ARMY POSITION DESCRIPTION

PD#: HT566681	Sequence#: VARIES	Replaces PD#:

EQUAL EMPLOYMENT MANAGER (DIRECTOR, DEI&A)

GS-0260-15

POSITION LOCATION:

Servicing CPAC: PERSONNEL AND EMP PENTAGON, DC
Installation: VARIES
Region: NORTH CENTRAL

Agency: VARIES
Army Command: VARIES
Command Code: VARIES

POSITION CLASSIFICATION STANDARDS USED IN CLASSIFYING/GRADING POSITION:

Citation 1: OPM PCS EEO SERIES, GS-260, NOV 80
Citation 2: POSITION MEETS DEFINITION OF SUPERVISOR IN 5 U.S.C. 7103 (A)(10).
Citation 3: JFS ADMIN WORK IN HUMAN RESOURCE MANAGEMENT GRP, GS-0200, DTD DEC 2000

Supervisory Certification: *I certify that this is an accurate statement of the major duties and responsibilities of this position and its organizational relationships, and that the position is necessary to carry out Government functions for which I am responsible. This certification is made with the knowledge that this information is to be used for statutory purposes relating to appointment and payment of public funds, and that false or misleading statements may constitute violations of such statutes or their implementing regulations.*

Supervisor's Name: MG JOSEPH BERGER **Date Certified:** 01/05/2022

Classification Review: *This position has been classified/graded as required by Title 5, U.S. Code in conformance with standard published by the U.S. Office of Personnel Management or if no published standards apply directly, consistently with the most applicable published standards.*

Classified By: (b) (6) **Date Classified:** 01/05/2022

Position Cursory Review: *This position description (PD) has been reviewed and it is determined that: the major duties equal 100%; the statement Performs other duties as assigned (PODAA) is present; where applicable, the factors, levels, and points are identified directly under PODAA, add up correctly, and the Point Range for the grade is present; and, the Conditions of Employment are located in the Conditions of Employment & Notes section, and if required, Temporary Duty Travel (TDY) of 25% or more (may be less if requested by management), is included. The PD is in the format of the classification standard of record, and the standard(s) is/are cited properly, and the title/series/grade are properly determined based on the standard. The FLSA is correct and when it is determined that the position is Exempt, a complete explanation is provided, and all outdated/obsolete forms are removed. (All position descriptions require a cursory review upon initial*

verification in FASCLASS and may be reviewed again every 5 years thereafter, or before if OPM issues a new classification standard or guide).

Reviewed By: (b) (6) **Date Reviewed:** 01/05/2022

POSITION INFORMATION:

Cyber Workforce:

- **Primary Work Role:** VARIES
- **Additional Work Role 1:** VARIES
- **Additional Work Role 2:** VARIES

FLSA: EXEMPT
FLSA Worksheet: EXEMPT
FLSA Appeal: NO
Bus Code: VARIES
DCIPS PD: NO

- **Mission Category:**
- **Work Category:**
- **Work Level:**

Acquisition Position: NO

- **CAP:**
- **Career Category:**
- **Career Level:**

Functional Code: 00
Interdisciplinary: NO
Supervisor Status: VARIES
PD Status: VERIFIED
DCA Override: NO

CONDITION OF EMPLOYMENT:

Drug Test Required: VARIES

Financial Mgmt Cert:
Position Designation: VARIES
Position Sensitivity: VARIES
Sec. Clearance Level: VARIES
Sec. Access (Child Care Bkgd Check): VARIES
Emergency Essential:
Requires Access to Firearms: VARIES
Personnel Reliability Position: VARIES
Information Assurance: N
Influenza Vaccination:
Financial Disclosure: NO
Enterprise Position: VARIES

POSITION ASSIGNMENT:

Competitive Area: VARIES
Competitive Level: VARIES
Career Program: VARIES
Career Ladder PD: NO
Target Grade/FPL: 15
Career Pos 1:
Career Pos 2:
Career Pos 3:
Career Pos 4:
Career Pos 5:
Career Pos 6:

POSITION DUTIES:

Serves as Director of the Office of Diversity, Equity, and Inclusion (ODEI), Office of The Judge Advocate General (OTJAG), providing leadership and direction in the formulation, execution, and management of plans, policies, and practices that foster a diverse and inclusive environment consistent with the core values of the U.S. Army's Judge Advocate Legal Services (JALS) and the Department of the Army (DA). Serves as principal advisor on diversity, equity, inclusion, and accessibility (DEI&A) to The Judge Advocate General (TJAG), the Deputy Judge Advocate General (DJAG), and other officers, senior officials, senior managers, and senior staff of JALS.

1. PROGRAM MANAGEMENT, DIRECTING, AND ADVISING. Directs a staff of one Judge Advocate in the rank of lieutenant colonel or colonel, and one legal administrator in the rank of warrant officer, and provides technical and professional leadership on DEI&A policy development and implementation, review and analysis, and technical guidance for JALS. The subordinate staff is engaged in development and implementation of a JALS-wide program to improve DEI&A in recruitment, assignment, placement, training, career development, retention, employee-management relations, and other personnel areas as necessary. Reviews and consults DEI&A-focused DA guidance, regulations, reports, special studies, and programs, and similar guidance from government and non-government institutions, including academia, in order to develop JALS-wide DEI&A initiatives. Identifies problem areas, coordinates corrective action, and informs TJAG of problem resolutions and other DEI&A trends in frequent updates. Directs the development and implementation of DEI&A training and education for JALS. Participates in DA's DEI&A initiatives and projects as required. Maintains close liaison with DEI&A representatives in DA, other services, and

other federal government DEI&A to obtain or provide information on DEI&A projects and to ensure consideration of JALS' programs, policies, and recommendations. Advises JALS senior leaders, including leaders in the field, on significant DEI&A developments and trends in order to help institutionalize DEI&A throughout the JALS. Provides briefings to JALS leadership regarding general DEI&A efforts and initiatives from across the U.S. government, private industry, academia, and/or other sectors of society. Provides regular briefings and updates to TJAG on DEI&A metrics across JALS. Provides DEI&A guidance to official JALS mentorship groups. Mentors, assists, and advises the Personnel, Plans, and Training Office (PPTO), including the Judge Advocate Recruiting Office (JARO), on DEI&A during assignments, recruiting, and retention processes, and assists to communicate or shape messaging on such matters to the JALS community. Serves as a consultant, member, and advisor to the DEI&A Council and the JALS' Board of Directors (BoD). Advises the office of Professional Responsibility Branch (PRB), as needed, to address any unconscious bias inhibiting equity when making recommendations and/or disposition decisions. Assists TJAGLCS with education and training regarding roadblocks and obstacles to inclusion. (40%)

2. DATA ANALYSIS, POLICY REVIEW, INTERPRETATION, AND DEVELOPMENT. Conducts research and analytical reviews to assess DEI&A trends and issues across all the components in the JALS in order to develop a program that provides the most effective products and services focused on attracting, hiring, retaining, and developing a diverse and inclusive JALS community. Takes a quantitative and qualitative approach to assess the current state and desired future state of the JALS. Creates and implements monitoring and reporting systems to effectively benchmark organizational progress in DEI&A, and provides updates at least quarterly to JALS senior leaders. Tracks diversity metrics from JALS assignment decisions, and promotion, schooling, and accessions boards of JALS personnel. Reviews major JALS publications to help ensure diversity of authors selected for publication. Tracks diversity of invitational guest speakers and instructors at The Judge Advocate General's Legal Center and School (TJAGLCS). Reviews civilian hiring and promotion practices to identify DEI&A trends. Helps ensure JALS determinations and decisions on major policy and courses of action are consistent with applicable laws and regulations on DEI&A. Develops recommendations to apply a DEI&A framework to the JALS's policies, procedures, practices, and programs. Reviews all JALS promotion, accession, and assignment policies to identify actual or potential obstacles to inclusion. Evaluates JALS policies for DA regulatory compliance on DEI&A. Recommends implementation of specific policies and procedures to increase diversity in promotions, accessions, and assignments. Recommends new methods of recruitment for civilian employees, paralegal personnel, and Judge Advocates, based upon analysis of relevant recruitment activities and initiatives in the civilian sector, Department of Defense (DoD), and/or DA. Represents JALS on DEI&A, as required, with other DA, DoD, or non-government entities. (30%)

3. RECRUITING, TRAINING, INSTRUCTION, AND EDUCATION. Interfaces on matters of programs and policies that attract, recruit, develop and retain high quality and talented JALS personnel. Coordinates with PPTO and JARO all JALS representation at minority bar association conventions. Advises PPTO and JARO on the adoption of effective recruitment methods to improve diversity. Generates, analyzes, and maintains accessions statistics regarding diversity representation in JALS. Generates and, upon approval, executes initiatives to increase diversity within JALS. Identifies and advocates DEI&A training and awareness opportunities in JALS, as well as other organizational training needs, to improve diversity management and inclusiveness. Develops training modules and vignettes to highlight the importance and tangible benefits of DEI&A. Develops training products to distribute to units and personnel throughout the JALS community. Teaches, briefs, and instructs JALS personnel, and others as needed, on DEI&A matters. (30%)

Performs other duties as assigned.

FACTOR 1 - KNOWLEDGE REQUIRED BY THE POSITION: LEVEL 1-8, 1550 PTS

Expert knowledge of DoD/DA DEI&A management trends, best practices, and programs in order to research, analyze, and apply current findings and activities in diversity management from an overall JALS standpoint.

Expert knowledge of a wide range of external and internal data such as national demographics, emerging military, civilian, and academic labor markets, legal employment, morale and wellness

trends, employee surveys; and, a mastery of the application of a wide range of qualitative and quantitative methods in order to analyze, interpret, develop, and implement new diversity strategies/theories and initiatives. Such expert knowledge ensures the JALS provides a DEI&A environment to all personnel.

Ability to conceive, plan, and manage DEI&A large-scale programs of broad, emerging, critical, or national scope, with equivalent analytical, creative, and demanding issues, including any unprecedented factual issues stemming from the newness or complexity of the program and/or departure from previous practices which require the generation of innovative new approaches to improve DEI&A.

Subject Matter Expert knowledge of the principles, concepts, laws, and regulations of Human Resources, and consultative skill to generate new concepts, principles, and methods in the field as they relate to recruitment, retention, development, and succession planning in the legal profession.

Knowledge of specialized hiring programs and procedures, as well as incentive options. General knowledge of training and development principles and programs. Working knowledge of applicable, relevant Equal Opportunity (EO) and Equal Employment Opportunities (EEO) principles, laws, policies, and strategies.

Expert knowledge of DEI&A analytical and evaluative methods and techniques, to issues concerning the efficiency and effectiveness of DEI&A programs.

Expert knowledge of national, federal, DoD, and DA diversity issues that may impact the organizational structure, management policies, and practices of the JALS. Ability to advise managers, subordinate staff, on appropriate courses of actions to define and resolve complex and/or systemic DEI&A issues.

FACTOR 2 - SUPERVISORY CONTROLS: LEVEL 2-5, 650 POINTS

The incumbent of this position is under the general administrative supervision of the U.S. Army's DJAG, who provides broad program guidance. The incumbent is responsible for independently formulating, planning, designing, and carrying out DEI&A and other assignments, without specific instructions. The incumbent, as a technical authority on DEI&A, is relied upon to ensure that the mission objectives are appropriately addressed. Completed work is evaluated on the fulfillment of DEI&A program objectives or the overall effect of the program. The incumbent is responsible for keeping TJAG and DJAG informed of relevant DEI&A problems, political issues, and/or major impediments which may arise. The incumbent must exercise a very high degree of discretion, sensitivity, individual initiative, and imagination.

FACTOR 3 - GUIDELINES: LEVEL 3-5, 650 POINTS

Guidelines are broadly stated and some are non-specific. Incumbent must make decisions that require extensive interpretation. Complies with procedural and regulatory guidelines, internal SOPs, files of precedent material, and security regulations. Guidelines include Employment Laws (i.e. Title VII of the Civil Rights Act of 1964, as amended, Civil Rights Act of 1991, Rehabilitation Act of 1973, Age Discrimination Act of 1963), Executive Orders, OPM regulations and policies, and DoD/DA/JALS policy statements and directives. Works within guidelines that are broadly stated and non-specific, requiring the incumbent to use considerable judgment and ingenuity interpreting basic legislation, broad court decisions, and/or government-wide policies to determine appropriate actions and to establish new guidelines.

FACTOR 4 - COMPLEXITY: LEVEL 4-6, 450 POINTS

The work requires a high level of creativity and innovation analyzing key accessions, recruitment, retention, development, succession planning, and diversity programs; and involves issues of broad scope and intensity and actions that are precedent-setting, are of long duration, and/or frequently require directing team efforts for concurrent projects. Duties and responsibilities encompass broad

functions and processes and include the coordination and support of many mid- and senior-level officials. Incumbent manages many facets of the JALS DEI&A program concurrently or sequentially with the support of principal management officials within or outside of the organization. Decisions are based on comprehensive analysis of the operations, environment, and policies and practices of the organization to identify problems and define their nature and scope. Incumbent interprets and considers the inter-relationships of statutes, precedent-setting case law, civilian personnel, DoD and DA directives in implementing policies, procedures, and guidelines as it relates to DEI&A. Provides professional support and assistance to JALS leaders on DEI&A. Advisory responsibilities involve recommendations to organizational decision-makers to resolve very difficult and complex individual problems, change specific management policy or practice, take other actions to change conditions or underlying problems, and to develop diversity in JALS.

FACTOR 5 - SCOPE AND EFFECT: LEVEL 5-6, 450 POINTS

The purpose of this position is to plan, organize, develop, staff, coordinate, direct, evaluate and carry out the DEI&A program for the JALS. The incumbent manages and administers all DEI&A policies, programs, and procedures for the JALS. This includes a full gamut of administrative support to the JALS community on a long term and continuing basis. This program is essential to the equal employment opportunity mission of the OTJAG; decisions made, studies completed, and policies developed by the incumbent have implications for comparable programs in other agencies. In addition, the incumbent is responsible for advising the JALS and ensuring compliance with broader DA and DoD DEI&A policies.

FACTOR 6 - PERSONAL CONTACTS: LEVEL 6-4, 110 POINTS

Frequent interactions and personal contacts are with top management, executive, subject matter experts; mission-oriented technical, administrative and support staff; and program officials within the DOD and DA. External contacts and extensive liaison are with high level officials of other DEI&A program managers and interested groups. Contacts may occur at conferences, briefings and meetings. Sessions often require extensive preparations and current familiarity with difficult, complex, sensitive and/or political subject matter issues.

FACTOR 7 - PURPOSE OF CONTACTS: LEVEL 7-4, 220 POINTS

Contacts are to influence, persuade, negotiate, and coordinate extensive interactions and inter-dependent relationships with varied sources. Develops and establishes positions on key issues of importance when negotiating regulatory and statutory authorities or justifying strategies and operations to achieve compliance with established DEI&A policies, regulations and requirements. Applies comprehensive knowledge of major interrelationships between DoD/DA DEI&A programs to identify and solve critical operating program problems affecting JALS' overall DEI&A mission. Meets with high-level JALS officials to conduct presentations and briefings, help resolve division or operating conflicts/issues, encourage consensus, and make decisions on obtaining or committing resources. Serves as senior subject-matter expert when providing information and technical assistance on DEI&A, coordinating Joint activities, and maintaining close communications and operating relationships. Presents, explains and defends JALS' DEI&A position and proposals; special emphasis placed on establishing cooperative relations with JALS senior leaders. Contacts may occur at meetings, conferences, presentations or briefings involving issues of considerable consequence and importance to JALS programs; contacts may be skeptical and uncooperative which requires diplomatic negotiating skills to foster an understanding of DEI&A policies and regulations, obtain compliance with guidance or requirements, and to promote full cooperation.

FACTOR 8 - PHYSICAL DEMANDS: LEVEL 8-1, 5 POINTS

Work is performed in an office environment, sitting at a desk, with some walking required. The controversial nature of the work and the special demands of the position, such as long negotiation sessions often dealing with emotionally-charged issues, may result in extremely stressful periods of work for the incumbent. Some travel, including international travel, is required, and may be ordered on short notice.

FACTOR 9 - WORK ENVIRONMENT: LEVEL 9-1, 5 POINTS

The work is generally performed in a typical office setting, except for occasional travel by automobile, airplane, bus, or metro rail. Regular work is performed in a clean, well-lighted office and typically involves everyday risks and discomforts of an office environment.

TOTAL POINTS: 4090
POINT RANGE: 4055-UP = GS-15

Fair Labor Standards Act (FLSA) Determination = (EXEMPT)

- ☐ **1. Availability Pay Exemption -** (e.g., Criminal Investigators, U.S. Customs and Border Protection pilots who are also Law Enforcement Officers).
- ☐ **2. Foreign Exemption -** (Note: Puerto Rico and certain other locations do not qualify for this exemption – See 5 CFR 551.104 for a list of Nonexempt areas.)
- ☐ **3. Executive Exemption:**
  - ☐ a. Exercises appropriate management responsibility (primary duty) over a recognized organizational unit with a continuing function, AND
  - ☐ b. Customarily and regularly directs 2 or more employees, AND
  - ☐ c. Has the authority to make or recommend hiring, firing, or other status-change decisions, when such recommendations have particular weight.

  Note: Shared supervision or "matrix management" responsibility for a project team does not meet the above criteria. Limited "assistant manager" functions or "acting in the absence" of the manager does not meet the above criteria.
- ☐ **4. Professional Exemption:**
  - ☐ a. Professional work (primary duty)
  - ☐ b. Learned Professional, (See 5 CFR, 551.208) (Registered Nurses, Dental Hygienists, Physician's Assistants, Medical Technologists, Teachers, Attorneys, Physicians, Dentists, Podiatrists, Optometrists, Engineers, Architects, and Accountants at the independent level as just some of the typical examples of exempt professionals). Or
  - ☐ c. Creative Professional, (See 5 CFR, 551.209) (The primary duty requires invention and originality in a recognized artistic field (music, writing, etc.) and does not typically include newspapers or other media or work subject to control by the organization are just some examples of Creative Professionals). Or
  - ☐ d. Computer Employee, (See 5 CFR, 551.210) (must meet salary test and perform such duties as system analysis, program/system design, or program/system testing, documentation, and modification). Computer manufacture or repair is excluded (non-exempt work).
- ☑ **5. Administrative Exemption:**
  - ☑ a. Primary duty consistent with 5 CFR 551 (e.g.; non-manual work directly related to the management or general business operations of the employer or its customers), AND job duties require exercise of discretion & independent judgment.

◉ **FLSA Conclusion:**

- ☑ **Exempt**
- ☐ **Non Exempt**

FLSA Comments/Explanations:

Position duties require incumbent to evaluate and formulate DEI&A policy, and to provide expert advice to senior leaders on DEI&A issues related to developing a diverse and inclusive workforce consistent with the core values of the agency. Position is Exempt under the provisions of the Administrative Exemption.

CONDITIONS OF EMPLOYMENT & NOTES:

Occasional TDY travel may be required.

CP: 28
CA: DC
CL: 00A0
BUS: 8888

POSITION EVALUATION:

Not Listed

CHARTER AGREEMENT

The Major General (MG) Kenneth Gray & Lieutenant Colonel (LTC) Phyllis Propp-Fowle Leadership Center Academic Chair on Diversity, Equity, and Inclusion (DE&I) was established in 2021. Academic Chairs at The Judge Advocate General's Legal Center and School (TJAGLCS) are a means to prioritize and focus our Corps on key aspects of our practice and to ensure that those focal areas remain featured in critical courses, publications, doctrine, and policy generated by the Judge Advocate General's Corps (JAG Corps). These Chairs also provide opportunities to honor significant leaders in our Corps, and the honorees for the Chair on Diversity, Equity, and Inclusion add special distinction to our robust group of Academic Chairs. The DE&I Chair demonstrates our commitment to DE&I within the JAG Corps. It also further emphasizes the importance of DE&I throughout our Services. Within our Corps, the namesakes of the Chair, MG Gray and LTC Propp-Fowle, are sterling examples of Judge Advocates (JAs) who rose to extraordinary feats of accomplishment and success in spite of any obstacles to DE&I they faced.

MG Gray, among many other accomplishments, was the first African American general officer in the JAG Corps; he rose to the position of Assistant Judge Advocate General (now known as Deputy Judge Advocate General) and laid the foundation for diversity recruiting within our Corps. In the Spring of 2022, MG Gray delivered the inaugural MG Gray & LTC Propp-Fowle lecture. LTC Propp-Fowle, the first female JA in our Corps, was also the first female JA to serve in a combat theater (World War II). This Chair carries the names of these two incredible officers and honors their legacies and immeasurable contributions to our Corps. The associated lecture series will ensure their contributions to DE&I within the JAG Corps are never forgotten. It will also serve as a reminder and motivator to all JAG Corps personnel to treat others with dignity and respect.

The inaugural Chairholder was (b) (6)(b) (6), who also served as the first director of the JAG Corps' Office of Diversity, Equity, & Inclusion (ODE&I). Upon his retirement, the honor of serving as Chairholder was assumed by the Director of the JAG Corps' Leadership Center, located at TJAGLCS. The Chairholder title and responsibility will pass from each subsequent Leadership Center Director to their successor, in keeping with other distinguished Academic Chairs at TJAGLCS.

Each Spring, the Leadership Center and ODE&I will jointly host the MG Gray & LTC Propp-Fowle lecture. The Leadership Center and ODE&I will work closely together to ensure the annual event is planned and executed to the highest standard of excellence. The Leadership Center will primarily coordinate the logistical needs of the lecture. The ODE&I will develop a list of potential speakers, topics, and invitees for consideration and approval by The Judge Advocate General (TJAG) and assist with preparing remarks for JAG Corps leaders. No later than 1 December of each year, the Director, ODE&I will provide proposed speakers and topics to TJAG for his selection and approval.

_____ _____

(b) (6)
Director, Leadership Center

(b) (6)
Director, ODE&I

DRAFT

Meeting Agenda

In-Brief w/ (b) (6)

Director, Office of Diversity, Equity, and Inclusion

Office of The Judge Advocate General

Background: (b) (6) arrives to OTJAG on 29 Aug 22 to assume the role of Director, ODEI. From 30 Aug – the WWCLE in Charlottesville, she is scheduled to meet with the Foundation of Five, other JAGC senior leaders (GOs and SESs), OTJAG Division Chiefs, various TJAGLCS Staff & Faculty, JARO, Army E&I, etc.

Her bio has been provided and she will receive each person's bio ahead of time as well, if available.

(b) (6) (b) (6) would like to know from you:

- What is your role in advancing DEI in our formation?
- What do you expect from her?
- What do you think she should be doing? Can do?

If you would like to schedule a subsequent meeting, please email (b) (6) (b) (6) at usarmy.pentagon.hqda-otjag.mbx.jagc-diversity-inclusion@army.mil

JAG CORPS COUNCIL ON DIVERSITY, EQUITY, & INCLUSION FIELD BOARDS SOP

2022

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4. **Conclusion**

1. **Why Field Boards?**

a. Purpose. "Field Boards" are subordinate advisory boards to the Council on Diversity, Equity, and Inclusion that assist in taking a comprehensive look at ourselves as a regiment. The intent of this comprehensive look is introspective in nature and seeks to identify and assess problems and opportunities affecting diversity, equity, and obstacles to inclusion across the Judge Advocate Legal Services (JALS). The Field Boards will regularly assess the following six areas: Recruiting and Accessions, Training and Education, Retention, Promotions, Assignments, and Obstacles to Inclusion directly or through project-based tasks. Field Boards will further address additional issues and topics as deemed appropriate through discussion with the Council, or as assigned by the Council or The Judge Advocate General (TJAG).

b. Objective. Field Board members help TJAG and JAG Corps' leaders to see ourselves as a regiment from the ground up and determine if we are as diverse, equitable, and inclusive as we can be and if we are living up to our goal of being an organization that validates "our commitment to what is right, fair, and just" in our efforts to take care of our Soldiers, Civilians, and Families. The Field Boards enable the Council to assist TJAG by serving as diverse voices from around the world, and provide TJAG significant input which enables TJAG to gain an understanding about the field's perception on how we value each member of our regiment, how we treat each other, and how JALS members perceive they are treated. TJAG can then consider this information when implementing policy or organizational changes to maximize diversity, equity, and inclusion across the JALS.

c. Tenets. There are three main tenets for the effective use of the Field Boards: (1) the Field Board structure ensures autonomy, yet still remains under the overall direction of the Council; (2) the Field Board design ensures every member of the JALS has a legitimate opportunity to participate as a member of a Field Board at some point; and (3) the Field Board structure and design helps facilitate candid feedback and open and honest conversations among Field Board members.

2. **Field Board Membership.**

a. Eligibility. All members of the JALS are eligible to participate on a JAG Corps Field Board.

b. Application Process. Each September a message will go out to the entire JALS formation via email, MilSuite, and JAGCNet (Announcements) soliciting applications from those who are interested in applying to serve on a DEIC Field Board. Those interested are required to submit the application along with their respective Records Brief to usarmy.pentagon.hqda-otjag.mbx.jagc-diversity-inclusion@army.mil by the suspense date. Late applications may be denied. All applications submitted must be completed in full and supervisors must be CC'd on the application submission. The Council XO will notify members of their appointment and Field Board assignment. Field Board members will be officially appointed in writing via Appointment Memoranda.

c. Voice of the Field. Field Boards provide the Council an extraordinary opportunity to hear diverse opinions, perspectives, and perceptions from across the Army. Field Board members are encouraged to seek topical input from their local JALS personnel. While Field Board members are expected to maintain confidentiality regarding discussions on individual Field Board recommendations and pending Council decisions, the collection and assessment phase of each topic requires Field Board members to have the freedom to discuss topics within the community and solicit feedback. Field Board members are encouraged to collect feedback through interviews, surveys, focus groups, etc. from members of the JALS willing to contribute to Council lines of effort.

d. Expectations of Members. The ultimate task for each Field Board member is to help identify and assess problems and opportunities in diversity, equity, and inclusion within our regiment, and how such problems or opportunities affect, positively or negatively, our JALS members and in some cases, to come up with solutions or opportunities for those problems.

1) To accomplish this task, it is imperative that Field Board members bring the requisite level of energy and enthusiasm to this endeavor, as each member's work will have a lasting impact across our formations. Cooperation and teamwork are vital to the Field Board's success. Each Field Board is structured to incorporate diverse voices of our Corps; therefore, each Field Board member must have an opportunity to participate in the process and openly discuss topics. Field Boards are therefore "flat organizations."

2) To be effective and provide meaningful feedback, Field Board members must treat each other with the inherent dignity and respect due every person, while remembering always that how we treat each other reflects our core values. Moreover, as representative members of the JALS, how we value each other, and how we each perceive the resulting value and treatment of each other, matters.

3) The following basic rules serve to reinforce the value of all JALS members who serve on a Field Board:

- Every Field Board member is to be respected, whether you agree or disagree with their opinions or recommendations;
- Every Field Board member has a valuable opinion and needs to be heard;
- Every Field Board member must be considerate of others;
- Every Field Board member should feel comfortable in sharing experiences or opinions;
- Every Field Board member is on equal footing during Field Board discussions when voicing opinions or voting on matters—a difference in rank/grade does not equate to a more valuable opinion; and

- Disrespect for opinions of others is grounds for removal from the Field Board.

4) Field Board members are expected to participate in group work, prioritize bi-weekly Board meetings, be accountable for completing work on time, share responsibilities, divide tasks fairly, communicate obstacles and roadblocks with the group, and anything else necessary to foster a collaborative and cohesive Board.

e. Membership Tour. The period of service/commitment for Field Boards is one-year (Oct – Oct). This time completely allows for a member to experience several cycles of topics and projects and to provide their meaningful feedback. Thereafter, interested members are welcome (and encouraged) to reapply annually. If selected to continue as a Field Board member, the member will continue in that role for an additional 12 months. Membership on a Field Board is automatically terminated at the conclusion of the specified tour of duty.

1) Tours of duty as a Field Board member may be curtailed based upon (1) a change in circumstances prohibiting, or adversely impacting, a Field Board member's ability to remain a productive member of the Field Board and fulfill all duties or responsibilities as a Field Board member (e.g., Permanent Change of Station, new duty position, medical reason, or change in Family or personal circumstances limiting one's availability); (2) a failure to comply with the basic rules of service set forth above under "Expectations of Field Board Members;" or (3) a continuous failure to participate actively in Field Board meetings and events. The Council's Field Board Subcommittee will review each request or recommendation for curtailment from a Field Board Leader or Field Board Mentor and take the necessary subsequent action.

2) The ultimate responsibility to fill vacancies from resigning Field Board members belongs to the Field Board Subcommittee Leader. The Subcommittee Leader encourages departing Field Board members to submit names of colleagues who have the professional integrity as well as the personal courage and desire to serve effectively as a Field Board member.

f. Role of Mentors**.** Each Field Board is assigned a Field Board Mentor, who is also a Council member. The Field Board Mentor serves as the respective Field Board's liaison with the Council and stakeholders.

1) The Mentor assists the Field Board in identifying and assessing problems within the structure or governance of the respective Field Board. The Mentor will provide guidance or recommend solutions to any activity or Field Board procedure or policy negatively impacting the ability of the Field Board to engage in meaningful meetings or the Field Board's ability to provide substantive feedback to the Council during scheduled meetings.

2) To ensure the independence of the Field Board, the Mentor must not assume any formal role during Field Board meetings and should only act in a supporting role to the Field Board and its Leader and Deputy Leader. The Mentor must resist the urge to serve in any capacity in the Field Board's day-to-day operations, such as meetings or other planned activities unless specifically requested to do so on an infrequent basis. The Mentor is obligated to remind the Field Board of the Mentor's role as only the Field Board's designated POC on the Council for enduring support.

3) Field Board Mentor will also assist in answering and vetting any Requests for Information (RFIs) the Field Boards may have. The Mentor will collect all Board RFIs and submit them through the Field Board Subcommittee Leader who will work with the respective stakeholders (e.g., JARO, PPTO, ODEI, TJAGLCS, etc.) and attempt to answer the RFIs. The Field Board Mentor will maintain awareness of the RFIs and work to get them answered in a timely and efficient manner.

g. Elevating Issues**.** Every Field Board will have a Field Board Leader, a Deputy Leader, and a Field Board Mentor.

1) Inclusion. All Council and Field Board members are expected to respect the diverse opinions of all and encourage inclusive conversations across the organizations. If any Field Board member feels actions or statements of any member of their Board is discouraging the open and free exchange of information or devaluing anyone's opinions or perspectives, they should notify the Field Board Leader or Deputy Leader of this issue. If either the Field Board Leader or Deputy Leader is the source of the issue, the Field Board member should elevate the concern to their Field Board Mentor.

2) Mentorship. Occasionally a Field Board may feel their Mentor is unable or unwilling to provide the necessary support and mentorship to the Board. If this occurs, the Field Board Leaders should make all efforts to share their concerns with the Mentor to determine if they can improve the overall experience. If that is ineffective, or if the Field Board believes the Mentor is not encouraging an inclusive environment, the Leader and Deputy Leader should notify the Director of the Office of Diversity, Equity, and Inclusion (ODEI) and the Council XO.

3) Non-participation. While participation on a Field Board is voluntary, once someone is appointed to the Board they are fully expected to participate. If the Field Board leaders identify a member of their board who is unwilling or unable to regularly meet the requirements of the Board, they should recommend removal of the member from the Board. Any such recommendation should be made to the Field Board Mentor who will contact the member and discuss the proposal before making a recommendation to the Field Board Subcommittee Leader.

4) Special Recognition. Conversely, if any Field Board member is especially supportive or successful in their role on the Board, any member can recommend them for special recognition to the Field Board Mentor.

3. **Field Board Process**

a. Subject Matter Expert (SME) Brief and the RFI Process. The start of each topical discussion will typically begin with a brief to the Field Boards from Subject-Matter Experts on the proposed topic. Once the topic is identified, the Field Board Leader or Deputy Leader should collect and consolidate relevant requests for information (RFIs). If the DEI nexus is not readily apparent on the face of the RFI, the Field Board should identify the potential nexus with the question. RFIs must be submitted to Field Board Mentors NLT 14 days from notification of the topic. The Field Board Mentors will submit the consolidated questions to the Field Board Subcommittee Leader. The consolidated RFIs are then submitted to the SMEs enabling the SME to answer the RFIs. If additional RFIs develop after the SME briefing, those RFIs should be submitted to the Field Board Mentor at once.

b. Field Board Committee Work. After receiving the information brief from the respective SMEs (if applicable), Field Boards will commence "Field Board work" for a period of 30-90 days, as necessary. Field Boards meet at their own discretion but will meet at least bi-weekly and should keep meeting notes. Field Boards are tasked to work within their various groups, teams, cohorts, organizations, etc. to gather insight, information, and data that helps to identify and assess problems and opportunities, and recommend solutions, affecting diversity, equity, and inclusion in the area being observed during the specified topic or project period.

c. Briefing Template. Field Boards are free to create a PowerPoint presentation of choice, subject to inclusion of the following information:

Issue/Question: What is the greatest obstacle to inclusion in the topic issue of discussion during that reporting period? The Field Board should provide a clear description or explanation of the problem or obstacle. Vague information or providing merely personal grievances tend to provide little actionable information the Council could use to provide input back to JAG Corps leadership.

Discussion: Describe the actions of the Field Board during the period of consideration of the topic issue (e.g., the Field Board met on three occasions and raised the following issues for consideration). Include as much or as little detail as necessary to convey a clear description of the problem or obstacle the Field Board desires to reinforce, change, discard, or implement to provide the best opportunity to improve diversity, equity, or inclusion across the JALS. Where appropriate, Field Boards may choose to provide notes or comments raised during meetings, comments from peers consulted, articles referenced, or research conducted during the topic discussion period.

Recommendations: The Field Board is expected to provide clear and concrete recommendations the Field Board seeks the Council and/or JAG Corps leadership take to improve diversity, equity, and inclusion across the JALS. It is imperative for the Field Board to explain its recommendation with an appropriate degree of specificity (e.g., the Field Board recommends the Council and JAG Corps leaders relook the standards for

assigning mentors to judge advocates; provide additional funding to establish a civilian recruiting office to promote a more diverse civilian attorney population across the JALS; or establish a working group to determine the feasibility of centralizing 27D assignments within the JAG Corps). Field Board assessments and recommendations will be resource-informed to enable senior decisionmakers to clearly see the link between strategic change and resourcing implications.

Additional explanatory information is also appropriate to present during the back brief to the Council. Any additional resources or information, however, should streamline and aid in comprehension of the Issue, Discussion, and Recommendation being presented. This will enable the Council to provide actionable ideas for JALS leaders to implement and make a difference in the diversity, equity, and inclusion of all JALS members.

d. Field Board Briefs. At the conclusion of each assessment or project cycle, each Field Board will brief their findings and recommendations to the Council. Any member(s) of the briefing Field Board can be present for the brief to the Council. Briefers are ideally given about 30-45 minutes to present their findings and recommendations.

e. Project Work. Field Boards may at times be given projects to assume, as opposed to topics to dissect. These projects will be vetted by applicable stakeholders. Based on previous Field Board recommendations or recommendations of the Council, Field Boards will set and clearly define the project goals, define deliverables, create a project schedule, identify issues (work to resolve those through the Field Board Mentor), and ultimately present the project to the respective stakeholders and Council at the completion of the project cycle.

f. Council Hotwash. After all Field Boards have briefed the Council on their findings and proposed recommendations, the Council will meet to discuss all information and suggestions received. Thereafter, an internal Council working group will be formed to review all Field Board submissions and compile a list of actionable initiatives for stakeholder feedback and subsequently TJAG's review and approval.

g. Action by TJAG. After action by the working group, the Council, and input from the Director, ODEI, TJAG will receive the recommendations for review and action. Initiatives will be carried out per TJAG’s direction.

4. **Conclusion.** As members of the DEIC Field Boards, your commitment to providing perspectives on and solutions to diversity, equity, and inclusion issues and obstacles from our JALS is invaluable to the JAG Corps’ leadership and their decision-making process. We trust that the supervisors who nominated you or endorsed your application to serve on the Field Boards will allot you the time necessary to make valuable contributions in support of this critical mission. This Council looks forward to your service in assisting us in working towards a more diverse, equitable, and inclusive JAG Corps.

U.S. ARMY JAG CORPS

DIVERSITY, EQUITY, INCLUSION & ACCESSIBILITY COUNCIL FIELD BOARDS

Standard Operating Procedures (SOP)

Headquarters, Office of The
Judge Advocate General (OTJAG)
May 2024

UNCLASSIFIED

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1. **Why Field Boards?**

a. Purpose. "Field Boards" are subordinate advisory boards to the Council on Diversity, Equity, Inclusion, and Accessibility (DEIA). Field boards are introspective in nature and seek to identify and assess challenges affecting diversity, equity, obstacles to inclusion and accessibility across the Judge Advocate Legal Services (JALS). Field Boards will regularly assess the following areas: Recruiting and Accessions, Training and Education, Retention and Accessions, Talent Management, and Obstacles to Inclusion and Accessibility directly or through project-based tasks. Field Boards will further address additional issues and topics as deemed appropriate through discussion with the Council, or as assigned by the Council or (TJAG/DJAG).

b. Objective. Field Boards help TJAG and JAG Corps' leaders to see ourselves as a regiment from the ground up and determine if we are as diverse, equitable, inclusive, and accessible as we can be and if we are living up to our goal of being an organization that validates "our commitment to what is right, fair, and just" in our efforts to take care of our Soldiers, Civilians, and Families. Field Boards encompass diverse voices from around the world and reflect the field's perception of how we value and treat each member of our regiment.

c. Tenets. There are three main tenets for the effective use of the Field Boards: (1) the Field Board structure ensures autonomy, yet still remains under the overall direction of the Council; (2) the Field Board design ensures every member of the JALS has a legitimate opportunity to participate as a member of a Field Board at some point; and (3) the Field Board structure and design helps facilitate candid feedback and open and honest conversations among Field Board members.

2. **Field Board Membership.**

a. Eligibility. All members of the JALS are eligible to participate on a JAG Corps Field Board.

b. Application Process. Annually a message will go out to the entire JALS formation via email, MilSuite, and JAGCNet (Announcements) soliciting applications from those who are interested in applying to serve on a DEIAC Field Board, (*Enclosure A)*. Those interested are required to submit the application along with their respective Soldier Talent Profiles (STPs) or civilian biographies to usarmy.pentagon.hqda-otjag.mbx.jagc-diversity-inclusion@army.mil by the suspense date. Late applications may be denied. All applications submitted must be completed in full and supervisors must be CC'd on the application submission. The ODEIA will be responsible for the distribution of the announcement for Field Board Member applications and consolidating all Field Board member applications for the Council. The Council will consider and select Field Board members. The Council XO will notify selected field board members of their appointment via an Appointment Memorandum signed by the Council Co-Chairs (*Enclosure B).* All Field Board Members will sign an Acknowledgement Memorandum, *(Enclosure C)*.

c. Voice of the Field. Field Boards provide the Council an extraordinary opportunity to hear diverse opinions, perspectives, and perceptions from across the Army. Field

Board members are encouraged to seek topical input from their local JALS personnel. While Field Board members are expected to maintain confidentiality regarding discussions on individual Field Board recommendations and pending Council decisions, the collection and assessment phase of each topic requires Field Board members to have the freedom to discuss topics within the community and solicit feedback. Field Board members are encouraged to collect feedback through interviews, surveys IAW AR 25-98, Ch. 6, focus groups, etc. from members of the JALS willing to contribute to Council lines of effort.

d. Expectations of Members. Field Board members identify and assess problems and opportunities in diversity, equity, inclusion, and accessibility within our regiment; consider how such problems or opportunities affect, positively or negatively, our JALS members; and, in some cases, propose creative solutions for those problems.

1) To accomplish this task, it is imperative that Field Board members bring candor and commitment to this endeavor, as each member's work will have a lasting impact across our formations. Cooperation and teamwork are vital to the Field Board's success. Each Field Board is structured to incorporate diverse voices of our Corps; therefore, each Field Board member must have an opportunity to participate in the process and openly discuss topics. Field Boards are therefore intended to operate as closely as possible to "flat organizations," subject to existing military constraints.

2) To be effective and provide meaningful feedback, Field Board members must treat one another with the inherent dignity and respect due every person.

3) The following basic rules serve to reinforce the value of all JALS members who serve on a Field Board:

- Every Field Board member is to be respected, whether you agree or disagree with their opinions or recommendations.
- Every Field Board member has a valuable opinion and needs to be heard.
- Every Field Board member must be considerate of others.
- Every Field Board member should feel comfortable in sharing experiences or opinions.

4) Field Board members are expected to participate in group work, prioritize bi- weekly Board meetings, be accountable for completing work on time, share responsibilities, divide tasks fairly, communicate obstacles and roadblocks with the group, and anything else necessary to foster a collaborative and cohesive board.

e. Membership Tour. The period of service/commitment for Field Boards is one-year or until all assigned field board projects are complete through presentation and handed off to the DEIAC for action. This allows members to experience several cycles of topics and projects and to provide their meaningful feedback. Thereafter, interested members

are welcome (and encouraged) to reapply annually. If selected to continue as a Field Board member, the member will continue in that role for an additional 12 months. Tours of duty as a Field Board member may be curtailed at TJAG's discretion based upon:

1) a change in circumstances prohibiting, or adversely impacting, a Field Board member's ability to remain a productive member of the Field Board and fulfill all duties or responsibilities as a Field Board member (e.g., Permanent Change of Station, new duty position, medical reason, or change in Family or personal circumstances limiting one's availability);

2) a failure to comply with the basic rules of service set forth above under "Expectations of Field Board Members," or

3) a continuous failure to participate actively in Field Board meetings and events.

f. Role of Field Board Mentors**.** Each Field Board is assigned a Field Board Mentor, who is also a Council member. The Field Board Mentor serves as the respective Field Board's liaison with the Council and stakeholders for the assigned project or subcommittee task. Field Board assignments will be decided by the DEIAC and Field Board Members will be notified by their Field Mentors who will post all assignment information, with stakeholder contact information on the respective MS Team channel for the corresponding Field Board.

1) The Mentor assists the Field Board in identifying and assessing problems within the structure or governance of the respective Field Board. The Mentor will provide guidance or recommend solutions to any activity or Field Board procedure or policy negatively impacting the ability of the Field Board to engage in meaningful meetings or the Field Board's ability to provide substantive feedback to the Council during scheduled meetings.

2) To ensure the independence of the Field Board, the Mentor must not assume any formal role during Field Board meetings and should only act in a supporting role to the Field Board and its Leader and Deputy Leader. The Mentor must resist the urge to serve in any capacity in the Field Board's day-to-day operations, such as meetings or other planned activities unless specifically requested to do so on an infrequent basis. The Mentor is obligated to remind the Field Board of the Mentor's role as only the Field Board's designated POC on the Council for enduring support.

3) Field Board Mentor will also assist in answering and vetting any Requests for Information (RFIs) the Field Boards may have. The Mentor will collect all Board RFIs and submit them through the Field Board Subcommittee Leader who will work with the respective stakeholders (e.g., JARO, PPTO, ODEI, TJAGLCS, etc.) and attempt to answer the RFIs. The Field Board Mentor will maintain awareness of the RFIs and work to get them answered in a timely and efficient manner.

g. Elevating Issues**.** Every Field Board will have a Field Board Leader, a Deputy Leader, and a Field Board Mentor.

1) Inclusion. All Council and Field Board members are expected to respect the diverse opinions of all and encourage inclusive conversations across the organizations. If any Field Board member feels actions or statements of any member of their Board is discouraging the open and free exchange of information or devaluing anyone's opinions or perspectives, they should notify the Field Board Leader or Deputy Leader of this issue. If either the Field Board Leader or Deputy Leader is the source of the issue, the Field Board member should elevate the concern to their Field Board Mentor.

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3) Non-participation. While participation on a Field Board is voluntary, once someone is appointed to the Board they are fully expected to participate. If the Field Board leaders identify a member of their board who is unwilling or unable to regularly meet the requirements of the Board, they should recommend removal of the member from the Board. Any such recommendation should be made to the Field Board Mentor who will contact the member and discuss the proposal before making a recommendation to the Field Board Subcommittee Leader.

4) Special Recognition. Conversely, if any Field Board member is especially supportive or successful in their role on the Board, any member can recommend them for special recognition to the Field Board Mentor.

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a. Subject Matter Expert (SME) Brief and the RFI Process. The start of each topical discussion will typically begin with a brief to the Field Boards from SMEs on the proposed topic. Once the topic is identified, the Field Board Leader or Deputy Leader should collect and consolidate relevant RFIs. If the DEIA nexus is not readily apparent on the face of the RFI, the Field Board should identify the potential nexus with the question. RFIs must be submitted to Field Board Mentors NLT 14 days from notification of the topic. The Field Board Mentors will submit the consolidated questions to the Field Board Subcommittee Leader. The consolidated RFIs are then submitted to the SMEs enabling the SME to answer the RFIs. If additional RFIs develop after the SME briefing, those RFIs should be submitted to the Field Board Mentor at once.

b. Field Board Committee Work. After receiving the information brief from the respective SMEs (if applicable), Field Boards will commence "Field Board work" for a period of 30-90 days, as necessary. Field Boards meet at their own discretion but will meet at least bi-weekly and should keep meeting notes. Field Boards are tasked to work within their various groups, teams, cohorts, organizations, etc. to gather insight, information, and data that helps to identify challenges, and recommend solutions.

c. Briefing Criteria. Field Boards are required to create a PowerPoint presentation

for the council, subject to inclusion of the following information:

1) Issue/Question. What is the greatest obstacle to inclusion in the topic issue of discussion during that reporting period? The Field Board should provide a clear description or explanation of the problem or obstacle. Vague information or providing merely personal grievances tend to provide little actionable information the Council could use to provide input back to JAG Corps leadership.

2) Discussion. Describe the actions of the Field Board during the period of consideration of the topic issue (e.g., the Field Board met on three occasions and raised the following issues for consideration). Include as much or as little detail as necessary to convey a clear description of the problem or obstacle the Field Board desires to reinforce, change, discard, or implement to provide the best opportunity to improve diversity, equity, inclusion, and accessibility across the JALS. Where appropriate, Field Boards may choose to provide notes or comments raised during meetings, comments from peers consulted, surveys, articles referenced, or research conducted during the topic discussion period.

3) Recommendations. The Field Board is expected to provide clear and concrete recommendations to the Council and/or JAG Corps leadership to improve diversity, equity, inclusion, and accessibility across the JALS. It is imperative for the Field Board to explain its recommendation with an appropriate degree of specificity. Field Board recommendations will be resource-informed to enable senior decisionmakers to clearly see the link between strategic change and resourcing implications.

Additional explanatory information is also appropriate to present during the back brief to the Council. Any additional resources or information, however, should streamline and aid in comprehension of the issue, discussion, and recommendation being presented. This will enable the Council to provide actionable ideas for JALS leaders to implement and make a difference in the diversity, equity, inclusion, and accessibility of all JALS members.

d. Field Board Briefs. At the conclusion of each assessment or project cycle, each Field Board will brief their findings and recommendations to the Council. Any member(s) of the briefing Field Board can be present for the brief to the Council. Briefers are ideally given about 30-45 minutes to present their findings and recommendations.

e. Project Work. Field Boards may at times be given projects, as opposed to topics, to dissect. These projects will be identified by the Council and vetted by applicable stakeholders. Based on previous Field Board recommendations or recommendations of the Council, Field Boards will set and clearly define the project goals, define deliverables, create a project schedule, identify issues (work to resolve those through the Field Board Mentor), and ultimately present the project to the respective stakeholders and Council at the completion of the project cycle.

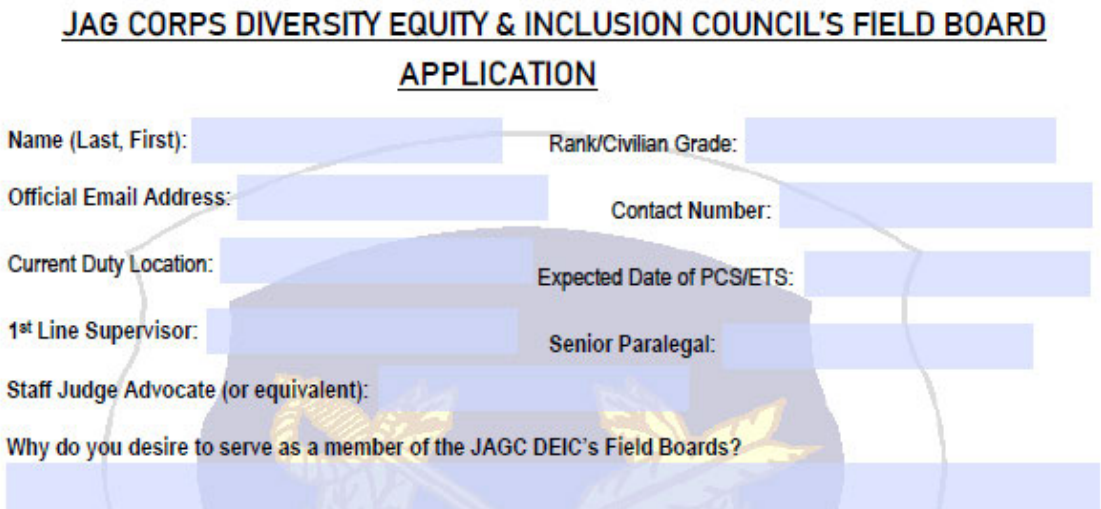
f. Council Hotwash. After Field Boards have briefed the Council on their findings and proposed recommendations, the Council will meet to discuss all information, Field Board presentations and initiatives received. The Council XO and AXO are responsible

for maintaining and tracking progress of all Field Board projects, (*Enclosure D)* for an internal council working group to be formed that reviews all Field Board submissions and compiles a list of actionable initiatives for stakeholder feedback and subsequent staffing for TJAG's review and action. A flow chart for staffing of actionable initiatives can be found in *Enclosure E*.

g. Action by TJAG. After action by the working group, the Council, and input from sthe Council's Executive Steering Committee will forward the approved initiatives to the Professional and Organizational Development team to prepare and staff the initiative to TJAG with the Council's recommendations for review and action. Initiatives will be carried out per TJAG's direction.

4. **Conclusion.** As members of the DEIC Field Boards, your commitment to providing perspectives on and solutions to diversity, equity, inclusion, and accessibility issues and obstacles from our JALS is invaluable to the JAG Corps' leadership and their decision-making process. We trust that the supervisors who nominated you or endorsed your application to serve on the Field Boards will allot you the time necessary to make valuable contributions in support of this critical mission. This Council looks forward to your service in assisting us in working towards a more diverse, equitable, and inclusive JAG Corps.

DEIAC FIELD BOARD APPLICATIONS



JAG CORPS DIVERSITY EQUITY & INCLUSION COUNCIL'S FIELD BOARD APPLICATION

Name (Last, First): Rank/Civilian Grade:

Official Email Address: Contact Number:

Current Duty Location: Expected Date of PCS/ETS:

1st Line Supervisor: Senior Paralegal:

Staff Judge Advocate (or equivalent):

Why do you desire to serve as a member of the JAGC DEIC's Field Boards?