talent Management and Senior Talent Management NCO; Office of Military Commissions; 27D NCOA Small Group Leaders; 27D NCOA Operations NCO; Court Reporter Instructors; 27D PME Training Developers; AIT Instructors; Drill Sergeants; Office of the Special Trial Counsel (OSTC) NCOs; Observer Controller Trainer NCOs; OTJAG Criminal Law Operations NCO; Advanced Individual Training (AIT) Course Director; and HQDA Staff.

(b) USAR nominative assignments include: USARC OSJA Staff, OSJA, HRC Staff, Legal Command G37 position, RAM Staff, TJAGLCS Staff positions.

(2) Selection consideration: Applicants for nominative assignments will forward a packet to the Talent Manager and Senior 27D HRC Career Management NCO for their component, located at OTJAG TMO. The packet will include, NCOERs (minimum of last 5), Soldier Talent Profile (STP), SJA recommendation, Chief/Command Paralegal NCO recommendation, statement from Soldier as to why he/she wants to be considered, leadership philosophy, DA Form 705 (ACFT), DA Form 5500/5501 and additional memorandums of support (optional).

(3) RCSM may waive these prerequisites and select any Soldier holding the 27D MOS for these positions based on demonstrated performance and qualifications as required by the KSBs.

13-4. CAREER SKILLS PROGRAM (ENLISTED)

Enlisted Soldiers applying for the Career Skills Program in grades E1 through E8 who are not CPNCOs are to notify their servicing CPNCO before applying through their local chain of Command. Enlisted Soldiers who are in a CPNCO position will notify their Talent Manager before applying through their local chain of command.

Figure 13-1 Regular Army 27D Career Model

Professional Development Model						
Skill Level	1 PV1-CPL/SPC	2 SGT	3 SSG	4 SFC	5 MSG/1SG	6 SGM/CSM
Duty Titles	Paralegal Specialist	Paralegal NCO Paralegal NCO (TDS) Court Reporter (AS1 C5)	Paralegal NCO Paralegal NCO (TDS) Court Reporter (AS1 C5) Op Law NCO Special Victim Paralegal NCO	Sr Paralegal NCO Sr Paralegal NCO (TDS) Sr Court Reporter (AS1 C5) Op Law NCO	Chief Paralegal NCO Sr MJ Ops NCO	Command Paralegal NCO
Duty Assignments	Paralegal SPC at: • Battalion • Brigade • OSJA at Mission Support Element (MSE), Division, Coprs, Army Service Component Command (ASCC)	Paralegal NCO at: • Brigade • OSJA at MSE, Division, Coprs, ASCC Court Reporter, if qualified	Paralegal NCO at: • Brigade • OSJA at MSE, Division, Coprs, ASCC Court Reporter, if qualified	Sr Paralegal NCO at: • Brigade • Support Brigade • OSJA at MSE, Division, Coprs, ASCC Sr Court Reporter, if qualified	Chief Paralegal NCO at: • ASCC • Installation • MSE • Theater Spt Cmd • AAMDC • Signal Cmd • MP Brigade Sr MJ Ops NCO, any command level	Command Paralegal NCO at: • OSJA at Division, Coprs, ASCC Instructor/Writer at USAMA CSM – MOS immaterial
Demanding Assignments		• Separate Battalion Paralegal NCO • Court Reporter	• ALC Instructor, NCOA • Recruiter • Drill Sergeant • Court Reporter • AIT Instructor/Writer • AIT Platoon Sergeant • Instructor, Court Reporter Crs • Paralegal NCO, Special Ops Forces (SOF)	• Sr Paralegal NCO - BCT • Career Advisor – HRC • AIT Sr Developer/Writer • TJAGLCS Sr Developer/Writer • Chief, Court Reporter Training • Sr SGL – NCOA • AIT Platoon Sergeant • Combat Trainer – Op Law O/C • Sr Court Reporter • Sr Paralegal NCO – SOF • Operations NCO – NCOA	• 1SG – NCOA • 1SG – OBC Cadre, TJAGLCS • 1SG – AIT • 1SG – MOS Immaterial • Sr Career Advisor – HRC	• Regimental CSM • CSM – TJAGLCS • CSM – MOS Immaterial • Command Paralegal NCO – Corps
Institutional Training	AIT, SSD1	WLC, ALC CC	ALC, SSD3	SLC, SSD4	SMC	SSD5
DL Courses		** IPC 1 (must be WLC graduate)	** IPC 2 (must be ALC graduate)			
CMF Resident Courses		• Law for Paralegal NCO Course • Court Reporter Course • TDS Course	• Law for Paralegal NCO Course • Court Reporter Course • TDS Course • Op Law Course	• Sr Paralegal NCO Course • Sr Court Reporter Course • Military Justice Managers Course • Op Law Course • Criminal Law New Developments Course • Brigade Legal Course • Law of Armed Conflict Course	• Sr Paralegal NCO Course • Military Justice Managers Course • Criminal Law New Developments Course	• Command Paralegal NCO Course • How the Army Runs • CSM Legal Orientation Course
Recommended Civilian Education	Paralegal Degree Program (PDP)	PDP	PDP	PDP Associates Degree	Bachelors Degree	Masters Degree

** IPCs 1 and 2 are mandatory attendance at ALC and SLC, respectively.

Figure 13-2 Reserve Components 27D Career Model

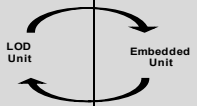
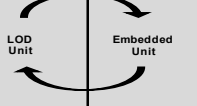
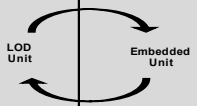
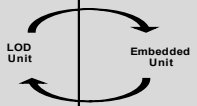
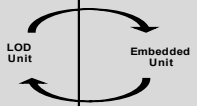
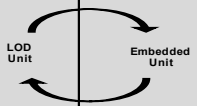
Reserve Components 27D Career Model																														
27D's Career Development Objective: The Army and the JAGC develops, employs, and retains Paralegals who combine the versatility, leadership and knowledge over multiple legal discipline with the expertise at the highest possible level. Versatility will remain essential throughout a Paralegal's career; when called upon, all Paralegals must be competent. As they enter the senior ranks, Paralegals are expected to develop leadership, mentorship, and the ability to train Soldiers in one or more disciplines. Commanders and SJAs must be able to draw upon their expertise.																														
Assignments																														
Year	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30
Rank	PVT - SPC/CPL				SGT				SSG				SFC				MSG				SGM				SGM/CSM					
Assignments	Paralegal Specialist				Paralegal NCO								Senior Paralegal				Chief Paralegal				Senior Leader Assignments									
Goal	Performs and manages the delivery of legal services to unit command teams while continuously advance their knowledge, skills, experience, and abilities to contribute effectively to the legal mission				Provide legal and administrative support in all areas of criminal law, family law, international law, civil and administrative law, contract law, and fiscal law. Continuously advance their knowledge, skills, experience, and abilities to contribute effectively to the legal mission								A SME in technical and tactical skills, knowledge, and experience needed to lead an SJA, CJA or BJA office. Provides legal and administrative support in all areas of law.				Lead and develop Soldiers and Judge Advocates. Provide senior NCO guidance to senior leaders, and apply specialized expertise. Able to Lead an SJA, CJA, or BJA office				Senior Enlisted Advisor to the SJA and Command Team. Leads and develop Soldiers and Judge Advocates. Coach, teach, mentor, develop, train, and lead the Senior NCO Population.									
Duties	AGR 27D: N/A TPU 27D: - Paralegal Specialist -Assignments: Legal Operation Detachment (LOD), Embedded 				AGR 27D: - Paralegal NCO - Court Reporter TPU 27D: - Paralegal NCO - Court Reporter - Operational Law NCO -Assignments: Legal Operation Detachment (LOD), Embedded 				AGR 27D: - Paralegal NCO - National Security Law NCO - Operational Law NCO - Court Reporter - Military Justice NCO TPU 27D: - Paralegal NCO - Court Reporter - Operational Law NCO -Assignments: Legal Operation Detachment (LOD), Embedded - Broadening (AGR and TPU): 00G 				AGR 27D: - Senior Paralegal NCO - Sr Court Reporter TPU 27D: - Senior Paralegal NCO - Senior Court Reporter - Operational Law NCO -Assignments: Legal Operation Detachment (LOD), Embedded - Broadening (AGR and TPU): 00G 				AGR 27D: - Chief Paralegal NCO TPU 27D: - Chief Paralegal NCO - 1SG -Assignments: Legal Operation Detachment (LOD), Embedded - Broadening (AGR and TPU): 00G 				AGR 27D: - Command Paralegal - G3/5/7 Operations SGM - USAR SEA and Liaison at SGM-A TPU 27D: - Command Paralegal - Assignments: Legal Operation Detachment (LOD), Embedded - Broadening (AGR and TPU): 00G 									
Paralegals are encouraged to seek out assignments in both LOD and Embedded units throughout their careers in order to build a broad base of experience and expert level skills.																														
00G - AGRs will contact the RC-PPTO Career Manager. TPUs will contact their Chief Paralegal																														
Soldiers are encouraged to seek Mobilizations and Deployments throughout their career.																														
Self-develop	Best Warrior Competition, Expert Soldier Badge, APCC, Basic Court Reporter (ASI C5), PWTC, Battle Staff, NSL-P																													
Prof. Mil. Educ.	AIT	BLC			ALC			SLC			MLC			SMA-A			BN CSM PCC BDE CSM PCC Nomative Leaders Course Keystone Course													
Additional Professional Development Education & TJAGLCS Short Courses																														

Figure 13-3 AGR Enlisted Assignment Factors

Needs of the USAR	Needs of the JAGC	Personal Interest
<ul style="list-style-type: none"> • Goal. Support the AR, AC missions, and the Joint Force. • Factors. <ul style="list-style-type: none"> - Mission - Availability of Personnel - Need for expertise - Comply with Army Policy: EFMP, Married Army Couples Program, etc. • Method. Match qualified and available 27Ds with current mission requirement. AGR service is a privilege that, at times, requires sacrifice. 	<ul style="list-style-type: none"> • Goal. Develop and employ AGRs with expertise and versatility. • Factors. <ul style="list-style-type: none"> - Develop expertise and versatility in the right combination to support the mission. - Equity of deployments / mobilizations. - Education and development appropriate to the Soldier. - Functional expertise may be developed or employed to meet JAGC needs. • Method. Assign 27Ds to duties that develop and employ expertise and versatility. 	<ul style="list-style-type: none"> • Goal. Consider each AGRs preferences and goals. • Factors. <ul style="list-style-type: none"> - Talent Managers consider individual preferences. - Reaffirms the JAGC commitment to Soldiers and Families. • Method. JAGC considers personal preferences while meeting all Army Reserve requirements.

13-5. PROFESSIONAL DEVELOPMENT SKILL IDENTIFIERS (PDSI).

Professional Development Skill Identifiers (PDSIs). PDSIs are awarded to paralegal Soldiers (MOS 27D) indicating they have developed a high level of proficiency in military justice, or national security law through experience, institutional training, and demonstrated abilities. There are two PDSI levels for each of these core competencies. Leaders and talent managers will consider PDSIs during the screening process when assigning paralegal Soldiers to positions requiring increased levels of expertise. PDSI packets will be processed in coordination with unit CPNCOs; for unique or separate organizations coordination will be with the senior paralegal in that organization (e.g., OSTC, TDS, USAR Division, LOD, etc.). Once packets are completed and approved, they will be forwarded to TMO for verification and tracking. The POC for 27D PDSIs is the Proponent SGM.

Figure 13-4 Military Justice Professional Development Skill Identifier Criteria

MJ PDSI CRITERIA		
Level 1	1	At least 12 months in qualifying position
	2	Qualifying positions include Special Victim Prosecutor NCO; General crimes paralegal/paralegal NCO; TDS paralegal/paralegal NCO
	3	Completed 10 General Court-Martial Convening Authority level court-martial actions (verified in Military Justice Online by local Chief or Command Paralegal NCO)
	4	Attended the Trial Paralegal Course and or the Special Victim Prosecutor Team Course
	5	SJA approval
Level 2	1	Possesses Level 1 MJ PDSI
	2	Served in one of or a combination of the following qualifying positions for a minimum combined total of 36 months: Special Victim Prosecutor NCO; General crimes paralegal NCO; Senior MJ Ops NCO; Trial Defense Service Paralegal NCO
	3	Supervised the completion of 15 General Court-Martial Convening Authority level court-martial actions (verified by local Chief of Justice and Chief or Command Paralegal NCO)
	4	Attended one of the following training courses: General Crimes Course; Special Victim Prosecutor Team Course; Military Justice Leaders Course
	5	Letter(s) of recommendation from Chief of Justice, Chief or Command Paralegal NCO; and SJA
	6	OTJAG CLD is the approval authority for level 2 MJ PDSI
<p>1. Applicant may receive credit for position one time within requested PDSI level or higher. This applies to 27Ds working in positions designated for more senior noncommissioned officers. When seeking PDSI level 2, the applicant may not use same periods of experience used to validate level 1. There are additional positions that are considered when applying for the PDSIs. Please get with the Proponent SGM to identify if you qualify for a one of the PDSIs.</p> <p>2. Local SJA is the approval authority for level 1; however, the action will be routed through OTJAG, TMO, for processing.</p>		

Figure 13-5 National Security Law Professional Development Skill Identifier Criteria

NSL PDSI CRITERIA		
Level 1	1	At least 18 months in qualifying position
	2	Qualifying positions include Special Operations or Ranger Regiment; Combat Aviation Brigade OPLAW NCO; Division NSL NCO; Corps NSL NCO; Observer Controller Trainer assigned to training centers (JMTC, JRTC, NTC)
	3	Mandatory completion of the National Security Law primer course
	4	SJA approval
Level 2	1	Possesses Level 1 NSL PDSI
	2	At least 18 months in qualifying position
	3	Qualifying positions include Special Operations or Ranger Regiment; Combat Aviation Brigade OPLAW NCO; Division NSL NCO; Corps NSL NCO; ASCC NSL NCO
	4	Must complete the National Security Law of Armed Conflict Course
	5	OTJAG NSLD approval with letter of recommendation from an SJA or Supervisor regarding actual NSL duties performed
<p>1. Applicant may receive credit for position one time within requested PDSI level or higher. This applies to 27Ds working in positions designated for more senior noncommissioned officers. When seeking PDSI level 2, the applicant may not reuse the same period(s) of experience used to validate level 1.</p> <p>2. Service in qualifying positions while deployed to hostile fire/imminent danger pay areas are credited at 2 for 1.</p>		

Abbreviations and Acronyms

ABA	American Bar Association
AC	Active Component
ACCA	Army Court of Criminal Appeals
ACFT	Army Combat Fitness Test
ACOM	Army Command
ACT	Army Career Tracker
ACTEDS	Army Civilian Training, Education, and Development System
AD	Active Duty or Army Directive
ADL	Active Duty List
ADOR	Active Date of Rank
ADSO	Active Duty Service Obligation
AFCS	Active Federal Commissioned Service
AFC	Army Futures Command
AFS	Active Federal Service
AGR	Active Guard Reserve
AIT	Advanced Individual Training
AKO	Army Knowledge Online
ALC	Advanced Leader Course
AMC	United States Army Materiel Command
AMHRR	Army Military Human Resource Record
AO	Action Officer
AOC	Advanced Operations Course
AR	Army Regulation
ARB	Automated Record Brief
ARCYBER	U.S. Army Cyber Command
ARNG	Army National Guard
ASCC	Army Service Component Command
ASI	Army Skill Identifier
AT	Annual Training
ATRRS	Army Training Requirements and Resource System
BCT	Brigade Combat Team
BJA	Brigade Judge Advocate
CFR	Code of Federal Regulations
CDR	Commander
CGSC	U.S. Army Command and General Staff College
CIA	Central Intelligence Agency
CJA	Command Judge Advocate
CLAMO	Center for Law and Military Operations
CLD	Criminal Law Division
CLE	Continuing Legal Education
COCOM	Combatant Command
CONUS	Continental United States

CPAC	Civilian Personnel Advisory Center
CPM	Civilian Personnel Management
CPOC	Civilian Personnel Operations Center
CSB	Contracting Support Brigade
CWOC	Chief Warrant Officer of the Corps
DA	Department of the Army
DAD	Defense Appellate Division
DCAP	Defense Counsel Assistance Program
DCC	Direct Commissioned Officer Course
DFAS	Defense Finance and Accounting Service
DIA	Defense Intelligence Agency
DIMA	Drilling Individual Mobilization Augmentee
DJAG	Deputy Judge Advocate General
DL	Distributed Learning
DLAB	Defense Language Aptitude Battery
DoD	Department of Defense
DoDI	Department of Defense Instruction
DoJ	Department of Justice
DRU	Direct Reporting Unit
DSJA	Deputy Staff Judge Advocate
EBDL	Electronic-Based Distributed Learning
EFMP	Exceptional Family Member Program
ETS	Expiration Term of Service
FLEP	Funded Legal Education Program
FORSCOM	United States Army Forces Command
FSO	Field Screening Officer
FY	Fiscal Year
GAD	Government Appellate Division
GCM	General Court-Martial
GDP	Graduate Degree Program
GOSC	General Officer Steering Committee
HQDA	Headquarters, Department of the Army
HRC	U.S. Army Human Resources Command
ILE	Intermediate Level Education
IMA	Individual Mobilization Augmentee
INSCOM	U.S. Army Intelligence and Security Command
IRR	Individual Ready Reserve
JA	Judge Advocate
JAGC	Judge Advocate General's Corps
JAGCNet	Judge Advocate General's Corps Network
JAGU	Judge Advocate General's University
JALS	Judge Advocate Legal Service
JAOAC	Judge Advocate Officer Advanced Course

JAOBC	Judge Advocate Officer Basic Course
JAOIP	Judge Advocate Officer Incentive Program
JAORB	Judge Advocate Officer Retention Bonus
JARO	Judge Advocate Recruiting Office
JASLRP	Judge Advocate Student Loan Repayment Program
JATSOC	Judge Advocate Tactical Staff Officer Course
JER	Joint Ethics Regulation
JFHQ	Joint Force Headquarters
JPME	Joint Professional Military Education
JSOC	Joint Special Operations Command
JTF	Joint Task Force
KFLD	Contract and Fiscal Law Division
KLIP	Contract Litigation & Intellectual Property
LDP	Leader Development Plan
LES	Leave and Earning Statement
LL.M.	Master of Laws
LOD	Legal Operations Detachment
MBF	My Board File
MCM	Manual for Courts-Martial
MEL	Military Education Level
MICC	Mission and Installation Contracting Center
MILPER	Military Personnel
MIRC	Military Intelligence Readiness Command
MJ	Military Judge OR Military Justice
MOBTDA	Mobilization Table of Distribution and Allowances
MOC	Management of Change
MOCS	Military Occupational Classification Structure
MOS	Military Occupational Specialty
MPD	Military Personnel Division
MTOE	Modified Table of Organization and Equipment
NATO	North Atlantic Treaty Organization
NCO	Noncommissioned Officer
NCTC	National Counterterrorism Center
NGB	National Guard Bureau
NGIC	National Ground Intelligence Center
NSA	National Security Agency
NSL	National Security Law
OCONUS	Outside the Continental United States
ODNI	Office of the Director of National Intelligence
OER	Officer Evaluation Report
OGC	Office of General Counsel
OIC	Officer In Charge
OJT	On-the-Job Training

OML	Order of Merit List
ORC	Operational Response Command
OSTC	U.S. Army Office of Special Trial Counsel
OTJAG	Office of The Judge Advocate General
PCS	Permanent Change of Station
PDF	Portable Document Format
PDPC	Professional Development Proficiency Code (Officer)
PDSI	Professional Development Skill Identifier (Enlisted)
PME	Professional Military Education
P3	Plans, Programs, and Policies
PRB	Professional Responsibility Branch
QUP	Qualified Unpaid Principal
RA	Regular Army
RC	Reserve Component
RCSM	Regimental Command Sergeant Major
RDC	Regional Defense Counsel
ROTC	Reserve Officer Training Corps
SAUSA	Special Assistant United States Attorney
SERB	Selective Early Retirement Board
SES	Senior Executive Service
SI	Skill Identifier
SJA	Staff Judge Advocate
SLC	Senior Leader Course
SME	Subject Matter Expert
SMU	Special Mission Unit
SOAR	Special Operations Aviation Regiment
SSC	Senior Service College
STP	Soldier Talent Profile
SVC	Special Victims' Counsel
TCAP	Trial Counsel Assistance Program
TCS	Temporary Change of Station
TDA	Table of Distribution and Allowances
TDD	Training Development Directorate
TDS	U.S. Army Trial Defense Service
TDY	Temporary Duty
TJAG	The Judge Advocate General
TJAGLCS	The Judge Advocate General's Legal Center and School
TMO	Talent Management Office
TOE	Table of Organization and Equipment
TPU	Troop Program Unit
TRADOC	United States Army Training and Doctrine Command
U.S.C.	United States Code
UCMJ	Uniform Code of Military Justice

UIC	Unit Identification Code
USACAPOC	U.S. Army Civil Affairs and Psychological Operations Command
USACID	U.S. Army Criminal Investigation Division
USAREUR– AF	U.S. Army Europe and Africa
USARLC	U.S. Army Reserve Legal Command
USALSA	U.S. Army Legal Services Agency
USAR	U.S. Army Reserve
USARCS	U.S. Army Claims Service
USAREC	U.S. Army Recruiting Command
USARPAC	U.S. Army Pacific
USATDS	U.S. Army Trial Defense Service
USAWC	U.S. Army War College
USAWOCC	U.S. Army Warrant Officer Career College
USMA	United States Military Academy
USNWC	United States Naval War College
WHINSEC	Western Hemisphere Institute for Security Cooperation
WOAC	Warrant Officer Advanced Course
WOBC	Warrant Officer Basic Course
WOCS	Warrant Officer Candidate School
WOILE	Warrant officer Intermediate Level Education
WOMA	Warrant Officer Management Act
WOSSE	Warrant Officer Senior Service Education
WWCLE	World-Wide Continuing Legal Education
XO	Executive Officer

REFERENCES

AR 135-100	Appointment of Commissioned and Warrant Officers of the Army
AR 135-133	Ready Reserve Screening, Qualification Records System, and Change of Address Reporting
AR 135-155	Promotion of Commissioned Officers and Warrant Officers
AR 140-1	Mission, Organization, and Training
AR 140-10	Assignments, Attachments, Details, and Transfers
AR 140-145	Individual Mobilization Augmentation Program
AR 140-185	Training and Retirement Point Credits and Unit Level Strength Accounting Records
AR 27-1	Legal Services, Judge Advocate Legal Services
AR 27-26	Rules of Professional Conduct for Lawyers
AR 27-3	The Army Legal Assistance Program
AR 27-40	Litigation
AR 350-1	Army Training and Leader Development
AR 350-100	Officer Active Duty Service Obligations
AR 600-8-104	Army Military Human Resource Records Management
AR 600-8-11	Reassignment
AR 600-8-2	Suspension of Favorable Personnel Actions (FLAG)
AR 600-8-24	Officer Transfers and Discharges
AR 600-8-29	Officer Promotions
AR 600-8-8	The Total Army Sponsorship Program
AR 600-9	The Army Body Composition Program
AR 600-91	Army Career Intermission Program
AR 601-100	Appointment of Commissioned and Warrant Officers in the Regular Army
AR 614-100	Officer Assignment Policies, Details and Transfers
AR 614-30	Overseas Service
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DA Pam 600-3	Officer Talent Management
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NGR 600-101	Warrant Officer s Federal Recognition and Related Personnel Actions
TJAG Policy Memo 22-01	Professional Responsibility
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