DEIA JALS Survey Template

Goal:

To allow JALS employees the opportunity to provide input on their experiences in terms of Diversity, Equity, Inclusion and Accessibility concerns.

Design and research

Voluntary Demographics

Age Ranges:
21 and under
22 - 32
33 - 44
45 - 55
55 and over

Race:
- White or Caucasian - British, French, German, etc.
- Black - Kenyan, Nigerian, Somalian, Brazial, etc.
- American Indian or Alaska Native - Iroquois, Cherokee, Navajo, Hopi, etc.
- Latino or Hispanic - Cuban, Mexican, Puerto Rican, etc.
- Asian - Japanese, Korean, Chinese, Cambodian, etc.
- Pacific Islander or Hawaiian - Samoan, Tongan, Maori, Tahitian, etc.
- Rather not identify
- If other, please specify:

Category:
- Civilian
- Enlisted
- Warrant Officer
- Officer

Reason for separating:
- Retirement
- Resignation
- Expiration Term of Service
- Accept New Job
- Other

Ethnicity:
- Arabs - Populate such countries as Algeria, Sudan, Iraq and Saudi Arabia, mostly Muslim
- Jewish - Judaism religion, languages like Yiddish and Hebrew, originated from Israelites
- Irish - Catholic religion, traditions like St. Patrick's Day and Celtic music
- Han Chinese - Largest ethnic group in China and worldwide
- French - Unique traditions like All Souls' Day and St. Catherine's Day
- Italian - Largest ethnic group in Italy covering 96%, Italian cuisine is popular in world food culture
- Russian - Celebrate Orthodox and pagan

Sexual Orientation:
- Heterosexual
- Gay
- Lesbian
- Bisexual
- Transgender
- Queer
- Rather not identify
- If other, please specify:

Gender
- Male
- Female
- Non-binary
- Gender non-conforming
- Rather not identify
- If other, please specify:

Diversity

1. On a scale of 1 to 5, 1 being not at all valued and 5 being completely valued, how much does the JAG Corps. value Diversity? (Diversity includes all attributes, experiences, cultures, characteristics, and backgrounds of the total force)
a. Based on your response to the question above, did it influence your decision to leave the JAG corps? Y/N
b. Would you recommend the JAG corps to someone who valued Diversity? Y/N

Equity

2. On a scale of 1 to 5, 1 being not at all valued and 5 being completely valued, how much does the JAG Corps. value Equity? (Equity is the fair treatment, access, opportunity, choice, and advancement for all Soldiers and Civilians)
a. Based on your response to the question above, did it influence your decision to leave the JAG corps? Y/N
b. Would you recommend the JAG corps to someone who valued Equity? Y/N

Is this an organization where members feel valued and have equitable access to programs: bar due reimbursement; schooling opportunities; incentive programs; promotions, etc?

Inclusion

3. On a scale of 1 to 5, 1 being not at all valued and 5 being completely valued, how much does the JAG Corps. value Inclusion? (Inclusion is the process of valuing and integrating each individual's perspectives, ideas, and contributions into the way an organization functions and makes decisions)
a. Based on your response to the question above, did it influence your decision to leave the JAG corps? Y/N
b. Would you recommend the JAG corps to someone who valued Inclusion? Y/N

Is the problem JAGC or Army wide?

Accessibility

4. On a scale of 1 to 5, 1 being not at all valued and 5 being completely valued, how much does the JAG Corps. value Accessibility? (Accessibility includes the design, construction, development, and maintenance of facilities, information and communication technology, programs, and services so that all people, including people with disabilities, can fully and independently use them)
a. Based on your response to the question above, did it influence your decision to leave the JAG corps? Y/N
b. Would you recommend the JAG corps to someone who valued Accessibility? Y/N

Alumni Interviews
Field Board 10
11 January 2024

Assumptions

- Exit surveys are conducted by leaders. The relationship a leader and a subordinate have strongly influences the candor of the answers the subordinate gives in an exit interview. Leadership problems can be the reason someone is leaving. The exit survey may not capture that dynamic, and the survey may be skewed or incomplete.
- The needs that lead to career change evolve over time. The plans and expectations people leave the JAG Corps with may or may not pan out.
- Distance lends new perspective to people's feelings about their JAG Corps experience.
- Establishing contact through a survey may lead to other engagement opportunities with alumni and current or future members of the Corps.

Conducting an Alumni Survey at 1 year

- The benefits to conducting a follow-up exit survey at a minimum of one-year post-departure would be the willingness by interviewees to provide honest feedback about their JAG Corps experience

- Web-based anonymous survey would allow for more honest feedback and participation

- Conducting a follow up beyond 1 year to see how responses change is advised. This feedback could possibly change drastically as time elapses. There could be more satisfaction or dissatisfaction in the civilian sector that could change the initial feedback.

JAGC POST CAREER SURVEY

JAGC POST CAREER SURVEY

Thank you for your service and for taking time to complete this survey. Your feedback is important; the information you provide will be considered for policy implementation to improve the lives of current and future JAGC Soldiers.

_____1. YES/NO. Have you ever experienced discrimination, acceptance issues, inequality, and/or EEO-related issues during your time in the JAGC?

If YES, please describe, in detail, the event(s) below.

_____2. YES/NO. Did the discrimination, acceptance issues, inequality, and/or EEO-related issues described above play a role in you leaving the JAGC and searching for civilian employment?

_____3. YES/NO. If currently holding civilian employment, do you receive benefits in your civilian employment that you did not have as a Judge Advocate?

If you answered YES, please describe the benefits, in detail, below.

_____4. On a scale of 1 to 10, where 1 is *extremely dissatisfied* and 10 is *extremely satisfied*, how satisfied are you with your current civilian employment?

On a scale of 1 to 10, where 1 means *absolutely **did not** play a role* and 10 means that *it played an extremely important role*:

_____5. How much did your immediate or direct leadership play a role in your decision to leave the JAGC?

_____6. How much did location preferences affect your decision to leave the JAGC?

_____7. How much did professional pay and benefits affect your decision to leave the JAGC?

In the space below, please leave any additional comments that you think would be beneficial to help us improve the JAGC.

Thank you very much for completing this survey.

Create a JAGC Post-Career Survey

- Sent via civilian email (web-based survey)
- Obtain contact information at alumni and recruiting events or via PPTO and/or exit surveys
- Inquire about reasons for leaving the JAG Corps (financial, family factors, adverse experiences, professional and educational growth, geographic stability, etc.)
- Inquire about circumstances 1 year later (financial comparison, family, professional and educational opportunities, workplace atmosphere, adverse experiences, geographic stability, whether the individual considered staying or did stay in the Reserve, etc.) and whether these met or exceeded expectations
- Ask whether the alum wants to be an ambassador for the JAG Corps and take future surveys

QUESTIONS?

Diversity, Equity, and Inclusion Council Brief: 8 February 2024

Field Board 12

LEADER: (b) (6)(b) (6)

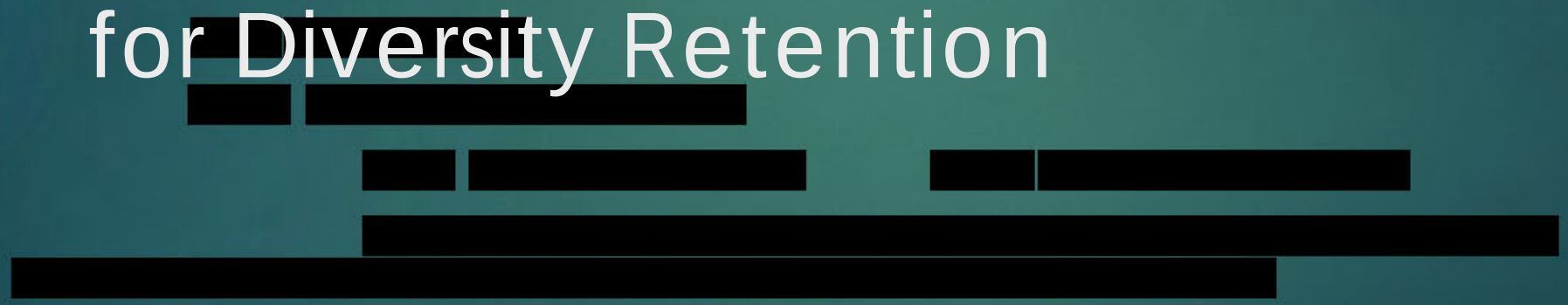
DEPUTY: (b) (6) (b) (6)

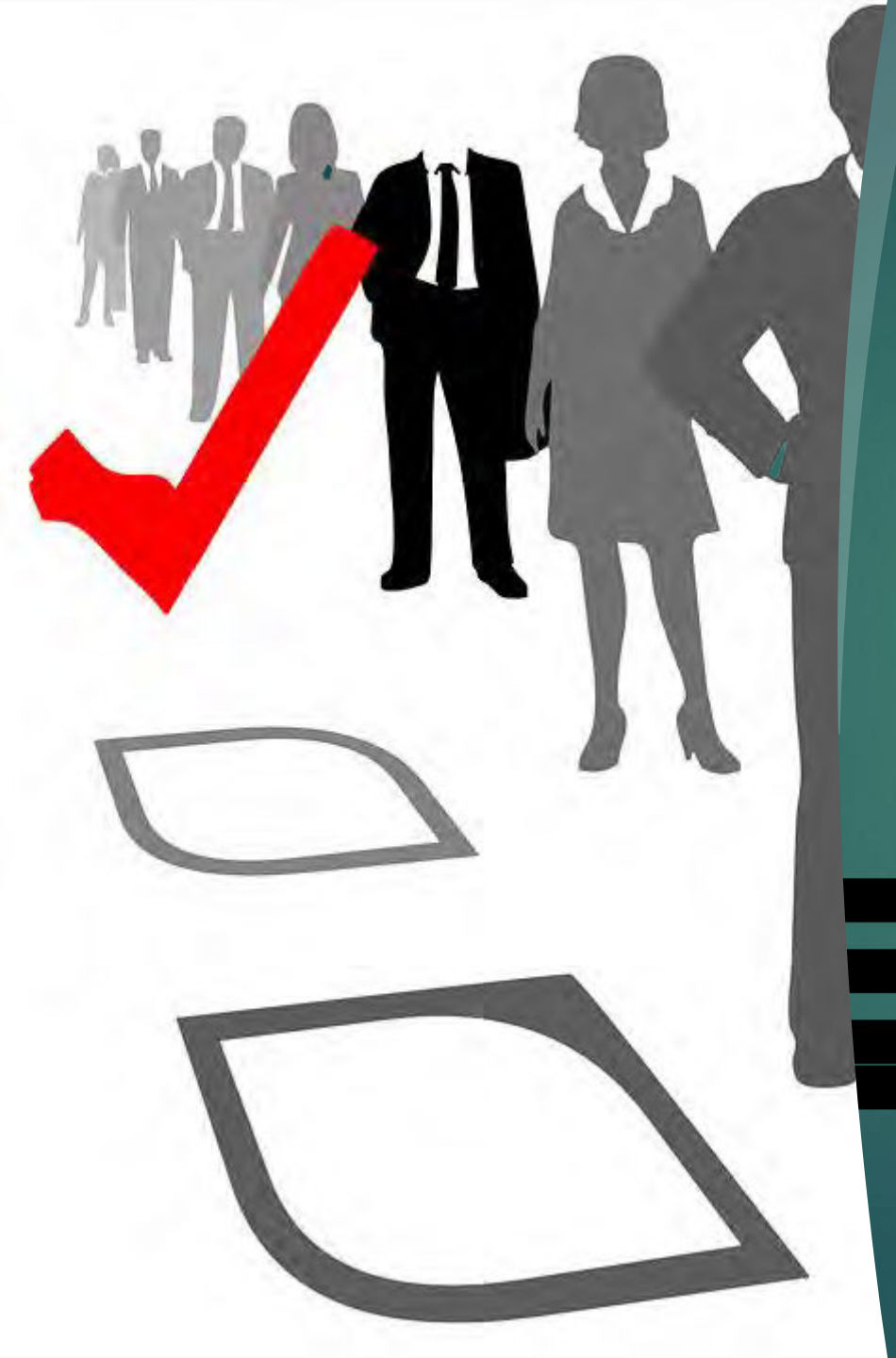
PROJECT LEADS: (b) (6) (b) (6) AND (b) (6)(b) (6)

TEAM MEMBERS: (b) (6)

Project 1: COMPO 2/3 Recruiting

Project 2: Survey of Best Practices for Diversity Retention





Project 1: COMPO 2/3 Recruiting

[redacted]

Project 1: COMPO 2/3 Recruiting Best Practices

Task: How do we best implement COMPOs 2 & 3 to combat the recruiting crisis?

BLUF: The JAG Corps should expand its EIR model to enable all JAG Corps members to recruit for all JAG Corps opportunities or set the conditions for a recruiting environment where every member of the force can advocate for the Corps as a whole.

[redacted]

Methodology: JARO and PPTO experience, JARO communications, Discussions with BG Sullivan and BG Areizaga.

Project 1: COMPO 2/3 Recruiting Recommendations

1. All attorneys should recruit for active duty, the reserves/NG, and civilian attorney positions. JARO should create a "short book" that equips individuals with talking points and knowledge necessary to effectively promote all JAG Corps opportunities.

2. The JAG Corps should conduct a recruiting awareness campaign across COMPOs 2 and 3 (like efforts conducted with COMPO 1) and utilize three phases to integrate reservists into the EIR approach.

3. The JAG Corps should target practicing attorneys through COMPO 2 and 3 recruiters.

Project 1: COMPO 2/3 Recruiting Recommendations

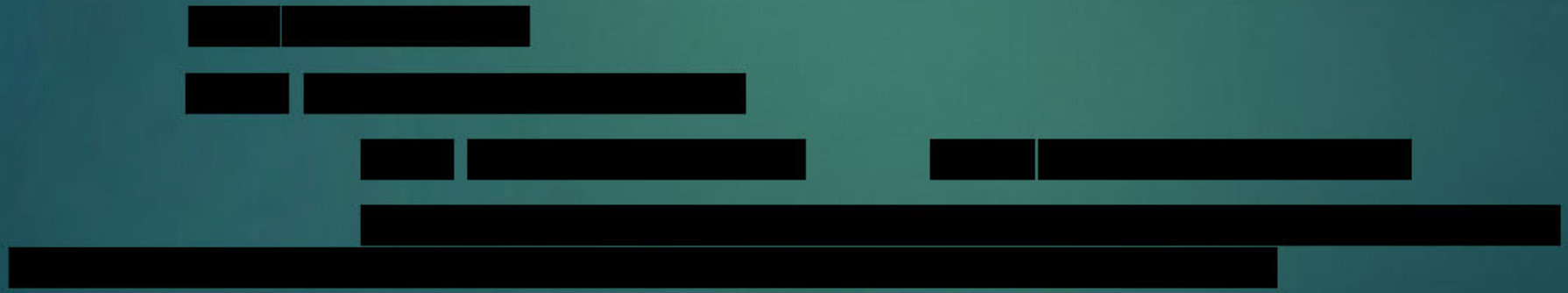
4. The JAG Corps should steer COMPO 1 non-selects (both applicants and captain Passovers) toward COMPO 2.

5. The JAG Corps should expand JARO to include a COMPO 2 JA and NCO.

6. The JAG Corps should create a database to capture important organizational/personal information of its reservist members.

7. National Guard and Reserve Judge Advocates should serve as adjunct/visiting professors at law schools.

Questions?



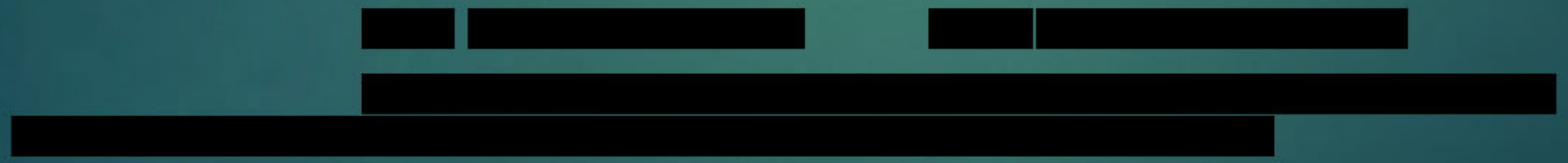


Project 2: Survey of Best Practices for Diversity Retention

Project 2: Problem Statement

Background: Minorities in the JAG Corps total around 16 percent and are severely underrepresented in higher echelons of leadership. For example, many female officers leave active duty before or shortly after promoting to Major.

Problem: How do we improve retention of high quality, diverse personnel in the JAG Corps?

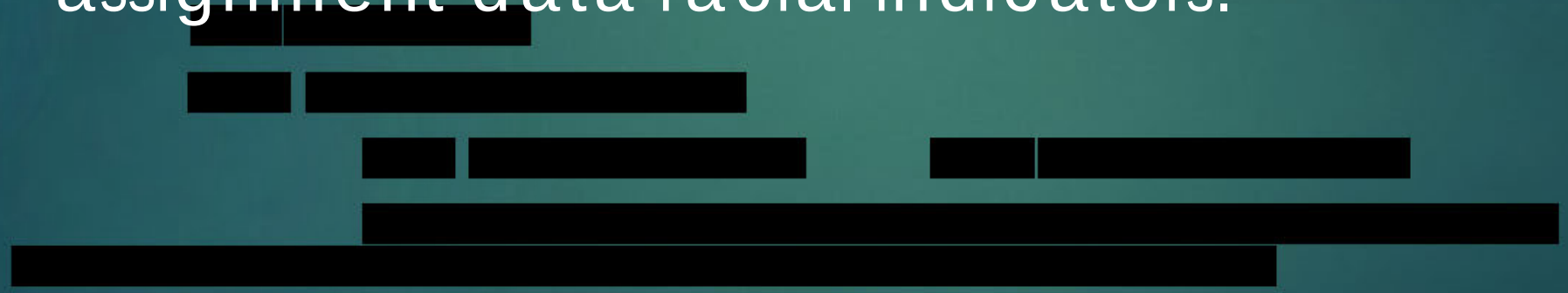


Project 2: Methodology

1. Examined ongoing JAG DEI retention projects.
2. Reviewed PPTO resignation and retirement exit survey templates.
3. Gathered information from external organizations on measuring and achieving success in DEI retention.
   - Amazon, Microsoft, Google, DOJ, Ankora Consulting Firm, Harris Lewis, ABA, Bloomberg Law, Navy DEI Council, Vinson & Elkins, Jackson Lewis and Haynes Boone LLC.
   - Anecdotal information from judge advocates.
4. Drafted recommendations.

Project 2: Caveats/Constraints

- Lack of access to exit surveys / data for analysis.
- Lack of data collection regarding historical. assignment data racial indicators.



Project 2: Major Problems Identified

- Lack of Trust and Office Culture. Lack of transparency by leaders in intraoffice moves (junior officers) and assignments, negative interactions with leaders, and a perception that minorities do not get high-visibility jobs at the same rates as non-minorities.
  - Office culture and stress on the family causes minority drop-off at senior officer rates.
    - The DACE report identified "Extremely Important" reasons for leaving the Army as 1) the effects of deployments on Family or personal relationships; 2) the impact of the Army on significant other career plans and goals; 3) the impact of military service on my family's well-being; 4) the degree of stability or predictability of Army life and 5) impact of army life on family plans for children.
- Absence of Measurable Goals for the JAGC DEI Program. Surveyed organizations highlighted the importance of metrics and measurable goals.
- Lack of Diverse Representation in High Leadership Echelons.
  - For Officers in the JAG Corps, at O-3, racial minorities comprise 26% and women approximately 28%. At O-4 this drops to 20% for both, and then nosedives at O-5 to 16-18%, while the percentage of white males in field grade positions increases.

Project 2: Overview of Recommendations

- We need better data to see ourselves.
  - Access to data from resignation exit surveys.
  - Data from OSJAs about the historical demographics of JAs in each position.
  - Create measurable goals for the DEI program.
- Mentorship matters – Adopt affinity groups into the JAGC Organization as official mentorship groups.
- Strategic, top-down messaging to the workforce is extremely important.
  - TJAG/DJAG level engagement reiterating compromise with DEI initiatives.
  - Shift from tradition to effectiveness.
  - Encourage transparency and predictability.

More Data – Resignation Surveys

- Revise the resignation exit survey:
  - Capture the same information as the retirement exit survey.
  - Include questions about race, ethnicity, and gender.
  - Collect geographical and assignment information from JAs who choose to leave the Corps, and ask whether these assignments affected their choice.
  - Consider an in-person portion of the exit survey conducted by a person of the same race, gender, and/or identification.
  - Ask exiting JAs for release to utilize information on their exit survey for data analysis.

[redacted]

More Data-Historical Demographics of Positions

- OSJAs should collect historical data about the demographics of junior JAs in each position in the organization.
- PPTO should collect and analyze historical data about the demographics of field grade officers.
- This should be an inspectable item at the Article 6.
- The idea is to ensure minorities receive equal opportunities to excel at career-enhancing positions.

[redacted]

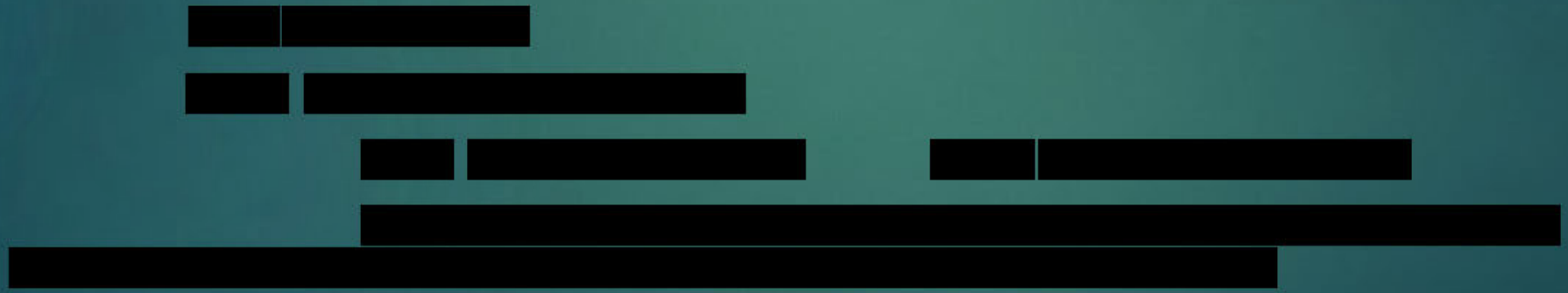
Official Affinity Groups

- Official affinity groups are best practice in private organizations across the board.
  - Provide formal mentorship.
  - Assist the organization with providing feedback on policies, projects, and training.
- The U.S. Navy JAG Corps has adopted affinity groups as official organizations.
- Negative results of maintaining affinity groups as NFEs.
  - Must navigate considerable red tape when announcing an event during business hours or collaborating within the organization.
  - Negative messaging to minority JAs as "other."
  - Limited resource-sharing and collaboration between affinity groups and JAGC organizations.
  - Empowers JAGC personnel who do not support DEI to erect barriers to JA access to affinity groups.
- STATUTORY AUTHORITY – 10 U.S.C. 656, Diversity in Military Leadership: Plan; Mentoring and Career Counseling Program.

Strategic, top-down messaging

- TJAG/DJAG
  - Institute leadership training at the Senior Leader level, utilizing vignettes addressing common DEI issues.
  - Communicate a shift from tradition to effectiveness in PT programs and accountability requirements.
  - Communicate support of Army parental leave, pregnancy, and lactation policies, with examples of how OSJAs can (and should) support.
- WITHIN THE OSJA
  - Publish predicted changes in the organization.
  - Open communication with judge advocates about foreseeable job changes and career paths.
  - Ensure minorities receive equal opportunities for obtaining career-enhancing jobs.
  - Intra-office mentorship, development & onboarding programs.

Questions?



SURVEY OF BEST PRACTICES FOR RETAINING DIVERSE TALENT

U.S. Army Judge Advocate General's Corps
DEI Field Board #12

Board members: (b) (6) [redacted]

Board Mentor: (b) (6) [redacted]

EXECUTIVE SUMMARY

Minorities serving in the United States Army Judge Advocate General Corps (JAGC) total around 16%.[1] Despite this relatively positive statistic, minorities are unfortunately still severely underrepresented in higher echelons of leadership.[2] At the rank of captain, racial minorities compose approximately 26%, and women comprise approximately 28%.[3] However, at the rank of major this number drops to approximately 20% for both classes, and then nosedives at the rank of lieutenant colonel and colonel to 16-18%--while the percentage of white males in those field grade positions increases. The lack of minorities serving at higher echelons directly impacts the mentorship of minorities across the organization and impacts overall commitment to the organization. If we do not fix diversity retention now, we will still have a majority of non-diverse leaders by 2050.[4] Field Board 12 explored specific issues affecting the retention of minorities serving in JAGC. The findings and proposals can be classified into one of the following categories:

I. Lack of Trust and Office Culture: Issues affecting the retention of diverse talent in this category

refer to the lack of transparency by leaders in intraoffice moves and assignments, negative interactions with leaders, and a perception that minorities do not get high-visibility jobs at the same rates as non-minorities.

Recommendations:

1. Review and collect better data from resignation exit surveys.

2. Mandate collection of historical demographics of judge advocates in each position by identifying these metrics as inspectable items during Article 6 visits.

3. Encourage leader to have candid conversations about intra-office moves, career plans for each officers and publication of future changes.

II. Mentorship Matters. Office culture and stress on the family cause minority drop-off at senior officer rates. Cultural background and ethnicity impact the core values of each team member. Thus, the organization must emphasize understanding the family values of minorities and the interplay of those values with career decision-making. [5] Additionally, lack of diverse representation at higher

[1] *See* Appendix A, JUDGE ARMY GENERAL CORPS RECRUITING AVERAGES FY 16-20.
[2] *See* MILITARY LEADERSHIP DIVERSITY COMMISSION REPORT, 2011, https://diversity.defense.gov/Portals/51/Documents/Special%20Feature/MLDC_Final_Report.pdf.
[3] JAG Corps Service Member Demographic Reports, Total Force, DEI Council.
[4] The Hill, Multicultural Americans Majority Population, https://thehill.com/homenews/4412311-multicultural-americans-majority-population-2050/.
[5] *See Hispanic Mentorship Group Recommendations for Increasing Recruitment of Hispanic Law School Students to the United States Army Judge Advocate General's Corps* (JAGC) (finding that cultural values such as *familismo* (family), *respeto* (respect), *confianza*

organizational echelons impacts the overall workforce. By failing to exhibit diverse talent at higher echelons, diverse talent feels less valued, which drives them to question their place in the organization.[6] We must acknowledge the lack of minorities at higher echelons is codependent on having a pool of qualified judge advocates willing to stay in the organization until they have the expertise to become managers. For those reasons, a separate research project should investigate the recruitment process of minorities to increase the pool of potential leaders.[7]

Recommendations

1. Adopt affinity groups into the JAGC Organization as official mentorship groups.

2. Identify and provide all judge advocates equal access to career-enhancing positions.

3. Present historical/current demographics of the JAGC for each rank at State of the Corps and Article 6 presentations.

III. Strategic, Top-Down Messaging. Senior leader involvement is crucial in ensuring the success of all DEI initiatives.

Recommendations:

1. Institute leadership training at the Senior Leader level, utilizing vignettes addressing common DEI issues.

2. Communicate a shift from tradition to effectiveness.

3. Communicate support of Army parental leave, pregnancy, and lactation policies, with examples of how OSJAs can (and should) support.

(loyalty, akin to "oneness" with the group), *personalismo* (emphasis on strong personal relationships), and orgullo (pride) can greatly influence career decisions by Hispanic professionals); U.S. ARMY JAG CORPS HISPANIC MENTORSHIP GROUP STRATEGIC COMMUNICATIONS COMMITTEE REPORT, (Oct. 2022), https://drive.google.com/file/d/1kbPgT8dnmTdU-DOWmVEVWBx5YHkZ2m1q/view?usp=share_link. This report reviews the moral values of the Hispanic population and students. Field board 12 is not aware of additional research in this arena concerning other minorities. *See generally*, Claudia Goldin, Career & Family: Women's Century-Long Journey Toward Equity, Princeton University Press 2023.

[6] Arvate, P. R., Galilea, G. W., & Todescat, I., *The Queen Bee: A Myth? The Effect of Top-Level Female Leadership on Subordinate Females*, The Leadership Quarterly, 29, 533–48 (2018) (exploring the effect of having female leaders in high echelons and finding that when municipalities in which a woman was elected leader (treatment group) are compared with municipalities in which a male was elected leader (control group) there was an increase in the number of top and middle female managers in public organizations.); *The Importance of Minority Leader Representation,* (Feb. 27. 2019), OHIO STATE UNIVERSITY COLLEGE OF BUSINESS, https://fisher.osu.edu/blogs/leadreadtoday/blog/the-importance-of-minority-leader-representation#_ftnref2 (discussing the positive effects of having minorities in leadership positions such as empowering and creating supportive networks within the organization). Another study found that subtle reminders of other successful women improved women's behavior, thus closing the gender gap in performance. "Role models inspired women's behavior in leadership: women who were exposed to highly successful female politicians displayed more empowered objective behavior (speaking time)." Latu, I. O., Mast, M. S., Lammers, J., & Bombari, D., *Successful Female Leaders Empower Women's Behaviors in Leadership Tasks*, JOURNAL OF EXPERIMENTAL SOCIAL PSYCH., 49, 444–48 (2018).

[7] The 2022 ABA Model Diversity Survey analyzed 279 law firms, accounting for a total of 109,089 attorneys. The data suggests that these firms (all at least 50 attorneys large and on average 240 attorneys large) suffer from the same problems as the JAG Corps in diversity recruiting.

4. Publish predicted changes in the organization.

METHODOLOGY

In completing this report, Field Board 12 utilized a survey approach by reviewing the JAGC exit survey consolidated data, the JAGC survey questions (without the data), and interviewing dozens of judge advocates in several locations in the grades of O-3 to O-6. Furthermore, field board 12 surveyed law firms, the United States Navy DEI Office, the JAG Office of Diversity, Equity, and Inclusion (DEI), and reviewed several relevant reports about the best practices for retaining diverse talent. All the companies and law firms surveyed concurred that clear DEI goals must be set by the organization along with specific metrics to measure success. Likewise, the use of mentorship, official affinity groups, and building minority pipelines are recurring suggestions when requesting ways of increasing diversity recruitment and retaining diverse talent.

CAVEATS AND CONSTRAINTS

The following challenges limited Field Board 12's ability to "see ourselves" and propose more detailed policy options:

- **Lack Of Access To Exit Survey Content For Analysis Limited The Field Board's Ability To Review Data Trends And Propose Solutions**. Field Board 12 requested access to exit and retirement survey answers. However, the request was denied, and we only received a blank survey template for evaluation. Reviewing exit survey content is the only way we can fully define the diversity retention issue and attack the problem. In our discussions with a member of the Department of Justice DEI Recruitment and Retention team, we were informed that the DoJ Recruitment and Retention team relies significantly on the exit surveys, and emphasized how critical they were to inform DoJ about issues they could address to retain DEI talent. We recommend sanitizing the exit/retirement surveys and providing raw data for analysis. We also recommend requesting a release of information from the officers before they exit the service to assist future research efforts and requesting recommendations to inform our recruiting and retention efforts**.**

- **Lack of Data Collection Regarding Historical Assignment.** The historical failure to collect this information makes it difficult to analyze yearly trends properly. For example, the JAG Corps does not have a personnel system that tracks who has held a specific assignment throughout history. One would have to download the PPTO directory and collect the information manually to gather the information. Understanding who has held key positions throughout history ensures that diverse talent serves in key positions. We recommend having each office build internal historical trackers for each billet going back several years. In the alternative, OSJAs should commence gathering this information to inform the DEI Council and PPTO on historical trends by assignment.[8] The data collection can be easily implemented at the lowest level by the legal administrator at each office.

[8] This could also help with the development of an alumni network tied to a current location, as well as provide usefulness for recruiting.

SURVEYS OF BEST PRACTICES FOR RETENTION OF DIVERSE TALENT.

The field board surveyed legal professionals nationwide, seeking ideas and implementation plans to retain diverse talent.[9]

BEST PRACTICES OUTSIDE THE JAG CORPS

- **Minority Mentorship and Official Affinity Groups Are Widely Used and Help Organizations Build Trust with Employees.** Creating official affinity or mentorship groups is the top recommendation from organizations with leading DEI Programs. The affinity groups have a prevalent role in advising the DEI Advisory Board of the law firm, helping the recruiters identify positive trends in the retention of minorities. For example, Amazon Corporation has over 13 official affinity groups that provide resources and networking opportunities for their employees. Amazon affinity groups can use official funds to create DEI proposals, travel, provide training, and serve as DEI counselors to the Legal Diversity Committee Ambassador. The affinity groups are well-nested with the DEI counsel and the recruiting team. Affinity groups are advisors serving during the recruiting and promotion process, ensuring diversity, equity, and inclusion are at the forefront of these processes.

Similarly, Microsoft Corporation uses nine "Employee Resource Groups" to "provide critical support for employee communities to feel more connected, supported, and included": Asians at Microsoft, BAM (Blacks at Microsoft), Disability at Microsoft, Families at Microsoft, GLEAM (Global LGBTQIA+ employees and Allies at Microsoft), HOLA (Hispanic and Latinx Organization of Leaders in Action), Indigenous at Microsoft, Military at Microsoft, and Women at Microsoft. These groups are employee-led and centrally funded. They provide networking opportunities, connection, and promotion of cultural awareness while also providing insight to Microsoft on the development of policies and processes that support employees of all communities and identities. For example, the Family ERG helped Microsoft develop a policy for caregiver leave during the COVID-19 pandemic.

In conclusion, minorities working at Amazon, Google, and law firms identified their organization's formal mentorship or onboarding program as the main catalyst behind their decision to stay past the first year. Some law firms report assigning a formal mentor who shares commonalities with the new employee to help with onboarding, mentorship, and to foster a safe space for discussions of topics important to them. Other law firms, such as *Haynes Boone, LLP,* have established DEI networks and oversight committees to ensure the recruiting, retention, and day-to-day operations incorporate DEI goals and initiatives.[10] These programs aid in the creation

[9] *See* Appendix B.

[10] *Leading for the Future: Diversity, Equity, Inclusion, and Social Impact Report 2020-2021*, Haynes Boone, LLP, https://www.haynesboone.com//media/project/haynesboone/haynesboone/pdfs/diversity/dei_social_impact_report_2020-2021_webpages.pdf?rev=9b45fcb04b4b0fa8dd5b322123cd1d&hash=144ED4BD3BC97F2CAFEB6E3ED75F4175.

of goals, career development, and mentorship for minority members. Thus, fostering inclusion, a sense of community, and belonging, resulting in overall career satisfaction.

- **The Use of Quotas is the Most Used Metric in Measuring Success in Law-firms.** Surveyed organizations agree that the representation of minorities in leadership positions is at the forefront of their program. We acknowledge the use of quotas in recruiting and placing employees in positions of trust is a hotly debated issue and currently discouraged in light of *Students for Fair Admissions v. Harvard*, though it seems most organizations are creating specific *targets* for recruiting minorities each year and the military would receive a different treatment due to the nature of the mission.[11] The Supreme Court acknowledges that in the context of military academics, potential distinct interests may be present.[12]

  In the legal profession, firms with leading DEI programs use the *Bloomberg Framework for Law Firms,* "a groundbreaking program designed to recognize law firms' commitment to DEI through a rigorous, quantitative methodology." [13] Once the law firm enrolls in this program, Bloomberg works with the organization to create measurable *goals* considering their specific needs. At the end of the year, they publish a list of law firms certified in the framework. Some companies simply use a yearly percentage point increase as a benchmark for measuring success. For example, Microsoft's Global Diversity & Inclusion report highlights percentage increases in minorities serving in leadership and technical positions. This shows improvement over time, while not publishing specific quotas. While utilization of quotas might not be feasible for our organization, there is value in intentionally grooming diverse leaders by offering them key positions. In the end, a *targeted strategy* must be used to recruit and groom minorities to acquire the experience necessary to hold high-echelon leadership positions. Short of the use of quotas, the JAGC should continue to target schools with large populations of minority students and intentionally create resources directed for those populations (pamphlets in different languages) or recruiting materials curated to address values and concerns important for the target audience. Additionally, recruiting efforts should be spearheaded by judge advocates of similar cultural backgrounds to enhance open discussion of ideas.

BEST PRACTICES WITHIN THE JAG CORPS

- **The JAGC DEI Program Needs Clear, Measurable Goals.** It is our understanding that the JAG Corps DEI Council is currently working on defining the goals and metrics for the program.[14]

---

[11] Students for Fair Admissions, Inc. v. President & Fellows of Harvard Coll., 600 U.S. 181, 143 S. Ct. 2141, 216 L. Ed. 2d 857 (2023).

[12] Id at note 4. "The United States as amicus curiae contends that race-based admissions programs further compelling interests at our Nation's military academies. No military academy is a party to these cases, however, and none of the courts below addressed the propriety of race-based admissions systems in that context. This opinion also does not address the issue, in light of the potentially distinct interests that military academies may present."

[13] Diversity, Equity, and Inclusion Raising the Bar – One Law Firm at a Time, BLOOMBERG LAW (2023), https://pro.bloomberglaw.com/diversity-equity-and-inclusion-framework-for-law-firms/.

[14] Email with Kristin Damigella, June 2023 (on hand with author).

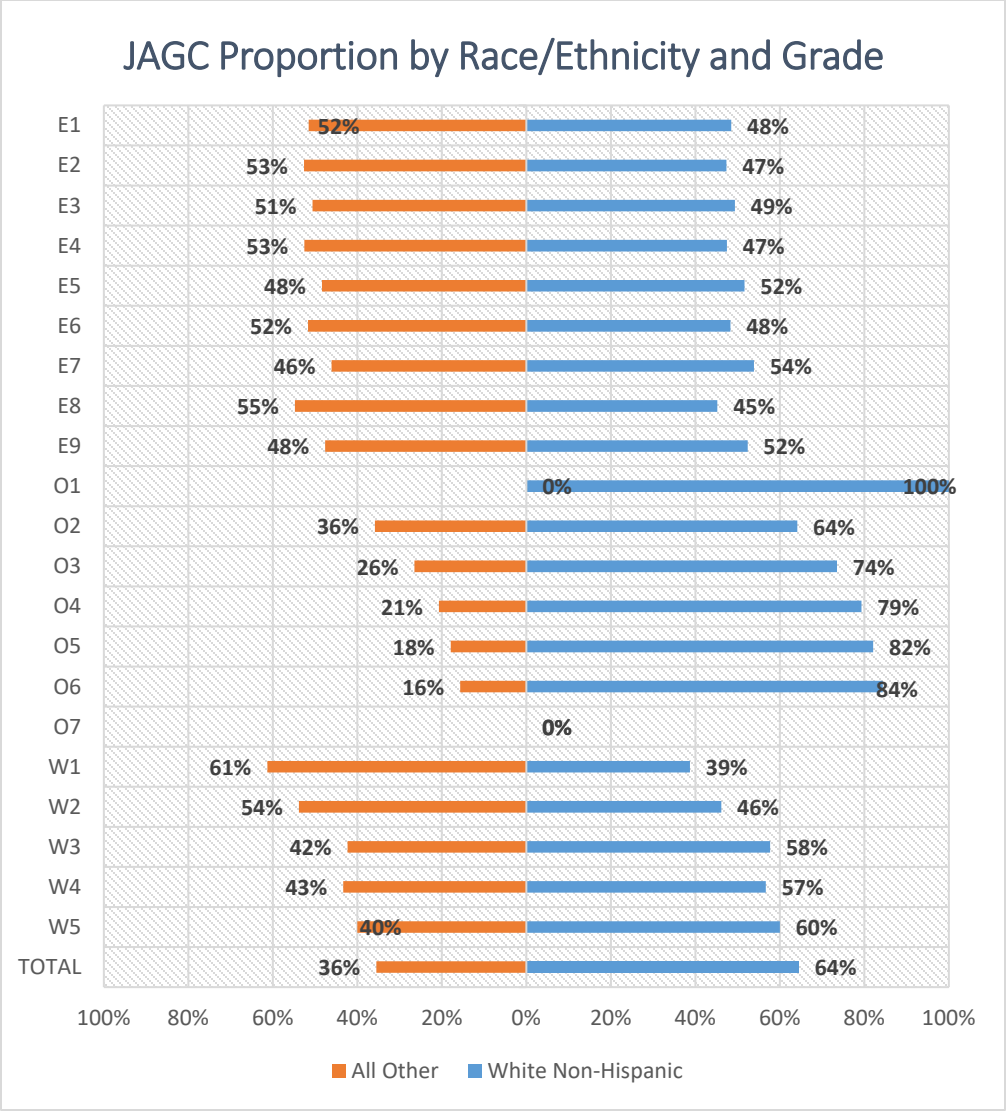
Most of the surveyed law firms created their goals and metrics for using a DEI consulting firm. Additionally, *Jackson Lewis* reported having surveys after each DEI event, reviewing why certain field offices are not actively participating in affinity groups and maintaining DEI certifications. *Haynes Boone* reported using its DEI oversight committee to review each DEI event, determine strengths and weaknesses, and then work with law firm leadership and DEI networks to implement any necessary changes. In an effort to create measurable goals that align with the mission of the organization, law firms have resorted to the Bloomberg Framework and the Mansfield Rule certifications.[15] The top 100 law firms in the nation use the Mansfield Rule by Diversity Lab Certification as a process to build a more diverse workforce. The Mansfield Rule aims to boost and sustain diversity in leadership by shifting culture through data tracking, advancement process transparency, and considering a broad slate of 30-50% underrepresented talent for all leadership roles and the activities that lead to leadership sharing knowledge to work together, learn together, and succeed together as a community, and increasing the marketplace visibility and economic power of underrepresented talent through Mansfield Client Forums, Diverse Partners Directory, and more. Two-thirds of the top 200 nation's law firms are Mansfield certified,[16] as this method relies on expert research to build a diverse workforce. The Mansfield rule also promotes worker compensation transparency and considers at least 30% of historically underrepresented lawyers from four historically underrepresented groups when promoting attorneys into equity partnership and leadership roles. The field board recommends closely tracking high visibility or career-enhancing assignments versus minority JAG availability. Further, it is important to explore if there are any additional roadblocks preventing minorities selection to special assignments. By reviewing this information, the Corps can have a better understanding of the current trends and concerns from the field.

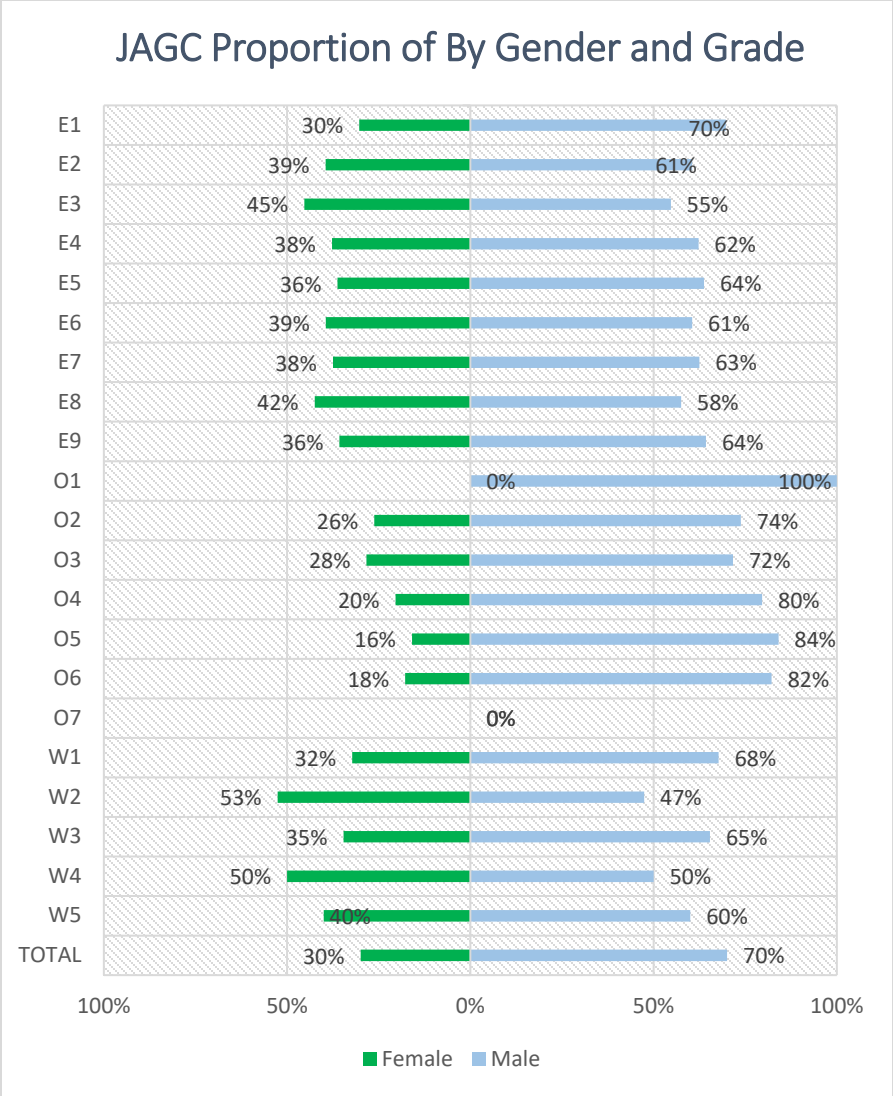
- **Strategic, Top-Down Messaging To The Workforce Is Extremely Important.** A recurring theme was using strategic messaging to the force about the role of minorities, DEI training, and addressing global issues impacting minorities.[17] Leaders must be vocal and present in all initiatives in this area. Everyone needs to be addressing this issue, not just minorities. Several improvements that could increase minority retention can be implemented at the installation level—for instance, improved communication and transparency for interoffice moves, changes to OSJA PT programs and accountability requirements, and support for pregnant and postpartum Soldiers, as well as new parents of any sex. However, the JAG Corps has a tendency to keep running as it did historically until messaging from the top highlights priorities and empowers positive changes in policy.

[15] "The structural elements of the certification process are key to this effort, including the accountability through frequent check-ins/audits, data collection, and reporting; the participants' ongoing collaboration through monthly group knowledge sharing forums; and the transparency of publicly certifying." Mansfield Rule Overview – Diversity Lab Diversity Lab. https://www.diversitylab.com/pilot-projects/mansfield-overview/.
[16] Dan Roe, *Two-Thirds of Nation's Biggest Firms Are Mansfield 5.0-Certified*, THE AMERICAN LAWYER, (Oct. 18 2022), https://www.law.com/americanlawyer/2022/10/18/two-thirds-of-nations-biggest-firms-are-mansfield-5-0-certified/.
[17] Some law firms identified how, when the *Black Lives Matter* movement commenced, they decided to hold town hall meetings and discussions and sent messages acknowledging the impact of the movement.

- **Office Culture and Stress on the Family Causes Minority Drop-Off at Senior Officer Ranks.** Due to the lack of published information about why judge advocates leave the service, Field Board 12 used the 2022 DACE Report as a baseline to understand recent trends and factors affecting Army talent retention. [18] The DACE report identified "Extremely Important" reasons for leaving the Army as: 1) the effects of deployments on Family or personal relationships; 2) the impact of the Army on significant other career plans and goals; 3) the impact of military service on my family's well-being; 4) the degree of stability or predictability of Army life; and 5) the impact of army life on family plans for children.[19] This data is illuminating when viewed in tandem with the percentages of minorities in the rank of field grade and above in the JAG Corps. At the grade of O-3, racial minorities compose approximately 26%, and women comprise approximately 28%.[20] However, this number drops at the grade of O-4 to approximately 20% for both, and then nosedives at the grades of O-5 and O-6 to 16-18%--while the percentage of white males in field grade positions increases.

[18] *See*, DEPARTMENT OF THE ARMY CAREER ENGAGEMENT SURVEY 2022 (DACE), https://talent.army.mil/wp-content/uploads/2023/01/DACES-Second-Annual-Report_FINAL.pdf (referencing that the exit survey for Soldiers exiting the Army has been a great source of information for informing the organization about data trends and reasons why Soldiers are leaving the service).
[19] *Id.* at 19.
[20] JAG Corps Service Member Demographic Reports, Total Force, DEI Council.


JAGC Proportion by Race/Ethnicity and Grade
E1 52% 48%
E2 53% 47%
E3 51% 49%
E4 53% 47%
E5 48% 52%
E6 52% 48%
E7 46% 54%
E8 55% 45%
E9 48% 52%
O1 0% 100%
O2 36% 64%
O3 26% 74%
O4 21% 79%
O5 18% 82%
O6 16% 84%
O7 0%
W1 61% 39%
W2 54% 46%
W3 42% 58%
W4 43% 57%
W5 40% 60%
TOTAL 36% 64%
100% 80% 60% 40% 20% 0% 20% 40% 60% 80% 100%
All Other
White Non-Hispanic



Graphs are from JAGC Soldier Demographic Reports – Total Force (All 3 Components), December 2021

Though it is difficult to know exactly why minority numbers drop at the field grade ranks without having access to exit survey contents, we can posit that military service poses many challenges for family units, and these challenges are most often felt by minorities and parents. This is especially evident when these numbers are viewed against the backdrop of the DACE survey and are supported by anecdotes from friends and acquaintances who have left the JAG Corps. These challenges include frequent changes of permanent duty station (PCS), unpredictable work schedules, inherently dangerous activities, and potential health issues related to lack of proper adaptation.[21] Family is a cultural value held by many minority groups. Additionally, women are

[21] *See e.g.*, National Military Family Association. *The Military Teen Experience* (2022), https://www.militaryfamily.org/the-military-teen-experience-2022/?fbclid=IwAR10ipEorN0o-n54z5kjFoQc-I4mzFzNIbNBXwZlzcGr0iyn-

historically most likely to prioritize caring for their family when faced with an actual or perceived choice between career and family, or when consistently faced with long hours, poor work-life integration, and burnout.

RECOMMENDATIONS

Our recommendations fall into four main categories: (1) improved data collection, (2) mentorship, (3) training/messaging from the JAG Corps foundation, and (4) utilizing outside resources to assist in assessing diversity retention.

IMPROVE DATA COLLECTION

1. **Revise Resignation Exit Survey Templates To Analyze The Percentages Of Minorities Leaving The Army And The Reasons Why They Are Leaving.** The current resignation survey is much less detailed than the retirement survey and does not adequately capture why people are moving on from the JAG Corps. We recommend revising the templates to include questions about race, ethnicity, and gender. Even if people are not leaving for reasons pertaining to their minority status, it will provide data allowing us to analyze any potential trends. Additionally, for the questions about why people are leaving, Field Board 12 recommends providing a blank space to allow people to provide a custom explanation as to why they are leaving the service. Besides collecting biographical information on individuals departing from the JAGC, geographical and assignment information should be collected from judge advocates who choose to exit the JAGC. There is most likely some correlation between individuals constantly put in certain jobs and the rates upon departing from the service ("burn-out factor"). On the other side of the coin, some individuals never have the opportunity to experience the more demanding/rewarding jobs, which might drive them to depart the service. Having data based on the size of the installation will help. DSJAs have much more ability to get people into the right jobs at Forts Liberty and Campbell than they do at Forts Monterey and Gregg-Adams. From a geographic perspective, the opportunities for different jobs in a market like Washington D.C. vary significantly from the opportunities that might present themselves outside of Fort Johnson, LA, for instance. Additionally, we recommend cross-comparing where individuals reside and where they are/have been stationed to see if there is any correlation between being far away or close to "home" for various assignments. This data point might help us analyze the retention issues, especially if there is a disproportionate effect on our minority personnel. We also recommend having an in-person portion of the exit survey conducted by a person of the same race, gender, and/or identification. That may help the person leaving the service have a more candid discussion about more sensitive race, gender, and/or identification issues. Finally, we recommend asking those exiting the JAGC for a consent release of the survey information to utilize for follow-on data analysis.

---

n6YDOPeGyA. (finding 28% of the surveyed military teens scored low on mental well-being, and separate from the SWEMWBS questions, 37% of survey respondents said they had thought about harming themselves or others).

2. **Each Office Of The Staff Judge Advocate Should Collect Historical Data About The Historical Demographics of JAs In Each Position In The Organization.** The OSJA should review the historical data when recommending someone for the selection of positions.[22] The idea is to ensure that minorities interested in those positions are getting opportunities at the same rates. Once again, it's critical for DSJAs to know their people and their aspirations and, arguably most importantly, be transparent and predictable with office moves. Some individuals might have reservations about taking the "high operational tempo," but critically important "tough" jobs. It is imperative for DSJAs to properly inform these individuals about promotion boards and the rewarding aspects of those "tougher" jobs.

3. **Hire An Expert DEI Consultant To Create An Organizational Cultural Assessment And DEI Plan.** In researching this issue, we discussed the potential benefits of hiring a consultant with *Ankora Consulting Firm*.[23] The DEI consulting firms can create a strategy to build metrics, review current practices, measure progress, and evaluate policies for attracting and retaining diverse talent. The first step that a consulting firm usually conducts is completing cultural assessments, discussions, surveys, and targeted interviews to understand the underlying problems of the organization. The field board recommends hiring an expert in this area because the JAGC is struggling to identify metrics of success for its DEI program. When speaking with the consultant, we were informed that many companies try initially to "D-I-Y" DEI—doing everything themselves—only to realize that they are wasting time, effort, and money by proceeding without well-defined goals or metrics of success. A consultant helps analyze the problem set and develop an action plan. Once an action plan has been established, the consultant usually hands over the implementation and review of procedures to the organization. Based on our research, an organization usually hires DEI consultants for around two years. The most common metric for measuring success is targeting new recruits—for example: having a 1% increase in the number of black attorneys who accessed the JAGC by 2025. Another metric could be the percentage increase of minorities in field grade ranks while accounting for accession numbers.

OFFICIAL MENTORSHIP GROUPS

4. **Adopt Affinity Groups Into The JAGC Organization As Official Mentorship Groups.** The current status of JAGC Affinity Groups is highly confusing. It seems they are non-federal entities (NFE)s that work closely with the organization in conducting research, training, and events to foster the inclusion of minorities in the JAGC. Some of them have formal mentorship chains, including senior leaders in the JAGC.

---

[22] For example: report the gender, background, and racial identifier data of each IBCT BJA.

[23] The discussions with the consulting firm were conducted with an academic focus, explaining clearly there were no promises of hiring them and that the field board was interested in basic knowledge of their services. This should not be interpreted as a promise to give them a contract. Furthermore, there are many other consulting firms offering these services to governmental organizations. *See*, Diversity, Equity, & Inclusion - Anku https://ankura.com/services/diversity-equity-and-inclusionra.com.

However, these groups are still "not official," and there is some considerable red tape they must navigate whenever they want to announce an event during business hours or collaborate with the organization. The result is a negative, implicit messaging to minority Judge Advocates that they are "other"—and that, despite the official messaging that Mentorship Matters, leadership's actions indicate otherwise. Additionally, because of the NFE status, affinity groups are limited with what resources they can share and with the level of collaboration they can conduct between JAG Corps organizations. As detailed above, in private organizations such as Microsoft and Amazon, one of the primary benefits of these groups is not just mentorship, but also feedback to the parent organization on policies and projects with impact on minorities. Affinity groups could be a valuable resource to the JAG Corps. Finally, keeping affinity groups non-official empowers JAG Corps personnel that do not support DEI to erect barriers for JAs to access affinity groups – for instance, by restricting ability to log into short calls during the duty day.

We recommend making them official and bringing them into discussions about recruiting and retention of minorities. Furthermore, they can have representatives at the table educating senior leaders about their population and creative ways of retaining that talent. Like other organizations; mentorship groups can assist in creating an onboarding program for new Judge Advocates, helping them navigate unique issues early in their careers. Many law firms and organizations have "New Parent Mentoring Programs," where all expecting parents are offered an experienced mentor to help them navigate new parenthood.[24] Especially in the Army, where new parenthood can seem daunting, this sort of mentorship is invaluable and can make the difference between a new parent exiting the JAG Corps, or continuing on because he or she feels supported.

Legally, affinity groups *could* be official, pursuant to 10 USC §656, Diversity in Military Leadership: plan; Mentoring and Career Counseling Program. In fact, the Department the Defense has a mandate to create a mentorship and career counseling program with the main goal of "having the diversity of the population of officers serving in each branch, specialty, community, and grade of each armed force reflect the diversity of the population in such armed force as a whole."[25] The Navy JAG Corps spearheaded efforts in this arena by creating the Judge Advocate General Community Legalman Mentoring Program in 2020. [26] Despite messaging indicating a formal platform for mentorship was going to be implemented in the U.S. Army JAG Corps, no initiatives have been implemented as of January 2024.

[24] *See, e.g.*, Vinson &Elkins LLP, https://www.velaw.com/about-us/diversity-equity-inclusion/.
[25] 10 U.S.C. §656.
[26] JAG/CNLSCINST 1500.1B, Judge Advocate General Community Legalman Mentoring Program https://stjececmsdusgva001.blob.core.usgovcloudapi.net/public/documents/JAG_CNLSCINST_1500.6A_LN_Mentoring_Instruction.pdf.

IMPROVED MESSAGING / TRAINING

5. **Standardize The Process For Intraoffice Moves By Publishing Predicted Changes In The Organization.** The field board recommends full transparency about office moves by forecasting and predicting intraoffice moves. After considering the Army's needs, the Judge Advocate's interest, and projected career path, the intraoffice moves should be conducted. Each DSJA should carefully evaluate and ensure each team member has the same opportunity to excel at high operational tempo jobs. The projection is subject to change but should provide judge advocates clear guidance and predictability about office moves. Additionally, DSJAs should not be afraid to explain the reasons behind the respective office moves to each officer. Predictability and transparency will go a long way. Informing someone that they will work at client services for a while to have the opportunity to work with and represent Soldiers, along with increased opportunities to develop knowledge about the Army, is critical before transitioning to becoming a trial counsel for a brigade combat team. Informing the person that they are expected to transition to that high operational tempo job in a certain number of months also enables them to prepare their families for the increased stress and time at work, ultimately reducing the job's impact once they are placed in that position. This also allows for longer and more effective right-seat/left-seat transitions, increasing the likelihood the person will feel confident and ready to take the reins. Leadership teams across the JAGC play a vital role in the Judge Advocate's decision to stay in the service. One of the aspects causing discontent among junior Judge Advocates is the perceived lack of transparency between Deputy Staff Judge Advocates and Staff Judge Advocates. There exists a perception that funded legal education program (FLEP) officers and non-minorities are prioritized for high-visibility intraoffice assignments. This is partially due to the accelerated promotion cycles of FLEP, necessitating the need of having them perform career enhancement jobs early in their career as Judge Advocates. Another contributing factor to this perception is the lack of communication between the leadership and the JAs aspiring to obtain those jobs. Communicating frequently about predictable changes and expected office transition can assist in clarifying why a junior officer was selected over a more senior officer to perform a high-visibility job. Furthermore, the field board identifies a perception that minorities are usually selected for jobs seen as less visible (SVCs, TDS, and Client Services), even against the officer's desire.

6. **Institute Leadership Training At The Senior Leader Level, Utilizing Vignettes Addressing Common DEI Issues.** It is our understanding that Field Board 11 is developing several DEI vignettes to help people in the JAG Corps discuss and understand diversity issues. Vignettes present leaders with a realistic scenario that involves identifying potential problems and using emotional intelligence to choose the best course of action or response. They are one of the best ways to work through nuances in any given situation because they require critical thought. They are also effective for presenting new ways of viewing situations. The vignettes should contain commonly seen issues at all levels of management for an open and honest discussion. The training should focus on leadership and cultural core competence, human behavior, and how to lead Soldiers with diverse backgrounds.

7. **Communicating A Shift From Tradition To Effectiveness in PT Programs and Accountability.** Working as a Judge Advocate often involves 10-12-hour workdays, or more. Now that offices are consistently short-staffed, more Judge Advocates find themselves working nights and weekends. On top of these long hours, Army Judge Advocates are required to attend mandatory group PT—sometimes four or five days a week. PT is important to our job, but mandatory PT creates a strain when parents must be away from their children in the morning and then for the subsequent 12 hours. On top of that, PT programs are often not very effective, and they typically are not individually tailored to target people's areas of growth. Officers often have to work out twice a day to excel at the ACFT or achieve other elite results—taking even more time away from family. Interestingly, Judge Advocate offices often do mandatory PT more often than their officer counterparts in the Army. Sister services also do not require mandatory, daily PT. The Marine Corps values physical fitness, yet Marine Corps JAGs are trusted to PT on their own—and they excel at their various physical fitness tests.

As laid out in the DACE report, military life brings numerous hardships for the family: deployments, PCSs, and living far away from family networks. So, to the extent OSJAs can use litmus tests such as ACFT scores to allow Soldiers leeway for more balance, it would be a positive point for retention of women (who are often primary caretakers), dual military, and minorities (who, culturally, prioritize family connections).

One option to balance these competing interests is creation of an incentive program. Field board 12 recommends the following incentive program: anyone scoring over 80 points in each ACFT event be limited to one day a week of PT. The high scorers can be available to the regular PT group on different days to help motivate the group.

We caution leaders that appropriate PT incentive programs must be supported at the highest level. Some OSJAs have "incentive programs" with bare minimum incentives: for example, scorers of 80+ points in each category receive only one day off PT, still with a mandatory "in-person accountability" check-in. Though it is better than nothing, this type of bare minimum incentive program does not properly alleviate the strain put on Soldiers by excessive mandatory PT/accountability formations, when the Soldier has shown they are capable of physical performance at the highest levels.

Some offices also require in-person accountability before PT formation, regardless of profile status, having a morning appointment, or success at a PT incentive program. In the technological era, when accountability can be completed just as well by cell phone or by checking in with personnel during morning work call, these requirements have seemingly no positive impact on the organization. Unlike the requirement to exercise—which has some connection to physical fitness—an in-person accountability requirement's only benefit is to increase the leader's perception of control. Meanwhile, it degrades morale and creates undue strain, especially for Soldiers with families. A single mother with an infant must wake their child at 0500, pack their daycare bag, and drop them off at daycare, all simply to "check in" in-person, even if they are excused from PT. Or, perhaps a parent misses breakfast with their children every day due to this requirement, or someone with health issues misses the opportunity to sleep in and get valuable

recovery time. Though it does not seem like much, over time, it adds up—especially on top of deployments, multiple stressful PCSs, and generally long working hours.

When the JAG Corps creates unnecessary stress on the individual and family in a garrison environment, eventually, Soldiers will start to look for other employment options. It is possible to create an atmosphere of accountability and discipline without creating excessive, ineffective requirements on Soldiers.

8. **Communicating Support for Pregnant Soldiers, Parental Leave, and Army Postpartum Policies.** Consistent strategic messaging from TJAG/DJAG-level is key in implementing and enforcing policies and regulations in this area. Areas of emphasis could include: communicating to leaders that pregnancy is a temporary condition, what proper support of parental leave looks like (how to address balancing parental leave with mission requirements, how to frame this discussion with Soldiers, that taking parental leave should not have a negative impact on an OER for an otherwise great Soldier, etc.); and what proper support of postpartum Soldiers and breastfeeding requirements could look like.

CONCLUSION

To retain diverse talent, the JAG Corps should gather better data to understand the reasons why officers are leaving the service. If the data exists, this information should be shared with field boards to make a better assessment of the current issues. Furthermore, the organization must focus on fostering inclusion in office culture and providing transparency from DSJAs and SJAs about future moves. The power yielded by office leadership can be used to groom, mentor, and train diverse talent to obtain key developmental positions. By collecting better historical data on officers who have held key positions, the OSJA can look at itself in the mirror and make intentional decisions for the development of leaders. Lastly, mentorship remains one of the key elements of retaining diverse talent, the organization must create formal ways to establish mentorship chains and groups or adopt the existing affinity groups. In the alternative, an onboarding program could be established to aid new JAGC members navigate cultural, gender, and ethnic challenges once they begin their military service. In conclusion, most of our recommendations can be easily implemented without requesting additional funding or creating new programs. All the changes required are prioritization, change in culture, and implementation of new strategies to retain the best diverse talent.

APPENDIX A

Race / Ethnicity						
	Applicants	**Selectees**	**Law School (2019)**	***Army Officers**	**JAs**	****ABA**
African-American	10.7%	9.5%	7.8%	11%	6.7%	5%
Asian/Pacific Islander	6.3%	5.4%	6.3%	6.8%	5.7%	2.4%
White	67.7%	70.7%	62%	71.2%	80.6%	85.2%
Hispanic	11.3%	9.2%	12.7%	7.6%	3.4%	5%
Native American	0.4%	0.34%	Not reported	Not reported	<1%	0.6%
Other/ Unknown	4.0%	4.2%	4%	3%	2.7%	1.4%
Gender						
Female	31%	39%	52%	19%	28%	36%
Male	69%	61%	48%	81%	72%	64%

APPENDIX B

AMAZON DIVERSITY EQUITY AND INCLUSION PROGRAM

1. **Goals.** [27] Amazon's DEI goals are clear and embedded in the organization's mission and vision.
    a. Inspect any statistically significant demographic differences in attrition and low-performance actions by VP team every month to identify root causes and, as necessary, implement action plans.
    b. Retain employees at statistically similar rates across all demographics.
    c. Build a scalable mechanism in Connections to inspect inclusion sentiment by demographic for all employees.
    d. Ensure that 100% of Amazonians take company-wide required inclusion training.
    e. Build scalable mechanisms that address new instances of non-inclusive terms in our code and document repositories or development tools.
    f. For the second year in a row, double the number of U.S. Black employees at L8-L10 (Directors and VPs) year-over-year from 2020 numbers.
    g. Increase hiring of U.S. Black employees at L4-L7 by at least 30% year-over-year from 2020 hiring.
    h. Increase the number of women at L8-L10 (Senior Principals, Directors, VPs, and Distinguished Engineers) in tech and science roles by 30% year-over-year.
    i. Increase the number of U.S. Black software development engineer interns by at least 40%.
    j. Reach 1.6 million underrepresented students globally.
2. **Use of Official Affinity Groups**. Amazon Corporation[28] has over 13 official affinity groups that provide resources and networking opportunities for their employers. Amazon affinity groups can use official funds to create DEI proposals, travel, provide training and serve as DEI counsels to the Legal Diversity Committee Ambassador. The affinity groups are well-nested with the DEI counsel and the recruiting team. Affinity groups are advisors serving during the recruiting and promotion process, ensuring diversity, equity, and inclusion are at the forefront of these processes.
3. **Mentorship Groups**.[29] Amazon has official mentorship groups to help onboard

[27] Diversity, Equity, and Inclusion (https://www.diversitylab.com/pilot-projects/mansfield-overview/ amazon.com)
[28] See, Affinity groups (aboutamazon.com). Amazon has 13 affinity groups, also known as employee resource groups, which bring Amazon employees together across businesses and locations worldwide. Some examples include the Black Employee Network (BEN), Amazon Women in Engineering (AWE), and Indigenous at Amazon. Amazon has 13 affinity groups, also known as employee resource groups, which bring Amazon employees together across businesses and locations around the world. Some examples include the Black Employee Network (BEN), Amazon Women in Engineering (AWE), and Indigenous at Amazon.

[29] Amazon Mentorship Programs - Military Mentoring, Career Development. Open to any permanent full-time employee at Amazon or one of its subsidiaries located anywhere in the world, this program is here to support and encourage employee growth, provide opportunities for skill-building, facilitate cross-organizational understanding, and improve social networks inside of Amazon.

new attorneys during the first 12 weeks by doing weekly meetings, counseling, and career advice. After the initial 12 weeks, mentors continue to develop the relationship by reaching out, doing azimuth checks, and providing valuable feedback. Mentors also help new attorneys by introducing them to the mentor's legal network and listening to the needs of the new employees. Amazon has created a culture around building careers and taking skills to the next level through leadership and peer support. This helps nurture, support, and encourage employee growth by connecting Amazonians to mentors invested in developing their ops careers.

4. **Clear messaging.** Amazon has a clear position on diversity, equity, inclusion and treatment of minorities. Employees have knowledge of the organization's position on unequal treatment under the law, and the company sends clear and often messages about current trending topics. For example, after the capitol riots in January 2021, Amazon immediately messaged the workforce, encouraging managers to discuss the incident and offering employees counseling resources and time off.
5. **Measuring success**. Amazon utilizes specific metrics to review the number of new hires that conform to the DEI goals and plans to double the number of Blacks and women serving in leadership roles. The use of specific quotas during the recruiting process for building a diverse workforce has been a topic of contention. However, it continues to be a tangible metric used by organizations to build a pipeline of diverse talent. For example, Amazon Prime will need to meet a minimum of 30 percent of women and people within a marginalized racial or ethnic group for higher roles in productions like directors, writers, and producers under Amazon Studios. That number will rise to 50 percent by 2024. The effectiveness on the use of "minority quotas" has been debated over the years; however, research seems to support that a plan including a pipeline for leadership development and a requirement to hire a specific number of minorities every year can help the organization obtain a more diverse and talented workforce.
    a. **Bloomberg Law DEI Framework**.[30] The DEI framework provides a program designed to recognize law firms' commitment to DEI through a rigorous, quantitative methodology. After the law firm goes through the screening process, Bloomberg Law publishes a list of law firms certified by them.

---

[30] Diversity, Equity, and Inclusion Framework for Law Firms | Bloomberg Law. The Diversity, Equity, & Inclusion Framework is a listing of law firms that meet or exceed a rising standard for diversity, equity, and inclusion in their firm.

APPENDIX C

ADDITIONAL RECOMMENDATIONS FOR JUDGE ADVOCATE RECRUITING OFFICE (JARO)

*#1 Regionalize Field Screening Officers***.** FSOs usually communicate directly with JARO representatives. However, communication is often inefficient due to insufficient staffing, lack of experience in the role, and high turnover of captains. Field board 12 recommends using senior FSOs or field grades to serve in a managing role of FSOs by region. They can provide mentorship and input and help build relationships with schools. This will be an additional duty that can help judge advocates serve in a non-traditional leadership role.

#2 Self-Nominating FSOs/Outreach Officers and have them serve at least 2 years at a time. Allow Judge Advocates to self-nominate if they desire to serve as FSOs or outreach officers. By compelling OSJA leadership to nominate officers, we reinforce an already biased system: the SJA/DSJA/RDC chooses "favorites" to recruit the next generation, which is more likely to be similar to the favorites (and the leader who nominated them). If the judge advocates self-nomination, those wishing to take on this additional duty could convey that in their application. JARO could still choose from among the applications. A more diverse pool of JAs (in terms of experiences and background before the JAG Corps, not only ethnic/racial/religious background) might be more successful in recruiting. Self-nomination would allow the quiet people less likely to be chosen by leadership to self-identify if they are interested in being part of the recruiting effort. Self-nomination would also prevent any judge advocates who do not wish to serve as FSOs from being guilted into doing so by their leadership. Those who are not passionate about recruiting for our Corps should not.

*#3 Emissary Program***.** Recruiting trips should be designed with recruiting as the primary mission, not treated as fun TDYs to send judge advocates to vacation destinations, states we have never been to, or places near family so we can sneak in a quick visit. Too often, there is no logical reason why Judge Advocates are sent on recruiting efforts to particular regions or schools. The recruiters sent to certain regions or schools may have nothing in common with their audience. JARO should institute an Emissary Program to ensure we tap into judge advocates' connections based on our unique backgrounds, diverse cultures, hometowns, schools, and professional affiliations. Emissaries would serve for 2-year terms and be assigned a particular region and group of schools and then stay in touch with key points of contact at those schools, such as the career management office, mock trial faculty advisor, professor of military science if there is an ROTC program, etc. For example, New York City has 10 law schools in the five boroughs alone. We should send recruiters who have lived, studied, or worked in NYC to recruit there, not random judge advocates who would like to visit New York City. We must figure out how to appeal to law students and young attorneys. One simple and logical way would be to send recruiters relatable to the population we seek to recruit. Sending a white male captain who went to the University of Kansas for law school to recruit the diverse population of law students at Columbia University or NYU is probably not an effective way to entice those students. They cannot see themselves in that white male captain from Kansas. Send a

Judge Advocate from the city, one who worked at an NYC law firm before joining the JAG Corps, or an alum of an Ivy League or other elite school similar to the one where we seek applicants. Likewise, do not send a Judge Advocate born, raised, and educated in Southern California to recruit in Kansas just because she is stationed at Ft. Riley. Kansas law students would likely benefit more from meeting the white male captain who attended law school at the University of Kansas. He may be stationed at Fort Cavazos but would be a more successful emissary to Kansas. The emissary to any particular region or school should be someone students can see in themselves and their experiences. Do not send the wrong minorities to recruiting events designed for students of a particular race or ethnicity. Do not send an Asian-American judge advocate to a recruiting event for first-generation law students of Hispanic origin. Send a Spanish-speaking emissary who may also be a first-generation immigrant. The students at that recruitment fair need to be able to see themselves joining the JAG Corps, and that is easier to do when the person interviewing them and answering their questions is from a similar background. Do not send white Judge Advocates recruiting at Historically Black Colleges and Universities. Send an emissary who went to such a school himself/herself. Recruiters must reflect the current JAG Corps population and the one we hope to build.

*#4 JAG Corps Moot Court/Mock Trial Competition***.** We must show recruits that we practice "real law" and are polished and accomplished litigators for two reasons: First, the opportunity to litigate early in a legal career attracts many applicants to the JAG Corps. Second, we are currently being challenged to expand the number of folks who will become military justice experts. A JAG Corps-sponsored mock trial competition would be a perfect way to recruit law students who are passionate about litigation and have already competed at their own schools to be part of a moot court or mock trial program. Many students are often surprised to learn that we practice "real law" and excited to hear about criminal practice in the military justice system. Let's write an evidence-based mock trial problem and specifically tie in some unique aspects of the military rules of evidence (states do this all the time with mock trial rules that incorporate local or state rules of procedure or practice). Students around the country would practice their trial skills by applying the military rules of evidence, and a few might think, "This is cool - could I really do this as a career?" The Washington D.C. area is a favorable location to host such an event, schools already budget for their teams to travel and compete at such competitions, and the JAG Corps has a beautiful new building across the street from USALSA where a mock trial competition could be held. All mock trial problem writers could be Judge Advocates with experience (many of us were mock trial and/or moot court experts). Each team competing could be assigned a Judge Advocate "emissary" to address needs, serve as a hospitality host, and serve as a recruiting officer. In an ideal world, this emissary is an undergrad or law school alum from that school or at least has some ties to that region of the country. The competition may begin with a welcome address by TJAG and a cocktail hour or dinner on Ft. Belvoir or Ft. Myer. Maybe competitors take a day trip to visit ACCA, CAAF, or the Supreme Court. Let us use our strong connections to these respected institutions and our expertise in criminal litigation to show law students an impressive few days at an annual mock trial competition at Ft. Belvoir. If we want the best, we must do what the best firms and civilian companies do to recruit them, but make it more interesting and enticing.

#5 Build a pipeline for high school students. In a war for talent, the JAGC must look for creative and effective ways of recruiting talent. Recruiting briefs at the school effectively spark interest, but they do not provide a pipeline for students to stay on track and apply to law school. Law firms often have high-school/undergraduate "mentorship" programs that allow the students to buy into the organization before they have a degree. To effectively build this program, we need judge advocates willing to mentor students through undergrad, help them with law school applications, and provide virtual workshops. Some of the most successful pipeline programs provide workshops about studying for the LSAT, how to gather letters of recommendation and draft a personal statement. An easy way to establish a pilot program is by asking volunteers interested in helping their alma mater.

#6 TJAGLCS Open house. TJAGLCS can host an open house for high-school, undergrad, and law school students. This could be a great opportunity also to conduct a mock trial or moot court competition and teach advocacy classes.

#7 Create remote externship opportunities for law students. There are OSJAs in dire need of extra help. JARO already has an externship program for law students who are not selected for the internship or simply wish to volunteer. Another alternative could be creating virtual/remote externships for law students to produce quality legal work. Whether it is legal research, draft briefs, or proofreading, they can provide invaluable support to the organization. In exchange, the student will receive a letter of recommendation. To implement this idea, JARO can provide each OSJA with a number of externships and ask them to identify a coordinator for the paperwork. The coordinator can contact the law schools to discuss this new program. The schools can also provide credit to the student.

#8 Use of LinkedIn. The JAG Corps must use LinkedIn in a more efficient way. We recommend having each approved FSO create an account for professional use only to highlight their experiences and discuss what it is like to be a judge advocate and post jobs on the platform. LinkedIn allows you to post a job for free, and you could set up a link for them to go directly to your website. In the current market, all recruiters use LinkedIn to search for applicants, post jobs, and connect with applicants. If you have 60 FSOs and all are constantly posting on LinkedIn, we can get free marketing from 60 different sources! Additionally, it is a great platform to spotlight young talent.[31] We must utilize the general officers' and senior officers' networks to reach potential candidates and a broader audience.

#9 YouTube. The current videos/recruiting briefs are outdated. We recommend creating short informational videos for recruiting purposes. In addition to recruiting, we could also affect retention by highlighting young officers and featuring them on YouTube videos. This could be a great project for the JAGC affinity groups to implement with JARO guidance.

#10 Use of Educational Delay Students. We should use educational delay students as emissaries of the Army JAGC. Even though they are not in the Corps yet, they could serve as liaisons between the

[31] For example, a post from MAJ (b) (6) during her visit to PR had over 2,500 reactions, and she received over 15 direct messages after posting pictures and a summary of the visit. Another post earlier in the year from the same officer was reshared by an O-6 and a general officer. This post has over 32,000 impressions. MAJ (b) (6) received dozens of inquiries about the JAGC shortly after her post was reshared by two senior officers.

school and the JAGC and help FSOs set up recruiting events. Additionally, the JAGC should provide serious consideration to allowing United States Military Academy graduates to pursue a career in the JAGC through an Educational Delay. This will reduce the number of FLEP applicants and integrate cadets into the organization earlier.

#11 *Encourage National Guard and Reserve Judge Advocates to participate as adjunct/visiting professors in local law schools*. They could serve as initial outreach to students regarding their experience with the JAGC while earning CLE credits and a bit of money. JARO could provide a pilot program (deck of slides on military law in general, usually focusing on military justice and NSL) that the judge advocates can tailor. This could be a Military Law Clinic (similar to the program at Brooklyn Law School) that includes internship/externship placement at positions with some nexus to the military/JAGC.

JAG Corps Resignation Survey Questions:

1) How many years of Active Duty Commissioned Service do you have in the JAGC?

- (•) Less than 5
- ( ) 6-10
- ( ) 11-15
- ( ) 16-20

2) Before entering the JAGC, did you have prior service in the following?

- [ ] Reserve/National Guard (Officer)
- [ ] Reserve/National Guard (Enlisted)
- [ ] Active Duty (Officer)
- [ ] Active Duty (Enlisted)
- [ ] Other Branch of Service

If other please specify branch and status

3) Are you leaving active duty due to a desire for civilian practice opportunities?

- ( ) Yes
- ( ) No

4) Are you leaving active duty due to command climate issues?

- ( ) Yes
- ( ) No

5) Are you leaving active duty due to a desire for stability for family? How do you define stability?

- ( ) No
- ( ) Yes - Quality of Geographical Location
- ( ) Yes - Deployment/Exercises
- ( ) Yes - OPTEMPO/Workload
- ( ) Yes - Family Separation
- ( ) Yes - Professional Development
- ( ) Yes - Frequency of Moves

6) Are you leaving active duty due to a desire for stability for spousal employment?

- ( ) Yes

- [ ] No

7) Are you leaving active duty due to other issues?

- [ ] Yes
- [ ] No

8) Is your decision to leave related to an EFMP concern that may limit your assignments and potential?

- [ ] Yes
- [ ] No
- [ ] N/A

9) For Questions 3-9; which reason is your primary reason for leaving active duty?

- [ ] Are you leaving active duty due to a desire for civilian practice opportunities?
- [ ] Are you leaving active duty due to pay/compensation issues?
- [ ] Are you leaving active duty due to command climate issues?
- [ ] Are you leaving active duty due to a desire for stability for family? How do you define stability?
- [ ] Are you leaving active duty due to a desire for stability for spousal employment?
- [ ] Are you leaving active duty due to other issues?
- [ ] Is your decision to leave related to an EFMP concern that may limit your assignments and potential?

10) If spousal employment impacted your decision, did you consider the JAGC's Noncompetitive Military Spouse Attorney Placement Program?

- [ ] Yes, but my spouse didn't qualify
- [ ] Yes, but no opportunities were available for my spouse
- [ ] No, my spouse wasn't interested in Army employment
- [ ] No, I didn't know about the program
- [ ] N/A

11) Are you leaving active duty to pursue:

- [ ] Government Practice
- [ ] Private/Corporate Practice
- [ ] Non-legal employment
- [ ] Not seeking employment

12) How much remaining student loan indebtedness do you have?

- [ ] $0
- [ ] $1 to $24,999
- [ ] $25,000 to $49,999

- $50,000 to $99,999
- $100,000 to $149,999
- $150,000 to $199,999
- $200,000 and above

13) Did you accept any benefits under the Judge Advocate Officer Incentives Program (JAOIP) before making your decision to leave active duty?

- Yes
- No

14) Are you enrolled in the Public Service Loan Forgiveness Program?

- Yes
- No

15) If so, on the effective date of your resignation, will you have reaped the full benefits of the program (i.e. loan forgiveness)?

- Yes
- No

16) Would more pay/compensation (including incentive pay) change your decision?

- Yes
- No

17) If you are leaving active duty because of better compensation, what is the amount of anticipated compensation that you will receive?

- Under $50,000
- $50,000 to $99,999
- $100,000 to $149,999
- $150,000 to $199,999
- $200,000 and above
- N/A

18) Would the ability to specialize change your mind about resigning?

- Yes
- No

19) Would a longer time at one duty station change your mind about resigning?

- No
- Yes 2 years
- Yes 3 years

- Yes 4 years
- Yes 5 years
- Yes longer than 5 years

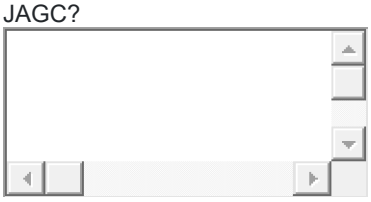
20) Would shorter deployments change your mind about resigning?

- Yes
- No

21) Would additional professional education options (e.g. more LLM opportunities) change your mind about resigning?

- Yes
- No

22) What one assignment/job improvement would have the most impact upon your potential decision to remain in the JAGC?



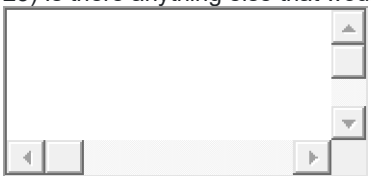
23) Would a career intermission program (specifically related to a partial pay/three years in the Individual Ready Reserve program) change your mind about resigning?

- Yes
- No

24) Which of the following would be your primary reason to remain on active duty?

- Would the ability to specialize change your mind about resigning?
- Would a longer time at one duty station change your mind about resigning?
- Would shorter deployments change your mind about resigning?
- Would additional professional education options (e.g. more LLM opportunities) change your mind about resigning?
- What one assignment/job improvement would have the most impact upon your potential decision to remain in the JAGC?
- Would a career intermission program (specifically related to a partial pay/three years in the Individual Ready Reserve program) change your mind about resigning?

25) Is there anything else that would change your mind about resigning?



26) Would you recommend a JAGC Career to a friend, colleague, or family member?

- Yes
- No

JAG Corps Retirement Survey Questions:

1) Which retirement system are you under?

- Final Pay
- High 3
- CSB / REDUX
- Disability

2) How did you enter the JAGC?

- Direct Commission
- ROTC Ed Delay
- FLEP
- Senior Accession

3) How many years of Active Duty Service will you have by retirement?

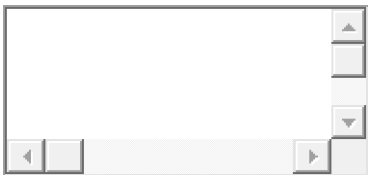
4) Will you be retiring more than one year prior to your Mandatory Retirement Date?

- Yes
- No

5) Why are you retiring at this time?

- [ ] I have reached my MRD
- [ ] Other involuntary retirement
- [ ] Civilian practice opportunities
- [ ] Command Climate
- [ ] Spousal employment
- [ ] Children's Schooling
- [ ] Related to EFMP concerns that may limit assignments
- [ ] Care for a Family member
- [ ] Desire for more stability
- [ ] Timing was right
- [ ] Other (please explain)

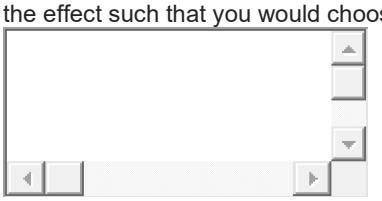
If previous response is other please explain



6) Did spousal employment impact your decision to retire?

- Yes
- No

7) If spousal employment impacted your decision to retire, is there anything the JAGC could have done to mitigate the effect such that you would choose to remain on active duty longer?



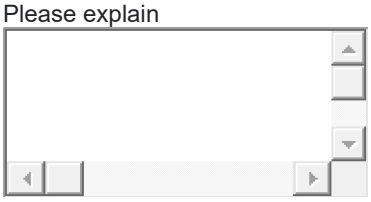
Visible based on previous answer

8) If spousal employment impacted your decision and your spouse is an attorney, did you consider the JAGC's Noncompetitive Military Spouse Attorney Placement Program?

- Yes, but my spouse didn't qualify
- Yes, but no opportunities were available for my spouse
- No, my spouse wasn't interested in Army employment
- No, I didn't know about the program
- Other

Visible based on previous answer

Please explain



Visible based on previous answer

9) What are your plans for employment after retiring?

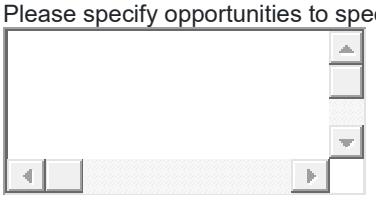
- Government Practice
- Law Firm Practice
- Corporate Practice
- Non-legal employment
- Not seeking employment
- Uncertain

10) Which, if any, of the following might convince you to postpone retirement?

- Fewer deployment opportunities
- More deployment opportunities

- [ ] Shorter deployments
- [ ] Increased tour lengths
- [ ] Increased promotion opportunities
- [ ] Other specific assignment opportunities
- [ ] Opportunities to specialize (Specify the area of specialization)
- [ ] Other

Please specify opportunities to specialize or other



11) Where will you live in retirement?

- [ ] Current assignment
- [ ] Home of record
- [ ] City
- [ ] Rural area
- [ ] Other location

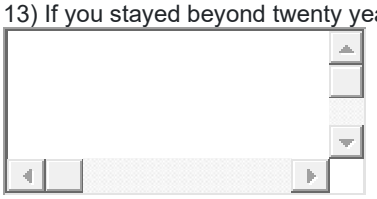
12) Before entering the JAGC, did you have prior service in the following?

- [ ] Reserve / National Guard (Officer)
- [ ] Reserve / National Guard (Enlisted)
- [ ] Active Duty (Officer)
- [ ] Active Duty (Enlisted)
- [ ] Other Branch of Service

Please specify branch and status if other was selected previously



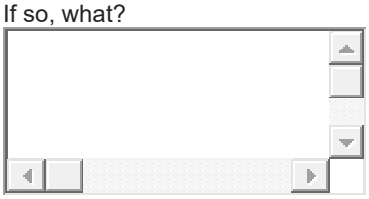
13) If you stayed beyond twenty years of active Federal service, what were the reasons you continued to serve?



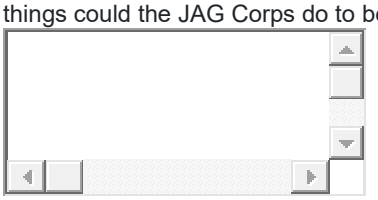
14) From your experience, is the JAGC doing a good job of recruiting and retaining talent? How can it improve?



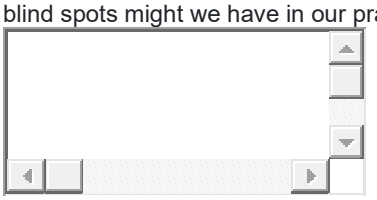
15) Is there anything the JAG Corps could do to improve the overall experience for our Soldiers, officer and enlisted? If so, what?



16) Did family considerations create any obstacles to serving in the JAGC? If so, how did you resolve them? What things could the JAG Corps do to better accommodate the needs of our families?



17) What can the JAG Corps do better to improve in the practice of law in support of our clients? E.g., Do we provide the right levels of support? Are we focused on the right functional areas? Do we have sufficient resources? What blind spots might we have in our practice in a particular area? Are there systems that we can improve?



18) What does the JAG Corps do well in how we are organized and how could the organizational structure be made better?



19) Does the JAG Corps do a good job at developing good leaders and how can we improve our overall leadership capabilities?



20) Any other suggestions for improving the JAG Corps?



21) Do you wish to provide us with a personal email address or phone number? If so, please list below.

FIELD BOARD #12

Board members:

(b) (6) [redacted]

COMPO 2/3 RECOMMENDATIONS FOR THE JUDGE ADVOCATE RECRUITING OFFICE (JARO)

I. **Introduction**

The Field Board was tasked to examine best practices for COMPO 2 and 3 recruiting. The JAG Corps faces an unprecedented dilemma as it needs to greatly increase its COMPO 1 (active duty) force at a time when application interest is at historical lows. As a result, the JAG Corps has reemphasized and strengthened an extensive recruiting drive based on an "everyone is a recruiter" ("EIR") model. However, the effort has largely focused on utilizing COMPO 1 judge advocates ("JAs") to recruit applicants for active duty. The major COMPO 1 expansion has forced the JAG Corps to focus less on the reserves, who also face a recruiting shortfall. As COMPO 2 (Army national guard) and 3 (Army reserves) officers are called upon to fill vacant COMPO 1positions, the shortfall will likely grow.

II. Findings.

A. BLUF: The JAG Corps should expand its EIR model to enable all JAG Corps members to recruit for all JAG Corps opportunities (all COMPOs and civilian attorneys). To do so, the JAG Corps should consider the following recommendations to set the conditions for a recruiting environment where every member of the force can advocate for the Corps as a whole.

B. Recommendations.

1. All attorneys should recruit for active duty, the reserves/NG, and civilian attorney positions. JARO should create a "short book" that equips individuals with talking points and knowledge necessary to effectively promote all JAG Corps opportunities.

2. The JAG Corps should conduct a recruiting awareness campaign across COMPOs 2 and 3 (like efforts conducted with COMPO 1) and utilize three phases to integrate reservists into the EIR approach.

3. The JAG Corps should target practicing attorneys through COMPO 2 and 3 recruiters.

4. The JAG Corps should steer COMPO 1 non-selects (both applicants and captain Passovers) toward COMPO 2.

5. The JAG Corps should expand JARO to include a COMPO 2 JA and NCO.

6. The JAG Corps should create a database to capture important organizational/personal information of its reservist members.

7. National Guard and Reserve Judge Advocates should serve as adjunct/visiting professors at law schools.

III. Methodology: The Field Board discussed personal and professional experiences, relied on a former Judge Advocate Recruiting Office member and a former Personnel Plans and Training Office member, and consulted with BG Ron Sullivan and BG Jamie Areizaga to formulate its recommendations.

IV. Limitations:

A. Funding. Currently due to prioritized efforts already listed in the NDAA and those that are already in the queue pending the CR status, the board understands that there is not an abundance of funds to draw from to fund and support unlimited efforts to ensure recruiting success.

B. Understaffed Offices. Many offices are understaffed with the tasks that have already been prioritized by their current units and TJAG. It is difficult to ask JAs who are already working long hours to fill out additional administrative documents and to follow up with potential new recruits. This difficulty is exacerbated by the lack of an enforcement method for the EIR approach.

C. COMPO Civilian Obligations. COMPO 2 and 3 JAs are already in a position where they are working two jobs while managing their family and personal goals. The

JAG Corps' recruiting structure is unique, and it is not easy to incorporate COMPO 2 and 3 JAs into recruiting without violating the civilian-military boundary dictated by the typical reservist schedule.

V. Recommendations with Analysis:

A. All JAGC members should recruit for all JAGC opportunities.

1. All attorneys should recruit for active duty, the reserves/NG, and civilian attorney positions. The EIR approach relies on JAs to actively recruit to fill their own ranks. However, many JAs do not know important details that are fundamental to effective recruiting. Potential applicants, especially law students, want to know about financial benefits, program requirements, diversity information, etc. It is critical that all JAs and civilian attorneys are able to adequately and persuasively answer such questions.

2. Furthermore, many active duty JAs know very little about the reserves or civilian attorney jobs, and vice versa. This knowledge gap risks missing out on important candidates. A semi-annual training and the distribution of a "short book" or "talking points" book could bridge the gap to synchronize recruiting across the spectrum. BG Sullivan conveyed this idea. JARO and their COMPO 2 liaison should coordinate with BG Sullivan to develop the product further and use it as the impetus to begin an information drive intended to enhance the effectiveness of the EIR approach.

B. The JAG Corps should conduct a recruiting awareness campaign with COMPOs 2 and 3 (like efforts conducted with COMPO 1) and utilize three phases to integrate reservists into the EIR approach.

1. The JAG Corps must overcome a shortage of time, money, and personnel. Using phase lines, the JAG Corps should maximize its recruiting force by using COMPO 2 and 3 JAs to visit schools and networking events using ADOS RC and ADOS AC. JARO should work with the National Guard Bureau, USARC and USARLC to mobilize select JAs to tour schools and attend recruiting events.

2. Phase One: COMPO 2 and 3 SJAs will encourage their JAs to conduct EIR for the good of the Corps and to help identify JAs who excel at recruiting. This Phase is the most cost effective and time effective because JAs will mostly conduct EIR in their personal time as a byproduct of organizational stewardship and networking. Successful JAs would be recognized within their OERs and potentially receive an AAM when deserved.

3. Phase Two: COMPO 2 and 3 SJAs will permit their JAs to recruit using Reschedule Training (RST), 1380s for pay or retirement points in addition to their scheduled Battle Assembly schedule or elect to recruit instead of unit Annual Training (AT). All those who submit 1380s or recruit in place of Annual training must turn JARO

produced intake forms back to JARO. Successful JAs would be recognized within their OERs and potentially receive an ARCOM when deserved.

4. Phase Three: JAs who have been identified as talented recruiters, whether through success in Phase One or Two, or simply identified through potential, will receive ADOS AC or ADOS RC orders to recruit full time for up to a year, with the option to extend. Successful JAs would be recognized within their OERs and potentially receive an MSM (or ARCOM) when deserved.

C. Target practicing attorneys.

1. The COMPO 2 and 3 JAs are uniquely positioned to recruit practicing attorneys by the nature of their dual roles in civilian and military legal practice. Many reservists practice in non-military legal jobs, which provides direct access to practicing attorneys. Practicing attorneys yield several advantages over students. Through experience, they possess skills that will help lessen the learning curve JAs face straight out of school. In addition, they often exhibit higher maturity and professionalism. They also tend to be better financially positioned than students, which steers them towards public service.

2. While employers would not look favorably on reservists recruiting their peers to join active duty, at the risk of poaching an employee, many support the armed forces and military service in a part-time capacity. This is a large demographic that is largely bypassed in the active duty EIR efforts because of the significant barriers to access. Therefore, recruiting practicing attorneys is largely completed informally and left to chance.

3. On the other hand, reservists work alongside practicing attorneys. They lack, however, directed action to utilize this access to the maximum benefit of the EIR approach. Therefore, JARO should bring in a COMPO 2 liaison, create an intake form, and organize a campaign to spur reservists to recruit their peers for COMPO 2 and 3 service. Exposure to COMPO 2 and 3 could cause new reservist JAs to consider active duty service, which provides a windfall to the COMPO 1 recruiting effort.

D. Capture COMPO 1 non-selects

1. Notify Captain non-selects of opportunity to join COMPO 2 easily: If a JA is not selected for promotion to major after two boards, they separate from COMPO 1. It is standard practice to notify these individuals that they can seek a waiver to join COMPO 3. However, they are not notified that they can also transfer to COMPO 2 with the approval of the SJA of the office they want to join. This is an attractive option for individuals who want greater location stability and for those who do not receive a waiver. PPTO should adopt such notification as a standard practice.

2. Notify Compo 1 and 3 applicant non-selects of opportunity to join COMPO 2: JARO coordinates selection boards for COMPO 1 and 3 but are not involved with

COMPO 2 selection. The Judge Advocate General does approve all COMPO 2 selects, but the rest of the process is handled by each state national guard contingent. During a time when interest is at an all-time low, the JAG Corps should notify any applicants who are not selected for COMPO 1 or 3 that they may qualify for COMPO 2 service and direct them to a point of contact who can help with the process.

E. Strengthen COMPO intra-relations by expanding JARO: No COMPO 2 member works in JARO. Therefore, their operations are largely independent of COMPO 1 and 3. This leads to disjointed efforts and missed opportunities to recruit individuals across the spectrum. JARO should establish a COMPO 2 cell within JARO consisting of at least an officer and an NCO (like its COMPO 3 cell). These individuals would synchronize compo 2 recruiting as an entire JAG Corps effort. That would help capture COMPO 2 concerns and take advantage of recruiting opportunities by COMPO 2 JAs. If JARO cannot add permanent active guard positions, they should consider using ADOS.

F. Create a Reserve Member Database: To fully empower the recruiting effort, JARO and recruiting officers need to understand the background of its members. Information such as where JAs are alumni, which organizations they are a member, and where they work, is crucial to directing a targeted recruiting campaign. This information provides JARO operational understanding because it highlights where reserve members are influential.

G. National Guard and Reserve Judge Advocates should serve as adjunct/visiting professors at law schools: Reserve JAs could serve as initial outreach to students regarding their experience with the JAG Corps while earning CLE credits and a bit of money. JARO could establish a pilot program in coordination with TJAGLCS to prepare material. This could also include a Military Law Clinic (similar to the program at Brooklyn Law School) that includes internship/externship placement at positions with some nexus to the military and JAG Corps. The sustained exposure to students is an invaluable tool towards generating reliable interest.

VI. Conclusion: The reserve forces are large in number and have diverse experiences that translate to extraordinary potential to recruit. They should recruit for their own forces, but because of their large number and unique dual status, they can also greatly assist with COMPO 1 recruiting. Their dual status also situates them to target practicing attorneys, which could greatly increase numbers quickly. To take advantage of these opportunities, the COMPOs need to synchronize with JARO's efforts and collect member information to fully understand their potential to recruit. Finally, COMPO 1 JAs must better understand how to recruit for COMPO 2 and 3, which could be aided by an educational publication.

JALS DEI Champion Award

Field Board 13

Field Board 13
DEI Champion Program

DEI Champion program will annually recognize members of the JAG Corps who exhibit the program's pillars of Diversity, Equity, and Inclusion

- This annual award will focus on Soldiers who made significant impact in DEI during the previous 12 months.

- FB13 recommends selecting four Awardees each year: a junior enlisted Soldier, a non-commissioned officer, an officer, and a civilian.

PROGRAM PILLARS

1. Community: This candidate promoted a culture of inclusivity by fostering a workplace environment that embraced individual experiences, cultures, characteristics, and backgrounds of all teammates. Further, this candidate took affirmative steps to promote a fair and equitable workplace.

2. Cultivation: This candidate has created and implemented special, targeted, and creative efforts to attract, retain, develop, and encourage diverse talent.

3. Conversation: This candidate created opportunities to broaden the mindset and considerations of others to make the organization more inclusive.

Field Board 13
DEI Champion Program

APPLICATION PROCESS

- The application will be a two-step process
  - (1) A simple nomination can be submitted for any member of the JAG Corps (military or civilian)
  - (2) Selected nominees will submit a formal application packet for final consideration
- **Goals**: To have a more streamlined application process that does not require a Memorandum from an SJA or equivalent to nominate candidates. It places the onus on the finalists to advocate for themselves.