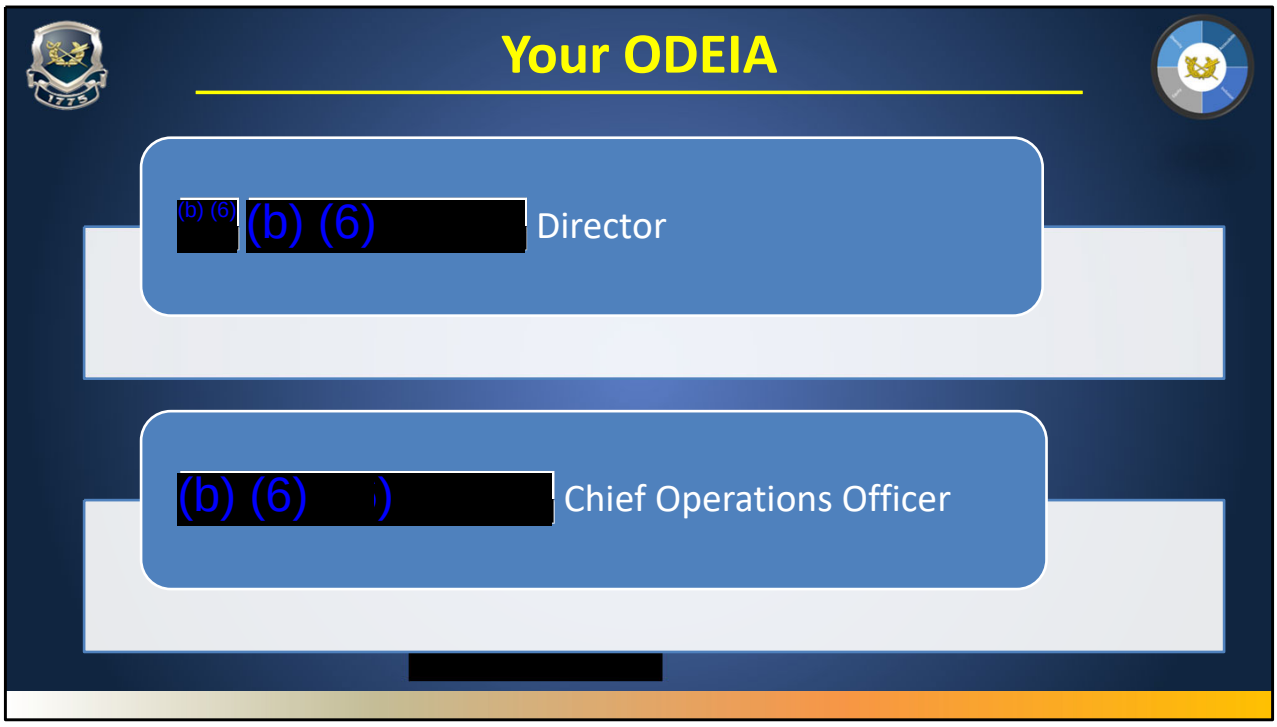


Good morning, I am (b) (6) [redacted], your program manager and today I will be providing you with our training package which is an overview of managing and communicating with the five generations in today's workforce, to include their characteristics, relationships with authority and the organization, and common stereotypes. Thank you for those of you logged in today attending our training, before we get into slides, I just want to put out a quick administrative note, that this training is being recorded this morning for ease of access and viewing across multiple time zones our JALS personnel are located in. I will be monitoring the chat and looking out for any hands being raised and will stop the recording after slide presentation so that I can facilitate any discussion with the personnel logged in and answer any specific questions as well.



Your ODEIA team currently consists of two personnel: (b) (6) , our director and myself, your program manager

Mission:

To provide leadership and direction in the formulation, execution, and management of policies and practices that foster a DEI environment consistent with the core values of the JALS.

Vision:

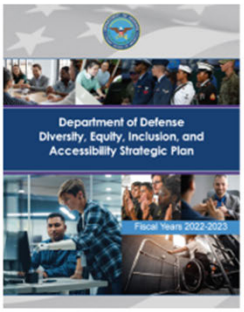
To enable the transformation of policies, practices, programs, and systems that advance diversity, equity, and inclusion (DEI) to the fullest extent possible across the breadth (functions) and depth (hierarchy) of the JALS.

Agenda

- DoD, Army & JAGC Commitment to DEI&A
- Affinity Mentorship Groups
- Demographics Legal Profession & JALS
- Diversity – What does that look like?
- Generational differences
- Equity for Outreach & Recruiting
- Inclusion for Outreach & Recruiting
- Accessibility in the Army

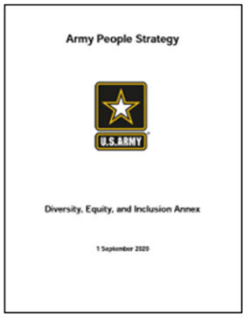
DoD & Army Commitment to DEIA

Department of Defense DEI&A Strategic Plan



Army Equity & Inclusion Agency Resources & Reports

Army People Strategy: DEI Annex



Having a diverse force enables us as an organization to understand people from diverse perspectives and create an atmosphere that supports a variety of ideas, knowledge, processes, and approaches to decision making.

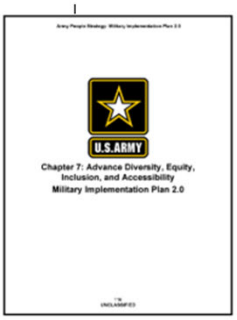
Now a days not only are potential recruits looking at what you say about DEIA, but they're also not shy about holding organizations accountable. About 80% of job candidates today have checked a company's website for their stance on DEI&A before applying. And 57% of employees ask their employer about the culture of DEIA at the company in job interviews.

Therefore, data reveals that companies must clearly communicate their commitment to diversity, equity, and inclusion, but also execute these programs well to attract (and keep) top talent.

Source: https://www.jobvite.com/blog/dei-recruiting/

DoD & Army Commitment to DEIA

Military Implementation Plan for DEI&A



Executive Orders on Diversity, Equity, Inclusion and Accessibility

Office of Civil Rights

CRS Report on Diversity, Inclusion, & Equal Opportunity in the Armed Services





Make sure each FSO can competently answer questions about workplace diversity.

Affinity Mentorship Groups

OPEN TO EVERYONE

- JAGC Hispanic Mentorship Group:
  - hmgjagc@gmail.com
  - https://www.facebook.com/jagchispanic.mentorship.3
- Buffalo JAGs Mentorship Group
  - buffalojagsmentorshipgroup@gmail.com
  - https://www.facebook.com/groups/bjagsmentorshipgroup
- JAGC Asian-Pacific American Network:
  - Jagc.apan@gmail.com
  - www.facebook.com/groups/jagcapan/
- JAGC Pride Network:
  - jagcpridenetwork@gmail.com
  - https://www.facebook.com/groups/jagpride
- Athena's Council Mentorship Group:
  - athenascouncil1775@gmail.com
  - https://www.facebook.com/groups/256231586565092

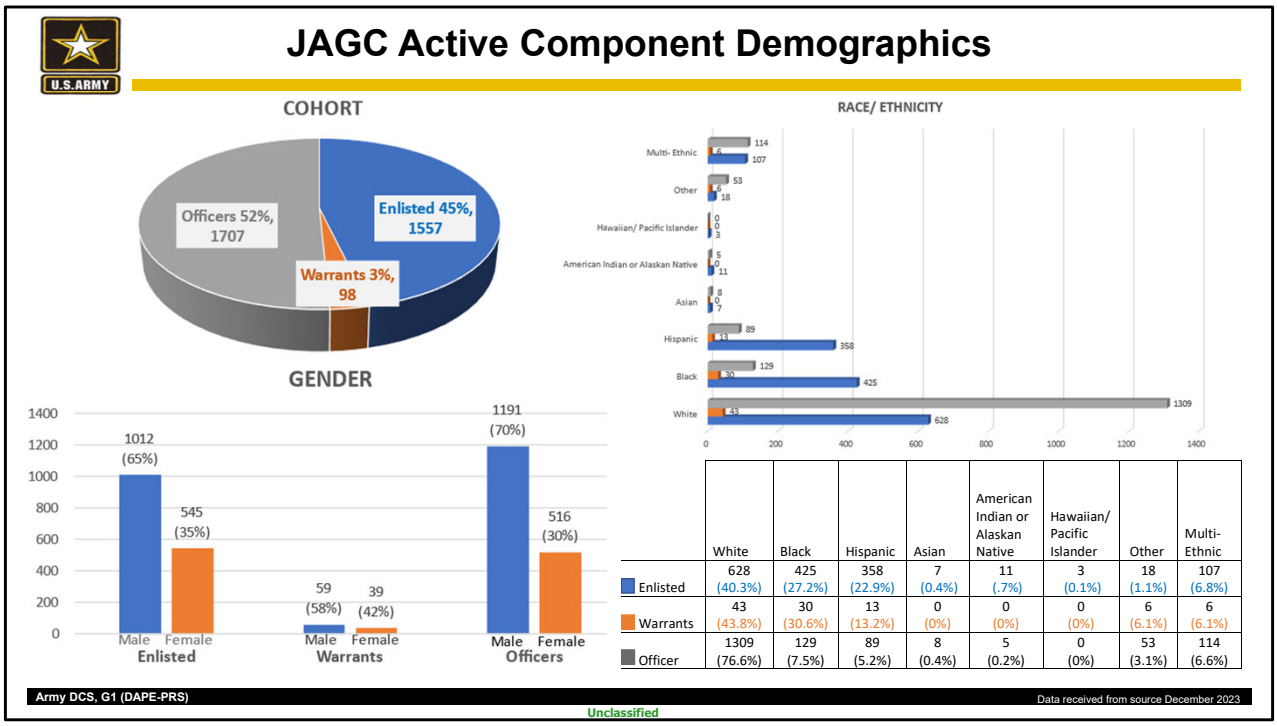










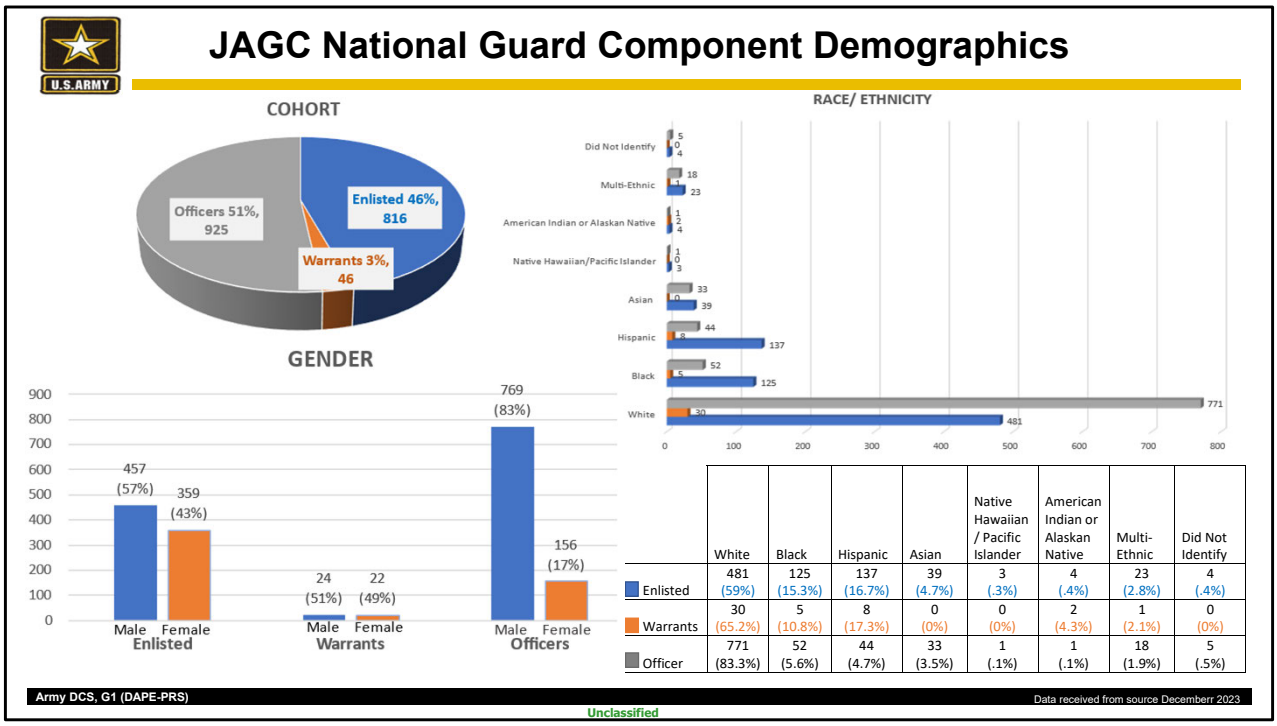


The following demographic slides were generated from metrics and data provided by the Army G1 as of December 2023. You can also find these slides in our MS Teams page files under JALS Demographics.
These slides show the current make up of the JALS demographically by component.

Here are the demographics for our JAGC Active component broken down by cohort on the top left, gender bottom left, and race/ethnicity on the right.

To note:

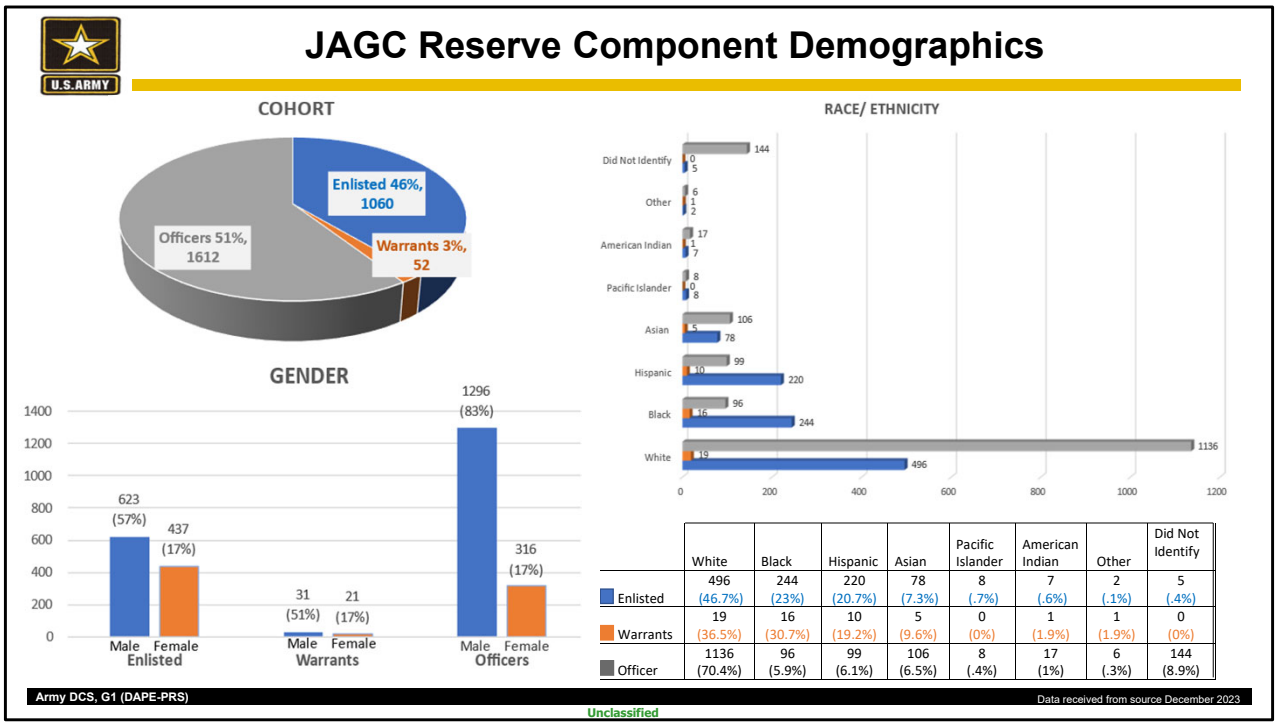
- Mostly comprised of officers with our enlisted cohort not too far off at 45%
- Predominantly males'
- With most of our diversity in race and ethnicity in our enlisted and warrant officer ranks



	White	Black	Hispanic	Asian	Native Hawaiian / Pacific Islander	American Indian or Alaskan Native	Multi-Ethnic	Did Not Identify
Enlisted	481 (59%)	125 (15.3%)	137 (16.7%)	39 (4.7%)	3 (.3%)	4 (.4%)	23 (2.8%)	4 (.4%)
Warrants	30 (65.2%)	5 (10.8%)	8 (17.3%)	0 (0%)	0 (0%)	2 (4.3%)	1 (2.1%)	0 (0%)
Officer	771 (83.3%)	52 (5.6%)	44 (4.7%)	33 (3.5%)	1 (.1%)	1 (.1%)	18 (1.9%)	5 (.5%)

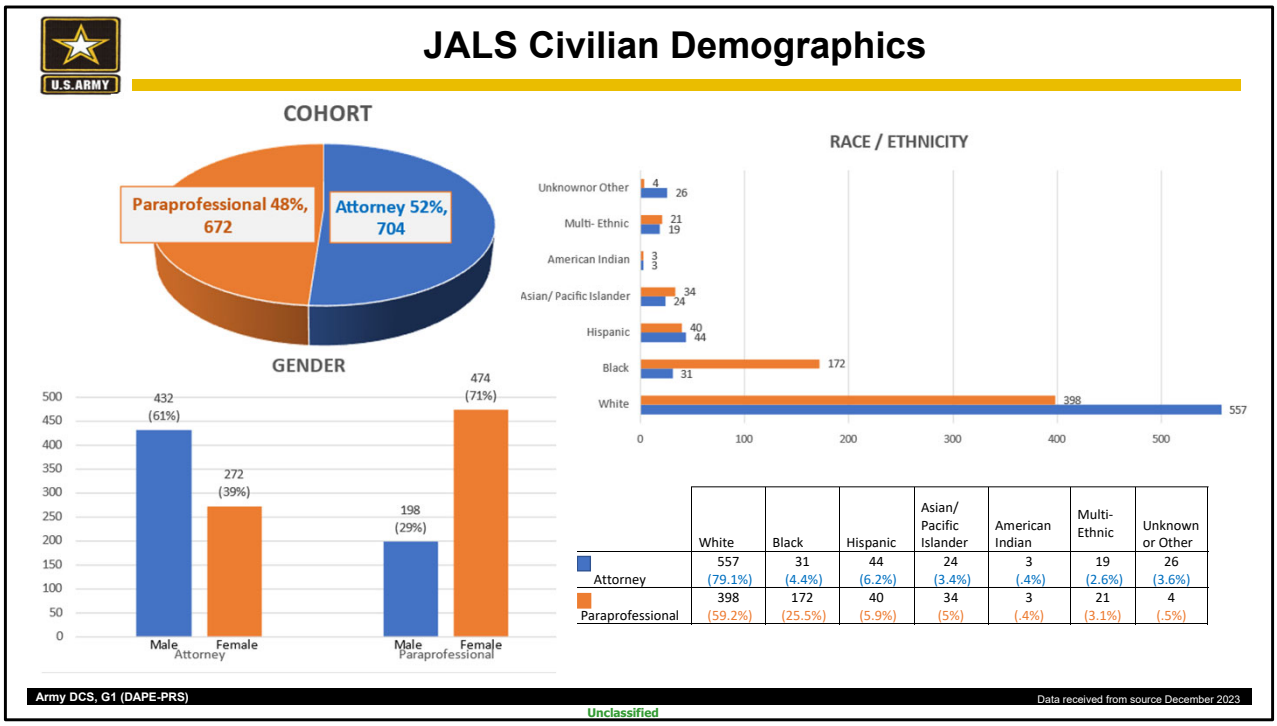
demographics for our JAGC National Guard component.

- To note:
- Mostly comprised of officers with our enlisted cohort not too far off at 46%
- Predominantly males'
- With most of our diversity in race and ethnicity in our enlisted and warrant officer ranks



demographics for our JAGC Reserve component.

- To note:
- Significantly more comprised of officers at 51% (59% last qtr) here with our enlisted cohort at 46% (39% last qtr)
- Predominantly males'
- With most of our diversity in race and ethnicity in our enlisted and warrant officer ranks



	White	Black	Hispanic	Asian/ Pacific Islander	American Indian	Multi-Ethnic	Unknown or Other
Attorney	557 (79.1%)	31 (4.4%)	44 (6.2%)	24 (3.4%)	3 (.4%)	19 (2.6%)	26 (3.6%)
Paraprofessional	398 (59.2%)	172 (25.5%)	40 (5.9%)	34 (5%)	3 (.4%)	21 (3.1%)	4 (.5%)

Lastly here are the demographics for our JALS civilians.

- Slightly more comprised of Attorneys at 52%, paraprofessionals at 48%
- Predominantly males for attorneys but mostly females for paraprofessionals by more than half
- Here our paraprofessionals are the most ethnically diverse population as well.

These demographics go to show that most of the JAG Corps demographic diversity can be found in the Warrant and Enlisted ranks.

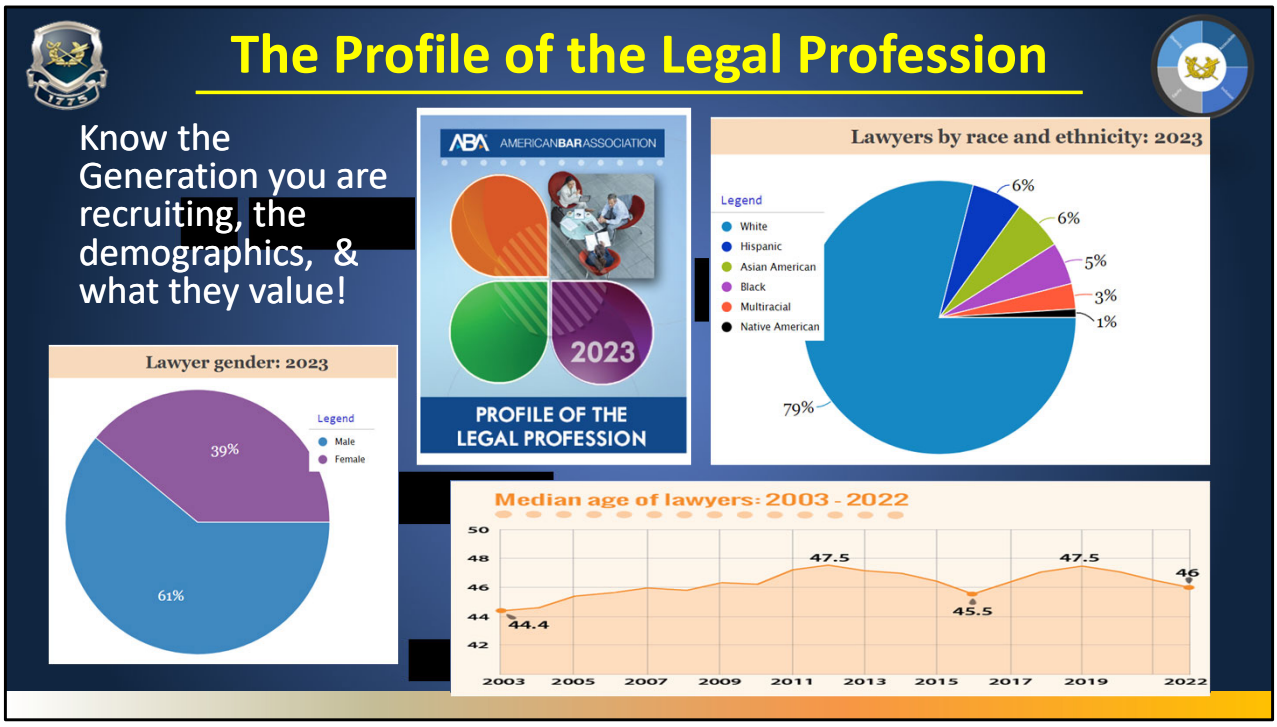
Why do we look at demographics?

➢ Demographic information is so much more than just providing statistics. Not only does the difference in metrics helps us identify gaps in diversity but it can also help support well-intentioned leadership directives and measure the effectiveness of strategic initiatives as it relates to recruiting and retention efforts.

- Gathering and tracking this data isn't just "the right thing to do." It's the best possible thing we can do to understand the diversity of our JALS personnel and strive to be more inclusive to incorporate the variety of experiences and perspectives we have in our formations. This in turn creates an environment where everyone feels like they are valued and belong. I used the word "feel" on purpose because telling someone they are valued and belong is one thing, but making someone feel that way is different. Fostering that sense of inclusion and belonging helps drive recruitment and retention to maintain the diversity we do have in our talent pool and positively impact our organizational cultures.

- Demographics are facts, like diversity is a fact. Either we are or are not diverse in certain areas. We are not going to be able to change what our demographics look like overnight or by JAGC driven efforts alone. We recruit our talent pool from the civilian sector and if you look at ABA demographics, they are consistently within 5% of our JALS demographics.

- While diversity is a fact, inclusion on the other hand is a choice. So, ask yourself how are we working with ALL of the diversity that we do have to be more inclusive of their perspectives and drive better decision making in or organizations? It's not all about the numbers, it's about making the numbers we have count.



Race/ Ethnicity: The percentage of lawyers of color nearly doubled in the past decade, according to the ABA National Lawyer Population Survey. White lawyers are still overrepresented in the legal profession compared with their presence in the U.S. population, but that is slowly changing. Ten years ago, in 2013, lawyers of color were 11% of the profession. A decade later, in 2023, they were 21% of the profession.

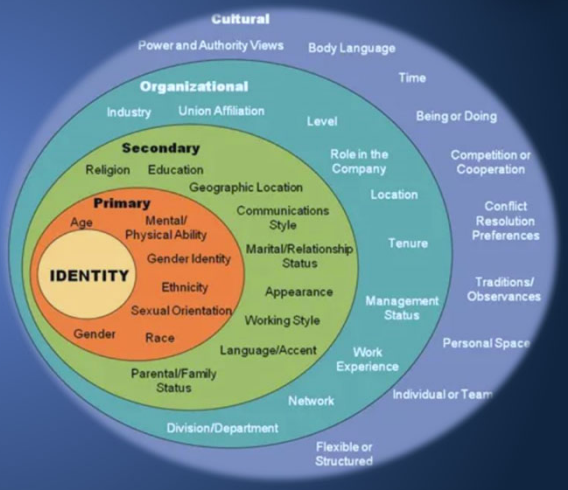
Gender: Over the past decade, the percentage of female lawyers has increased slowly. It stood at 34% in 2013 and grew to 39% a decade later in 2023. In other words, male attorneys still greatly outnumber female attorneys,

but that is gradually changing as more women, and fewer men, are enrolling in law school every year.

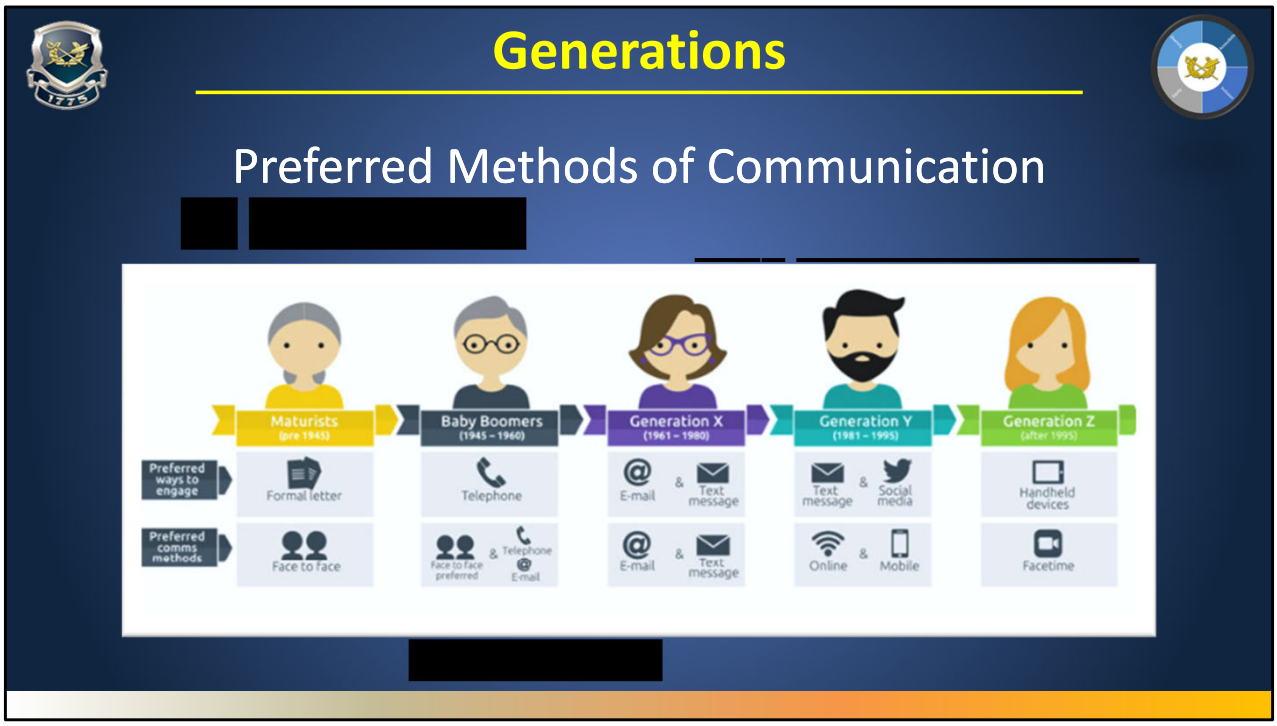
Age: The legal profession skews older than most professions in the U.S., according to the U.S. Bureau of Labor Statistics. Going back several decades, the typical lawyer was younger than today. In 1980, the median age for all U.S. lawyers was 39. That's seven years younger than the median age of 46 in 2022.

DIVERSITY- What does it look like?

Diversity includes all attributes, experiences, cultures, characteristics, and backgrounds of the total force which are reflective of the nation we serve and enable the Army to deploy, fight, and win



Demographic diversity is only one aspect. Our Leaders want our force to reflect the racial, ethnic, gender, socioeconomic, ideological, and generational makeup of society. The Army adopted a broader definition of diversity that includes differences in experience, skills, educational background, and so much more.



Communication preferences and generational dialects can be major obstacles to collaboration. Different age groups have preferred methods of communication. To address the communication preferences of a multigenerational workplace, you'll need a healthy mix of verbal, written, and digital communication. These are some preferred methods of communication by generation.

- Maturists AKA Silent Generation tend to prefer formal letters and face to face.
- Baby Boomers prefer phone calls, face to face, and email.
- Generation X prefer email and text messages or instant messages.
- Generation Y AKA Millennials prefer text, social media, online communication and mobile devices being easily accessible.
- Generation Z prefers any handheld devices for that instant communication and video chat for communication methods vs. face-to-face interactions.

Our older generations tend to prefer face-to-face communication and are frustrated when attempts at communication are ignored or misconstrued because of technology overuse. Younger generations rely on technology for communication, which can be difficult for older generations to understand. For example, if one employee likes to send emails to make sure everything is documented, but the person they're communicating with prefers a phone call, there could be some

miscommunication.

Each generation has its own distinct characteristics and ways they commonly prefer to communicate. I say commonly because there are some who may not fall into these common norms and statistics simply based on their generations. In fact, most individuals who have either managed or led diverse generations and explored effective ways to do things outside of their comfort zone or what they were commonly exposed to would break some of these generational stereotypes. However, as leaders it is important for us to be aware of and identify the diversity in the preferred methods of communication within our teams and organization to establish common practices and procedures that include your teams' diverse perspectives and buy in.

Source: https://harver.com/blog/generational-diversity-in-the-workplace/

Millennials

- Currently make up **38.6%** of the U.S. workforce
- ***Did you know?***
  - By 2025, millennials will comprise 75% of the global workforce
  - About 15% of millennials age 25–35 live at home with their parents



- Experienced: 9/11, multiple school shootings, the internet, mobile technology
- Common stereotypes: sheltered; few practical skills; technologically obsessed; job-hoppers; entitled; praise-hungry

Generation Y, also referred to as Millennials, was born between 1981 and 1996 (age 28-43). The currently make up 38.6 % of our workforce. This generation, which is already the largest in the workforce, will make up three-quarters of the global workforce by 2025. Millennials thrive on new innovations and the scrappy “startup” mentality.

Similar to the Generation X who paved the way, Millennials desire work/life balance and crave flexibility in the workplace, such as working from home and casual dress. They aim to work smarter, rather than harder—making them excellent at multitasking.
Despite the eagerness that Millennials bring to the table, this generation is often criticized for being self-involved and overly dependent on technology. They also require a significant amount of feedback from employers.

Some life changing events they experienced include the 9/11, school shootings became a thing, they were introduced to world wide web, on demand entertainment, and handheld devices.

Sources:
1 - https://www.purdueglobal.edu/education-partnerships/generational-workforce-differences-infographic/ (as of 2020)
2 - https://www.informationweek.com/it-life/generations-in-the-workplace-stereotypes-and-facts?slide=8
3 - https://www.shrm.org/resourcesandtools/hr-topics/global-hr/pages/generational-mindsets-affect-workforce.aspx



This generation see themselves as innovative, ambitious, multi-taskers, tenacious, and entrepreneurial. Some additional common stereotypes include:

Their respect for authority figures who demonstrate competence instead of respect for authority figures simply based on their positions; their attitude tends to be more of "show me what you can do for me right now"

This generation tend to be more loyal to their co-workers and teammates, most similar to baby boomers in that loyalty aspect. Millennials expect equitable treatment and see their careers as an opportunity to add value and contribute to the organization.

This generation is considered digital natives who have more fluid work styles and expect to create the procedures with change for improvement.

This individuals are mostly motivated by responsibility, good leaders instead of just managers, unique work experiences, flexibility, and again, like our generation x, they want that immediate feedback.

Sources:
1 - https://www.purdueglobal.edu/education-partnerships/generational-workforce-differences-infographic/ (as of 2020)
https://www.shrm.org/resourcesandtools/hr-topics/global-hr/pages/generational-mindsets-affect-workforce.aspx

Generation Z

- Currently make up **6.1%** of the U.S. workforce
- ***Did you know?***
  - 40% of Gen Z wants to interact with their boss daily or several times each day
  - 84% of Gen Z expects their employer to provide formal training



- Experienced: Economic downturn, global warming, COVID
- Common stereotypes: obsessed with social media; self-centered; technologically dependent; have a short attention span; reward seekers

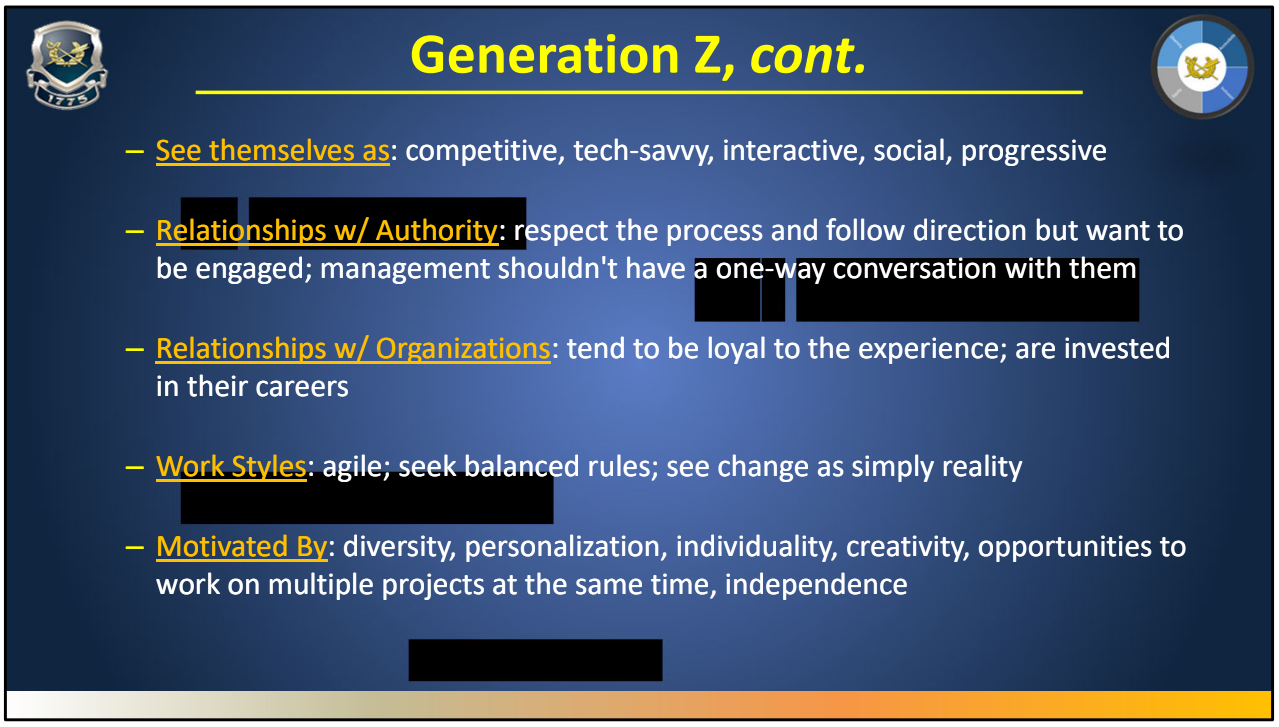
Generation Z was born between 1997 and 2015 (age 9-27) making them the youngest generation in the current workforce. The currently make up 6.1 % of our workforce. They are the first generation to grow up in a world that is completely wireless. As true digital natives – even more so than Millennials – Generation Z is constantly connected and is considered the most tech-savvy of these groups.

This generation is known for being creative, flexible, and self-reliant. While Gen Z-ers share many similarities to Millennials, they're more cautious and concerned with career stability. Because they're always connected, Gen Z-ers are excellent multitaskers, but also easily distracted. With shorter attention spans at work, they require bite-sized, immediate feedback from their employers.

Some life changing events they experienced include the 2008 great recession, smart phones, global warming, and the covid pandemic.

Sources:
1 - https://www.purdueglobal.edu/education-partnerships/generational-workforce-differences-infographic/ (as of 2020)
2 - https://www.informationweek.com/it-life/generations-in-the-workplace-

stereotypes-and-facts?slide=8
3 - https://www.shrm.org/resourcesandtools/hr-topics/global-hr/pages/generational-mindsets-affect-workforce.aspx



This generation see themselves as competitive, tech-savvy, interactive, social, and progressive. Some additional common stereotypes include:

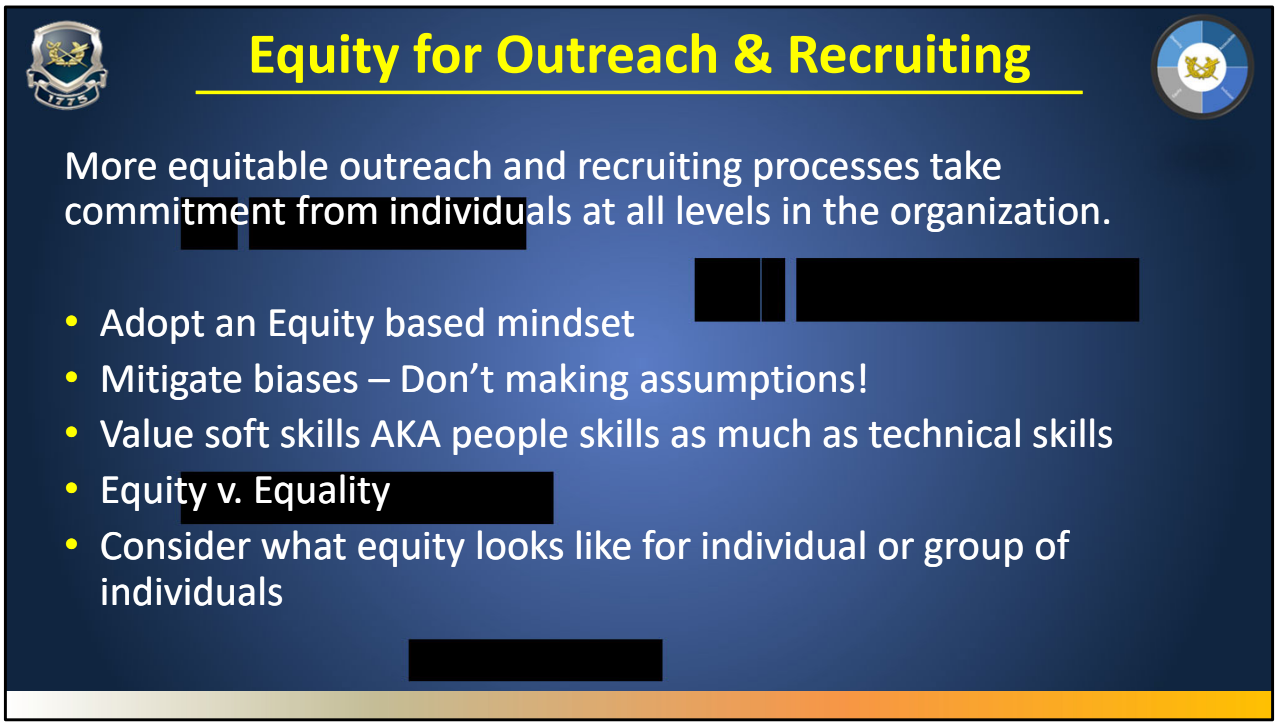
A bit more unconventional in their Relationships w/ Authority because while they respect the process and follow direction they want to be engaged. They don't necessarily believe in management having what we call one-way conversations with them. They value providing their input and perspective.

This generation tends to be more loyal to the experience vs. the team, a specific manager, leader, or organization. They are invested in their careers, which they see as a way to grow personally and professionally yet still very much so compartmentalize work and their careers as just one aspect of who they are or how they identify.

This generation is agile and adaptive. They look for balanced rules and understands change to simply be a reality or inevitable.

Gen Z is very much motivated by diversity, personalization, individuality, creativity, independence, and opportunities to work on multiple projects simultaneously.

Sources:
1 – 4 https://www.shrm.org/resourcesandtools/hr-topics/global-hr/pages/generational-mindsets-affect-workforce.aspx



Equity is the fair treatment, access, opportunity, choice, and advancement for all Soldiers and Civilians, while striving to identify and encourage drivers and identify and eliminate barriers that have prevented the full participation of the total force.

Equitable mindset: As we continue to strive for progress, the next question we are asking ourselves is how we can adopt an *equity-based* mindset in recruiting, one that recognizes the merit of candidates who do not fit our typical narratives of successful or qualified applicants. Challenging ourselves to adopt an equity-based mindset will take practice and deliberate action. It will require us to question our own thinking openly and actively.

Ask yourself - What assumptions are we making about this applicant? And what could we "miss out" by not considering this perspective or experience? Disrupt your typical actions and way of thinking. This will help eliminate biases.

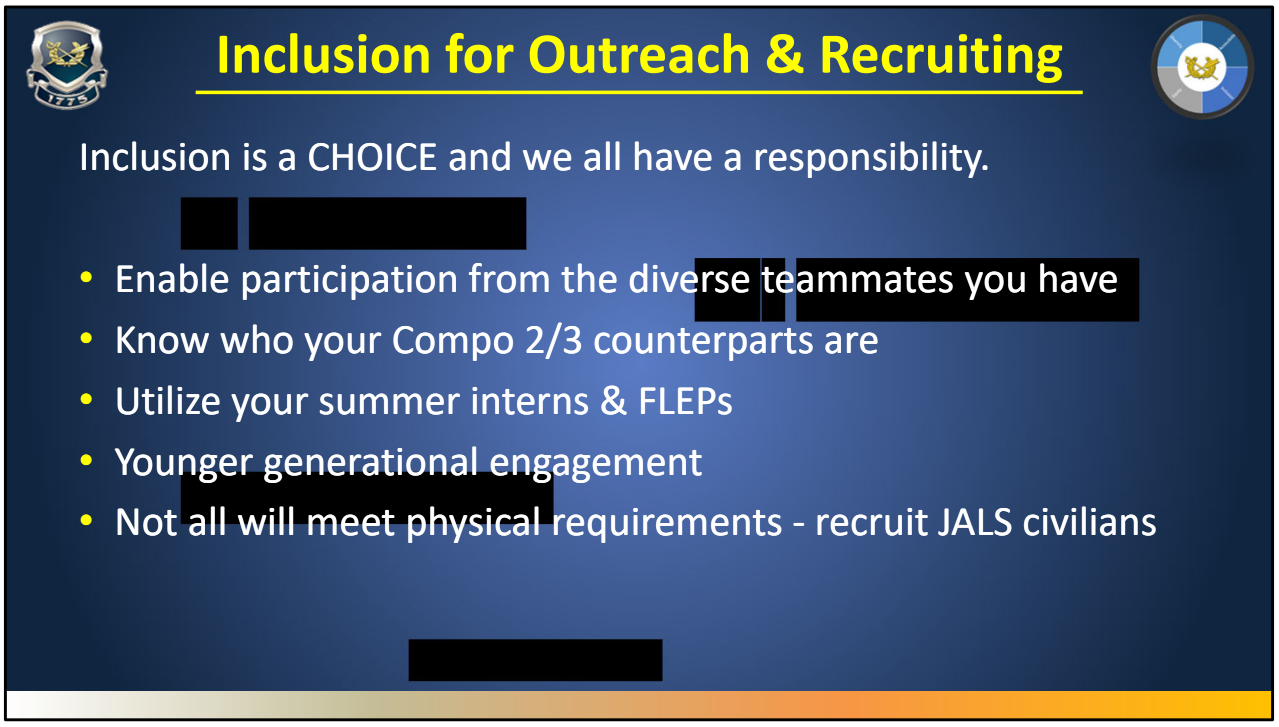
Stop overvaluing technical skills at the expense of people skills. Recognize that soft skills such as managing people, negotiating, coaching, facilitating, mentoring, and communicating are as important as the technical skills and know-how of a position.

Equity v. Equality. Know the difference. Equity: recognizes that everyone doesn't begin in the same place in society. Some people face adverse conditions and circumstances making it more challenging for them with the same effort and resources to achieve similar goals. Equality: is rooted in fairness and the belief that everyone should be given the same exact resources. But we all have individual needs and my ability to be successful increases when I am afforded the resources and opportunities based on my individual needs.

What does equity look like for others if I cannot relate? Consider reaching out to people who are underrepresented.

Sources:
https://www.forbes.com/sites/forbeshumanresourcescouncil/2022/03/09/five-diversity-recruitment-best-practices-for-2022/?sh=1f628f496a5d

https://www.aam-us.org/2021/08/25/what-does-a-truly-equitable-recruiting-process-look-like/?gad_source=1&gclid=Cj0KCQjwlZixBhCoARIsAIC745D4JWMqO4CnbHeMaUcP8PgQudkUNjN7NfK7U0H56XJ4NvycTImAcXgaAhBsEALw_wcB



Take an NCO or warrant with you to participate in some outreach or recruiting efforts. Make the numbers and diversity we do have count.
Showcase the diversity we have (in age, ranks, gender, education, etc.) and the cohesion we develop. Encourage others to share their stories and share their WHY. Everyone is a recruiter.

Know and be inclusive of your NG and Reserve counterparts in your geographical location who may want to join you for an outreach and/or recruiting event and can use it as AT time.

Plan some summer intern & FLEP engagements in your local community or schools when they are interning in the summer. Coordinate for your PAO to do a video you can share on unit and JAGC social media mages for outreach and recruiting about their experiences.

Be inclusive of more generations. Don't just target those in law schools or college. Plant the seed early! Find your local OSJA elementary school, middle school, and high school mock trail teams or future lawyer clubs. Volunteer for those local community engagements where you have career days at local schools. Share your Army story,

the opportunities you've been afforded and how your family has benefitted from it.

Just because someone doesn't meet physical requirements for service doesn't mean there isn't a place for them in the JAGC. Fun fact: People with disabilities are often rated above average for performance and even outperform their peers without disabilities in productivity. Identify potential for JALS civilian hires and share that information too!

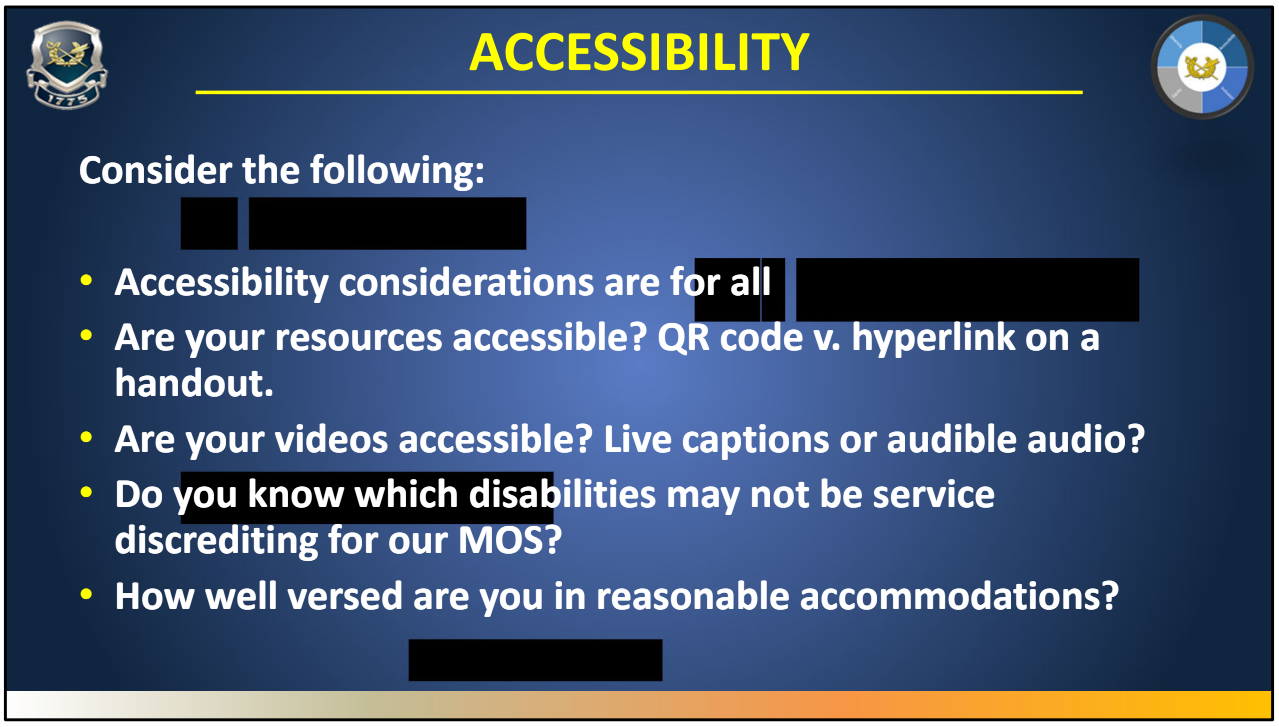
ACCESSIBILITY

Accessibility means 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

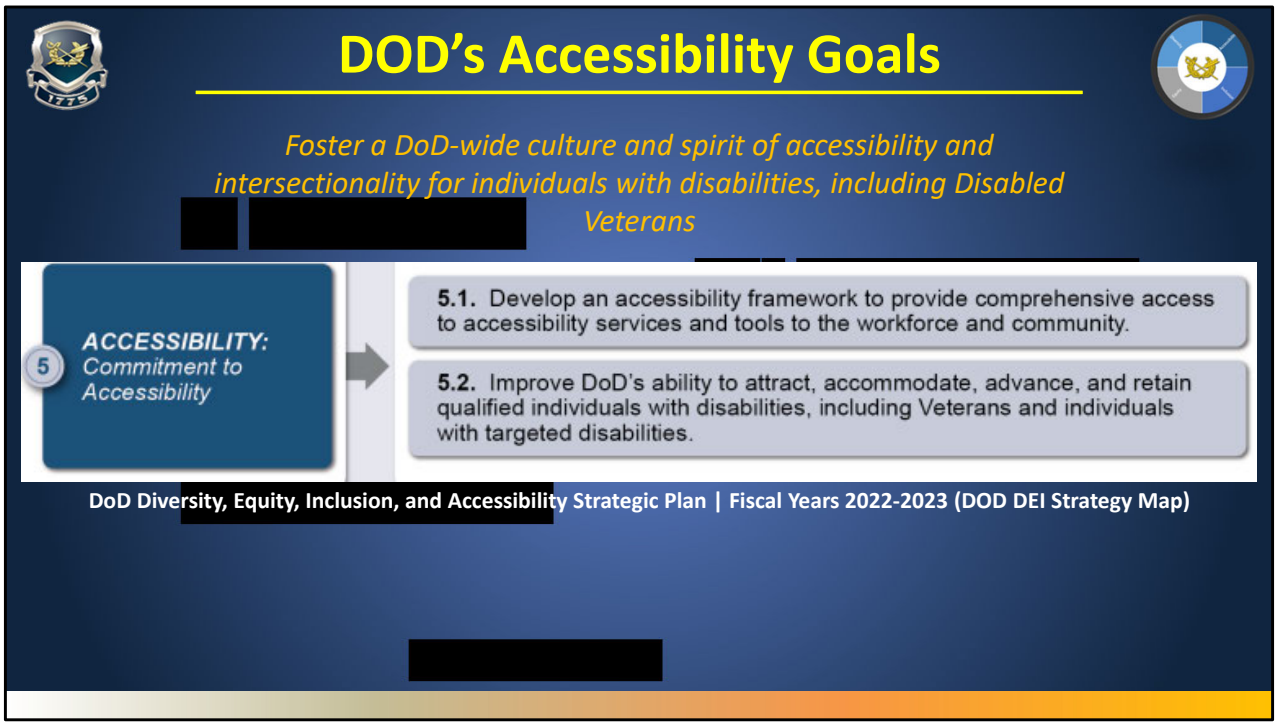


What good is information, facilities, technology, programs and services when they are not accessible?

Today, approximately one in five Americans, have some type of disability. Accessibility is a vital part of ensuring people with disabilities feel welcome and fully included in the workplace.



Think through some of these ways you can consider accessibility in outreach and Recruiting. Outreach and recruiting resources are not just for eligible recruits… they are for their family members who hold a huge influence in their decision to serve as well. Consider someone's reason for service being medical care for a dependent like a spouse or child with a disability.



Source: DoD Diversity, Equity, Inclusion, and Accessibility Strategic Plan | Fiscal Years 2022-2023 (DOD DEI Strategy Map)

Key Players

- As a large institution, DoD's accessibility support is not centralized, nor is it practical to collapse support into a singular DoD-level entity
  - Program offices include the *Disability Program*, the *Workforce Recruitment Program* (WRP), the *Computer/Electronic Accommodations Program*, the *Section 508 Program*, and the *Equal Employment Opportunity (EEO) Program*. In addition, *Human Resources* offices and the *Office of the Chief Information Officer* play a role
  - DoD recognizes that **a cohesive solution for accessibility requires coordination and integration of these multiple organizational functions across the enterprise**

Source: DoD Diversity, Equity, Inclusion, and Accessibility Strategic Plan | Fiscal Years 2022-2023


QUESTIONS?

Keep up with ODEIA

MS Teams

JAGC ODEI- DEI&A Training and Resources

JAGCNet

https://www.jagcnet2.army.mil/Sites/DivInc.nsf

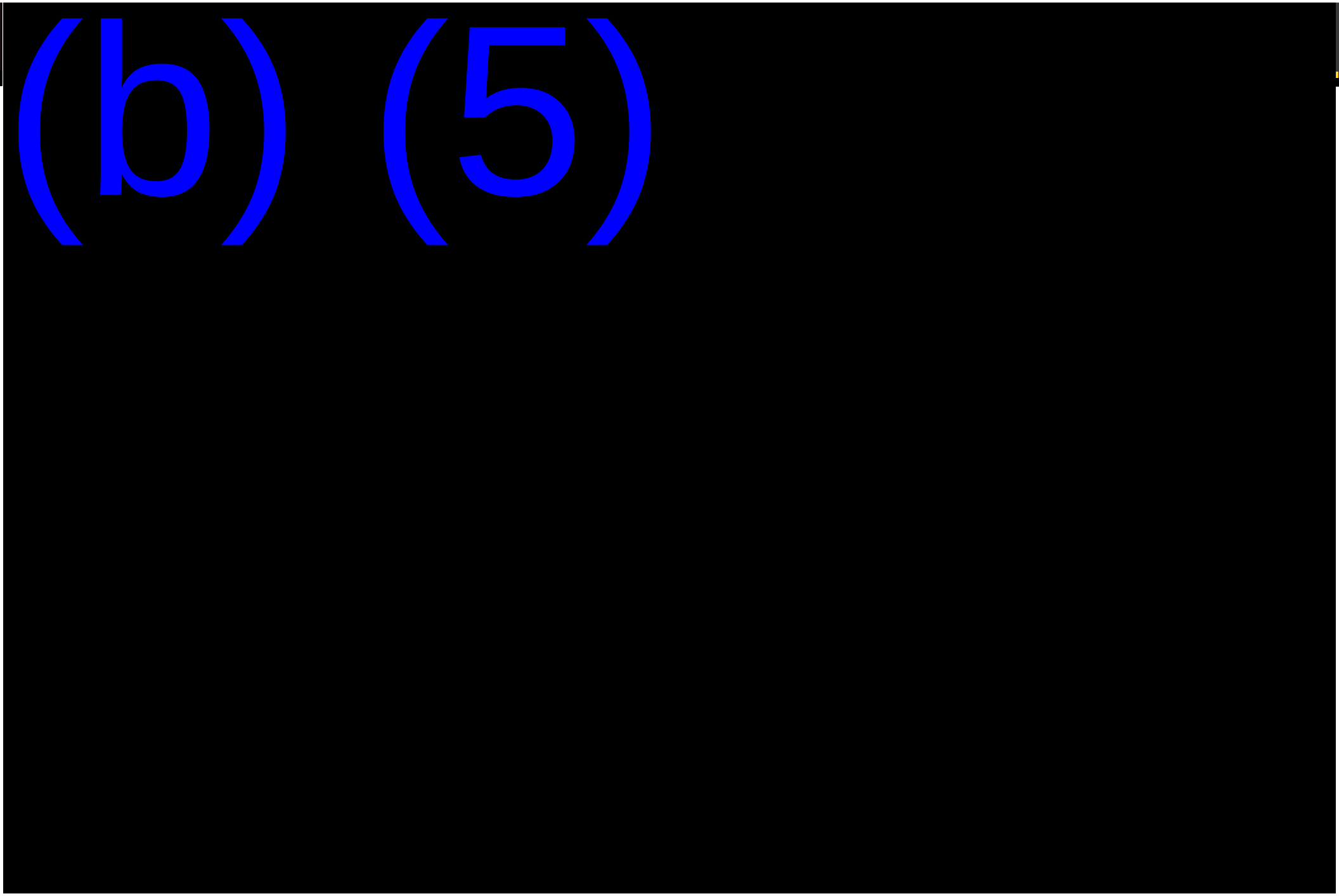
MilSuite

https://www.milsuite.mil/book/community/spaces/armyjag/office-of-diversity-equity-inclusion

Group Mailbox

usarmy.pentagon.hqda-otjag.mbx.jagc-diversity-inclusion@army.mil

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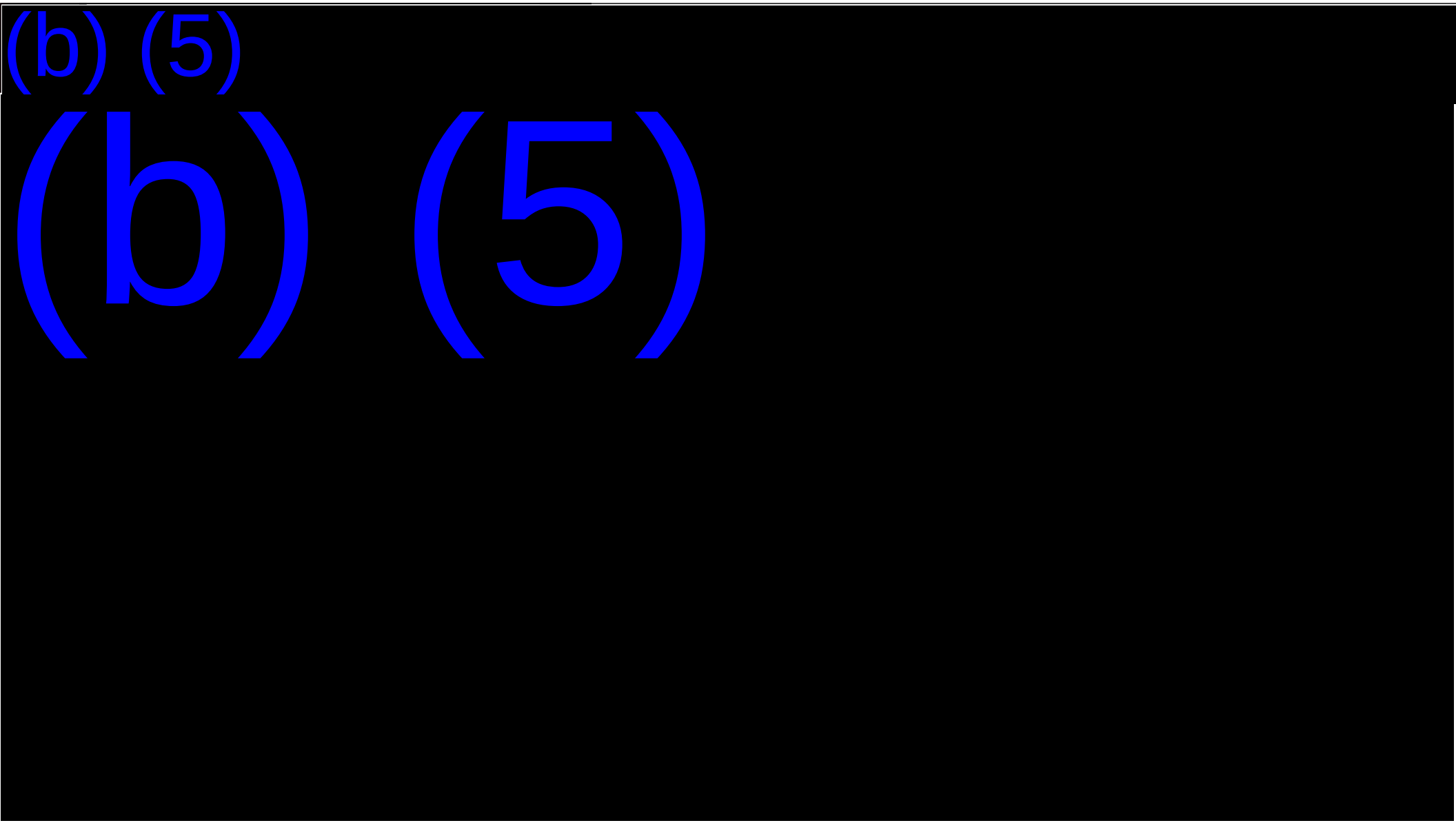

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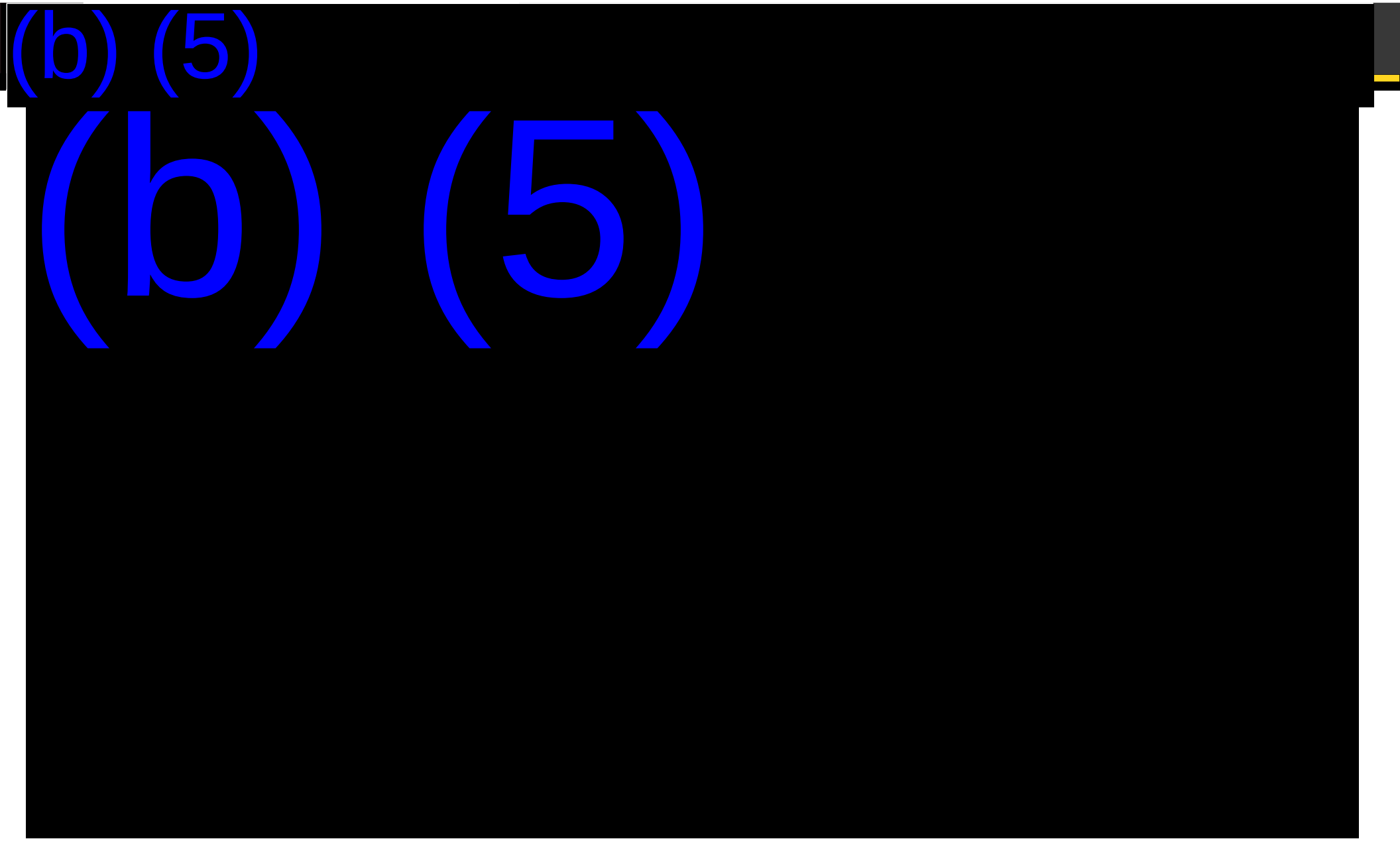
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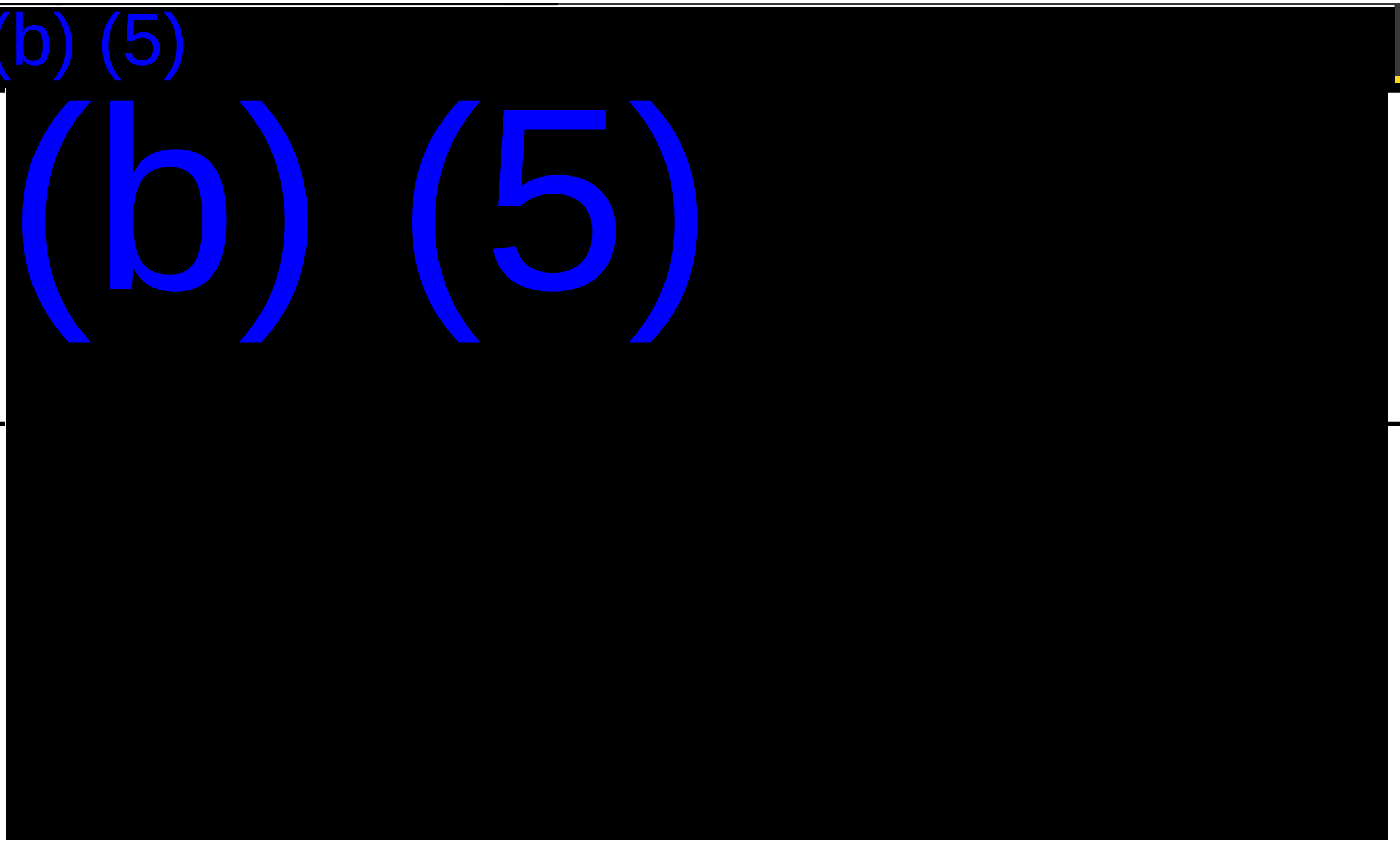
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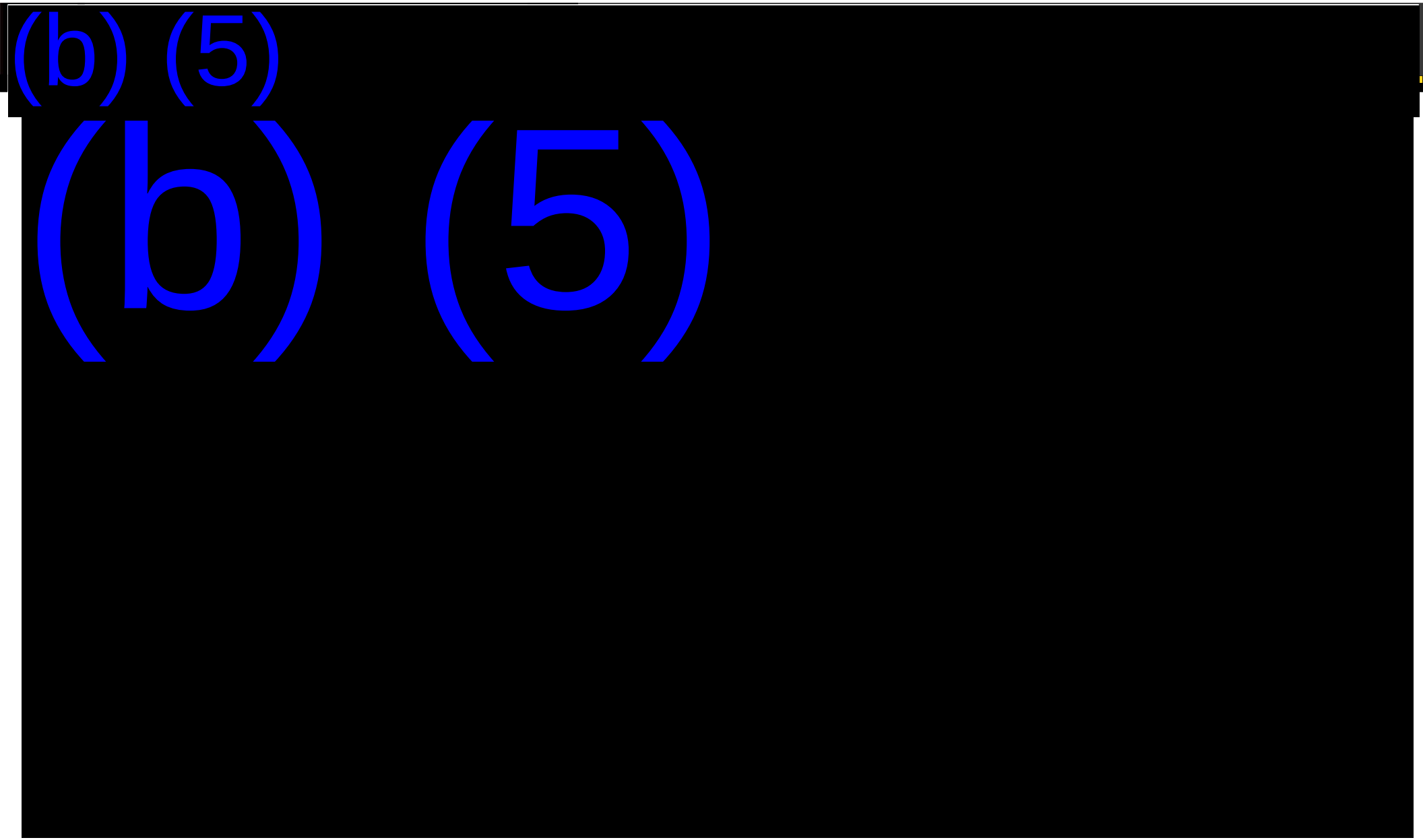
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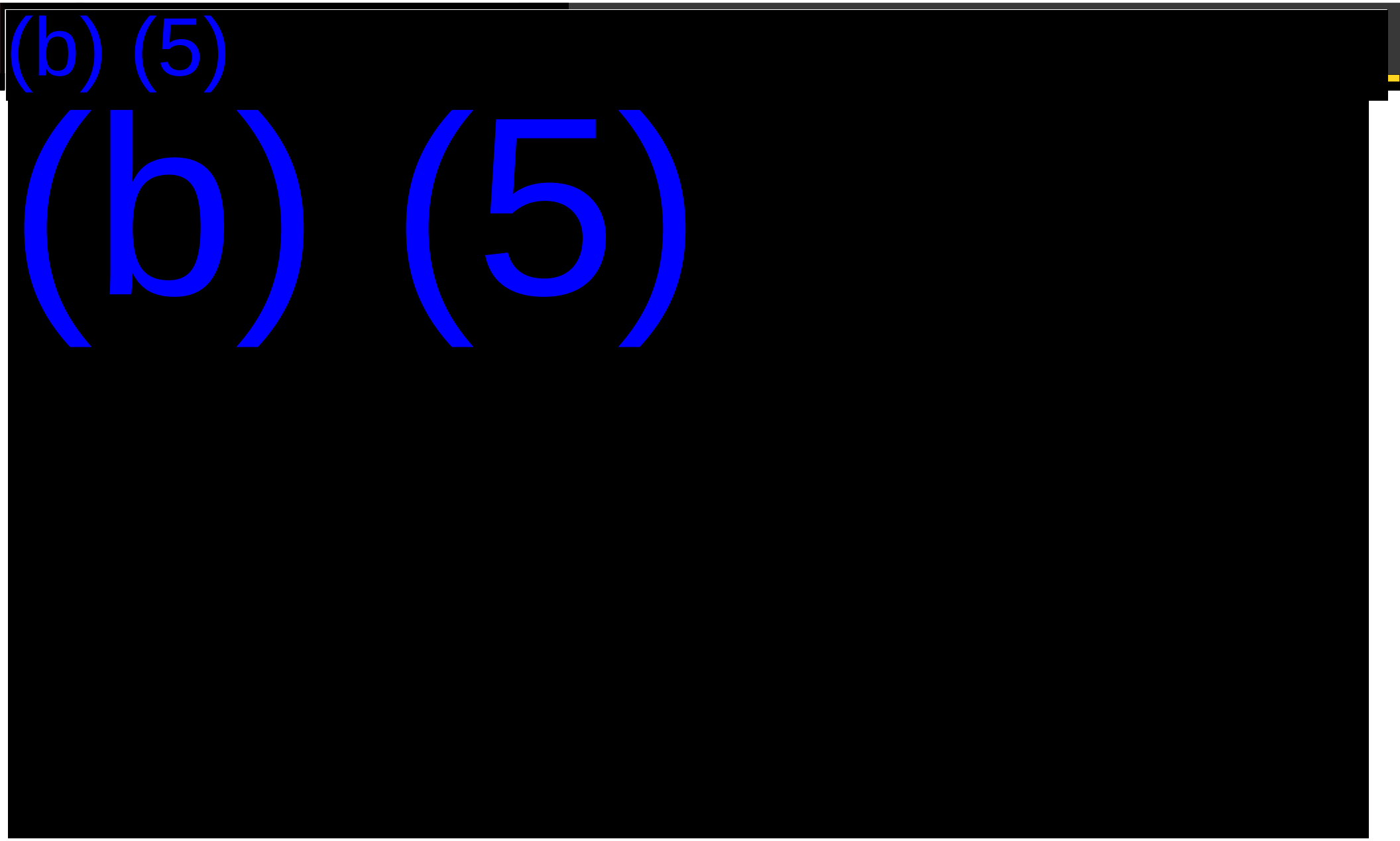
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FY23 ODEI IMPLICIT BIAS BRIEFS FOR BOARDS						
Date	**Type of Board**	**POC**	**Block of Instruction**	**Instructor(s)**	**Total # trained**	**Notes**
4TH QUARTER						
18-Aug	Intern Early Decision Accessions Board	JARO- [redacted]	Implicit Bias	[redacted]	7	USALSA ELD Conf Rm
22-Aug-23	Army Clemency Parole Board	ARBA- [redacted]	Implicit Bias in MJ	[redacted]	30	MS Teams- Virtual

FY24 ODEI IMPLICIT BIAS BRIEFS FOR BOARDS						
Date	**Type of Board**	**POC**	**Block of Instruction**	**Instructor(s)**	**Total # trained**	**Notes**
1ST QUARTER						
16-Oct	2L Summer Intern Selection Board	JARO- [redacted]	Implicit Bias	[redacted]	7	USALSA DAD Conf Rm
17-Oct	GOSC	PPTO- [redacted]	Implicit Bias	[redacted]	13	Admin Conf Rm
27-Oct	USAR Intern Accession Board	JARO- [redacted]	Implicit Bias	[redacted]	6	USALSA ELD Conf Rm
30-Oct	Regular Army Fall Accession Board	JARO- [redacted]	Implicit Bias	[redacted]	8	USALSA DAD Conf Rm
7-Nov	FLEP Selection Board	JARO- [redacted]	Implicit Bias	[redacted]	8	USALSA ELD Conf Rm
2ND QUARTER						
3RD QUARTER						
4TH QUARTER						

Implicit Bias – *Unconscious Cognition*



[redacted]
(b) (6)
Program Specialist

Office of Diversity, Equity, and Inclusion
Office of The Judge Advocate General

Let's Talk About It



Let's Define It

- How would you define implicit bias?
  - Unconscious bias refers to the attitudes or stereotypes that affect our views, our actions, and our decision-making ability
- What are some factors that influence how we view the world?
  - Our experiences shape who we are, and our race, ethnicity, gender, height, weight, sexual orientation, place of birth, and other **factors impact the lens with which we view the world**
- At Ease
  - Discussions of this type can evoke emotional responses, and **that is okay**

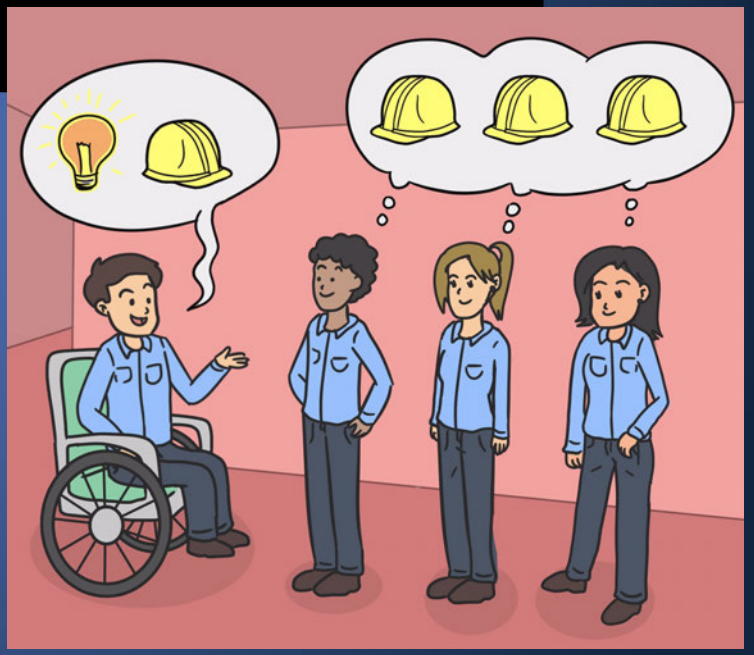
Your Trusted 10

Level 1 – "Hi Ya"

FN or Initials	Gender	Race/Ethnicity	Sexual Orientation	Education	Disability	Marital Status
GM	M	B	HETEROSEXUAL	4 YR	Y	M
AC	F	B	HETEROSEXUAL	4 YR	Y	M
PB	F	B	HETEROSEXUAL	4 YR+	Y	M
SS	F	B	HETEROSEXUAL	4 YR+	N	M
EC	F	B	HETEROSEXUAL	4 YR+	N	M
RP	M	B	HETEROSEXUAL	4 YR+	N	M
PD	F	B	HETEROSEXUAL	4 YR+	N	D
BP	M	W	HETEROSEXUAL	HS OR EQ	N	S
NC	F	B	HETEROSEXUAL	4 YR+	N	S
LR	M	H	HETEROSEXUAL	4 YR+	N	M

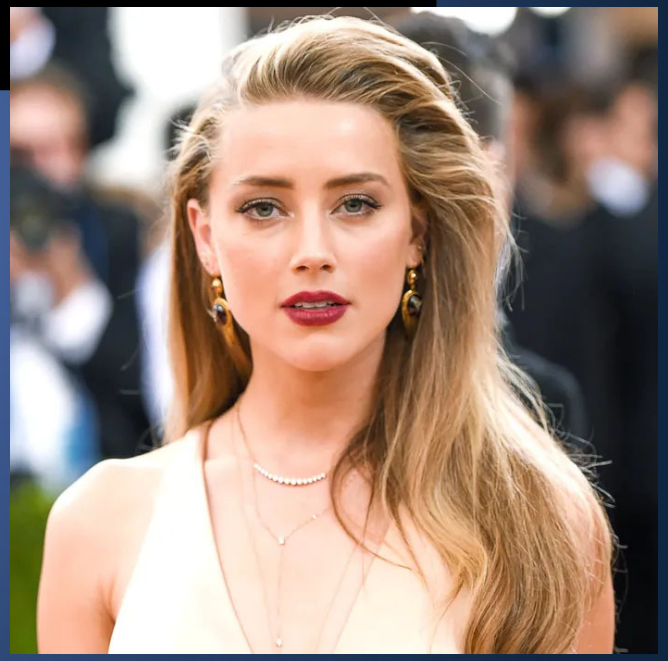
Affinity Bias

- What is it?
  - favoring those who tend to have something in common with us
- Have you seen it?
- How can it impact the organization?
- What can you do to intervene?



Halo Bias

- What is it?
  - our tendency to think everything about a person is good because our first impression of them was good
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- How can it impact the organization?
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Perception Bias

- What is it?
  - the tendency to form stereotypes and assumptions about certain groups that makes it difficult to make an objective judgment about individual members of those groups
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Confirmation Bias

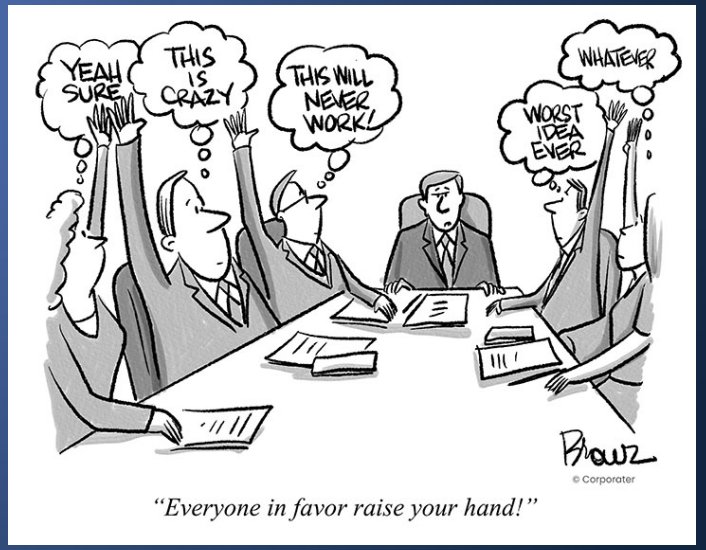
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Groupthink

- What is it?
  - the bandwagon effect, or group think, occurs when individuals try too hard to fit into a group, by agreeing with the majority, or by stifling opinions that may differ from the group
- Have you seen it?
- How can it impact the organization?
- What can you do to intervene?



"Everyone in favor raise your hand!"

The Impact of Bias

- It's natural but…
- It can color our decision-making…
- And those decisions cost…
- They impact morale…
- And affect our retention….
- They ruin our reputation…
- And hurt our recruitment…
- The consequences are endless.

Tackling Bias

- Doesn't have to be difficult
- It starts with you!



QUESTIONS

Implicit Bias – *Unconscious Cognition*



(b) (6)

Program Coordinator

Office of Diversity, Equity, and Inclusion
Office of The Judge Advocate General

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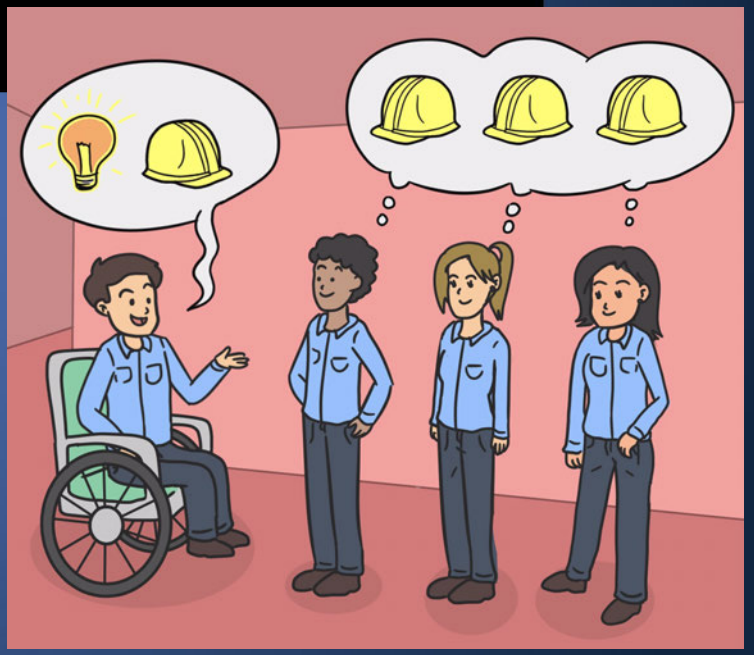
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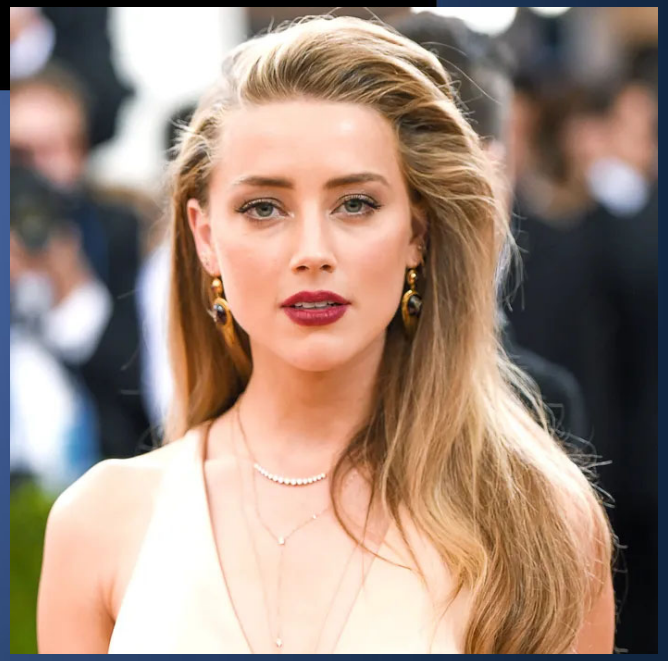
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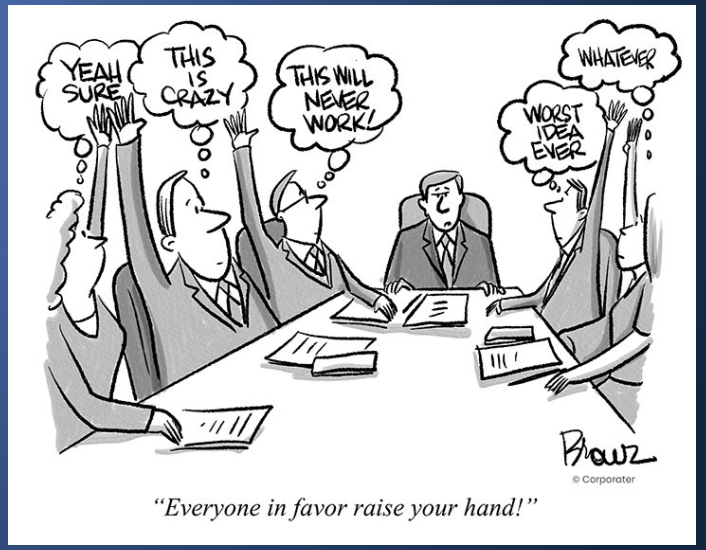
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QUESTIONS

Let's Talk LGBTQIA+

[redacted]



[redacted]

[redacted]

Office of Diversity, Equity, & Inclusion
Office of The Judge Advocate General
usarmy.pentagon.hqda-otjag.mbx.jagc-diversity-inclusion@army.mil

Your ODEI

(b) (6) Director

Vacant, Deputy Director

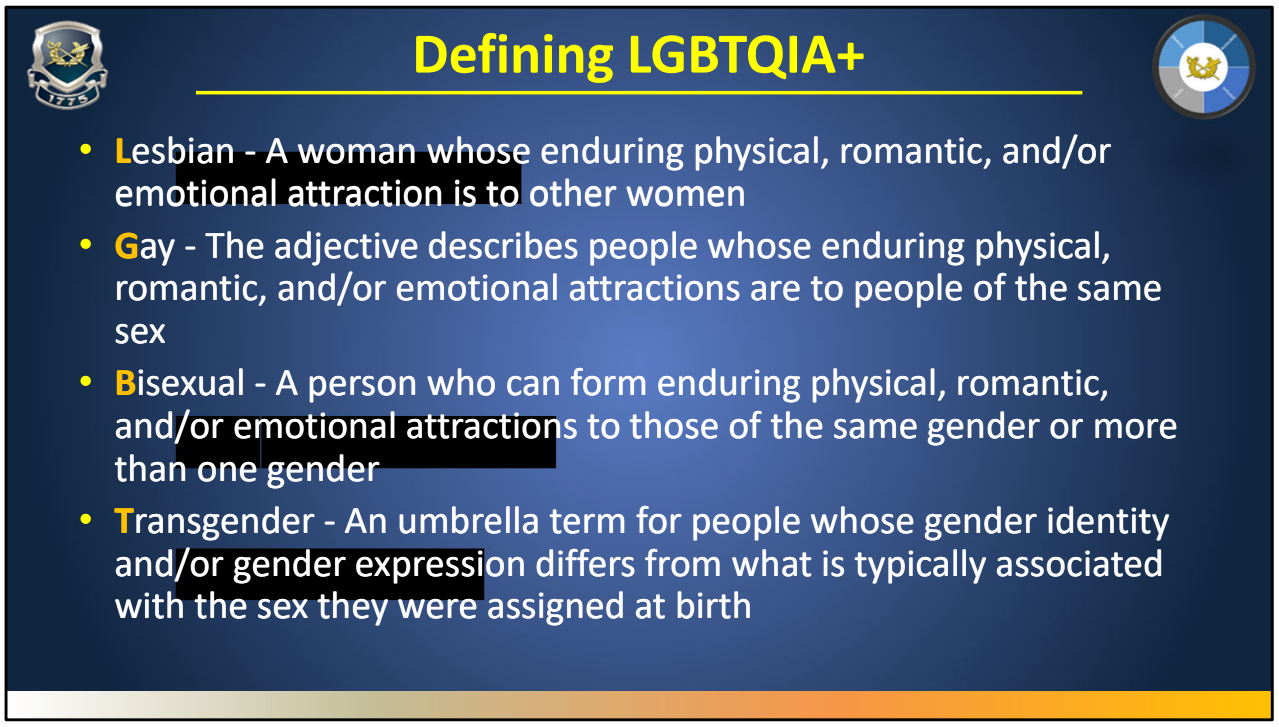
(b) (6) Program Coordinator

(b) (6) Program Specialist

Introduction

- As LGBTQIA+ professionals are more able to be out at work, it's every company's responsibility to make its employees feel safe, welcome, and accepted
- Equitable policies and benefits are critical to LGBTQIA+ inclusion in the workforce but alone are not sufficient to support a truly inclusive culture
- In some cases, a company's policy may be the only thing an employee can point to in the event of discrimination
- The best way to keep someone from feeling "othered" is by making an effort toward inclusion in your day-to-day workplace operations
- Effective LGBTQIA+ training is therefore critical for job satisfaction, company reputation, and continuous improvement

Sources:
https://www.getimpactly.com/post/lgbtq-diversity-training
https://www.fastcompany.com/90811055/6-ways-to-build-a-more-lgbtq-friendly-workplace



L – Some lesbians may prefer to identify as gay or as gay women.

G – Sometimes lesbian is the preferred term for women.

B - People may experience this attraction in differing ways and degrees over their lifetime. Bisexual people need not have had specific sexual experiences to be bisexual; they need not have had any sexual experience at all to identify as bisexual.

T - People under the transgender umbrella may describe themselves using one or more of a wide variety of terms— including transgender or nonbinary. Some transgender people are prescribed hormones by their doctors to bring their bodies into alignment with their gender identity. Some undergo surgery as well. But not all transgender people can or will take those steps, and a transgender identity is not dependent upon physical appearance or medical procedures.

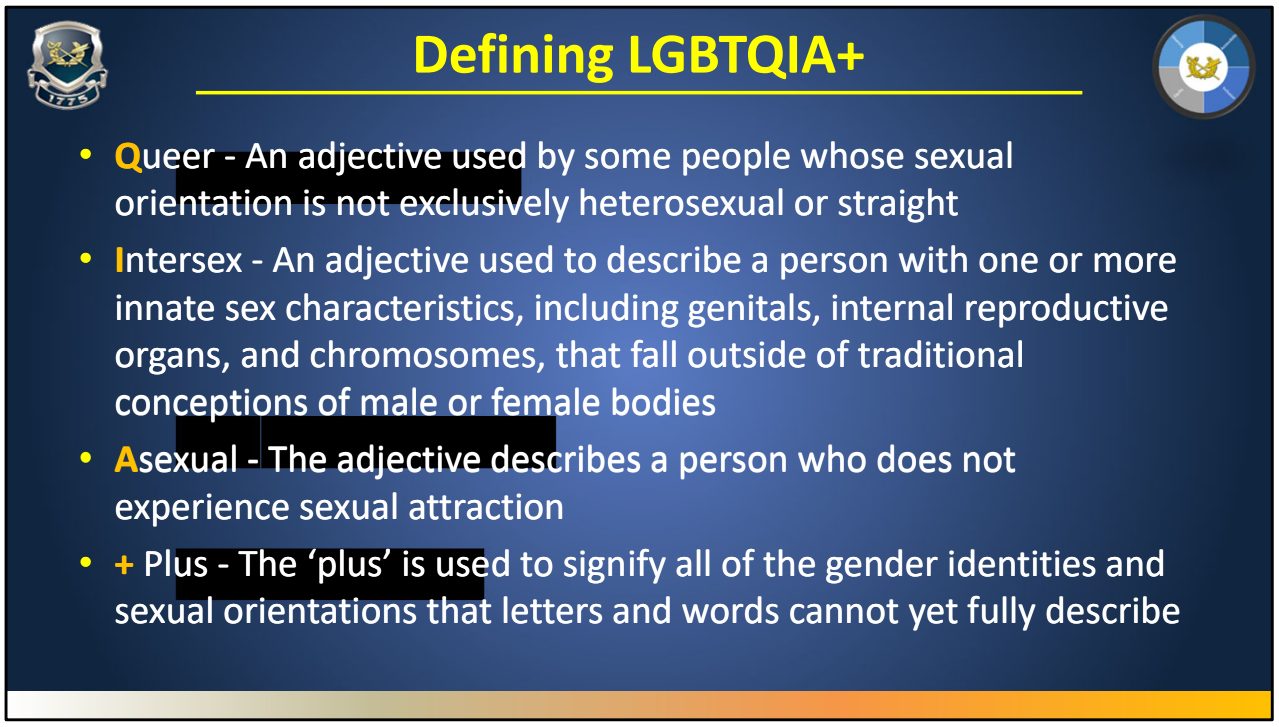
Q - This umbrella term includes people who have nonbinary, gender-fluid, or gender nonconforming identities. Once considered a pejorative term, queer has been reclaimed by some LGBTQIA+ people to describe themselves; however, it is not a universally accepted term even within the LGBTQIA+ community.

I - Intersex people are assigned a sex at birth — either male or female — and that decision by medical providers and parents may not match the gender identity of the child. Not all intersex folks identify as being part of the LGBTQIA+ community.

A - Sometimes shortened to “ace,” it is an umbrella term that can also include people who are demisexual, meaning they do experience some sexual attraction; graysexual, meaning those who may not fit the strictest definition of the word asexual; and aromantic, meaning they experience little to no romantic attraction and/or has little to no desire to form romantic relationships.

Questioning - sometimes, when the Q is seen at the end of LGBT, it can also mean questioning. This term describes someone who is questioning their sexual orientation or gender identity.

Source: https://gaycenter.org/about/lgbtq/#lesbian



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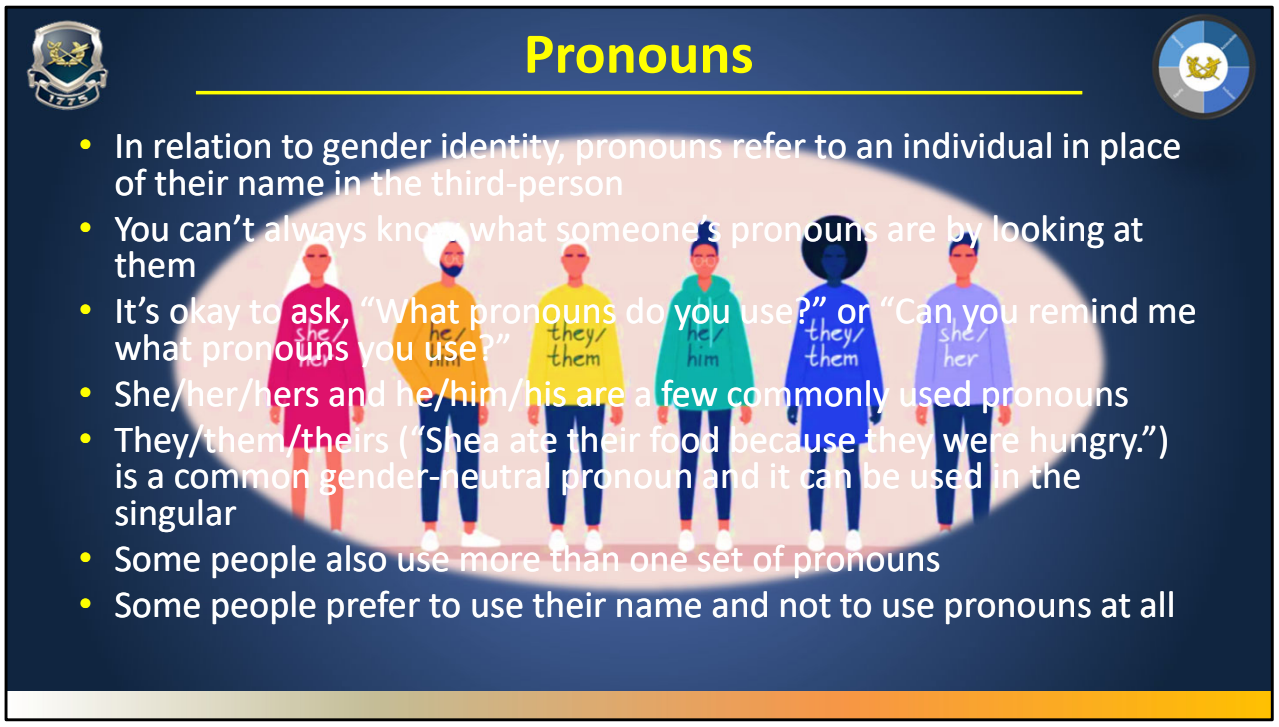
Gender & Sexual Orientation

- **Gender identity** is one's innermost concept of self as male, female, a blend of both or neither
  - how individuals perceive themselves and what they call themselves
  - can be the same or different from their sex assigned at birth
- **Gender expression** is the way we present our gender to society
  - It may include our clothing, our body language, hairstyles, voice inflection, mannerisms, behaviors, and even interests
  - Avoid making assumptions
- **Sexual orientation** refers to our emotional, psychological, physical and sexual attraction to other people of the same, different or no gender at all

1 – if same as at birth = cisgender; if opposite than at birth = transgender; if no gender identity = non-binary

Gender and sexual orientation do not have a direct correlation. For example, transgender people may identify as straight, gay, lesbian, bisexual, etc.

Source: https://www.hrc.org/resources/sexual-orientation-and-gender-identity-terminology-and-definitions



1 - Traditionally, a woman would be referred to as she/her and a man would be referred to as he/him. For instance, when introducing herself, a woman might say "I use she/her pronouns." Some, but not all, non-binary people may choose to continue using the pronouns associated with their assigned gender at birth. Other non-binary people, commonly, use they/them as their pronoun.

2- Asking and correctly using someone's pronouns is one of the most basic ways to show your respect for their gender identity.

3- The best thing to do if you use the wrong pronoun for someone is to say something right away, like "Sorry, I meant (insert pronoun)". If you realize your mistake after the fact, apologize in private and move on.

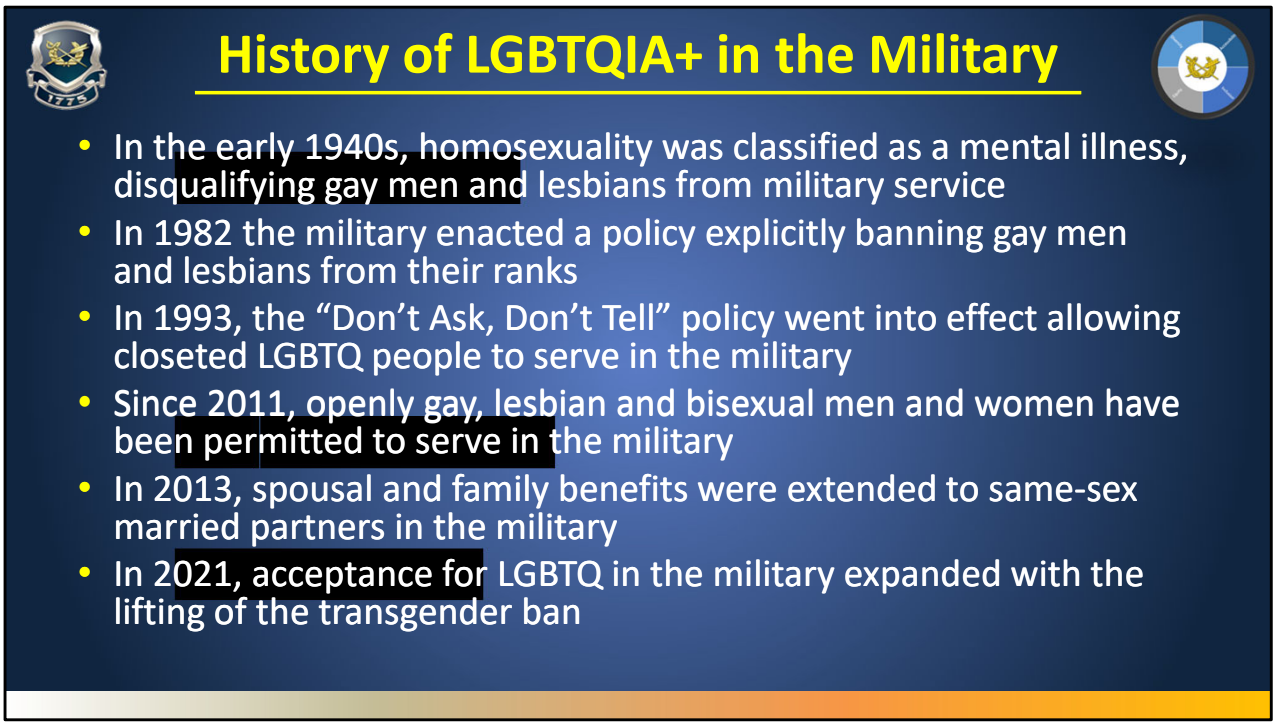
4 - Some people call these "feminine" and "masculine" pronouns, but many people avoid these labels because not everyone who uses he/him/his feels "masculine" and not everyone who uses she/her/hers feels "feminine".

5 - When someone uses multiple sets of pronouns, it could mean that they are okay with either one being used, or that they accept both, but have a preference towards

the one that is listed first.

Purposefully **misgendering** (using the wrong pronouns, ignoring someone's pronouns in use, or using incorrect gendered language for someone) is offensive and disrespectful to anyone, but especially to trans and gender non-confirming individuals.

Sources: https://uwm.edu/lgbtrc/support/gender-pronouns/



1 - In December 1940, Harry Stack Sullivan, a psychoanalyst, joined the Selective Service System as a consultant to develop a screening program. Sullivan believed that the US armed forces should exclude not only individuals suffering from mental illness but also those with neurosis or maladjustment.8 He reasoned that individuals who had been unable to adjust to the demands of American society would never adjust to the demands of army life. Military officials were particularly interested in detecting homosexuality, which they believed destroyed combat effectiveness and morale.9 In addition, homosexuality was an offense for which one could be court-martialed. Source: https://www.ncbi.nlm.nih.gov/pmc/articles/PMC2089086/

2 - Before 1982, however, same-sex relations were criminalized and cause for discharge. Source: https://www.gao.gov/assets/nsiad-92-98.pdf

3 - DADT - Under the policy, service members would not be asked about their sexual orientation, but would be discharged for disclosing it. Eighteen years later, Congress repealed the policy, allowing openly gay, lesbian and bisexual people to serve in the military. Source: https://www.history.com/news/dont-ask-dont-tell-repeal-compromise

4 – Source: Don’t Ask, Don’t Tell Repeal Act of 2010

5 – Source: https://www.army.mil/article/109347/

6 – Source: https://www.whitehouse.gov/briefing-room/presidential-actions/2021/01/25/executive-order-on-enabling-all-qualified-americans-to-serve-their-country-in-uniform/

Given the military’s 245-year history, its policy to accept LGBTQ service members into its ranks is still relatively new. Cultural changes take time; stigma against LGBTQ service members may linger. This can be a barrier to living openly as an LGBTQ person in the military. Still, some LGBTQ service members worry about living openly. They may fear being harassed or passed over for assignments or promotions.

Sources: https://www.militaryonesource.mil/relationships/support-community/lgbtq-in-the-military/



For fear of safety, LGBTQIA+ may cover their appearance, behaviors affiliated with their identity; advocacy and actions toward the safety and respect of their identity; and/or their association with other affiliate group members

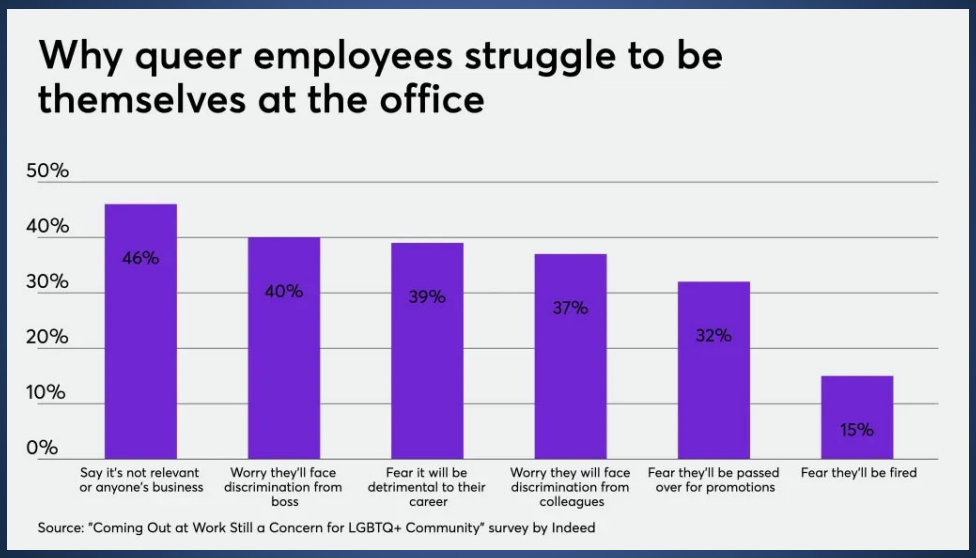
The good news, nearly all Fortune 500 companies offer LGBTQ+ benefits, including non-discrimination policies, domestic partner benefits, and gender affirming healthcare coverage. Yet, even with these benefits, the majority of workplaces have an uphill battle to transform their workplace culture.

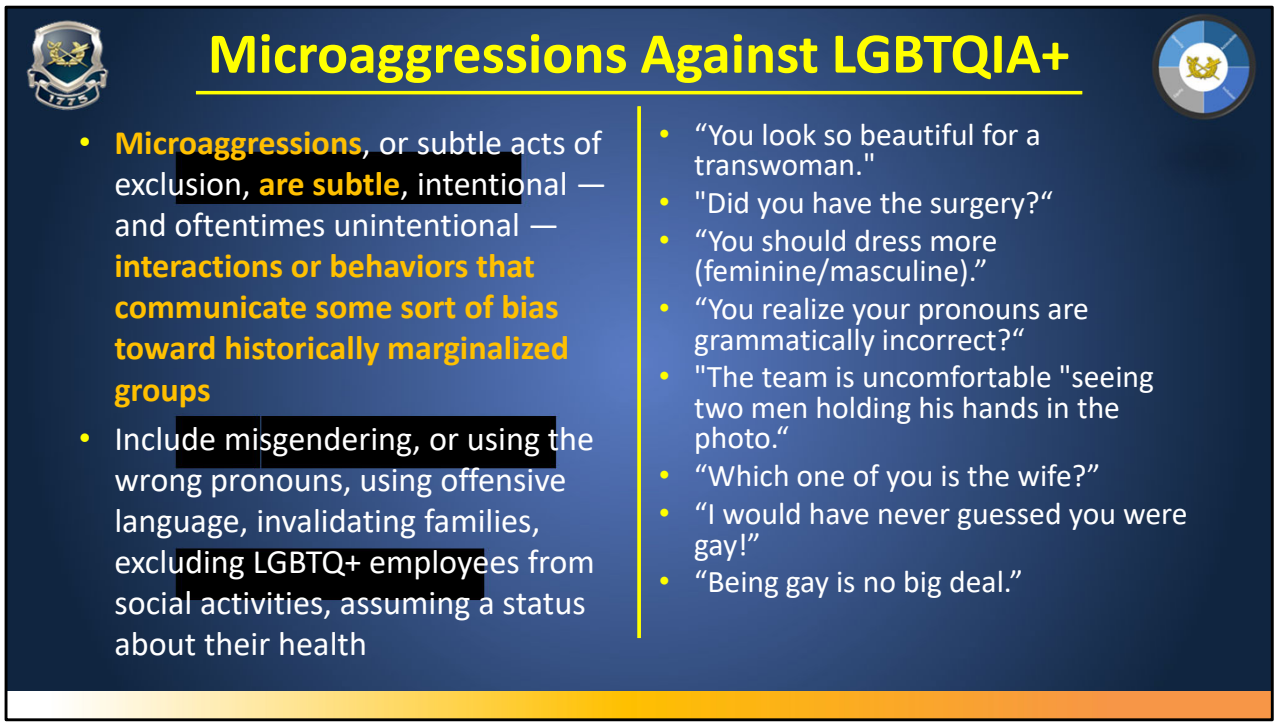
LGBTQ+ employees often face hostility on the job, even in companies that offer inclusive benefits. This includes discrimination when applying for jobs, receiving equal pay, and overhearing biased jokes. Transgender and non-binary employees also endure specific barriers. From accessing restrooms and locker rooms, being deliberately misgendered, and enduring inappropriate questions that challenge who we are. This mistreatment becomes even more severe for BIPOC LGBTQ+ people who endure the compounding impacts of racism, coupled with homophobia and transphobia.

Sources: NYU law professor, Kenji Yoshino and Understanding and Supporting LGBTQ+

Employees (LinkedIn Learning)

Covering, *cont.*





One in five LGBTQ+ workers have been told or had coworkers imply that they should dress in a more feminine or masculine manner, even though they were dressed professionally.

Someone making a surface level comment or action can either intentionally, or unintentionally cause harm and drives exclusion and disengagement.

More than one in three LGBTQ+ (Lesbian, Gay, Bisexual, Transgender, Queer, and other sexual and gender identities) Americans have faced discrimination due to their sexual orientation or gender identity in the past year, according to a national public opinion study. Among transgender individuals, that rate is even higher: 62% reported being discriminated against in the past year, the survey found. Source: https://healthmatters.nyp.org/how-microaggressions-affect-the-lgbtq-community/

Microaggressions have the potential of making people feel or believe that they are devalued. They have cumulative effects on one’s self-esteem and can breed chronic mistrust, compound the effects of past traumatic discriminatory situations, and be a risk factor to higher rates of mental health difficulties.

Discrimination & Harassment

- LGBTQIA+ people face discrimination in their personal lives, employment, housing, and health care, as well as in the public sphere
- According to a 2022 CAP study, more than 1 in 3 LGBTQIA+ adults reported facing some kind of discrimination in the year prior
- Half of LGBTQIA+ adults reported experiencing some form of workplace discrimination or harassment in the past year
  - including being fired; being denied a promotion; having their work hours cut; or experiencing verbal, physical, or sexual harassment
- Nearly 3 in 10 LGBTQIA+ adults reported experiencing some kind of housing discrimination or harassment in the past year
  - including being prevented or discouraged from buying a home, being denied access to a shelter, or experiencing harassment from housemates or neighbors

*because of their sexual orientation, gender identity, or intersex status

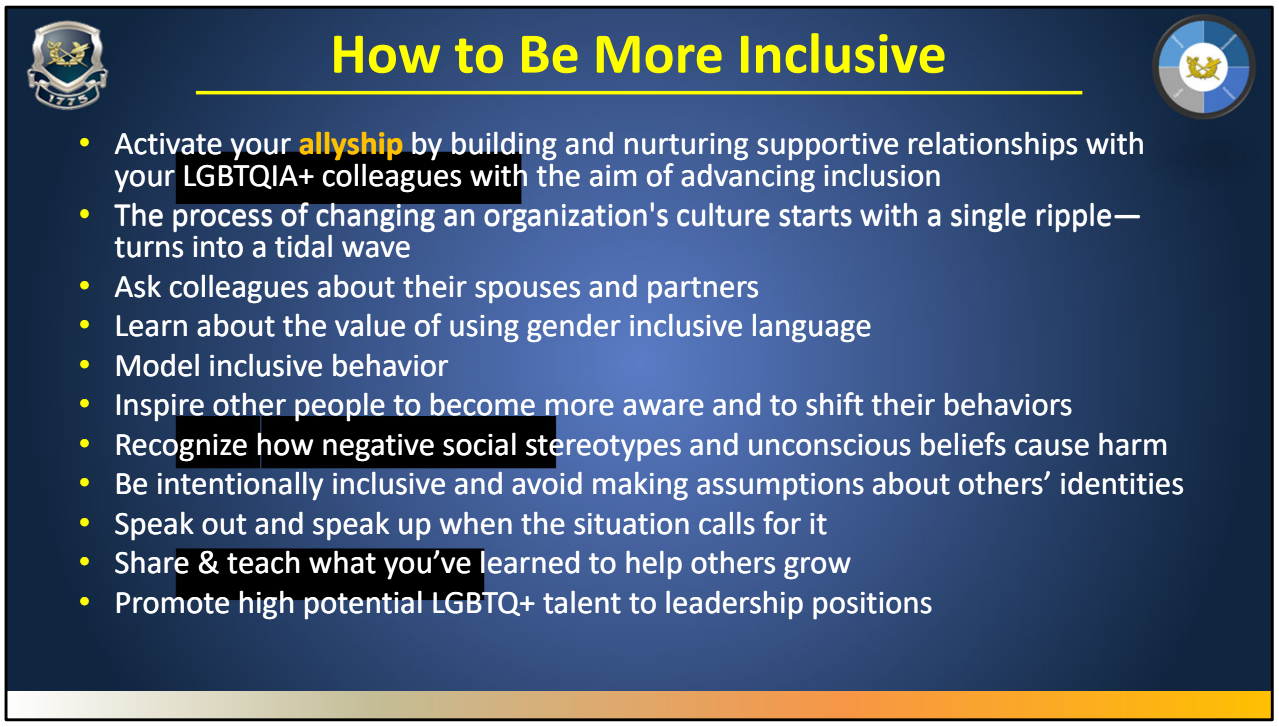
Source: Center for American Progress Study 2022 at https://www.americanprogress.org/article/discrimination-and-barriers-to-well-being-the-state-of-the-lgbtqi-community-in-2022/

Discrimination & Harassment, *cont.*

- Nearly 4 in 5 LGBTQIA+ adults reported they took at least one action to avoid experiencing discrimination
  - including hiding a personal relationship, avoiding law enforcement, avoiding medical offices, or changing the way they dressed.
- More than 1 in 5 LGBTQIA+ adults reported postponing or avoiding medical care in the past year due to disrespect or discrimination by providers
- Approximately 1 in 3 LGBTQIA+ adults reported encountering at least one kind of negative experience or form of mistreatment when interacting with a mental health professional in the past year

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Source: Center for American Progress Study 2022 at https://www.americanprogress.org/article/discrimination-and-barriers-to-well-being-the-state-of-the-lgbtqi-community-in-2022/



The LGBTQIA+ community has come a long way in the fight for acceptance. Their voices matter. Many of our LGBTQIA+ community members have fought for decades for the right to be seen and heard.

Source: https://gaycenter.org/about/allyship/#more

In Conclusion

- Employees' motivation and confidence can be impacted by callous work settings, which can undermine productivity, workplace cohesiveness, and employee happiness
- Organizations must establish a supportive, tolerant, and inclusive work environment as society continues to diversify
- We want people to be efficient and attentive at work without having to worry about self-censoring
- Employees who feel at ease being "out" at work are more likely to disclose their true selves and form greater bonds with their coworkers
- Organizations should foster a culture that recognizes the diversity of their workforce and demands that all employees be treated equally
- No one expects your allyship to be perfect right off the bat – acknowledge your shortcomings and commit to improving

Source: https://www.getimpactly.com/post/lgbtq-diversity-training

Affinity Mentorship Groups

OPEN TO EVERYONE

- JAGC Hispanic Mentorship Group:
  - [redacted]hmgjagc@gmail.com
  - https://www.facebook.com/jagchispanic.mentorship.3
- Buffalo JAGs Mentorship Group
  - buffalojagsmentorshipgroup@gmail.com
  - https://www.facebook.com/groups/bjagsmentorshipgroup
- JAGC Asian-Pacific American Network:
  - Jagc.apan@gmail.com
  - www.facebook.com/groups/jagcapan/
- JAGC Pride Network:
  - jagcpridenetwork@gmail.com
  - https://www.facebook.com/groups/jagpride
- Athena's Council Mentorship Group:
  - athenascouncil1775@gmail.com
  - https://www.facebook.com/groups/256231586565092











Keep up with ODEI & the Council

[redacted] JAGCNet

https://www.jagcnet2.army.mil/Sites/DivInc.nsf

[redacted] MilSuite

https://www.milsuite.mil/book/community/spaces/armyjag/office-of-diversity-equity-inclusion

[redacted]

[redacted]

QUESTIONS?

[redacted]

[redacted]

Use of the LSAT Score

Issue: Is consideration of the LSAT score a barrier to inclusion for JAG Corps candidates?

Background

- **LSAT purpose:** to measure potential for success in law school, not on the bar exam or as an attorney
  - Law school grades are a better predictor of bar passage than LSAT scores
  - Little evidence that LSAT score is predictive of lawyer effectiveness

    Successful Lawyer Skills and Behaviors, in ESSENTIAL QUALITIES OF THE PROFESSIONAL LAWYER, ABA STANDING COMMITTEE ON PROFESSIONALISM 60 (2013), *available at* https://www.billhenderson.com/s/Successful-Lawyers-Skills-and-Behaviors.pdf
- **Legal industry practice:** LSAT almost never considered in hiring
- **Sister services:** Air Force eliminating LSAT use; Navy considering it
- **Stark racial disparities in average LSAT scores**
  - Avg. LSAT for whites and Asians is 153, black test takers is 142; Hispanics is 146
  - Test prep courses, LSAT registration, and law school applications are expensive
- **Over 70 law schools now accepting GRE scores in lieu of LSAT**

Board Member Feedback

- "In none of the accessions boards did a LSAT score ever serve as the dispositive factor for a particular score I gave a candidate. Instead, the LSAT score and GPA served as more of a general indicator or legal acumen and potential. This is particularly true where a candidate had a more developed body of work / experience."
- "I found GPA, work experience, the personal statement, and LORs more helpful and dispositive in my decision-making. I cannot think of a single instance where the LSAT score played a significant role in the score that I assigned an applicant."
- "The LSAT is necessary in the application because it gives the board an objective standard, but the weight given to the score should be moderated (perhaps as a paragraph in the MOI) since the score is not indicative of future performance."
- "I find the LSAT interesting as a data point, but not persuasive as a determining factor."
- "I did not find the LSAT score itself useful or necessary in assessing and distinguishing candidates because I did not want to judge someone based on how well they performed on one test that does not measure legal knowledge or writing ability. Instead, I chose to give more weight to how well they performed during the three years in law school.
- "The applicants who scored extremely low on the LSAT typically were not strong candidates anyway, often having low grades, poor writing, lackluster interviews, etc."

Key takeaway: LSAT score has negligible influence in assessing candidate's intellect

Barrier to Inclusion?

FY21 RA Accession Board	Average LSAT (Applicants)	Average LSAT (Selectees)	*Average LSAT (All test takers)
Overall	154	156	152
Asian	155.73	156.18	153
African-American	146.26	146.33	142
Hispanic	151.31	153.19	146
Native American	154	164	148
White (non-Hispanic)	155.58	156.87	153
Multiracial	153	156.61	N/A

FY22 RA Accession Board	Average LSAT (Applicants)	Average LSAT (Selectees)	*Average LSAT (All test takers)
Overall	153	155	152
Asian	157	161	153
African-American	147	146	142
Hispanic	149	150	146
Native American	149	155	148
White (non-Hispanic)	155	156	153
Multiracial	150	152	N/A

*Source of Nationwide Data: "LSAT Performance With Regional, Gender, and Racial/Ethnic Breakdowns: 2007–2008 Through 2013–2014 Testing Years, https://www.lsac.org/data-research/research/lsat-performance-regional-gender-and-racialethnic-breakdowns-2007-2008

LSAT Use – Considerations

- Recent data indicates the LSAT is not a barrier to inclusion for minority applicants. However, perceptions of unfairness exist (e.g., field boards).
- LSAT score is the only objective, standardized measure that accession boards have at their disposal for comparing applicants.
- Board members give little weight to the LSAT score, relying on other indicators of cognitive ability and work ethic.
- Consistency with legal industry hiring practices.
- Risk of reputational harm – Do we want to be the only service that asks applicants for their LSAT score? To what end?
  - Potential to alienate candidates from marginalized backgrounds
- Compromise COA? Optional reporting of LSAT score for application; may be considered for medical waiver decisions.

LSAT Use – Recommendation

Recommendation

- Eliminate consideration of the LSAT score in accession boards and the 2L Intern Board (maintain it for FLEP, Ed Delay, and 1L Intern Boards).
- Allow optional reporting of the LSAT score in the application and medical waiver process.

TJAG Decision

Approved _____ Disapproved _____

Approved with the following modifications_____

_____

_____

Bias Training for Boards

Background

- All DA promotion board members now receive bias awareness training; preference is for an operational psychologist to conduct training
- Purpose: Increase awareness of potential internal biases and effects IOT promote consistent consideration of every file on its merits
- Standard training package; slides reviewed by OTJAG Adlaw (NLO)

Recommendation

- Conduct bias awareness training for all JAG Corps selection board members using HQDA training materials and methods

TJAG Decision:

Approved _____ Disapproved _____

Approved with the following modifications_____

_____

_____

Mitigating Bias in Selection Process



(b) (6) (b) (6)

Program Coordinator
Office of Diversity, Equity, and Inclusion

[redacted]

ROADMAP

What is cognitive bias?

[redacted]

Implicit Bias that can Affect Hiring/Assignments

[redacted]

Mitigation

Discussion

[redacted]

Questions

[redacted]

Theory of Decision Making



In One Second….

You're exposed to 11 million bits of information.

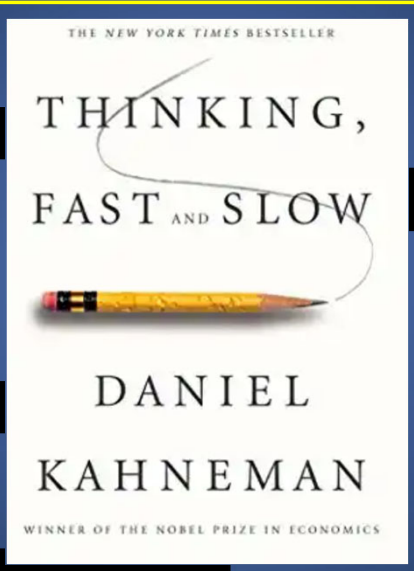
Only 40-50 bits are consciously processed!

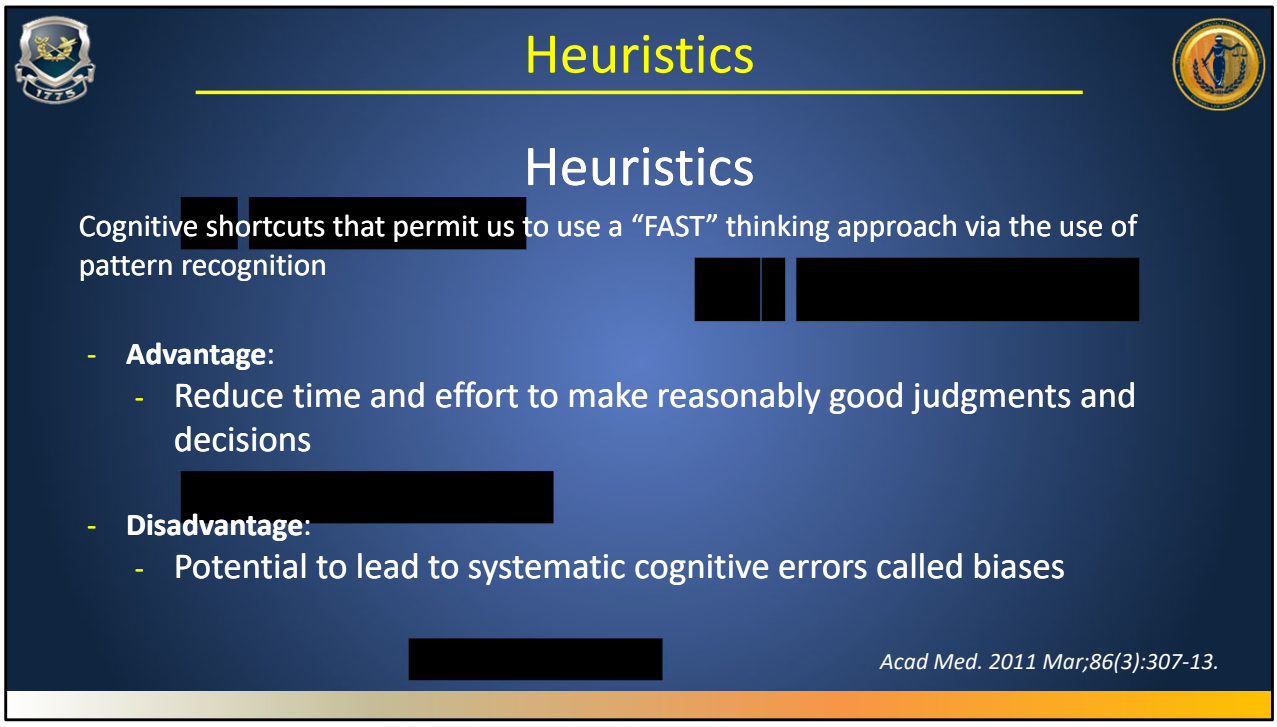
THE UNCONSCIOUS MIND

Wilson, T.D. (2004). Strangers to ourselves: Discovering the adaptive unconscious. Cambridge, Mass: Belknap

What is the legal equivalent to the physician's clinical assessment? How can we change the language of this slide to accurately depict the legal equivalent?

For further reading…





Please provide a good example of how an attorney uses pattern recognition to quickly assess and determine a course of action for efficiency/save time.

Explicit vs. Implicit Bias

Explicit Bias: "attitudes and beliefs we have about a person or group on a conscious level" [redacted]

Implicit Bias: "The brain's automatic, instant association of stereotypes or attitudes toward a person or group, without our conscious awareness."

- In-group favoritism
- Positive emotions like admiration, sympathy and trust
- Alternatively, can have negative emotions to people from another group, or a group associated with negative stereotype

[redacted]

mechanics.


Our Biases Come from Our Environment
COMMUNITY
SCHOOL
FRIENDS
FAMILY
WORK
RELIGION
EXPERIENCES
MEDIA


IMPLICIT BIAS ≠
Racist
Bigoted
Sexist
Homophobic
Transphobic

Implicit Bias that can Affect Hiring/Assignments

Heuristics

Affinity Bias

The subconscious connection based on a [redacted] common bond [redacted]

- *"We deployed together and shared the same experience and hardship."*
- *"We both have roots in North Carolina."*
- *"We are both avid golfers."*
- *"We are both graduates of [insert university Here]."*



Heuristics

Similarity Bias

Comparing or recognizing a likeness



"People who are like me are better than others."

"She has something that I see in myself."

Heuristics

Beauty Bias

Admiring physical attributes as a measure of success



"He is a PT stud and therefore great for that assignment."

"She looks like a Soldier and would fit right in."

"He fell out of a run once and therefore cannot be a leader."

Are you able to provide a legal example of availability bias?

Heuristics

Halo Bias

Creating esteem for an individual based on [redacted] a singular achievement [redacted]



"She crushed it as an action officer and therefore would be perfect to supervise other action officers." [redacted]

"He is an Ivy League grad so must be super smart and can be amazing in every job."

[redacted]

Heuristics

Horn Bias

One misstep clouds a person's chances forever

"He screwed up a project when he worked for me five years ago, so I don't trust him to ever do anything good again."

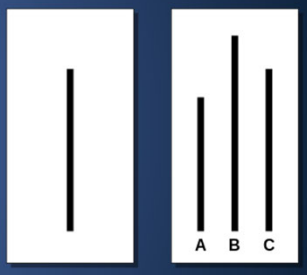
"She is overweight, which means she is lazy and not a good example for others."



Heuristics

Conformity Bias

Going along with the majority of the group and not voicing a different opinion



"I don't agree with the rest of the group about her, but I don't want to be 'that guy' and give a different take on someone who is a very popular/unpopular with the rest of the group."

SEE ALSO ASCH CONFORMITY EXPERIMENTS

Heuristics

Groupthink

An unconscious drift toward a similar/same thought process by encouraging people to desire harmony or conformity within a group. In many cases, people will set aside their own personal beliefs to adopt the opinion of the rest of the group.

"The more we talk about Option A, the more Option A seems to be what the group wants. I don't agree, but I don't want to rock the boat. Option A it is."



MITIGATION

Be Actively Aware of Our Potential Biases

- Talk it through, either with the group or to yourself
- Pay attention to how you feel: is this individual causing an emotional reaction?
- Bias awareness/interruption

Have a Routine Process for Decisions

- Slow down!
- Time crunch → mental pressure → cognitive shortcuts → heuristics → stereotypes & biases
- Follow the same process each time, every time

Have Objective Criteria for Who is Right for which Assignment

- Not personality-driven
- Counter stereotypes (put self in their shoes, consciously challenge stereotypical views)
- Challenge your beliefs of what is the "right fit" for a position

DISCUSSION QUESTIONS

Am I aware of the cognitive biases or thinking traps that have influenced my decision making in the past?

How can we [redacted] standardize our decision-making process?

What can we do to lessen or avoid conformity bias during this process?

If we believe someone is a good fit for a particular job, can we articulate the objective reasons why? If not a good fit, can we articulate why? If searching for whys you may need to check your biases.

Are we considering any factors that could have a disparate effect on members of particular groups?

QUESTIONS?



(b) (6) mil@army.mil

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Mitigating Bias in Selection Process

Tuesday, May 9, 2023 07:16

Theory of Decision Making

In one second, you're exposed to 11 billion bits of information, however, the human mind is only capable of processing 40-50 bits are consciously. Our brain uses cognitive shortcuts that permits us to use a fast thinking approach via the use of pattern recognition. An advantage to this is that it reduces the time and effort needed to make reasonably good judgements and decisions, but a major disadvantage is that it has the potential to lead to systematic cognitive errors called biases, and that is what we're going to discuss today.

Explicit vs. Implicit Bias

We all have biases but the major differences between the two is that explicit biases are attitudes and beliefs we have on a conscious level that are communicated directly. Explicit biases often materialize in the form of overt prejudice, sexism, racism, and so on. Whereas implicit bias is the subconscious thoughts and actions that influence or decision making, attitudes, and beliefs. Implicit biases are often due to the cognitive shortcuts our brain takes when attempting to process information quickly or we're processing a large amount of information. This presentation is going to focus on some of those implicit biases that may impact our decision making during this selection process.

Affinity Bias

Let's begin with the Affinity Bias. The Affinity Bias is the "like me" bias. This is the bias where you (READ THE WHAT IS IT). Some examples of Affinity Bias may be sharing the same alma mater as an applicant, or having the same religious practice, or maybe if they were prior service you served in the same unit. Now this bias isn't inherently bad because as human beings we want to connect and often times we seek out others with whom we have some

commonality. That is innately human.
However, if you allow this bias to come into play during this process then it diminishes room for diverse thoughts, opinions, perspectives, and individuals. Combat it by taking the time to holistically accessing each applicant to find common ground, and actively seek diversity.

Halo Bias
The halo bias is (READ WHAT IT IS). **Some examples of this may be thoughts like "they're an Ivy League graduate so they must be super smart and can be amazing in every job" or they mentioned in their writing sample that they volunteer at their local animal shelter so they must care about their community and therefore will care about their soldiers. However, when you rely too much on your initial impression or hold in high esteem one particular character trait, then you may overlook other deficiencies the applicant may have or may cause you to overlook other applicants who are much more well-rounded. Because this bias can greatly influence the selection process you must change the tools you are using to assess applicants.**
For example, each and every one of you have your own method of reviewing applicants with different qualities and traits you are looking for. Often time the first trait you look for you deem the most important and therefore it holds the most weight. Try evaluating each applicant from a different trait first.

Horn Bias
This is the other side of the halo bias coin. This bias unlike the halo bias, leads us to treat someone less favorably after a negative first impression. Some examples of this bias would be thoughts or statements like "they didn't attend a top 25 law school so they didn't do ROTC so maybe they aren't equipped for this ". **Whatever the situation may be you must not let your first impression be the end all be all for the applicants. Each individual come from different backgrounds and have different perspectives, therefore**

you must make it a point to challenge your assumptions. Try to place yourself in the applicant shoes. Note positive examples within each applicant and be specific in your intent.

Confirmation Bias

This bias is (READ WHAT IT IS). This bias can be fed by the horn bias. **Maybe something about the applicant's resume was not appealing to you did not see something in the intern evaluation report that you were hoping for. Nonetheless, you must not be quick to make assumptions about the applicant due to these instances as they may lead you to only seek out things that only confirms your thoughts and beliefs, causing you to overlook positive attributes and character traits the applicant may have. Combat this bias by considering all the facts and information available and be willing to change you mind in light of new information and facts.**

Mitigating Bias in the Selection Process



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Office of The Judge Advocate General
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Your ODEI

- (b) (6) (b) (6) Director
- (b) (6) , Program Manager
- (b) (6) , Program Specialist

Agenda

- Theory of Decision Making
- Implicit vs. Explicit Bias
- Various Types of Implicit Bias
- Conclusion

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- Your brain uses cognitive shortcuts that permits you to use a fast-thinking approach via the use of pattern recognition.



Summary of Comments on DEI & the JAG Corps

Page: 4

Number: 1 Author: Presenter Notes Subject: Presentation Notes Date: 2/10/2025 9:59:53 AM

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The Amazing Mind

We cna raed tihs is bcuseae the huamn mnid deos not raed ervey lteter by istlef, but the wrod as a wlohe. Our brains take shrutctus.

1

Implicit vs. Explicit Bias

- Implicit Bias (Unconscious Bias) – assumptions we make about individuals or groups of people within society, and we are not automatically conscious of those assumptions, our decision, or the impact on others.
  - Our experiences, race, religion, ethnicity, sexual orientation, gender, place of birth, and other factors…
- Explicit Bias (Cognitive Bias) – when we use flawed judgements to make assessments of people or data caused by the brain's tendency to be biased.
  - Attitudes or beliefs held on a conscious level and are communicated directly.

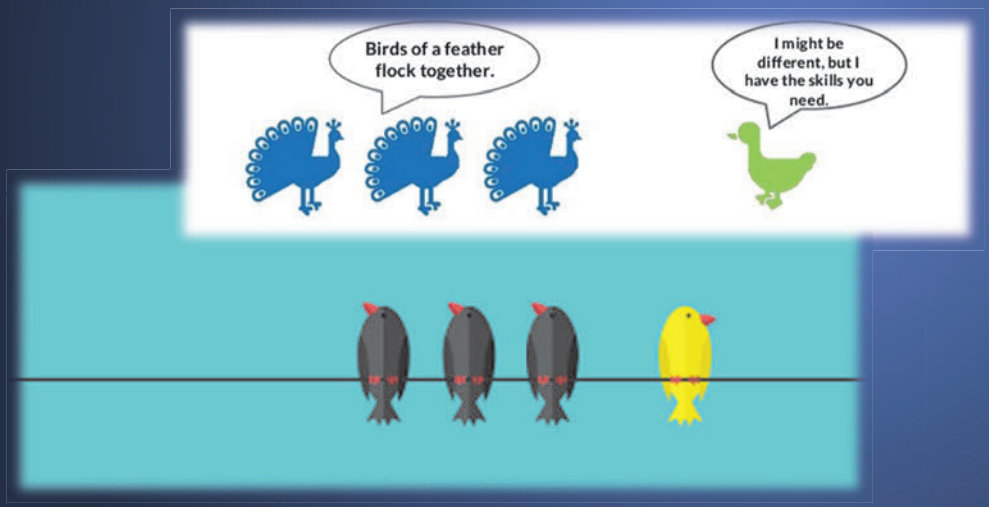
Page: 6

Number: 1 Author: Presenter Notes Subject: Presentation Notes Date: 2/10/2025 9:59:54 AM

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Affinity Bias

- What is it?
  - favoring those who tend to have something in common with us





Page: 7

Number: 1 Author: Presenter Notes Subject: Presentation Notes Date: 2/10/2025 9:59:55 AM

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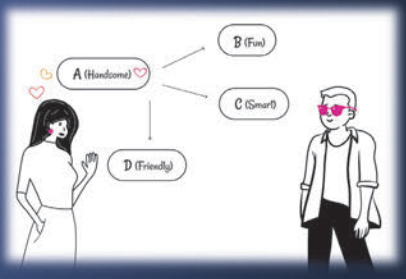
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Halo Bias

- What is it?
  - our tendency to think everything about a person is good because our first impression of them was good







Page: 8

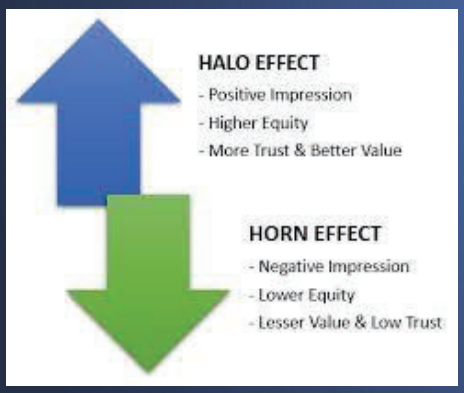
Number: 1 Author: Presenter Notes Subject: Presentation Notes Date: 2/10/2025 9:59:55 AM

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For example, each and every one of you have your own method of reviewing applicants with different qualities and traits you are looking for. Often time the first trait you look for you deem the most important and therefore it holds the most weight. Try evaluating each applicant from a different trait first.

Horn Bias

- What is it?
  - our tendency to think everything about a person is negative because our first impression of them was negative







Page: 9

Number: 1 Author: Presenter Notes Subject: Presentation Notes Date: 2/10/2025 9:59:56 AM

This is the other side of the halo bias coin. This bias unlike the halo bias, leads us to treat someone less favorably after a negative first impression. Some examples of this bias would be thoughts or statements like “they didn’t attend a top 25 law school, so they didn’t do ROTC so maybe they aren’t equipped for this ”.

Whatever the situation may be you must not let your first impression be the end all be all for the applicants. Each individual come from different backgrounds and have different perspectives, therefore you must make it a point to challenge your assumptions. Try to place yourself in the applicant shoes.

Note positive examples within each applicant and be specific in your intent.

Confirmation Bias

- What is it?
  - seeking out information and evidence that justifies our position or makes us feel like we were right all along









Page: 10

Number: 1 Author: Presenter Notes Subject: Presentation Notes Date: 2/10/2025 9:59:57 AM

This bias is (READ WHAT IT IS). This bias can be fed by the horn bias. Maybe something about the applicant's resume was not appealing to you did not see something in the intern evaluation report that you were hoping for.

Nonetheless, you must not be quick to make assumptions about the applicant due to these instances as they may lead you to only seek out things that only confirms your thoughts and beliefs, causing you to overlook positive attributes and character traits the applicant may have.

Combat this bias by
considering all the facts and information available and be willing to change you mind in light of new information and facts.

6 Ways to Mitigate Unconscious Bias

1

Recognize and accept that you have bias

2

Develop the capacity to use a flashlight on yourself

3

Practice "Constructive Uncertainty"

4

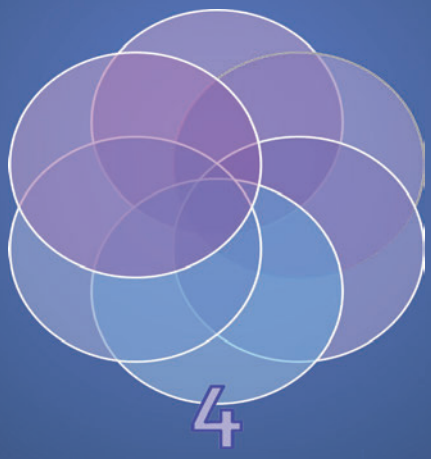
Explore awkwardness, and discomfort

5

Engage with people you consider "others" and expose yourself to positive role models in that group

6

Get feedback



Source: Cook Ross

Page: 11

Number: 1 Author: Presenter Notes Subject: Presentation Notes Date: 2/10/2025 9:59:57 AM

What are my biases and blind spots? Pause long enough to give yourself time to process what you are thinking and doing and how it might be affecting your actions and decision.

Participate in Intentional Self-Reflection.

Question your assumptions: Ask, "Why am I thinking this way?" Turn exclamation marks in to question marks and listen to other perspectives etc.

Be Logical – Process how many people you know that conform to your actual bias.

Take a risk – Move beyond your comfort zone. Disrupt the norm – Speak out and hold yourself and others accountable. Be Intentional – Act as if the bias doesn't exist. Intentionally adjust your behavior to counter any biases you tend to exhibit.

Feedback:

Questions To ask yourself To check your Decision-making

- Do I have an automatic feeling or judgment about this person?
- Am I being reminded of someone?
- What is this person triggering in my background?
- Do I notice any patterns in my decision making that might be impacted by my biases?
- How might I consciously intervene to mitigate the impact of this bias?

Reference: Unconscious Bias Takeaway sheet by Cook Ross

In Conclusion

- We ALL have biases
- Bias is an unavoidable part of personal and professional life
- Unlike conscious bias, people who exhibit unconscious bias have no idea they're acting in a way that favors some people and excludes others
- With training and awareness however, you can limit or eliminate the impact of bias
- By understanding the various unconscious biases, you can raise your self-awareness and build more inclusive habits and processes
- Tackling bias doesn't have to be difficult—it starts with you

QUESTIONS?

Keep up with ODEI

MS Teams

JAGC ODEI – DEI&A Training and Resources

JAGCNet

https://www.jagcnet2.army.mil/Sites/DivInc.nsf

MilSuite

https://www.milsuite.mil/book/community/spaces/armyjag/office-of-diversity-equity-inclusion

Mitigating Bias in the Selection Process

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Office of Diversity, Equity, & Inclusion

Office of The Judge Advocate General

usarmy.pentagon.hqda-otjag.mbx.jagc-diversity-inclusion@army.mil

Your ODEI

(b) (6) Director

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- Theory of Decision Making
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The Amazing Mind

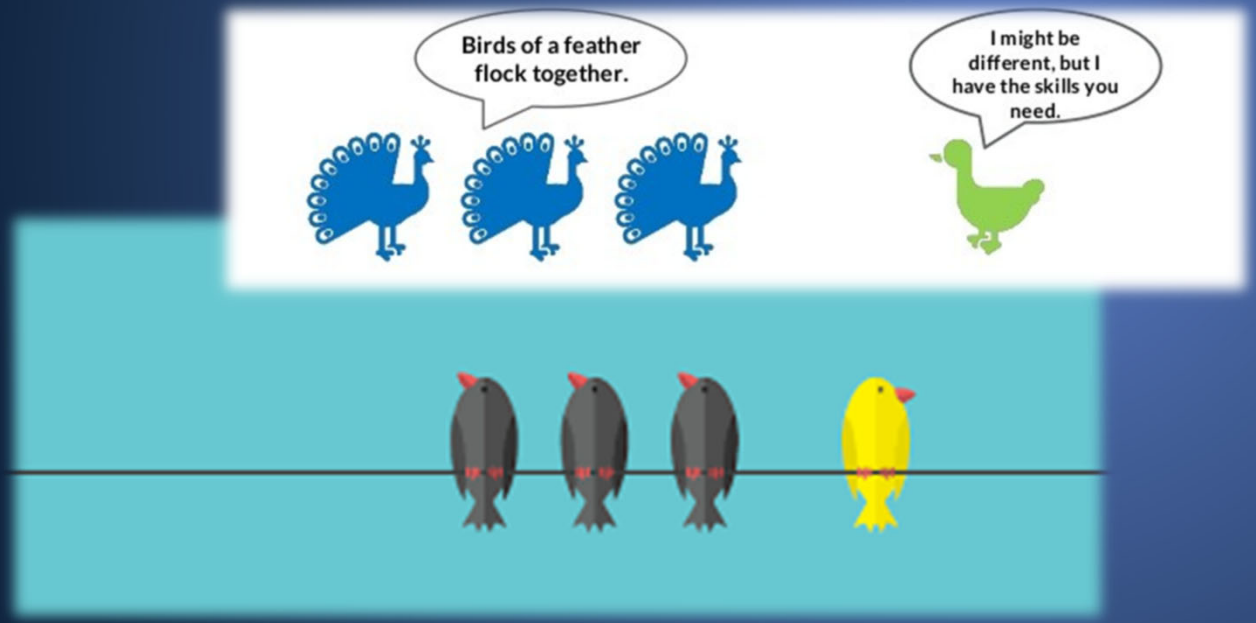
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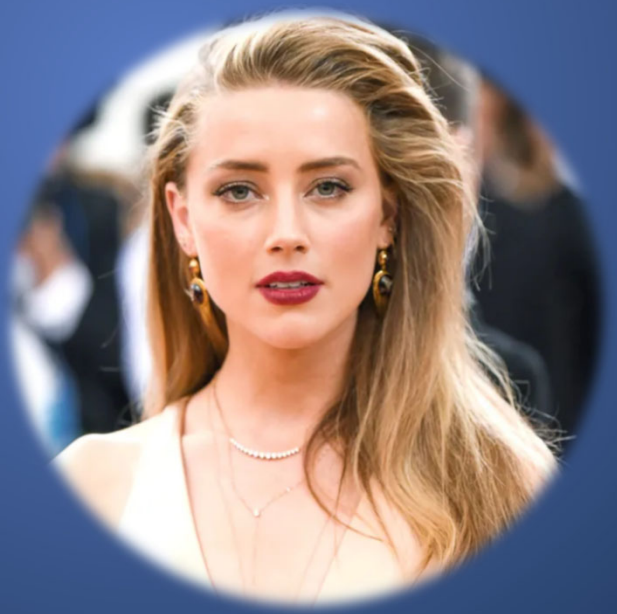


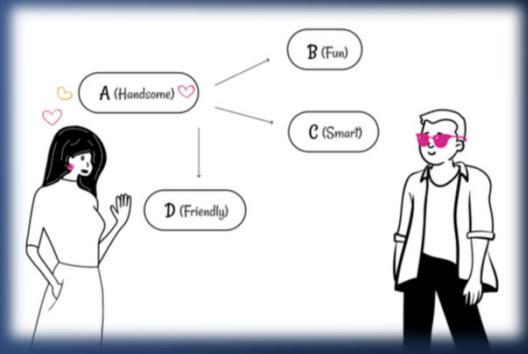


Halo Bias

- What is it?
  - [redacted] our tendency to think everything about a person is good because our first impression of them was good [redacted]

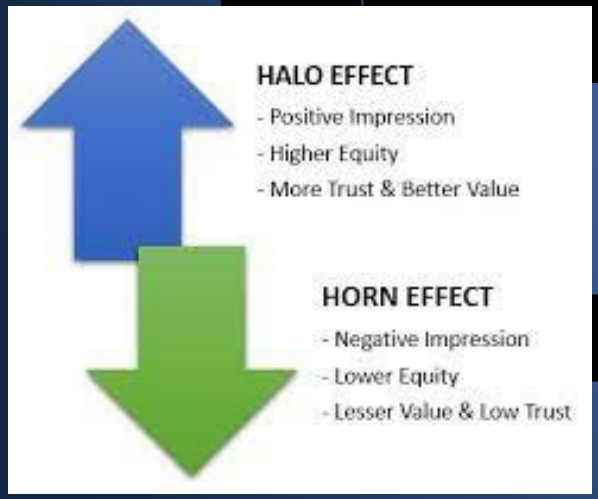






Horn Bias

- What is it?
  - our tendency to think everything about a person is negative because our first impression of them was negative







Confirmation Bias

- What is it?
  - seeking out information and evidence that justifies our position or makes us feel like we were right all along









6 Ways to Mitigate Unconscious Bias

1

Recognize and accept that you have bias

2

Develop the capacity to use a flashlight on yourself

3

Practice "Constructive Uncertainty"

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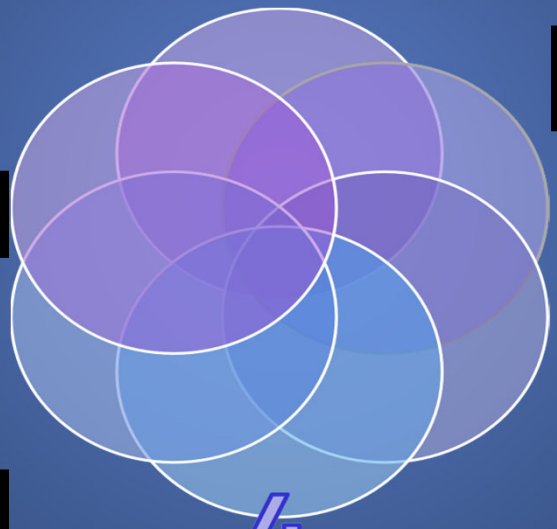
Explore awkwardness, and discomfort

5

Engage with people you consider "others" and expose yourself to positive role models in that group

6

Get feedback



Source: Cook Ross

In Conclusion

- We ALL have biases
- Bias is an unavoidable part of personal and professional life
- Unlike conscious bias, people who exhibit unconscious bias have no idea they're acting in a way that favors some people and excludes others
- With training and awareness however, you can limit or eliminate the impact of bias
- By understanding the various unconscious biases, you can raise your self-awareness and build more inclusive habits and processes
- Tackling bias doesn't have to be difficult—it starts with you

QUESTIONS?

Keep up with ODEI

MS Teams

JAGC ODEI – DEI&A Training and Resources

JAGCNet

https://www.jagcnet2.army.mil/Sites/DivInc.nsf

MilSuite

https://www.milsuite.mil/book/community/spaces/armyjag/office-of-diversity-equity-inclusion

Mitigating Bias in the GOSC Process

[redacted]



[redacted]

[redacted] Office of Diversity, Equity, & Inclusion

Office of The Judge Advocate General

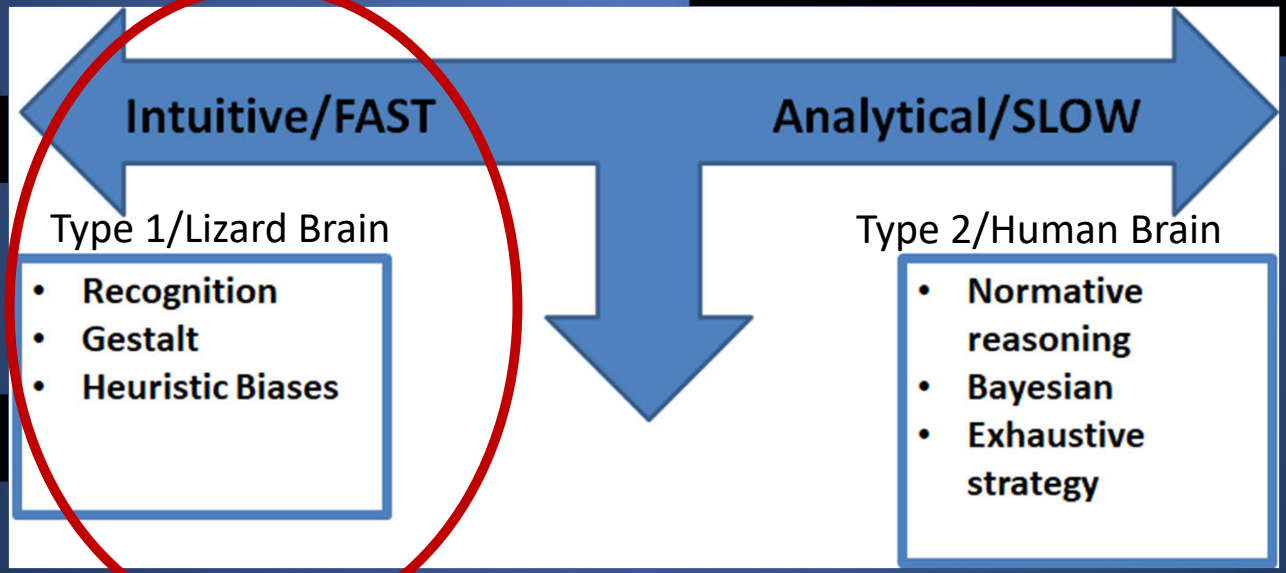
usarmy.pentagon.hqda-otjag.mbx.jagc-diversity-inclusion@army.mil

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- Theory of Decision Making
- Implicit vs. Explicit Bias
- Various Types of Implicit Bias
- Types of Explicit Bias
- Mitigating Bias in the Selection Process
- Conclusion

Theory of Decision Making

Dual Process Theory



Science. 1974;185(4157):1124-1131

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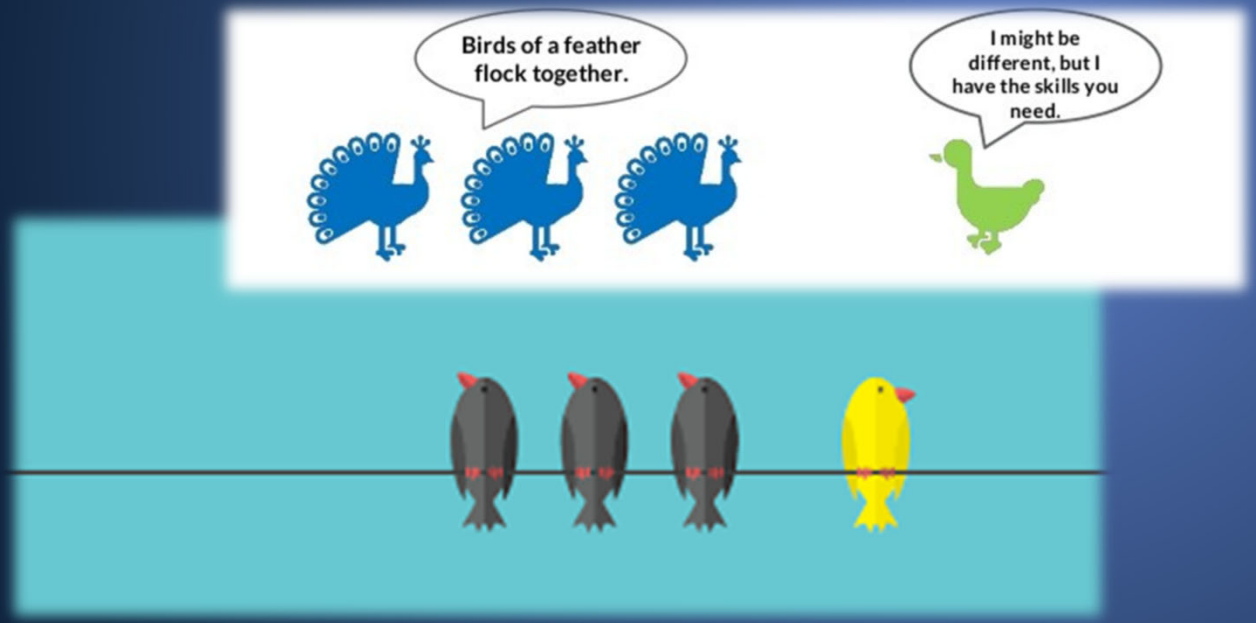
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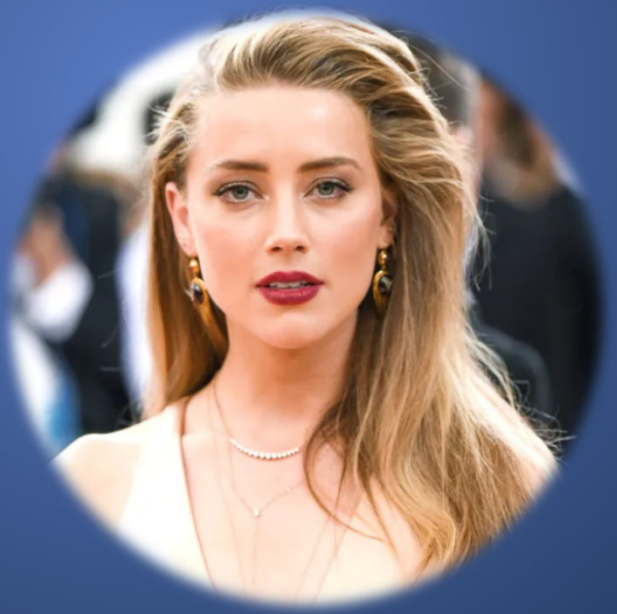


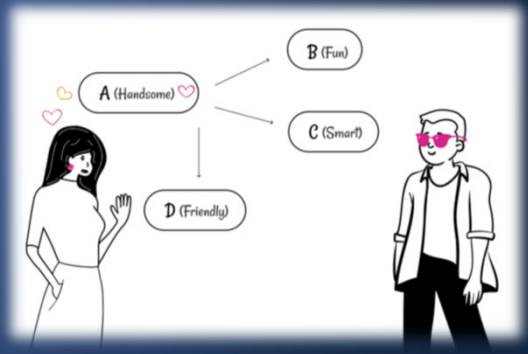


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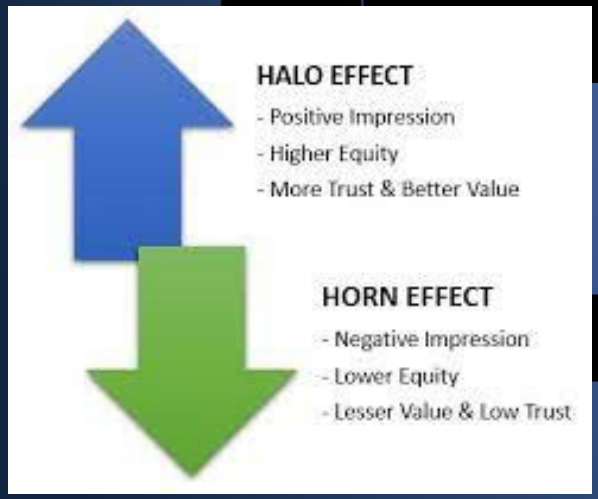






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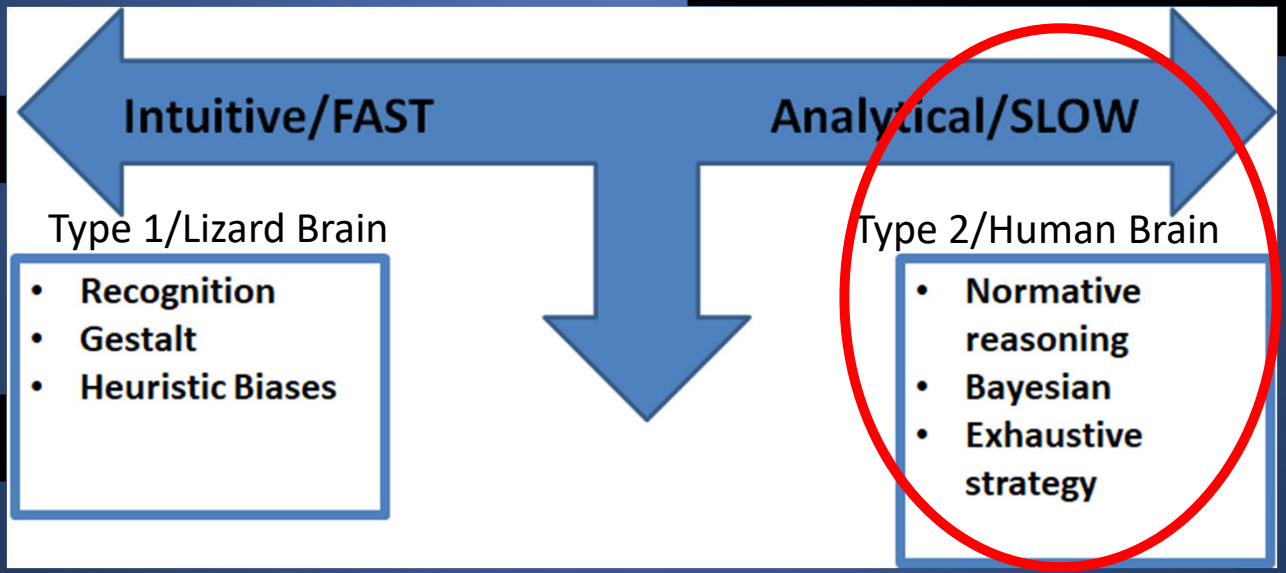






Theory of Decision Making

Dual Process Theory



Science. 1974;185(4157):1124-1131

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[redacted]

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- Don’t Let Anchoring Bias Weigh Down Your Judgement: https://hbr.org/2022/08/dont-let-anchoring-bias-weigh-down-your-judgment

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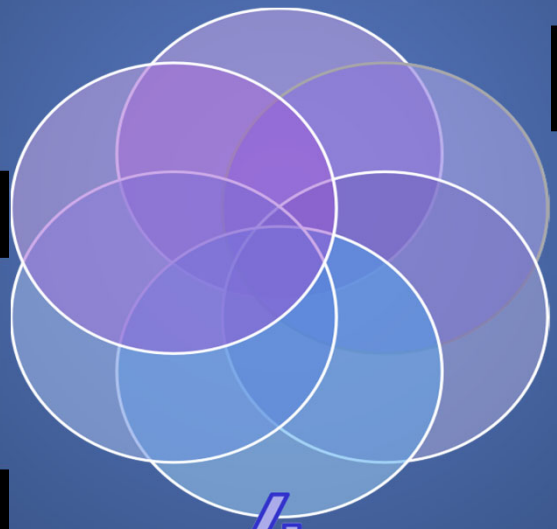
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Source: Cook Ross

Mitigating Bias in the GOSC Process



Office of Diversity, Equity, & Inclusion
Office of The Judge Advocate General
usarmy.pentagon.hqda-otjag.mbx.jagc-diversity-inclusion@army.mil

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Summary of Comments on DEI & the JAG Corps

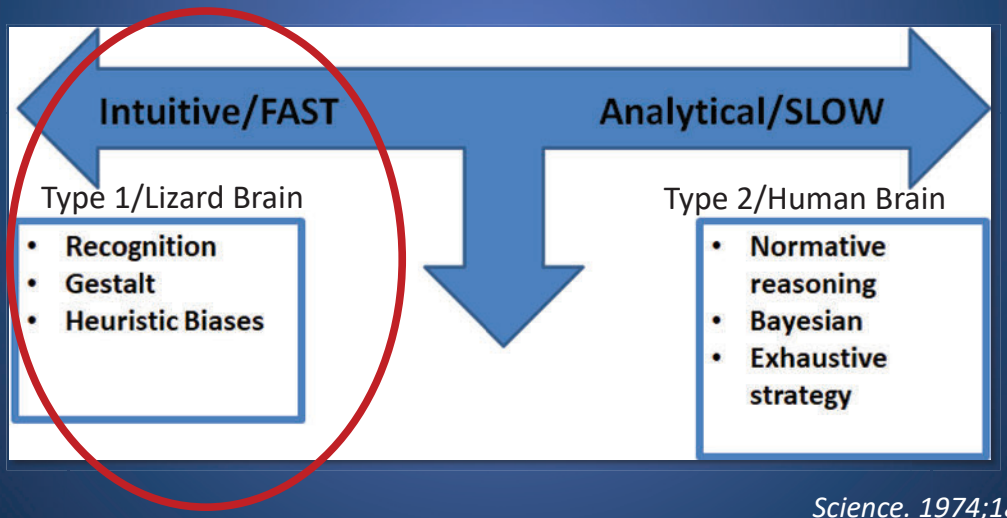
Page: 2

Number: 1 Author: Presenter Notes Subject: Presentation Notes Date: 1/29/2025 1:33:03 PM

SOURCES:
https://cihr-irscgcca/e/52352html
https://www.indeed.com/hire/c/info/types-of-bias

Theory of Decision Making

Dual Process Theory



Science. 1974;185(4157):1124-1131

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Page: 4

Number: 1 Author: Presenter Notes Subject: Presentation Notes Date: 1/29/2025 1:33:03 PM

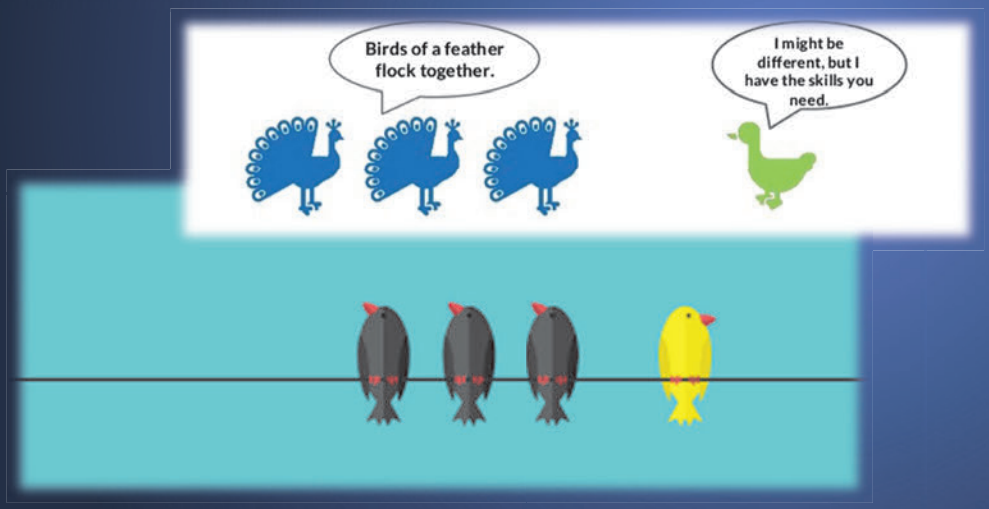
Please provide a good example of how an attorney uses pattern recognition to quickly assess and determine a course of action for efficiency/save time.

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  - Lens we see the world through--Based on our experiences, race, religion, ethnicity, sexual orientation, gender, place of birth, and other factors…
  - Intuitive/Fast thinking—lizard brain

Affinity Bias

- What is it?
  - favoring those who tend to have something in common with us





Page: 6

Number: 1 Author: Presenter Notes Subject: Presentation Notes Date: 1/29/2025 1:33:05 PM

Examples of affinity bias (similarity bias) in the workplace – common traits, attended the same college, served in the same unit at the same time, badges/tabs

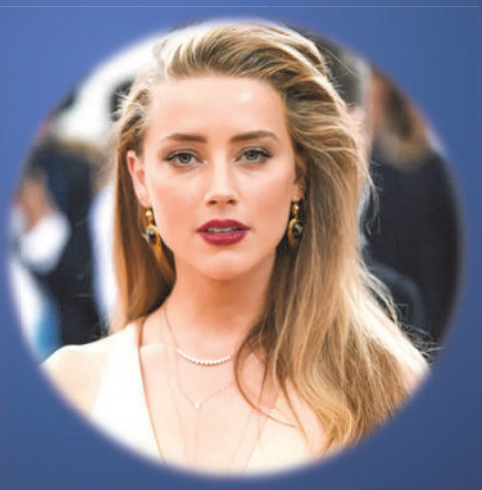
How can it affect the workplace - it can affect hiring decisions, promotions, mentorship opportunities, and how certain people's ideas are received.

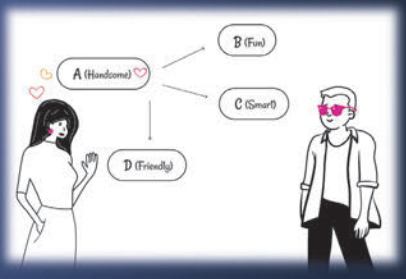
How can we intervene – Take time to get to know everyone better; find common ground; actively seek diversity;

Halo Bias

- What is it?
  - our tendency to think everything about a person is good because our first impression of them was good







Page: 7

Number: 1 Author: Presenter Notes Subject: Presentation Notes Date: 1/29/2025 1:33:05 PM

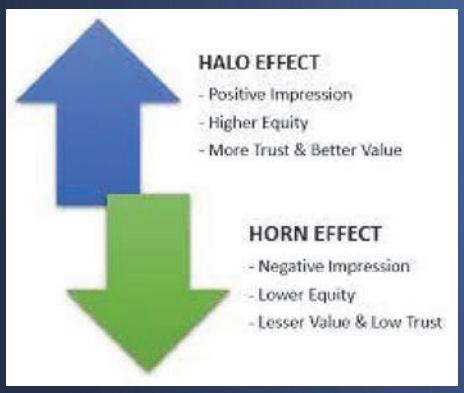
Examples of halo bias in the workplace – PT stud, looks good in uniform, outgoing personality, nice smile, best athlete at frisbee football

How can it affect the workplace – always gives them the best assignments; an employee is highly competent in one area, and the supervisor rates the employee correspondingly high in all areas; reputation for “favoritism” and unfairness; overshadows higher qualified co-workers; gets away with showing up late;

How can we intervene – change the tools you're using to assess employees' performance, skills, and competencies; don’t over rely on first impressions; use structured interviews; build awareness

Horn Bias

- What is it?
  - our tendency to think everything about a person is negative because our first impression of them was negative







Page: 8

Number: 1 Author: Presenter Notes Subject: Presentation Notes Date: 1/29/2025 1:33:06 PM

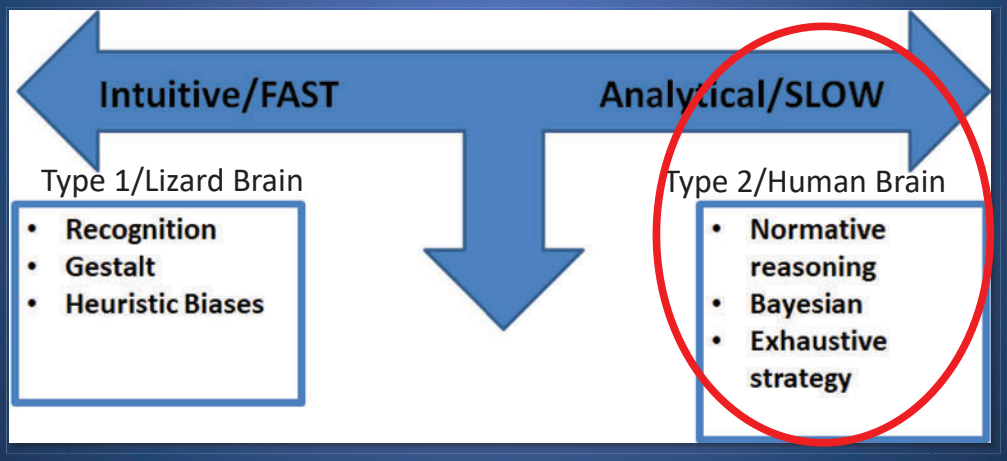
Examples of perception bias in the workplace – Warrants have nothing in common with the JAs, single employees have nothing in common with those who are married with children, the enlisted Soldiers are immature and uneducated, the Civilians just want to come to work and go home

How can it affect the workplace – creates superficial judgments and poor decisions; results in an uninteresting, monotonous workforce that is unfulfilled and disengaged; results in poor communication; results in social exclusion

How can we intervene – Notice positive examples; be specific in your intent; think about the accuracy of statements; challenge assumptions

Theory of Decision Making

Dual Process Theory



Science. 1974;185(4157):1124-1131

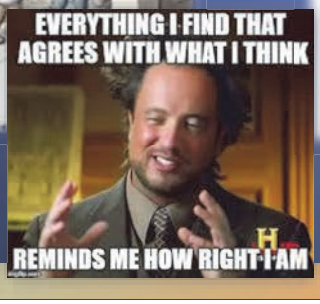
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Page: 11

Number: 1 Author: Presenter Notes Subject: Presentation Notes Date: 1/29/2025 1:33:07 PM

Examples of confirmation bias in the workplace – interpretations of issues, personal relationships, calling ahead to get “a feel” for an inbound employee before their arrival and actively seeking out things that support that “bias”

How can it affect the workplace – leads to flawed decision-making; miss out on important information and facts; “what we see depends mainly on what we look for”

How can we intervene – ask neutral questions; play devil’s advocate; consider all the evidence and facts available; seek of different perspectives; be willing to change your mind in light of new evidence and facts; listen to what others have to say

Anchoring Bias

- When facts that are presented **first** exert greater influence on cognitive process
  - Could begin as an affinity, horns, or halo bias
  - Studies show that anchors are prevalent in decision making even when the anchor has no relevance to criteria you are basing decision on

    -- Estimates of athlete's performance were influenced by number on jersey (higher jersey number = higher estimate)

Page: 12

Number: 1 Author: Presenter Notes Subject: Presentation Notes Date: 1/29/2025 1:33:07 PM

How could this impact your decision making?

Smart Leaders Don't Have Biases, Right?

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Page: 13

Number: 1 Author: Presenter Notes Subject: Presentation Notes Date: 1/29/2025 1:33:07 PM

Those higher in the hierarchy are there due to their expertise/leadership
They have been rewarded for their judgment by rising into leadership
Discussing that they are even more prone to have, and allow biases to impact decision making flies in the face of their own self assessment—challenges their judgement and leadership—uncomfortable
May not want to relinquish control
May not be sure that utilizing debiasing techniques will make a difference
May not feel it is worth the time and effort—things have gone well so far so why change process?

Howard Ross also states that more educated you are, the more cognitive dissonance when confronted with idea of you having biases….

How do you prevent a person's "reputation" from triggering one of the previous cognitive biases?

Page: 14

Number: 1 Author: Presenter Notes Subject: Presentation Notes Date: 1/29/2025 1:33:07 PM

Brainstorm—What objective criteria are you observing when determining someone's reputation?

Mitigating Bias

- Utilize objective criteria on how you are evaluating a person's fit for a position and/or spell out why you think a person is right based on their demonstrated behavior
  - SJA Positions require: demonstrated skill in leading people, emotional intelligence, strategic vision, etc…
  - Time consuming however without objective criteria, bias will influence decision-making

Page: 15

Number: 1 Author: Presenter Notes Subject: Presentation Notes Date: 1/29/2025 1:33:08 PM

Brainstorm—What characteristics are you looking for in an SJA? How does that characteristic show up in their behavior?

Mitigating Bias

- "Consider the opposite" – if recommending a person is right for a position, flip the script and list reasons they are not right
  - Come up with 5 reasons they may not be right
  - Compare to reasons they are a "good fit"
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Mitigating Bias in the GOSC Process



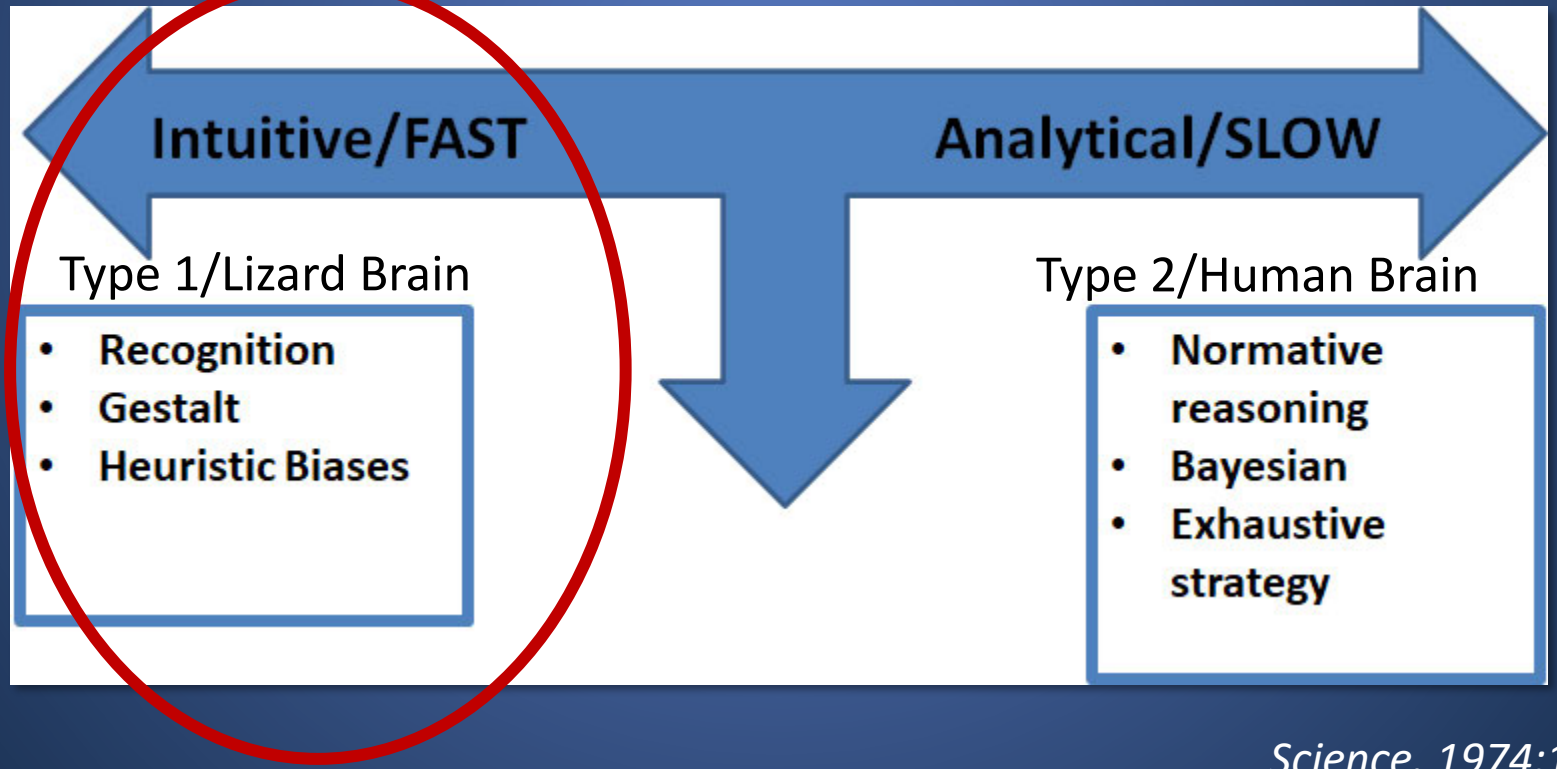
Office of Diversity, Equity, & Inclusion
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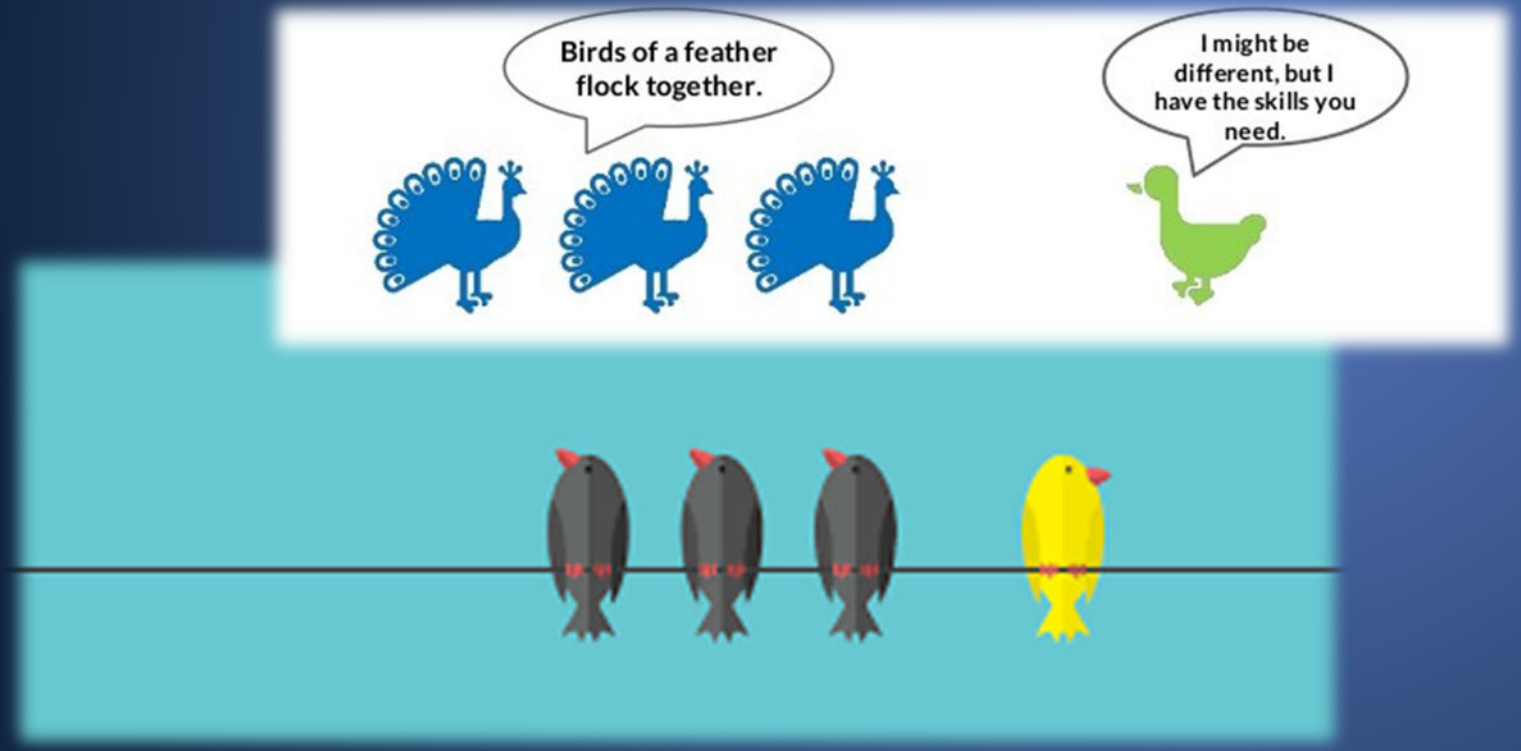
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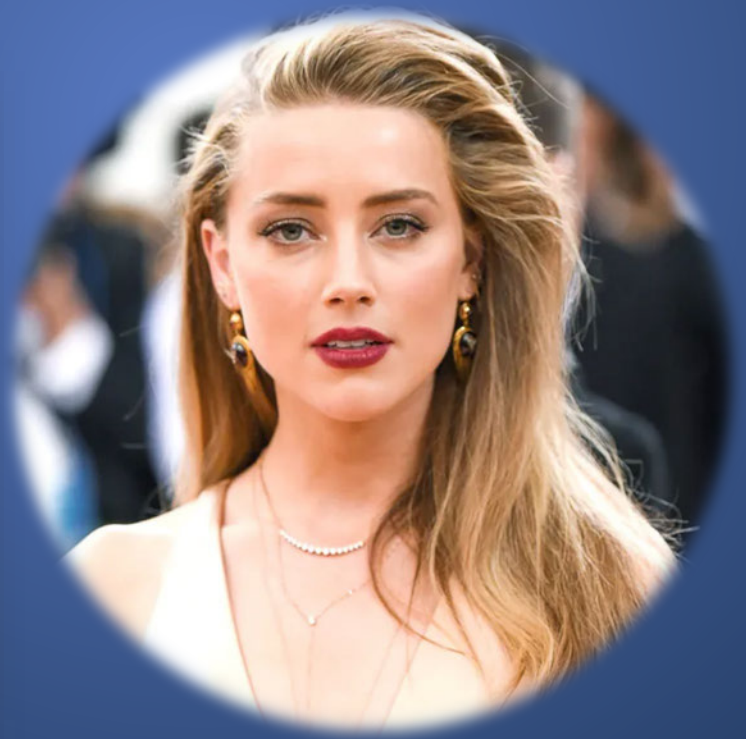


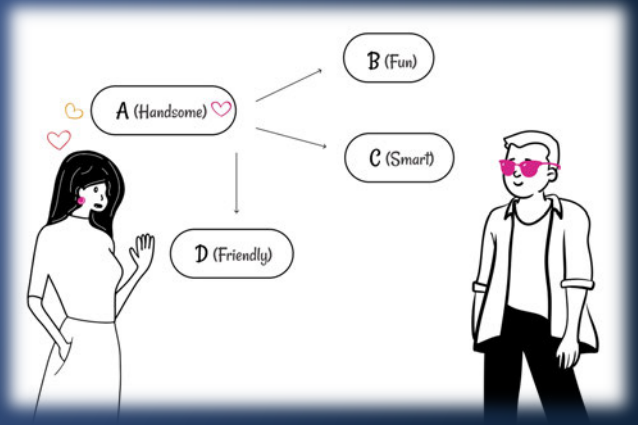


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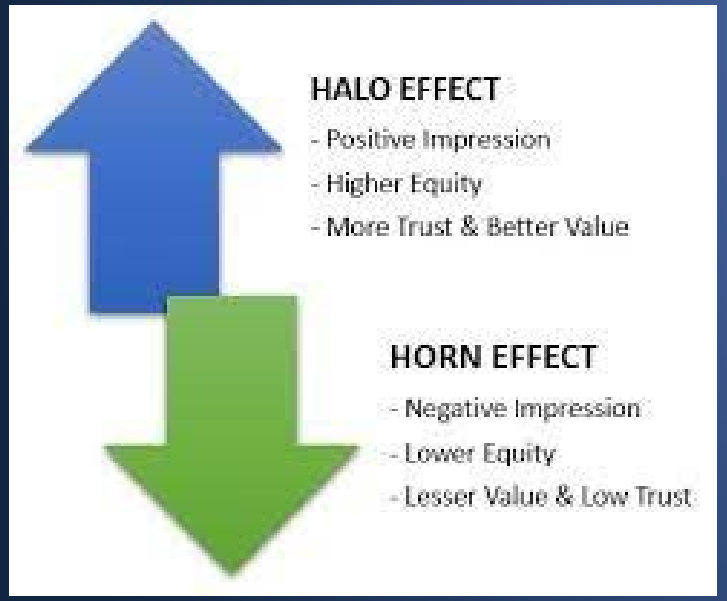






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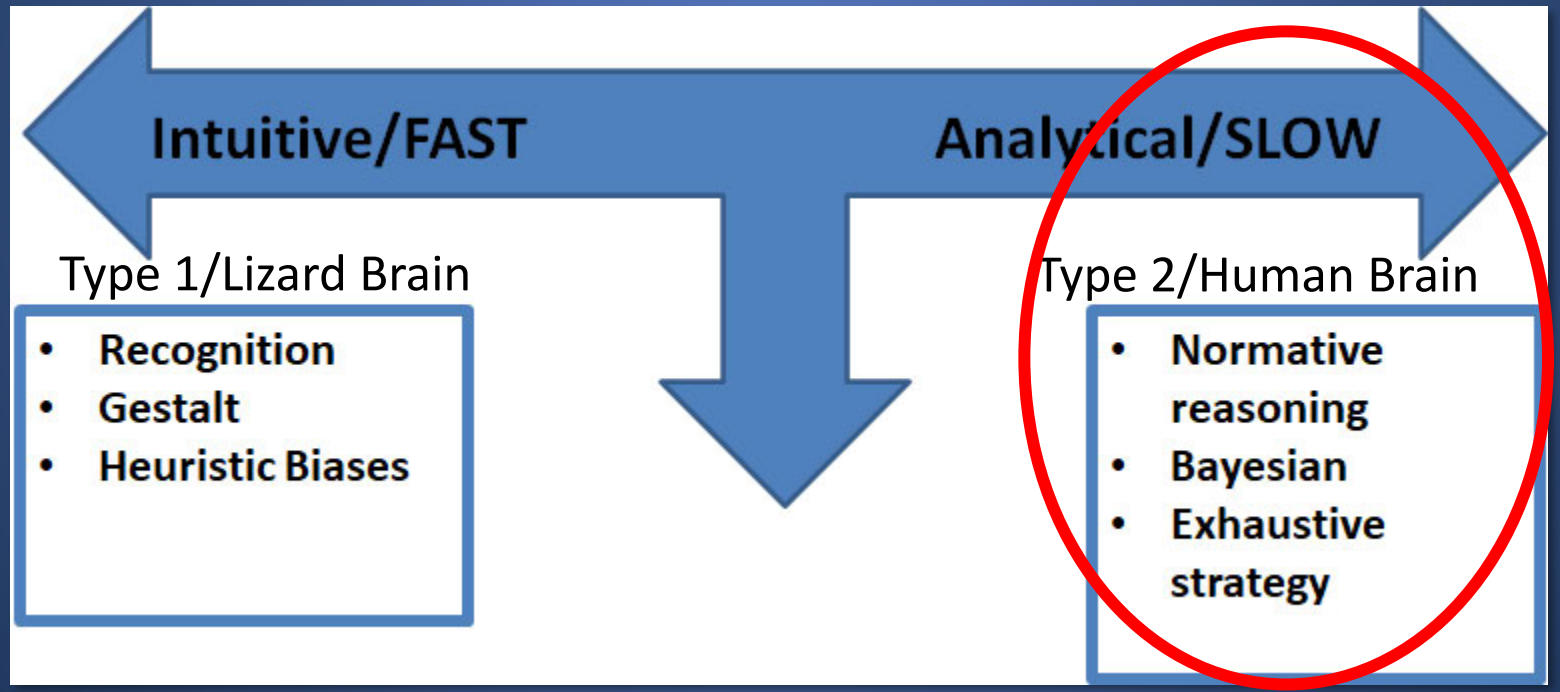






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Purpose: Use this form for all ODEI training requests. Please submit a completed copy of this form to CW3 Jessica P. Marrisette, Program Coordinator, ODEI at usarmy.pentagon.hqda-otjag.mbx.jagc-diversity-inclusion@army.mil

Request for DEI&A Training

Requestor Name/ Contact Info: (b) (6)

Date: 7 Nov 22

Organization: OTJAG, PPTO

POC for Coordination: (b) (6)

*Please provide a **detailed** description of the anticipated engagement in the box below.*
Requests **must include**, at minimum: 1) date/time/location of the event; 2) event title and anticipated audience size and composition; 3) platform (identify virtual or in-person); and 4) funding office, if applicable. Include any other relevant information useful in planning the event.

Greetings from JARO! Our office is preparing to conduct the Regular Army Spring Accessions Board, scheduled on 17 April 2023. As such, we would like to request implicit bias training for the board members.

Who: JARO
What: Implicit Bias Training
When: 0900 on 17 April 23
Where: Recruiting Officer, Judge Advocate Recruiting Office - 9275 Gunston Road, Suite 4000 - Fort Belvoir, VA 22060

Please contact me if you have any questions, and thank you as always, for your support!

Select training topic from drop-down menu below:

Implicit (Unconscious) Bias

Provide any additional comments here:

If the date or time changes I will notify your office immediately.

For Internal ODEI Use Only

ODEI POC:

Comments:

Purpose: Use this form for all ODEI training requests. Please submit a completed copy of this form to CW3 Jessica P. Marrisette, Program Coordinator, ODEI at usarmy.pentagon.hqda-otjag.mbx.jagc-diversity-inclusion@army.mil

Request for DEI&A Training

Requestor Name/ Contact Info: (b) (6) (b) (6)

Date: 6 FEB 23

Organization: Judge Advocate Recruiting Office

POC for Coordination: (b) (6)

*Please provide a **detailed** description of the anticipated engagement in the box below.*
Requests **must include**, at minimum: 1) requested trainer; 2) date/time/location of the event; 3) event title and anticipated audience size and composition; 4) desired topic of discussion; 5) platform (identify virtual or in-person); and 6) funding office, if applicable. Include any other relevant information useful in planning the event.

1. Any member of the DEI team

2. 16 Nov 22, 0800, USALSA Command Conference Room

3. FY23 JAWO Accessions Board

4. Bias Awareness Training

5. In-person

6. No funding required

For Internal ODEI Use Only

ODEI POC:

Comments:

(b) (6) (b) (6) USARMY HQDA OTJAG (USA)

From: (b) (6) (b) (6) USARMY HQDA (USA)
Sent: Monday, September 16, 2024 11:31 AM
To: (b) (6) (b) (6) USARMY HQDA (USA)
Subject: Athena's Council - JAGC women mentoring women
Signed By: (b) (6)

Ladies,

Please consider joining the Athena's Council Teams Page. Through this page you will be made aware of opportunities for collaboration and mentorship – JAGC women supporting JAGC women. Please pass this along to your friends and colleagues!

Click here:
Athena's Council | General | Microsoft Teams

Vr,

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Fort Belvoir, VA
(b) (6)

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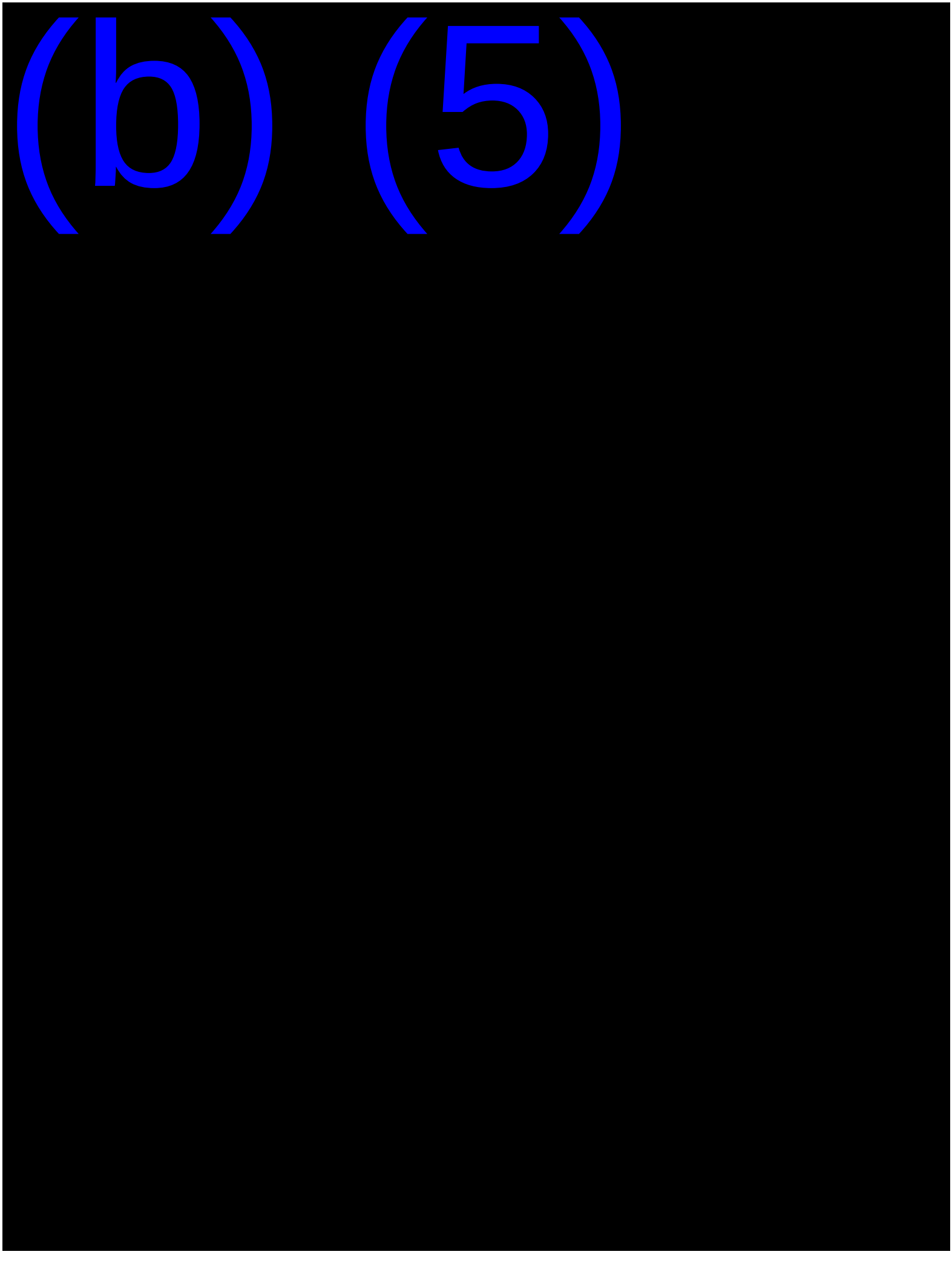
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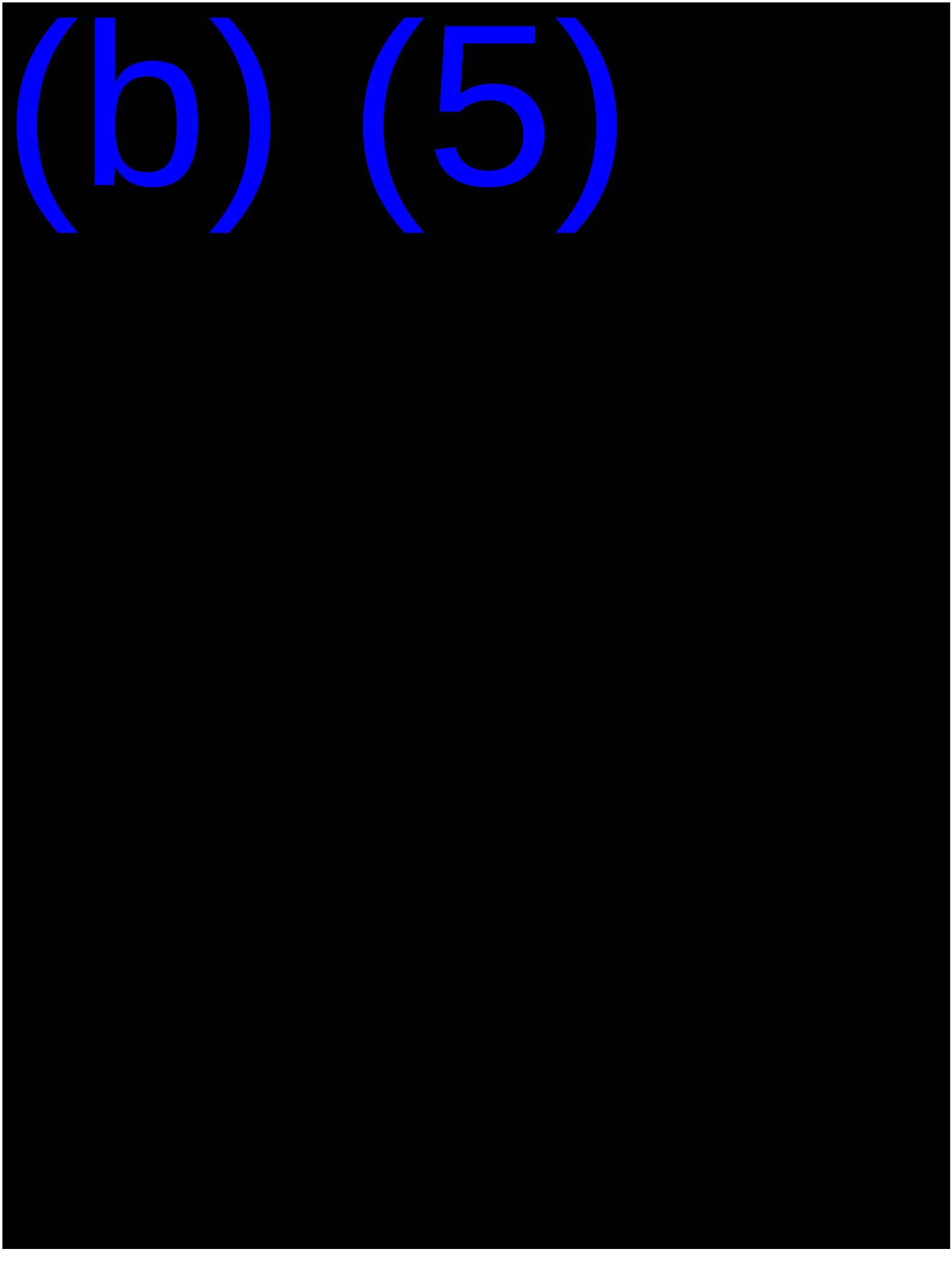
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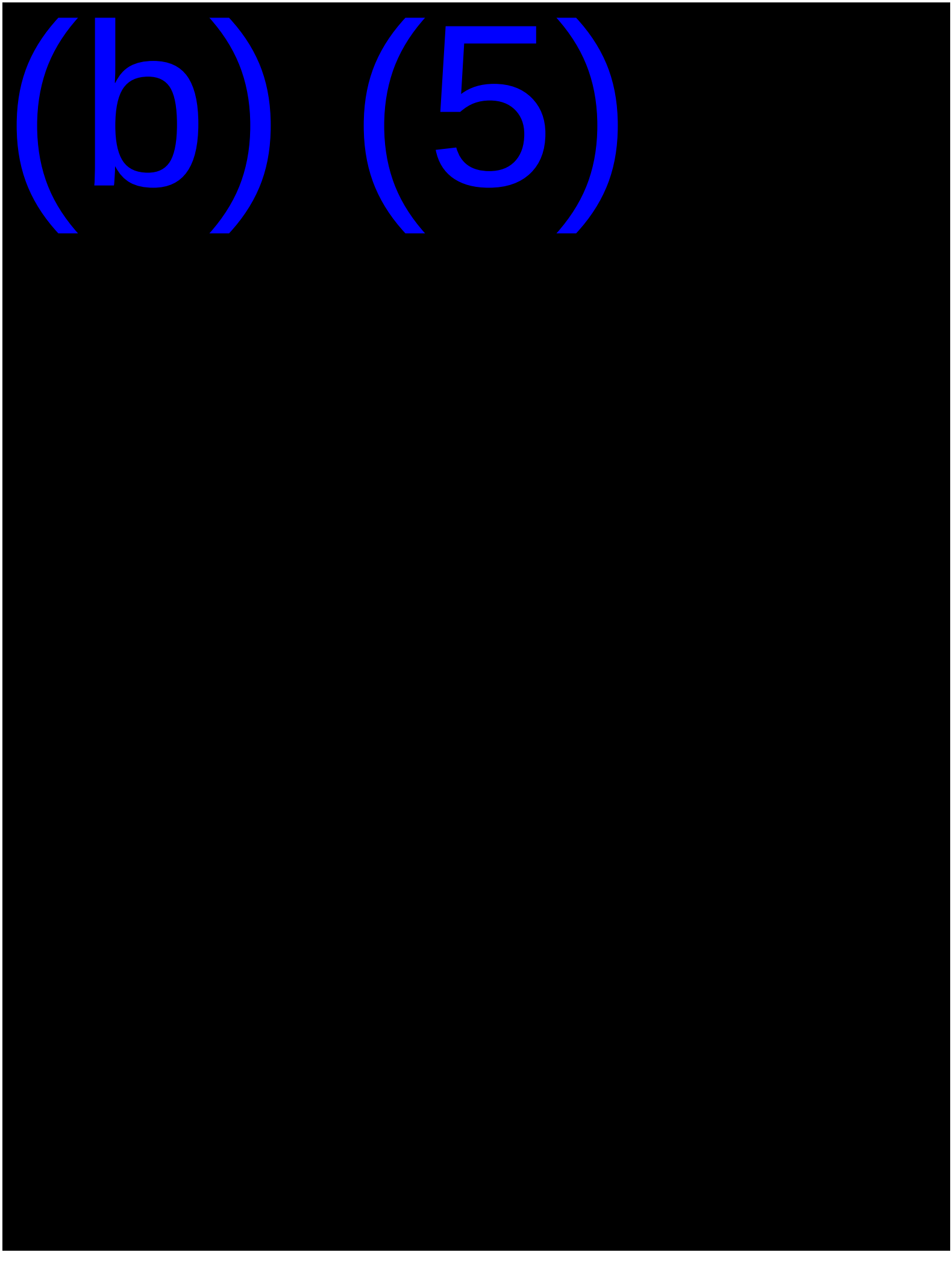
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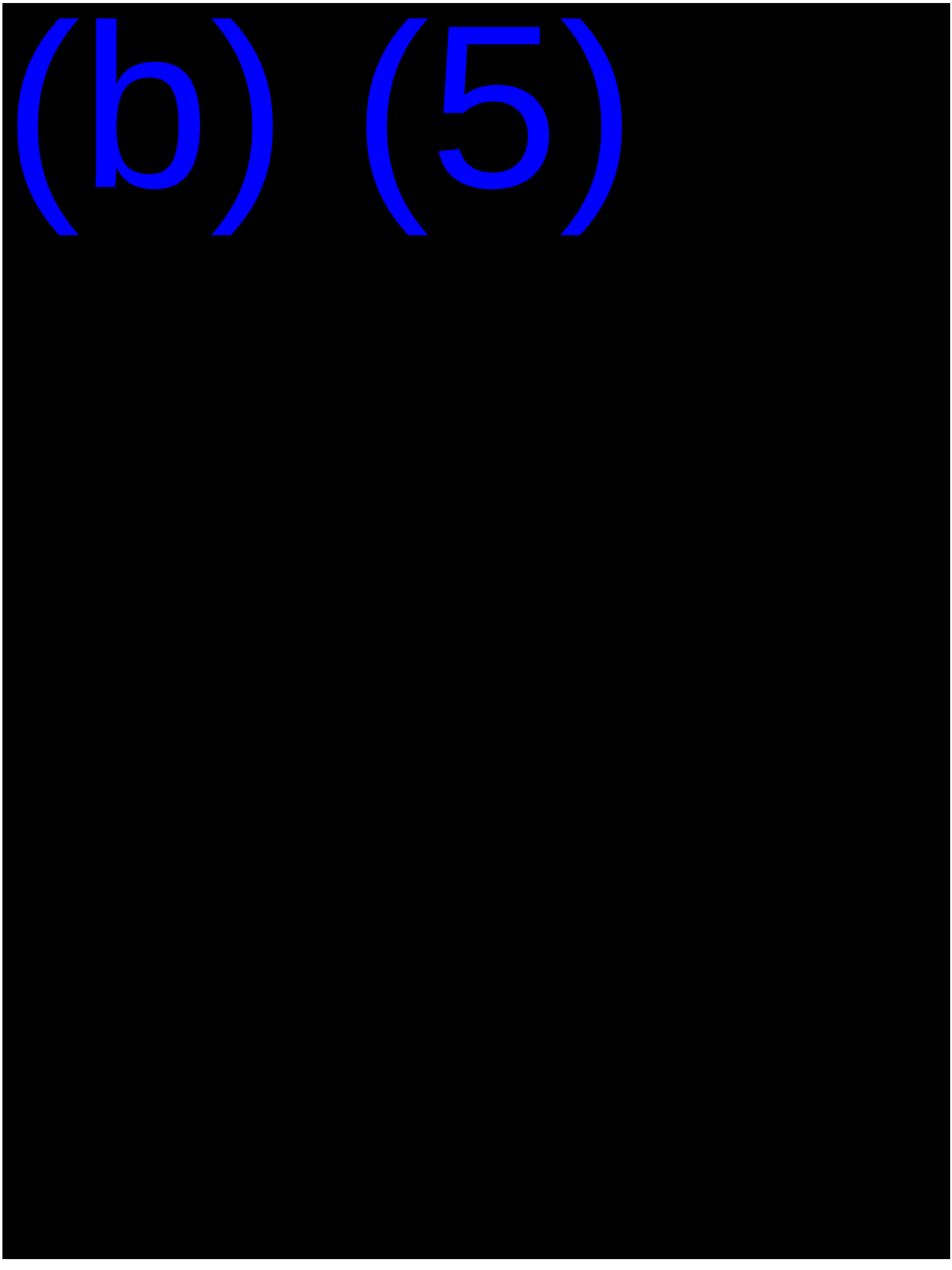

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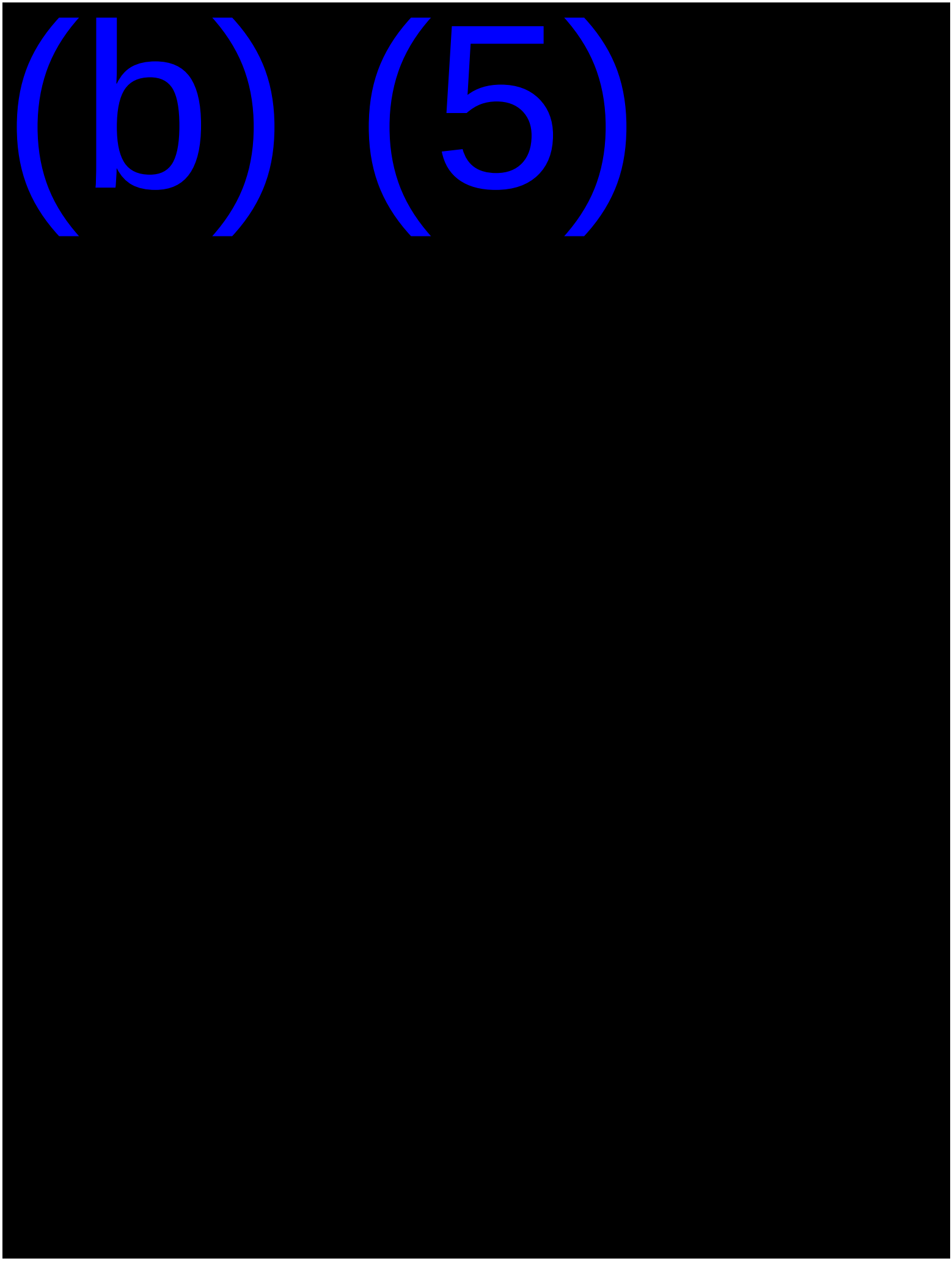

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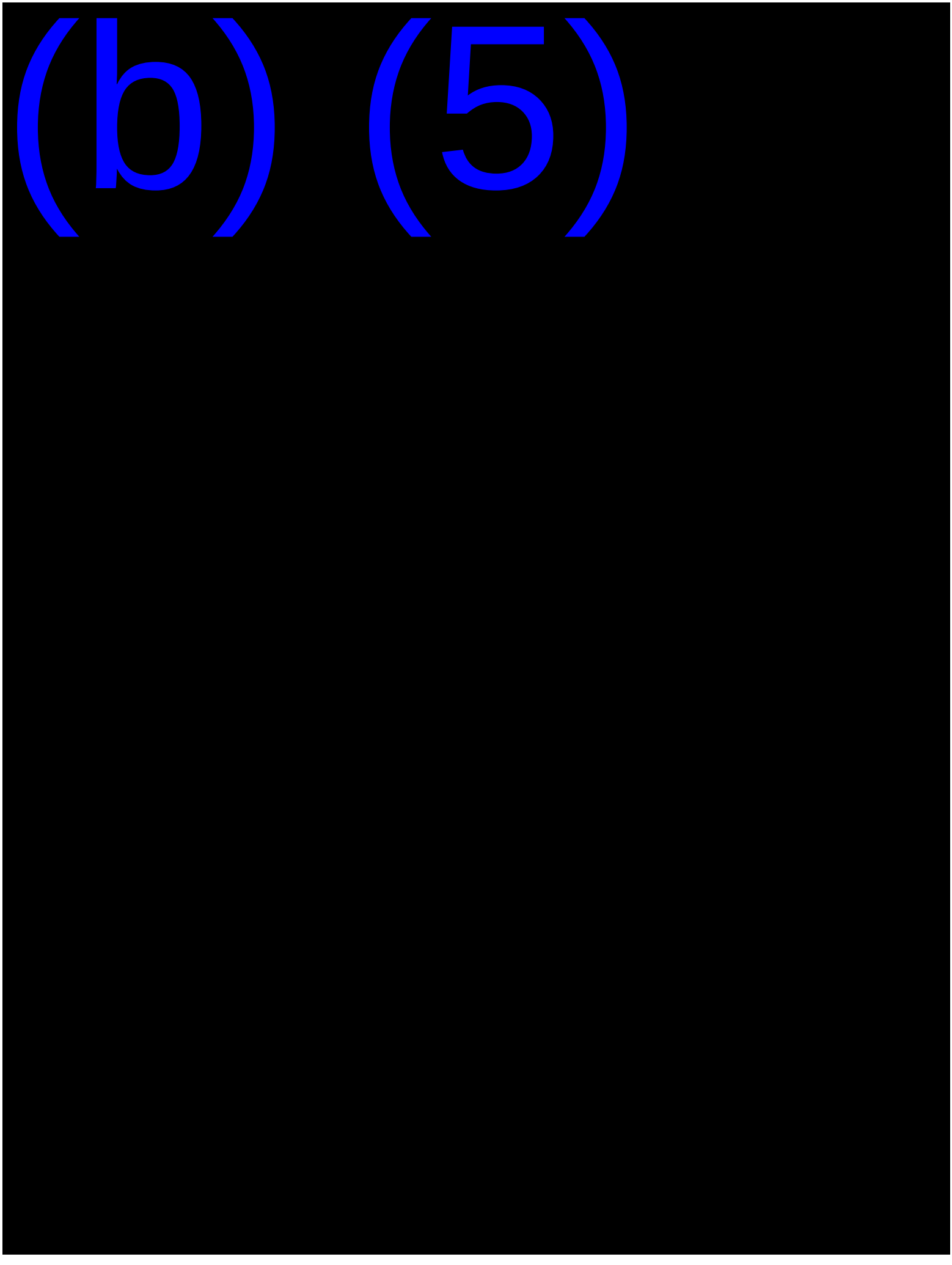

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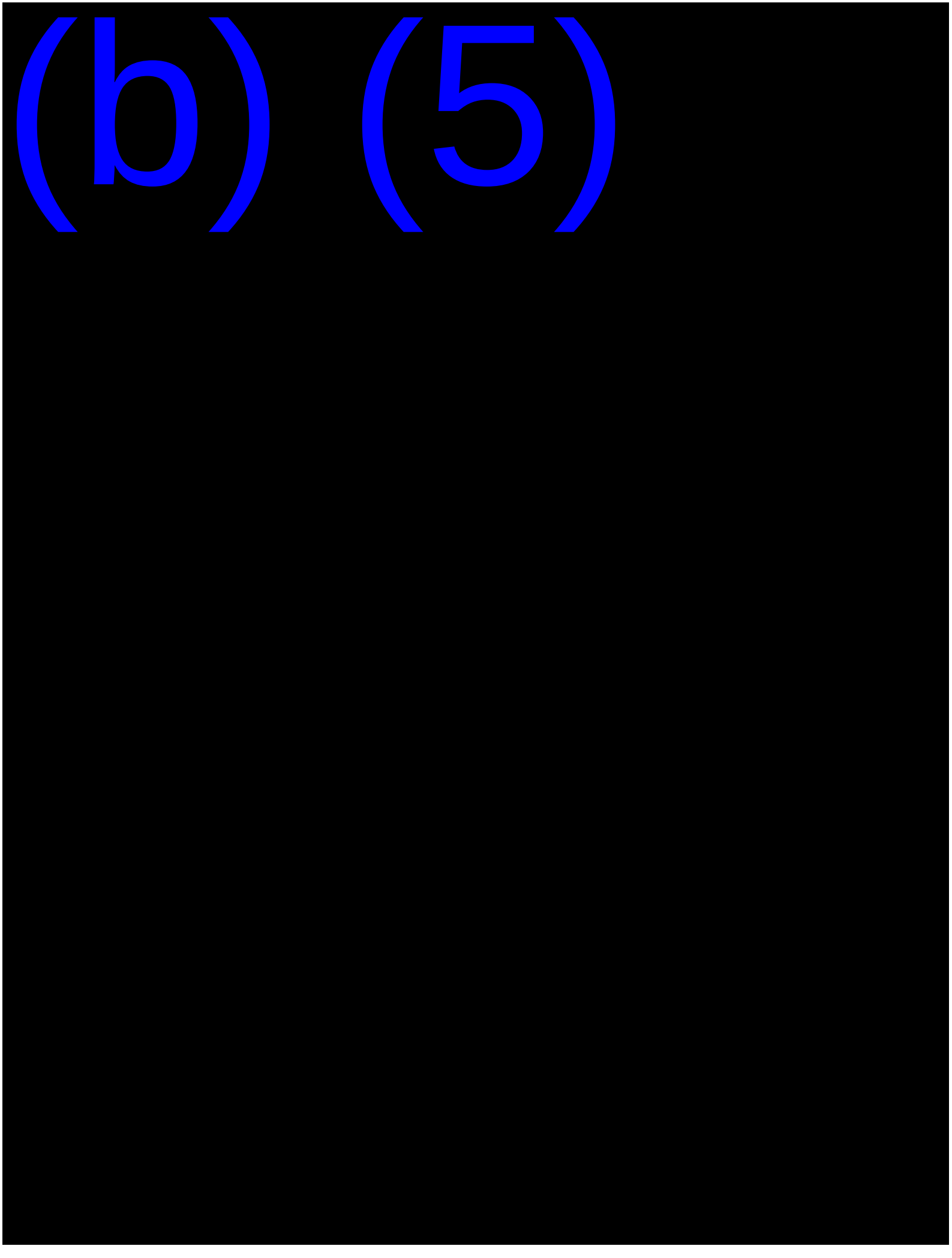
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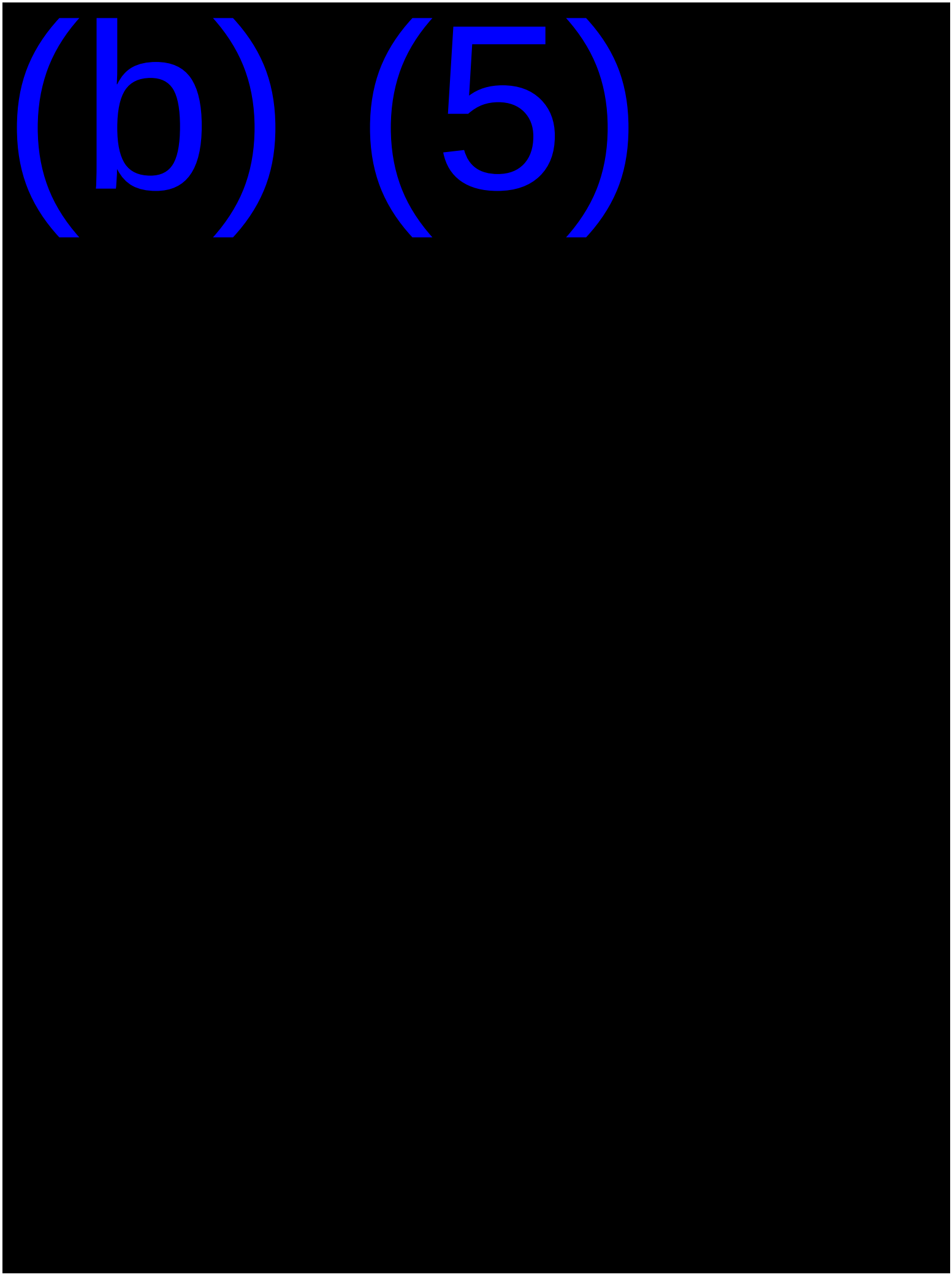
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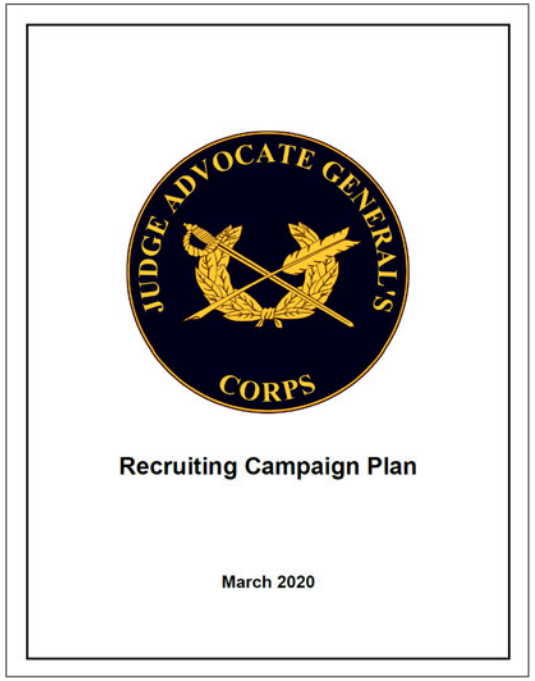
Recruiting Campaign Plan – IPR

Background

- **SEP 19: Board of Directors Meeting**
  - Examined our legacy recruiting model; discussed desired qualities in future JAs and broad approaches for acquiring top talent
  - NOV 19: JARO tasked to "develop a comprehensive campaign plan to provide a more cohesive and effective recruiting strategy and streamline the accessions process"

- **JAN 20: Campaign Plan draft complete**
  - Revamped recruiting strategy along five LOEs
  - Focus on practical system and process improvements
  - Conceptual plan

- **MAR 20: Recruiting Summit postponed, progress continued**
  - Purpose was to critically review and refine campaign plan initiatives
  - Focus was on detailed planning
  - JARO moved out on several initiatives to maintain momentum



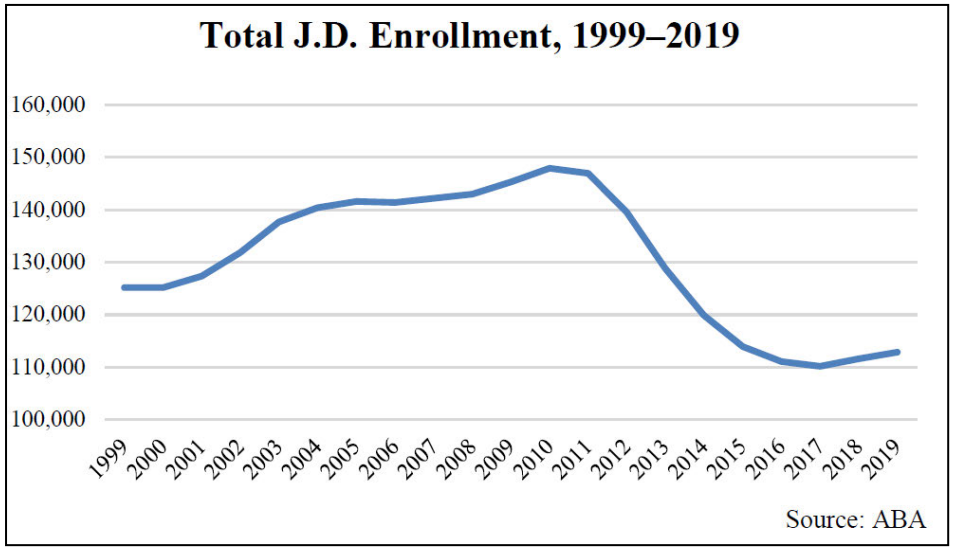
Strategic Environment – War for Talent

(b) (6) Chief, JARO

- **Declining Law School Enrollment**
  - Down almost 25% since late 2000s recession
  - Female law students outnumber males, but minorities are still underrepresented

- **Uncertain Legal Job Market**
  - **Pre-pandemic**: Tight competition for smaller talent pool, low unemployment
  - **COVID Chaos:** Virtual law school, delayed bar exams, OCI postponed, withdrawn/delayed job offers
  - **Post-pandemic?**

- **Army-Wide Recruiting Challenges**
  - Declining health trends
  - Society disconnected from military



J.D. Enrollment by Race/Ethnicity, 2011 and 2019

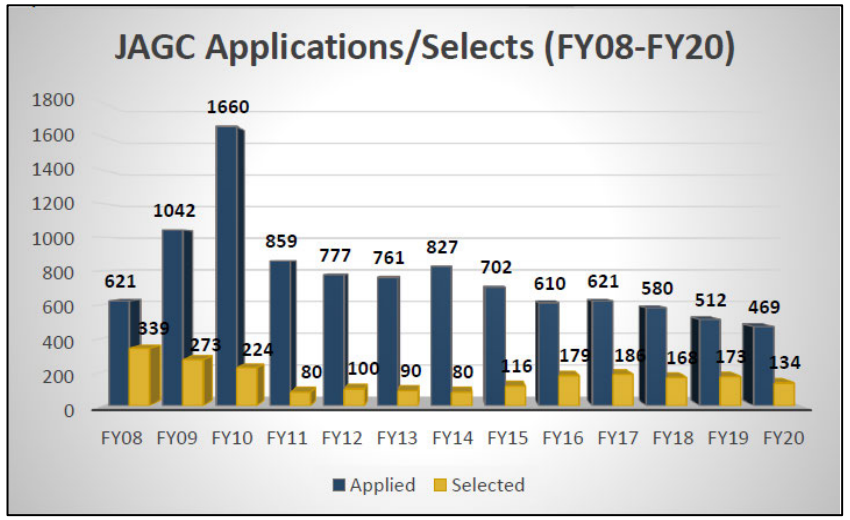
	Asian	Black	Hispanic	White	N
2011	7.3%	7.2%	9.2%	66.1%	146,930
2019	6.3%	7.8%	12.7%	61.9%	112,879

Source: ABA

Assessment and Trends

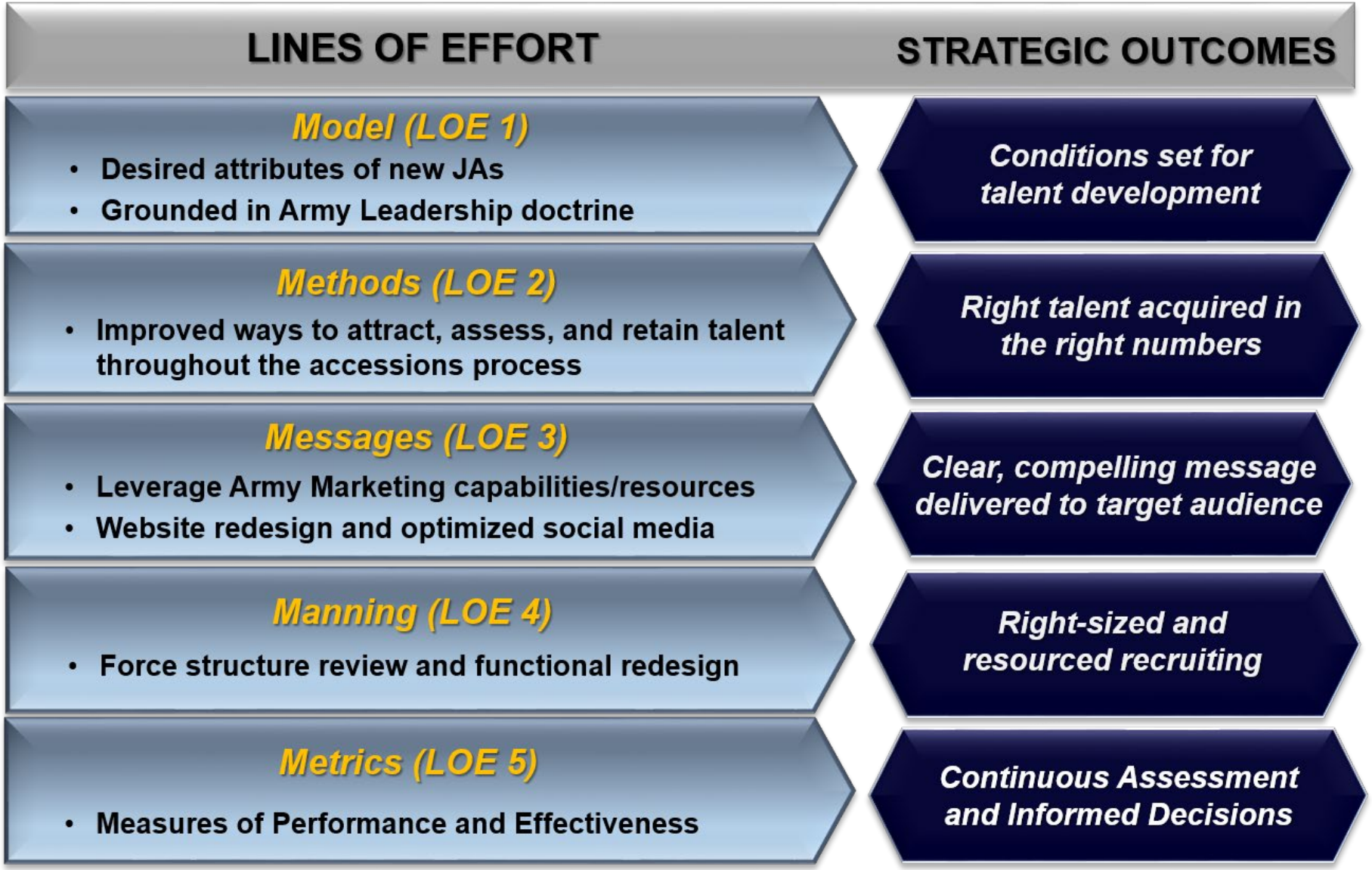
(b) (6) Chief, JARO

- **BLUF:** JAGC is still attracting enough talent, but a continued decrease in applications poses a significant risk to readiness
- **Applicant Quantity:** Steady decline since FY10
- **Applicant Quality:** Consistent, but currently measured mainly by academic achievement
  - Median LSAT of selects (155) ranks below top 90 law schools
  - Dubious predictive value though
- **Diversity Recruitment**
  - Solid progress on gender and geographic diversity
  - Slow progress on racial/ethnic diversity
- **ROTC Ed Delay**
  - Steady decline in applications despite higher selection rate
    - FY99 - FY09: avg. of 36 selects per year
    - FY10 - FY20: avg. of 16 selects per year



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

Campaign Plan Framework



LOE 1: Desired Traits of Future JAs

Foundational Line of Effort

- Indicators of potential as skilled lawyers and servant leaders
  - Recognizing that fundamental legal skills and character are necessary from the start
  - Leadership and expertise will be trained and developed over time

Essential Lawyering Competencies

- Ability to communicate
  - Fundamental to our practice and the lifeblood of good leadership
- Intelligence, critical thinking, problem solving, strong work ethic and initiative

Essential Attributes

- Integrity, Innovation, Judgment, Humility, Resilience, Confidence
- Team player
- Grit (hallmark of high achievers across domains)

"Smart, thoughtful, and innovative leaders of character who are comfortable with complexity"
—The Army Vision

LOE 2: New Initiatives

√ Initiatives underway
□ Initiatives under review

Enhancing the Assessment Process

- ✓ Leader Involvement – SJA/DSJA review of FSO reports; mentorship
- ❑ FSO experience (CPTs vs. MAJs)
- ❑ Second-Round Virtual Interviews

Retaining Top Talent from "Offer to Oath"

- ✓ Intensified effort to streamline & personalize the accessions process; posture selects for success
- ✓ FAQ Guide, Virtual Q&A sessions, JAG Connector "New Teammates" edition
- ❑ New Teammate Mentor Program

Invigorating ROTC Ed Delay

- ✓ PMS Education and Branch Orientation
- ✓ Expanding the Cadet Intern Program (FY19: 8 cadets; FY21: 30 cadets)
- ❑ Targeted outreach
  - High-enrollment, diverse, and selective programs
  - Better timing (MS2s and MS3s)

(b) (6)

LOE 2: New Initiatives

√ Initiatives underway
□ Initiatives under review

✓ Leveraging FLEP and LLM Students as Recruiters

- First-ever FLEP orientation course – Aug 2020

✓ Maximizing Competiveness for Top Talent

- Holding selection boards and extending offers earlier (NLT 20 Nov 20)
- Aggressive personalized outreach to selects during offer period
  - TJAG/DJAG welcome letter; personal outreach from JAs from same law school

❑ Direct Offers for Qualified 2L Summer Interns

- Postponed due to varied nature of internships during COVID
- Prepared to launch in summer 2021

❑ 1L Intern Pilot Program

- Program discontinued in 2012; will use similar a construct
- Planning to launch in summer 2021

2L Summer Intern Selection Rates for Accession into the JAGC, FY16 – FY20

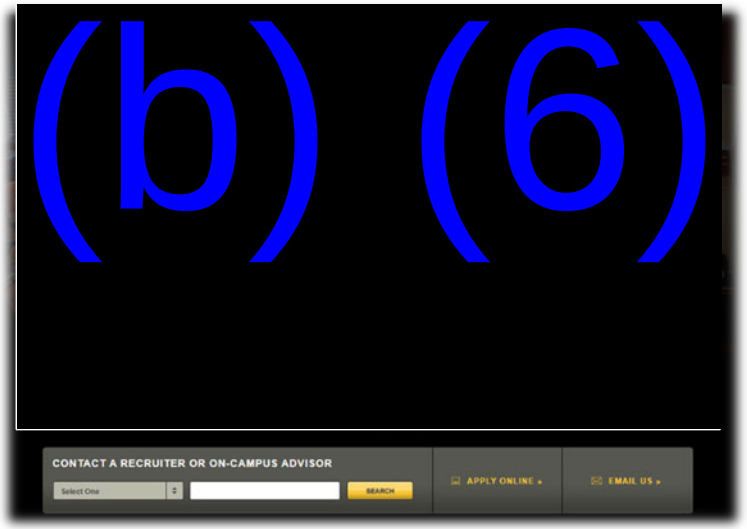
Active Duty (AD) Board	Prior FY Interns	Applied for AD	Primary Selects	Alternate Selects	Non-Selects	Primary Selection Rate
FY20	68	65	56	1	8	86.1%
FY19	66	55	48	4	3	87.3%
FY18	64	56	36	10	10	64.2%
FY17	69	60	55	3	2	91.6%
FY16	59	51	45	1	5	88.2%

Symplicity Recruit Platform

- JAGC Symplicity subscription funded by the Army Enterprise Marketing Office (AEMO)
- Industry-leading platform with sophisticated capabilities
  - Post jobs; search and filter talent from a 20,000+ law student resume database
  - Enables direct engagement with candidates; personalized messages
  - Target by region, diversity, and other characteristics

Redesign of GoArmy.com

- JARO collaborating with AEMO on the overhaul of GoArmy.com
- Scheduled to go live in Q3 FY21
- Important opportunity tell the JAGC story more powerfully

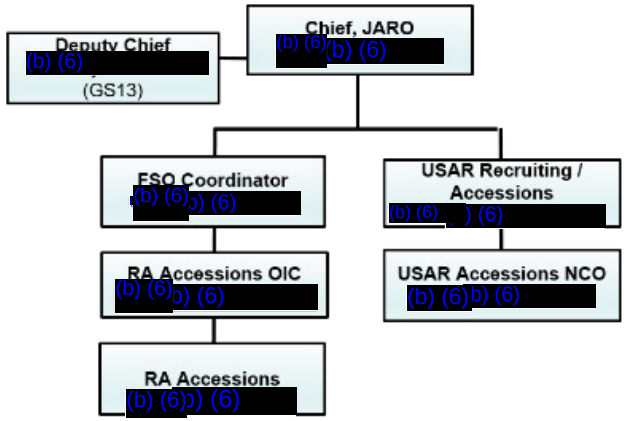


LOEs 4 and 5 – Manning and Metrics

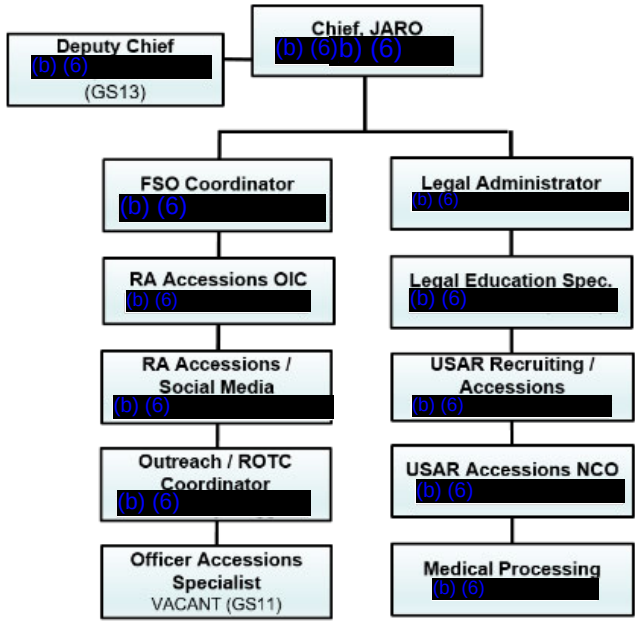
LOE 4: Right-Sizing and Resourcing JARO

- Review of force structure and functional redesign
- Appropriate manning for recruiting/accessions, including specialized expertise and continuity needs

JARO six months ago



JARO Now



• LOE 5: Right Metrics

- Operational Assessment of campaign plan with relevant metrics
- Inform decision-making and make necessary adjustments
- Measures of Performance and Measures of Effectiveness

Conclusion / Questions

- Campaign plan draft provides a sound conceptual framework
  - More deliberate approach to talent acquisition
  - Practical solutions to keep our edge in the "war for talent"
  - Team effort: "Everyone is a recruiter" and has a role to play

- Way-ahead: Critically examine, enhance, and execute the plan

The Foundation Sends
Everyone is a Recruiter!

We are in a war for talent. Our ability to increase the accessions required to fill a variety of new positions within the Regiment during an unprecedented period of growth, is complicated by an expanding legal market in the civilian sector and a decreasing population of individuals qualified for or interested in military service. The future of our Corps rests squarely in our hands—everyone within our formation must be a recruiter!

From this day forward, recruiting is our number one priority. Simply stated, to fill the number of Military Justice (including TDS), National Security Law, and Special Victim Counsel positions grown in recent years, we need to double our accessions each year for the next three years. Our ability to increase the number of candidates, while maintaining the high quality of applicants, has a direct impact on the wellness of our people and your ability to accomplish your mission. The JAG Corps' most valuable asset is our People - the Soldiers and Civilians who dedicate themselves to professional excellence. Your entire leadership team will ensure that all Judge Advocate Legal Services (JALS) personnel in our formations have the resources, training, and support needed to reach their full potential. During this period of growth, an essential aspect of our ability to care for our current team rests on our capability to recruit new talent to fill our additional authorizations and alleviate the extra responsibilities placed on our current teammates.

The Judge Advocate Recruiting Office (JARO) is intensely focused on developing and executing a successful recruitment plan that identifies, engages, and attracts candidates who meet our high standards. This plan utilizes a digital mindset, modern technology, and our own members to conduct outreach, increase interest, and provide dedicated support to candidates to whom we extend an offer.

We challenge each Staff Judge Advocate and Corps Senior Leader to increase your team's outreach efforts and share your recruiting stories and success across the Regiment.

Several SJAs and their teams are already taking proactive, deliberate strides to engage with and recruit from local schools. We applaud their efforts while we ask for more. If you or your team have not yet begun to engage new talent, the time to start is now! As an initial step in our long-term recruiting plan, we expect every member of our JALS family to personally and actively participate in the recruiting of three categories of personnel: Funded Legal Education Program (FLEP), ROTC Education (Ed) Delay, and Direct Commissionees. Going forward, we will provide you with quarterly goals and guidance on ways to recruit talented paralegals, legal administrators, and civilian teammates.

FLEP officers. The FLEP authorizes the annual selection of 25 Active Duty Army officers and noncommissioned officers (NCOs) in the grades of O-1 to O-3 or E-5 through E-7 to obtain a civilian legal education at the Army's expense. The FLEP provides our Regiment with officers that have the type of leadership and operational experience a typical law student would not possess. This ready-made experience is a force multiplier for our practice, especially at the CPT and MAJ levels. Actively identify, engage, and encourage prospective applicants at your installation!

Educational Delay. Each year, the nation's 275 Army ROTC programs commission about 6,000 officers. The ROTC Ed Delay Program allows exceptional ROTC cadets to defer their service obligation while attending law school at their own expense. High-performing ROTC graduates have strong potential as future JAs given their leadership training, familiarity with the Army, and desire to serve. However, the JAG Corps routinely receives only 20 applications per year from a pool of nearly 6000 officers! This number should be much higher. We need your help to fully exploit this rich and relatively untapped resource.

We expect every SJA to develop a plan to host Cadet interns, and interact with your hometown, alma mater, and/or local ROTC battalions to recruit more ROTC Ed Delay applicants in Fiscal Year 2023. One

shining example of how an office can engage in recruiting efforts was recently published in the December 2022 JAG Connector, depicting (b) (6) (b) (6) and (b) (6) of TJAGLCS participating in the Virginia Tech Army ROTC Branch Day and LOAC training in November 2022. Many of the 125+ Virginia Tech ROTC cadets that (b) (6) talked to were unfamiliar about pathways into our Corps. Feedback from the engagement was extremely positive. This is the exact type of initiative and energy we expect JALS members to take to ROTC battalions across the country.

Direct Commission. The JAG Corps obtains the bulk of our JAs through direct commissions. However, within this past year alone, the number of applications decreased by close to 30%. We cannot sustain this downward trend in applications during a period of significant growth. We recognize and appreciate that your stellar Field Screening Officers (FSOs) are working hard at their assigned schools to recruit law students. Leaders must ensure FSOs have the time and support they need to effectively interact with law schools throughout the entire calendar year and not just during interview season.

However, efforts to recruit law students and practicing attorneys must not fall solely on the shoulders of our FSOs. For instance, we expect SJAs, brigade and command judge advocates, and sponsors to maintain contact with their interns and externs after their formal period end. Identify the best individuals on your teams to attend local bar association and law school and other recruiting events to interact with both law students and practicing attorneys—the latter a growing source of our direct commission applicant pool.

Recruiting Occurs At Every Echelon. JAG Corps Senior Leaders across all components are partnering with JARO to increase recruiting efforts. This month, BG Ron Sullivan will continue a recruiting campaign that began in 2022. By the end of 2023, he will personally engage with 50+ schools and bar associations, interacting with over 700 faculty, students, and practitioners. He somehow does this while balancing the requirements of his civilian position at the US Army Futures Command, his US Army Reserve responsibilities as the Chief Judge, Army Court of Criminal Appeals (IMO), and his family priorities. Also in January 2023, we will meet with JAG Corps Alumni working in Academia to discuss our recruitment efforts and solicit input on ways we can improve these endeavors. These are but a few examples of the many initiatives your leadership is working on concurrently. We cannot overstate the importance of active participation in recruiting across echelon. There is no better advertisement for the Regiment than the exemplary performance of its members in all that we do.

Recruiting Resources. JARO will equip your teams with all the materials necessary to conduct successful outreach. Several packets of information are currently in development and will be placed on the JARO website as they are complete: updated recruiting materials (such as pamphlets, compensation overview, QR codes, and posters); an application packet to provide to Law School Career Services Offices and bar associations; information packets and training packages for use in engagements with ROTC battalions; and an information packet on the FLEP.

We rely on every member of our JALS family to identify law students and other young professionals with a proclivity for our dual professions and inspire them to serve this great nation in our Regiment. The efforts you make to recruit new talent will directly contribute to the care, well-being, and retention of our current team. Together, with your energy, drive, and enthusiasm, we can ensure the continued success of our Corps. Everyone is a recruiter—including you!

As always, *we'll meet you on the high ground*!

//ORIGINAL SIGNED//
STUART W. RISCH
Lieutenant General, USA
The Judge Advocate General

//ORIGINAL SIGNED//
JOSEPH B. BERGER
Major General, USA
Deputy Judge Advocate General

//ORIGINAL SIGNED//
WILLIAM J. KOON
Senior Executive Service, USA
Senior Civilian of the Corps

//ORIGINAL SIGNED//
(b) (6)
Chief Warrant Officer Five, USA
Chief Warrant Officer of the Corps

//ORIGINAL SIGNED//
(b) (6)
Command Sergeant Major, USA
Regimental Sergeant Major

Q1. Why did you join the JAG Corps?

- Ability to practice in multiple areas of law
- Immediate opportunity to practice (Litigate or directly advise)
- Teamwork/comradery
- Sense of purpose
- Benefits and compensation
- Other (if so, what?)

Q2. How did you learn about the JAG Corps?

- Word of mouth
  - Friend
  - Family
  - Professor/mentor
  - Other (if so, who?)
- Internet Search/Online information
  - Social Media
  - Army Websites
  - Email
- Speech/Presentation
  - Law School
  - Elsewhere (if so, where?)

Q2 – Follow Up:

a. Which of the above most influenced your decision to join?

- Word of mouth
  - Friend
  - Family
  - Professor/mentor
  - Other (if so, who?)
- Internet Search/Online information
  - Social Media
  - Army Websites
  - Email
- Speech/Presentation
  - Law School
  - Elsewhere (if so, where?)
- Paper Marketing
  - Mailing pamphlets
  - Letters
  - Flyers/Brochures

Q2 – Follow Up:

b. How do you recommend the JAG Corps contact current law students?

- Word of mouth
  - Friend
  - Family
  - Professor/mentor
  - Other (if so, who?)
- Internet Search/Electronic information
  - Social Media
  - Army Websites
  - Email
- Speech/Presentation
  - Law School
  - Elsewhere (if so, where?)
- Paper Marketing
  - Mailing pamphlets
  - Letters
  - Flyers/Brochures

Q3. What was your biggest hurdle to overcome when joining the JAG Corps?

- Unfamiliar with military service generally
- Possibility of deployment
- Physical fitness
- Moving to a different duty locations regularly
- Other (if so, what?)

Q4. In ONE word, describe why you choose the JAG Corps over private practice/another government agency/other opportunities.

Q3 Follow up: On a scale of 1–5, how well do you understand what jobs you will be doing at your first duty station? (Do you know what job you will be doing, and do you know what that job entails?)

Q4 Follow Up: Did you see a difference between serving in the Army JAG Corps and the JAG Corps in other services?

Q5. Which of the following catches your attention? (Rank all in order of most catchy (1) to least:)

- Join the Most Consequential Practice of Law on Earth
- We don't just practice law, we practice with a Purpose
- Don't just join a firm, join a Family
- Be a Leader…Be an Advocate…Be an Advisor…Be the Difference
- ….
- ….
- ….

Q6. In ONE word, describe your impression of the JAG Corps thus far.

Q7. Which Social Media sites do you interact with the most?

Q7 – Follow Up:

A. What type of social media content do you interact with the most?

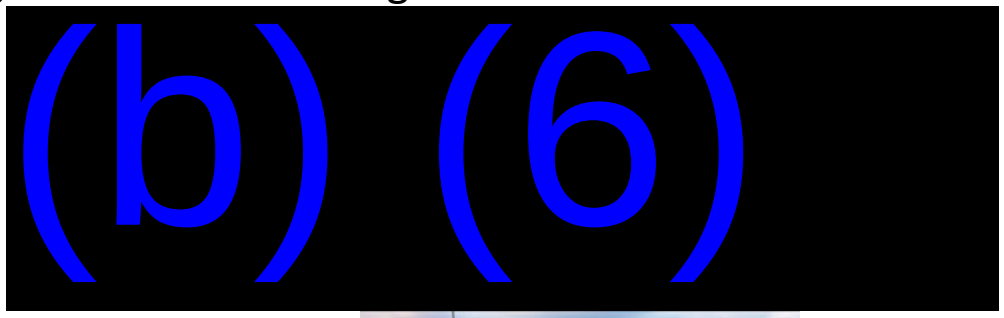
B. When researching the JAG Corps, what information would you have wanted to see, hear, or read about the most?
   - The Army PT program/ACFT
   - Profiles of current JAs
   - Profiles of former JAs
   - Day-to-day life of an active duty JA
   - Day-to-day duties/tasks of JAs in various practice areas
   - Other (if so, what?)

Q7. What kinds of images would you include in new JAG Corps advertising? (# those you would include in rank order, most important (1) to least important, no number placed next to those that you would exclude.)

- Courtroom pictures



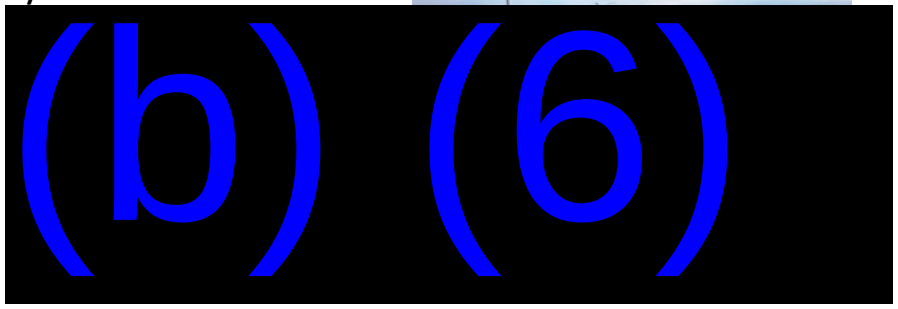
- Judge Advocates advising commanders in the field



- Posed AGSU Pictures

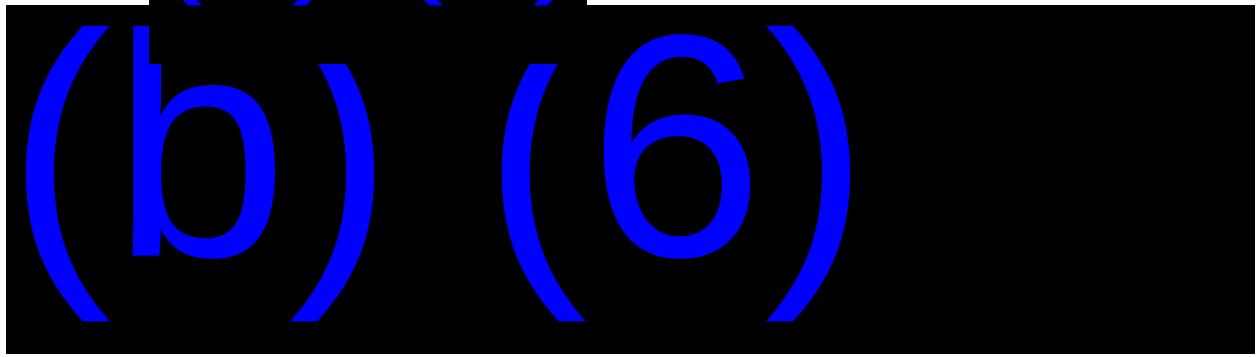


- PT /



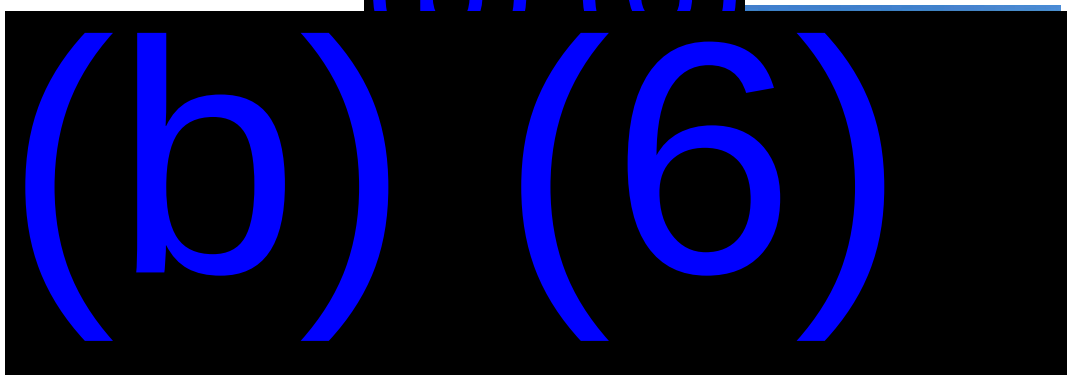
- Individual participation in field exercises / helicopter jumps





- Office fun / pictures showing JAs with their families





Draft Problem Statement

How do OSJAs play a direct role in recruiting, (1) both external and internal to their installation, (2) synchronized with FSOs and COMPO 2 & 3 teammates, and (3) effectively and efficiently capture and share those efforts across the Regiment?

(b) (6) (b) (6) USARMY HQDA OTJAG (USA)

From: (b) (6) (b) (6) HQDA OTJAG (USA)
(b) (6)
Sent: Tuesday, February 14, 2023 3:14 PM
To: (b) (6) ((b) (6) USARMY HQDA (USA); (b) (6) (b) (6) USARMY HQDA OTJAG (USA)
Cc: (b) (6) (b) (6) USARMY HQDA OTJAG (USA)
Subject: FW: Idea: DEI subpages to JARO website
Signed By: (b) (6)

Team – sharing FYSA & record as this idea is likely one that won't come to fruition until after PCS season…

v/r,
(b) (6)

From: (b) (6) (b) (6) USARMY HQDA OTJAG (USA)
Sent: Tuesday, February 14, 2023 3:12 PM
To: (b) (6) CIV USARMY HQDA OTJAG (USA); (b) (6) LTC USARMY HQDA (USA) (b) (6)
Cc: (b) (6) (b) (6) USARMY HQDA OTJAG (USA); (b) (6)
Subject: Idea: DEI subpages to JARO website

Ladies,

I just received the below link from (b) (6)(b) (6), asking if the JAGC had anything similar to this website that spotlights our diversity. My initial thoughts were no, but we could!

Food for thought –
~(b) (6): as you work with ITD to revamp their recruiting webpage, consider adding a placeholder for something that speaks to our diversity in this level of detail??
(b) (6): could this be an appropriate initiate for the DEI Field Boards? To work with (b) (6) (our Regimental Historian in Charlottesville) IOT bring the creative genius necessary to spotlight our diversity (Black JAs, Hispanics, etc) in this level of detail? Sketch out the content of the site(s) and submit to JARO. JARO then can review and give to ITD to include as a subpage to the JARO site so that new recruits can not only see what they could do in the Corps, but the diverse team they would be joining, right from the start.

https://www.army.mil/blackamericans/index.html#explorefurther

v/r,
(b) (6)

(b) (6)
LTC, JA
(b) (6)

Office of The Judge Advocate General
Washington DC 20310

(b) (6)

Judge Advocate Branding and Recruiting Campaign – Read-Ahead Packet Cover Memo
Spring 2023 JAG Corps Board of Directors (BoD) Meeting

1. **Background**. This packet provides background material informing the current Judge Advocate (JA) recruiting environment. A brief explanation of the read-ahead packet's contents is provided to guide your preparation for the 2023 BoD meeting.

2. **Read-Ahead Packet Content Explanation**.
a. *Attachment #1 (pp. 3-30): JAG Corps Recruiting Campaign – Current Edition*. The packet begins with a review of the current JAG Corps Recruiting Campaign Plan. This document was created following the September 2019 BOD, where the BOD analyzed the qualities the JAGC most desires in future Judge Advocates and Civilian Attorneys, our recruiting goals and objectives, and broad approaches to achieve them. JARO implemented the JAG Corps Recruiting Campaign in March 2020 (p. 3).

b. *Attachment #2 (pp 31-41): 2020 BOD Recruiting In-Progress Review*. In September 2020, JARO provided an in-progress review (IPR) of the recruiting campaign plan and mid-pandemic recruiting environment. The IPR indicated that the war for talent begins by streamlining and personalizing the accessions process; including streamlining the hiring of summer interns and ROTC education-delay applicants, energizing FLEPs to be recruiters, and engaging the ROTC cadet population by educating PMS's and alumni targeted outreach.

c. *Attachment #3 (pp. 42-43): Foundation Sends 41-22, Everyone is a Recruiter*. Throughout 2021 and 2022, applicant numbers continued the downward trend identified in the September 2020 Recruiting IPR. The JAG Corps navigation of an already competitive legal market was further complicated by congressionally mandated changes to the military justice system in the FY20 NDAA and the subsequent Army-directed growth of 100+ 27-series authorizations. Once official travel resumed to pre-pandemic operations within 2022, emphasis was placed on increasing and synchronizing recruiting across the JAG Corps.

(1) JAG Corps General Officers increased personal recruiting engagements with law schools and ROTC battalions in the Fall of 2022 and throughout Winter 2023. ACCA Outreach engagements were reinvigorated, and USAR BG Ron Sullivan embarked on a JAG Corps Recruiting Tour through metropolitan cities with large number of diverse law students.

(2) In November 2022, TJAG tasked SIO to lead a working group that identified a "brand" for the JAG Corps, aimed at allowing the JAG Corps to better connect with the civilian population, show what makes service in the JAG Corps unique, and make widely known the vast opportunities that exist within the Corps. The Working Group and JARO are updating all recruiting materials, including the JARO website, application platforms, and printed marketing materials.

(3) In January 2023, the Foundation Sends 41-22, Everyone is a Recruiter, emphasized the need for all JALS personnel to play a more active role in the recruitment of ROTC cadets, FLEP officers, and Direct Accessions.

(4) JARO is revising the Recruiting Campaign Plan in order to capture updates to strategic recruiting efforts, such as the rank and experience of FSOs, 1L and 2L intern and externships, and FLEP mentor program; strategic outreach engagements conducted by JAG Corps General Officers, ACCA, and JARO FSOs; updates to the application process

and online platform; revised accessions, including rolling USAR accessions, the Early Decision Program for 2L interns, and improvements to the evaluation metrics used by accession boards; FLEP empowerment in recruiting; ODEI collaboration in order to address an untapped talent pool, and OSJA recruiting efforts.

d. *Attachment #4 (p. 44-49): Focus Group feedback*. The "Brand" Working Group met with various people as focus groups for proposed branding and recruiting ideas from January through March 2023, namely the Officer Basic Course, the JAG Corps DEI Field Boards, and JAG Corps Alumni working in Academia. Full feedback will be shared at the BOD in April 2023, but initial feedback indicates that our applicant numbers could increase if we provided more law students and practicing attorneys in-person, experiential learning about Army JAG Corps opportunities. A list of the questions asked to the focus groups is attached.

e. *Attachment #5* (p. 50): Draft Problem Statement. Lastly, a draft problem statement is provided from initial mission analysis planning. JARO is updating the Recruiting Campaign Plan to capture current recruiting efforts occurring across echelon and components. JARO seeks your analysis of OSJA involvement in our greater recruiting efforts; specifically (1) the role OSJAs can play in recruiting, both external and internal to their installation, (2) synchronized with FSOs and compo 2 & 3 teammates, (3) the resources required, and (4) effectively and efficiently captured and shared across the Regiment.

3. **BoD Preparation**. To inform your analysis of the OSJAs role in recruiting, JARO encourages you to seek feedback within your offices using the types of questions asked at focus groups. At the BoD, JARO will ask committee members to analyze and assess potential OSJA recruiting COAs.

Lawyers as Leaders Speech – Syracuse
1200-1300; 1 March 2023

Good afternoon, I am LTG Stu Risch, the 41st Judge Advocate General of the Army. Thank you for the opportunity to speak on the subject of “lawyers as leaders.” It truly is a privilege to discuss leadership – because it is a topic I deeply care about in my dual roles as an Army Soldier and a leader in The Judge Advocate General’s Corps. I recently unearthed a memorandum on my leadership philosophy from 2011 from when I was a Colonel. While I am not happy that more than a decade has passed since I drafted that memo – because it feels like yesterday, I am pleased to report that my philosophy has remained unchanged. I charge each of you to begin thinking about your leadership philosophy because you will be inspiring and motivating people soon if you are not already.

The modern Army has weathered many storms during my 38 years of service, and although it is not without issues – like any organization, it remains the greatest army in the world. Our Army prides itself on being a learning organization, and those storms have taught us many lessons. Given my unique aperture, that of a Soldier and a lawyer, I want to talk to you about how the Army JAG Corps takes lawyers and turns them into leaders.

Some of you may be asking yourself, "what possible relevance does a Soldier's lessons on leadership have to me as a current or future attorney

who may never practice military law?" I maintain that leadership in my world is as vital as it is in your respective worlds. Whether I am advising a commander and his staff, or you are advising a client and his family or business partners - **leadership is the key**.

Today I will discuss the concept of lawyers as leaders, the Army JAG Corps' emphasis on leadership, and discuss an Army JAG who embodied leadership. I will focus on how the Army, and specifically the Army JAG Corps, ***grow leaders***. First, let me provide some background on our remarkable law firm.

Our People

Our Corps has approximately 1,840 Judge Advocates on active duty; more than 2,800 in the Army Reserve and National Guard; and over 750 civilian attorneys subject to my qualifying authority. We have over 5,000 uniformed and civilian attorneys who lead and work side-by-side with over 5,000 uniformed and civilian paralegals and Warrant Officers. In sum, our Regiment is over 10,000 personnel strong and is embedded in every part of the Army to provide principled legal counsel and support.

Over 100 JAs are presently deployed worldwide in more than 20 countries, and nearly 200 Reserve Component JAGC Soldiers are mobilized (non-deployed) on active duty. While these numbers have decreased since the end of the wars in Iraq and Afghanistan, our worldwide footprint has increased. Together, JAGC personnel supported more

than 600 legal offices and deployed task forces in over 30 countries, including Iraq, Kuwait, Qatar, Egypt, Honduras, Ukraine, Korea, Kosovo, Poland, and multiple countries on the African continent in the past year.

I tell you that to let you know that **your** Army JAG Corps personnel are doing things all over the globe that should make you proud to be an American. In fact, one of our offices in Germany – the 21st Theater Sustainment Command – was awarded the 2022 Hodson Award by the American Bar Association for its work coordinating the COVID-19 response across Europe, assisting with the evacuation of over 100k individuals from Afghanistan, ***and*** responding to the Russian invasion of Ukraine. Only one Hodson award is presented by the ABA annually, and it recognizes sustained, outstanding performance by a government or public sector office. Although that one JAG office was the award recipient, they illustrate what all our offices are doing daily worldwide – and their remarkable feats have leadership as a foundation.

Concept of "Lawyers as Leaders"

The modern concept of "lawyers as leaders" appears to have its roots in the publication of Anthony Kronman's 1993 book "The Lost Lawyer." Kronman sought to refocus the legal profession on leadership with a revival of nineteenth-century notions of the "lawyer-statesman ideal." More recently, the concept was expanded upon further by Ben Heineman, Jr. in his 2007 article Yale Law Journal titled "Lawyers as Leaders ."If any of you

have served or are serving on law review, you must be slightly disappointed at his lack of a catchy title – but at least it was pithy. Title withstanding, the content of his article was prescient and has gained significant traction in the legal academic community over the last few years. Although there is a new focus on this concept, our nation's history is rife with examples of lawyers doing exactly what Heineman championed.

Some examples include Thomas Jefferson as the principal author of the Declaration of Independence; Madison and Marshall's central roles in the adoption and establishment of the Constitution; pre-Civil War abolitionism by Charles Sumner and others; and the Civil Rights Movement by Thurgood Marshall and others. In each of these, the individuals involved utilized their experience and expertise as lawyers to progress important concepts that may not have been widely popular among the American public at the time of their involvement – and they did so by exerting leadership.

A frequent discussion in our culture centers around the debate on whether leaders are made or born – do genetics determine our leadership abilities, or can experience hone our skills? I wholeheartedly believe leaders are made – forged in the cauldron of life by making difficult decisions and learning from mistakes. Science supports my long-held hypothesis, with studies suggesting that leadership is 30% genetic and 70% learned. As a result, individuals may be born with innate leadership

abilities and, nonetheless, can learn to lead better. This should give each of you cause for celebration because **everyone** has room to learn new skills and grow in leadership competency.

The Army – and the military services in general – have long been thought to be incubators for producing strong leaders. Returning to my previous point, you might wonder if that is because people born with natural leadership abilities are drawn to military service – and there may be some validity to that contention. However, the Army has created publications that are especially adept at teaching leadership skills to its personnel. If you have not read Army Doctrine Publication (ADP) 6-22 "Army Leadership and the Profession," I strongly encourage you to do so. It is lauded by numerous CEOs and other renowned leaders as ***the*** preeminent text on effective leadership. Best of all, you can download it for free from the Army Publishing Directorate – can you imagine if that was the case for your law school books??? If you want to improve as a leader of disparate individuals, I strongly urge you to read ADP 6-22. And to the cadets in attendance from the Syracuse ROTC program – you will soon become intimately familiar with that publication if you are not already.

The Army JAG Corps and Leadership

The Army JAG Corps is just as serious about leadership as the Army is. At the end of the day, we are in the People business. My top priority, as well as that of the Army, is our People – we place "People First!"

We strive to take care of our People, the Judge Advocate legal community, and their families, in order to provide exceptional advice and counsel to our clients. Of all the impressive multi-billion-dollar weapons systems the Army has in its arsenal, our greatest system is unequivocally our people. As they say in the special forces community: “humans over hardware.” And caring for our people extends beyond pay and healthcare; it also involves leadership and mentorship – helping them grow personally and professionally. Theodore Roosevelt once observed, "Nobody cares how much you know until they know how much you care." Your Army JAG Corps lives that ethos every day.

In recent years, civilian law firms have stressed the importance of lawyers being "layered." This means they possess the requisite legal expertise, strategic thinking, and disciplined planning, combined with the ability to build powerful relationships, take ownership, and give back with empathy, authenticity, and commitment to a cause. The previously discussed ADP 6-22 defines leadership as "the activity of influencing people by providing purpose, direction, and motivation to accomplish the mission and improve the organization." You can see how those two concepts mesh.

The “layered” concept is one the Army JAG Corps has valued for decades. We are Dual Professionals – Soldiers and Lawyers – each of which requires a unique set of skills. In Mr. Heineman's 2007 Yale Law

Journal article, he asserts that lawyers should “work cooperatively and constructively on teams composed of members from other disciplines, vocations, and cultures.” Our attorneys literally do that all day long on a daily basis – with infantrymen, budget analysts, fires personnel looking to drop ordnance, and military intelligence personnel, to name a few. This provides our personnel with a difference of perspective both in terms of how they address issues and in individual backgrounds. Then, as Majors, our attorneys conduct joint education with those same teams from sister services at the Army Command and General Staff College, where they literally learn how these different disciplines conduct planning by actually performing duties in those other roles. This affords us with a perspective that other attorneys may not have the benefit of – understanding precisely what our clients do and how they do it.

The Army JAG Corps’ focus on leadership as Dual Professionals begins with a foundation of ethics rooted in the Army Values and professional rules of ethics. As Soldiers, we live by the seven Army values (Loyalty, Duty, Respect, Selfless Service, Honor, Integrity, and Personal Courage). As Lawyers, we honor our professional ethics, character, and responsibility to advise commanders toward legally and morally correct decisions. Our adherence to those standards yields mutual trust. Success as a Dual Professional requires trust among all involved – servicemembers, Army

Senior Leaders, Families, and the American People – we must earn and maintain the trust and confidence of those we serve **and** serve alongside.

As America's oldest and largest law firm, engaged in the most consequential practice of law on earth, we have developed four constants that guide our practice – Principled Counsel, Servant Leadership, Stewardship, and Mastery of the Law. Principled Counsel means providing candid professional advice on law and policy grounded in the Army Ethic and enduring respect for the Rule of Law. Servant Leadership entails our leaders putting those they lead before themselves. Stewardship demands that leaders act to improve the organization beyond their own tenure – thinking long-term for our Corps. Finally, Mastery of the Law is in-depth knowledge, competence, and skill in our practice areas – which is formed through experience, training, and lifelong learning. To symbolize these constants, we use one of the most critical instruments in navigation – the compass. A compass indicates the direction you are traveling but also provides the bearing toward where you need to go. These constants provide our Corps the direction we, at times, require and help us always maintain a proper bearing as we pursue our service to the Nation and her Army.

You can undoubtedly tell that our Corps takes great pride in leadership. In fact, despite all of the fantastic resources the Army provides to hone leadership, my predecessor determined we could nonetheless do

more in this critically important area. In 2019, the Army JAG Corps created the Leadership Center within The Judge Advocate General's Legal Center and School (TJAGLCS). I am proud to have overseen its further enlargement and inclusion into all aspects of our legal education. The mission of the Leadership Center is to train, educate, and assess leadership across the JAG Corps, creating engaged, inclusive, and accountable organizations that empower all members to lead with the four constants as the lynchpin of their practice. We must remain ever vigilant to do what is right and to speak truth to power – because **that** is leadership.

Leadership Examples: Phyllis Propp-Fowle and Walter Tsukamoto

Since the Army JAG Corps' founding on 29 July 1775, there have been countless examples of lawyers serving as stellar leaders in our ranks. Today I would like to make you aware of two individuals from our history that stand out amongst their peers. In honor of Women's History Month – which begins today, I would like to discuss the contributions of Phyllis Propp-Fowle. And because I won't be here during May for Asian American and Pacific Islander Heritage Month, I would like to discuss Walter Tsukamoto's contributions. Both of these amazing lawyers displayed leadership traits that we should all seek to emulate. Their military stories are both linked to 7 December 1941 – "a date which will live in infamy."

Phyllis Propp-Fowle was a trailblazer who was used to being "the first." After she graduated from the University of Iowa College of Law in

1933 – one of only two women, I might add – she practiced as an attorney. After the Japanese bombed Pearl Harbor on 7 December 1941, she wanted to do her part to assist the United States in being victorious in World War II. Unfortunately, the Army – including the JAG Corps – was gender-segregated at this time. Undeterred, Phyllis was in the first group of women to join the Women's Army Auxiliary Corps, commissioning as a second lieutenant on 3 October 1942. Given her legal background, she began requesting transfers to the JAG Department (what the JAG Corps was called at that time) in mid-1943. When Congress gave the Auxiliary Corps military status as part of the Army and renamed it the Women's Army Corps in September 1943, she became one of its first members. She continued to request transfers to the then-all-male JAG Department. Luckily for us, Phyllis was persistent. And after two long years, her transfer was finally approved.

On 4 May 1944, then-CPT Propp-Fowle became the first female Judge Advocate in the United States Army. CPT Propp-Fowle was assigned as the Post Judge Advocate at Fort Des Moines, Iowa – making her the first female Post Judge Advocate. In January 1945, she deployed to Europe, where she was assigned to the Office of the Staff Judge Advocate, European Theater, Paris. In the process, Phyllis became the first female Judge Advocate to earn a combat patch and overseas service bars (three, to be exact - for her 18 months of stellar service). Moreover, she has the

distinction of being the only female Judge Advocate to serve overseas during World War II. Following a well-deserved promotion, then-MAJ Propp-Fowle transferred to Heidelberg, Germany, where she served as the Chief, Legal Affairs, Judge Advocate Division, U.S. Forces European Theater.

In 1947, the Army made the unfortunate decision to discharge all women and return to its pre-war status as gender segregated. As a result, MAJ Propp-Fowle was released from active duty on 21 July 1947. However, the JAG Department recognized her stellar skills as an attorney – leading to her immediate rehiring as a civilian attorney in the Military Affairs Branch at European Command in Heidelberg, Germany. Fortunately for our Corps, she remained in the Judge Advocate Division as a reservist and was subsequently promoted to Lieutenant Colonel in 1949. She ultimately retired from the Army Reserve as a Lieutenant Colonel in 1968.

Phyllis was a stellar officer and attorney who was a consummate leader and professional. She was the model of selfless service who **always** put the welfare of the Nation and the Army before her own. She was a trailblazer of the first order – and that is never easy to do.

Looking back at Lieutenant Colonel Phyllis Propp-Fowle's sterling career in the Corps, it would be impossible to find a Judge Advocate – male or female – who was the first to do so many things. In fact, no Judge Advocate is likely to have so many "firsts" ever again.

On 7 December 1941, 37-year-old Walter T. Tsukamoto was a civilian lawyer and Judge Advocate captain in the Army Reserve when the Japanese attacked Pearl Harbor. A loyal American who was outraged by the bombing of Hawaii, Tsukamoto requested that the War Department order him to active duty. His request was denied. He made another request for active duty – which was likewise denied. Undeterred, Captain Tsukamoto applied a third and fourth time for active duty. He was denied again each time. By this time, Walt Tsukamoto was interned in a camp on the Washington-Oregon border—for no other reason than the simple fact that he was a U.S. citizen of Japanese ancestry. But no American loved the Army or America more. Walt Tsukamoto sent a telegram directly to Secretary of War Simpson, imploring Simpson to let him serve his country in time of need. “May I beg of you,” wrote Tsukamoto in his telegram, “to bring about my immediate assignment. My wife and five children, all loyal Americans, join with me in this request.” The Army relented. Tsukamoto subsequently served with distinction and honor in the United States and in Japan during World War II. His stellar career continued after World War II.

He was the first lawyer of Asian-American ancestry to serve in our Corps, the first Asian-American to reach the rank of colonel in our Corps, and is the only judge advocate in history to be awarded the Congressional Gold Medal. He was the model of selfless service who **always** put the welfare of the Nation and the Army before his own. Looking back at

Colonel Walt Tsukamoto's sterling career in the Corps, it would assuredly be an impossible feat to find a Judge Advocate that loved America or the Army more.

Today, when we celebrate the diversity of the United States, it is crucial to recognize that women, Japanese Americans, and so many others suffered from prejudice or discrimination – and still do. Yet despite that fact, Phyllis and Walter were unwavering in their devotion to the United States and its promise of equality for all. You see, even when their nation did not display an adherence to the Rule of Law they each fought for, they both continued to believe in the adage that "there is nothing wrong with America that cannot be cured by what is right with America." The leadership each displayed in the face of unimaginable scrutiny should be a lesson to each of us. Lieutenant Colonel Propp-Fowle and Colonel Tsukamoto were both indeed "firsts without equal."

Recognizing her contributions to our nation and the JAG Corps, we established the Major General Gray and Lieutenant Colonel Propp-Fowle Leadership Center Academic Chair on Diversity, Equity, and Inclusion (DEI) in 2021 at our Legal Center and School. Later this month, we will host the second Gray & Propp-Fowle Lecture on DEI. The Army JAG Corps is committed to DEI, and we recognize that the diversity of our people is our greatest strength. As future leaders, I hope you understand all of the studies which show that diverse teams outperform homogenous ones in

every important metric. I challenge you to learn how to build diverse teams when you have an opportunity, and learn how to better lead individuals from diverse backgrounds. I promise that you and your enterprise will be better because of it.

Closing

As lawyers continue to fill roles previously held by other professionals, leadership will remain a critical component of individual success. The skills to excel can come from many different places, but I encourage you to look at some of the products utilized by the Army and the Army JAG Corps. Better still, I urge you to consider joining the Army JAG Corps – because I promise we will make you a better leader and give you opportunities early in your legal career that you cannot obtain elsewhere.

It is an exciting time to serve in our ranks. We have placed an increased emphasis on leadership and mentorship to continue to grow the leaders our Army and nation will need in the 21st century. This Regiment continues to be the resilient, steadfast professionals the Army requires. Our 10,000 personnel hit it out of the park every single day. While our clients and core practice areas remain unchanged, our missions continue to grow and evolve. Through that change, our Corps will remain trusted professionals ready to operate on the cutting edge of the law, policy, and social change. Thank you for the opportunity to speak today, and I'll meet you on the high ground.

Lawyers as Leaders Speech – Syracuse
1200-1300; 1 March 2023

Good afternoon, I am LTG Stu Risch, the 41st Judge Advocate General of the Army. Thank you for the opportunity to speak on the subject of "lawyers as leaders." It truly is a privilege to discuss leadership – because it is a topic I deeply care about in my dual roles as an Army Soldier and a leader in The Judge Advocate General's Corps. I recently unearthed a memorandum on my leadership philosophy from 2011 from when I was a Colonel. While I am not happy that more than a decade has passed since I drafted that memo – because it feels like yesterday, I am pleased to report that my philosophy has remained unchanged. I charge each of you to begin thinking about your leadership philosophy because you will be inspiring and motivating people soon if you are not already.

The modern Army has weathered many storms during my 38 years of service, and although it is not without issues – like any organization -- it remains the greatest army in the world. Our Army prides itself on being a learning organization, after action reviews, and the transparent sharing of lessons learned and best practices is ingrained in our culture – and those storms of life have taught us many lessons. Given my unique aperture, working in two, or dual professions -- that of a Soldier and a lawyer, or the professions of arms and profession of law, I want to talk to you about how the Army JAG Corps takes lawyers and helps grow them into leaders.

Some of you may be asking yourself, "what possible relevance does a Soldier's lessons on leadership have to me as a current or future attorney who may never practice military law?" I maintain that leadership in my world is as vital as it is in your respective worlds. Whether I am advising a commander and his staff, or you are advising a client and his family, or a CEO, or working with business partners - **leadership is key and essential**.

Today I will briefly discuss the concept of lawyers as leaders, the Army JAG Corps' emphasis on leadership, and discuss two Army JA's who embodied the essence of leadership. I will focus on how the Army, and specifically the Army JAG Corps, ***grows leaders***. But first, let me proudly provide some background on our remarkable law firm – what I believe to be the oldest, largest, and best there is.

Our People

Our Corps has approximately 1,840 Judge Advocates on active duty; more than 2,800 in the Army Reserve and National Guard; and over 750 civilian attorneys subject to my qualifying authority. That gives us over 5,000 uniformed and civilian attorneys who lead, manage, mentor, and work side-by-side with over 5,000 uniformed and civilian paralegals and Warrant Officers (our office Legal Administrators). In sum, our Regiment is over 10,000 personnel strong and is embedded in every part of the Army to provide principled, and legally precise, counsel, advice, and support.

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I tell you that to let you know that **your** Army JAG Corps personnel are doing things all over the globe that should make you proud to be an American and a legal professional. In fact, one of our offices in Germany – the 21st Theater Sustainment Command – was awarded the 2022 Hodson Award by the American Bar Association for its work coordinating the COVID-19 response across Europe, assisting with the evacuation of over 100k individuals from Afghanistan, ***and*** responding to the Russian invasion of Ukraine. Only one Hodson award is presented by the ABA annually, and it recognizes sustained, outstanding performance by a government or public sector office. Although that one JAG office was the award recipient, it clearly illustrates what all of our offices are doing daily worldwide – and their remarkable feats have guiding, directing, and inspiring leadership as a firm foundation.

Concept of “Lawyers as Leaders”

The modern concept of "lawyers as leaders" appears to have its roots in the publication of Anthony Kronman's 1993 book "The Lost Lawyer." Kronman sought to refocus the legal profession on leadership with a revival of nineteenth-century notions of the "lawyer-statesman ideal." More recently, the concept was further expanded by Ben Heineman, Jr. in his 2007 Yale Law Journal article entitled "Lawyers as Leaders." If any of you have served or are serving on law review, you must be slightly disappointed at the lack of (a hook in the title OR creativity in the title) – but at least it was pithy. Title withstanding, the content of his article was prescient and has gained significant traction in the legal academic community over the last few years. Although there is a new focus on this concept, our nation’s history is rife with examples of lawyers doing exactly what Heineman championed – lawyers serving as leaders.

Some examples include Thomas Jefferson as the principal author of the Declaration of Independence; Madison and Marshall’s central roles in the adoption and establishment of the Constitution and the Supreme Court; pre-Civil War abolitionism by Charles Sumner and many others; and the Civil Rights Movement led, in great measure, by Thurgood Marshall and so many others. In each of these, the individuals involved utilized their experience and expertise as lawyers to progress important concepts that may not have been widely popular among the American public at the time

of their involvement – and they did so by exerting strong leadership – which, as you might imagine, takes many forms. I often tell our Regiment that you don't get the luxury of being the leader you want be – you have to be the leader your people and team need! Same with lawyering…

A frequent discussion in our culture centers around the debate on whether leaders are made or born – do genetics determine our leadership abilities, or can experience hone our skills? I wholeheartedly believe leaders are made – forged in the cauldron of life by being forced to make difficult decisions and learning from mistakes through trial and error. Science supports my long-held hypothesis, with studies suggesting that leadership is 30% genetic and 70% learned. As a result, individuals may be born with innate leadership tendencies and abilities and, nonetheless, can and must learn to lead better – and I'll add, the learning **never** stops! This should give each of you cause for celebration because **everyone** has room to learn new skills, techniques, and best practices and thereby grow in leadership competency.

The Army – and the military services in general – have long been thought to be incubators for producing strong leaders. Returning to my previous point, you might wonder if that is because people born with natural leadership abilities are drawn to military service – and there may be some validity to that contention. However, the Army has created its own materials that are uniquely and specifically adept at teaching leadership skills to our

personnel. **(GEN BROWN STORY)** If you have not read Army Doctrine Publication (ADP) 6-22 "Army Leadership and the Profession," I strongly encourage you to do so. It is lauded by numerous CEOs and other renowned leaders as one of ***the*** preeminent texts on effective leadership. Best of all, you can download it for free from the Army Publishing Directorate – can you imagine if that was the case for your law school books??? If you are interested in improving as a leader of disparate individuals, in an effort to bring them together, all inspired to work as one toward a common cause or goal, I strongly urge you to read ADP 6-22. And to the cadets in attendance from the Syracuse ROTC program – you will soon become intimately familiar with that publication – and all of its central tenets -- if you are not already.

The Army JAG Corps and Leadership

The Army JAG Corps is just as committed to leadership and growing future leaders as is the Army. At the end of the day, we are in the People business. Our Regiment's top priority, as well as that of the Army, is our People – we place "People First!" We strive to take great care of our People, the Judge Advocate Legal Services (JALS) community, and their families, so that they, in turn, may provide exceptional advice and counsel to our clients. Of all the impressive multi-billion-dollar weapons systems the Army has in its arsenal, our greatest system is unequivocally our people. As they say in our special forces community: "humans over hardware." And

caring for our people extends well beyond pay, allowances, and healthcare; it principally involves leadership and mentorship – helping them grow personally and professionally. Theodore Roosevelt once observed, "Nobody cares how much you know until they know how much you care." Your Army JAG Corps lives that ethos every day.

In recent years, civilian law firms have stressed the importance of lawyers being "layered." This means they possess the requisite legal expertise, strategic thinking, and disciplined planning, combined with the ability to build powerful relationships, take ownership, and give back with empathy, authenticity, and commitment to a cause. The previously discussed ADP 6-22 defines leadership as "the activity of influencing people by providing purpose, direction, and motivation to accomplish the mission and improve the organization." You can see how those two concepts mesh.

The “layered” concept is one the Army JAG Corps has valued for decades. We are Dual Professionals – Soldiers and Lawyers – each of which requires a unique set of skills. In Mr. Heineman's 2007 Yale Law Journal article, he asserts that lawyers should “work cooperatively and constructively on teams composed of members from other disciplines, vocations, and cultures.” Our attorneys literally do that all day long on a daily basis – with infantrymen, planning operations, budget analysts determining how to fund request, field artillery personnel looking to drop

ordnance, and military intelligence personnel capturing and analyzing intel, to name a few. This provides our personnel with a difference of perspective both in terms of how they address issues and in their individual client's backgrounds. Then, as Majors, our attorneys conduct joint education with those same teams from our own and our sister services at the Army Command and General Staff College, where they literally learn how these different disciplines conduct planning by actually performing duties in those other roles. (reference to developing JAs as leaders through DCC, embedding in units, and PME). This affords us with a perspective that other attorneys may not have the benefit of – understanding precisely what our clients do and how they do it.

The Army JAG Corps' focus on leadership as dual professionals begins with a foundation of ethics and character rooted in the Army Values, Warrior Ethos, and professional rules of ethics. As Soldiers, we live by the seven Army Values (Loyalty, Duty, Respect, Selfless Service, Honor, Integrity, and Personal Courage). As Lawyers, we honor our professional ethics, character, and responsibility to advise commanders toward legally, ethically, and morally correct decisions. Our adherence to those standards yields mutual trust. Success as a dual professional requires trust among all involved – servicemembers, Army Senior Leaders, Families, and the American People – we must earn and maintain the trust and confidence of those we serve **and** serve alongside. It is the coin of the realm in our world.

As America's oldest and largest law firm, engaged in the most consequential practice of law there is, we have developed four constants that guide our practice – Principled Counsel, Servant Leadership, Stewardship, and Mastery of the Law. We call them "constants," as each serve as the bedrock upon which the foundation of our practice endures. Principled Counsel means providing candid professional advice on law and policy grounded in the Army Ethic and enduring respect for the Rule of Law. Servant Leadership entails our leaders putting those they lead before themselves – recognizing that they are there to serve those they lead, not the other way around. Stewardship demands that leaders act to improve the organization beyond their own tenure – thinking long-term for our Corps. As one wise individual put it: "Stewardship is planting the seeds for the trees, the shade of which our children will rest." Finally, Mastery of the Law is the in-depth knowledge, competence, and skill in our practice areas – which is formed through training, experience, and lifelong learning.

To symbolize these constants, we use one of the most critical instruments in navigation – the compass. A compass always indicates the direction in which you are traveling, but also provides the proper bearing toward where you need to go, as well as true North. These constants provide our Corps the direction we, at times, require and help us always maintain a proper bearing, regardless of the environment in which we find

ourselves operating in, as we pursue our service to the Nation and her Army.

You can undoubtedly tell that our Corps takes great pride in leadership and our focus on it. In fact, despite all of the fantastic resources the Army provides to hone leadership, my predecessor and I determined that we could nonetheless do more in this critically important area. In 2019, the Army JAG Corps created a Leadership Center within The Judge Advocate General's Legal Center and School (TJAGLCS) in Charlottesville, VA. I am proud to have overseen its further enlargement and inclusion into all aspects of our legal education. The mission of the Leadership Center is to train, educate, and assess leadership – as well as mentorship, wellness, and Diversity, Equity and Inclusion -- across the JAG Corps, creating engaged, inclusive, and accountable organizations that empower all members to lead with the four constants as the lynchpin of their practice. We must remain ever vigilant to always do what is right, to speak truth to power, and to care for our people – because **that** is leadership.

And now, to bring my comments to a close, let me briefly discuss two superb JAG Corps **leadership examples: LTC Phyllis Propp-Fowle and COL Walter Tsukamoto**

Since the Army JAG Corps' founding on 29 July 1775, there have been countless examples of lawyers serving as stellar leaders in our ranks. Today I would like to make you aware of two individuals from our history

that stand out among their peers. In honor of Women's History Month – which begins today, I would like to discuss the contributions of Phyllis Propp-Fowle. And because I won't be here during May for Asian American and Pacific Islander Heritage Month, I'd also like to discuss Walter Tsukamoto's contributions. Both of these amazing lawyers displayed leadership traits that we should all seek to emulate. Their military stories are both linked to 7 December 1941 – "a date which will live in infamy."

Phyllis Propp-Fowle was a trailblazer who was used to being "the first." After she graduated from the University of Iowa College of Law in 1933 – one of only two women – she practiced as an attorney. After the Japanese bombed Pearl Harbor on 7 December 1941, she wanted to do her part to assist the United States in being victorious in World War II. Unfortunately, the Army – including the JAG Corps – was gender-segregated at this time. Undeterred, Phyllis was in the first group of women to join the Women's Army Auxiliary Corps, commissioning as a second lieutenant on 3 October 1942. Given her legal background, she began requesting transfers to the JAG Department (what the JAG Corps was called at that time) in mid-1943. When Congress gave the Auxiliary Corps military status as part of the Army and renamed it the Women's Army Corps in September 1943, she became one of its first members. She continued to request transfers to the then-all-male JAG Department. Luckily

for us, Phyllis was persistent. And after two long years, her transfer was finally approved.

On 4 May 1944, then-CPT Propp-Fowle became the first female Judge Advocate in the United States Army. CPT Propp-Fowle was assigned as the Post Judge Advocate at Fort Des Moines, Iowa – making her the first female Post Judge Advocate. In January 1945, she deployed to Europe, where she was assigned to the Office of the Staff Judge Advocate, European Theater, Paris. In the process, Phyllis became the first female Judge Advocate to earn a combat patch and overseas service bars (three, to be exact - for her 18 months of stellar service). Moreover, she has the distinction of being the only female Judge Advocate to serve overseas during World War II. Following a well-deserved promotion, then-MAJ Propp-Fowle transferred to Heidelberg, Germany, where she served as the Chief, Legal Affairs, Judge Advocate Division, U.S. Forces European Theater.

In 1947, the Army made the unfortunate decision to discharge all women and return to its pre-war status as gender segregated. As a result, MAJ Propp-Fowle was released from active duty on 21 July 1947. However, the JAG Department recognized her stellar skills as an attorney – leading to her immediate rehiring as a civilian attorney in the Military Affairs Branch at European Command in Heidelberg, Germany. Fortunately for our Corps, she remained in the Judge Advocate Division as a reservist and

was subsequently promoted to Lieutenant Colonel in 1949. She ultimately retired from the Army Reserve as a Lieutenant Colonel in 1968.

Phyllis was a stellar officer and attorney who was a consummate leader and professional. She was the model of selfless service who **always** put the welfare of the Nation and the Army before her own. She was a trailblazer of the first order – and that is never easy to do.

Looking back at Lieutenant Colonel Phyllis Propp-Fowle's sterling career in the Corps, it would be impossible to find a Judge Advocate – male or female – who was the first to do so many things. In fact, no Judge Advocate is likely to have so many "firsts" ever again.

On 7 December 1941, 37-year-old Walter T. Tsukamoto was a civilian lawyer and Judge Advocate captain in the Army Reserve when the Japanese attacked Pearl Harbor. A loyal American who was outraged by the bombing of Hawaii, Tsukamoto requested that the War Department order him to active duty. His request was denied. He made another request for active duty – which was likewise denied. Undeterred, Captain Tsukamoto applied a third and fourth time for active duty. He was denied again each time. By this time, Walt Tsukamoto was interned in a camp on the Washington-Oregon border—for no other reason than the simple fact that he was a U.S. citizen of Japanese ancestry. But no American loved the Army or America more. Walt Tsukamoto sent a telegram directly to Secretary of War Simpson, imploring Simpson to let him serve his country

in time of need. “May I beg of you,” wrote Tsukamoto in his telegram, “to bring about my immediate assignment. My wife and five children, all loyal Americans, join with me in this request.” The Army relented. Tsukamoto subsequently served with distinction and honor in the United States and in Japan during World War II. His stellar career continued after World War II.

He was the first lawyer of Asian-American ancestry to serve in our Corps, the first Asian-American to reach the rank of colonel in our Corps, and is the only judge advocate in history to be awarded the Congressional Gold Medal. He was the model of selfless service who **always** put the welfare of the Nation and the Army before his own. Looking back at Colonel Walt Tsukamoto’s sterling career in the Corps, it would assuredly be an impossible feat to find a Judge Advocate that loved America or the Army more.

Today, when we celebrate the diversity of the United States, it is crucial to recognize that women, Japanese Americans, and so many others suffered from prejudice or discrimination – and still do. Yet despite that fact, Phyllis and Walter were unwavering in their devotion to the United States and its promise of equality for all. You see, even when their nation did not display an adherence to the Rule of Law they each fought for, they both continued to believe in the adage that “there is nothing wrong with America that cannot be cured by what is right with America.” The leadership each displayed in the face of unimaginable scrutiny should be a lesson to each

of us. Lieutenant Colonel Propp-Fowle and Colonel Tsukamoto were both indeed “firsts without equal.”

Recognizing her contributions to our nation and the JAG Corps, we established the Major General Gray and Lieutenant Colonel Propp-Fowle Leadership Center Academic Chair on Diversity, Equity, and Inclusion (DEI) in 2021 at our Legal Center and School. Later this month, we will host the second Gray & Propp-Fowle Lecture on DEI. The Army JAG Corps is committed to DEI, and we recognize that the diversity of our people is our greatest strength. As future leaders, I hope you understand all of the studies which show that diverse teams outperform homogenous ones in every important metric. I challenge you to learn how to build diverse teams when you have an opportunity, and learn how to better lead individuals from diverse backgrounds. I promise that you and your enterprise will be better because of it.

Closing

In closing, I’ll note that as lawyers continue to fill roles previously held by other professionals, leadership will remain a critical component of individual success. The skills to excel can come from many different places, but I encourage you to look at some of the products utilized by the Army and the Army JAG Corps. An on-line search for the Army JAG Corps Leadership Center will take you directly to our publicly accessible page where much of what I speak is accessible without needing, for lack of a

better term, membership access. Better still, I urge you to at least consider joining the Army JAG Corps – in uniform on Active Duty or in the Reserves, or as a Department of the Army civilian - because I promise we will make you a better leader and give you opportunities very early in your legal career that you cannot obtain elsewhere.

It is truly an exciting time to serve within our ranks. We have placed an increased emphasis on leadership, mentorship, wellness, and diversity, equity and inclusion, to continue to grow the leaders and managers our Army and nation will need in the 21st century. This Regiment continues to be the adaptive, resilient, steadfast professionals our Army requires. To tie this back to my beloved Yankees, our 10,000 personnel hit homeruns **every single day.** While our clients and core practice areas remain relatively unchanged, our missions continue to grow and evolve exponentially. All through that change, our Corps will remain the trusted professionals who are ready to operate on the cutting edge of the law, policy, and social change. Thank you for the opportunity to speak to you today, as always, I'll meet you on the high ground.

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.

Field Board 13
DEI Champion Program

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.

Field Board 13
DEI Champion Program

MEMORANDUM OF INSTRUCTION

- Purpose
- Policy
- Background for the Champion Award
- Eligibility and Criteria
- Nomination and Finalist Applications and Selection
- Recognition

Field Board 13
DEI Champion Program

ELIGIBILITY AND CRITERIA

- Nominees cannot be flagged or pending derogatory administrative or adverse action
- All JALS members are eligible for the Award
- Nominees must embody the values of the Army and JAG Corps
- Must exemplify one or more of the pillars through any specific and noteworthy achievement in their professional or personal capacity
- Activities should be focused on the previous year but can include other demonstrated excellence for up to 3 years prior

Field Board 13
DEI Champion Program

NOMINATIONS AND FINALIST APPLICATIONS

- Anyone can nominate anyone using our simple nomination form which will be posted on the Award's JAGCNET page
- ODEI will select finalists for each Award category
- Finalists Packets must include:
  - Cover Sheet
  - Memorandum reflecting the finalist's efforts to support the DEI pillars
  - Supporting documentation demonstrating those efforts
  - Award SJA Approval Form

Field Board 13
DEI Champion Program

SELECTION AND RECOGNITION

- The Board will include the ODEI Director and Program Director
- The other Board members will be appointed by TJAG after a conflicts check has been conducted
- The Board will evaluate the finalist and make recommendations for selection to TJAG
- The selected winners will travel to TJAGLCS to be recognized during the Worldwide Continuing Legal Education Course

Field Board 13
DEI Champion Program

Questions

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

DAJA-ZA 15 November 2023

MEMORANDUM FOR JUDGE ADVOCATE LEGAL SERVICES PERSONNEL

SUBJECT: Memorandum of Instruction – Diversity, Equity, and Inclusion (DEI) Champion Award

1. Purpose: This memorandum prescribes eligibility and procedures for nominations for the U.S Army Judge Advocate Legal Services (JALS) DEI Champion Award.

2. Policy: Each year, the Judge Advocate General's Corps (JAG Corps) will recognize and honor individuals within our JALS community who exhibit one or more of the programs' pillars of Diversity, Equity, and Inclusion: community, cultivation, and communication. This annual award will focus on JALS Personnel who have made significant impact in DEI during the previous 12 months. Four JALS community members (a junior enlisted, a non-commissioned officer, an officer, and a civilian) will be recognized each year.

3. Background: The JALS DEI Champion Award is the official award of the Judge Advocate General's Corps to recognize members of the JALS community who exhibit the programs' pillars of Diversity, Equity, and Inclusion.

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

b. *Cultivation*. The candidate has created and implemented special, targeted, and creative efforts to attract, retain, develop, and encourage diverse talent.

c. *Communication*. This candidate created opportunities to broaden the mindset and considerations of others to make the organization more inclusive.

4. Eligibility and Criteria:

a. *Minimum Criteria*. Nominees must not be flagged or pending derogatory administrative or adverse action for misconduct, physical readiness, or body composition.

b. *Award Criteria*. JALS DEI Champion Award. All JALS members, of all components, including civilians, are eligible for the JALS DEI Champion Award.

Nominees must embody the values of the Army and JAG Corps. Nominees must exemplify one or more DEI program pillars. A specific, noteworthy military, official, or civic achievement may be a factor in support of a nomination but will not be the sole reason for selection. Information supporting a nomination for the JALS DEI Champion Award should generally be focused on the activities in the previous year but demonstrated excellence dating back no more than three years from the date of the nomination may be relevant and included to support a nomination.

5. Nominations and Finalist Applications and Selection: Any service member or Department Army (DA) employee may nominate a candidate. The application process will be a two-step process. First, nominations will be completed on the digital form JALS Form XX-X on JAGCNET. Finalists will be selected from the initial nominees. The finalists will then submit a finalist packet for consideration.

a. *Nominations*. Nominations must be submitted to the custodian of the JALS DEI Champion Award in the JAG Corps Diversity, Equity, and Inclusion Division, via JALS Form XX-X on JAGCNET, by the prescribed deadline. Nominations received after that suspense will not be considered.

b. *Finalist Packet Requirements.* Finalist applications must be submitted in a .pdf file (no portfolio) with a cover sheet reflecting the nominee's DOD ID #, rank, and current unit of assignment. The applicants name should not be used or identifiable on any document. The required documents are identified as follows:

(1) Cover Sheet;
(2) Memorandum reflecting the finalist's efforts to support the DEI pillars;
(3) Supporting documentation demonstrating those efforts; and
(4) SJA Approval Form.

c. *Finalist Packet Submission.* Each finalist packet must be submitted to the custodian of the JALS DEI Champion Award in the JAG Corps Diversity, Equity, and Inclusion Division at usarmy.pentagon.hqda-otjag.mbx.jagc-diversity-inclusion@army.mil.

d. *Board Procedures*. A selection board, which includes the ODEI Director and Program Coordinator, will be appointed by TJAG. Prior to appointment of the remaining board members, a conflict check will be conducted by ODEI to ensure none of the board members are in the current or past rating or evaluating chain of the finalists. The board will evaluate the finalists and make recommendations to TJAG on who should receive the award for 20XX.

6. Recognition: If conditions permit, the selected winners will travel to TJAGLCS to be recognized during the 2024 Worldwide Continuing Legal Education (WWCLE) Course

in the fall.
7. Point of contact for this memorandum is the Office of Diversity, Equity, and Inclusion at 571-256-XXXX or usarmy.pentagon.hqda-otjag.mbx.jagc-diversity-inclusion@army.mil.

NAME
RANK
DUTY POSITION

DEPARTMENT OF THE ARMY

MEMORANDUM FOR Chief, Office of Diversity, Equity, and Inclusion, Office of The Judge Advocate General, 2200 Army Pentagon, Washington, DC 20310-2200

SUBJECT: Nomination for FY24 Diversity, Equity, and Inclusion (DEI) Award

1. I recommend the following nominee DoDID # ONLY be awarded the the Diversity, Equity, and Inclusion Award.

2. I certify that this nominee(☐ is ☐ is not) flagged or pending derogatory administrative or adverse action for misconduct, physical readiness, or height and weight.

3. The reason for my recommendation is:

4. The point of contact for this memorandum is

COL, JA

DEPARTMENT OF THE ARMY

DoDID # ONLY

MEMORANDUM FOR Chief, Office of Diversity, Equity, and Inclusion, Office of The Judge Advocate General, 2200 Army Pentagon, Washington, DC 20310-2200

SUBJECT: Nomination for FY24 Diversity, Equity, and Inclusion (DEI) Award

1. I recommend for the Diversity, Equity, and Inclusion Award.

2. This nominee has met the criteria outlined in Fiscal Year 2024 (FY24) U.S. Army Judge Advocate Legal Services (JALS) Diversity, Equity, and Inclusion (DEI) Champion Award MOI by embodying characteristics of the DEI Pillars as specified below.

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

(1) This nominee (If t has has not) met the criteria for this DEI Pillar.

(2) This nominee has met this Pillar by...

b. Cultivation: Nominees have created and implemented special, targeted, and creative efforts to attract, retain, develop, and encourage diverse talent.

(1) This nominee (If t has has not) met the criteria for this DEI Pillar.

(2) This nominee has met this Pillar by...

SUBJECT: Nomination for FY24 Diversity, Equity, and Inclusion (DEI) Award

c. Communication: Nominees created opportunities to broaden the mindset and considerations of others to make the organization more inclusive.

(1) This nominee (has has not) met the criteria for this DEI Pillar.

(2)

3. The point of contact for this memorandum is

(b) (6) (b) (6) USARMY HQDA OTJAG (USA)

From: Carlisle, Karen H SES USARMY HQDA OTJAG (USA)
Sent: Thursday, May 23, 2024 7:32 AM
To: AG-SJA-USA.AC; USARMY Pentagon HQDA OTJAG List PPTO JAGC DSJA; USARMY Pentagon HQDA OTJAG List Chiefs and Deputies
Cc: (b) (6) CIV USARMY HQDA OTJAG (USA); (b) (6) (b) (6) USARMY HQDA OTJAG (USA)
Subject: FW: DEIA Council Member Nominations & Open House
Attachments: 2024 DEIA Council Member Nomination Process.pdf; Nomination Form_2024.pdf; Civ Biography_template_2024.docx

Key Leaders:

Asking for your support with volunteers who may be interested in serving as a DEIA Council Member. Reference JAGCnet announcement below. If you or someone in your formation is interested, please attend, and encourage others to attend the DEIAC Virtual Open House on MS Teams: **1000EDT or 1500EDT, 30 MAY 24** and submit any council member nominations **NLT 12 JUN 24**. Nomination form and instructions attached. DEIAC Virtual Open House links below for east of access:

Link: DEIAC Virtual Open House on MS Teams: 1000EDT, 30 MAY 24

Link: DEIAC Virtual Open House on MS Teams: 1500EDT, 30 MAY 24

----- JAGCnet Announcement with additional details below -----

CALL FOR NOMINATIONS: All ranks, all cohorts, and all components!

Are you interested in making a difference in our Corps as a DEIA Council Member and potential Field Board Mentor? The JAG Corps Diversity, Equity, Inclusion, and Accessibility Council (DEIAC) is calling for Council Member nominations and hosting a virtual open house on 30 MAY 24, 1000EDT and 1500EDT to talk about the DEIAC's mission, vision, responsibilities, and answer any questions. We are restructuring the council to make it more representative of the Corps and are looking for more junior members across all cohorts to volunteer. More information about the restructure will be provided at the Open House.

Over the past year our DEIAC and its respective Field Boards developed 14 projects, identifying areas we can improve and proposing solutions related to outreach, recruiting, retention, training, and development of our workforce. Their ideas and projects are being forwarded to the offices of primary responsibility for consideration and development. Once the new council is established, a call for Field Board nominations will go out. If yourself or someone in your formation is interested in becoming a DEIA council member, please refer to our DEIAC Nomination process and form attached, located on the DEIAC JAGCnet page, and join our JAGC ODEIA Training and Resources Teams Page to attend our virtual DEIAC open house 30 MAY 24 at the time that works best for you. **Suspense for council member nominations this year is 12 JUNE 2024.**

If you have any questions, please reach out to the ODEIA group mailbox: usarmy.pentagon.hqda-otjag.mbx.jagc-diversity-inclusion@army.mil

All forms for the Diversity, Equity, Inclusion, and Accessibility Council Member Nomination process can be found using the following link:

https://usg01.safelinks.protection.office365.us/?url=https%3A%2F%2Fwww.jagcnet2.army.mil%2FSites%2Fjagc.nsf%2FhomeContent.xsp%3Fopen%26doctype%3Dannouncement%26documentId%3DA8E456AE362ACCA385258B1E006AF1CF&data=05%7C02%(b) (6) %40army.mil%7C69b2cfb5b9604efdc65108dc78fe8484%7Cfae6d70f954b481192b60530d6f84c43%7C0%7C0%7C638518281761512637%7CUnknown%7CTWFpbGZsb3d8eyJWIjoiMC4wLjAwMDAiLCJQIjoiV2luMzIiLCJBTiI6Ik1haWwiLCJXVCI6Mn0%3D%7C0%7C%7C%7C&sdata=jhFTwHSKRrUnu8rhbDROu9KncK%2BLdZUNerrZvAvkNP8%3D&reserved=0

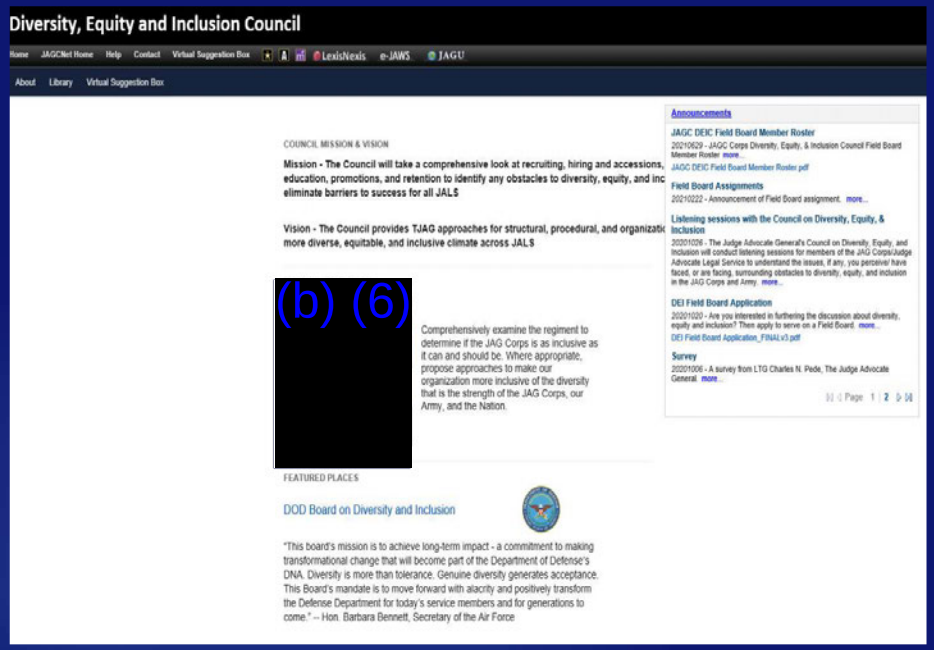
✉ OTJAG ODEIA usarmy.pentagon.hqda-otjag.mbx.jagc-diversity-inclusion@army.mil
✉ OTJAG Wellness usarmy.pentagon.hqda-otjag.mbx.jagc-wellness@army.mil

Thanks for all you do.

v/r,
Karen

Karen H. Carlisle
Director, Soldier and Family Legal Services
Office of The Judge Advocate General, U.S. Army
2200 Army Pentagon, Room 3E565
Washington, DC 20310-2200
(b) (6)
[redacted]

Establishment of the Office of Diversity, Equity, and Inclusion & Field Boards



Composition of the 9 DE&I Council Field Boards Worldwide

- Gender: 53% Female; 47% Male
- Race/Ethnicity: 44% Black; 24% White; API 12%; ___% ____; 3% Other
- Duty Status: 66% Active Duty; 11% Civilian; 3% ARNG; ___% ___
- Military Status: 60% Officer; 33% Enlisted; ___%__

DE&I Council Information on JAGCNET



(b) (6)

Establishment of the MG Kenneth D. Gray & LTC Phyllis L. Propp-Fowle Academic Chair on DE&I



- MG Gray was the only African American student in his law school class, and just the third African American to graduate from West Virginia University's College of Law.
- He developed and implemented a program to diversify recruitment efforts to include more African American and women lawyers into the JAG Corps.
- He spearheaded many initiatives, including JAG Corps visits to law schools with large minority attendance, and the creation of a paid summer internship for law school students within Army legal offices.



- LTC Propp-Fowle obtained her law degree from the University of Iowa in 1933. She was the only woman in her graduating class.
- She was the first female judge advocate.
- She was the first female post judge advocate (similar to a command judge advocate).
- She was the female judge advocate to earn a combat patch and overseas service stripes.
- She was the *only* female judge advocate to serve overseas in World War II.



PPTO
Assignments Brief to DEIC Field Boards

2 June 2022

Agenda

- Introduction
- AC 27A Assignments Overview
- AC 27D Assignments Overview
- RC Assignments Overview

1

PPTO Mission

Develop principled counsel to provide premier legal services through recruiting, developing, employing and retaining a ready legal force for the Army 2035 and beyond.

From offer to the first oath to the DD214 –
everyone owns our mission.

Success requires evolving and learning – relentless improvement.

Speak truth to power and you (with empathy and understanding).

Summary of Comments on PowerPoint Presentation

Page: 3

Number: 1 Author: Presenter Notes Subject: Presentation Notes Date: 2/10/2025 4:23:18 PM

Mission PPTO – naturally nests with Army's People First Strategy.
Do this through (1) recruiting, (2) developing, (3) employing, and (4) retaining talent.

- PPTO's mission starts at the very beginning (recruiting) and ends at the DD214.

But the truth is TJAG relies on the entire Corps for talent management – recruiting, developing your team, identifying talent, and communication your ideas up for improvement through your leadership.

Let's first take a look at the makeup and size of our Corps

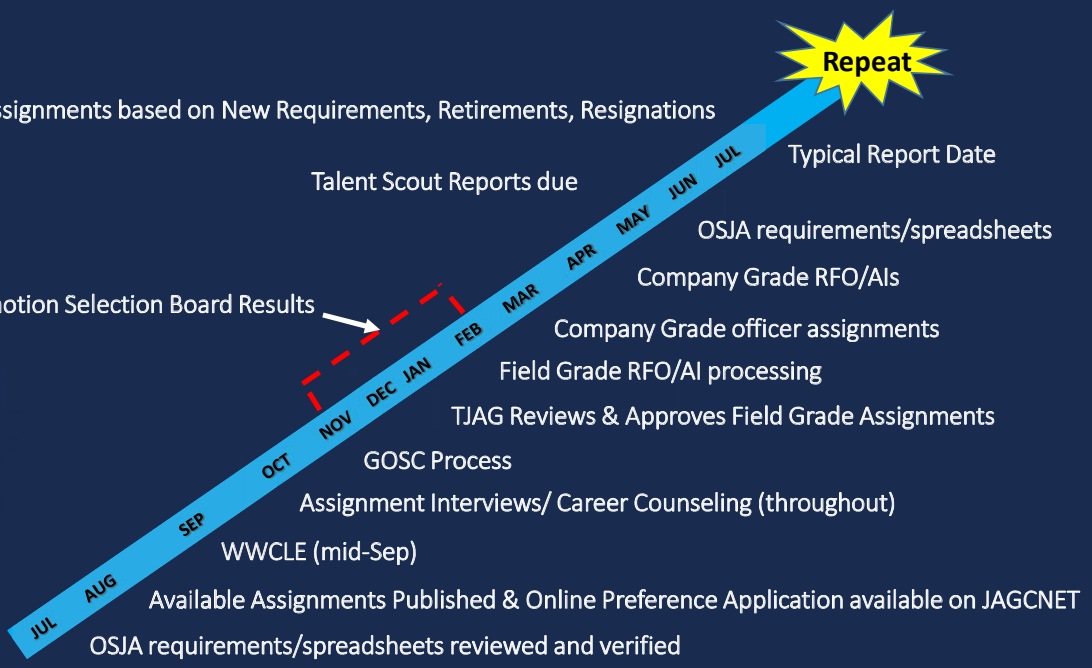
Given our mission, we have been implementing several new talent management initiatives to help us better understand our teammates and better prepare our Corps for the demands of the future.

The goal is to be able to continue providing unparalleled legal services to the Army and its Commanders no matter the legal function involved nor the level of command and nature of its business, whether Army Futures Command, an SFAB, or SPACE COMMAND.

To be able to ensure a JAG Corps filled with talented expert and versatile Judge Advocates, let's first take a look at what our Corps looks like. (NEXT SLIDE)

1

AC 27A Assignments Timeline



Page: 4

Number: 1 Author: Presenter Notes Subject: Presentation Notes Date: 2/10/2025 4:23:19 PM

The assignment cycle itself is one of our biggest Talent Management tools – It is Truly a Year Long Cycle.

Starts in May when offices identify next years' needs
PPTO uses that information to build the available jobs list (MAJ-COL) which we send out in Aug along with preference sheets
Sept/Oct we review pref sheets and talk to officers (MAJ-COL) / DSJA (CPTs)
Oct/Nov – begin the GOSC process of briefing our proposed slate to the GOs (next slide)
Slate is briefed to TJAG for final decision
Assignment Decisions
Dec/Jan for FGs –
Transition to Co Grade assignments in Feb-April

** During this we are receiving board results for promotions and schools, resignations and retirements that constantly change what jobs are available. Truth has a time/date stamp.

Remember requirements also change – last year we were told in Feb that DA was standing up V Corps in July. That means jobs shift. Army needs come first. We do our best to impact the fewest people possible but every change (new requirement, resignation, medical etc) usually impacts 3-7 people. If we are doing talent management correctly it is rarely a simple one for one exchange. (estimate 10% of assignments may shift post GOSC season).

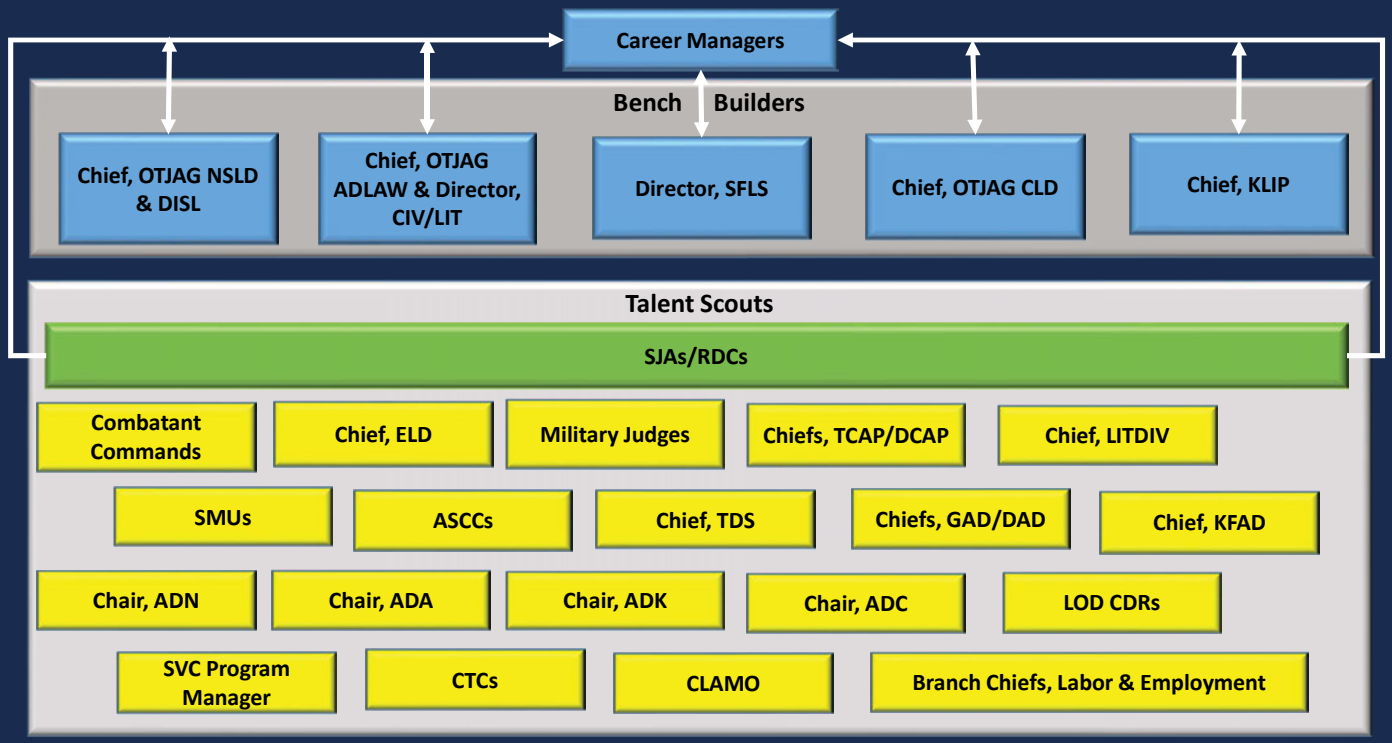
This year, we have been ahead and a majority of assignments were published before Christmas. The late O6 and SSC board impacts more senior officer's assignments.

Our goal is to work with you and our Corps to set everyone up for success and, most importantly, to ensure we are best poised to support our client.

1

AC 27A Talent Management

Legal Function Lead (Bench Builders) & Talent Scout Reporting



Page: 5

Number: 1 Author: Presenter Notes Subject: Presentation Notes Date: 2/10/2025 4:23:20 PM

PPTO relies on TJAG's Bench Builders to help us ID talent in the field and identify which positions are beneficial to building expertise.

This is a visual depiction of generally how TJAG's Bench Builder Program works.

Essentially, each of the OTJAG Chiefs are the designated Bench Builders for their practice area (ie. Chief OTAG CLD = Crim Law Bench Builder)

The Bench Builder manages their PDPC programs – and receives information from the field on those officers who are showing unique talent and skills in a particular area, with a particular focus on officers graduating from the Graduate Course, ILE, and LLMs.

We work with the Bench Builders during assignment cycle to identify potential fills for key positions. This is one way we identify officers with a particular expertise.

For example, I track officers who received an LLM in NSL (intel) – I will work with the Bench Builder to ensure we are continuing to develop and use that officer's expertise beyond their initial post LLM utilization – (bouncing in and out of other developmental jobs – Chief of ADLAW, DSJA in addition to working at DIA, NSLD, or INSCOM).

I know some of you are thinking…I don't think I am on any Bench. That is absolutely ok. This is just one data point. The Career Managers will still factor in needs of the Army, needs of the Corps, needs of the person; individually and professionally.

And, ultimately, we need to fill all of the seats; whether you sit on a particular bench or not.

DISL – Defense Intelligence Senior Leader = NSLD Civilian Intel ((b) (6))

With TM and establishment of Talent Scouts and Bench Builders, as TJAG said at the SJA Course:

* There is no time for ease and comfort. It is the time to dare and endure.
* Be relentless and ruthless about readiness.

Although change can be challenging, the changes with Talent Management and the new ways of doing business are just evolution to the modern day Army so we can be most effective in serving our client.

Describe slide.

Have no fear, being on a bench is only one more data point we have to help us assess the next job for our officers. It serves to help us identify those who are interested in a particular functional area and who show promise of being good at it too!

Many people mention the desire for more opportunity to build expertise – this is one important tool for doing that.

1

General Officer Steering Committee

- GOSC membership – up to 6 GOSCs per cycle
  - All the BGs
  - DJAG as President
  - Career Managers
- All pre-decisional and confidential
- Materials considered:
  - Preference sheets
  - ORB
  - OERs
  - Conversations with career managers
- Iterative process
- Slates provided to TJAG for approval

Page: 6

Number: 1 Author: Presenter Notes Subject: Presentation Notes Date: 2/10/2025 4:23:20 PM

Talk quickly about the GOSC process itself – because most people know it occurs but may not really understand what it is

Applies to MAJ-COLs assignments – but impacts CPTs assignments because must fill unfilled FG slots.
(2) Who sits in the GOSC? DJAG is the chair and each of the BGs are members. CMs are the only other personnel in the room.
(3) Dialogue about the proposed assignment for each officer – 550 or so each year.
(4) Consider the officer assignment history, the position/office needs, OERs, future goals, bench builder input if any, and personal requests if any.
(5) I tell my population that I will always tell you what job I am walking into the GOSC with…"penciled in" but it is just that. If something shifts at the GOSC, I will call you and let you know.
(6) GOSC is iterative – get asked – when is the LTC GOSC? It is a series of meetings where we discuss hundreds of assignments and often go back to clean up changes. Your job could be discussed at any point or multiple times.
(7) CMs/DJAG take the slate to TJAG for approval and/or changes.

1

Stability and Predictability

CPTs

Goal: 50% (+/-5%)

- 2020-22: 54% avg
- 2017: 27%
- **100% Increase**

MAJs

Goal: 20% (+/-5%)

- 2020-22: 21% avg
- 2017: 9%
- **133% Increase**

LTCs

Goal: 20%(+/-5%)

- 2020-22: 37% avg
- 2017: 18%
- **106% Increase**

*COLs: average 50% with 3+ yrs time on station

Page: 7

Number: 1 Author: Presenter Notes Subject: Presentation Notes Date: 2/10/2025 4:23:20 PM

[Recommended new format, based on issues with variations in the way stats were calculated for individual years]

--Stability/Predictability—
[Consider discussing, if not already highlighted on the "Stewardship of our Corps" slide] Since implementation in 2017, this program has been highly successful in more than doubling our stabilized populations across our ranks. Since 2019, those new stabilization levels have remained consistent and sustainable, with three year averages for CPTs at 55%, MAJs at 23%, and LTCs at 37%.

Predictability: This year, we are focusing on building upon our stabilization gains through increased predictability in assignments, and attempting to develop preliminary paths beyond the current assignment cycle, when possible. ILE redesign plays a significant role in this for our new Majors, as they can now either plan ahead for (1) follow-on CGSC or LL.M. assignments and then likely BCT BJA or utilization tours, or (2) an early, definite requirement for non-resident ILE attendance, without the uncertainty and instability of a potential 11 month PCS throughout the duration of their O4 time.

Stability = 3 years time on station

Explain chart:
2017 – policy announced but already part way through assignment cycle
2018 – first real year in which stability was implemented in full
2019-20 – we began to see the effects of the full effort to hit the target goals
2021 – Stabilized and sustainable levels achieved, at or above the original goals

1

Talent Management

Best Practices for Managing Your Career

- Manage your file
  - ORB up to date
  - PDPCs
  - Resume in AIM2
- Manage your career pattern
  - Focus on diverse assignment pattern
    - FORCOM, TRADOC, Broadening
    - Foundation of versatile skills
    - Depth of expertise
  - Understand – Needs of the Army, Needs of the JAG Corps, Your Personnel Preference
  - Listen to your Career Manager
- Be excellent at what you do, be a fantastic teammate!

Page: 8

Number: 1 Author: Presenter Notes Subject: Presentation Notes Date: 2/10/2025 4:23:20 PM

ORB:
Your ORB duty positions should align with your OERs. If you see incoming officer or surplus soldier then you're wrong.
PDPC:
PDPC process is described in PUB 1-1. Skill level 1s for MJ and NSL are approved at the SJA/RDC level. All KFL and skill level 2-4 are approved by the OTJAG CLD/NSL/KFLD

AIM RESUME is the back of the ORB and can be built by going to AIM.HRC.ARMY.MIL. Complete the questions similar to a format of a resume where you are telling us more about yourself. Items that are not readily apparent from an ORB. Articles written, number of cases litigated, special assignment worked (major 15-6 investigation), etc.. Languages, regional experience.

Diversity in career entail versatility in legal discipline as well as duty location and level of command.
As a CPT build a base on knowledge and experience so you have foundational skills
After you have this foundation, start building expertise in the areas you are interested in.

Listen to your career manager – they will give you advice on what is best. We review your files, including assignments, OERs and spend a lot of time figuring out the best job to further your career development.

Most important thing for success is to be someone who is not only excellent, but someone others want on their team.

This is a team sport – if you're a brilliant attorney, but you can't get along with others, you won't go far.
Be the person everyone wants

AC 27D Assignments

Assignment Satisfaction Key - Enlisted Module (ASK-EM)

- Roll-out Army-wide started 11 November 2020.
- ASK-EM provides improved predictability to units, our NCO Corps, and Army Families.
- Four Enlisted Manning Cycles (EMCs) per year (XX-01 thru XX-04); four phases over 32weeks.
- YMAV (Year/Month Available to Move) for all Soldiers. Soldiers can view their YMAV by logging on to the ASK website.
- YMAV is based on several factors such as, DEROS, special duty assignment tour length, etc. Most YMAVS are set at 36 months TOS.
- SGTP through MSGs (non-USASMA select) will be aligned to an EMC based on YMAV. SGTP to SSG will be placed into an automated market-like interface accessible via ASK.
- Exception for CMF 27: SVP/C NCO selectees, court reporters, and senior assignments. The assignments will be processed outside of the automated market-like interface. ***MOU between HRC and JAGC***
- Initial notification, 30-45 days from the Market start date. Soldiers placed on AI 6-10 months from report date.
- HRC Talent/Assignment Managers will initiate dialogue with NCOs prior to placement in the market-like interface, and maintain dialogue throughout the process
- NCOs will have the ability to rank order their preference of available assignments.

MARKET DATES

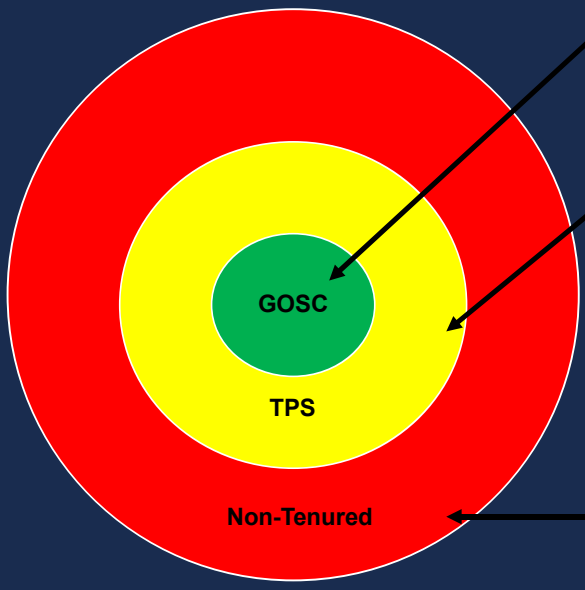
EMC	YMAVs	EMC Starts	Stabilization Suspense	Market Open	Market Close	Report Months
22-03	2204 - 2208	28 APR 21		21 JUL 21	31 AUG 21	APR – AUG ‘22
22-04	2207 - 2211	21 JUL 21	29 AUG 21	13 OCT 21	23 NOV 21	JUL – NOV ‘22
***23-01**	2210 - 2302	13 OCT 21	19 DEC 21	02 FEB 22	15 MAR 22	OCT ‘22 – FEB ‘23
***23-02**	2301 - 2305	02 FEB 22	13 MAR 21	27 APR 22	07 JUN 22	JAN – MAY ‘23
23-03	2304 - 2308	27 APR 22	05 JUN 22	20 JUL 22	30 AUG 22	APR – AUG ‘23

*Current Market

MILPER Message Number 21-295

RC Assignments Overview

Non-AGR USAR Assignments



- **GOSC Positions**
  - Pub 1-1 requires competitive process for all leadership jobs (BJA, GJA, CJA, SJA, and all COL Positions).
  - Applications are submitted to the GOSC (Three USAR GOs and One AC GO) who make recommendations to TJAG.
  - TJAG approves two or three year tenures for GOSC Positions.
- **Tenure Personnel Slate (TPS) Positions**
  - Non-GOSC positions; therefore, no General Officer involvement in recommendations.
  - Officers apply directly to units with published vacancies; officers submit preference sheet to PPTO
  - Receiving units submit OMLs directly to PPTO
  - Pub 1-1 requires that all CPT/MAJ/LTC IMAs (assigned to active duty units), 13th LOD-E (OTJAG, USALSA, and TJAGLCS), and all LTC positions which are not GOSC selected be competitively advertised and approved by TJAG.
  - Three cycles a year; three-year tenure.
- **Non-Tenured Positions**
  - The vast majority of CPT and MAJ positions.
  - Officers can transfer between these positions without involvement by PPTO or TJAG.
  - Double slotting permitted in accordance with U.S. Army Reserve Command policy.

THANK YOU!!!

FROM YOUR
PPTO TEAM

(b) (6) (b) (6) USARMY HQDA OTJAG (USA)

From: Carlisle, Karen H SES USARMY HQDA OTJAG (USA) (b) (6)
Sent: Sunday, April 23, 2023 8:51 AM
To: (b) (6) (b) (6) USARMY HQDA OTJAG (USA)
Cc: (b)(6) USARMY HQDA OTJAG (USA); (b) (6) (b) (6) USARMY HQDA OTJAG (USA); (b) (6) (b) (6) USARMY HQDA OTJAG (USA); (b) (6) (b) (6) USARMY NG NG GC (USA); (b)(6) USARMY HQDA OTJAG (USA)
Subject: Note to the past FB Members
Attachments: year in review 23 April.docx

(b) (6)

Attached is a note that the DEI Council intends to send out to the past Field Board members. One of the biggest issues I hear from past FB members is that they did a lot of work and they don't know if anything happened.

I would like to have either (b) (6) (our FB lead) or (b) (6) (our Council XO) send this out this week if possible, but I want to make sure we aren't saying anything inconsistent with SIO messaging.

Just let me know.

Thank you!

v/r,
Karen

Karen H. Carlisle
Director, Soldier and Family Legal Services
Office of The Judge Advocate General, U.S. Army
2200 Army Pentagon, Room 3E565
Washington, DC 20310-2200
(b) (6)

(b) (6) (b) (6) USARMY HQDA OTJAG (USA)

From: (b) (6) (b) (6) USARMY HQDA OTJAG (USA)
(b) (6)
Sent: Monday, April 24, 2023 11:14 AM
To: (b) (6) (b) (6) USARMY HQDA OTJAG (USA)
Subject: RE: Note to the past FB Members
Attachments: year in review 23 April (SIO edits).docx
Signed By: (b) (6)

Sir, draft note back to Ms. Carlisle follows…

Ma'am,
Thank you for sharing the note. The message is consistent with what TJAG & DJAG are sharing about the initiatives discussed. For your consideration, we included a few minor, recommended edits to better delineate what resulting actions are being taken by the JAG Corps vs the field boards. Please let us know how else we can help. We look forward to hearing more from the current field boards at the May IPR.
V/R,
(b) (6)

(b) (6)
COL, JA
(b) (6)

Rm 3E542 Army Pentagon
Washington DC 20310

(b) (6)

From: (b) (6) COL USARMY HQDA OTJAG (USA) (b) (6)
Sent: Monday, April 24, 2023 7:51 AM
To: (b) (6) LTC USARMY HQDA OTJAG (USA) (b) (6)
Subject: FW: Note to the past FB Members

Ali

Take a look per Ms. Carlisle's email below and let me know what you think.

Vr

(b) (6)

(b) (6)
COL, JA
(b) (6)

Rm 3E542 Army Pentagon
Washington DC 20310

(b) (6)

From: Carlisle, Karen H SES USARMY HQDA OTJAG (USA) (b) (6)
Sent: Sunday, April 23, 2023 8:51 AM
To: (b) (6) (b) (6) USARMY HQDA OTJAG (USA) (b) (6)
Cc: (b)(6) USARMY HQDA OTJAG (USA) (b) (6) ; (b) (6) (b) (6) USARMY HQDA OTJAG (USA) (b) (6) ; (b) (6) (b) (6) USARMY HQDA OTJAG (USA) (b) (6) (b) (6) (b) (6) USARMY NG NG (b) (6) (USA) (b) (6) (b)(6) USARMY HQDA OTJAG (USA) < (b) (6)
Subject: Note to the past FB Members

(b) (6)

Attached is a note that the DEI Council intends to send out to the past Field Board members. One of the biggest issues I hear from past FB members is that they did a lot of work and they don't know if anything happened.

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Just let me know.

Thank you!

v/r,
Karen

Karen H. Carlisle
Director, Soldier and Family Legal Services
Office of The Judge Advocate General, U.S. Army
2200 Army Pentagon, Room 3E565
Washington, DC 20310-2200
(b) (6)

[redacted] **USARMY HQDA OTJAG (USA)**

From: USARMY Pentagon HQDA OTJAG Mailbox JAGCorps Info <usarmy.pentagon.hqda-otjag.mbx.jagcorps-info@army.mil>
Sent: Saturday, May 25, 2024 1:08 PM
Cc: USARMY Pentagon HQDA OTJAG Mailbox JAGCorps Info
Subject: JAG Connector May 2024
Attachments: JAG Connector May 2024.pdf

Greetings, JAG Corps!

The May 2024 issue of the JAG Connector is here! In this issue, read about:

- Save the Date – TJAG Retirement Ceremony
- TJAG Special Announcement 41-23 – Announcement of the Nominations of Colonel Terri Erisman, Colonel Christopher Kennebeck, and Colonel Steven Ranieri to Brigadier General
- TJAG Sends 41-32 – Judge Advocate Legal Services (JALS) Personnel Award Recognitions
- 2024 Funded Legal Education Program (FLEP) Selection Board for Academic Year 2025-26
- [redacted]
- FY24 Military Bar Dues Reimbursement (BDR)
- Call for Nominations – DEIA Council Members and Field Board Mentors
- 2024 Brigadier General Wayne E. Alley Military Law Moot Court Competition
- FY25 JAG Corps Warrant Officer Accession Guidelines
- 2024 Domestic Operational Law Handbook
- [redacted]
- and more!

As always, we've included relevant publications, JAG Corps courses and training opportunities, as well as recruiting efforts and good news stories throughout the Corps, submitted by our JALS Community! If you have feedback for ideas you would like to see in future JAG Connectors, please let us know! Continue to send us photos and good news stories to be included in the monthly JAG Connector through the SIO mailbox or our various social media platforms below.

Very Respectfully,

Strategic Initiatives Office (SIO)
Office of The Judge Advocate General
2200 Army Pentagon, Room 3B548
Washington, D.C. 20310-2200
[redacted]
SIO usarmy.pentagon.hqda-otjag.mbx.jagcorps-info@army.mil
JAG Corps Facebook page: https://www.facebook.com/ArmyJAGCorps
JAG Corps LinkedIn page: https://www.linkedin.com/company/u-s-army-jag-corps/
JAG Corps Instagram page: https://www.instagram.com/usarmyjag/

(b) (6) (b) (6) USARMY HQDA OTJAG (USA)

From: (b) (6) (b) (6) USARMY HQDA OTJAG (USA) (b) (6)
Sent: Friday, February 24, 2023 10:42 AM
To: (b) (6) (b) (6) USARMY HQDA OTJAG (USA)
Subject: RE: update on several outreach/recruiting efforts
Signed By: (b) (6)

(b) (6)

My tweaks below. Things highlighted need input or confirmation. Run this by (b) (6) as I think the SEAT may be able to answer some. WRT to BG Smawley's individual engagements, we may need to go to (b) (6)

(b) (6)

Teammates! I'm amazed at what great progress we are making towards our strategic lines of effort, especially our re-branding and recruiting efforts – essential as we face unprecedented growth with the stand-up of OSTC, TDS redesign, and NSLD expansion. WHAT AM I MISSING?

In the last week, George has helped ITD identify a way to maintain progress on MJO updates while also constructing a phased approach to completely rebuild JARO's website. In addition, through ACCA outreach engagements and on his own personal initiative, George and his team are leaning hard into engaging law schools, such as Dickinson and UPenn(I THOUGHT HE TOLD ME UPENN BUT NEED TO CONFIRM????) and potential applicants. Incredible.

Meanwhile, Ali's team partnered with our Brand Working Group to allow the OBC to serve as their first "Brand" focus group. Preliminary reports are extremely positive – this OBC is a lively group and provided great feedback. LCS faculty will continue the recruiting discussions with the OBC through individual mentorship sessions and share additional student feedback with the WG, while the Brand WG contacts the DEI Field Boards as the next round of focus groups. Synchronization at its best! Like USALSA, Ali's team is also seizing the initiative, engaging at a number of schools, such as Virginia Tech and Boston U, spreading the word about the JAGC. Outstanding work!

The MLO has been full steam ahead assisting Warren and his nascent enterprise organize, message, and integrate into our primary system of record – MJO. This alone is a monumental effort, but he to has entered the fray, taking part in key engagements such as the Stockton Center's 4th Annual LOAC conference. ANY OTHER EVENTS? I KNOW HE SPOKE AT A TEMPLE DURING LEAVE ABOUT RECRUITING, BUT THAT IS PROBABLY NOT FOR THIS EMAIL

Special thanks to Ron for dedicating yet another week to a successful recruiting tour through Chicago, completing hour-long presentations at 4 different law schools and 3 ROTC battalions. Of the 50 ROTC cadets that the team talked to Loyola alone, approximately 10 showed immediate interest in the JAG Corps. That's progress! Check out the video he made with a UIC law student who talked about her internship experience – it's posted to the JAG Corps Facebook and Instagram pages. Share it and help Ron go viral.

We are moving in the right direction and your energy is appreciated. Keep it up! However, its time to take it to the next level. Your time is precious, and we need to ensure we are getting the biggest bang for our buck. We are all moving in the right direction, but I sense some efforts are frustrated due to some gaps in communication and synchronization – I owe you the forum for that.

To that end, we are going to redouble our efforts at ensuring that we remain synchronized and that our lines of communication are free flowing and open. I know that several of our battle rhythm events, meant to facilitate communication and synchronization have not occurred due to the tyranny of the calendar and life in the building. That ends with this email. Unless I am TDY, be prepared for us (you and me) to meet in person or virtually on Teams, before or after, monthly Senior Leader Days and monthly Strategic Engagement Synchs. The Council of Colonels (CoC), which occurs at the beginning of each month, will provide each of you with post-CoC read files focused on our lines of effort and intended to provide you with both information, and opportunities and initiatives warranting your input and influence. Please use these products to facility our future discussions and to keep us on azimuth.

DJoe

From: Smawley, George R BG USARMY HQDA OTJAG (USA) (b) (6)
Sent: Wednesday, February 15, 2023 12:40 PM
To: Risch, Stuart W LTG USARMY HQDA OTJAG (USA) (b) (6) (b) (6) (b) (6) USARMY HQDA OTJAG (USA) (b) (6)
Cc: Berger, Joseph B (Joe) III MG USARMY HQDA OTJAG (USA) (b) (6); Martin, Alison C BG USARMY HQDA TJAGLCS (USA) (b) (6); Mendelson, David E BG USARMY HQDA OTJAG (USA) (b) (6) Sullivan, Ronald D (Ron) BG USARMY HQDA OTJAG (USA) (b) (6); Krimbill, Gerald R (Jerry) BG USARMY USAR LEGAL CMD (USA) (b) (6) Deegan, Michael J BG USARMY USARC HQ (USA) (b) (6) Areizaga, Jaime A BG USARMY NG NGB ARNG (USA) (b) (6) Christine, Bobby L BG USARMY NG NGB (USA) (b) (6) (b)(6) USARMY HQDA OTJAG (USA) (b) (6); (b) (6)) (b) (6)
Subject: RE: update on several outreach/recruiting efforts

Sir: Acknowledge all. I will pull together Angel and Tom, and we will get after improvements to the JARO and online application experience.

R/ George

From: Risch, Stuart W LTG USARMY HQDA OTJAG (USA) (b) (6)
Sent: Wednesday, February 15, 2023 11:05 AM
To: (b) (6) (b) (6) USARMY HQDA OTJAG (USA) (b) (6)
Cc: Smawley, George R BG USARMY HQDA OTJAG (USA) (b) (6); Berger, Joseph B (Joe) III MG USARMY HQDA OTJAG (USA) (b) (6) Martin, Alison C BG USARMY HQDA TJAGLCS (USA) (b) (6); Mendelson, David E BG USARMY HQDA OTJAG (USA) (b) (6) >; Sullivan, Ronald D (Ron) BG USARMY HQDA OTJAG (USA) (b) (6); Krimbill, Gerald R (Jerry) BG USARMY USAR LEGAL CMD (USA) (b) (6); Deegan, Michael J BG USARMY USARC HQ (USA) (b) (6) Areizaga, Jaime A BG USARMY NG NGB ARNG (USA) (b) (6) Christine, Bobby L BG USARMY NG NGB (USA) (b) (6) (b)(6) USARMY HQDA OTJAG (USA) (b) (6) (b) (6) (b) (6) USARMY HQDA OTJAG (USA) (b) (6)
Subject: FW: update on several outreach/recruiting efforts

Ali, thanks. Encourage all others to read Ali's email below.

Then, I ask this -- what do we need to do RIGHT NOW that will dramatically impact / immediately improve, and make more user-friendly / provide more relevant information on the JARO website and application process?

I will spend whatever I need on this, RIGHT NOW, to solve this problem in the short and long-term for our Regiment.

We can have all of the successful recruiting engagements, like what's below, George's, Ron Sullivan's, etc., but if potential applicants get turned off by a lack of information on our website, or b/c it's too difficult a process to apply online, we've essentially wasted that time and effort, and lost otherwise interested and viable candidates. And that's not even contemplating all those who hear about us from other sources, but go elsewhere b/c they can't find anything that interests them on our site, or figure out the application process (and I am NOT throwing JARO under the bus – Angel and many others have toiled incredibly hard to get after this problem for years, and the improvements have been good, but incremental).

But we've all admired this problem for FAR TOO LONG – and I am culprit #1. George, b/c JARO is in your AO, as is ITD, I'm going to ask you to honcho this review, along with your Bee Gee counterparts (can you name the Bee Gee's, BTW?), working with (b) (6) and his PPTO/JARO team. Simply put, what are the problems and, in an unconstrained resource environment, how would you fix them, in the short and long-term?

Thoughts, concerns, and good ideas are welcome from all sides (nothing required – just an open invitation). And, George and Ron, I am currently working o a response to your superb comments to my last recruiting-related email. I am also working a Puerto Rico recruiting trip AAR (Jaime, can you please work with (b) (6) to capture all Lessons Learned for me so that we may share the Best Practices with all on the line?

In short, I believe that our trip was a blue-print for success in the recruiting sphere. But it will take time, effort, and resources – such as a GO on every large trip, an FSO, and, like (b)(6) has done below, and we did to perfection on our trip, graduates from that particular law school to attend and speak about their experiences – students love that and relate to it well. MTF.

Ali, thanks for the efforts below, the great feedback, and for all that your team, and George's, and Ron's, and JARO, and so many others are doing to get after our #1 priority. We are making progress – but I am committed to not waiting to see results…we have to identify the problem moles NOW, and whack them ASAP if we hope to turn this recruiting ship on a dime…b/c we must do so to maintain for our people's sake!

Thanks, all.

VR,
T

From: Martin, Alison C BG USARMY HQDA TJAGLCS (USA) (b) (6)
Sent: Wednesday, February 15, 2023 7:14 AM
To: Risch, Stuart W LTG USARMY HQDA OTJAG (USA) (b) (6) Berger, Joseph B (Joe) III MG USARMY HQDA OTJAG (USA) (b) (6)

Cc: (b) (6) (b) (6) USARMY HQDA OTJAG (USA) (b) (6) (b) (6) (b) (6) USARMY HQDA OTJAG (USA) (b) (6) (b) (6) COL USARMY HQDA TJAGLCS (USA) (b) (6) (b) (6) (b) (6) USARMY HQDA TJAGLCS (USA) (b) (6) ; (b) (6) (b) (6) USARMY HQDA TJAGLCS (USA) (b) (6) (b) (6) (b)(6) USARMY HQDA TJAGLCS (USA) (b) (6) L (b) (6) USARMY HQDA TJA (USA) (b) (6)
Subject: update on several outreach/recruiting efforts

Gentlemen,

Just wanted to share a few details from several different outreach and recruiting trips the TJAGLCS team has made over the last several weeks.

1. **ADA Engagement with Washington Lee and VMI**. Please see attached Storyboard from (b)(6) recruiting adventures! They single-handedly conceived, planned, and executed engagements with VMI and Washington and Lee to promote our publications and solicit potential articles. (b) (6)(b) (6) spoke with the School of Law's office of career services and they were able to coordinate a joint, lunch-time event with the school's FSO ((b) (6)(b) (6)) and interested students. They took examples of our publications, and provided a short presentation about TJAGLCS, TAL, and MLR. JAG Recruiters from Air Force and the Marines also presented. After learning about TAL and MLR, one student asked the Air Force officer about their publications, to which he had to sheepishly reply that the AF had none. The Team hopes to raise awareness of the unique resources and opportunities TJAGLCS can provide to law students. They did a fantastic job!

2. **Boston University School of Law's Military Career Panel** Please see the attached storyboard from (b) (6) (b) (6) , who attended Boston University School of Law's Military Career Panel on 30 January 2023. (b)(6) was filling in for the assigned FSO, who is stationed in Hawaii. The panel involved judge advocates from every Service and was a joint venture between BU Law and BU's Government and Public Interest Office. The audience included 1L, 2L, and 3L law students.

Below are his key takeaways from the event, with more details provided in his report.

a. In-person participation matters.
b. The JAG Corps's application/website needs updating.

Consider complementing FSOs/JARO personnel with more senior recruiters

3. **DCC update**. In an effort to strengthen bonds between the Fort Benning OSJA and DCC Cadre and Students, (b) (6) (b) (6) planned a meeting with the DCC prior to graduation on Friday (Dave Mendelson is speaking at DCC graduation). They will have a great mix of members from the OSJA office to meet with the students – to include,

(b) (6) (Sr. CIV & Chief, ADLAW) who is a USAR JA and prior ARNG JA to discuss what to expect in the reserve components. They also reached out to the 213th LOD, and will have a local attorney who is also a USAR JA to share his experiences as well. The OSJA will continue to seek out opportunities to join in training to support the Cadre & forge relationships with DCC students.

v/r-

Alison Martin
Brigadier General, U.S. Army
Commanding
The Judge Advocate General's Legal Center & School
(b) (6)

check out our updated websites, social media, and our new podcast series!!!

Join Our Team!

(b) (6) (b) (6) USARMY HQDA OTJAG (USA)

From: Berger, Joseph B (Joe) III MG USARMY HQDA OTJAG (USA) (b) (6)

Sent: Friday, February 24, 2023 11:56 AM

To: (b) (6) (b) (6) USARMY HQDA OTJAG (USA); (b)(6) USARMY HQDA OTJAG (USA); (b) (6) (b) (6) USARMY HQDA OTJAG (USA); (b) (6) (b) (6) USARMY HQDA OTJAG (USA); (b)(6) USARMY HQDA OTJAG (USA)

Subject: Retention TPs

Importance: High

Team – your collective input for tackling this Monday with the GC follow; we'll need to figure out the broader way forward.
Thoughts?

DJoe

Indian proverb about the elephant.
(https://www.peacecorps.gov/educators/resources/story-blind-men-and-elephant/)
We have a retention problem. Every time someone worth retaining leaves for a reason we could control, that's a retention problem. We can't always control the reasons, but where we can, that's a retention problem we need to address.
But when it comes to a program like JAORB, a 98% fill of authorizations tells the G1 we do NOT have a retention problem, thus the suspension of JOARB payments.
Numerically, our retention rates are at or above historical levels. [verify]
So that's the elephant in the room. We are all "seeing" different things.
To that end, while our overall retention numbers are healthy, we absolutely must continue to do everything we can to ensure we get healthier and retain those teammates we should and can.
So, do we have a retention problem? It's based on your perspective. Literally, the elephant in the room. You have to put all the parts together to see the truth.
People will always leave. That's why it's called a grade pyramid. That's why we need WAY more CPTs than we need COLs. We—leaders at every echelon—just need to ensure they are leaving for the "right" reason.
But again—every time we lose someone who we want on the team for a reason we could have controlled, we have a retention problem.
So we must collectively continue to root out an eliminate those "wrong" reasons.

- We are hiring a data analyst to better see ourselves, but collecting and analyzing the right data will take time.
- We continue to worth through ODEI and the DEI councils to identify those barriers to continued and fulsome service.
- We have implemented a DEOCS based pilot program to provide upward feedback on leadership.
- We continue to focus in the GOSCs on predictability—like those students in this room who are going to CGSC next year already submitting their preference sheets for their post-CGSC assignment.

Talking Points for TJAG attendance at JAG Corps DEI Council on 9 May

BLUF: Purpose of the virtual meeting and TJAG's attendance is to acknowledge all the hard work that went into the Field Board Projects, provide disposition of the recommendations, and to express gratitude to all Field Board members for their efforts. TJAG only needs to attend for his opening comments.

- Meeting will be run by ODEIA and will be attended by council members and Field Board members

- Meeting will be recorded for anyone that cannot attend

Background

- In Jan 2023 14 Field Boards were assigned projects and a mentor from the council

- Field Boards were set up by geographic regions to facilitate having meetings

- Project ideas were generated from a list of suggestions from the previous iterations of Field Boards

- Each Field Board nominated a leader and in consultation with mentors determined their battle rhythm for meetings

- Upon completion of their projects, each Field Board was required to brief the full council

Talking Points for Meeting

- Each Field Board did some great work thinking through the projects, identifying issues, and proposing solutions related to recruiting, retention, and development of our workforce

- Most of the ideas presented will be forwarded to the offices of primary responsibility for consideration

- Field Board 1 interviewed and presented a story board for (b) (6) and the information will be forwarded to regimental historian and may be considered for future Grey Propp-Fowle DEI Chair lecture

- Field Board 3 researched best practices for diversity recruiting and retention with law firms and developed an integration to the JAG Corps for new civilian employees—their ideas will be forwarded to JARO and Civilian personnel

- Field Board 7 developed ideas for what a JAG Corp Accessions Sponsorship program could look like—this idea will be forwarded to JARO and we will be asking the Field Board to help develop more

- Field Board 11 developed a Tough Conversations Leadership Guide that spells out how to set up and lead a challenging DEI conversation—this project will be staffed for role out to the JAG corps for utilization in offices throughout the field

- There were a couple projects that were very well thought out, but right now we don't have the resources to implement—if resources become available we will consider implementation

- Bottomline, the work that was done by all the Field Boards is going to be utilized to make our JAG Corps better. The efforts that you all made are appreciated and we could not do this without you. With the changes coming up to the DEIA office we will continue to need your help.

- Insert talking points on ODEIA going away

-We are looking at restructuring our council to ensure it is sustainable and supporting our DEIA strategic objectives. Please look out for the upcoming announcements and keep stepping up to do this important work. We need you now more than ever.

POC (b) (6)

DEI Field Board: A year in Review

Many of you may have wondered what your efforts on the DEI field board achieved. Did you make a difference? The answer to that is a resounding YES! Every time you met and discussed as your field board to contemplate how we can improve – you made a difference. Every time you debated and deliberated on your field board presentations – you made a difference. And every time you candidly shared your perspectives and observations and made your recommendations – you made a difference. Your efforts were vital to the Council in formulating our next step for the JAGC.

Specifically, what happened you ask? The Council took the recommendations and suggestions from the board and broke those down into areas that we thought we thought we could execute immediately and those that although excellent, needed more development.

In the first category, the Council recognized that all the field boards requests for more data. Frankly, the entire JAG Corps desires more data to make informed decisions. Accordingly, TJAG has approved the hiring of a data analyst to assist with data collection and data analysis. We are currently in the process of developing and hiring for this position. Once they are on board, we will have an increased ability to see ourselves and to make better informed decisions. Second, the JAG Corps is investing in a new database to again give us better fidelity on our personnel picture.

Additionally, the JAG Corps has emphasized implicit bias training in all of our courses, but specifically based on Field Board recommendations in our FSO course, our Judges Course, and our military justice courses. For the FY23 Assignment Cycle, Active Component Career Managers incorporated anti-bias training facilitated by the Office of Diversity, Equity, and Inclusion (ODEI) and TJAGLCS for all members of the Field Grade Assignments General Officer Steering Committee (GOSC). This included the general officer members, RCSM, CWOC, and all Career Managers (including CPTs, 270As, and 27Ds). This training will become a regular part of the GOSC process for future assignment cycles. We have also started sending out JAG Corps civilians to key conferences, such as the National Bar Association, Hispanic Bar Association, National Asian-Pacific American Bar Association, and Lavender conferences to inform our civilian counterparts of opportunities in the Army. We have also increased our Board of Directors membership to include civilian, enlisted, and legal administrators as well as SJAs to give the Corps different perspectives on issues.

In the second category, the Council took the great ideas from the field boards that we thought needed more development. Specifically, we have field boards working on a civilian onboarding course, a plan to mentor new accessions prior to taking the oath, a survey to capture the key factors on why people leave the JAG Corps a year or two after they have departed, and a review of the best DEI practices at civilian law firms that maybe we can adapt to our organization. Our current field boards are working on capturing success stories that highlight and celebrate our diversity.

We heard a story the other day from a young captain that when asked why he joined the Army JAG Corps said, “because I appreciated their emphasis on DEI and I could see myself in the future as a leader in the JAG Corps.” We attribute that sentiment to your efforts.

We acknowledge that not every great suggestion has been implemented. We have worked to prioritize resources and we hope to implement more great ideas in the future. Until then, keep making a difference, keep forwarding and implementing those ideas, and keep working toward an even greater JAG Corps.

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Additionally, the JAG Corps has emphasized implicit bias training in all courses taught at the LCS and the Field Screening Officer course conducted by JARO. This is largely due to Field Board recommendations (specifically for theFSO course, our Judges Course, andmilitary justice courses.) In addition to LCS courses, for the FY23 Assignment Cycle, Active Component Career Managers incorporated anti-bias training facilitated by the Office of Diversity, Equity, and Inclusion (ODEI) and TJAGLCS for all members of the Field Grade Assignments General Officer Steering Committee (GOSC). This included the general officer members, (b) (6) , and all Career Managers (including CPTs, 270As, and 27Ds). This training will become a regular part of the GOSC process for future assignment cycles. We have also started sending out JAG Corps civilians to key conferences, such as the National Bar Association, Hispanic Bar Association, National Asian-Pacific American Bar Association, and Lavender conferences to inform our civilian counterparts of opportunities in the Army. We have also increased our Board of Directors membership to include civilian, enlisted, and legal administrators as well as SJAs to give the Corps different perspectives on issues.

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(b) (6) (b) (6) USARMY HQDA OTJAG (USA)

From: (b) (6) (b) (6) USARMY HQDA OTJAG (USA)
Sent: Monday, January 27, 2025 11:32 AM
To: (b) (6)

Bryant, Holly K SL USARMY HQDA OTJAG (USA); (b) (6)

Cc: Koon, William J SES USARMY HQDA OTJAG (USA); (b) (6)

Subject: DEIA Council Dissolution
Attachments: SECARMY Memo DEIA Immediate Actions.pdf; DEIAC_Dissolution.pdf; Dissolution_Executive_Steering_Committee.pdf

Good Morning Team,

Most of you are aware of the various Executive Orders issued on 20 January 2025.

Here is the link for an Executive Order that impacts our efforts: the Ending Radical And Wasteful Government DEI Programs And Preferencing Executive Order https://www.whitehouse.gov/presidential-actions/2025/01/ending-radical-and-wasteful-government-dei-programs-and-preferencing/. Additionally, I have attached the SECARMY Memo on Immediate Actions to Implement Guidance on DEIA Executive Orders.

In compliance with these orders, it is my duty to inform you that the DEIA Council and the DEIA Executive Steering Committee are hereby dissolved.

Rest assured, our People will continue to be our number one priority for our Corps. Thank you all for your hard-work and dedication to improving our Regiment. I am confident that you will continue to do amazing things. Please do not hesitate to reach out if you need anything.

Very Respectfully,

(b) (6)

(b) (6)

Office of The Judge Advocate General, U.S. Army
2200 Army Pentagon, Room 3B548
Washington, DC 20310-2200
(b) (6)

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(b) (6) (b) (6) USARMY HQDA OTJAG (USA)

From: Carlisle, Karen H SES USARMY HQDA OTJAG (USA) (b) (6)
Sent: Monday, May 8, 2023 9:57 AM
To: (b) (6) COL USARMY HQDA OTJAG (USA); (b)(6) USARMY HQDA OTJAG (USA); (b) (6) (b) (6) USARMY HQDA (USA); (b) (6) CIV USARMY HQDA TJAGLCS (USA); (b) (6) (b) (6) USARMY HQDA OTJAG (USA); (b) (6) (b) (6) USARMY HQDA OTJAG (USA); (b) (6) CIV USARMY HQDA OTJAG (USA); (b) (6) (b) (6) USARMY HQDA OTJAG (USA); (b) (6) C (b) (6) USARMY HQDA OTJAG (USA); (b) (6) CIV USARMY HQDA OTJAG (USA)
Cc: (b) (6) (b) (6) USARMY HQDA OTJAG (USA); (b) (6) (b) (6) USARMY NG (b) (6) (USA); (b) (6) (b) (6) USARMY USARC HQ (USA); (b) (6) (b) (6) USARMY HQDA OTJAG (USA)
Subject: RE: 11 May DEIC meeting

Team:

Just a reminder about the DEI Council meeting this week and the IPR for the Field Boards. Hope to see you there if you are available.

DEI Council Meeting Link: https://dod.teams.microsoft.us/l/meetup-join/19%3adod%3a937e7b619b9e47c69545e65f01dd9e3a%40thread.skype/1675788790852?context=%7b%22Tid%22%3a%22fae6d70f-954b-4811-92b6-0530d6f84c43%22%2c%22Oid%22%3a%229ec87a05-1c61-45a5-93e9-3a60f25220f4%22%7d

The meeting is 1300 on Thursday.

v/r,
Karen

Karen H. Carlisle
Director, Soldier and Family Legal Services
Office of The Judge Advocate General, U.S. Army
2200 Army Pentagon, Room 3E565
Washington, DC 20310-2200
(b) (6)

From: Carlisle, Karen H SES USARMY HQDA OTJAG (USA)
Sent: Saturday, April 22, 2023 10:22 AM
To: (b) (6) (b) (6) USARMY HQDA OTJAG (USA) (b) (6) (b)(6) (b)(6) USARMY HQDA OTJAG (USA) (b) (6) ; (b) (6) (b) (6) USARMY HQDA (USA) (b) (6) CIV USARMY HQDA TJAGLCS (USA) (b) (6) ; (b) (6) (b) (6) USARMY HQDA OTJAG (USA) <(b) (6) (b) (6) (b) (6) USARMY HQDA OTJAG (USA) (b) (6) (b) (6) CIV USARMY HQDA OTJAG (USA) (b) (6) (b) (6)

USARMY HQDA OTJAG (USA) (b) (6) (b) (6) USARMY HQDA OTJAG (USA) (b) (6) CIV USARMY HQDA OTJAG (USA) (b) (6)
Cc: (b) (6) (b) (6) USARMY HQDA OTJAG (USA) (b) (6) (b) (6) USARMY NG (b) (6) USA) (b) (6) ; (b) (6) (b) (6) USARMY USARC HQ (USA) (b) (6) (b) (6) USARMY HQDA OTJAG (USA) (b) (6)
Subject: 11 May DEIC meeting

Teammates and Stakeholders:

Greetings!

For the past couple months, our field boards have been working
very hard to develop products that you will find useful and which will help to improve our JAG Corps.

If you have the time, we would like to invite you to attend an in progress review (IPR) on Thursday, 11 May, at 1300 via teams. The intent is that our field boards will share with you the highlights of their progress. Please let us ((b) (6) (b) (6) and (b) (6) (b) (6) cc'ed above)
know if you would like to attend. We will send you the teams link.

Please share this with a representative if you are unable to make it or you think someone else should attend as well. Please let me know if you need anything from us prior to the meeting.

Thank you.

v/r,
Karen

Karen H. Carlisle
Director, Soldier and Family Legal Services
Office of The Judge Advocate General, U.S. Army
2200 Army Pentagon, Room 3E565
Washington, DC 20310-2200
(b) (6)

(b) (6) (b) (6) USARMY HQDA OTJAG (USA)

From: (b) (6) CW2 USARMY HQDA OTJAG (USA) <(b) (6)
Sent: Thursday, February 22, 2024 7:15 AM
To: USARMY Pentagon HQDA OTJAG Mailbox JAGC Diversity-Inclusion
Cc: (b) (6)
Subject: RE: FEB 2024 ODEIA Sends- Black History Month observance, Virtual Training Opportunities & Outreach Awards
Attachments: 2024 Black History Month Panel _Consolidated Biographies.pdf
Signed By: (b) (6)

Greetings JALS Family,

Just a friendly reminder, in honor of Black History Month your ODEIA is coordinating efforts with our Buffalo JAG Affinity Group to bring you a Black History Month Panel of "Leaders Within Our Disciplines" on **22 FEB 2024, 1000hrs EST**. The board will be comprised of the very best BJAG members in each legal discipline to include a representative from the cohort of legal administrators, command paralegals, and civilians to discuss their pathway to success bringing them to their current positions (or roles they have previously assumed) and how they became "legends" in our field. Attached are the panel member biographies for your SA.

This training will be recorded for ease of accessibility across our multiple time zones.

Office of Diversity, Equity, Inclusion & Accessibility
Office of the Judge Advocate General
(b) (6)
2200 Army Pentagon
Washington, D.C. 20310-2200 (b) (6)
(b) (6)
✉ OTJAG ODEI usarmy.pentagon.hqda-otjag.mbx.jagc-diversity-inclusion@army.mil

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From: (b) (6) W2 USARMY HQDA OTJAG (USA) (b) (6)
Sent: Thursday, February 1, 2024 8:02 AM
To: USARMY Pentagon HQDA OTJAG Mailbox JAGC Diversity-Inclusion <usarmy.pentagon.hqda-otjag.mbx.jagc-diversity-inclusion@army.mil>
Cc: (b) (6) CIV USARMY HQDA OTJAG (USA) (b) (6) ; (b) (6) (b) (6) USARMY HQDA OTJAG (USA) (b) (6)
Subject: FEB 2024 ODEIA Sends- Black History Month observance, Virtual Training Opportunities & Outreach Awards

Greetings JALS Family!

Throughout February we celebrate Black History Month also known as African American History Month by honoring and celebrating the important contributions of African Americans to our nation. The observance of African American / Black History Month was established by Public Law 99-244 and runs through the month of February.

This year's theme, chosen by the Department of Defense (DoD), is ***"African Americans and the Arts,"*** in recognition of African American arts and artisans. African American art is infused with African, Caribbean, and Black American influences. It showcases the artistic contributions by African Americans throughout history in the fields of visual and performing arts, literature, fashion, folklore, language, film, music, architecture, culinary and other forms of cultural expression. Our nation continues to be enriched with African American cultural traditions and artists who have used their craft to preserve cultural identity, confront prejudice, advocate for justice, and promote unity and mutual support in the face of adversity.

For more information, resources, and products on this year's theme and observance, please visit the Defense Equal Opportunity Management Institute website at https://www.defenseculture.mil/Special-Observances/#black-history-month

Did You Know?

- Lt. James R. Europe brought African American music genres international while leading the 369th Infantry Regiment "Hell Fighters" band.
- Leonora Hull Brown, a Women's Army Corps member during World War II, was crucial in creating the military's only all-Black female band.
- Horace Pippin is one of the most celebrated African American painters of the 20th century and a veteran of World War I.
- (b) (6) is the first Black/first female Command Sergeant Major to serve as TJAGLCS Command Sergeant Major in 2023.
- (b) (6) was the first Black Regimental Chief Warrant Officer of the JAG Corps in 2019.

Virtual Monthly Training Opportunities: This month we will be conducting two virtual training session listed below. Our updated FY24 ODEIA Strategic Training Calendar is attached, but please join our new JAGC ODEIA- Training & Resources MS Team for calendar invites and additional resources.

Generations in the Workplace on **8 FEB 2024, 1000hrs EST.** Join us for an overview on managing and communicating with the five generations in today's workforce, to include their characteristics, relationships with authority and the organization, and common stereotypes. This training will be recorded for ease of accessibility across our multiple time zones.

In honor of Black History Month your ODEIA is coordinating efforts with our Buffalo JAG Affinity Group to bring you a Black History Month Panel of "Leaders Within Our Disciplines" on **22 FEB 2024, 1000hrs EST**. The board will be comprised of the very best BJAG members in each legal discipline to include a representative from the cohort of legal administrators, command paralegals, and civilians to discuss their pathway to success bringing them to their current positions (or roles they have

previously assumed) and how they became “legends” in our field. This training will be recorded for ease of accessibility across our multiple time zones.

Training Requests. As our office begins recording more training sessions, we will be deferring most LPD training requests to maximize the utilization of our recordings. This will allow us the time needed to pursue the staffing of DEIA strategic initiatives and DEI Council Field Board projects. Based on the needs of your organizations, we will still consider in-person or virtual training options on a case-by-case basis. We appreciate your support and are always available to assist or answer any questions to support you and your teams.

Department of the Army Outreach Awards. Do you have someone in your formation that you want to recognize? Check out these outreach awards to see if you have anyone eligible. This outreach awards program enhances recruiting and retention efforts by expanding the organization’s reach and recognizing outstanding performance. Non-Federal Entities (NFE) Meritorious Service Awards honor military members and DoD civilian employees who have supported DoD mission, overseas contingency operations, or whose attributes best epitomize the qualities and core values of their respective Military Service or other DoD component. Please reference the attached Department of the Army 2024 Outreach Awards calendar for links to award criteria. We are providing the yearly calendar so you can plan ahead. Often, we receive these taskers from Army with a very short suspense. The suspense listed is the suspense for us to get the final package to Army. Our internal suspense will most likely be at least 2 weeks earlier. Please reach out to our office with any questions or possible nominees and look out for JAGCnet announcements with more specific award criteria for each award. All award submissions should be turned in to our office and we will package for TJAG’s review.

Office of Diversity, Equity, Inclusion & Accessibility
Office of the Judge Advocate General
(b) (6)
[redacted]
2200 Army Pentagon
Washington, D.C. 20310-2200
[redacted]
✉ OTJAG ODEI usarmy.pentagon.hqda-otjag.mbx.jagc-diversity-inclusion@army.mil

(b) (6) (b) (6) USARMY HQDA OTJAG (USA)

From: USARMY Pentagon HQDA OTJAG Mailbox JAGC Diversity-Inclusion <usarmy.pentagon.hqda-otjag.mbx.jagc-diversity-inclusion@army.mil>
Sent: Tuesday, September 20, 2022 10:42 AM
To: USARMY Pentagon HQDA OTJAG Mailbox JAGC Diversity-Inclusion
Subject: Application Period Open!! JAG Corps Diversity, Equity, and Inclusion Field Boards - MAKE YOUR VOICE COUNT!!! APPLY NOW! (SUSPENSE: Friday, 30 Sep 22)
Attachments: JAG Corps Field Board Application 2022.pdf

Greetings, JALS Family!

All JALS members, regardless of rank or component, are eligible to participate on a JAG Corps Diversity, Equity, and Inclusion (DEI) "Field Board."

The DEI Field Boards are subordinate advisory boards that assist the JAG Corps' Council on Diversity, Equity, and Inclusion (DE&I) in taking a comprehensive look at ourselves as a regiment. The Field Boards enable the Council to assist The Judge Advocate General (TJAG) in determining whether our Judge Advocate Legal Services (JALS) is as diverse, equitable, and inclusive as we can be. The diverse voices and perspectives of our global Field Board members are imperative to identifying and assessing problems and opportunities which provide TJAG significant input and understanding about the field's perception on matters as related to DE&I. TJAG can then consider this information when implementing policy or organizational changes to maximize diversity, equity, and inclusion, where necessary, across our Corps.

Interested applicants must submit a completed application to usarmy.pentagon.hqda-otjag.mbx.jagc-diversity-inclusion@army.mil NLT Friday, 30 September 2022. To ensure members will be able to commit to Field Board meetings and work, supervisors must be notified of your intent to apply and must be supportive of your participation. When submitting your applications and records brief, CC your 1st line supervisors. ***All selected applicants will be notified by official appointment memoranda in early October.

We would also like to thank the 100+ members who previously served on the Field Boards over the last year+. The work you put into your studies, analysis, and recommendations was immeasurable and will greatly impact the future of our Corps. On behalf of our Foundation, we thank each and every one of you for your efforts!

Please address any questions to (b) (6)(b) (6) XO to the Council at (b) (6) We look forward to your service!

V/r,

(b) (6))
Office of Diversity, Equity, & Inclusion
Office of the Judge Advocate General
2200 Army Pentagon
Washington, D.C. 20310-2200
(b) (6)

(b) (6) (b) (6) **USARMY HQDA OTJAG (USA)**

From: Koon, William J SES USARMY HQDA OTJAG (USA)
Sent: Thursday, October 17, 2024 11:43 AM
To: (b) (6)
)
Cc: Koon, William J SES USARMY HQDA OTJAG (USA); (b) (6)
Subject: Appointment to the Executive Steering Committee
Attachments: DEIAC_SOP_Sep24 (final).pdf; DEIA_Executive_Steering_Committee_2024.pdf; DEIAC Appointment_2024.pdf
Signed By: (b) (6)

Good afternoon, Leaders,

It is my pleasure to announce your appointment to the JAGC's Diversity, Equity, Inclusion, and Accessibility (DEIA) Executive Steering Committee! This committee serves in an advisory role to the DEIA Council, ensuring that the Council and, by extension, Field Board recommendations and initiatives are aligned and consistent with JAGC priorities, supporting our efforts in valuing and developing wellness, mentorship, and leveraging the innate talents of our people in an inclusive environment.

The TJAG appointment memorandum is attached for your records, as well as the JAGC DEIA Council Standard Operating Procedures (SOP). The newly selected 2024-2026 DEIA Council members were notified yesterday. That appointment is attached for your awareness. As their efforts are formed, you may be called to engage in a Council meeting or provide data points on an issue. Please do not hesitate to reach out for questions or concerns.

Thanks!
Will

William J. Koon
Director, Professional Programs
Senior Civilian, The Judge Advocate General's Corps
Headquarters, Department of the Army
(b) (6)

(b) (6) (b) (6) USARMY HQDA OTJAG (USA)

From: Berger, Joseph B (Joe) III MG USARMY HQDA OTJAG (USA) (b) (6)
Sent: Thursday, March 30, 2023 2:24 PM
To: (b) (6) CIV USARMY HQDA OTJAG (USA)
Cc: Carlisle, Karen H SES USARMY HQDA OTJAG (USA); Ranieri, Steven M COL USARMY HQDA OTJAG (USA); (b) (6) Mendelson, David E BG USARMY HQDA OTJAG (USA); Erisman, Terri J COL USARMY HQDA OTJAG (USA); (b) (6) (b) (6) USARMY HQDA OTJAG (USA)
Subject: Subcommittee on Ensuring Force Readiness -- Examining Progressivism's Impact on an All Volunteer Force

(b) (6) FYSA.As we have discussed.

DJAG

Sent: Thursday, March 30, 2023 2:02 PM
To: Wormuth, Christine HON USARMY HQDA SECARMY (USA) (b) (6) McConville, James C GEN USARMY HQDA CSA (USA) (b) (6)
Subject: SPOTREP: House Committee on Oversight and Accountability, Subcommittee on Ensuring Force Readiness -- Examining Progressivism's Impact on an All Volunteer Force

Madam Secretary and Chief,

Good afternoon. On Tuesday afternoon, (b) (6), Senior Research Fellow, Center for National Defense, the Heritage Foundation; (b) (6), Chairman, Veterans on Duty, Inc.; (b) (6), Senior Fellow, Independent Women's Forum; and **Lieutenant General (Ret.) David Barno**, Visiting Professor of Strategic Studies, Johns Hopkins School of Advanced International Studies testified before the House Committee on Oversight and Accountability Subcommittee on National Security, the Border, and Foreign Affairs on "Ensuring Force Readiness: Examining Progressivism's Impact on an All-Volunteer Military."

The main theme of this hearing was the notable disagreements between the Majority and Minority members concerning impacts on military readiness, recruitment, and retention from Department of Defense (DoD) Diversity, Equity, and Inclusion (DEI) initiatives, Critical Race Theory (CRT) training in the service academies, and focus on extremism in the military. Specifically, the Majority and Minority offered drastically different opinions regarding the legitimacy and efficacy of DEI, CRT, and extremism training, particularly regarding their influence to the current "military recruitment and readiness crisis." Majority lines of questioning included repeated criticism of the Biden Administration using the military as a tool for its "social experiment, engineering, and political agenda", while conversely, the Minority members disagreed with the Majority's characterizations and emphasized that similar efforts for diversity and inclusion existed since the 1960s. The Minority members further emphasized that sexual violence, lack of mental health support, and lack of access to affordable child care are the primary factors causing the declined recruitment and retention.

Key points are:

- Majority members characterized **DEI initiatives, CRT training in service academies, focus on extremism, assistance for transgender servicemembers, and environmental justice as "woke agendas"** in the military.

- Majority members viewed the "woke agendas" being detrimental to **recruiting and readiness**; while the Minority members maintained that these efforts remain in the military since the transition to all-volunteer force from 1973.
- Majority members heavily criticized the Biden Administration's **politicization of military**, and the sheer amount of various resources being invested. Specifically, Chairman Grothman expressed significant vocal surprise over "$114M in DEI programs and over $200K paid to DEI instructors"
- Majority members expressed significant concerns with "woke agendas" causing **decreased physical fitness standards, unequal promotion standards, youth's reluctance to join the military, and politically-driven policy decisions** such as transition of nontactical vehicles to fully-electric by 2025.
    - Of note, REP Sessions (R-TX) referenced his family member (nephew, Army Captain) being forced separation *"because he would not submit himself to the knowledge that, uh, 30 year-old man did not do so well in the COVID experience. And the pandemic was over long before he had to make any decision about that"*
- Minority members disagreed with Majority members' characterization of "woke agendas" in the military, and rather expressed diversity and inclusion as **democratization and strengthening of our military**. Minority members further emphasized that the US military remains as the strongest in the world.
- Minority members collectively voiced that there are no factual data that supports the claims over diversity and inclusion efforts negatively impacting recruitment, retention, and readiness.
- Minority members emphasized that **sexual violence, post-COVID-19 mental health impacts, food insecurity from inadequate wage, and unhealthy military climate** are the primary factors in low recruitment and retention.
    - Of note, REP Lynch (D-MA) referenced recent statistics on homicides, suicides, and sexual assaults at Fort Hood, as well as recent military justice reforms.
- Minority members voiced that the Majority members are politicizing the intent of this hearing, and emphasized that this committee should rather focus on strengthening the servicemembers' quality of life to aid the declining recruitment and retention.

Chairman Grothman (R-WI) opened the hearing by criticizing the Biden Administration for using the military as a tool for social experiment and political agendas. Chairman Grothman expressed concerns with loosened standards for recruitment, continued CRT training in the service academies, and the overall 'woke agendas' in the military. Chairman Grothman negatively portrayed that servicemembers are being allowed to take time for sex change surgeries, millions of dollars are being invested into DEI offices, and military fitness standards are significantly decreased under the Biden Administration's push for progressive agendas; *"Biden Administration exploits military for political agendas and uses it for social experiments"*

Ranking Member Garcia (D-CA) expressed confidence that the US military is still the strongest in the world by comparing US defense budget to other major countries combined. While the Ranking Member agreed with the Majority's stance that the military should not be politicized, the Ranking Member emphasized that the hearing should focus on studies and data evolving in the recruiting and retention realm. Ranking Member Garcia expressed concerns with sexual violence, lack of mental health support, and lack of affordable child care issues in the military being the major negative factors to declined retention. Ranking Member Garcia cited CJCS's statement regarding "widely read" on CRT and agreed that our military should be widely open for ideas.

Of note, several Majority members, including Chairman Grothman (R-WI), referenced and heavily criticized CJCS's comment *"I want to understand White rage. And I'm White"* from 2021. These Majority members further criticized General CQ Brown and General David Berger's claims over 'zero evidence DEI training distracts from readiness.'

In addition, there was a moderately contentious exchange between Lieutenant General (Ret.) Barno and REP Perry (R-PA, a retired ARNG BG) while referencing the two's similar military service timeline to articulate what the military should focus on; Lethality and Readiness vs. Diversity and Inclusion.

Hearing Link: https://oversight.house.gov/hearing/ensuring-force-readiness-examining-progressivisms-impact-on-an-all-volunteer-military/

Member Roll Call:
(Subcommittee on National Security, the Border, and Foreign Affairs Members)
Attended:
Chairman Glenn Grothman (R-WI)
Ranking Member Robert Garcia (D-CA)
REP Paul Gosar (R-AZ)
REP Clay Higgins (R-LA)
REP Pete Sessions (R-TX)
REP Andy Biggs (R-AZ)
REP Jake LaTurner (R-KS)
REP Pat Fallon (R-TX)
REP Kelly Armstrong (R-ND)
REP Scott Perry (R-PA)
REP Stephen Lynch (D-MA)
REP Dan Goldman (D-NY)
REP Maxwell Frost (D-FL)

Not Attended:
REP Virginia Foxx (R-NC)
REP Nancy Mace (R-SC)
REP Jared Moskowitz (D-FL)
REP Alexandria Ocasio-Cortez (D-NY)
REP Katie Porter (D-CA)
REP Cori Bush (D-MO)

(Non-subcommittee Member)
Attended:
REP Jamie Raskin (D-MD)

(b) (6) (b) (6) USARMY HQDA OTJAG (USA)

From: (b) (6) (b) (6) USARMY HQDA OTJAG (USA)
Sent: Tuesday, January 4, 2022 10:36 AM
To: (b) (6) (b) (6) USARMY HQDA OTJAG (USA); (b)(6) USARMY HQDA OTJAG (USA)
Subject: FW: (b)(6)
Attachments: 2021MMSA_Info.pdf_safe.pdf

Follow Up Flag: Follow up
Flag Status: Flagged

Sisters, this was my last attempt at corralling up various awards. At the time, Ms. Carlisle and I were interested in submitting (b) (6) for one or the other.

We submitted her for the Bob Hope thing a few weeks back.

This roll up can also help in the updating of the master list, maybe: https://www.usna.edu/Diversity/awards.php.

Very Respectfully Siempre,
(b) (6)

From: (b) (6) (b) (6) (b) (6) USARMY HQDA OTJAG (USA)
Sent: Wednesday, September 8, 2021 1:14 PM
To: Carlisle, Karen H SES USARMY HQDA OTJAG (USA); (b) (6)
Subject: (b) (6)

Ma'am, BLUF: I will keep looking for closer-in-time & relevant possible awards. All the awards listed here envision noms submitted sometime in Spring, but we can always try to submit early.

[redacted] is competitive for any of these. I recommend submitting her for at least TWO awards to ensure success. Could be any of the JAA awards described below, plus one of the relevant ABA awards, or one of the three-listed awards on the USNA website, or the Brody award below.

Of the possible awards listed in the USNA's website you sent me (terrific layout, BTW), these are the three I think may be applicable:

1. Blacks in Govt Military Meritorious Service Award (see attached PDF for this year's criteria). Deadline's passed, so possibly open again with deadline in late MAY 2022.
2. Federally Employed Women (FEW) Meritorious Service award. Sent out an RFI for more info on deadline (https://www.few.org/awards-and-scholarship-winners/).
3. NAACP Roy Wilkins Renown Service Award (https://safe.menlosecurity.com/doc/docview/viewer/docN4985DA716214a7b09da9a2e3858ab90a1e76a44e4c6dc4f79850b0fe586728572217c7de68a9). Deadline would be early MAY.

The following other awards are also feasible (relevant deadlines for noms where known indicated below):

1. Various Judge Advocates Association (JAA) Awards:
    - 15 MAR deadline: Life Service Award; Judicial Service Award; and Outstanding Career Judge Advocate Award (https://jaa.org/awards/).
2. Various ABA Awards:
    - Early APR 2022: Standing Committee on Armed Forces Law (SCAFL), Outstanding Military Service Career Judge Advocate Award (Gail Curley last got this in AUG.).
    - Mid-APR 2022: Martha Fay Africa Golden Hammer Award (https://www.americanbar.org/groups/law_practice/awards/golden-hammer-award/). "[T]o recognize the work of individuals/entities that help promote women and diverse attorneys in the [law practice] Division, the ABA, and the profession."
    - Late MAY 2022: Charles R. English Award (https://www.americanbar.org/groups/criminal_justice/awards/english/). Awardees will be judges, prosecutors, the defense bar, academics, and other attorneys who are members of the American Bar Association Criminal Justice Section and have distinguished themselves by their work in the field of criminal justice, and who meet the following criteria: exemplify ethical and professional conduct; have provided exceptional service to the Criminal Justice Section; engage in activities that have increased the stature and professionalism of lawyers who practice in the criminal justice system; and, enhance the relationship between prosecutors and defense bar by setting an example that subordinates parochial defense bar and prosecution views in both professional and bar association endeavors in favor of achieving a result that promotes fairness and justice.
    - Mid-MAY 2022: ABA's John Marshall Award (https://www.americanbar.org/groups/judicial/awards/johnmarshall/). "[P]resented to any individual who has made a positive national impact on the justice system. Nominees may be non-lawyers as well as lawyers. Eligibility is open to any individual responsible for extraordinary improvement to the administration of justice in the categories of: Judicial Independence, Justice System Reform, and/or Public Awareness about the Justice System."
3. OTHER ENTITIES:
    - EVERY TWO YEARS (next is 2022 – sent a request for more info to Colby): Morton A. Brody Distinguished Judicial Service Award (https://goldfarbcenter.colby.edu/events/flagship-events/morton-a-brody-distinguished-judicial-service-award/). Colby Univ. awards this "to honor an outstanding United States federal or state judge who embodies the same qualities of integrity, compassion, humanity, and judicial craftsmanship as US District Court judge Morton Brody."
    - JUL 2022: National Law Journal (https://www.event.law.com/nationallawjournal-legalawards/categories). "The National Law Journal is seeking nominations for our Lifetime Achievement Award. This award will honor an attorney's career-long accomplishments and impact on the national legal community. Honorees will be recognized at the NLJ awards dinner in November in Washington, D.C."

(b) (6)
Director, Office of Diversity, Equity, and Inclusion (ODEI)
Office of The Judge Advocate General, 2200 Army Pentagon
Rm 3B548, Washington, DC 20310 (b) (6)

(b) (6) (b) (6) USARMY HQDA OTJAG (USA)

From: (b) (6) CW3 USARMY HQDA OTJAG (USA)
Sent: Thursday, February 10, 2022 9:37 AM
To: (b) (6) MAJ USARMY HQDA OTJAG (USA)
Subject: BJAG Questions for TJAG Engagement w/ Affinity Groups - 3 Mar 22

(b) (6)

1) The stand-up of the many affinity mentorship groups over the last few years seems indicative of a mentorship gap across the JAGC's senior leadership or model of leadership development (and a significant indicator of inclusivity/culture challenges). How does TJAG interpret their creation and how do they affect his view of the current state of mentorship (and mentorship needs) in the JAGC?
2) Since we know that any real changes to leadership at SJA level and beyond have to start at recruitment, what are we noticing at recruitment? It takes 15-20 years to fully groom SJA leaders. Specifically what trends are we seeing with minority recruitment when we go to law schools with a high number of potential minority applicants.
3) There is training in our PME/short courses at TJAGLCS that tell us how to do our jobs, how to lead our teams, but will there be training imbedded on how to mentor our people—those we supervisor, our peers, and our leaders (mentoring up)?

V/r,

(b) (6))
Strategic Initiatives Office (SIO), Office of The Judge Advocate General
2200 Army Pentagon, Room 3E565
Washington, D.C. 20310-2200
(b) (6)
SIO usarmy.pentagon.hqda-otjag.mbx.jagcorps-info@mail.mil
JAG Corps Facebook page: https://www.facebook.com/ArmyJAGCorps
JAG Corps LinkedIn page: https://www.linkedin.com/company/u-s-army-jag-corps/
JAG Corps Instagram page: https://www.instagram.com/usarmyjag/

(b) (6) (b) (6) USARMY HQDA OTJAG (USA)

From: Sullivan, Ronald D (Ron) BG USARMY HQDA OTJAG (USA)
(b) (6)
Sent: Wednesday, April 19, 2023 1:19 AM
To: (b) (6) COL USARMY HQDA OTJAG (USA)
Subject: Re: CLEO needs you

Looking forward to hearing the 5Ws of the BOD recruiting presentations/feedback/recommendation/decisions.

Hope you are well; hope you are healing up well too. .

Take Care,
-bg rds
Ronald D. Sullivan
Brigadier General, USAR
Chief Judge, U.S. Army Court
of Criminal Appeals (IMA)
Fort Belvoir, VA
(b) (6)

From: (b) (6) COL USARMY HQDA OTJAG (USA)
Sent: Friday, April 14, 2023 6:19 AM
To: Sullivan, Ronald D (Ron) BG USARMY HQDA OTJAG (USA)
Subject: RE: CLEO needs you

As always Sir, thank you! Certainly an opportunity we need to look hard at and take advantage of – recruiting was the topic de jure yesterday at the close of the BOD.

Vr

(b) (6)

(b)(6)

(b) (6)

Rm 3E542 Army Pentagon

Washington DC 20310

(b) (6)

From: Sullivan, Ronald D (Ron) BG USARMY HQDA OTJAG (USA)
Sent: Thursday, April 13, 2023 8:23 PM
To: (b)(6) USARMY HQDA OTJAG (USA)
Cc: (b) (6) (b) (6) USARMY HQDA OTJAG (USA) ; (b) (6) (b) (6) USARMY HQDA OTJAG (USA) ; (b) (6) (b) (6) USARMY HQDA OTJAG (USA) ; (b) (6) (b) (6) USARMY HQDA (USA)
Subject: Fw: CLEO needs you

(b)(6) (and teammates) - In his response to my follow up/thank you note, (b) (6) seems to indicate that there is more an interest to work together having our have our presence/support, than there is in securing a financial investment/sponsorship from the Army JAGC. I also want to point out that and the same offer has been made to our sister services.

This lawyer recruiting pipeline concept may be something well-suited for a JAGC and USAREC partnership - (our people) & USAREC's recruiting $$. Just putting it out for smarter minds to chew on.

Take Care,
-bg rds
Ronald D. Sullivan
Brigadier General, USAR
Chief Judge, U.S. Army Court
of Criminal Appeals (IMA)
Fort Belvoir, VA
(b) (6)

From: (b) (6)
Sent: Thursday, April 13, 2023 12:49 PM
To: Sullivan, Ronald D (Ron) BG USARMY HQDA OTJAG (USA) (b) (6)
Subject: [URL Verdict: Neutral][Non-DoD Source] Re: CLEO needs you

General Sullivan,

Thank you for everything you do.

I sincerely look up to you. You're a trailblazer for many of us in the law. To do so in Army JAG is incredible. Every time I put on my ESQ watch I remember not seeing my name on the Army JAG list of selectees to the Reserve component. It was a consolation prize I gifted myself that cold December. I know how incredible your team is. I've always admired the JAG Corps and its officers.

To know you've blazed a trail in the Army and its JAG Corps for others to follow is just incredible

Your support of CLEO, coming to our reception and participating in our Podcast are things I'll forever be grateful for.

(b)(6) (b) (6) is an all-star, can't wait to connect with her today. I will do all I can to help diversify the JAG Corps from here.

We have a Spring Bloom on May 24 at the offices of (b) (6) . I'd like to have Army JAG corps on our list of supporters regardless of whether we get sponsorship for our students now or not. I would love for you to attend if you can.

I am extending the same opportunity t be listed as supporters of CLEO to the other JAG Corps so no worries on a gift analysis.

If you'd like me to email anyone else to assure it's fine, please let me know. I'm committed to increase the numbers of diverse attorneys in the JAG Corps.

Thank you again,

(b) (6)

From: Sullivan, Ronald D (Ron) BG USARMY HQDA OTJAG (USA) (b) (6)
Sent: Thursday, April 13, 2023 1:37:06 PM
To: (b) (6)
Subject: Re: CLEO needs you

(b) (6)

Thanks for your kindness as always. I am looking forward to seeing you this year at various CLEO and NON-CLEO events. I forwarded your request to our bean counters and decision makers in the sky. I hope to hear something soon.

Hope your spring is going well!

Take Care,
-bg rds
Ronald D. Sullivan
Brigadier General, USAR
Chief Judge, U.S. Army Court
of Criminal Appeals (IMA)
Fort Belvoir, VA
(b) (6)

(b) (6) [redacted]

From: (b) (6) [redacted]
Sent: Monday, March 27, 2023 1:12 PM
To: Sullivan, Ronald D (Ron) BG USARMY HQDA OTJAG (USA) (b) (6) [redacted]
Subject: [URL Verdict: Neutral][Non-DoD Source] CLEO needs you

Dear General Sullivan:

I hope all is well. It has been such an exciting adventure seeing you and your team at all of our conferences nationwide.

We at CLEO are celebrating our 55th year, and we need the U.S. Army JAG Corp's support now more than ever.

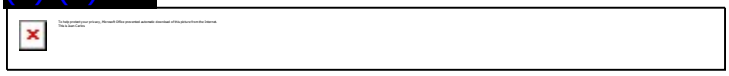
We have prepared the following as attachments for your consideration:

1. Introductory letter
2. Prospectus
3. Army JAG Sponsorship Opportunities
4. Schedule of our flagship program this summer.

In addition to the above, you will receive invitations for the following events, and we hope to see you there:

1. Spring Bloom on May 24
2. CLEO Career Fair - September 16
3. The Emerald Anniversary Gala November 16

I am really looking forward to hearing from you.
Very respectfully submitted,
(b) (6) [redacted]



(b) (6) (b) (6) USARMY HQDA OTJAG (USA)

From: USARMY Pentagon HQDA OTJAG Mailbox JAGC Diversity-Inclusion <usarmy.pentagon.hqda-otjag.mbx.jagc-diversity-inclusion@army.mil>
Sent: Wednesday, April 26, 2023 11:59 AM
To: USARMY Pentagon HQDA OTJAG Mailbox JAGC Diversity-Inclusion
Subject: Reminder - DEI in Mentorship, Thursday, 27 April 2023, 1100-1200 EST

Greetings, JALS Family!

This is just a friendly reminder that tomorrow your ODEI will be offering virtual training on ***DEI in Mentorship*** from **1100-1200 EST**. Everyone's invited!

Training will take place at the MS Teams link below:

Join on your computer, mobile app or room device
Click here to join the meeting
Or call in (audio only)
+1 571-616-7941,,34905172# United States, Engleside (Virginia Beach)
Phone Conference ID: 349 051 72#
Find a local number | Reset PIN
Learn More | Meeting options

Need to request training for your group or organization? We are now booking beyond **August 2023**. Find out how to submit your request here!

As always, our team is here for you. Please feel free to reach out to us anytime!

Very Respectfully,

(b) (6)
Director, Office of Diversity, Equity, & Inclusion
Office of the Judge Advocate General
2200 Army Pentagon
Washington, D.C. 20310-2200
(b) (6)
OTJAG ODEI usarmy.pentagon.hqda-otjag.mbx.jagc-diversity-inclusion@army.mil

(b) (6) (b) (6)
Office of Diversity, Equity, & Inclusion
Office of the Judge Advocate General
2200 Army Pentagon
Washington, D.C. 20310-2200
(b) (6)

(b) (6) [redacted]
OTJAG ODEI usarmy.pentagon.hqda-otjag.mbx.jagc-diversity-inclusion@army.mil

(b) (6) [redacted]
Office of Diversity, Equity, & Inclusion
Office of the Judge Advocate General
(b) (6) [redacted]
OTJAG ODEI usarmy.pentagon.hqda-otjag.mbx.jagc-diversity-inclusion@army.mil

(b) (6) (b) (6) USARMY HQDA OTJAG (USA)

From: (b) (6) (b) (6) USARMY HQDA OTJAG (USA)
Sent: Monday, November 7, 2022 11:46 AM
To: (b) (6) (b) (6) USARMY HQDA OTJAG (USA); (b) (6) CW3 USARMY HQDA OTJAG (USA)
Cc: (b) (6) CIV USARMY HQDA OTJAG (USA)
Subject: RE: DEI Review of AGR GOSC

Amiga, ODEI is not aware of any DEIA matter concerning any of these folks.

Gracias and v/r, Luis

Very Respectfully Siempre,
(b) (6) (6)

From: (b) (6) (b) (6) USARMY HQDA OTJAG (USA) (b) (6)
Sent: Monday, November 7, 2022 11:36 AM
To: (b) (6) (b) (6) USARMY HQDA OTJAG (USA) (b) (6)
Cc: (b) (6) ((b) (6) USARMY HQDA OTJAG (USA) (b) (6) CIV USARMY HQDA OTJAG (USA) (b) (6)
Subject: RE: DEI Review of AGR GOSC

Good Morning,

Can we have it completed by tomorrow. Sorry for the short suspense.

(b) (6) (b) (6)
(b) (6)
Personnel, Plans & Training Office (PPTO)
Office of the Judge Advocate General
2200 Army Pentagon, Rm 2B517
Washington, DC 20310-2200
(b) (6)

I am currently teleworking, if you need to speak to me please contact me via TEAMS or my cell.

If you haven't already, please join our milSuite group for updated RC JA information without a need for a government computer: https://www.milsuite.mil/book/groups/jagconnect-reserve-ppto

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From: (b) (6) (b) (6) USARMY HQDA OTJAG (USA) (b) (6)
Sent: Monday, November 7, 2022 11:16 AM
To: (b) (6) (b) (6) USARMY HQDA OTJAG (USA) (b) (6)
Cc: (b) (6) (b) (6) USARMY HQDA OTJAG (USA) (b) (6) CIV

USARMY HQDA OTJAG (USA)(b) (6)
Subject: RE: DEI Review of AGR GOSC

Greetings, ma'am.

What is the suspense on this?

V/r,

(b) (6))
Office of Diversity, Equity, & Inclusion
Office of the Judge Advocate General
2200 Army Pentagon
Washington, D.C. 20310-2200
(b) (6)

From: (b) (6) (b) (6) USARMY HQDA OTJAG (USA) (b) (6)
Sent: Monday, November 7, 2022 9:35 AM
To: (b) (6) (b) (6) USARMY HQDA OTJAG (USA) (b) (6)
Cc: (b) (6) (b) (6) USARMY HQDA OTJAG (USA) (b) (6) CIV USARMY HQDA OTJAG (USA) (b) (6)
Subject: DEI Review of AGR GOSC

Good Morning,

Would you please complete a DEI review for the attached FY23 AGR PCS Slate. The names of Soldiers getting jobs are as follows:

(b) (6)

(b) (6) [redacted]

Thank you in for all your assistance in advance.

(b) (6) [redacted]
Personnel, Plans & Training Office (PPTO)

Office of the Judge Advocate General
2200 Army Pentagon, Rm 2B517
Washington, DC 20310-2200
(b) (6)
[redacted]

I am currently teleworking, if you need to speak to me please contact me via TEAMS or my cell.

If you haven't already, please join our milSuite group for updated RC JA information without a need for a government computer: https://www.milsuite.mil/book/groups/jagconnect-reserve-ppto

(b) (6) (b) (6) USARMY HQDA OTJAG (USA)

From: (b) (6) (b) (6) USARMY 7 ID (USA) (b) (6)
Sent: Thursday, May 18, 2023 7:15 PM
To: (b) (6) (b) (6) USARMY HQDA OTJAG (USA)
Cc: (b) (6) (b) (6) USARMY HQDA OTJAG (USA); (b) (6) (b) (6) USARMY III CORPS (USA); (b) (6) (b) (6) USARMY HQDA OTJAG (USA); (b) (6) LTC USARMY 7 ID (USA)
Subject: Worthwhile read - DEI Strategy

(b) (6)

I hope you are well. I wanted to share an intriguing strategic blueprint for building a diverse, inclusive, and equitable organization – courtesy of the world's leading consulting firm, McKinsey & Co.

Put some teeth into your DEI strategy | McKinsey

As you know, organizations across the private and public sectors have taken important steps in recent years to become more diverse, equitable and inclusive—and still, change has been slow. This article identifies many of the shared challenges, including not setting up clear baselines for DEI programs or clear mechanisms for measuring progress against goals. The authors also identify five broad steps to address these challenges and help move the needle.

I recommend giving it a read. The five-step framework for setting and achieving a successful strategy (DEI or otherwise) is one of the best I've seen. Cool points awarded for alliteration too.

1. *Aspire.* Align on the vision.
2. *Assess.* Build the fact base.
3. *Architect.* Develop the plan.
4. *Act.* Mobilize capabilities and resources.
5. *Advance.* Measure progress to scale and sustain momentum.

Including our current and incoming SIO teammates on this email for potential application to other JAGC strategy development and implementation.

Hope you find this useful.

(b) (6)

V/r,

(b) (6)
Staff Judge Advocate
(b) (6)

(b) (6) (b) (6)

ATTORNEY CONFIDENTIALITY NOTICE-Controlled Unclassified Information (CUI). The information contained in this e-mail and any accompanying attachments may constitute attorney work product and/or client advice, which are legally privileged. It should not be released to unauthorized persons, and should be maintained in a separate file. If you are not the intended recipient of this information, any disclosure, copying, distribution, or the taking of any action in reliance on this information is prohibited. If you received this e-mail in error, please notify me immediately by return e-mail or by calling the above numbers.

(b) (6) (b) (6) USARMY HQDA OTJAG (USA)

From: (b) (6) (b) (6) USARMY HQDA OTJAG (USA)
Sent: Tuesday, May 7, 2024 7:20 AM
To: (b) (6) USARMY HQDA OTJAG (USA); (b) (6) (b)(6) USARMY HQDA OTJAG (USA)
Subject: Fwd: TJAG talking points for DEI Council meeting 9 May at 1300
Attachments: Talking Points for TJAG attendance at JAG Corps DEI Council on 9 May.docx

(b) (6)
If you have a moment, please take a look at the DEI talking points.
Thanks.

From: (b) (6) CIV USARMY HQDA OTJAG (USA)" (b) (6)
Date: Monday, May 6, 2024 at 11:36:46 PM
To: (b) (6) (b) (6) USARMY HQDA OTJAG (USA)" (b) (6)
Cc: (b)(6) USARMY HQDA OTJAG (USA)" (b)(6) b) (6) CIV USARMY HQDA OTJAG (USA)" (b) (6) "Carlisle, Karen H SES USARMY HQDA OTJAG (USA)" (b) (6) , " (b) (6) (b) (6) USARMY HQDA OTJAG (USA)" (b) (6)
Subject: TJAG talking points for DEI Council meeting 9 May at 1300

(b) (6)

Attached are TJAG's talking points for the JAG Corps DEI Council on Thursday at 1300. Ms. Carlisle wanted to have the KLC talking points for the changes to ODEIA added to these so that the boss could emphasize we are still prioritizing DEIA. If you have any questions, please reach out. I am currently TDY to Hawaii so I am 6 hours behind you. If you need something immediately, Chief (b) (6) s may be able to help. I will be monitoring email though. I will have Chief (b) (6) get the link to (b) (6) (6) for the meeting. Thanks for your help.

V/R,

(b) (6)

Director, Office of Diversity, Equity, & Inclusion

Office of the Judge Advocate General

2200 Army Pentagon

Washington, D.C. 20310-2200

[redacted] (b) (6) [redacted]

[redacted]

[redacted]

(b) (6) (b) (6) USARMY HQDA OTJAG (USA)

From: (b) (6) (b) (6) USARMY HQDA OTJAG (USA) (b) (6)
Sent: Tuesday, March 21, 2023 7:13 PM
To: Berger, Joseph B (Joe) III MG USARMY HQDA OTJAG (USA)
Cc: (b) (6) (b) (6) USARMY HQDA OTJAG (USA); (b) (6) (b) (6) USARMY HQDA OTJAG (USA)
Subject: WSJ articles
Attachments: My Struggle Session at Stanford Law School - WSJ.pdf; DEI Is Dying On College Campuses.pdf; The Tyranny of the DEI Bureaucracy - WSJ.pdf
Signed By: (b) (6)

Sir,

Attached are the two WSJ that TJAG asked us to review and draft TPs for his use when introducing (b) (6) at the KLC. ("My Struggle Session…" and "DEI is Dying…")

The third article ("Tyranny") comments on the Stanford situation and was published close in time. If you want to be shocked, you can listen to the Stanford speech here. https://davidlat.substack.com/p/the-full-audio-recording-of-judge

v/r,
(b) (6)

(b)(6)
(b) (6)

Office of The Judge Advocate General
Washington DC 20310

(b) (6)

(b) (6) (b) (6) USARMY HQDA OTJAG (USA)

From: USARMY Pentagon HQDA OTJAG Mailbox JAGC Diversity-Inclusion <usarmy.pentagon.hqda-otjag.mbx.jagc-diversity-inclusion@army.mil>
Sent: Wednesday, March 8, 2023 11:20 AM
To: USARMY Pentagon HQDA OTJAG Mailbox JAGC Diversity-Inclusion
Subject: Reminder - DEI&A: An Overview, Thursday, 9 March 2023, 1100-1200 EST

Greetings, JALS Family!

This is just a friendly reminder that tomorrow your ODEI will be offering virtual training on *DEI&A: An Overview* from **1100-1200 EST**. Everyone's invited!

Training will take place at the MS Teams link below:

Join on your computer, mobile app or room device
Click here to join the meeting
Or call in (audio only)
+1 571-616-7941,,34905172# United States, Engleside (Virginia Beach)
Phone Conference ID: 349 051 72#
Find a local number | Reset PIN
Learn More | Meeting options

Need to request training for your group or organization? We are now booking beyond June 2023. Find out how to submit your request here!

As always, our team is here for you. Please feel free to reach out to us anytime!

V/r,

(b) (6)
Director, Office of Diversity, Equity, & Inclusion
Office of the Judge Advocate General
2200 Army Pentagon
Washington, D.C. 20310-2200
(b) (6)
OTJAG ODEI usarmy.pentagon.hqda-otjag.mbx.jagc-diversity-inclusion@army.mil

(b) (6)
(b) (6)
Office of Diversity, Equity, & Inclusion
Office of the Judge Advocate General
2200 Army Pentagon
Washington, D.C. 20310-2200
(b) (6)

[redacted]
OTJAG ODEI usarmy.pentagon.hqda-otjag.mbx.jagc-diversity-inclusion@army.mil

(b) (6) [redacted]
Office of Diversity, Equity, & Inclusion
Office of the Judge Advocate General
[redacted]
OTJAG ODEI usarmy.pentagon.hqda-otjag.mbx.jagc-diversity-inclusion@army.mil

(b) (6) (b) (6) USARMY HQDA OTJAG (USA)

From: USARMY Pentagon HQDA OTJAG Mailbox JAGC Diversity-Inclusion <usarmy.pentagon.hqda-otjag.mbx.jagc-diversity-inclusion@army.mil>
Sent: Wednesday, April 12, 2023 10:23 AM
To: USARMY Pentagon HQDA OTJAG Mailbox JAGC Diversity-Inclusion
Subject: SUBJECT: Reminder - DEI&A: An Overview, Thursday, 13 April 2023, 1100-1200 EST

Greetings, JALS Family!

This is just a friendly reminder that tomorrow your ODEI will be offering virtual training on *DEI&A An Overview* from **1100-1200 EST**. Everyone's invited!

Training will take place at the MS Teams link below:

Join on your computer, mobile app or room device
Click here to join the meeting
Or call in (audio only)
+1 571-616-7941,,34905172# United States, Engleside (Virginia Beach)
Phone Conference ID: 349 051 72#
Find a local number | Reset PIN
Learn More | Meeting options

Need to request training for your group or organization? We are now booking beyond June 2023. Find out how to submit your request here!

As always, our team is here for you. Please feel free to reach out to us anytime!

V/r,
(b) (6)
Director, Office of Diversity, Equity, & Inclusion
Office of the Judge Advocate General
2200 Army Pentagon
Washington, D.C. 20310-2200
(b) (6)
OTJAG ODEI usarmy.pentagon.hqda-otjag.mbx.jagc-diversity-inclusion@army.mil

(b) (6))
Office of the Judge Advocate General

2200 Army Pentagon
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(b) (6)
[redacted]
OTJAG ODEI usarmy.pentagon.hqda-otjag.mbx.jagc-diversity-inclusion@army.mil

(b) (6)
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Office of Diversity, Equity, & Inclusion
Office of the Judge Advocate General
(b) (6)
[redacted]
OTJAG ODEI usarmy.pentagon.hqda-otjag.mbx.jagc-diversity-inclusion@army.mil

(b) (6) (b) (6) USARMY HQDA OTJAG (USA)

From: USARMY Pentagon HQDA OTJAG Mailbox JAGC Diversity-Inclusion <usarmy.pentagon.hqda-otjag.mbx.jagc-diversity-inclusion@army.mil>
Sent: Tuesday, July 25, 2023 12:41 PM
Cc: (b) (6) CIV USARMY HQDA OTJAG (USA); (b) (6) (b) (6) USARMY HQDA OTJAG (USA); (b) (6) (b) (6) USARMY SIGNAL SCHL (USA); USARMY Pentagon HQDA OTJAG Mailbox JAGC Diversity-Inclusion
Subject: Reminder – DEI&A: An Overview, Thursday, 27 July 2023, 1000-1100 EST & 1600-1700EST
Attachments: ODEI Training Request Form_Jul23.pdf
Signed By: (b) (6)

Greetings, JALS Family!

This is just a friendly reminder that this **Thursday, 27 July 2023**, your ODEI will be offering virtual training on **DEI&A: An Overview** from **1000-1100 EST** and again **1600-1700 EST** to facilitate training across our multiple time zones. Everyone's invited!

Training will take place at the MS Team links below:
Click here for 1000-1100 EST Training Link
Click here for 1600-1700 Training Link

Join our new JAGC ODEI- DEI&A Training and Resources Team on MS Teams for live notifications on future monthly training and DEI&A resources you can use and share with your organizations!

Can't make training this month but would like to coordinate for DEI&A training at your unit or installation? Please submit all training requests to usarmy.pentagon.hqda-otjag.mbx.jagc-diversity-inclusion@army.mil using the attached training request form.

As always, our team is here for you. Please feel free to reach out to us anytime.

Office of Diversity, Equity, & Inclusion
Office of the Judge Advocate General
(b) (6)
2200 Army Pentagon
Washington, D.C. 20310-2200
(b) (6)
✉ OTJAG ODEI usarmy.pentagon.hqda-otjag.mbx.jagc-diversity-inclusion@army.mil

(b) (6) (b) (6) USARMY HQDA OTJAG (USA)

From: USARMY Pentagon HQDA OTJAG Mailbox OTJAG-ITD <usarmy.pentagon.hqda-otjag.mbx.otjag-itd@army.mil>
Sent: Monday, August 29, 2022 2:20 PM
Subject: Special Announcement 41 - 11 - Installation of (b) (6) Director, Office of Diversity, Equity, Inclusion, and Accessibility, Judge Advocate General's Corps

SPECIAL ANNOUNCEMENT 41 - 11 - INSTALLATION OF MS. KRISTIN DAMIGELLA DIRECTOR, OFFICE OF DIVERSITY, EQUITY, INCLUSION, AND ACCESSIBILITY, JUDGE ADVOCATE GENERAL'S CORPS

Installation of (b) (6)
Director, Office of Diversity, Equity, Inclusion, and Accessibility, Judge Advocate General's Corps

In June 2021, we established the Office of Diversity, Equity, and Inclusion (ODEI) within the Office of The Judge Advocate General to provide leadership and guidance in the formulation, execution, and management of policies and practices that foster a diverse, equitable, and inclusive environment consistent with the core values of the Judge Advocate Legal Service (JALS). From its inception, (b) (6) has served as the interim Director, ODEI, helping to guide our diversity and inclusion efforts, and diligently working toward the hiring of a civilian director to carry on this important work well into the future.

We are now honored to announce that (b) (6) will serve as our new Director, ODEI. (b) (6) most recently served at the State Department as the Foreign Service Institute's Diversity, Equity, Inclusion, and Accessibility (DEIA) Program Specialist. In that capacity, she provided expert advice on DEIA-related issues, and recommended appropriate courses to support DEIA processes. Previously, (b) (6) was the Equal Employment Opportunity and Diversity Coordinator for the Educational and Cultural Affairs Bureau at the State Department. In that capacity, she provided advice to senior leaders on EEO and DEIA and developed and implemented training on a variety of DEIA topics. She was also a critical member of their department DEIA Data Working Group and initiated a Pilot Climate Assessment for the Office of Civil Rights. Prior to joining the State Department, (b) (6) worked for the Air Force and the Coast Guard as an Equal Employment Opportunity (EEO) Manager. While working at the Air National Guard Readiness Center, she managed the Military Equal Opportunity Program for the Air National Guard and was responsible for training and readiness of over 200 Military Equal Opportunity Advisors.

(b) (6) served 21 years with the Air Force where she had the opportunity to serve as an Adjunct Instructor at the Defense Equal Opportunity Management Institute and served in the Air Force Strategic Diversity Office at the Pentagon. She retired from the Air Force as a lieutenant colonel in 2013. (b) (6) has been certified as an EEO counselor, a Federal Mediator, a Diversity Practitioner and a coach for Clifton's Strengths Assessment tool. She holds a Bachelor of Arts degree in Political Science from the University of Massachusetts and is currently enrolled in American University's Key Executive Leadership Master's Program.

Please join us in congratulating (b) (6) (b) (6) on this tremendous selection! We know that she and her ODEI team, with CW3 (b) (6) will continue to move us in a positive direction toward the high ground and help our Regiment realize its full potential.

Special Announcement 41-11 can be found at the following link:
https://www.jagcnet2.army.mil/SpecialAnnouncement41-11

(b) (6) (b) (6) USARMY HQDA OTJAG (USA)

From: USARMY Pentagon HQDA OTJAG Mailbox JAGC Diversity-Inclusion <usarmy.pentagon.hqda-otjag.mbx.jagc-diversity-inclusion@army.mil>
Sent: Sunday, August 21, 2022 9:24 PM
To: USARMY Pentagon HQDA OTJAG Mailbox JAGC Diversity-Inclusion
Subject: TJAG Policy Memorandum 22-11 - Diversity, Equity, Inclusion, and Accessibility - HAVE YOU READ IT YET?

Greetings, JALS!

Bi-weekly, our office will send a note to the field in an effort to keep you informed of the JAG Corps' DEI&A efforts, to include our separate and collective endeavors with "the Council", helpful information and tips, policy updates—and more!

This week, we want to remind you of TJAG's Policy on DEI&A, published on 1 March of this year. The policy states, "The Soldiers, Civilians, and Family members of the Judge Advocate Legal Service (JALS) are our most valuable resource and greatest strength. Comprised of all components, our team's formidable diversity of unique attributes, experiences, demographics, perspectives, and backgrounds truly enables our Army to accomplish any mission in an increasingly complex and competitive global environment…Within the JALS, we are committed to building and maintaining a work environment where Diversity, Equity, Inclusion, and Accessibility form the fundamental principles for developing and building cohesive teams…Our Army and our JALS team are stronger because of our diversity, and we have a collective responsibility to ensure every member of our force has the opportunity to reach his or her potential…"

Be sure to read the entire policy and, if you'd ever like to reach out to us for questions, suggestions, training requests, etc., **please do so at this mailbox**.

V/r,

(b) (6) 6)
Director, Office of Diversity, Equity, and Inclusion (ODEI)
Office of The Judge Advocate General, 2200 Army Pentagon
Rm 3B548, Washington, DC 20310 (b) (6)
(b) (6)

CW3(b) (6)
(b) (6)
Office of Diversity, Equity, & Inclusion
Office of the Judge Advocate General
2200 Army Pentagon
Washington, D.C. 20310-2200
(b) (6)

(b) (6) (b) (6) USARMY HQDA OTJAG (USA)

From: USARMY Pentagon HQDA OTJAG Mailbox TJAG Sends <usarmy.pentagon.hqda-otjag.mbx.tjag-sends@mail.mil>
Sent: Thursday, March 25, 2021 4:35 PM
Subject: TJAG AND DJAG SENDS VOL 40-23

***TJAG AND DJAG SENDS VOL 40-23 - (Establishment of the Office of Diversity, Equity, and Inclusion, Office of The Judge Advocate General)

Establishment of the Office of Diversity, Equity, and Inclusion, Office of The Judge Advocate General

On July 26, 1948, President Harry S. Truman signed Executive Order 9981 to end racial segregation and discrimination in the military. President Truman's order set in motion a wave of reforms for equality and inclusion, not only in the military, but across the federal work force and public education. And we all know that almost seventy-three years later, much work remains to be done. As an Army, we must lead the way to ensure opportunities for all. The Judge Advocate Legal Services (JALS) is our Nation's premier law firm. Because we are, we can and must be better. To this end, consistent with the recommendation of the JAG Corps Council on Diversity, Equity, and Inclusion and following a review of recent survey feedback from JALS personnel, we are establishing the Office of Diversity, Equity, and Inclusion (ODEI) within the Office of The Judge Advocate General.

The ODEI's mission will be to provide leadership and guidance in the formulation, execution, and management of policies and practices that foster a diverse, equitable, and inclusive environment consistent with the core values of the JALS. To accomplish this mission, the ODEI's charter includes data analysis and metrics, policy review and development, training, advisory support, and diversity recruiting (EO, EEO, and SHARP are beyond the scope of the DEI's charter). The ODEI will accomplish its mission through mutually supportive engagements with all JALS activities that are primarily responsible for the missions of recruiting, retaining, and developing JALS personnel. The ODEI will also work closely with the JAG Corps Council on Diversity, Equity, and Inclusion on developing recommendations for diversity, equity, and inclusion initiatives.

We are pleased to announce (b) (6) as the ODEI's first director. (b) (6)(b) (6) was chosen for this extremely important assignment based on his outstanding record of leadership in our Regiment and is precisely the right person to lead the ODEI as it begins its work. In the very near term, (b) (6) (b) (6) will engage JALS leaders with requests for statistical data and other information that the ODEI will use to formulate initiatives in conjunction with our Council; JALS leaders will expeditiously support these requests, as they represent opportunities to support the advancement of diversity, equity, and inclusion in our formation.

Achieving diversity, equity, and inclusion is ultimately the responsibility of all JALS members and, most especially, leaders. Recognizing that the outcome of our efforts to become a more diverse, equitable, and inclusive organization will primarily depend on how sincerely we incorporate these values into our attitudes and actions, the ODEI is one more step in doing what must be done so that we - individually and as a team - can realize our full potential, for the ultimate benefit of our Army and Nation.

People First, Be Ready, and Stay Healthy!

https://www.jagcnet2.army.mil/TJAGDJAGSends40-23

CHARLES N. PEDE
Lieutenant General, USA

The Judge Advocate General

STUART W. RISCH
Major General, USA
Deputy Judge Advocate General

(b) (6) (b) (6) USARMY HQDA OTJAG (USA)

From: USARMY Pentagon HQDA OTJAG Mailbox JAGC Diversity-Inclusion <usarmy.pentagon.hqda-otjag.mbx.jagc-diversity-inclusion@army.mil>
Sent: Wednesday, February 22, 2023 3:26 PM
To: USARMY Pentagon HQDA OTJAG Mailbox JAGC Diversity-Inclusion
Subject: Reminder - Implicit (Unconscious) Bias Training, Thursday, 23 February 2023, 1100-1200 EST.

Greetings, JALS Family!

This is just a friendly reminder that tomorrow your ODEI will be offering virtual training on *Implicit (Unconscious) Bias* from **1100-1200 EST**. Everyone's invited!

Training will take place at the MS Teams link below:

Join on your computer, mobile app or room device
Click here to join the meeting
Or call in (audio only)
+1 571-616-7941,,34905172# United States, Engleside (Virginia Beach)
Phone Conference ID: 349 051 72#
Find a local number | Reset PIN
Learn More | Meeting options

Need to request training for your group or organization? We are now booking beyond May 2023. Find out how to submit your request here!

As always, our team is here for you. Please feel free to reach out to us anytime!

V/r,

(b) (6)

Director, Office of Diversity, Equity, & Inclusion

Office of the Judge Advocate General

2200 Army Pentagon

Washington, D.C. 20310-2200

(b) (6)

OTJAG ODEI usarmy.pentagon.hqda-otjag.mbx.jagc-diversity-inclusion@army.mil

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(b) (6) (b) (6) USARMY HQDA OTJAG (USA)

From: USARMY Pentagon HQDA OTJAG Mailbox JAGC Diversity-Inclusion <usarmy.pentagon.hqda-otjag.mbx.jagc-diversity-inclusion@army.mil>
Sent: Friday, October 21, 2022 1:00 PM
To: USARMY Pentagon HQDA OTJAG Mailbox JAGC Diversity-Inclusion
Subject: The Army People Strategy's Military and Civilian Implementation Plans + Army DEI Roadmap + National Disability Employment Awareness Month

Greetings, JALS Family!

Your ODEI Team here sharing some important information and updates!

The Army has released version 2.0 of its Army People Strategy: Military Implementation Plan (MIP 2.0) for Fiscal Years 2023-2025. "The MIP 2.0 focuses our efforts to manage the unique talents of our most valued resource—people. The MIP 2.0 outlines how to best position the Army to acquire diverse talent, invest in training and education, and enhance Total Force readiness while retaining valuable experience. The Army People Strategy's lines of efforts undergird our mission. Therefore, we will incorporate tasks, milestones, and measurements to build cohesive teams to ensure they are ready, professional, diverse, and integrated."

Also released is the Army People Strategy: Civilian Implementation Plan (2022) which outlines strategic priorities for how the Army manages Civilian talent; lines of effort (LOEs) that focus and synchronize implementation of objectives and tasks for the Civilian Corps across the Army; critical enablers that set conditions across the LOEs; and the governance structure and accountability process for the Army Civilian People Enterprise.

Each November, we celebrate National Disability Employment Awareness Month. This Month, established by Public Law and Presidential Proclamation, provides the opportunity to educate the force about disability employment issues and celebrate the many and varied contributions of America's workers with disabilities and reminds us that our Civilian employees and Teammates with disabilities are vital to our Army! "Civilians are increasingly vital to the Army's effort to maintain and improve readiness at an affordable cost, as they serve alongside Soldiers around the world. Where specific military skills are not required, civilians provide a source of quality talent, enabling the Army to use existing military talent and contract services only where required across the generating force."

We'd also like to share a recent presentation from Project Inclusion that outlines its Mission and Vision Statements and SECARMY's People Objectives; tasks from the DEI Annex, the DEI Roadmap (2023-2025); and supporting objectives to building positive command climates, which include training and education and leader commitment and engagement.

We encourage each of you to take a look at these documents here (https://www.milsuite.mil/book/message/1003268) and share with your folks!

"DEI is the foundation of Army Culture and not a biproduct of Army Culture."

Have a wonderful weekend!

V/r,

(b) (6)
Director, Office of Diversity, Equity, & Inclusion
Office of the Judge Advocate General

2200 Army Pentagon
Washington, D.C. 20310-2200
[redacted]

Colonel [redacted]
Deputy Director, Office of Diversity, Equity, and Inclusion (ODEI)
Office of The Judge Advocate General, 2200 Army Pentagon
Rm 3B548, Washington, DC 20310 [redacted]

[redacted]
Office of Diversity, Equity, & Inclusion
Office of the Judge Advocate General
2200 Army Pentagon
Washington, D.C. 20310-2200
[redacted]

[redacted]
Office of Diversity, Equity, & Inclusion
Office of the Judge Advocate General
[redacted]

(b) (6) (b) (6) USARMY HQDA OTJAG (USA)

From: USARMY Pentagon HQDA OTJAG Mailbox JAGC Diversity-Inclusion <usarmy.pentagon.hqda-otjag.mbx.jagc-diversity-inclusion@army.mil>
Sent: Monday, February 6, 2023 10:41 AM
To: USARMY Pentagon HQDA OTJAG Mailbox JAGC Diversity-Inclusion
Subject: A Message From Your ODEI - Black History Month, Virtual Monthly Training Sessions, and more!

Greetings, JALS Family!

Throughout February we celebrate ***Black History Month***, honoring the triumphs and struggles and recognizing the achievements and impact Black individuals have had on the history of the United States. This year's theme, chosen by the Department of Defense (DoD), is ***Inspiring Change***. It "celebrates the contributions of African Americans to overcoming racial inequities and promoting opportunities for equal advancement within the Black community."

Of special note, this year marks the 75th anniversary of Executive Order 9981, mandating the desegregation of our Armed Forces. Our Army, and our Corps, simply could not accomplish its missions without the skill and dedication of ALL our members. Our diversity enhances our capabilities. Each of us is unique and brings different and valuable resources to the table, which only makes us stronger. Your JAG Corps leadership recognizes and honors the important contributions that each of our Black American teammates makes this month and always.

For more information, resources, and products on this year's theme and observance, please visit the **Defense Equal Opportunity Management Institute website** here.

Did You Know?
- Cathay Williams: The first Black female to enlist in the Army (1866)
- 2nd Lt. Henry O. Flipper: Born into slavery, Flipper was West Point's first Black graduate and the first Black commissioned officer in the regular U.S. Army (1887)
- MAJ Adam E. Patterson: The first Black Judge Advocate (1918)
- (b) (6) (2022)
- (b) (6) 2019)
- (b) (6) (2010)

View the **Presidential Proclamation on National Black History Month** here.

Virtual Monthly Training: Each month, the ODEI will be offering two virtual training opportunities--open to everyone. Occurring the second Thursday of each month, we will offer *Diversity, Equity, Inclusion & Accessibility: An Overview*. This month's session will be held on **9 Feb 23, 1100-1200 EST**. Each fourth Thursday of the month, we will conduct training on a specific topic. This month's topic will be *Implicit (Unconscious) Bias* and will take place on **23 Feb 23, 1100-1200 EST**.

Training will take place at the MS Teams link below:

Join on your computer, mobile app or room device
Click here to join the meeting
Or call in (audio only)
+1 571-616-7941,,34905172# United States, Engleside (Virginia Beach)
Phone Conference ID: 349 051 72#

Find a local number | Reset PIN
Learn More | Meeting options
Be sure to visit and bookmark the **revamped** ODEI's JAGCNet page and our **new** MilSuite page! We will be heavily utilizing the latter to keep you all informed about happenings in the DEI world that ***you won't want to miss***!

Need to request training for your group or organization? We are now booking beyond March 2023. Find out how to submit your request here!

As always, our team is here for you. Please feel free to reach out to us anytime!

V/r,

(b) (6)

Director, Office of Diversity, Equity, & Inclusion

Office of the Judge Advocate General

2200 Army Pentagon

Washington, D.C. 20310-2200

(b) (6)

OTJAG ODEI usarmy.pentagon.hqda-otjag.mbx.jagc-diversity-inclusion@army.mil

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Office of Diversity, Equity, & Inclusion
Office of the Judge Advocate General
2200 Army Pentagon
Washington, D.C. 20310-2200
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(b) (6)

Office of Diversity, Equity, & Inclusion

Office of the Judge Advocate General

(b)(6) [redacted]
OTJAG ODEI usarmy.pentagon.hqda-otjag.mbx.jagc-diversity-inclusion@army.mil

(b) (6) (b) (6) USARMY HQDA OTJAG (USA)

From: USARMY Pentagon HQDA OTJAG Mailbox JAGC Diversity-Inclusion <usarmy.pentagon.hqda-otjag.mbx.jagc-diversity-inclusion@army.mil>
Sent: Monday, January 8, 2024 4:06 PM
To: USARMY Pentagon HQDA OTJAG Mailbox JAGC Diversity-Inclusion
Cc: (b) (6) (b) (6) USARMY HQDA OTJAG (USA); (b) (6) CIV USARMY HQDA OTJAG (USA)
Subject: JAN 2024 ODEIA Sends- MLK observance and Updates to Training Requests
Attachments: 2024MLK-DEOMI Press Release.pdf; 2024MLK-DEOMI Poster.pdf; ODEIA Training Calendar_FY2024.pdf
Signed By: (b) (6)

Greetings JALS Family and Happy New Year!

On the third Monday in January, we stand with our nation in honoring the life and enduring influence of Dr. Martin Luther King Jr. This year, on January 15, 2024, marks the 30th anniversary of this national day of service. This year also holds particular significance as it marks the 60th Anniversary of Dr. Martin Luther King being awarded the Nobel Peace Prize for his nonviolent struggle in the pursuit of civil rights and social justice, in 1964.

The continuing DoD theme for the observance is, *"Remember! Celebrate! Act! A Day On…Not A Day Off,"* in commemoration of Dr. King and in support of a national day of public service engagement. The theme is a call to action through personal service. Together, we keep Dr. King's legacy alive by getting involved and working together to strengthen the values of the communities we serve. We celebrate his legacy by building upon the contributions he made to impact civil rights. We act in his memory by organizing, volunteering, and making it a day on and not a day off.

Attached is the DEOMI published press release, poster, and video clip (2024MLK-DEOMI Video Clip.mp4) for this year's MLK observance you can share with your respective teams as we go into the long weekend. If you have any JALS personnel in your formations who have chosen to make 15 JAN 24 a day on and not a day off though personal service, organizing volunteer work, etc., please share any story boards and pictures with our office by emailing usarmy.pentagon.hqda-otjag.mbx.jagc-diversity-inclusion@army.mil. We will consolidate all story boards and photos and post it on our MS Teams page to share with our JALS teams across the regiment.

Did You know?

- At the age of 35, Dr. King became the youngest man to receive the Nobel Peace Prize.
- Dr. King demonstrated unwavering dedication to the Civil Rights Movement by donating the entirety of his Nobel Peace Prize award money.

For more information, resources, and products on this year's theme and observance, please visit the Defense Equal Opportunity Management Institute website - https://www.defenseculture.mil/Special-Observances/#martin-luther-king-jr-birthday

Virtual Monthly Training Opportunities: This month we will only be conducting one virtual training session listed below. Our updated FY24 ODEIA Strategic Training Calendar is attached, but please

join our new JAGC ODEIA- Training & Resources MS Team for calendar invites and additional resources.

DEI&A: An Overview on **11 JAN 2024, 1000hrs EST.** Join us for an overview on diversity, equity, inclusion, and accessibility which includes a brief background on the ODEIA/DEIC. This training will be recorded for ease of accessibility across our multiple time zones.

Training Requests. As our office begins recording more training sessions, we will be deferring most LPD training requests to maximize the utilization of our recordings. This will allow us the time needed to pursue the staffing of DEIA strategic initiatives and DEI Council Field Board projects. Based on the needs of your organizations, we will still consider in-person or virtual training options on a case-by-case basis. We appreciate your support and are always available to assist or answer any questions to support you and your teams.

Our office has received some questions about how the latest FY24 NDAA will impact our DEIA efforts. We are awaiting guidance from the Army Equity and Inclusion Agency and OSD. Our JAGC Foundation is committed to continuing this work within the constraints of the new NDAA. We do not expect our DEI Council nor the Field Boards to be impacted. Until we receive guidance, we will press on with any current initiatives. When we have more information, we will share.

Office of Diversity, Equity, Inclusion & Accessibility
Office of the Judge Advocate General
(b) (6) [redacted]
2200 Army Pentagon
Washington, D.C. 20310-2200
[redacted]
✉ OTJAG ODEI usarmy.pentagon.hqda-otjag.mbx.jagc-diversity-inclusion@army.mil

(b) (6) (b) (6) USARMY HQDA OTJAG (USA)

From: USARMY Pentagon HQDA OTJAG Mailbox JAGC Diversity-Inclusion <usarmy.pentagon.hqda-otjag.mbx.jagc-diversity-inclusion@army.mil>
Sent: Friday, June 9, 2023 9:14 AM
To: USARMY Pentagon HQDA OTJAG Mailbox JAGC Diversity-Inclusion
Cc: (b) (6) (b) (6) USARMY SIGNAL SCHL (USA)
Subject: ODEI Sends - National Pride Month, Juneteenth, Virtual Training, and More!

Greetings, JALS Family!
June 1st marked the start of **National Pride Month**, which is celebrated each year for the entire month of June, and marks a time to showcase and honor the many achievements and contributions members of the LGBTQ community have made to our Army and Corps. For more information click here.
Pride month is celebrated each year in the month of June in remembrance of the 1969 Stonewall Uprising in Manhattan, NY. In the state of New York, serving alcohol to known or suspected members of the LGBTQ+ community was illegal up until 1966. When the Stonewall Inn opened in 1967 and began to serve alcohol to members of the gay community, it immediately became one of the most popular establishments in the states. On June 28th, 1969, the New York City police raided the Stonewall Inn with a search warrant on suspicion of the illegal sale of alcohol. However, this incident led to a clash between the New York City Police, the bar patrons and neighborhood residents. This incident led to six days of protests and would come to be known as a catalyst for LGBTQ political activism. For more information click here.
Also see the article by our historian Fred Borch which provides some tips for being a good ally to LGBTQ+ soldiers here.
DID YOU KNOW?

- IN 1978, Army Veteran Gilbert Baker designed the rainbow flag that serves as a symbol of LGBTQ pride.
- Veterans discharged under the "Don't Ask, Don't Tell" policy can apply for a discharge upgrade.

In the month of June we also recognize and celebrate Juneteenth! Juneteenth is the celebration of the Emancipation of enslaved Black people in the United States. Though the Emancipation Proclamation was signed on January 1, 1863, more than 250,000 enslaved Black people did not get their freedom until 2.5 years later. Many states still under Confederate control denied them of their freedom and it was not until over 2,000 Union troops arrived in Galveston Bay, Texas, that more than 250,000 enslaved black people would get their freedom. This day came to be known as Juneteenth by the newly freed people in Texas. Juneteenth became an official federal holiday in 2021, making it the newest and 11th federal holiday since the recognition of Dr. Martin Luther King Jr.'s birthday in 1983. You can read more about it here.
This office, in support of our Regiment's leadership, is committed to fostering equity and inclusion within our diverse Corps. Acknowledging the importance of this and all other observance months is a great way to do that. The Defense Equal Opportunity Management Institute has power point presentations and other materials you can use. We have provided links above. We challenge each of you to facilitate discussions in your organizations—to learn something new about your teammates who self-identify as a member of the LGBTQ+ community. We encourage you to make a concerted effort to value one another's experiences, skills, and attributes. And as our Leadership would say, to remember that our diversity is our strength, and meet on the high ground!
Have a wonderful weekend!

V/r,
(b) (6)
Director, Office of Diversity, Equity, & Inclusion
Office of the Judge Advocate General
2200 Army Pentagon
Washington, D.C. 20310-2200 (b) (6)
[redacted]

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✉ OTJAG ODEI usarmy.pentagon.hqda-otjag.mbx.jagc-diversity-inclusion@army.mil

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Office of Diversity, Equity, & Inclusion
Office of the Judge Advocate General
[redacted]
✉ OTJAG ODEI usarmy.pentagon.hqda-otjag.mbx.jagc-diversity-inclusion@army.mil

Virtual Monthly Training: Each month, the ODEI will be offering a virtual training opportunity--open to everyone. Occurring the fourth Thursday of this month, we will offer *LGBTQIA+*. This month's session will be held on **22 June 23, 1100-1200 EST**.

Training will take place at the MS Teams link below:

Join on your computer, mobile app or room device

Click here to join the meeting

Or call in (audio only)

+1 571-616-7941,,34905172# United States, Engleside (Virginia Beach)

Phone Conference ID: 349 051 72#

Find a local number | Reset PIN

Learn More | Meeting options

Be sure to visit and bookmark the ODEI's JAGCNet page and our **new** MilSuite page! We will be utilizing the latter to keep you informed about happenings in the DEI world that ***you won't want to miss***!

Need to request training for your group or organization? We are now booking beyond July 2023. Find out how to submit your request here!

As always, our team is here for you. Please feel free to reach out to us anytime!

(b) (6) (b) (6) **USARMY HQDA OTJAG (USA)**

From: USARMY Pentagon HQDA OTJAG Mailbox JAGC Diversity-Inclusion <usarmy.pentagon.hqda-otjag.mbx.jagc-diversity-inclusion@army.mil>
Sent: Friday, November 3, 2023 12:33 PM
To: USARMY Pentagon HQDA OTJAG Mailbox JAGC Diversity-Inclusion
Cc: (b) (6) (b) (6) USARMY HQDA OTJAG (USA); (b) (6) CIV USARMY HQDA OTJAG (USA)
Subject: NOV 2023 ODEIA Sends- National American Indian Heritage Month & Upcoming Training Opportunities
Attachments: ODEIA Training Request Form_Nov23.pdf; FY24 ODEIA Strategic Training Calendar.pdf
Signed By: (b) (6)

Greetings JALS Family!

This month we observe National American Indian Heritage Month, which was established in 1990 by Public Law 101-343. As the first people to live on the land we all cherish, American Indians and Alaska Natives have shaped our country's character and cultural heritage. They have built a legacy of professionalism and selfless service that inspires future generations. Chosen by the Society of American Indian Government Employees (SAIGE), this year's theme is *"Tribal Nations Soaring to New Heights."* In honor of this observance, your ODEIA will host a presentation and panel discussion with American Indian JALS personnel. Please mark your calendars, and join us for this event **9 NOV 2023, 1000EST** (MS Teams link listed below with Virtual Training Opportunities).

Did You know?

- There are over 9 million American Indian and Alaska Natives living in the United States today.
- With over 574 federally recognized tribes, there are hundreds of different cultures that are as unique as the people they represent.
- For more than 100 years, generations of Mohawk ironworkers shaped the skylines of North American cities. These men built prominent landmarks, including the Empire State Building, the Chrysler Building, the George Washington Bridge, and the World Trade Center.

For more information, resources, and products on this year's National American Indian Heritage Month theme and observance, please visit the Defense Equal Opportunity Management Institute website - https://www.defenseculture.mil/Special-Observances/#national-american-indian-heritage-month

Virtual Monthly Training Opportunities: For the month of November and December, we will only be conducting one virtual training session due to the holidays. Please join our new JAGC ODEI- Training & Resources MS Team for calendar invites and additional resources. Below are our plans for the next two months.

National American Indian Heritage Month presentation and panel on **9 NOV 2023, 1000hrs EST.** Event will be recorded to facilitate viewing across our multiple time zones.

For our December virtual event, we are looking for volunteers that want to share their holiday traditions with the regiment. If you are interested in sharing your traditions, please email us. The event will be held virtually via MS Teams on 14 December 2023.

Training Requests. Did you know that your ODEIA team provides standard and customized (combined) training to your organization based on your needs? Some of the topics we cover include but are not limited to: DEI&A: An Overview; Implicit (Unconscious) Bias; Building Inclusive Teams—and more! Need to request training for your group or organization? Please submit ALL requests for training to usarmy.pentagon.hqda-otjag.mbx.jagc-diversity-inclusion@army.mil using the attached training request form. A copy of our FY24 Strategic Training Calendar is also attached for your SA and organizational planning efforts as well.

Be sure to visit and bookmark the ODEIA's JAGCNet page and our MilSuite page for the most up to date information on our training, initiatives, and efforts across the field!

As always, our team is here for you. Please feel free to reach out to us anytime.

Office of Diversity, Equity, Inclusion & Accessibility
Office of the Judge Advocate General
(b) (6)
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2200 Army Pentagon
Washington, D.C. 20310-2200
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(b) (6) (b) (6) **USARMY HQDA OTJAG (USA)**

From: USARMY Pentagon HQDA OTJAG Mailbox JAGC Diversity-Inclusion <usarmy.pentagon.hqda-otjag.mbx.jagc-diversity-inclusion@army.mil>
Sent: Tuesday, July 11, 2023 7:56 PM
To: USARMY Pentagon HQDA OTJAG Mailbox JAGC Diversity-Inclusion
Cc: (b) (6)
Subject: A Message From Your ODEI - Summer Transitions, Virtual Monthly Training Sessions, and more!
Attachments: ODEI Training Request Form_Jul23.pdf
Signed By: (b) (6)

Greetings, JALS Family!

With summer transition in full swing, please join me in welcoming our new (b) (6)

We understand the month of July is full of summer transitions which can be challenging on our schedules. Considering the summer transition, the month of July we will only be offering one virtual training at the end of the month. This month's training will be **DEI&A: An Overview** held on **27 June 2023**, with two sessions offered at **1000EST and 1600EST** to facilitate training across the multiple time zones our JALS personnel find themselves in.

Can't make the July training? Not a problem, our office offers **virtual training each month**, with two virtual training opportunities--open to everyone! Occurring the **second Thursday of each month**, we will offer *Diversity, Equity, Inclusion & Accessibility: An Overview* and the **fourth Thursday of each month**, we will conduct training on a specific topic based on our scheduled training calendar. Moving forward we will continue to provide two sessions of virtual training on each training day at **1000EST and 1600EST** to facilitate training across multiple time zones. At the beginning of the month and the week of training, our office will send reminders with the link to training included.

Post summer transition you will find yourselves with so many new members in your team. Are you a leader who is looking to advance diversity, equity, inclusion, and accessibility (DEIA) to the fullest extent possible across the breadth and depth of your organization? Did you know that your ODEI team provides standard and customized (combined) training to your organization based on your needs? Some of the topics we cover include but are not limited to: DEI&A: An Overview; Implicit (Unconscious) Bias; Building Inclusive Teams—and more! ***Need to request training for your group or organization?*** Please submit ALL requests for training to usarmy.pentagon.hqda-otjag.mbx.jagc-diversity-inclusion@army.mil using the **attached new training request form**.

Be sure to visit and bookmark the ODEI's JAGCNet page and our MilSuite page for the most up to date information on our training, initiatives, and efforts across the field!

As always, our team is here for you. Please feel free to reach out to us anytime.

V/r,

(b) (6)
Director, Office of Diversity, Equity, & Inclusion
Office of the Judge Advocate General
2200 Army Pentagon
Washington, D.C. 20310-2200
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(b) (6) (b) (6) **USARMY HQDA OTJAG (USA)**

From: USARMY Pentagon HQDA OTJAG Mailbox JAGC Diversity-Inclusion <usarmy.pentagon.hqda-otjag.mbx.jagc-diversity-inclusion@army.mil>
Sent: Tuesday, August 8, 2023 12:55 PM
Cc: USARMY Pentagon HQDA OTJAG Mailbox JAGC Diversity-Inclusion; (b) (6)
Subject: A Message From Your ODEI - Women's Equality Day Observance & DEI&A Training Opportunities
Attachments: ODEI Training Request Form_Jul23.pdf
Signed By: (b) (6)

Greetings JALS Family!

This month we celebrate Women's Equality Day. On 26 August 1920, the federal government certified states' ratification of the 19th amendment to the United States Constitution prohibiting states and the federal government from denying U.S. citizens the right to vote based on sex. This was a pivotal point in our nation's history towards the full and equal participation of women's contributions to the quality of American life. Women's Equality Day was designated by Congress in 1973, first proclaimed by President Nixon, and has continued to be proclaimed each year by the United States President.

The observance of Women's Equality Day annually on the 26th of August not only commemorates the passage of the 19th Amendment, but also calls attention to women's continuing efforts toward full equality across all segments in our society. It gives us an opportunity to reflect on the continuing struggle for equality. Please join us this month in celebrating and highlighting those Women within your formations that endlessly set the example, are trailblazers, tireless advocates, and pave the way towards full equality for America's daughters! We see you, we thank you, and we recognize YOU for what you bring to the fight each and every day!

Did You Know?

- Women have only been able to serve in military uniform alongside their male counterparts for the past 75 years. Congress granted women the right to "serve as permanent, regular members of the Army, Navy, Marine Corps, and Air Force" under the Women's Armed Services Integration Act in 1948.
- Some of our very own JAG Corps female trailblazers include LTC(R) Phyllis Propp-Fowle (first female JA), (b) (6)
  LTG(R) Flora Darpino (first female TJAG),(b)(6)
  (b)(6) and (b) (6)
  Check out the Army Lawyer 2020, Issue 1 for (b) (6) article ***Women in the Corps*** to learn more about some of these incredible women in our Regiment's history.
- In March 2023, our nation's top female military leaders met for a panel discussion titled Beyond Firsts to discuss how far the services have come, the struggles they have faced, and how we can continue to eliminate barriers to recruit and retain the best and most competent personnel. The panel included Coast Guard Adm. Linda L. Fagan, commandant of the U.S. Coast Guard, Air Force Gen. Jacqueline D. Van Ovost, Commander of U.S. Transportation Command, Army Gen. Laura J. Richardson, commander of U.S. Southern Command, and

Navy Adm. Lisa Franchetti, vice chief of naval operations. A recording of the panel discussion can be viewed using this **link**.

For more information, resources, and products on this year's theme and observance, please visit the Defense Equal Opportunity Management Institute website - https://www.defenseculture.mil/Special-Observances/#womens-equality-day

Virtual Monthly Training: Each month, your ODEI offers virtual training opportunities--open to everyone on the 2nd and 4th Thursdays of the month at 1000EST and 1600EST to facilitate training across the multiple time zones our JALS personnel find themselves in. Please join our new **JAGC ODEI- Training & Resources MS Team** for calendar invites and additional resources.

1. **DEI&A: An Overview** will be held on **10 August 2023**, with two sessions offered at **1000EST** and **1600EST**. Click on the hyperlink for each training time to access training.
2. In honor of Women's Equality Day, your ODEI will partner with Athena's Council to put on a **Women's Equality presentation and panel discussion on 24 August 2023, 1000EST** that will be recorded to facilitate viewing the presentation and discussion across our multiple time zones.

Training Requests: Did you know that your ODEI team provides standard and customized (combined) training to your organization based on your needs? Some of the topics we cover include but are not limited to: DEI&A: An Overview; Implicit (Unconscious) Bias; Building Inclusive Teams—and more! Need to request training for your group or organization? Please submit ALL requests for training to usarmy.pentagon.hqda-otjag.mbx.jagc-diversity-inclusion@army.mil using the attached training request form.

Be sure to visit and bookmark the ODEI's JAGCNet page and our MilSuite page for the most up to date information on our training, initiatives, and efforts across the field!

As always, our team is here for you. Please feel free to reach out to us anytime.

Office of Diversity, Equity, & Inclusion
Office of the Judge Advocate General
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JAGCNet milSuite Microsoft Teams

(b) (6) (b) (6) USARMY HQDA OTJAG (USA)

From: (b) (6) (b) (6) USARMY HQDA OTJAG (USA)
(b) (6)
Sent: Wednesday, March 6, 2024 6:17 PM
To: USARMY Pentagon HQDA OTJAG Mailbox JAGC Diversity-Inclusion
Cc: (b) (6) CIV USARMY HQDA OTJAG (USA); (b) (6) (b) (6) USARMY HQDA OTJAG (USA)
Subject: MAR 2024- ODEIA Sends- Women's History Month
Attachments: 2024WHM poster.pdf; 2024 Women's History Month DEOMI Press Release.pdf; Presidential Proclamation on Women's History Month 2024.pdf; ODEIA Training Calendar_FY2024.pdf
Signed By: (b) (6)

Greetings, JALS Family!

Each March, since 1987, we celebrate Women's History Month, established by Public Law 100-9 to honor the women who have shaped U.S. History and made contributions to pave the way forward. This year's theme, "*Women Who Have Made Great Achievements*" celebrates the women who left an impact on the United States through their sacrifices, public service, and inspirational work. This year's poster (attached) highlights 47 military and civilian women who have inspired countless others through their professional and personal achievement throughout the years. In celebration of Women's History Month, DoD honors these pioneers of the past and recognizes their unique contributions, while creating new opportunities for women of the future. Attached as well is this year's presidential proclamation.

For more information, resources, and products that can be displayed for your unit events or common areas on this year's theme and observance, please visit the Defense Equal Opportunity Management Institute website https://www.defenseculture.mil/Special-Observances/#womens-history-month

Cultural Observance Training Opportunities:
TJAGLCS Women's History Month Panel on **11 MAR 2024, 1200hrs EST** at The Judge Advocate General's Legal Center and School's Decker Auditorium. If you are at TJAGLCS, this event is available in person. If the training is recorded or available for virtual attendance, we will share the details in an enterprise email reminder for the event.

Our Athena's Council Affinity Group is hosting a Women's History month virtual presentation with guest speaker (b) (6) **28 MAR 24, 1900hrs EST** via Zoom open to all JALS personnel. This Zoom link and details will be posted and shared on the Athena's Council Facebook page at a later date.

ODEIA Virtual Monthly Training Opportunities: This month we will not be conducting virtual training sessions. Our updated FY24 ODEIA Strategic Training Calendar is attached. Please join our new JAGC ODEIA- Training & Resources MS Team for calendar invites and additional resources.

Training Requests. As our office begins recording more training sessions, we will be deferring all LPD training requests to maximize the utilization of our recordings and virtual training opportunities. This will allow us the time needed to pursue the staffing of DEIA strategic initiatives and DEI Council Field Board projects. Based on the needs of your organizations, we will still consider in-person or

virtual training options on a case-by-case basis. We appreciate your support and are always available to assist or answer any questions to support you and your teams.

Office of Diversity, Equity, Inclusion & Accessibility
Office of the Judge Advocate General
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2200 Army Pentagon
Washington, D.C. 20310-2200
[redacted]
✉ OTJAG ODEI usarmy.pentagon.hqda-otjag.mbx.jagc-diversity-inclusion@army.mil

(b) (6) (b) (6) USARMY HQDA OTJAG (USA)

From: USARMY Pentagon HQDA OTJAG Mailbox JAGC Diversity-Inclusion <usarmy.pentagon.hqda-otjag.mbx.jagc-diversity-inclusion@army.mil>
Sent: Monday, March 6, 2023 1:34 AM
To: USARMY Pentagon HQDA OTJAG Mailbox JAGC Diversity-Inclusion
Subject: A Message From Your ODEI - Women's History Month, Virtual Monthly Training Sessions, and more!

Greetings, JALS Family!

Each March, since 1987, we celebrate Women's History Month, established by Public Law 100-9. This year's theme is "Celebrating Women Who Tell Our Stories." Women of the past and present have made tremendous contributions to the success of our military and civilian forces. This month, we take time to acknowledge and celebrate their collective victories that have, throughout history, strengthened our nation. The unique experiences, perspectives, and expertise of women with whom we serve have over time broken down barriers, shattered stereotypes, and changed our society.

Imagine the stories of Deborah Sampson who, in 1782, disguised herself as a man to become the first woman known to enlist as a Soldier in the Continental Army. Or the stories of Col. Ruby Bradley, one of the most decorated women in U.S. military history—she survived two wars, a prison camp and near starvation. And one can only imagine the stories of Marcella Hayes, the first Black female to become a pilot in the U.S. military. Through the stories of their past—and those which women are now writing for our future—we will continue to improve as a regiment, an Army, and a nation.

Did You Know?

- Over 230,000 women serve in the active duty military, comprising 17% of all servicemembers
- Women constitute 33% of DoD Civilians
- LTC Phyllis Propp-Fowle became the first female judge advocate in the JAG Corps in 1944
- (b) (6)
- CW4 Sharon Swartworth became the first female Chief Warrant Officer of the Corps in 1999
- BG Coral Pietsch became the first-ever female general officer in the Judge Advocate General Corps in 2001 (also the first Asian American female Army officer to wear stars)
- LTG Flora Darpino was the first (and only, to date) female Judge Advocate General of the Army (2013)
- (b) (6)

For more information, resources, and products on this year's theme and observance, please visit the Defense Equal Opportunity Management Institute website - https://www.defenseculture.mil/Human-Relations-Toolkit/Special-Observances/#womens-history-month

View the Presidential Proclamation on Women's History Month - https://www.whitehouse.gov/briefing-room/presidential-actions/2023/02/28/a-proclamation-on-womens-history-month-2023/

Virtual Monthly Training: Each month, the ODEI will be offering two virtual training opportunities--open to everyone. Occurring the second Thursday of each month, we will offer *Diversity, Equity, Inclusion & Accessibility: An Overview*. This month's session will be held on **9 Mar 23, 1100-1200 EST**. Each fourth Thursday of the month, we will conduct training on a specific topic. This month's topic will be *Equity & Privilege* and will take place on **23 Mar 23, 1100-1200 EST**.

Training will take place at the MS Teams link below:

Join on your computer, mobile app or room device

Click here to join the meeting
Or call in (audio only)
+1 571-616-7941,,34905172# United States, Engleside (Virginia Beach)
Phone Conference ID: 349 051 72#
Find a local number | Reset PIN
Learn More | Meeting options
Be sure to visit and bookmark the ODEI's JAGCNet page and our **new** MilSuite page! We will be utilizing the latter to keep you informed about happenings in the DEI world that ***you won't want to miss***!

Need to request training for your group or organization? We are now booking beyond June 2023 for both in-person and virtual training for groups and organizations. Find out how to submit your request here!

As always, our team is here for you. Please feel free to reach out to us anytime!

V/r,

(b) (6)
Director, Office of Diversity, Equity, & Inclusion
Office of the Judge Advocate General
2200 Army Pentagon
Washington, D.C. 20310-2200
(b) (6)
OTJAG ODEI usarmy.pentagon.hqda-otjag.mbx.jagc-diversity-inclusion@army.mil

(b) (6)(b) (6)
Office of Diversity, Equity, & Inclusion
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(b) (6)(b) (6)
Office of Diversity, Equity, & Inclusion
Office of the Judge Advocate General
(b) (6)
OTJAG ODEI usarmy.pentagon.hqda-otjag.mbx.jagc-diversity-inclusion@army.mil

(b) (6) (b) (6) **USARMY HQDA OTJAG (USA)**

From: USARMY Pentagon HQDA OTJAG Mailbox JAGC Diversity-Inclusion <usarmy.pentagon.hqda-otjag.mbx.jagc-diversity-inclusion@army.mil>
Sent: Thursday, September 28, 2023 1:55 PM
To: USARMY Pentagon HQDA OTJAG Mailbox JAGC Diversity-Inclusion
Cc: (b) (6)
Subject: RE: ODEI Sends - Hispanic Heritage Month Presentation & Panel Recording Link
Signed By: (b) (6)

Greetings JALS Family!

For ease of accessibility across our multiple time zones, our office recorded today's Hispanic Heritage Month Presentation and Panel. If you could not attend today but would like to view the recording of the event, please use the following link:

2023 Hispanic Heritage Month Presentation & Panel Recording Link

If you are having issues accessing the link, be sure to join our MS Team JAGC ODEI- DEI&A Training and Resources first or feel free to reach out to us directly.

Office of Diversity, Equity, & Inclusion
Office of the Judge Advocate General
(b) (6)
2200 Army Pentagon
Washington, D.C. 20310-2200
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OTJAG ODEI usarmy.pentagon.hqda-otjag.mbx.jagc-diversity-inclusion@army.mil

JAGCNet milSuite Microsoft Teams

From: USARMY Pentagon HQDA OTJAG Mailbox JAGC Diversity-Inclusion <usarmy.pentagon.hqda-otjag.mbx.jagc-diversity-inclusion@army.mil>
Sent: Monday, September 25, 2023 3:57 PM
To: USARMY Pentagon HQDA OTJAG Mailbox JAGC Diversity-Inclusion <usarmy.pentagon.hqda-otjag.mbx.jagc-diversity-inclusion@army.mil>
Cc: (b) (6) (b) (6)
Subject: FW: ODEI Sends - Reminder Hispanic Heritage Month Panel 28 SEP 2023, 1000EST

Greetings, JALS Family!

This is just a friendly reminder that in honor of Hispanic Heritage Month, this **Thursday, 28 September 2023**, your ODEI is coordinating efforts with our Hispanic Mentorship Group (HMG) to bring you a virtual **Hispanic Heritage Month Presentation & Panel Discussion** from **1000-1100 EST**. This is a great opportunity to hear the perspectives of our Hispanic JALS personnel, what inspires them, and how they have overcome barriers throughout their time in service. We believe that sharing diverse perspectives will enable JALS personnel to foster a culture that is built on trust, acceptance, and the Army values. Everyone's invited! I've attached the biographies of the panel moderator and panel members for your read-ahead.

Click HERE to access the Hispanic Heritage Month Presentation & Panel Discussion on MS Teams.

Be sure to join our new JAGC ODEI- DEI&A Training and Resources Team on MS Teams for live notifications on future monthly training and DEI&A resources you can use and share with your organizations.

We look forward to your attendance this Thursday! We will also be recording the panel presentation and sharing the link with everyone through our MS teams page to facilitate the accessibility of this training opportunity across our multiple time zones. As always, our team is here for you. Please feel free to reach out to us anytime.

Office of Diversity, Equity, & Inclusion
Office of the Judge Advocate General
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Washington, D.C. 20310-2200
[redacted]
✉ OTJAG ODEI usarmy.pentagon.hqda-otjag.mbx.jagc-diversity-inclusion@army.mil

JAGCNet milSuite Microsoft Teams

From: USARMY Pentagon HQDA OTJAG Mailbox JAGC Diversity-Inclusion <usarmy.pentagon.hqda-otjag.mbx.jagc-diversity-inclusion@army.mil>
Sent: Wednesday, September 6, 2023 4:33 PM
To: USARMY Pentagon HQDA OTJAG Mailbox JAGC Diversity-Inclusion <usarmy.pentagon.hqda-otjag.mbx.jagc-diversity-inclusion@army.mil>
Cc: (b) (6) [redacted]
Subject: ODEI Sends - Hispanic Heritage Month, DEI&A Training Opportunities, and IPPS-A Race/Ethnicity Update Info

Greetings JALS Family!

This month we observe National Hispanic Heritage Month, which was established by Title 36, U.S. Code, Section 126 and Public Law 100-402. Hispanic Heritage Month is observed from 15 September to 15 October of each year and marks a time to showcase and honor the many achievements and contributions Hispanic Americans have made to our Nation, our Army, and our JAG Corps.

With this year's Hispanic Heritage Month's theme "Todos Somos, Somos Uno: We Are All, We Are One" we would like to share with you the perspectives and experiences of some of our very own Hispanic JALS personnel across your formations. Your ODEI is coordinating efforts with our JAGC Hispanic Mentorship Group to bring you a panel of diverse JALS personnel who can highlight the positive influence Hispanics have had on our country and our regiment through their strong commitment to family, faith, hard work, and service. Please mark your calendars, and join us for this event 28 SEP 2023, 1000EST (MS Teams link listed below with Virtual Training Opportunities).

Leaders, acknowledging the importance of Heritage Months in your formations is a great way to show your commitment to fostering equity and inclusion within our diverse Corps. We encourage you to facilitate discussions in your organizations—to learn something new about your teammates who self-identify as Hispanic Americans and to make a concerted effort to value one another's experiences, skills, and attributes.

For more information, resources, and products on this year's theme and observance, please visit the Defense Equal Opportunity Management Institute website - https://www.defenseculture.mil/Special-Observances/#national-hispanic-heritage-month

Virtual Monthly Training Opportunities: Each month, your ODEI offers virtual training opportunities--open to everyone on the 2nd and 4th Thursdays of the month at 1000EST and 1600EST to facilitate training across the multiple time zones our JALS personnel find themselves in. Please join our new JAGC ODEI- Training & Resources MS Team for calendar invites and additional resources.

1. DEI&A: An Overview will be held on 14 September 2023, with two sessions offered at 1000EST and 1600EST. Click on the hyperlink for each training time to access training.

2. Hispanic Heritage Month presentation and panel discussion on 28 September 2023, 1000EST that will be recorded to facilitate viewing the presentation and discussion across our multiple time zones.

3. The Defense Equal Opportunity Management Institute is hosting its next Speakers Series event on Friday, 29 September 2023 at 1330 EST on Zoom. Their speaker for this event will be Dr. Darryl B. Rice, an associate professor of management. His presentation topic will be on, "Understanding the Role of Effective Allyship in Organization Culture and Change." If you would like to join this training opportunity via Zoom please use Meeting ID: 160 033 2778, Passcode: DEOMI.

IPPS-A Ethnicity Update: Please share the following with your formations. Servicemembers can now choose to identify with more than race. The attached PowerPoint document highlights the impacts of reporting race/ethnicity and how Servicemembers can update their race/ethnicity. Slide 4 contains the racial/ethnic designation category job aid pdf. By double-clicking the image, it will take you to the pdf document. Slide 5 contains the EXORD and MILPER message directing Servicemembers to update their race/ethnicity in IPPS-A. By double-clicking the respective images, it will take you to the pdf documents.

To Note: The Army has identified an issue when the data imported from the legacy system to the new system. If Servicemembers do not update their records, the system will inadvertently underreport the Asian and/or Native Hawaiian or Other Pacific Islanders categories and over-report the Two or More categories. When the data was migrated, it created a 90% reduction in the Asian population due to

how they are now recorded. Asian/Pacific Islander was one category under the legacy system but under the new system, this is no longer the case. In addition to the Asian, Native Hawaiian or Other Pacific Islander category the new system includes two separate codes for Native Hawaiian or Other Pacific Islander and Asian.

Training Requests: Did you know that your ODEI team provides standard and customized (combined) training to your organization based on your needs? Some of the topics we cover include but are not limited to: DEI&A: An Overview; Implicit (Unconscious) Bias; Building Inclusive Teams—and more! Need to request training for your group or organization? Please submit ALL requests for training to usarmy.pentagon.hqda-otjag.mbx.jagc-diversity-inclusion@army.mil using the attached training request form.

Be sure to visit and bookmark the ODEI's JAGCNet page and our MilSuite page for the most up to date information on our training, initiatives, and efforts across the field!

As always, our team is here for you. Please feel free to reach out to us anytime.

Office of Diversity, Equity, & Inclusion
Office of the Judge Advocate General
(b) (6)
[redacted]
2200 Army Pentagon
Washington, D.C. 20310-2200
[redacted]
✉ OTJAG ODEI usarmy.pentagon.hqda-otjag.mbx.jagc-diversity-inclusion@army.mil



(b) (6) (b) (6) **USARMY HQDA OTJAG (USA)**

From: USARMY Pentagon HQDA OTJAG Mailbox JAGC Diversity-Inclusion <usarmy.pentagon.hqda-otjag.mbx.jagc-diversity-inclusion@army.mil>
Sent: Friday, March 11, 2022 10:08 AM
To: USARMY Pentagon HQDA OTJAG Mailbox JAGC Diversity-Inclusion
Subject: ODEI Sends - March 2022 - Inaugural Issue NOW PUBLISHED!
Attachments: ODEI Sends - March 2022.pdf

The JAG Corps' Office of Diversity, Equity, & Inclusion has published the inaugural issue of "ODEI Sends - DEI&A in the Corps." In this issue read about the Army and JAG Corps' DEI&A approaches, why DEI&A matters, recently published DEI&A-related articles in The Army Lawyer, and talking points to spark discussions in your organizations - and much more!

Be sure to keep up with the JAG Corps' DEI&A efforts via JAGCNet here and MilSuite here.

Have input, feedback, or suggestions you'd like to share with the JAG Corps Office of Diversity, Equity, and Inclusion and the Council? Submit to our Virtual Suggestion Box here.

(b) (6) (b) (6) **USARMY HQDA OTJAG (USA)**

From: USARMY Pentagon HQDA OTJAG Mailbox JAGC Diversity-Inclusion <usarmy.pentagon.hqda-otjag.mbx.jagc-diversity-inclusion@army.mil>
Sent: Tuesday, December 5, 2023 4:10 PM
To: USARMY Pentagon HQDA OTJAG Mailbox JAGC Diversity-Inclusion
Cc: (b) (6)
Subject: RE: DEC 2023 ODEIA Sends- Happy Holidays!
Attachments: ODEIA Training Request Form_Nov23.pdf; ODEIA Training Calendar_FY2024.pdf
Signed By: (b) (6)

Greetings JALS Family and Happy Holidays!

This time of year, we observe so many diverse holiday traditions! As great leaders and teammates, we don't have to be on the same page or observe the same holiday to appreciate and respect our differences.

How much do you know about the various holidays celebrated across the world this time of year and across your formations? Did You know?

- Kwanzaa is a cultural celebration, not a religious one.
- The word 'Hanukkah' means 'dedication'.
- Eid al-Fitr, which means 'feast of breaking the fast,' is a three-day celebration that marks the end of Ramadan.
- The first Christmas trees were brought indoors by 16th-century German Christians.
- Noche Buena marks the celebration of Christmas Eve in Hispanic culture.
- Dia de los Reyes which means Kings Day, is celebrated on January 6 in various Latin-American countries.

For more information, resources, and products on holidays around the world, please visit the Defense Equal Opportunity Management Institute website - https://www.defenseculture.mil/Special-Observances/Other-Observances-or-Awareness-Events/#religion-and-religious-diversity

Virtual Monthly Training Opportunities: Due to the holidays, we will only be conducting one virtual training session this month. Please join our new JAGC ODEI- Training & Resources MS Team for calendar invites and additional resources. Topic is listed below.

Holidays Around the World Presentation on **14 DEC 2023, 1000hrs EST.** Join us to learn a bit more about the different holidays celebrated during this time of the year. Some of our very own JALS personnel will share their holiday observances and traditions with us. This event will be recorded to facilitate viewing across our multiple time zones.

Would you like to share your holiday tradition with the team? It is not too late; we are still looking for volunteers that want to share their holiday traditions with the regiment. If you are interested in sharing your traditions, please email us ASAP.

Training Requests. Did you know that your ODEIA team provides standard and customized (combined) training to your organization based on your needs? Some of the topics we cover include

but are not limited to: DEI&A: An Overview; Implicit (Unconscious) Bias; Building Inclusive Teams—and more! Need to request training for your group or organization? Please submit ALL requests for training to usarmy.pentagon.hqda-otjag.mbx.jagc-diversity-inclusion@army.mil using the attached training request form. A copy of our FY24 Strategic Training Calendar is also attached for your SA and organizational planning efforts as well.

Be sure to visit and bookmark the ODEIA's JAGCNet page and our MilSuite page for the most up to date information on our training, initiatives, and efforts across the field!

As always, our team is here for you. Please feel free to reach out to us anytime.

(b) (6)
[redacted]
Office of Diversity, Equity, Inclusion & Accessibility
Office of the Judge Advocate General
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Washington, D.C. 20310-2200
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✉ OTJAG ODEI usarmy.pentagon.hqda-otjag.mbx.jagc-diversity-inclusion@army.mil

JAGCNet milSuite Microsoft Teams

From: USARMY Pentagon HQDA OTJAG Mailbox JAGC Diversity-Inclusion <usarmy.pentagon.hqda-otjag.mbx.jagc-diversity-inclusion@army.mil>
Sent: Friday, November 3, 2023 12:33 PM
To: USARMY Pentagon HQDA OTJAG Mailbox JAGC Diversity-Inclusion <usarmy.pentagon.hqda-otjag.mbx.jagc-diversity-inclusion@army.mil>
Cc: (b) (6) [redacted]
Subject: NOV 2023 ODEIA Sends- National American Indian Heritage Month & Upcoming Training Opportunities

Greetings JALS Family!

This month we observe National American Indian Heritage Month, which was established in 1990 by Public Law 101-343. As the first people to live on the land we all cherish, American Indians and Alaska Natives have shaped our country's character and cultural heritage. They have built a legacy of professionalism and selfless service that inspires future generations. Chosen by the Society of American Indian Government Employees (SAIGE), this year's theme is *"Tribal Nations Soaring to New Heights."* In honor of this observance, your ODEIA will host a presentation and panel discussion with American Indian JALS personnel. Please mark your calendars, and join us for this event **9 NOV 2023, 1000EST** (MS Teams link listed below with Virtual Training Opportunities).

Did You know?

- There are over 9 million American Indian and Alaska Natives living in the United States today.
- With over 574 federally recognized tribes, there are hundreds of different cultures that are as unique as the people they represent.
- For more than 100 years, generations of Mohawk ironworkers shaped the skylines of North American cities. These men built prominent landmarks, including the Empire State Building, the Chrysler Building, the George Washington Bridge, and the World Trade Center.

For more information, resources, and products on this year's National American Indian Heritage Month theme and observance, please visit the Defense Equal Opportunity Management Institute website - https://www.defenseculture.mil/Special-Observances/#national-american-indian-heritage-month

Virtual Monthly Training Opportunities: For the month of November and December, we will only be conducting one virtual training session due to the holidays. Please join our new JAGC ODEI- Training & Resources MS Team for calendar invites and additional resources. Below are our plans for the next two months.

National American Indian Heritage Month presentation and panel on **9 NOV 2023, 1000hrs EST.** Event will be recorded to facilitate viewing across our multiple time zones.

For our December virtual event, we are looking for volunteers that want to share their holiday traditions with the regiment. If you are interested in sharing your traditions, please email us. The event will be held virtually via MS Teams on 14 December 2023.

Training Requests. Did you know that your ODEIA team provides standard and customized (combined) training to your organization based on your needs? Some of the topics we cover include but are not limited to: DEI&A: An Overview; Implicit (Unconscious) Bias; Building Inclusive Teams—and more! Need to request training for your group or organization? Please submit ALL requests for training to usarmy.pentagon.hqda-otjag.mbx.jagc-diversity-inclusion@army.mil using the attached training request form. A copy of our FY24 Strategic Training Calendar is also attached for your SA and organizational planning efforts as well.

Be sure to visit and bookmark the ODEIA's JAGCNet page and our MilSuite page for the most up to date information on our training, initiatives, and efforts across the field!

As always, our team is here for you. Please feel free to reach out to us anytime.

Office of Diversity, Equity, Inclusion & Accessibility
Office of the Judge Advocate General
(b) (6)
[redacted]
2200 Army Pentagon
Washington, D.C. 20310-2200
[redacted]
✉ OTJAG ODEI usarmy.pentagon.hqda-otjag.mbx.jagc-diversity-inclusion@army.mil







(b) (6) (b) (6) USARMY HQDA OTJAG (USA)

From: USARMY Pentagon HQDA OTJAG Mailbox JAGC Diversity-Inclusion <usarmy.pentagon.hqda-otjag.mbx.jagc-diversity-inclusion@army.mil>
Sent: Friday, January 20, 2023 12:47 PM
To: USARMY Pentagon HQDA OTJAG Mailbox JAGC Diversity-Inclusion
Subject: Requesting Diversity, Equity, & Inclusion-related Training - We (ODEI) are Your Resource!
Attachments: Request for ODEI Training_Jan23 Version.pdf

Greetings, JALS Family!

We want to remind you that OTJAG's Office of Diversity, Equity, and Inclusion is your go-to source for Diversity, Equity, and Inclusion-related training in the JAG Corps. We are able to provide standard and customized (combined) training to your organization based on your need. Some of the topics we cover include, but are not limited to: DEI&A: An Overview; Implicit (Unconscious) Bias; Building Inclusive Teams—and more! We can also conduct listening sessions for your groups/organizations on topics related to DEI&A.

Please submit ALL requests for training of this type to usarmy.pentagon.hqda-otjag.mbx.jagc-diversity-inclusion@army.mil using the attached training request form. Please do not send requests for DEI-related training to TJAGLCS or any individual directly.

We are now booking training post-February so get us on your training schedules! We are in there and we are out there!

V/r,

(b) (6)

Director, Office of Diversity, Equity, & Inclusion

Office of the Judge Advocate General

2200 Army Pentagon

Washington, D.C. 20310-2200

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Office of Diversity, Equity, & Inclusion
Office of the Judge Advocate General

2200 Army Pentagon
Washington, D.C. 20310-2200
(b) (6) [redacted]
✉ OTJAG ODEI usarmy.pentagon.hqda-otjag.mbx.jagc-diversity-inclusion@army.mil

(b) (6) [redacted]

[redacted]

[redacted], & Inclusion

Office of the Judge Advocate General

(b) (6) [redacted]

(b) (6) (b) (6) USARMY HQDA OTJAG (USA)

From: USARMY Pentagon HQDA OTJAG Mailbox JAGC Diversity-Inclusion <usarmy.pentagon.hqda-otjag.mbx.jagc-diversity-inclusion@army.mil>
Sent: Monday, September 5, 2022 8:33 AM
To: USARMY Pentagon HQDA OTJAG Mailbox JAGC Diversity-Inclusion
Subject: Requesting Training through the Office of Diversity, Equity, and Inclusion (ODEI)
Attachments: Request for ODEI Training.pdf

Greetings, JALS Family!

If you would like a member of the Office of Diversity, Equity, and Inclusion (ODEI) to provide training to your organization, please save this form for use in submitting your request. This will help us in coordinating and keeping record of all training conducted by our office.

Lastly, before everyone leaves to enjoy their Labor Day weekend, we want to remind you of the various ways in which you can keep up with the DEI&A efforts of both our ODEI and the Council on Diversity, Equity, and Inclusion (DEIC). We will continue to update these sites in the coming weeks and keep them updated going forward!

JAGCNet: https://www.jagcnet2.army.mil/Sites/DivInc.nsf

MilSuite:
https://login.milsuite.mil/?goto=https%3A%2F%2Fwww.milsuite.mil%3A443%2Fbook%2Fcommunity%2Fspaces%2Farmyjag%2Fcouncil-on-diversity-equity-inclusion

Email: usarmy.pentagon.hqda-otjag.mbx.jagc-diversity-inclusion@army.mil

Phone:
(b) (6)

V/r,

(b) (6) 6)
Director, Office of Diversity, Equity, and Inclusion (ODEI)
Office of The Judge Advocate General, 2200 Army Pentagon
Rm 3B548, Washington, DC 20310 (b) (6)

(b) (6)
Office of Diversity, Equity, & Inclusion
Office of the Judge Advocate General
2200 Army Pentagon
Washington, D.C. 20310-2200
(b) (6)

(b) (6) (b) (6) **USARMY HQDA OTJAG (USA)**

From: USARMY Pentagon HQDA OTJAG Mailbox TJAG Sends <usarmy.pentagon.hqda-otjag.mbx.tjag-sends@army.mil>
Sent: Monday, June 13, 2022 11:59 AM
Subject: ***TJAG & RCSM SENDS VOL. 41-12 - IN CELEBRATION OF PRIDE MONTH***

TJAG & RCSM SENDS VOL. 41-12 - IN CELEBRATION OF PRIDE MONTH

In Celebration of Pride Month

The number one strategic priority for our Corps is our people. Every member of our Regiment is valued not just for their work, but for their unique world views, attributes, and experiences. However, we recognize that some voices have not always been heard or welcomed at the table. Until recently, our lesbian, gay, bisexual, transgender, and queer ("LGBTQ") service members were excluded from full and open participation within our ranks. Issues percolating beneath the surface and affecting LGBTQ Soldiers therefore did not have a forum in which to be raised.

LGBTQ Army Soldiers and Civilians serve with honor, dignity, and commitment, making our military stronger and our nation safer. As such, your Regiment's leadership is committed to removing barriers to service by fostering equity and inclusion within our diverse Corps. Among our JAG Corps' initiatives, the Diversity, Equity, and Inclusion Council (the "DEIC") is designed to provide a platform for all members of the JAG Corps family to share good ideas and best practices, as well as to raise their concerns. The intent behind the DEIC is to ensure that our Corps remains as inclusive a formation as possible by addressing the needs and concerns of all our teammates.

With emerging laws creating potential challenges for our LGBTQ teammates and their families, we want to assure you that our Corps' extensive legal resources remain available to all eligible personnel in these difficult times. We encourage impacted JALS personnel to convey their concerns to their mentors, legal office leaders, or direct to the JAG Corps leadership. We also encourage open and direct dialogue with the Personnel, Plans, & Training Office ("PPTO") during the assignment cycle and on an as-needed basis if emergent reassignment needs arise. It is our goal that our teammates serve at duty locations that will benefit them, both professionally and personally. We effectively support the Army's mission when we place our personnel in situations where they can thrive.

JALS personnel should always feel empowered to raise issues and concerns to their Foundation of Five, the DEIC, PPTO, HRC talent managers, and/or the Chief, Civilian Personnel Management. Help us to recognize and address the unique challenges that you face. Just as you are committed to providing principled counsel to your respective clients, we are committed to you, your well-being, and your success.

In looking across our Corps and our Army, we are in awe of, and inspired by, the diversity that we-as a team-represent and celebrate. This is our greatest strength and we will always rally together to preserve that strength.

As always, we'll meet you on the high ground.

TJAG & RCSM Sends Vol. 41-12 can be found using the following link:

https://www.jagcnet2.army.mil/TJAGRCSMSends41-12

STUART W. RISCH
Lieutenant General, USA
The Judge Advocate General

(b) (6)
(b)(6) USA
Regimental Command Sergeant Major

(b) (6) (b) (6) USARMY HQDA OTJAG (USA)

From: (b)(6) CIV USARMY HQDA OTJAG (USA) <kristin.a.damigella.civ@army.mil>
Sent: Thursday, April 6, 2023 3:26 PM
To: (b) (6) (b)(6) USARMY HQDA OTJAG (USA)
Subject: This can wait until Monday....Help from the CoC

(b) (6)

I hope you are enjoying your time off and not reading my email……I am providing some training for the Key Leaders Course and I wanted to run the slide deck and my plan by the CoC to get some feedback. D and T have charged me to give our leaders some tools to help them answer tough questions around DEI topics. I have a presentation that I can put on the CoC teams site. I realize a lot of people are out this week and they may not have time to look at the deck and provide feedback for Monday. But I was hoping to at least get it on everyone's radar so I could incorporate any feedback before the deck goes final towards the end of the month. Tomorrow, I will post the presentation in the files and post a message. I will also bring up at the meeting on Monday. I don't need anything from you as long as you are okay with my plan.

V/R,

(b) (6)

(b) (6)
Director, Office of Diversity, Equity, & Inclusion
Office of the Judge Advocate General
2200 Army Pentagon
Washington, D.C. 20310-2200
(b) (6)

[redacted] [redacted] **USARMY HQDA OTJAG (USA)**

From: USARMY Pentagon HQDA OTJAG Mailbox JAGC Diversity-Inclusion <usarmy.pentagon.hqda-otjag.mbx.jagc-diversity-inclusion@army.mil>
Sent: Tuesday, August 22, 2023 6:15 PM
To: USARMY Pentagon HQDA OTJAG Mailbox JAGC Diversity-Inclusion
Cc: [redacted]
Subject: Reminder – Women's Equality Day Presentation & Panel Discussion, Thursday, 24 AUG 23, 1000EST
Attachments: Consolidated Panel Member Biographies .pdf
Signed By: [redacted]

Greetings, JALS Family!

This is just a friendly reminder that this **Thursday, 24 August 2023**, in honor of Women's Equality Day your ODEI is partnering with Athena's Council to bring you a virtual **Women's Equality Day Presentation & Panel Discussion** from **1000-1100 EST**. Everyone's invited! I've attached the biographies of the panel moderator and panel members for your read-ahead.

Click HERE to access the Women's Equality Day Presentation & Panel Discussion on MS Teams.

Be sure to join our new JAGC ODEI- DEI&A Training and Resources Team on MS Teams for live notifications on future monthly training and DEI&A resources you can use and share with your organizations.

We look forward to your attendance this Thursday! As always, our team is here for you. Please feel free to reach out to us anytime.

Office of Diversity, Equity, & Inclusion
Office of the Judge Advocate General
[redacted]
2200 Army Pentagon
Washington, D.C. 20310-2200
[redacted]
✉ OTJAG ODEI usarmy.pentagon.hqda-otjag.mbx.jagc-diversity-inclusion@army.mil

JAGCNet milSuite Microsoft Teams

From: USARMY Pentagon HQDA OTJAG Mailbox JAGC Diversity-Inclusion <usarmy.pentagon.hqda-otjag.mbx.jagc-diversity-inclusion@army.mil>
Sent: Tuesday, August 8, 2023 12:55 PM
Cc: USARMY Pentagon HQDA OTJAG Mailbox JAGC Diversity-Inclusion <usarmy.pentagon.hqda-otjag.mbx.jagc-diversity-

inclusion@army.mil>
Subject: A Message From Your ODEI - Women's Equality Day Observance & DEI&A Training Opportunities

Greetings JALS Family!

This month we celebrate Women's Equality Day. On 26 August 1920, the federal government certified states' ratification of the 19th amendment to the United States Constitution prohibiting states and the federal government from denying U.S. citizens the right to vote based on sex. This was a pivotal point in our nation's history towards the full and equal participation of women's contributions to the quality of American life. Women's Equality Day was designated by Congress in 1973, first proclaimed by President Nixon, and has continued to be proclaimed each year by the United States President.

The observance of Women's Equality Day annually on the 26th of August not only commemorates the passage of the 19th Amendment, but also calls attention to women's continuing efforts toward full equality across all segments in our society. It gives us an opportunity to reflect on the continuing struggle for equality. Please join us this month in celebrating and highlighting those Women within your formations that endlessly set the example, are trailblazers, tireless advocates, and pave the way towards full equality for America's daughters! We see you, we thank you, and we recognize YOU for what you bring to the fight each and every day!

Did You Know?

- Women have only been able to serve in military uniform alongside their male counterparts for the past 75 years. Congress granted women the right to "serve as permanent, regular members of the Army, Navy, Marine Corps, and Air Force" under the Women's Armed Services Integration Act in 1948.
- Some of our very own JAG Corps female trailblazers include (b) (6) [redacted] LTG(R) Flora Darpino (first female TJAG), CW5 Sharon Swartworth (first female Regimental Warrant Officer of the JAGC), and (b) (6) [redacted] Check out the Army Lawyer 2020, Issue 1 for (b) (6) [redacted] article ***Women in the Corps*** to learn more about some of these incredible women in our Regiment's history.
- In March 2023, our nation's top female military leaders met for a panel discussion titled Beyond Firsts to discuss how far the services have come, the struggles they have faced, and how we can continue to eliminate barriers to recruit and retain the best and most competent personnel. The panel included Coast Guard Adm. Linda L. Fagan, commandant of the U.S. Coast Guard, Air Force Gen. Jacqueline D. Van Ovost, Commander of U.S. Transportation Command, Army Gen. Laura J. Richardson, commander of U.S. Southern Command, and Navy Adm. Lisa Franchetti, vice chief of naval operations. A recording of the panel discussion can be viewed using this **link**.

For more information, resources, and products on this year's theme and observance, please visit the Defense Equal Opportunity Management Institute website - https://www.defenseculture.mil/Special-Observances/#womens-equality-day

Virtual Monthly Training: Each month, your ODEI offers virtual training opportunities--open to everyone on the 2nd and 4th Thursdays of the month at 1000EST and 1600EST to facilitate training across the multiple time zones our JALS personnel find themselves in. Please join our new **JAGC ODEI- Training & Resources MS Team** for calendar invites and additional resources.

1. **DEI&A: An Overview** will be held on **10 August 2023**, with two sessions offered at **1000EST** and **1600EST**. Click on the hyperlink for each training time to access training.
2. In honor of Women's Equality Day, your ODEI will partner with Athena's Council to put on a **Women's Equality presentation and panel discussion on 24 August 2023, 1000EST** that will be recorded to facilitate viewing the presentation and discussion across our multiple time zones.

Training Requests: Did you know that your ODEI team provides standard and customized (combined) training to your organization based on your needs? Some of the topics we cover include but are not limited to: DEI&A: An Overview; Implicit (Unconscious) Bias; Building Inclusive Teams—and more! Need to request training for your group or organization? Please submit ALL requests for training to usarmy.pentagon.hqda-otjag.mbx.jagc-diversity-inclusion@army.mil using the attached training request form.

Be sure to visit and bookmark the ODEI's JAGCNet page and our MilSuite page for the most up to date information on our training, initiatives, and efforts across the field!

As always, our team is here for you. Please feel free to reach out to us anytime.

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Office of the Judge Advocate General
(b) (6) [redacted]
2200 Army Pentagon
Washington, D.C. 20310-2200
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(b) (6) (b) (6) **USARMY HQDA OTJAG (USA)**

From: USARMY Pentagon HQDA OTJAG Mailbox JAGC Diversity-Inclusion <usarmy.pentagon.hqda-otjag.mbx.jagc-diversity-inclusion@army.mil>
Sent: Friday, August 25, 2023 10:02 AM
To: USARMY Pentagon HQDA OTJAG Mailbox JAGC Diversity-Inclusion
Cc: (b) (6)
Subject: 2023 Women's Equality Day Presentation & Panel Discussion Recording link
Signed By: (b) (6)

Greetings JALS Family!

Our office has received multiple requests for the link to the Women's Equality Day Presentation & Panel Discussion we had yesterday. Word has spread quickly about these phenomenal female leaders who volunteered their time to participate as panel members and shared some inspirational experiences and great advice applicable to all leaders across our formations. If you could not attend the presentation and panel discussion yesterday but would like to view the recording of the event, please use the following link:

2023 Women's Equality Day Presentation & Panel Discussion Recording

If you are having issues accessing the link, be sure to join our MS Team JAGC ODEI- DEI&A Training and Resources where the recording is saved or feel free to reach out to us directly.

Have a safe and wonderful weekend!

Office of Diversity, Equity, & Inclusion
Office of the Judge Advocate General
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2200 Army Pentagon
Washington, D.C. 20310-2200
(b) (6)
OTJAG ODEI usarmy.pentagon.hqda-otjag.mbx.jagc-diversity-inclusion@army.mil

Special Announcement
A Message from the JAG Corps Foundation

Installation of (b) (6)
Director, Office of Diversity, Equity, Inclusion, and Accessibility, Judge Advocate General's Corps

In June 2021, we established the Office of Diversity, Equity, and Inclusion (ODEI) within the Office of The Judge Advocate General to provide leadership and guidance in the formulation, execution, and management of policies and practices that foster a diverse, equitable, and inclusive environment consistent with the core values of the Judge Advocate Legal Service (JALS). From its inception, (b)(6) (b) (6) has served as the interim Director, ODEI, helping to guide our diversity and inclusion efforts, and diligently working toward the hiring of a civilian director to carry on this important work well into the future.

We are now honored to announce that (b) (6) will serve as our new Director, ODEI. [redacted] most recently served at the State Department as the Foreign Service Institute's Diversity, Equity, Inclusion, and Accessibility (DEIA) Program Specialist. In that capacity, she provided expert advice on DEIA-related issues, and recommended appropriate courses to support DEIA processes. Previously, (b) (6) was the Equal Employment Opportunity and Diversity Coordinator for the Educational and Cultural Affairs Bureau at the State Department. In that capacity, she provided advice to senior leaders on EEO and DEIA and developed and implemented training on a variety of DEIA topics. She was also a critical member of their department DEIA Data Working Group and initiated a Pilot Climate Assessment for the Office of Civil Rights. Prior to joining the State Department, (b) (6) worked for the Air Force and the Coast Guard as an Equal Employment Opportunity (EEO) Manager. While working at the Air National Guard Readiness Center, she managed the Military Equal Opportunity Program for the Air National Guard and was responsible for training and readiness of over 200 Military Equal Opportunity Advisors.

(b) (6) served 21 years with the Air Force where she had the opportunity to serve as an Adjunct Instructor at the Defense Equal Opportunity Management Institute and served in the Air Force Strategic Diversity Office at the Pentagon. She retired from the Air Force as a lieutenant colonel in 2013. (b) (6) has been certified as an EEO counselor, a Federal Mediator, a Diversity Practitioner and a coach for Clifton's Strengths Assessment tool. She holds a Bachelor of Arts degree in Political Science from the University of Massachusetts and is currently enrolled in American University's Key Executive Leadership Master's Program.

Please join us in congratulating (b) (6) (b) (6) on this tremendous selection! We know that she and her ODEI team, with (b) (6) as Program Coordinator, will continue to move us in a positive direction toward the high ground and help our Regiment realize its full potential.

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How the JAG Corps meets SECDEF & CSA's Mandates Regarding Diversity, Equity & Inclusion: Diversity, Equity, and Inclusion Officer (DEI Officer)

Rationale for the DEI Officer

A Judge Advocate's pathway to success in promotion boards and, thus, future leadership in the JAG Corps is closely related to his/her assignments and performance. While superior performance is (and must be) expected of all Judge Advocates, sustained superior performance alone will not overcome a lack of key assignments and locations. While PPTO's/the JAG Corps' expression "there are no bad assignments, just bad assignment patterns," may be true, there is a perception this is not the case among many officers. There is unfortunately a perception that there are assignments potentially detrimental for future success or promotion, depending on when (i.e., what stage in a career) an officer is assigned.

Assignments, for the most part, are orchestrated and recommended to the GOSC and TJAG by PPTO, often with limited input from SJAs and other leaders advocating for officers. Most officers have very little, to no, control over their assignments. Despite submission of a wish list, the list rarely provides any guarantees an officer will be afforded the opportunity to serve at one of the proffered locations. An officer's desires are but one part of a tripartite of factors, and the least weighted of the three. Accordingly, the Judge Advocate must rely upon PPTO to ensure he/she is successfully navigating open positions and a competitive career pattern (in terms of location and position) is being built to set the conditions for promotion and future opportunity. It is, therefore, imperative for PPTO to take a more proactive role in the Career Management of officers, particularly women and minority officers. PPTO has taken a more proactive role at times; but, in general, they have deferred to SJAs and supervisors. The DEI Council strongly believes there needs to be a more unified and active participation of a DEI Officer within the assignment process.

A criticism levied at the JAG Corps from women and minority officers is the lack of (ethnic and gender) diversity at the senior levels of the JAG Corps. Many believe a large contributor to this perception is a lack of transparency in the entire assignment process. Despite having extremely talented lawyers at every level of promotion, when an officer's assignment pattern does not support the "right mix" of key jobs and assignment locations, it is well known and perceived that the Judge Advocate will NOT be competitive for promotion and future opportunity. With minimal control over their own assignment, some officers believe they are in a no-win situation—PPTO controls their success or failure of upward mobility/promotion to leadership with the offerings (and assignments) made during the assignment season.

Another adverse perception among some minority officers is a lack of diversity in FSOs, summer intern positions, accessions, and correspondingly Officer Basic Courses. While this fact could be related to a host of issues yet to be resolved, another concern is the impact, both positive and negative, the initial assignment has on young, impressionable officers. To ensure all new accessions understand the importance of assignments, the process of educating young officers, particularly minority officers, must begin during the recruitment process. Taking the time to educate them and recruit them into the most challenging locations, such as divisions and corps, must start early and continue so they get started on the right foot, at the right location, and with the right team—elements vital to enabling more gender and ethnic diversity available and competitive for promotion to more senior ranks. Most JARO comments had to do with recruiting more diversity and ways to ensure greater success for minority

candidates during the accessions process to produce a larger pool of minority candidates available down the road.

The conversations, nonetheless, typically return to the absence of gender and ethnic diversity at the top, and the link between key assignments, key jobs, and future success. JARO, alone, is not a cure to the Corps' perceived diversity and inclusion problems. The focus must not be just about recruiting more diversity—what happens if we recruit more diversity, but still have no changes to the assignments piece? We need to focus on these new officers, integrating them into our Corps, educating them on the importance of key billets and units to ensure we end up with a more diverse, enfranchised officer cadre.

The personnel hub of the JAG Corps is PPTO! PPTO is responsible for assignments and JARO. Most requirements for fostering diversity in the Corps and diversity at the senior levels of the Corps fall under the purview of PPTO. Therefore, our focus for a Diversity, Equity, and Inclusion Officer should be PPTO. The DEI Officer should fall under PPTO and be integrally involved with almost all aspects of PPTO, specifically Assignments, JARO, and PRB (as set forth below). In short, the DEI Officer can be responsible for assisting, advising, overseeing, or consulting PPTO to ensure their functions and responsibilities consider the impacts their decisions have on diversity, equity, and inclusion, and how those actions may be perceived across the JAG Corps. The competition for talent is immense. We as a Corps need to commit ourselves to ensuring that our officers are a priority and their development is our focus.

Responsibilities

1. Mentor, assist, and advise (provide oversight and guidance) to PPTO in their understanding of DEI in the assignments process to ensure the same.
2. The same for JARO with respect to initial assignments primarily.
3. Advisor to the GOSC on possible impacts on DEI with respect to GOSC assignment decisions.
4. Assist PPTO & JARO in communicating assignment decisions to minority members as needed or requested by the impacted officers. (Communication helps to alleviate and allay any concerns of improprieties or disparity based on diversity issues).
5. Consult/advise civilian hiring team re: DEI hires, when requested.
6. Consultant/Member/Advisor to the DEI Council to communicate or shape messaging on assignment issues to Soldiers in the field. (Similar to point 4).
7. Advisor to PRB, as needed, to address any unconscious bias inhibiting equity when making recommendations and/or disposition decisions.
8. DEI Officer would also be available to consult and/or assist TJAGLCS with training regarding roadblocks and obstacles to DEI.
9. Participate in Article 6 visits as necessary to address DEI issues, questions, or concerns.
10. Serve as a mentor to any officer seeking mentorship.

Criteria

1. Former Assignments Officer, who understands the first, second, and third order effects of assignments.
2. Prior experience as an SJA or Deputy, OR extensive experience in understanding and negotiating with PPTO for assignments on behalf of others.
3. Pattern of successful leadership, mentoring, and coaching experience (SJA, Deputy, OIC).

4. Initially should be a minority officer based upon the perception of a lack of DEI in the Corps, which has resulted in a lack of DEI among the senior officers. (At least until the JAGC reaches a steady state with more understanding and appreciation for DEI across the Regiment).

Office of Diversity, Equity, and Inclusion



(b) (6)

Director

Office of Diversity, Equity, and Inclusion

(b) (6)

Your ODEI

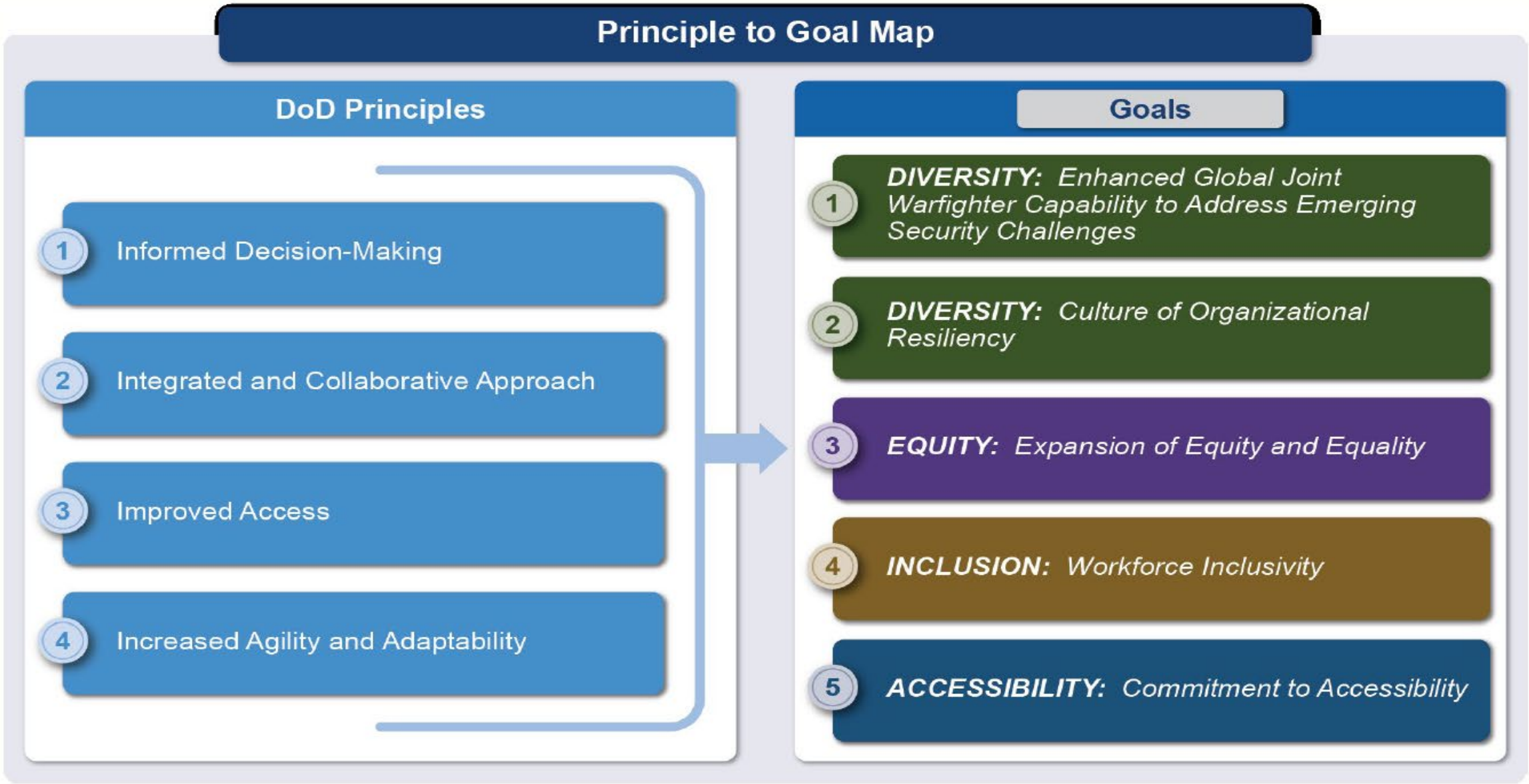
(b) (6) (b) (6), Director

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DoD's DEIA Strategy (2022)



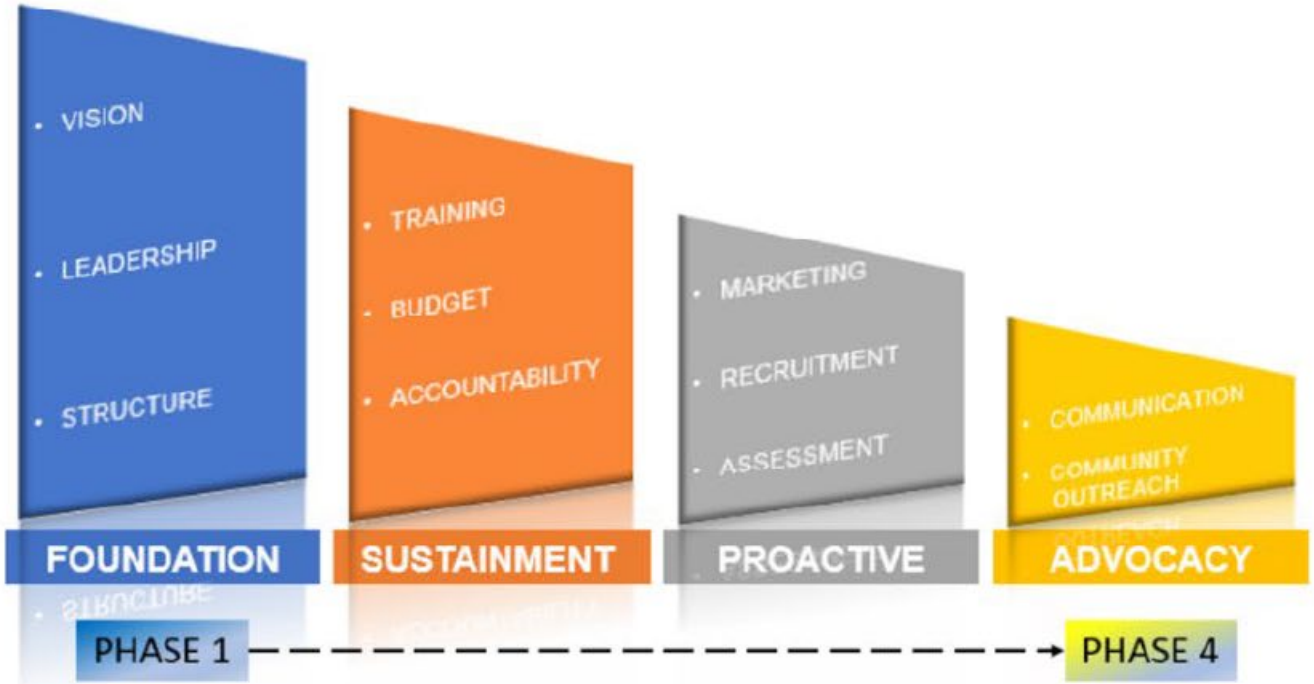
Army People Strategy DEI Objectives

- 1: Enhance Mission Readiness
- 2: Leader Commitment and Engagement
- 3: Training and Education
- 4: The Employer of Choice
- 5: Army-wide Inclusive Culture

DEI Maturity Model

4 Phases of Organizational DEI

- Phases enable organizations to quantify their progress toward a desired DEIA endstate:
- Phase methodology is determined by positive feedback from multiple surveys and compliance with the Army's strategy toward Diversity programs:
    1. Command Climate Assessment (CCA); DEOCS surveys (AR 600-20, 6-10, p. 87)
    2. YVM & consultation with Army's Equity and Inclusion Agency providing best practices and ensuring compliance.
    3. Diversity Council checklist to ensure an organization has all the necessary tools to achieve success and compliance with Army's diversity strategy.



FOUNDATION:

- Organization est. its DEIA vision and infrastructure with stakeholders identified.
- Basic DEIA strategy has been communicated to all with internal compliance measures established.

SUSTAINMENT:

- POM adjusted to support DEI training and comms. effort.
- DEI compliance tethered to leader career progression to ensure compliance.
- Train key individs. to est. "train the trainer" at lower echelons.
- Database for continued reference and training est.

PROACTIVE:

- Utilize surveys, interviews, and focus groups to provide feedback on initiatives and policies.
- Develop assessment and rewards program to maintain unit enthusiasm and "buy in"
- Initiate request for funds and support from higher HQ.

ADVOCACY:

- Establish community outreach tailored to local DEIA environment.
- Adapt DEI principles to AIM recruitment of new talent.
- Develop quarterly/ annual communication touch points with organization and community.
- Utilize guest speakers and consultants to enhance messaging.

ODEI Initiatives

- JALS DEIA Strategy – **to be aligned w/ Army's**
- Developing Training
  - DEI&A (general), Bias, Equity, Inclusion, DEI in Mentorship, Mitigating Microaggressions, Generations in the Workplace, etc.
- OPT with TJAGLCS on embedding DEI concepts in courses
- Facilitating Bias discussions at boards
- Working with SIO and Recruiting on Strategic Engagement/Messaging

ODEI Initiatives

- Developing Communication Plan/Milsuite/Teams
- Engaged with Retention Working Group
- Assisting Labor & Employment with imbedding DEI&A in their products and resources (i.e. Deskbook)
- Engagement with Army Equity Agency
- Reviewing processes for equity, inclusion, and transparency
- DEI Council and Field Boards
  - 140 personnel have volunteered

Engagements

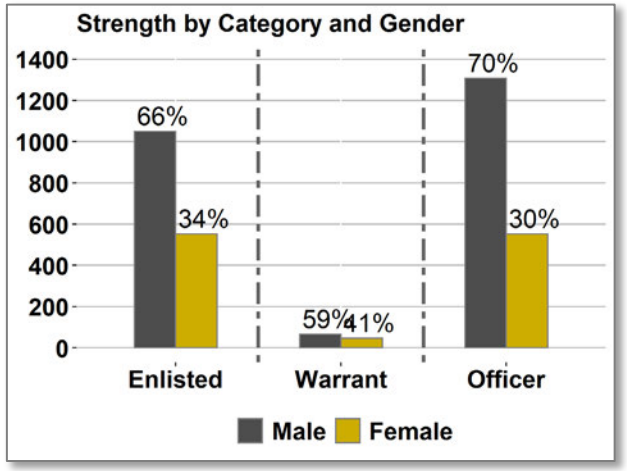
- Recently returned from a Fort Bragg tour
  - Trained and conducted listening sessions w/ USARC, FORSCOM, XVIII ABC, 82nd ABN Div, 1 SFC (A), and USASOC
- Over the last 90 days, have conducted engagements/training
  - w/ student groups (i.e. OBC, Grad Course, Reserve, WOILE, etc.)
  - w/ organizations (USALSA, Fort Rucker, etc.)
  - At various boards (GOSC, 2L Internships, Reserve Accessions, etc.)
  - TX colleges recruitment tour w/ BG Sullivan
  - Served on Hispanic Heritage Month panel at TJAGLCS
- We are in there and out there!

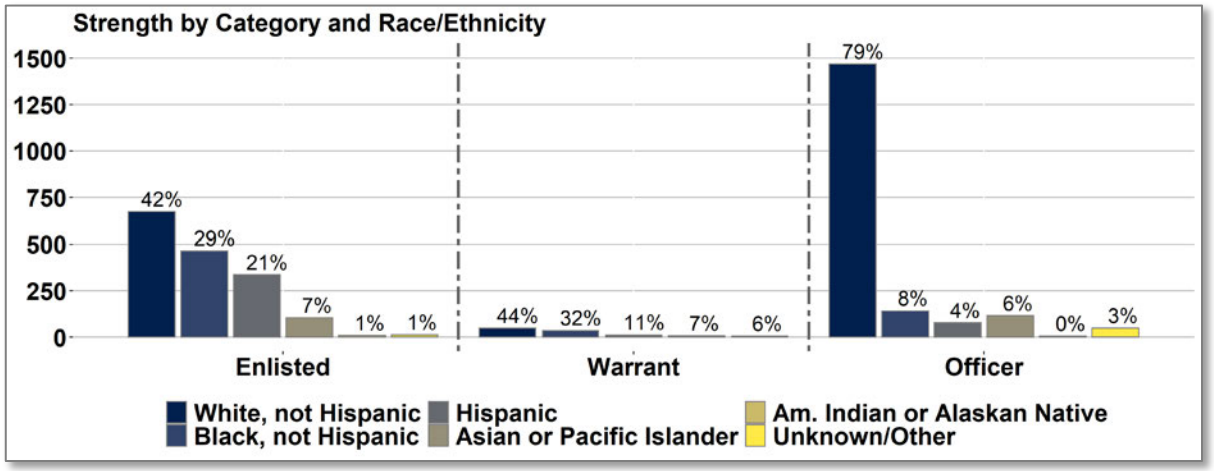
QUESTIONS?

JAG Active Component Demographics

Data as of 31 August 2022

As of 31 August 2022, the total number of Soldiers in the JAG Corps Active Component is 3,575. Males account for 68% and Females account for 32% of the total. The Racial/Ethnic distribution of the JAG Corps is as follows – White, Not Hispanic: 61.3%, Black, Not Hispanic: 18%, Hispanic: 11.9%, Asian or Pacific Islander: 6.4%, American Indian or Alaskan Native: 0.4%, and Unknown/Other: 2%.





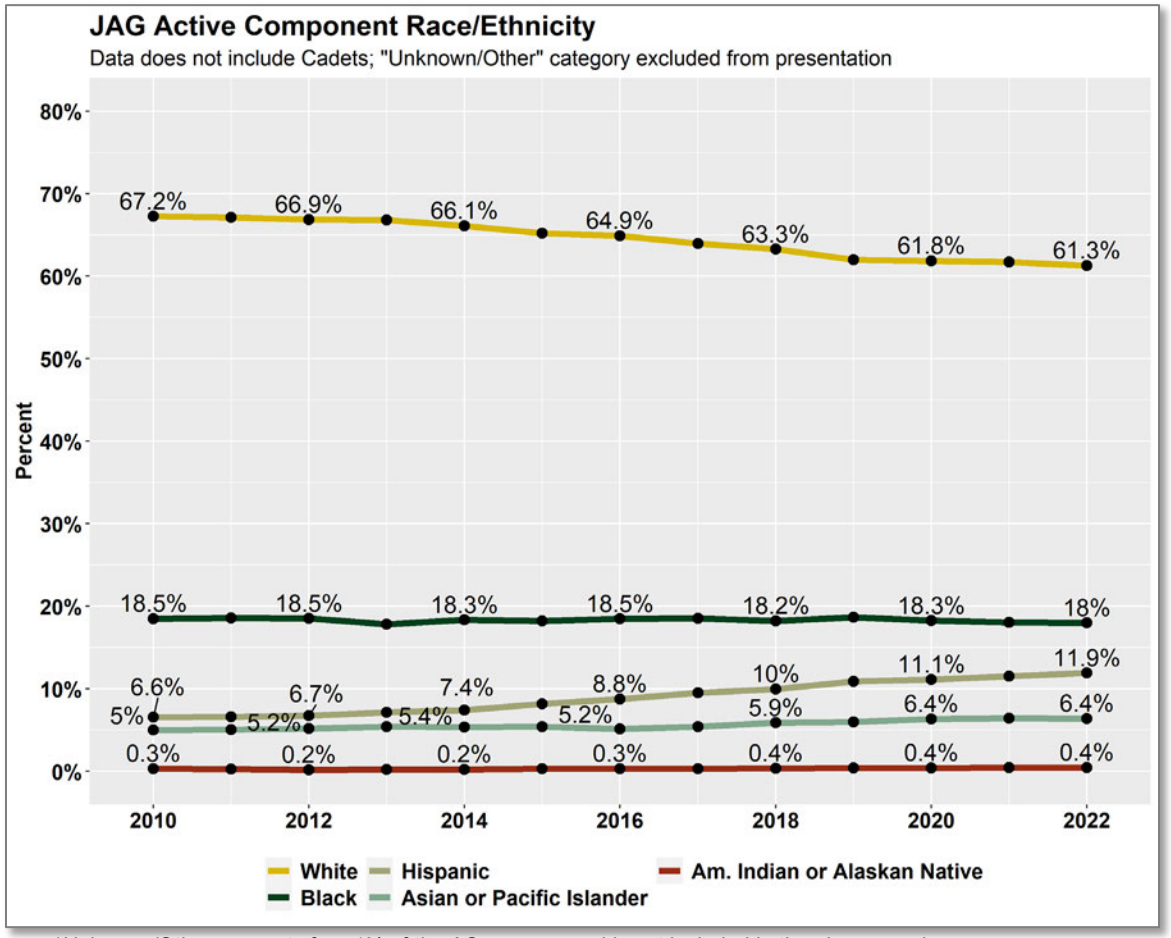
Grade	Inventory	Gender		Race/Ethnicity					
		Male	Female	Hispanic	Am. Indian or Alaskan Native	Asian or Pacific Islander	White, not Hispanic	Black, not Hispanic	Unknown/ Other
Enlisted Subtotal	1,602	1,050	552	336	10	105	673	465	13
Enlisted %	45%	66%	34%	21%	1%	7%	42%	29%	1%
Officer Subtotal	1,861	1,308	553	78	6	116	1,469	142	50
Officer %	52%	70%	30%	4%	0%	6%	79%	8%	3%
Warrant Officer Subtotal	112	66	46	12	0	8	49	36	7
Warrant Officer %	3%	59%	41%	11%	0%	7%	44%	32%	6%
Active Component Total	**3,575**	**2,424**	**1,151**	**426**	**16**	**229**	**2,191**	**643**	**70**
Active Component %		**67.8%**	**32.2%**	**11.9%**	**0.4%**	**6.4%**	**61.3%**	**18.0%**	**2.0%**

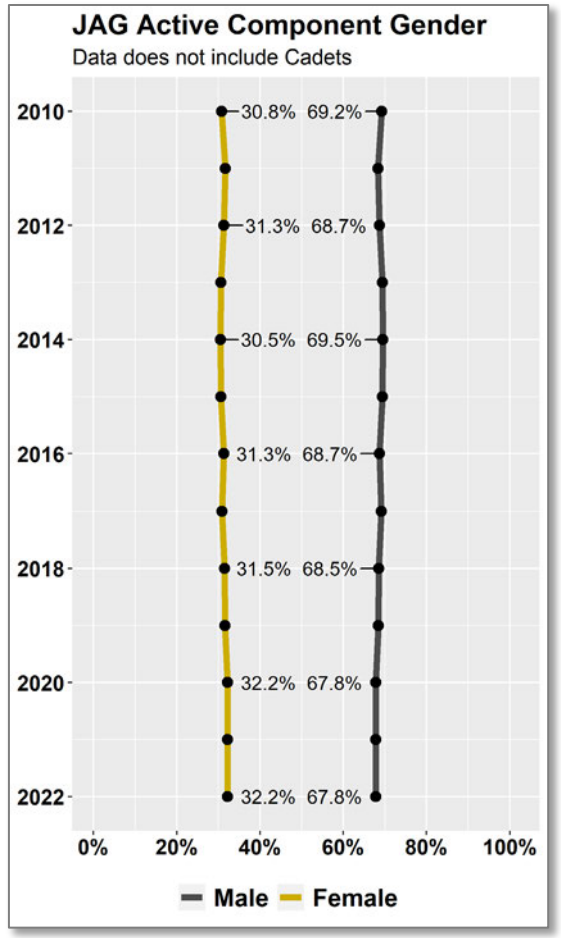
Unclassified

Active JAG Demographic Trends

Data as of 31 August 2022

Between FY10 and 31 August 2022, racial /ethnic trends show a reduction in the White Soldiers (67.2% to 61.3%) and Black Soldiers (18.5% to 18%), an increase in Hispanic Soldiers (6.6% to 11.9%), an increase in Asian/Pacific Islander Soldiers (5% to 6.4%) and an increase in American Indian/Alaskan Native (0.3% to 0.4%). Females comprise an increasing share of the population, moving from 30.8% to 32.2%.





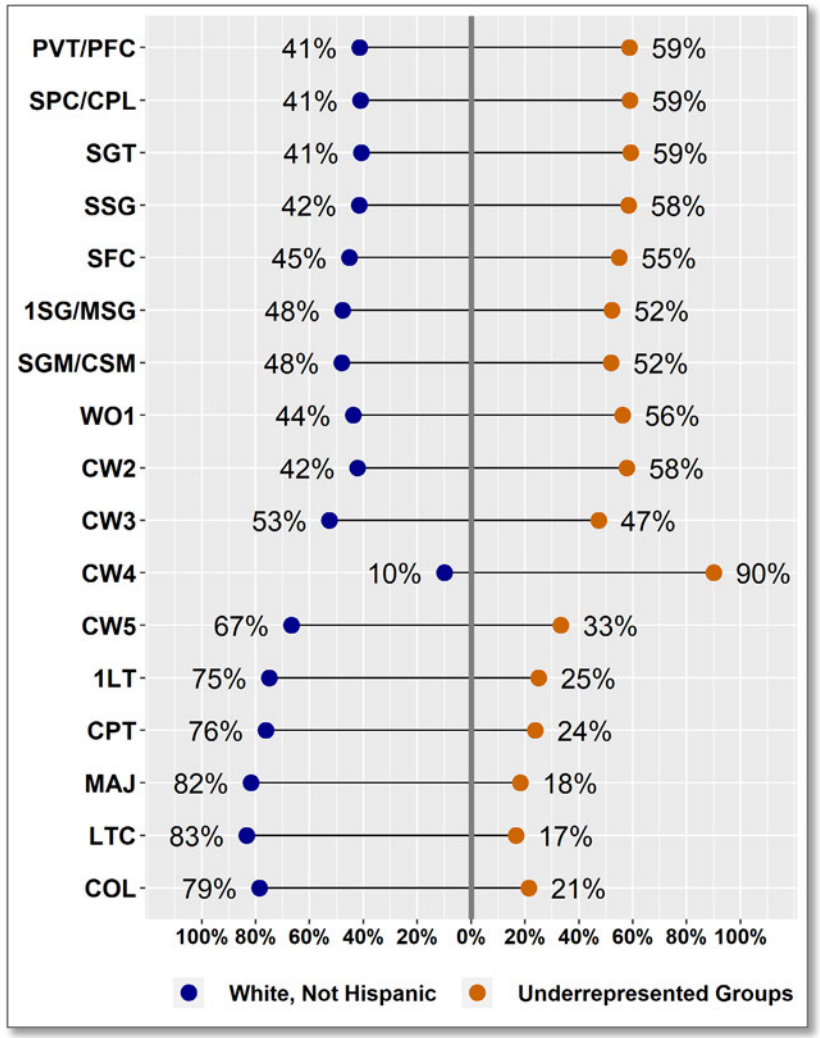
**Unknown/Other accounts for ~1% of the AC per year and is not included in the above graph.*

Unclassified

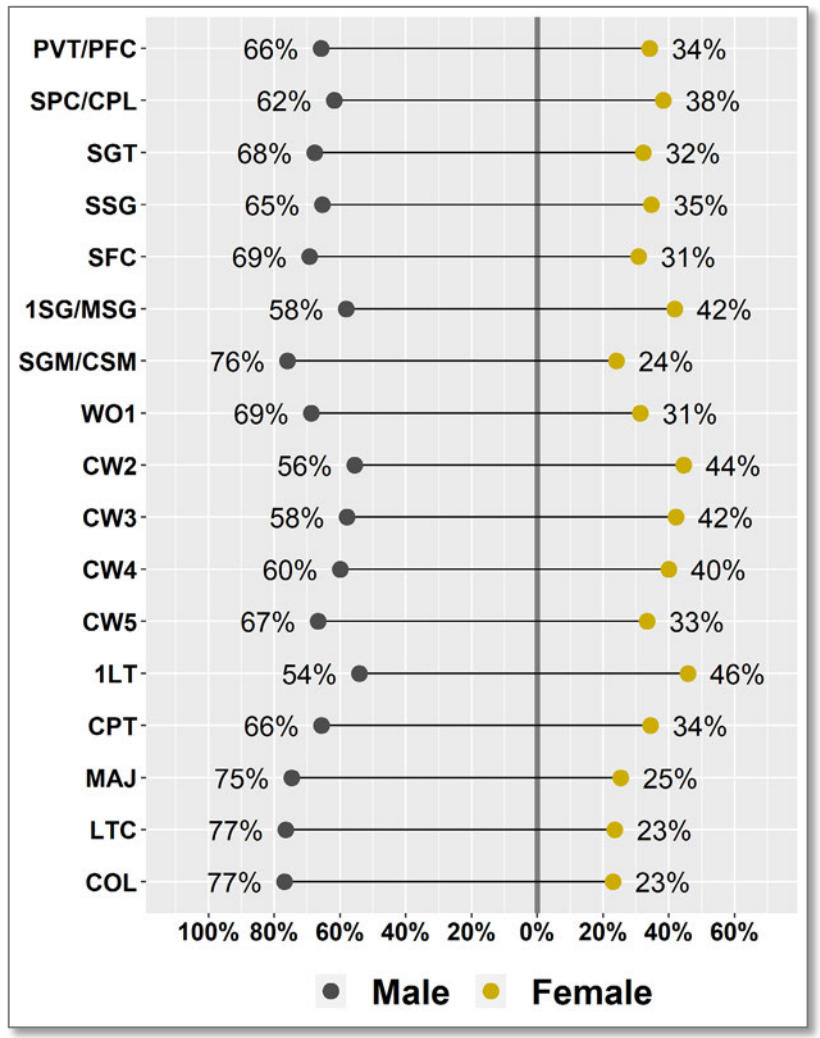
Active JAG Demographics

Data as of 31 August 2022

Proportion of Active Component Race/Ethnicity by Rank



Proportion of Active Component Gender by Rank



Unclassified

Active JAG Corps Demographics

Data as of 31 August 2022

Grade	Inventory	Gender		Race/Ethnicity					
		Male	Female	Hispanic	Am. Indian or Alaskan Native	Asian or Pacific Islander	White, not Hispanic	Black, not Hispanic	Unknown/ Other
E1	30	22	8	9	0	1	11	9	0
E2	41	30	11	8	0	6	14	13	0
E3	166	104	62	39	1	7	73	46	0
E4	358	221	137	79	2	28	147	102	0
E5	388	263	125	97	1	26	158	103	3
E6	332	217	115	59	4	21	138	106	4
E7	195	135	60	32	1	11	88	60	3
E8	67	39	28	10	1	4	32	19	1
E9	25	19	6	3	0	1	12	7	2
Enlisted Subtotal	**1,602**	**1,050**	**552**	**336**	**10**	**105**	**673**	**465**	**13**
Enlisted %	**45%**	**66%**	**34%**	**21%**	**1%**	**7%**	**42%**	**29%**	**1%**
O1	0	0	0	0	0	0	0	0	0
O2	48	26	22	1	0	1	36	7	3
O3	885	581	304	37	5	67	674	79	23
O4	538	402	136	21	1	30	440	30	16
O5	264	202	62	13	0	12	220	14	5
O6	126	97	29	6	0	6	99	12	3
O7	0	0	0	0	0	0	0	0	0
O8	0	0	0	0	0	0	0	0	0
O9	0	0	0	0	0	0	0	0	0
O10	0	0	0	0	0	0	0	0	0
Officer Subtotal	**1,861**	**1,308**	**553**	**78**	**6**	**116**	**1,469**	**142**	**50**
Officer %	**52%**	**70%**	**30%**	**4%**	**0%**	**6%**	**79%**	**8%**	**3%**
W1	16	11	5	1	0	0	7	7	1
W2	45	25	20	6	0	4	19	15	1
W3	38	22	16	2	0	1	20	11	4
W4	10	6	4	3	0	3	1	3	0
W5	3	2	1	0	0	0	2	0	1
Warrant Officer Subtotal	**112**	**66**	**46**	**12**	**0**	**8**	**49**	**36**	**7**
Warrant Officer %	**3%**	**59%**	**41%**	**11%**	**0%**	**7%**	**44%**	**32%**	**6%**
Active Component Total	**3,575**	**2,424**	**1,151**	**426**	**16**	**229**	**2,191**	**643**	**70**
Active Component %		**67.8%**	**32.2%**	**11.9%**	**0.4%**	**6.4%**	**61.3%**	**18.0%**	**2.0%**

Unclassified

Female Active JAG Corps Demographics

Data as of 31 August 2022

Grade	Female	Race/Ethnicity					
		Hispanic	Am. Indian or Alaskan Native	Asian or Pacific Islander	White, not Hispanic	Black, not Hispanic	Unknown/ Other
E1	8	3	0	0	3	2	0
E2	11	0	0	1	2	8	0
E3	62	20	0	2	24	16	0
E4	137	29	2	12	47	47	0
E5	125	31	0	9	46	38	1
E6	115	20	0	6	34	53	2
E7	60	15	0	4	17	24	0
E8	28	7	0	1	8	12	0
E9	6	0	0	0	1	3	2
Female Enlisted Subtotal	**552**	**125**	**2**	**35**	**182**	**203**	**5**
Female Enlisted %	**48%**	**23%**	**0%**	**6%**	**33%**	**37%**	**1%**
O1	0	0	0	0	0	0	0
O2	22	1	0	1	15	2	3
O3	304	14	1	22	225	32	10
O4	136	7	1	10	97	16	5
O5	62	7	0	4	43	6	2
O6	29	1	0	2	18	7	1
O7	0	0	0	0	0	0	0
O8	0	0	0	0	0	0	0
O9	0	0	0	0	0	0	0
O10	0	0	0	0	0	0	0
Female Officer Subtotal	**553**	**30**	**2**	**39**	**398**	**63**	**21**
Female Officer %	**48%**	**5%**	**0%**	**7%**	**72%**	**11%**	**4%**
W1	5	1	0	0	1	2	1
W2	20	2	0	2	7	8	1
W3	16	0	0	1	5	8	2
W4	4	1	0	2	0	1	0
W5	1	0	0	0	1	0	0
Female Warrant Officer Subtotal	**46**	**4**	**0**	**5**	**14**	**19**	**4**
Female Warrant Officer %	**4%**	**9%**	**0%**	**11%**	**30%**	**41%**	**9%**
Female Active Component Total	**1,151**	**159**	**4**	**79**	**594**	**285**	**30**
Female Active Component %		**13.8%**	**0.3%**	**6.9%**	**51.6%**	**24.8%**	**2.6%**

Unclassified

Male Active JAG Corps Demographics

Data as of 31 August 2022

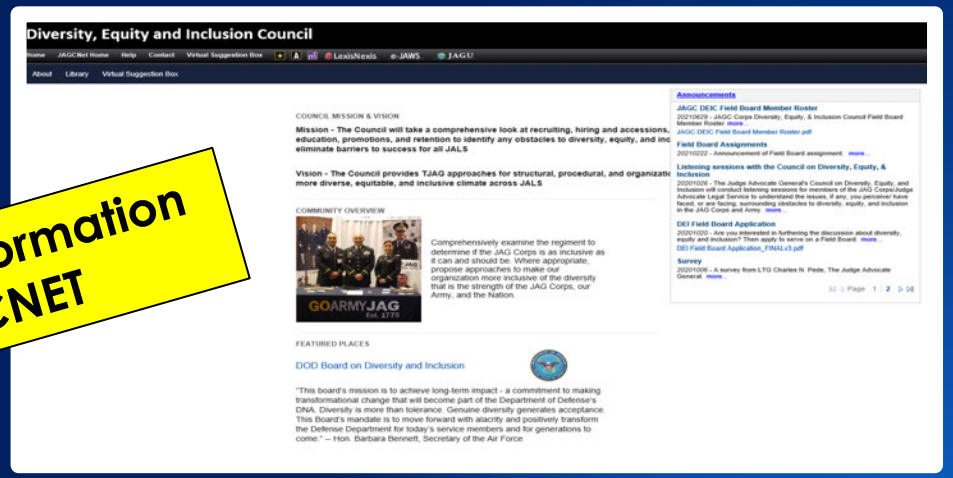
Grade	Male	Race/Ethnicity					
		Hispanic	Am. Indian or Alaskan Native	Asian or Pacific Islander	White, not Hispanic	Black, not Hispanic	Unknown/ Other
E1	22	6	0	1	8	7	0
E2	30	8	0	5	12	5	0
E3	104	19	1	5	49	30	0
E4	221	50	0	16	100	55	0
E5	263	66	1	17	112	65	2
E6	217	39	4	15	104	53	2
E7	135	17	1	7	71	36	3
E8	39	3	1	3	24	7	1
E9	19	3	0	1	11	4	0
Male Enlisted Subtotal	**1,050**	**211**	**8**	**70**	**491**	**262**	**8**
Male Enlisted %	**43%**	**20%**	**1%**	**7%**	**47%**	**25%**	**1%**
O1	0	0	0	0	0	0	0
O2	26	0	0	0	21	5	0
O3	581	23	4	45	449	47	13
O4	402	14	0	20	343	14	11
O5	202	6	0	8	177	8	3
O6	97	5	0	4	81	5	2
O7	0	0	0	0	0	0	0
O8	0	0	0	0	0	0	0
O9	0	0	0	0	0	0	0
O10	0	0	0	0	0	0	0
Male Officer Subtotal	**1,308**	**48**	**4**	**77**	**1,071**	**79**	**29**
Male Officer %	**54%**	**4%**	**0%**	**6%**	**82%**	**6%**	**2%**
W1	11	0	0	0	6	5	0
W2	25	4	0	2	12	7	0
W3	22	2	0	0	15	3	2
W4	6	2	0	1	1	2	0
W5	2	0	0	0	1	0	1
Male Warrant Officer Subtotal	**66**	**8**	**0**	**3**	**35**	**17**	**3**
Male Warrant Officer %	**3%**	**12%**	**0%**	**5%**	**53%**	**26%**	**5%**
Male Active Component Total	**2,424**	**267**	**12**	**150**	**1,597**	**358**	**40**
Male Active Component %		**11.0%**	**0.5%**	**6.2%**	**65.9%**	**14.8%**	**1.7%**

Unclassified

Establishment of the Office of Diversity, Equity, and Inclusion

Recent Initiatives

- Naming of Regimental Reading Room at TJAGLCS
- DEI Lecture Series
- Internal Education/Communication
- Establishment of a civilian Director, ODEI



D,E,&I Information on JAGCNET

DEI Council

Bi-weekly meetings since July 2020

9 DE&I Council Field Boards Worldwide

Each Field Board meets as often as every two weeks

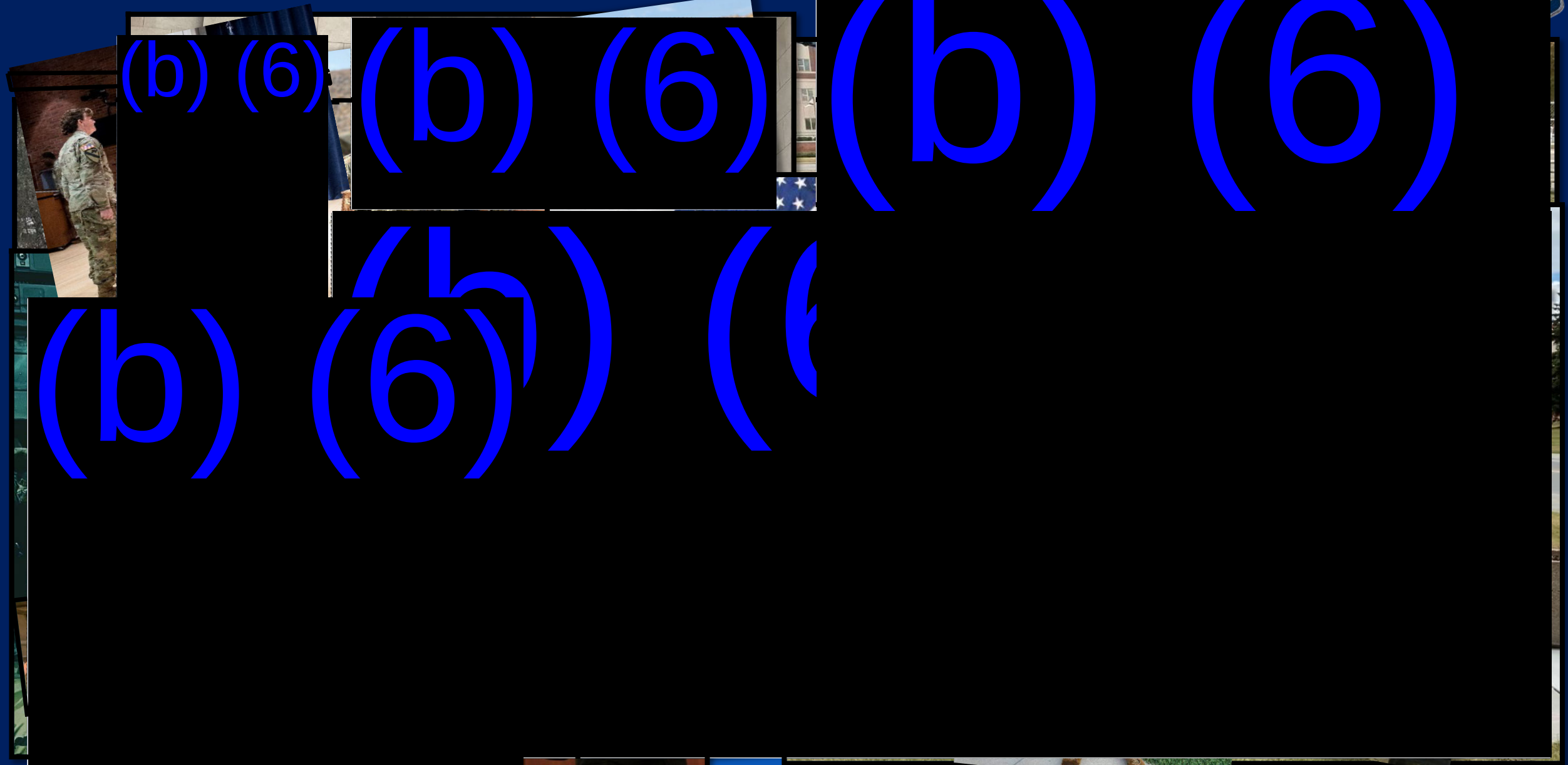
Examining JALS' recruiting, hiring, and accessions; training/education; retention; promotions and assignments; any other obstacles to inclusion

Congressional Staff Legal Orientation

U.S. Army Judge Advocate General's Corps Update

LTG Stuart W. Risch
The Judge Advocate General
22 February 2023

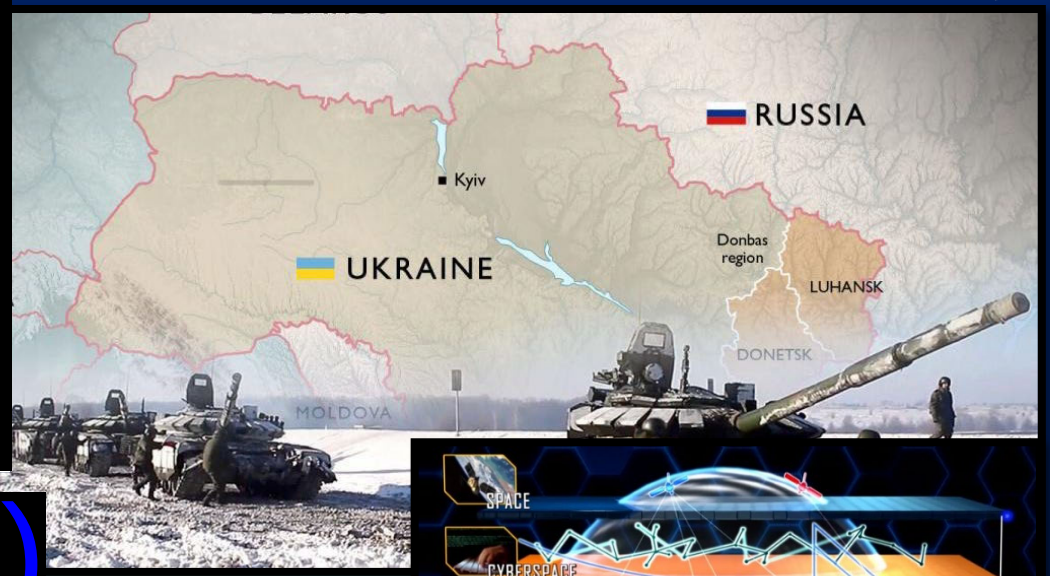
Trusted Professio



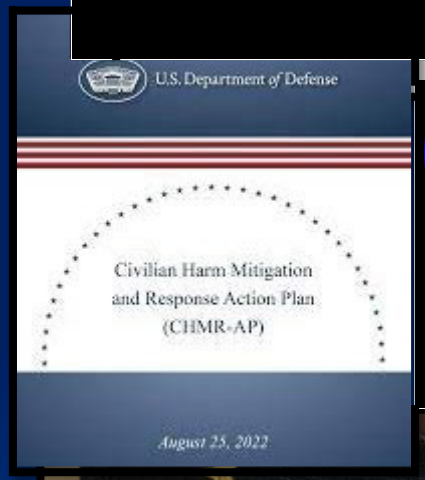
Legal Landscape – 2022 In Review

- Covid-19 Response
- Operation Allies Welcome
- Climate Change
- Countering Extremism
- Adverse Information Reporting/Vettin
- Diversity, Equity, and Inclusion
- Legal Interoperability/Integration
- Partners & Allies
- Ethics
- Closing the “18th Gap”
- MDO / Emerging Tech
- Support to Special Victims/DV
- Focus on Families (EFMP)
- Ukraine
- NDAA and Military Justice Reform
- CHMR-AP

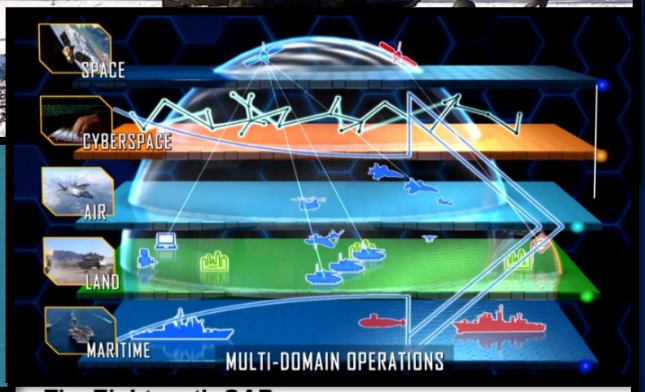
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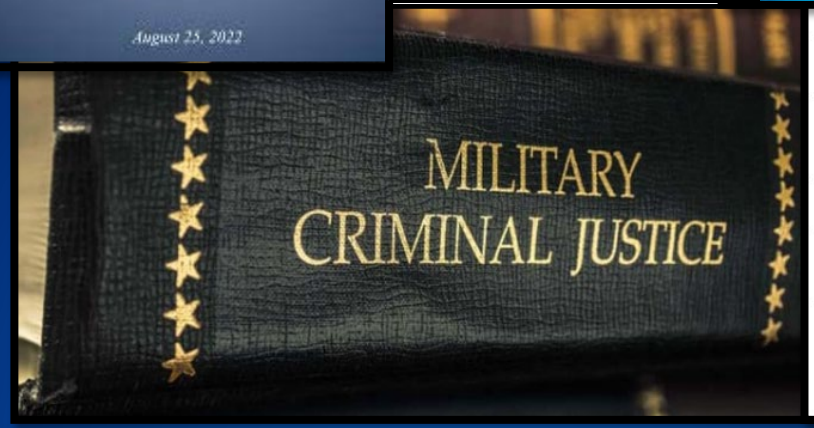


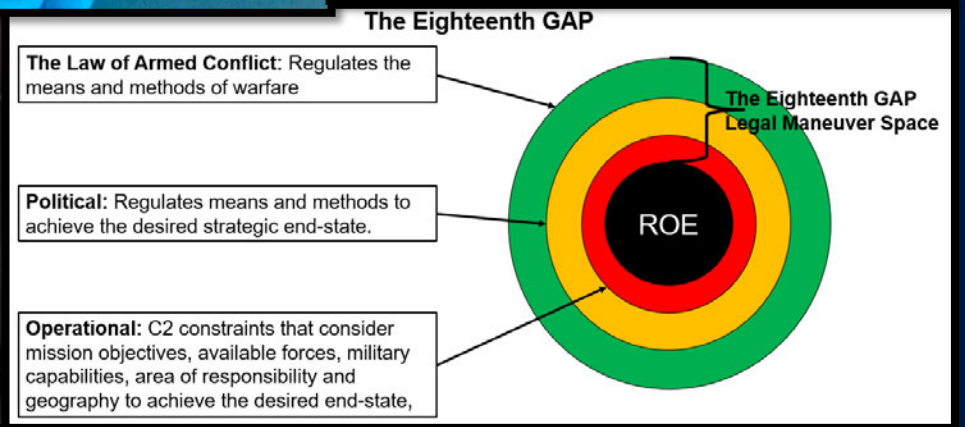
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Leadership's Priorities





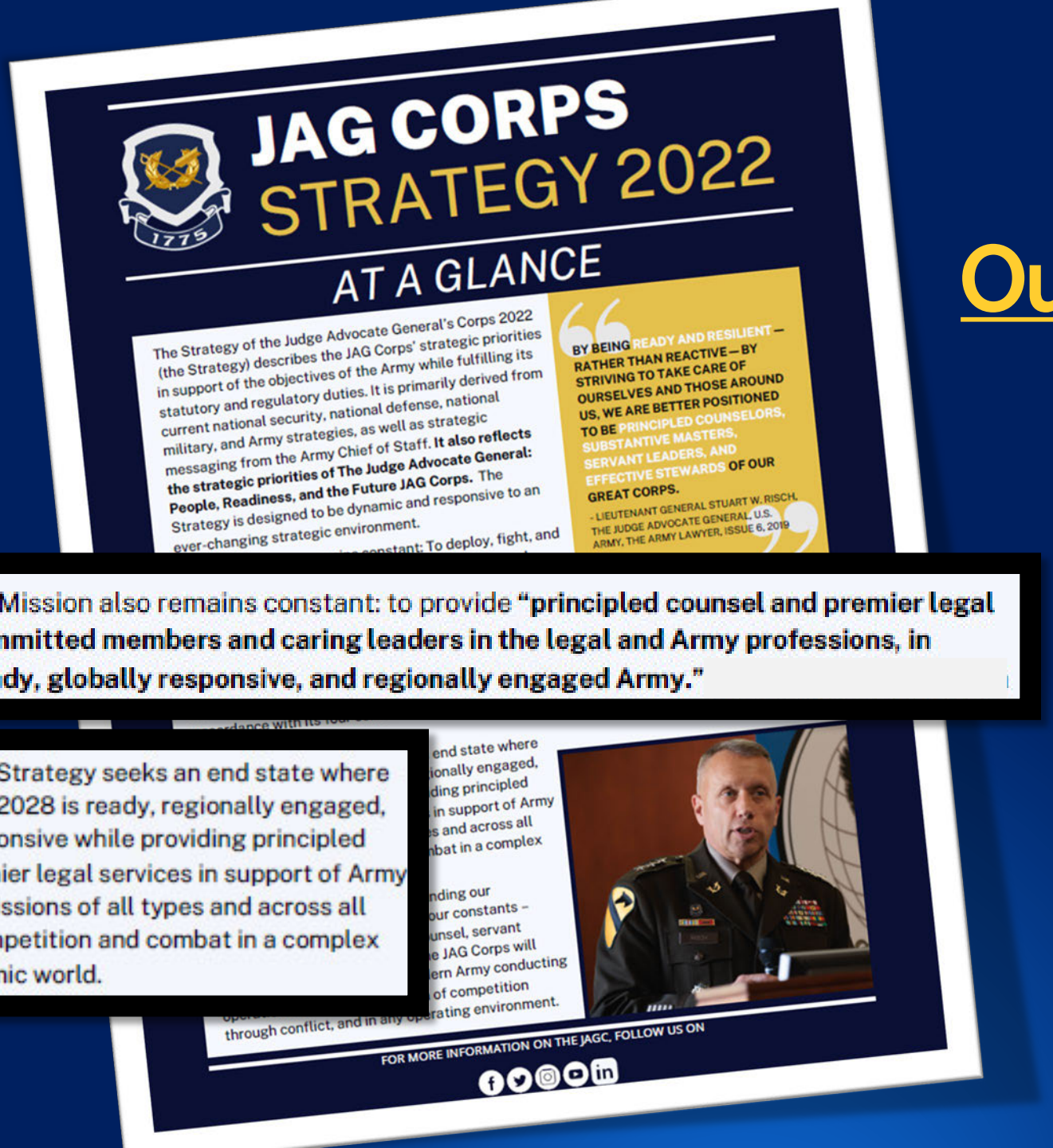


8 February 2022 Message--6 Objectives to Guide the Force:

1. Put the Army on a sustainable strategic path as we emerge from two decades of counterinsurgency and counterterrorism operations
2. Ensure the Army becomes more data-centric and can conduct operations in contested environments, which will enable our ability to prevail on the future battlefield
3. Continue our efforts to be resilient in the face of climate change
4. Build positive command climates at scale across all Army formations
5. Reduce harmful behaviors in our Army
6. Strategically adapt the way we recruit and retain talent into the Army in order to sustain the all-volunteer force

Trusted Professionals

- **Lead, Mentor, and Care for our People: Always Has Been, Always Will Be**
- **Ready Now: Supporting the Total Army**
- **Building Tomorrow's JAG Corps on Today's Foundation**



Our Lines of Effort

1) People
2) Future
3) Readiness

Roles and Responsibilities

The Judge Advocate General, 10 U.S.C. § 7037

Legal Advisor

- Military legal advisor to the Secretary and all officers and agencies of the Department of the Army
- Principal legal advisor to the Secretary and the Chief of Staff on matters of military justice
- Provides legal advice directly to the Chief of Staff and the Army Staff
- Advises the Secretary and the Army Secretariat, in coordination with the General Counsel

Judge Advocate Legal Services

- Direct members of the JAG Corps
- Provision of legal services across the Army
- Exercise tech supervision and professional responsibility of over 145 Staff Judge Advocates and associated offices and personnel
- Proponent for all JAG Corps personnel positions
- Career manager for all JAG Corps members including managing, recruiting, career development and worldwide assignment

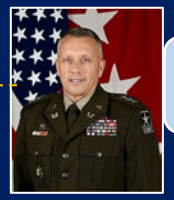
Judicial Systems Responsibilities

- Examine Records of Trial from Courts-Martial where appropriate and modify or set aside findings or sentences where appropriate
- Train, educate, man, and equip the personnel and resources supporting all Trial Counsel, Defense Services, Victim Legal Services, Trial and Appellate Courts, and Government and Military Commissions
- Establish and operate a worldwide U.S. Army Trial Judiciary and the U.S. Army Court of Criminal Appeals

Our Constants

- **Principled Counsel** - Professional advice on law and policy grounded in the Army Ethic and enduring respect for the Rule of Law, effectively communicated with appropriate candor and moral courage, that influences informed decisions.
- **Mastery of the Law** - Mastering the fundamentals in all areas of practice and the profession. Know your craft, know your client, know your people, know yourself.
- **Stewardship of the Profession** - To improve the organization beyond one's tenure.
- **Servant Leadership** - Enabling, resourcing, supporting, and developing people. Servant leaders put the enterprise and people first in everything they do. They find ways to empower others.

Office of the Judge Advocate General



The Judge Advocate General

Strategic Initiatives Office (SIO)

Personnel, Plans, and Training Office (PPTO)

SJAs
LODs



Director, Civilian Personnel

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Chief Warrant Officer of the Corps



Deputy Judge Advocate General

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Regimental Command Sergeant Major



NG Advisor to TJAG





CDR, USALSA Chief Judge, ACCA

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AJAG for Military Law & Operations



Commandant, TJAG's Legal Center & School



Director, Soldier & Family Legal Services

Labor & Employment Law

CP 56 Program

Army Court of Criminal Appeals

Trial Judiciary

Litigation Div

Environmental Law Div

Contract & Fiscal Law Div (KFLD)

Regulatory Law & Intellectual Property Div

Information Technology Div

Administrative Law Div

Criminal Law Div

Government Appellate Div

National Security Law Div

Contract & Fiscal Actions Div (KFAD)

Legal Center

The Judge Advocate General's School

Defense Appellate Div

Trial Defense Service

Legal Center and Support Directorate

NCO Academy

Legal Assistance Policy Div

Special Victims' Counsel Program

U.S. Army Claims Service

Suspension & Debarment

Office of Soldiers' Counsel

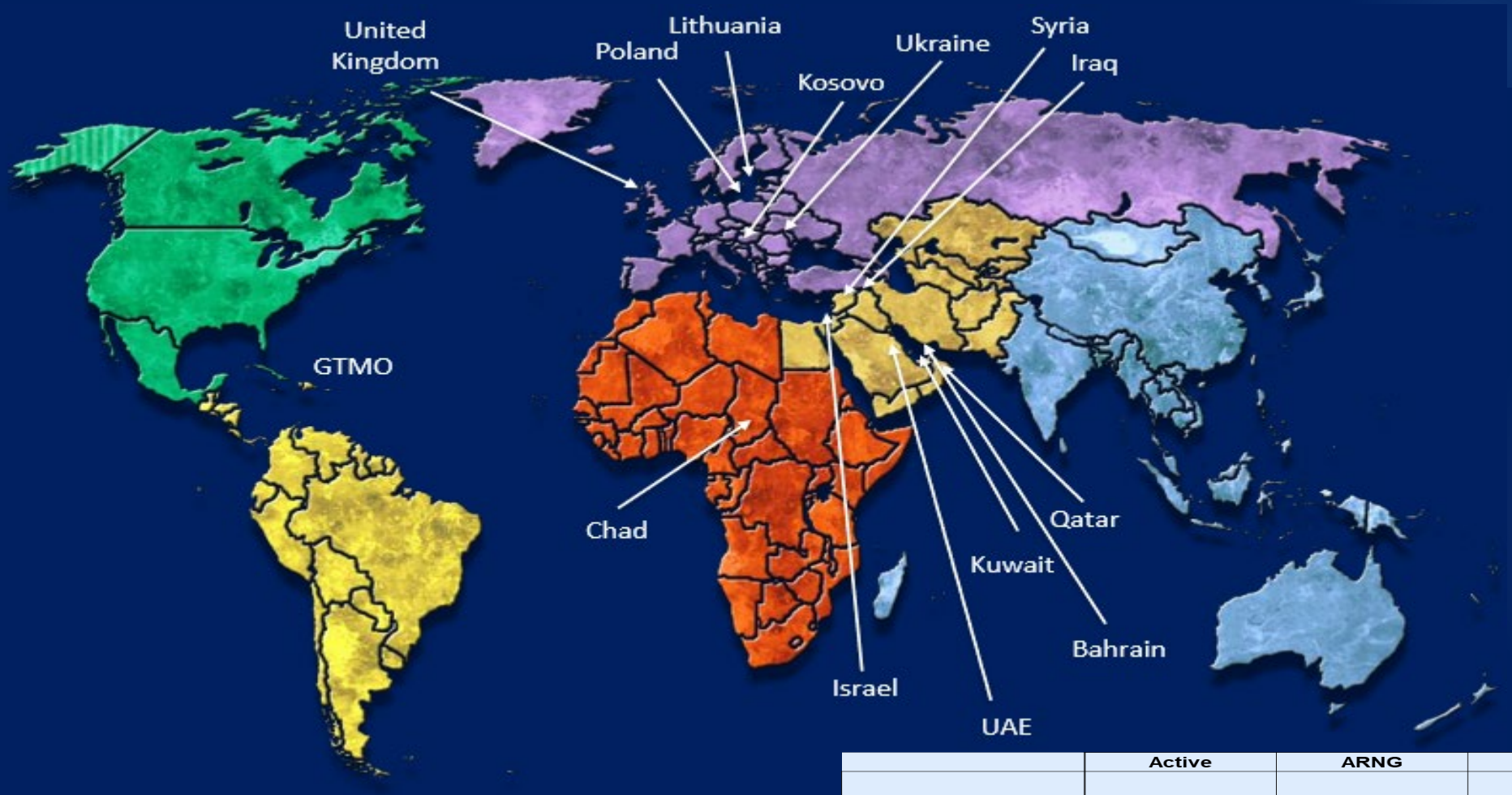
OTJAG

USALSA

LCS

Claims

Our Personnel Around The Globe



Total Deployed:
197 from all COMPOS in over 17 Countries

	Active	ARNG	USAR	L.N.	Total
Judge Advocates	1,841	783	1,704	0	**4,328**
Legal Administrators	112	42	52	0	**206**
Paralegal Soldiers	1,474	801	1,116	0	**3,391**
Civilian Attorneys	735	N/A	N/A	22	**757**
Civilian Paraprofessionals	744	N/A	N/A	64	**808**
Total	4,906	1,626	2,872	86	**9,490**

Our Dual Professions
and
TRUST

"The Coin of the Realm"

MILITARY EXPERTISE

HONORABLE SERVICE

ESPRIT DE CORPS

STEWARDSHIP OF THE PROFESSION

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OUR ETHICAL APPLICATION OF LANDPOWER

OUR NOBLE CALLING TO SERVICE AND SACRIFICE

OF OUR PROFESSIONS

OUR WINNING SPIRIT

OUR LONG-TERM RESPONSIBILITY

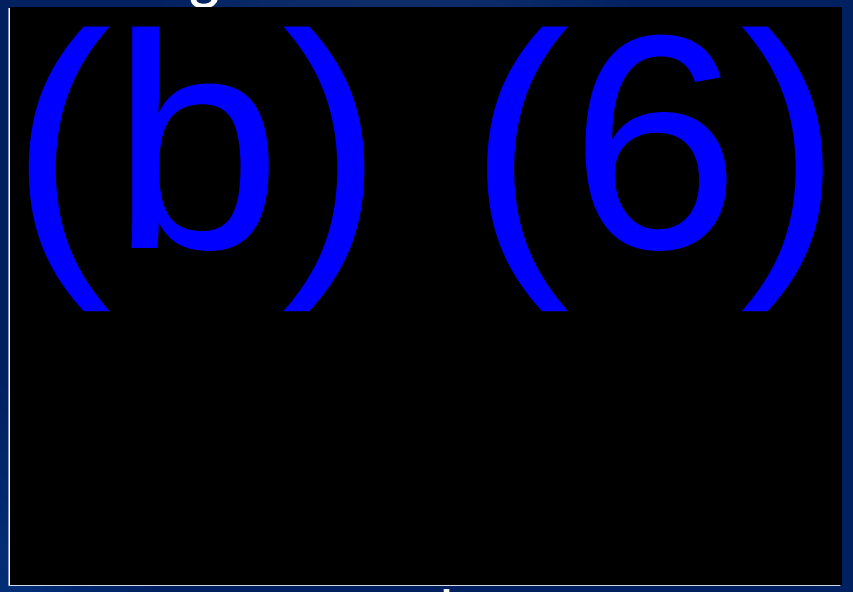
Trust between Soldiers
Trust between Soldiers and Leaders
Trust between Soldiers, their Families and the Army
Trust between the Army and the American People

Loyalty · Duty · Respect · Selfless Service · Honor · Integrity · Personal Courage

Ethical Foundation: Character / Legal / Moral

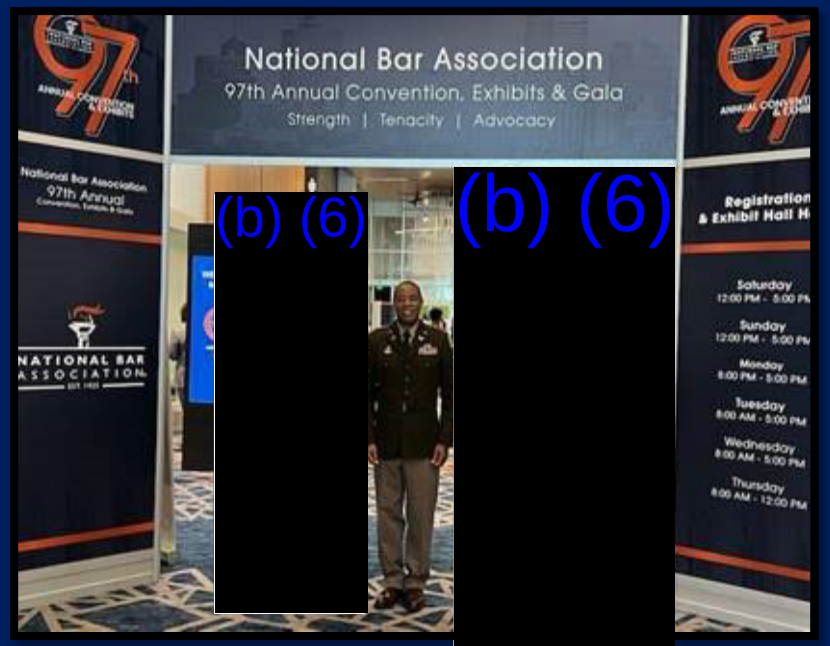
TJAG 41 CALL TO SERVICE

- We are in a **WAR FOR TALENT**. Winning will depend on changing how we recruit and retain talented JALS personnel
- The **JAG Corps** is **PEOPLE**, and our end strength = recruiting/retention
- The JAG Corps is experiencing growth of authorizations between FY23-FY25
- TJAG challenges everyone to recruit
  - ROTC Education Delay cadets
  - Direct Commissioned individuals
  - Funded Legal Education Program (FLEP) personnel
- Need JALS for Life (veterans and retirees) to **INSPIRE** young men and women to serve



Everyone is a Recruiter / Retainer!

War for Talent



Recruiting
&
Retention

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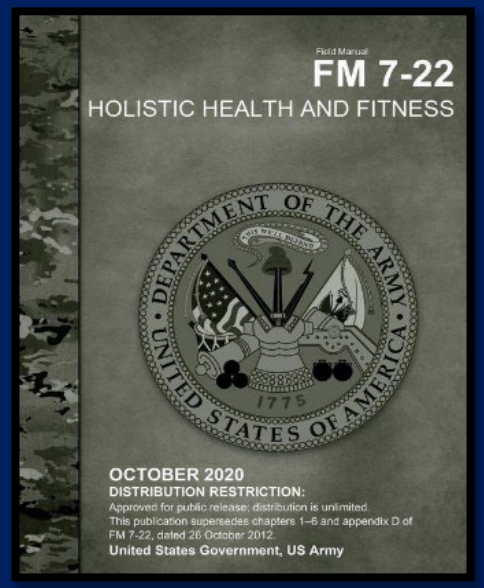
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Wellness & Mentorship

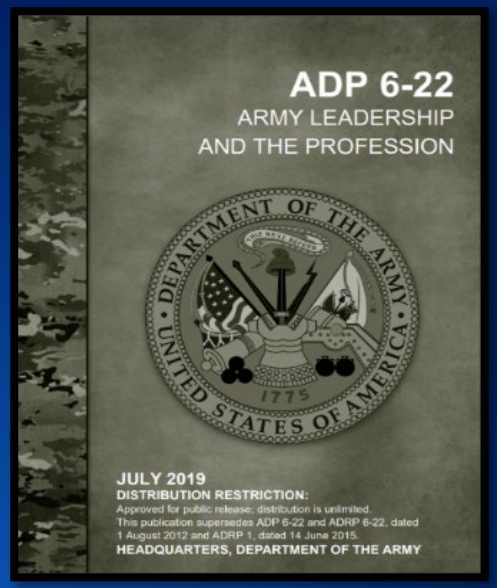
The most important resource in the JAG Corps is our **people**.
Strong wellness and mentorship programs are foundational in caring for the well-being of our people and providing professional mentorship throughout their career.

Wellness





Mentorship





Diversity, Equity & Inclusion



DEI Council

Bi-weekly meetings since July 2020

9 DEI Council Field Boards (Worldwide)

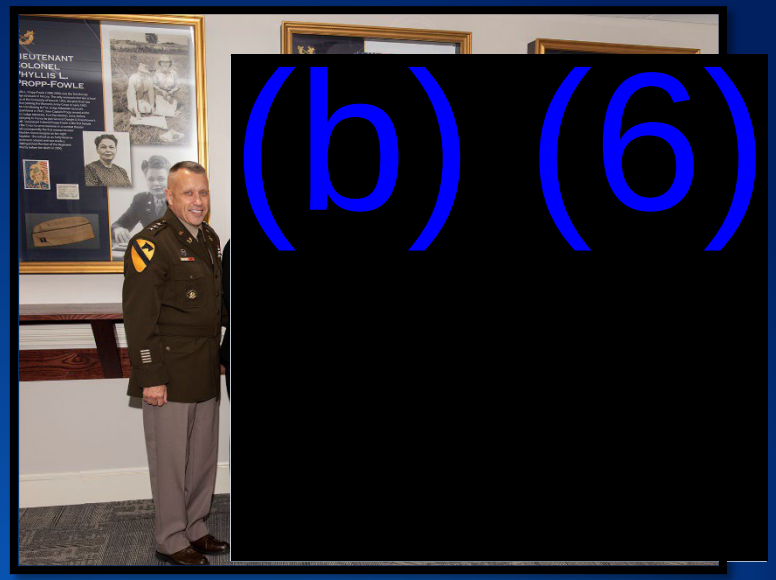
Each Field Board meets as often as every two weeks

Examining JALS' recruiting, hiring, and accessions; training/education; retention; promotions and assignments; any other obstacles to inclusion





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Military Justice Reform Implementation

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As trusted professionals,
we will adapt.

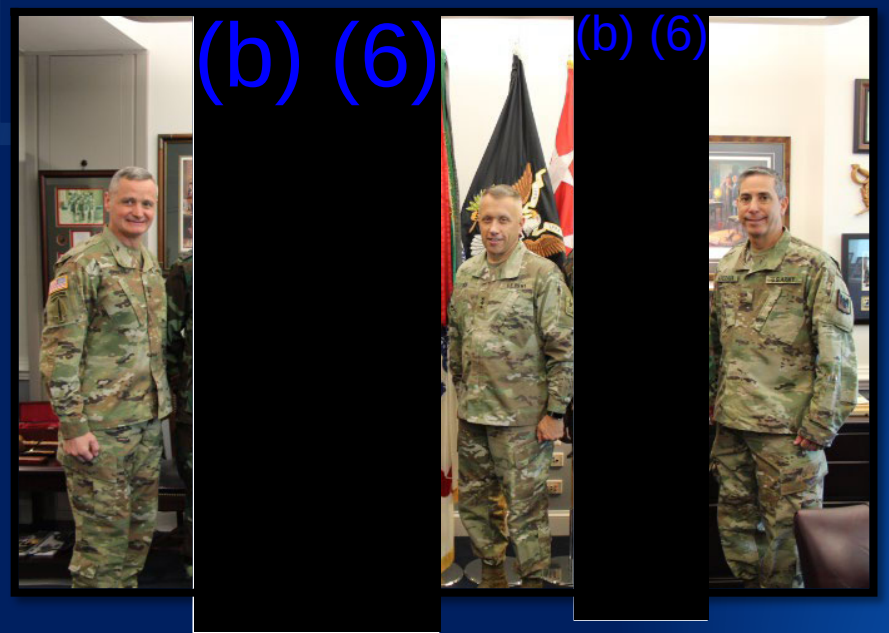
We will work on this together.

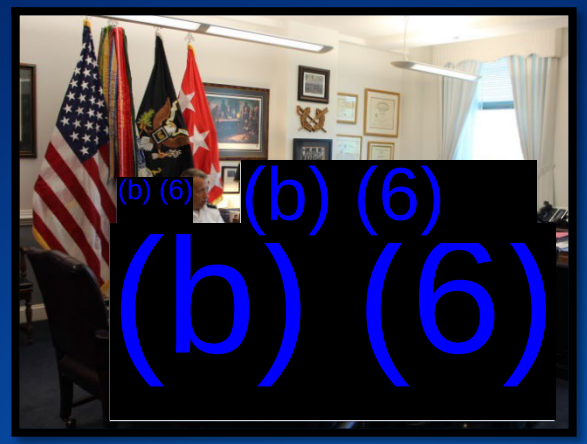
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Interoperability: Strengthening Allies and Partners



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Exchange Positions

- UK: 2 Positions
- AUS
- POL

Legal Center and School

- DEU, POL: CLAMO
- UK: Dpty, Legal Center

OBC & Graduate Course

JPN (x2), CZE, IRQ, ROK, MEX, ISR, JOR, NGA

Our Constants

Principled Counsel

Servant Leadership



Stewardship

Mastery of the Law

I’ll Meet You On The High Ground



RECOMMENDED OVERALL THRUST**: **The Corps' efforts in fostering Diversity, Equity, and Inclusion (DEI) are nested in the Army's campaign plan known as the Army People Strategy, and its DEI Annex. It is also about building trust and making sure that everyone is included.

- ***What does the DEI board do**?*
  - Two of the Army's 5 DEI goals concern the demonstration of Army leaders' commitment to further DEI, and the establishment and resourcing of structures that support that commitment.
  - In support of these Army goals, our Corps has three DEI-focused organizations that reflect our commitment to DEI: the DEI Council (DEIC), the DEI Field Boards, and the Office of DEI.
    - DEIC: TJAG stood up the DEIC in summer of 2020. It consists approximately twenty senior leaders of our Corps, charged with conducting a comprehensive look at the following to identify any obstacles to DEI and reduce/eliminate barriers to success for all our personnel:
      - Recruitment, hiring, and accessions;
      - Assignments;
      - Training and education; and
      - Promotions and retention.
    - DEI Field Boards: This past Spring, the DEIC stood up 9 field boards across the Corps to help the DEI Council accomplish its mission. The 9 field boards consist of approximately 10 volunteers each, from all our components and rank structures.
    - ODEI:
      - On the recommendation of the DEIC, TJAG organized and resourced ODEI (ultimately becoming a three-person office).
      - Since Summer 2021, and currently led by COL Luis Rodriguez, ODEI's mission is to provide full-time leadership and guidance in the formulation, execution, and management of policies and practices that foster a DEI environment consistent with the core values of our Corps.
  - These three DEI-focused organizations meet frequently and work together to recommend well-informed initiatives for our leadership to consider and adopt to further DEI in our Corps.
- ***And, what is their measurable end goal?*** Our DEI-focused organizations are devising initiatives that can result in measurable DEI improvements. For example:
  - Recruitment and Accessions: We can examine how we can strengthen our Corps' efforts to attract more diverse candidates. A measurable goal here for any new recruitment tools would be for the percentage of diverse personnel (race/ethnicity and gender) whom we select and access to at least reflect or best current law school student enrollment demographics [see attached slide for current percentages].
  - Retention: Our retention numbers may also serve to indicate, to a certain extent, how inclusive we are beyond recruitment. A measurable goal here for our retention tools

would be to improve the retention of diverse talent beyond initial commitment, and that could be measured by determining the percentage of diverse talent, across any rank level, that remains at least at the same or better level than the original selection/accession percentages.

- ***What does success look like?***
  - The Army, as stated in its DEI Annex to the Army's People Strategy, faces "*increasingly complex global responsibilities" and "must continue to acquire and retain exceptional talent to support its national security role and enhance the total force."*
  - The Army aims to become *"a global leader in embracing the strengths of our diverse Soldiers and Civilians in an equitable and inclusive environment*."
  - DEI success for the Corps is the same as the Army's. In short, our Corps aims to become a leader in acquiring and retaining exceptional and diverse talent to support our Army in performing its global mission.
- ***Are there any concrete DEI initiatives?*** They include:
  - Conducting listening sessions with all our personnel.
  - Establishing the ODEI (staffing and developing a civilian position for continuity)
  - Develop/disseminate DEI training packets for OSJAs (implicit bias training).
  - Development of the Gray/Propp Fowle Academic Chair
  - Review of Recruiting Initiatives and possible changes
  - Conducted a survey of the JALS to identify areas of concern

Questions TJAG Should In Turn Pose to GC

1. *What do you think should be our measurable goals?*
2. *What do you think success should look like?*
3. *What other DEI initiatives should we consider implementing?*

Other DEI Background for TJAG

What is Diversity*?* (Army's DEI Annex to the Army's "People Strategy" Campaign Plan): "*All attributes, experiences, cultures, characteristics, and backgrounds of the total force which are reflective of the Nation we serve and enable the Army to deploy, fight, and win*."

- Attributes are: *"…national origin, language, race, color, disability, ethnicity, gender, age, religion, sexual orientation, gender identity, socioeconomic status, veteran status, and family structures...*" (not an exclusive list) (AR 690-12). These attributes "*further enhance our global capabilities and contribute to an adaptive, culturally astute Army."* (AR 600-20).

What is Equity? (Army's DEI Annex): "*The fair treatment, access, opportunity, choice, and advancement for all Soldiers and Civilians*…."

- (Executive Order (EO) 14035, 25 JUN 21)*: "…the consistent and systematic fair, just, and impartial treatment of all individuals, including individuals who belong to underserved communities that have been denied such treatment."*

What is Inclusion? (Army's DEI Annex): "*The process of valuing and integrating each individual's perspectives, ideas, and contributions into the way an organization functions and makes decisions*…." & "*…behaviors (culture) that encourage employees to feel valued for their unique qualities and experience a sense of belonging*…" (AR 690-12).

- (EO 14035, 25 JUN 21): *"…the recognition, appreciation, and use of the talents and skills of employees of all backgrounds."*

The Army's Five DEI Goals (DEI Annex to the Army's People Strategy)

1. Demonstrate leader commitment, engagement, and support to DEI practices at all levels of the Army.
2. Institutionalize talent management processes to acquire, develop, employ, and retain a cadre of high-performing Soldiers and Civilians to address diversity in senior military and civilian leaders.
3. Establish and resource a governance structure to support Army DEI efforts.
4. Implement DEI training and education programs that meet the demands of the total force.
5. Create and maintain an equitable and inclusive environment where the value of diverse attributes, experiences, cultures, characteristics, and backgrounds ensure mission readiness.

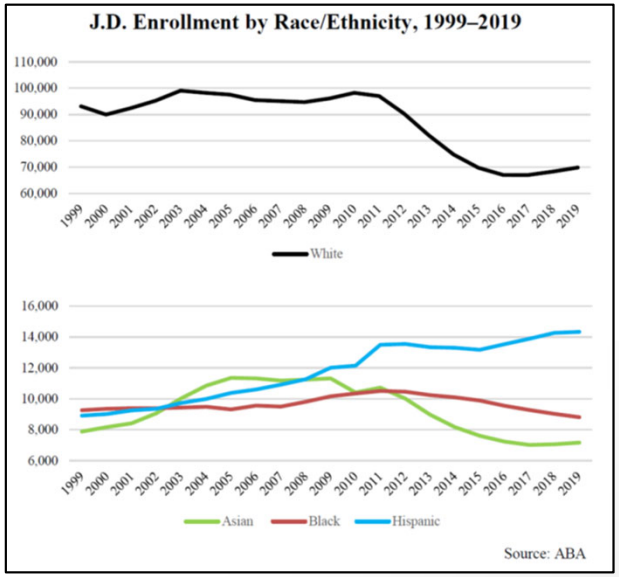
Talent Pool Trends

- **Academic markers remain consistent**
  - Median LSAT – applicants (154) / selects (156)
  - GPA – applicants (3.3) / selects (3.5)
- **Top Talent Sources**
  - Intern/Extern Programs
  - ROTC Ed Delay Program
- **Diversity**
  - Geographic – strong
  - Gender – solid
  - Racial/Ethnic – static



Diversity Goals & Outcomes

Race / Ethnicity (FY16-FY20 Average)						
	Applicants	Selects	Law Students	JAs	Army Officers	Licensed Attorneys
African-American	10.7%	9.5%	8%	8%	11%	5%
Asian/Pacific Islander	6.3%	5.4%	6%	6%	7%	2.4%
Caucasian	67.7%	70.7%	62%	80%	71%	85.2%
Hispanic	11.3%	9.2%	13%	4%	8%	5%
Native American	0.4%	0.34%	<1%	<1%	Not reported	0.6%
Other/Unknown	4.0%	4.2%	6%	3.%	3%	1.4%
Gender						
	Applicants	Selects	Law Students	JAs	Army Officers	Licensed Attorneys
Female	31%	39%	52%	29%	19%	37%
Male	69%	61%	48%	71%	81%	63%



J.D. Enrollment by Race/Ethnicity, 2011 and 2019

	Asian	Black	Hispanic	White	N
2011	7.3%	7.2%	9.2%	66.1%	146,930
2019	6.3%	7.8%	12.7%	61.9%	112,879

Source: ABA

Diversity Efforts

- **Longstanding**
  - Participation in minority bar association events
  - Showcase diverse teammates in recruiting materials
- **Recent and ongoing**
  - More diverse FSOs
  - Equitable candidate recommendation scheme
  - Initial assignments
  - DEIC / Field Board input
- **Upcoming**
  - Student minority association outreach
  - Symplicity Recruit
  - Redesign of GoArmy.com



Diversity Efforts



Recent and Ongoing

- ✓Implicit bias training
- ✓More diverse FSOs
- ✓DEIC / Field Board input
- ✓Removed LSAT from RA and USAR
- ✓Minority conferences
- ✓Untapped talent pools





Bias:
I didn’t know I thought that!
How do I stop?



What is bias?

Where do we see it?

Why do we care?

Key: Self-awareness

- Implicit Association Test
  - Will take about 10min
  - I won't see your results, but Harvard uses the data as part of their ongoing research

- https://implicit.harvard.edu/implicit/takeatest.html

  (or google "Harvard iat" … first link should say "Take a Test")

- Scroll to bottom, click "I wish to proceed"
- Select whatever subject you wish, and follow the instructions

- Keep that screen up and return here when you're finished

Please click the “thumbs-up” button so I know you’re done, and I’ll continue shortly…

Key factors / definitions

- Bias: Skew in judgment (favorable or unfavorable)
- Implicit: Unconscious / sub-conscious / non-conscious
- Involuntary: Activated without intention
- Pervasive: Robust across research / literature

Cognitive Bias

Halo / Horns

- Allowing one piece of data to drive our conclusion
- Often overlaps with the principles of “liking” or “familiarity”

Confirmation Bias

- We naturally gravitate toward information that supports our existing belief

- **Avoid the temptation to reach a conclusion early**

Confirmation Bias: Some cousins

- Continued belief after disconfirmed evidence
- “Absence of evidence” vs “Evidence of absence”
- We remember occurrences more than non-occurrences

All-or-Nothing

- Most of life is in the gray area

- **Even if the final decision will be binary, allow the process to be more complex in the meantime**

Contrast bias

- Comparing against the most recent candidate you saw (or any A vs B), rather than against an established standard of success

- **Avoid saying "This person is much more ____ than that last one…"**

Anchoring

- Our first assessment heavily influences our final assessment, and we often don’t adjust nearly enough when we receive new information

Fundamental Attribution Error

- Good things happen to me because I'm good; They happen to you because you're lucky.
- Bad things happen to me because I'm unlucky; They happen to you because you're bad.

- My motives get partial credit; Yours don't.

Implicit Bias

How do they develop?

- Brain is constantly developing shortcuts to streamline decision-making

- Two primary avenues to learn these:
  - Personal experience (direct or vicarious)
  - Taught in our environment (explicit or implicit)

- Reinforced over time

When do biases show themselves?

- Time pressure
- Cognitive demand
- Not giving conscious thought to our decision

How is it measured?

- Self-report is obviously limited
- fMRI, Facial EMG
  - Various measures of emotional activity/response based on race-related stimuli
- Priming
  - Prime the subject with a race-based image, follow up with specific questions / prompts, monitor their responses for race-related content
- Response Latency
  - Measure reaction times for specific tasks
  - Cognitively simple / routine tasks are faster than complex / novel tasks

Implicit Association Test

- Pair objectively positive or negative words (joy, terror, etc) with a group of potential bias (blacks vs whites, abled vs disabled, etc)

- Quicker response = natural implicit pairing
- Delayed response = unnatural implicit pairing

- Compare against explicit (self-reported) views… Implicit is frequently higher than we realize, or are willing to admit

Where does this exist?

Notable research

- Most Americans, *regardless of race*, demonstrate a pro-White and anti-Black bias
  - Even 6-year-olds
- Implicit bias links with notable behavioral changes
  - More positive interactions with White vs Black research assistants
- 97% of us believe we're in the top half in our ability to view racial matters objectively

Domains where Implicit Bias is observed

- Employment
  - Resume ratings, callbacks
  - Performance reviews
- Education
  - Teachers' expectations of students, assessment of their intelligence / motivation / morality
  - Self-fulfilling prophecy
  - Testing: Asian-American females on math tests
- Healthcare
  - Different testing / treatments / prescriptions for various conditions based on race / gender
  - Pain management
- Housing
  - Mortgage lenders
- Sports
  - NBA foul calls

Domains where Implicit Bias is observed

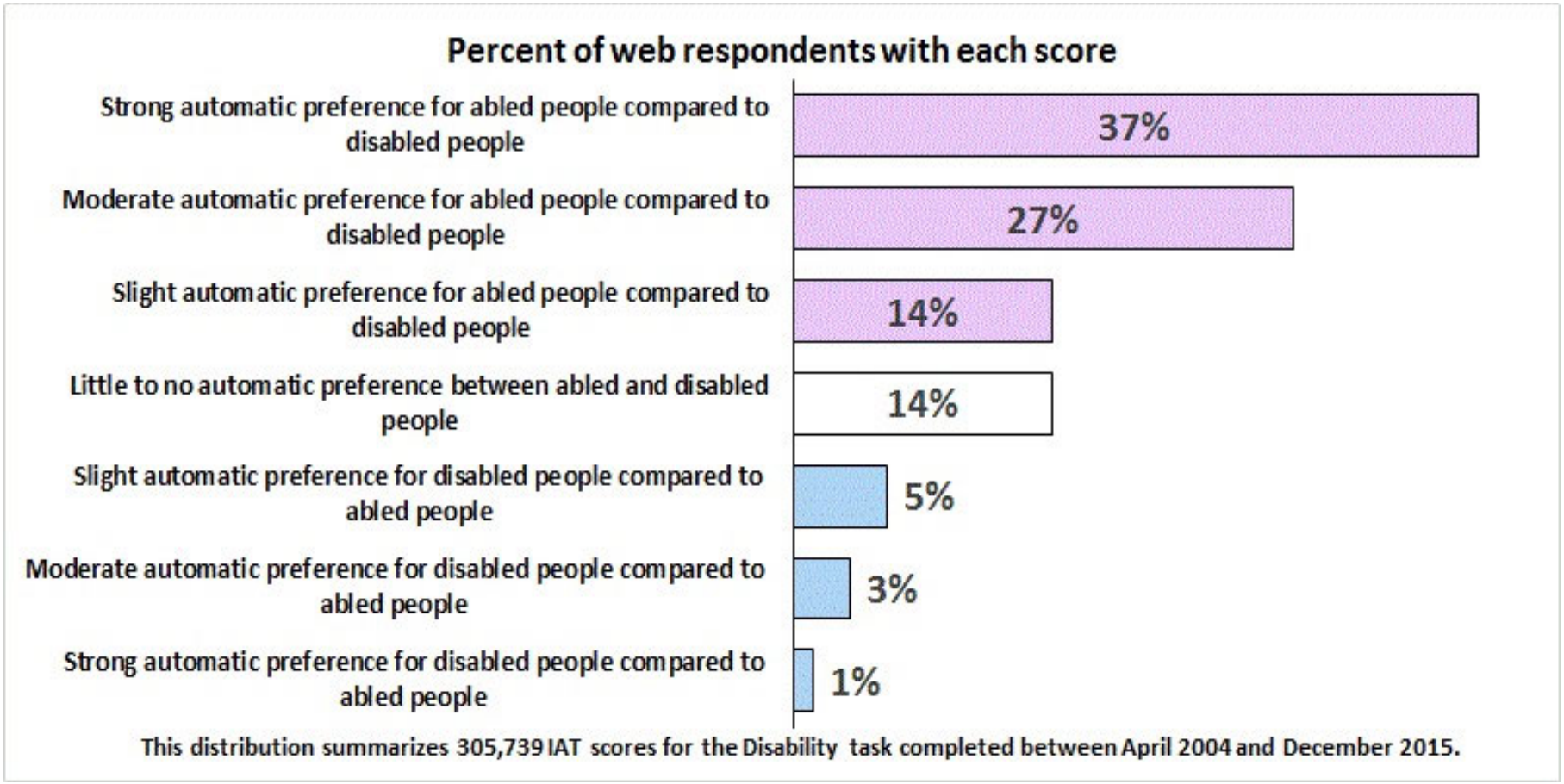
- Legal
  - Slight bias at each step (charge, bail, pretrial motions, etc) can aggregate
  - Assessing danger, assigning blame, determining punishment
  - Identifying weapons, shoot / no-shoot
  - Plea-bargain offers
  - Disproportionate attention to prejudice-relevant evidence
  - Harsher sentencing based on Afro-centric features (even in white defendants)

Expanding the aperture

- Vast majority of research has been on race and gender
- Newer efforts exploring implicit bias in several other areas
  - Religion, weight, sexuality, age, disability
- Potential to identify suicide risk, romantic attachment

A personal anecdote

- Daughter with Down Syndrome
- IAT targeting “Abled vs Disabled” persons
- IAT used images associated with abled vs disabled, and objectively positive vs negative words
- I was instructed to pair the following:
  - Abled with positive and disabled with negative
  - Abled with negative and disabled with positive
  - Same pattern a second time


Percent of web respondents with each score
Strong automatic preference for abled people compared to disabled people
37%
Moderate automatic preference for abled people compared to disabled people
27%
Slight automatic preference for abled people compared to disabled people
14%
Little to no automatic preference between abled and disabled people
14%
Slight automatic preference for disabled people compared to abled people
5%
Moderate automatic preference for disabled people compared to abled people
3%
Strong automatic preference for disabled people compared to abled people
1%
This distribution summarizes 305,739 IAT scores for the Disability task completed between April 2004 and December 2015.

Applications:
Individual and Mission

Mitigation efforts: General

- Various well-intended but generally weak “re-training” models
  - Juxtapose the traditional stereotypes into the opposite cultural context
  - Highlight examples which counter the prejudice
- Intergroup contact
  - Should engage with individuals of equal status (e.g., not student and teacher)
- Education
- Accountability (or perceived accountability) for defending your views
- Taking others’ perspectives
- **Self-monitored, mindful processing (esp. when aware of own biases)**
- **Deliberate changes in procedures (blind auditions, data-driven decisions, etc.)**

What can you do, as an individual?

- Become aware of your implicit biases
  - Free online tests through Kirwan Institute and Harvard
- Make a conscious effort to engage with the “other” group, particularly in ways that will challenge your bias
  - Mindful meditation is a decent alternative
- Be vigilant for situations where the bias may creep in unnoticed
  - Less likely to have an effect during racially-charged (or gender, or age, etc) situations
- Make a conscious effort to deliberately think through decisions where these biases might be at play

What might this mean for screening / hiring?

- Army is moving to blind decision-makers from potential bias (e.g., curtain at BCAP/CCAP)
- Some positions may actually *seek* diversity in certain areas

- Relevant principles:
  - Bias is most impactful when we don't recognize it's present
  - Bias is mitigated when we believe we'll be held accountable

- Application:
  - Make it (race, gender, whatever) an open conversation topic as necessary
  - Ensure decision-makers are explicitly stating the reasons for their decision
  - Focus on specific target attributes during selectioo process

Questions / Discussion

References

- Kirwan Institute (Ohio State Univ; Annual update on implicit bias)
  - 2015 review includes a compelling “story” comparing two individuals, demonstrating common ways their experiences may differ simply due to race
- Harvard’s “Project Implicit”
  - Online IAT
- Rudman (2004): Social Justice in Our Minds, Homes, and Society: The Nature, Causes, and Consequences of Implicit Bias. Social Justice Research, 17(2), 129-142

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

DAJA-DI 27 OCT 2021

MEMORANDUM THRU

(b)(6) (b)(6)

Chief, Civilian Personnel Management, 2200 Army Pentagon, Washington, DC 20310-2200

(b)(6)

Deputy Judge Advocate General, 2200 Army Pentagon, Washington, DC, 20310-2200

(b)(6)

FOR The Judge Advocate General, 2200 Army Pentagon, Washington, DC 20310-2200

SUBJECT: Request to Hire/Request for Other Personnel Action

1. I request approval to recruit/hire:

   a. Name of organization/unit identification code (UIC): OTJAG/W0Z7AA.

   b. Pay Plan/Series/Grade and Position Title: GS-0201-15/Director of the Office of Diversity, Equity, and Inclusion (ODEI).

   c. TDA paragraph/line number/AMSCO: Overhire/99/43139800XMGH

   d. Number of FY22 Authorization(s)/on-board for series/grade in 1b: 0/0.

   e. Position Description #: NEW

2. Justification. This hiring request supports a mission-critical need in the Judge Advocate Legal Services (JALS) that, if left unfilled, will have an adverse mission impact:

a. Over the last year, national events have caused private industry and government institutions alike to further reflect and act with urgency on the promise of Equal Justice for all under the law. The President recently ordered the Federal Government to strengthen its ability to recruit, hire, develop, promote, and retain our Nation's diverse talent, and to advance diversity, equity, and inclusion (DEI), initiatives across the entire Federal workplace (enclosure 1). The Department of Defense, and the Army, have also renewed efforts to immediately advance DEI in our workplace (enclosure 2).

b. The recent and rapidly-evolving social and racial justice demands also challenge U.S. law firms and Government in-house legal counsel to closely examine and immediately improve the DEI of their professional staff. Fortune 500 companies and law firms across the nation are now staffing their offices with appropriately-trained personnel dedicated to the aggressive formulation and in-house implementation of various DEI programs and initiatives, all while continuing to meet their clients' needs for quality, innovative, and creative legal services, advice, and solutions (enclosure 3). Aware of all

these developments, The Judge Advocate General (TJAG) established a DEI Council (composed of officers, enlisted Soldiers, warrant officers, and civilian personnel, all serving part-time in the Council), and charged it with examining diversity and inclusion efforts in JALS (enclosure 4).

c. Through multiple briefings, presentations, listening sessions, a survey, and a series of interviews with current and former members, the DEI Council has comprehensively examined the current state of DEI in JALS. Thus far, the Council has found substantial challenges, such as declining law school enrollment, in JALS' ability to continue to recruit and retain a diverse force of legal professionals. These professionals, in turn, must fulfill our organization's legal advisory role to an Army now focused on people as its priority effort and committed to having a workforce that reflects the diversity of the American people (enclosure 5). As a result, the Council recommended, and TJAG approved, the creation of a full-time office in OTJAG (ODEI) dedicated to identifying any barriers to inclusion in JALS, plus identifying for implementation any recruitment, accession, and retention initiatives that can further DEI in our legal organization (enclosure 6).

d. The ODEI's Director would provide the necessary leadership and direction in formulating, executing, and managing those policies and practices deemed critical in improving DEI across JALS. The establishment of this position in JALS is consistent with similar initiatives currently under way in private industry, law firms, and across Government to help ensure sustainable focus on effecting long-lasting organizational change in those policies and practices that further diversity and inclusion. Moreover, the ODEI Director will help ensure that any adopted or implemented policies and practices in this regard remain not only consistent with the Army's and JALS' values, but strongly committed to the principle of Equal Justice for all under the law.

3. All internal mitigations have been exhausted as follows:

a. Approval of this request would enable the hiring of a civilian to serve as ODEI Director. A Judge Advocate in the rank of Colonel (the undersigned), has been detailed as an interim solution addressing the immediate need (6-15 months), for a director of the Corps' DEI efforts. This Colonel is covering down on the immediate need to provide fluid, contingent direction and leadership on JALS' efforts to begin to address DEI concerns.

b. The current interim director of ODEI has the requisite knowledge and experience to make an immediately-beneficial impact in a JALS committed to efforts addressing DEI concerns in the short term. However, a dedicated civilian director would enable those efforts to remain at the forefront of our organization in earnest for the long term while providing the requisite leadership those efforts demand and require. A civilian with a broad base of experience and education, specialized training on diversity and inclusion, and skilled in other human resources areas, would facilitate a lasting and firmer implementation of long-term institutional focus, effort, and commitment to DEI in JALS.

DAJA-DI
SUBJECT: Request to Hire/Request for Other Personnel Action

4. The point of contact for this action is the undersigned, available at 571-256-8128 or email address: (b) (6)

(b) (6)
COL, JA
Interim Director, ODEI

6 Encls
1. Executive Order 14035
2. Army DEI Annex
3. Nat'l Retail Foundation Report
4. TJAG Memo, 17 JUL 20
5. American Bar Foundation Report
6. TJAG/DJAG Sends, Vol. 40-23

HQDA Principal Official Action

(b)(6)

Approve: 2 year Term

____ Approve, subject to the following conditions (as applicable):

_____

_____

____ Disapprove:

28 Oct 21
Date

(b)(6)
STUART W. RISCH
LTG, U.S. Army
The Judge Advocate General

Exit Survey Questions

Ratings

1. On a scale of 1-10 how would you rate your experience in the JAG Corps? 1 being exceptionally poor, and 10 being excellent.

2. On a scale of 1-10 how would you rate your and your family's wellness and happiness during your time in the JAG Corps? 1 being exceptionally poor, and 10 being excellent.

3. On a scale of 1-10 how would you rate your office working environment? 1 being negative, 5 being equal negative and positive, and 10 being positive.

4. On a scale of 1-10 how would you rate your interaction with fellow JAG Corps members? 1 being only negative interactions, 5 being equal negative and positive interactions, and 10 being only positive interactions.

5. On a scale of 1-10 was your office(s) diverse? 1 being homogenous and 10 being very diverse?

6. On a scale of 1-10 was your office(s) inclusive? 1 being a very exclusive or narrow-minded, and 10 being fully inclusive and open-minded.

7. On a scale of 1-10 was your office(s) equitable? 1 being prejudiced or discriminatory, and 10 being fully equitable with everyone respected and valued equally.

8. On a scale of 1-10 was your military service adversely impacted by lack of diversity, equity, and inclusion? 1 being no adverse impact at all, and 10 being a substantial and significant adverse impact.

9. On a scale of 1-10 was your military service positively impacted by lack of diversity, equity, and inclusion? 1 being no impact at all, and 10 being a substantial and significant positive impact.

10. On a scale of 1-10, how would you rate the JAG Corps efforts to encourage and foster diversity, equity, and inclusion? 1 being not impactful at all, and 10 being significantly impactful.

Open-Ended Questions

11. Was JAG Corps service conducive to your family goals? (please explain why or how so)

12. Was JAG Corps service conducive to your spouse's career goals? (please explain why or how so)

13. Was JAG Corps service conducive to your values, including moral values, faith and spiritual values, and/or ethical understandings? Please explain.

14. Did you feel part of the JAG Corps team? Please explain and provide examples of incidents that made you feel you were a part of the team, or not a part of the team, without providing names.

15. Do you want to stay in the JAG Corps? Please explain why or why not.

16. Do you currently, or did you feel comfortable expressing yourself to JAG Corps colleagues, juniors, and seniors?

17. If you are leaving service, please briefly explain why; does your leaving have anything to do with the JAG Corps? Please explain.

18. If you are reclassing, please briefly explain why.

19. What was the thing you liked most about your JAG office?

20. What was the thing you liked least about your JAG office?

21. What, if anything, about the JAG Corps would you change if given the opportunity and authority to do so?

22. Were you, at any time, discriminated because of your race, color, national origin, religion, sexual orientation, gender identity, etc.? Please explain and provide as much information as possible without providing names. (If you wish to file a formal complaint please seek your EO representative)

23. Did you ever feel like you were not appreciated or fully valued because of your race, color, national origin, religion, sexual orientation, gender identity, etc.? Please explain and provide as much information as possible without providing names. (If you wish to file a formal complaint please seek your EO representative)

24. Did you ever feel uncomfortable discussing your race, color, national origin, religion, sexual orientation, gender identity, etc.? Please explain and provide as much information as possible without providing names. (If you wish to file a formal complaint please seek your EO representative)

25. If you answered any of the previous three questions affirmatively, was there anything that you believe your office's leadership, your unit's leadership, or your JAG Corps leadership could have or should have done to correct these issues and prevent them from occurring in the future?

26. What, if any, impressions did you have of the JAC Corps's Diversity, Equity, and Inclusion programs and directives? Did these issues affect your understanding and practice of diversity, equity, and inclusion in the military?

27. Are there any other comments or discussion points that you would like to state to JAC Corps leadership regarding your time in service?

JAG Corps Assignment After Action Review

Instructions*:*

The JAG Corps endeavors to be a rewarding career for all its team-members. There are demands associated with the profession of arms to include frequent moves, isolation, and other forms of disruption. While it is impossible to separate such sacrifices from the profession entirely, the JAG Corps endeavors to make accommodations when feasible. Please answer any or all of the following prompts so that the Corps may be able to reflect on how we are doing now, and how we can do better going forward. Answers will remain anonymous, unless reporting is required under Army Regulation 600-20 or Army Regulation 27-26.

Family

1. Was this assignment conducive in helping you reach your family goals? (please explain why or how so)

2. Was your latest assignment conducive to your spouse furthering their career goals? (please explain why or how so)

3. Did your spouse, parents, siblings, or other close family members and people within your support networks have a positive view of this assignment? Did they feel supported and considered by PPTO and by your office?

4. How far away was this assignment from your or your spouse's close Family members? Was PPTO and/or your Deputy aware of this distance? Did they speak with you about it?

5. Was this assignment supportive of your attendance to important family events? Please explain.

6. Was this assignment supportive of you taking your dependents/loved ones/pets to medical/veterinary/other appointments? Please explain.

7. Do you feel that the community off-post was supportive and conducive to a positive Family life (I.e. parks, schools/daycare, healthcare, social activities, places of worship, other leisure activities)

8. Did you have to geo-bachelor for this assignment? How, if at all, did that affect you and your Family?

Faith, Spirituality, Culture, and Community

9. Was this assignment conducive to your faith practice? Please explain.

10. During this assignment, did you ever feel discriminated because of your race, color, national origin, creed, sexual orientation, gender identity, etc? Please explain and provide as much information as possible. *(Please be advised that using names, positions, or individuals' other identifying information may require or necessitate follow-on action or referral by JAGC ODEI. This question is not intended to supplant the EO Process. PPTO and JAGC ODEI are seeking inputs from the force on the scope and nature of any discrimination our Soldiers experience and how we may support our teammates to address these issues. If you experienced discrimination, you may file a formal or informal EO complaint,. We recommend speaking with your EO representative if you have questions about that process or wish to file a complaint).*

11. During this assignment, did you feel like you were part of the JAG Corps team or community? Please explain and provide examples of incidents that made you feel that you were a part of the team, or not a part of the team (without providing names or identifiable information).

12. During this assignment, did you feel comfortable expressing yourself to JAG Corps colleagues, juniors, and seniors?

13. Diversity, Equity, and Inclusion are a TJAG priority, as evidenced by the standup of ODEI and other initiatives. What is your impression of these efforts? How, if at all, have they impacted your experience in the JAG Corps?

14. How often did your OSJA conduct training or LPDs on DEI? How often, if at all, did your OSJA refer you to other DEI training resources?

15. Was your OSJA supportive of your attendance at DEI seminars or trainings outside of the office on workdays?

16. Did your OSJA conduct training on, or otherwise discuss, implicit biases?

17. At any time during your assignment, did anyone at your workplace (either inside or outside of the OSJA) act in a way that was discriminatory or non-inclusive (including, but not limited to, inappropriate or crass jokes regarding race, ethnicity, sex (to include gender identity), religion, national origin, language abilities or accent, or cultural background? If so, was this addressed? Did you or others feel comfortable correcting colleagues that engaged in such behavior?

18. At any time did you feel that other individuals, based on their race, gender, sexual orientation, religion, ethnicity, or national origin, was treated more

favorably or more adversely by leadership? Did you feel able to express concerns about this to leadership?

19. During this assignment, did your leadership create an environment of inclusivity? Why or why not?

20. During this assignment, did you ever experience discrimination within the local community off-post? Did you feel like your safety or well-being outside of the installation was affected by your race, gender, sexual orientation, national origin, or ethnicity?

21. When requesting this assignment or future assignments, are there any considerations related to your race, gender, sexual orientation, national origin, or ethnicity that are important to you? For example, state or local law and policy, state or regional history, etc. Did you feel like you could raise these concerns either to your Deputy or to PPTO?

Opportunities for Engagement and Growth

22. Did this assignment make you more or less likely to continue your service in the JAG Corps? Please explain why or why not

23. If you are leaving service, please briefly explain why; does your leaving have anything to do with this assignment or JAG Corps in general? Please explain.

24. If you are reclassing, please briefly explain why. Did you decide to reclass because of this assignment? (if applicable)

25. Is there anyone from this assignment that you consider a mentor?

26. Was this assignment supportive of your pursuit of personal goals? Please explain.

Work Satisfaction

27. During this assignment, what was the thing you liked most about your JAG office?

28. During this assignment, what was the thing you liked least about your JAG office?

29. If given the option, would you stay for a longer time at your current assignment? Please explain.

30. How would you describe your office's culture during this assignment?

31. How would you describe the cohesion and camaraderie among your colleagues during this assignment?

32. Are there any details or circumstances that you would change about if you were given full ability and authority to do so?

33. Did you feel comfortable taking leave during this assignment?

34. Did you feel comfortable approaching your leadership with any issues that you were experiencing (Family, medical, financial, etc.)?

35. Did you feel that your leadership was open and supportive regarding taking time to attend medical appointments or procedures?

36. Do you believe that your work during this assignment was important, value-added, and essential for mission accomplishment?

37. Did you believe that you were able to comfortably access or ask for assistance with accessing behavioral health or mental wellness resources?

38. Were you generally satisfied with your workload and job duties?

39. Do you believe that you received satisfactory or fulfilling recognition for your work at this assignment?

40. Are there any additional comments, suggestions, or concerns that you would like to raise to the JAG Corps regarding this assignment?

JUDGE ADVOCATE LEGAL SERVICES

JALS Publication 1-1

Personnel Policies

Office of The Judge Advocate General

31 May 2024

SUMMARY of CHANGE

JALS Pub 1-1
Personnel Policies

This revision -

- Adds civilian paraprofessionals as identified members of the JALS.
- Changes the 1L intern evaluations and deadline in Chapter 2.
- Establishes policy guidance for civilian attorney recruiting, including use of Developmental Attorney positions and the Army Civilian Summer Associates program in Chapter 2.
- Eliminates the service requirement for USAR JAs applying for an RA JAGC appointment.
- Updated policy for FLEP, including guidance during revisions of AR27-1, NCO insignia during OBC, ADSO clarifications, and removal process.
- Updates Military Bar Dues Reimbursement program expanding eligibility and eliminating the mandatory fee limit.
- Updates responsibilities of Bench Builders and Career Managers regarding the evaluation of experience and perishability of expertise during the annual assignment cycle.
- Updates Tour Lengths policy guidance for Special Victim Counsel and Special Trial Counsel.
- Clarified Career Manager responsibility to verify and consider PDPCs during assignment process for Military Justice Litigation positions for covered offenses.
- Added requirement for Supervisory JAs to review and counsel subordinate JAs regarding legal functional area expertise upon assignment completion.
- Establishes new Judge Advocate Career Model.
- Establishes Specialty Legal Functional Area Career Models for Administrative Law, Contract and Fiscal Law, Military Justice, and National Security Law.
- Established Administrative Law PDPC.
- Updated Contract and Fiscal Law PDPCs.
- Updated Military Justice PDPC including adding Level 5 and Military Justice Litigation.
- Updated National Security Law PDPCs.
- Added formal annual requirement for review of processes, resourcing, and professional experience requirements in specialty legal functional areas.
- Makes administrative changes throughout.

JALS PUBLICATION 1-1: PERSONNEL POLICIES

Table of Contents

CHAPTER 1. INTRODUCTION 1

1-1. Format and Scope. 1
1-2. Applicability 1
1-3. Questions and Changes. 1
1-4. JAGC & JALS Personnel Policies. 1
1-5. Professional Development. 2
1-6. Diversity, Equity, Inclusion, Accessibility, and Equal Opportunity. 2
1-7. Well-Being of JALS Personnel. 2

CHAPTER 2. RECRUITING 2

2-1. General. 2
2-2. Intern Program. 3
2-3. Student Volunteer Extern Program. 3
2-4. Field Screening Officers (FSOs). 4
2-5. Outreach Officers (OROs). 4
2-6. Civilian Recruiting. 4

CHAPTER 3. ACCESSIONS 6

3-1. Direct Commission and Order to Active Duty. 6
3-2. Initial Active Duty Grade. 6
3-3. Funded Legal Education Program (FLEP). 7
3-4. Service Obligation. 8
3-5. Insignia. 9
3-5. Removal. 9

CHAPTER 4. JUDGE ADVOCATE OFFICER INCENTIVE PROGRAM 11

4-1. General Incentive Program Information. 11
4-2. Judge Advocate Student Loan Repayment Program. 11
4-3. Judge Advocate Officer Retention Bonus. 14
4-4. Judge Advocate Bar Dues Reimbursement (BDR) Program 17

CHAPTER 5. REGULAR ARMY (RA) JUDGE ADVOCATE CAREER MANAGEMENT AND PROGRESSION 20

5-1. Assignments and Professional Development 20
5-2. Responsibilities. 24
5-3. Talent Management. 24
5-4. Assignment Cycle Process - Company Grades. 26
5-5. Assignment Cycle Process - Field Grades. 27
5-6. Tour Length 27
5-7. Initial Assignment Practices. 28
5-8. Overseas Service 28
5-9. Foreign Service Tour (FST) Extension. 29
5-10. Covered Offense Litigation Experience. 29
5-11. Trial Defense Service (TDS). 30
5-12. Brigades Assignments. 30
5-13. Office of Special Trial Counsel. 30
5-14. Special Victims' counsel. 31
5-15. Officer Initiated Actions. 31
5-16. Dual Military Couples. 31
5-17. Exceptional Family Member Program 32
5-18. Sponsors. 32

CHAPTER 1. INTRODUCTION

1-1. Format and Scope.

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

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

c. Information in this publication is current as of the date published. Policies are subject to change. Interim policy changes and updates will be announced on JAGCNet and made available via the Policy Memo link on the Leadership page (https://www.jagcnet2.army.mil/Sites/JAGC.nsf). Prior to publication, stakeholders for the policies contained herein will be notified via email and the Enterprise Task Management Software Solution (ETMS2) to submit changes.

1-2. Applicability.

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

1-3. Questions and Changes.

Submit questions and recommended changes to this publication by contacting the Personnel, Plans, and Training Office (PPTO), Office of The Judge Advocate General (OTJAG) at usarmy.pentagon.hqda-otjag.list.ppto-plans@army.mil.

1-4. JAGC & JALS Personnel Policies.

a. The Chief, PPTO is responsible for assisting in fulfilling TJAG's statutory and regulatory responsibilities as the JAGC branch proponent. The Chief, PPTO, is principally responsible for all personnel policies affecting personnel in the JALS in coordination with other JALS Senior Leader stakeholders. The Chief, PPTO, in coordination with the Commander, The Judge Advocate General's Legal Center and School (TJAGLCS) assists TJAG in executing JAGC force modernization responsibilities.

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

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

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

1-5. Professional Development.

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

1-6. Diversity, Equity, Inclusion, Accessibility, and Equal Opportunity.

a. The Soldiers, Civilians, and Family members of the JALS are our most valuable resource and greatest strength. Comprised of all components, our team's formidable diversity of unique attributes, experiences, demographics, perspectives, and backgrounds truly enables our Army to accomplish any mission in an increasingly complex and competitive global environment. Our Army and our JALS team are stronger because of our diversity, and it is our collective responsibility to ensure every member of our force can reach their full potential. We are committed to building and maintaining cultures where Diversity, Equity, Inclusion, and Accessibility (DEIA) form the fundamental principles for developing cohesive teams. All JALS personnel will learn, understand, support, and comply with the Army's policies on DEIA as detailed in the DEI Annex to The Army People Strategy, as amended, and its related policies. DEIA principles will be reflected and remain evident in all our office procedures, practices, training, and education efforts. Reference TJAG Policy Memo 22-11 for specific guidance.

b. Equal opportunity for all members of the JALS is the only acceptable standard in the Army, and applies to every aspect of recruiting, career development, and utilization of JALS personnel. All people should be treated with dignity and respect. Each of us has the duty to provide workplace environments free of unlawful discrimination and harassment and report violations if they occur. All JALS personnel will support and comply with the Army's policies on Military Equal Opportunity (Army Regulation (AR) 600-20, Chapter 6), Equal Employment Opportunity (AR 690-600, 690-12), and the SHARP (AR 600-20, Chapters 7, Appendices C, D, F, G, H, I, J, K, L, N, and related Army policy documents). The principles of those policies will be reflected in all JALS office procedures and practices. See TJAG Policy Memo 22-02 for specific guidance.

1-7. Well-Being of JALS Personnel.

The JAG Corps is unequivocally invested in the well-being of JALS personnel. The Army People Strategy and The JAG Corps Strategy 2022 reiterate the value of holistic health and well-being of every team member. The JALS Wellness Program will be comprised of three main lines of effort including, (1) prevention and education, (2) engagement and intervention, and (3) personal and professional growth. JALS personnel will strive to transform our culture into one that is filled with people who are not merely surviving but thriving together in both their personal and professional lives.

CHAPTER 2. RECRUITING

2-1. General.

a. The Judge Advocate Recruiting Office (JARO) manages all aspects of recruiting and accessions for the Regular Army (RA) and the U.S. Army Reserve (USAR) (the latter in coordination with USAR Legal

Exit Survey Questions

Ratings

1. On a scale of 1-10 how would you rate your experience in the JAG Corps? 1 being exceptionally poor, and 10 being excellent.

2. On a scale of 1-10 how would you rate your and your family's wellness and happiness during your time in the JAG Corps? 1 being exceptionally poor, and 10 being excellent.

3. On a scale of 1-10 how would you rate your office working environment? 1 being negative, 5 being equal negative and positive, and 10 being positive.

4. On a scale of 1-10 how would you rate your interaction with fellow JAG Corps members? 1 being only negative interactions, 5 being equal negative and positive interactions, and 10 being only positive interactions.

5. On a scale of 1-10 was your office(s) diverse? 1 being homogenous and 10 being very diverse?

6. On a scale of 1-10 was your office(s) inclusive? 1 being a very exclusive or narrow-minded, and 10 being fully inclusive and open-minded.

7. On a scale of 1-10 was your office(s) equitable? 1 being prejudiced or discriminatory, and 10 being fully equitable with everyone respected and valued equally.

8. On a scale of 1-10 was your military service adversely impacted by lack of diversity, equity, and inclusion? 1 being no adverse impact at all, and 10 being a substantial and significant adverse impact.

9. On a scale of 1-10 was your military service positively impacted by lack of diversity, equity, and inclusion? 1 being no impact at all, and 10 being a substantial and significant positive impact.

10. On a scale of 1-10, how would you rate the JAG Corps efforts to encourage and foster diversity, equity, and inclusion? 1 being not impactful at all, and 10 being significantly impactful.

Open-Ended Questions

11. Was JAG Corps service conducive to your family goals? (please explain why or how so)

12. Was JAG Corps service conducive to your spouse's career goals? (please explain why or how so)

13. Was JAG Corps service conducive to your values, including moral values, faith and spiritual values, and/or ethical understandings? Please explain.

14. Did you feel part of the JAG Corps team? Please explain and provide examples of incidents that made you feel you were a part of the team, or not a part of the team, without providing names.

15. Do you want to stay in the JAG Corps? Please explain why or why not.

16. Do you currently, or did you feel comfortable expressing yourself to JAG Corps colleagues, juniors, and seniors?

17. If you are leaving service, please briefly explain why; does your leaving have anything to do with the JAG Corps? Please explain.

18. If you are reclassing, please briefly explain why.

19. What was the thing you liked most about your JAG office?

20. What was the thing you liked least about your JAG office?

21. What, if anything, about the JAG Corps would you change if given the opportunity and authority to do so?

22. Were you, at any time, discriminated because of your race, color, national origin, religion, sexual orientation, gender identity, etc.? Please explain and provide as much information as possible without providing names. (If you wish to file a formal complaint please seek your EO representative)

23. Did you ever feel like you were not appreciated or fully valued because of your race, color, national origin, religion, sexual orientation, gender identity, etc.? Please explain and provide as much information as possible without providing names. (If you wish to file a formal complaint please seek your EO representative)

24. Did you ever feel uncomfortable discussing your race, color, national origin, religion, sexual orientation, gender identity, etc.? Please explain and provide as much information as possible without providing names. (If you wish to file a formal complaint please seek your EO representative)

25. If you answered any of the previous three questions affirmatively, was there anything that you believe your office's leadership, your unit's leadership, or your JAG Corps leadership could have or should have done to correct these issues and prevent them from occurring in the future?

26. What, if any, impressions did you have of the JAC Corps's Diversity, Equity, and Inclusion programs and directives? Did these issues affect your understanding and practice of diversity, equity, and inclusion in the military?

27. Are there any other comments or discussion points that you would like to state to JAC Corps leadership regarding your time in service?

JAG Corps Assignment After Action Review

Instructions*:*

The JAG Corps endeavors to be a rewarding career for all its team-members. There are demands associated with the profession of arms to include frequent moves, isolation, and other forms of disruption. While it is impossible to separate such sacrifices from the profession entirely, the JAG Corps endeavors to make accommodations when feasible. Please answer any or all of the following prompts so that the Corps may be able to reflect on how we are doing now, and how we can do better going forward. Answers will remain anonymous, unless reporting is required under Army Regulation 600-20 or Army Regulation 27-26.

Family

1. Was this assignment conducive in helping you reach your family goals? (please explain why or how so)

2. Was your latest assignment conducive to your spouse furthering their career goals? (please explain why or how so)

3. Did your spouse, parents, siblings, or other close family members and people within your support networks have a positive view of this assignment? Did they feel supported and considered by PPTO and by your office?

4. How far away was this assignment from your or your spouse's close Family members? Was PPTO and/or your Deputy aware of this distance? Did they speak with you about it?

5. Was this assignment supportive of your attendance to important family events? Please explain.

6. Was this assignment supportive of you taking your dependents/loved ones/pets to medical/veterinary/other appointments? Please explain.

7. Do you feel that the community off-post was supportive and conducive to a positive Family life (I.e. parks, schools/daycare, healthcare, social activities, places of worship, other leisure activities)

8. Did you have to geo-bachelor for this assignment? How, if at all, did that affect you and your Family?

Faith, Spirituality, Culture, and Community

9. Was this assignment conducive to your faith practice? Please explain.

10. During this assignment, did you ever feel discriminated because of your race, color, national origin, creed, sexual orientation, gender identity, etc? Please explain and provide as much information as possible. *(Please be advised that using names, positions, or individuals' other identifying information may require or necessitate follow-on action or referral by JAGC ODEI. This question is not intended to supplant the EO Process. PPTO and JAGC ODEI are seeking inputs from the force on the scope and nature of any discrimination our Soldiers experience and how we may support our teammates to address these issues. If you experienced discrimination, you may file a formal or informal EO complaint,. We recommend speaking with your EO representative if you have questions about that process or wish to file a complaint).*

11. During this assignment, did you feel like you were part of the JAG Corps team or community? Please explain and provide examples of incidents that made you feel that you were a part of the team, or not a part of the team (without providing names or identifiable information).

12. During this assignment, did you feel comfortable expressing yourself to JAG Corps colleagues, juniors, and seniors?

13. Diversity, Equity, and Inclusion are a TJAG priority, as evidenced by the standup of ODEI and other initiatives. What is your impression of these efforts? How, if at all, have they impacted your experience in the JAG Corps?

14. How often did your OSJA conduct training or LPDs on DEI? How often, if at all, did your OSJA refer you to other DEI training resources?

15. Was your OSJA supportive of your attendance at DEI seminars or trainings outside of the office on workdays?

16. Did your OSJA conduct training on, or otherwise discuss, implicit biases?

17. At any time during your assignment, did anyone at your workplace (either inside or outside of the OSJA) act in a way that was discriminatory or non-inclusive (including, but not limited to, inappropriate or crass jokes regarding race, ethnicity, sex (to include gender identity), religion, national origin, language abilities or accent, or cultural background? If so, was this addressed? Did you or others feel comfortable correcting colleagues that engaged in such behavior?

18. At any time did you feel that other individuals, based on their race, gender, sexual orientation, religion, ethnicity, or national origin, was treated more

favorably or more adversely by leadership? Did you feel able to express concerns about this to leadership?

19. During this assignment, did your leadership create an environment of inclusivity? Why or why not?

20. During this assignment, did you ever experience discrimination within the local community off-post? Did you feel like your safety or well-being outside of the installation was affected by your race, gender, sexual orientation, national origin, or ethnicity?

21. When requesting this assignment or future assignments, are there any considerations related to your race, gender, sexual orientation, national origin, or ethnicity that are important to you? For example, state or local law and policy, state or regional history, etc. Did you feel like you could raise these concerns either to your Deputy or to PPTO?

Opportunities for Engagement and Growth

22. Did this assignment make you more or less likely to continue your service in the JAG Corps? Please explain why or why not

23. If you are leaving service, please briefly explain why; does your leaving have anything to do with this assignment or JAG Corps in general? Please explain.

24. If you are reclassing, please briefly explain why. Did you decide to reclass because of this assignment? (if applicable)

25. Is there anyone from this assignment that you consider a mentor?

26. Was this assignment supportive of your pursuit of personal goals? Please explain.

Work Satisfaction

27. During this assignment, what was the thing you liked most about your JAG office?

28. During this assignment, what was the thing you liked least about your JAG office?

29. If given the option, would you stay for a longer time at your current assignment? Please explain.

30. How would you describe your office's culture during this assignment?

31. How would you describe the cohesion and camaraderie among your colleagues during this assignment?

32. Are there any details or circumstances that you would change about if you were given full ability and authority to do so?

33. Did you feel comfortable taking leave during this assignment?

34. Did you feel comfortable approaching your leadership with any issues that you were experiencing (Family, medical, financial, etc.)?

35. Did you feel that your leadership was open and supportive regarding taking time to attend medical appointments or procedures?

36. Do you believe that your work during this assignment was important, value-added, and essential for mission accomplishment?

37. Did you believe that you were able to comfortably access or ask for assistance with accessing behavioral health or mental wellness resources?

38. Were you generally satisfied with your workload and job duties?

39. Do you believe that you received satisfactory or fulfilling recognition for your work at this assignment?

40. Are there any additional comments, suggestions, or concerns that you would like to raise to the JAG Corps regarding this assignment?

Field Board 7
Judge Advocate Accessions Sponsorship Program

(b) (6), Leader
(b) (6), Deputy Leader

Field Board 7's Project

- CURREN STATE: Currently, JARO has a small team that answers all of the selectees' questions and guides them through the process. The Army loses approximately 22% of JA selectees between the time they are selected to when they are actually accessed into the JAGC, which can last 6-12 months.
- DESIRED ENDSTATE: Reduce the number of JA selectees that do not enter the JAGC.
- THE PROBLEM: The lack of continued contact between the selectee and the JAGC during the 6 to 12-month timeframe.
- OPERATIONAL APPROACH: Develop a JA accessions sponsorship program

Overview of the Sponsorship Program

Interested selectees will be assigned a sponsor from an OSJA or LOD that will be responsible for providing assistance to the selectee as they wait to access into the JAGC. JARO will be responsible for overall oversight of the program with SJAs/LOD Commanders providing oversight of the day-to-day management of the program.

Responsibilities

JARO

- Refine the sponsor training program.
- Develop the program applications.
- Refine sponsor criteria.
- Refine and develop evaluation/metric criteria (i.e., AAR criteria, Article 6 criteria, successful completion of duty to be included on OER)
- Update recruiting materials to include information about the program

Chief of JARO

- Final approval authority for sponsors
- Send informational email to SJAs regarding the program.

Regular Accessions Officer (or another Officer w/n JARO)

- Track which selectees have requested a sponsor.
- Match sponsors with selectees. Forward selectee information to the sponsor.
- Coordinate training.
- Develop materials (i.e., FAQs from selectees, templates) and provide to sponsors.
- Create a JARO Sponsorship Teams channel.
- Serve as a POC for sponsors, selectees, and OSJAs/LODs.

Responsibilities

SJAs/LOD Commanders or designee

- Collect and review applications to ensure the JA meets the sponsor criteria.
- Endorse a sponsor applicant.
- Oversee the sponsors in the OSJA.
- Appoint a sponsor POC in their office.
- Invite selectees to attend events on post (i.e., PT, Courts-Martial, selectee lunch, tours, etc.). Responsible for the costs of any events.
- Ensure AARs are complete.
- Ensure program complies with Article 6 criteria.
- Ensure a sponsor's OER accurately reflects this additional duty.

ITD

- Update JAGCNet to include the sponsorship program information.

Responsibilities

Sponsors

- Attend JARO sponsored training.
- Contact the selectee via phone call or email no later than three business days from notification (the date JARO forwarded their assigned candidates contact information).
- Keep in regular contact with their selectee. (Recommend biweekly contact via the agreed upon method. Contact should include helping the selectee familiarize themselves with the Army and JAG Corps and provide resources.)
- Alert JARO through their tech chain if there are any issues with a selectee.
- Track the types of questions and issues your selectee has and report them to JARO for data collection purposes.
- Complete AAR.

Selectees

- Complete application to receive a sponsor.
- Keep in regular contact with sponsor.
- Alert JARO if there are any issues with a sponsor.
- Complete AAR.

Criteria

Sponsor

- O-2/O-3 with at least 6 months at their current duty station and no more than 4 years TIS.
- Must not be in a duty position that would prohibit a sponsor from successfully serving as a sponsor.
- Endorsement from the SJA/designee.

Matching

- Selectees should be matched based on demographic information (race/ethnicity, sex/gender, and/or sexual orientation) and location of the sponsor and selectee if possible. Selectees will have the ability to state a preference for a sponsor that is matched based on demographic information or location.

Application Process

Judge Advocates will complete an application and submit it through their SJA/LOD Commander to the JARO POC.

- Sponsors should be selected by the time letters to selectees are sent to ensure they can be matched within 10 working days of the selectee requesting a sponsor.

Selectees

- An application for a sponsor will be included in the letter/email that congratulates the selectees.
- Selectee will have a suspense by which to submit the application.
- Selectees and sponsors will be matched within 10 working days of the selectee requesting a sponsor.

Sponsor Training

- Mandatory 1 or 2 day in-person training or 1 or 2 day training via Teams or Zoom. Should occur prior to JARO sending out offers.
  - In-person training: TJAGLCS v. rotates among the regions
  - Virtual: Offered at different times of the day to cover different time zones.
- Content
  - There should be briefs geared towards active duty and Reserve JAs.
  - In depth discussion of the accessions process before and after the applicant accepts the offer.
  - Would require significant input from PP&TO, Board of Directors, TJAGLCS, USAR Legal Command, and the Field.

Sample Sponsor Training Topics

- WELCOME. GO opening remarks.
- BRIEF ON THE JUDGE ADVOCATE ACCESSIONS SPONSORSHIP PROGRAM.
  - Development of the program. Why sponsorship is important?
  - Sponsor responsibilities.
  - Provide JARO perspective, particularly on challenges.
- JAGC APPLICATION PROCESS. Overview of the process from start to accession on active duty/into the Reserves.
  - Common issues/FAQs
- MEDICAL PROCESSING BRIEF. Overview of the process by a SME.
  - Specific process
  - Challenges/common issues
  - Waiver process
  - HIPPA restrictions
- SECURITY CLEARANCE PROCEDURES. Overview of the process by a SME.
  - Specific process
  - Privacy restrictions

Sample Sponsor Training Topics

- PHYSICAL FITNESS. SME provides TTPs in talking to selectees, information on how to motivate, and Army opensource resources that can be provided to selectees.
- DEIA TRAINING
- PANEL DISCUSSION WITH RECENT SELECTEES.
- BREAKOUT GROUPS (Active Duty, Reserve, National Guard)
- WHAT IT TAKES TO BE A GREAT SPONSOR
- BRIEF ON AVAILABLE ARMY RESOURCES
  - The purpose is to provide sponsors with information so that can readily answer questions or provide the right POCs, especially if it's not an issue the sponsor faced when entering the Corps (i.e., EFMP, MACP, etc.)

- Possible: AFFINITY GROUP PRESENTATIONS. Overview of each to provide sponsors with additional resources to assist selectees.

AAR Evaluation Criteria

- How often were you in contact with your sponsor? Was this level of contact fine by you?
- How did you and your sponsor communicate (i.e., phone, email, text)?
- Did you meet your sponsor in person? If so, how often?
- Did you attend any OSJA/LOD sponsored events? If so, how many?
- How helpful was your sponsor? Please explain.
- What type of issues did your sponsor assist you with?
- If there was an issue with your sponsor, how helpful was JARO in resolving the issue? Please explain.
- Did having a sponsor affect your decision whether to access onto active duty/into the Reserves? Please explain.
- Do you feel you are better prepared for your first assignment in the JAGC because you had a sponsor? Please explain.
- How helpful was JARO if you had to contact them for any reason? Please explain.

Article 6 Evaluation Criteria

- How does the OSJA/LOD demonstrate support for the sponsorship program?
  - Does the OSJA have any JAs that have served a sponsors for selectees? If yes, how many? What years?
  - What events have you held that selectees have been invited to attend?
- Who is responsible for oversight of the sponsors in the OSJA?
  - How does the OSJA ensure sponsors are fulfilling their responsibilities as a sponsor?
- If known, how many of the selectees your JAs have sponsored have accessed into the JAGC?
- Provide your assessment of the sponsorship program.
- Does the OSJA properly note on a sponsor's OER that they served as a sponsor?

Backup Slide

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ARMY STRONG.

Other COAs Considered

Sponsorship

1. Expand FSO duties
2. Create a Sponsorship Officer position at JARO
3. A captain from each OSJA and LOD serves as a full-time sponsor.
4. JARO will use affinity groups in selecting sponsors.

Other Ideas*

A. Recommend the JAGC expand the summer intern program to a year around program so selectees can get paid while they wait to access.
B. The JAGC offer a signing bonus.

*Presumes the issue is related to selectees not being able to go 6-12 months without pay. We are aware of anecdotal data that suggest the 22% of selectees are unable to wait 6-12 months without a paycheck therefore, they are choosing other career paths. And the selectees in this position are mostly members of minority groups. We believe the types of programs listed (A and B) would have a greater impact on reducing the number of selectees that do not excess into the Corps.

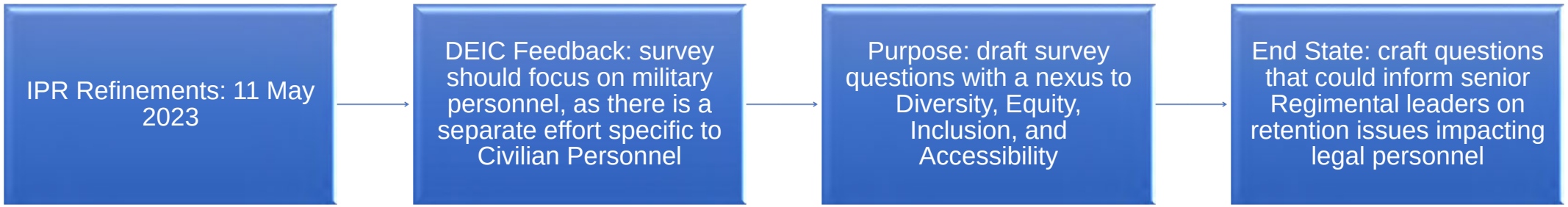
Field Board 9 Presentation:

The Exit Survey



Assigned Project

Proposal	Line of Effort	Stakeholder(s)	Field Board/ Mentor	Notes
Work with ITD to create an electronically-submitted exit survey for all members of the JAGC	Other obstacles to Inclusion	JAGC	9/(b) (6)	• We have resignation and retirement exit surveys on JAGCnet • The results are utilized by Senior Leaders and PPTO • Consider expanding beyond 27A population



Demographic Information

FB9 survey first seeks to solicit demographic information on individuals completing the survey

Demographic data includes questions relating to ethnicity, gender identity, race, and sexual orientation

Survey Questions: Equity

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)

Based on your response to the question above, did it influence your decision to leave the JAG corps? Y/N

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?

Survey Questions: 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)

2. Based on your response to the question above, did it influence your decision to leave the JAG corps? Y/N

3. Would you recommend the JAG corps to someone who valued Diversity? Y/N

Survey Questions: Inclusion

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

Survey Questions: Accessibility

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

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

(b) (6) **USARMY HQDA OTJAG (USA)**

From: Carlisle, Karen H SES USARMY HQDA OTJAG (USA)
Sent: Tuesday, May 28, 2024 12:54 PM
To: (b) (6)

USARMY HQDA OTJAG (USA)
Subject: 2023 Field Board Projects for PPTO
Attachments: 5. Assignment Satisfaction Survey.pdf; 7. JA Accession Sponsorship Program.pdf; 9. JAGC Exit Survey.pdf; 12. Compo 2 and 3 Recruiting and Diversity Retention Survey.pdf

Teammates,

As you know many of our JALS personnel volunteer as field board members and council members on the JAGC DEIA Council to help our regiment further DEI&A lines of effort. Over the past year, 14 field boards developed some great work with substantial recommendations for stakeholders to consider and potentially implement. We would like to refer the attached field board projects from the DEIA Council's **Field Boards 5, 7, 9, and 12** for your review and consideration. Please feel free to reach out to their mentor and additional stakeholders as well as any POC listed below for any additional information you deem appropriate as you consider the use of their project for strategic initiatives you may be working.

Field Board 5: Assignment Satisfaction Survey to PPTO for consideration on exit survey. Additionally, recommend requesting TJAG approval to include an approved survey in SJA toolkit for local use. Field board mentor is (b) (6).

Field Board 7: Judge Advocate Accessions Sponsorship Program to be referred to JARO and PPTO for consideration. Consider referring to affinity group leaders as well. Field board mentor is (b) (6) The best POCs are (b) (6) for any questions or follow ups.

Field Board 9: JAGC Exit Survey to be referred to ITD, PPTO and POD team for consideration. Field board mentor is (b) (6). The best POCs are (b) (6). I know we just completed one, but wanted to forward this along for when we do a review.

Field Board 12: Compo 2/3 Recruiting & Survey for DEIA Best Practices to be referred to JARO, PPTO, SIO and PODT for consideration. Field board mentor is (b) (6) who retired. The best POCs are (b) (6) for any questions or follow ups. To note only recommendations for Project 1- Compo 2/3 Recruiting are for PPTO-Plans consideration:

- (JARO) 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.

- (JARO) 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.
- (JARO) The JAG Corps should target practicing attorneys through COMPO 2 and 3 recruiters.
- (JARO) The JAG Corps should steer COMPO 1 non-selects (both applicants and captain Passovers) toward COMPO 2.
- (PLANS- PPTO) The JAG Corps should expand JARO to include a COMPO 2 JA and NCO.
- (JARO) The JAG Corps should create a database to capture important organizational/personal information of its reservist members.
- (JARO) National Guard and Reserve Judge Advocates should serve as adjunct/visiting professors at law schools.

We greatly appreciate your time and support. If you could let me know by 28 June any thoughts you had on these recommendations and any you are going to pursue, I would appreciate it. I would like to give the Boards feedback.

Thanks!

v/r,
Karen

Karen H. Carlisle
Director, Soldier and Family Legal Services
Office of The Judge Advocate General, U.S. Army
2200 Army Pentagon, Room 3E565
Washington, DC 20310-2200
(b) (6)
[redacted]

(b) (6) USARMY HQDA OTJAG (USA)

From: (b) (6) USARMY HQDA OTJAG (USA)
Sent: Wednesday, January 8, 2025 3:23 PM
To: (b) (6) (b) (6)

HQDA TJAGLCS (USA)
Subject: ACTION: Items for the OTJAG History Submission
Attachments: JAG Corps DAHSUM Report (1 Oct 2022 to 30 Sept 2023).pdf
Signed By: (b) (6)

(b) (6) – Can the SIO team assist with the items highlighted in yellow below?

- For the leadership photo, perhaps out of the Article 6 brief?
- For the introductory paragraph, see the example attached, but likely want to use the phrasing T is currently using.

(b) (6) – would P3 please assist with the green item below? Or is the Plans paragraph in something you've already submitted and is OBE?

For the group – for the org chart highlighted in pink For both P-3 and SIO – do we have a new Org Chart? Or alternatively, for the Admin Team, perhaps the product you are working for the Transition?

I've included (b) (6) who is compiling all of these.

V/r,
XO

(b) (6)
Executive Officer to
The Judge Advocate General
(b) (6)

From: (b) (6)
Sent: Tuesday, January 7, 2025 2:38 PM
To: Pflaum, (b) (6)
Subject: RE: DAHSUM submission status

Thank you sir. I received USALSA's last portion just now so they are 100% complete.

(b) (6)
(b) (6)
The Judge Advocate General's Legal Center and School (TJAGLCS)

Charlottesville, VA
(b) (6)

From: (b) (6)
Sent: Monday, January 6, 2025 7:22 PM
To: (b) (6)
Subject: DAHSUM submission status

Sir,

Hope all is well in the NCR during this weather. I wanted to give you an update on where we are at WRT to DAHSUM submission. I have received about 75% of what I need.

I currently need submissions from the following, by task org as I understand it:

Military Law & Policy

- CLD
- NSLD
- LAPD

Professional Programs

- Labor & Employment
- OSC

TJAGLCS

- Leadership Center
- DAD

USALSA

- Advocacy Center

OTJAG

- Introductory paragraph
- P3: Plans paragraph

Additionally, not sure of proponent:

- Updated leadership photo
- Updated org chart → I have one from when the reorg decision was made but it's not the final version; it has Leadership Center under OPOD, OPOD is called POD-T, etc.

I also received a submission from the Trial Judiciary. This was not in previous years editions but I think is a great addition. However, I do not have anything from ACCA.

FYSA I have already followed up directly with those outstanding that fall under TJAGLCS (DAD, Leadership Center).

v/r,

(b) (6) [redacted]

[redacted]

[redacted]

The Judge Advocate General's Legal Center and School (TJAGLCS)

Charlottesville, VA

(b) (6) [redacted]

[redacted]

(b) (6) **USARMY HQDA OTJAG (USA)**

From: (b) (6)
Sent: Monday, January 27, 2025 11:32 AM
To: (b) (6)
Cc: Koon, William J SES USARMY HQDA OTJAG (USA); (b) (6)
Subject: DEIA Council Dissolution
Attachments: SECARMY Memo DEIA Immediate Actions.pdf; DEIAC_Dissolution.pdf; Dissolution_Executive_Steering_Committee.pdf

Good Morning Team,

Most of you are aware of the various Executive Orders issued on 20 January 2025.

Here is the link for an Executive Order that impacts our efforts: the Ending Radical And Wasteful Government DEI Programs And Preferencing Executive Order https://www.whitehouse.gov/presidential-actions/2025/01/ending-radical-and-wasteful-government-dei-programs-and-preferencing/. Additionally, I have attached the SECARMY Memo on Immediate Actions to Implement Guidance on DEIA Executive Orders.

In compliance with these orders, it is my duty to inform you that the DEIA Council and the DEIA Executive Steering Committee are hereby dissolved.

Rest assured, our People will continue to be our number one priority for our Corps. Thank you all for your hard-work and dedication to improving our Regiment. I am confident that you will continue to do amazing things. Please do not hesitate to reach out if you need anything.

Very Respectfully,

(b) (6)

(b) (6)

Office of The Judge Advocate General, U.S. Army
2200 Army Pentagon, Room 3B548
(b) (6)

ATTORNEY CONFIDENTIALITY NOTICE: This message and any accompanying attachments may contain attorney work product and/or attorney client privileged information. The information contained in this electronic mail transmission, including any attachments, is confidential and intended to be sent only to the stated recipient of the transmission. It may therefore be protected from unauthorized use or dissemination by the attorney-client and/or attorney work-product privileges. If you are not the intended recipient or the intended recipient's agent, you are hereby notified that any review, use, dissemination, distribution or copying of this communication is strictly prohibited. You are also asked to notify us immediately by telephone and to delete this transmission with any attachments and destroy all copies in any form. Thank you in advance for your cooperation.

(b) (6) **USARMY HQDA OTJAG (USA)**

From: (b) (6)
Sent: Wednesday, January 3, 2024 3:02 PM
To: (b) (6)
Subject: Demographics Report
Attachments: SEP 2023 Consolidated Demographics Slides.pptx
Signed By: (b) (6)

Sir,

Here are the demographic slides that ODEI provides for demographics. (b) (6) provides the "update quarterly to track trends to ID the effectiveness of some of their initiatives."

She's utilizing the same numbers I use. The gender bar graph looks more daunting than a pie chart, but I don't see anything inaccurate.

Is there anything that looks concerning to you?

V/r,

(b) (6)
(b)(6)
Personnel, Plans, and Training Office (PPTO)
Office of The Judge Advocate General (OTJAG)
2200 Army Pentagon, Rm 2B517
Washington, D.C. 20301-2200
(b) (6)

Thank you for your service to the JAG Corps (JAGC), Army, and Nation. Your survey responses will facilitate JAGC personnel policies, inform more refined recruiting and retention strategies, enable better force management planning, and provide senior leaders with valuable insights for improving the Army JAGC. Please be as candid as possible. This survey is best viewed in Chrome, Firefox, or Edge browsers.

1. What is your DODID number? **(Text Field)**
2. What is your gender?
    a. Female
    b. Male
    c. Prefer not to say
3. Are you married?
    a. Yes
    b. No
4. Do you have children?
    a. Yes
    b. No
5. What is your rank?
    a. CPT
    b. MAJ
    c. LTC
    d. COL
6. What is your race and/or nationality? Select all that apply.
    a. Hispanic or Latino
    b. American Indian or Alaska Native
    c. Asian
    d. Middle Eastern or North African
    e. Black or African American
    f. Native Hawaiian or Other Pacific Islander
    g. White
    h. Multiracial
    i. Unknown
7. Did you feel a sense of belonging in the JAGC?
    a. Yes
    b. No
8. Why not? (This is only visible if "No" is selected above)
9. Did you feel you had the same opportunities for assignments and promotion during your career?
    a. Yes
    b. No
10. Why not? (This is only visible if "No" is selected above)
11. Did you ever feel you were discriminated against during your career?
    a. Yes
    b. No
12. How often? **(Text Field)** (This is only visible if "Yes" is selected above)
13. Did you ever feel that your leaders ever displayed explicit bias against you?
    a. Yes
    b. No
14. How often? **(Text Field)** (This is only visible if "Yes" is selected above)
15. Did you ever feel that your peers or subordinates ever displayed explicit bias against you?
    a. Yes
    b. No

16. How often? **(Text Field)** (This is only visible if “Yes” is selected above)
17. Which survey are you filling out?
    a. Resignation
    b. Retirement

If resignation is selected in question 16

1. How did you enter the JAGC?
    a. Direct Commission
    b. ROTC Education Delay
    c. Officer Funded Legal Education Program
    d. Enlisted Funded Legal Education Program
    e. Senior Accession
    f. Branch Transfer
2. What factor(s) influence your reason for resigning? Provide the amount of influence for each reason. (No influence, Minimal influence, Moderate influence, Maximum influence)
    a. Inadequate Pay
    b. Personal Medical Condition
    c. Care for Others
    d. Command Climate
    e. JAGC Leadership
    f. Location
    g. Stability Opportunity
    h. Private Sector Opportunity
    i. Government Opportunity
    j. Family Fatigue
    k. Op Tempo
    l. Dependent Education
    m. Spousal Employment
    n. Exceptional Family Member Program concern
    o. Other
3. If an "other" factor had influence on your decision to resign, please identify that factor here and explain it.
4. How much do you owe in student loans? **(Text Field)**
5. Are you participating in the Public Service Loan Forgiveness program?
    a. Yes
    b. No
6. Are you pursuing a reserve component option?
    a. Yes
    b. No
7. Why not? (**Text Field**) (This question is only visible if “No” is selected)
8. What factor(s) would change your decision to leave active duty? Provide the amount of influence for each reason. (No influence, Minimal influence, Moderate influence, Maximum influence)
    a. Specialization
    b. 3+ Years at Duty Station
    c. More Deployments
    d. Less Deployments
    e. More Education Opportunities
    f. More Assignment Predictability
    g. Top 3 Assignment Selection

h. Better Work-Life Balance
i. Improved Command Climate
j. Better Utilization of My Skills
k. Nothing
l. Other

9. If an "other" factor had influence on your decision to resign, please identify that factor here and explain it.
10. What was the best part of serving in the Active-Duty JAGC? Select all that apply.
    a. Travel
    b. Assignments
    c. Job Security
    d. Esprit de Corps
    e. Purpose bigger than me
    f. People
    g. Honorable Service
    h. Operations Tempo
    i. Nothing
    j. Other
11. If an "other" factor had influence on your decision to resign, please identify that factor here and explain it.
12. If there is one thing the JAGC could have done better to develop you as a leader, what would it have been? (**Text Field**)
13. Would you recommend service in the JAGC to others?
    a. Yes
    b. No
14. Please explain your answer.
15. Please provide comments on anything else you would like to explain further.
16. Would you like to be contacted?
    a. Yes
    b. No
17. Please provide contact info (cellphone and email). **(Text Field)** (This is only visible if "Yes" is selected above)

If retirement is selected in question 16

1. How did you enter the JAGC?
    a. Direct Commission
    b. ROTC Education Delay
    c. Officer Funded Legal Education Program
    d. Enlisted Funded Legal Education Program
    e. Senior Accession
    f. Branch Transfer
2. How many years of service IN THE JAGC will you have upon RETIREMENT? (This question is only visible if "FLEP" or "Senior Accession" is selected above)
    a. <10
    b. 11-15
    c. 16-20
    d. 24-24
    e. 25+
3. How many years of service will you have upon RETIREMENT?
    a. <20

b. 20
c. 21-25
d. 26-30
e. 30+

4. What factor(s) influence your reason for retiring? Provide the amount of influence for each reason. (No influence, Minimal influence, Moderate influence, Maximum influence)
    a. Mandatory Retirement Date
    b. Mandatory Medical Retirement
    c. Retirement Eligible
    d. Personal Medical Condition
    e. Involuntary Retirement
    f. Dependent Education
    g. Spousal Employment
    h. EFMP concern
    i. Self-Care
    j. Stability Opportunity
    k. Private Sector Opportunity
    l. Government Opportunity
    m. Command Climate
    n. Promotion Opportunity
    o. Other
5. If an "other" factor had influence on your decision to resign, please identify that factor here and explain it.
6. What factor(s) would change your decision to leave active duty? Provide the amount of influence for each reason. (No influence, Minimal influence, Moderate influence, Maximum influence)
    a. Deployment Opportunities
    b. Geographic Stabilization
    c. Assignment Choice
    d. Promotion to Next Grade
    e. Specialization
    f. Location
    g. Job Satisfaction
    h. Career Intermission Program
    i. Financial Incentive
    j. Leadership Opportunity
    k. Spousal Employment
    l. Nothing
    m. Other
7. If an "other" factor had influence on your decision to resign, please identify that factor here and explain it.
8. What was the best part of serving in the Active-Duty JAGC? Select all that apply.
    a. Travel
    b. Assignments
    c. Job Security
    d. Esprit de Corps
    e. Purpose bigger than me
    f. People
    g. Honorable Service
    h. Operations Tempo
    i. Nothing
    j. Other

9. Do you have an idea(s) for improving talent recruitment?
    a. Yes
    b. No
10. Please explain. (This question is only visible if “Yes” is selected above)
11. Do you have an idea(s) for improving talent retention?
    a. Yes
    b. No
12. Please explain. (This question is only visible if “Yes” is selected above)
13. If there is one thing the JAGC could have done better to develop you as a leader, what would it have been? (**Text Field**)
14. Would you recommend service in the JAGC to others?
    a. Yes
    b. No
15. Please explain.
16. Please provide comments on anything else you would like to explain further. (**Text Field**)
17. Would you like to be contacted?
    a. Yes
    b. No
18. Please provide contact info (cellphone and email). **(Text Field)** (This is only visible if “Yes” is selected above)

(b) (6) **USARMY HQDA OTJAG (USA)**

From: (b) (6))
Sent: Thursday, June 27, 2024 12:58 PM
To: (b) (6)
Subject: FW: 2023 Field Board Projects for PPTO
Attachments: Exit Survey.docx
Signed By: (b) (6)

Ryan,

Here was my response to Ms. Carlisle on 12 June.

(b) (6)

(b) (6)
Office of The Judge Advocate General
2200 Army Pentagon, Room 2B517
(b) (6)
4

From: (b) (6)
Sent: Wednesday, June 12, 2024 1:37 PM
To: Carlisle, Karen H SES USARMY HQDA OTJAG (USA) (b) (6)
Subject: RE: 2023 Field Board Projects for PPTO

Ma'am,

As you mentioned, the new exit survey has been live for about four weeks. We will take the recommendations from the field boards regarding the exit survey for consideration in the next iteration of the exit survey. I've enclosed the new exit survey format for everyone's SA. We've had seven personnel fill out the survey so far.

For the Field Board 12 recommendation regarding adding a COMPO 2 JA and NCO to JARO, we have added this to our force management list for implementation. The discussion we had yesterday in Plans would be that we would start this through a mobilization as a pilot, and then works towards a permanent solution if the pilot is successful.

Finally, with regard to Field Board 5, I will have the ORSA, (b) (6), reach out to (b) (6) regarding the recommendation for an "approved survey in SJA toolkit for local use" to gather additional information.

V/R,
(b) (6)

(b) (6)
Office of The Judge Advocate General
2200 Army Pentagon, Room 2B517
(b) (6)

From: Carlisle, Karen H SES USARMY HQDA OTJAG (USA) (b) (6)
Sent: Tuesday, May 28, 2024 12:54 PM
To: (b) (6)
Subject: 2023 Field Board Projects for PPTO

Teammates,

As you know many of our JALS personnel volunteer as field board members and council members on the JAGC DEIA Council to help our regiment further DEI&A lines of effort. Over the past year, 14 field boards developed some great work with substantial recommendations for stakeholders to consider and potentially implement. We would like to refer the attached field board projects from the DEIA Council's **Field Boards 5, 7, 9, and 12** for your review and consideration. Please feel free to reach out to their mentor and additional stakeholders as well as any POC listed below for any additional information you deem appropriate as you consider the use of their project for strategic initiatives you may be working.

Field Board 5: Assignment Satisfaction Survey to PPTO for consideration on exit survey. Additionally, recommend requesting TJAG approval to include an approved survey in SJA toolkit for local use. Field board mentor is (b) (6)

Field Board 7: Judge Advocate Accessions Sponsorship Program to be referred to JARO and PPTO for consideration. Consider referring to affinity group leaders as well. Field board mentor is (b) (6) The best POCs are (b) (6) for any questions or follow ups.

Field Board 9: JAGC Exit Survey to be referred to ITD, PPTO and POD team for consideration. Field board mentor is (b) (6). The best POCs are (b) (6). I know we just completed one, but wanted to forward this along for when we do a review.

Field Board 12: Compo 2/3 Recruiting & Survey for DEIA Best Practices to be referred to JARO, PPTO, SIO and PODT for consideration. Field board mentor is (b) (6) who retired. The best POCs are (b) (6) for any questions or follow ups. To note only recommendations for Project 1- Compo 2/3 Recruiting are for PPTO-Plans consideration:

- (JARO) 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.
- (JARO) 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.
- (JARO) The JAG Corps should target practicing attorneys through COMPO 2 and 3 recruiters.
- (JARO) The JAG Corps should steer COMPO 1 non-selects (both applicants and captain Passovers) toward COMPO 2.
- (PLANS- PPTO) The JAG Corps should expand JARO to include a COMPO 2 JA and NCO.
- (JARO) The JAG Corps should create a database to capture important organizational/personal information of its reservist members.
- (JARO) National Guard and Reserve Judge Advocates should serve as adjunct/visiting professors at law schools.

We greatly appreciate your time and support. If you could let me know by 28 June any thoughts you had on these recommendations and any you are going to pursue, I would appreciate it. I would like to give the Boards feedback.

Thanks!

v/r,
Karen

Karen H. Carlisle
Director, Soldier and Family Legal Services
Office of The Judge Advocate General, U.S. Army
2200 Army Pentagon, Room 3E565
Washington, DC 20310-2200
(b) (6)

(b) (6) **USARMY HQDA OTJAG (USA)**

From: Carlisle, Karen H SES USARMY HQDA OTJAG (USA)
Sent: Thursday, May 23, 2024 7:32 AM
To: AG-SJA-USA.AC; USARMY Pentagon HQDA OTJAG List PPTO JAGC DSJA; USARMY Pentagon HQDA OTJAG List Chiefs and Deputies
Cc: (b) (6)
Subject: FW: DEIA Council Member Nominations & Open House
Attachments: 2024 DEIA Council Member Nomination Process.pdf; Nomination Form_2024.pdf; Civ Biography_template_2024.docx

Key Leaders:

Asking for your support with volunteers who may be interested in serving as a DEIA Council Member. Reference JAGCnet announcement below. If you or someone in your formation is interested, please attend, and encourage others to attend the DEIAC Virtual Open House on MS Teams: **1000EDT or 1500EDT, 30 MAY 24** and submit any council member nominations **NLT 12 JUN 24**. Nomination form and instructions attached. DEIAC Virtual Open House links below for east of access:

Link: DEIAC Virtual Open House on MS Teams: 1000EDT, 30 MAY 24

Link: DEIAC Virtual Open House on MS Teams: 1500EDT, 30 MAY 24

----- JAGCnet Announcement with additional details below -----

CALL FOR NOMINATIONS: All ranks, all cohorts, and all components!

Are you interested in making a difference in our Corps as a DEIA Council Member and potential Field Board Mentor? The JAG Corps Diversity, Equity, Inclusion, and Accessibility Council (DEIAC) is calling for Council Member nominations and hosting a virtual open house on 30 MAY 24, 1000EDT and 1500EDT to talk about the DEIAC's mission, vision, responsibilities, and answer any questions. We are restructuring the council to make it more representative of the Corps and are looking for more junior members across all cohorts to volunteer. More information about the restructure will be provided at the Open House.

Over the past year our DEIAC and its respective Field Boards developed 14 projects, identifying areas we can improve and proposing solutions related to outreach, recruiting, retention, training, and development of our workforce. Their ideas and projects are being forwarded to the offices of primary responsibility for consideration and development. Once the new council is established, a call for Field Board nominations will go out. If yourself or someone in your formation is interested in becoming a DEIA council member, please refer to our DEIAC Nomination process and form attached, located on the DEIAC JAGCnet page, and join our JAGC ODEIA Training and Resources Teams Page to attend our virtual DEIAC open house 30 MAY 24 at the time that works best for you. **Suspense for council member nominations this year is 12 JUNE 2024.**

If you have any questions, please reach out to the ODEIA group mailbox: usarmy.pentagon.hqda-otjag.mbx.jagc-diversity-inclusion@army.mil

All forms for the Diversity, Equity, Inclusion, and Accessibility Council Member Nomination process can be found using the following link:

https://usg01.safelinks.protection.office365.us/?url=https%3A%2F%2Fwww.jagcnet2.army.mil%2FSites%2Fjagc.nsf%2FhomeContent.xsp%3Fopen%26doctype%3Dannouncement%26documentId%3DA8E456AE362ACCA385258B1E006AF1CF&data=05%7C02%7C(b) (6) .mil%40army.mil%7C69b2cfb5b9604efdc65108dc78fe8484%7Cfae6d70f954b481192b60530d6f84c43%7C0%7C0%7C638518281761512637%7CUnknown%7CTWFpbGZsb3d8eyJWIjoiMC4wLjAwMDAiLCJQIjoiV2luMzIiLCJBTiI6Ik1haWwiLCJXVCI6Mn0%3D%7C0%7C%7C%7C&sdata=jhFTwHSKRrUnu8rhbDROu9KncK%2BLdZUNerrZvAvkNP8%3D&reserved=0

✉ OTJAG ODEIA usarmy.pentagon.hqda-otjag.mbx.jagc-diversity-inclusion@army.mil
✉ OTJAG Wellness usarmy.pentagon.hqda-otjag.mbx.jagc-wellness@army.mil

Thanks for all you do.

v/r,
Karen

Karen H. Carlisle
Director, Soldier and Family Legal Services
Office of The Judge Advocate General, U.S. Army
2200 Army Pentagon, Room 3E565
Washington, DC 20310-2200
(b) (6)
[redacted]

(b) (6) **USARMY HQDA OTJAG (USA)**

From: (b) (6)
Sent: Thursday, February 15, 2024 11:16 AM
To: (b) (6)
Subject: FW: Touching base- Questions for JARO/PPTO

Sir,

Head's up…..sounds like there are additional questions that this student has already posed to (b) (6)

(b) (6)
)
Office of the Judge Advocate General
2200 Army Pentagon (Room 2B517)
Washington, D.C. 20310-2200
(b) (6)

From: (b) (6)
Sent: Thursday, February 15, 2024 11:14 AM
To: (b) (6)
Subject: RE: Touching base- Questions for JARO/PPTO

Good morning (b) (6) ! Thank you for the below. I answered in green. For SA, I have spoken with (b) (6) a couple times and let him that we will assist where we can, but we are not going to do anything that creates extra work for us and much of our information is not released. Last year we released some information to (b) (6) for his recruiting-related grad course paper on the condition that his paper was kept in JAGC internal channels after he articulated the specific reasons he needed information. We got input from Ad Law and the Security Manager before doing so. From speaking with (b)(6), it sounded like he was going to focus more on the comparing recruiting at law firms vs recruiting in the JAGC.

Below are the questions (b) (6) sent to (b) (6) a while back and my internal answers to (b) (6) who also agreed that we would only support with what we have already releasable and available. I don't think he responded to (b)(6) as I told him I was talking to him.

1. The JAGC recruiting target population? I can have this discussion with him.
2. The number of applicants who applied to the JAGC per demographic (law students, FLEP, Reserve Component/National Guard, licensed attorneys). We don't release this but have discussed with ODEI how to best do so.
3. The number of applicants in these demographics who were accepted. We don't release this but have discussed with ODEI how to best do this.
4. The attrition rate for JAGC attorneys. I think these are released but not sure. Probably a Plans question.
5. The net increase of JAC billets caused by OSTC. This could potentially be derived from reviewing the NDAA but otherwise a Plans question as well. I am happy to release if authorized.

Very Respectfully,

(b) (6)
[redacted]

9275 Gunston Road
Fort Belvoir, VA 22060-5546
(b) (6)
[redacted]

866-ARMY-JAG (866-276-9524)
Website: https://www.jagcnet.army.mil/GoArmyJAG

Wondering what a day in the life of a Judge Advocate looks like? Learn more here:
https://www.jagcnet.army.mil/GoArmyJAG/Life-as-a-JAG

From: (b) (6) (b) (6) (b) (6)
[redacted]
(b) (6)
Subject: FW: Touching base- Questions for JARO/PPTO

(b) (6)

Talked to (b) (6) about this. Some of this he thinks should be easy. He'd like you to pull what info we can, and then we'll push it to (b) (6) for approval to release.

I drafted an NDA two years ago for a similar request, so we might do that as well. The info we think we may be able provide:

- Number of people who applied to the JAGC over the past ten years per demographic (law students, FLEP, Reserve Component, licensed attorneys); number of accepted people. Do you have this info? We don't release this information and it would take work to compile. ODEI may have something that is releasable though.
- Amount of money budgeted for FSOs. No idea……thoughts? I draft our spend plan and have a number but don't publish it.
- On average, how much money has been spent on FSOs annually over the past ten years? Same as above. We don't release this information and it would take work to figure out.
- Current MTOE for JARO. We can provide Note that the MTOE for JARO is not representative of the actual people at JARO, which is available here: https://www.jagcnet.army.mil/GoArmyJAG/Contact

- What are the characteristics of FSOs that SJAs look for in their nomination of FSOs? Officer should just talk to a few SJAs to get this. We can probably forward him the email and memo (b) (6) recently send to SJAs, RDCs, Branch Chiefs for FSO nominations. I think the general FSO requirements were also in the last PPTO Sends.
- How many FSOs are there on average currently? I assume you can provide. The list of USAR and RA FSOs is publicly available here: https://www.jagcnet.army.mil/GoArmyJAG/Apply. There are 170 Active Duty FSOs and 93 USAR FSOs.
- How many outreach officers are there on average currently? Same There are 68 currently but we expect to have more in the summer. Nominations for FSOs and OROs are due on 29FEB.
- How does the JAGC choose who sits on promotion boards? Will not respond to this.
- How does the JAGC ensure that the officers on promotion boards have a range of experience (for example, not all military justice practitioners, but people who practiced during their field grade years military justice, national security, contract and fiscal law, etc.). Will not respond to this.
- Is there an office within the JAGC responsible for engaging JAGC alumni? What office within the JAGC enterprise must maintain contact with JAGC alumni? What engagement does this office have with our JAGC alumni (quarterly e-mails, newsletters, etc.?).

  I think SIO…..but I'll check. I interact with and maintain a roster of alum in academia.
- Which law school class does the JAGC allow to apply for a judge advocate position (1L, 2L, or 3L)? Jeez man……can we just point him to the JARO web-site???? I mean seriously, he can figure this out. See website. I have also spoken with (b)(6) a couple times.
- Does JARO currently have a contact list of all ABA-accredited law schools in the country AND points of contact at each accredited ABA law school, such as within the law school career service office? Ummmm Yes. That's an easy answer. Yes. 😊

From: (b) (6)
Sent: Wednesday, February 7, 2024 2:54 PM
To: (b) (6)
Subject: Touching base- Questions for JARO/PPTO

Greetings sir,

I hope you had a safe trip to Germany and that you are doing well.

Thanks again for your feedback on my paper and your willingness to reach out to PPTO/JARO to ask them questions that will be helpful for my paper. Below are the questions.

- Number of people who applied to the JAGC over the past ten years per demographic (law students, FLEP, Reserve Component, licensed attorneys); number of accepted people.
- Amount of money budgeted for FSOs.
- On average, how much money has been spent on FSOs annually over the past ten years?
- Current MTOE for JARO.

- What are the characteristics of FSOs that SJAs look for in their nomination of FSOs?
- How many FSOs are there on average currently?
- How many outreach officers are there on average currently?
- How does the JAGC choose who sits on promotion boards?
- How does the JAGC ensure that the officers on promotion boards have a range of experience (for example, not all military justice practitioners, but people who practiced during their field grade years military justice, national security, contract and fiscal law, etc.).
- Is there an office within the JAGC responsible for engaging JAGC alumni? What office within the JAGC enterprise must maintain contact with JAGC alumni? What engagement does this office have with our JAGC alumni (quarterly e-mails, newsletters, etc.?).
- Which law school class does the JAGC allow to apply for a judge advocate position (1L, 2L, or 3L)?
- Does JARO currently have a contact list of all ABA-accredited law schools in the country AND points of contact at each accredited ABA law school, such as within the law school career service office?

Thanks again, sir!

Very respectfully,
(b) (6)
[redacted]
TJAGLCS

(b) (6) USARMY HQDA OTJAG (USA)

From: (b) (6)
Sent: Saturday, April 20, 2024 9:00 AM
To: (b) (6)
HQDA (USA)
Subject: Fwd: 3 MAY 2024- Review & Feedback for DEIA Council Charter & SOP
Attachments: image001.png; image002.jpg; DEIAC Charter and SOP for review.pdf; DEIAC SOP final draft.docx; JAG Corps DEIC Field Board SOP 2024 final draft.docx

(b) (6)

Please have your respective TEAMs have a look. We will consolidate our comments with JARO's and submit as one PPTO response.

Thanks,

(b) (6)

From: (b) (6)
Date: Friday, April 19, 2024 at 4:27:40 PM
To: (b) (6) Koon, William J SES USARMY HQDA OTJAG (USA)" (b) (6) , "Carlisle, Karen H SES USARMY HQDA OTJAG (USA)" (b) (6)
Subject: S: 3 MAY 2024- Review & Feedback for DEIA Council Charter & SOP

Ladies & Gentlemen,

The DEIA Council and the ODEIA have consolidated efforts to prepare a draft of the DEIA Council's Charter and Standard Operating Procedure (SOP) attached in a bookmarked PDF for TJAGs consideration and approval. Requesting your review and feedback **NLT 3 MAY 2024** with track changes or comments in the word document version attached.

If there is a better POC I can forward this to in your section/organization, please let me know. Thank you for your time and attention.

(b) (6) [redacted]

[redacted]

[redacted]

Office of the Judge Advocate General

2200 Army Pentagon

Washington, D.C. 20310-2200

(b) (6) [redacted]

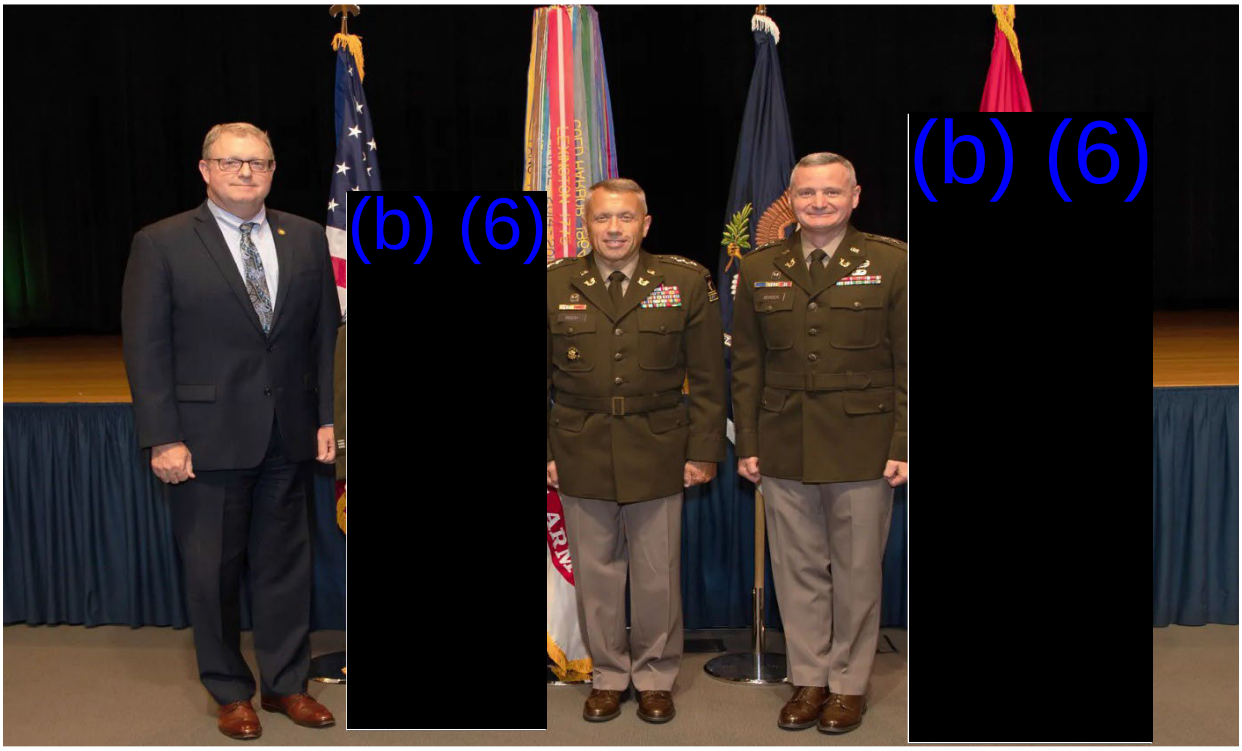
[redacted]

✉ OTJAG ODEIA usarmy.pentagon.hqda-otjag.mbx.jagc-diversity-inclusion@army.mil

✉ OTJAG Wellness usarmy.pentagon.hqda-otjag.mbx.jagc-wellness@army.mil

REPORT OF THE ARMY JUDGE ADVOCATE GENERAL'S CORPS
OCTOBER 1, 2022 TO SEPTEMBER 30, 2023

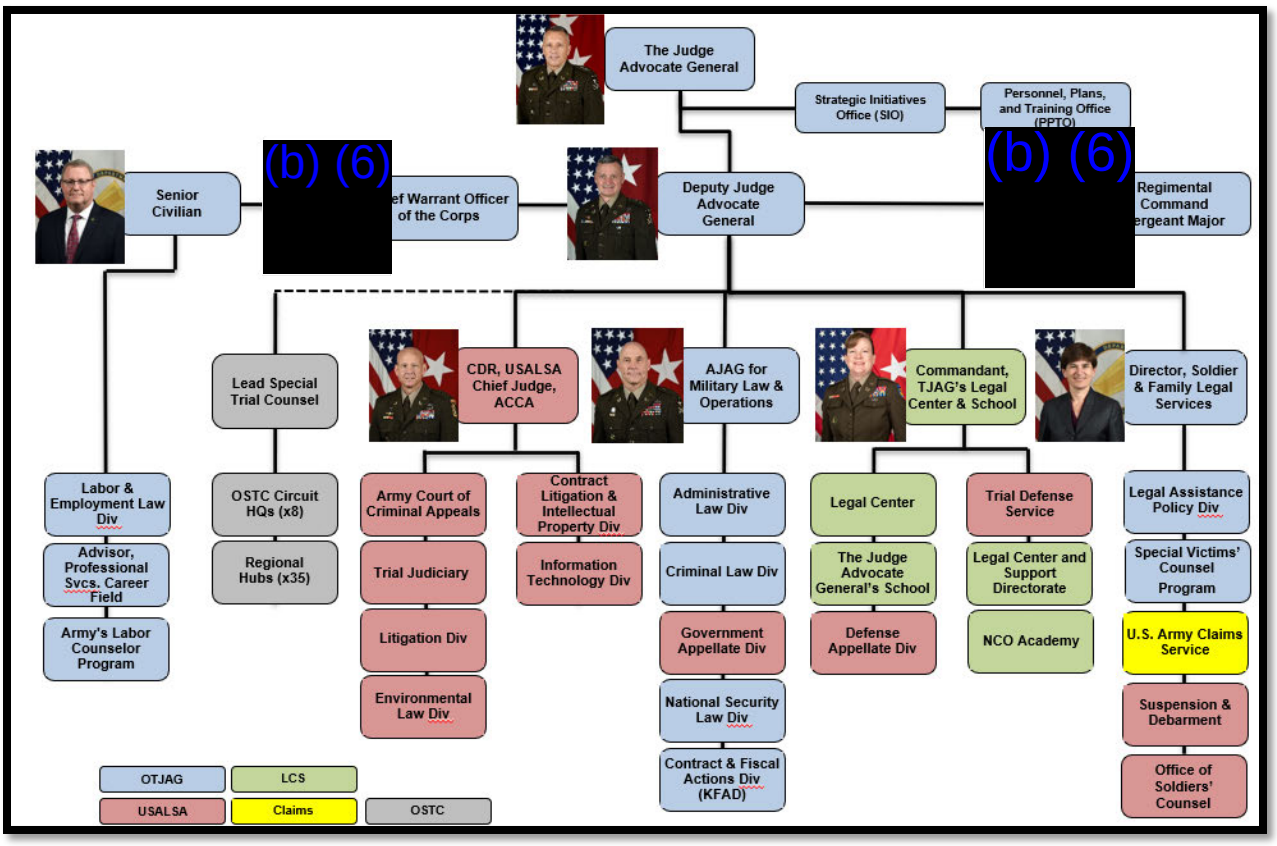
The Judge Advocate General's Corps (JAGC) supports the Army mission by providing principled counsel and premier legal services in both the deployed and garrison environments to ensure a ready, globally responsive, and regionally engaged Army. The Army JAGC remains focused on its core missions of fostering personal and organizational discipline; advising commanders and leaders; providing Soldier services in legal assistance and criminal defense; protecting Army interests before regulatory boards and in civil courts; and developing tomorrow's leaders. The JAGC is one legal team of uniformed and civilian professionals—competent, confident, and courageous; grounded in values; committed to justice; and fully integrated into the Army. Lieutenant General Stuart W. Risch is The Judge Advocate General (TJAG) and is the forty-first officer to hold this position. Major General Joseph B. Berger is the Deputy Judge Advocate General (DJAG).



The JAG Corps' Foundation of Five. L-R: Mr. William Koon – Director, Civilian Personnel, Labor and Employment Law and Senior Civilian of the Corps; (b) (6) LTG Stuart Risch – TJAG; MG Joseph Berger – DJAG; (b) (6)

ORGANIZATIONAL CHART

Office of The Judge Advocate General (OTJAG) & Field Operating Agencies (FOAs) Supporting the Army



MANAGEMENT AND OPERATIONS

STRENGTH

A judge advocate (JA) is a commissioned officer certified by TJAG to practice law in the Army. All JAs are attorneys who have graduated from an American Bar Association (ABA)-accredited law school and are licensed to practice in at least one state. There are approximately 1,880 JAs in the Regular Army, 2,503 JAs in the Army Reserve (USAR) and Army National Guard (ARNG), and 764 civilian attorneys subject to TJAG's qualifying authority. Currently, more than 300 JAs are deployed worldwide in over twenty countries, and there are 177 Reserve Component JAGC Soldiers mobilized (non-deployed) on active duty. Together, JAGC personnel support more than 600 legal offices and deployed task forces in over thirty countries, including Iraq, Kuwait, Qatar, Egypt, Honduras, Korea, Kosovo, Poland, and several countries on the African continent.

As the Army ensures readiness, builds an agile and adaptive force, and takes care of its Soldiers and Families, the JAGC will also continue to evolve and transform. Throughout these transformations, the Judge Advocate Legal Service (JALS) will continue to meet the needs of the expeditionary Army and the Joint Force. The

Personnel, Plans, and Training Office (PPTO) ensures that members of the JALS are organized, resourced, and prepared to provide premiere legal services anywhere around the world.

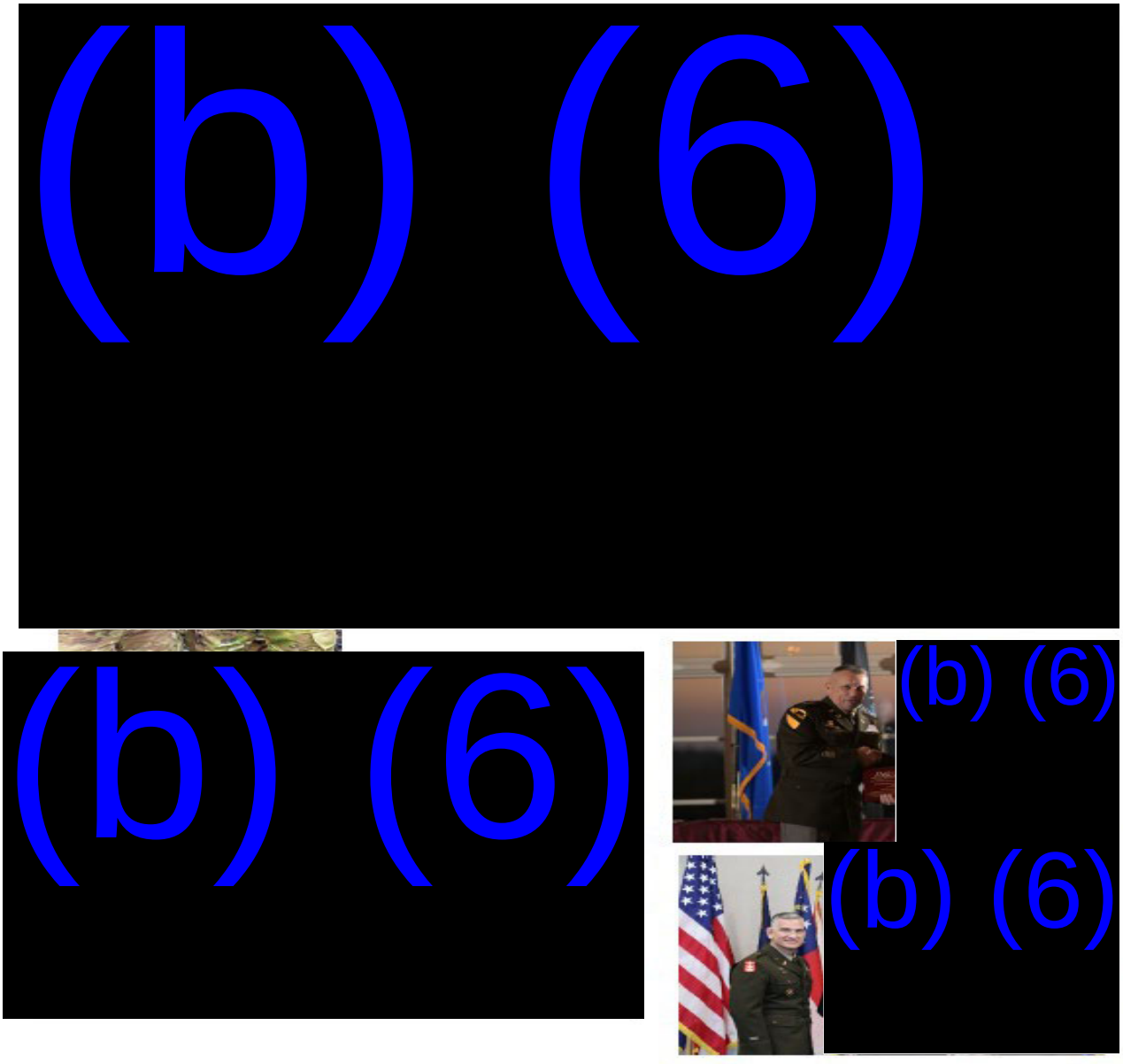
PERSONNEL

The Personnel Section of PPTO provides career management and assignments for active and reserve component judge advocates. Officers enter the JAGC either as direct commissionees, through the ROTC-commissioned educational delay program, or via the Army's funded legal education program (FLEP) for already serving active duty officers. In Fiscal Year (FY) 2023, the JAGC will access 129 direct commissionees and ROTC educational delay officers onto active duty, as well as 25 FLEP officers, for a total of 154 new JAGC officers.

The transformation of new attorneys into JAs begins with their completion of the Direct Commission Course (DCC) and the Judge Advocate Officer Basic Course (JAOBC). During the six-week DCC located at Fort Benning, Georgia, new JAs learn the tactical and leadership skills needed to succeed in the demanding operational tempo of the Army.

Following DCC, JAs attend the ten-and-a-half-week JAOBC at The Judge Advocate General's Legal Center and School (TJAGLCS) in Charlottesville, Virginia. During this phase, JAs learn the organization, function, and mission of the JAGC and receive an overview of military law in the US Army. Once selected for promotion to major, JAs return to TJAGLCS to attend the ten-month Judge Advocate Graduate Course, which prepares them to serve as mid-grade leaders and legal advisors to more senior commanders.

In addition to graduate-level legal training, 20 JAs are selected annually to attend the Command and General Staff College, the Army's intermediate-level education resident course, at Fort Leavenworth, Kansas. The JAs who successfully complete this course are awarded an accredited Master of Operational Studies degree. Further, the JAGC seeks to ensure it retains experts across the full spectrum of legal practice by sending up to nine JAs to obtain advanced degrees in specialty practice areas of law every year. This year, JAs will receive LL.M. degrees in contract/procurement law, criminal law, trial advocacy, intelligence law, cyber law, and national security law. Furthermore, broadening assignments are available to officers in the rank of major and above, including: serving in assignments at the Joint Staff or with combatant commands; assignment to an exchange program in the Armed Forces of the United Kingdom, Poland, and Australia; duty at the Congressional Liaison Office; serving as a professor of international law at the US Naval War College; and fellowship opportunities with the Department of Justice and the Office of the Director of National Intelligence.



JUDGE ADVOCATE RECRUITING

The Judge Advocate Recruiting Office (JARO) oversees the recruitment, selection, qualification, and appointment of law students and licensed attorneys in the active and reserve components of the JAGC. The JARO trains, employs, and oversees approximately 170 JAs from legal offices worldwide as "field screening officers" (FSOs) to interview candidates and conduct outreach events. Our FSOs serve as the primary JAGC point of contact for all law school Career Service Offices. The JARO also employs approximately 60 outreach officers who, among other things, assist the FSOs with outreach events involving law students and practicing attorneys.

The JAGC expanded its efforts to recruit and select the best-qualified law students and attorneys from diverse backgrounds in order to strengthen the Corps. The JARO attracted talented candidates with an effective hybrid on-campus and virtual recruiting program. The JAGC also conducted separate recruiting tours in the spring

and fall, led by a general officer, to increase the JAGC brand recognition in densely populated, diverse communities. Those tours focused on areas that have been historically underrepresented in our Corps by fostering relationships and recruiting in law schools, Reserve Officers' Training Corps (ROTC) battalions, and bar associations. Our goal is to facilitate the recruitment of untapped talent pools, including practicing attorneys, law school students, and ROTC cadets. The FSOs conducted interviews at every ABA accredited law school and resulted in 129 attorneys receiving a commission into the Regular Army and 58 attorneys into the USAR. The JAGC also continued its Funded Legal Education Program (FLEP) and sent 25 active duty officers to law school who were previously serving in other branches. Once those officers complete law school and pass a state bar exam, they will become JAs who serve on active duty.

The JAGC also launched a new recruiting website located at https://www.jagcnet.army.mil/GoArmyJAG. It offers marketing videos, information about our three components, and resources designed to familiarize potential applicants with our practice to assist in effectively informing them about what it means to be a JA.

SUMMER INTERNSHIP PROGRAM

The JAGC successfully conducted another iteration of its Summer Internship Program. This program introduces talented law students to our practice through paid internships and unpaid externships. Our interns and externs assist active duty JAs in providing legal services in all JAGC legal disciplines. The interns are an essential recruiting source as most summer interns ultimately apply to become JAs – and those that apply are selected at rates higher than their non-intern peers. This year, we significantly expanded the program with 67 second-year law students and 57 first-year law students participating at Army installations worldwide. Also new this year, first-year law student interns had the opportunity to apply for an early offer of commission following completion of the internship.

PLANS

The Plans Branch of PPTO is responsible for the force management of JALS personnel in the Army's Operating and Generating Forces, JAGC personnel policies, JALS Strength Management, the Judge Advocate Officer Incentives Program (JAOIP), and the JALS centralized budget programming and execution.

While the Army continuously changes to address evolving external threats and challenges, the demand for the high-quality legal services provided by JAs stationed and deployed worldwide remains constant. The Plans Branch has worked over the past year to ensure units at every echelon have the necessary legal support to complete their mission.

The Plans Branch worked closely with other elements within the Office of The Judge Advocate General (OTJAG) and the Army Staff to finalize the structure of the Office of Special Trial Counsel (OSTC). This Army organization, stood up in the last year, is dedicated to investigating and prosecuting sexual assault cases and other serious crimes. While the OSTC will not be fully operational until December 2023,

detailed advance planning is required to create the personnel authorizations and overall structure necessary to ensure its success.

The Plans Branch also developed and implemented CREST, a new internal JAGC database, which enables centralized management of JAGC talent. The CREST is a one-stop personnel database that integrates personnel and position data from across multiple systems, allowing for a more user-friendly interface, as well as the ability to produce specific personnel reports.

Additionally, the Plans Branch worked diligently to change the overall Judge Advocate Career Model to address Congressional concerns and ensure the highest level of recruitment and retention of legal talent to support the Army's changing mission.

The Plans Branch continues to support the TJAGLCS Commander and the PPTO Chief in jointly assisting TJAG in executing JAGC force modernization responsibilities. As the Army continues to focus on readiness, modernization, and lethality, PPTO Plans continues to provide TJAG with the flexibility and means to adapt force management policies to respond to changing demands.

CIVILIAN ATTORNEYS AND PARAPROFESSIONALS

Recognizing the importance of our 1,358 civilian attorneys and paraprofessionals, TJAG includes the Director, Civilian Personnel, and Labor and Employment Law in his leadership team. The Director is responsible for developing, implementing, and executing programs for the legal management and professional development of civilian attorneys and paraprofessionals across the Army.

Civilian attorneys and paraprofessionals support all legal disciplines within the JAGC, including military justice. Both have also joined the ranks of deployed Army personnel, serving in all theaters; civilian attorneys are currently working in Poland, Iraq, and Turkey.

DOCTRINE, DEVELOPMENT, EDUCATION, AND TRAINING

THE JUDGE ADVOCATE GENERAL'S LEGAL CENTER

The Judge Advocate General's Legal Center (hereinafter, "Legal Center") serves as a strategic resource for TJAG and the nearly 10,000 lawyers, legal administrators, and paralegals who make up the active duty, USAR, and ARNG membership of the Army JAGC. The Legal Center's mission is to integrate legal lessons learned in force design, doctrine, future concepts, and legal training to optimize support for current and future operations. The Legal Center also serves as the "deep futures" component of JAGC strategic planning efforts and provides subject matter expertise for educational technology and distributed learning across the Corps.

Established in July 2003, the Legal Center supports our Nation's commitment to conforming military operations to the rule of law. Through its four sections—the Leadership Center, the Center for Law and Military Operations, the Future Concepts

Directorate, and the Training Developments Directorate—the Legal Center works with The Judge Advocate General's School to provide relevant and ready legal support to the JAGC, the Army, the joint force, and our allies and partners.

The Legal Center, like the School and the Noncommissioned Officer Academy (NCOA), supports TJAG's goal of readiness—ensuring that now and in the future, the correct number of doctrinally-based, superbly trained, and equipped legal professionals will be present and ready to furnish expert and proactive legal support to commanders, staffs, and Soldiers at every echelon.

LEADERSHIP CENTER

Established just four years ago in the fall of 2019, the Leadership Center is at the forefront of developing leaders and effective teams of legal professionals across all branches of military service. Each year, the Leadership Center focuses on novel ways to expand and improve its academic curriculum, increase leader development efforts across the JAGC, and execute strategic initiatives of JAGC senior leadership that fall within its purview. While the leadership center continues to focus on furthering our primary line of effort – academic growth and instruction of students at TJAGLCS – this year, the Leadership Center has experienced its greatest development of strategic initiatives to date.

Our most significant academic efforts included collaborating with the JAG Corps' Training Developments Directorate (TDD) to create and teach multiple leadership-focused classes to the various echelons of continuing legal education courses at TJAGLCS for paralegals. This is in addition to our primary academic effort with our mid-career field grade officers enrolled in the Graduate Course and other key Leadership education we continue to provide to the JA Officer Advanced Course; JA Officer Basic Courses; Warrant Officer Basic, Advanced, and Intermediate Level Education Courses, and the Law Office Manager's Course; the NCOA's Advanced Leader and Senior Leader Courses; and our Senior Civilian Leaders' Course. As we continue our primary focus on academic instruction, the Leadership Center also worked diligently on multiple strategic-level initiatives designed to improve individual and team development, holistic wellness, and overall communication throughout the Corps.

The first initiative is improving mentorship across our Corps. Army Doctrine teaches that mentorship is one of the primary means to develop future Army leaders. In the JAGC, mentorship takes on the additional and indispensable role of developing legal professionals. We added a greater emphasis on mentorship within our academic portfolio and have increased the scope of our mentorship messaging efforts. Considering the JAGC's size and specialized skill set combined with its global dispersal, there is often a limited pool of potential mentors at any location. This problem is further exacerbated for new legal professionals who lack extensive individuals to contact for mentorship and development. To ensure maximum mentorship opportunities are available to our personnel, we are in the final phases of implementing a digital mentorship platform (DMP). The DMP will link potential mentors and mentees from across our Corps which will provide a pool of exceptional mentors to the field that may not have otherwise been accessible. In addition to assisting users with finding a mentor

they can relate to, the DMP can also create diverse mentorship pairings. That allows professional and personal development from perspectives users would not otherwise have been readily exposed to.

The second initiative the Leadership Center developed is the subordinate feedback program (SFP). The Army's nature and mission require a very hierarchical, top-down command structure. While this is a necessity for the Army as it fights and wins our Nation's wars, it admittedly has drawbacks. One of which is the lack of channels for leaders to receive bottom-up feedback. As JAGC senior leadership visited the various legal offices across the Army, a common theme they saw was the desire to improve bottom-up feedback in legal offices. Improving bottom-up feedback benefits the senior leadership in a legal office by providing a more transparent and accurate picture of the office climate and its efficiency. It also allows the subordinate's voice to be heard and provides an avenue to express ideas. An additional benefit of the SFP is leader development, which can be energized based on the subordinate feedback received.

The SFP has six key requirements the senior attorney at each legal office must implement. After developing the program, the JAGC ran a pilot in three of the Army's largest legal offices. Those legal offices recommended implementation across the JAGC with a few minor suggestions. We anticipate JAGC-wide implementation in the fall of 2024.

The third initiative is improving the holistic wellness of all our personnel. Through a comprehensive wellness survey of over 800 JAGC personnel, we identified a few common areas, like secondary trauma and moral injury, where increased training and awareness could potentially improve the overall wellness of our Corps. To effectively address wellness, the JAGC is taking a two-pronged approach of developing a preventative training program and hiring our first-ever Wellness Program Manager.

As to the former, Leadership Center partnered with the Walter Reed Army Institute of Research (WRAIR) to develop preventive training for all Judge Advocate Legal Services (JALS) personnel. This multi-phased process starts with numerous field interviews with JALS personnel across the JAGC. Based on the information gained, WRAIR will develop the training modules informed by a JAG Corps operational planning team and working groups. Once complete, WRAIR will lead a pilot of the training at various legal offices, adjusting the training based on the feedback received. Finally, WRAIR will provide additional "train the trainer" training to JALS personnel before program implementation on a Corps-wide scale.

For the latter, the Wellness Program Manager will oversee wellness for the entire JAGC and develop a program to ensure wellness within our Regiment remains a top priority. Eventually, the Wellness Program Manager will assume responsibility for the Leadership Center's fifth line of effort – Wellness. The Leadership Center will remain in a supporting role of the Wellness Program Manager, assisting primarily with wellness education and training aspects.

CENTER FOR LAW AND MILITARY OPERATIONS

The Center for Law and Military Operations (CLAMO) has the mission to study and improve legal practices in military operations. Established in 1988 at the direction of the Secretary of the Army, CLAMO is a joint, interagency, and multinational organization. During the last twelve months, CLAMO personnel included Army (Active, Reserve, and National Guard), Navy, Marine Corps, and Coast Guard officers. The CLAMO also welcomes exchange officers from NATO partners Germany and Poland. Additionally, for the first time in several years, has an assigned NCO focused on paralegal issues.

This year, CLAMO continued to collect lessons learned across a broad range of military operations. This included operations in the Middle East and in response to the war in Ukraine, as well as Active Duty, Reserve, and National Guard support to domestic operations following natural disasters, the COVID-19 pandemic, and international disaster relief operations. Additionally, CLAMO focused on collecting trends identified by JA Observer Controller/Trainers. These were gathered during the Army's training rotations at the Combat Training Centers, during Mission Command Training Program warfighter exercises, and Army Service Component Command supported exercises. The CLAMO captured lessons learned and developed resources to assist JAs supporting Regionally Aligned Force exercises and missions worldwide. It has also supported both major multinational military exercises and real-world crisis management efforts. The CLAMO continues to publish the *National Security Law Quarterly (*formerly the *Operational Law Quarterly)*, which contains practitioner-focused articles of immediate relevance. This publication already has distribution across the DoD and to personnel in more than 20 countries.

The CLAMO is currently working on publishing a pandemic resource, a NATO battle group guide, and various other publications for practitioners in the field. In addition, CLAMO is working to add international exchange officers. Given the changing operational environment, CLAMO intends to stay at the forefront of turning lessons observed into lessons learned and ensuring comprehensive integration throughout the JAGC to better support the warfighter and our allies.

FUTURE CONCEPTS DIRECTORATE

The Future Concepts Directorate (FCD) is responsible for the legal review of all draft Army and Joint doctrine on behalf of JAG Corps. In 2022, FCD reviewed approximately 162 publications. FCD also revised and coordinated an update to the online portion of the Judge Advocate Tactical Staff Officer Course and *Legal Support to Operations*, the JAGC-only doctrinal publication. Finally, FCD served as the functional planning cell for the JAG Corps, responsible for long-range planning efforts. In this area, FCD assisted planning teams that were analyzing structural changes to both Trial Defense Service and the court reporting function.

TRAINING DEVELOPMENTS DIRECTORATE

The Training Developments Directorate (TDD) analyzes training needs, designs

training strategies, and leverages training and education technologies to support JAGC training. The TDD's core mission is to support Professional Military Education for our 27D paralegals. The TDD has continued to refine and improve two new distance learning courses aimed principally at paralegal NCOs. The National Security Law Primer is a platform that provides Soldiers, NCOs, and junior officers with a foundational understanding of National Security Law. The Army Paralegal Competency Course provides students with a solid foundation in the law and paralegal profession through an interactive online learning platform focusing on effective legal writing, client services, administrative law, and criminal law.

Additionally, TDD assumed responsibility for TJAG's Training Officer Initiative (TOI). The TOI falls under TDD's overall mission to provide technical assistance and standardized training products for legal training programs. The TOI primarily reviews legal training provided to officers and enlisted Soldiers during professional military education. It also tracks, assesses, and distributes internal legal training provided within the JAGC through the Learning Education and Professional development Portal (LEAPP). During 2023, the TOI provided branch specific LOAC training to aviation and field artillery basic officer training and updated the Commanders' and First Sergeants' Courses. It also completely revised legal training for the Basic Leaders Course (focused on E5/SGTs). This new training reflected changes in the UCMJ and included implied bias education. These products ensure that critical law-related courses taught throughout the Army are current and correct.

The TDD also serves as the JAGC subject-matter expert and representative to TRADOC on Training Programs, Training Development, and Training Strategies. The TDD provides current legal training materials for resident and non-resident paralegal education for the JAGC's enlisted personnel. These materials make available training resources for new, mid-level, and senior Army paralegals.

THE JUDGE ADVOCATE GENERAL'S SCHOOL

The Judge Advocate General's School (hereinafter, "School") is part of TJAGLCS. It educates JAs, civilian attorneys, law office managers, paralegals, and paraprofessionals from all branches of the military; commanders from across the Army; and lawyers and paralegals from other federal agencies. The School initially opened in 1942 on the campus of the University of Michigan in Ann Arbor. Since 1951, however, the School has been located on the University of Virginia (UVA) grounds in Charlottesville, Virginia.

The School's curriculum mirrors the substantive legal areas practiced by DoD attorneys. Besides enhancing professional legal skills, the curriculum is designed to develop and refine students' legal research, advocacy, trial practice, writing, and communication skills; to instill Army values; to teach leadership and sharpen Soldier and officer skills; and to impart a sense of the rich history of the JAGC and the Army.

The legal education of commanders has been an increasing focus of the School over time. The Senior Officer Legal Orientation and the General Officer Legal Orientation courses are hosted at TJAGLCS, and our faculty participate in the Army

Senior Education Program for new General Officers of all ranks, and to help current or future commanders with the legal responsibilities and issues commonly faced by court-martial convening authorities. Our faculty continue to teach a two-day Battalion Commander Legal Orientation at Fort Leavenworth, Kansas, during the required Pre-Command Course held there seven times per year. In addition, the School, in partnership with the TDD, is examining the curriculum for the education of leaders at all levels, from junior enlisted Soldiers becoming NCOs through all officer ranks taught at installations worldwide. The objective is to standardize the content and coverage of those courses to provide a solid foundation of legal knowledge for leaders as they begin to assume responsibility for decisions affecting other Soldiers. The objective is to enhance decision-making to ensure fairness, objectivity, and compliance with the rule of law. The result will be a strengthened Army where Soldiers have confidence in leadership, legal, and administrative processes, the results of which are viewed as fair and equitable by the Soldiers and those who provide political oversight of our Army.

The School now maintains seven honorary academic chairs at the School, all named for distinguished members of the legal profession and former members of the Corps. Each academic chair has an associated lecture which, along with other lecture series, brings distinguished speakers to our institution, sustaining a vibrant and rigorous intellectual discourse therein. Despite restrictions necessitated by the pandemic, we were able to conduct most of our lectures virtually. The Contract and Fiscal Law New Developments Course, held in November 2022, hosted the Creekmore Lecture focused on our Nation's vital need for an effective, efficient, and ethical procurement system delivered by(b) (6)
The Administrative & Civil Law Department was honored to host the Decker Lecture in October 2022, delivered by United States Supreme Court Associate Justice Elena Kagan. The National Security Law (NSL) Department hosted its annual Solf-Warren Lecture in March 2023; the guest speaker was Professor Laurie Blank, Director of the International Humanitarian Law Clinic at Emory University School of Law and currently serving as Special Counsel to the General Counsel of the DoD. (b) (6), who served for 30 years as a Judge Advocate, delivered the Hodson Lecture in Criminal Law in April 2023, discussing transitions in military justice throughout the years. Also in April, (b) (6) a retired Judge Advocate, law professor, and Chief Prosecutor for the(b) (6), delivered the Prugh Lecture in Military Legal History. He discussed his experience in leading this court that successfully obtained justice through the conviction of Charles Taylor, former President of Liberia. Finally, in conjunction with the Leadership Center, the School hosted the second Kenneth Gray & Phyllis Propp-Fowle lecture on Diversity, Equity, and Inclusion. Lieutenant General Flora D. Darpino, the first woman to serve as Army TJAG, delivered an exceptional lecture filled with perspective, lessons learned, and ways to improve diversity in our Army. We were thrilled to fully resume the traditional in-person format for these events in the 2022-23 Academic year, including the associated social events that help sustain our Corps' connections. Our chair lectures are examples of the exceptional educational opportunities we provide our students across a broad array of legal topics to develop themselves as lawyers and leaders.

The relationship between the School and the ABA has existed since the late 1950s and continues to prosper. (b) (6)

(b) (6), maintains a strong liaison with the ABA staff and has previously served in several committee assignments. Other examples of our continuing involvement with the ABA include the Administrative and Civil Law Department's longstanding participation with the ABA Legal Assistance to Military Personnel (LAMP) Committee, teaching classes at their Continuing Legal Education programs, inviting Committee members to teach at the School's short courses, and participating fully as liaisons to committee meetings. While many of these activities remain virtual, our faculty participate in in-person events wherever possible to maintain these critical connections.

The School's relationship with UVA and its location next to its exceptional law school continues to present tremendous opportunities and benefits. Examples of collaboration include our NSL Department co-hosting several events with the UVA School of Law, including their students and visiting guests. Faculty and graduate course students served as coaches and judges in the UVA Mock Trial Competition. Additionally, UVA students can attend elective courses at the School and vice versa. We were able to return virtually all of these activities to the preferred in-person format in the 2022-2023 Academic Year.

The School also participates in events with other ABA law schools nationwide. For example, the NSL Department co-sponsored workshops with Emory University in February 2023 by hosting the National Defense University's "Baltic Gavel" exercise. In addition to law schools, the School engages the broader public sphere through social media efforts. For example, in 2022, the NSL Department launched the podcast "NSL Unscripted" and has published eight episodes as of June 2023. The Criminal Law Department launched a podcast, "Criminal Law Presents," which features regular episodes dissecting recent military appellate case law and other episodes on various topics in the military justice field.

The School's resident program continues to educate over 5,500 students per year, and we sustained this pace with entirely in-person instruction across all student populations. While we are working to sustain and capitalize on lessons learned for virtual instruction during the pandemic, the School continues to consider in-person instruction as the "gold standard" and has resumed it as the preferred format. The student body encompasses military, civilian, domestic, and international practitioners. In addition, the School instructs military attorneys from all services with advanced schooling required to qualify as full-time military judges at courts-martial. We continued our ABA Award-winning course for military judges in a full-in-residence format in 2023. We also added the Advanced Military Justice Practitioners Course to certify Judge Advocates who will serve in the new Office of the Special Trial Counsel (OSTC) formed to address military justice improvements specified by Congress. When combined with non-resident programs, including distributed learning and on-site training for USAR attorneys, the School educates many lawyers, paralegals, and other leaders throughout the federal government annually.

Our institution's crown jewel remains our ten-month-long, ABA-recognized Graduate Course that awards an ABA-accredited LL.M. degree in Military Law. The 71st Graduate Course graduated on May 26, 2022, with a class of 109 students, consisting of 101 US officers, two Department of the Army civilian attorneys, and six international

students. The US officers represent every military service, including the Coast Guard, and was comprised of members of the active, USAR, and National Guard components. The international students were uniformed lawyers from the Czech Republic, Iraq, Israel, Japan, the Republic of Korea, and Mexico. We were thrilled that this class could return to an entirely in-person year and the traditional graduate course experience that builds friendships and networks that will serve the students throughout their careers.

The School also conducted over 63 class iterations of 49 unique courses during the past year, varying in length from three days to three weeks. These courses were taught at TJAGLCS, various locations throughout the US, and overseas. Our courses are accredited and recognized by all jurisdictions that require mandatory CLE. Through these courses, the School constantly updates offerings to provide relevant and timely legal instruction meeting DoD's current and emerging needs.

While continuing to maintain a strong belief in the benefits of resident instruction, the School's faculty and staff have been at the forefront of delivering quality instruction and educational products to JAs worldwide through distributed-learning technology for nearly two decades. The Contract and Fiscal Law Department's online Comptroller Accreditation and Fiscal Law Course is available to legal and non-legal personnel throughout the DoD. It is accessed by approximately 8,000 students each year. This course remains the Army's sole accredited source of online fiscal law training for comptroller personnel. Another example of implementing improvements learned during the pandemic is the Contract and Fiscal Law Department's implementation of periodic webinars using the Army's MS Teams platform to educate Army legal offices worldwide on cutting-edge government acquisition and fiscal law topics. This flexibility and innovation, demonstrated significantly during the pandemic, reflects the spirit of our institution, which prides itself on its ability to deliver quality education in any environment and under any circumstances.

The School's most important recurring distributed-learning effort is the JA Officer Advanced Course—a required education course for US Army Reserve and National Guard officers. Phase I of the course has been revised to 75 hours of online instruction and then fully integrated with the resident Phase II, enabling the phases to build upon and reinforce each other. Professors have worked meticulously to completely redesign the content using best practices from online education in higher education. This effort has resulted in more effective preparation for our reserve component JAs as they reach the rank of major. A two-week resident phase caps off the course to solidify their education, enhance mentorship opportunities, colleague networking, and connect them to their Regimental Home at TJAGLCS.

The Judge Advocate General's Legal Center and School continues to publish two highly respected periodicals. The quarterly peer-edited academic journal, the *Military Law Review*, provides a forum for military law scholars to share the products of their experience, legal research, and legal thinking. The School also publishes a bi-monthly professional magazine called the *Army Lawyer*. These outstanding publications include articles written by faculty members, expert military practitioners from the field, government and private sector attorneys and scholars, and Graduate Course students, who frequently submit scholarly papers to satisfy their degree requirements. Over the

past two years, the School has worked to revise the *Army Lawyer* to produce a full-color, magazine-style publication. Current issues offer human interest stories, feature articles on recent developments, and expert scholarship.

Finally, the School continues to capitalize on its revamped library space, sustaining its status as the premier military law library in the DoD. The library boasts an exceptional physical collection and a growing set of digital collections. The School continues to reap benefits from integrating its holdings into the UVA Library System and the full access faculty, and Graduate Course students to all the renowned UVA library system offers. This relationship with a top-tier university exponentially improves both the quantity and quality of materials our students have access to, both in physical and digital formats. Our library's internal holdings, a specialized collection that includes many rare and one-of-a-kind books and documents, are especially strong in the areas of the law of armed conflict, operational law, war crimes, primary source International Committee of the Red Cross publications, and military justice—materials that UVA faculty and students can now access as well.

EDUCATIONAL TECHNOLOGY AND DISTRIBUTED LEARNING DIRECTORATE

The Educational Technology and Distributed Learning Directorate (ETDL) integrates technology into resident, online, blended, and hybrid instruction, ensuring it is engaging and effective. Valuing learner-centered instruction, the ETDL manages both authenticated and public mobile-friendly platforms promoting the access necessary anytime, anywhere, and on any device to support a robust reach-back capability and a culture of lifelong learning. With a commitment to providing information in the least restrictive environment, the ETDL enables meaningful collaboration across not only the DoD but among all federal agencies and academic institutions. The ETDL designs and delivers products via learning and content management web platforms, including the Judge Advocate General's University, which reaches over 30,000 federal and non-government students annually, and the LCS's publicly available website https://tjaglcs.army.mil/. The latter is accessible with no authentication. The ETDL remains foundational to course management, material distribution, grading, and connection with the legal offices within our Corps, wherever they are located.

CURRENT PRACTICE AND ISSUES

OFFICE OF THE JUDGE ADVOCATE GENERAL

The Office of The Judge Advocate General (OTJAG) is committed to providing principled counsel and premier legal support across the full spectrum of legal issues faced by the Army and its leadership. It has multiple divisions that specialize in specific areas of the law.

ADMINISTRATIVE LAW DIVISION

The mission of the OTJAG Administrative Law Division is, for those matters that fall within the scope of the functions assigned to the Division, to assist TJAG in carrying out his responsibilities as the military legal adviser to the Secretary of the Army and to

all officers and agencies of Headquarters, Department of the Army, and to perform such other duties as may be prescribed by law.

The Administrative Law Division has an executive section comprised of a Chief, a Deputy Chief, and three branches. The three branches and a brief description of their principal (but non-exclusive) functions are described below.

General Law Branch

The General Law Branch is comprised of a lieutenant colonel chief, five active duty JA majors, two civilian attorneys, eight full-time and part-time civilian regulation review attorneys (working remotely), and a civilian paralegal. Two Reserve Component JAs also support the branch. The branch's functions are to:

- Prepare legal opinions and furnish advice on general questions of law and policy pertaining to:
  - the organization, powers, functions, and employment of the Army
  - the powers and duties of the Secretary of the Army and the delegation thereof
  - the interpretation and application of laws and regulations relating to the Army and its members generally
  - Army force structure issues and stationing actions
  - pay and allowances
  - transportation and travel
  - defense and disaster plans
  - military aid to civil authorities
  - religious policy in the Army
  - use of government property
  - conference policy compliance
  - military installations and legal aspects of command
  - leaves and passes
  - coins, awards, and decorations
  - and various issues regarding the USAR, the National Guard, and the National Guard of the United States as components of the Army (except personnel-related actions)

- Act as a proponent of Army Regulation (AR) 15-6, *Procedure for Investigating Officers and Boards of Officers*, including any necessary revisions;

- Review for legal sufficiency drafts of proposed ARs and other policy publications;

- Review and prepare comments on or concurrences with proposed regulations and directives of the other military departments and DoD pertaining to areas within the branch's responsibility; and

- Review Article 138, UCMJ complaints and prepare memoranda of review and final action for the Assistant Judge Advocate General (Military Law and Operations) (AJAG (ML&O)) on behalf of the Secretary of the Army.

During the last year, the General Law Branch provided several significant legal opinions to the JAGC leadership, Army Staff, and subordinate commands. Opinions spanned numerous topics, including reviews of sensitive investigations with substantial congressional and media interest; the use of Army assets to support the travel and transportation of senior officials; the impact of Army policies regarding religious accommodation and the Religious Freedom Restoration Act; the impact of Army policies regarding equal opportunity and extremist organizations; and the establishment and authorities of the Army's Office of Special Trial Counsel.

Since last year's report, the branch has continued to provide significant legal support to the Army Staff regarding the redesignation of Army bases named after members of the Confederacy, the reinterment of the remains of Continental Army Soldiers from the battle of Camden, South Carolina, the Army's implementation of new parental leave and bereavement leave authorities, and the Army's efforts to reform policies for military working equids. The branch also provided legal advice regarding myriad issues associated with the COVID-19 global pandemic, including the Army's implementation of the rescission of the Secretary of Defense's COVID-19 vaccine mandate. The General Law Branch also supported the Army Publishing Program, as it legally reviewed numerous ARs and publications supporting the Army's efforts to update its publications.

Military Personnel Law Branch

The Military Personnel Law Branch is comprised of a lieutenant colonel chief, five active duty JA majors, one Active Guard Reserve JA major, two civilian attorneys, and one civilian paralegal. During this period, the branch has also been supported by two mobilized Reserve Component JAs supporting Adverse Information Screening. The branch's functions are to prepare legal opinions and furnish advice to the Army staff on all matters of military personnel law and policy, including, but not limited to:

- Appointments, enlistments, reenlistments, promotions, administrative reductions, administrative separations, retirements, and status (including federal recognition)

- Force drawdown boards and policy

- Discipline and administration of military personnel actions in both the regular and reserve components

- US Military Academy and ROTC personnel matters

Related policy areas include adverse information policy and screening, recruiting initiatives, transgender service, senior leader accountability, women in combat, and

diversity and inclusion. The branch also assists TJAG in preparing recommendations on adverse administrative actions proposed to the Vice Chief of Staff resulting from DAIG investigations of senior Army officials under AR 20–1 provisions.

During the last year, the Military Personnel Law Branch provided numerous legal opinions to the JAGC leadership, the Army Staff, and subordinate commands. The breadth and complexity of the Personnel Law Branch's opinions spanned diverse subjects, such as the personnel options and implications of both the implementation and recission of mandatory vaccination against COVID-19; implementing enhanced promotion board adverse information screening and review procedures; and the personnel, promotion, and assignment consequences of the Army's planned transition to the Army Combat Fitness Test. The branch also provided legal advice to Army Senior Leaders regarding Army Recruiting and Retention Task Force initiatives.

Ethics, Legislation, and Government Information Practices Branch

The Ethics, Legislation, and Government Information Practices (ELGIP) Branch is comprised of a civilian chief attorney, one active duty JA major, three civilian attorneys, and one civilian paralegal. In general, the branch's functions are to:

- Administer the ethics program for Headquarters, Department of the Army staff personnel, which includes providing ethics advice to Army Staff officials, conducting ethics training; providing post-government employment briefings and advice, and overseeing the filing and certification of public and confidential financial disclosure reports (OGE Forms 278e and 450);

- Provide expert analysis, advice, and technical drafting supporting the Army's legislative proposal process. Perform research and analysis on legislative issues and draft legislation prepared by congressional committees or individual offices. When requested, provide drafting and technical assistance for congressional committees;

- Prepare legal opinions and furnish advice on questions of law and policy regarding the Freedom of Information Act, Privacy Act, Health Insurance Portability and Accountability Act, and information management; and

- Prepare or examine for legal sufficiency drafts of proposed ARs and other proposed Army publications with legal issues relating to the foregoing matters, and review and prepare comments on or concurrences with proposed regulations and directives of the other military departments and DoD in these areas.

During the last year, the ELGIP Branch provided ethics legal opinions to Army senior officials in their individual capacities regarding such issues as speeches and publications, personal membership on boards, and acceptance of gifts. The ELGIP Branch also provided significant legal support in preparation for Army Senior Leaders' congressional testimony on a wide range of topics of interest to Congress, notably foreign government employment by retired Army personnel. It also provided testimony

preparation assistance to individuals nominated for positions requiring congressional confirmation. In support of the Army legislative program, ELGIP provided research and drafting support for all of the Army's legislative proposals. Finally, the branch ensured compliance throughout the Army with all mandatory financial disclosure reporting by senior officials.

CRIMINAL LAW DIVISION

The Criminal Law Division (CLD) has two primary missions. First, the CLD advises TJAG and the Army staff on military justice programs, policy, legislation, opinions, high-profile criminal cases, and related criminal law actions. Specific responsibilities include: promulgating military justice policy and regulations; reviewing other ARs impacting military justice for legal sufficiency; providing legal opinions to the Army staff related to military justice matters; producing and updating military justice publications; conducting statistical analysis and evaluation of trends that affect military justice within the Army; providing legal advice on military corrections issues, the Army drug testing program, sexual assault and victim assistance policies, and federal prosecutions; representing the Army on the Joint Service Committee on Military Justice (JSC); responding to congressional and public inquiries; responding to requests under the Freedom of Information Act; conducting reviews of court-martial cases under Article 69 of the UCMJ to ascertain legal sufficiency and sentence appropriateness and to identify issues that may require corrective action by TJAG; and implementing Article 140a of the UCMJ to increase transparency of the military justice system to the public.

Second, the CLD provides comprehensive policy guidance and resources to military justice practitioners in the field, which includes a particular emphasis on training (including training related to sexual assault litigation) and programs designed to guarantee long-term military justice proficiency across all levels of the Army. The CLD facilitates the active integration and synchronization of training by coordinating regular training meetings with the JAGC key training arms: Trial and Defense Counsel Assistance Programs, Office of Special Trial Counsel, and TJAGLCS. The CLD manages software initiatives for JAGC-wide applications and facilitates active information flow to and from the field using web-based media. The CLD oversees the Army's court reporting enterprise, including researching and acquiring technologies to enable efficient case management, talent management, training, and allocating court reporting capacity to meet requirements.

US Army Court-Martial Public Records System

The US Army continues to refine the Court-Marital Public Records System as required by 10 USC § 940a (Article 140a, UCMJ) to increase transparency in the military justice system. The portal facilitates public access to docket information, filings, and records pertaining to Army courts-martial referred to trial after December 22, 2020.

Military Justice Reform

In fiscal years 2022 (FY22) and 2023 (FY23), the JAGC continued to reform the practice of military justice by assessing, planning, and executing the legislative changes to the UCMJ.

The Army fully supports the legislative changes and the Secretary of Defense's initiatives requiring highly skilled prosecutors and support staff dedicated to overseeing the disposition of murder, sexual assault, and related crimes. The Secretary of the Army established the Office of Special Trial Counsel (OSTC) as a Field Operating Agency on 15 July 2022. Once fully operational, OSTC will make initial disposition decisions and binding referral decisions for the 13 covered offenses required by the FY 2022 and FY 2023 NDAA. To implement the legislative changes, the JAG Corps moved aggressively to transform the structure, seek necessary authorities, and establish the OSTC. It enhanced the Military Justice Career Model (MJCM) and opened the doors to a state-of-the-art Advocacy Training Center.

The Trial Defense Service (TDS) and Special Victim Counsel (SVC) Program also implemented significant changes to improve the representation of accused Soldiers and Victims and restructure in anticipation of the new changes to the military justice system. In FY22 and FY23, TDS began to restructure to reflect the changes in the prosecution function, which will include complex litigation teams located within each of the eight circuits. It also amended business rules for detailing counsel to cases involving complex issues and covered offense crimes.

Court-Martial Statistics

Court-martial statistics are reported by fiscal year. During FY22 (October 1, 2021, through September 30, 2022), the Army arraigned 439 trials by general court-martial, 142 trials by special court-martial, 34 military judge alone special court-martial, and 47 trials by summary court-martial. The FY22 case load marks a modest decrease over the past FY. The number of non-judicial punishments completed during FY22 was 20,850.

	FY16	FY17	FY18	FY19	FY20	FY21	FY22
General CM	558	498	479	568	482	502	439
Special CM	237	182	169	214	186	155	142
Military Judge Alone Special	N/A	N/A	N/A	6	63	48	34
Summary CM	161	112	116	134	91	105	47
TOTAL CMs	**956**	**792**	**764**	**916**	**759**	**810**	**662**
CM Rate Per 1000 Soldiers (Not SCM)	1.67	1.43	1.36	1.62	1.38	1.44	1.32
Nonjudicial Punishment (NJP)	29,707	26,638	23,806	24,852	20,767	25,232	20,850
NJP Rate Per 1000 Soldiers	62.14	55.93	49.99	51.35	42.79	51.59	44.74
Army Active Duty Strength	475,400	476,245	476,179	483,941	485,383	489,069	465,625

NATIONAL SECURITY LAW DIVISION

The National Security Law Division (NSLD) provides legal advice and subject matter expertise to TJAG, the Army Staff, and JAs in the field regarding the diverse practice areas of National Security Law, including international law and the law of armed conflict. The NSLD also provides legal guidance regarding intelligence activities, cyberspace, and outer space operations, nuclear operations, information operations, matters involving special operations, security and protection issues, and stability operations. The NSLD assists TJAG with advising Army Senior Leaders on critical legal issues related to deployment, readiness, training, and operations. In addition, the NSLD supports JAs assigned worldwide as they provide commanders and their staff with expert counsel on various legal issues affecting the Army and the Joint Force.

Since the previous submission of this report in August 2022, the NSLD has served as the Army JAGC lead on numerous strategic issues impacting Army and DoD operations. The NSLD has been a key facilitator of legal guidance for Army and Joint Force support for Ukraine since Russia's unprovoked and illegal invasion of that country in February 2022. For example, NSLD JAs have reviewed proposed Presidential Drawdown Authority (PDA) transfers to Ukraine, as well as planned Army contributions to the Ukraine Security Assistance Initiative for legal sufficiency and have played a crucial role as part of the Army's Security Assistance Working Group for Ukraine. The legal advice provided by Army JAs has contributed to the provision of over $40.5 billion in assistance to Ukraine as it continues its fight against Russian aggression.

As the Army and Joint Force adapt to increasing strategic competition and the potential for high-intensity warfare against near-peer competitors at a time in which emerging technologies have the potential to transform the character of conflict, NSLD personnel also help ensure that DoD practices remain consistent with the law of armed conflict and with our values. Personnel from the NSLD play critical roles in developing the department's Civilian Harm Mitigation and Response Action Plan (CHMR-AP), including as members of the CHMR-AP's Joint Proponent Working Group, which develops joint-service guidance regarding the refinement of civilian harm mitigation policies. The NSLD also anticipates resourcing the department's planned Civilian Protection Center of Excellence with a senior JA in the coming year and plans to provide training to the broader JAGC and Army regarding CHMR-AP policy implementation.

The development and strengthening of the Army JAGC's national security law competencies remain of paramount importance in a challenging and evolving strategic environment. The NSLD has continued to refine its career model and professional development proficiency code processes across all three components (Active Army, Army Reserve, and Army National Guard) to identify and develop subject matter experts. Doing so will maximize the JAGC's breadth and depth of national security law expertise to keep pace with field developments and prepare for future contingencies. Furthermore, in the coming year, the NSLD plans to form a National Security Law Readiness and Modernization Working Group to perform a Capabilities Based Assessment (CBA) of Army JAGC national security law expertise and to make

recommendations regarding how to proactively address any capability gaps that may exist within the organization.

Understanding that national security law standards and norms evolve partly due to continuing dialogue between government actors, academics, and nongovernmental organizations (NGOs), the NSLD remains committed to robust engagement with the relevant legal, academic, and advocate communities. This involves having representatives from the NSLD and broader JAGC speak at in-person and online symposiums and conferences, at law schools, and by publishing in various academic and professional journals. This past year, for example, NSLD JAs participated in the Stockton Center for International Law's 4th Annual Law of Armed Conflict Conference ("Russia-Ukraine: Full Spectrum Conflict and International Law"), the International Society for Military Law and Law of War Conference. Additionally, Army JAs also authored national security law articles featured in numerous publications and blog sites. The NSLD intends to expand upon these engagements and seeks to own the national security law narrative in emerging areas impacting Army and DoD legal practice in the coming year.

CIVILIAN PERSONNEL, LABOR AND EMPLOYMENT LAW

The Director, Civilian Personnel, Labor and Employment Law is a civilian attorney in the Senior Executive Service and is the senior civilian within the JALS. The Director advises TJAG on all matters relating to civilian employees of the JALS, including their training and professional development. The Director also serves as the Army General Counsel's representative for all matters pertaining to Civilian Career Program management for legal personnel (both attorneys and paraprofessionals). As the JAGC Senior Civilian, the Director serves as the primary advisor on all matters relating to JALS civilian employees while emphasizing the professional development of the civilian attorneys in JALS. The Director mentors senior civilians in the field legal offices to improve office communication flow to all personnel and helps them provide a valuable civilian perspective. This past year, the Director hosted the second annual Senior Civilian Law and Leadership Course for the JAGC senior civilians.

The Director, who is dual hatted as Chief, Labor and Employment Law Division, advises TJAG and DA proponents about DA policies, plans, and programs affecting DA civilian employees. The Division is comprised of three branches: Civilian Personnel Management Branch, Civilian Personnel Law Branch (CPLB), and Labor Counselor and Litigation Branch, plus a Senior Labor Counselor who advises the Civilian Senior Leader Management Office on all employment law issues related to the Army's Senior Executive Service. The primary functions of those three branches are described below.

Civilian Personnel Management Branch and Legal Career Program

The Civilian Personnel Management Branch is responsible for providing expert legal, policy, and management advice to TJAG, the Chief, PPTO, and the Director, Civilian Personnel, Labor and Employment Law on civilian attorney and paraprofessional issues specific to civilian personnel under TJAG's technical and/or actual supervision.

The branch oversees attorney hiring actions for the JALS, manages the legal career program, and handles various civilian personnel issues and office management matters across the JAGC.

Since the beginning of FY 21, the Army Career Program falls under the jurisdiction of the Army Civilian Career Management Activity manages all of the Army's Career Programs. The Director also serves as the Functional Advisor for the Army Legal Career Program, which includes approximately 2,500 attorneys and paraprofessionals. The Director sets priorities for the Legal Career Program to ensure that the Army's legal careerists have the training, mentoring, and development they need to succeed.

The branch assists the Director, Civilian Personnel in carrying out his responsibilities related to developing, implementing, and executing programs for the legal management and professional development of civilian attorneys across the Army (of which there are approximately 1,500) and civilian paraprofessionals (of which there are approximately 1,000). Designation as an Army Civilian Career Program in 2011 has resulted in increased professional development opportunities and improved career management for all Army legal office personnel. As the program matures, engagement and collaboration with Commands and senior management continue to improve, helping to ensure the Army maintains a well-qualified, motivated, and well-balanced civilian workforce. The Civilian Personnel Management Branch, as part of its overall recruitment effort, has designed and implemented the JAG Corps Reassignment Database. With a focus on outreach and communications, the CP-56 (Army's Legal Career Program) social media platforms continue to evolve and provide a source of information for the entire CP-56 community.

Civilian Personnel Law Branch

The Civilian Personnel Law Branch (CPLB) is comprised of a civilian attorney dual-hatted as the Branch Chief and Deputy Division Chief, three civilian attorney advisors, one military attorney, two active-duty JAs, and one civilian paralegal.

The Army has approximately 250,000 civilian employees, about half of whom are members of one of roughly 500 bargaining units Army-wide. The CPLB provides labor and employment law advice on proposed civilian personnel regulations and other personnel policies, as well as advice on the development and implementation of DA policies, plans, and programs affecting appropriated and non-appropriated fund civilian employees. The branch conducts legal reviews of DA comments on proposed DoD and external agency regulations, policies, instructions, management directives, and guidance; realignments, reorganizations, and reductions in force; responses to inquiries from Congress or the President; legislation affecting DA civilian employees; selection board instructions and results; and determinations under FOIA and Privacy Act relating to civilian personnel records and matters. The CPLB provided policy guidance in response to all pandemic-related issues, such as post-pandemic workplace re-entry policy and requests for exceptions as reasonable accommodation for medical or religious reasons. The CPLB also advised the Army's Office of Sexual Harassment/Assault Prevention and Response on implementing new guidelines under

the DoD's Sexual Assault Prevention and Response statute concerning the permissibility and processing of confidential reports by civilian personnel.

The CPLB also provides advice and guidance relating to DA-level adjudicative proceedings. For example, it provides legal review of DA responses to negotiability petitions pending before the Federal Labor Relations Authority (FLRA) and exceptions to arbitration awards; drafts and advocates for requests to the Office of Personnel Management (OPM) relating to certain arbitrators' and Merit Systems Protection Board (MSPB) decisions. The CPLB analyzes all Equal Employment Opportunity Commission (EEOC) and final Agency decisions (FADs) finding employment discrimination or *per se* violations of federal anti-discrimination laws and/or imposing sanctions (typically, 15 to 20 per year out of approximately 1,100 formal complaints) and provides recommendations for DA follow-on actions for implementation or appeal, based on those decisions. The CPLB also analyzes substantiated claims of breach or noncompliance with negotiated settlement agreements (NSAs), advises DA whether to order specific performance or reinstatement of the complaint at the point processing ceased, or find the NSA void or invalid in whole or in part, and reviews the NSA FADs for legal sufficiency.

The Office of Special Counsel (OSC) is an independent federal investigative and prosecutorial agency with the primary mission to safeguard the merit system by protecting federal employees and applications from prohibited personnel practices (PPP), especially reprisal from whistleblowing. On behalf of the Army Office of General Counsel, the CPLB coordinates the investigation of OSC-referred whistleblower allegations and prepares and submits the Army's report to OSC. The CPLB also assists the Division Chief in carrying out functions as the designated Senior Management Official under Department of Defense Directive 5500.19 for cooperation with the OSC and coordinates the Army's liaison for all OSC investigations into PPP investigations. CPLB processes requests for representation for individuals named as subjects in OSC investigations and administers the process for General Counsel approval of representation. This year, CPLB increased resources to address OSC-referred complaints. In prior years, initial responses often satisfied OSC inquiries into employee whistleblower and PPP complaints, but presently, after the initial Army response, OSC continues its inquiry and aggressively advocates and/or mediates for the complainants in furtherance of their preferred resolution. This observed increase in OSC case investigations was confirmed by OSC's 2022 report to Congress requesting increased resources to support their ability to aggressively advocate in these matters.

The CPLB coordinates with legal staffs at DoD and external agencies on labor and employment law matters affecting DA Civilians. The CPLB serves as a representative or legal advisor to working groups addressing civilian personnel, EEO, labor relations, and other employment issues such as Special Emphasis Programs and Special Hiring Authorities. The CPLB also advises the Army Staff and Secretariat on Civilian Personnel Policy and the Army Secretariat on Civil Rights/EEO Policy and performs legal sufficiency reviews of required DA reports, such as the annual EEOC Form 462 Report and Management Directive 715 Report and biannual reports to DoD on Complaints of Violation of Sections 504 and 508 of the Rehabilitation Act of 1973 and the Architectural Barriers Act of 1968. As diversity, equity, inclusion, and

accessibility matters continue to be a mandated top priority for Army policymakers, the CPLB's participation in inter-disciplinary working groups and its role in providing training and operational guidance to leadership, legal practitioners in the field, and more than 200 EEO offices worldwide are paramount.

Of particular significance this year was the challenge of working with Labor and Employment Law and EEO leaders in the Defense Health Agency (DHA) to negotiate and implement a memorandum of understanding on continued processing, investigation, litigation, settlement, adjudication, and final disposition of more than 200 ongoing EEO complaints involving Army civilian personnel whose positions were transferred to DHA (in most cases, along with the positions of the alleged discriminating officials) pursuant to Section 702 of the NSAA for FY 2017 (Public Law 114-328).

Labor Counselor and Litigation Branch

The Labor Counselor and Litigation Branch consists of a civilian attorney Branch Chief, four labor counselor attorney advisors, and five Fair Labor Standards Act (FLSA) Litigation Team members.

The labor counselors provide labor and employment law services to most HQDA organizations and activities. This includes representing the Secretariat, Army Staff, Field Operating Agencies, Staff Support Agencies, and joint service DoD activities for which HQDA serves as Executive Agent, in administrative litigation proceedings before the EEOC, MSPB, FLRA, DoD Investigations and Resolutions Directorate, federal arbitrators, Department of Labor, state unemployment agencies, and other investigative and administrative bodies that hear, examine, and adjudicate civilian personnel cases. This also includes advising HQDA Principal Officials, managers, and supervisors on all labor and employment law matters, including civilian personnel law, employee relations, labor-management relations, unfair labor practices, equal employment opportunity, disability accommodation, affirmative action, staffing, classification, performance management, pay and allowances, retirement, benefits, reductions-in-force, and workforce reshaping issues. Labor counselors also provide legal advice and technical guidance to Human Resources, Labor Relations, and EEO Specialists in connection with their responsibilities to service civilian employees assigned to HQDA organizations, direct reporting units, and joint service and DoD activities supported by HQDA, both in the continental United States and overseas.

Labor counselors also serve as agency liaisons for OSC investigations involving HQDA activities and represent the Army during OSC investigations. Branch counsel also provide legal advice and support in connection with the conduct of administrative investigations involving civilian personnel.

All stages of litigation have transitioned from in-person to virtual—depositions, administrative judge conferences, mediation, and hearings. The use of virtual platforms began as a necessity but continues as a convenience and cost-saving measure with minimal degradation in the Army's ability to defend at administrative hearings. Despite the challenges caused by COVID-19, the labor counselors continue to provide the best representation to the Army. With the flexibilities of virtual litigation, neither the Merit

Systems Protection Board (MSPB) nor the Equal Employment Opportunity Commission (EEOC) have indicated a return to in-person hearings.

The FLSA Team, established in 2017, manages grievances and arbitration across the Army where unions have filed grievances based on failure to pay overtime to qualified employees. When the Team stood up, the Army was defending 26 grievances. Arbitration litigation is ongoing at 15 Army installations, with arbitration hearings scheduled over the next two years. Rather than settling these cases, the FLSA Team is litigating to ensure the Army's damages are directly related to the actual damages established during the arbitration. The FLSA Team has successfully argued that many of these grievances should be dismissed, resulting in zero damages against the Army thus far. The FLSA Team has already saved the Army millions of dollars where cases were dismissed or discovery was limited.

Labor Counselor Program

To support TJAG in his AR 27–1 responsibility, the Director facilitates the Labor Counselor Program, which provides oversight, guidance, technical advice, training, and professional assistance to over 350 military and civilian attorneys practicing labor and employment law Army-wide. Labor Counselors advise Army leaders, managers, and supervisors at all echelons as their principal advisors on labor-management relations, civilian personnel law, and employment discrimination matters and represent the Army in all labor and employment litigation before the Merit Systems Protection Board (MSPB), Equal Employment Opportunity Commission (EEOC), Federal Labor Relations Administration (FLRA), and grievance arbitrators. The Director, with the support of OTJAG Labor and Employment Law Division, administers the Labor Counselor Program, which has four lines of effort: (1) managing platforms for technical support and exchange of employment law information, (2) creation and dissemination of employment law products to support labor counselors in their duties, (3) strategic communication and dissemination of policy information, and (4) training.

The technical support and exchange of employment law information line of effort includes an email Help Desk where an attorney can ask an employment law question and be connected to a subject matter expert who will assist them and a MilSuite Forum where employment law information is posted and shared. The employment law products line of effort is developing templates to post on the MilSuite Forum and have samples available for labor counselors upon request to the Help Desk. Other available products include the Senior Civilian Desk Book. In the last year, the strategic communications line of effort expanded from newsletters and email dissemination of guidance to include a quarterly Town Hall meeting hosted by the Director, Civilian Personnel, Labor and Employment Law. These meetings provided a forum for information sharing, highlighting changes in the law, noting accomplishments of specific attorneys, and an in-depth discussion of current legal issues in this area with Labor Counselors across the Army. The Town Hall meetings were also used as part of the training line of effort in that these meetings also included training from subject matter experts on post-pandemic workplace re-entry; new laws such as the Elijah Cummings Federal Employee Anti-discrimination Act of 2020, the Pregnant Workers Fairness Act of 2022; Defense Finance Accounting Services best practices for processing settlement agreements and

awards of damages and/or equitable relief (back pay, leave restoration) in employment litigation matters. The training line of effort additionally included in-person instruction at TJAGLCS, which included the Law of Federal Employment and the Advanced Law of Federal Employment courses and provided instruction at the guidance to the Graduate Course and the Civilian Senior Leader's Course for guidance on recent labor and employment law updates impacting their practice.

SOLDIER AND FAMILY LEGAL SERVICES

Legal Assistance Policy Division

In FY22, Army legal assistance services resumed normalcy, fully recovering from the constraints of the COVID pandemic. We continue to excel at meeting the legal assistance program's mission of prepared readiness, fostering morale, preventative law measures, and providing an effective quality-of-life service to enlisted soldiers and their family members, who comprise over 54% of our legal assistance clientele. The numbers below reflect the number of clients and their percentage of the total client population seen in Army Legal Assistance Offices. The FY22 workload reports indicate that legal assistance services remained indispensable and in high demand.

Legal Assistance Clients						
	FY20	%	FY21	%	FY22	%
Enlisted	29,439	50%	29,430	55%	28,376	54%
Officer	9,087	15%	8,792	16%	8,617	16%
Retirees	8,879	15%	8,559	16%	9,323	18%
Other	11,596	20%	7,213	13%	6,417	12%
Total	59,001		53,994		52,733	

In addition to the above numbers, our legal assistance offices counseled clients on 46,792 cases, provided 236,856 services, and notably prepared 2,969 last wills and testaments, 652 separation agreements, 13,864 powers of attorney, and administered 11,091 notarial acts. Army legal assistance personnel assisted approximately 89,188 Active and USAR Soldiers during pre- and post-deployment Soldier Readiness Programs (SRP). The SRP is a process to determine the Soldier's legal preparedness for deployment and upon their return from deployment. Necessary legal documents, including wills and powers of attorney, are prepared during SRPs. Currently, Soldiers seen during SRP are not included in the above client count.

Every year Army legal assistance services collectively save our clients substantial fees they would otherwise incur if purchasing the advice and services. Using average national costs of services provided by the ABA Standing Committee of Legal Assistance for Military Personnel, legal assistance offices saved our clients over $53,286,566.97 in legal fees in FY22.

The Judge Advocate General signed a policy memorandum dated 15 October 2022, ceasing legal assistance offices' role in providing routine tax preparation services throughout the Army, limiting legal assistance advice to tax controversies and tax

preparation for Surviving Families (Gold Star). In FY22, the Army JAGC sunsetted our tax program mission and referred customers to alternative programs such as MilTax through Military OneSource, Garrison-operated tax VITA programs, and Filing For Freedom (IRS virtual assistance). As a result of program cessation, Army legal assistance personnel, Garrison Tax Programs, and Filing for Freedom prepared and filed 3,818 Federal and 3,283 State income tax returns during the FY22 tax filing season, the last year we will offer routine tax preparation services.

Special Victims' Counsel Program

There are 62 full-time and 36 part-time Active Duty US Army Special Victims' Counsel (SVC), nine military paralegals, and three civilian paralegals presently serving at installations worldwide. The US Army Reserve (USAR) has four mobilized reserve SVCs and one military paralegal. In FY22, Army SVCs (both active duty and reserve) represented 2,311 new sexual assault victim-clients, 380 new domestic violence victim-clients, and 73 child victims. Between FY16 and FY22, SVCs represented 14,156 clients, appeared in 2,408 courts-martial, and filed 15 writs of mandamus.

In FY22, an additional 89 Active, Reserve, and National Guard Army Judge Advocates were nominated by their Staff Judge Advocates, attended SVC certification courses, and were certified to serve as Special Victims' Counsel. A total of 1,236 JAs (active duty and USAR) have been certified since the program began in 2013.

The certification training is focused on the law, military justice system and process, victim advocacy best practices, introduction to the stakeholders, and trauma-informed lawyering to ensure future SVCs are equipped to provide stellar service to their victim clients. The course also focuses on the wellness of the SVCs themselves, as prior SVCs have consistently reported this being an exhausting and fulfilling assignment. Finally, this course incorporates the victim perspective through several presentations by domestic violence and sexual assault victims. This dynamic and successful course will guide further improvements for future courses.

In addition to the annual certification course, each of the five regions hosted two-day regional training events. This training focused on local resources, new developments, local stakeholders, best practices, and re-emphasized the importance of balance and wellness. In FY22, regional training was held virtually due to COVID-19 precautions.

Special Victims' Counsel strive to deliver exceptional legal representation and advice to victims of sex-related and domestic violence offenses. They empower clients through professional competency and advocacy, and ensure their interests and rights are recognized and protected throughout all proceedings. This program builds trust between victims and our military justice system.

US ARMY LEGAL SERVICES AGENCY

US Army Legal Services Agency (USALSA) represents the Army in civil matters before courts and administrative bodies; directs and manages the Army Trial Judiciary and operates the Army Court of Criminal Appeals (ACCA); provides subject matter

expertise and advice in contract, environmental, regulatory, and intellectual property law; and provides fiscal administrative, and logistical support to assigned elements. Commanded by a brigadier general, USALSA encompasses more than 20 offices, divisions, and activities worldwide, with 500 assigned personnel, including active duty, mobilized reserve component, and civilian personnel.

LITIGATION DIVISION

The US Army Litigation Division is the centerpiece of the Army's civil litigation enterprise and handles the largest caseload and most consequential cases brought against the Army. Litigation Division represents the Army in a wide array of areas of civil litigation practice, with branches dedicated to each: Military Personnel Litigation Branch, General Litigation Branch, Civilian Personnel Litigation Branch, and Tort Litigation Branch. Litigation Division is staffed by 29 personnel, consisting of 15 JAs, eight civilian attorneys, and six civilian paraprofessionals. The nature of practice continues to be highly complex and includes due process, First Amendment, Fifth Amendment, and equal protection litigation; filings for information under government information practices statutes; challenges to the *Feres* doctrine; jury trials in employment discrimination cases; and rapid growth in requests for official information and government witnesses in third-party litigation (*Touhy* requests). In the past year, Litigation Division litigated 654 cases in federal courts nationwide.

The Military Personnel Litigation Branch defends the Army, Department of Defense, and their officials in federal and state courts against challenges to critical and complex military personnel policies and decisions. Recent challenges include standards for military accessions and continued service, medical standards of fitness, and personal conduct. The branch also defends collateral attacks of courts-martial convictions in federal courts, as well as lawsuits challenging individual adverse personnel actions such as administrative separation, discharge upgrades, promotion, correction of military records, and military pay claims (physical disability rating, retirement benefits, survivor benefits).

Most of the branch's cases are in defense of decisions of administrative boards of the Army and Department of Defense, such as the Army Board for the Correction of Military Records and the Department of Defense Physical Disability Board of Review, against challenges brought under the Administrative Procedure Act (APA). While APA cases are typically decided based on an administrative record, an increasing number of class action suits have resulted in personnel engaging in class action litigation that involves complex discovery and discovery-related disputes. In addition to its standard caseload, since the fall of 2021, the branch has been involved in approximately 40 cases, in more than 15 different district courts across the eight Circuit Courts of Appeal, and at the Supreme Court, challenging the DoD’s COVID-19 vaccination mandate.

The General Litigation Branch handles the Army's commercial litigation matters in federal court, including contract disputes and bankruptcy claims. The branch is also responsible for Freedom of Information Act and Privacy Act lawsuits and varied cases involving constitutional and property matters. In addition, the branch coordinates third-party requests for official Army information, known as *Touhy* requests, in the form of

documents and witness testimony for use in private litigation not involving the United States. Of note, the General Litigation Branch is in receipt of several complex *Touhy* requests from counsel representing deceased Soldiers suing under the Foreign Sovereign Immunities Act. Plaintiffs in these cases have sued countries identified as state sponsors of terror for their alleged support of terrorist groups in Iraq that caused the deaths of US Soldiers. The branch also handles *Touhy* requests DoD-wide for the largest multidistrict litigation in the history of the United States. The complex nature of these cases requires the General Litigation Branch to carefully balance its responsibility to defend zealously the Army's interests and support the efforts of Soldiers and their families, while ensuring minimal disruption to Army operations and training.

The Civilian Personnel Litigation Branch continues to litigate Army employment law cases, a highly specialized area of the law. The branch is responsible for representing the Army, its agencies, and officials in lawsuits brought by the Army's civilian workforce in Federal courts throughout the country. These lawsuits generally target the actions of Army leaders, both military and civilian, who make employment-related decisions concerning civilian employees and often present issues unique to the military environment. The cases directly impact local Army commands as any judgments or settlements are required to be paid from local installation funds as opposed to the US Treasury's Judgment Fund.

The Tort Litigation Branch defends the Army in litigation under the Federal Tort Claims Act across the United States. The branch's practice involves the full tort spectrum, including medical malpractice, personal injury, premises liability, constitutional torts, and cases in admiralty. The branch zealously represents the Army's interests through active discovery, trial preparation, and participation in alternate dispute resolution. Tort judgments or settlements are generally paid from the US Treasury's Judgment Fund.

ENVIRONMENTAL LAW DIVISION

The Environmental Law Division (ELD) is the Army's center of excellence for its practice and expertise in environmental law. ELD defends the Army in environmental litigation, recovers restoration costs and natural resource damages, advises the Army on regulatory and utility matters, represents the consumer interests of the Army, DoD, and other federal agencies in utility matters before state and federal regulatory bodies, and provides environmental legal support to enable Army readiness. The ELD further serves as the Army's Environmental Law Bar, training and guiding the Army's environmental law practitioners. The ELD has 24 personnel: nine Judge Advocates, 12 civilian attorneys, two civilian paralegals, and one accountant. In the past year, the ELD represented the Army in over 80 civil litigation cases and numerous other environmental compliance and regulatory matters nationwide.

The ELD's Litigation Branch defends the Army in environmental litigation with the potential to impact Army ranges and operations. Challenges based on environmental laws directly impact the Army's ability to organize, train, equip, and deploy forces in support of national security operations. Many cases involve the remediation of contamination stemming from World War II and the Cold War. Cleanup of these sites is

often very costly, spurring parties responsible for the contamination to bring multi-million dollar claims against the Army. The ELD not only defends against claims, but it also seeks affirmative cost recovery from private parties who caused the contamination. The ELD defends against growing challenges to water rights and resources at Army bases in the arid west. Access to water remains critical to ensuring Army bases can sustain current and future operations.

The ELD's Installation Readiness Branch (IRB) advises the Army on environmental activities and policy, ensuring that military readiness and environmental stewardship are compatible and mutually supporting. The IRB assists the Army Staff, installations, and activities in complying with often nuanced environmental laws and regulations and negotiating with state and federal regulators to protect Army interests. The IRB's Regulatory Law Team advises the Army on interactions with regulated utilities. It represents Army, DoD, and other federal agencies in proceedings before state and federal public utility and regulatory commissions. The Regulatory Law Team also assists Army installations with energy law and regulatory matters to ensure the continued provision of necessary utilities at reasonable rates and in compliance with the Army Climate Strategy.

CONTRACT LITIGATION & INTELLECTUAL PROPERTY DIVISION

The Contract Litigation & Intellectual Property Division (KLIP) is the JAGC's premier contract litigation and intellectual property (IP) center and is the largest division within USALSA. The KLIP is comprised of three trial branches and one intellectual property branch. KLIP is staffed with 40 personnel, consisting of 17 military attorneys, 12 civilian attorneys, a civilian administrative officer, and 10 civilian paralegals.

Through its three Trial Branches, KLIP represents the Army in first-chair litigation of contract appeals before the Armed Services Board of Contract Appeals (ASBCA) and bid protests before the Government Accountability Office (GAO). The KLIP also supports the Department of Justice (DOJ) in contract litigation before the US Court of Federal Claims (COFC) and the US Court of Appeals for the Federal Circuit (CAFC). From 1 June 2022 to 31 May 2023, KLIP litigated 214 contract appeals before the ASBCA, representing approximately $650 million in potential liability; KLIP also litigated 109 bid protests before GAO involving procurements valued at approximately $14 billion. In addition, KLIP assisted the DOJ in litigating 34 bid protests and appeals before the COFC and CAFC involving procurements worth approximately $10 billion.

The KLIP's IP Branch provides legal support to HQDA and field activities on a broad spectrum of patent, copyright, and trademark issues. Among their many activities, the IP Branch represents the Army at the US Patent and Trademark Office (USPTO), processes administrative claims of alleged IP infringement against the Army, and issues Invention Rights Determinations to protect the Army's interest in inventions made by Army employees. In addition, the IP Branch supports DOJ in IP-related litigation. From 1 June 2022 to 31 May 2023, the IP Branch provided litigation support to DOJ in ten cases representing approximately $2 billion in potential liability. The team also supports the Army Trademark Licensing Program and facilitates the enforcement of the Army's trademark rights. A prominent example of the IP Branch's efforts to safeguard the

Army's IP interests was the branch's filing of 51 federal trademark applications for the Army's new branding, covering two variations of the new star logo and the revival of the “BE ALL YOU CAN BE” slogan. These applications were based on the Army's intention to use the marks in connection with various goods and services directly and through licensees. The USPTO should issue trademark registrations in the next few years.

US ARMY ADVOCACY CENTER

The US Army Advocacy Center is the Army's flagship center for advocacy training, built with the specific mission to coordinate, synchronize, and conduct advocacy training programs throughout different practice areas in the JAGC. The Advocacy Center officially opened its doors on 5 May 2022, as the only facility in the DoD that houses seven state-of-the-art mock courtrooms, all adorned with the latest audio-visual and information technology. The Advocacy Center is one of only a handful of locations in the United States that can simulate six jury trials and one bench trial simultaneously.

The Advocacy Center has additional amenities such as the latest court-reporting equipment, video and audio recording, remote witness capability training, and a conference room for deposition simulation. The JAGC intends to enhance expertise across the entire litigation spectrum to support the Army's military justice and civil litigation requirements. The current staff consists of a senior litigator serving as the director, one senior JA, and an administrative officer.

Hundreds of military justice practitioners from all components and branches in the DoD have trained at the Advocacy Center since its opening. In addition to staple courses like the Basic Trial Advocacy Course for new military justice practitioners, the Advocacy Center has hosted advanced training for military judges, special victim prosecutors, and joint capital defense litigation. The Advocacy Center hosts training for military justice paralegals at the Trial Paralegal course and trial practitioners in the Reserve component.

Training at the Advocacy Center was envisioned to extend well beyond military justice. True to its mission, the Advocacy Center has welcomed advocacy opportunities for attorneys in other practice areas, including The Office of Soldiers Counsel and the civil litigation divisions within USALSA. The Basic Federal Litigation Course returned to Fort Belvoir in August 2022, making the Advocacy Center its home for annual training. Likewise, the Advocacy Center hosted the Advanced Federal Litigation Course, the first ever of its kind course in DoD, in April 2023. Reaching outside the normal instruction practice, the Advocacy Center contracted with NITA to give Deposition training, a critical skill in successful litigation, to a mix of civil and criminal litigators. On the weekends, Army Reserve units use the center for myriad legal training, including trial advocacy competitions.

The establishment of the Advocacy Center allows for novel training for the JAGC not available elsewhere. In February 2023, the Advocacy Center hosted its inaugural Classified Litigation course in partnership with the Department of the Army General

Counsel office and the US Navy's Code 30 to provide a week's worth of comprehensive instruction and exercises in prosecuting and defending national security cases.

Similarly, the Advocacy Center allows for partnerships with other agencies like the Eastern District of Virginia US Attorney's Office, who combined to deliver a Special Assistant United States Attorney (SAUSA) course for military SAUSAs from across the United States. Students trained in tandem with career AUSAs to demystify and understand criminal practice in federal court. These courses allowed the participants to build expertise, experience, and partnerships with preeminent career prosecutors. The same can be said for the Advocacy Center's Crime and Technology course and its Advanced Cross-Examination skills training. Both courses raise the specter of practice by comingling JAs with academics, expert practitioners, and legends in the law to introduce diverse approaches.

In FY 2024, the Advocacy Center will host the Army's first national Moot Court Competition for 16 law schools, bringing students from across the country to compete in a fully funded appellate competition. Amidst all the Advocacy Center offers, its strategic goal remains constant: to deliver advanced litigation training at every echelon, advancing counsel from effective practitioners to expert litigators.

ELECTRONIC DISCOVERY DIVISION

The Army Electronic Discovery (eDiscovery) Program, housed within USALSA as the eDiscovery Division, was created in October 2018 to respond to the growing need for attorneys to develop competence in technology matters such as eDiscovery. In five short years, the program has matured into one of the premier programs in the federal government, serving as a full-service eDiscovery provider, supporting not only the USALSA civil litigating divisions that practice under the Federal Civil Rules of Civil Procedure, but also all legal disciplines in all echelons of the Army.

During the past year, the eDiscovery Division completed data migration for 29 cases (amounting to over 2 million documents) from the Veritas Clearwell application to their new Relativity application. In addition, the eDiscovery Division created Relativity workspaces for 32 new cases (totaling over 1.6 TB or over 4 million documents). Through Relativity, an industry-leading data processing and review tool that enhances attorney productivity using analytics and artificial intelligence, the eDiscovery Division completed 17 productions (amounting to 81 GB, 61,161 documents and 719,260 pages), meeting or exceeding all discovery deadlines. The eDiscovery Division also conducted robust training on Relativity of over 200 personnel and developed review workflows such as creating regular expression searches to look for personally identifiable information (PII) and personal health information (PHI), a potentially privileged screen, and a potentially classified screen.

Second, the eDiscovery Division continued its outreach across the entire JAGC, expanding its presence beyond USALSA through its training efforts on its new one-of-a-kind app known as eD-ROCKS, which tracks matters through the entire eDiscovery process—from preservation and collection through production. During the past year, the small eDiscovery Division staff, consisting of two attorneys, two NCOs, one Warrant

Officer Legal Administrator, and one contractor, supported 181 cases across the following 28 divisions/commands:

Division / Command
1st TSC (OCP) – Kuwait
Administrative Law Division
Army Futures Command, DEVCOM Office of Chief Counsel
Army Materiel Command – Office of Command Counsel (Redstone Arsenal, AL)
Army Materiel Command Legal Center – Aberdeen Proving Ground
Contract Litigation and Intellectual Property
Defense Appellate Division
Defense Language Institute Foreign Language Center / Presidio of Monterey
Environmental Law Division
Government Appellate Division
I Corps & JBLM
III Corps & Fort Cavazos
Labor
Litigation Division – Civilian
Litigation Division – General
Litigation Division – Military
Litigation Division – Tort
Office of the Chief, Legislative Liaison
OSJA, HQ, US Army Intelligence & Security Command
OSJA, USAG Fort Belvoir
Procurement Fraud Division
Regulatory Law
TACOM – WVA – Legal Office
TJAGLCS
Trial Defense Services
US Military Entrance Processing Command
United States Army Europe
West Point

In support of the cases managed the past year, division case teams used the eD-ROCKS litigation hold module to submit 158 legal holds. The eD-ROCKS litigation hold module has become the JAGC's centralized method to issue litigation holds, allowing for a consistent, repeatable, and defensible approach to ensure litigators meet the common law duty of preservation.

Additionally, FLASH, the JAGC's five-year, $41 million indefinite delivery/indefinite quantity contract, was awarded to Deloitte Financial Advisory Services LLP last year to augment the eDiscovery Program through the provision of a broad range of litigation support services that exceed the capacity of the program. FLASH is available to the entire JAGC with contract line items beyond eDiscovery, offering other litigation support services such as expert witnesses, transcription,

interpretation, and trial support. Division case teams used the eD-ROCKS FLASH module to prepare the required documents to award 11 task orders (amounting to $654,515.32—paid by the individual command with the requirement) against FLASH.

Third, the eDiscovery Division continued its robust training program to arm practitioners with the expertise necessary to maintain competence in this complex and ever-expanding practice area. Beyond the day-to-day training efforts, the eDiscovery Division conducted two comprehensive paralegal training courses in January and April 2023, training over 75 military and civilian paralegals who traveled from all over the country and world at the new Advocacy Center located on Fort Belvoir, Virginia.

Finally, the program continued its integration into military justice, starting a pilot program that received data for four matters, and developing its processes to support filetypes, including mobile data, and addressing issues with sensitive images on the network. The pilot will help the program assess ways to improve data flow, incorporate new technologies, and expand the eDiscovery service to other installations.

The program provides a full range of eDiscovery services to Army practitioners, with demand increasing daily. The program is considered the leading legal support provider in the DoD and a leader among the other Federal agencies.

UNITED STATES ARMY TRIAL DEFENSE SERVICE

The United States Army Trial Defense Service (USATDS) provides defense counsel services for Army personnel whenever required by law or regulation and authorized by TJAG. These services are provided free of charge to Soldiers facing courts-martial, non-judicial punishment, and administrative separation from the service.

The USATDS is a unique organization within the Army. Its structure enables the individual counsel comprising it to fully advocate in their client's best interests independent of local command influence. The Office of the Chief provides Army-level leadership and management.

Military defense counsel perform their daily duties at field offices, traveling when necessary for training or client representation. To avoid actual or apparent conflicts of interest, all military defense counsel independently perform defense duties and are supervised and evaluated by experienced supervisory defense counsel at the local and regional levels.

The active-duty component of USATDS is organized into eight circuits worldwide. Each circuit contains five to eight field offices located at Army installations. United States Army Reserve (USAR) operations are divided into three Legal Operations Detachment commands, which in turn are subdivided into regions and local teams. Army National Guard (ARNG) operations are overseen by an ARNG TDS Chief and further organized on a regional and state-by-state basis.

During FY22, approximately 150 active-duty military defense counsel, operating out of 40 field offices, represented Soldiers at around 700 courts-martial (to include

cases where an alternate disposition or Chapter 10 was secured and approximately 18,000 administrative board and administrative board consultations. Additionally, these defense counsel consulted on over 80,000 other military justice matters and matters requiring defense counsel services. Similarly, over 190 USAR and 129 ARNG defense counsel provided defense services at over one hundred locations worldwide.

In FY21, USATDS saw additional progress toward hiring 12 defense investigators, with eight working on cases in the field and the remaining four in different stages of the hiring process. The defense investigators are typically located at regional offices and assist defense counsel by performing investigative duties that support accused clients.

All USATDS training is coordinated through the Defense Counsel Assistance Program, whose six military and civilian criminal defense experts ensure that all defense counsel and paralegals are highly trained, remain informed of new developments in the law, and receive expert assistance when requested.

Recognizing the need to raise defense counsel qualified to represent Soldiers in potential capital cases, USATDS maintains a capital and complex litigation training program. During FY22, 16 hand-selected defense counsel received specialized instruction on capital litigation from various civilian and military defense bar organizations, although some training was curtailed due to the pandemic.

DEFENSE APPELLATE DIVISION

The Defense Appellate Division (DAD) provides appellate representation to eligible Soldier-clients and statutorily eligible individuals before the Army Criminal Court of Appeals (ACCA), the US Court of Appeals for the Armed Forces (CAAF), and the Supreme Court of the United States. Soldiers eligible for automatic appeal include those convicted at courts-martial where the approved sentence consists of a punitive discharge or confinement for two years or more. Soldiers who receive a finding of guilty, regardless of sentence, may request to have their case reviewed by the ACCA. The DAD attorneys also assist military and civilian defense counsel in preparing and filing extraordinary writs before the aforementioned courts and responding to government appeals filed pursuant to Article 62, UCMJ.

Over the last year, DAD personnel represented Soldiers in approximately 408 cases, a decrease of nine from the previous year. These cases are moving through the various stages of the appellate process, either recently received at the DAD, pending action by the ACCA or the CAAF, or awaiting final action and discharge from the Army. Approximately 141 cases are currently pending filing with the ACCA.

Last year, the DAD filed 314 original briefs with the ACCA. The DAD also filed 140 briefs with the CAAF. Appellate defense counsel argued 20 cases (18 at the ACCA and two at the CAAF).

GOVERNMENT APPELLATE DIVISION

The Government Appellate Division (GAD) represents the US Army in all appeals before the ACCA, the CAAF, and the US Supreme Court. The GAD consists of 16 Active Duty JAs, seven Reserve JAs, and two civilian paralegals. The GAD also has operational control and supervises the Trial Counsel Assistance Program (TCAP) consisting of 86 personnel, which includes the Chief, TCAP (dual-hatted as the Chief Prosecutor for the US Army), Deputy, 28 Special Victim Prosecutors, three Special Victim Litigation Experts, two complex litigation attorneys, three training officers, and 48 Special Victim support personnel. The TCAP provides training, assistance, resources, and support for the prosecution function throughout the Army, including direct support to the Special Victim Prosecutors working at installations across the globe.

In the past year, the TCAP conducted 26 one-week training events and four two-week training events for military prosecutors across the Army and provided direct assistance in more than fifty courts-martial.

The GAD represented the government in approximately 450 cases in the past year. These cases are moving through the various stages of the appellate process, either recently received at the GAD, pending action by the ACCA or the CAAF, or awaiting final action and discharge from the Army. The GAD filed 418 briefs and other pleadings with the ACCA and 145 briefs and pleadings with the CAAF. Appellate Counsel argued 23 cases; 16 at the ACCA (one argued by a Reserve JA) and seven at the CAAF (one argued by a Reserve JA).

DIVERSITY, EQUITY, INCLUSION, AND ACCESSIBILITY (DEIA)

Since the summer of 2020, and in support of the Army People Strategy and its DEIA plan, the JALS has formally incorporated DEIA principles and values throughout the JAGC. By first constituting a DEI Council with attendant field boards in 2020, then a full-time Office of DEI (ODEI) in OTJAG in the summer of 2021, and finally hiring a full-time civilian ODEI Director in summer of 2022, the JALS aims to provide an organizational framework to enhance the Army's implementation of DEIA concepts in shaping more cohesive teams, improving overall readiness, and attaining mission success.

Diversity, Equity, and Inclusion Council (DEIC)

Noting that our people are our most precious resource, TJAG established the DEIC in the summer of 2020 to conduct a comprehensive review of JALS and determine the organization's climate for inclusion. The original membership of the DEIC consisted of 20 senior civilian and military leaders, including one executive officer and three co-chairs. Since its establishment, we have increased membership to include civilians, enlisted, legal administrators, and SJAs to ensure it includes all the Corps' different perspectives on issues. The DEIC was charged with determining the existence of any obstacles to inclusion and assessing how JALS recruits, assigns, trains, educates, promotes, and retains personnel. The Council engages in this work through 14 Field Boards consisting of 140 JALS personnel stationed worldwide.

Over the last few years, the Field Boards identified that more data is required to make informed decisions. As a result of this need, we are hiring a data analyst to assist with data collection and analysis. The JAGC is also investing in a new database to give us better fidelity on our personnel data. The Field Boards recommended incorporating anti-bias training in TJAGLCS courses and before many JAGC selection boards. These recommendations have been implemented, and the ODEI office is working to refine the DEI curriculum further. The current Field Boards are engaged in projects addressing recruiting and retention challenges.

The JAGC also has unofficial affinity groups focused on furthering mentoring of personnel, such as the Buffalo JAGs Mentorship Group, the JAGC Pride Network, the Hispanic Mentorship Group, the JAGC Asian-Pacific American Network, and Athena's Council. These groups have been critical to many DEI initiatives and often provide input to ensure the Corps is inclusive of all identities. These groups are open to all JALS personnel and have been an excellent way for many to learn about being effective allies.

Office of Diversity, Equity, and Inclusion (ODEI)

Consistent with the recommendation of the DEIC, TJAG established the ODEI in the summer of 2021, hired a full-time civilian Director in the summer of 2022, and charged it with providing leadership and direction in the formulation, execution, and management of all policies and practices to ensure DEI was at the forefront. The team consists of a legal administrator Program Manager and an NCO Program Specialist. The ODEI partners with the DEIC, OTJAG stakeholders, Army Equity and Inclusion Agency, and the JAGC's of other services to effectively review and identify DEI issues and shortfalls. The ODEI enables the transformation of policies, practices, programs, and systems that further DEIA throughout the JALS. It also assists JALS leaders in fostering and maintaining diverse, equitable, and inclusive work environments.

Over this past year, the ODEI has focused on developing and deploying appropriate training. It has developed 13 standard DEI&A training packages on various topics, including implicit bias, equity and privilege, mitigating microaggressions, DEI in mentorship, building inclusive teams, LGBTQIA+, and disability and accessibility. A total of 3,207 JALS personnel from all three components have received training from the various training packages. Specialized training has also been developed for senior leaders to address complex DEI issues. Additionally, the ODEI staff have been integrated into the curriculum of over 12 courses at TJAGLCS and is refining the DEIA curriculum to ensure the appropriate topics are taught at the appropriate level.

For the FY23 Assignment Cycle, Active Component Career Managers incorporated anti-bias training facilitated by the Office of Diversity, Equity, and Inclusion (ODEI) and TJAGLCS for all members of the Field Grade Assignments General Officer Steering Committee (GOSC). This included the general officer members, the Regimental Command Sergeant Major, the Chief Warrant Officer of the Corps, and all Career Managers (including those for CPTs, 270As, and 27Ds). This training is a regular part of the GOSC process for future assignment cycles. Anti-bias training is conducted before all selection boards that the JAGC manages, including accession

boards. The intent of all these initiatives has been to disrupt bias in the decision-making processes and offer alternative frames to consider while making pivotal decisions.

The ODEI reviews demographic trends regularly to determine where barriers exist to becoming more diverse. We have similar challenges as civilian firms but are progressing in some areas. Twenty-two percent of our attorney force across all components are from racial or ethnic minority groups, which is higher than the latest ABA statistic of 19%.[1] Of these, 6% of our attorneys identify as Black, 6% as Asian/Pacific Islander, and 5% as Hispanic. The first two are both higher than the latest ABA statistics of 4.5% and 5.5% respectively. Although we are lagging slightly behind the ABA statistics for Hispanics (5% vs. 5.8%), 7% of our Reserve Component attorneys are Hispanic. In terms of gender, ABA statistics for female attorneys (38%) are outpacing our overall female attorney population (25%). However, our DA civilian (i.e., non-uniformed attorney) population for female attorneys at 37% is barely below the ABA statistic. As we continue to analyze barriers, we will look to our strengths and best practices in the civilian community to ensure our attorneys represent the nation's diversity. Our Enlisted and Civilian paraprofessionals provide a wealth of diversity for the JAGC and provide us a strategic edge when analyzing and contemplating strategy on how to best address recruiting and retention issues.

With the ODEI recently fully staffed, future efforts will focus on developing a strategic talent development plan built on equity, inclusion, and transparency.

CONCLUSION

The last year was another successful one for our Regiment, and it is an exciting time to serve in our ranks. We continue to focus our priorities on our People, Readiness, and the Future. Our People are, and will remain, our number one priority. Every member of our Corps is part of the most consequential practice of law on earth each day. As we continue to serve our dual professions this next year, we look to our Constants—Principled Counsel, Mastery of the Law, Servant Leadership, and Stewardship—as our guiding star to stay on course. While our clients and core practice areas remain unchanged, our missions will continue to morph and evolve. Whether it be expanded emphasis on areas like cyber-electromagnetic (CEMA) warfare or large-scale combat operations (LSCO) with our near-peer competitors, our Corps will remain trusted professionals ready to operate on the cutting edge of law, policy, and social change. In looking at the past 55 years, change—including transformational change—is a recurring aspect of our practice. However, our Regiment’s ability to successfully adapt and execute such change has remained a constant. Even through change, justice will prevail; the JAG Corps will excel. We will continue to perform as trusted professionals as we transform and succeed together.

[1] ABA diversity statistics are based on those contained at https://www.abalegalprofile.com/.

(b) (6) USARMY HQDA OTJAG (USA)

From: (b) (6) USARMY HQDA OTJAG (USA)
Sent: Thursday, June 6, 2024 5:07 PM
To: (b) (6)
Subject: RE: Bench Builder Summer Series

(b) (6)

Thanks for sending. Unfortunately, we do not send out Affinity Group advertisements to the field as official PPTO communication. I believe (b) (6) e had a separate list he used to go along with social media. You may also want to check with SIO as they often include unofficial content as part of their messaging.

Thanks,

Marvin

(b) (6)
Office of The Judge Advocate General
Army Pentagon, Room 2B517 Washington, D.C. 20310-2200

(b) (6)

From: (b) (6)
Sent: Wednesday, June 5, 2024 7:33 PM
To: (b) (6)
Subject: FW: Bench Builder Summer Series

Gentlemen,

Good evening. On behalf of the Hispanic Mentorship Group, and we hope other Affinity Groups, requesting your advertisement of the following event to SJAs and leaders. This should coincide well with the PPTO assignment list season. Flyer is attached.

This event is open to all Army JAs and is an opportunity to hear each Bench Builder speak on their respective bench and the exciting opportunities and career progression. Happy to discuss in more detail.

V/R,
(b) (6)

Mission and Installation Contracting Command

(b) (6)

From: (b) (6)
Sent: Wednesday, May 22, 2024 4:16 PM
To: (b) (6)
Carlisle, Karen H SES USARMY HQDA OTJAG (USA) (b) (6)
(b)(6) USARMY HQDA OTJAG (USA) (b) (6) ; Ausprung, Rebecca E SL USARMY HQDA OTJAG (USA) (b) (6)
Cc: (b) (6)
Subject: Bench Builder Summer Series

Ma'am/Sir,

Good afternoon, hope this email finds all of you doing well. Writing this on behalf of the JAGC Hispanic Mentorship Group (HMG) – I've CC'd the HMG BOD.

The HMG is spearheading an initiative to bring a Bench Builder Summer Series to all our members, and open to the entire JALS community. We are also hoping to get the other Affinity Groups to support but are awaiting their responses. We would like to invite you – as our JAGC esteemed Bench Builders - to speak on the respective date listed below. Or alternatively if you could identify a replacement that would be wonderful. We are attempting to get PPTO to advertise, but that is a work in progress.

The goal is to showcase your respective bench, the future of such bench, and opportunities that it presents before the assignment lists are due to PPTO (estimating middle/late August). Additionally, there will be a Q&A session. You can expect an audience of 30-50 people – hopefully more. The series will begin starting on 27 Jun @ 1800 EDT and last 1-hour via zoom. We're starting with the KFL bench builder ((b) (6) , incoming KLIP Chief). From then on, we will have a BB Zoom Meeting each Thursday @ 1800 EDT thru 8 August (11 Jul, 18 Jul, 25 Jul, 1 Aug, 8 Aug).

KFL – 27 Jun
MJ – 11 Jul
NSL – 18 Jul
ADL – 25 Jul
SFSL – 1 Aug
CIV LIT – 8 Aug

Please let me know if you have questions – more details and flyer to soon follow. Appreciate your cooperation in advance.

V/R,
(b) (6)

(b) (6)
[redacted]
Mission and Installation Contracting Command
(b) (6)
[redacted]

(b) (6) **USARMY HQDA OTJAG (USA)**

From: (b) (6)
Sent: Tuesday, June 18, 2024 2:31 PM
To: (b) (6)
Subject: RE: Council of Colonels Slide
Signed By: (b) (6)

(b) (6)

Agreed.

Also, we should update duty titles – Chief, TMO; Chief, Plans; etc. Director ODEI should be replaced by POD-T Director. With the leadership center under the POD-T, that person might not need to attend.

The POC should be (b) (6) (6)

Finally, the description in the lower right should be updated. I recommend: *All briefs will be grouped by presenter, in the order listed above under attendees (i.e., Ch, CLD will provide any strategic initiative updates before Ch, ADLAW provides any strategic initiative updates).

Andrew

(b) (6)
Office of The Judge Advocate General
(b) (6)

From: (b) (6)
Sent: Monday, June 17, 2024 8:25 PM
To: (b) (6)
Subject: RE: Council of Colonels Slide

Good afternoon Team – my sincere apologies for missing today's meeting, but I know of course (b) (6) represented the Center best and provided historical context. The 7-minute drill looks good, but I recommend we define the term "strategic initiative" to help keep the meeting narrowly focused on the key senior leader driven efforts relevant to all involved.

Respectfully,
(b) (6)

(b) (6)
The Judge Advocate General's Legal Center
Charlottesville, VA
(b) (6)

From: (b) (6)
Sent: Monday, June 17, 2024 2:42 PM
To: (b) (6)
Subject: Council of Colonels Slide

Ma'am / Gentlemen:

As discussed, attached is a copy of the 7-min drill slide that explained the purpose of the Council of Colonels meeting and expected attendees.

I cut and pasted the description of the Council of Colonels meeting (and another SIO meeting that I don't think ever occurred) from the 2023 Planning Charter. As far as I know this is the only document that specifically mentions the Council of Colonels. A copy of the complete charter is also attached.

Very Respectfully,

(b) (6)

The Judge Advocate General's Legal Center
(b) (6)



Join Our Team!



(b) (6) **USARMY HQDA OTJAG (USA)**

From: (b) (6)
Sent: Friday, May 10, 2024 7:24 AM
To: (b) (6)
Subject: Re: JAG Accessions and Bar Passage info/data request....
Signed By: (b) (6)

(b) (6)

I am requesting this info for the HMG BOD. HMG is asking for the info to inform the development of policy proposals for the JAGC. So to be clear on the purpose/use.

I could have sworn I have heard data on the questions we asked discussed over the last few years, particularly (b) (6) when he was at ODEI. So I assumed the data was already being tracked. Maybe ODEI has this?

Not intending to start a science project for JARO, thought the info was mostly already there. But if you have easily accessible data related to these questions, would appreciate it if JARO can provide - if there are no objections by PPTO, of course.

Thanks!

(b) (6)

From: (b) (6)
Date: Thursday, May 9, 2024 at 5:29:21 PM
To: (b) (6)
Cc: (b) (6)
Subject: RE: JAG Accessions and Bar Passage info/data request....

Sir,

Good afternoon! My understanding is that the below request is for a BOD working group, is that correct? I am looping in the Chief, PPTO and the Chief, Plans as I think the Chief, PPTO would be the release authority of the data, and the Plans data analyst may be able to assist with gathering this data.

Unfortunately, this would be a bit of a science project and pulling together this data would be a heavy lift for my sole accessions officer. I know Lamont has a lot of projects, but perhaps this is another one we could add to the list? I defer to (b) (6) on this possibility.

We don't separately track bar failures, so someone would have to pull all the application data to figure this out and compare it with who was accepted and who ultimately came

in vs did not come in. There are multiple sources that would need to be pulled and compiled. This could be done for a few years (as far back as electronic boards go) but would definitely take some time.

We are happy to facilitate if (b) (6) gives the thumbs up on release, but likely would not be able to timely support getting the data together without some significant assistance.

Thank you!

Very Respectfully,

(b) (6)

(b) (6)

9275 Gunston Road

Fort Belvoir, VA 22060-5546

(b) (6)

866-ARMY-JAG (866-276-9524)

Website: https://www.jagcnet.army.mil/GoArmyJAG

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From: (b) (6)
Sent: Thursday, May 9, 2024 9:48 AM
To: (b) (6)

(b) (6)

Cc: (b) (6) (b) (6)

Subject: JAG Accessions and Bar Passage info/data request....
Importance: High

(b) (6)

Good morning! And thanks for considering my info requests to JARO on: (1) Historical bar passage rates for accessed JAs, and for FLEPs; (2) historical rates of Hispanics/all minorities/all personnel that the JAGC accesses – but that ultimately do not show up and swear in to BCC (ie, that we access but ultimately do not join the JAGC). My guess is anywhere between 5 to 10 years back is what we need. If it becomes exponentially harder every year you go back, please do keep it to 5 years. Not trying to require a science fair project for you.

- (b) (6) and (b) (6) (CC'd) are my two POCs that I ask that you include in all your responses and info sharing.

- As discussed, before sharing, please verify with (b) (6) to make sure she concurs this is info you can share with us – not trying to put you in an untenable position.

Thanks!

Gracias y Pa'Lante Con Orgullo!

(b) (6)

V/r,

(b) (6)

[redacted]

(b) (6)

[redacted]

LEGIBUS ARMISQUE DEVOTI

"Devoted to Law and Arms"

(b) (6) **USARMY HQDA OTJAG (USA)**

From: (b) (6)
Sent: Monday, September 30, 2024 6:08 PM
To: (b) (6))
Subject: RE: OPOD Duty Description
Signed By: (b) (6)

(b) (6)

Looks good!

(b) (6)

Office of The Judge Advocate General
(b) (6)

From: (b) (6)
Sent: Monday, September 30, 2024 2:39 PM
To: (b) (6)
Subject: RE: OPOD Duty Description

Thanks gentlemen, very helpful.

The below is what I've come up with and it fits perfectly on the 67-10-3:

Leads the Office of Professional & Organizational Development (OPOD) with a team of 9 attorneys, 2 legal administrators, 1 NCO, and 4 Civilians. Reports to the Director, Professional Programs and provides recommendations to the JAG Corps' senior leadership. Responsible for the strategic oversight of the Judge Advocate Recruiting Office to optimize accessions, maximize recruiting efforts, and implement data-driven initiatives. Provides guidance and support to the JAG Corps Wellness Program, ensuring development and implementation of policies to support health and well-being across the JAG Corps. Oversees and administers all leadership strategic initiatives to include: the Subordinate Feedback Program, the Executive Coaching Program, and the Digital Mentorship Platform. As a member of the Diversity, Equity, Inclusion, and Accessibility Council (DEIAC) Executive Steering Committee, supports the DEIAC, oversees all DEIAC initiatives and, provides direction for the field boards. Responsible for creating and implementing the JAG Corps retention program.

Very Respectfully,

(b) (6)

Office of The Judge Advocate General, U.S. Army
(b) (6)

(b) (6)

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From: (b) (6)
Sent: Thursday, September 26, 2024 2:59 PM
To: (b) (6)
Subject: RE: OPOD Duty Description

(b) (6)

Here is my duty description

Support TJAG in executing statutory duty to manage and direct the JAG Corps. Manage, advise, and assign over 120 judge advocate colonels. Supervise the career management of over 2000 active duty judge advocates, and coordinate with OTJAG personnel stakeholders and JA Reserve component personnel managers on all aspects of personnel management, to include recruiting, retention, force structure, training and professional development matters. Work directly with JA key leaders in the field to identify personnel resourcing needs and ensure appropriate assigned strength. Supervise and mentor 1 COL, 2 LTCs, 2 MAJs, 1 legal administrator, and 1 civilian employee.

I think what you drafted looks good, acknowledging the need to cut some of verbiage per (b) (6) suggestion to get inside the space limits.

Vr

(b) (6)

(b) (6)

(b) (6)

[redacted]

From: (b) (6) [redacted]
Sent: Thursday, September 26, 2024 1:39 PM
To: (b) (6) [redacted]
Subject: RE: OPOD Duty Description

(b) (6)

Sorry for the delay – I was traveling back from TDY in Colorado.

Here's my duty description to help you shape yours – I'll have to update this year to change to P3:

Leads the Plans Branch of Personnel, Plans and Training Office (PPTO), Office of The Judge Advocate General (OTJAG). Leads a team of 6 officers, 1 NCO, and 5 Civilians responsible for driving immediate and lasting change within the JAG Corps' human capital enterprise by empowering the recruitment, development, retention, and employment of over 10,000 judge advocates, Civilian attorneys, and paraprofessionals. Oversees the integration and synchronization of strategic initiatives affecting the Judge Advocate Legal Services (JALS) with TJAG's vision and mission. Leads JALS strength analysis and forecasting across all components. Leads and supervises development and execution of promotion plans and boards, incentive policies and programs, and personnel policies and programs for the JAGC. Serves as the primary OTJAG representative for HQDA staffing of policy, working groups, boards, and actions, including Total Army Analysis and Army restructuring initiatives. Supervises the $121M JAGC budget through the Planning, Programming, Budgeting, and Execution process.

My thoughts on your draft:

Leads ~~and manages~~ the Office of Professional & Organizational Development, provides oversight, mentorship, and guidance to nine attorneys, two legal administrators, one paralegal, and four DA Civilians. Reports directly to the Director, Professional Programs and ~~personally~~ provides recommendations to the JAG Corps' senior leadership. Responsible for the direction and strategic oversight of the Judge Advocate Recruiting Office to optimize accessions, maximize recruiting efforts, and implement ~~calculated~~ data-driven initiatives. Provides administrative guidance and support ~~for~~ to the JAG Corps Wellness Program, ensuring development and implementation of policies ~~and strategies~~ to support the health and well-being of individuals and teams across the JAG Corps enterprise. Oversees and administers all leadership strategic initiatives to include: the Subordinate Feedback Program, the ~~JAG Corps~~ Executive Coaching Program, and the Digital Mentorship Platform. Provides support to the Diversity, Equity, Inclusion, and Accessibility Council (DEIAC) and oversees all DEIAC initiatives. As a member of the DEIAC Executive Steering Committee, provides guidance and direction for the ~~DEIAC~~ field boards. Responsible for creating, implementing, and overseeing the JAG Corps retention program.

I tried cutting a few words here and there to get you back in the space limit, but overall, a good duty description.

(b) (6)

(b) (6) [redacted]
Office of The Judge Advocate General
(b) (6) [redacted]

(b) (6)

From: [redacted]
Sent: Wednesday, September 25, 2024 11:21 AM
To: (b) (6) [redacted]
Subject: OPOD Duty Description

Good Morning Gentlemen – we are trying to create our duty descriptions for OPOD, starting with my position. Seeking your input/recommendations. The highlighted portion below won't fit into the DA 67-10-3, so I know we'll have to shorten it a bit.

Leads and manages the Office of Professional & Organizational Development, provides oversight, mentorship, and guidance to nine attorneys, two legal administrators, one paralegal, and four DA Civilians. Reports directly to the Director, Professional Programs and personally provides recommendations to the JAG Corps senior leadership. Responsible for the direction and strategic oversight of the Judge Advocate Recruiting Office to optimize accessions, maximize recruiting efforts, and implement calculated data-driven initiatives. Provides administrative guidance and support for the JAG Corps Wellness Program, ensuring development and implementation of policies and strategies to support the health and well-being of individuals and teams across the JAG Corps enterprise. Oversees and administers all leadership strategic initiatives to include: the Subordinate Feedback Program, the JAG Corps Executive Coaching Program, and the Digital Mentorship Platform. Provides support to the Diversity, Equity, Inclusion, and Accessibility Council (DEIAC) and oversees all DEIAC initiatives. As a member of the DEIAC Executive Steering Committee, provides guidance and direction for the DEIAC field boards. Responsible for creating, implementing, and overseeing the JAG Corps retention program.

Very Respectfully,

(b) (6) [redacted]

Office of The Judge Advocate General, U.S. Army
(b) (6) [redacted]
(b) (6) [redacted]

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(b) (6) **USARMY HQDA OTJAG (USA)**

From: (b) (6)
Sent: Thursday, February 29, 2024 2:57 PM
To: (b) (6)
Subject: RE: Survey
Signed By: (b) (6)

I think those guys would be great. Rather than recreate the wheel on the categories for demographics, (b) (6) should go back to our ODEI office for it… she promised it anyway and it shows we are seeking to coord and if don't get info then demonstrates how division from POD is not efficient. Otherwise we risk being criticized for failing to coordinate and if they give us wrong info, then it is on them not us. They will be the ones we need to provide the info to in the future. Are we looking at using the 0-5 scale that we discussed earlier. (b) (6) told me that he can create boxes for each category and then all folks would do is mark a box… if none apply then they would just mark zeros. I think we should use the COLs and ask if they think it is too burdensome…

I think some day we may want to know if married JAs have different reasons than single for resigning/retiring. I don't see us needing to distinguish between the number of kids, but I could see being interested in whether having any dependent children (minors) or not may be worth knowing. At some point of course we need to cut off the demographics. For me, if we ever think it is a category of people we might want to know if they act differently or are incentivized differently, then we should try to collect that data. Right off the top of my head I can imagine asking what legal specialization PDPCs do they have, because in the future I'm sure we will be asked if the MJ specialist get out at a different rate than others, same maybe in the for future of NSL or cyber, etc.

v/fr
(b) (6)

From: (b) (6)
Sent: Thursday, February 29, 2024 2:39 PM
To: (b) (6)
Subject: RE: Survey

(b) (6)

Sent it to (b) (6) (former PPTO career manager and trusted friend), (b) (6) (a good friend never afraid to give feedback), and (b) (6) (smart guy – good friend). (b) (6) is on leave. He was another I considered sending it to.

Been talking with (b) (6) about this. He's going to get the official Army racial categories. We don't want to include the wrong ones.

Finally, we're kicking around asking things like marital status and number of kids. Thoughts on these last two? (b) (6) is worried about being too invasive.

(b) (6)

Office of The Judge Advocate General

(b) (6)

From: (b) (6)
Sent: Thursday, February 29, 2024 6:43 AM
To: (b) (6)
Subject: Survey

(b) (6)

I know the Surveys are not my lane and we are getting close to final, but I keep thinking about it. I recommend adding in the demographics to the survey because I can already foresee needing to produce stats on racial/gender and other subsets (e.g. marital status, JAs with dependents, etc). This would also satisfy the ODEI need and show need for coordination in personnel matters. If we can auto populate such info when they log in to the form on JAGCNET that would be brilliant.

Also, I recommend doing a test of the survey on a group of JAs (maybe actually use some retiring COLs) and see how they might respond, and get their feedback (e.g., Too burdensome, too long, too invasive, missing reasons for leaving, fear of use against them in the future, etc). I know we are getting pressure to get it on the street, but we have one now so less of a rush, and its probably more important to get it right the first time so we don't do a redo in a couple years when we find it doesn't meet our needs.

Again, its just on my mind.

v/r
(b) (6)

(b) (6)
Office of The Judge Advocate General, U.S. Army
(b) (6)

(b) (6) **USARMY HQDA OTJAG (USA)**

From: (b) (6)
Sent: Monday, March 25, 2024 8:29 AM
To: (b) (6)
Cc: (b) (6)
Subject: RE: Survey
Signed By: (b) (6)

Sir,

I still haven't gotten a response from (b) (6). Though it's not my call, I do not see a reason to give access to our information, if we can't get reciprocity.

v/r,
(b) (6)

(b) (6)
Office of The Judge Advocate General
(b) (6)

From: (b) (6)
Sent: Tuesday, March 19, 2024 3:15 PM
To: (b) (6)
Subject: RE: Survey

(b) (6)

Roger! Thanks.

(b) (6)
Office of The Judge Advocate General
(b) (6)
(b) (6)

From: (b) (6)
Sent: Tuesday, March 19, 2024 2:33 PM
To: (b) (6)

(b) (6)
Subject: RE: Survey

Sir,

I got no response from (b) (6) on my second question regarding anonymity, but I did get a response initially.

v/r,
(b) (6)

Office of The Judge Advocate General
(b) (6)

From: (b) (6)
Sent: Tuesday, March 19, 2024 1:25 PM
To: (b) (6)
Subject: RE: Survey

Roger sir, I can do that. I asked (b) (6) and got no reply, but I can reach out to (b) (6)

v/r,
(b) (6)

(b) (6)
Office of The Judge Advocate General
(b) (6)

From: (b) (6)
Sent: Tuesday, March 19, 2024 1:06 PM
To: (b) (6)
Subject: Survey

(b) (6)

Spoke with Ms. Carlisle yesterday. She wants access to the exit surveys for (b) (6) (Wellness) and (b) (6) (ODEI). I told her I'd run it up the chain from here. I think redacted copies is probably the right way to go.

Related to that, she asked (b) (6) to provide feedback on the exit survey. I told Ms. Carlisle you had asked for input, but (b) (6) was out sick.

Can you please reach out to [redacted] and ask for her input on the survey?

Thanks!

[redacted]
Office of The Judge Advocate General
[redacted]

(b) (6) **USARMY HQDA OTJAG (USA)**

From: (b) (6)
Sent: Wednesday, March 27, 2024 8:35 AM
To: (b) (6)
Subject: RE: TDS_U.S._Army_Trial_Defense_Service_Demographic_Data (March 2024).xlsx
Attachments: TDS_U.S._Army_Trial_Defense_Service_Demographic_Data (March 2024).xlsx
Signed By: (b) (6)

(b) (6)

Only recommended change (which I made) was to title the column for duty description (IPPS-A) since the other column mentions JAGCNet.

Do we know why some of them show their MACOM as USALSA while most have it as TDS?

(b) (6)

[redacted]
Office of The Judge Advocate General
(b) (6)
(b) (6)
[redacted]

From: (b) (6)
Sent: Tuesday, March 26, 2024 5:48 PM
To: (b) (6)
Subject: TDS_U.S._Army_Trial_Defense_Service_Demographic_Data (March 2024).xlsx

Here is the spreadsheet compilation of demographics data of TDS JAs from information in CREST. Unless you have objection, I would like to provide this to (b) (6) in ODEI. I will let her know that because TDS is a discrete organization not imbedded or in a CLO from different offices, the data is more easily compiled than Trial Counsel or SVCs. Additionally, while this data is representative of current status, it is derived from data bases that have inaccuracies because part of the data is officer updated. This will likely prompt requests for similar data for other cohort.

(b) (6)

(b) (6) **USARMY HQDA OTJAG (USA)**

From: (b) (6)
Sent: Tuesday, January 16, 2024 12:46 PM
To: (b) (6)
Subject: RE: Wellness Coordinator Efforts

Well, as you know, the NDAA limits the grade of ODEI personnel to GS10, so they probably want to discuss the way ahead. My guidance when I first asked DJAG about adding the ODEI director to the TDA was to wait. I think the idea was to let her term run (she is hired as a Term employee) and maybe let the program shrink to something smaller and maybe use the DA program rather than having a separate one.

Interesting times… lots of opportunity for change… but hard to know exactly what org is being planned.

(b) (6)

From: (b) (6)
Sent: Tuesday, January 16, 2024 12:40 PM
To: (b) (6)
Subject: RE: Wellness Coordinator Efforts

(b) (6)

Interesting timing – but I just received a calendar invite for Friday. It's DJAG, Ms. Carlisle, Mr. Koon, and (b) (6) to discuss "ODEI".

(b) (6)

Office of The Judge Advocate General
(b) (6)
(b) (6)

From: (b) (6)
Sent: Tuesday, January 16, 2024 11:21 AM
To: (b) (6)
Subject: Wellness Coordinator Efforts

(b) (6)

I am home and consequently can hear the Senior Civilian Leader's Course presentations on going from my wife's office. I heard Ms. Carlisle talking about how the Wellness Coordinator and Retention officer isn't in PPTO due to a lack of trust of that organization. This is concerning to me as a message that we are putting out to senior leaders. It reinforces this alleged distrust. She also said the new "Retention Officer" position is being readvertised as an attorney position and will be responsible for all policy related to JALS retention programs. This is much of the work we (I) are doing in plans. I have no knowledge of the position and wonder if we have had any input in the development. Also, I'm

curious how the leadership intends to integrate the Retention officer's work with what we are doing in Plans. Candidly, it seems we are building another FCD… a planning function that is not part of or coordinated with Plans. All seems still in the early stages, but soon it will become a fixture and difficult to undo. Maybe this is all part of a larger restructure in OTJAG, and if so we need to be aware of how the positions are being organized and supervised. If big changes are coming, then this will required changes in the next Pub 1-1 and AR27-1.

Another concern is the presentation by the Wellness Coordinator. She is talking about the surveys and data collection she is undertaking and using to build her programs. I think this highlights the problem of planning occurring without direct supervision/coordination of PPTO Plans. She apparently has created surveys and is administering them and collecting data… seems like we need to coordinate on these types of efforts so that we are not duplicating efforts or not maintain data in ways so that frustrate its use.

Just a little concerning that we don't have a coordinated planning and data collection method.
Happy to discuss.

v/r
(b) (6)

(b) (6)
Office of The Judge Advocate General, U.S. Army
(b) (6)

(b) (6) **USARMY HQDA OTJAG (USA)**

From: (b) (6)
Wednesday, September 29, 2021 3:15 PM
To: (b) (6)
Subject: RE: O/DEI Products (UNCLASSIFIED)
Attachments: DEI Brief (public) - SEP 21.pptx; Prosecuting-Fairly.pdf; The Constitutions Bicentennial_ Commemorating the Wrong Document.pdf_safe.pdf

Trent, hola and thanks for your note.

1. This is one presentation I'm developing for all audiences - check out the notes for helpful presentation comments. Pls improve as you may need - I'm always available to you and team should you have any specific questions/recommendations. I'd like to send to all OSJAs when I finish tinkering with it.
2. Check out the guidance in the DEI Council webpage in JAGCNet or MilSuite. In particular, read the DoD Report from 2020 on D&I, and the Army's DEI annex.
3. There are many excellent readings for folks on DEI. A couple good ones attached here. The Marshall piece is one that appeals to those devoted to constitutional law - goes to the heart, in many ways, of the "living document" versus strict textualism.

(b) (6)

-----Original Message-----
From: (b) (6)
Sent: Tuesday, September 28, 2021 3:07 PM
To: (b) (6)
Subject: O/DEI Products (UNCLASSIFIED)

CLASSIFICATION: UNCLASSIFIED

Sir- Good afternoon! I hope you are doing well.

The purpose of this email is to see if the JAGC's O/DEI has any products or STPs we can use in the field for LPD classes. We are developing a LPD program and want to use our DEI field rep to provide classes to the ARCYBER team. I have your WWCLE slides, but wasn't sure if that content is tailored for the field audience? Anyways, no worries if not, sir. We will develop something--just wanted to check before moving out.

Thanks!

V/r,
(b) (6)

(b) (6)

U.S. Army Cyber Command
(b) (6)

CLASSIFICATION: UNCLASSIFIED

30 August 2023

Problem to be solved: **How do we best structure the resources currently in PPTO to most effectively and efficiently accomplish its key critical missions of talent management, force structure, budget, and recruiting?**

Non-exhaustive list of questions to answer:

1. Should PPTO be "disassembled" and restructured into a new organization or organizations? If so, what does that look like?
2. Should JARO be placed under TJAGLCS? Is the Chief, JARO, correctly graded?
3. How should the Office of Diversity, Equity, and Inclusion (ODEI), the Wellness Coordinator, the Retention Specialist (*Management Analyst*), be structured? Should they be incorporated into PPTO? Or should they fall under a different entity? Together? Separate?
4. Should CDD remain within Plans? If not, where should it be an dhow should it be structured?
5. Should the strategic planning process structure be implemented? If so, how?
6. What human resources (talent management) capabilities are we missing? Where we have added capability, have we properly structured them to be effective programmatically?
7. Are the billets manned by the right type of individual (i.e., civilian or military) and by the right cohort (attorney, paralegal, legal administrator, paraprofessional, non-attorney, etc.)?

Key guidance:

1. No additional manning is likely; if additional manning is ideal, identify it. Any recommended structure must be able to function without additional manning.
2. Any final structure / structures should include the Office of Diversity, Equity, and Inclusion (ODEI), the Wellness Coordinator, and the Retention Specialist.
3. Recommended structure should identify proposed rating chains, for both military and civilian personnel.

POAM:

1. 30 day interval check-ins
2. DIRLAUTH with all stakeholders

(b) (6) **USARMY HQDA OTJAG (USA)**

From: Berger, Joseph B (Joe) III MG USARMY HQDA OTJAG (USA)
Sent: Wednesday, August 30, 2023 3:00 PM
To: (b) (6)
Cc: (b) (6)
Subject: Special Project
Attachments: Special Project - PPTO Restructure.docx

(b) (6) – please share with your team. As we've discussed, I'm asking (b) (6) to take a hard look at PPTO+ODEI+Wellness+Retention. My rough guidance to him is attached. My guidance is that nothing is off limits. But ensure your team as he comes around and talks to them, he needs their honest feedback. And NO ONE should feel their job is threatened—that is NOT the point of this.

Standing by to discuss –
DJAG

MG Joe Berger
Deputy Judge Advocate General
(b) (6)
(b) (6)

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TJAG and DJAG Questions and Answer Session:

NSL

Q. With the release of FM 3-84, what is your guidance for implementing AC/RC integration and training for LSCO as described in paragraphs 3-41 and A-2?

Relevant Portion of A-2: Where possible, training opportunities for Army Reserve judge advocates should be coordinated with the Regular Army unit to which the judge advocate personnel will likely mobilize. Such coordination promotes habitual relationships and enhances familiarity and integration of the Army Reserve personnel into their projected active-duty unit and mission.

Para. 3-41: During large-scale combat operations, echelons above brigade, namely divisions and corps, operate as tactical and operational elements in the assigned area. The JAG Corps is prepared to provide legal support in austere conditions to rapidly maneuvering and mobile unit headquarters. OSJA and legal operations detachment (LOD) elements supporting Army, joint, and multinational headquarters consider how to provide multi-functional legal support at multiple command posts simultaneously while anticipating minimal access to digital communication and information.

A. AC/RC integration was a topic of discussion at the September 2022 Board of Directors. The feedback from that session was that OSJAs need to deliberately incorporate AC/RC considerations into their training plans and exercise preparation. The BoD felt that a specific policy on this issue was not necessarily due to the wide variation in training requirements and training capacity across installations.

When considered together, the above excerpts from FM 3-84 reframe the relationship between OSJAs and their supporting LOD – from the LOD "backfilling" an OSJA when it deploys forward that developed during rotational deployments to Iraq and Afghanistan, to a framework of factoring in the supporting LOD as deploying elements forward with an OSJA to enable continued legal support across multiple command posts and dispersed locations. Paragraph 3-41 tasks OSJAs and LODs "supporting Army, joint, and multinational headquarters [to] consider how to provide multi-functional legal support at multiple command posts simultaneously while anticipating minimal access to digital communication and information."

We implement this in real-world operations by fully incorporating it into home station operations, training, and exercises. We must ensure that AC and RC offices are capable of functioning as an integrated team. This level of familiarity only comes from regular and comprehensive teaming. AC OSJAs need to incorporate their supporting LODs into training and exercises that stress LSCO related Mission Essential Tasks (METs).

Labor

Q. Telework- Is the leadership's preference to provide legal advice to our clients face to face? And if so, will the JAGC provide SJAs, RDCs, MJs and its leaders with some written guidance so that we are uniformly addressing this concern across the Corps?

A.

Q. The CPAC support to the JALS civilian attorney hiring process is currently centralized, requiring every civilian attorney hiring process around the world to run through the CPAC at Fort Riley, KS. As a result, the process routinely does not move at the speed of need. Has any thought been given to the possibility of adding to the slate of CPAC support options for these actions? More CPACs supporting our civilian attorney hiring actions would undoubtedly help the field to recruit, select, and onboard our new attorneys more efficiently.

A. The model for the Fort Riley Centralized Attorney Recruitment Cell (CARC) came out of the fact that our local CPACs did not have the expertise to handle attorney hiring actions. They would only see one or two actions every year if that. It meant that they struggled to timely, efficiently, and properly process those actions. We know that the CARC team has been understaffed. In the last two months, they have grown an HR Assistant and an intern to help with the demand. In October, CHRA, which is DRU/organization over all the CPACs, will undergo a transformation. The CARC will become part of the Soldier Support Servicing Center, and the CARC, with added personnel on the staffing and classification's side, will take over all attorney matters—including any performance or conduct issues.

We have seen more than a 15% drop-in time to hire for attorney actions since the inception of the CARC. Our offices can deal with SMEs, who can help ensure that they are bringing the right people on board; attracting the right talent; and fully utilizing all incentives at their disposal. We realize that some CPACs at the local level provided stellar support to attorney hiring actions, and so there have been more growing pains. But, overall, we have had positive feedback about the CARC and the centralized model. Please do not hesitate to reach out to (b) (6) and Mr. Koon with any concerns you might have.

We do continue to encourage offices to find ways to streamline the process. Reminder:

- ***We know the challenges you are facing. We are not even immune to them in the NCR.***
- ***But, please don't less this be a reason that you do less…please make sure that you are leaning into your hiring actions. We still see actions that have sat at the legal offices for over three months.***

- ***We are seeing more and more applicants applying and being selected for multiple positions. Assume that every day you wait…the more applicants you may lose.***
- ***This doesn't mean to rush…just "Be Prepared."***
- ***CHECK REFERENCES***
- ***For attorneys—gets Statements of Fitness and Certs of GS at the interview.***
- ***Stay engaged with your applicants. Give them an idea of timelines. Call them with updates even if it is to say that you are still interested in them.***

Office of Diversity, Equity, and Inclusion

Q. Diversity in a group has undeniable benefits, e.g., greater probability of creativity/innovation. However, with the emphasis on diversity (especially when comparing the Army JAGC population to the general population), there may be an implication that some folks may find undesirable, e.g., a quota. What are some ways that were considered to mitigate this risk?

A: ODEI and the JAG Corps diversity efforts have been focused on organizational effectiveness, ensuring equity in all our processes, and cultivating inclusive organizations. Our recruiting efforts have been focused on widening the pool of applicants. As a corps, selection, promotion, and assignment processes have not been based on any kind of quota system (real or aspirational). When building foundation teams, we take a wholistic look that includes considering the many dimensions of diversity such as experience, education, and communication style as well as gender, race, and ethnicity, etc. No decisions are based solely on demographic categories.

The DoD, Army's goal, and the JAG Corps goal with diversity is to strive to be representative of the nation we serve based on the many dimensions of diversity.

We recognize that messaging is a key component of people's perceptions of diversity initiatives, and we are working on how to better message what our intentions and goals are. Look for ODEI sends monthly messages for more updates on this topic.

Q. Has the JAGC considered incorporating the private Affinity Groups - currently the HMG, APAN, BJAGs, PRIDE and AC - as formal/official JAGC Diversity Mentorship Programs (or as part of an overarching/"umbrella" JAGC Mentorship Program), since it appears that DOD and the services are now required by law to implement diversity mentoring and career counseling programs?

- Section 571 of the 2021 NDAA enacted 10 USC 656 (Diversity in military leadership: Plan; Mentoring and Career Counseling Program)
see https://uscode.house.gov/view.xhtml?path=/prelim@title10/subtitleA/part2/chapter37&edition=prelim

- 10 USC 656(b):

"**(b)**Mentoring and Career Counseling Program.—

1. Program required as part of plan.— With the 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, the Secretary of Defense and the Secretary of the Department in which the Coast Guard is operating shall include in the plan required by subsection (a) a mentoring and career counseling program for officers.

2. Elements.— The program required by this subsection shall include the following:

A. The option for any officer to participate in the program.

B. For each officer who elects to participate in the program, the following:

(i) One or more opportunities for mentoring and career counseling before selection of the officer's branch, specialty, or community.

(ii) Ongoing opportunities for mentoring and career counseling following selection of the officer's branch, specialty, or community, and continuing through the officer's military career.

(C) Mentoring and counseling during opportunities under subparagraph (B) consisting of the following:

(i) Information on officer retention and promotion rates in each grade, branch, specialty, and community of the armed force concerned, including the rate at which officers in each branch, specialty, or community of such armed force are promoted to a grade above O–6.

(ii) Information on career and service pathways, including service in the reserve components.

(iii) Such other information as may be required to optimize the ability of an officer to make informed career decisions through the officer's military career."

A. Currently, the Army People Strategy: DEI Annex has a goal of focused initiatives on recruiting, retention, and mentoring, however, there has not been guidance from the Army Equity & Inclusion Agency for a mentoring and career counseling program. In lieu of this, our ODEI office is working on incorporating these initiatives into our own JAGC DEI&A Strategic Plan this year and are continuing efforts to support JAGC initiatives in collaboration with the Leadership Center for a Digital Mentorship Platform we hope to develop.

In the meantime, we believe it prudent for us to continue to find innovative ways to incorporate and coordinate with our existing JAGC Affinity Groups in compliance with the Joint Ethics Regulation.

The ODEI office is also looking into other opportunities to support our affinity groups. For FY24, they developed a strategic training plan that incorporates coordination with each of our existing Affinity Mentorship Groups to provide virtual panel discussions to share the diverse perspectives of our JALS personnel. If you have not already, please visit the ODEI table in the atrium for a copy of their FY24 strategic training plan.

PPTO/JARO

Q. One of the JAGC's goals is to recruit more diversity, a much-needed goal for the JAGC to credibly support the much more diverse Army of the future. One of the major findings of an HMG study into recruiting Hispanics is that the recruits' extended family plays a much more significant role in their job and career decisions. In underrepresented populations, however, many of these extended family members are not fluent English speakers and prefer to communicate in another language. Therefore, to effectively recruit many diverse candidates, the JAGC needs to be able to communicate with these influential extended family members - in their own language. Examples of major languages that could be targeted include Spanish, Korean, Vietnamese, Arabic, Farsi, Chinese, and Russian - just to name a few.

Having JARO personnel fluent in various other languages will allow JARO to produce multiple-language recruiting products that the JAG recruits can share with these extended family members, informing them of the great benefits of a JAGC career. This would increase extended family support for the diverse JAGC candidate to join and increase the JAGC's recruitment of diverse personnel. Has the JAGC considered giving significant preference to JAGs that are fluent in more than one language for all JARO assignments?

A. The members of the JARO team are hand selected, and we look at several factors in choosing the members of the team, including desire to join JARO, recommendations of their leadership, seniority and assignment history, diversity of experience and background, and other experience and skills, including language abilities and other specialized skillsets such as marketing experience.

All these factors need to be considered to find the best fit for the JARO mission, which is heavily focused on accessions. There is only one designated outreach officer at JARO, and right now JARO also has a mobilized Reservist serving as an outreach/marketing officer.

While JARO assists in the strategic planning and coordinating of the outreach mission, they rely heavily on the Corps, primarily via the FSOs and outreach officers to support the outreach mission. So, in addition to looking at diversity on the JARO team, we focus on diversity of our FSO population and endeavor to ensure the FSO is returning to their alma mater and/or a community with which they are familiar. For example, we have two Spanish-speaking FSOs and Puerto Rico school alums assigned as Puerto Rico FSOs to assist in ensuring effective communication with the schools, families, and in the community. We also look to our FSOs and outreach officers when we are determining who attends our major affinity bar association and professional events. So, while diversity and specialized skills are of great importance at JARO, they are even more important in our recruiting population, which is primarily our FSOs and outreach officers.

Q. Has the JAGC considered changing their career model tag line from "Expert and Versatile" to "Expertise and Leadership"? Although the former tag line may be more appropriate for CPTs, I believe the latter tag line is the better encapsulation of what the assignments focus should be for MAJs and above in order to build successful careers.

A. In the spring of 2024, we will publish the revised career model in the new edition of PUB 1-1. The career model "tag line" will become "Specialist and/or Command Counsel." Under this revision, judge advocates progress to become an expert command counsel or develop specialized expertise in one legal function or both. The problems we sought to address in making this change concerned the complexity of legal operations in support of Army 2040; facilitating increased specialization at higher grades; and enhancing the career model's use as a development tool. It is our assessment that the revised career model provides judge advocates multiple professional development paths to pursue successful and meaningful careers in the Army JAG Corps.

Q. Can USAR BGs compete for the DJAG position?

A. By historical policy and practice established by the Secretary, DJAG and TJAG are selected from the regular Army. As a side note, BGs Borcherding, Wells, and Thompson are all eligible (so 6 total BGs are eligible for TJAG / DJAG).

Q. Before asking the question, I want to emphasize that (b) (6) is an excellent SJA and we are grateful for his leadership. Question: Why can't a USAR JAG hold the top spot in USARC? It's like coding the XVII Airborne Corps SJA to be filled by a Reserve AGR Officer and replacing them every three years. The learning curve is just high when we already have qualified officers that understand the jurisdiction.

A. USARC is a COMPO 1 command, designated in 1995 as providing Active Army support to the Reserve Components. So, it was built with a COMPO 1 SJA. Why? Because Congress found that mobilizing the Guard and Reserve for Desert Storm was a mess. So, in Title XI of NDAA 1993, Congress required a certain number of AC personnel to be assigned to billets that support RC training. The USARC SJA billet happens to be one of the HQ positions designated (and paid for by the Army) as "Title XI Training Support," so an AC officer is assigned to it. On the approved manning documents, the USARC legal office consists of 3 active-duty personnel, 2 Civilians, and 18 AGR personnel. The 3 active-duty positions are: O-6 SJA, O-5 DSJA, and an O-4 criminal law attorney.

If you want more background, there's a 2015 Rand study available on the Web called "Active Component Responsibility in Reserve Component Pre- and Post-Mobilization Training" that covers into the history of it. Could the JAG Corps assign a Reserve officer as the USARC SJA? Maybe. Like many things, that would depend on the needs of the Army and the needs of the Corps. But it will take a USARC/HQDA-level force management action – which does not happen overnight and which the JAG Corps does not own or control – to change how the SJA billet is coded. USAR JAGs can hold the top spot in USARC on a temporary basis, and one has done so recently: then-TPU COL Mike Deegan went on orders for 6+ months as the USARC SJA in 2022 before he pinned BG.

The USARC DSJA position is also coded as a Title XI / AC support billet. So, how is an (b) (6) (b) (6)) serving as the current USARC DSJA? (b) (6) sits in the (b) (6) with duty as the (b) (6). Putting an AGR in as USARC SJA is possible, but it creates the problem of where/how else to use an AC COL in the USAR if one is assigned to the coded SJA billet.

Administrative Law Division

Q. Has there been any move to change the Soldier Talent Profile, or return to the SRB? STP's are cumbersome, have less info than before, and are just hard to read. Using the STP negatively impacts every file I look at or take to the CG. Is anyone at DA looking to make changes to the STP to make it better?

A. The Army recognizes that changes need to be made to the STP. Working with your personnel offices in advance and forecasting potential issues/gaps are the best ways to mitigate negative impacts caused by the new STP format.

Q. Many commanders and their legal advisors shy away from cooperating with media requests for information involving administrative/criminal investigations or courts-martial. Professional responsibility rules and Army policy do place some limitations on releasing information regarding certain administrative/criminal matters. Yet, there are examples of proactive public affairs operations by DoJ or the Army in high profile cases (e.g., US v Hasan). Do you have any guidance on how judge advocates should approach media relations in administrative/criminal matters?

A: There are numerous authorities appliable to the disclosure of information involving administrative or criminal investigations and courts-martial. The Freedom of Information Act regulates the disclosure of government records and information to the public; importantly it also contains many exemptions that preclude disclosure when release of government information would deprive a person of a fair trial, interfere with an on-going investigation, or unduly invade a person's personal privacy. The Privacy Act places additional restrictions on the disclosure of many non-court-martial personnel actions. However, Art. 140a, UCMJ, and the implementing DoD and Army policies and regulations, require facilitating access to courts-martial docket information, filings, and records. Judge advocates have a responsibility to understand and comply with these laws.

Judge advocates should determine during the early stages of a court-martial what information can be released to the public and when. While the PAO is responsible for response to all media inquiries, AR 27-10, para. 5-67 addresses the release of information pertaining to military judges and accused persons, specifically including request for information by the media.

- **Generally, the PAO of your command will respond to all news media inquiries. SJAs, CJAs, and other senior legal advisors should establish local procedures with the PAO on media inquiries concerning legal matters.**

- **No member of your office should, without your approval, prepare a written statement for publication or permit him or herself to be quoted by the media on official matters within the purview of your office.**

- **No one from your office may be interviewed by, or provide statements to, representatives of the media on topics with Army-wide, national, or international implications without first obtaining clearance from the OTJAG XO.**

- **Always start with the general rule that lower-level employee misconduct is typically not considered of sufficient public interest for disclosure to the media.**

<u>Criminal Law Division</u>

Q. Restrictions on courtroom technology use significantly hamper court martial efficiencies. Conducting e-discovery or transferring data, even among government agencies (CID – OSJA), is a challenging task because our post U.S. v Manning security environment significantly restricts conventional removable media devices (thumb-drives, external hard-drives, etc.). We expend countless hours using the currently available

systems or inventing work arounds (i.e. using personal computers) to accomplish the mission. What efforts -- like a standing Exception to Policy (ETP) to use removable media in the courtroom — are being made to enable the efficient use of courtroom technology?

A: OTJAG is aware of the increasing challenges many offices are facing with the ever-increasing restrictions placed on the use of many convenient technologies, particularly removable storage devices, on government systems. OTJAG Criminal Law Division (CLD) is working with NETCOM to explore the Army's options to provide judge advocates, paralegals, and other legal support personnel an efficient path in the near term to obtain the necessary privileges on government systems to fully perform their official duties. To balance the privilege of more convenience with security, we expect NETCOM will require additional annual online training and that local legal offices provide a by-name list to their servicing Network Enterprise Center. CLD will update the field with developments on this effort as they become available.

Q. Following a Court Martial where the accused is found guilty, but the Mil. Judge does not issue a punitive discharge, the unit becomes responsible for a lengthy, time-consuming administrative action, especially when the Soldier is entitled to a board. Streamlining this process by providing Mil. Judges greater administrative separation flexibility would save the unit and the OSJA significant time and manpower. What obstacles must be overcome at Congressional or Army level to facilitate a more streamlined administrative process for post-conviction Soldiers lacking punitive discharges?

A. Expanded authority to allow courts-martial to impose administrative discharges would require statutory, regulatory, and DoD policy changes and an updated POTUS executive order. In certain circumstances (such as courts-martial conviction for a sex-related offense that did not result in a punitive discharge), Army Regulation 635-200 requires initiation of administrative separation and Chapter 15. Notification procedures will be used, and the provisions for requesting an administrative board are not applicable.

Authority to change requirements for administrative separation boards to "streamline" post courts-martial administrative separations would require statutory, DoD policy, and Army Regulation changes for officers and DoD policy and Army Regulation changes for enlisted members. Further statutory changes would be required for enlisted with 18 or more years of military service. It would also require the President to issue an Executive Order amending Appendix 12 of the Manual for Courts-Martial. Additionally, conflating administrative separations into courts-martial may require amendments to Army Board for Correction of Administrative Records authorities to act on petitions to amend servicemember records.

Q. Have we considered supporting a legislative change IOT to move all UCMJ offenses to OSTC? I know we've fought against reducing commanders' UCMJ authority, but now

that we've lost the battle re: commander's authority over covered offenses, our system seems more complex and uncertain than ever. Moving all cases to OSTC (though it would no long be "special") would reduce complexity and uncertainty, without significantly impacting command authority. Other than being a dramatic change from DOD and the services past position on this issue, it seems like its time to at least consider making a bigger change than what's been directed.

A. The FY22 NDAA amended Art. 1(17), UCMJ to define eleven offenses as covered offenses. The FY23 NDAA subsequently added three additional covered offenses. Currently there are no legislative proposals that would further amend the definition of covered offenses to add additional offenses. The U.S. Coast Guard, which is not required to establish an Office of Special Trial Counsel, has established an Office of the Chief Prosecutor. All prosecutions within the U.S. Coast Guard—whether involving covered offenses or other offenses—will be supervised by the Office of the Chief Prosecutor. This approach provides a model that may be useful in considering further changes in the future.

Special Victims Counsel

Q. Consider outsourcing the SVC program (in garrison environments) to civilians to provide longer term continuity of care. A complaint of the program is that Judge Advocates must eventually PCS before each respective victim's care period is completed. New SVCs must then be appointed, and victim has to start a new relationship/restate the victimization background to the new SVC. Is there an appetite at HQDA/DOD policy level for outsourcing garrison SVC duties to civilian hired personnel vice uniformed Judge Advocates performing this duty?

A. We are currently looking at Civilian options for SVC support, starting with our Civilian SVC Pilot Program. That program goes live on 1 OCT so it will be some time before we know whether Civilian support is a good fit, but we are aiming for the continuity for victims you mention, as well as increased flexibility for SJAs in an environment of constrained resources. There are of course also challenges with Civilian support, including hour limitations and after hours needs for some victims. These are all issues we are working to evaluate and address in the Pilot Program.

TJAGLCS

Q. Is the BOD process still occurring, and if so, is it relatively the same format/composition as in recent years? If not, what is the mechanism by which JAG Corps leaders can collaborate and provide feedback to the JAG Corps leadership on key topics?

A. Yes. The BoD occurs once a year, in the Spring. We anticipate the 2024 BoD will occur in the March-April timeframe. The format and composition is generally the same as past BoDs, though we did use the last BoD to obtain feedback on *ongoing* initiatives. This was a change from the prior format where the BoD was

asked to look at new initiatives. If you have recommendations for topics at the next BoD, please send those to (b) (6) in the Future Concepts Directorate. (GLASCOTT20SEP 1441)

Q. (TJAGLCS) Can the leadership team provide the group with the modernization efforts the JAGC is taking to utilize AI systems such as ChatGPT, etc. into our daily practice and at TJAGLCS?

A. Currently, ITD is working to update our network architecture that could support AI in the future. This could include using AI to better understand data we collect through systems of record such as MJO.

Q. The previous CAR, LTG Luckey, often stated words to the effect of "we need people in the Army Reserve who are too busy to be in the Army Reserve." That is indeed the case with the TPU 27Ds that I have in my LOD, almost all of whom are key leaders in their civilian employment. By way of example, one of my E-6's is an attorney and the managing partner of her small law firm, while another is a project manager in the state Department of Transportation.

My TPU NCOs are having an extremely hard time trying to find a way to attend ALC and SLC, which require weeks upon weeks of time away from their jobs. The direct result is people not being able to complete their PME, which stalls their promotions and advancement, for years in some instances.

Accommodations have been made on the officer/JA side regarding PME residency demands, to wit: the residency phase for JAOAC is two weeks; ILE can be completed in several ways and combinations -- none requiring more than 2 weeks of residency at any one time; and even AWCDEP has two 2-week summer phases. As challenging as it is to balance distance learning with civilian employment and regular USAR demands and responsibilities, the officer PME is doable.

Why cannot the same accommodations be made for the 27Ds? Year after year I have heard from the NCO Academy that there must be the same standard for the RC as there is for the AC -- that they must have the same training and be held to the same standards -- which means the same PME curriculum. While that is a laudable goad and I understand the sentiment, the fact of the matter is that this policy is having a devastating effect on the TPU 27D population.

Can we please investigate the potential of having segmented ALC and SLC for TPU 27Ds, perhaps conducting those courses over a longer period with 2-week (or so) residency phases? I think doing so would have a hugely positive effect on career progression and retention in the USAR TPU 27D ranks.

(b) (6) **USARMY HQDA OTJAG (USA)**

From: TJAG.Sends@noreply.jagc.army.mil
Sent: Thursday, October 24, 2024 2:07 PM
Subject: ***TJAG SENDS VOL. 42-05 - ESTABLISHMENT OF THE OFFICE OF PROFESSIONAL AND ORGANIZATIONAL DEVELOPMENT***

TJAG SENDS VOL. 42-05 - ESTABLISHMENT OF THE OFFICE OF PROFESSIONAL AND ORGANIZATIONAL DEVELOPMENT

Teammates,

We want to inform you about exciting new changes taking place as part of our focus on Our People. Please review TJAG Sends 42-05 regarding the Establishment of the Office of Professional and Organizational Development (OPOD).

You are also encouraged to listen to an informative podcast on the formation and purpose of the OPOD which is available at https://www.dvidshub.net/podcast/download/85066/DOD_110643184.mp3

The OPOD podcast, along with many other JAG Corps podcasts, are available here: https://tjaglcs.army.mil/the-quill-and-sword

Establishment of the Office of Professional and Organizational Development

Putting our People first is non-negotiable and must remain the top priority of the U.S. Army Judge Advocate General's Corps (JAGC). To reflect this prioritization and to better focus on issues critical to our People, I have directed the establishment of the Office of Professional and Organizational Development (OPOD) and selected (b)(6) as its first Director.

We must continue to capitalize on opportunities for impactful change—and to meet the challenges of stewarding the JAGC into the future. The OPOD consolidates the following programs focused on the individual and collective health of our Corps: the Judge Advocate Recruiting Office (JARO); the Wellness Program; the Diversity, Equity, Inclusion, and Accessibility Program; Leadership Initiatives; and a future Retention Office. The establishment of the OPOD emphasizes our commitment to recruiting, developing, training, and retaining cohesive teams of high-performing and talented individuals, while sustaining a strong, competent force grounded in principles aligned with the Army Values and the JAGC priorities: Our People, Our Practice, and Our Preparation.

The OPOD will develop evidence-based recommendations, supported by data collection, and thorough analysis to improve leadership competencies, connectedness, and cultivate growth mindsets in our organizations. What does this mean for YOU? We will launch Compass: Mentorship and Advising Portal, a digital mentorship program designed to connect mentors and mentees based on professional goals, practice areas, and common interests. We are exploring training opportunities in partnership with the Army Coaching Program, while working to build a bench of coaches in our cohorts. Our Wellness Program is piloting embedded behavioral health resources for wellness consultation services and an education program to address symptoms of burnout and secondary traumatic stress. These are just three lines of effort, which will provide direct and meaningful impact to our formations.

My overarching intent is that the OPOD be the frontline sounding board for refined strategies to improve our organizational culture through our mutual accountability, loyalty, trust, leadership, coaching, and mentorship. This is an investment in the health of our Corps—to maintain our edge in the world-class provision of legal services, while enabling us to increase our agility, adaptability, and lethality so that we may meet the Army's future challenges.

This We'll Defend!

//ORIGINAL SIGNED//
JOSEPH B. BERGER III
Lieutenant General, USA

The Judge Advocate General

TJAG Sends Vol. 42-05 can be found using the following link:

https://www.jagcnet2.army.mil/Sites/JAGC.nsf/3B0DE1A52A0C09F185258BC0005EAAFF/%24File/TJAG%20Sends%20Vol.%2042-05%20Establishment%20of%20the%20OPOD.pdf

DOCUMENTS RELATED TO JAGC PERSONNEL SERVING ON THE ODEI COUNCIL

DEPARTMENT OF THE ARMY
OFFICE OF THE JUDGE ADVOCATE GENERAL
DIVERSITY, EQUITY, AND INCLUSION COUNCIL
WASHINGTON, DC

DAJA-DEIC 7 April 2022

MEMORANDUM FOR RECORD

SUBJECT: Diversity, Equity, and Inclusion Council Team Norms

1. In March 2022, the Diversity, Equity, and Inclusion Council (DEIC) established a working group to study and propose DEIC Team Norms to guide and govern our group dynamics. The following Team Norms were adopted by majority vote of the DEIC on 1 April 2022 and took effect on that date:

a. **Accountability** – All Council members are responsible for sharing the workload

b. **Prioritization** – Every council member will make DEIC meetings a priority, notify XO in advance of absences, and review missed meeting's recorded

c. **Respect** – Every Council member's time and ideas are entitled to respect

d. **DEI** – The Council will model diversity, equity, and inclusion practices

e. **Agendas** – Every meeting will have a published agenda and summary

f. **Facilitator** – Every meeting will have a designated facilitator

g. **Non-attribution** – All meetings are non-attribution unless otherwise stated

h. **Voting rules:**

(1) Quorum/majority (>50% of members present) is required for in-meeting vote;
(2) Majority vote (>50% of members) is required to pass any vote;
(3) Members must be present for DEIC meeting (live or virtual)v or have watched the full recorded meeting to vote; and
(4) If postponing vote is proposed, majority vote (present) is required.

2. These Team Norms will be distributed to each current and future member of the DEIC, and remain in effect until rescinded by majority vote of the DEIC.

3. The POC is the undersigned at (b) (6) (b) (6)

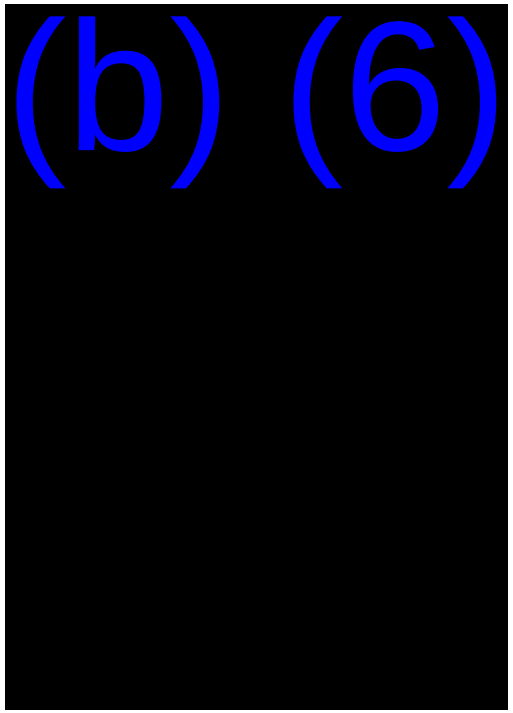
(b) (6)
(b)(6)

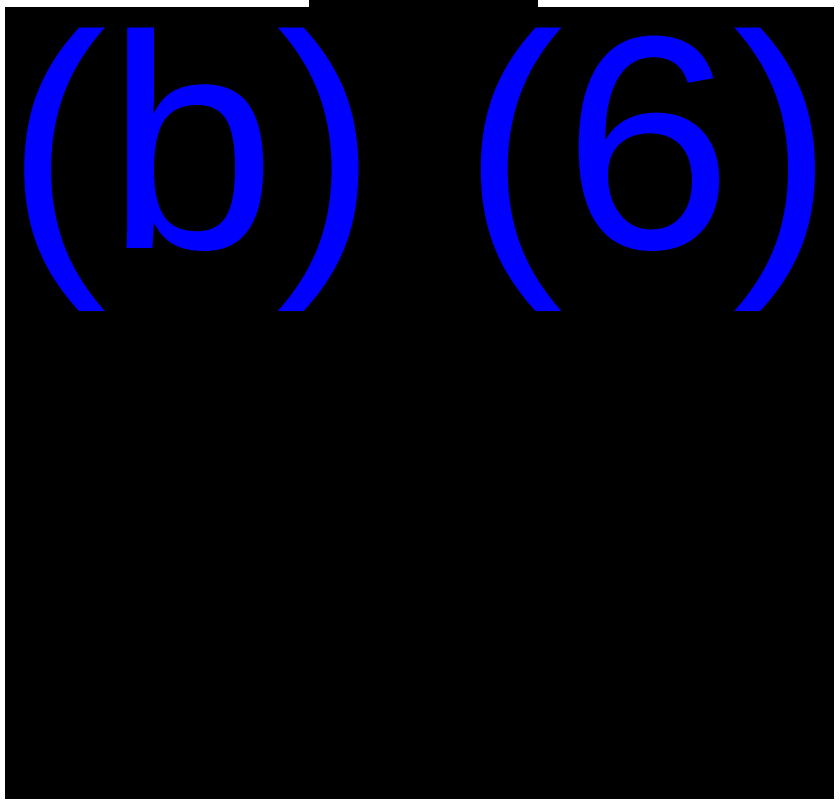
Executive Officer, DEIC

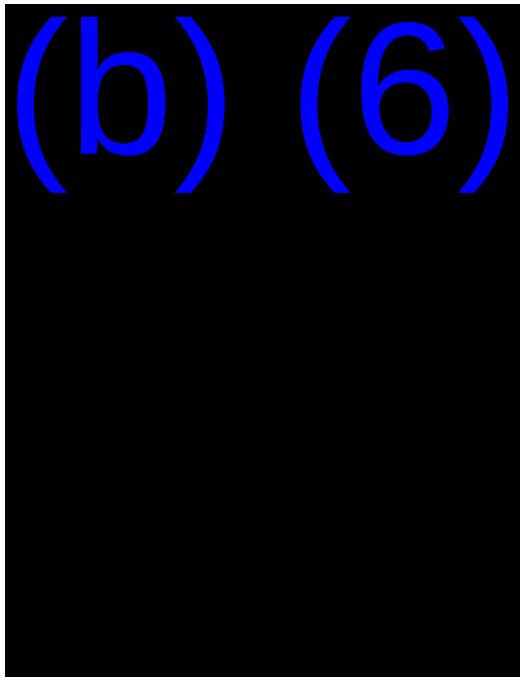
JAG Corps DEIAC: Field Board #1

The experiences of (b) (6)

(b) (6)







October 2023

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

DAJA-ZA

17 JUL 2020

MEMORANDUM FOR Judge Advocate Legal Services Personnel

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

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

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

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

a. Obstacles to inclusion;

b. Recruiting and accessions;

c. Assignments;

d. Training and education;

e. Promotions; and

f. Retention.

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

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

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

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

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

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

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

Be Ready!

Since 1775!

(b)(6)

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

FB #2

Meeting #2 - Recruiting & Accessions Data Base

FB#2 – Task – Data Base

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

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

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

FB#2 – Response – MyMentor App

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

FB #2

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

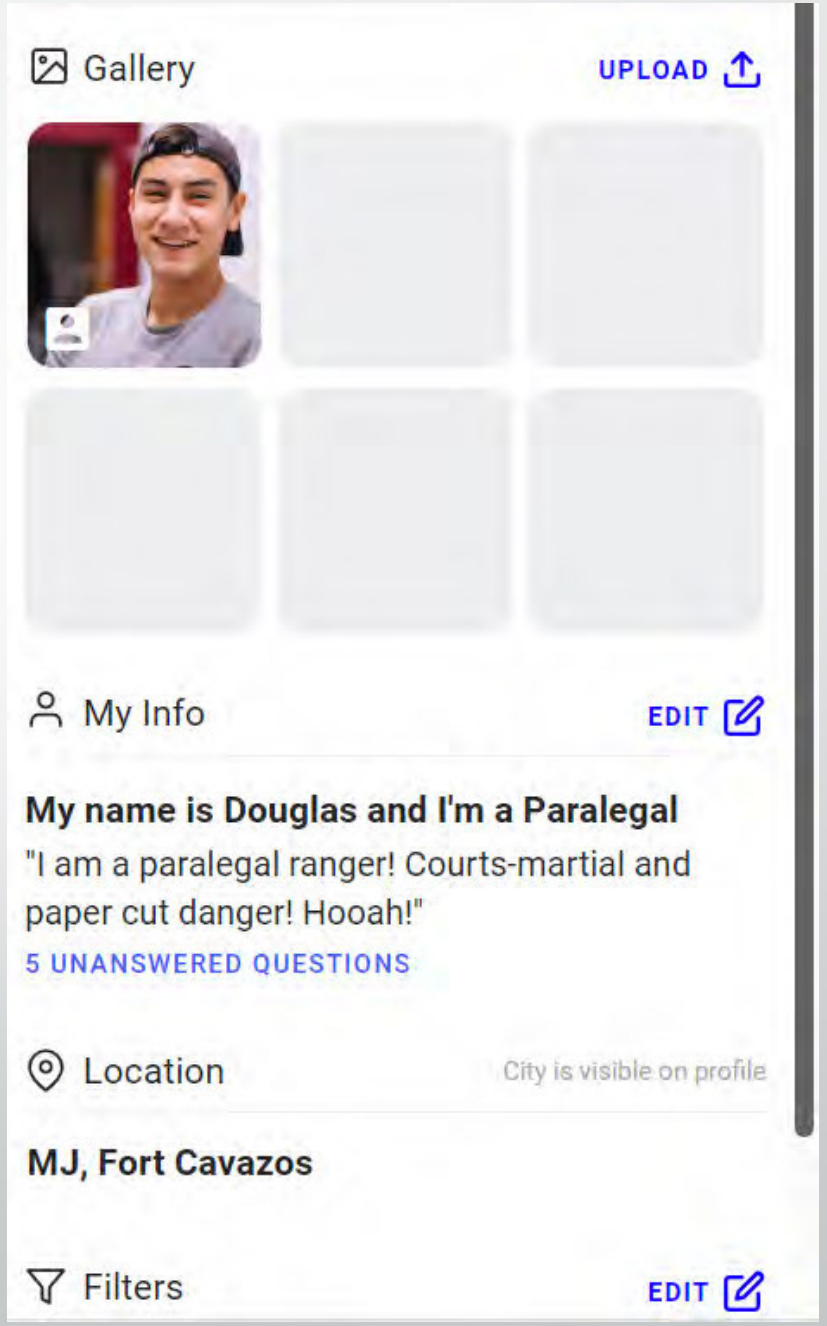
  The goal is to allow people to self-select which aspects of identity matter most to them and whether they are seeking to connect with people that reflect or differ from those aspects.

- 2. Choose a data storage platform. TEAMs?

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

FB #2

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



FB #2

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

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

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

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

FB #2

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

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

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

See above.

FB #2

- 7 . Analyze the data.

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

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

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

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

DAJA-ZA

24 MAY 2021

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

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

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

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

a. COL Steven Ranieri, Member and Co-Chair

b. [redacted], Member and Co-Chair

c. COL Jackie Thompson, Member

d. [redacted] Member

e. [redacted] Member

f. [redacted] Member

g. [redacted] Member

h. [redacted] Member

i. [redacted] Member

3. Effective Date: 1 July 2021

4. Period: Until relieved by proper authority.

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

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

a. Obstacles to inclusion;

b. Recruiting and accessions;

c. Assignments;

d. Training and education;

e. Promotions; and

f. Retention

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

(b)(6)

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

Diversity Recruitment

Best Practices

Marketing

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

Target Audience

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

Build & Foster Relationships

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

Culture

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

Questions?

Integration into the JAG Corps for New Civilian Employees

Contents

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

Assumptions

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

Integration into the JAGC

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

Integration into the Office

(Installation-Specific)

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

Introduction to Army-Specific Subjects

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

Training and Training Opportunities

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

Common Terms and Acronyms

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

Common Terms and Acronyms Cont.

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

Common Terms and Acronyms Cont.

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

Questions?

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

DAJA-ZA

9 JUL 2021

MEMORANDUM FOR [redacted] and [redacted]

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

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

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

a. [redacted] Member

b. [redacted] Member

3. Effective Date: 7 July 2021

4. Period: Until relieved by proper authority.

5. Roles and Responsibilities: The Council will continue taking a comprehensive look at ourselves as a Regiment and ask whether the JAG Corps is truly as inclusive as it can – and therefore, should – be. Where we can improve, the Council will propose approaches to make our organization more inclusive of the diversity that is the strength of the JAG Corps, our Army and the Nation we serve. The Council's comprehensive review will continue to look across all components, and specifically at the following areas:

a. Obstacles to inclusion;

b. Recruiting and accessions;

c. Assignments;

d. Training and education;

e. Promotions; and

f. Retention

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

(b)(6)

STUART W. RISCH
Major General, USA
Deputy Judge Advocate General

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

DAJA-ZA

16 NOV 2021

MEMORANDUM FOR [redacted] and [redacted]

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

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

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

a. [redacted] Member

b. [redacted] Member

3. Effective Date: 1 December 2021

4. Period: Until relieved by proper authority.

5. Roles and Responsibilities: The Council will continue taking a comprehensive look at ourselves as a regiment and ask whether the JAG Corps is truly as inclusive as it can – and therefore, should-be. Where we can improve, the council will propose approaches to make our organization more inclusive of the diversity that is the strength of the JAG Corps, our Army and the Nation we serve. The Council's comprehensive review will continue to look across all components, specifically:

a. Obstacles to inclusion;

b. Recruiting and accessions;

c. Assignments;

d. Training and education;

e. Promotions; and

f. Retention

6. The following personnel are released from the Council:

a. (b) (6)(b) (6)

b. (b) (6)b) (6)

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

(b)(6)

STUART W. RISCH
Lieutenant General, USA
The Judge Advocate General

Field Board 4

(b) (6)

Mentor: (b) (6)

Agenda

- Assignment
- Proposed Plan
- Questions
- Sample Answers

Assignment

Support SIO's Initiative on Installation Highlights by developing testimonials about the benefits and challenges of duty locations.

Proposed Plan

- Send surveys to ten installations
  - JBLM, Fort Cavazos, Fort Liberty, Fort Gregg-Adams, Fort Benning (soon to be Fort Moore), Fort Huachuca
  - Two Reserve Units and Two National Guard Units
- Population: All
- **Phase One**: Collect Surveys
- **Phase Two**: Analyze Surveys and Pick Several for Video Recording
- **Phase Three**: Provide Feedback to DEIC (Good & Bad)
- **Phase Four**: Submission to JAGC Website

Sample Questions

- How was/is your experience at Fort [X]?
- How was/is your experience at Fort [X] as it relates to DEI?
- How were you received by the military and civilian community on the installation? How were you received by the surrounding community?
- Were you accepted as a lawyer or paralegal?
- Did you encounter any cultural challenges? If so, what were they?
- If you had any cultural challenges, how were you able to overcome those challenges?
- Did you feel like you were a part of the team?
- What did you do to become more integrated into the team?
- Do you have a mentor? If not, how are you navigating any DEI challenges?

Sample Answer

- **How did the military and civilian community receive you on the installation? How did the surrounding community receive you?**

  "I am separate from the larger installation since I am in TDS, so I don't tend to interact with many people. Off-post, though, those that I interact with are typically nice, friendly, and very helpful."

- **Did you encounter any cultural challenges? If so, what were they?**

  "Yes. I am from Maryland, and I am used to being in more diverse settings. I am typically one of the only POC in each space I am in."

- **If you had any cultural challenges, how were you able to overcome those challenges?**

  "I've sought out spaces for women and POC."

- **Did you feel like you were a part of the team? Did you feel embraced by the community?**

  "Yes. Our OSJA makes a point to include TDS at each event. Everybody is friendly."

- **What did you do to become more integrated with the team? Do you have a mentor?**

  "I have made an effort to get to know the people on each team. I do have a mentor; however, she is not at the installation."

RFIs

- Video or Statements?
- How many installations?
- Will there be OSJA support?

Exit Survey Questions

Ratings

1. On a scale of 1-10 how would you rate your experience in the JAG Corps? 1 being exceptionally poor, and 10 being excellent.

2. On a scale of 1-10 how would you rate your and your family's wellness and happiness during your time in the JAG Corps? 1 being exceptionally poor, and 10 being excellent.

3. On a scale of 1-10 how would you rate your office working environment? 1 being negative, 5 being equal negative and positive, and 10 being positive.

4. On a scale of 1-10 how would you rate your interaction with fellow JAG Corps members? 1 being only negative interactions, 5 being equal negative and positive interactions, and 10 being only positive interactions.

5. On a scale of 1-10 was your office(s) diverse? 1 being homogenous and 10 being very diverse?

6. On a scale of 1-10 was your office(s) inclusive? 1 being a very exclusive or narrow-minded, and 10 being fully inclusive and open-minded.

7. On a scale of 1-10 was your office(s) equitable? 1 being prejudiced or discriminatory, and 10 being fully equitable with everyone respected and valued equally.

8. On a scale of 1-10 was your military service adversely impacted by lack of diversity, equity, and inclusion? 1 being no adverse impact at all, and 10 being a substantial and significant adverse impact.

9. On a scale of 1-10 was your military service positively impacted by lack of diversity, equity, and inclusion? 1 being no impact at all, and 10 being a substantial and significant positive impact.

10. On a scale of 1-10, how would you rate the JAG Corps efforts to encourage and foster diversity, equity, and inclusion? 1 being not impactful at all, and 10 being significantly impactful.

Open-Ended Questions

11. Was JAG Corps service conducive to your family goals? (please explain why or how so)

12. Was JAG Corps service conducive to your spouse's career goals? (please explain why or how so)

13. Was JAG Corps service conducive to your values, including moral values, faith and spiritual values, and/or ethical understandings? Please explain.

14. Did you feel part of the JAG Corps team? Please explain and provide examples of incidents that made you feel you were a part of the team, or not a part of the team, without providing names.

15. Do you want to stay in the JAG Corps? Please explain why or why not.

16. Do you currently, or did you feel comfortable expressing yourself to JAG Corps colleagues, juniors, and seniors?

17. If you are leaving service, please briefly explain why; does your leaving have anything to do with the JAG Corps? Please explain.

18. If you are reclassing, please briefly explain why.

19. What was the thing you liked most about your JAG office?

20. What was the thing you liked least about your JAG office?

21. What, if anything, about the JAG Corps would you change if given the opportunity and authority to do so?

22. Were you, at any time, discriminated because of your race, color, national origin, religion, sexual orientation, gender identity, etc.? Please explain and provide as much information as possible without providing names. (If you wish to file a formal complaint please seek your EO representative)

23. Did you ever feel like you were not appreciated or fully valued because of your race, color, national origin, religion, sexual orientation, gender identity, etc.? Please explain and provide as much information as possible without providing names. (If you wish to file a formal complaint please seek your EO representative)

24. Did you ever feel uncomfortable discussing your race, color, national origin, religion, sexual orientation, gender identity, etc.? Please explain and provide as much information as possible without providing names. (If you wish to file a formal complaint please seek your EO representative)

25. If you answered any of the previous three questions affirmatively, was there anything that you believe your office's leadership, your unit's leadership, or your JAG Corps leadership could have or should have done to correct these issues and prevent them from occurring in the future?

26. What, if any, impressions did you have of the JAC Corps's Diversity, Equity, and Inclusion programs and directives? Did these issues affect your understanding and practice of diversity, equity, and inclusion in the military?

27. Are there any other comments or discussion points that you would like to state to JAC Corps leadership regarding your time in service?

JAG Corps Assignment After Action Review

Instructions*:*

The JAG Corps endeavors to be a rewarding career for all its team-members. There are demands associated with the profession of arms to include frequent moves, isolation, and other forms of disruption. While it is impossible to separate such sacrifices from the profession entirely, the JAG Corps endeavors to make accommodations when feasible. Please answer any or all of the following prompts so that the Corps may be able to reflect on how we are doing now, and how we can do better going forward. Answers will remain anonymous, unless reporting is required under Army Regulation 600-20 or Army Regulation 27-26.

Family

1. Was this assignment conducive in helping you reach your family goals? (please explain why or how so)

2. Was your latest assignment conducive to your spouse furthering their career goals? (please explain why or how so)

3. Did your spouse, parents, siblings, or other close family members and people within your support networks have a positive view of this assignment? Did they feel supported and considered by PPTO and by your office?

4. How far away was this assignment from your or your spouse's close Family members? Was PPTO and/or your Deputy aware of this distance? Did they speak with you about it?

5. Was this assignment supportive of your attendance to important family events? Please explain.

6. Was this assignment supportive of you taking your dependents/loved ones/pets to medical/veterinary/other appointments? Please explain.

7. Do you feel that the community off-post was supportive and conducive to a positive Family life (I.e. parks, schools/daycare, healthcare, social activities, places of worship, other leisure activities)

8. Did you have to geo-bachelor for this assignment? How, if at all, did that affect you and your Family?

Faith, Spirituality, Culture, and Community

9. Was this assignment conducive to your faith practice? Please explain.

10. During this assignment, did you ever feel discriminated because of your race, color, national origin, creed, sexual orientation, gender identity, etc? Please explain and provide as much information as possible. *(Please be advised that using names, positions, or individuals' other identifying information may require or necessitate follow-on action or referral by JAGC ODEI. This question is not intended to supplant the EO Process. PPTO and JAGC ODEI are seeking inputs from the force on the scope and nature of any discrimination our Soldiers experience and how we may support our teammates to address these issues. If you experienced discrimination, you may file a formal or informal EO complaint,. We recommend speaking with your EO representative if you have questions about that process or wish to file a complaint).*

11. During this assignment, did you feel like you were part of the JAG Corps team or community? Please explain and provide examples of incidents that made you feel that you were a part of the team, or not a part of the team (without providing names or identifiable information).

12. During this assignment, did you feel comfortable expressing yourself to JAG Corps colleagues, juniors, and seniors?

13. Diversity, Equity, and Inclusion are a TJAG priority, as evidenced by the standup of ODEI and other initiatives. What is your impression of these efforts? How, if at all, have they impacted your experience in the JAG Corps?

14. How often did your OSJA conduct training or LPDs on DEI? How often, if at all, did your OSJA refer you to other DEI training resources?

15. Was your OSJA supportive of your attendance at DEI seminars or trainings outside of the office on workdays?

16. Did your OSJA conduct training on, or otherwise discuss, implicit biases?

17. At any time during your assignment, did anyone at your workplace (either inside or outside of the OSJA) act in a way that was discriminatory or non-inclusive (including, but not limited to, inappropriate or crass jokes regarding race, ethnicity, sex (to include gender identity), religion, national origin, language abilities or accent, or cultural background? If so, was this addressed? Did you or others feel comfortable correcting colleagues that engaged in such behavior?

18. At any time did you feel that other individuals, based on their race, gender, sexual orientation, religion, ethnicity, or national origin, was treated more

favorably or more adversely by leadership? Did you feel able to express concerns about this to leadership?

19. During this assignment, did your leadership create an environment of inclusivity? Why or why not?

20. During this assignment, did you ever experience discrimination within the local community off-post? Did you feel like your safety or well-being outside of the installation was affected by your race, gender, sexual orientation, national origin, or ethnicity?

21. When requesting this assignment or future assignments, are there any considerations related to your race, gender, sexual orientation, national origin, or ethnicity that are important to you? For example, state or local law and policy, state or regional history, etc. Did you feel like you could raise these concerns either to your Deputy or to PPTO?

Opportunities for Engagement and Growth

22. Did this assignment make you more or less likely to continue your service in the JAG Corps? Please explain why or why not

23. If you are leaving service, please briefly explain why; does your leaving have anything to do with this assignment or JAG Corps in general? Please explain.

24. If you are reclassing, please briefly explain why. Did you decide to reclass because of this assignment? (if applicable)

25. Is there anyone from this assignment that you consider a mentor?

26. Was this assignment supportive of your pursuit of personal goals? Please explain.

Work Satisfaction

27. During this assignment, what was the thing you liked most about your JAG office?

28. During this assignment, what was the thing you liked least about your JAG office?

29. If given the option, would you stay for a longer time at your current assignment? Please explain.

30. How would you describe your office's culture during this assignment?

31. How would you describe the cohesion and camaraderie among your colleagues during this assignment?

32. Are there any details or circumstances that you would change about if you were given full ability and authority to do so?

33. Did you feel comfortable taking leave during this assignment?

34. Did you feel comfortable approaching your leadership with any issues that you were experiencing (Family, medical, financial, etc.)?

35. Did you feel that your leadership was open and supportive regarding taking time to attend medical appointments or procedures?

36. Do you believe that your work during this assignment was important, value-added, and essential for mission accomplishment?

37. Did you believe that you were able to comfortably access or ask for assistance with accessing behavioral health or mental wellness resources?

38. Were you generally satisfied with your workload and job duties?

39. Do you believe that you received satisfactory or fulfilling recognition for your work at this assignment?

40. Are there any additional comments, suggestions, or concerns that you would like to raise to the JAG Corps regarding this assignment?

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DAJA-ZA

13 FEB 2022

MEMORANDUM FOR RECORD

SUBJECT: Consolidated Appointment to the U.S. Army Judge Advocate General's Corps' Council on Diversity, Equity, and Inclusion (the "DEIC")

1. Reference. HQ OTJAG, DAJA-ZA memorandum (Establishment of the U.S. Army Judge Advocate General's Corps' Council on Diversity, Equity, and Inclusion), 17 July 2020.

2. The following individuals have been appointed to serve as members of the "DEIC" in the positions indicated below:

a. Ms. Karen Carlisle, Member and Co-Chair

b. COL Steven Ranieri, Member and Co-Chair

c. (b) (6) Member and Co-Chair

d. (b) (6) Member and Executive Officer

e. (b) (6) Member

f. (b) (6) Member

g. (b) (6) Member

h. (b) (6) Member

i. (b) (6) Member

j. (b) (6) Member

k. (b) (6) Member

l. (b) (6) Member

m. (b) (6) Member

n. (b) (6) Member

o. (b) (6) Member

p. (b) (6) Member

q. (b) (6) Member

r. (b) (6) Member

s. Ms. Rebecca Ausprung, Member

t. (b) (6)

u. (b) (6)

3. Effective Date: 1 January 2022

4. Period: Until relieved by proper authority.

5. Roles and Responsibilities: Please see HQ OTJAG, DAJA-ZA memorandum (Establishment of the U.S. Army Judge Advocate General's Corps' Council on Diversity, Equity, and Inclusion), 17 July 2020.

(b)(6)

STUART W. RISCH
Lieutenant General, USA
The Judge Advocate General

DEI Field Board 6 Report

11 January 2024

(b) (6)

Field Board 6's Task

- "Create a Captain Career Coaches Program to field questions from the field and liaise with stakeholders on RFIs, etc."

- This program should also be adaptable for paralegals and legal administrators.

Defining “Career Coaching”

- Simply put, it is the personalized process designed to guide members of the JAGC in making informed decisions about their career development and trajectory
- Focuses on helping individuals understand where they are in their career, where they want to be, and how to get there
- Navigating challenges and barriers that might hinder progress
- Coaches offer different perspectives, strategies, and problem-solving techniques to overcome such obstacles

DEI Nexus

- Empower Soldiers to overcome unique challenges by addressing specific barriers they may face
- Assists individuals in develop a strong sense of self-awareness and confidence
- For marginalized groups, overcoming imposter syndrome and building self-efficacy (an individual's belief in their capacity to execute behaviors necessary to produce specific performance attainments) can be particularly challenging
- Career coaching acts as a strategic intervention to identify and address systemic barriers that hinder the progress of underrepresented groups
- Career coaching plays a pivotal role in shaping organizational culture

GROW Model

- GROW is an acronym for the following components:
  - Goal (aspirations)
  - Reality (current obstacles or situations)
  - Options (strengths, resources)
  - Way forward (accountability and personal actions – what, when, by whom, and the will to do it)
- Relies on an important distinction between coaching and merely assisting – coaches don’t just answer questions, they ask essential questions that allow those they support to craft their own solutions

Issues Guiding the Program

- Army Career Engagement Survey (DACES) issues
  - Top five “Extremely Important” reasons to leave the Army were ones which “centered on ways that Army life impacts one’s Family and personal relationships”.
- An overarching theme has been “uncertainty”
  - JAGC has unique ability to counter this
  - Lead the way, don’t resign to the status quo

Milestones

- Milestone based system
  - Introduction to the Army Before DCC
  - During DCC/JAOBC or BCT/AIT
  - First Assignment
  - 2 Years In and Beyond
- At every interval, key individuals will reach out to junior judge advocates to develop or facilitate the creation of coaching relationships, as well as receive/provide information on issues related to life in the JAGC

Introduction to the Army Before DCC

- FSO roles and status
  - Enduring appointments
  - More active role after applications
- Updates to the application and accession process
  - Not within FB's purview, but recommend anonymizing applications
  - Provide expectations for processes (hard to apply and accept commission when you need to pay rent)
  - Expectations vs reality

During DCC/JAOBC or BCT/AIT

- DEI training through interactive exercises meant to challenge new officers' predispositions
- Looping in JAGC affinity groups
- Finding enduring career coach
- The "hand off"

First Assignment

- Upon arrival, career coaches should engage to ensure JAs are:
  - Acclimating well to their new environment
  - Understand the nature of their assignment, and
  - Feel comfortable discussing any issues with their leadership
- Six months out – an initial “sustains and improves”
- The ”JAOER”

JUDGE ADVOCATE GENERAL'S CORPS OFFICER POSITION APPRAISAL

This form is for local use only – use IAW record retention policies

SECTION I – ADMINISTRATIVE DATA

NAME (Last, First M)	RANK	DATE OF RANK

UNIT, ORG., OR STATION	PERIOD COVERED

DUTY TITLE	LEGAL FUNCTION(S)			
		ADLAW		NSL
RATER		KFL		LA
		MJ		TDS

SECTION II – APPRAISAL

SOLDIER'S GOALS

OVERALL PERFORMANCE

SUSTAINS	IMPROVES

THE FOUR CONSTANTS OF THE ARMY LEGAL PROFESSION

Principled Counsel	
Servant Leadership	
Stewardship	
Mastery of the Law	

REQUESTED AND RECOMMENDED SUCCESSIVE POSITIONS

Soldier:	Rater:

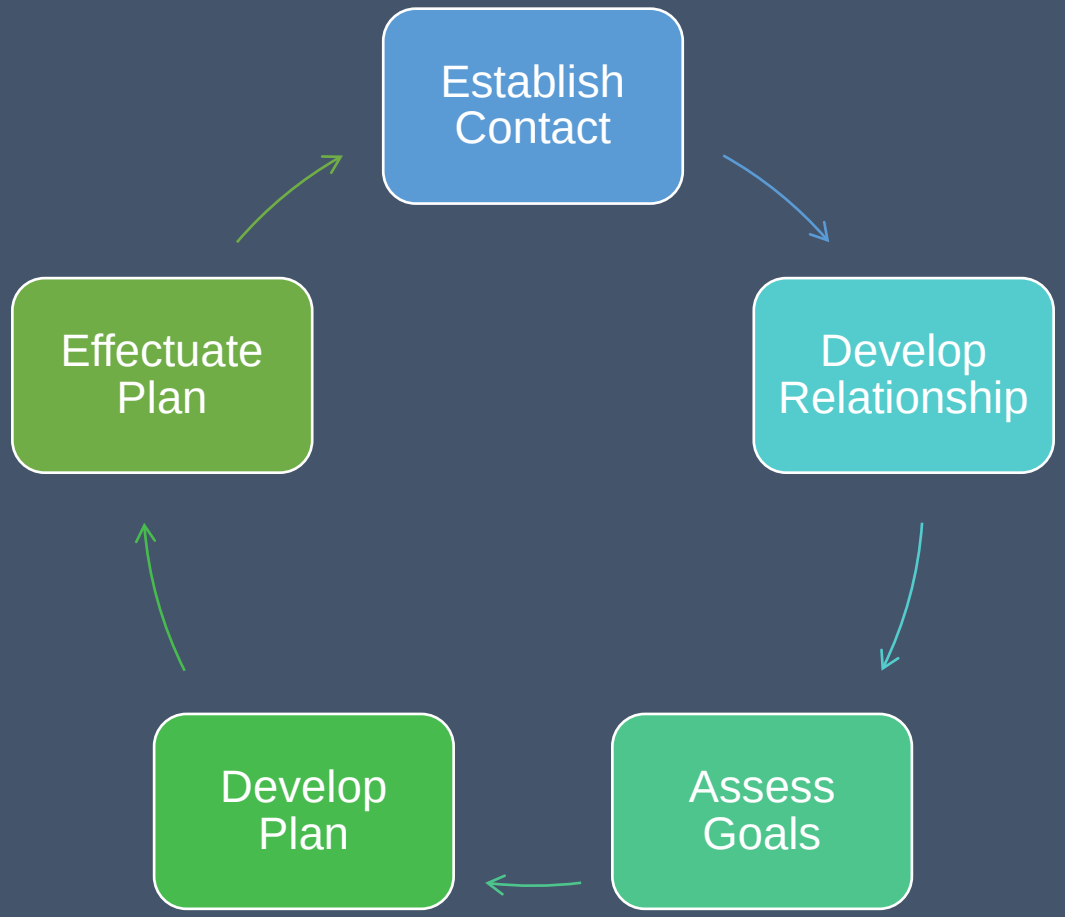
2 Years In and Beyond

- 2 year mark is essential for new JAs
  - Impending PCS, JAORB eligibility, “settled in”
  - Need career coach to help keep both feet in the door
- Career coaches also serve as feedback collectors
- Coordination with bench builders
- Coordination with PPTO/JARO
- Enduring relationship and fostering new generation of coaches
- Retention focus

Establish Contact: The "Floating" Coach

- Not everyone will participate in this program. However, the need for a "floating coach" to act as the ears for the JAGC could be helpful. These volunteers would act as one-off springboards for thoughts, compliments, complaints, etc. from JALS personnel.
- Boost the JAGC Virtual Suggestion Box
  - This is a great but underutilized tool. We should make an effort to have this pushed to JALS personnel to improve our Corps.
  - Make a point to highlight when a suggestion is implemented. It’s noted on the submission, but maybe in the JAG Connector?
  - There should also be proactive RFIs from top-down, similar to a command climate survey, conducted regularly.

The Career Coach Program Model



Paralegal Utilization / Coaching

- Develop a thorough understanding of paralegals' roles, abilities, limitations, and dynamics early
- Set aside time for JAs to meet with paralegals to develop and coach them where they can, and for paralegals to provide thoughts – keep it two way, even if a small block of time
- Paralegal NCOs should spearhead metrics and feedback to JAs
- Build trust, mutual respect, and positive work dynamics
- Issue solving mechanisms

Questions or Comments

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DAJA-ZA

13 JUL 2022

MEMORANDUM FOR RECORD

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1. Reference. HQ OTJAG, DAJA-ZA memorandum (Establishment of the U.S. Army Judge Advocate General's Corps' Council on Diversity, Equity, and Inclusion), 17 July 2020.

2. The following individuals have been selected for continued service as members of the "DEIC" in the positions indicated below:

a. Ms. Karen Carlisle, Member and Co-Chair

b. COL Steven Ranieri, Member and Co-Chair

c. (b) (6) Member and Executive Officer

d. (b) (6) Member

e. (b) (6) Member

f. (b) (6) Member

g. (b) (6) Member

h. (b) (6) Member

i. (b) (6) Member

j. (b) (6) Member

k. (b) (6) Member

l. Ms. Rebecca Ausprung, Member

m. (b) (6) Member

3. The following individuals have been appointed to serve as members of the "DEIC" in the positions indicated below:

a. (b) (6) Member and Co-Chair

b. (b) (6) Member

c. (b) (6) Member

d. (b) (6) Member

e. (b) (6) Member

f. (b) (6) Member

g. (b) (6) Member

h. (b) (6), Member

i. Ms. Holly Bryant, Member

4. Effective Date: 1 August 2022

5. Period: Until relieved by proper authority.

6. Roles and Responsibilities: Please see HQ OTJAG, DAJA-ZA memorandum (Establishment of the U.S. Army Judge Advocate General's Corps' Council on Diversity, Equity, and Inclusion), 17 July 2020.

(b)(6)

STUART W. RISCH
Lieutenant General, USA
The Judge Advocate General

DEPARTMENT OF THE ARMY
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15 NOV 2022

DAJA-ZA

MEMORANDUM FOR LTC Corey E. Thomas and SFC Vannessa M. Peterson

SUBJECT: Appointment to the U.S. Army Judge Advocate General's Corps' Council on Diversity, Equity, and Inclusion (the "DEIC")

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2. The following individuals have been appointed to serve as members of the "DEIC" in the positions indicated below:

a. (b) (6) Member and Executive Officer

b. (b) (6) Member and Assistant Executive Officer

3. Effective Date: 1 November 2022

4. Period: Until relieved by proper authority.

5. Roles and Responsibilities: Please see HQ OTJAG, DAJA-ZA memorandum (Establishment of the U.S. Army Judge Advocate General's Corps' Council on Diversity, Equity, and Inclusion), 17 July 2020.

6. The following personnel are relieved from the Council:

a. (b) (6) Member and Executive Officer

b. (b) (6) Member and Assistant Executive Officer

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

(b)(6)

STUART W. RISCH
Lieutenant General, USA
The Judge Advocate Genera

Field Board 7
Judge Advocate Accessions Sponsorship Program

(b) (6), Leader
(b) (6) (6), Deputy Leader

Field Board 7's Project

- CURREN STATE: Currently, JARO has a small team that answers all of the selectees' questions and guides them through the process. The Army loses approximately 22% of JA selectees between the time they are selected to when they are actually accessed into the JAGC, which can last 6-12 months.
- DESIRED ENDSTATE: Reduce the number of JA selectees that do not enter the JAGC.
- THE PROBLEM: The lack of continued contact between the selectee and the JAGC during the 6 to 12-month timeframe.
- OPERATIONAL APPROACH: Develop a JA accessions sponsorship program

Overview of the Sponsorship Program

Interested selectees will be assigned a sponsor from an OSJA or LOD that will be responsible for providing assistance to the selectee as they wait to access into the JAGC. JARO will be responsible for overall oversight of the program with SJAs/LOD Commanders providing oversight of the day-to-day management of the program.

Responsibilities

JARO

- Refine the sponsor training program.
- Develop the program applications.
- Refine sponsor criteria.
- Refine and develop evaluation/metric criteria (i.e., AAR criteria, Article 6 criteria, successful completion of duty to be included on OER)
- Update recruiting materials to include information about the program

Chief of JARO

- Final approval authority for sponsors
- Send informational email to SJAs regarding the program.

Regular Accessions Officer (or another Officer w/n JARO)

- Track which selectees have requested a sponsor.
- Match sponsors with selectees. Forward selectee information to the sponsor.
- Coordinate training.
- Develop materials (i.e., FAQs from selectees, templates) and provide to sponsors.
- Create a JARO Sponsorship Teams channel.
- Serve as a POC for sponsors, selectees, and OSJAs/LODs.

Responsibilities

SJAs/LOD Commanders or designee

- Collect and review applications to ensure the JA meets the sponsor criteria.
- Endorse a sponsor applicant.
- Oversee the sponsors in the OSJA.
- Appoint a sponsor POC in their office.
- Invite selectees to attend events on post (i.e., PT, Courts-Martial, selectee lunch, tours, etc.). Responsible for the costs of any events.
- Ensure AARs are complete.
- Ensure program complies with Article 6 criteria.
- Ensure a sponsor's OER accurately reflects this additional duty.

ITD

- Update JAGCNet to include the sponsorship program information.

Responsibilities

Sponsors

- Attend JARO sponsored training.
- Contact the selectee via phone call or email no later than three business days from notification (the date JARO forwarded their assigned candidates contact information).
- Keep in regular contact with their selectee. (Recommend biweekly contact via the agreed upon method. Contact should include helping the selectee familiarize themselves with the Army and JAG Corps and provide resources.)
- Alert JARO through their tech chain if there are any issues with a selectee.
- Track the types of questions and issues your selectee has and report them to JARO for data collection purposes.
- Complete AAR.

Selectees

- Complete application to receive a sponsor.
- Keep in regular contact with sponsor.
- Alert JARO if there are any issues with a sponsor.
- Complete AAR.

Criteria

Sponsor

- O-2/O-3 with at least 6 months at their current duty station and no more than 4 years TIS.
- Must not be in a duty position that would prohibit a sponsor from successfully serving as a sponsor.
- Endorsement from the SJA/designee.

Matching

- Selectees should be matched based on demographic information (race/ethnicity, sex/gender, and/or sexual orientation) and location of the sponsor and selectee if possible. Selectees will have the ability to state a preference for a sponsor that is matched based on demographic information or location.

Application Process

Judge Advocates will complete an application and submit it through their SJA/LOD Commander to the JARO POC.

- Sponsors should be selected by the time letters to selectees are sent to ensure they can be matched within 10 working days of the selectee requesting a sponsor.

Selectees

- An application for a sponsor will be included in the letter/email that congratulates the selectees.
- Selectee will have a suspense by which to submit the application.
- Selectees and sponsors will be matched within 10 working days of the selectee requesting a sponsor.

Sponsor Training

- Mandatory 1 or 2 day in-person training or 1 or 2 day training via Teams or Zoom. Should occur prior to JARO sending out offers.
  - In-person training: TJAGLCS v. rotates among the regions
  - Virtual: Offered at different times of the day to cover different time zones.
- Content
  - There should be briefs geared towards active duty and Reserve JAs.
  - In depth discussion of the accessions process before and after the applicant accepts the offer.
  - Would require significant input from PP&TO, Board of Directors, TJAGLCS, USAR Legal Command, and the Field.

Sample Sponsor Training Topics

- WELCOME. GO opening remarks.
- BRIEF ON THE JUDGE ADVOCATE ACCESSIONS SPONSORSHIP PROGRAM.
  - Development of the program. Why sponsorship is important?
  - Sponsor responsibilities.
  - Provide JARO perspective, particularly on challenges.
- JAGC APPLICATION PROCESS. Overview of the process from start to accession on active duty/into the Reserves.
  - Common issues/FAQs
- MEDICAL PROCESSING BRIEF. Overview of the process by a SME.
  - Specific process
  - Challenges/common issues
  - Waiver process
  - HIPPA restrictions
- SECURITY CLEARANCE PROCEDURES. Overview of the process by a SME.
  - Specific process
  - Privacy restrictions

Sample Sponsor Training Topics

- PHYSICAL FITNESS. SME provides TTPs in talking to selectees, information on how to motivate, and Army opensource resources that can be provided to selectees.
- DEIA TRAINING
- PANEL DISCUSSION WITH RECENT SELECTEES.
- BREAKOUT GROUPS (Active Duty, Reserve, National Guard)
- WHAT IT TAKES TO BE A GREAT SPONSOR
- BRIEF ON AVAILABLE ARMY RESOURCES
  - The purpose is to provide sponsors with information so that can readily answer questions or provide the right POCs, especially if it's not an issue the sponsor faced when entering the Corps (i.e., EFMP, MACP, etc.)

- Possible: AFFINITY GROUP PRESENTATIONS. Overview of each to provide sponsors with additional resources to assist selectees.

AAR Evaluation Criteria

- How often were you in contact with your sponsor? Was this level of contact fine by you?
- How did you and your sponsor communicate (i.e., phone, email, text)?
- Did you meet your sponsor in person? If so, how often?
- Did you attend any OSJA/LOD sponsored events? If so, how many?
- How helpful was your sponsor? Please explain.
- What type of issues did your sponsor assist you with?
- If there was an issue with your sponsor, how helpful was JARO in resolving the issue? Please explain.
- Did having a sponsor affect your decision whether to access onto active duty/into the Reserves? Please explain.
- Do you feel you are better prepared for your first assignment in the JAGC because you had a sponsor? Please explain.
- How helpful was JARO if you had to contact them for any reason? Please explain.

Article 6 Evaluation Criteria

- How does the OSJA/LOD demonstrate support for the sponsorship program?
  - Does the OSJA have any JAs that have served a sponsors for selectees? If yes, how many? What years?
  - What events have you held that selectees have been invited to attend?
- Who is responsible for oversight of the sponsors in the OSJA?
  - How does the OSJA ensure sponsors are fulfilling their responsibilities as a sponsor?
- If known, how many of the selectees your JAs have sponsored have accessed into the JAGC?
- Provide your assessment of the sponsorship program.
- Does the OSJA properly note on a sponsor's OER that they served as a sponsor?

Backup Slide

SOLDIERS • FAMILIES • ARMY CIVILIANS
ARMY STRONG.

Other COAs Considered

Sponsorship

1. Expand FSO duties
2. Create a Sponsorship Officer position at JARO
3. A captain from each OSJA and LOD serves as a full-time sponsor.
4. JARO will use affinity groups in selecting sponsors.

Other Ideas*

A. Recommend the JAGC expand the summer intern program to a year around program so selectees can get paid while they wait to access.
B. The JAGC offer a signing bonus.

*Presumes the issue is related to selectees not being able to go 6-12 months without pay. We are aware of anecdotal data that suggest the 22% of selectees are unable to wait 6-12 months without a paycheck therefore, they are choosing other career paths. And the selectees in this position are mostly members of minority groups. We believe the types of programs listed (A and B) would have a greater impact on reducing the number of selectees that do not excess into the Corps.

Field Board 8:
Professional Organization Effort

Assignment

- Develop a list of awards presented by affinity group bar/legal associations that JAGC members can compete for including timelines and process for submission.
- Develop a list of affinity group bar/legal associations conferences that provide professional development for members to include a proposed SOP for attendance.

Challenges in Implementing SOPs

- Potentially some endorsement issues from SJAs and the JAG Corps.
- Difficulty in encouraging participation, without it looking like endorsement.
- Unlikely that Active Duty servicemembers would be competitive for these professional organization awards.

Mitigation Measures

- Don't mention specific groups. Focus generally on how professional organizations can benefit members
- Don't mention awards up front but encourage involvement in professional organizations while emphasizing TJAG's priority on the importance of diversity and professional development
- AIM and certification or unit-level surveys for JA's to self-identify participation in other organizations
- Allow for administrative leave for people going to organization events.

Recommendation

- Replace the short term goal of compiling lists of professional organization awards with a longer-term project focused on a culture shift of encouraging participation in professional organizations and their affinity groups.
  - Encourage Judge Advocates, Paralegals, and Legal Administrators to join civilian Professional Organizations.
  - Create an opportunity for the JAG Corps to have visibility on individuals' professional memberships.
  - Message the personal benefits and professional growth opportunities available in professional organizations and highlight people of all ranks who are involved in such organizations.
- After these steps are accomplished, then begin to consider awards and recognitions through these organizations.

Current Status of Professional Organizations

- Currently, there is no emphasis, education, or encouragement for Judge Advocates to join or participate in professional organizations.
- While Administrative Leave exists for authorizing people to attend conferences, this is seldom used and many are not aware of this provision in AR 600-8-10.
- The JAG Corps does not currently have a mechanism to collect information about JA's involvement in affinity groups of professional organizations in order to capitalize on outreach opportunities.

Opportunities

- Educating and emphasizing the benefits of professional organizations gives the JAG Corps opportunities for outreach to a broader, more diverse population of attorneys.
- Outreach can be achieved with a minimal cost. People are likely to attend conferences and organization-sponsored CLEs out of pocket if given the time to do so without costing them days of leave.
- Annual certification and AIM resumes provide space to input data for visibility at OTJAG, PPTO, OSJA, and JARO.
- This is an investment in people and a great tool for retention.

Implementation

- Advertise the Importance of Professional Organizations
  - JAG Connector
  - TAL article: highlighting different JAGs and community involvement (which coincidentally could include their personal stories about professional organizations)
  - TJAG Sends: due profession Soldiers and Attorneys - how joining professional organizations keeps you tied into the legal community
  - Update policy letters and 1-1 to emphasize professional development through professional organizations
    - Message/video about the importance of joining affinity groups and civilian professional development organizations from leadership team posted to ODEI page and JAGC YouTube channel

Implementation

- Leverage existing affinity groups.
- Post links to affinity groups on the ODEI page on JAGCNET
- Affinity Group promo videos
  - Offer affinity group resources to present awards to JAs nominated by another JAG and platform for recognition
  - Allow affinity groups to select 2 members to send to professional development conferences selected by the groups' leadership.
  - Establish process and criteria for establishing new affinity groups within the JAG (minimum number of board members; mission statement; minimum number of hosted events; etc).

Engagement at the SJA-Level

- Encourage participation
- Submit names of personnel who are in organizations and outstanding candidates
- Use passes to incentive participation in professional organizations and conferences.
- TJAG Events – highlight individuals from various ODEI groups and emphasis on diversity

Grass-Roots Engagement

- Start encouraging organizational memberships
  - Encourage FSOs to discuss memberships during interviews and informational briefings
  - Encourage FLEPs to become members while still in law school.
  - early at OBC/DCC
- Get OROs and JARO to attend more of those events and get people from the organizations

Diversity, Equity, Inclusion & Accessibility Council Monthly Meeting

9 May 2024

Prepared by the DEIA Council XO and AXO

Meeting Agenda

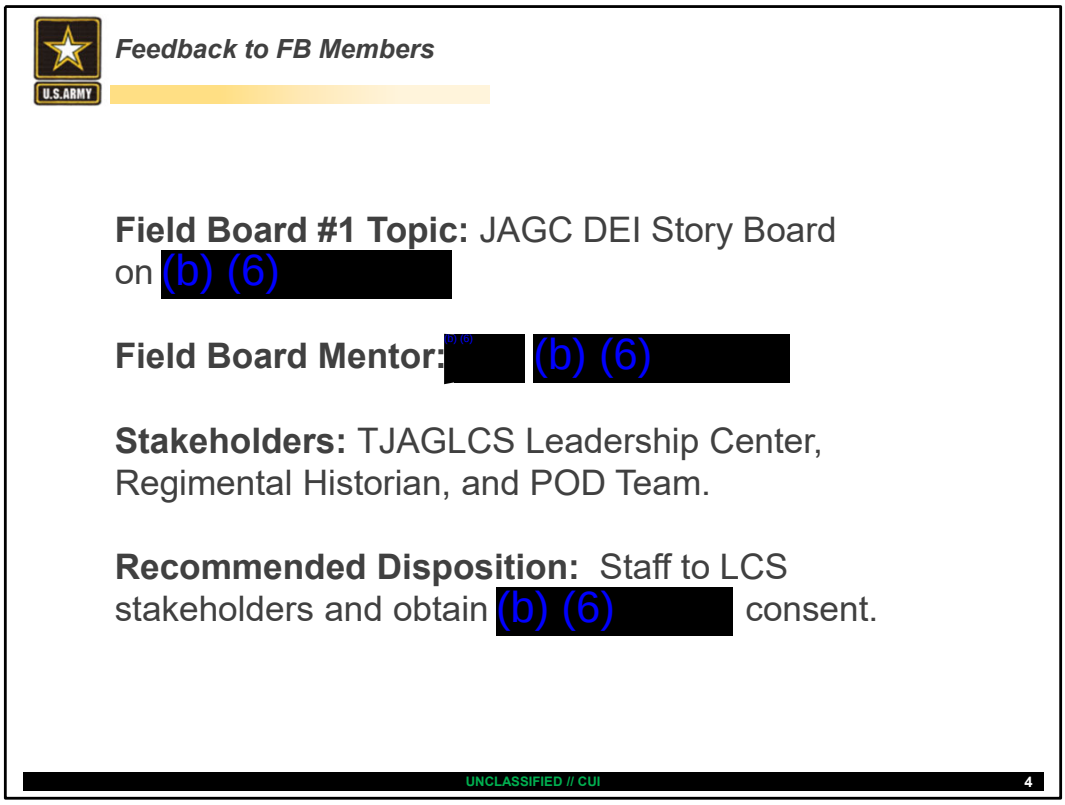
- ODEIA Opening Comments
- Remarks (TJAG)
- Feedback to FB Members on staffing of projects
- After Action Review (AAR)
- Closing Comments to FB Members (b) (6)

(b) (6)



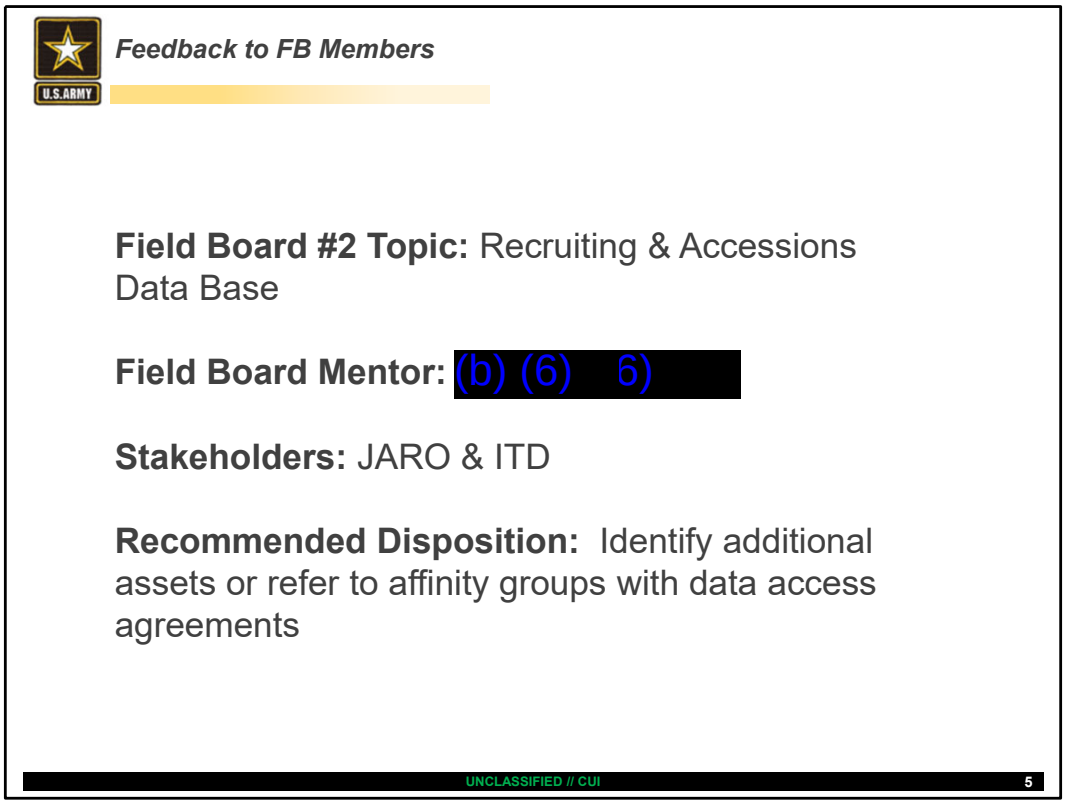
LTG Stuart W. Risch

The Judge Advocate General



FB Members: (b) (6)

(b) (6)



FB Members: (b) (6)



FB Members: (b) (6)



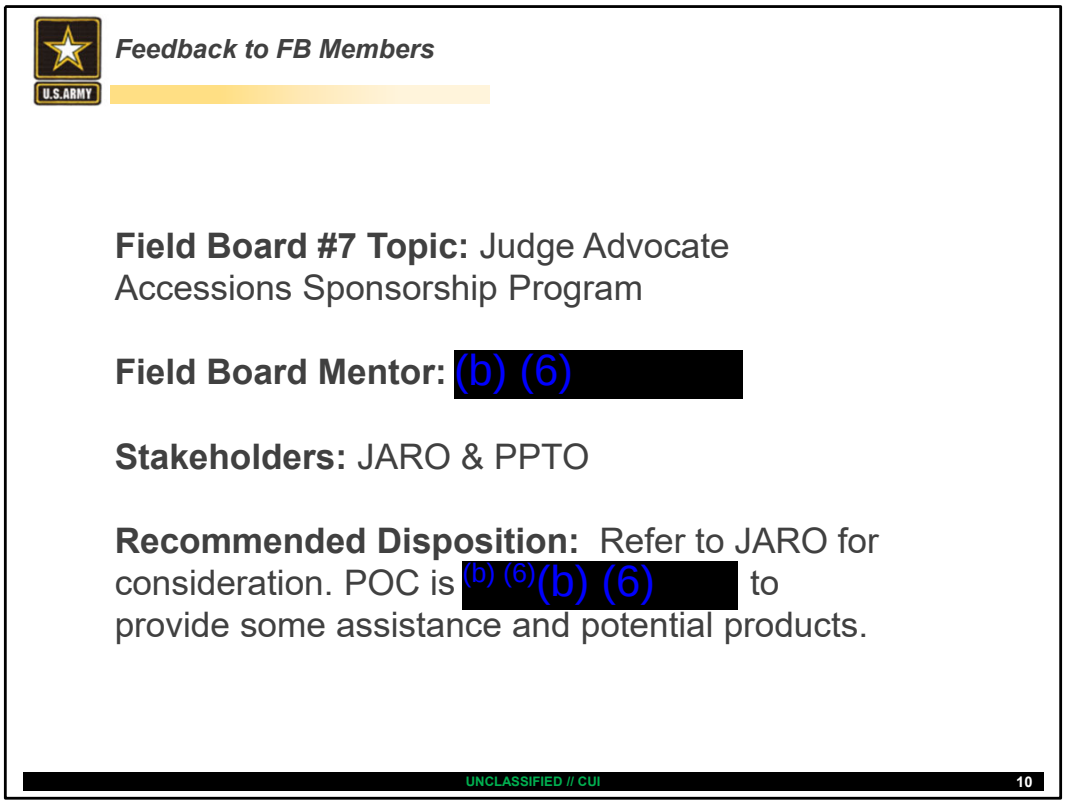
FB Members: (b) (6)



FB Members: (b) (6)



FB Members: (b) (6)



FB Members: (b) (6)

Feedback to FB Members

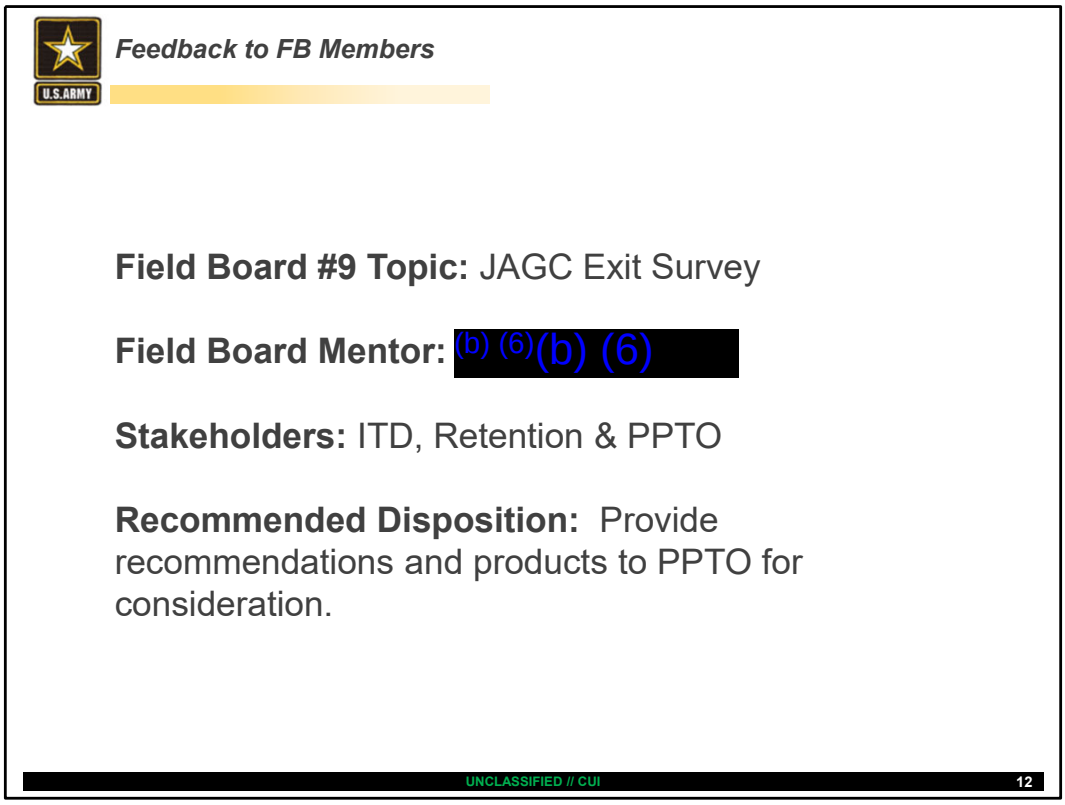
Field Board #8 Topic: Professional Organization Effort (Consolidate Awards & Conferences of affinity group bar/legal associations for JALS personnel)

Field Board Mentor: [redacted]

Stakeholders: JARO, POD Team & SIO

Recommended Disposition: Refer products to stakeholders for incorporation into current products.

FB Members: [redacted]



FB Members: (b) (6)



FB Members:(b) (6)



FB Members: (b) (6)

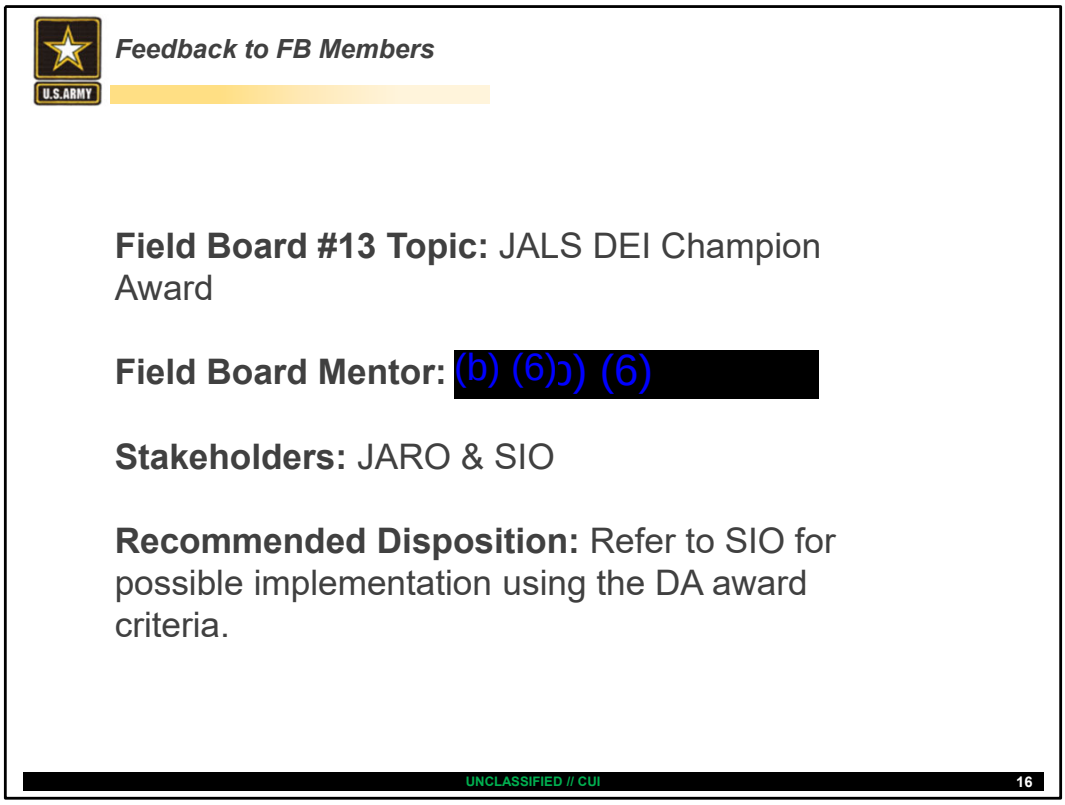


FB (b) (6)

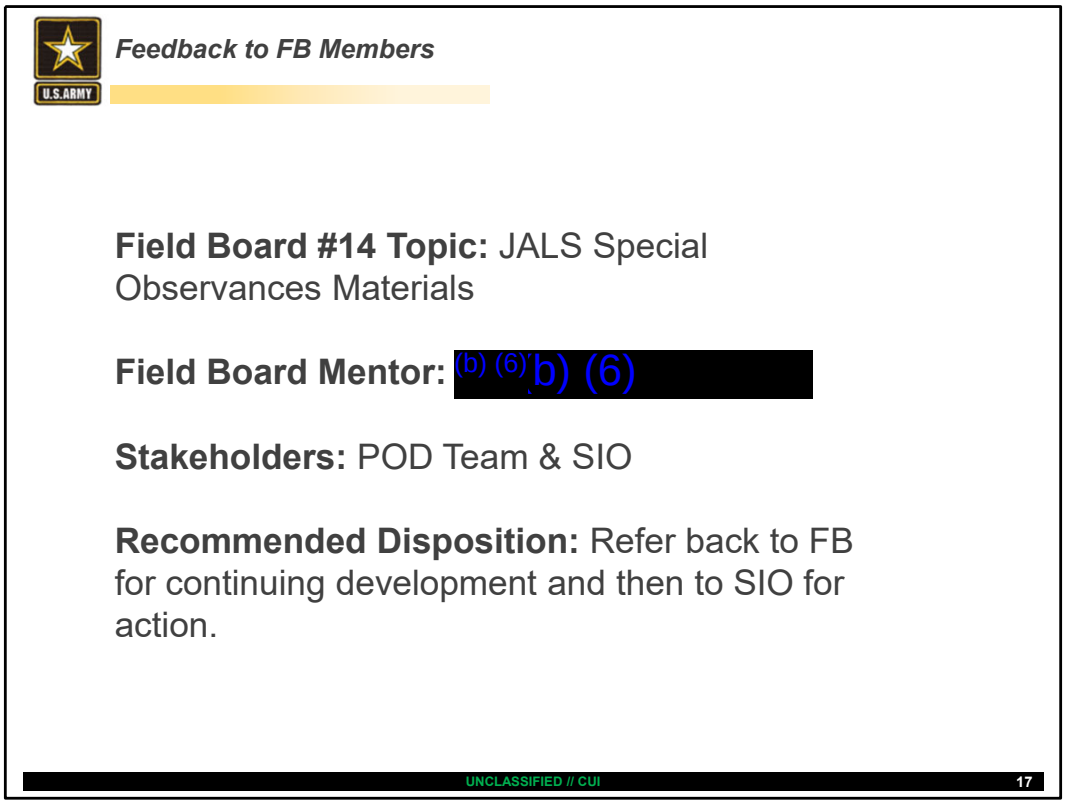
Recommendations referenced for Project 1- Compo 2/3 Recruiting:

Recommendations referenced for Project 2- DEIA Best Practices:

1. (PPTO) More Data –Resignation & exit Surveys, more historical data on demographics of positions
2. (PODT) Measurable goals included in DEIA Annex of PODT Strategic Plan.
3. (PODT) Adopt



FB Members: (b) (6)



FB Members: (b) (6)



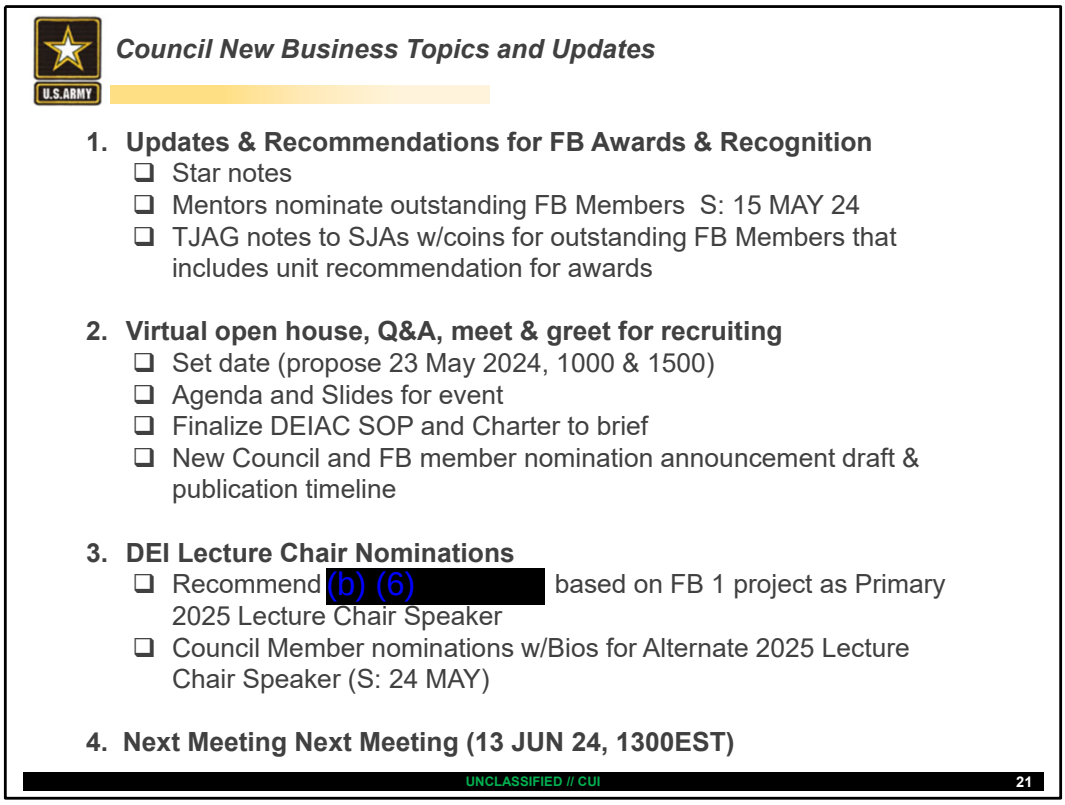
This is the second iteration of Field Boards and although there was an existing FB SOP, there is always room to improve our systems, process, procedures, and the way we do business. Your feedback and input is the most valuable thing to help drive these efforts so please submit your anonymous AAR survey to tell us what we can do better in future FB iterations. This listed suspense of 16 MAY 2024 will allow us to incorporate your feedback and input into the current version of the DEIAC SOP and FB SOP revisions. Any responses submitted past that date will be kept on file for our future use and reference.



Council Members and Mentors all the same applies to you. We want your perspective on what we can improve for future FB iterations, and DEIAC members in future. Like prev stated, this listed suspense of 16 MAY 2024 will allow us to incorporate your feedback and input into the current version of the DEIAC SOP and FB SOP revisions and any responses submitted past that date will be kept on file for our future use and reference.



Request all FB members log off at this time. Stop recording. DEIAC members stay logged on.



1. For recognitions and awards (b) (6) provided following recommendations to date:

FB 7- Mentor (b) (6)

Award: (b) (6)

General Recognition: (b) (6) (b) (6), (b) (6) (b) (6)

FB 10- Mentor Ms. Holly Bryant

Award: (b) (6)) (6), (b) (6)

General Recognition: (b) (6)

FB 12- Mentor (b) (6)

Award: (b) (6)

General Recognition: (b) (6)

(b) (6)

- NOTE: We need remaining FB mentor nominations **S: 15 MAY** to consolidate and staff all star note and coin requests. What we do need for awards recommendations and coin recognitions is quick specifics from FB MENTORS on what these personnel did to contribute to their particular FB (ie. Briefed final presentation, organized all IPRs, meetings, slides, etc.) (b) (6)(b) (6) will send out follow up email with star note/coin requests format to FB mentors.

2. Proposed date 23 May—1000 and 1500—Hold open house for prospective Council members. Ms. Carlisle is not available at 1000, 23MAY. ODEIA can host, put together slides, and publish JAGCnet announcement, but we **need 3-4 council members to volunteer** to participate and share their experience and recommend agenda items.

- Let's also get names of current active members of the FB interested in participating too– maybe we ask a select few that were recommended for an award because they participate often ((b) (6), (b) (6), etc). We don't need a lot of people, maybe 5 or 6 at the most and we can have different people and each session.

- We also need to have some standard talking points for those hosting the open house– ask for volunteer.
- DEIAC SOP w/Charter should be finalized by open house date and hopefully approved by TJAG
- With ODEIA transition to POD leadership this summer Ms. Carlisle will need to ID manning to support a 6 JUN suspense for nomination of council members, but we do not recommend new FB member nominations are requested until new council is established with new council leadership appointed.
- Important for us to ID which council members would like to continue to serve in the event we do not get enough nominations. And we do encourage current council members to nominate any specific FB members as nominees for DEIAC member positions.

3. DEI Lecture chair nominations for FY25 suspense was set by dean this week for nominations due 1 JUNE 2025. Recommend we use (b) (6) based on this year's FB1 project. ODEIA already had his Bio and Nomination drafted as primary nominee. Are there any objections from the council for this nominee? We would like the council to please help us

submit nominees for the alternate DEI lecture chair speaker. Nominations should include the Biography of a prominent expert or leader in the Corps, and one page write up on their contributions to DEIA. To date all DEI Lecture speakers have been former JAs so we recommend some Enlisted, WO and JALS Civ nominations as well w/ S: 24 MAY to the ODEIA to allow us time to consolidate nominations and staff to LCS.

4. Next meeting 13 JUN 24, 1300EST we will hope to have nominations of new council members consolidated and ready for council members to vote on nominees. 14 June—Recommended list go to TJAG for approval. July—no meeting due to PCS transition . Email will follow to existing DEIAC members new appt/ selection of DEIAC members. 8 Aug will be the first meeting of new Council—During this meeting there should be a review of prioritized Strat Plan items that we want the council to take on

Questions



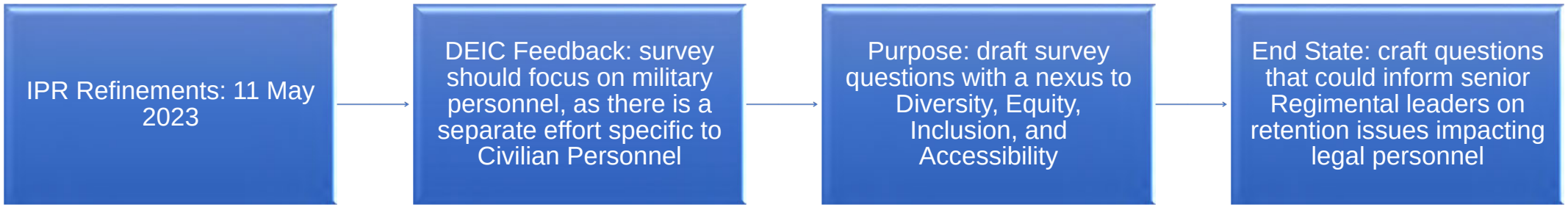
Field Board 9 Presentation:

The Exit Survey



Assigned Project

Proposal	Line of Effort	Stakeholder(s)	Field Board/ Mentor	Notes
Work with ITD to create an electronically-submitted exit survey for all members of the JAGC	Other obstacles to Inclusion	JAGC	9/(b) (6) (6)(b) (6)	• We have resignation and retirement exit surveys on JAGCnet • The results are utilized by Senior Leaders and PPTO • Consider expanding beyond 27A population



Demographic Information

FB9 survey first seeks to solicit demographic information on individuals completing the survey

Demographic data includes questions relating to ethnicity, gender identity, race, and sexual orientation

Survey Questions: Equity

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)

Based on your response to the question above, did it influence your decision to leave the JAG corps? Y/N

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?

Survey Questions: 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)

2. Based on your response to the question above, did it influence your decision to leave the JAG corps? Y/N

3. Would you recommend the JAG corps to someone who valued Diversity? Y/N

Survey Questions: Inclusion

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

Survey Questions: Accessibility

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

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)

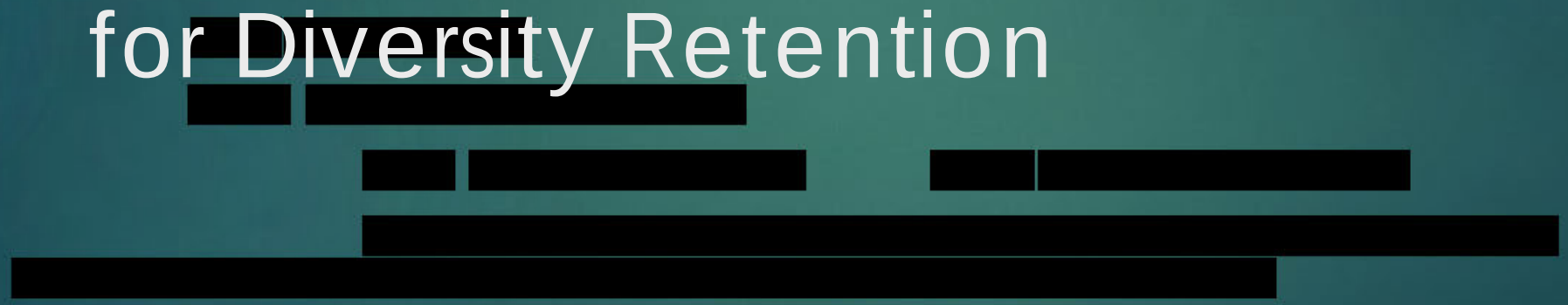
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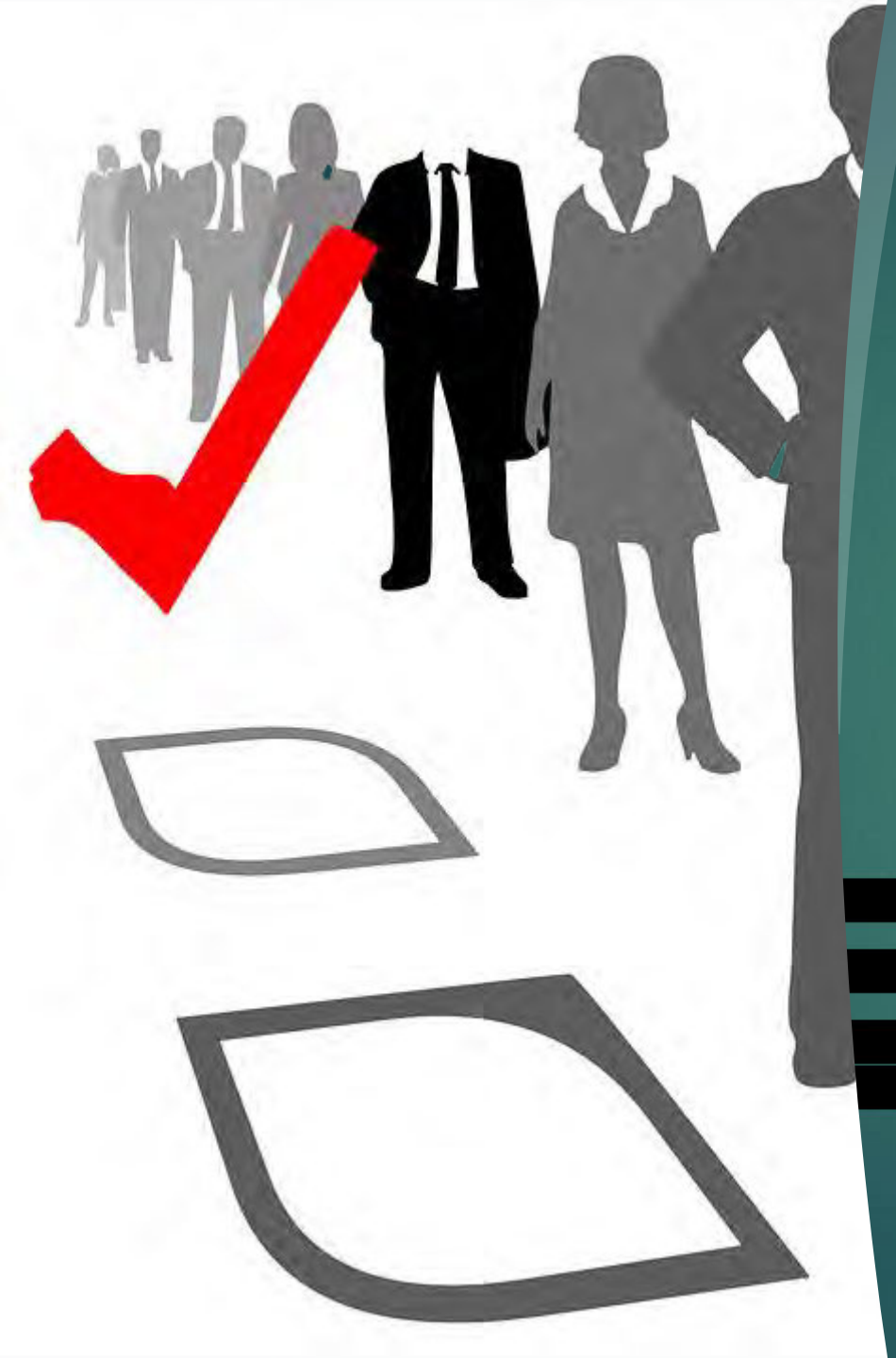
PROJECT LEADS: (b) (6) (b) (6) AND (b) (6)(b) (6)

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

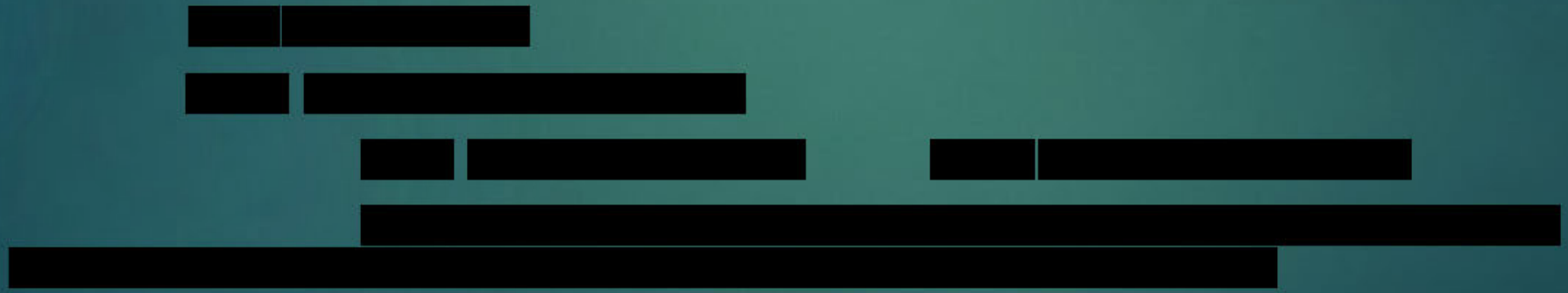
4. The JAG Corps should steer COMPO 1 non-selects (both applicants and captain Passovers) toward COMPO 2.

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?



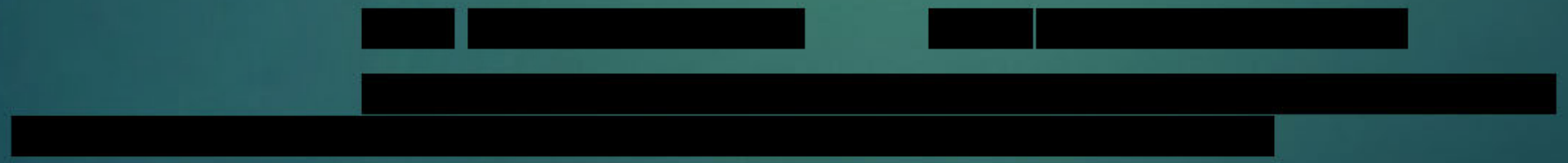


Project 2: Survey of Best Practices for Diversity Retention

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?

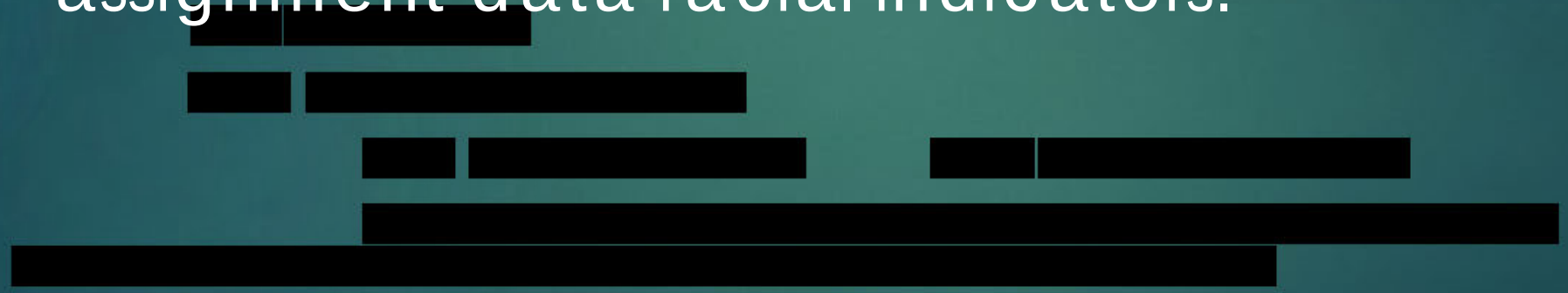


Project 2: Methodology

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]

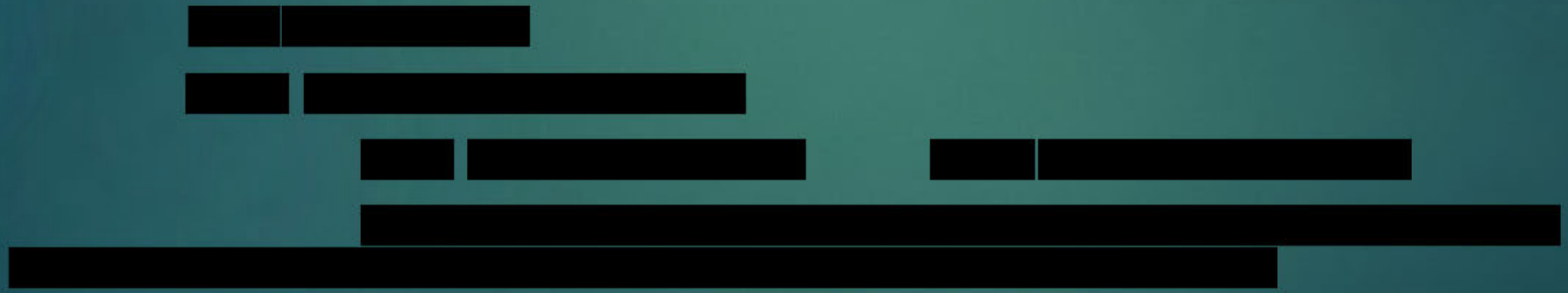
Official Affinity Groups

- 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]

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[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).

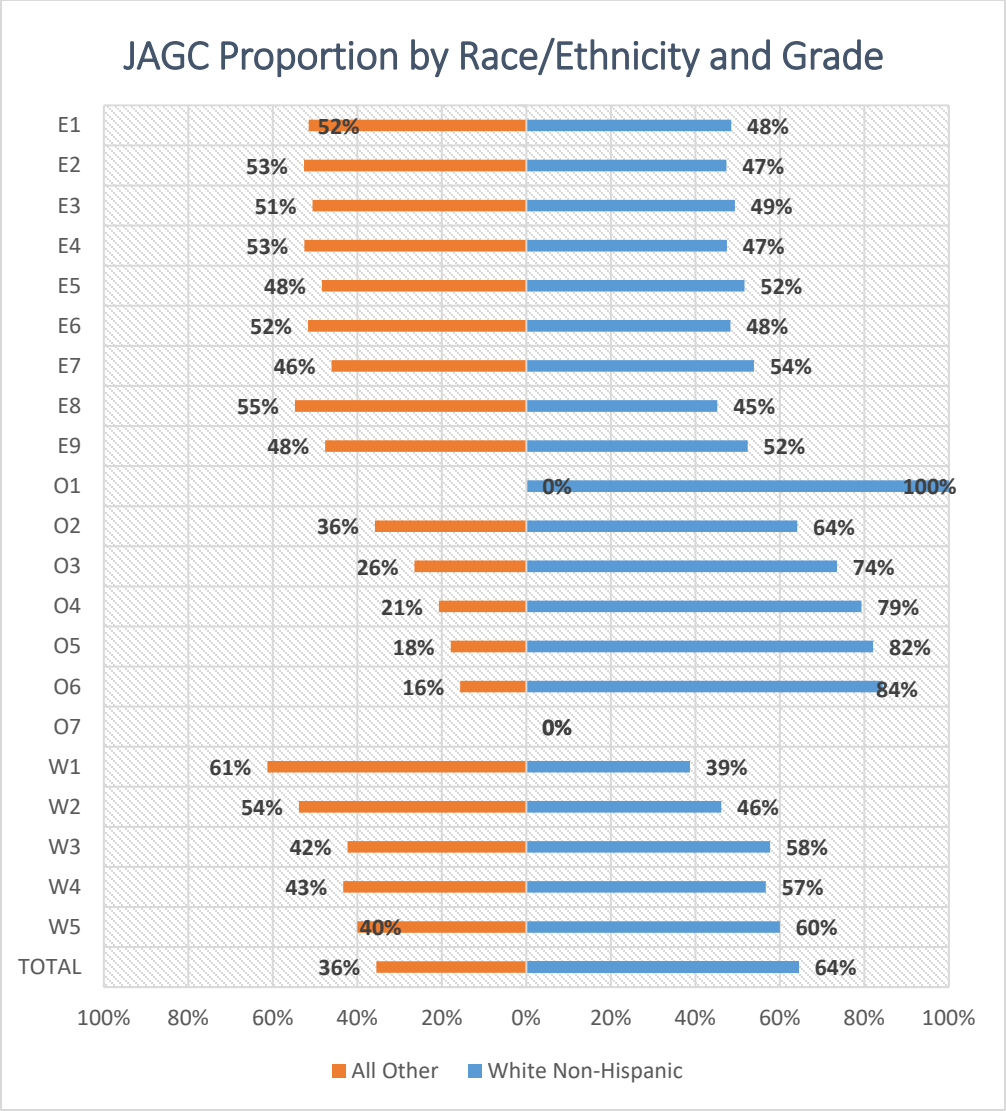
Most of the surveyed law firms created their goals and metrics for using a DEI consulting firm. Additionally, *Jackson Lewis* reported having surveys after each DEI event, reviewing why certain field offices are not actively participating in affinity groups and maintaining DEI certifications. *Haynes 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.

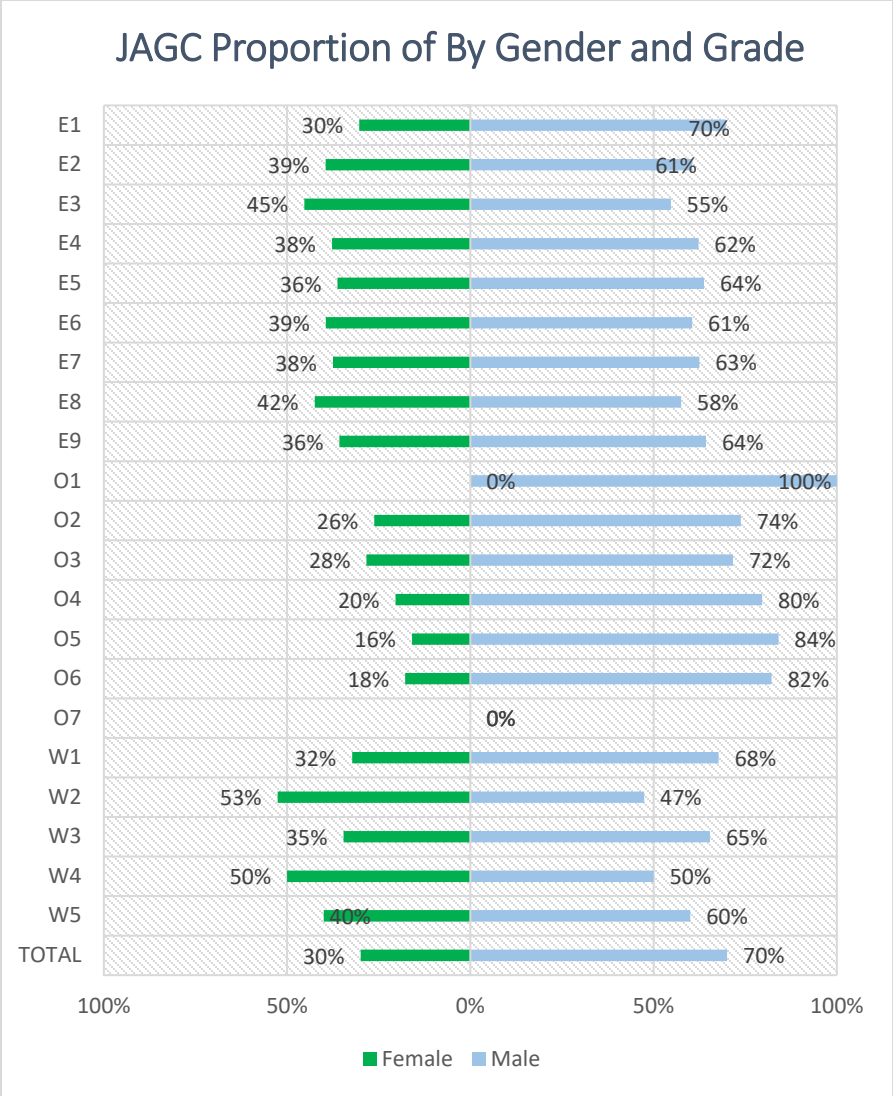
- **Strategic, Top-Down Messaging To The Workforce Is Extremely Important.** A recurring theme was using strategic messaging to the force about the role of minorities, DEI training, and addressing global issues impacting minorities.[17] Leaders must be vocal and present in all initiatives in this area. 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.

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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.

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[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.

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[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

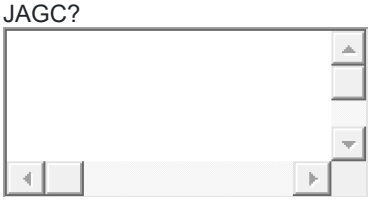
20) Would shorter deployments change your mind about resigning?

- 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?



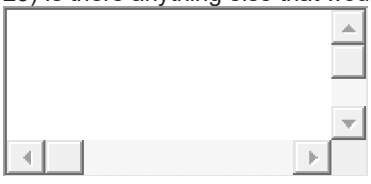
23) Would a career intermission program (specifically related to a partial pay/three years in the Individual Ready Reserve program) change your mind about resigning?

- 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?

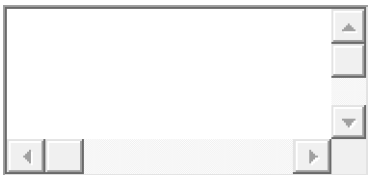
4) Will you be retiring more than one year prior to your Mandatory Retirement Date?

- 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)

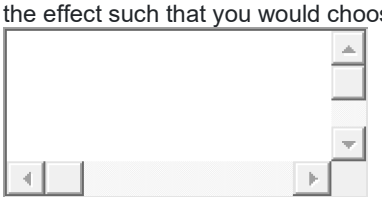
If previous response is other please explain



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?



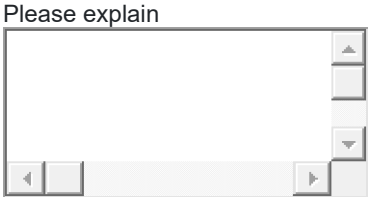
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8) If spousal employment impacted your decision and your spouse is an attorney, did you consider the JAGC's Noncompetitive Military Spouse Attorney Placement Program?

- 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?

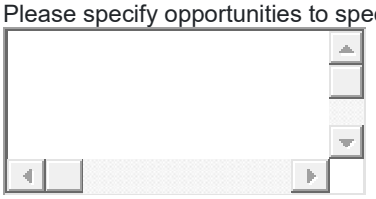
- Government Practice
- Law Firm Practice
- Corporate Practice
- Non-legal employment
- Not seeking employment
- Uncertain

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

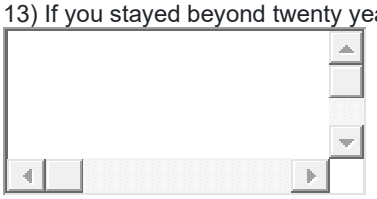
12) Before entering the JAGC, did you have prior service in the following?

- [ ] 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



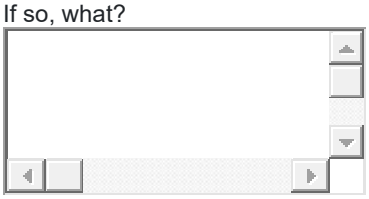
13) If you stayed beyond twenty years of active Federal service, what were the reasons you continued to serve?



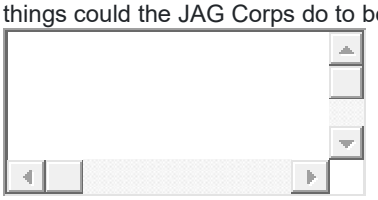
14) From your experience, is the JAGC doing a good job of recruiting and retaining talent? How can it improve?



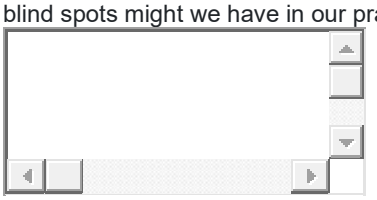
15) Is there anything the JAG Corps could do to improve the overall experience for our Soldiers, officer and enlisted? If so, what?



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.

Field Board 13
DEI Champion Program

MEMORANDUM OF INSTRUCTION

- Purpose
- Policy
- Background for the Champion Award
- Eligibility and Criteria
- Nomination and Finalist Applications and Selection
- Recognition

Field Board 13
DEI Champion Program

ELIGIBILITY AND CRITERIA

- Nominees cannot be flagged or pending derogatory administrative or adverse action
- All JALS members are eligible for the Award
- Nominees must embody the values of the Army and JAG Corps
- Must exemplify one or more of the pillars through any specific and noteworthy achievement in their professional or personal capacity
- Activities should be focused on the previous year but can include other demonstrated excellence for up to 3 years prior

Field Board 13
DEI Champion Program

NOMINATIONS AND FINALIST APPLICATIONS

- Anyone can nominate anyone using our simple nomination form which will be posted on the Award's JAGCNET page
- ODEI will select finalists for each Award category
- Finalists Packets must include:
  - Cover Sheet
  - Memorandum reflecting the finalist's efforts to support the DEI pillars
  - Supporting documentation demonstrating those efforts
  - Award SJA Approval Form

Field Board 13
DEI Champion Program

SELECTION AND RECOGNITION

- The Board will include the ODEI Director and Program Director
- The other Board members will be appointed by TJAG after a conflicts check has been conducted
- The Board will evaluate the finalist and make recommendations for selection to TJAG
- The selected winners will travel to TJAGLCS to be recognized during the Worldwide Continuing Legal Education Course

Questions

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

DAJA-ZA 15 November 2023

MEMORANDUM FOR JUDGE ADVOCATE LEGAL SERVICES PERSONNEL

SUBJECT: Memorandum of Instruction – Diversity, Equity, and Inclusion (DEI) Champion Award

1. Purpose: This memorandum prescribes eligibility and procedures for nominations for the U.S Army Judge Advocate Legal Services (JALS) DEI Champion Award.

2. Policy: Each year, the Judge Advocate General's Corps (JAG Corps) will recognize and honor individuals within our JALS community who exhibit one or more of the programs' pillars of Diversity, Equity, and Inclusion: community, cultivation, and communication. This annual award will focus on JALS Personnel who have made significant impact in DEI during the previous 12 months. Four JALS community members (a junior enlisted, a non-commissioned officer, an officer, and a civilian) will be recognized each year.

3. Background: The JALS DEI Champion Award is the official award of the Judge Advocate General's Corps to recognize members of the JALS community who exhibit the programs' pillars of Diversity, Equity, and Inclusion.

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

b. *Cultivation*. The candidate has created and implemented special, targeted, and creative efforts to attract, retain, develop, and encourage diverse talent.

c. *Communication*. This candidate created opportunities to broaden the mindset and considerations of others to make the organization more inclusive.

4. Eligibility and Criteria:

a. *Minimum Criteria*. Nominees must not be flagged or pending derogatory administrative or adverse action for misconduct, physical readiness, or body composition.

b. *Award Criteria*. JALS DEI Champion Award. All JALS members, of all components, including civilians, are eligible for the JALS DEI Champion Award.

Nominees must embody the values of the Army and JAG Corps. Nominees must exemplify one or more DEI program pillars. A specific, noteworthy military, official, or civic achievement may be a factor in support of a nomination but will not be the sole reason for selection. Information supporting a nomination for the JALS DEI Champion Award should generally be focused on the activities in the previous year but demonstrated excellence dating back no more than three years from the date of the nomination may be relevant and included to support a nomination.

5. Nominations and Finalist Applications and Selection: Any service member or Department Army (DA) employee may nominate a candidate. The application process will be a two-step process. First, nominations will be completed on the digital form JALS Form XX-X on JAGCNET. Finalists will be selected from the initial nominees. The finalists will then submit a finalist packet for consideration.

a. *Nominations*. Nominations must be submitted to the custodian of the JALS DEI Champion Award in the JAG Corps Diversity, Equity, and Inclusion Division, via JALS Form XX-X on JAGCNET, by the prescribed deadline. Nominations received after that suspense will not be considered.

b. *Finalist Packet Requirements.* Finalist applications must be submitted in a .pdf file (no portfolio) with a cover sheet reflecting the nominee's DOD ID #, rank, and current unit of assignment. The applicants name should not be used or identifiable on any document. The required documents are identified as follows:

(1) Cover Sheet;
(2) Memorandum reflecting the finalist's efforts to support the DEI pillars;
(3) Supporting documentation demonstrating those efforts; and
(4) SJA Approval Form.

c. *Finalist Packet Submission.* Each finalist packet must be submitted to the custodian of the JALS DEI Champion Award in the JAG Corps Diversity, Equity, and Inclusion Division at usarmy.pentagon.hqda-otjag.mbx.jagc-diversity-inclusion@army.mil.

d. *Board Procedures*. A selection board, which includes the ODEI Director and Program Coordinator, will be appointed by TJAG. Prior to appointment of the remaining board members, a conflict check will be conducted by ODEI to ensure none of the board members are in the current or past rating or evaluating chain of the finalists. The board will evaluate the finalists and make recommendations to TJAG on who should receive the award for 20XX.

6. Recognition: If conditions permit, the selected winners will travel to TJAGLCS to be recognized during the 2024 Worldwide Continuing Legal Education (WWCLE) Course

in the fall.
7. Point of contact for this memorandum is the Office of Diversity, Equity, and Inclusion at 571-256-XXXX or usarmy.pentagon.hqda-otjag.mbx.jagc-diversity-inclusion@army.mil.

NAME
RANK
DUTY POSITION

DEPARTMENT OF THE ARMY

MEMORANDUM FOR Chief, Office of Diversity, Equity, and Inclusion, Office of The Judge Advocate General, 2200 Army Pentagon, Washington, DC 20310-2200

SUBJECT: Nomination for FY24 Diversity, Equity, and Inclusion (DEI) Award

1. I recommend the following nominee DoDID # ONLY be awarded the the Diversity, Equity, and Inclusion Award.

2. I certify that this nominee(☐ is ☐ is not) flagged or pending derogatory administrative or adverse action for misconduct, physical readiness, or height and weight.

3. The reason for my recommendation is:

4. The point of contact for this memorandum is

COL, JA

DEPARTMENT OF THE ARMY

DoDID # ONLY

MEMORANDUM FOR Chief, Office of Diversity, Equity, and Inclusion, Office of The Judge Advocate General, 2200 Army Pentagon, Washington, DC 20310-2200

SUBJECT: Nomination for FY24 Diversity, Equity, and Inclusion (DEI) Award

1. I recommend for the Diversity, Equity, and Inclusion Award.

2. This nominee has met the criteria outlined in Fiscal Year 2024 (FY24) U.S. Army Judge Advocate Legal Services (JALS) Diversity, Equity, and Inclusion (DEI) Champion Award MOI by embodying characteristics of the DEI Pillars as specified below.

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

(1) This nominee (If t has has not) met the criteria for this DEI Pillar.

(2) This nominee has met this Pillar by...

b. Cultivation: Nominees have created and implemented special, targeted, and creative efforts to attract, retain, develop, and encourage diverse talent.

(1) This nominee (If t has has not) met the criteria for this DEI Pillar.

(2) This nominee has met this Pillar by...

SUBJECT: Nomination for FY24 Diversity, Equity, and Inclusion (DEI) Award

c. Communication: Nominees created opportunities to broaden the mindset and considerations of others to make the organization more inclusive.

(1) This nominee (has has not) met the criteria for this DEI Pillar.

(2)

3. The point of contact for this memorandum is

U.S. Army JAG Corps - DEIC Field Board 14

Field Board Project Task: Develop special observance material and/or programs focused on the JAG Corps.

(falling under the recruiting and accessions LOE)



Field Board Project Result: Generate special observance material and programs by spotlighting historically significant members of the JAGC in different affinity groups along with present-day representatives from these groups.

Special observance material promotion would mirror already-established observance months and be published during those respective months.

Personnel from the different affinity groups would be spotlighted on a volunteer basis. Historically significant member counterparts would be identified through coordination with the regimental historian.

These spotlights would be fairly brief to reach a variety of audiences. These materials should be easy to publish via online platforms and for distribution by Field Screening Officers.

Further Recommendations:

- Update the “first four years in the JAG Corps” video to highlight the diversity of personnel within the Corps, possibly featuring the present-day personnel featured in the special observance materials.
- Update the public-facing JAGCNET website to feature DEIC information for prospective future JAs and other members of the Corps.

First Four Years in the JAG Corps - Production Implementation

1. Introduction

The "First Four Years" script was drafted with the recognition that funding may not be available to produce the video and its vignettes. All persons taking part in the production were envisioned as active duty personnel supporting on a volunteer basis, or being tasked to assist, with the effort. Despite this intent, a budget will be needed if PAO support cannot be obtained. Below are identified due-ins and requirements at each stage of production.

2. Pre-Production

- Location scouting (the script as drafted envisions Fort Liberty, Fort Irwin, and Fort Belvoir as locations);

- Determination of location-specific PAO capacity to support (physical equipment such as lighting/sound recording/video, and personnel availability);

- If PAO can/will support, whether PAOs can serve as assistant directors (responsible for location-specific rehearsals, giving direction to actors, and cinematography);

- Identification of music already licensed for use by the DoD/Army;

- Storyboarding (by scene);

- Development of a pre-production schedule and shot list;

- Casting primary roles and extras (location-based personnel to reduce travel, all active duty);

- Obtaining voluntarily hair and make-up support (location based and as needed); and

- Location-specific rehearsals with actors. Technical rehearsals with crew.

3. Production

- Principle Photography.

4. Post-Production

- Editing (including voice-overs as needed if there are audio problems); and

- Publication on different social media and internet platforms.

First Four Years in the JAG CORPS 2024

Executive Summary

The Diversity, Equity, Inclusion Council's Field Board 14 (FB 14) was tasked with developing special observance material and/or programs focused on the JAG Corps. This project fell under the recruiting and accessions line of effort, which informed a recommendation that a new "First Four Years in the JAG Corps" be created to highlight and celebrate diversity within the Corps.

The previous "First Four Years in the JAG Corps" was uploaded to YouTube six years ago. It is believed that an update to this video, which can be used by Field Screening Officers and posted on numerous social media platforms, would aid the Corps in its recruiting and accessions efforts.

The draft script that follows is based on FB 14's recommendation and a perceived benefit of creating a new "First Four Years in the JAG Corps" video. It is intended to be between 50-70 seconds in length to encourage positing to a variety of social media platforms. The attorneys appearing in the video would be of differing ages and highlight the diversity of our Corps. This may aid prospective applicants in relating to JAG Corps personnel and improve accessions.

If the response to this effort is positive, it is recommended that 20-30 second video vignettes also be shot for each of the JAs in this script. The substance of those vignettes would include who the JAs are, where they are from, and what they do in the JAGC. These vignettes would provide further insight into our functions as a Corps and provide an additional avenue for prospective applicants to connect with persons of the same or similar background. An additional vignette could also be created that highlights the different special observances that occur throughout the year, and the importance of these events to our Corps.

Creating this script was a team effort and would not have been successful without the support of (b) (6) (b) (6) (b) (6) (b) (6) and (b) (6) (b) (6)

First Four Years in the JAG Corps 2024

By (b) (6) (b) (6)

INT. COURTROOM – DAY **1**

WE OPEN on a black screen.

BAILIFF
(V.O.)
All rise.

INT. COURTOOM – DAY **2**

STILL shot horizontal overlooking a desk with books and papers on it. A chair is seen being pushed back, hands are put on the table as Judge Advocate 1 (JA1) pushes themselves upwards in an effort to stand. JA1 is dressed in the AGSU uniform.

CUT TO:

Still shot/close-up of JA1’s name plate.

CUT TO:

Still shot/close-up of JA1’s ribbon bar.

CUT TO:

Still shot/close-up of the JAG crest on JA1’s lapel.

CUT TO:

UPPER BODY OF JA1

JA1 stands at the position of attention, eyes front, not focused on the camera. JA1’s eyes change position, looking into the camera, breaking the fourth wall.

JA1
(to camera)
What will your first four years in the U.S. Army JAG Corps be like?

CUT TO:

INT. C-130 – DAY **3**

JA1 stands in a C-130 wearing a parachute, helmet and other airborne equipment. There are other Soldiers being JA1 in the same equipment. JA1’s hand is on their static line. The position

of JA1's upper body in this scene is the same as the previous scene. There is a lot of background noise and wind is gusting through the aircraft. JA1 is still looking directly into the camera.

JA1
(to camera and yelling)
Anything but ordinary.

CUT TO:

INTERCUT TO LIGHTS ABOVE DOOR

The light above the door of the C-130 goes from red to green.

CUT TO:

INTERCUT BACK TO JA1

JA1, and the Soldiers behind them get ready to go out the door. JA1 departs the C-130. The camera follows them into the daylight.

FADE TO WHITE

EXT. DESERT – DAY **4**

The white fade changes to a blinding image of the sun overhead. The camera pans down to a desert landscape. There is a road leading to a village in the desert landscape that is full of white, tan, and brown buildings. HMMWVs are scattered around the perimeter of the town. Soldiers in full gear can be barely seen in the prone position closer to the town, while personnel mill around the HMMWVs farther away.

CUT TO:

EXT. DESERT BUILDING – DAY **5**

Several squads of Soldiers are seen approaching the town, using the exterior of outlying buildings for cover. Their weapons are at the ready, all have blank firing adaptors on the barrels. Several HMMWVs move slowly forward with them along a road to provide covering fire.

CUT TO:

EXT. DESERT – DAY **6**

The squads can be seen disappearing into the town at a distance. Personnel at the HMMWVS parked a distance away are having a conversation. JA2 can be seen talking with a LTC and a CPT. All are wearing combat gear, JA2 has an M4 carbine slung.

JA2
(to LTC)
Yes sir, those are the parameters for engagement under the rules for the use of force.

Just as LTC is about to speak, an explosion rips through the air and causes the ground to shake. Behind JA2, LTC, and CPT, an explosion in the form of a fireball, followed by smoke can be seen. All three fall to the ground and look at the town.

CUT TO:

EXT. DESERT TOWN STREET – DAY **7**

Soldiers are seen taking fire from different vantage points within the street. The HMMWVS that accompany them being to engage with automatic weapons. After returning fire, an AH-64 and H-60 Blackhawk fly overhead. There is a cacophony of noise.

CUT TO:

EXT. DESERT – DAY **8**

JA2 is lying in the prone, their weapon now pointed towards the town, eye in the ACOG that sits atop the carbine.

CUT TO:

EXT. IMAGE THROUGH CARBINE SCOPE – DAY **9**

An imagine of the town through the carbine’s ACOG can be seen, target reticle moving quickly to different buildings.

CUT TO:

EXT. DESERT – DAY **10**

JA2 removes their eye from the ACOG and looks into the camera.

JA2
(to camera)
Will you practice national security law, advising commanders on the rules of engagement and laws of war?

JA2 looks away from the camera and at the sight of the Blackhawk flying over the town.

CUT TO:

INT. BLACKHAWK INTERIOR – DAY **11**

The inside of a Blackhawk from over the shoulder of one of the pilots is visible. There are several personnel, a COL, CSM, and MAJ, and JA3, are sitting in the helicopter. All are careening their necks to view the scene below.

CUT TO:

JA3

The camera looks over JA 3's shoulder through the window of the Blackhawk at the ground below.

CUT TO:

JA3's lap

A briefing binder with a cover that reads "A guide to fiscal and contractual issues of rotational exercises" can be seen.

CUT TO:

JA3's Upper Body

JA3 can be seen looking out the window as desert and sky pass by in a blur.

CUT TO:

BASE THROUGH WINDOW

In the distance there is a military base that can be seen out of the window.

CUT TO:

EXT. HELIPAD – DAY **12**

A H-60 is coming in to land at a helipad.

CUT TO:

INT. BLACKHAWK INTERIOR – DAY **13**

JA3 is observed from within the H-60 leaving through the helicopter's side door.

CROSS CUT TO:

INT. BOARD OF CRIMINAL APPEALS – DAY **14**

The camera follows JA3 from the same angle. JA3 is now in dress uniform and is walking to stand behind the government counsel table. A contract matter is being litigated, and court personnel are present. JA4 is sitting in the gallery. The camera pans to behind the judge's bench so that JA3 appears to be addressing the camera.

JA3
(to the judge)
It is for those reasons why this Court should not find that there was detrimental reliance on behalf of the contractor and therefore, the Government is not liable for any alleged voluntary services rendered.

CUT TO:

JA3

Camera looking at JA3 from waist-up from slightly off-center. JA3 looks into the camera.

JA3
(to camera)
Will you practice contract and fiscal law, enforcing legal standards in support of the Army's mission?

CUT TO:

JA4

JA4 is seen standing up to leave the gallery, opening and closing the court door behind them.

CUT TO:

INT. HALLWAY – DAY **15**

JA4 is seen closing the court door behind them and answering a phone call.

JA4
Good afternoon Specialist Smith. Yes. Please make sure that you have all of your documents to discuss your will at our appointment. Yes, I'll see you soon at the legal assistance office.

JA4 hangs up the phone call and proceeds to walk down the hallway, passing PARALEGAL on his way.

JA4
(to camera while walking)
Will you work with clients on important life issues like estate planning, consumer transactions, and real property in a traditional legal practice setting?

JA4 continues down the hallway before coming to a door.

CUT TO:

The camera is looking over JA4's shoulder. The door in front of them says "Administrative Law Section" on it. JA4 opens the door.

CUT TO:

INT. ADMINISTRATIVE LAW SCTION – DAY **16**

The camera observes JA4 poking their heads through the slightly opened door.

JA4
Do you have a sec?

CUT TO:

JA5

JA5 looks up from a desk on which lies a computer, several legal pads, an office phone, and a manual for courts-martial.

JA5
(to JA4 off camera)
Maybe, any word on that reprimand rebuttal?

CUT TO:

JA4

JA4
(to JA5 off camera)
You'll have by the close of business.

CUT TO:

JA5

JA5
(to JA4 off camera)
Thanks – I've got three different investigations and several calls to commanders on regulatory issues that I need to make right now. Are you free later today?

CUT TO:

JA4

JA4
(to JA5 off camera)
Sure thing – I'll stop by later.

JA4 removes their head from the door.

CUT TO:

JA5

JA5 watches the door close off camera before picking up the office phone and dialing a number.

JA5
(to camera)
Will you practice administrative law, interpreting regulations and assisting commanders ensure the good order and discipline of their organizations?

JA5 looks away from the camera and down at their wristwatch. The time is 1530.

CUT TO:

INT. COURTROOM – DAY **17**

A clock on the wall of the courtroom that also reads 1530.

MILITARY JUDGE
(off camera)
All parties present when the court last recessed are again present.

CUT TO:

JA1

JA1 is standing at the position of attention in the courtroom, their upper body framed in the same way as in Scene 1.

CUT TO:

WIDER VIEW OF COURTROOM

The entire COURTROOM can be seen. JA1, JA6 (defense counsel), JA7 (SVC) are at the position of attention, COURT REPORTER is seated, and MILITARY JUDGE is seated behind the bench. PANEL MEMBERS are sitting in a panel box.

MILITARY JUDGE
Government?

JA1
Yes, your Honor. Permission to publish the exhibit to the panel?

MILITARY JUDGE
You may.

JA1 approaches the PANEL MEMBERS with a paper document in hand.

CUT TO:

JA1

JA1 is near the railing of the panel box and speaks, appearing to be speaking to the PANEL MEMBERS.

JA1
(to camera)
Will you prosecute those who are alleged to have committed crimes?

CUT TO:

JA6

JA6 is standing at the defense counsel table.

JA6
(to camera)
Defend those who defend America?

CUT TO:

JA7

JA7 is standing in the gallery next to the bar.

JA7
(to camera)
Represent Soldiers and family members who suffer sexual and domestic violence?

CUT TO:

MILITARY JUDGE

MILITARY JUDGE is seated in judicial robes, a copy of the MCM, military evidential standards book, and rules of practice are on the bench. A gavel can also be seen.

MILITARY JUDGE
(to camera)
As a member of the JAG Corps, you will become a member of a firm of the most consequential practice of law on earth. Your principled counsel and stewardship of our profession will shape the Army and the mission of the United States at home and abroad in our swiftly changing world. We are a diverse team, comprised of the best and brightest minds, and regardless of what you do in your first four years in the JAG Corps, you will make a difference. Are you ready?

MILITARY JUDGE picks up the gavel and hits the bench.

CUT TO BLACK

Request for TJAG Star Note/Coin

Select: ☐ **TJAG Coin** ☑ **Star Note** ☐ **Both**

Occasion being recognized: Contribution to Field Board #1, DEIA Council 2023

Individual's Name: (b) (6)

Go-by Name: (b) (6) **Rank:** MAJ **Years in Service:** unknown

Current Unit of Assignment: (b) (6)

Actual Retirement Date (if applicable): N/A

Proposed Presentation Date: 15 July 2024

Individual's Home Address: unknown

Spouse's Name: (b) (6) **Children:** (b) (6)

If different than above, POC and address items will be mailed to:

unit mailing address: (b) (6)

Additional Remarks:

(Please indicate any special achievements or accomplishments)

Fantastic contributions to Field Board (FB)1. This member specifically went above and beyo

Point of Contact (Name, Number, Email):

FB Mentor: (b) (6) (b) (6)

Rank	Name	Component
CPT	(b) (6)	Active (RA)
SFC		Active (RA)
MAJ		Active (RA)
CPT		Active (RA)
LTC		Active (RA)
CPT		Active (RA)
LTC		Reserve (RC)
MAJ		Active (RA)
LTC		Active (RA)
SFC		Active (RA)
CW2		Active (RA)
CW2		Active (RA)
COL		Active (RA)
LTC		Active (RA)
MAJ		Active (RA)
SSG		Active (RA)
GS-15		
CSM		Reserve (RC)
CPT		Reserve (RC)
SFC		Active (RA)
MAJ		Active (RA)
GS-13		
MSG		Reserve (RC)
SGT		Reserve (RC)
GS-14		
GS-15		
WO1		Reserve (RC)
WO1		Active (RA)
SGT		Active (RA)
WO1		Active (RA)
CPT		Active (RA)
CPT		Reserve (RC)
COL		Active (RA)
LTC		Reserve (RC)
SGT		Active (RA)
SSG		Active (RA)
MAJ		Active (RA)
GS-12		

Unit	Officer PR Check	Eligibility Confirmed
(soon to be 7 ATC, Germany)		
HHC, USAJFKSWCS, FT Liberty		
KLIP, USALSA, FT Belvoir, VA		
TDS, Fort Liberty, NC		
OTJAG, Pentagon		
USAREC, Fort Knox, KY		
Pentagon, Washington DC		
TJAGLCS, ADC, Charlottesville Virginia		
JBSA, TX		
88th Readiness DIV, FT McCoy WI		
1TSC, Fort Knox, Kentucky		
Fort Huachuca, AZ		
MCOE & Ft Moore, GA		
KLIP, USALSA, FT Belvoir, VA		
IIIAC OSJA, Fort Cavazos		
OCJA, DDEAMC,FT Eisenhower, GA		
OTJAG, Pentagon		
304th Sustainment Bde, CA		
JARO, Fort Belvoir, VA		
2ABCT, 1st IN DIV, Fort Riley, KS		
TJAGLCS, Charlottesville, VA		
SJA Office Garrison Ft Meade		
9th LOD, Whitehall, OH		
OTJAG-PPTO		
OSJA, Fort Moore		
Litigation Division, USALSA		
USAR Legal Command		
7th Special Forces Group (Airborne), Eglin AFB		
8th Theater Sustainment CMD, Ft.Shafter, HI		
25th Infantry Division Schofield Barracks, HI		
25th Infantry Division Schofield Barracks, HI		
13th LOD-E w/ duty at OTJAG NSLD		
Military Trial Judge, Fort Cavazos, Texas		
647th Regional Support Group, Wichita KS		
USANATO BDE, Sembach, Germany		
HSC, HHBN, XVIII ABC, Fort Liberty, NC		
DAD - Ft. Belvoir &TJAGLCS (a/o 15 Aug 24)		
TJAGLCS, Charlottesville, VA		

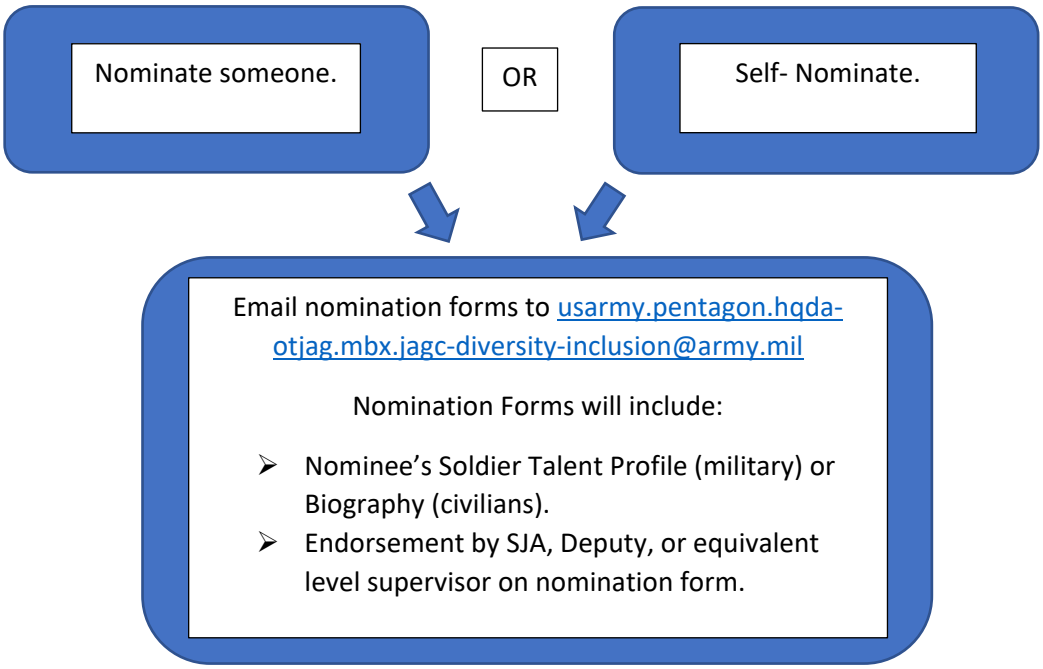
# Votes- YES	# Vote- NO	Notes

Diversity, Equity, Inclusion, and Accessibility Council Member Nomination Process

Are you personally interested or know someone in your organization who would advocate for impactful and meaningful DEIA changes in our regiment?

Criteria for Eligibility:

- Current US Army JALS personnel. Rank, component, and cohort (officer, enlisted, or civilian) immaterial.
- Not pending any adverse administrative action.
- Willing to volunteer time as a DEIA Council member as an additional duty for a minimum of two years.



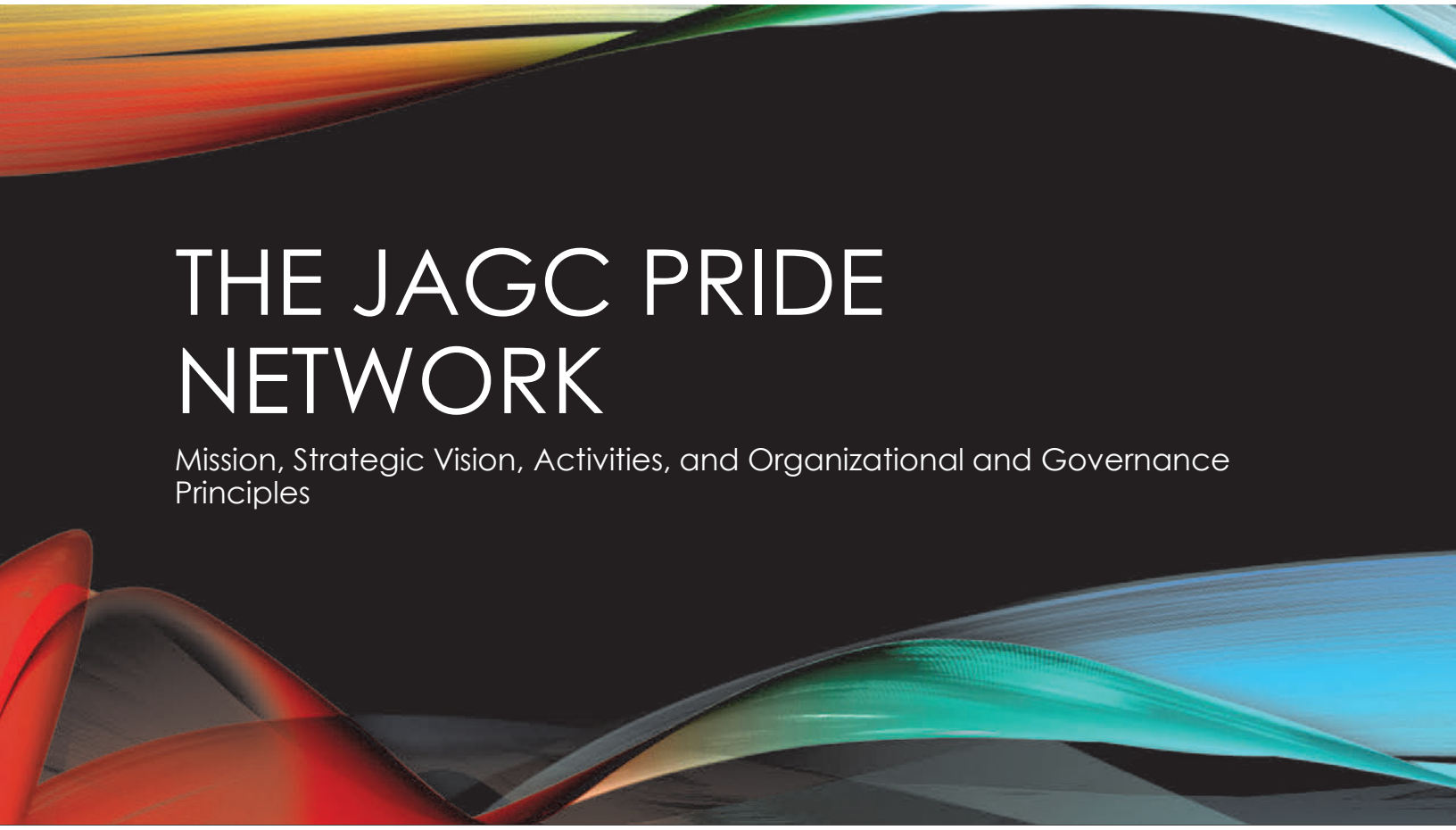
Nomination Form:

Encl 1_ Nomination Form.pdf

Sample Civilian Bio:

Encl 1_ Civ Biography_template.d

Enclosure 1



THE JAGC PRIDE NETWORK

Mission, Strategic Vision, Activities, and Organizational and Governance Principles

AGENDA

- Introduction
- Flags and Vocabulary
- Mission and Vision
- Primary Activities
- Planned Initiatives
- Organizational and Governance Principles
- Questions/Discussion

1

INTRODUCTION

- Why have a JAGC Pride Network?
- Past Policies and Current Challenges
- History is Personal: Serving in Silence v. Serving Openly

Summary of Comments on THE JAGC PRIDE NETWORK

Page: 3

Number: 1 Author: Presenter Notes Subject: Presentation Notes Date: 1/27/2025 4:23:07 PM

The stigma of DADT were not gone after the repeal
LGTBQIA+ individuals have been told for too long to internalize their stories as opposed to sharing them
The network provides a safe space
PPTO (moving same sex families during adoptions or to new locations where maybe a transgender child may not have access to medical care, i.e.)
People no longer want to hide themselves
(b) (6) – Dec 2019 graduation from OBC
are same-sex spouses noted “other?”) – Project Inclusion issue?

1

*







LGBTQIA+

L= Lesbian G = Gay B= Bisexual T= Transgender Q = Queer

I = Intersex A = Asexual

+ = acknowledgement that all identities are not included in the acronym

Nonbinary Cis gender Pronouns

Page: 4

Number: 1 Author: Presenter Notes Subject: Presentation Notes Date: 1/27/2025 4:23:07 PM

Pride Flag created in 1978 by Army Veteran Gilbert Baker
Trans Flag created in 1999 by Navy Veteran Monica Helms
Flags have continued to evolve, most recent is inclusive of trans, queer people of color, and intersex
Queer is umbrella term
Cis gender – gender identity and expression matches the sex they were assigned at birth
Intersex – This term refers to people who naturally have biological traits which do not match what is typically identified as male or female. ,
Pronouns – meant to not misgender so people volunteer their own pronouns

*

MISSION

The JAGC Pride Network advances diversity, equity, and inclusion within the U.S. Army Judge Advocate General's Corps ("the JAGC") by providing mentorship, support, and professional development for its members. It also empowers members to promote awareness of and counsel leaders regarding issues affecting lesbian, gay, bisexual, transgender, queer, intersex, and asexual (LGBTQIA+) Service members.

Page: 5

Number: 1 Author: Presenter Notes Subject: Presentation Notes Date: 1/27/2025 4:23:07 PM

- 13,000 cadets have been discharged from West Point because of the DADT policy

VISION

The JAGC Pride Network's vision is to be a force multiplier and strategic partner with other JAGC affinity groups, the JAGC DEIC, and other stakeholders in fostering a more diverse, equitable, and inclusive JAGC and Army, where all personnel are treated with dignity and respect, no matter their sexual orientation or gender identity. As members and allies of the LGBTQIA+ community, we also have a special responsibility to assist with recruitment of queer spectrum personnel so that our JAGC and Army reflect our nation's diversity.

Page: 6

Number: 1 Author: Presenter Notes Subject: Presentation Notes Date: 1/27/2025 4:23:08 PM

- “ma’am or sir”

PRIMARY ACTIVITIES

- Monthly membership meetings: featuring professional development activities led by members and guest speakers
- A sense of community: fostered through a social media site, a Pride Network Bio Book, and a newsletter
- Special events: Pride month celebrations, speakers, and film events for a larger JAGC audience
- Partnership: collaboration with the Diversity, Equity, and Inclusion Council; JARO; other JAGC affinity groups; and other stakeholders on efforts to enable a more diverse, equitable, and inclusive climate within the JAGC

1

FUTURE INITIATIVES

Professional Development

Formal Mentor/Mentee Program: general career development and special project focused

Educational and career development presentations by members and guest speakers during monthly meetings

Recruitment

Assist JARO in identifying opportunities to improve recruiting messages for prospective LGBTQIA+ JAs, especially members of other groups that are also underrepresented in the JAGC

Service

Seek out opportunities for virtual and in-person community service projects to include both legal and non-legal efforts

Be a resource for legal information related to specific issues faced by LGBTQIA+ Service members and veterans

Page: 8

Number: 1 Author: Presenter Notes Subject: Presentation Notes Date: 1/27/2025 4:23:08 PM

Professional Development is complimentary/supplementary
JAGC Recruiters can help to “repair”

1

ORGANIZATIONAL AND GOVERNANCE PRINCIPLES

- Membership: limited to members of the Judge Advocate Legal Services community.
  - Service Members in the JAG Corps of other DoD Branches may participate in events
  - Prospective Judge Advocates may use the group as a resource when researching accession
- Initially, we plan to assign volunteers to leadership roles, including co-chairs, secretary, membership director, and social media lead
- As the organization grows, we will likely transition to a more formal structure to include an elected board of directors assisted by permanent and temporary committees.
- In all activities, including developing our organizational and governance structure, we will strive for our organization and its leadership to reflect the diversity of the LGBTQIA+ community, the JAGC, and the U.S. Armed Forces

Page: 9

Number: 1 Author: Presenter Notes Subject: Presentation Notes Date: 1/27/2025 4:23:08 PM

limited to all members of the Judge Advocate Legal Services (JALS) community (Active, Reserve, and Guard JAs and 27Ds and JALS attorneys and paralegals).

- Looking for Ally members

DEI COUNCIL

- Resource
- Representation
- Partnership

Page: 10

Number: 1 Author: Presenter Notes Subject: Presentation Notes Date: 1/27/2025 4:23:08 PM

- Requesting a “shadow seat” on the DEIC

1

QUESTIONS?



Page: 11

Number: 1 Author: Presenter Notes Subject: Presentation Notes Date: 1/27/2025 4:23:08 PM

What would success in the JAGC environment look like? A: being better than yesterday
How does trans children affect EFMP?
They would love to be affiliated with the JAGC's Mentorship Program
Do you envision this recruiting being part of the FSO Course – they would love to brief the FSO Course
How welcomed do you feel in the JAGC – junior members v senior leaders or JAGC v Army
They would love to go to the conference for LGBTQIA+ lawyers
How can we welcome you if we don't know who your are
How can we have people sign up for these groups—what's the best way to identify these members
"You never stop coming out when you're gay?"
Believes the JAGC is a better branch than many others—seems to be more empathetic
There is still stuff to fix institutionally – i.e. government, medical, etc.
% of SHARP cases against LGBTQIA+ Soldiers?
Enlisting without selecting male/female on the application

JAGC PRIDE NETWORK LEADERSHIP COUNCIL

(b) (6)

(6)

Overall Goal	Area		Line of Effort	**Specific Goal***	Tasks	OPR	Deadline	Resources	Assessment
Advancement (nests with Federal Government Goal)	Diversity	**R**	Recruiting and Accessions	Eliminate LSAT reporting					
		A	Assignments	ODEI scrub of faculty nominations					
		P	Promotions	Remove DA photos from files					
		T	Training	Unconscious bias training					
		E	Education	ODEI scrub of Army school selects					
		R	Retention	Address diversity in exit surveys					
	Equity	**R**	Recruiting and Accessions	Target HBCU, PR schools					
		A	Assignments	ODEI scrub of faculty nominations					
		P	Promotions	Remove DA photos from files					
		T	Training	Storyboards to increase awareness					
		E	Education	ODEI scrub of Army school selects					
		R	Retention	Address equity in exit surveys					
	Inclusion	**R**	Recruiting and Accessions	N/A					
		A	Assignments	Affinity group sponsorship					
		P	Promotions	N/A					
		T	Training	Require diversity in training groups					
		E	Education	Require diversity in school groups					
		R	Retention	Address inclusion in exit surveys					
	Accessibility	**R**	Recruiting and Accessions	ID and target access impaired pop					
		A	Assignments	universal ADA compliance					
		P	Promotions	N/A					
		T	Training	Include in CO2 training					
		E	Education	Recruit for Grad Course attendance					
		R	Retention	Address in exit surveys					

* Each Goal must be:
S-Specific
M-Measurable
A-Attainable
R-Relevant
T-Timely

If anyone is looking at this, a lot of these goals are either already done, duplicative, or just bad ideas. I was just trying to wrap my head around the problem by making a framework and then improving the goals if we agreed on the framework. Subject to vociferous debate and criticism.



Director, Civil Law & Litigation
United States Army Legal Services Agency
Senior Level
Ms. Rebecca E. Ausprung

Rebecca E. Ausprung is a senior civilian attorney in The Judge Advocate General's Corps and the Director of Civil Law and Litigation. She serves as senior advisor to The Judge Advocate General, the Commander of the U.S. Army Legal Services Agency, and senior Army leadership on civil law and litigation. She is responsible for making policy recommendations to four active litigating divisions with over 100 attorneys and paralegal support staff. The portfolios she oversees include: military and civilian personnel law litigation, commercial litigation, regulatory and intellectual property law, FOIA/Privacy Act, tort litigation, contract litigation and appeals, and environmental law and litigation.

Ms. Ausprung has had a distinguished career of government service that spans nearly two decades with the Department of the Army. Her military service includes serving as a Litigation Attorney, Military Personnel Branch, U.S. Army Litigation Division; Senior Defense Counsel, Wuerzburg Field Office; Trial Defense Counsel, Kitzingen Law Center; and Legal Assistance Attorney and later Trial Counsel, III Corps and Fort Hood. As a civilian, she served as the Chief of Civilian Personnel Litigation, U.S. Army Litigation Division. She also performed a detail as the Acting Chief of the Army's Labor and Employment Law Division.

Ms. Ausprung holds a Bachelor of Arts from Kent State University and a Juris Doctor from the Ohio State University College of Law. She is a graduate of the

Federal Executive Institute and the Army Management Staff College and is a member of the State Bar of Texas.

(b) (6)

JAG CORPS
DIVERSITY, EQUITY, INCLUSION, AND ACCESSIBILITY COUNCIL MEMBER NOMINATION FORM

Name (Last, First MI): (b) (6) **Rank/Civilian Grade:** (b)(6)

Component: Active **Official Email Address** (b) (6)

Current Duty Unit & Location

Contact Number (b) (6) **Expected Date of PCS/ETS:** UL 25

1st Line Supervisor rank and name

Supervisor email address (b) (6)

Why do you desire to serve as a member of the JAGC DEIA Council?

(b)(6)

Have you previously served as a council member? ◉ Yes ○ No

Have you previously served as a Field Board member? ○ Yes ◉ No

Are you committed to attending monthly DEIA Council meetings and contributing to the council's work which may require additional reading, research, and support in preparation for council meetings? ◉ Yes ○ No

---------- **ENDORSEMENT** ----------

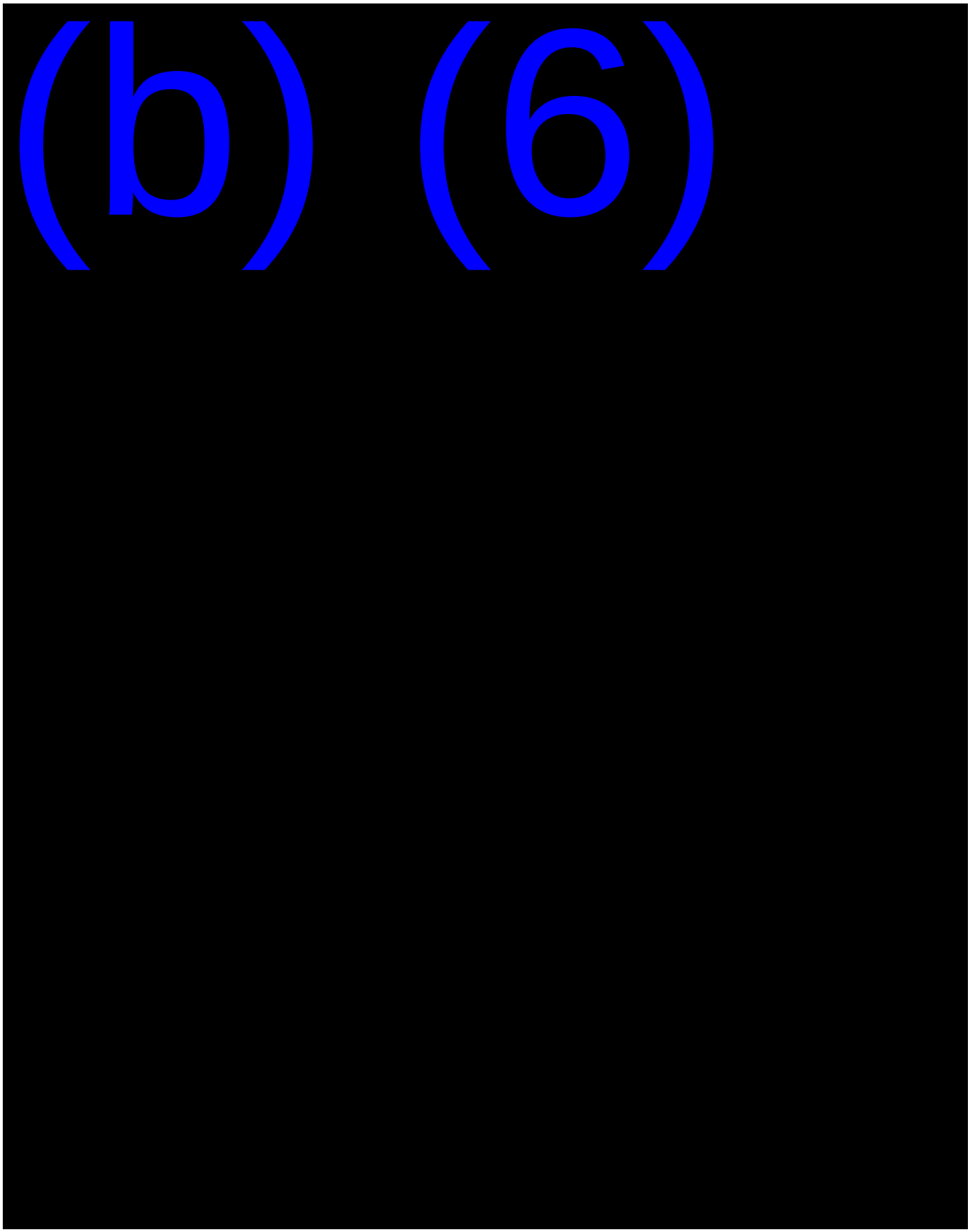
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SJA, Deputy (or equivalent) email address:
SJA, Deputy (or equivalent) Comments:

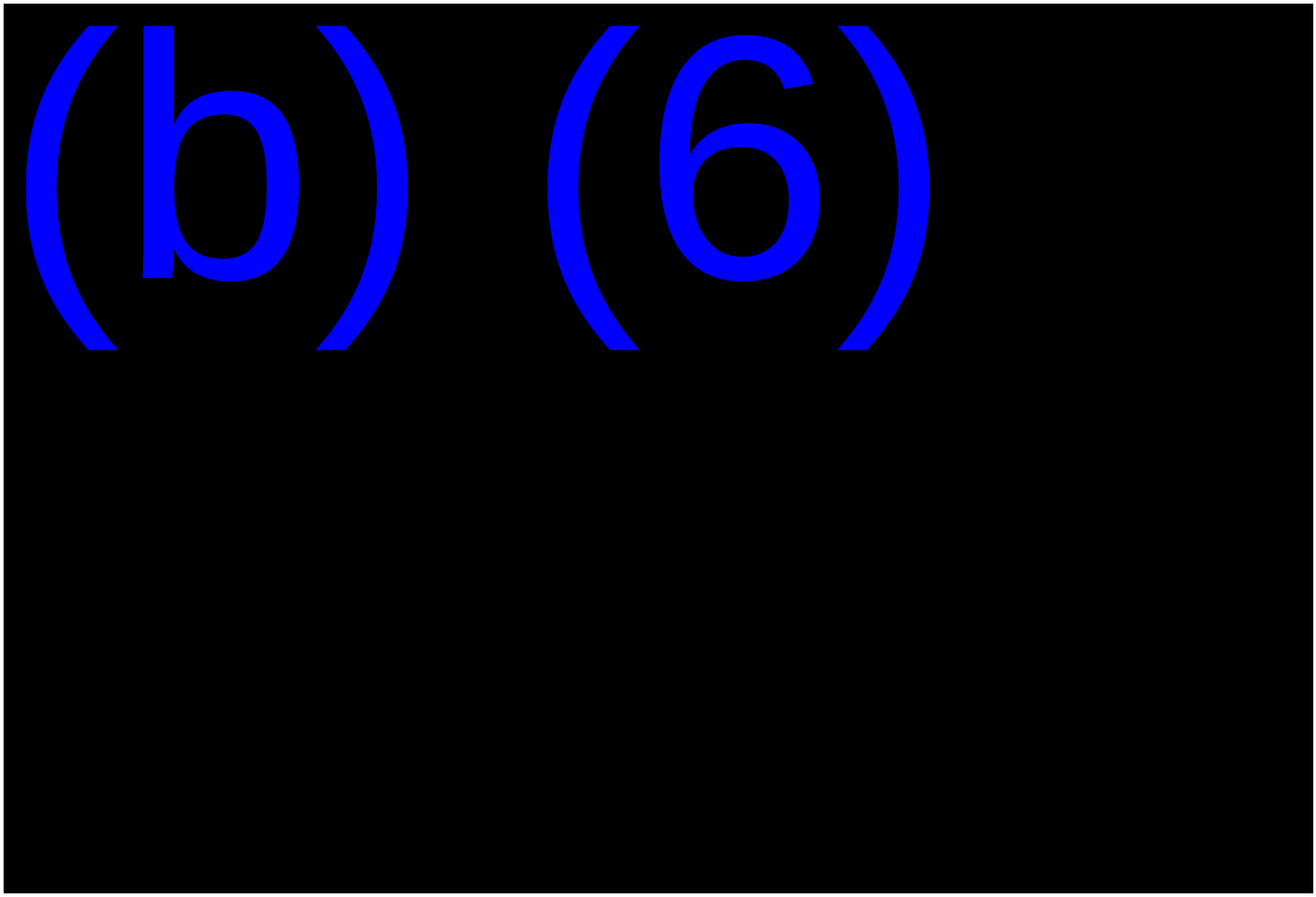
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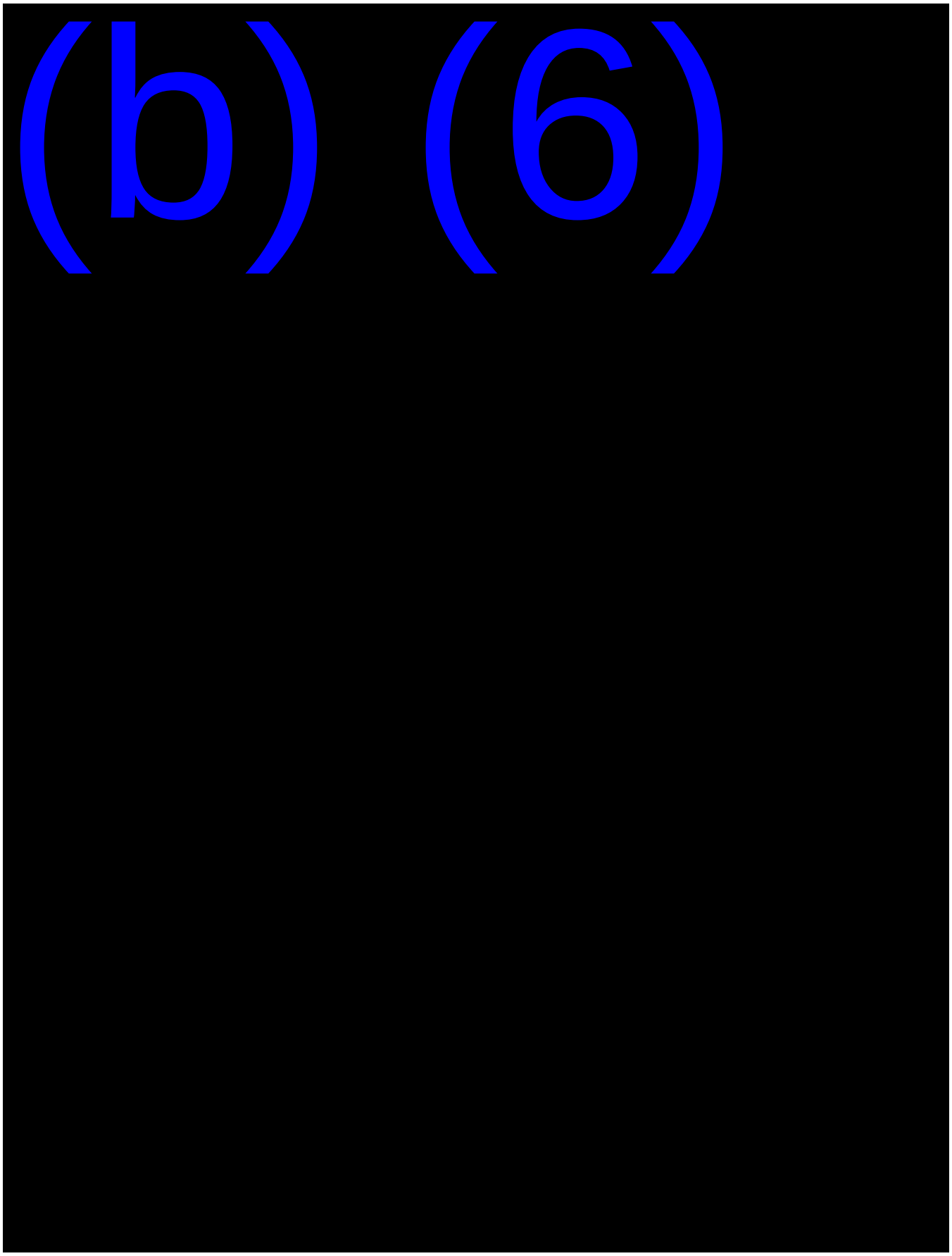
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for civilians to this application and submit all documents to
usarmy.pentagon.hqda-otjag.mbx.jagc-diversity-inclusion@army.mil

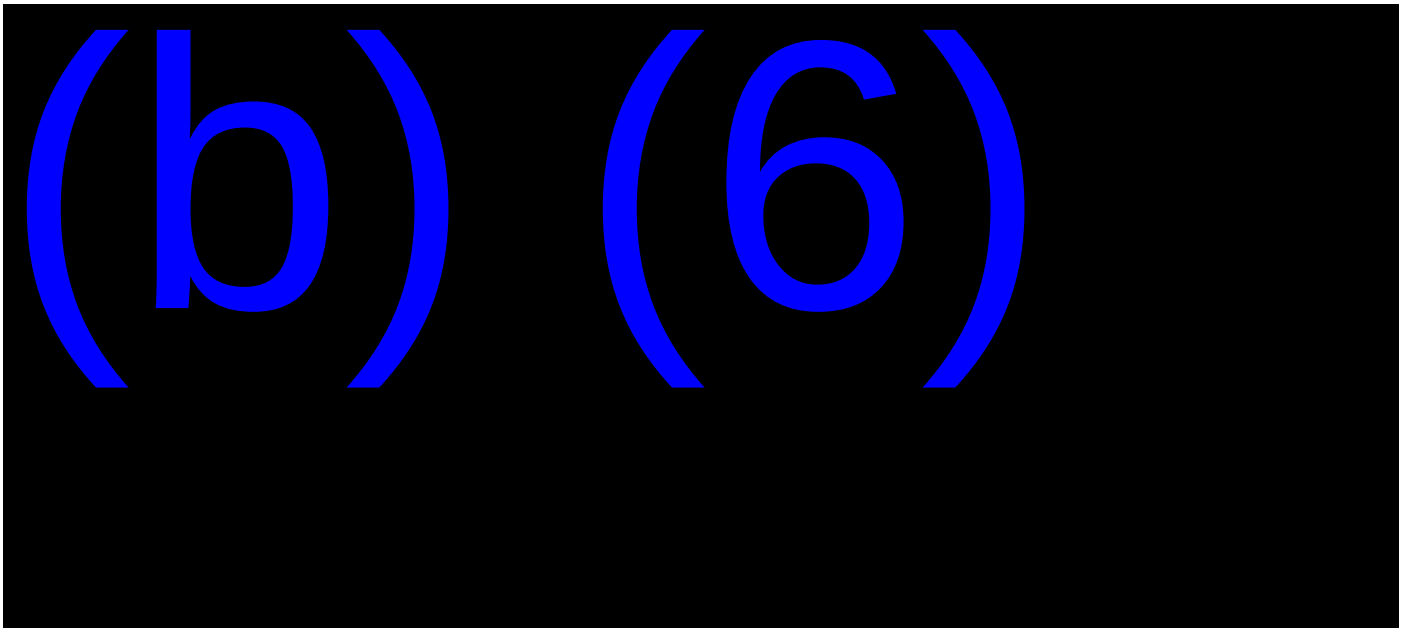
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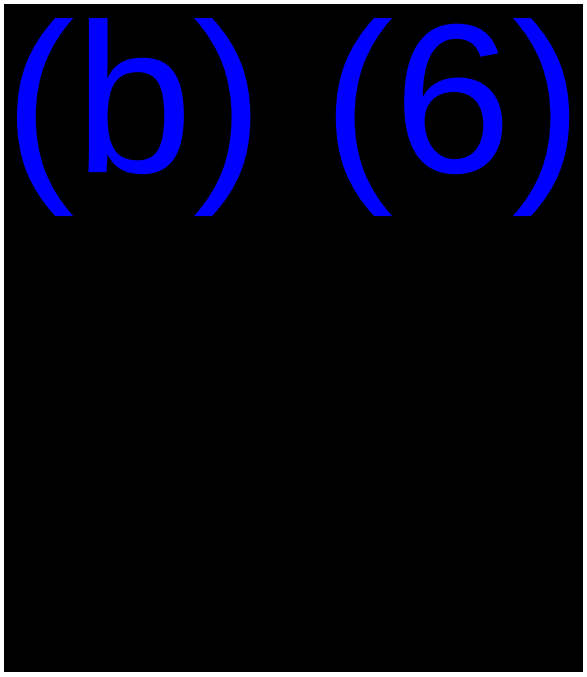
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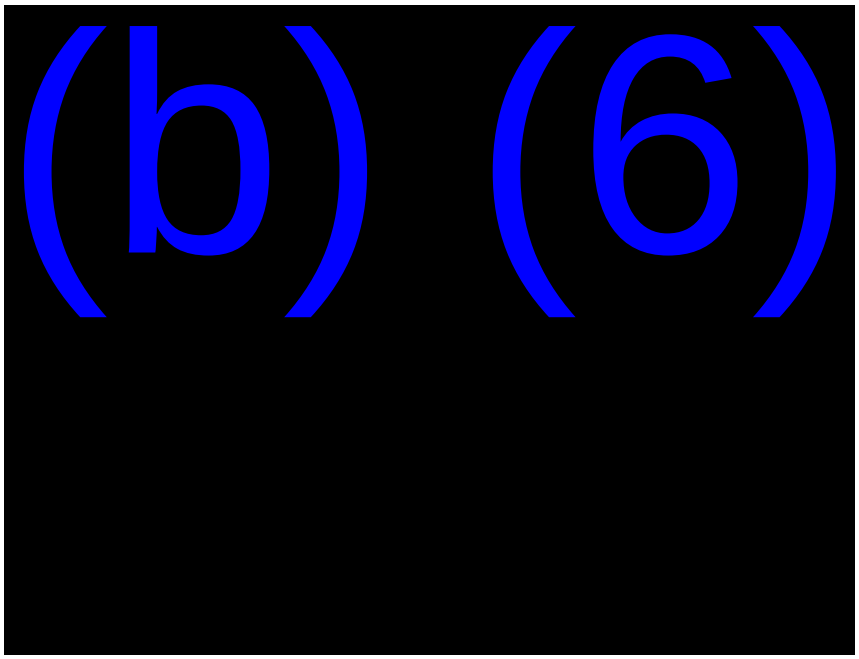

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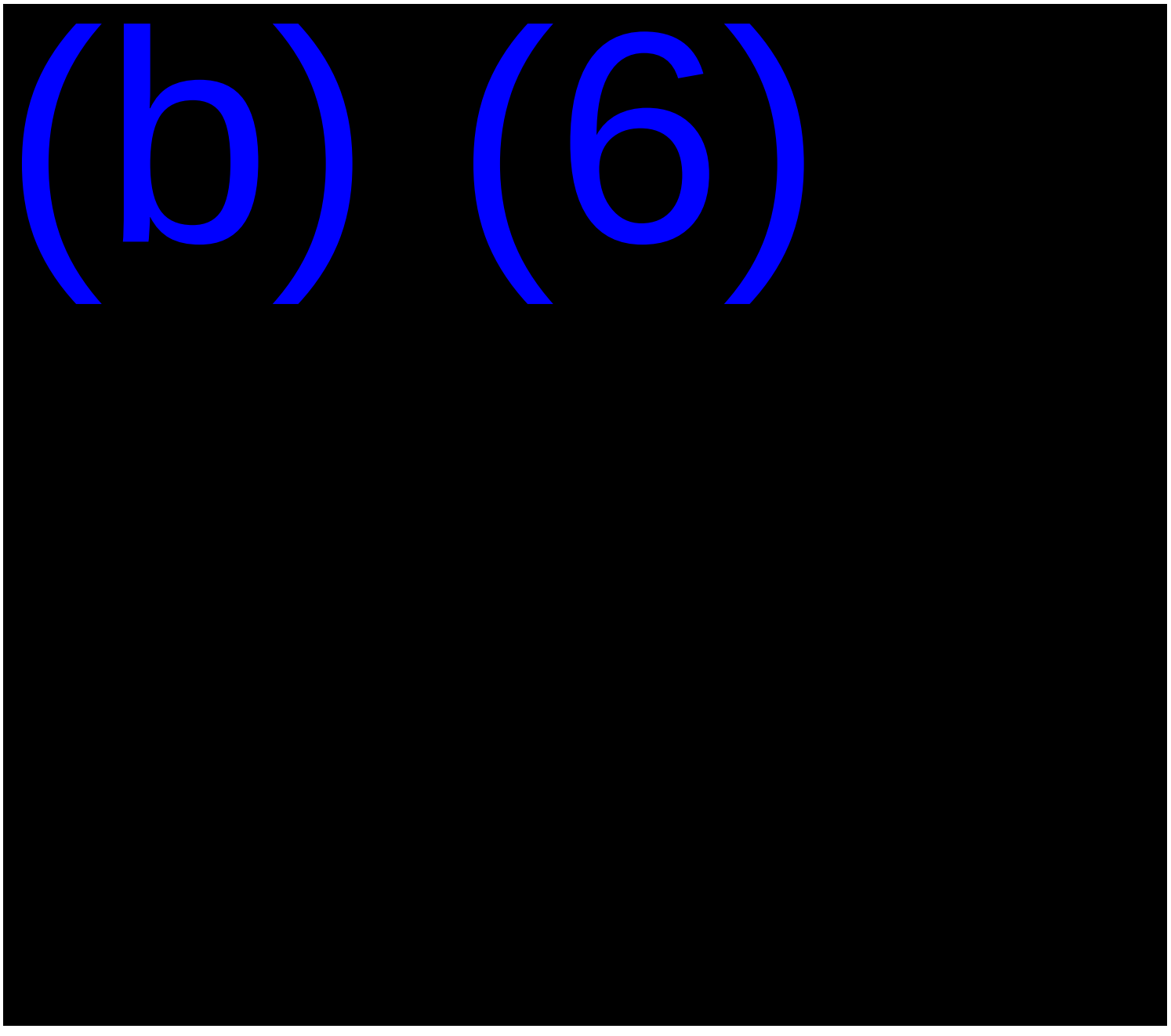

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JAG CORPS
DIVERSITY, EQUITY, INCLUSION, AND ACCESSIBILITY COUNCIL MEMBER NOMINATION FORM

Name (Last, First MI): (b) (6) **Rank/Civilian Grade:** (b)(6)

Component: US ARMY **Official Email Address** (b) (6)

Current Duty Unit & Location

Contact Number **Expected Date of PCS/ETS:** (b) (6)

1st Line Supervisor rank and name (b) (6)(b) (6)

Supervisor email address (b) (6)

Why do you desire to serve as a member of the JAGC DEIA Council?

(b)(6)

Have you previously served as a council member? ○ Yes ◉ No

Have you previously served as a Field Board member? ◉ Yes ○ No

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---------- **ENDORSEMENT** ----------

SJA, Deputy (or equivalent) rank and name:
SJA, Deputy (or equivalent) email address:
SJA, Deputy (or equivalent) Comments:

SJA, Deputy (or equivalent) Signature

Please attach a copy of your Soldier Talent Profile (STP) for Military or Biography for civilians to this application and submit all documents to usarmy.pentagon.hqda-otjag.mbx.jagc-diversity-inclusion@army.mil

Name (Last, First)	Rank/Grade	Component/Status	Primary Contact	Alternate Contact
(b) (6)	(b)(6)	USAR/AGR	(b) (6)	
		AD		
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Ausprung, Rebecca	SL	CIV		

2023 DEIA Council Member After Actions Review (AAR)

5 responses

Publish analytics

When were you appointed as a council member?

5 responses

August 2022

October 2022

June 2022

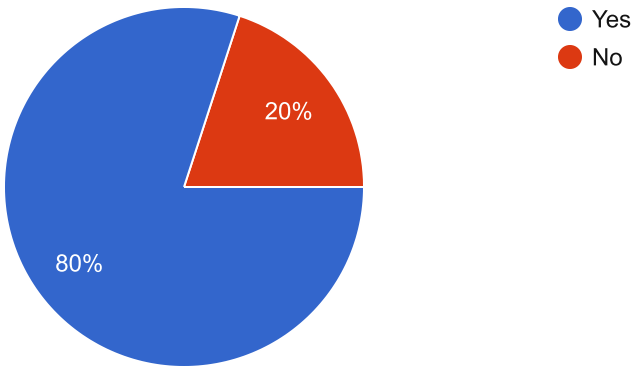
July 2020

3 OCT 2022

Were you assigned as a Field Board Mentor?

Copy

5 responses



What are some things that went well during this iteration of field boards that the DEIA Council should sustain for future FB iterations?

5 responses

Provide suspenses for IPR and presentation dates; organize FBs based on geographical locations.

Assigning a question/task focus for each group

Regional alignment was smart.

Giving the FBs real-world projects to tackle (i.e. develop a field guide), rather than broad concepts (i.e. what should the JAGC do about recruiting) is a definite sustain. The FB efforts were far more focused. Tying the FB deadlines to the needs of the project is also a definite sustain. Not artificially ending the project at summer rotation allowed for more in-depth work on the projects, and FB members demonstrated they could (for the most part) make progress as members of the board PCSd.

(b)(6) the division of groups and the size of the groups. Sticking with a similar group size in the future would be beneficial. Larger groups would mean more difficulty in scheduling meetings and working groups within the group.

Are there any recommendations for improvements that can be made or things that could be done differently in future FB iterations? Please be specific.

5 responses

Require FBs to use MS Team Sites to populate all FB activities and documents; opportunities for FB members to choose or come up with their own project with DEIAC's concurrence. Also, consider virtual suggestions that can be gathered for DEIAC's consideration.

More support in implementing or connecting the idea makers with decision/action takers.

Better differentiation of projects and better instruction to FBs of expectations.

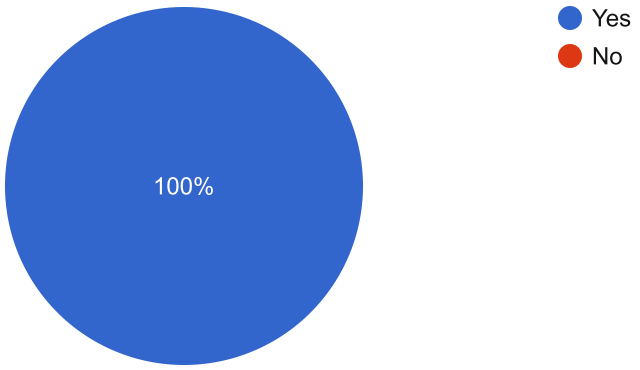
More of an emphasis should be placed on the FBs creating a product, rather than simply developing concepts. The FB mentors are in the best position to message this. Even if the project is something the FB is unable to execute, if they can create a concrete plan of action and perform some of the leg work for product development, it will be much better for the DEIC. Better guidance needs to be given on the expectations for the FB briefs. It was clear some of the FBs did not understand what they were being asked to present.

It seemed that many of the groups tasks had a considerable amount of overlap. This meant losing some of the benefit of the small group as we had to reach out to larger groups.

Do you feel that your supervisor/ unit leadership afforded you the adequate time and flexibility to participate as a FB mentor and/or a council member?

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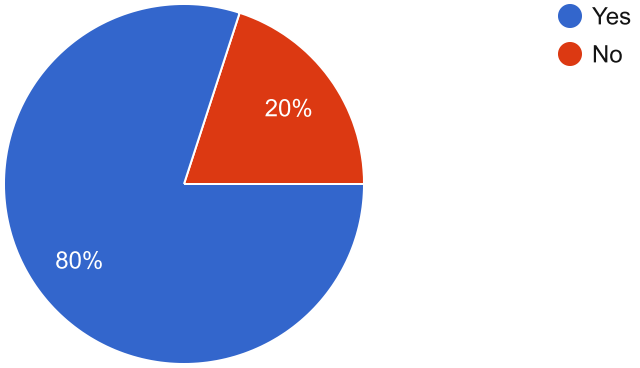
5 responses



Are you interested in participating as a FB Mentor in future?

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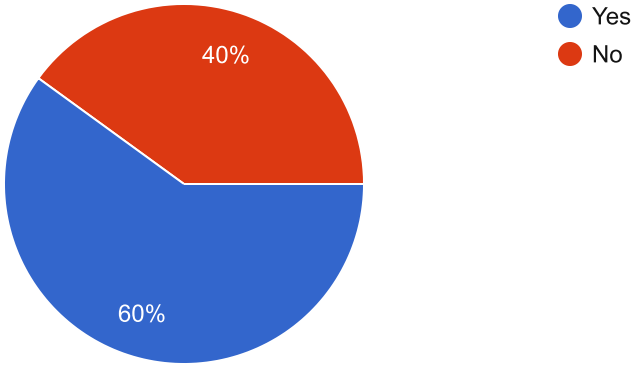
5 responses



Are you interested in continued participation as a DEIA council member?

Copy

5 responses



Would you like to recommend any outstanding mentors, or council members for recognition? If so, please list their name(s) and reason(s) for recognition.

5 responses

(b) (6) - for his accessibility in mentoring other council members.

(b) (6) was the spark of almost all conversation. He turned ideas into visual products and helped get to the core of the solution.

(b) (6) should be recognized for his contribution- clearly very involved in his FB and his relentless support to affinity groups has had real impact.

Karen Carlisle for leading the DEIC for the last four years.

Not at this time.

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2023 DEIAC Field Boards After Actions Review (AAR)

17 responses

Publish analytics

What are some things that went well during your experience as a field board member that the DEIA Council should sustain for future FB iterations?

17 responses

Continue emphasizing the importance of being able to commit certain amount of time to the field board's activities. I found it to be very effective to have a warning that being a member of the Board comes with a commitment of certain time to do the Board's work.

The mix of ranks on the field boards was a sustain. Assigning mentors was also a sustain.

Plenty of time to get after tasks. Being this is an additional duty, primary tasks came up all the time that require FB tasks have long timelines to complete

-Separating boards by specific topics/issues was good.
-I appreciate using the geographic component as a baseline for assignments. It truly makes our work easier, especially when we are collocated. Let's continue with this approach.
-Perhaps asking for drafts or a deliverable earlier would allow us to distribute the time better.
-We need to advertise field boards are inclusive of all races and backgrounds. Some of my graduate course students didn't apply because they thought you had to be a minority.
-Keep COLs as mentors it helps giving the board structure.

Having personnel from different components, of different ranks, and in geographically diverse locations provided a depth of conversation and unique contributions.

Our communication went well and the meetings were productive. Though, attendance was sometimes hit or miss- we were productive during the meeting.

I was on two iterations of the field boards. In the first iteration, I thought that the formation of the field boards with members of similar rank/responsibility (CPTs/CW2s) helped to create a collaborative environment where everyone shared their thoughts. This isn't to say that I observed anyone feeling uncomfortable or stifled in the second iteration where the field board had more diversity of rank (CPT-LTC). I just believe that the conversations were more robust in the first iteration and maybe the closeness in rank played a part. So I would sustain building future field boards with members close in rank.

N/A

Robust discussion occurred in the FB on a serious issue affecting the JAGC, and a great opportunity was given to the FB to provide solutions to JARO.

Our mentor was very responsive and helpful.

Good communication

Aligning FBs by time zone but including folks from different post and cohorts was good.

We had sufficient time to work on our projects and develop further our themes.

Placing teams together by region of the country in which they are stationed helped with coordination.

The field board was comprised of great teammates who were passionate about DEI's mission. Our field board mentor, (b) (6) was incredible and always available for support.

Good diacussion

Communication and exchange of ideas

Are there any recommendations for improvements that can be made or things that could be done differently in future FB iterations? Please be specific.

17 responses

Please, start reaching to the leadership of the boards' members, emphasizing the importance of the work that needs to be done, so, there is support and encouragement to commit the time to the board's work as it is harder and harder with time for all board members to get together and continue doing the board's work. Continue assigning Board mentors to boards . It was very helpful to have someone to review the work and bounce ideas .

Mentors who either do not have sufficient time to serve in this capacity or who demonstrate a lack of availability by missing 2 or more consecutive meetings should be replaced. Lack of participation by the mentors or members leading the field board caused confusion, a lack of focus, and ultimately the dissolution of the team.

None

-I want to receive more specific information from the Council on what deliverables are expected of us. Are you looking for a report, a survey, or perhaps something more specific? Giving us more specificity about the deliverables allows us to work more effectively and create the products early. Early in our project we reach out to JARO and they had no idea what specific things we were supposed to do. Also, some of the data we wanted to review included exit surveys and we were not able to review the data due to "privacy concerns." I recommend asking for privacy data release of information to each JA before leaving the service and stating the information could be reviewed by the board. A data base with all the exit survey information could be very helpful.
-I also recommend publishing what topics each board is working on and a roster of all field board members to allow easier collaboration.
-We are curious about who/how are we going to track implementation.
-

(b)(6) It was difficult to get everyone together in the same meeting owing to the differences in time zone. If possible (if there is enough DEIC participation), it would be ideal to geographically align the OCONUS board members, or have smaller field boards.

Follow-up on what is being implemented/ or working on being implemented based off of the suggestions and proposals made. More follow up would be helpful.

I would recommend more engagement with the field boards from the DEIAC regarding the Council's actions/recommendations on field board proposals. Field board members could be effective messengers to talk about how the JAGC leadership is assessing challenges and exploring/implementing solutions. But I think some field board members didn't know what was happening with their recommendations. In the future, I would hope there could be a DEIAC report/follow up with the field boards earlier on in the process regarding the proposals.

It would be helpful to have smaller sized field boards. It was hard to schedule meeting times due to the size of the board. Additionally, only a smaller group within the field board actively contributed.

Greater latitude and encouragement of FB generated concerns and potential ideas for resolution. A FB specific to civilian attorney issues should also be formed. Such a FB could have both civilian employee and military members.

Provide more information as far as how the projects were developed. There were several questions about why such projects were selected and why a few seemed to overlap. Some questioned whether there was much thought put into the project and it some were just "busy work". Some also didn't seem to clearly fit within the DEIA goals. More upfront information could have addressed these concerns.

Intergrate the reserve compo 2/3 non AGR or Federal employees a little more. This is group we are losing as well because of current optempo

Allow FB members to sign up by interest (or have preferences for their boards for consideration). Give the members a memo to sign agreeing to their role- set expectations for them and their supervisors.

Yes. Non participants should be eliminated from the FB after certain amount of Absences or non interactions. We started with 14 people and only 4 people were working/interacting by the end. It was frustrating and sad to see that a voluntary group was so disinterested in participating or working on the project given.

Knowing when your deadlines are and the term of your tenure will help with planning.

Field Board 8's questions were very broad and it would have helped to receive responses to RFIs to help us develop a better direction. For example, it was difficult to determine who would be responsible for conferences WRT funding to draft a substantive SOP. Ultimately, we had something to produce, but we ran into a few challenges that prompted more questions.

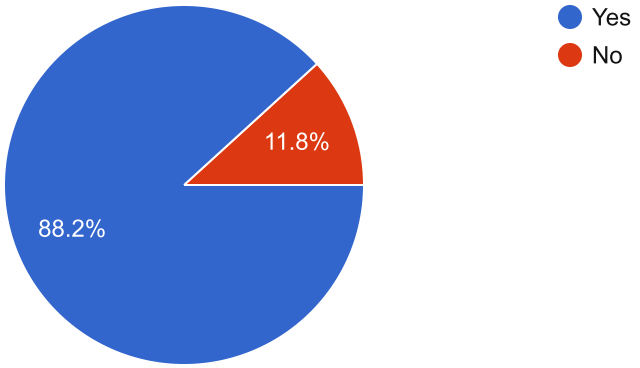
Depending on the topic the scope of the question should not be too narrowly tailored.

Provide a means for NG personnel to be compensated. Currently, because the proponent of this effort is COMPO 1, there’s no authority for traditional Guardsmen to be compensated for participating

Do you feel that your supervisor/ unit leadership afforded you the adequate time and flexibility to participate as a FB member?

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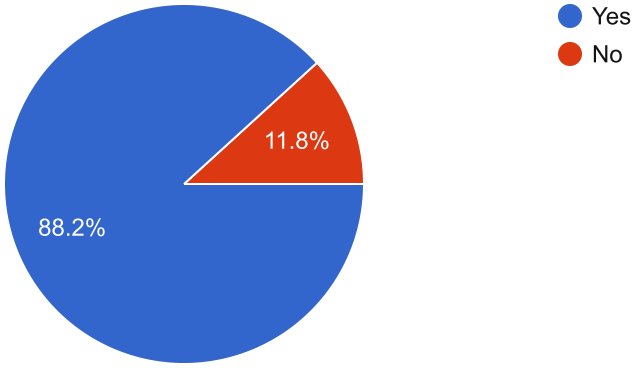
17 responses



Are you interested in continuing to participate as a Field Board member in future?

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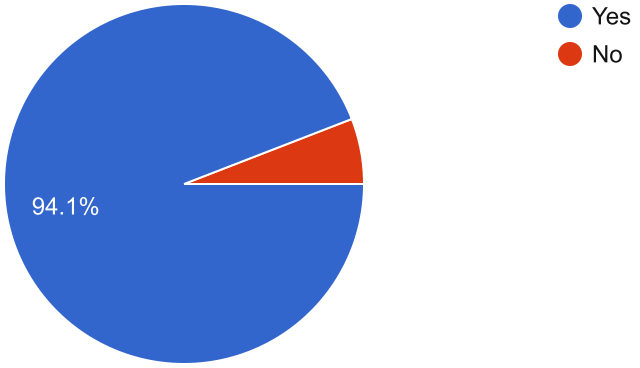
17 responses



Would you be interested in volunteering to become a DEIA Council member?

Copy

17 responses



Do you have any recommendations for future DEIAC field board project topics that the council can consider assigning for future FB iterations? If so, please list any recommendations.

17 responses

Develop a Training Program for Board's Members; Develop a Training Program with proposed list experts to conduct the training for people will be assigned to lead tough conversations; Provide recommendations regarding conducting period board members' symposium, where all members of all boards can get together, have expert speakers conduct training, and get support from one another in doing the job and continue with the Board's mission.

Many of the topics seemed to be JA-centric, and while there may be similarities between issues that impact JAs and the other 2/3 of the JAGC population, I recommend sending out a survey to Enlisted and to Legal Administrators to get a sense of what issues may be uniquely impacting those populations.

None

I recommend having a field board review all the exit/retirement data surveys and have them create a report digesting the information.
We should look at why women leave the service from O-4 and above. What things can we do to retain them?
FSOs. A project should look at the current assignment of FSOs, rank requirements and efficiency of our current approach. Should we have HR technicians assist FSOs?

Research into developing DEI programming for undergrad/high school students to encourage an interest in the JAGC. This could take many forms, such as developing curricula for online classes in legal and civics-related topics, individual outreach, etc.

NA at this time

Mid-career (CPT/MAJs) assignment/career satisfaction; review of effectiveness of bench building on DEIA efforts

Looking into office flexibilities, e.g. offer different times for PT, flexibility for parents so children don't have to be dropped off at daycare so early. Look into issues with childcare that JAs encounter, especially with the current assignment cycle timelines.

Improve and enhance recruitment and selection process for civilian attorney positions in the JAG Corps. The current process has not resulted in greater diversity among JAG Corps civilian attorneys. For example, enhanced recruitment could occur, with a focus on recruiting underepresented populations. A board with at least one minority member and one female member could be required for the review of applications and to conduct interviews for JAG

Corps civilian attorney vacancies, and to make a recommendation to the selecting official. This is permitted in other job series.

No. I do think there should consideration of ways in which FB members can continue to work on the projects we've developed.

no

DEIC needs to better manage its data- the continuity is tough with old Teams pages and folders.

Not a topic per se but maybe a monthly open forum for soldiers to connect on to discuss openly a topic. Example: January could be psychological safety and a small 15 minute class could be given about it and open forum time to let all online discuss or talk about this. How to make OSJAs more psychologically safe or share how they already feel safe in their office. February - Unconscious Bias; March - Inclusive Language & Communication; April - Cultural Competency; May - Empathy & Belonging; etc.

Exploring how gender bias perceptions impact individuals' choice to stay in the service.

Developing a CLE requirement (like we have for ethics) on elimination of bias. (b)(6) for example, they require all licensed attorneys to complete elimination of bias CLE (3 hours) every 3 years. The range of classes they offer spans so many DEI issues - like understanding your and other cultural identities in the practice of law. The ABA also offers similar CLEs to reduce and eliminate barriers in our profession while also enhancing DEI initiatives and priorities. Ultimately, DEI is incredibly important to the practice of law and there are so many aspects that we can talk about to improve our practice and better represent our Army client. I believe requiring 2 hours of CLE training, like we do with ethics, would send a powerful message about our organization's priorities, strengthens our initiatives, and is the right thing to do for our organization.

N/A

Require DEIA training for supervisors

Would you like to recommend any outstanding field board members, mentors, or council members for recognition? If so, please list their name(s) and reason(s) for recognition.

17 responses

N/A

(b) (6) (Board Members)

In the first iteration of the Field Board, Field Board 7 leader, (b) (6) was an EXCEPTIONAL leader who kept the group on track and made the issue easy to understand and thus find creative solutions to. He listened to all group members regardless of rank, and followed through with any due outs or follow -ups.

None

(b) (6) was an amazing mentor that helped us navigate through a lot of the red tape and met with us countless times to figure the project out.
(b) (6) demonstrated amazing leadership skills by directing field board 12, drafting a solid report and making sure we were effective.

(b) (6) - he was an incredible mentor and guide through the whole process, and has continued lending support and assistance even after our field board project and brief was complete. His insight and guidance empowered us to develop our thoughts and come up with sound, reasoned, and actionable recommendations. He is a leader deserving of recognition.

NA

(b) (6) - a great field board leader who valued each board member's input and kept the group focused on our task. The board trusted her implicitly to convey our recommendations.

(b) (6) Leading the field group and keeping forward momentum across PCS season and beyond.

(b) (6) Took the lead in creating the initial draft of our project.

(b) (6) for her superior leadership, outstanding commitment, and her hard work in chairing a FB.

(b) (6) - He allowed FB7 to use his Zoom account even when he wasn't available. He consistently provided useful feedback (b)(6) (b)(6) (b)(6) he made an effort to be available.

no

(b) (6) and (b) (6)

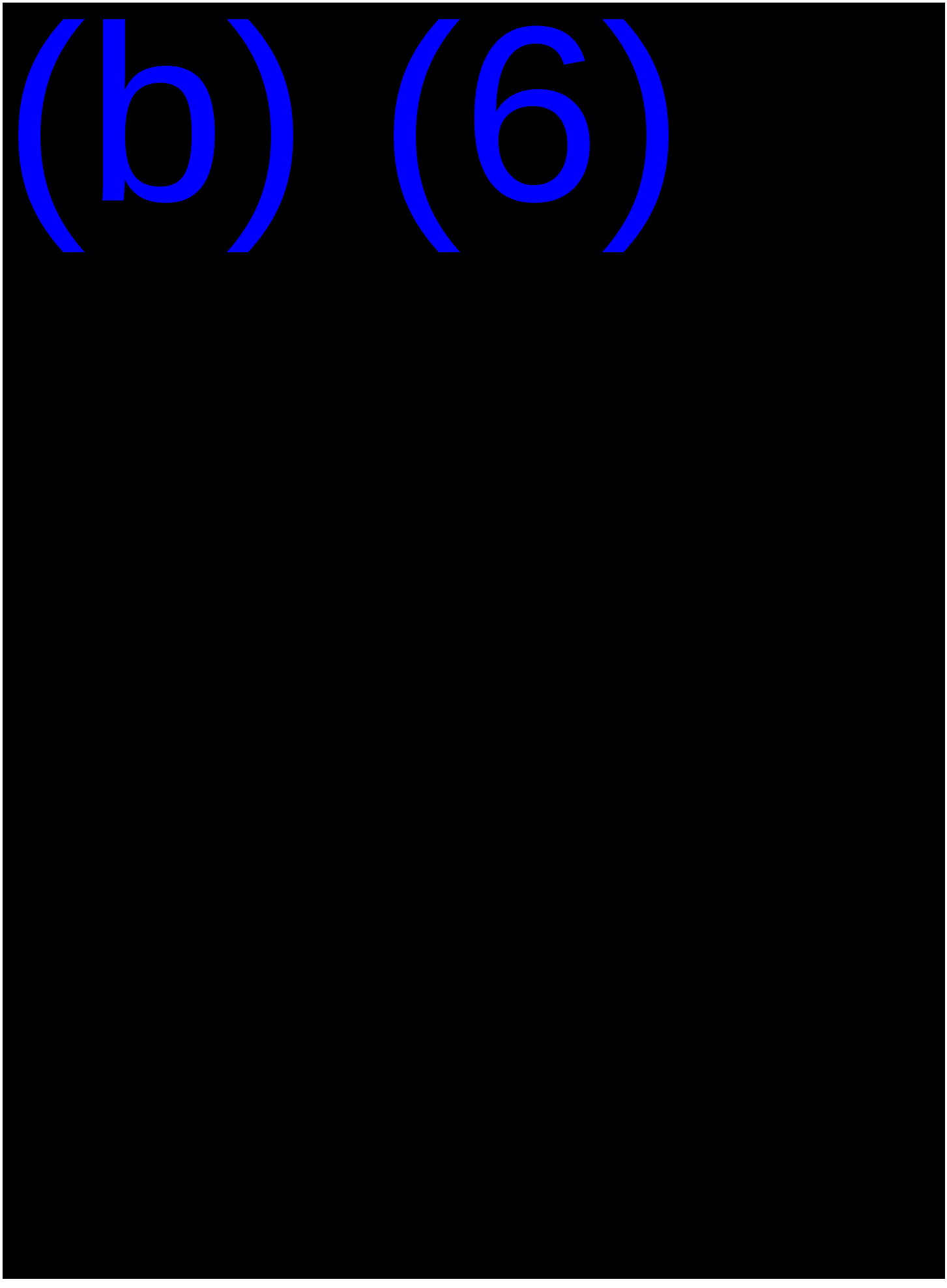
(b) (6) and (b) (6) always came online with questions and suggestions; open minded and with a smile. They worked very hard on ensuring we stayed on track and kept in mind the question: what would TJAG want to know as an end product/result of our project?

(b) (6) was highly responsive and helpful in FB 11; (b) (6) made manifest FB11's group discussions, allowing us to have a [necessary!] working draft that became the Field Guide to Tough Conversations.

(b) (6) was an incredible leader and mentor. How she approached challenges and her advice in how to develop products was incredibly helpful to our team. She was always available and provided great advice.

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(b) (6)

Do you feel your current duty position allows you to adequately participate on the Council?

- **Yes** - 16
- **No** - 3
- Not reported - 2

Date Appointed to the Council

- **7 Jul 21 -** 2
- **1 Jul 21 -** 7
- **1 Dec 21 -** 2
- **17 Jul 20 -** 10

Have you visited any of the following JAGC DEI pages?

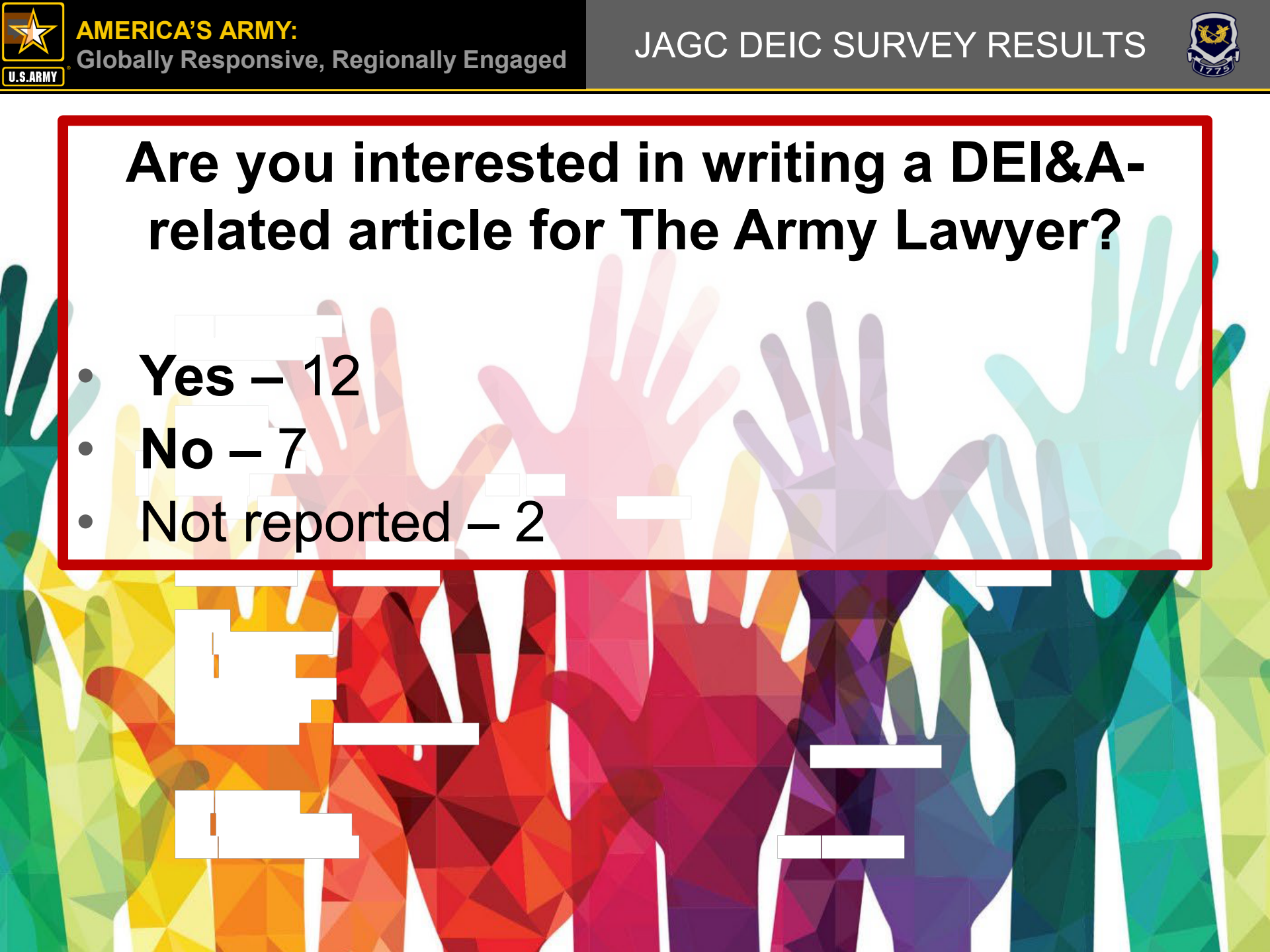
- **JAGCNet/MilSuite** – 14
- **JAGCNet (only)** – 5
- Not reported - 2

Are you interested in serving as a Field Board mentor?

- **Yes** – 9
- **No** – 10
- Not reported - 2

Are you interested in writing a DEI&A-related article for The Army Lawyer?

- **Yes** – 12
- **No** – 7
- Not reported – 2



What past DEIC initiatives (completed/implemented) are you tracking?

- Establishment of an Office of Diversity, Equity, Inclusion, and Accessibility
- Creation of a Civilian ODEI Director position
- JALS Listening Sessions
- Establishment of 9 DEIC Field Boards/program
- DEI and implicit bias training is now included in TJAGLCS curriculum
- Survey of the JALS
- Establishment of a Diversity Chair lecture-TJAGLCS (MG Gray/LTC Proppe-Fowle)
- Removed the LSAT for accession into the JAG Corps **????**
- Increased focus on diversity recruiting efforts at law school/greater presence at HBCUs
- ODEI Director as a Member of the Army DEI council

What past DEIC initiatives (completed/implemented) are you tracking, cont?

- Limitation on magistrate authority to authorize a home invasion-type search/no knock warrants
- DEI articles for TAL
- Focus on JA Officer recruiting and retention efforts
- Advocacy Center courtroom naming
- Adding inclusion efforts as part of Art. 6 checklist
- DEI training for FSOs (believe was developed by JARO separately from the council, but in support of the effort)
- FSO eval changes
- Various JAGC Affinity Mentorship Group Engagements
- JAGCNet DEI page
- JAGC MilSuite DEI page
- SGM John Nolan Reading Room at TJAGLCS
- Replacement of the Jefferson Cup
- Instructor population for the TJAGLCS

What current DEIC initiatives (proposed and in-progress) are you tracking?

- Field Board due-outs (RFI responses)
- Naming of courtrooms in the Advocacy Center
- DEI policy directive for OSJAs
- ODEI Sends (DEIC will feed into that)
- Building out the Office of DEI (hiring civilian, incorporating legal administrator into the office)
- DEI articles for TAL
- JA Officer recruiting and retention efforts
- Consideration of removing LSAT scores as part of JAGC application file
- Requesting data from TJAGLCS on school faculty selection process (response to general concerns on the diversity of the faculty)
- DEI in the Article 6 State of the Corps

What current DEIC initiatives (proposed and in-progress) are you tracking, cont.?

- DEI leadership course at TJAGLCS and Training package for OSJA Fo5s
- Creation and assimilation of JAGC mentorship affinity groups
- Analysis and summary of Field Board input on LOEs ????
- Adding diverse adjunct faculty members to TJAGLCS ????
- Recruiting changes
- Implicit bias training
- Publish DEI policy letter/strategy
- Jefferson Cup replacement
- Creating diverse hiring teams/panels to attend formal and informal recruitment opportunities to highlight the diverse opportunities available in the JALS

What future DEIC initiatives (proposed but not-in progress) are you tracking OR would like to propose for consideration?

- We need to review and act on FB recommendations from the previous topics
- Set aside specific quotas for enlisted persons for FLEP selection
- Create legal services officers (commissioned) to improve inclusion efforts in the JAGC and change the demographics of officers in the JAGC given that warrant officers are the most diverse cohort **(?)**
- JAGC Storyboard
- Diversity Training to include Sr. Leader DEIA training, diversity in the workplace, implicit bias training, etc. (all components an in all ranks)
- Local affinity group sponsorship/PCS sponsors
- More focus on Civilian, Enlisted, Warrant Officer, Reserve and National Guard issues
- Compilation of Civilian demographics (which may be the least diverse cohort in JALS)

What future DEIC initiatives (proposed but not-in progress) are you tracking OR would like to propose for consideration, cont.?

- Vote on all of the suggestions from the field boards and put together in an official document for TJAG.
- Quarterly SJA-level listening sessions
- Changing the DEIC's name to the Inclusion, Diversity, Equity, and Access (IDEA) Council
- Establishing a Council representative/liaison with the 5 JAGC Affinity Groups/informal partnerships
- DEIC Storyboard for JAG Corps (Council bios/stories)
- Have JAs more in the lead with diversity training across the Army

Do you have any proposed topics (not initiatives) for future DEIC meetings?

- DEI/DEIC efforts (aid in transparency)
- Review our lines of effort, what progress we have made, and focus in on a key area where we can make an impact.
- What is our desired end state/ deliverables/how do we measure success?
- How/when do we begin to implement the action plan?
- Identify and eliminate bias in the evaluation and assignments process
- New DEI survey
- Independent focus groups/listening sessions
- BoD Composition (diversity of)
- Fo5 Composition (diversity of)
- Stigmas of JAGC paraprofessionals
- Desirability of documenting our individual past experiences to create our DEIC 'bios' for publication - increase our accessibility/relatability
- Bring in the folks in AdLaw who advise the re-naming commission **(14 April)**
- Accessibility - of facilities, training programs, communications platforms, etc.
- Viability of having Article 6 checklist include quarterly DEI-related listening sessions
- Implicit bias class/leadership training packages
- The DEIC should start an internal discussion on "what right looks like" in terms of DEI metrics.
- JAGC DEIC poster

Which of the following remaining LOEs do you recommend the Field Boards tackle next?

- Promotions – 2
- Assignments – 8
- Other obstacles to inclusion – 8
- Let the field boards vote and decide – 1
- Not reported – 2

Would you like to recommend any outstanding DEIC or Field Board member for recognition from TJAG (Star Note, Article 6 visit, etc.)? It's been well over a year since both have been assembled! #recognizeexcellence

a. (b) (6) x2
b. (b) (6) x7
c. Ms. Carlisle
d. Recommend we ask the FB leaders for this nominations for recognition
e. (b) (6) x4
f. (b) (6)
When I was the FB 6 leader, (b) (6) (b) (6) was my co-leader. When my active duty tour ended and I returned to my home state, (b) (6) (b) (6) stepped in as the leader in my absence. (b) (6) is acutely knowledgeable about topics discussed in our field board meetings and her contributions were invaluable for presentation to the DEIC.
i. Is it too late to nominate (b) (6) ?
j. (b) (6) and (b) (6) have also done great work for the council. Finally, would love to see (b) (6) recognized before he retires.
k. (b) (6)
l. (b) (6) (b) (6)
m. (b) (6) (b) (6)
n. (b) (6)
o. (b) (6)
p. (b) (6) and (b) (6) (b) (6)
q. I have not been a member very long but have seen a lot of coordination / effort by (b) (6) (b) (6) both with the Field Boards and with APAN.
r. (b) (6) (b) (6)
s. (b) (6) (b) (6) for her efforts to spread the word of DEI to her OSJA team.
t. (b) (6) (b) (6) has my strong possible endorsement for recognition. (b) (6) (b) (6) has provided outstanding service and support to the DEIC.

Any recommendations for the Council (to improve, or otherwise?)

Communication/Transparency to the field:

i. We need to ensure the field is tracking the work DEIC is doing

ii. Conduct additional/regular listening sessions within DEIC to generate increased/maintain enthusiasm, as well as regular open forum to discuss noteworthy news topics/etc. and it's impact on societal DEI issues. Such discussions serve our collective education and enlightenment about DEI issues and its impact on the affected group(s). If we only look at solutions, we miss much of the problems/ misconceptions/ distrust the lack of DEI has on our collective team.

Any recommendations for the Council (to improve, or otherwise?)

Meetings:

i. Move back to some **in-person meetings when possible**
ii. Be on time for the meetings
iii. **Go deeper**--this is a safe space and we need more ideas and action
iv. Weekly meetings are a challenge; **propose bi-weekly meetings** at same time. Either that **or try to keep weekly meeting to 1 hour**.
v. **One hour meetings once a week**, vice two hour meetings every other week.
vi. I recommend that the DEIC continue to **meet on an every-other-week basis**.

Any recommendations for the Council (to improve, or otherwise?)

Initiatives

i. What proposals, if any, were approved by TJAG
ii. Set up operational/tactical action committee to work with ODEI on following up day-to-day actions
iii. There are a lot of really good ideas floating around but the development and ultimate execution is less robust. We need to vote on a few specific initiatives to move forward on, assign them to committees, and then set a deadline for briefing to the entire council.
iv. Don't have a clear picture of the way forward to actually implementing the action plans.
v. Decisions and initiatives take a long time to be announced and observe progress.
vi. More focus on Civilian, Enlisted, Warrant Officer, Reserve and National Guard issues.

Any recommendations for the Council (to improve, or otherwise?)

MISC:

i. To continue working towards actionable COAs I would like to see some younger members. Young people have good ideas.

ii. A dedicated council member who can focus on consolidating information and knowledge management

JAG CORPS
DIVERSITY, EQUITY, INCLUSION, AND ACCESSIBILITY COUNCIL MEMBER NOMINATION FORM

Name (Last, First MI): (b) (6) . **Rank/Civilian Grade:** (b)(6)

Component: AC/DA Civilian **Official Email Address** (b) (6)

Current Duty Unit & Location

Contact Number (b) (6) **Expected Date of PCS/ETS:**

1st Line Supervisor rank and name (b) (6)

Supervisor email address (b) (6)

Why do you desire to serve as a member of the JAGC DEIA Council?

(b)(6)

Have you previously served as a council member? ○ Yes ◉ No

Have you previously served as a Field Board member? ◉ Yes ○ No

Are you committed to attending monthly DEIA Council meetings and contributing to the council's work which may require additional reading, research, and support in preparation for council meetings? ◉ Yes ○ No

---------- **ENDORSEMENT** ----------

SJA, Deputy (or equivalent) rank and name: (b) (6)
SJA, Deputy (or equivalent) email address: (b) (6)
SJA, Deputy (or equivalent) Comments:

(b)(6)

SJA, Deputy (or equivalent) Signature (b) (6)

Please attach a copy of your Soldier Talent Profile (STP) for Military or Biography for civilians to this application and submit all documents to
usarmy.pentagon.hqda-otjag.mbx.jagc-diversity-inclusion@army.mil

JAG CORPS
DIVERSITY, EQUITY, INCLUSION, AND ACCESSIBILITY COUNCIL MEMBER NOMINATION FORM

Name (Last, First MI): (b) (6) **Rank/Civilian Grade:** (b)(6)

Component: AD **Official Email Address** (b) (6)

Current Duty Unit & Location

Contact Number (b) (6) **Expected Date of PCS/ETS:** er 2025

1st Line Supervisor rank and name (b) (6)

Supervisor email address (b) (6)

Why do you desire to serve as a member of the JAGC DEIA Council?

(b)(6)

Have you previously served as a council member? Yes No

Have you previously served as a Field Board member? Yes No

Are you committed to attending monthly DEIA Council meetings and contributing to the council's work which may require additional reading, research, and support in preparation for council meetings? Yes No

---------- **ENDORSEMENT** ----------

SJA, Deputy (or equivalent) rank and name:
SJA, Deputy (or equivalent) email address: (b) (6)
SJA, Deputy (or equivalent) Comments:

(b) (6) is

SJA, Deputy (or equivalent) Signature (b) (6)

Please attach a copy of your Soldier Talent Profile (STP) for military or Biography for civilians to this application and submit all documents to usarmy.pentagon.hqda-otjag.mbx.jagc-diversity-inclusion@army.mil

JAG CORPS
DIVERSITY, EQUITY, INCLUSION, AND ACCESSIBILITY
COUNCIL MEMBER NOMINATION FORM

Name (Last, First MI): (b) (6) **Rank/Civilian Grade:** (b)(6)

Component: Army **Official Email Address** (b) (6)

Current Duty Unit & Location: SJA Office Garrison Fort Meade, MD

Contact Number: (b) (6) **Expected Date of PCS/ETS:** NA

1st Line Supervisor rank and name: (b) (6)

Supervisor email address: (b) (6)

Why do you desire to serve as a member of the JAGC DEIA Council?

(b)(6)

Have you previously served as a council member? ○ Yes ◉ No

Have you previously served as a Field Board member? ○ Yes ◉ No

Are you committed to attending monthly DEIA Council meetings and contributing to the council's work which may require additional reading, research, and support in preparation for council meetings? ◉ Yes ○ No

---------- **ENDORSEMENT** ----------

SJA, Deputy (or equivalent) rank and name: (b) (6)
SJA, Deputy (or equivalent) email address:
SJA, Deputy (or equivalent) Comments:

I support (b) (6) request to be a member of the DEIA Council, he will provide a unique view of DEIA topics.

SJA, Deputy (or equivalent) Signature: (b) (6)

Please attach a copy of your Soldier Talent Profile (STP) for military or Biography for civilians to this application and submit all documents to usarmy.pentagon.hqda-otjag.mbx.jagc-diversity-inclusion@army.mil

Civilian JALS Personnel Biography

(b) (6)

Diversity, Equity, Inclusion & Accessibility Council Open House

30 May 2024

Agenda

- **ODEIA Changes**
- **Professional and Organizational Development Team**
- **DEIAC Vision, Mission & Focus Areas**
- **Restructure of Council**
- **Responsibilities and Time Commitment**
- **Field Boards**
- **2024 Council Member Nomination Process & Timeline**
- **Q&A**
- **Closing Comments**

(b) (6)

2024 National Defense Authorization Act

The FY24 NDAA contains two provisions that impact employees conducting DEI-related responsibilities

- **Section 1101 establishes a GS-10 salary cap and requires reassignment for civilian employees performing specified DEI duties as part of their primary job activities--Compliance required by 19 JUN 24.**
- **Section 529B imposes a hiring freeze on civilian and military positions responsible for DEI duties until the Comptroller General submits a report to Congress providing a review of the DoD DEI workforce--GAO audit is underway**



(b) (6) discuss strategic plan here with Lines of Effort

Vision and Mission of JAGC DEIA Council

Vision

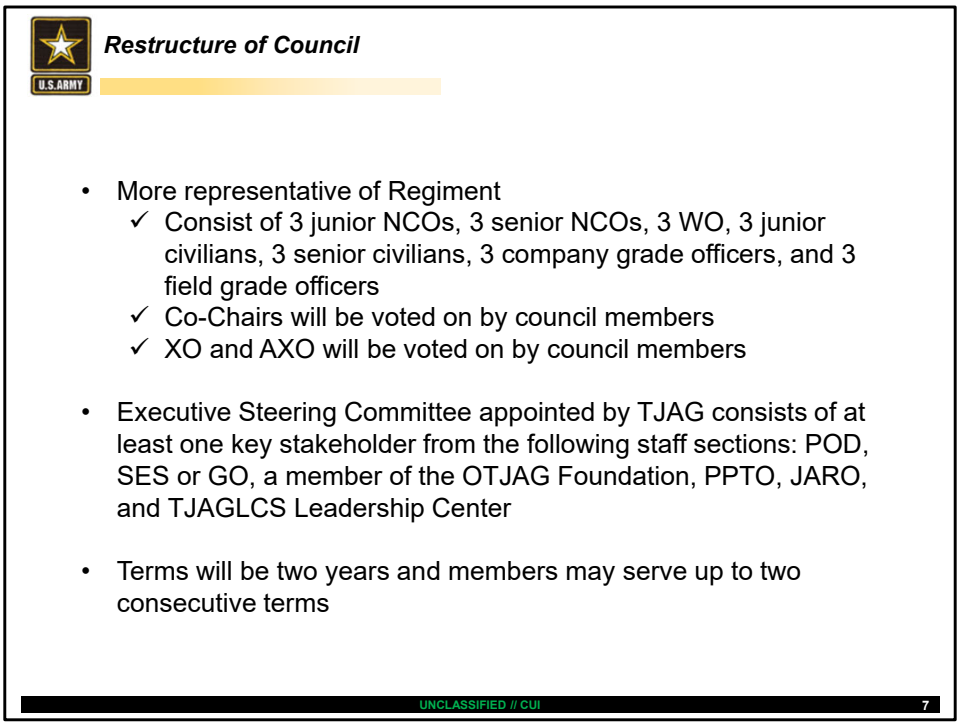
The national leader in valuing, developing and strategically employing the immense talent of Soldiers and Civilians where they connect with their purpose and teammates to be the force multiplier of a more agile, innovative, and ready JAG Corps.

Mission

The JAGC DEIAC reviews, develops, recommends, and analyzes as appropriate programs, policies, processes, and practices to recruit, train, retain, and develop a workforce that represents the Nation we serve.

DEIA Council Focus Areas

- Obstacles to inclusion and accessibility
- Outreach and recruiting
- Talent management
- Training and development
- Retention



a. Executive Steering Committee: Appointed by TJAG. Are non-voting members but serve as advisors for the Council members and guides their initiatives to ensure consistency with JAG Corps priorities. All Council approved initiatives will be staffed through the Executive Steering Committee for feedback and action as necessary. With the Council's feedback and recommendations, make final determinations on all reports, products, publications, and recommendations staffed for TJAG approval. The Executive Steering Committee will be present at council meetings as needed and

responsible for ensuring Council members perform their duties and responsibilities.

b. Co-Chairs: Voted into the position by the Council members, approved by TJAG. Jointly responsible for setting the meeting agenda; however, any Council member can request that an item be placed on the agenda. Responsible for attending Council monthly meetings with at least one co-chair present at each meeting and serving as liaisons between the Council and the Executive Steering Committee. Responsible for ensuring the bi-annual report for TJAG is completed and communication is provided to field boards on a quarterly basis. Additionally, responsible for determining a regularly scheduled communications plan to the regiment.

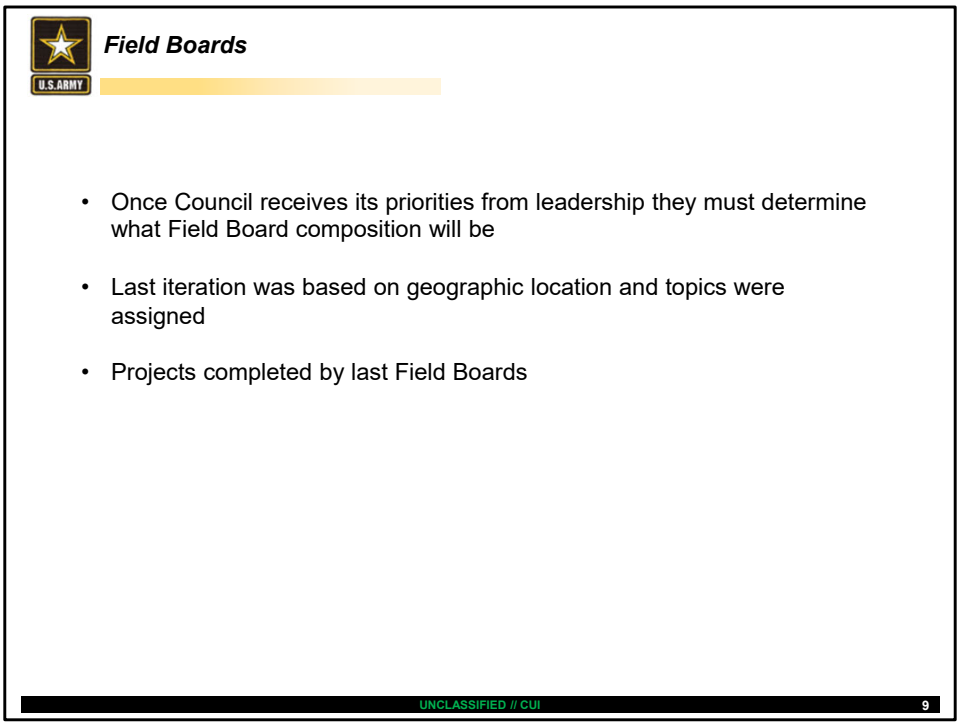
c. Executive Officer: Voted into the position by the Council members, approved by TJAG. Maintains all appointment memorandums for the Council, contact roster, and distribution list for all currently appointed Council members with quarterly reviews and updates as necessary. Drafts and publishes Council meeting agendas as directed by the co-chairs using the agenda template, see *enclosure B*. Serves as the designated facilitator or assigns a specific facilitator as required for Council meetings. Ensures all Council meetings are recorded and accessible to

any members not present. Tracks the status of all initiatives, drafts TJAG bi-annual reports in collaboration with the co-chairs for the Council's feedback using the TJAG report template, *enclosure C*. Responsible for the knowledge and content management of the Council's MS Teams page and the Field Boards' respective collaboration platforms.

d. Assistant Executive Officer: Voted into the position by the Council members, approved by TJAG. Formally records and publishes all summary minutes of Council meetings/ proceedings using the summary minutes template, see *enclosure D*. Administratively assists the Executive Officer with the knowledge and content management of the Council's MS Teams page, as well as any additional administrative duties as assigned. Additionally, assumes the duties and responsibilities of the Executive Officer in his or her absence.

Time Commitment and Responsibilities

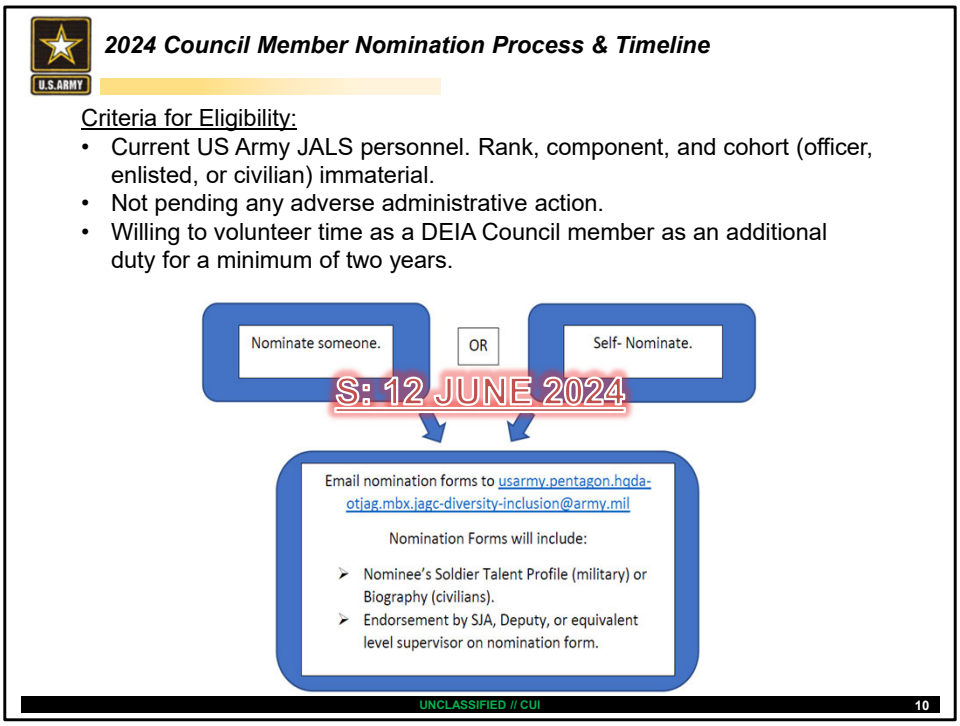
- Council meets virtually on monthly basis (1.5 hours)
- May require reviewing material and meetings in between Council meetings
- Quorum is required for any votes (>50% of members present)
- May require Mentoring Field Board



FB1. JAGC DEI Story Board--Staff to LCS
FB2. Recruiting & Accessions Data Base--Identify additional assets or refer to affinity groups with data access agreements
FB3. Diversity Recruitment & Civilian Employees Integration into JAGC--Refer to JARO and Labor and Employment for consideration.
FB5. Assignment Satisfaction Survey- Refer product to PPTO plans for consideration on exit survey. Request TJAG approval to include an approved survey in SJA toolkit for local use.
FB7. Judge Advocate Accessions Sponsorship Program--Refer to JARO & PPTO
FB8. Professional Organization Effort (Consolidate Awards & Conferences of affinity group bar/legal associations for JALS personnel) Refer products to stakeholders for incorporation into current products.
FB9. JAGC Exit Survey--Provide recommendations and products to PPTO & ITD
FB11. Tough Conversations-Currently incorporating wellness director input, then recommend moving forward to TJAG for approval and SIO for dissemination to JAGC leaders.
FB12. Compo 2/3 Recruiting & Survey for DEIA Best Practices--Refer

recommendations 1 to PPTO, 2-3 to PODT, 4 to PODT and SIO.
FB13. JALS DEI Champion Award--Refer to SIO & JARO

Projects pending additional resources or guidance:
FB4. Installation Highlights- Refer to JARO and L&E or consideration pending resources to pursue initiative.
FB6. Captain Career Coaches Program- Refer to Leadership Center for consideration pending resources to pursue initiative.
FB10. Alumni Interviews- Pending referral to retention specialist once we have on onboard. Tabling until additional resources become available.
FB14. Refer back to FB for continuing development and then to SIO for action. Currently w/ (b) (6) "pending script for first 4 years video”



Drop Nomination form & sample bio in chat and refer them to DEIA Council folder in team files.

If you or someone in your formation is interested in becoming a DEIA Council member, the first thing you want to look at is the eligibility criteria here.

1. Must me US Army JALS Personnel
2. Rank, component and cohort is immaterial. We want all to apply (so active, reserve, or national guard, civilians, enlisted, warrants, and officers to give the council diversity in perspective and experiences)

Two things we need our council members to ensure prior to applying is that they aren't flagged or pending adverse action and that they are willing to volunteer their time for this additional duty as a council member for at least two years.

Here you can see this graphic that shows the two ways to submit nominations.

1. YOU can self nominate OR
2. YOU can nominate someone who you believe should serve on the council. If this is the case you send the nomination form and enclosures to the nominee and THEY have to be willing to volunteer for the additional duty and submit the

complete nomination form that is endorsed by their SJA, Deputy or equivalent level supervisor with their STP or Biography.

Nominations are currently due by 12 JUNE 2024 via email to our mailbox email address.
Our office is consolidating all nominations as they come in for existing council members to vote on and make recommendations to TJAG for appointment of the new council members.

Once we have the new council established we will have them meet, make some decisions and send out FB member nominations



Current Council Members Introductions & fielding of questions.



Closing comments

JAG CORPS
DIVERSITY, EQUITY, INCLUSION, AND ACCESSIBILITY COUNCIL MEMBER NOMINATION FORM

Name (Last, First MI): (b) (6) **Rank/Civilian Grade:** (b)(6)

Component: ACTIVE **Official Email Address** (b) (6)

Current Duty Unit & Location

Contact Number (b) (6) **Expected Date of PCS/ETS:** 25

1st Line Supervisor rank and name (b) (6)

Supervisor email address (b) (6)

Why do you desire to serve as a member of the JAGC DEIA Council?

(b)(6)

Have you previously served as a council member? ○ Yes ◉ No

Have you previously served as a Field Board member? ○ Yes ◉ No

Are you committed to attending monthly DEIA Council meetings and contributing to the council's work which may require additional reading, research, and support in preparation for council meetings? ◉ Yes ○ No

---------- **ENDORSEMENT** ----------

SJA, Deputy (or equivalent) rank and name (b) (6)
SJA, Deputy (or equivalent) email address:
SJA, Deputy (or equivalent) Comments:
(b) (6)

SJA, Deputy (or equivalent) Signature (b) (6)

Please attach a copy of your Soldier Ta
for civilians to this application and submit all documents to
usarmy.pentagon.hqda-otjag.mbx.jagc-diversity-inclusion@army.mil

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

DAJA-ZA

16 NOV 2021

MEMORANDUM FOR [redacted] and Mr. [redacted]

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

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

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

a. [redacted] Member

b. [redacted] Member

3. Effective Date: 1 December 2021

4. Period: Until relieved by proper authority.

5. Roles and Responsibilities: The Council will continue taking a comprehensive look at ourselves as a regiment and ask whether the JAG Corps is truly as inclusive as it can – and therefore, should-be. Where we can improve, the council will propose approaches to make our organization more inclusive of the diversity that is the strength of the JAG Corps, our Army and the Nation we serve. The Council's comprehensive review will continue to look across all components, specifically:

a. Obstacles to inclusion;

b. Recruiting and accessions;

c. Assignments;

d. Training and education;

e. Promotions; and

f. Retention

6. The following personnel are released from the Council:

a. (b) (6)) (6)

b. (b) (6)

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

(b)(6)

STUART W. RISCH
Lieutenant General, USA
The Judge Advocate General

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

DAJA-ZA

13 FEB 2022

MEMORANDUM FOR RECORD

SUBJECT: Consolidated Appointment to the U.S. Army Judge Advocate General's Corps' Council on Diversity, Equity, and Inclusion (the "DEIC")

1. Reference. HQ OTJAG, DAJA-ZA memorandum (Establishment of the U.S. Army Judge Advocate General's Corps' Council on Diversity, Equity, and Inclusion), 17 July 2020.

2. The following individuals have been appointed to serve as members of the "DEIC" in the positions indicated below:

a. Ms. Karen Carlisle, Member and Co-Chair

b. (b)(6) Member and Co-Chair

c. (b) (6) Member and Co-Chair

d. (b) (6) Member and Executive Officer

e. (b) (6) Member

f. (b) (6) Member

g. (b) (6) Member

h. (b) (6) Member

i. (b) (6) Member

j. (b) (6) Member

k. (b) (6) Member

l. (b) (6) Member

m. (b) (6) Member

n. (b) (6) Member

o. (b) (6) Member

p. (b) (6) Member

q. (b) (6) Member

r. (b) (6) Member

s. Ms. Rebecca Ausprung, Member

t. (b) (6) Member

u. (b) (6) Member

3. Effective Date: 1 January 2022

4. Period: Until relieved by proper authority.

5. Roles and Responsibilities: Please see HQ OTJAG, DAJA-ZA memorandum (Establishment of the U.S. Army Judge Advocate General's Corps' Council on Diversity, Equity, and Inclusion), 17 July 2020.

(b)(6)

STUART W. RISCH
Lieutenant General, USA
The Judge Advocate General

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

DAJA-ZA

24 MAY 2021

MEMORANDUM FOR [redacted] and [redacted]

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

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

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

a. [redacted] Member and Co-Chair

b. [redacted] Member and Co-Chair

c. [redacted] Member

d. [redacted] Member

e [redacted] Member

f. [redacted] Member

g. [redacted] Member

h. [redacted] Member

i. [redacted] Member

3. Effective Date: 1 July 2021

4. Period: Until relieved by proper authority.

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

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

a. Obstacles to inclusion;

b. Recruiting and accessions;

c. Assignments;

d. Training and education;

e. Promotions; and

f. Retention

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

(b)(6)

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

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

DAJA-ZA

9 JUL 2021

MEMORANDUM FOR (b) (6) and (b) (6)

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

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

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

a. (b) (6) Member

b. (b) (6) Member

3. Effective Date: 7 July 2021

4. Period: Until relieved by proper authority.

5. Roles and Responsibilities: The Council will continue taking a comprehensive look at ourselves as a Regiment and ask whether the JAG Corps is truly as inclusive as it can – and therefore, should – be. Where we can improve, the Council will propose approaches to make our organization more inclusive of the diversity that is the strength of the JAG Corps, our Army and the Nation we serve. The Council's comprehensive review will continue to look across all components, and specifically at the following areas:

a. Obstacles to inclusion;

b. Recruiting and accessions;

c. Assignments;

d. Training and education;

e. Promotions; and

f. Retention

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

(b)(6)

STUART W. RISCH
Major General, USA
Deputy Judge Advocate General

	Name	Unit
(b) (6)	(b) (6)	(b) (6)
Ms.	Caren Carlisle	
(b) (6)	(b) (6)	
Ms.	Rebecca Ausprung	
(b)(6)		
(b) (6)	(b) (6)	
(b) (6)		
(b) (6)		
Ms.	Holly Bryant	
(b) (6)	(b) (6)	

Email	Phone Number	Position
[redacted]	[redacted]	[redacted]
		Co-Chair
		Co-Chair
		DEIC Member
		DEIC Member
		DEIC Member
		DEIC Member
		DEIC Member
		DEIC Member
		DEIC Member
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		DEIC Member
		DEIC Member
		DEIC Member

Diversity, Equity and Inclusion Council

The overall classification of this briefing is UNCLASSIFIED

Outline

- Overview
- JAGC Mission
- Establishment of Field Boards
- Survey
- JAGCNET Portal
- Report to Army Leadership Diversity Council

Overview

- The council has held ____ meetings at USALSA.
- Some members have participated telephonically or via MS Teams.
- Committees were formulated to address
  - Mission
  - Field Boards
  - Survey
  - Access to the Council
- Purpose: Recommendations and request approval

JAGC Mission

Provide principled counsel and premier legal services, as committed members and leaders in the legal and Army professions, in support of a ready, globally responsive, and regionally engaged Army.

Council Vision and Mission

Vision: The Council provides TJAG approaches for structural, procedural, and organizational changes to enable a more diverse, equitable, and inclusive climate across JALS.

Mission: The Council will take a comprehensive look at recruiting, hiring and accessions, assignments, training and education, promotions, and retention to identify any obstacles to diversity, equity, and inclusion and reduce or eliminate barriers to success for all JALS members.

Courses of Action

COA 1: Change the JAGC Mission: Provide principled counsel and premier legal services, as committed members and leaders in the legal and Army professions, in support of a ready, globally responsive, **diverse, equitable and inclusive** regionally engaged Army.

COA 2: No change to JAGC Mission.

Recommendation

COA 1: Change the JAGC Mission: Provide principled counsel and premier legal services, as committed members and leaders in the legal and Army professions, in support of a ready, globally responsive, **diverse, equitable and inclusive** regionally engaged Army.

This COA shows the JAGC commitment to a diverse, equitable and inclusive organization.

Field Boards Background

Guidance per TJAG's Memorandum dated 17 JUL 2020; Subject: Establishment of the U.S. Army Judge Advocate General's Corps Council on Diversity Equity and Inclusion (highlights added for mission emphasis):

- "…the Council shall establish subordinate advisory boards from the field ("field boards") to assist the council in its…goal of obtaining broad feedback from the field and drawing from the wide range of talent across our Regiment - Civilian and Soldier, Reserve Components and Active Duty, rank and grade immaterial - and reflecting the diversity of our Corps."

- "The Council will publish the process for nominations to field boards separately. The Council and its field boards will leverage the expertise and the experience of all members of our Corps, including that of the Legal Center and the Leadership Center.

- The Council will leverage the field boards to identify, within each of the six categories in para 3, initiatives to identify and assess problems and opportunities, and recommend solutions.

Field Board Procedures

MEMBERSHIP

- DEI develops online volunteer form to facilitate worldwide call for volunteers.

- Volunteers submit names directly to the DEI with relevant information regarding race, gender, tech chain and geographic location.

- DEI consolidates volunteer candidates; refers to SJAs to ensure candidates are administratively authorized to participate (i.e. not flagged) .

- SJAs encouraged to submit nominations for those that did not initially volunteer. Nominations must be accepted by proposed nominee before being assigned to a Field Board.

- Confirmed volunteers are assigned to a specific Field Board by DEI, ensuring maximum amount of diversity in each Field Board.

MEETINGS

- DEI appoints a Board President for each Field Board who reports directly to a DEI Committee member.

- No DEI committee member will be responsible for more than 5 Field Boards.

- Field Boards meet using MS Teams format, maximizing ability of board members to participate and provide feedback.

- Field Boards will meet periodically throughout the year to gather and disseminate information, discuss potential solutions and act on recommendations.

Courses of Action

COA 1: Geographic Boards – This COA consists of a series of smaller boards, identified by region. The DEI ensures diversity (race, gender, rank) within each geographic region. The total number of boards will be based on number of volunteers. USAR and NG Boards would be sub-boards under this heading.

COA 2: Rank Boards – This COA includes at least 5 smaller sub-boards, broken out by junior enlisted, NCO, company grade officers, field grade officers, and civilians. The DEI ensures diversity (race, gender, geographic location, etc.) within each board. More specific boards possible based on number of volunteers.

COA 3: Geographic Boards (by RANK) – This COA combines COA1 and COA2, resulting in a series of smaller boards, identified by region. Each Region conducts boards based upon rank. For example, in the WEST REGION, there will be boards for E1-E4, E5-E7, E8-E9, O1-O3, etc. The same (or similar) boards will be conducted in the EAST REGION, EUCOM REGION, etc. The total number of boards will be based on number of volunteers. USAR and NG Boards would be sub-boards under this heading.

Evaluation Criteria

- **Administration** – Field Board structure must be designed such that it can be managed by the DEI in a timely and efficient manner. Too many boards would result in a loss of effective control by the DEI committee.

- **Reach** – Field Board structure must be designed to ensure every member of the JAGC/JALS has a legitimate opportunity to participate in the sessions. Opportunity considerations include (but are not limited to) DTG of meetings, size of Field Boards and time commitment.

- **Candor** – Field Board structure must be designed to elicit candid feedback and facilitate open, honest conversations among field board members. (For example, Supervisors should not serve on the same board as subordinate personnel.)

Comparison of COAs

		Administration		Reach		Candor		Total Score (Lower is better)
Courses of Action:	Geographic Boards	**1**	This COA results in the least number of boards. Fewer boards are easier to manage by the DEI.	**3**	This COA is identified only by geographic region. While every area would be represented, it may result in boards so large that membership would have to be capped, leaving many without the opportunity to participate.	**3**	This COA would cause junior and senior members to serve on the same board. Junior members may be hesitant to provide candid comments with higher ranking Soldiers on the board.	**7**
	Rank Boards	**2**	This COA results in more boards than COA 1, but less then COA 3.	**2**	This COA is identified only by rank. While the entire rank structure would be represented, it may result in boards so large that membership would have to be capped at lower grades where we have a higer number of Soldiers.	**1**	This COA provides a forum for peers to discuss issues amongst themselves.	**5**
	Geographic Boards (By RANK)	**3**	This COA results in the greatest number of boards. The high number of boards would be more difficult to manage by the DEI.	**1**	This COA is indentified by both rank and region. This ensures representation by every area and every rank (to include civilians). Higher degree of reach with this COA.	**2**	This COA provides the a forum for peers to discuss issues amongst themselves. Further division by geographic region may increase likelihood of familiarity among members of the board, reducing willingness to speak candidly.	**6**

Recommendation

COA 2: Rank Boards – is the recommended COA. This COA includes at least 5 smaller sub-boards, broken out by junior enlisted, NCO, company grade officers, field grade officers, and civilians. The DEI ensures diversity (race, gender, geographic location, etc.) within each board. More specific boards possible based on number of volunteers.

This COA provides a forum for peers to speak about issues amongst themselves, engage in candid conversations and provide honest feedback. The absence of geographic specificity reduces the likelihood of familiarity among board members, increasing the likelihood for candid discussion.

Survey

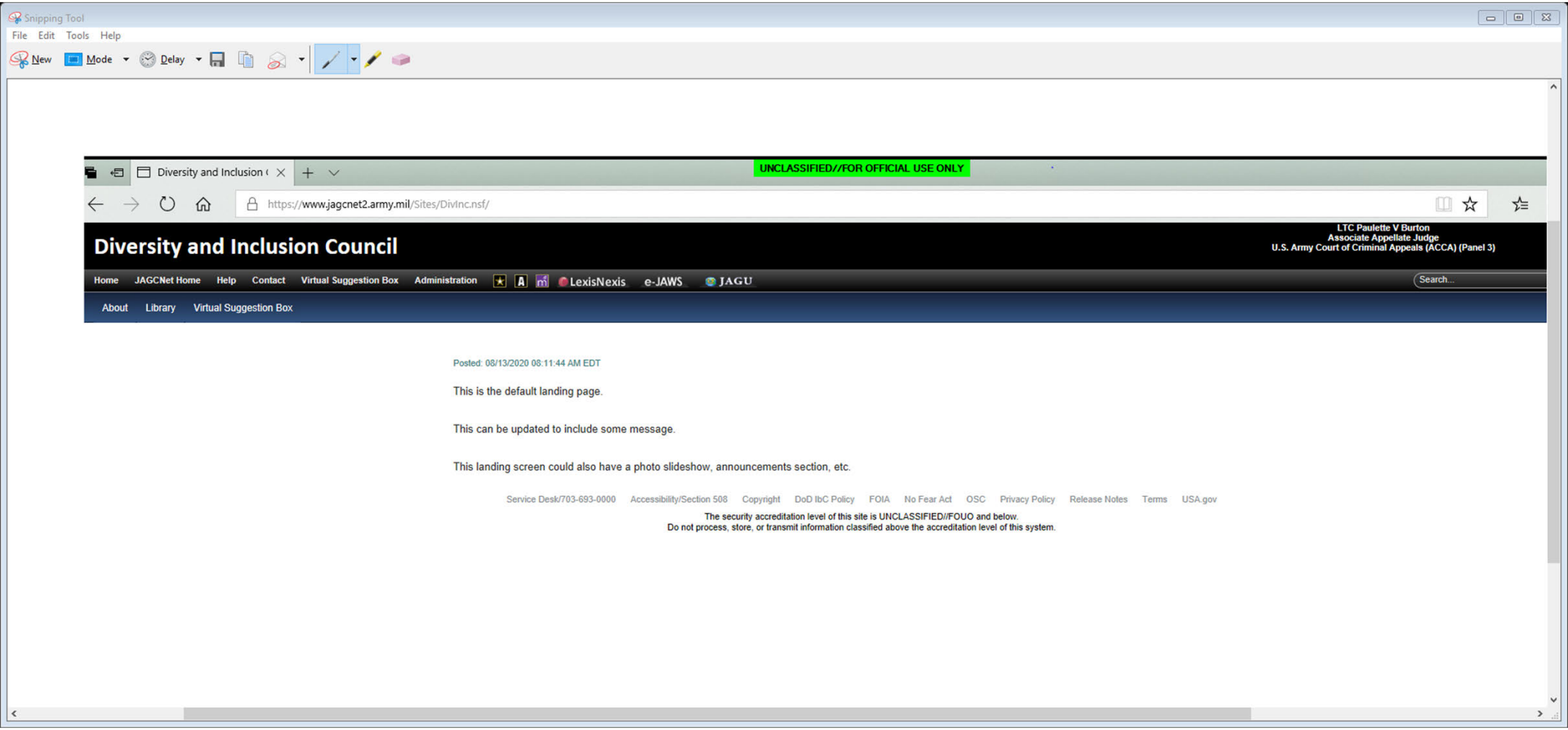
The DoD Office of People Analytics (OPA) recommended that we administer the 66-item Defense Organizational Climate Survey (DEOCS) To aid our inquiry regarding obstacles to inclusion, the OPA further recommended that we select up to an additional 10 multiple choice response statements and 5 short answer questions from a list they provided.

Multiple Choice

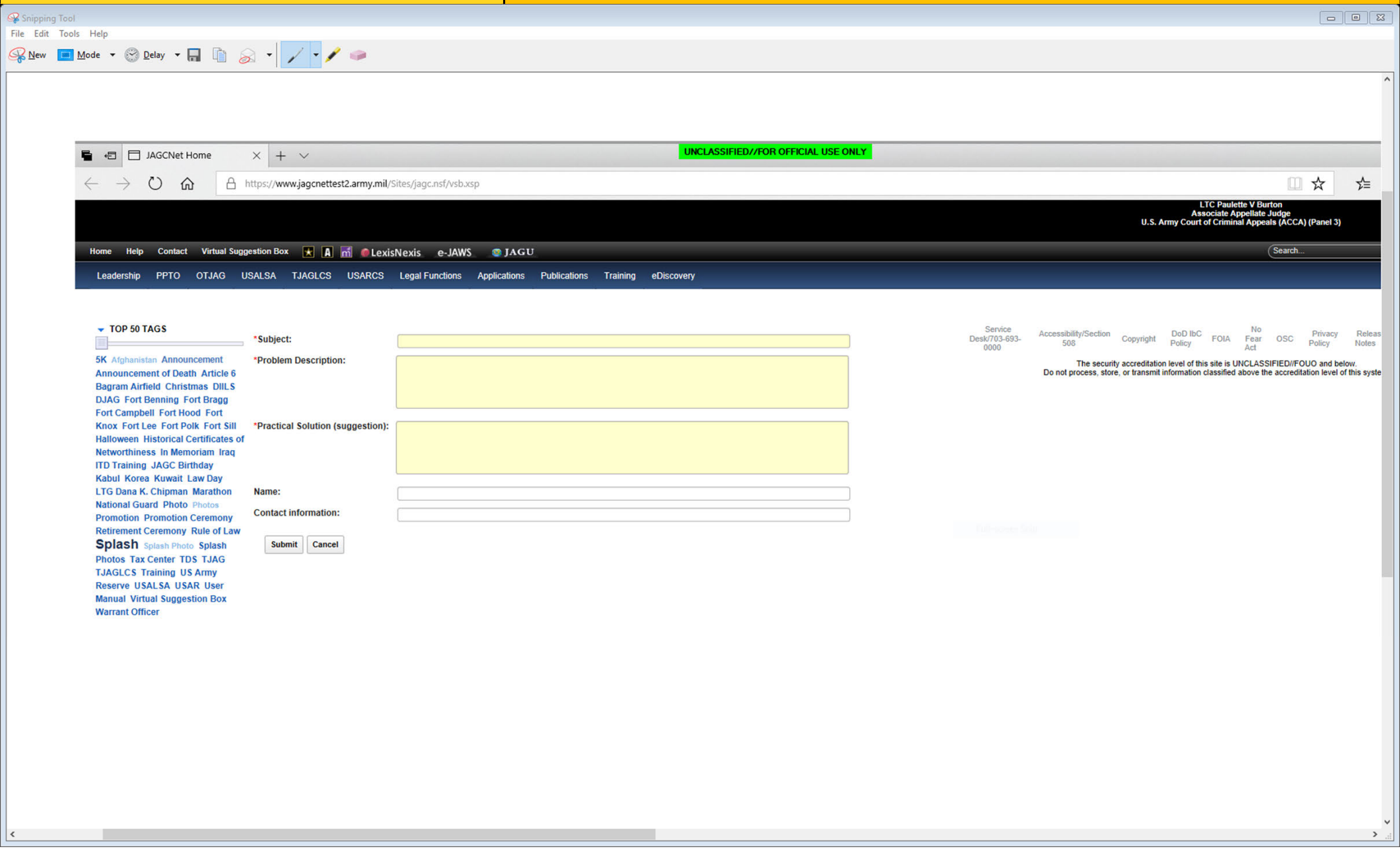
45: Favoritism involving race/sex/national origin differences does not occur in my work area.
69: In this workgroup, people's differences are respected
73: My workgroup is accepting of individuals with diverse backgrounds.
74: The process for determining who gets developmental opportunities in my workgroup is fair
75: This workgroup allows me to be honest about who I am.
78: This workgroup makes me feel like I belong.
79: This workgroup treats me as an insider.
110: Civilians are treated as valued members of the unit by leadership.
128: All unit personnel receive the same level of respect from leadership.
129: An atmosphere of respect exists in my work area.

Short Answer

235: Explain how you feel your responses on this survey will impact the JAGC/JALS.
249:How would you describe leaderships' commitment to creating an environment of human respect and dignity?
258: How serious a problem do you think discrimination is in the JAGC/JALS? Please explain
270: What do you see as the most prominent form of discrimination in the JAGC/JALS? Please explain.


Snipping Tool
File Edit Tools Help
New Mode Delay
Diversity and Inclusion (
UNCLASSIFIED//FOR OFFICIAL USE ONLY
https://www.jagcnet2.army.mil/Sites/DivInc.nsf/
Diversity and Inclusion Council
LTC Paulette V Burton
Associate Appellate Judge
U.S. Army Court of Criminal Appeals (ACCA) (Panel 3)
Home JAGCNet Home Help Contact Virtual Suggestion Box Administration LexisNexis e-JAWS JAGU
Search...
About Library Virtual Suggestion Box
Posted: 08/13/2020 08:11:44 AM EDT
This is the default landing page.
This can be updated to include some message.
This landing screen could also have a photo slideshow, announcements section, etc.
Service Desk/703-693-0000 Accessibility/Section 508 Copyright DoD IbC Policy FOIA No Fear Act OSC Privacy Policy Release Notes Terms USA.gov
The security accreditation level of this site is UNCLASSIFIED//FOUO and below.
Do not process, store, or transmit information classified above the accreditation level of this system.

Virtual Mail Box



Army D/I

Racial Codes used by the Reserves

- "N"
- "M"

Note sent to Army leadership Diversity Council
Acknowledge it is something they need to work on

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

DAJA-ZA

MEMORANDUM FOR RECORD

SUBJECT: Consolidated Appointment to the U.S. Army Judge Advocate General's Corps' Council on Diversity, Equity, and Inclusion Subordinate Advisory Boards ("Field Boards")

1. Reference. HQ OTJAG, DAJA-ZA memorandum (Establishment of the U.S. Army Judge Advocate General's Corps' Council on Diversity, Equity, and Inclusion), 17 July 2020.

2. The following individuals have been appointed to serve as members of the JAGC's DEIC Field Boards effective 3 October 2022:

LAST NAME	FIRST NAME	RANK	COMPONENT	LOCATION	PREVIOUS MEMBER	BOARD #
(b) (6)		(b)(6)	MENTOR - MAJ TAKASHI KAGAWA			
			NA	FORT SHAFTER, HI	NO	1
			NA	FORT WAINWRIGHT, AK	NO	1
			USA	FORT SHAFTER, HI	YES	1
			USA	SCHOFIELD BARRACKS, HI	YES	1
			USA	FORT SHAFTER, HI	NO	1
			USA	PEARL HARBOR-HICKHAM, HI	NO	1
			USA	SCHOFIELD BARRACKS, HI	NO	1
			USA	SCHOFIELD BARRACKS, HI	NO	1
			USA	TRIPLER ARMY MEDICAL CENTER, HI	NO	1
(b) (6)			MENTOR - COL CAROL BREWER			
			NA	JBLM, WA	NO	2
			USA	JBLM, WA	NO	2
			USA	FORT IRWIN, CA	YES	2
			USA	FORT IRWIN, CA	NO	2
			USA	JBLM, WA	NO	2
			USAR	LOS ANGELES, CA	YES	2
			USAR	MARYSVILLE, WA	NO	2
			USAR	MOUNTAIN VIEW, CA	NO	2
(b) (6)			MENTOR = COL TIMOTHY HAYES			
			NA	FORT RILEY, KS	NO	3
			USA	FORT CAMPBELL, KY	NO	3
			USA	FORT HUACHUCA, AZ	NO	3
			USA	FORT SILL, OK	YES	3
			USA	FORT HUACHUCA, AZ	NO	3
			USA	FORT RILEY, KS	NO	3
			USA	FORT CAMPBELL, KY	NO	3
			USA	FORT CARSON, CO	YES	3
			USA	FORT CARSON, CO	NO	3
			USAR	FORT DOUGLAS, UT	NO	3
			USAR	SALT LAKE CITY, UT	NO	3

(b)(6)

MENTOR = MSG JOSHUA MILES			
ARNG	AUSTIN, TX	NO	4
USA	FORT LEAVENWORTH, KS	NO	4
USA	FORT HOOD, TX	NO	4
USA	FORT HOOD, TX	YES	4
USA	FORT LEAVENWORTH, KS	YES	4
USA	FORT LEAVENWORTH, KS	NO	4
USAR	FORT HOOD, TX	NO	4
ENTOR = SGM DAARIUS JACKSON			
USA	FORT KNOX, KY	NO	5
USA	FORT KNOX, KY	NO	5
USA	FORT KNOX, KY	NO	5
USA	FORT KNOX, KY	NO	5
USA	FORT KNOX, KY	NO	5
USAR	ROCK ISLAND ARSENAL, IL	NO	5
USAR	ROCK ISLAND ARSENAL, IL	NO	5
MENTOR = LTC HANA ROLLINS			
NA	FORT MYER, VA	NO	6
USA	FORT MEADE, MD	YES	6
USA	FORT MEADE, MD	NO	6
USA	FORT MEADE, MD	NO	6
USAR	ALEXANDRIA, VA	NO	6
USAR	CRYSTAL CITY, VA	NO	6
USAR	ALEXANDRIA, VA	NO	6
USAR	ALEXANDRIA, VA	YES	6
USAR	ALEXANDRIA, VA	NO	6
USA	FORT BELVOIR, VA	NO	6
MENTOR = LTC COREY THOMAS			
NA	PENTAGON/DC	YES	7
NA	PENTAGON/DC (DETAILED)	NO	7
USA	PENTAGON/DC	NO	7
USA	PENTAGON/DC	NO	7
USA	PENTAGON/DC	YES	7
USA	PENTAGON/DC	YES	7
USAR	PENTAGON/DC	YES	7
ARNG	CAGUAS, PR	NO	7
USA	FORT BELVOIR, VA	NO	7
MENTOR = COL SUE MCCONNELL			
NA	FORT BELVOIR, VA	YES	8
USA	FORT BELVOIR, VA	YES	8
USA	FORT BELVOIR, VA	NO	8
USA	FORT BELVOIR, VA	YES	8
USA	FORT BELVOIR, VA	NO	8
USA	FORT BELVOIR, VA	NO	8
USA	FORT BELVOIR, VA	NO	8
USA	FORT BELVOIR, VA	NO	8
USA	FORT BELVOIR, VA	NO	8
USA	FORT BELVOIR, VA	NO	8
USA	FORT BELVOIR, VA	NO	8
MENTOR = COL JULIAN NIERVA			
ARNG	MOBILE, AL	NO	9
ARNG	COLUMBIA, SC	NO	9
NA	REDSTONE ARSENAL, AL	NO	9
USA	FORT BENNING, GA	NO	9
USA	FORT BENNING, GA	NO	9
USA	FORT EUSTIS, VA	NO	9
USA	FORT EUSTIS, VA	YES	9

(b)(6)

USA	FORT RUCKER, AL	NO	9
USA	REDSTONE ARSENAL, AL	NO	9
USA	FORT LEE, VA	NO	9
USAR	FORT JACKSON, SC	NO	9
USAR	GILLEM ENCLAVE, GA	NO	9
USAR	SHAW AIR FORCE BASE, SC	YES	9
USA	FORT EUSTIS, VA	YES	9
MENTOR = MS. HOLLY BRYANT			
NA	ABERDEEN PROVING GROUNDS, MD	NO	10
USA	FORT DRUM, NY	NO	10
USA	FORT DRUM, NY	NO	10
USA	FORT DRUM, NY	NO	10
USA	WEST POINT, NY	NO	10
USA	CARLISLE, PA	NO	10
USAR	WHITE PLAINS, MD	NO	10
USAR	FORT TROTTEN, NY	NO	10
USAR	FORT TROTTEN, NY	NO	10
USAR	GAITHERSBURG, MD	YES	10
USA	LETTERKENNY ARMY DEPOT, PA	NO	10
ENTOR = MS. BECKY AUSPRUNG			
ARNG	CHARLOTTESVILLE, VA	NO	11
USA	CHARLOTTESVILLE, VA	NO	11
USA	CHARLOTTESVILLE, VA	NO	11
USA	CHARLOTTESVILLE, VA	NO	11
USA	CHARLOTTESVILLE, VA	NO	11
USA	CHARLOTTESVILLE, VA	NO	11
USA	CHARLOTTESVILLE, VA	NO	11
USA	CHARLOTTESVILLE, VA	YES	11
USA	CHARLOTTESVILLE, VA	NO	11
USA	CHARLOTTESVILLE, VA	NO	11
MENTOR = COL JOSE CORA			
USA	CHARLOTTESVILLE, VA	NO	12
USA	CHARLOTTESVILLE, VA	YES	12
USA	CHARLOTTESVILLE, VA	NO	12
USA	CHARLOTTESVILLE, VA	NO	12
USA	CHARLOTTESVILLE, VA	NO	12
USA	CHARLOTTESVILLE, VA	NO	12
USA	CHARLOTTESVILLE, VA	YES	12
USA	CHARLOTTESVILLE, VA	NO	12
USAR	CHARLOTTESVILLE, VA	NO	12
ENTOR = SFC VANESSA PETERSON			
USA	FORT BRAGG, NC	YES	13
USA	FORT BRAGG, NC	NO	13
USA	FORT BRAGG, NC	YES	13
USA	FORT BRAGG, NC	NO	13
USA	FORT BRAGG, NC	YES	13
USA	FORT BRAGG, NC	NO	13
USA	FORT BRAGG, NC	NO	13
USA	FORT BRAGG, NC	NO	13
USAR	FORT BRAGG, NC	NO	13
USAR	FORT BRAGG, NC	NO	13
USAR	FORT BRAGG, NC	YES	13
USA	FORT BRAGG, NC	NO	13
USA	FORT BRAGG, NC	NO	13

(b) (6) (b)(6)	MENTOR = LTC JEREMY BROUSSARD			
	ARNG	KUWAIT	NO	14
	USA	CAMP ZAMA, JP	NO	14
	USA	KAISERSLAUTERN, GE	NO	14
	USA	KAISERSLAUTERN, GE	NO	14
	USA	OSAN AIR BASE, ROK	NO	14
	USA	POLAND	YES	14
	USA	VINCENZA, ITALY	NO	14
	USAR	KAISERSLAUTERN, GE	NO	14
	USAR	KAISERSLAUTERN, GE	NO	14

3. 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 Judge Advocate Legal Service 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.

4. Period: 3 October 2023 or until relieved by proper authority.

5. Roles and Responsibilities: Please see HQ OTJAG, DAJA-ZA memorandum (Establishment of the U.S. Army Judge Advocate General's Corps' Council on Diversity, Equity, and Inclusion), 17 July 2020 and DEIC Field Board SOP, 3 October 2022.

6. Point of contact for this memorandum is (b) (6)(b) (6), DEIC Executive Officer at usarmy.pentagon.hqda-otjag.mbx.jagc-diversity-inclusion@army.mil.

KAREN H. CARLISLE
SES, USA
Council Co-Chair

(b)(6)
Council Co-Chair

(b) (6)
(b)(6)
Council Co-Chair

Field Board Session: 1 = Introduction
S: 31 Mar 21

- Focus brief provided by: DEIC Council Member assigned to each FB

- Due outs from FB:
  - FB provides name of selected lead
  - FB provides date for Session 2 to DEIC Lead

- NEED:
  - Prepare Introduction brief for DEIC Member to use when briefing each FB
  - Identify DEIC Member assigned to each FB
  - Monthly report format (see slide 9)
  - Monthly report due date (last day of each month)
  - Monthly report procedures (to whom – appointed DEIC Lead)
  - Does DEIC member who did Intro remain responsible for that FB?
  - Who does what with FB submissions?

Field Board Monthly Battle Rhythm

WEEK 1:

- Substance Briefings (MS TEAMS) delivered on TUE and THUR of first week
- DEIC recommends each FB have at least 50% of the board attend one of the two meetings.

WEEKS 2-7:

- Field Board meets at least once per month to discuss topic as designated by the DEIC..
- FB may meet as often as necessary. Meeting frequency determined by each individual board.

WEEK 8:

- Field Board compiles notes from monthly meeting(s)
- Field Board completes monthly report and submits to DEIC POC.

Field Board Session 2 = Recruiting and Accessions
S: 30 MAY 21

- Focus brief provided by: JARO Member (hard copy slides or virtual?)

- Due Outs:
  - FB provides input from session in provided format by suspense
  - FB provides date for Session 3 to DEIC Lead

- NEED:
  - Prepare focus brief by 30 March for review by DEIC Chairs and then distro to FB leads
  - Set dates for virtual JARO briefings to FBs - one briefing/FB or X times that month and FBs join in on particular one to lighten JARO load OR by pre-recorded video
  - POC for scheduling FB briefing by JARO

Field Board Session 3 = Training and Education
S: 31 JUL 21

- Focus brief provided by: LCS (+ Civilian Lead)
  - Cover - OFF/WO/ENL/CIV

- Due Outs:
  - FB provides input from session in provided format by suspense
  - FB provides date for Session 4 to DEIC Lead

- NEED:
  - Prepare focus brief by 15 May for review by DEIC Chairs and then distro to FB leads
  - Set dates for virtual LCS briefings to FBs - one briefing/FB or X times that month and FBs join in on particular one to lighten LCS load OR by pre-recorded video
  - POC for scheduling FB briefing by LCS

Field Board Session 4 = Retention
S: 30 SEP 21

- Focus brief provided by: PPTO Plans (+ CIV)

- Due Outs:
  - FB provides input from session in provided format by suspense
  - FB provides date for Session 5 to DEIC Lead

- NEED:
  - Prepare focus brief by 15 JUL for review by DEIC Chairs and then distro to FB leads
  - Set dates for virtual PPTO Plans briefings to FBs - one briefing/FB or X times that month and FBs join in on particular one to lighten PPTO Plans load OR by pre-recorded video
  - POC for scheduling FB briefing by PPTO Plans

Field Board Session 5 = Promotions
S: 30 NOV 21

- Focus brief provided by: PPTO Plans (+CIV)

- Due Outs:
  - FB provides input from session in provided format by suspense
  - FB provides date for Session 6 to DEIC Lead

- NEED:
  - Prepare focus brief by 15 SEP for review by DEIC Chairs and then distro to FB leads
  - POC for scheduling FB briefing by PPTO Plans – one/FB or 3 times that month and FBs join in on particular one to lighten PPTO Plans load OR by pre-recorded video

Field Board Session 6 = Assignments
S: 31 JAN 22

- Focus brief provided by: PPTO (Off/WO/Senior ENL/CIV)

- Due Outs:
  - FB provides input from session in provided format by suspense
  - FB provides date for Session 7 to DEIC Lead

- NEED:
  - Prepare focus brief by 15 NOV for review by DEIC Chairs and then distro to FB leads
  - POC for scheduling FB briefing by PPTO – one/FB or 3 times that month and FBs join in on particular one to lighten PPTO load OR by pre-recorded video

Field Board Session 7 = Other Obstacles to Inclusion
S: 30 MAR 22

- Focus brief provided by: DEIC Council (?)

- Due Outs:
  - FB provides input from session in provided format by suspense
  - DEIC provides date for wrap up to FB

- NEED:
  - Prepare focus brief by 15 JAN for review by DEIC Chairs and then distro to FB leads
  - POC for scheduling FB briefing – one/FB or 3 times that month and FBs join in on particular one to lighten PPTO load OR by pre-recorded video

Field Board Wrap Up
S: 30 MAY 22

- Focus brief provided by: DEIC Members

- Due Outs:
  - Report capturing FB work
  - Way ahead recommendations

- NEED:
  - Input format for consolidated report
  - POC for producing consolidated report
  - Committees for analyzing results and producing recommendations from the 6 distinct categories = ensuring cross talk

Report Format

- Issue/Question:
- Discussion:
- Recommendations

Report Format (example)

1) Issue/Question: What is the greatest obstacle to inclusion in recruiting and accessing quality talent from across different genders and various ethnic groups?

- **Discussion:** Field Board Number 3 met on three occasions this month and raised the following issues:
  1) **JAGC Standards focus too much on academic achievement:** *Notes from the meetings.*
  2) **JAGC fails to expend sufficient effort at HBCUs:** *Notes from Meeting*
- **Recommendations:**
  1) **Relook the standards:** *Explain recommendation.*
  2) **Identify diverse set of ambassadors to visit HBCUs:** *Explain recommendation.*

FB Assignments

- LOE Committee 1 (Objects to Inclusion) = FB 1 and FB 2
- LOE Committee 2 (Recruiting and Accessions – JALS) = FB 3
- LOE Committee 3 (Assignments) = FB 4 and FB 5
- LOE Committee 4 (Training and Education) = FB 6
- LOE Committee 5 (Promotions) = FB 7
- LOE Committee 6 (Retention) = FB 8 and FB 9

Field Boards

Diversity, Equity and Inclusion Committee

The overall classification of this briefing is UNCLASSIFIED

Outline

- Background
- Field Board Procedures
- Field Board Composition - Courses of Action
- Course of Action Evaluation Criteria
- Course of Action Comparison
- Recommendation

Background

Guidance per TJAG's Memorandum dated 17 JUL 2020; Subject: Establishment of the U.S. Army Judge Advocate General's Corps Council on Diversity Equity and Inclusion (highlights added for mission emphasis):

- "…the Council shall establish subordinate advisory boards from the field ("field boards") to assist the council in its…goal of obtaining broad feedback from the field and drawing from the wide range of talent across our Regiment - Civilian and Soldier, Reserve Components and Active Duty, rank and grade immaterial - and reflecting the diversity of our Corps."

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COA 3: Geographic Boards (by RANK) – This COA combines COA1 and COA2, resulting in a series of smaller boards, identified by region. Each Region conducts boards based upon rank. For example, in the WEST REGION, there will be boards for E1-E4, E5-E7, E8-E9, O1-O3, etc. The same (or similar) boards will be conducted in the EAST REGION, EUCOM REGION, etc. The total number of boards will be based on number of volunteers. USAR and NG Boards would be sub-boards under this heading.

Evaluation Criteria

- **Administration** – Field Board structure must be designed such that it can be managed by the DEI in a timely and efficient manner. Too many boards would result in a loss of effective control by the DEI committee.

- **Reach** – Field Board structure must be designed to ensure every member of the JAGC/JALS has a legitimate opportunity to participate in the sessions. Opportunity considerations include (but are not limited to) DTG of meetings, size of Field Boards and time commitment.

- **Candor** – Field Board structure must be designed to elicit candid feedback and facilitate open, honest conversations among field board members. (For example, Supervisors should not serve on the same board as subordinate personnel.)

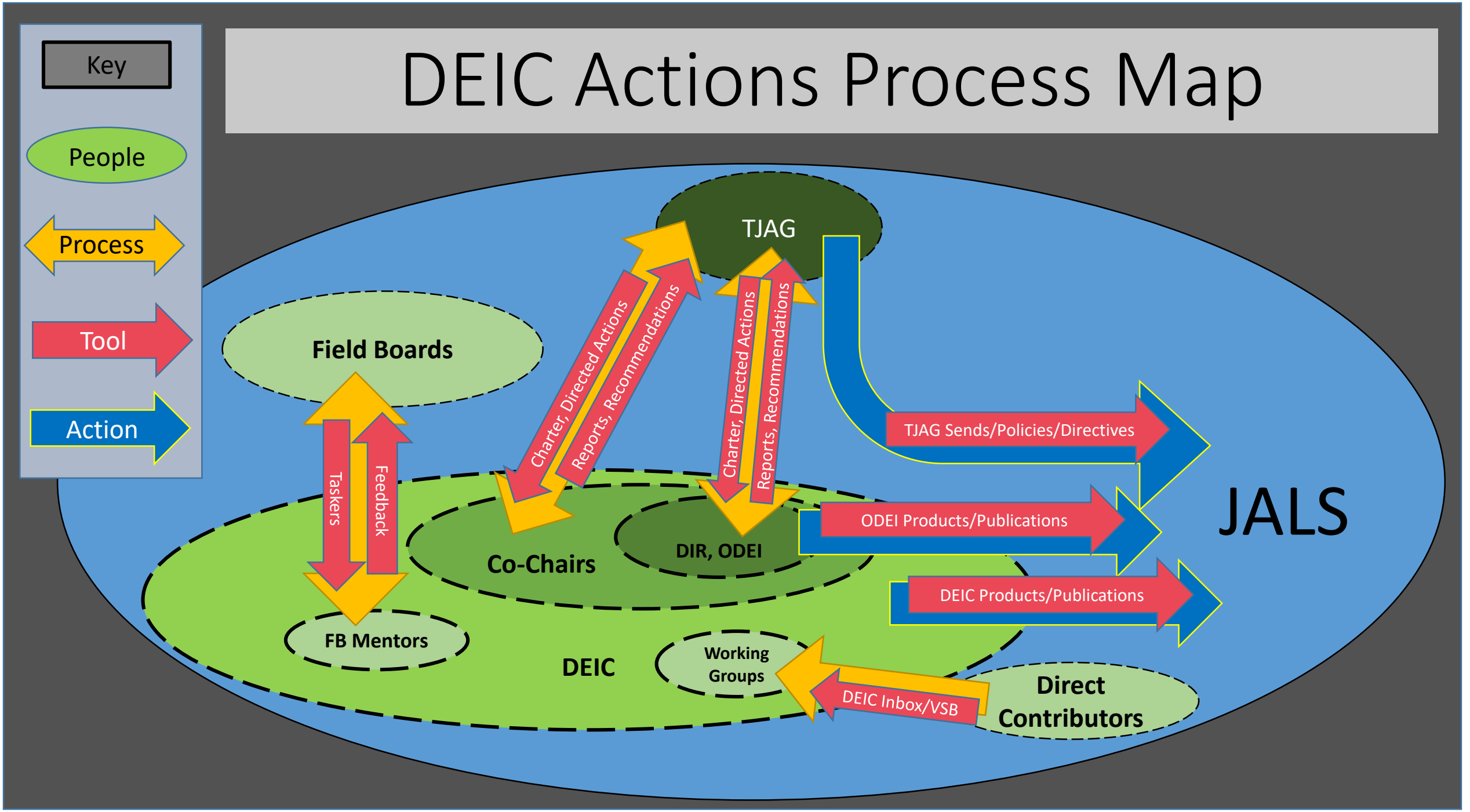
Comparison of COAs

		Administration		Reach		Candor		Total Score (Lower is better)
Courses of Action:	Geographic Boards	**1**	This COA results in the least number of boards. Fewer boards are easier to manage by the DEI.	**3**	This COA is identified only by geographic region. While every area would be represented, it may result in boards so large that membership would have to be capped, leaving many without the opportunity to participate.	**3**	This COA would cause junior and senior members to serve on the same board. Junior members may be hesitant to provide candid comments with higher ranking Soldiers on the board.	**7**
	Rank Boards	**2**	This COA results in more boards than COA 1, but less then COA 3.	**2**	This COA is identified only by rank. While the entire rank structure would be represented, it may result in boards so large that membership would have to be capped at lower grades where we have a higer number of Soldiers.	**1**	This COA provides a forum for peers to discuss issues amongst themselves.	**5**
	Geographic Boards (By RANK)	**3**	This COA results in the greatest number of boards. The high number of boards would be more difficult to manage by the DEI.	**1**	This COA is indentified by both rank and region. This ensures representation by every area and every rank (to include civilians). Higher degree of reach with this COA.	**2**	This COA provides the a forum for peers to discuss issues amongst themselves. Further division by geographic region may increase likelihood of familiarity among members of the board, reducing willingness to speak candidly.	**6**

Recommendation

COA 2: Rank Boards – is the recommended COA. This COA includes at least 5 smaller sub-boards, broken out by junior enlisted, NCO, company grade officers, field grade officers, and civilians. The DEI ensures diversity (race, gender, geographic location, etc.) within each board. More specific boards possible based on number of volunteers.

This COA provides a forum for peers to speak about issues amongst themselves, engage in candid conversations and provide honest feedback. The absence of geographic specificity reduces the likelihood of familiarity among board members, increasing the likelihood for candid discussion.

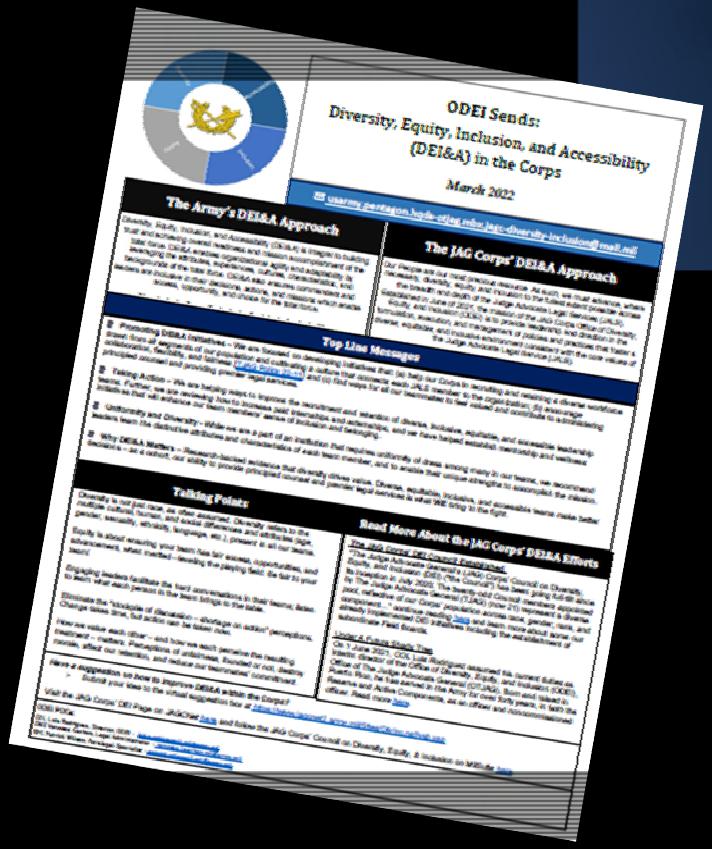

Key
People
Process
Tool
Action
DEIC Actions Process Map
TJAG
Field Boards
Charter, Directed Actions
Reports, Recommendations
Charter, Directed Actions
Reports, Recommendations
TJAG Sends/Policies/Directives
Taskers
Feedback
Co-Chairs
DIR, ODEI
ODEI Products/Publications
DEIC Products/Publications
JALS
FB Mentors
DEIC
Working Groups
DEIC Inbox/VSB
Direct Contributors

JAG Corps D,E, & I Efforts



Agenda

- Background
- Initiatives
- Your ODEI
- Your Council
- Your Field Boards
- Affinity Mentorship Groups
- Contact Us
- Questions



Background

- TJAG Established Council on DE&I ("DEIC") on 10 July 2020
  - Lines of Effort: Recruiting & Accessions; Assignments; Training & Education; Promotions; and Retention; other Obstacles to Inclusion; Civilian Recruiting & Accessions
  - 22 total members (3 Co-Chairs; XO; AXO)
  - 10 Subordinate advisory boards ("Field Boards")

Initiatives

- JALS-wide DEI Survey
- JALS Listening Sessions
- Inclusion of DEI in Article 6 *State of the Corps* Address
- TJAG Policy Memo 22-11 – DEI&A
- Various updates to Recruiting and Accessions--and more!!!

What Have We Done

- SGM Nolan Reading Room Dedication at TJAGLCS
- Establishment of Gray/Propp-Fowle Chair on DE&I at TJAGLCS
- Incorporated Implicit Bias Training in MJ Curriculum at TJAGLCS
- Magistrate No-knock Warrant Limitations
- Published Various DE&I-related articles in *The Army Lawyer*

What We Are Doing

- Establishing a Foundation (Norms, Process Maps, Strategic Plan, SOPs, Business Rules, etc.)
- Reviewing, analyzing, and summarizing prior FB work on Retention, Recruitment & Accessions, and Training & Education
- FBs currently looking at Assignments LOE
- Creating Training Packages
- Writing more *TAL* Articles

What We Plan to Do

- Storyboard Project
- DEIC Liaison w/ Affinity Groups
- Training Packages
  - Senior Leader DE&I Training
  - OSJA-level DE&I Training
    - Eliminating Bias Training (in evaluations/assignments, for example)
- New JALS-wide Survey
- More Listening Sessions
- WHATEVER WE CAN TO IMPROVE WHEREVER NECESSARY!

Office of Diversity, Equity, & Inclusion

- TJAG Established ODEI on 25 March 2021
- provide leadership and guidance in the formulation, execution, and management of policies and practices that foster a diverse, equitable, and inclusive environment consistent with the core values of the JALS
- data analysis and metrics, policy review and development, training, advisory support, and diversity recruiting
- Director (GS-15); Deputy Director (COL/JA); Program Coordinator (WO/LA); Liason (b) (6)

Your Field Boards

- Comprised of a total of 10-15 personnel each
- All ranks, components, and diverse backgrounds
- Work to propose recommendations and approaches to better foster diversity, equity, and inclusion across the JAG Corps.
- Identify and assess problems and opportunities, and recommend DE&I-related solutions, that may impact recruiting, accessions, training and education, retention, promotions, assignments, and other obstacles to inclusion.
- For the complete list of FB members and application, please visit the JAGCNet DEIC page

Affinity Mentorship Groups

OPEN TO EVERYONE

- JAGC Hispanic Mentorship Group:
  - hmgjagc@gmail.com
  - https://www.facebook.com/jagchispanic.mentorship.3
- Buffalo JAGs Mentorship Group
  - buffalojagsmentorshipgroup@gmail.com
  - https://www.facebook.com/groups/bjagsmentorshipgroup
- JAGC Asian-Pacific American Network:
  - Jagc.apan@gmail.com
  - www.facebook.com/groups/jagcapan/
- JAGC Pride Network:
  - jagcpridenetwork@gmail.com
  - https://www.facebook.com/groups/jagpride
- Athena's Council Mentorship Group:
  - athenascouncil1775@gmail.com
  - https://www.facebook.com/groups/256231586565092







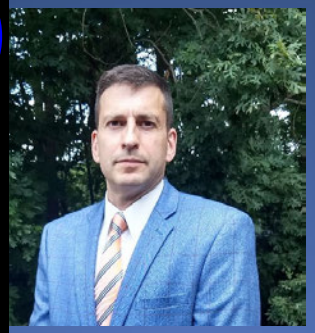




In Case You Were Wondering What We Looked Like Before…



(b) (6)



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Keeping up With the Kouncil

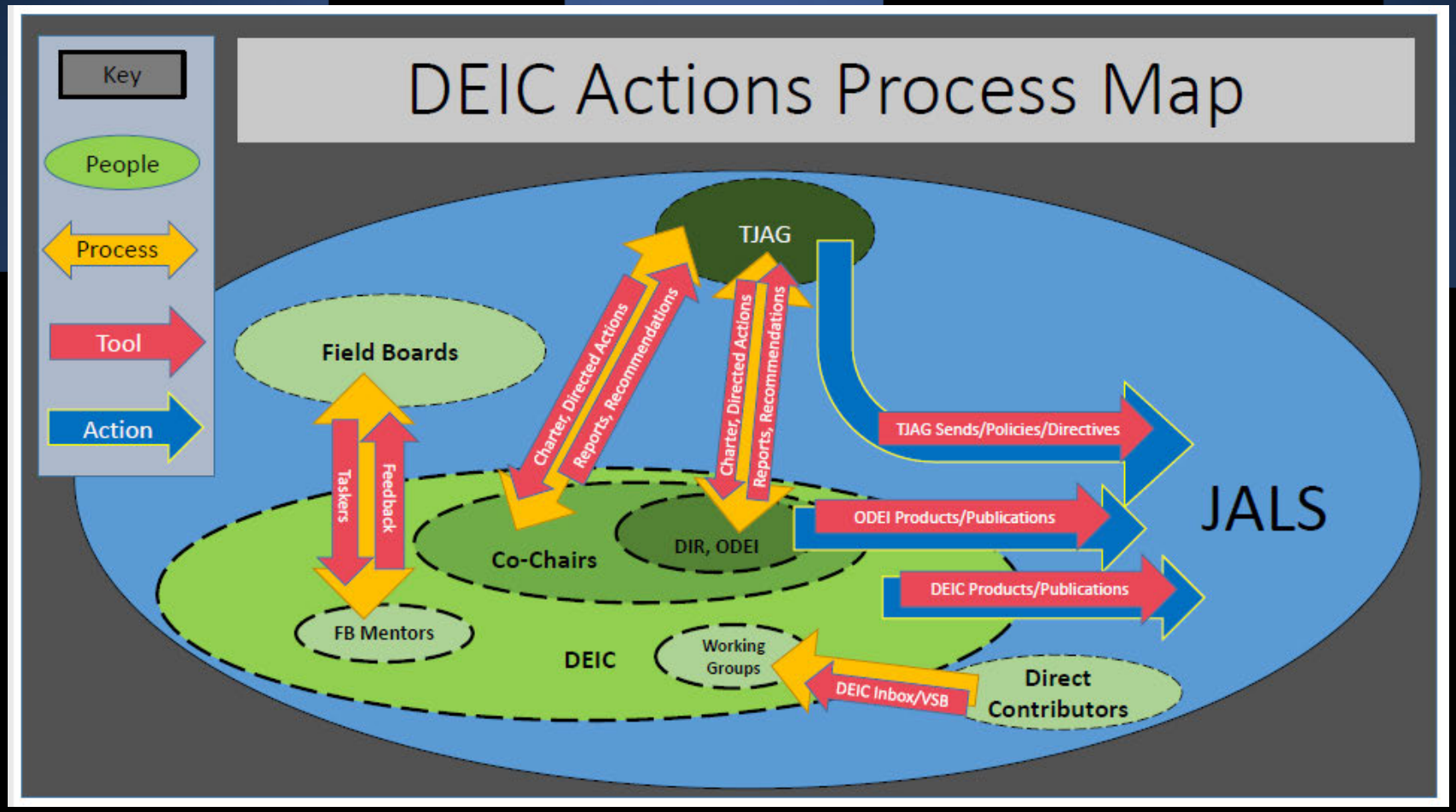
JAGCNet

https://www.jagcnet2.army.mil/Sites/DivInc.nsf

MilSuite

https://www.milsuite.mil/book/community/spaces/armyjag/council-on-diversity-equity-inclusion

DEIC Process Map



DEIC Team Norms

1. In March 2022, the Diversity, Equity, and Inclusion Council (DEIC) established a working group to study and propose DEIC Team Norms to guide and govern our group dynamics. The following Team Norms were adopted by majority vote of the DEIC on 1 April 2022 and took effect on that date:

a. **Accountability** – All Council members are responsible for sharing the workload

b. **Prioritization** – Every council member will make DEIC meetings a priority, notify XO in advance of absences, and review missed meeting's recorded

c. **Respect** – Every Council member's time and ideas are entitled to respect

d. **DEI** – The Council will model diversity, equity, and inclusion practices

e. **Agendas** – Every meeting will have a published agenda and summary

f. **Facilitator** – Every meeting will have a designated facilitator

g. **Non-attribution** – All meetings are non-attribution unless otherwise stated

h. **Voting rules:**

(1) Quorum/majority (>50% of members present) is required for in-meeting vote;
(2) Majority vote (>50% of members) is required to pass any vote;
(3) Members must be present for DEIC meeting (live or virtual)v or have watched the full recorded meeting to vote; and
(4) If postponing vote is proposed, majority vote (present) is required.

2. These Team Norms will be distributed to each current and future member of the DEIC, and remain in effect until rescinded by majority vote of the DEIC.

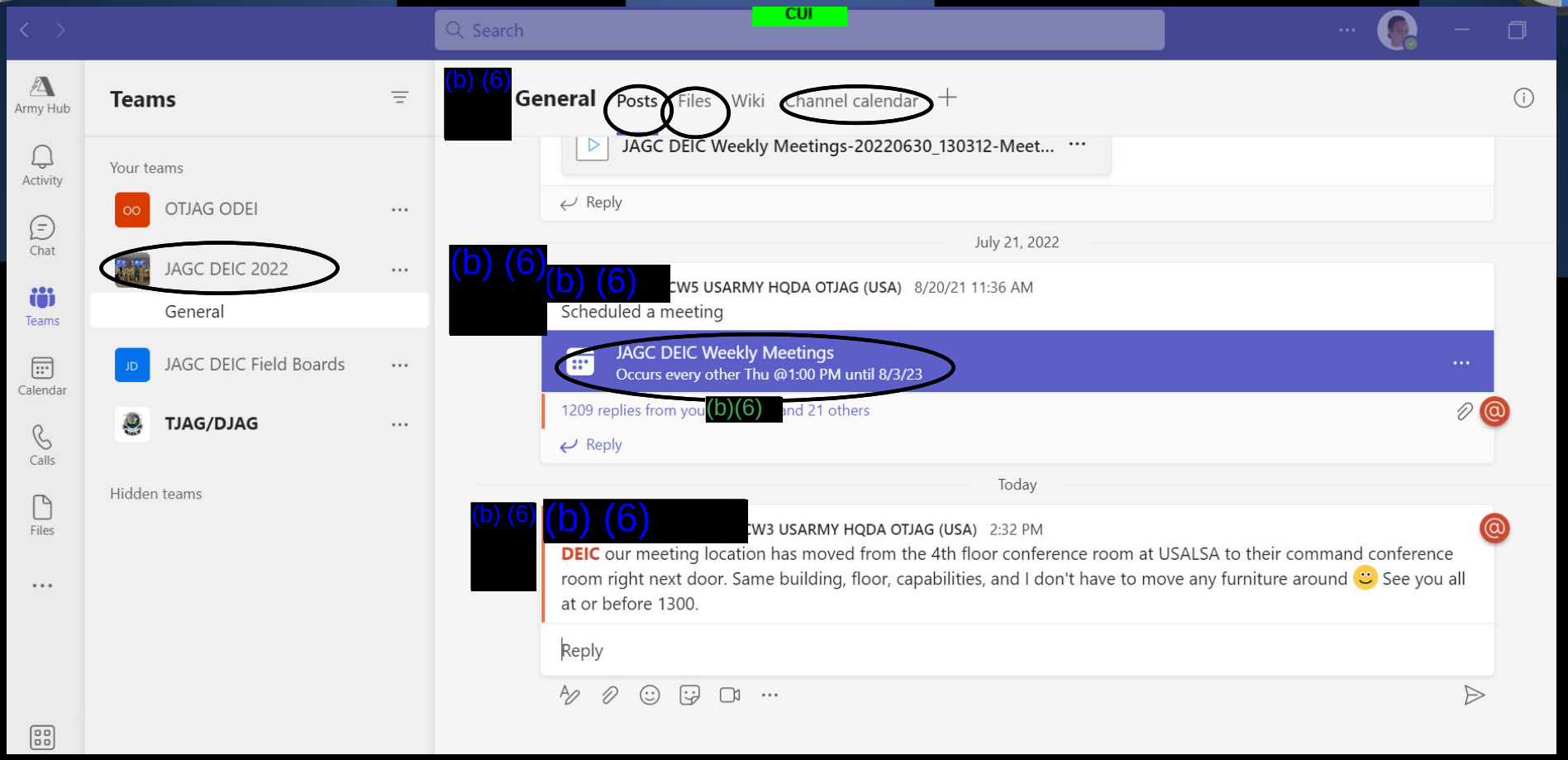
DEIC Battle Rhythm

Date	Time	Location	Topic #1	Topic #2	Lead(s)
6-Jan-22	1300 EST	Virtual Only	DEIC Education LOE Hotwash (using FBs feedback)		XO
13-Jan-22	1300 EST	Virtual Only	New Initiative Proposals	Open Discussion	XO
20-Jan-22	1300 EST	Virtual Only	New Initiative Proposals	Open Discussion	XO
25-Jan-22	1030 EST	Virtual Only	SME Brief to Field Boards (Ret		
27-Jan-22	1300 EST	Virtual Only	DEI Article - MAJ Jodie Grimm		
3-Feb-22	1300 EST	Virtual Only	DEI Advisor Proposal - SFC Vanessa Peterson		
10-Feb-22	1300 EST	Virtual Only	Field Boards Leaders Touchpoint w/ DEIC		
17-Feb-22			NO MEETING SCHEDULED		
24-Feb-22	1300 EST	OTJAG CR	DEIC Initial Survey Results		
3-Mar-22			NO MEETING SCHEDULED		
10-Mar-22	1300 EST	USALSA CR	DEIC Follow-up Survey Results Sync (Part II)	Fi	
17-Mar-22			NO MEETING SCHEDULED		
24-Mar-22	1300 EST	USALSA CR	Naming Commission (MAJ Bryant Morrison)	A	
31-Mar-22			NO MEETING SCHEDULED		
7-Apr-22	1300 EST	USALSA CR	Engagement w/ Athena's Council (COL Stitch)	DEIC	
14-Apr-22			NO MEETING SCHEDULED		
21-Apr-22	1300 EST	OTJAG CR	3/9 Field Boards Brief to DEIC (R		
28-Apr-22	1300 EST	Virtual Only	3/9 Field Boards Brief to DEIC (R		
5-May-22	1300 EST	USALSA CR	3/9 Field Boards Brief to DEIC (R		
12-May-22			NO MEETING SCHEDULED		
19-May-22	1300 EST	Virtual Only	DEIC Retention LOE Hotwash (using		
26-May-22	1300 EST	OTJAG CR	DEIC Action Plan Discussion	DE	
2-Jun-22	1301 EST	OTJAG CR	SME Brief to Field Boards (Assig		
9-Jun-22	1300 EST	USALSA CR	DEIC v ODEI Business Rules Discussion	Senior	
16-Jun-22			NO MEETING SCHEDULED		
23-Jun-22	1300 EST	OTJAG CR	OSJA-level DEI&A Training Discussion	OSJA-led	
30-Jun-22			NO MEETING SCHEDULED		
7-Jul-22	1300 EST	USALSA CR	Eliminating Bias Training Discussion	JAG Co	
14-Jul-22			NO MEETING SCHEDULED		
21-Jul-22	1300 EST	OTJAG CR	LCS Faculty Diversity Discussion	DEIC A	
28-Jul-22			NO MEETING SCHEDULED		
4-Aug-22	1300 EST	USALSA CR	3/9 Field Boards Brief to DEIC (Assignments)	JAG	
11-Aug-22	1300 EST	Virtual Only	3/9 Field Boards Brief to DEIC (Assignments)		
18-Aug-22	1300 EST	OTJAG CR	3/9 Field Boards Brief to DEIC (Assignments)	JAG C	
25-Aug-22	1300 EST	Virtual Only	SME Brief to Field Boards (Other Obsta		
1-Sep-22			NO MEETING SCHEDULED		
8-Sep-22	1300 EST	USALSA CR	DEIC Assignments LOE Hotwash (usin		
15-Sep-22			NO MEETING SCHEDULED		
22-Sep-22	1300 EST	OTJAG CR	Local Affinity Group Sponsorship Discussion	JALS	
29-Sep-22			NO MEETING SCHEDULED		
6-Oct-22	1300 EST	USALSA CR	FLEP Quotas Discussion	Le	
13-Oct-22			NO MEETING SCHEDULED		
20-Oct-22	1300 EST	OTJAG CR			
27-Oct-22			NO MEETING SCHEDULED		
3-Nov-22	1300 EST	USALSA CR			
10-Nov-22			NO MEETING SCHEDULED		
17-Nov-22	1300 EST	OTJAG CR	3/9 Field Boards Brief to DEIC (Other O2I)		FB Mentors
24-Nov-22	1300 EST	Virtual Only	3/9 Field Boards Brief to DEIC (Other O2I)		FB Mentors

1. The Council typically meets every other Thursday from 1300-1500 EST via MS Teams
2. Meeting reminders and agendas are **usually** sent out the Tuesday before (2 days prior)
3. Meeting notes are **normally** sent out NLT the Friday after the meeting
4. The *Master Calendar* is located in the DEIC Teams Channel under "Files"—it will be updated by end of month

DEIC MS Teams Channel

[redacted] CUI [redacted]



Why Are We Here?

SGM

SOLUTIONS

QUESTIONS?



Diversity, Equity and Inclusion Council

MS. KAREN CARLISLE, COL JJ THOMPSON, (b) (6)

Outline

- Mission
- Establishment of Field Boards
- Survey
- JAGCNet portal



Mission and Vision

- Mission - The Council will take a comprehensive look at recruiting, hiring and accessions, assignments, training and education, promotions, and retention to identify any obstacles to diversity, equity, and inclusion and reduce or eliminate barriers to success for all JALS
- Vision - The Council provides TJAG approaches for structural, procedural, and organizational changes to enable a more diverse, equitable, and inclusive climate across JALS

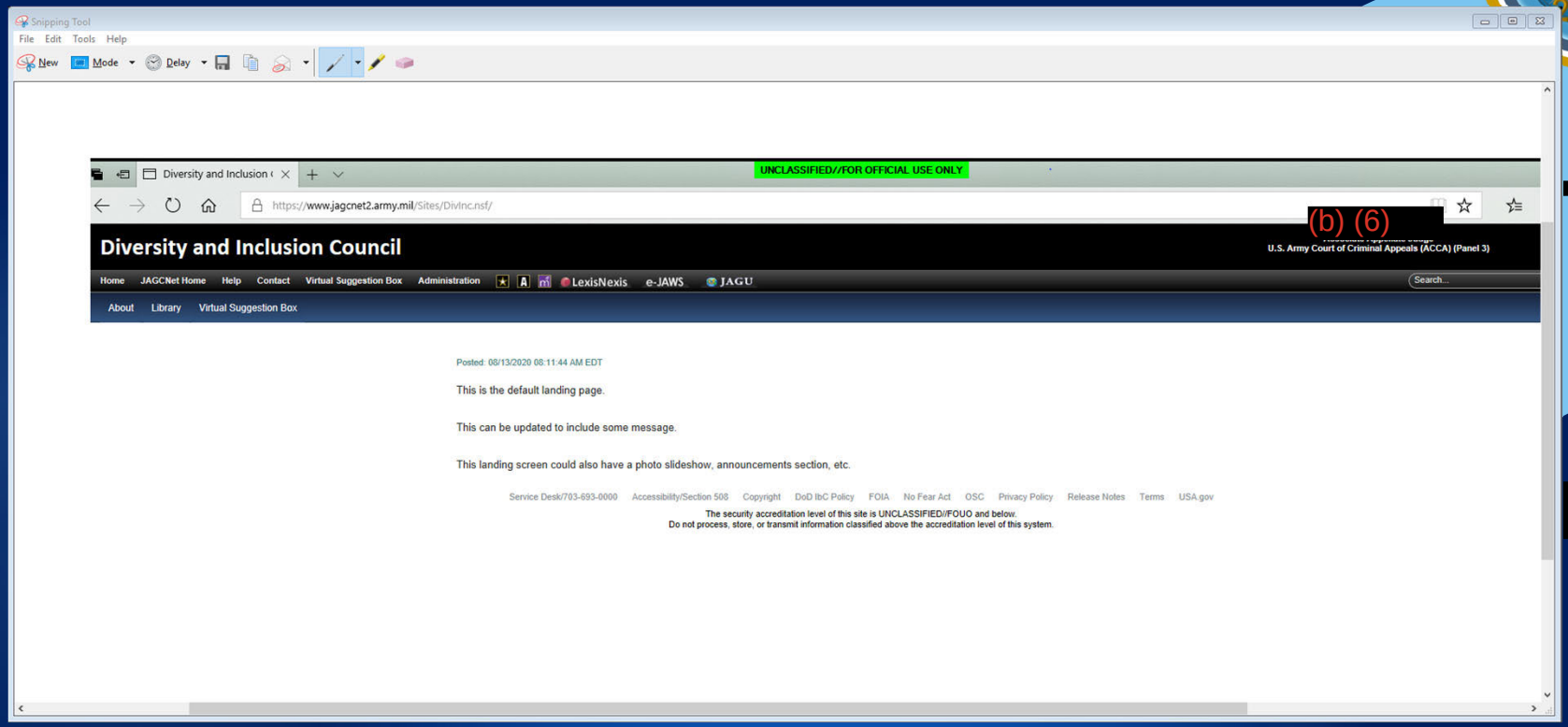
Field Boards

- Geographic Boards (by Rank/Grade) –Each Region conducts boards based upon rank/grade with civilian equivalent. USAR and NG Boards would be sub-boards under this heading
  - Starting point is 5 regions
  - Procedures for obtaining members forthcoming

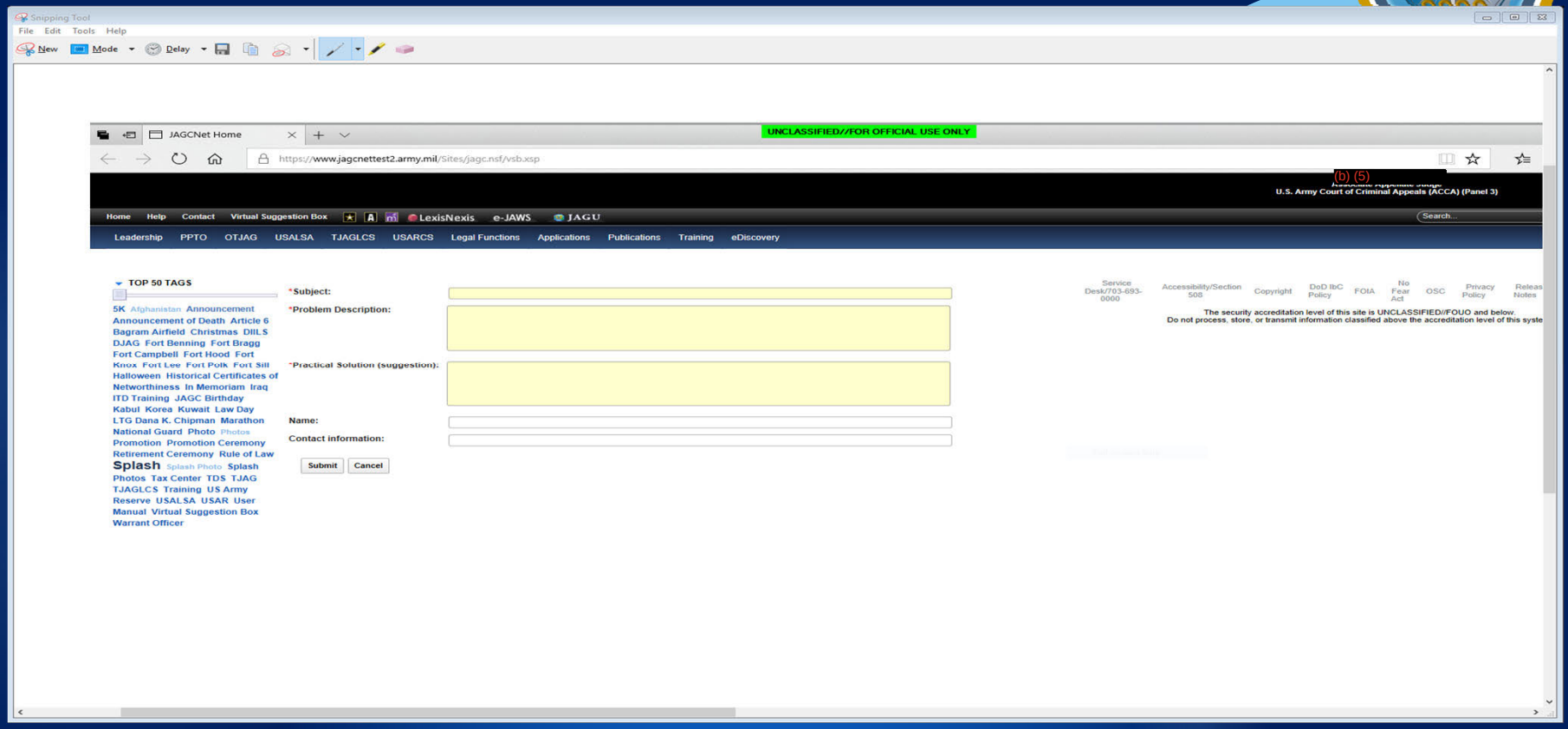
Survey to the JAG Corps

- The DoD Office of People Analytics (OPA) recommended that we administer the 66-item Defense Organizational Climate Survey (DEOCS) to aid our inquiry regarding obstacles to inclusion, the OPA further recommended that we select up to an additional 10 multiple choice response statements and 5 short answer questions from a list they provided [redacted]
  - Will go to the entire JAGC/JALS members
  - Will help us define the problems/issues

JAGCNet Portal



JAGCNet box


Snipping Tool
File Edit Tools Help
New Mode Delay
JAGCNet Home
UNCLASSIFIED//FOR OFFICIAL USE ONLY
https://www.jagcnettest2.army.mil/Sites/jagc.nsf/vsb.xsp
(b) (5)
U.S. Army Court of Criminal Appeals (ACCA) (Panel 3)
Home Help Contact Virtual Suggestion Box LexisNexis e-JAWS JAGU
Search...
Leadership PPTO OTJAG USALSA TJAGLCS USARCS Legal Functions Applications Publications Training eDiscovery
TOP 50 TAGS
5K Afghanistan Announcement Announcement of Death Article 6 Bagram Airfield Christmas DIILS DJAG Fort Benning Fort Bragg Fort Campbell Fort Hood Fort Knox Fort Lee Fort Polk Fort Sill Halloween Historical Certificates of Networthiness In Memoriam Iraq ITD Training JAGC Birthday Kabul Korea Kuwait Law Day LTG Dana K. Chipman Marathon National Guard Photo Photos Promotion Promotion Ceremony Retirement Ceremony Rule of Law Splash Splash Photo Splash Photos Tax Center TDS TJAG TJAGLCS Training US Army Reserve USALSA USAR User Manual Virtual Suggestion Box Warrant Officer
*Subject:
*Problem Description:
*Practical Solution (suggestion):
Name:
Contact information:
Submit Cancel
Service Desk/703-693-0000
Accessibility/Section 508
Copyright
DoD IbC Policy
FOIA
No Fear Act
OSC
Privacy Policy
Releas Notes
The security accreditation level of this site is UNCLASSIFIED//FOUO and below.
Do not process, store, or transmit information classified above the accreditation level of this syste

Backup



Survey Questions - MC

- 45: Favoritism involving race/sex/national origin differences does not occur in my work area.
- 69: In this workgroup, people's differences are respected
- 73: My workgroup is accepting of individuals with diverse backgrounds.
- 74: The process for determining who gets developmental opportunities in my workgroup is fair
- 75: This workgroup allows me to be honest about who I am.
- 78: This workgroup makes me feel like I belong.
- 79: This workgroup treats me as an insider.
- 110: Civilians are treated as valued members of the unit by leadership.
- 128: All unit personnel receive the same level of respect from leadership.
- 129: An atmosphere of respect exists in my work area.

Survey Questions – short answer

- 235: Explain how you feel your responses on this survey will impact the unit.
- 249:How would you describe leadership[redacted] commitment to creating an environment of human respect and dignity?
- 258: How serious a problem do you think racial discrimination is in the unit? Please explain[redacted]
- 270: What do you see as the most prominent form of discrimination in this unit? Please explain.

JAG CORPS
DIVERSITY, EQUITY, INCLUSION, AND ACCESSIBILITY COUNCIL MEMBER NOMINATION FORM

Name (Last, First MI): (b) (6) **Rank/Civilian Grade:** (b)(6)

Component: RA / MEDCOM **Official Email Address** (b) (6)

Current Duty Unit & Location

Contact Number (b) (6) **Expected Date of PCS/ETS:** 08/2025

1st Line Supervisor rank and name (b) (6)

Supervisor email addres (b) (6)

(b)(6)

Have you previously served as a council member? ☐ **Yes** ☑ **No**

Have you previously served as a Field Board member? ☐ **Yes** ☑ **No**

Are you committed to attending monthly DEIA Council meetings and contributing to the council's work which may require additional reading, research, and support in preparation for council meetings? ☑ **Yes** ☐ **No**

---------- **ENDORSEMENT**

SJA, Deputy (or equivalent) rank and name (b) (6)

SJA, Deputy (or equivalent) email address: (b) (6)

SJA, Deputy (or equivalent) Comments:

(b) (6)

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SJA, Deputy (or equivalent) Signature: (b) (6)

Please attach a copy of your Soldier Talent Profile (STP) for Military or Biography for civilians to this application and submit all documents to usarmy.pentagon.hqda-otjag.mbx.jagc-diversity-inclusion@army.mil

JAG CORPS
DIVERSITY, EQUITY, INCLUSION, AND ACCESSIBILITY COUNCIL MEMBER NOMINATION FORM

Name (Last, First MI): (b) (6) **Rank/Civilian Grade:** (b)(6)

Component: USAR **Official Email Address** (b) (6)

Current Duty Unit & Location

Contact Number (b) (6) **Expected Date of PCS/ETS:**

1st Line Supervisor rank and name (b) (6)

Supervisor email addres (b) (6)

(b)(6)

Have you previously served as a council member? ○ Yes ◉ No

Have you previously served as a Field Board member? ○ Yes ◉ No

Are you committed to attending monthly DEIA Council meetings and contributing to the council's work which may require additional reading, research, and support in preparation for council meetings? ◉ Yes ○ No

---------- **ENDORSEMENT**

SJA, Deputy (or equivalent) rank and name (b) (6)

SJA, Deputy (or equivalent) email address:

SJA, Deputy (or equivalent) Comments:

(b)(6)

SJA, Deputy (or equivalent) Signature: (b) (6)

Please attach a copy of your Soldier Tal
for civilians to this application and submit all documents to
usarmy.pentagon.hqda-otjag.mbx.jagc-diversity-inclusion@army.mil

JAG CORPS
DIVERSITY, EQUITY, INCLUSION, AND ACCESSIBILITY COUNCIL MEMBER NOMINATION FORM

Name (Last, First MI) (b) (6) **Rank/Civilian Grade:** CPT

Component: RA **Official Email Address** (b) (6)

Current Duty Unit & Location

Contact Number (b) (6) **Expected Date of PCS/ETS:** Summer 2025

1st Line Supervisor rank and name (b) (6)

Supervisor email addres (b) (6)

ounds.

(b)(6)

Have you previously served as a council member? ○ Yes ◉ No

Have you previously served as a Field Board member? ◉ Yes ○ No

Are you committed to attending monthly DEIA Council meetings and contributing to the council's work which may require additional reading, research, and support in preparation for council meetings? ◉ Yes ○ No

---------- **ENDORSEMENT**

SJA, Deputy (or equivalent) rank and name (b) (6)

SJA, Deputy (or equivalent) email address:

SJA, Deputy (or equivalent) Comments:

(b) (6)

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SJA, Deputy (or equivalent) Signature: (b) (6)

Please attach a copy of your Soldier Talent Profile (STP) for Military or Biography for civilians to this application and submit all documents to usarmy.pentagon.hqda-otjag.mbx.jagc-diversity-inclusion@army.mil

	A	B	C	D	E	F
1	**Proposal**	**Line of Effort**	**Stakeholder(s)**	**FB**	**Mentor**	**Notes**
2	JAGC DEI Story Board (challenges, failures, successes, recommendations, etc.)	Other Obstacles to Inclusion	ODEI	1	(b) (6)	The project is to create JAGC DEI Storyboards for the JAGC Office of Diversity, Equity, and Inclusion (ODEI) that capture the following events/bios/projects: 1. JAGC historic DEI "firsts" and notable DEI representatives addressing what DEI challenges they overcome and how they succeeded in the Army/JAGC. It can also be any significant/historical cases that Army JAs supported DEI in the Army as well. (Source – Regimental Historian, Lore of the Corps articles in TAL/MLR, etc.). 2. JAGC DEI efforts capturing the past few years of JAGC changes and projects to enhance DEI in JAGC. (Source – past TJAG/DJAG/PPTO/ODEI announcements) 3. Spotlighting current JAGC members overcoming/representing DEI in JAGC (Source – volunteers telling their stories that showcase JAGC DEI) 4. Current JAGC challenges that the JAGC DEI Field Boards have identified that remains as an area to address. (Source – past DEI FB presentations and your own considerations)
3	Create an alma mater database of JALS personnel that can assist in direct-recruiting efforts	Recruiting & Accessions	JARO	2	(b) (6)	Recommend listing the current position, school association, and email and phone contact of all personnel on the list. A shared, limited access document on teams may be the easiest way to maintain this document. This could be an opportunity to outsource the task of updating & expanding the list. There will be a challenge maintaining the databases and we must consider what IT solutions are available.
4	Develop an "Integration to the JAG Corps" course for new Civilian employees	Other Obstacles to Inclusion	L&E	3	(b) (6)	Initial Assumptions: (1) "Course" is too large a task and more appropriate for an "official" production - from TJAGLCS perhaps; (2) What FB3 CAN do is develop a METL of basic military knowledge for onboarding civilians and COAs for how to present the material to them (e.g. OSJA training, online training package, handbook, etc); (3) FB Mentor can solicit feedback from senior civilians participating in Art 6 visits (Carlisle, Ausprung, Koon, (b) (6)) to provide to FB re: what civilians wish they knew, and FB can dialog same with their local civilians; (4) Lack of civilians on FB3 is not an impediment, uniformed JALS members know what civilian members need to know
5	Support SIO's Initiative on installation highlights by developing testimonials about the benefits and challenges of duty locations	Assignments	SIO; JALS offices	4	(b) (6)	
6	Create an assignment satisfaction survey program	Assignments	PPTO	5		A field board might be able to provide some initial crowd-sourced input before moving the project to the Retention Officer, and be a test group.
7	Create a Captain Career Coaches Program to field questions from the Field and liaise with stakeholders on RFIs, etc.	Other Obstacles to Inclusion	ODEI/Leadership Center	6		Work with (b) (6) as the lead

	A	B	C	D	E	F
1	**Proposal**	**Line of Effort**	**Stakeholder(s)**	**FB**	**Mentor**	**Notes**
8	Create COA's for an accessions sponsorhip program	Recruiting & Accessions	JARO/PPTO	7	(b) (6)	This would be useful particularly for some of more demanding selectees. Currently, we have a small team answering all of the questions and guiding the selectees through the process. We lose approximately 22% of our selectees in the time between being selected and actually accessing. A closer tie to the JAGC community may help this issue. The welcome letter answers many of the questions, but there is no replacement for a real person explaining answers. We may need to limit the "program" per the below to make it more manageable. Ideally, an accessions mentorship program would be aligned with geographic location, but it may be more manageable to just assign certain letter ranges to individuals OR just have a list of individuals willing to assist / mentor and loop them in when necessary. There are many questions that only JARO should answer and many questions do not have a precise answer, but require expectation management. Not sure how FB would influence- maybe come up with ideas on how to formalize- I got the email about selections for JAGC and the request to reach out to folks from my law school. Seems like it was a positive step- but, FB could come up with a more solid and enduring program (CB)
9	Create a targeted advisory group to support TJAG's Identity Working Group	Recruiting & Accessions	JARO	8	(b) (6)	
10	Work w/ ITD to create an exit survey for all members of the JAGC that can be submitted electronically (maybe via JAGCNet PPTO page)	Other Obstacles to Inclusion		9		We have an resignation and retirement exit surveys on JAGCNet, as required steps in those processed. The results are utilized by senior leadership and PPTO. However, we should consider expanding it beyond 27As.
11	Conduct a follow up exit interview post one year of JALS personnel who have departed and identify job satisfaction in the civilian world to provide a comparison (use qualitative and quantitative data)	Retention		10	Ms. Bryant	We agree. Members of a Field Board could assist with developing proposed interview questions and even executing interviews or collecting and consolidating responses. PPTO assesses we could do this without waiting to onboard a Retention Officer.
12	Develop scenarios for courageous conversations in the workplace	Other Obstacles to Inclusion	ODEI	11	Ms. Ausprung	
13	Develop a plan to better use COMPO2/3 for recruiting	Recruiting & Accessions	JARO	12	(b) (6)	JARO primarily supports COMPOs 1 and 3. We work with COMPO2, but they handle the bulk of their recruiting and accessions. We are working with Legal Command (who is also working with their PAO) on updating USAR recruiting material. Recommend looping NGB into these discussions.
14	Develop a home town hero program/DEI Champion	Recruiting & Accessions	JARO	13		Recommend the FB scope in their planning. Recommend looping in SIO as well.
15	Develop special observance material and/or programs focused on the JAG Corps	Training & Education	ODEI	14		
16	Survey of best practices for diversity recruiting at law firms	Recruiting & Accessions	JARO	3		Initial Guidance: (1) Ask JARO rep to brief FB3 on how they recruit diversity, how they view diversity recruiting at competitor law firms, what they would like to learn, etc.; (2) Recommend looking to NALP and other similar resources to assist; (3) FB Mentor can coordinate convo with ODEI and affinity groups for their perspective on recruiting diversity.
17	Develop a list of awards presented by affinity group bar/legal associations that JAGC members can compete for including timelines and process for submission.	Retention	ODEI	8		FB should also develop SOP for TJAG approval.

	A	B	C	D	E	F
1	**Proposal**	**Line of Effort**	**Stakeholder(s)**	**FB**	**Mentor**	**Notes**
18	Develop a list of affinity group bar/legal associations conferences that provide professional development for members to include a proposed SOP for attendance.	Retention	ODEI	8	(b) (6)	Listing could also include Federally Employed Women, Blacks in Government, Joint Women's Leadership Symposium and any other military/civilian professional organization that provides professional development opportunities.

Field Board 1 Feedback: Training and Education

OBSTACLE TO DEI #1: Limited inclusion/access to LCS courses for civilian legal professionals

Issue: DA civilian legal professionals – attorneys, paralegals, legal techs – have limited opportunities to attend courses at the LCS, impacting DAC inclusivity among all legal practitioners in the JALS.

Discussion:

- We send military legal professionals to the LCS, creating a perception of limited inclusion of civilian legal professionals in their education, training, and professional development.
- Majority of civilian paralegals rarely, if ever, attend a course at the LCS. Majority of civilian paralegals are low-level GS DACs (mostly women).

Recommendation:

- Develop a required basic course for civilian legal professionals at the LCS (akin to an OBC for attorneys, and basic course for newly hired civilian paralegals/legal techs).
- Hybrid training – consider conducting developmental professional training both in-person and/or via MS Teams/Zoom. This will allow maximum participation and equal opportunity to all.
- JALS goal - to send every DAC to some sort of formal training every year; OSJAs should do that as a matter of policy.

2D POINT IN DISCUSSION - PERSONAL/ANECDOTAL EXPERIENCE ON LOW-LEVEL DAC'S - MOSTLY WOMEN. THAT IS A CONCERN AND THE JAGC SHOULD COLLECT DATA ON THAT.

3rd Recommendation - But without sufficient LCS courses for non-attorney paraprofessionals, we could send our paraprofessionals to non-LCS courses.

Field Board 1 Feedback: Training and Education

OBSTACLE TO DEI #2: Diversity/Inclusion at LCS Faculty

Issue: LCS faculty and staff does not appear to reflect the diversity of the JALS - what does "right DEI" looks like?

Discussion:

- LCS has no processes and systems that measure DEI within LCS assignments; we cannot "see ourselves" because we have not been collecting data. Therefore, we cannot currently identify/understand/analyze the DEI problem at the LCS, or even determine if there is a problem.
- Assignments process controlled by several factors, e.g., PPTO, LCS, GOSC, T/D and personal preferences of JAs who apply – or choose not to. However, ideally we would like to have a more diverse pool of applicants.
- Other military assignments in the JAGC may appear to be more career enhancing than working as a professor in the LCS Faculty.

Recommendation:

- Track % of minority selected vs. minority applicants. At the graduate course, compare with number of students who are members of minority groups.
- Develop a survey for graduate course students who are members of minority groups to measure interests/motivations to become a professor at the LCS.
- Increase civilian faculty members; consider having adjunct professors.

Is there a problem; we do not know if we have a DEI selection problem for assignments at LCS – we also don't know what "right" looks like.

LCS Faculty is mostly military/JAs.

Survey will help inform DEI policy making decisions.

Field Board 1 Feedback: Training and Education

OBSTACLE TO DEI #3: Lack of DEI Training Standards in the JALS

Issue: There is no policy requirement for OSJAs or Offices of Chief Counsel (OCCs) in the field to conduct awareness training/education on DEI, creating a perception that DEI is not that important.

Discussion:

- There appear to be informal/grassroots efforts in some OSJA/OCCs field offices that encourages junior leaders in the organization to promote DEI efforts. But the JALS does not have standardized DEI field training requirements for OSJAs/OCCs to conduct awareness training/education (akin to how OSJAs/OCCs conduct OPD/LPDs on ethics, professional responsibility, MJ, careers, Army values, etc. - but standardized so that there is uniformity across the JALS).
- We have an ability to hold ourselves accountable by setting clear leadership/DEI standards.

Recommendation:

- OTJAG develops DEI training/education packages for OSJAs/CCOs to conduct locally.
- Develop "soft skills" training for all legal practitioners.
- Assign a part-time DEI officer at each OSJA/OCC.
- Consider bringing professional/third party experts on DEI to help develop training/education packages.
- HQDA requires Chaplains/Behavioral Health professionals to be trained in DEI issues.
- Encourage formation of affinity mentorship groups/encourage people to join and seek mentorship.

Not having DEI training/education standards appears to create an *accountability* issue for OSJAs/OCCs, but there are no metrics to evaluate them against.

There would have to be some performance standards determined for DEI within OSJAs/CCOs set in order to create accountability.

Tie the DEI training standards into wellness training (stressors may be different in different groups) / mentorship initiatives.

AMERICA'S ARMY:
Globally Responsive, Regionally Engaged

OTJAG Diversity, Equity, and Inclusion Council

Field Board #2 Research and Recommendations

Subject: Army Judge Advocate Education and Training

Team Members: (b) (6)

What is our "Why?"

"While the military has often led on issues [of diversity and inclusion] throughout history, **we are not immune to the forces of bias and prejudice**. We know that **this bias burdens many of our uniformed personnel and has direct and indirect impacts** on the experiences of our minority members and their representation in our ranks, especially in our officer corps." (Secretary of Defense Memorandum, "Actions for Improving Diversity and Inclusion in the Department of Defense," **19 June 2020**)

"The DoD can achieve **greater strategic advantages** against adversaries by **leveraging** the background and thought **diversity** of all personnel, and by **creating an inclusive environment** in which leaders value and encourage personnel to provide ideas necessary to drive innovation and mission success." (DoDI 1020.05, DoD Diversity and Inclusion Management Program, 9 September 2020)

"**Diversity is the Force. Equity is the Goal. Inclusion is the Way.**" "**Training**, **educating**, and preparing **inclusive and adaptive leaders** helps the Army achieve and maintain mission readiness." (Army People Strategy, DEI Annex, 1 September 2020)

"The Services should **provide diversity leadership education and training** distinct from traditional forms of general diversity training, to Service-members **at every level**." (Military Leadership Diversity Commission, "From Representation to Inclusion," 15 March 2011)

"**Training** . . . Soldiers to treat one another with dignity and respect achieves **better morale, greater commitment, increased trust and cohesion and better performance**." (AR 600-20, Appendix D)

Field Board 2 Feedback
Legal Community Education & Training

Issue Addressed

Whether Diversity, Equity, Inclusion, and Accessibility (DEI&A) training should be incorporated into the programs of instruction (POIs) of all formalized courses and professional military education (PME) offered at TJAGLCS and taught at the OSJA level as well.

Brief Answer

Yes. DEI&A training should be incorporated into the POIs of all formalized courses and PME offered at TJAGLCS and taught at the OSJA level as well because

1. It will help to increase Soldier morale, trust, and esprit de corps.
2. It will help strengthen commitment to our Corp and to the Army as we treat each other and our clients with greater dignity and respect.
3. Training inclusive and adaptive leaders has a direct impact on the readiness of our Corps.

Current Education & Training State

- AC Units: DEI&A education and training is not required for JAs.
- RC Units: DEI&A education and training is not required for JAs.
- NGB: DEI&A education and training is not required for JAs.
- TJAGLCS: As of the 69th Grad Course (2021), TJAGLCS offers a form of DEI&A-light training that consists of:
  - 2-hour lecture, no slides; video used to prepare students (https://www.youtube.com/watch?v=kKHSJHkPeLY)
  - 2-hour block of instruction (guest lecturer)
  - 1-hour seminar; other material used to prepare students
    - Prosecuting Fairly: *Addressing the Challenges of Implicit Bias, Racial Anxiety, and Stereotype Threat*
    - "We Have Come a Long Ways…We Have a Ways to Go"
    - Implicit Bias Discussion Sheet

Field Board 2 Feedback
Legal Community Education & Training

Observation

- TJAGLCS reported that it **does not capture demographic** (race and gender) **data** for faculty and that, "DEI is being integrated into all **PME** Courses." **Army JAs, both AC and RC, are not required to take PME at TJAGLCS**. (RFI – Education LOE – LCS Response – 20211110**)**
- "The Government-wide DEIA Plan shall . . . promote a **data-driven approach** to increase transparency and accountability, which would build upon, as appropriate, the EEOC's Management Directive 715 reporting process." (EO 14035, "Diversity, Equity, Inclusion, and Accessibility in the Federal Workforce," dtd 24 June 2021)
- ". . . this guidance provides **data collection and reporting requirements** to measure and statistically validate the progress and effectiveness of DoD Component D&I efforts." The DoD DEI Management program, "uses data to evaluate the effectiveness of DoD D&I efforts." (DoDI 1020.25, "DoD Diversity and Inclusion Management Program," dtd 9 September 2020)
- Recommendation: TJAGLCS might consider capturing and utilizing demographic data IOT <u>align with EO 14035, DoDI 1020.25, and to further facilitate "making quality decisions and ensuring that all members of the force can contribute fully to mission accomplishment."</u> (DoDI 1020.25, definition of diversity management)

Facts and Data

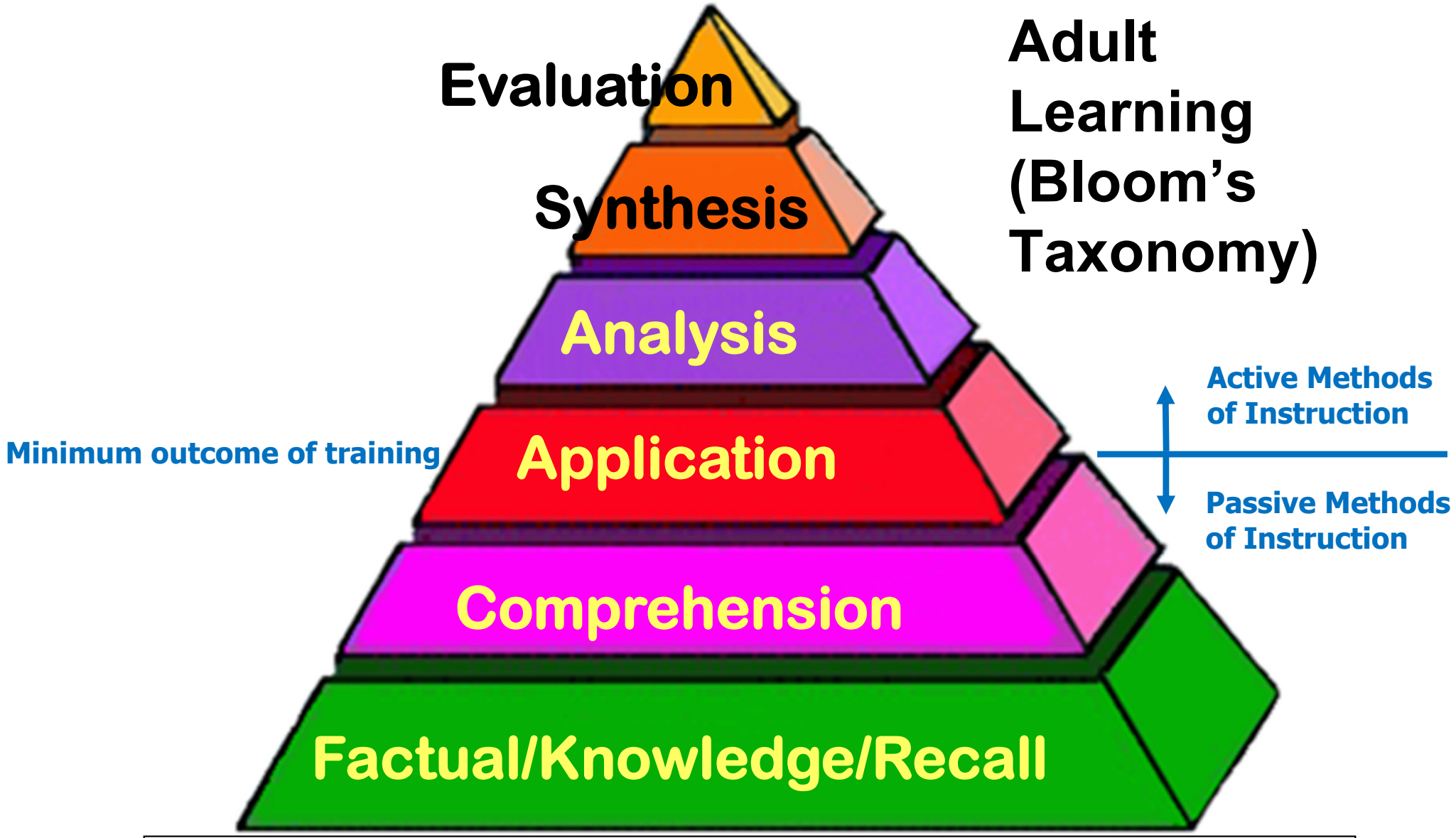
- "The Government-wide DEIA Plan will . . . **include a comprehensive framework to address . . . training, education,** and monitoring **to create a culture that does not tolerate harassment or other forms of discrimination or retaliation** . . . ." "The **head of each agency** shall take steps to implement or increase the availability and use of **diversity, equity, inclusion, and accessibility training programs** for employees, managers, and leadership." (EO 14035 dtd 25 June 2021)
- According to TJAGLCS, "DEI is being integrated into all PME Courses." TJAGCLS has also reported that they have been incorporating DEI training for staff, faculty, and students over the past 18 months. (RFI – Education LOE – LCS Response – 20211110; *see also* TJAGLCS recorded brief to the OTJAG DE&I Council and Field Boards, 24 August 2021)
- The Defense Equal Opportunity Management Institute (DEOMI) is in the process of developing and instituting a DoD-wide curriculum on diversity, inclusion, and cultural awareness. The **curriculum will be incorporated throughout a Service-member's career**, **to include initial training, and at all levels of leadership development training**, such as pre-command courses and PME. (DoD Board on Diversity and Inclusion Report, 18 December 2020)

Facts and Data (Cont'd)

- African American, Asian American, Hispanic American, Multi-Racial American, Native American or Alaskan, Native Hawaiian or Pacific Islander, Non-Resident Alien, and "Unknown" (Minorities) make up 25.35% of the UVA faculty. (publicly available)
- Minorities comprise 17% of the Army JAG Corps. While the **current minority percentage on faculty AND staff at TJAGLCS** is obtainable, said information **remains unreported**. According to the TJAGLCS response this Board's RFIs, and as it relates to the **roughly 44-member faculty** at TJAGLCS, "Each year is analyzing **only new hires, NOT the overall composition of the faculty** at that point." Between 2010 and 2021, the average number of new hires at TJAGLCS has been 16, and has not risen above 22. **Historically, the greater amount of faculty new-hires were selected from the Grad Course. If the Grad Course is not diverse, then the likelihood that the class of new hires will be diverse is low**.
- The Military Justice Act of 2016 requires that legal training be provided to all officers, with additional training for commanders with authority to take disciplinary actions under the UCMJ. Who is teaching DEI&A to the Judge Advocates, those persons most directly involved with administering the military justice system?
- The House Armed Service Subcommittee on Military Personnel (16 June 2020)
  - Question (Rep. Jackie Speier, Chair; @ point 6:45): "How, as the senior military lawyer, can you **educate leaders at all levels** to recognize bias in the military justice system and what you can do to ensure that justice is dispensed fairly and consistently."

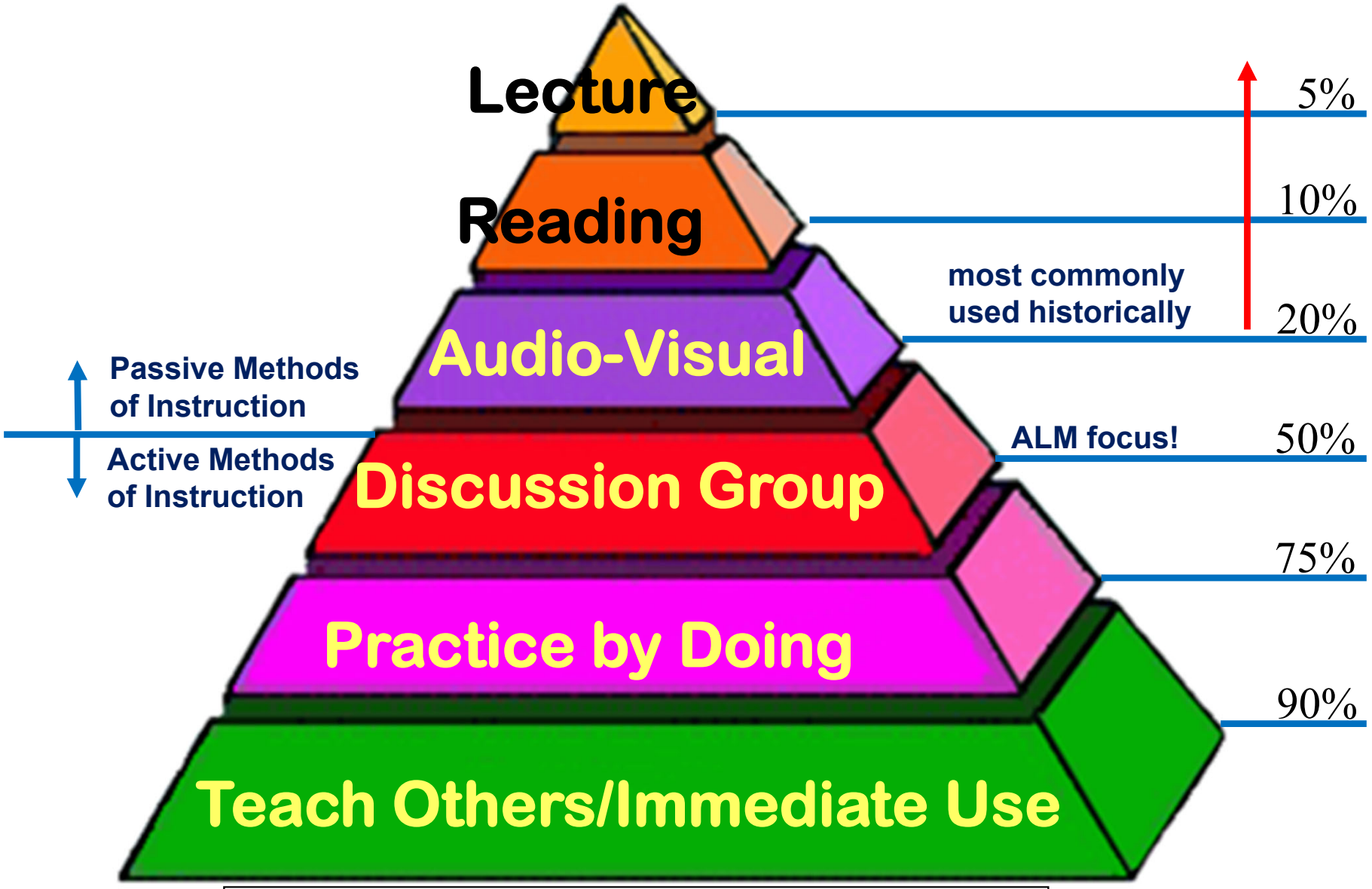
Field Board 2 Feedback
Legal Community Education & Training

Adult Learning (Bloom's Taxonomy)



[Adapted from: Bloom, B.S. (Ed.) (1956) Taxonomy of educational objectives: The classification of educational goals: Handbook I, cognitive domain. New York ; Toronto: Longmans, Green.]

Field Board 2 Feedback
Legal Community Education & Training



* Adapted from: National Training Laboratories, Bethel, Maine

Field Board 2 Feedback
Legal Community Education & Training

<u>Recommendation #1 (schoolhouse)</u>: Incorporate DEI&A training into the programs of instruction (POIs) at every level of Army Judge Advocate training (RC and AC).

<u>Specifics:</u>

- Core Training [i.e., organizational training packages including but not limited to JAOBC, JATSOC, JAOAC (Phase II), ALC, SLC, the Grad Course, etc.]
- Other Training and CLE (e.g., Legal Administrator Pre-Appointment Course, Legal Administrator JATSOC, LOFE, SOLO, The Judge's Course, WWCLE, BN Pre-Command Course, etc.)
- Structured self-development training plans

<u>Considerations:</u>

- Funding availability
- Modifications to current contracts with contractors (training development)
- Award new contracts

Field Board 2 Feedback
Legal Community Education & Training

<u>Recommendation #2 (schoolhouse)</u>: Formally train the TJAGLCS faculty before they are authorized to teach DEI&A to students, bring the formally trained guest instructors to TJAGLCS, or both (*see slide 4*).

<u>Specifics:</u>

- DEI&A training is available through the DoD Office of Diversity, Equity and Inclusion (ODEI), **the <u>Army</u> Diversity Office (ADO), and the <u>Army</u> Equity and Inclusion Agency**.
- Not sure whether on-site instructors are available as well. Train-the-trainer may be an option.
- Possible option is to have some of the current Field Board members formally trained in DEI&A and offer them to TJAGLCS as adjunct instructors. In other words, **create a bench of trained DEI&A attorneys who can teach** the subject at TJAGLCS and locally at their commands/units.

<u>Considerations:</u>

- Instructor availability
- Funding availability

Field Board 2 Feedback
Legal Community Education & Training

<u>Recommendation #3 (schoolhouse)</u>: As is customary during TJGALCS training, conduct breakout sessions to supplement the DEI&A training.

Specifics:

- Tap into the JA veteran community to utilize their depth and breadth of knowledge as it relates to DEI&A in the Army JAG Corps (e.g., challenges, barriers, successes, recommendations, etc.)
- Reinforce the non-attribution policy so that all participants will feel comfortable expressing their views.

Considerations:

- Veteran availability
- Funding availability

Field Board 2 Feedback
Legal Community Education & Training

<u>Recommendation #4 (field)</u>: Make DEI&A training material available on the public-facing TJAGLCS website and possibly JAGCNET. (*see* https://tjaglcs.army.mil/en/resources)

<u>Specifics:</u>

- Talking points should be provided with each slide deck [similar to the standard training packages (STPs)]
  - The STP must be our own to avoid copyright infringement.
- Slide deck should be scrubbed to ensure that the legal issues are discussed regarding DEI&A and those that may arise due to a lack thereof.
- Part of the material should teach the attorney-instructor how to host a local breakout session with their team members to supplement the training. Non-attribution policy should be attached.

<u>Considerations:</u>

- Technology
- Instructor availability

Field Board 2 Feedback
Legal Community Education & Training

<u>Recommendation #5 (policy)</u>: Modify JALS Pub 1-1 (*see* para. 11-7) and issue a new TJAG Policy Memorandum (*see e.g.* PM 17-01) to require all attorneys and paralegals to receive at least 1 hour of DEI&A training per year .

Specifics:

- DEI&A training is available through the DoD Office of Diversity, Equity and Inclusion (ODEI), the Army Diversity Office (ADO), and the Army Equity and Inclusion Agency .
- Similar to the PR video, TJAGLCS can offer DEI&A training on-line.

Considerations:

- Technology
- Change in current policy

ADDITIONAL FIELD BOARD 2 FEEDBACK FOR THE DEI COUNCIL'S CONSIDERATION

- DEI&A Training Content: TJAGLCS should ensure that all DEI&A training aligns with the DEI Annex of the Army's People Strategy. "**Specifically, training should center on building trust, developing leaders who value differences, treating diverse individuals equitably, helping Soldiers and Civilians understand their potential biases, and creating shared understanding through open, two-way communication**." (*see* Army People Strategy, DEI Annex, dtd 1 September 2020)
- For other useful references, see the DEI Council library (CAC enabled) (https://www.jagcnet2.army.mil/Sites/DivInc.nsf/homeLibrary.xsp)

ADDITIONAL FIELD BOARD 2 FEEDBACK FOR THE DEI COUNCIL'S CONSIDERATION

- DEI&A Material and Opportunities (Possible PME and self-study material)
  - June 2020 JAG Leaders' appearance before the House Armed Service Subcommittee on Military Personnel: https://www.c-span.org/video/?473044-1/racial-disparities-military-justice-system
  - "The Danger of a Single Story" TED Talk by Chimamanda Ngozi Adichie: https://www.ted.com/talks/chimamanda_ngozi_adichie_the_danger_of_a_single_story?utm_campaign=tedspread&utm_medium=referral&utm_source=tedcomshare
- Possible topical areas to consider in the future phases of DEI&A training **curriculum development** (some of these courses may not exist yet). **Bottom line** is that DEI&A training **should not be limited to one or two blocks of instruction at the schoolhouse**. Instead, it should be a program of instruction with a very specific DEI&A BOI set as the foundation.
  - "Leadership in Time of Civil Unrest and Change"
  - "DEI History and Data"
  - "Empathic Leadership through Diversity"
  - "Working with Conflict" (exists)
  - "Understanding Implicit Bias" (exists)
  - "Interpersonal Skills and Conflict Management" (exists)
  - "Inclusive Leadership" (exists)
  - "Emotional Intelligence" (exists)
  - "Relationship Intelligence" (exists)

Field Board 2 Feedback
Legal Community Education & Training

QUESTIONS?

Field Board Feedback
TJAGLCS

OBSTACLE TO DEI #1: TJAGLCS FACULTY REPRESENTATION

Issue: There is systemic underrepresentation of women and people of color (POC) on TJAGLCS faculty. A 12-year trend analysis shows significant lack of diversity. A faculty that is on average 88% white and 74% male is not representative of the JAGC, the Army, or the Nation. This is a negative first impression to new Judge Advocates and hinders opportunities for mentorship at the beginning of women and POC's careers.

Discussion:

- Over the past 12 years (2010–2021), TJAGLCS hired an average of 17 new faculty members annually. Of those 17, only an average of 2 were POC and 4 were women. TJAGLCS, through the instructors, is the first opportunity to coach and mentor new judge advocates, both formally inside the classroom and informally outside the classroom (PT, office hours, school events). Black Judge Advocates made up only 4% of faculty hires during that 12-year period. Women made up only 26%.
- "Ducks pick ducks." – SECDEF The faculty hiring process relies too heavily on word-of-mouth recommendations and prior relationships with current faculty. This results in a lack of diversity among faculty.
- This lack of diversity causes a void in potential mentor/mentee opportunities for judge advocates from minority groups. It also deprives the JAGC of the talent women and POC could bring to TJAGLCS.

Recommendation:

- Reassess and modernize the hiring process for TJAGLCS faculty positions in a way that supports a more diverse faculty. TJAGLCS should publish the Knowledge, Skills, and Abilities (KSAs) desired for the position and used as objective evaluation criteria. This should be similar to civilian law school hiring processes.
- Create opportunities to showcase mentorship organizations that support minority groups in the JAG Corps (Buffalo JAG Network, Pride Network, etc.)

OBSTACLE TO DEI #2: DEI INSTRUCTOR TRAINING

Issue: The JAG Corps needs more qualified instructors trained in Diversity, Equity, and Inclusion to lead discussions and training.

Discussion:

- DEI addresses the Army Value of Respect that has been mostly ignored in the past.
- Field Board 3 is unaware of a formal training process to prepare instructors for DEI training.
- We need diversity of viewpoints to promote a healthy, robust DEI exchange.
- This lack of formal preparation results in "check the box" training with unhelpful and possibly harmful dialogue.
- Current lack of diverse faculty representation directly impacts the effectiveness of DEI training, planning, and execution.
- Lack of effective DEI training results in second order effects to our practices (e.g., implicit bias and disparate treatment in military justice decision making, criminal & administrative investigations, evaluations and assignments, etc.).

Recommendation:

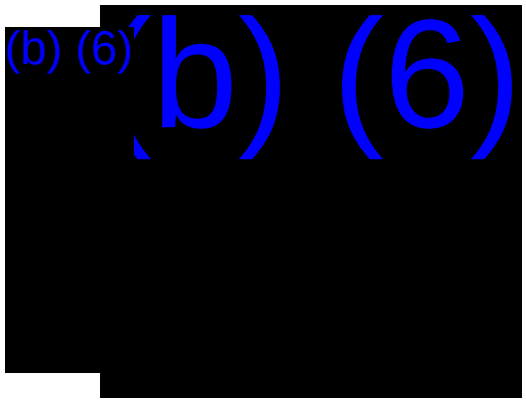
- Develop a training program that leads to certification as a DEI counselor or instructor.
- DEI instructors must be hand-selected and demonstrate strong interest and passion for the subject.
- TJAG should personally message that DEI is essential to the CSA's "People First" policy priority.

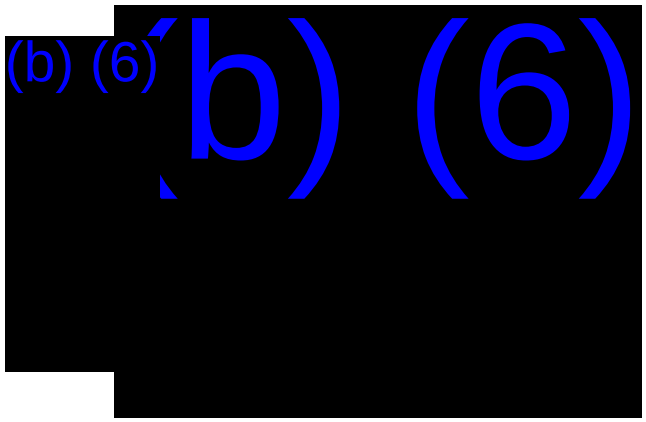
U.S. Army JAG Corps Council on Diversity, Equity & Inclusion

Field Board #4

Briefing on Training and Education

2 DECEMBER 2021





FIELD BOARD #4

OBSTACLE TO DEI #1: Internal TJAGLCS / NCOA / AIT Faculty and Cadre

Issue: In order to enhance training and education, TJAGLCS/NCOA/AIT faculty and cadre instructors should be from diverse backgrounds.

Discussion:

Incoming and existing Soldiers within the JAG Corps should be exposed to instructors from different backgrounds. The diversity will inspire and motivate those with dissimilar experiences as well as assist in retention.

Diverse faculty members can offer perspectives and personal experiences that those in the majority may not have to share; it is not a race issue it is a culture issue. Increasing faculty diversity is a critical step in creating a diverse and inclusive environment. Civilian SME/Instructors can bring fresh, diverse perspectives and prior military experience should not necessarily be a requirement, if they have subject matter experience. A higher representation of faculty of color would help students of color feel seen, understood, and confident to continue a career in the JAG Corps.

FIELD BOARD #4

OBSTACLE TO DEI #1: Internal TJAGLCS / NCOA / AIT Faculty and Cadre

Recommendation:

Conduct annual bias training, led by experts in the field, for all faculty-search committees with a focus on the influence of implicit bias and microaggressions.

Institute a requirement for all candidates to submit a diversity statement with their application packet.

Including civilian SME/instructors at TJAGLCS/NCOA/AIT will enhance diversity and provide continuity.

Reevaluate hiring/ selection policies with a view towards diversity.

Consider posting open positions in more places, allowing TJAGLCS to draw from a broader pool of candidates. And once resumes have been collected, remove names, genders, and other identifying information to reduce the likelihood that unconscious biases play a role in hiring decisions.

Audit of faculty assignment/hiring practices by outside organizations

FIELD BOARD #4

OBSTACLE TO DEI #2: Internal TJAGLCS / NCOA / AIT Curriculum

Issue: Enhancing training and education within NCOA/AIT and TJAGLCS

Discussion: More diverse faculty members can help shape the curriculum and culture. All students will benefit from different perspectives and viewpoints, as diverse faculty. A more diverse faculty will naturally lead to enhancements for diversity in the school curriculum.

With respect to a CLE credit for DEI, TJAGLCS curriculum currently does not offer this option, and does not include it in curriculum except for small group discussions. TJAGLCS could incorporate DEI CLEs as "brown bag" lunch sessions during short courses, the same way that it provides Professional Responsibility training. 13 jurisdictions currently require some form of DEI CLE. The ABA proposed model rule would require DEI CLE and it currently offers multiple CLE offerings on racial equity, gender equity, and elimination of bias.

Important for Trial Counsel and MJAs to recognize statistical inequities in military justice.

DEI education is also relevant for the Senior Leader Course.

FIELD BOARD #4

OBSTACLE TO DEI #2: Internal TJAGLCS / NCOA / AIT Curriculum

Recommendation:

Work with outside consultants to evaluate current TJAGLCS policies for any structures that could be unintentionally discriminatory. If minority faculty are routinely being left behind when it comes to promotions or tenure, they likely will look for a more opportune campus/organization.

Identify opportunities to incorporate meaningful DEI training topics (taught by appropriate SMEs) at all levels of JAGC instructions, including JAGC short courses with material as appropriate for that level, e.g., Military Justice Manager's Course, ITAC, SJA Course, WWCLE. Also target DEI training towards critical JALS instructors assigned to COEs.

Add implicit bias training to ADLAW and MJ short courses, and can model this similarly to the Military Judges Course, where the Harvard Implicit Bias test is administered.

Add DEI block of instruction to TJAGLCS Senior Leader Course.

FIELD BOARD #4

OBSTACLE TO DEI #3: Access to Training and Education

Issue: Is a diverse population of JAGC personnel able to access important training and education?

Discussion: FB4 submitted RFI to Council to request demographics of JAGC personnel selected to attend highly desired educational opportunities over the past five years.

Access to desired training is critically important because it impacts and affects other phases of the JAGC including Promotions, Assignment, Retention

OSJA leaders identify SMs/civilians who are qualified for those short course training opportunities. This could impact DEI if local leaders are not giving opportunities equally.

For invite-only short courses, the JAGC is not able to incorporate as much AC, USAR, and ARNG attendance because of size limitations or priority to AC students.

Remote learning options have successfully allowed students to continue to access important courses during the pandemic.

FIELD BOARD #4

OBSTACLE TO DEI #3: Access to Training and Education

Recommendation:

If JAGC doesn't have demographic data available, the first step is to adjust the expectations and make this data readily available, and tie it into other phases such as Promotion, Assignments, Retention.

Expanding enrollment at short courses using combination of in-person and online attendance. ZoomGov or MS Teams allow critical classes such as Ethics Counselor's Course to be scaled appropriately for larger student enrollment.

For invite-only short courses, the JAGC should seek to incorporate as much USAR and ARNG attendance as possible, so that all JAGC personnel have access to important education.

DoD Report recommends developing a diverse pool of qualified candidates to grow into future leaders

Asking OSJAs to track demographics data of local personnel who are attending short courses, and report it during Article 6 visits. OSJAs could report short course training opportunities to JAGC's Office of DEI.

FIELD BOARD #4

OBSTACLE TO DEI #4: External Influence

The recommendations of the DoD Board on Diversity and Inclusion Report highlight the importance of training and education in career development. The JAGC/JALS must consider and leverage areas of external influence in training and education in order to develop a comprehensive solution for barriers to DEI in Training and Education.

Issue: FB #4 identified barriers in DEI for JALS members: officers, enlisted, and civilians alike. The JAGC should look outside of the JAGC for ways to address those DEI barriers in education and training for JALS personnel and for the Army as a whole.

Discussion: Access to training and education, as well as opportunities for diverse peoples to train and educate as faculty need to be included in the JAGC's approach to improve DEI in the Corps. Additionally, the JAGC can extend its influence to the entire Army by leveraging JAGC positions out in the field namely by utilizing those instructing positions at Professional Military Education institutions. Changes to curriculum at PME institutions are the main focus of the DoD D&I report.

JAG Instructors at MPs, CID, MEDCOM, INSCOM, and other COEs can be ambassadors for this DEI effort (with support from TJAGLCS). A two-fold approach is required to maximize the impact the JAGC can have here: 1) Diverse personnel in the positions and 2) DEI infused into the legal curriculum at COEs. Capitalizing on these positions can help shape the Army writ large. The JAGC can also take the lead or at least co-sponsor with other DEI Professionals at the Tactical Level like EOAs and MFLCs to conduct trainings on how to infuse DEI principles, at the very least into command disposition decisions when evaluating miilitary justice problems, issues, and cases. Look to sister services and Federal agencies' on how they conduct DEI training e.g., utilizing local civilian DEI professionals to train OSJAs.

FIELD BOARD #4

OBSTACLE TO DEI #4: External Influence

Recommendation:

1) Diversity in JALS personnel assigned to or as Branch MOS Courses/Centers of Excellence (COE) Instructors;

2) JALS personnel assigned to COEs include legal DEI principles in Curriculum and improve overall program of instruction offered at COEs;

3) Allow EO/DAIG to conduct climate survey of the application of justice in their units

4) Leverage new DoD DEI Center of Excellence Diversity at Center of Excellence for training;

5) Recommend Integrating HQDA DEI Initiatives into JAGC Training/Education

6) Reviewing development of training material, doctrine, and curriculum changes at COEs and other HQDA entities; and

7) Leverage civilian institutions like National Association of Law Placement (NALP) for training and education opportunities for JALS personnel and for liaising with TJAGLCS on curriculum development.

FIELD BOARD #4

OBSTACLE TO DEI #5: TJAGLCS Faculty Development

Issue: TJAGLCS should look to external resources and support to help develop DEI initiatives for the purposes of faculty development, instead of relying on just internal discussions and small-group training.

Discussion:

Currently, TJAGLCS faculty's own DEI training consists of internal, small-group discussions among the faculty, which has been described as a "train the trainer" model. The risk of this model is that it may reinforce a narrow and circular view on how DEI should be incorporated at TJAGLCS.

TJAGLCS faculty development could benefit from outreach to civilian institutions and counterparts in the law school academia community to expand their horizons on how DEI is being approached by law school faculty. While law schools generally may not be achieving desired DEI, they may be developing or implementing creative solutions to the problem.

Civilian law schools host faculty workshops on DEI that TJAGLCS could also participate in. As an example, UVA Law recently sponsored faculty workshops on navigating difficult topics in the classroom and building racial justice topics into courses across the curriculum.

USAR / ARNG judge advocates also serve as civilian law school professors or deans and could help inject their own DEI initiatives into TJAGLCS faculty development.

FIELD BOARD #4

OBSTACLE TO DEI #5: TJAGLCS Faculty Development

Recommendation:

TJAGLCS should seek to build connections with civilian law schools to participate in faculty workshops on DEI issues.

TJAGLCS should leverage its close proximity to, and existing relationship with, UVA Law School to establish mentorships / partnerships between UVA faculty and TJAGLCS faculty to grow and develop DEI understanding and integration into TJAGLCS' institutional knowledge and curriculum. Partnerships with law schools could also provide secondary benefits for recruiting.

TJAGLCS should leverage the knowledge and expertise of USAR / ARNG JAs who are serving as civilian law school professors or deans. These USAR/ARNG JAs may already be preparing or conducting new DEI initiatives at their respective law schools for faculty development and can provide TJAGLCS with their insight.

TJAGLCS should implement bias training for all faculty and staff, focused on the influence of implicit bias and microaggressions. The bias training should be led by experts in the DEI field and occur on a routine basis.

SENIOR LEADER DEI TRAINING

Issue: A high quality, in-depth training on DEI to all SJAs and Senior Leaders, perhaps including the Foundation of Five, would be impactful.

Discussion:

- SJAs and Senior Leaders have an enormous influence on career progression and on Raters, who are the first-line supervisors for our personnel. Educating SJAs and Senior Leaders about DEI would result in immediate benefits, like increased diversity in various leadership positions, within Brigades, within OSJA branches, etc.
- It has been mentioned that DEI may become an "inspectable" component during Article VI visits. If so, we should think about how we can capture an OSJA's honest efforts in a meaningful way.

Recommendations:

- Create an engaging and thorough training regarding DEI for the SJA and Senior Leader population, empowering them to then, in turn, train their personnel.
- A member of the DEI Council could call SJAs and other Senior Leaders to discuss their thought process when nominating personnel for nominative and other positions, branch chief selections, etc.

Field Board Feedback
Training and Education

DATA AND TRANSPARENCY

Issue: The JAGC should allocate resources for systematic, longitudinal data collection in a number of areas, like diversity in our judiciary, diversity in faculty, DEI personnel retention, etc.; without this information, it is difficult for us to recognize if there are any issues and to recommend solutions.

Discussion:

- Could already-established research centers (ex: CLAMO) or other offices within TJAGLCS or PPTO take on a data-gathering mission for DEI?
- Alternatively, could the Chief of the DEI Council be allocated a full-time staff member who can collect data and work with other organizations within the JAGC to gather data and information?
- Prior to LTG Pede's retirement, he discussed a study into identifying potential disparities in military discipline and possibly working with the Provost Marshal to compile data on courts martial and NJP. The Air Force has done a review and released some information on its findings. Is the Army currently contemplating doing the same?

Recommendations:

- Consider the agencies and resources we already have to best leverage our resources to obtain crucial information we need to be successful in the DEI initiative.
- Consider the implementation of an anonymous DEI comment box, akin to the JAGC virtual suggestion box, but we think it's critical that it be anonymous.

Field Board Feedback
Training and Education

JAGC AS STANDARD BEARER

Issue: The JAGC takes the lead in training the rest of the Army in Ethics and other complex areas that our Corps is relied upon to provide guidance. We think DEI should be one of these areas.

Discussion:

- The JAGC and TJAGLCS possesses the structure, leadership, desire, and open-minded culture to effect change in the Army and DoD as a whole.
- Judge Advocates have outsized influence as trusted advisors to CGs and Senior Leaders across the Army; OSJAs are uniquely positioned to advise and educate on DEI to the wider Army leadership.

Recommendations:

- Create DEI modules and incorporate them into courses and training, like the SOLO; Create stand-alone DEI courses that can be disseminated and taught by OSJA personnel to Soldiers.
- Consider updating the TJAGLCS Mission Statement to include DEI as an objective and/or incorporate DEI into our definition of "principled counsel." The JAGC looks like the force we assist, advise, prosecute, and defend. Incorporating DEI into our mission statement and other phrasing would be an important step in driving change in organizational culture.

ADDITIONAL FIELD BOARD FEEDBACK FOR THE DEI COUNCIL'S CONSIDERATION

Most of our discussions regarding assignment selection revolved around Officer assignments. However, is there a DEI concern regarding HRC selection of assignments for 27Ds? We do not know enough in this area to provide recommendations, but with more data and information, we may be able to do so.

Field Board 6

Recommendation for Legal Education and Training

Presentation

Field Board 6 Members: (b) (6) [redacted]

Field Board 6 DEIC: (b) (6), & (b) (6) [redacted]

Field Board Feedback
Legal Education and Training

OBSTACLE TO DEI #1: LACK OF INTEGRATED BIAS/DEI TRAINING AT TJAGLCS

Issue: No formal DEI program integrated into TJAGLCS Courses for Students (Judge Advocates/Paralegals) and/or Professors.

Discussion:

- While TJAGLCS has conducted DEI training for the JAOBC and Graduate Course recently, training appears ADHOC. Implicit Bias training has been formally integrated into the curriculum of OBC, the Graduate Course and in the FSO course led by JARO.
- DEI (specifically implicit bias awareness) is an important aspect of a healthy work environment and vital training for JAs and paralegals. As the advisors to the commanders that make decisions that impact individuals' lives, implicit bias awareness/training would enhance their advice.

Recommendation:

- Create a DEI training program that will be embedded in every course provided at TJAGLCS.
- The program should also include training objectives to include the DEI training in the SOLO and GOLO courses at TJAGLCS.
- Recommend it be a mandatory requirement conducted during the short courses or incorporate specialized training into each training program offered at TJAGLCS.

Field Board Feedback
Legal Education and Training

OBSTACLE TO DEI #2: DIVERSITY ON THE TJAGLCS FACULTY

Issue: The demographics of the TJAGLCS faculty does not reflect the population of the JAGC.

Discussion:

- The hiring process at TJAGLCS has not resulted in staff and faculty that matches the diversity of the Corps.
- In attempting to reach the goal of ensuring that the JAGC population accurately reflects the makeup of legal community, ensuring a diverse faculty will provide positive representation to a diverse student population.

Recommendations:

- Open up the application process to the field earlier.
- TJAGLCS should evaluate the applicant OML selections to ensure a diverse applicant pool.
- Recommend that TJAGLCS maintains data regarding the demographic composition of the staff.

Field Board Feedback
Legal Education and Training

OBSTACLE TO DEI #3: EDUCATIONAL OPPORTUNITIES

Issue: The opportunity to attend courses are not open to all similarly situated JAs and paralegals in the field across COMPOs.

Discussion:

- Courses offered at TJAGLCS are not widely publicized in field, to include COMPO 2/3.
- Failure to attend certain courses or short courses could result in an individual not being eligible for PDPCs or necessary job training.

Recommendations:

- Open up the Application Process to all COMPOs.
- Provide alternates to non-invitational courses.
- Collect data and assess whether individuals are receiving the training required for their jobs.

Field Board 7

Second Report:

Top Five Obstacles to Education and Training

Leader: (b) (6)(b) (6)

Deputy: (b) (6)(b) (6)

Advisors: COL Jackie Thompson & (b) (6) (6)

Field Board Feedback
Education and Training

OBSTACLE TO DEI #1: Lack of Visibility Regarding Diversity among the TJAGLCS Faculty

Issue: There is a lack of transparency and visibility regarding the JAG Corps' diversity in the TJAGLCS faculty.

Discussion:

- Overall, the JAG Corps does not publicize data on diversity. The existence of diversity is unknown to outside entities within the TJAGLCS faculty.
- Tracking and publishing diversity statistics will send the message that the JAG Corps cares about recruiting and retaining members from diverse backgrounds.

Recommendation:

- The State of the Corps address can include metrics and statistics on diversity in the TJAGLCS faculty.
- Track and publish diversity statistics which should not only include race and gender, but also consider including age, country of origin, sexual orientation, and number of dependents.

Field Board Feedback
Education and Training

OBSTACLE TO DEI #2: Lack of Minority Representation on the TJAGLCS Faculty

Issue: The perception lack of minority representation among the TJAGLCS faculty is a visible diversity issue.

Discussion:

- We believe the TJAGLCS faculty does not clearly represent the diversity that exists within our Corps.
- TJAGLCS is the key venue that provides the most touch points to both our members and for key engagements with non-JAs (i.e. Commanders and distinguished guests).

Recommendation:

- Increase the diversity within TJAGLCS faculty.
- Recognizing diversity metrics can be measured on many separate criteria; communicate to our members what diversity exists within the faculty.
- Make diversity at least a factor (if not currently) or a stronger factor in the selection process of faculty; Identify candidates coming from diverse backgrounds that would be great additions to the faculty.

Field Board Feedback
Education and Training

OBSTACLE TO DEI #3: Lack of Emphasis on DEI at TJAGLCS Courses

Issue: There is seldom or any programming, events, or training on DEI within the TJAGLCS course curriculum.

Discussion:

- If the Corps actively communicates and promotes diversity by developing curriculum focused on DEI, the TJAGLCS attendees across all ranks will see the value DEI provides.

Recommendation:

- Create programming, events, and trainings to celebrate the diversity that exists in our ranks, thereby allowing the Corps to communicate why DEI matters.

- Engage third party companies to receive advice on sustainable DEI initiatives (similar to MRT training).

- Develop expertise within the Corps that can return to their office and conduct recurring DEI training.

Field Board Feedback
Education and Training

OBSTACLE TO DEI #4: Lack of DEI Training for Our Leaders in the JAG Corps

Issue: We have no knowledge of whether and how our leaders are being training on DEI matters.

Discussion:

- Just as it is important for our new members to know how the Corps' cares about DEI, our focus on DEI becomes extremely limited in its effects if our leaders (the foundation at the OSJA level) are not trained about DEI and how to discuss about DEI at their respective OSJAs.

Recommendation:

- Incorporate DEI training into leaders' courses.
- Institute similar programming for the advanced course, SJA course, and any other key leadership courses or trainings.
- Invite distinguished guests (both military and non-government experts) who can present DEI lectures.
- Appoint DEI representatives at various leadership levels (large-size OSJA, mid-size OSJA, small-size OSJA, overseas OSJA, OTJAG, TJAGLCS, USALSA, JARO, PPTO, etc.).

OBSTACLE TO DEI #5: Lack of DEI Training for Leaders Outside the JAGC Attending TJAGLCS Courses and Events

Issue: The curriculum for senior commanders is fairly fluid and it is an issue they will likely encounter during their command time that is not addressed in their current curriculum.

Discussion:

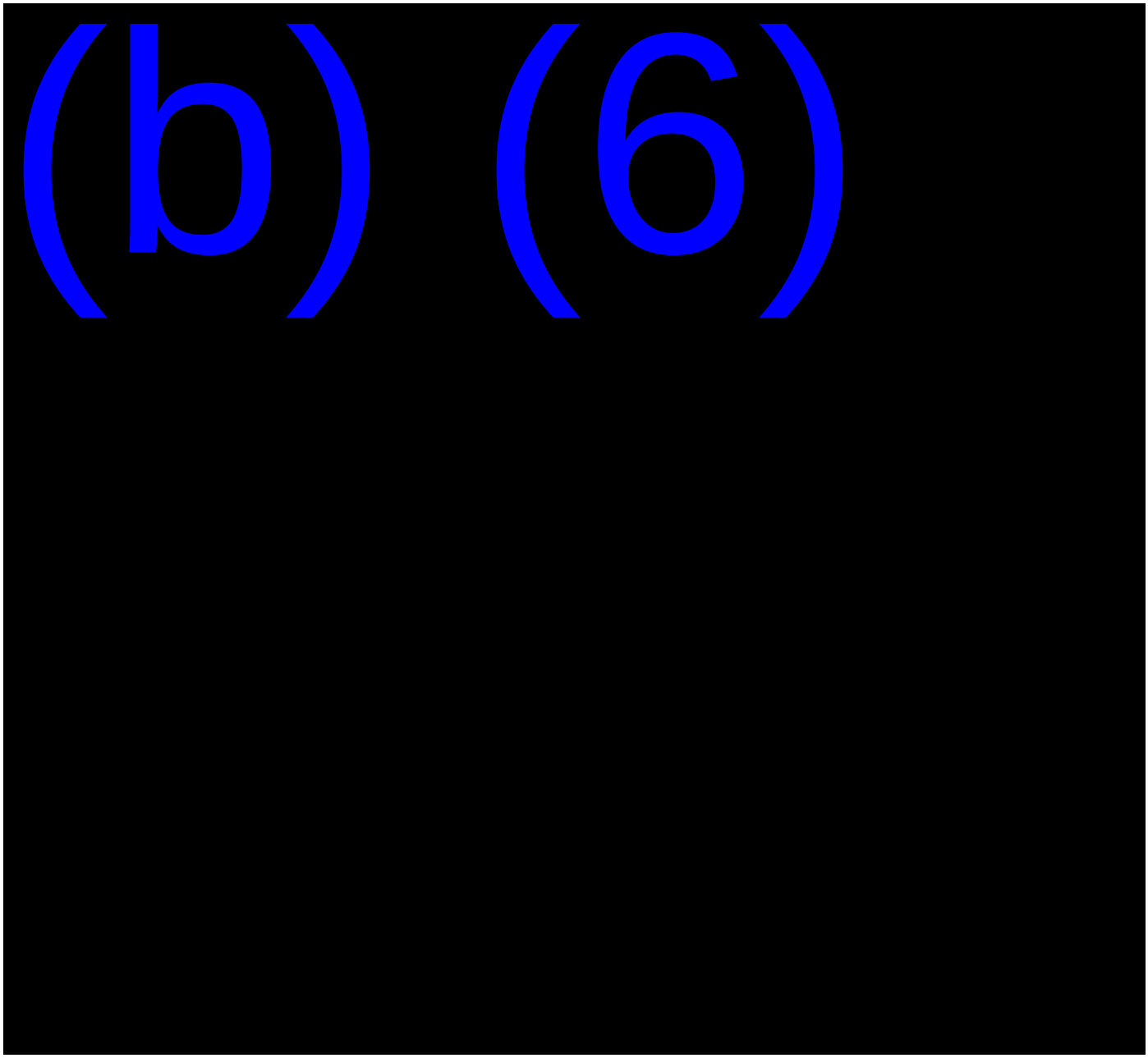
- TJAGLCS taking the initiative to provide the training would further the JAGC commitment to diversity by extending influence outside of the JAGC and potentially garnering additional faith and confidence from the diverse populations within the JAGC.
- JAGC faculty providing information/training for senior commanders/leaders on how to best implement diversity initiatives or promote diversity principles within their command.

Recommendation:

- JAGC faculty provide information/training for senior commanders/leaders on how to best implement diversity initiatives or promote diversity principles within their command.

(b) (6)

BIO



JAG CORPS
DIVERSITY, EQUITY, INCLUSION, AND ACCESSIBILITY COUNCIL MEMBER NOMINATION FORM

Name (Last, First MI): (b) (6) **Rank/Civilian Grade:** (b)(6)

Component: RA **Official Email Address** (b) (6)

Current Duty Unit & Location (b) (6)

Contact Number (b) (6) **Expected Date of PCS/ETS:** 027

1st Line Supervisor rank and name (b) (6)

Supervisor email address (b) (6)

Why do you desire to serve as a member of the JAGC DEIA Council?

(b)(6)

Have you previously served as a council member? ○ Yes ◉ No

Have you previously served as a Field Board member? ◉ Yes ○ No

Are you committed to attending monthly DEIA Council meetings and contributing to the council's work which may require additional reading, research, and support in preparation for council meetings? ◉ Yes ○ No

---------- **ENDORSEMENT** ----------

SJA, Deputy (or equivalent) rank and name: (b) (6)
SJA, Deputy (or equivalent) email address:
SJA, Deputy (or equivalent) Comments:
(b) (6)

G
e needs

SJA, Deputy (or equivalent) Signature (b) (6)

Please attach a copy of your Soldier Ta
for civilians to this application and submit all documents to
usarmy.pentagon.hqda-otjag.mbx.jagc-diversity-inclusion@army.mil

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

DAJA-ZA

24 MAY 2021

MEMORANDUM FOR [redacted] and [redacted]

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

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

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

a. [redacted] Member and Co-Chair
b. [redacted] Member and Co-Chair
c. [redacted] Member
d. [redacted] Member
e. [redacted] Member
f. [redacted] Member
g. [redacted] Member
h. [redacted] Member
i. [redacted] Member

3. Effective Date: 1 July 2021

4. Period: Until relieved by proper authority.

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

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

a. Obstacles to inclusion;

b. Recruiting and accessions;

c. Assignments;

d. Training and education;

e. Promotions; and

f. Retention

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

(b)(6)

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

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

DAJA-ZA

17 JUL 2020

MEMORANDUM FOR Judge Advocate Legal Services Personnel

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

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

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

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

a. Obstacles to inclusion;

b. Recruiting and accessions;

c. Assignments;

d. Training and education;

e. Promotions; and

f. Retention.

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

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

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

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

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

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

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

Be Ready!

Since 1775!

(b)(6)

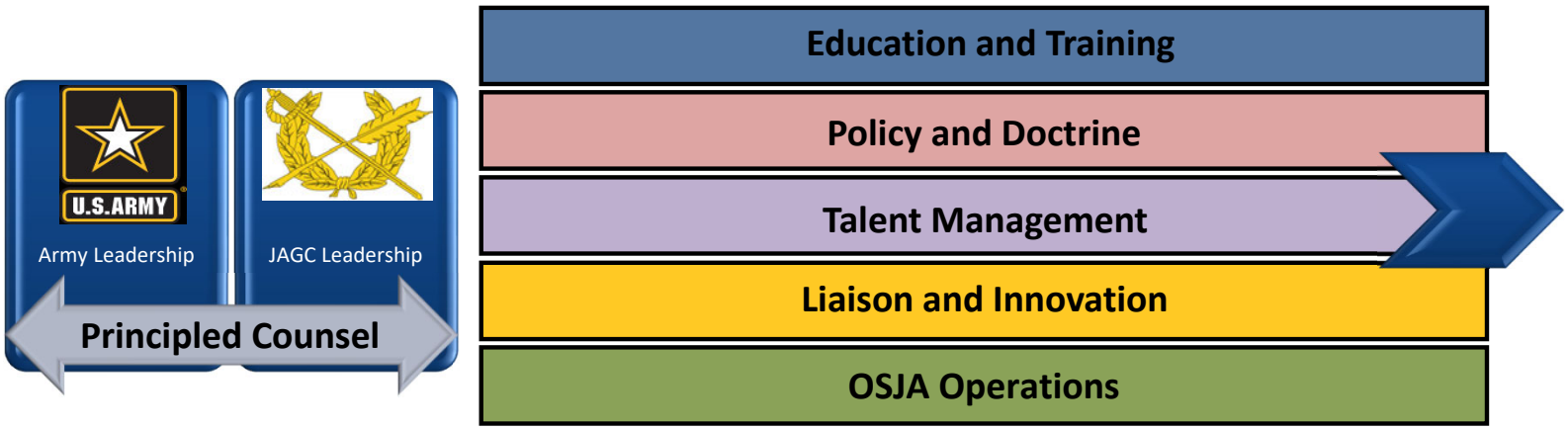
CHARLES N. PEDE
Lieutenant General, USA
The Judge Advocate General

JAGC Diversity, Equity, and Inclusion Task Force

Army Mission: To deploy, fight and win our nation's wars by providing ready, prompt and sustained land dominance by Army forces across the full spectrum of conflict as part of the joint force.

JAGC Mission: Provide principled counsel and premier legal services, as committed members and leaders in the legal and Army professions, in support of a ready, globally responsive, and regionally engaged Army.

(DRAFT Mission): ***The JAG Corps Diversity, Equity, and Inclusion Task Force*** supports Army and JAG Corps leadership to consciously assess, develop, and implement D&I initiatives that optimize diversity, equity, and inclusion to best accomplish our missions and improve our organizations.



An enhanced culture of trust enabled by diverse, adaptive, and cohesive teams that increase readiness through understanding of and commitment to equity and inclusion

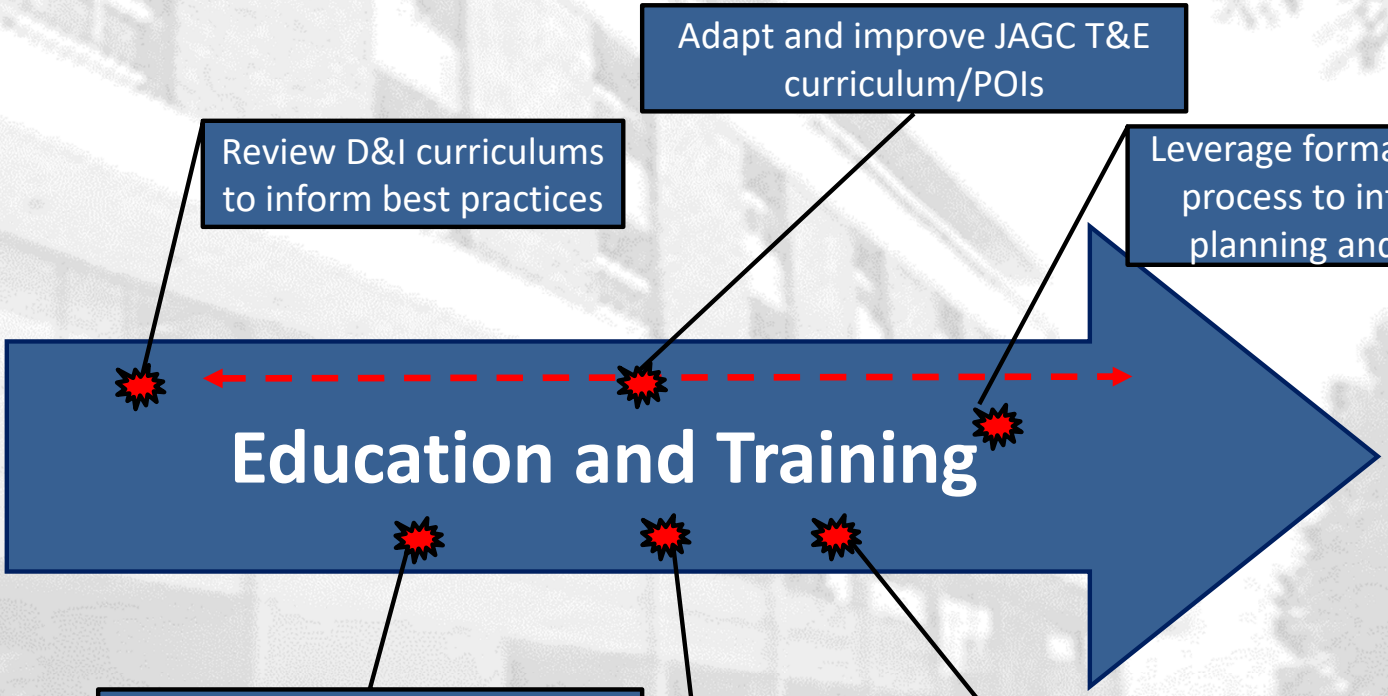
Principled Counsel is grounded in the Army Ethic and enduring respect for the rule of law

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Education and Training LOE

WHERE WE ARE

- **Standard Army training addressing D&I**
- **Dedicated D&I plenary and seminar for GC Leadership curriculum as part of "Leads Others"**
- **Some nuanced E&T regarding specific D&I considerations including implicit bias**



WHERE WE'RE GOING

- JAGC E&T reflects importance of D&I considerations in Leadership and every core competency
- JAGC personnel and other students have increased awareness of D&I impacts and mitigation strategies
- JAGC recognized as Army, Joint Force, and legal leader

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Policy and Doctrine LOE

WHERE WE ARE

- **The Army recognizes the importance of diversity, but struggles with some forms of implementation**
- **The Army lacks substantive and procedural frameworks to adequately mitigate bias**
- **JAGC personnel execute duties without optimal awareness of the impacts of their biases**

ID areas of law, policy, doctrine, and regulation that can improve D&I

Prioritize D&I proposals

Plan, implement, and assess D&I proposals

Law, Policy, Doctrine, & Regulation

Solicit input for changes from across the JAGC

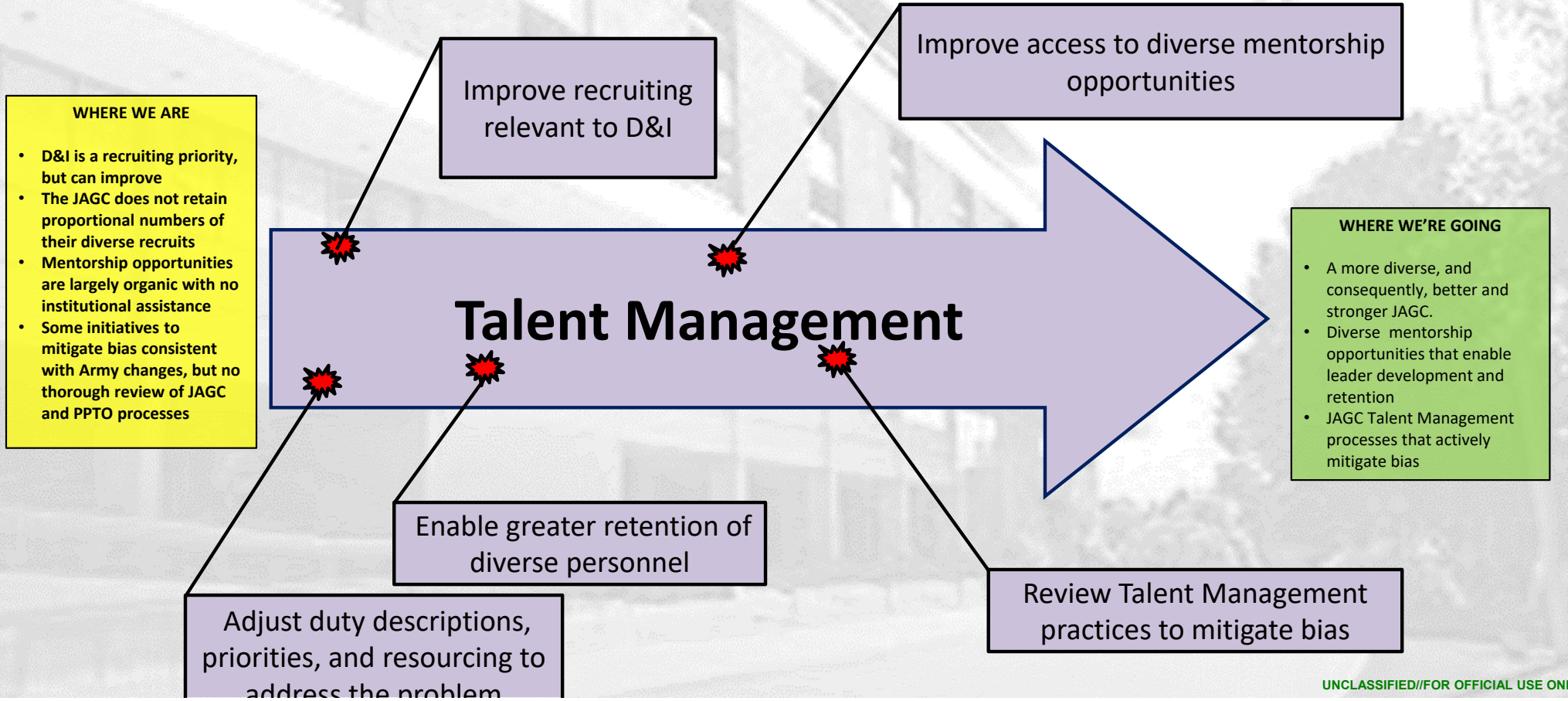
Refine proposals that contribute to D&I

WHERE WE'RE GOING

- Army and JAGC develops and publishes guidance that mitigates bias and improves D&I
- JAGC personnel are increasing aware of the impacts of bias and can rely on more robust D&I architecture to provide principled counsel to clients

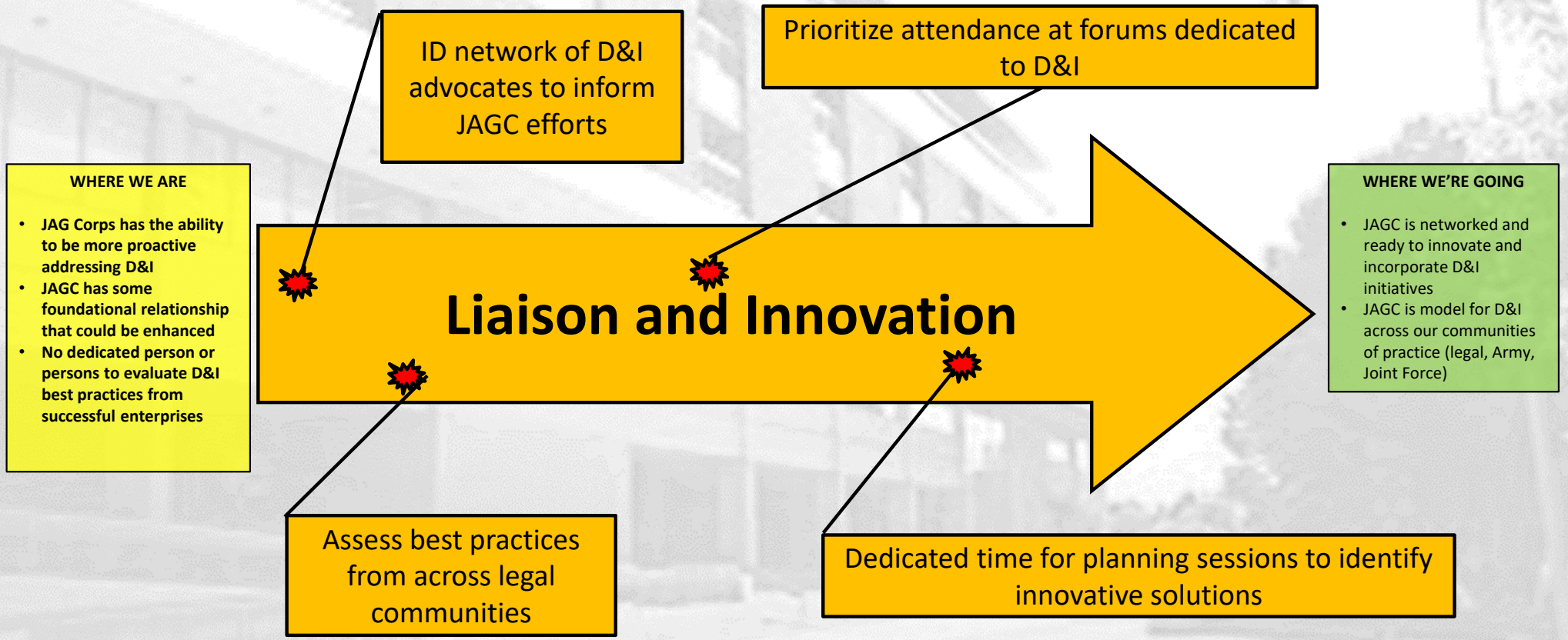
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Talent Management LOE



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Liaison and Innovation LOE



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OSJA Operations LOE

WHERE WE ARE

- **JAGC focus on implicit bias is limited to focuses on nuanced legal issues**
- **Every echelon and area of practice requires focused assessment**
- **No consistent approach across JAGC field offices regarding D&I**
- **No dedicated forum to collect best practices or innovative solutions from the teams in the field**

Leverage OSJA LPDs to educate formation on D&I, especially implicit bias

Develop forums to share and discuss best practices and lessons learned

OSJA Operations

Assess areas for improvement across JAGC at every echelon of practice

Incorporate measures to mitigate effects of bias

WHERE WE'RE GOING

- D&I issues including implicit bias are recognized as a key component to principled counsel across all core competencies
- JAGC leaders get consistent, bottom-up feedback that drives change
- JAGC maintains focus to evolve understanding and improve the organization

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Judge Advocate General's Corps Council on Diversity, Equity, Inclusion & Accessibility Goals

The purpose of these goals is to make us better—both individually and as a team—so that we can reach our full potential, for the ultimate benefit of our Corps, our Army, and the Nation we serve.

Recruiting and Accessions

Retention

Assignments

Training and Education

Promotions

Other Obstacles to Inclusion

---

*Transparency

*Fairness

*Everyone has a voice—that will be heard

*Access to opportunities

*Policies and practices

*Data analysis

*Environment and culture

*Training

*Initiatives

JAG CORPS DIVERSITY, EQUITY & INCLUSION COUNCIL
FIELD BOARD MEMBER ROSTER

		Board
[redacted]		1
[redacted]		1
Bryant, Holly K CIV USARMY HQDA OTJAG (USA)	(b)(6)	1
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JAG CORPS DIVERSITY, EQUITY & INCLUSION COUNCIL
FIELD BOARD MEMBER ROSTER

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JAGC DEIC Member Survey

The results of this survey will allow us to better capture where we are as a Council by way of efforts, initiatives (past, current and future), membership, etc.

* Required

1. Name *

2. Current Duty Position *

3. Do you feel your current duty position allows you to adequately participate on the Council? *

Mark only one oval.

- YES
- NO

4. Date Appointed to the Council *

Example: January 7, 2019

5. Have you visited any of the following JAGC DEI pages? *

Check all that apply.

- [ ] JAGCNet - https://www.jagcnet2.army.mil/Sites/DivInc.nsf
- [ ] JAGConnect - https://www.milsuite.mil/book/community/spaces/armyjag/council-on-diversity-equity-inclusion

6. Are you interested in serving as a Field Board mentor? *

Mark only one oval.

- ◯ YES
- ◯ NO

7. Are you interested in writing a DEI&A-related article for The Army Lawyer? *

Mark only one oval.

- ◯ YES
- ◯ NO

8. What past DEIC initiatives (completed/implemented) are you tracking? *

9. What current DEIC initiatives (proposed and in-progress) are you tracking? *

10. What future DEIC initiatives (proposed but not-in progress) are you tracking OR would like to propose for consideration? *

11. Do you have any proposed topics (not initiatives) for future DEIC meetings? *

12. Which of the following remaining LOEs do you recommend the Field Boards tackle next? *

Mark only one oval.

- Promotions
- Assignments
- Other obstables to inclusion

13. Would you like to recommend any outstanding DEIC or Field Board member for recognition from TJAG (Star Note, Article 6 visit, etc.)? It's been well over a year since both have been assembled! #recognizeexcellence *

14. Any recommendations for the Council (to improve, or otherwise?) *

This content is neither created nor endorsed by Google.

Google Forms

JAGC DEIC Survey Results Summary

1. **Do you feel your current duty position allows you to adequately participate on the Council?**
    a. Yes - 16
    b. No - 3 (all serving in upper management positions)
    c. Not reported - 2
2. **Date Appointed to the Council**
    a. 7 Jul 21 - 2
    b. 1 Jul 21 - 7
    c. 1 Dec 21 - 2
    d. 17 Jul 20 - 10
3. **Have you visited any of the following JAGC DEI pages?**
    a. JAGCNet/MilSuite – 14
    b. JAGCNet (only) – 5
    c. Not reported - 2
4. **Are you interested in serving as a Field Board mentor?**
    a. Yes – 9 (each member was assigned and notified on 23 Feb 22)
    b. No – 10
    c. Not reported - 2
5. **Are you interested in writing a DEI&A-related article for The Army Lawyer?**
    a. Yes – 12 (sent email to those interested w/ slate and examples on 23 Feb 22)
    b. No – 7
    c. Not reported – 2
6. **What past DEIC initiatives (completed/implemented) are you tracking?**
    - Establishment of an Office of Diversity, Equity, Inclusion, and Accessibility
    - Creation of a Civilian ODEI Director position
    - JALS Listening Sessions
    - Establishment of 9 DEIC Field Boards/program
    - DEI and implicit bias training is now included in TJAGLCS curriculum
    - Survey of the JALS
    - Establishment of a Diversity Chair lecture-TJAGLCS (MG Gray/LTC Proppe-Fowle)
    - Removed the LSAT for accession into the JAG Corps
    - Increased focus on diversity recruiting efforts at law school/A greater presence at HBCUs
    - ODEI Director as a Member of the Army DEI council
    - Limitation on magistrate authority to authorize a home invasion-type search/no knock warrants
    - DEI articles for TAL
    - Focus on JA Officer recruiting and retention efforts
    - Advocacy Center courtroom naming
    - Adding inclusion efforts as part of Art. 6 checklist
    - DEI training for FSOs (this I believe was developed by JARO separately from the council, but in support of the effort)
    - FSO eval changes
    - Various JAGC Affinity Mentorship Group Engagements
    - JAGCNet DEI page
    - JAGC MilSuite DEI page
    - SGM John Nolan Reading Room at TJAGLCS

- Replacement of the Jefferson Cup
- Instructor population for the TJAGLCS

7. **What current DEIC initiatives (proposed and in-progress) are you tracking?**
   - Field Board due-outs (RFI responses)
   - Naming of courtrooms in the Advocacy Center
   - DEI policy directive for OSJAs
   - ODEI Sends (DEIC will feed into that)
   - Building out the Office of DEI (hiring civilian, incorporating legal administrator into the office)
   - DEI articles for TAL
   - JA Officer recruiting and retention efforts
   - Consideration of removing LSAT scores as part of JAGC application file
   - Requesting data from TJAGLCS on school faculty selection process (response to general field board concerns on the diversity of the faculty)
   - DEI in the Article 6 State of the Corps
   - DEI leadership course at TJAGLCS and Training package for OSJA F5s
   - Creation and assimilation of JAGC mentorship affinity groups
   - Analysis and summary of Field Board input on LOEs
   - Adding diverse adjunct faculty members to TJAGLCS
   - Recruiting changes
   - Implicit bias training
   - Publish DEI policy letter/strategy
   - Jefferson Cup replacement
   - Creating diverse hiring teams/panels to attend formal and informal recruitment opportunities to highlight the diverse opportunities available in the JALS
8. **What future DEIC initiatives (proposed but not-in progress) are you tracking OR would like to propose for consideration?**
   - We need to review and act on FB recommendations from the previous topics
   - Set aside specific quotas for enlisted persons for FLEP
   - Create legal services officers (commissioned) to improve inclusion efforts in the JAG Corps and change the demographics of officers in the JAG Corps given that warrant officers are the most diverse cohort
   - JAGC Storyboard
   - Diversity Training to include Sr. Leader DEIA training, diversity in the workplace, implicit bias training, etc. (all components an in all ranks)
   - Local affinity group sponsorship/PCS sponsors
   - More focus on Civilian, Enlisted, Warrant Officer, Reserve and National Guard issues
   - Compilation of Civilian demographics (which may be the least diverse cohort in JALS)
   - Vote on all of the suggestions from the field boards and put together in an official document for TJAG.
   - Quarterly SJA-level listening sessions
   - Changing the DEIC's name to the Inclusion, Diversity, Equity, and Access (IDEA) Council
   - Establishing a Council representative/liaison with the 5 JAGC Affinity Groups/informal partnerships
   - DEIC Storyboard for JAG Corps

- Have JAs more in the lead with diversity training across the Army

9. **Do you have any proposed topics (not initiatives) for future DEIC meetings?**
   - DEI/DEIC efforts (aid in transparency)
   - What is our desired end state/what are our deliverables/how do we measure success?
   - Identify and eliminate bias in the evaluation and assignments process (product)
   - DEI survey (need a new one--it's been awhile) (product)
   - Independent focus groups/listening sessions (product)
   - DEIC poster (product)
   - BOD Composition (diversity of—is it truly representative of JALS? Should it be?)
   - Fo5 Composition (diversity of)
   - Desirability of documenting our individual past experiences to create our DEIC 'bios' for publication - to increase our accessibility/relatability to field boards and JALS as a whole
   - Go back to our inception and review our lines of effort, what progress we have made on those lines of effort, and focus in on a key area where we can make an impact.
   - Bring in the folks in AdLaw who advise the re-naming commission (now scheduled for 14 April)
   - Accessibility (of facilities, training programs, communications platforms, etc.).
   - Viability of having Article 6 checklist include quarterly listening sessions within each OSJA about topics impacting DEI across the JAG Corps and society.
   - Stigmas of Para-Professionals in the JAG Corps
   - Have an implicit bias class/leadership training packages
   - The DEIC should start an internal discussion on "what right looks like" in terms of DEI metrics. The discussion should address whether metrics are a suitable means of assessing DEI in the JALS. If there is consensus that metrics are useful, the discussion should focus on what those metrics should be.
   - How/when do we begin to implement the action plan.
10. **Which of the following remaining LOEs do you recommend the Field Boards tackle next?** (need a decision/vote)
    a. Promotions - 2
    b. Assignments - 8
    c. Other obstacles to inclusion – 8
    d. Let the field boards vote and decide - 1
    e. Not reported – 2
11. **Would you like to recommend any outstanding DEIC or Field Board member for recognition from TJAG (Star Note, Article 6 visit, etc.)? It's been well over a year since both have been assembled! #recognizeexcellence** Star Notes/coins?

(b) (6)

c. Ms. Carlisle

(b) (6)

(b)(6)

(b)(6)

i. (b) (6)
j. (b) (6) and (b) (6) have also done great work for the council. Finally, would love to see COL Kim recognized before he retires.
k. (b) (6)
l. (b) (6)
m. (b) (6)
n.
o. (b) (6)
p. (b) (6)
q. (b)(6) but have seen a lot of coordination / effort by (b) (6) both with the Field Boards and with APAN.
r. (b) (6)(6)(b) (6)
s. (b) (6)(b) (6) for her efforts to spread the word of DEI to her OSJA team.
t. (b) (6) (b) (6) has my strong possible endorsement for recognition. (b) (6)(b) (6) e has provided outstanding service and support to the DEIC.

12. Any recommendations for the Council (to improve, or otherwise?)

a. Communication/Transparency to the field:
    i. We need to ensure the field is tracking the work DEIC is doing (need to establish how – ODEI Sends?)
    ii. Conduct additional/regular listening sessions within DEIC to generate increased/maintain enthusiasm, as well as regular open forum to discuss noteworthy news topics/etc. and it's impact on societal DEI issues. Such discussions serve our collective education and enlightenment about DEI issues and its impact on the affected group(s). If we only look at solutions, we miss much of the problems/misconceptions/distrust the lack of DEI has on our collective team. Needs a vote
b. Meetings (need a member vote):
    i. Move back to some in-person meetings when possible
    ii. **Be on time for the meetings**
    iii. **Go deeper**--this is a safe space and we need more ideas and action
    iv. Weekly meetings are a challenge; **propose bi-weekly meetings** at same time. Either that **or try to keep weekly meeting to 1 hour**.
    v. **One hour meetings once a week**, vice two hour meetings every other week.
    vi. (b)(6) the DEIC continue to meet on an every-other-week basis.
c. Initiatives (need a running list of proposals and their status – Kanban Board (backlog, stories, to-do, in progress, in review, done)
    i. (b)(6) hear about what proposals were approved by TJAG. Has any proposal been approved by TJAG?
    ii. Set up operational/tactical action committee to work with ODEI on following up day-to-day actions

iii. (b)(6) there are a lot of really good ideas floating around but the development and ultimate execution is less robust. (b)(6) we need to vote on a few specific initiatives to move forward on, assign them to committees/ work groups, and then set a deadline for briefing to the entire council. There could be a series of IPRs scheduled to ensure that the committee is on-track. The deliverable would be a recommendation for TJAG to direct implementation for the JAGC writ large.

iv. (b)(6) don't have a clear picture of the way forward to actually implementing the action plans.

v. (b)(6) the only ones talking about DEI are the Council members during their weekly meetings; I know as a strategic leader, change takes time. (b)(6) our subordinate teammates are starting to lose faith in the council because decisions and initiatives take a long time to be announced and observe progress.

vi. (b)(6) more focus on Civilian, Enlisted, Warrant Officer, Reserve and National Guard issues. These are the groups that have reported feeling the least included, yet we focus primarily on issues involving active duty attorneys.

d. To continue working towards actionable COAs (b)(6) younger members. Young people have good ideas.

e. A dedicated council member who can focus on consolidating information and knowledge management in an orderly way that doesn't require digging back through old emails. Starting and ending meetings with a status of outstanding initiatives or updates on any killed or carried. (b) (6)(b) (6) emails on meeting roll ups is a great step in the right direction and really helps keep folks oriented if they miss a meeting due to competing obligations. Will use MS Teams (b)(6)

THE JAGC PRIDE NETWORK

Mission, Strategic Vision, Activities, and Organizational and Governance Principles

AGENDA

- Introduction
- Flags and Vocabulary
- Mission and Vision
- Primary Activities
- Planned Initiatives
- Organizational and Governance Principles
- Questions/Discussion

INTRODUCTION

- Why have a JAGC Pride Network?
- Past Policies and Current Challenges
- History is Personal: Serving in Silence v. Serving Openly

*







LGBTQIA+

L= Lesbian G = Gay B= Bisexual T= Transgender Q = Queer

I = Intersex A = Asexual

+ = acknowledgement that all identities are not included in the acronym

Nonbinary Cis gender Pronouns

*

MISSION

The JAGC Pride Network advances diversity, equity, and inclusion within the U.S. Army Judge Advocate General's Corps ("the JAGC") by providing mentorship, support, and professional development for its members. It also empowers members to promote awareness of and counsel leaders regarding issues affecting lesbian, gay, bisexual, transgender, queer, intersex, and asexual (LGBTQIA+) Service members.

VISION

The JAGC Pride Network's vision is to be a force multiplier and strategic partner with other JAGC affinity groups, the JAGC DEIC, and other stakeholders in fostering a more diverse, equitable, and inclusive JAGC and Army, where all personnel are treated with dignity and respect, no matter their sexual orientation or gender identity. As members and allies of the LGBTQIA+ community, we also have a special responsibility to assist with recruitment of queer spectrum personnel so that our JAGC and Army reflect our nation's diversity.

PRIMARY ACTIVITIES

- Monthly membership meetings: featuring professional development activities led by members and guest speakers
- A sense of community: fostered through a social media site, a Pride Network Bio Book, and a newsletter
- Special events: Pride month celebrations, speakers, and film events for a larger JAGC audience
- Partnership: collaboration with the Diversity, Equity, and Inclusion Council; JARO; other JAGC affinity groups; and other stakeholders on efforts to enable a more diverse, equitable, and inclusive climate within the JAGC

FUTURE INITIATIVES

Professional Development

Formal Mentor/Mentee Program: general career development and special project focused

Educational and career development presentations by members and guest speakers during monthly meetings

Recruitment

Assist JARO in identifying opportunities to improve recruiting messages for prospective LGBTQIA+ JAs, especially members of other groups that are also underrepresented in the JAGC

Service

Seek out opportunities for virtual and in-person community service projects to include both legal and non-legal efforts

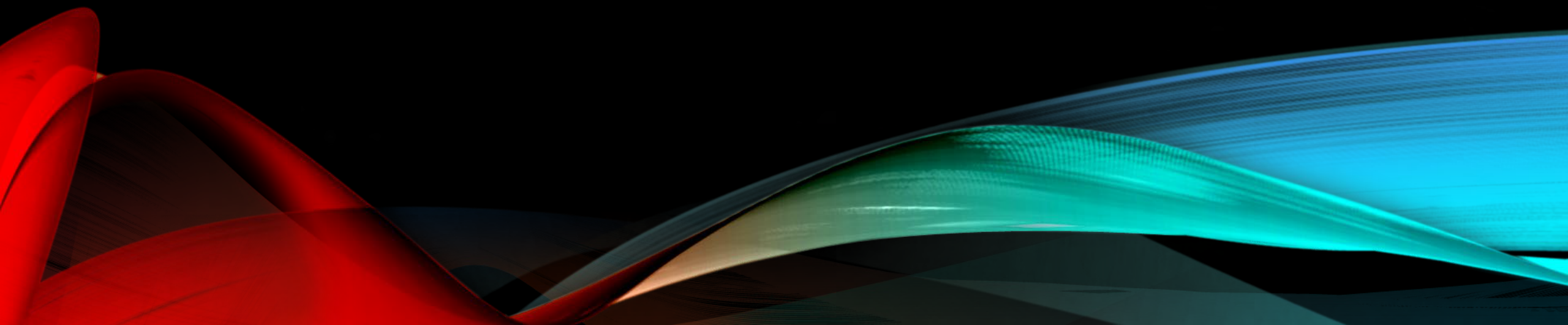
Be a resource for legal information related to specific issues faced by LGBTQIA+ Service members and veterans

ORGANIZATIONAL AND GOVERNANCE PRINCIPLES

- Membership: limited to members of the Judge Advocate Legal Services community.
  - Service Members in the JAG Corps of other DoD Branches may participate in events
  - Prospective Judge Advocates may use the group as a resource when researching accession
- Initially, we plan to assign volunteers to leadership roles, including co-chairs, secretary, membership director, and social media lead
- As the organization grows, we will likely transition to a more formal structure to include an elected board of directors assisted by permanent and temporary committees.
- In all activities, including developing our organizational and governance structure, we will strive for our organization and its leadership to reflect the diversity of the LGBTQIA+ community, the JAGC, and the U.S. Armed Forces

DEI COUNCIL

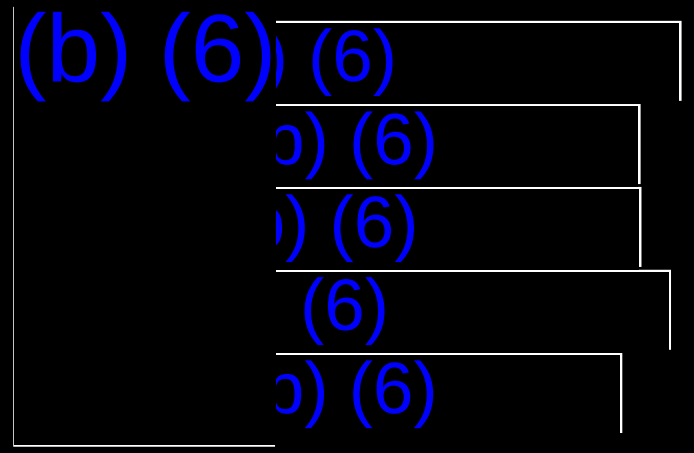
- Resource
- Representation
- Partnership



QUESTIONS?



JAGC PRIDE NETWORK LEADERSHIP COUNCIL



JAG CORPS
DIVERSITY, EQUITY, INCLUSION, AND ACCESSIBILITY COUNCIL MEMBER NOMINATION FORM

Name (Last, First MI): (b) (6) **Rank/Civilian Grade:** (b)(6)

Component: Active Duty **Official Email Address** (b) (6)

Current Duty Unit & Location

Contact Number (b) (6) **Expected Date of PCS/ETS:** 20260502

1st Line Supervisor rank and name (b) (6)

Supervisor email address (b) (6)

(b)(6)

Have you previously served as a council member? ○ Yes ◉ No

Have you previously served as a Field Board member? ○ Yes ◉ No

Are you committed to attending monthly DEIA Council meetings and contributing to the council's work which may require additional reading, research, and support in preparation for council meetings? ◉ Yes ○ No

---------- **ENDORSEMENT**

SJA, Deputy (or equivalent) rank and name (b) (6)

SJA, Deputy (or equivalent) email address:

SJA, Deputy (or equivalent) Comments:

(b)(6)

SJA, Deputy (or equivalent) Signature: (b) (6)

Please attach a copy of your Soldier Talent Profile (STP) for Military or Biography for civilians to this application and submit all documents to usarmy.pentagon.hqda-otjag.mbx.jagc-diversity-inclusion@army.mil

Goal 4: LASTING SUSTAINMENT. Create and Maintain an Equitable and Inclusive Environment in JALS.					
	Task #	**OPR/OCR**	**Action Task**	**Suspense**	**Status/Remarks**
OBJECTIVE 4.1 Establish methodology and tools to assess existing organizational climate relevant to DEI&A.	4.1.1		Revise command climate surveys and data from listening sessions to identify and assess DEI&A concerns and recommended best practices or initiatives.		
	4.1.2		Collect, analyze and store survey data for future benchmarking activities and study.		
	4.1.3		Develop and periodically present findings to JALS leadership depicting current organizational DEI&A climate feedback.		
	4.1.4		Evaluate existing DEI&A survey and observation instruments, and study instruments from other sources, to determine the best tools for JALS use.		
	4.1.5		Determine equity and inclusive environment indicators for use in JALS.		
	4.1.6		Develop format for conducting "Listening Sessions" at all levels to facilitate open dialogue and enhance positive, safe expression in group interactions to help determine perceived barriers to attaining DEI&A.		
	4.1.7		Develop exit surveys and interviews to glean DEI&A-related data.		
	Task #	**OPR/OCR**	**Action Task**	**Suspense**	**Status/Remarks**
OBJECTIVE 4.2 Establish procedures to help Army address DEI&A challenges impacting force readiness.	4.2.1		Review reports on Military Justice and disciplinary actions to determine any racial and gender disparities.		
	4.2.2		Integrate into and participate in all command efforts concerning furtherance of DEI&A and implementation of the Army's DEI Annex to the Army People Strategy.		
	Task #	**OPR/OCR**	**Action Task**	**Suspense**	**Status/Remarks**
OBJECTIVE 4.3 Institute lasting commitment to DEI&A across JALS.	4.3.1		Highlight and honor influential JALS personnel who overcame barriers to inclusion and can serve as role models.		
	4.3.2		Develop programs to hold leadership accountable for learning about and facilitating DEI&A in JALS and the Army.		
	4.3.3		Increase collaboration with external organizations and affiliated affinity groups to advise, assist, and support JALS DEI&A efforts.		
	4.3.4		Identify and recommend appropriate memorialization of JALS buildings, courtrooms, classrooms, awards, gifts, or other institutional honors.		

1. Survey Impact: Survey participants overwhelmingly indicated that they either did not know whether their comments would impact their unit and/or did not believe their comments would impact their unit.

"LTG Pede and MG Risch are outstanding, and if nothing else (b)(6) consider the survey and have a conversation with the BGs about it, and maybe some trusted 06s and the CSM, and talk about how the Corps finds expression in the values they are talking about. What do the numbers show about disadvantaged population recruiting and retention, and what is being done. Are we able to look at the problem differently? How many recruiters did we send to traditionally Black and Hispanic law schools...at what ranks; who reached out personally to the ed. delays; where are we applying the JARO money? (b)(6) . Who is doing that for the populations we are targeting? If the leadership asks these kinds of questions, then this survey will have an impact."

2. Diversity, Equity, and Inclusion/Transparency and assignments: Survey participants linked the state of diversity, equity, and/or inclusion in the JAG Corps with career success and more transparency in the assignments process. Numerous comments talked of the lack of transparency in PPTO assignment process, failure to recruit and retain minority officers, and favoritism in assignments which leads to preference in promotions. Also frustration at communication regarding assignments and poor leadership/PPTO communication. Belief in the third file as a formal system.

"Until we as a Corps tie career success to improving diversity, equity, and inclusion efforts of leaders, it will be hard to change the systemic and historical conditions of exclusion that permeates not only society but also the JAG Corps."

"There is a need for transparency in assignments, schools, and promotions. The JAG Corps treats certain individuals more favorably (West Point FLEPS; TJAGLCS instructors)."

3. Women: Survey participants indicated that women face significant challenges with continued service in the JAG Corps

"Ask yourself, why are there not married women with children in the senior levels of Army leadership."

(b)(6)

"Be mindful of disparate treatment of company grade officers of different genders. Females should also be tasked with running and planning ranges and males should also be tasked with planning social events. Males need to stop relying on stereotypical/traditional binary roles and make connections regarding 'women's stuff' and 'men's stuff'."

"Family concerns of dual military women are often discounted, and women are told by assignment officers they need to make the hard choice between their career and their family. Family concerns for male counterparts are fully taken into consideration."

4. Accountability: There were numerous comments that the JAGC and JALS fails to hold people accountable. These appeared more predominantly from people who were in uniform but several civilians made similar observations. There were numerous comments about ineffective leaders, particularly regarding legal office operations. These tended to include comments relating to frustration

and perception that senior leaders are aware of these leadership issues but still placing these problems leaders in offices.

“In the JAG Corps, we have a tendency to "protect our own" and (b)(6) poor response to sexual harassment/assault complaints when JAG on JAG. If the JAG is a victim with a non-JAG subject, we are quick to assist. If it is a JAG subject with a non-JAG victim, (b)(6) we have a tendency to over-protect the JAG (whether paralegal or attorney).”

5. Diversity, Equity, and Inclusion/No problem: Some survey participants challenged the premise that the JAG Corps has problems with diversity, equity, and/or inclusion.

(b)(6) out an "overcorrection" for Diversity, Equity, & Inclusion.” and “Before we have a council who is recommending changes, we should have made an attempt to determine if there was actually a problem within our ranks.”

6. Civilians/Enlisted: Perception that Civilians are ignored, belittled, background characters, and not treated as equal to the JA officers. Enlisted personnel expressed feeling this way too.

“Improve recognition of civilians in meaningful ways (other than with “coins”).”

7. SHARP Program: There were multiple perspectives on the effectiveness of the SHARP program. There were certainly comments about the perception that victims reported to minimize their own misconduct. Several comments focused on the “over-prosecution” of cases. The comments were generally positive about the SVC program.

“The SVC Program is an incredible resource to those who are eligible to receive services. However, that program is completely over-screeched in terms of manpower due to the increased number of clients who are now eligible to receive services, as required by the NDAA(s).(b)(6) , there are many more employees who in the SAPR field that tend to rely on an SVC for everything, including simply explaining what resources the victims have to them, which falls directly in the SAPR lane (SARC, VA, etc). They need to be encouraged to do their job in its entirely and stop pushing everything into the ‘legal’ lane because it's ‘easier’.”

(b)(6) by the new trend to wear colorful tabs for people who support SHARP/EO. (b)(6) some uniform item for SARCs/VAs or maybe even EO reps, but if command teams start wearing those in a symbolic manner(b)(6) that sends a bad message in a commander-led UCMJ system. This goes back to hypersensitivity post-Guillen and (b)(6) every commander wanting to be as public as possible about their support for SHARP and opposition to criminal conduct.”

(b)(6) we do a poor job of talking about ‘social exclusion’ and who needs to know details in these cases. There should be clear policy with express guidance to leaders and Soldiers that sex offense reporting and investigations are NOT TO BE DISCUSSED unless there is a ‘need to know.’ Soldiers/Officers who are caught discussing the topic (or posting on social media) may be disciplined and ordered with an MPO to cease/desist from communication related to a sex offense. Also, there is a heavy drumbeat related to retaliation/reprisal; however, there are very few cases. What we do have in almost every case is some form of ‘social exclusion’ that MAY rise to the level of bullying. This is the drumbeat we should be pushing. Victims do not want to report because they are NOT believed by many

of their peers; their friends divide into believe vs. non-believe camps; and the sex offense is often dissected and discussed. This must stop."

"It would be helpful if the SAPR program was more forthcoming with victims regarding the legal process and what would be required of them to go forward with a court-martial. (b)(6) it is crucial to victims when deciding how/when/with whom to make a report that they know the long-term expectations ahead of time."

"Overall great program and the Army has come a long way. The SVC program needs to resourced better. It's strange that given all of the emphasis on SHARP the JAGC still doesn't have enough SVCs. Everyone leaving the basic course should be a certified SVC. Front-loading the training will save so much money, time, and resources in the long run. Not a JAGC issue, but (b)(6) SARCs shouldn't be an E7 who is about to retire and needs a job."

"The statement, 'we believe the victim,' should end after the report/ treatment, which is the intent for that belief. However, the problem is that still impacts the accused who is immediately flagged prior to any resolution of the allegations. This is unfair because of the amount of time it takes to resolve the matter, particularly if the accused prevails - the flag time will have impacted school/ promotion/ reputation/ etc. The ABCMR is not a reasonable option because of the amount of time it takes - 18 to 24 more months for resolution where the Soldier has already been flagged for upwards of a year or more. An additional problem is Army follow up on allegations that are resolved in criminal court (accused found not guilty) since the criminal court finding is not binding on the Army (different sovereigns, criminal vs administrative action), low burden of proof, lax evidentiary rules, etc. Call TDS."

"The way the military has handled SHARP has effectively given tools to junior servicemembers to use against leaders. An allegation, even if false, has major implications on a servicemember's career and reputation. Additionally, the resources and manpower put into these programs is way too much and should be drastically cut. Get rid of SARCs, SVCs, etc. Save the money it costs to pay these people and modernize our equipment and free up servicemembers from having to act in these roles so that they can focus on more important matters."

"There is a great need for harsh punishment for those who make false allegations of sexual assault."

"The easy solution is to take sexual assault out of the military's hands completely. Civilians should be investigating and prosecuting, not the military. Military Justice should be kept for military related issues. Young Soldiers with badges and no experience should not be investigating these incidents. Young JAs with no litigation experience should not be prosecuting or defending the offenders. The organization exists to fight and win our nation's wars - not prosecute sex offenses."

"Apart from a recognized shortage in trained SHARP professionals across the army and the unit specifically, (b)(6) we are in a pretty good spot for representing and helping victims. (b)(6) horror stories from other units and subordinate units, but at our level it is taken very, very seriously. (b)(6) harsher punishments for convicted rapists, in particular, but (b)(6) the pendulum has swung too far to one side in pre-conviction due process for accused. One other problem (b)(6) is overly harsh penalties, even career ending, on junior officers in leadership positions above their experience, training, or rank for small mistakes in leadership surrounding SHARP/SAPR issues. We should not set junior officers up for failure and then hammer them into the ground when they fail."

(b)(6) official reprisal among my leadership, and (b)(6) they generally support those who report sexual harassment and assault. However, (b)(6) we have a cultural issue of wanting to talk about these issues amongst ourselves and passing judgement and/or taking sides. Part of this is honestly because we work so deeply in this area, we naturally have pre-formed opinions and biases. We need to watch these, but (b)(6) the leadership does what it can to monitor and correct this cultural issue.:

(b)(6) the focus on restricted/unrestricted reporting (for civilians) is misplaced and dulls the import of the presentation. If a civilian was sexually assaulted at work, they would go to the local police, not file a restricted/unrestricted report."

"The JAGC does well with preventing, talking about, and encouraging people to report sexual assault. Not so much with sexual harassment. Leaders are not proactive. They're uncomfortable talking about the subtleties and don't do a good job of heading sexual harassment off at the pass, creating a culture where that would never be tolerated in the first place. Then when a report arises, they sort of cop out by throwing all the resources at the person and then throwing their hands in the air, like, let the process run!"

"The SHARP / SAPR program is well intentioned but is rife with inaccurate definitions and information. It is commonplace within the Army, and even members of the JAG Corps, to find Soldiers who believe that simply being intoxicated precludes one from consenting to any sexual activity. If anything, (b)(6) the pendulum has swung too far in the reactive direction to the point that issues are created where there are probably none. Victims are given full support by commands (a good thing), but are instantaneously given credibility and a massive apparatus of resources to the point that (b)(6) (b)(6) Soldiers making claims to avoid punishment or hide infidelity from their spouse."

8. Communication: Numerous comments were critical of information flow from higher to lower, both in the JALS aggregate (TJAG, OTJAG communications to the field) and in the micro Communications within legal offices from SJAs to Division Chiefs to subordinates). RC Personnel made numerous comments about a lack of integration of them into active duty roles

Biography

Department of the Army



Karen H. Carlisle

Director, Soldier and Family Legal Services
Office of the Judge Advocate General
Headquarters, Department of the Army
Washington, D.C.

Ms. Carlisle is responsible for policy and oversight of legal services provided to Soldiers and their Families, including legal assistance and claims services, support to sexual assault victims, and to Army Wounded Warriors in the Medical Evaluation and Physical Disability Evaluation processes. She supervises the Office of The Judge Advocate General's Legal Assistance Policy Division, the Special Victims Counsel Program, the U.S. Army Claims Service, and has technical oversight over the judge advocates and civilian attorneys serving as Soldiers Counsel within the U.S. Army Medical Command. She also serves as the Army Suspension and Debarment Official.

Prior to her current position, Ms. Carlisle served as the Staff Judge Advocate for U.S. Army Africa/Southern European Task Force. Ms. Carlisle also served as the Chief, Administrative Law Division, Office of The Judge Advocate General (OTJAG) and Staff Judge Advocate for 1st Armored Division and Fort Bliss.

Ms. Carlisle retired from the Army in 2019 with over 29 years of service. After being commissioned in 1990 through the ROTC program, she served as a military policy officer before being selected for the Fully Funded Legal Education Program. After attending law school and joining the JAG Corps, she served in a variety of positions to include legal assistance attorney, administrative law attorney, chief of operational law, military personnel law attorney, and deputy staff judge advocate. Ms. Carlisle also served as the Deputy Staff Judge Advocate for U.S. Forces – Afghanistan.

CAREER CHRONOLOGY:

- Oct 2019 - Present: Director, Soldier and Family Legal Services, Office of The Judge Advocate General, Headquarters, Department of the Army, Washington DC
- Jul 2017 – Aug 2019: Staff Judge Advocate, U.S. Army Africa/Southern European Task Force, Vicenza, Italy
- Jul 2015 – Jul 2017: Chief, Administrative Law Division, Office of The Judge Advocate General, Headquarters, Department of the Army, Washington DC
- Jul 2013 – Jul 2015: Staff Judge Advocate, 1st Armored Division, Fort Bliss, Texas
- Jul 2011 – Jul 2012: Deputy Staff Judge Advocate, U.S. Forces – Afghanistan, Kabul Afghanistan

- Jul 2009 – Jul 2011: Deputy, Administrative Law Division, Office of The Judge Advocate General, Headquarters, Department of the Army, Washington DC
- Jul 2007 – Jul 2009: Deputy Staff Judge Advocate, Infantry Center and School and Fort Benning, Fort Benning, GA
- Jan 1999 – Jul 2007: U.S. Army, Judge Advocate; various assignments and locations
- Mar 1991 – Aug 1995: U.S. Army, Military Police Officer; various assignments and locations

COLLEGE:

- Master of National Security Strategy, 2013. National War College, National Defense University, Washington DC
- Master of Law, 2003. The Judge Advocate General Center and School. Charlottesville, VA
- Juris Doctor, 1998. Florida State University, College of Law, Tallahassee, FL
- Bachelor of Science, International Studies, 1990. Spring Hill College, Mobile, AL

CERTIFICATIONS:

- Florida State Bar
- Supreme Court Bar

AWARDS AND HONORS:

- Legion of Merit (4OLC), Bronze Star, Meritorious Service Medal (4OLC) and other awards
- American Bar Associate, 2019 Career Service Award, Presented by the Standing Committee for Armed Forces Law

JAG CORPS
DIVERSITY, EQUITY, INCLUSION, AND ACCESSIBILITY COUNCIL MEMBER NOMINATION FORM

Name (Last, First MI): (b) (6) **Rank/Civilian Grade:** (b)(6)

Component: RA **Official Email Address** (b) (6)

Current Duty Unit & Location (b) (6)

Contact Number (b) (6) **Expected Date of PCS/ETS:** 2024

1st Line Supervisor rank and name (b) (6)

Supervisor email address (b) (6)

Why do you desire to serve as a member of the JAGC DEIA Council?

(b)(6)

Have you previously served as a council member? ○ Yes ◉ No

Have you previously served as a Field Board member? ◉ Yes ○ No

Are you committed to attending monthly DEIA Council meetings and contributing to the council's work which may require additional reading, research, and support in preparation for council meetings? ◉ Yes ○ No

---------- **ENDORSEMENT** ----------

SJA, Deputy (or equivalent) rank and name: (b) (6)
SJA, Deputy (or equivalent) email address:
SJA, Deputy (or equivalent) Comments:

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SJA, Deputy (or equivalent) Signature (b) (6)

Please attach a copy of your Soldier Talent Profile (STP) for military or Biography for civilians to this application and submit all documents to usarmy.pentagon.hqda-otjag.mbx.jagc-diversity-inclusion@army.mil

(b)(6)

JAG CORPS
DIVERSITY, EQUITY, INCLUSION, AND ACCESSIBILITY COUNCIL MEMBER NOMINATION FORM

Name (Last, First MI): (b) (6) **Rank/Civilian Grade:** (b)(6)

Component: USAR/AGR **Official Email Address** (b) (6)

Current Duty Unit & Location (b) (6)

Contact Number (b) (6) **Expected Date of PCS/ETS:** Oct 24 - Mar 2

1st Line Supervisor rank and name (b) (6)

Supervisor email addres (b) (6)

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(b)(6)

Have you previously served as a council member? ○ Yes ◉ No

Have you previously served as a Field Board member? ○ Yes ◉ No

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SJA, Deputy (or equivalent) Comments:

(b)(6)

SJA, Deputy (or equivalent) Signature:

(b) (6)

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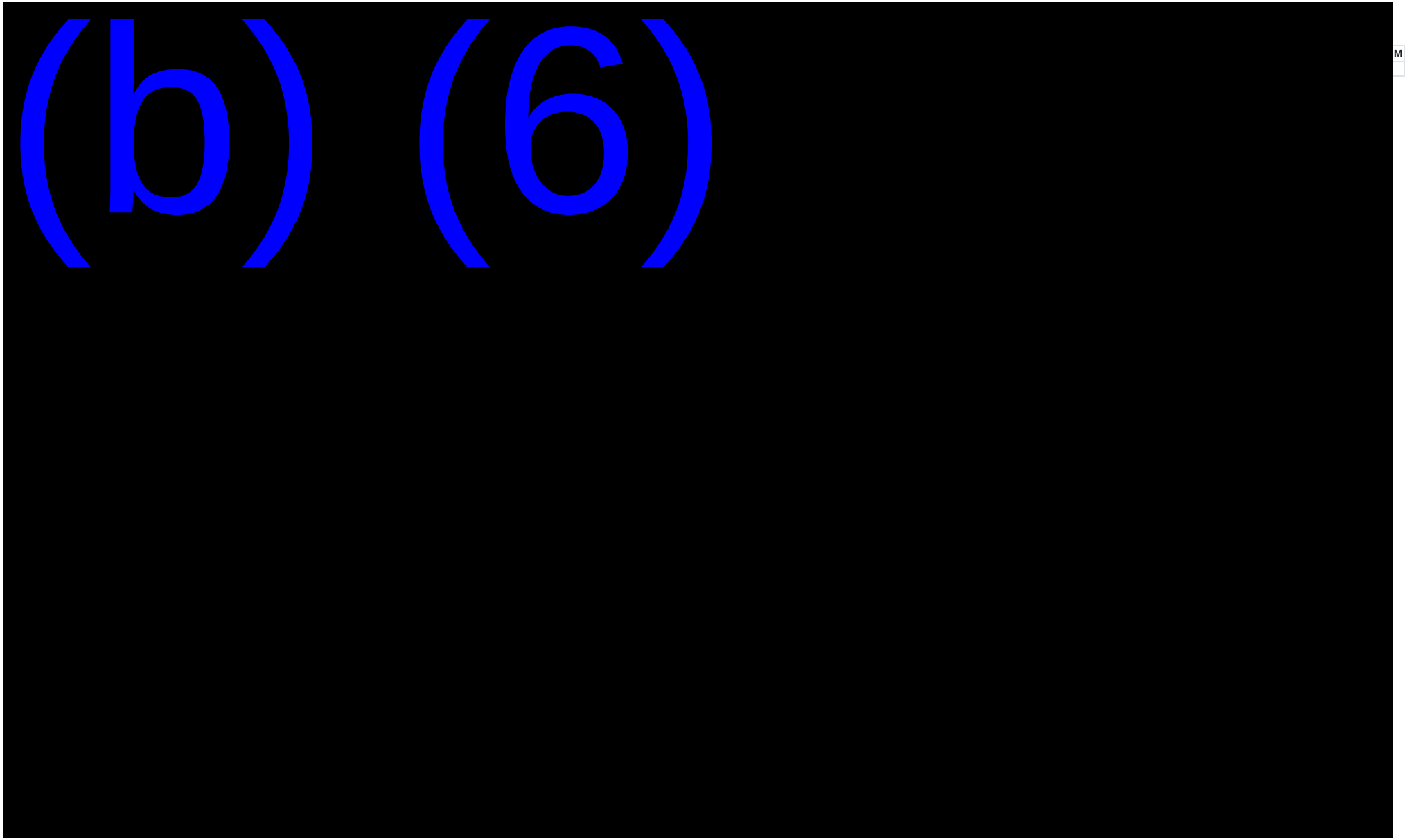
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SOLDIER TALENT PROFILE

AR 600-8-104

IPPS-A



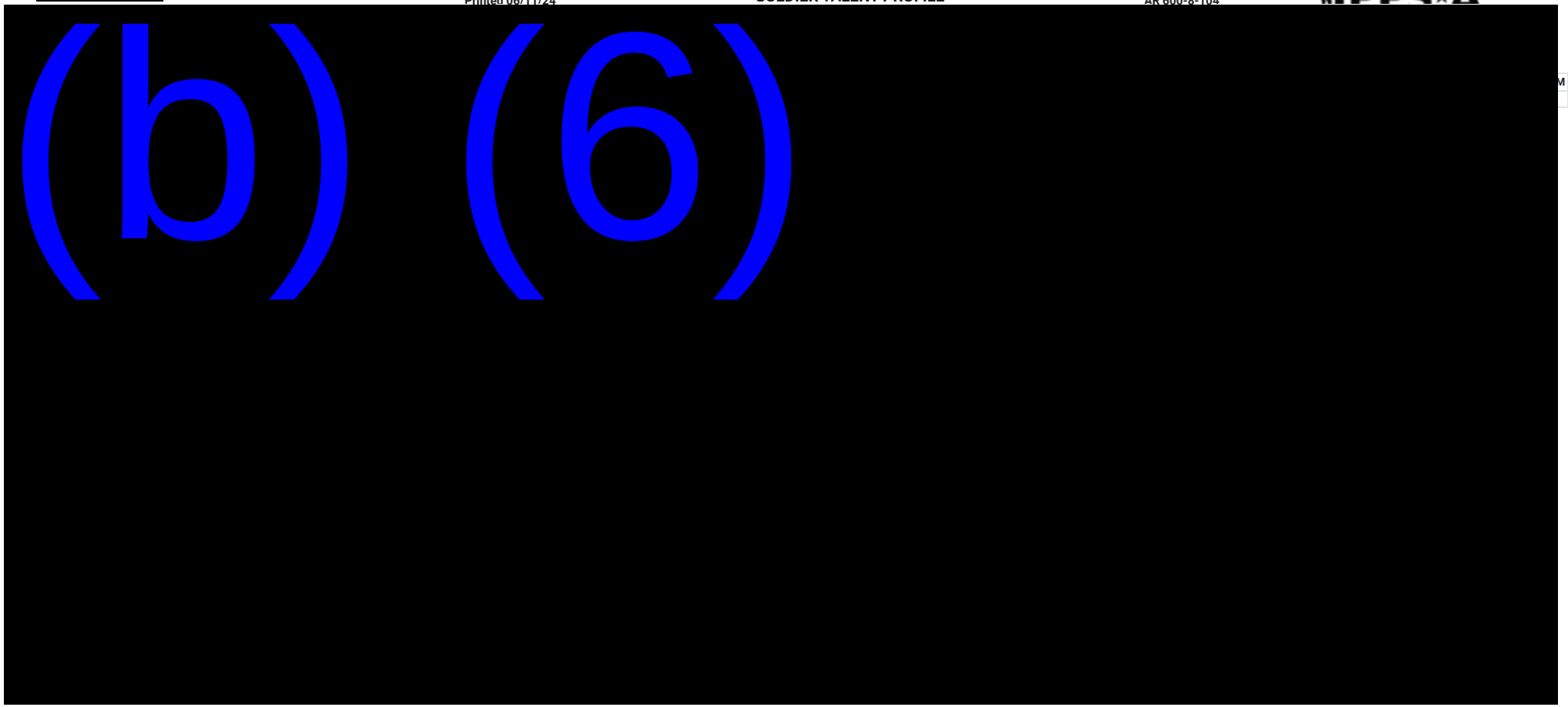
(b) (6)

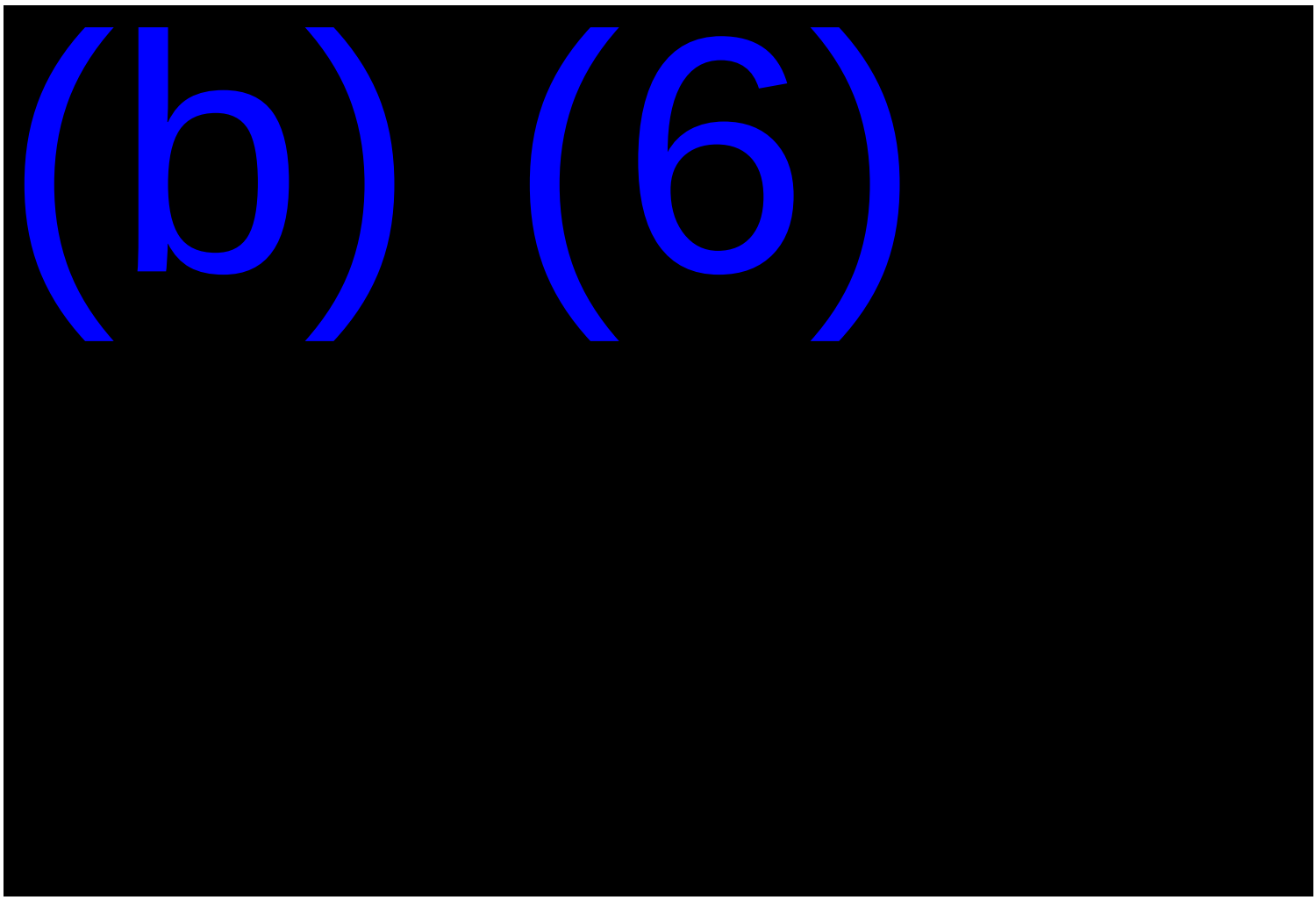
Printed 06/11/24

SOLDIER TALENT PROFILE

AR 600-8-104

IPPS-A




(b) (6)

JAG CORPS
DIVERSITY, EQUITY, INCLUSION, AND ACCESSIBILITY COUNCIL MEMBER NOMINATION FORM

Name (Last, First MI): (b) (6) **Rank/Civilian Grade:** (b)(6)

Component: OSJA **Official Email Address** (b) (6)

Current Duty Unit & Location (b) (6)

Contact Number (b) (6) **Expected Date of PCS/ETS:**

1st Line Supervisor rank and name (b) (6)

Supervisor email address (b) (6)

Why do you desire to serve as a member of the JAGC DEIA Council?

Have you previously served as a council member? ○ Yes ◉ No

Have you previously served as a Field Board member? ○ Yes ◉ No

Are you committed to attending monthly DEIA Council meetings and contributing to the council's work which may require additional reading, research, and support in preparation for council meetings? ◉ Yes ○ No

---------- **ENDORSEMENT** ----------

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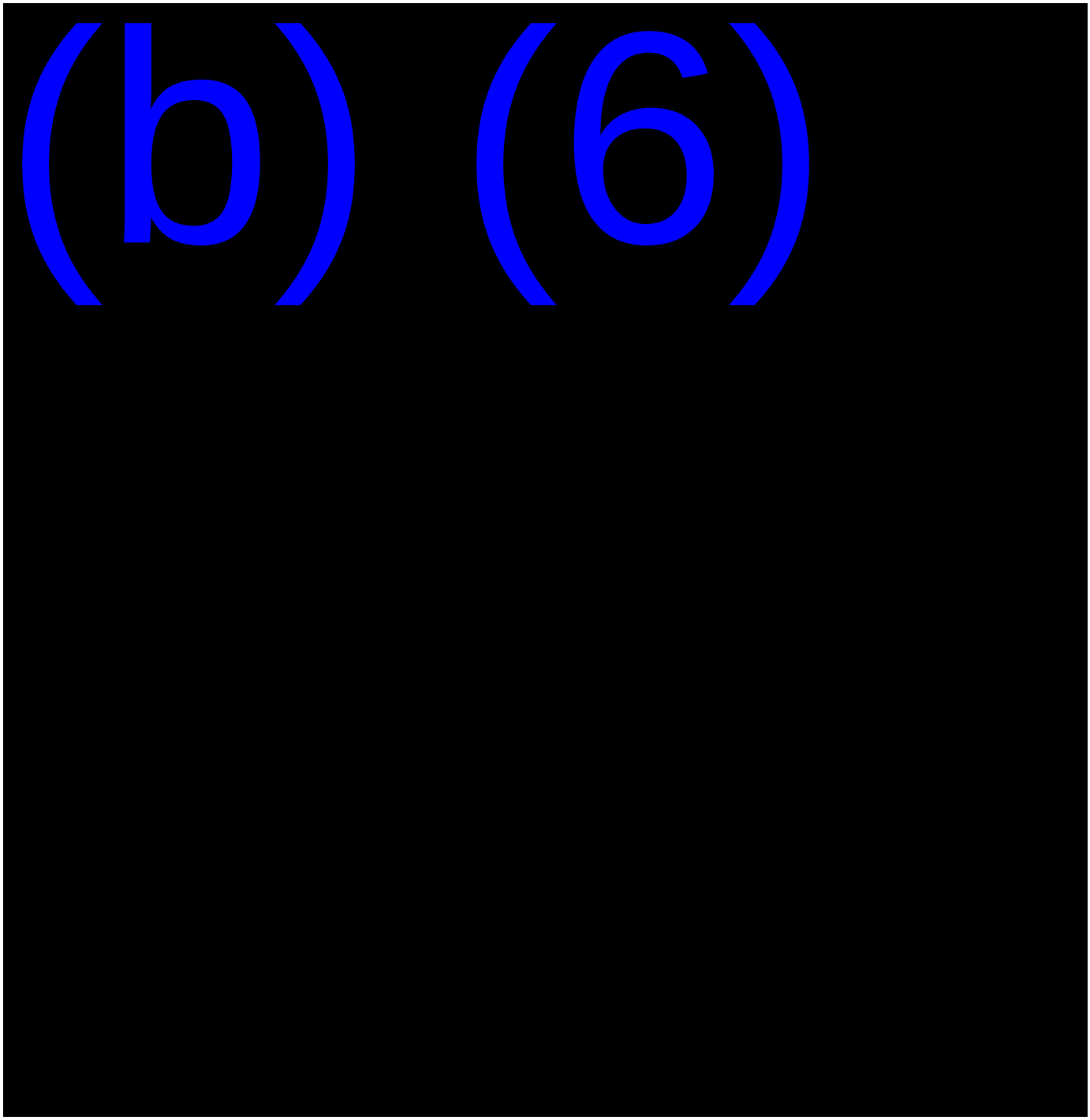
SJA, Deputy (or equivalent) email address:

SJA, Deputy (or equivalent) Comments:

(b)(6)

SJA, Deputy (or equivalent) Signature (b) (6)

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(b) (6)

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JAG CORPS
DIVERSITY, EQUITY, INCLUSION, AND ACCESSIBILITY COUNCIL MEMBER NOMINATION FORM

Name (Last, First MI): (b) (6) **Rank/Civilian Grade:** (b)(6)

Component: [1] **Official Email Address** (b) (6)

Current Duty Unit & Location

Contact Number (b) (6) **Expected Date of PCS/ETS:** 24

1st Line Supervisor rank and name (b) (6)

Supervisor email address (b) (6)

Why do you desire to serve as a member of the JAGC DEIA Council?

(b)(6)

Have you previously served as a council member? ○ Yes ◉ No

Have you previously served as a Field Board member? ◉ Yes ○ No

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SJA, Deputy (or equivalent) rank and name: (b) (6)

SJA, Deputy (or equivalent) email address:

SJA, Deputy (or equivalent) Comments:

(b)(6)

SJA, Deputy (or equivalent) Signature (b) (6)

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JAG CORPS
DIVERSITY, EQUITY, INCLUSION, AND ACCESSIBILITY
COUNCIL MEMBER NOMINATION FORM

Name (Last, First MI): (b) (6) **Rank/Civilian Grade:** (b) (6)

Component: Army Reserve **Official Email Address** (b) (6)

Current Duty Unit & Location (b) (6)

Contact Number (b) (6) **Expected Date of PCS/ETS:** 11 APR 2025

1st Line Supervisor rank and name (b) (6)

Supervisor email addres (b) (6)

(b)(6)

Have you previously served as a council member? ○ Yes ◉ No

Have you previously served as a Field Board member? ○ Yes ◉ No

Are you committed to attending monthly DEIA Council meetings and contributing to the council's work which may require additional reading, research, and support in preparation for council meetings? ◉ Yes ○ No

---------- **ENDORSEMENT**

SJA, Deputy (or equivalent) rank and name

SJA, Deputy (or equivalent) email address:

(b)(6)

SJA, Deputy (or equivalent) Signature: (b) (6)

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JAG CORPS
DIVERSITY, EQUITY, INCLUSION, AND ACCESSIBILITY COUNCIL MEMBER NOMINATION FORM

Name (Last, First MI): (b) (6) **Rank/Civilian Grade:** (b)(6)

Component: RC **Official Email Addres** (b) (6)

Current Duty Unit & Locatior (b) (6)

Contact Number (b) (6) **Expected Date of PCS/ETS:**

1st Line Supervisor rank and name (b) (6)

Supervisor email addres (b) (6)

(b)(6)

Have you previously served as a council member? ○ Yes ● No

Have you previously served as a Field Board member? ○ Yes ● No

Are you committed to attending monthly DEIA Council meetings and contributing to the council's work which may require additional reading, research, and support in preparation for council meetings? ● Yes ○ No

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SJA, Deputy (or equivalent) Comments:

(b)(6)

SJA, Deputy (or equivalent) Signature (b) (6)

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JAG CORPS
DIVERSITY, EQUITY, INCLUSION, AND ACCESSIBILITY
COUNCIL MEMBER NOMINATION FORM

Name (Last, First MI): (b) (6) **Rank/Civilian Grade:** (b)(6)

Component: RA **Official Email Address** (b) (6)

Current Duty Unit & Location (b) (6)

Contact Number (b) (6) **Expected Date of PCS/ETS:** 15 June 2024

1st Line Supervisor rank and name (b) (6)

Supervisor email addres (b) (6)

(b)(6)

Have you previously served as a council member? ○ Yes ◉ No

Have you previously served as a Field Board member? ○ Yes ◉ No

Are you committed to attending monthly DEIA Council meetings and contributing to the council's work which may require additional reading, research, and support in preparation for council meetings? ◉ Yes ○ No

---------- **ENDORSEMENT**

SJA, Deputy (or equivalent) rank and name (b) (6)

SJA, Deputy (or equivalent) email address:

SJA, Deputy (or equivalent) Comments:

(b)(6)

SJA, Deputy (or equivalent) Signature (b) (6)

Please attach a copy of your Soldier's [illegible] for civilians to this application and submit all documents to usarmy.pentagon.hqda-otjag.mbx.jagc-diversity-inclusion@army.mil

JAG CORPS
DIVERSITY, EQUITY, INCLUSION, AND ACCESSIBILITY COUNCIL MEMBER NOMINATION FORM

Name (Last, First MI): (b)(6) . **Rank/Civilian Grade:** (b)(6)

Component: Civilian & Rese **Official Email Address** (b)(6)

Current Duty Unit & Location

Contact Number (b) (6) **Expected Date of PCS/ETS:**

1st Line Supervisor rank and name (b) (6)

Supervisor email addres (b) (6)

Why do you desire to serve as a member of the JAGC DEIA Council?

(b)(6)

Have you previously served as a council member? ◉ Yes ○ No

Have you previously served as a Field Board member? ◉ Yes ○ No

Are you committed to attending monthly DEIA Council meetings and contributing to the council's work which may require additional reading, research, and support in preparation for council meetings? ◉ Yes ○ No

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SJA, Deputy (or equivalent) email address:
SJA, Deputy (or equivalent) Comments:

(b)(6)

SJA, Deputy (or equivalent) Signature (b) (6)

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JAG CORPS
DIVERSITY, EQUITY, INCLUSION, AND ACCESSIBILITY COUNCIL MEMBER NOMINATION FORM

Name (Last, First MI): (b) (6) **Rank/Civilian Grade:** (b)(6)

Component: RA **Official Email Address** (b) (6)

Current Duty Unit & Location (b) (6)

Contact Number (b) (6) **Expected Date of PCS/ETS:** 07/2026

1st Line Supervisor rank and name (b) (6)

Supervisor email addres (b) (6)

(b)(6)

Have you previously served as a council member? ○ Yes ◉ No

Have you previously served as a Field Board member? ○ Yes ◉ No

Are you committed to attending monthly DEIA Council meetings and contributing to the council's work which may require additional reading, research, and support in preparation for council meetings? ◉ Yes ○ No

---------- **ENDORSE**

SJA, Deputy (or equivalent) rank and name (b) (6)

SJA, Deputy (or equivalent) email address:

SJA, Deputy (or equivalent) Comments:

(b) (6)

SJA, Deputy (or equivalent) Signature: (b) (6)

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JAG CORPS
DIVERSITY, EQUITY, INCLUSION, AND ACCESSIBILITY COUNCIL MEMBER NOMINATION FORM

Name (Last, First MI): (b) (6) **Rank/Civilian Grade:** (b)(6)

Component: RA **Official Email Address** (b) (6)

Current Duty Unit & Location (b) (6)

Contact Number (b) (6) **Date of PCS/ETS:** 3JUL24

1st Line Supervisor rank and name (b) (6)

Supervisor email addres (b) (6)

(b)(6)

Have you previously served as a council member? ○ Yes ◉ No

Have you previously served as a Field Board member? ◉ Yes ○ No

Are you committed to attending monthly DEIA Council meetings and contributing to the council's work which may require additional reading, research, and support in preparation for council meetings? ◉ Yes ○ No

---------- **ENDORSEMENT**

SJA, Deputy (or equivalent) rank and name (b) (6)

SJA, Deputy (or equivalent) email address:

SJA, Deputy (or equivalent) Comments:

(b)(6) Field

SJA, Deputy (or equivalent) Signature: (b) (6)

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JAG CORPS
DIVERSITY, EQUITY, INCLUSION, AND ACCESSIBILITY COUNCIL MEMBER NOMINATION FORM

Name (Last, First MI): (b) (6) **Rank/Civilian Grade:** (b)(6)

Component: RA **Official Email Address** (b) (6)

Current Duty Unit & Location (b) (6)

Contact Number (b) (6) **Expected Date of PCS/ETS:** 026

1st Line Supervisor rank and name (b) (6)

Supervisor email address (b) (6)

Why do you desire to serve as a member of the JAGC DEIA Council?

(b)(6)

Have you previously served as a council member? ○ Yes ◉ No

Have you previously served as a Field Board member? ◉ Yes ○ No

Are you committed to attending monthly DEIA Council meetings and contributing to the council's work which may require additional reading, research, and support in preparation for council meetings? ◉ Yes ○ No

---------- **ENDORSEMENT** ----------

SJA, Deputy (or equivalent) rank and name: (b) (6)
SJA, Deputy (or equivalent) email address:
SJA, Deputy (or equivalent) Comments:
(b) (6)

SJA, Deputy (or equivalent) Signature (b) (6)

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JAG CORPS
DIVERSITY, EQUITY, INCLUSION, AND ACCESSIBILITY COUNCIL MEMBER NOMINATION FORM

Name (Last, First MI) (b) (6) **Rank/Civilian Grade:** (b)(6)

Component: USAR **Official Email Address** (b) (6)

Current Duty Unit & Location

Contact Numbe (b) (6) **Expected Date of PCS/ETS:** R2030

1st Line Supervisor rank and name (b) (6)

Supervisor email addres (b) (6)

Why do you desire to serve as a member of the JAGC DEIA Council?

(b)(6)

Have you previously served as a council member? ☐ Yes ☑ No

Have you previously served as a Field Board member? ☑ Yes ☐ No

Are you committed to attending monthly DEIA Council meetings and contributing to the council's work which may require additional reading, research, and support in preparation for council meetings? ☑ Yes ☐ No

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Current Key Actions

(those impacting or affecting other Divisions/Directorates)

1. Draft DEI Strategic Plan will be pushed out to stakeholders within a week

2. Monthly virtual training on 10 August at 1000 & 1600EST topic: DEI&A: An Overview

3. OPT on Train the Trainer for DEI training – Initial meeting with TJAGLCS 10 August 2023

4. Monthly virtual training on 24 August at 1000EST topic: Women's Equality in partnership w/Athena's Council

5. Review & Assess Status of Field Board projects, Charter, and SOP w/DEI Council

Leadership

(b) (6) Director
(6) s, Program Coordinator
6) Program Specialist

POC: (b) (6)
Updated: 3 August 2023

Key Briefings/Engagements (w/Date)

Diversity Outreach Travel

1. Army Equity and Inclusion Agency FY 2024 Outreach and Engagement Calendar Working Group (21-23 Aug) in Arlington, VA

2. Army Clemency & Parole Board Virtual Bias Training (22 Aug)

T/DJAG Guidance / Assistance Requested

1. None at this time

(b) (5)

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Proposal	Line of Effort	Stakeholder(s)
Formal review of the faculty selection process (TJAGLCS, AIT, West Point, etc.)	Assignments	TJAGLCS
A comprehensive historical demographic data capture of select (TK) positions to include: Faculty, Foundations, OTJAG Staff, etc.	Assignments	JALS offices
JAGC DEI Story Board (challenges, failures, successes, recommendations, etc.)	Other Obstacles to Inclusion	
Update Pub 1-1 and TJAG Policy 22-11 to require 1 hour of DEI Training for all JALS personnel annually	Training & Education	TJAGLCS
Create a formal KSA-based "hiring" program for faculty-like positions	Assignments	TJAGLCS

Create a database of JALS personnel with "special skills" (language, specialties, ASIs/SQIs, certifications, etc.) that can be useful in assignments or in building an adjunct professor pool	Assignments	PPTO
Create an alma mater database of JALS personnel that can assist in direct-recruiting efforts	Recruiting & Accessions	JARO
Develop an "Integration to the JAG Corps" course for new Civilian attorneys and paralegals	Other Obstacles to Inclusion	L&E
Create a messaging initiative that includes testimonials about the benefits and challenges of duty locations	Assignments	SIO; JALS offices
Create an enterprise-wide "Bench Builder" program and have people opt-in to their respective areas of expertise via resume and interview	Other Obstacles to Inclusion	PPTO/All BenchBuilders

Develop a “master list” of duty descriptions for dissemination (JAGCNET)	Assignments	PPTO
Capture and publicize a pamphlet of "special" assignments with criteria, nomination and selection process, cycle time, etc. for all JALS personnel (JA, WO, enlisted, etc.)	Assignments	
Create an assignment satisfaction survey program	Assignments	PPTO
Create an "Assignments Information Program" for potential JAGC recruits to learn more about duty locations, positions, opportunities, etc.	Assignments	JARO
Collect DEI data from all JALS organizations of personnel assignments to be reviewed and analyzed for possible obstables to DE&I	Assignments	ODEI
Create a Captain Career Coaches Program to field questions from the Field and liaise with stakeholders on RFIs, etc.	Other Obstacles to Inclusion	PPTO
DEI Marketing Plan for Recruitment (of Civilian attorneys as well)	Recruiting & Accessions	JARO

Adopt a standardized, structured interview and panel framework for attorney hiring actions	Recruiting & Accessions	L&E, ODEI
Create an accessions mentorship program	Recruiting & Accessions	JARO/PPTO
Create a targeted marketing campaign for JAGC interships (audience is first-generation law students)	Recruiting & Accessions	JARO
Create a targeted marketing campaign for JAGC DAC positions	Recruiting & Accessions	JARO
Retention Initiative of all Cohorts - what do they want/value	Retention	PPTO

Work w/ ITD to create an exit survey for all members of the JAGC that can be submitted electronically (maybe via JAGCNet PPTO page)	Other Obstacles to Inclusion	
Create a networking plan between the JAGC and all Law Schools that includes JA and Civilian attorney "ambassadors"	Recruiting & Accessions	JARO
Create an FSO Selection & Training Plan that includes implicit bias training, cultural sensitivity training, candidate evaluation criteria, etc.	Recruiting & Accessions	
Develop a DEI metrics collection strategy and an implementation strategy to action the results	Other Obstacles to Inclusion	
Create a JAGC Recruiting Campaign	Recruiting & Accessions	
Create a JAGC "Recruit the Soldier - Retain the Family" Recruiting Campaign	Retention	
Launch a "Why We Decided to Serve Campaign" to identify retention incentives	Retention	PPTO
Recommend selecting a team of individuals with a background in special education to visit designated installations/local school districts and hold town halls or public surveys to ascertain short comings in services.	Other Obstacles to Inclusion	
Develop a Tiger Team to determine the level of service all OSJAs will provide regarding special education services	Accessibility	

Conduct a follow up exit interview post one year of JALS personnel who have departed and identify job satisfaction in the civilian world to provide a comparison (use qualitative and quantitative data)	Retention	
Develop scenarios for courageous conversations in the workplace	Other Obstacles to Inclusion	ODEI
IAW ODEI Charter, track last xx years of diversity metrics from JA promotion and accessions boards		ODEI
IAW ODEI Charter, conduct analysis of diversity selection for key JALS leadership assignments across the formation		ODEI
IAW ODEI Charter, review major JALS publications (i.e. the Army Laywer/MLR) to ensure diversity of authors selected for publication		ODEI
IAW ODEI Charter, track the diversity of guest speakers and instructors invited by TJAGLCS		ODEI
FB Review all 22 pages of ideas - validate, organize and provide recommendations		

Notes	TJAG Approval (KC)	Vote
FB would outline what they think a process would look like? ([redacted] How do we determine if a formal review needed ([redacted] Does the "review" mean to document the current selection process and point out DEIA concerns? Do we also want recommended changes? ([redacted]	X	
Seems like something PPTO/TJAGLCS would be able to assign- not really a FB project ([redacted]. concur - I don't think they have the data ([redacted] We don't have the data; but we are devleoping a new talent managment database that will capture this in the future ([redacted] What would be the purpose of this? It used to be archived in the JAG Directory ([redacted] We need to define the select positions to scope the data collected. Based on the examples provided, it would be JAGC wide data collection requiring tasking to each offices. [redacted]		
Is this to develop marketting/education materials? [redacted] Could the ODEI ask for this from the entire JALS and oversee publication/sharing? [redacted] Obtaining DEIA challenges and failures would require a more discreet information collection method - may be an annoynous feedback/inbox. ([redacted]		
FB could draft criteria- or Team ODEI could ([redacted] How do we determine what should be trained during this DEI training? Is there a Federal/DOD/DA level DEI training to incorporate? Is there a vetting requirement what can be taught as JALS training? ([redacted] Perhaps the ODEI can analyze what would be most helpful and develop a training program/package. ([redacted]	X	[redacted]
This seems very linked to the idea in row 2 ([redacted]	X	

FB could draft what skills should be tracked and what the criteria is for each category (b) (6) The Assignment Preference Sheet (27A) already provides officers to provide this information and PPTO Career Managers already consider it (b) (6) So the output here would be to know how successful we are (or will now be in the future if we start tracking) in matching up special skills with assignments (b) (6) ? Instead of the personnel database, can we create positions list with required/preferred "special skills" so we can see how the person selected matches with	X	
Not a FB projract - but, FB could maybe draft what they'd like from these mentors so they could be invited into program with a shared purpose/understanding (b) (6) . JARO already has a list of JAGC Alumni. It's difficult to keep up-to-date. They might welecome the help in updating it (b) (6) Or make it a JAGCNET entry so it populates that way (b) (6)		
If we had a FB of Civilian folks- they might be able to generate list of what they wish they'd known and draft the curriculum (b) (6) I concur. Unofficially, many of our amazing Civ attny teamates do this already. Perhaps include them and have them share their "trade secrets" with new hires. (b) (6)		(b) (6)
sure what a FB would bring to this- also might be asking for uncontrolled information. (b) (6) I'm just concerned about how we publish it. (b) (6) We could filter the information. I think this would be a good one for FBs because they are in the "field" - we just need to keep them focused on DEI-specific concerns (e.g. local town has vocal Aryan nation presence) (b) (6) think this could be one of the 14. KC May consider having each JALS offices craft their own "recruiting" pitches to JALS personnel in a similar matter that units do for their AIM cycle recruiting. FB can create		(b) (6)
Can we add this to the current bench builder model with input from the SJA/RDC (supervisor) ICW the "Bench Builders"? (b) (6) Not sure I understand this initiative. We already have this for 27As. Is this to expand it for the rest of JALS? (b) (6)	X	

Not sure this is a FB topic - sound slike a Pub 1-1 appendix. (b) (6) For 27As, PPTO already has a list of jobs and already sends it to the field every year. A duty description database may be helpful, but I guess I'm just wondering why someone could just call the incumbent to ask what they do? (b) (6) Is there a way to use the AIM website or JALS Enterprise network to populate duty descriptions with field input? (b) (6)		
Not sure this is a FB topic - sound slike a Pub 1-1 appendix. (b) (6) While the development of the pamphlet may not fall to the FBs, we should solicit their input into which/what type of "special" assignments would likely assist in recruiting efforts. (b) (6)		
FB could draft and then run a sample set to refine - and then propose for Corps-wide implementation (b) (6) I think this could be one of the 14 (b) (6) FB can help craft and assist in getting it approved IAW AR 25-98. (b) (6)	X	(b) (6)
Not sure if FB - but would be a good resource for FSOs (b) (6)		
FB conducting astudy- I think they'd propbably need to take this in steps and proceed as approved by TJAG (b) (6)	X	
Seems like it might be problematic to have a group with some authority perhaps no speaking consistently with PPTO. (b) (6)	X	
Don't we already do this through JARO? (b) (6) The FBs can be used to spark and generate fresh DEI ideas, especially our RC and ARNG populations that may have formal marketing experience. (b) (6) FB could interview folks who joined JAGC from civilian practice to see what appeals so guide further outreach. (b) (6)	X	

Are we only talking about our civ attny hiring actions? (b) (6) Otherwise, great idea to standarize. I think this was also FSO questions. (b) (6) Concur - FB could talk with folsk who have conducted interviews to gather the questions they used, draft suggested questions, and then they could be reviewed by labor & employment for possible use in future huiring actions. (b) (6)	X	
FBs could provide feedback on what they'd like to see included in a accessions mentorship program - what should it look like, how long does it last, basic talking points for their fingertips, etc. (b) (6) Also considering Leadership Center who was working on a formal(ish) mentorship on-line program (b) (6) I recommend we select more seasoned FSOs - not CPTs - to encourge this natural mentorship relationship with applicants/potential applicants. Selecting senior folks (senior majors and above) will greatly help in this endeavor. (b) (6) Not sure how FB would influence- maybe come up with ideas on how to fomalize- I got the email about selections for JAGC and the request to recah out to folks from my law school. Seems like it was a positive step- but, FB could come up with a more solid and enduring program (b) (6)		(b) (6)
While JARO will be the OPR, this is something FBs could provide input on WRT what information they think would be effective in a marketing campaign based on their own experiences. Kind of like when advertisers use focus groups - I think that is what they are called. (b) (6) Concur- maybe FB drafting criteria for what offices should host and what goals SJAs should have for their interns. (b) (6)	X	(b) (6)
Same as above ((b) (6)) Would this be for trying to hire Civilians already within the DA? (b) (6)	X	(b) (6)
This may be something for which the FB could provide input.KC Maybe they draft survey or interview type questions to gather this info more effectively that we do now - then if TJAG approved start the survey/program (b) (6)	X	(b) (6)

FBs could certainly provide suggested questions for the exit survey ((b) (6)). FBs could also come up with different templates, based on time in service, rank, JALS-wide so it's not just one generic survey ((b) (6). Concur - FB start with review previous data to see trends and share- if not already happening. ((b) (6)		(b) (6)
They started doing this with the last ABA related conference, Mr. Koon sent Ms. Brunson (FLSA) to represent and recruit talented civ attnys. Great idea though! (b) (6) And we had a civilian attorney at NAPABA as well (b) (6) definitely a sustain and could FB could come up with a few COAs -- like not all in person, but virtual networking meetings, for example ((b) (6) FB could review and come up with more ideas to expand current efforts (b) (6)		(b) (6)
The FSO training already does this.KC FB could review current FSO vetting, training, and practice and identify areas fopr potential improvement. (b) (6)		
Something they could work on. (b) (6) Concur ((b) (6)	X	(b) (6)
Not a FB responsibility. this is strategic. (b) (6) FB could review current and provide thought/input for consideration ((b) (6) Concur with having FBs as focus groups to provide feedback before finalization ((b) (6)	X	
Not at the FB level. (b) (6) FB could consider these goals while working some of the other projects - include in why we stay, exit interview review type analysis ((b) (6)	X	
Could be one of the 14 if structured carefully. (b) (6) Concur that this should be one of the 14. ((b) (6) This could then be provided to recruiting and FSO teams for positive and uniform messaging (b) (6)	X	(b) (6)
and then do what with it. We can't direct local school districts to implement programs. Do not think this is feasible. (b) (6) Maybe survey EFMP parents about areas - but agree with Ms. Carlisle- to what end? I'm not sure sharing that ifo would be beneficial Public surveys require OMB approval (b) (6)	X	
Is this an LAPD question? (b) (6) Not a FB task (b) (6)	X	

FB could draft exit interview "script" or survey. But, if approved, I think PPTO would likely be the keeper of the contact info for folks to receive interview / survey (b) (6) concur, but I think it can be one of the 14. (b) (6)	X	T(b) (6)
Seems like a great FB tasker - maybe for more than one board. Maybe board get assigned different areas of DEI to think about. (b) (6) should be 1 of the 14. (b) (6)		(b) (6)
This seems like they'd likely need to work with PPTO for a lot of historical data - is there another way for a FB to do this? (b) (6)		
This seems like they'd likely need to work with PPTO for a lot of historical data - is there another way for a FB to do this? (b) (6) This would require access to a data analysist or ORSA and would just end up being tasked up. (b) (6)		
Not a satifying FB task - but maybe they work with Army Lawyer/MLR to ste up a tracking system (b) (6)		
Not a FB task - at most they could list what should be tracked (topic, audience, date, characteristics of the speaker) (b) (6) concu (b) (6)		
just an idea (b) (6)		

thought it might help if you initialed the ones you recommend going forward on - in vote column - if notes didn't make it clear (b) (6))

Diversity, Equity, Inclusion Council

- Field Boards completing the remainder of their project presentations 21 DEC 23
- Field Board Feedback Surveys
- Staffing Field Board Project initiatives for implementation
- Updating and Revising DEIC Charter & Business Rules



FB presentations complete 19 OCT
- FB 1: (b) (6) Storyboard
- FB 2: Alma Mater database for recruiting efforts
- FB 4: Benefits & Challenges of duty locations
- FB 7: Accessions sponsorship program
- FB 14: Special observance material and/or programs

FB Presentations complete 16 NOV
- FB 5: Assignment satisfaction survey
- FB 8: Advisory group development for Identity working group
- FB 10: Exit interviews
- FB 11: Courageous conversations leader book
- FB 13: Hometown hero program

FB Presentations pending for 21 DEC
- FB 3: Develop JAGC integration program
- FB 6: Captain Career Coach program
- FB 9: Exit survey
- FB 12: Better use of Compo 2/3 for recruiting

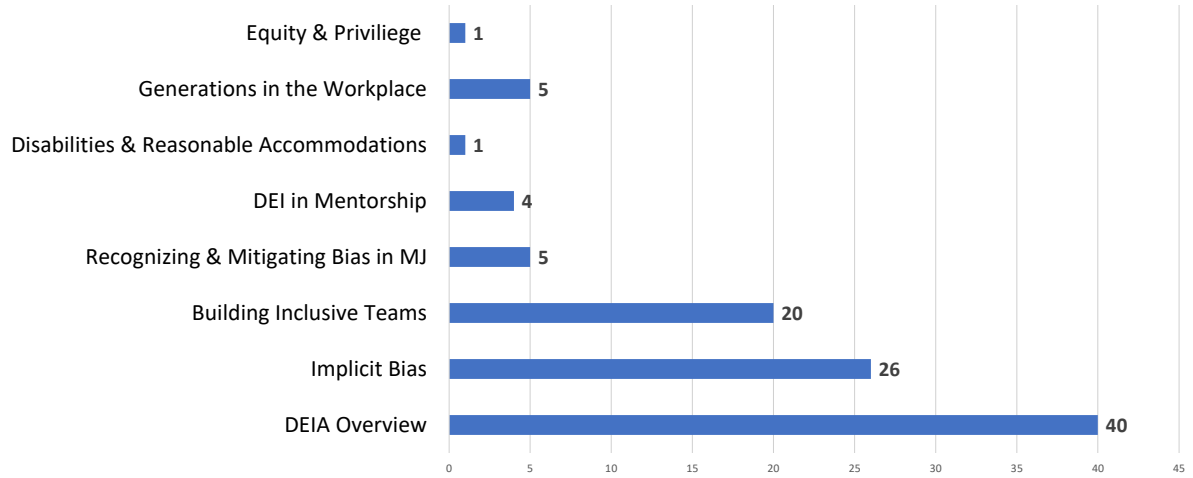
Office of Diversity, Equity, Inclusion & Accessibility



Highlights of Past 3 months…

- Development of MS Teams DEI&A Training and Resources Page
- FY24 dual track Strategic Training Calendar
- Recorded Training Sessions for FY24
- Sister Service DEI&A Collaboration Group
- 6 Implicit Bias Selection Board Briefs for JARO & GOSC
- Recommended revisions for JALS Pub 1-1
- Total # of JALS personnel trained: 964 (SEP- NOV 2023)

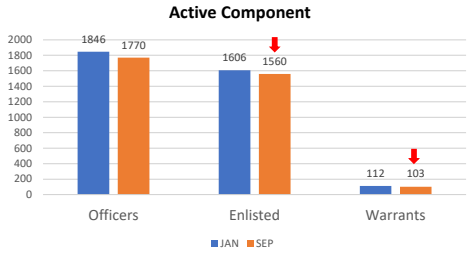
Training Topic Interest OCT 22 - Present

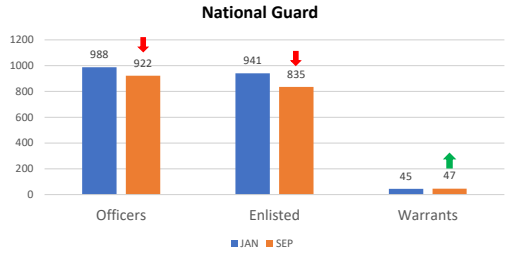


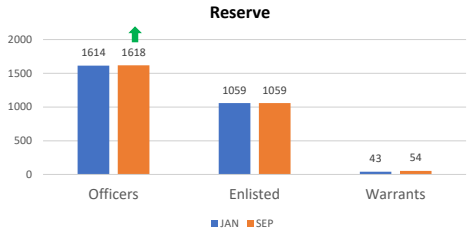
Total 4,441 JALS personnel taught

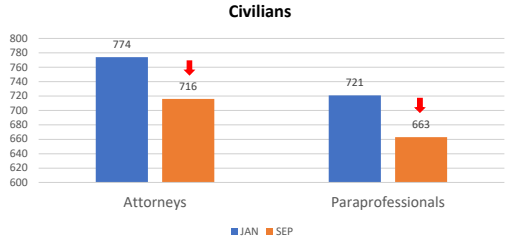
Dating back to 1 OCT 2022
4441 total PAX trained since

Cohort Comparison JAN- SEP 2023

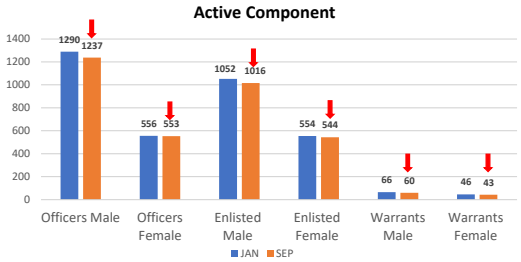


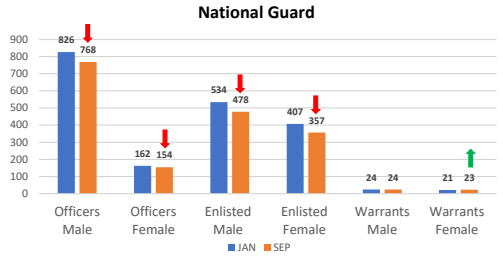


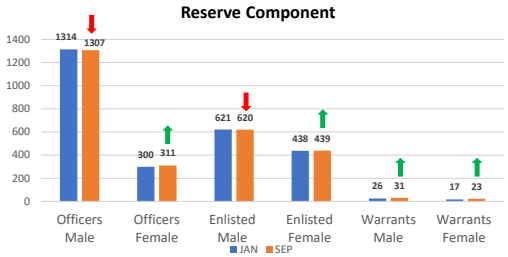


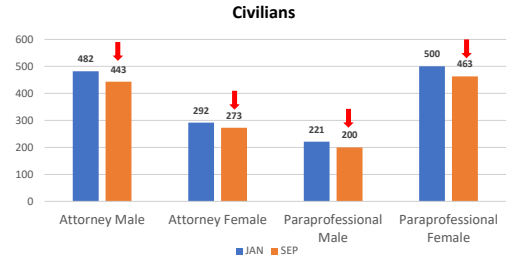


Gender Comparison JAN- SEP 2023

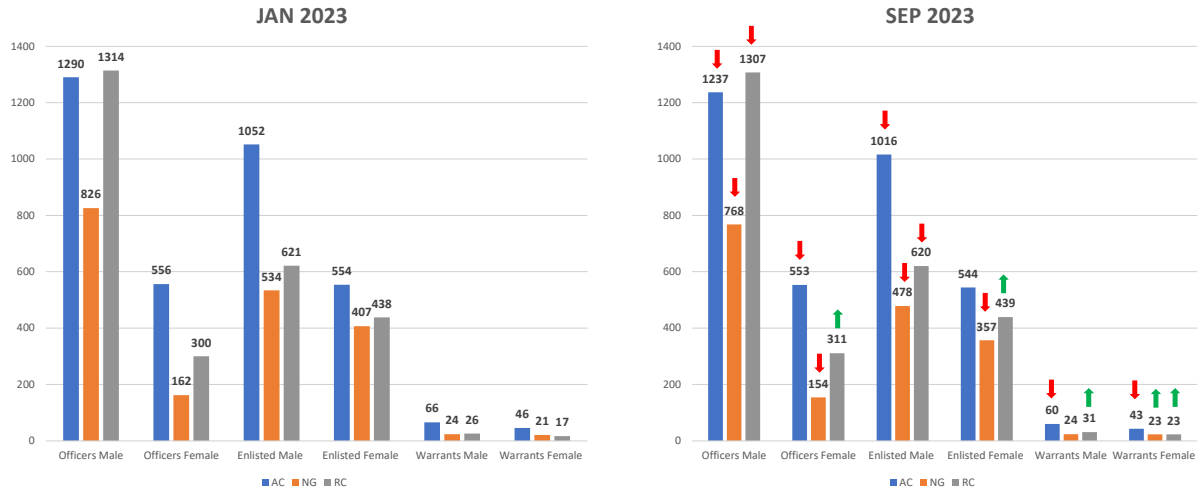




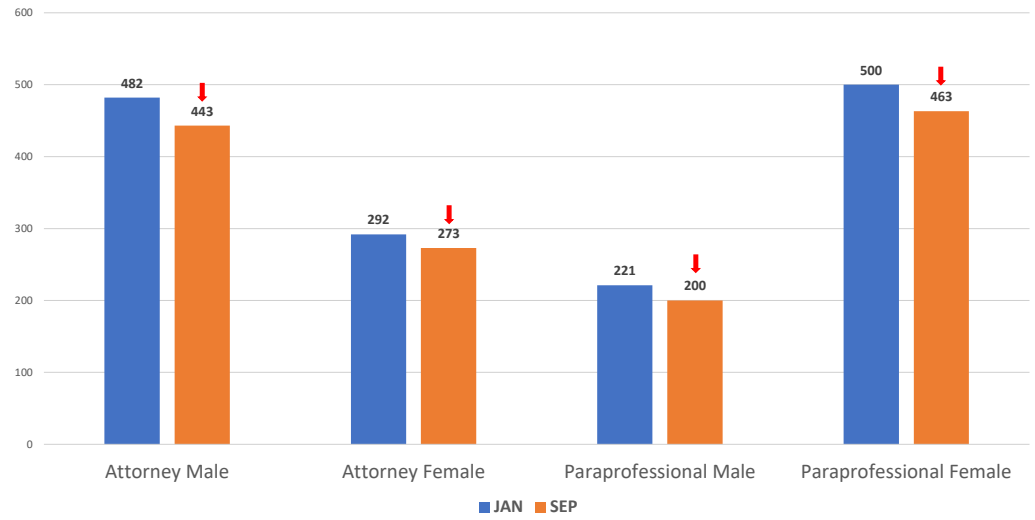




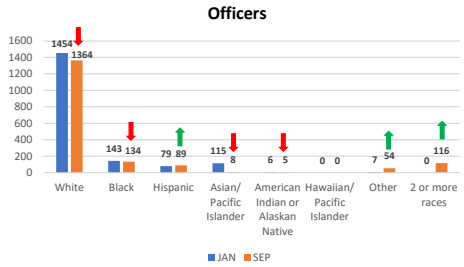
Gender Comparison JAN- SEP 2023

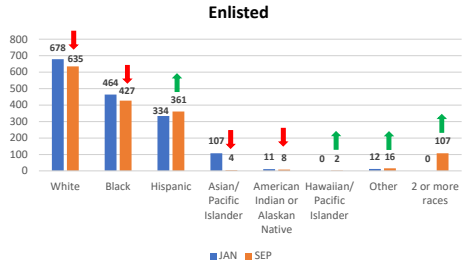


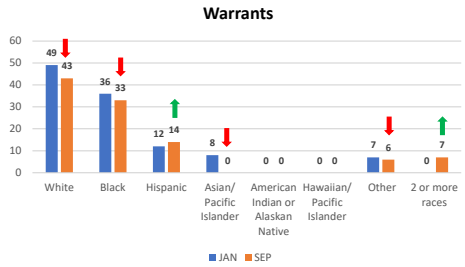
Civilian Gender Comparison JAN- SEP 2023



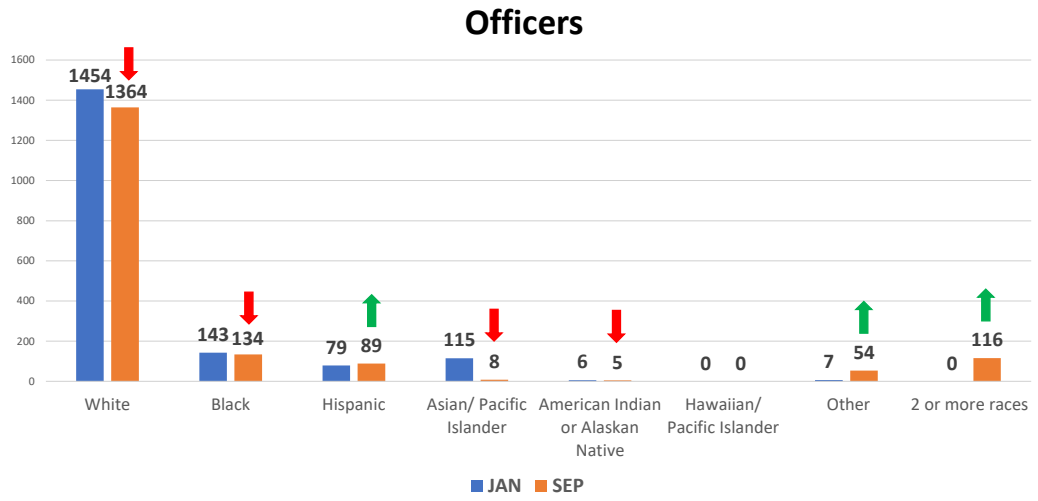
AC Race/Ethnicity Comparison JAN- SEP 2023







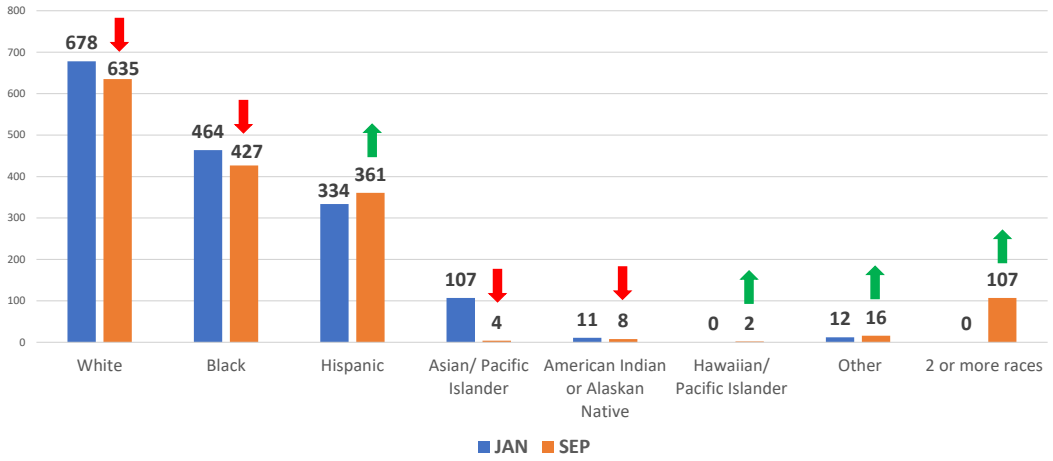
AC Race/Ethnicity Comparison JAN- SEP 2023



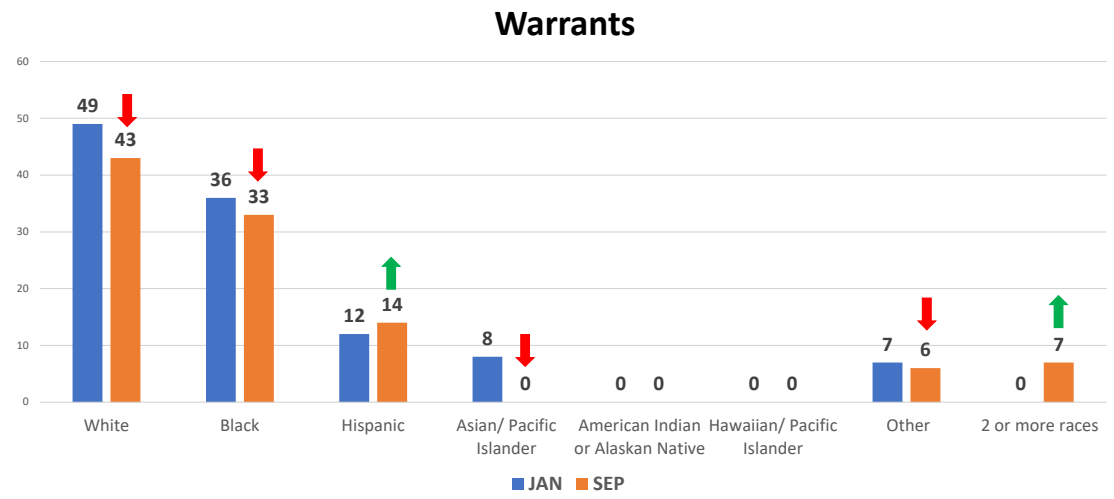
Asian/Pacific Islander drop in numbers is due to a glitch in the IPPSA roll out. HRC is trying to manually fix it and we have provided instructions to JALS on how to update their own demographic info.

AC Race/Ethnicity Comparison JAN- SEP 2023

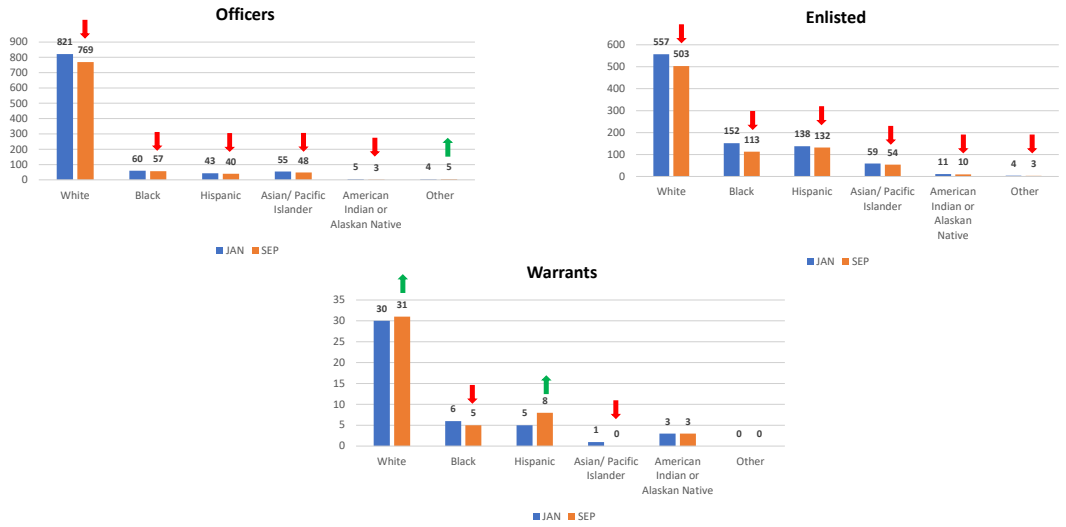
Enlisted



AC Race/Ethnicity Comparison JAN- SEP 2023

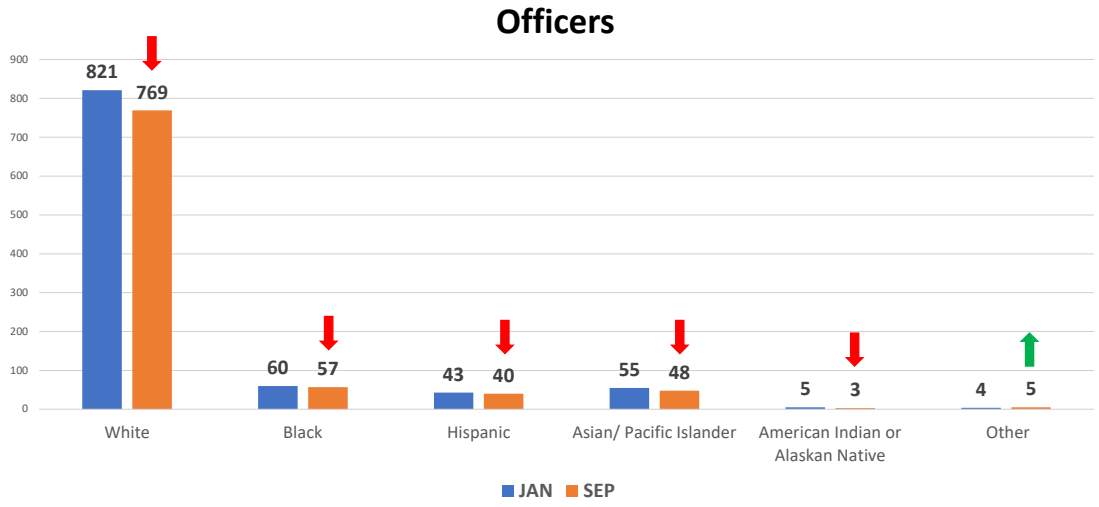


NG Race/Ethnicity Comparison JAN- SEP 2023

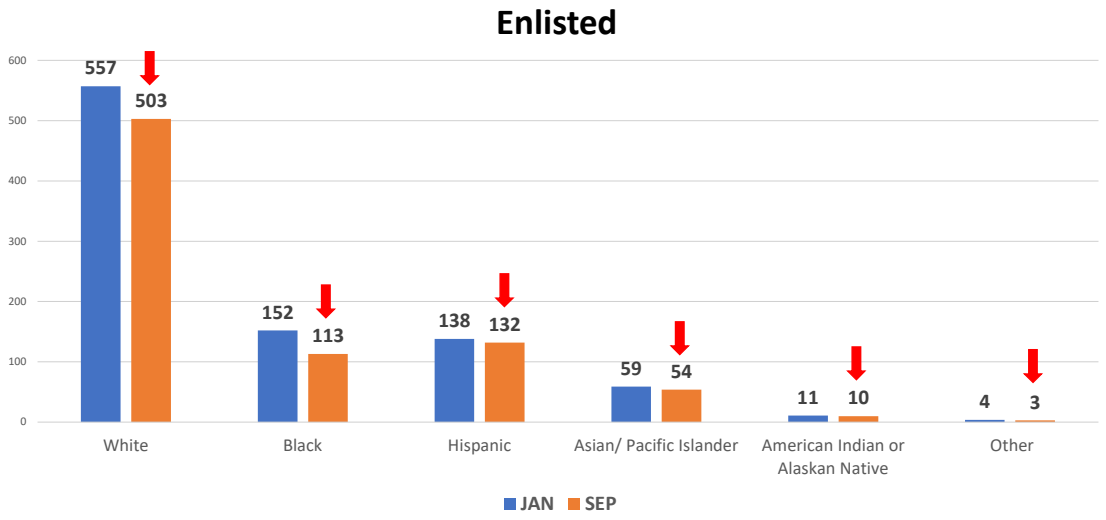


Categories are different from AC due to a delay in IPPSA role out for NG.

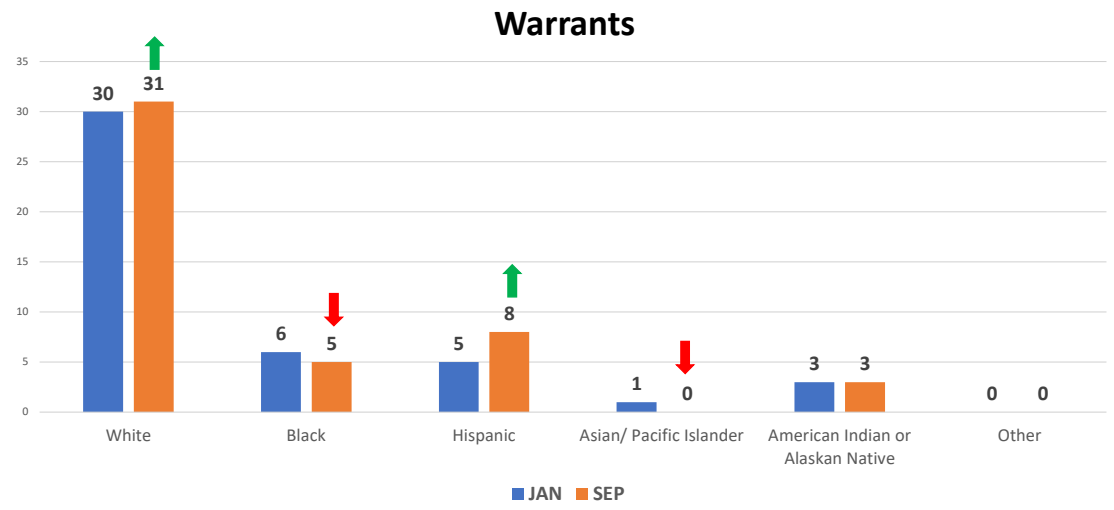
NG Race/Ethnicity Comparison JAN- SEP 2023



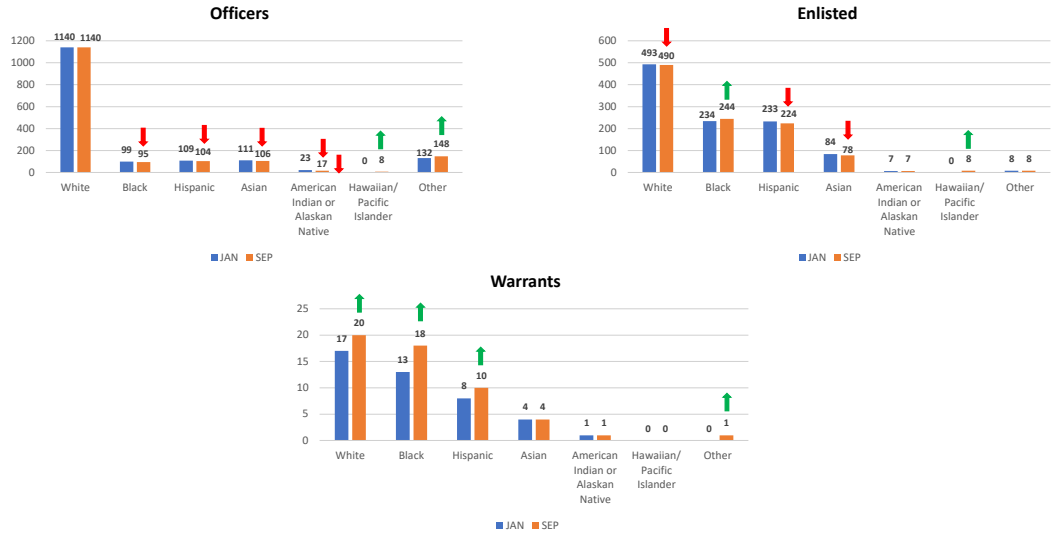
NG Race/Ethnicity Comparison JAN- SEP 2023



NG Race/Ethnicity Comparison JAN- SEP 2023

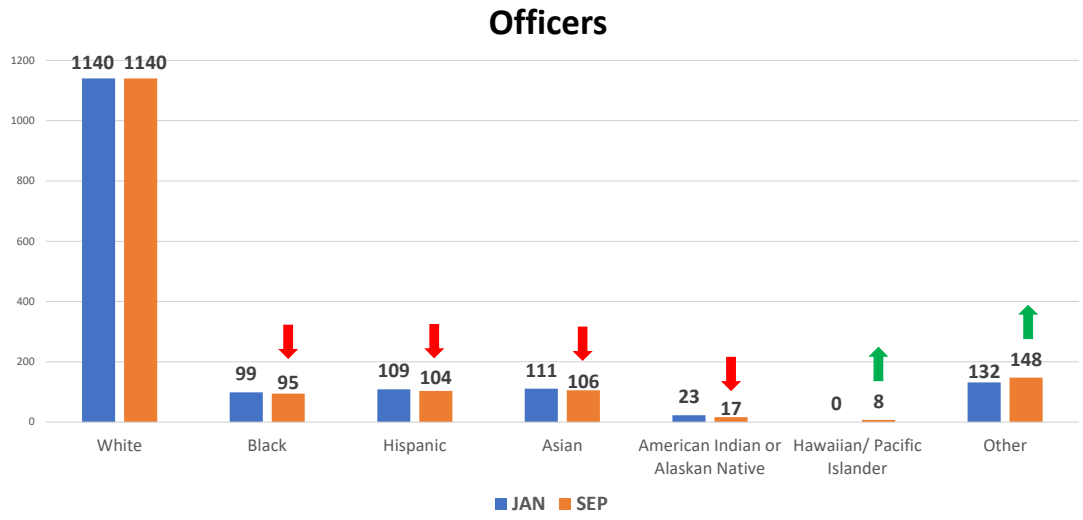


USAR Race/Ethnicity Comparison JAN- SEP 2023

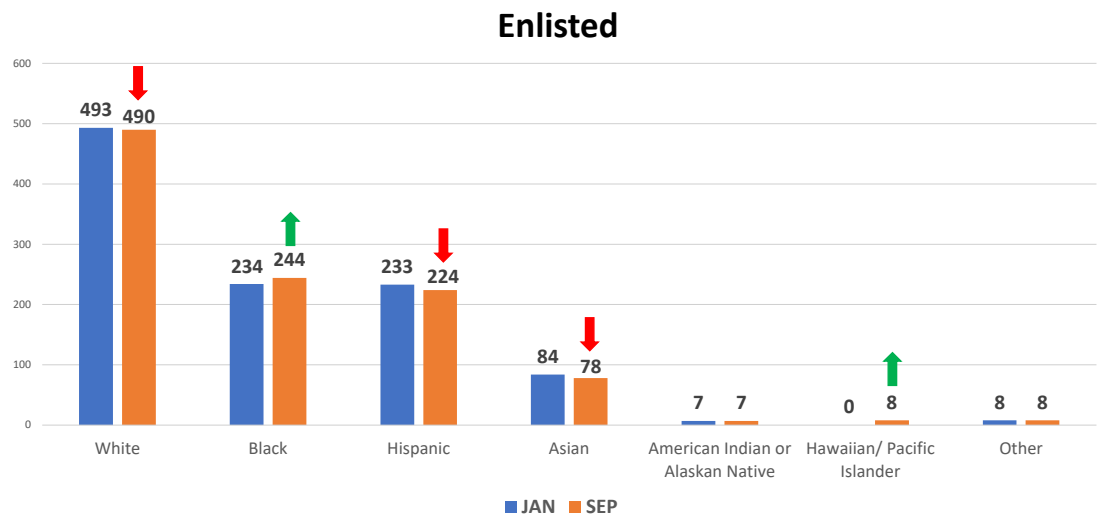


Drop in Asian numbers is due to IPPSA roll out.

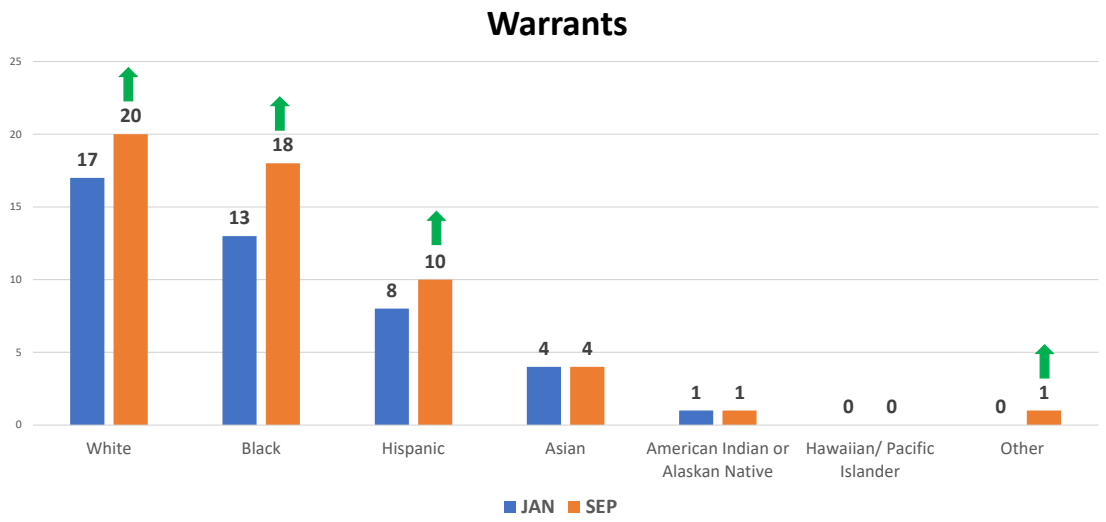
USAR Race/Ethnicity Comparison JAN- SEP 2023



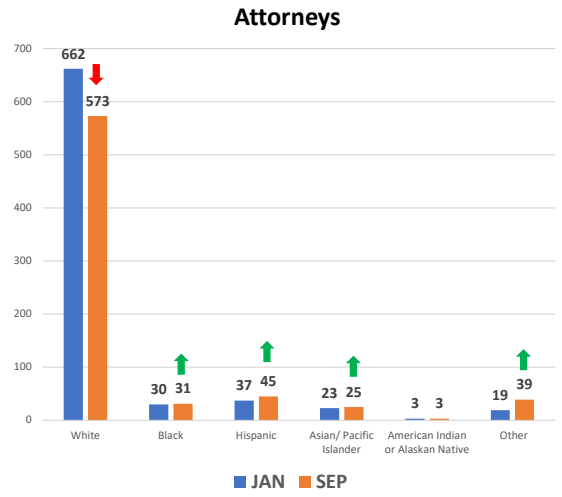
USAR Race/Ethnicity Comparison JAN- SEP 2023

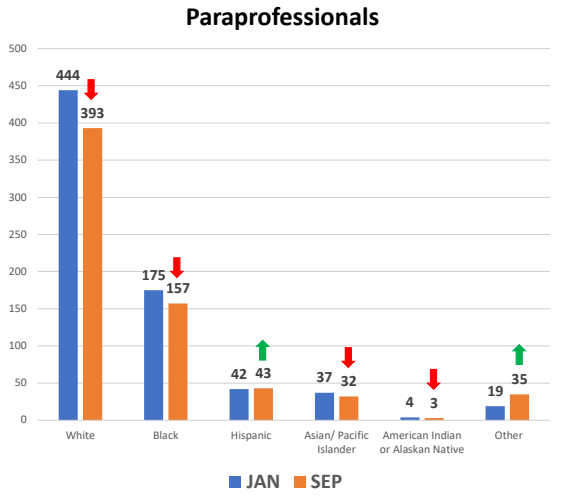


USAR Race/Ethnicity Comparison JAN- SEP 2023



Civilian Race/Ethnicity Comparison JAN- SEP 2023





AC FY24 LTC Promotion Data (IZ)

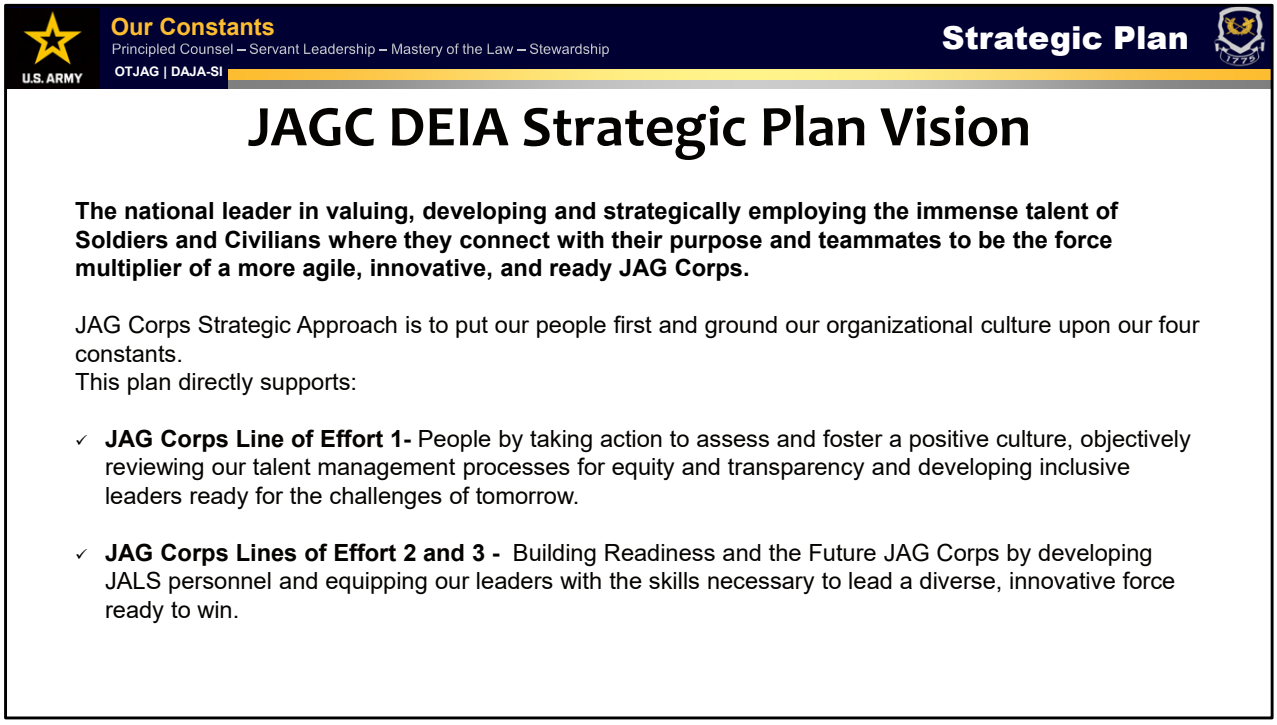
Category	Considered	Selected	Percentage
Female	12	10	83.3%
Male	60	43	71.7%
White	61	44	72.1%
Black	4	3	75%
Asian	3	3	100%
Hispanic	1	1	100%
Other	3	2	66.7%

*In the Zone selection rate was **73.6%***

AC FY24 COL Promotion Data (IZ)

Category	Considered	Selected	Percentage
Female	11	10	90.9%
Male	24	14	58.3%
White	27	18	66.7%
Black	1	0	0%
Asian	2	2	100%
Hispanic	5	4	80%
Other	0	0	N/A

*In the Zone selection rate was **68.6%***



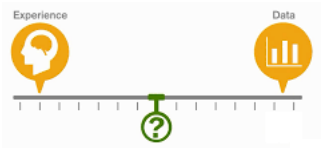
JAG Corps Strategic Approach is to put our people first and ground our organizational culture upon our four constants-mastery of the law, principled counsel, servant leadership, and stewardship—the JAG Corps will support ready, lethal, and modern Army conducting operations across the spectrum of competition through conflict and in any operating environment.

JAG Corps Line of Effort 1—People by taking action to assess and foster a positive culture, objectively reviewing our talent management processes for equity and transparency and developing inclusive leaders ready for the challenges of tomorrow.

This focus will directly feed into Lines of Effort 2 and 3 Building Readiness and the Future JAG Corps by developing JALS personnel and equipping our leaders with the skills necessary to lead a diverse, innovative force ready to win.

JAGC DEIA Guiding Principles

1. Informed Decision-Making



2. Integrated and Collaborative Approach



3. Improved Access



4. Increased Agility and Adaptability



5. Foster Growth not Perfection

Informed Decision-Making

JAG Corps DEIA efforts are driven by an evidence-based data collection, analysis, and assessment framework; and incorporate internal and external feedback, resulting in sustainable, continuous, and measurable improvements in DEIA outcomes.

Integrated and Collaborative Approach

Advance a whole-of-regiment DEIA approach with fully engaged and integrated leadership that supports the effective and measurable execution of strategic goals across all functions. Collaboration should enable synergies not previously exploited. It should also emphasize that initiatives are for the benefit of all

JALS members.

Improved Access

Remove barriers and provide enhanced opportunities for qualified individuals, including individuals with disabilities, and provides organizational support to address all aspects of accessibility globally.

Increased Agility and Adaptability

Ensure the capability to integrate new aspects of DEIA and to combat emerging DEIA barriers ensuring we maintain our relevance and lethality. If a course of action needs to be adjusted or abandoned due to emerging information/needs, we will remain flexible (regardless of sunk costs).

Foster Growth not Perfection

Ensure JALS members are afforded space to learn and grow while improving equity and inclusivity.



1. Demonstrate Leader Commitment and Support to Diversity, Equity, Inclusion and Accessibility as a Force Multiplier to Enable Readiness

2. Institutionalize Equitable Talent Management Processes to Acquire, Develop, Employ, and Retain High-Performing, Talented Individuals.

3. Cultivate an Inclusive and Accessible Workplace Environment where all JALS personnel can thrive.

1. Demonstrate Leader Commitment and Support to Diversity, Equity, Inclusion and Accessibility as a Force Multiplier to Enable Readiness

- Demonstrate leadership accountability, commitment, and engagement.
- Create processes and procedures with metrics that measure effectiveness of inclusive practices.
- Improve communication and transparency across, up, and down the organization.

2. Institutionalize Equitable Talent Management Processes, to Acquire, Develop, Employ and Retain High-

Performing, Talented Individuals.

- Establish policies and expand strategic relationships with key stakeholders.
- Implement, enhance, and sustain successful recruiting practices and strategies.
- Implement military and civilian centric outreach programs to increase our reach to untapped talent.
- Ensure talent management processes and procedures are equitable and transparent to allow JALS personnel to reach their full potential.
- Professionally develop each cohort in an equitable and transparent manner to positively influence retention of top talent.

1. Cultivate an Inclusive and Accessible Workplace Environment where all JALS personnel can thrive.

- Increase inclusion through training, leader development, mentorship, and professional engagement programs.
- Develop and promote quality of life approaches/practices that influence the retention.
- Develop strategies to advance accessibility and eliminate, where applicable, barriers to equity.
- Develop a sustainable construct for the JAG Corps DEI Council to impact and influence transformational change.

U.S. ARMY

Our Constants

Principled Counsel – Servant Leadership – Mastery of the Law – Stewardship

OTJAG | DAJA-SI

Strategic Plan



Goal 1: Demonstrate Leader Commitment and Support to Diversity, Equity, Inclusion and Accessibility as a Force Multiplier to Enable Readiness



- Demonstrate leadership accountability, commitment, and engagement.
- Create processes and procedures with metrics that measure effectiveness of inclusive practices.
- Improve communication and transparency across, up, and down the organization.



Tasks

- ✓ Track and assess flag officer engagements
- ✓ Identify gaps in our personnel data
- ✓ Talking points for Senior Leaders

1. Demonstrate Leader Commitment and Support to Diversity, Equity, Inclusion and Accessibility as a Force Multiplier to Enable Readiness

- Demonstrate leadership accountability, commitment, and engagement.
  - Task 1.1.1 Update/Post written DEIA policy statements.
  - Task 1.1.2 Review and analyze responses to Article 6 self-assessment responses for DEI practices being implemented at OSJAs.
  - Task 1.1.3 Review Subordinate Feedback Program for potential data points
  - Task 1.1.4 Implement JAGC DEIA trainer certification program
  - *Task 1.1.5 Track and assess flag officer engagements with affinity bar associations*
- Create processes and procedures with metrics that measure effectiveness of inclusive practices.

- *Task 1.2.1 Identify gaps in our personnel data (retention, promotion, development and separation by race/gender etc.)*
- Task 1.2.2 Track and evaluate DEIC Field Board initiative recommendations
- Task 1.2.3 Conduct trend analysis to identify and eliminate barriers
- Task 1.2.4 Develop assessment of DEI&A training effectiveness
- Task 1.2.5 Develop COAs to implement JALS wide climate survey

➢ Improve communication and transparency across, up, and down the organization.
- *Task 1.3.1 Develop talking points (observances, initiatives status, etc.) for senior leaders quarterly*
- Task 1.3.2 Continue to develop ODEI&A webpages and assess usage
- Task 1.3.3 Post Reasonable Accommodation (RA) procedures, Personal Assistance Services (PAS) and Architectural Barriers Act (Section 508) notices on the ODEIA website.
- Task 1.3.4 Develop a JAGC Communications Plan

Stakeholders

- ODEIA
- Wellness
- Retention Specialist
- DEIC
- Civ Personnel Management



- PPTO
- JARO
- SIO
- TJAGLCS
- JALS Personnel



Priorities for FY24

- Senior Leader Talking Points
- OPT for DEIA Train-the-Trainer
- JARO Outreach and Recruiting Integration
- JAGC Organizational Development Assessment
- DEIC Charter update

Contact Us



Office of Diversity, Equity, Inclusion, & Accessibility

(b) (6), Director
(b) (6), Program Manager
2200 Army Pentagon
Washington, D.C. 20310-2200
Office ☎ (b) (6)
(b) (6)
tjag.mbx.jagc-diversity-inclusion@army.mil

Microsoft Teams JAGCNet milSuite

JAG CORPS
DIVERSITY, EQUITY, INCLUSION, AND ACCESSIBILITY COUNCIL MEMBER NOMINATION FORM

Name (Last, First MI): (b) (6) **Rank/Civilian Grade:** (b) (6)

Component: AC **Official Email Address** (b) (6)

Current Duty Unit & Location (b) (6)

Contact Number (b) (6) **Expected Date of PCS/ETS:** 17 Jan 27

1st Line Supervisor rank and name (b) (6)

Supervisor email addres (b) (6)

(b) (6)

Have you previously served as a council member? ○ Yes ◉ No

Have you previously served as a Field Board member? ○ Yes ◉ No

Are you committed to attending monthly DEIA Council meetings and contributing to the council's work which may require additional reading, research, and support in preparation for council meetings? ◉ Yes ○ No

---------- **ENDORSEMENT**

SJA, Deputy (or equivalent) rank and name (b) (6)

SJA, Deputy (or equivalent) email address:

(b)(6)

SJA, Deputy (or equivalent) Signature: (b) (6)

Please attach a copy of your Soldier Talent Profile (STP) for Military or Biography for civilians to this application and submit all documents to usarmy.pentagon.hqda-otjag.mbx.jagc-diversity-inclusion@army.mil

JAG CORPS
DIVERSITY, EQUITY, INCLUSION, AND ACCESSIBILITY COUNCIL MEMBER NOMINATION FORM

Name (Last, First MI): (b) (6) **Rank/Civilian Grade:** (b) (6)

Component: USAR **Official Email Address** (b) (6)

Current Duty Unit & Location (b) (6)

Contact Number (b) (6) **Expected Date of PCS/ETS:** 8 Jul 24

1st Line Supervisor rank and nam (b) (6)

Supervisor email addres (b) (6)

(b) (6)

Have you previously served as a council member? ○ Yes ◉ No

Have you previously served as a Field Board member? ○ Yes ◉ No

Are you committed to attending monthly DEIA Council meetings and contributing to the council's work which may require additional reading, research, and support in preparation for council meetings? ◉ Yes ○ No

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SJA, Deputy (or equivalent) Comments:

(b)(6)

SJA, Deputy (or equivalent) Signature: (b) (6)

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(b) (6)

Printed 06/04/24

SOLDIER TALENT PROFILE

AR 600-8-104

IPPS-A

(b) (6)

(b) (6)

Printed 06/04/24

SOLDIER TALENT PROFILE

AR 600-8-104

IPPS-A

(b) (6)

JAG CORPS
DIVERSITY, EQUITY, INCLUSION, AND ACCESSIBILITY COUNCIL MEMBER NOMINATION FORM

Name (Last, First MI): (b) (6) **Rank/Civilian Grade:** (b) (6)

Component: RA Army **Official Email Address** (b) (6)

Current Duty Unit & Location (b) (6)

Contact Number (b) (6) **Expected Date of PCS/ETS:** 20250827

1st Line Supervisor rank and name (b) (6)

Supervisor email addres (b) (6)

(b) (6)

Have you previously served as a council member? ○ Yes ◉ No

Have you previously served as a Field Board member? ○ Yes ◉ No

Are you committed to attending monthly DEIA Council meetings and contributing to the council's work which may require additional reading, research, and support in preparation for council meetings? ◉ Yes ○ No

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SJA, Deputy (or equivalent) Comments:

(b) (6)

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SJA, Deputy (or equivalent) Signature: (b) (6)

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JAG CORPS
DIVERSITY, EQUITY, INCLUSION, AND ACCESSIBILITY COUNCIL MEMBER NOMINATION FORM

Name (Last, First MI): (b) (6) **Rank/Civilian Grade:** (b)(6)

Component: USAR **Official Email Address** (b) (6)

Current Duty Unit & Location (b) (6)

Contact Number (b) (6) **Expected Date of PCS/ETS:** 20250809

1st Line Supervisor rank and name (b) (6)

Supervisor email addres (b) (6)

(b) (6)

Have you previously served as a council member? ○ Yes ◉ No

Have you previously served as a Field Board member? ○ Yes ◉ No

Are you committed to attending monthly DEIA Council meetings and contributing to the council's work which may require additional reading, research, and support in preparation for council meetings? ◉ Yes ○ No

---------- **ENDORSEMENT**

SJA, Deputy (or equivalent) rank and name (b) (6)

SJA, Deputy (or equivalent) email address: (b) (6)

SJA, Deputy (or equivalent) Comments:

(b)(6)

mes.

SJA, Deputy (or equivalent) Signature: (b) (6)

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(b) (6)

Printed 06/12/24

SOLDIER TALENT PROFILE

AR 600-8-104

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(b) (6)

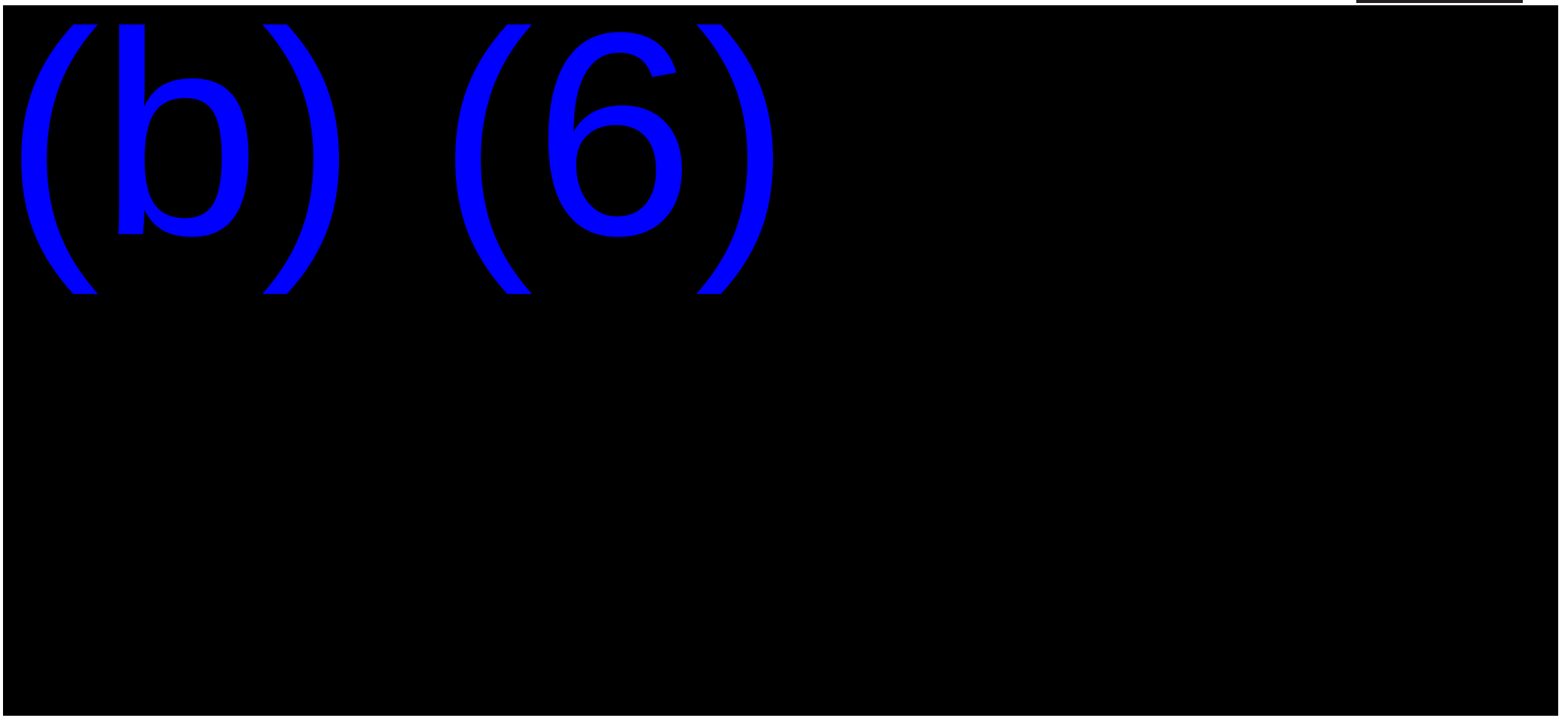
(b) (6)

Printed 06/12/24

SOLDIER TALENT PROFILE

AR 600-8-104

IPPS-A



JAG CORPS
DIVERSITY, EQUITY, INCLUSION, AND ACCESSIBILITY COUNCIL MEMBER NOMINATION FORM

Name (Last, First MI): (b) (6) **Rank/Civilian Grade:** (b)(6)

Component: USAR TPU **Official Email Address** (b) (6)

Current Duty Unit & Location (b) (6)

Contact Number (b) (6) **Expected Date of PCS/ETS:** ot 2024

1st Line Supervisor rank and name (b) (6)

Supervisor email address (b) (6)

Why do you desire to serve as a member of the JAGC DEIA Council?

(b) (6)

Have you previously served as a Field Board member? ○ Yes ◉ No

Are you committed to attending monthly DEIA Council meetings and contributing to the council's work which may require additional reading, research, and support in preparation for council meetings? ◉ Yes ○ No

---------- **ENDORSEMENT** ----------

SJA, Deputy (or equivalent) rank and name: (b) (6)
SJA, Deputy (or equivalent) email address:
SJA, Deputy (or equivalent) Comments:

(b)(6)

SJA, Deputy (or equivalent) Signature (b) (6)

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JAG CORPS
DIVERSITY, EQUITY, INCLUSION, AND ACCESSIBILITY COUNCIL MEMBER NOMINATION FORM

Name (Last, First MI): (b) (6) **Rank/Civilian Grade:** (b)(6)

Component: Army **Official Email Address** (b) (6)

Current Duty Unit & Location (b) (6)

Contact Number (b) (6) **Expected Date of PCS/ETS:** 20260920

1st Line Supervisor rank and name (b) (6)

Supervisor email addres (b) (6)

(b) (6)

Have you previously served as a council member? ○ Yes ◉ No

Have you previously served as a Field Board member? ○ Yes ◉ No

Are you committed to attending monthly DEIA Council meetings and contributing to the council's work which may require additional reading, research, and support in preparation for council meetings? ◉ Yes ○ No

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SJA, Deputy (or equivalent) email address:

SJA, Deputy (or equivalent) Comments:

(b)(6)

SJA, Deputy (or equivalent) Signature (b) (6)

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Comment	Referral
Respondent requests survey or inquiry into Fort Sill's current OSJA leadership	TRADOC OSJA
Fort Campbell's leadership does not effectively take care of Soldiers	FORSCOM OSJA
Racial stratification at USALSA (non-minority attorneys/support staff minorities)	USALSA
Take CDR responsibilities for sex assault/harassment complaints out of 600-20, commanders need better checklists, timelines for investigations should be shorter	PFTF
PPTO should be more deliberate about identifying mentors for minorities by career track; assign assistant career coaches	DEI Council
Multiple requests for more transparency in assignment process	DEI Council/PPTO
Multiple requests for more leadership training	TJAGLCS
paralegals should be given chance to recover from NJP without decertification	RCSM
(b) (6) Wants to discuss specific, unaddressed concerns	RCSM
Leaders should review Dr. Voddie Baucham's "Ethnic Gnosticism"	SIO
SJAs should be commanders	SIO/BOD
Leaders should encourage and incorporate therapists	SIO
Mandate universal implied bias training	DEI Council
TDS should spearhead regulatory changes to protect rights of accused	TDS
BOD needs more transparency (who is selected, how, what is the focus?) to encourage new ideas by more diverse group	SIO/BOD
Council should define diversity, inclusion, and equity	DEI Council
(b) (6) is mentioned as being unable to work with women. (b)(6)	RCSM
ASG-Kuwait is a racist organization and has been for several years. (several comments on ASG-Kuwait)	ARCENT OSJA
The TRADOC environment seems to remove some rights afforded to Soldiers when there are complaints of sexual harassment and EO due to the focus on maintaining high graduation rates.	TRADOC OSJA
Family concerns of dual military women are often discounted, and women are told by assignment officers they need to make the hard choice between their career and their family. Family concerns for male counterparts are fully taken into consideration	PPTO/DEI Council
Investigate the misconduct regarding (b) (6)	RCSM
Previous Fort Leavenworth NCOIC made multiple sexual jokes/comments in the office	Fort Leavenworth OSJA

Negative treatment of (b) (6) (rank and duty station not mentioned) (b)(6) [redacted]	RCSM
A member of the 68th Graduate Course mentioned a lecture from the Leadership Director was considered to be "tone deaf, offensive, and exposed a leader at that level that does not understand the problems of diversity and inclusion in the JAG Corps". The lecture included comments that were described as the Leadership Director saying he understood and cared about diversity because he has black friends and friends who are female officers.	TJAGLCS
(b) (6) is mentioned as having a "1920s view of women in the workplace and has preconceived notions of how women should lead based on the model of his stay-at-home wife."	FORSCOM OSJA
USALSA does not have a good EO program and people are not aware of who the EO representative is.	USALSA
TDS needs guidance on what to do when a client engages in harassing behavior (when can a client's misbehavior be disclosed to authorities).	TDS
There is a predominance of white males teaching and in leadership positions at TJAGLCS.	PPTO/DEI Council
The JAG Corps takes SHARP extremely seriously. It would be beneficial for leadership to address some of the issues TCAP has experienced over the past several years	SIO
The program is severely undermined by sending bad cases to trial that end in acquittal. By not allowing specialization in military justice, we encourage legal generalist to advise convening authorities on whether to send a case to trial. It is less risky for the commander to try the case and lose than not try the case at all. However, one repercussion this risk adverse process and resultant acquittals is that other victims do not come forward for fear of also having their case result in an acquittal. We can and need to do better. Even if that means we need to grow the JAGC IOT have dedicated military justice practitioners with current and relevant courtroom experience	SIO/PPTO
(b)(6) [redacted]	??

CID investigations are very often insufficient. CID's failures to adequately investigate and document their investigations lead to acquittals in certain cases where a victim deserves justice. On the flip side, their failure to follow up on potentially exculpatory evidence results in unjust charges being brought against some Soldiers. CID agents are either poorly trained, lazy, or both. If the Army cannot invest in fixing this problem, it will never sufficiently prevent or respond to sexual assault.	PFTF
We lack prosecutorial discretion with many of the cases we send to CM - this creates ethical issues with some State Bar Associations	PR
We need a process for JAGs to be able to seek help for rape/harassment outside of the JAG Corps reach/channels. Or we need some way to limit/designate who has access to evidence like pictures and reports.	CLD
As a civilian we don't have access to healthcare except thru our own insurance. The program should give civilians access to mental health/medical health if there is an incident that occurs in the office/on base.	L&E
Given the JAGC's role in SHARP, any member of the JALS who reports a sexual assault or sexual harassment will be taken very seriously (b)(6) [redacted] The biggest problem is likely peers going through a fellow JALS member's CID interview. Recommend bringing in outside resources through TCAP to prosecute these cases.	CLD
abuse of alcohol is the largest predictor of sexual assault behavior. Commanders may wish to focus more of their efforts on discouraging alcohol abuse to prevent sexual assault (as opposed to more training, SHARP forums	PFTF
Innocent until proven guilty should be emphasized during SHARP training and allegations	PFTF
The book Can I Kiss You by Mike Domitrz should be incorporated into the SHARP program	PFTF
Training should include more explicit sessions on what healthy relationships look like. A lot of emphasis is placed on the wrong way. Soldiers/couples/families need help with what the right way is	PFTF
Training in Christian morality / increased/encouraged access to religious programs would do more for the force than mere training on the do's and don'ts of behavior. Why does the Army not hold a weekly Chapel Service during the duty day to encourage moral training - with full excusals for those who wish to attend? This would go a lot farther than more mere training in what misconduct looks like.	PFTF

We need to increase realistic training for how to report and respond to sexual assault or sexual harassment. Our training briefs well and we're expected to know as members of the legal community, but the fact is that there is way too much uncertainty and discovery learning at all levels on this issue across the Army. PFTF

What few problems (b)(6) come from JAG leaders trying to do the right thing, but conflating their JA leadership and command legal advisor roles. For example, an SJA who has a subordinate JA or 27D victim in their OSJA necessarily has far more access to the central decisions (opine, SVC relationships and competencies, SVP and TC charging decisions, SARB participation, and ultimately, SPCMCA/GCMCA advice) than a similar leader would have. Even the appearance of a co-mingling of these roles causes problems when the case does not arrive in the victim's perception of a just outcome. Next step: PR/Mismanagement complaint. We should train against this in SJA Courses. Have another OSJA advise on every step of the case, right from the beginning, so the SJA and DSJA can be in the Soldier's corner TJAGLCS

Requiring EVERY report of sexual harassment or MEO violations to be submitted into a database actually discourages Soldiers from complaining. In situations where the offensive conduct is not too serious, usually want the situation addressed but do not want to ruin the offender's career PFTF

Not at all. It would be one thing if "Big Army" was doing this. But it's the JAG Corps itself doing it to loyal civilian attorneys via MEDCOM. The numbers don't add up. Retention of excellent JAs will become extinct and leave a bare bones JAG Corps. Wounded and ill Service Members going through the med board and VA disability process will suffer the most. D, SFLS

Like most things...generally no action. It just appears to be used as a tool to say something is being done. Take Art 6 visits for instance. Soldiers up to the SJA work hard to ensure the visitors get to see all the great work being done. The visitors even ask for what they can do better. Yet, after taking the information, we never hear about it again. Wouldn't it be great if leadership took the 5 things most reported across the JAGC and provided follow-up. It could be as simple as it is we implemented, we are continuing to work it, it's just something we cannot do (here's why), or it we are just not prepared to do at the moment (here's why). When people work in fear, they don't grow and they lead at their own risk. SIO

LTG Pede and MG Risch are outstanding, and if nothing else (b)(6) they would consider the survey and have a conversation with the BGs about it, and maybe some trusted 06s and the CSM, and talk about how the Corps finds expression in the values they are talking about. What do the numbers show about disadvantaged population recruiting and retention, and what is being done. Are we able to look at the problem differently? How many recruiters did we send to traditionally Black and Hispanic law schools...at what ranks; who reached out personally to the ed. delays; where are we applying the JARO money? I interviewed a FLEP candidate 8 years ago; they got in. I've followed them through law school, their first assignments, and now again in the Grad Course. Who is doing that for the populations we are targeting? If the leadership asks these kinds of questions, then this survey will have an impact.	PPTO/DEI Council
This survey will provide no impact. TJAG and senior JAG Corps leaders are not concerned with National Guard personnel. AC/RC integration is only between the AC and the USAR. The National Guard has two separate missions (State and Federal), and TJAG does not encourage AC personnel to understand the missions of National Guard personnel since the concern is simply the T10 force and missions. National Guard legal professionals are only a concern during T10 missions and not respected as legal professionals. Possible solution: maybe give the National Guard more than 5 minutes to speak at training events.	SIO
42nd ID – “absolutely horrific - favoritism, gender discrimination, intimidation, and cover ups.”	USARCS
Improve recognition of civilians in meaningful ways (other than with “coins”).	L&E
Groom and assign Latinx/Black/Asian/LGBTQ leaders to visibly key positions	PPTO/DEI Council

Complete/date

DEIA Council Field Board Projects Tracker

FB #	FB Members	FB Mentor	Assigned Project Description	Supporting Line of Effort	Stakeholders	Notes	Status	Final Products Uploaded	Actionable
1	(b) (6)	(b) (6)	JAGC DEI Story Board (challenges, failures, successes, recommendations, etc.)	Other Obstacles to Inclusion	Leadership Center, Regimental Historian & ODEIA	**ODEIA Presentation notes**: FB created story board for (b) (6) Recommendation for (b) (6) story board to be forwarded to Regimental Historian IOT capture (b) (6) biography and contributions to the JAGC in a TAL Article and Leadership Center Podcast. Recommend possible shadow box and DEI Lecture Chair nomination. **ODEIA director notes:** Create JAGC storyboard—Recommend we forward to Historian and put the person highlighted in the running for next DEI Chair lecture—TJAG approval not needed	Final Presentation complete	Yes	Yes. Send to (b) (6) and obtain (b) (6) consent.
2	(b) (6)	(b) (6)	Create an alma mater database of JALS personnel that can assist in direct-recruiting efforts	Recruiting & Accessions	JARO & ITD	**DEIC notes:** A shared, limited access document on teams may be the easiest way to maintain this document. This could be an opportunity to outsource the task of updating & expanding the list. There will be a challenge maintaining the databases and we must consider what IT solutions are available.**ODEIA director notes:** Create alma mater database—Just ideas—Recommend we forward to Recruiting for their consideration—TJAG approval not needed	Final Presentation complete	Yes	Table for now unless additional assets are identified or refer to affinity groups with data access agreements
3	(b) (6)	(b) (6)	(1) Survey of best practices for diversity recruiting at law firms and (2) develop an "Integration to the JAG Corps" course for new Civilian employees and	Recruiting & Accessions	Labor & Employment, Recruiting Specialist, & JARO	~~**DEIC notes:**~~(1) large a task more appropriate for an FOAGLCS pub; (2) Can develop a METL of basic military knowledge for onboarding civilians and COAs for how to present the material to them (e.g. OSJA training, online training package, handbook, etc); (3) FB Mentor can solicit feedback from senior civilians participating in Art 6 visits (Carlisle, Ausprung, Koon, (b)(6) to provide to FB re: what civilians wish they knew, and FB can dialog same with their local civilians; (4) Lack of civilians on FB3 is not an impediment, uniformed JALS members know what civilian members need to know Initial Guidance: (1) Ask JARO rep to brief FB3 on how they recruit diversity, how they view diversity recruiting at competitor law firms, what they would like to learn, etc.; (2) Recommend looking to NALP and other similar resources to assist; (3) FB Mentor can coordinate convo with ODEI and affinity groups for their perspective on recruiting diversity. **ODEIA Presentation notes:** Diversity recruitment best practices briefed by (b) (6) Career days for middle school and HSs especially those who focus on law ie JrROTC, Cadets, debate teams, mock trial team support for local schools (good idea to add to FSO handbooks for local OSJA engaged recruiting/outreach efforts). Prgrams: HBCU pre law summit and Miss JD program. Recruiting metric was participation for Seaton Hall to see the increase in diverse applicant pool. Importance of positive culture for recruiting and retention. Some practical ideas is utilizing affinity groups to continue to have that safe space to share ideas with like people, building on it, ensuring they are being connected, making sure they are keeping up with thier quarterly meetings and continued mentorship. Need to refine measures of performance and measures of effectiveness for implementing specific diversity recruiting ideas. Integration into the JAGC for new Civ hires briefed by (b) (6) Good contents	Final Presentation complete	Yes	Refer to JARO for consideration.

4	(b) (6)	(b) (6)	Support SIO's Initiative on installation highlights by developing testimonials about the benefits and challenges of duty locations	Assignments & Recruiting	SIO, JARO, & JALS Offices	**ODEIA Director notes:** Installation highlights—Came up with a cumbersome plan that is manpower intensive—Recommend we table—TJAG approval not needed	Final Presentation complete	Yes	Refer to JARO for consideration.
5	(b) (6)	(b) (6)	Create an assignment satisfaction survey program	Assignments & Talent Management	PPTO	**DEIC notes:** A field board might be able to provide some initial crowd-sourced input before moving the project to the Retention Officer, and be a test group. **ODEIA Presentation notes:** Recommending 10-question Exit Survey and 43-question open-ended Assignment Survey. Organizational assessments ODEIA is looking into as an initative can incorporate some of these questions they propose. Need to get the word document (b) (6) has with the proposed questions. **ODEIA Director Notes:** Create an assignment satisfaction survey—Needs more work/thought—questions were not ones I would recommend asking—Recommend we table—TJAG approval not needed	Final Presentation complete	Yes	Refer product to PPTO plans for consideration on exit survey. Request TJAG approval to include a approved survey in SJA toolkit as part of KLC for local use.
6	(b) (6)	(b) (6)	Create a Captain Career Coaches Program to field questions from the Field and liaise with stakeholders on RFIs, etc.	Other Obstacles to Inclusion	TJAGLCS & Leadership Center	**ODEIA Presentation notes:** to be distinct from other mentorship programs but particular to the JAGC to focus on asignments and frank feedback. How is this different than affinity group mentorship? Presented mentioned that the project assignment wasn't clear. Recommended DEI training include more excercise based system to challenge the OBC/DCC students and help them recognize their own biases and mitigate biases. RFIs: what platform do they envision this program being on for opt in/opt out? missing timeine for this program with more mapped out tasks in each phase that includes stake holders. **ODEIA Director Notes:** Create a CPTs career coaching program—Mostly ideas, needs more work/thought—Recommend consider rolling ideas into some type of CPT Retention project for next FB cycle—TJAG approval not needed	Final Presentation complete 11 JAN 24	Yes	Refer to Leadership Center for consideration.

7	(b) (6)	(b) (6)	Create COA's for an accessions sponsorhip program	Recruiting & Accessions	JARO & PPTO	**DEIC Notes**:This would be useful, particularly for some of the more demanding selectees. Currently, we have a small team answering all of the questions and guiding the selectees through the process. We lose approximately 22% of our selectees in the time between being selected and accessing. A closer tie to the JAGC community may help this issue. The welcome letter answers many of the questions, but there is no replacement for a real person explaining answers. We may need to limit the “program” per the below to make it more manageable. Ideally, an accessions mentorship program would be aligned with geographic location, but it may be more manageable to just assign certain letter ranges to individuals OR just have a list of individuals willing to assist / mentor and loop them in when necessary. There are many questions that only JARO should answer and many questions do not have a precise answer, but require expectation management. Not sure how FB would influence- maybe come up with ideas on how to formalize- I got the email about selections for JAGC and the request to reach out to folks from my law school. Seems like it was a positive step- but, FB could come up with a more solid and enduring program (CB) **ODEIA Director Notes:** Create an accessions sponsor program—Ideas were good but very manpower intensive—Recommend we send to recruiting and possibly task a FB next time to actually be the sponsors for new accessions. It could be a group effort where they meet virtually with all accessions waiting to come on duty and spend time teaching them about the JAGC to keep their interest. Each meeting could have a topic but also leave room for questions. Would be less manpower intensive but would keep them connected.—TJAG approval not needed at this point	Final Presentation complete	Yes	Refer to JARO for consideration. POC is (b) (6) to provide some assistance and potential products.
8	(b) (6)	(b) (6)	Develop a list of affinity group bar/legal associations conferences that provide professional development for members to include a proposed SOP for attendance, and develop a list of awards presented by affinity group bar/legal associations that JAGC members can compete for including timelines and process for submission.	Recruiting & Accessions	JARO & SIO	**DEIC notes**: Listing could also include Federally Employed Women, Blacks in Government, Joint Women's Leadership Symposium, and any other military/civilian professional organization that provides professional development opportunities. **ODEIA Presentation notes:** SOP not fully developed, FB members found some issues with endorsement challenges and geographical challenges due to Active duty personnel moving so often. FB recommends a broader goal of culture shift (v. creation of lists) to encourage JALS to join civ professional organizations, create means for visibility to senior leaders on these efforts, and SIO messaging efforts to include video recordings. One of their slides has good outreach recommendations to drive OSJA level efforts. Include Affinity group info in FSO recruiting checklists, encourage FLEPs to become affinity group members in law school and early engagement in OBC/DCC. **ODEIA Director notes:** List of affinity bar associations, awards, and conferences—They recommended a culture shift of promoting professional development through some of these groups. Started a list but is not complete. As this would really require a marketing plan through the ODEIA I don’t see this as actionable at this time—TJAG approval not needed	Final Presentation complete	Yes	Duplicative of FB#5

9	(b) (6)	(b) (6)	Work w/ ITD to create an exit survey for all members of the JAGC that can be submitted electronically (maybe via JAGCNet PPTO page)	Other Obstacles to Inclusion	ITD, Retention & PPTO	**DEIC notes:** We have a resignation and retirement exit surveys on JAGCNet, as required steps in those processed. The results are utilized by senior leadership and PPTO. However, we should consider expanding it beyond 27As. **DEIA Presentation notes:** recommends including demographic information on the surveys. **ODEIA Director Notes:** Create Exit Survey/interview and assignment survey—They came up with questions but many are not great—Recommend we table—TJAG approval not needed	Final Presentation complete	Yes	Possible.
10	(b) (6)	Ms. Holly Bryant	Conduct a follow up exit interview post one year of JALS personnel who have departed and identify job satisfaction in the civilian world to provide a comparison (use qualitative and quantitative data)	Retention	Retention	**DEIC notes**: Members of a Field Board could assist with developing proposed interview questions and even executing interviews or collecting and consolidating responses. PPTO assesses we could do this without waiting to onboard a Retention Officer. **ODEIA Director Notes:** Create Exit Survey/interview and assignment survey—They came up with questions but many are not great—Recommend we table—TJAG approval not needed	Final Presentation complete	Yes	Table for now because of obstacles to implementation.
11	(b) (6)	Ms. Rebecca Ausprung	Develop scenarios for courageous conversations in the workplace	Other Obstacles to Inclusion	ODEIA & SIO	**ODEIA Presentation notes**: FB recommending the creation of "Courageous Conversations Field Book." Leader focused for scenario based tough conversations in a scenario-based meaningful way. References and draft Field book referenced during the presentation but need to get a copy to review and ID ways that it may need further development. **ODEIA Director Notes:** Guide on Courageous Conversations—Awesome project—Recommend we do a final review and send to TJAG for approval—Would love to have for KLC to go along with our block.	Final Presentation complete	Yes	Recommend moving forward to TJAG for approval.
12	(b) (6)	(b) (6)	Develop a plan to better use COMPO2/3 for recruiting and development of survey of best practices for diversity retention at law firms	Recruiting & Accessions	JARO	**DEIC notes:** JARO primarily supports COMPOs 1 and 3. We work with COMPO2, but they handle the bulk of their recruiting and accessions. We are working with Legal Command (who is also working with their PAO) on updating USAR recruiting material. Recommend looping NGB into these discussions. **ODEIA Director Notes:** Develop a plan to utilize Compo 2/3 in recruiting—Some great ideas and would love to see developed by Reserve and Guard—Recommend we find the right POC in compo 2/3 to develop an executable plan—TJAG approval not needed	Final Presentation complete	Yes	Refer recommendations 1-4 to JARO, 5 to Plans, and 6-7 to JARO

13	(b) (6)	(b) (6)	Develop a home town hero program/DEI Champion program to annually recognize members of the JAGC who exhibit the program's pillars of DEI.	Recruiting & Accessions	JARO & SIO	**ODEIA Presentation notes:** The Army E&I office staffs Army DEI award is similar to this, we also have the DEI lecture chair. Can use these efforts and ideas from program pillars to promote the DEI lecture chair. Criteria for pillars include community, cultivation, and conversation. They did create, a purpose, policy, background for the award, eligibility and criteria, nomination, and applicant selection and recognition to be presented during WWCLE w/JALS awards. **ODEIA Director Notes:** Develop a hometown hero and diversity champion program—They recommended developing a JAGC DEI award but needs more development—Recommend it be tabled until manning is available—TJAG approval not needed at this time	Final Presentation complete	Yes	Refer to SIO for possible implementation using the DA award criteria
14	(b) (6)	(b) (6) (b) (6)	Develop special observance material and/or programs focused on the JAG Corps	Training & Education	ODEIA & SIO	**ODEIA Director Notes:** Develop a special observance material specific to the JAGC—this was supposed to be a project where the group compiled information on many of our firsts within the JAGC so that we could use during special observance months and use in DEI material—I could not find any information on this project	Final Presentation complete	Yes	Refer back to FB for continuing development and then to SIO for action.

Talking Points for TJAG attendance at JAG Corps DEI Council on 9 May

BLUF: Purpose of the virtual meeting and TJAG's attendance is to acknowledge all the hard work that went into the Field Board Projects, provide disposition of the recommendations, and to express gratitude to all Field Board members for their efforts. TJAG only needs to attend for his opening comments.

- Meeting will be run by ODEIA and will be attended by council members and Field Board members

- Meeting will be recorded for anyone that cannot attend

Background

- In Jan 2023 14 Field Boards were assigned projects and a mentor from the council

- Field Boards were set up by geographic regions to facilitate having meetings

- Project ideas were generated from a list of suggestions from the previous iterations of Field Boards

- Each Field Board nominated a leader and in consultation with mentors determined their battle rhythm for meetings

- Upon completion of their projects, each Field Board was required to brief the full council

Talking Points for Meeting

- Each Field Board did some great work thinking through the projects, identifying issues, and proposing solutions related to recruiting, retention, and development of our workforce

- Most of the ideas presented will be forwarded to the offices of primary responsibility for consideration

- Field Board 1 interviewed and presented a story board for (b)(6) (6) and the information will be forwarded to regimental historian and may be considered for future Grey Propp-Fowle DEI Chair lecture

- Field Board 3 researched best practices for diversity recruiting and retention with law firms and developed an integration to the JAG Corps for new civilian employees—their ideas will be forwarded to JARO and Civilian personnel

- Field Board 7 developed ideas for what a JAG Corp Accessions Sponsorship program could look like—this idea will be forwarded to JARO and we will be asking the Field Board to help develop more

- Field Board 11 developed a Tough Conversations Leadership Guide that spells out how to set up and lead a challenging DEI conversation—this project will be staffed for role out to the JAG corps for utilization in offices throughout the field

- There were a couple projects that were very well thought out, but right now we don't have the resources to implement—if resources become available we will consider implementation

- Bottomline, the work that was done by all the Field Boards is going to be utilized to make our JAG Corps better. The efforts that you all made are appreciated and we could not do this without you. With the changes coming up to the DEIA office we will continue to need your help.

- Insert talking points on ODEIA going away

-We are looking at restructuring our council to ensure it is sustainable and supporting our DEIA strategic objectives. Please look out for the upcoming announcements and keep stepping up to do this important work. We need you now more than ever.

POC (b) (6)

JAG CORPS
DIVERSITY, EQUITY, INCLUSION, AND ACCESSIBILITY COUNCIL MEMBER NOMINATION FORM

Name (Last, First MI): (b) (6) **Rank/Civilian Grade:** (b) (6)

Component: AC **Official Email Address** (b) (6)

Current Duty Unit & Location

Contact Number (b) (6) **Expected Date of PCS/ETS:** 1 SEP 26

1st Line Supervisor rank and nam (b) (6)

Supervisor email addres (b) (6)

(b) (6)

Have you previously served as a council member? ○ Yes ◉ No

Have you previously served as a Field Board member? ○ Yes ◉ No

Are you committed to attending monthly DEIA Council meetings and contributing to the council's work which may require additional reading, research, and support in preparation for council meetings? ◉ Yes ○ No

---------- **ENDORSEMENT**

SJA, Deputy (or equivalent) rank and name (b) (6)

SJA, Deputy (or equivalent) email address:

SJA, Deputy (or equivalent) Comments:

(b) (6)

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y, will

SJA, Deputy (or equivalent) Signature: (b) (6)

Please attach a copy of your Soldier Talent Profile (STP) for Military or Biography for civilians to this application and submit all documents to usarmy.pentagon.hqda-otjag.mbx.jagc-diversity-inclusion@army.mil

JAG CORPS
DIVERSITY, EQUITY, INCLUSION, AND ACCESSIBILITY COUNCIL MEMBER NOMINATION FORM

Name (Last, First MI): (b) (6) **Rank/Civilian Grade:** (b) (6)

Component: Civilian **Official Email Address** (b) (6)

Current Duty Unit & Location (b) (6)

Contact Number (b) (6) **Expected Date of PCS/ETS:**

1st Line Supervisor rank and name (b) (6)

Supervisor email address (b) (6)

Why do you desire to serve as a member of the JAGC DEIA Council?

(b) (6)

Have you previously served as a council member? Yes No

Have you previously served as a Field Board member? Yes No

Are you committed to attending monthly DEIA Council meetings and contributing to the council's work which may require additional reading, research, and support in preparation for council meetings? Yes No

---------- **ENDORSEMENT** ----------

SJA, Deputy (or equivalent) rank and name:
SJA, Deputy (or equivalent) email address:
SJA, Deputy (or equivalent) Comments:

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Please attach a copy of your Soldier Talent Profile (STP) for military or Biography for civilians to this application and submit all documents to usarmy.pentagon.hqda-otjag.mbx.jagc-diversity-inclusion@army.mil

JAG CORPS
DIVERSITY, EQUITY, INCLUSION, AND ACCESSIBILITY COUNCIL MEMBER NOMINATION FORM

Name (Last, First MI) (b) (6) **Rank/Civilian Grade:** (b) (6)

Component: RA **Official Email Address** (b) (6)

Current Duty Unit & Locatio (b) (6)

Contact Number (b) (6) **Expected Date of PCS/ETS:** 024

1st Line Supervisor rank and nam (b) (6)

Supervisor email addres (b) (6)

Why do you desire to serve as a member of the JAGC DEIA Council?

(b) (6)

Have you previously served as a council member? ○ Yes ● No

Have you previously served as a Field Board member? ● Yes ○ No

Are you committed to attending monthly DEIA Council meetings and contributing to the council's work which may require additional reading, research, and support in preparation for council meetings? ● Yes ○ No

---------- **ENDORSEMENT** ----------

SJA, Deputy (or equivalent) rank and name: (b) (6)
SJA, Deputy (or equivalent) email address:
SJA, Deputy (or equivalent) Comments:
(b) (6)

SJA, Deputy (or equivalent) Signature (b) (6)

Please attach a copy of your Soldier Talent Profile (STP) for military or Biography for civilians to this application and submit all documents to usarmy.pentagon.hqda-otjag.mbx.jagc-diversity-inclusion@army.mil

JAG CORPS
DIVERSITY, EQUITY, INCLUSION, AND ACCESSIBILITY COUNCIL MEMBER NOMINATION FORM

Name (Last, First MI): (b) (6) **Rank/Civilian Grade:** (b) (6)

Component: Regular Army **Official Email Addres** (b) (6)

Current Duty Unit & Locatio (b) (6)

Contact Numbe (b) (6) **Expected Date of PCS/ETS:** 22 June 2024

1st Line Supervisor rank and nam (b) (6)

Supervisor email addres (b) (6)

(b) (6)

Have you previously served as a Field Board member? ◯ Yes ◉ No

Are you committed to attending monthly DEIA Council meetings and contributing to the council's work which may require additional reading, research, and support in preparation for council meetings? ◉ Yes ◯ No

---------- **ENDORSEMENT** ----------

SJA, Deputy (or equivalent) rank and name (b) (6)
SJA, Deputy (or equivalent) email address:
SJA, Deputy (or equivalent) Comments:

(b) (6)

(b) (6)

(b) (6)

for civilians to this application and submit all documents to usarmy.pentagon.hqda-otjag.mbx.jagc-diversity-inclusion@army.mil

JAG CORPS
DIVERSITY, EQUITY, INCLUSION, AND ACCESSIBILITY COUNCIL MEMBER NOMINATION FORM

Name (Last, First MI): (b) (6) **Rank/Civilian Grade:** (b) (6)

Component: RA **Official Email Address** (b) (6)

Current Duty Unit & Location

Contact Number (b) (6) **Expected Date of PCS/ETS:** 026

1st Line Supervisor rank and name (b) (6)

Supervisor email address (b) (6)

Why do you desire to serve as a member of the JAGC DEIA Council?

(b) (6)

Have you previously served as a council member? ○ Yes ● No

Have you previously served as a Field Board member? ○ Yes ● No

Are you committed to attending monthly DEIA Council meetings and contributing to the council's work which may require additional reading, research, and support in preparation for council meetings? ● Yes ○ No

---------- **ENDORSEMENT** ----------

SJA, Deputy (or equivalent) rank and name (b) (6)
SJA, Deputy (or equivalent) email address:
SJA, Deputy (or equivalent) Comments:

(b) (6)

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SJA, Deputy (or equivalent) Signature (b) (6)

Please attach a copy of your Soldier Ta
for civilians to this application and submit all documents to
usarmy.pentagon.hqda-otjag.mbx.jagc-diversity-inclusion@army.mil

(b) (6) USARMY HQDA OTJAG (USA)

From: (b) (6)
Sent: Thursday, May 9, 2024 9:55 PM
To: Carlisle, Karen H SES USARMY HQDA OTJAG (USA); (b)(6) USARMY HQDA OTJAG (USA); (b) (6) Ausprung, Rebecca E SL USARMY HQDA OTJAG (USA); (b) (6) Bryant, Holly K CIV USARMY HQDA OTJAG (USA); (b) (6) USARMY Pentagon HQDA OTJAG Mailbox JAGC Diversity-Inclusion
Subject: 9 MAY 24 DEIAC Meeting follow ups w/ recording link
Attachments: Vote Tab (Outlook) .PNG; TJAG Star Note & Coin Request_v4.1.pdf; Council Member AAR.pdf
Signed By: (b) (6)

Importance: High

Categories: Suspense

Good evening, ladies and gentlemen.

Closing the loop post today's council meeting to include recording links our last two meetings referenced (for those council members not in attendance) and suspenses requiring your attention and vote below.

9 MAY 24, 1300 ODEIA Council Meeting Recording: 9 MAY 24, 1300 DEIAC Meeting Recording.mp4
11 APR 24, 1300 ODEIA Council Meeting Recording: https://armyeitaas-my.sharepoint-mil.us/personal/(b) (6) layouts/15/stream.aspx?sw=bypass&bypassReason=abandoned&id=%2Fpersonal%2Fcorey%5Fe%5Fthomas2%5Fciv%5Farmy%5Fmil%2FDocuments%2FRecordings%2FMonthly%20DEI%20Council%20Meeting%2D20240411%5F130009%2DMeeting%20Recording%2Emp4&ga=1&referrer=StreamWebApp%2EWeb&referrerScenario=AddressBarCopied%2Eview%2E343ee306%2D30cd%2D4376%2Dbfac%2D727a879b849b

S: 15 MAY 24- Vote for Methods of Recognition & Submit Star Note and Coin Nominations.
During today's meeting recommendations and discussions included concerns with consistency/uniformity for recognition of FB members due to nominations for both star notes/coins and awards being submitted for 3 FBs last month. For both meetings we had appx 7 council members' input, therefore we are soliciting a vote of all council members via this email to have a record of a quorum according to the council SOP and ID whether award recommendations should be

included for recognition. Please vote using the "Vote" tab (reference attached screenshot) to vote for either:

1. Star notes for actively engaged FB members and both star note w/coin for your stellar performer(s); OR
2. Include award nominations for FB members who were stellar performer(s) on your FB.

To note, the star note and coin nomination form is attached that is required for FB mentors to submit for each nominee after discussing the nominations with your respective FB leaders. The ODEIA will consolidate and staff all star note and coin requests once received by the 15 MAY suspense. If majority vote is to include award recommendations as well, FB mentors may be asked to complete award write ups.

S: 16 MAY 24- Council Member AARs

If you have not done so already, please complete your council member AARs using this link: https://forms.gle/7XAuwgianwkc41TZ7 or the attached QR code. We absolutely want to keep our actively engaged council members on board for continuity and mentorship so please make sure to annotate in your AARs whether you would like to remain on the council for another year.

S: 13 MAY 24 Volunteers for Virtual DEIA Council Open House/ Q&A 23 MAY 24, 1000 & 1500EST

Due to many council members retirements, unavailability, and to restructure the council in accordance with the proposed DEIAC SOP, this virtual open house concept was brought up as a suggestion in April's council meeting. Based on the idea proposed for this, we would need 4-6 council members who are available to help develop the agenda, talking points, and answer any questions from potential/interested DEIA council member nominees and help us recruit new council members. Ideally this virtual open house would take place after ODEIA sends out a JAGCnet announcement calling for interested DEIA Council Members with the invite to this virtual open house/ Q&A opportunity. Once the new council is established, a call for FB nominees can go out post PCS season. At the moment, we have two volunteers ([redacted] If anyone else is interested in supporting this effort please let me know by noon 14 MAY so that we can discuss with Ms. Carlisle proposed timeline, concerns, and questions the council posed during today's meeting.

S: 24 MAY 24 DEI Lecture Chair Nominations for alternate lecture speaker.

CSM(R) [redacted] will be submitted as the primary nominee from the ODEIA based on FB1s project this year. Requesting nominations from any council members for an alternate speaker for the DEI Lecture Chair in FY25. Nominee must be a prominent expert or leader who served in the JAGC that can be considered a DEIA trailblazer. Nominations should include a biography and justification for nomination to the ODEIA. A process for future year nominations is being added to the DEIA Council SOP IAW the leadership centers feedback and input.

Please feel free to reach out to myself or [redacted] with any questions on the above. Thank you again for your time, attention, and support.

[redacted]
Office of the Judge Advocate General
[redacted]

✉ OTJAG ODEIA usarmy.pentagon.hqda-otjag.mbx.jagc-diversity-inclusion@army.mil
✉ OTJAG Wellness usarmy.pentagon.hqda-otjag.mbx.jagc-wellness@army.mil

(b) (6) **USARMY HQDA OTJAG (USA)**

From: (b) (6)
Sent: Monday, May 6, 2024 2:19 PM
To: (b) (6)

To: (b) (6)

Cc: Carlisle, Karen H SES USARMY HQDA OTJAG (USA); (b)(6) USARMY HQDA OTJAG (USA); (b) (6) Ausprung, Rebecca E SL USARMY HQDA OTJAG (USA); (b) (6) Bryant, Holly K CIV USARMY HQDA OTJAG (USA); (b) (6) USARMY Pentagon HQDA OTJAG Mailbox JAGC Diversity-Inclusion; (b) (6)

Subject: 9 MAY 24, 1300EST- ALL HANDS DEIA Council Meeting

Signed By: (b) (6)

Importance: High

Field Board Members,

Our leadership values and appreciates all the hard work and efforts you contributed to support your assigned Field Board projects over the past year.

Understanding this is a bit short notice, if your schedules permit, we encourage your virtual attendance for this month's DEIA Council meeting on **9 MAY 24, 1300EST** where TJAG will be in attendance to provide some opening remarks and thanks to all our field board members, mentors, and council members.

In addition, the DEIA council members would like to provide you:

1. Information for the staffing of projects through identified stakeholders who can help develop strategic initiatives resulting from your presentations; and
2. An opportunity for feedback on what we can sustain and improve for future field board iterations through an AAR survey.

We understand life happens and many of you may have existing competing requirements. I will follow up with an email that includes the final AAR survey for ease of access.

Please feel free to reach out to me directly with any questions. As always, we thank you for your time and continued support.

Microsoft Teams Need help?
Join the meeting now
Meeting ID: 993 305 190 27
Passcode: QFvqLq

Dial-in by phone
+1 571-616-7941,,910167539# United States, Engleside (Virginia Beach)
Find a local number
Phone conference ID: 910 167 539#
For organizers: Meeting options | Reset dial-in PIN

(b) (6)
[redacted]
Office of the Judge Advocate General
(b) (6)
[redacted]
✉ OTJAG ODEIA usarmy.pentagon.hqda-otjag.mbx.jagc-diversity-inclusion@army.mil
✉ OTJAG Wellness usarmy.pentagon.hqda-otjag.mbx.jagc-wellness@army.mil

[redacted] **USARMY HQDA OTJAG (USA)**

From: [redacted]
Sent: Wednesday, May 8, 2024 4:38 PM
To: Carlisle, Karen H SES USARMY HQDA OTJAG (USA); Ranieri, Steven M COL USARMY HQDA OTJAG (USA); [redacted]; Ausprung, Rebecca E SL USARMY HQDA OTJAG (USA); [redacted] Bryant, Holly K CIV USARMY HQDA OTJAG (USA); [redacted]
Cc: USARMY Pentagon HQDA OTJAG Mailbox JAGC Diversity-Inclusion; [redacted], DEIA Council Meeting Read Ahead
Attachments: 9 MAY DEIC Meeting Agenda and Slides.pptx; 9 MAY 24, 1300EST- ALL HANDS DEIA Council Meeting (167 KB); 2023 FB AARs.pdf
Signed By: [redacted]

Good afternoon, Ladies & Gentlemen.

In preparation for tomorrow's meeting, attached are the slides for your read ahead. [redacted] will conduct the feedback brief to FB members on recommended disposition the council discussed based on last month's meeting and the FB tracker's consolidated feedback, however, if you are a FB mentor and would like to add any comments and remarks, please do so when your FBs slide comes up. I am also attaching the email sent out to all field board (FB) members on Monday for your SA as well.

I have not received any edits or feedback to the AAR questions from any council members till date but if you have any last-minute feedback or recommended edits, please let me know ASAP so I can ensure it is captured in the final AAR provided to the FB members tomorrow.

For ease of access, log in and dial-in information for tomorrow's meeting is listed below:

Microsoft Teams Need help?
Join the meeting now
Meeting ID: 993 305 190 27
Passcode: QFvqLq

Dial-in by phone
+1 571-616-7941,,910167539# United States, Engleside (Virginia Beach)
Find a local number
Phone conference ID: 910 167 539#
For organizers: Meeting options | Reset dial-in PIN

Please let me know if you have any questions, suggestions, and comments in prep for tomorrow's meeting. Thanks again for all your time and support.

(b) (6)
Office of the Judge Advocate General
(b) (6)
✉ OTJAG ODEIA usarmy.pentagon.hqda-otjag.mbx.jagc-diversity-inclusion@army.mil
✉ OTJAG Wellness usarmy.pentagon.hqda-otjag.mbx.jagc-wellness@army.mil

From: (b) (6)
Sent: Monday, May 6, 2024 11:26 AM
To: Carlisle, Karen H SES USARMY HQDA OTJAG (USA) <karen.h.carlisle.civ@army.mil>; (b)(6) USARMY HQDA OTJAG (USA)(b)(6) (b) (6)
Ausprung, Rebecca E SL USARMY HQDA OTJAG (USA) (b) (6)
Bryant, Holly K CIV USARMY HQDA OTJAG (USA) <holly.k.bryant4.civ@army.mil>; (b) (6)
Cc: USARMY Pentagon HQDA OTJAG Mailbox JAGC Diversity-Inclusion <usarmy.pentagon.hqda-otjag.mbx.jagc-diversity-inclusion@army.mil>; (b) (6)
Subject: WARNO- TJAG attending 9 MAY 1300, DEIA Council Meeting
Importance: High

Good morning teammates and Happy Monday!

Just wanted to confirm that TJAG will be attending this week's DEIA Council meeting on 9 MAY 24, 1300EST to provide some opening remarks and thank the Field Board Members and Council for all the hard work put into this iteration of projects over the past year. I have not seen any emails sent out to field board members to date in prep for this month's council meeting, but I will be getting the email out today to all FB members and Council members with the link for virtual log in.

Unfortunately, (b) (6), Ms. Carlisle, and (b) (6) are unable to attend this week's meeting. The ODEIA will lead this meeting's agenda and ensure the meeting is recorded. The intent is for TJAG to leave the meeting after his remarks, and for the council to share feedback with FB members on how their projects will be used and/or which stakeholders their hard work is being staffed to for action. Additional to providing them this feedback, we want to obtain their feedback and share a final version of the AAR survey (QR codes and links) before they log off. For any FB members who are unable to attend the meeting, I will follow up with AAR links via email. This will help us refine processes for the next iteration of FB projects and enhance FB member experiences in future.

Asking for your assistance—If you have not already, please review the attached proposed AAR surveys that were presented during last month's council meeting and provide your feedback and recommended edits **NLT 1200EST, 8 MAY 2024** so that I can incorporate all your feedback into the final version of AAR questions that will be provided to FB members during this week's meeting.

Post AAR survey being provided we will have the FB members log off and only council members will remain logged on to discuss a couple of the following topics on the agenda Mr. Thomas provided for this month.

- Updates for FB awards & recognition.
- Set date & agenda for virtual open house, Q&A, meet & greet for recruiting of interested council members with guidance on implementation plan for the next 12 months, new project assignment, new member selection, etc.

Please feel free to reach out with any questions, suggestions, and comments in prep for this week's meeting we should consider. As always, we thank you for your time and continued support.

(b) (6)
Office of the Judge Advocate General
(b) (6)
✉ OTJAG ODEIA usarmy.pentagon.hqda-otjag.mbx.jagc-diversity-inclusion@army.mil
✉ OTJAG Wellness usarmy.pentagon.hqda-otjag.mbx.jagc-wellness@army.mil

(b) (6) **USARMY HQDA OTJAG (USA)**

From: (b) (6)
Sent: Thursday, June 6, 2024 5:21 PM
To: (b) (6)
Ausprung, Rebecca E SL USARMY HQDA OTJAG (USA); (b) (6)
; Bryant, Holly K CIV USARMY HQDA OTJAG (USA); (b) (6)
USARMY Pentagon HQDA OTJAG Mailbox JAGC Diversity-Inclusion; Carlisle, Karen H SES USARMY HQDA OTJAG (USA)
Subject: 13 JUN 24 DEIAC Meeting Cancelled
Signed By: (b) (6)

Good evening, ladies & gentlemen.

Just a friendly reminder that there will be no DEIA Council meeting next week on 13 JUN 24.

We have been consolidating incoming council member nominations with a 12 JUN suspense. Ask for your assistance in helping spread the word in your formations to encourage those around you to volunteer and submit their nominations. We are lacking junior NCO nominations at the moment so please reach out and encourage any stellar junior NCOs to apply. Below is the JAGcnet announcement for your reference and ease of access.

Thanks for your time and support.

-----Original Message-----
From: USARMY Pentagon HQDA OTJAG Mailbox OTJAG-ITD <usarmy.pentagon.hqda-otjag.mbx.otjag-itd@army.mil>
Sent: Monday, May 20, 2024 2:53 PM
Subject: JAGCNet Announcements

1. CALL FOR NOMINATIONS: ALL RANKS, ALL COHORTS, AND ALL COMPONENTS!

Are you interested in making a difference in our Corps as a DEIA Council Member and potential Field Board Mentor? The JAG Corps Diversity, Equity, Inclusion, and Accessibility Council (DEIAC) is calling for Council Member nominations and hosting a virtual open house on 30 MAY 24, 1000EDT and 1500EDT to talk about the DEIAC's mission, vision, responsibilities, and answer any questions. We are restructuring the council to make it more representative of the Corps and are looking for more junior members across all cohorts to volunteer. More information about the restructure will be provided at the Open House.

Over the past year our DEIAC and its respective Field Boards developed 14 projects, identifying areas we can improve and proposing solutions related to outreach, recruiting, retention, training, and

development of our workforce. Their ideas and projects are being forwarded to the offices of primary responsibility for consideration and development. Once the new council is established, a call for Field Board nominations will go out. If yourself or someone in your formation is interested in becoming a DEIA council member, please refer to our DEIAC Nomination process and form attached, located on the DEIAC JAGCNet page, and join our JAGC ODEIA Training and Resources Teams Page to attend our virtual DEIAC open house 30 MAY 24 at the time that works best for you. Suspense for council member nominations this year is 12 JUNE 2024.

If you have any questions, please reach out to the ODEIA group mailbox: usarmy.pentagon.hqda-otjag.mbx.jagc-diversity-inclusion@army.mil

All forms for the Diversity, Equity, Inclusion, and Accessibility Council Member Nomination process can be found using the following link:

https://usg01.safelinks.protection.office365.us/?url=https%3A%2F%2Fwww.jagcnet2.army.mil%2FSites%2Fjagc.nsf%2FhomeContent.xsp%3Fopen%26doctype%3Dannouncement%26documentId%3DA8E456AE362ACCA385258B1E006AF1CF&data=05%7C02%7C(b) (6) %40army.mil%7C69b2cfb5b9604efdc65108dc78fe8484%7Cfae6d70f954b481192b60530d6f84c43%7C0%7C0%7C638518281761512637%7CUnknown%7CTWFpbGZsb3d8eyJWIjoiMC4wLjAwMDAiLCJQIjoiV2luMzIiLCJBTiI6Ik1haWwiLCJXVCI6Mn0%3D%7C0%7C%7C%7C&sdata=jhFTwHSKRrUnu8rhbDROu9KncK%2BLdZUNerrZvAvkNP8%3D&reserved=0

(b) (6)
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✉ OTJAG ODEIA usarmy.pentagon.hqda-otjag.mbx.jagc-diversity-inclusion@army.mil
✉ OTJAG Wellness usarmy.pentagon.hqda-otjag.mbx.jagc-wellness@army.mil



2023 DEIA Council Member After Actions Review (AAR)

Survey to capture the DEIA Council members experience, identify what we should sustain, and improve for future field board (FB) iterations.

Link to Survey: https://forms.gle/7XAuwgianwkc41TZ7



Field Board Member AAR

2023 Field Board Member After Actions Review (AAR)

Survey to capture the Field Board (FB) members experience, identify what we should sustain, and improve for future field board iterations.

Link to Survey: https://forms.gle/RivVqvmZo8wXmfJJ9

OTJAG DEI Council
Council Member Feedback
2023-2024 Field Board Projects

FB # 1 – JAGC Story Board – "The Experiences of (b) (6)

Overall Observation/Comments: A story board highlighting the life of a former luminary JAGC member's experience with DEI obstacles while serving. The story board is a good way to remind people of the DEI obstacles faced by JAGC members in the past. A good project to be inherited by TJAGLCS as one of Grad Course project.

Actionable Y/N: Yes.

Obstacles to Implementation: Require sponsoring faculty/department at TJAGLCS.

Recommend OTJAG Action Y/N: Yes.

FB # 2 – Recruiting and Accessions Data Base

Overall Observation/Comments: FB 2 took on the task of identifying whether it was feasible to create a database for incoming JAGC personnel that allowed them to identify particular aspects of diversity and inclusion that mattered most to them. This would allow them to be identifiable to others accessing the database to facilitate meaningful collegial or mentoring relationships. Overall, the field board recommended the creation of a "MyMentor" app developing a mentorship database where people will volunteer to be mentors and mentees. Would require significant investment in the software/cloud database and security.

Actionable Y/N: No. (this is an informal 'nice to have' that should be informally addressed).

Obstacles to Implementation: It would have to be an NFE that would run this system. Too difficult to implement as an Army official program with need to comply with Government Information laws. Also, collecting the data and maintaining the database may prove problematic.

Recommend OTJAG Action Y/N: No.

FB # 3 – Civilian New Hire Integration to JAGC

Overall Observation/Comments: A good basic tool for each OSJA to create for its new civilian hire to promote fast integration and long-term retention of civilian talent. Good to have a template so that it can be tailored for each office.

Actionable Y/N: Yes.

Obstacles to Implementation: None.

Recommend OTJAG Action Y/N: Yes.

FB # 3 – Diversity Recruitment (Best Practices)

Overall Observation/Comments: Efforts may be underway through JARO and senior JAGC leadership. FB 3 contacted attorneys currently serving in diversity recruiting roles for private law firms to identify best practices for diversity recruiting that might be executable in the JAG Corps. They identified some practices the JAG Corps is already executing, for example attendance at student organization events (e.g. BLSA or HLSA annual meetings/awards banquets/bar association events).

One aspect of law firm diversity recruiting practice that it does not appear the JAG Corps fully implements is a reliance on imbedded JAGC members/alumni/supporters within accredited law schools. Many law schools have former JAGC members on faculty that might be interested in sponsoring a recruiting visit (e.g. (b) (6) [redacted] Those students are already getting the sales pitch, so the ground is fertile for an FSO or outreach visit. The undergraduate ROTC programs at those schools should be engaged during the same visit for potential educational delay candidates.

Another underutilized demographic that could be exploited is FLEP officers attending law school. Whether it is required attendance/service at recruiting events within their school during the academic year, or assigning them recruiting duties during their summer internship, FLEP officers can relate to their student peers and should be enthusiastic endorsers of the JAGC. If their law school is co-located with the undergraduate school, they could also be required to engage with the ROTC detachment once a semester to discuss the educational delay program.

Actionable Y/N: Yes. Specific actionable initiatives were 1. Theme of start younger: going to middle schools, Ms. J.D. program – inserting ourselves in that early recruiting effort; 2. Using affinity groups to get after younger people (undergraduate; high school may be too young); at our last APAN board meeting we talked about how we had one undergrad student at one of our APAN Zoom meetings a while ago.; 3. Integrating civilians – building on what is already being done for onboarding DA civilians; and 4. Using training opportunities to get out – LPDs, staff rides.

Obstacles to Implementation: None that are major, but funding could be a challenge. However, “Deputizing” former JA law professors and current FLEP students comes with the risk that the message is off-center. Careful screening would be required to ensure those representatives are projecting a positive image of the JAG Corps and are well-versed in the talking points endorsed by JARO.

Recommend OTJAG Action Y/N: Yes.

FB # 3 – Evelop "integration to the JAG Corps" Course for Civilian Employees

Overall Observation/Comments: FB 3 approached this second project with the going-in assumption that products already existed or were in the works to address this training gap and that the schoolhouse/doctrine writers were best suited to tackle this mission. Their guidance and goal was to identify specific gaps for the training package proponents to address.

To that end, they proposed several areas of concentration. First, they assumed new employees would attend CPAC New Employee Orientation course and the Civilian Education System online courses (Foundation Course and Basic Course). Second, they assumed that any training package developed at the JAG Corps level would be tailored by the gaining OSJA/agency to meet the specific requirements of that office.

FB 3 suggested that the JAGC training package cover the following six broad topics: (1) Overview and Structure of the Army, (2) Army and JAG Corps personnel, (3) Legal Office Structure, (4) Civilian JAGC Roles, (5) Demographics of Civilian Attorneys, Paralegals, and Paraprofessionals, and (6) Working with First-term JAs and paralegals.

Installation-specific training should include: (1) installation access, (2) installation resources, (3) OSJA buildings and locations, (4) OSJA tour and POCs, (5) Computer and network access, and (6) Technical chain and sponsorship, introductions, and tour.

Army-specific training subjects should include: (1) Professional Responsibility, (2) Legal Correspondence, (3) Common legal actions and software applications, and (4) common legal and army acronyms.

Actionable Y/N: Yes, but a lot more work needs to be done. I think everyone agrees it is a good idea, but it is the time and attention it will take to put this together.

Obstacles to Implementation: Inertia. If this training package doesn't already exist, it is long overdue. The appropriate JAGC-wide agency needs to have the rose pinned on them to deliver a product by a certain suspense date. PPTO and/or the Legal Center should identify that proponent and provide them these recommendations to incorporate into a JAGC training package deliverable by an identified date. Also, the time and manpower it would need to put this together, get it reviewed, beta test it, and then publish it could be problematic.

Recommend OTJAG Action Y/N: Yes.

FB # 6 – Captain Career Coaches Program

Overall Observation/Comments: Field Board 6's Task was to create a Captain Career Coaches Program – a personalized process designed to guide members of the JAGC in making informed decisions about their career development and trajectory. It requires a collaborative relationship between a coach and a junior JA, aimed at enhancing the JA's

professional life. The primary goal of career coaching is to empower individuals to recognize their skills, strengths, and interests, using the G.R.O.W. model (Goal, Reality, Options, Way Forward) and translate these into actionable career goals and strategies. Project should address why people are leaving the Army and whether DEI is a factor; was it because they did not have a coach or mentor?

(b) (6) did a tremendous job and has valuable insights and palpable energy about this leadership topic. Recommend he be considered for a position at the Leadership Center in his future (don't know if we have a leadership bench builder?)

The most value in this model is something that could be taught at the grad course as one preferred method of coaching captains. As the FB noted, it should be adapted to include paralegals and legal administrators as well. The group coaching idea would be a more manageable program instead of implementing a one-on-one coaching program as an organization. The content of the coaching and the milestones timeline are useful to implement. Also, for this initiative to be successfully, buy-in from coaches must be obtained. If this is presented as a preferred model of leader mentoring at the grad course and is provided in a pull-off-the-shelf coaching notebook with pre-printed forms for graduating majors to use out in the field, I think it has the potential to be used and then improved over time.

There were also at least three main messaging opportunities:
1. For the less outgoing type, being assigned a coach outside the organization who will stay with young JAs throughout their career (and other JALS)
2. Need to explain the difference between a coach and a mentor.
3. While we hear many folks say they have mentors, there are those out there who say differently.

Actionable Y/N: Yes.

Obstacles to Implementation: How to assess whether a volunteering coach is qualified. May need to implement qualification criteria and assessment process for one to qualify as coaches.

Recommend OTJAG Action Y/N: Yes. (direct TJAGLCS to incorporate into Leadership instruction at the Graduate Course).

FB # 7 – Judge Advocate Accessions Sponsorship Program

Overall Observation/Comments: Field Board 7 put together a plan to allow CPTs at installations to become sponsors for personnel chosen for the JAG Corps but not yet assessed. The plan includes selecting qualified officers through a nomination process, providing training on specific topics that may be of interested to selected candidates, and an AAR mechanism to refine the process. This is a good area to tackle and a very actionable way to reduce selectee attrition. May want to consider having sponsors that may be more senior (2d or 3d term captains or even majors).

Actionable Y/N: Yes. In fact, this is one of the ideas the Recruiting Crisis Action Team discussed to increase the percentage of personnel from selection to accession.

Obstacles to Implementation: JARO would need to further determine criteria and how to solicit sponsors from OSJAs. Therein lies the rub because the current plan recommends using an already over taxed JARO to establish the program, provide the training, and do the assessment.

Recommend OTJAG Action Y/N: Yes. Send this to (b) (6) as the Recruiting CAT chief and to JARO for consideration and development.

FB # 8 – Professional Organization Effort (Awards and Training Opportunities Related to Affinity Bar Associations)

Overall Observation/Comments: This field board recommended pivoting to a goal of promoting involvement by JALS personnel in civilian professional organizations and affinity groups and of emphasizing the importance of diversity in professional development. This recommendation stems from a concern about avoiding inappropriate endorsements of private organizations. The recommended initiative includes normalizing the use of administrative leave for attendance at bar events. The proposal helps to resolve a longstanding conundrum about how to endorse the affinity groups by bringing them into the same conversation as local bar organizations and local chapters of national bar associations, affinity-oriented or otherwise. The proposal also recommended the use of JAGC publication to promote participations and use of AIM resume to track participations.

A good opportunity to promote retention and recruitment. Active participations by our JAGC members to these affinity groups would bring greater exposure to the civilian sector of Army JAGC. Provided we can navigate the complex nature of data collection and endorsement concerns, it would be worthwhile to pursue.

Actionable Y/N: Yes. This initiative is very actionable because it draws on messaging methods that are already used extensively by JAGC leaders. The proposal is to urge the local OSJA level to take the lead in promoting these opportunities. This complements the ORO and FSO programs, as well.

Obstacles to Implementation: Concern for data collection on servicemembers' exercise of First Amendment Right – May need to anonymize one's participation but collect a group data to promote? Also, how to promote without endorsement. Other than that, the initial prompt called for development of SOPs about awards and timelines therefore from professional associations, but SOPs are not required to implement this program as described by the FB.

Recommend OTJAG Action Y/N: Yes.

FB # 9 – The Exit Survey

Overall Observation/Comments: Similar to FB #5. Recommend combine the recommended questions with the FB #5 surveys. The task was to collect information about uniformed JAs leaving active service and any nexus to DEIA concerns, especially for diverse JAs. The group wanted to remain sensitive to privacy concerns in data collection. The proposed survey questions are centered on diversity, equity, inclusion, and accessibility, how the individual perceives the JAGC to value each of those, what impact, if any, that perception had on their personal decision to leave, and whether they would recommend the JAGC to an individual who values diversity, equity, and inclusion. It's a simple and elegant survey. Also, it does not require a senior leader to take the survey as our current exit survey does. I think it will likely result in more forthcoming answers as a result.

Actionable Y/N: Yes.

Obstacles to Implementation: See FB #5. While not an obstacle, the survey needs to be formatted for online access if that is the preferred delivery medium. I would personally like to see it include space for narrative responses as well as yes/no responses to each of the questions. They are thought-provoking and will likely prompt some thoughts by survey-takers that we will want to capture.

Recommend OTJAG Action Y/N: Yes.

FB # 10 – Alumni Interviews (JAGC Post Career Survey)

Overall Observation/Comments: This project proposes a good way to keep in touch with JALS alums for potential future engagements and to gauge their changing perceptions over time of the value of their JALS time (or the contrary, possibly). This information could be useful in future personnel policy. To interview former JAGC members post-service after a year. The field board felt the current exit survey used by the JAGC is usually conducted by a leader, and sometimes perspectives change over time. As such, FB 10 believed the survey should be completely anonymous. FB10, at the time of its presentation, had not drafted proposed survey questions.

The FB recommended the use of an electronic survey for anonymous responses. A good target audience to get insights on JAGC's current weaknesses. Though their departures may not necessarily be due to DEI issues, the survey would likely reveal some of the issues that we need to address. I also like the idea for asking several times over the years so as to see if the respondents' views change depending on what they experienced post-JAGC career.

Actionable Y/N: Yes, but not without slight challenges and modifications. The contact information needed for a web-based survey is collected in the current exit surveys, and there is little cost to hosting a web survey that we can invite alums to access.

Obstacles to Implementation: As a public survey, requires AR 25-98 compliance. Also, the survey questions are not yet fully fleshed out. The cost could be significant. If the JAGC retained a firm to conduct the survey, past surveys shed light on potential costs. Several years ago, the JAGC used a firm to conduct a survey of active-duty Judge Advocates in military justice to assess wellness, and the cost was $250,000. Recommend that PPTO or the ODEI staff be involved in question development.

The JAGC could use ORSAs to develop the questions for the survey without retaining a private firm, but the JAGC lacks the staffing to send the survey to former personnel at scale, as this would most certainly be a manual process. Gathering information on the location of personnel post-service could be time-consuming unless a social media platform is used, which could call into question the validity of the results as individuals who stay connected to JAGC social media after service likely have a favorable opinion of the JAGC. Once the survey results are received, they will need to be compiled and analyzed, which the JAGC lacks staffing to accomplish.

Notably, anonymous surveys are often of limited utility, particularly when conducted distant in time from the events, because they often lack the clarity of context necessary to make changes that can be implemented.

Last, how do we obtain the contact information necessary to send out the survey. Do we provide the survey to departing people and allow them to opt in at the end of the year, or do we affirmatively contact personnel? Do we use one of our own IT solutions or do we contract this to a third-party and how do we share the data?

Recommend OTJAG Action Y/N: Possibly. While the concept of conducting an alumni interview could certainly be presented to TJAG, this project may not be highly prioritized given the significant challenges to implementation. On the other hand, this may give us an opportunity to bring people back into the Corps that regret leaving. This would need to be actioned by PPTO Plans to ensure the proper survey and coordinated with Ad law for data and privacy issues.

FB #11 – Tough Conversations

Overall Observation/Comments: The goal of this project is to build a field guide containing courageous conversation scenarios to aid in breaking down barriers to inclusion. This guide will serve as a playbook for leaders and provides step by step instructions to help leaders in these tough conversations with topic examples. This is a useful tool for OSJA leadership to conduct insightful dialogue within the office to deepen understanding of one another. Beyond content, though, the field book includes guidance about the qualities facilitators need to have to be effective in these conversations.

The target audience for the guide is leaders who will lead these conversations with their personnel. The guide has been aligned with JAGC policies, and the intent is to empower leaders to feel confident in engaging in these conversations in a meaningful

and respectful way. The guide includes prompts for conversation starts i.e. bias in the military justice system and racial prejudice in decision making, and provides leaders with a step-by-step guide as to how to engage in these conversations. The FB is currently preparing a list of proposed ground rules for inclusion in the guide. The draft has been reviewed by both the JAGC Wellness Director and head of the JAGC DEI office, who have provided feedback and approve of the product. FB 11 put a tremendous amount of work into its project, going beyond concept to researching and draft the field guide itself. The guide will simply need some final polishing and it will be ready for distribution throughout the JAGC.

Actionable Y/N: Yes. This product can be fielded now and can also be expanded and updated in the future. I note the field book needs some page numbers to be complete.

Obstacles to Implementation: May require facilitator training (may be video?) to assist with implementation. Further, may need to publish JAGC wide policy on frequency and requirement to conduct these conversations. ODEI would be the appropriate office to finalize and distribute the product; however, ODEI may have limited bandwidth with impending personnel shortages. Also, there may exist a leader's internal resistance to using the resource to initiate tough conversations. The field book could be beta-tested in a few offices in the field for further feedback.

Recommend OTJAG Action Y/N: Yes. Recommended this be prioritized as a recommendation to TJAG. It will quickly demonstrate the value the field boards can provide.

FB # 12 – COMPO 2/3 Recruiting

Overall Observation/Comments: To be able to advocate for all JAGC opportunities including COMPO 2/3. Create a "short book" to equip JAGC members with talking points; recruiting awareness campaign across COMPO 2/3 during drill; and targeting practicing attorneys by placing high-performing COMPO 2/3 personnel on orders to recruit. Steering non-promotable AD JA to COMPO 2 (waiver required for Reserves but not National Guard). Add COMPO 2 JA and NCO to JARO. Create a database or organizations/personnel information for Reserve members. Compo 2/3 personnel serve as Adjunct/Visiting Professors at Law School.

Actionable Y/N: Recommendations 1-6 appear to be actionable; some just have greater obstacles to implementation than others. Recommendation 7 may not be actionable depending on how it would be executed, but note that many National Guard judge advocates are already serving as adjust professors at a law school. For example, (b) (6) served as the (b) (6) He also served as an adjunct professor at the (b) (6) The Council XO, (b) (6) (b)(6) took (b) (6) class. This is how (b) (6) was introduced to the Army JAG Corps. (b)(6) , he was subsequently accessed into the JAG Corps as

a third-year law student pending his graduation from law school, passage of the bar exam, and being admitted to practice law in the (b) (6) . (b) (6) shared his story with other students, which resulted in the successful accession of an additional male and female judge advocate a couple years later.

Obstacles to Implementation: Need coordination with and support from NGB.

1. I believe JARO is already preparing the short book of talking points so completion of this product appears to be the only obstacle.

2 & 3. The JAGC loses the benefit of the legal expertise compos 2&3 gain when performing the JAGC legal mission and may be less prepared if called upon to deploy or activate. This obstacle is simply a tradeoff between the risks of each.

4. Compo 3 may be unhappy if the JAGC is steering personnel to Compo 2 over Compo 3.

5. Adding a Comp 2 JA and NCO to JARO would require either growth of new billets, or re-purposing existing billets, which would leave those duties not performed.

6. The availability of personnel to create such a database would be a major obstacle as this would likely be a very time-consuming task. I believe Compo 3 has been trying to prepare such a database but has not been able to complete it with existing resources.

7. If Compo 2 & 3 personnel are serving as Adjunct professors at law schools at the behest of the JAGC, they will need to use drill time/be on orders, and this would be complex as the requirements of the position beyond class time (i.e. grading exams, etc.) may exceed the drill time allotted each year. Law schools often pay adjunct professors as well, and it may not be permissible for personnel to receive both drill pay and pay from the law school. Visiting professor status would have far fewer obstacles, particularly if it involved only a single presentation for which Compo 2 & 3 personnel could be authorized drill time.

Recommend OTJAG Action Y/N: Yes, recommend presenting options 1-6, and the Visiting Professor portion of recommendation 7, to TJAG for consideration.

FB # 12 – Survey of Best Practices for Diversity Retention

Overall Observation/Comments: Standardizing exist surveys for resignation and retirement; historical demographic data on junior JAs; official affinity groups; TJAG/DJAG messaging on DEI. Great topics for senior JA leadership to consider. A good topic to be discussed at KLE and WWCLE. The historical data collection of junior JA assignments within the OSJA may be a good Article 6 inspectable item so that PPTO can have do analysis on junior JA assignment pattern impacts.

Actionable Y/N: Yes.

Obstacles to Implementation: Implementation would require further study/research.

Recommend OTJAG Action Y/N: Yes.

FB # 13 – JAGC DEI Champion Award

Overall Observation/Comments: To annually recognize JAGC members for his/her DEI efforts through community, cultivation, and conversation. A great effort to promote DEI within the corps. Eligibility criteria for the award should be developed by OTJAG and socialized with COMPO 2 and 3.

Actionable Y/N: Ye, but needs to be developed more. Also, recommend presenting the award to a commissioned officer, warrant officer, and enlisted member of all three COMPOs.

Obstacles to Implementation: None

Recommend OTJAG Action Y/N: Yes.

(b) (6) **USARMY HQDA OTJAG (USA)**

From: (b) (6)
Sent: Wednesday, June 5, 2024 2:06 PM
To: USARMY Pentagon HQDA OTJAG Mailbox JAGC Diversity-Inclusion
Cc: (b) (6)
Subject: DEIA Council Nomination
Attachments: (b) (6)

Follow Up Flag: Follow up
Flag Status: Completed

(b) (6)

Please find attached my council member nomination form and STP attached.

(b) (6)
Office of the Judge Advocate General
(b) (6)
✉ OTJAG ODEIA usarmy.pentagon.hqda-otjag.mbx.jagc-diversity-inclusion@army.mil
✉ OTJAG Wellness usarmy.pentagon.hqda-otjag.mbx.jagc-wellness@army.mil

Office of the Judge Advocate General Diversity, Equity, Inclusion & Accessibility Council

11 April 2024

Prepared by the DEIA Council XO and AXO

PROPOSED DEIAC SOP

PROPOSED DEIAC SOP

Action Required by Majority Votes for changes:

- Vision & Mission
- Council Member Nomination Process
- Membership Terms
- Council Composition

VOTES:

❑ YES

❑ NO (If majority notes no, detailed recommended edits must be captured.)

Summary of Comments on SHARP

Page: 3

Number: 1 Author: Presenter Notes Subject: Presentation Notes Date: 3/13/2025 1:41:22 PM

Vision: The national leader in valuing, developing and strategically employing the immense talent of Soldiers and Civilians where they connect with their purpose and teammates to be the force multiplier of a more agile, innovative, and ready JAG Corps. Mission: The JALS DEIA Council reviews, develops, recommends, and implements as appropriate programs, policies, processes, and practices to recruit, train, retain, and develop a workforce that represents the Nation we serve.

Council Member Nomination Process: Diverse volunteers from across the Regiment. Council membership will be determined through a nomination form and process, see enclosure. Nominations will be open to all JALS personnel. Self-nominations are allowed but must be endorsed by the Staff Judge Advocate (or equivalent position). The OPOD will publish a call for nominations annually (late August), intake all nominations, and consolidate them for voting by the Council in September. The OPOD will petition nominations from council and field board members if enough nominations are not received to consolidate voting options for the Council.

Membership Terms: Council member terms will be two years. Council members can serve up to two consecutive terms. First term members shall not make up a numerical majority of the Council. Any Council members who is no longer able to satisfy their duties and responsibilities on the Council for any reason (e.g., Permanent Change of Station, new duty position, retirement, medical reason, or change in Family or personal circumstances limiting one's availability) can request relief from their position through the DEIAC Executive Officer and Co-chairs to TJAG.

Council Composition: The current Council members will vote on and select new Council members from the pool of nominees who meet the nomination criteria. Council membership will be limited to between 21-25 members from the JALS and must ensure diverse representation among Council members to include a minimum of 3 junior NCOs, 3 senior NCOs, 3 company grade officers, 3 field grade officers, 3 junior civilians, 3 senior civilians, and 3 warrant officers. All compos will be considered. Of the Council members selected, they will vote on the selection of two co-chairs, an executive officer, and an assistant executive officer. On behalf of the Council, the OPOD will prepare and staff a slate of nominations with primary and alternate names for The Judge Advocate General (TJAG) to approve the new Council member appointments. TJAG will also appoint the Council's Executive Steering Committee, which consists of at least one key stakeholder from the following staff sections: POD, SES or GO, a member of the OTJAG Foundation, PPTO, JARO, and TJAGLCS Leadership Center. The Council will be advised by the Executive Steering Committee.

PROPOSED DEIAC SOP

Action Required by Majority Votes for changes:

- Council Member Roles & Responsibilities
- TJAG Report topics
- Meeting Agenda template
- Summary Minutes template

VOTES:

❑ YES

❑ NO (If majority notes no, detailed recommended edits must be captured.)

Page: 4

Number: 1 Author: Presenter Notes Subject: Presentation Notes Date: 3/13/2025 1:41:22 PM

Council Member Roles & Responsibilities: Reference the DEIAC SOP, (paragraph 6) for Executive Steering Committee, Co-Chairs, Executive Officer, Assistant Executive Officer, Council Members

TJAG Report topics:

1. Demographic Analysis
2. Synopsis of Briefings provided by Stakeholders (PPTO, JARO, ODEIA, Wellness, etc...)
3. Synopsis of Field Board Initiative
4. Field Board Initiatives Ready for Approval/Disapproval
5. Field Board Initiatives Needing Work/Resources/Tabled
6. New Issues/Business
7. TJAG Guidance Required

Meeting Agenda template: Reference enclosure 2 of DEIAC SOP

Summary Minutes template: Reference enclosure 4 of DEIAC SOP

PROPOSED REVISIONS TO FIELD BOARD SOP

PROPOSED EDITS TO FIELD BOARD SOP

Action Required by Majority Votes:

- Revised FB Application Process
- Revised FB Selection & Acknowledgement Process
- Membership Tour
- Role of Field Board Mentors
- Council Hotwash
- Staffing of Actionable Initiatives

VOTES:

❑ YES

❑ NO (If majority notes no, detailed recommended edits must be captured.)

Page: 6

Number: 1 Author: Presenter Notes Subject: Presentation Notes Date: 3/13/2025 1:41:23 PM

Bold = additions/ edits

Revised FB 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 1). Those interested are required to submit the application along with their respective Soldier Talent Profiles (STPs) 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.
Revised FB Selection & Acknowledgement Process: 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 2). All Field Board Members will sign an Acknowledgement Memorandum, (Enclosure 3).
Membership Tour: The period of service/commitment for Field Boards is one-year or until assigned field board projects are complete through presentation and handed off to the DEIAC for action. 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.
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.
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 4) 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 5.
Staffing of Actionable Initiatives: Reference Enclosure 5 Flowchart of Field Board SOP revisions.

PROPOSED AARs

Proposed AARs- Council Members

DEIA Council Member AAR

2023 DEIA Council Member After Actions Review (AAR)

Survey to capture the DEIA Council members experience, identify what we should sustain, and improve for future field board (FB) iterations.

Link to Survey:
https://forms.gle/7XAuwgianwkc41TZ7

VOTES:

- ❑ YES
- ❑ NO (If majority notes no, detailed recommended edits must be captured.)

Proposed AARs- FB Members

Field Board Member AAR

2023 Field Board Member After Actions Review (AAR)

Survey to capture the Field Board (FB) members experience, identify what we should sustain, and improve for future field board iterations.

Link to Survey:
https://forms.gle/RivVqvmZo8wXmfJJ9

VOTES:

- ❑ YES
- ❑ NO (If majority notes no, detailed recommended edits must be captured.)

Next Meeting

- ➢ **Next Meeting (9 May 2024, 1300EST)**
- ➢ **New business for next proposed agenda:**
- • **OTJAG Comments**
- • **FB Member AAR**
- ➢ **Closing Comments (Ms. Carlisle)**

Slide Title

*** Add any additional slides as needed**

Office of the Judge Advocate General Diversity, Equity, Inclusion & Accessibility Council

11 April 2024

Prepared by the DEIA Council XO and AXO

PROPOSED DEIAC SOP

PROPOSED DEIAC SOP

Action Required by Majority Votes for changes:

- Vision & Mission
- Council Member Nomination Process
- Membership Terms
- Council Composition

VOTES:

- ❑ YES
- ❑ NO (If majority notes no, detailed recommended edits must be captured.)

PROPOSED DEIAC SOP

Action Required by Majority Votes for changes:

- Council Member Roles & Responsibilities
- TJAG Report topics
- Meeting Agenda template
- Summary Minutes template

VOTES:

❑ YES

❑ NO (If majority notes no, detailed recommended edits must be captured.)

PROPOSED REVISIONS TO FIELD BOARD SOP

PROPOSED EDITS TO FIELD BOARD SOP

Action Required by Majority Votes:

- Revised FB Application Process
- Revised FB Selection & Acknowledgement Process
- Membership Tour
- Role of Field Board Mentors
- Council Hotwash
- Staffing of Actionable Initiatives

VOTES:

❑ YES

❑ NO (If majority notes no, detailed recommended edits must be captured.)

PROPOSED AARs

Proposed AARs- Council Members



DEIA Council Member AAR

2023 DEIA Council Member After Actions Review (AAR)

Survey to capture the DEIA Council members experience, identify what we should sustain, and improve for future field board (FB) iterations.

Link to Survey:
https://forms.gle/7XAuwgianwkc41TZ7

VOTES:

- ❑ YES
- ❑ NO (If majority notes no, detailed recommended edits must be captured.)

Proposed AARs- FB Members

Field Board Member AAR

2023 Field Board Member After Actions Review (AAR)

Survey to capture the Field Board (FB) members experience, identify what we should sustain, and improve for future field board iterations.

Link to Survey:
https://forms.gle/RivVqvmZo8wXmfJJ9

VOTES:

- ❑ YES
- ❑ NO (If majority notes no, detailed recommended edits must be captured.)

Next Meeting

- Next Meeting (9 May 2024, 1300EST)
- New business for next proposed agenda:
  - OTJAG Comments
  - FB Member AAR
- Closing Comments (Ms. Carlisle)

Slide Title

*** Add any additional slides as needed**

0:0:0.0 --> 0:0:2.250
(b) (6)
All right, team, it is 1300.

0:0:2.260 --> 0:0:3.730
(b) (6)
Let's go ahead and get started.

0:0:4.240 --> 0:0:7.320
(b) (6)
We have field boards 10 and 12 presenting today.

0:0:8.100 --> 0:0:12.200
(b) (6)
I'm does anybody on the Council wish to?

0:0:14.380 --> 0:0:14.850
(b) (6)
Uh.

0:0:14.860 --> 0:0:17.600
(b) (6)
Provide any opening remarks over.

0:0:20.200 --> 0:0:24.850
(b) (6)
Good morning to make this is (b) (6) our our Phyllis Co chairs could not be here with us today.

0:0:24.860 --> 0:0:29.830
(b) (6)
They both do send their apologies and regrets and they didn't want us to tell you.

0:0:29.840 --> 0:0:33.700
(b) (6)
Thank you so much for everything that you have done thus far and we're almost to the end.

0:0:33.710 --> 0:0:48.470
(b) (6)
There will be news coming out to all of the field boards concerning the report card, if you will, for the past activities that have been done and there's more to follow in our next meeting.

0:0:48.860 --> 0:0:58.450
(b) (6)
For all the Council members, there be some guidance provided by our Co chairs at that time and with that teammates, I have nothing further for you unless you have any questions for me.

0:1:0.470 --> 0:1:1.750
(b) (6)
XOXO over you.

0:1:5.600 --> 0:1:8.190
(b) (6)
All right, team, nothing heard.

0:1:8.200 --> 0:1:9.310
(b) (6)
Let's go ahead and get started.

0:1:9.660 --> 0:1:12.290
(b) (6)
Uh, billboard 12.

0:1:13.660 --> 0:1:14.730
(b) (6)
I believe you'll already to go.

0:1:16.950 --> 0:1:17.270
(b) (6)
Yeah.

0:1:17.280 --> 0:1:18.430
(b) (6)
I thought, hey, I'm sorry.

0:1:18.440 --> 0:1:19.870
(b) (6)
This is (b) (6) I thought.

0:1:19.880 --> 0:1:20.260
(b) (6) 6)
Feel bored?

0:1:21.580 --> 0:1:23.620
(b) (6)
OK, philmore 10.

0:1:20.270 --> 0:1:23.850
(b) (6)
Ten was gonna start, but if if not, we could.

0:1:23.860 --> 0:1:25.470
(b) (6)
If they're, if they're not ready, we can start.

0:1:25.480 --> 0:1:27.600
(b) (6)
We can start, but over.

0:1:27.330 --> 0:1:27.940
(b) (6)
Hi team.

0:1:28.30 --> 0:1:28.660
(b) (6)
My name is (b) (6)

0:1:28.670 --> 0:1:29.100
(b) (6)
Some (b)(6)

0:1:31.390 --> 0:1:31.880
(b) (6)
Awesome.

0:1:29.110 --> 0:1:33.680
(b) (6)
I'm here from field Board 10 that we staff (b)(6) was unavailable, so I told her I brief in her stead.

0:1:36.90 --> 0:1:36.900
(b) (6)
All right, mass aren't.

0:1:36.910 --> 0:1:38.180
(b) (6)
The floor is yours over.

0:1:38.630 --> 0:1:39.180
(b) (6)
Perfect.

0:1:39.390 --> 0:1:41.180
(b) (6)
Do you need me to share my screen, (b)(6) ?

0:1:42.610 --> 0:1:42.790
(b) (6)
Yes.

0:1:43.720 --> 0:1:44.350
(b) (6)
OK.

0:1:44.520 --> 0:1:46.650
(b) (6)
So let me I apologize.

0:1:46.660 --> 0:1:48.420
(b) (6)
I do have the slides that were created.

0:1:48.430 --> 0:1:49.350
(b) (6)
They were just sent to me.

0:1:49.360 --> 0:1:50.150
(b) (6)
Let me pull that up.

0:1:50.160 --> 0:1:51.480
(b) (6)
I apologize one second.

0:1:54.480 --> 0:1:57.220
(b) (6)
I'm going to share my screen so people can see the slide.

0:2:0.820 --> 0:2:1.190
(b) (6)
All right.

0:2:1.200 --> 0:2:5.600
(b) (6)
I cannot see you, so I hope that everyone can see my slide that I'm sharing.

0:2:5.460 --> 0:2:7.0
(b) (6)
We we can see it's our.

0:2:7.810 --> 0:2:8.520
(b) (6)
OK, perfect.

0:2:8.530 --> 0:2:9.400
(b) (6)
Alright so.

0:2:8.980 --> 0:2:11.40
(b) (6)
I actually we could, but they went away now.

0:2:11.980 --> 0:2:12.380
(b) (6)
Oh gosh.

0:2:13.120 --> 0:2:14.810
(b) (6)
Now, now that it's there, it's there.

0:2:16.180 --> 0:2:16.520
(b) (6)
It's gone.

0:2:19.860 --> 0:2:21.980
(b) (6)
OK, alright, team.

0:2:21.600 --> 0:2:23.980
(b) (6)
So if you if you like, I could run it for you.

0:2:23.990 --> 0:2:24.290
(b) (6)
Whatever.

0:2:24.300 --> 0:2:24.900
(b) (6)
It's easiest for you.

0:2:24.910 --> 0:2:26.580
(b) (6)
We can now see your slides again.

0:2:27.210 --> 0:2:29.80
(b) (6)
OK, I am so sorry about that. Everyone.

0:2:29.350 --> 0:2:29.640
(b) (6)
Yeah.

0:2:29.650 --> 0:2:31.80
(b) (6)
So my name is (b) (6)

0:2:31.90 --> 0:2:32.580
(b) (6)
(b)(6) .

0:2:33.50 --> 0:2:36.280
(b) (6)
Our project was to come up with alumni interviews.

0:2:36.550 --> 0:2:51.380
(b) (6)
So what we had thought of is the assumptions for the exit surveys or they are conducted by leaders and the relationships between the leaders and subordinates, depending on how that, how that mission went, that person who is leaving may be reluctant to give candid feedback.

0:2:51.470 --> 0:3:1.680
(b) (6)
So we suggest that there be some sort of distance time for both the soldier who has now

gone on to their civilian career to reflect on what did what they did and did not like about the Jaguar.

0:3:2.150 --> 0:3:5.630
(b) (6)
Umm, you know, maybe they might even be willing to come back, right?

0:3:5.710 --> 0:3:9.690
(b) (6)
So conducting A1 year survey on the easiest way to do that is with people.

0:3:9.700 --> 0:3:16.520
(b) (6)
A lot of the times they are transitioning into the Army Reserve, so legal command, so we could potentially use legal command for that.

0:3:16.650 --> 0:3:26.380
(b) (6)
But we believe the easiest thing to do would be to do a follow up exit interview like a minimum of one year departure, and the easiest way to do that is with some sort of electronic system.

0:3:26.650 --> 0:3:32.0
(b) (6)
We do have the questions that are available on this slide show to review like the content of the questions.

0:3:32.10 --> 0:3:44.200
(b) (6))
But specifically, I think what our mission was to focus on like how to do that and if I have my screen shared up, what we are kind of thinking is if we can pull up a, if you can still see my screen on the Jag core, they have something similar.

0:3:44.210 --> 0:3:48.700
(b) (6)
The leap where you can submit suggestions and constructive feedback.

0:3:48.850 --> 0:3:55.30
(b) (6))
So we were thinking a similar thing could be on when you go to Jack CNET and you see the.

0:3:57.180 --> 0:3:57.850
(b) (6))
I apologize.

0:3:57.860 --> 0:3:59.90
(b) (6))
Gonna take a second to pull up.

0:3:59.600 --> 0:4:3.830
(b) (6))
So on the home page for Jack CNET, there's a tab for.

0:4:5.260 --> 0:4:14.650
(b) (6) (USA)
Diversity, equity and inclusion and in the same way that on the lead page there's an option to submit suggestions and constructive feedback anonymously.

0:4:14.980 --> 0:4:25.710
(b) (6))
We think that's something could be added to the DE I tab on the Jag CNET page, and this way there's a central place for people to access that and submit their feedback.

0:4:25.800 --> 0:4:28.650
(b) (6))
But again, we do have the content.

0:4:28.660 --> 0:4:46.820
(b) (6))
If we were interested in that, I'm happy to go over it, but I think that was provided previously and so the contents you can care of and we think the best course of action is to have some sort of electronic survey where people can submit there their feedback anonymously pending any questions or concerns.

0:4:46.830 --> 0:4:48.370
(b) (6))
That is what I have for field Board 10.

0:4:53.940 --> 0:4:54.470
(b) (6))
That's awesome.

0:4:54.480 --> 0:4:54.880
(b) (6))
Teammates.

0:4:58.700 --> 0:4:59.330
(b) (6))
Yeah, a.

0:4:54.890 --> 0:4:59.360
(b) (6))
So any questions or comments for field Board 10 and 10 minutes?

0:4:59.370 --> 0:5:5.640
(b) (6))
So that was a dog gone outstanding presentation, those short, concise and to the point easier to understand exactly what you all proposed.

0:5:5.710 --> 0:5:6.880
(b) (6)
So we appreciate that.

0:5:6.950 --> 0:5:8.190
(b) (6))
Go ahead, (b) (6) .

0:5:9.680 --> 0:5:10.480
(b) (6))
A master.

0:5:10.490 --> 0:5:11.540
(b) (6))
Can you pull up that slide?

0:5:18.900 --> 0:5:19.150
(b) (6))
Yes.

0:5:11.550 --> 0:5:19.630
(b) (6))
Can I see your since you have a little bit of time here, can I see the questions that you were planning on asking that you've proposed?

0:5:20.710 --> 0:5:27.200
(b) (6)
So I only see kind of two or three with two answer narrative answer blocks.

0:5:27.270 --> 0:5:28.460
(b) (6))
Is there anything below that?

0:5:29.650 --> 0:5:30.50
(b) (6))
Yes, Sir.

0:5:30.60 --> 0:5:32.490
(b) (6)
I can also post this in the teams chat.

0:5:32.500 --> 0:5:36.210
(b) (6))
We did make a PDF, but logistically I I just don't see.

0:5:36.220 --> 0:5:42.50
(b) (6))
I tried to personally interview people that I know had left the Jag core and to get them to fill out the survey and send it back to me.

0:5:42.60 --> 0:5:46.920
(b) (6)
It didn't happen, so one of the big things is the feedback I got was that they want it to be anonymous.

0:5:46.930 --> 0:5:49.700
(b) (6))
They do not want it because some of them are in the reserves they wanted to.

0:5:49.710 --> 0:5:53.910
(b) (6))
They don't want to be tied to what was said, and they also wanted to be completely electronic.

0:5:53.920 --> 0:6:5.230
(b) (6))
So just because my I came up with a SurveyMonkey, but again, it's just not as professional

as something like what leap has that you can submit a suggestion through the portal on some of the questions we had were.

0:6:7.670 --> 0:6:10.520
(b) (6))
Like just on the on a scale of 1 to 10, things like that.

0:6:10.580 --> 0:6:12.80
(b) (6))
Uh, that wasn't a question I came up with.

0:6:12.90 --> 0:6:12.740
(b) (6) (USA)
I apologize.

0:6:12.810 --> 0:6:15.380
(b) (6))
So going up here was the biggest thing we were trying to capture is.

0:6:15.390 --> 0:6:19.0
(b) (6))
Have you ever experienced discrimination issues in the Jaguar?

0:6:19.90 --> 0:6:20.540
(b) (6))
Any sort of EO issues.

0:6:22.680 --> 0:6:30.660
(b) (6))
We wanted to ask, too, is that if you're currently holding a civilian employer, uh, do you receive the benefits in your civilian employment that you did as a Judge Advocate?

0:6:30.670 --> 0:6:38.450
(b) (6))
So we think that once people are out of the Jaguar in the civilian world and they're with their civilian employers, they might think twice about the benefits they had with the Jack course.

0:6:38.460 --> 0:6:44.450
(b) (6))
We wanted to capture that and then on the second page, we do have like a scale of 1 to 10.

0:6:44.460 --> 0:6:48.600
(b) (6))
But what I can do, Sir is just post that PDF into this group chat here so that you can see it.

0:6:50.520 --> 0:6:50.870
(b) (6))
Yeah.

0:6:50.880 --> 0:6:52.970
(b) (6) SA)
No, that, that, that, that'd be excellent.

0:6:52.980 --> 0:7:3.370
(b) (6))
So I see you asked if you pull the question that that first slide back up you asked about, did the did you experience you know any discrimination or access and everything?

0:7:3.460 --> 0:7:8.690
(b) (6))
I thought for you might be maybe if we could break that down a little bit.

0:7:8.700 --> 0:7:15.590
(b) (6))
Do you feel you just feel discrimination from, you know, subordinates from peers or from, you know, yes.

0:7:15.600 --> 0:7:18.870
(b) (6))
No, because the yes, no questions are very important.

0:7:18.880 --> 0:7:26.220
(b) (6))
I think from a data perspective, so we can start, you know searching this through objective data.

0:7:26.520 --> 0:7:29.870
(b) (6))
The the narratives are good because it gives them an opportunity to explain.

0:7:30.60 --> 0:7:44.330
(b) (6)
But just as an initial matter from across the board, but you might wanna think about

breaking down a little bit, getting a little bit more detail of there's a yes answer to where that discrimination kind of occurred.

0:7:44.340 --> 0:7:50.100
(b) (6))
Maybe a location, or maybe you know the level of person that they felt they have experienced.

0:7:50.110 --> 0:7:50.590
(b) (6))
That was it.

0:7:50.600 --> 0:7:52.940
(b) (6))
A up here thing was just subordinate thing.

0:7:52.950 --> 0:7:54.100
(b) (6))
Was it a leader thing?

0:7:54.730 --> 0:7:56.500
(b) (6))
So just just a thought for you over.

0:7:58.390 --> 0:7:58.940
(b) (6))
The desert.

0:8:3.870 --> 0:8:5.280
(b) (6))
Yeah, it's kind of hate to see your hand.

0:8:7.580 --> 0:8:8.360
(b) (6))
Yeah.

0:8:8.400 --> 0:8:9.750
(b) (6))
Thanks (b) (6)

0:8:9.820 --> 0:8:20.410
(b) (6))

So this is a (b)(6) from the Army Corps of Criminal Appeals and wondering if you ran into anyone that received feedback from the current exit survey.

0:8:20.540 --> 0:8:38.450
(b) (6))
I realized a lot of people like to do it anonymously, but I have not run into anyone that provided feedback in the current iteration of the exit survey that actually got any response from the Jag core, and mine was not anonymous, and I wrote a lot in there and some of it was pretty scathing and I I've heard crickets.

0:8:38.760 --> 0:8:39.120
(b) (6)
Yeah.

0:8:39.130 --> 0:8:43.900
(b) (6)
So which is a little frustrating if we're trying to impact change.

0:8:44.30 --> 0:8:46.270
(b) (6))
So did did you uncover any?

0:8:46.880 --> 0:8:50.710
(b) (6))
Uh, I mean historical data there that you could share? Thanks.

0:8:51.220 --> 0:8:52.250
(b) (6))
I apologize, Sir.

0:8:52.260 --> 0:8:53.380
(b) (6))
No, we didn't.

0:8:53.420 --> 0:8:56.910
(b) (6))
We did not reach out to the GCC for any historical data.

0:8:56.920 --> 0:9:4.270
(b) (6))
The one jurisdiction we did spoke to speak to is that I'm not tracking if that's just focused on 27 alphas where you're given something to fill out.

0:9:4.620 --> 0:9:15.460
(b) (6))
27 Deltas are not so, at least at the installation we were working with, so that might be something to do too is that it's both for the 27 office and 27 deltas and then maybe standardizing it.

0:9:15.990 --> 0:9:21.560
(b) (6))
Umm, cause the exit interviews we were tracking were verbal, so if there's something for the 27 alphas they fill out.

0:9:21.570 --> 0:9:22.690
(b) (6))
I apologize, I'm not tracking them.

0:9:24.760 --> 0:9:26.530
(b) (6))
Yeah, it's it's required.

0:9:26.540 --> 0:9:33.490
(b) (6))
When we submit our retirement that we have to submit an exit survey with it or retirement doesn't get accepted.

0:9:34.360 --> 0:9:40.160
(b) (6))
So and it's, it's a pretty long, it's it's probably about 30 questions and it's on the PTO website.

0:9:41.600 --> 0:9:42.10
(b) (6))
OK.

0:9:42.60 --> 0:9:42.520
(b) (6))
Thank you, Sir.

0:9:43.30 --> 0:9:43.340
(b) (6))
Hey.

0:9:43.400 --> 0:9:44.60
(b) (6))
Hey, (b) (6)

0:9:44.70 --> 0:9:45.340
(b) (6))
It's real quick, (b) (6)

0:9:45.350 --> 0:9:46.410
(b) (6)
I had the same experience.

0:9:47.740 --> 0:9:50.570
(b) (6))
Submitted a pretty significant one, really not a lot.

0:9:50.580 --> 0:9:53.550
(b) (6)
No, no feedback despite my queries.

0:9:53.560 --> 0:10:0.120
(b) (6)
If anybody had questions or something, so I just went ahead and sent it straight to the top so directly.

0:10:0.370 --> 0:10:0.510
(b) (6)
Yeah.

0:10:0.720 --> 0:10:1.720
(b) (6)
So just FYI.

0:10:3.300 --> 0:10:3.950
(b) (6))
Hey man.

0:10:3.330 --> 0:10:7.850
(b) (6)
I I guess I assume that that's where it went, so apparently I assumed incorrectly.

0:10:9.650 --> 0:10:10.700
(b) (6))
(b) (6)

0:10:10.710 --> 0:10:13.360
(b) (6))
You can go as, as (b) (6) said, you can go on Jag.

0:10:13.370 --> 0:10:16.100
(b) (6))
CNET and the retirement section and pull off that survey.

0:10:16.110 --> 0:10:19.680
(b) (6))
So you can actually see what they're asking, if if that will be helpful to you as you're creating the survey.

0:10:21.240 --> 0:10:21.650
(b) (6))
Yes, Sir.

0:10:21.660 --> 0:10:22.50
(b) (6))
Thank you.

0:10:23.850 --> 0:10:24.790
(b) (6))
(b) (6), we see your hand.

0:10:29.830 --> 0:10:31.180
(b) (6))
Sorry, I'm coming to the dark.

0:10:31.190 --> 0:10:31.840
(b) (6))
Uh, I'm.

0:10:31.920 --> 0:10:35.300
(b) (6))
I'm in career right now, so kind of dark here anyway.

0:10:35.310 --> 0:10:35.600
(b) (6)
Great.

0:10:35.610 --> 0:10:36.430
(b) (6))
Great presentation.

0:10:36.990 --> 0:10:48.940
(b) (6))
Umm the question I had was how do we get like uh, do we notify the person who's year out from their departure from the after transition?

0:10:49.190 --> 0:10:59.510
(b) (6))
How do we do that and what would be the best way to kind of maintain data integrity where we're targeting person to give US survey but we don't people to give like multiple responses.

0:10:59.520 --> 0:11:4.800
(b) (6))
Is there a way to ensure that we're not, like, maintain integrity of the data?

0:11:4.850 --> 0:11:7.340
(b) (6))
Like who we collecting from and how many times over?

0:11:9.230 --> 0:11:10.750
(b) (6) A)
That's a really good point, Sir.

0:11:10.760 --> 0:11:17.150
(b) (6))
Uh, so I know the way we the way I did it on officially on SurveyMonkey was with the the emails.

0:11:17.160 --> 0:11:19.390
(b) (6))
And now that you bring that up like they could just add a different email.

0:11:19.400 --> 0:11:28.150
(b) (6))
So I'm not sure I'd have to link up with the ID to see if there was a way to do like integrity

responses cause and I I would also now I haven't reached out to leap to see like on their end.

0:11:28.160 --> 0:11:32.510
(b) (6))
I know they have it up and running for their suggestions, but I would be curious to hear from LEAP.

0:11:32.520 --> 0:11:37.290
(b) (6))
Like are people using that portal, and if so, what is our people giving candid feedback?

0:11:37.300 --> 0:11:42.50
(b) (6))
Or is it just being used as like a you know blast all like please send me the training calendar.

0:11:43.440 --> 0:11:44.30
(b) (6)
Great.

0:11:44.100 --> 0:11:48.830
(b) (6))
I I think 1 aspect is like how the the deoxy ovais are sent out.

0:11:49.100 --> 0:11:53.570
(b) (6))
And you know you require certain numbers, but you're not giving out when you fill out the survey.

0:11:53.640 --> 0:12:4.10
(b) (6)
I think you got a particular number or item to sign in with and that way you know that is from someone that's being requested, but not this identify who they are.

0:12:4.20 --> 0:12:7.350
(b) (6)
So maybe an option to consider, but great great ideas.

0:12:7.360 --> 0:12:12.50
(b) (6))
Man, I really appreciate the presentation with how really to the point and really make sense.

0:12:12.60 --> 0:12:13.270
(b) (6))
So thank you so much over.

0:12:14.620 --> 0:12:14.970
(b) (6))
Yes, Sir.

0:12:14.980 --> 0:12:15.300
(b) (6))
Thank you.

0:12:15.200 --> 0:12:17.620
(b) (6)
(b) (6) man, we see your hand.

0:12:19.50 --> 0:12:19.340
(b) (6))
Yeah.

0:12:19.350 --> 0:12:19.520
(b) (6))
Hi.

0:12:19.530 --> 0:12:19.880
(b) (6))
Thanks.

0:12:19.890 --> 0:12:21.220
(b) (6))
Message that was really good.

0:12:21.370 --> 0:12:23.940
(b) (6))
This is (b) (6) , Pentagon legal assistance.

0:12:24.330 --> 0:12:31.480
(b) (6))
Just curious if you send these out a year after people leave the Jag core, how are you finding them again?

0:12:31.490 --> 0:12:39.990
(b) (6))

I mean it just in general, are people keeping the same emails or do you lose people just a point of curiosity, how's that working?

0:12:41.440 --> 0:12:55.890
(b) (6))
Mam so one of the things that we did not, uh, we right now just being assigned to the legal command that most of the people that we were speaking to were prior active duty and they go right into the legal command as far as how we're keeping track of people.

0:12:55.900 --> 0:13:0.510
(b) (6))
One of the ways another option is if they're not in the army anymore, was like the veteran services.

0:13:0.660 --> 0:13:5.670
(b) (6))
But that kind of hit a dead end because, like, they're not authorized to, like, give us people's personal contact information.

0:13:5.820 --> 0:13:12.80
(b) (6)
So the what we were relying on is that most of our Jag attorneys were going into the reserves.

0:13:12.260 --> 0:13:13.960
(b) (6))
Very few of them were not.

0:13:13.970 --> 0:13:21.960
(b) (6))
We're leaving the service altogether and we were basically using legal command as that repository to keep track of people on say left active duty.

0:13:21.970 --> 0:13:23.740
(b) (6)
We're on to the reserve command.

0:13:24.680 --> 0:13:25.290
(b) (6)
OK, great.

0:13:25.300 --> 0:13:25.910
(b) (6))
Thanks.

0:13:25.920 --> 0:13:26.410
(b) (6)
Appreciate it.

0:13:30.520 --> 0:13:31.140
(b) (6)
(b) (6)

0:13:33.470 --> 0:13:33.860
(b) (6)
Yeah.

0:13:30.360 --> 0:13:34.30
(b) (6)
Any other question you got it, go ahead at X.

0:13:33.870 --> 0:13:35.550
(b) (6))
And and and.

0:13:35.560 --> 0:13:36.460
(b) (6)
I'm sorry, master.

0:13:36.470 --> 0:13:41.70
(b) (6))
I should have asked this before when I when I first asked the original question.

0:13:41.80 --> 0:13:42.430
(b) (6)
So a couple just quick follow UPS.

0:13:42.600 --> 0:13:50.250
(b) (6))
Have you considered adding a check box for release of information or anonymized?

0:13:50.260 --> 0:14:0.690
(b) (6)

So in other words, not their name, but their actual stuff to not only let's say people and TO but also groups other jagor groups for data analysis.

0:14:0.700 --> 0:14:21.330
(b) (6)
I know we've had we've had a number of issues, right and being able to other groups like field boards or you know, some affinity groups get access to be able to do analysis on this data, make recommendations because you know the expectation, at least the historically is only people until will see that.

0:14:21.440 --> 0:14:22.770
(b) (6)
So there's always concern.

0:14:22.780 --> 0:14:26.680
(b) (6)
So you may want to consider adding kind of a release check blocks.

0:14:26.900 --> 0:14:39.470
(b) (6)
Where do you consent to your not your name or your anonymized information being shared within the Jag, or to to exclude?

0:14:39.480 --> 0:14:46.390
(b) (6)
And then maybe another one, would you consent to chairing with groups allied with the Jag Corps to be?

0:14:46.400 --> 0:14:51.190
(b) (6)
Anonymize not your name, but to be able to do run data analysis on these things.

0:14:51.200 --> 0:14:53.870
(b) (6)
So just a thought that you might want to consider.

0:14:54.180 --> 0:15:3.950
(b) (6)
The other thing is that I know that for retirement at least, it is required that everybody does a retirement survey before I can submit, could submit my retirement paperwork.

0:15:4.20 --> 0:15:8.260
(b) (6)
I had to do it and then certify that I had done so in my retirement paperwork.

0:15:8.350 --> 0:15:10.680
(b) (6))
Maybe that's something to consider.

0:15:10.690 --> 0:15:40.690
(b) (6))
I don't know for something like this as part of either the refried or retirement process and the last suggestion for you may be, you know, even if you require them to do it or ask them to do it at the time that they're leaving the service, it might also be useful to ask them again a year later when they're in a new organization, when they have a little bit more perspective, maybe see something different that maybe stuff they thought was normal, right when they get to another organization, they realize.

0:15:40.700 --> 0:15:43.50
(b) (6))
No, that's not normal, or that wasn't normal.

0:15:43.660 --> 0:15:57.750
(b) (6))
That was, you know, and these disorganization maybe does it a lot better or maybe this, you know, the Jackal is really doing well on this because I'm in this new organization that is not doing this as well, you know, and kind of get that feedback with that one year perspective.

0:15:57.840 --> 0:15:59.90
(b) (6))
Just some thoughts for you over.

0:16:0.530 --> 0:16:0.970
(b) (6) SA)
Thank you, Sir.

0:16:8.790 --> 0:16:9.410
(b) (6))
OK, go ahead.

0:16:17.630 --> 0:16:19.600
(b) (6)
Sorry I take some test clip.

0:16:19.650 --> 0:16:23.160
(b) (6))
Sorry, I I just remember nothing of of working.

0:16:23.170 --> 0:16:39.240
(b) (6)
Some of the information stuff, one thing to probably to note to whichever stakeholders gonna actually hunt around taking over this job to actually implement, I think that there's a need to be aware of public survey requirements.

0:16:39.570 --> 0:16:50.310
(b) (6))
Obviously, if you're trying to target people who are already out of the army, not necessarily the reserves, but there is a public survey requirements on the 25-98 and AR.

0:16:50.360 --> 0:17:4.570
(b) (6))
So just just if you could make a note of that to in your presentation so that whoever is gonna take over this thing as an actual agency, either PPTM or whoever's gonna do it, they need to make sure that recommend submit.

0:17:4.580 --> 0:17:7.760
(b) (6)
But just a note on regulatory requirements over.

0:17:9.250 --> 0:17:9.740
(b) (6)
Thank you, Sir.

0:17:9.750 --> 0:17:11.660
(b) (6))
You said 2598 AR.

0:17:12.230 --> 0:17:14.150
(b) (6)
Yeah, a R25-98.

0:17:14.940 --> 0:17:15.820
(b) (6))
And OK, perfect.

0:17:15.830 --> 0:17:16.230
(b) (6))
Thank you, Sir.

0:17:16.310 --> 0:17:16.780
(b) (6) (USA)
X.

0:17:23.640 --> 0:17:26.760
(b) (6))
Alright team, are there any more questions for field Board 10?

0:17:33.330 --> 0:17:34.340
(b) (6))
Nothing hurt.

0:17:34.350 --> 0:17:34.680
(b) (6))
Thank you.

0:17:34.690 --> 0:17:39.360
(b) (6) (USA)
Masks aren't y'all did amazing uh filed for 12.

0:17:43.660 --> 0:17:45.930
(b) (6))
The floor is yours. Thanks.

0:17:52.870 --> 0:17:53.980
(b) (6) SA)
(b) (6) you're on mute.

0:17:56.320 --> 0:17:57.30
(b) (6) (USA)
Thank you.

0:17:57.520 --> 0:17:58.930
(b) (6))
Good afternoon everybody.

0:17:59.140 --> 0:18:0.710
(b) (6))
My name is (b) (6) .

0:18:0.720 --> 0:18:14.380
(b) (6))
(b)(6) our deputy, who is also on the line, is (b) (6) , (b) (6) we were composed almost entirely of grad course students, so we actually had the opportunity to meet a lot in person, which was great.

0:18:15.630 --> 0:18:16.760
(b) (6))
Next slide, Sir.

0:18:19.180 --> 0:18:27.330
(b) (6)
Uh, so we took on two different projects are assigned project was Combo 2 and 3 recruiting and our project lead for that is (b) (6) .

0:18:28.100 --> 0:18:36.270
(b) (6))
Our second project is survey of best practices for diversity retention and (b) (6) will be briefing that project.

0:18:36.600 --> 0:18:45.100
(b) (6))
That project we took on because of our our group interest in retaining quality diverse judge advocates.

0:18:45.700 --> 0:18:46.550
(b) (6)
Next slide please, Sir.

0:18:53.260 --> 0:18:55.180
(b) (6) A)
Alright, (b)(6) , are you on?

0:19:4.110 --> 0:19:6.40
(b) (6)
So, Sir, we couldn't skip to.

0:19:6.50 --> 0:19:10.820
(b) (6))
Uh, a few slides ahead and start Briefing Project 2? Umm.

0:19:12.750 --> 0:19:14.650
(b) (6))
Lens project and then query will jump on.

0:19:19.160 --> 0:19:20.580
(b) (6)
Alright, good afternoon team.

0:19:20.590 --> 0:19:26.830
(b) (6)
My name is (b) (6) (b)(6) surveys of best practices for diversity and retention.

0:19:27.80 --> 0:19:27.640
(b) (6)
Next slide.

0:19:33.100 --> 0:19:40.550
(b) (6)
But our problem statement as we were thinking about this is is very broad and I will say it because it's so broad.

0:19:40.620 --> 0:19:55.580
(b) (6)
It presented a lot of challenges, but basically we were looking at what are some of the ways that other people, other firms, other organizations or looking at improving the retention of high quality diverse personnel and the Jaguar next slide.

0:19:57.350 --> 0:20:1.540
(b) (6)
So what we did, we did a multidisciplinary approach.

0:20:1.600 --> 0:20:3.110
(b) (6)
We review survey.

0:20:3.120 --> 0:20:5.700
(b) (6) (b) (6)
It's from older organizations.

0:20:5.710 --> 0:20:8.370
(b) (6)
For example, the ABA Diversity Survey.

0:20:8.420 --> 0:20:15.910
(b) (6)
We also look at the models that some of the top 100 companies have and then the top law firms in the nation.

0:20:16.120 --> 0:20:17.590
(b) (6) (b) (6)
What are they looking at?

0:20:17.640 --> 0:20:21.550
(b) (6)
What are they doing when it comes to retaining and recruiting diverse talent?

0:20:21.720 --> 0:20:27.650
(b) (6)
You know, they should action to that we review BPTR resignation and Retirement Access survey templates.

0:20:28.240 --> 0:20:42.520
(b) (6)
We did not have the data for that and and we also conducted several surveys, interviews with JA and also we spoke directly with some of these organizations to try to gather additional information.

0:20:43.190 --> 0:20:54.90
(b) (6)
Next slide, but what the constraints as I believe it was being mentioned by (b) (6) when filled 410 was presenting.

0:20:54.200 --> 0:20:58.810
(b) (6)
We did not have the access to the exit surveys data for analysis.

0:20:58.820 --> 0:21:11.630
(b) (6)
We only got the template without that information, it's extremely hard to identify trends, patterns, or specific reasons why minorities are are leaving the Jack for ohm.

0:21:12.80 --> 0:21:23.380
(b) (6)
The older thing is we notice that there's a lack of data collection regarding historical assignments, umm and racial indicators for those specific assignments.

0:21:23.550 --> 0:21:25.100
(b) (6)
And I was, I will explain why.

0:21:25.110 --> 0:21:28.530
(b) (6)
I mean by that a little bit further when it comes to the recommendation.

0:21:31.390 --> 0:21:33.140
(b) (6)
So major problems say that defy.

0:21:33.590 --> 0:21:39.860
(b) (6)
We believe that the problems that we show can be categorized in three buckets, if you will.

0:21:40.190 --> 0:21:45.220
(b) (6)
The first one is the lack of trust and office culture in our conversations with J.

0:21:45.340 --> 0:22:2.120
(b) (6)
Looking at other the things that have been brought throughout our conversations, our surveys and also like talking with older Phil board members, there seems to be a lot of concern from the junior officers, lieutenants, Captains.

0:22:2.290 --> 0:22:17.300
(b) (6)
When it comes to intraoffice moves at assignments now when we have to remember that at this stage of their career, basically they're deputies under SGA's are the ones making decisions and making changes in travel office.

0:22:17.350 --> 0:22:40.820
(b) (6)
There seems to be a perception that minorities get often get the worst jobs and I know PPO will probably think if there's no such thing as a bad job when you were doing your officer, but I guess the as we know that on our report, we do acknowledge there's some jobs that are careering his thing that is for example like background or dial system.

0:22:40.830 --> 0:22:50.100
(b) (6)

If you got your TC time out of the way earlier, that was a good indicator that you were ready for the next job and some of the days that we interviewed.

0:22:50.110 --> 0:22:50.420
(b) (6)
Nope.

0:22:50.430 --> 0:22:54.260
(b) (6)
Mentioned, we noticed that oftentimes minorities are.

0:22:55.870 --> 0:23:6.30
(b) (6)
Sent to, for example specific jobs and I will not mention the type of jobs because I believe that, umm, that is beside the the the the point.

0:23:6.180 --> 0:23:15.390
(b) (6)
I just believe there's a perception and I think also another thing that we notice repeatedly, it was brought up office culture.

0:23:15.460 --> 0:23:21.750
(b) (6)
So, I mean some organizations and some osj there was negative interaction with leaders.

0:23:21.760 --> 0:23:27.90
(b) (6) (b) (6)
We understand that leadership changes is different.

0:23:27.180 --> 0:23:33.310
(b) (6) e
It depends on the style of the USA and the deputy and the command paralegal, but don't work.

0:23:33.320 --> 0:23:37.150
(b) (6)
Those were some of the things that were brought up to the full board repeatedly.

0:23:37.240 --> 0:23:48.240
(b) (6)
Just negative interactions with leaders or just an office culture that was not conducive for people to stay in because of family issues, personal issues and things like that.

0:23:48.660 --> 0:24:24.540
(b) (6)
I think we know it is we drafted a report and hopefully they filled board has that uh we we created that additional resource to explain some of the things that we know it is and in doing our research we look at the days report and I think it's just one of those things that when they're mentioning the impact of military life we have to take into consideration that's for some cultures umm and we mentioned specifically Hispanics because there's some research on this area families priorities are #1.

0:24:24.730 --> 0:24:32.80
(b) (6)
So perhaps the impact that those populations suffer is higher than on other populations.

0:24:32.270 --> 0:24:34.430
(b) (6)
That's one of the things that we know that as well.

0:24:36.100 --> 0:25:4.910
(b) (6)
The second bucket of issues that we identified, I think is is pretty clear absence of measurable goals for the Jack DI program in talking to some of these organizations, they noticed we have metrics, we have quotas, we have numbers we know by by for example, by 2030, we wanna increment the amount of minority recruitment 20 percent, 30%, things like that.

0:25:5.40 --> 0:25:10.40
(b) (6)
And now we're going versation, where with our office.

0:25:10.400 --> 0:25:12.330
(b) (6)
I know they're still working on it.

0:25:12.500 --> 0:25:17.750
(b) (6)
I I also talked to the Navy Jag, the eye office, and with the Navy Jag.

0:25:17.800 --> 0:25:19.750
(b) (6)
They're still trying to figure it out.

0:25:19.760 --> 0:25:40.980
(b) (6)
What those goals and what those metrics are gonna look like for us and I believe because we don't have that at this point, we're at this advantage to provide further feedback, but I acknowledge that we're working on that and #3 and I think this has been identified in the media throughout other organizations as well.

0:25:40.990 --> 0:25:45.200
(b) (6)
It's just the lack of diverse representation in high leadership actions.

0:25:45.480 --> 0:25:55.780
(b) (6)
Now we do acknowledge that as we progress through the ranks, the pull of qualified individuals seems to be lower.

0:25:56.10 --> 0:26:3.840
(b) (6)
And of course, that will impact the amount of people that stay past, for example, 05 at the 05 and 06.

0:26:6.440 --> 0:26:7.100
(b) (6)
Next slide.

0:26:8.470 --> 0:26:24.340
(b) (6)
So here are some of the recommendations, and I know they're very broad, but the first one is that we need bird data to see ourselves and for that we're recommending specific things that we can do as a starting point.

0:26:24.430 --> 0:26:30.660
(b) (6)
I think PTO has recognize that through the years we we haven't been collected data.

0:26:30.720 --> 0:26:39.150
(b) (6)
As in a manner that will be helpful for us to do some of the analysis, and I know that we're currently working on that.

0:26:39.160 --> 0:26:42.280
(b) (6)
So we're gonna provide additional ways of doing that.

0:26:43.760 --> 0:26:56.150
(b) (6)
#2 mentorship matters, something that was related to us throughout our conversations with Jay talking to other organizations is stressing the importance of mentorship.

0:26:56.580 --> 0:27:26.720
(b) (6)
How minorities and orejas that are non minorities, they feel that when they have a mentor that can guide them through their career progression and that can provide them information about some of the unique challenges that don't mind minorities face dissatisfaction rate in the organization is higher number one and #2 they seem to be willing to stay in their realization because they have a feeling of belonging in the organization.

0:27:28.680 --> 0:27:34.110
(b) (6)
And #3 strategic top down messaging to the workforce is extremely important.

0:27:34.200 --> 0:27:41.200
(b) (6)
And of course, like T Jack and DJD, Jack level engagement and reiterating compromise with the initiative.

0:27:42.170 --> 0:27:42.690
(b) (6)
Next slide.

0:27:46.200 --> 0:27:58.830
(b) (6)
The resignation their surveys going to the first recommendation when we're talking about the fact that we need more information to see ourselves, some of our recommendations are collected here, what we recommended.

0:27:58.840 --> 0:28:6.270
(b) (6)
So right now I'm pretty sure some people know this, but resignation and retirement access surveys don't look the same.

0:28:6.700 --> 0:28:13.260
(b) (6)
So our recommendation is to collect the same set of information to make them standardized.

0:28:13.940 --> 0:28:22.50
(b) (6)
We do believe that it's important to collect information about race and city and gender and perhaps provide some flexibility for people to.

0:28:23.800 --> 0:28:29.590
(b) (6)
Maybe you can put a categorizer order, or maybe you leave it blank and let that person explain.

0:28:30.560 --> 0:28:46.940
(b) (6)
We also notice that throughout Army systems it has been cookie cutter approach when it comes to race and I know that oftentimes, and I'm gonna speak for personal experience when it comes to race, sometimes I'm faced with it can be between white or black.

0:28:47.560 --> 0:28:48.260
(b) (6)
Umm.

0:28:48.580 --> 0:29:7.800
(b) (6)
And research has shown that providing older can perhaps allow people that are being surveyed to provide additional information so people wanna cut categorize their stamps as mixed or Hispanic, even though we know that there's a stance that Hispanic, it's not a race.

0:29:7.810 --> 0:29:11.590
(b) (6)
But I think providing more flexibility than allowed us to see additional.

0:29:13.520 --> 0:29:16.80
(b) (6)
Information that might be helpful in doing this analysis.

0:29:17.390 --> 0:29:20.210
(b) (6)
OK, one of the big recommendation is that we're trying to.

0:29:22.240 --> 0:29:30.890
(b) (6)
Have to hear it's collecting geographical data and assignment information from JA who choose the leave the core.

0:29:31.100 --> 0:29:50.150
(b) (6)
So one of the things that we fear realized was the fact that perhaps a lot of people are leaving the Jacquard near home for, for example, like Washington, DC, like how many people are going back home or maybe going to Washington, DC and they're getting out because they believe it's a better way of transition.

0:29:50.500 --> 0:29:55.100
(b) (6)
And how has that impact their assignments of joy?

0:29:55.720 --> 0:30:3.620
(b) (6)
Perhaps you go to the scene knowing you might not get promoted, but you're ready thinking if I get there, that's how I'm gonna get out.

0:30:3.870 --> 0:30:8.80
(b) (6)
So we're thinking collecting this information might be helpful.

0:30:8.390 --> 0:30:17.650
(b) (6)
Asking them, hey, when you were getting that last assignment in DC where you already thinking about leaving, and if so, talk to us about that process.

0:30:18.780 --> 0:30:29.570
(b) (6)
Someone another recommendation could be perhaps posterior mean person portion of the access survey and conducted by a person of the same risk, race, gender and or identification.

0:30:29.740 --> 0:30:55.280
(b) (6)
We do have noise that they might be some research problems with this, but we also at least that is important that we do any perceived piece, perhaps we can think about other ways of implementing this using the leadership that is available at the duty station to do the final

piece and perhaps it also have to be the, say, it could be up here, that's something that we were thinking about that maybe you feel more comfortable talking to them.

0:30:55.510 --> 0:30:57.60
(b) (6)
Hey, This is why I'm leaving.

0:30:57.70 --> 0:31:13.900
(b) (6)
Let me tell you the reasons why I don't believe having DSJ or the deputy will be helpful because a lot of the issues oftentimes involved the leadership so that perhaps we create a chilling effect.

0:31:13.990 --> 0:31:28.190
(b) (6)
If you implement it that way, and then lastly I think kernel core mentioned that before asking JA that are leaving to sign a release of information to allow us look at that information.

0:31:30.430 --> 0:31:34.420
(b) (6)
Can you allow affinity groups for half the day?

0:31:34.430 --> 0:31:45.460
(b) (6)
I cancel field boards, just a release of information for us to look without looking at the name we're interested in looking at the gender, the race and then the information that they provide.

0:31:52.820 --> 0:31:56.670
(b) (6)
And I think I see it coming from (b) (6) on the shot.

0:31:57.80 --> 0:32:10.550
(b) (6)
Maybe collect the race ethnicity groups that are being mandated for things like MJO so it's uniform across the services, but then also offer a way for people to identify how they want to consistent how they see themselves.

0:32:10.700 --> 0:32:14.0
(b) (6)
I think that that's a good idea, and that's exactly what we're saying.

0:32:16.380 --> 0:32:20.380
(b) (6)
Additional recommendations to historical demographics of positions.

0:32:21.280 --> 0:32:26.720
(b) (6)
So another issue that we identify is we don't have information.

0:32:26.730 --> 0:32:40.900
(b) (6)
For example, if you wanna see how many if you wanna see the names specifically of people that were BJ's at a specific brigade, there's not an easy way for us to pull that information.

0:32:41.50 --> 0:32:50.770
(b) (6)
So in order for you to do that pull, you will have to go through the PPT directory, do a poll by years, oftentimes pgas move every two years.

0:32:51.180 --> 0:32:59.370
(b) (6)
We'll do a pull every two years, right down the names, and even if you do that, you don't have any gender, any race information.

0:32:59.600 --> 0:33:4.750
(b) (6)
So of course, people that are still in the job or we will be able to get that information eventually.

0:33:5.0 --> 0:33:6.740
(b) (6)
But it's hard to see ourselves.

0:33:7.10 --> 0:33:21.110
(b) (6)
We need to start to see what are some of the trends on those career enhancing jobs ohm to see if there's any truth to this perception that the same type of people are getting those jobs.

0:33:21.220 --> 0:33:23.630
(b) (6)
And perhaps there is a reason for that.

0:33:23.760 --> 0:33:24.960
(b) (6)
And there's nothing wrong with that.

0:33:24.970 --> 0:33:29.70
(b) (6)
I'm just saying that it should be helpful for us to see that information.

0:33:29.620 --> 0:33:40.610
(b) (6)
One of the recommendations was perhaps we have the OSHA collect that information to say, hey, we want to see who have been your BJ's for the past 10 years.

0:33:40.620 --> 0:33:41.550
(b) (6)
Do you have the names?

0:33:41.960 --> 0:33:50.850
(b) (6)
I'm pretty sure is there no (b) (6) can correct me, but maybe she doesn't have a way of looking at that information for her organization and easy way of doing that.

0:33:51.860 --> 0:33:53.110
(b) (6)
No, here is that concern.

0:33:53.120 --> 0:33:54.950
(b) (6)
You might be asking why is this important?

0:33:54.960 --> 0:34:1.450
(b) (6)
Well, they're super reception that minorities or not being giving the same chance as older.

0:34:3.200 --> 0:34:30.900
(b) (6)
Captain and major to have those set same career enhancing jobs and that is impacting their promotion rates and eventually the way they see the service and one of the reasons why they leave the service now in the junior ranks that will be for the OS3A and then for the field grades that will be PPL because they're usually the ones that their instruction of this slating and approving the.

0:34:32.640 --> 0:34:35.560
(b) (6)
Assignment inspectable item.

0:34:35.570 --> 0:34:38.440
(b) (6)
That's the easy way of just implementing that.

0:34:38.450 --> 0:34:43.410
(b) (6)
That should be easy to capture that information and next slide.

0:34:47.210 --> 0:34:59.280
(b) (6)
Affinity groups in talking to all of these organizations and I spend many, many hours on the phone with Microsoft, Amazon, uh, we talked to the OJ.

0:34:59.290 --> 0:35:2.310
(b) (6)
We talked to the ABA, we talked to lots of law firms.

0:35:3.410 --> 0:35:3.900
(b) (6)
All of them.

0:35:3.910 --> 0:35:13.140
(b) (6)
Make sure if we need a group then mention onboarding groups, mentorship groups right so they call it differently depending on what we're gonna make sure you're looking at.

0:35:13.230 --> 0:35:15.200
(b) (6)
But basically the principle is the same.

0:35:15.310 --> 0:35:17.820
(b) (6)
You have this groups to help people.

0:35:17.910 --> 0:35:22.420
(b) (6)
Number one thing themselves, #2 to have a safe space to discuss.

0:35:22.430 --> 0:35:30.190
(b) (6)
Unique issues that are affecting them in a unique way and to provide formal mentorship.

0:35:30.250 --> 0:35:35.240
(b) (6)
Right now, the groups that we have in the job core are volunteer base under there.

0:35:35.250 --> 0:35:51.410
(b) (6)
Any fees so that creates a lot of constraints when it comes to doing things during business hours, conducting training, allowing soldiers to just participate on events related to the affinity groups.

0:35:53.470 --> 0:35:58.720
(b) (6)
I just want to mention the US not maybe Jack Corp implemented affinity groups.

0:35:59.50 --> 0:36:6.420
(b) (6)
I don't remember from the time I had the year, but I know it has been a few years, so there's statutory authority.

0:36:6.430 --> 0:36:15.700
(b) (6)
There's ten USC 656 that talks about mentoring and career counseling program and how the services should be implementing this.

0:36:16.70 --> 0:36:22.140
(b) (6)
I know that we have been hearing that from the leadership center actually, that I'm mentorship program.

0:36:23.20 --> 0:36:23.390
(b) (6)
Umm.

0:36:23.960 --> 0:36:26.90
(b) (6)
He's gonna be implemented in the job core.

0:36:26.150 --> 0:36:30.610
(b) (6)
We just don't know when and we don't know what type of format is gonna take.

0:36:30.700 --> 0:36:37.250
(b) (6)
So one of our recommendation is we already have affinity groups already doing training with the DI Council.

0:36:37.420 --> 0:36:39.120
(b) (6)
We already have them doing research.

0:36:39.130 --> 0:36:40.740
(b) (6)
We have already have them doing events.

0:36:41.730 --> 0:36:53.0
(b) (6)
There's no downside to actually adopting them, as officials, unity groups and as part of that also making them create some sort of onboarding program.

0:36:53.10 --> 0:36:58.340
(b) (6)
So as soon as you arrive through the Jack for, you're gonna bring into the fold into the script.

0:36:59.900 --> 0:37:0.340
(b) (6)
Next slide.

0:37:4.440 --> 0:37:5.30
(b) (6)
Next slide.

0:37:6.650 --> 0:37:9.380
(b) (6)
And then last but not least, we cannot.

0:37:11.400 --> 0:37:25.10
(b) (6)
Tell you how important it is for troops to see and to hear that this is coming from the top, that this is not just people at the lowest level thinking about it, talking about it.

0:37:25.80 --> 0:37:27.60
(b) (6)
We need to see teacher and teaching both.

0:37:27.120 --> 0:37:57.260
(b) (6)
And we need to continue to stress the important of the communication and then the compromise from the dei Council and from that, (b) (6) what (b) (6) should have, that we're doing some of the other things that were also brought a lot of issues with office culture, we believe, can be solved by strategic messaging from the top down to the SGA and then down to, of course, like the shifts of specific organizations.

0:37:58.760 --> 0:38:7.200
(b) (6)
We believe when it comes to the OSS, some of the things that can be implemented that perhaps lead to miscommunication or lack of trust.

0:38:7.850 --> 0:38:8.390
(b) (6)
Umm.

0:38:8.690 --> 0:38:13.500
(b) (6)
Is perhaps having conversations with the soldiers, like as soon as they arrive, brand new.

0:38:13.510 --> 0:38:16.800
(b) (6)
Captain, you're gonna be assigned to this position.

0:38:17.90 --> 0:38:20.200
(b) (6)
But I think in a year you will be ready for the next position.

0:38:20.350 --> 0:38:31.180
(b) (6)
And I do remember I've seen some organizations they have like an Excel spreadsheet saying I expect you to move in a year and you were expected to do one of these two jobs.

0:38:31.250 --> 0:38:41.610
(b) (6)
And then after that I want you to be CS having these conversations early can lead to east some of the concerns I will give you an example.

0:38:41.620 --> 0:38:57.550
(b) (6)
There's a perception that flaps or giving preference to career enhancing jobs within the osja and I believe communication can help ease those concerns because oftentimes flap have fast track promotion, right?

0:38:57.560 --> 0:39:0.880
(b) (6)
If it's shorter time, amount of time for them to to promote.

0:39:1.110 --> 0:39:5.640
(b) (6)
So I believe by the deputy NSA having those conversations, hey, what do you wanna do?

0:39:5.650 --> 0:39:6.750
(b) (6)
You wanna do trial count?

0:39:6.760 --> 0:39:9.720
(b) (6)
So let me tell you what I have this other person.

0:39:9.730 --> 0:39:14.700
(b) (6)
He's gonna be looking for promotion next year, so I need to get her in this position.

0:39:15.50 --> 0:39:19.420
(b) (6)
After that, you're next and let me show you my spreadsheet.

0:39:19.430 --> 0:39:19.700
(b) (6)
Right.

0:39:19.710 --> 0:39:25.380
(b) (6)
Let me be transparent about how I'm picking people to do those jobs within the Austrian.

0:39:27.270 --> 0:39:39.560
(b) (6)
And I think an older point Intraoffice mentorship, I know some officers are doing that, but also developing in some of them mentioned how helpful is to have onboarding programs.

0:39:39.650 --> 0:39:44.880
(b) (6)
And I know the army has has like a sponsorship program, but we know we don't use it.

0:39:44.970 --> 0:39:54.620
(b) (6)
It's just like having the ajas placed on additional emphasis when you're receiving people that are from a different background.

0:39:54.670 --> 0:40:8.770
(b) (6)
Perhaps spend a little bit of extra time on that on boarding process and pairing them with someone that might understand some of the unique challenges that that person might might face as they're joining the service.

0:40:9.890 --> 0:40:10.820
(b) (6)
That's all I have.

0:40:10.900 --> 0:40:13.640
(b) (6)
Sorry, that was a lot of pending.

0:40:13.650 --> 0:40:14.290
(b) (6)
Any questions?

0:40:18.860 --> 0:40:23.730
(b) (6)
Does anyone have any questions for (b) (6) over?

0:40:24.640 --> 0:40:27.330
(b) (6)
And I think kernel out, Sir, you have a question?

0:40:30.330 --> 0:40:31.20
(b) (6)
(b) (6)

0:40:31.30 --> 0:40:36.160
(b) (6)
Great brief, no question, but a comment on mentorship specifically.

0:40:36.170 --> 0:40:51.730
(b) (6))
I mean, obviously we welcome any any attempts to improve mentorship throughout the Jag Corps, the programs the Jag core has been working on, you know, from the top down with T&D's emphasis are are mainly geared towards providing opportunities and touch points to build those relationships.

0:40:51.740 --> 0:40:57.300
(b) (6))
Keeping in mind that mentorship is voluntary and based on mutual are characterized by mutual trust and respect.

0:40:57.390 --> 0:40:57.720
(b) (6)
So.

0:40:57.730 --> 0:41:0.700
(b) (6)
So that's one of the key points of emphasis to keep in mind is it's volunteers.

0:41:0.710 --> 0:41:5.700
(b) (6)
If you have assign mentors, arguably you're violating what it's intended to be right up from the start.

0:41:5.750 --> 0:41:7.940
(b) (6)
So that's one of the considerations our leaders look at.

0:41:7.950 --> 0:41:12.160
(b) (6))
But the other thing is what we're looking at still doing is, is it digital mentorship platform?

0:41:12.270 --> 0:41:13.920
(b) (6))
We tried to go the contractual route.

0:41:13.930 --> 0:41:18.620
(b) (6))
Unfortunately, it didn't work out because none of the vendors could meet the technical requirements necessary.

0:41:18.690 --> 0:41:32.170
(b) (6)
So now I TD and you salsa has been tasked with taking the lead on building a digital mentorship platform which will open up basically a Zillow menu, if you will, of traits, characteristics, attributes that you're looking for in a mentor or a mentee.

0:41:32.540 --> 0:41:40.450
(b) (6))
And it pairs it up with algorithmic formulas to match, and then you start the conversation that way, which can develop into a mentorship relationship over time.

0:41:40.460 --> 0:41:41.670
(b) (6))
So that's kind of where we're at.

0:41:41.840 --> 0:41:44.720
(b) (6)
Just wanted to hit that point since since you mentioned it, but great brief.

0:41:45.650 --> 0:41:46.380
(b) (6)
Thank you, Sir.

0:41:46.490 --> 0:41:47.900
(b) (6)
I appreciate the updates.

0:41:48.650 --> 0:41:49.620
(b) (6)
(b) (6) ma'am.

0:41:52.320 --> 0:41:55.170
(b) (6))
Cut my hand down there and so I just wanted to share.

0:41:55.500 --> 0:42:5.300
(b) (6)
I know that there are sometimes those perceptions that you talked about for certain positions like this is the position for women or this is the position for, you know, this cohort.

0:42:5.920 --> 0:42:11.990
(b) (6)

When I was at the SBC program like, we kept getting that like they thought women were more likely to be put in that position.

0:42:12.820 --> 0:42:18.680
(b) (6))
And so we actually did like a deep dive and looked at it by taking all the race information at the end.

0:42:18.690 --> 0:42:30.380
(b) (6)
It was really interesting to see what the trends were and it was slightly more female than than the rest of the, you know, the captain, you know, population.

0:42:30.570 --> 0:42:39.520
(b) (6)
And so we started watching it and started, you know, talking to [redacted] about, like, you know, hey, make sure that this isn't like some unconscious bias that's impacting your assignments.

0:42:39.710 --> 0:42:49.760
(b) (6)
But like it took, you know, nice captains telling us, like, hey, for us to like, you know, pick her heads up the like, ohh, we should look at this and.

0:42:49.830 --> 0:42:53.900
(b) (6))
But and then like we tried to share that information, but probably mostly within the program.

0:42:54.150 --> 0:43:1.280
(b) (6))
So I think that was like a really great thing that you guys brought out that that is maybe something we should be better about tracking.

0:43:1.290 --> 0:43:22.690
(b) (6))
And then not just knowing it, you know, in the Pentagon, but like sharing the information to sometimes give the people making the decisions that information so they could be more conscious of it, but also sometimes to counter the narrative that sometimes it's it's false because it was really not statistically impressive, like it was like a slight difference.

0:43:22.700 --> 0:43:31.410
(b) (6))
But it definitely educated us and helped us try to push SJ's away from maybe falling into that, you know, into that problem.

0:43:31.500 --> 0:43:40.980
(b) (6))
So I think it's a great idea to kind of come up with better ways to to track that stuff and to make sure that we're not letting our biases impact who gets what opportunities.

0:43:42.490 --> 0:43:44.900
(b) (6)
That's a great example that you wrote out, ma'am.

0:43:44.910 --> 0:43:55.740
(b) (6)
And I'm so glad to hear that you were able to identify that within your program and that's what we're talking about is just like having the information to see ourselves and maybe we see it and there's nothing wrong with that.

0:43:55.750 --> 0:43:57.560
(b) (6)
And we have an explanation for that.

0:43:57.630 --> 0:44:2.380
(b) (6)
But I think at least we're able to see ourselves pending any additional questions.

0:44:6.970 --> 0:44:7.500
(b) (6)
Yes, Sir.

0:44:7.510 --> 0:44:7.800
(b) (6)
Go ahead.

0:44:12.60 --> 0:44:13.230
(b) (6))
Hey, great presentation.

0:44:13.330 --> 0:44:13.810
(b) (6))
Was awesome.

0:44:13.940 --> 0:44:19.190
(b) (6)
I really appreciate the depth of review guys went through and it really makes sense of what you guys covered.

0:44:19.900 --> 0:44:28.770
(b) (6))
Just just the thought in terms of helping the ajas or the deputies in explaining the progression.

0:44:29.160 --> 0:44:42.680
(b) (6))
Any thoughts on how we can improve job (b)(6) one one or the Korean model that we have, you know, to kind of introduce you know like how the progression should work in terms of job wise?

0:44:44.300 --> 0:44:49.790
(b) (6)
And and also I I guess I guess concepts will create enhancing jobs.

0:44:49.800 --> 0:44:51.970
(b) (6))
How can we better explain that?

0:44:52.30 --> 0:44:57.650
(b) (6))
Or what other jobs like is it a summon pattern or is it the the location of jobs?

0:44:57.660 --> 0:44:59.970
(b) (6))
Or is it the type of unit that you belong to?

0:45:0.10 --> 0:45:11.920
(b) (6) A)
Any thoughts that you guys went through in regards to how can we better identify them as well as the perception that the junior officers have regarding what is current enhancing jobs and how can we also maybe?

0:45:12.480 --> 0:45:17.80
(b) (6)
Uh, you know, uh, clarify that for them as well over.

0:45:17.820 --> 0:45:19.650
(b) (6)
Those are really good questions, Sir.

0:45:19.660 --> 0:45:26.810
(b) (6)
We did not look uh seeing any ways of like improving the career model that we have right now.

0:45:27.170 --> 0:45:37.440
(b) (6)
But to your question about what is a career enhancing job or what is that perception of a junior officer or whatever corean enhancing job it was brought out in the context of.

0:45:38.70 --> 0:45:41.920
(b) (6)
Ohm assignment patterns, right?

0:45:41.970 --> 0:45:54.760
(b) (6)
So seeing some people that you go and I'm gonna throw this out just as an example that was given to me from trade off to perhaps something that is not trade off, but you go to MEDCOM.

0:45:54.890 --> 0:45:55.480
(b) (6)
Right.

0:45:55.530 --> 0:46:6.200
(b) (6)
And then some people that even within, let's say for example FORSCOM you go to FORSCOM, but you asked for this job, you are not gonna get that job.

0:46:6.270 --> 0:46:11.950
(b) (6)
And then by the time you're asking as a second term, Captain, hey, can I get the better job?

0:46:12.20 --> 0:46:29.110
(b) (6)
No, it's time for you to be CS, so some people feel that it was not well thought out as far as like I'm saying, for example, it makes first perfect sense for you to go to trade off first if you

know, hey, after that, you're going to do 4 score, but you're going to do the job that you want to do.

0:46:29.260 --> 0:46:30.570
(b) (6)
No, you're gonna go through force.

0:46:30.580 --> 0:46:34.110
(b) (6)
Come to be doing another job that you have no interest in doing.

0:46:34.720 --> 0:46:46.550
(b) (6)
Umm, but it's also I think there's a lot of bias, like how people see what occur here enhancing job is and I think some people if you ask me, I will tell you the job is a great job.

0:46:46.560 --> 0:46:49.230
(b) (6)
You can make it a great job and so all other people.

0:46:49.240 --> 0:46:50.750
(b) (6)
Well, that's not a great job.

0:46:50.800 --> 0:47:9.350
(b) (6)
So it's also there's a lot of biases that go into what people believe a good job is, but I think it was also brought in the contract context of intro of office moves just the same people in the same type of people always getting legal assistance or being sent out to TDs.

0:47:9.490 --> 0:47:11.80
(b) (6)
And they repeatedly were asking.

0:47:11.90 --> 0:47:12.280
(b) (6)
No, I want to do NFL.

0:47:12.290 --> 0:47:13.460
(b) (6)
I wanna do MJ.

0:47:13.750 --> 0:47:14.190
(b) (6)
Nope.

0:47:14.200 --> 0:47:21.70
(b) (6)
You're gonna go there, and by the time you're done, it will be time for you to please CS, and then they go over the same thing all over again.

0:47:23.610 --> 0:47:24.0
(b) (6)
OK.

0:47:24.210 --> 0:47:25.620
(b) (6)
Yeah, uh yeah.

0:47:25.630 --> 0:47:26.720
(b) (6)
And that's another thing too.

0:47:26.730 --> 0:47:41.340
(b) (6)
Like, you know, like once I'm gonna least you're trying to figure out how do you, how do you explain what is a great assignment pattern or you know, you know, maybe maybe they might be some uniformity that we need to create to, you know, how people understand what what is the ground truth?

0:47:43.750 --> 0:47:43.960
(b) (6)
OK.

0:47:41.490 --> 0:47:45.800
(b) (6)
I don't know how do you create that principles or patterns.

0:47:45.810 --> 0:47:47.270
(b) (6))
What should be good?

0:47:48.470 --> 0:47:49.320
(b) (6))
You know, it's all.

0:47:49.320 --> 0:47:52.520
(b) (6))
It's always kind of hard, like I know I hear a lot about.

0:47:52.610 --> 0:47:57.0
(b) (6))
I hear a lot of people going oconus oconus and not going back to conus.

0:47:57.10 --> 0:48:0.180
(b) (6))
And and those are the patterns seems to be a bad pattern.

0:48:0.290 --> 0:48:2.920
(b) (6))
Like I've seen some people that can pass over because of those reasons.

0:48:3.310 --> 0:48:7.720
(b) (6))
Maybe those ground truth could be cleared out and but this is great.

0:48:7.910 --> 0:48:16.100
(b) (6))
This gave me a lot of thoughts about how can I do that in my office as well as just kind of thinking through, well, what can a Jack or what can do better.

0:48:16.170 --> 0:48:17.250
(b) (6))
So really appreciate this.

0:48:17.260 --> 0:48:17.550
(b) (6))
Thank you.

0:48:18.120 --> 0:48:18.930
(b) (6)
Thank you, Sir.

0:48:19.20 --> 0:48:20.420
(b) (6)
And I think I'll ask piece of that.

0:48:20.430 --> 0:48:31.210
(b) (6)

It's just having the conversations with the officers, explaining the reasons why and also providing predictability, publishing the changes and the expectations of the career patterns.

0:48:32.280 --> 0:48:36.550
(b) (6)
Any other questions before we move to Project 1, Combo 2 and three?

0:48:40.320 --> 0:48:46.60
(b) (6)
Well, seeing that we don't have any questions that will leave you with a major query module for project one.

0:48:52.430 --> 0:48:53.800
(b) (6)
Thank you, (b) (6)

0:48:54.210 --> 0:48:58.380
(b) (6)
Hi everyone, Mike Tech and can everybody hear me if someone just throw a thumbs up.

0:49:2.880 --> 0:49:3.550
(b) (6))
Gotcha. Gory.

0:49:2.840 --> 0:49:3.710
(b) (6)
Alright, great.

0:49:4.340 --> 0:49:7.410
(b) (6)
Awesome (b) (6) .

0:49:7.680 --> 0:49:10.980
(b) (6)
I'm coming to you from the command and General Staff College, so I apologize.

0:49:10.990 --> 0:49:12.630
(b) (6)
I not much space here.

0:49:12.680 --> 0:49:13.410
(b) (6)
Quiet space.

0:49:13.420 --> 0:49:13.850
(b) (6)
So I'm.

0:49:13.860 --> 0:49:15.350
(b) (6)
I'm in the hallway.

0:49:15.360 --> 0:49:16.830
(b) (6)
It's nice and quiet right now.

0:49:16.960 --> 0:49:19.10
(b) (6)
Hopefully we won't get any background noise.

0:49:19.360 --> 0:49:20.520
(b) (6)
Seems like everybody's at lunch.

0:49:21.530 --> 0:49:23.800
(b) (6)
Umm, thank you, (b) (6) .

0:49:23.810 --> 0:49:34.540
(b) (6)
Always tough to follow up with (b) (6), but I'm gonna do my best here and talk to you all about combo 2-3 recruiting and I guess we'll hold the questions.

0:49:34.590 --> 0:49:41.400
(b) (6)
Uh, most of questions to end, but if there's something that seems timely with the slide, please, I I'm OK with everyone feeling free to to jump in.

0:49:41.730 --> 0:49:42.540
(b) (6)
Next slide please.

0:49:44.810 --> 0:49:52.320
(b) (6)
Alright, so we were initially tasked with best practices for COMPO 3 recruiting.

0:49:52.330 --> 0:50:6.450
(b) (6)
However, when doing some initial, having some initial conversations with Jayro and talking to the experts, we realized that we needed to actually address how can we best implement the combo.

0:50:6.460 --> 0:50:24.760
(b) (6)
Both Compo reserve compos into the fight again in the recruiting crisis, bottom line up front, the Jag horse should expand its everyone is a recruiter approach to enable all the Jaguar members to recruit for all the Jag core opportunities.

0:50:25.90 --> 0:50:31.480
(b) (6)
In other words, set the conditions for recruiting environment where every member of the forest can advocate for the core as a whole.

0:50:32.510 --> 0:50:39.610
(b) (6)
What you will see is that bluff will be a theme throughout the seven recommendations that we came up with.

0:50:39.910 --> 0:51:7.10
(b) (6)
The idea being that you, I civilian reservists, National Guard, any one of us should be able to advocate as forcefully for any position, maybe not so much based on actual personal experience with an opportunity, but having a base knowledge of that and being able to move the Jag core forward and and being able to speak to as many people as possible.

0:51:7.340 --> 0:51:11.310
(b) (6)
Methodology myself, I was a recruiting officer at Jayro.

0:51:11.540 --> 0:51:20.610
(b) (6)
I know chief was at PTO, we spoke with Jay Row and then I've had some conversations with General Sullivan, Generals Sullivan and Arizaga.

0:51:20.920 --> 0:51:21.670
(b) (6)
Next slide please.

0:51:23.790 --> 0:51:24.700
(b) (6)
OK. Recording.

0:51:24.770 --> 0:51:(b) (6)
Recreate uh recommendation.

0:51:26.560 --> 0:51:58.770
(b) (6)
One directly ties to the bluff, and that is that all attorneys should root, root recruit for all opportunities, and one of the recommendations that General Sullivan provided to me that I've also advocated in other forums is to create what he called a short book and that is contains talking points and a base knowledge of the different opportunities and statistics that are relevant to recruiting for the Jag core.

0:51:59.120 --> 0:52:32.640
(b) (6)
And then have that in some kind of format that is readily December, it could be readily disseminated to all members of the force as well as be used in training down the line, whether that's at osj training, LPD training or some kind of online, you can access it anytime training that way, that everybody's going to speak the same language and everybody is going to push this same themes because recruiting is, as you'll see it will be all you could be.

0:52:32.650 --> 0:52:44.430
(b) (6)
We have to have themes to speak persuasively, something to tie back all of the opportunities to one I don't wanna see them again.

0:52:44.440 --> 0:52:45.250
(b) (6)
But I want.

0:52:45.260 --> 0:52:55.560
(b) (6)
What is it that we stand for and when you have people talking different languages and deeming different taglines, it leads to a disjointed effort.

0:52:57.60 --> 0:53:4.450
(b) (6)
Second recommendation is that the Jaguar should conduct a recruiting awareness campaign with the Compost 2 and three.

0:53:4.460 --> 0:53:25.810
(b) (6)
So Jayro agreed with me and talking to General Sullivan, Arizaga most of our efforts in the everyone is in a recruiter approach have been aimed at waking up the active duty towards the recruiting crisis and then trying to formulate a response and the and the answer for that is obvious.

0:53:25.820 --> 0:53:31.900
(b) (6)
That's the most glaring need we have and that is our everyday mission.

0:53:32.70 --> 0:53:35.960
(b) (6)
Failure comes from if we cannot staff properly.

0:53:36.590 --> 0:53:43.480
(b) (6)
The active duty needs, however, the composing 2 and three have fallen.

0:53:43.490 --> 0:53:51.200
(b) (6)
I don't wanna say they've been ignored, however, the effort has fallen far short in replicating the active duty education.

0:53:51.310 --> 0:53:59.120
(b) (6)
And So what we recommended was a three phase approach, phase one being that you just were doing a general awareness campaign.

0:53:59.130 --> 0:54:1.0
(b) (6)
Hey, there's a recruiting crisis.

0:54:1.210 --> 0:54:26.370
(b) (6)
It's touched both combo 3 and Compo 2 and here are the the you know the efforts that we would like you to take as far as informally networking being a part of your organization's

speaking, the praises of the Jag Corps, reading the the short book and you know, getting out there in a more informal setting as the active duty.

0:54:26.380 --> 0:54:37.920
(b) (6)
Everyone is a recruiter kind of calls for phase two would take advantage of the strength and numbers, especially of compose three.

0:54:38.610 --> 0:54:52.700
(b) (6)
And what I mean by that is with active duty, we can informally recruit pretty easily as far as the networks were involved with the the organizations we may be involved with, the mentorships we have set up at our schools.

0:54:52.990 --> 0:55:5.130
(b) (6)
But from a TTY and ability to actually attend events standpoint, it's very difficult to find the money and time for active duty to get out there.

0:55:5.500 --> 0:55:37.290
(b) (6)
So the idea in phase two is to utilize specifically compile 3 to recruit with an emphasis on active duty that, as in, because we're not part of recruiting command and we don't have actual recruiters to attend events potentially using compile 3 to say hey, go to that event for me and you know, here's some of the many events we want you to attend or here's the table we wanna man and and jayro would actually fund and supply that.

0:55:37.780 --> 0:55:49.760
(b) (6)
So Chief pointed out that you cannot ask a couple three person to just use their time to recruit for active duty without the proper mechanisms.

0:55:50.160 --> 0:56:11.340
(b) (6)
In phase two, we would use 1380s and I apologize if I'm not completely getting the terminology correct, but 1380s and essentially allowing them to trade annual training time and battle assembly time towards the the to trade that with the recruitment time.

0:56:11.470 --> 0:56:14.980
(b) (6)
So if they're out there recruiting for active duty, they're getting credit for it.

0:56:14.990 --> 0:56:19.510
(b) (6)
And they're substituting that potentially for weekend time or annual training time.

0:56:20.950 --> 0:56:28.40
(b) (6)
And the details of that and the actual technical accuracy is contained with the report as reviewed by Chief.

0:56:29.480 --> 0:57:12.750
(b) (6)
The third phase would be as those people are doing the yeah, there were either working in a kind of a part time capacity that the reservist and jayro identify who are the really strong performers and then consider whether or not to put them on ados orders in a more permanent basis where they are for a much more extended period of time out there on the road for a similar to what General Sullivan did touring around and hitting the recruiting circuits and and you know carrying with them and expert uh knowledge and technical background in actually recruiting.

0:57:12.920 --> 0:57:27.780
(b) (6)
Potentially we send them to some kind of education to again improve their skills, but they would be doing that on a more permanent basis for a longer extended time, working directly for jayro.

0:57:29.810 --> 0:57:50.120
(b) (6)
Moving on to the third recommendation, and I think this is the most important as far as finding a new untapped market of candidates, we are not tied in with strong enough and that is practicing attorneys, especially in the economy that we're in right now.

0:57:50.130 --> 0:58:10.270
(b) (6)
A lot of the data shows that individuals have made more money in the last few years than they had previously, and a lot of this generation is are motivated by factors other than making money and public service stands very high on their list.

0:58:10.560 --> 0:58:39.820
(b) (6)
And while I understand that our Compost 2 and three that are working in these civilian jobs are not likely going to find support from their employers, recruiting directly for active duty,

what they can do to bolster their own numbers is have a coordinated effort at attempting to fill complete two and three spots from those practicing attorneys who have not ever potentially heard of the opportunity to serve in that reserve is capacity.

0:58:40.150 --> 0:58:58.500
(b) (6)
And so I think jayro and Jaguar as a whole needs to come up with a a organized campaign that actually unleashes that amongst the COMPO 2 and gives them tools and accountability for, hey, are you talking to your teammates?

0:58:58.750 --> 0:59:7.680
(b) (6)
Are you talking to your employers about the incredible opportunities the reservists provides for public service service to the country?

0:59:7.990 --> 0:59:25.50
(b) (6)
And then just the opportunities you'd be able to take part in and then ultimately as we've seen with a lot of reservists who initially come on to actively positions in either some kind of mobilization or even basic training, potentially decide hey, active duty is what I want.

0:59:25.60 --> 0:59:29.370
(b) (6)
And then in turn bolster our active our compile 1 numbers.

0:59:30.820 --> 0:59:31.670
(b) (6)
Next slide please.

0:59:36.900 --> 0:59:46.370
(b) (6)
General area Zaga brought the next recommendation to my attention, specifically as it relates to non selects of captain.

0:59:46.440 --> 1:0:5.550
(b) (6)
Two time Passovers essentially, when a captain is passed over twice and begins to out process from the army, that PTO does notify them that with a waiver they can still get seek promotion to major and work for combo 3.

1:0:5.940 --> 1:0:11.180
(b) (6)
However, they are not instructed as to their options to combo too.

1:0:12.40 --> 1:0:14.770
(b) (6)
Como 2 does not actually require a waiver.

1:0:14.780 --> 1:0:47.270
(b) (6)
It just requires essentially essentially an SJ signing off on you joining their office, which is an easier process and general area is August said, hey, we want we want these individuals where we where I think we think that potentially the waiver process and the idea of joining the reserves is potentially less attractive than the National Guard where there are a lot of other benefits, particularly not moving as much and having an easier administrative acceptance.

1:0:47.510 --> 1:1:13.120
(b) (6)
So we wanna make this standard practice that PTO notifies these non selects of both options and the difference between the two and then we all also make sure that non selects applicants are also notified that that the guard is another option that is separate from our board application process and the fall in the spring we have a lot of it's it's.

1:1:14.920 --> 1:1:31.150
(b) (6)
Generally, a competitive cut line, but sometimes boards for whatever reason may pass on somebody who's still highly qualified and the guard should be given an opportunity to look those individuals over and decide whether or not they fit their organizational goals.

1:1:31.700 --> 1:1:39.440
(b) (6)
Because the reality is we have, we just have a really great need right now and cannot afford to be as picky as we have in the past.

1:1:41.820 --> 1:1:47.490
(b) (6)
The Jag horse should expand Jerrod include a combo 2, Judge Advocate and NCO.

1:1:47.500 --> 1:1:56.250
(b) (6)

Currently there is a always at minimum reservist, usually in the field grade rank of field grade major.

1:1:56.880 --> 1:2:0.50
(b) (6)
Alright, (b) (6) currently sits there.

1:2:0.60 --> 1:2:37.940
(b) (6)
I believe she has an NCO and when I was there also had one or two soldiers and she was coordinating and looking out for combo 3 uh within the jayro plan and the and the it's coordinated with active duty and three start Jag regularly and you just have the full exposure of being in DC working for directly for OT Jag whereas the combo 2 has their own process and my time there very rarely.

1:2:38.190 --> 1:2:43.320
(b) (6)
I won't say never, but very, very rarely do we ever actually speak with any guard members.

1:2:43.690 --> 1:3:1.710
(b) (6)
I think it would immensely assist and synchronization of these projects and assisting COMPO 2 if we somehow expanded Jerrod include maybe smaller contingent or just to Jay and then Co from COMPO 2 and I think that should be permanent.

1:3:2.0 --> 1:3:11.390
(b) (6)
But if that's, you know you're unable to accomplish that quickly, I think some kind of ados orders or whatever the equivalent is with COMPO 2 could meet that goal quickly.

1:3:12.810 --> 1:3:15.820
(b) (6)
The next recommendation we need a database.

1:3:15.870 --> 1:3:17.160
(b) (6)
Uh, we need this with compo.

1:3:17.170 --> 1:3:20.540
(b) (6))
One as well, but that's outside the purview of our task.

1:3:20.980 --> 1:3:25.40
(b) (6)
We, the Jag core, needs a database for current reservist.

1:3:25.110 --> 1:3:36.780
(b) (6)
Both compose two and three stating who they are, where they went to school, what their job cycles were, what their organizations are currently, and past where they're licensed.

1:3:36.970 --> 1:3:43.710
(b) (6)
You want all the data that is important to the Jag core as far as selecting who should recruit who.

1:3:44.220 --> 1:4:7.90
(b) (6)
If we have somebody reach out to Jag core with some kind of special qualification or question about some job, and we can easily look up in a database, who's the point person to speak to that, that individual that goes a long way in all recruiting literature, they will tell you having a direct relationship with somebody with direct experience is the strongest form of recruiting.

1:4:7.340 --> 1:4:27.800
(b) (6)
And so creating that database if they're already in the process of doing that, getting in place and then also making sure that as everybody comes into the reserves or they transition off of compile one into the reserves that they're entering themselves in a database and perhaps once a year certifying that they've updated the database finally.

1:4:29.950 --> 1:4:46.520
(b) (6)
I I understand that some form of recommendation seven is underway and has been piloted, but this came from the group that we have, National Guard and Reserve judge advocates actually teaching as either adjunct or visiting professors at law school.

1:4:47.270 --> 1:4:51.720
(b) (6)
Right now we have a lot of individuals participating in in running clinics.

1:4:51.730 --> 1:5:1.880
(b) (6)
I know there are a lot of veterans running clinics, but but actually, you know, teaching some

kind of law of armed conflict classes, national security classes, potentially the environmental law classes.

1:5:1.890 --> 1:5:12.650
(b) (6)
I mean, even crime law, there are just so many possibilities where we could link up with schools and get ourselves into the classrooms and and what that does is it earns respect.

1:5:12.900 --> 1:5:28.140
(b) (6)
Because I remember when I was in law school, one of the big uh stereotypes of Jag core, one of the the, the the hurdles that we had to get over was we'll do they really practice law or they just lawyers dressed in Army uniform doing something else.

1:5:28.500 --> 1:5:35.550
(b) (6)
And that was a huge recruitment tool for me when I did the internship to see how highly qualified the attorneys were.

1:5:35.760 --> 1:5:36.620
(b) (6)
How?

1:5:37.20 --> 1:5:56.820
(b) (6)
How sophisticated the practice was, so getting, you know, exposure that I know we're doing mock trials, this could be another addition where individuals get to see first hand how impressive our reserve core is and potentially seek us out to find out more about our organization.

1:5:58.50 --> 1:5:59.540
(b) (6)
I apologize for speaking rapidly.

1:5:59.550 --> 1:6:1.460
(b) (6)
I just know that we are short on time.

1:6:3.190 --> 1:6:4.280
(b) (6)
Let me just make sure, Sir.

1:6:4.290 --> 1:6:6.220
(b) (6)
Next slide, just to make sure I covered it all.

1:6:6.650 --> 1:6:13.740
(b) (6)
Yep, I will ask for your questions or if I can explain anything better please let me know.

1:6:24.940 --> 1:6:25.270
(b) (6)
And.

1:6:24.590 --> 1:6:26.390
(b) (6))
The floor is open for questions both.

1:6:35.140 --> 1:6:36.30
(b) (6)
I I'm not.

1:6:36.40 --> 1:6:37.810
(b) (6)
I don't think I'm missing any I.

1:6:40.30 --> 1:6:46.190
(b) (6)
I appreciate it if if everybody is following, I'm not gonna hold anyone later, Colonel.

1:6:46.200 --> 1:6:47.770
(b) (6)
(b)(6) if you wanna let me.

1:6:47.780 --> 1:6:49.670
(b) (6)
OK, now it looks like we have a hand raised.

1:6:49.820 --> 1:6:50.350
(b) (6)
Yes, Sir.

1:6:50.360 --> 1:6:50.950
(b) (6)
Please come in.

1:6:50.960 --> 1:6:52.260
(b) (6)
I was in say if you wanna jump in.

1:6:53.440 --> 1:6:53.910
(b) (6)
Yeah.

1:6:53.920 --> 1:7:1.230
(b) (6)
No great presentation, (b) (6) and (b) (6) before and everything I was really proud of the work you've done just for the DE ICT team.

1:7:1.940 --> 1:7:35.210
(b) (6)
This presentation, along with even more detailed backing the information you heard here is, is posted on our our deity channel and they're far Field Board 12 under a folder there for this presentation and it includes 2 separate reports for each of these projects that goes into more detail on to the recommendation and the information that the Field Board 12 really worked hard to be able to draw their recommendations from and and and come up with these solutions.

1:7:35.220 --> 1:7:37.320
(b) (6)
So I just wanted to note that for everybody over.

1:7:38.850 --> 1:7:43.620
(b) (6)
And teammates, this is (b) (6) and support of Field Board 12 and good current core.

1:7:43.630 --> 1:7:48.800
(b) (6)
We've also uploaded that material that he just spoke of onto the main website for the Council.

1:7:49.210 --> 1:7:56.680
(b)(6) (USA)
So you have them there as well, along with the rest of the field bore presentations that have been uploaded in one consolidated folder over.

1:8:2.30 --> 1:8:6.810
(b) (6)
So are are there any other comments for field Board 10 or 12?

1:8:8.680 --> 1:8:11.450
(b) (6)
We'll please give them a virtual hand clap for the job.

1:8:11.460 --> 1:8:12.750
(b) (6)
Well done that they did today.

1:8:12.760 --> 1:8:25.350
(b) (6)
We really appreciate everything that you all have done for us and I'm sure 100% that the Council will be able to take this information and do some great things with it and recommending things on up to the T Jack.

1:8:25.760 --> 1:8:29.300
(b) (6)
So council members, are there any questions or comments from the floor?

1:8:31.190 --> 1:8:33.970
(b) (6)
Next steps you will we will be sending out some notes.

1:8:34.30 --> 1:8:39.940
(b) (6)
You'll be getting some comments from his Carlisle regarding what's gonna happen for our next meeting.

1:8:40.150 --> 1:8:55.20
(b) (6)
And also remember that you cleared hot now to begin to review the presentations that are on the net for you and MS Teams to provide the comments that I put into that document out to you the other day.

1:8:55.210 --> 1:8:56.30
(b) (6)
Any questions on that?

1:8:57.500 --> 1:9:2.890
(b) (6)
All right, so we're now dismissed and we'll stop recording now everyone.

1:9:2.900 --> 1:9:5.380
(b) (6)
Thank you so much for everything that you've done out here.

[redacted] **USARMY HQDA OTJAG (USA)**

From: [redacted]
Sent: Tuesday, April 2, 2024 7:51 PM
To: Carlisle, Karen H SES USARMY HQDA OTJAG (USA); [redacted] USARMY HQDA OTJAG (USA); [redacted] usprung, Rebecca E SL USARMY HQDA OTJAG (USA); [redacted] (USA); Bryant, Holly K CIV USARMY HQDA OTJAG (USA); [redacted] USARMY Pentagon HQDA OTJAG Mailbox JAGC Diversity-Inclusion; USARMY Pentagon HQDA OTJAG Mailbox ELD Calendar; [redacted]
Subject: OTJAG DEI Council - MEETING RECORDINGS AND TRANSCRIPTS
Attachments: Monthly DEI Council Meeting_2024-02-08.docx; DEI Council Member Feedback - FB Projects 2023-24.docx; Transcript_2023-11-16.docx

UNCLASSIFIED

Good Evening Teammates: I'd like to provide you with the information below and attached to hopefully help as you prepare your feedback.

Here is the link to the meeting on 16 Nov 23: Meeting in _General_-20231116_131039-Meeting Recording.mp4
The transcript for the meeting on 16 November 23 is attached.

Here is the link to the recording and transcript for 11 Jan 24: Monthly DEI Council Meeting-20240111_130012-Meeting Recording.mp4 (sharepoint-mil.us)

Here his the link to the recording and transcript for 8 Feb 24: Meeting Recordings

Here is the link to the recording and transcript for 14 Mar 24: Monthly DEI Council Meeting-20240314_131639-Meeting Recording.mp4 (sharepoint-mil.us)

v/r

[redacted]

[redacted]
National Guard Bureau, [redacted]

CUI//Limited Dissemination Control

(b) (6)

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UNCLASSIFIED

From: (b) (6)
Sent: Monday, March 11, 2024 11:49 AM
To: Carlisle, Karen H SES USARMY HQDA OTJAG (USA); (b) (6) ; (b)(6) USARMY HQDA OTJAG (USA (b) (6)

Ausprung, Rebecca E SES USARMY HQDA OTJAG (USA) (b) (6)

; Bryant, Holly K CIV USARMY HQDA OTJAG (USA) (b) (6)

USARMY Pentagon HQDA OTJAG Mailbox JAGC Diversity-Inclusion <usarmy.pentagon.hqda-otjag.mbx.jagc-diversity-inclusion@army.mil>; USARMY Pentagon HQDA OTJAG Mailbox ELD Calendar <usarmy.pentagon.hqda-otjag.mbx.eld-calendar@army.mil>; (b) (6)
Subject: OTJAG DEI Council Meeting (14 Mar 24; 1300) - REMINDER

UNCLASSIFIED

Good morning teammates! The e-mail is just a reminder that…

1. FB Project Feedback: Each member of the DEI Council may use the attached template to draft your FB project comments regarding A) overall observation; B) actionable initiatives; C) messaging opportunities; and D) obstacles to implementation. Once you are done with your comments on the projects, please submit your feedback me and the AXO. We will consolidate your responses, submit to the Council Co-chairs via e-mail for their review, and once approved by the Co-chairs, post the finalized document to the OTJAG DEI Council MS Teams channel. Suspense date for your comments will be discussed as a team during our meeting on Thursday, 14 Mar 24.
2. Our recurring meeting will go this Thursday at 1300 via MS Teams using the link that we normally use. If you need the link again, no problem. Just let me know and I will send it to you. The meeting recording and transcript from the 9 Feb 24 meeting are available. Click here: Meeting Recordings. If you have trouble

accessing the recording from the link provided, the recording has also been copied to our MS Teams Chanel. Once in the "General" folder, click on "Files" in the tool bar, scroll down to and click on the "DEIC Meetings" folder, click on the "Meeting Recordings" folder, then look for "Monthly DEI Council meeting – 20240208." The transcript is attached.

3. Thus far, the agenda for our upcoming meeting is as follows:
    a. FB Project Feedback (general discussion and suspense date)
    b. FB Member AAR: First discuss when FB mentors should submit the AAR request to their FBs. Then discuss AAR format and process…A) What is the FB AAR format?; B) Council members collaborate to develop a specific list of questions, by topic, that they would like for the FB members to answer?; C) Once agreed upon and consolidated (XO and AXO task), FB mentors submit the questions to FB members, consolidate member responses, and submit the consolidated responses from their FB to XO and AXO; D) XO and AXO will consolidate FB responses and submit to Council via e-mail and, once approved by Council Co-chairs, post the consolidated responses to the OTJAG DEI Council MS Teams channel. (Recommendation: Schedule this AAR for this next Council meeting, 14 Mar 24. Meeting should be recorded. After the meeting, XO and AXO can consolidate member feedback and submit it to Council leadership for review and further action as appropriate.)
    c. TJAG Briefs?
    d. Way Ahead for Next Several Meetings:
        i. April: Invite all FB members. At the beginning of the meeting, have TJAG thank them for their work, field any general comments from the floor, then depart. Once TJAG has departed, the Council briefs FB members on the status of their projects, next steps, etc.
        ii. May: Council should come prepared to discuss the structure of the council and vote on a construct (Members would have potential COAs to review over the month).
        iii. June: Close out all FB initiative, review FB structure, and AARs submitted by FB members
    e. FB Member Awards and Recognition: How should FB members be recognized for their hard work and for the impact that their work has had or will have on the Army JAG Corps? Medals? TJAG-signed thank you letter? Other?

If there is anything else that should be added to the agenda, please let me know.

Thanks for reading. Talk to you soon!

v/r

(b) (6)

[redacted]
National Guard Bureau, Office of the General Counsel
(b)(6)

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(b) (6) **USARMY HQDA OTJAG (USA)**

From: (b) (6)
Sent: Thursday, May 23, 2024 11:20 AM
To: (b) (6)
Ausprung, Rebecca E SL USARMY HQDA OTJAG (USA); (b) (6)
; USARMY Pentagon HQDA OTJAG Mailbox JAGC Diversity-Inclusion; Carlisle, Karen H SES USARMY HQDA OTJAG (USA)
Subject: RE: 9 MAY 24 DEIAC Meeting follow ups w/ recording link
Attachments: TJAG Star Note & Coin Request_v4.1.pdf; Council Member AAR.pdf
Signed By: (b) (6)

Good morning, ladies & gentlemen.

Just a friendly reminder on two upcoming suspenses we would like your support for:

1. S: 24 MAY - Star note & coin nominations (request form attached for ease of access)
2. S: 24 MAY - Nominations for alternate DEI Lecture Chair speaker

If you have not completed the Council Member AAR and would still like to submit your feedback, attached is the QR code and link to access the AAR survey. To date, we have 4 volunteers for the DEIAC Virtual Open House 30 MAY 2024 (b) (6) Ms. Carlisle). If you are available and interested in participating and being online to answer any questions potential council members have, please log in using links below:

Link: DEIAC Virtual Open House on MS Teams: 1000EDT, 30 MAY 24

Link: DEIAC Virtual Open House on MS Teams: 1500EDT, 30 MAY 24

Thank you for your time and support. Wishing you and your families a safe Memorial Day weekend.

(b) (6)
Office of the Judge Advocate General
(b) (6)
✉ OTJAG ODEIA usarmy.pentagon.hqda-otjag.mbx.jagc-diversity-inclusion@army.mil
✉ OTJAG Wellness usarmy.pentagon.hqda-otjag.mbx.jagc-wellness@army.mil

From: Carlisle, Karen H SES USARMY HQDA OTJAG (USA) (b) (6)
Sent: Wednesday, May 15, 2024 1:59 PM
To: (b) (6)

Ausprung, Rebecca E SL USARMY HQDA OTJAG (USA)
(b) (6)

Bryant, Holly K CIV USARMY HQDA OTJAG (USA) (b) (6)

hana.a.rollins.mil@army.mil>; Benzinger, Mary M CIV USARMY HQDA OTJAG (USA) <mary.m.benzinger.civ@army.mil>
Cc: (b) (6) USARMY Pentagon HQDA OTJAG Mailbox JAGC Diversity-Inclusion <usarmy.pentagon.hqda-otjag.mbx.jagc-diversity-inclusion@army.mil>
Subject: RE: 9 MAY 24 DEIAC Meeting follow ups w/ recording link

DEIA Council members:

Just adding on to (b) (6) note below. With a couple of things:

1. **Awards:** We are going to do star notes for the FB members. If you would like to nominate some of your FB members for a TJAG coin, please fill out the attached form. Do not just send an email please. S: 24 May
2. **Council Member AARs**: please take 5 minutes to fill out the attached AAR. This will help the next council greatly. S: 16 May
3. **Open House**: Now scheduled for 30 May at 1000 EDT and 1500 EDT. The purpose of the open house is to allow people who may be interested in being on the council here about what we did, what it was like to be on the council, and what the council will look like in the future. We will provide some standard TPs and questions to get things started, but would like to have a few current council members on each session to answer from your perspective – not just a scripted answer. What did you get out of being on the council? Why do you think it was important to the JAG Corps? Etc. If you are available, please respond to me, (b) (6).

By the next meeting we hope to have nominations for council membership to review and make a recommendation to TJAG. If you want to stay involved, please let us know you may want to serve on the executive committee so we can include your name to TJAG.

Thank you for all you do.

Standing by for questions, concerns, ideas.

v/r,

Karen

Karen H. Carlisle
Director, Soldier and Family Legal Services
Office of The Judge Advocate General, U.S. Army
(b) (6)

From: (b) (6)
Sent: Thursday, May 9, 2024 9:55 PM
To: Carlisle, Karen H SES USARMY HQDA OTJAG (USA) (b) (6) (b)(6) USARMY HQDA OTJAG (USA) (b) (6)

Ausprung, Rebecca E SL USARMY HQDA OTJAG (USA)
(b) (6)
(b) (6)

Bryant, Holly K CIV USARMY HQDA OTJAG (USA) (b) (6)

USARMY Pentagon HQDA OTJAG Mailbox JAGC Diversity-Inclusion <usarmy.pentagon.hqda-otjag.mbx.jagc-diversity-inclusion@army.mil>
Subject: 9 MAY 24 DEIAC Meeting follow ups w/ recording link
Importance: High

Good evening, ladies and gentlemen.

Closing the loop post today's council meeting to include recording links our last two meetings referenced (for those council members not in attendance) and suspenses requiring your attention and vote below.

9 MAY 24, 1300 ODEIA Council Meeting Recording: 9 MAY 24, 1300 DEIAC Meeting Recording.mp4
11 APR 24, 1300 ODEIA Council Meeting Recording: https://armyeitaas-my.sharepoint-mil.us/personal/(b) (6) ayouts/15/stream.aspx?sw=bypass&bypassReason=abandoned&id=%2Fpersonal%2Fcorey%5Fe%5Fthomas2%5Fciv%5Farmy%5Fmil%2FDocuments%2FRecordings%2FMonthly%20DEI%20Council%20Meeting%2D20240411%5F130009%2DMeetin

g%20Recording%2Emp4&ga=1&referrer=StreamWebApp%2EWeb&referrerScenario=AddressBarCopied%2Eview%2E343ee306%2D30cd%2D4376%2Dbfac%2D727a879b849b

S: 15 MAY 24- Vote for Methods of Recognition & Submit Star Note and Coin Nominations.

During today's meeting recommendations and discussions included concerns with consistency/uniformity for recognition of FB members due to nominations for both star notes/coins and awards being submitted for 3 FBs last month. For both meetings we had appx 7 council members' input, therefore we are soliciting a vote of all council members via this email to have a record of a quorum according to the council SOP and ID whether award recommendations should be included for recognition. Please vote using the "Vote" tab (reference attached screenshot) to vote for either:

1. Star notes for actively engaged FB members and both star note w/coin for your stellar performer(s); OR
2. Include award nominations for FB members who were stellar performer(s) on your FB.

To note, the star note and coin nomination form is attached that is required for FB mentors to submit for each nominee after discussing the nominations with your respective FB leaders. The ODEIA will consolidate and staff all star note and coin requests once received by the 15 MAY suspense. If majority vote is to include award recommendations as well, FB mentors may be asked to complete award write ups.

S: 16 MAY 24- Council Member AARs

If you have not done so already, please complete your council member AARs using this link: https://forms.gle/7XAuwgianwkc41TZ7 or the attached QR code. We absolutely want to keep our actively engaged council members on board for continuity and mentorship so please make sure to annotate in your AARs whether you would like to remain on the council for another year.

S: 13 MAY 24 Volunteers for Virtual DEIA Council Open House/ Q&A 23 MAY 24, 1000 & 1500EST

Due to many council members retirements, unavailability, and to restructure the council in accordance with the proposed DEIAC SOP, this virtual open house concept was brought up as a suggestion in April's council meeting. Based on the idea proposed for this, we would need 4-6 council members who are available to help develop the agenda, talking points, and answer any questions from potential/interested DEIA council member nominees and help us recruit new council members. Ideally this virtual open house would take place after ODEIA sends out a JAGCnet announcement calling for interested DEIA Council Members with the invite to this virtual open house/ Q&A opportunity. Once the new council is established, a call for FB nominees can go out post PCS season. At the moment, we have two volunteers ((b) (6) (b) (6). If anyone else is interested in supporting this effort please let me know by noon 14 MAY so that we can discuss with Ms. Carlisle proposed timeline, concerns, and questions the council posed during today's meeting.

S: 24 MAY 24 DEI Lecture Chair Nominations for alternate lecture speaker.

(b) (6) will be submitted as the primary nominee from the ODEIA based on FB1s project this year. Requesting nominations from any council members for an alternate speaker for the DEI Lecture Chair in FY25. Nominee must be a prominent expert or leader who served in the JAGC that can be considered a DEIA trailblazer. Nominations should include a biography and justification for nomination to the ODEIA. A process for future year nominations is being added to the DEIA Council SOP IAW the leadership centers feedback and input.

Please feel free to reach out to myself or (b) (6) with any questions on the above. Thank you again for your time, attention, and support.

(b) (6)
[redacted]
Office of the Judge Advocate General
(b) (6)
[redacted]
✉ OTJAG ODEIA usarmy.pentagon.hqda-otjag.mbx.jagc-diversity-inclusion@army.mil
✉ OTJAG Wellness usarmy.pentagon.hqda-otjag.mbx.jagc-wellness@army.mil





(b) (6) **USARMY HQDA OTJAG (USA)**

From: USARMY Pentagon HQDA OTJAG Mailbox JAGC Diversity-Inclusion
Sent: Thursday, May 30, 2024 4:57 PM
To: (b) (6)
Cc: USARMY Pentagon HQDA OTJAG Mailbox JAGC Diversity-Inclusion
Subject: RE: DEIAC Open House
Signed By: (b) (6)

No worries, ma'am.

Glad you were able to get into the team's page and join the meeting.
Appreciate you taking the time and volunteering. If you have any questions, let me know. I am happy to help.

Look forward to receiving your nomination.

(b) (6)
Office of the Judge Advocate General
(b) (6)
✉ OTJAG ODEIA usarmy.pentagon.hqda-otjag.mbx.jagc-diversity-inclusion@army.mil
✉ OTJAG Wellness usarmy.pentagon.hqda-otjag.mbx.jagc-wellness@army.mil

From: (b) (6)
Sent: Thursday, May 30, 2024 4:36 PM
To: USARMY Pentagon HQDA OTJAG Mailbox JAGC Diversity-Inclusion <usarmy.pentagon.hqda-otjag.mbx.jagc-diversity-inclusion@army.mil>
Subject: RE: DEIAC Open House

(b) (6)

Thanks for the response. I looked at the email and didn't see a link and was unable to find the Teams page by searching on Teams. It took me too long to realize the link was live on the JAGCnet page. I'm working through the nomination process with my SJA now.

V/R,

(b) (6)
Office of the Staff Judge Advocate
Fort Cavazos, TX
(b) (6)

(b) (6)

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From: USARMY Pentagon HQDA OTJAG Mailbox JAGC Diversity-Inclusion <usarmy.pentagon.hqda-otjag.mbx.jagc-diversity-inclusion@army.mil>
Sent: Thursday, May 30, 2024 3:08 PM
To: (b) (6)
Cc: USARMY Pentagon HQDA OTJAG Mailbox JAGC Diversity-Inclusion <usarmy.pentagon.hqda-otjag.mbx.jagc-diversity-inclusion@army.mil>
Subject: RE: DEIAC Open House

Afternoon ma'am,

Saw you logged in for the open house and wanted to follow up to see if you have any questions on the nomination process, the council, or needed any assistance with submitting a nomination?

(b) (6)
Office of the Judge Advocate General
(b) (6)
✉ OTJAG ODEIA usarmy.pentagon.hqda-otjag.mbx.jagc-diversity-inclusion@army.mil
✉ OTJAG Wellness usarmy.pentagon.hqda-otjag.mbx.jagc-wellness@army.mil

From: (b) (6) [redacted]
Sent: Thursday, May 30, 2024 2:53 PM
To: USARMY Pentagon HQDA OTJAG Mailbox JAGC Diversity-Inclusion <usarmy.pentagon.hqda-otjag.mbx.jagc-diversity-inclusion@army.mil>
Subject: DEIAC Open House

Good afternoon,

I was unable to locate and join the JAGC ODEIA Training and Resources Teams Page to attend the DEIAC Open House. Is there a link to the teams page? If I'm too late for the open house, will it be recorded so I can view it later?

V/R,

(b) (6) [redacted]
Office of the Staff Judge Advocate
Fort Cavazos, TX
(b) (6) [redacted]

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(b) (6) **USARMY HQDA OTJAG (USA)**

From: USARMY Pentagon HQDA OTJAG Mailbox JAGC Diversity-Inclusion
Sent: Tuesday, June 4, 2024 9:01 AM
To: (b) (6)
Cc: USARMY Pentagon HQDA OTJAG Mailbox JAGC Diversity-Inclusion
Subject: RE: Interested in Applying as a DEIA Council Member
Attachments: Nomination Form_2024.pdf; Civ Biography_template_2024.docx; 2024 DEIA Council Member Nomination Process.pdf
Signed By: (b) (6)

Not an issue Sir.

Appreciate your interest in serving on the council. Please complete the nomination form attached and submit to this email address with a copy of your biography. If needed, I also attached a template biography.

(b) (6)
Office of the Judge Advocate General
(b) (6)
(b) (6)
✉ OTJAG ODEIA usarmy.pentagon.hqda-otjag.mbx.jagc-diversity-inclusion@army.mil
✉ OTJAG Wellness usarmy.pentagon.hqda-otjag.mbx.jagc-wellness@army.mil

From: (b) (6)
Sent: Monday, June 3, 2024 3:03 PM
To: USARMY Pentagon HQDA OTJAG Mailbox JAGC Diversity-Inclusion <usarmy.pentagon.hqda-otjag.mbx.jagc-diversity-inclusion@army.mil>
Subject: Interested in Applying as a DEIA Council Member

Greetings JAG Corps DEIA Council!

This is (b) (6). I am a (b) (6). I am interested in applying for a council position. I am unable to access JAGCNET on my civilian computer and have a pending help desk ticket. I am tracking the deadline is next week. I will also attempt to utilize my military computer to submit a request for consideration.

Very respectfully,

(b) (6)

[redacted]

Department of the Army

(b) (6)

[redacted]

"Government is a trust, and the officers of the government are trustees; and both the trust and the trustees are created for the benefit of the people."

Henry Clay, 1829
Former Speaker of the U.S. House of Representatives & U.S. Senator

"I was taught that the expenditure of public money is a public trust, and I have never changed my opinion on that subject. No one has ever received any public money for which I was responsible unless he gave honest service for it."

Harry S. Truman
33rd President of the United States, Army Captain, WWI Veteran

(b) (6) **USARMY HQDA OTJAG (USA)**

From: (b) (6)
Sent: Thursday, April 11, 2024 11:20 AM
To: Carlisle, Karen H SES USARMY HQDA OTJAG (USA); (b)(6) USARMY HQDA OTJAG (USA); (b) (6) Ausprung, Rebecca E SL USARMY HQDA OTJAG (USA); (b) (6) Bryant, Holly K CIV USARMY HQDA OTJAG (USA); (b) (6) USARMY Pentagon HQDA OTJAG Mailbox JAGC Diversity-Inclusion; USARMY Pentagon HQDA OTJAG Mailbox ELD Calendar; (b) (6) (USA)
Subject: RE: OTJAG DEI Council - MEETING DOCS
Attachments: DEI Council Member Feedback - 2023-24 FB Projects (Master Doc).docx

UNCLASSIFIED

TeammatesL One alibi. I forgot to attach your consolidate comments. Please see attached.

v/r

(b) (6)

National Guard Bureau, Office of the General Counsel
(b)(6)

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UNCLASSIFIED

From: (b) (6)
Sent: Thursday, April 11, 2024 11:08 AM
To: Carlisle, Karen H SES USARMY HQDA OTJAG (USA) <karen.h.carlisle.civ@army.mil>; (b)(6) USARMY HQDA OTJAG (USA) <steven.m.ranieri2.mil@army.mil>; (b) (6)

Ausprung, Rebecca E SES USARMY HQDA OTJAG (USA) (b) (6)

Bryant, Holly K CIV USARMY HQDA OTJAG (USA) (b) (6)

; USARMY Pentagon HQDA OTJAG Mailbox JAGC Diversity-Inclusion <usarmy.pentagon.hqda-otjag.mbx.jagc-diversity-inclusion@army.mil>; USARMY Pentagon HQDA OTJAG Mailbox ELD Calendar <usarmy.pentagon.hqda-otjag.mbx.eld-calendar@army.mil>; (b) (6)
Subject: OTJAG DEI Council - MEETING DOCS

UNCLASSIFIED

Greetings Teammates: Attached please find the documents for today's Council meeting. Importantly, please review the DEIAC SOP and meeting agenda prior to the meeting.

Thanks in advance and talk to you soon.

v/r

(b) (6)

National Guard Bureau, Office of the General Counsel

(b)(6)

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Sent: Tuesday, April 2, 2024 7:51 PM
To: Carlisle, Karen H SES USARMY HQDA OTJAG (USA) (b) (6) (b)(6) USARMY HQDA OTJAG (USA) (b) (6) ;(b) (6)

Ausprung, Rebecca E SES USARMY HQDA OTJAG (USA) (b) (6)

Bryant, Holly K CIV USARMY HQDA OTJAG (USA) (b) (6)

USARMY Pentagon HQDA OTJAG Mailbox JAGC Diversity-Inclusion <usarmy.pentagon.hqda-otjag.mbx.jagc-diversity-inclusion@army.mil>; USARMY Pentagon HQDA OTJAG Mailbox ELD Calendar <usarmy.pentagon.hqda-otjag.mbx.eld-calendar@army.mil>; (b) (6)
Subject: OTJAG DEI Council - MEETING RECORDINGS AND TRANSCRIPTS

UNCLASSIFIED

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Here his the link to the recording and transcript for 8 Feb 24: Meeting Recordings

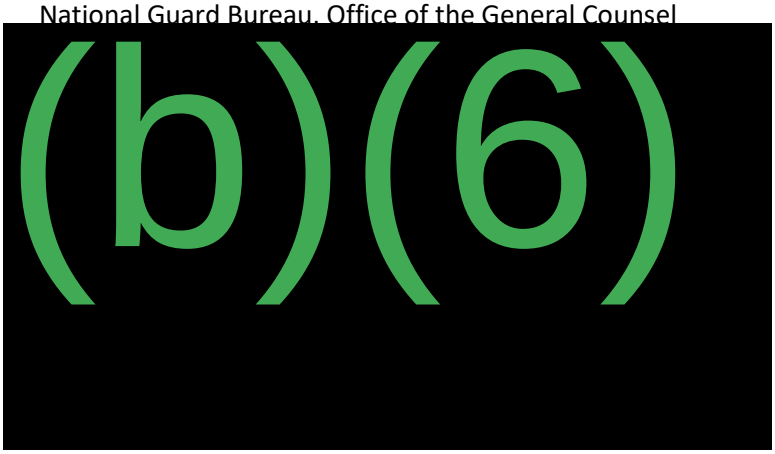
Here is the link to the recording and transcript for 14 Mar 24: Monthly DEI Council Meeting-20240314_131639-Meeting Recording.mp4 (sharepoint-mil.us)

v/r

(b) (6)

(b) (6)

National Guard Bureau, Office of the General Counsel



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From: (b) (6)
Sent: Monday, March 11, 2024 11:49 AM
To: Carlisle, Karen H SES USARMY HQDA OTJAG (USA) (b) (6) ; (b)(6) USARMY HQDA OTJAG (USA) (b) (6)

Ausprung, Rebecca E SES USARMY HQDA OTJAG (USA) (b) (6)

Bryant, Holly K CIV USARMY HQDA
(b) (6)

; USARMY Pentagon HQDA OTJAG Mailbox JAGC Diversity-Inclusion <usarmy.pentagon.hqda-otjag.mbx.jagc-diversity-inclusion@army.mil>; USARMY Pentagon HQDA OTJAG Mailbox ELD Calendar <usarmy.pentagon.hqda-otjag.mbx.eld-calendar@army.mil>;
(b) (6)
Subject: OTJAG DEI Council Meeting (14 Mar 24; 1300) - REMINDER

UNCLASSIFIED

Good morning teammates! The e-mail is just a reminder that…

1. FB Project Feedback: Each member of the DEI Council may use the attached template to draft your FB project comments regarding A) overall observation; B) actionable initiatives; C) messaging opportunities; and D) obstacles to implementation. Once you are done with your comments on the projects, please submit your feedback me and the AXO. We will consolidate your responses, submit to the Council Co-chairs via e-mail for their review, and once approved by the Co-chairs, post the finalized document to the OTJAG DEI Council MS Teams channel. Suspense date for your comments will be discussed as a team during our meeting on Thursday, 14 Mar 24.
2. Our recurring meeting will go this Thursday at 1300 via MS Teams using the link that we normally use. If you need the link again, no problem. Just let me know and I will send it to you. The meeting recording and transcript from the 9 Feb 24 meeting are available. Click here: Meeting Recordings. If you have trouble accessing the recording from the link provided, the recording has also been copied to our MS Teams Chanel. Once in the "General" folder, click on "Files" in the tool bar, scroll down to and click on the "DEIC Meetings" folder, click on the "Meeting Recordings" folder, then look for "Monthly DEI Council meeting – 20240208." The transcript is attached.
3. Thus far, the agenda for our upcoming meeting is as follows:
    a. FB Project Feedback (general discussion and suspense date)
    b. FB Member AAR: First discuss when FB mentors should submit the AAR request to their FBs. Then discuss AAR format and process…A) What is the FB AAR format?; B) Council members collaborate to develop a specific list of questions, by topic, that they would like for the FB members to answer?; C) Once agreed upon and consolidated (XO and AXO task), FB mentors submit the questions to FB members, consolidate member responses, and submit the consolidated responses from their FB to XO and AXO; D) XO and AXO will consolidate FB responses and submit to Council via e-mail and, once approved by Council Co-chairs, post the consolidated responses to the OTJAG DEI Council MS Teams channel. (Recommendation: Schedule this AAR for this next Council meeting, 14 Mar 24. Meeting should be recorded. After the meeting, XO and AXO can consolidate member feedback and submit it to Council leadership for review and further action as appropriate.)
    c. TJAG Briefs?
    d. Way Ahead for Next Several Meetings:
        i. April: Invite all FB members. At the beginning of the meeting, have TJAG thank them for their work, field any general comments from the floor, then depart. Once TJAG has departed, the Council briefs FB members on the status of their projects, next steps, etc.
        ii. May: Council should come prepared to discuss the structure of the council and vote on a construct (Members would have potential COAs to review over the month).
        iii. June: Close out all FB initiative, review FB structure, and AARs submitted by FB members
    e. FB Member Awards and Recognition: How should FB members be recognized for their hard work and for the impact that their work has had or will have on the Army JAG Corps? Medals? TJAG-signed thank you letter? Other?

If there is anything else that should be added to the agenda, please let me know.

Thanks for reading. Talk to you soon!

v/r

(b) (6)

[redacted]

National Guard Bureau, Office of the General Counsel

(b)(6) [redacted]

(b) (6)

[redacted]

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UNCLASSIFIED

(b) (6) USARMY HQDA OTJAG (USA)

From: USARMY Pentagon HQDA OTJAG Mailbox JAGC Diversity-Inclusion
Sent: Wednesday, May 22, 2024 3:44 PM
To: (b) (6)
Cc: USARMY Pentagon HQDA OTJAG Mailbox JAGC Diversity-Inclusion; (b)(6) CIV USARMY HQDA OTJAG (USA)
Subject: RE: Question - DEI Council Member and FB Nomination
Signed By: (b) (6)

Ma'am,

We are excited to receive your council member nomination. I have no doubt you will have a strong endorsement for your selection on the council and hope you volunteer as a FB mentor in future.

However, to answer your question, there will be another iteration of Field boards with nominations being published separately. We are currently calling for council member nominations so we can sit new council members and once we have that established, we anticipate having a call for FB nominations come out o/a fall of this year.

(b) (6)
Office of the Judge Advocate General
(b) (6)
✉ OTJAG ODEIA usarmy.pentagon.hqda-otjag.mbx.jagc-diversity-inclusion@army.mil
✉ OTJAG Wellness usarmy.pentagon.hqda-otjag.mbx.jagc-wellness@army.mil

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From: (b) (6)
Sent: Tuesday, May 21, 2024 4:37 PM
To: USARMY Pentagon HQDA OTJAG Mailbox JAGC Diversity-Inclusion <usarmy.pentagon.hqda-otjag.mbx.jagc-diversity-inclusion@army.mil>
Subject: Question - DEI Council Member and FB Nomination

Good afternoon, Sir or Ma'am-

I am working on my nomination packet for the DEI Council opportunity. In reading the posting on JAGCNET, if I am not selected as a DEI Council Member, will I be also considered to serve on a Field Board again? Or is there a separate process to serve as a Field Board member again?

Thank you for your time.

Very respectfully,

(b) (6)
[redacted]
U.S. Army Legal Services Agency
(b) (6)
[redacted]

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(b) (6) **USARMY HQDA OTJAG (USA)**

From: (b) (6)
Sent: Friday, May 10, 2024 11:39 AM
To: (b) (6)
Cc: (b) (6) USARMY Pentagon HQDA OTJAG Mailbox JAGC Diversity-Inclusion
Subject: RE: Reminder: 10 MAY 24, 1000EST - 2024 JALS Holocaust Days of Remembrance Event
Signed By: (b) (6)

Thank you Sir.

Appreciate the note. I passed along your note to (b) (6) and reiterated what a wonderful job he did with his presentation.

(b) (6)
Office of the Judge Advocate General
(b) (6)

From: (b) (6)
Sent: Friday, May 10, 2024 11:10 AM
To: USARMY Pentagon HQDA OTJAG Mailbox JAGC Diversity-Inclusion <usarmy.pentagon.hqda-otjag.mbx.jagc-diversity-inclusion@army.mil>
Cc: (b) (6)
Subject: RE: Reminder: 10 MAY 24, 1000EST - 2024 JALS Holocaust Days of Remembrance Event

What a wonderful memorial service this morning. Please give (b) (6) the suitable recognition he deserves – he really did a fabulous job. Thanks to all who made this event happen.

/r,
(b) (6)

From: USARMY Pentagon HQDA OTJAG Mailbox JAGC Diversity-Inclusion <usarmy.pentagon.hqda-otjag.mbx.jagc-diversity-inclusion@army.mil>
Sent: Wednesday, May 8, 2024 3:15 PM
To: USARMY Pentagon HQDA OTJAG Mailbox JAGC Diversity-Inclusion <usarmy.pentagon.hqda-otjag.mbx.jagc-diversity-inclusion@army.mil>
Cc: (b) (6) [redacted]
Subject: Reminder: 10 MAY 24, 1000EST - 2024 JALS Holocaust Days of Remembrance Event

JALS Teammates,

Just a reminder to please mark your calendars and join us for our JALS Holocaust Remembrance Event on 10 MAY 2024, 1000hrs EST. The program attached includes the sequence of events, resources from our Wellness Director, and our keynote speaker's biography.

This event will be recorded and posted on the JAGC ODEIA- Training & Resources MS Team channel for ease of access.

We appreciate your support.

(b) (6) [redacted]
Office of the Judge Advocate General
(b) (6) [redacted]
✉ OTJAG ODEIA usarmy.pentagon.hqda-otjag.mbx.jagc-diversity-inclusion@army.mil
✉ OTJAG Wellness usarmy.pentagon.hqda-otjag.mbx.jagc-wellness@army.mil

From: USARMY Pentagon HQDA OTJAG Mailbox JAGC Diversity-Inclusion <usarmy.pentagon.hqda-otjag.mbx.jagc-diversity-inclusion@army.mil>
Sent: Wednesday, May 1, 2024 4:52 PM
To: USARMY Pentagon HQDA OTJAG Mailbox JAGC Diversity-Inclusion <usarmy.pentagon.hqda-otjag.mbx.jagc-diversity-inclusion@army.mil>
Cc: (b) (6) [redacted]
Subject: MAY 2024 ODEIA Sends- Holocaust Days of Remembrance & Asian American Pacific Islander Heritage Month

Greetings, JALS Family!

The U.S. Congress established Days of Remembrance as the nation's annual commemoration of the Holocaust. This year the Department of Defense (DoD) joins the Nation as it recognizes May 5-12, 2024, as the Holocaust Days of Remembrance. Additionally, we acknowledge May 6, 2024, as the designated Holocaust Remembrance Day. This year's published theme is *Behind Every Name A Story: The Courageous.* For more information, resources, and products that can be used for your unit events, please visit the Defense Equal Opportunity Management Institute website: https://www.defenseculture.mil/Special-Observances/#days-of-remembrance-holocaust-remembrance-day

This year (b) (6) volunteered to be our OIC for a JALS Holocaust Remembrance Event on 10 MAY 2024, 1000hrs EST. The program will include one of our very own Judge Advocates, (b) (6) as a keynote speaker. (b) (6) will give a presentation on the U.S. Army JAG Corps war crimes prosecutions at the site of the former Dachau concentration camp between 1945-1948. These trials were history's largest, single-setting war crimes prosecution, trying more than 1,700 mostly lower-level Nazi in 489 trials for their crimes at concentration camps in the U.S. sector of occupation. (b) (6) will also share with us (b)(6) experience during and after the Holocaust. This virtual training opportunity will be recorded and posted on the JAGC ODEIA- Training & Resources MS Team channel.

Additionally, Asian American, Native Hawaiian and Pacific Islander (AANHPI) Heritage Month was established by Title 36, U.S. Code, Section 102 and runs through the month of May. The Federal Asian Pacific American Council announced the 2024 theme for AANHPI Heritage Month, *"Advancing Leaders Through Innovation."* This theme honors the Asian Americans, Native Hawaiians, and Pacific Islanders whose pioneering spirits have contributed to the Nation's prosperity while overcoming cultural barriers. For more information, resources, and products that can be used for your unit events, please visit the Defense Equal Opportunity Management Institute website: https://www.defenseculture.mil/Special-Observances/#asian-american-pacific-islander-heritage-month

Please join our JAGC ODEIA- Training & Resources MS Team for calendar updates and additional resources.

Training Requests. As our office begins recording more training sessions, we will be deferring all training requests to maximize the utilization of our recordings and virtual training opportunities. Based on the needs of your organizations, we also suggest maximizing the use of your local installation R2 Ready Resilient training centers who offer team building training and custom workshops that can include some DEIA topics. Their training request form is attached with the performance centers fact sheet and locations. Additional information on R2 training can also be found at: https://www.armyresilience.army.mil/ard/R2/I-Want-to-Build-Unit-Cohesion.html and https://www.armyresilience.army.mil/ard/R2/I-Want-to-Schedule-Training.html

We appreciate your support and are always available to assist or answer any questions to support you and your teams.

Office of Diversity, Equity, Inclusion & Accessibility
Office of the Judge Advocate General
(b) (6)

[redacted] (b) (6) [redacted]

[redacted]

[redacted]

✉ OTJAG ODEI usarmy.pentagon.hqda-otjag.mbx.jagc-diversity-inclusion@army.mil







(b) (6) **USARMY HQDA OTJAG (USA)**

From: USARMY Pentagon HQDA OTJAG Mailbox JAGC Diversity-Inclusion
Sent: Thursday, June 6, 2024 4:34 PM
To: (b) (6)
Cc: USARMY Pentagon HQDA OTJAG Mailbox JAGC Diversity-Inclusion
Subject: RE: RFI, This Bio Sufficient?
Signed By: (b) (6)

Thanks Sir.

I do recall meeting you when I was at the RCT-C for a DEIA presentation. The bio is great, just add a picture of yourself on there. No need to make it any official command photo or anything. Just a head and shoulder picture works.

Again, thanks so much for volunteering. Looking forward to your nomination form.

(b) (6)
Office of the Judge Advocate General
(b) (6)
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From: (b) (6)
Sent: Thursday, June 6, 2024 3:07 PM
To: USARMY Pentagon HQDA OTJAG Mailbox JAGC Diversity-Inclusion <usarmy.pentagon.hqda-otjag.mbx.jagc-diversity-inclusion@army.mil>
Subject: RE: RFI, This Bio Sufficient?

(b) (6), greetings! I recall we met at the RCT held in Knoxville in April. I appreciate your reply to my email. I have my application document with my supervisor for her signature. In the meantime, I was hoping I could get an opine from you if my bio has enough detail. Please advise if you have a moment, thanks!

v/r,

(b) (6)

(b) (6)

From: USARMY Pentagon HQDA OTJAG Mailbox JAGC Diversity-Inclusion <usarmy.pentagon.hqda-otjag.mbx.jagc-diversity-inclusion@army.mil>
Sent: Tuesday, June 4, 2024 8:01 AM
To: (b) (6)
Cc: USARMY Pentagon HQDA OTJAG Mailbox JAGC Diversity-Inclusion <usarmy.pentagon.hqda-otjag.mbx.jagc-diversity-inclusion@army.mil>
Subject: RE: Interested in Applying as a DEIA Council Member

Not an issue Sir.

Appreciate your interest in serving on the council. Please complete the nomination form attached and submit to this email address with a copy of your biography. If needed, I also attached a template biography.

(b) (6)
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✉ OTJAG Wellness usarmy.pentagon.hqda-otjag.mbx.jagc-wellness@army.mil

From: (b) (6)
Sent: Monday, June 3, 2024 3:03 PM
To: USARMY Pentagon HQDA OTJAG Mailbox JAGC Diversity-Inclusion <usarmy.pentagon.hqda-otjag.mbx.jagc-diversity-inclusion@army.mil>
Subject: Interested in Applying as a DEIA Council Member

Greetings JAG Corps DEIA Council!

(b) (6) I am interested in applying for a council position. I am unable to access JAGCNET on my civilian computer and have a pending help desk ticket. I am tracking the deadline is next week. I will also attempt to utilize my military computer to submit a request for consideration.

Very respectfully,

(b) (6)

[redacted]
Department of the Army
(b) (6) [redacted]

(b) (6)

"Government is a trust, and the officers of the government are trustees; and both the trust and the trustees are created for the benefit of the people."

Henry Clay, 1829
Former Speaker of the U.S. House of Representatives & U.S. Senator

"I was taught that the expenditure of public money is a public trust, and I have never changed my opinion on that subject. No one has ever received any public money for which I was responsible unless he gave honest service for it."

Harry S. Truman
33rd President of the United States, Army Captain, WWI Veteran

(b) (6) **USARMY HQDA OTJAG (USA)**

From: (b) (6)
Sent: Thursday, May 9, 2024 4:28 PM
To: (b) (6)

To: (b) (6) [redacted]

Cc: Carlisle, Karen H SES USARMY HQDA OTJAG (USA); (b)(6) USARMY HQDA OTJAG (USA); (b) (6) [redacted] Ausprung, Rebecca E SL USARMY HQDA OTJAG (USA); (b) (6) [redacted] Bryant, Holly K CIV USARMY HQDA OTJAG (USA); (b) (6) USARMY Pentagon HQDA OTJAG Mailbox JAGC Diversity-Inclusion; (b) (6) [redacted]

Subject: S: 16 MAY 2024- FB Member & Council Member AARs

Attachments: 2023 FB AARs.pdf

Signed By: (b) (6)

Importance: High

Field Board Members,

Thank you all once again for the time, effort, and hard work that went into the development of all your outstanding Field Board (FB) presentations.

For those of you who were unable to log on today, here is the link to the recorded meeting that includes TJAGs personal thanks and his remarks on the JAGCs continued commitment to DEIA efforts in our regiment: https://armyeitaas.sharepoint-mil.us/:v:/r/teams/JAGCDEICFieldBoardsFall2022/Shared%20Documents/General/Recordings/9%20MAY%2024,%201300%20DEIA%20Council%20All%20Hands%20Meeting%20recording.mp4?csf=1&web=1&e=NucQCt . If you have any issues viewing the recording, please let me know.

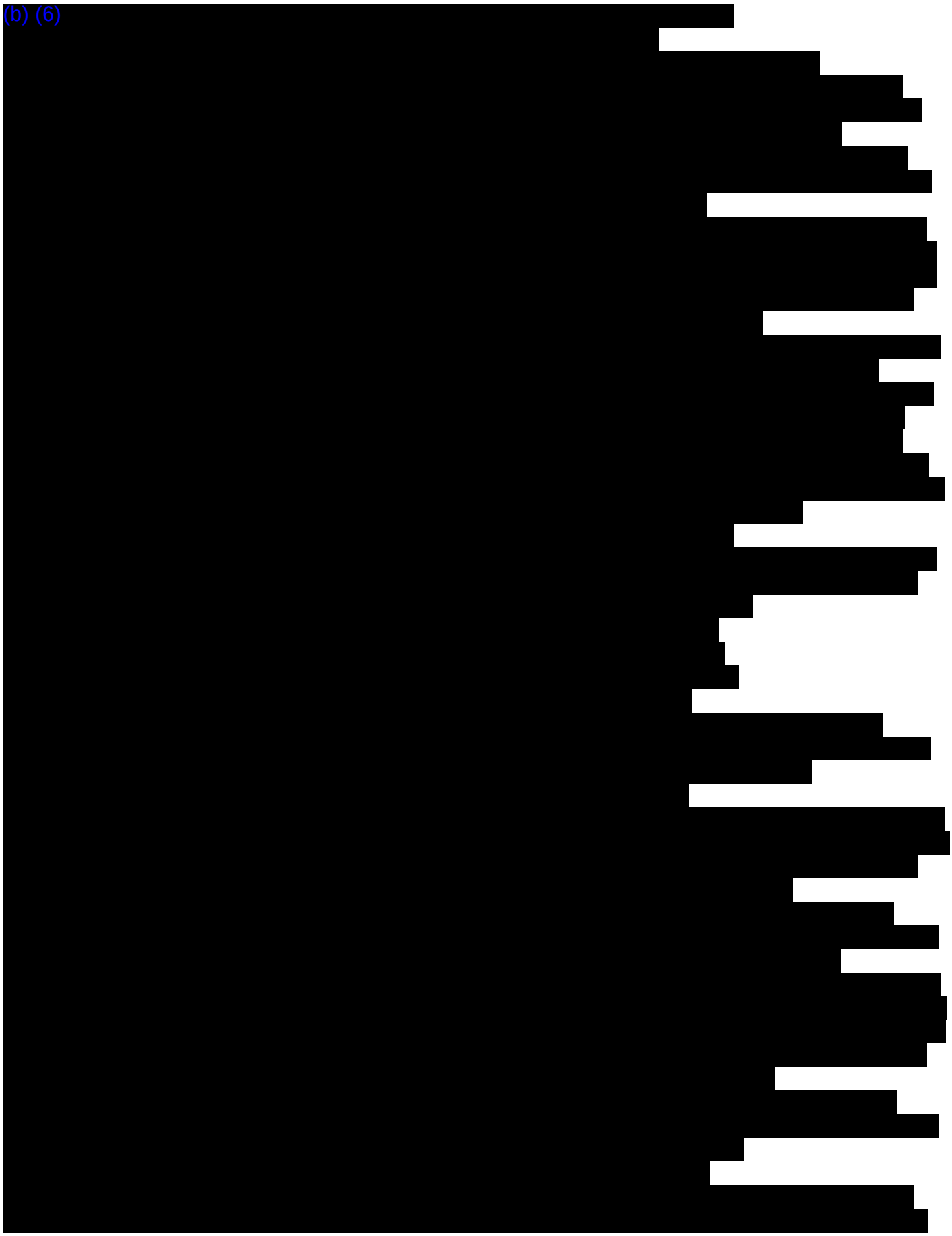
Additionally, your feedback and input are the most valuable thing to help the council and our office improve our systems, processes, and procedures so we can enhance project assignments and FB member experiences in future. With that in mind, please complete the attached FB Member AAR and Council Member AAR **NLT 16 May 2024** for us to incorporate your feedback/input in the DEIA Council Standard Operating Procedure (SOP) and FB SOP.

Thank you all once again for all your time and support.

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From: (b) (6)
Sent: Monday, May 6, 2024 2:19 PM
To: (b) (6)

(b) (6)



(b) (6)

[redacted]

Cc: Carlisle, Karen H SES USARMY HQDA OTJAG (USA) (b) (6) [redacted] Ranieri, Steven M COL USARMY

HQDA OTJAG (USA) (b) (6)
[redacted]
Ausprung, Rebecca E SL USARMY HQDA OTJAG (USA) (b) (6)
[redacted]
Bryant, Holly K CIV USARMY HQDA OTJAG (USA) (b) (6)
[redacted]; USARMY Pentagon HQDA OTJAG Mailbox JAGC Diversity-Inclusion <usarmy.pentagon.hqda-otjag.mbx.jagc-diversity-inclusion@army.mil>; (b) (6)
[redacted]
Subject: 9 MAY 24, 1300EST- ALL HANDS DEIA Council Meeting
Importance: High

Field Board Members,

Our leadership values and appreciates all the hard work and efforts you contributed to support your assigned Field Board projects over the past year.

Understanding this is a bit short notice, if your schedules permit, we encourage your virtual attendance for this month's DEIA Council meeting on **9 MAY 24, 1300EST** where TJAG will be in attendance to provide some opening remarks and thanks to all our field board members, mentors, and council members.

In addition, the DEIA council members would like to provide you:

1. Information for the staffing of projects through identified stakeholders who can help develop strategic initiatives resulting from your presentations; and
2. An opportunity for feedback on what we can sustain and improve for future field board iterations through an AAR survey.

We understand life happens and many of you may have existing competing requirements. I will follow up with an email that includes the final AAR survey for ease of access.

Please feel free to reach out to me directly with any questions. As always, we thank you for your time and continued support.

Microsoft Teams Need help?
Join the meeting now
Meeting ID: 993 305 190 27
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Find a local number
Phone conference ID: 910 167 539#
For organizers: Meeting options | Reset dial-in PIN

(b) (6)
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✉ OTJAG Wellness usarmy.pentagon.hqda-otjag.mbx.jagc-wellness@army.mil





0:0:0.0 --> 0:0:4.10
Carlisle, Karen H SES USARMY HQDA OTJAG (USA)
Go ahead and start with feel bored 11 if you are ready.

0:0:4.120 --> 0:0:4.810
Carlisle, Karen H SES USARMY HQDA OTJAG (USA)
Feel board 11.

0:0:7.370 --> 0:0:7.980
(b) (6)
Thank you, ma'am.

0:0:7.990 --> 0:0:15.100
(b) (6)
I will try to share screen and give me if you don't mind bearing with me for two seconds.

0:0:15.110 --> 0:0:16.860
(b) (6)
See if I can accomplish this.

0:0:18.740 --> 0:0:21.610
Carlisle, Karen H SES USARMY HQDA OTJAG (USA)
Or you guys have bore, you guys have waited on knees?

0:0:21.620 --> 0:0:24.420
Carlisle, Karen H SES USARMY HQDA OTJAG (USA)
We've been waiting to hopefully share screen.

0:0:55.870 --> 0:0:59.420
(b) (6)
Alright, ma'am, can folks see my screen if I.

0:1:1.180 --> 0:1:1.800
(b) (6)
Oh my goodness.

0:1:1.220 --> 0:1:2.50
(b) (6)
Yes, join.

0:1:2.460 --> 0:1:4.410
(b) (6)
We could see you your first grade.

0:1:3.810 --> 0:1:4.680
(b) (6)
Excellent.

0:1:4.890 --> 0:1:6.0
(b) (6)
But I need to go backwards.

0:1:6.10 --> 0:1:6.980
(b) (6)
Alright, let's see.

0:1:6.990 --> 0:1:7.690
(b) (6)
Too far.

0:1:8.190 --> 0:1:9.400
(b) (6)
Let's start this way.

0:1:9.990 --> 0:1:10.840
(b) (6)
Alright.

0:1:11.610 --> 0:1:15.930
(b) (6)
Can everybody see the tough conversations home screen?

0:1:15.940 --> 0:1:16.270
(b) (6)
I hope.

0:1:17.360 --> 0:1:18.170
(b) (6)
Just to see.

0:1:19.10 --> 0:1:19.700
(b) (6)
Excellent.

0:1:19.790 --> 0:1:30.500
(b) (6)

So Field Port 11 was given a wonderful prompt that was to develop scenarios for courageous conversations to bring down barriers to inclusion.

0:1:30.730 --> 0:1:35.900
(b) (6)
So first wanted to cover a little bit about our process then to cover our product.

0:1:36.670 --> 0:1:43.420
(b) (6)
So first we decided to pick a field book, kind of like a field manual, but not quite the same thing.

0:1:43.430 --> 0:1:47.570
(b) (6)
And really, what we did first was talk about what we think this question means.

0:1:47.870 --> 0:1:52.930
(b) (6)
There's a group we found that I'm developing scenarios.

0:1:53.20 --> 0:1:55.610
(b) (6)
How would we want to get those scenarios out to a group?

0:1:55.620 --> 0:2:5.930
(b) (6)
Would probably be better in something that was printable and things like that that folks could take with them from PCs to PCs, or that they could just save on their computers.

0:2:6.380 --> 0:2:10.670
(b) (6)
We also had to decide who we thought the audience was.

0:2:10.680 --> 0:2:29.820
(b) (6)
So obviously everybody needs to be involved in courageous conversations, but we decided that really the goal was to get at leaders and leadership in terms of who would be leading these kinds of courageous conversations to show this sort of full office inclusion.

0:2:29.970 --> 0:2:50.700
(b) (6)
So once we decided that we were going to gear this product towards leaders and we tossed

around the idea of something like the criminal or NJ book that has CD's with really nice videos that show how objections are done and things like that, maybe that's down the line.

0:2:50.710 --> 0:2:55.640
(b) (6)
First and foremost, I think we just kind of wanted to start with this idea of starting these conversations.

0:2:55.650 --> 0:3:1.820
(b) (6)
So then we hope to nest our product with other policies and programs that exist within the army.

0:3:1.830 --> 0:3:11.280
(b) (6)
Obviously DE I in general is out there, but also we've got our own Jag core specific policies and wanted to make sure that it sort of aligned with that.

0:3:11.330 --> 0:3:17.340
(b) (6)
And then as we go, we've been exploring more thoughts and ideas and I'm sure everybody here will have more for us too.

0:3:18.720 --> 0:3:34.610
(b) (6)
So the overview is like I mentioned, we wanted it to be leader focused and we also wanted it to be something that could really prompt conversations in the sense that we wanted it to not just be a stagnant thing.

0:3:34.620 --> 0:3:46.550
(b) (6)
Hey leaders, you need to have these conversations sort of a directive kind of thing, but also to empower folks to make a make time and their offices for ad hoc conversations.

0:3:46.560 --> 0:3:59.800
(b) (6)
So if major events like the events in Gaza come up and there's lots of talk about it, we wanna make sure that offices feel empowered to talk about these potentially tough conversations in a meaningful and respectful way.

0:3:59.810 --> 0:4:15.210
(b) (6)

So that was sort of the goal and we hope that through having maybe a field book, but then continuing on, we can have this be a part of the sort of double loop learning idea.

0:4:15.220 --> 0:4:25.550
(b) (6)
This become a cultural aspect of the Jag core that every office is able to and does periodically have these great conversations.

0:4:25.700 --> 0:4:34.10
(b) (6)
And umm, that will sort of be something that we're known for as opposed to just some sort of directive thing that we do because we have to.

0:4:35.360 --> 0:4:39.650
(b) (6)
So planning and executing tough conversations, we have a multi step process.

0:4:41.100 --> 0:4:43.770
(b) (6)
Unfortunately, it lands at step 13.

0:4:43.820 --> 0:4:45.810
(b) (6)
I know that's not necessarily a lucky number for everybody.

0:4:45.820 --> 0:4:48.750
(b) (6)
And this is up for debate, I think, even between our own group.

0:4:48.760 --> 0:4:53.710
(b) (6)
But this is sort of where we are currently in our field book.

0:4:53.920 --> 0:5:14.70
(b) (6)
We have these steps and so this is in a little map just like this within the field book itself, and the steps could be printed out and hopefully just be a quick like refresher as folks get into having these meetings first.

0:5:19.670 --> 0:5:19.920
(b) (6)
It's.

0:5:14.80 --> 0:5:20.170
(b) (6)
Obviously we want to make sure folks are we're serving time, second, that they're picking a a good place for it.

0:5:20.260 --> 0:5:32.350
(b) (6)
You know, as you can see, this is hopefully just a a a easy reminder for maybe things that everybody already knows, but hopefully will remind them that we need to make space.

0:5:32.360 --> 0:5:39.840
(b) (6)
We need to make time and then we need to make this something that we really consider on the back end too.

0:5:39.850 --> 0:5:57.860
(b) (6)
So even once the conversation may be closes in a safe place, that we also have folks reflecting on it and providing feedback and things like that, so that these aren't just one and done kind of events that happen periodically, but are something that makes sure that everybody in the office feels included.

0:5:59.970 --> 0:6:3.220
(b) (6)
I love this fearful out.

0:6:3.350 --> 0:6:10.490
(b) (6)
You know how the steps go, but what we plan to do is just send out and I sent to starting computer send the.

0:6:12.560 --> 0:6:15.50
(b) (6)
Philbrook itself so that everybody can look at it and what?

0:6:15.60 --> 0:6:16.230
(b) (6)
We'll send that out to everybody.

0:6:16.240 --> 0:6:20.890
(b) (6)
So we can get everybody's feedback and umm, incorporate as much as we can.

0:6:28.280 --> 0:6:28.760
(b) (6)
I'm here.

0:6:21.820 --> 0:6:33.880
(b) (6)
So the next thing we have in (b) (6), I don't know if you are on, but I wanna excellent give you an opportunity to take it away for the next parts of our program.

0:6:34.790 --> 0:6:35.360
(b) (6)
Absolutely.

0:6:35.370 --> 0:6:38.500
(b) (6)
So the topic examples, as you see we have.

0:6:40.470 --> 0:7:2.770
(b) (6)
Gives just some samples, but there could be a multitude, but what I really want to focus on if if you have conversation, tough conversation like that, what we wanted to ensure is that people who facilitate this type of tough discussion of conversations, they really need to be well prepared to do that.

0:7:3.110 --> 0:7:14.470
(b) (6)
Because if you look at the possibility of how quickly they can get out of hand, we need to ensure that there are certain qualities that these people possess.

0:7:14.480 --> 0:7:15.440
(b) (6)
Can we go next this?

0:7:20.570 --> 0:7:26.250
(b) (6)
All this is other ways of discussing, but I want to go to to the slide that talks about #8.

0:7:29.640 --> 0:7:30.590
(b) (6)
Yeah, right here.

0:7:30.640 --> 0:7:40.670
(b) (6)

So those qualities that we wanted to focus and we discussed at the definitions what we mean sensitivity to the feelings of individuals, I know some people might cringe.

0:7:40.780 --> 0:7:50.470
(b) (6)
Basically, it's emotional intelligence, so to have a tough conversation, the person who facilitates them has to have, first of all, emotional intelligence.

0:7:50.740 --> 0:8:1.720
(b) (6)
So it can come from multitude of backgrounds and we included about 22 references and resources, but they're much more and those will be very helpful.

0:8:1.950 --> 0:8:6.120
(b) (6)
I really like the equity diversion and inclusion reference.

0:8:6.130 --> 0:8:8.420
(b) (6)
It's American Psychological Association.

0:8:8.660 --> 0:8:15.710
(b) (6)
It has a lot of explanation of the terms, so we talk about facilitator to be ready.

0:8:16.690 --> 0:8:39.80
(b) (6)
The good basis to start with is to ensure that people deal with the same definition of what it is, because it's hard to say yes, I'm biased, but if you look at the definition of which American Psychological Association, for example provides, it gives everybody equal footing and makes the discussions more effective.

0:8:40.180 --> 0:8:51.630
(b) (6)
Now we also need to find somebody we recommend to have investment in the organization so that individual who facilitates has to be really interested in improving.

0:8:51.760 --> 0:8:54.420
(b) (6)
Their organization, either personally or professionally.

0:8:54.430 --> 0:9:41.280
(b) (6)

They cannot be people who are checked out mentally, so it cannot be something that by the way, duty but something that the really care because they will deal with a variety of topics that could be pretty hot topics and cause a lot of pretty heated discussions which are good facilitator will try to keep very professional then sense of timing a facilitator has to be an individual who knows when a dominant personality takes over and all the conversations now is with one or two people so they have to be able to politely cut off and let other people their silent participants who might be discouraged to participate.

0:9:41.690 --> 0:10:3.90
(b) (6)
When there's a dominant personality taken over, so that facilitator needs to be able to figure out who they are and allow everybody to be part of the discussion and open-minded, somebody who has an understanding that maybe it is a language barrier, maybe there is something that.

0:10:3.150 --> 0:10:9.90
(b) (6)
It will ability to express their ideas in certain ways.

0:10:9.100 --> 0:10:14.320
(b) (6)
Especially, uh, I'm referring to myself, the English being not the first language in.

0:10:14.330 --> 0:10:27.680
(b) (6)
Initially I had some some difficulties in expressing what exactly I meant, so that facilitator needs to be able to have open mind to embrace differences, how people can express their opinions.

0:10:28.740 --> 0:10:42.190
(b) (6)
And finally, there should be certain tact because quite enough people or ensure that we are compliant with all the timing that is allotted for this discussion is a big deal.

0:10:42.200 --> 0:10:49.730
(b) (6)
It's sometimes it's very hard and they need to be ready to do it in a way that it doesn't discourage people from participating.

0:10:50.80 --> 0:10:54.990
(b) (6)
So that's ability to diffuse this awkward moment.

0:10:55.140 --> 0:11:6.170
(b) (6)
So that's pretty much it and we strongly encourage people to look that the references and this is just a guide which probably will be updating the regular basis.

0:11:6.670 --> 0:11:8.660
(b) (6)
So if you have any questions, we are standing by.

0:11:10.780 --> 0:11:11.210
(b) (6)
Thank you.

0:11:11.220 --> 0:11:22.390
(b) (6)
I'm going to hopefully get off of share screen the hope for us is that we created this field book that it's going to have.

0:11:22.440 --> 0:11:25.500
(b) (6)
Like (b)(6) noted, we've got topics in there.

0:11:25.510 --> 0:11:27.990
(b) (6)
We've got examples to go through.

0:11:28.70 --> 0:11:28.670
(b) (6)
We've got.

0:11:29.90 --> 0:11:45.30
(b) (6)
Umm, you know things to think about in terms of picking facilitators for these, but really it's directed at the the leaders of organizations to help them encourage these to be done down at the lowest level and to make a starting point.

0:11:46.960 --> 0:11:52.90
(b) (6)
And so, like I said, we're going to send this out to everybody so that we can get it as much feedback as possible.

0:11:52.100 --> 0:11:55.890
(b) (6)
We've already included folks like (b) (6)

0:11:56.350 --> 0:11:57.230
(b) (6)
With the question.

0:11:55.900 --> 0:12:1.170
(b) (6)
They've all weighed in and provided wonderful feedback to us that we're still incorporating.

0:12:1.180 --> 0:12:5.560
(b) (6)
So it's still work in progress, but I'm interested in any thoughts that folks have.

0:12:6.80 --> 0:12:9.270
(b) (6)
We have a question with from (b) (6)

0:12:10.580 --> 0:12:12.270
(b) (6)
Uh, yes, actually it's not a question.

0:12:12.280 --> 0:12:14.490
(b) (6)
I just wanted to comment.

0:12:14.620 --> 0:12:23.710
(b) (6)
I have looked at the field guided and and you guys did an awesome job, so it's I think it's gonna be really helpful and I can't wait till we're ready to roll it out.

0:12:23.760 --> 0:12:24.610
(b) (6)
So over.

0:12:26.170 --> 0:12:26.690
(b) (6)
Thank you, ma'am.

0:12:26.700 --> 0:12:27.720
(b) (6)
It was a team effort.

0:12:27.760 --> 0:12:30.920
(b) (6)
Jane definitely knows more than anybody else.

0:12:30.930 --> 0:12:37.120
(b) (6)
It was combination of input and other people's ideas, and all of us working together.

0:12:38.820 --> 0:12:39.970
(b) (6)
Yeah, it was a great, great job.

0:12:41.210 --> 0:12:41.670
(b) (6)
Thank you, ma'am.

0:12:46.980 --> 0:12:47.320
(b) (6)
OK.

0:12:48.50 --> 0:12:48.860
Carlisle, Karen H SES USARMY HQDA OTJAG (USA)
OK. Other.

0:12:47.940 --> 0:12:49.260
(b) (6)
Hey, I'm sorry this is a.

0:12:52.290 --> 0:12:52.500
(b) (6)
Sorry.

0:12:55.210 --> 0:12:55.960
Carlisle, Karen H SES USARMY HQDA OTJAG (USA)
No, go ahead.

0:12:55.970 --> 0:12:57.690
Carlisle, Karen H SES USARMY HQDA OTJAG (USA)
I was just gonna see if there was any other questions.

0:12:58.810 --> 0:12:59.980
(b) (6)
Ah, not a question, ma'am.

0:12:59.990 --> 0:13:1.750
(b) (6)
Hey this is a synchronically.

0:13:1.760 --> 0:13:3.430
(b) (6)
Hey this is a great product.

0:13:4.720 --> 0:13:6.70
(b) (6)
You know, this has been helpful.

0:13:6.80 --> 0:13:22.570
(b) (6)
When I had my first DUI training for my office to actually have some kind of road map that will help me kind of frame how he was gonna run the meeting and this would be really good for all the leaders that's gonna do their own training for their office.

0:13:23.140 --> 0:13:40.170
(b) (6)
And I guess one thing I would like to know is if you also have created like a ground rules that you put out for the group, you know, what kind of like vim rules like not attribution or something like that, where it helps everyone to kind of get to the same.

0:13:40.250 --> 0:13:41.810
(b) (6)
OK, this is a ground rule.

0:13:41.880 --> 0:13:44.820
(b) (6)
This is how I'm gonna share it and then we could do that over.

0:13:46.180 --> 0:13:46.850
(b) (6)
Thank you, Sir.

0:13:46.860 --> 0:13:55.50
(b) (6)

Yes, (b) (6) actually made that recommendation to us and sent us some example ones that she provided to teams she's worked with before.

0:13:55.60 --> 0:13:57.740
(b) (6)
So that's something that we are yet to incorporate, but we plan to.

0:13:59.760 --> 0:14:0.350
(b) (6)
Great.

0:14:0.720 --> 0:14:1.810
(b) (6)
Looking forward to the product.

0:14:1.860 --> 0:14:2.200
(b) (6)
Thank you.

0:14:8.510 --> 0:14:8.930
Carlisle, Karen H SES USARMY HQDA OTJAG (USA)
OK.

0:14:9.280 --> 0:14:9.480
Carlisle, Karen H SES USARMY HQDA OTJAG (USA)
Yeah.

0:14:10.400 --> 0:14:15.680
Carlisle, Karen H SES USARMY HQDA OTJAG (USA)
Take that into any other questions or concerns for this field board.

0:14:16.990 --> 0:14:18.890
(b) (6)
Ma'am, when one more thing.

0:14:18.950 --> 0:14:36.640
(b) (6)
One, albeit when people review the the book itself, if you have any ideas for ground rules, it will be very helpful if you share with us so we can incorporate them when we create the this the new part given ground rules of France.

0:14:36.650 --> 0:14:38.920
(b) (6)
So the more input we have, the better.

0:14:46.630 --> 0:14:47.90
(b) (6)
Thank you, Sir.

0:14:47.190 --> 0:14:47.530
Carlisle, Karen H SES USARMY HQDA OTJAG (USA)
Ask.

0:14:48.320 --> 0:14:50.130
Carlisle, Karen H SES USARMY HQDA OTJAG (USA)
Alright, fantastic.

0:14:50.420 --> 0:14:52.870
Carlisle, Karen H SES USARMY HQDA OTJAG (USA)
I will turn it over now. Alright.

0:14:53.430 --> 0:14:55.310
Carlisle, Karen H SES USARMY HQDA OTJAG (USA)
Our first pass, (b)(6) , are you on and off?

0:14:56.390 --> 0:14:57.650
(b) (6)
I sure am, ma'am.

0:14:57.660 --> 0:14:58.50
(b) (6)
Thank you.

0:14:58.710 --> 0:14:59.240
Carlisle, Karen H SES USARMY HQDA OTJAG (USA)
OK.

0:14:59.530 --> 0:15:3.580
Carlisle, Karen H SES USARMY HQDA OTJAG (USA)
We're gonna go in order of eight, then five, then 13.

0:15:6.710 --> 0:15:8.450
(b) (6)
Alright, too easy, ma'am.

0:15:8.540 --> 0:15:10.940
(b) (6)
So let's go field Board 8.

0:15:17.70 --> 0:15:17.600
(b) (6)
All right.

0:15:17.920 --> 0:15:18.210
(b) (6)
It.

0:15:17.610 --> 0:15:18.230
(b) (6)
Over to you, ma'am.

0:15:18.920 --> 0:15:19.850
(b) (6)
Thank you, (b) (6)

0:15:19.860 --> 0:15:21.490
(b) (6)
Good afternoon, ladies and gentlemen.

0:15:21.740 --> 0:15:26.700
(b) (6)
I can share my screen here for our slides.

0:15:29.810 --> 0:15:30.920
(b) (6)
For our presentation.

0:15:35.120 --> 0:15:40.210
(b) (6)
OK, I hope everyone can see what is on my screen here.

0:15:41.120 --> 0:15:50.530
(b) (6)
So just to kind of Orient the Council and the Members that have attended today, Field Board aides assignment was there were two parts.

0:15:50.540 --> 0:16:0.800
(b) (6)

The first was to develop a list of awards presented by Affinity Group Bar or legal associations that Jag core members can compete for to include.

0:16:0.810 --> 0:16:3.950
(b) (6)
The SOP would include timelines and processes for submission.

0:16:4.290 --> 0:16:6.70
(b) (6)
The other part was to develop a list.

0:16:6.340 --> 0:16:36.430
(b) (6)
Love, affinity groups and Bar Association conferences that could provide professional development for members, and also that would be facilitated by producing an SOP for attendance of we the field board experienced some challenges with implementing sops and developing them and we are not there at the point to develop an SOP but we have a way forward then that's the goal of our brief today.

0:16:37.280 --> 0:16:50.330
(b) (6)
The first challenge that we had was that we potentially had some endorsement issues about the ways we would publish information with regards to professional organizations and other professional affinity groups.

0:16:50.880 --> 0:17:10.240
(b) (6)
Some of them require actual membership and monetary requirements to actually be a part of those groups, and so we had some concerns about the ways in which we would handle some of the endorsement challenges, while also encouraging participation.

0:17:10.860 --> 0:17:16.940
(b) (6)
And then the other challenge we had was with active duty service members always moving around.

0:17:17.20 --> 0:17:27.790
(b) (6)
Sometimes it's hard to stay with a local chapter or certain parts of the organization, so we found some different challenges when we were trying to structure our response to the taskers.

0:17:29.780 --> 0:17:33.650
(b) (6)
We did find some mitigation measures and I think this is really why it will.

0:17:33.660 --> 0:18:5.110
(b) (6)
If this will dovetail nicely into our recommendation, we can proceed in one of our recommendations is if we this is 2 parts really we could move forward and not mention specific groups or organizations, but have strategic messaging from the Jag core leadership on how professional organizations and affinity groups can benefit that members of the Jag core and how they can benefit not only your own personal development, but your development as a leader in your own organization or local osja.

0:18:6.770 --> 0:18:25.0
(b) (6)
Maybe not mention award specifically at first, but the importance but have T Jag highlight the importance of diversity and professional development and emphasizing that this is a priority and that that priority can get pushed down to the local ojas who will essentially be implementing that at the unit level.

0:18:25.450 --> 0:18:35.620
(b) (6)
There are other ways to kind of move forward and that is a more certification or unit level surveys for judge advocates to self identify participation in organizations.

0:18:35.630 --> 0:18:59.230
(b) (6)
So we can begin to track what that what that already looks like and how we can encourage further participation that even goes to local Facebook pages that the osja that they have when people in process and then also allowing administrative leave for people to attend organizational events at on their own funds if funds are unavailable to continue encouraging that.

0:18:59.310 --> 0:19:7.810
(b) (6)
So those were some of the mitigation measures we found when we were trying to figure out how to develop an SOP to attack both of those tasks.

0:19:9.140 --> 0:19:24.930
(b) (6)
Ultimately, our recommendation is to replace this short term goal of compiling lists of

organizations and awards and focus more generally on a broader cultural shift of encouraging participation in professional organizations and their affinity groups.

0:19:25.240 --> 0:19:30.520
(b) (6)
I think there are several ways that we can move to do this and.

0:19:32.870 --> 0:19:35.400
(b) (6)
That is due to the earlier complications.

0:19:35.410 --> 0:19:44.990
(b) (6)
I think that we working on this broader goal will then help us eventually meet the short term goal of the SOP's and exactly how to implement awards and participation.

0:19:46.520 --> 0:19:53.340
(b) (6)
Umm pacifically, for example, encouraging all members of the Jag Corps to join civilian professional organizations.

0:19:53.350 --> 0:20:12.30
(b) (6)
Having that strategic messaging from the senior leadership, whether it's through policy letters, updating various publications and various messaging to really emphasize and highlight the importance, also creating opportunity for the Jag core to have visibility on professional memberships.

0:20:12.80 --> 0:20:42.280
(b) (6)
As I mentioned earlier, one of the mitigation measures is to somehow start tracking that at the local organizational level and then pushing that up to the TJX's level, whether it's through PTO or J row, and also just messaging, I think messaging is gonna be very important because this is part of a broader cultural shift and that will be a lot of that is going to really come down to the local osj effort and prioritizing and emphasizing and making this an opportunity that can be attainable.

0:20:43.120 --> 0:20:58.510
(b) (6)
And then after those steps are accomplished, I think it's then that we will understand kind of where we're at, what is the interest in professional organizations, how can we better get people at the local levels to being feel encouraged and supported to participate in them.

0:20:59.20 --> 0:21:7.850
(b) (6)
Part of the challenge that we had was different organizations have different funding, different organizations and ojs have different award processes.

0:21:7.940 --> 0:21:13.20
(b) (6)
So it's hard to create an SOP that was a one size fits all depending on where the.

0:21:15.150 --> 0:21:31.370
(b) (6)
For example, where that the encouragement and the funding was going to come from, and I think that if we really want to make sure that as many people get opportunities to be highlighted, recognized and to participate, it needs to come from the local organization level.

0:21:31.460 --> 0:21:42.500
(b) (6)
And so I think once we start focusing on that level, then we can start pushing up that data to really see if there's any other way we can really push this these tasks forward.

0:21:44.240 --> 0:21:53.70
(b) (6)
So current status of professional organizations currently there really is no emphasis, education or encouragement to join or participate in professional organizations.

0:21:53.80 --> 0:22:2.670
(b) (6)
We did come up with a list of various professional organizations in their affinity groups that people can feel encouraged to join that they have access to.

0:22:3.40 --> 0:22:20.500
(b) (6)
The other aspect that we developed was that while administrative leave exists to authorize people to attend conferences, it's seldom used, and I think that's a huge benefit that can be utilized at the local OSHA level, where three and four day passes may be very few and far between.

0:22:20.650 --> 0:22:25.830
(b) (6)
But if they take these opportunities to take advantage of it, there's a way to support them and encourage them to do so.

0:22:27.80 --> 0:22:36.880
(b) (6)
And then currently there is not a mechanism to collect all the information we need, so then we can really begin kind of tailoring a more strategic approach to tackle these issues.

0:22:39.220 --> 0:22:43.680
(b) (6)
So we developed a few opportunities on how to at least begin.

0:22:43.690 --> 0:22:59.90
(b) (6)
I'll more longer term goal to begin this process and that first it was gonna come down to educating and emphasizing the benefits of these organizations and understanding what the an outreach and what that looks like.

0:22:59.390 --> 0:23:1.710
(b) (6)
Outreach can be achieved with minimal costs.

0:23:1.720 --> 0:23:8.980
(b) (6)
People are likely to attend conferences and organizations out of pocket if they have the time to be able to do so, and they have the support from the leadership.

0:23:9.270 --> 0:23:15.200
(b) (6)
So that's going to go a long way, especially since that will also circle back within the rest of the organization.

0:23:15.730 --> 0:23:27.100
(b) (6)
Also, allowing aim resumes and certifications spaces to input information about the professional organizations that people already belong to that can be pushed up to the higher level as well.

0:23:27.110 --> 0:23:28.820
(b) (6)
So we can begin tracking that data.

0:23:29.530 --> 0:23:33.360
(b) (6)
These are great investments in people and a great tool for retention.

0:23:33.370 --> 0:23:43.830
(b) (6)
So I think and it also drives conversations if we're collecting that information even at the lowest level, it's driving that conversation and beginning that cultural shift that we need to begin really tackling these ideas.

0:23:45.520 --> 0:23:53.970
(b) (6)
So other ideas for implementation is advertising the importance of professional organizations and affinity groups that can come from the JAB connector.

0:23:54.260 --> 0:24:9.870
(b) (6)
The Tao highlighting judge advocates highlighting affinity groups really explaining, for example, like the Athena Group, the types of conversations that are occurring within that group and what they're trying to do to develop our core make us better kind of pushing out that type of information.

0:24:9.880 --> 0:24:12.70
(b) (6)
So when people join these groups, they understand.

0:24:12.80 --> 0:24:12.530
(b) (6)
Like what?

0:24:12.540 --> 0:24:16.680
(b) (6)
They can actually get involved with and the type of contributions that can be made.

0:24:17.110 --> 0:24:34.480
(b) (6)
So and really highlighting the people that are driving those conversations within those organizations as well, tjag sends TJAG policy letters a lot of emphasis, I think from the higher levels, especially from the TJ's level down to the 06 level really stressing the importance of this.

0:24:34.490 --> 0:24:42.850
(b) (6)
So that way these conversations can be occurring at a more local level and really being emphasized and prioritized that will go a long way as well.

0:24:43.700 --> 0:24:58.650
(b) (6)
And like I said earlier, policy letters are one way, but we can also use other platforms like videos about the importance of joining these groups and these professional organizations and how they can benefit you as a leader and a team builder.

0:25:1.60 --> 0:25:9.190
(b) (6)
The other aspect of this longer term plan is to leverage the existing affinity groups and having them start driving some of this conversation as well.

0:25:9.440 --> 0:25:17.0
(b) (6)
Posting links to the affinity groups on various pages on Jags, CNET, and doing promotional videos from those affinity groups like I mentioned earlier.

0:25:19.760 --> 0:25:26.770
(b) (6)
I like I stated earlier, engagement at the SJA level is probably the most important place to begin.

0:25:27.20 --> 0:25:30.270
(b) (6)
That's where we're gonna get the largest encouragement for participation.

0:25:30.440 --> 0:25:45.520
(b) (6)
They're gonna have a lot of different ways to encourage that, whether it's different funding on different processes that they have available, that they can make use of to really ensure that we can get the widest range possible of of participation.

0:25:46.480 --> 0:25:57.330
(b) (6)
Umm, we also need OJ to start pushing up information, and so we can collect that data and use passes to incentivize participation in professional organizations as well.

0:25:57.420 --> 0:26:14.330
(b) (6)
And I think even at the uh, highest level at TJ's level, there are several tjag events and we can also use those as opportunities to really highlight and broadcast some in these opportunities, organizations and individuals as well.

0:26:14.480 --> 0:26:20.420
(b) (6)
So we can show that what people are able to do while participating with these organizations.

0:26:24.410 --> 0:26:51.520
(b) (6)
And lastly, I think the grassroots engagement, this will sort of flow flow naturally if we start from the bottom at the osja level and we really get people involved and encourage that participation that's going to start flowing naturally when because we'll have fsos, Oros and other members of our core that are participating in these organizations already talking about their experiences and how supportive they feel by their local leadership.

0:26:51.590 --> 0:27:2.570
(b) (6)
And that's really going to push that emphasis and that cultural shift and that will also drive up participation as Percy, other peers, taking advantage of these opportunities and being supported by doing so.

0:27:2.920 --> 0:27:20.670
(b) (6)
But I think also emphasizing the affinity groups and professional organizations, even as early as OCDC, leveraging our flips that are in law school can help really drive that messaging as well and show that this is something that is continually being supported and implemented by tjag.

0:27:21.500 --> 0:27:35.620
(b) (6)
And to close, ladies and gentlemen, ultimately we understand the short term goal of our two assignments, but due to some of the challenges and even with some of the mitigation measures that we found, we could take, we believe that there is a better.

0:27:36.460 --> 0:27:49.470
(b) (6)
There's another way to get to those end states, and that essentially is to focus more on a long term goal on strategic messaging and to build the cultural shift and focus more on the lower level.

0:27:50.160 --> 0:27:50.700
(b) (6)
Umm.

0:27:50.940 --> 0:28:8.230
(b) (6)
Of the Jag core and start tracking that data and information, and eventually once we kind of get enough information and potential interest that might be able to shift some of that attention to driving stops at a larger scale.

0:28:8.820 --> 0:28:15.50
(b) (6)
But in the short term, that's what we would recommend moving forward pending your questions, ladies and gentlemen.

0:28:21.560 --> 0:28:22.770
Carlisle, Karen H SES USARMY HQDA OTJAG (USA)
Now, thank you very much.

0:28:22.780 --> 0:28:23.520
Carlisle, Karen H SES USARMY HQDA OTJAG (USA)
Do we have questions?

0:28:27.400 --> 0:28:31.690
(b) (6)
Just a comment, I was going to say this is (b) (6) from the (b) (6)

0:28:32.140 --> 0:28:56.70
(b) (6)
I commend you for not being afraid to challenge the scope of the question that we gave you, because I I think that can often be a little intimidating and assuming that you know that's the exact question that we want answered, but certainly we wanted field boards to have the freedom to either expand or limit or change the scope of the question in order to get at what we're trying to get at, which is a solution.

0:28:56.420 --> 0:29:2.580
(b) (6)
So I assume that your field board mentor gave you that flexibility.

0:29:2.590 --> 0:29:13.960
(b) (6)
Encouragement, hopefully to do that, but but I just commend you for, you know, being willing to tackle that, that challenge and letting us know that that might be a better way for us to to solve this particular problem.

0:29:13.970 --> 0:29:15.640
(b) (6)
So good job and a great brief.

0:29:16.620 --> 0:29:16.930
(b) (6)
Yes, Sir.

0:29:16.940 --> 0:29:17.240
(b) (6)
Thank you.

0:29:19.720 --> 0:29:20.140
(b) (6)
Yes, ma'am.

0:29:22.610 --> 0:29:22.870
Carlisle, Karen H SES USARMY HQDA OTJAG (USA)
Yeah.

0:29:21.540 --> 0:29:50.600
(b) (6)
I have a question regarding the payment because many organizations and Cle, they require umm the required money so it would be interesting what would be a suggestion how to ensure that people can do that or it's supposed to be some kind of additional way of payment because Cle cost between 200 to $500.00 membership can cost money as well.

0:29:50.610 --> 0:29:57.640
(b) (6)
So I think it's a good thing to also consider that another one how to avoid issue of endorsement.

0:30:0.410 --> 0:30:0.500
(b) (6)
Yes.

0:30:0.500 --> 0:30:3.70
(b) (6)
Probably would be a good idea to consult with them.

0:30:4.260 --> 0:30:7.360
(b) (6)
Division chief for from Jack School.

0:30:8.480 --> 0:30:15.850
(b) (6)
I she she will be very helpful I think to discuss that particular issue how to do it right.

0:30:15.910 --> 0:30:18.670
(b) (6)
So there is no more concerns for endorsement of any kind.

0:30:20.350 --> 0:30:21.100
(b) (6)
It's outlawed.

0:30:21.110 --> 0:30:22.540
(b) (6)
Division achieve.

0:30:22.750 --> 0:30:24.780
(b) (6)
Forgot your name. Apologize.

0:30:26.400 --> 0:30:26.720
(b) (6)
Yeah.

0:30:26.730 --> 0:30:31.450
(b) (6)
Yeah, that was kind of the the two largest challenges that we saw.

0:30:31.740 --> 0:31:5.40
(b) (6)
We thought there might be a way to get around it if we just have a place to list the professional organizations we found with some sort of disclaimer and also stating that these are just this is a non exhaustive list of organizations that you can consider, but at the same time I think it's that higher strategic messaging and emphasis that we need from our senior leaders and then also seeing that at the ground level as well with folks feeling like they have the freedom to use passes to be able to go and participate in these types of events and also it drives that conversation.

0:31:5.50 --> 0:31:8.460
(b) (6)
Ultimately, the goal of these two assignments was retention.

0:31:8.630 --> 0:31:20.280
(b) (6)
If leaders are having conversations about their subordinates and their soldiers about their families, what they wanna do in five years and their professional organizations, what do they belong to?

0:31:20.350 --> 0:31:31.280
(b) (6)
What's important to them, that's going to drive that buy in and that's the kind of buy in that I think is going to resonate and it's going to be part of that grassroots messaging that we really need to kind of again that cultural shift.

0:31:33.840 --> 0:31:34.300
(b) (6)
Thanks (b) (6)

0:31:36.990 --> 0:31:37.610
(b) (6)
Your color.

0:31:41.490 --> 0:31:42.860
(b) (6)
Miss Carlyle, did you have a question?

0:31:43.530 --> 0:31:44.420
Carlisle, Karen H SES USARMY HQDA OTJAG (USA)
I I did.

0:31:44.430 --> 0:31:51.90
Carlisle, Karen H SES USARMY HQDA OTJAG (USA)
Are you concerned at all about keeping a list of organizations or a that people belong to?

0:31:53.480 --> 0:32:15.50
(b) (6)
I think, ma'am, what we had discussed was there might be some concerns, I think as long as people understand that it's voluntary and that way the and I think if it depends kind of how that leader is engaging with their subordinate, saying that I just want to make sure I have space for this because this is important to me that you are still able to participate in these organizations and it helps drive those conversations.

0:32:15.280 --> 0:32:51.400
(b) (6)

So I think it's one of those, just like everything else at the osj in processing sheet, it's a lot of that information is voluntary and that's where the field board kind of came down on which is you know we tell people are hobbies we I mean if people are comfortable and I think that especially with the kind of leaders that we have a lot of people will feel comfortable especially once they see the type of acceptance and support for participation and I so there was at first ma'am, but I think as long as people understand that like everything else on those types of lists are it's voluntary.

0:32:51.790 --> 0:33:3.420
(b) (6)
But I think that will be a different challenge if we were to use other mechanisms such as like the certification tool, like if we were to add something else, I think we would have to put some sort of disclaimer on there that it's voluntary.

0:33:5.970 --> 0:33:7.60
Carlisle, Karen H SES USARMY HQDA OTJAG (USA)
No, thank you very much.

0:33:7.70 --> 0:33:8.390
Carlisle, Karen H SES USARMY HQDA OTJAG (USA)
I appreciate it other questions.

0:33:12.590 --> 0:33:12.930
(b) (6)
No, no.

0:33:13.680 --> 0:33:14.300
(b) (6)
Mad Dog.

0:33:14.310 --> 0:33:14.870
(b) (6)
This is tea.

0:33:16.40 --> 0:33:18.450
(b) (6)
Hey, great job on this.

0:33:18.990 --> 0:33:19.990
(b) (6)
This is a.

0:33:20.460 --> 0:33:30.170
(b) (6)
This is really a a thing that be really good to know how to how to encourage but yet same time not endorse ohm.

0:33:30.420 --> 0:33:43.210
(b) (6)
I guess the only thing about lists I I just kind of vaguely remember somewhere about previous of collecting First Amendment expressions by members of the service unless physically authorized.

0:33:43.220 --> 0:33:43.970
(b) (6)
And I just came away.

0:33:43.980 --> 0:33:49.170
(b) (6)
It came from, I think, somewhere in Privacy act or somewhere to look into.

0:33:49.180 --> 0:34:0.850
(b) (6)
So I just wanna maybe we could be someone to look into that aspect just to make sure that we're not crossing that line in that web like submitting a list in itself is sufficient.

0:34:0.860 --> 0:34:10.150
(b) (6)
But once we collect and what we do with that collecting information, you know, when we populate that information in the way that we can identify person, there might be a concern in that area.

0:34:10.160 --> 0:34:13.840
(b) (6)
So just just to highlight another area to look into over.

0:34:15.620 --> 0:34:16.370
(b) (6)
Uh, yes, Sir.

0:34:16.380 --> 0:34:26.300
(b) (6)
I think one of the challenges we had was when you're developing an SOP at such a high level, it's hard to understand exactly what we're what exactly we're tackling.

0:34:26.830 --> 0:34:27.370
(b) (6)
Umm.

0:34:27.670 --> 0:34:33.840
(b) (6)
And we might not even need to collect a specific list like so many people are part of this organization or that organization.

0:34:33.850 --> 0:35:1.840
(b) (6)
But just understanding, getting feedback from OSA that people are taking advantage of passes that people understand, this is a priority and something that we are investing in and kind of getting it understanding because I think ultimately to create an SOP at a very high, like the hqda level, we're going to need to understand funding how much funding, how are you going to get that or even like awards, how are we gonna process that through ajag law or something?

0:35:2.270 --> 0:35:4.140
(b) (6)
How are we gonna do the nomination process?

0:35:4.150 --> 0:35:7.0
(b) (6)
But we don't even understand exactly how many people are out there.

0:35:7.10 --> 0:35:14.60
(b) (6)
One already doing this because some organizations are and to what would that look like?

0:35:14.70 --> 0:35:15.720
(b) (6)
What kind of workflow would we have?

0:35:15.730 --> 0:35:33.300
(b) (6)
And so I think at least starting at this, that strategic communications from like tjag down and then getting some sort of feedback whether it is, I mean is collecting more specific information or just collecting, hey, we had four people attend a conference this year and they used passes to do so.

0:35:33.430 --> 0:35:47.560
(b) (6)
Something very vague would still be helpful because eventually TJ could potentially get enough interest that he could elevate it to a higher level to possibly pay for these events and things like that.

0:35:47.570 --> 0:35:54.120
(b) (6)
And that was kind of our challenge with this task was how to kind of get after that aspect.

0:35:56.540 --> 0:35:57.590
(b) (6)
Yeah, this is a.

0:35:57.720 --> 0:36:29.700
(b) (6)
This is actually very complex, even almost wicked program program program problem that trying to tackle and really appreciate really looking to all that aspect and I think it was highlighting how much more work this will require, even even really looking back to to the first point of why the professional organizations and just kind of really clarify what what what intent is driving that official you know organization participate is important.

0:36:29.710 --> 0:36:32.680
(b) (6)
I think it would be great to really flush that out for us.

0:36:32.690 --> 0:36:33.880
(b) (6)
Really appreciate this work.

0:36:33.930 --> 0:36:34.270
(b) (6)
Thank you.

0:36:35.250 --> 0:36:35.670
(b) (6)
Thank you, Sir.

0:36:36.450 --> 0:36:38.510
(b) (6)
Yeah, (b)(6) this is, uh, (b) (6)

0:36:38.810 --> 0:36:44.130
(b) (6)
But, and (b) (6) already mentioned that this was under retention, and she mentioned it already, that this is all about retention.

0:36:44.140 --> 0:36:52.70
(b) (6)
And so she everything that this group thought about goes back to how is this going to retain officers in paralegals and paraprofessionals?

0:36:53.60 --> 0:36:54.760
(b) (6)
Great job, (b) (6) and Billboard 8.

0:36:58.870 --> 0:37:2.340
(b) (6)
Alright, team uh, do we have any other questions for field Board 8?

0:37:5.350 --> 0:37:6.120
(b) (6)
All right.

0:37:6.250 --> 0:37:9.190
(b) (6)
Next up, feel bored 5.

0:37:12.60 --> 0:37:13.170
(b) (6)
Good afternoon, ma'am.

0:37:12.520 --> 0:37:13.360
(b) (6)
Man, you can you.

0:37:13.180 --> 0:37:14.680
(b) (6)
Team uh, can you all hear me?

0:37:15.440 --> 0:37:18.50
(b) (6)
Team if, if you're not presenting, please turn your cameras off.

0:37:18.60 --> 0:37:18.490
(b) (6)
Thank you.

0:37:18.600 --> 0:37:19.590
(b) (6)
Over go ahead.

0:37:19.600 --> 0:37:20.310
(b) (6)
Feel more 5.

0:37:21.620 --> 0:37:23.560
(b) (6)
Good afternoon Mam and team.

0:37:23.600 --> 0:37:25.880
(b) (6)
Can you all hear me, missus?

0:37:25.890 --> 0:37:26.550
(b) (6)
(b) (6)

0:37:27.260 --> 0:37:27.840
(b) (6)
Chair cancer.

0:37:28.760 --> 0:37:32.120
(b) (6)
Alright, so, OK, good afternoon mam and team.

0:37:32.130 --> 0:37:33.840
(b) (6)
This is (b) (6)

0:37:34.380 --> 0:37:36.690
(b) (6)
The (b)(6)

0:37:38.820 --> 0:37:41.930
(b) (6)
And I can make share my screen really quickly.

0:37:44.300 --> 0:37:46.290
(b) (6)
Ohm so.

0:37:49.80 --> 0:37:50.330
(b) (6)
Uh, can you all see this?

0:37:50.340 --> 0:37:52.140
(b) (6)
Uh, this slide really quick.

0:37:58.210 --> 0:37:58.950
(b) (6)
Yes, we can see it.

0:37:58.490 --> 0:38:1.100
(b) (6)
Sir, if you could put it in a presentation mode.

0:38:1.610 --> 0:38:1.810
(b) (6)
Ah.

0:38:3.0 --> 0:38:3.340
(b)(6)
Thank you.

0:38:6.240 --> 0:38:6.500
(b) (6)
OK.

0:38:7.510 --> 0:38:8.940
(b) (6)
So we actually only have one slide.

0:38:8.950 --> 0:38:12.570
(b) (6)
Then I'm going to dig into the actual survey.

0:38:12.610 --> 0:38:25.600
(b) (6)

So our task was to create a survey for soldiers, either PCs into a new assignment or exiting the army to ascertain what.

0:38:28.200 --> 0:38:31.990
(b) (6)
Either what, whether assessment of the assignment was, and kind of what.

0:38:34.630 --> 0:39:8.10
(b) (6)
Where they're at, how they they felt things went on, what they thought could be better, or what led to them choosing to exit the Jag core or the army as a whole, and whether DIC considerations factored into their into their, into their decision making, particularly with the idea that we can gather some insight on what's causing folks to either be dissatisfied with assignments or choose choose to leave entirely.

0:39:8.20 --> 0:39:15.550
(b) (6)
And especially if there's issues are related to divert diversity, equity inclusion or related to the community that they find themselves.

0:39:16.410 --> 0:39:16.830
(b) (6)
Umm.

0:39:17.350 --> 0:39:34.390
(b) (6)
Throughout throughout their their career in the army, Umm, our goal is to our goal in in the survey was really to draft questions that get to the heart of the issues that elicit candid, candid feedback and get.

0:39:36.190 --> 0:39:45.440
(b) (6)
Get us good information that we can either know when we think about where to assign soldiers or or we that we can think about.

0:39:47.280 --> 0:39:48.370
(b) (6)
How to correct that?

0:39:48.380 --> 0:39:49.590
(b) (6)
We keep more soldiers.

0:39:50.40 --> 0:39:59.870
(b) (6)
UM, so we keep keep our soldiers feeling happy and comfortable and supported umm or have and how we keep them in the game.

0:40:1.440 --> 0:40:18.540
(b) (6)
So the exit survey which I have highlighted in green here, ma'am, it starts with 10 rating questions, so rate 1 to 10 and this is really just A to get a data point just so that you know we can have a.

0:40:18.600 --> 0:40:39.550
(b) (6)
They set amount of questions that say soldiers rate 7 of 10 or so that we know where we're at as a baseline, and then the rest of the survey for exiting is open ended so that we can get just, uh, candid feedback wherever the soldier wants to take their answer to that question.

0:40:40.390 --> 0:40:40.890
(b) (6)
Umm.

0:40:42.50 --> 0:40:46.30
(b) (6)
And he work related questions.

0:40:46.40 --> 0:40:51.320
(b) (6)
We try to focus on quality of their leadership, whether it fulfilled their personal professional goals.

0:40:52.390 --> 0:41:8.250
(b) (6)
Umm, their balance and Wellness and the relationships with her colleagues for personal related, we wanted to focus on family and how umm, how they were able to to support their family through the assignment and through their career.

0:41:8.260 --> 0:41:12.410
(b) (6)
Actually UMDI see related questions.

0:41:12.420 --> 0:41:23.350
(b) (6)

We really put a heavy incidents on whether this is attributable to a lack of DI or negative issues with discrimination, toxicity, exclusion.

0:41:24.160 --> 0:41:39.50
(b) (6)
We wanna make sure that if soldiers are leaving for these purposes, that that we're identifying it and that way if we do do know that's the reason we can kind of tailor our our solutions.

0:41:41.480 --> 0:41:56.550
(b) (6)
So the moving on to the assignment portion, this is an entirely open ended because we're this is directed as soldiers who were are presumably going to stick around and we can also have this data more for the next soldiers come into this assignment.

0:41:56.640 --> 0:42:2.940
(b) (6)
So for the next the next people coming in, we know exactly what issues are walking into.

0:42:3.270 --> 0:42:6.910
(b) (6)
So it's a little longer and it's more open-ended.

0:42:7.150 --> 0:42:8.710
(b) (6)
There's not a rating section either.

0:42:9.440 --> 0:42:12.990
(b) (6)
Umm, it's it's strictly open-ended.

0:42:13.80 --> 0:42:33.770
(b) (6)
We focus on a lot of areas of their personal life and as you see them well, as you'll see when we dig into the questions, is that we wanted to focus on areas of personal Wellness, faith, spirituality, family, especially things that you don't really think about, but soldiers might actually be very, very concerned about.

0:42:33.780 --> 0:42:45.530
(b) (6)
And so we kind of we got to kind of think through some of the some of our own experiences as we kind of talk about things we would have liked to have said or commented on.

0:42:46.440 --> 0:42:58.860
(b) (6)
Then for uh, the community, we wanna soldiers to be able to explain just what it was like to live and be a part of the community.

0:42:58.870 --> 0:43:7.390
(b) (6)
It whichever installation and community or town, locality state they were located in, that that's a very kind of important.

0:43:8.790 --> 0:43:18.190
(b) (6)
We thought it was an important thing to to highlight, especially considering that so much of our, the way we talk about assignments is in terms of the unit or the installation.

0:43:18.200 --> 0:43:23.200
(b) (6)
But there's there's a whole, especially for people who do not live on the installation.

0:43:23.210 --> 0:43:35.890
(b) (6)
There's a whole other community that they're a part of that it's worth for us to dive into a little bit and then we also included things about their work experience.

0:43:35.900 --> 0:43:38.490
(b) (6)
So what the office is like, the cultures like, they're camaraderie.

0:43:38.500 --> 0:43:47.650
(b) (6)
If their peers are like, and whether they're, umm, whether they got got what they wanted to out of the assignment.

0:43:47.660 --> 0:43:52.500
(b) (6)
So pending your questions, ma'am, we can go ahead and dig into the questions themselves.

0:43:56.290 --> 0:43:56.700
(b) (6)
OK.

0:43:57.410 --> 0:43:59.770
(b) (6)
So can everybody see this Word document here?

0:44:6.690 --> 0:44:6.910
(b) (6)
Right.

0:44:6.700 --> 0:44:7.60
(b) (6)
Yes, Sir.

0:44:7.790 --> 0:44:21.190
(b) (6)
OK, so there's 20 set, there's 26 exit survey questions, but I'll highlight the the rating, the the specific, the EEI questions which were.

0:44:23.340 --> 0:44:24.990
(b) (6)
Your #5 through 10.

0:44:25.0 --> 0:44:26.570
(b) (6)
So how was your office?

0:44:26.580 --> 0:44:27.140
(b) (6)
Diverse.

0:44:27.150 --> 0:44:28.590
(b) (6)
Was it inclusive?

0:44:28.680 --> 0:44:38.580
(b) (6)
Was it equitable and was it adversely affected by a lack of diversity, equity inclusion and then, or was it positively impacted?

0:44:38.590 --> 0:44:40.820
(b) (6)
I think that's also a good thing for us to track.

0:44:40.830 --> 0:44:50.600
(b) (6)
Good thing to know that number and then lastly just to rate how we're doing on our efforts to encourage diversity equity inclusion.

0:44:52.370 --> 0:45:1.340
(b) (6)
So umm have 5 to 10 here being really the main rating questions focused on diversity, equity and inclusion.

0:45:1.830 --> 0:45:14.920
(b) (6)
And that way we can, like I mentioned, just have a raw data point and then we kind of dig into the to the why is that rating one to 10 in the open ended questions.

0:45:15.520 --> 0:45:18.290
(b) (6)
So for example, 11 starts with your family goals.

0:45:19.300 --> 0:45:24.900
(b) (6)
Uh, your spouse is goals and with 13 gives him two values.

0:45:25.680 --> 0:45:35.600
(b) (6)
Umm, so, you know, did did you feel you were able to uphold your moral values, your ethical, your spiritual values, and whether we we were supportive of that?

0:45:36.480 --> 0:45:38.790
(b) (6)
Umm, 15.

0:45:40.880 --> 0:45:46.690
(b) (6)
I I I'm not gonna cover every question, but I I did want to point just couple.

0:45:46.700 --> 0:45:55.320
(b) (6)
I'm happy to if you see a question that sticks out or if anybody sees one that sticks out and would like to talk a little bit more about, I'm happy to to to do so.

0:45:55.720 --> 0:45:57.970
(b) (6)
But so 15 is the next one.

0:45:57.980 --> 0:45:58.950
(b) (6)
It's gonna highlight.

0:45:59.40 --> 0:46:2.190
(b) (6)
Did you feel comfortable expressing yourself to Jag core colleagues?

0:46:3.0 --> 0:46:23.960
(b) (6)
I think that that's umm, something's really good for us to know because ultimately the think about these issues is that we we have need to be able to have that conversation and wanna make sure that we're creating and environment throughout the core that fosters and encourages those conversations.

0:46:23.970 --> 0:46:25.100
(b) (6)
However tough they might be.

0:46:26.110 --> 0:46:32.290
(b) (6)
Umm, moving down to #24.

0:46:33.220 --> 0:46:38.690
(b) (6)
Umm, but actually let me cover 22 and 2322 and 23 are our general.

0:46:39.90 --> 0:46:40.740
(b) (6)
Did you ever experience it?

0:46:40.750 --> 0:46:42.70
(b) (6)
Did you ever go through it?

0:46:42.570 --> 0:46:43.70
(b) (6)
Did you ever.

0:46:44.550 --> 0:47:5.400
(b) (6)
Experience the type of discrimination that we that we have to prevent, that we desire to prevent and our uh and are looking to to make sure that we prevent and if it does happen to heal, so just to know whether or not that that did happen during an individual's time in the Jag core, I'm 24.

0:47:6.360 --> 0:47:13.510
(b) (6)
Umm is kind of the culminating question for the did you experience peace and that is.

0:47:16.890 --> 0:47:18.790
(b) (6)
It was there something she believed.

0:47:18.800 --> 0:47:24.120
(b) (6)
You're that the Jack core leadership or your office could have done to correct them and prevent them.

0:47:24.190 --> 0:47:27.550
(b) (6)
I think that it's good to to know both.

0:47:27.560 --> 0:47:28.350
(b) (6)
Did it happen?

0:47:28.360 --> 0:47:30.840
(b) (6)
And what, if anything, could we have done about it?

0:47:31.450 --> 0:47:36.950
(b) (6)
UM and uh, pinning your questions.

0:47:36.960 --> 0:47:40.160
(b) (6)
Uh, ma'am, that that concludes the exit survey.

0:47:40.170 --> 0:47:42.720
(b) (6)
I can move on to the assignment survey.

0:47:49.60 --> 0:47:49.570
(b) (6)
OK.

0:47:49.820 --> 0:47:54.280
(b) (6)
Moving to the assignment after Action review is what we called it.

0:47:54.900 --> 0:47:57.910
(b) (6)
UM, But the assignment survey.

0:47:58.460 --> 0:48:0.580
(b) (6)
So we have some instructions here.

0:48:1.750 --> 0:48:2.270
(b) (6)
Umm.

0:48:3.890 --> 0:48:5.100
(b) (6)
And it starts with family.

0:48:5.960 --> 0:48:10.130
(b) (6)
Umm, so was it conducive and helping you reach your family goals?

0:48:10.800 --> 0:48:12.630
(b) (6)
Was it conducive to your spouse?

0:48:12.640 --> 0:48:24.220
(b) (6)
Similar questions to the exit and assignment, and they do overlap to an extent, but as I mentioned, kind of the differences, the assignment is a little more open ended and a little more more thorough.

0:48:26.930 --> 0:48:34.190
(b) (6)
Six and seven, I'll highlight six was one of those questions where not many we it's important.

0:48:34.200 --> 0:48:47.220
(b) (6)
It was important to us and we kind of realized it was important, but it's not maybe one that we would generally think of asking, but was it supportive of taking your dependence and even your pet, your pets to medical veterinary appointments?

0:48:48.20 --> 0:48:48.710
(b) (6)
Umm.

0:48:50.260 --> 0:48:54.230
(b) (6)
And then seven as well about the off post community and family.

0:48:54.240 --> 0:49:0.210
(b) (6)
So did you feel like your community was your family was supported and safe in their community?

0:49:0.220 --> 0:49:1.960
(b) (6)
Was it positive experience?

0:49:2.770 --> 0:49:5.420
(b) (6)
UM, then?

0:49:7.50 --> 0:49:15.820
(b) (6)
Sin #9 starts faith, spirituality and culture, and I think there's obviously plays into diversity, equity, inclusion, because we do have diverse faiths.

0:49:15.830 --> 0:49:18.550
(b) (6)
We have diverse spirituality.

0:49:18.820 --> 0:49:36.730
(b) (6)
We have people of diverse backgrounds and moral values and how they exercise and practice them, and so a good question we thought was was the assignment conducive to actually practicing your your faith and your your spiritual practice?

0:49:37.700 --> 0:49:50.10

(b) (6)

Umm #10 is about the where is asking so soldier if they ever were discriminated based on their membership in a protected class.

0:49:50.320 --> 0:49:56.320

(b) (6)

We did put in a paragraph noting that this is not the answer.

0:49:56.330 --> 0:50:12.990

(b) (6)

Is not meant to, uh, sub to supplant or sidestep the ego, the EO process, and that if there's any, if they wish to file a complaint, they still they need to.

0:50:13.0 --> 0:50:15.70

(b) (6)

We recommend speaking with their EO representative.

0:50:16.40 --> 0:50:25.790

(b) (6)

I also noted in the beginning of the action survey that it was confidential, except to the extent that any of it, any reporting was required by AR 620.

0:50:25.840 --> 0:50:27.850

(b) (6)

So we put put that language in here.

0:50:28.810 --> 0:50:29.410

(b) (6)

Umm.

0:50:29.810 --> 0:50:39.220

(b) (6)

Moving to number 12 and to the section Umm, so were there any umm considerations about this assignment related to?

0:50:40.270 --> 0:50:47.560

(b) (6)

Umm to someone's background, race, gender, sexual orientation, national origin, etcetera that are important.

0:50:47.570 --> 0:50:55.130

(b) (6)

And the reason I put this in here is like for example state or local law policy or regional history ohm.

0:50:55.920 --> 0:51:0.740
(b) (6)
I brought that up because there are some some states that there are.

0:51:0.750 --> 0:51:1.590
(b) (6)
There are these issues.

0:51:2.510 --> 0:51:2.850
(b) (6)
Uh.

0:51:3.510 --> 0:51:13.90
(b) (6)
With with their, whether it's state laws as a N Carolinian, I can give a good example of when our laws were contrary to DIC.

0:51:15.200 --> 0:51:24.30
(b) (6)
But I think it's a good thing for soldiers to be able to note when they're thinking about where they're going, where they've been, umm.

0:51:24.80 --> 0:51:32.330
(b) (6)
And it's a good thing for us to track and though as well ohm question 15, I just put about their community.

0:51:32.420 --> 0:51:35.840
(b) (6)
Did they feel that it was safe or even possible to practice?

0:51:35.850 --> 0:51:42.380
(b) (6)
Who they are, did you feel you could be a member of the LGBT community?

0:51:42.390 --> 0:51:45.480
(b) (6)
Off post, did you feel you could be umm.

0:51:45.800 --> 0:51:48.290
(b) (6)
Did you feel you could be Muslim or Jewish outposts?

0:51:48.300 --> 0:51:49.250
(b) (6)
Did you feel?

0:51:50.80 --> 0:51:51.50
(b) (6)
Did you feel safe?

0:51:51.60 --> 0:51:56.230
(b) (6)
Because I think that's really good for us to know when we think about the soldier after they leave work.

0:51:58.160 --> 0:52:13.260
(b) (6)
Moving on to number question 23, I'll highlight this is just a open ended question about how we're doing with DI and how, umm, how our emphasis and our programs are impacting soldiers experience.

0:52:13.270 --> 0:52:16.850
(b) (6)
We thought that was a good question for us to know. Umm.

0:52:19.180 --> 0:52:31.290
(b) (6)
And in 27 is again about whether they experience discrimination and if it was addressed and if they felt comfortable correcting colleagues as well, because that's that's a big thing we need to make sure, umm.

0:52:31.500 --> 0:52:34.30
(b) (6)
And we wanna know if soldiers feel comfortable correcting others.

0:52:35.510 --> 0:52:37.920
(b) (6)
UM, 33 hours.

0:52:37.930 --> 0:52:39.500
(b) (6)
You describe your office as culture.

0:52:40.270 --> 0:52:45.570
(b) (6)
Again, asking for candid feedback, tough questions, but it's good to know umm.

0:52:45.580 --> 0:52:49.800
(b) (6)
And lastly, I'll close with 4041 and 42.

0:52:52.180 --> 0:53:15.10
(b) (6)
It's 40 is a question that we we all thought it was important just to ask is whether soldiers feel comfortable asking for, umm, just to go see behavioral health or asking for mental Wellness resources that sometimes soldiers can probably, at least we hope don't, but sometimes they do feel unable to ask for that, and it's important.

0:53:16.910 --> 0:53:23.60
(b) (6)
For for their Wellness and for the Wellness of the whole core that this soldiers who need these resources are able to ask for them.

0:53:23.630 --> 0:53:28.660
(b) (6)
UH-41, you journalist has faded with your job duties.

0:53:29.570 --> 0:53:40.990
(b) (6)
We thought that that really kind of played into these assignment satisfaction, and Satish and assignments review is into, you know, where you were, you overworked.

0:53:41.0 --> 0:53:44.370
(b) (6)
Were you unable to take care of your Wellness with this?

0:53:44.420 --> 0:53:46.790
(b) (6)
How did that that impact your time?

0:53:46.800 --> 0:54:6.170
(b) (6)

And then lastly, where you actually did you feel you were recognized for your work because that really is gonna ultimately play into how a, how a soldier assignment and because their time ohm and whether they actually do feel included and accepted by their office and it ends with a catch all.

0:54:7.40 --> 0:54:7.350
(b) (6)
Umm.

0:54:7.360 --> 0:54:8.930
(b) (6)
So pinning your questions, ma'am?

0:54:9.240 --> 0:54:10.660
(b) (6) (b) (6)
That's what we have.

0:54:10.670 --> 0:54:15.50
(b) (6)
I think the plan forward is that I'm going to, uh, send.

0:54:15.320 --> 0:54:18.970
(b) (6)
We will send this product, uh to y'all.

0:54:21.220 --> 0:54:27.970
(b) (6)
And we'll stand by as well for any additional changes or and I'll note any considerations as well.

0:54:28.450 --> 0:54:29.970
(b) (6)
And we'll send this forward and.

0:54:31.860 --> 0:54:32.130
(b) (6))
That.

0:54:34.710 --> 0:54:41.560
(b) (6)
And be ready to to edit or taking your follow on action pending your questions.

0:54:41.570 --> 0:54:42.180
(b) (6)
Man, that's all I have.

0:54:45.280 --> 0:54:47.370
(b) (6)
I have one question and one question.

0:54:47.440 --> 0:55:4.890
(b) (6)
Maybe suggestion number one is to include when you talk about discrimination to include from American Psychological Association the definition of discrimination because it's a very loaded word and based on my experience, maybe I'm wrong.

0:55:5.140 --> 0:55:8.150
(b) (6)
People really little bit uncomfortable with that.

0:55:8.160 --> 0:55:14.900
(b) (6)
So if we define, it's unjust or differential treatment of members of different groups at the individual level.

0:55:14.910 --> 0:55:25.90
(b) (6)
Discrimination may be manifested as prejudice involved with negative, hostile and injurious treatment, so including the definition might help people to answer.

0:55:25.620 --> 0:55:29.230
(b) (6)
Maybe I'm wrong, but that's what I think would help.

0:55:29.520 --> 0:55:49.690
(b) (6)
And so the second part after people for CS maybe include the question of specifically inclusion when it talks about the environment that offers affirmations, celebration or appreciation of differences in perspectives, experiences and it also comes from the definition from that.

0:55:49.700 --> 0:55:55.860
(b) (6)

The same I really like that in your equity, diversity and inclusion from American Psychological Association.

0:55:55.990 --> 0:56:0.340
(b) (6)
If you would like, we can share with you and maybe you can find it useful.

0:56:0.990 --> 0:56:2.410
(b) (6)
At least that's what I thought.

0:56:2.760 --> 0:56:3.130
(b) (6)
That's.

0:56:3.140 --> 0:56:4.0
(b) (6)
That sounds great, man.

0:56:4.10 --> 0:56:4.420
(b) (6)
Thank you.

0:56:4.780 --> 0:56:5.360
(b) (6)
Umm.

0:56:5.680 --> 0:56:9.890
(b) (6)
I'll I'll add that in before we send it.

0:56:12.240 --> 0:56:12.650
(b) (6)
Theme.

0:56:12.660 --> 0:56:15.360
(b) (6)
Are there any other questions for field Board 5?

0:56:20.610 --> 0:56:21.410
(b) (6)
All righty then.

0:56:21.420 --> 0:56:22.940
(b) (6))
Thank you, (b) (6)

0:56:23.930 --> 0:56:24.190
(b) (6)
Too.

0:56:23.750 --> 0:56:29.310
(b) (6)
(b) (6) (b)(6) Ma'am.

0:56:29.700 --> 0:56:30.720
(b) (6)
The floor is yours.

0:56:30.730 --> 0:56:31.70
(b) (6)
Thank you.

0:56:32.340 --> 0:56:33.550
(b) (6)
And these are in person.

0:56:33.840 --> 0:56:35.930
(b) (6)
I'm just gonna share my screen really quickly.

0:56:52.800 --> 0:56:54.690
(b) (6))
And you all see the PowerPoint slides.

0:57:5.280 --> 0:57:5.630
(b) (6)
Yes.

0:57:5.640 --> 0:57:6.170
(b) (6)
OK, I'm sorry.

0:57:13.330 --> 0:57:16.250
(b) (6)
Alright, so my name is (b) (6)

0:57:16.470 --> 0:57:27.980
(b) (6)
(b)(6) the President of our group and much of the first couple of slides are slides that we've already presented prior to actually building out the products.

0:57:27.990 --> 0:57:31.990
(b) (6)
The last time we had a billboard presentation, I believe it was in May.

0:57:32.440 --> 0:57:44.730
(b) (6)
Now we've actually built out the products for the jaws, the Champion Award, and so I'll briefly go through the first few slides and then kind of get into the content of the products that we have.

0:57:45.300 --> 0:58:2.730
(b) (6)
So looking specifically for folks that weren't around or aren't aware of exactly what our assignment was, I we were assigned to come up with some sort of award ohm or some sort of recognition for folks that are doing great things and diversity, equity and inclusion throughout the jaws community.

0:58:3.520 --> 0:58:25.440
(b) (6)
So we came up with the Champion award, which will be awarded, you know, once a year similar to like the Coggins Award and the other awards that we have, Phil Board 13, you know we recommended having four awardees each year, a junior enlisted soldier, a noncommissioned Officer, an officer and a civilian to also ensure that we're including our civilian teammates.

0:58:25.640 --> 0:58:34.630
(b) (6)
It's well, umm, the program pillars that we have are three pillars which are community, cultivation and conversation.

0:58:35.200 --> 0:58:49.530
(b) (6)
As you all see them there, the the candidate for communities gonna promote a culture of inclusivity by fostering a workplace environment that embraced individual experiences, cultures, characteristics, and backgrounds of all teammates.

0:58:50.200 --> 0:58:55.660
(b) (6)
This person took affirmative steps to promote a fair and equitable workplace cultivation.

0:58:55.670 --> 0:59:6.810
(b) (6)
The candidate has created and implemented special, targeted and creative efforts to attract, retain, develop and encourage diverse talents throughout the Jaguar and conversation.

0:59:6.820 --> 0:59:13.390
(b) (6)
This candidate created opportunities to broaden the mindset and consideration of others to make the organization more inclusive.

0:59:14.670 --> 0:59:45.710
(b) (6)
So in terms of the award, I think the way that we thought about it was like the person doesn't necessarily have to do hit all three pillars specifically and whatever they're doing, but there needs to be clear cut examples of them doing at least one, if not two or three of the the pillars and and ensuring that they're actually taking affirmative steps, affirmative actions to promote these things throughout their community, whether that be locally, whether that be in their office.

0:59:45.720 --> 0:59:50.30
(b) (6)
But we also wanna highlight people's civic engagement as well.

0:59:50.70 --> 1:0:1.870
(b) (6)
You know, throughout their community, if they're specific links they're doing in their free time that are promoting diversity, equity, inclusion and equitable things for folks that may not necessarily only consider the workplace.

1:0:1.880 --> 1:0:6.550
(b) (6)
So we don't want people to feel like they have to, that it has to be something specifically in work.

1:0:6.710 --> 1:0:20.910
(b) (6)
If people are doing great things at the office, but they're doing great things in their free time

and throughout their community or doing great things with other organizations on on there, you know camp poster station, we want to ensure that they could be highlighted for that as well.

1:0:23.0 --> 1:0:33.230
(b) (6)
Speaking specifically about the application process, which will be the bulk of this presentation, we've come up with three products specifically.

1:0:33.290 --> 1:0:39.380
(b) (6)
That we have what we've been calling just our simple nomination form right now we have it as a fillable PDF form.

1:0:40.150 --> 1:0:57.620
(b) (6)
That fillable PDF we kind of believe that it should be implemented or or kind of placed specifically on the you know, Jack CNET Web page that we have for the award and people can kind of go in and just quickly fill it out and say why they're nominating this person.

1:0:57.630 --> 1:1:3.230
(b) (6)
And we wanted to make it this way so that we don't have to do the huge, you know, Esja memorandum.

1:1:3.680 --> 1:1:19.690
(b) (6)
Umm, where people have the SJ or you know, to be honest, whoever is is drafting that document and then has to fill out all of this information up front in order to just simply nominate someone we thought anyone can nominate anyone that they see in the Jack cord doing great things.

1:1:19.950 --> 1:1:32.310
(b) (6)
And then after that person is nominated, there will be a selection of nominees to be finalists and the finalists will be, you know, reached out to by ODI and told like, hey, you've been selected as a finalist.

1:1:32.480 --> 1:1:46.740
(b) (6)
These are the things that must be in your packet for consideration for for the board, and

once you you know if you want to put your, you know, put your name in the hat, then the person will actually create their own documents.

1:1:47.530 --> 1:1:52.340
(b) (6)
So highlighting they're making their own memorandum of what they what exactly they've been doing.

1:1:52.410 --> 1:1:58.660
(b) (6)
You know whether that includes photos and all the other documents that must be included, which I'll get to later.

1:1:58.850 --> 1:2:9.260
(b) (6)
But we really wanted to streamline the process so that it doesn't require a big to do from from your leadership, but more putting putting the onus on the finalist themselves.

1:2:10.890 --> 1:2:30.840
(b) (6)
So we created a Memorandum of instruction which highlights, you know, the purpose, the policy, the background for the champion award, the eligibility and criteria, the nomination finalist applications and selection process, which I kind of just described to you all and then also recognition.

1:2:30.990 --> 1:2:36.460
(b) (6)
So it's pretty much a boilerplate memorandum of instruction that we've kind of saw for other awards.

1:2:36.470 --> 1:2:42.290
(b) (6)
We kind of followed the guidelines for that memo and just kind of filled in exactly what our process.

1:2:42.380 --> 1:2:45.690
(b) (6)
So we recommended that the process be for this specific award.

1:2:46.160 --> 1:2:50.900
(b) (6)
So kind of jumping to the eligibility and criteria portion.

1:2:52.990 --> 1:3:5.910
(b) (6)
Specifically, as with any other award, nominees cannot be flagged or pending on any sort of derogatory adverse or administrative action, just also outlining that all Members are eligible.

1:3:5.920 --> 1:3:11.510
(b) (6)
So we just, we wanna make it clear anyone that is part of our community can be nominated for this award.

1:3:12.140 --> 1:3:16.80
(b) (6)
Obviously, nominees must embody the army values and the Jack core values.

1:3:16.860 --> 1:3:17.450
(b) (6)
Umm.

1:3:18.20 --> 1:3:25.790
(b) (6)
And then also they must exemplify one or more of those pillars through any specific or noteworthy achievement in their professional or personal capacity.

1:3:25.980 --> 1:3:39.530
(b) (6)
So kind of like I said earlier, we don't want to pigeonhole people if you're if you're, if someone is doing great things, you know, we say nominate them highlighted and then kind of let the board members decide if this kind of gets to what we're looking for throughout the core.

1:3:40.290 --> 1:3:58.900
(b) (6)
Umm it also indicated the activity should be focused on the previous year, but if someone has demonstrated excellence or they they have a program that's been running for three years or they're part of an organization and they've been doing something for a longer period of time, we do think that that should be, you know, highlighted as well just because.

1:4:1.190 --> 1:4:9.560
(b) (6)
You know they are going to be things that people are doing that it's kind of a long standing thing and we we don't necessarily know if it has to be super limited to the previous year.

1:4:10.230 --> 1:4:14.700
(b) (6)
But obviously if people suggest something else like that is a change that we can make.

1:4:17.430 --> 1:4:23.680
(b) (6)
What we're looking at, specifically the nominations I went through that with you all that process.

1:4:23.930 --> 1:4:29.760
(b) (6)
So just kind of jumping down to like what will be in the finalist packets or at least what we recommend to be in them.

1:4:30.150 --> 1:4:34.10
(b) (6)
A cover sheet with the the persons you know.

1:4:34.20 --> 1:4:35.380
(b) (6)
DoD ID number.

1:4:35.570 --> 1:4:50.330
(b) (6)
You'll see throughout the Memorandum of instruction we some of the members aren't field border we as a field where we're concerned about some sort of favoritism process or people knowing one another.

1:4:50.570 --> 1:4:53.350
(b) (6)
And then there's an issue, you know with name.

1:4:53.360 --> 1:5:0.910
(b) (6)
So we we thought that maybe it might be appropriate then when you put together your finalist packet that you identify yourself by your DoD ID number.

1:5:1.140 --> 1:5:10.890
(b) (6)
That way we know we're getting kind of like blind selection and it's just based on what's in the packet and and what works they're doing and maybe not specifically on like who this person is.

1:5:10.900 --> 1:5:18.230
(b) (6)
Do they have a lot of name recognition throughout the Jack or and are you know just ensuring that everyone gets a fair shake?

1:5:19.460 --> 1:5:31.230
(b) (6)
Obviously subject and and open to ideas on that or any sort of pushback, it maybe you don't think that's appropriate or necessary, but we were kind of concerned with the maybe in the DIY space.

1:5:31.240 --> 1:5:33.650
(b) (6)
It seems like there are a lot of people, at least currently.

1:5:33.760 --> 1:5:39.450
(b) (6)
There are really, really interested and and this piece of the Jack Horse mission.

1:5:39.540 --> 1:5:43.410
(b) (6)
And there are a lot of names, you know, everybody's name on the on the program.

1:5:43.420 --> 1:5:45.270
(b) (6)
Today I've seen your names before.

1:5:45.280 --> 1:5:58.410
(b) (6)
I know you're into helping build out dei, so I think we were kind of concerned about, you know, having the same repeated players who everyone knows and they have that name recognition kind of being the only people getting recognized.

1:5:59.70 --> 1:6:10.380
(b) (6)
Umm, obviously, we want folks to actually draft their own memorandum reflecting their efforts to support the DRI pillars, supporting documentation demonstrating those efforts.

1:6:10.610 --> 1:6:25.220
(b) (6)
So like I indicated pictures, I know the pictures may make it a little bit tough with the DoD ID number, right, but trying to have you know anything that you think can kind of ship further

demonstrate exactly what you've been doing, how you've been doing and if it's helpful, right?

1:6:25.230 --> 1:6:57.810
(b) (6)
If it's presenting PowerPoint presentations, if you're the person who's actually going out and talking to your office about DI if, if that's your mission or one of your extra duties, maybe including like the products that you're creating for those trainings, maybe including if you're doing kind of surveys, if you're doing sensing sessions right, having something to demonstrate exactly the work that you're doing and how it is being used to to kind of show and demonstrate that, that exemplification in terms of the the dei pillars.

1:6:58.170 --> 1:7:13.60
(b) (6)
And then we've also created a simple, you know, Phillip Fillable PDF SA approval form for those of you that you know have done like the the retention bonus, it's kind of the same form.

1:7:13.70 --> 1:7:19.440
(b) (6)
It's like I approved this person is in good standing and you know throughout they don't have any adverse information.

1:7:19.450 --> 1:7:39.990
(b) (6)
They're not flagged and then a box where they can kind of type a little word about hey, I highly recommend this person for XY and Z and it can be kind of a specific as as the leader, but like it to be, but we want it to make it kind of a plug and chug situation as opposed to the leadership team having to to draft a large memorandum.

1:7:42.450 --> 1:7:45.630
(b) (6)
And then lastly, we talked about the selection and recognition.

1:7:46.80 --> 1:7:57.20
(b) (6)
So we suggested that the board will include Umm 2 members from you know, the ODI specifically, said the director and maybe the program director.

1:7:57.30 --> 1:8:6.240
(b) (6)

Again, these are obviously suggestions, so if you all think that there's somebody else's two people on the board, that would be more fitting than than that subject to change.

1:8:6.560 --> 1:8:18.50
(b) (6)
And then the other board members similar to to the Coggins Awards and other awards would be appointed by T Jack after some sort of conflicts check has been conducted and then the board will evaluate the finalists.

1:8:18.60 --> 1:8:26.170
(b) (6)
They'll look at the packets and they'll make their recommendations for for selection to teach out and for just recognition.

1:8:26.180 --> 1:8:32.490
(b) (6)
We we recommended the selected winners, you know, travel to TJ looks to be recognized during the worldwide Cle.

1:8:34.680 --> 1:8:42.170
(b) (6)
I I wanna open it up to questions, but I also can show you all you know the products that we've created.

1:8:42.250 --> 1:8:56.670
(b) (6)
If if you all would like to see them as well and then similar to you, Phil board five, you know we intend to send these products to DI for for their their consideration or to the Council for their consideration to to kind of push the push the project forward.

1:8:56.680 --> 1:8:58.320
(b) (6)
So pending any questions.

1:9:10.330 --> 1:9:12.100
(b) (6)
All right, team, I'm not seeing.

1:9:12.110 --> 1:9:13.980
(b) (6)
Ohh I'm missing jello.

1:9:13.990 --> 1:9:14.230
(b) (6) (b) (6)
Go ahead.

1:9:16.310 --> 1:9:17.420
(b) (6)
I don't have any questions.

1:9:17.430 --> 1:9:21.620
(b) (6)
I just wanted to say nice job, really appreciate the work you put into it.

1:9:21.630 --> 1:9:22.820
(b) (6)
It looks really good.

1:9:23.590 --> 1:9:37.560
(b) (6)
One of the things that I would probably look at is when it comes to the board, I I think that the DI Council should probably we should probably have members of the DI Council as part of that, as well as myself and the program manager. So.

1:9:37.670 --> 1:9:46.210
(b) (6)
So that's the only thing that I would look at hopefully kind of shaping as we go forward with that, I think I think the Council itself should have some have a role.

1:9:46.440 --> 1:9:46.940
(b) (6)
Yeah, over.

1:9:48.250 --> 1:9:48.820
(b) (6)
Yes, ma'am.

1:9:48.830 --> 1:9:49.300
(b) (6)
Absolutely.

1:9:50.230 --> 1:9:57.540
(b) (6)
I think we were a little unsure as with there being ODI with there being an office and they're being a Council.

1:9:57.550 --> 1:10:2.880
(b) (6)
If we were going to continue to have both, right, I don't think we understood the interplay of the two.

1:10:3.550 --> 1:10:7.580
(b) (6)
So I think that's why we kind of just say, well, we assume ODI will be here forever, right?

1:10:7.590 --> 1:10:9.260
(b) (6)
So ohh that.

1:10:9.70 --> 1:10:9.600
(b) (6)
Thank you.

1:10:9.630 --> 1:10:11.40
(b) (6)
And I'm glad you have that faith.

1:10:11.50 --> 1:10:13.360
(b) (6)
I I I I hope so too.

1:10:13.530 --> 1:10:16.150
(b) (6)
But I think the Council will still be still be around as well.

1:10:16.820 --> 1:10:17.160
(b) (6)
OK.

1:10:17.170 --> 1:10:17.630
(b) (6)
Thank you, ma'am.

1:10:18.870 --> 1:10:19.90
(b) (6)
Over.

1:10:23.980 --> 1:10:27.550
(b) (6)
Alright team, are any other questions for (b) (6) (b) (6) ?

1:10:32.500 --> 1:10:33.10
(b) (6)
Thanks everyone.

1:10:33.760 --> 1:10:34.570
(b) (6)
Awesome job, man.

1:10:35.870 --> 1:10:36.70
(b) (6)
OK.

1:10:35.670 --> 1:10:36.470
(b) (6)
Ohh (b) (6) .

1:10:38.260 --> 1:10:41.190
(b) (6)
I was gonna read it in the comments, but it's much faster to just say.

1:10:41.520 --> 1:10:48.330
(b) (6)
Really appreciate the open-ended aspect of sort of the paperwork piece of it too.

1:10:48.380 --> 1:10:54.310
(b) (6)
I think it would be tough, especially with self nominations for folks to feel comfortable like hey, can you write a memo on my behalf?

1:10:54.320 --> 1:10:58.620
(b) (6)
So I really like that you guys are emphasizing sort of that open ended like hey, what are you doing?

1:10:58.630 --> 1:11:4.590
(b) (6)
What are folks seeing out there that's going to be sort of broader than just actual literal paperwork?

1:11:4.600 --> 1:11:7.50
(b) (6)
I think that's a great ad and definitely sustain.

1:11:8.990 --> 1:11:9.440
(b) (6)
Thanks ma'am.

1:11:14.830 --> 1:11:17.710
(b) (6)
Alright team I with that.

1:11:19.450 --> 1:11:21.350
(b) (6))
I know Miss Carlyle stepped out.

1:11:23.840 --> 1:11:27.780
(b) (6)
We see who could make any closing comments.

1:11:28.30 --> 1:11:30.370
(b) (6)
(b) (6) did you want to make some closing comments over?

1:11:31.360 --> 1:11:34.220
(b) (6)
I think we still have one more field board field Board 13.

1:11:37.710 --> 1:11:38.350
(b) (6)
Oh, OK.

1:11:35.590 --> 1:11:41.470
(b) (6)
The search field 413 just went one of the one of the scheduled field boards was not able to present today.

1:11:41.140 --> 1:11:41.710
(b) (6)
Gotcha.

1:11:41.920 --> 1:11:42.790
(b) (6)
OK, gotcha.

1:11:42.880 --> 1:11:43.440
(b) (6)
Alright bye.

1:11:43.290 --> 1:11:43.480
(b) (6)
Umm.

1:11:45.350 --> 1:11:45.610
(b) (6)
Correct.

1:11:47.990 --> 1:11:48.470
(b) (6)
Thank you, ma'am.

1:11:49.680 --> 1:11:52.610
(b) (6)
Yeah, I could make a couple of comments, say really great work.

1:11:52.620 --> 1:11:54.910
(b) (6)
Really appreciate everything that you all are doing.

1:11:55.420 --> 1:12:3.300
(b) (6)
Umm, a lot of the things that you're you're looking at and suggesting or or tracking with some of the things that we we wanna see happen too.

1:12:3.310 --> 1:12:5.100
(b) (6)
So I appreciate all the work.

1:12:5.110 --> 1:12:14.340
(b) (6)
I'll probably be circling back to a couple of you asking you for some of your products, because we may be able to consider them in in some of the other things that we're engaged in as well.

1:12:14.350 --> 1:12:19.400
(b) (6)
So appreciate the hard work and that that's all I have for right now.

1:12:19.410 --> 1:12:19.870
(b) (6)
Thank you.

1:12:22.960 --> 1:12:28.430
(b) (6)
All right, team, with that, our next meeting is going to be December 21st at 1300.

1:12:28.920 --> 1:12:37.400
(b) (6)
I look forward to seeing the field board briefs, then everyone have a fantastic Thanksgiving and a fantastic weekend.

1:12:38.280 --> 1:12:39.840
(b) (6)
I'm over and out.

1:12:46.340 --> 1:12:46.880
(b) (6)
Thank you.

(b) (6) **USARMY HQDA OTJAG (USA)**

From: (b) (6)
Sent: Monday, May 6, 2024 11:26 AM
To: Carlisle, Karen H SES USARMY HQDA OTJAG (USA); (b)(6) USARMY HQDA OTJAG (USA); (b) (6) Ausprung, Rebecca E SL USARMY HQDA OTJAG (USA); (b) (6) ; Bryant, Holly K CIV USARMY HQDA OTJAG (USA); (b) (6)
Cc: USARMY Pentagon HQDA OTJAG Mailbox JAGC Diversity-Inclusion; (b) (6)
Subject: WARNO- TJAG attending 9 MAY 1300, DEIA Council Meeting
Attachments: 2023 FB AARs.pdf
Signed By: (b) (6)

Importance: High

Good morning teammates and Happy Monday!

Just wanted to confirm that TJAG will be attending this week's DEIA Council meeting on 9 MAY 24, 1300EST to provide some opening remarks and thank the Field Board Members and Council for all the hard work put into this iteration of projects over the past year. I have not seen any emails sent out to field board members to date in prep for this month's council meeting, but I will be getting the email out today to all FB members and Council members with the link for virtual log in.

Unfortunately, (b) (6) Ms. Carlisle, and (b) (6) are unable to attend this week's meeting. The ODEIA will lead this meeting's agenda and ensure the meeting is recorded. The intent is for TJAG to leave the meeting after his remarks, and for the council to share feedback with FB members on how their projects will be used and/or which stakeholders their hard work is being staffed to for action. Additional to providing them this feedback, we want to obtain their feedback and share a final version of the AAR survey (QR codes and links) before they log off. For any FB members who are unable to attend the meeting, I will follow up with AAR links via email. This will help us refine processes for the next iteration of FB projects and enhance FB member experiences in future.

Asking for your assistance—If you have not already, please review the attached proposed AAR surveys that were presented during last month's council meeting and provide your feedback and recommended edits **NLT 1200EST, 8 MAY 2024** so that I can incorporate all your feedback into the final version of AAR questions that will be provided to FB members during this week's meeting.

Post AAR survey being provided we will have the FB members log off and only council members will remain logged on to discuss a couple of the following topics on the agenda (b) (6) provided for this month.

- Updates for FB awards & recognition.
- Set date & agenda for virtual open house, Q&A, meet & greet for recruiting of interested council members with guidance on implementation plan for the next 12 months, new project assignment, new member selection, etc.

Please feel free to reach out with any questions, suggestions, and comments in prep for this week's meeting we should consider. As always, we thank you for your time and continued support.

(b) (6)
Office of the Judge Advocate General
(b) (6)
✉ OTJAG ODEIA usarmy.pentagon.hqda-otjag.mbx.jagc-diversity-inclusion@army.mil
✉ OTJAG Wellness usarmy.pentagon.hqda-otjag.mbx.jagc-wellness@army.mil

DOCUMENTS ABOUT THE PROMOTION OF JAGC “AFFINITY GROUPS”

The U.S. Army Judge Advocate General's Corps embraces the diversity within our ranks.
For information on mentoring/professional development opportunities, please contact these organizations.

Buffalo JAGs Mentorship Group



The BJAGs-MG's core purpose is to ensure that every member, regardless of race, gender, or ethnicity, is matched with a senior member to facilitate mentorship that informs the career choices and decisions of the junior member. The BJAGs-MG actively develops current and future JAGC leaders by enabling open communications, exchanging of knowledge and expertise, and creating long- lasting relationships amongst its members. buffalojagsmentorshipgroup@gmail.com
https://www.facebook.com/groups/bjagsmentorshipgroup

Hispanic Mentorship Group

The HMG facilitates the creation of mentorship relationships between HMG member senior JAGs with HMG member junior JAGs. The HMG's primary strategic vision is to ensure that every HMG member receives mentorship and information from experienced, caring senior mentors to inform their career and life decisions, resulting in increased satisfaction within the JAGC. The HMG's secondary strategic vision is to improve the JAGC by increasing awareness of, and improving Diversity, Equity, and Inclusion (DEI) initiatives within the JAGC, and identifying/developing policies to further DEI efforts within the JAGC.
hmgjagc@gmail.com
https://www.facebook.com/jagchispanic.mentorship.3

Athena's Council Mentorship Group

The goal of ACMG is to bring together a diverse mix of successful leaders who, through the discussion of topics relevant to today's issues, educate, inspire, and encourage women to reflect on their own goals and leadership as they strive to excel in the JAG Corps.
https://www.facebook.com/groups/256231586565092

JAGC Asian-Pacific American Network

APAN's mission is to connect the JAGC team throughout the military to network and develop informal mentor relationships. APAN pursues its mission through monthly meetings by digital means, membership biographies, a newsletter, and social media mon bond is a cultural background and interest in the Asian American and Pacific Islander community; membership is open to ALL JALS teammates (JAs, 27Ds, Legal Administrators, and Civilians), sister services legal services, and future JALS teammates. Join the Facebook group or reach out to the e-mail if you would like to join APAN.
JAGC.APAN@gmail.com
www.facebook.com/groups/jagcapan/

The JAGC Pride Network

The JAGC Pride Network advances diversity, equity, and inclusion within the U.S. Army JAG Corps by providing mentorship, support, and professional development for its members. It also empowers members to promote awareness of and counsel leaders regarding issues affecting lesbian, gay, bisexual, transgender, queer, intersex, and asexual (LGBTQIA+) Servicemembers.
jagcpridenetwork@gmail.com
https://www.facebook.com/groups/jagpride

This is not an express or implied endorsement of these non-DoD organizations by the DoD, U.S. Army, or U.S. Army Judge Advocate General's Corps.

DOCUMENTS RELATED TO OPPOSITION TO DEI BY JAGC LEADERS

OTJAG DEOCS SURVEY FOCUS GROUPS
TALKING POINTS

DIVERSITY

- Need to discuss perceptions of favortism/gender discrimination - racial, gender, etc.

EQUITY

- "Opportunties for funded civilian schooling are only available to uniformed personnel."
- "… there is a significant disparity in teleworking options for DA Civilians and military within OTJAG… The uniformed personnel could, as a quality of life measure, be offered the opportunity to telework at least once per week."
- Is there an issue of balancing home/family life with work-life? Are women at a disadvantage? (OR IS THIS INCLUSION?)
- 93% of male feel they are fairly treated in the workplace v 70% women; 91% officer v 71% enlisted; 88% military v 77% civilian - 67% of supervisors feel treatment is fair

INCLUSION

- Ask people how inclusive they feel their leaders at OTJAG are (immediate, division chiefs, executive leadership, etc.)
- Definitely need to discuss team cohesion--do they feel like they are part of a team and that their team is cohesive?
- Discuss value and how that affects their commitment and peformance. Most do feel trusted and valued. They also feel like they are given meaningful work.
- Is diversity of thought celebrated in OTJAG?
- Do you feel that you are given a chance to excel/demonstrate your skills
- Do you feel a sense of belonging to the organization
- Organizational inclusion (feelings of) overall is 93% - 98% male v 86% female; 94% officer v enlisted 88%; civilian 91% v military 94%
- Men feel more engaged and committed than women; no major difference between officer and enlisted; and military feel slightly more engaged and commited than civilians

- Leadership support is rated favorably by 87% women v 97% men; officer 94% v enlisted 98%; civilian 91% v military 94%

ACCESSIBILITY

- Need to talk issues of accessibility--do they exist at OTJAG

IMPLICIT BIAS

- *Noticed a theme of favoritism for white males throughout the survey comments and affiliation "who you know"
- 12% of minorities noted a presence of racially harassing behaviors - most of those are superviors or junior officers
- 19% of women noted a presence of sexist behaviors, 20% of junior officers; 22% of supervisors all reported that
- 13% of women noted a presence of sexually harrassing behaviors, and only 2% of men - 40% junior officers

Overall morale is 77% for the organiation - men 87% v women 63%; enlisted 86% v officer 73%; military 73% v civilian 82%

Work-life balance is 73% overall for the organization - men 73% v women at 75%; officer 62% v enlisted at 86%; civilian 85% v military 64%

37% of women noted moderate/high levels of stress v 21% of men; 32% enlisted v 30% officer; 26% civilian v 30% military

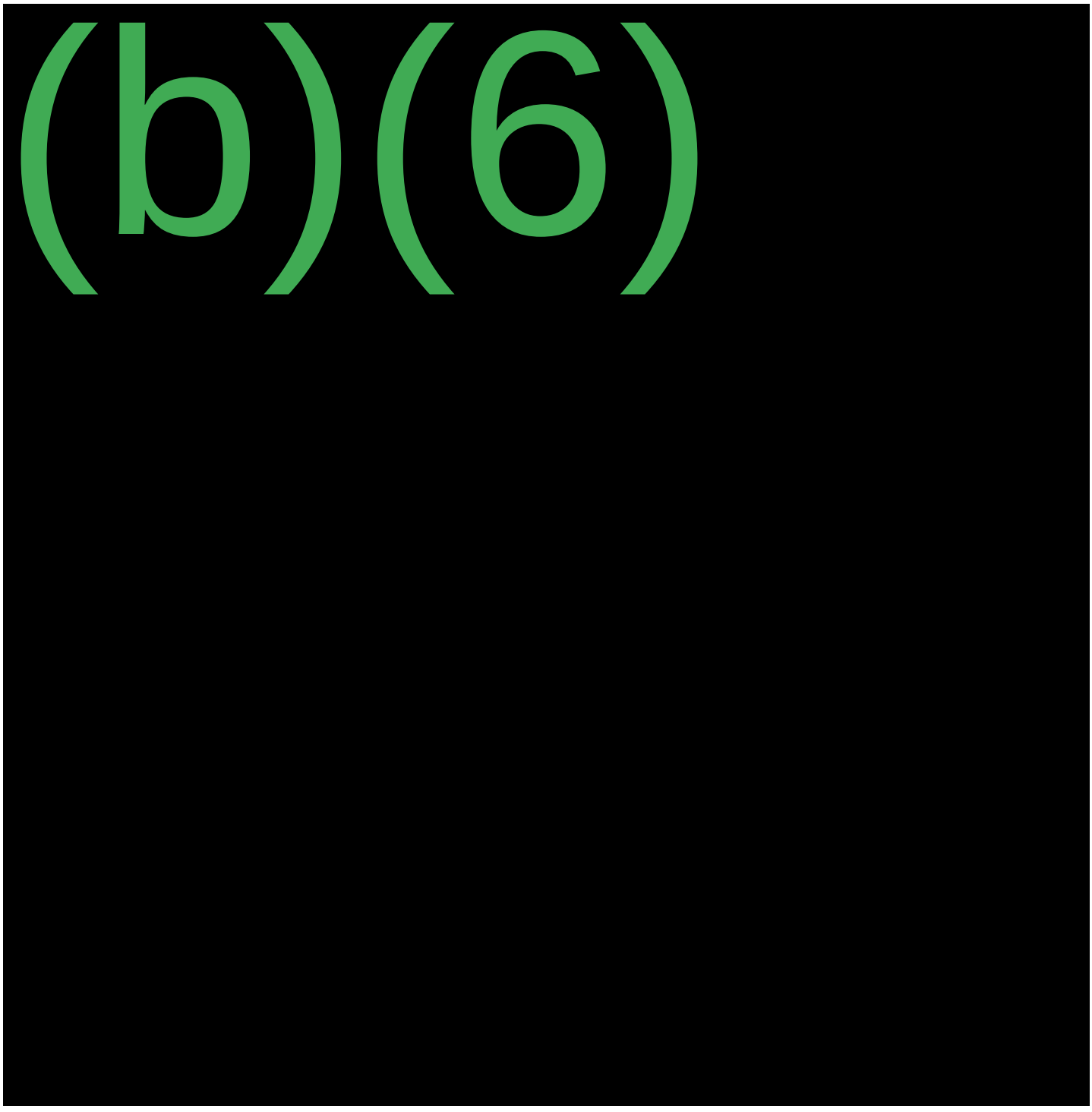
Only 70% noted having a mentor that encourages their development

DEOCS

Registration:	OTJAG NOV 2022 fae6e2ce
Unit:	Office of the Judge Advocate General
Commander:	Stuart Risch
Survey Administrator:	(b) (6)
Survey Dates:	2022-11-16 - 2022-12-16
Group Name:	All

Comments

If you have any additional comments or concerns that you would like to provide about your immediate supervisor, you may share them here.



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(b)(6)

It is important for us to understand your experiences in your organization, Office of the Judge Advocate General. If you choose, you may use the space below to add anything else you want to say. Senior leadership will be able to see what you write but not who wrote it. Please do not include personally identifiable information. This includes information that could be used to identify you or others (for example, telling a story that is specific enough that someone could recognize the people involved).

(b)(6)

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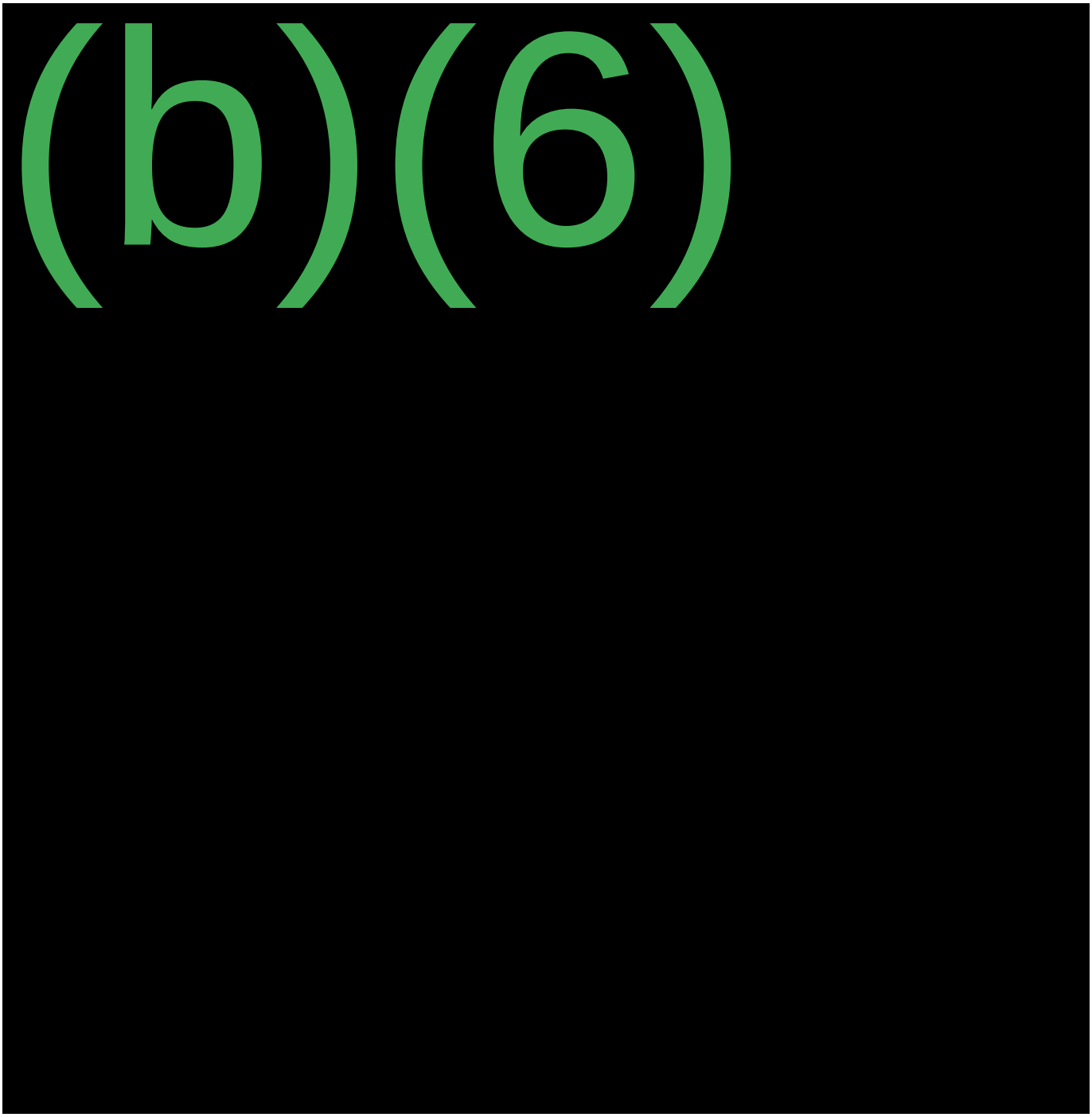
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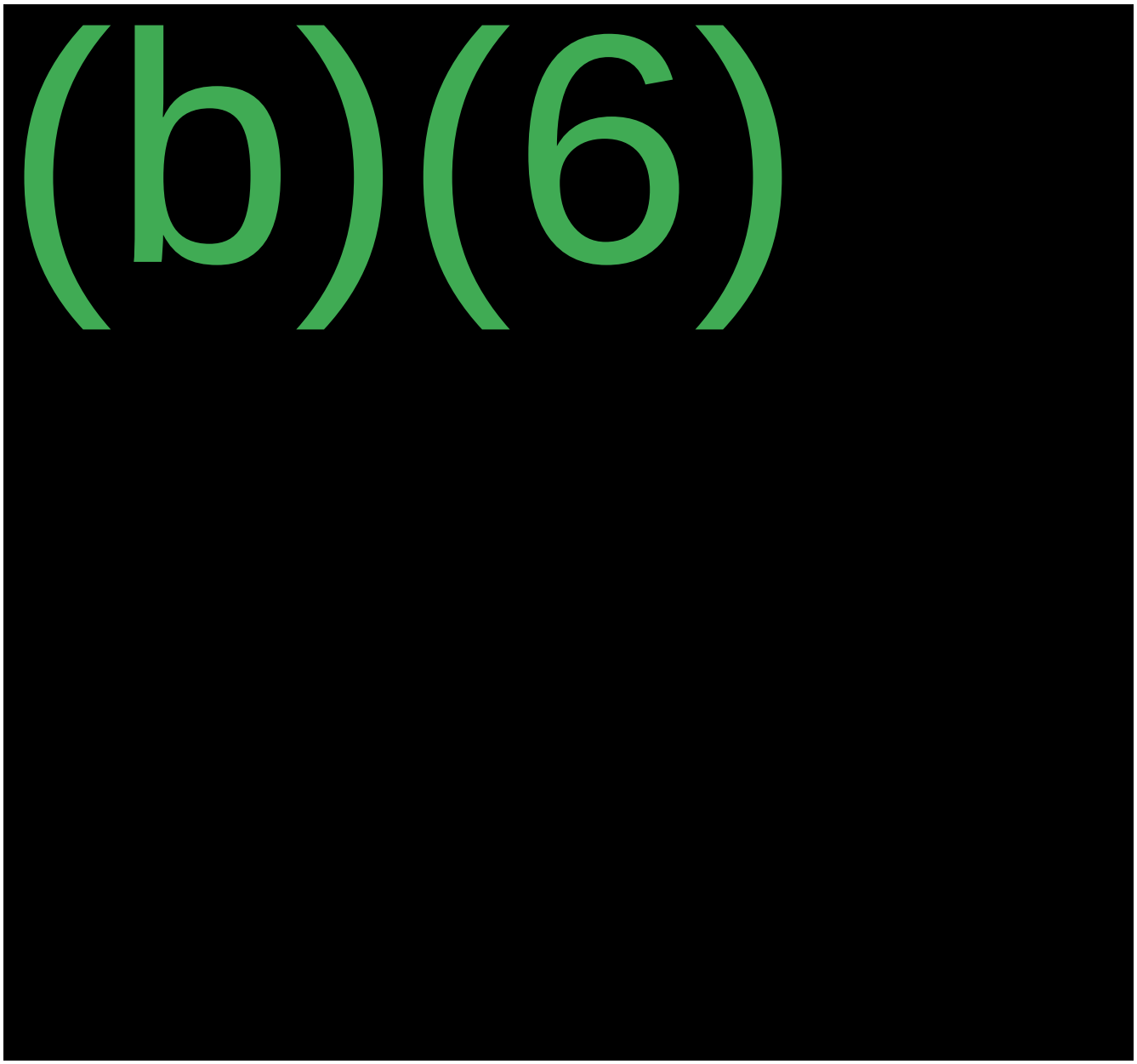
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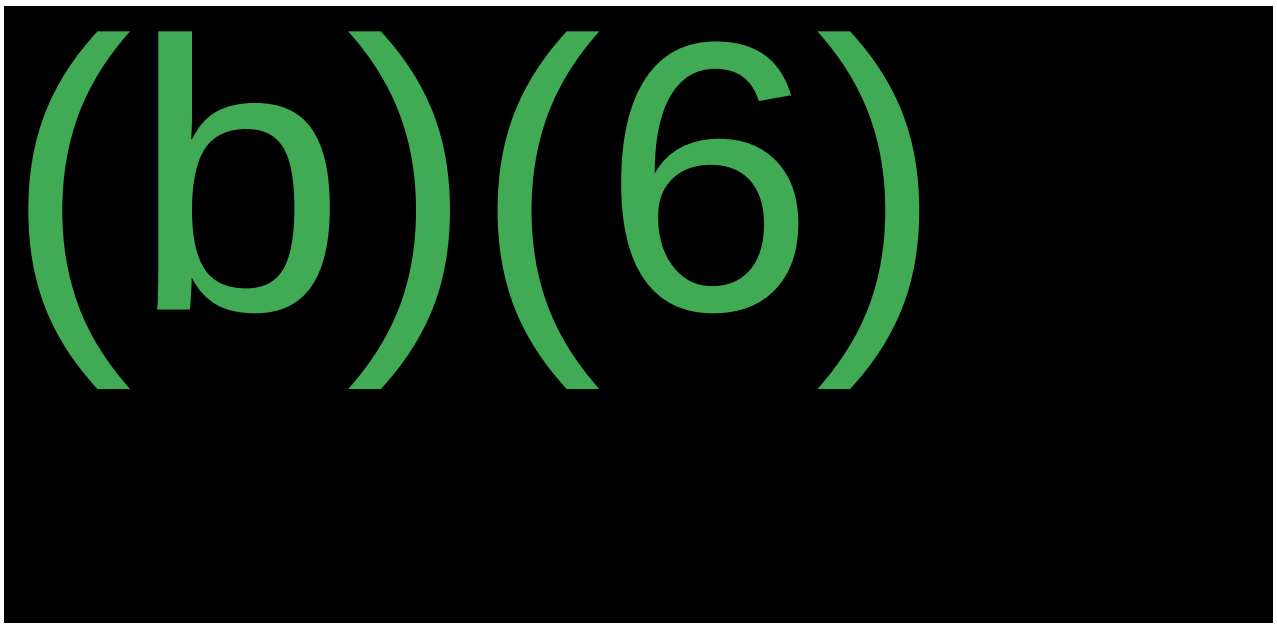
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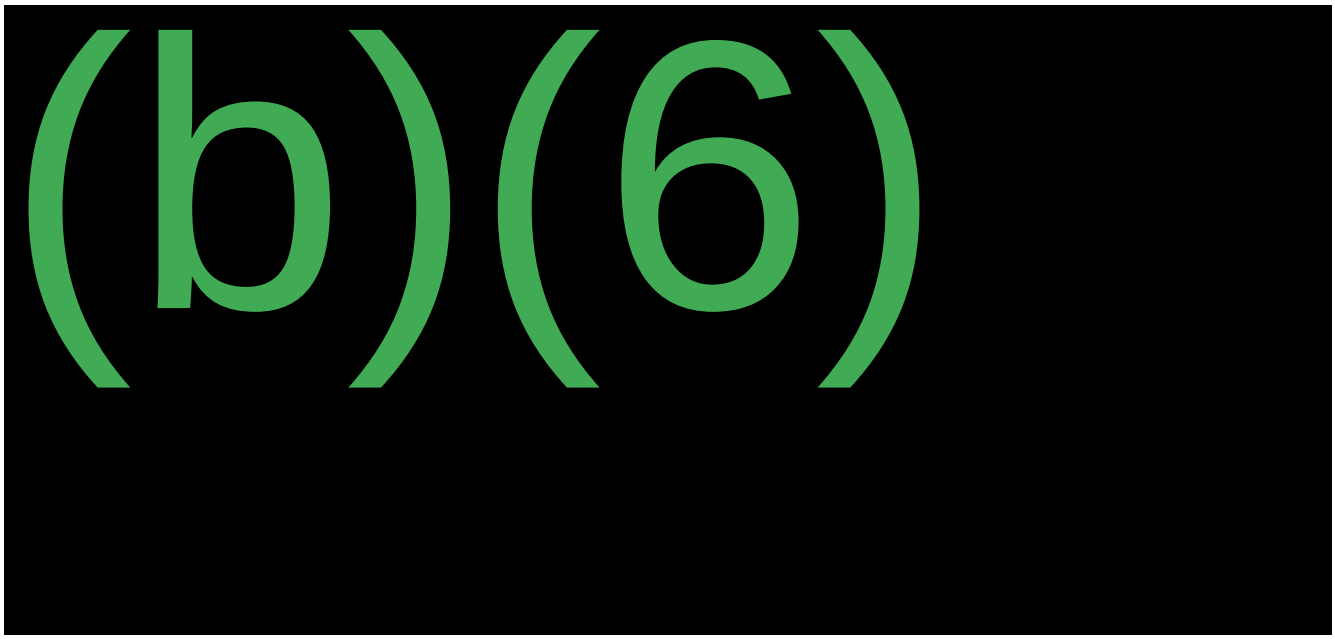
It is important for us to understand your experiences with behaviors that may negatively impact you. If you choose, you may use the space below to add anything else you want to say regarding experiences either within or outside of your organization.

(b)(6)

It is important for us to understand your experiences with behaviors that may negatively impact you. If you choose, you may use the space below to add anything else you want to say regarding experiences either within or outside of your organization.



To improve leadership in your organization, it is important for us to know how your leadership interacts with you and impacts your life. If you have any comments or concerns that you would like to provide about any person in a leadership role that you may interact with either in or outside of your chain of command, please share them here. Senior leadership will be able to see what you write but not who wrote it. Please do not include personally identifiable information.



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(b)(6)

We want to know what is important to you. If you choose, you may use the space below to add any other comments or concerns you may have regarding any topic covered or not covered in this survey. Feel free to add anything else you want to say. Senior leadership will be able to see what you write but not who wrote it. Please do not include personally identifiable information (for example, details from a specific event that only you would know).

(b)(6)

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(b)(6)

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Commander Selected Short Answer Questions

Do you feel that there is any unfairness with billet assignments, fitness reports, or awards? Please explain.



Do you feel that there is any unfairness with billet assignments, fitness reports, or awards? Please explain.

(b)(6)

Do you feel that there is any unfairness with billet assignments, fitness reports, or awards? Please explain.

(b)(6)

How can you and/or leadership strengthen diversity, inclusion & belonging and equal opportunity?

(b)(6)

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(b)(6)

How can you and/or leadership strengthen diversity, inclusion & belonging and equal opportunity?

(b)(6)

How serious a problem do you think gender discrimination is in the unit/organization? Please explain.

(b)(6)

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(b)(6)

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(b)(6)

(b)(6)

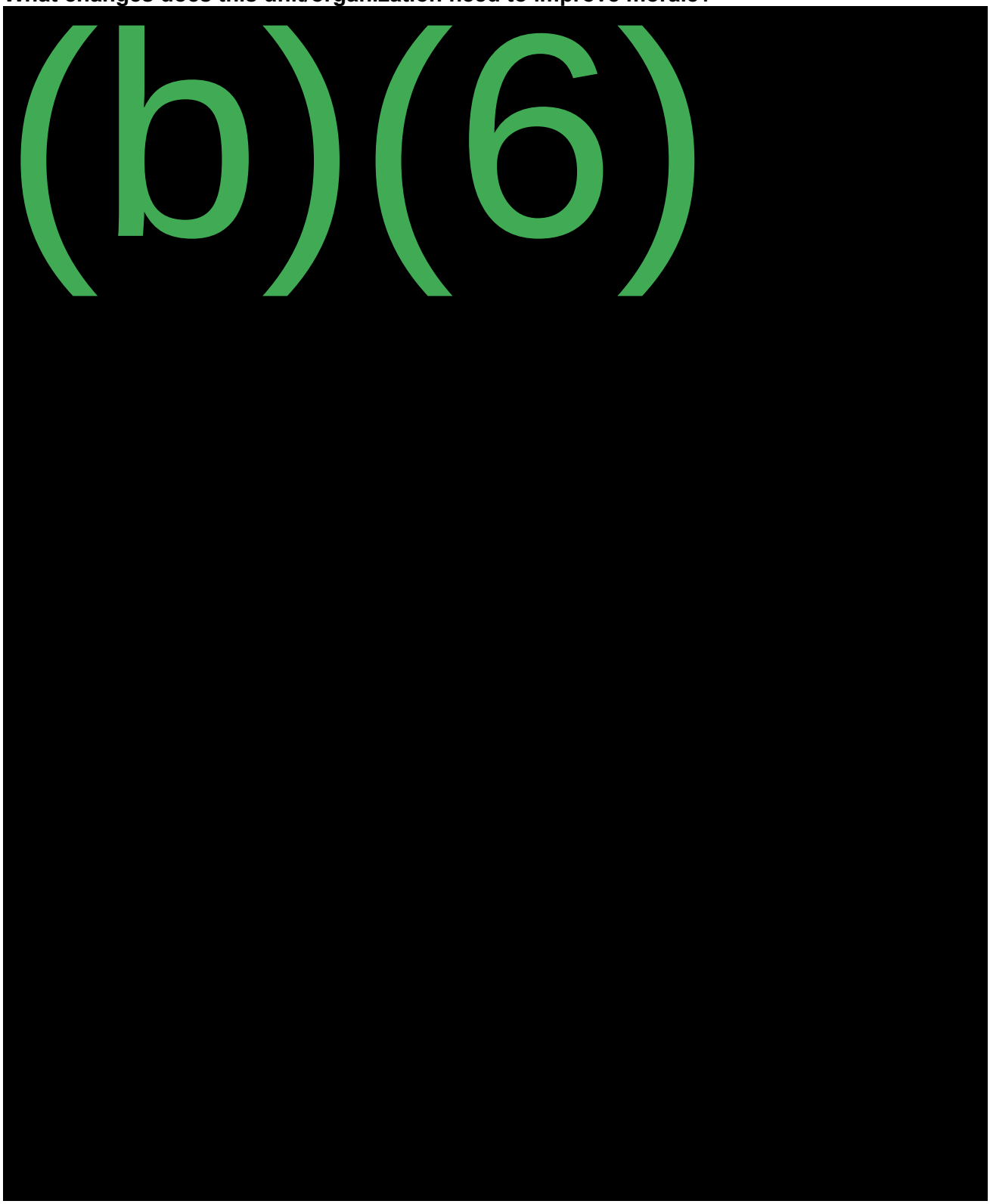
What changes does this unit/organization need to improve morale?

(b)(6)

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What changes does this unit/organization need to improve morale?



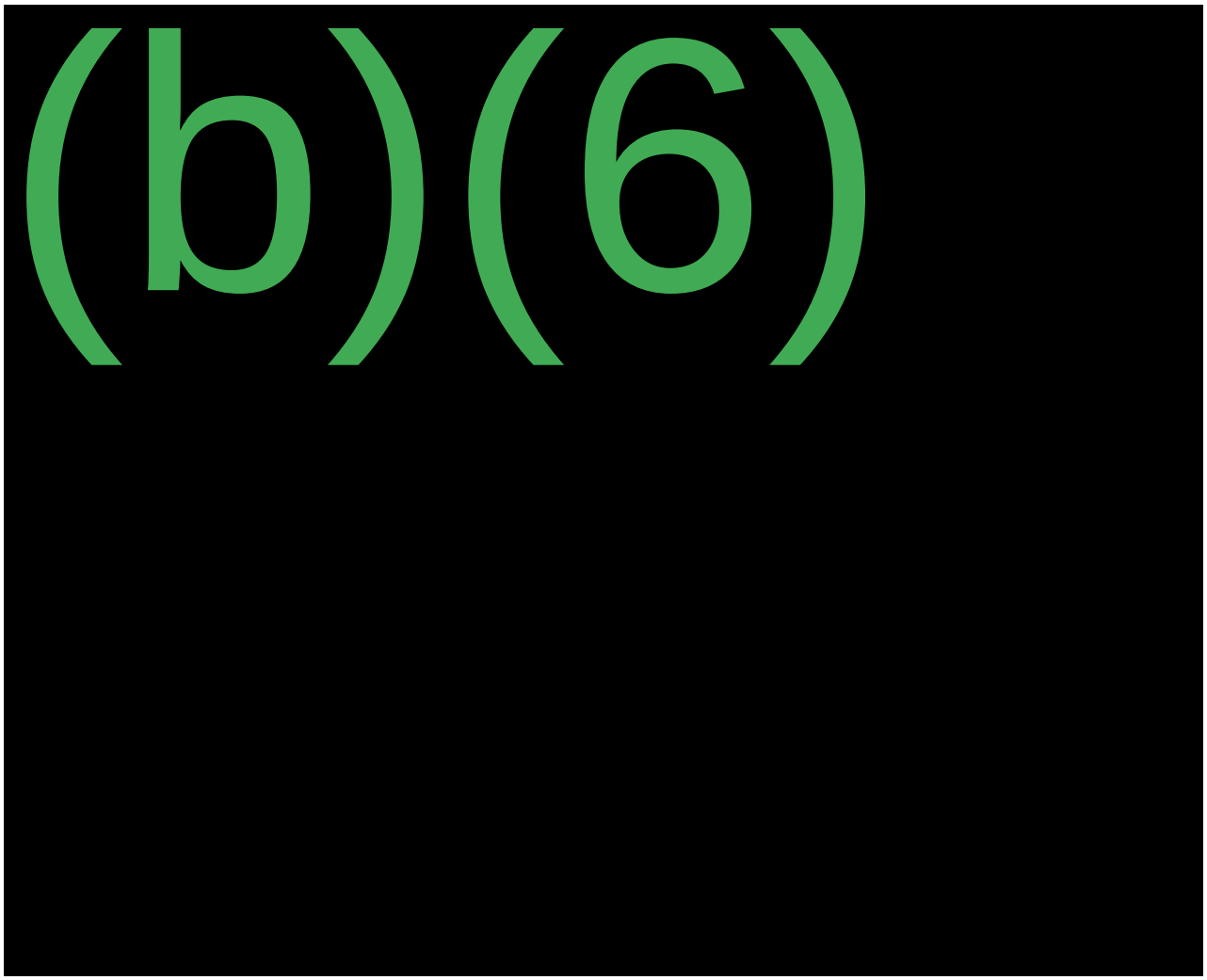
What changes does this unit/organization need to improve morale?

(b)(6)

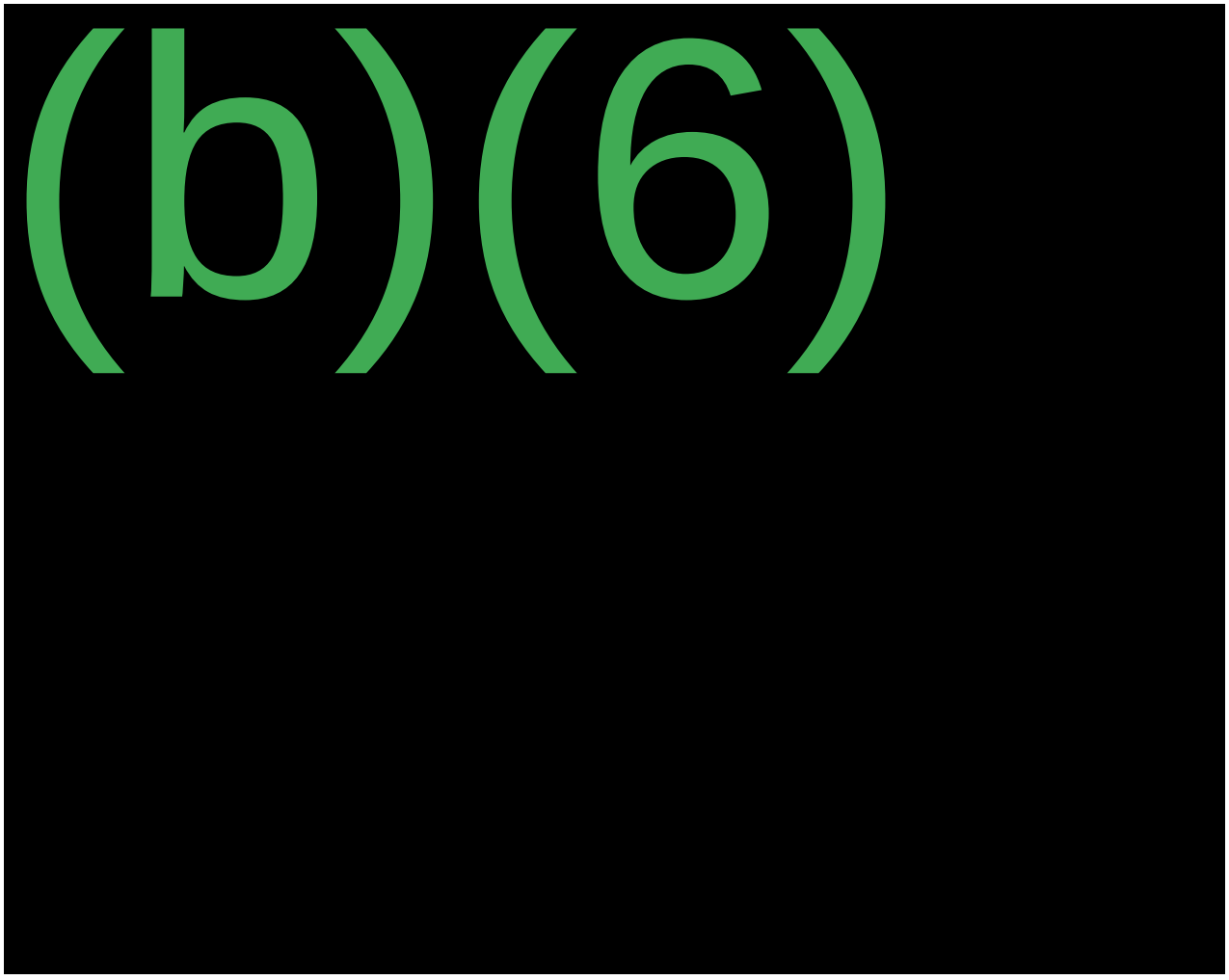
What changes does this unit/organization need to improve morale?



What do you know about this unit/organization that leadership does not know, but should?



What do you know about this unit/organization that leadership does not know, but should?



Group one:

First question posed to the larger group was to identify any cross-generation challenges leaders were seeing from the field:

- Based on the presentation given prior to the breakout session, there were truisms presented; however, the brief appeared to present multiple stereotypes and there could be risk relying too heavily on these to classify or quantify this generation and how to address them.
- One member indicated that the motivators of today's junior JAGC members are not too different from the motivators of senior leaders. This member highlighted everyone sitting in room 130 was also once a LT, CPT, or MAJ.
- The same stereotypes that are being applied to Generation Z were the ones applied to Millennials, Generation X, and earlier.
- The way you learn good judgement is through bad judgement. The way Generation Z understands "good judgement" is by listening to their senior leaders who have already made the mistakes for them and can guide, mentor and train them to respond differently in similar or like situations.
- If we each look at our formations, we have individuals who are the same age but have different opinions and experiences. Their cultural upbringing vastly shapes their ideas, performance and motivation factors.
- One member noted that he believed the 25-year-old him acted differently than the current 25-year-old now, essentially noting that there is a societal shift present.
- Based on that comment, another member highlighted senior leaders need to be aware of generational gaps- acknowledge and adjust as necessary and avoid placing an entire generation population into a particular stereotype.

The conversation then shifted into applying the information learned in the session through a leadership lens to have a positive impact on retention:

- (b)(6) ? Values are defined differently based on cultural norms. How does today's generation define selfless service? Would it be the same between Generation Z and Generation X? Many in the room did not believe it would. It's vital not to type-cast, but leaders must possess cultural awareness to effectively lead such a diverse group.
- I unique characteristic of Gen Z'ers is that they are "all-accepting." They see those that want to live "alternative lifestyles," as we may define it, and they are fully supportive of those individual's choices- even if they would not choose to live their lives in the same manner.
- (b)(6) , it's all about relationships. Leaders must take the time to get to know their people- otherwise, you'll never know how to effectively lead them.
- Each member of the team has different demands/motivators- and leadership must be tailored based on those factors rather than an overly conclusive application of a single leadership style.
- Captains are much more willing speak up and provide candid feedback than in past generations. They ask "why" before executing tasks. This is both a positive- that they want to understand why they are performing the specific task in front of them but can also serve be a barrier to efficiently and effectively completing the mission. We don't want to curb a junior leader's understanding, but sometimes a task needs expeditiously executed without greater in-depth explanation. Seeking this greater understanding can be both a positive and a hinderance- depending upon the situation.
- Examples were provided where CPTs were fully honest with their leadership, which presented apparent generational differences. (b)(6) was something many senior leaders in the room could not comprehend complaining about when they were junior officers.

- (b)(6) a potential cultural shift to peacetime/garrison operations. When many in the room came into the military at or near 9/11, conversely, some of our junior officers were exceptionally young and do not recall the event.
- Leading and mentoring CPTs now differs from when SJA's were being mentored as young CPTs. Specifically, OSJA's missions have increased, but their personnel have decreased. There is an apparent lack of senior CPTs and MAJs in their formations who can serve as mentors, coaches, and trainers of young JAs. Thus, now SJAs are also filling this role, which may not lead to as much one-on-one coaching, mentoring, and training as desired simply based on OPTEMPO.
- Many in the room noted they believe the military does well on leadership.(b)(6) (b)(6) cooperate America looks to the DoD for leadership and mentorship skills and techniques, so we must be doing something correct.
- SJAs are trying different techniques to mentor and train young officers. (b)(6) goes to their office for counseling, rather than having them come to his. Another noted that he requires his officers to keep an active list of mentors and mentees and encourages his team to actively engage on both sides. Another SJA highlighted the basics: do the counselings. So many senior leaders do not actively counsel their people. How do we expect them to improve or continue to motivate them if they don't know what to correct or don't know we see they are doing well?

Next, the discussion turned to outreach and recruiting events:

- The question was posed, "do junior officers believe we have a recruiting/retention problem?" The majority response was: Yes. This even went to far as a recent graduate course believing we have an issue. They see their peers to their left and right getting out and find it hard to say we don't have a problem.
- It was highlighted that most officers are getting out because of poor leadership, but the JAGC is answering the question numerically.
- There is split guidance being provided by JAGC senior leadership on this issue. DJAG acknowledged to a recent graduate course that there is a retention/recruiting problem, which was exceptionally well received by the graduate course for the candid honestly. Nonetheless, every time that questions has been possessed at an Article VI or Townhall, the answer is always: No- there is not a problem.
- Senior leadership needs a unified theme: we do not have a retention problem on paper, but some phenomenal officers are leaving due to poor leadership in the Regiment.
- (b)(6) we have all had a "bad boss" within the JAGC. Senior leadership's generation learned to deal with it and move on; however, this generation views a "bad boss" as a basis to leave.
- (b)(6) " One negative OER could be a career-ender, certainly with promotion rates not as high as they were in years past, and the mantra "no CPTs left behind," is no longer a thing in the present day JAGC.
- (b)(6) the JAGC builds "SJAs." Now, more junior officers want to specialize, and many have no aspirations of becoming an SJA. The language and the culture must change. We need to stop focusing on growing SJAs and focus on growing leaders. Regardless of the position junior officers find themselves in, they can become effective leaders.
- (b)(6) whether senior leaders are adequately counseling junior leaders on their career progression, certainly considering OSTC. The consensus appeared to be, likely not.
- Rather than highlighting only the generational gaps, (b)(6) wanted to look at the positive attributes of Generation Z officers, and what benefits they can provide the team. The following are a few qualities highlighted:

    - Younger generations have far more confidence and speak truth to power. One SJA highlighted that her CPTs would come to her and say, “Ma’am, if I can speak open and candidly . . .”
    - Junior officers are not afraid to tell you how they feel and what they want.
    - This generation of young officers craves efficiency and benefits from creativity.
- Based on this information, we must remain open to their ideas. We can do this by being humble and welcoming their candor. Their willingness to open demonstrates that they have faith and trust in us. We don’t want to discourage their candidness by dismissing their thoughts or opinions.
- (b)(6) a CPT he knew other CPTs across the installation. Now, CPTs are connected globally. They share OERs to obtain a better understanding of where they compare and compete against their peers. Senior leaders in the room noted this is not a practice they partook in earlier in the careers.
- Generation Z is technological advanced, and we should leverage this to the JAGC’s benefit. They can create vastly superior products utilizing AI as Powerpoint, the tool senior leaders grew up on, is quickly transitioning to be an obsolete system.

Turning the topic back to why junior officers were leaving the JAGC, and how to improve recruiting and retention:

- (b)(6) those who were exiting ever defined a “bad boss.” The overall answer was no. That’s subjective and the definition will differ from person to person. Therefore, what was highlighted was that you must know your people individually, where they are coming from and where they want to go. There is no standard packet leadership style. It must be fluid and dynamic, and you need to acknowledge that it will change with everyone your lead.
- It was also highlighted that since Generation Z is such a tech-savvy group, all retention and recruiting materials must be in digital form. This generation does not understand the mail-in application process.
- Specific to USAR JAs, one member noted the time away from their civilian jobs was impacting retention and recruiting, and suggested distance-learning for OBC as a possibility to recruit more officers. Understanding this hardship, there are also obvious risks to distance-learning, including the synthesis of learning and connection to peers.
- Other suggestions to improving retention and recruiting included having individuals who just completed internships or other JAGC programs speak at outreach events. They can give relevant and recent experiences to support these programs.
- The JAGC also needs to look at transitioning more towards allowing JAs to concentrate on an expertise, to the extent practicable.
- With CPTs being able to opt-in to the blended retirement pay program, they understand that they can take their money and walk away at any time. This is exceptionally different from the retirement program senior leaders progressed with, and it provides junior officers an easier “out.”
- Many individuals come in to the JAGC for the experience and want to quickly exit. Thus, we need to relook how we get them to stay- focus on the retention-hook.

<u>Group Two</u>:

General Observations

- Be careful of generalizations; know people individually before applying labels
- Be prepared for different perspectives. Example is Message to Garcia: older generations view this book as an example of moving out and taking initiative, younger generations see this as an example of insufficient guidance and not setting up a subordinate for success

Question 1

- In looking at the generational chart, the same leadership approaches can be successful with multiple generations. Everyone values transparency and availability
- Leaders build relationships with individuals, not just groups. One-on-one interactions are leadership
- Deliberately take time to listen; listening can be a bridge across generations
- This type of class is time well spent; deliberately and intentionally thinking through interactions with subordinates pays dividends (*Key point of discussion for this question*)
- This topic is also important for followers learning to follow. It's just as important to find the answer to, "What makes my boss tick?"
- Generation Z's lack of faith in institutions is rather surprising. Experience in the military is a way to restore that faith
- Remember that there is a wide variation in needs/wants between individuals in a single generation. Those at the beginnings and ends of a generation may have significantly different experiences
- Be cognizant of an installation's culture. Some people may cling to "this is the way it's always been done." People have pride in being from a specific period of time (may lead to entrenchment)

Question 2

- Talking on the phone vs texting as a preferred method of communication significantly varies by generation. Younger generations are often opposed to telephone conversations
- Younger personnel are more likely to communicate through repeated emails to solve a problem rather than use a single phone call to solve the problem immediately (*Key point of discussion for this question*)
- Telework is contributing to reliance on email
- There is a reluctance to use phones, even in exercises; junior individuals do not appreciate the downsides to email (ambiguous language coupled with data retention can cause unnecessary problems in the future)
- Junior personnel are more willing to skip multiple levels of command/supervision in an attempt to get an immediate answer or resolution
- Leaders need to put thought into developing systems and processes to encourage communication
- Junior personnel are reluctant to turn on cameras during Teams calls; potential issues of trust or privacy concerns

Question 3

- Junior personnel are highly competent with general IT support
- Junior personnel tend to observe a fuller picture of a situation due to greater levels of emotional intelligence
- Generations likely have different blind spots; combining generational perspectives is the most effective way to eliminate (almost) all blind spots (*Key point of discussion for this question*)
- Younger captains have drive, they want to do well
- Younger captains are looking for purpose
- Be aware of differences in motivation bw RC and AC; as an example, some RC personnel use military service as part of political aspirations; what they want out of service may be different

Question 4

- Selfless service is not appreciated by the younger generation (not a consensus opinion)

- Younger enlisted Soldiers in the RC expect compensation for doing small tasks outside the drill period
- This expectation for compensation should be viewed positively; assertiveness, willingness to set boundaries, sense of being valued
- It's effective to tie values to real people rather than an acronym; using real word examples of people who exemplified an Army Value has a much bigger impact than discussing the value itself
- Distrust of the system is higher in younger generations- this is not a reflection of a lack of selfless service but a reflection of the environment they lived in growing up (*Key point of discussion for this question*)
- Labeling generations positively can have negative effects; "Greatest Generation" label ignores high rates of incarceration, substance abuse, etc. Sets up a false conflict between generations
- Newest generations have not been tested in same way as older generations; it is unfair to say they do not have the same capabilities

Question 5

- What does your boss need vs. what does your subordinates need? This balance is the challenge of leadership
- Be careful on how you react to things; act excited when someone brings you a tough problem
- Remind junior personnel of the overarching purpose and the part they play as individuals
- Acknowledge weaknesses in the system but explain why what they do matters
- Need to recognize that junior personnel do not have access to all the information that explains the importance of a mission or tasker (*Key point of discussion for this question*)
- Just because older generations may not expect to be told the "why" of something doesn't mean they won't appreciate getting that information

Question 6

- Recruiters may get a better reception when NOT in uniform; look more approachable, affable, relatable (*Key point of discussion for this question*)
- Let potential recruits talk first
- Use junior personnel to interact with potential recruits; seniors should stay primarily in the background
- People are looking for a team-centric environment; opposite of the culture they picture in a white shoe law firm
- Military attorneys may have less experience in a particular area but make up for it in collaboration

Group three:

During the breakout, leaders emphasized that background and socioeconomical status play a significant role in Army recruiting, retaining, and leading diverse populations. Additionally, acknowledged that the Army (as a whole) is struggling with multi-generation changes, so it is not necessarily a JAGC specific issue. They further noted that lawyers are different and should not be generalized in 'one size' fits all category when it comes to recruitment and retention. While most revealed that the brief didn't reveal or teach them much, they acknowledged that the brief did reemphasize and affirm the following:

- Leaders must get to know ppl individually.
- Leaders need an awards, physical fitness, and recognition incentive program.
- Leaders need to know what motivates their ppl.

- Leader must take care of their ppl.
- Leaders must dispel the myth that 'one size' fits all when it comes to connecting across multi-generations.

Some ***challenges*** mentioned with recruiting, retaining, and leading diverse populations were:

- Connection. Leaders noted they do not know how to connect with Generation Z to know what motivates them. Additionally, some revealed that older generations reluctance to share presents a challenge, but noted that shared commonalities (movies, life experiences, etc) help bridge that gap between them and older generations. They closed with awareness and exposure are key to understanding the behaviors of the new generation.
- Branding. Leaders noted that the JAGC must sell the short and long-term impact to future prospects. Leaders acknowledged that the JAGC webpages do not connect with the current recruitment population. Extra efforts must highlight and showcase those junior CPT 3-4 years post law school that is now a prosecuting cases.

Some ***friction*** points observed when leading multi-generations are:

- Lack of professionalism and standards from Generation Z. Newer generation overshares and brings leaders problems and not solutions. Often too lackadaisical and in need constant reassurance. Leaders struggle to balance enforcing standards without running hurting retention and recruitment efforts.

Some ***assets, talents, and skills observed*** are:

- Fact Check/Validate Everything. Gen Z fact checks everything so leaders must constantly be aware and updated policies, regulations, statues, etc.
- Ambitious (more or less). Gen Z appears more ambitious because social media platforms.
- Tech savvy. Gen Z forces leaders to stay connected and updated on technology.
- Vulnerable. Gen Z confident in acknowledging what they know and don't know.

Ways to ***convey Army Values*** are:

Leaders differed in opinion on this topic. Most agreed that the Army values are not flexible and do not change. However, others acknowledged a willingness to meet people where they are because of the JAGC, and newer JAs lapse in big Army context. As such leaders highlighted how they incorporated Army Values in professional development and seized targets of opportunities to help them learn and grow. One example provided was assigned reading (or book of choice) to open communication and discussion on big ideas.

Ways new knowledge can be applied:

- Understanding that recruits need to see themselves, leaders must reiterate that Be All You Can Be is also focused on meeting your own individual potential while serving.
- Leaders can promote utilize USAR/ARNG counterparts to maximize retention and recruitment. Just because someone may not be a candidate for AD, everyone is a recruiter. Recruit for other compos.
- Leverage all resources. JAGC is communicating but isn't necessarily leveraging all its available resources. Newer generation love technology, websites need to capture attention.
- Continue to develop the JARO Website (Talk Your Story). Its authentic and authenticity resonated with the newer generation.
- Use LOD Connections, Bar Associations are a great networking opportunity

Group Four:

General observations from the discussion directed at recruiting, retention, and leading:

Recruiting- Group 4 expressed that the Army and JAGC could do a better job highlighting areas where the JAGC "way of life" is in line with the desires of those we are trying to recruit. A number of areas were identified: early trial experience, diversity in career opportunities, constant feedback through counseling (formal and informal) and OERs, mentorship, and early leadership opportunities.

Retention- The group voiced concerns about the JAGC's ability to compete with other entities given increased societal skepticism coupled with recent examples of un-principled behavior within the Army in the media and the lack of accountability for those who commit these errors. Also, the group deliberated on how not to come off as a dad/mom to the younger generation.

Leading- Group 4 discussed the dichotomy between accommodating the desires of younger generations with cultural norms of the Army and whether meeting their wants equated a compromise of Army values. This discussion led to a question of whether the Army can truly indoctrinate younger generations to the Army Values. (b)(6) [redacted] Based on this example, the group offered thoughts on developing the younger generation to navigate the relationship with senior leaders.

Positive Observations

- The younger generation asks hard questions that require deliberate and considerate responses.
- They are willing to identify issues and challenge organizations to truly become learning organizations.
- Their networks are much larger and their ability to connect is more extensive.
- Innovative and problem solvers, critical in making processes run faster.
- The younger generation forces the organization to be institutionally honest as they share information about OER counseling and enumeration.

Key takeaways

- Gen Z wants to be emotionally connected to leadership.
- The group expressed caution to the JAGC in quickly moving to accommodate the desire of the younger generation.

<u>Group Five</u>:

(The group did not create hard breaks between each discussion question. It was more of a general discussion of the topics. These are the thoughts I captured)

It is important to identify that there are differences in thinking between the generations.

There ought to be more instruction about dealing with millennials. We're focused on Gen Z, but those people are just barely starting to show up in our OSJAs.

Everybody is different. Could it be that differences in how people are raised might be equally or more impactful/important than a generational generalization.

Counterpoint to spending so much time discussing how to be more accommodating to the up-and-coming generations. It's the Army. It didn't change for me, why should it change for them.

How can we hold them accountable to address us properly (without ourselves becoming subjects of an investigation) rather than always having to cater to them? It seems like they aren't exercising basic military courtesies and respect (is this a failure of the initial entry training for enlisted and officers)

The Army really needs to address the culture of investigations resulting from oversensitive Soldiers/complainants. We are seeing the results constantly in our practice.

Counterpoint. It is a different way to operate, but you should approach younger generations as equals. That is what they respond to. That said, there are some Soldiers that simply don't need to be in the Army.

There seems to be a tendency in the newer generation to use excuses (i.e., I need a mental health day) to get out of work.

(Regarding questions on why a Soldier is being told to do a particular thing) I'm okay with providing information on why we/they are doing a particular thing. If that makes them more productive and feel part of the team, I'm okay with it. It makes them more responsive in the limited cases when I need to have them do something and can't explain why.

How do we get them wanting to be at the office and in the Army and wanting to stay there?

We want work life balance, and we know it is important, but sometimes the mission must take priority.

The expectations from the Harvard Review Article are not unreasonable.

Just because we have a mold, doesn't mean that our mold is the right mold.

If you regularly give them the why, they will be more receptive in instances when you say you can't.

Legal professionals thrive off information. It is what we demand from our clients (i.e., tell me everything). Therefore, we shouldn't be surprised when our JALS personnel want more information.

There is a calling inherent in serving that gives us an advantage in motivating.

Subordinates have tended to respond well when given mission command-like instructions. Your subordinates will surprise you with their ingenuity. You should tap into talent in places you haven't looked before.

The newer generations constantly crave feedback. Luckily, the Army has robust a mentorship program (even if informal) as compared to civilian organizations, which helps us.

Uncomfortable with DEI describing groups in 15-year locks. It's like stereotypes. They might be marginally helpful at a macro level, but beyond that you must get to know your people. They are all different based on experiences, how they grew up, etc.

Whether its cultural or generational, sometimes what they think they're entitled to is unreasonable to the point of being disrespectful.

While we know we need people, we still have standards and must enforce those standards.

How do you convey enduring Army Values to those in different generations? Do we need a different way? No. It's the same.

You have to figure out the audience and figure out the individual officer you're dealing with.

The Army Values are the things that bring all our diverse groups together.

We can inculcate the Army culture to diverse groups. That is what we should be doing during IET.

Let them know it is okay to do your time and get out if they aren't looking for an Army career.

Group Six:

Objectives:

1. Identify the cross-generation challenges the SJAs see in their offices

2. Apply information learned in the session through a leadership lens to have a positive impact on retention
3. Think critically about establishing connection with younger generations through outreach/recruiting activities

Discussion Questions:

1. Based on the material discussed in the main session, what revelations did you have about yourself and how you relate to people from different generations? (Question should elicit some self-reflection on where the student was prior to the session and what they have learned about themselves through reflecting.)
    a. Bringing in senior leaders to talk with Gen Z is less effective than bringing someone nearer in age and experience.
    b. Younger generation is less motivated by long-term legacy career systems.
    c. Military is slow to adapt to the career expectations of Gen Z people.
    d. Younger generations expect feedback and authenticity. They can sniff out obfuscation or when you're feeding them the party line.
    e. The younger generation craves feedback.
    f. If you ask them for feedback, they will absolutely give it to you.
    g. They are keenly aware of their senior rater and it is very important to them to do well. They want measurable, concrete things they can do to get to the top.
    h. (b)(6) I Gen Z officers have expressed concern about the language in their senior rater comments. Specifically, they wanted to make sure the comments speak to industry with regard to a career opportunity outside the Army.
    i. There's greater diversity within generations than there is between generations. We can't paint with a broad brush. We're talking about individual traits, not generational traits. [Most participants disagreed with this assessment.]
    j. They want something more than just information because all the information in the world is available to them at all times.
    k. We wear our generational categories on our sleeve now. It's become much more important for people to identify what generation they come from because of the stereotypes associated with the generations. Gen Z wears that label with pride.
    l. The issue is not limited to generational differences. There's been a huge cultural shift. We're shifting to a more individualized leadership expectation across the board. It's a shift toward less authoritative leadership and more cooperative leadership. Our structure doesn't lend itself to that.
    m. Trust in institutions has been eroded in Gen Z, but they're simultaneously willing to believe information from less reputable sources (e.g., TikTok). [Note: there was significant disagreement about this point. Several officers pointed out that the information older generations received from the news or newspapers may not have been any more trustworthy or reliable in actuality. They simply perceive that it was more trustworthy because they were taught to by their parents and society.]
    n. How far are we willing to bend or change as an organization in order to recruit the younger generations? Can we do it without fundamentally destroying what it is that makes our organization function appropriately?

o. If you empower younger subordinates who complain to run the thing they're complaining about, it can show them the reality of the task.
p. We've only had 50 years of a volunteer Army. Even within that, there are different cohorts of volunteers based on what benefits were available at the time, as well as conflicts at the time, etc.
q. If we coax people into our organization on false pretenses, but then it turns out to be very different, it's not going to work out well.
r. They seem to be more willing to find ways to back out of their contracts than older generations.
s. They're not motivated to join a fighting force. They're motivated to do public service. They don't respond to recruiting materials that show the warfighting.
t. We hold onto some antiquated ideas because some senior leaders can't let them go out of fear (e.g., facial hair).
u. We have to be authentic with them because the younger generation is skeptical, especially after the current power structure failed so badly in Iraq and Afghanistan.
v. Be deliberate with the "why." It's not enough anymore to just tell people to go execute if they don't understand the reasoning underpinning a decision.
w. It's important to address these issues through the training here at the school. It's important to teach the Gen Z JAs how to communicate with the older generations.

2. What friction points have you observed or felt when leading multi-generations? (This question may not need to be asked depending on the answers to 1. The idea is for the student to acknowledge the friction to understand how changing may be difficult.)

3. What assets, talents, skills have you observed in the younger generations? How can you best utilize those assets? (It is easy to identify deficits in people different from us. This question is designed to identify why we need the younger generations and why we may need to adapt our organization/leadership in order to meet the challenges of the future.)

4. How do you convey the enduring Army Values to those in different generations? Do they resonate with all generations? Do they need to be communicated / demonstrated in different ways? How have you seen this play out in your office / unit?

    a. Stay true to what our mission is. Everything has to filter through that mission and feed that mission.
    b. Big shift when we let the Soldiers go do Soldier things. Engaging them in our core mission gets their buy-in.
    c. When there's an actual existential threat, there's no recruiting problem. But we're struggling without that driver. 9/11 provided us with a coherent, resonant message that helped us get recruits. Warfighting as first priority is not going to hook people from outside the military.

5. How can you apply your new knowledge of Generation Z to leading and retaining them? (Please capture any ideas your group has so that they can be shared.)

a. The things that motivate us don't motivate them. They join for a particular experience and don't want to do things they don't want to do. They are very concerned with transactional implications (e.g., if I take the retention bonus, what's the ADSO?).
b. The idea of waiting is foreign to the younger generation (e.g., 24 hour availability of what they want to watch/do). It is difficult for them to come into a rigid military organization where they won't have control over what they get or when they get it.
c.

6. In your experience with outreach events, how is public service, and specifically, military received, as a career goal? Does it vary between generations? Have you had success with conveying military service in a way that resonates with those currently in undergraduate or law school? (For homework, please post responses to JAGU)

a. (b)(6) a Gen Z veteran's book: "We Don't Want You, Uncle Sam." She recommended reading this because it's very insightful as to a lot of the reasons military service is not resonating with Gen Z.
b. Gen Z sees loyalty differently. They see it as a time-constrained concept (i.e., loyal for the length of their contract). If we don't treat them well or take care of them, they will happily exit at the end of their contracts.
c. It's hard to explain the military to a generation that's accustomed to seeing 20 years of conflict and everything that's come with it. Especially when recruiting is a family business.
d. There's not just a recruiting problem. There's also a warfighting problem in that people expect that they will be able to not go to the field in order to take care of their family (e.g., sick kid).
e. We recognize that they *should* want to serve for the right reasons in order to avoid the degradation of the military. BUT what *should* be and what *is* are two different things.
f. We feed from the young, not laterally. In the past, we could always find sufficient people to fill the seats in our hierarchical structure. For the first time in a long time, we can't get young people to be willing to fill those. This is why it matters that we take into account the needs of the young generation.

Group Seven:

1. Below are the impressions, ideas, reactions, and feedback to the breakout discussions for recruiting, retaining, and leading diverse generations:

a. Questions 1 and 2: This generation tends to have more anxiety and/or are more willing to discuss their stress/anxiety with superiors. How to balance mental health with resiliency. How to challenge this generation without "breaking" them? What is the right balance or is the answer to send these individuals through the MEB process?

(1) There was the sense that this generation is more fragile and apprehensive and does this correlate with suicide rates among their demographics.

(2) This generation is more willing to discuss vulnerabilities and they were issues many of senior leaders would have never discussed.

(3) When reflecting on mentorship across the generations, the reading highlighted pairing younger and older generations in order for the younger generation to learn. However, the older generation should get mentorship from the younger generation in regards to social media use/ technology.

(4) This generation is willing to provide real time feedback, and it gives you a window into how your leadership style is impacting the team.

(5) Discussion about deployed versus garrison interactions. “Senior leaders (commanders) don’t have time to listen to feelings in the field” they need to concentrate on where the missile might fire. Is there too much coddling in garrison?

(6) Know your people, instead of putting people in a bin based off of generalizations. More value to know each individual and adjust your leadership/communication style to them.

(7) This generation wants to make their own way. They do not want to work 9-5, they can capitalize on social media and make their own money. They want the freedom and flexibility of telework.

b. Question 3: Debated about whether the passion this generation demonstrates is unique to them, or if all generations have more excitement and passion for what they enjoy doing versus a task that they are not interested in. This generation wants to effectuate change today and is willing to reach out to the most senior leaders to accomplish this. Overall, though capitalizing on their ability to use technology to move the mission further.

c. Question 4: Split on whether the values change to appeal to the younger generation or if the terms stay as they are currently defined. Some commented that we should allow the younger generations to define these terms, while others stated there is a wisdom to the tradition (they should buy into the values as they are). We need to be careful that we do not trick the younger generations, and that they understand we are an institution/bureaucracy (meaning things move slower than they may want or be comfortable with).

d. Question 5: More transparency the younger generations to bridge the gap. Taking the time to really explain the why and how reduces discourse. Even if the younger generation does not agree they tend to be more willing to go along with the COAs if they understand what is behind it. Also, a sense that the generations are more similar than different and use tools we already have in place to demonstrate recognition (coins/awards).

e. Question 6: The internship is one of our most effective tools. From contact with 27–30 year old individuals, they tend to have a greater focus on serving before they lose the opportunity to serve due to aging out. The diversity in practice tends to resonate with younger individuals.

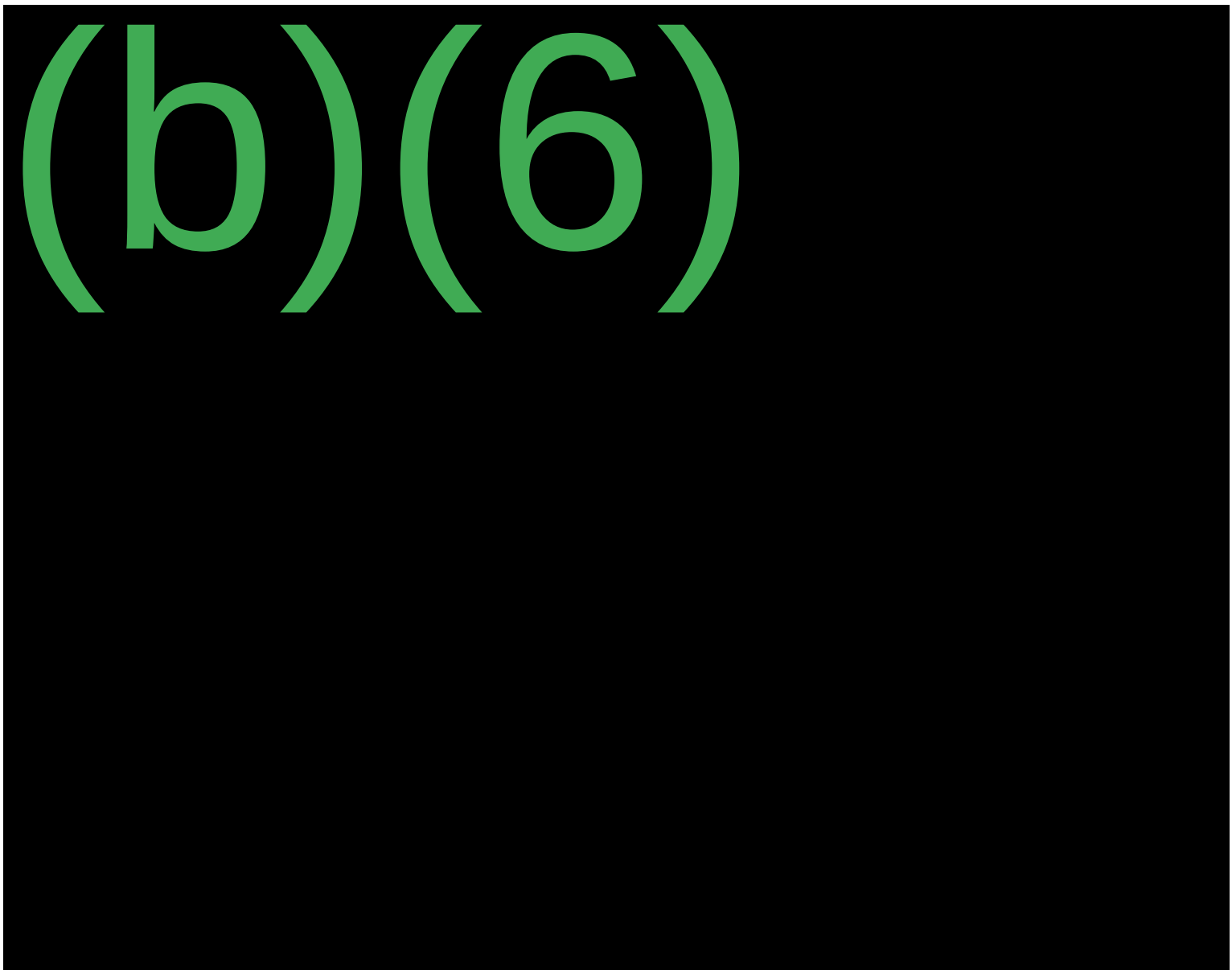
Group Eight:

Discussion Questions:

7. **Based on the material discussed in the main session, what revelations did you have about yourself and how you relate to people from different generations? (Question should elicit some self-**

reflection on where the student was prior to the session and what they have learned about themselves through reflecting.)



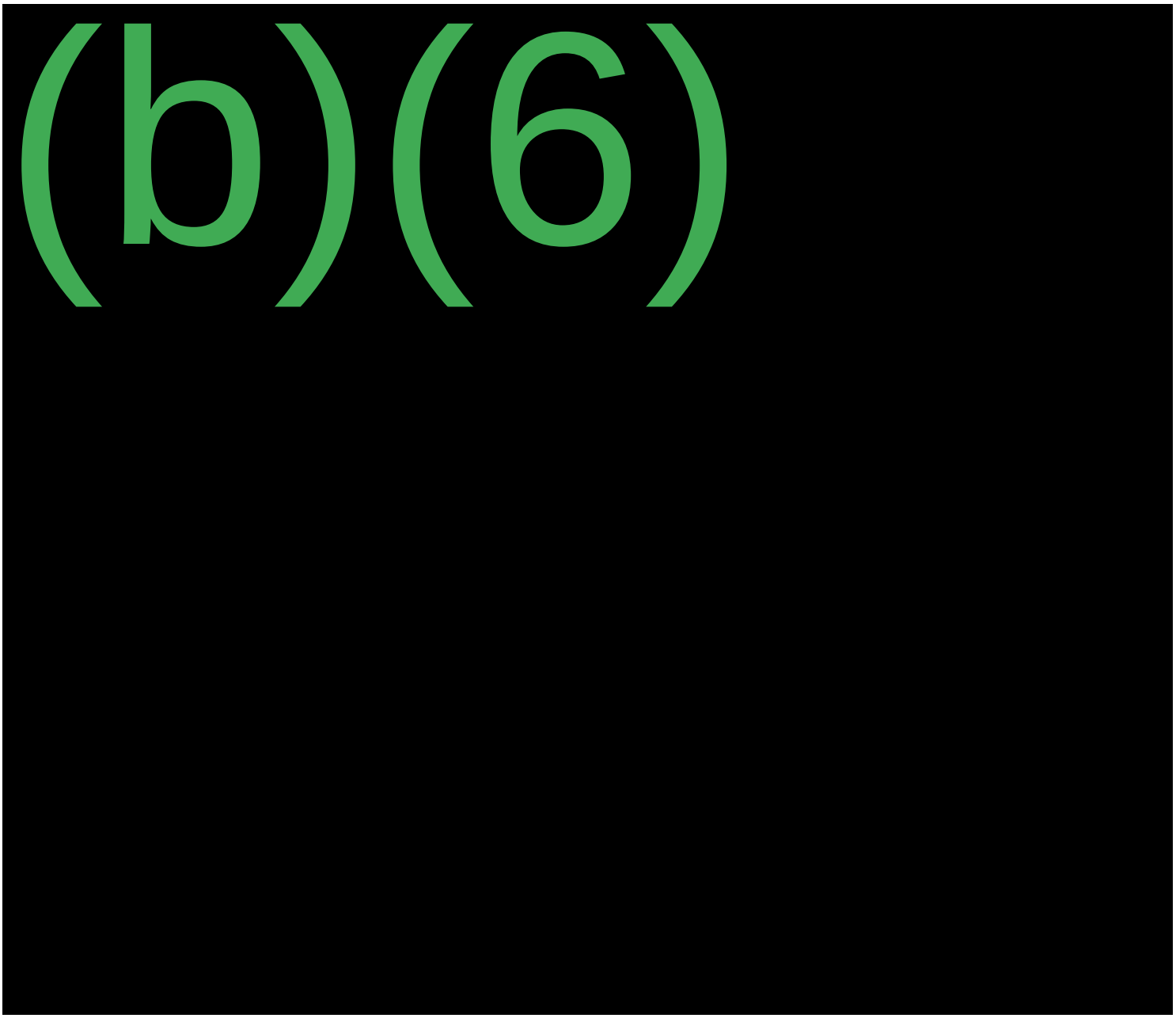


8. **What friction points have you observed or felt when leading multi-generations? (This question may not need to be asked depending on the answers to 1. The idea is for the student to acknowledge the friction to understand how changing may be difficult.)**

-Answers to this question were lumped with question #1, above.

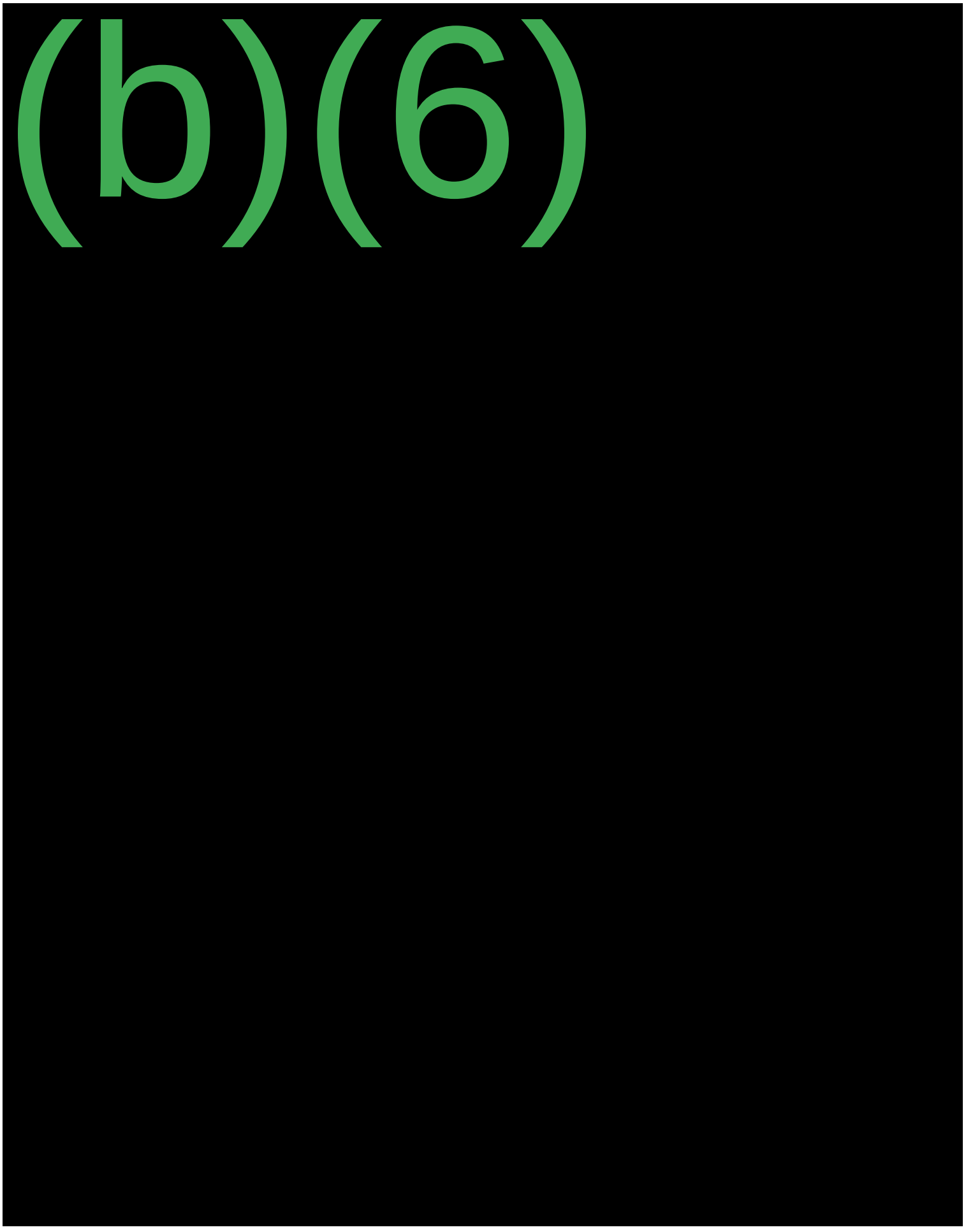
9. **What assets, talents, skills have you observed in the younger generations? How can you best utilize those assets? (It is easy to identify deficits in people different from us. This question is designed to identify why we need the younger generations and why we may need to adapt our organization/leadership in order to meet the challenges of the future.)**





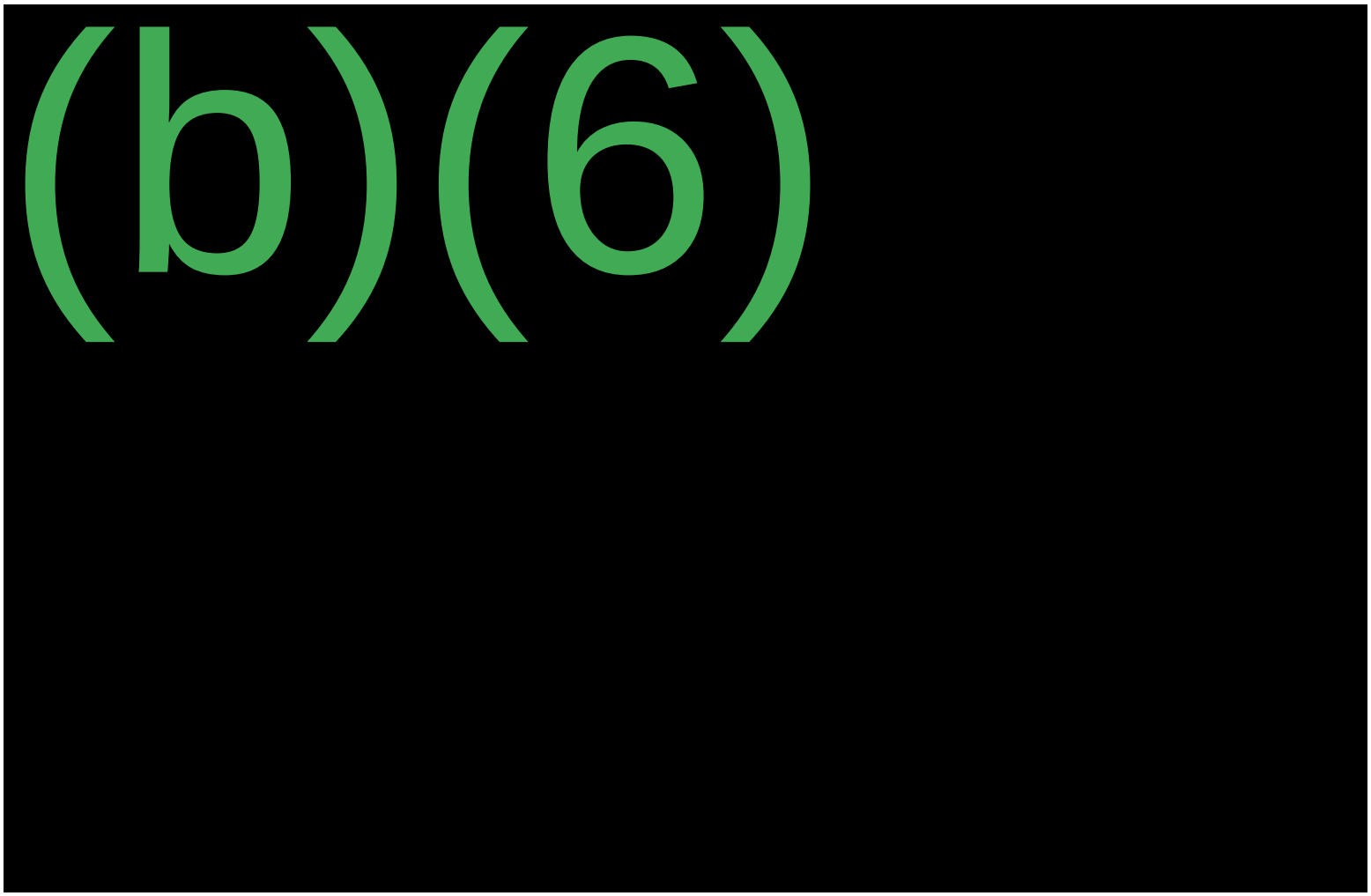
10. **How do you convey the enduring Army Values to those in different generations? Do they resonate with all generations? Do they need to be communicated / demonstrated in different ways? How have you seen this play out in your office / unit?**




(b)(6)



11. How can you apply your new knowledge of Generation Z to leading and retaining them? (Please capture any ideas your group has so that they can be shared.)



<u>Group Nine</u>:

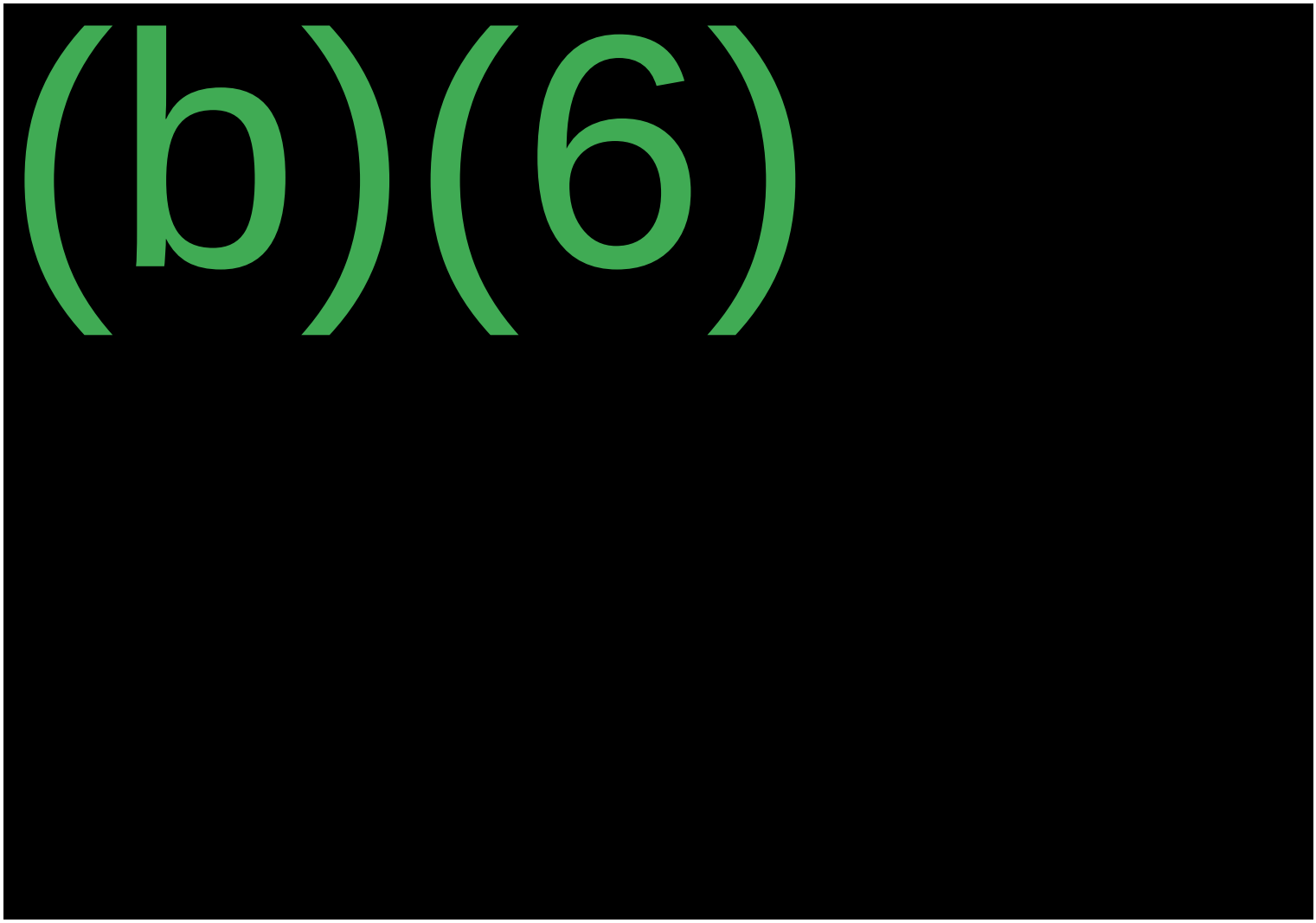
Discussion Questions:

1) Based on the material discussed in the main session, what revelations did you have about yourself and how you relate to people from different generations? (Question should elicit some self-reflection on where the student was prior to the session and what they have learned about themselves through reflecting.)





2) What friction points have you observed or felt when leading multi-generations?



(b)(6)

3) What assets, talents, skills have you observed in the younger generations? How can you best utilize those assets? (It is easy to identify deficits in people different from us. This question is designed to identify why we need the younger generations and why we may need to adapt our organization/leadership in order to meet the challenges of the future.)

(b)(6)

4) How do you convey the enduring Army Values to those in different generations? Do they resonate with all generations? Do they need to be communicated / demonstrated in different ways? How have you seen this play out in your office / unit?

(b)(6)



5) How can you apply your new knowledge of Generation Z to leading and retaining them? (Please capture any ideas your group has so that they can be shared.)

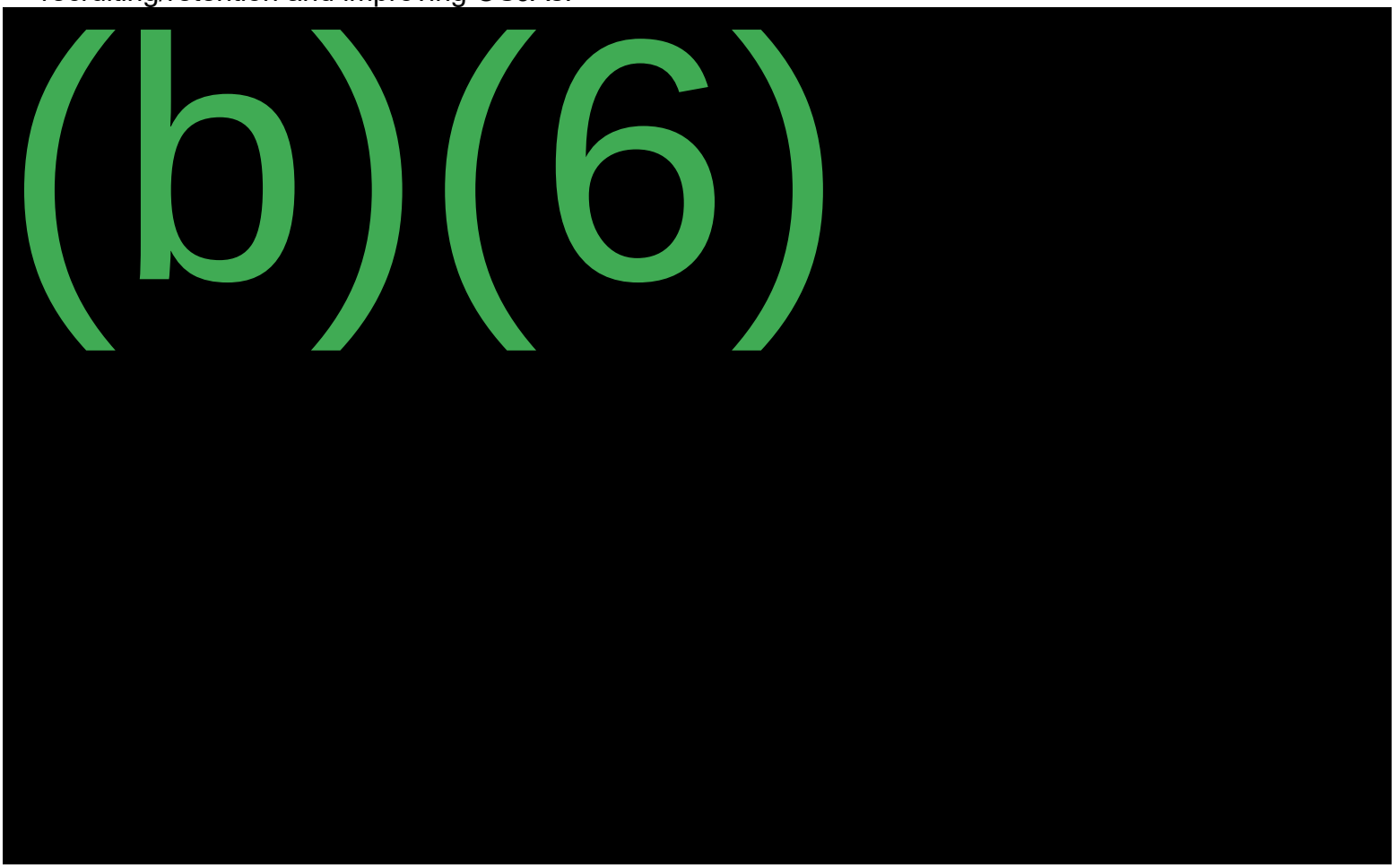


6) In your experience with outreach events, how is public service, and specifically, military received, as a career goal? Does it vary between generations? Have you had success with conveying military service in a way that resonates with those currently in undergraduate or law school?



Group Ten:

Facilitator began with reminder of the non-attribution policy and encouraging people to speak freely. Facilitator then provided overview of the questions to be covered and goal to get after recruiting/retention and improving OSJAs.



Q2: What friction points have you observed?



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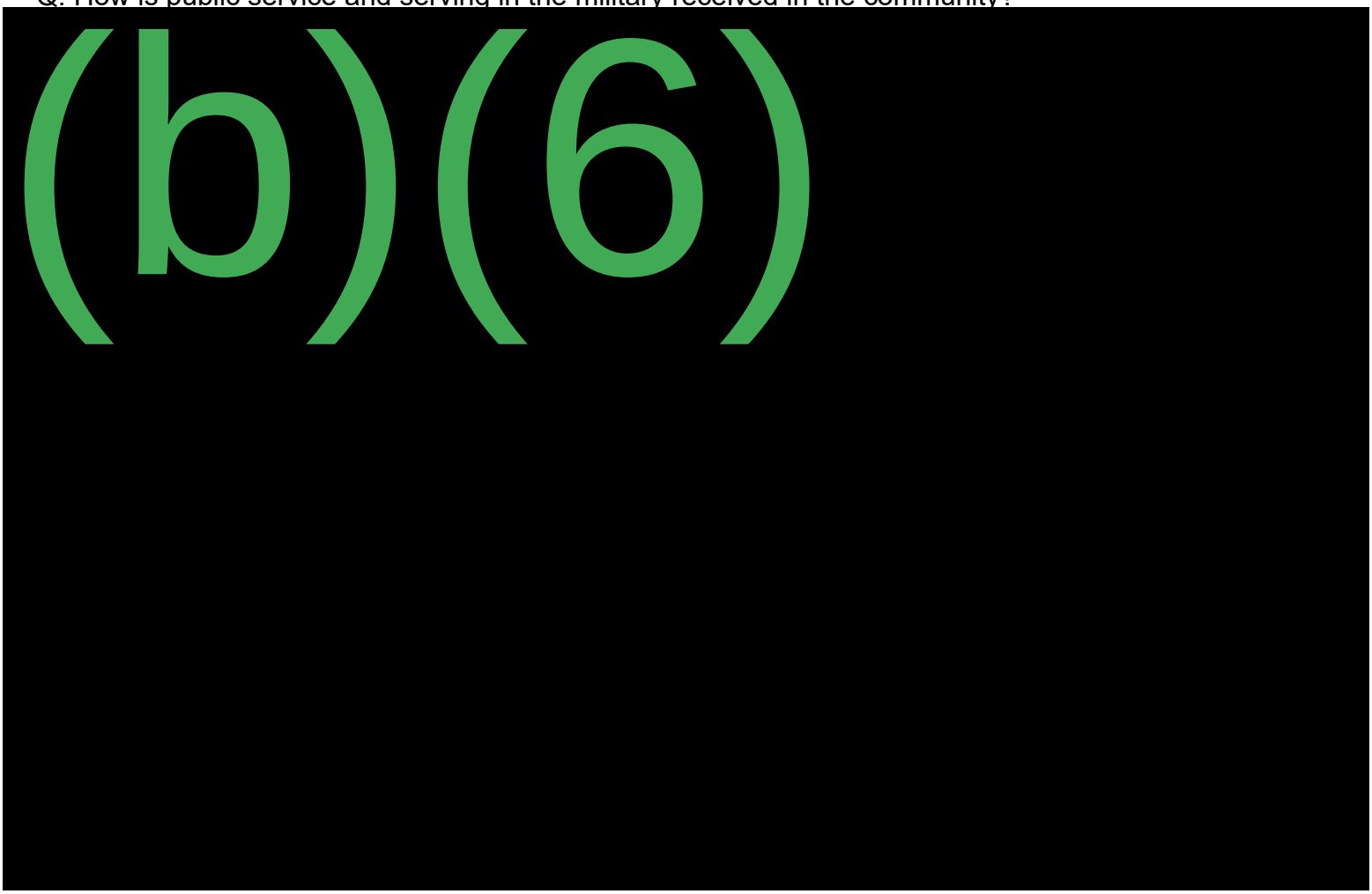
Q: Are you all tracking the free-agent model being applied to NCAA football? Some schools are on board with this, and some schools are not. Some school coaches are reticent and stuck in the traditional model where a student athlete remains with their school all four years. Pundits are saying those coaches are dying out as they refuse to embrace change. We are not alone in dealing with these kinds of changes. There's a lot of different industries dealing with this and we [the Army JAGC] are just one of them.

(b)(6)

Q: How do we convey the Army values, the things we hold dear about service in the Army, to younger generations?

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Q: How is public service and serving in the military received in the community?



Q: Are there any ways we can take advantage of the characteristics common the younger generations. For example, during the pandemic, my junior Enlisted and junior officers were the ones who taught myself and my deputy how to get up to speed online with Teams, Zoom, etc.

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Q: How many people have served over 18 years?

A: All but two of the people present have 18 or more years of service.

Q: To follow up to that question, has our time passed? Does anyone feel like that?



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Group 11:

- Ask about self reflection after reading/presentation.
  - Never paid attention to generational year groups. Personally raised by older generation and feel like personalities are more based on upbringings and environment rather than years.
  - Stereotyping generations can create a dangerous situation with these assumptions.
  - Key to know individuals in the office rather than using broad generalities. This manner of thinking of generations oversimplifies people.
  - Don't agree with what was said about Generation Z in that they need micromanaging. Personally work with some and they need acknowledgment so they understand they are accomplishing the mission correctly but micromanaging is not required.
  - Question if this training is appropriate.
    - Starting point for thinking/ baseline to frame the problem
    - Careful to risk applying stereotypes.
- New Recruits/Lawyers
  - There are certain personalities that are drawn to service and to the legal profession which may differ from the general population
  - Vacation Days- want to take 10 days and not check phone
    - Work ethic- how much willing to work
    - Oddly refreshing how a CPT took large amount of leave and now looks healthy
    - Generation will take advantage of all benefits offered- different from the 90s where you didn't use vacation days and stayed in the office late/weekends
  - PT
    - Slowly building back 5 days a week PT (and they barely notice due to it being fun events)
    - Loyalty to the experience not the institution
      - Need to provide good experiences
  - Assignments
    - Most don't want to be TCs
    - Prefer to choose assignments based on location rather than job
      - Use the Army to make experiences/ travel
    - Zero interest in CGSC
      - Prefer LLM option
      - Coercion into CGSC as long as they get a good assignment on the back end
      - Most going to CGSC to save face or to get what they want on the back end
  - Started to see them choosing to leave with PSLF because loans properly consolidated and Blended Retirement System
- Challenges
  - Trouble with getting people to be TC/DC
  - Turning down third years (DC)
    - Looked at the dirty underbelly of the Army and want to get out to advise commanders
  - Everyone wants the "fun" job
    - Each individual may have different skills/goals so it can even out
    - Even when given the job that they do not want, they can learn from it and gain experience
  - CPTs speak up on what they want and what they do not want to do

        - We made them that way
        - We counsel them, make them do 5 year plans, and ask them to think about what they want—we cannot be shocked when our attorneys then advocate for themselves
- Why Join
    - We came in when the country was at war but a CPT is looking for experience
        - CPT looking for law and travel not the profession of arms
        - CPT don't care as much with being a military officer
        - Reserve- counter: JAs come in to serve not to travel but their people are older
    - 1st Term v. Older CPTs
        - 1st Terms are oblivious to the bigger meaning and purpose of what we do
            - One shown the broader connection to public service they respond well to the connection to defending America
    - Army and JAG in an identity crisis
        - We go from no specialization, to expert and versatile, to you can specialize
        - Shift of identity and the messages sent out
        - Army hasn't created a structure to allow for a non versatile JAG- need for promotion
    - Deployments
        - 4-5 years ago, CPTs that missed the surge were desperate for a deployment
        - Now CPT turn down offers of deployment
            - Some experience opposite
- Concerns
    - CPT/MAJ tired of not being treated like adults
        - Millennials- Are we not listening?
            - We trust you but we also need all this information about you to do a simple action
            - Institutionally not getting that message
    - Retention Bonus not being used/ turn down grad course
        - Concerns of the Army/JAG moving away from the mission and oath and becoming a political pawn for politicians
    - Statistically- we are doing the right thing
        - Retention not issue recruitment is
        - What motivates to join?
            - Most don't want to do 20 years
    - Until we reimagine career structure we cant reach those with experience
        - If we bring them in later can we make them good officers?
    - COVID made people think they could work from home not in uniform
    - They need community
        - We had 9/11 to build a community
            - What is their crucible experience for this generation
            - Can't replicate our experience
- Why do people stay- a study
    - Meaningfulness of work and flexibility
        - Army and JAG are not good at flexibility
            - SDC created a pilot program which is successful which provide opportunity one day a week (court permitting) to work from home
                - Great Moral and little effect to office as many appointments are scheduled on these days
            - PT formation excusal
            - Giving people predictability

        - Meaningfulness
            - Allowing junior officers to brief the commanders
            - Participate in exercise
- Recruiting
    - Need younger generation out there? Combo?
        - Allow varying experience level
            - Students ask senior member questions on experience and application and the junior member what the job is really like
    - Need an attractive team
        - Fit/motivated/ what trying to bring in
        - Aspire to be but not too far
    - Would like data from Law Students of why they are not assessing- what motivates them
        - We need to listen what they want
    - Law student recruiting issues are different from Army issues because the pools are very different
    - Lawyer. Advocate. Warrior.
        - What are we selling?
    - Money
        - 20 year old as assistant manager at 5 Guys can make $70k. Ask why put up with extra nonsense of the Army requirements.
        - Loan forgiveness ideas outside of the Army
    - Need to leverage intangible benefits
        - Leave
        - DONSAs/ Holidays
        - They are not eager to go to war but eager to make the world better
- Next year class
    - Offer same class with other generations and they can give their thoughts

Group Twelve:

Explained the intent behind the seminar, explained the need for receiving ideas and feedback regarding leadership.

General feedback was:

a. **That there was nothing new there**
b. **It was interesting. Not very useful in practice; it's all fine and good, I don't know how helpful it is.**
c. **They want transparency. It is helpful to understand that transparency is valued, but it is not always possible.**

I. **What Generational friction points do you have?**



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II. Why are our recruiting numbers down?

a. We're past a war year, so limited applications are normal.

b. As you get older, you become more conservative. Younger generations always have "new ideas" 50 years from now, Gen Z will have the same traits as the current boomers

c. Maybe this is the normal ebb and flow of generations?

III. How does this apparent generational divide shape how you interact with captains?

a. This does shape how you interact with the captains

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- Seems to be generational for both, but they landed in two different places. A lack of plan and an overplanner. An evolution of how they view the world and how they respond to things.
- Their perspectives are different depending on their generation.

b. Reserve perspective regarding standing up OSTC. Anticipates DC mobilizations. Talking to everyone, not one on of them mentions financial reasons as the main motivator. Nobody says money.

- Believes there is some altruism, but they did not want to say that was the reason because of money
- Fascinating that no one felt comfortable mentioning this huge difference.
- All similar ages- millennials.
- Come from the Hinterlands. BAH becomes advantageous.

c. Understanding the generalized generational differences is important as a baseline, but if you look at sports. The best coaches understand how to individualize their coaching to each individual. We cannot treat every single person we talk to as "the same." You have to start with what makes that individual tick. Some folks don't respond well to getting into their face. Its not a generational difference. It's a personal difference.

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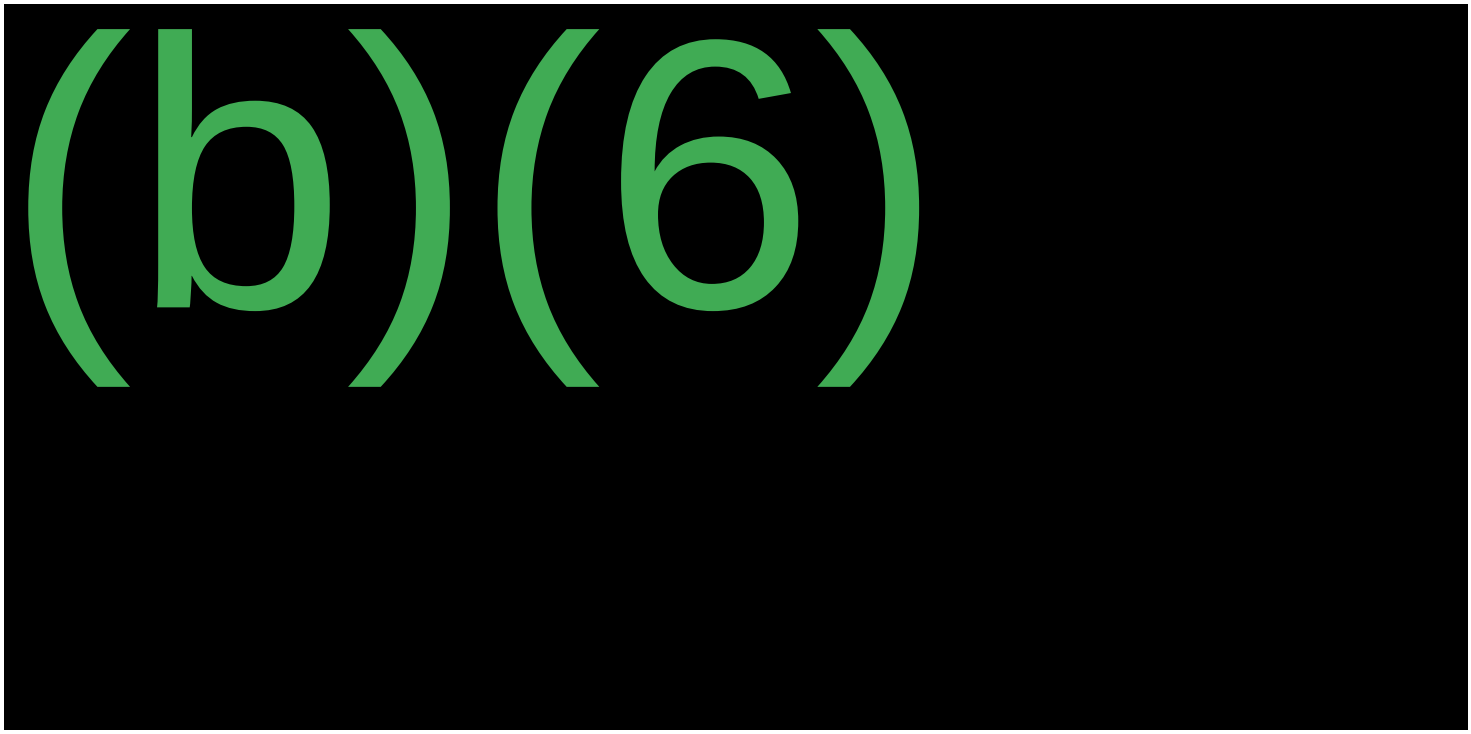
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The starting point may be these somewhat stereotypical beliefs, but nothing takes the place of getting to know your people. How are you finding and maximizing people's talents?

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How will you use this?

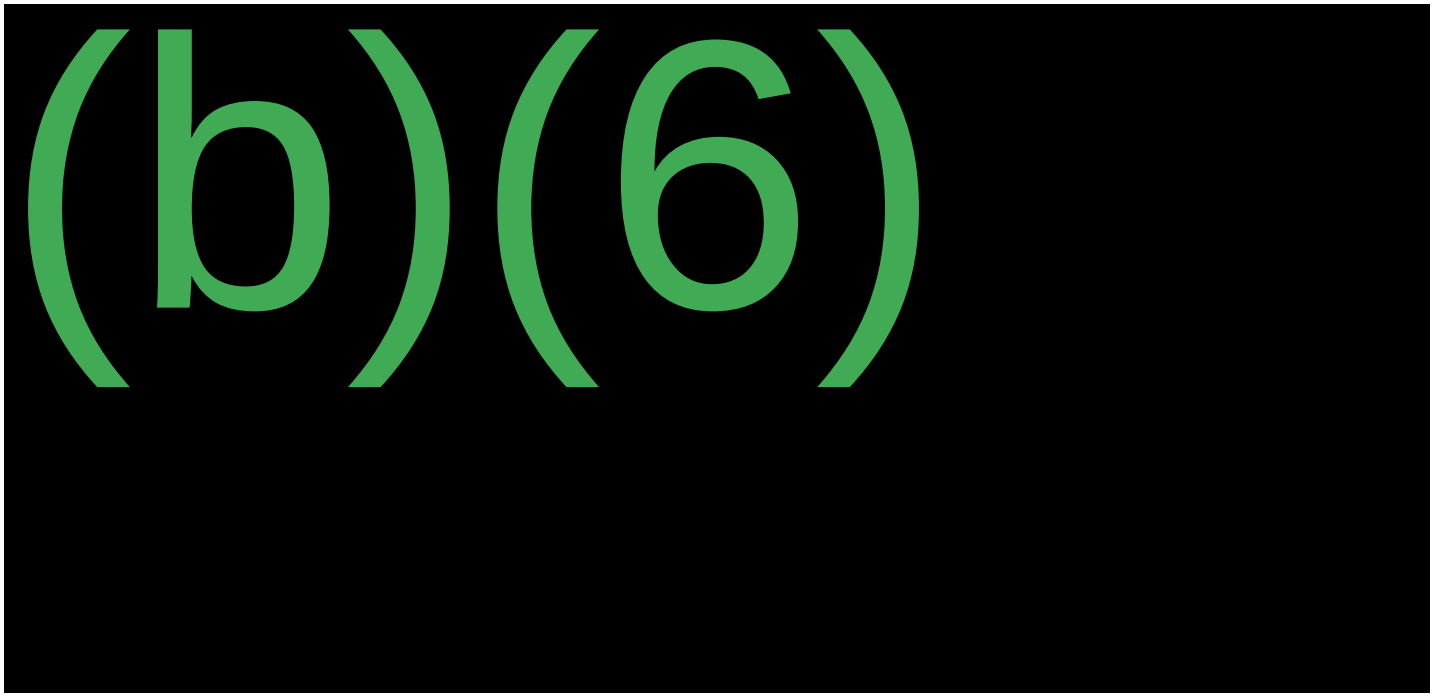
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How about your senior civilians? How do you get your captains to interact with them?



Are we putting too much emphasis on generational gaps?

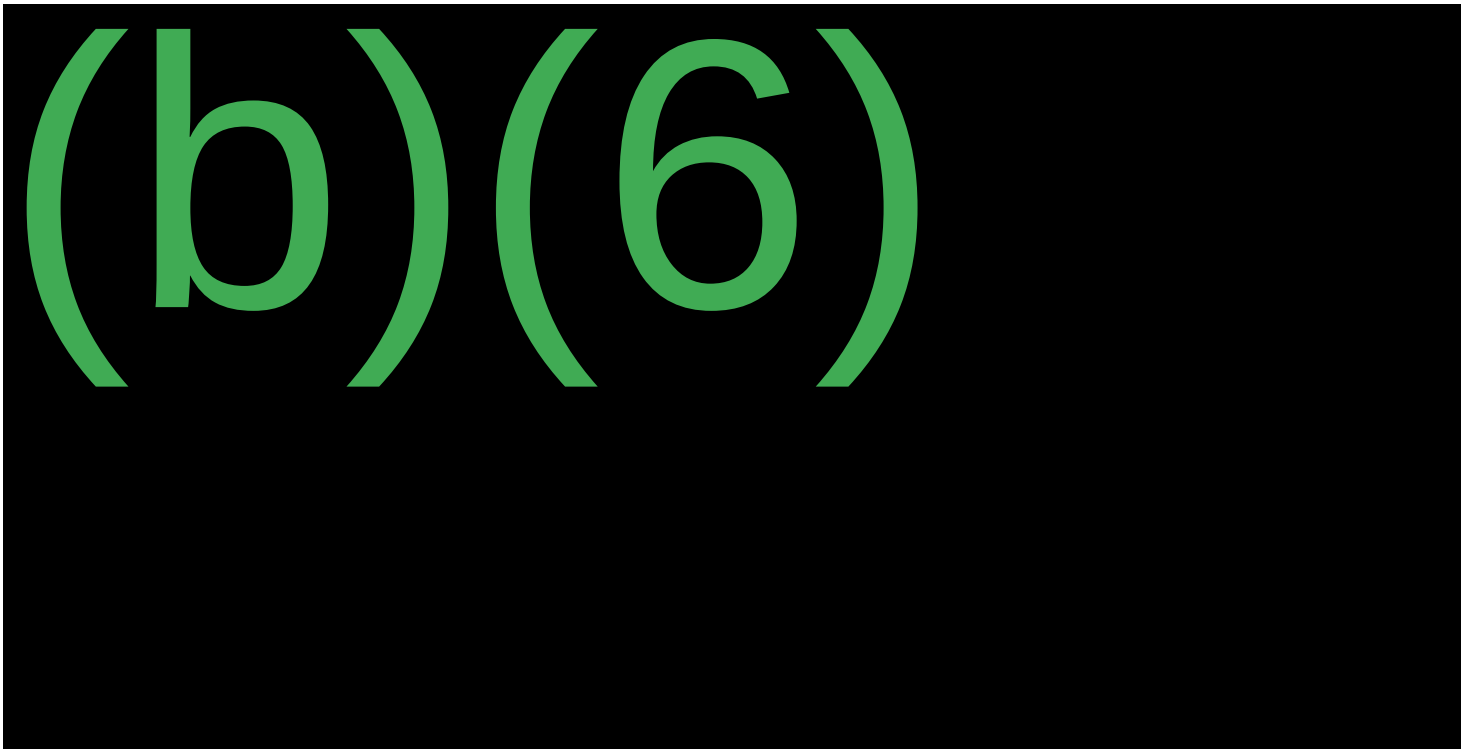




Teleworking.



What are we doing as a Corps that is counter-productive? What causes harm, widening the generational divide?





DOCUMENTS RELATED TO A DECISION TO ALTER OR TERMINATE THE ODEI AND DEI FROM THE ARMY JAGC

DEPARTMENT OF THE ARMY
OFFICE OF THE JUDGE ADVOCATE GENERAL
2200 ARMY PENTAGON, 3E548
WASHINGTON, DC 20310-2200

DAJA-ZA

24 JAN 2025

MEMORANDUM FOR RECORD

SUBJECT: Dissolution of the Judge Advocate General's Corps' Diversity, Equity, Inclusion, and Accessibility Council

1. Reference:

a. Secretary of the Army, SAMR-ZA Memorandum, "Subject: Immediate Actions to Implement Guidance on DEIA Executive Orders," 22 January 2025.

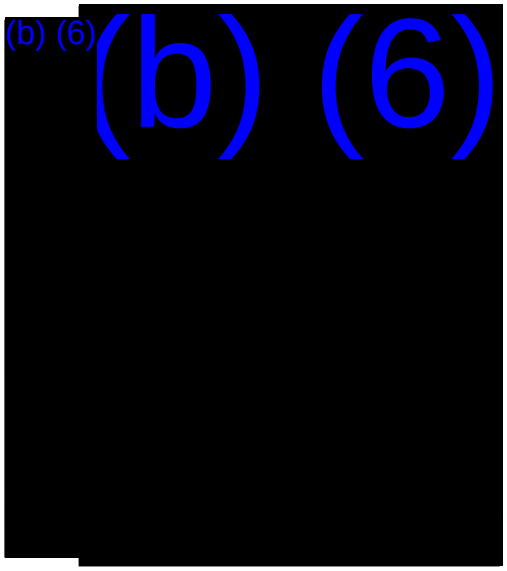
b. Office of The Judge Advocate General, DAJA-ZA Memorandum, "Subject: Establishment of the U.S. Army Judge Advocate General's Corps Council on Diversity, Equity, and Inclusion," 17 July 2020.

c. Office of The Judge Advocate General, DAJA-ZA Memorandum, "Subject: Appointment to the Judge Advocate General's Corps' Diversity, Equity, Inclusion, and Accessibility Council," 10 October 2024.

2. Effective 23 January 2025, the Judge Advocate General's Corps' (JAGC) Diversity, Equity, Inclusion, and Accessibility Council (DEIAC) is dissolved to comply with reference 1a. All activities, meetings, and plans associated with the DEIAC are terminated.

3. The following personnel are relieved from their appointment to the DEIAC:

a. (b) (6)
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o. (b) (6)
p.
q.
r.
s.
t.
u. Ms. Holly Bryant
v. (b) (6)
w.
x.
y.

4. The point of contact for this memorandum is (b) (6)

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GER III
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DEPARTMENT OF THE ARMY
OFFICE OF THE JUDGE ADVOCATE GENERAL
2200 ARMY PENTAGON, 3E548
WASHINGTON, DC 20310-2200

DAJA-ZA

24 JAN 2025

MEMORANDUM FOR RECORD

SUBJECT: Dissolution of the Diversity, Equity, Inclusion, and Accessibility Executive Steering Committee

1. Reference:

a. Secretary of the Army, SAMR-ZA Memorandum, "Subject: Immediate Actions to Implement Guidance on DEIA Executive Orders," 22 January 2025.

b. Office of The Judge Advocate General, DAJA-ZA Memorandum, "Subject: Establishment of the U.S. Army Judge Advocate General's Corps Council on Diversity, Equity, and Inclusion," 17 July 2020.

c. Office of The Judge Advocate General, DAJA-ZA Memorandum, "Subject: Diversity, Equity, Inclusion, and Accessibility Executive Steering Committee," 10 October 2024.

2. Effective 23 January 2025, the Judge Advocate General's Corps' (JAGC) Diversity, Equity, Inclusion, and Accessibility Council (DEIAC) Executive Steering Committee is dissolved to comply with reference 1a. All activities, meetings, and plans associated with the DEIAC Executive Steering Committee are terminated.

3. The following positions are relieved from membership in this committee:

a. Director, Leadership Department, TJAGLCS

b. Director, Office of Professional and Organizational Development

c. Director, Wellness Program

d. Chief, Civilian Personnel Management

e. Chief, Judge Advocate Recruiting Office

f. Chief, Plans, Programs, and Policies

g. Chief, Strategic Initiatives Office

h. Chief, Talent Management Office

4. The point of contact for this memorandum is (b) (6)

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