DEPARTMENT OF THE ARMY
OFFICE OF THE JUDGE ADVOCATE GENERAL
2200 ARMY PENTAGON, 3B548
WASHINGTON DC 20310-2200

DAJA-ZA

17 JUL 2020

MEMORANDUM FOR Judge Advocate Legal Services Personnel

SUBJECT: Establishment of the U.S. Army Judge Advocate General's Corps Council on Diversity, Equity, and Inclusion

1. Our People are our most precious resource – Soldiers, Civilians, Family members – across component. How we value each other – and how we each perceive the resulting treatment – matters. It matters because it is essential to our effectiveness as a team. But more importantly, it matters because it is the essence of who we are and what we represent. How we treat each other reflects our values. And our values arise from our commitment to what is right, fair, and just, which are the foundations of our shared promise: Equal Justice under the Law for all.

2. Recent national events – and the dialogue it has prompted – present an opportunity to reflect on that promise. I am, therefore, establishing the Judge Advocate General's Corps Council on Diversity, Equity, and Inclusion ("the Council").

3. Mission: The Council will take a comprehensive look at ourselves as a regiment. It will ask whether the JAG Corps is truly as inclusive as it can – and therefore, should – be. Where we can improve, the council will propose approaches to make our organization more inclusive of the diversity that is the strength of the JAG Corps, our Army, and the Nation we serve. While the council's review is to be comprehensive, it will initially look, across component, specifically at –

a. Obstacles to inclusion;

b. Recruiting and accessions;

c. Assignments;

d. Training and education;

e. Promotions; and

f. Retention.

4. Structure: The voices of our Corps, from around the world, must be heard. Therefore, the Council shall establish subordinate advisory boards from the field ("field boards") to assist the council in its task. The Council will determine the number, alignment and distribution of field boards, subject to the goal of obtaining broad feedback from the field and drawing from the wide range of talent across our Regiment – Civilian and Soldier, Reserve

Components and Active Duty, rank and grade immaterial – and reflecting the diversity of our Corps. The Council will publish the process for nominations to field boards separately. The Council and its field boards will leverage the expertise and the experience of all members of our Corps, including that of the Legal Center and the Leadership Center.

5. Operation: The Council will leverage the field boards to identify, within each of the six categories in para 3, initiatives to identify and assess problems and opportunities, and recommend solutions. Furthermore, the Council will identify additional areas of interest consistent with its broader Mission. TJAG will review Council operations and this charter on an annual basis.

6. Deliverables: The Council will provide an initial briefing to TJAG and DJAG no later than **9 September 2020,** and quarterly reports thereafter. In each such report, the Council will make specific recommendations for improvements.

7. Composition: The initial membership of the Council will be as follows: Ms. Karen Carlisle, COL Jackie Thompson, and RCSM (b) (6) will co-chair the Council. The executive officer will be LTC (b) (6) Members will include Ms. Rebecca Ausprung, CW5 (b) (6) COL (b) (6) COL (b) (6) COL (b) (6) COL (b) (6) COL (b) (6), COL (b) (6) COL (b) (6) COL (b) (6) COL (b) (6) COL Jaime Areizaga, LTC (b) (6) LTC (b) (6) MSG (b) (6) Ms. (b) (6) and Mr. (b) (6) TJAG will adjust the membership as dictated by mission requirements.

8. Because of the service and sacrifices of many, our Army and the JAG Corps represent our best ideals more than ever before. Yet, recent events have reminded us that there remains more that must be done. The Council is the first of our efforts in that regard, but it will not be the last. Success depends on each of us asking the hard questions, and working together to find the answers.

9. I am excited for the opportunity offered by the Council and its field boards to make us better, both individually and as a Regiment. I charge each member of the Judge Advocate Legal Services to leverage this moment – in our history as a JAG Corps and Army, and as a Nation – to make our Corps and the Army ever more reflective of our shared promise. Thank you for what you do every day.

Be Ready!

Since 1775!

(b)(6)

CHARLES N. PEDE
Lieutenant General, USA
The Judge Advocate General

FB #2

Meeting #2 - Recruiting & Accessions Data Base

FB#2 – Task – Data Base

Recommend listing the current position, school association, and email and phone contact of all personnel on the list.

A shared, limited access document on teams may be the easiest way to maintain this document.

This could be an opportunity to outsource the task of updating & expanding the list. There will be a challenge maintaining the databases and we must consider what IT solutions are available.

FB#2 – Response – MyMentor App

- We determined that a single list would be very difficult to maintain and may be difficult to navigate.
- A list on the network would also prevent applicants and veterans from participating.
- Once we started considering putting the information on a public domain, we attached to the idea of an app that allowed people to maintain their own information and the use of AI to help them navigate the people available to connect.
- Members addressed concern that any algorithm that paired people should be complex enough to allow people to indicate whether they are seeking someone similar-to or different-from them in any given respect.

FB #2

- 1. Defining the goals for our diversity and inclusion database and what information do you want to include?

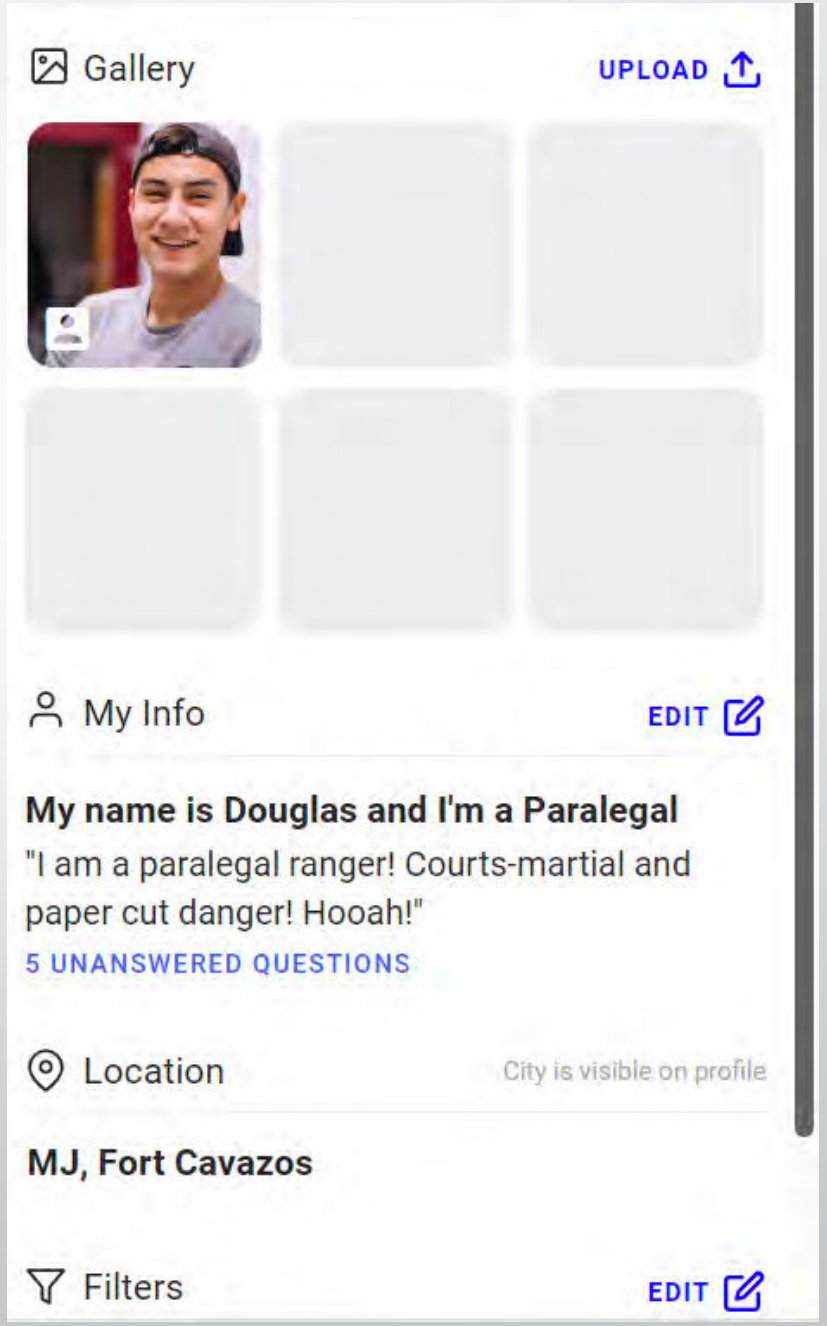
  The goal is to allow people to self-select which aspects of identity matter most to them and whether they are seeking to connect with people that reflect or differ from those aspects.

- 2. Choose a data storage platform. TEAMs?

  To establish a visual example, we used a free app building program called Cloud Match. The final version may benefit from a contract to better protect the information of participants, however, it should not require network access as it is intended to be available to people considering applying and people who have ETS'd or retired as well.

FB #2

- 3. Develop an intake form for candidates.
  - Include categories such as race, gender, age, ethnicity, and other characteristics that are relevant to diversity and inclusion.



FB #2

- 4. Design the database structure.
  - Decide which data fields need to be included, the types of data they can store, and the relationships between the various fields.

Participants are able to answer questions about natural/immutable characteristics as well as nurtured community-based identifiers.

Section 1: About You	"I am a:"	Paralegal	Legal Administrator	Judge Advocate	Applicant					
Q1	"I am willing to:"	Mentor	Be mentored	Both mentor and be mentored						
Q1.A/C		"Experience"	0-1 year	1-5 years	5+ years					
Q1.B/C			"Currently mentored"	In Army JAG Corps	Something Else					
Q2	"How old are you?"	18-24	25-30	30-40	40-55	56+				
Q3	"Where have you lived?" (Select all that apply)	North-East	South	South-West	Mid-West	West-Coast	Military Child			
Q4	"What kind of community do you identify with?" (Select all that apply)	Inner-City	Sub-Urban	Rural	Military					
Q5	"What kind of home-structure did you grow up with?"	Married Parents	Divorced Parents	Never-Married Parents	Geo-Bach Parents	Blended Family	Multi-Generational			
Q6	"How many siblings do you have?"	0	1 to 2	2 to 3	4+					
Q6.B/C/D			"What is your birth order?"							
Q7	"What is your relationship status?"	Decidedly Single	Dating	Married	Divorced	Widowed				
Q8	"How many kids do you have?"	0	1	2	3	4+				
Q9	"Do you have any other dependents other than a spouse or biological children?"	Adopted child(ren)	Parent	Sibling	Other Family Member					
Q10	"What time zone are you currently in?"	HI	Pacific	Mountain	Eastern	etc.				
Q11	"How long have you been in the JAG Corps?"	Considering/Applying	Initial Entry Obligation	2d Term	8-10 years	10-15 years	15-20 years	20+ years		
Q11.B/C/D/E/F/G			"What compo are you in?	Active	National Guard	Reserve	Retired			
Q12.A/B/C				"How much longer do you plan to stay in?"	0-2 years	2-4 years	4-8 years	9-12 years	12-15 years	15-20+ years

Section 2: Priorities										
Q1	"Rank the top 3 traits you look for in a mentor/mentee"	Immutable	Family Life	Career Goals	Career Experience	Interests/Hobbies				
Q1.A		Age	Ethnicity	Race	Gender Identification					
Q1.B			Marital Status	Number of Children	Family of Origin	Additional Obligations				
Q1.C				Civilian Sector	Broadly Skilled	Focus Track				
Q1.D					Civilian Sector	Wide Variety	Military Justice (including court reporters)	NatSec	Contract & Fiscal	Leadership
Q1.E						Physical	Mental	Spiritual		
Section 3: Preferences	(same as ID q's)									
	"Preferred form of communication"	In-Person	Video Call	Telephone Call	Text	Email				
	"Preferred frequency of communication"	Weekly	Monthly	Quarterly	At Important Junctures					
	"Preferred gender identity" (rank)	Cis-Male	Cis-Female	Gender-Non-Conforming	Trans-Male	Trans-Female	Does Not Matter			
	"Preferred race"	White	Black	Indigeonous	Asian	Mixed				
	"Preferred									

FB #2

- 5. Collect data. Reach out to potential applicants and ask them to fill out the intake form.

Due to the absence of a contract to control how the information is stored, we did not reach out to people, but created fake test-accounts on the cloud-based app.

- 6. Store the data in the database. Make sure to enter all the information correctly and maintain a secure system for storing the data.

See above.

FB #2

- 7 . Analyze the data.

Hypothesis: Participants will usually self-segregate and seek out others who identify as similar to them. The algorithm may inadvertently reinforce this. Regular surveys should be sent out to ensure the algorithm is not segregating where there is opportunity for integration.

- 8. Maintain the database.
  - What does this look like and how do we ensure the data maintains accurate.

  This may require a contract for an app service that would allow users to manage their own accounts and information. Once up and running, perhaps including "group chats" or "live events" may allow more opportunities for people to connect even when they are not matched by the AI.

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DAJA-ZA

24 MAY 2021

MEMORANDUM FOR COL Steven Ranieri, [redacted] COL Jackie Thompson, [redacted]

SUBJECT: Appointment Duties to U.S. Army Judge Advocate General's Corps Council on Diversity, Equity and Inclusion

1. Reference. Memorandum, OTJAG, 17 July 2020, Subject: Establishment of the U.S Army Judge Advocate General's Corps' Council on Diversity, Equity and Inclusion.

2. The following individuals are appointed as indicated to the JAG Corps' Council on Diversity, Equity and Inclusion:

a. COL Steven Ranieri, Member and Co-Chair

b. [redacted], Member and Co-Chair

c. COL Jackie Thompson, Member

d. [redacted] Member

e. [redacted] Member

f. [redacted] Member

g. [redacted] Member

h. [redacted] Member

i. [redacted] Member

3. Effective Date: 1 July 2021

4. Period: Until relieved by proper authority.

5. Roles and Responsibilities: The Council will continue taking a comprehensive look at ourselves as a regiment and ask whether the JAG Corps is truly as inclusive as it can – and therefore, should-be. Where we can improve, the council will propose

approaches to make our organization more inclusive of the diversity that is the strength of the JAG Corps, our Army and the Nation we serve. The Council's comprehensive review will continue to look across all components, specifically:

a. Obstacles to inclusion;

b. Recruiting and accessions;

c. Assignments;

d. Training and education;

e. Promotions; and

f. Retention

6. I charge each member of the Judge Advocate Legal Services to make our Corps and the Army more reflective of our shared promise.

(b)(6)

CHARLES N. PEDE
Lieutenant General, USA
The Judge Advocate General

Diversity Recruitment

Best Practices

Marketing

- Attend student organization meetings
  - Black Law Student Association (BLSA)
  - Caribbean Law Student Association (CLSA)
  - Hispanic Law Student Association (HLSA)
- Attend various events
  - Minority Bar Associations
  - Career/Public Interest Fairs
  - Law Days
  - LSAT Forums
  - Diversity Dinner with employers/agencies present

Target Audience

- Bench building
  - Law school
    - Students
    - Alumni (job info/distribution channels)
  - Undergraduate/College
    - Favorable programs that filter college students into law school (Seton Hall - 3 for 3)
    - Legal Education Opportunity Program: 20-25 spots allocated for applicants from traditionally underrepresented groups
  - High school age group
  - Middle school age group

Build & Foster Relationships

- Sponsorship in return for advertisement/marketing
- Focus efforts on same law schools
- Mentorship opportunities with former JAs who are professors at the law schools
- ROTC Programs
- Affinity Groups

Culture

- Ensuring there is a safe space for all and not just the majority
- Deliberate and purposeful conversations
  - Be proactive and not reactive
- Ensuring DEI does not stop at getting talent in the door
  - Maintaining the same energy to keep the talent
- Fostering an environment that is inclusive
  - Retaining diversity is the best recruitment tool

Questions?

Integration into the JAG Corps for New Civilian Employees

Contents

- Assumptions
- Integration into the JAGC
- Integration into the OSJA (Installation-Specific)
- Introduction to Army-Specific Subjects
- Training and Training Opportunities
- Common Terms and Acronyms
- Important Websites and JAG Corps Resources

Assumptions

- Attendance of CPAC's New Employee Orientation (NEO) occurs
- New DA Civilian Courses will be taken and completed by the new employee
  - Civilian Education System “Foundation Course” (Online)
  - Civilian Education System “Basic Course” (Online)
- Office-Specific Requirements will be tailored by each OSJA
  - Inprocessing for the OSJA
  - Introduction to the OSJA Personnel (Physical Meeting(s) and Directory Copy)
  - Identification of Tech Chain and Sponsor
  - POCs for Inprocessing (Computers, Accounts, Office Supplies, Etc.)
  - Introduction to the annual mandatory training that is required for all civilian personnel
  - *This presentation will include a suggested guide for OSJAs to follow on the “Integration into the Office” slide.*

Integration into the JAGC

- Topic 1: Overview of the Structure of the Army
- Topic 2: Army and JAG Corps Personnel
- Topic 3: Legal Office Structure
- Topic 4: Civilian JAGC Roles
  - 4.1: How Civilians are employed and integrated into the JAG Corps and OSJAs
  - 4.2: Civilian roles at Divisions, Brigades, and Garrison
- Topic 5: Demographics of Civilian Attorneys, Paralegals and Paraprofessionals
  - Who are they, including their backgrounds and how they came into the JAGC
- Topic 6: Working with First-Term JAs and new Enlisted Paralegals

Integration into the Office

(Installation-Specific)

- Topic 1: Installation Access
- Topic 2: Installation Resources
- Topic 3: OSJA Buildings and Locations
- Topic 4: OSJA Tour and POCs
  - OSJA-specific POCs for In-processing
  - JAGC Directory for Office
  - Contact Roster for Section
- Topic 5: Computer and Network Access
- Topic 6: Identify Technical Chain and Sponsor, Provide Introductions, and Give Tour of New Workspace and Office

Introduction to Army-Specific Subjects

- Rules of Professional Responsibility (AR 27-26)
- Legal Correspondence (AR 25-50)
- Overview of Common Actions and the Systems
  - Military Justice and Related Actions (MJO)
    - Administrative Separations
    - Officer Eliminations
    - Nonjudicial Punishment
    - Courts-Martial Process
    - MPI/CID Overview
  - Legal Assistance (ALCS, Wills)
  - Administrative Investigations (MJO)
    - LODs
    - AR 15-6 Investigations and Preliminary Inquiries
    - Safety and Other Collateral Investigations
    - RCM 303

Training and Training Opportunities

- OSJA-Led Training
  - LPDs
  - Staff Rides
  - Article 6 Inspections
    - Opportunity to engage with senior JAGC leadership
- Individual Training
  - JAGC-Sponsored
    - For Attorneys
    - For Paralegals
    - For Administrative Personnel
  - Other Opportunities

Common Terms and Acronyms

- Green Suiters. A term for Servicemembers that distinguishes them from Civilian members of the OSJA.
- CG. Commanding General
- PX. On-post general goods store.
- Shoppette. Convenience store often connected to gas station.
- FTR. Failure for a Servicemember to show up on time.
- PT. Physical Training conducted by Servicemembers, usually for an hour at 0630.
- DONSA or Training Holiday. Usually occurs on the last or next duty day in conjunction with a Federal Holiday. Servicemembers will often have the day off.
- Pound Sand. Do push-ups. Similar to saying someone can “go away” or “go play in traffic.”
- Tracking. A response signifying either the person was already aware or the person understands what is being said.

Common Terms and Acronyms Cont.

- The Range. Most commonly used to signify a Servicemember is going “to qualify,” or fire their assigned weapon to pass weapons qualification.
- Police Call. Pick up trash (or brass at the range).
- Pop Smoke. Leave.
- 59-Minute Rule.

Common Terms and Acronyms Cont.

- Websites
  - ATAAPS – Pay and Request Leave
  - DCPDS/MyBiz+ -- Performance Plan
  - TBD – Healthcare Coverage
  - TBD – Training
- JAG Corps Resources
  - JAGCNET
  - TJAGLCS
    - Deskbooks
    - Standard Training Packages
  - MJO
  - ALCS

Questions?