

JAGC Strategic Plan FY 2004-2010



JUDGE ADVOCATE GENERAL'S CORPS TRANSFORMATION

***Proven
Professionals
Supporting
the Changing
Army.***



9 JULY 2004

From the JAGC Leadership...



MG ROMIG

The Judge Advocate
General



MG MARCHAND

The Assistant Judge
Advocate General



CW3 HAUCK

The Warrant Officer of
the JAG Corps



SGM GLAZE

The Sergeant Major of
the JAG Corps



BG CAREY

Commander,
USALSA, Chief
Judge, US Army
Court of Criminal
Appeals



BG WRIGHT

Assistant Judge
Advocate
General, Military
Law & Operations



BG BLACK

Commander &
Commandant,
The Judge Advoca-
te General's
Legal Center &
School



BG SCHNEIDER

Special Assistant
to TJAG for Guard
and Reserve
Affairs



BG CASTLE

Assistant Judge
Advocate
General, Military
Law & Operations
(IMA)



COL(P) NEVIN

Chief Judge, US
Army Court of
Criminal Appeals
(IMA)



MR. KITTEL

Special Assistant
to TJAG for
Communication,
Transportation,
and Utilities

As we enter our 230th year of service to the Nation, the Corps faces challenges of a complexity and scope rarely seen in our history. We are embarking on the most sweeping transformation of the Army since World War II as we fight the Global War on Terrorism. We have borne the sacrifices required of an Army at War, yet celebrated some of our most remarkable achievements. It is times like these that the “proven professionals” of the Corps, officers and enlisted; military and civilian; active and reserve, can take pride in knowing that they have answered the call when they were needed most.

This Strategic Plan builds on our record of service and sets the Corps on a path to thrive in this uncertain environment. Although many important topics are addressed, know that you are “Our Most Valuable Asset.” This Plan focuses on providing each and every one of you the training, facilities, equipment, and quality of life needed to perform to the utmost.

We will face the coming challenges as an opportunity to write a new chapter in the history of the Corps. We will not only succeed, but excel. You will demonstrate to the Army, the Nation and the World that you are truly “Proven Professionals.”

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JAGC Mission

Provide commanders and their staffs with accurate, proactive legal advice on all issues affecting the Army and the Joint Force, while continuing to deliver quality legal services to Soldiers, retirees, and their families.





JAGC Vision

One team of proven professionals committed to justice, grounded in values, and dedicated to providing proactive legal support to the Army and the Joint Force.





Transformational Change

Our Commitment to the Future

Goal: Embrace transformational change to fully support the expeditionary Army and the Joint Force



Objectives

- ❖ Devise and implement the modular redesign of the legal capabilities in the operational Army
- ❖ Devise and implement a new modular design of the Reserve Component legal structure
- ❖ Develop standard JAGC business processes and knowledge sharing protocols to minimize the learning curve
- ❖ Diagram all JAGC business processes to facilitate reengineering according to best business practices
- ❖ Manage a tailored program of military-to-civilian conversions that supports Army Transformation while preserving core competencies in the uniformed legal force
- ❖ Design installation and operational legal force structure to best support the needs of the Army and its Soldiers and families



Professional Excellence

Our Foremost Responsibility

Goal: Seasoned leaders and trained and ready legal professionals supporting the expeditionary Army and the Joint Force



Objectives

- ❖ Sustain the Warrior Ethos of the JAGC – Soldiers First!
- ❖ Continue to develop and resource The Judge Advocate General's Legal Center and School as a Center of Excellence
- ❖ Tailor our education and training systems (Officer/NCO/Civilian) to better support the transforming Army and the Joint Force
- ❖ Establish an NCO Academy at TJAGLCS
- ❖ Develop an ABA-approved Paralegal Certification Program
- ❖ Develop an effective Distance Learning Program
- ❖ Embed legal lessons learned from military operations into Army training
- ❖ Establish a Regimental history program
- ❖ Optimize facilities for the delivery of professional legal services



People

Our Most Valuable Asset

Goal: A dynamic and unified JAGC Team that effectively leverages the talents of all its members to meet the challenges of an uncertain environment



Objectives

- ❖ Recruit the best through a fully integrated and resourced recruiting strategy
- ❖ Retain the best through focused personnel policies and incentives
- ❖ Enhance collaboration among the JAGC Active, Guard, and Reserve assets
- ❖ Implement a Career Management Program for our civilian personnel
- ❖ Grow and develop leaders — military and civilian — who fully reflect the diversity of our Corps
- ❖ Establish a separate promotion category for USAR judge advocates
- ❖ Develop personnel policies to provide more stability and predictability for personnel and their families



Military Justice

Our Legacy of Excellence

Goal: Ensure the administration of military justice adheres to the highest standards of professional excellence while promoting discipline and cohesion in the transforming Army



Objectives

- ❖ Justice Forward – Support commanders by delivering effective military justice support whenever and wherever required
- ❖ Enhance the military justice process by leveraging technology and streamlining procedures
- ❖ Deliver responsive Victim-Witness assistance in every case
- ❖ Ensure counsel develop superior advocacy and case management skills
- ❖ Implement a comprehensive plan to upgrade courtroom facilities across the Army
- ❖ Ensure the UCMJ remains responsive to the needs of the Army while protecting the rights of Soldiers



Information Management

Our Enabler for Success

Goal: Information technology and knowledge management (IT/KM) that enhance the quality and efficiency of legal services

Objectives

- ❖ Implement a governance structure to enhance the development and fielding of IT/KM initiatives
- ❖ Implement a JAGC Program/Project Management Structure to integrate JAGC systems and products with developing Army/DoD enterprise architectures
- ❖ Deploy a JAGC-wide practice management system
- ❖ Achieve legal information proficiency to support all JAGC personnel

The Way Forward

The Judge Advocate General has designated the Personnel, Plans, and Training Office (PP&TO) and the Legal Center and School (LCS) as the proponents for this Strategic Plan.

- ❖ Supporting initiatives for each of the Plan's goals and objectives will be tracked in a JAGC Strategic Action Plan
- ❖ The JAGC Strategic Action Plan designates the proponents of each initiative and establishes milestones and timelines for their accomplishment
- ❖ The JAGC leadership will receive a quarterly update on the status of the initiatives
- ❖ TJAG will convene the Corps' senior leaders at an annual JAGC Strategic Planning Conference to review and update the Plan
- ❖ Updates on the Strategic Plan will be posted on JAGCNet
- ❖ Submit your ideas and comments on the Strategic Plan via email to: ALCS-CD@hqda.army.mil