Let's Talk LGBTQIA+



Office of Diversity, Equity, & Inclusion
Office of The Judge Advocate General
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Your ODEI

- (b) (6) , Director
- Vacant, Deputy Director
- (b) (6) , Program Coordinator
- (b) (6) , Program Specialist

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Agenda

- Defining LGBTQIA+
- Gender, Sexual Orientation, and Pronouns
- History of LGBTQIA+ in the Military
- “Covering”
- Micro-aggressions, Discrimination, and Harassment
- How To Be More Inclusive

Summary of Comments on Let’s Talk LGBTQIA+

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Number: 1 Author: Presenter Notes Subject: Presentation Notes Date: 2/3/2025 2:44:32 PM

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

1

Defining LGBTQIA+

- **L**esbian - A woman whose enduring physical, romantic, and/or emotional attraction is to other women
- **G**ay - The adjective describes people whose enduring physical, romantic, and/or emotional attractions are to people of the same sex
- **B**isexual - A person who can form enduring physical, romantic, and/or emotional attractions to those of the same gender or more than one gender
- **T**ransgender - An umbrella term for people whose gender identity and/or gender expression differs from what is typically associated with the sex they were assigned at birth

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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

1

Defining LGBTQIA+

- **Q**ueer - An adjective used by some people whose sexual orientation is not exclusively heterosexual or straight
- **I**ntersex - An adjective used to describe a person with one or more innate sex characteristics, including genitals, internal reproductive organs, and chromosomes, that fall outside of traditional conceptions of male or female bodies
- **A**sexual - The adjective describes a person who does not experience sexual attraction
- **+** Plus - The 'plus' is used to signify all of the gender identities and sexual orientations that letters and words cannot yet fully describe

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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

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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

Pronouns

- In relation to gender identity, pronouns refer to an individual in place of their name in the third-person
- You can't always know what someone's pronouns are by looking at them
- It's okay to ask, "What pronouns do you use?" or "Can you remind me what pronouns you use?"
- She/her/hers and he/him/his are a few commonly used pronouns
- They/them/theirs ("Shea ate their food because they were hungry.") is a common gender-neutral pronoun and it can be used in the singular
- Some people also use more than one set of pronouns
- Some people prefer to use their name and not to use pronouns at all

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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/

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History of LGBTQIA+ in the Military

- In the early 1940s, homosexuality was classified as a mental illness, disqualifying gay men and lesbians from military service
- In 1982 the military enacted a policy explicitly banning gay men and lesbians from their ranks
- In 1993, the “Don’t Ask, Don’t Tell” policy went into effect allowing LGBTQ people to serve in the military so long as they did not make their sexual orientation public. This technically allowed LGB service members to serve, but many reported resulting trauma of hiding (and sometimes being dishonest about) themselves to friends, teammates, and superiors.
- By 2008, more than 12,000 officers had been discharged from the military for publicizing their homosexuality. Efforts are still underway to upgrade discharges resulting from this policy.

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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/

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History of LGBTQIA+ in the Military

- Since 2011, openly gay, lesbian and bisexual men and women have been permitted to serve in the military
- In 2013, spousal and family benefits were extended to same-sex married partners in the military
- In 2019, the Trump administration barred persons who had received a gender dysphoria diagnosis from enlisting or enrolling in military academies. Currently serving troops diagnosed after April 2019 were forced to serve as their sex assigned at birth and prohibited from seeking gender-affirming care
- In 2021, acceptance for LGBTQ in the military expanded with the lifting of the transgender ban

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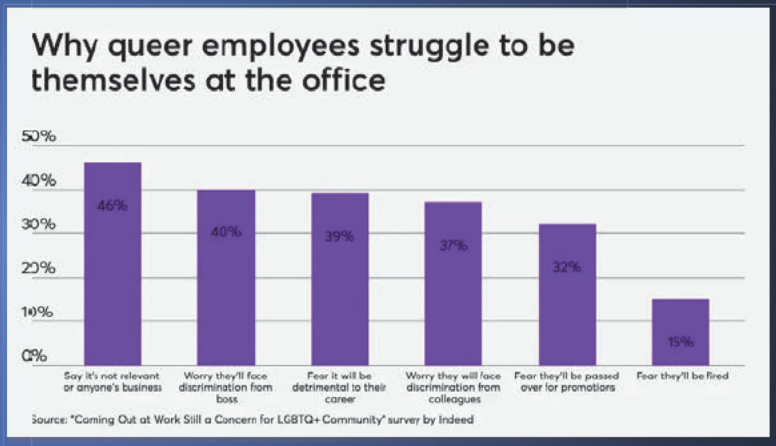
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Covering

- LGBTQ+ often "cover" or reveal only aspects of their identity that they feel are safe or relevant
- Cover may provide a sense of security if coming out were to be risky and
- Covering deprives one of the ability to bring their full self to work
  - 46% of LGBTQ+ employees are closeted on the job
  - LGBTQ+ employees often face hostility on the job, even in companies that offer inclusive benefits
  - This mistreatment becomes even more severe for BIPOC LGBTQ+ people



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Microaggressions Against LGBTQIA+

- **Microaggressions are subtle**

  interactions or behaviors that communicate some sort of bias toward historically marginalized groups

- "You look so beautiful for a transwoman."
- "Did you have the surgery?"
- "You should dress more (feminine/masculine)."
- "You realize your pronouns are grammatically incorrect?"
- "The team is uncomfortable "seeing two men holding his hands in the photo."
- ou is the wife?"
- ever guessed you were
- e a man, and I guess

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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 (D&H)

- 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

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*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/

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D&H contd. & *Sexual Assault*

- Nearly 4 in 5 LGBTQIA+ adults reported they took at least one action to avoid experiencing discrimination
- 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
- 7.2% of the American population identifies as LGBTQ+.
- In 2018, 12% of active duty Service members identified as LGB or non-heterosexual.
- Though LGB constitute only 12% of active duty Service members, the RAND Corporation found that LGB accounted for approximately 43% of all sexually assaulted service members.

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How to Be More Inclusive

- Activate your **allyship** by building and nurturing supportive relationships with your LGBTQIA+ colleagues with the aim of advancing inclusion
- The process of changing an organization's culture starts with a single ripple—turns into a tidal wave
- Ask colleagues about their spouses and partners
- Learn about the value of using gender inclusive language
- Model inclusive behavior
- Inspire other people to become more aware and to shift their behaviors
- Recognize how negative social stereotypes and unconscious beliefs cause harm
- Be intentionally inclusive and avoid making assumptions about others' identities
- Speak out and speak up when the situation calls for it
- Share & teach what you've learned to help others grow
- Promote high potential LGBTQ+ talent to leadership positions

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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

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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

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

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











Keep up with ODEI & the Council

JAGCNet

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

MilSuite

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

QUESTIONS?

Let’s Talk LGBTQIA+

Wednesday, June 21, 2023 11:03

DEFINING LGBTQIA+

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Gender & Sexual Orientation

(Read Gender Identity) …if same as at birth = cisgender; if opposite than at birth = transgender; if no gender identity = non-binary.

(Read Gender expression and Sexual Orientation) … Gender and sexual orientation do not have a direct correlation. For example, transgender people may identify as straight, gay, lesbian, bisexual, etc.

Pronouns

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.

History of LGBTQIA+ in the Military

READ EVERY CORRESPONDING BULLET ON SLIDE BEFORE READING NOTES
In addition, homosexuality was an offense for which one could be court-martialed. Source: https://www.ncbi.nlm.nih.gov/pmc/articles/PMC2089086/

- Before 1982, however, same-sex relations were criminalized and cause for discharge.
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History of LGBTQIA+ in the Military contd.
READ EVERY BULLET POINT & THEN … 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.

Covering

For fear of safety, LGBTQIA+ may cover their appearance or behaviors affiliated with their identity

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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 nonbinary 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.

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Micro-aggressions Against LGBTQIA+

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

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READ EXAMPLES OF MICRO-AGGRESSIONS

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.

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Discrimination & Harassment

According to a national public opinion study, 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..
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/howmicroaggressions-affect-the-lgbtq-community/

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Discrimination & Harassment contd.

This includes hiding a personal relationship, avoiding law enforcement, avoiding medical offices, or changing the way they dressed.

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SEXUAL ASSAULT - Though LGB constitute only 12% of active duty Service members, the RAND Corporation found that LGB accounted for approximately 43% of all sexually assaulted service members.

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How to Be More Inclusive

Conclusion

Discussing LGBTQ issues in the workplace is crucial for fostering an inclusive and supportive environment. By openly addressing these matters, employers demonstrate their commitment to equality and diversity, allowing employees to bring their authentic selves to work. Engaging in conversations about LGBTQ topics helps raise awareness and understanding among colleagues, promoting empathy and reducing prejudice. Moreover, it enables the identification and rectification of discriminatory practices, ensuring equal opportunities for career growth and professional development. By

acknowledging and celebrating LGBTQ identities, organizations create a safe space where individuals can thrive, leading to increased job satisfaction, enhanced team collaboration, and improved overall productivity. Ultimately, embracing these discussions in the workplace paves the way for a more inclusive society, where diversity is respected and everyone is valued for who they are.

Mitigating Bias in MJ

Wednesday, May 10, 2023 13:02

How Does The Brain Work

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. According to dual-process theories, moral judgments are the result of two competing processes: a fast, automatic, affect-driven process and a slow, deliberative, reason-based process. The fast intuitive response is activated by the brain stem and cerebellum or the part of the brain known as the lizard brain. The slow, deliberative, analytical response is activated by your neo-cortex which is the human brain. Often times when we make rash decisions or responses, we are utilizing the brain stem area. 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.

Our Heuristics Come from our Environment

So where does these biases come from? They come from society - our environment. Your community, the media, your experiences, your family, friends, and work all influences the way in which you perceive the world and your biases.

Who came to your mind when you saw this photo? Have you ever actually seen this van in real life?

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 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 in Military Justice processes.

BUT LET'S FIRST DEFINE A FEW TYPES OF BIASES WE MAY ENCOUNTER THROUGHOUT LEGAL PROCESSES

Availability Bias

(READ DEFINITION ON SLIDE) & usually the most readily available data means the most recent.

Sports analysts do this all the time! Right now the Lakers are playing the Golden State Warriors in the Finals and there's been some debate about who's legacy's greater - Steph or Lebron … I'm not going to get too much into it, but if you know you know. As human beings when we witness or experience something that elicits an emotional, mental, or physical response, that experience is usually etched into our brain causing us to draw comparisons or seek similarities when faced with another similar

situation.
Yes this bias may help us process situations quicker or make decisions faster, but it can also be
detrimental and we will see how shortly.

Halo Bias

(READ DEFINITION ON SLIDE) … This bias relies heavily on first impressions or appearance, but as we
all know everything that glitters is not gold. This bias often leads to other highly qualified soldiers
being overshadowed, or can cause you to overlook deficiencies within a person simply because one
attribute or characteristic stands out. But this bias is only one side of a coin.

Horn Bias

A negative first impression that leads us to treat someone less favorably.
Some examples of horn bias:
Failing to give an opportunity to a soldier who may have messed up an assignment in the past or
failing to extend the benefit of the doubt to someone who has been accused of a wrongdoing
because of their appearance or past behavior. Whatever the reason may be, it can impact how a
person's actions are perceived and thoughts or ideas are received. Another bias that this can feed
into is confirmation bias.

Confirmation Bias

seeking out information and evidence that justifies our position or makes us feel like we were right
all along.
This type of bias leads to flawed decision-making as it causes you to miss out on important

information and facts; “what you see depends mainly on what you look for”
When seeking out the facts in investigations or proceedings, try ask neutral questions - play devil’s
advocate. Consider ALL the evidence and facts available and seek different perspectives. But lastly,
be willing to change your mind in light of new evidence and facts.

Groupthink

(READ DEFINITION ON SLIDE) … This type of bias can be toxic to teams and organizations as it stifles
innovations and pressures employees to conform. When discussing what disciplinary action to take
on a soldier it is important to consider all of the facts and and encourage diversity of thoughts and
opinion. Having a healthy level of objectivity can help overcome this bias but also generate results
that is best for everyone.

Heuristics in Practice

Allow participants to read the scenario then ask the following questions.
Does anyone see anything wrong 1. with this scenario?
2. Are there any biases at play?
Halo Bias
1. Do you think there could have been some Halo Bias involved?
Do you think SPC Steele being the platoon’s most physically fit soldier played a factor in 1LT
Timmons investigation? Do you think someone’s ACFT score can play a factor?
2.
Do you think 1LT Timmons being CPT Stone’s best performing PL may have played a role into
how CPT Stone handled the phone call or should all officers be given undue deference?

3.

HAVING IMPLICIT BIASES DOES NOT MAKE YOU RACIST, SEXIST, HOMOPHOBIC, OR TRANSPHOBIC.

WE ALL HAVE BIASES AND OUR BIASES ARE INFLUENCED BY SOCIETAL FACTORS. HOWEVER, IT IS

WHEN YOU BECOME AWARE OF YOUR BIASES AND INTENTIONALLY ACT ON THE PREJUDICES,

STEREOTYPES, AND STIGMAS FORMED FROM SUCH BIASES THAT YOU BEGIN TO VEER INTO THIS

(POINT TO THE BOARD) REALM.

Why Do We Need Implicit Bias Training?

There has always been a need for implicit bias training as there has been racial, ethnic, and gender
disparities in all aspects of the military from promotions, accessions, retention, and of course military
justice matters. Which is why I want to begin with an article that was published in June of 2020 that
spoke about the reason by behind the Army's decision to eliminate DA photos from officer
promotion boards. The study ran an experiment with two promotion boards, one without photos
and one with photos. The study found that when the photos were removed, the voters took less
time to cast the votes on each individual file, and the outcomes for minorities and women improved.
The study concluded that using official photos led to decisions from board members that appeared
to reveal unconscious bias, and led the Army's Chief of Staff, General McConville to make the
following statement (READ QUOTE ON SLIDE).

Authority To Conduct Implicit Bias Training

That study and numerous other studies led to a memo being published the following month by the

former Secretary of Defense (Mark Esper) directing immediate action to address Diversity, Equity,
Inclusion, and Equal Opportunity in the Military Services. The purpose was to promote the morale,
cohesion, and readiness of the force, in a three prong approach aimed to combat discrimination,
prejudice, and bias by identifying actions that could be taken with policies, programs, and processes.

The Problem Has Been Studied

In 2017, a report was put out by Protect Our Defenders about the racial and ethnic disparities within
the military disciplinary and criminal justice systems. Protect Our Defenders submitted a series of
Freedom of Information Act (FOIA) requests to each military service branch seeking demographic information
on military justice and disciplinary proceedings. Their findings were that Black Soldiers were anywhere
between 1.29x and 2.61x more likely than white service members to have an action taken against them in an
average year.

In 2019, the government accountability office conducted a study and found that Black service
members were 2.11x more likely to be the subject of an investigation than a White service member

If you take a look at the charts on the slide, you will see the average percentage of each population
for each branch along with the percentage of investigations, NJP, and CMs. As you can see, when
compared to the percentage of the overall military population in which they make up, black soldiers
are over represented in the percentage of investigations, NJPs, and CMs.

And Studied

In 2022, the Department of Defense Internal Review Team found that significant racial disparities
exist across investigative and military justice systems and were directed to address the root causes of
racial disparities in these areas, and provide recommendations to improve policy, programs,
processes, and resources that address the disparities. These disparities were said to be caused by
gaps in training and education, lack of oversight and transparency, inadequate protections, and
external factors such as resourcing and time. As you can see from the chart, there has been other
studies conducted that have come to the same conclusion .. Racial disparities exist across the
investigative and military justice systems.

And Studied…

In 2022, the Army published their findings from their assessment of the racial disparity in the Military
Justice System. They looked at the categories you see on the right side of the slide, and the study's
findings were similar to all those before it. Racial disparities exist in the military justice system,
disciplinary processes, and in the military justice personnel policies.

Does anyone know what crime in the MCM yielded the greatest disparity of all NJP data collected?

(PAUSE AND WAIT FOR A HAND). Article 89, Disrespect to a Superior Commissioned Officer, and
Article 91, Disrespect to a Warrant Officer, NCO, or Petty Officer, In these findings the victims were
disproportionately white supervisors with black subordinates. However, there was not a
corresponding overrepresentation of white soldiers being punished for disrespecting Black superior

officers and NCOs.
What was extremely transparent to me is that when it comes to this crime there are cultural
differences and maybe a few implicit biases at play. One that comes to mind is the perception bias.
Perception bias is one of the many implicit biases but it is essentially 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. Often time our perceptions and stereotypes
are influenced by the media, our friends and family, and our experiences. So what happens when we
allow our biases to influence our decisions?

Mitigating Bias in Selection Process



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

Program Coordinator
Office of Diversity,
Equity, and Inclusion

ROADMAP

What is cognitive bias?

Implicit Bias that can Affect Hiring/Assignments

Mitigation

Discussion

Questions

1

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

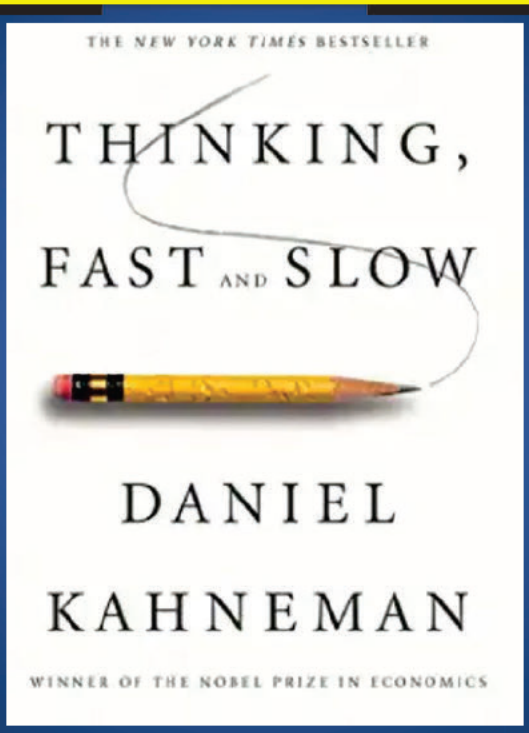
Summary of Comments on PowerPoint Presentation

Page: 3

Number: 1 Author: Presenter Notes Subject: Presentation Notes Date: 2/3/2025 3:31:30 PM

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…



Heuristics

Heuristics

Cognitive shortcuts that permit us to use a "FAST" thinking approach via the use of pattern recognition

- **Advantage**:
  - Reduce time and effort to make reasonably good judgments and decisions
- **Disadvantage**:
  - Potential to lead to systematic cognitive errors called biases

Acad Med. 2011 Mar;86(

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Number: 1 Author: Presenter Notes Subject: Presentation Notes Date: 2/3/2025 3:31:31 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.

Explicit vs. Implicit Bias

Explicit Bias: ave about a person or group on a conscious

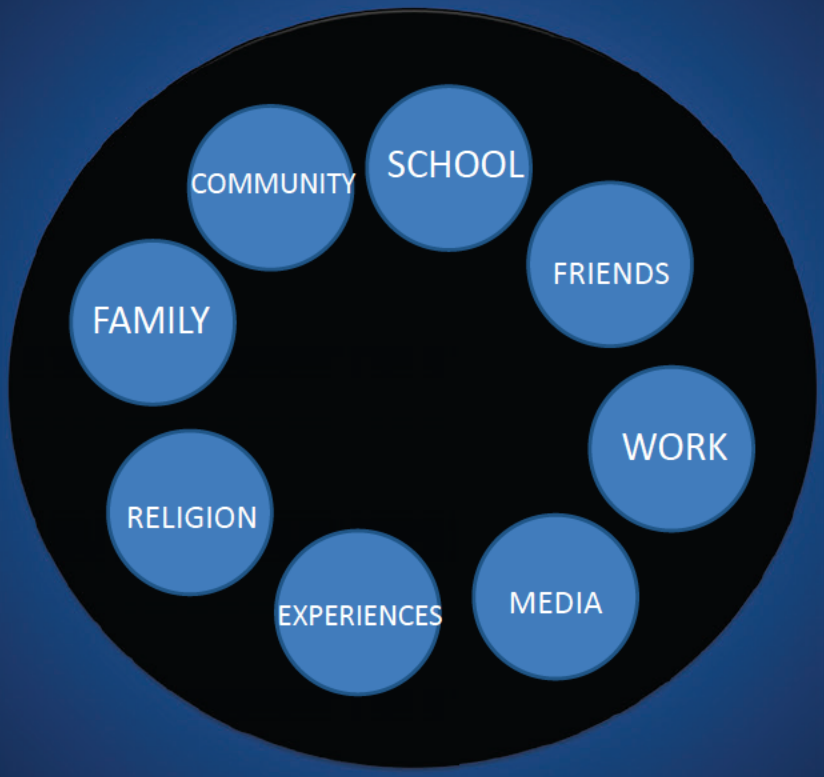
Implicit Bias tant association of stereotypes or attitudes onscious awareness."

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- nother group, or a group

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Number: 1 Author: Presenter Notes Subject: Presentation Notes Date: 2/3/2025 3:31:31 PM
mechanics.

Our Biases Come from Our Environment



IMPLICIT BIAS ≠

Racist
Bigoted
Sexist
[illegible]hobic
[illegible]hobic

Implicit Bias that can Affect Hiring/Assignments

Heuristics

on a

e same



Heuristics

Similarity Bias

Comparing or recognizing a likeness



Heuristics

measure of

for that



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Number: 1 Author: Presenter Notes Subject: Presentation Notes Date: 2/3/2025 3:31:32 PM
Are you able to provide a legal example of availability bias?

Heuristics

Halo Bias

Creating esteem for an individual based on a singular achievement



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

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

Heuristics

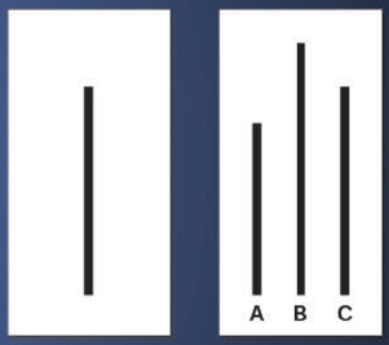
Horn Bias

One misstep clouds a person's chances forever



Heuristics

Going along with the majority of the group and not voicin ;



o 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.



MITIGATION

Be Actively Aware of Our Potential Biases

- o yourself
- idual causing an emotional reaction?
-

Have a Routine Process for Decisions

-
- tive shortcuts → heuristics → stereotypes &
-

Have Objective Criteria for Who is Right for which Assignment

-
- e stereotypical views)
-

DISCUSSION QUESTIONS

traps that have influenced my decision making in

process?

bias during this process?

cular job, can we articulate the objective reasons
If searching for whys you may need to check your

members of particular

QUESTIONS?



(b) (6) .mil@army.mil

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Mitigating Bias



Office of Diversity, Equity, Inclusion & Accessibility
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Your ODEIA

(b) (6)(b) (6), Director

(b) (6)) Program Manager

ODEIA Initiatives

- JALS DEI&A STRATPLAN – **to be aligned w/ Army & DoDs**
- DEIA Train-the-Trainer
- Organizational Development Assessment
- Monthly Enterprise Virtual Training
- DEI&A training at all levels of JAGC PME (TJAGLCS)
- Facilitating bias discussions at boards (GOSC, Accessions, Interns, FLEP, etc.)
- Engage with Army Equity & Inclusion Agency and DoD DEIA community

Summary of Comments on Mitigating Bias

Page: 3

Number: 1 Author: Presenter Notes Subject: Presentation Notes Date: 2/4/2025 1:19:35 PM

Some of our current initiatives include:

Working on the development of a Stra at aligns with the Army and Department of Defense's strategic plan for DEI&A. We are consolidating efforts with our new JAGC wellness director, (b) (6) on this as many DEIA lines of effort also influence wellness, and retention. In fact, our office is working on the establishment of the Professional and Organizational Development Team that falls under the directorate of Soldier Family Legal Services and will include: ODEIA, Wellness, and Retention. Additional information to be published through our strategic initiative's office in coming weeks.

Our office is also currently developing a train the trainer DEIA course to get staff and faculty at the LCS and out in the field trained to facilitate DEIA discussions and basic blocks of instruction.

Our office is also exploring options for the development of an Organizational Development Assessment that our leaders in the field can utilize to assess inclusivity, belonging, wellness, retention and more.

We are employing our FY24 Strategic Training Plan through monthly enterprise-wide virtual training. If you have not seen our training plan, it can be found on our DEI&A Training and Resources MS Team. In our strategic training plan, we have developed two tracts of training. One is focused on topics related to diversity, equity, inclusion, and accessibility (conducted the 2nd Thursday of every month) and the other is focused on highlighting the diverse talent within the JALS community (conducted on the 4th Thursday of every month). The second tract will coincide with DoD recognized Special Observance Months. We believe that sharing diverse perspectives will enable JALS personnel to foster a culture that is built on trust, acceptance, and the Army values. These trainings, like today's training, are being recorded and maintained on our teams page for ease of accessibility.

Our office has also integrated DEIA blocks of instruction in our JALS PME and many other TJAGLCS resident courses.

We provide mitigating bias briefs and facilitate discussions specifically tailored to all board members on the GOSC, Accession, Interns, FSO selection and FLEP boards

External to the JAGC, we continuously foster relationships with those agencies in the Army and the DoD DEIA Communities to include reoccurring touchpoints with our sister service DEI counterparts.

1

Amazing Mind

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

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Number: 1 Author: Presenter Notes Subject: Presentation Notes Date: 2/4/2025 1:19:36 PM
Note: Our brains take shortcuts

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

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Quick overview on how amazing our mind is and why it takes some of these “shortcuts” filled in by mostly assumptions to process things or see an image through a lens that may not be 100% accurate based on our conscious experience of the world.

Our minds are exposed to proximately 11 million bits of information, only 40-50 are consciously processed.
The unconscious mind processes the rest. The unconscious mind is a reservoir of feelings, thoughts, urges, and memories that are outside of our conscious awareness.

We all have some unconscious biases because our brain wants to make sense of the world and the people around us through the lens, we see it through. These lenses we see the world through are developed based on our own personal dimensions of diversity that make us who we are based on where we came from, how we all grew up, and live our lives.

When processing so much information at once categorizing and labeling people and situations based on our experiences is our brain’s way of speeding up our decision-making process. So, we fill in the blanks between consciously and unconsciously processed information based on our experiences so we invertedly make certain assumptions we believe to be true. One could say its almost like a survival instinct.

If you want to read more about the psychology behind all this, it is discussed in further detail in this book referenced here called Strangers to Ourselves: Discovering the Adaptive Unconscious by Timothy Wilson.

Implicit (Unconscious) Bias

- **Implicit bias** ain's automatic, instant association oward a person or group, without
  -
  - making
  -
  -

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Number: 1 Author: Presenter Notes Subject: Presentation Notes Date: 2/4/2025 1:19:36 PM

Implicit are those fast intuitive and automatic or instant associations of certain stereotypes WITHOUT conscious awareness. They are often based on our experiences, learned behaviors, or associations which shape how we view the world, our actions, and our decision making.

The whole concept of biases isn't new to us as legal professionals, it's why we do voir dire before a trial with a panel to weed out any biases panel members have that may be implicit but if left unchecked can become explicit and impact their decision making or judgement as a panel member on a case.

What do you think about when you see these images?





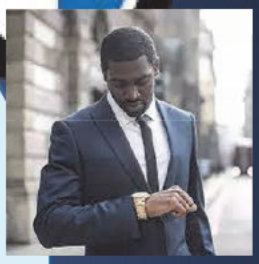






Our Social Identities in Bias









Cultural

Power and Authority Views

Body Language

Time

Organizational

Industry

Union Affiliation

Level

Being or Doing

Secondary

Religion

Education

Role in the Company

Competition or Cooperation

Geographic Location

Location

Primary

Age

Mental/ Physical Ability

Communications Style

Conflict Resolution Preferences

IDENTITY

Gender Identity

Marital/Relationship Status

Tenure

Ethnicity

Appearance

Traditions/

Sexual Orientation

Working Style

Management Status

Gender

Race

Language/Accent

Work Experience

Parental/Family Status

Network

Individual

Division/Department

Flexible or Structured

MEDIA

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Our social identities are often assigned to us, something we are born into and influenced by how we identify. So, we are going to revisit those dimensions of diversity we saw earlier here.

Examples of social identity include race, ethnicity, gender, sex, socioeconomic status, sexual orientation, age, religion/religious beliefs, national origin, and emotional, developmental disabilities and abilities.

The content we expose ourselves to on the media changes the way we think about ourselves and others. People are highly affected by the values embraced by media. In effect, media offers numerous interpretations of what is beautiful, sexy, attractive, and appropriate.
Examples:
Disney- think of family vacation, famous castle backdrop pic (secondary dimension)
Instagram logo- think of selfies, younger generation/ age association (primary dimension)
BMW logo- what do people starring in these commercials look like? Do they depict a particular socioeconomic status? (secondary dimension)
82Abn patch unit/division (organizational dimension) unit affiliation, “back at bragg” parrots, airborne troopers

These are influences by the media, our life experiences, and result in biases

1

IMPLICIT BIAS ≠

Racist
Bigoted
Sexist
[illegible]hobic
[illegible]hobic

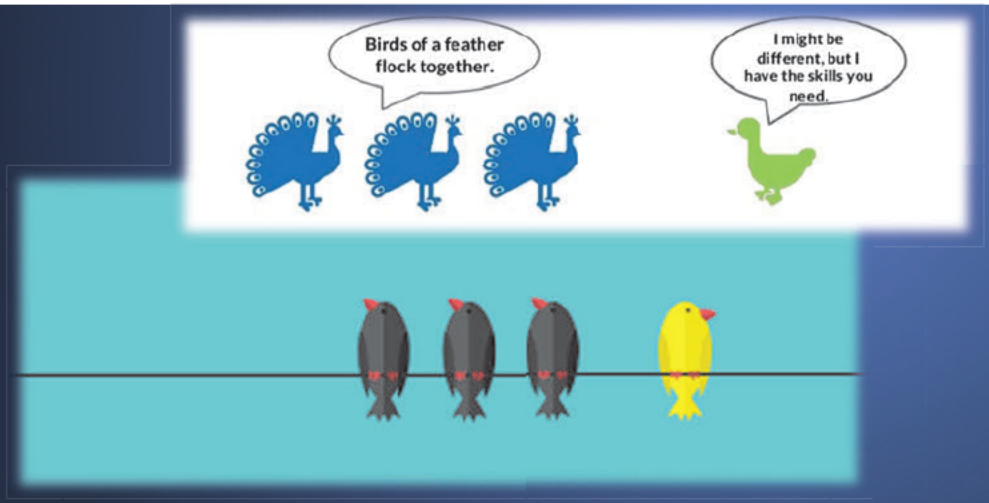
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Number: 1 Author: Presenter Notes Subject: Presentation Notes Date: 2/4/2025 1:19:37 PM

Just because we have biases, we are not any of these things, we are human. Challenge yourself and those around you to explore those implicit biases, identify them yourself and help others identify them so that we can combat them in our day-to-day reactions, interactions and decision making and prevent them from becoming those Explicit Biases we want to stay away from.

Affinity Bias

-
  - mmon with us





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Number: 1 Author: Presenter Notes Subject: Presentation Notes Date: 2/4/2025 1:19:38 PM

Affinity bias is the tendency to favor people who share similar interests, backgrounds, and experiences with us. We've all heard the saying "birds of a feather flock together."

Because of affinity bias, we tend to feel more comfortable around people who are like us.

We also tend to unconsciously reject those who act or look different to us.

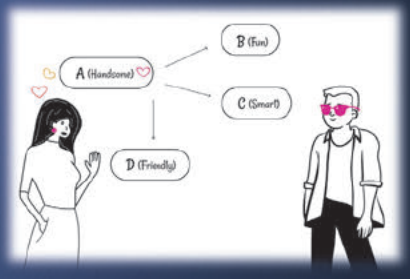
1

Halo Bias

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







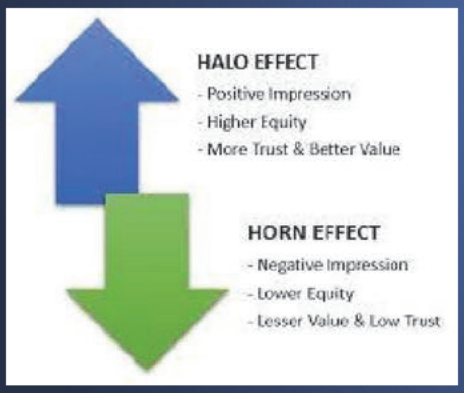
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Number: 1 Author: Presenter Notes Subject: Presentation Notes Date: 2/4/2025 1:19:39 PM

Halo Bias occur when we tend to allow one trait or interaction/impression to formulate an overall judgment of a person or a thing.

Horn Effect

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







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The opposite of the halo effect is the horn effect. It is a cognitive process in which we immediately ascribe negative attitudes or behaviors to someone based on one aspect of their appearance or character.

A common example of this is overweight people, who unfortunately are often stereotyped as being lazy or undisciplined.

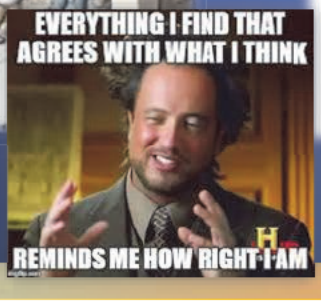
These bias clouds our judgement and view of so many positive qualities they may have.

Ask for another example from the class.

Confirmation Bias

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









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Number: 1 Author: Presenter Notes Subject: Presentation Notes Date: 2/4/2025 1:19:40 PM

Confirmation Bias is the tendency to interpret new evidence as confirmation of one's existing beliefs or theories.

Questions to Consider

- 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?

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Number: 1 Author: Presenter Notes Subject: Presentation Notes Date: 2/4/2025 1:19:41 PM

There are some common questions to ask yourself and do a little self reflection with that will help you mitigate and combat some of your own biases.

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

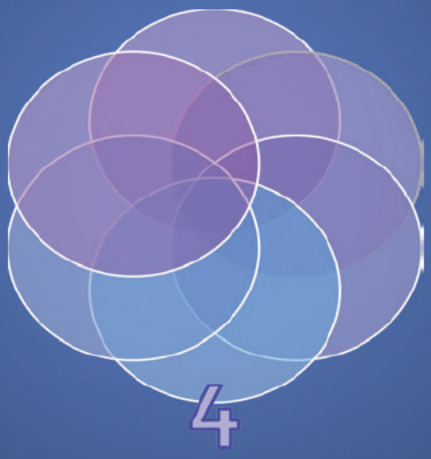
Explore awkwardness, and discomfort

5

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

6

Get feedback



Source: Cook Ross

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Number: 1 Author: Presenter Notes Subject: Presentation Notes Date: 2/4/2025 1:19:41 PM

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: be open to it. Find a mentor or a person who will tell you what you need to hear not want to hear

Reference: Unconscious Bias Takeaway sheet by Cook Ross

Shaping Inclusive Climates









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A climate is inclusive when its norms or are carefully constructed to promote experiences of both belonging and uniqueness for its members. The two most essential aspects of inclusive climates are that they involve:
strong values for developing high-quality interpersonal understanding (the ability to comprehend and interpret the thoughts, feelings, and intentions of others), and competence; combined with,
a shared belief that people's diverse backgrounds and perspectives are a source of insight that can be leveraged to enhance learning and performance. These beliefs are then translated into norms for how team members are expected to engage with each other to make that possible and create that psychological safe space .

Four sets of leader behaviors that are essential for shaping inclusive climates are shown here in this slide:
Assessing or being perceptive of the inclusiveness of a workgroup's climate. Look out for unconscious biases and microaggressions. It's critical to remember is that the power of subtle, non-verbal cues is incredible. Each instance may seem minor, but cumulatively, they define the tone of the team, and determine people's experiences of inclusion. Both Informal assessments (direct observations, team discussions, third-party observations) and Formal assessments can be used here (interviews and/or surveys).
Articulating expectations about behaviors and norms expected to promote inclusion. This needs to include team norms or "Rules of Engagement" for psychological safety. Develop a shared understanding of your expectations, the team's goals, and align each member's contributions towards those expectations and goals. Invest the time and space necessary for team members to learn about one another as individuals. Nuanced, personalized information will replace superficial assumptions and open the door to deeper-level cooperation and trust.
Role Modeling inclusive behaviors for others. It is the consistency of what you attend to that is important.
Reinforcing desired inclusive behaviors through the timely communication of feedback and allocation of rewards we spoke about in the previous slide. Leaders are encouraged and expected to use both praise and adverse actions like counseling consistently and fairly.

QUESTIONS?

1

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











Page: 18

Number: 1 Author: Presenter Notes Subject: Presentation Notes Date: 2/4/2025 1:19:42 PM

This is not an endorsement in any way shape of form, just sharing the various JAGC affinity mentorship groups and how to contact or join each if you are interested. These are great opportunities for us to seek diversity in mentorship.

Keep up with ODEIA & the Council

Teams

JAGC ODEI- DEI&A Training and Resources

CNet

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

Suite

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

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

Page: 19

Number: 1 Author: Presenter Notes Subject: Presentation Notes Date: 2/4/2025 1:19:42 PM

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Mitigating Microaggressions



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

1

Introduction

- When a colleague of color is told, 'You speak so well,' the remark suggests that they are assumed to be less articulate — and it's a surprise that they aren't
- Telling a transgender person that they don't "look trans" might appear to be a compliment, but it's not—it's offensive
- If you're an underrepresented minority, and there's one other person of your identity in the room, there's a chance that the majority group will confuse your names
- Calling your female boss "crazy" or "hysterical" has sexist undertones, because these words have a long, problematic history
- While joking about your gray-haired colleague's technology habits seems innocent, age discrimination is a serious problem in many workplaces
- **These are all examples of microaggressions**

Summary of Comments on PowerPoint Presentation

Page: 3

Number: 1 Author: Presenter Notes Subject: Presentation Notes Date: 2/10/2025 10:13:18 AM

Source: https://www.businessinsider.com/microaggression-unconscious-bias-at-work-2018-6#do-you-even-know-what-snapchat-is-11

1

Microaggressions

- **Microaggressions are subtle**, intentional — and oftentimes unintentional — **interactions or behaviors that communicate some sort of bias toward historically marginalized groups**
- Are reflections of implicit bias or prejudicial beliefs and attitudes beyond the level of conscious awareness, unlike overt discrimination
- Intention may not be to exclude
- Can be hard to identify
- Can cause “attributional ambiguity”
- Cumulative effects can be devastating for an individual and ultimately impact an organization’s bottom line

Page: 4

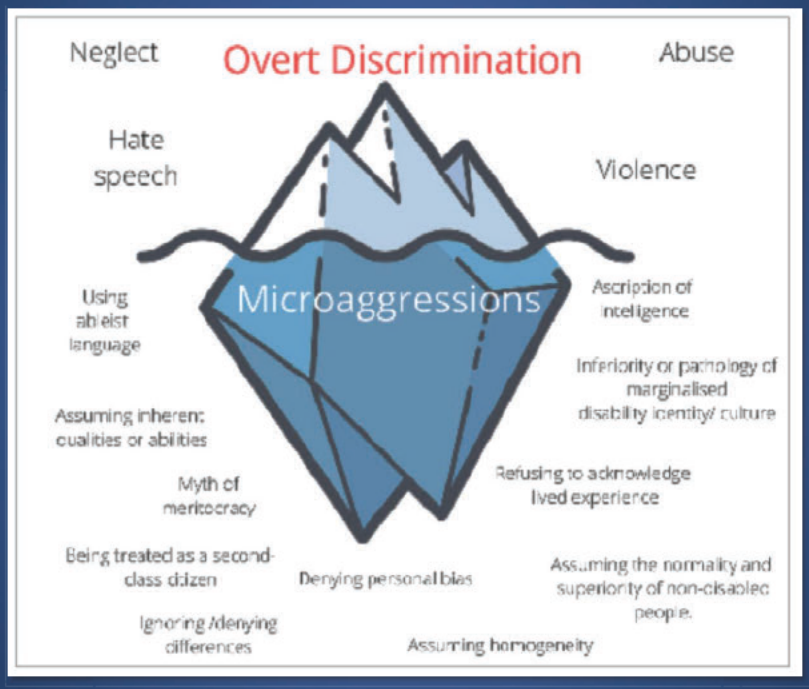
Number: 1 Author: Presenter Notes Subject: Presentation Notes Date: 2/10/2025 10:13:18 AM

2 - Most individuals who commit microaggressions view themselves as moral and decent human beings who never would consciously discriminate against another person. Yet it is important to acknowledge that none of us is immune from inheriting the racial, gender or sexual orientation biases of our society.

“attributional ambiguity” –the sense of anxiety created when someone with a marginalized identity is unable to ascertain if action was based on their identity or some other factor

(death of a thousand cuts) - Gradual decline or failure as the result of many minor mishaps.

Microaggressions v Macroaggressions



1

Messages Received by Subject

- You are invisible
- You are inadequate
- You don't belong
- You are not normal
- You are a threat
- You are a burden



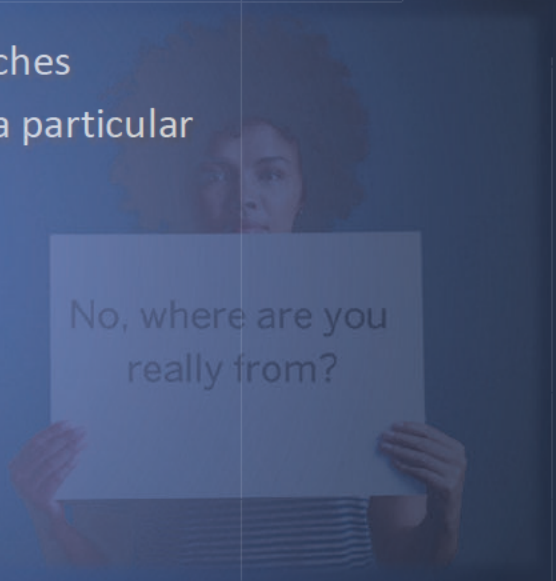
Page: 6

Number: 1 Author: Presenter Notes Subject: Presentation Notes Date: 2/10/2025 10:13:19 AM
https://www.cambridgema.gov/-/media/Files/officeofthemayor/2019/deepmicroaggressionsworksheetfilledin012619.pdf

1

Examples of Microaggressions - *Race & Ethnicity*

- Telling someone, “You speak good English.”
- Clutching your purse when a person of color approaches
- Questioning someone as to whether they belong in a particular group, place, or neighborhood
- Asking someone, “Where are you really from?”
- Asking someone, “What are you?”
- Saying, “I don’t even see color.”
- Joking about mispronouncing someone’s name
- Touching a Black person’s hair
- Saying, “You, People.”
- Telling someone, “Your accent is so cute.”



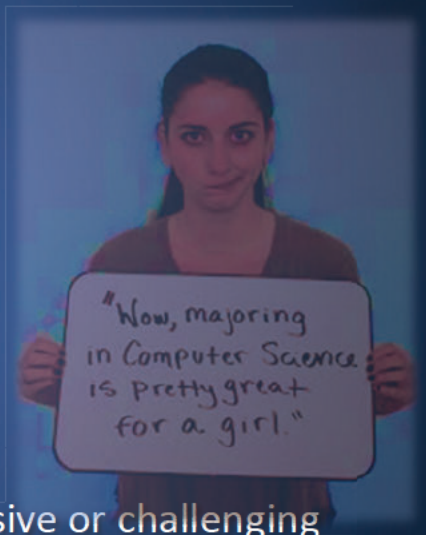
Page: 7

Number: 1 Author: Presenter Notes Subject: Presentation Notes Date: 2/10/2025 10:13:20 AM

All Lives Matter is also a microaggresssion that diminishes the issue of Black Lives Matter

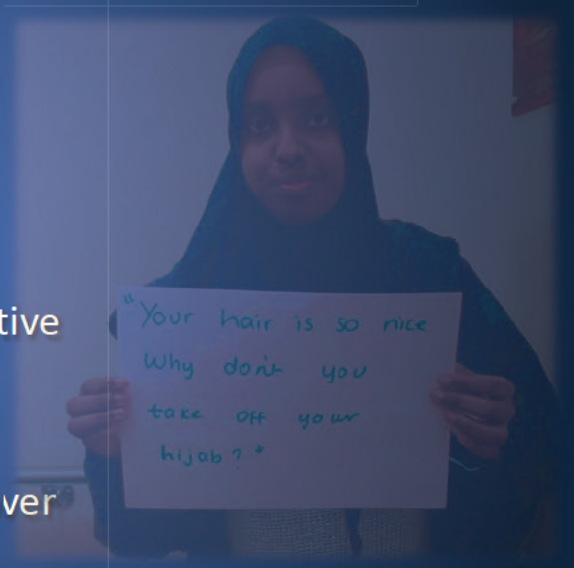
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- Suggesting someone, "Man up."
- Assuming all people identify as either male or female
- Not learning which pronouns LQBTQIA+ colleagues prefer
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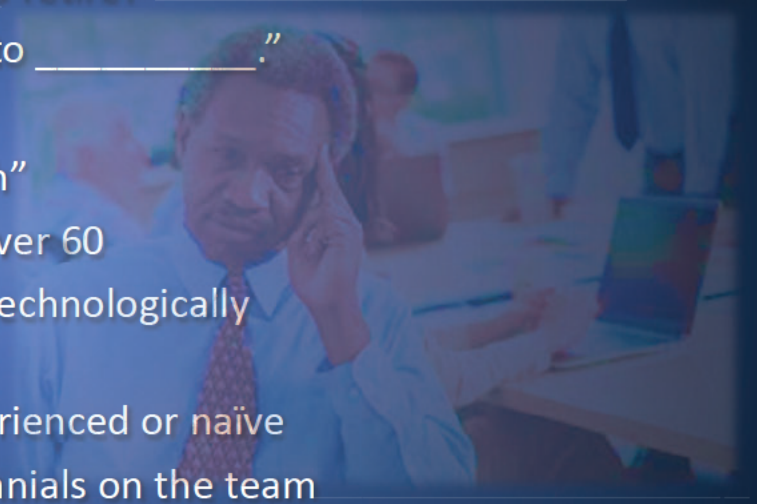
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- Using religious language in derogatory or appropriative ways (e.g., “spirit animal”)
- Calling someone “crazy” for their beliefs
- Making statements of superiority of one’s religion over another’s
- Endorsing religious stereotypes



Examples of Microaggressions - *Age*

- Asking someone, “When are you going to retire?”
- Telling someone, “You’re too young/old to _____.”
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- Suggesting an older adult is “out of touch”
- Speaking very loudly for any employee over 60
- Assuming that older workers are not as technologically savvy as their younger counterparts
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- Telling someone, "But you look so normal."
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- Speaking slowly to person in a wheelchair
- Assuming someone's ability limits them from physical or mental activities
- Asking someone, "Can I pray for you?"
- Telling someone to "Get better."



1

Questions to Ask Yourself

- Is what I am about to say/ask:
  - *Based on a stereotype or assumption?*
  - *Unnecessarily intrusive?*
  - *Overstepping?*
  - *Based in kindness?*
  - *A good use of my authority/privilege?*
  - *Going to make the person feel inadequate or excluded?*
  - *Going to question their normalcy?*
  - *Going to make them feel invisible?*
  - *Something I would say to a person of a different race/gender/sexuality/age/ability?*



Page: 12

Number: 1 Author: Presenter Notes Subject: Presentation Notes Date: 2/10/2025 10:13:23 AM

Source: “Subtle Acts of Exclusion” by Tiffany Jana and Michael Baran

1

How to Respond to Microaggressions

- Consider:
  - timing
  - your relationship with the person
  - your own assumptions and beliefs about the person that may get in the way of having a productive conversation
  - having some "grace" with them
  - how to approach the person in a way that gets them to understand and change their future behavior
  - taking a deep breath and don't get too reactive
- Try:
  - asking, "Can we talk about what just happened?"
  - clarifying what was said
  - clarifying their intent v. impact
  - sharing the impact it had on you
  - challenging their stereotype
  - appealing to their empathy/core values
  - connecting them to people/resources that can help shift their perspectives

Page: 13

Number: 1 Author: Presenter Notes Subject: Presentation Notes Date: 2/10/2025 10:13:24 AM

Source: https://www.nationalequityproject.org/responding-to-microaggressions-and-unconscious-bias?gclid=Cj0KCQiA6fafBhC1ARIsAIJjL8mgIBnIVneFhhFwBBgY2-xNIMIdr3wILXkXZ72HREK5ww1_nCrLiEcaAgtEEALw_wcB

1

How to Get Better at Mitigating Microaggressions

- Listen carefully, don't interrupt and don't justify
- Focus on understanding the impact you had
- Take responsibility and apologize
- Seek permission to clarify/ask questions to understand more
- Seek out people you share an affinity with who can share helpful perspectives
- Continue to do your own work on counteracting bias and mitigating microaggressions

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1

In Conclusion

- Most people who commit microaggressions don’t realize that it’s generated from outside the level of conscious awareness of the perpetrator
- Since microaggressions are subtle, it's often hard to know if you're committing one or if you're on the receiving end
- Microaggressions can have macro impact
- Because microaggressions are often communicated through language, it is very important to pay attention to how we talk, especially in the workplace

Page: 15

Number: 1 Author: Presenter Notes Subject: Presentation Notes Date: 2/10/2025 10:13:25 AM

SOURCES:
https://cihr-irscgcca/e/52352html

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  - www.facebook.com/groups/jagcapan/
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  - jagcpridenetwork@gmail.com
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Keep up with ODEI & the Council

JAGCNet

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

MilSuite

https://www.milsuite.mil/book/community/spaces/armyjag/council-on-diversity-equity-inclusion

QUESTIONS?

Mitigating Microaggressions



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

(b) (6)

1

Subtle Acts of Exclusion (Microaggressions)

- **Microaggressions**, or subtle acts of exclusion, **are subtle**, intentional — and oftentimes unintentional — **interactions or behaviors that communicate some sort of bias toward historically marginalized groups**
- Are reflections of implicit bias or prejudicial beliefs and attitudes beyond the level of conscious awareness
- Unlike overt discrimination, people who commit microaggressions might not even be aware of them
- Intention may not be to exclude
- Can be hard to identify
- Can cause "attributional ambiguity"
- Cumulative effects can be devastating for an individual and ultimately impact an organization's bottom line

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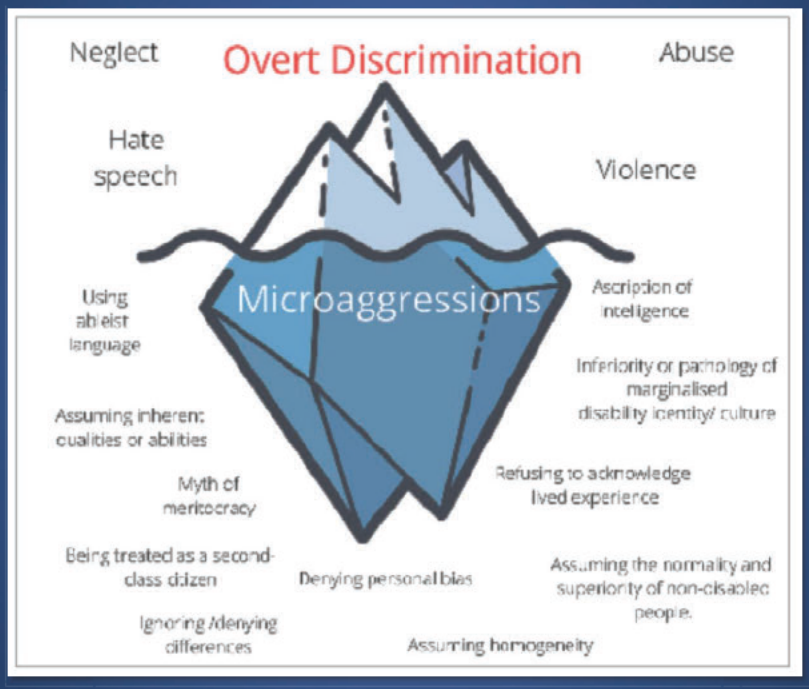
Number: 1 Author: Presenter Notes Subject: Presentation Notes Date: 2/10/2025 10:16:20 AM

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1

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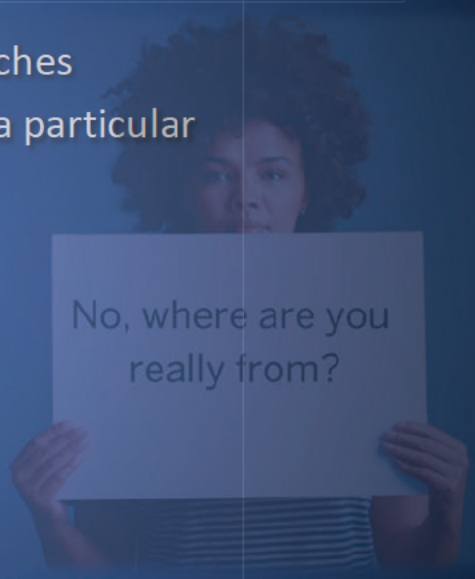


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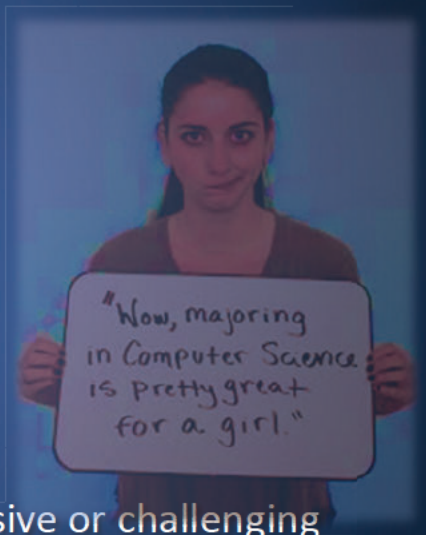
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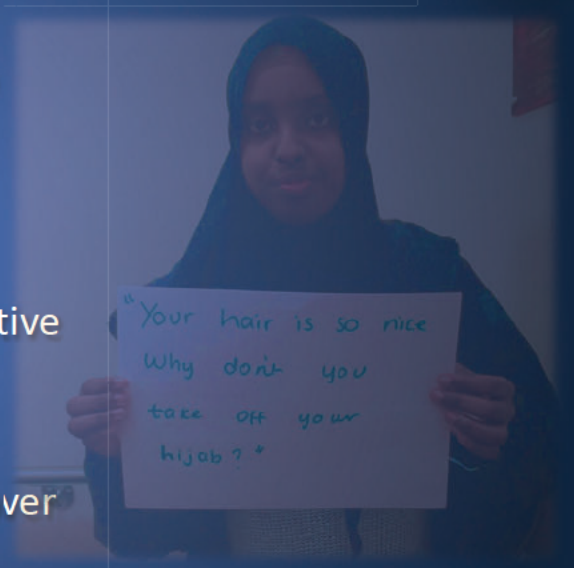
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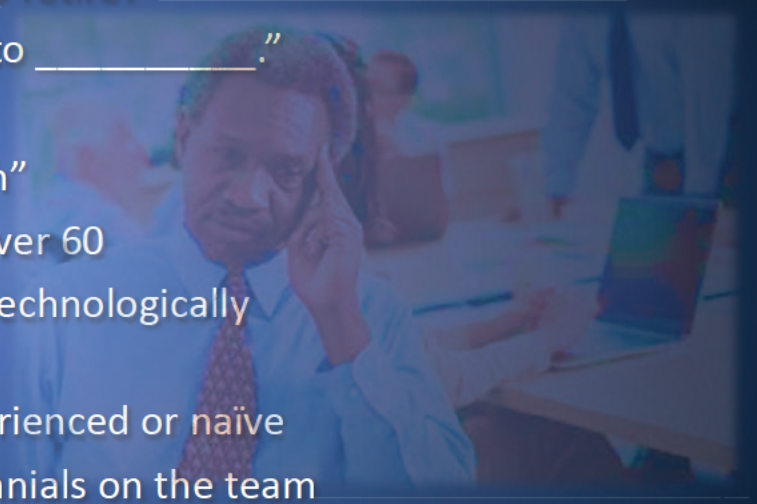
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Page: 10

Number: 1 Author: Presenter Notes Subject: Presentation Notes Date: 2/10/2025 10:16:26 AM

Source: “Subtle Acts of Exclusion” by Tiffany Jana and Michael Baran

How to Respond to Microaggressions

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1

How to Get Better at Mitigating Microaggressions

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Keep up with ODEI & the Council

JAGCNet

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

MilSuite

https://www.milsuite.mil/book/community/spaces/armyjag/council-on-diversity-equity-inclusion

QUESTIONS?

Office of Diversity, Equity, & Inclusion
Training Calendar & Class Descriptions
CY 2023

TIME	CLASS	DESCRIPTION
1 Hour	DEI&A: An Overview	Overview on diversity, equity, inclusion, and accessibility; includes a brief background on the ODEI/DEIC
1 Hour	Unconscious Bias	Overview of the most common types of unconscious biases, how they can affect the workplace, and ways to intervene/tackle bias
1 Hour	Equity & Privilege	Overview on equity, privilege, and intersectionality; includes an exploration into intersectionality and its impact on privilege.
1 Hour	DEI in Mentorship	Overview on the mentorship; the types of mentorships; why mentorship is important; the role DE&I plays mentor/mentee relationships; and suggested mentorship practices.
1 Hour	Mitigating Microaggressions	Overview of microaggressions as related to race & ethnicity, gender & sexuality, religion, age, and ability; how to respond to microaggressions; and how to mitigate them
1 Hour	Let's Talk LGBTQIA+	Overview of LGBTQIA+ defined; history of LGBTQIA+ in the military; use of pronouns; discrimination/harassment; covering; microaggressions; building an environment inclusive of LGBTQIA+
1-1.5 Hours	Generations in the Workplace	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
1.5 Hours	Recognizing & Mitigating Bias in Military Justice	Overview of cognitive bias and implicit bias; how it can

Office of Diversity, Equity, & Inclusion
Training Calendar & Class Descriptions
CY 2023

		influence the execution of military justice; and ways to mitigate it
1-1.5 Hours	Disability and Accessibility	Overview on disability and accessibility; barriers to accessibility; building an environment inclusive of those with accessibility needs; and humanizing interactions in the workplace
1-1.5 Hours	Building Inclusive Teams	Overview on characteristics of today's workforce; inclusive and exclusive leader behaviors; and how to foster belonging and inclusion in today's workplace

Office of Diversity, Equity, and Inclusion



(b) (6)(b) (6)
Director
Office of Diversity, Equity, and Inclusion
(b) (6)

Your ODEI

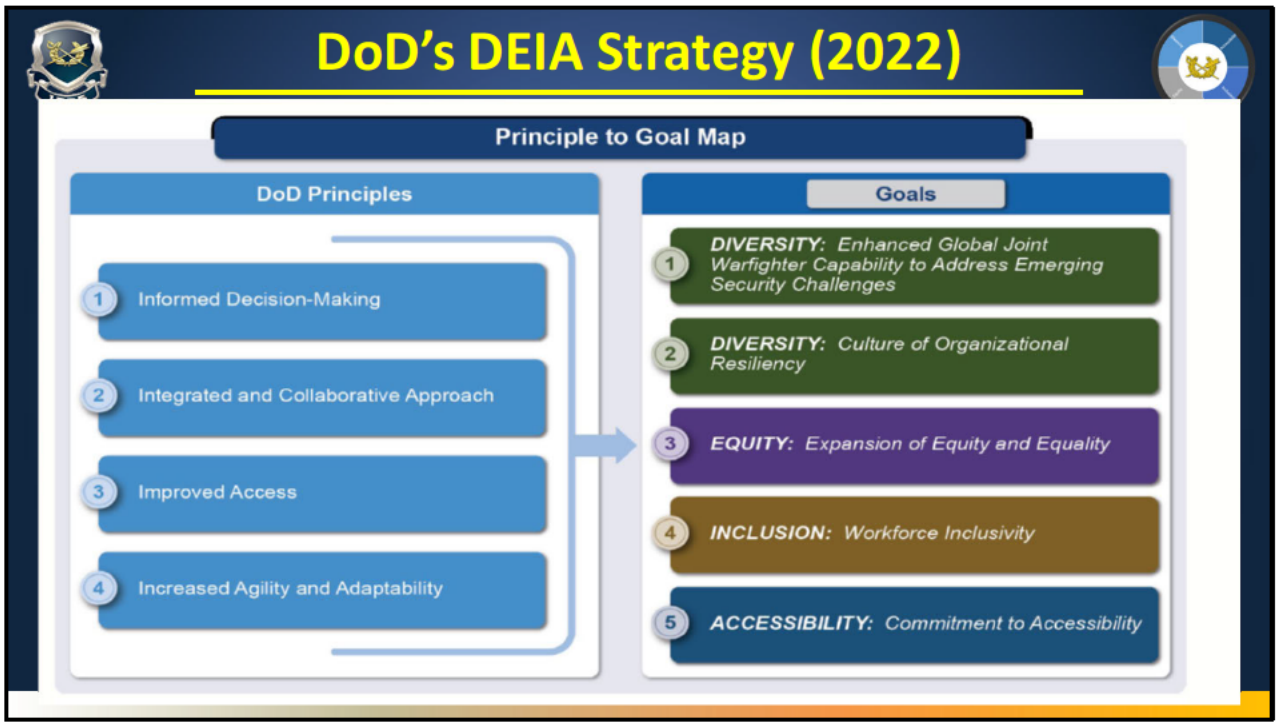
(b) (6) (b) (6) [redacted], Director

(b) (6) (6) [redacted], Deputy Director

(b) (6) (b) (6) [redacted] Program Coordinator

(b) (6) (b) (6) [redacted], Program Specialist

DoD's DEIA Strategy (2022)



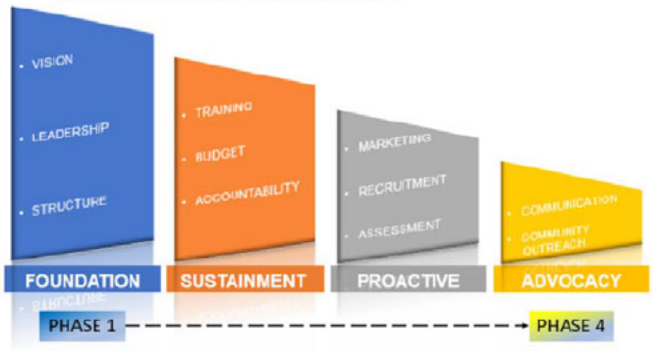
Army People Strategy DEI Objectives

- 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, 6-18, 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:

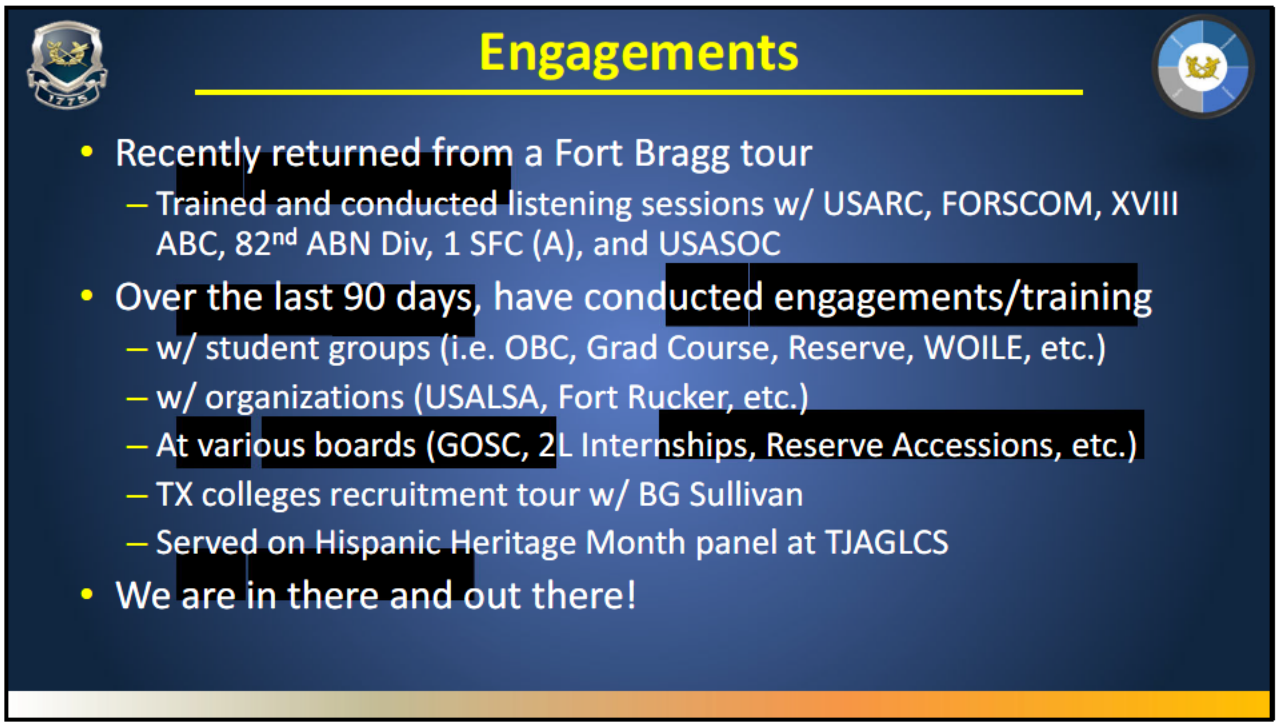
- Establish community outreach tailored to local DEIA environment.
- Adapt DEI principles to AIM recruitment of new talent.
- Develop quarterly/ annual communication touch points with organization and community.
- Utilize guest speakers and consultants to enhance messaging.



We are currently working on a "menu" of training plans and packages to include DEI & the JAGC (history), DEI&A (generally), Recognizing & Mitigating Bias, Building Inclusive Teams, DEI in Mentorship, Generations in the Workplace, Equity, Contemporary Issues in DEI&A, etc.

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



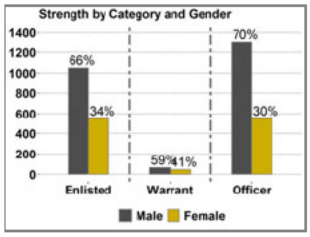
This was our first installation/organizational visit

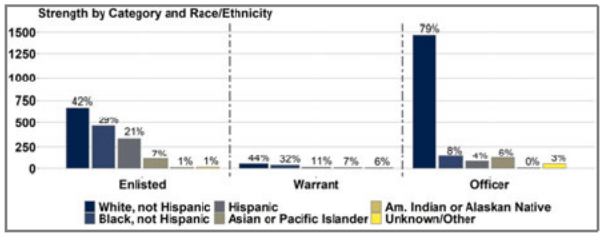

QUESTIONS?

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%**

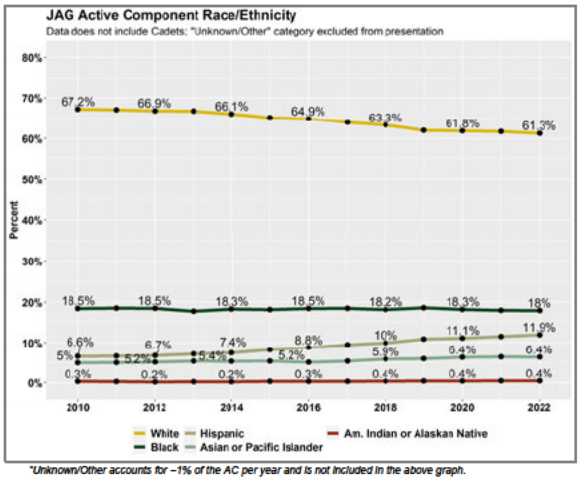
Army DCS, G1 (DAPE-PRS)

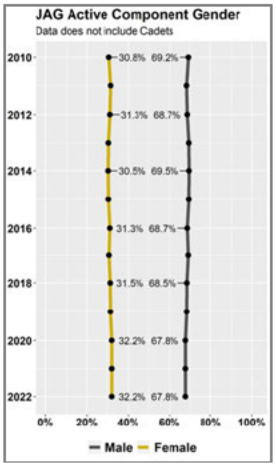
Unclassified

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%.



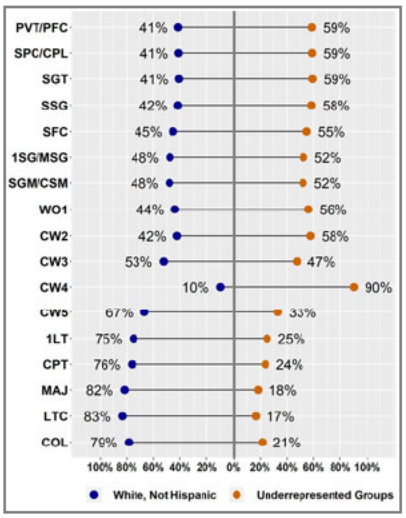


**Unknown/Other accounts for ~1% of the AC per year and is not included in the above graph.*

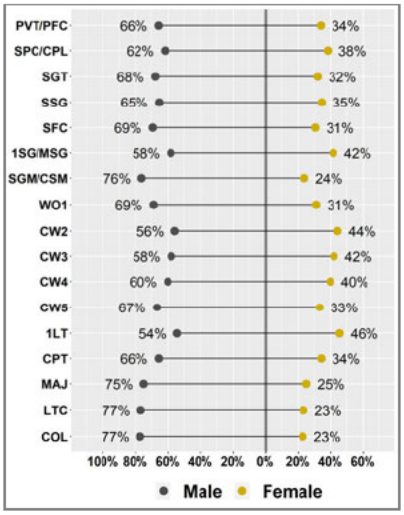
Active JAG Demographics

Data as of 31 August 2022

Proportion of Active Component Race/Ethnicity by Rank



Proportion of Active Component Gender by Rank



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%**

Army DCS, G1 (DAPE-PRS)

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%**

Army DCS, G1 (DAPE-PRS)

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%**

Army DCS, G1 (DAPE-PRS)

Unclassified

Office of Diversity, Equity, & Inclusion
Training Calendar
FY 2023

DATE	CLASS	DESCRIPTION
FEBRUARY 9	DEI&A: An Overview	Overview on diversity, equity, inclusion, and accessibility; includes a brief background on the ODEI/DEIC
FEBRUARY 23	Implicit (Unconscious) Bias	Overview of the most common types of implicit biases, how they can affect the workplace, and ways to intervene/tackle bias
MARCH 9	DEI&A: An Overview	Overview on diversity, equity, inclusion, and accessibility; includes a brief background on the ODEI/DEIC
MARCH 23	Equity & Privilege	Overview on equity, privilege, and intersectionality; includes an exploration into intersectionality and its impact on privilege.
APRIL 13	DEI&A: An Overview	Overview on diversity, equity, inclusion, and accessibility; includes a brief background on the ODEI/DEIC
APRIL 27	DEI in Mentorship	Overview on the mentorship; the types of mentorships; why mentorship is important; the role DE&I plays mentor/mentee relationships; and suggested mentorship practices.
MAY 11	DEI&A: An Overview	Overview on diversity, equity, inclusion, and accessibility; includes a brief background on the ODEI/DEIC
MAY 25	Mitigating Microaggressions	Overview of microaggressions as related to race & ethnicity, gender & sexuality, religion, age, and ability; how to respond to microaggressions; and how to mitigate them
JUNE 8	Let's Talk LGBTQIA+	Overview of LGBTQIA+ defined; history of LGBTQIA+ in the military; use of pronouns; discrimination/harassment; covering; microaggressions;

Office of Diversity, Equity, & Inclusion
Training Calendar
FY 2023

		building an environment inclusive of LGBTQIA+
JUNE 22	The Color of Law	Overview of how U.S. law has historically created racial inequalities, affecting marginalized communities; discusses the systemic implications and impact these laws has had on our institutions and systems; includes legal protections.
JULY 13	DEI&A: An Overview	Overview on diversity, equity, inclusion, and accessibility; includes a brief background on the ODEI/DEIC
JULY 27	JAGC Affinity Groups Engagement	Overview of the five JAGC Affinity Mentorship Groups including their mission, vision, structure, initiatives, etc.
AUGUST 10	DEI&A: An Overview	Overview on diversity, equity, inclusion, and accessibility; includes a brief background on the ODEI/DEIC
AUGUST 24	Generations in the Workplace	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
SEPTEMBER 14	DEI&A: An Overview	Overview on diversity, equity, inclusion, and accessibility; includes a brief background on the ODEI/DEIC
SEPTEMBER 28	Recognizing & Mitigating Bias in Military Justice	Overview of cognitive bias and implicit bias; how it can influence the execution of military justice; and ways to mitigate it
OCTOBER 12	DEI&A: An Overview	Overview on diversity, equity, inclusion, and accessibility; includes a brief background on the ODEI/DEIC

Office of Diversity, Equity, & Inclusion
Training Calendar
FY 2023

OCTOBER 26	Disability and Accessibility	Overview on disability and accessibility; barriers to accessibility; building an environment inclusive of those with accessibility needs; and humanizing interactions in the workplace
NOVEMBER 9	DEI&A: An Overview	Overview on diversity, equity, inclusion, and accessibility; includes a brief background on the ODEI/DEIC
NOVEMBER 16*	Building Inclusive Teams	Overview on characteristics of today's workforce; inclusive and exclusive leader behaviors; and how to foster belonging and inclusion in today's workplace
DECEMBER 14*	Holidays Around the World	An inclusive overview of the different holiday festivities celebrated around the world

*Training dates impacted by holidays

Training will take place at the MS Teams link below from 1100-1200 EST:

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

Office of Diversity, Equity, Inclusion & Accessibility (ODEIA)
FY 24 Strategic Training Plan

Our training plan is focused on building and sustaining Army readiness through the implementation of curriculum to advance Diversity, Equity, Inclusion & Accessibility (DEI&A) in the Army JAG Corps. We have developed two tracts of training. One is focused on topics related to diversity, equity, and inclusion and the other is focused on highlighting the diverse talent within the JALS community. The second tract will coincide with DoD recognized Special Observance Months. We believe that sharing diverse perspectives will enable JALS personnel to foster a culture that is built on trust, acceptance, and the Army values.

All training will be streamed through our JAGC ODEIA- DEI&A Training and Resources MS Teams page. This fiscal year we will be recording our training sessions so that JALS personnel across our multiple time zones can access our content during their duty days most conveniently. Please note our standard training days are the 2nd and 4th Thursdays of the month at 1000 EST but are subject to change based on mission requirements. All current and updated training information including updates to this calendar will be posted on our Teams page.

DATE	CLASS	DESCRIPTION
October 12	DEI&A: An Overview	Overview on diversity, equity, inclusion, and accessibility; includes a brief background on the ODEIA/DEIC.
October 26	Disability and Reasonable Accommodations	An overview of employers' responsibilities with regards to people with disabilities and reasonable accommodations.
November 9	American Indian Heritage Month Panel	A diverse panel of JALS personnel who can share their perspectives on the American Indian culture, their respect for natural resources and the Earth.
December 14	Holidays Around the World Panel	An inclusive overview of the different holiday festivities our JALS personnel celebrate around the world shared by a diverse panel of JALS personnel.
January 11	DEI&A: An Overview	Overview on diversity, equity, inclusion, and accessibility; includes a brief background on the ODEIA/DEIC.
January 15	MLK Observance	DEOMI published press release, poster, and video clip for this year's MLK observance shared via enterprise email.
February 8	Generations in the Workplace	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.
February 22	Black History Month Panel	A diverse panel of JALS personnel coordinated with our Buffalo JAG Affinity Group who can share their perspectives on the African

		American culture, overcoming racial inequities, and opportunities for equal advancement.
March	Women's History Month	DEOMI published press release, poster, and video clip for this year's observance shared via enterprise email.
April 13	Borinqueneers Day	Pursuant to Section 1088 of the 2021 NDAA, we celebrate National Borinqueneers Day which recognizes the sacrifices of the Puerto Rican Volunteer Infantry Regiment. Today the regiment is designated the 65th Infantry Regiment of the United States Army. Article and history shared via enterprise email.
May 10	Holocaust Remembrance Event. *Behind Every Name A Story: The Courageous*	Days of Remembrance was established by the U.S. Congress to memorialize the six million Jews murdered in the Holocaust. This year our JALS personnel honor and memorialize these victims with a program that includes guest speakers to include one of our very own Judge Advocates, (b) (6) who will provide a presentation on the U.S. Army JAG Corps war crimes prosecutions at site of the former Dachau concentration camp between 1945-1948. (b) (6) will also discuss his family's experience during and after the Holocaust.
May	Asian-American & Pacific Islander Heritage Month	DEOMI published press release, poster, and video clip for this year's cultural observance shared via enterprise email.
June	Let's Talk LGBTQIA+ and Pride Month	DEOMI published press release, poster, and video clip for this year's cultural observance shared via enterprise email.
August 22	Women's Equality Day	DEOMI published press release, poster, and video clip for this year's cultural observance shared via enterprise email.
September	Hispanic Heritage Month	DEOMI published press release, poster, and video clip for this year's cultural observance shared via enterprise email.

The point of contact for this training calendar is the Chief, Operations Officer, Professional and Organizational Development, CW2 (b) (6) at (b) (6)

Online Misconduct

Wednesday, January 25, 2023 9:24 AM

Part 1. You have a Facebook account which is linked to your Instagram account. You like to post pictures of your hunting, fishing and camping trips and use it to stay in touch with old friends. Many people in your unit do the same thing. One day, while scrolling through Facebook you see some things which "catch your eye." One of them is a post by a senior SPC in your company ranting about how the company commander couldn't pour piss out of a boot with a hole in the toe and instructions on the heel. What is worse, you see a bunch of individual's have commented on the post, including members of the company and what appears to be civilians.

Part 2. You switch off of Facebook and start scrolling through Instagram when you see a post which makes you almost fall out of your chair. One of the Soldiers in your unit has posted a "thirst trap" picture of themselves…with only portions of the duty uniform on. A "thirst trap" is a statement or photograph of someone on social media that is intended to attract attention or make people who see it sexually interested in them. What makes your eyebrows shoot to the back of your head is the link to their "Only Fans" page at the bottom. If you do not know what "Only Fans" is…do not go there…especially on a government computer. Suffice it to say it is a platform for individuals to post "creative content."

Law, Part 1. Disrespect towards superiors is a violation of the U.C.M.J., Article 89. Additionally, while you have many rights in the military, the right to say disparaging words towards The President, Congress, or other public officials is not one of them and doing so is a violation of Article 88 U.C.M.J. So posting "Our President is a blankity blank blank blank," on any social media platform will result in consequences. Now you can post about a particular cause without issue. For example, you could post, "Send tanks to Ukraine!" but cannot advocate for a terrorist group like Antifa or the Proud Boys. Additionally, DoDI 5400.17 was just released which provides more details on the Army's policies for social media.

Law, Part 2. I am sure some of you are thinking this could not happen. You are wrong. Military personnel may not wear the uniform in connection with furthering private employment or commercial interests. DoD Instruction 1334.01, JER 3-209. Additionally, you are required to file what is called an SF-86 with your commander requesting permission for the outside employment. Additionally, creating this content could be considered a violation of the Adjudicative Guidelines for Determining Eligibility for Access to Classified Information, (parts D and E), which means you could lose your security clearance. The use of an individual's official position (including a photograph while in uniform) for private gain is prohibited. DoDI 5400.17.

Analysis, Part 1. The statement about the company commander is clearly disrespectful. You should report it to the Soldier's first line supervisor and the Soldier should take down the comment. If the first line supervisor does not order the Soldier to delete the post, then you may have to get personnally involved and report it higher up the chain.

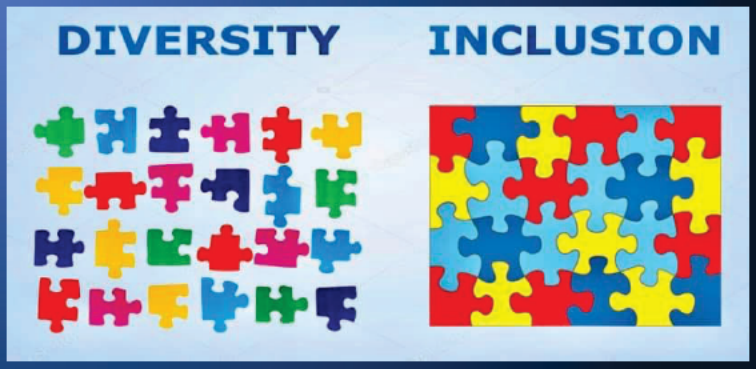
Analysis, Part 2. This is a big problem. Not only is this Soldier representing themselves as a Soldier, they are also using it to seek commercial gain. You should speak with the Soldier's first line supervisor to determine whether to just have the Soldier take down the picture and stop doing whatever they are doing on "Only-Fans." If other Soldier's in the unit find out (and they always find out) it will lead to other problems.

Conclusion. Know the rules for online conduct! Use common sense.

DEIA – An Overview



ODEI Team
Office of The Judge Advocate General
Army Pentagon, RM 3B548
Washington, DC 20310



TJAG's Charge to Us

"Are We As Inclusive As We Can Be?"



DEIA Basic Sources for JALS Personnel

All Open Sources

- ARMY
  - ARs 600-20 (Command Policy), and 690-12 (EEO & Diversity)
  - Army People Strategy (APS) (2019)
  - DEI Annex to APS (2020)
  - ★ MIL/CIV APS Implementation Plans (2022)

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  -
  - 14035 (JUN 2021)
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  -
  - DoD Report on D&I (DEC 2020)
  - ★ DoD DEIA Strategic Plan (2022)

-
  - curity Strategy (2021)
  - CRS Report D&I in Armed Forces (2019)
  - ★ TJAG Policy Memo 22-11 (2022)
  - JAGC Strategy (2022)

Summary of Comments on PowerPoint Presentation

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Good legal professionals go to the Sources, and I encourage you to do this – if nothing else, you will learn nomenclature, and the fact that requirements for DEI are embedded in law and policy – and have been there for a long time!! Examples:
10 USC 113 – on SecDef – includes NDAA 1997's mandate for human relations training, which includes race relations, EO, gender discrimination, and sensitivity to hate group activities. This stemmed from a series of hate crimes that Soldiers committed (Fort Campbell killing of gay Soldier) ….
10 USC 656 – requires DoD to develop and implement diversity plan in military leadership.
An example of how this happens: 2009 NDAA Congress mandates a Commission (MLDC) to conduct a comprehensive evaluation and assessment of policies that provide opportunities for promotion and advancement of Latest most important EO is #14035 (issued in JUN) – this is the most essential policy document concerning DEI in US Gov you can read.

Interim National Security Strategy Guidance (MAR 2021): "We will enhance diversity, equity, and inclusion, and prioritize flexibility and improve training across our national security workforce."
ADP 6-22 (Leadership Army Doctrine): Army culture is one of inclusion.

DEIA Defined

Diversity. 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.

Equity. 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.

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; enabling workforce members to achieve their full potential in focused pursuit of organizational objectives.

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.

- For the Army, Diversity isn't about reaching an exact number.
- It's about building high performing and cohesive teams.
- It's about knowing your people – from the unique attributes and characteristics that each Soldier and Civilian brings, to empowering your people as valued members of a team and using their qualities to build readiness and support the mission.

Everyone should be treated with Dignity and Respect!

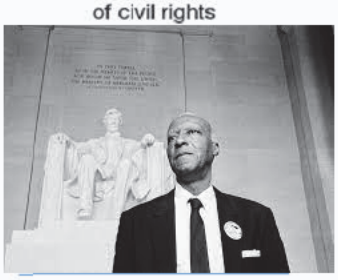
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A Long-Term Effort

1940s–1950s

Armed Forces Desegregation

President's Committee on Civil Rights (est. 1946) investigates the status of civil rights



All Armed Forces fully desegregate by 1954

1960s

DoD Diversity and Inclusion Values

Gesell Committee (est. 1962) recommends improvements for practices, structures, and trainings to promote equal treatment of Black/African American Service members



1970s–1990s

DoD D&I Implementation

DoD pioneers the Race Relations Education Board (est. 1971) and the Defense Race Relations Institute, which becomes the Defense Equal Opportunity Management Institute (DEOMI)

The Task Force on the Administration of Military Justice in the Armed Forces (est. 1972) investigates discrimination in the military justice system



2000s–2020

D&I in Military Leadership

Military Leadership Diversity Commission (est. 2009) expands beyond diversity toward inclusion, with emphasis on diversity leadership and the personnel lifecycle

Services create D&I policies focused on leadership diversity training and education, recruiting, and accessions

Secretary of Defense directs immediate actions and establishes a Board to promote D&I (2020)

In accordance with FACA, DoD establishes the independent Defense Advisory Committee on D&I (2020)

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Need to learn history of this effort – DEI is not new – it has been around for a long time – DoD has been engaged in a deliberate, consistent, conscious effort to make things better.
We (in DoD) know we're not going to change THE world, but we can try to change OUR world.
FACA=Fed Advisory Committee Act
-Choosing the second column as a start point - Propelled by the civil rights movement of the 1960s and to counteract a national policy of segregation and inequality, DoD mandated race relations training in 1971. The violent and nonviolent disorders of the late 1960s were the catalyst that convinced military leaders that race relations education must be provided to every member of the Armed Forces. An inter-service task force examined the causes and possible cures of these racial disorders within the military. The task force resulted in Department of Defense Directive 1322.11. This directive established the Race Relations Education Board and in 1971, created the Defense Race Relations Institute (DRRI), the original name for DEOMI, the Defense Equal Opportunity Management Institute, where much of the relevant training for our DoD EO/EEO professionals takes place.

Background

- George Floyd and the Summer 2020 Reckoning
- TJAG Established Council on DEI ("DEIC") on 10 July 2020
  - Recruiting & Accessions; Assignments; Training & Education; Promotions; and Retention; other Obstacles to Inclusion
  - 3 Co-Chairs; XO/AXO; @16-20 members
  - Subordinate DEIC advisory boards ("Field Boards")
- TJAG Established ODEI on 25 March 2021; Operational Since June 2021
  - *"[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."*
  - data analysis and metrics, policy review and development, training, advisory support, and diversity recruiting
  - Director (GS-15); Deputy Director (COL or LTC/JA); Program Coordinator (WO/LA); Program Specialist (27D NCO)

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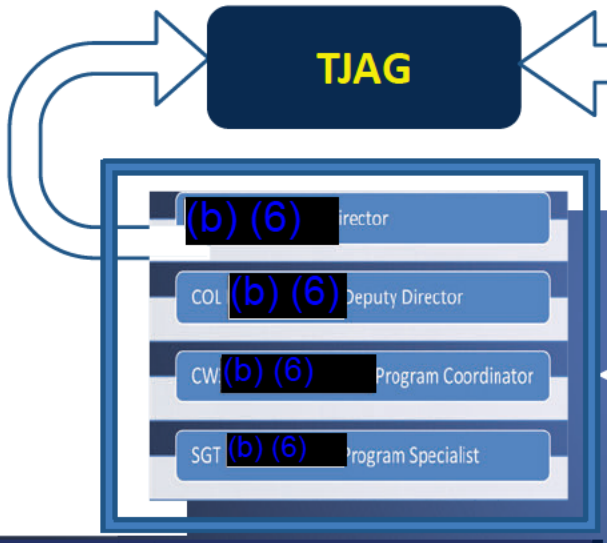
10 DEI Field Boards with members from E-4 to O-6 at nearly every installation.
Charged with developing ideas on how the JAGC can eliminate barriers to DEI&A for the DEIC
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The Last 2 Years

ODEI

- Collected and conducted data & demographic analysis
- Helped develop bias awareness/interruption training – now systemic in JALS processes
- Taught approx. 5500 JALS personnel on DEIA
- Established DEIA resource database
- Interface with Army's Equity & Inclusion Agency
- tegic plan, measures of
  JAG's policy letter
- n with other services' DEIA
- tor (civilian)
- ugural DEI Chair effort at LCS

JALS' DEIA Structure



DEIC Vision: To make us better, individually & as a Regiment.

ODEI Vision: Enable the transformation of policies, practices, programs, & systems that advance DEIA to the fullest extent possible across the breadth (functions) & depth (hierarchy) of JALS.

Our DEIA Strategy (draft)

Goal 1: DRIVE. Demonstrate Leader Commitment, Engagement, & Support for DEIA in JALS.

Goal 2: PROCESS. Institutionalize Processes to Recruit, Select, & Retain JALS Personnel from Diverse Backgrounds.

Goal 3: TRAINING & EDUCATION. Create, Implement, & Assess DEIA Training and Education in JALS.

Goal 4: SUSTAINMENT. Continually Assess, Support, & Improve JALS' DEIA Environment.

***DEIC Mission**: Take a comprehensive look, determine whether JALS is as inclusive as it can/should be, & propose approaches to make JALS more inclusive of the diversity that is the strength of the JAG Corps, our Army, & the Nation we serve.*

***ODEI Mission**: Provide leadership & direction in the formulation, execution, & management of policies & practices that foster a DEIA environment consistent with the core values of the JALS.*

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This is how we are operationalizing our strategic goals – through ODEI and the DEIC/Fld Boards

OUR STRAT GOALS MIRROR DoD's – Here are DoDs:

■ Recruitment and Accessions: Strengthen both community engagement and the narrative about military service opportunities during recruiting to attract more diverse candidates.
■ Retention: Retain minorities beyond initial commitment and into leadership ranks.
■ Barriers: Address barriers confronted by minority members in the workplace.
■ Career Development: Improve advancement opportunities (e.g., promotion boards, command selection, professional military education, assignments).
■ Organizational Climate: Address command and organizational climate issues that may negatively impact retention of minority members.
■ Culture, Worldview, and Identity: Promote inclusion of minority groups in military culture and strengthen aspects of individual and cultural identity.

Tasks & Challenges

- Why DEIA
- Identifying “Barriers to Inclusion” in Our Formation
- Comparison Point – What Should We Look Like?
- Education & Training - Changing Minds?
- How to Improve Diversity in Civilian Workforce
- Geographical Assignment Concerns
- Performance Measures – How to Measure Effectiveness

Your Council



(b) (6)



(b) (6)

(b) (6)

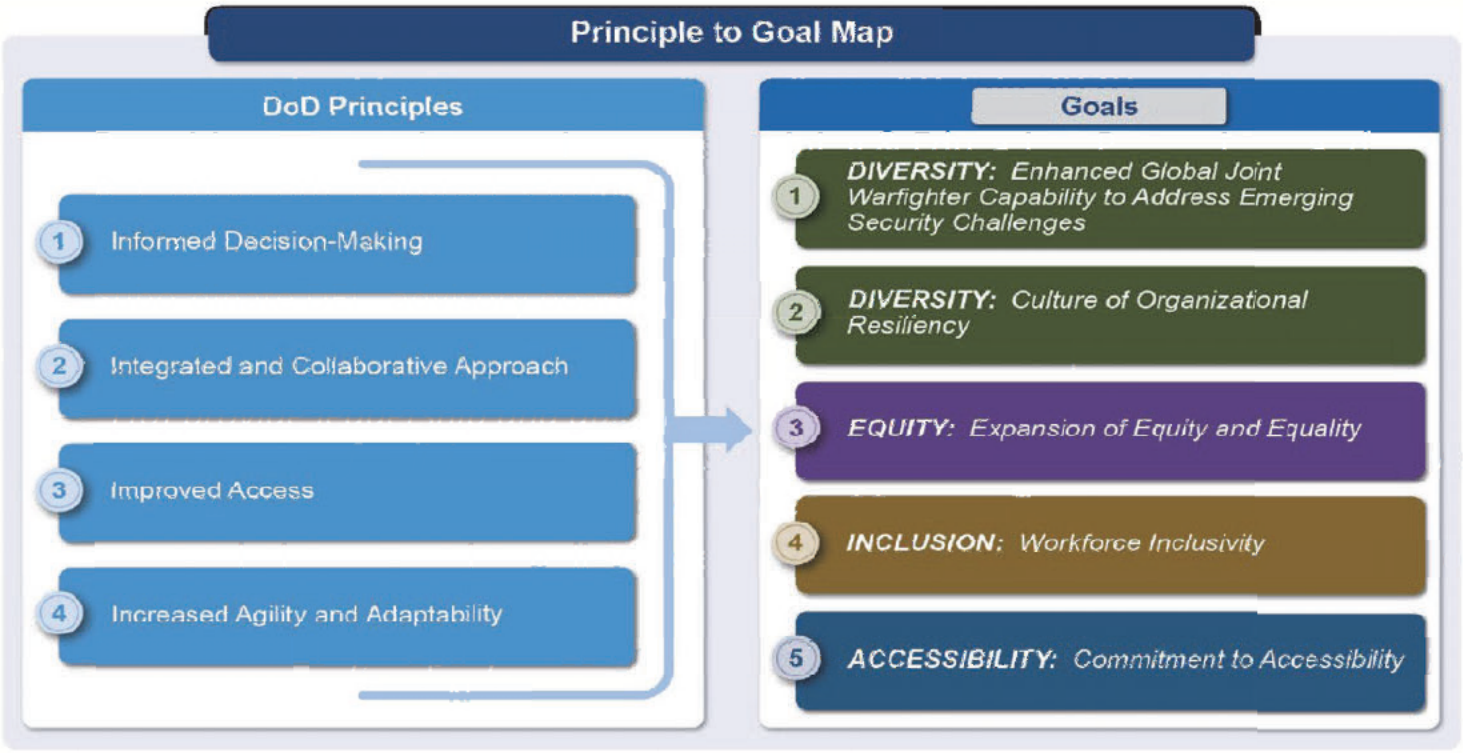


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DoD's DEIA Strategy (2022)



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10 DEI Field Boards with members from E-4 to O-6 at nearly every installation.
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Ch. 7 (DEIA), APS Implementation Plan (MIL)

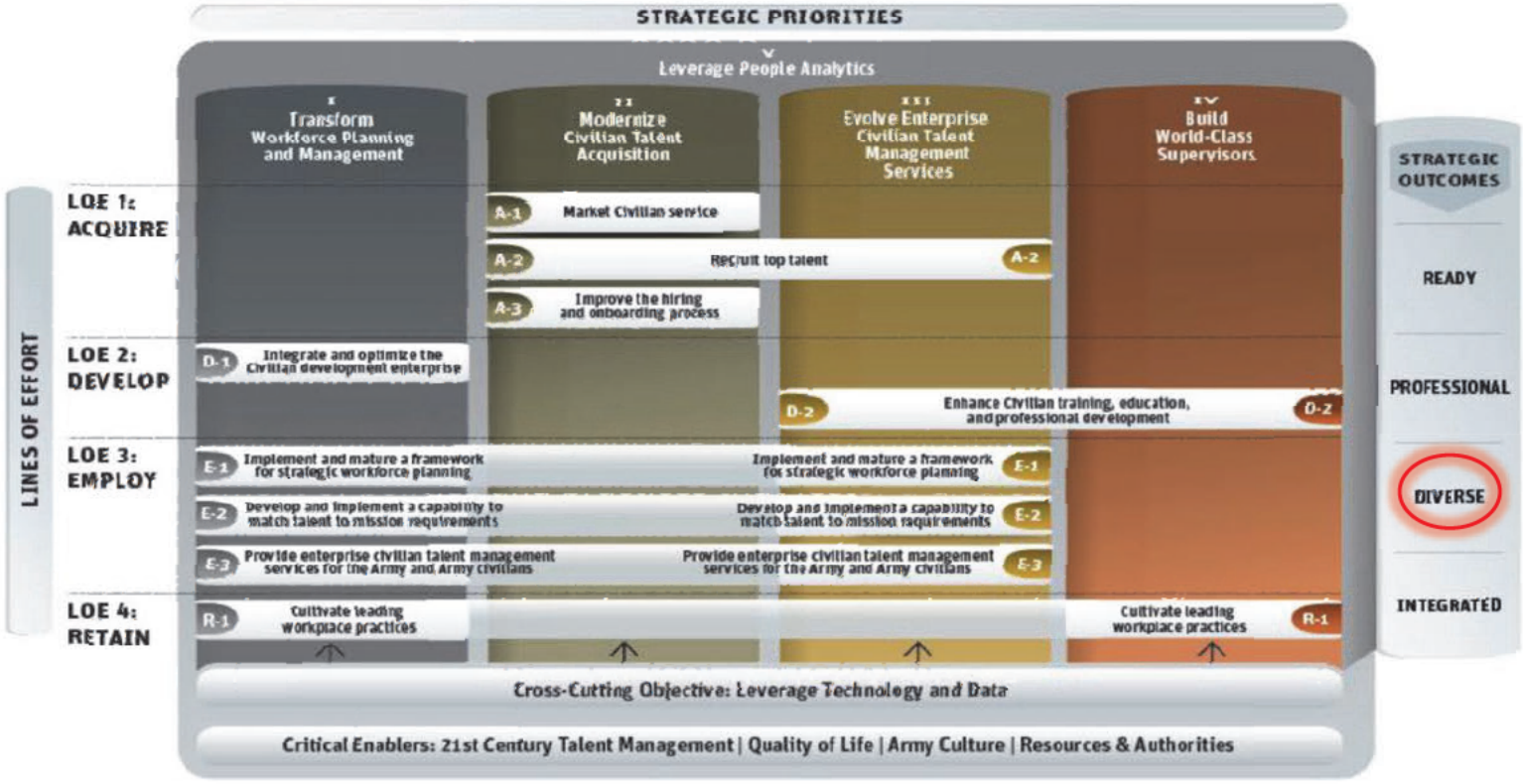
3.5. (U) Enhance Mission Readiness (DEIA)	A. (U) Develop and implement mechanisms to integrate and synergize diversity outreach and goals with Army recruitment strategies to enhance leader participation in acquiring the best talent from diverse backgrounds. (MIP 7.1.a.) B. (U) Integrate DEIA principles and policies into the Army Campaign Plan, Army People Strategy, and Army Talent Management processes for all military and civilian personnel. (MIP 7.1.b) C. (U) Establish and implement procedures for achieving desired Army diversity outcomes through diversity policy and talent management principles and practices. (MIP 7.1.c.) D. (U) Enhance mentorship, coaching guidance, and processes to ensure professional development opportunities extend across the Army. (MIP 7.1.d) E. (U) Continue to develop and implement procedures that recognize the value of diversity in developing and retaining high-performing Soldiers and DA Civilians. (MIP 7.1.e)	A. (U) Milestones B. (U) Milestones C. (U) Milestones D. (U) Milestones E. (U) Milestones	A. (U) ASA(M&RA) B. (U) ASA(M&RA) C. (U) ASA(M&RA) D. (U) ASA(M&RA) E. (U) ASA(M&RA)
3.6. (U) Army-Wide Inclusive Culture (DEIA)	A. (U) Establish a methodology to benchmark existing organizational climates relevant to DEIA. (MIP 7.5.a) B. (U) Review all Army policies, procedures, and programs for potential biases. (MIP 7.5.b) C. (U) Establish procedures to address DEIA challenges impacting mission readiness. (MIP 7.5.c) D. (U) Establish mechanisms that enable top-down, lateral, and bottom-up emphasis on equitable and inclusive practices. (MIP 7.5.d) E. (U) Develop practical tools for assessing an equitable and inclusive environment through multiple feedback methods. (MIP 7.5.e)	A. (U) Milestones B. (U) Milestones C. (U) Milestones D. (U) Milestones E. (U) Milestones	A. (U) ASA(M&RA) B. (U) ASA(M&RA) C. (U) ASA(M&RA) D. (U) ASA(M&RA) E. (U) ASA(M&RA)
3.7. (U) The Employer of Choice (DEIA)	A. (U) Study to determine DEIA missions, functions, programs, and required staffing throughout the Army. (MIP 7.4.a) B. (U) Establish or revise governing regulations and policies for DEIA staff and functions. (MIP 7.4.b) C. (U) Establish strategic marketing and communication channels, strategies, and processes that synchronize information related to DEIA across the Total Force. (MIP 7.4.c) D. (U) Study transforming MEO requirements and imperatives to advance diversity, equity, and inclusion. (MIP 7.4.d) E. (U) Study transforming EEO requirements and imperatives to advance diversity, equity, inclusion, and accessibility. (MIP 7.4.e)	A. (U) Milestones B. (U) Milestones C. (U) Milestones D. (U) Milestones E. (U) Milestones	A. ((U) ASA(M&RA) B. (U) ASA(M&RA) C. (U) ASA(M&RA) D. (U) ASA(M&RA) E. (U) ASA(M&RA)
3.8. (U) Training and Education (DEIA)	A. (U) Develop DEIA training and education programs for each stage of Soldier and DA Civilian career life cycle: pre-commission, entry, mid-career, and senior executive. Provide comprehensive diversity, equity, and inclusion training, diversity advisors, program. (MIP 7.3.a) B. (U) Develop and implement a training and education strategy for startup, integration, and sustainment of formal programs. (MIP 7.3.b) C. (U) Develop and implement a comprehensive model for assessing the effectiveness of DEIA training and education, marketing appropriate improvements, and ensuring currency relevancy. (MIP 7.3.c)	A. (U) Milestones B. (U) Milestones C. (U) Milestones	A. ((U) ASA(M&RA) B. (U) ASA(M&RA) C. (U) ASA(M&RA)
3.9. (U) Leader Commitment and Engagement (DEIA)	A. (U) Develop standards, methods, procedures, and processes for implementing DEIA practices. (MIP 7.2.a) B. (U) Integrate diversity principles, equitable treatment, and inclusive leadership practices into leader development. (MIP 7.2.b) C. (U) Develop and implement procedures that ensure continuous leader awareness of DEIA efforts and progress on priority tasks. (MIP 7.2.c) D. (U) Develop recognition and reward programs to incentivize effective DEIA leadership. (MIP 7.2.d) E. (U) Create processes to measure the overall effectiveness of the goals listed in the DEIA Roadmap and progress toward the overall Army People Strategy's strategic outcomes. (MIP 7.2.e) F. (U) Reconstitute an executive-level DEI Council to approve policies, develop requirements, and provide strategic guidance on implementing the DEIA Strategy and executing future initiatives. (MIP 7.2.f.)	A. (U) Milestones B. (U) Milestones C. (U) Milestones D. (U) Milestones E. (U) Milestones F. (U) Milestones	A. (U) ASA(M&RA) B. (U) ASA(M&RA) C. (U) ASA(M&RA) D. (U) ASA(M&RA) E. (U) ASA(M&RA) F. (U) ASA(M&RA)

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APS DEIA Implementation Plan (CIV)



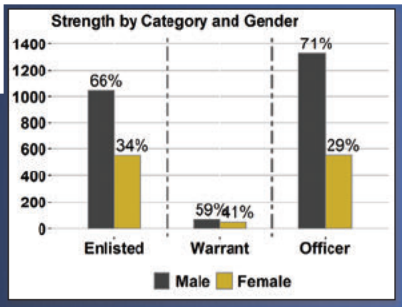
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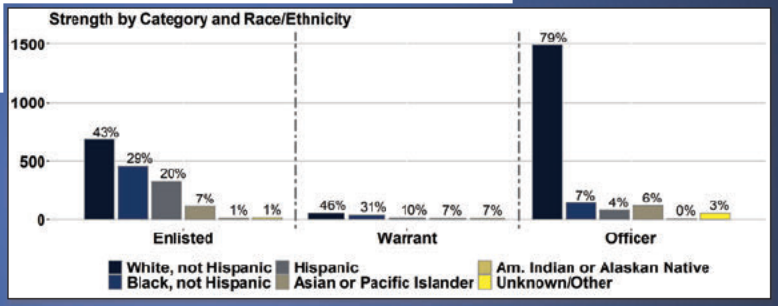
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10 DEI Field Boards with members from E-4 to O-6 at nearly every installation.
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JAGC AC Current Demographics

The total number of Soldiers in the JAG Corps Active Component is 3,589. 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: 61.9%, Black, Not Hispanic: 17.6%, Hispanic: 11.5%, Asian or Pacific Islander: 6.5%, American Indian or Alaskan Native: 0.4%, and Unknown/Other: 2%.



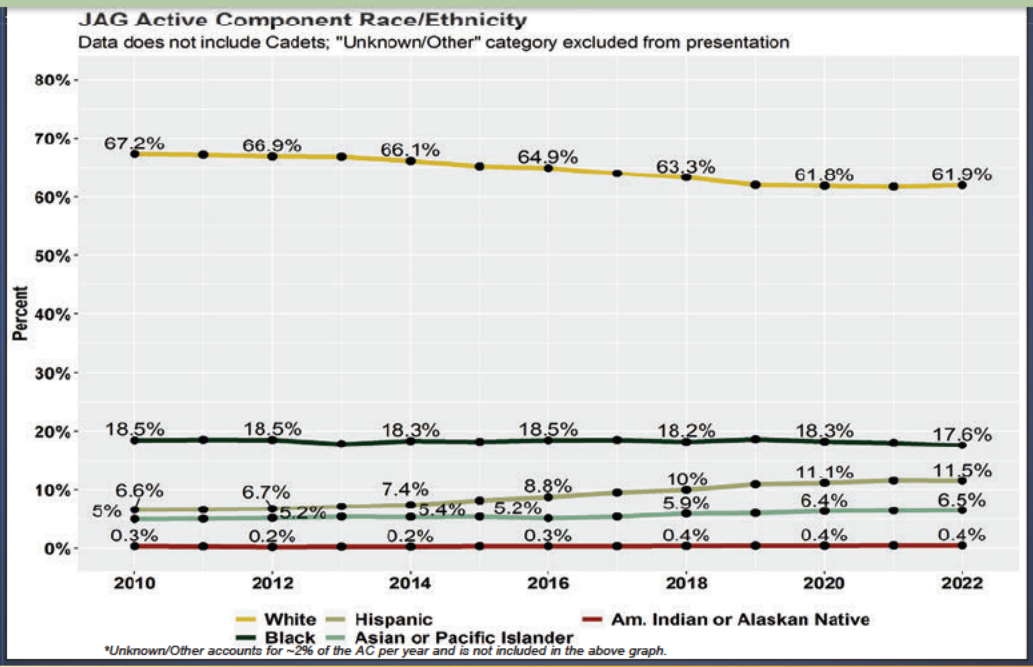


Grade	Inventory	Gender		Race/Ethnicity					
		Male	Female	Hispanic	Am. Indian or Alaskan Native	Asian or Pacific Islander	White, not Hispanic	Black, not Hispanic	Unknown/ Other
Enlisted Subtotal	1,595	1,045	550	324	10	109	681	458	13
Enlisted %	44%	66%	34%	20%	1%	7%	43%	29%	1%
Officer Subtotal	1,880	1,328	552	78	6	115	1,490	139	52
Officer %	52%	71%	29%	4%	0%	6%	79%	7%	3%
Warrant Officer Subtotal	114	67	47	11	0	8	52	35	8
Warrant Officer %	3%	59%	41%	10%	0%	7%	46%	31%	7%
Active Component Total	**3,589**	**2,440**	**1,149**	**413**	**16**	**232**	**2,223**	**632**	**73**
Active Component %		**68.0%**	**32.0%**	**11.5%**	**0.4%**	**6.5%**	**61.9%**	**17.6%**	**2.0%**

JAGC AC Yearly Demographic Trends (Race)

Data as of 30 April 2022

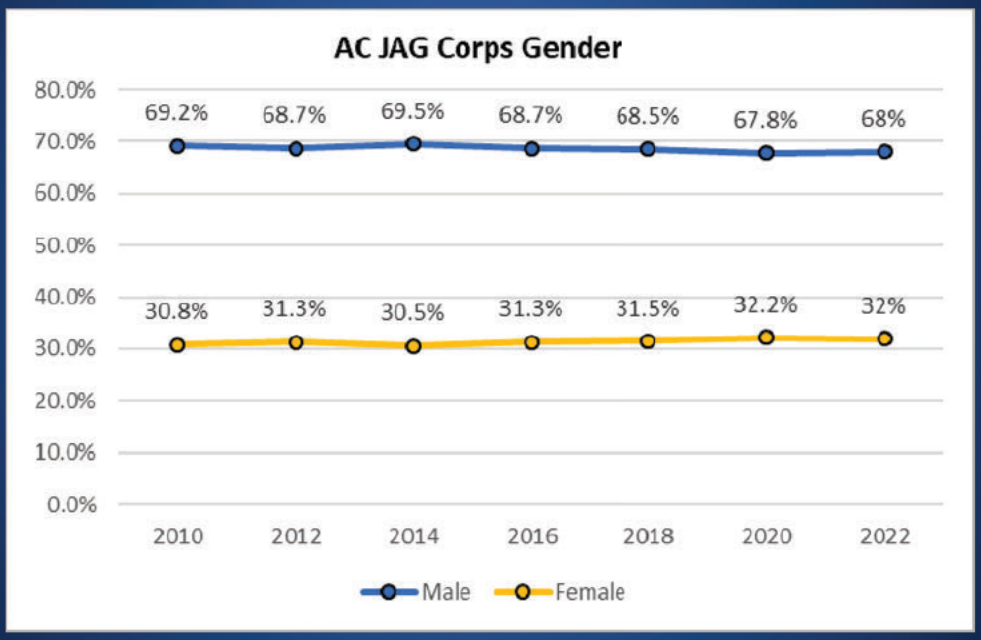
Racial/Ethnic trends show a reduction in the White Soldiers (67.2% to 61.9%), an increase in Hispanic Soldiers (6.6% to 11.5%), and an increase in Asian/Pacific Islander Soldiers (5% to 6.5%); other Races/Ethnicities show slight or negligible change.



JAGC AC Yearly Demographic Trends (Gender)

Data as of 30 April 2022

Females comprise an increasing share of the population, moving from 30.8% to 32%.



*Unknown/Other accounts for ~2% of the AC per year and is not included in the above graph.

JAGC AC Demographics (Cohort)

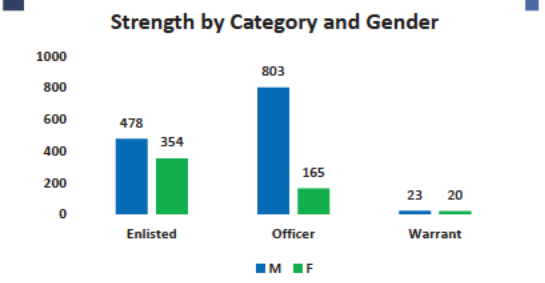
as of 30 April 2022

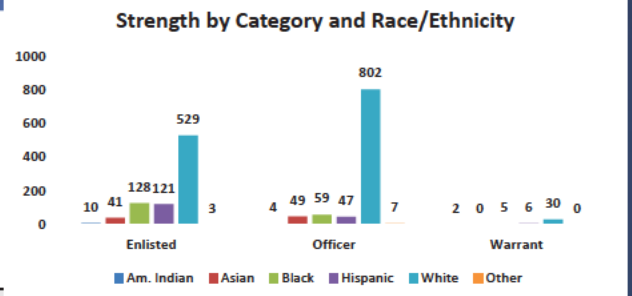
Grade	Inventory	Gender		Race/Ethnicity					
		Male	Female	Hispanic	Am. Indian or Alaskan Native	Asian or Pacific Islander	White, not Hispanic	Black, not Hispanic	Unknown/ Other
E1	14	12	2	3	0	2	7	2	0
E2	48	32	16	11	0	4	19	14	0
E3	150	94	56	32	1	5	71	41	0
E4	379	230	149	90	2	37	141	109	0
E5	388	270	118	87	1	24	171	102	3
E6	332	214	118	57	4	20	138	109	4
E7	196	136	60	33	1	11	92	56	3
E8	65	37	28	8	1	5	30	20	1
E9	23	20	3	3	0	1	12	5	2
Enlisted Subtotal	**1,595**	**1,045**	**550**	**324**	**10**	**109**	**681**	**458**	**13**
Enlisted %	**44%**	**66%**	**34%**	**20%**	**1%**	**7%**	**43%**	**29%**	**1%**
O1	0	0	0	0	0	0	0	0	0
O2	92	57	35	2	0	2	75	4	9
O3	848	565	283	36	5	65	645	78	19
O4	538	397	141	21	1	30	438	31	17
O5	273	209	64	13	0	12	230	14	4
O6	129	100	29	6	0	6	102	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	**1,880**	**1,328**	**552**	**78**	**6**	**115**	**1,490**	**139**	**52**
Officer %	**52%**	**71%**	**29%**	**4%**	**0%**	**6%**	**79%**	**7%**	**3%**
W1	18	12	6	0	0	0	9	7	2
W2	49	25	24	6	0	4	20	18	1
W3	33	22	11	3	0	1	18	7	4
W4	11	6	5	2	0	3	3	3	0
W5	3	2	1	0	0	0	2	0	1
Warrant Officer Subtotal	**114**	**67**	**47**	**11**	**0**	**8**	**52**	**35**	**8**
Warrant Officer %	**3%**	**59%**	**41%**	**10%**	**0%**	**7%**	**46%**	**31%**	**7%**
Active Component Total	**3,589**	**2,440**	**1,149**	**413**	**16**	**232**	**2,223**	**632**	**73**
Active Component %		**68.0%**	**32.0%**	**11.5%**	**0.4%**	**6.5%**	**61.9%**	**17.6%**	**2.0%**

JAGC NG Current Demographics

as of 1 JUN 2022

As of 1 June 2022, the total number of Soldiers in the NG JAG Corps is 1,842. Males account for 71% and Females account for 29% of the total. The Racial/Ethnic distribution is as follows – White, Not Hispanic: 74%, Black, Not Hispanic: 10%, Hispanic: 9%, Asian or Pacific Islander: 5%, American Indian or Alaskan Native: 1%, and Unknown/Other: 1%.



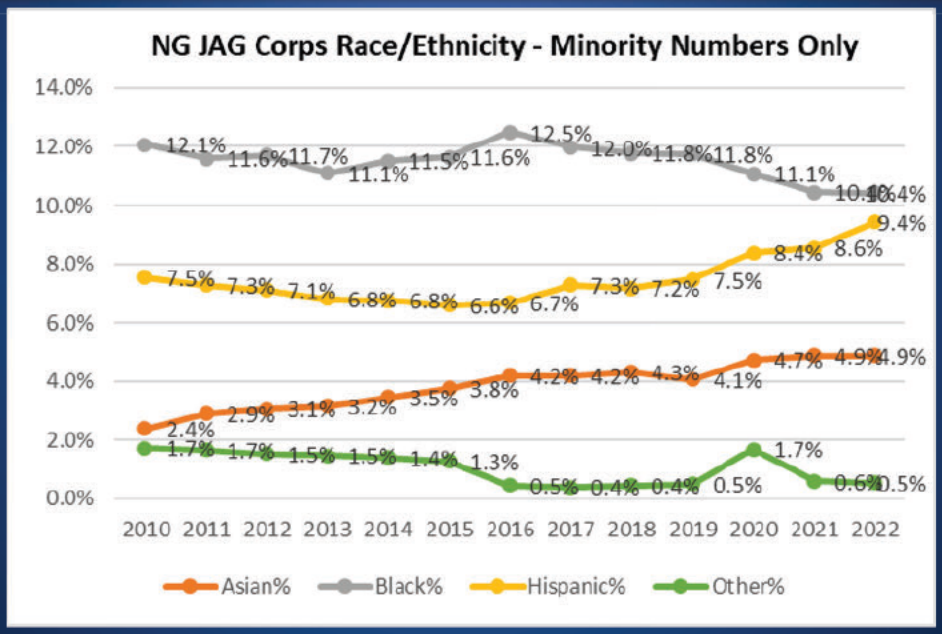


		Gender		Race					
Grade	Inventory	Male	Female	Am. Indian	Asian	Black	Hispanic	White	Other
Enlisted Subtotal	832	478	354	10	41	128	121	529	3
Enlisted %	45%	57%	43%	1%	5%	15%	15%	64%	0%
Officer Subtotal	968	803	165	4	49	59	47	802	7
Officer %	53%	83%	17%	0%	5%	6%	5%	83%	1%
Warrant Officer Subtotal	43	23	20	2	0	5	6	30	0
Warrant Officer %	2%	53%	47%	5%	0%	12%	14%	70%	0%
ARNG Total	1843	1304	539	16	90	192	174	1361	10
ARNG %		71%	29%	1%	5%	10%	9%	74%	1%

JAGC NG Yearly Demographic Trends (Race)

Data as of 1 JUN 2022

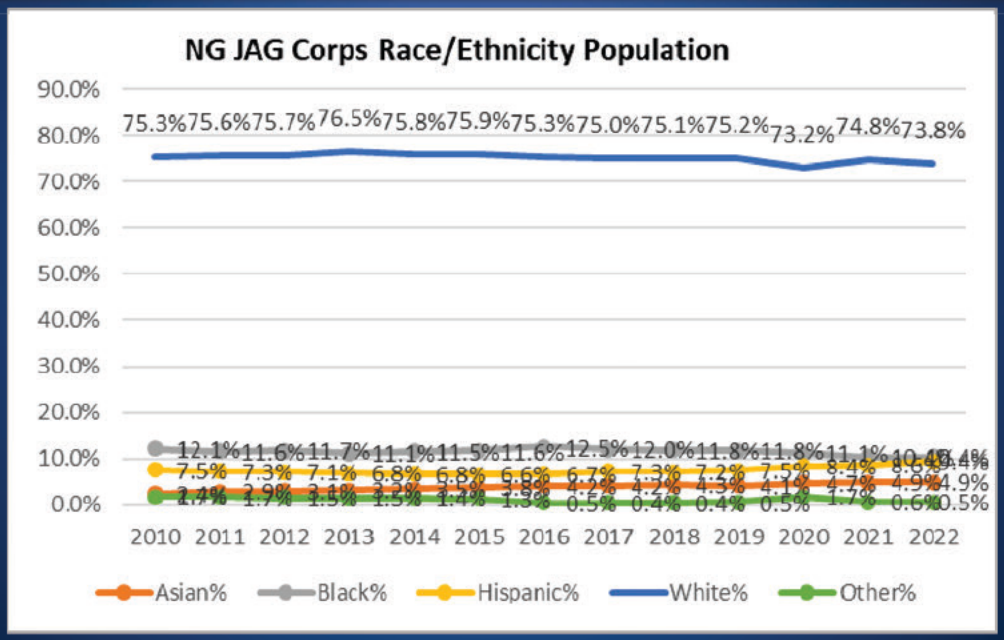
Between FY10 and 1 June 2022, Racial/Ethnic trends show a reduction in the White Soldiers (75.3% to 73.8%), an increase in Hispanic Soldiers (7.5% to 9.4%), and an increase in Asian/Pacific Islander Soldiers (2.4% to 4.9%)



JAGC AC Yearly Demographic Trends (Race)

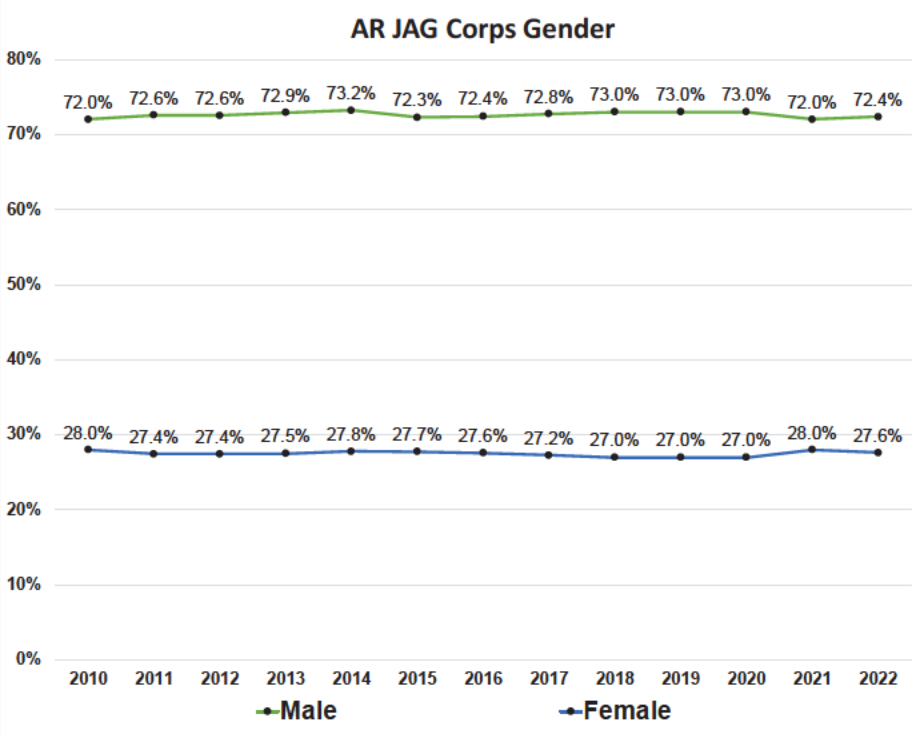
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Between FY10 and 1 June 2022, Racial/Ethnic trends show a reduction in the White Soldiers (75.3% to 73.8%), an increase in Hispanic Soldiers (7.5% to 9.4%), and an increase in Asian/Pacific Islander Soldiers (2.4% to 4.9%)



JAGC NG Yearly Demographic Trends (Gender)

as of 1 JUN 2022



JAGC NG Demographics (Cohort)

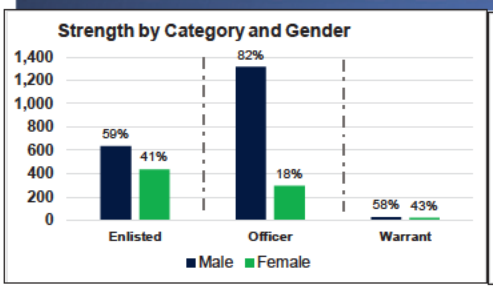
as of 1 JUN 2022

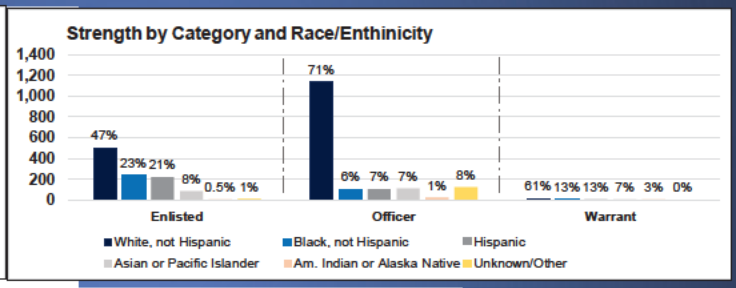
Grade	Inventory	Gender		Race / Enthicity					
		Male	Female	Hispanic	Am. Indian or Alaska Native	Asian or Pacific Islander	White, not Hispanic	Black, not Hispanic	Unknown / Other
E1	21	10	11	6	0	2	5	8	0
E2	28	19	9	6	0	1	18	3	0
E3	94	56	38	27	1	11	39	16	0
E4	327	201	126	88	2	29	143	65	0
E5	233	143	90	40	0	18	120	52	3
E6	161	94	67	28	2	13	69	47	2
E7	118	58	60	13	0	6	70	27	2
E8	74	44	30	17	0	5	31	19	2
E9	13	7	6	1	0	0	7	4	1
Enlisted Subtotal	1,069	632	437	226	5	85	502	241	10
Enlisted %	0.8%	59.1%	40.9%	21.1%	0.5%	8.0%	47.0%	22.5%	0.9%
O1	0	0	0	0	0	0	0	0	0
O2	93	71	22	4	3	3	34	1	48
O3	430	334	96	49	2	29	269	31	50
O4	586	472	114	26	15	43	438	44	20
O5	403	352	51	26	3	29	316	21	8
O6	97	84	13	3	0	5	83	6	0
O7	0	0	0	0	0	0	0	0	0
O8	0	0	0	0	0	0	0	0	0
Officer Subtotal	1,609	1,313	296	108	23	109	1,140	103	126
Officer %	59.2%	81.6%	18.4%	6.7%	1.4%	6.8%	70.9%	6.4%	7.8%
W1	3	2	1	0	0	1	0	2	0
W2	18	9	9	3	1	1	9	4	0
W3	7	5	2	0	0	2	3	2	0
W4	10	5	5	4	0	0	4	2	0
W5	2	2	0	0	0	0	2	0	0
Warrant Officer Subtotal	40	23	17	7	1	4	18	10	0
Warrant Officer %	1.5%	57.5%	42.5%	17.5%	2.5%	10.0%	45.0%	25.0%	0.0%
AR JAG Corps Total	**2,718**	**1,968**	**750**	**341**	**29**	**198**	**1,660**	**354**	**136**
AR JAG Corps %		**72.4%**	**27.6%**	**12.5%**	**1.1%**	**7.3%**	**61.1%**	**13.0%**	**5.0%**

JAGC RC Current Demographics

as of 31 May 2022

As of 31 May 2022, the total number of Soldiers in the RC JAG Corps is 2,718. Males account for 72% and Females account for 28% of the total. The Racial/Ethnic distribution is as follows – White, Not Hispanic: 61%, Black, Not Hispanic: 13%, Hispanic: 13%, Asian or Pacific Islander: 7%, American Indian or Alaskan Native: 1%, and Unknown/Other: 5%.



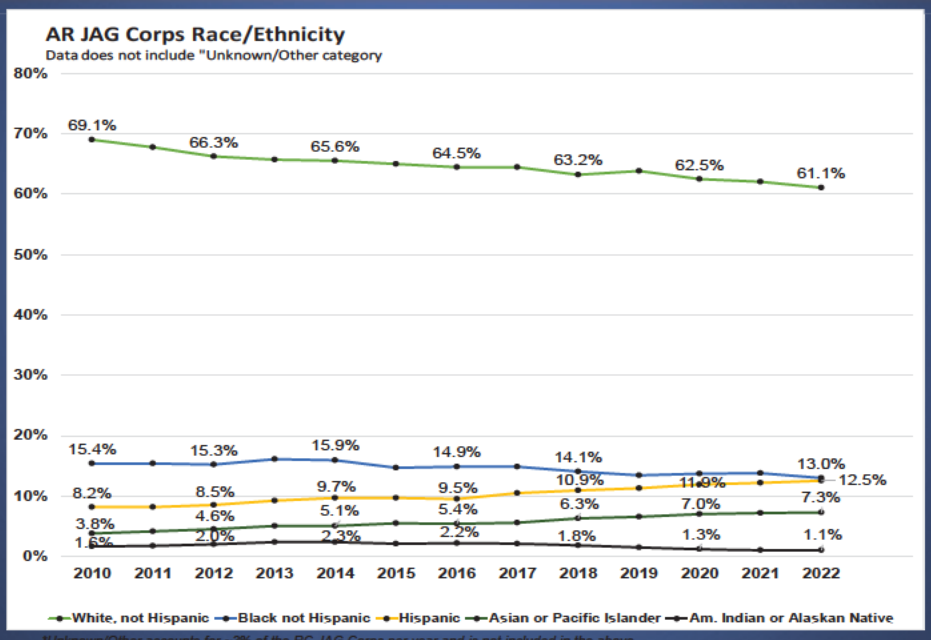


Grade	Inventory	Gender		Race / Enthicity					
		Male	Female	Hispanic	Am. Indian or Alaska Native	Asian or Pacific Islander	White, not Hispanic	Black, not Hispanic	Unknown / Other
Enlisted Subtotal	1,069	632	437	226	5	85	502	241	10
Enlisted %	39%	59%	41%	21%	0.5%	8%	47%	23%	1%
Officer Subtotal	1,609	1,313	296	108	23	109	1,140	103	126
Officer %	59%	82%	18%	7%	1%	7%	71%	6%	8%
Warrant Officer Subtotal	40	23	17	7	1	4	18	10	0
Warrant Officer %	1%	58%	43%	18%	3%	10%	45%	25%	0%
AR JAG Corps Total	**2,718**	**1,968**	**750**	**341**	**29**	**198**	**1,660**	**354**	**136**
AR JAG Corps %		**72%**	**28%**	**13%**	**1%**	**7%**	**61%**	**13%**	**5%**

JAGC RC Yearly Demographic Trends (Race)

Data as of 31 May 2022

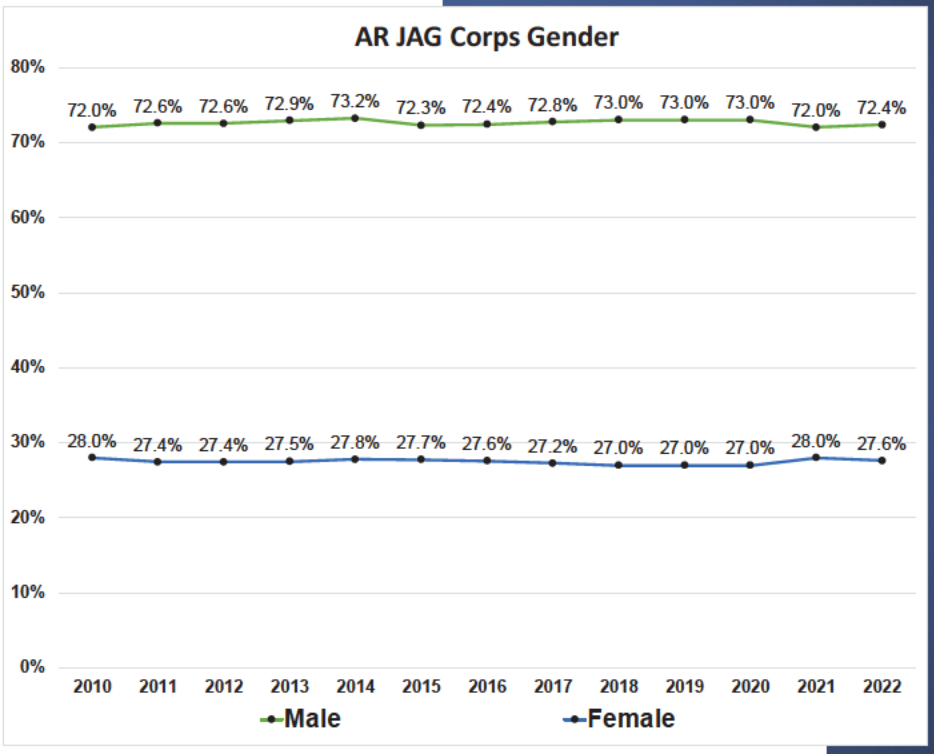
Between FY10 and 31 May 2022, Racial/Ethnic trends show a reduction in the White Soldiers (69.1% to 61.1%), an increase in Hispanic Soldiers (8.2% to 12.5%), and an increase in Asian/Pacific Islander Soldiers (3.8% to 7.3%)



**Unknown/Other accounts for ~3% of the RC JAG Corps per year and is not included in the above graph.*

JAGC NG Yearly Demographic Trends (Gender)

as of 31 May 2022



JAGC RC Demographics (Cohort)

as of 31 May 2022

Grade	Inventory	Gender		Race / Enthicity					
		Male	Female	Hispanic	Am. Indian or Alaska Native	Asian or Pacific Islander	White, not Hispanic	Black, not Hispanic	Unknown / Other
E1	21	10	11	6	0	2	5	8	0
E2	28	19	9	6	0	1	18	3	0
E3	94	56	38	27	1	11	39	16	0
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E8	74	44	30	17	0	5	31	19	2
E9	13	7	6	1	0	0	7	4	1
Enlisted Subtotal	1,069	632	437	226	5	85	502	241	10
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O1	0	0	0	0	0	0	0	0	0
O2	93	71	22	4	3	3	34	1	48
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O8	0	0	0	0	0	0	0	0	0
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W1	3	2	1	0	0	1	0	2	0
W2	18	9	9	3	1	1	9	4	0
W3	7	5	2	0	0	2	3	2	0
W4	10	5	5	4	0	0	4	2	0
W5	2	2	0	0	0	0	2	0	0
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AR JAG Corps %		**72.4%**	**27.6%**	**12.5%**	**1.1%**	**7.3%**	**61.1%**	**13.0%**	**5.0%**

Keep up with ODEI & the Council

JAGCNet

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

MilSuite

https://www.milsuite.mil/book/community/spaces/armyjag/council-on-diversity-equity-inclusion

Questions/Comments







Previous Findings on Racial Disparities in the Military Justice System

Despite the current challenges with data collection in the Military Services, several recent studies have documented racial disparities in the administration of military justice. A 2017 study by the nonprofit group Protect Our Defenders concluded that Black Service members were substantially more likely than white Service members to face military justice or disciplinary action for an offense under the UCMJ.[4] A May 2019 study by the U.S. Government Accountability Office (GAO) of all offenses under the UCMJ found that Black and Hispanic Service members were more likely than white Service members to be the subjects of recorded investigations in all of the Military Services and were more likely to be tried in general and special courts-martial in the Army, Navy, Marine Corps, and Air Force.[5] An October 2020 report issued by the DAC-IPAD reviewed 1,904 cases documenting investigations of adult penetrative sexual offenses completed in fiscal year 2017. The FY17 data suggest that Black Service members are disproportionately affected by allegations of sexual offenses at the investigative stage.[6] All three studies described how the limitations of the Military Services' data on race and ethnicity make it difficult to undertake meaningful comprehensive assessments.[1]

In October 2020, the DAC-IPAD released its *Report on Investigative Case File Reviews for Military Adult Penetrative Sexual Offense Cases Closed in Fiscal Year 2017*.[50] In contrast to the case adjudication data project—which relies on the Military Services to provide certain case documents—this report was based on a nearly three-year project for which the DACIPAD's Case Review Subcommittee members and professional staff received entire investigative case files and performed in-depth reviews of the source documents contained within the files. The Subcommittee and professional staff reviewed a total of 1,904 cases, documenting investigations of adult penetrative sexual offenses closed in fiscal year 2017. As part of the 231 data points gathered during the review of each investigative file, the Committee collected information about the race and ethnicity of the subject and victim of each investigation—where available—and recorded it on a data collection checklist using one of nine categories.[51] The Committee found that information on race and ethnicity was often incomplete in the investigative case files and that the Services record this information differently, if at all. Race and ethnicity often were not included in the section on the first page of the investigative file where the subject's and victim's identifying information is located (commonly referred to as the "title block"). Therefore, to collect this information some reviewers relied on other documents in the investigative file—such as a prior arrest report, the interview data sheet, or the FBI fingerprint card—while other reviewers recorded this information only if it was documented in the title block.[52] As a result, information on race and ethnicity was not recorded consistently. According to the information that was available, the Committee found that the majority of both subjects (66.5%) and victims (72.1%) in the 1,904 investigations were recorded as white. About one-quarter of subjects (26.0%) were recorded as Black, and 15.5% of victims were recorded as Black.[53] These data, taken together with overall demographic data indicating that the active duty force in 2017 was 68.7% white and 17.3% Black or African American, may suggest that Black Service members are disproportionately affected by allegations of sexual offenses at the investigative stage.[54] The Committee's criminologist, Dr. William Wells, reported the following findings in the overall analysis of all the Services:

- The race of the subject was not associated with the decision to prefer a penetrative sexual offense charge;[55]
- Bivariate analysis indicated that cases involving white victims were more likely to be preferred than cases involving non-white victims: nearly 30% of cases with white victims were preferred, compared to nearly 25% of cases with non-white victims;[56]

---

[1] REPORT ON RACIAL AND ETHNIC DATA RELATING TO DISPARITIES IN THE INVESTIGATION, PROSECUTION, AND CONVICTION OF SEXUAL OFFENSES IN THE MILITARY

• The race of the victim affected the decision to prefer charges in the bivariate analysis, but when other variables were introduced, race was not significant in the multivariate analysis;[57] and
• The race of the victim or subject was not related to court-martial outcomes.

Recognizing & Mitigating Bias in MJ

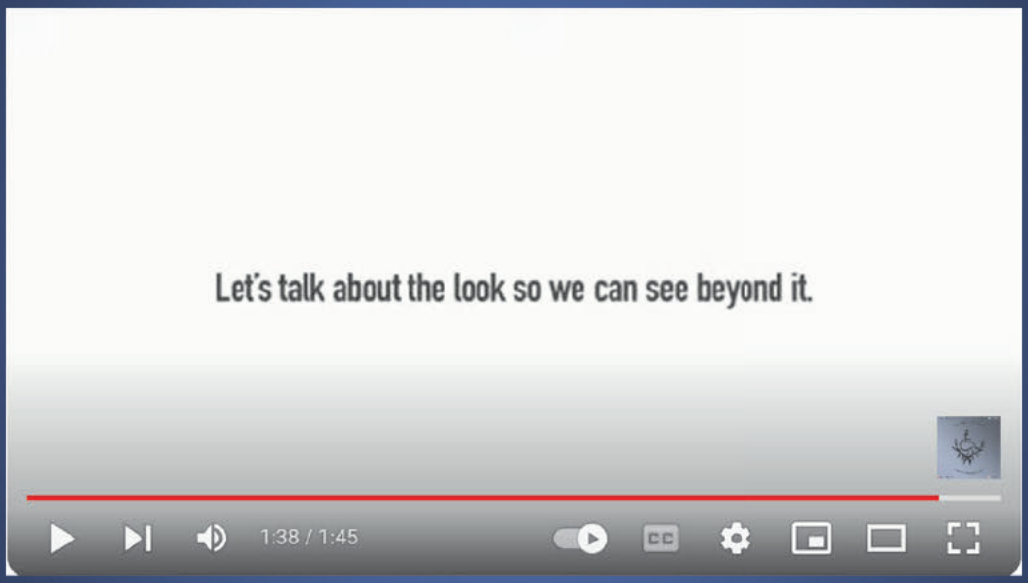


Office of Diversity, Equity, Inclusion & Accessibility
Office of The Judge Advocate General
usarmy.pentagon.hqda-otjag.mbx.jagc-diversity-inclusion@army.mil

Agenda

- Theory of Decision Making
- Heuristics
- Social Identities
- Explicit v. Implicit Bias
- Discretionary Actors
- Studies
- Army HEARD Report Findings
- Mitigation Strategies

Intro Video



https://www.youtube.com/watch?v=bhro7IXnc2E

Summary of Comments on Recognizing & Mitigating Bias in MJ

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Number: 1 Author: Presenter Notes Subject: Presentation Notes Date: 2/3/2025 4:24:39 PM

Let's talk about “the look” here in this video so we can see beyond it. What are some moments throughout this video where the gentlemen who turned out to be the judge received “the look” before he entered that courtroom in a position of power.
Mom before rolling up the daughter car window
Elevator door closing after asking for it to be held open
Man, and women in the diner wanting to sit somewhere else
Gentleman in pool
Sales store associate look to security when he walked in

"The look" happens everyday for millions of people. Pay attention and although it may not happen to you, it does happen to others.

1

Amazing Mind

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

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Ask a student to read this for you.

Note: Our brains take shortcuts

1

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

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Quick overview on how amazing our mind is and why it takes some of these “shortcuts“ filled in by mostly assumptions to process things or see an image through a lens that may not be 100% accurate based on our conscious experience of the world.

Our minds are exposed to proximately 11 million bits of information, only 40-50 are consciously processed.
The unconscious mind processes the rest. The unconscious mind is a reservoir of feelings, thoughts, urges, and memories that are outside of our conscious awareness.

We all have some unconscious biases because our brain wants to make sense of the world and the people around us through the lens, we see it through. These lenses we see the world through are developed based on our own personal dimensions of diversity that make us who we are based on where we came from, how we all grew up, and live our lives.

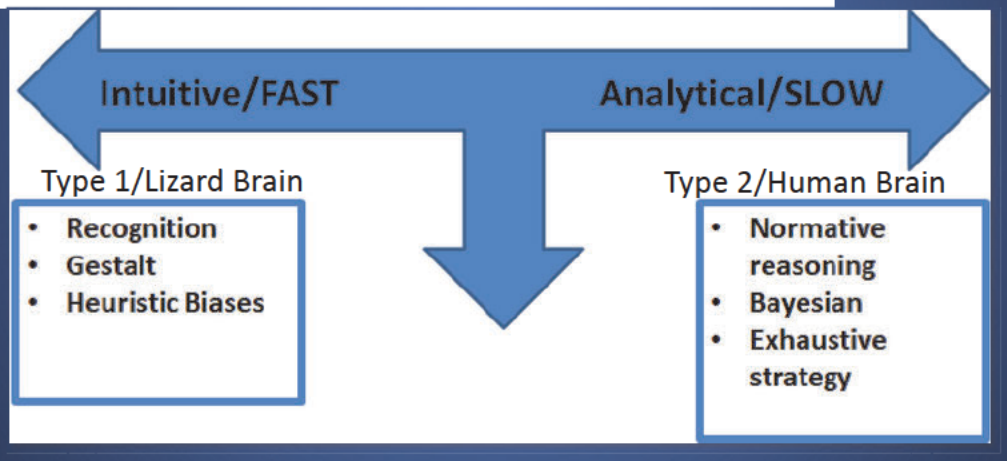
When processing so much information at once categorizing and labeling people and situations based on our experiences is our brain’s way of speeding up our decision-making process. So, we fill in the blanks between consciously and unconsciously processed information based on our experiences so we invertedly make certain assumptions we believe to be true. One could say its almost like a survival instinct.

If you want to read more about the psychology behind all this, it is discussed in further detail in this book referenced here called Strangers to Ourselves: Discovering the Adaptive Unconscious by Timothy Wilson.

1

ng

Dual Process Theory



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

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According to dual-process theories, thoughts and moral judgments are the result of two competing processes:
a fast, automatic, affect-driven process and
a slow, deliberative, reason-based process.

You'll see here that the
Fast or intuitive process utilizes what we call the lizard part of the brain which is where recognition, gestalt, and your heuristic biases reside. This process is more unconscious, quick, makes use of shortcuts, is a bit sloppy but is relied upon most of the time.

Analytical or slow process utilized the human brain which is intentional, calculated and often more accurate, but it takes effort and is slow.

Gestalt psychology is a school of thought that looks at the human mind and behavior as a whole. When trying to make sense of the world around us, Gestalt psychology suggests that we do not simply focus on every small component. An example of gestalt psychology in everyday life is in the way people complete jigsaw puzzles. Rather than looking at each piece as an individual unit, they form meaningful relationships between the pieces to see the big picture more quickly and efficiently.

Normative reasoning is intentional or on purpose.

Bayesian probability figures out the likelihood that something will happen based on available evidence. This is different from frequency probability which determines the likelihood something will happen based on how often it occurred in the past.

1

What do you think about when you see these images?











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Talking about association and that fast or intuitive part of our brain at work, lets look at some of the images here.

I want you to let me know what is the very first thought that you have when you see these image comes up.

1

Heuristics

Cognitive shortcuts that permit us to use a "FAST" thinking approach via the use of pattern recognition.

- **Advantage**:
  - Reduce time and effort to make reasonably good judgments and decisions.
- **Disadvantage**:
  - Potential to lead to systematic cognitive errors called biases

Acad Med. 2011 Mar;86(3):307-13.

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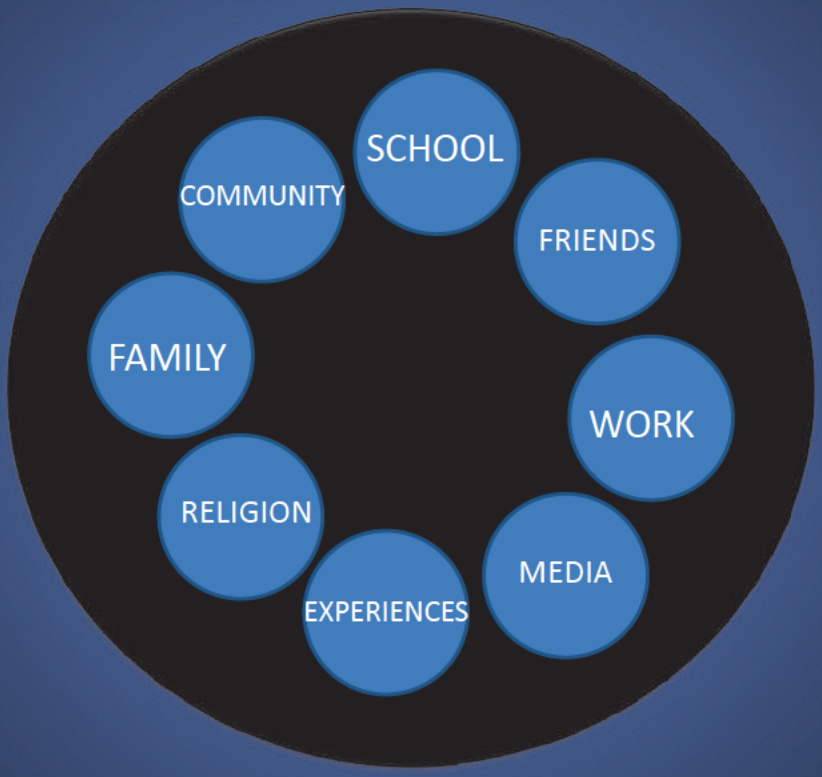
Number: 1 Author: Presenter Notes Subject: Presentation Notes Date: 2/3/2025 4:24:39 PM

Heuristics are mental shortcuts for solving problems in a quick way

Reduces time and effort to make decisions but can lead to biases

1

Our Heuristics Come from Our Environment



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These are shaped by our life experiences.
What we learn at school
The community we grew up in
The friends we associate with
Our family norms and values we were raised with
Religion we believe in
What we see in the media
Our experiences based on the type of work we do

This shapes how we will tend to commonly associate things with that fast or intuitive part of our brain and some of these things can sometimes lead to “the look” we saw in our intro video or how we personally tend to react or respond to things

1

Our Social Identities in Bias









Cultural

Power and Authority Views

Body Language

Time

Organizational

Industry

Union Affiliation

Level

Being or Doing

Secondary

Religion

Education

Role in the Company

Competit

Cooper

Geographic Location

Location

Primary

Age

Mental/ Physical Ability

Communications Style

Co... Resolution Preferences

IDENTITY

Gender Identity

Marital/Relationship Status

Tenure

Ethnicity

Appearance

Traditions/

Sexual Orientation

Working Style

Management Status

Gender

Race

Language/Accent

Work Experience

Parental/Family Status

Network

Individual c...

Division/Department

Flexible or Structured

MEDIA

BORNE

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Our social identities are often assigned to us, something we are born into and influenced by hpw we identify. So, we are going to revisit those dimensions of diversity we saw earlier here.

Examples of social identity include race, ethnicity, gender, sex, socioeconomic status, sexual orientation, age, religion/religious beliefs, national origin, and emotional, developmental disabilities and abilities.

The content we expose ourselves to on the media changes the way we think about ourselves and others. People are highly affected by the values embraced by media. In effect, media offers numerous interpretations of what is beautiful, sexy, attractive, and appropriate.
Examples:
Disney- think of family vacation, famous castle backdrop pic (secondary dimension)
Instagram logo- think of selfies, younger generation/ age association (primary dimension)
BMW logo- what do people starring in these commercials look like? Do they depict a particular socioeconomic status? (secondary dimension)
82Abn patch unit/division (organizational dimension) unit affiliation, “back at bragg” parrots, airborne troopers

These are influences by the media, our life experiences, and result in biases

Halo Effect

Effect

authority,

tractiveness

- *My boss says because of this, it can't be this.*
- *In the past my boss handled issues this way, so I will do the same.*



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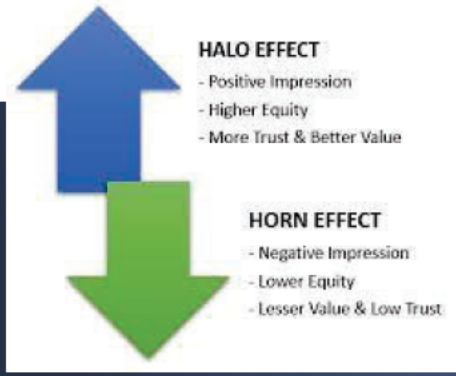
Following slides show some common biases we encounter in our day to day.

Halo Bias occur when we tend to allow one trait or interaction/impression to formulate an overall judgment of a person or a thing.

Horn Effect

-

– ing about a person is negative because
vas negative







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The opposite of the halo effect is the horn effect. It is a cognitive process in which we immediately ascribe negative attitudes or behaviors to someone based on one aspect of their appearance or character.

A common example of this is overweight people, who unfortunately are often stereotyped as being lazy or undisciplined.

These bias clouds our judgement and view of so many positive qualities they may have.

Ask for another example from the class.

Anchoring Bias

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ation
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ion
is/becomes available.



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Anchoring bias describes people's tendency to rely too heavily on the first piece of information they receive on a topic. Regardless of the accuracy of that information, people use it as a reference point, or anchor, to make subsequent judgments.

For example, if the job description requires a specific degree or certification, hiring managers become anchored on these requirements and overlook other qualities that could make a candidate a good fit for the role.

Availability Bias

or other
be a recent
nd quickly

your desk. While scanning the report you notice many details like a case you were briefed on last week. You know how this case will play out because it's a "fresh" and "available" entity in your mind.



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Number: 1 Author: Presenter Notes Subject: Presentation Notes Date: 2/3/2025 4:24:42 PM

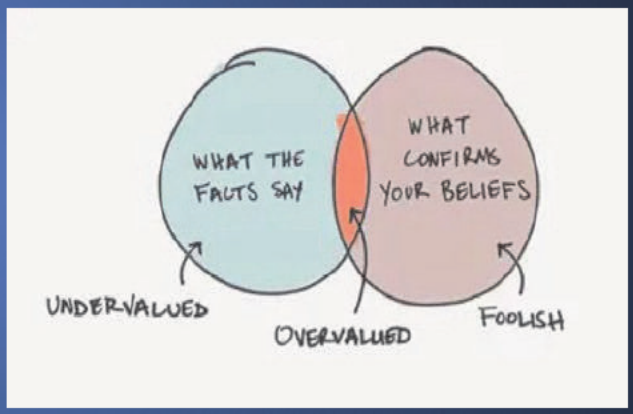
Availability bias is a cognitive shortcut that relies on what immediately comes to mind to make quick decisions and judgments.

For example, many people falsely assume that driving is safer than flying since it is easier to recall vivid images of deadly plane crashes than car crashes.

Confirmation Bias

ts and
s and
h it.

upon file review, you only look for the instances that strengthen your belief about the Soldier.



Edgar & Edgar 2016, Nickerson 1998

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Confirmation Bias is the tendency to interpret new evidence as confirmation of one's existing beliefs or theories.

Scenario

1

Hypothetical

CPT Stone, commander of HHC, gets a call from 1LT Timmons, one of his platoon leaders. 1LT Timmons is his best performing PL, and has served with CPT Stone for 18 months. 1LT Timmons tells CPT Stone that he received an allegation of misconduct.

- PVT O'Neal alleges that SPC Steele has been maltreating him.
- 1LT Timmons has looked into the matter and says there is no issue.
- CPT Stone listens to 1LT Timmons's explanation and trusts 1LT Timmons's judgment.

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Things that could influence CPT Stones judgement when it comes to LT Timmons:
- Best Platoon Leader (may favor him)
Served together 18 months (may trust him easily)

What are some things that CPT Stone should do to mitigate biases in this situation
Cdr's inquiry into the matter
Look for evidence-based facts to ID if there really is not an issue v. just taking the LTs word for it

*Putting processes in place to mitigate biases helps prevent some of those instant associations or implicit biases we have from becoming explicit and us acting on them.

Implicit vs. Explicit Bias

Implicit Bias tant association of stereotypes or attitudes
onscious awareness."

Explicit Bias: ave about a person or group on a conscious

-
-
- nother group, or a group

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There are different types of biases.

Explicit biases are our beliefs about a person or group on a conscious level
Implicit are those fast intuitive and automatic or instant associations of certain stereotypes WITHOUT conscious awareness.

The whole concept of biases isn't new to us as legal professionals, it's why we do voir dire before a trial with a panel to weed out any biases panel members have that may be implicit but if left unchecked can become explicit and impact their decision making or judgement as a panel member on a case.

1

IMPLICIT BIAS ≠

Racist
Bigoted
Sexist
[redacted]hobic
[redacted]hobic

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Just because we have biases, we are not any of these things, we are human. Challenge yourself and those around you to explore those implicit biases, identify them yourself and help others identify them so that we can combat them in our day-to-day reactions, interactions and decision making and prevent them from becoming those Explicit Biases we want to stay away from.

(b) (5)

Numerous Past Studies, Same Conclusions

PREVIOUS FINDINGS AND RECOMMENDATIONS

STUDY/REPORT	Racial Disparities Exist across the Investigative and Military Justice Systems	Significant Discretion with Few Safeguards = Increased Disparate Outcomes	Data Collection must be Improved	ultural Competency and Cognitive Bias Training for all in the military justice system	Resource Appropriately (no unfunded mandates)	Conduct Root Cause Analysis with better data but don't wait to start making improvements
1972 Task Force on the Administration of Military Justice in the Armed Forces	●	●	●	●	●	
2011 MLDC Military Leadership Diversity Commission	●		●	●	●	
2019 GAO Government Accountability Office	●		●			●
2020 Air Force IG Independent Racial Disparities Review	●	●	●	●	●	●
2020 DAC-IPAD Racial and Ethnic Data Relating to Disparities in the Investigation, Prosecution, and Conviction of Sexual Offenses the Military	●		●	●		●
2022 CNA Exploring Racial, Ethnic, and Gender Disparities in the Militar Justice System	●	●	●		●	●

(b) (5)

(b) (5)

(b) (5)

Army HEARD Report Findings

Finding 1: Data Improvement

-

- d procedures

Finding 2: Inconsistent Racial/ Ethnic Standards

- fications

- ement and Budget standards

Finding 3: Perceptions of the Force

-

-

Army HEARD Report Findings

Finding 4: Data Collection Process

-

-

Finding 5: Over Representation

-

Actions

Finding 6: Law Enforcement MOS Representation of African American Soldiers

-

-

Where Bias Can Influence Commanders & JAs

Pre-Trial Investigation and Charging Decisions

- er & victim
- f a racial minority
- ions, not on facts (e.g., Black subject "Looks
  ooks young and naive")
- ect/accused or other witnesses of color
- **based on stereotypes**

Trial Strategy

- applied only to racial
- ority member more
  ult case?)
- l," "A thug")

MITIGATION

Continue training

- Disseminate this through your office (this is not just a legal issue; it is a leadership issue)
- DEI training in office (LDP) ✓
- Identify distractions and sources of stress in the decision-making environment
- Bias awareness/interruption

Get data! Regularly track race/ethnicity, just like we track MOS, deployments, etc.

- Quarterly assessments on who is being investigated, prosecuted, separated (trend analysis)
  - MJO reports
- Part of multi-discipline team meetings (OSJA, CID, MPI, EAP)
-

Assess the known facts: Challenge factual assumptions

-
-
- e stereotypical views)
- the "can"

In Conclusion

- Everyone has unconscious biases that influence their worldview and decision making
- Data supports disparities in the Military Justice System
- Awareness of biases
- Challenge assumptions
- Help us recruit & retain

QUESTIONS?

REFERENCES

ions and Attitudes Towards Latinos (Sep. 2012) National Hispanic Media

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Positive Intergroup Relations" in *Confronting Racism: The Problem and* Susan T. Fiske (1998).

sing the Challenge of Implicit Bias, Racial Anxiety, and Stereotype Threat, 18).

ssing Implicit Bias, Racial Anxiety, and Stereotype Threat in Education and

ng Stereotype Threat" (2011" in

cutive Function After Interracial

nd Formidability: From Size to Threat

REFERENCES

J. Wistrich, *Blinking on the Bench: How Judges Decide*

Caset, Nilanjana Dasgupta, David Faigman,
ustin Levinson, and Jennifer Mnookin, *Implicit Bias in*
012).

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ev. 63 (2017).

svPg (2012).

Chris, *Does Unconscious*
009).

1

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











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This is not an endorsement in any way shape of form, just sharing the various JAGC affinity mentorship groups and how to contact or join each if you are interested. These are great opportunities for us to seek diversity in mentorship.

Keep up with ODEI & the Council

Teams

JAGC ODEI- DEI&A Training and Resources

CNet

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

Suite

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

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

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Recognizing & Mitigating Bias in MJ



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

Agenda

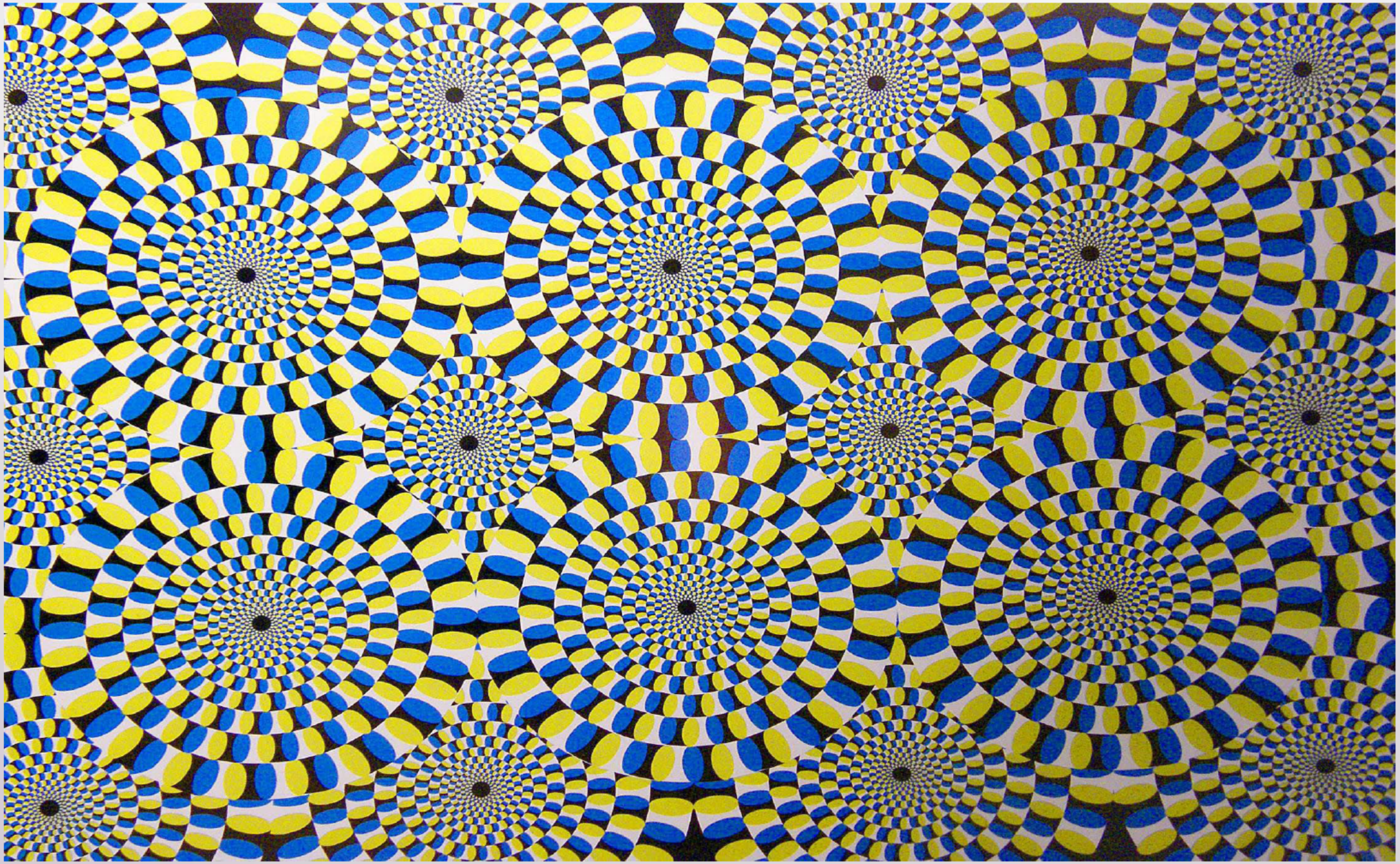
- Theory of Decision Making
- Heuristics
- Social Identities
- Explicit v. Implicit Bias
- Discretionary Actors
- Studies
- Army HEARD Report Findings
- Mitigation Strategies

Intro Video

https://www.youtube.com/watch?v=bhro7IXnc2E

Amazing Mind

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



Theory of Decision Making



In One Second….

You're exposed to 11 million bits of information.

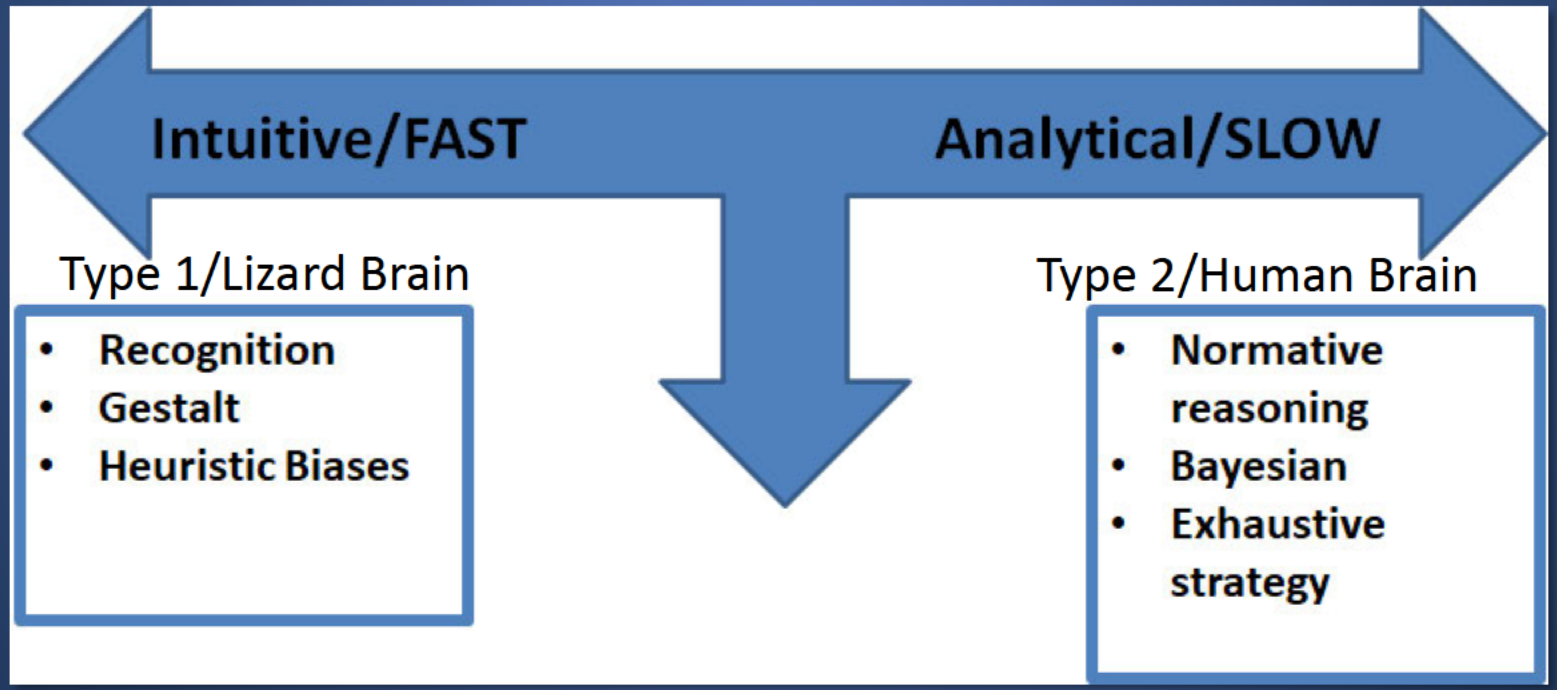
Only 40-50 bits are consciously processed!

THE UNCONSCIOUS MIND

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

Theory of Decision Making

Dual Process Theory



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

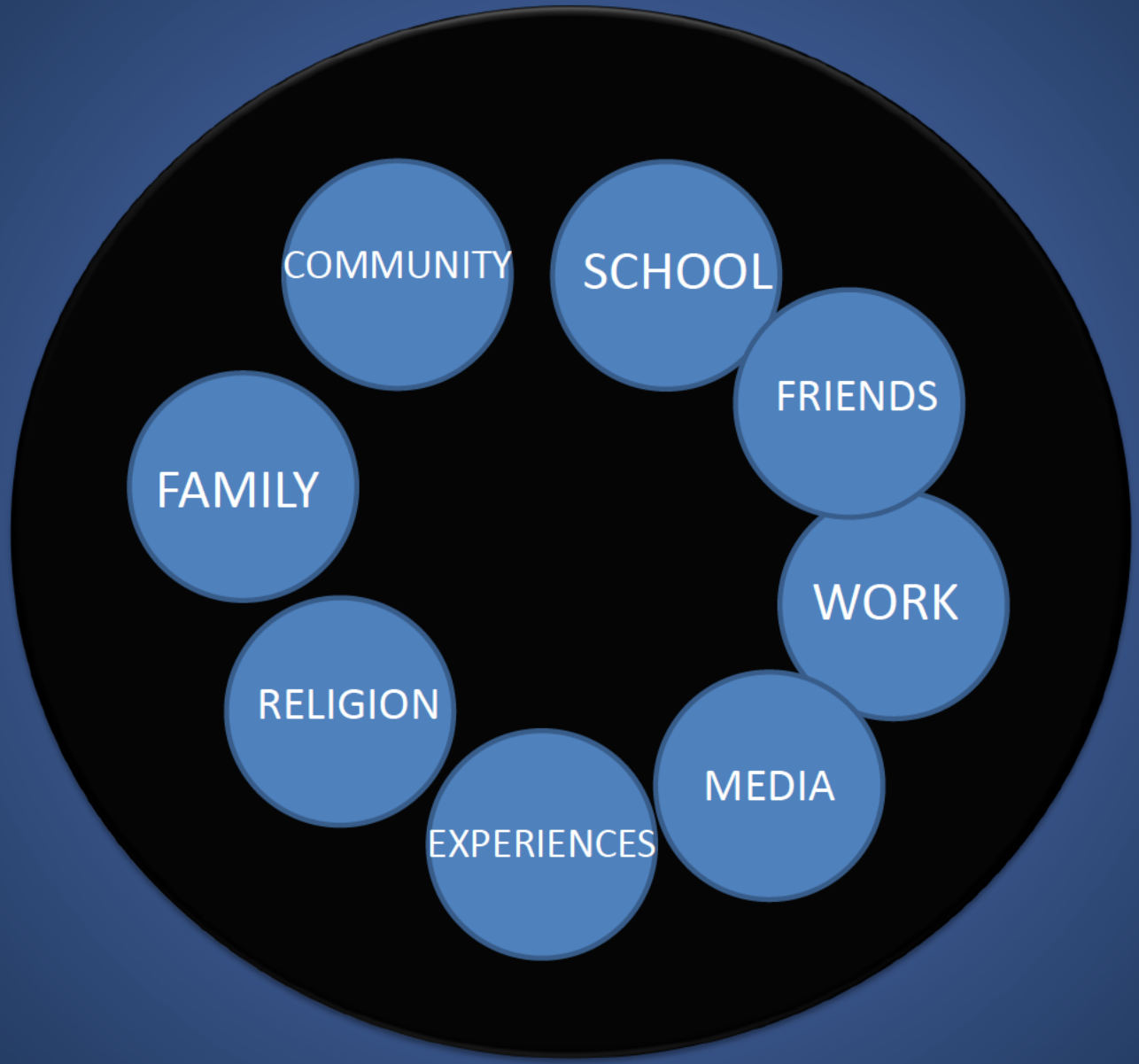
Heuristics

Cognitive shortcuts that permit us to use a “FAST” thinking approach via the use of pattern recognition.

- **Advantage**:
  - Reduce time and effort to make reasonably good judgments and decisions.
- **Disadvantage**:
  - Potential to lead to systematic cognitive errors called biases

Acad Med. 2011 Mar;86(3):307-13.

Our Heuristics Come from Our Environment



What do you think about when you see these images?











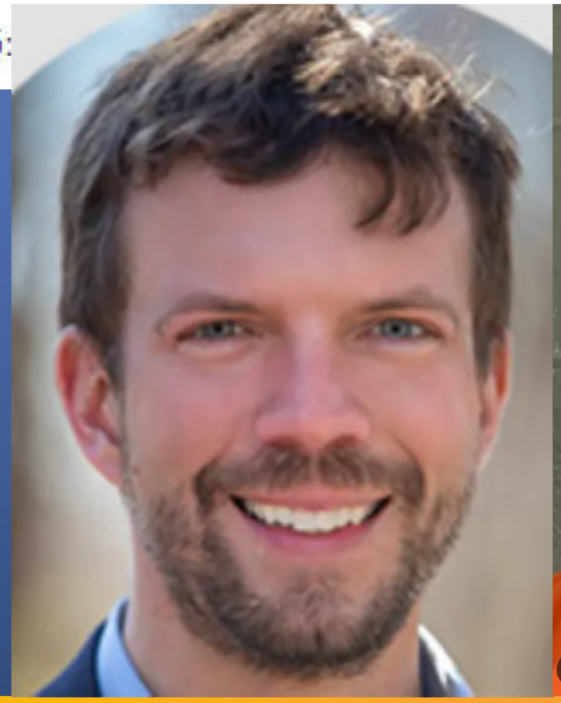
First Impression:

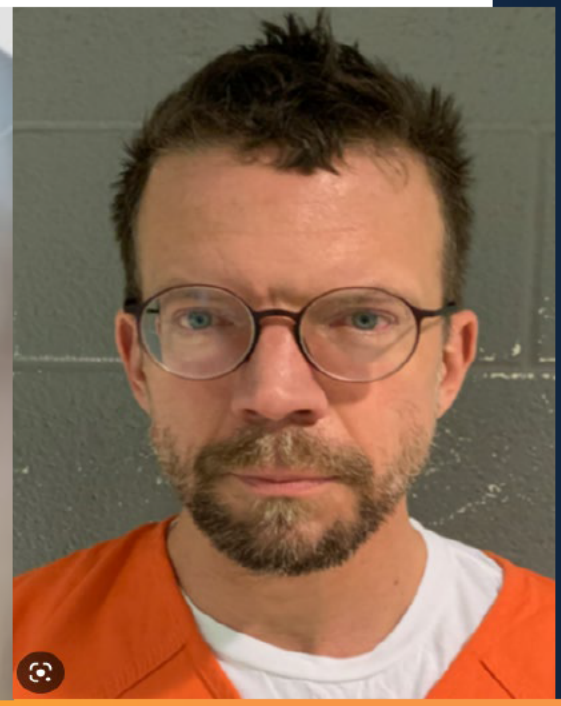
Allegation of child pornography possession

- Sex?
- Age?
- Race?
- Education level?
- Occupation?

Former College Park mayor held without bond after arrest on child pornography charges

by 7News Staff | Mon, March 6th 2023, 5:

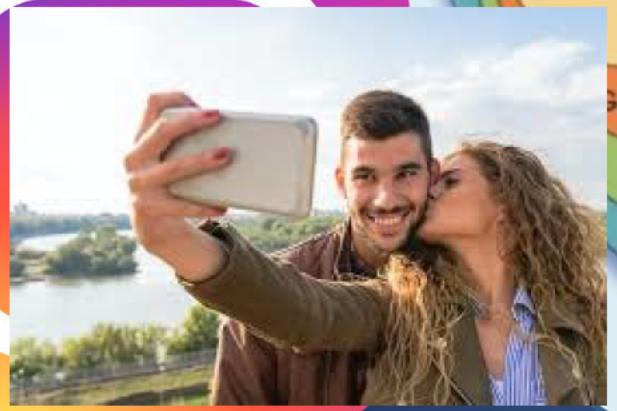




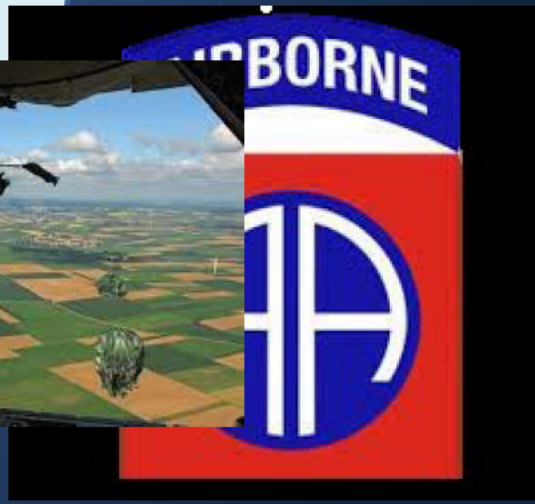
Our Social Identities in Bias











Cultural

Power and Authority Views

Body Language

Time

Organizational

Industry

Union Affiliation

Level

Being or Doing

Secondary

Religion

Education

Role in the Company

Competition or Cooperation

Geographic Location

Location

Primary

Age

Mental/ Physical Ability

Communications Style

Conflict Resolution Preferences

IDENTITY

Gender Identity

Marital/Relationship Status

Tenure

Ethnicity

Traditions/

Appearance

Management Status

Sexual Orientation

Working Style

Gender

Race

Language/Accent

Work Experience

Parental/Family Status

Network

Division/Department

Flexible or Structured

MEDIA

Explicit vs. Implicit Bias

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

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

Scenario

Hypothetical

CPT Stone, commander of HHC, gets a call from 1LT Timmons, one of his platoon leaders. 1LT Timmons is his best performing PL, and has served with CPT Stone for 18 months. 1LT Timmons tells CPT Stone that he received an allegation of misconduct.

- PVT O'Neal alleges that SPC Steele has been maltreating him.
- 1LT Timmons has looked into the matter and says there is no issue.
- CPT Stone listens to 1LT Timmons's explanation and trusts 1LT Timmons's judgment.

Halo Effect

Blind Obedience / Halo Effect

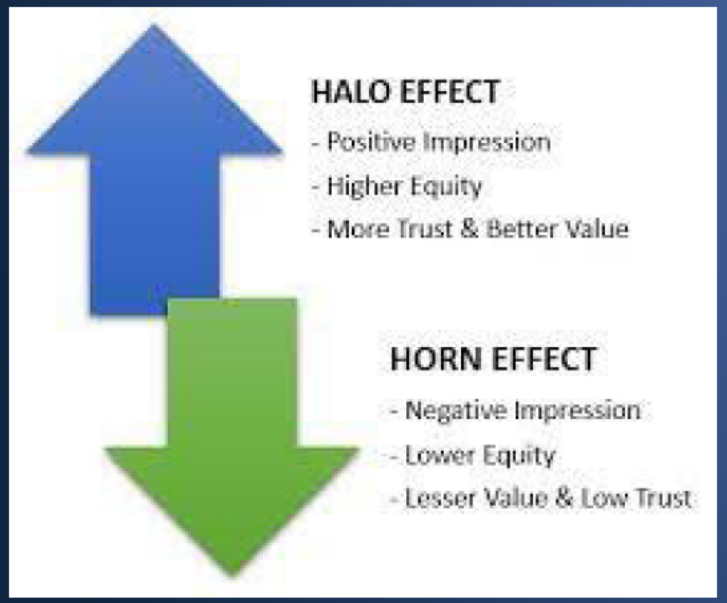
Showing undue deference to authority, technology, or factors such as attractiveness

- *My boss says because of this, it can't be this.*
- *In the past my boss handled issues this way, so I will do the same.*



Horn Effect

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







Anchoring Bias

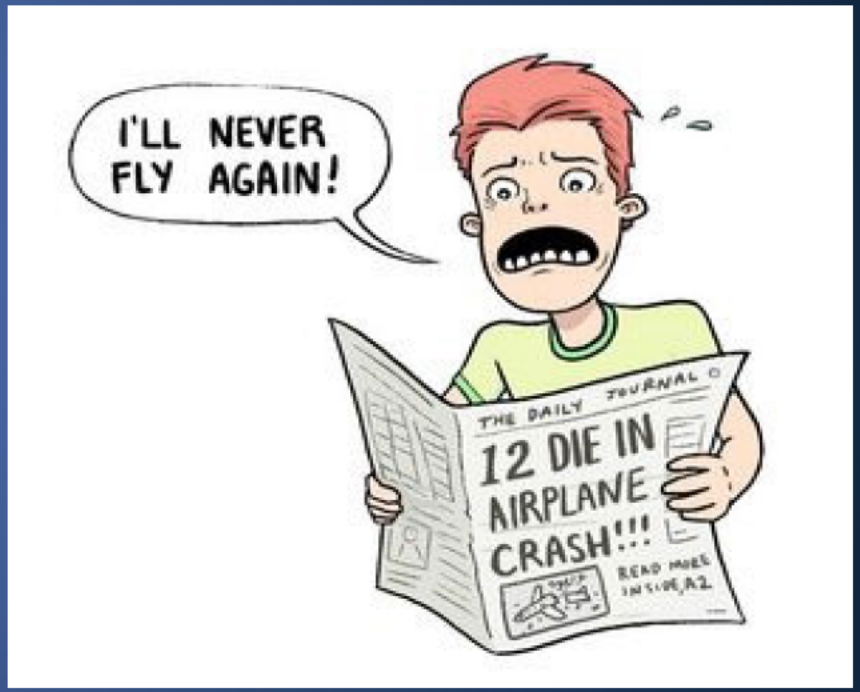
Focus on features in the Soldier's initial presentation or first bits of information too early in the investigative process without adjusting the charges or desired outcome when further information is/becomes available.



Availability Bias

Recall a similar situation, case, or other information because it happens to be a recent experience or comes to your mind quickly

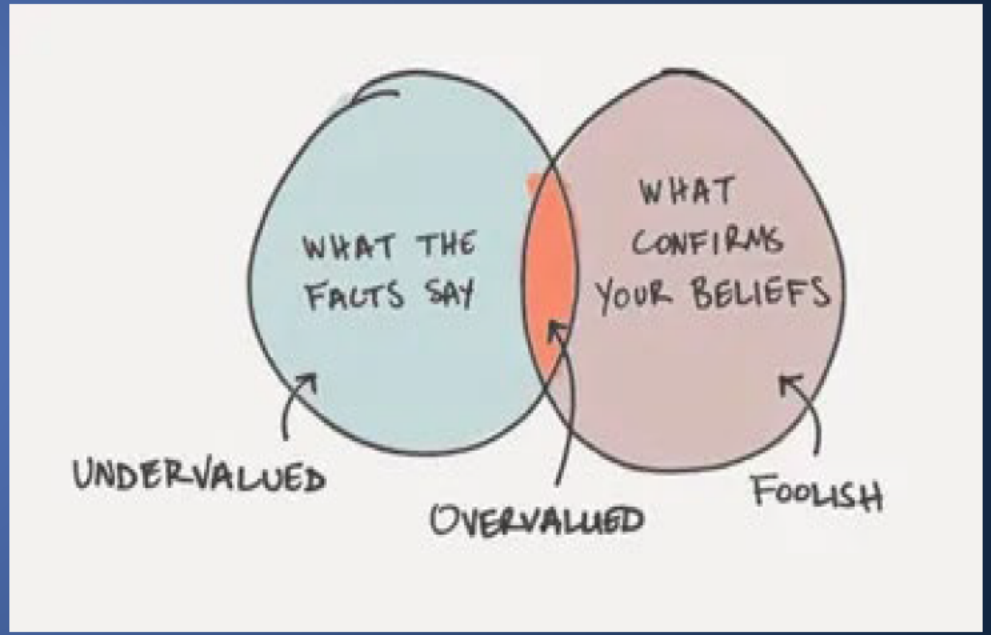
E.g. A commander's incident report lands are your desk. While scanning the report you notice many details similar to a case you were briefed on last week. You know how this case will play out because it's a "fresh" and "available" entity in your mind.



Confirmation Bias

Notice and consider only the facts and details that favor our hypothesis and ignore aspects inconsistent with it.

Example: A Soldier with a history of …… charges, upon file review, you only look for the instances that strengthen your belief about the Soldier.



Edgar & Edgar 2016, Nickerson 1998

IMPLICIT BIAS ≠

Racist
Bigoted
Sexist
Homophobic
Transphobic

(b) (5)

Numerous Past Studies, Same Conclusions

PREVIOUS FINDINGS AND RECOMMENDATIONS

STUDY/REPORT	Racial Disparities Exist across the Investigative and Military Justice Systems	Significant Discretion with Few Safeguards = Increased Disparate Outcomes	Data Collection must be Improved	ultural Competency and Cognitive Bias Training for all in the military justice system	Resource Appropriately (no unfunded mandates)	Conduct Root Cause Analysis with better data but don't wait to start making improvements
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2020 Air Force IG Independent Racial Disparities Review	●	●	●	●	●	●
2020 DAC-IPAD Racial and Ethnic Data Relating to Disparities in the Investigation, Prosecution, and Conviction of Sexual Offenses the Military	●		●	●		●
2022 CNA Exploring Racial, Ethnic, and Gender Disparities in the Military Justice System	●	●	●		●	●

(b) (5)

(b) (5)

(b) (5)

Army HEARD Report Findings

Finding 1: Data Improvement
- Demographics data
- Gaps in data capturing processes and procedures

Finding 2: Inconsistent Racial/ Ethnic Standards
- With regards to race/ethnicity identifications
- Not consistent with Office of Management and Budget standards

Finding 3: Perceptions of the Force
- Individual & system racial discrimination
- Perceived to be due to unconscious bias

Army HEARD Report Findings

Finding 4: Data Collection Process
- Identified discretionary actors
- Processes and procedures

Finding 5: Over Representation
- African American Soldiers in Adverse Actions

Finding 6: Law Enforcement MOS Representation of African American Soldiers
- Under MP, CID Agents, Judge Advocates, & Military Judges
- Over Paralegals & Legal Administrators

Where Bias Can Influence Commanders & JAs

Pre-Trial Investigation and Charging Decisions

- Assumptions as to who may be offender & victim
- Lack of empathy of suspect/accused of a racial minority
- Assigning attributes based on impressions, not on facts (e.g., Black subject "Looks angry/mean" where White subject "Looks young and naive")
- Informs beliefs as to credibility of subject/accused or other witnesses of color
- **Fill in factual gaps with assumptions based on stereotypes**

Trial Strategy

- Peremptory challenges for facially race-neutral reasons but applied only to racial minorities *See Flowers v. Mississippi,* 139 S. Ct. 2228 (2019).
- Assumptions about how panel members see evidence (Minority member more sympathetic? Female member less sympathetic in sex assault case?)
- Closing argument tinged with racial animus ("He's an animal," "A thug")

MITIGATION

Continue training

- Disseminate this through your office (this is not just a legal issue; it is a leadership issue)
- DEI training in office (LDP) ✓
- Identify distractions and sources of stress in the decision-making environment
- Bias awareness/interruption

Get data! Regularly track race/ethnicity, just like we track MOS, deployments, etc.

- Quarterly assessments on who is being investigated, prosecuted, separated (trend analysis)
  - MJO reports
- Part of multi-discipline team meetings (OSJA, CID, MPI, FAP)
- Continue to get feedback from trusted sources

Assess the known facts: Challenge factual assumptions

- ACKNOWLEDGE we all have biases
- Ask questions.
- Counter stereotypes (put self in their shoes, consciously challenge stereotypical views)
- "**Art vs. science**" of discipline: Focus on the "should" as much as the "can"

In Conclusion

- Everyone has unconscious biases that influence their worldview and decision making
- Data supports disparities in the Military Justice System
- Awareness of biases
- Challenge assumptions
- Help us recruit & retain

QUESTIONS?

REFERENCES

Matt Barreto, et al., *The Impact of Media Stereotypes on Opinions and Attitudes Towards Latinos* (Sep. 2012) National Hispanic Media Coalition and Latino Decisions.

Hon. Mark W. Bennett, "Implicit Bias and the Law," speech at University of Toledo School of Law, Nov. 17, 2017.

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John P. Wilson, Kurt Hugenberg, and Nicholas O. Rule, *Racial Bias in Judgments of Physical Size and Formidability: From Size to Threat* (Jul. 2017), 113 Journal of Personality and Social Psychology.

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Chris Gutherie, Jeffrey J. Rachlinski, and Andrew J. Wistrich, *Blinking on the Bench: How Judges Decide Cases*, 93 Cornell L. Rev 101 (2007).

Jerry Kang, Mark Bennett, Devon Carbado, Pam Caset, Nilanjana Dasgupta, David Faigman, Rachel Godsil, Anthony G. Greenwald, Justin Levinson, and Jennifer Mnookin, *Implicit Bias in the Courtroom*, 59 UCLA L. Rev. 1124 (2012).

Justin D. Levinson, Mark W. Bennett, and Koichi Hioki, *Judging Implicit Bias: A National Empirical Study of Judicial Stereotypes*, 69 Fla. L. Rev. 63 (2017).

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Jeffrey J. Rachlinski, Sheri Johnson, and Andrew J. Wistrich; and Guthrie, Chris, *Does Unconscious Racial Bias Affect Trial Judges?* (2009). 84 Notre Dame L. Rev 3 (2009).

Keep up with ODEI & the Council

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

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











Recognizing and Mitigating Bias



(b) (6)

(b) (6)

ROADMAP

How does decision making work?

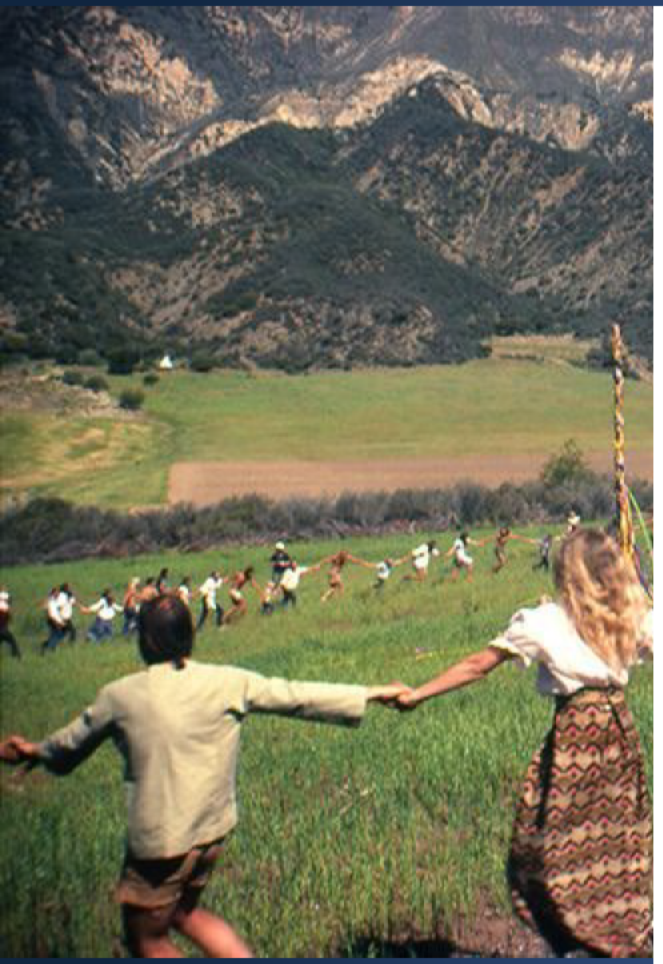
What is cognitive bias?

Why Implicit Bias training?

How it can influence your work

Mitigation

WHAT THIS CLASS IS NOT







Theory of Decision Making



In One Second….

You're exposed to 11 million bits of information.

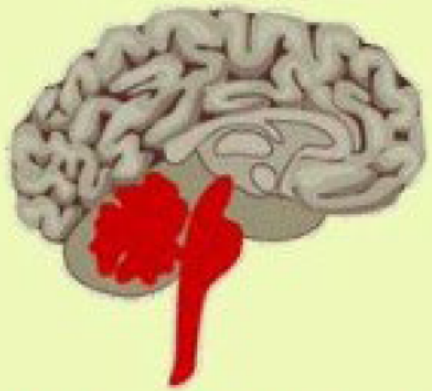
Only 40-50 bits are consciously processed!

THE UNCONSCIOUS MIND

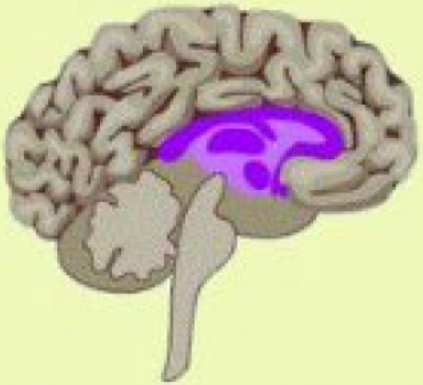
Wilson, T.D. (2004). Strangers to ourselves: Discovering the adaptive unconscious. Cambridge, Mass: Belknap

How does the brain work?

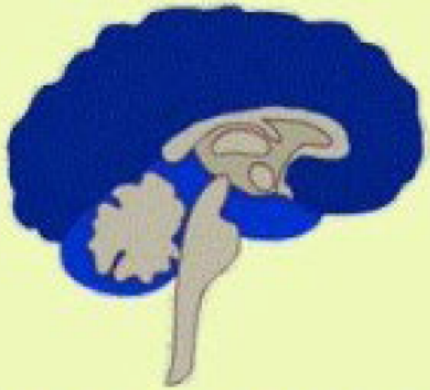
The Three-Parted Brain



Lizard Brain
(Brain stem and cerebellum)
Autopilot
Fight & Flight



Mammal Brain
(Limbic System)
Emotions
Memories
Habits
Attachments

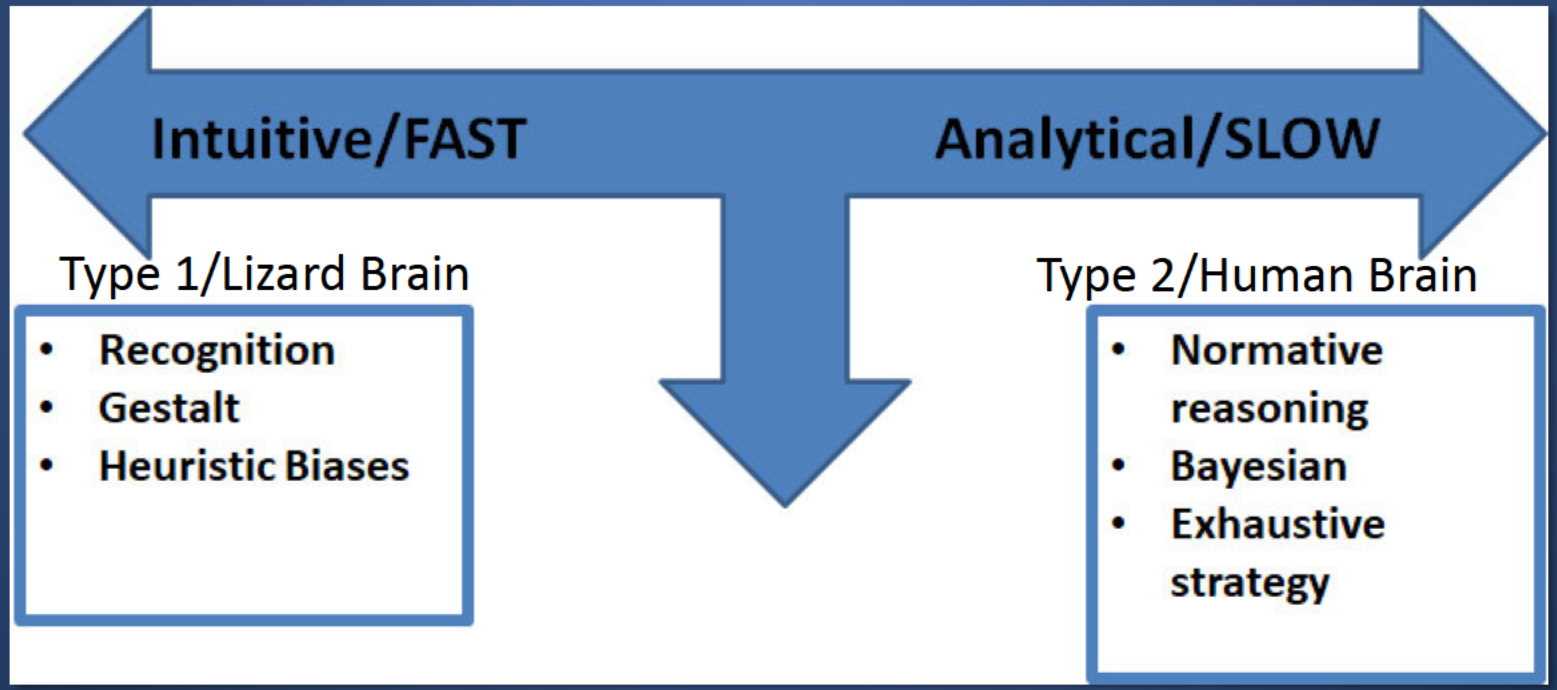


Human Brain
(Neo-Cortex)
Language, abstract thought, imagination, consciousness, reasoning, rationalising

(From Paul D. MacLean's model of the "Triune Brain")

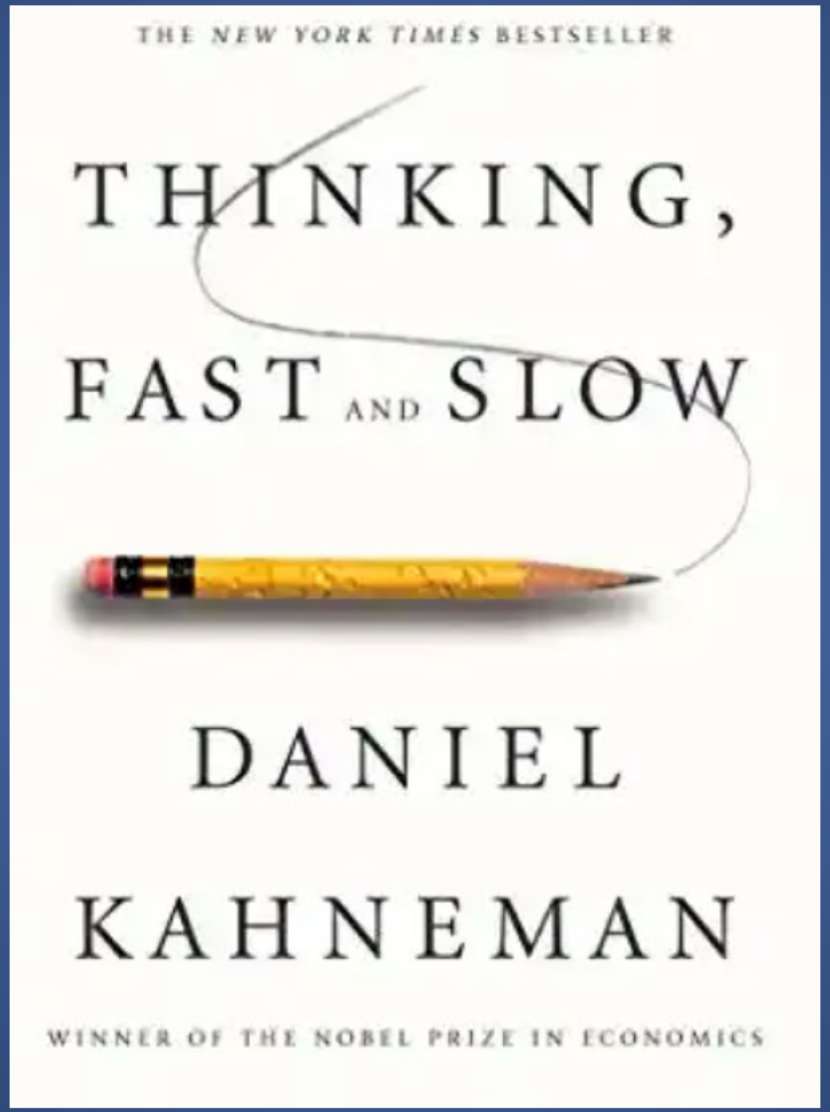
Theory of Decision Making

Dual Process Theory



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

For further reading…



Your Brain Hard at Work:

Practical Exercise #1

Which dog is more aggressive?



1



2

Heuristics

Heuristics

Cognitive shortcuts that permit us to use a “FAST” thinking approach via the use of pattern recognition.

- **Advantage**:
  - Reduce time and effort to make reasonably good judgments and decisions.

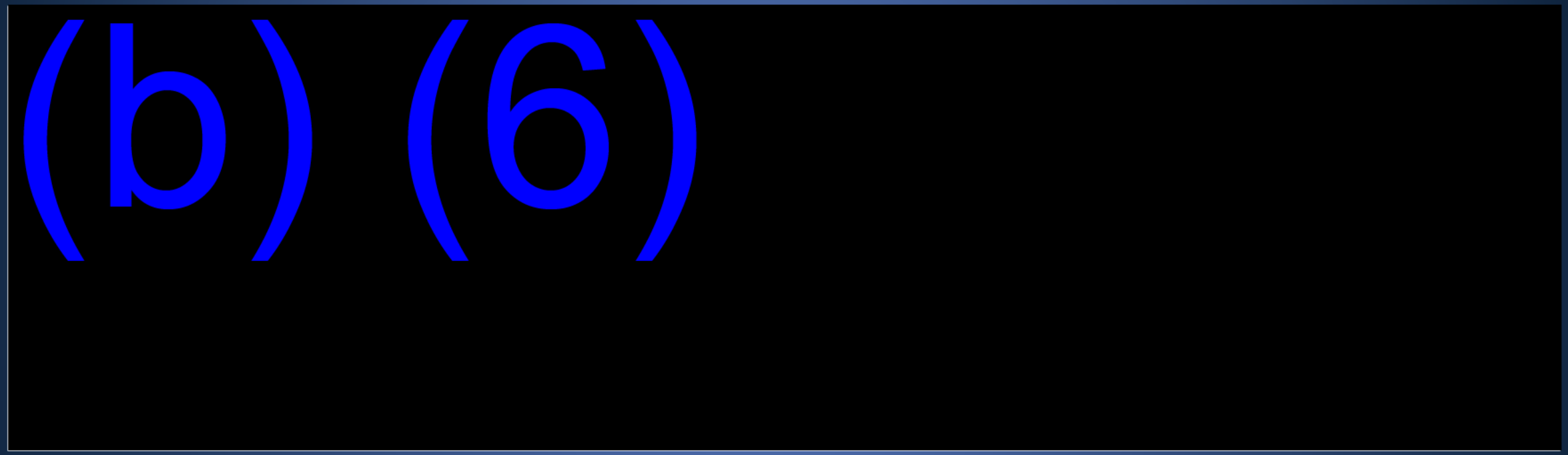
- **Disadvantage**:
  - Potential to lead to systematic cognitive errors called biases

Acad Med. 2011 Mar;86(3):307-13.

Your Brain Hard at Work:

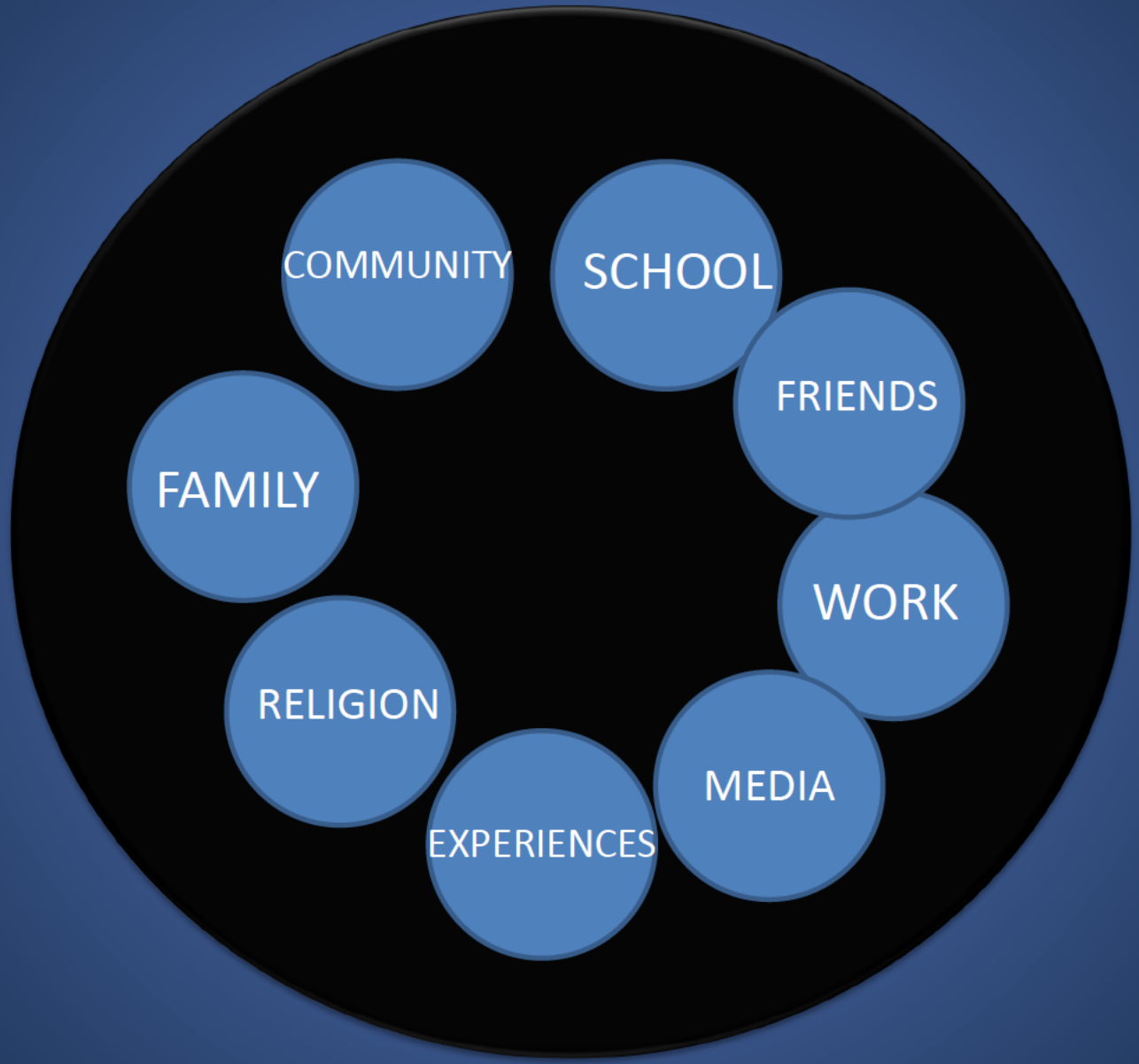
Practical Exercise #2

Who do you want to watch your kids?



1 2 3 4

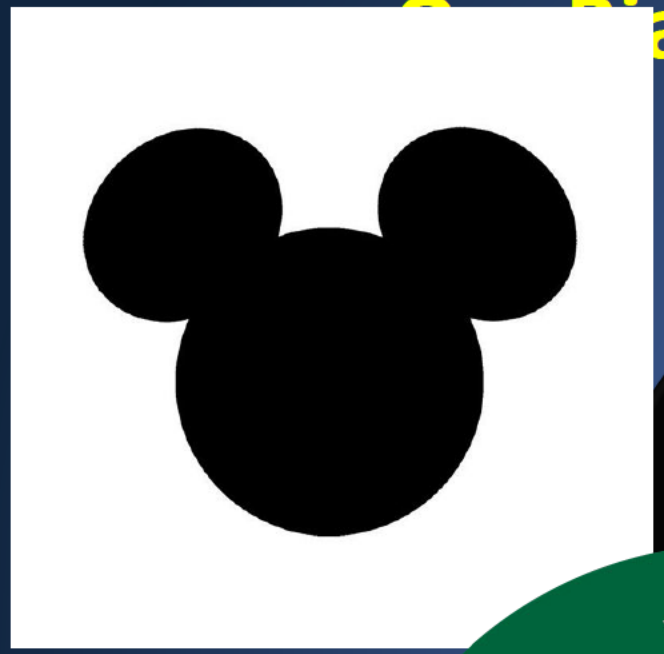
Our Heuristics Come from Our Environment



Who's always driving this van?



Our Biases Come from Our Environment



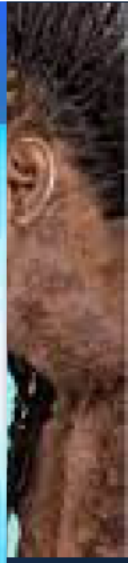




TM




COPS



Explicit vs. Implicit Bias

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

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

More Heuristics in Practice

Hypothetical

CPT Stone, commander of HHC, gets a call from 1LT Timmons, one of his platoon leaders. 1LT Timmons is his best performing PL, and has served with CPT Stone for 18 months. 1LT Timmons tells CPT Stone that he received an allegation of misconduct.

- PVT O'Neal alleges that SPC Steele has been maltreating him.
- 1LT Timmons has looked into the matter and says there is no issue.
- CPT Stone listens to 1LT Timmons's explanation and trusts 1LT Timmons's judgment.

Hypothetical (Continued)

CPT Stone reports the maltreatment allegation to his BN commander, LTC Boggs.

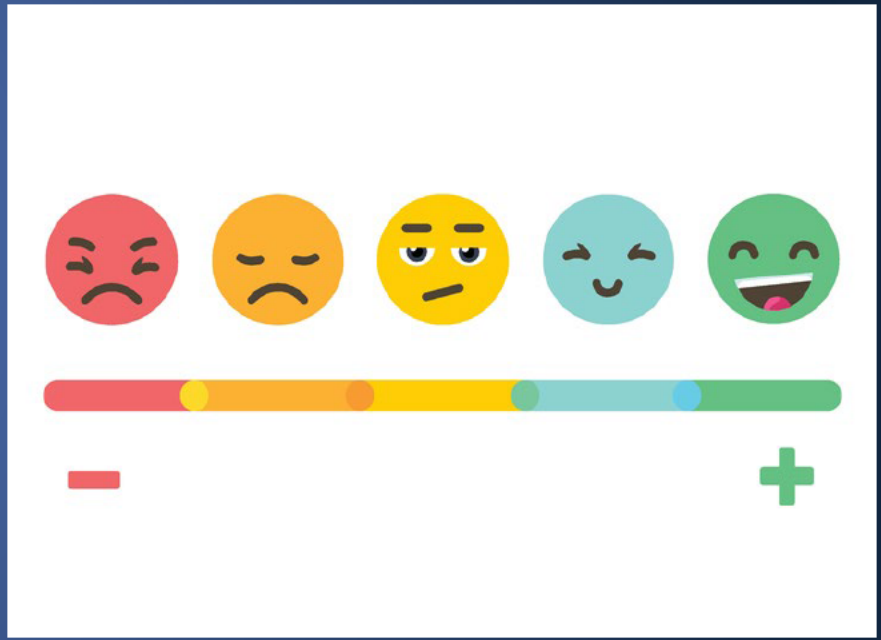
- LTC Boggs has recently completed another maltreatment investigation from another company where the alleged victim eventually admitted that she exaggerated her allegations because she felt her supervisor was too hard on her. He is dubious of this new allegation and asks about PVT O'Neal's duty performance.

Heuristics: Bias by any other name…

Emotional Bias

Negative or positive feelings towards Soldiers influences view of case of disposition (counter-transference)

E.g Soldier with background notable for previous Art 15 for disrespect, saying they didn't say what they're accused of saying, …… "Yeah, they said it"

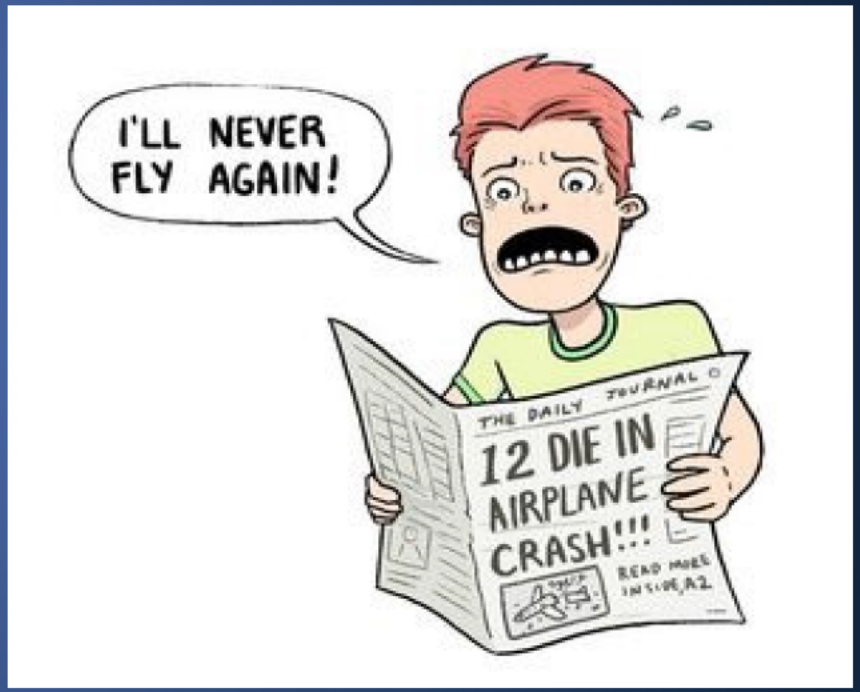


Heuristics

Availability Bias

Recall a similar situation, case, or other information because it happens to be a recent experience or comes to your mind quickly

E.g. A commander's incident report lands are your desk. While scanning the report you notice many details similar to a case you were briefed on last week. You know how this case will play out because it's a "fresh" and "available" entity in your mind.



Hypothetical (Continued)

LTC Boggs, in accordance with policy, sends an initial report to COL Larson, the BDE commander.

- “Sir, looks like we have another one. All indications are that the low performing Soldier is trying to deflect from his deficiencies by pointing a finger at a great young trooper. I can get you more information as we go along.”
- COL Larson: “Boggsy, I got it. Get with JAG so we can close this out, but I fully understand what is going on.”

Heuristics

Anchoring Bias

Focus on features in the Soldier's initial presentation or first bits of information too early in the investigative process without adjusting the charges or desired outcome when further information is/becomes available.

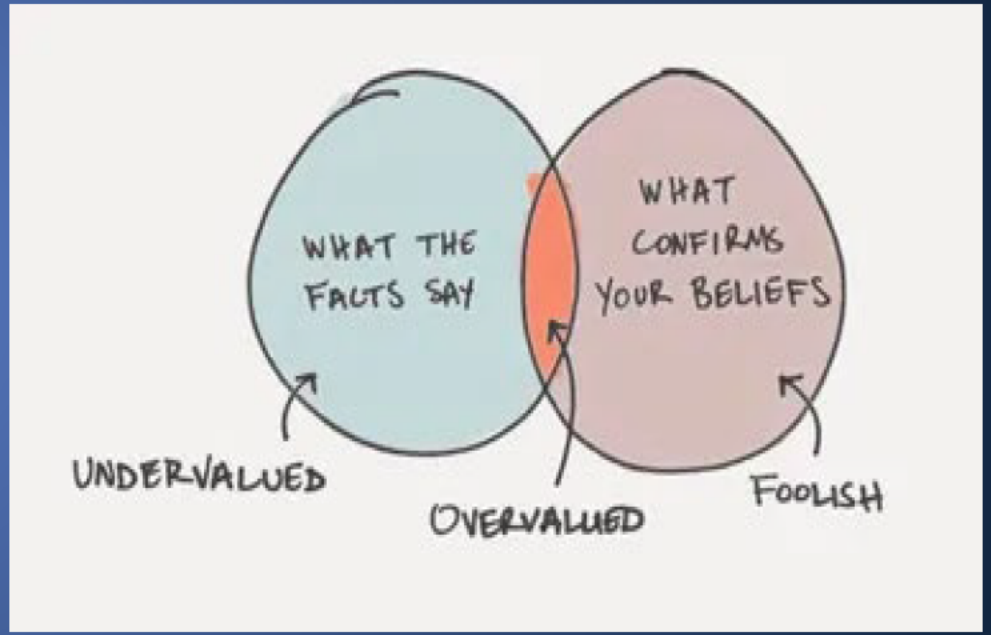


Heuristics

Confirmation Bias

Notice and consider only the facts and details that favor our hypothesis and ignore aspects inconsistent with it.

Example: A Soldier with a history of …… charges, upon file review, you only look for the instances that strengthen your belief about the Soldier.

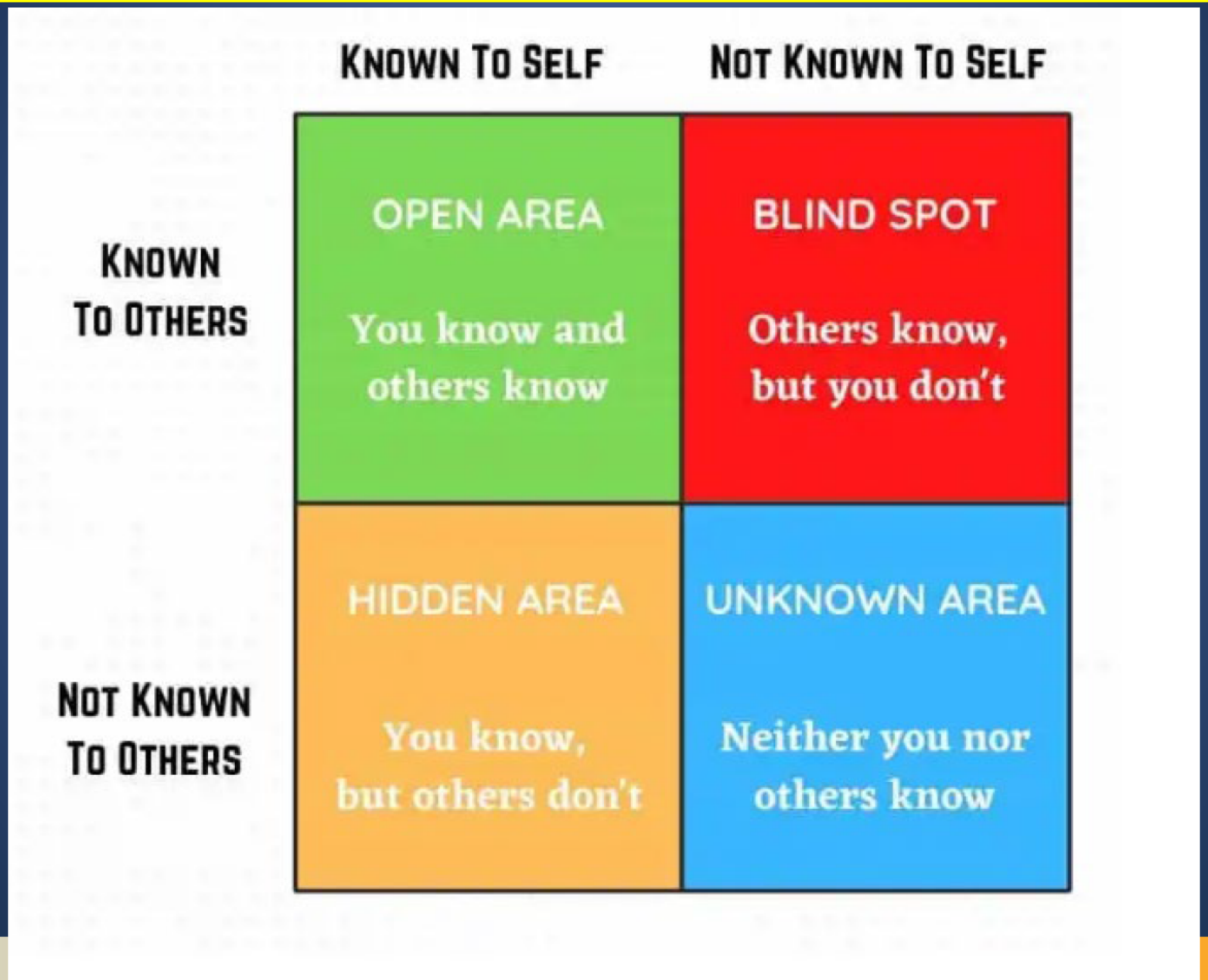


Edgar & Edgar 2016, Nickerson 1998

IMPLICIT BIAS ≠

Racist
Bigoted
Sexist
Homophobic
Transphobic

Johari Window



EVERYONE Has Implicit Biases

Everyone has unconscious biases that influence their worldview and decision making

Harvard University's Implicit Association Test (IAT)

- Web-based
- Association of different racial groups with negative words, or weapons
- Just an indicator; can reveal patterns and tendencies among large groups of people
- implicit.harvard.edu/implicit/takeatest.html

Key takeaway: Have more awareness of biases and challenging your assumptions

WHY DO WE NEED IMPLICIT BIAS TRAINING?

Your Brain Hard at Work:

Practical Exercise #3

Who’s got the higher PT score?

(b) (6)

Your Brain Hard at Work:

Practical Exercise #4

Who’s a stronger leader?

(b) (6)

Why do WE need implicit bias training?

Inside the Army's Decision to Eliminate Photos from Officer Promotion Boards

The study showed that using official photos led to decisions from board members that appeared to reveal unconscious bias, Army officials say.

"It's just that people, even if they don't think about it, they tend to want to be around people that look and think and act like them," said Army Chief of Staff

Article: https://www.military.com/daily-news/2020/06/25/inside-armys-decision-eliminate-photos-officer-promotion-boards.html

Authority to Conduct Implicit Bias Training

14 July 2020 Memo by SecDef, "Immediate Actions to Address Diversity, Inclusion, and Equal Opportunity in the Military Services:" "I . . . direct[ed] a three-pronged approach to take the initiative against discrimination, prejudice, and bias in all ranks of our Armed Forces. The purpose of this approach is to **promote the morale, cohesion, and readiness of the force**. Each effort aims to identify actions the Department can take within policies, programs, and processes to improve diversity, inclusion, and equal opportunity for our Service members" including "Add[ing] **bias awareness and bystander intervention to the violence prevention framework. Addressing racial prejudice and bias within the force requires a combination of ongoing skill development, leadership, and accountability**."

10 U.S.C. 113(g)(1)(B): "Each national defense strategy shall include . . . Strategic goals related to diversity and inclusion in the armed forces, and an assessment of measures of performance related to the efforts of the armed forces to reflect the diverse population of the United States eligible to serve in the armed forces."

The Problem Has Been Studied

1972 Department of Defense Task Force on the Administration of Military Justice in the Armed Forces: Data showed a "clearly discernable disparity in disciplinary rates between black and white servicemen," including the statistic that although Black servicemembers made up 16% of the force, they made up 25% of nonjudicial punishment issued. **Black servicemembers represented 34.3% of accused at GCM and SPCMs.**

1992 Defense Equal Opportunity Management Institute (DEOMI): Racial disparities in arrest, nonjudicial punishment, and courts-martial preferral and referrals. **"Black[] [servicemembers] were . . . 1.7 times more likely to receive nonjudicial punishments than their white counterparts."**

And Studied

2017 Protect Our Defenders Report: "[F]or every year reported (2006 – 2015) and across all service branches, black service members were substantially more likely than white service members to face military justice or disciplinary action, and these disparities failed to improve or even increased in recent years." **Black Soldiers were 1.61 (61%) times more likely to face GCM or SPCM than White Soldiers.**

2019 Government Accountability Office Report: Services uniformly track subjects by gender, but not by race/ethnicity. "Racial and gender disparities exist in investigations, disciplinary actions, and punishment of servicemembers in the military justice system[.]" **Black servicemembers were 2.11 times more likely to be the subject of an investigation than a White servicemembers.**

And Studied

2022 Holistic Evaluation and Assessment of Army Racial Disparities (HEARD): **Army-specific analysis of racial disparity Military Justice system.** "The report found that racial disparity does exist in a number of key areas across the military justice system, disciplinary processes, and military personnel policies. The report's findings will enable us to immediately enact policies to begin addressing racial disparities, while also serving as a point for further study and data gathering. Our shared Army values of values diversity, equity, and inclusion will inform these efforts." ~ *Sec. Army Wormouth*

And Studied

2022 Department of Defense Internal Review Team (IRT) on Racial Disparities in the Investigative and Military Justice Systems: "Racial disparities in the investigative and military justice systems have been a problem for far too long . . . To address this issue I am directing" the IRT to "focus on addressing the **root causes of racial disparities in the investigative and military justice systems**" and "provide actionable recommendations that the Department can implement to improve policies, programs, processes, and resources to address these disparities."

Significant racial disparities exist across the investigative and military justice systems. Caused by 1) gaps in training and education, 2) lack of oversight and transparency, 3) inadequate protections, and 4) external factors (resourcing and time).

(b) (5)

(b) (5)

(b) (5)

Numerous Past Studies, Same Conclusions

PREVIOUS FINDINGS AND RECOMMENDATIONS

STUDY/REPORT	Racial Disparities Exist across the Investigative and Military Justice Systems	Significant Discretion with Few Safeguards = Increased Disparate Outcomes	Data Collection must be Improved	ultural Competency and Cognitive Bias Training for all in the military justice system	Resource Appropriately (no unfunded mandates)	Conduct Root Cause Analysis with better data but don't wait to start making improvements
1972 Task Force on the Administration of Military Justice in the Armed Forces	●	●	●	●	●	
2011 MLDC Military Leadership Diversity Commission	●		●	●	●	
2019 GAO Government Accountability Office	●		●			●
2020 Air Force IG Independent Racial Disparities Review	●	●	●	●	●	●
2020 DAC-IPAD Racial and Ethnic Data Relating to Disparities in the Investigation, Prosecution, and Conviction of Sexual Offenses the Military	●		●	●		●
2022 CNA Exploring Racial, Ethnic, and Gender Disparities in the Militar Justice System	●	●	●		●	●

Where Bias Can Influence Commanders & JAs

Pre-Trial Investigation and Charging Decisions

- Assumptions as to who may be offender & victim
- Lack of empathy of suspect/accused of a racial minority
- Assigning attributes based on impressions, not on facts (e.g., Black subject "Looks angry/mean" where White subject "Looks young and naive")
- Informs beliefs as to credibility of subject/accused or other witnesses of color
- **Fill in factual gaps with assumptions based on stereotypes**

Trial Strategy

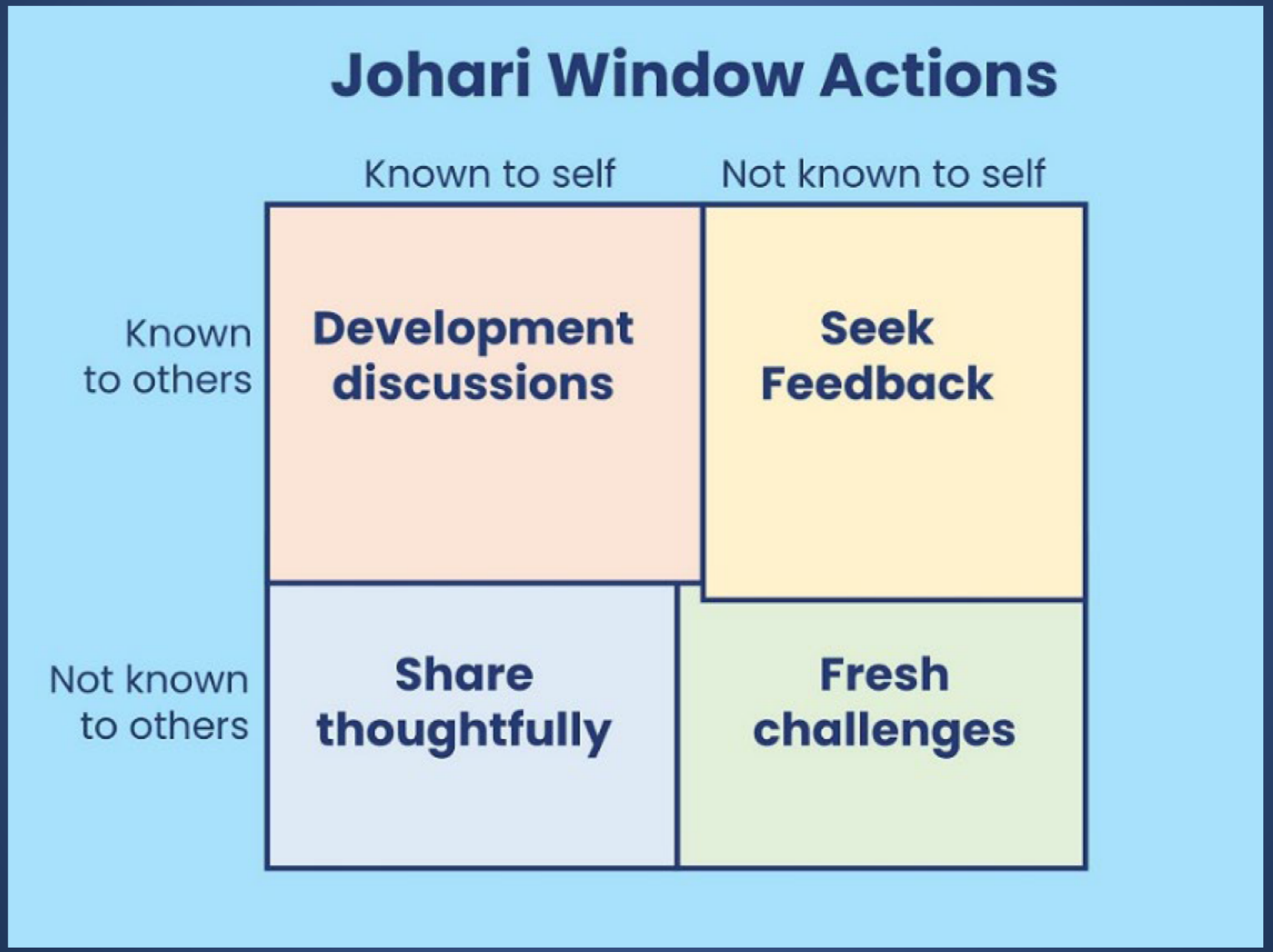
- Peremptory challenges for facially race-neutral reasons but applied only to racial minorities *See Flowers v. Mississippi,* 139 S. Ct. 2228 (2019).
- Assumptions about how panel members see evidence (Minority member more sympathetic? Female member less sympathetic in sex assault case?)
- Closing argument tinged with racial animus ("He's an animal," "A thug")

THIS IS THE START, NOT THE END, OF THE PROCESS

"Not everything that is faced can be changed, but nothing can be changed until it is faced."

~ James Baldwin.

So…what do I do now?



MITIGATION

Continue training

- Disseminate this through your office (this is not just a legal issue; it is a leadership issue)
- DEI training in office (LDP)
- Bias awareness/interruption (work with Operational Psychologists)

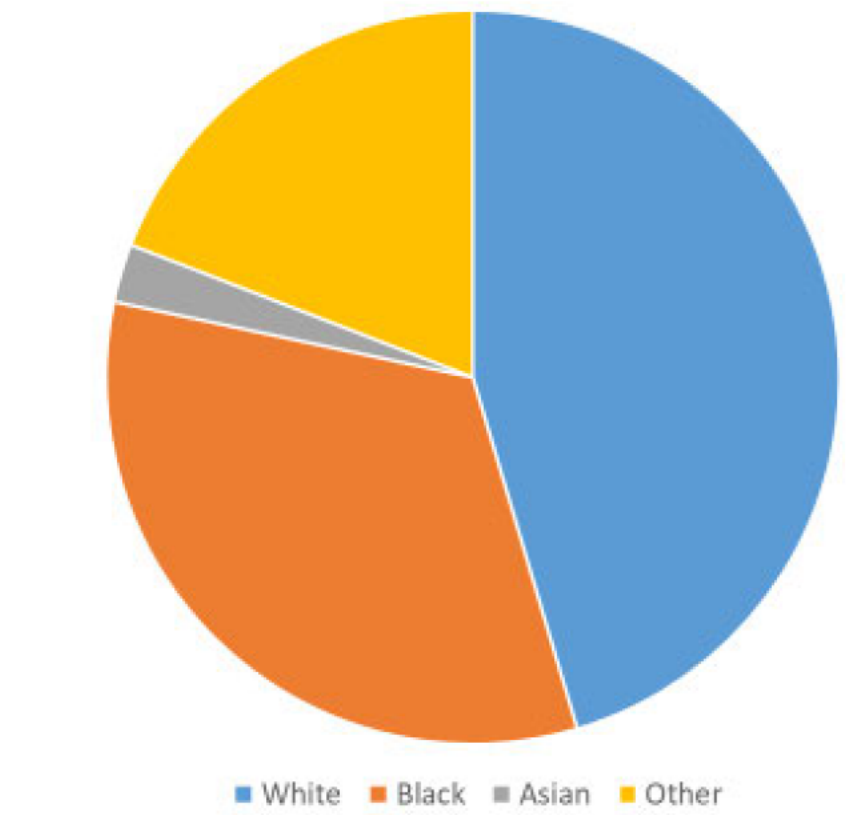
Get data!: Regularly track race/ethnicity, just like we track MOS, deployments, etc.

- Quarterly assessments on who is being investigated, prosecuted, separated (trend analysis)
- Part of multi-discipline team meetings (OSJA, CID, MPI, FAP)

Assess the known facts: Challenge factual assumptions

- ACKNOWLEDGE we all have biases
- Ask questions. Lots of questions.
- Counter stereotypes (put self in their shoes, consciously challenge stereotypical views)
- "**Art vs. science**" of discipline: Focus on the "should" as much as the "can"

Self-Assessment: 21st TSC NJP for 2022



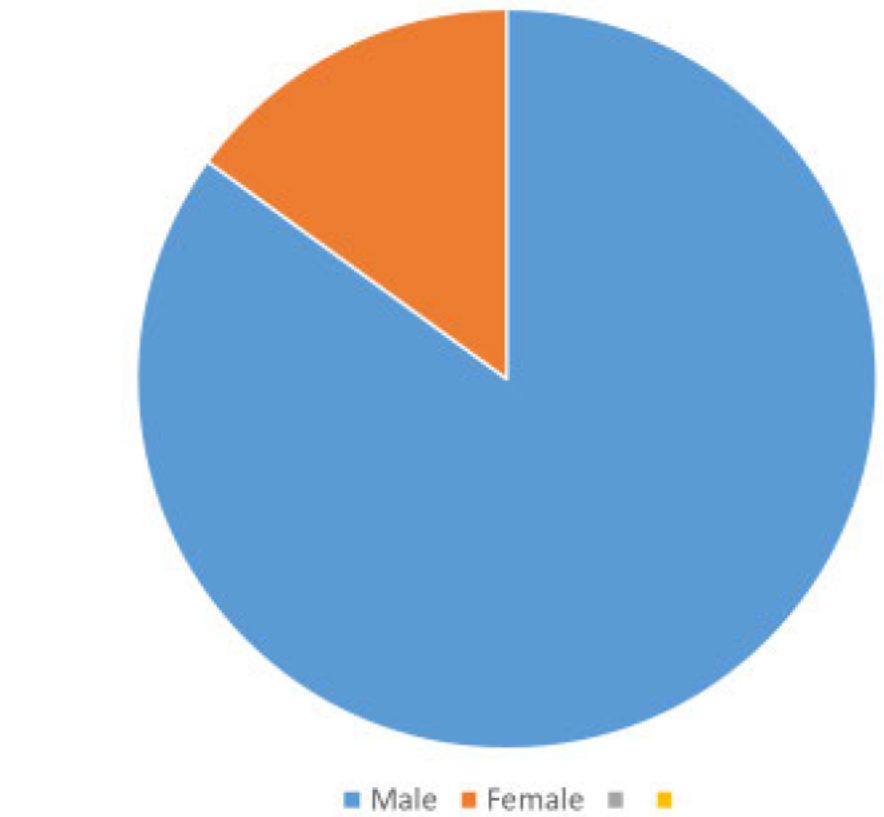
21st TSC Article 15 Breakdown

White:	247	45%
Black:	179	33%
Asian:	14	3%
Other:	104	19%

21st TSC Breakdown

White:	55%
Black:	35%
Asian:	7%
Other:	4%

Self-Assessment: 21st TSC NJP for 2022



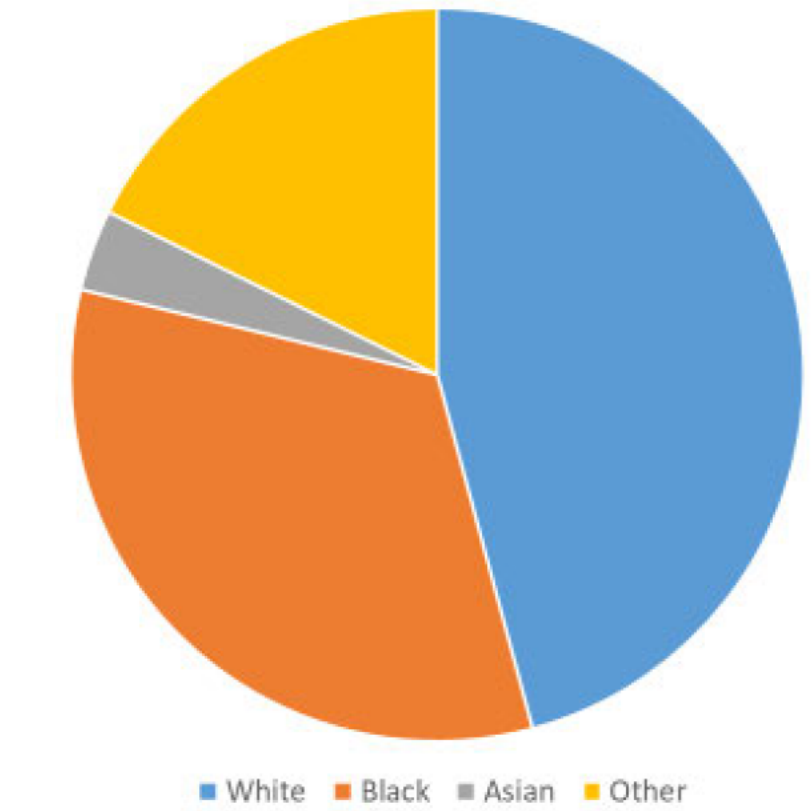
21st TSC Article 15 Breakdown

Male:	391	85%
Female:	69	15%

21st TSC Breakdown

Male:	78%
Female:	22%

Self-Assessment: 21st TSC NJP for 2019 - 22



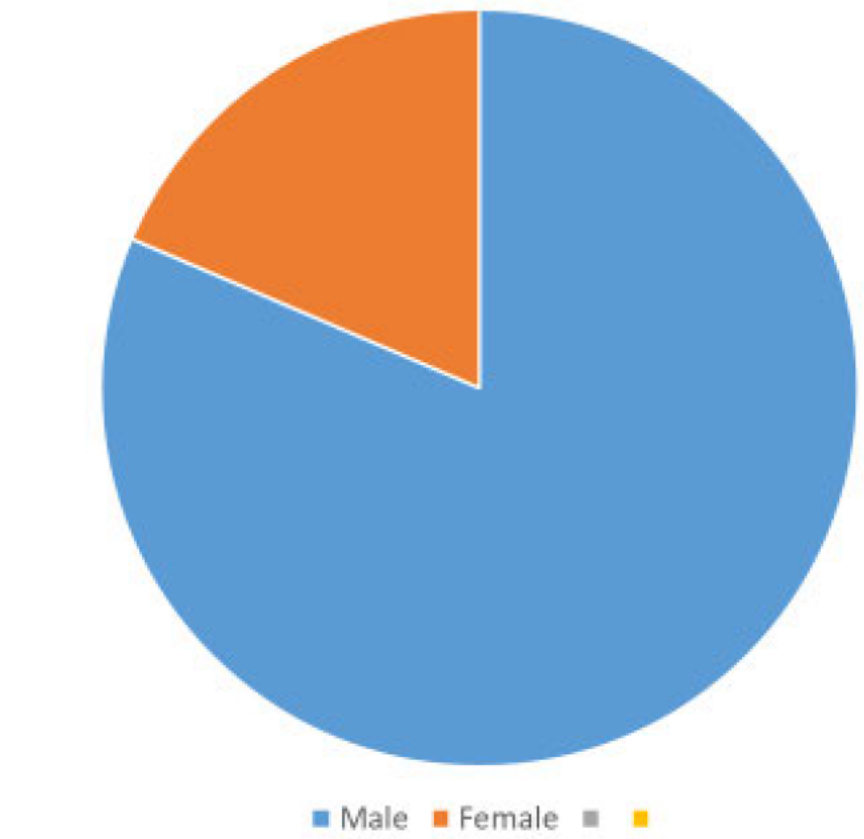
21st TSC Article 15 Breakdown

White:	793	46%
Black:	570	33%
Asian:	62	4%
Other:	306	18%

21st TSC Breakdown

White:	55%
Black:	35%
Asian:	7%
Other:	4%

Self-Assessment: 21st TSC NJP for 2019 - 22



21st TSC Article 15 Breakdown

Male:	1203	81%
Female:	274	19%

21st TSC Breakdown

Male:	78%
Female	22%

Tips For Overcoming Biases

- Implement standardized processes for evaluation & decision making
  - Have a standardized, objective method for evaluating subordinates, applicant.
  - Have a standardized, objective framework for handing out punishment. Don't let emotions (commanders', supervisors', or yours) influence decisions
  - Apply the same decisional criteria to everyone when evaluating ____ (capabilities, qualifications, skills, performance, potential, etc.)

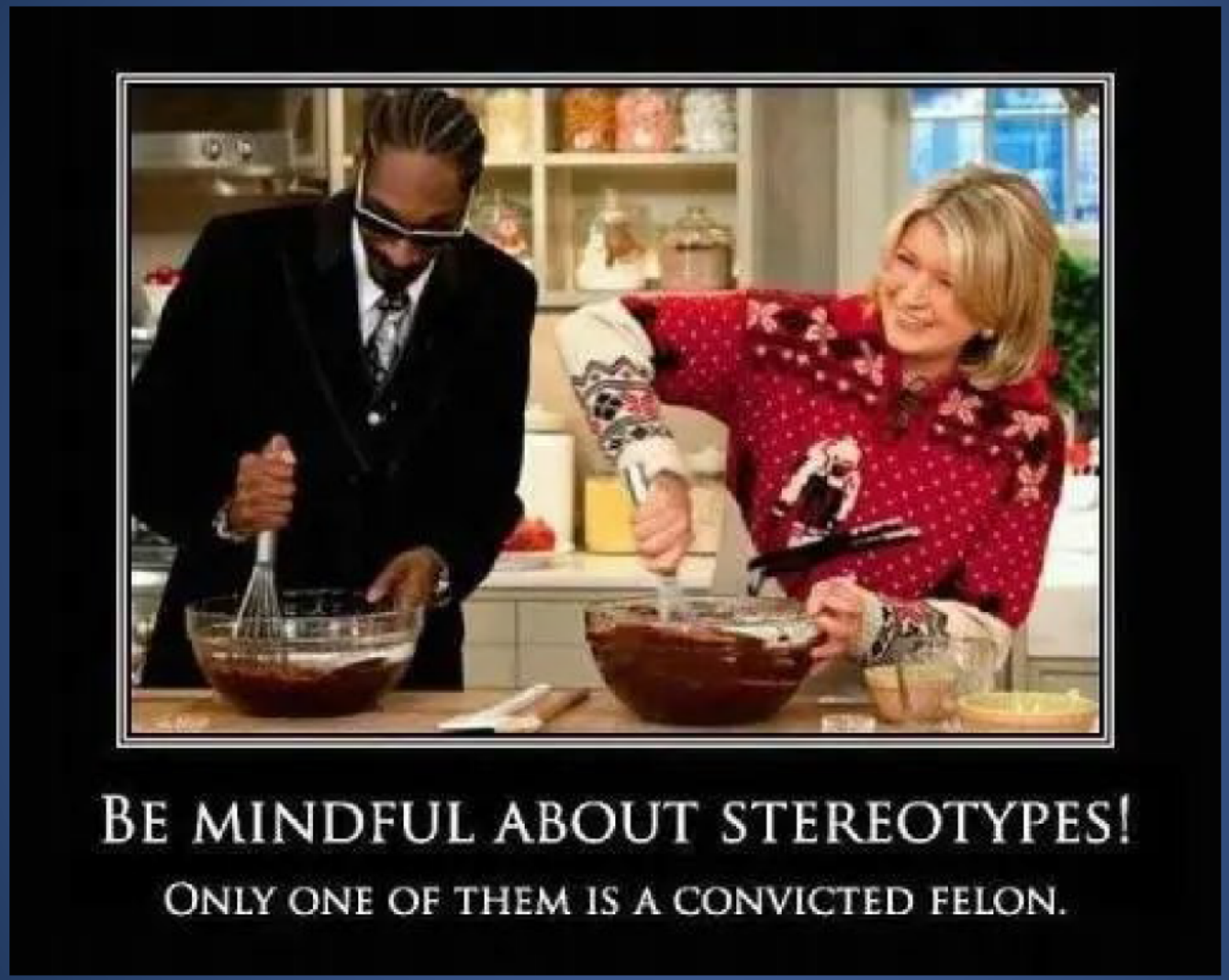
- Get Feedback

- Have a confidential gut check
  - Have a trusted person you can confidentially discuss, cross check, think out loud with
  - Be open to receiving feedback/observations about your decision making

Discussion Questions – Breakout Session

- Am I aware of the cognitive biases or thinking traps that have influenced my decision making in the past?
- Pick a task/object & think: How can I standardize my decision-making process?
- Have I tried anything in the past to:
  - Self-reflect on my own possible blind spots?
  - Get feedback from others regarding my blind spots?
  - If so, what? What worked? Didn't work?

QUESTIONS?



(b) (6) .mil@army.mil

(b) (6) .mil@health.mil

REFERENCES

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Heuristics

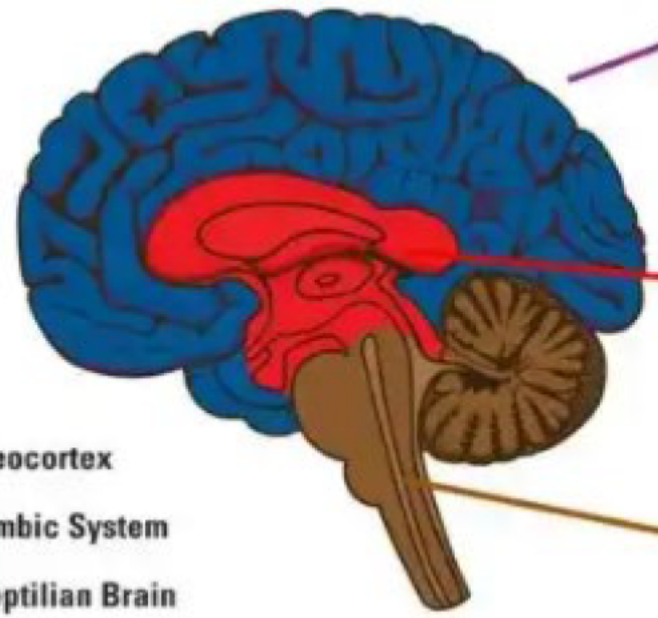
Blind Obedience / Halo Effect

Showing undue deference to authority, technology, or factors such as attractiveness

- *My boss says because of this, it can't be this.*
- *In the past my boss handled issues this way, so I will do the same.*



Triune Brain Theory



Cortex
(Neomammalian brain)
150.000 years old

Complex processes
- Perception, planning, attention, abstract thinking, language...

Thinking Brain

Limbic System
(Paleomammalian brain)
200-250 Million years old

Primitive survival functions
- Fulfilling our animal needs and emotions (feeding, reproduction, parenting...)

Feeling Brain

Brain Stem
(Reptilian brain)
300 Million years old

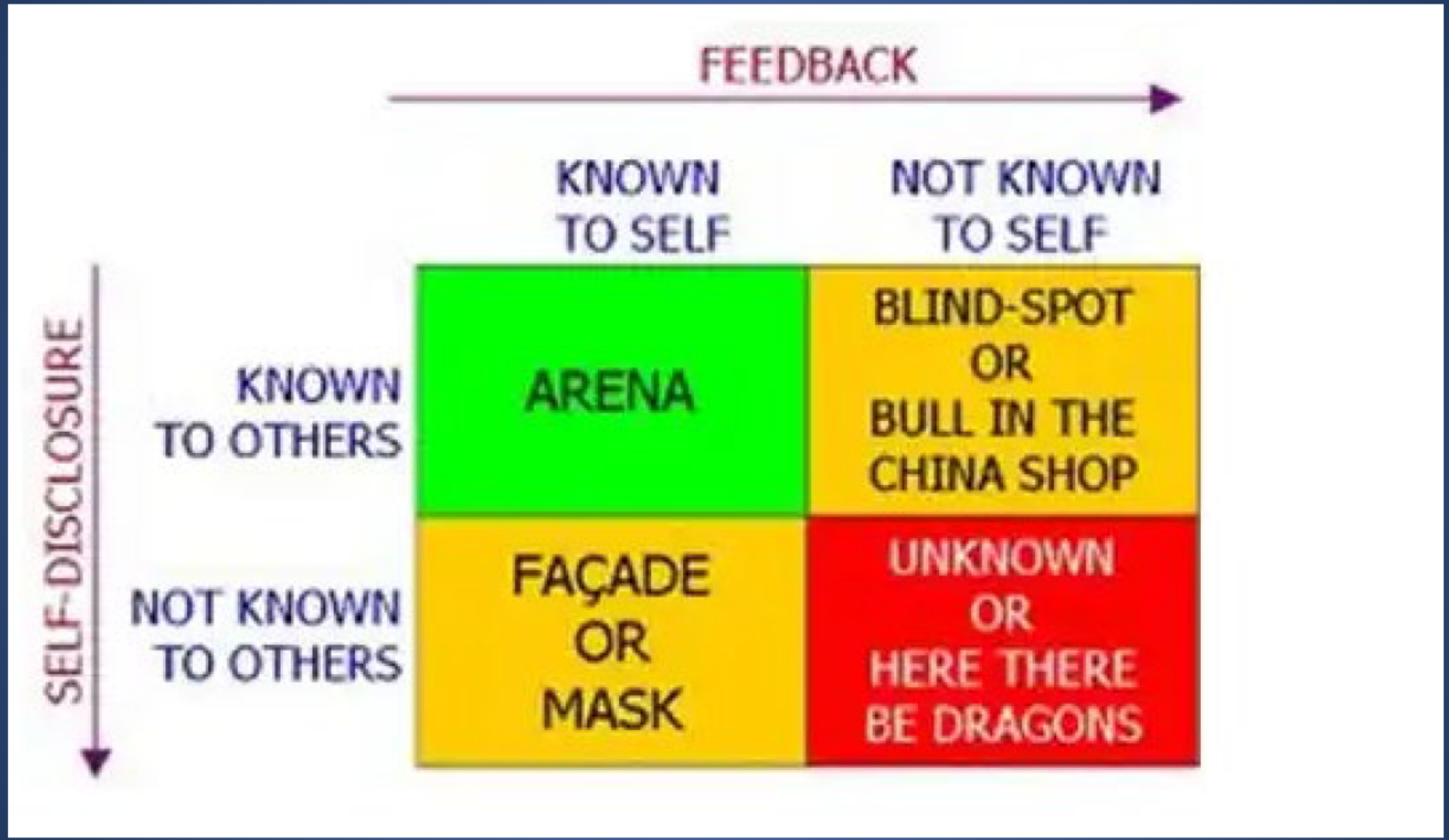
- Maintaining **body functions**
- **Routing information** up and dow
- Instinctive behaviours

Living Brain

Source: Paul MacLean – Triune brain theory (1952),

(b) (5)

Another perspective:



Recognizing & Mitigating Bias in MJ



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

Agenda

- Theory of Decision Making
- Heuristics
- Social Identities
- Explicit v. Implicit Bias
- Discretionary Actors
- Studies
- Army HEARD Report Findings
- Mitigation Strategies

Intro Video

https://www.youtube.com/watch?v=bhro7IXnc2E

Amazing Mind

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

Theory of Decision Making



In One Second….

You're exposed to 11 million bits of information.

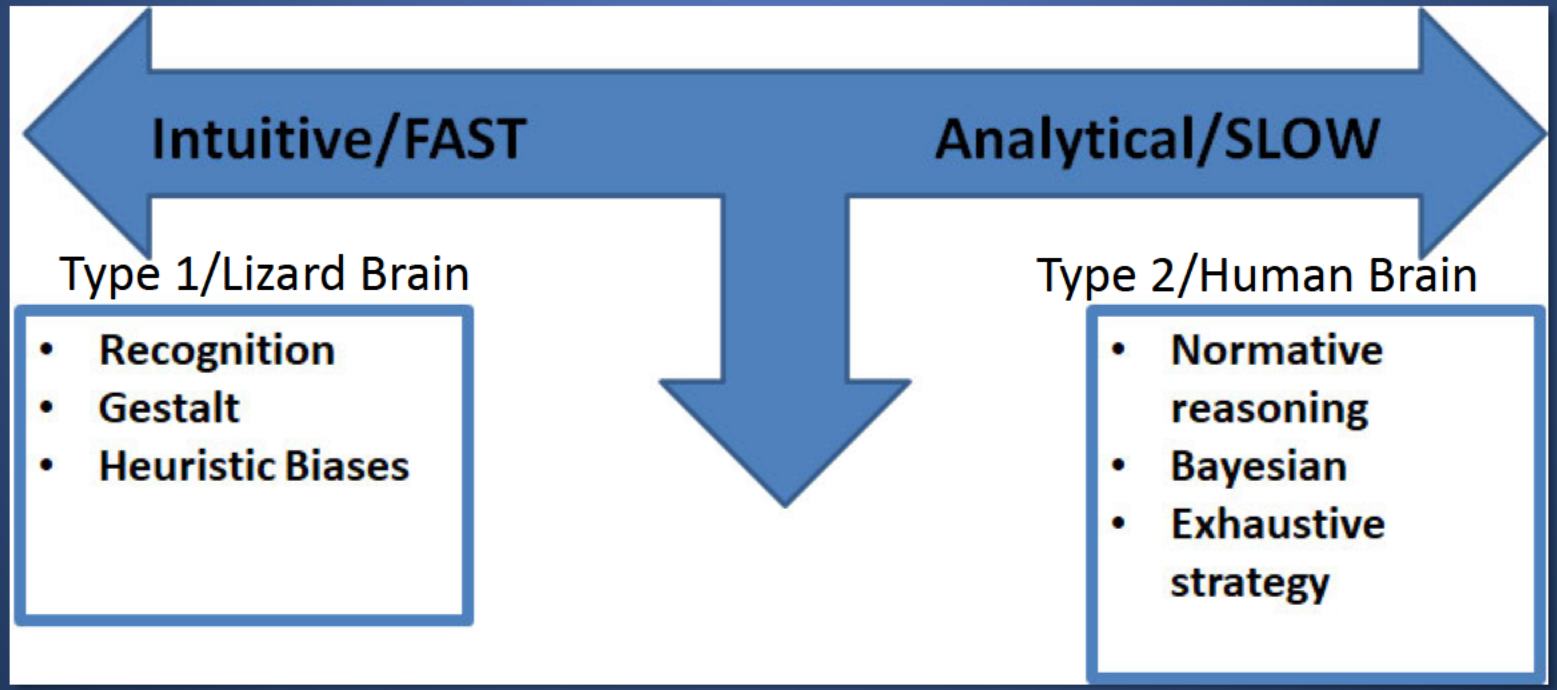
Only 40-50 bits are consciously processed!

THE UNCONSCIOUS MIND

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

Theory of Decision Making

Dual Process Theory



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

What do you think about when you see these images?











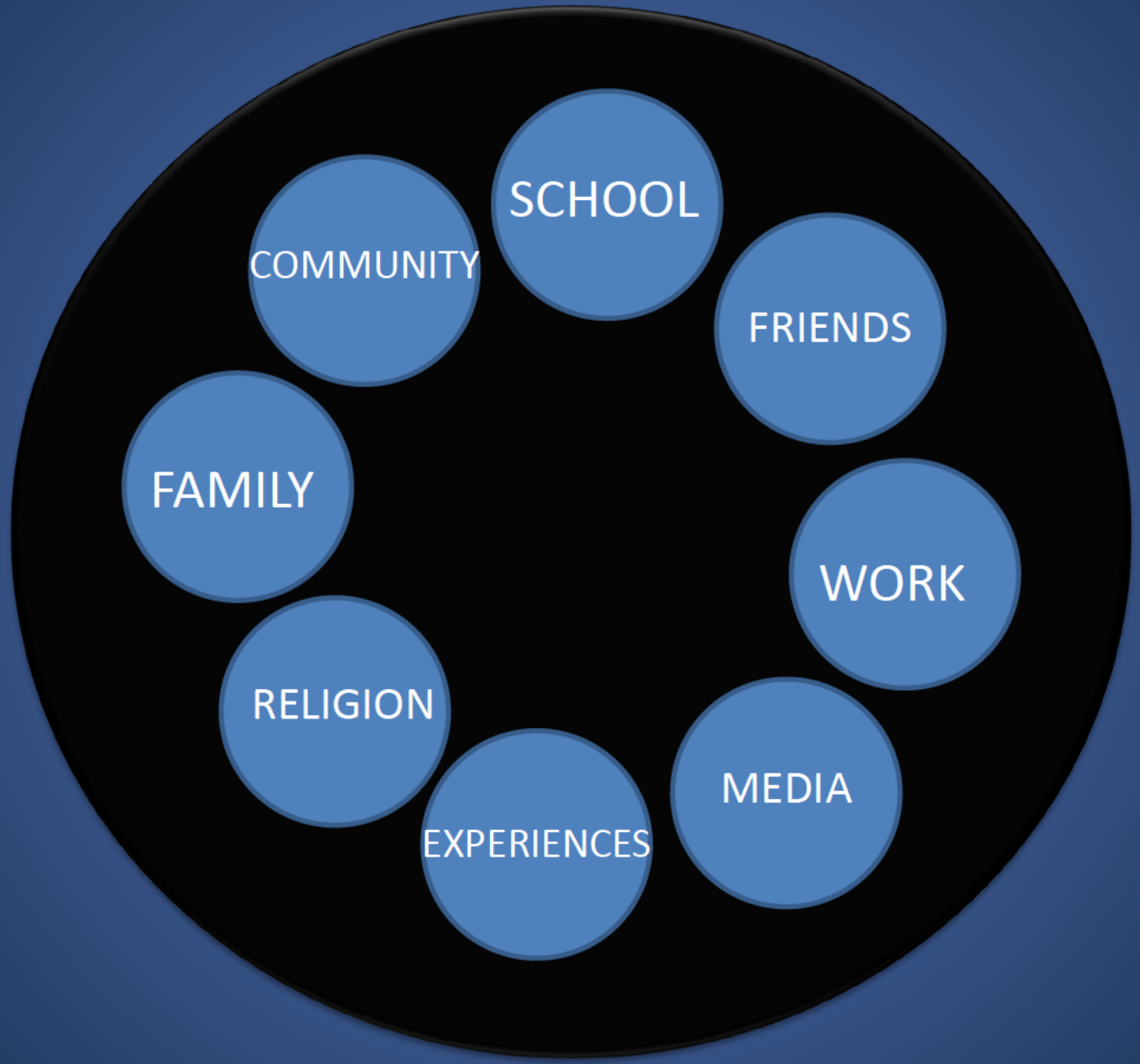
Heuristics

Cognitive shortcuts that permit us to use a “FAST” thinking approach via the use of pattern recognition.

- **Advantage**:
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- **Disadvantage**:
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Our Heuristics Come from Our Environment



Halo Effect

Blind Obedience / Halo Effect

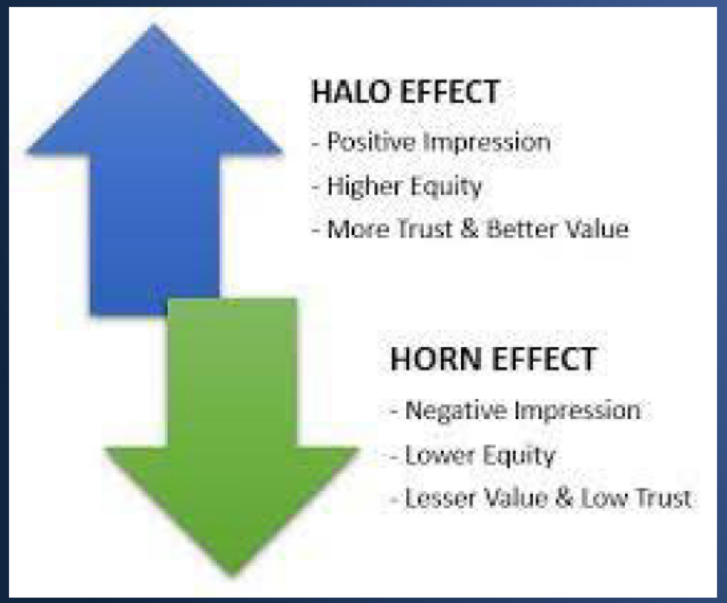
Showing undue deference to authority, technology, or factors such as attractiveness

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Horn Effect

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







Anchoring Bias

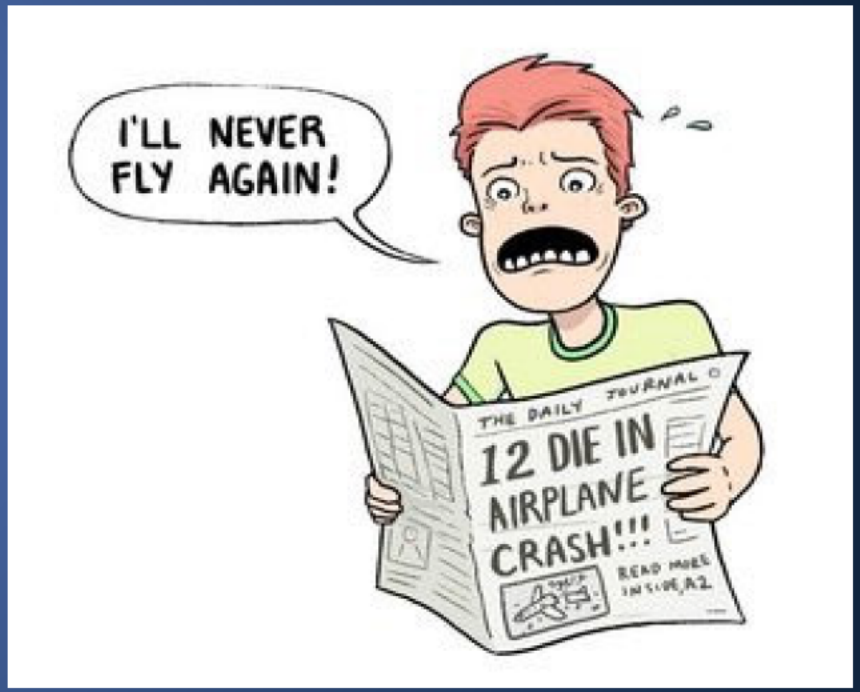
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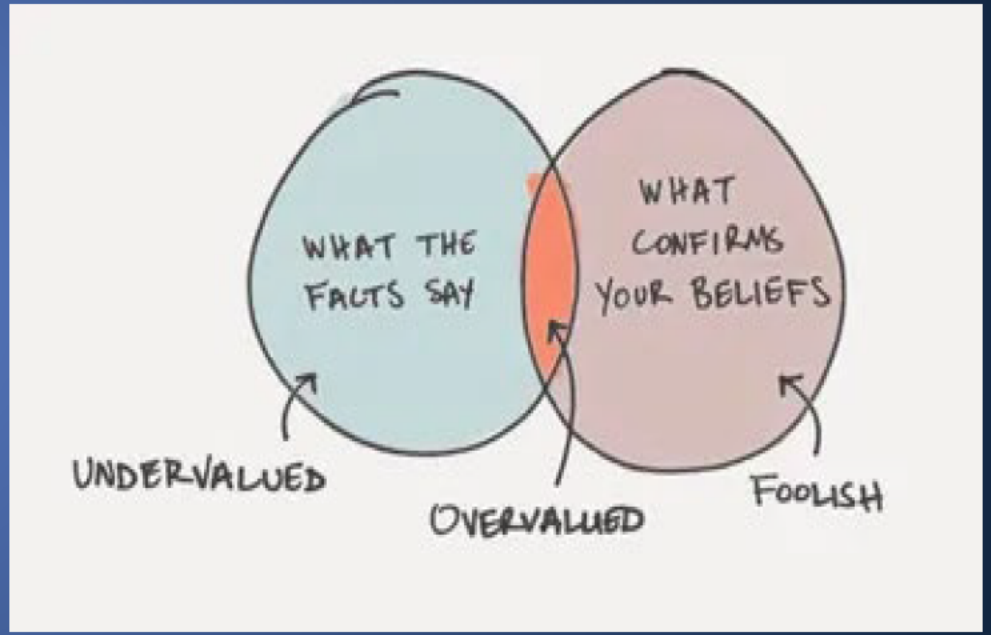
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Edgar & Edgar 2016, Nickerson 1998

Explicit vs. Implicit Bias

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

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

IMPLICIT BIAS ≠

Racist
Bigoted
Sexist
Homophobic
Transphobic

(b) (5)

Numerous Past Studies, Same Conclusions

PREVIOUS FINDINGS AND RECOMMENDATIONS

STUDY/REPORT	Racial Disparities Exist across the Investigative and Military Justice Systems	Significant Discretion with Few Safeguards = Increased Disparate Outcomes	Data Collection must be Improved	ultural Competency and Cognitive Bias Training for all in the military justice system	Resource Appropriately (no unfunded mandates)	Conduct Root Cause Analysis with better data but don't wait to start making improvements
1972 Task Force on the Administration of Military Justice in the Armed Forces	●	●	●	●	●	
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2020 Air Force IG Independent Racial Disparities Review	●	●	●	●	●	●
2020 DAC-IPAD Racial and Ethnic Data Relating to Disparities in the Investigation, Prosecution, and Conviction of Sexual Offenses the Military	●		●	●		●
2022 CNA Exploring Racial, Ethnic, and Gender Disparities in the Military Justice System	●	●	●		●	●

(b) (5)

(b) (5)

(b) (5)

Army HEARD Report Findings

Finding 1: Data Improvement
- Demographics data
- Gaps in data capturing processes and procedures

Finding 2: Inconsistent Racial/ Ethnic Standards
- With regards to race/ethnicity identifications
- Not consistent with Office of Management and Budget standards

Finding 3: Perceptions of the Force
- Individual & system racial discrimination
- Perceived to be due to unconscious bias

Army HEARD Report Findings

Finding 4: Data Collection Process
- Identified discretionary actors
- Processes and procedures

Finding 5: Over Representation
- African American Soldiers in Adverse Actions

Finding 6: Law Enforcement MOS Representation of African American Soldiers
- Under MP, CID Agents, Judge Advocates, & Military Judges
- Over Paralegals & Legal Administrators

Where Bias Can Influence Commanders & JAs

Pre-Trial Investigation and Charging Decisions

- Assumptions as to who may be offender & victim
- Lack of empathy of suspect/accused of a racial minority
- Assigning attributes based on impressions, not on facts (e.g., Black subject "Looks angry/mean" where White subject "Looks young and naive")
- Informs beliefs as to credibility of subject/accused or other witnesses of color
- **Fill in factual gaps with assumptions based on stereotypes**

Trial Strategy

- Peremptory challenges for facially race-neutral reasons but applied only to racial minorities *See Flowers v. Mississippi,* 139 S. Ct. 2228 (2019).
- Assumptions about how panel members see evidence (Minority member more sympathetic? Female member less sympathetic in sex assault case?)
- Closing argument tinged with racial animus ("He's an animal," "A thug")

MITIGATION

Continue training

- Disseminate this through your office (this is not just a legal issue; it is a leadership issue)
- DEI training in office (LDP) ✓
- Identify distractions and sources of stress in the decision-making environment
- Bias awareness/interruption

Get data! Regularly track race/ethnicity, just like we track MOS, deployments, etc.

- Quarterly assessments on who is being investigated, prosecuted, separated (trend analysis)
  - MJO reports
- Part of multi-discipline team meetings (OSJA, CID, MPI, FAP)
- Continue to get feedback from trusted sources

Assess the known facts: Challenge factual assumptions

- ACKNOWLEDGE we all have biases
- Ask questions.
- Counter stereotypes (put self in their shoes, consciously challenge stereotypical views)
- "**Art vs. science**" of discipline: Focus on the "should" as much as the "can"

In Conclusion

- Everyone has unconscious biases that influence their worldview and decision making
- Data supports disparities in the Military Justice System
- Awareness of biases
- Challenge assumptions
- Help us recruit & retain

QUESTIONS?

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Matt Barreto, et al., *The Impact of Media Stereotypes on Opinions and Attitudes Towards Latinos* (Sep. 2012) National Hispanic Media Coalition and Latino Decisions.

Hon. Mark W. Bennett, "Implicit Bias and the Law," speech at University of Toledo School of Law, Nov. 17, 2017.

Patricia D. Devine and Kristen A. Vasquez, "The Rocky Road to Positive Intergroup Relations" in *Confronting Racism: The Problem and the Response*, edited by Jennifer L. Eberhardt and Susan T. Fiske (1998).

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Justin D. Levinson, Mark W. Bennett, and Koichi Hioki, *Judging Implicit Bias: A National Empirical Study of Judicial Stereotypes*, 69 Fla. L. Rev. 63 (2017).

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Jeffrey J. Rachlinski, Sheri Johnson, and Andrew J. Wistrich; and Guthrie, Chris, *Does Unconscious Racial Bias Affect Trial Judges?* (2009). 84 Notre Dame L. Rev 3 (2009).

Keep up with ODEI & the Council

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

Recognizing and Mitigating Bias



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ROADMAP

How does decision-making work?

What is cognitive bias?

Why Implicit Bias training?

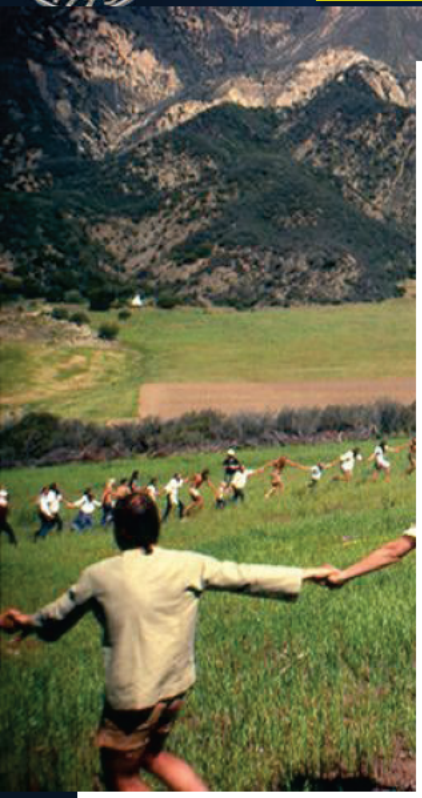
How it can influence your work

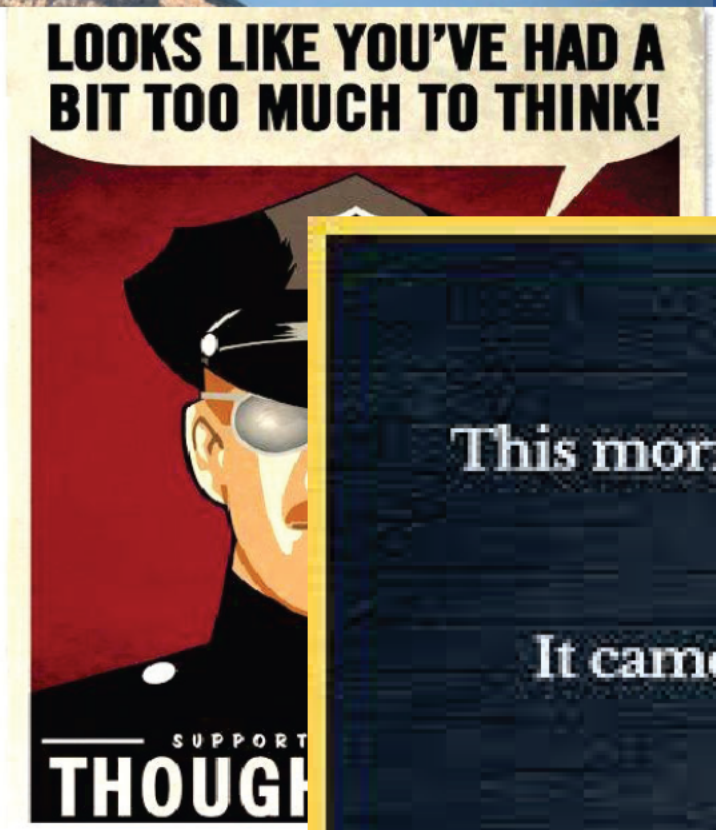
Mitigation

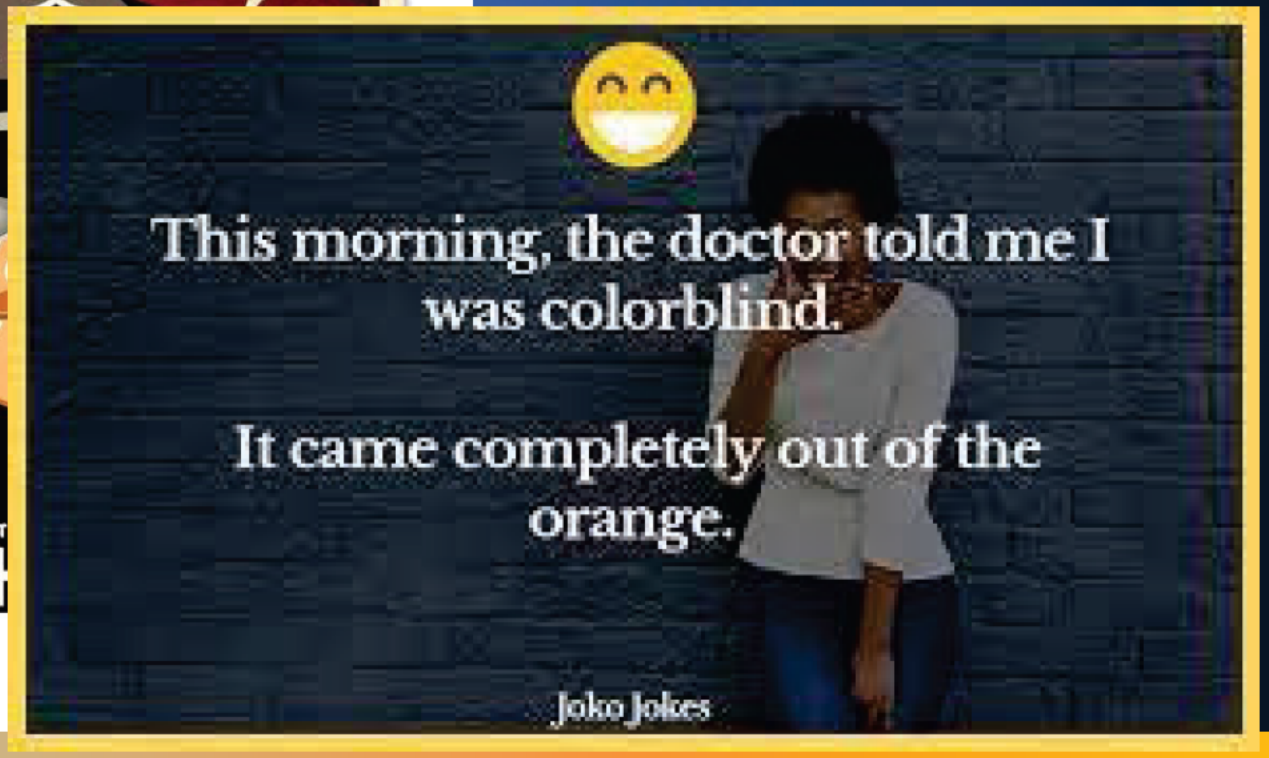
BEFORE WE GET STARTED



WHAT THIS CLASS IS NOT







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

How does the brain work?

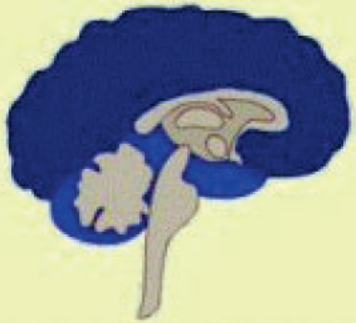
The Three-Parted Brain



Lizard Brain
(Brain stem and cerebellum)
Autopilot
Fight & Flight



Mammal Brain
(Limbic System)
Emotions
Memories
Habits
Attachments

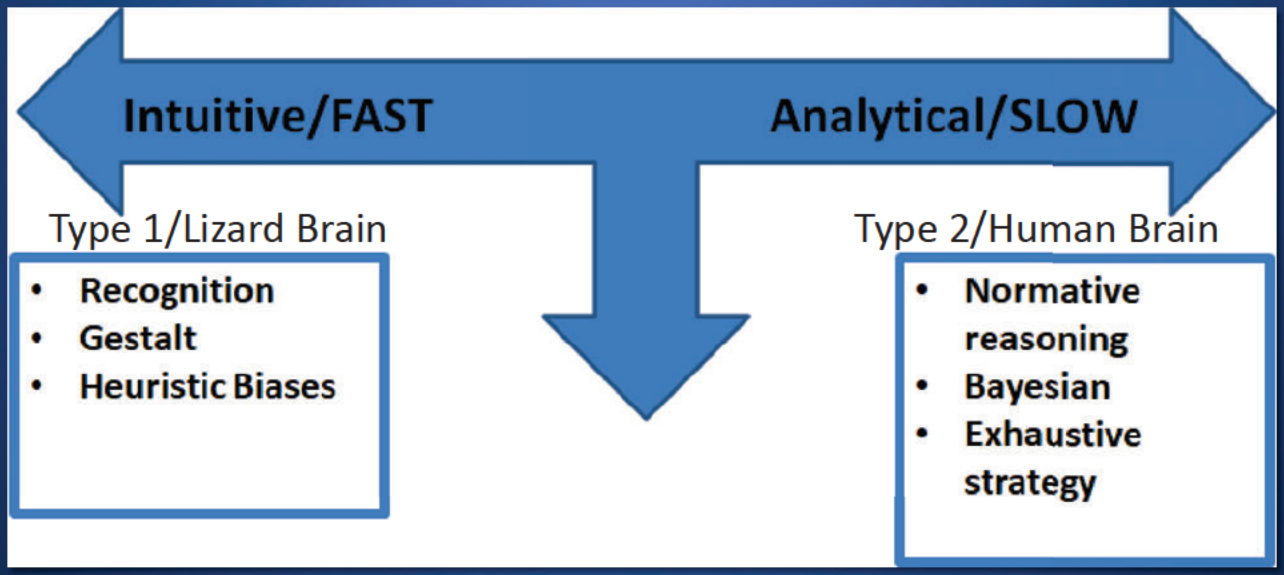


Human Brain
(Neo-Cortex)
Language, abstract thought, imagination, consciousness, reasoning, rationalising

(From Paul D. MacLean's model of the "Triune Brain")

Theory of Decision Making

Dual Process Theory



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

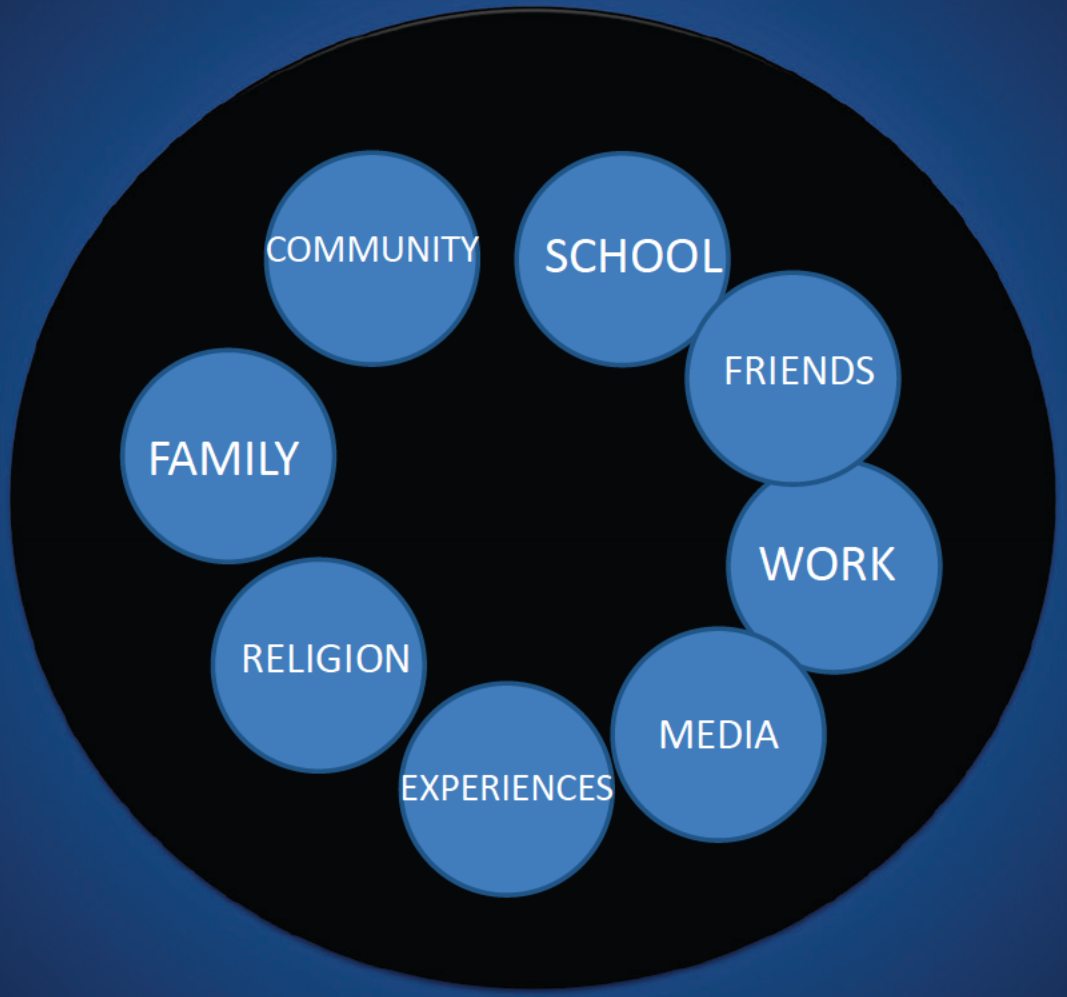
Heuristics

Cognitive shortcuts that permit us to use a "FAST" thinking approach via the use of pattern recognition.

- **Advantage**:
  - Reduce time and effort to make reasonably good judgments and decisions.
- **Disadvantage**:
  - Potential to lead to systematic cognitive errors called biases

Acad Med. 2011 Mar;86(3):307-13.

Our Heuristics Come from Our Environment



Who’s always driving this van?



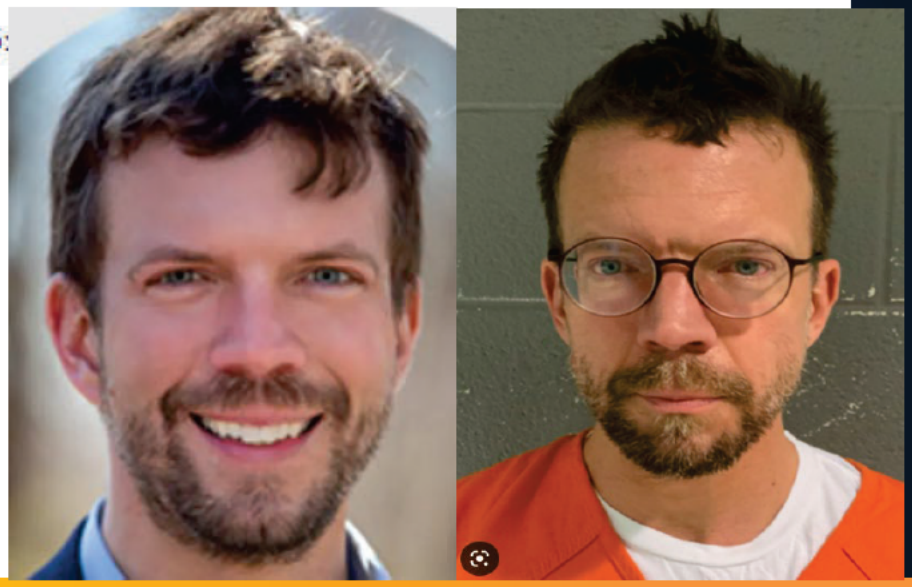
First Impression:

Allegation of child pornography possession

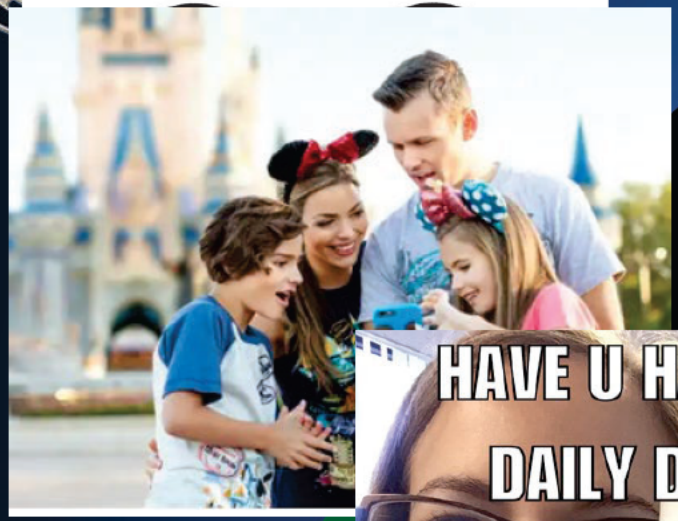
- Sex?
- Age?
- Race?
- Education level?
- Occupation?

Former College Park mayor held without bond after arrest on child pornography charges

by 7News Staff | Mon, March 6th 2023, 5:



ses Come from Our E



COMMUNITY

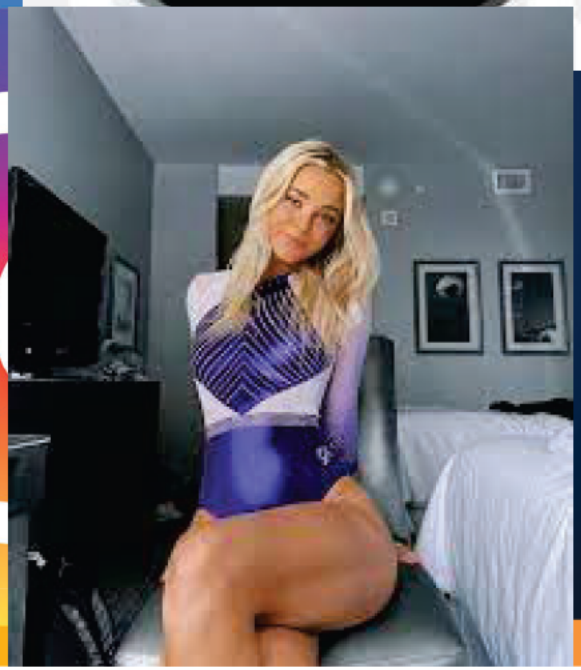
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Explicit vs. Implicit Bias

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

Implicit Bias: "The brain's automatic, instant association of stereotypes or attitudes t[illegible]ard a person or group, without our conscious awareness."

-
-
- or a group





More Heuristics in Practice

Hypothetical

CPT Stone, commander of HHC, gets a call from 1LT Timmons, one of his platoon leaders. 1LT Timmons is his best performing PL, and has served with CPT Stone for 18 months. 1LT Timmons tells CPT Stone that he received an allegation of misconduct.

- PVT O'Neal alleges that SPC Steele has been maltreating him.
- 1LT Timmons has looked into the matter and says there is no issue.
- CPT Stone listens to 1LT Timmons's explanation and trusts 1LT Timmons's judgment.

Heuristics

Blind Obedience / Halo Effect

Showing undue deference to authority,
chnology, or factors such as attractiveness

-

-

so I



Heuristics: Bias by any other name…

Emotional Bias

Negative or positive feelings towards Soldiers nfluences view of case of disposition (counter-

spect,

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Hypothetical (Continued)

- PT Stone reports the maltreatment allegation to his BN ommander, LTC Boggs.
- LTC Boggs has recently completed another maltreatment investigation from another company where the alleged victim

Boggs

eal's

Heuristics

Availability Bias

Recall a similar situation, case, or other
nformation because it happens to be a recent
xperience or comes to your mind quickly

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nd.



Hypothetical (Continued)

TC Boggs, in accordance with policy, sends an initial report to OL Larson, the BDE commander.

- "Sir, looks like we have another one. All indications are that the low performing Soldier is trying to deflect from his deficiencies

ou

- se this

Heuristics

Anchoring Bias

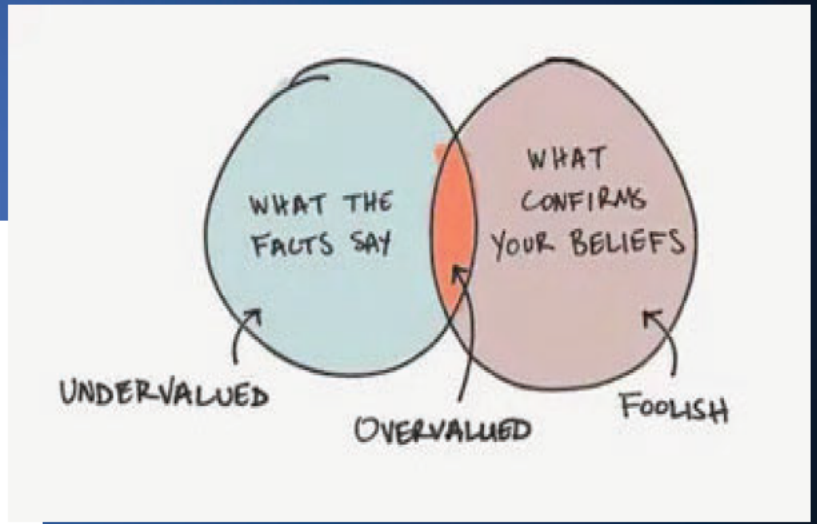
Focus on features in the Soldier's initial presentation or first bits of information



Heuristics

Confirmation Bias

Notice and consider only the facts and details that favor our hypothesis and



Edgar & Edgar 2016, Nickerson 1998

IMPLICIT BIAS ≠

Racist

Bigoted

Sexist

c

WHY DO WE NEED IMPLICIT BIAS TRAINING?

Why do WE need implicit bias training?

Inside the Army's Decision to Eliminate Photos from Officer Promotion Boards

The study showed that using official photos led to decisions from board members that appeared to reveal unconscious bias, Army officials say.

"It's just that people, even if they don't think about it, they tend to want to be around people that look and think and act like them," said Army Chief of Staff

-promotion-

Authority to Conduct Implicit Bias Training

14 July 2020 Memo by SecDef, "Immediate Actions to Address Diversity, Inclusion, and Equal Opportunity in the Military Services:" "I . . . direct[ed] a three-pronged approach to t the initiative against discrimination, prejudice, and bias in all ranks of our Armed Forces. T purpose of this approach is to **promote the morale, cohesion, and readiness of the f** . Each effort aims to identify actions the Department can take within policies, programs, a processes to improve diversity, inclusion, and equal opportunity for our Service m bers" including "Add[ing] **bias awareness and bystander intervention to the violence p uires a c**

10 U.S.C. 113(g)(1)(B) goals r ures of p lation of t

The Problem Has Been Studied

1972 Department of Defense Task Force on the Administration of Military Justice in the Armed Forces: Data showed a "clearly discernable disparity in d iplinary rates between black and white servicemen," including the statistic t although Black servicemembers made up 16% of the force, they made up 2 of nonjudicial punishment issued. **Black servicemembers represented 3**

1992 Defense Equal Opportunity Management Institute (DEOMI): cial d rral and r **o receive n**

And Studied…

2017 Protect Our Defenders Report: "[F]or every year reported (2006 – 2015) a across all service branches, black service members were substantially more li y than white service members to face military justice or disciplinary action, a these disparities failed to improve or even increased in recent years." **Black S liers were 1.61 (61%) times more likely to face GCM or SPCM than White S liers**

2019 Government Accountability Office Report

ack
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li bers.

And Studied…

2022 Holistic Evaluation and Assessment of Army Racial Disparities (HEARD):

- A ssions Waivers for Drugs/Alcohol/Misconduct
- S eillance Drug Testing and ASAP Referrals
- F ily Advocacy Program Substantiation of family Abuse
- S al Assault Reporting
- L Enforcement Reporting & Law Enforcement Officer Discretion
- A
- N ect)
- C
- A
- P
- A
- A

And Studied…

2022 Holistic Evaluation and Assessment of Army Racial Disparities (HEARD): A[illegible]y-specific analysis of racial disparity Military Justice system. "The report f[illegible]nd that racial disparity does exist in a number of key areas across the military j[illegible]ce system, disciplinary processes, and military personnel policies. The r[illegible]

a[illegible]udy and

d[illegible] inclusion

w[illegible]

And Studied

2022 Department of Defense Internal Review Team (IRT) on Racial Disparities in the Investigative and Military Justice Systems: "Racial disparities in the i stigative and military justice systems have been a problem for far too long . o address this issue I am directing" the IRT to "focus on addressing the **root c es of racial disparities in the investigative and military justice systems**" and " vide actionable recommendations that the Department can implement to i arities."

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Where Bias Can Influence Commanders & JAs

Pre-Trial Investigation and Charging Decisions

- ssumptions as to who may be offender & victim
- ck of empathy of suspect/accused of a racial minority
- ssigning attributes based on impressions, not on facts (e.g., Black subject "Looks ngry/mean" where White subject "Looks young and naive")
- forms beliefs as to credibility of subject/accused or other witnesses of color
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Trial Strategy

- to racial
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MITIGATION

Continue training

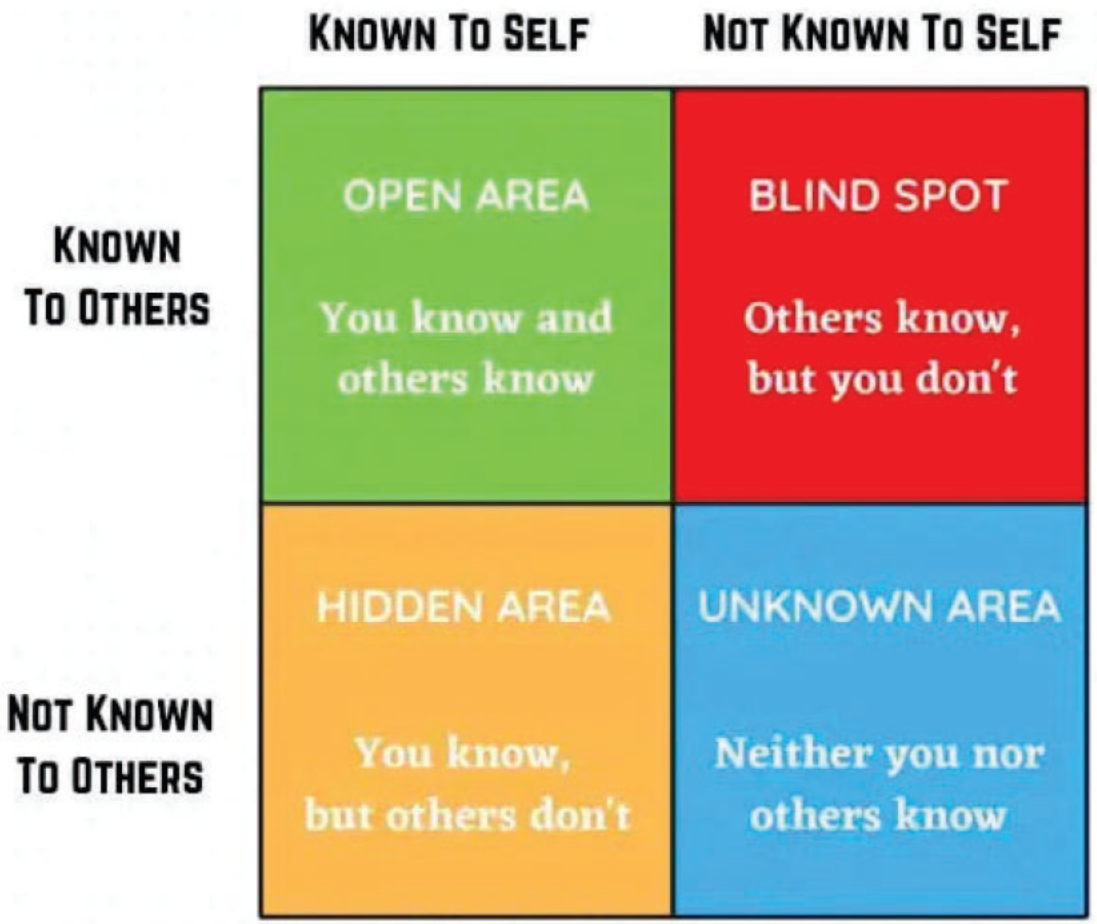
- sseminate this through your office (this is not just a legal issue; it is a leadership issue)
- l training in office (LDP)
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Get data!: Regularly track race/ethnicity, just like we track MOS, deployments, etc.

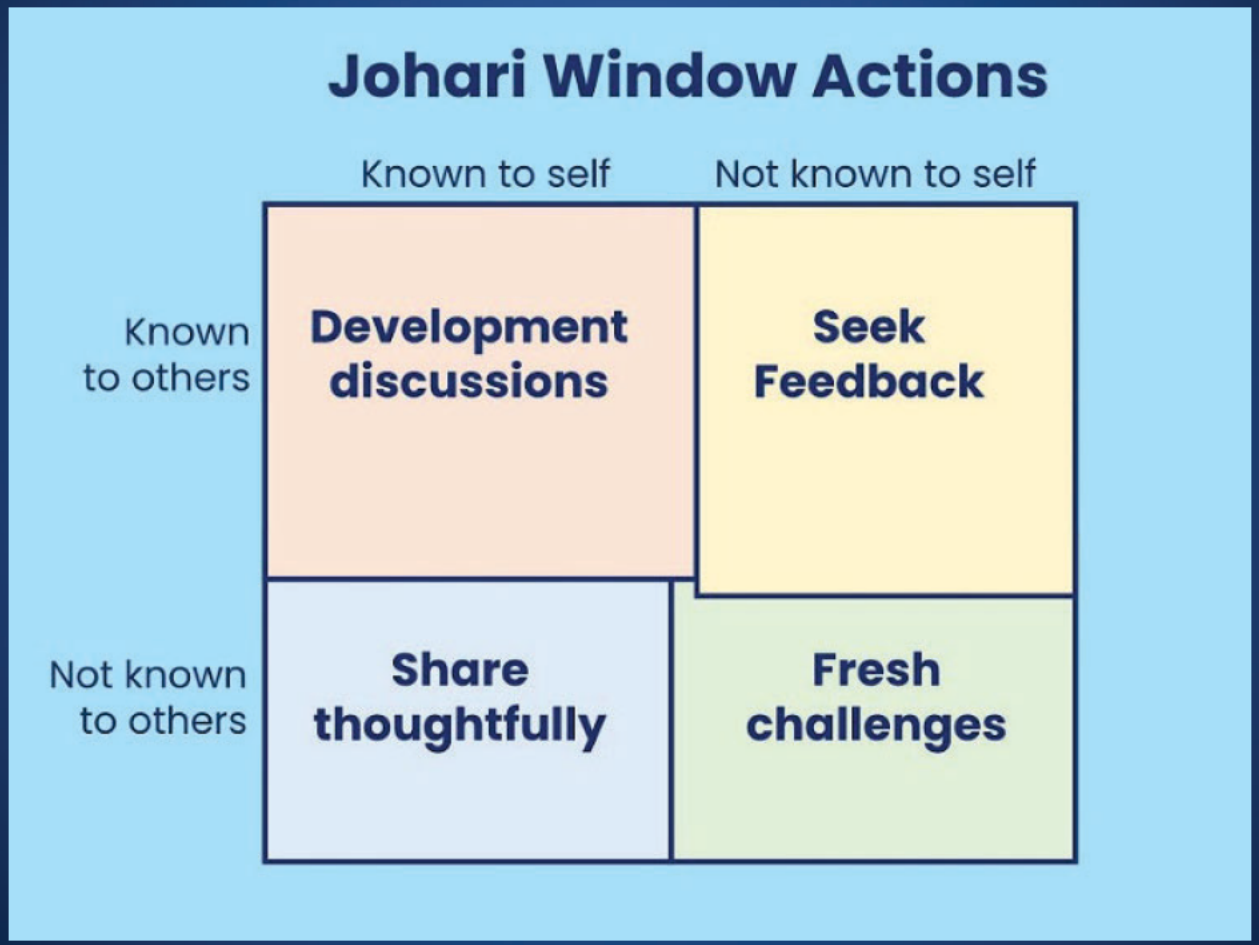
- arterly assessments on who is being investigated, prosecuted, separated (trend analysis)

Assess the known facts: Challenge factual assumptions

Johari Window



So…what do I do now?



QUESTIONS?



(b) (6) .mil@army.mil

(b) (6) mil@health.mil

REFERENCES

att Barreto, et al., *The Impact of Media Stereotypes on Opinions and Attitudes Towards Latinos* (Sep. 2012) National Hispanic Media Coalition and Latino Decisions.

n. Mark W. Bennett, "Implicit Bias and the Law," speech at University of Toledo School of Law, Nov. 17, 2017.

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C Gutherie, Jeffrey J. Rachlinski, and Andrew J. Wistrich, *Blinking on the Bench: How Judges Decide Cases*, 93 Cornell L. Rev 101 (2007).

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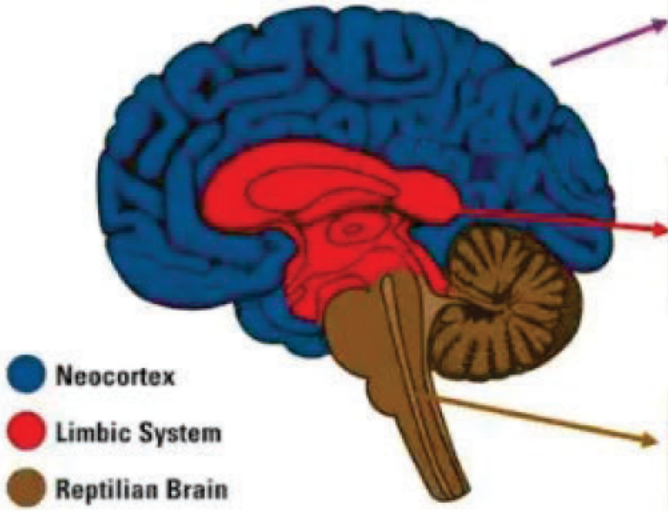
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Numerous Past Studies, Same Conclusions

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1972 Task Force on the Administration of Military Justice in the Armed Forces	●	●	●	●	●	
2011 MLDC Military Leadership Diversity Commission	●		●	●	●	
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2020 DAC-IPAD Racial and Ethnic Data Relating to Disparities in the Investigation, Prosecution, and Conviction of Sexual Offenses the Military	●		●	●		●
2022 CNA Exploring Racial, Ethnic, and Gender Disparities in the Militar Justice System	●	●	●		●	●

Triune Brain Theory



Cortex
(Neomammalian brain)
150.000 years old

Complex processes
- Perception, planning, attention, abstract thinking, language...

Thinking Brain

Limbic System
(Paleomammalian brain)
200-250 Million years old

Primitive survival functions
- Fulfilling our animal needs and emotions (feeding, reproduction, parenting...)

Feeling Brain

Brain Stem
(Reptilian brain)
300 Million years old

- Maintaining **body functions**
- **Routing information** up and dow
- Instinctive behaviours

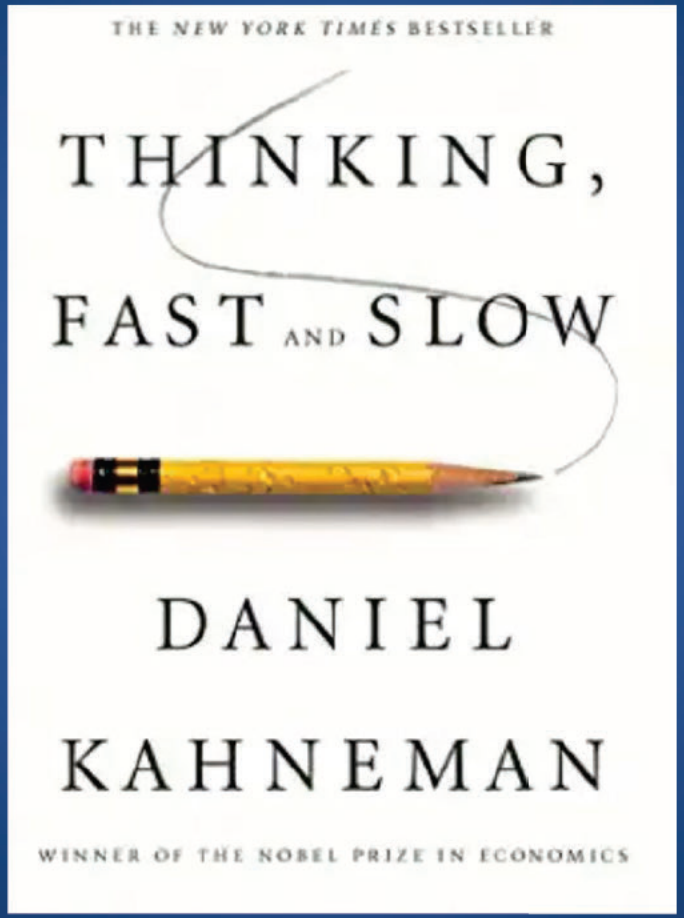
Living Brain

Source: Paul MacLean – Triune brain theory (1952),

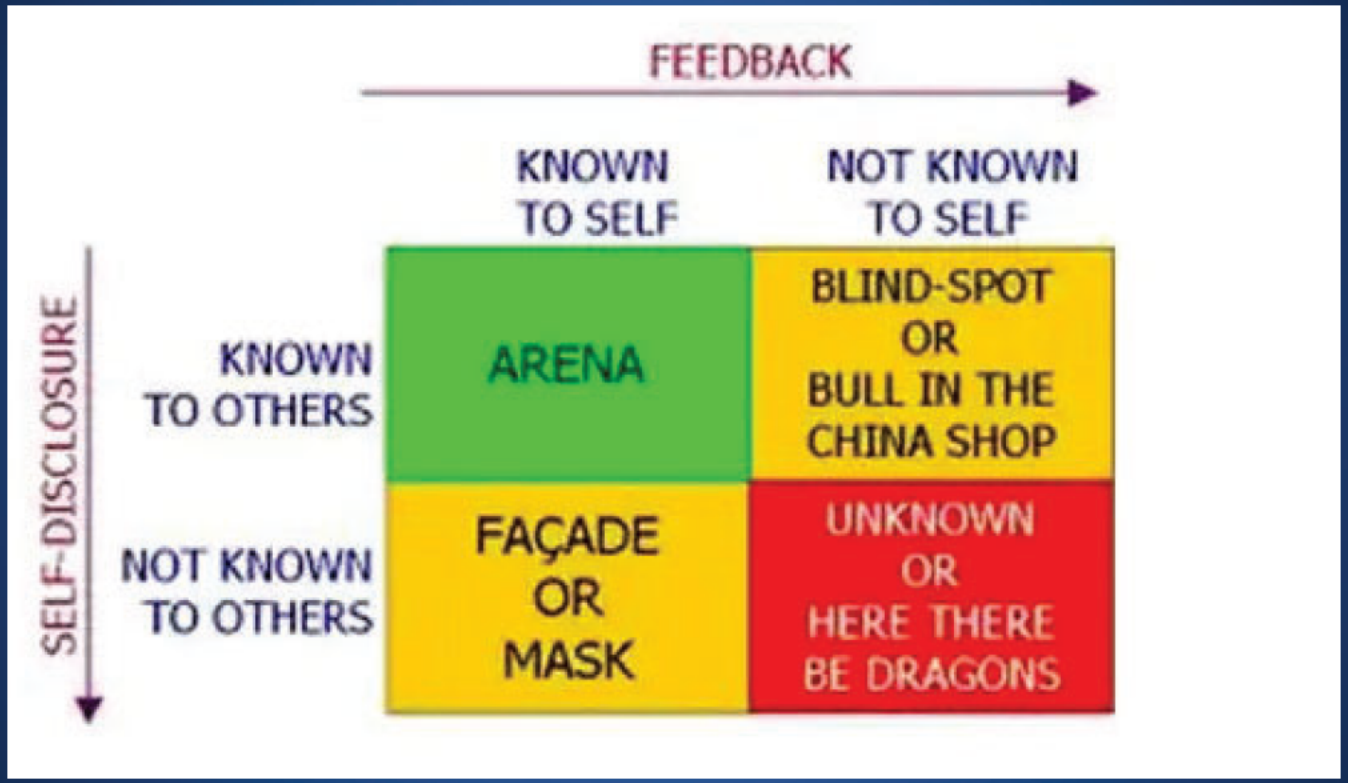
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For further reading…



Another perspective:



EVERYONE Has Implicit Biases

Everyone has unconscious biases that influence their worldview and decision making

Harvard University's Implicit Association Test (IAT)

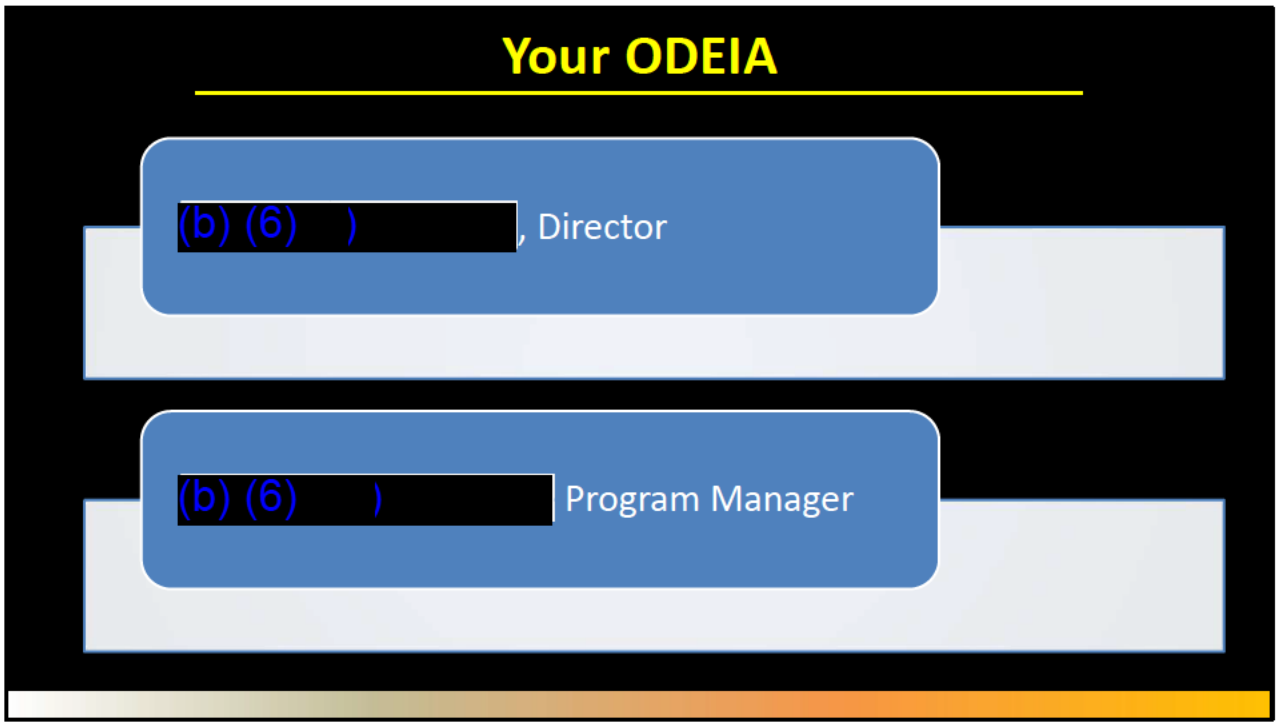
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Key takeaway ptions

Recognizing & Mitigating Bias in MJ



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


Your ODEIA
(b) (6) , Director
(b) (6) Program Manager

Agenda

- Theory of Decision Making
- Heuristics
- Social Identities
- Explicit v. Implicit Bias
- Discretionary Actors
- Studies
- Army HEARD Report Findings
- Mitigation Strategies

SOURCES:

1. https://www.livecareer.com/resources/careers/planning/generation-diversity-in-the-workplace

Intro Video

https://www.youtube.com/watch?v=bhro7IXnc2E

SOURCES:

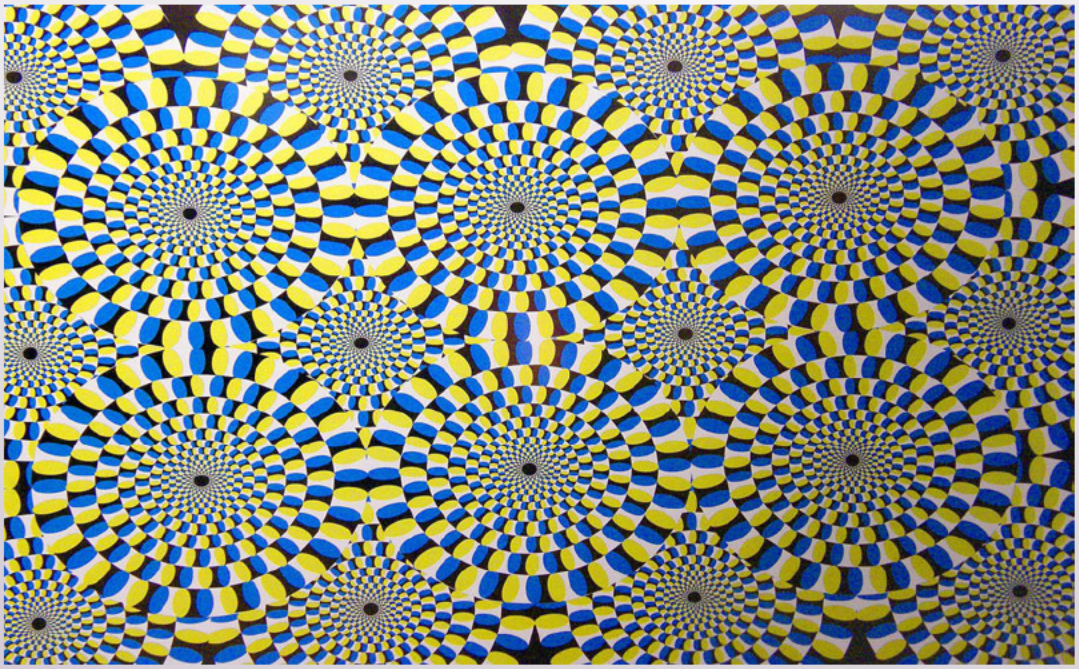
1. https://www.livecareer.com/resources/careers/planning/generation-diversity-in-the-workplace

Amazing Mind

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

Ask a student to read this for you.

- Note: Our brains take shortcuts

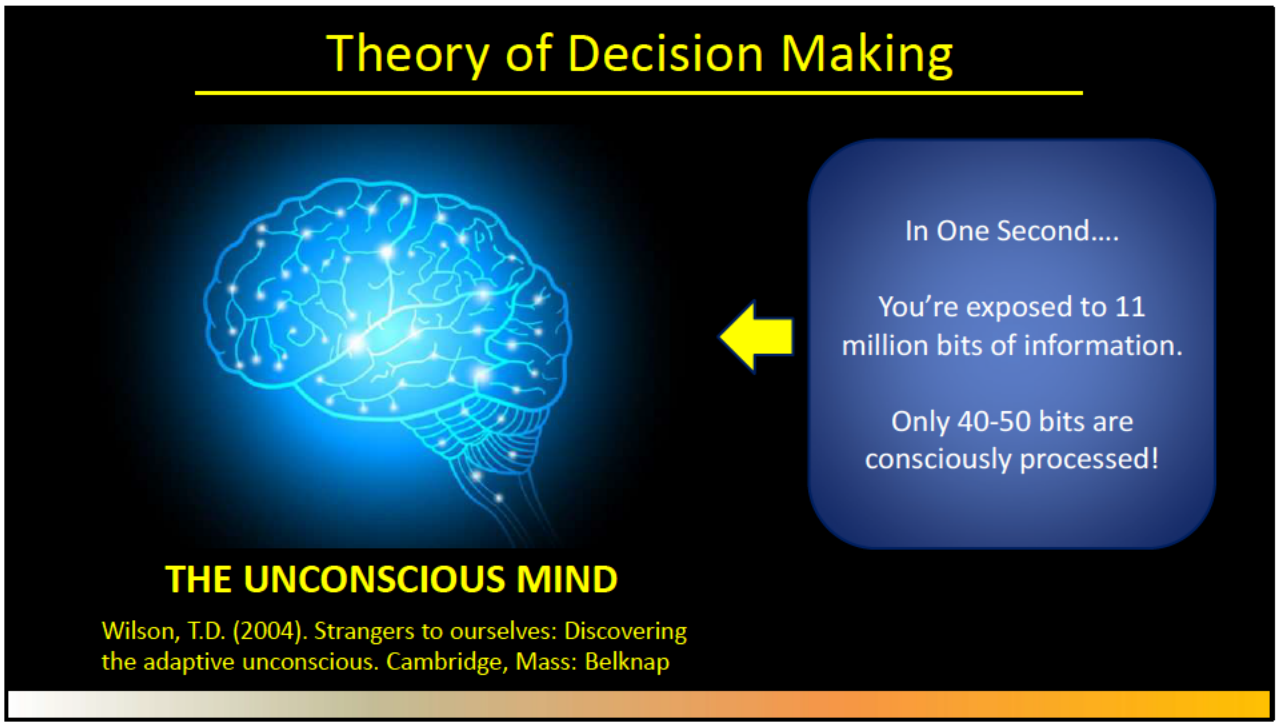


Please raise your hand if you see the wheels in this image turning either clockwise or counterclockwise. Maybe both ways?

This is 100% a static image. This is an illusory motion.

“Visual illusions like this demonstrate the ways in which the brain creates a mental representation that differs from the physical world,” quote: Susana Martinez-Conde, a Barrow Institute Neurological researcher.

Researchers study these types of images to learn the mechanisms by which the brain constructs our conscious experience of the world.” The way in which we view the world impacts our thoughts, decision making, and behavior.



I am going to give you a quick overview on how amazing our mind is and why it takes some of these "shortcuts" filled in by mostly assumptions to process things or see an image through a lens that may not be 100% accurate based on our conscious experience of the world.

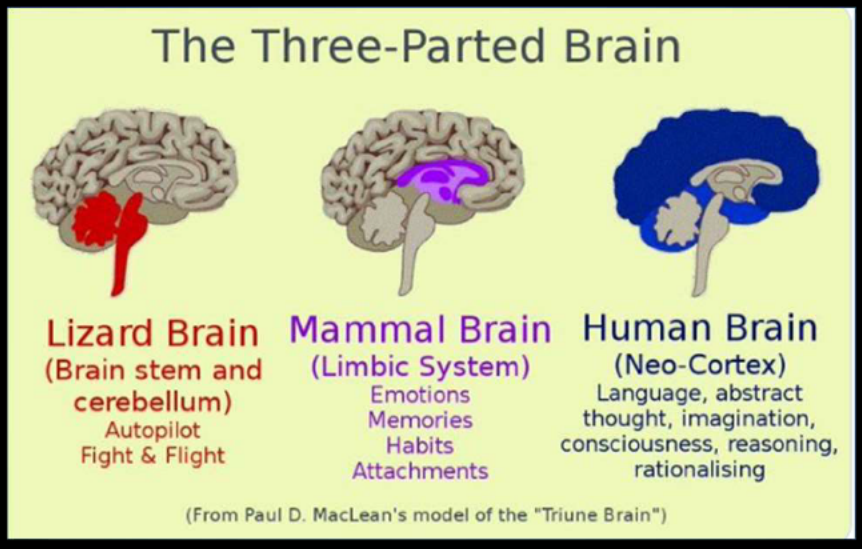
With our minds being exposed to proximately 11 million bits of information, only 40-50 are consciously processed.
The unconscious mind processes the rest. The unconscious mind is a reservoir of **feelings, thoughts, urges, and memories** that are outside of our conscious awareness.

We all have some unconscious biases because our brain wants to make sense of the world and the people around us through the lens, we see it through. These lenses we see the world through are developed based on our own personal dimensions of diversity that make us who we are based on where we came from, how we all grew up, and live our lives.

When processing so much information at once categorizing and labeling people and situations based on our experiences is our brain's way of speeding up our decision-making process. So, we fill in the blanks between consciously and unconsciously processed information based on our experiences so we invertedly make certain assumptions we believe to be true. One could say its almost like a survival instinct.

If you want to read more about the psychology behind all this, it is discussed in further detail in this book referenced here called Strangers to Ourselves: Discovering the Adaptive Unconscious by Timothy Wilson.

How does the brain work?



According to dual-process theories, moral judgments are the result of two competing processes: a fast, automatic, affect-driven process and a slow, deliberative, reason-based process.

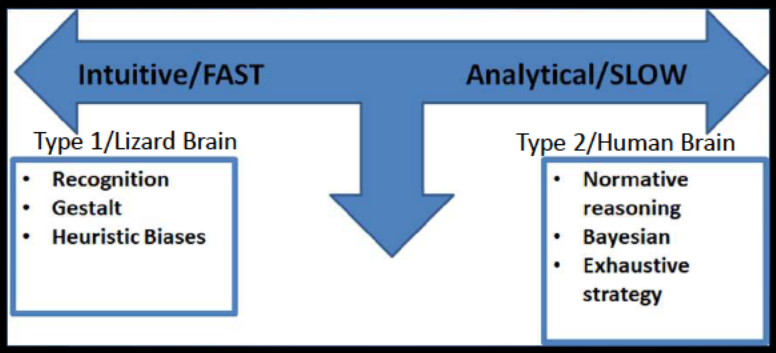
The fast intuitive response is activated by the brain stem and cerebellum or the part of the brain known as **the lizard brain**.

The slow, deliberative, analytical response is activated by your neo-cortex which is the **human brain.**

Often when we make rash/quick decisions or responses, we are utilizing the brain stem area. 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.

Theory of Decision Making

Dual Process Theory



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

Heuristics

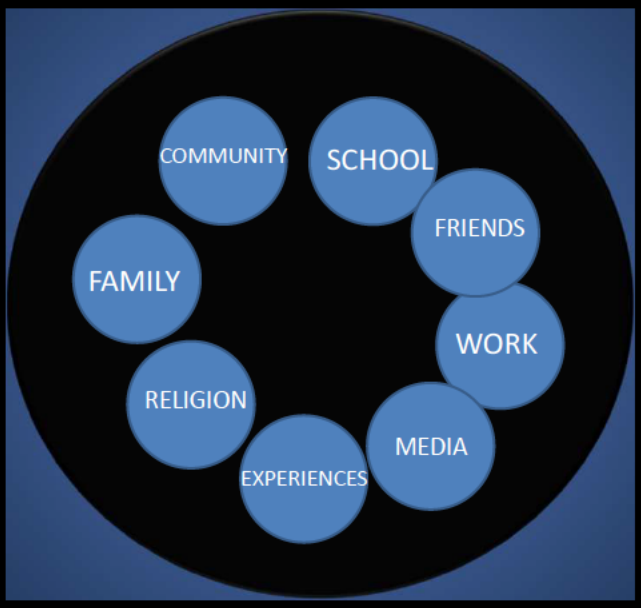
Cognitive shortcuts that permit us to use a "FAST" thinking approach via the use of pattern recognition.

- **Advantage:**
  - Reduce time and effort to make reasonably good judgments and decisions.
- **Disadvantage:**
  - Potential to lead to systematic cognitive errors called biases

Acad Med. 2011 Mar;86(3):307-13.

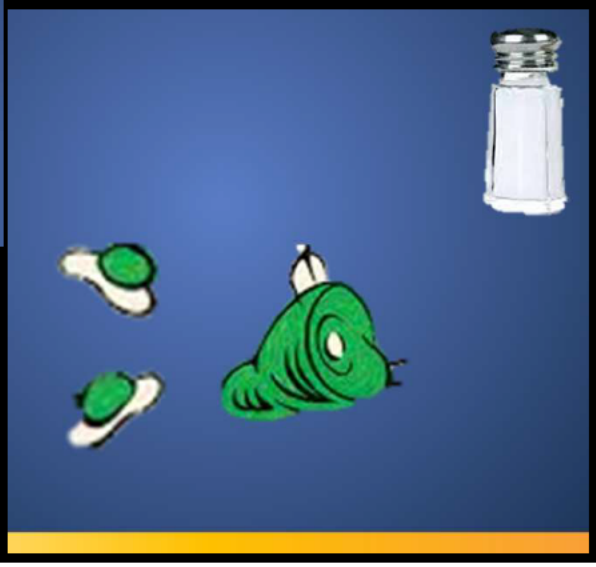


Our Heuristics Come from Our Environment



What do you think about when you see these images?







First Impression:

Allegation of child pornography possession

- Sex?
- Age?
- Race?
- Education level?
- Occupation?

Former College Park mayor held without bond after arrest on child pornography charges

by 7News Staff | Mon, March 6th 2023, 5:



Our Social Identities in Bias









Cultural
Power and Authority Views
Body Language
Time
Organizational
Industry
Union Affiliation
Level
Being or Doing
Secondary
Religion
Education
Role in the Company
Competition or Cooperation
Geographic Location
Location
Primary
Age
Mental/ Physical Ability
Communications Style
Conflict Resolution Preferences
IDENTITY
Gender Identity
Marital/Relationship Status
Tenure
Ethnicity
Appearance
Traditions/
Sexual Orientation
Management Status
Working Style
Race
Language/Accent
Work Experience
Parental/Family Status
Network
Division/Department
Flexible or Structured
MEDIA

Explicit vs. Implicit Bias

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

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

Scenario

Hypothetical

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- CPT Stone listens to 1LT Timmons's explanation and trusts 1LT Timmons's judgment.

Halo Effect

Blind Obedience / Halo Effect

Showing undue deference to authority, technology, or factors such as attractiveness

My boss says because of this, it can't be this.
In the past my boss handled issues this way, so I will do the same.



Please add the appropriate supervisory titles and analogies to accurately represent this distortion

The opposite of the halo effect is the horn effect. It is a cognitive process in which we immediately ascribe negative attitudes or behaviors to someone based on one aspect of their appearance or character.

A common example of this is overweight people, who unfortunately are often stereotyped as being lazy or undisciplined.

These bias clouds our judgement and view of so many positive qualities they may have.

Ask for another example from the class.

Hypothetical (Continued)

CPT Stone reports the maltreatment allegation to his BN commander, LTC Boggs.

- LTC Boggs has recently completed another maltreatment investigation from another company where the alleged victim eventually admitted that she exaggerated her allegations because she felt her supervisor was too hard on her. LTC Boggs is dubious of this new allegation and asks about PVT O'Neal's duty performance.

Hypothetical (Continued)

LTC Boggs, in accordance with policy, sends an initial report to COL Larson, the BDE commander.

- "Sir, looks like we have another one. All indications are that the low performing Soldier is trying to deflect from his deficiencies by pointing a finger at a great young trooper. I can get you more information as we go along."
- COL Larson: "Boggsy, I got it. Get with JAG so we can close this out, but I fully understand what is going on."

Anchoring Bias

Focus on features in the Soldier's initial presentation or first bits of information too early in the investigative process without adjusting the charges or desired outcome when further information is/becomes available.



Availability Bias

Recall a similar situation, case, or other information because it happens to be a recent experience or comes to your mind quickly

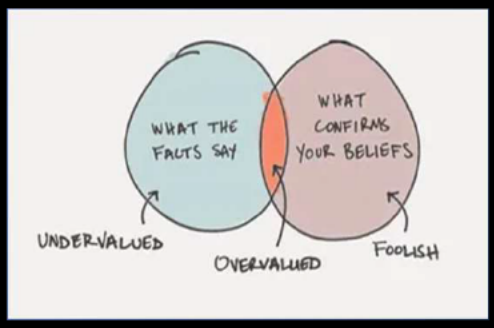
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Notice and consider only the facts and details that favor our hypothesis and ignore aspects inconsistent with it.

Example: A Soldier with a history of ..... charges, upon file review, you only look for the instances that strengthen your belief about the Soldier.



Edgar & Edgar 2016, Nickerson 1998

IMPLICIT BIAS ≠

Racist
Bigoted
Sexist
Homophobic
Transphobic

The Problem Has Been Studied

1972 Department of Defense Task Force on the Administration of Military Justice in the Armed Forces: Data showed a "clearly discernable disparity in disciplinary rates between black and white servicemen," including the statistic that although Black servicemembers made up 16% of the force, they made up 25% of nonjudicial punishment issued. **Black servicemembers represented 34.3% of accused at GCM and SPCMs.**

1992 Defense Equal Opportunity Management Institute (DEOMI): Racial disparities in arrest, nonjudicial punishment, and courts-martial preferral and referrals. **"Black[] [servicemembers] were . . . 1.7 times more likely to receive nonjudicial punishments than their white counterparts."**

And Studied…

2017 Protect Our Defenders Report: "[F]or every year reported (2006 – 2015) and across all service branches, black service members were substantially more likely than white service members to face military justice or disciplinary action, and these disparities failed to improve or even increased in recent years." **Black Soldiers were 1.61 (61%) times more likely to face GCM or SPCM than White Soldiers.**

2019 Government Accountability Office Report: Services uniformly track subjects by gender, but not by race/ethnicity. "Racial and gender disparities exist in investigations, disciplinary actions, and punishment of servicemembers in the military justice system[.]" **Black servicemembers were 2.11 times more likely to be the subject of an investigation than a White servicemembers.**

And Studied…

2022 Holistic Evaluation and Assessment of Army Racial Disparities (HEARD):

Accessions Waivers for Drugs/Alcohol/Misconduct
Surveillance Drug Testing and ASAP Referrals
Family Advocacy Program Substantiation of family Abuse
Sexual Assault Reporting
Law Enforcement Reporting & Law Enforcement Officer Discretion
Adverse Administrative Separation for Misconduct
Non-Judicial Punishment Outcomes for Military Discipline Offenses (Disrespect)
Courts-Martial
Appellate Issues
Professional Responsibility Complaints against Judge Advocates
Army Corrections Command
Army Clemency and Parole Board

And Studied…

2022 Holistic Evaluation and Assessment of Army Racial Disparities (HEARD): **Army-specific analysis of racial disparity Military Justice system.** "The report found that racial disparity does exist in a number of key areas across the military justice system, disciplinary processes, and military personnel policies. The report's findings will enable us to immediately enact policies to begin addressing racial disparities, while also serving as a point for further study and data gathering. Our shared Army values of values diversity, equity, and inclusion will inform these efforts." ~ *Sec. Army Wormouth*

Black Soldiers are overrepresented in crimes of perception, namely, Article 89, Disrespect to a Superior Commissioned Officer, and Article 91, Disrespect to a Warrant Officer, NCO , or Petty Officer. Disproportionate victims are white supervisors and Black subordinates. There is not a corresponding overrepresentation of white Soldiers being punished for disrespecting Black superior officers and NCOs.

And Studied

2022 Department of Defense Internal Review Team (IRT) on Racial Disparities in the Investigative and Military Justice Systems: "Racial disparities in the investigative and military justice systems have been a problem for far too long . . . To address this issue I am directing" the IRT to "focus on addressing the **root causes of racial disparities in the investigative and military justice systems**" and "provide actionable recommendations that the Department can implement to improve policies, programs, processes, and resources to address these disparities."

Significant racial disparities exist across the investigative and military justice systems. Caused by 1) gaps in training and education, 2) lack of oversight and transparency, 3) inadequate protections, and 4) external factors (resourcing and time).

(b) (5)

Numerous Past Studies, Same Conclusions

PREVIOUS FINDINGS AND RECOMMENDATIONS

STUDY/REPORT	Racial Disparities Exist across the Investigative and Military Justice Systems	Significant Discretion with Few Safeguards – Increased Disparate Outcomes	Data Collection must be Improved	ultural Competency and Cognitive Bias Training for all in the military justice system	Resource Appropriately (no unfunded mandates)	Conduct Root Cause Analysis with better data but don't wait to start making improvements
1972 Task Force on the Administration of Military Justice in the Armed Forces	●	●	●	●	●	
2011 MLDC Military Leadership Diversity Commission	●		●	●	●	
2019 GAO Government Accountability Office	●		●			●
2020 Air Force IG Independent Racial Disparities Review	●	●	●	●	●	●
2020 DAC-IPAD Racial and Ethnic Data Relating to Disparities in the Investigation, Prosecution, and Conviction of Sexual Offenses the Military	●		●	●		●
2022 CNA Exploring Racial, Ethnic, and Gender Disparities in the Milita Justice System	●	●	●		●	●

(b) (5)

(b) (5)

(b) (5)

Army HEARD Report Findings

Finding 1: Data Improvement
- Demographics data
- Gaps in data capturing processes and procedures

Finding 2: Inconsistent Racial/ Ethnic Standards
- With regards to race/ethnicity identifications
- Not consistent with Office of Management and Budget standards

Finding 3: Perceptions of the Force
- Individual & system racial discrimination
- Perceived to be due to unconscious bias

Army HEARD Report Findings

Finding 4: Data Collection Process
- Identified discretionary actors
- Processes and procedures

Finding 5: Over Representation
- African American Soldiers in Adverse Actions

Finding 6: Law Enforcement MOS Representation of African American Soldiers
- Under MP, CID Agents, Judge Advocates, & Military Judges
- Over Paralegals & Legal Administrators

(b) (5)

Where Bias Can Influence Commanders & JAs

Pre-Trial Investigation and Charging Decisions

- Assumptions as to who may be offender & victim
- Lack of empathy of suspect/accused of a racial minority
- Assigning attributes based on impressions, not on facts (e.g., Black subject "Looks angry/mean" where White subject "Looks young and naive")
- Informs beliefs as to credibility of subject/accused or other witnesses of color
- **Fill in factual gaps with assumptions based on stereotypes**

Trial Strategy

- Peremptory challenges for facially race-neutral reasons but applied only to racial minorities *See Flowers v. Mississippi,* 139 S. Ct. 2228 (2019).
- Assumptions about how panel members see evidence (Minority member more sympathetic? Female member less sympathetic in sex assault case?)
- Closing argument tinged with racial animus ("He's an animal," "A thug")

MITIGATION

Continue training

- Disseminate this through your office (this is not just a legal issue; it is a leadership issue)
- DEI training in office (LDP) ✅
- Identify distractions and sources of stress in the decision-making environment
- Bias awareness/interruption

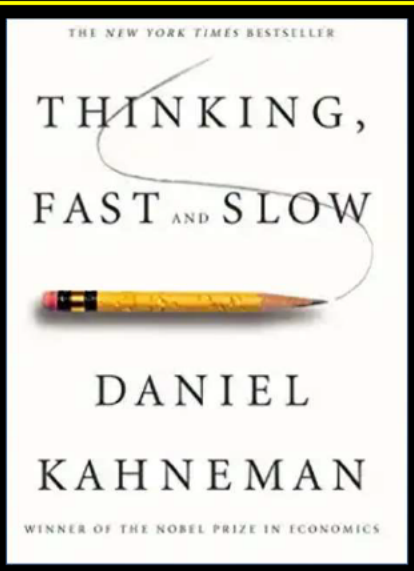
Get data! Regularly track race/ethnicity, just like we track MOS, deployments, etc.

- Quarterly assessments on who is being investigated, prosecuted, separated (trend analysis)
  - MJO reports
- Part of multi-discipline team meetings (OSJA, CID, MPI, FAP)
- Continue to get feedback from trusted sources

Assess the known facts: Challenge factual assumptions

- ACKNOWLEDGE we all have biases
- Ask questions.
- Counter stereotypes (put self in their shoes, consciously challenge stereotypical views)
- "**Art vs. science**" of discipline: Focus on the "should" as much as the "can"

For further reading…



In Conclusion

- Everyone has unconscious biases that influence their worldview and decision making
- Data supports disparities in the Military Justice System
- Awareness of biases
- Challenge assumptions
- Help us recruit & retain

SOURCES:

1. https://www.livecareer.com/resources/careers/planning/generation-diversity-in-the-workplace

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Jennifer A. Richeson, et al., *African Americans' Implicit Racial Attitudes and the Depletion of Executive Function After Interracial Interactions* (2005), 23 Social Cognition 336.

John P. Wilson, Kurt Hugenberg, and Nicholas O. Rule, *Racial Bias in Judgments of Physical Size and Formidability: From Size to Threat* (Jul. 2017), 113 Journal of Personality and Social Psychology.

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Jerry Kang, Mark Bennett, Devon Carbado, Pam Caset, Nilanjana Dasgupta, David Faigman, Rachel Godsil, Anthony G. Greenwald, Justin Levinson, and Jennifer Mnookin, *Implicit Bias in the Courtroom*, 59 UCLA L. Rev. 1124 (2012).

Justin D. Levinson, Mark W. Bennett, and Koichi Hioki, *Judging Implicit Bias: A National Empirical Study of Judicial Stereotypes*, 69 Fla. L. Rev. 63 (2017).

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Jeffrey J. Rachlinski, Sheri Johnson, and Andrew J. Wistrich; and Guthrie, Chris, *Does Unconscious Racial Bias Affect Trial Judges?* (2009). 84 Notre Dame L. Rev 3 (2009).

Keep up with ODEI & the Council

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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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









This is not an endorsement in any way shape of form, just sharing the various JAGC affinity mentorship groups and how to contact or join each if you are interested.

QUESTIONS?

Recognizing & Mitigating Bias in MJ



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

Your ODEIA

(b) (6) , Director

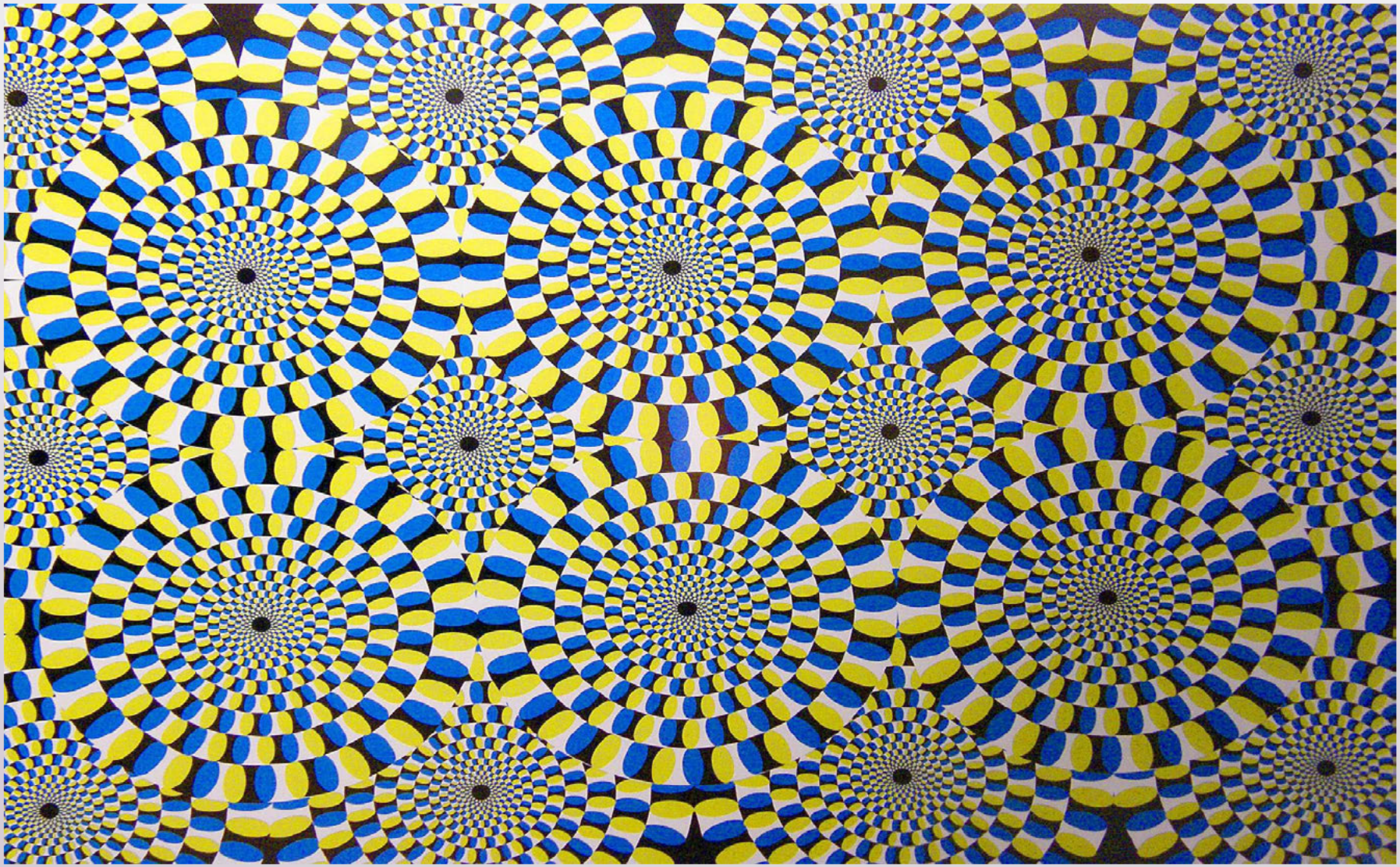
(b) (6) , Program Manager

Agenda

- Theory of Decision Making
- Heuristics
- Social Identities
- Explicit v. Implicit Bias
- Discretionary Actors
- Studies
- Army HEARD Report Findings
- Mitigation Strategies

Amazing Mind

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



Theory of Decision Making



In One Second….

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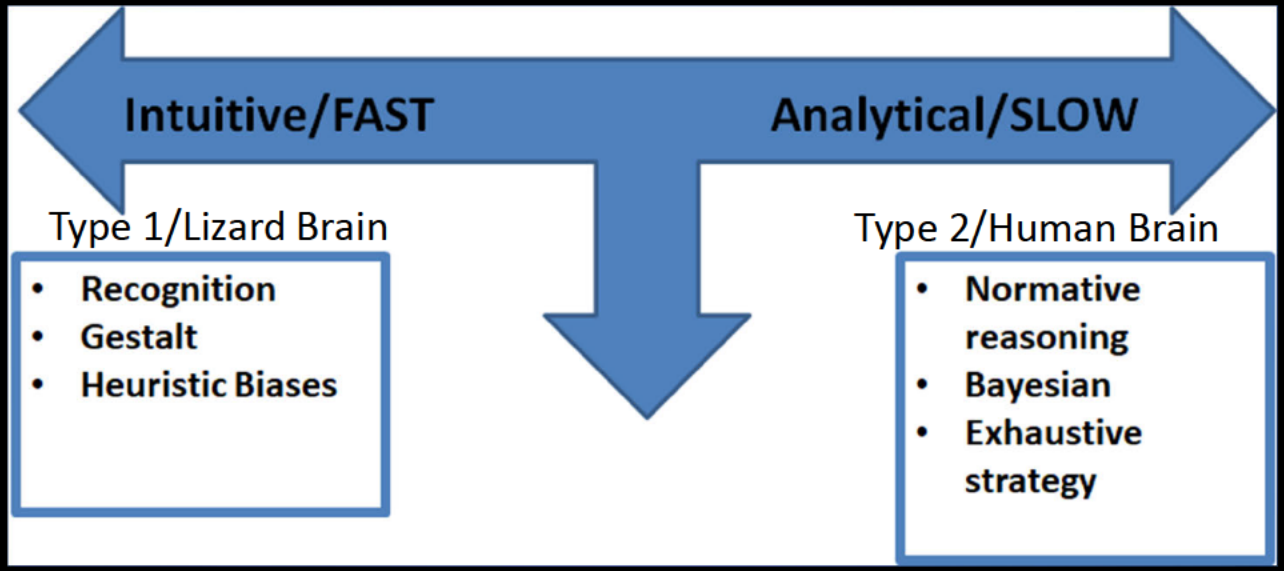
Only 40-50 bits are consciously processed!

THE UNCONSCIOUS MIND

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

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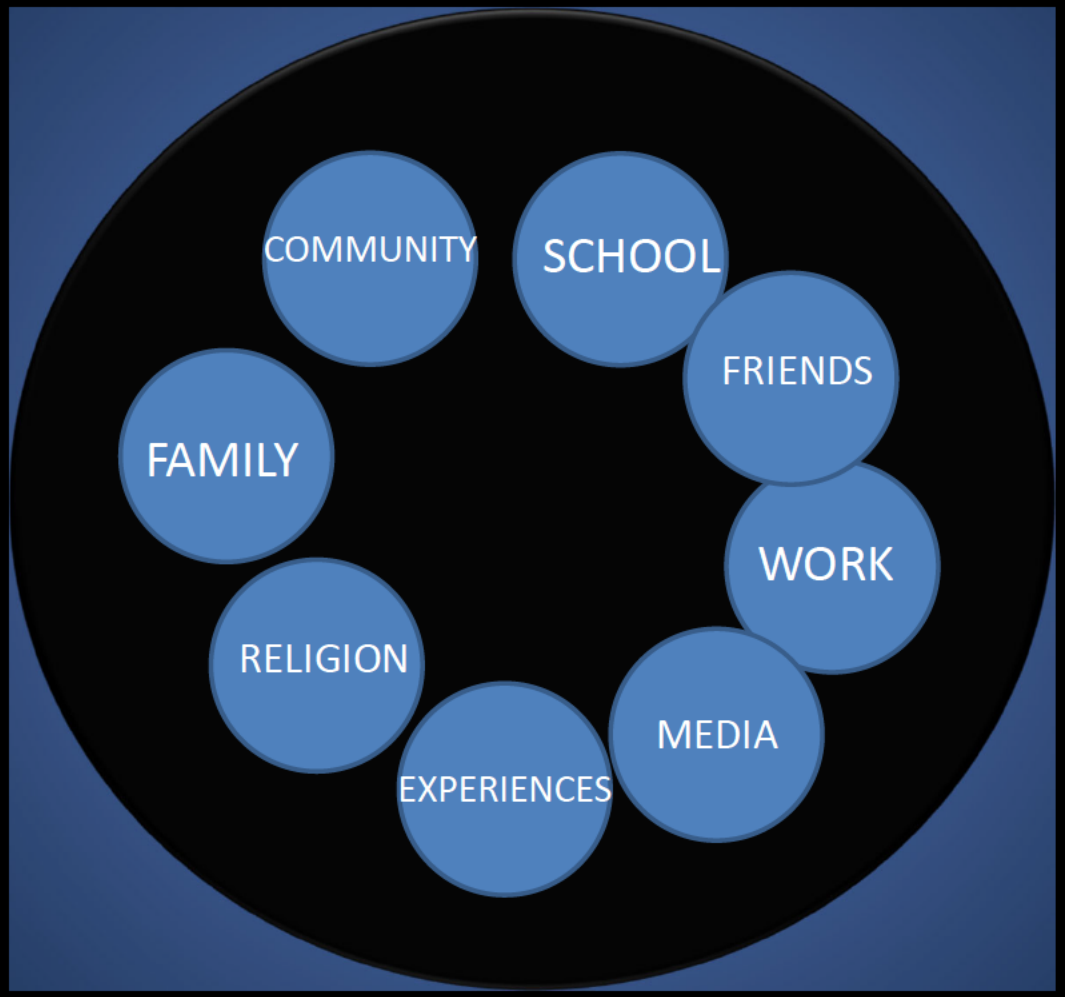
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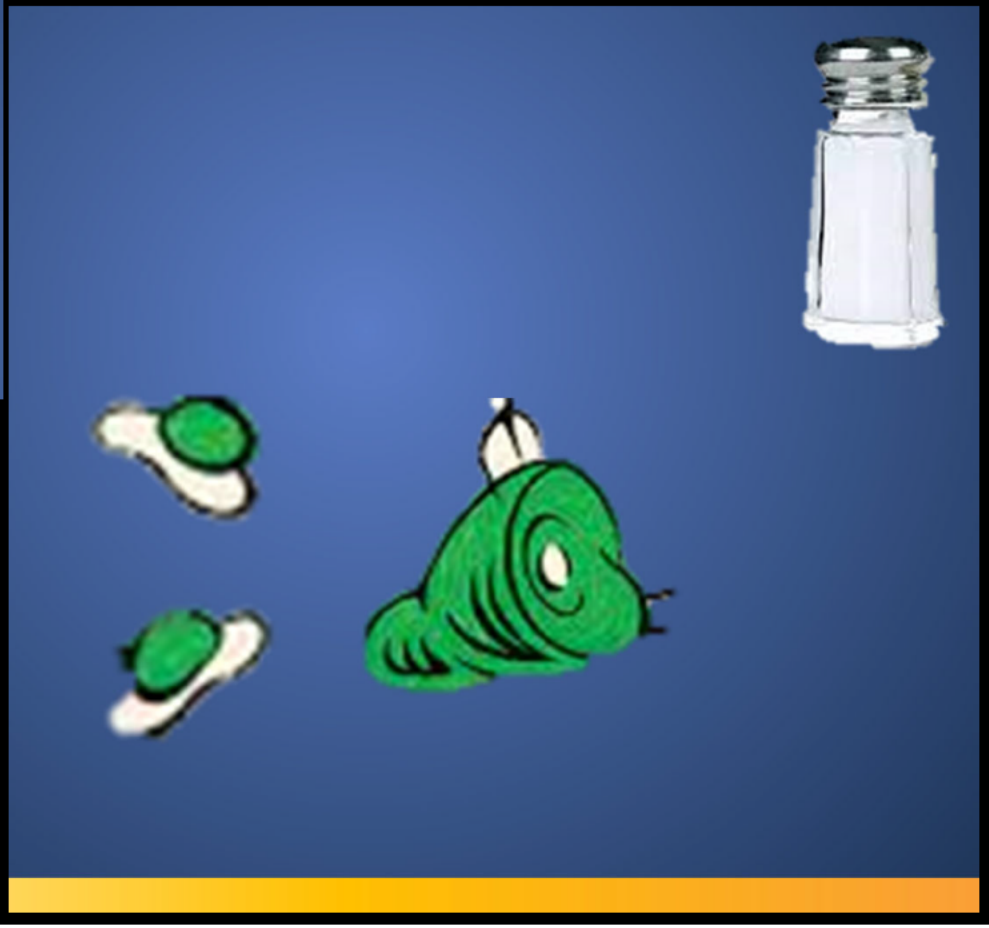


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Body Language

Time

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Being or Doing

Secondary

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Education

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Geographic Location

Location

Primary

Age

Mental/ Physical Ability

Communications Style

Conflict Resolution Preferences

IDENTITY

Gender Identity

Marital/Relationship Status

Tenure

Ethnicity

Appearance

Traditions/

Sexual Orientation

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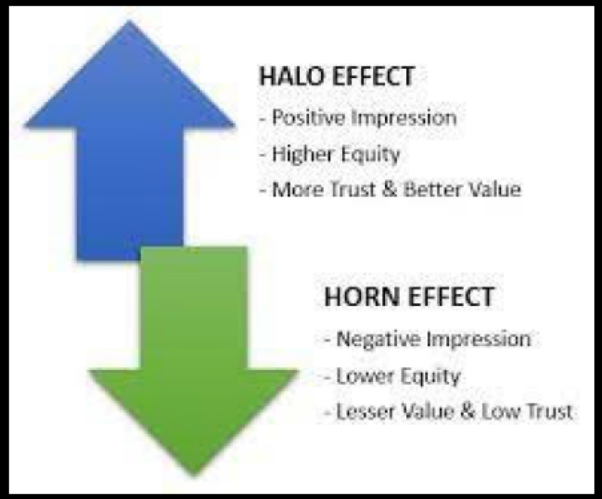
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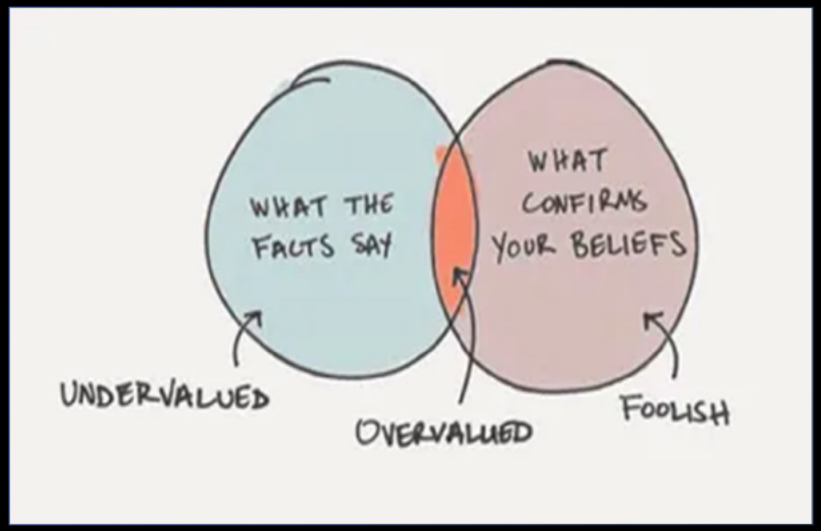
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2022 CNA Exploring Racial, Ethnic, and Gender Disparities in the Militar Justice System	●	●	●		●	●

(b) (5)

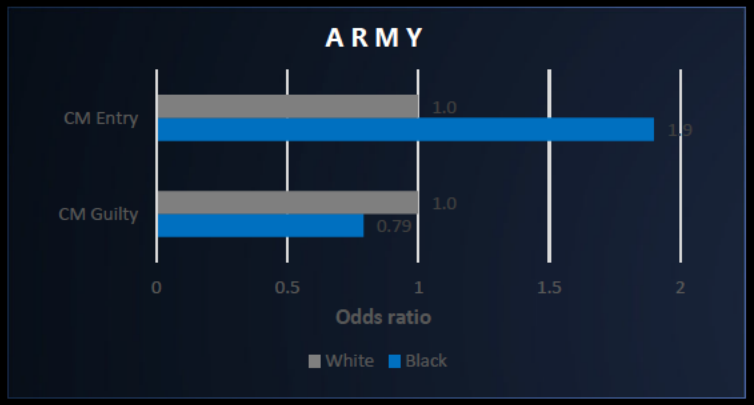
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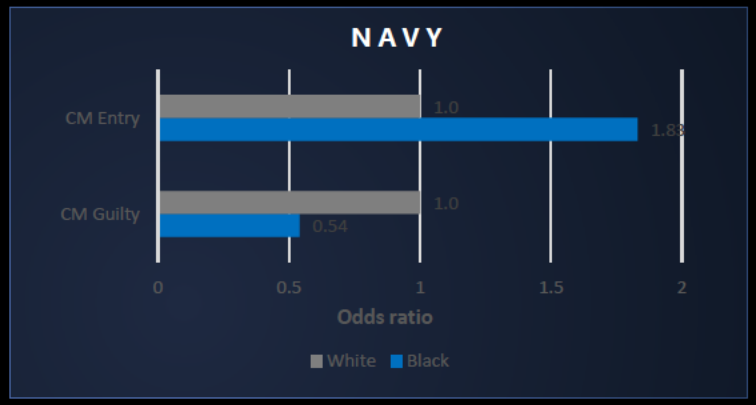
CUI
Pre-Decisional // Draft Deliberative // FOIA Exempt

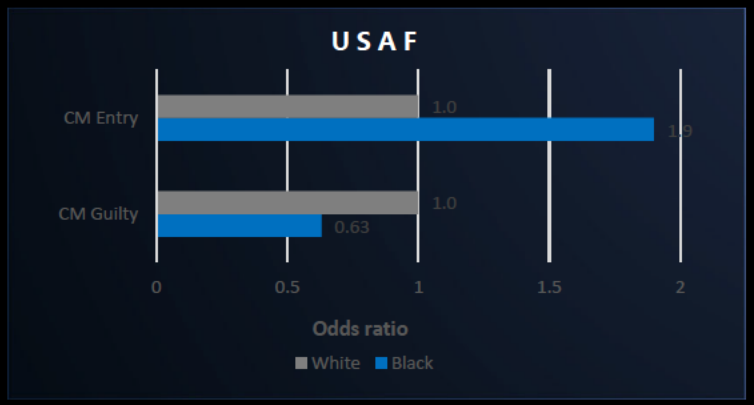
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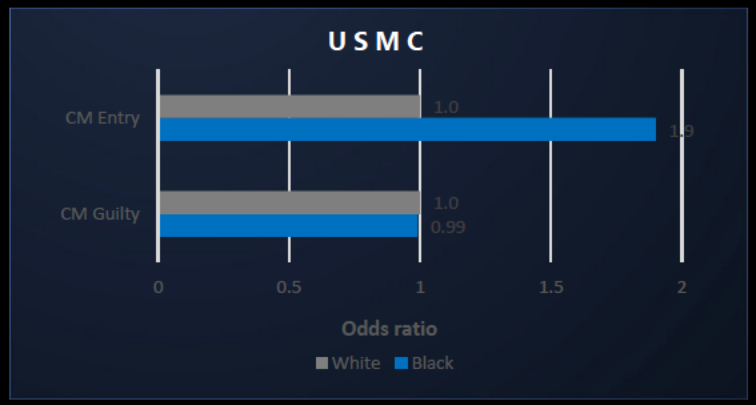
CNA Data Highlights – FYs 2014-2020

Controlling for other factors, when referred to or tried by CM, Black enlisted personnel in the Navy, Army, and Air Force are less likely than White enlisted personnel to be convicted. In the Marine Corps, the odds of conviction are the same for Black and White members.









CONTROLLED FOR THESE FACTORS:

- Ethnicity
- Gender
- Fiscal year
- Marital and parental status
- Home of record
- Education level
- UIC location
- Paygrade band and over age status
- DOD occupation
- Enlistment waiver indicator
- Prior CM or NJP indicators
- Offense type indicators
- Offense counts

***CM entry variables:**

- **Navy and Marine Corps: CM case opened by legal office**
- **Army: Referred to CM**
- **Air Force: Tried by CM**

Army HEARD Report Findings

Finding 1: Data Improvement
- Demographics data
- Gaps in data capturing processes and procedures

Finding 2: Inconsistent Racial/ Ethnic Standards
- With regards to race/ethnicity identifications
- Not consistent with Office of Management and Budget standards

Finding 3: Perceptions of the Force
- Individual & system racial discrimination
- Perceived to be due to unconscious bias

Army HEARD Report Findings

Finding 4: Data Collection Process
- Identified discretionary actors
- Processes and procedures

Finding 5: Over Representation
- African American Soldiers in Adverse Actions

Finding 6: Law Enforcement MOS Representation of African American Soldiers
- Under MP, CID Agents, Judge Advocates, & Military Judges
- Over Paralegals & Legal Administrators

Where Bias Can Influence Commanders & JAs

Pre-Trial Investigation and Charging Decisions

- Assumptions as to who may be offender & victim
- Lack of empathy of suspect/accused of a racial minority
- Assigning attributes based on impressions, not on facts (e.g., Black subject "Looks angry/mean" where White subject "Looks young and naive")
- Informs beliefs as to credibility of subject/accused or other witnesses of color
- **Fill in factual gaps with assumptions based on stereotypes**

Trial Strategy

- Peremptory challenges for facially race-neutral reasons but applied only to racial minorities *See Flowers v. Mississippi,* 139 S. Ct. 2228 (2019).
- Assumptions about how panel members see evidence (Minority member more sympathetic? Female member less sympathetic in sex assault case?)
- Closing argument tinged with racial animus ("He's an animal," "A thug")

MITIGATION

Continue training

- Disseminate this through your office (this is not just a legal issue; it is a leadership issue)
- DEI training in office (LDP) ✓
- Identify distractions and sources of stress in the decision-making environment
- Bias awareness/interruption

Get data! Regularly track race/ethnicity, just like we track MOS, deployments, etc.

- Quarterly assessments on who is being investigated, prosecuted, separated (trend analysis)
  - MJO reports
- Part of multi-discipline team meetings (OSJA, CID, MPI, FAP)
- Continue to get feedback from trusted sources

Assess the known facts: Challenge factual assumptions

- ACKNOWLEDGE we all have biases
- Ask questions.
- Counter stereotypes (put self in their shoes, consciously challenge stereotypical views)
- "**Art vs. science**" of discipline: Focus on the "should" as much as the "can"

In Conclusion

- Everyone has unconscious biases that influence their worldview and decision making
- Data supports disparities in the Military Justice System
- Awareness of biases
- Challenge assumptions
- Help us recruit & retain

REFERENCES

Matt Barreto, et al., *The Impact of Media Stereotypes on Opinions and Attitudes Towards Latinos* (Sep. 2012) National Hispanic Media Coalition and Latino Decisions.

Hon. Mark W. Bennett, "Implicit Bias and the Law," speech at University of Toledo School of Law, Nov. 17, 2017.

Patricia D. Devine and Kristen A. Vasquez, "The Rocky Road to Positive Intergroup Relations" in *Confronting Racism: The Problem and the Response*, edited by Jennifer L. Eberhardt and Susan T. Fiske (1998).

Rachel D. Godsil and HaoYang Jing, *Prosecuting Fairly: Addressing the Challenge of Implicit Bias, Racial Anxiety, and Stereotype Threat*, CDAA Prosecutor's Brief, Vol. 40, No. 2 (Winter 2018).

Rachel Godsil, et al., *The Science of Equality, Volume 1: Addressing Implicit Bias, Racial Anxiety, and Stereotype Threat in Education and Health Care* (2014).

Mary C. Murphy and Valeria Jones Taylor, "The Role of Situational Cus in Signaling and Maintaining Stereotype Threat" (2011" in Stereotype Threat, Theory, Process, and Application, edited by Michael Inzli

Jennifer A. Richeson, et al., *African Americans' Implicit Racial Attitudes and the Depletion of Executive Function After Interracial Interactions* (2005), 23 Social Cognition 336.

John P. Wilson, Kurt Hugenberg, and Nicholas O. Rule, *Racial Bias in Judgments of Physical Size and Formidability: From Size to Threat* (Jul. 2017), 113 Journal of Personality and Social Psychology.

REFERENCES

Chris Gutherie, Jeffrey J. Rachlinski, and Andrew J. Wistrich, *Blinking on the Bench: How Judges Decide Cases*, 93 Cornell L. Rev 101 (2007).

Jerry Kang, Mark Bennett, Devon Carbado, Pam Caset, Nilanjana Dasgupta, David Faigman, Rachel Godsil, Anthony G. Greenwald, Justin Levinson, and Jennifer Mnookin, *Implicit Bias in the Courtroom*, 59 UCLA L. Rev. 1124 (2012).

Justin D. Levinson, Mark W. Bennett, and Koichi Hioki, *Judging Implicit Bias: A National Empirical Study of Judicial Stereotypes*, 69 Fla. L. Rev. 63 (2017).

National Center for State Courts, Addressing Implicit Bias in the Courts, https://www.nccourts.gov/assets/inline-files/public-trust-12-15-15IB_Summary_033012.pdf?q_ DMMIVv0v_eDJUa1ADxtw59Zt_svPg (2012).

Jeffrey J. Rachlinski, Sheri Johnson, and Andrew J. Wistrich; and Guthrie, Chris, *Does Unconscious Racial Bias Affect Trial Judges?* (2009). 84 Notre Dame L. Rev 3 (2009).

Keep up with ODEI & the Council

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

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



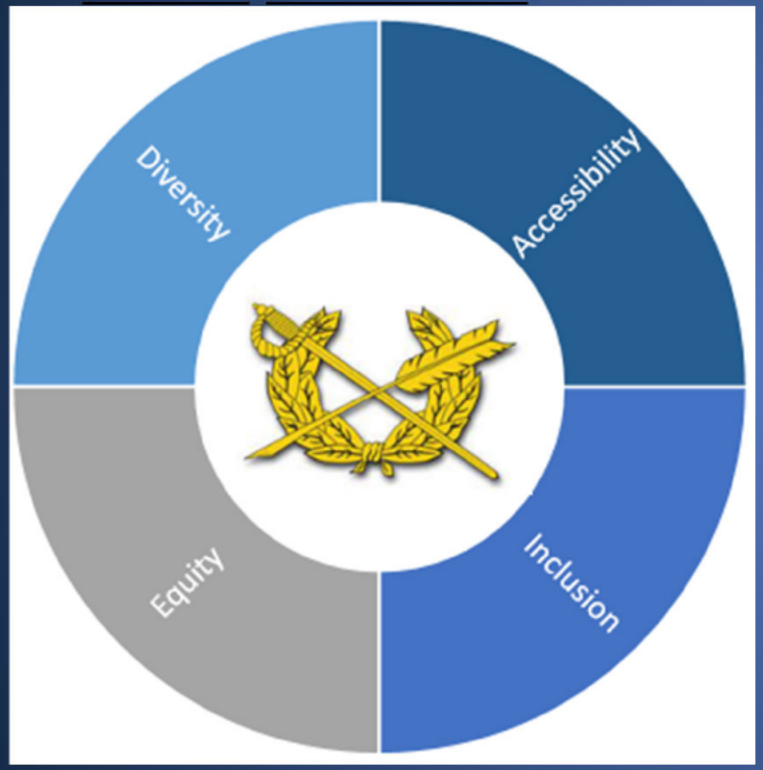






QUESTIONS?

Inclusive Teams – A Perspective



(b) (6) (6)
Interim Director
Office of Diversity, Equity, and Inclusion
Office of The Judge Advocate General
(b) (6)

Agenda

- **TJAG's Charge to ODEI & a Brief DEIA Adventure**
  - ✓ *Some Stats*
- **Why Seek Inclusive Teams**
  - ✓ *I can say a few things but would rather hear you*
- **What I Think You Can Do Now**
  - ✓ *Learn a few things on how to build inclusive teams*

TJAG's Charge

"Are we as inclusive as we can be?"



Army DEIA

Diversity. 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.

Equity. 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.

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; enabling workforce members to achieve their full potential in focused pursuit of organizational objectives.

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.

- For the Army, Diversity isn't about reaching an exact number.
- It's about building high performing and cohesive teams.
- It's about knowing your people – from the unique attributes and characteristics that each Soldier and Civilian brings, to empowering your people as valued members of a team and using their qualities to build readiness and support the mission.

Everyone should be treated with Dignity and Respect!

DEIA Basic Sources for Army Practitioners

All Open Sources

- US Law
  - NDAAs since at least 1997
  - 10 USC §§ 113 & 656
- Executive Orders
  - 13985 (JAN 2021)
  - 14035 (JUN 2021)
- DoD Guidance
  - D&I Strategic Plan (2012-17)
  - DoDI 1020.05 (2020)
  - DoD Report on D&I (DEC 2020)
- ARMY
  - ARs 600-20 (Command Policy), and 690-12 (EEO & Diversity)
  - Army People Strategy (2019)
  - DEI Annex (2020)
- OTHER
  - Interim National Security Strategy (2021)
  - CRS Report on DEI in Military (2019)
  - TJAG Policy Memo 22-11

Diversity in the US Population & the Pipeline to Legal Careers

Data: Law School Admission Council, DEC 2021

Sex	US population 2019	Bachelor's Degrees Conferred 2018-2019	ABA Applicants 202	ABA Admitted Applicants 2021	ABA Matriculants 2021	JD Degrees 2021	Lawyers 2020
Female	50.8%	57.4%	56.1%	55.4%	55.9%	N/A	37.4%
Male	49.2%	42.6%	42.1%	42.9%	42.5%	N/A	62.6%

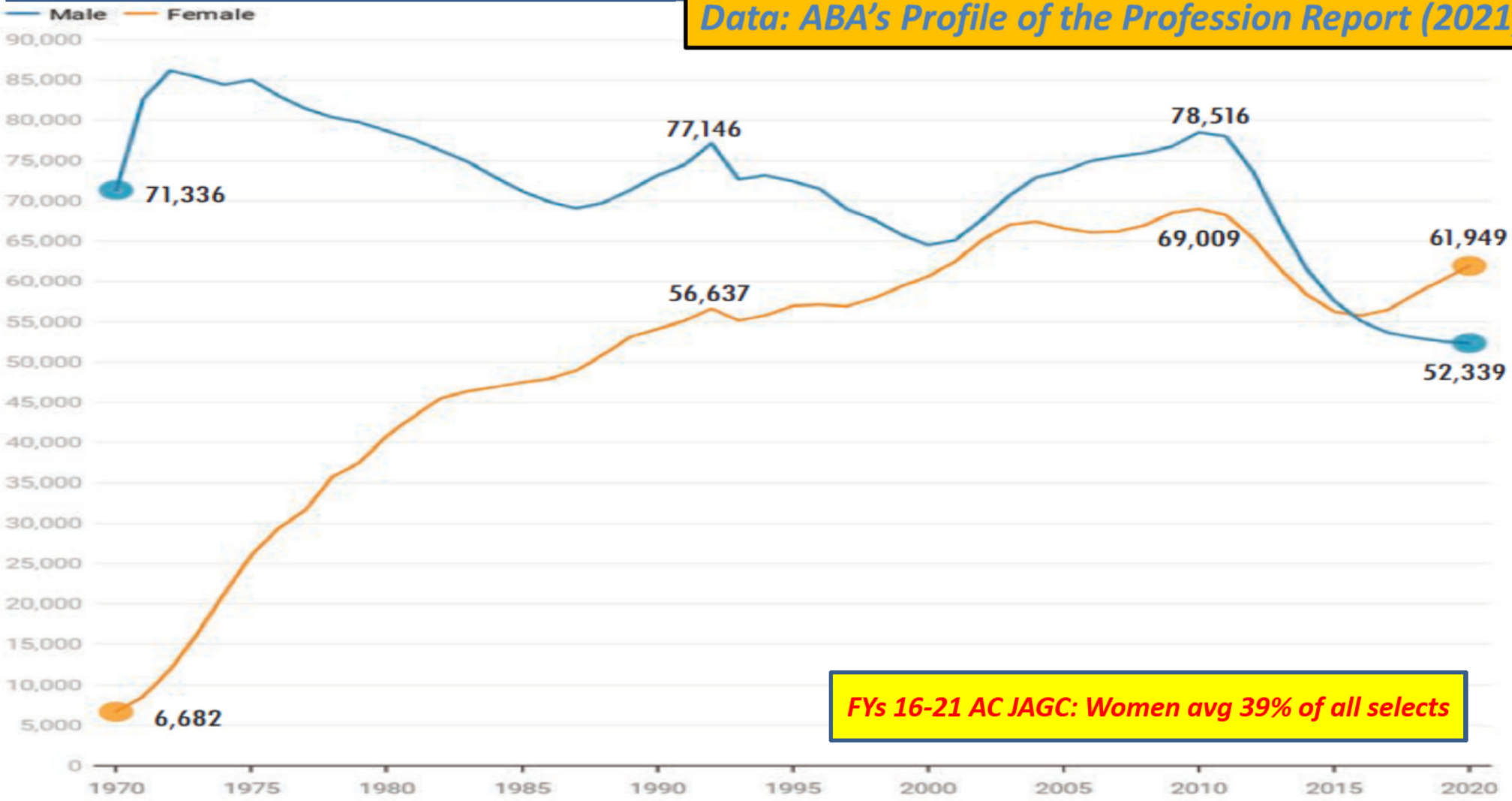
Race/Ethnicity	US Population 2019	Bachelor's Degrees Conferred 2018-2019	ABA Applicants 2021	ABA Admitted Applicants 2021	ABA Matriculants 2021	JD Degrees 2021	Lawyers 2020
Aboriginal or Torres Strait Islander Australian			0.0%	0.0%	0.0%		
American Indian or Alaska Native	0.7%	0.5%	0.4%	0.3%	0.3%	0.5%	
Asian	5.6%	8.2%	8.8%	8.1%	8.1%	6.3%	5.2%
Black or African American	12.4%	10.3%	11.4%	8.0%	7.9%	7.4%	6.8%
Canadian Aboriginal/Indigenous			0.0%	0.0%	0.0%		
Caucasian/White	60.0%	62.3%	52.8%	59.1%	59.3%	62.8%	86.5%
Hispanic/Latinx including Puerto Rican	18.4%	14.9%	10.1%	8.3%	8.2%	12.3%	5.8%
Native Hawaiian or Other Pacific Islander	0.2%		0.1%	0.1%	0.1%	0.1%	
Not Indicated			5.8%	6.0%	5.8%	3.8%	
Some Other Race	0.3%						
Two or More	2.5%	3.9%	10.6%	10.2%	10.1%	3.5%	

JAGC Active Duty Recruiting – Averages FY 16-20

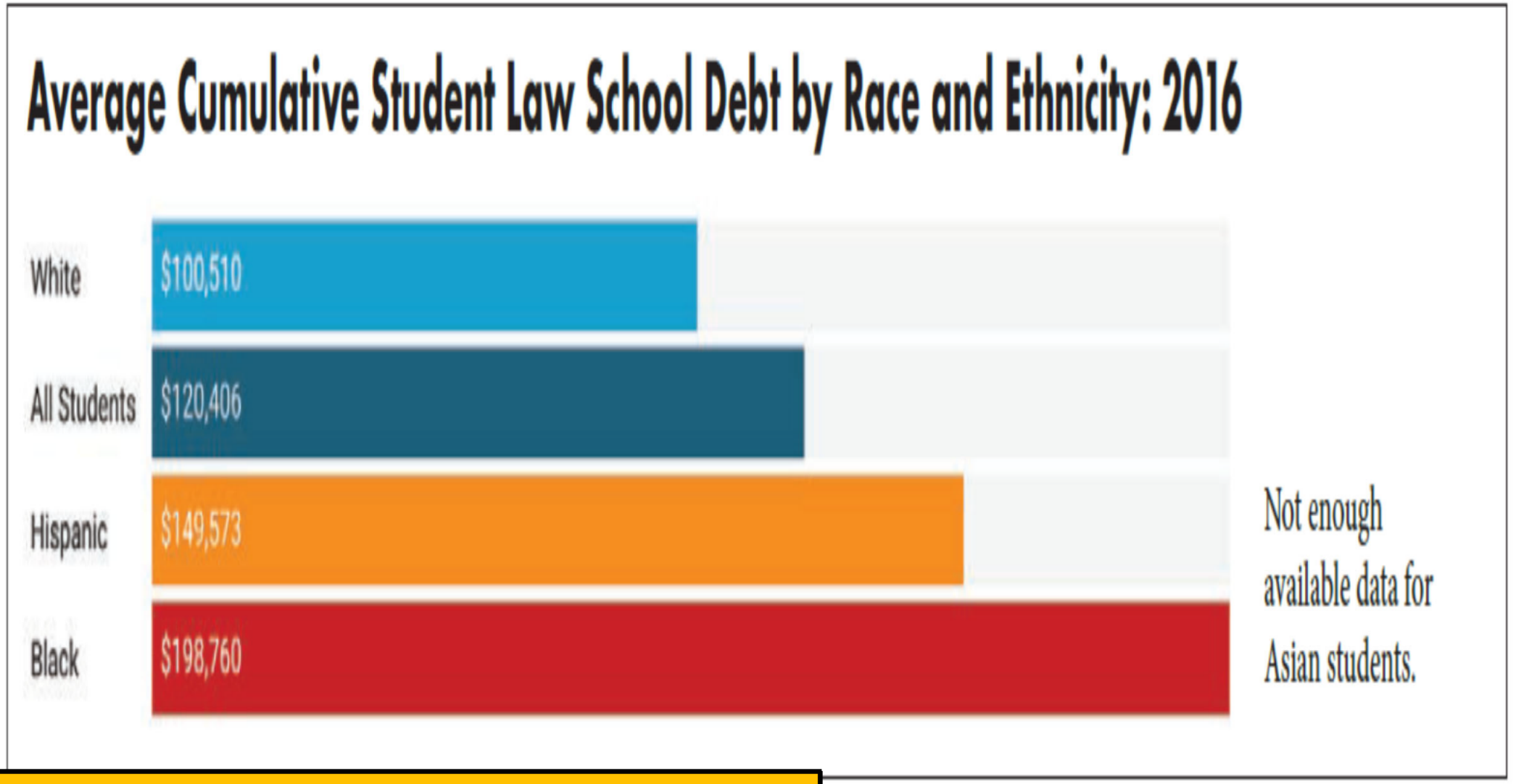
	Applicants	Selectees	Law School (2019)	*Army Officers	JAs	**ABA
Race / Ethnicity						
African-American	10.7%	9.5%	7.8%	11%	6.7%	5%
Asian/Pacific Islander	6.3%	5.4%	6.3%	6.8%	5.7%	2.4%
White	67.7%	70.7%	62%	71.2%	80.6%	85.2%
Hispanic	11.3%	9.2%	12.7%	7.6%	3.4%	5%
Native American	0.4%	0.34%	Not reported	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%

Law School Enrollment by Gender: 1970-2020

Data: ABA's Profile of the Profession Report (2021)

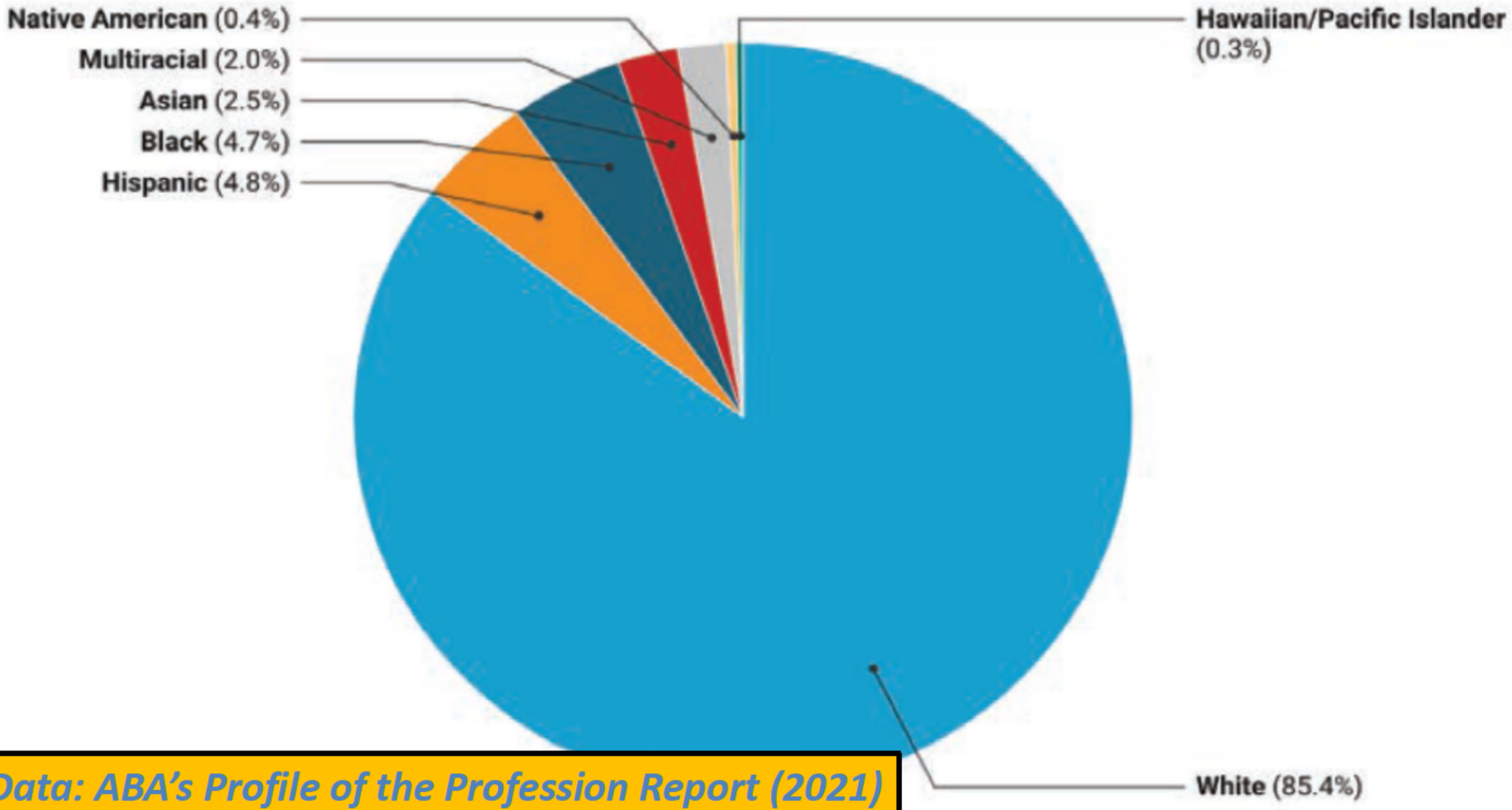


FYs 16-21 AC JAGC: Women avg 39% of all selects



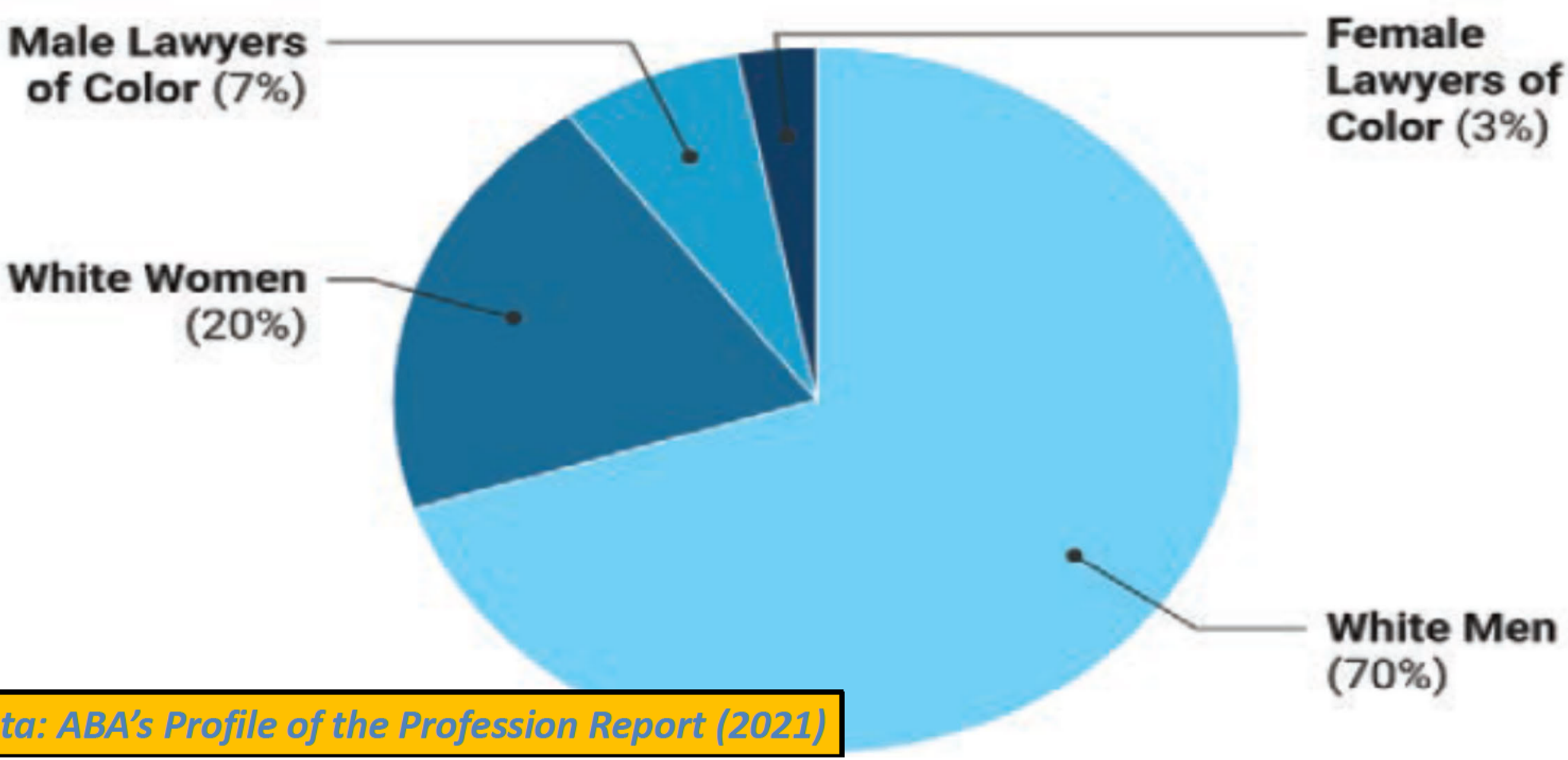
Data: ABA's Profile of the Profession Report (2021)

Lawyers by Race and Ethnicity: 2021



Data: ABA's Profile of the Profession Report (2021)

Law Firm Leadership Positions



Data: ABA's Profile of the Profession Report (2021)

Why Build Inclusive Teams

[redacted]

Why Build Inclusive Teams - Wellness

- **Fosters a greater sense of loyalty and belonging in any setting**
  - ✓ *It starts with you – either building it, or joining it*
- **Strengthens resilience and ability to adapt to change**
  - ✓ *Increases productivity & innovation*
- **Improves conflict-resolution and problem-solving amongst the team**
  - ✓ *Creates a culture of empathy and understanding of one another*
- **Leads to cohesiveness and willingness to collaborate**
  - ✓ *Creates a more positive workplace atmosphere*
- **Creates a "safe space" to share any issues**
  - ✓ *Improves mental health and well-being of teammates*

What You Can Do: Know Your Team

- **Know the Labels They Carry**
  - ✓ *Tell them your label*
- **Know the Wounds They Have Suffered**
  - ✓ *Tell them your wounds*
- **Know their Mission, Vision, Values**
  - ✓ *Share your mission, vision, values*
- **Know Their Needs & Address Them**
  - ✓ *Give them the tools they need now and later*
- **Be Kind v. Become Kind**
  - ✓ *Learn about "Kaizen" and gradual change*

What You Can Do: Build/Convey Your Attributes

- **You Listen**
  - ✓ *Suspend judgment*
- **You Are Courageous**
  - ✓ *Know when to become vulnerable*
- **You Display Empathy**
  - ✓ *How are you doing? Why? How am I helping? How can I help?*
- **You Are Accountable/Display Solidarity**
  - ✓ *Advocate for <u>all</u> in the team*

What You Can Do: Challenge Your Assumptions

- **Learn more about Decision Making, Heuristics, & Cognitive Biases** (https://thedecisionlab.com/biases)
  - ✓ *Army's Bias Awareness/Mitigation – already being done!*
  - ✓ *Harvard's Implicit Association Test (IAT) (https://implicit.harvard.edu/implicit/takeatest.html)*
- **Stop & Think Before Deciding**:
  - ✓ *"Am I exercising my discretion?;" if so,*
  - ✓ *"Have I challenged my assumptions in these circumstances before making a decision?"*

What You Can Do: Mentorship

- Army's Guidance is in ADP 6-22
- Five JAGC Mentorship Affinity Groups (NFEs)
  - ✓ Athena's Council, PRIDE Network, Hispanic Mentorship Group, APAN Network, & Buffalo JAGs
- All Army leaders lead teams and mentor personnel.
- My suggestions on how to mentor:
  - ✓ Share professional experiences & knowledge ("push & pull" approach).
  - ✓ Inform on the organizational culture, highlight the organizational values, & emphasize mentee's role in the organization (public servant).
  - ✓ Provide frank feedback on strengths/developmental needs.
  - ✓ Be humble, and know who may be a better SME for your mentee.
  - ✓ When in an influential position, seek to sponsor your mentee.

What You Can Do: Techniques

- Book Club
- Meals – Everyone is a Chef
- "Get to know you" discussions
- Team-building activities
- Lunch & Learn workshops
- Job shadowing – "All in This Together"
- Game/movie nights

The End State

- This is a journey towards inclusion and it requires:
  - Purposeful leadership
  - Personal change
  - Broad engagement
  - Representation



U.S. ARMY

Our Constants
Principled Counsel – Servant Leadership – Mastery of the Law – Stewardship
OTJAG | DAJA-SI

DEIC

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

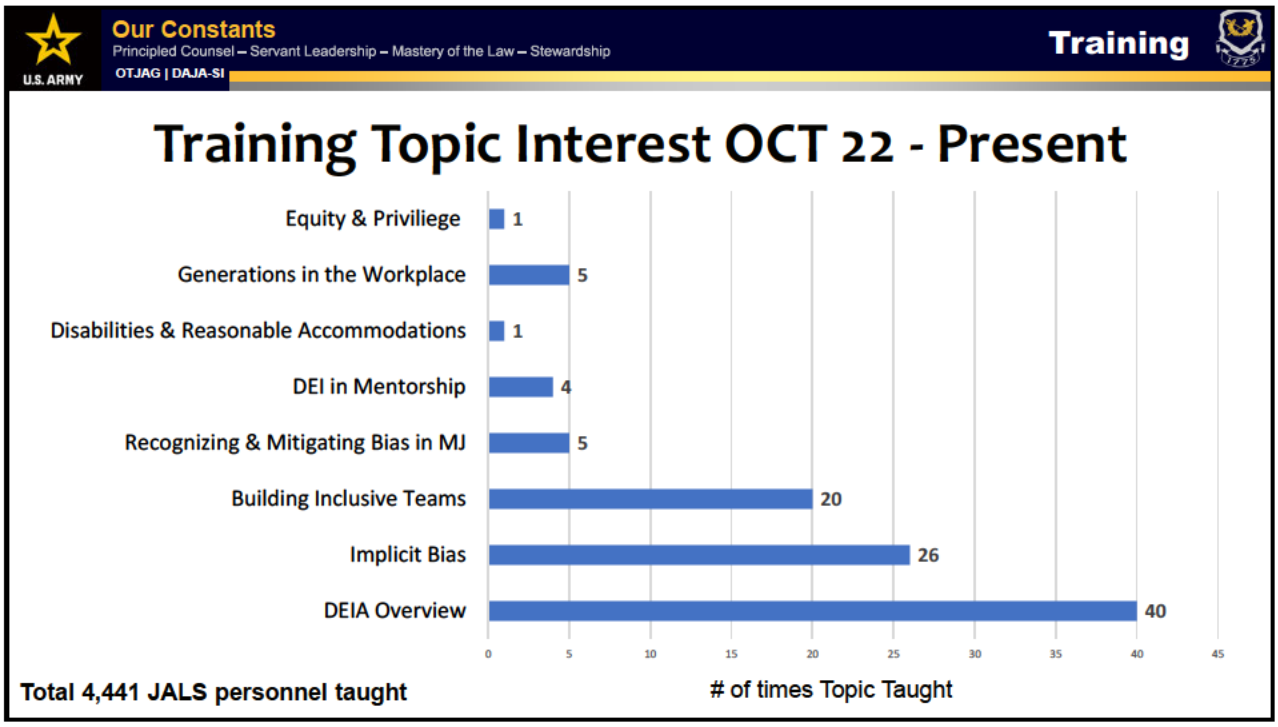
FB Presentations pending for 21 DEC
- FB 3: Develop JAGC integration program
- FB 6: Captain Career Coach program
- FB 9: Exit survey
- FB 12: Better use of Compo 2/3 for recruiting

Office of Diversity, Equity, Inclusion & Accessibility



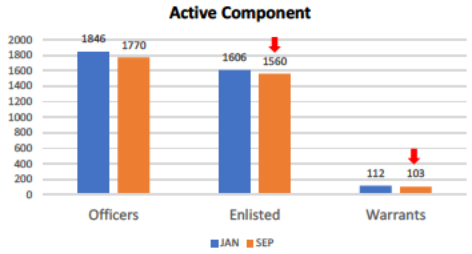
Highlights of Past 3 months…

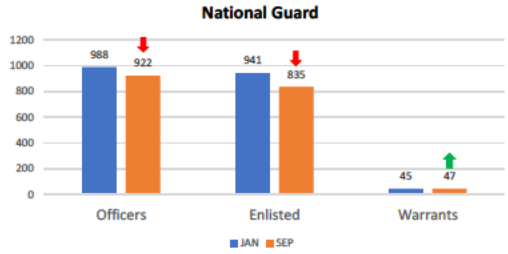
- Development of MS Teams DEI&A Training and Resources Page
- FY24 dual track Strategic Training Calendar
- Recorded Training Sessions for FY24
- Sister Service DEI&A Collaboration Group
- 6 Implicit Bias Selection Board Briefs for JARO & GOSC
- Recommended revisions for JALS Pub 1-1
- Total # of JALS personnel trained: 964 (SEP- NOV 2023)

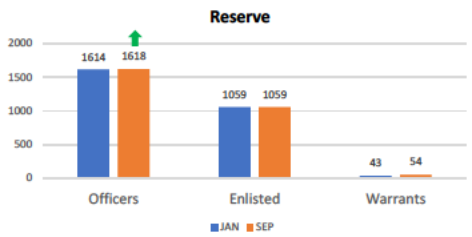


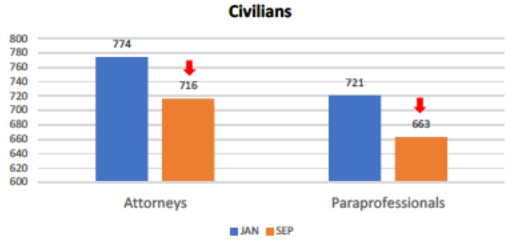
Dating back to 1 OCT 2022
4441 total PAX trained since

Cohort Comparison JAN- SEP 2023

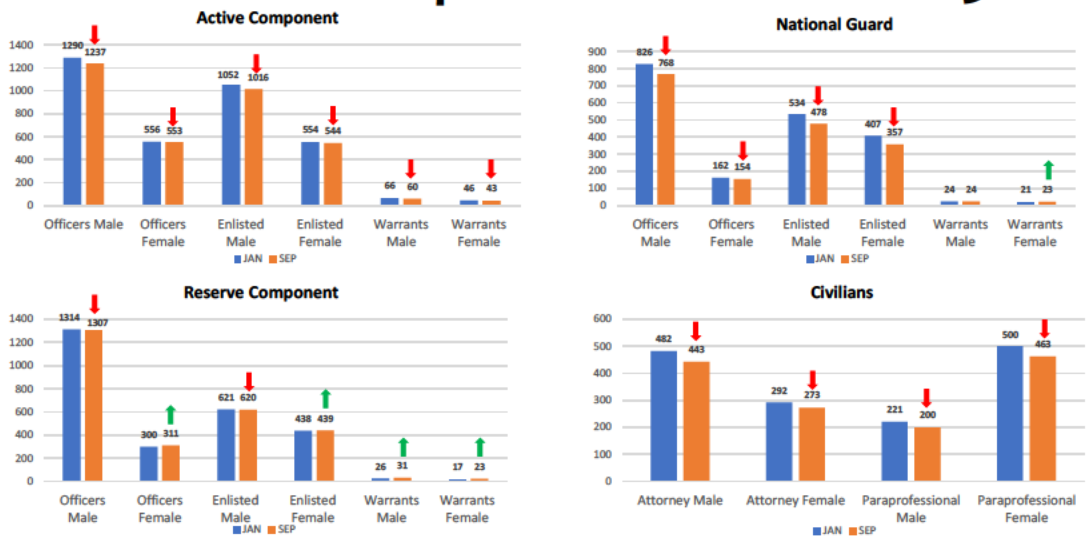




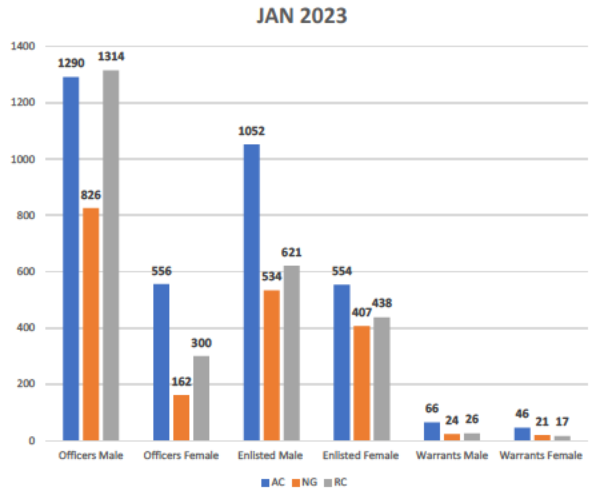


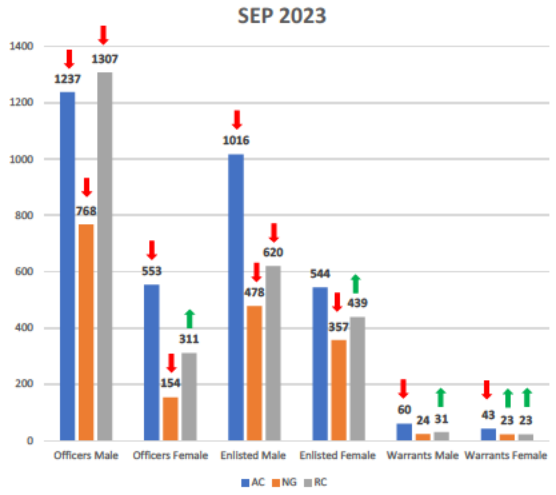


Gender Comparison JAN- SEP 2023

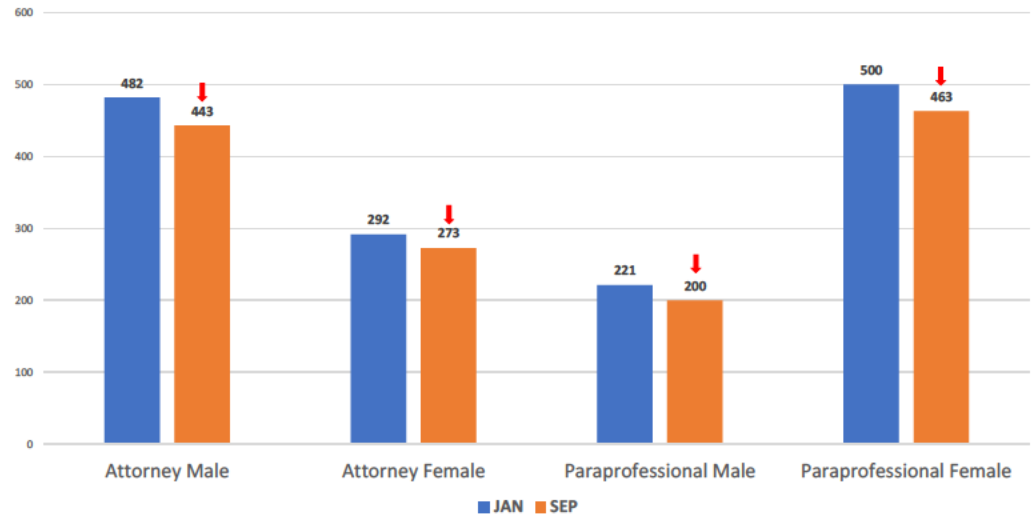


Gender Comparison JAN- SEP 2023



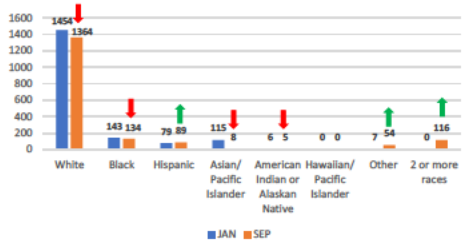


Civilian Gender Comparison JAN- SEP 2023

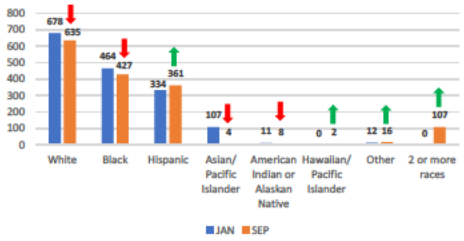


AC Race/Ethnicity Comparison JAN- SEP 2023

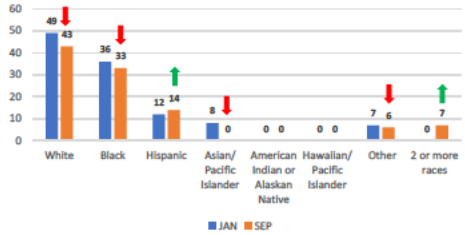
Officers

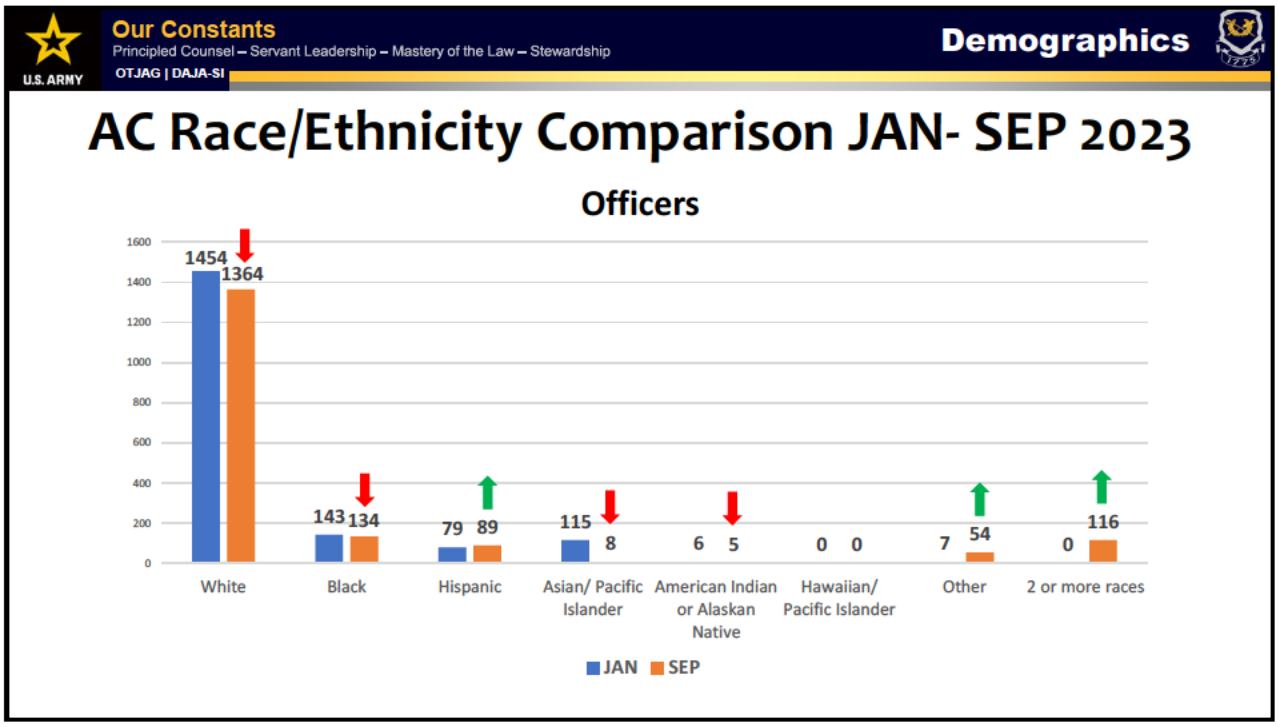


Enlisted



Warrants

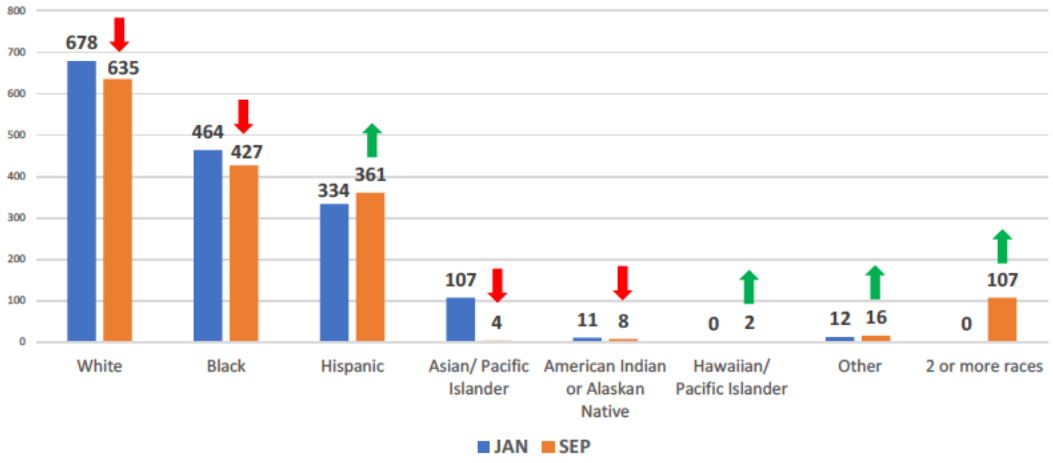




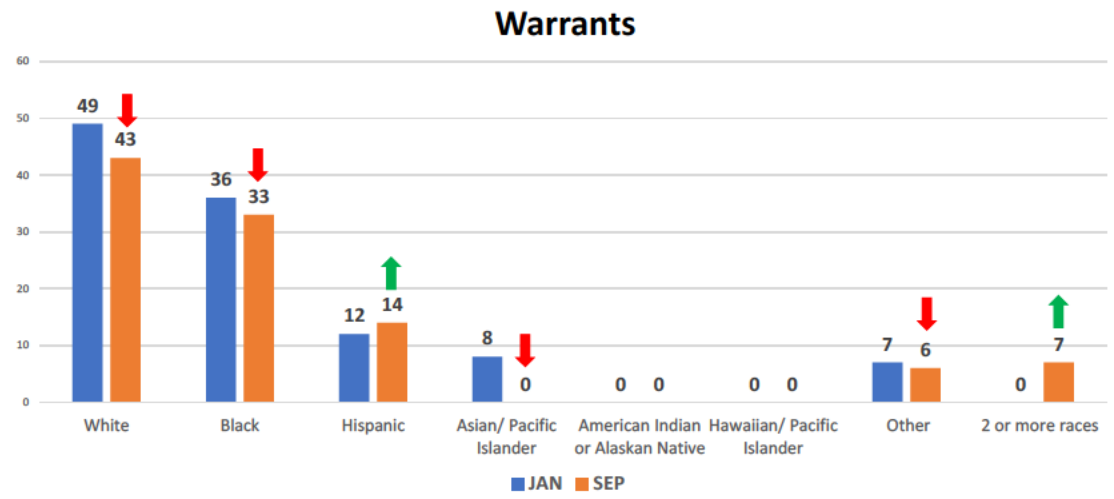
Asian/Pacific Islander drop in numbers is due to a glitch in the IPPSA roll out. HRC is trying to manually fix it and we have provided instructions to JALS on how to update their own demographic info.

AC Race/Ethnicity Comparison JAN- SEP 2023

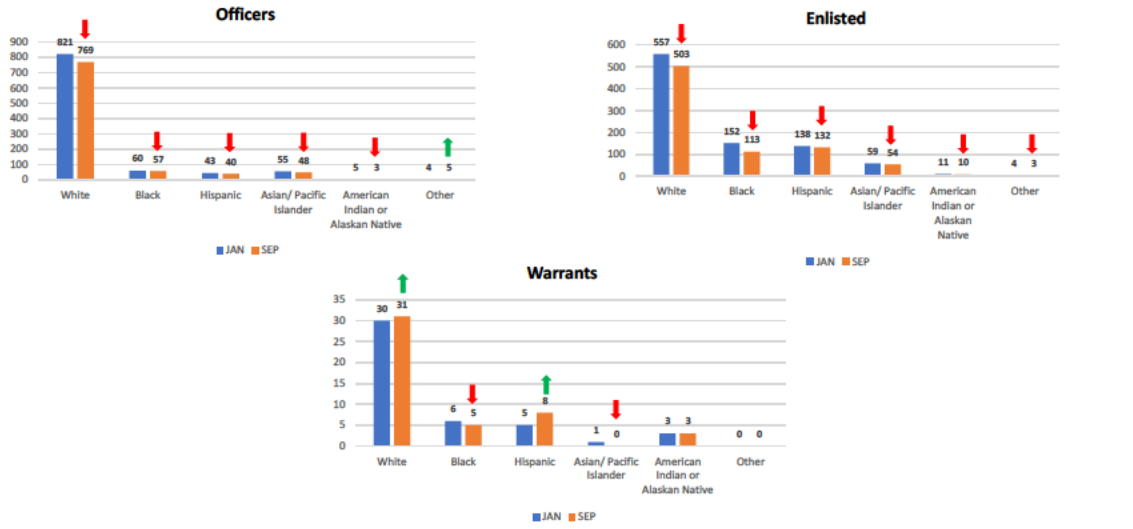
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AC Race/Ethnicity Comparison JAN- SEP 2023

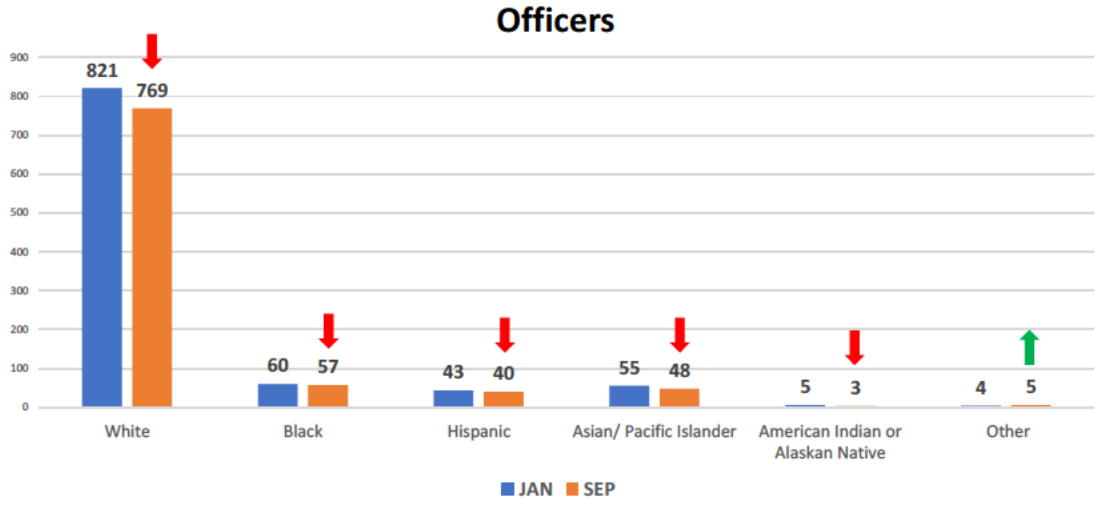


NG Race/Ethnicity Comparison JAN- SEP 2023

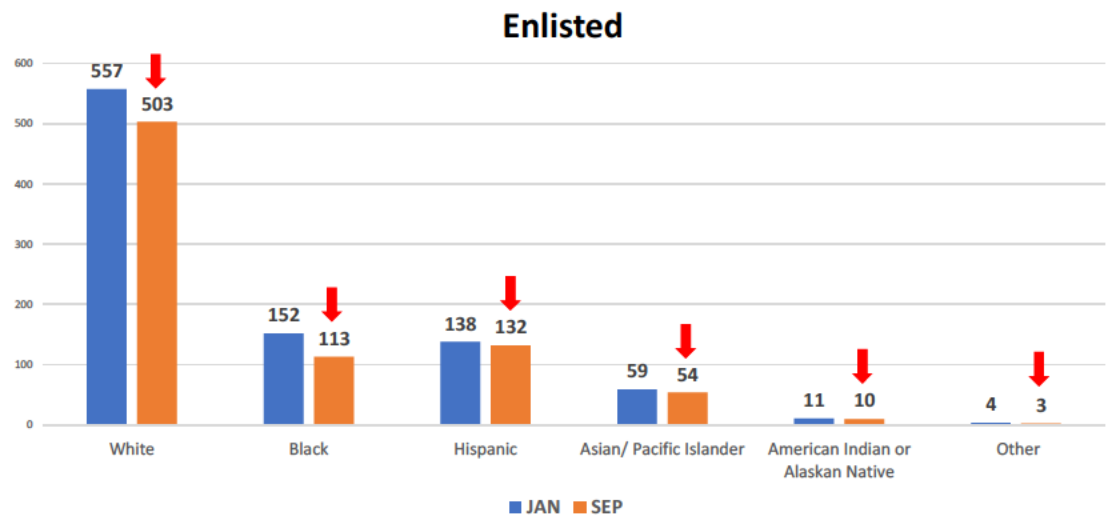


Categories are different from AC due to a delay in IPPSA role out for NG.

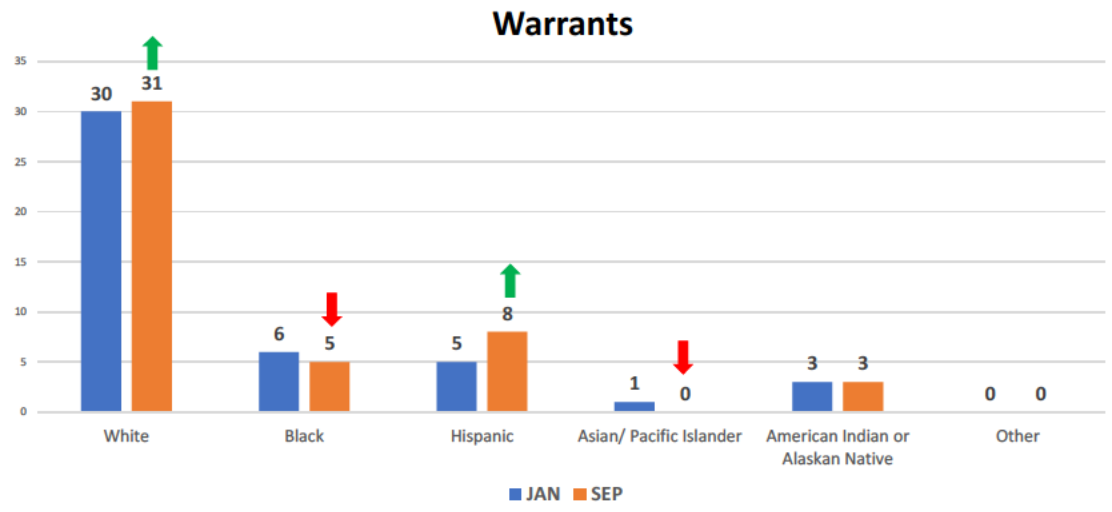
NG Race/Ethnicity Comparison JAN- SEP 2023



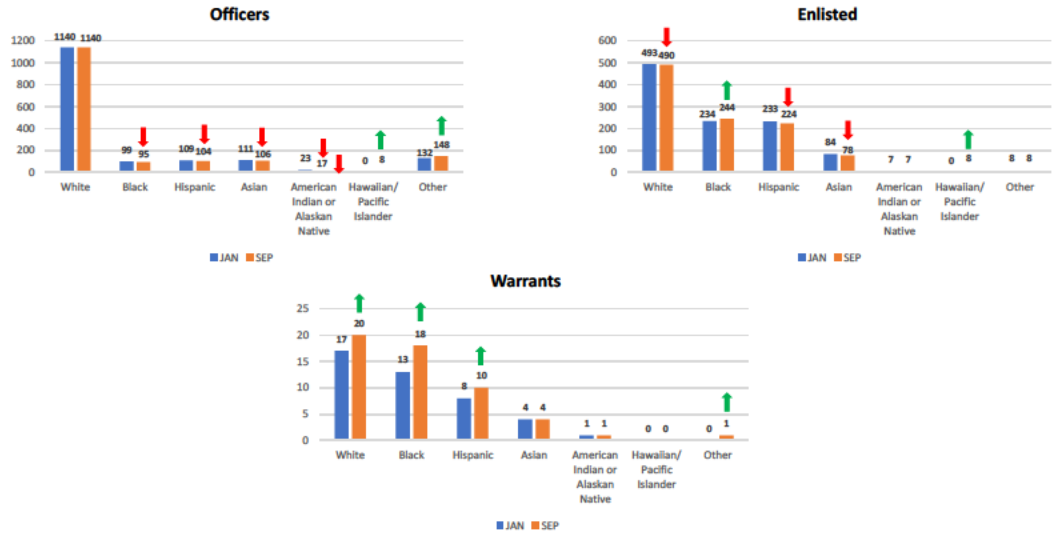
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NG Race/Ethnicity Comparison JAN- SEP 2023

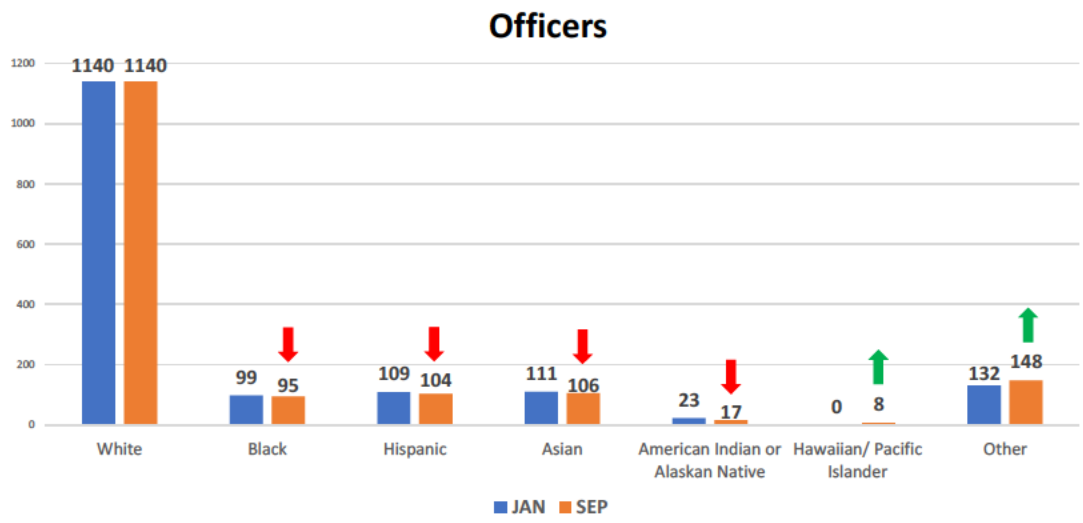


USAR Race/Ethnicity Comparison JAN- SEP 2023

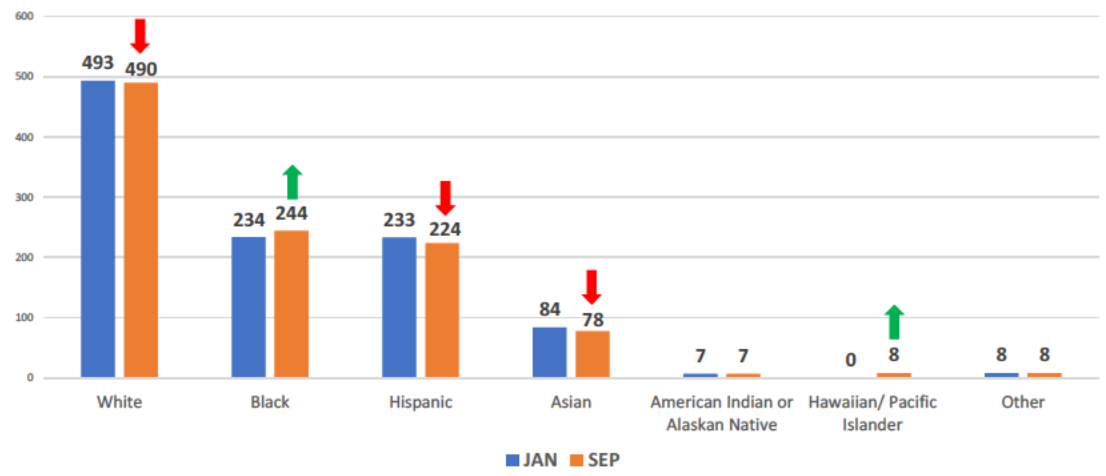


Drop in Asian numbers is due to IPPSA roll out.

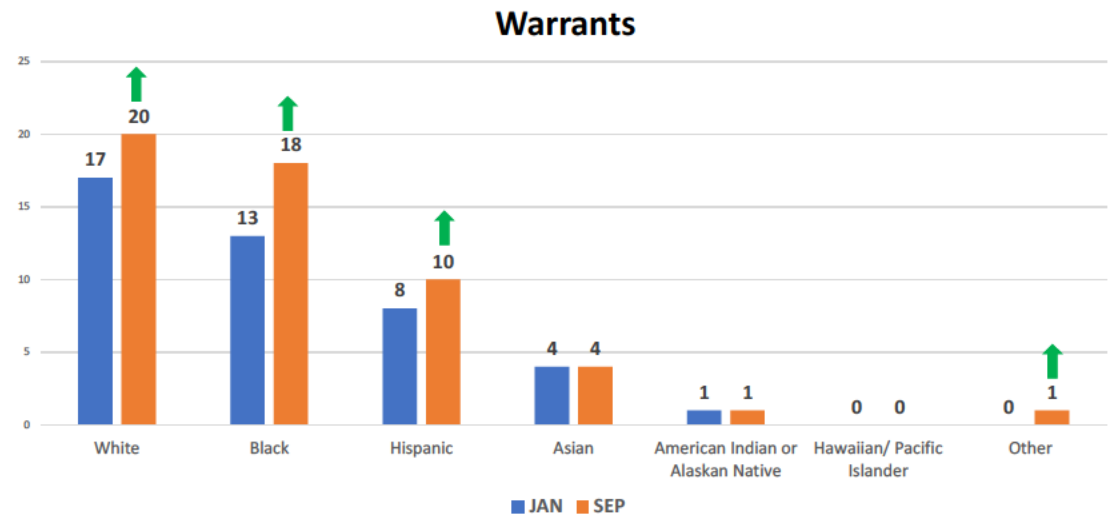
USAR Race/Ethnicity Comparison JAN- SEP 2023



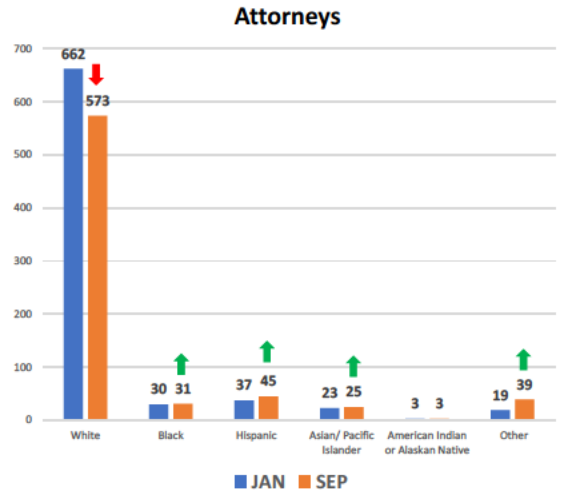
USAR Race/Ethnicity Comparison JAN- SEP 2023

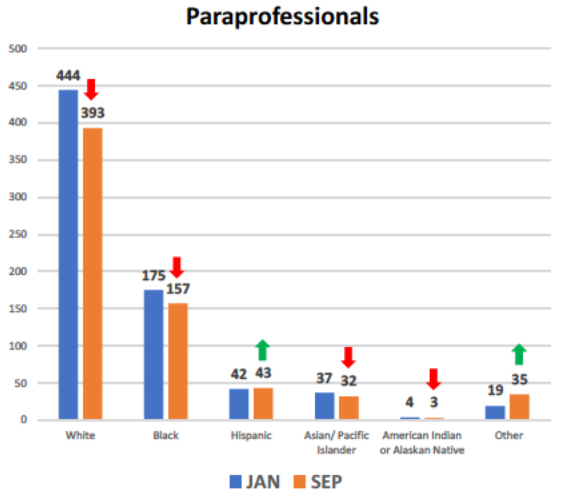


USAR Race/Ethnicity Comparison JAN- SEP 2023



Civilian Race/Ethnicity Comparison JAN- SEP 2023





AC FY24 LTC Promotion Data (IZ)

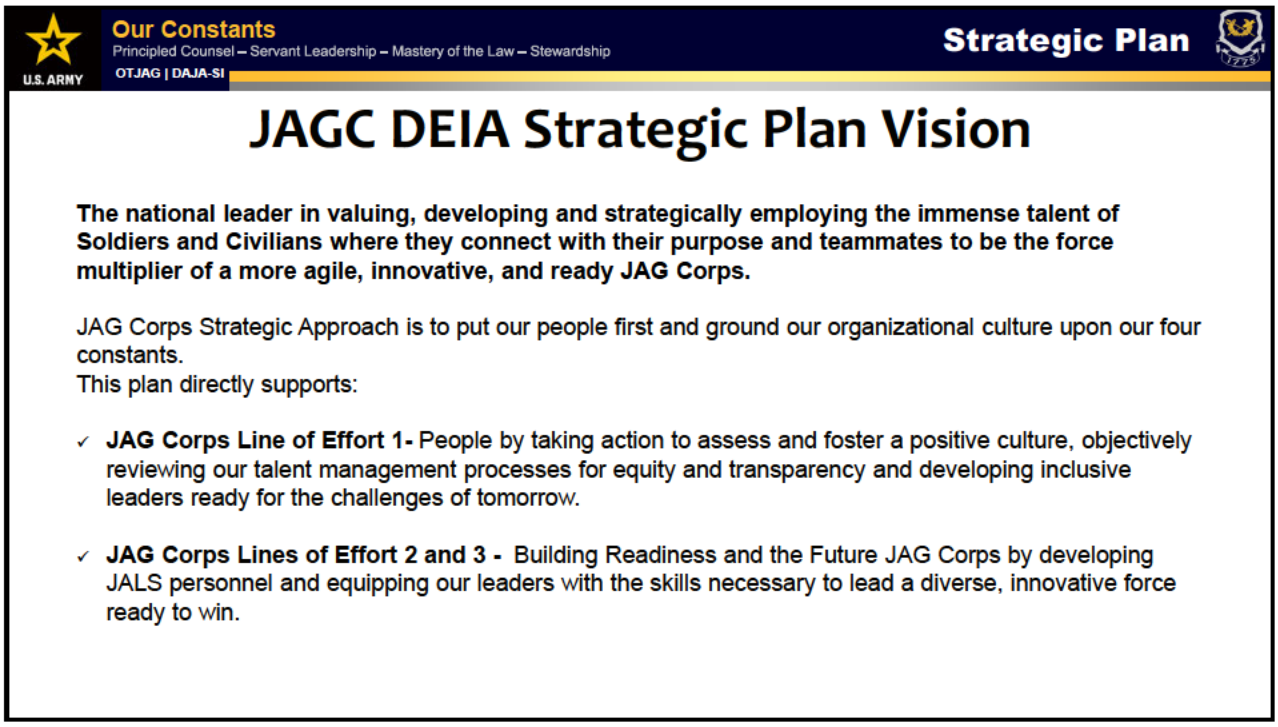
Category	Considered	Selected	Percentage
Female	12	10	83.3%
Male	60	43	71.7%
White	61	44	72.1%
Black	4	3	75%
Asian	3	3	100%
Hispanic	1	1	100%
Other	3	2	66.7%

*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%***



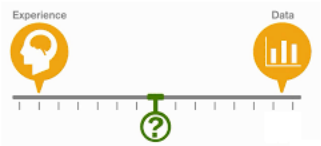
JAG Corps Strategic Approach is to put our people first and ground our organizational culture upon our four constants-mastery of the law, principled counsel, servant leadership, and stewardship—the JAG Corps will support ready, lethal, and modern Army conducting operations across the spectrum of competition 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.

U.S. ARMY

Our Constants
Principled Counsel – Servant Leadership – Mastery of the Law – Stewardship
OTJAG | DAJA-SI

Strategic Plan



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.

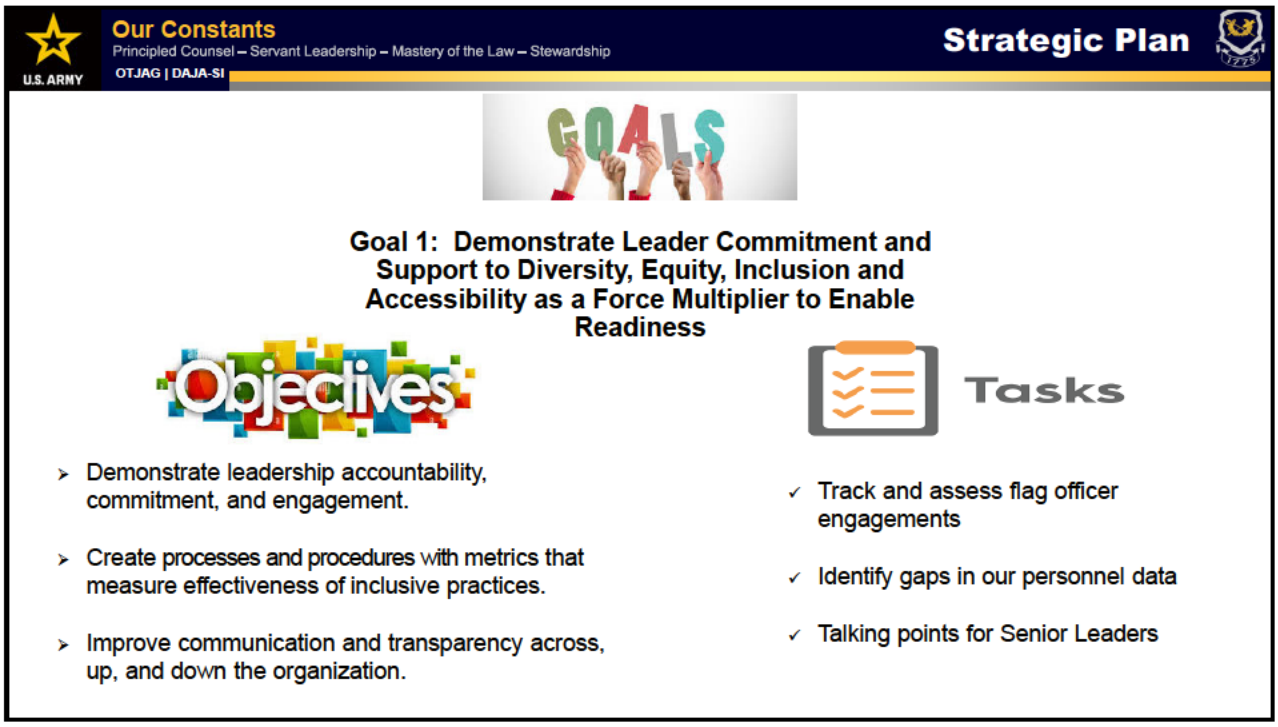
2. Institutionalize Equitable Talent Management Processes, to Acquire, Develop, Employ and Retain High-

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.



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



Office of Diversity, Equity, Inclusion, & Accessibility

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CW2 (b) (6) Program Manager
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Microsoft Teams JAGCNet milSuite

Sexual Harassment/Restricted Reporting

Wednesday, January 25, 2023 8:37 AM

I fear we are actually stepping into SHARP's lane when it comes to restricted reporting…

You have been a SGT for a year now and are well known and liked in the unit. One day you notice a fellow SGT from a different platoon acting "odd." They seem apathetic, listless and generally just do not seem to be off. You walk up to them and ask if everything is alright. They respond they are far from alright and have been struggling on how to handle a "Personal issue." You offer your advice and they ask you to keep whatever they say "In confidence." You agree, you are their friend and would never betray their trust. They confide to you one of the 2LT's has been making them feel very uncomfortable lately. He always seems to be trying to get them alone to provide some, "Good mentoring *wink wink*" He has made many sexual innuendos to them. They want him to stop but worry if they confront him it will kill their career. The thing that made your buddy most uncomfortable happened a week ago. While trying to climb down from a building on a ladder the 2LT put his hands on your buddies buttocks and gave them a squeeze. Your buddy was going to ignore it but the 2LT said, "Damn call me again when you need help."

Law: The Army does not tolerate or condone sexual harassment. AR 600-20, Ch. 7. Sexual harassment is defined as unwelcome sexual advances, requests for sexual favors, and deliberate or repeated offensive comments or gestures of a sexual nature when a) submission to such conduct is made either explicitly or implicitly a term or condition of a person's job, pay, or career; b) submission to or rejection of such conduct by a person is used as a basis for career or employment decisions affecting that person; c) such conduct has the purpose or effect of unreasonably interfering with an individuals work performance or creates an intimidating, hostile or offensive working environment, and d) is so severe or pervasive that a reasonable person would perceived and the victim does perceive the environment as hostile or offensive. Sexual harassment can be either verbal, nonverbal, and can include physical contact. If there is physical contact it could be considered a sexual assault. AR 600-20, Ch. 7, para. 7-7.

There are several ways to submit a sexual harassment complaint. 1) formally in writing on DA form 7746, informally to a brigade level SARC, or anonymously. Any complaint however will trigger an investigation.

One of the bigger issues though is since the 2LT grabbed your buddy's buttocks and gave it a squeeze, does this rise to the level of a sexual assault, and are you required to report? The only individuals who can receive a restricted report are the SARC, SHARP, VA, VR or SVC).

Analysis: You should advise the Soldier to go and speak to the commander/SARC about this. If the Soldier does not want to report you should remind them you are a mandatory reporter on this because it could be considered a sexual assault.

Conclusion: Sexual harassment and sexual assault have no place in the Army and sadly, sexual harassment, unless corrected early, can lead to sexual assault.

1

Building Inclusive Teams



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

Summary of Comments on PowerPoint Presentation

Page: 1

Number: 1 Author: Presenter Notes Subject: Presentation Notes Date: 2/4/2025 1:10:47 PM

Make note of any recording (if applicable)

Good morning, I am (b) (6)(b) (6) [redacted], your Office of Diversity, Equity, Inclusion & Accessibility program manager and today I will be providing you with one of our standard training packages on building inclusive teams, I just want to put out a quick administrative note, that this training is being recorded this morning to be used as a training aid for our JALS personnel in future but I will stop the recording after the presentation of the slides are complete and conduct an open discussion to answer any questions you may have about todays training and get your feedback on what we can do to continue making our training better.

Your ODEIA

(b) (6) , Director

(b) (6) , Program Manager

Page: 2

Number: 1 Author: Presenter Notes Subject: Presentation Notes Date: 2/4/2025 1:10:47 PM

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.

ODEIA Initiatives

- JALS DEI&A STRATPLAN – **to be aligned w/ Army & DoDs**
- Monthly Enterprise Virtual Training
- DEIA Train the Trainer Course
- Integrating DEI&A training at all levels of JAGC PME (TJAGLCS)
- Facilitating bias discussions at boards (GOSC, Accessions, Interns, FLEP, etc.)
- Coordinate with SIO and JARO on strategic engagement/messaging
- Engage with Army Equity & Inclusion Agency and DoD DEIA community

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Number: 1 Author: Presenter Notes Subject: Presentation Notes Date: 2/4/2025 1:10:47 PM

Some of our current initiatives include:

Working on the development of a Stra at aligns with the Army and Department of Defense's strategic plan for DEI&A. We are consolidating efforts with our new JAGC wellness director, (b) (6) on this as many DEIA lines of effort also influence wellness, and retention. In fact, our office is working on the establishment of the Professional and Organizational Development Team that falls under the directorate of Soldier Family Legal Services and will include: ODEIA, Wellness, and Retention. Additional information to be published through our strategic initiative's office in coming weeks.

We are employing our FY24 Strategic Training Plan through monthly enterprise-wide virtual training. If you have not seen our training plan, it can be found on our DEI&A Training and Resources MS Team. In our strategic training plan, we have developed two tracts of training. One is focused on topics related to diversity, equity, inclusion, and accessibility (conducted the 2nd Thursday of every month) and the other is focused on highlighting the diverse talent within the JALS community (conducted on the 4th Thursday of every month). The second tract will coincide with DoD recognized Special Observance Months. We believe that sharing diverse perspectives will enable JALS personnel to foster a culture that is built on trust, acceptance, and the Army values. These trainings, like today's training, are being recorded and maintained on our teams page for ease of accessibility.

Additional to our enterprise-wide training opportunities we also offer both in-person and virtual training to all JALS personnel which can be coordinated through your OSJA or leadership using our training request form. However, please note, that 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. Obviously, based on the specific needs of your organizations, we will still consider in-person or virtual training options on a case-by-case basis as needed.

Our office has also integrated DEI blocks of instruction in our JALS PME and many other TJAGLCS resident courses.

We provide mitigating bias briefs and facilitate discussions specifically tailored to all board members on the GOSC, Accession, Interns, FSO selection and FLEP boards and work closely with our SIO and JARO counterparts to promote DEI&A in our strategic engagement and messaging.

External to the JAGC, we continuously foster relationships with those agencies in the Army and the DoD DEIA Communities to include reoccurring touchpoints with our sister service DEI counterparts.

1

Agenda

- Benefits of Inclusion in the Workplace
- Define Diversity, Equity, Inclusion & Accessibility
- Signature Traits of an Inclusive Leader
- Behaviors for Shaping Inclusive Climates
- Psychological Safety
- Common Pitfalls
- Conversational Traps
- Becoming an Advocate for Equity & Inclusion

Page: 4

Number: 1 Author: Presenter Notes Subject: Presentation Notes Date: 2/4/2025 1:10:47 PM

This slide here provides you with our agenda on the topics we are going to address today:

We are going to briefly go over the benefits of inclusion

Then because we are all diverse groups of individuals in the JALS community with a breath of different backgrounds and experiences, our understanding of what DEI&A is may vary. To create a shared understanding of these definitions for anyone who hasn't already attended our DEIA Overview training, we are going to define Diversity, Equity, Inclusion and accessibility according to the Army's DEI Annex in the People Strategy.

Go over 6 signature traits of an inclusive leader, behaviors for shaping inclusive climates, the importance of psychological safety when we are trying to build these inclusive climates, 7 common pitfalls we encounter as leaders and how to avoid them, 4 different conversational traps, and

lastly, I am going to wrap up this training with a growth model DJAG put together with (b) (6) a while back on the different phases along the journey to becoming an advocate for Equity and Inclusion

Our goal is that through this training you can familiarize yourself with these principles so that in your organizations, you can employ them to create or enhance positive cultures, build trust, and cohesive teams that are inclusive of our different perspectives.

1

Benefits of an Inclusive Work Environment

- Inclusive work environments produce higher performance
- Increases collaboration
- Builds cohesive teams that leverage talents
- Increase employee engagement
- Fuels innovation and creativity
- Increases recruiting
- Decreases turnover, increases retention
- Positively impacts the workers' experience

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Number: 1 Author: Presenter Notes Subject: Presentation Notes Date: 2/4/2025 1:10:48 PM

This slide here provides you with some key benefits of creating and fostering an inclusive work environment. Look at these bullet points here and ask yourself or make note on which of these could use improvement on your team or organization?

Perhaps its increase performance
Increase collaboration,
Leveraging the talents of all personnel you have on your team by understanding their dimensions of diversity and what they value, are passionate about, or have a particular area of expertise or experience in
Maybe we could use more employee engagement
Innovation and creativity
Satisfied employees who love what they do and love coming to work are going to express that in many different ways to their families, friends, and are more likely to support and be passionate about recruiting efforts
In turn this also helps decrease turnover in our civilians and increase retention in our uniformed JALS personnel and overall, positively impacts our people's work experience

Aside from the listed benefits here of an inclusive workplace, diversity, equity, inclusion and accessibility is integral to building trust and achieving overall readiness and mission accomplishment of the total force. DEI enables organizational agility and adaptability by leveraging the attributes, experiences, cultures, characteristics, and backgrounds of the total force. DEI also ensures commanders and leaders are inclusive in their decisions, actions, and missions which enable access, opportunity, and choice for the total force.

1

DIVERSITY

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

- Including, but are not limited to, characteristics such as national origin, language, race, color, disability, ethnicity, gender, age, religion, sexual orientation, gender identity, socioeconomic status, veteran status, and family structures
- It also encompasses differences among people concerning where they are from and where they have lived and their differences of thought and life experiences

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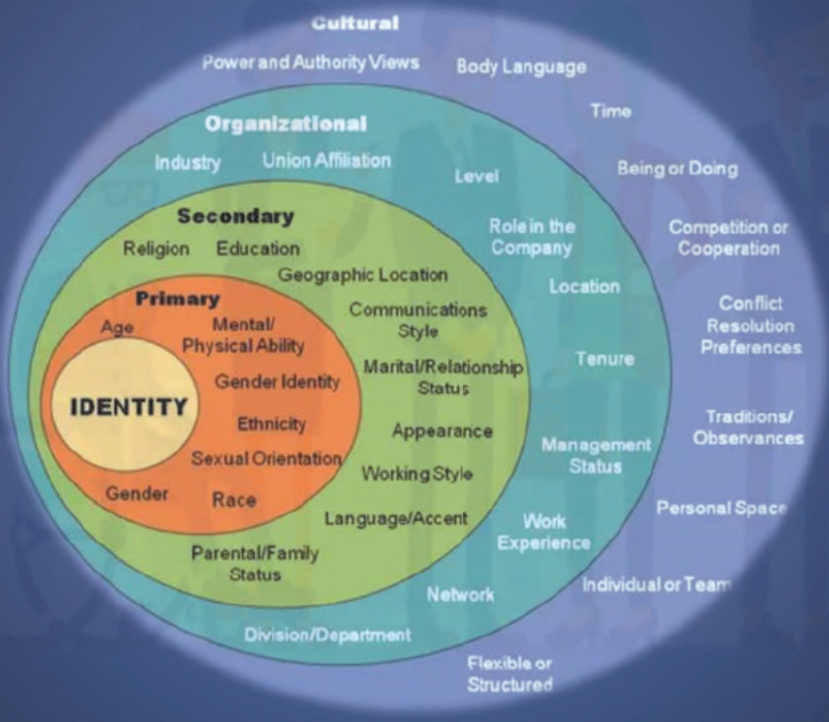
Number: 1 Author: Presenter Notes Subject: Presentation Notes Date: 2/4/2025 1:10:48 PM

We all bring different aspects of diversity to this team and diversity can be defined as the practice of including people from a wide range of different aspects of life.
These could be personal, physical and social characteristics. Diversity includes
gender
ethnicity
age,
income
education
various physical or mental disabilities and
sexual orientation.

It essentially relates to social differences among our JALS personnel. When talking about diversity we must be cognizant of the populations that have historically been marginalized and discriminated against.

1

Diversity – What Does it Look Like?



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Number: 1 Author: Presenter Notes Subject: Presentation Notes Date: 2/4/2025 1:10:50 PM

Diversity is so broad that it may be hard for some of us to recognize the many ways that we may differ or be just like those around us. For example, many people simply think of physical differences when they hear the word diversity, but there are dimensions of diversity, and this is one of many charts that shows it best. We should aim to understand and represent them all.

Our identity is a unique aspect that shapes us, and we can do very little about. We can't change this. It is the core of who we are.

Primary dimensions AKA Internal dimensions are those we have little control over such as sexual orientation, race, gender, age, etc. It affects how we view our workplace and the world around us.

Secondary dimensions AKA External dimensions are related to social factors and are shaped by our life experiences. These can change over time like our geographic location (when we PCS and move), marital status, and education to name a few, and we do have some control over them. But they still impact our behavior and attitude as well as how we view others and the world around us.

Organizational dimension relates to our functional levels or management status such as our division/section, our union affiliation, professional certifications, time in service and such.

Cultural dimension usually influences the other layers contained therein. People are typically influenced by the culture they are from, and this includes their body language, personal space, conflict resolution preferences, and observances.

*People Identify in different ways. Understanding this helps us recognize how we and those teammates around us see the world and make sense of our experiences. This helps determine what may influence behaviors and reactions in our organizations so that we can make active choices about our own behaviors and reactions. To capitalize on the benefits of diversity and the challenges it can present, we need to not only be aware of these dimensions but understand how they can impact the workplace. This helps us develop strategies for building more inclusive workplaces that value and respect the differences among individuals, and leverage the strengths that diversity brings to the organization.

As you look through some of the dimensions of diversity listed here, you can see a lot of aspects of our social identity are not visible. In fact, most of our diversity dimensions are not always visible. For example, by simply looking at me or interacting with me in passing daily you may not know how many languages I speak, what are some traditions or cultural observances I may have, my preferred communication style, prior work experience, or if I have any nonvisible mental or physical abilities.

This is why as leaders you've heard so often the importance of knowing your Soldiers and those civilians in your organizations. Looking over a Soldier Talent Profile or civilian bio is only going to tell you so much about an individual, but making deliberate efforts to get to know and understand your Soldiers and civilians' dimensions of diversity will help you be more inclusive of their perspectives and input and will drive better decision making.

1

EQUITY

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

Barriers to Equity

- Race and ethnicity
- Cultural discrimination
- Language barrier
- Gender discrimintation
- Sexual orientation
- Religious discrimination
- Age discrimination
- Socioeconomic disparities
- Intellectual discrimination
- Physical discrimination
- Pay inequity
- Country of origin
- Inequity
- Ignorance



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Number: 1 Author: Presenter Notes Subject: Presentation Notes Date: 2/4/2025 1:10:51 PM

Equity is about ensuring that people that do not start out with the same resources still have the same access to a benefit, a resource, and or an opportunity. As leaders we have a responsibility to eliminate some of these barriers you see here on the right that prevent the full participation of our force.

There is a difference between equity and equality.

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 based on the belief that all people should have the same opportunities to be successful and have a productive, enjoyable life. Equality is rooted in fairness. But if I gave everyone in my formation the same exact pair of glasses I wear with my prescription, how helpful do you think that would be? But if I provided them with equitable solutions so they can each obtain their own personal prescription and gave everyone the equal amount of time and access to the resource to do so I would have a formation of ready individuals.

So, there are circumstances that are going to require us to be fair and provide all equal opportunity and equal access and there is a times that as leaders we need to identify when equity is required to ensure all your teammates can accomplish mission success.

1

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; enabling workforce members to achieve their full potential in focused pursuit of organizational objectives



Source: Army People Strategy: DEI Annex

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When we talk about equity, we are assessing DEI&A barriers for an individual or specific group of individuals. However, inclusion is focused on the organization putting in place systems, processes, and procedures to value and integrate individual's perspectives, ideas, and contributions to achieve our goals or mission. Inclusion is what we do when we value and appreciate our teammates because of their valued differences as well as their common support of Army and core values. These processes and practices help organizations reap the benefits of their diversity and develops trust and respect.

As leaders we don't always have the right answer but if we are including the diverse perspectives in our organizations, we are likely to make more informed and better decisions.
I am not in any way saying as leaders we must make decisions that always make everyone happy because that would just not be realistic. I understand that, however, when we are inclusive of the various perspectives on our team and organization it becomes a team effort to reach decisions that all can understand and even accept often simply because their opinion, input, and feedback was valued and considered making them feel appreciated. That creates buy in, so people are also personally invested in the success of whatever decision was made.

The goal we should be after is to create a deeper sense of inclusion, so our people are adding value and feel like they belong in our organization with all their unique characteristics and dimensions of diversity being valued.

Some examples of inclusive behaviors that should be reinforced include:
Making an extra effort to understand problems faced by others
Efforts to uncover opposing or alternative views to try to better understand and solve problems.

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



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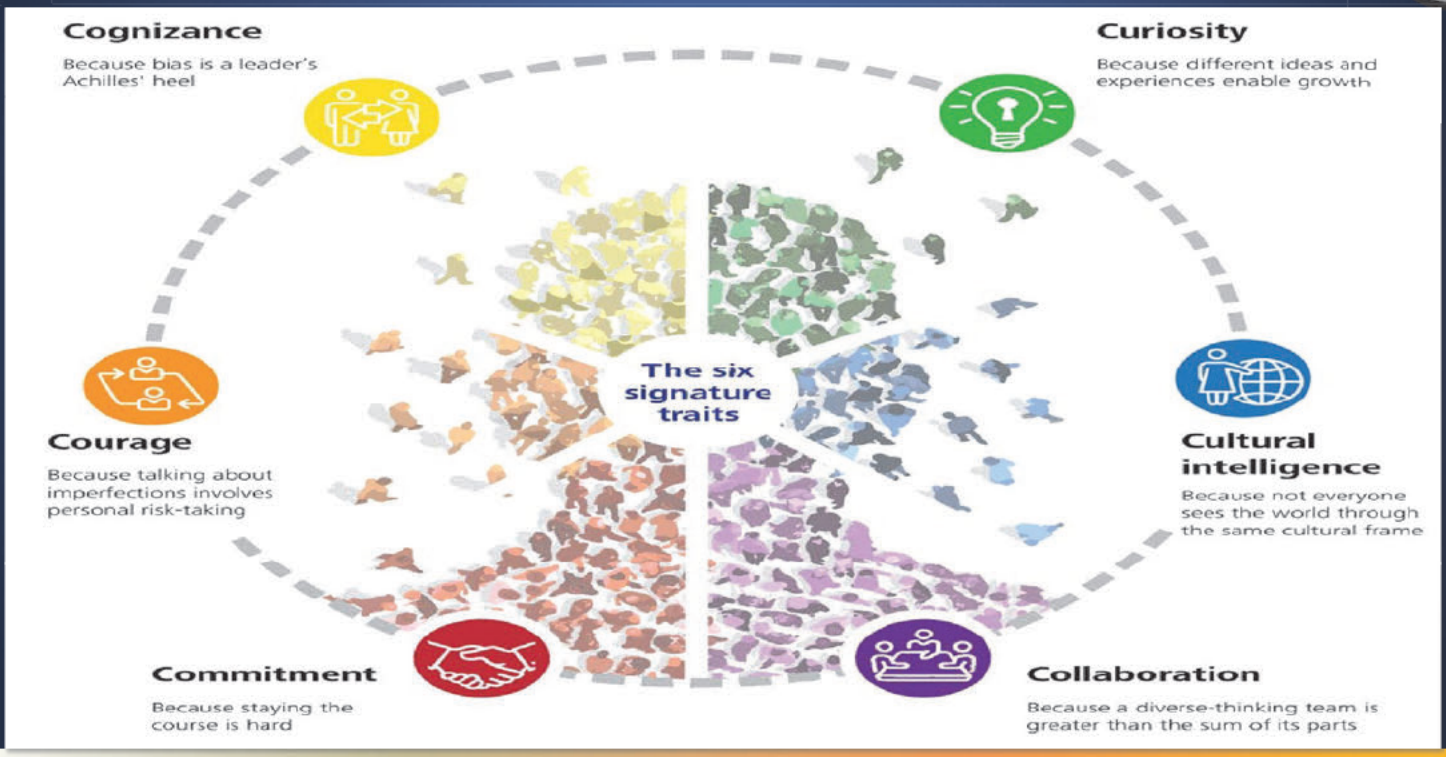
We cannot be inclusive leaders if we have Soldiers and civilians who cannot access our facility, information, technology, programs, services etc. We should explore strategies for creating disability-inclusive workplace cultures that meet our organization's diversity, equity, inclusion and accessibility (DEIA) goals. Most accessibility barriers can be removed through reasonable accommodations. This is specifically something so important to consider with most of our workforce (Soldiers and civilian veterans) suffering from service-related injuries both seen and unseen.

Notice, when talking about accessibility I mentioned both Soldiers and Civilians and that is important to point out because not only do 1 in 5 Americans have a disability but often times when we think about accessibility and reasonable accommodations, we tend to associate it with most of our civilian personnel. However, there are many uniformed personnel with disabilities that are not necessarily service discrediting based on their MOS. For example, having a hearing impairment that requires hearing aids. The Army now issues Bluetooth enabled hearing aids which cannot be used in a SCIF, making that environment or conversations/meeting being had there not so accessible to those individuals.

While you may be able to notice if someone wears hearing aids there are some disabilities that are not so visible like being color blind. Perhaps the colors on a daily tracker being used are not so user friendly for those individuals. While you need to have those individuals share those nonvisible disabilities with you, lets ask ourselves, as leaders, are we being approachable and creating the psychological safety we will talk about here in a bit so that your people feel comfortable confiding in you about some nonvisible disabilities? Or are they just coping and dealing with it silently? When we talk about nonvisible disabilities, we need to consider injuries such as depression, anxiety, and any behavioral health concerns people struggle with.

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Signature Traits of an Inclusive Leader



Graphic Source: Deloitte University Press

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The six signature traits of an inclusive leader are shown here: Commitment, Courage, Cognizance, Curiosity, Cultural Intelligence, and Collaboration.

The first trait is commitment. Inclusive leaders know that by committing their time, energy, and support to investing in people that they engender inclusive workplaces. By demonstrating this level of commitment, they empower and inspire others to achieve their potential.

The second trait is courage. Inclusive leaders assess risk to challenge the status quo and aren't afraid to call out deeply held and ingrained beliefs, attitudes, and behaviors that foster group think mentalities or are not constructive to positive work environments. They demonstrate humility by recognizing their own shortcomings and are willing to admit to their mistakes. And most importantly address tough conversations as needed.

The third trait is cognizance of bias. Inclusive leaders understand and are aware that personal and organizational biases narrow their field of vision and preclude them from making objective decisions. They exert considerable effort to identify their own biases and learn ways to prevent them from influencing talent decisions. They also seek to implement policies, processes, and structure to prevent organizational biases from stifling diversity and inclusion.

The fourth trait, curiosity. Inclusive leaders have an open mindset and a hunger for other perspectives and new experiences to minimize their blind spots and improve their decision making because they know different ideas enable growth. Additionally, their ability to engage in respectful questioning, active listening to others, and synthesizing a range of ideas makes the people around them feel valued and respected and give them a sense of belonging. Inclusive leaders also refrain from making quick judgments, knowing snap decision can stifle the flow of ideas on their teams and are frequently marked with bias.

The fifth trait is cultural intelligence. Inclusive leaders have an ability to function effectively in different cultural settings. They also recognize how their own culture impacts their personal worldview, as well as how cultural stereotypes can influence their expectations of others. They know when and how to adapt while maintaining their own cultural authenticity.

The sixth trait, collaboration. Inclusive leaders understand that collaboration is the key to team performance and success. As a result, they create the psychologically safe space in which all individuals feel empowered to express their opinions freely within the group without judgment or retribution. They also realize that diversity of thought is critical to effective collaboration, thus they pay close attention to team composition and team processes.

7 Common Pitfalls (& How to Avoid Them)

1. Not clearly stating vision and goals
2. Treating everyone the same
3. Showing favoritism
4. Being inflexible
5. Lack of humility
6. Forgetting to recognize or reward
7. Failing to provide feedback

*Self-reflection: As we describe each pitfall, conduct your own personal assessment and write down those that you would admit that you need to avoid.

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1. Lacking vision and goals. If you're a leader and no one is following you, you're just taking a walk. Leaders who don't provide a compelling vision for others to follow will struggle with their people staying focused and committed. Great leaders see the untapped potential in others, and they seek to bring out the best in them and they do this by creating a shared understanding of not only the mission but their vision with clearly outlines goals or lines of effort for their team to align their own respective accomplishments and goals with.

2. Treating everyone the same. Inclusive leaders take the time to know each person on their team individually and their individual dimensions of diversity because they understand that every person is not motivated in the same way. Instead of practicing the golden rule, they should practice the platinum rule: treat others the way they want to be treated based on their own individual needs. Identifying what is equitable for your teammates here is key to avoid treating everyone the same.

3. Showing favoritism. So here you might be thinking well some may think if I don't treat everyone the same then I may be showing favoritism. But that is not what I am referring to here. Treating people equitably and showing favoritism are two different things. For example, do you have someone on your team that you consider your go-to person? The problem is, is that when you single someone out as your favorite, you are excluding or overlooking others by doing this. When leaders avoid showing favoritism and provide a sense of belonging and equity, a level playing field and a sense of trust can be established.

4. Being inflexible. When leaders are rigid and unwilling to consider new ideas or new ways of doing things, they squelch innovation. Inclusive leaders welcome diverse perspectives, and they create an environment where collaboration and creativity can thrive. Being flexible and adaptable despite how uncomfortable it may feel initially is what you want to strive for.

5. Lacking humility. Leaders who think that they are never wrong or won't admit that they don't know it all are sadly misguided. Employees today appreciate it when leaders show some level of vulnerability and authenticity or humanize themselves. Inclusive leaders surround themselves with people who challenge them and have strengths that they don't, and they are not threatened by it.

6. Doesn't forget to recognize or reward. Everyone desires to feel valued and appreciated, yet so often leaders acknowledge employees only when they make mistakes. When leaders take the time to recognize employee's achievements, the result is improved morale, performance, and loyalty. Something so simple as a coin, a public recognition, certificate of appreciation, impact AAM or civilian award can go such a long way with reminding your teammates that you see and value all the positive contributions they bring to the team.

7. Failing to provide feedback. All employees need feedback on how they're doing, positive and corrective, and they need it consistently. Some may think consistently may not be necessary for your top performers but even your top performers have room for growth and development or even channeling their outstanding efforts in a more impactful way for the organization and themselves. And sometimes thinking of ways that you can improve those top performers efforts or impact in your organization will be a lot tougher and take more of your time and effort, but it will pay dividends for you as a leader, that individual's development, and your organization. This tends to be one of the most underdeveloped skills of most leaders. We sometimes tend to avoid the tough conversations, and don't provide the specificity that employees need to course correct or just to get that positive reinforcement when they are on track. Inclusive leaders develop the skill and make it a consistent practice. Ask yourself how often are you sitting down formally or informally and doing those support forms, mid-progress reviews, and counseling with those personnel you supervise as a rater, senior rater (for military) supervisor, or reviewing official (for civilians)?

Behaviors for Shaping Inclusive Climates











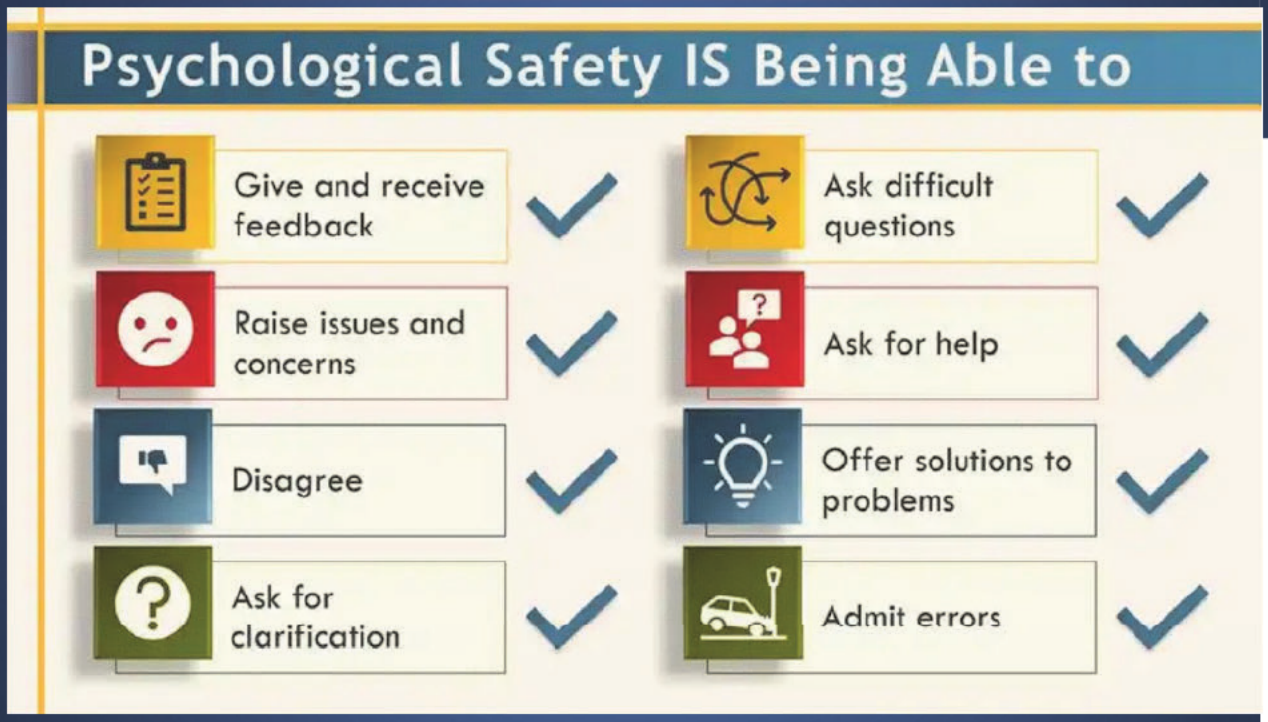
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A climate is inclusive when its norms or “Rules of Engagement” are carefully constructed to promote experiences of both belonging and uniqueness for its members. The two most essential aspects of inclusive climates are that they involve:
strong values for developing high-quality interpersonal understanding, and competence; combined with,
a shared belief that people’s diverse backgrounds and perspectives are a source of insight that can be leveraged to enhance learning and performance. These beliefs are then translated into norms for how team members are expected to engage with each other to make that possible and create that psychological space we spoke of.

Four sets of leader behaviors that are essential for shaping inclusive climates:
Assessing or being perceptive of the inclusiveness of a workgroup’s climate. Look out for unconscious biases and microaggressions. It's critical to remember is that the power of subtle, non-verbal cues is incredible. Each instance may seem minor, but cumulatively, they define the tone of the team, and determine people's experiences of inclusion. Both Informal assessments (direct observations, team discussions, third-party observations) and Formal assessments can be used here (interviews and/or surveys).
Articulating expectations about behaviors and norms expected to promote inclusion. This needs to include team norms or “Rules of Engagement” for psychological safety. Develop a shared understanding of your expectations, the team's goals, and align each member's contributions towards those expectations and goals. Invest the time and space necessary for team members to learn about one another as individuals. Nuanced, personalized information will replace superficial assumptions and open the door to deeper-level cooperation and trust.
Role Modeling inclusive behaviors for others. It is the consistency of what you attend to that is important.
Reinforcing desired inclusive behaviors through the timely communication of feedback and allocation of rewards. Leaders are encouraged and expected to use both praise and adverse actions like counseling consistently and fairly.

What is Psychological Safety?



Source: https://symondsresearch.com/psychological-safety/

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Without psychological safety we cannot have an inclusive environment.

Psychological safety in the workplace refers to a team climate in which team members trust each other and feel comfortable expressing their opinions, admitting mistakes, giving and receiving input and feedback, suggesting improvements, and pointing out problems without fear of judgement, embarrassment, punishment, or rejection by the rest of the team.

When people lack a sense of safety or feel threatened, information processing and discussion tends to become strained and is much less effective. It's important to keep in mind that protecting psychological safety for team members to express themselves doesn't necessarily mean that everyone should be encouraged to say whatever is on their mind. People must be mindful of what they express and how it influences the psychological safety of others.

Why should you train your staff on creating psychological safety at work?
Because psychological safety has been found to greatly increase staffs:
Motivation
Commitment
Morale
Creativity
Problem-solving ability
Engagement
Productivity

1

Four Conversational Traps: ADDA

- There are 4 conversational traps that people should be wary of when it comes to discussions of identity and diversity
  - Avoid
  - Deflect
  - Deny
  - Attack

From "Say the Right Thing: How to talk about Identity, Diversity, and Justice" by Kenji Yoshino and David Glasgow

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These 4 conversational traps we are going to talk about next are from a book called “Say the Right Thing: How to talk about Identity, Diversity, and Justice“ by Kenji Yoshino and David Glasgow. Not an endorsement simply siting the source here.

Key take away for this block of instruction is some conversational traps we should be aware of when discussing identity and diversity. These are:

Avoidance: This is the most common but don’t avoid discussing identity or diversity. Have the courage to have those tough conversations tactfully and respectfully. Silence may seem safe but marginalized communities see it as an abdication of responsibility sometimes. It can be seen as not caring enough to get comfortable. Here other attempts to avoid dealing with conversations can be seen as inauthentic. some examples of avoidance:
Subtly or not so subtly leaving the room,
Remember something else you need to do to get out of the conversation
Say something “nice” rather than say what you think
Expressing your views but crediting them to another source
Let’s give ourselves some grace though right because these are tough conversations so pausing the conversation so that you can process what has been said to return for a constructive dialogue is okay but articulate that.

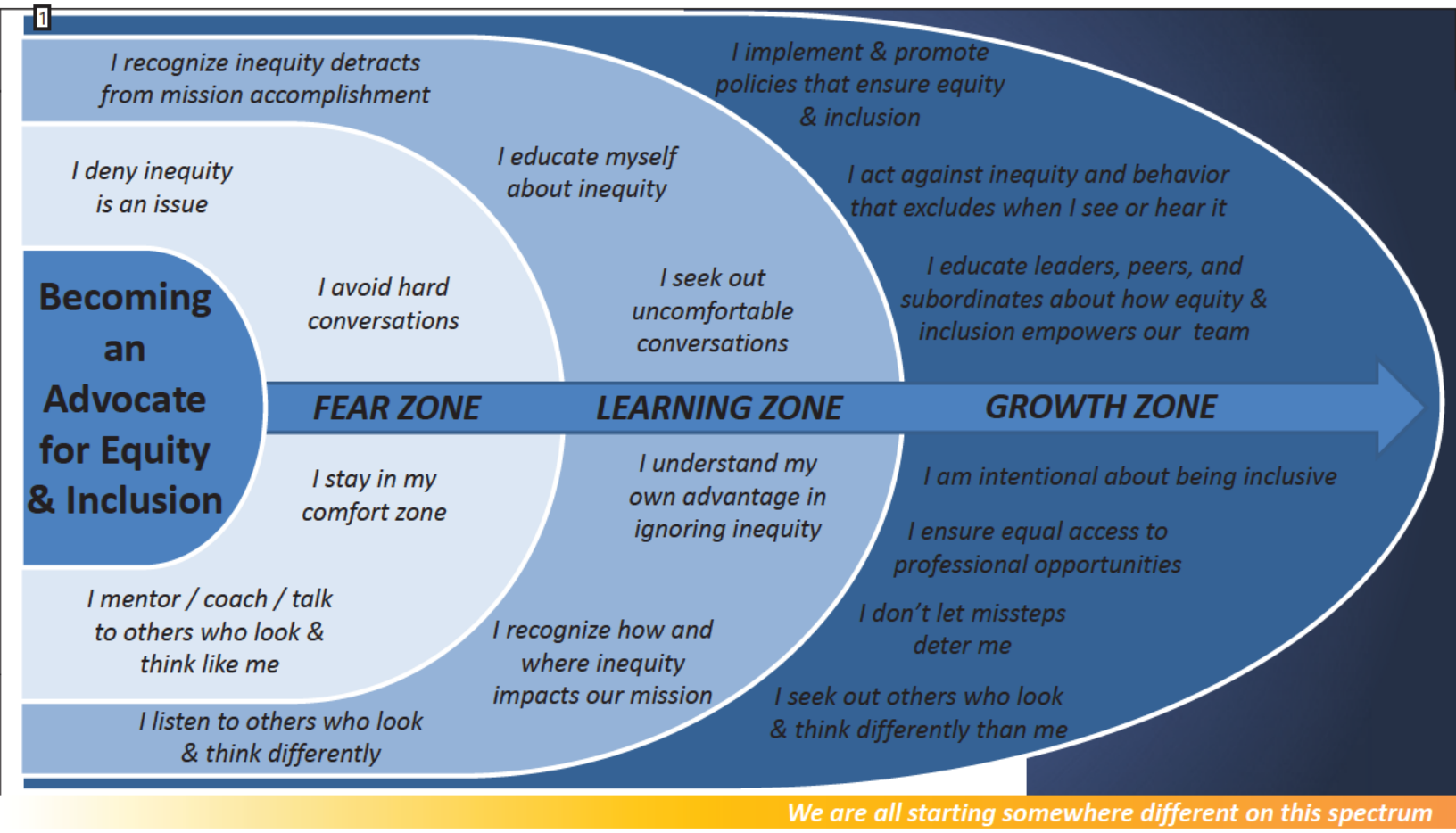
Deflection
Shift attention from the topic being discussed to one that you are more comfortable with
Deflecting to tone—focusing on how someone says something rather than on what they said
Deflecting by channel switching—shifting focus from one group to another
Deflecting to yourself—pointing out how good you are or how bad you have had it—I’m suffering too—sometimes can be an attempt to build commonalities that goes wrong or “I did not mean it like that”

Denial
Rejects others perspective without considering that you could be wrong
Announce from their “objective“ perch that the other person is categorically wrong
Denies another person’s emotions are real
Acknowledges other’s feelings are real but illegitimate—oversensitive
Denier assumes the mantle of power or authority

And Attack refers to combative, personal affronts, such as insults, sarcasm, eye-rolling, and passive-aggressive behavior

All 4 ADDA are reflexive—want to get to being reflective in responses

In the next couple of slides we will go through each individually.


Becoming an Advocate for Equity & Inclusion
FEAR ZONE
LEARNING ZONE
GROWTH ZONE
I recognize inequity detracts from mission accomplishment
I deny inequity is an issue
I avoid hard conversations
I stay in my comfort zone
I mentor / coach / talk to others who look & think like me
I listen to others who look & think differently
I educate myself about inequity
I seek out uncomfortable conversations
I understand my own advantage in ignoring inequity
I recognize how and where inequity impacts our mission
I implement & promote policies that ensure equity & inclusion
I act against inequity and behavior that excludes when I see or hear it
I educate leaders, peers, and subordinates about how equity & inclusion empowers our team
I am intentional about being inclusive
I ensure equal access to professional opportunities
I don't let missteps deter me
I seek out others who look & think differently than me
We are all starting somewhere different on this spectrum

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This is a growth model DJAG put together with (b) (6) a while back on the different phases along the journey to becoming an advocate for Equity and Inclusion

This is a Goal is to get to and stay in the growth zone but it is a journey and I think this chart really depicts it best. Going from that fear zone where we are avoiding those tough conversations and staying in our comfort zone to the learning zone where we are recognizing how and where inequalities impact our mission, seeking out those uncomfortable conversations to finally moving into that growth zone where you are the one sharing what you've learned on your journey to educate others about equity and inclusion, you're implementing and promoting DEIA policies and are intentional about being inclusive.

"Inclusive leadership is not a destination. It's a journey that requires humility, curiosity and courage."

Thais Compoint Author of "Succeed as an Inclusive Leader"

Keep up with ODEI & the Council

Teams

JAGC ODEI- DEI&A Training and Resources

CNet

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

Suite

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

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

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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











QUESTIONS?

1

Social Identity In Action



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

Summary of Comments on Social Identity In Action

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Ice breaker w/thumb ball
ground rules:
Be respectful
Actively listen
What is said stays in the room
Learn from each other during the process
Keep an open mind

Self Reflection Exercise

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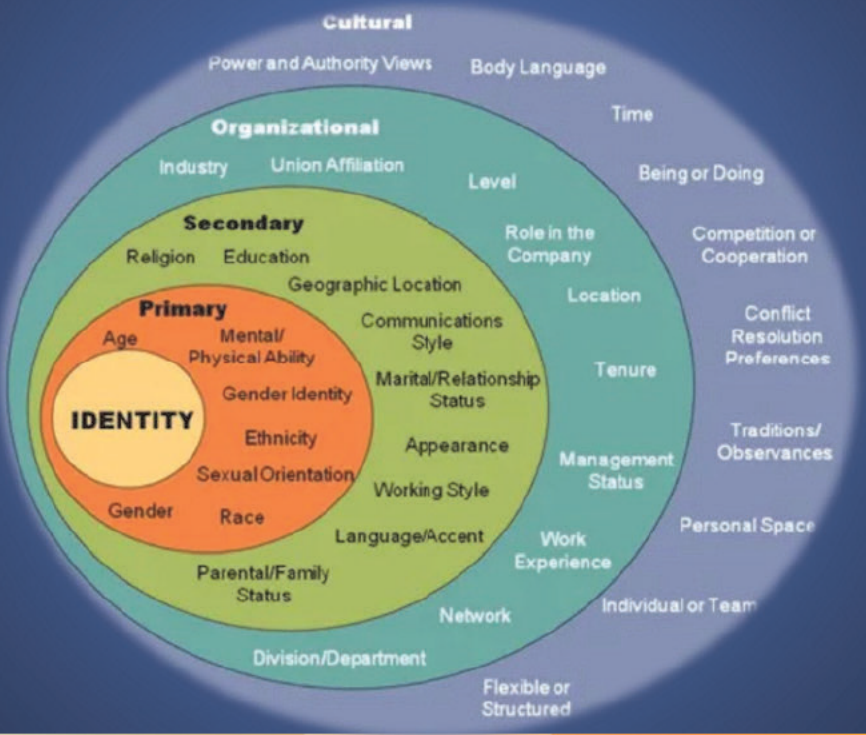
Number: 1 Author: Presenter Notes Subject: Presentation Notes Date: 2/3/2025 9:52:35 AM

Close your eyes or find a spot to focus on during this exercise
Think about the journey in your life that has brought you to the place you are in the Army today
What type of family structure did you grow up in? large? Small?
What was your social economic status? Comfortable, struggling? Didn't know?
Were you raised in a religious tradition?
What part or region of the country did you grow up in? think about how all these things have influences who you are today
What were your parental figures like? Strict? Lenient? Laid back?
What was your school experience like?
What type of higher level education did you go through? What was that experience like?
What were the cultures like in those educational places?
As you think about the journey think about what motivated you to join the Army.
What drives your service?

Call on a couple of volunteers to share.
Think about how fortunate you are to be sitting in the seat you are now and how you can make your self relatable for your client

1

Diversity – What Does it Look Like?



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Everything on this wheel goes into your social identity. We want you to bring every part of your identity to work, your whole self.
Go through explaining the different dimensions of diversity.
All of the layers of this identity impact and influence your glasses through which you see the world
All these things go into what makes up your social identity and these often change throughout your life.
Go through your own dimensions of diversity and how that impacts you.

Take a few minutes and jot down about 5 different things/aspects you feel has a strong influence on your social identity today and how you view the world.
Pair up w/someone in the room and talk about your social identity and how it influences how you see the world.
Take volunteers to share what they learned from their partners or themselves.

Social Identity Exercise

DIVERSITY

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.

--Including, but are not limited to, characteristics such as national origin, language, race, color, disability, ethnicity, gender, age, religion, sexual orientation, gender identity, socioeconomic status, veteran status, and family structures

--It also encompasses differences among people concerning where they are from and where they have lived and their differences of thought and life experiences

1

Implicit (Unconscious) Bias

- **Implicit bias** ain's automatic, instant association oward a person or group, without
  -
  - making
  -
  -

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Stereotype – a widely held but fixed and oversimplified image or idea of a particular type of person or thin

Race (in bold) - biological, describing physical traits inherited from your parents
Ethnicity - a social group that has a common national or cultural tradition:
American Indian or Alaska Native. A person having origins in any of the original peoples of North and South America (including Central America), and who maintains tribal affiliation or community attachment.
Asian. A person having origins in any of the original peoples of the Far East, Southeast Asia, or the Indian subcontinent including, for example, Cambodia, China, India, Japan, Korea, Malaysia, Pakistan, the Philippine Islands, Thailand, and Vietnam.
Black or African American. A person having origins in any of the black racial groups of Africa. Terms such as "Haitian" or "Negro" can be used in addition to "Black or African American."
Hispanic or Latino. A person of Cuban, Mexican, Puerto Rican, South or Central American, or other Spanish culture or origin, regardless of race. The term, "Spanish origin," can be used in addition to "Hispanic or Latino."
Native Hawaiian or Other Pacific Islander. A person having origins in any of the original peoples of Hawaii, Guam, Samoa, or other Pacific Islands.
White. A person having origins in any of the original peoples of Europe, the Middle East, or North Africa.

Gender – gender roles and socialization, for example.
Height – taller people may view shorter people as weaker and more vulnerable. Shorter people may view taller people as having higher self esteem.
Weight – people may see an overweight person as lazy, for example. They may see a thin person as having an eating disorder or caring too much about their appearance.
Sexual orientation – people may make assumptions about someone's religion, health, and think they get special privileges when in fact they are often bullied and discriminated against (housing, health care, employment)
Place of Birth – values, culture, social norms, community, etc.

If this discussion evokes emotional response, take note. Come back to it. Question it.

Values Inventory

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Write down 10 values you feel you live your life or view the world
How you make decisions or how you interact
Ex: family, love, career, trust, etc.
Once you wrote down your 10, pick the 5 most important of those values to you
Partner up again and discuss your values from the perspective of how they can help or hinder your connection with your client?
How your values manifest in that relationship building with your client. Do they help or hinder? Do you have any implicit biases come up?

What types of things did that discussion bring up? Any barriers?

1

The Diversity Iceberg

- There's more to a person than meets the eye - you must look below the surface to see the remaining 90%



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Have you ever had a case where halfway through you find out something about the client or case you didn't know?

The Color of Law



Office of Diversity, Equity, & Inclusion

Office of The Judge Advocate General

usarmypentagonhqda-otjagmbxjagc-diversity-inclusion@armymil

Your ODEI

- (b) (6) , Director
- Vacant, Deputy Director
- (b) (6) (b) (6) , Program Coordinator
- (b) (6) , Program Specialist

Introduction

- Creating racial hierarchy was a central tenet in the development of our nation's legal doctrine
- These systems included mass incarceration; housing discrimination; voting suppression; public education; and legal education
- Although strides are being made, our current legal systems continue to maintain racial hierarchy while using less explicit language of discrimination
- Understanding pervasive structural inequality and persistent racism, and the law's role in perpetuating these conditions is essential to lawyer competency
- Established law plays a huge role in limiting the possibility of achieving true equality and the elimination of racial hierarchies
- Each of us play a role in identifying and dismantling them in our existing contemporary legal systems

Summary of Comments on PowerPoint Presentation

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Sources:
https://us-east-1-02880055-inspect.menlosecurity.com/safeview-fileserv/tc_download/1166cb0c53556fa033d004c3b2fbc1ea2d30bb0e42048918fed46233f2d4b3ab/?&cid=N23701302847F_&rid=560164bbddc5c650e1984764ba4ce3f9&file_url=https%3A%2F%2Fdigitalcommons.nyls.edu%2Fcgi%2Fviewcontent.cgi%3Farticle%3D2146%26context%3Dnyls_law_review&type=original
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Race Defined

- Race is a social construct used to group people
- Race was constructed as a hierarchal human-grouping system, generating racial classifications to identify, distinguish and marginalize some groups across nations, regions and the world
- Race divides human populations into groups often based on physical appearance, social factors and cultural backgrounds
- The concept of race is separate from the concept of Hispanic origin; People who identify their origin as Hispanic, Latino, or Spanish may be of any race

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National Human Genome Research Institute: https://www.genome.gov/genetics-glossary/Race

1

Racism and Discrimination

- Racism – a form of prejudice that assumes that the members of racial categories have distinctive [physical] characteristics and that these differences result in some racial groups being inferior to others
- Discrimination – the differential treatment of the members of different ethnic, religious, national, or other groups
  - Discrimination is usually the behavioral manifestation of prejudice and therefore involves negative, hostile, and injurious treatment of members of rejected groups"

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American Psychological Association: https://wwwapaorg/topics/racism-bias-discrimination

Historical Context

- 1641 – Massachusetts authorized slavery with legislation
- 1662 - Virginia determined birthright of African Americans based on the status of the mother rather than the father
- 1680 – Virginia enacted the first major slave codes
- 1705 – Virginia relegated slaves, Native Americans, and “mulattos” to the status of property
- 1820 – Missouri Compromise created rules for the expansion of slavery into western territories and prohibited slavery north of the 36° 30′ latitude except in Missouri
- 1850 – *Roberts v City of Boston* (Massachusetts) found no constitutional impediment to segregated schools
- 1854 – Kansas-Nebraska Act repealed the Missouri Compromise, allowing slavery in the northern territories

Historical Context, cont.

- 1857 – *Dred Scott v Sanford* (Missouri) declared that all blacks—slaves as well as free—were not and could never become citizens of the United States
- 1873 – *Slaughterhouse Cases* limited the Constitutional significance of the 14th Amendment's privileges and immunities clause by interpreting the clause as only protecting rights of national citizenship from actions of state government
- 1883 – Civil Rights Cases heard by the US Supreme Court declared parts of the 1875 Civil Rights Act unconstitutional, including the prohibition of racial discrimination in inns, public conveyances, and places of public amusement
- 1896 – *Plessy v Ferguson* (Louisiana) upheld the constitutionality of a Louisiana statute that required railroads to provide "equal but separate accommodations for the white and colored races"

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Source: https://wwwlocgov/exhibits/civil-rights-act/legal-events-timelinehtml

Slave Codes (1685-1865)

- Slave Codes - Series of laws limiting legal rights of slaves
  - Included establishment of slave patrols, limitations on freedom of movement, anti-literacy regulations, restrictions on commerce, and punishments for other infractions
- Fugitive Slave Law of 1793 - Guaranteed rights of slaveholders to retrieve escaped slaves
- Black Codes - series of laws passed by Southern state legislatures restricting the political franchise and economic opportunity of free Blacks, with heavy legal penalties for vagrancy and restrictive employment contracts
  - States limited the type of property African Americans could own
  - States punished anyone who offered African Americans who were already under contract higher wages
  - Apprenticeship laws forced African American minors and orphans into unpaid labor for white planters
- Precursor to Jim Crow

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SOURCE: https://wwwhistorycom/topics/black-history/black-codes#passage-of-the-black-codes

1

Jim Crow (1877-1964)

- Jim Crow Laws – a collection of state and local statues that legalized segregation
- Upheld in 1896 in the case of Plessy vs Ferguson, in which the Supreme Court laid out its "separate but equal" legal doctrine concerning facilities for Black Americans
  - In Alabama, it was illegal for Blacks and Whites to dine in the same restaurant unless they were "effectually separated by a solid partition extending from the floor upward to a distance of seven feet or higher, and unless a separate entrance from the street is provided for each compartment"
  - In Maryland, *"All marriages between a white person and a negro, or between a white person and a person of negro descent, to the third generation, inclusive, or between a white person and a member of the Malay race; or between the negro and a member of the Malay race; or between a person of Negro descent, to the third generation, inclusive, and a member of the Malay race, are forever prohibited, and shall be void Maryland"*
  - In North Carolina, *"the white and colored militia shall be separately enrolled, and shall never be compelled to serve in the same organization. No organization of colored troops shall be permitted where white troops are available, and while white permitted to be organized, colored troops shall be under the command of white officers"*

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Number: 1 Author: Presenter Notes Subject: Presentation Notes Date: 2/3/2025 9:46:21 AM

SOURCES: https://wwwferrisedu/HTMLS/news/jimcrow/links/misclink/exampleshtm

Inequity Across Systems

- Systemic racism - a form of racism that is pervasively and deeply embedded in systems, laws, written or unwritten policies, and entrenched practices and beliefs that produce, condone, and perpetuate widespread unfair treatment and oppression of people of color
- Every institution in the United States in some way produces, condones, or operates within the confines of these very laws, policies, and practices that further racial inequality

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Racism is not always conscious, explicit, or readily visible—often it is systemic or structural

SOURCE: https://wwwhealthaffairsorg/doi/101377/hlthaff202101394

1

Healthcare

- In 2005, the National Academy of Medicine (NAM)—released a report documenting that the poverty in which Black people disproportionately live cannot account for the fact that Black people are sicker and have shorter life spans than their White complements
  - In most states, Black Americans are more likely than White Americans to die earlier in life from conditions that are treatable with timely access to high quality healthcare
- In 2019, 58% of American workers were covered by employer-sponsored health insurance: 66% of Whites, 47% of Blacks, 43% of Latinos, and 37% of American Indian and Alaskan Natives
- Those without employer-sponsored health insurance are often uninsured, with Black and Latinos approximately 15 and 25 times more likely to be uninsured than Whites
  - White Americans are less likely than other racial and ethnic groups to face cost-related barriers in healthcare

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There has been various studies that supports NAM's findings by documenting that providers are less likely to deliver effective treatments to people of color when compared to their white counterparts—even after controlling for characteristics like class, health behaviors, comorbidities, and access to health insurance and health care services

In one study of 400 hospitals in the United States showed:

That black patients with heart disease received older, cheaper, and more conservative treatments than their white counterparts

Black patients were less likely to receive coronary bypass operations and angiography

After a surgery, Black patients are discharged earlier from the hospital than white patients—at a stage when discharge is inappropriate

Black women dies 3x more often giving childbirth than white women

Sources:

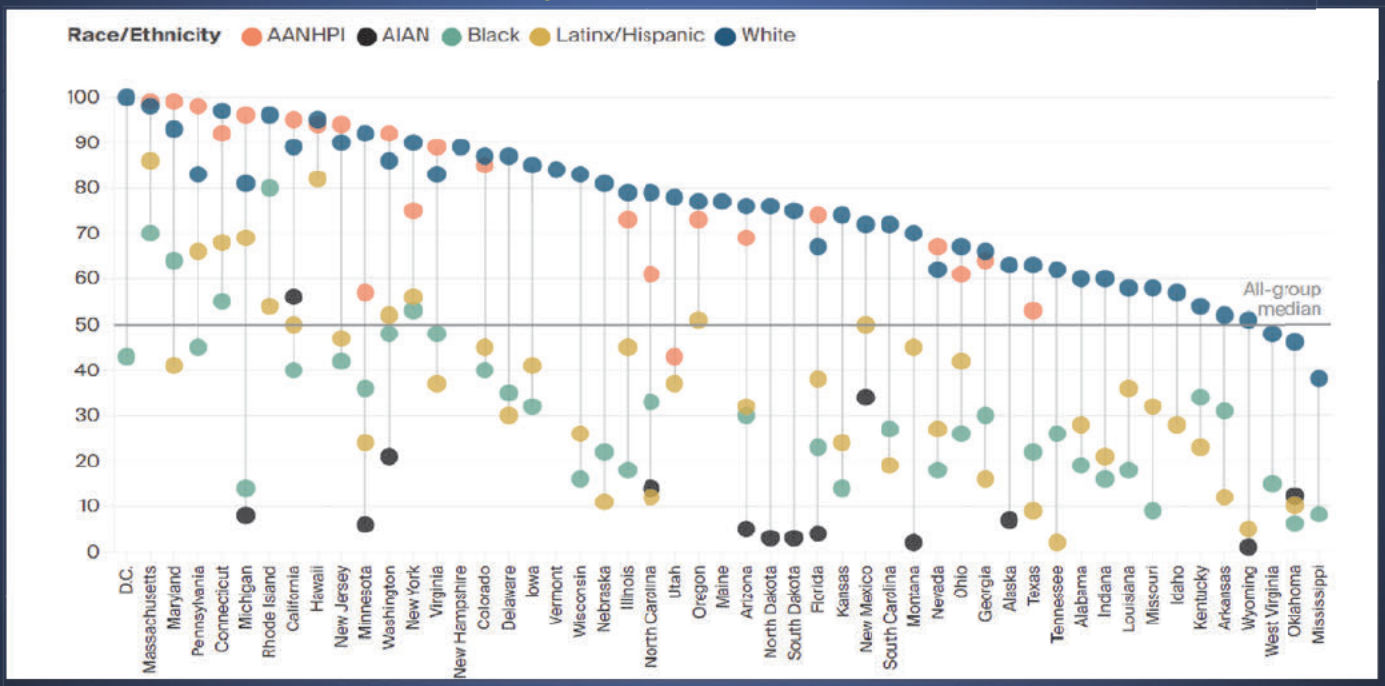
https://wwwamericanbarorg/groups/crsj/publications/human_rights_magazine_home/the-state-of-healthcare-in-the-united-states/racial-disparities-in-health-care/

https://wwwcommonwealthfundorg/publications/scorecard/2021/nov/achieving-racial-ethnic-equity-us-health-care-state-performance

https://wwwhealthaffairsorg/doi/101377/hlthaff202101466

Healthcare, cont.

Health System Performance Scores



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Number: 1 Author: Presenter Notes Subject: Presentation Notes Date: 2/3/2025 9:46:22 AM

Source: https://wwwamericanbarorg/groups/crsj/publications/human_rights_magazine_home/the-state-of-healthcare-in-the-united-states/racial-disparities-in-health-care/

There has been various studies that supports NAM's findings by documenting that providers are less likely to deliver effective treatments to people of color when compared to their white counterparts—even after controlling for characteristics like class, health behaviors, comorbidities, and access to health insurance and health care services

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After a surgery, Black patients are discharged earlier from the hospital than white patients—at a stage when discharge is inappropriate

1

Education

- A study conducted by Rucker Johnson in 2015 found that on average children were in desegregated schools for 5 years, and each additional year that a black child was exposed to education in a desegregated school increased the probability of graduating by between 13% and 29%
  - For black men, spending time in desegregated schools as a child also reduced the probability of them spending time in jail by the age thirty by 147%
  - Black men's annual earnings increased by roughly 5%, and their wages by 29%
  - Black male adults' probability of poverty decreased by between 16 and 19 percentage points
- A study conducted in 2016 by Dr. Seth Gershenson found that when both White and Black teachers evaluate the same student, "*White teachers are 12% less likely to predict the student will finish high school, and 30% less likely to predict the student will graduate from college* (Economics of Education Review 2016)."
- Dr. Kent Harber at Rutgers found that, "*When White teachers give feedback on a poorly written essay, they are more critical if they think the author was a White student rather than a Black one* (Journal of Educational Psychology, 2012)."
- According to the Department of Education National Civil Rights data, Black students, boys, and students with disabilities were disproportionately disciplined in K-12 public schools
  - 15% of public-school students were Black, but approximately 39% of students suspended from school were Black

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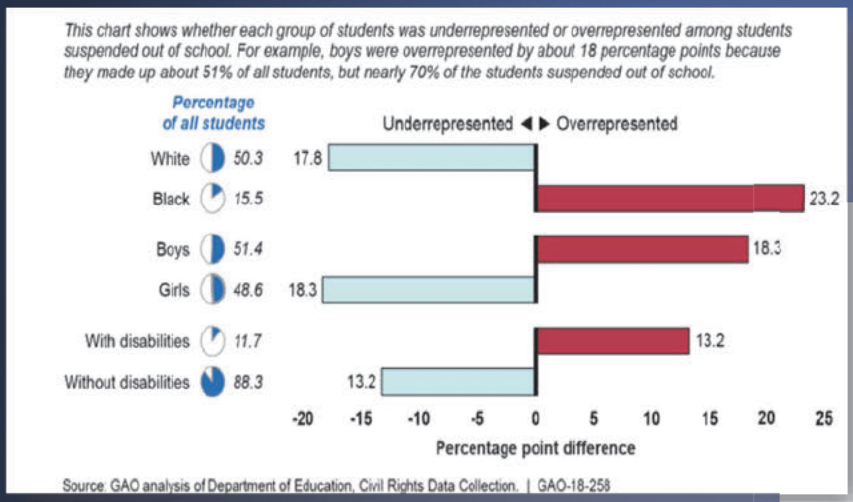
Much of the racial inequity and disparity we see in schooling today, can be attributed to the racist and discriminatory practices that plagued the United States pre Jim Crow and post Jim Crow
After the court ordered desegregation of schools in the 1960s, the US saw a significant improvement in the adult attainment of Black Americans born between 1950 and 1975
Rucker analyzes data on over 4000 children born between 1950 and 1975 in his study

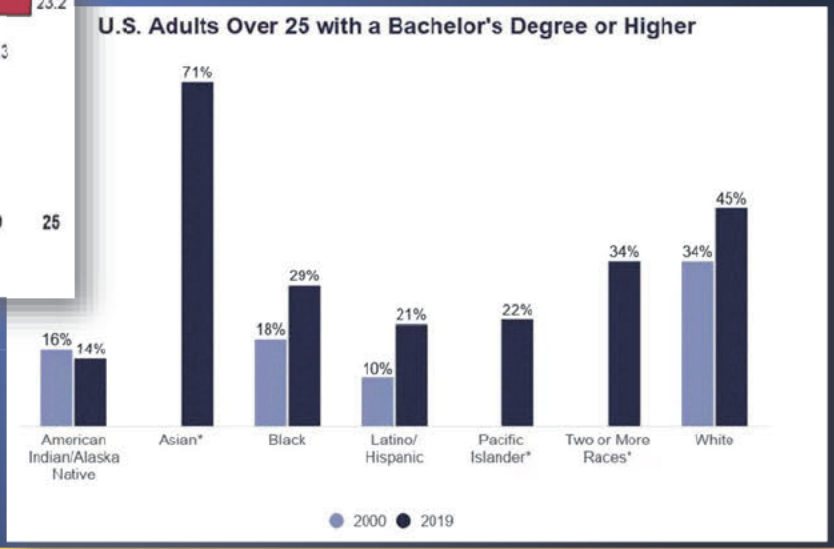
In today's society, there is still great disparity in funding and resources given to schools with predominately black and brown students, however, many scholars are now attributing the racial attitudes, stereotypes, and perception of minorities through media and society to better understand its impact on minority students
Sean Nicholson-Crotty, PhD, at Indiana University, and colleagues found black students were 54% less likely than white students to be recommended for gifted-education programs
Black students were three times more likely to be referred for the programs if their teacher was black rather than white
Dr Kent Harber studied white middle-school and high-school teachers in mostly white, upper-middle-class districts and more diverse, working-class districts in the northeastern United States He

Sources:
National Bureau of Economic Research: https://wwwnberorg/digest/may11/long-term-effects-school-desegregation-and-school-quality
American Psychological Association: https://wwwapaorg/monitor/2016/11/cover-inequality-school
Dr Seth Gershenson: https://wwwsciencedirectcom/science/article/abs/pii/S0272775715300959
Dr Kent Harber: https://psycnetapaorg/record/2012-10763-001

1

Education, cont.





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Number: 1 Author: Presenter Notes Subject: Presentation Notes Date: 2/3/2025 9:46:23 AM

SOURCES:
US Government Accountability Office - https://www.gao.gov/blog/racial-disparities-education-and-role-government
Education Data Initiative - https://educationdata.org/education-attainment-statistics

Socioeconomic

- Socioeconomic factors include occupation, education, income, wealth, and where someone lives
  - The median household income for Black families in the US in 2020 was $45,870; for a White family, the median income was $74,912
  - Between 2019 and 2020, the poverty rate was as follows: Non-Hispanic Whites (8.2%), Hispanics (17.0%), Blacks (19.5%), and Asians (8.1%)
  - There has only been 19 Black Fortune 500 CEOs since the inception of the list in May 1955; there are 6 on the 2022 list—a "record number"
  - In 2020, 58% of employed Asians worked in management, professional, and related occupations, compared with 43% Whites, 35% Blacks, and 26% Hispanics

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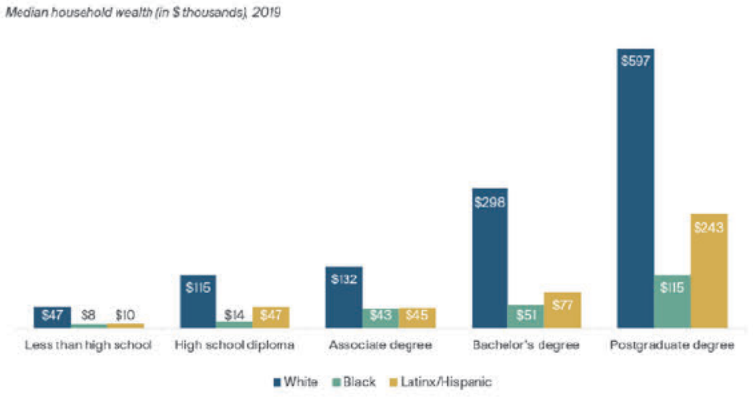
Management and professional related occupations are the highest paying major occupational category

Sources:
https://www.census.gov/library/publications/2021/demo/p60-273.html#:~:text=The%20official%20poverty%20rate%20in,from%2010.5%20percent%20in%202019.
US Bureau of Labor Statistics - https://www.bls.gov/opub/reports/race-and-ethnicity/2020/#:~:text=By%20race%2C%20Whites%20made%20up,less%20than%20half%20a%20percent

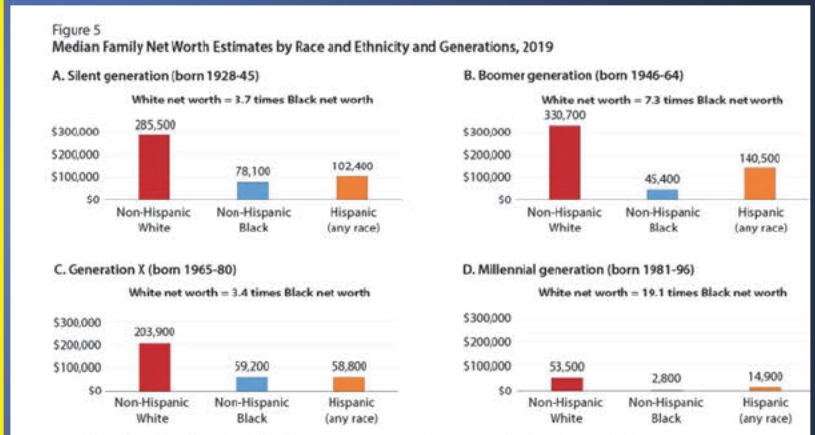
1

Socioeconomic, cont.

Median Household Wealth (2019)



Generational Wealth



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Sources:
https://www.commonwealthfund.org/publications/2021/jun/inequities-health-care-black-latinx-hispanic-communities-23-charts?gclid=EAIaIQobChMIup7l_b64_QIVzv_jBx0aFg-4EAAYASABEgLwpvD_BwE

https://www.usatoday.com/in-depth/news/2020/06/18/12-charts-racial-disparities-persist-across-wealth-health-and-beyond/3201129001/
https://researchstlouisfed.org/publications/page1-econ/2022/03/01/examining-racial-wealth-inequality

Criminal Justice

- The *Anti-Drug Abuse Act of 1986* included a provision that created the sentencing disparity between federal penalties for possession of crack cocaine and powder cocaine at 100:1. In 2010, the sentencing disparity was reduced to 18:1.
- Black Americans make up 13.4% of the population, but make up:
  - 22% of fatal police shootings
  - 47% of wrongful conviction exonerations
  - 35% of individuals executed by the death penalty
- Black Americans are incarcerated in state prisons at nearly 5x the rate of White Americans
- Nationally, 1 in 81 Black adults in the US is serving time in state prison

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Number: 1 Author: Presenter Notes Subject: Presentation Notes Date: 2/3/2025 9:46:23 AM

SOURCES:
https://www.americanbar.org/groups/young_lawyers/publications/after-the-bar/public-service/racial-disparities-criminal-justice-how-lawyers-can-help/
https://www.sentencingproject.org/reports/the-color-of-justice-racial-and-ethnic-disparity-in-state-prisons-the-sentencing-project/

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Criminal Justice, cont.

Prison Incarceration Rates 2020

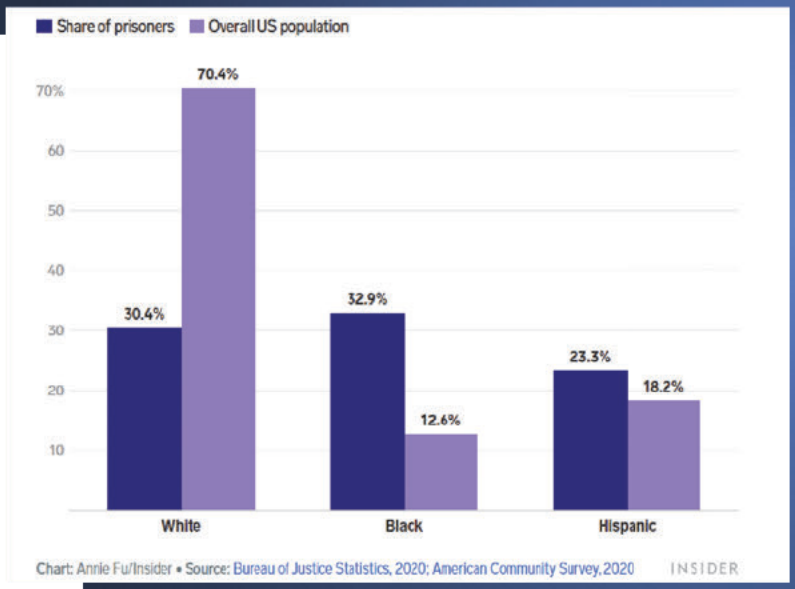
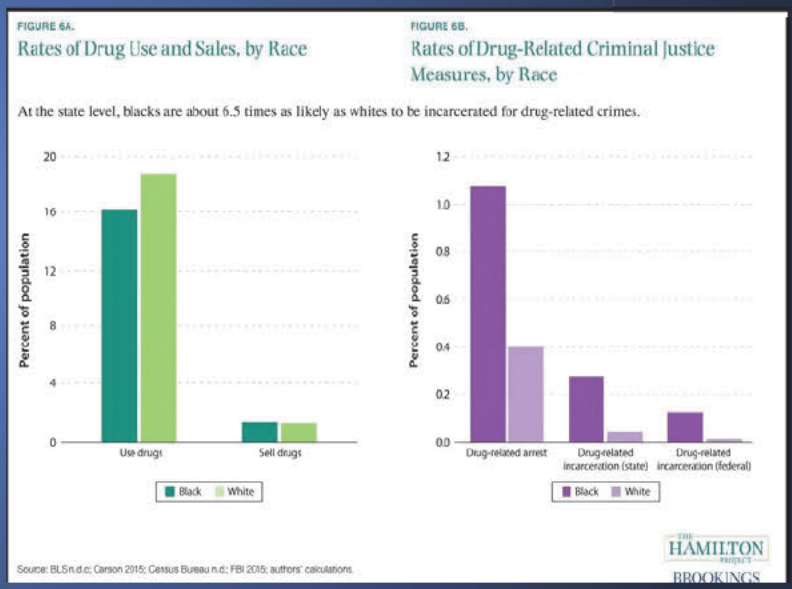


Chart: Annie Fu/Insider • Source: Bureau of Justice Statistics, 2020; American Community Survey, 2020 INSIDER

Drug Use & Incarceration



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Number: 1 Author: Presenter Notes Subject: Presentation Notes Date: 2/3/2025 9:46:24 AM

According to the FBI, the top arrest offense in the United States has historically been Drug Abuse

Sources:
https://www.prisonpolicy.org/blog/2022/05/19/updated_charts/
https://www.hamiltonproject.org/charts/rates_of_drug_use_and_sales_by_race_rates_of_drug_related_criminal_justice
https://www.aclu.org/issues/criminal-law-reform/drug-law-reform/fair-sentencing-act
https://www.businessinsider.com/us-systemic-racism-in-charts-graphs-data-2020-6#black-prisoners-are-overrepresented-in-the-us-prison-population-compared-to-their-share-of-the-total-us-population-20
https://bjsojp.gov/drugs-and-crime-facts/enforcement#arrests

Legal Protections

Legal Protection in Housing

- The federal Fair Housing Act prohibits discrimination in housing and lending
- The federal Equal Credit Opportunity Act also provides protections from discrimination in lending
- Both statutes explicitly prohibit discrimination on the basis of race, color, or national origin
- State and local civil/human rights laws typically prohibit discrimination in housing and housing-related services

Number: 1 Author: Presenter Notes Subject: Presentation Notes Date: 2/3/2025 9:46:24 AM

SOURCES:

American Civil Liberties Union: https://www.aclu.org/know-your-rights/discrimination-on-the-basis-of-race-ethnicity-or-national-origin

Legal Protections, cont.

Legal Protections in Schools & Colleges

- Under Title VI of the Civil Rights Act, discrimination based on race, color, or national origin in programs or activities receiving federal financial assistance is prohibited
- This includes schools and colleges that receive funding from the US Department of Education (Note: some private schools do not receive any federal funding, so Title VI protections do not apply to them)
- itution must respond to ation or harassment on the y, or national origin that deny take part in and benefit from onal programs and activities

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Number: 1 Author: Presenter Notes Subject: Presentation Notes Date: 2/3/2025 9:46:24 AM

SOURCES:

American Civil Liberties Union: https://www.aclu.org/know-your-rights/discrimination-on-the-basis-of-race-ethnicity-or-national-origin

Questions to Consider

- What systemic constructs should we rethink?
- What systemic barriers might exist for employees to reach their full potential in our organization?
- Who was this organization designed to fit?
- Do our processes and procedures have a disparate effect/impact on some?

1

In Conclusion

- America's legal system has long provided an infrastructure for inequality between white and Black Americans
- Overcrowded housing, insecure employment, lower income, poor health care, as well as racially-biased criminal justice, characterize communities of color and are related to the role of law in our sordid history of race relations
- Recent developments in our legal system, as well as its past history, continue racial inequality just as racial inequality continues to shape our legal system
- Better understanding of the separate but interrelated mechanisms perpetuating racial inequality in American society will enrich our efforts to change the direction of our history

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Number: 1 Author: Presenter Notes Subject: Presentation Notes Date: 2/3/2025 9:46:25 AM

SOURCES

https://us-east-1-02880055-inspect.menlosecurity.com/safeview-fileserv/tc_download/1166cb0c53556fa033d004c3b2fbc1ea2d30bb0e42048918fed46233f2d4b3ab/?&cid=N23701302847F_&rid=560164bbddc5c650e1984764ba4ce3f9&file_url=https%3A%2F%2Fdigitalcommons.nyls.edu%2Fcgi%2Fviewcontent.cgi%3Farticle%3D2146%26context%3Dnyls_law_review&type=original

https://us-east-1-02880055-inspect.menlosecurity.com/safeview-fileserv/tc_download/caf6d7980271864fdac94a8770730768ae63732b36469c91f7bfd5ab9a7fb077/?&cid=N23701302847F_&rid=560164bbddc5c650e1984764ba4ce3f9&file_url=https%3A%2F%2Flaw.rwu.edu%2Fsites%2Flaw%2Ffiles%2Fdownloads%2Fdiversity%2FRace_Model_Syllabus_.pdf&type=original

Affinity Mentorship Groups

OPEN TO EVERYONE

- JAGC Hispanic Mentorship Group:
  - hmgjagc@gmailcom
  - https://wwwfacebookcom/jagchispanicmentorship3
- Buffalo JAGs Mentorship Group
  - buffalojagsmentorshipgroup@gmailcom
  - https://wwwfacebookcom/groups/bjagsmentorshipgroup
- JAGC Asian-Pacific American Network:
  - Jagcapan@gmailcom
  - wwwfacebookcom/groups/jagcapan/
- JAGC Pride Network:
  - jagcpridenetwork@gmailcom
  - https://wwwfacebookcom/groups/jagpride
- Athena's Council Mentorship Group:
  - athenascouncil1775@gmailcom
  - https://wwwfacebookcom/groups/256231586565092











Keep up with ODEI & the Council

JAGCNet

https://wwwjagcnet2armymil/Sites/DivIncnsf

MilSuite

https://wwwmilsuitemil/book/community/spaces/armyjag/office-of-diversity-equity-inclusion

QUESTIONS?

The Origin of Diversity

The first modern equal employment legislation was introduced in Congress in 1943. In 1948, President Truman signed Executive Order 9981 to desegregate the armed services which some scholars cite as the first diversity initiative in the workplace. The Executive Order 9981 required equality of treatment and opportunity in the armed services, however it did not expressly forbid segregation. As a result of this order, by 1953, 95% of African American Army soldiers were serving in integrated units.

In the 1960's, social and political changes resulted in the passage of civil rights legislation that prohibited discrimination on the basis of race, color, religion, sex, national origin, and later on, age. For example. the legislative history of Title VII reflected a concern that a particular racial or ethnic composition of employees in the workforce should not be mandated. People that opposed Title VII feared that the Act could be interpreted to require employers with a racially imbalanced workforce to grant preferential treatment to racial minorities.

In 1987 the secretary of labor, William Brock commissioned a study of economic and demographic trends that became the landmark book Workforce 2000 – Work and Workers in the Twenty First Century. Workforce 2000 highlighted five demographic factors that would impact the U.S. labor market and the motivation for diversity initiatives in the workplace:

1. The population and the workforce will grow more slowly than at any time since the 1930s.
2. The average age of the population and the workforce will rise, and the pool of young workers entering the labor market will shrink.
3. More women will enter the workforce.
4. Minorities will be a larger share of the new entrants into the labor force.
5. Legal and illegal immigrants will represent the largest share of the increase in the population and the workforce since World War I.

To some citizens, the trends suggested that diversifying the workforce was an important economically if companies were to remain competitive and able to attract workers, and were able to create a diversity industry. As a result of these trends, companies began focusing their efforts on creating the "business case" for their diversity efforts. Companies sought to measure diversity in terms of turnover, retention, productivity, succession planning, public image, revenue/market share and even stock value. Diversity initiatives were broadened dramatically to include flexible schedules, emergency daycare, flexibility in dress requirements, non-standard career paths, phased retirement and domestic partner benefits.

Diversity and Affirmative Action

Diversity is often referred to interchangeably with affirmative action. Due to this diversity often suffers from some of the same negative perceptions as affirmative action has. While affirmative action and diversity seek to address imbalances in the workforce, the concepts differ. First, affirmative action is often imposed on an organization involuntarily. Diversity, is a voluntary and deliberate undertaking meant to provide specific, tangible business benefits, with the change in the racial or gender composition of the workforce. Second, the focus of affirmative action is on the hiring process, while hiring is but one of several processes and aspects of the business to which diversity is applied. Finally, affirmative action is limited to race or gender issues, while most progressive diversity initiatives are "inclusive of all group identities."

The history of diversity in the workplace is by definition the story of how the concept of inclusion finally worked its way into our national narrative. When you have equality in the workforce, it creates a domino effect of change across the socioeconomic system.

Long story short: the face of the American workforce has changed dramatically over the past century (and there's still a ways to go). Major milestones include:

- In **1948**, President Truman officially desegregated the armed forces with **Executive Order 9981**, which made discrimination based on "race, color, religion or natural origin" illegal for all members of the armed services.
- The **Civil Rights Act** of **1964** dealt a crucial blow to discrimination in the workforce by making it illegal for any business, private or public, to practice discriminatory hiring (and firing) practices.
- More than forty years later, with the tech boom in full swing, journalists at the San Jose Mercury News and CNN Money began investigations into the **workforce diversity at the Silicon Valley tech giants**. Half the companies under investigation were able to block the release of the data from the U.S. Department of Labor, claiming that the data fell under the realm of "trade secret" and that releasing it would cause "competitive harm."

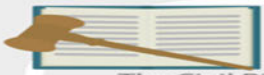
A BRIEF HISTORY OF DIVERSITY IN THE WORKFORCE

1948

"Sir, yes, sir!"

President Truman desegregates armed services with Executive Order 9981.





Civil Rights Act

1964

The Civil Rights Act outlaws hiring practices that discriminated based on race, color, religion, sex, or national origin.



Workforce 2000

1987

Secretary of Labor William Brock commissions Workforce 2000, and the "diversity industry" is born.



Investigation Begins

2008 - 2013

In 2008, San Jose Mercury News began investigating the 15 largest tech companies in Silicon Valley. They filed a Freedom of Information to access their diversity stats, and CNN Money soon followed suit. Half the companies were able to block the release of the data and only 3 voluntarily released stats.



Pinterest

2013

reveals that only 12% of their engineers are female.

Google

2014

releases its first diversity report, becoming the first major tech company to do so.

Google

Google

NOW



74%

of companies claim to practice diversity hiring

18.75%

of software engineers are women.



7%

of STEM workers are African American and Hispanic, despite making up 28% of the population.

Transparency is a great first step — but it's still only the first step.

SOURCES :

http://www.texasbarcle.com/materials/events/6369/4079_01.pdf
http://www.gpoaccess.gov/doc.php?path=/maps&doc=97&page=transcript
https://googleblog.blogspot.com/2014/05/getting-to-work-on-diversity-at-google.html
http://www.cnn.com/2013/05/31/tech/innovation/silicon-valley-diversity/
http://www.mercurynews.com/ci_23817070/google-pinterest-yahoo-reach-glass-ceiling-again
http://www.chicagobusiness.com/article/20140805/BLOGS02/140809910/jesse-jackson-lux-silicon-valleys-number
http://www.fastcompany.com/3037720/innovation-agents/inside-the-movement-thats-trying-to-solve-silicon-valleys-diversity-problem

In schools, places of employment, and associations like the AHA, "diversity" has become a shorthand for ensuring that participation adequately reflects the heterogeneous makeup of our society, especially with regard to race and gender. The AHA has numerous rules to ensure that committees and program sessions at the annual meeting adequately reflect diversity thus defined. It is a truism, moreover, that today's scholarship takes much more cognizance than in the past of the diversity of the historical experience.

Diversity and inclusion must be seen as two separate concepts that work in tandem to enhance an organization. Diversity is not only the physical differences like race and gender, but also differing personality types and educational backgrounds. Once diversity is reflected in an organization, the idea of inclusion must come into play. Inclusion means empowering all individuals of the company's diverse ecosystem to use their voice, as well as offering a seat at the table. It goes beyond obligation. It's real encouragement and celebration of different thought perspectives.

During World War II, when there was an acute shortage in the workforce with men being on the military forefront, it opened up avenues for the entry of women into the labor spectrum at large. However, opportunities for women declined rapidly in the decades that followed.

The first government action that addressed diversity was President Truman's Executive Order 9981, which opened corridors for cultural and ethnic diversity efforts across multiple sectors and industries. Since then, diversity initiatives have evolved with various movements paving the way for women into top management roles. Through the transformation of recruitment practices, the barriers of racism and sexism were weakened in an effort by some to deliver true meritocracy, which holds every individual to the same standards. However, this journey is not over by any means.

Diversity, equity, inclusion and belonging (DEIB) efforts, though disparate, have increasingly become woven into organizational policies and practices to reflect the composition of society. A 2018 Gallup report describes diversity as representing "the full spectrum of human demographic differences," which includes gender, sexual orientation, religious beliefs, ethnicities, socio-economic backgrounds, disability status, race and culture.

Inclusion is a nuanced approach that thrives on the cultural and environmental feeling of belonging. It is broadly the outcome of ensuring all people feel welcomed to elevate their sphere of influence in the organization. And equity is, essentially, the cognizance of every individual's uniqueness and needs by promoting justice and impartiality within the practices, processes and systematic distribution of resources.

McKinsey research has found that organizations in the top quartile for workforce diversity are 33% more likely to financially outperform their less diverse competition. Microsoft asserts that the advancement of accessible technology can unlock developmental opportunities for employees with disabilities. A Deloitte report describes how, after posting a record loss of AUD $2.8 billion in 2013, Australian airline Qantas embarked on a huge (and extremely successful) transformation. CEO Alan Joyce credited the company's diverse and inclusive culture with aiding it through the difficult period, calling diversity a generator of "better strategy, better risk management, better debates [and] better outcomes."

However, DEIB efforts in organizations to date have largely not delivered meaningful progress. The current pandemic-incited crisis of ill treatment toward Asian workers in the U.S., particularly those of Chinese descent, demonstrates the cracks in inclusive work environments. Asian Americans and African Americans, as well as other marginalized groups, remain vulnerable in workplace settings, an indicator that workplace inclusion must stem from an evolution of the mindset and a diverse way of seeing things.

Talent management experts and discerning employers generally agree that workplace inclusion requires a top-down approach. It is therefore imperative to advancing diverse talent that internal escalators encompass the complete spectrum of employee perspectives.

With the core business focus on learning and development, product knowledge and compliance training, and an otherwise meager budget allocated for measurable training, HR leaders tend to default to conservative and well-known practices such as diversity hiring, a mental template that provides a quick win but fails to truly disrupt the status quo. The part that is forgotten is the inclusion of the people who are hired. It is not easy to rewire the thinking process without a focus on acknowledging the issues.

This needs to change to really bring in a culture of DEIB. A sustained effort integrated with long-term research, an interrogation of an organization's history and embedding of the learnings into developing employees is essentially the mechanism of diversity, equity and inclusion.

Critical Skills Matter For DEIB Success

A meta-analysis study has found that the positive effects of diversity training were greater when training was complemented, such as when

• The training is augmented by other diversity initiatives.

• The training targets both awareness and development of behavioral and critical skills.

• The training is imparted as a series and conducted over a significant period.

In its essence, diversity equals representation, and tracking mobility in place of representation is the new frontier. However, when it comes to behavioral transformation, training is merely a scene-setter. With DEIB training programs in myriad forms — educational versus experiential, voluntary versus mandatory, inspirational versus shaming — extreme cognizance of the way the skills proximate to one another is crucial for delivering targeted employee coaching. Companies need to invest in the rewiring of human connections, trust and behaviors to generate deep insight into bridging skills and diversity gaps.

One way to invest in this is through peer coaching, which I believe is critical for any DEIB program, in order to understand the middle management conundrum. Organizations that deploy a peer coaching or reverse mentoring program for manager cohorts can actively engage in innovative thinking and breakthrough inclusive leadership. Peer coaching and self-development help identify the critical skills required for reaching the goal of organizational equity by leveraging nuances of the workforce, both in thought and action across diverse teams and cultures.

This is a challenge to the current practices associated with diversity metrics, events, training and coaching. Consequently, a culture reset, elevation of awareness and deconstruction of critical skills are paramount for delivering a shared vision and broadening the narrative of DEIB. Substantial progress

demands that leaders internalize the need for change and embrace the reshaping of behaviors. Skills matter to deliver a DEIB revolution.

"Equity: Everyone gets what they need to be successful." - Tiffany Jana & Michael Baran, ***Subtle Acts of Exclusion***

Unless you've been living under a rock, you've probably heard people talk about diversity in numerous contexts ranging from interpersonal relationships to organizational development. The bottom line is that we live in a diverse global society, and the sooner we realize the power in that, the sooner we can get to creating an equitable future. To properly face this equitable, inclusive future, we have to know where we've been, which means taking a comprehensive look at the history of the field of diversity, equity, and inclusion.

Diversity: Building a Civil Rights Education

Diversity education started in the 1960s as a way to combat the lingering racial tensions between black, brown, and white people as a result of the civil rights movement, a multiracial coalition made up of African Americans, Latinx and Chicano/a Americans, Asian Americans, and Native Americans. The hope was that diversity education would give a voice to the previously silenced America. Through integrating diversity in American vernacular and curriculum, and demonstrating the lasting importance of diversity, marginalized Americans were finally saying, "We're here, get used to it."

Offices and workplaces became the testing ground for how people would come and build together. The Equal Employment Opportunity Commission allowed for the creation of measures of success for how effectively employers changed their hiring practices to include a greater diversity of candidates. **Many companies to this day continue to release diversity data** on the composition of their workforce, which is in part reflective of the EEOC's influence on why diversity in organizations matters. In fact, **Fortune's list of top companies to work for in 2018 began to take a sharper focus on diversity data** as a leading indicator of what companies can do to land a top spot on the coveted list. The B Corp Movement has embraced a similar **Inclusive Economy** approach. Diversity data began as a way to communicate the racial composition of companies and industries but has also expanded to gender identity, sexual orientation, political affiliation, and other identifiers.

After the installment of the Equal Employment Opportunity Commission, change still happened slowly, as change tends to do in America. But over time, it caught on, specifically with companies who saw opportunities in bringing together a diversity of experiences, thought, and perspectives. Diversity offered companies the opportunity to amplify new voices in management, innovate new products, and ultimately, raise their bottom line. **It's not always the most altruistic reasoning** - but it was effective. Martin Davidson, author of ***The End of Diversity as We Know It***, argues for making diversity central to all organizational strategy, saying that, "Diversity related to work tasks—diversity of functions, expertise, or tenure—leads to better team outcomes."
Diversity was a financial slam dunk, and companies that knew how to leverage it were like Michael Jordan on the 1996 Bulls.

Diversity Metrics Fall Flat without Inclusion

Enter: Inclusion. **While many might believe that "Diversity" and "Inclusion" are the same, they are not**. Diversity is the act of creating a community comprised of people with varying backgrounds and creeds. Inclusion is finding a way of making sure that all of these people feel fully valued.
Theoretically, your company might be the most diverse in the world. Still, if the company culture is dismissive or exclusionary of the thoughts, struggles, and passions of employees from marginalized communities, the attempt at creating a diverse community might cause more harm than good. In Timothy Clark's ***The Four Stages of Psychological Safety***, he shows that Inclusion Safety, or "species-based acceptance," is indeed the first and arguably most crucial stage to creating a community in which its members feel safe and valued. We are humans, made of flesh and blood - therefore, we must accept each other. Inclusion introduces the idea that the value of humans should not be judged by what we can offer each other but rather by the idea that humans have inherent value simply by existing. It's a concept that is popular in many preschool and kindergarten classrooms, and yet the adults are the ones that seem to struggle the most with accepting differences among people.
If Diversity was a slam dunk, Inclusion was a bounce-pass. We need both working in tandem to win.

There you have it - a comprehensive understanding of Diversity & Inclusion education.

But wait, where did the Equity come from?

And has it always been there?

In recent years, Diversity and Inclusion initiatives are bolstered by the addition of the concept of "Equity." Unlike equality, which focuses on providing equal resources regardless of context, equity focuses on the process of just and fair consideration because of someone's experience or specific social position. Equality is treating everyone the same, whereas equity is about achieving the same benefits, even if it means that everyone receives different, though still just and fair, treatment. For example, when I was growing up, I wasn't a very strong student in math, so I had to take extra tutoring to get on the level of my classmates. I received extra help as a way of making sure that I was equal to other math students at my grade level. In this way, equality is the ideal result, while equity is the means by which we achieve equality.

"But Alex, we're all equal already, right? Doesn't inclusion require us to see ourselves as one and the same?" While this is a sweet and perhaps Disneyfied sentiment, it's just not the case. In truth, all humans are different. We all have components of our identities that are both seen, like race or gender identity, and hidden, like mental health, dis/ability, or sexual orientation. And whether we're willing to admit it or not, we all come from different backgrounds and hold multiple intersecting identities and biases that show up in our relationships and workplaces.

Research also shows that higher levels of diversity lead to increased conflict and misunderstanding, often because we struggle with accepting and celebrating our differences. Inclusion doesn't mean that we can just pretend those differences don't exist. It means that we can acknowledge and use these differences to create the diverse, equitable, inclusive community that we want to see in the world.
Thus we arrive at the current incarnation of this essential tool that features equal (and equitable) attention on **diversity**, **equity**, and **inclusion**. A single piece of the puzzle missing would create an incomplete picture. Diversity is the chorus of different voices in the conversation. Inclusion is uplifting, validating, and hearing each and every voice. Equity is the manner in which we amplify voices. A slam dunk is a powerful move, but if you can't nail the bounce-pass or play defense, you might find that while dunks may look great, they rarely win games alone.

Diversity Training and Education in the United States

Many organizations, communities, military sectors, and higher education institutions have been conducting some form of diversity education since the 1960s in the United States. Businesses used diversity training in the late 1980s and throughout the 90s to protect against and settle civil rights suits. Many organizations now assume that diversity education can boost productivity and innovation in an increasingly diverse work environment. The assumptions about the value of diversity training, as a result of its changing functions and uses, have evolved over the decades. [i]

Diversity education basically started as a reaction to the civil rights movement and violent demonstrations by activists determined to send a clear message to Americans of European descent that black people would no longer remain voiceless regarding their treatment as citizens. Social change in order to achieve a more stable society prevailed was the rationale for the education, which primarily focused on training to increase sensitivity towards and awareness of racial differences.

Encounter groups became a popular training method for bringing white and black Americans together for honest and emotional discussions about race relations. The military employed encounter groups in what is perhaps the largest scale diversity education experiment ever conducted. Many of the facilitators viewed the ‘encounterâ€ among racial group participating in diversity training as successful when at least one white American admitted that he or she was racist and tearful about racial discrimination and white supremacy.

Employing a black-white pair of facilitators was considered essential for exposing participants to the two race relations perspective and to model cross-racial collaboration. The facilitators were typically men, and the white facilitator was most valued if he could openly show emotions about his own journey in discovering his deep-seated racism.

Facilitators saw their work as a way to achieve equality in a world that had historically oppressed those with less social, political, and economic power. Confronting white Americans who made excuses for, or denied their racism, was common in this diversity training approach. The goal was to increase white American sensitivity to the effects of racial inequity.

White American participants tended to respond to confrontation in sensitivity training in three important ways.[ii] One group of whites became more insightful about the barriers to race relations as a result of being put on the hot seat during the encounters. Another group became more resistant to racial harmony as they fought against accepting the facilitators' label of them as racists. A third group became what the military referred to as 'fanatics. These individuals began advocating against any forms of racial injustice after the training.

H. R. Day's research on diversity training in the military indicates that the Defense Department Race Relations Institute reduced the number of training hours and curtailed the use of the 'hot seatâ€ techniques in response to negative evaluations by many participants who completed the training. Diversity training in corporations also began to change as Affirmative Action laws were being curtailed by the federal government.

While gender diversity education began to emerge during the 1970s and 1980s, diversity education in the United States expanded in the 1990s to focus on barriers to inclusion for other identity groups. Ability difference, ethnic, religious, gay, lesbian, and other worldviews began to appear in education and training.

Some diversity pioneers argue that the broader view of diversity has 'watered downâ€ the focus on race to the extent that it is no longer seriously dealt with in training. Their assumption is that focusing on prejudice towards other groups does not activate the visceral reaction needed for individuals, organizations, and the society as whole to deal with core discrimination issues.

Recent research shows that people in the United States have more negative reactions towards people who are gay or lesbian.[iii] It seems that many Americans share an anti-gay and lesbian attitude, primarily based on religious beliefs. However, even the attitude towards gays and lesbians is becoming more positive way, as indicated by the success of the movie Brokeback Mountain about two cowboy lovers, and the introduction of legislation that protects their rights.

Multiculturalism refers to the inclusion of the full range of identity groups in education. The goal is to take into consideration each of the diverse ways

people identify as cultural beings. This perspective has become the most widely used approach today in diversity education. The inclusion of other identity groups poses the challenges of maintaining focus on unresolved racial discrimination and effectively covering the many different identity groups.

The current focus on white privilege training in one sector of diversity work maintains a place for racism in diversity education. White privilege education involves challenging white people to consider the benefits they reap individually as a member of the racial group with the most social, political, and economic power.

While white privilege, multiculturalism, and racism work are very important individually and collectively, diversity professionals must keep in mind that organizations vary in diversity education needs. Determining how to meet these needs requires the trainer to possess critical thinking skills and an ability to facilitate issues outside of her or his cultural experience. The capable diversity professional has the ability to determine when race education is the suitable intervention, when gender orientation is called for when addressing homophobia is necessary, etc.

Discussions about gender differences, sexual orientation, Native American identity, Latino empowerment, white privilege, etc. provide a rich context for understanding the complexity of American diversity. Today's savvy diversity trainer has the expertise to take a multicultural perspective in facilitating and training, and he or she commands knowledge of the range of identity groups. Giving each identity group the attention it deserves is no small matter as a result.

The reality of global mobilization has required an even broader view of diversity work due to working with an increasingly cross-national audience. The use of the label African American, for example, is complicated by the migration of white and black Africans to the United States. An organization may have employees from the former Yugoslavia, refugees from Somalia, guest workers from India, and people with limited English-speaking skills– just to name a few modern diversity challenges. Religious diversity accompanies globalism, which is also included in modern diversity education.

It is likely that this complexity of identity group needs prompted diversity professionals like Judith Katz to focus on promoting inclusive organizations. The objective is to remove the barriers to productivity for every member of the organization with particular concern for historically excluded group members.

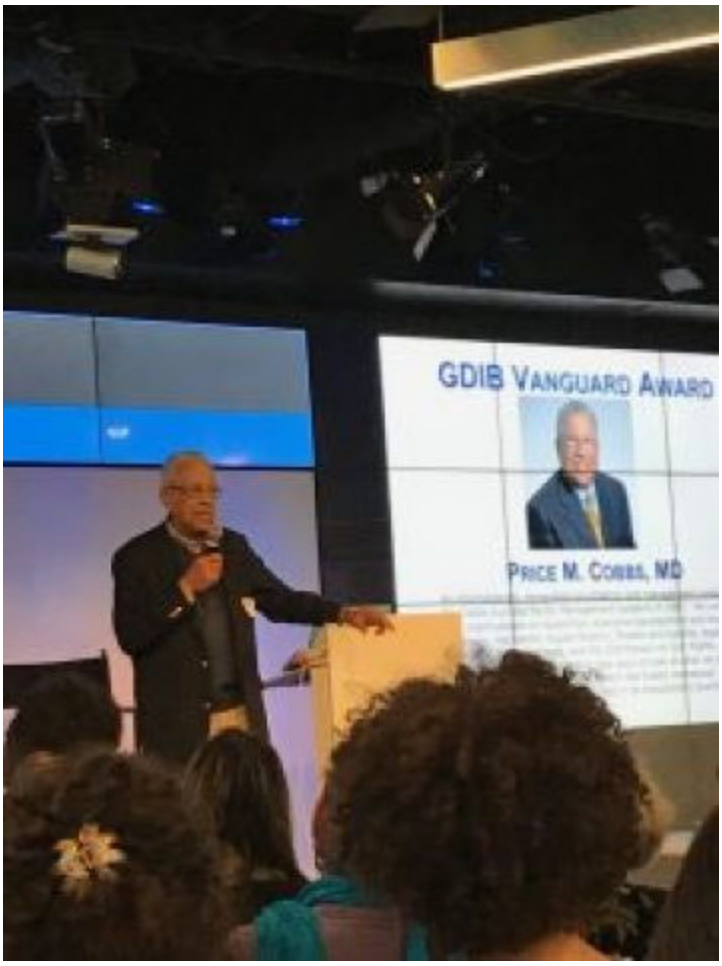
Another recent change is the emphasis on diversity education, rather than diversity training. While the use of one term versus another is regularly debated, it is a valuable exchange of ideas. From the author's perspective, the term diversity education both broadens

the view of what diversity programs within organizations are about and manages the often negative connotation diversity training activates. Perhaps more important is that the term allows us to distinguish between diversity training and other programmatic activities among diversity practices.

In addition, diversity expertise has changed over time, which partly reflects changing demands and the growth in the field's body of knowledge. A description of the profession before the rise of the chief diversity officer tells us a lot about what diversity professionals faced as consultants.

Diversity Pioneers

Diversity professionals are hired on staff in organizations that understand that diversity is capital and harnessing it in the service of productivity requires a long-term commitment. An in-house diversity professional is responsible for leading a diversity initiative within an organization. Some have the title chief diversity officer or vice president of diversity, while others are considered diversity coordinators or steering committee chairs. Regardless of what they are called, these positions are becoming increasingly prevalent in organizations. Not long ago, a human resource officer would hire a consultant or trainer to handle a diversity matter with sensitivity-awareness training as the expected the solution.



Dr. Price Cobbs 2017

Diversity pioneers laid the foundation for the emergence of today's diversity leaders. A diversity pioneer is someone who has been in the profession for more than twenty years, which includes those who have served either as an in-house or consulting professional. The in-house professionals are activists for diversity, inclusion, and fairness. It is the contributions of external consultants and trainers that is the focus of this article.

Here is a list of diversity pioneers in the United States:

- Elsie Cross
- Price Cobb
- Sybil Evans
- John Fernandez
- Lee Gardenswartz
- Lewis Griggs

- Ed Hubbard
- Judith Katz
- Frances Kendall
- Fred Miller
- Patricia Pope
- Ann Rowe
- Donna Springer
- Roosevelt Thomas

The list is based on data collected a couple of years ago by Diversity Training University International students. An editorial staff member brought to the author's attention that he began his diversity teaching and consulting career in 1986. His initial reaction was feeling intimidated by the thought of placing his name on a list with such an esteemed group of pioneers.

Few diversity pioneers had specialized training when starting out in the business. Louis Griggs, for example, is a Stanford MBA. Judith Katz had a more closely related background with a doctorate from the University of Massachusetts that focused on race relations. She also taught in the University of Oklahoma Human Relations Program for ten years prior to entering the business sector as a fulltime consultant.

The author is trained as an applied research cultural- cognitive psychologist at the University of California, San Diego. After receiving the doctorate in 1986, he taught cultural competence for nearly two decades. Each diversity pioneer had had to learn about how to navigate the landmines in diversity work while on the front lines as consultants, trainers, and educators.

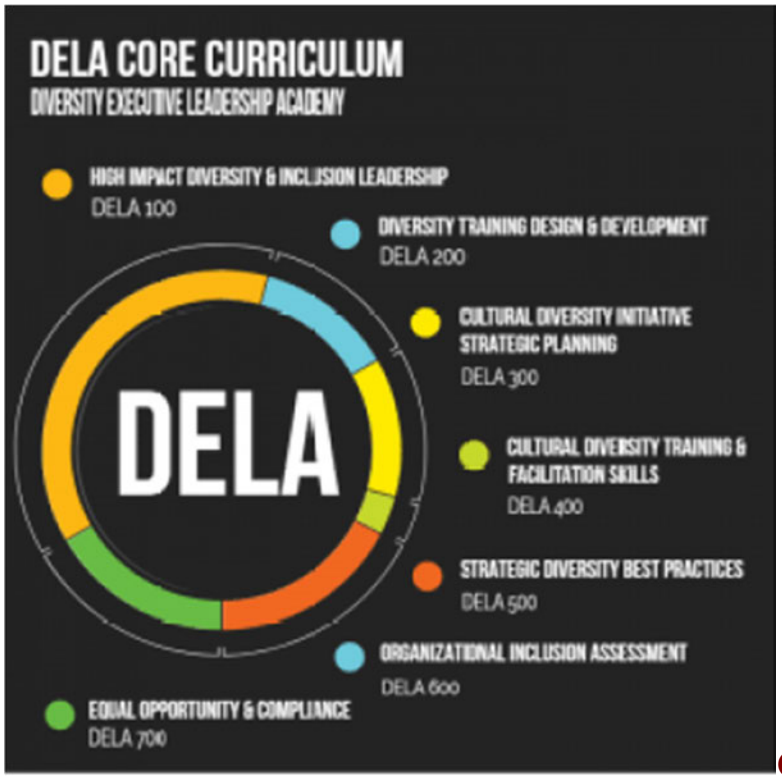
What the pioneers may have lacked in credentials specific to the diversity profession, they more than made up for with the bumps and bruises they endured in the trenches of just doing the work.

Raising the Bar

Judith Katz was a student activist for social justice in the late 1960s. Judith began her diversity profession by focusing on racism from a white American perspective. By the mid-1980s, she was working for The Kaleel Jamison Consulting Group. Affirmative action was at its height, and many companies utilized independent diversity professionals to provide

programs to help increase the numbers of African Americans and women employees. Some organizations utilized diversity training to safeguard against civil rights suits during this period of time. Much of the training 'focused primarily on black-white racial issues and sexism', according to Judith, 'with little if any attention given to, Latino, Asian, sexual orientation, age or people with disabilities.'

Judith also noticed that the business case in those days emphasized diversity as doing the right thing, rather than as a business imperative. People were expected to fit into the existing organizational culture. It was difficult at the time to effect real organizational change.



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'The major change is that diversity is now accepted as a key business driver, rather than diversity for diversity's sake.â€ This was accompanied by a shift away from the confrontational approach common in the early stages of diversity education history. According to Judith, 'for some folks, diversity was about compliance (concern about lawsuits) and for others, it was about increasing individual diversity awareness. The confrontational approach to raising individual awareness did not create systems change in the long run. Some individuals became more aware but the very systems, structures, and

processes often remained unchanged. Judith notes that many organizations still approach diversity from a compliance perspective but, more and more organizational leaders are going well beyond that. They understand that ‘if you are not leveraging diversity, you are not in the game of business today.â€

Judith is concerned about the challenges that continue to face diversity professionals as well as chief diversity officers. The following is a list of some of her concerns for in-house professionals who lead diversity initiatives:

- Diversity leaders must contend with organizational leaders who give lip service to the diversity initiative without putting their hearts and souls into it or offer it the necessary resources for success.
- As a result, diversity leaders too often shoulder the full weight of the diversity initiative.
- They can get too buried in the work to be effective.
- They are expected to partner with many different parts of the organization, which contributes to additional stress.
- They work alone and are expected to single-handedly get a very difficult job done.
- They are expected to manage a highly political role while getting their job done and legally protecting the organization.

The result is that leading the diversity initiative can be a very difficult, demanding, and lonely job from Judith’s perspective.



Judith believes that leaders of organizations need to ‘raise its bar’ for expectations in delivering results from the diversity initiative. This is the best way to support the diversity officer. A good example is to make people in the organization accountable for contributing to promoting inclusion–especially managers and supervisors. Linking bonuses and merit pay to clear diversity and inclusion metrics is seldom given serious consideration in even the top fifty diversity companies. But this obviously raises the bar of expectations and performance.

Thanks to Judith, diversity consultants and trainers have a role model. In the author’s opinion, she is one of the few who can successfully engage business leaders in serious discussions about organizational inclusion.

Valuing Diversity

Valuing diversity is a term that’s used quite a bit these days in making a case for diversity and inclusion–Thanks to Lewis Griggs. When he coined the words during the early 1980s, his clients thought it was ‘too touchy-feely.â€ It wasn’t affirmative action or equal employment opportunity language. One African American male colleague told him that the terminology was downright dangerous because white America was not ready to value people for their differences. But, fortunately for us, he had a vision.

Lewis is a European American who came to diversity work through his own individual growth experiences. Griggs says ‘While doing international training during the early 1980s, I realized that people from other countries had more knowledge about me as an American than I had about them. This meant the â€˜other’ had more power over me in our interactions. I discovered how ethnocentric I was. Griggs figured that if he was ethnocentric about people from other countries, then ‘Could I be ethnocentric here in the United States?’

Griggs continued to do groundbreaking work. He developed a series of valuing diversity videos. Then he developed one of the first online diversity training programs. Lewis created the annual diversity conference that is now run by the Society of Human Resource Management. Thanks to Lewis, increasing numbers of organizations have embraced the idea that we need to value differences.



Avoiding a Backlash

The higher education sector started offering diversity courses in the general education curricula during the 1980s. Stanford University and the

California State University at Fullerton, for example, dared to offer mandatory cultural diversity courses to fulfill general education requirements. There was considerable debate among academicians about whether or not the canon needed protection against including diversity courses.

The author found himself in the middle of the culture wars as a new assistant professor with a joint appointment in Ethnic Studies and psychology. His training made it easy to interweave cultural differences into developmental, social, and cognitive psychology courses. He also taught mandatory general education diversity courses. The primarily European American, politically conservative students were very resistant to the required courses.

Students resisted less as the courses integrated into the curricula over the years, but many continued to struggle with the material due to difficulty with accepting values and beliefs different from their own.

Recruitment of historically excluded group members, especially students of color, was the primary focus at most universities. No one would seriously listen to ideas about creating an inclusive organization before increasing the numbers of students of color. The attitude was 'let's just get as many students of color in as possible and worry about how to retain them later. Retaining and graduating these historically excluded students became major problems as the numbers of recruits increased.[iv]

The author also witnessed incredible gains in attracting students of historically excluded groups and creating an inclusive environment–only to see those gains undermined by changes in the leadership and economic climate. The lesson learned is that sustainable diversity and inclusion initiatives require an on-going commitment to remove all the barriers that can lead to reverting to old ways of doing business. Diversity and inclusion must, for example, be part of each and every new initiative that comes along in order to protect the organization from moving back to earlier inclusion stages.

As economic, political, and global changes required new ways of solving old problems, the pioneers experienced many bumps in the road. This brief history suggests that their sheer determination and commitment built an

invaluable foundation from which we all can draw meaningful lessons. This magazine is designed as a solution for building on the pioneers' foundation so that we can better manage the impact of inevitable environmental changes that impact diversity work.

Moving into the Civil Rights period of the 1960's, the next phase of striving towards diversity, equity, and inclusion was the implementation of Affirmative Action in 1961. The history of the action is summarized on the National Conference of State Legislators website, recounting that

> *"In 1961, President Kennedy was the first to use the term 'affirmative action' in an Executive Order that directed government contractors to take 'affirmative action to ensure that applicants are employed, and that employees are treated during employment, without regard to their race, creed, color, or national origin.' The Executive Order also established the President's Committee on Equal Employment Opportunity, now known as the Equal Employment Opportunity Commission (EEOC)."*

Affirmative Action still stands today and has been joined by the Age Discrimination in Employment Act of 1967 and the Americans with Disabilities Act of 1990, but much like the decisions preceding them, these acts are still hotly contested. Critics argue that the actions lower standards and may force an employer to hire candidates unfit for the job, while supporters counter that the actions succeed at allowing underrepresented applicants such as ethnic minorities, women, those over age 40, racial minorities, and those who are disabled an equal chance to compete for white collar positions instead of being weeded out at the beginning of the process due to negative biases. Regardless of the controversy, Affirmative Action was another step in laying the groundwork for future actions, codes such Title IX ("prohibits discrimination on the basis of sex in any federally funded education program or activity."), and eventually the incorporation of diversity policies and statements into modern organizations.

After the implementation of Affirmative Action and Title IX, some organizations decided to go beyond the minimum and make diversity a core aspect of their operations. Through diversity statements, organizations and businesses make it clear that they stand for the promotion of a diverse workforce and that diversity in background, skills, and life experience breeds a healthy work environment. Universities have taken the lead on this front, and UAB has incorporated these ideals in two ways. First, any group who wants to become an official club on

campus must make sure to include the UAB Nondiscrimination Clause within their constitution before being approved. Secondly, the university has created the Office of Diversity, Equity, and Inclusion to specifically promote this cause. On the office's website, a Statement on Diversity is included that reads

> *"Diversity is a defining feature of Birmingham's past, present and future. At UAB, we are committed to capitalize on what makes Birmingham and the University trailblazers in moving inclusion forward. We are invigorating conversations, fostering civic engagement, widening perspectives, stimulating innovation and connecting people. Every day, we seek ways to actively promote and recognize principles of fairness and equity, in relation to, and across, intersections of race, age, color, disability, faith, religion, ancestry, national origin, citizenship, sex, sexual orientation, social class, economic class, ethnicity, gender identity, gender expression, and all other identities represented among our diverse communities."*

These type of statements work as a positive sentiment, but it is important to note that by making an organization-wide commitment to diversity, equity, and inclusion also serves as a protection for people underrepresented in certain industies. In August, Google faced an incident that sent waves through Silicon Valley as one of their employees, James Damore, sent out an "Anti-Diversity Manifesto" to other employees across the company. In it he stated that "Differences in distributions of traits between men and women may in part explain why we don't have 50% representation of women in tech and leadership" followed by "discrimination to reach equal representation is unfair, divisive, and bad for business."

The response from those both inside and outside of Google was one of outrage and condemnation, although it should be noted that Damore did have supporters behind him and that these beliefs were not new development to the field. In the April 2017 Issue of The Atlantic, it was reported that within the tech industry most women have had to combat issues ranging from demeaning remarks to fending off repeated instances of inappropriate sexual advances. The article also referenced a number of studies reporting that women "are evaluated on their personality in a way that men are not. They are less likely to get funding from venture capitalists, who, studies also show, find pitches delivered by men—especially handsome men—more persuasive. And in a particularly cruel irony, women's contributions to open-source software are accepted more often than men's are, but only if their gender is unknown."

This put Google in a difficult situation, for if they kept Damore as an employee others would see that as condoning his points and continuing the cycle of discrimination against women, but if they fired him as a gut reaction Google would be confirming his “echo chamber” criticism of the company. However, because of Google’s proactive steps to address this type of issue should it arise, a statement rejecting the manifesto was issued by their Vice President of Diversity, Integrity & Governance, Danielle Brown.

> *“We are unequivocal in our belief that diversity and inclusion are critical to our success as a company, and we’ll continue to stand for that and be committed to it for the long haul… Part of building an open, inclusive environment means fostering a culture in which those with alternative views, including different political views, feel safe sharing their opinions. But that discourse needs to work alongside the principles of equal employment found in our Code of Conduct, policies, and anti-discrimination laws.”*

Through the embedding of diversity into their values, Google was able to swiftly respond by referencing their company policies and showing that those who disagree do so against the whole of the company’s standards and practices.

The Google incident is one of many demonstrating the importance of developing and including diversity statements and mandates within institutions and organizations. While used mainly to voice solidarity and commitment, the statements have the power to protect those who are underrepresented should a situation arise. The recent dismantling of these mandates and protections by the Department of the Interior and the Justice Department have left minority groups far more vulnerable to exclusion up through the highest levels of government; yet when viewing these decisions through the historical lens of diversity advocacy in the United States, the current blockages may only be temporary stumbling blocks on the road to further and deeper acceptance of inclusion across the nation.

Diversity, Equity, Inclusion, and Accessibility

Diversity. 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.

Equity. 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.

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; enabling workforce members to achieve their full potential in focused pursuit of organization objectives.

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.

- For the Army, Diversity isn't about reaching an exact number.
- It's about building high performing and cohesive teams.
- Its about knowing your people – from the unique attributes and characteristics that each Soldier and Civilian bring, to empowering your people as valued members of a team and using their qualities to build readiness and support the mission.

Treat All Honorably - With the Dignity they Deserve, and the Respect They Have Earned.

ACTION MEMO

ALCS-CTR-LC
11 December 2020

SUBJECT: LTC Phyllis Propp-Fowle Academic Chair on Diversity, Equity and Inclusion

1. Purpose: Establish LTC Phyllis Propp-Fowle Leadership Center Academic Chair on Diversity, Equity and Inclusion (DEI). In line with TJAG's initiatives to ensure the JAG Corps is as inclusive as it can be, education and enlightenment on the diversity of our members and our history is imperative. LTC Propp-Fowle graduated from law school in 1933, the only woman in her graduating class. In 1944 she applied to join the Judge Advocate General's Department (JAGD) but was rejected because of her gender. After applying a second time, LTC Propp-Fowle was accepted—the first female lawyer to serve as a Judge Advocate. She went on to serve as the first woman post Judge Advocate (similar to a command Judge Advocate) at Fort Des Moines. During World War II LTC Propp-Fowle was the only woman Judge Advocate to serve overseas and the first to earn a combat patch and overseas service stripes. It is only fitting that a lecture on DEI be named after LTC Propp-Fowle given the struggles she faced as a female lawyer in what was then an all-male JAGD. She remains a model for all Judge Advocates to emulate.

2. Background:

a. The Army defines diversity as the different attributes, experiences, and backgrounds of our Soldiers, Civilians and Family Members that further enhance our global capabilities and contribute to an adaptive, culturally astute Army.[1] Inclusion is defined as a process that cultivates a work environment that connects Soldiers, Civilians, and Family Members; encourages collaboration, flexibility, and fairness; and leverages diversity so that all are enabled to participate and contribute to their full potential.[2] Equity is the fair treatment, access, opportunity, choice, and advancement for all Soldiers and Civilians while striving to identify and eliminate barriers that have prevented the full participation of the total force.[3]

b. The LTC Phyllis Propp-Fowle Leadership Center Academic Chair on DEI would be held in February of each year. The annual lecture will host a prominent expert or leader in the Corps, the Army or in Academia who can provide a

[1] U.S. Dep't of Army Reg. 600-100, Army Profession and Leadership Policy page 32 (5 Apr. 2017).
[2] Id.
[3] ARMY PEOPLE STRATEGY Diversity, Equity, and Inclusion Annex page 4 (1 Sept. 2020). https://www.army.mil/e2/downloads/rv7/the_army_people_strategy_diversity_equity_and_inclusion_annex_2020_09_01_signed_final.pdf

relevant presentation on DEI. The Judge Advocate General Legal Center and School (TJAGLCS) does not currently have a lecture series that covers this topic. Further, this will be the first TJAGLCS Academic Chair with a woman honoree.

c. Ideal guest speaker candidates include: LTG (Ret) Flora Darpino (first female TJAG), MG Kenneth D. Gray (first Black Judge Advocate General Officer), BG Malinda Dunn (first active component woman JA to be promoted to BG), BG Coral Pietsch (first woman JA GO & first woman AP GO), Dr. Beverly Daniel Tatum (renowned scholar and race relations expert), and Eric H. Holder Jr. (first Black U.S. Attorney General).

3. Way Ahead:

a. Seek approval to begin a Leadership Center Academic Chair for DEI.

b. Seek approval to have LTC Propp-Fowle serve as the honoree.

c. Seek approval of potential guest speaker candidates.

(b) (6)

Train the DEIA Trainer Potential Schedule

DAY ONE

Objective: Inspire students and impress upon them how much of an impact they will have as DEIA facilitator

Inspirational video on the WIFM (Maybe a video by TJAG)

Objective: Set the tone for the class and enable students to connect with each other

Group Icebreaker

Process in Small Group

Provide DEIA Overview Slide Deck

Group Exercise on Marilyn Loden's Diversity Wheel

Objective: Each student will understand their own social identity and which aspects of it influence their perceptions of the world

DAY TWO Discuss Bias, Equity, Power, and Privilege

Objective: Ensure students understand their own biases and understand how equity, power and privilege impact the climate of the organization

DAY THREE Discuss Inclusion and Accessibility

Objective: Ensure students understand the brain science of inclusion and belonging and how it impacts engagement

Objective: Understand the barriers to an inclusive climate to include microaggressions

Objective: Understand how inclusion drives engagement and innovation

Objective: Understand requirements under ADA and also how to insure inclusivity for people with disabilities

DAY FOUR Discuss Building Inclusive Teams

Objective: Student will understand how exclusionary behavior impacts individuals and the team

(Utilize an exercise that has in and out group participants and demonstrates power dynamic)

Objective: Students will develop a list of inclusive behaviors that can be applied to the JAG Corps offices

Objective: Students will be able to identify inclusive leadership behaviors

DAY FIVE Student Presentations

Students will be required to present the DEIA overview to their small group

Each student will be required to journal throughout the week to examine their growth. On the last day they will be required to submit a paper discussing how they have grown through the week.

Other topics to consider:

Discrimination under the law

Relationship between DEIA and Equal Opportunity

Train the trainer OPT for Diversity, Equity, Inclusion, and Accessibility training

Purpose: To develop a train the trainer process/program for implementation of DEIA training across the regiment. Intent is to develop and maintain a cadre of staff trained to facilitate DEIA training.

Background: Current DEIA staff of 2 conducts monthly virtual training, instruction at all PME at TJAGLCS, prior to all boards, and upon request for units in the field. TJAGLCS instructors teach implicit bias in several courses. ODEIA and TJAGLCS agree that messaging on DEIA concepts should be consistent and OTJAG should have a unified approach towards training DEIA topics. The ODEIA office does not have the bandwidth to fulfill all requests and conduct strategic level initiatives

Things for the OPT to consider:

What DEIA training would be included?

Who will the train the trainer instructors be?

Who would be considered for training?

How would volunteers be vetted from field? What is the criteria for applicants?

Length of training and certification process

Who will be considered for certification?

Should TJAGLCS instructors be certified?

Should there be different levels of certification (Basic level for classroom instructors, vs higher level to facilitate more complex material)?

Are there other JALS personnel conducting training for the Army that would benefit from certification?

How many people do we want trained and how many classes per year? Virtual/In-person (location)

OPT members: ODEIA, LCS, [redacted]

Timeline:

February—Answer above questions and finalize OPT scope

March—Determine logistics and manpower requirements

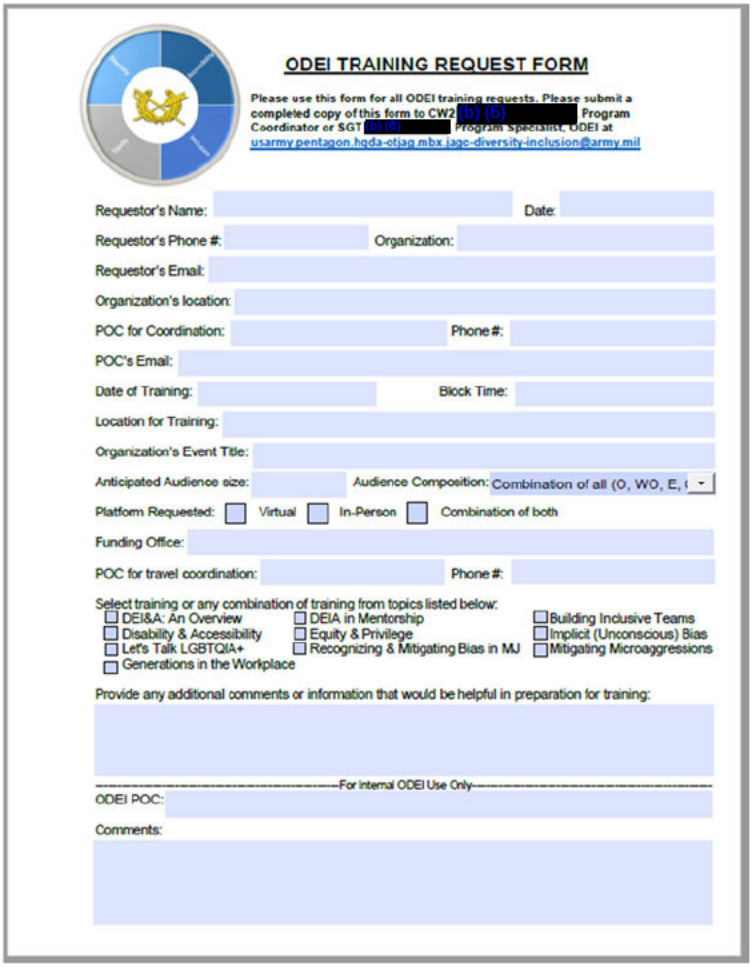
March—Develop curriculum and determine who will teach and who will receive training

April—Solicit for volunteers and select participants

May—Review curriculum, finalize logistics

June—Pilot Training and evaluate

Office of Diversity, Equity & Inclusion (ODEI)
Training Request Form



ODEI TRAINING REQUEST FORM

Please use this form for all ODEI training requests. Please submit a completed copy of this form to CW2 (b) (6) Program Coordinator or SGT (b) (6) Program Specialist, ODEI at usarmy.pentagon.hqda-otjag.mbx.jage-diversity-inclusion@army.mil

Requestor's Name: Date:

Requestor's Phone #: Organization:

Requestor's Email:

Organization's location:

POC for Coordination: Phone #:

POC's Email:

Date of Training: Block Time:

Location for Training:

Organization's Event Title:

Anticipated Audience size: Audience Composition: Combination of all (O, WO, E,

Platform Requested: ☐ Virtual ☐ In-Person ☐ Combination of both

Funding Office:

POC for travel coordination: Phone #:

Select training or any combination of training from topics listed below:

- ☐ DEI&A: An Overview
- ☐ Disability & Accessibility
- ☐ Let's Talk LGBTQIA+
- ☐ Generations in the Workplace
- ☐ DEIA in Mentorship
- ☐ Equity & Privilege
- ☐ Recognizing & Mitigating Bias in MJ
- ☐ Building Inclusive Teams
- ☐ Implicit (Unconscious) Bias
- ☐ Mitigating Microaggressions

Provide any additional comments or information that would be helpful in preparation for training:

---For Internal ODEI Use Only---

ODEI POC:

Comments:



DEI & the JAG Corps



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

Director, Office of Diversity, Equity, and Inclusion

Your ODEI

- (b) (6) (b) (6), Director
- (b) (6) (b) (6), Deputy Director
- (b) (6) (b) (6), Program Coordinator
- (b) (6)), Program Specialist

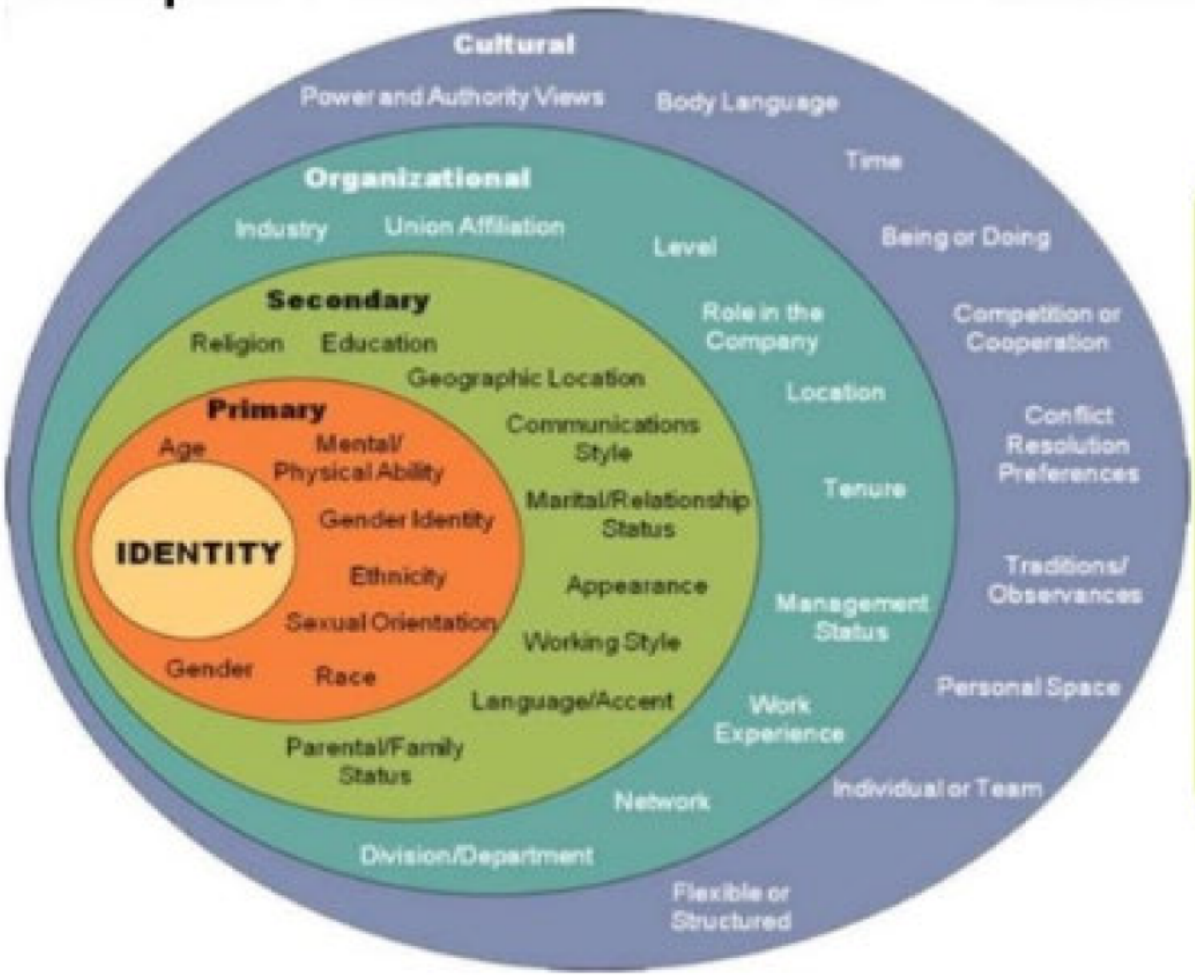
LET'S TALK ABOUT DIVERSITY

- 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.

  --Including, but are not limited to, characteristics such as national origin, language, race, color, disability, ethnicity, gender, age, religion, sexual orientation, gender identity, socioeconomic status, veteran status, and family structures

  --It also encompasses differences among people concerning where they are from and where they have lived and their differences of thought and life experiences

Multiple Dimensions of Diversity



Internal and External Dimension adapted from Marilyn Loden and Judy Rosener, ***Workforce America!*** (Business One Irwin, 1991)

From ***Diverse Teams at Work***, Gardenswartz & Rowe (2nd Edition, SHRM, 2003)

WHAT IS EQUITY?

HTTPS://WWW.YOUTUBE.COM/WATCH?V=X0N22PMDF1U

- 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

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; enabling workforce members to achieve their full potential in focused pursuit of organizational objectives.

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**
  - Includes the provision of accommodations and modifications to ensure equal access to employment
  - Includes the reduction or elimination of physical and attitudinal barriers to equitable opportunities
  - A commitment to ensuring that people with disabilities can independently access activities and spaces

MITIGATING BIAS

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Practice Constructive Uncertainty | Howard Ross clip - YouTube

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- Acknowledge and understand that our brains take short cuts that manifest in biases—they are not good or bad
- Reflect on any strong reactions you have
- Get comfortable with being uncomfortable
- Review processes and decision making for opportunities where bias can creep in
- Think about the systems you participate in and where your biases may manifest

[redacted]

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[redacted]

(1) Inclusion Starts With I. Diversity & Inclusion. Copyright Accenture - Bing video

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[redacted]

DEI&A: An Overview



Office of Diversity, Equity, Inclusion & Accessibility

Office of The Judge Advocate General

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

Your ODEIA

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

(b) (6)) , Program Manager

Introduction

Training creates a baseline for JALS personnel and creates a shared understanding of DEI&A

Agenda:

- ODEIA Initiatives
- JALS Demographics
- DEI&A defined

ODEIA Initiatives

- JALS DEI&A STRATPLAN – **to be aligned w/ Army & DoDs**
- Monthly Enterprise Virtual Training
- Train-the-Trainer DEI
- In-person and Virtual Training for Legal Organizations
- Integrating DEI&A training at all levels of JAGC PME (TJAGLCS)
- Facilitating bias discussions at boards (GOSC, Accessions, Interns, FLEP, etc.)
- Coordinate with SIO and JARO on strategic engagement/messaging
- Engage with Army Equity & Inclusion Agency and DoD DEIA community

Summary of Comments on DEI&A: An Overview

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Some of our current initiatives include:

Working on the development of a Stra at aligns with the Army and Department of Defense's strategic plan for DEI&A. We are consolidating efforts with our new JAGC wellness director, (b) (6) on this as many DEIA lines of effort also influence wellness, and retention. In fact, our office is working on the establishment of the Professional and Organizational Development Team that falls under the directorate of Soldier Family Legal Services and will include: ODEIA, Wellness, and Retention. Additional information to be published through our strategic initiative's office in coming weeks.

We are employing our FY24 Strategic Training Plan through monthly enterprise-wide virtual training. If you have not seen our training plan, it can be found on our DEI&A Training and Resources MS Team. In our strategic training plan, we have developed two tracts of training. One is focused on topics related to diversity, equity, inclusion, and accessibility (conducted the 2nd Thursday of every month) and the other is focused on highlighting the diverse talent within the JALS community (conducted on the 4th Thursday of every month). The second tract will coincide with DoD recognized Special Observance Months. We believe that sharing diverse perspectives will enable JALS personnel to foster a culture that is built on trust, acceptance, and the Army values. These trainings, like today's training, are being recorded and maintained on our teams page for ease of accessibility.

Additional to our enterprise-wide training opportunities we also offer both in-person and virtual training to all JALS personnel which can be coordinated through your OSJA or leadership using our training request form. However, please note, that 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. Obviously, based on the specific needs of your organizations, we will still consider in-person or virtual training options on a case-by-case basis as needed.

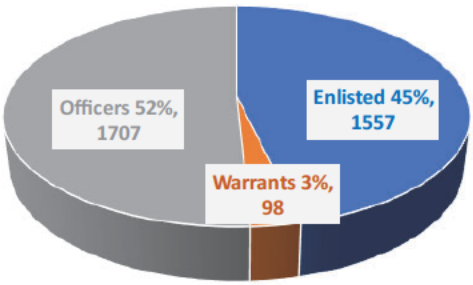
Our office has also integrated DEI blocks of instruction in our JALS PME and many other TJAGLCS resident courses.

We provide mitigating bias briefs and facilitate discussions specifically tailored to all board members on the GOSC, Accession, Interns, FSO selection and FLEP boards and work closely with our SIO and JARO counterparts to promote DEI&A in our strategic engagement and messaging.

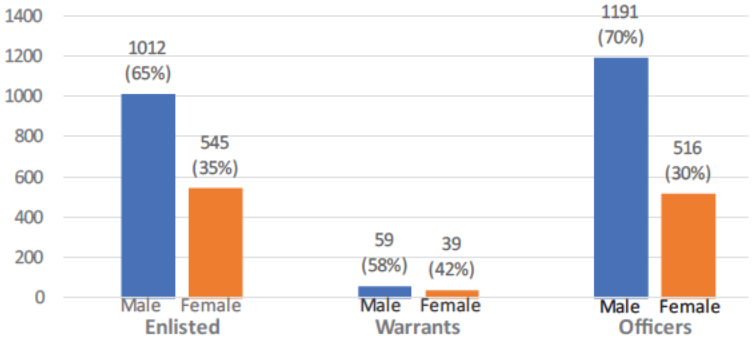
External to the JAGC, we continuously foster relationships with those agencies in the Army and the DoD DEIA Communities to include reoccurring touchpoints with our sister service DEI counterparts.

JAGC Active Component Demographics

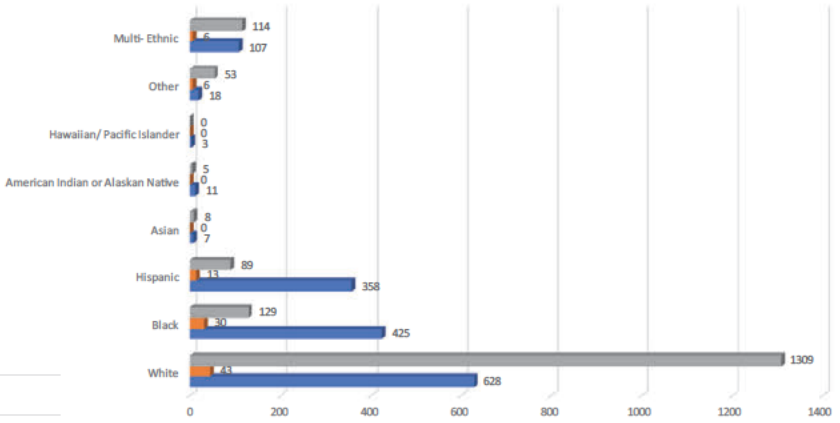
COHORT



GENDER



RACE/ ETHNICITY



	White	Black	Hispanic	Asian	American Indian or Alaskan Native	Hawaiian/ Pacific Islander	Other	Multi-Ethnic
Enlisted	628 (40.3%)	425 (27.2%)	358 (22.9%)	7 (0.4%)	11 (.7%)	3 (0.1%)	18 (1.1%)	107 (6.8%)
Warrants	43 (43.8%)	30 (30.6%)	13 (13.2%)	0 (0%)	0 (0%)	0 (0%)	6 (6.1%)	6 (6.1%)
Officer	1309 (76.6%)	129 (7.5%)	89 (5.2%)	8 (0.4%)	5 (0.2%)	0 (0%)	53 (3.1%)	114 (6.6%)

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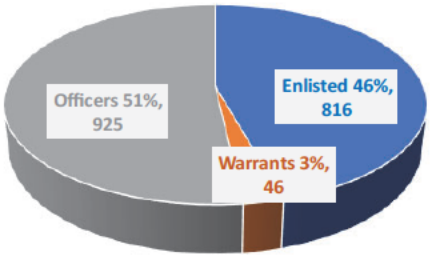
The following demographic slides were generated from metrics and data provided by the Army G1 as of December 2023. You can also find these slides in our MS Teams page files under JALS Demographics.
These slides show the current make up of the JALS demographically by component.

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.

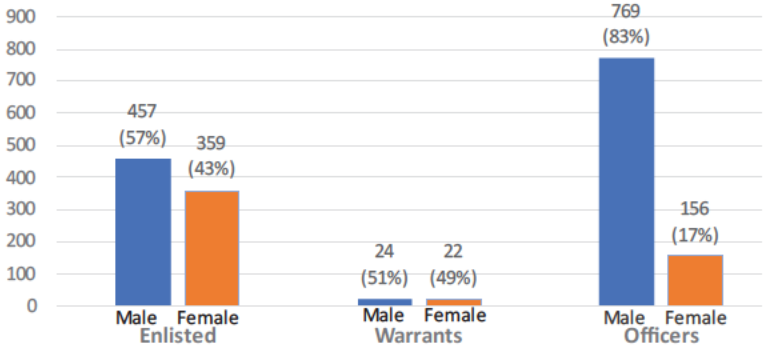
To note:
Mostly comprised of officers with our enlisted cohort not too far off at 45%
Predominantly males'
With most of our diversity in race and ethnicity in our enlisted and warrant officer ranks

JAGC National Guard Component Demographics

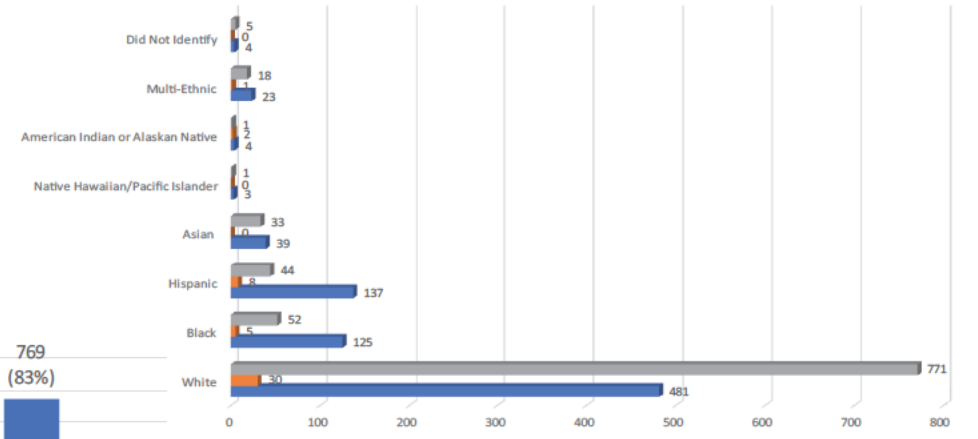
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GENDER



RACE/ ETHNICITY



	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%)

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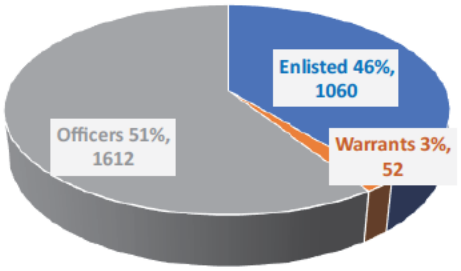
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demographics for our JAGC National Guard component.

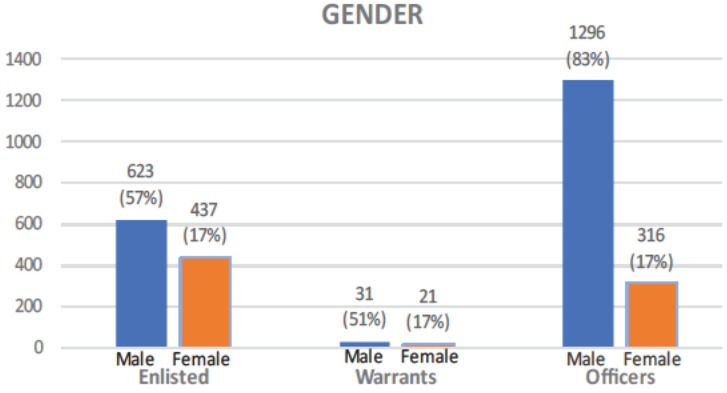
To note:
Mostly comprised of officers with our enlisted cohort not too far off at 46%
Predominantly males'
With most of our diversity in race and ethnicity in our enlisted and warrant officer ranks

JAGC Reserve Component Demographics

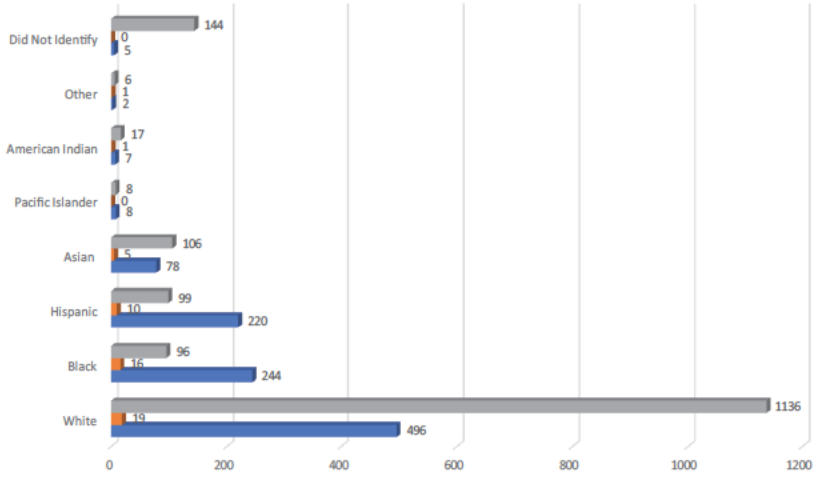
COHORT



GENDER



RACE/ ETHNICITY



	White	Black	Hispanic	Asian	Pacific Islander	American Indian	Other	Did Not Identify
Enlisted	496 (46.7%)	244 (23%)	220 (20.7%)	78 (7.3%)	8 (.7%)	7 (.6%)	2 (.1%)	5 (.4%)
Warrants	19 (36.5%)	16 (30.7%)	10 (19.2%)	5 (9.6%)	0 (0%)	1 (1.9%)	1 (1.9%)	0 (0%)
Officer	1136 (70.4%)	96 (5.9%)	99 (6.1%)	106 (6.5%)	8 (.4%)	17 (1%)	6 (.3%)	144 (8.9%)

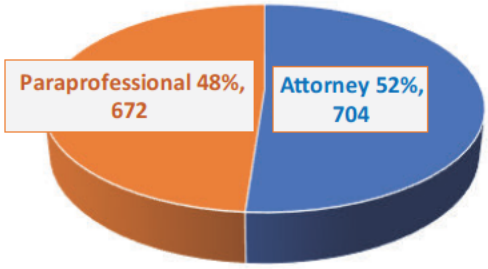
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demographics for our JAGC Reserve component.

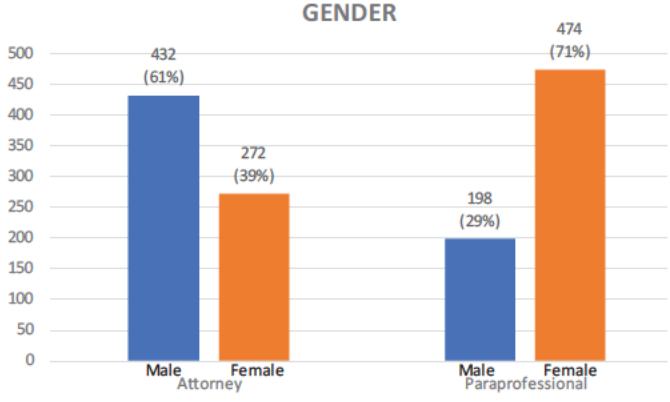
To note:
Significantly more comprised of officers at 51% (59% last qtr) here with our enlisted cohort at 46% (39% last qtr)
Predominantly males'
With most of our diversity in race and ethnicity in our enlisted and warrant officer ranks

JALS Civilian Demographics

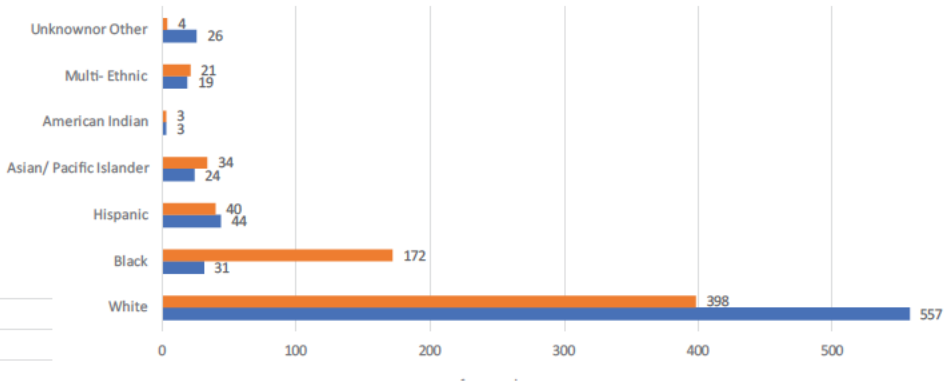
COHORT



GENDER



RACE / ETHNICITY



	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%)

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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 10% 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? A wise man once said, it's not all about the numbers, it's about making the numbers we have count.

DEI&A - *Defined*



1

DIVERSITY

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

- Including, but are not limited to, characteristics such as national origin, language, race, color, disability, ethnicity, gender, age, religion, sexual orientation, gender identity, socioeconomic status, veteran status, and family structures
- It also encompasses differences among people concerning where they are from and where they have lived and their differences of thought and life experiences

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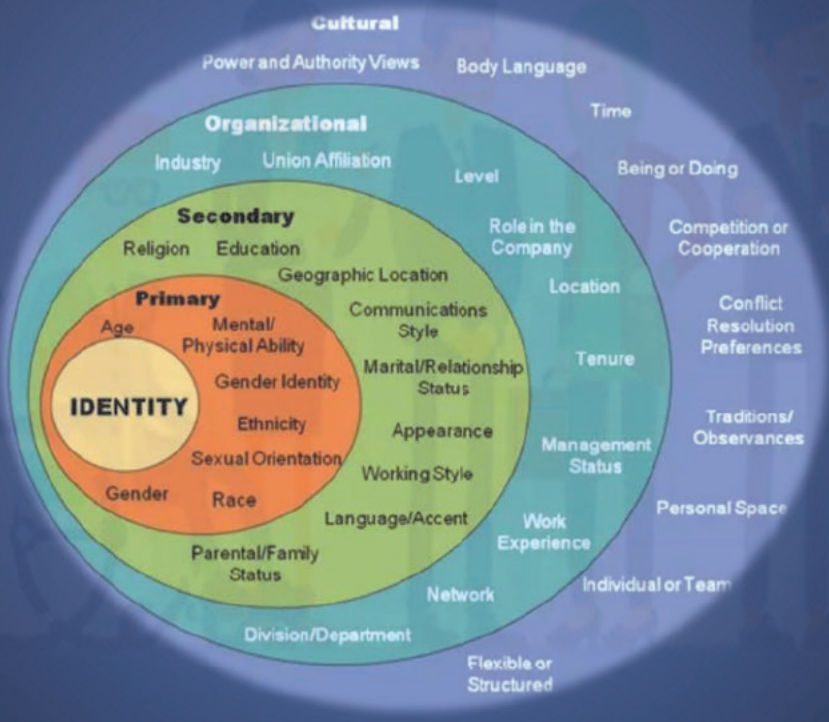
We all bring different aspects of diversity to this team and diversity can be defined as the practice of including people from a wide range of different aspects of life.
These could be personal, physical and social characteristics. Diversity includes
gender
ethnicity
age,
income
education
various physical or mental disabilities and
sexual orientation.

It essentially relates to social differences among our JALS personnel. When talking about diversity we must be cognizant of the populations that have historically been marginalized and discriminated against.

Why is diversity important?
Diversity benefits us in many ways. Not only does it enhance creativity and encourages the search for different information and unique perspectives, but it also leads to better decision making and problem solving. Managing diversity well allows the Army to build cohesive teams and build readiness, encourage diverse perspectives, enhance creativity, become more effective long-term, and diverse leadership ensures representation of the perspectives of all members at every level of the Army.

1

Diversity – What Does it Look Like?



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Diversity is so broad that it may be hard for some of us to recognize the many ways that we may differ or be like those around us. For example, many people simply think of physical differences when they hear the word diversity, but there are dimensions of diversity, and this is one of many charts that shows it best. We should aim to understand and represent them all.

Our identity is a unique aspect that shapes us, and we can do very little about. We can't change this. It is the core of who we are.

Primary dimensions AKA Internal dimensions are those we have little control over such as sexual orientation, race, gender, age, etc. It affects how we view our workplace and the world around us.

Secondary dimensions AKA External dimensions are related to social factors and are shaped by our life experiences. These can change over time like our geographic location (when we PCS and move), marital status, and education to name a few, and we do have some control over them. But they still impact our behavior and attitude as well as how we view others and the world around us.

Organizational dimension relates to our functional levels or management status such as our division/section, our union affiliation, professional certifications, time in service and such.

Cultural dimension usually influences the other layers contained therein. People are typically influenced by the culture they are from, and this includes their body language, personal space, conflict resolution preferences, and observances.

*People Identify in different ways. Understanding this helps us recognize how we and those around us see the world and make sense of our experiences. This helps determine what may influence behaviors and reactions in our organizations so that we can make active choices about our behaviors and reactions. To capitalize on the benefits of diversity and the challenges it can present, we must be aware of these dimensions and how they can impact the workplace. This helps us develop strategies for building more inclusive workplaces that value and respect the differences among individuals, and leverage the strengths that diversity brings to the organization.

Questions:
When looking at this diversity wheel ask yourself which aspects of your own identity you feel have an impact on how you may view the world?

Give example of how your own identity colors help you see the world and how you behave in it.

Additional notes:
Loden's wheel was developed by Marilyn Loden and Judy Rosener in 1990 to facilitate conversations about similarities and differences across social and cultural boundaries. It helps individuals understand and explore the various dimensions of diversity in organizations. It is widely used as a tool for building more inclusive workplaces.

1

EQUITY

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

Barriers to Equity

- Race and ethnicity
- Cultural discrimination
- Language barrier
- Gender discrimintation
- Sexual orientation
- Religious discrimination
- Age discrimination
- Socioeconomic disparities
- Intellectual discrimination
- Physical discrimination
- Pay inequity
- Country of origin
- Inequity
- Ignorance



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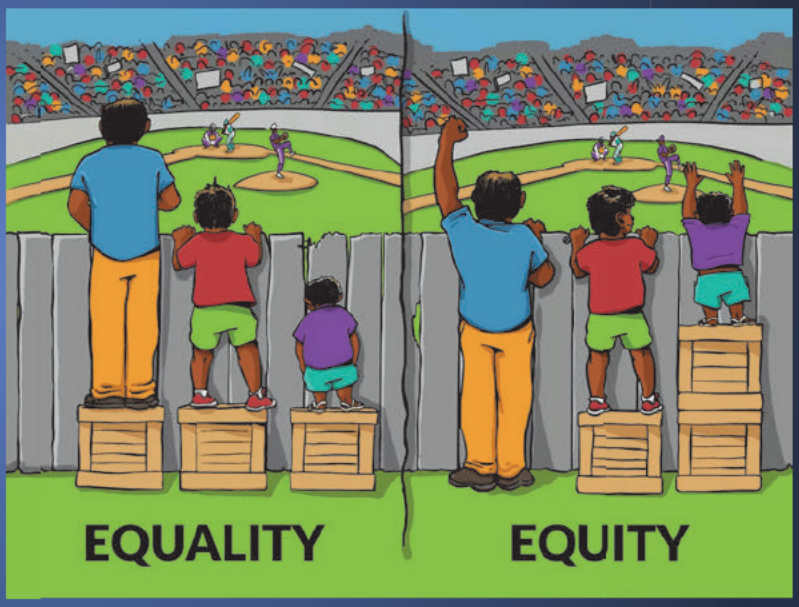
Equity is about ensuring that people that do not start out with the same resources still have the same access to a benefit, a resource, and or an opportunity. As leaders we have a responsibility to eliminate some of these barriers that prevent the full participation of our force.

Example:
Recruiters may recognize that certain individuals may not have the access to the best education but have so much potential. Something so simple as taking the time to teach them and provide them resources for good test taking skills on the ASVAB can make a world of a difference for someone who has the potential but may not have been afforded the same educational resources as others growing up.

1

EQUITY v EQUALITY

- Whereas ***equity*** recognizes that each person has different circumstances and allocates the exact resources and opportunities needed to reach an equal outcome, **equality means** each individual or group of people is **given the same resources or opportunities**
- Leaders cannot fulfill the promise of equal opportunity without giving equal access



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There is a difference between equity and equality.

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 based on the belief that all people should have the same opportunities to be successful and have a productive, enjoyable life. Equality is rooted in fairness. But how fair does this picture on the left look to you?

"Equality is giving everyone the same pair of shoes. Equity is giving everyone a pair of shoes that fits."

Think about what can also be done in this picture that would serve a similar intent? … inclusion

1

FROM EQUALITY TO EQUITY TO INCLUSION



EQUALITY EQUITY INCLUSION

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When talking about equity, we talked about removing barriers.

As leaders we should always think outside the box to remove barriers. Just because that fence may have always been there doesn't mean it needs to stay there. Let's identify creative solutions to level the playing field so to speak and that is when we reach inclusion on the far right.

To note, when talking about equity we are assessing DEI&A barriers for an individual or specific group of individuals. However, inclusion is focused on the organization putting in place systems, processes, and procedures that are inclusive of our diverse perspectives. Just because we have always done things one way doesn't mean there isn't a better alternative.

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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; enabling workforce members to achieve their full potential in focused pursuit of organizational objectives



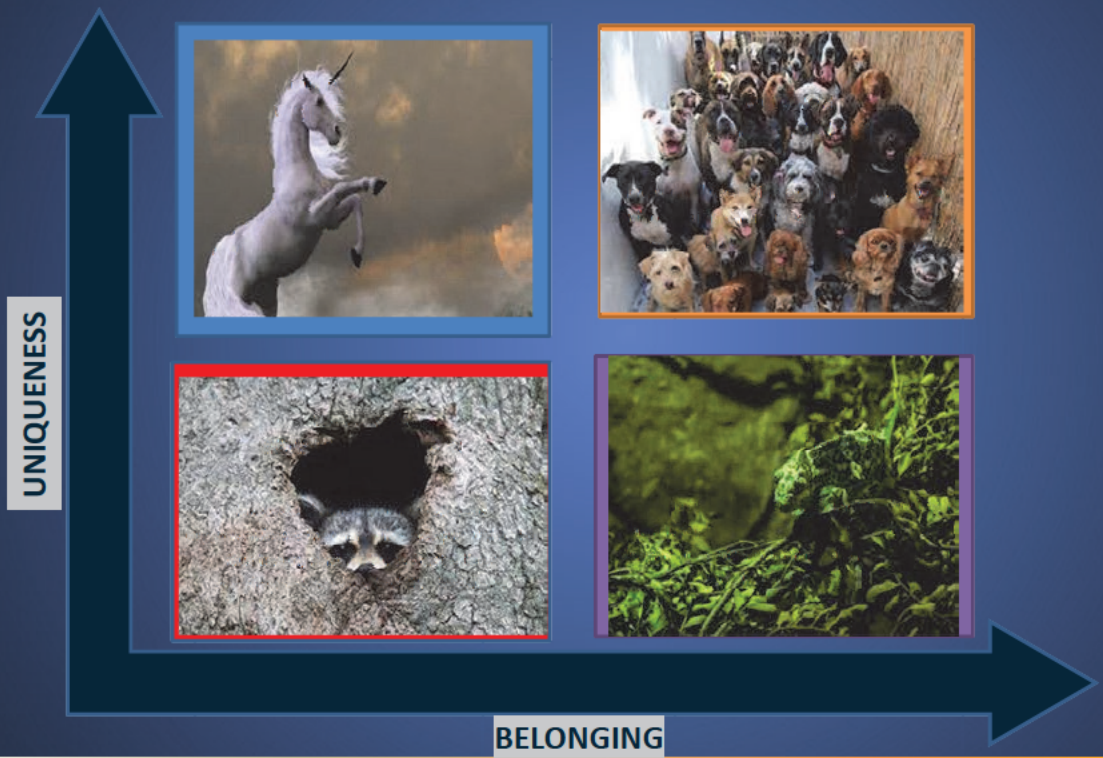
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Inclusion is the process of valuing and integrating individual's perspectives, ideas, and contributions to achieve our goals or mission.
As leaders we don't always have the right answer but if we are including the diverse perspectives in our organizations, we are more likely to make more informed and better decisions.

1

Dimensions of Inclusion and Exclusion



ADAPTED FROM:
Changing Hearts & Minds, Jim Pearl, PhD

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There are dimensions of inclusion and exclusion which are based on long standing research around two fundamental needs that people have at work.
People have a need to add value or uniqueness and
Need to have a sense of belonging.
These needs are not mutually exclusive, so we can put them in two different axes and create four squares to describe how people might be feeling at work.

4 dimensions :
Bottom left: is EXCLUSION, INVISIBLE OUTSIDER. An individual who does not feel like an organizational insider but brings unique value to the team, This is your outsider looking in.

Top Left: This is your VISIBLE OUTSIDER. Their unique characteristics are seen as valuable and required for the group/organization's success, but this individual does not feel like they are an insider on the team. This person is often ostracized for bringing their whole self to work.

Bottom right: Is an ASSIMILATION or INVISIBLE INSIDER. Your individual who feels like an insider on the team when they conform to the organizations dominant cultural norms and downplay their uniqueness. This here contributes to some group think mentality here.

Top Right: This is the ultimate goal we should be after- to create a deeper sense of INCLUSION for UNIQUE INSIDERS. Our people here are adding value and feel like they belong. This is your energetic insider who retains their unique characteristics and feels they are part of the team.

Some ways you can practice inclusive behaviors which should be reinforces include:
Making an extra effort to understand problems faced by others
You can't always make everyone happy, but you can work together to arrive at decisions that all can understand and even accept
we can also make efforts to uncover opposing or alternative views to try to better understand and solve problems.

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



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Accessibility is the design, construction, development, and maintenance of facilities, information and communication technology, programs, and services so that all people, can fully and independently use them.

We should explore strategies for creating disability-inclusive workplace cultures that meet our organization's diversity, equity, inclusion and accessibility (DEIA) goals.

This is specifically something so important to consider with most of our workforce (BOTH Soldiers and civilian veterans) suffering from service-related injuries both seen and unseen.

Questions to Consider

- What barriers might exist for employees to reach their full potential in our organization?
- Do our processes and procedures have a disparate effect/impact on some?
- What systemic constructs should we rethink?
- How much of our organizational norms, procedures, and expectations are linked to accomplishing the mission versus *the way we have always done business*?
- Who was this organization designed to fit?

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QUESTIONS?

Recognizing & Mitigating Bias in MJ



Office of Diversity, Equity, Inclusion & Accessibility
Office of The Judge Advocate General
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Agenda

- Theory of Decision Making
- Heuristics
- Social Identities
- Explicit v. Implicit Bias
- Discretionary Actors
- Studies
- Army HEARD Report Findings
- Mitigation Strategies

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Heuristics are mental shortcuts for solving problems in a quick way

Intro Video

https://www.youtube.com/watch?v=bhro7IXnc2E

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Let's talk about “the look” here in this video so we can see beyond it. What are some moments throughout this video where the gentlemen who turned out to be the judge received “the look” before he entered that courtroom in a position of power.
Mom before rolling up the daughter car window
Elevator door closing after asking for it to be held open
Man, and women in the diner wanting to sit somewhere else
Gentleman in pool
Sales store associate look to security when he walked in

"The look" happens everyday for millions of people. Pay attention and although it may not happen to you, it does happen to others.

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Amazing Mind

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

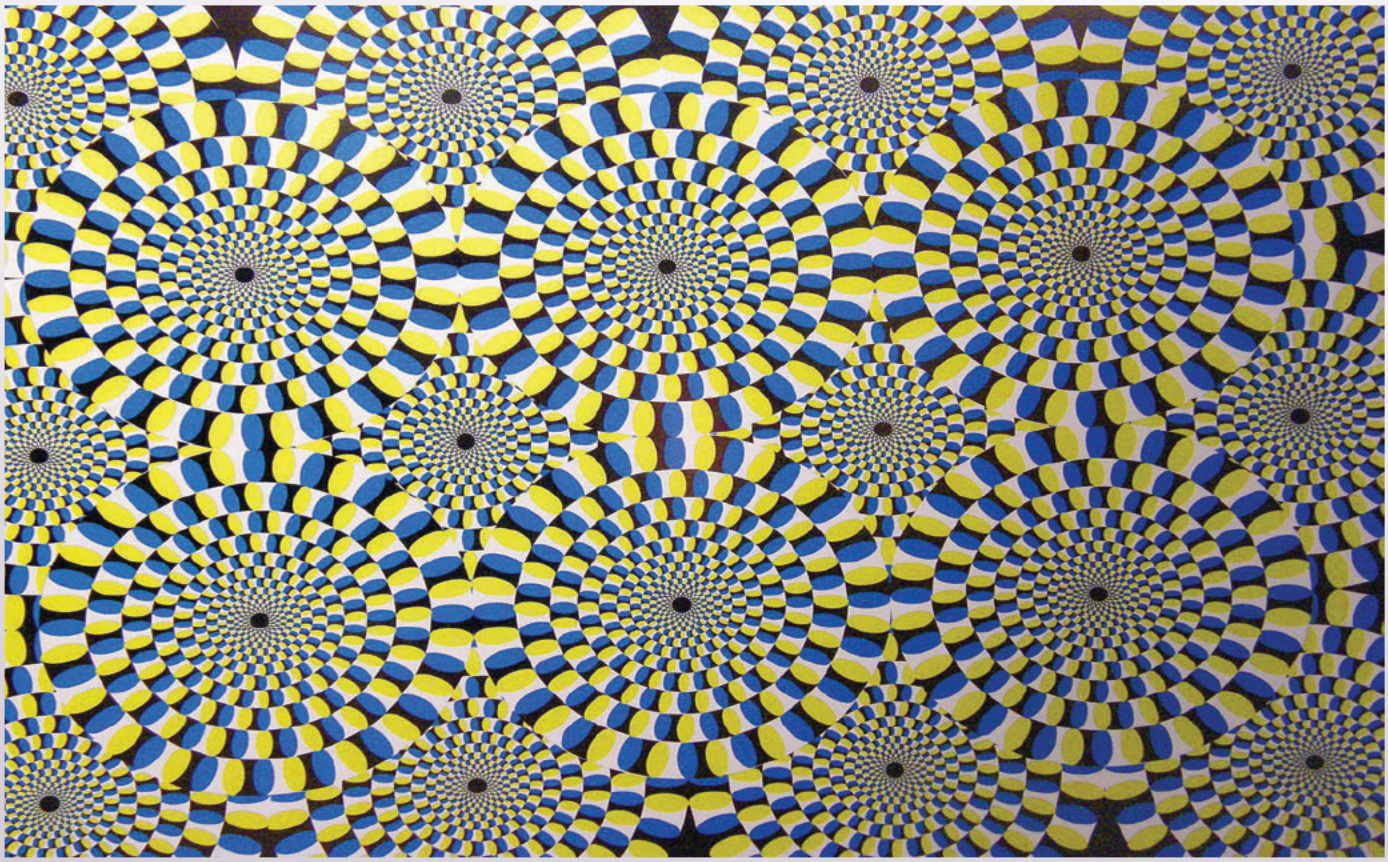
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Ask a student to read this for you.

Note: Our brains take shortcuts

1



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Please raise your hand if you see the wheels in this image turning either clockwise or counterclockwise. Maybe both ways?

This is 100% a static image. This is an illusory motion.

“Visual illusions like this demonstrate the ways in which the brain creates a mental representation that differs from the physical world,” quote: Susana Martinez-Conde, a Barrow Institute Neurological researcher.

Researchers study these types of images to learn the mechanisms by which the brain constructs our conscious experience of the world.” The way in which we view the world impacts our thoughts, decision making, and behavior.

1

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

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Quick overview on how amazing our mind is and why it takes some of these “shortcuts” filled in by mostly assumptions to process things or see an image through a lens that may not be 100% accurate based on our conscious experience of the world.

Our minds are exposed to proximately 11 million bits of information, only 40-50 are consciously processed.
The unconscious mind processes the rest. The unconscious mind is a reservoir of feelings, thoughts, urges, and memories that are outside of our conscious awareness.

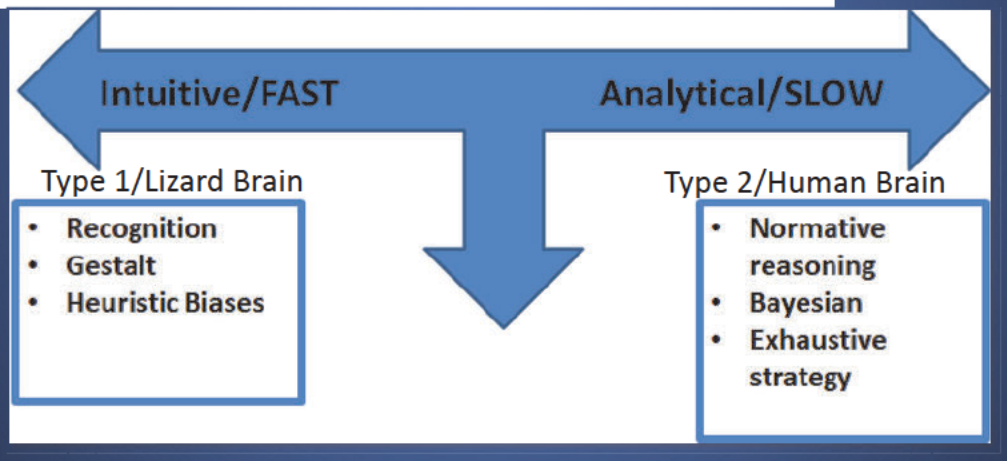
We all have some unconscious biases because our brain wants to make sense of the world and the people around us through the lens, we see it through. These lenses we see the world through are developed based on our own personal dimensions of diversity that make us who we are based on where we came from, how we all grew up, and live our lives.

When processing so much information at once categorizing and labeling people and situations based on our experiences is our brain’s way of speeding up our decision-making process. So, we fill in the blanks between consciously and unconsciously processed information based on our experiences so we invertedly make certain assumptions we believe to be true. One could say its almost like a survival instinct.

If you want to read more about the psychology behind all this, it is discussed in further detail in this book referenced here called Strangers to Ourselves: Discovering the Adaptive Unconscious by Timothy Wilson.

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Dual Process Theory



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

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According to dual-process theories, thoughts and moral judgments are the result of two competing processes:
a fast, automatic, affect-driven process and
a slow, deliberative, reason-based process.

You'll see here that the
Fast or intuitive process utilizes what we call the lizard part of the brain which is where recognition, gestalt, and your heuristic biases reside. This process is more unconscious, quick, makes use of shortcuts, is a bit sloppy but is relied upon most of the time.

Analytical or slow process utilized the human brain which is intentional, calculated and often more accurate, but it takes effort and is slow.

Gestalt psychology is a school of thought that looks at the human mind and behavior as a whole. When trying to make sense of the world around us, Gestalt psychology suggests that we do not simply focus on every small component. An example of gestalt psychology in everyday life is in the way people complete jigsaw puzzles. Rather than looking at each piece as an individual unit, they form meaningful relationships between the pieces to see the big picture more quickly and efficiently.

Normative reasoning is intentional or on purpose.

Bayesian probability figures out the likelihood that something will happen based on available evidence. This is different from frequency probability which determines the likelihood something will happen based on how often it occurred in the past.

Heuristics

Cognitive shortcuts that permit us to use a "FAST" thinking approach via the use of pattern recognition.

- **Advantage**:
  - Reduce time and effort to make reasonably good judgments and decisions.
- **Disadvantage**:
  - Potential to lead to systematic cognitive errors called biases

Acad Med. 2011 Mar;86(3):307-13.

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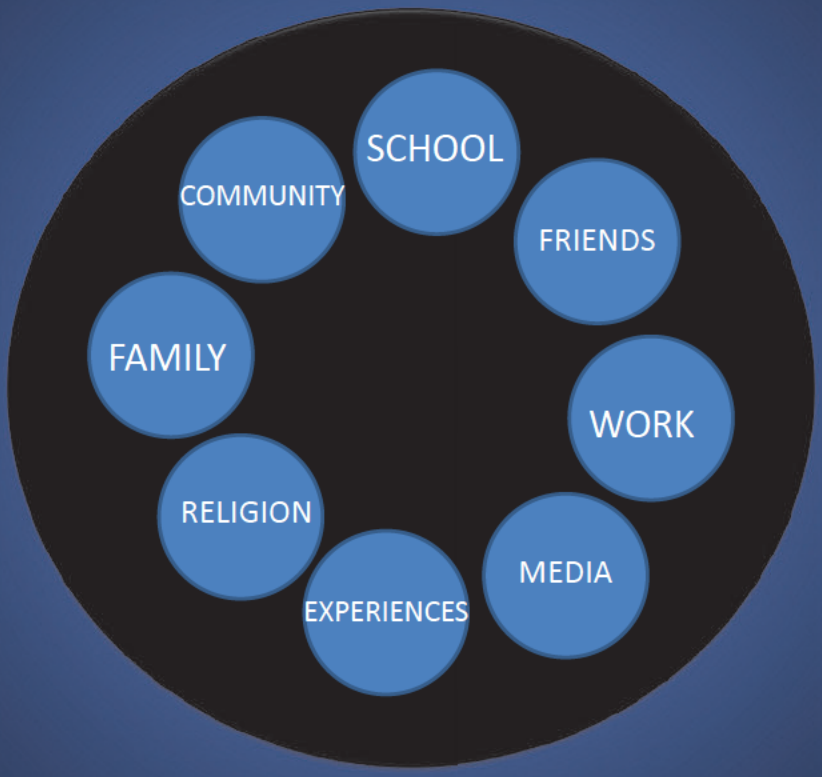
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Heuristics are mental shortcuts for solving problems in a quick way

Reduces time and effort to make decisions but can lead to biases

1

Our Heuristics Come from Our Environment



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These are shaped by our life experiences.
What we learn at school
The community we grew up in
The friends we associate with
Our family norms and values we were raised with
Religion we believe in
What we see in the media
Our experiences based on the type of work we do

This shapes how we will tend to commonly associate things with that fast or intuitive part of our brain and some of these things can sometimes lead to “the look” we saw in our intro video or how we personally tend to react or respond to things

1

What do you think about when you see these images?











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Talking about association and that fast or intuitive part of our brain at work, lets look at some of the images here.

I want you to let me know what is the very first thought that you have when you see these image comes up.

First Impression:

Allegation of child pornography possession

- Sex?
- Age?
- Race?
- Education level?
- Occupation?

Former College Park mayor held without bond after arrest on child pornography charges

by 7News Staff | Mon, March 6th 2023, 5:





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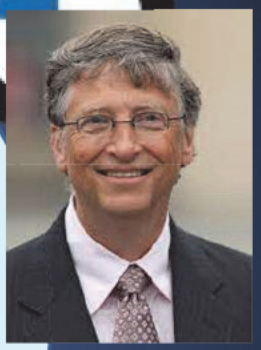
Another important thing to be cognizant of when we are using that intuitive part of our brain is first impressions.

Let's talk about the allegation of child pornography. When you think about this allegation
What gender do you associate this with? How many of you think female? Why is that? How many cases have you seen or worked with female defendant for this charge? Think about how that life experience you have (shaped by your environment and the type of work you do) influences your association.
Maybe a particular age?
Race?
Education level?
Occupation?

Does this man right here look anything like the person you may have been thinking about associating this charge with? What would be your first impression of a man that looks like this? But what if he looked like this on the right?
Most of you would never guess that this is the former college park mayor.

Our Social Identities in Bias









Cultural

Power and Authority Views

Body Language

Time

Organizational

Industry

Union Affiliation

Level

Being or Doing

Secondary

Religion

Education

Role in the Company

Competition or Cooperation

Geographic Location

Location

Primary

Age

Mental/ Physical Ability

Communications Style

Conflict Resolution Preferences

IDENTITY

Gender Identity

Marital/Relationship Status

Tenure

Ethnicity

Appearance

Traditions/

Sexual Orientation

Working Style

Management Status

Gender

Race

Language/Accent

Work Experience

Parental/Family Status

Network

Individual

Division/Department

Flexible or Structured

MEDIA

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Our social identities are often assigned to us, something we are born into and influenced by hpw we identify. So, we are going to revisit those dimensions of diversity we saw earlier here.

Examples of social identity include race, ethnicity, gender, sex, socioeconomic status, sexual orientation, age, religion/religious beliefs, national origin, and emotional, developmental disabilities and abilities.

The content we expose ourselves to on the media changes the way we think about ourselves and others. People are highly affected by the values embraced by media. In effect, media offers numerous interpretations of what is beautiful, sexy, attractive, and appropriate.
Examples:
Disney- think of family vacation, famous castle backdrop pic (secondary dimension)
Instagram logo- think of selfies, younger generation/ age association (primary dimension)
BMW logo- what do people starring in these commercials look like? Do they depict a particular socioeconomic status? (secondary dimension)
82Abn patch unit/division (organizational dimension) unit affiliation, “back at bragg” parrots, airborne troopers

These are influences by the media, our life experiences, and result in biases

Explicit vs. Implicit Bias

Explicit Bias: ave about a person or group on a conscious

Implicit Bias tant association of stereotypes or attitudes onscious awareness."

-
-
- nother group, or a group

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There are different types of biases.

Explicit biases are our beliefs about a person or group on a conscious level
Implicit are those fast intuitive and automatic or instant associations of certain stereotypes WITHOUT conscious awareness.

The whole concept of biases isn't new to us as legal professionals, it's why we do voir dire before a trial with a panel to weed out any biases panel members have that may be implicit but if left unchecked can become explicit and impact their decision making or judgement as a panel member on a case.

Scenario

Hypothetical

CPT Stone, commander of HHC, gets a call from 1LT Timmons, one of his platoon leaders. 1LT Timmons is his best performing PL, and has served with CPT Stone for 18 months. 1LT Timmons tells CPT Stone that he received an allegation of misconduct.

- PVT O'Neal alleges that SPC Steele has been maltreating him.
- 1LT Timmons has looked into the matter and says there is no issue.
- CPT Stone listens to 1LT Timmons's explanation and trusts 1LT Timmons's judgment.

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Things that could influence CPT Stones judgement when it comes to LT Timmons:
- Best Platoon Leader (may favor him)
Served together 18 months (may trust him easily)

What are some things that CPT Stone should do to mitigate biases in this situation
Cdr's inquiry into the matter
Look for evidence-based facts to ID if there really is not an issue v. just taking the LTs word for it

*Putting processes in place to mitigate biases helps prevent some of those instant associations or implicit biases we have from becoming explicit and us acting on them.

Halo Effect

Effect

authority,

tractiveness

- *My boss says because of this, it can't be this.*
- *In the past my boss handled issues this way, so I will do the same.*



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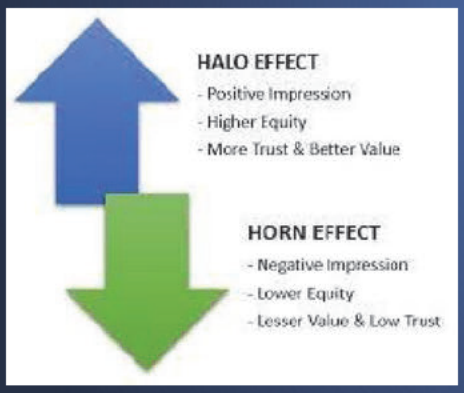
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Following slides show some common biases we encounter in our day to day.

Halo Bias occur when we tend to allow one trait or interaction/impression to formulate an overall judgment of a person or a thing.

Horn Effect

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







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The opposite of the halo effect is the horn effect. It is a cognitive process in which we immediately ascribe negative attitudes or behaviors to someone based on one aspect of their appearance or character.

A common example of this is overweight people, who unfortunately are often stereotyped as being lazy or undisciplined.

These bias clouds our judgement and view of so many positive qualities they may have.

Ask for another example from the class.

Anchoring Bias

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ion
is/becomes available.



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Anchoring bias describes people's tendency to rely too heavily on the first piece of information they receive on a topic. Regardless of the accuracy of that information, people use it as a reference point, or anchor, to make subsequent judgments.

For example, if the job description requires a specific degree or certification, hiring managers become anchored on these requirements and overlook other qualities that could make a candidate a good fit for the role.

Availability Bias

or other
be a recent
nd quickly

your desk. While scanning the report you notice many details similar to a case you were briefed on last week. You know how this case will play out because it's a "fresh" and "available" entity in your mind.



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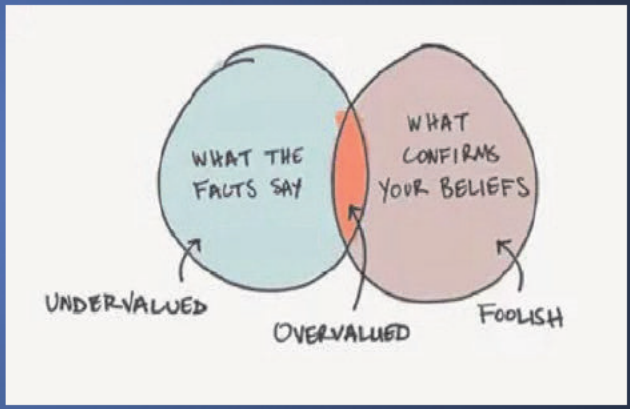
Availability bias is a cognitive shortcut that relies on what immediately comes to mind to make quick decisions and judgments.

For example, many people falsely assume that driving is safer than flying since it is easier to recall vivid images of deadly plane crashes than car crashes.

Confirmation Bias

ts and
s and
h it.

upon file review, you only look for the instances that strengthen your belief about the Soldier.



Edgar & Edgar 2016, Nickerson 1998

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Confirmation Bias is the tendency to interpret new evidence as confirmation of one's existing beliefs or theories.

1

IMPLICIT BIAS ≠

Racist
Bigoted
Sexist
[illegible]hobic
[illegible]hobic

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Just because we have biases, we are not any of these things, we are human. Challenge yourself and those around you to explore those implicit biases, identify them yourself and help others identify them so that we can combat them in our day-to-day reactions, interactions and decision making and prevent them from becoming those Explicit Biases we want to stay away from.

(b) (5)

Numerous Past Studies, Same Conclusions

PREVIOUS FINDINGS AND RECOMMENDATIONS

STUDY/REPORT	Racial Disparities Exist across the Investigative and Military Justice Systems	Significant Discretion with Few Safeguards = Increased Disparate Outcomes	Data Collection must be Improved	ultural Competency and Cognitive Bias Training for all in the military justice system	Resource Appropriately (no unfunded mandates)	Conduct Root Cause Analysis with better data but don't wait to start making improvements
1972 Task Force on the Administration of Military Justice in the Armed Forces	●	●	●	●	●	
2011 MLDC Military Leadership Diversity Commission	●		●	●	●	
2019 GAO Government Accountability Office	●		●			●
2020 Air Force IG Independent Racial Disparities Review	●	●	●	●	●	●
2020 DAC-IPAD Racial and Ethnic Data Relating to Disparities in the Investigation, Prosecution, and Conviction of Sexual Offenses in the Military	●		●	●		●
2022 CNA Exploring Racial, Ethnic, and Gender Disparities in the Military Justice System	●	●	●		●	●

(b) (5)

(b) (5)

(b) (5)

Army HEARD Report Findings

Finding 1: Data Improvement

-

- d procedures

Finding 2: Inconsistent Racial/ Ethnic Standards

- fications

- ement and Budget standards

Finding 3: Perceptions of the Force

-

-

Army HEARD Report Findings

Finding 4: Data Collection Process

-

-

Finding 5: Over Representation

- Actions

Finding 6: Law Enforcement MOS Representation of African American Soldiers

-

-

Where Bias Can Influence Commanders & JAs

Pre-Trial Investigation and Charging Decisions

- er & victim
- f a racial minority
- ions, not on facts (e.g., Black subject "Looks
  oks young and naive")
- ect/accused or other witnesses of color
- **based on stereotypes**

Trial Strategy

- applied only to racial
- ority member more
  ult case?)
- l," "A thug")

MITIGATION

Continue training

- Disseminate this through your office (this is not just a legal issue; it is a leadership issue)
- DEI training in office (LDP) ✓
- Identify distractions and sources of stress in the decision-making environment
- Bias awareness/interruption

Get data! Regularly track race/ethnicity, just like we track MOS, deployments, etc.

- Quarterly assessments on who is being investigated, prosecuted, separated (trend analysis)
  - MJO reports
- Part of multi-discipline team meetings (OSJA, CID, MPI, FAP)
- Continue to get feedback from trusted sources

Assess the known facts: Challenge factual assumptions

- ACKNOWLEDGE we all have biases
- Ask questions.
- Counter stereotypes (put self in their shoes, consciously challenge stereotypical views)
- "**Art vs. science**" of discipline: Focus on the "should" as much as the "can"

In Conclusion

- Everyone has unconscious biases that influence their worldview and decision making
- Data supports disparities in the Military Justice System
- Awareness of biases
- Challenge assumptions
- Help us recruit & retain

QUESTIONS?

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Keep up with ODEI & the Council

Teams

JAGC ODEI- DEI&A Training and Resources

CNet

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

Suite

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

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

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1

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











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This is not an endorsement in any way shape of form, just sharing the various JAGC affinity mentorship groups and how to contact or join each if you are interested.

1

Building Inclusive Teams



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Summary of Comments on PowerPoint Presentation

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Benefits of an Inclusive Work Environment

- Inclusive work environments produce higher performance
- Increases collaboration
- Builds cohesive teams that leverage talents
- Increase employee engagement
- Fuels innovation and creativity
- Increases recruiting
- Decreases turnover, increases retention
- Positively impacts the workers' experience
- Decreases complaints

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Aside from the listed benefits of an inclusive workplace, DEI&A is integral to building trust and achieving overall readiness and mission accomplishment of the total force. DEI enables organizational agility and adaptability by leveraging the attributes, experiences, cultures, characteristics, and backgrounds of the total force. DEI also ensures commanders and leaders are inclusive in their decisions, actions, and missions which enable access, opportunity, and choice for the total force.

1

DIVERSITY

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

- Including, but are not limited to, characteristics such as national origin, language, race, color, disability, ethnicity, gender, age, religion, sexual orientation, gender identity, socioeconomic status, veteran status, and family structures
- It also encompasses differences among people concerning where they are from and where they have lived and their differences of thought and life experiences

Source: Army People Strategy: DEI Annex

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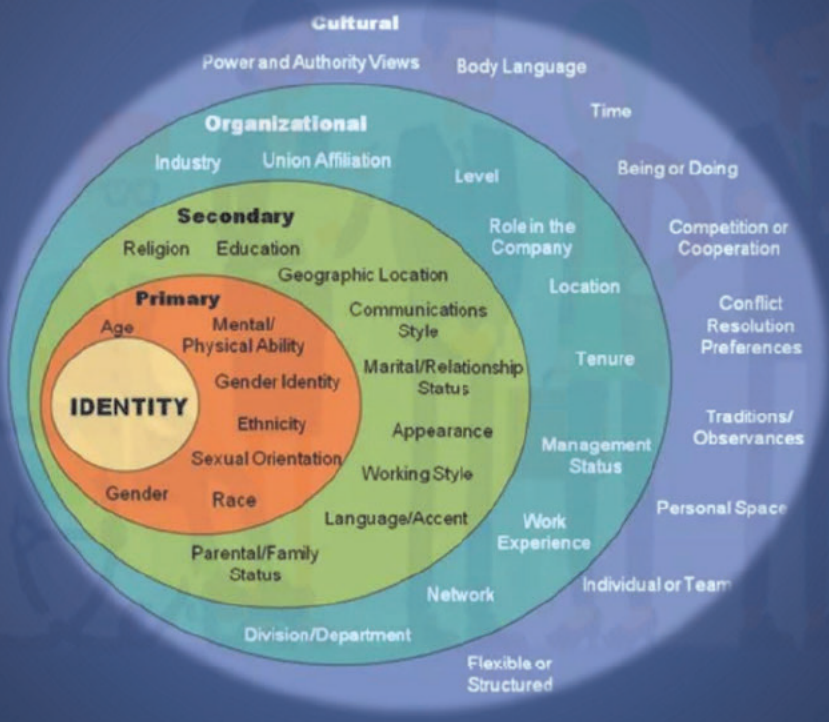
We all bring different aspects of diversity to this team and diversity can be defined as the practice of including people from a wide range of different aspects of life.
These could be personal, physical and social characteristics. Diversity includes
gender
ethnicity
age,
income
education
various physical or mental disabilities and
sexual orientation.

It essentially relates to social differences among our JALS personnel. When talking about diversity we must be cognizant of the populations that have historically been marginalized and discriminated against.

Why is diversity important?
Diversity benefits us in many ways. Not only does it enhance creativity and encourages the search for different information and unique perspectives, but it also leads to better decision making and problem solving. Managing diversity well allows the Army to build cohesive teams and build readiness, encourage more diverse perspectives, enhance creativity, become more effective long-term, and a diverse leadership ensures representation of the perspectives of all members at every level of the Army.

1

Diversity – What Does it Look Like?



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Diversity is so broad that it may be hard for some of us to recognize the many ways that we may differ or be like those around us. For example, many people simply think of physical differences when they hear the word diversity, but there are dimensions of diversity, and this is one of many charts that shows it best. We should aim to understand and represent them all.

Our identity is a unique aspect that shapes us, and we can do very little about. We can't change this. It is the core of who we are.

Primary dimensions AKA Internal dimensions are those we have little control over such as sexual orientation, race, gender, age, etc. It affects how we view our workplace and the world around us.

Secondary dimensions AKA External dimensions are related to social factors and are shaped by our life experiences. These can change over time like our geographic location (when we PCS and move), marital status, and education to name a few, and we do have some control over them. But they still impact our behavior and attitude as well as how we view others and the world around us.

Organizational dimension relates to our functional levels or management status such as our division/section, our union affiliation, professional certifications, time in service and such.

Cultural dimension usually influences the other layers contained therein. People are typically influenced by the culture they are from, and this includes their body language, personal space, conflict resolution preferences, and observances.

*People Identify in different ways. Understanding this helps us recognize how we and those around us see the world and make sense of our experiences. This helps determine what may influence behaviors and reactions in our organizations so that we can make active choices about our behaviors and reactions. To capitalize on the benefits of diversity and the challenges it can present, we must be aware of these dimensions and how they can impact the workplace. This helps us develop strategies for building more inclusive workplaces that value and respect the differences among individuals, and leverage the strengths that diversity brings to the organization.

Questions:
When looking at this diversity wheel ask yourself which aspects of your own identity you feel have an impact on how you may view the world?

Give example of how your own identity colors help you see the world and how you behave in it.

Additional notes:
Loden's wheel was developed by Marilyn Loden and Judy Rosener in 1990 to facilitate conversations about similarities and differences across social and cultural boundaries. It helps individuals understand and explore the various dimensions of diversity in organizations. It is widely used as a tool for building more inclusive workplaces.

1

EQUITY

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

Source: Army People Strategy: DEI Annex

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Equity is about ensuring that people that do not start out with the same resources still have the same access to a benefit, a resource, and or an opportunity. 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.

As leaders we have a responsibility to eliminate some of these barriers that prevent the full participation of our force.

Example "Equality is giving everyone the same pair of shoes. Equity is giving everyone a pair of shoes that fits."

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



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We cannot be inclusive leaders if we have Soldiers or civilians who cannot access our facility, information, technology, programs, services etc. We should explore strategies for creating disability-inclusive workplace cultures that meet our organization's diversity, equity, inclusion and accessibility (DEIA) goals.

Approximately 1 in 5 Americans have some type of disability. They also deserve to feel welcome and included in our workplace.

This is specifically something so important to consider with most of our workforce (Soldiers and civilian veterans) suffering from service-related injuries both seen and unseen. When we talk about nonvisible disabilities, we need to consider injuries such as depression, anxiety, and any behavioral health concerns your personnel may struggle with.

1

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; enabling workforce members to achieve their full potential in focused pursuit of organizational objectives



Source: Army People Strategy: DEI Annex

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Inclusion is the process of valuing and integrating individual's perspectives, ideas, and contributions to achieve our goals or mission.
As leaders we don't always have the right answer but if we are including the diverse perspectives in our organizations, we are more likely to make more informed and better decisions.

Inclusion is what we do when we value and appreciate unit members because of their valued differences as well as their common support of Army and core values.
Processes and practices that help organizations reap the benefits of their diversity.
Helping all unit members feel accepted and appreciated.
Developing trust and respect

1

FROM EQUALITY TO EQUITY TO INCLUSION

8



EQUALITY EQUITY INCLUSION

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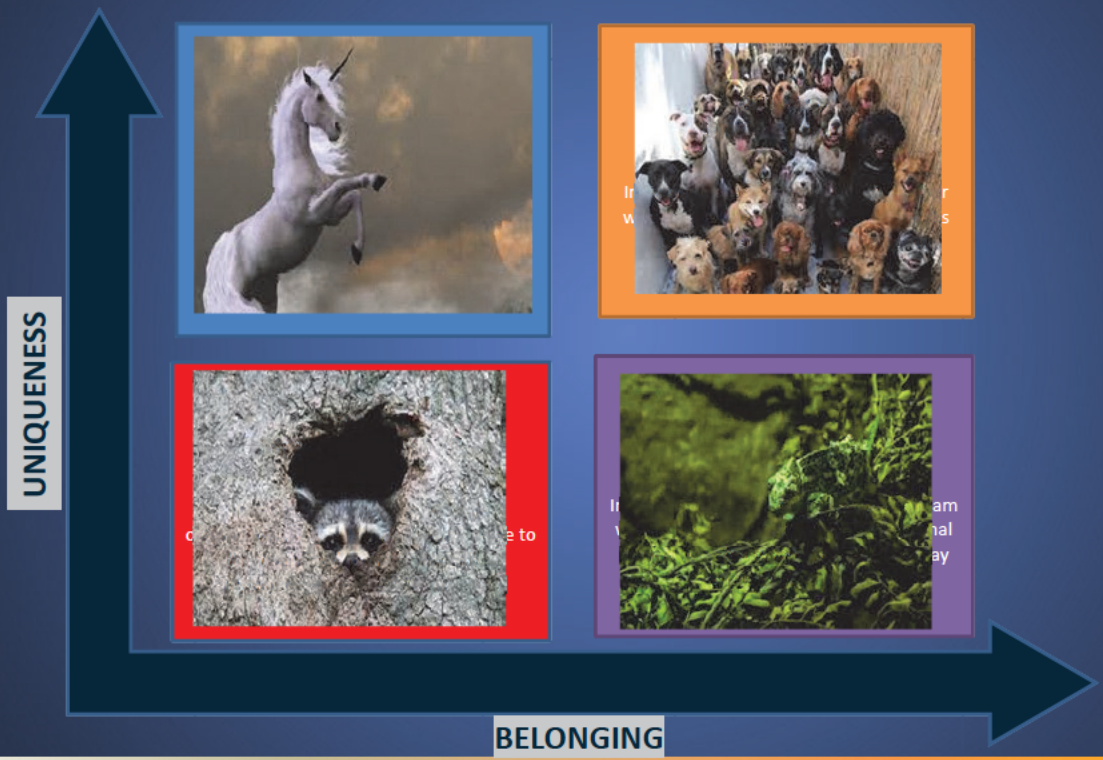
When talking about equity, we talked about removing barriers.

As leaders we should always think outside the box to remove barriers. Just because that fence may have always been there doesn't mean it needs to stay there. Let's identify creative solutions to level the playing field so to speak and that is when we reach inclusion on the far right.

To note, when talking about equity we are assessing DEI&A barriers for an individual or specific group of individuals. However, inclusion is focused on the organization putting in place systems, processes, and procedures that are inclusive of our diverse perspectives. Just because we have always done things one way doesn't mean there isn't a better alternative.

1

Dimensions of Inclusion and Exclusion



ADAPTED FROM:
Changing Hearts & Minds, Jim Pearl, PhD

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There are dimensions of inclusion and exclusion which are based on long standing research around two fundamental needs that people have at work.
People have a need to add value or uniqueness and
Need to have a sense of belonging.
These needs are not mutually exclusive, so we can put them in two different axes and create four squares to describe how people might be feeling at work.

4 dimensions :
Bottom left: is EXCLUSION, INVISIBLE OUTSIDER. An individual who does not feel like an organizational insider but brings unique value to the team, This is your outsider looking in.

Top Left: This is your VISIBLE OUTSIDER. Their unique characteristics are seen as valuable and required for the group/organization's success, but this individual does not feel like they are an insider on the team. This person is often ostracized for bringing their whole self to work.

Bottom right: Is an ASSIMILATION or INVISIBLE INSIDER. Your individual who feels like an insider on the team when they conform to the organizations dominant cultural norms and downplay their uniqueness. This here contributes to some group think mentality here.

Top Right: This is the ultimate goal we should be after- to create a deeper sense of INCLUSION for UNIQUE INSIDERS. Our people here are adding value and feel like they belong. This is your energetic insider who retains their unique characteristics and feels they are part of the team.

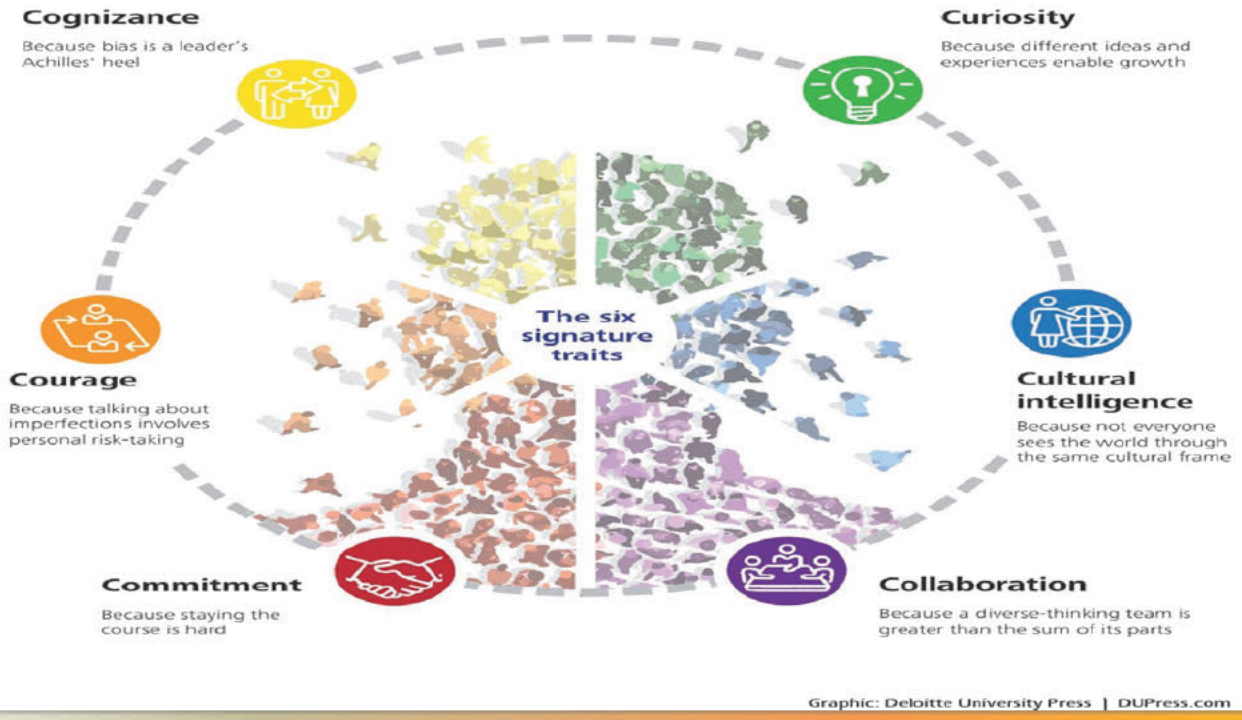
Some examples of inclusive behaviors that should be reinforced include:
Making an extra effort to understand problems faced by others
You can't always make everyone happy, but you can work together to arrive at decisions that all can understand and even accept
Efforts to uncover opposing or alternative views to try to better understand and solve problems.

Questions to Consider

- What barriers might exist for employees to reach their full potential in our organization?
- Do our processes and procedures have a disparate effect/impact on some?
- What systemic constructs should we rethink?
- How much of our organizational norms, procedures, and expectations are actually linked to accomplishing the mission versus the way we have always done business?
- Who was this organization designed to fit?

Signature Traits of an Inclusive Leader

Figure 1. The six signature traits of an inclusive leader



Graphic: Deloitte University Press | DUPress.com

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The first trait is commitment. Inclusive leaders know that by committing their time, energy, and support to investing in people that they engender inclusive workplaces. By demonstrating this level of commitment, they empower and inspire others to achieve their potential.

The second trait is courage. Inclusive leaders challenge the status quo and aren't afraid to call out deeply held and ingrained beliefs, attitudes, and behaviors that foster homogeneity. They demonstrate humility by recognizing their own shortcomings and are willing to admit to their mistakes.

The third trait is cognizance of bias. Inclusive leaders understand that personal and organizational biases narrow their field of vision and preclude them from making objective decisions. They exert considerable effort to identify their own biases and learn ways to prevent them from influencing talent decisions. They also seek to implement policies, processes, and structure to prevent organizational biases from stifling diversity and inclusion.

The fourth trait, curiosity. Inclusive leaders have an open mindset and a hunger for other perspectives and new experiences to minimize their blind spots and improve their decision making. Additionally, their ability to engage in respectful questioning, active listening to others, and synthesizing a range of ideas makes the people around them feel valued and respected and a sense of belonging. Inclusive leaders also refrain from making quick judgments, knowing snap decision can stifle the flow of ideas on their teams and frequently marked with bias.

The fifth trait is cultural intelligence. Inclusive leaders have an ability to function effectively in different cultural settings. They also recognize how their own culture impacts their personal worldview, as well as how cultural stereotypes can influence their expectations of others. They know when and how to adapt while maintaining their own cultural authenticity.

The sixth trait, collaborative. Inclusive leaders understand that collaboration is the key to team performance and success. As a result, they create a safe space in which all individuals feel empowered to express their opinions freely within the group without judgment or retribution. They also realize that diversity of thought is critical to effective collaboration, thus they pay close attention to team composition and team processes.

Behaviors for Shaping Inclusive Climates











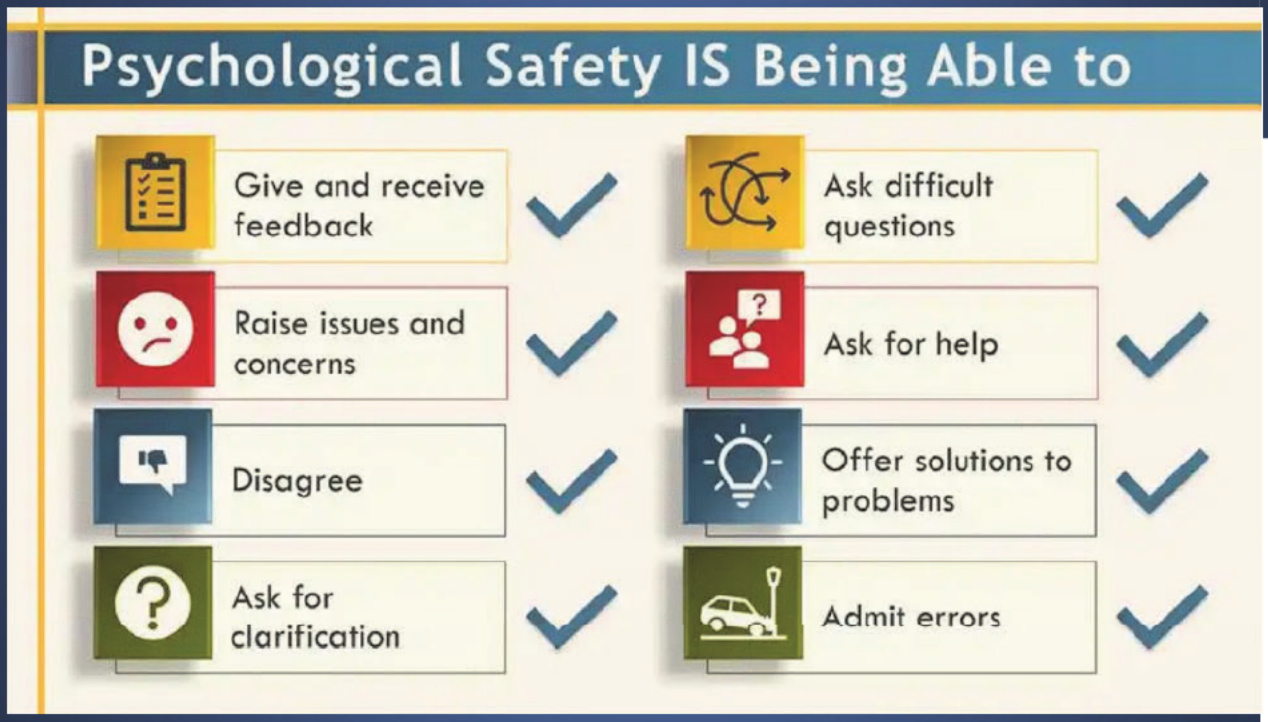
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A climate is inclusive when its norms or “Rules of Engagement” are carefully constructed to promote experiences of both belonging and uniqueness for its members. The two most essential aspects of inclusive climates are that they involve:
strong values for developing high-quality interpersonal understanding, and competence; combined with,
a shared belief that people’s diverse backgrounds and perspectives are a source of insight that can be leveraged to enhance learning and performance. These beliefs are then translated into norms for how team members are expected to engage with each other to make that possible and create that psychological space we spoke of.

Four sets of leader behaviors that are essential for shaping inclusive climates:
Assessing or being perceptive of the inclusiveness of a workgroup’s climate. Look out for unconscious biases and microaggressions. It's critical to remember is that the power of subtle, non-verbal cues is incredible. Each instance may seem minor, but cumulatively, they define the tone of the team, and determine people's experiences of inclusion. Both Informal assessments (direct observations, team discussions, third-party observations) and Formal assessments can be used here (interviews and/or surveys).
Articulating expectations about behaviors and norms expected to promote inclusion. This needs to include team norms or “Rules of Engagement” for psychological safety. Develop a shared understanding of your expectations, the team's goals, and align each member's contributions towards those expectations and goals. Invest the time and space necessary for team members to learn about one another as individuals. Nuanced, personalized information will replace superficial assumptions and open the door to deeper-level cooperation and trust.
Role Modeling inclusive behaviors for others. It is the consistency of what you attend to that is important.
Reinforcing desired inclusive behaviors through the timely communication of feedback and allocation of rewards. Leaders are encouraged and expected to use both praise and adverse actions like counseling consistently and fairly.

What is Psychological Safety?



Source: https://symondsresearch.com/psychological-safety/

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Without psychological safety we cannot have an inclusive environment.

Psychological safety in the workplace refers to a team climate in which team members trust each other and feel comfortable expressing their opinions, admitting mistakes, giving and receiving input and feedback, suggesting improvements, and pointing out problems without fear of judgement, embarrassment, punishment, or rejection by the rest of the team.

When people lack a sense of safety or feel threatened, information processing and discussion tends to become strained and is much less effective. It's important to keep in mind that protecting psychological safety for team members to express themselves doesn't necessarily mean that everyone should be encouraged to say whatever is on their mind. People must be mindful of what they express and how it influences the psychological safety of others.

Why should you train your staff on creating psychological safety at work?
Because psychological safety has been found to greatly increase staffs:
Motivation
Commitment
Morale
Creativity
Problem-solving ability
Engagement
Productivity

1

7 Common Pitfalls (& How to Avoid Them)

1. Lacking vision and goals
2. Treating everyone the same
3. Showing favoritism
4. Being inflexible
5. Knowing it all
6. Doesn't recognize or reward
7. Failing to provide feedback

*Self-reflection: As we describe each pitfall, conduct your own personal assessment and write down those that you would admit that you need to avoid.

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Number one, lacking vision and goals. If you're a leader and no one is following you, you're just taking a walk. Leaders who don't provide a compelling vision for others to follow will struggle with them staying focused and committed. Great leaders see the untapped potential in others and they seek to bring out the best in them.

Number two, treating everyone the same. Inclusive leaders take the time to know each person on their team individually because they understand that every person is not motivated in the same way. Instead of practicing the golden rule, they should practice the platinum rule. Treat others the way they want to be treated.

Number three, showing favoritism. Do you have someone on your team that you consider your go-to person? The problem is, is that when you single someone out as your favorite, you are excluding or overlooking others. When leaders avoid showing favoritism and provide a sense of belonging and equity, a level playing field and a sense of trust can be established.

Number four, being inflexible. When leaders are rigid and unwilling to consider new ideas or new ways of doing things, they squelch innovation. Inclusive leaders welcome diverse perspectives and they create an environment where collaboration and creativity can thrive.

Number five, knowing it all. Leaders who think that they are never wrong or won't admit that they don't know it all are sadly misguided. Employees today appreciate it when leaders show some level of vulnerability and authenticity. Inclusive leaders surround themselves with people who are smarter than they are and who have strengths that they don't and they are not threatened by it.

Number six, doesn't recognize or reward. Everyone desires to feel valued and appreciated, yet so often leaders acknowledge employees only when they make mistakes. When leaders take the time to recognize employee's achievements, the result is improved morale, performance, and loyalty.

And the last one, number seven, failing to provide feedback. All employees need feedback on how they're doing, positive and corrective, and they need it consistently. This tends to be one of the most underdeveloped skills of most leaders. They avoid the tough conversations and they don't provide the specificity that employees need to course correct. Inclusive leaders develop the skill and make it a consistent practice.

1

Scenario

You are the Senior Legal Administrator for a Division OSJA and are assigned a junior legal administrator. Understanding junior legal administrators are not doctrinally part of the "OSJA Foundation" you intentionally try to save them some time by not having them sit in on division/section chief meetings and foundation meetings. You are also the one briefing the foundation on office management status updates during all your meetings. Your previous junior legal administrator really valued this because it allowed them the time to focus on the various tasks at hand.

One of your section chiefs, MAJ Smith who built a good relationship with your junior legal administrator approaches you to let you know your junior legal administrator they may be feeling a little excluded.

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You should reflect on what MAJ Smith said and ask her more clarifying questions.
Have a conversation with your junior LA.
Keep an open mind to their perspective. Don't get defensive or interrupt them/talk over them before sharing your perspective and intentions.
What may have motivated and seemed great to your prev. junior LA may not be what your current junior LA values.
Consider including them in some of those meetings and give them a briefing role and responsibility so they have ownership. This may very well be the best thing you can do to help them get ready to take on their own office after this assignment.

1

Scenario

As the Legal Administrator in your office, you routinely walk around in the mornings with your coffee and just check on how everyone is doing. As you walk by two CPTs talking, you greet them and take a seat. They awkwardly begin changing the subject before you encourage them to share what they were talking about with you.

They let you know that they are just a bit unsure of how to approach an issue and ask for your advice on how to address some microaggressions in the workplace they have observed. They know the SJA and the foundation as a whole support DEIA efforts but these microaggressions haven't stopped. In fact, the most recent incident occurred not too far from your Command Paralegal they just weren't sure if they actually picked up on the microaggression.

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Gather some more information with details and any specific examples they can remember.
Encourage them to not be a bystander the next time they witness such microaggression and ensure them they should always feel comfortable bringing it to the leadership's attention
Discuss this incident with your foundation to identify the need for a climate assessment
Make any recommendations for adverse administrative action/counseling for those individuals who were personally witnessed to have contributed to microaggressions
Recommend training for the OSJA with the SJA reinforcing the importance of training

1

Scenario

SGM Randolph has been a stellar performer. She has trained and led the paralegals to be one of the most efficient offices in the JAG Corps. She has often discussed with you that the paralegals are ready to take on more responsibility. She has mentioned more than once that several of the paralegals' enlistments are ending, and many are considering getting out because they don't feel their skills are being utilized.

She also points out that many of the paralegals are Black or Hispanic and often feel as if they are treated as "the help" instead of a member of the team. She finally says that many of the staff feel that the DEI events are simply performative to check the block and that the leadership team does not really believe creating an equitable and inclusive workplace is important.

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You should reflect on what SGM said and ask her more clarifying questions.
Ask her how you can empower the paralegals more to gain knowledge from her experience and perspective.
Get to know those Soldiers who are Black and Hispanic better to understand what they value and what their individual perspectives are.
Do not deflect and just put the sole responsibility of the paralegals on the SGM, if any of those Soldiers are in your sections or in your organization, we all have a collective responsibility to make those Soldiers feel valued and feel like they belong.
Schedule a time to talk as a foundation about these challenges and consider an assessment of your OSJA climate. Refer to the slide for shaping inclusive climates, specifically the Assessment phase.

Four Conversational Traps: ADDA

There are 4 conversational traps that people should be wary of when it comes to discussions of identity and diversity

- Avoid
- Deflect
- Deny
- Attack

From "Say the Right Thing: How to talk about Identity, Diversity, and Justice" by Kenji Yoshino and David Glasgow

Avoid

- Most common
- Fall silent
- Leave the room
- Remember something else you need to do
- Say something “nice” rather than say what you think
- Expressing your views but crediting them to another source
- Pausing the conversation so that you can process what has been said in order to return for a constructive dialogue is okay, but articulate that

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Silence may seem safe but marginalized communities see it as an abdication of responsibility

Seen as not caring enough to get uncomfortable

Other attempts to avoid dealing with conversations are seen as inauthentic

Deflect

- Shift attention from the topic being discussed to one that you are more comfortable with
- Deflecting to tone—focusing on ***how*** someone says something rather than on ***what*** they said
- Deflecting by channel switching—shifting focus from one group to another
- Deflecting to yourself—divert attention of from perceived slight to your own good character

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Deflecting to tone—may genuinely feel hurt by person's tone but changing the conversation to your hurt feelings trivializes others concern
Deflecting by channel switching—Upswitching—shunting the discussion up "Black Lives Matter" to "All Lives Matter"
Downswitching—Switching from a broad topic to a narrow one—"privilege" to topic of racial identity
Deflecting to Self—pointing out how good you are or how bad you have had it—I'm suffering too—sometimes can be an attempt to build commonalities that goes wrong or "I did not mean it like that"

Deny

- Rejects others perspective without considering that you could be wrong
- Announce from their “objective” perch that the other person is categorically wrong
- Denies another person’s emotions are real
- Acknowledges other’s feelings are real but illegitimate—oversensitive
- Denier assumes the mantle of power or authority

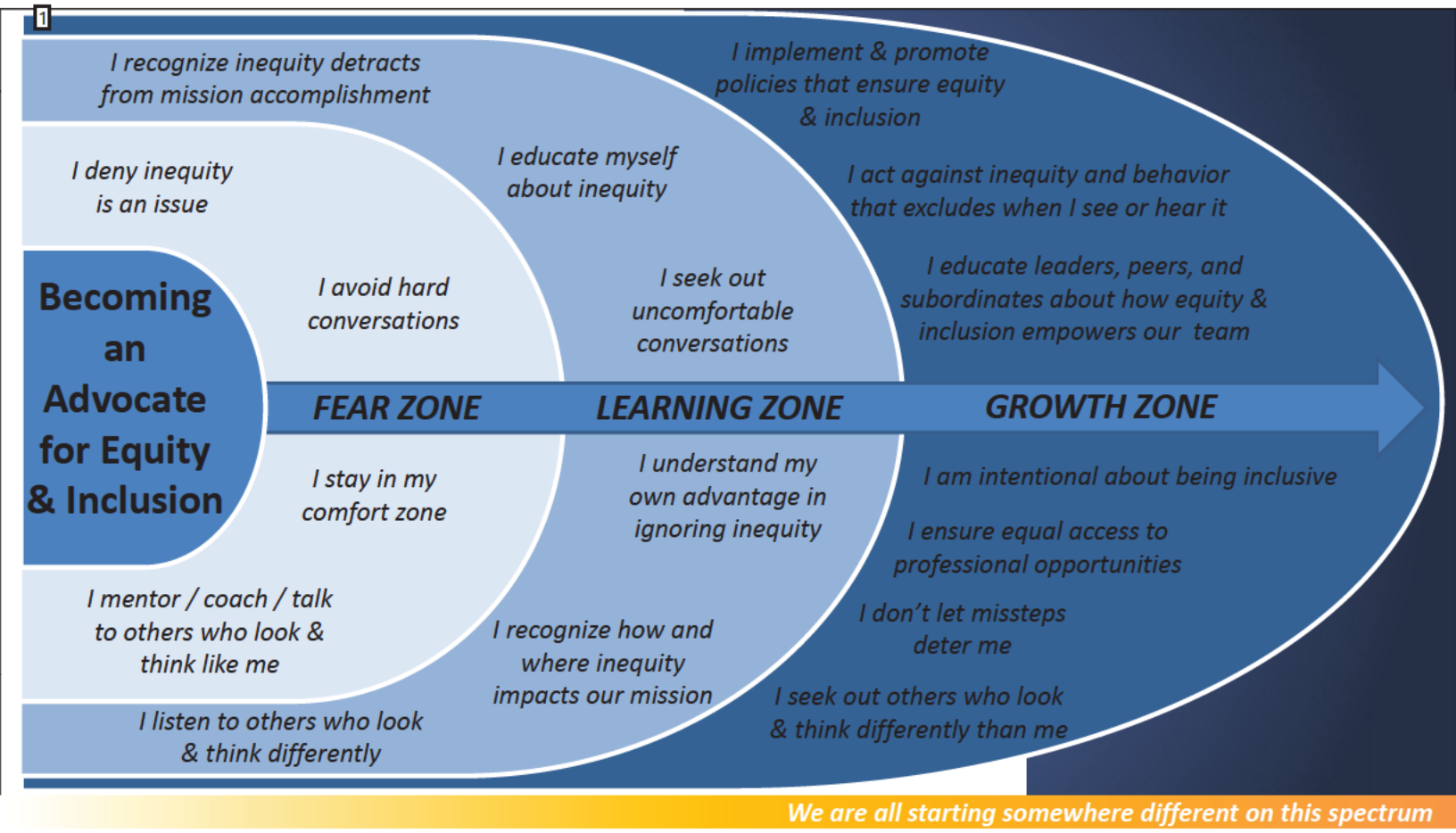
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Megan Kelly—"Santa just is white…"

Attack

- Attack refers to combative, personal affronts, such as insults, sarcasm, eye-rolling, and passive-aggressive behavior

- All 4 ADDA are reflexive—want to get to being reflective in responses


Becoming an Advocate for Equity & Inclusion
FEAR ZONE
LEARNING ZONE
GROWTH ZONE
I recognize inequity detracts from mission accomplishment
I deny inequity is an issue
I avoid hard conversations
I stay in my comfort zone
I mentor / coach / talk to others who look & think like me
I listen to others who look & think differently
I educate myself about inequity
I seek out uncomfortable conversations
I understand my own advantage in ignoring inequity
I recognize how and where inequity impacts our mission
I implement & promote policies that ensure equity & inclusion
I act against inequity and behavior that excludes when I see or hear it
I educate leaders, peers, and subordinates about how equity & inclusion empowers our team
I am intentional about being inclusive
I ensure equal access to professional opportunities
I don't let missteps deter me
I seek out others who look & think differently than me
We are all starting somewhere different on this spectrum

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Goal is to get to and stay in the growth zone.

"Inclusive leadership is not a destination. It's a journey that requires humility, curiosity and courage."

Thais Compoint Author of "Succeed as an Inclusive Leader"

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











Keep up with ODEI & the Council

Teams

JAGC ODEI- DEI&A Training and Resources

CNet

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

Suite

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

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

Page: 26

Number: 1 Author: Presenter Notes Subject: Presentation Notes Date: 2/4/2025 1:28:24 PM

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QUESTIONS?

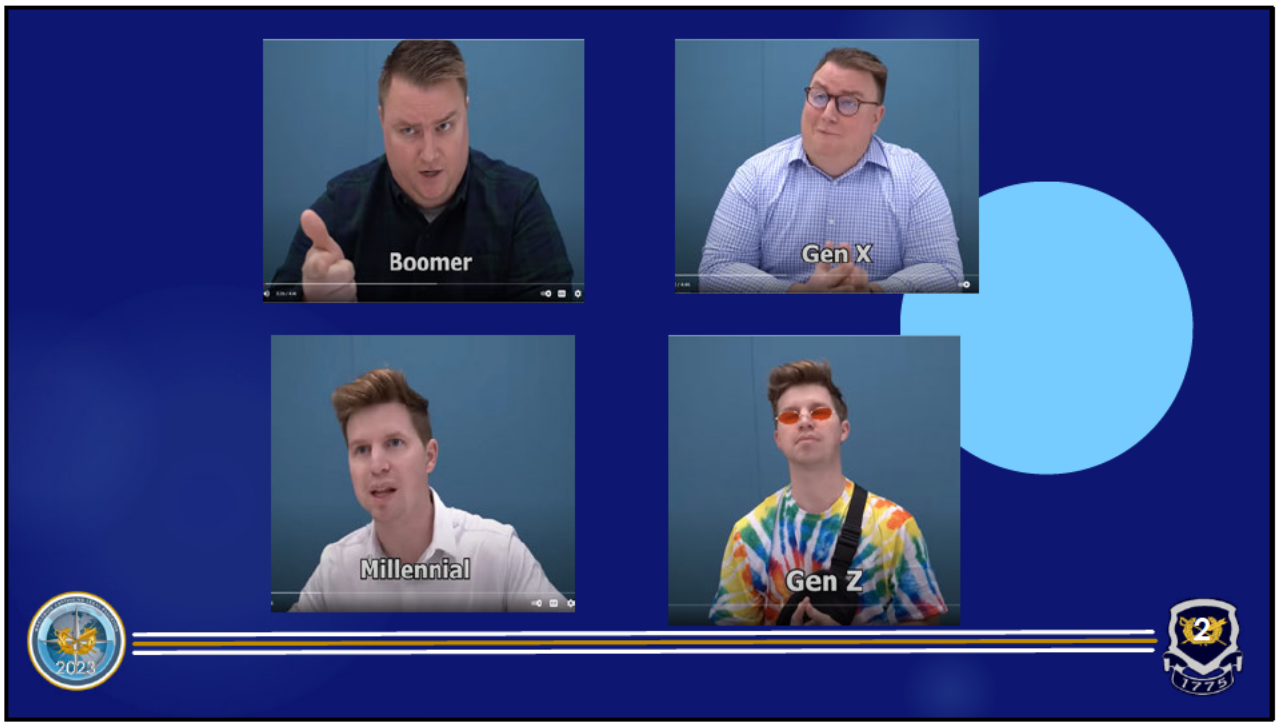


Leading Diverse Generations

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DIRECTOR, OFFICE OF DIVERSITY, EQUITY, AND INCLUSION




Boomer
Gen X
Millennial
Gen Z
2

Every Generation At Work



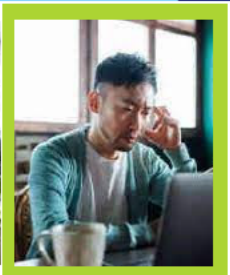
https://www.youtube.com/watch?v=NsWn16SvhVQ

Elements that Make up a Generation

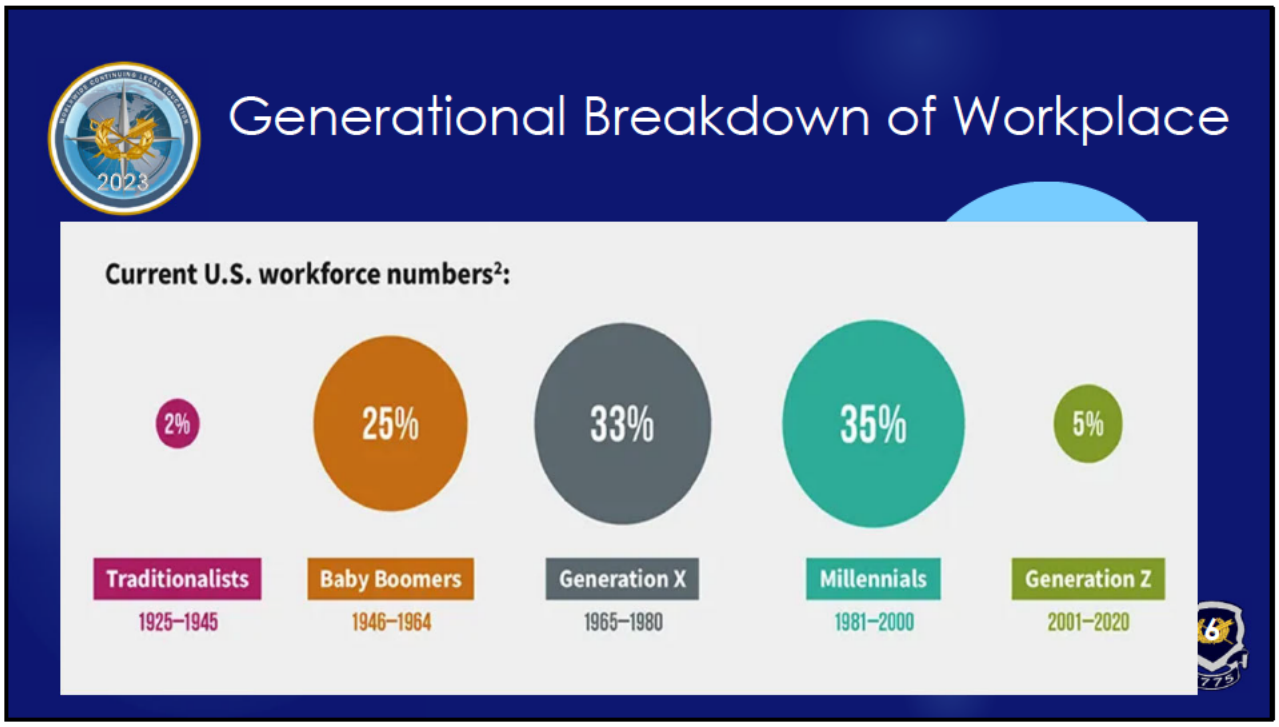
- Time in history
- Shared economies
- Technology
- Entertainment
- Tragedies, Heroes, Villians
- Shared Culture
- Family environments



Generations in the Workplace

The Silent Generation	Baby Boomers	Generation X	Millennials	Generation Z
				
1928 – 1945	1946 – 1964	1965 - 1980	1981 – 1996	1997 - 2012

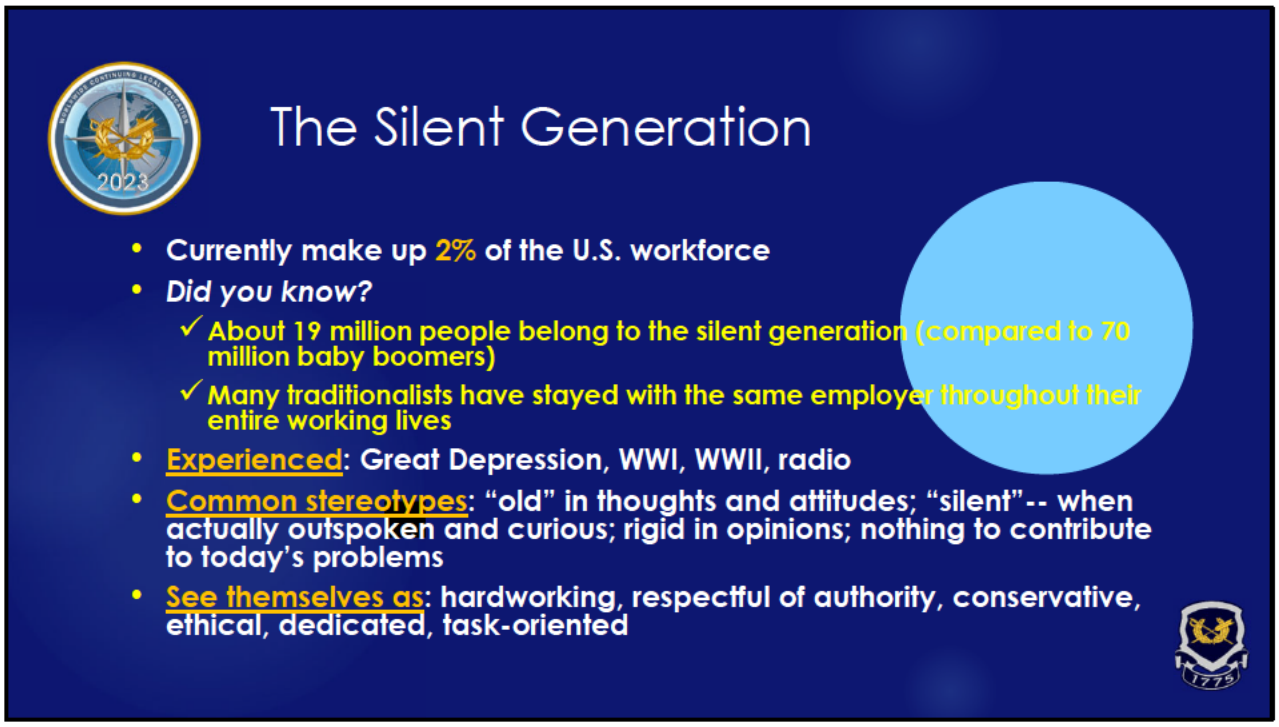
Sources: https://www.knowledgecity.com/blog/generational-differences-in-the-workplace/
https://www.shrm.org/resourcesandtools/hr-topics/global-hr/pages/generational-mindsets-affect-workforce.aspx



https://www.purdueglobal.edu/education-partnerships/generational-workforce-differences-infographic/

Generations Trivia: Silents/Greatest

- More than two decades before The Pretenders hit the charts with "Back on the Chain Gang," who recorded "Chain Gang" in 1960?
- Hint: One of the most soulful singers in 50s and 60s
- Answer: Sam Cooke



Unlike the previous generation who had fought for "changing the system," the Silent Generation were about "working within the system." They did this by keeping their heads down and working hard, thus earning themselves the "silent" label. Their attitudes leaned toward not being risk-takers and playing it safe. Also, kids during this time were "to be seen and not heard."

Sources:

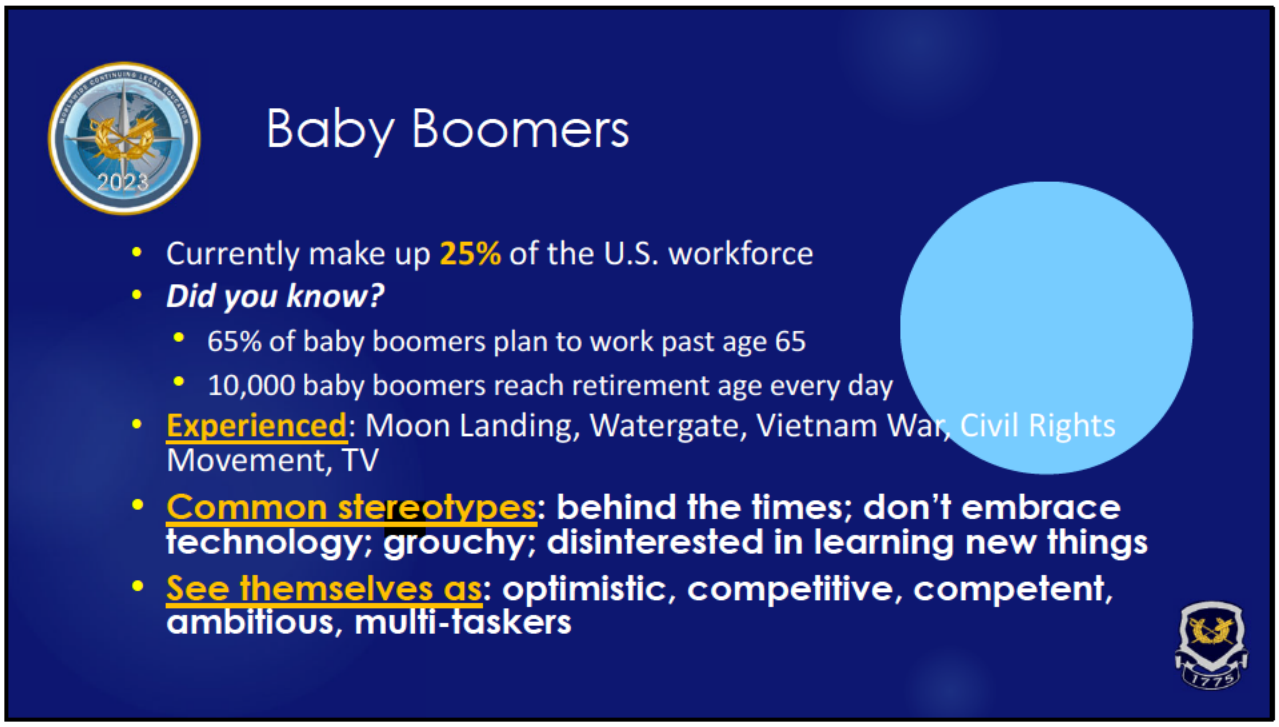
1 - https://www.purdueglobal.edu/education-partnerships/generational-workforce-differences-infographic/ (as of 2020)
3 - https://www.shrm.org/resourcesandtools/hr-topics/global-hr/pages/generational-mindsets-affect-workforce.aspx
4 - http://www.vernonresearch.com/biggest-generational-stereotypes/

Generation	Relationship w/ Authority	Relationship w/ Organization	Work Styles	Motivation	Recognition
Silent/Traditional	Respect for Authority and Hierarchy	Loyal, long term committment	Linear, follow rules, not broken/don't fix	Respect, recognition, stability	Subtle and personalized

Relationships w/ Authority: tend to have respect for authority and the hierarchical system; have the attitude of "tell me what I should do for you"
Relationships w/ Organizations: tend to be loyal to the organization; often have long-term commitment and tenures and see a career as equaling opportunity
Work Styles: tend to be linear and follow the rules; think that change is necessary mainly when something is broken
Motivated By: respect, recognition, providing long-term value to the company, satisfying work and opportunities to contribute, stability

Generations Trivia: Baby Boomers

- Playing the character of LTC Bill Kilgore, what actor said, "I love the smell of napalm in the morning"?
- Hint: He's a Du All or a Do Nothing kind of guy.
- Answer: Robert Duvall



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
4 - http://www.vernonresearch.com/biggest-generational-stereotypes/

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Silent/Traditional	Respect for Authority and Hierarchy	Loyal, long term committment	Linear, follow rules, not broken/don't fix	Respect, recognition, stability	Subtle and personalized
Boomers	Challenge Authority, prefer flat democratic organizations	Loyal to the team and go the extra mile	Like Structure but challenge rules, cautious about change, work long hours	Company loyalty, teamwork, duty	Job titles, parking spaces, office size

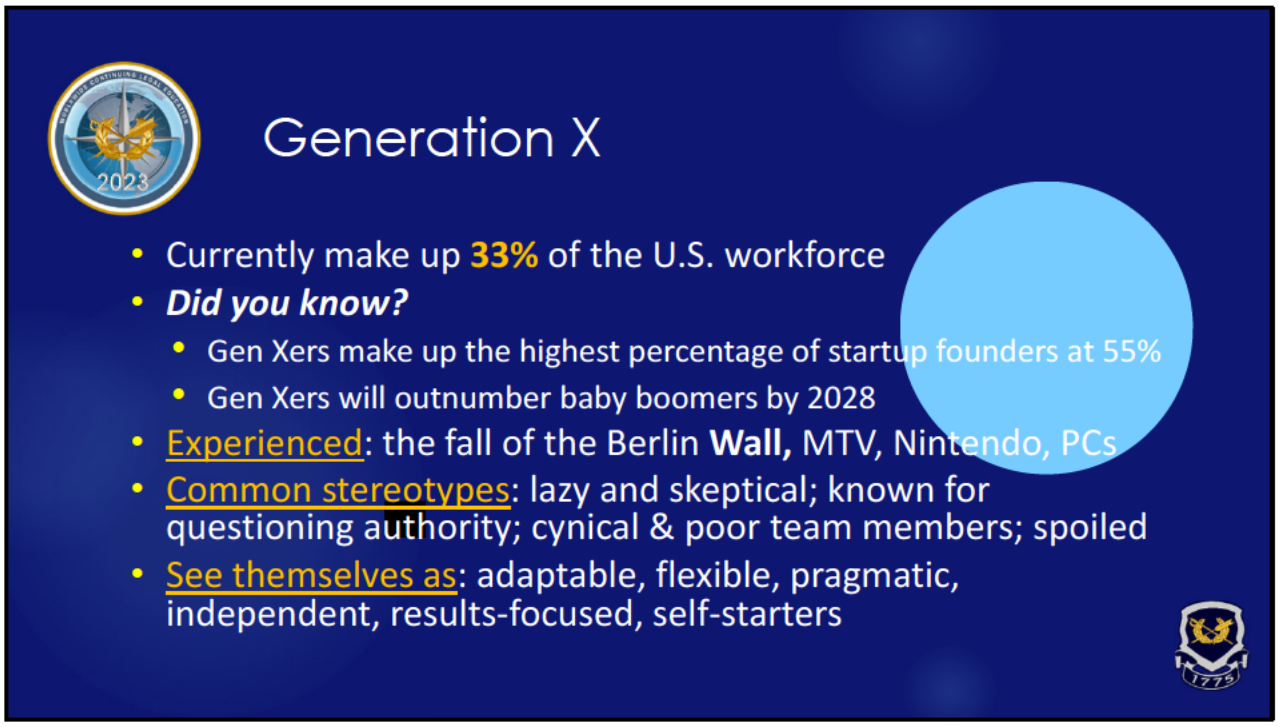
Relationships w/ Authority: challenge authority and desire flat organizations that are democratic; tend to have the mindset of "let me show you what I can do for you"
Relationships w/ Organizations: tend to be loyal to the team, adding value by going the extra mile; see career as translating into self-worth
Work Styles: digital immigrants who may not be tech-savvy; like a structured organization but challenge the rules; are cautious about change; tend to believe that working long hours is what defines success; value face-to-face interactions with co-workers
Motivated By: company loyalty, teamwork, duty, specific goals and deadlines, coaching-style 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

Generations Trivia: Generation X

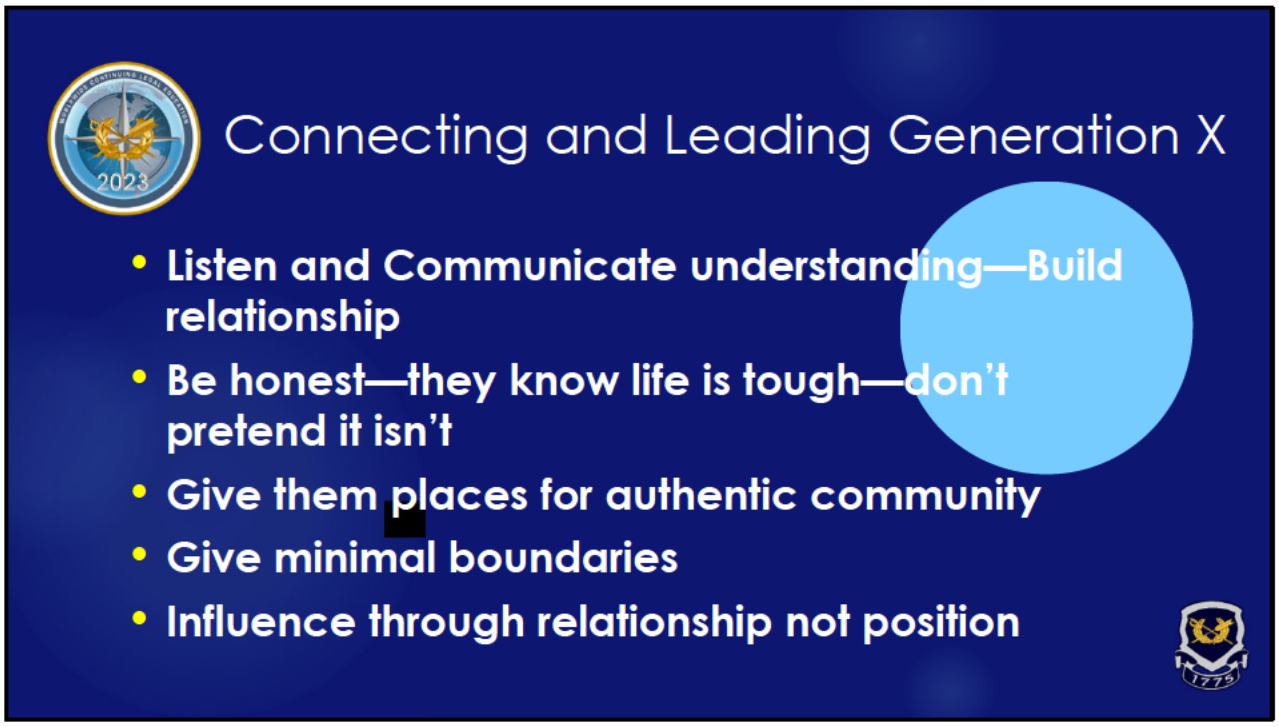
- **Who became the first American woman in space in 1983?**
- **Hint: This lady got to take the "ride" of her life!**
- **Answer: Sally Ride**



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
4 - http://www.vernonresearch.com/biggest-generational-stereotypes/

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Gen X	Unimpressed with authority, expect their competence to be respected	Loyal to their manager, career just one part of their identity	Flexible, see change as an opportunity	Personal-professional interest rather than company, flexible work	Immediate feedback, informal, publicly communicated

Relationships w/ Authority: respect authority figures who demonstrate competence; their attitude tends to be "show me what you can do for me right now"
Relationships w/ Organizations: tend to be loyal to colleagues; expect equitable treatment; see their careers as an opportunity to add value and contribute
Work Styles: digital natives; have more fluid work styles; expect to create the rules with change equaling improvement
Motivated By: responsibility, the quality of their manager, unique work experiences, flexibility, 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

Generations Trivia: Millennials

- **What game came bundled with the original Game Boy?**
- **Hint: When this game dropped, it hit me like a ton of bricks.**
- **Answer: Tetris**



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

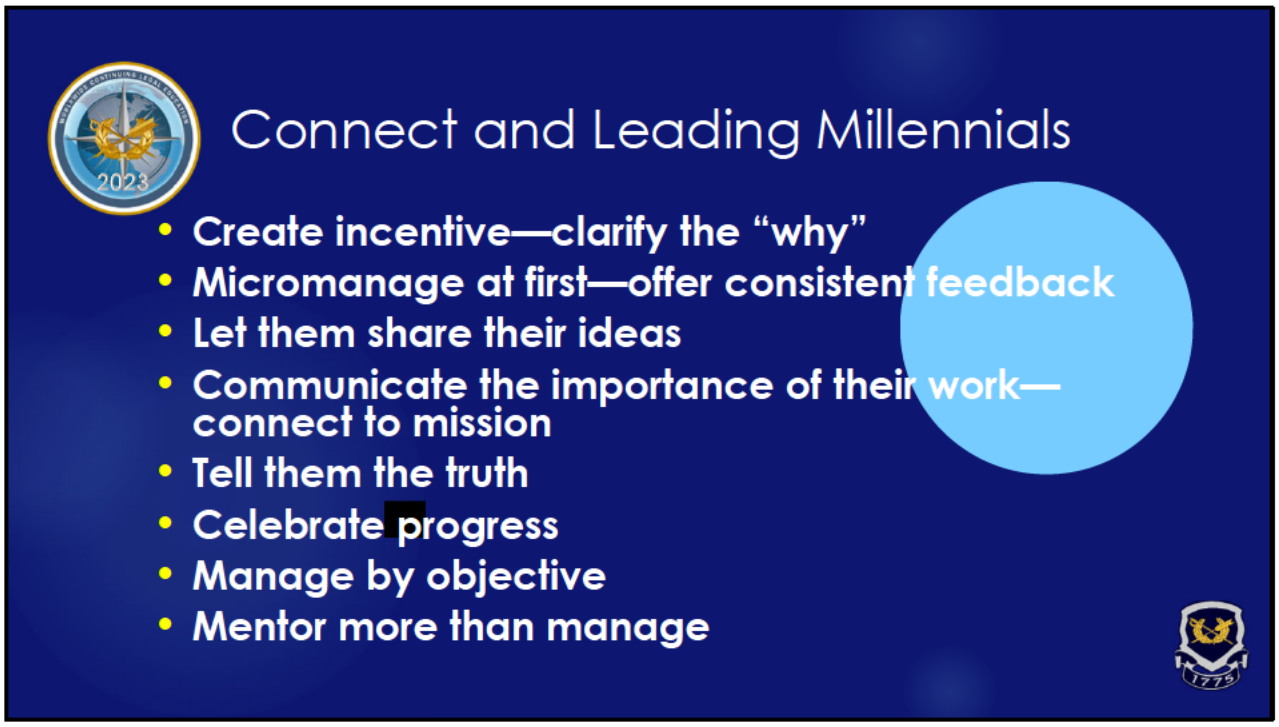
Generation	Relationship w/ Authority	Relationship w/ Organization	Work Styles	Motivation	Recognition
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Millennials	Respect competence	Loyal to colleagues, expect equity	More fluid, expect to make the rules with change = improvement	Responsibility, unique experiences, flexibility	Regular, informal

Sources:

1 - https://www.purdueglobal.edu/education-partnerships/generational-workforce-differences-infographic/ (as of 2020)

3 - https://www.shrm.org/resourcesandtools/hr-topics/global-hr/pages/generational-mindsets-affect-workforce.aspx

4 - http://www.vernonresearch.com/biggest-generational-stereotypes/

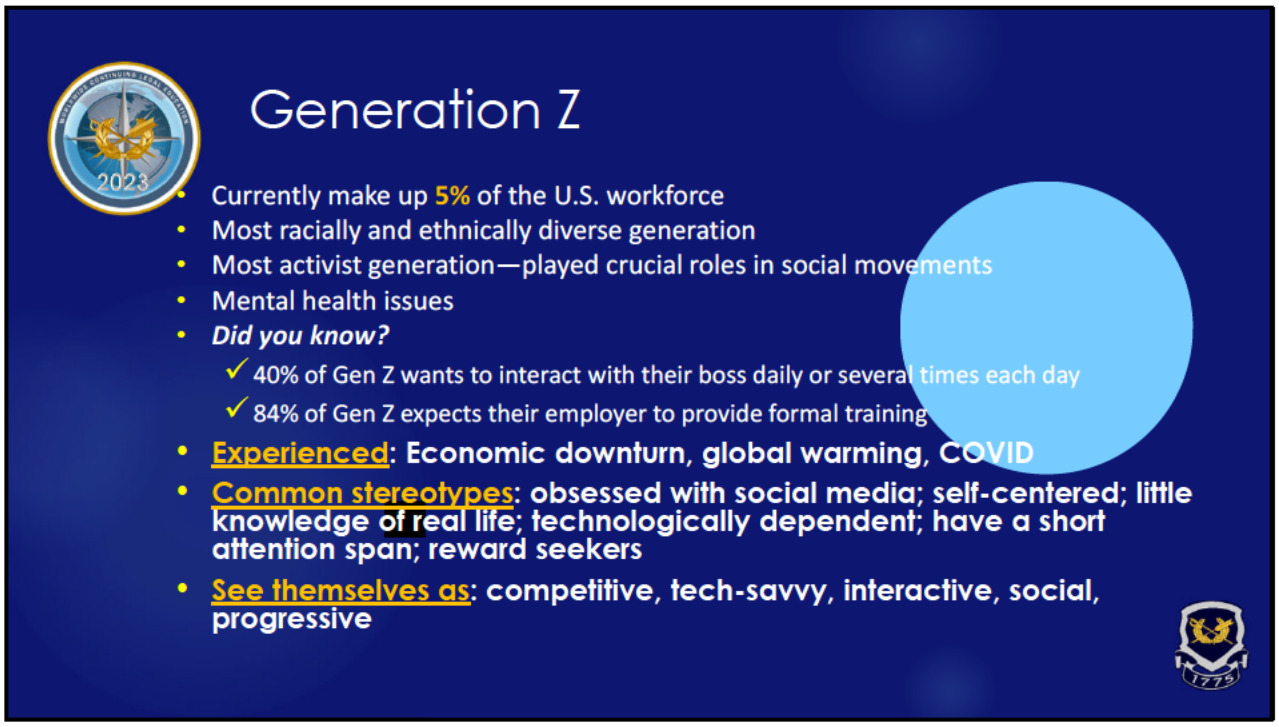


Relationships w/ Authority: respect authority figures who demonstrate competence; their attitude tends to be "show me what you can do for me right now"
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Work Styles: digital natives; have more fluid work styles; expect to create the rules with change equaling improvement
Motivated By: responsibility, the quality of their manager, unique work experiences, flexibility, 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

Generations Trivia: Generation Z

- What pop singer became the first male to appear solo on the cover of Vogue?
- Hint: He was pictured wearing a dress.
- Answer: Harry Styles



Sources:

1 - https://www.purdueglobal.edu/education-partnerships/generational-workforce-differences-infographic/ (as of 2020)

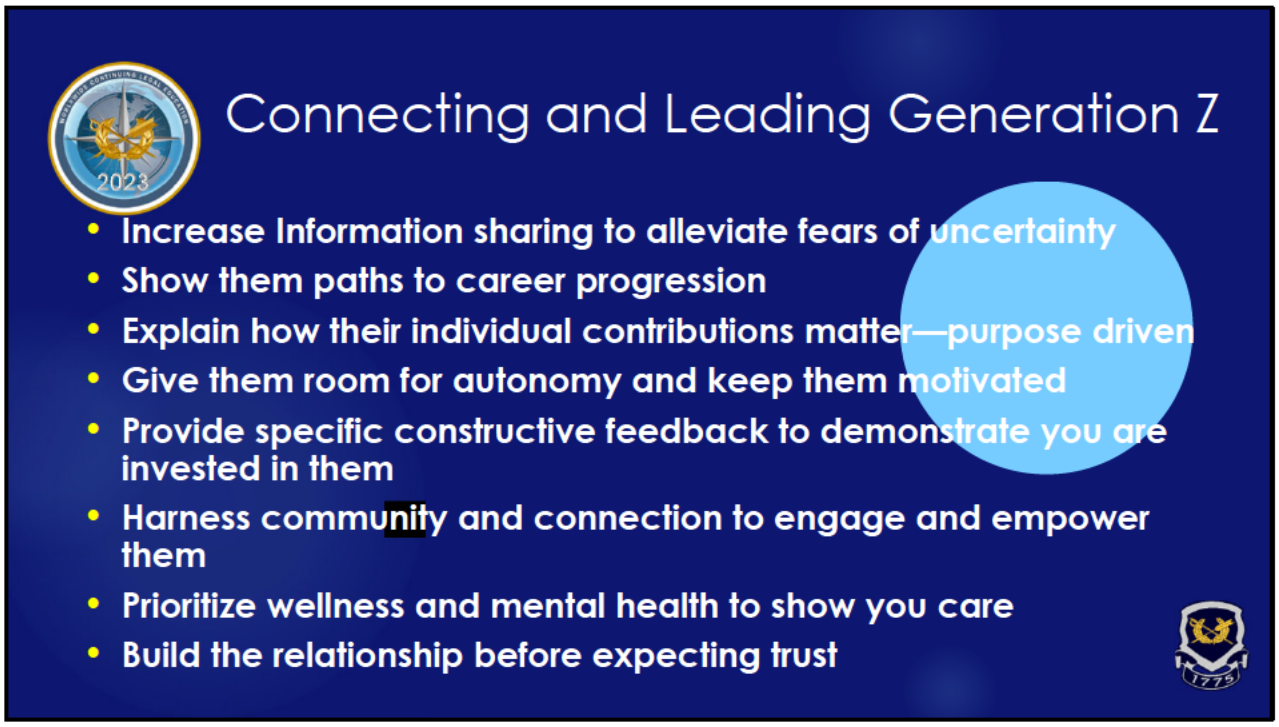
2 - https://www.informationweek.com/it-life/generations-in-the-workplace-stereotypes-and-facts?slide=8

3 - https://www.shrm.org/resourcesandtools/hr-topics/global-hr/pages/generational-mindsets-affect-workforce.aspx

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Gen X	Unimpressed with authority, expect their competence to be respected	Loyal to their manager, career just one part of their identity	Flexible, see change as an opportunity	Personal-professional interest rather than company, flexible work	Immediate feedback, informal, publicly communicated
Millennials	Respect competence	Loyal to colleagues, expect equity	More fluid, expect to make the rules with change = improvement	Responsibility, unique experiences, flexibility	Regular, informal
Gen Z	No one way conversations, want to be engaged	Loyal to the experience, invested in their career	Agile, seek balanced rules, change is reality	Personalized, independence, ability to work on multiple projects	Regular, in-person

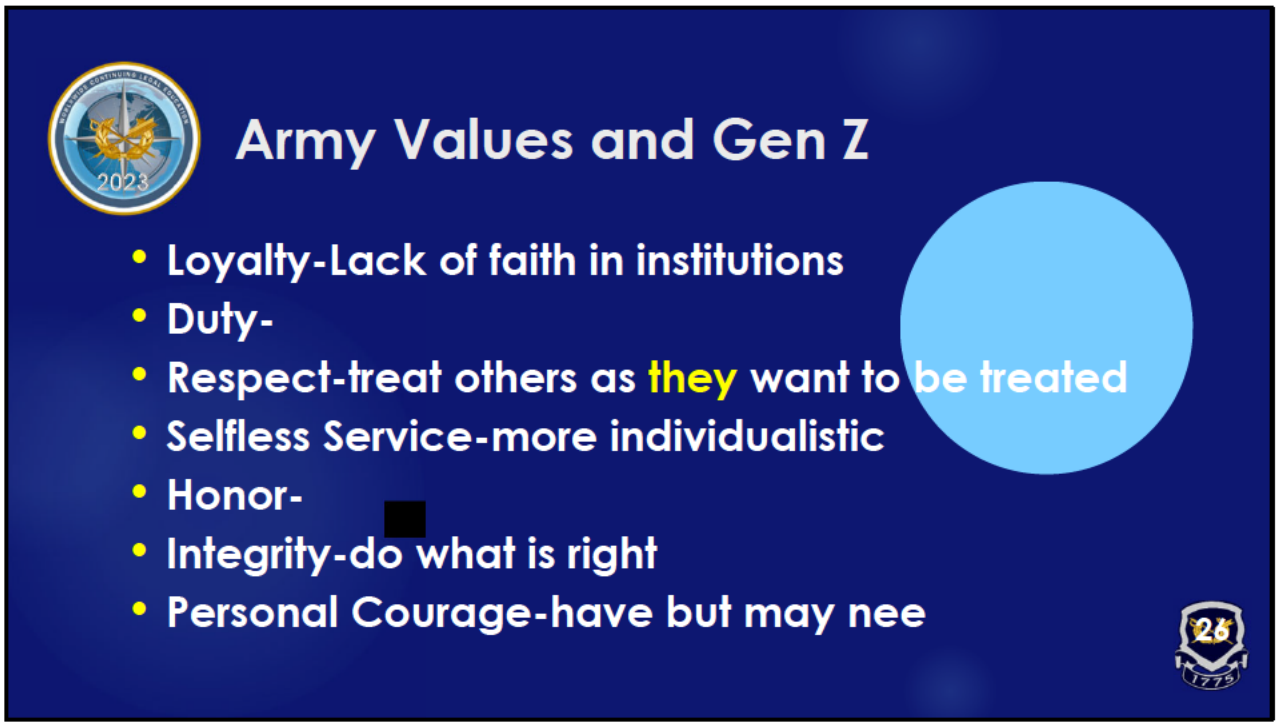
Relationships w/ Authority: respect the process and follow direction but want to be engaged; management shouldn't have a one-way conversation with them
Relationships w/ Organizations: tend to be loyal to the experience; are invested in their careers, which they see as a way to grow
Work Styles: agile; seek balanced rules; see change as simply reality
Motivated By: diversity, personalization, individuality, creativity, opportunities to work on multiple projects at the same time, independence

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



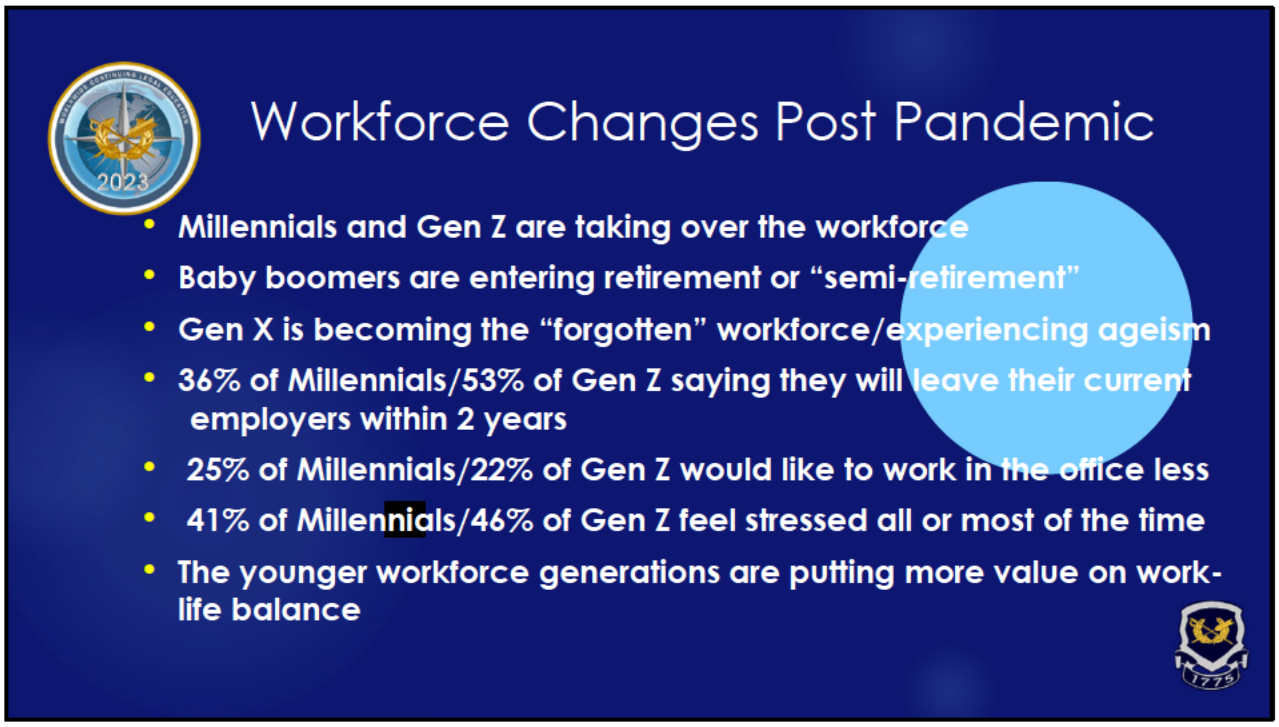
Encourage them to remove self imposed pressure
Express high expectations and high belief

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



Jameel Armstrong, a 20-year-old Navy Information Systems Technician Third Class currently deployed in Bahrain, says many in his generation are too apathetic to enlist.

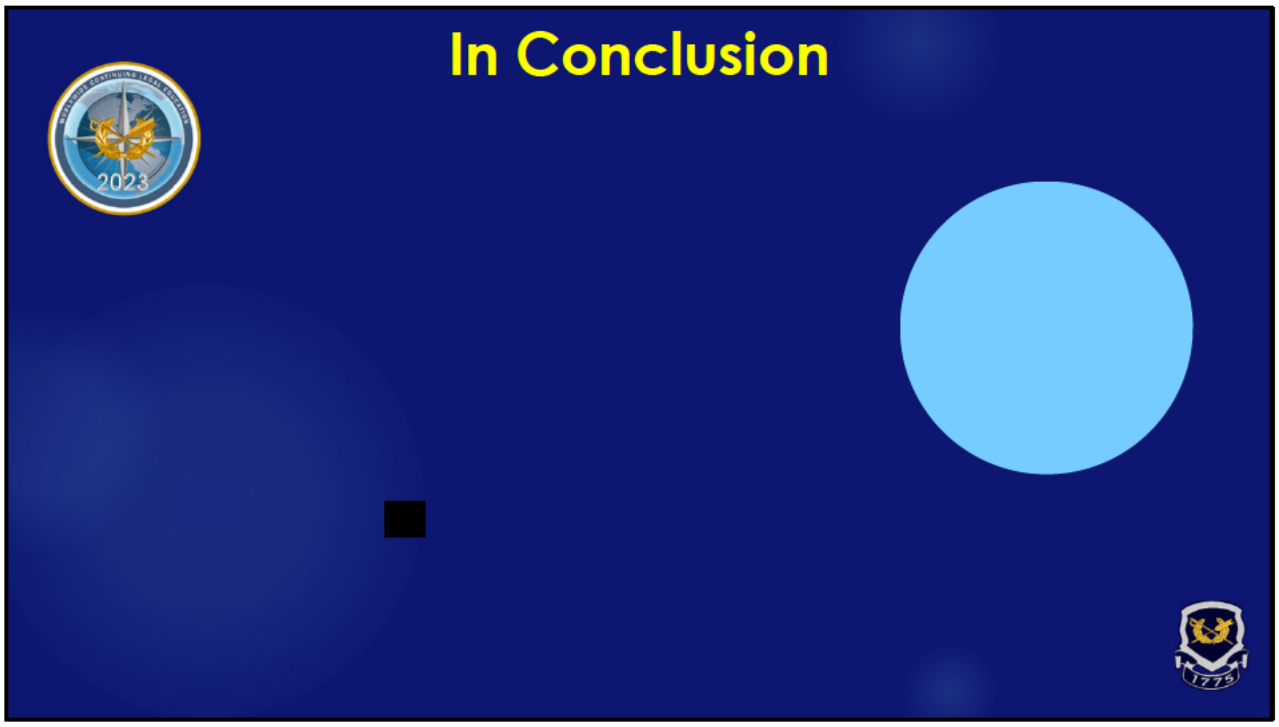
"I just don't think it's appealing to the average modern teenager," Armstrong, who says he enlisted at age 18 to serve his country, told The Post. "There's a lot of apathy. We're so divided right now. And so a lot of young people think, 'Why would I wanna defend a government that doesn't appreciate me, or is so divided?'"



Sources:
https://www.shrm.org/resourcesandtools/hr-topics/global-hr/pages/generational-mindsets-affect-workforce.aspx
https://www.halpernadvisors.com/thought_leadership/multigenerational-workforce-post-pandemic-challenges/

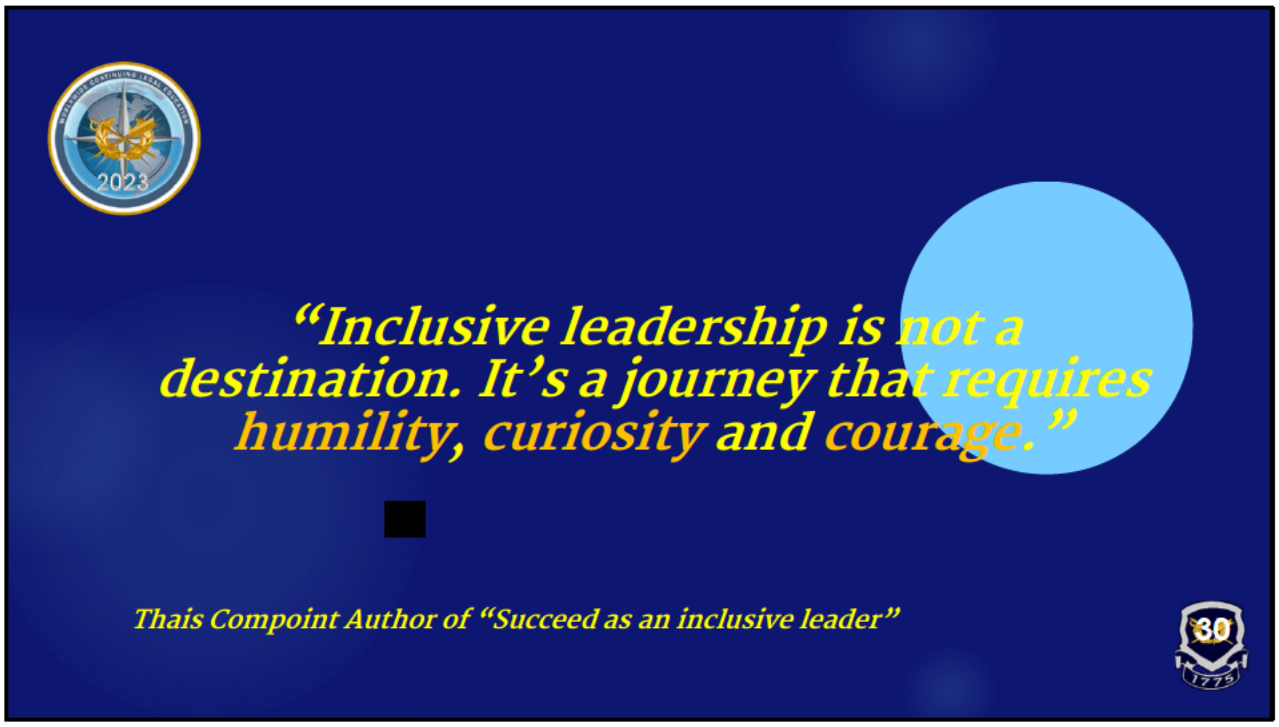


Sources:
https://www.knowledgecity.com/blog/generational-differences-in-the-workplace/
Managing a Multigenerational Team (LinkedIn Learning)
https://www.getsmarter.com/blog/market-trends/the-future-of-work-changing-values-in-a-multi-generational-workforce/



SOURCES:

1. https://www.livecareer.com/resources/careers/planning/generation-diversity-in-the-workplace


"Inclusive leadership is not a destination. It's a journey that requires humility, curiosity and courage."
Thais Compoint Author of "Succeed as an inclusive leader"

QUESTIONS?

JAGC AFFINITY MENTORSHIP GROUPS

- 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

FEDERAL BAR ASSOCIATION AFFINITY GROUPS

Note: These resources are provided for informational purposes only and do not constitute an endorsement or support by the JAGC, Army or the DoD.

DEFENSE EQUAL OPPORTUNITY MANGAMENT INSTITUTE (DEOMI)

MISSION: to foster cultures of excellence through learning, research, and integrated knowledge management to optimize total force readiness.

VISION: To advance an agile and inclusive force that values and develops all individuals and thrives on their contributions.

CORE VALUES:
Inclusion – The development of relationships, community, and trust through valuing, respecting, and depending on individual strengths.

Learning – The pursuit of knowledge and wisdom for personal and professional growth.

Innovation – The development of agile and adaptive strategies, solutions, and technologies.

Collaboration – The development of alliances with human relations communities of interest, DoD Leaders, and entities of mutual pursuit.

DEOMI OBSERVANCES

U.S. ARMY JUDGE ADVOCATE GENERAL'S CORPS ODEI

AFFINITY MENTORSHIP GROUPS



ADDRESS

2200 Army Pentagon,
Washington D.C., 20310

CONTACT US

ODEI (b) (6) |
usarmy.pentagon.hqda-otjag.mbx.jagc-diversity-inclusion@army.mil

Join our ODEI Training & Resources MS Team today!

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Throughout Fiscal Year 24, your ODEI is coordinating efforts with our various JAGC Affinity Groups to highlight and share the various perspectives of our JALS personnel for all cultural observances.

If you or someone in your formation would like to participate in a panel for one of our cultural observances please reach out to our office via email at usarmy.pentagon.hqda-otjag.mbx.jagc-diversity-inclusion@army.mil

JAGC ODEI TRAINING OPPORTUNITIES FOR CULTURAL OBSERVANCES

November
- 9 Nov 23: American Indian Heritage Month Panel

December
- 14 Dec 23: Holidays Around the World

January
- 25 Jan 24: MLK Observance w/Equity & Privilege

February
- 22 Feb 24: Black History Month Panel

March
- 28 Mar 24: Women's History Month Panel

April
- 25 Apr 24: Holocaust Remembrance Event

May
- 23 May 24: Asian-American & Pacific Islander Heritage Month Panel

June
- 27 Jun 24: Let's Talk LGBTQIA+ and Pride Month Panel

July
- 25 Jul 24: JAGC Affinity Groups Engagement

August
- 22 Aug 24: Women's Equality Day Panel

September
- 26 Sep 24: Hispanic Heritage Month Panel

Note: Standard training time is 1000EST. Training subject to change due to mission requirements.
Please follow our ODEI Training & Resources team for the latest training updates monthly!

ARMY EQUITY AND INCLUSION AGENCY OUTREACH & ENGAGEMENT

The objective of Army Equity and Inclusion Outreach and Engagement is to promote opportunities in the Army to the widest audience possible and engage with a variety of national affinity groups/non-federal entities. This plan supports Executive Order 14035 to strengthen the Army's ability to recruit, hire, develop, promote, and retain our Nation's talent. Army Outreach and Engagement events provide a significant opportunity to tell the Army Story and develop a cadre of community influencers to champion the Army as an Employer of Choice.

Did you know?
Some affinity groups/ NFEs the Army coordinates efforts with for outreach, engagement, and recruiting include:

- National Association for Advancement of Color People (NAACP) https://naacp.org/
- Society of American Indian Government Employees (SAIGE) https://saige.org/
- League of United Latin American Citizens (LULAC) https://lulac.org/
- Federal Asian Pacific American Council (FAPAC) https://fapac.org/
- Zeta Phi Beta Sorority Inc. https://zphib1920.org/
- Kappa Alpha Psi Fraternity, Inc. https://www.kappaalphapsi1911.com/kapsi/s/

SOURCES:

1. https://builtin.com/diversity-inclusion/diversity-in-the-workplace-statistics
2. https://www.zippia.com/advice/diversity-in-the-workplace-statistics/

Diversity

1. 48 percent of Gen Z are racial or ethnic minorities
2. According to the U.S. Bureau of Labor Statistics the number of employees over the age of 75 is expected to increase, while the number of employees aged 16 to 24 is expected to decrease between 2019 and 2029.
3. Members of the LGBTQ+ community make up 62.8 percent of the United States workforce
4. Diversify your network: Make an effort to connect with people from diverse backgrounds and build meaningful relationships
5. Encourage Diverse Hiring: Encourage diverse hiring practices in your workplace and community organizations
6. Support Diverse Causes: Advocate for and support organizations that promote diversity and inclusion

Equity

1. Approximately 80 percent of the 1.1 million American workers unemployed or who left the labor force during the height of the COVID-19 pandemic were women.
2. Although 13.4 percent of the total U.S. population is Black, only 2 percent of executives are Black.
3. During the COVID-19 pandemic, men working at home while also caring for children were more likely to receive promotions and pay increases than women in the same position
4. Advocate for Fair Policies: Support and advocate for policies and practices that promote equity within your organization, such as diverse hiring and advancement opportunities
5. Raise concerns: If you witness or experience inequity or discrimination, report it to the appropriate channels within your organization
6. Challenge Biases: Be aware of your own biases and actively work to overcome them, both in your decision-making and interactions with colleagues
7. Engage in employee resource groups: Join or support Employee Resource Groups that focus on promoting equity and inclusion
8. Lead by example: Demonstrate inclusive behavior in your daily interactions, setting a positive example for your colleagues and superiors
9. Educate yourself: Continuously educate yourself about diversity, equity, and inclusion issues to better understand their importance and impact

Inclusion

1. Compared to individual decision makers, diverse teams make better decisions 66 percent of the time.
2. Compared to individual decision makers, gender-diverse teams were found to make better decision 73 percent of the time

Sources: https://builtin.com/diversity-inclusion/diversity-in-the-workplace-statistics
https://www.zippia.com/advice/diversity-in-the-workplace-statistics/

3. Compared to individual decision makers, teams including a range of ages and different geographic locations saw better decisions 87 percent of the time.
4. Be mindful of language: Use inclusive language that respects people's identities and backgrounds
5. Promote inclusivity: Create inclusive environments where everyone feels welcome and valued
6. Listen Actively: When engaging with others, actively listen to their experiences and viewpoints without judgement
7. Promote inclusive language: Encourage the use of inclusive language and respectful communication within the workplace

Accessibility

1. According to the U.S. Census Bureau, approximately 56.7 million Americans have some sort of disability
2. According to the U.S. Census Bureau, nearly 300 million Americans have a cognitive disability.
3. According to the U.S. Census Bureau, over 300 million people living in the United States has a haring disability
4. Advocate for and use accessible technology and tools within the organization, such as screen readers and captioning services
5. Ensure that all communications including emails, documents, and presentations, are accessible by using proper formatting and alternative text for images
6. Be supportive of colleagues who require accommodations and help them access the resources they need
7. Accessible events: Organize and participate in events that are accessible to all, including accessible venues, sign language, interpreters, and accessible materials
8. Advocate for policy changes: work within your organization to develop and implement accessibility policies and practices that benefit all employees and customers

Sources: https://builtin.com/diversity-inclusion/diversity-in-the-workplace-statistics
https://www.zippia.com/advice/diversity-in-the-workplace-statistics/

Q. **(ODEI)** 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."

Answer:

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.

Q. (ODEI) 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?

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 base 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.

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

From: (b) (6) (b) (6) USARMY HQDA TJAGLCS (USA)
Sent: Thursday, February 23, 2023 3:41 PM
To: (b) (6)
Subject: 21 FEB 23 Bias Training OPT Read Out

Team,

Sorry we had such low attendance at Tuesday's meeting. If there are times that are more convenient for the team, I'm happy to adjust when/where we meet. Below are my notes from Tuesday's discussion:

- (b) (6) (Chief of Trial Judiciary) is planning to have a presenter from National Judiciary College in Reno present on bias on the bench and thinking traps at the Military Judge Course in May. Details to follow.

- Front-loading the concept of cognitive bias earlier in OBC/Grad Course so that no one department is responsible for having to introduce the concept
  - (b) (6) said that she normally presents on DEI the first week of OBC and can include cognitive bias
  - Will need to coordinate with (b) (6) (b) (6) and expand presentation time for (b) (6) for 220th OBC and beyond
  - (b) (6) (b) (6), if this is done and students are oriented to what cognitive bias is, then ADC's bias in MJ block only needs to be 50 minutes (vice the current 2-hour block)

- Ensure we are consistent in terminology in cognitive bias training
  - (b) (6) (b) (6): How can we ensure we're using the same language?
    - Will use doctrinal terms ("unconscious bias" v. "implicit")
  - (b) (6) (b) (6) Working to use other terms for "microaggressions:" ("subtle acts of exclusion")
  - (b) (6) (b) (6) will upload Department of State's ODEI glossary of terms to ensure we have standard terminology across departments

- Proposal to incorporate bias awareness and mitigation in OBC and GC tests and practical exercises throughout all four academic departments
  - Focus more on the person and not just the options
  - (b) (6) will need to tailor it for 1LTs/CPTs (OBC/short courses, like MJA Course); different expectations for MAJs at Grad Course
  - (b) (6) (b) (6): Can we build this into the leadership discussion (integrate GC students with OBC students)?
    - (b) (6) (b) (6): some of this is already taking place with GC students integrated with OBC students during fall/spring OBC iterations. We also have the new "Capstone" events at OBC. My experience was this was more issue-spotting for new JAs; many were hesitant to

either recommend a certain COA (they just listed them out) or were reluctant to push back on a commander who seemed determined to take a certain action
    - (b) (6) and (b) (6): Synch DEI/bias training with leadership training (work it into Capstone and OBC/GC quiz questions)
    - (b) (6) a: DEIC is working on storyboard on training possibilities; courageous conversations

- Look for quick wins: integrating bias awareness in graded exercises & discussions (ADA investigations, possibly ADN).
  - Is this possible for the 220th OBC?
  - Help change scenario fact patterns for 221st

For action

- (b) (6): Can we have schedule a discussion/presentation re SCOTUS case on affirmative action at Harvard/UNC? *Students for Fair Admissions v. President and Fellows of Harvard College and Students for Fair Admissions v. University of North Carolina*
  - (b) (6): Retired admiral submitted amicus brief describing the importance of diversity in military academies and officer corps for national security
  - Could we schedule a presentation to GC/TJAGLCS?
  - This supports LOE #1 (recruiting); this has to be part of the conversation.
  - What is the feasibility of 1) getting a speaker and 2) getting this on the school calendar by the end of April/early May?

Recommend the OPT meet again on Wednesday, 22 March, at 1500 EDT. Thoughts? Questions? Concerns?

(b) (6)

Very Respectfully,

(b) (6)
Vice Chair, Criminal Law Department
The Judge Advocate General's Legal Center and School
Charlottesville, VA
(b) (6)

Join Our Team!

Subject: Commander's Call
Location: 4th floor training room

Start: Wed 6/5/2024 10:00 AM
End: Wed 6/5/2024 11:00 AM
Show Time As: Tentative

Recurrence: (none)

Organizer: USARMY Pentagon HQDA OTJAG Mailbox JAGC Diversity-Inclusion
Required Attendees: (b) (6) USARMY Pentagon HQDA OTJAG Mailbox JAGC Wellness

Categories: Meeting

Team USALSA,

Good afternoon! This is a reminder that we will hold a Commander's Call on Wednesday, 5 June at 1000 in the 4th Floor Training Room. This event is mandatory for all USALSA personnel. I've included an MS Teams option below for those authorized to telework and/or who are not located in the NCR.

We look forward to seeing you there!

Microsoft Teams Need help? <https://aka.ms/JoinTeamsMeeting?omkt=en-US>

Join the meeting now <https://dod.teams.microsoft.us/l/meetup-join/19%3adod%3ameeting_91ef3601e87a47f397db32f773590a9e%40thread.v2/0?context=%7b%22Tid%22%3a%22fae6d70f-954b-4811-92b6-0530d6f84c43%22%2c%22Oid%22%3a%224b0efc73-e95d-430a-9961-726ecfcd698c%22%7d>

Meeting ID: 993 786 063 439

Passcode: rSLYND

Dial in by phone

+1 571-616-7941,,590669146# <tel:+15716167941,,590669146> United States, Engleside (Virginia Beach)

Find a local number <https://dialin.cpc.dod.teams.microsoft.us/159ea8f1-dc3e-41a8-8e5c-2d80a8930cc5?id=590669146>

Phone conference ID: 590 669 146#

For organizers: Meeting options <https://dod.teams.microsoft.us/meetingOptions/?organizerId=4b0efc73-e95d-430a-9961-726ecfcd698c&tenantId=fae6d70f-954b-4811-92b6-0530d6f84c43&threadId=19_dod_meeting_91ef3601e87a47f397db32f773590a9e@thread.v2&messageId=0&language=en-US> | Reset dial-in PIN <https://dialin.cpc.dod.teams.microsoft.us/usp>

V/r

(b) (6)

Assistant Executive Officer

U.S. Army Legal Services Agency

Fort Belvoir, VA

(b) (6)

Subject: ODEIA Sync
Location: Ms. Carlisle's Office

Start: Wed 5/29/2024 1:00 PM
End: Wed 5/29/2024 1:30 PM
Show Time As: Tentative

Recurrence: (none)

Organizer: USARMY Pentagon HQDA OTJAG Mailbox JAGC Diversity-Inclusion
Required Attendees: (b) (6) Carlisle, Karen H SES USARMY HQDA OTJAG (USA); (b) (6)

Subject: (b) (6) on leave

Start: Mon 6/3/2024 12:00 AM
End: Tue 6/11/2024 12:00 AM
Show Time As: Free

Recurrence: (none)

Organizer: USARMY Pentagon HQDA OTJAG Mailbox JAGC Diversity-Inclusion
Required Attendees: (b) (6)

Subject: OTJAG Wall project meeting

Start: Thu 5/30/2024 10:30 AM
End: Thu 5/30/2024 11:30 AM
Show Time As: Tentative

Recurrence: (none)

Organizer: USARMY Pentagon HQDA OTJAG Mailbox JAGC Diversity-Inclusion
Required Attendees: (b) (6)

Categories: Meeting

Subject: (b) (6)
Location: (b) (6)

Start: Thu 6/27/2024 2:00 PM
End: Thu 6/27/2024 3:00 PM
Show Time As: Tentative

Recurrence: (none)

Organizer: USARMY Pentagon HQDA OTJAG Mailbox JAGC Diversity-Inclusion
Required Attendees: (b) (6) USARMY Pentagon HQDA OTJAG Mailbox JAGC Wellness

Categories: Appointments

Subject: (b) (6)
Location: US Capitol

Start: Thu 6/20/2024 10:30 AM
End: Thu 6/20/2024 12:00 PM
Show Time As: Tentative

Recurrence: (none)

Organizer: USARMY Pentagon HQDA OTJAG Mailbox JAGC Diversity-Inclusion
Required Attendees: (b) (6)

Categories: Event

Save the date: 20 JUNE 2024, 1030AM

Location: US Capitol

Hosted by Senator Gary Peters

Subject: S: Draft OERs due
Location: EES

Start: Fri 6/7/2024 12:00 AM
End: Sat 6/8/2024 12:00 AM
Show Time As: Free

Recurrence: (none)

Organizer: USARMY Pentagon HQDA OTJAG Mailbox JAGC Diversity-Inclusion
Required Attendees: (b) (6) [redacted] USARMY Pentagon HQDA OTJAG Mailbox JAGC Wellness

Categories: DUE OUT

Subject: S: OERs complete- pending signatures
Location: EES

Start: Fri 6/21/2024 12:00 AM
End: Sat 6/22/2024 12:00 AM
Show Time As: Free

Recurrence: (none)

Organizer: USARMY Pentagon HQDA OTJAG Mailbox JAGC Diversity-Inclusion
Required Attendees: USARMY Pentagon HQDA OTJAG Mailbox JAGC Wellness; (b) (6) [redacted]

Categories: DUE OUT

Subject: S: OER Counselings scheduled

Start: Tue 6/18/2024 12:00 AM
End: Wed 6/19/2024 12:00 AM
Show Time As: Free

Recurrence: (none)

Organizer: USARMY Pentagon HQDA OTJAG Mailbox JAGC Diversity-Inclusion
Required Attendees: (b) (6) [redacted] USARMY Pentagon HQDA OTJAG Mailbox JAGC Wellness; (b) (6) [redacted]

Categories: DUE OUT

Subject: S: OER Counselings scheduled

Start: Tue 6/18/2024 12:00 AM
End: Wed 6/19/2024 12:00 AM
Show Time As: Free

Recurrence: (none)

Organizer: USARMY Pentagon HQDA OTJAG Mailbox JAGC Diversity-Inclusion
Required Attendees: (b) (6)

Categories: DUE OUT

Subject: S: Draft OERs due
Location: EES

Start: Fri 6/7/2024 12:00 AM
End: Sat 6/8/2024 12:00 AM
Show Time As: Free

Recurrence: (none)

Organizer: USARMY Pentagon HQDA OTJAG Mailbox JAGC Diversity-Inclusion
Required Attendees: (b) (6)
)

Categories: DUE OUT

Subject: S: Support Forms Due
Location: email

Start: Fri 5/31/2024 12:00 AM
End: Sat 6/1/2024 12:00 AM
Show Time As: Free

Recurrence: (none)

Organizer: USARMY Pentagon HQDA OTJAG Mailbox JAGC Diversity-Inclusion
Required Attendees: USARMY Pentagon HQDA OTJAG Mailbox JAGC Wellness; (b) (6)

Categories: DUE OUT

Subject: (b) (6) TJAGLCS

Start: Tue 5/28/2024 6:30 AM
End: Tue 5/28/2024 7:00 AM
Show Time As: Tentative

Recurrence: (none)

Organizer: USARMY Pentagon HQDA OTJAG Mailbox JAGC Diversity-Inclusion
Required Attendees: (b) (6) ; USARMY Pentagon HQDA OTJAG Mailbox JAGC Wellness

Working out of TJAGLCS today to teach WOBC contracts and expert witness procurements.

Subject: (b) (6)

Start: Wed 5/29/2024 6:30 AM
End: Wed 5/29/2024 7:00 AM
Show Time As: Tentative

Recurrence: (none)

Organizer: USARMY Pentagon HQDA OTJAG Mailbox JAGC Diversity-Inclusion
Required Attendees: (b) (6) USARMY Pentagon HQDA OTJAG Mailbox JAGC Wellness

Attending memorial in AM, working from Pentagon in PM

Subject: S: Summer transition plan edits due

Start: Wed 5/29/2024 12:00 AM
End: Thu 5/30/2024 12:00 AM
Show Time As: Free

Recurrence: (none)

Organizer: USARMY Pentagon HQDA OTJAG Mailbox JAGC Diversity-Inclusion
Required Attendees: (b) (6)); USARMY Pentagon HQDA OTJAG Mailbox JAGC Wellness

Categories: DUE OUT

Subject: S: Summer transition plan edits due

Start: Wed 5/29/2024 12:00 AM
End: Thu 5/30/2024 12:00 AM
Show Time As: Free

Recurrence: (none)

Organizer: USARMY Pentagon HQDA OTJAG Mailbox JAGC Diversity-Inclusion
Required Attendees: (b) (6) [redacted]

Categories: DUE OUT

Subject: S: DEIAC star notes and coin requests due

Start: Fri 5/24/2024 12:00 AM
End: Sat 5/25/2024 12:00 AM
Show Time As: Free

Recurrence: (none)

Organizer: USARMY Pentagon HQDA OTJAG Mailbox JAGC Diversity-Inclusion
Required Attendees: (b) (6) [redacted]

Categories: DUE OUT

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) [redacted]

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

2200 Army Pentagon, Room 3E565

Washington, DC 20310-2200

(b) (6)

[redacted]

Subject: DEIA SOP WG for Final Revisions
Location: USALSA

Start: Mon 5/20/2024 3:00 PM
End: Mon 5/20/2024 3:30 PM
Show Time As: Tentative

Recurrence: (none)

Organizer: USARMY Pentagon HQDA OTJAG Mailbox JAGC Diversity-Inclusion
Required Attendees: (b) (6) [redacted]

Categories: Meeting

Subject: POD Team Weekly Sync
Location: Microsoft Teams Meeting

Start: Tue 5/14/2024 10:30 AM
End: Tue 5/14/2024 11:30 AM

Show Time As: Tentative

Recurrence: Weekly
Recurrence Pattern: Occurs every Monday from 2:00 PM to 3:00 PM effective 10/30/2023.

Organizer: USARMY Pentagon HQDA OTJAG Mailbox JAGC Diversity-Inclusion
Required Attendees: (b) (6) ; USARMY Pentagon HQDA OTJAG Mailbox JAGC Wellness; (b) (6)

Categories: Meeting

Microsoft Teams meeting

Join on your computer, mobile app or room device

Click here to join the meeting <https://dod.teams.microsoft.us/l/meetup-join/19%3adod%3ameeting_05856a05f5f948658d060532784fb285%40thread.v2/0?context=%7b%22Tid%22%3a%22fae6d70f-954b-4811-92b6-0530d6f84c43%22%2c%22Oid%22%3a%223088d47f-e4c1-42af-b96b-03d4258fb4c2%22%7d>

Learn More <https://aka.ms/JoinTeamsMeeting> | Meeting options <https://dod.teams.microsoft.us/meetingOptions/?organizerId=3088d47f-e4c1-42af-b96b-03d4258fb4c2&tenantId=fae6d70f-954b-4811-92b6-0530d6f84c43&threadId=19_dod_meeting_05856a05f5f948658d060532784fb285@thread.v2&messageId=0&language=en-US>

Subject: (b) (6)
Location: Texas

Start: Thu 5/16/2024 12:00 AM
End: Mon 5/20/2024 12:00 AM
Show Time As: Free

Recurrence: (none)

Organizer: USARMY Pentagon HQDA OTJAG Mailbox JAGC Diversity-Inclusion
Required Attendees: (b) (6) USARMY Pentagon HQDA OTJAG Mailbox JAGC Wellness

Categories: LV/TDY

Subject: (b) (6)
Location: Texas

Start: Thu 5/16/2024 12:00 AM
End: Mon 5/20/2024 12:00 AM
Show Time As: Free

Recurrence: (none)

Organizer: USARMY Pentagon HQDA OTJAG Mailbox JAGC Diversity-Inclusion
Required Attendees: (b) (6)

Categories: LV/TDY

Subject: S: 24 MAY 24 DEI Lecture Chair Nominations for alternate lecture speaker.

Start: Fri 5/24/2024 12:00 AM
End: Sat 5/25/2024 12:00 AM
Show Time As: Free

Recurrence: (none)

Organizer: USARMY Pentagon HQDA OTJAG Mailbox JAGC Diversity-Inclusion
Required Attendees: (b) (6)

Categories: DUE OUT

Subject: S: 13 MAY 24 Volunteers for Virtual DEIA Council Open House/ Q&A 23 MAY 24, 1000 & 1500EST

Start: Mon 5/13/2024 12:00 AM
End: Tue 5/14/2024 12:00 AM
Show Time As: Free

Recurrence: (none)

Organizer: USARMY Pentagon HQDA OTJAG Mailbox JAGC Diversity-Inclusion
Required Attendees: (b) (6)

Categories: DUE OUT

Subject: S: 16 MAY 24- Council Member AARs

Start: Thu 5/16/2024 12:00 AM
End: Fri 5/17/2024 12:00 AM
Show Time As: Free

Recurrence: (none)

Organizer: USARMY Pentagon HQDA OTJAG Mailbox JAGC Diversity-Inclusion
Required Attendees: (b) (6)

Categories: DUE OUT

Subject: Vote for DEIAC Methods of Recognition & Submit Star Note and Coin Nominations
Location: outlook

Start: Wed 5/15/2024 12:00 AM
End: Thu 5/16/2024 12:00 AM
Show Time As: Free

Recurrence: (none)

Organizer: USARMY Pentagon HQDA OTJAG Mailbox JAGC Diversity-Inclusion
Required Attendees: (b) (6)

Categories: DUE OUT

Subject: DEI Lecture Chair nominations

Start: Fri 5/31/2024 12:00 AM
End: Sat 6/1/2024 12:00 AM
Show Time As: Free

Recurrence: (none)

Organizer: USARMY Pentagon HQDA OTJAG Mailbox JAGC Diversity-Inclusion
Required Attendees: (b) (6)

Categories: DUE OUT

Leaders,

Please start planning your nominations for your respective Chair Lectures for the upcoming year. We are especially focused on the lectures in the fall – Creekmore, Decker, and Romig lectures will be fast upon us. Similar to last year, please plan on providing your Primary and Alternate guest speakers for review to the Dean's Office NLT 1 June; that will provide us some time to review and prepare for submission. Please let me know if you would for us to set some time aside after a Chair Meeting to discuss details. Thank you!

Very Respectfully,

(b) (6)

(b) (6)

Colonel, JA

Dean

The Judge Advocate General's School

(b) (6)

[redacted]

[redacted]

Subject: Canceled: WOBC Contracts and Expert Witnesses
Location: TJAGLCS

Start: Thu 5/30/2024 9:00 AM
End: Thu 5/30/2024 12:00 PM
Show Time As: Free

Recurrence: (none)

Organizer: USARMY Pentagon HQDA OTJAG Mailbox JAGC Diversity-Inclusion
Required Attendees: (b) (6) [redacted]

Categories: Appointments, Event

Subject: S: 10 MAY - Policy Review

Start: Fri 5/10/2024 12:00 AM
End: Sat 5/11/2024 12:00 AM
Show Time As: Free

Recurrence: (none)

Organizer: USARMY Pentagon HQDA OTJAG Mailbox JAGC Diversity-Inclusion
Required Attendees: (b) (6) [redacted]

Categories: DUE OUT

(b) (6) [redacted],

At COL Ranieri and (b) (6) [redacted] request, I am conducting an OTJAG policy review in anticipation of the upcoming TJAG transition. Currently, I am tracking that your office is the proponent for the policy listed below (also attached). Please let me know if any updates are required NLT COB Friday, 10 MAY 2024. Thank you.

* DEIA (1 MAR 2022)

Also, if there are other SOPs, policies, MOAs, or MOUs, etc. that you are tracking that I did not list above, please go include them in the review and send them to me for consolidation. Thank you.

Very Respectfully,

Laura

(b) (6)

Assistant Executive Officer

Office of the Judge Advocate General

13th Legal Operations Detachment-Expert

Subject: JALS Holocaust Remembrance Event

Start: Fri 5/10/2024 10:00 AM
End: Fri 5/10/2024 11:00 AM
Show Time As: Tentative

Recurrence: (none)

Organizer: USARMY Pentagon HQDA OTJAG Mailbox JAGC Diversity-Inclusion
Required Attendees: (b) (6)

Categories: ODEI Training Event

Please mark your calendars and join us on 10 MAY 2024, 1000hrs EST for our JALS Holocaust Remembrance Event. Days of Remembrance was established by the U.S. Congress to memorialize the six million Jews murdered in the Holocaust. This year our JALS personnel honor and memorialize these victims with a program that includes guest speakers to include one of our very own Judge Advocates, (b) (6) who will provide a presentation on the U.S. Army JAG Corps war crimes prosecutions at site of the former Dachau concentration camp between 1945-1948. Together 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 discuss his family's experience during and after the Holocaust.

Microsoft Teams Need help? <https://usg01.safelinks.protection.office365.us/?
url=https%3A%2F%2Faka.ms%2FJoinTeamsMeeting%3Fomkt%3Den-
US&data=05%7C02%7(b) (6) b) (6) %40army.mil%7C710e72e7d3f34864973a08dc6a2243e8%7Cfae6d70f
954b481192b60530d6f84c43%7C0%7C0%7C638501942608975916%7CUnknown%7CTWFpbGZsb3d8eyJWIjoiMC4
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NT5JdCCZr6KgIq%2FSOk%2BpOrIYMynxFtcoAtc%3D&reserved=0>

Join the meeting now <https://usg01.safelinks.protection.office365.us/?
url=https%3A%2F%2Fdod.teams.microsoft.us%2Fl%2Fmeetup-
join%2F19%253adod%253a9dd7adcef774434c9b93389678fc267b%2540thread.tacv2%2F1712685105871%3Fcontext
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03d4258fb4c2%2522%257d&data=05%7C02%7(b) (6)) (6) %40army.mil%7C710e72e7d3f34864973a08d
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Meeting ID: 993 933 230 10

Passcode: zoXCZd

Dial-in by phone

+1 571-616-7941,,270415190# <tel:+15716167941,,270415190> United States, Engleside (Virginia Beach)

Find a local number <https://usg01.safelinks.protection.office365.us/?
url=https%3A%2F%2Fdialin.cpc.dod.teams.microsoft.us%2F159ea8f1-dc3e-41a8-8e5c-
2d80a8930cc5%3Fid%3D270415190&data=05%7C02%7(b) (6) b) (6) il%40army.mil%7C710e72e7d3f3486
4973a08dc6a2243e8%7Cfae6d70f954b481192b60530d6f84c43%7C0%7C0%7C638501942608990871%7CUnknown
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7C%7C%7C&sdata=q3oyutc6%2Brs8qN%2FCgjoE5a65clXXBaxIo7gX0FH5TUo%3D&reserved=0>

Phone conference ID: 270 415 190#

For organizers: Meeting options <https://usg01.safelinks.protection.office365.us/?
url=https%3A%2F%2Fdod.teams.microsoft.us%2FmeetingOptions%2F%3ForganizerId%3D3088d47f-e4c1-42af-b96b-
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2685105871%26language%3Den-
US&data=05%7C02%7Cb(b) (6) %40army.mil%7C710e72e7d3f34864973a08dc6a2243e8%7Cfae6d70f
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OyFAlPxZY1rAQ08hsXf2MY8h%2F3QgyBTo0%3D&reserved=0> | Reset dial-in PIN
<https://usg01.safelinks.protection.office365.us/?
url=https%3A%2F%2Fdialin.cpc.dod.teams.microsoft.us%2Fusp&data=05%7C02%7C(b) (6) mil%40army
.mil%7C710e72e7d3f34864973a08dc6a2243e8%7Cfae6d70f954b481192b60530d6f84c43%7C0%7C0%7C63850194
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ved=0>

Subject: Days of Remembrance Final IPR
Location: Microsoft Teams Meeting

Start: Tue 5/7/2024 10:00 AM
End: Tue 5/7/2024 11:00 AM
Show Time As: Tentative

Recurrence: (none)

Organizer: USARMY Pentagon HQDA OTJAG Mailbox JAGC Diversity-Inclusion
Required Attendees: (b) (6)

(b) (6)

Microsoft Teams Need help? <https://aka.ms/JoinTeamsMeeting?omkt=en-US>

Join the meeting now <https://dod.teams.microsoft.us/l/meetup-join/19%3adod%3ameeting_4a1b6ab9df3b4c8c9c0436005849a305%40thread.v2/0?context=%7b%22Tid%22%3a%22fae6d70f-954b-4811-92b6-0530d6f84c43%22%2c%22Oid%22%3a%22916bffd0-631a-40de-8dde-17152d51a20e%22%7d>

Meeting ID: 993 411 057 34

Passcode: JKUiyk

For organizers: Meeting options <https://dod.teams.microsoft.us/meetingOptions/?organizerId=916bffd0-631a-40de-8dde-17152d51a20e&tenantId=fae6d70f-954b-4811-92b6-0530d6f84c43&threadId=19_dod_meeting_4a1b6ab9df3b4c8c9c0436005849a305@thread.v2&messageId=0&language=en-US> | Reset dial-in PIN <https://dialin.cpc.dod.teams.microsoft.us/usp>

Subject: (b) (6)
Location: National US Army Museum

Start: Fri 5/24/2024 2:00 PM
End: Fri 5/24/2024 3:00 PM
Show Time As: Tentative

Recurrence: (none)

Organizer: USARMY Pentagon HQDA OTJAG Mailbox JAGC Diversity-Inclusion
Required Attendees: (b) (6) USARMY HQDA OTJAG (USA); (b) (6)

Categories: Event

--- Retirement Ceremony ZoomGov Meeting link https://www.zoomgov.com/j/1616013304?pwd=T3RiQmk3VWtNWDREYlduRzhsVW9oUT09 <https://www.zoomgov.com/j/1616013304?pwd=T3RiQmk3VWtNWDREYlduRzhsVW9oUT09>

Meeting ID: 161 601 3304 Passcode: 573380

One tap mobile +16692545252,,1616013304# US (San Jose) +16468287666,,1616013304# US (New York)

Dial by your location • +1 669 254 5252 US (San Jose) • +1 646 828 7666 US (New York) • +1 646 964 1167 US (US Spanish Line) • +1 669 216 1590 US (San Jose) • +1 415 449 4000 US (US Spanish Line) • +1 551 285 1373 US (New Jersey)

Meeting ID: 161 601 3304

The retirement ceremony will take at the National Museum of the U.S. Army (Veterans Hall), Fort Belvoir, Virginia 22060 on Friday, 24 May 2024, starting at 2:00 PM/1400 EST. For those unable to travel, a virtual (Zoom) option will be available; you may select the virtual option in the RSVP page of the invitation.

Please also RSVP for (b) (6)

Please RSVP by 3 May 2024.

V/r,

(b) (6)

USALSA Chief, Contract Litigation and Intellectual Property (KLIP) Division

JAGC Enterprise Contract and Fiscal Law Talent Manager/Bench Builder

(b) (6)

LEGIBUS ARMISQUE DEVOTI

"Devoted to Law and Arms"

Subject: (b) (6)
Location: (b) (6)

Start: Mon 6/24/2024 12:00 AM
End: Thu 6/27/2024 12:00 AM
Show Time As: Free

Recurrence: (none)

Organizer: USARMY Pentagon HQDA OTJAG Mailbox JAGC Diversity-Inclusion
Required Attendees: (b) (6)

Categories: Appointments

Your dates have been successfully updated!

(b) (6)

This email is to confirm that the dates for your upcoming military move have been updated. Please see below for the confirmed dates of your move. You or your designated representative must be available between the hours of 8:00 a.m. and 5:00 p.m. on pack, pickup, and delivery dates. If the pack, pickup, or delivery hours exceed 5:00 p.m., the TSP can stay until 9:00 p.m. with approval from you or your representative.

Pack: 6/24/2024

Load: 6/26/2024

RDD: 7/11/2024

If you need to reschedule your move, please contact us immediately or at least 24 hours prior to your already scheduled move to avoid being charged an attempted packing/loading fee.

Thank you and please feel free to contact me if you have any further questions.

Subject: CW2 (b) (6)
Location: FGA

Start: Mon 6/24/2024 12:00 AM
End: Wed 6/26/2024 8:00 PM
Show Time As: Free

Recurrence: (none)

Organizer: USARMY Pentagon HQDA OTJAG Mailbox JAGC Diversity-Inclusion
Required Attendees: (b) (6)
SARMY Pentagon HQDA OTJAG Mailbox JAGC Wellness

Categories: Appointments

Your dates have been successfully updated!

(b) (6)

This email is to confirm that the dates for your upcoming military move have been updated. Please see below for the confirmed dates of your move. You or your designated representative must be available between the hours of 8:00 a.m. and 5:00 p.m. on pack, pickup, and delivery dates. If the pack, pickup, or delivery hours exceed 5:00 p.m., the TSP can stay until 9:00 p.m. with approval from you or your representative.

Pack: 6/24/2024

Load: 6/26/2024

RDD: 7/11/2024

If you need to reschedule your move, please contact us immediately or at least 24 hours prior to your already scheduled move to avoid being charged an attempted packing/loading fee.

Thank you and please feel free to contact me if you have any further questions.

Subject: 2024 Federal Asian Pacific American Council (FAPAC) Award Ceremony Luncheon
Location: National Conference Center Leesburg, VA

Start: Wed 5/8/2024 12:00 PM
End: Wed 5/8/2024 1:30 PM
Show Time As: Tentative

Recurrence: (none)

Organizer: USARMY Pentagon HQDA OTJAG Mailbox JAGC Diversity-Inclusion
Required Attendees: (b) (6))

Subject: Days of Remembrance Final IPR
Location: Microsoft Teams Meeting

Start: Tue 5/7/2024 10:00 AM
End: Tue 5/7/2024 11:00 AM
Show Time As: Tentative

Recurrence: (none)

Organizer: USARMY Pentagon HQDA OTJAG Mailbox JAGC Diversity-Inclusion
Required Attendees: (b) (6)

Microsoft Teams Need help? <https://aka.ms/JoinTeamsMeeting?omkt=en-US>

Join the meeting now <https://dod.teams.microsoft.us/l/meetup-join/19%3adod%3ameeting_4a1b6ab9df3b4c8c9c0436005849a305%40thread.v2/0?context=%7b%22Tid%22%3a%22fae6d70f-954b-4811-92b6-0530d6f84c43%22%2c%22Oid%22%3a%22916bffd0-631a-40de-8dde-17152d51a20e%22%7d>

Meeting ID: 993 411 057 34

Passcode: JKUiyk

For organizers: Meeting options <https://dod.teams.microsoft.us/meetingOptions/?organizerId=916bffd0-631a-40de-8dde-17152d51a20e&tenantId=fae6d70f-954b-4811-92b6-0530d6f84c43&threadId=19_dod_meeting_4a1b6ab9df3b4c8c9c0436005849a305@thread.v2&messageId=0&language=en-US> | Reset dial-in PIN <https://dialin.cpc.dod.teams.microsoft.us/usp>

Subject: Canceled: ODEI Virtual Monthly Training: DEIA: An Overview
Location: MS Teams - Link to follow

Start: Thu 2/9/2023 10:00 AM
End: Thu 2/9/2023 11:00 AM
Show Time As: Free

Recurrence: Monthly
Recurrence Pattern: Occurs every month on the second Thursday of the month from 10:00 AM to 11:00 AM effective 2/9/2023.

Organizer: USARMY Pentagon HQDA OTJAG Mailbox JAGC Diversity-Inclusion
Required Attendees: (b) (6) [redacted]

Categories: ODEI Training Event

Subject: (b) (6) [redacted]
Location: Pentagon

Start: Fri 6/21/2024 12:00 AM
End: Sat 6/22/2024 12:00 AM
Show Time As: Free

Recurrence: (none)

Organizer: USARMY Pentagon HQDA OTJAG Mailbox JAGC Diversity-Inclusion
Required Attendees: USARMY Pentagon HQDA OTJAG Mailbox JAGC Wellness

Categories: Event, Appointments

Subject: (b) (6) [redacted]
Location: (b) (6) [redacted]

Start: Fri 6/21/2024 3:00 PM
End: Fri 6/21/2024 4:00 PM
Show Time As: Tentative

Recurrence: (none)

Organizer: USARMY Pentagon HQDA OTJAG Mailbox JAGC Diversity-Inclusion
Required Attendees: (b) (6) USARMY Pentagon HQDA OTJAG Mailbox JAGC Wellness

Categories: Appointments

Subject: (b) (6)
Location: Kenner Clinic

Start: Tue 6/4/2024 3:00 PM
End: Tue 6/4/2024 4:00 PM
Show Time As: Tentative

Recurrence: (none)

Organizer: USARMY Pentagon HQDA OTJAG Mailbox JAGC Diversity-Inclusion
Required Attendees: (b) (6) USARMY Pentagon HQDA OTJAG Mailbox JAGC Wellness

Categories: Appointments

Subject: Canceled: Women's History Month Athena's Council Event
Location: Zoom & Facebook

Start: Thu 4/25/2024 7:00 PM
End: Thu 4/25/2024 8:00 PM
Show Time As: Free

Recurrence: (none)

Organizer: USARMY Pentagon HQDA OTJAG Mailbox JAGC Diversity-Inclusion
Required Attendees: (b) (6)

Categories: ODEI Training Event

Subject: SVC DEI Training
Location: Hawaii

Start: Tue 5/7/2024 4:10 PM
End: Tue 5/7/2024 5:10 PM
Show Time As: Tentative

Recurrence: (none)

Organizer: USARMY Pentagon HQDA OTJAG Mailbox JAGC Diversity-Inclusion
Required Attendees: (b) (6) [redacted]

Subject: Canceled: ODEI Weekly Sync
Location: Microsoft Teams Meeting

Start: Mon 4/29/2024 1:00 PM
End: Mon 4/29/2024 2:00 PM
Show Time As: Free

Recurrence: Weekly
Recurrence Pattern: Occurs every Monday from 1:00 PM to 2:00 PM effective 10/30/2023.

Organizer: USARMY Pentagon HQDA OTJAG Mailbox JAGC Diversity-Inclusion
Required Attendees: (b) (6) [redacted]

Categories: Meeting

Microsoft Teams meeting

Join on your computer, mobile app or room device

Click here to join the meeting <https://dod.teams.microsoft.us/l/meetup-join/19%3adod%3ameeting_86b585cd0aa44f2682d50b4578adaf1c%40thread.v2/0?context=%7b%22Tid%22%3a%22fae6d70f-954b-4811-92b6-0530d6f84c43%22%2c%22Oid%22%3a%223088d47f-e4c1-42af-b96b-03d4258fb4c2%22%7d>

Learn More <https://aka.ms/JoinTeamsMeeting> | Meeting options <https://dod.teams.microsoft.us/meetingOptions/?organizerId=3088d47f-e4c1-42af-b96b-03d4258fb4c2&tenantId=fae6d70f-954b-4811-92b6-0530d6f84c43&threadId=19_dod_meeting_86b585cd0aa44f2682d50b4578adaf1c@thread.v2&messageId=0&language=en-US>

Subject: POD Team Weekly Sync
Location: Microsoft Teams Meeting

Start: Mon 4/22/2024 11:30 AM
End: Mon 4/22/2024 12:00 PM
Show Time As: Tentative

Recurrence: Weekly
Recurrence Pattern: Occurs every Monday from 2:00 PM to 3:00 PM effective 10/30/2023.

Organizer: USARMY Pentagon HQDA OTJAG Mailbox JAGC Diversity-Inclusion
Required Attendees: (b) (6) USARMY Pentagon HQDA OTJAG Mailbox JAGC Wellness; (b) (6)

Categories: Meeting

Microsoft Teams meeting

Join on your computer, mobile app or room device

Click here to join the meeting <https://dod.teams.microsoft.us/l/meetup-join/19%3adod%3ameeting_05856a05f5f948658d060532784fb285%40thread.v2/0?context=%7b%22Tid%22%3a%22fae6d70f-954b-4811-92b6-0530d6f84c43%22%2c%22Oid%22%3a%223088d47f-e4c1-42af-b96b-03d4258fb4c2%22%7d>

Learn More <https://aka.ms/JoinTeamsMeeting> | Meeting options <https://dod.teams.microsoft.us/meetingOptions/?organizerId=3088d47f-e4c1-42af-b96b-03d4258fb4c2&tenantId=fae6d70f-954b-4811-92b6-0530d6f84c43&threadId=19_dod_meeting_05856a05f5f948658d060532784fb285@thread.v2&messageId=0&language=en-US>

Subject: S: FB materials due to Exec Office

Start: Fri 4/19/2024 12:00 PM
End: Fri 4/19/2024 12:00 PM
Show Time As: Tentative

Recurrence: (none)

Organizer: USARMY Pentagon HQDA OTJAG Mailbox JAGC Diversity-Inclusion
Required Attendees: (b) (6)
Optional Attendees: Carlisle, Karen H SES USARMY HQDA OTJAG (USA)

Categories: DUE OUT

Read Ahead Packet to include

Packet 2:

- Coversheet (b) (6))

- FB Tracker (CW2 H)

- FB Presentations (CW2 H)

Subject: WO Basic Course- Implicit Bias
Location: TJAGLCS

Start: Fri 5/10/2024 3:30 PM
End: Fri 5/10/2024 7:00 PM
Show Time As: Tentative

Recurrence: (none)

Organizer: USARMY Pentagon HQDA OTJAG Mailbox JAGC Diversity-(b) (6)
(b) (6)

Categories: ODEI Training Event

Subject: WOBC Contracts and Expert Witnesses
Location: TJAGLCS

Start: Thu 5/30/2024 9:00 AM
End: Thu 5/30/2024 12:00 PM
Show Time As: Tentative

Recurrence: (none)

Organizer: USARMY Pentagon HQDA OTJAG Mailbox JAGC Diversity-Inclusion
Required Attendees: (b) (6)

Categories: Appointments, Event

Subject: WO Basic Course- Implicit Bias
Location: TJAGLCS

Start: Wed 5/8/2024 9:00 AM
End: Wed 5/8/2024 10:00 AM
Show Time As: Tentative

Recurrence: (none)

Organizer: USARMY Pentagon HQDA OTJAG Mailbox JAGC Diversity-Inclusion
Required Attendees: (b) (6)

Categories: ODEI Training Event

Subject: (b) (6)

Location: National US Army Museum

Start: Fri 5/24/2024 2:00 PM
End: Fri 5/24/2024 3:00 PM
Show Time As: Tentative

Recurrence: (none)

Organizer: USARMY Pentagon HQDA OTJAG Mailbox JAGC Diversity-Inclusion
Required Attendees: (b) (6) (USA)

Categories: Event

Ladies and Gentlemen,

Good afternoon! I am woefully behind on sending out RSVP invitations to my retirement ceremony on Friday, 24 May at the National Museum of the US Army at 1400/2:00 PM. I will also be hosting a retirement party that evening starting at 1800/6 PM, details TBD.

* I would love to see you there if you can make it! And if you are coming and have never been to the Army Museum, I recommend you get there 1-2 hours early or stay after my retirement to tour the Museum – it is impressive!

* I should be able to send out official invites next week that you can RSVP to, but just in case, I wanted to send out a short note to give you the opportunity to Save the Date. I also intend to have a virtual broadcast for those of you that cannot physically be present, but would still like to view it.

Feel free to share this SAVE THE DATE with anyone you think might be interested. Thanks and have a wonderful weekend!

V/r,

(b) (6)

USALSA Chief, Contract Litigation and Intellectual Property (KLIP) Division

JAGC Enterprise Contract and Fiscal Law Talent Manager/Bench Builder

(b) (6)

LEGIBUS ARMISQUE DEVOTI

"Devoted to Law and Arms"

Subject: (b) (6)
Location: National US Army Museum

Start: Fri 5/24/2024 2:00 PM
End: Fri 5/24/2024 3:00 PM
Show Time As: Tentative

Recurrence: (none)

Organizer: USARMY Pentagon HQDA OTJAG Mailbox JAGC Diversity-Inclusion
Required Attendees: (b) (6)
)

Categories: Event

Subject: S: DEIC SOP & FB materials due to Exec Office

Start: Thu 4/18/2024 12:00 AM
End: Fri 4/19/2024 12:00 AM
Show Time As: Free

Recurrence: (none)

Organizer: USARMY Pentagon HQDA OTJAG Mailbox JAGC Diversity-Inclusion
Required Attendees: (b) (6)
Optional Attendees: Carlisle, Karen H SES USARMY HQDA OTJAG (USA)

Read Ahead Packets to include

Packet 1:

- Coversheet (b) (6)

- Charter (b) (6)

- Council SOP (CW2 H)

- FB SOP (CW2 H)

Packet 2:

- Coversheet (b) (6))

- FB Tracker (CW2 H)

- FB Presentations (CW2 H)

Subject: Borinqueneers Virtual LPD
Location: Teams

Start: Fri 4/12/2024 11:00 AM
End: Fri 4/12/2024 12:00 PM
Show Time As: Tentative

Recurrence: (none)

Organizer: USARMY Pentagon HQDA OTJAG Mailbox JAGC Diversity-Inclusion
Required Attendees: (b) (6)

Categories: Event

Ladies and Gentlemen,

Good afternoon! On Friday, 12 April at 1100, USALSA will host a voluntary LPD by (b) ((b) (6) in the 4th floor training room and virtually on MS Teams (link below). (b) (6) will discuss the history of the 65th Infantry Regiment Borinqueneers, now a revered Puerto Rico National Guard unit, their legendary exploits, the racism and bias they experienced during the Korean War, and the unit's redemption by the Army since the 1990's - culminating with their selection for a Congressional Gold Medal in 2016 and Congress' statutory creation of the National Borinqueneers Day Annual Celebration every April 13 in Section 1088 of the 2021 NDAA.

Thank you!

Microsoft Teams Need help? <https://aka.ms/JoinTeamsMeeting?omkt=en-US>

Join the meeting now <https://dod.teams.microsoft.us/l/meetup-join/19%3adod%3ameeting_5e88d0d998424a5da19b5d0d517b82ea%40thread.v2/0?context=%7b%22Tid%22%3a%22fae6d70f-954b-4811-92b6-0530d6f84c43%22%2c%22Oid%22%3a%2240ceb6c5-

3d91-49eb-855b-1f97281656e1%22%7d>

Meeting ID: 993 146 266 4

Passcode: mZyTpF

Dial-in by phone

+1 571-616-7941,,630653074# <tel:+15716167941,,630653074> United States, Engleside (Virginia Beach)

Find a local number <https://dialin.cpc.dod.teams.microsoft.us/159ea8f1-dc3e-41a8-8e5c-2d80a8930cc5?id=630653074>

Phone conference ID: 630 653 074#

For organizers: Meeting options <https://dod.teams.microsoft.us/meetingOptions/?organizerId=40ceb6c5-3d91-49eb-855b-1f97281656e1&tenantId=fae6d70f-954b-4811-92b6-0530d6f84c43&threadId=19_dod_meeting_5e88d0d998424a5da19b5d0d517b82ea@thread.v2&messageId=0&language=en-US> | Reset dial-in PIN <https://dialin.cpc.dod.teams.microsoft.us/usp>

V/r

(b) (6)

[redacted]

Assistant Executive Officer

U.S. Army Legal Services Agency

Fort Belvoir, VA

(b) (6)

[redacted]

[redacted]

Subject: DEI Considerations When Working with SVC Clients
Location: Pentagon Conf. Center; Upper Level; Conference Room M4

Start: Wed 4/24/2024 10:00 AM

End: Wed 4/24/2024 11:00 AM
Show Time As: Tentative

Recurrence: (none)

Organizer: USARMY Pentagon HQDA OTJAG Mailbox JAGC Diversity-Inclusion
Required Attendees: (b) (6)

Categories: ODEI Training Event

Subject: (b) (6)
Location: USALSA & Fort Gregg-Adams

Start: Thu 6/20/2024 12:00 AM
End: Sat 6/29/2024 12:00 AM
Show Time As: Free

Recurrence: (none)

Organizer: USARMY Pentagon HQDA OTJAG Mailbox JAGC Diversity-Inclusion
Required Attendees: (b) (6)

Categories: Appointments

Subject: (b) (6)
Location: Fort Knox bound

Start: Sat 6/29/2024 12:00 AM
End: Mon 7/15/2024 12:00 AM
Show Time As: Free

Recurrence: (none)

Organizer: USARMY Pentagon HQDA OTJAG Mailbox JAGC Diversity-Inclusion
Required Attendees: (b) (6)
USARMY Pentagon HQDA OTJAG Mailbox JAGC Wellness

Categories: LV/TDY

Subject: (b) (6)
Location: FGA

Start: Mon 6/24/2024 12:00 AM
End: Wed 6/26/2024 12:00 AM

Show Time As: Free

Recurrence: (none)

Organizer: USARMY Pentagon HQDA OTJAG Mailbox JAGC Diversity-Inclusion
Required Attendees: (b) (6) USARMY Pentagon HQDA OTJAG Mailbox JAGC Wellness

Categories: Appointments

Subject: (b) (6)

Start: Thu 6/20/2024 12:00 AM
End: Sat 6/29/2024 12:00 AM
Show Time As: Free

Recurrence: (none)

Organizer: USARMY Pentagon HQDA OTJAG Mailbox JAGC Diversity-Inclusion
Required Attendees: (b) (6); USARMY Pentagon HQDA OTJAG Mailbox JAGC Wellness

Categories: Appointments

Subject: ODEIA Close-out brief w/ 1AD FoF
Location: Microsoft Teams Meeting

Start: Wed 4/10/2024 3:00 PM
End: Wed 4/10/2024 3:30 PM
Show Time As: Tentative

Recurrence: (none)

Organizer: USARMY Pentagon HQDA OTJAG Mailbox JAGC Diversity-Inclusion
Required Attendees: (b) (6)

Categories: Meeting

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join/19%3adod%3ameeting_a67ba49a2297441591c3a97b979639c5%40thread.v2/0?context=%7b%22Tid%22%3a%22fae6d70f-954b-4811-92b6-0530d6f84c43%22%2c%22Oid%22%3a%22916bffd0-631a-40de-8dde-17152d51a20e%22%7d>

Meeting ID: 993 950 460 55

Passcode: YmDB88

For organizers: Meeting options <https://dod.teams.microsoft.us/meetingOptions/?organizerId=916bffd0-631a-40de-8dde-17152d51a20e&tenantId=fae6d70f-954b-4811-92b6-0530d6f84c43&threadId=19_dod_meeting_a67ba49a2297441591c3a97b979639c5@thread.v2&messageId=0&language=en-US> | Reset dial-in PIN <https://dialin.cpc.dod.teams.microsoft.us/usp>

Subject: KLC Course Content Working Group
Location: Microsoft Teams Meeting

Start: Thu 4/11/2024 9:30 AM
End: Thu 4/11/2024 10:30 AM
Show Time As: Tentative

Recurrence: (none)

Organizer: USARMY Pentagon HQDA OTJAG Mailbox JAGC Diversity-Inclusion
Required Attendees: (b) (6) [redacted]

Categories: Meeting

Microsoft Teams Need help? <https://aka.ms/JoinTeamsMeeting?omkt=en-US>

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Meeting ID: 993 684 855 7

Passcode: 45nPUj

For organizers: Meeting options <https://dod.teams.microsoft.us/meetingOptions/?organizerId=916bffd0-631a-40de-8dde-17152d51a20e&tenantId=fae6d70f-954b-4811-92b6-

0530d6f84c43&threadId=19_dod_meeting_c3169a065dd84fba9597ec444ca8c56e@thread.v2&messageId=0&language=en-US> | Reset dial-in PIN <https://dialin.cpc.dod.teams.microsoft.us/usp>

Subject: Canceled: ODEI Virtual Monthly Training: Mitigating Bias
Location: MS Teams - Link to follow

Start: Thu 4/11/2024 10:00 AM
End: Thu 4/11/2024 11:00 AM
Show Time As: Free

Recurrence: Monthly
Recurrence Pattern: Occurs every month on the second Thursday of the month from 10:00 AM to 11:00 AM effective 2/9/2023.

Organizer: USARMY Pentagon HQDA OTJAG Mailbox JAGC Diversity-Inclusion
Required Attendees: (b) (6) [redacted]

Categories: ODEI Training Event

(b) (6) [redacted]
<https://dod.teams.microsoft.us/l/message/19:dod:9dd7adcef774434c9b93389678fc267b@thread.tacv2/1711413010232?tenantId=fae6d70f-954b-4811-92b6-0530d6f84c43&groupId=659d9aff-b725-49bb-a44a-21122d9aad2a&parentMessageId=1711413010232&teamName=JAGC%20ODEIA-%20Training%20and%20Resources&channelName=General&createdTime=1711413010232>

posted in JAGC ODEIA- Training and Resources / General on March 25, 2024 8:30 PM

Subject: Canceled: (b) (6) [redacted]

Start: Fri 4/12/2024 12:00 AM
End: Sat 4/13/2024 12:00 AM
Show Time As: Free

Recurrence: (none)

Organizer: USARMY Pentagon HQDA OTJAG Mailbox JAGC Diversity-Inclusion
Required Attendees: (b) (6) [redacted]

Categories: LV/TDY

Subject: (b) (6) [redacted]

Start: Fri 4/19/2024 12:00 AM
End: Sat 4/20/2024 12:00 AM
Show Time As: Free

Recurrence: (none)

Organizer: USARMY Pentagon HQDA OTJAG Mailbox JAGC Diversity-Inclusion
Required Attendees: (b) (6) [redacted]

Categories: LV/TDY

Subject: KLC Course Content Working Group
Location: Microsoft Teams Meeting

Start: Wed 4/10/2024 1:30 PM
End: Wed 4/10/2024 2:30 PM
Show Time As: Tentative

Recurrence: (none)

Organizer: USARMY Pentagon HQDA OTJAG Mailbox JAGC Diversity-Inclusion
Required Attendees: (b) (6) [redacted]

Categories: Meeting

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Meeting ID: 993 684 855 7

Passcode: 45nPUj

For organizers: Meeting options <https://dod.teams.microsoft.us/meetingOptions/?organizerId=916bffd0-631a-40de-8dde-17152d51a20e&tenantId=fae6d70f-954b-4811-92b6-0530d6f84c43&threadId=19_dod_meeting_c3169a065dd84fba9597ec444ca8c56e@thread.v2&messageId=0&language=en-US> | Reset dial-in PIN <https://dialin.cpc.dod.teams.microsoft.us/usp>

Subject: KLC Course Content Working Group
Location: Microsoft Teams Meeting

Start: Wed 4/10/2024 1:30 PM
End: Wed 4/10/2024 2:00 PM
Show Time As: Tentative

Recurrence: (none)

Organizer: USARMY Pentagon HQDA OTJAG Mailbox JAGC Diversity-Inclusion
Required Attendees: (b) (6) [redacted]

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Join the meeting now <https://dod.teams.microsoft.us/l/meetup-join/19%3adod%3ameeting_c3169a065dd84fba9597ec444ca8c56e%40thread.v2/0?context=%7b%22Tid%22%3a%22fae6d70f-954b-4811-92b6-0530d6f84c43%22%2c%22Oid%22%3a%22916bffd0-631a-40de-8dde-17152d51a20e%22%7d>

Meeting ID: 993 684 855 7

Passcode: 45nPUj

For organizers: Meeting options <https://dod.teams.microsoft.us/meetingOptions/?organizerId=916bffd0-631a-40de-8dde-17152d51a20e&tenantId=fae6d70f-954b-4811-92b6-0530d6f84c43&threadId=19_dod_meeting_c3169a065dd84fba9597ec444ca8c56e@thread.v2&messageId=0&language=en-US> | Reset dial-in PIN <https://dialin.cpc.dod.teams.microsoft.us/usp>

Subject: (b) (6) [redacted]
Location: (b) (6) [redacted]

Start: Tue 5/21/2024 1:00 PM
End: Tue 5/21/2024 2:00 PM
Show Time As: Tentative

Recurrence: (none)

Organizer: USARMY Pentagon HQDA OTJAG Mailbox JAGC Diversity-Inclusion
Required Attendees: USARMY Pentagon HQDA OTJAG Mailbox JAGC Wellness; (b) (6) [redacted]

Categories: Appointments

Subject: (b) (6)
Location: (b) (6)

Start: Mon 5/6/2024 1:00 PM
End: Mon 5/6/2024 2:00 PM
Show Time As: Tentative

Recurrence: (none)

Organizer: USARMY Pentagon HQDA OTJAG Mailbox JAGC Diversity-Inclusion
Required Attendees: USARMY Pentagon HQDA OTJAG Mailbox JAGC Wellness; (b) (6)

Categories: Appointments

Subject: (b) (6)
Location: (b) (6)

Start: Mon 4/22/2024 2:00 PM
End: Mon 4/22/2024 3:00 PM
Show Time As: Tentative

Recurrence: (none)

Organizer: USARMY Pentagon HQDA OTJAG Mailbox JAGC Diversity-Inclusion
Required Attendees: (b) (6) USARMY Pentagon HQDA OTJAG Mailbox JAGC Wellness

Categories: Appointments

Subject: CPNCO Crs- Leading Diverse Generations
Location: TJAGLCS

Start: Mon 4/22/2024 2:30 PM
End: Mon 4/22/2024 3:50 PM
Show Time As: Tentative

Recurrence: (none)

Organizer: USARMY Pentagon HQDA OTJAG Mailbox JAGC Diversity-Inclusion
Required Attendees: (b) (6)

Categories: ODEI Training Event

Subject: POD Team Weekly Sync
Location: Microsoft Teams Meeting

Start: Mon 4/8/2024 1:00 PM
End: Mon 4/8/2024 2:00 PM
Show Time As: Tentative

Recurrence: Weekly
Recurrence Pattern: Occurs every Monday from 2:00 PM to 3:00 PM effective 10/30/2023.

Organizer: USARMY Pentagon HQDA OTJAG Mailbox JAGC Diversity-Inclusion
Required Attendees: (b) (6) ; USARMY Pentagon HQDA OTJAG Mailbox JAGC Wellness; (b) (6)

Categories: Meeting

Microsoft Teams meeting

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Learn More <https://aka.ms/JoinTeamsMeeting> | Meeting options <https://dod.teams.microsoft.us/meetingOptions/?organizerId=3088d47f-e4c1-42af-b96b-03d4258fb4c2&tenantId=fae6d70f-954b-4811-92b6-0530d6f84c43&threadId=19_dod_meeting_05856a05f5f948658d060532784fb285@thread.v2&messageId=0&language=en-US>

Subject: POD Team Weekly Sync
Location: Microsoft Teams Meeting

Start: Mon 10/30/2023 2:00 PM
End: Mon 10/30/2023 3:00 PM
Show Time As: Tentative

Recurrence: Weekly
Recurrence Pattern: Occurs every Monday from 2:00 PM to 3:00 PM effective 10/30/2023.

Organizer: USARMY Pentagon HQDA OTJAG Mailbox JAGC Diversity-Inclusion
Required Attendees: (b) (6) ; USARMY Pentagon HQDA OTJAG Mailbox JAGC Wellness; (b) (6)

Categories: Meeting

Microsoft Teams meeting

Join on your computer, mobile app or room device

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Subject: Canceled: ODEI Weekly Sync
Location: Microsoft Teams Meeting

Start: Mon 4/8/2024 1:00 PM
End: Mon 4/8/2024 2:00 PM
Show Time As: Free

Recurrence: Weekly
Recurrence Pattern: Occurs every Monday from 1:00 PM to 2:00 PM effective 10/30/2023.

Organizer: USARMY Pentagon HQDA OTJAG Mailbox JAGC Diversity-Inclusion
Required Attendees: (b) (6) [redacted]

Categories: Meeting

Microsoft Teams meeting

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Learn More <https://aka.ms/JoinTeamsMeeting> | Meeting options <https://dod.teams.microsoft.us/meetingOptions/?organizerId=3088d47f-e4c1-42af-b96b-03d4258fb4c2&tenantId=fae6d70f-954b-4811-92b6-0530d6f84c43&threadId=19_dod_meeting_86b585cd0aa44f2682d50b4578adaf1c@thread.v2&messageId=0&language=en-US>

Subject: POD Team Weekly Sync
Location: Microsoft Teams Meeting

Start: Mon 4/8/2024 1:00 PM
End: Mon 4/8/2024 2:00 PM
Show Time As: Tentative

Recurrence: Weekly
Recurrence Pattern: Occurs every Monday from 2:00 PM to 3:00 PM effective 10/30/2023.

Organizer: USARMY Pentagon HQDA OTJAG Mailbox JAGC Diversity-Inclusion
Required Attendees: (b) (6) USARMY Pentagon HQDA OTJAG Mailbox JAGC Wellness

Categories: Meeting

Microsoft Teams meeting

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Learn More <https://aka.ms/JoinTeamsMeeting> | Meeting options <https://dod.teams.microsoft.us/meetingOptions/?organizerId=3088d47f-e4c1-42af-b96b-03d4258fb4c2&tenantId=fae6d70f-954b-4811-92b6-0530d6f84c43&threadId=19_dod_meeting_05856a05f5f948658d060532784fb285@thread.v2&messageId=0&language=en-US>

Subject: S: Awards & Evals due to Executive Office

Start: Mon 4/15/2024 12:00 AM
End: Tue 4/16/2024 12:00 AM
Show Time As: Free

Recurrence: (none)

Organizer: USARMY Pentagon HQDA OTJAG Mailbox JAGC Diversity-Inclusion
Required Attendees: (b) (6) USARMY Pentagon HQDA

OTJAG Mailbox JAGC Wellness

Categories: DUE OUT

Ladies and Gentlemen,

As we continue to plan for the summer rotation, we have to lean forward to ensure all awards, OERs, and NCOERs for Soldiers are completed on time. The schedule below applies to all awards and evaluations that will go to either TJAG or DJAG for signature. We built in sufficient time to ensure leaders have time to plan for and deliver all materials.

AWARDs

1. Award recommendations must be received NLT 1 April by the following: ALD, CLD, SIO, PPTO, PR, NSLD, Legal Command, and USALSA.
2. Award recommendations must be received NLT 15 April by the following: Executive Office, KFAD, SFLS, L&E, and TJAGLCS.

OERs/NCOERs

1. Evaluations Must be Received NLT 1 April by the following: ALD, CLD, SIO, PPTO, PR, NSLD, Legal Command, and USALSA.
2. Evaluations Must be Received NLT 15 April by the following: Executive Office, KFAD, SFLS, L&E, TJAGLCS

For Awards. POC's are (b) (6) and (b) (6). Awards submissions are done in IPPS-A. Submission guidance will be shared with Division Chiefs and FOA's.

For Evaluations. (b) (6) and (b) (6) will provide the current evaluation tracker / rating scheme, as well as the data requirements for each OER/NCOER packet. Each Division Chief in OTJAG, USALSA, Legal Command, and TJAGLCS will be responsible to review the trackers and ensure they accurately reflect the due dates for actions. The Admin Team will continue to reach out regarding the processing of Civilian evaluations.

Please review your population carefully and ensure your teammates receive the appropriate award and their evaluation in a timely manner.

Thank you for everything that you do!

v/r

Steve

COL Steve Ranieri

Executive Officer to

The Judge Advocate General

Rm 3E542 Army Pentagon

Washington DC 20310

(b) (6)

email: steven.m.ranieri2.mil@army.mil <mailto:steven.m.ranieri2.mil@army.mil>

Subject: (b) (6)
Location: USALSA

Start: Tue 4/16/2024 5:30 AM
End: Tue 4/16/2024 8:00 AM
Show Time As: Tentative

Recurrence: (none)

Organizer: USARMY Pentagon HQDA OTJAG Mailbox JAGC Diversity-Inclusion
Required Attendees: USARMY Pentagon HQDA OTJAG Mailbox JAGC Wellness

Subject: ODEI Virtual Monthly Training: Mitigating Bias
Location: MS Teams - Link to follow

Start: Thu 4/11/2024 10:00 AM
End: Thu 4/11/2024 11:00 AM
Show Time As: Tentative

Recurrence: Monthly
Recurrence Pattern: Occurs every month on the second Thursday of the month from 10:00 AM to 11:00 AM effective 2/9/2023.

Organizer: USARMY Pentagon HQDA OTJAG Mailbox JAGC Diversity-Inclusion
Required Attendees: (b) (6)

Categories: ODEI Training Event

(b) (6) Mitigating Bias
<https://dod.teams.microsoft.us/l/message/19:dod:9dd7adcef774434c9b93389678fc267b@thread.tacv2/1711413010232?tenantId=fae6d70f-954b-4811-92b6-0530d6f84c43&groupId=659d9aff-b725-49bb-a44a-21122d9aad2a&parentMessageId=1711413010232&teamName=JAGC%20ODEIA-%20Training%20and%20Resources&channelName=General&createdTime=1711413010232>

posted in JAGC ODEIA- Training and Resources / General on March 25, 2024 8:30 PM

Subject: ODEI Virtual Monthly Training: Mitigating Bias
Location: MS Teams - Link to follow

Start: Thu 4/11/2024 10:00 AM
End: Thu 4/11/2024 11:00 AM
Show Time As: Tentative

Recurrence: Monthly
Recurrence Pattern: Occurs every month on the second Thursday of the month from 10:00 AM to 11:00 AM effective 2/9/2023.

Organizer: USARMY Pentagon HQDA OTJAG Mailbox JAGC Diversity-Inclusion
Required Attendees: (b) (6)

Categories: ODEI Training Event

(b) (6)): Mitigating Bias
<https://dod.teams.microsoft.us/l/message/19:dod:9dd7adcef774434c9b93389678fc267b@thread.tacv2/1711413010232?tenantId=fae6d70f-954b-4811-92b6-0530d6f84c43&groupId=659d9aff-b725-49bb-a44a-21122d9aad2a&parentMessageId=1711413010232&teamName=JAGC%20ODEIA-%20Training%20and%20Resources&channelName=General&createdTime=1711413010232>

posted in JAGC ODEIA- Training and Resources / General on March 25, 2024 8:30 PM

Subject: ODEI Virtual Monthly Training: Mitigating Bias
Location: MS Teams - Link to follow

Start: Thu 4/11/2024 10:00 AM
End: Thu 4/11/2024 11:00 AM
Show Time As: Tentative

Recurrence: Monthly
Recurrence Pattern: Occurs every month on the second Thursday of the month from 10:00 AM to 11:00 AM effective 2/9/2023.

Organizer: USARMY Pentagon HQDA OTJAG Mailbox JAGC Diversity-Inclusion
Required Attendees: (b) (6)

Categories: ODEI Training Event

(b) (6) Mitigating Bias
<https://dod.teams.microsoft.us/l/message/19:dod:9dd7adcef774434c9b93389678fc267b@thread.tacv2/1711413010232?tenantId=fae6d70f-954b-4811-92b6-0530d6f84c43&groupId=659d9aff-b725-49bb-a44a-21122d9aad2a&parentMessageId=1711413010232&teamName=JAGC%20ODEIA-%20Training%20and%20Resources&channelName=General&createdTime=1711413010232>

posted in JAGC ODEIA- Training and Resources / General on March 25, 2024 8:30 PM

Subject: Canceled: ODEI Virtual Monthly Training: Mitigating Bias
Location: MS Teams - Link to follow

Start: Thu 4/11/2024 10:00 AM
End: Thu 4/11/2024 11:00 AM
Show Time As: Free

Recurrence: Monthly
Recurrence Pattern: Occurs every month on the second Thursday of the month from 10:00 AM to 11:00 AM effective 2/9/2023.

Organizer: USARMY Pentagon HQDA OTJAG Mailbox JAGC Diversity-Inclusion
Required Attendees: (b) (6)

Categories: ODEI Training Event

(b) (6) Mitigating Bias
<https://dod.teams.microsoft.us/l/message/19:dod:9dd7adcef774434c9b93389678fc267b@thread.tacv2/1711413010232?tenantId=fae6d70f-954b-4811-92b6-0530d6f84c43&groupId=659d9aff-b725-49bb-a44a-21122d9aad2a&parentMessageId=1711413010232&teamName=JAGC%20ODEIA-%20Training%20and%20Resources&channelName=General&createdTime=1711413010232>

posted in JAGC ODEIA- Training and Resources / General on March 25, 2024 8:30 PM

Subject: 7th ATC ODEIA Training
Location: Teams

Start: Thu 4/18/2024 9:00 AM
End: Thu 4/18/2024 10:00 AM
Show Time As: Tentative

Recurrence: (none)

Organizer: USARMY Pentagon HQDA OTJAG Mailbox JAGC Diversity-Inclusion
Required Attendees: (b) (6)

Categories: ODEI Training Event

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url=https%3A%2F%2Faka.ms%2FJoinTeamsMeeting%3Fomkt%3Den-
US&data=05%7C02%7C(b) (6) %40army.mil%7Cec9628c4e0444139d4d308dc57daa5d7%7Cfae6d70f
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amPB%2FX4MfWrcYMXu9k9ygbL6GAaOcw9g%3D&reserved=0>

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url=https%3A%2F%2Fdod.teams.microsoft.us%2Fl%2Fmeetup-
join%2F19%253adod%253ac650a9db2bea4ac1b18120a4ec75e2ec%2540thread.skype%2F1712587573425%3Fcontext
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Meeting ID: 993 985 654 16

Passcode: d9cWLb

Dial-in by phone

+1 571-616-7941,,779728413# <tel:+15716167941,,779728413> United States, Engleside (Virginia Beach)

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url=https%3A%2F%2Fdialin.cpc.dod.teams.microsoft.us%2F159ea8f1-dc3e-41a8-8e5c-
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Phone conference ID: 779 728 413#

For organizers: Meeting options <https://usg01.safelinks.protection.office365.us/?
url=https%3A%2F%2Fdod.teams.microsoft.us%2FmeetingOptions%2F%3ForganizerId%3D740aa1e1-09d6-4df2-
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12587573425%26language%3Den-
US&data=05%7C02%7C(b) (6) %40army.mil%7Cec9628c4e0444139d4d308dc57daa5d7%7Cfae6d70f
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FAEUDI5XSNrcrIQcW9%2FhOW21dJgvkLEvQ%3D&reserved=0> | Reset dial-in PIN
<https://usg01.safelinks.protection.office365.us/?
url=https%3A%2F%2Fdialin.cpc.dod.teams.microsoft.us%2Fusp&data=05%7C02%7C(b) (6) %40army
.mil%7Cec9628c4e0444139d4d308dc57daa5d7%7Cfae6d70f954b481192b60530d6f84c43%7C0%7C0%7C638481843
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ved=0>

Subject: JARO Implicit Bias Brief for Spring Accession Brd
Location: KLIP Conference Room (2d Floor), USALSA

Start: Wed 4/10/2024 9:30 AM
End: Wed 4/10/2024 10:00 AM
Show Time As: Tentative

Recurrence: (none)

Organizer: USARMY Pentagon HQDA OTJAG Mailbox JAGC Diversity-Inclusion
Required Attendees: (b) (6) [redacted]

ODEI Team,

We are requesting an implicit bias brief for the Regular Army Spring Accession Board at 0930 on 10 April 2024 in the KLIP Conference Room (2d Floor), USALSA.

Thank you!

v/r

(b) (6) [redacted]

[redacted]

Intern/Extern, ROTC, and Boards Coordinator

Judge Advocate Recruiting Office

9275 Gunston Road

Fort Belvoir, VA 22060-5546

(b) (6) [redacted]

Cell: 571-732-5753

Subject: RCT Central Region - hosted by 1st LOD
Location: McGhee Tyson ANGB

Start: Thu 4/11/2024 12:00 AM
End: Mon 4/15/2024 12:00 AM
Show Time As: Free

Recurrence: (none)

Organizer: USARMY Pentagon HQDA OTJAG Mailbox JAGC Diversity-Inclusion
Required Attendees: (b) (6) [redacted]

Categories: LV/TDY, Event

4/11 travel date

4/12-4/14 schedule attached

Subject: RCT Central Region - hosted by 1st LOD
Location: McGhee Tyson ANGB

Start: Thu 4/11/2024 12:00 AM
End: Mon 4/15/2024 12:00 AM
Show Time As: Free

Recurrence: (none)

Organizer: USARMY Pentagon HQDA OTJAG Mailbox JAGC Diversity-Inclusion
Required Attendees: (b) (6) [redacted]

Categories: Event

4/11 travel date

4/12-4/14 schedule attached

Subject: Women's History Month Athena's Council Event
Location: Zoom & Facebook

Start: Thu 4/25/2024 7:00 PM
End: Thu 4/25/2024 8:00 PM
Show Time As: Tentative

Recurrence: (none)

Organizer: USARMY Pentagon HQDA OTJAG Mailbox JAGC Diversity-Inclusion

Required Attendees: (b) (6) [redacted]

Categories: ODEI Training Event

Subject: (b) (6) [redacted]

Start: Fri 4/26/2024 12:00 AM
End: Sat 4/27/2024 12:00 AM
Show Time As: Free

Recurrence: (none)

Organizer: USARMY Pentagon HQDA OTJAG Mailbox JAGC Diversity-Inclusion
Required Attendees: (b) (6) [redacted]

Categories: LV/TDY

Subject: (b) (6) [redacted]

Start: Fri 4/12/2024 12:00 AM
End: Sat 4/13/2024 12:00 AM
Show Time As: Free

Recurrence: (none)

Organizer: USARMY Pentagon HQDA OTJAG Mailbox JAGC Diversity-Inclusion
Required Attendees: (b) (6) [redacted]

Categories: LV/TDY

Subject: Fort Sill ODEIA Training
Location: Fort Sill, OK

Start: Fri 4/5/2024 12:00 AM
End: Sun 4/7/2024 12:00 AM
Show Time As: Free

Recurrence: (none)

Organizer: USARMY Pentagon HQDA OTJAG Mailbox JAGC Diversity-Inclusion
Required Attendees: (b) (6) [redacted]

Categories: LV/TDY, ODEI Training Event

Subject: Fort Bliss ODEI Training
Location: Fort Bliss Texas

Start: Wed 4/3/2024 12:00 AM
End: Thu 4/4/2024 8:00 PM
Show Time As: Free

Recurrence: (none)

Organizer: USARMY Pentagon HQDA OTJAG Mailbox JAGC Diversity-Inclusion
Required Attendees: (b) (6)

Categories: ODEI Training Event

Subject: Holocaust Remembrance Day IPR
Location: Microsoft Teams Meeting

Start: Fri 4/5/2024 10:00 AM
End: Fri 4/5/2024 10:30 AM
Show Time As: Tentative

Recurrence: (none)

Organizer: USARMY Pentagon HQDA OTJAG Mailbox JAGC Diversity-Inclusion
Required Attendees: (b) (6)
; USARMY Pentagon HQDA OTJAG Mailbox JAGC Wellness

Categories: Meeting

Good afternoon, Team.

Hope you all had a fantastic weekend. Attached are my final notes on last week's meeting 22 MAR and the proposed agenda and notes in prep for next week's IPR 1000EST, 5 APR 24 with the Teams meeting link below. Please review and feel free to shoot me your input/feedback or edits as you develop and work on our lines of effort.

Thanks again for all your time and support in making this a great event for all our JALS personnel.

(b) (6)

Program Manager

Office of Diversity, Equity, Inclusion & Accessibility

Office of the Judge Advocate General

2200 Army Pentagon

Washington, D.C. 20310-2200

(b) (6)

?(b) (6)

? OTJAG ODEIA usarmy.pentagon.hqda-otjag.mbx.jagc-diversity-inclusion@army.mil <mailto:usarmy.pentagon.hqda-otjag.mbx.jagc-diversity-inclusion@army.mil>

<https://www.jagcnet2.army.mil/Sites/DivInc.nsf>
<https://www.milsuite.mil/book/community/spaces/armyjag/office-of-diversity-equity-inclusion>
<https://dod.teams.microsoft.us/l/team/19%3adod%3a9dd7adcef774434c9b93389678fc267b%40thread.tacv2/conversations?groupId=659d9aff-b725-49bb-a44a-21122d9aad2a&tenantId=fae6d70f-954b-4811-92b6-0530d6f84c43>

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Meeting ID: 993 163 852 7

Passcode: Ymujqh

For organizers: Meeting options <https://dod.teams.microsoft.us/meetingOptions/?organizerId=916bffd0-631a-40de-8dde-17152d51a20e&tenantId=fae6d70f-954b-4811-92b6-0530d6f84c43&threadId=19_dod_meeting_ed9dac30e67840809160e502fb17d2dc@thread.v2&messageId=0&language=en-US> | Reset dial-in PIN <https://dialin.cpc.dod.teams.microsoft.us/usp>

Subject: Holocaust Remembrance Day IPR
Location: Microsoft Teams Meeting

Start: Fri 4/5/2024 10:00 AM

End: Fri 4/5/2024 10:30 AM
Show Time As: Tentative

Recurrence: (none)

Organizer: USARMY Pentagon HQDA OTJAG Mailbox JAGC Diversity-Inclusion
Required Attendees: (b) (6) [redacted]

Good afternoon, Team.

Hope you all had a fantastic weekend. Attached are my final notes on last week's meeting 22 MAR and the proposed agenda and notes in prep for next week's IPR 1000EST, 5 APR 24 with the Teams meeting link below. Please review and feel free to shoot me your input/feedback or edits as you develop and work on our lines of effort.

Thanks again for all your time and support in making this a great event for all our JALS personnel.

(b) (6) [redacted]

Program Manager

Office of Diversity, Equity, Inclusion & Accessibility

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 <mailto:usarmy.pentagon.hqda-otjag.mbx.jagc-diversity-inclusion@army.mil>

<https://www.jagcnet2.army.mil/Sites/DivInc.nsf>
<https://www.milsuite.mil/book/community/spaces/armyjag/office-of-diversity-equity-inclusion>
<https://dod.teams.microsoft.us/l/team/19%3adod%3a9dd7adcef774434c9b93389678fc267b%40thread.tacv2/conversations?groupId=659d9aff-b725-49bb-a44a-21122d9aad2a&tenantId=fae6d70f-954b-4811-92b6-0530d6f84c43>

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Meeting ID: 993 163 852 7

Passcode: Ymujqh

For organizers: Meeting options <https://dod.teams.microsoft.us/meetingOptions/?organizerId=916bffd0-631a-40de-8dde-17152d51a20e&tenantId=fae6d70f-954b-4811-92b6-0530d6f84c43&threadId=19_dod_meeting_ed9dac30e67840809160e502fb17d2dc@thread.v2&messageId=0&language=en-US> | Reset dial-in PIN <https://dialin.cpc.dod.teams.microsoft.us/usp>

Subject: (b) (6) Ms. Carlisle

Start: Wed 3/27/2024 3:00 PM
End: Wed 3/27/2024 3:30 PM
Show Time As: Tentative

Recurrence: (none)

Organizer: USARMY Pentagon HQDA OTJAG Mailbox JAGC Diversity-Inclusion
Required Attendees: USARMY Pentagon HQDA OTJAG Mailbox JAGC Wellness

Subject: (b) (6)

Start: Wed 3/27/2024 10:30 AM
End: Wed 3/27/2024 11:30 AM
Show Time As: Tentative

Recurrence: (none)

Organizer: USARMY Pentagon HQDA OTJAG Mailbox JAGC Diversity-Inclusion
Required Attendees: USARMY Pentagon HQDA OTJAG Mailbox JAGC Wellness

Categories: Meeting

Subject: Holocaust Remembrance Event IPR

Location: Microsoft Teams Meeting

Start: Fri 3/22/2024 10:00 AM
End: Fri 3/22/2024 10:30 AM
Show Time As: Tentative

Recurrence: (none)

Organizer: USARMY Pentagon HQDA OTJAG Mailbox JAGC Diversity-Inclusion
Required Attendees: (b) (6) [redacted]); USARMY Pentagon HQDA OTJAG Mailbox JAGC Wellness; (b) (6)
Optional Attendees: (b) (6) [redacted]

Categories: Meeting

Team,

Please use the link below for the Holocaust Remembrance Event IPR. Attaching the proposed agenda for your review.

Microsoft Teams Need help? <https://aka.ms/JoinTeamsMeeting?omkt=en-US>

Join the meeting now <https://dod.teams.microsoft.us/l/meetup-join/19%3adod%3ameeting_4136025b2a15469d94c8283a365a31b6%40thread.v2/0?context=%7b%22Tid%22%3a%22fae6d70f-954b-4811-92b6-0530d6f84c43%22%2c%22Oid%22%3a%22916bffd0-631a-40de-8dde-17152d51a20e%22%7d>

Meeting ID: 993 586 481 4

Passcode: wK2WRa

For organizers: Meeting options <https://dod.teams.microsoft.us/meetingOptions/?organizerId=916bffd0-631a-40de-8dde-17152d51a20e&tenantId=fae6d70f-954b-4811-92b6-0530d6f84c43&threadId=19_dod_meeting_4136025b2a15469d94c8283a365a31b6@thread.v2&messageId=0&language=en-US> | Reset dial-in PIN <https://dialin.cpc.dod.teams.microsoft.us/usp>

Subject: Holocaust Remembrance Event IPR
Location: Microsoft Teams Meeting

Start: Fri 3/22/2024 10:00 AM
End: Fri 3/22/2024 10:30 AM
Show Time As: Tentative

Recurrence: (none)

Organizer: USARMY Pentagon HQDA OTJAG Mailbox JAGC Diversity-Inclusion
Required Attendees: (b) (6)

USARMY Pentagon HQDA OTJAG Mailbox JAGC Wellness;
(b) (6))
Optional Attendees: (b) (6)

Categories: Meeting

Team,

Please use the link below for the Holocaust Remembrance Event IPR.

Microsoft Teams Need help? <https://aka.ms/JoinTeamsMeeting?omkt=en-US>

Join the meeting now <https://dod.teams.microsoft.us/l/meetup-join/19%3adod%3ameeting_4136025b2a15469d94c8283a365a31b6%40thread.v2/0?context=%7b%22Tid%22%3a%22fae6d70f-954b-4811-92b6-0530d6f84c43%22%2c%22Oid%22%3a%22916bffd0-631a-40de-8dde-17152d51a20e%22%7d>

Meeting ID: 993 586 481 4

Passcode: wK2WRa

For organizers: Meeting options <https://dod.teams.microsoft.us/meetingOptions/?organizerId=916bffd0-631a-40de-8dde-17152d51a20e&tenantId=fae6d70f-954b-4811-92b6-0530d6f84c43&threadId=19_dod_meeting_4136025b2a15469d94c8283a365a31b6@thread.v2&messageId=0&language=en-US> | Reset dial-in PIN <https://dialin.cpc.dod.teams.microsoft.us/usp>

Subject: Holocaust Remembrance Event IPR
Location: Microsoft Teams Meeting

Start: Fri 3/22/2024 10:00 AM
End: Fri 3/22/2024 10:30 AM
Show Time As: Tentative

Recurrence: (none)

Organizer: USARMY Pentagon HQDA OTJAG Mailbox JAGC Diversity-Inclusion
Required Attendees: (b) (6)

(b) (6)

USARMY Pentagon HQDA OTJAG Mailbox JAGC Wellness
Optional Attendees: (b) (6)

Categories: Meeting

Team,

Please use the link below for the Holocaust Remembrance Event IPR.

Microsoft Teams Need help? <https://aka.ms/JoinTeamsMeeting?omkt=en-US>

Join the meeting now <https://dod.teams.microsoft.us/l/meetup-join/19%3adod%3ameeting_4136025b2a15469d94c8283a365a31b6%40thread.v2/0?context=%7b%22Tid%22%3a%22fae6d70f-954b-4811-92b6-0530d6f84c43%22%2c%22Oid%22%3a%22916bffd0-631a-40de-8dde-17152d51a20e%22%7d>

Meeting ID: 993 586 481 4

Passcode: wK2WRa

For organizers: Meeting options <https://dod.teams.microsoft.us/meetingOptions/?organizerId=916bffd0-631a-40de-8dde-17152d51a20e&tenantId=fae6d70f-954b-4811-92b6-0530d6f84c43&threadId=19_dod_meeting_4136025b2a15469d94c8283a365a31b6@thread.v2&messageId=0&language=en-US> | Reset dial-in PIN <https://dialin.cpc.dod.teams.microsoft.us/usp>

Subject: Holocaust Remembrance Event IPR
Location: Microsoft Teams Meeting

Start: Fri 3/22/2024 10:00 AM
End: Fri 3/22/2024 10:30 AM
Show Time As: Tentative

Recurrence: (none)

Organizer: USARMY Pentagon HQDA OTJAG Mailbox JAGC Diversity-Inclusion
Required Attendees: (b) (6)

Optional Attendees: (b) (6)

Categories: Meeting

Team,

Please use the link below for the Holocaust Remembrance Event IPR.

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Join the meeting now <https://dod.teams.microsoft.us/l/meetup-join/19%3adod%3ameeting_4136025b2a15469d94c8283a365a31b6%40thread.v2/0?context=%7b%22Tid%22%3a%22fae6d70f-954b-4811-92b6-0530d6f84c43%22%2c%22Oid%22%3a%22916bffd0-631a-40de-8dde-17152d51a20e%22%7d>

Meeting ID: 993 586 481 4

Passcode: wK2WRa

For organizers: Meeting options <https://dod.teams.microsoft.us/meetingOptions/?organizerId=916bffd0-631a-40de-8dde-17152d51a20e&tenantId=fae6d70f-954b-4811-92b6-0530d6f84c43&threadId=19_dod_meeting_4136025b2a15469d94c8283a365a31b6@thread.v2&messageId=0&language=en-US> | Reset dial-in PIN <https://dialin.cpc.dod.teams.microsoft.us/usp>

Subject: Canceled: CPNCO Crs- Generations in the Workplace
Location: TJAGLCS

Start: Mon 3/25/2024 2:30 PM
End: Mon 3/25/2024 3:50 PM
Show Time As: Free

Recurrence: (none)

Organizer: USARMY Pentagon HQDA OTJAG Mailbox JAGC Diversity-Inclusion
Required Attendees: (b) (6) [redacted]

Categories: ODEI Training Event

Subject: Canceled: 2024 Coggins Award Ceremony
Location: TJAGLCS

Start: Wed 3/27/2024 10:00 AM
End: Wed 3/27/2024 11:00 AM
Show Time As: Free

Recurrence: (none)

Organizer: USARMY Pentagon HQDA OTJAG Mailbox JAGC Diversity-Inclusion
Required Attendees: (b) (6)

Categories: Event

This is a save-the-date notification for the 2024 Coggins Award Ceremony scheduled for 27 March 2024. Please join us at your Regimental Home on 27 March 2024 as we present the SGT Eric L. Coggins award of excellence. The ceremony is hosted by TJAG and will begin at 1000 in Decker Auditorium.

If you are unable to attend in person, please join us on our TJAGLCS YouTube station - https://usg01.safelinks.protection.office365.us/?url=https%3A%2F%2Fwww.youtube.com%2Fc%2FTJAGLCSTELEVISON&data=05%7C02%(b) (6) %7Cbb44923834934c51acfd08dc3700d4cf%7Cfae6d70f954b481192b60530d6f84c43%7C0%7C0%7C638445723934512539%7CUnknown%7CTWFpbGZsb3d8eyJWIjoiMC4wLjAwMDAiLCJQIjoiV2luMzIiLCJBTiI6Ik1haWwiLCJXVCI6Mn0%3D%7C0%7C%7C%7C&sdata=EiYvJj6xsQ%2FUwE7mkvRbRHpkQ%2BRi5uB890ngPc5u3Ho%3D&reserved=0 <https://usg01.safelinks.protection.office365.us/?url=https%3A%2F%2Fwww.youtube.com%2Fc%2FTJAGLCSTELEVISON&data=05%7C02%(b) (6) 7Cbb44923834934c51acfd08dc3700d4cf%7Cfae6d70f954b481192b60530d6f84c43%7C0%7C0%7C638445723934512539%7CUnknown%7CTWFpbGZsb3d8eyJWIjoiMC4wLjAwMDAiLCJQIjoiV2luMzIiLCJBTiI6Ik1haWwiLCJXVCI6Mn0%3D%7C0%7C%7C%7C&sdata=EiYvJj6xsQ%2FUwE7mkvRbRHpkQ%2BRi5uB890ngPc5u3Ho%3D&reserved=0>

Should you have any questions, please contact (b) (6) at (b) (6) > or (b) (6) at (b) (6)

Subject: Cmd/Chief Paralegal New Developments Course
Location: TJAGLCS

Start: Mon 4/22/2024 12:00 AM
End: Fri 4/26/2024 12:00 AM
Show Time As: Free

Recurrence: (none)

Organizer: USARMY Pentagon HQDA OTJAG Mailbox JAGC Diversity-Inclusion
Required Attendees: (b) (6) USARMY Pentagon HQDA OTJAG Mailbox JAGC Wellness

Categories: Event

Course Description:

This course focuses on strategic and operational level Paralegal training, leadership, and legal updates for U.S. Army Command Paralegals, and select Chief Paralegals based on their duty assignment and level of responsibility. The curriculum for this course is developed, in coordination with the JAG Corps Regimental Command Sergeant Major, to advance The Judge Advocate General's strategic objectives for Paralegal support to the Judge Advocate General's Corps.

Attendees: all chief or command paralegals across JAGC.

Due to the ongoing budgetary discussions, the course and events ([redacted] Shadowbox Unveiling, Nicolai Lecture, and Coggins Award Ceremony) have been postponed to 22 - 26 April 2024.

We are currently working on adjusting the schedule. Our desire is to keep your briefings in their respective slots. Kindly request you provide your availability for that week. If we need to adjust, we will make those changes as we receive your availability.

Thank you in advance for your flexibility and continued support.

v/r

[redacted]

The Judge Advocate General's Legal Center and School

600 Massie Rd.

Charlottesville, VA 22903

[redacted]

Subject: [redacted]
Location: USALSA 4th fl training room

Start: Thu 3/28/2024 3:00 PM
End: Thu 3/28/2024 4:00 PM
Show Time As: Tentative

Recurrence: (none)

Organizer: USARMY Pentagon HQDA OTJAG Mailbox JAGC Diversity-Inclusion
Required Attendees: (b) (6) USARMY Pentagon HQDA OTJAG Mailbox JAGC Wellness

Categories: Event

Ladies and gentlemen,

On behalf of Lieutenant Colonel (b) (6) you are cordially invited to attend the ceremony honoring the promotion of (b) (6) on Thursday, 28 March 2024, at 1500.

The event will take in the 4th Floor Training Room (Room 4217), U.S. Army Legal Services Agency, 9275 Gunston Road, Fort Belvoir, Virginia 22060.

Please RSVP by 22 March 2024 at: https://einvitations.afit.edu/inv/anim.cfm?i=849379&k=0A654B0A7C5E <https://einvitations.afit.edu/inv/anim.cfm?i=849379&k=0A654B0A7C5E>

If you are unable to attend in person, you are invited to attend the ceremony via Zoom.

Link: https://www.zoomgov.com/j/1604594189?pwd=NHljOFErb3dRckFaWDQrMWEvcmwyUT09 <https://www.zoomgov.com/j/1604594189?pwd=NHljOFErb3dRckFaWDQrMWEvcmwyUT09>

Meeting ID: 160 459 4189

Passcode: 314185

The point of contact for this event is the undersigned. We look forward to you joining us to celebrate this special occasion!

Very Respectfully,

(b) (6)

CPT, JA

Intern/Extern, ROTC, and Boards Coordinator

Judge Advocate Recruiting Office

9275 Gunston Road

Fort Belvoir, VA 22060-5546

(b) (6)

[redacted]

Subject: POD Team Weekly Sync
Location: Microsoft Teams Meeting

Start: Tue 3/12/2024 10:00 AM
End: Tue 3/12/2024 11:00 AM
Show Time As: Tentative

Recurrence: Weekly
Recurrence Pattern: Occurs every Monday from 2:00 PM to 3:00 PM effective 10/30/2023.

Organizer: USARMY Pentagon HQDA OTJAG Mailbox JAGC Diversity-Inclusion
Required Attendees: (b) (6) [redacted] SARMY Pentagon HQDA OTJAG Mailbox JAGC Wellness

Categories: Meeting

Microsoft Teams meeting

Join on your computer, mobile app or room device

Click here to join the meeting <https://dod.teams.microsoft.us/l/meetup-join/19%3adod%3ameeting_05856a05f5f948658d060532784fb285%40thread.v2/0?context=%7b%22Tid%22%3a%22fae6d70f-954b-4811-92b6-0530d6f84c43%22%2c%22Oid%22%3a%223088d47f-e4c1-42af-b96b-03d4258fb4c2%22%7d>

Learn More <https://aka.ms/JoinTeamsMeeting> | Meeting options <https://dod.teams.microsoft.us/meetingOptions/?organizerId=3088d47f-e4c1-42af-b96b-03d4258fb4c2&tenantId=fae6d70f-954b-4811-92b6-0530d6f84c43&threadId=19_dod_meeting_05856a05f5f948658d060532784fb285@thread.v2&messageId=0&language=en-US>

Subject: POD Team Weekly Sync
Location: Microsoft Teams Meeting

Start: Mon 10/30/2023 2:00 PM
End: Mon 10/30/2023 3:00 PM
Show Time As: Tentative

Recurrence: Weekly
Recurrence Pattern: Occurs every Monday from 2:00 PM to 3:00 PM effective 10/30/2023.

Organizer: USARMY Pentagon HQDA OTJAG Mailbox JAGC Diversity-Inclusion
Required Attendees: (b) (6) USARMY Pentagon HQDA OTJAG Mailbox JAGC Wellness

Categories: Meeting

Microsoft Teams meeting

Join on your computer, mobile app or room device

Click here to join the meeting <https://dod.teams.microsoft.us/l/meetup-join/19%3adod%3ameeting_05856a05f5f948658d060532784fb285%40thread.v2/0?context=%7b%22Tid%22%3a%22fae6d70f-954b-4811-92b6-0530d6f84c43%22%2c%22Oid%22%3a%223088d47f-e4c1-42af-b96b-03d4258fb4c2%22%7d>

Learn More <https://aka.ms/JoinTeamsMeeting> | Meeting options <https://dod.teams.microsoft.us/meetingOptions/?organizerId=3088d47f-e4c1-42af-b96b-03d4258fb4c2&tenantId=fae6d70f-954b-4811-92b6-0530d6f84c43&threadId=19_dod_meeting_05856a05f5f948658d060532784fb285@thread.v2&messageId=0&language=en-US>

Subject: POD Team Weekly Sync
Location: Microsoft Teams Meeting

Start: Tue 3/12/2024 10:00 AM
End: Tue 3/12/2024 11:00 AM
Show Time As: Tentative

Recurrence: Weekly
Recurrence Pattern: Occurs every Monday from 2:00 PM to 3:00 PM effective 10/30/2023.

Organizer: USARMY Pentagon HQDA OTJAG Mailbox JAGC Diversity-Inclusion

Required Attendees: (b) (6) [redacted]

Categories: Meeting

Microsoft Teams meeting

Join on your computer, mobile app or room device

Click here to join the meeting <https://dod.teams.microsoft.us/l/meetup-join/19%3adod%3ameeting_05856a05f5f948658d060532784fb285%40thread.v2/0?context=%7b%22Tid%22%3a%22fae6d70f-954b-4811-92b6-0530d6f84c43%22%2c%22Oid%22%3a%223088d47f-e4c1-42af-b96b-03d4258fb4c2%22%7d>

Learn More <https://aka.ms/JoinTeamsMeeting> | Meeting options <https://dod.teams.microsoft.us/meetingOptions/?organizerId=3088d47f-e4c1-42af-b96b-03d4258fb4c2&tenantId=fae6d70f-954b-4811-92b6-0530d6f84c43&threadId=19_dod_meeting_05856a05f5f948658d060532784fb285@thread.v2&messageId=0&language=en-US>

Subject: Canceled: ODEI Weekly Sync
Location: Microsoft Teams Meeting

Start: Mon 3/11/2024 1:00 PM
End: Mon 3/11/2024 2:00 PM
Show Time As: Free

Recurrence: Weekly
Recurrence Pattern: Occurs every Monday from 1:00 PM to 2:00 PM effective 10/30/2023.

Organizer: USARMY Pentagon HQDA OTJAG Mailbox JAGC Diversity-Inclusion
Required Attendees: (b) (6) [redacted]

Categories: Meeting

Microsoft Teams meeting

Join on your computer, mobile app or room device

Click here to join the meeting <https://dod.teams.microsoft.us/l/meetup-join/19%3adod%3ameeting_86b585cd0aa44f2682d50b4578adaf1c%40thread.v2/0?context=%7b%22Tid%22%3a%22fae6d70f-954b-4811-92b6-0530d6f84c43%22%2c%22Oid%22%3a%223088d47f-

e4c1-42af-b96b-03d4258fb4c2%22%7d>

Learn More <https://aka.ms/JoinTeamsMeeting> | Meeting options <https://dod.teams.microsoft.us/meetingOptions/?organizerId=3088d47f-e4c1-42af-b96b-03d4258fb4c2&tenantId=fae6d70f-954b-4811-92b6-0530d6f84c43&threadId=19_dod_meeting_86b585cd0aa44f2682d50b4578adaf1c@thread.v2&messageId=0&language=en-US>

Subject: Fort Liberty Training review.
Location: Microsoft Teams Meeting

Start: Fri 3/8/2024 1:30 PM
End: Fri 3/8/2024 3:00 PM
Show Time As: Tentative

Recurrence: (none)

Organizer: USARMY Pentagon HQDA OTJAG Mailbox JAGC Diversity-Inclusion
Required Attendees: (b) (6) [redacted]

Categories: Meeting

Microsoft Teams Need help? <https://aka.ms/JoinTeamsMeeting?omkt=en-US>

Join the meeting now <https://dod.teams.microsoft.us/l/meetup-join/19%3adod%3ameeting_65b2dbc22b2848bdbe39008e6d975a14%40thread.v2/0?context=%7b%22Tid%22%3a%22fae6d70f-954b-4811-92b6-0530d6f84c43%22%2c%22Oid%22%3a%223088d47f-e4c1-42af-b96b-03d4258fb4c2%22%7d>

Dial-in by phone

+1 571-616-7941,,171884771# <tel:+15716167941,,171884771> United States, Engleside (Virginia Beach)

Find a local number <https://dialin.cpc.dod.teams.microsoft.us/159ea8f1-dc3e-41a8-8e5c-2d80a8930cc5?id=171884771>

Phone conference ID: 171 884 771#

For organizers: Meeting options <https://dod.teams.microsoft.us/meetingOptions/?organizerId=3088d47f-e4c1-42af-b96b-03d4258fb4c2&tenantId=fae6d70f-954b-4811-92b6-0530d6f84c43&threadId=19_dod_meeting_65b2dbc22b2848bdbe39008e6d975a14@thread.v2&messageId=0&language=en-US> | Reset dial-in PIN <https://dialin.cpc.dod.teams.microsoft.us/usp>

Subject: DEIA Annex for STRATPLAN WG
Location: Microsoft Teams Meeting

Start: Thu 3/7/2024 1:30 PM
End: Thu 3/7/2024 4:00 PM
Show Time As: Tentative

Recurrence: (none)

Organizer: USARMY Pentagon HQDA OTJAG Mailbox JAGC Diversity-Inclusion
Required Attendees: (b) (6) [redacted]

Categories: Meeting

Microsoft Teams Need help? <https://aka.ms/JoinTeamsMeeting?omkt=en-US>

Join the meeting now <https://dod.teams.microsoft.us/l/meetup-join/19%3adod%3ameeting_6e48c56d2aa04f32ba67084683f2f43c%40thread.v2/0?context=%7b%22Tid%22%3a%22fae6d70f-954b-4811-92b6-0530d6f84c43%22%2c%22Oid%22%3a%223088d47f-e4c1-42af-b96b-03d4258fb4c2%22%7d>

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Find a local number <https://dialin.cpc.dod.teams.microsoft.us/159ea8f1-dc3e-41a8-8e5c-2d80a8930cc5?id=642205474>

Phone conference ID: 642 205 474#

For organizers: Meeting options <https://dod.teams.microsoft.us/meetingOptions/?organizerId=3088d47f-e4c1-42af-b96b-03d4258fb4c2&tenantId=fae6d70f-954b-4811-92b6-0530d6f84c43&threadId=19_dod_meeting_6e48c56d2aa04f32ba67084683f2f43c@thread.v2&messageId=0&language=en-US> | Reset dial-in PIN <https://dialin.cpc.dod.teams.microsoft.us/usp>

Subject: (b) (6) [redacted]
Location: Charleston SC

Start: Thu 3/21/2024 12:00 AM
End: Mon 3/25/2024 12:00 AM

Show Time As: Free

Recurrence: (none)

Organizer: USARMY Pentagon HQDA OTJAG Mailbox JAGC Diversity-Inclusion
Required Attendees: (b) (6) USARMY Pentagon HQDA OTJAG Mailbox JAGC Wellness

Categories: LV/TDY

Subject: (b) (6) @TJAGLCS

Start: Mon 3/18/2024 12:00 AM
End: Wed 3/20/2024 12:00 AM
Show Time As: Free

Recurrence: (none)

Organizer: USARMY Pentagon HQDA OTJAG Mailbox JAGC Diversity-Inclusion
Required Attendees: (b) (6)
(b) (6)

Subject: (b) (6) @TJAGLCS

Start: Mon 3/18/2024 12:00 AM
End: Tue 3/19/2024 12:00 AM
Show Time As: Free

Recurrence: (none)

Organizer: USARMY Pentagon HQDA OTJAG Mailbox JAGC Diversity-Inclusion
Required Attendees: (b) (6)

Subject: Holocaust Remembrance Event initial discussion
Location: Microsoft Teams Meeting

Start: Fri 3/8/2024 11:00 AM
End: Fri 3/8/2024 12:00 PM
Show Time As: Tentative

Recurrence: (none)

Organizer: USARMY Pentagon HQDA OTJAG Mailbox JAGC Diversity-Inclusion
Required Attendees: (b) (6)

Categories: Meeting

Microsoft Teams meeting

Join on your computer, mobile app or room device

Click here to join the meeting <https://dod.teams.microsoft.us/l/meetup-join/19%3adod%3ameeting_b50e213acd284d45a9abff18e35c4608%40thread.v2/0?context=%7b%22Tid%22%3a%22fae6d70f-954b-4811-92b6-0530d6f84c43%22%2c%22Oid%22%3a%223088d47f-e4c1-42af-b96b-03d4258fb4c2%22%7d>

Or call in (audio only)

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Phone Conference ID: 902 336 067#

Find a local number <https://dialin.cpc.dod.teams.microsoft.us/159ea8f1-dc3e-41a8-8e5c-2d80a8930cc5?id=902336067> | Reset PIN <https://dialin.cpc.dod.teams.microsoft.us/usp>

Learn More <https://aka.ms/JoinTeamsMeeting> | Meeting options <https://dod.teams.microsoft.us/meetingOptions/?organizerId=3088d47f-e4c1-42af-b96b-03d4258fb4c2&tenantId=fae6d70f-954b-4811-92b6-0530d6f84c43&threadId=19_dod_meeting_b50e213acd284d45a9abff18e35c4608@thread.v2&messageId=0&language=en-US>

Subject: DEIA Annex for STRATPLAN WG
Location: Microsoft Teams Meeting

Start: Thu 3/7/2024 1:00 PM
End: Thu 3/7/2024 4:00 PM
Show Time As: Tentative

Recurrence: (none)

Organizer: USARMY Pentagon HQDA OTJAG Mailbox JAGC Diversity-Inclusion
Required Attendees: (b) (6) [redacted]

Categories: Meeting

Microsoft Teams Need help? <https://aka.ms/JoinTeamsMeeting?omkt=en-US>

Join the meeting now <https://dod.teams.microsoft.us/l/meetup-join/19%3adod%3ameeting_6e48c56d2aa04f32ba67084683f2f43c%40thread.v2/0?context=%7b%22Tid%22%3a%22fae6d70f-954b-4811-92b6-0530d6f84c43%22%2c%22Oid%22%3a%223088d47f-e4c1-42af-b96b-03d4258fb4c2%22%7d>

Dial-in by phone

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Find a local number <https://dialin.cpc.dod.teams.microsoft.us/159ea8f1-dc3e-41a8-8e5c-2d80a8930cc5?id=642205474>

Phone conference ID: 642 205 474#

For organizers: Meeting options <https://dod.teams.microsoft.us/meetingOptions/?organizerId=3088d47f-e4c1-42af-b96b-03d4258fb4c2&tenantId=fae6d70f-954b-4811-92b6-0530d6f84c43&threadId=19_dod_meeting_6e48c56d2aa04f32ba67084683f2f43c@thread.v2&messageId=0&language=en-US> | Reset dial-in PIN <https://dialin.cpc.dod.teams.microsoft.us/usp>

Subject: DEI Council & FB SOP Review
Location: Microsoft Teams Meeting

Start: Wed 3/6/2024 10:00 AM
End: Wed 3/6/2024 12:00 PM
Show Time As: Tentative

Recurrence: (none)

Organizer: USARMY Pentagon HQDA OTJAG Mailbox JAGC Diversity-Inclusion
Required Attendees: (b) (6) [redacted]

Categories: Meeting

Microsoft Teams Need help? <https://aka.ms/JoinTeamsMeeting?omkt=en-US>

Join the meeting now <https://dod.teams.microsoft.us/l/meetup-join/19%3adod%3ameeting_6daa7b34dd1246229192cae8f74e9ea8%40thread.v2/0?context=%7b%22Tid%22%3a%22fae6d70f-954b-4811-92b6-0530d6f84c43%22%2c%22Oid%22%3a%223088d47f-e4c1-42af-b96b-03d4258fb4c2%22%7d>

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Find a local number <https://dialin.cpc.dod.teams.microsoft.us/159ea8f1-dc3e-41a8-8e5c-2d80a8930cc5?id=475790703>

Phone conference ID: 475 790 703#

For organizers: Meeting options <https://dod.teams.microsoft.us/meetingOptions/?organizerId=3088d47f-e4c1-42af-b96b-03d4258fb4c2&tenantId=fae6d70f-954b-4811-92b6-0530d6f84c43&threadId=19_dod_meeting_6daa7b34dd1246229192cae8f74e9ea8@thread.v2&messageId=0&language=en-US> | Reset dial-in PIN <https://dialin.cpc.dod.teams.microsoft.us/usp>

Subject: POD Team Weekly Sync
Location: Microsoft Teams Meeting

Start: Tue 3/5/2024 12:30 PM
End: Tue 3/5/2024 1:30 PM
Show Time As: Tentative

Recurrence: Weekly
Recurrence Pattern: Occurs every Monday from 2:00 PM to 3:00 PM effective 10/30/2023.

Organizer: USARMY Pentagon HQDA OTJAG Mailbox JAGC Diversity-Inclusion
Required Attendees: (b) (6) [redacted]

Categories: Meeting

Microsoft Teams meeting

Join on your computer, mobile app or room device

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Subject: XVII Abn Corps Training: Overview & Implicit Bias
Location: Fort Liberty

Start: Wed 3/13/2024 9:00 AM
End: Wed 3/13/2024 11:30 AM
Show Time As: Tentative

Recurrence: (none)

Organizer: USARMY Pentagon HQDA OTJAG Mailbox JAGC Diversity-Inclusion
Required Attendees: (b) (6) [redacted]

Categories: ODEI Training Event

Subject: 1SFG(A) Training: Overview & Implicit Bias
Location: Fort Liberty

Start: Tue 3/12/2024 2:00 PM
End: Tue 3/12/2024 3:30 PM
Show Time As: Tentative

Recurrence: (none)

Organizer: USARMY Pentagon HQDA OTJAG Mailbox JAGC Diversity-Inclusion
Required Attendees: (b) (6) [redacted]

Categories: ODEI Training Event

Subject: Canceled: ODEI Virtual Monthly Training: DEIA: An Overview
Location: MS Teams - Link to follow

Start: Thu 3/14/2024 10:00 AM
End: Thu 3/14/2024 11:00 AM
Show Time As: Free

Recurrence: Monthly
Recurrence Pattern: Occurs every month on the second Thursday of the month from 10:00 AM to 11:00 AM effective 2/9/2023.

Organizer: USARMY Pentagon HQDA OTJAG Mailbox JAGC Diversity-Inclusion
Required Attendees: (b) (6) [redacted]

Categories: ODEI Training Event

Subject: Holocaust Remembrance Event initial discussion
Location: Microsoft Teams Meeting

Start: Fri 3/8/2024 11:00 AM
End: Fri 3/8/2024 12:00 PM
Show Time As: Tentative

Recurrence: (none)

Organizer: USARMY Pentagon HQDA OTJAG Mailbox JAGC Diversity-Inclusion
Required Attendees: (b) (6) [redacted]

Categories: Meeting

Microsoft Teams meeting

Join on your computer, mobile app or room device

Click here to join the meeting <https://dod.teams.microsoft.us/l/meetup-join/19%3adod%3ameeting_b50e213acd284d45a9abff18e35c4608%40thread.v2/0?context=%7b%22Tid%22%3a%22fae6d70f-954b-4811-92b6-0530d6f84c43%22%2c%22Oid%22%3a%223088d47f-e4c1-42af-b96b-03d4258fb4c2%22%7d>

Or call in (audio only)

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Learn More <https://aka.ms/JoinTeamsMeeting> | Meeting options <https://dod.teams.microsoft.us/meetingOptions/?organizerId=3088d47f-e4c1-42af-b96b-03d4258fb4c2&tenantId=fae6d70f-954b-4811-92b6-0530d6f84c43&threadId=19_dod_meeting_b50e213acd284d45a9abff18e35c4608@thread.v2&messageId=0&language=en-US>

Subject: Holocaust Remembrance Event initial discussion
Location: Microsoft Teams Meeting

Start: Wed 3/6/2024 11:00 AM
End: Wed 3/6/2024 12:00 PM
Show Time As: Tentative

Recurrence: (none)

Organizer: USARMY Pentagon HQDA OTJAG Mailbox JAGC Diversity-Inclusion
Required Attendees: (b) (6) [redacted]

Categories: Meeting

Microsoft Teams meeting

Join on your computer, mobile app or room device

Click here to join the meeting <https://dod.teams.microsoft.us/l/meetup-join/19%3adod%3ameeting_b50e213acd284d45a9abff18e35c4608%40thread.v2/0?context=%7b%22Tid%22%3a%22fae6d70f-954b-4811-92b6-0530d6f84c43%22%2c%22Oid%22%3a%223088d47f-e4c1-42af-b96b-03d4258fb4c2%22%7d>

Or call in (audio only)

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Phone Conference ID: 902 336 067#

Find a local number <https://dialin.cpc.dod.teams.microsoft.us/159ea8f1-dc3e-41a8-8e5c-2d80a8930cc5?id=902336067> | Reset PIN <https://dialin.cpc.dod.teams.microsoft.us/usp>

Learn More <https://aka.ms/JoinTeamsMeeting> | Meeting options <https://dod.teams.microsoft.us/meetingOptions/?organizerId=3088d47f-e4c1-42af-b96b-03d4258fb4c2&tenantId=fae6d70f-954b-4811-92b6-0530d6f84c43&threadId=19_dod_meeting_b50e213acd284d45a9abff18e35c4608@thread.v2&messageId=0&language=en-US>

Subject: Holocaust Remembrance Event initial discussion
Location: Microsoft Teams Meeting

Start: Wed 3/6/2024 10:00 AM
End: Wed 3/6/2024 11:00 AM
Show Time As: Tentative

Recurrence: (none)

Organizer: USARMY Pentagon HQDA OTJAG Mailbox JAGC Diversity-Inclusion
Required Attendees: (b) (6) [redacted]

Categories: Meeting

Microsoft Teams meeting

Join on your computer, mobile app or room device

Click here to join the meeting <https://dod.teams.microsoft.us/l/meetup-join/19%3adod%3ameeting_b50e213acd284d45a9abff18e35c4608%40thread.v2/0?context=%7b%22Tid%22%3a%22fae6d70f-954b-4811-92b6-0530d6f84c43%22%2c%22Oid%22%3a%223088d47f-e4c1-42af-b96b-03d4258fb4c2%22%7d>

Or call in (audio only)

+1 571-616-7941,,902336067# <tel:+15716167941,,902336067#> United States, Engleside (Virginia Beach)

Phone Conference ID: 902 336 067#

Find a local number <https://dialin.cpc.dod.teams.microsoft.us/159ea8f1-dc3e-41a8-8e5c-2d80a8930cc5?id=902336067> | Reset PIN <https://dialin.cpc.dod.teams.microsoft.us/usp>

Learn More <https://aka.ms/JoinTeamsMeeting> | Meeting options <https://dod.teams.microsoft.us/meetingOptions/?organizerId=3088d47f-e4c1-42af-b96b-03d4258fb4c2&tenantId=fae6d70f-954b-4811-92b6-0530d6f84c43&threadId=19_dod_meeting_b50e213acd284d45a9abff18e35c4608@thread.v2&messageId=0&language=en-US>

Subject: End of Civ Rating Period

Start: Sun 3/31/2024 12:00 AM
End: Mon 4/1/2024 12:00 AM
Show Time As: Free

Recurrence: (none)

Organizer: USARMY Pentagon HQDA OTJAG Mailbox JAGC Diversity-Inclusion
Required Attendees: (b) (6) [redacted]

Categories: Event

Teammates! Good Morning from Fort Cavazos!

If you'll recall…we discussed DPMAP processing briefly at a recent Stand-Up.

Our goal this year is to have the whole process done by the start of PCS season. That's both appraisals and performance awards.

To that end, here is the expectation:

31 MAR 24: end of the rating period

12 APR 24: employee's input due, in the system

26 APR 24: Rating Official's narrative and ratings due, in the system

(1 MAY 24): the next Performance Plan must be in place within 30 days!!!

3 MAY 24: appraisal completed and acknowledged, in the system

This will take some work, but it will benefit the employees…who get feedback on their performance in a timely manner, supervisors…who will giving feedback while the performance is still fresh in their minds and who can use the process to meaningfully shape the employee's next Performance Plan, and leadership…who can complete the awards process before the chaos of this summer is upon us.

Please let me, or the Admin Team, know if you suspect you're going to have trouble meeting the above schedule. We can help….

Thanks!

(b) (6)

Subject: (b) (6)

Start: Tue 3/5/2024 12:00 AM
End: Wed 3/6/2024 12:00 AM
Show Time As: Free

Recurrence: (none)

Organizer: USARMY Pentagon HQDA OTJAG Mailbox JAGC Diversity-Inclusion
Required Attendees: (b) (6)

Categories: LV/TDY

Subject: Discussion of Uniformity in BH/Wellness/DEI Instruction in Coordination w/ SMEs

Start: Wed 2/28/2024 2:00 PM
End: Wed 2/28/2024 3:00 PM
Show Time As: Tentative

Recurrence: (none)

Organizer: USARMY Pentagon HQDA OTJAG Mailbox JAGC Diversity-Inclusion
Optional Attendees: (b) (6)

Categories: Meeting

-----Original Appointment-----
From: (b) (6)
Sent: Monday, February 26, 2024 3:53 PM
To: (b) (6)
)
Subject: Discussion of Uniformity in BH/Wellness/DEI Instruction in Coordination w/ SMEs
When: Wednesday, February 28, 2024 2:00 PM-3:00 PM (UTC-05:00) Eastern Time (US & Canada).
Where:

Microsoft Teams Need help? <https://usg01.safelinks.protection.office365.us/?url=https%3A%2F%2Faka.ms%2FJoinTeamsMeeting%3Fomkt%3Den-US&data=05%7C02%7C(b) (6) %40army.mil%7C014497cdc4f94cbffb6108dc37a5300e%7Cfae6d70f954b481192b60530d6f84c43%7C0%7C0%7C638446429834950226%7CUnknown%7CTWFpbGZsb3d8eyJWIjoiMC4wLjAwMDAiLCJQIjoiV2luMzIiLCJBTiI6Ik1haWwiLCJXVCI6Mn0%3D%7C0%7C%7C%7C&sdata=5r53YG3MJ0v4W33loV0gJNom3vLK9lQD74UPb6tsGuw%3D&reserved=0>

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+1 571-616-7941,,740383834# <tel:+15716167941,,740383834> United States, Engleside (Virginia Beach)

Find a local number <https://usg01.safelinks.protection.office365.us/?url=https%3A%2F%2Fdialin.cpc.dod.teams.microsoft.us%2F159ea8f1-dc3e-41a8-8e5c-2d80a8930cc5%3Fid%3D740383834&data=05%7C02%7C(b) (6) %40army.mil%7C014497cdc4f94cbffb6108dc37a5300e%7Cfae6d70f954b481192b60530d6f84c43%7C0%7C0%7C638446429834950226%7CUnknown%7CTWFpbGZsb3d8eyJWIjoiMC4wLjAwMDAiLCJQIjoiV2luMzIiLCJBTiI6Ik1haWwiLCJXVCI6Mn0%3D%7C0%7C%7C%7C&sdata=R3fSCLsgyRpp7emnP5ee5NCY40zamWPJ%2FgpVAfAf3Kw%3D&reserved=0>

Phone conference ID: 740 383 834#

For organizers: Meeting options <https://usg01.safelinks.protection.office365.us/?url=https%3A%2F%2Fdod.teams.microsoft.us%2FmeetingOptions%2F%3ForganizerId%3D65f3c352-2e86-451f-9c50-53d930863042%26tenantId%3Dfae6d70f-954b-4811-92b6-0530d6f84c43%26threadId%3D19_dod_meeting_eed1285bff9c4c81941befccc328ceb7%40thread.v2%26messageId%3D0%26language%3Den-US&data=05%7C02%7C(b) (6) %40army.mil%7C014497cdc4f94cbffb6108dc37a5300e%7Cfae6d70f954b481192b60530d6f84c43%7C0%7C0%7C638446429834950226%7CUnknown%7CTWFpbGZsb3d8eyJWIjoiMC4wLjAwMDAiLCJQIjoiV2luMzIiLCJBTiI6Ik1haWwiLCJXVCI6Mn0%3D%7C0%7C%7C%7C&sdata=sgf51zLwTkzF%2B7EXLGz3C5pV5vlJ0ul94YA6aEG24uo%3D&reserved=0> | Reset dial-in PIN <https://usg01.safelinks.protection.office365.us/?url=https%3A%2F%2Fdialin.cpc.dod.teams.microsoft.us%2Fusp&data=05%7C02%7C(b) (6) %40army.mil%7C014497cdc4f94cbffb6108dc37a5300e%7Cfae6d70f954b481192b60530d6f84c43%7C0%7C0%7C638446429835106471%7CUnknown%7CTWFpbGZsb3d8eyJWIjoiMC4wLjAwMDAiLCJQIjoiV2luMzIiLCJBTiI6Ik1haWwiLCJXVCI6Mn0%3D%7C0%7C%7C%7C&sdata=72vSHkeHVgpdq1a8OWXH0WrD8v0p9QVLNWccWhsICyM%3D&reserved=0>

Subject: SLC Building Inclusive Teams Training
Location: TJAGLCS

Start: Wed 4/17/2024 1:00 PM
End: Wed 4/17/2024 2:00 PM
Show Time As: Tentative

Recurrence: (none)

Organizer: USARMY Pentagon HQDA OTJAG Mailbox JAGC Diversity-Inclusion
Required Attendees: (b) (6)
(b) (6)

Categories: ODEI Training Event

LEADERS,

Good Afternoon. I have your end of cycle briefs scheduled below. Please let me know if you will be in person or over teams. Additionally, please let me know if you cannot make it and if you have someone filling in for you.

16 April NCOA Cycle Room 132

1300-1330 TDS Brief (b) (6)

1330-1400 Ranger Regiment Brief (b) (6)

1400-1430 SOAR Brief (b) (6)

1430-1500 CLAMO Brief (b) (6)

17 April NCOA Cycle Room 132

0900-1000 OTJAG / SVPN / OSTC Brief (b) (6)

1000-1100 Legal Administrator Brief (b) (6)

1100-1200 DEIA Brief (ALC) (b) (6)

1300-1400 DEIA Brief (SLC) (b) (6)

v/r

(b) (6)

Noncommissioned Officers Academy

The Judge Advocate General's Legal Center and School

600 Massie Rd, Charlottesville, Virginia 22903

(b) (6)

<https://tjaglcs.army.mil/home> <https://www.facebook.com/tjaglcs>
<https://www.linkedin.com/company/tjaglcs/mycompany/?viewAsMember=true>
<https://open.spotify.com/show/1EkU7YaGoR2GMG95QtKUTA>

Subject: ALC ODEIA Overview Training
Location: TJAGLCS

Start: Wed 4/17/2024 11:00 AM

End: Wed 4/17/2024 12:00 PM
Show Time As: Tentative

Recurrence: (none)

Organizer: USARMY Pentagon HQDA OTJAG Mailbox JAGC Diversity-Inclusion
Required Attendees: (b) (6)

Categories: ODEI Training Event

LEADERS,

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17 April NCOA Cycle Room 132

0900-1000 OTJAG / SVPN / OSTC Brief (b) (6)

1000-1100 Legal Administrator Brief (b) (6)

1100-1200 DEIA Brief (ALC) (b) (6)

1300-1400 DEIA Brief (SLC) (b) (6)

v/r

(b) (6)

Noncommissioned Officers Academy

The Judge Advocate General's Legal Center and School

600 Massie Rd, Charlottesville, Virginia 22903

(b) (6)

[redacted]

<https://tjaglcs.army.mil/home> <https://www.facebook.com/tjaglcs>
<https://www.linkedin.com/company/tjaglcs/mycompany/?viewAsMember=true>
<https://open.spotify.com/show/1EkU7YaGoR2GMG95QtKUTA>

Subject: (b) (6) [redacted]

Start: Fri 3/1/2024 12:00 AM
End: Sat 3/2/2024 12:00 AM
Show Time As: Free

Recurrence: (none)

Organizer: USARMY Pentagon HQDA OTJAG Mailbox JAGC Diversity-Inclusion
Required Attendees: (b) (6) [redacted]

Categories: LV/TDY

Subject: 2024 Coggins Award Ceremony
Location: TJAGLCS

Start: Wed 3/27/2024 10:00 AM
End: Wed 3/27/2024 11:00 AM
Show Time As: Tentative

Recurrence: (none)

Organizer: USARMY Pentagon HQDA OTJAG Mailbox JAGC Diversity-Inclusion
Required Attendees: (b) (6) [redacted]

Categories: Event

This is a save-the-date notification for the 2024 Coggins Award Ceremony scheduled for 27 March 2024. Please join us at your Regimental Home on 27 March 2024 as we present the SGT Eric L. Coggins award of excellence. The ceremony is hosted by TJAG and will begin at 1000 in Decker Auditorium.

If you are unable to attend in person, please join us on our TJAGLCS YouTube station - https://usg01.safelinks.protection.office365.us/?url=https%3A%2F%2Fwww.youtube.com%2Fc%2FTJAGLCSTELEVISON&data=05%7C02%7C(b) (6) [redacted]

mil%40army.mil%7Cbb44923834934c51acfd08dc3700d4cf%7Cfae6d70f954b481192b60530d6f84c43%7C0%7C0%7C638445723934512539%7CUnknown%7CTWFpbGZsb3d8eyJWIjoiMC4wLjAwMDAiLCJQIjoiV2luMzIiLCJBTiI6Ik1haWwiLCJXVCI6Mn0%3D%7C0%7C%7C%7C&sdata=EiYvJj6xsQ%2FUwE7mkvRbRHpkQ%2BRi5uB890ngPc5u3Ho%3D&reserved=0 <https://usg01.safelinks.protection.office365.us/?url=https%3A%2F%2Fwww.youtube.com%2Fc%2FTJAGLCSTELEVISON&data=05%7C02%7C(b) (6) .mil%40army.mil%7Cbb44923834934c51acfd08dc3700d4cf%7Cfae6d70f954b481192b60530d6f84c43%7C0%7C0%7C638445723934512539%7CUnknown%7CTWFpbGZsb3d8eyJWIjoiMC4wLjAwMDAiLCJQIjoiV2luMzIiLCJBTiI6Ik1haWwiLCJXVCI6Mn0%3D%7C0%7C%7C%7C&sdata=EiYvJj6xsQ%2FUwE7mkvRbRHpkQ%2BRi5uB890ngPc5u3Ho%3D&reserved=0>

Should you have any questions, please contact (b) (6)

Subject: FY24 1L Summer Intern Selection Board Implicit Bias Brief_29 FEB
Location: USALSA

Start: Thu 2/29/2024 8:00 AM
End: Thu 2/29/2024 9:00 AM
Show Time As: Tentative

Recurrence: (none)

Organizer: USARMY Pentagon HQDA OTJAG Mailbox JAGC Diversity-Inclusion
Required Attendees: (b) (6)

Categories: ODEI Training Event

Good morning,

We had a slight change to this board's schedule and are now requesting the brief for 29 February 2024. All other details are the same.

Thank you!

v/r

(b) (6)

(b) (6)

(b) (6)

Judge Advocate Recruiting Office

9275 Gunston Road

Fort Belvoir, VA 22060-5546

(b) (6)

From: (b) (6)
Sent: Wednesday, December 13, 2023 9:35 AM
To: USARMY Pentagon HQDA OTJAG Mailbox JAGC Diversity-Inclusion <usarmy.pentagon.hqda-otjag.mbx.jagc-diversity-inclusion@army.mil <mailto:usarmy.pentagon.hqda-otjag.mbx.jagc-diversity-inclusion@army.mil> >
Subject: Implicit Bias Brief Request - FY24 1L Summer Intern Board

Good morning!

Please see attached request for implicit bias training for the 1L Summer Intern Selection Board on 27 February 2024.

Thank you!

v/r

(b) (6)

Judge Advocate Recruiting Office

9275 Gunston Road

Fort Belvoir, VA 22060-5546

(b) (6)

[redacted]

Subject: MLO Professional Development led by Team KFAD
Location: ms Teams

Start: Wed 3/6/2024 12:00 PM
End: Wed 3/6/2024 12:30 PM
Show Time As: Tentative

Recurrence: (none)

Organizer: USARMY Pentagon HQDA OTJAG Mailbox JAGC Diversity-Inclusion
Required Attendees: (b) (6) [redacted]

Ladies and Gentlemen,

Good afternoon! Please join us next Wednesday, 6 March, from 1200-1300 for the March iteration of MLO Professional Development led by Team KFAD.

This is the beginning of a two-part series in which KFAD and NSLD will jointly present on concepts presented during the recent TJAGLCS Emerging Technology course. The intent is to discuss emerging KFL and NSL issues that we anticipate will arise alongside this new technology.

Part I: 6 March 24 MLOPD (KFAD): (b) (6) (b) (6) [redacted] will give an introduction to the topics discussed during the course with two or three key takeaways from each block of instruction, including the main KFL takeaways. Additionally, she will explain the technology and how it may fit into our client's mission (e.g., what is electromagnetic warfare, why do we care about space, etc.).

Part II – 3 April 24 MLOPD (NSLD): (b) (6) [redacted] will go deeper into a few select topics to discuss how these topics impact us as legal practitioners.

You have all received a calendar invite and the link is below. We look forward to you joining us. Have a great day!

v/r,

(b) (6)

Office of The Judge Advocate General

Military Law and Operations

2200 Army Pentagon, Room 3E565

Washington, D.C. 20310-2200

(b) (6)

Microsoft Teams meeting

Join on your computer, mobile app or room device

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Phone Conference ID: 317 636 495#

Find a local number <https://dialin.cpc.dod.teams.microsoft.us/159ea8f1-dc3e-41a8-8e5c-2d80a8930cc5?id=317636495> | Reset PIN <https://dialin.cpc.dod.teams.microsoft.us/usp>

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Subject: (b) (6)

Start: Tue 4/23/2024 2:50 PM
End: Tue 4/23/2024 3:50 PM
Show Time As: Tentative

Recurrence: (none)

Organizer: USARMY Pentagon HQDA OTJAG Mailbox JAGC Diversity-Inclusion
Required Attendees: (b) (6)

Categories: Appointments

Subject: (b) (6)

Start: Tue 4/23/2024 2:50 PM
End: Tue 4/23/2024 3:20 PM
Show Time As: Tentative

Recurrence: (none)

Organizer: USARMY Pentagon HQDA OTJAG Mailbox JAGC Diversity-Inclusion
Required Attendees: (b) (6)

Categories: Appointments

Subject: (b) (6)

Start: Tue 3/26/2024 2:50 PM
End: Tue 3/26/2024 3:50 PM
Show Time As: Tentative

Recurrence: (none)

Organizer: USARMY Pentagon HQDA OTJAG Mailbox JAGC Diversity-Inclusion
Required Attendees: (b) (6)

Categories: Appointments

Subject: (b) (6)

Start: Mon 4/8/2024 4:00 PM
End: Mon 4/8/2024 6:30 PM
Show Time As: Tentative

Recurrence: (none)

Organizer: USARMY Pentagon HQDA OTJAG Mailbox JAGC Diversity-Inclusion
Required Attendees: (b) (6)

Categories: Appointments

Subject: (b) (6)

Start: Mon 4/8/2024 4:00 PM
End: Mon 4/8/2024 4:30 PM
Show Time As: Tentative

Recurrence: (none)

Organizer: USARMY Pentagon HQDA OTJAG Mailbox JAGC Diversity-Inclusion
Required Attendees: (b) (6)

Categories: Appointments

Subject: (b) (6)
al

Start: Tue 4/9/2024 8:00 AM
End: Tue 4/9/2024 11:00 AM
Show Time As: Tentative

Recurrence: (none)

Organizer: USARMY Pentagon HQDA OTJAG Mailbox JAGC Diversity-Inclusion
Required Attendees: (b) (6)

Categories: Appointments

Subject: (b) (6)

Start: Thu 3/14/2024 12:00 AM
End: Fri 3/15/2024 12:00 AM
Show Time As: Free

Recurrence: (none)

Organizer: USARMY Pentagon HQDA OTJAG Mailbox JAGC Diversity-Inclusion
Required Attendees: (b) (6)

Categories: LV/TDY

Subject: DEIA Overview for OBC
Location: TJAGLCS

Start: Fri 3/15/2024 11:00 AM
End: Fri 3/15/2024 12:00 PM
Show Time As: Tentative

Recurrence: (none)

Organizer: USARMY Pentagon HQDA OTJAG Mailbox JAGC Diversity-Inclusion
Required Attendees: (b) (6) [redacted]

Categories: ODEI Training Event

Subject: TDY for DEI Lecture Chair
Location: TJAGLCS

Start: Sun 3/3/2024 12:00 AM
End: Tue 3/5/2024 12:00 AM
Show Time As: Free

Recurrence: (none)

Organizer: USARMY Pentagon HQDA OTJAG Mailbox JAGC Diversity-Inclusion
Required Attendees: (b) (6) [redacted]

Categories: LV/TDY

Subject: XVIII Abn Corps DEI
Location: Fort Liberty

Start: Wed 3/13/2024 12:00 AM
End: Thu 3/14/2024 12:00 AM
Show Time As: Free

Recurrence: (none)

Organizer: USARMY Pentagon HQDA OTJAG Mailbox JAGC Diversity-Inclusion
Required Attendees: (b) (6) [redacted]

Subject: SVC Cert Course Training - Social Identity in Action
Location: TJAGLCS

Start: Wed 2/28/2024 1:00 PM
End: Wed 2/28/2024 2:00 PM
Show Time As: Tentative

Recurrence: (none)

Organizer: USARMY Pentagon HQDA OTJAG Mailbox JAGC Diversity-Inclusion

Required Attendees: (b) (6) [redacted]

Categories: ODEI Training Event

From: USARMY Pentagon HQDA OTJAG Mailbox JAGC Diversity-Inclusion
Sent: Tuesday, February 20, 2024 4:53 PM
To: (b) (6) [redacted]
Subject: You're invited to share this calendar

Microsoft Exchange Calendar: USARMY Pentagon HQDA OTJAG Mailbox JAGC Diversity-Inclusion - Calendar
: USARMY Pentagon HQDA OTJAG Mailbox JAGC Diversity-Inclusion (usarmy.pentagon.hqda-otjag.mbx.jagc-diversity-inclusion@army.mil) has invited you to view their Calendar.

You'll be able to view, edit, and delete events on this calendar. ? ? ?

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Phone Conference ID: 789 696 906#

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Learn More <https://aka.ms/JoinTeamsMeeting> | Meeting options <https://dod.teams.microsoft.us/meetingOptions/?organizerId=3088d47f-e4c1-42af-b96b-03d4258fb4c2&tenantId=fae6d70f-954b-4811-92b6-0530d6f84c43&threadId=19_dod_meeting_973c0f9fb47049f4aa6aa1b69dadda80@thread.v2&messageId=0&language=en-US>

Subject: DEIA Annex WG
Location: USALSA

Start: Thu 2/29/2024 1:00 PM
End: Thu 2/29/2024 3:00 PM
Show Time As: Tentative

Recurrence: (none)

Organizer: USARMY Pentagon HQDA OTJAG Mailbox JAGC Diversity-Inclusion
Required Attendees: (b) (6) [redacted]

Subject: Building Inclusive Teams- DLIFLC
Location: Microsoft Teams Meeting

Start: Thu 2/15/2024 1:00 PM
End: Thu 2/15/2024 2:00 PM
Show Time As: Tentative

Recurrence: (none)

Organizer: USARMY Pentagon HQDA OTJAG Mailbox JAGC Diversity-Inclusion
Required Attendees: (b) (6) [redacted]

SFC (b) (6)

As discussed yesterday, please find the link below for the 1300 training today virtually where I'll have the standard training package on Building Inclusive teams presented.

Microsoft Teams meeting

Join on your computer, mobile app or room device

Click here to join the meeting <https://dod.teams.microsoft.us/l/meetup-join/19%3adod%3ameeting_d186687c748b406cb13ccc4ac7cbc05d%40thread.v2/0?context=%7b%22Tid%22%3a%22fae6d70f-954b-4811-92b6-0530d6f84c43%22%2c%22Oid%22%3a%223088d47f-e4c1-42af-b96b-03d4258fb4c2%22%7d>

Or call in (audio only)

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Phone Conference ID: 172 413 136#

Find a local number <https://dialin.cpc.dod.teams.microsoft.us/159ea8f1-dc3e-41a8-8e5c-2d80a8930cc5?id=172413136> | Reset PIN <https://dialin.cpc.dod.teams.microsoft.us/usp>

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Subject: Building Inclusive Teams- DLIFLC
Location: Microsoft Teams Meeting

Start: Thu 2/15/2024 1:00 PM
End: Thu 2/15/2024 2:00 PM
Show Time As: Tentative

Recurrence: (none)

Organizer: USARMY Pentagon HQDA OTJAG Mailbox JAGC Diversity-Inclusion
Required Attendees: (b) (6) b) (6)

SFC (b) (6)

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Microsoft Teams meeting

Join on your computer, mobile app or room device

Click here to join the meeting <https://dod.teams.microsoft.us/l/meetup-join/19%3adod%3ameeting_d186687c748b406cb13ccc4ac7cbc05d%40thread.v2/0?context=%7b%22Tid%22%3a%22fae6d70f-954b-4811-92b6-0530d6f84c43%22%2c%22Oid%22%3a%223088d47f-e4c1-42af-b96b-03d4258fb4c2%22%7d>

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Phone Conference ID: 172 413 136#

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Subject: IPR for Black History Month Panel
Location: Microsoft Teams Meeting

Start: Tue 2/20/2024 9:30 AM
End: Tue 2/20/2024 10:30 AM
Show Time As: Tentative

Recurrence: (none)

Organizer: USARMY Pentagon HQDA OTJAG Mailbox JAGC Diversity-Inclusion
Required Attendees: (b) (6)
(b) (6)
Optional Attendees: (b) (6) BUFFALO JAGS <buffalojagsmentorshipgroup@gmail.com>; (b) (6)

Good afternoon teammates,

Most of our panel members availability for an IPR was on 0930EST, 20 FEB 2024. Please find the link below for the IPR.

In prep for the IPR, I ask that you please review the draft opening presentation for your feedback and the memorandum for this observance including this years' theme attached. The presentation will be updated and finalized based on your feedback during the IPR and your pictures updated as I receive your biographies and photos.

I understand some of us have competing requirements. For those of you who may not be able to make it please email me your feedback on the presentation so that it can be discussed and considered during the IPR, and I will touch base with you Tuesday afternoon to back brief you on the sequence of events and provide any additional guidance that comes out of the IPR.

Thank you all again for the time you are volunteering in support of this event.

Microsoft Teams meeting

Join on your computer, mobile app or room device

Click here to join the meeting <https://dod.teams.microsoft.us/l/meetup-join/19%3adod%3ameeting_877179f1c5a04971a9c0730caa64b369%40thread.v2/0?context=%7b%22Tid%22%3a%22fae6d70f-954b-4811-92b6-0530d6f84c43%22%2c%22Oid%22%3a%223088d47f-e4c1-42af-b96b-03d4258fb4c2%22%7d>

Or call in (audio only)

+1 571-616-7941,,873923814# <tel:+15716167941,,873923814#> United States, Engleside (Virginia Beach)

Phone Conference ID: 873 923 814#

Find a local number <https://dialin.cpc.dod.teams.microsoft.us/159ea8f1-dc3e-41a8-8e5c-2d80a8930cc5?id=873923814> | Reset PIN <https://dialin.cpc.dod.teams.microsoft.us/usp>

Learn More <https://aka.ms/JoinTeamsMeeting> | Meeting options <https://dod.teams.microsoft.us/meetingOptions/?organizerId=3088d47f-e4c1-42af-b96b-03d4258fb4c2&tenantId=fae6d70f-954b-4811-92b6-0530d6f84c43&threadId=19_dod_meeting_877179f1c5a04971a9c0730caa64b369@thread.v2&messageId=0&language=en-US>

(b) (6)

Program Manager

Office of Diversity, Equity, Inclusion & Accessibility

Office of the Judge Advocate General

2200 Army Pentagon

Washington, D.C. 20310-2200

(b) (6)

? OTJAG ODEIA usarmy.pentagon.hqda-otjag.mbx.jagc-diversity-inclusion@army.mil <mailto:usarmy.pentagon.hqda-otjag.mbx.jagc-diversity-inclusion@army.mil>

<https://www.jagcnet2.army.mil/Sites/DivInc.nsf>
<https://www.milsuite.mil/book/community/spaces/armyjag/office-of-diversity-equity-inclusion>
<https://dod.teams.microsoft.us/l/team/19%3adod%3a9dd7adcef774434c9b93389678fc267b%40thread.tacv2/conversations?groupId=659d9aff-b725-49bb-a44a-21122d9aad2a&tenantId=fae6d70f-954b-4811-92b6-0530d6f84c43>

Subject: IPR for Black History Month Panel
Location: Microsoft Teams Meeting

Start: Tue 2/20/2024 9:30 AM
End: Tue 2/20/2024 10:30 AM
Show Time As: Tentative

Recurrence: (none)

Organizer: USARMY Pentagon HQDA OTJAG Mailbox JAGC Diversity-Inclusion
Required Attendees: (b) (6)

BUFFALO JAGS <buffalojagsmentorshipgroup@gmail.com>; (b) (6)

Good afternoon teammates,

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Microsoft Teams meeting

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Click here to join the meeting <https://dod.teams.microsoft.us/l/meetup-join/19%3adod%3ameeting_877179f1c5a04971a9c0730caa64b369%40thread.v2/0?context=%7b%22Tid%22%3a%22fae6d70f-954b-4811-92b6-0530d6f84c43%22%2c%22Oid%22%3a%223088d47f-e4c1-42af-b96b-03d4258fb4c2%22%7d>

Or call in (audio only)

+1 571-616-7941,,873923814# <tel:+15716167941,,873923814#> United States, Engleside (Virginia Beach)

Phone Conference ID: 873 923 814#

Find a local number <https://dialin.cpc.dod.teams.microsoft.us/159ea8f1-dc3e-41a8-8e5c-2d80a8930cc5?id=873923814> | Reset PIN <https://dialin.cpc.dod.teams.microsoft.us/usp>

Learn More <https://aka.ms/JoinTeamsMeeting> | Meeting options <https://dod.teams.microsoft.us/meetingOptions/?organizerId=3088d47f-e4c1-42af-b96b-03d4258fb4c2&tenantId=fae6d70f-954b-4811-92b6-0530d6f84c43&threadId=19_dod_meeting_877179f1c5a04971a9c0730caa64b369@thread.v2&messageId=0&language=en-US>

(b) (6)

Program Manager

Office of Diversity, Equity, Inclusion & Accessibility

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 <mailto:usarmy.pentagon.hqda-otjag.mbx.jagc-diversity-inclusion@army.mil>

<https://www.jagcnet2.army.mil/Sites/DivInc.nsf>
<https://www.milsuite.mil/book/community/spaces/armyjag/office-of-diversity-equity-inclusion>
<https://dod.teams.microsoft.us/l/team/19%3adod%3a9dd7adcef774434c9b93389678fc267b%40thread.tacv2/conversations?groupId=659d9aff-b725-49bb-a44a-21122d9aad2a&tenantId=fae6d70f-954b-4811-92b6-0530d6f84c43>

Subject: ODEIA Train the Trainer WG
Location: Microsoft Teams Meeting

Start: Thu 2/15/2024 11:30 AM
End: Thu 2/15/2024 12:00 PM
Show Time As: Tentative

Recurrence: (none)

Organizer: USARMY Pentagon HQDA OTJAG Mailbox JAGC Diversity-Inclusion
Required Attendees: (b) (6) [redacted]

Teammates,

Thank you for your responses to my email with your availability. Based on most of your availability we'd like to calendar an initial meeting to get your perspective and feedback for our office to develop a DEIA train the trainer course. This initial meeting will be relatively quick 20/30min max and will go over some of the questions to consider on the attached document. Please use the link below for Thursday's meeting.

Microsoft Teams meeting

Join on your computer, mobile app or room device

Click here to join the meeting <https://dod.teams.microsoft.us/l/meetup-

join/19%3adod%3ameeting_c9754c477a914cb2bb6c56823b834727%40thread.v2/0?context=%7b%22Tid%22%3a%22fae6d70f-954b-4811-92b6-0530d6f84c43%22%2c%22Oid%22%3a%223088d47f-e4c1-42af-b96b-03d4258fb4c2%22%7d>

Or call in (audio only)

+1 571-616-7941,,16748760# <tel:+15716167941,,16748760#> United States, Engleside (Virginia Beach)

Phone Conference ID: 167 487 60#

Find a local number <https://dialin.cpc.dod.teams.microsoft.us/159ea8f1-dc3e-41a8-8e5c-2d80a8930cc5?id=16748760> | Reset PIN <https://dialin.cpc.dod.teams.microsoft.us/usp>

Learn More <https://aka.ms/JoinTeamsMeeting> | Meeting options <https://dod.teams.microsoft.us/meetingOptions/?organizerId=3088d47f-e4c1-42af-b96b-03d4258fb4c2&tenantId=fae6d70f-954b-4811-92b6-0530d6f84c43&threadId=19_dod_meeting_c9754c477a914cb2bb6c56823b834727@thread.v2&messageId=0&language=en-US>

Office of Diversity, Equity, Inclusion & Accessibility

Office of the Judge Advocate General

(b) (6)

[redacted]

2200 Army Pentagon

Washington, D.C. 20310-2200

(b) (6)

[redacted]

[redacted]

? OTJAG ODEI usarmy.pentagon.hqda-otjag.mbx.jagc-diversity-inclusion@army.mil <mailto:usarmy.pentagon.hqda-otjag.mbx.jagc-diversity-inclusion@army.mil>

 <https://www.jagcnet2.army.mil/Sites/DivInc.nsf>
<https://www.milsuite.mil/book/community/spaces/armyjag/office-of-diversity-equity-inclusion>
<https://dod.teams.microsoft.us/l/team/19%3adod%3a9dd7adcef774434c9b93389678fc267b%40thread.tacv2/conversations?groupId=659d9aff-b725-49bb-a44a-21122d9aad2a&tenantId=fae6d70f-954b-4811-92b6-0530d6f84c43>

Subject: SETAF-AF - Building Inclusive Teams ODEIA Training
Location: Microsoft Teams Meeting

Start: Thu 3/7/2024 9:00 AM
End: Thu 3/7/2024 10:00 AM
Show Time As: Tentative

Recurrence: (none)

Organizer: USARMY Pentagon HQDA OTJAG Mailbox JAGC Diversity-Inclusion
Required Attendees: (b) (6) [redacted]

Categories: ODEI Training Event

SETAF OSJA Team,

Please find the scheduled DEI&A Training Link below for 7 MAR 2024, 0900- 1000 EST (1500 your time) on Building Inclusive Teams.

Please let me know if you have any questions or if our office can support with anything additional prior to training. Thank you and we look forward to training with your team next month.

Microsoft Teams meeting

Join on your computer, mobile app or room device

Click here to join the meeting <https://dod.teams.microsoft.us/l/meetup-join/19%3adod%3ameeting_6e7b74ea31b64601bbf5d15b4581970d%40thread.v2/0?context=%7b%22Tid%22%3a%22fae6d70f-954b-4811-92b6-0530d6f84c43%22%2c%22Oid%22%3a%223088d47f-e4c1-42af-b96b-03d4258fb4c2%22%7d>

Or call in (audio only)

+1 571-616-7941,,666819187# <tel:+15716167941,,666819187#> United States, Engleside (Virginia Beach)

Phone Conference ID: 666 819 187#

Find a local number <https://dialin.cpc.dod.teams.microsoft.us/159ea8f1-dc3e-41a8-8e5c-2d80a8930cc5?id=666819187> | Reset PIN <https://dialin.cpc.dod.teams.microsoft.us/usp>

Learn More <https://aka.ms/JoinTeamsMeeting> | Meeting options <https://dod.teams.microsoft.us/meetingOptions/?organizerId=3088d47f-e4c1-42af-b96b-03d4258fb4c2&tenantId=fae6d70f-954b-4811-92b6-0530d6f84c43&threadId=19_dod_meeting_6e7b74ea31b64601bbf5d15b4581970d@thread.v2&messageId=0&language=en-US>

(b) (6)

Program Manager

Office of Diversity, Equity, Inclusion & Accessibility

Office of the Judge Advocate General

2200 Army Pentagon

Washington, D.C. 20310-2200

(b) (6)

? OTJAG ODEIA usarmy.pentagon.hqda-otjag.mbx.jagc-diversity-inclusion@army.mil <mailto:usarmy.pentagon.hqda-otjag.mbx.jagc-diversity-inclusion@army.mil>

<https://www.jagcnet2.army.mil/Sites/DivInc.nsf>
<https://www.milsuite.mil/book/community/spaces/armyjag/office-of-diversity-equity-inclusion>
<https://dod.teams.microsoft.us/l/team/19%3adod%3a9dd7adcef774434c9b93389678fc267b%40thread.tacv2/conversations?groupId=659d9aff-b725-49bb-a44a-21122d9aad2a&tenantId=fae6d70f-954b-4811-92b6-0530d6f84c43>

Subject: CPNCO Crs- Generations in the Workplace
Location: TJAGLCS

Start: Mon 3/25/2024 2:30 PM
End: Mon 3/25/2024 3:50 PM
Show Time As: Tentative

Recurrence: (none)

Organizer: USARMY Pentagon HQDA OTJAG Mailbox JAGC Diversity-Inclusion
Required Attendees: (b) (6)

Categories: ODEI Training Event

Subject: (b) (6)
Location: Fort Novosel (b) (6)

Start: Wed 2/21/2024 12:00 AM
End: Fri 2/23/2024 12:00 AM

Show Time As: Free

Recurrence: (none)

Organizer: USARMY Pentagon HQDA OTJAG Mailbox JAGC Diversity-Inclusion
Required Attendees: (b) (6) [redacted] USARMY Pentagon HQDA OTJAG Mailbox JAGC Wellness

Categories: LV/TDY

Subject: DEI Lecture Chair
Location: TJAGLCS

Start: Mon 3/4/2024 10:00 AM
End: Mon 3/4/2024 11:30 AM
Show Time As: Tentative

Recurrence: (none)

Organizer: USARMY Pentagon HQDA OTJAG Mailbox JAGC Diversity-Inclusion
Required Attendees: (b) (6) [redacted]

Categories: Event

Subject: WOAC DEIA Training - Implicit Bias
Location: TJAGLCS

Start: Tue 3/19/2024 9:00 AM
End: Tue 3/19/2024 11:00 AM
Show Time As: Tentative

Recurrence: (none)

Organizer: USARMY Pentagon HQDA OTJAG Mailbox JAGC Diversity-Inclusion
Required Attendees: (b) (6) [redacted]

Categories: ODEI Training Event

Good afternoon, ma'am,

Thanks for following up. I did have to move the schedule around to accommodate the CG; can you come 19 Mar 0900 - 1100?

V/r

(b) (6)

[redacted]

Director/Chief of Operations

TJAGLCS

(b) (6)

[redacted]

Subject: SLC DEIA Training - Building Inclusive Teams
Location: TJAGLCS

Start: Wed 2/14/2024 1:00 PM
End: Wed 2/14/2024 2:00 PM
Show Time As: Tentative

Recurrence: (none)

Organizer: USARMY Pentagon HQDA OTJAG Mailbox JAGC Diversity-Inclusion
Required Attendees: (b) (6) [redacted]

Categories: ODEI Training Event

POC: (b) (6)

Subject: ALC DEIA Training - Implicit Bias
Location: TJAGLCS

Start: Wed 2/14/2024 8:00 AM
End: Wed 2/14/2024 9:00 AM
Show Time As: Tentative

Recurrence: (none)

Organizer: USARMY Pentagon HQDA OTJAG Mailbox JAGC Diversity-Inclusion
Required Attendees: (b) (6) [redacted]

Categories: ODEI Training Event

(b) (6)

Subject: DEIA Training
Location: RCT- Central Onsite

Start: Fri 4/12/2024 10:00 AM
End: Fri 4/12/2024 12:00 PM
Show Time As: Tentative

Recurrence: (none)

Organizer: USARMY Pentagon HQDA OTJAG Mailbox JAGC Diversity-Inclusion
Required Attendees: (b) (6)

POC:

(b) (6)

JA, USAR

1LOD, Fort Cavazos

(b) (6)

Subject: (b) (6)

Start: Mon 2/12/2024 1:00 PM
End: Mon 2/12/2024 3:00 PM
Show Time As: Tentative

Recurrence: (none)

Organizer: USARMY Pentagon HQDA OTJAG Mailbox JAGC Diversity-Inclusion
Required Attendees: (b) (6)

Categories: Appointments

Subject: (b) (6)

Start: Mon 2/12/2024 1:00 PM
End: Mon 2/12/2024 1:30 PM
Show Time As: Tentative

Recurrence: (none)

Organizer: USARMY Pentagon HQDA OTJAG Mailbox JAGC Diversity-Inclusion
Required Attendees: (b) (6)

Categories: Appointments

Subject: POD Team Synch
Location: USALSA; in person

Start: Thu 9/14/2023 3:00 PM
End: Thu 9/14/2023 3:30 PM
Show Time As: Tentative

Recurrence: Weekly
Recurrence Pattern: Occurs on Thursday every other week from 3:00 PM to 3:30 PM effective 9/14/2023 until 2/29/2024.

Organizer: USARMY Pentagon HQDA OTJAG Mailbox JAGC Diversity-Inclusion
Required Attendees: (b) (6) [redacted]

Categories: USALSA

Subject: USMA training slide review & edits
Location: Microsoft Teams Meeting

Start: Tue 1/30/2024 11:00 AM
End: Tue 1/30/2024 1:30 PM
Show Time As: Tentative

Recurrence: (none)

Organizer: USARMY Pentagon HQDA OTJAG Mailbox JAGC Diversity-Inclusion
Required Attendees: (b) (6) [redacted]

Categories: Meeting

Microsoft Teams meeting

Join on your computer, mobile app or room device

Click here to join the meeting <https://dod.teams.microsoft.us/l/meetup-join/19%3adod%3ameeting_ab1d5d5c657446f7b925ba9718dd548e%40thread.v2/0?context=%7b%22Tid%22%3a%22fae6d70f-954b-4811-92b6-0530d6f84c43%22%2c%22Oid%22%3a%22916bffd0-631a-40de-8dde-17152d51a20e%22%7d>

Learn More <https://aka.ms/JoinTeamsMeeting> | Meeting options <https://dod.teams.microsoft.us/meetingOptions/?organizerId=916bffd0-631a-40de-8dde-17152d51a20e&tenantId=fae6d70f-954b-4811-92b6-0530d6f84c43&threadId=19_dod_meeting_ab1d5d5c657446f7b925ba9718dd548e@thread.v2&messageId=0&language=en-US>

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

From: (b) (6)
Sent: Thursday, March 2, 2023 3:26 PM
To: (b) (6)
Subject: Notes from Planning Meeting

Team,

- Updated our agenda to have the afternoon session include a group discussion vice breakout groups
- (b) (6) will create a DEI survey as a practical exercise at the start of the training
- During the breakout discussion, we need to take copious notes, including details such as the # of participants, demographic information (if ascertainable), what certain comments were, and whether it's reflective of many/most of the attendees or just that one speaker
- I will reach out to (b)(6), our POC at JBLM, to schedule office calls with the command teams and foundations for I Corps and 7 ID that Monday, 13 March
- I'll coordinate with (b)(6) for information about the attendees (#, rank breakdown, civ/mil breakdown), the need for a projector & screen for PPT, microphones, and separate, accessible space for breakout rooms.

Anything else? Updated schedule is below.

0900 -- 0950: Diversity and Equity

0950 – 1000: BREAK

1000 – 1050: Building Inclusive Teams

1050 – 1100: BREAK

1100 – 1150: Breakout Discussion

1150 - 1300: Lunch

1300 – 1430: Identifying and Mitigating Bias in Military Justice

1430 – 1440: BREAK

1440 – 1530: Group Discussion

1530 – 1540: BREAK

1540 – 1600: Closing Remarks

(b) (6)

Very Respectfully,

(b) (6) [redacted]
The Judge Advocate General's Legal Center and School
Charlottesville, VA
(b) (6) [redacted]

Join Our Team!



ODEI Sends:

Diversity, Equity, Inclusion, and Accessibility (DEI&A) in the Corps

March 2022

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

The Army's DEI&A Approach

Diversity, Equity, Inclusion, and Accessibility (DEI&A) is integral to building trust and achieving overall readiness and mission accomplishment of the total force. DEI&A enables organizational agility and adaptability by leveraging the attributes, experiences, cultures, characteristics, and backgrounds of the total force. DEI&A also ensures commanders and leaders are inclusive in their decisions, actions, and missions which enable access, opportunity, and choice for the total force.

Diversity is the Force. Equity is the Goal. Inclusion is the Way.

The JAG Corps' DEI&A Approach

Our People are our most precious resource. As such, we must advance, where necessary, diversity, equity, and inclusion to the fullest extent possible across the breadth and depth of the Judge Advocate Legal Services (JALS). Established in June of 2021, the mission of the JAG Corps Office of Diversity, Equity, and Inclusion (ODEI) is to provide leadership and direction 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).

Top Line Messages

- **Promoting DEI&A Initiatives** – We are focused on developing initiatives that: (a) help our Corps in recruiting and retaining a diverse workforce drawn from all segments of our population and cultivating a culture that connects each JALS member to the organization; (b) encourage collaboration, flexibility, and fairness [TJAG Policy 22-11] and (c) find ways for all our teammates feel valued and can participate and contribute to administering principled counsel and providing premier legal services.

- **Taking Action** – We are helping ways to improve the recruitment and retention of diverse, inclusive, equitable, and accessible leadership teams. Further, we are reviewing how to increase paid internships and externships, and we have helped establish mentorship and wellness initiatives that will enhance our team members' sense of inclusion and belonging.

- **Uniformity and Diversity** - While we are a part of an institution that requires uniformity of dress among many in our teams, we recommend leaders learn the distinctive attributes and characteristics of each team member, and to enable their unique strengths to accomplish the mission.

- **Why DEI&A Matters** – Research-backed evidence that diversity drives value. Diverse, equitable, inclusive, and accessible teams make better decisions – as a cohort, our ability to provide principled counsel and premier legal services is what **WE** bring to the fight.

Talking Points

Diversity is not just race, as often assumed. Diversity refers to the multiple cultural, human, and social differences and attributes (age, gender, sexuality, ethnicity, language, etc.), present in all our teams.

Equity is about ensuring your team has fair access, opportunities, and advancement, when merited—leveling the playing field. Be fair to your team!

Engaging leaders facilitate the hard conversations in their teams; listen to learn what each person in the team brings to the table.

Eliminate the "stockpile of discussion – shortage on action" perceptions. Change takes time, but action can be taken now.

How we value each other – and how we each perceive the resulting treatment – matters. Perceptions of unfairness, founded or not, destroy morale, affect our retention, and reduce our teammates' commitment.

Read More About the JAG Corps' DEI&A Efforts

The JAG Corps' DEI Council Established

"The Judge Advocate General's (JAG) Corps' Council on Diversity, Equity, and Inclusion (DEI) ("the Council") has been going full-tilt since its inception in July 2020. The twenty-odd Council members appointed by The Judge Advocate General (TJAG) (now 21) represent a diverse pool, reflective of our Corps' population across race, gender, rank, and component…" continue reading here and learn more about some our already implemented DEI initiatives including the establishment of subordinate Field Boards.

Under A Future Shady Tree

On 1 June 2021, (b) (6) assumed his current duties as interim director of the Office of Diversity, Equity, and Inclusion (ODEI), Office of The Judge Advocate General (OTJAG). Born and raised in Puerto Rico, he has served in the Army for over forty years, in both the Reserve and Active Components, as an officer and noncommissioned officer. Read more here.

Have a suggestion on how to improve DEI&A within the Corps?

- Submit your idea to the virtual suggestion box at https://www.jagcnet2.army.mil/Sites/DivInc.nsf/vsb.xsp

Visit the JAG Corps' DEI Page on JAGCNet here and follow the JAG Corps' Council on Diversity, Equity, & Inclusion on MilSuite here.

ODEI POCs:

(b) (6) Director, ODEI – (b) (6)

(b) (6) Legal Administrator – (b) (6)

(b) (6) Paralegal Specialist – (b) (6)

1



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(b) (6)

(b) (6)

(b) (6)

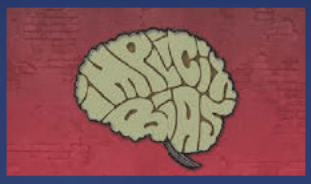


Leadership Center Academic Chair on
Diversity, Equity and Inclusion

(b) (6)

(b) (6)

(b) (6)



Implicit Bias Briefs
Accession, FLEP, &
Selection Boa

(b) (6)



Training

(b) (6)

(b) (6)



Affi
En

Summary of Comments on Diversity, Equity & Inclusion

Page: 1

Number: 1 Author: Presenter Notes Subject: Presentation Notes Date: 2/4/2025 2:51:08 PM

Training. The Office of Diversity, Equity and Inclusion has focused on developing and executing training over the last year. They have traveled to many installations, facilitated DEI discussions at many of the courses at TJAGLCS and units across our regiment. They established a strategic monthly virtual training program for all JALS personnel. All together the office has trained over 2,000 JALS personnel. If you are not already a member of their MS Teams page, add them today for access to many resources, and monthly virtual training on the 2nd and 4th Thursdays of each month.

Assessment of JAGC Policies & Practices. With the foundation of training established, in 2024 the office will focus on strategic initiatives to further our progress in diversity, equity, inclusion and accessibility. One of the many ways in which we will do this is through the review of policies and deliberate and objective assessment of practices to remove barriers and transform policies, practices, programs, and systems that advance diversity, equity, and inclusion (DEI) to the fullest extent possible. Many of next years DEIC efforts and FB projects will help us directly get after this and will drive lines of effort and goals outlines in our JAGC DEI Strategic Plan.

The Major General Gray & Lieutenant Colonel Propp-Fowle Leadership Center Academic Chair on Diversity, Equity and Inclusion was held in March 2023 and the featured speaker was General Darpino. The Academic Chairs at The Judge Advocate General's Legal Center and School are a means to prioritize and focus our law firm on key aspects of our practice as principled counsel, and to ensure that those focal areas remain featured in all of our Corps' educational courses, publications, doctrine, and policies. These Chairs also provide us with opportunities to honor significant leaders in our Corps not only for their past contributions to our legal practice, but also for their contributions to date and those contributions they will continue to make well into our firm's future. The honorees for the Chair on Diversity, Equity, and Inclusion add special distinction to our formidable group of Academic Chairs in the clear display of their contributions to our Corps.

Assignment, Accession, Selection Board Bias Briefs. All members of the GOSC, WO Accession boards, FLEP and intern selection boards have an implicit bias brief provided by our ODEI immediately before the board convening.

Affinity Groups. Throughout the past year, you likely noticed the phenomenal efforts of five Affinity Groups: The Buffalo JAGs Mentorship Group, the Hispanic Mentorship Group, the Asian-Pacific American Network, the JAGC Pride Network, and the Athena's Council.

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Ms. Ausprung
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MG Berger
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COL Ranieri
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AMERICA'S ARMY:
People First – Winning Matters

JAG CORPS LINES OF EFFORT

FOUR CONSTANTS

WHO WE ARE

- **Mastery of the Law** — *Competence*
- **Principled Counsel** — *Character*
- **Stewardship** — *Commitment*
- **Servant Leadership** — *Care*

Stronger Together: Diversity is Our Strength

WHAT WE DO

LOE #1 – PEOPLE

Do: Taking Care of People

- Win the War for Talent
  - ✓ Recruit & Retain the Best
  - ✓ Foster Diversity & Inclusion
  - ✓ Purposely Assess, Learn, and Growth
- Develop Leaders of Character
  - ✓ Forge Cohesive Teams
  - ✓ Foster Culture of Trust
  - ✓ Deliberate Mentorship
  - ✓ Develop Civilian Leader Training
  - ✓ Recognize Excellence
- Enable Focused Care
  - ✓ Engaged Sponsorship, Integration, and Closeout
  - ✓ JAG Corps Wellness Program
  - ✓ Premier Client Services for Soldiers and Families
- Cultivate a Values-Based Culture
  - ✓ US Constitution
  - ✓ Dignity and Respect
  - ✓ Pro. Resp./Ethics

LOE #2 – READINESS

Be: Trusted Professionals

- Build Expertise to Support Diversity of Practice
  - ✓ Expertise in many legal functions; Adept in all
  - ✓ Problem-Solvers of Choice
- Advance Holistic Health and Fitness (H2F)
- Leading National Security Law Practice
  - ✓ Flood the Zone: International and Op. Law
  - ✓ Grow the Bench for the Future Fight
  - ✓ Close the 18th Gap: LOAC Training
- Winning with Honor Matters:
  - ✓ Competition, Crisis, Conflict; LSCO focused
  - ✓ AC/RC/NG Integration
  - ✓ Interoperability (Joint, Allies, & Partners)
  - ✓ Austere Ops. to DSCA
- Train & Resource to Accomplish the Mission
  - ✓ Leverage Technology
  - ✓ Data Analysis/Analytics

LOE #3 – FUTURE

Become: Building Capacity and Capability

- Implement Strategy for JAG Corps 2028
- Prepare for Military Justice Restructure
- Plan for Emerging Legal Practice
  - ✓ Big Data Management
  - ✓ Environmental Law
  - ✓ DHA/MEDCOM
  - ✓ Emerging Technology
  - ✓ Information Operations
- Support Aim Point Multi-Domain Army of 2035
  - ✓ CTC/Collective Training Integration
  - ✓ Multi-Domain Ops.
  - ✓ Pacific, Europe, Arctic

The Strategy of The Judge Advocate General's Corps 2022

I. Introduction. The Strategy of the Judge Advocate General's Corps (JAG Corps) 2022 (the Strategy) describes the JAG Corps' strategic priorities in support of the objectives of the Army while fulfilling its statutory and regulatory duties. It is primarily derived from current national security, national defense, national military, and Army strategies, as well as strategic messaging from the Secretary of the Army, and the Army Chief of Staff. It also reflects the strategic priorities of The Judge Advocate General: People, The Future JAG Corps, and Readiness. Although the Strategy draws from current documents, it is designed to be dynamic and responsive to an ever-changing strategic environment.

The Army's Mission remains constant: *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.* This mission is vital to the Nation because the Army consistently meets over half of the Nation's demands for the projection of military power abroad, as well as being the only Service capable of defeating enemy ground forces and indefinitely seizing and controlling those things an adversary prizes most.

The JAG Corps' Mission also remains constant: to provide "*principled counsel and premier legal services, as committed members and caring leaders in the legal and Army professions, in support of a ready, globally responsive, and regionally engaged Army*." As dual professionals in both the legal profession and the profession of arms, the JAG Corps will execute this mission in accordance with its four constants: principled counsel, stewardship, servant leadership, and mastery of the law. As its vision, this strategy seeks an end state where the JAG Corps of 2028, the most highly trained, inclusive, and values-based team of trusted Army legal professionals, is ready, regionally engaged, and globally responsive while providing principled counsel and premier legal services in support of Army and Joint force missions of all types and across all spectrums of competition and combat in a complex and legally dynamic world.

While the nature of warfare remains constant, the character of warfare is constantly evolving in response to rapid changes within the operating environment in the context of an ever-increasing pace of operations. Accordingly, the JAG Corps must have a clear and flexible strategy that sustains continuing excellence in the discharge of its statutory and regulatory responsibilities. The JAG Corps must maintain a trained, experienced force of resilient legal professionals across all components ready to provide legal services across all six legal functions in support of military operations of all types. Legal services are vital to support the Army's generating, fielding, and fighting forces, enabling the full spectrum of no-fail missions, ranging from defense support to civil authorities to large scale combat operations against near-peer adversaries, and everything in between.

The JAG Corps must maintain a robust expeditionary capacity with a high level of operationally-focused readiness. Legal personnel will be trained, proficient, and ready to deploy and fight as members of Joint and multinational teams regardless of the domain or phase of conflict. We will

look at innovative ways to reduce harmful and counterproductive behaviors both within our Corps and throughout the Army. Leaders at echelon will foster an inclusive positive command climate and emphasize programs and resources that focus on our collective holistic well-being. Above all, the JAG Corps will take care of its people and prioritize the development of innovative and adaptive leaders who excel in the dynamic complexity and ambiguity of modern operations, and are ready and able to operate effectively at the speed of conflict, from the tactical to the strategic level.

As the Army continues to train and fight with allies and partners, the JAG Corps must focus on strengthening relationships with legal professionals from other ally and partner armed forces by improving interoperability and enhancing security cooperation. Our legal doctrine and tactics will complement our sister Services, allies, and partners in all domains with the expectation that interoperability will always be required. To achieve improvements in interoperability and security cooperation, the JAG Corps will focus resources in the most efficient and appropriate manner.

II. The Strategic Environment. The Army's long-term strategic priority is competition with China and Russia. Political, economic, social, and technological fluidity will continue to influence the strategic environment. Future warfare will feature expansions in geographic scale, domains, types of actors, evolution of capabilities, and compression of decision cycles and reaction times. Future warfare will also encompass all aspects of the Joint force and require the JAG Corps to work even more closely with our Joint service teammates and our allies and partners to ensure mission success.

Assumptions. This strategy is based on several assumptions impacting the JAG Corps' strategic approach:

- Domestically, a fiscally constrained environment will challenge the Army and will require a focus in resources to achieve the best effects against defined strategic priorities. JAG Corps funding could generally remain flat, resulting in reduced spending over time.
- The demand for legal services will increase despite resources decreasing.
- Research and development in materiel and tactics will change the way forces conduct operations.
- The JAG Corps may need to decrement some services in response to potential increased demand for judge advocates and paralegals during operations.
- Congress will mandate changes to the military justice system impacting force structure, career models, enterprise missions, and potentially readiness.

III. Strategic Approach. Putting our People First and grounding our organizational culture upon our four constants – mastery of the law, principled counsel, servant leadership, and stewardship – the JAG Corps will support a ready, lethal, and modern Army conducting operations across the spectrum of competition through conflict, and in any operating environment.

The Army is people, and as the JAG Corps maintains readiness and looks to the future, people are its number one priority. Army modernization priorities will establish new formations, equipment, tactics, and effects, which will change the way the Army fights. Therefore, the JAG Corps must evolve the way it supports operations. To ensure the JAG Corps keeps pace in supporting the Army's transformation for Waypoint 2028 (multi-domain operations), prioritization will be given to the continuous and coordinated review of capabilities across Doctrine, Organization, Training and Education, Materiel, Leadership and Education, Personnel, Facilities, and Policy (DOTMLPF-P), so that legal personnel are always ready to support an ever-changing strategic environment.

IV. Lines of Effort. The JAG Corps will support the Army in accomplishing its mission through the following priorities: People, the Future JAG Corps, and Readiness.

Line of Effort 1
PEOPLE

By far, the JAG Corps' most important priority and its most valuable assets are the legal professionals — attorneys, legal administrators, paralegals, and support staff, both Soldiers and Civilians, whether active duty or reserve components, who dedicate themselves to professional excellence on a daily basis. The JAG Corps prioritizes its people along the following areas of emphasis.

- Fostering a Positive Culture
    - Adherence to US Constitution and Commitment to the Rule of Law. The JAG Corps will support and reinforce at every opportunity that the Army operates on the high ground, pursuant to the US Constitution and the Rule of Law.
    - The Army Values and the Four Constants. As members of the Army, we are committed to the Army Values. As legal professionals, we are also guided by our four constants: principled counsel, stewardship, servant leadership, and mastery of the law.
    - Wellness. The JAG Corps is committed to its people and will develop innovative approaches to enhance their wellness; specifically developing and institutionalizing prevention oriented programs that focus on our personnel's holistic health, wellness, mental, physical, and spiritual fitness.
    - Team Building. The JAG Corps will lead the Army in creating a culture of team work among its leaders, empathy and respect for its teammates, and genuine concern for each other and its families, regardless of rank, position, status, race, color, religion, sex, national origin, disability, age, sexual orientation, gender identity, or any other relevant basis. We aim to improve the diversity, equity, and inclusion of all of our personnel. There is no place in the JAG Corps for discrimination.

- Leadership

    - Leadership. Attorneys and paraprofessionals by the nature of their legal mission are leaders. The JAG Corps will prioritize leadership education and training for leaders at all echelons.
    - Mentorship. The JAG Corps will create and ensure mentorship opportunities are available to all legal personnel, while encouraging leaders and subordinates to seek those opportunities to find mentors and serve as mentors.
    - Caring for our People. Leaders will do everything possible to ensure their personnel are cared for and are invested in the success of their teams.
    - Empowering lower echelons, NCOs, and subordinates. Consistent with Army doctrine, the JAG Corps must identify activities and mission creep that detract from building readiness and seek to reduce or eliminate them, thereby enabling leaders to seek, find and give back time, authorities, and discretion to lower echelons. A caring culture is one where trust is its foundation, and leaders are committed to empowering their subordinates at every opportunity including optimal utilization of paralegals and NCOs.

- Talent Management

    - Recruiting. The JAG Corps will ensure it is competitive, especially in its recruiting.
    - Talent Development and Management. The JAG Corps must look for opportunities to inform the optimal development and utilization of its talent by identifying and cultivating a bench of talent across ranks.
    - Retention. Recruiting the best and brightest is all for naught if the JAG Corps cannot keep them. Accordingly, the JAG Corps will continually assess its retention activities to ensure it is doing everything it can to retain talent at every level of responsibility.

- Support to the Army's People

    - Trial Defense Service (TDS). Ensuring the Army's commitment to the US Constitution, and the ideal that everyone deserves justice, the JAG Corps will reform TDS into one of the premier public defender organizations in the United States.
    - Special Victims Counsel (SVC). Caring for victims of sexual assault and domestic violence. The JAG Corps remains committed to providing premier legal services to victims of sexual assault and domestic violence. Accordingly, the Corps will always assess and improve SVC services.
    - Legal Assistance. Legal assistance enhances readiness and remains a retention tool for the Army. The JAG Corps will ensure legal assistance offices are appropriately resourced to conduct legal assistance operations.

- Support to Quality of Life. Leveraging environmental law, legal assistance, and contract and fiscal law expertise, as well as leadership priorities, the JAG Corps will support the Army's commitment to improving the quality of life of its Soldiers and Families whether by supporting barracks and housing initiatives, child care, or spouse employment.

Line of Effort 2
FUTURE JAG CORPS

Army modernization ensures overmatch against potential adversaries. The Army will modernize in several ways that will impact the way the JAG Corps delivers legal services and fulfills its statutory and regulatory responsibilities. First, the Army is continuously researching, testing, and fielding new capabilities, of which legal personnel will need a deep understanding. The future battlefield of multi-domain operations will be characterized by constant effects at a high pace of operations requiring judge advocates to be fluent in applicable national security law, authorities, and policies to provide fast, accurate legal advice at a sustained pace in order to provide our commanders with decision dominance. With new sensor-to-shooter technology and tactical acquisition capability, the requirement for legal support will occur at the speed of war. Outside of the battlefield, acquisition attorneys will support an overhauled and more efficient acquisition system that will help to design, test, acquire and field new capabilities quickly.

The JAG Corps will support the Army modernization effort by emphasizing several priorities:

- Concepts, Doctrine, Systems, and Structure. Like the Army, the JAG Corps will use emerging operational concepts to produce solutions to contemporary challenges. Once validated, the most important and durable of these concepts must then be incorporated into doctrine for implementation.

    - Coordinating the Strategic Process. Concepts reflect new approaches for employing legal capabilities. The JAG Corps will closely coordinate with the OSJAs of Army Futures Command, TRADOC, FORSCOM, Combined Arms Center, and other key stakeholders to ensure those concepts are developed into plans and doctrine.
    - Coordinating Doctrine and Training Development. The JAG Corps will leverage input from training and combat experiences, and future concepts from research and development into our doctrine and training development.
    - Integrating with Research and Development to identify legal implications ahead of fielding and employment of new capabilities particularly with the use of artificial intelligence and machine learning.
    - Ensuring the JAG Corps is always ready to provide legal support to MDO.
    - The JAG Corps will review its portions of MTOEs and TDAs to ensure organizations have the right allocation of legal resources, and to ensure manning documents accurately reflect the missions and duties of legal personnel.

• Information Technology and Knowledge Management. The JAG Corps must keep pace with the evolution of the legal practice and the ever-increasing need to manage large volumes of data in all areas of our legal practice. The JAG Corps will meet this need by developing expertise in data management technology platforms, such as eDiscovery. The JAG Corps will also review and modernize internal knowledge and data management practices to ensure the most efficient and effective administration of JAG Corps resources.

• Legal Functions. The JAG Corps must continue to innovate within all legal functions – contract and fiscal law, military justice, national security law, administrative and civil law (including the legal tasks of civil litigation support and ethics), Soldier and Family Legal Services, and the Trial Defense Service – as required. Nevertheless, rapid changes in the future operating environment will require particular attention to the following:

  - National Security Law (NSL). The Army's evolving doctrine and leveraging of innovative technology now and in the coming years requires corresponding evolution of our NSL practice. Deliberately assessing how the JAG Corps trains, assigns, and advises within the NSL spectrum must encompass all domains and activities in which the Army and Joint force operate, including a focus on the law of armed conflict as well as the law of contracting and acquisitions. Near-peer strategic competition already requires us to respond to evolving elements of national security law – notably in the areas of cyber and space – that in the past were a characteristic of only armed conflict, and this will continue to drive our NSL practice for the coming years. The JAG Corps will deliberately and regularly review contemporary and emerging operational concepts and transition the best of those concepts into doctrine and training.
  - Military Justice. Technology, new business practices, legislation, and other influences will impact military justice practice. Accordingly, the JAG Corps will evaluate military justice practice to optimize best practices while ensuring preparedness to implement legislative changes.
  - Contract and Fiscal Law. The Army acquisition system is changing. The JAG Corps will regularly review new acquisition concepts and transitioning those concepts into doctrine and training. Additionally, as the speed and complexity of conflict increases, the acquisition processes and programs must keep pace, which in turn drives the need for legal professionals to be well-versed in this practice to support the Army's warfighting requirements.
  - Ethics. As the Army's relationship with industry evolves to meet emerging requirements, the ethical playing field on which it operates must continue to be the "high ground" without sacrificing the Army's Values.
  - Civil Law and Litigation. The Secretary of the Army has designated the Army JAG Corps as the office of primary responsibility for litigation support in defense of Army policies, priorities, people, and resources. This includes increasingly complex litigation arising from military and civilian personnel policies, government information practices, torts, environmental, and contract disputes. The JAG Corps will ensure the continued enhancement of litigation skills, and actively engage in litigation avoidance through continued development of

expertise in civil law, to include intellectual property, labor and employment, and environmental compliance.

Line of Effort 3
BUILD READINESS

The JAG Corps' responsibility is to generate ready forces that are educated and trained for prompt and sustained ground combat. Our pacing item under this line of effort is the readiness of our people. Our main effort will be defining, training, and confirming the readiness of legal personnel to provide legal support across all Warfighting Functions before and during operations, whether deployed or in garrison.

This includes a renewed focus on the Law of Armed Conflict in the context of near-peer conflict as the Army shifts its primary focus from two decades of counter-terrorism operations. Legal personnel will receive the right training at the right time in their careers to ensure they have the tools necessary to advise commanders at every echelon. This is a no-fail strategic requirement for our Corps. The JAG Corps will focus external readiness efforts on ensuring support for force readiness, while focusing internally on ensuring legal personnel are properly trained to perform their duties.

- Support to Force Readiness. The JAG Corps will provide support to force readiness across the Army by emphasizing the following external priorities.

    - Remaining committed to our core legal competencies – legal support to the Army and legal support to Soldiers and Families, and to the mastery of our legal functions: administrative and civil law, contract and fiscal law, military justice, national security law, Soldier and Family legal services, and the Trial Defense Service.
    - Supporting the Army's goal to reduce non-deployable rates.
    - Maintaining the responsibility to support Soldier Readiness Processing and readiness-related client services.
    - Providing continuous individual and collective training. The JAG Corps will continue to provide training on the law of armed conflict and the rules of engagement to ensure all Soldiers fight as members of a disciplined force.
    - Manning of Combat Training Centers (CTCs). Consistent with Army objectives, legal observer, coach/trainer (OC/T) positions will be priority billets with individuals possessing the right experience, and filled to 100%.
    - Responding to current and new legal challenges involving climate change; specifically, its impact on Army's acquisition, training, and installation resourcing programs.
    - Maintaining a bench of environmental law expertise to ensure the Army is in compliance with environmental laws and retains access to critical training lands.
    - Recognizing risks to readiness arising from an increasingly litigious environment, and decline in judicial deference to the military, the JAG Corps will respond to civil litigation against the Army including service policies, installations, and

acquisition / fiscal processes. This ensures an active legal defense to operational priorities and the Army's war fighting capabilities.

- JAG Corps Readiness. Consistent with Army priorities, the JAG Corps will increase its own readiness by emphasizing the following internal readiness priorities.

    - Manning of Operational Headquarters. Legal offices at division, corps, and ASCC headquarters will be fully resourced according to their authorizing documents, and Army manning guidance, and their personnel will be trained and ready to support 24-hour operations in as many as three different command posts simultaneously. Active, Reserve, and National Guard component JALS personnel must train together to strengthen relationships and guarantee substantive augmentation immediately when the need arises.
    - Joint Force Legal Interoperability. The Army fights as part of the Joint force. Development of Joint legal experience and expertise will be a priority in order to enable Army success in all domains.
    - Institutional, Operational, and Self-Development Training. Leaders must understand the JAG Corps Mission Essential Task List (METL) and what it means for their organization. As a member of the Profession of Arms, each of us must be tactically and technically proficient, knowing, and meeting the standards of our respective organization.
    - Force Projection. The JAG Corps will be prepared for rapid and large scale mobilization in support of operations. Institutional education and training must familiarize personnel with theater-specific authorities, activities, and operations. Legal advisors must understand all legal aspects of theater-setting.
    - Combat Training Center (CTC) Rotations and other Exercises. To be ready to meet emerging threats and support our commands, the JAG Corps standard is maximum participation across components during CTC rotations and other exercises in order to ensure the maximum number of personnel obtain operational and staff experience across all legal practice areas. Reserve component personnel must also be included to the maximum extent possible.
    - Communications Degraded Environments. With technological advancement also comes vulnerability. Although the JAG Corps will embrace new technology, it must be prepared to operate and accurately advise our commanders in significantly degraded or even analogue environments.

- Allies and Partners. Alliances and partnerships are among the greatest source of our military strength. The global land-power network is the Department of Defense's foundation for competition, creating inroads and maneuver space for Joint and whole-of-government strategic engagement. As a people organization, the Army is uniquely qualified to maintain and expand this vital network. The JAG Corps' support to Army readiness efforts consists of:

    - Security Cooperation. Security cooperation seeks to ensure that all interactions with foreign defense and security establishments build allied and friendly military capabilities for self-defense and multinational operations, while developing defense and security relationships that promote specific US security interests. The

JAG Corps will ensure that Combatant Commands (COCOMs) and Army Service Component Commands (ASCCs) - who have the lead in executing Campaign Support Plans – are effectively supported.

- Legal Interoperability. The aim of interoperability is to ensure that the Army is ready to deploy, fight and win as part of a multinational force. All military legal professionals must have the right skills, knowledge and experience to be ready to effectively advise commanders at all echelons to achieve lawful mission accomplishment within a Joint and multinational force.

V. Conclusion.

As the Army reforms, modernizes, and readies itself to dominate any adversary, anytime and anywhere, in a joint, combined, multi-domain, high-intensity conflict, the JAG Corps remains steadfast in its commitment to provide principled counsel and premier legal services at all echelons of command during all types of operations. The JAG Corps' top priority continues to be its people—their preparedness, their wellness, and their optimal employment.

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.

VISION: In an increasingly complex and legally dynamic world, remain the most highly trained and values-based Corps of adaptive, ready, and dedicated legal and Army professionals who excel in our Joint Force and Army missions, at home and abroad, both today and against emerging threats.

We are committed to being a diverse, equitable, and inclusive JAG Community
that actively recognizes, respects, and values everyone's talents, experiences, and skills.

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

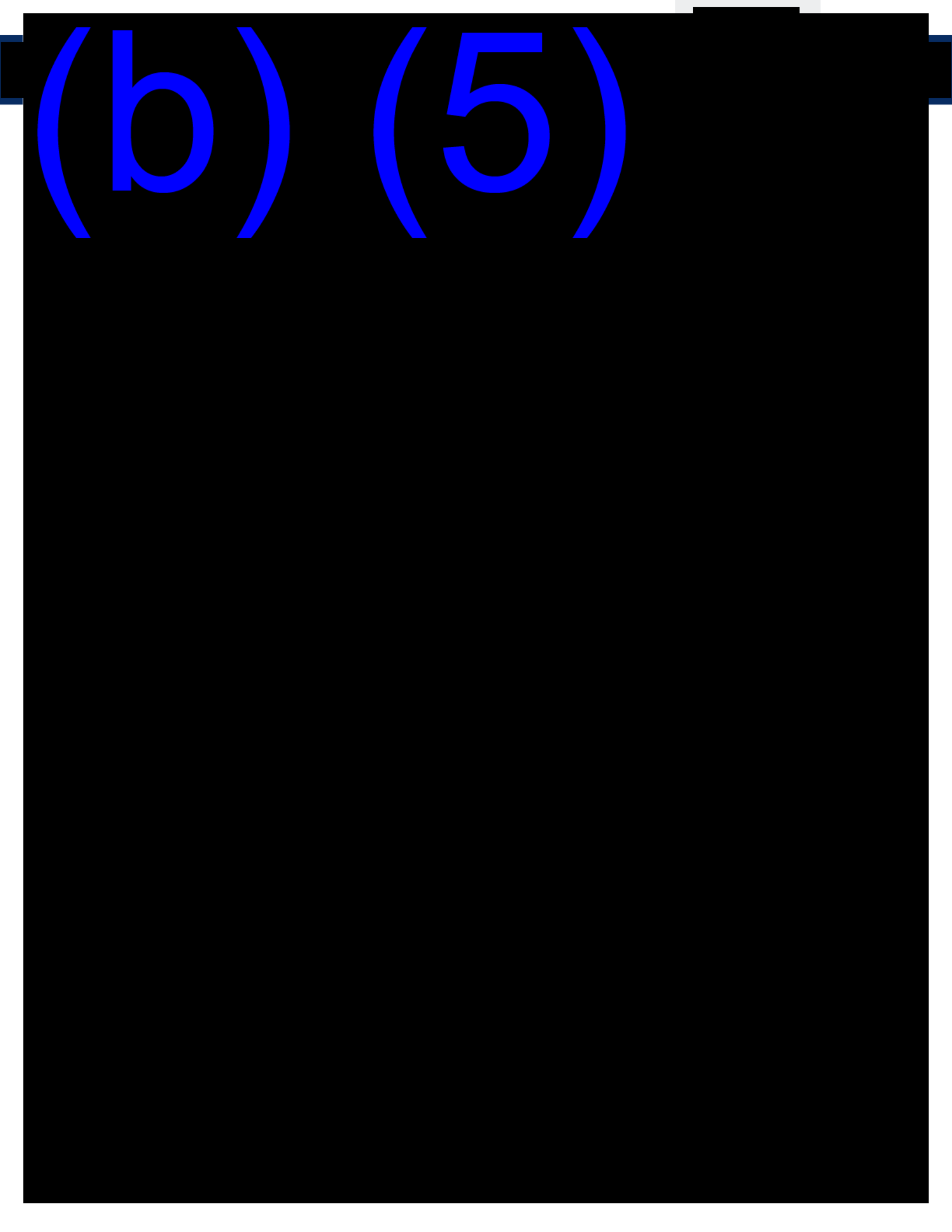
*Policies and practices

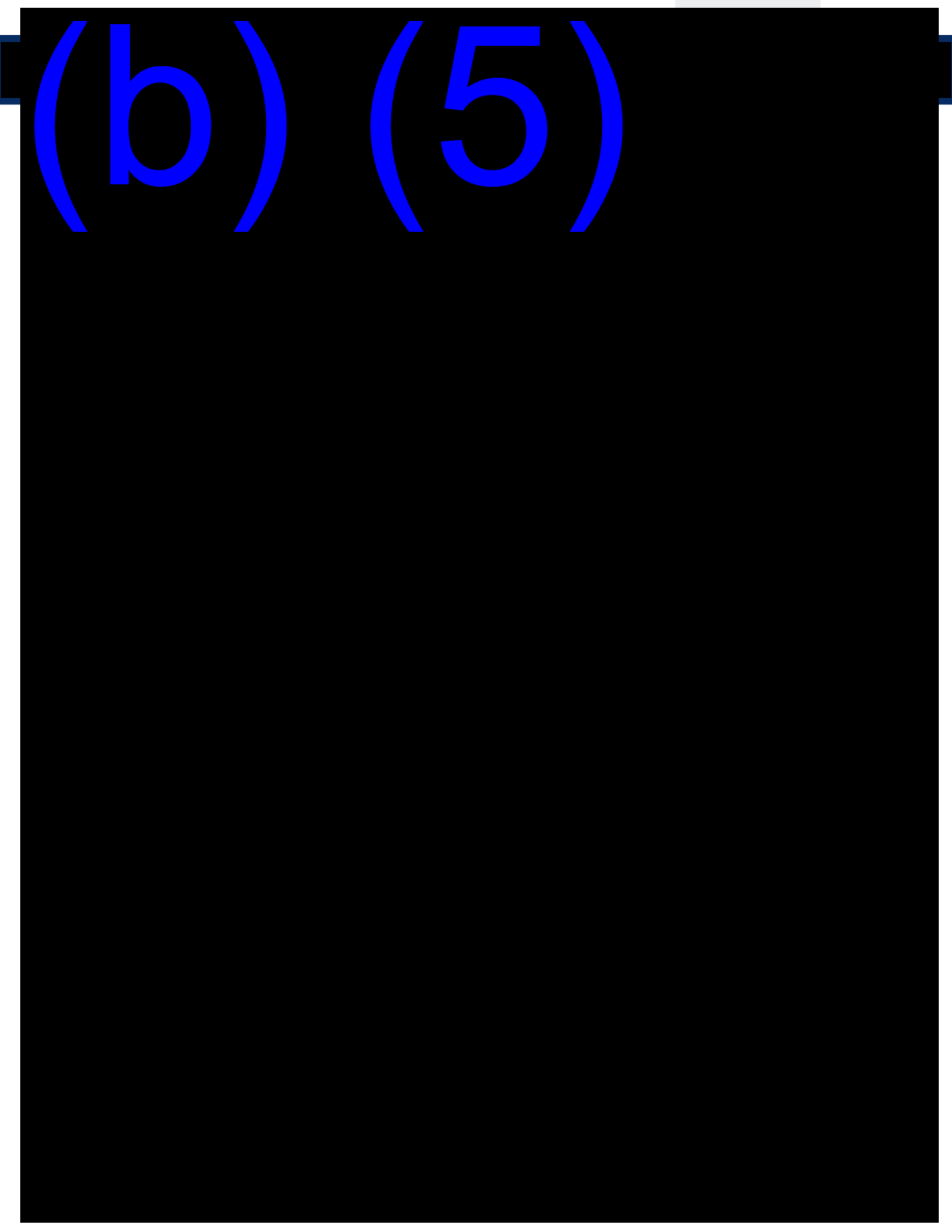
*Data analysis

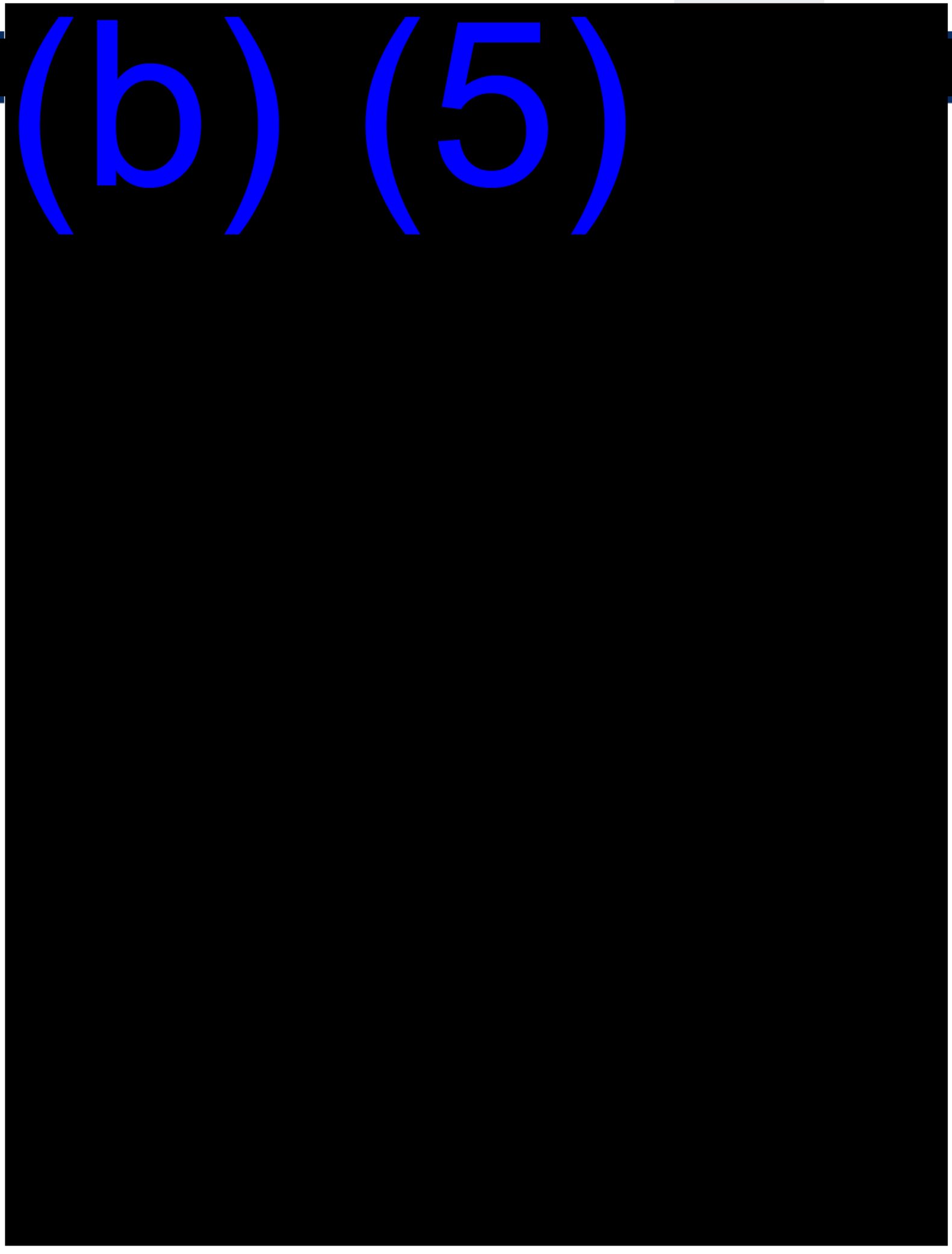
*Environment and culture

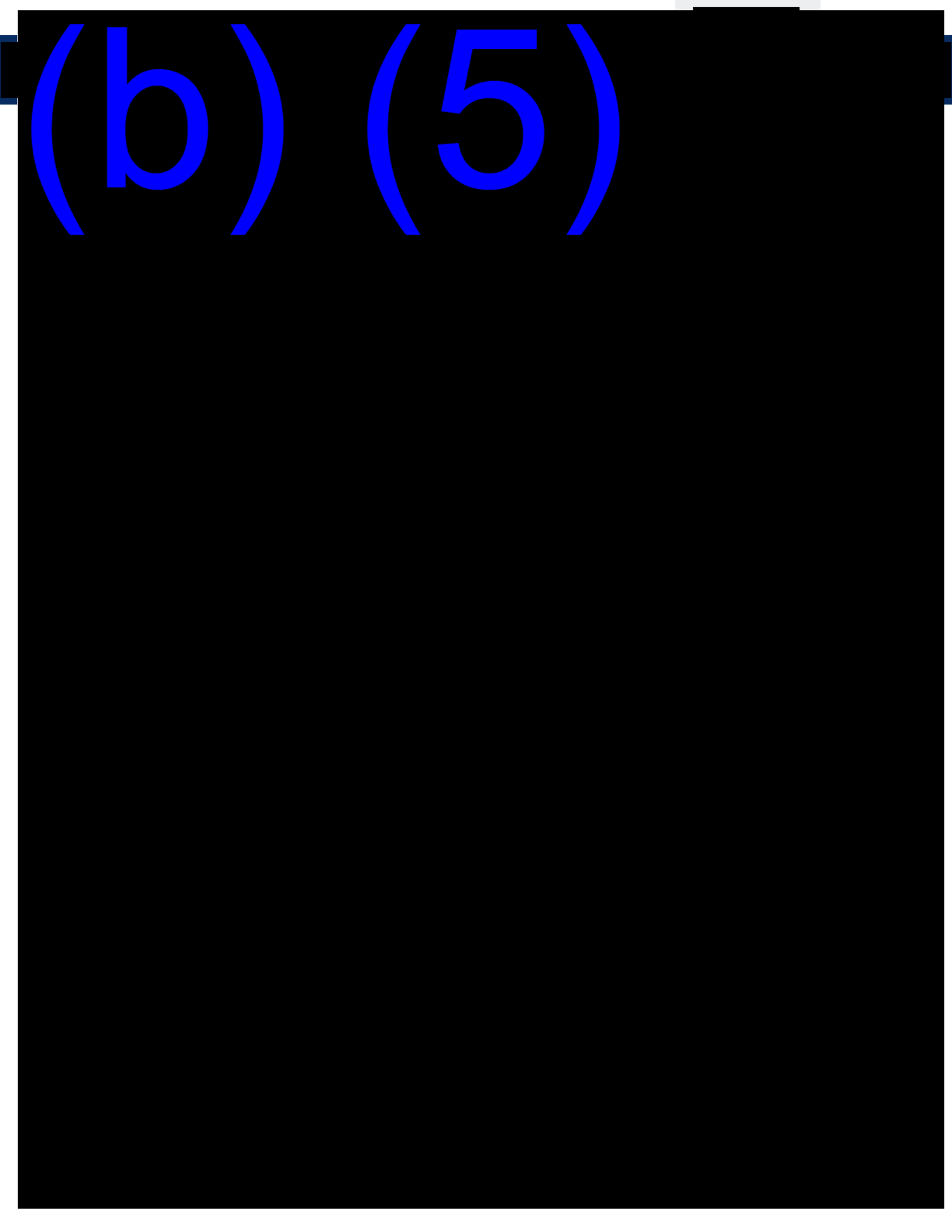
*Training

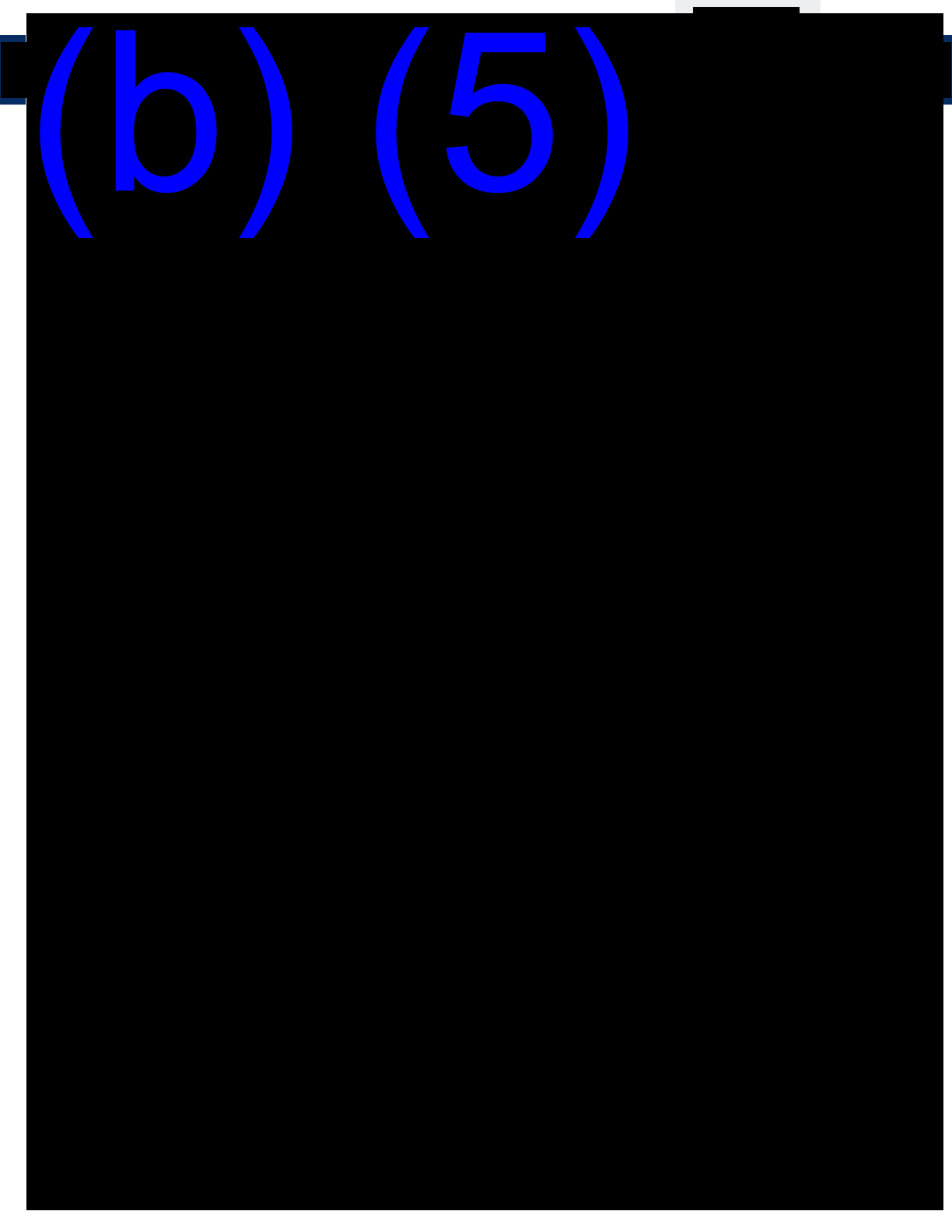
*Initiatives

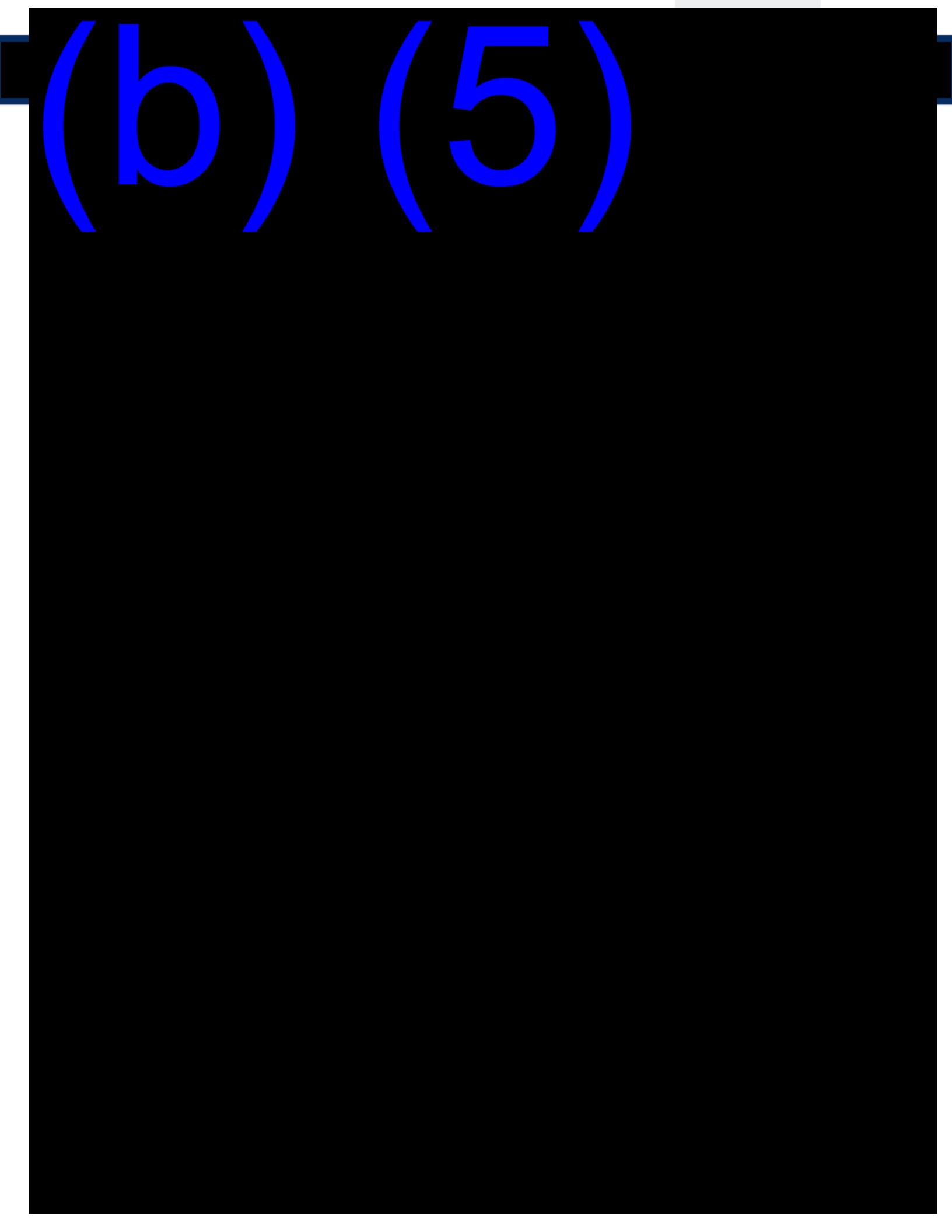

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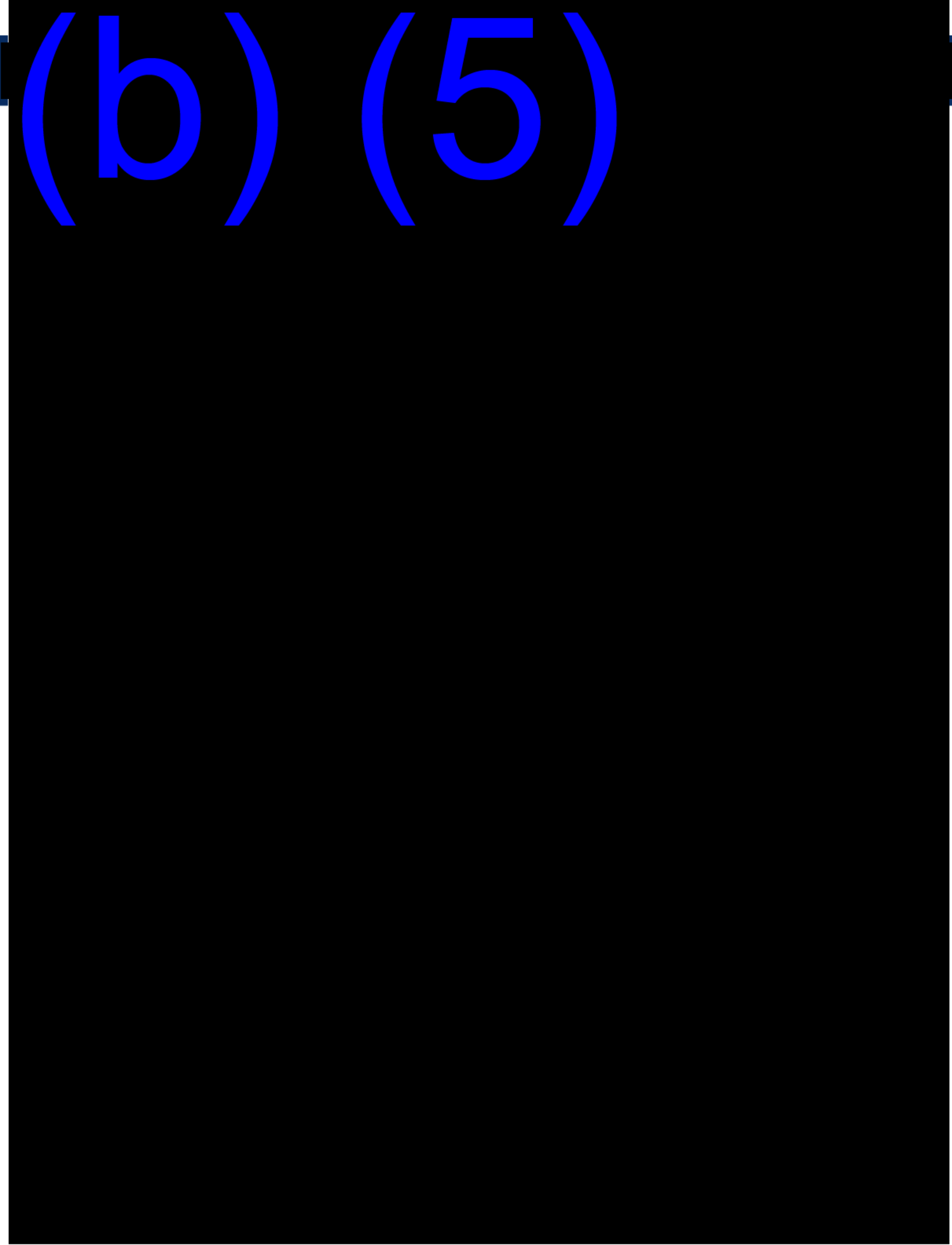

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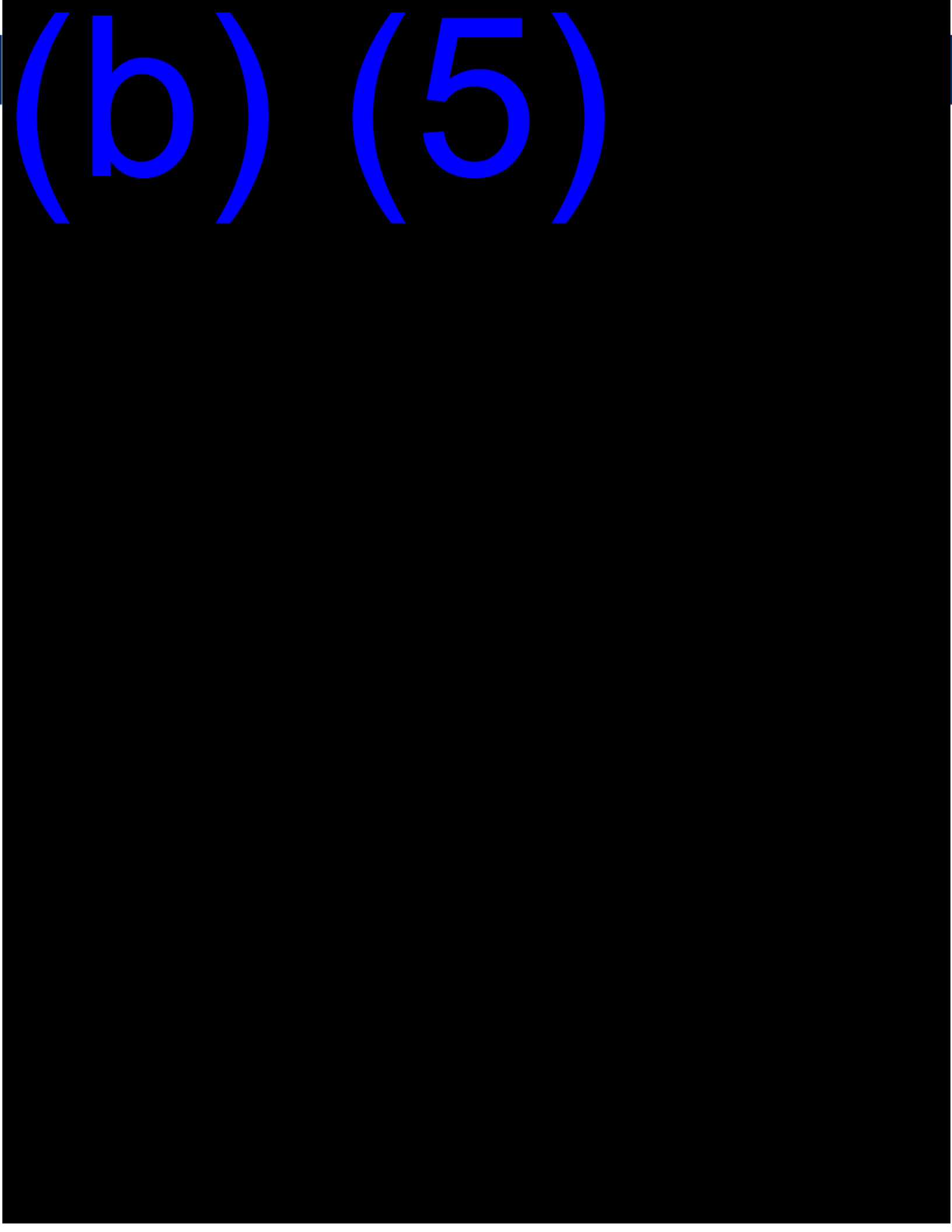

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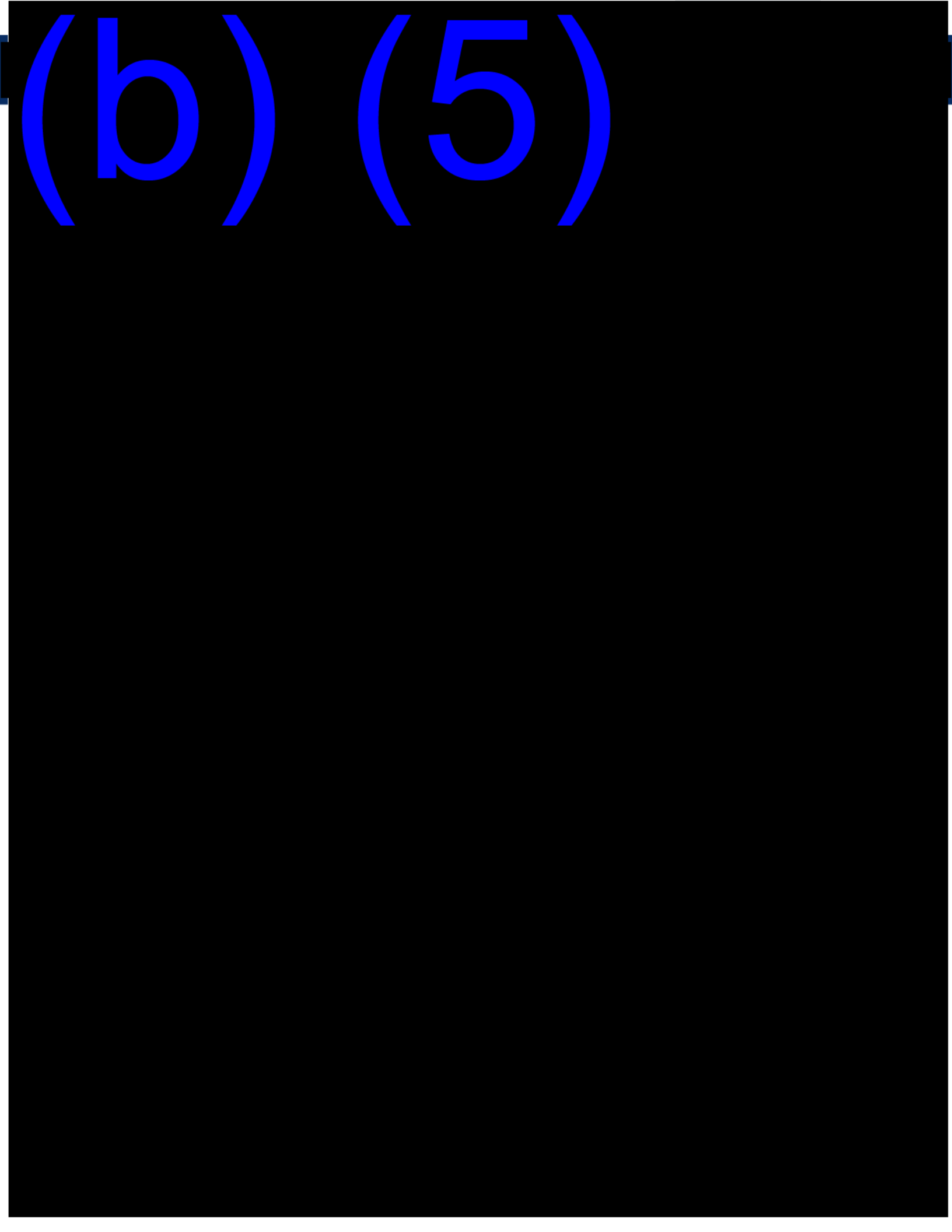

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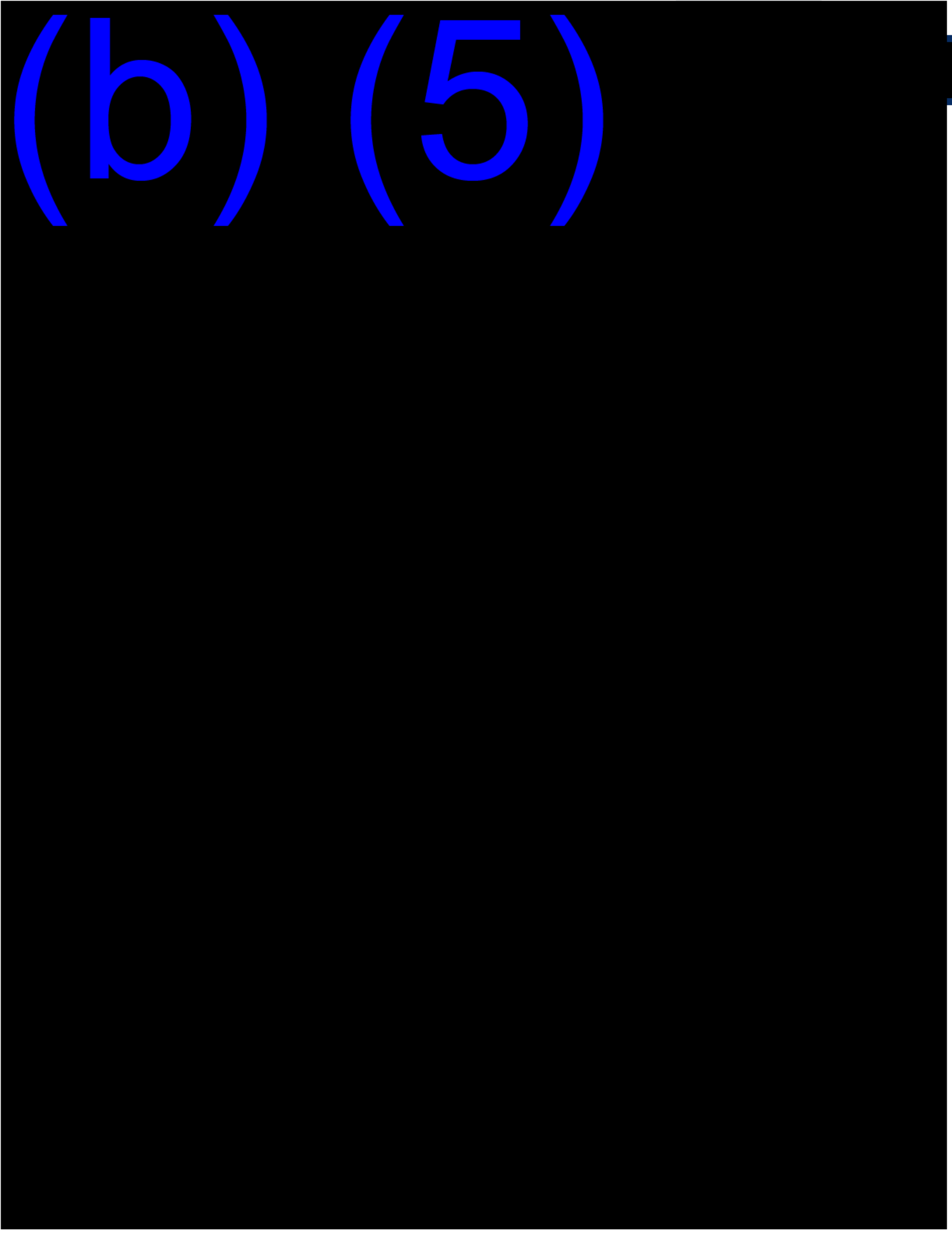
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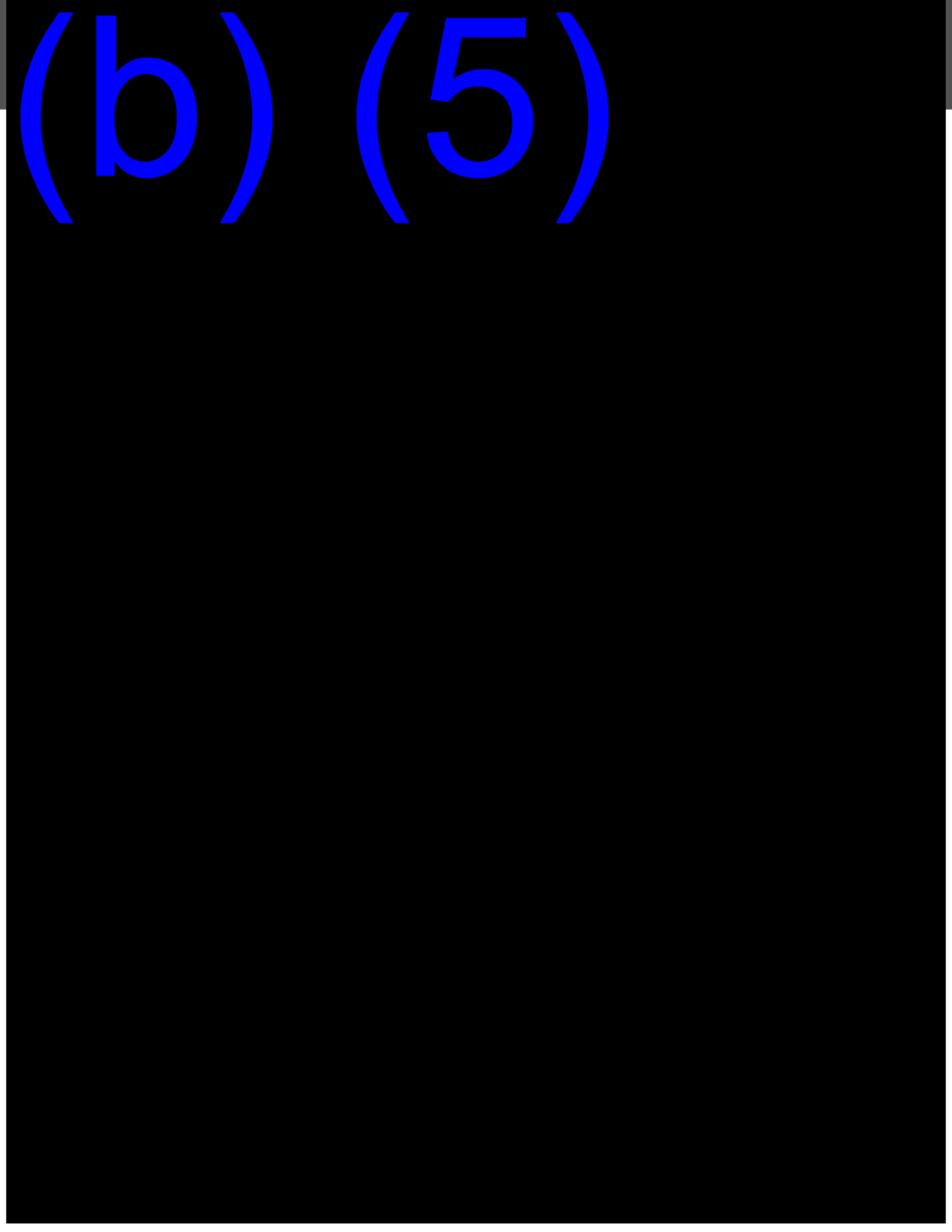

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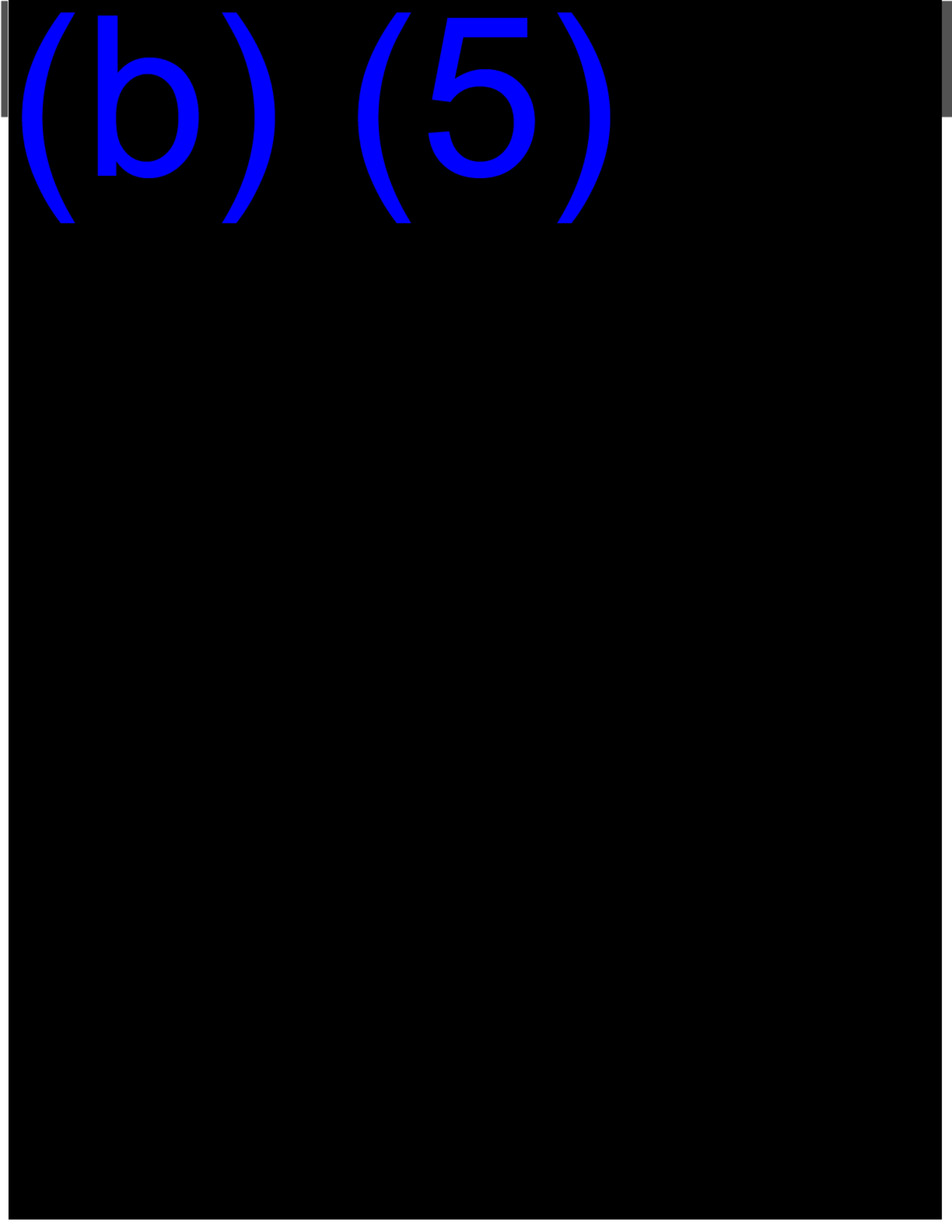
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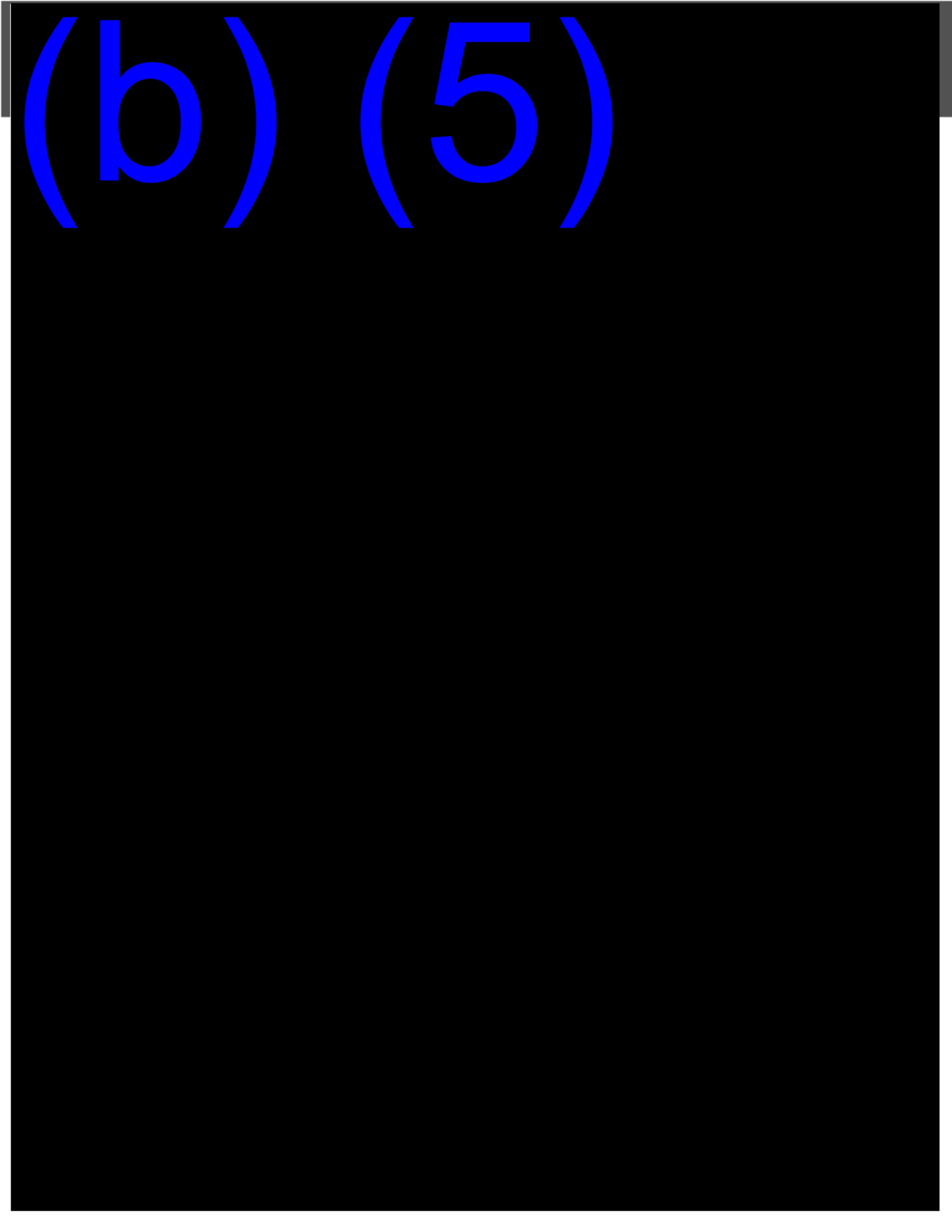
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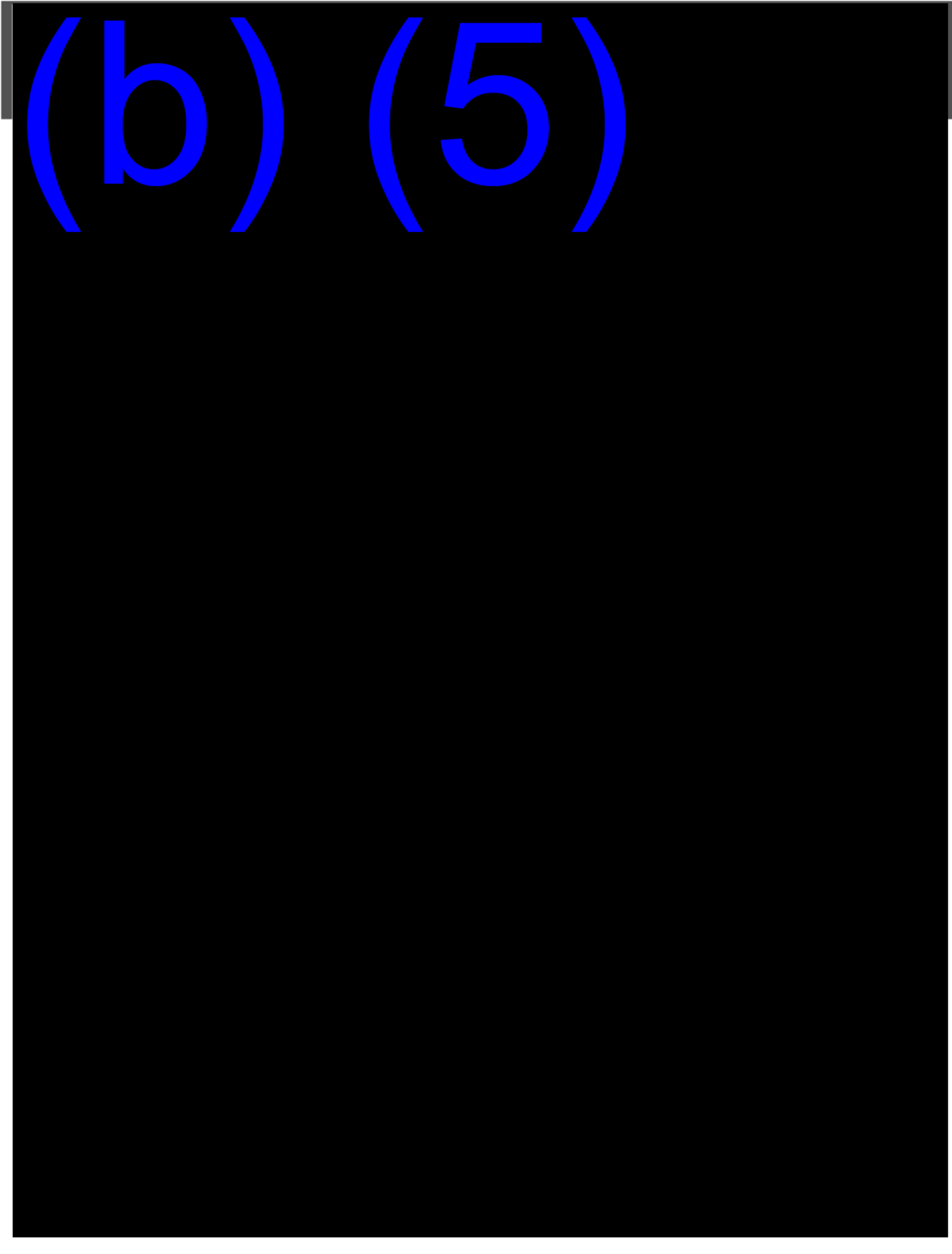
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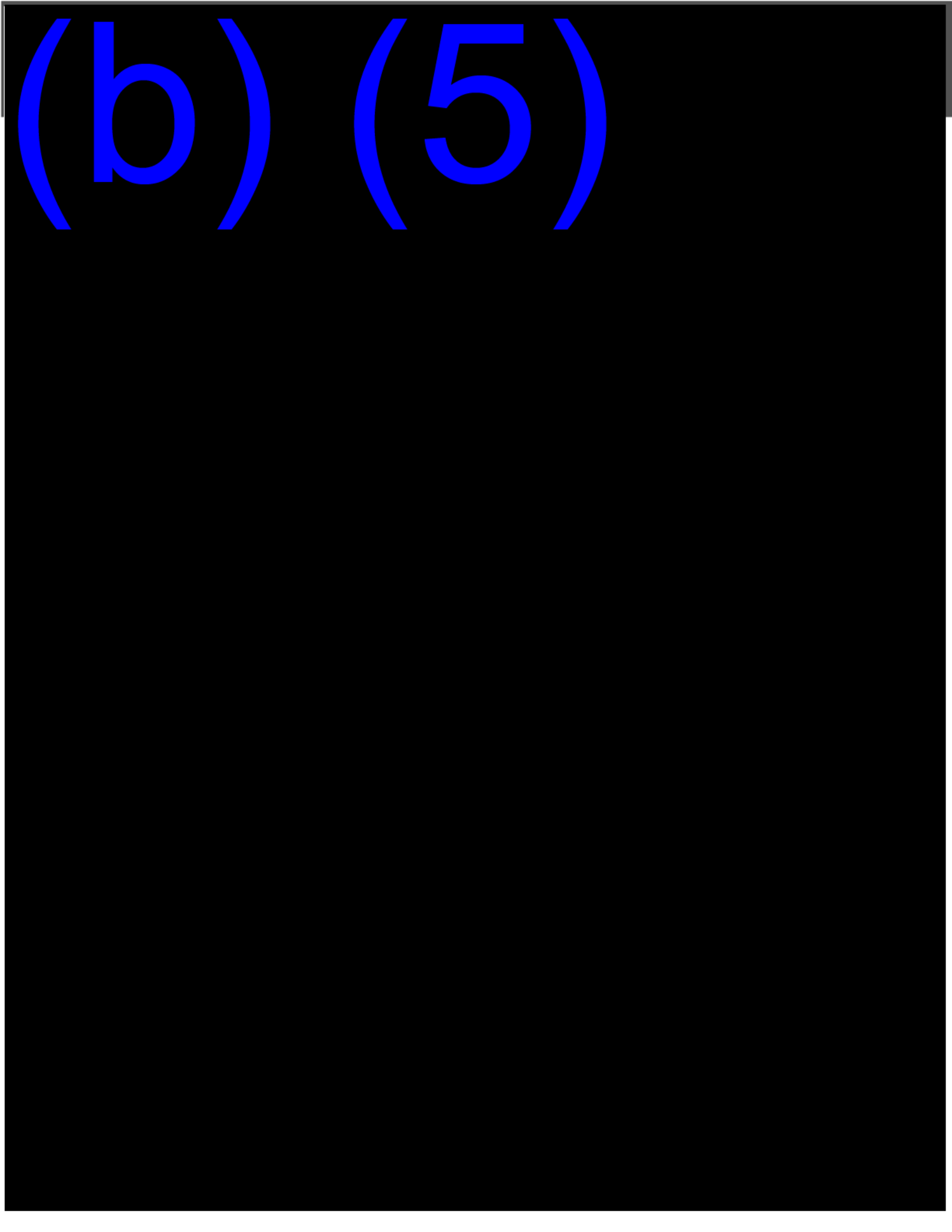
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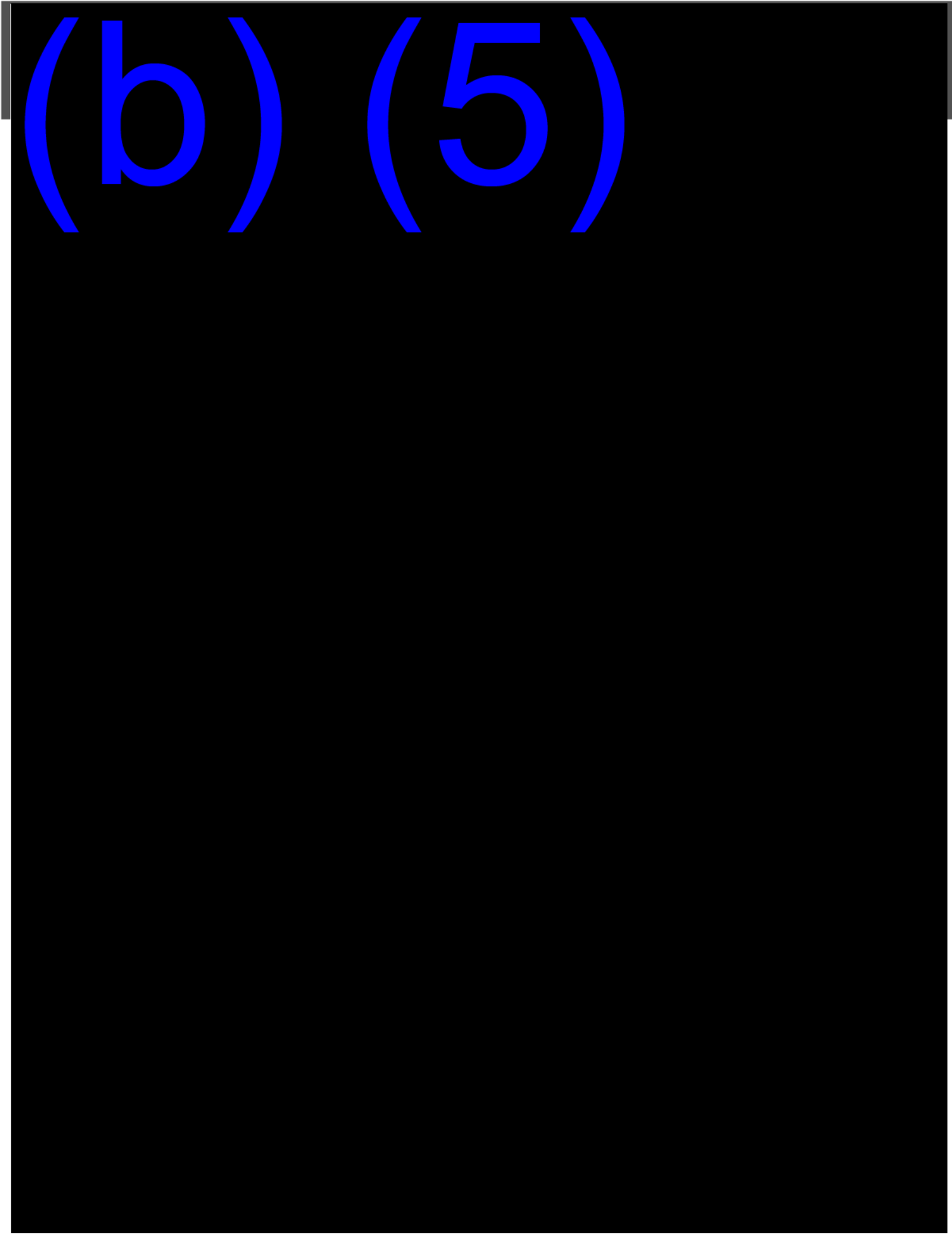

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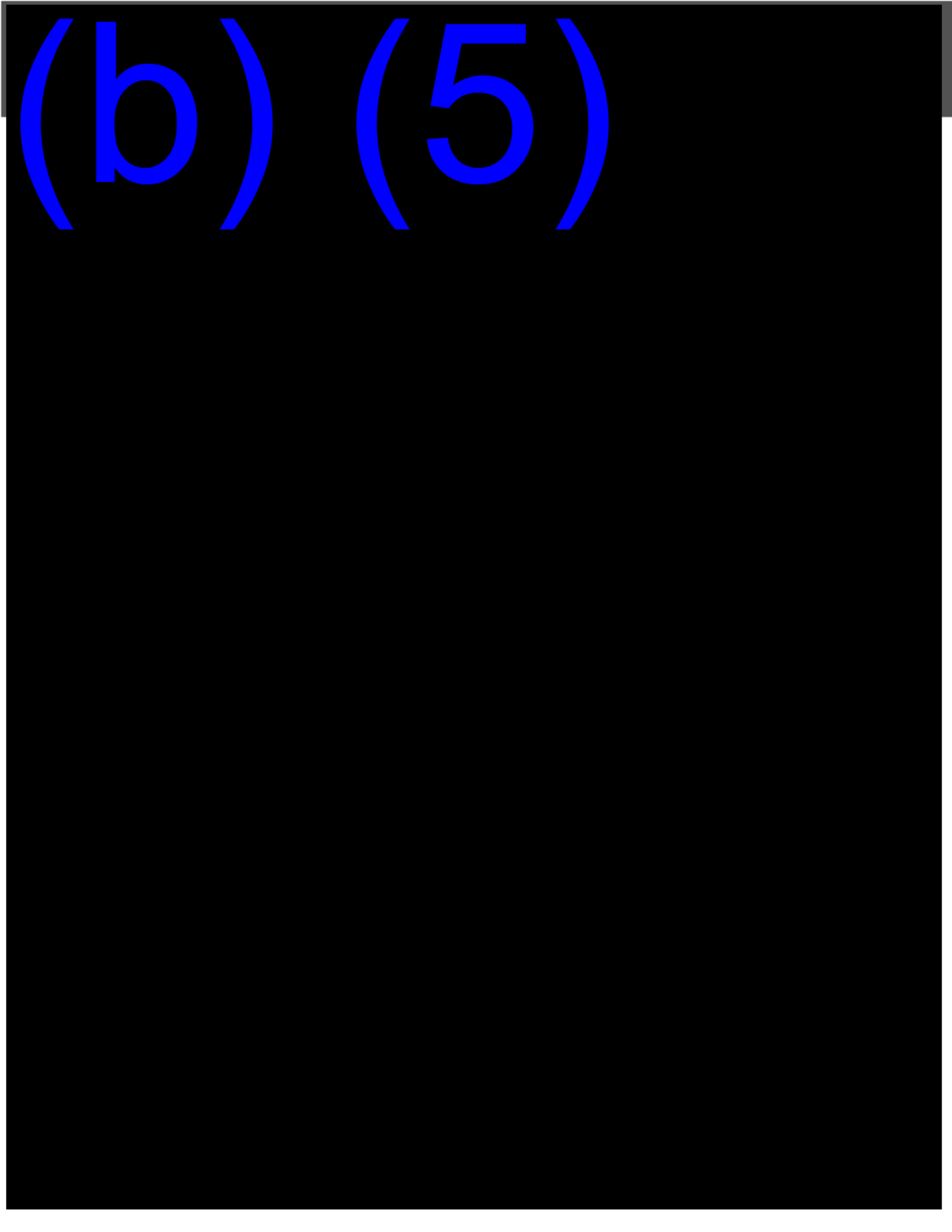

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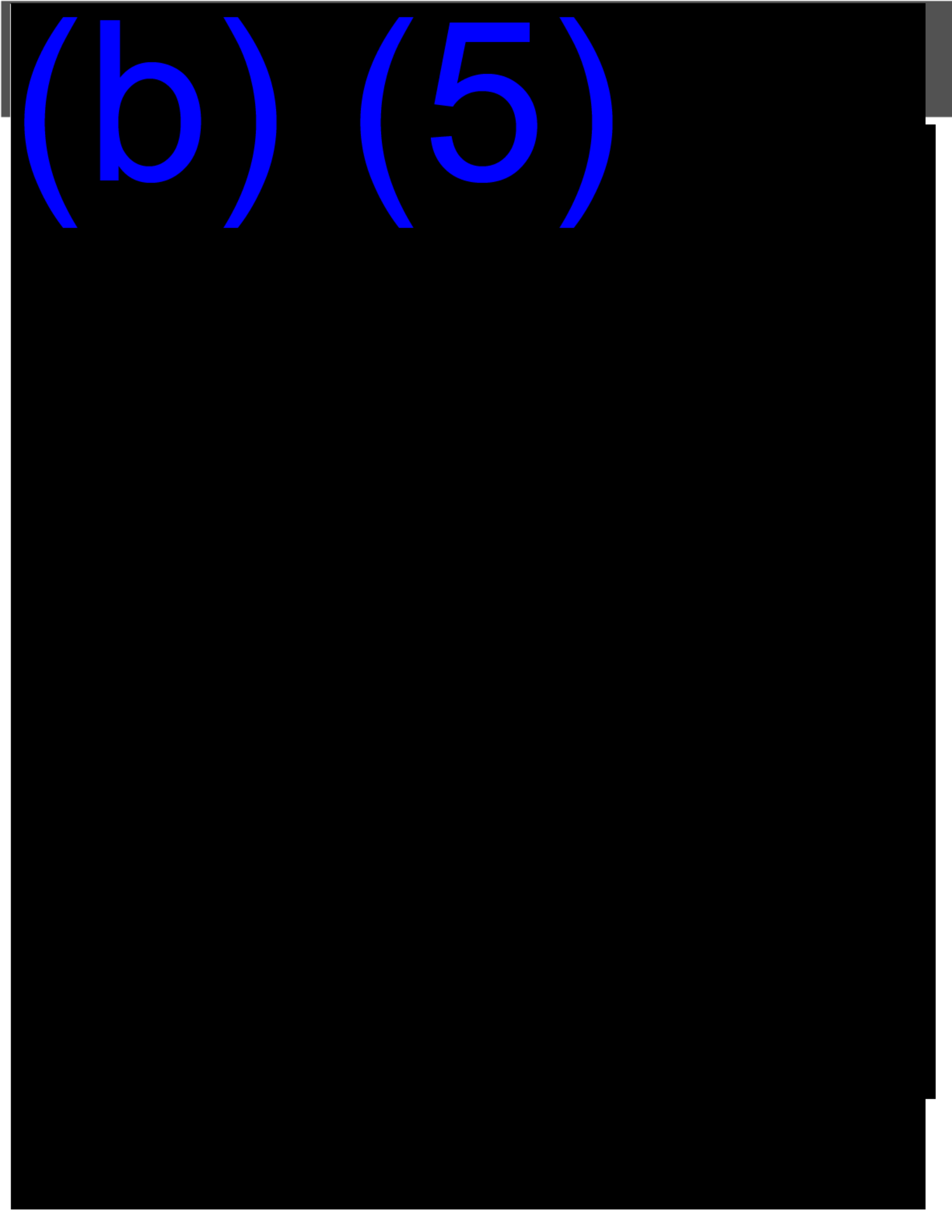

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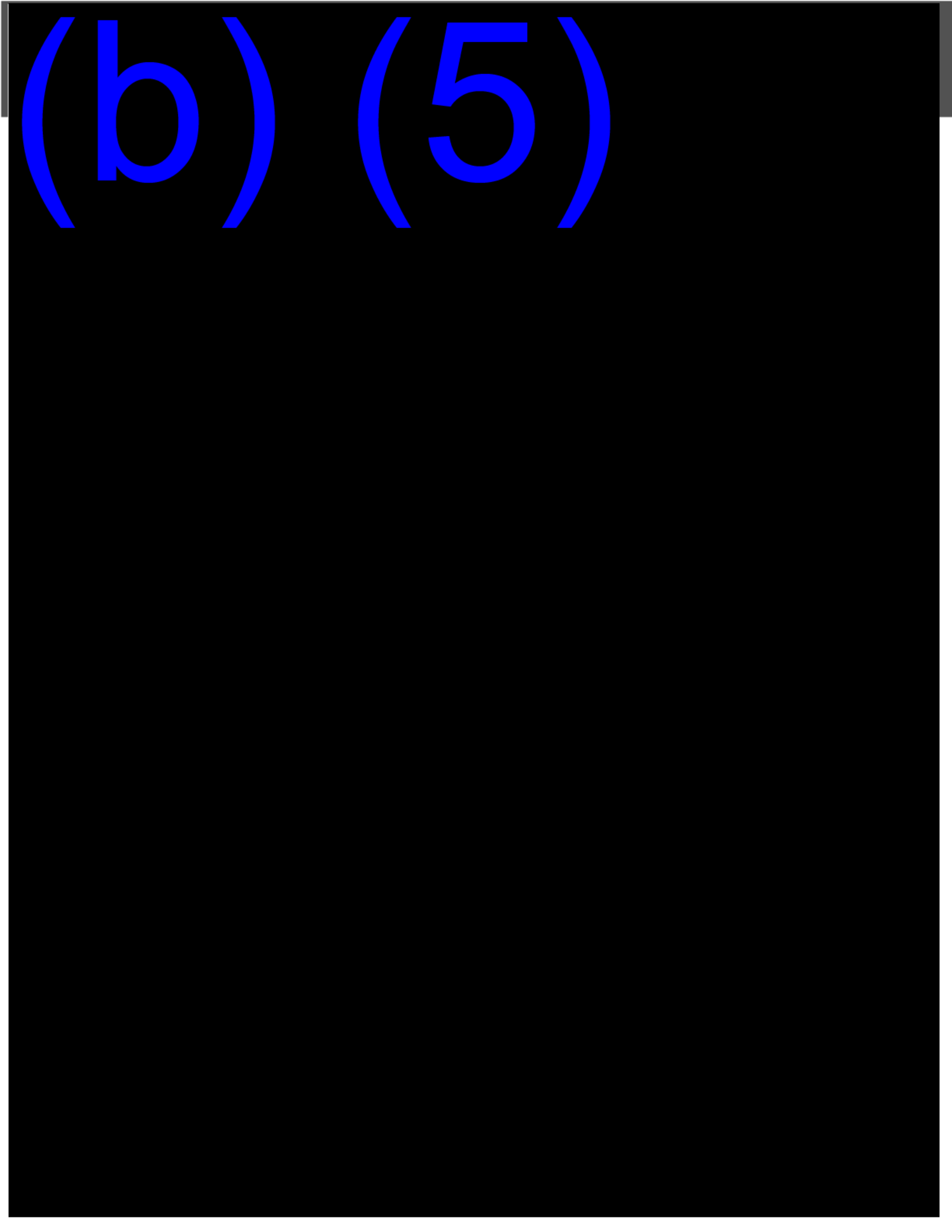

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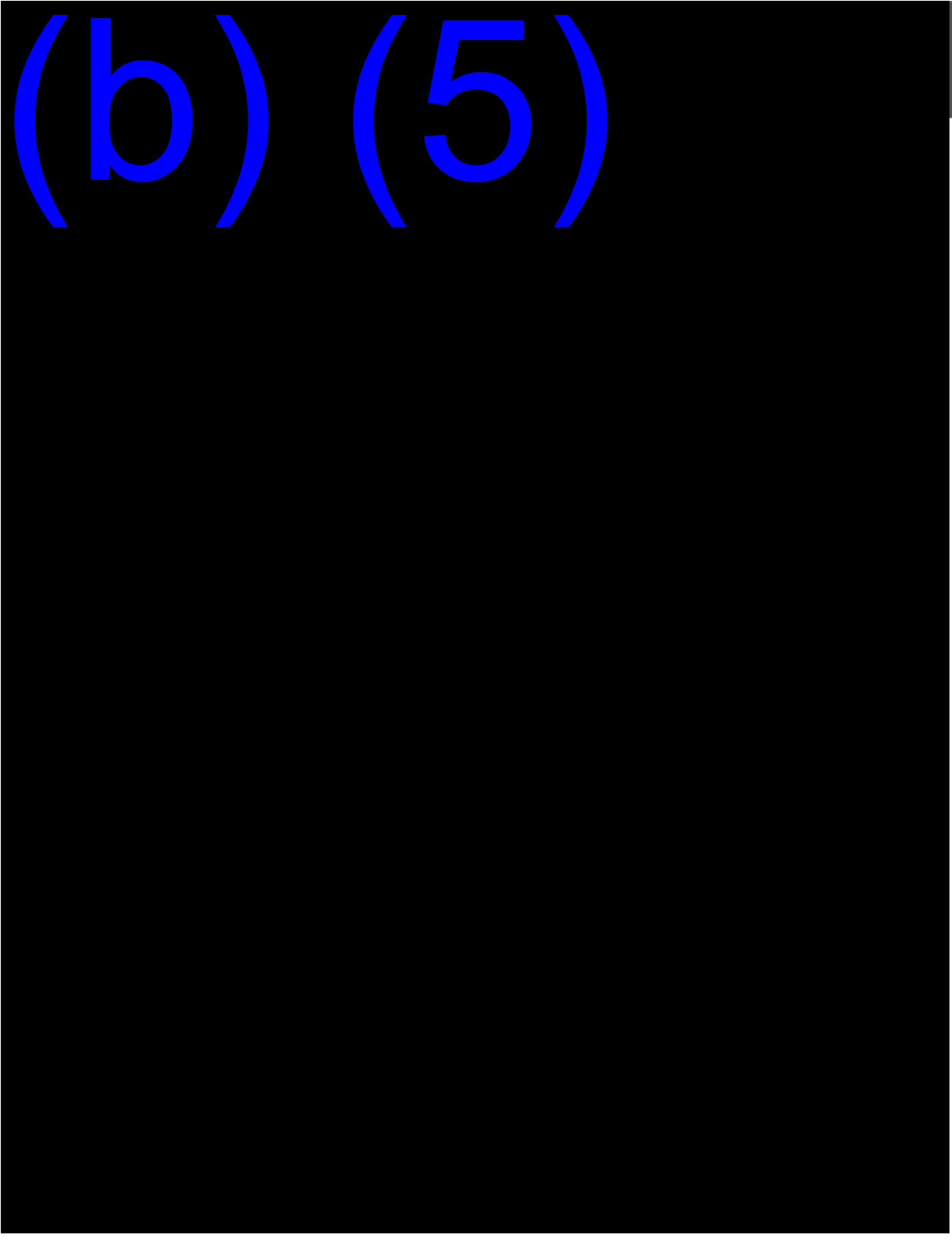

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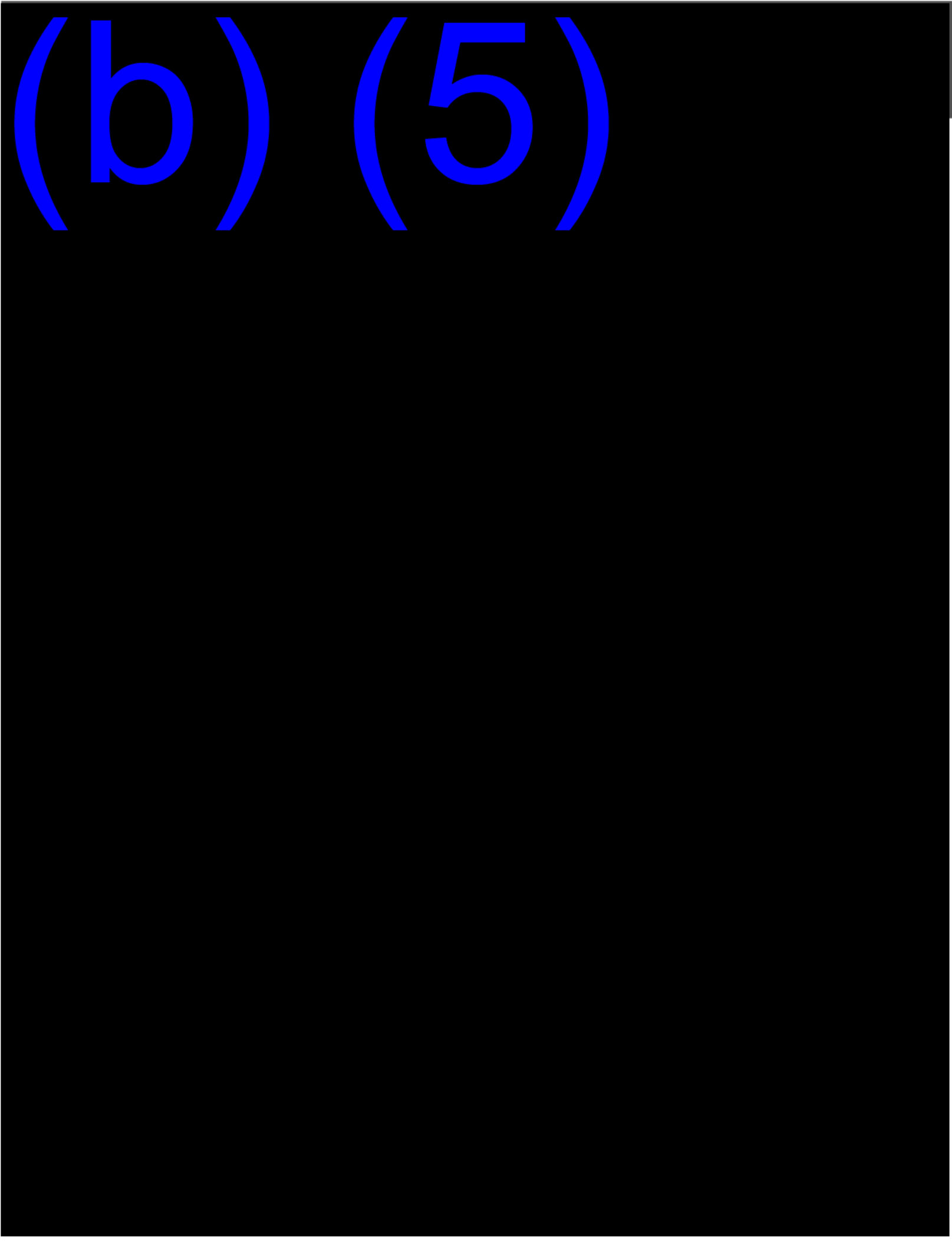

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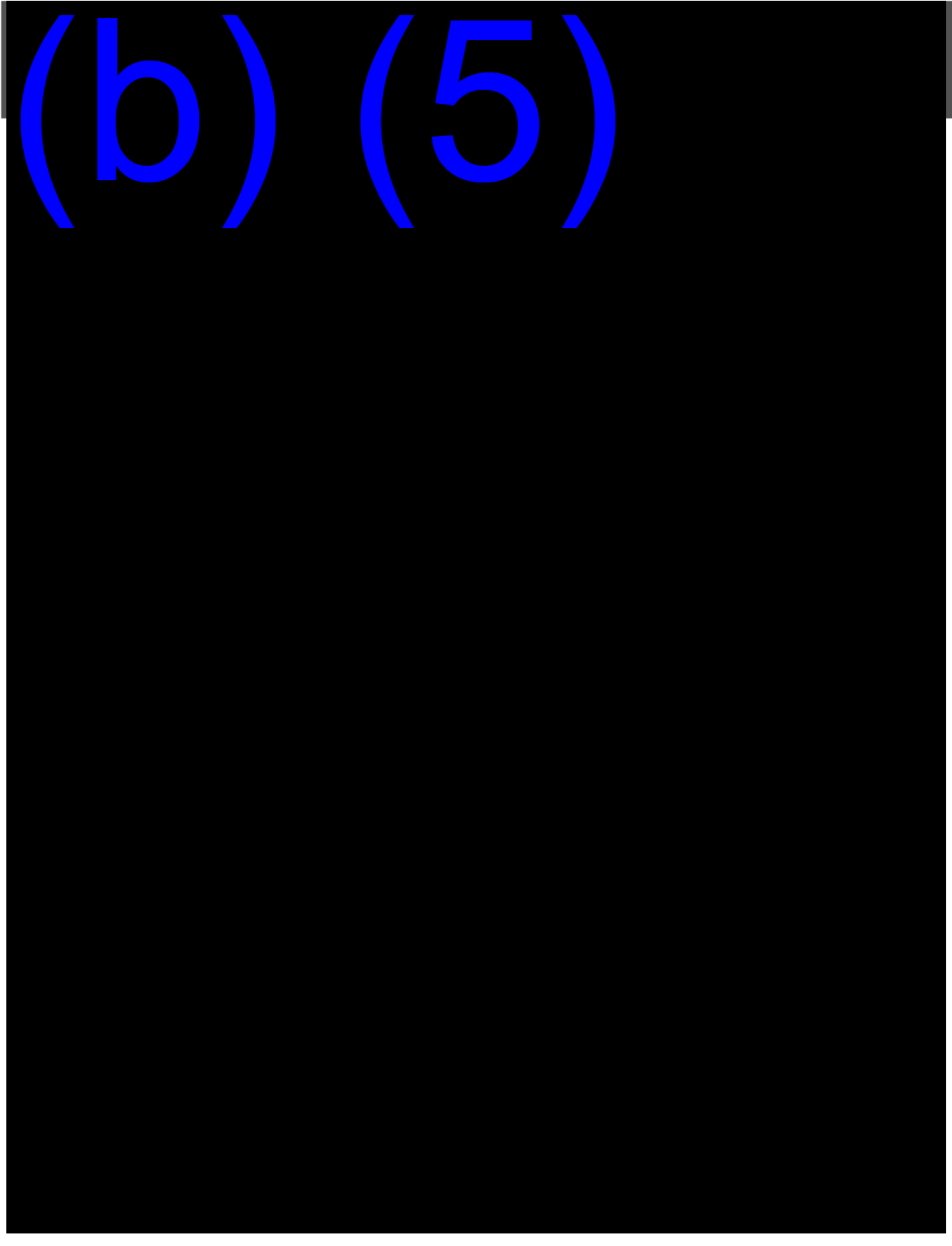

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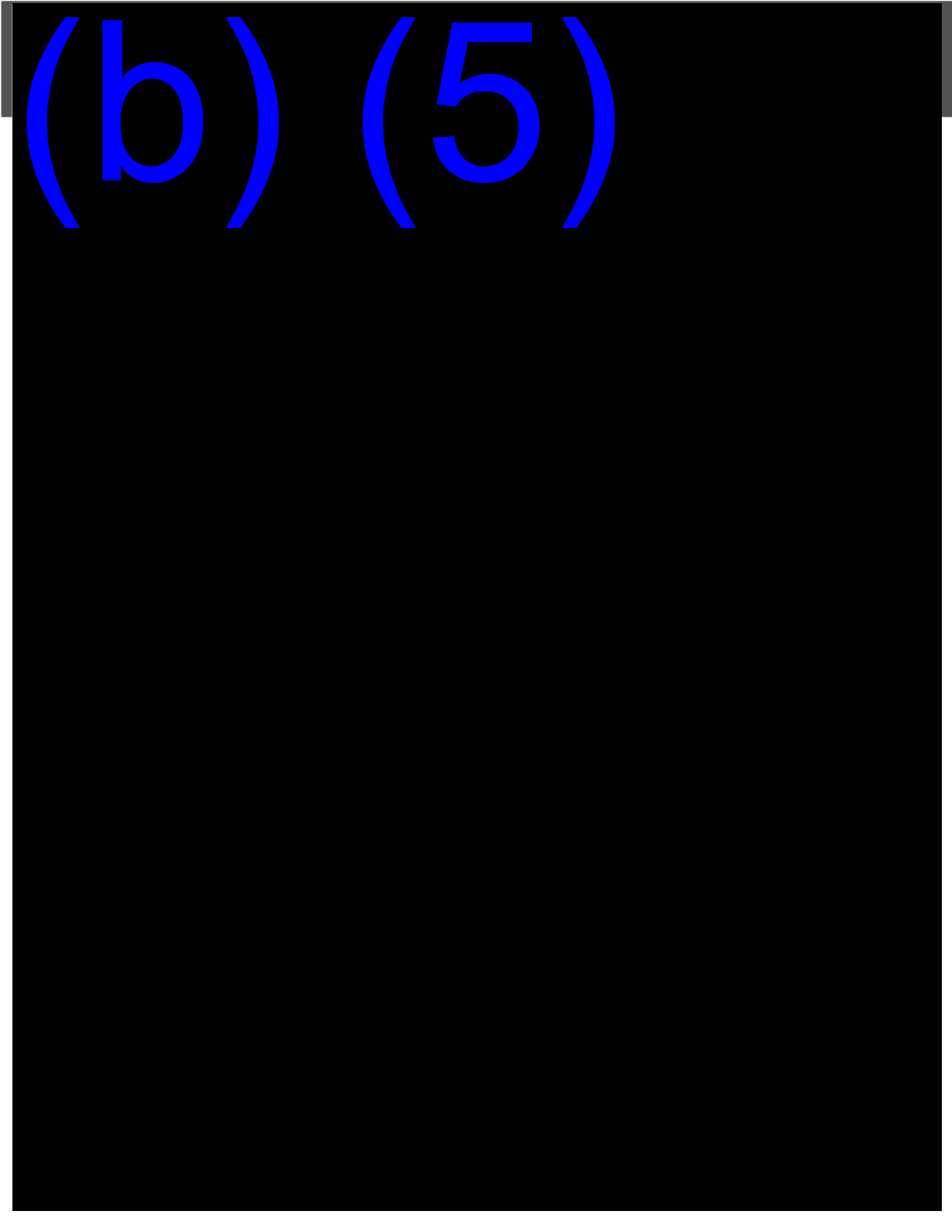

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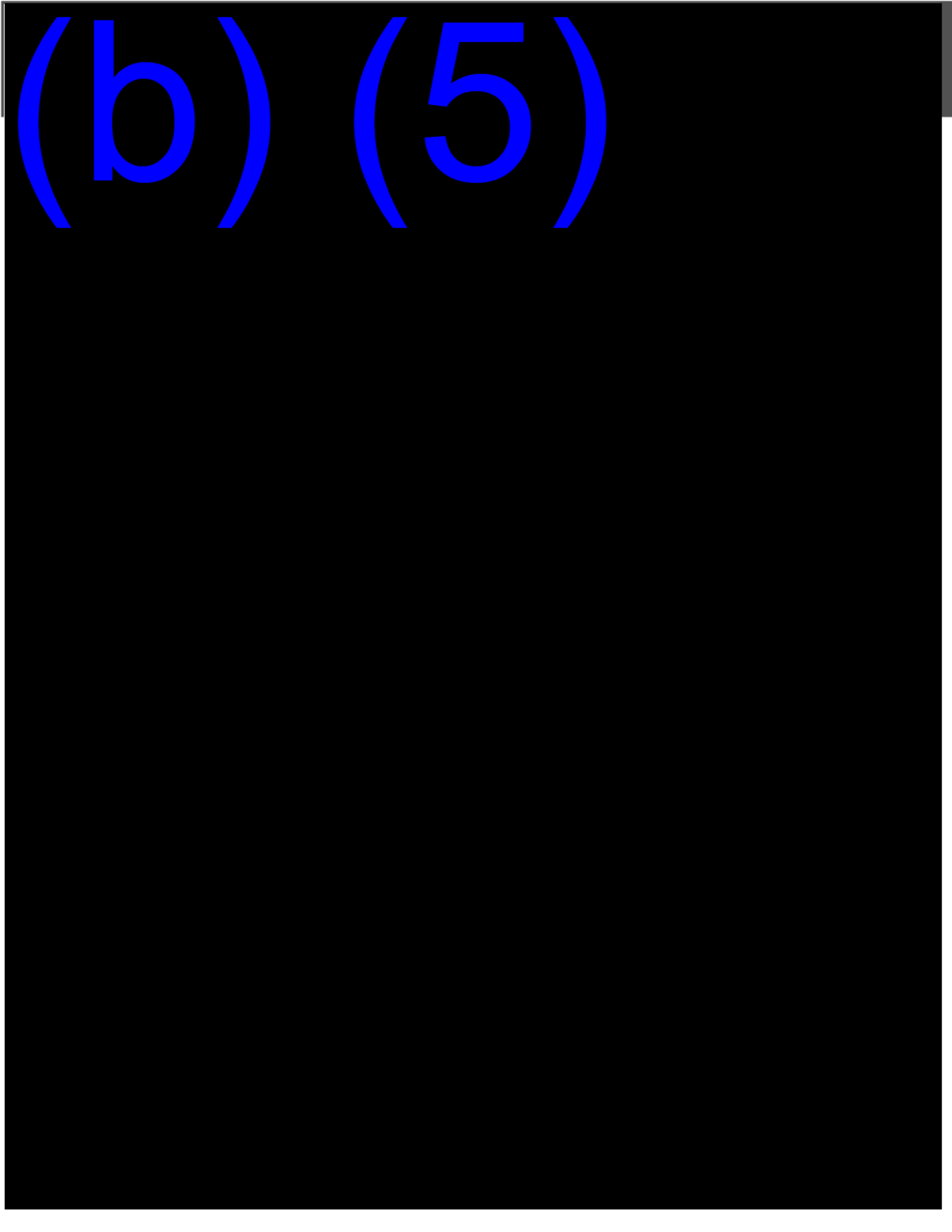
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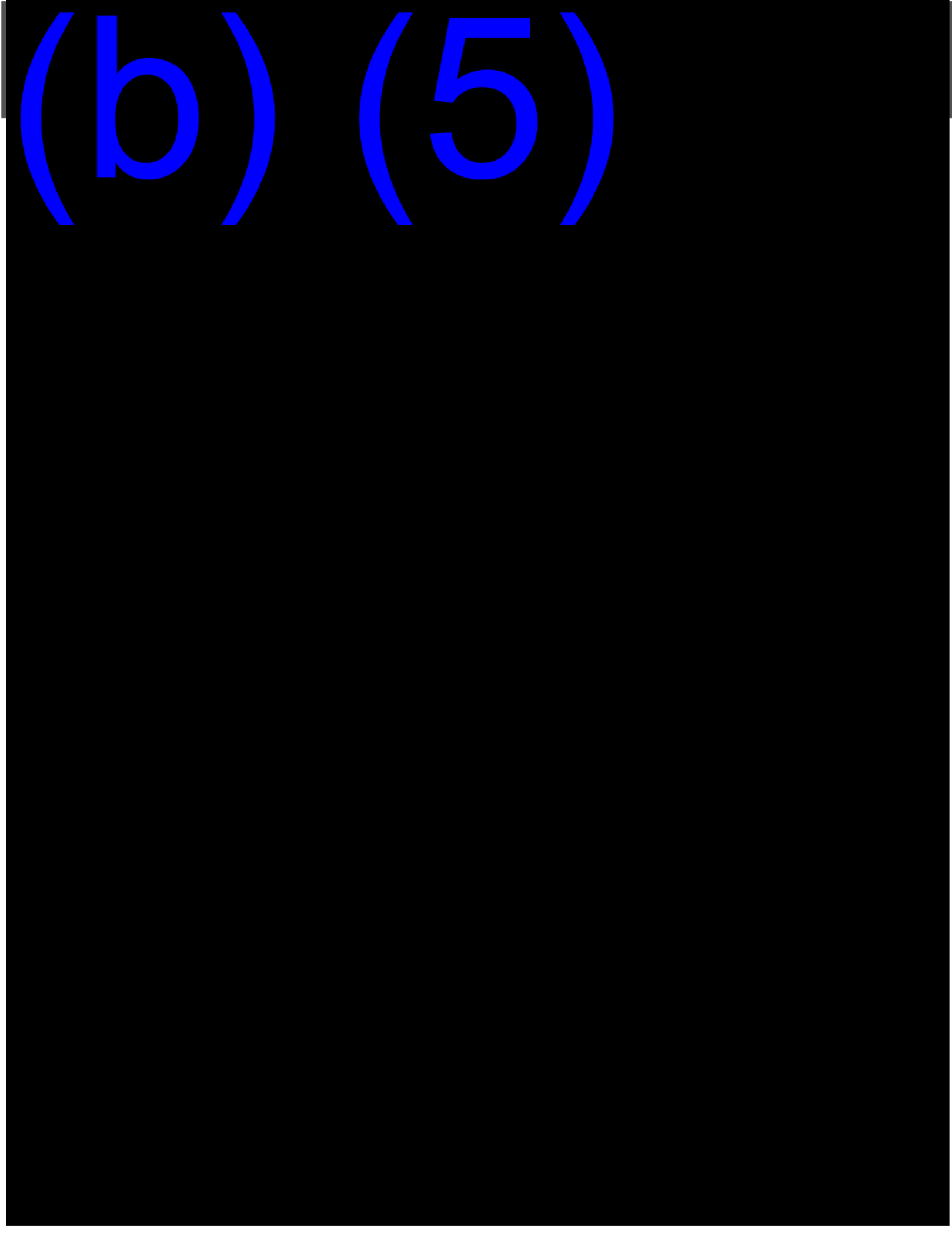

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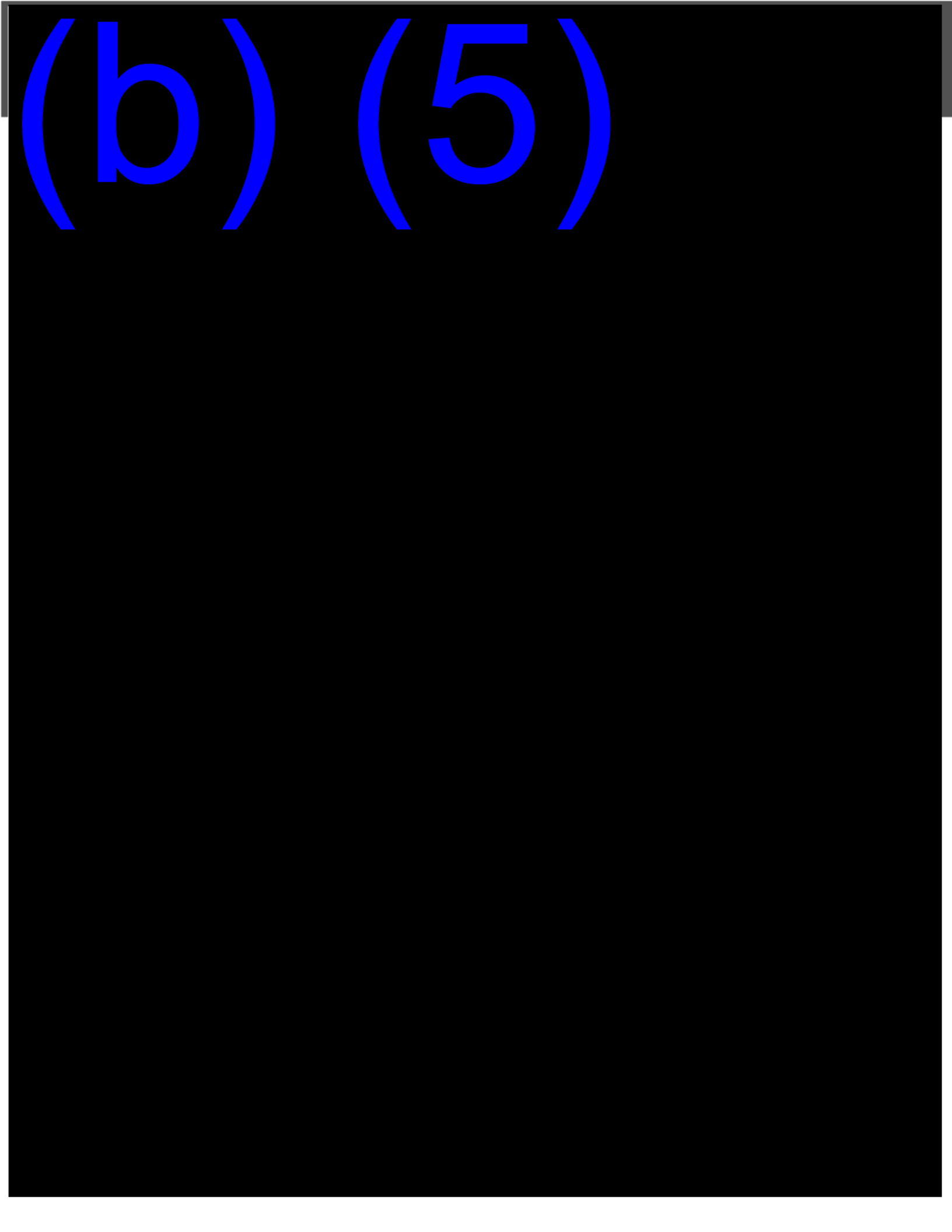

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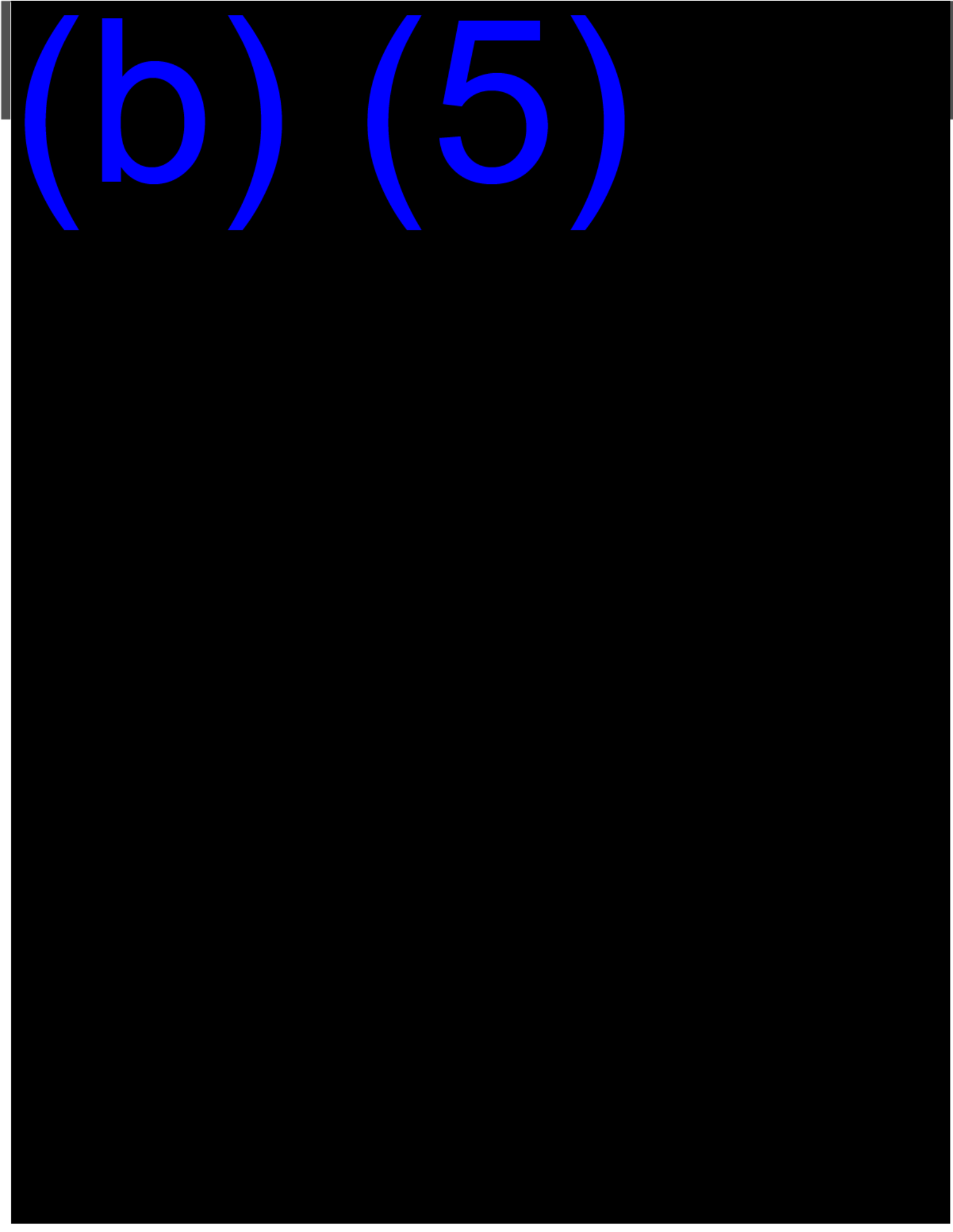

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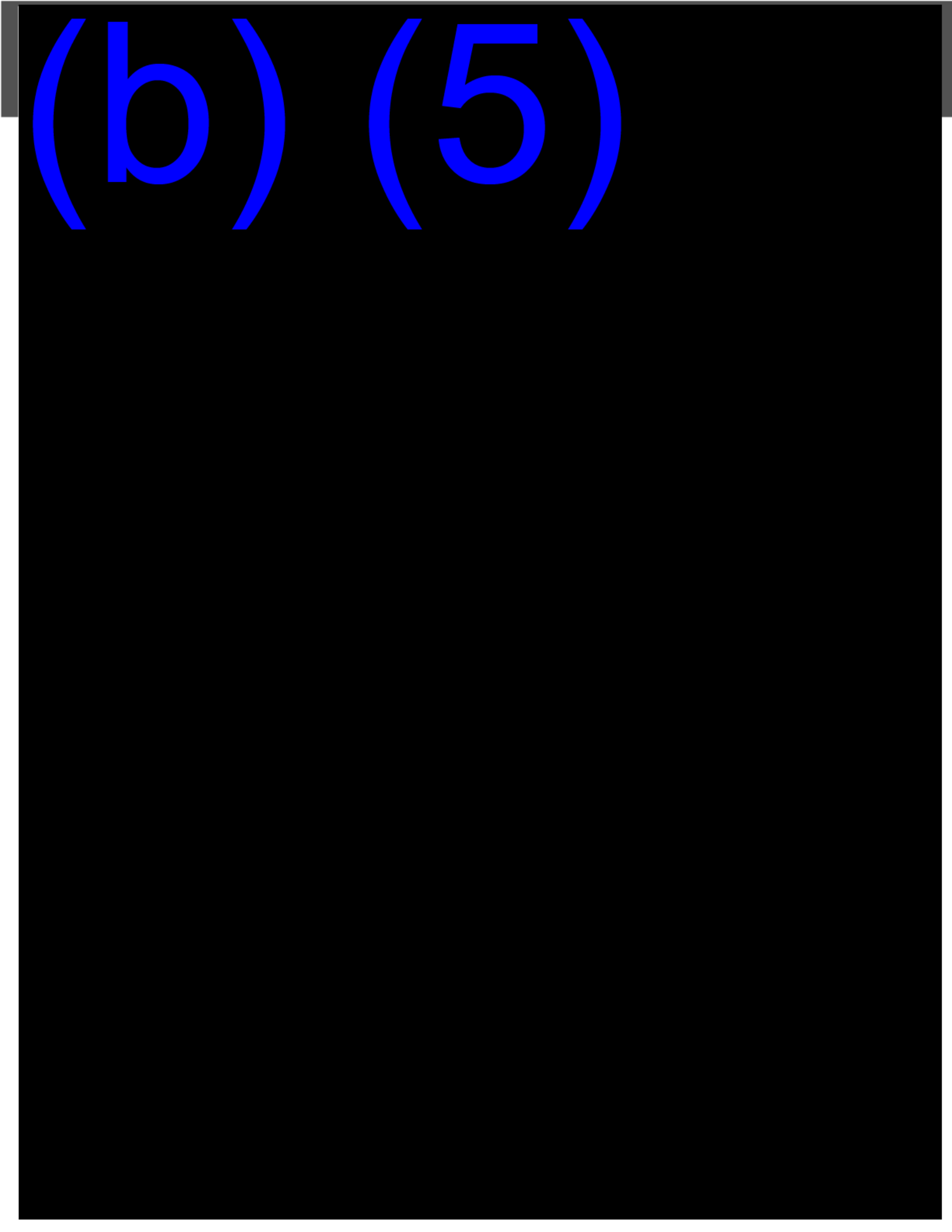

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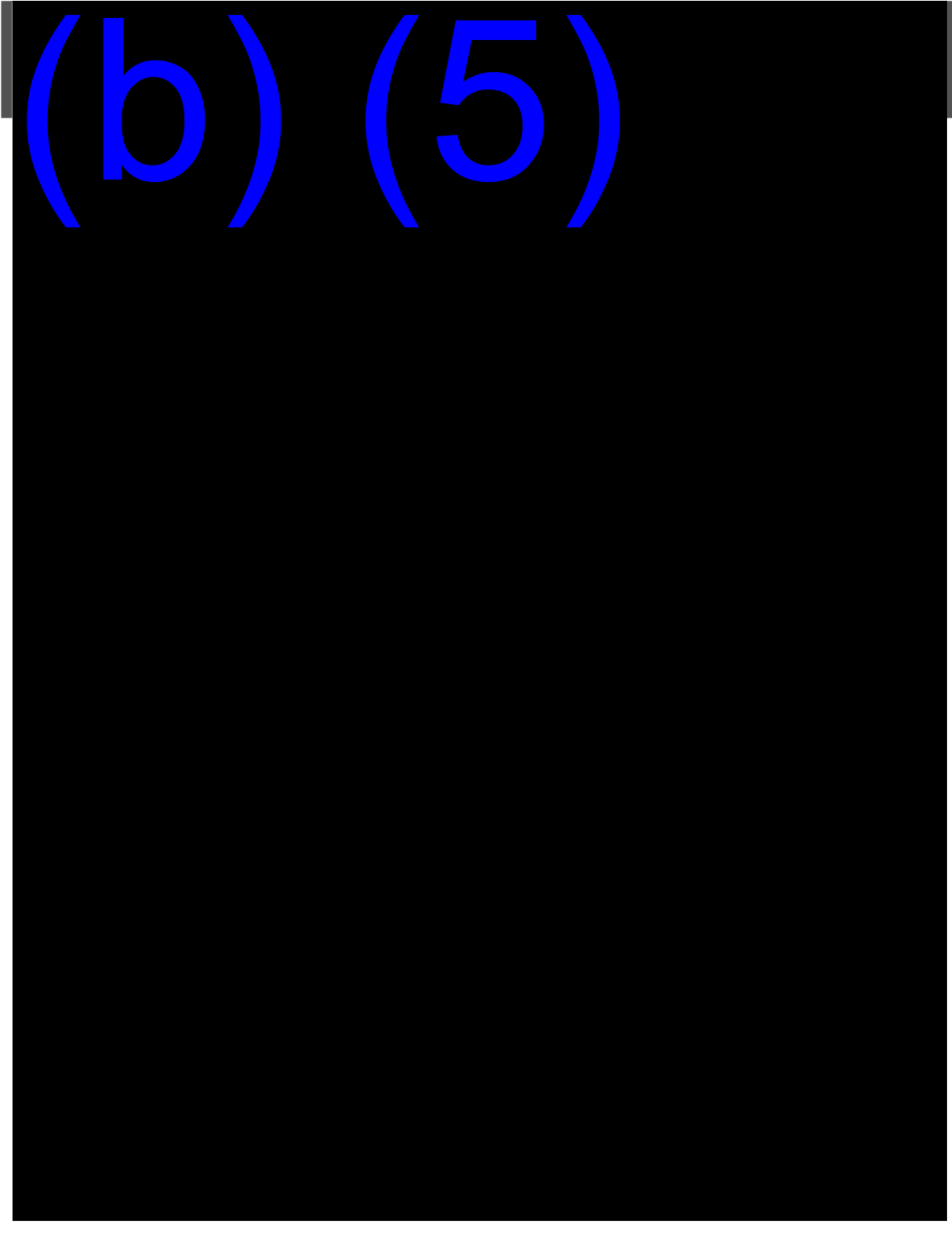

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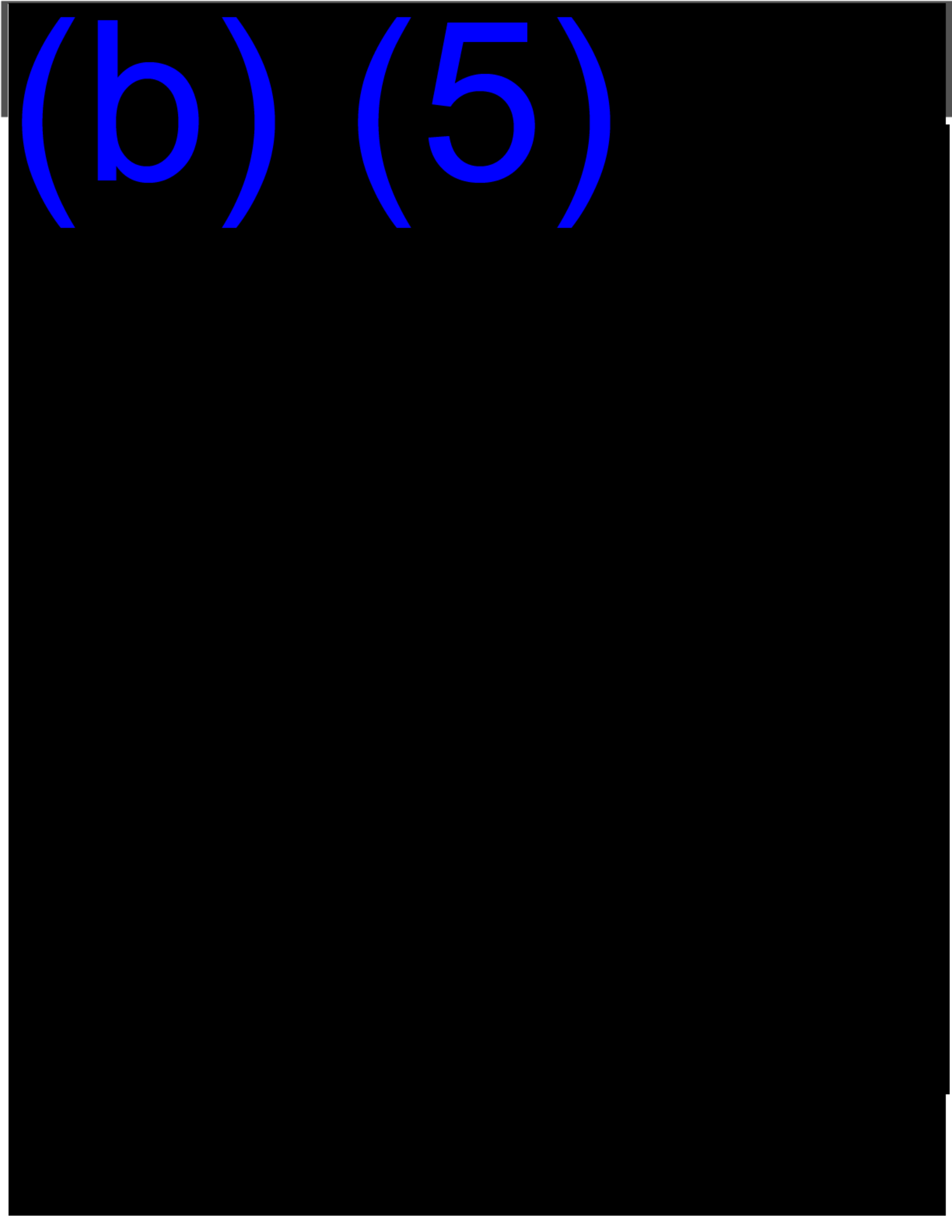

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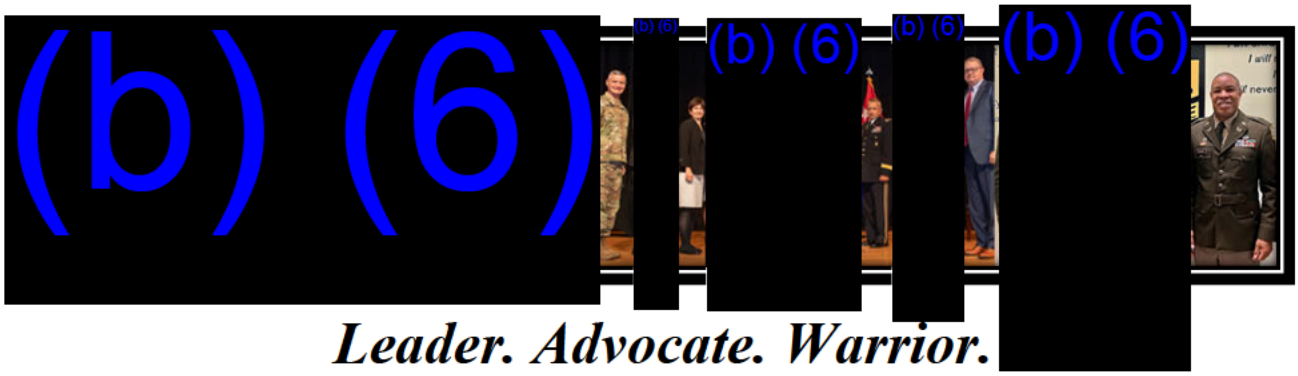
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U.S. Army Judge Advocate General's Corps

Diversity, Equity, Inclusion and Accessibility Strategic Plan (or Organizational Development Strategic Plan)

VISION

The national leader in valuing, developing and strategically employing the immense talent of Soldiers and Civilians where they connect with their purpose and teamates to be the force multiplier of a more agile, innovative and ready JAG Corps.



Leader. Advocate. Warrior.

The Judge Advocate General's Corps Leadership Message



The U.S. Army Judge Advocate General's Corps (JAGC) is committed to Diversity, Equity, Inclusion and Accessibility (DEIA), which are vital to building trust, developing cohesive teams and sustaining a strong force ready to protect and defend our nation. As we compete for the best and brightest talent our nation has to offer, it is imperative that we focus our efforts on our recruitment and retention programs.

We are pleased to present the first JAGC DEIA Strategic Plan. This plan outlines our goals, objectives, and metrics that provide the framework to optimize talent, critically examine our processes, and cultivate an inclusive culture. It promotes and embraces equitable and inclusive principles designed to empower all employees to perform to their highest potential.

Our plan provides strategies to acquire, develop, employ, and retain highly skilled mission-ready individuals who will overcome today's challenges to meet the 21st century Army mission. Furthermore, this plan supports the Army People Strategy and is a living document that will contribute and be fully nested into the Army DEIA Strategic Plan. Our Regiment is strengthened when every Soldier and Civilian works in an inclusive workplace where all can contribute and feel they belong.

We owe it to our nation to be the best Army we can be. We owe it to our people to cultivate a climate where they can "be all they can be". With your support, we have no doubts that we will achieve that. Our Army and JAG Corps is strong because of the diverse talents of people who protect and serve our nation.

STUART W. RISCH
Lieutenant General, USA
The Judge Advocate General

JOSEPH B. BERGER III
Major General, USA
Deputy Judge Advocate General

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

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

(b) (6)
Command Sergeant Major, USA
Regimental Command Sergeant Major

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1. BACKGROUND:

a. On August 18, 2011, the President issued Executive Order 13583, establishing a coordinated government-wide initiative to Promote Diversity and Inclusion (D&I) in the Federal workforce. Additionally, the FY20 National Defense Authorization Act Section 529 required the Secretary of Defense to update and implement five-year plans. This plan identifies actions to acquire, retain, and develop the best and brightest while creating a more inclusive work environment in which all Soldiers and Civilians feel welcomed, respected, and afforded equal opportunities to rise to their highest levels of responsibility.

b. On 25 June 2021, the President issued Executive Order 14035, (Advancing Racial Equity and Support for Underserved Communities Through the Federal Government), which established that affirmatively advancing equity, civil rights, racial justice, and equal opportunity is the responsibility of the whole of our Government. Accordingly, the Federal Government must strengthen its ability to recruit, hire, develop, promote, and retain our Nation's talent and remove barriers to equal opportunity. A growing body of evidence demonstrates that diverse, equitable, inclusive, and accessible workplaces yield higher-performing organizations.

c. IAW Executive Order 14035 and guidance from the Department of Defense (DOD), the Army developed a Diversity, Equity, Inclusion and Accessibility (DEIA) strategic plan centered around five fundamental principles. The following principles establish the foundation for the DEIA strategy: 1. Diverse Workforce; 2. Equity of Opportunity; 3. Inclusive Climate and Culture; 4. Accessibility enhanced organizations; and 5. Building Trust to optimize talent within the Army.

d. On 1 November 2021, the Secretary of the Army signed the DEIA Policy Statement to reinforce principles of DEIA through several platforms: the DEI Annex of the Army People Strategy; training; talent management; data/trend analysis; and policy review and development.

e. The ultimate goal of this plan is to provide a strategic framework to advance equity, inclusion, and accessibility within JALS. It provides a lens to look at our processes, procedures, and norms to ensure they are as equitable, inclusive, and transparent as possible.

2. DIVERSITY, EQUITY, INCLUSION AND ACCESSIBILITY STRATEGIC PLAN GUIDANCE:

a. Department of Defense views diversity as a strategic imperative that is critical to mission readiness, accomplishment, and a leadership requirement. Diverse backgrounds and experiences bring inherently different outlooks and ways of thinking that are key to innovation within organizations. A strategic advantage is gained by leveraging the diversity of all team members and creating an inclusive environment where each member is valued and encouraged to provide ideas critical to innovation, optimization, and organizational mission success. Leveraging diversity as a vital strategic military resource will require the commitment, vision, and know-how of leaders at every level. We must be able to reach out and engage with diverse communities and compete for top talent in order to remain the globally dominant fighting force.

b. ARMY PEOPLE STRATEGY: The Total Army will acquire, develop, employ, and retain the diversity of Soldier/Civilian talent needed to achieve Total Army readiness. The Army DEIA Roadmap aligns with the following SECARMY objectives: (4) Build positive command climate at

scale across all Army formations; (5) Reduce harmful behaviors in the Army; and (6) Strategically adapt the way we recruit and retain talent into the Army to sustain the all-volunteer force.

c. 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. This plan directly supports the 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.

d. JAG CORPS DIVERSITY, EQUITY, INCLUSION AND ACCESSIBILITY 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.

3. JAG CORPS DEIA OPERATING PRINCIPLES:

For DEIA to flourish, it must be integrated and embedded into the culture across the JAG Corps. DEIA initiatives also must be pragmatic and have a positive impact on the members. To encourage this approach, DoD developed four guiding DEIA principles that drive and support organizational improvements and other DEIA initiatives. These principles provide a solid underpinning for a respectful and dynamic work environment, influencing behaviors and practices. They reinforce a set of core shared values that the workforce, comprised of military and civilian personnel, can draw upon to realize the overarching DoD mission. The principles demonstrate our continued commitment to advancing DEIA and fostering a profound level of appropriate accountability and support from senior leadership and the entire workforce. DEIA is a critical component of developing and bolstering the JALS workforce; by establishing these principles, we convey the strategic importance of DEIA efforts to the workforce, partners, and the communities we serve.

Therefore, we have adopted those principles for the JAG Corps as well and have added a fifth of our own:

1. **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.

2. **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.

3. **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.

4. **Increased Agility and Adaptability**
Enhance 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).

5. **Foster Growth not Perfection**
Ensure JALS members are afforded space to learn and grow while improving teamwork and inclusivity.

4. OTJAG'S DIVERSITY, EQUITY, INCLUSION AND ACCESSIBILITY (DEIA) STRATEGIC PLAN

a. The DEIA plan articulates the JAG Corps' vision to be a leader in valuing and developing the innate talents of its people in an inclusive environment. This plan is intended to be a living document and fully supports the Army's People Strategy, both the Military and Civilian Implementation Plans. It identifies actions that emphasize leadership accountability, development of people, equitable/transparent processes, competency training/education, and an inclusive climate.

b. This plan provides an overarching construct which encourages commitment and creates alignment across the Regiment and will enable JALS to harness the competitive advantages that diversity and inclusion affords.

5. ROLES AND RESPONSIBILITIES

a. **OTJAG Foundation:** As the proponent for this plan, is responsible for overseeing the planning and implementation and holding leaders and personnel accountable.

b. **Office of Diversity, Equity, Inclusion, & Accessibility:** The Office of primary responsibility for marshaling the plan and facilitating the collection and tracking of data. The ODEIA will collaborate with all stakeholders and ensure objectives, tasks, and milestones remain relevant and timely. They will brief Senior Leaders, the DEI Council, and provide updates through the State of Corps briefings on an annual basis.

c. **Diversity, Equity & Inclusion Council:** Collaborate with ODEIA and stakeholders to accomplish objectives and tasks, especially tasks that need multiple perspectives to be effective. The council will play a critical role in strategic messaging of objectives and progress to the formation.

d. **TJAGLCS:** Collaborate with ODEIA….

e. **PPTO:** Collaborate with ODEIA….

f. **JARO:** Collaborate with ODEIA….

g. **Wellness Coordinator:**

h. **Retention Specialist:**

i. **Civilian Personnel:**

j. **SIO:** Assist in strategic messaging of the plan and initiatives.

k. **OSJA Foundations:** Commit to equity, inclusion, and accessibility as an investment in human capital, personnel readiness, and mission accomplishment. Ensure equity, accessibility, inclusivity, and transparency are prevalent in local talent management. Ensure continual development, education, and training to supporting DEIA initiatives. Provide requested data and feedback in a timely manner.

l. **JALS Personnel:** Embody the four constants; mastery of the law, principled counsel, servant leadership, and stewardship. Work collaboratively with others, recognizing and respecting all individuals, treating all with infinite dignity, and taking responsibility for creating an inclusive workplace where all feel they belong. Understand how your work impacts the effectiveness and completion of the mission and help others to see their impact. Champion each other's successes and support each other through challenges. Speak up appropriately when necessary to ensure all perspectives are considered.

6. GOALS, OBJECTIVES, ACTIONS AND METRICS

Goal 1: Demonstrate Leader Commitment and Support to Diversity, Equity, Inclusion and Accessibility as a Force Multiplier to Enable Readiness

Develop structures and strategies to equip leadership with the ability to lead inclusively to maximize organizational effectiveness, ensure equity and transparency in all we do and cultivate an inclusive culture.

Objectives:

1.1. Demonstrate leadership accountability, commitment, and engagement.
1.2. Create processes and procedures with metrics that measure effectiveness of inclusive practices.
1.3. Improve communication and transparency across, up, and down the organization.

Action Items:

- 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
- 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
- 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

Metrics:
- Ensure compliance of updated/posted DEIA policy statement by 80% to track/review DEIA policy statements at each level, annually.
- ODEIA updates TJAGs DEIA policy statement, mission and/or vision within 90 days of assuming responsibility.
- 60% of OSJAs annually demonstrated applicability of DEIA training
- Track DEIA training and attendance.
- Provide senior leader talking points on a quarterly basis and track usage.
- Review Subordinate Feedback Program data points by June 2024 for potential metrics.
- NLT mid- January 2024 definitive decision for JALS wide climate survey with April 2024 implementation

Goal 2: Institutionalize Equitable Talent Management Processes, to Acquire, Develop, Employ and Retain High-Performing, Talented Individuals.

The JAGC will foster an equitable and inclusive environment that facilitates building diverse, adaptive, and cohesive teams enabling the regiment to attract and retain the best Soldiers and Civilians.

Objectives:
2.1. Establish policies and expand strategic relationships with key stakeholders.
2.2. Implement, enhance, and sustain successful recruiting practices and strategies.
2.3. Implement military and civilian centric outreach programs to increase our reach to untapped talent.
2.4. Ensure talent management processes and procedures are equitable and transparent to allow JALS personnel to reach their full potential.
2.5. Professionally develop each cohort in an equitable and transparent manner to positively influence retention of top talent.

Action Items:
- Task 2.1.1 Establish and cultivate relationships with academic institutions, community-based organizations, and civil rights organizations.
- Task 2.1.2 Promote/market student internships of diverse organizations and universities

to attract top talent from all segments of society.

- Task 2.1.3 Create processes and procedures for OSJAs to develop habitual relationships with local diverse institutions in collaboration with local national guard and reserve members.
- Task 2.2.1 Educate/Train personnel in recruiting techniques to mitigate bias and engage in behavioral-based, standardized interviewing.
- Task 2.2.2 Employ innovative new techniques to increase awareness of the breadth of legal service opportunities, targeting efforts for specific and diverse talent pools where critical talent is most likely to reside.
- Task 2.2.3 Increased use of Schedule A hiring authorities to recruit and retain a diverse workforce.
- Task 2.2.4 Identify positions where the workforce recruitment program can be used.
- Task 2.3.1 Expand sourcing networks for recruiting and outreach through partnerships
- Task 2.3.2 Evaluate current outreach plan to identify gaps in processes/procedures
- Task 2.3.3 Develop a strategic outreach plan
- Task 2.3.4. Develop resource guide for strategic engagement for our installations that include affinity group information.
- Task 2.4.1 Execute objective procedures for talent management that help to limit bias, ensure equity, accessibility, and transparency.
- Task 2.4.2 Assess current technology for more efficient talent management practices.
- Task 2.4.3 Evaluate talent management processes and procedures for equity and transparency.
- Task 2.4.4 Marketing existing Army technology and resources for professional and organizational development.
- Task 2.5.1 Consider the development of JALS orientation.
- Task 2.5.2 Review and analyze the effectiveness of our PPTO exit survey process.

Metrics:

- Increase and report the # of engagements with diverse institutions by end of FY24.
- Review metrics from accession processes to establish a baseline to utilize for trend analysis.
- Increase # of outreach engagements by 10% at end of FY24.
- Report the # of Soldiers by demographics departing service after initial enlistment vs. those who continue service.
- Measure and Report progress in addressing climate survey action plans.
- Measure retention statistics of all cohorts to identify trends.

Goal 3: Cultivate an Inclusive and Accessible Workplace Environment where all JALS personnel can thrive.

Create and sustain a professional work-cycle continuum that focuses on open communication, education and training, career management, mentoring and professional development for Soldiers and Civilians to navigate career progression while nurturing individual skills, service and leadership.

Objectives:

3.1 Increase inclusion through training, leader development, mentorship, and professional engagement programs.
3.2 Develop and promote quality of life approaches/practices that influence the retention.
3.3 Develop strategies to advance accessibility and eliminate, where applicable, barriers to equity.
3.4 Develop a sustainable construct for the JAG Corps DEI Council to impact and influence transformational change.

Action Items:

- Task 3.1.1 Identify and integrate DEI principles, practices and competencies into onboarding, professional development programs, and training/education.
- Task 3.1.2 Analyze course critiques to determine effectiveness and adjust as needed.
- Task 3.1.3 Track data of members participating in leadership development programs
- Task 3.1.4 Publicize and increase awareness of leadership, coaching and mentoring programs to increase effectiveness.
  Task 3.1.5 Develop DEI training based on leveled competencies for PME classes taught for military and civilians at TJAGLCS.
  Task 3.1.6 Establish a board/selection process for the Gray-Propp Fowle DEI chair speaker.
- Task 3.2.1 Review effectiveness of leader development programs/marketing to ensure they are marketed to all cohorts equitably.
- Task 3.2.2 Analyze Organizational Development Assessment and identify action items
- Task 3.2.3 Explore pros and cons of maintaining JAG CORPS Affinity Groups as NFEs verse identifying them as Army Resource Groups (ARGs) to promote diversity and inclusion across the regiment.
- Task 3.3.1 Identify underserved populations and barriers to career progression.
- Task 3.3.2 Implement strategies to target 2% or greater hiring of disabled persons thru targeted best practices and ensure a proper/accommodating work environment.
- Task 3.3.3 Explore using Workforce Recruitment Program for 2% of eligible positions.
- Task 3.4.1 Review and revise DEI Charter on an annual basis
- Task 3.4.2 Establish process for DEI Council member selection bi-annually.
- Task 3.4.3 Evaluate the impact of the council's initiatives in alignment with the DEI strategic goals.

Metrics:

- Identify gaps in DEI training throughout professional development and training
- Increase the percentage of all demographic groups participating in leader development coaching and mentoring programs by 5% over (2) years.
- Track NCOES/OES metrics to measure professional development execution by TIG and eligibility.
- Number of ARGs and participation over time is the basis of effectiveness and interest.
- Add information about Schedule A hiring of people with disabilities to Civilian Desk Reference, educate, encourage using.
- Identify positions for potential Workforce Recruitment Program

Looking Towards the Future

a. The goals and objectives within this plan are aligned with the Army People Strategy, 2023-2025 and the Civilian Implementation dated 2022. Although these goals are ambitious and challenging, we believe our plan will continue to guide and shift us in the right direction to creating a true diverse and inclusive workforce. Achieving our goals require continued strategic communication, consistent application, and leadership commitment. Therefore, it is imperative that leaders, managers, and employees view inclusivity as a force multiplier to creating the climate of an agile, innovative organization.

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c. Evaluating our DEIA maturity will be based on the OPM Government DEIA Maturity model that has been adopted by DoD at Appendix 3.

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(*Definitions in this appendix serve as reference points and provide a common lexicon for terms used within FORSCOM's Diversity and Inclusion Strategic Plan).*

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Diversity: All the different 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.

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APPENDIX C

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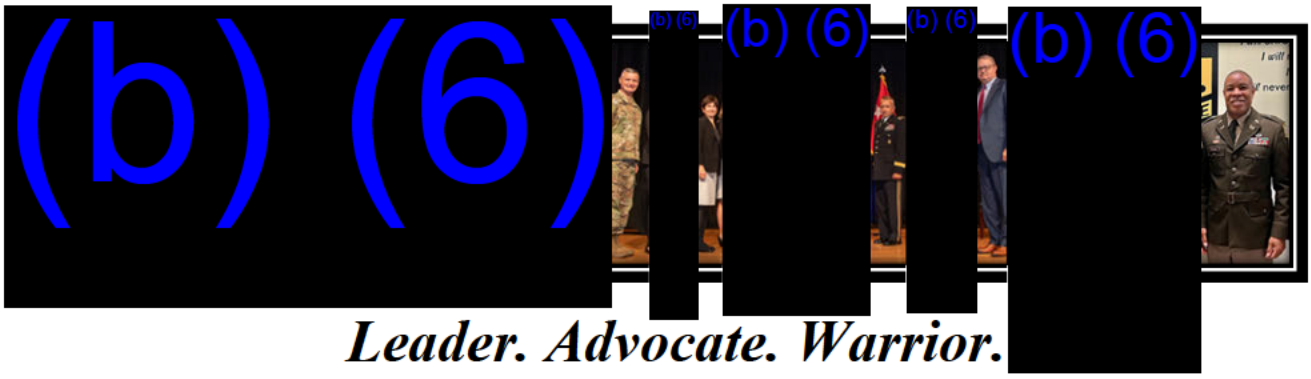
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[redacted]

U.S. Army Judge Advocate General's Corps Professional Organizational Development Strategic Plan

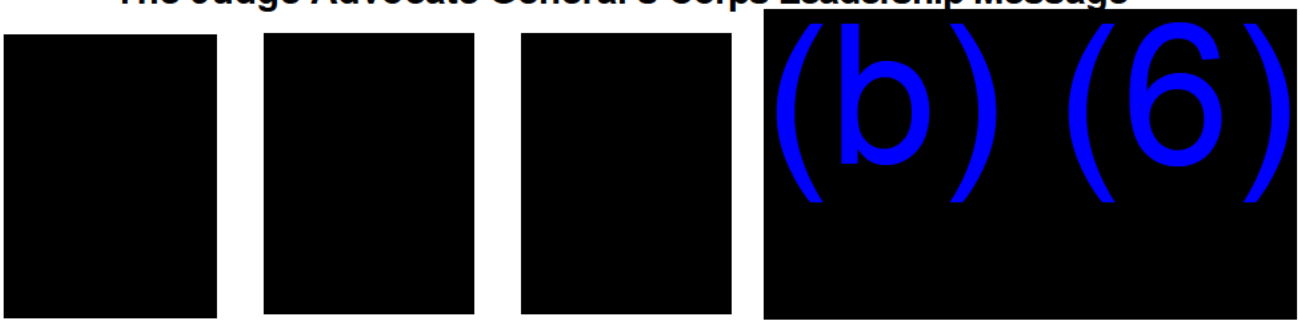
VISION

The national leader in valuing, developing and strategically employing the immense talent of Soldiers and Civilians where they connect with their purpose and teamates to be the force multiplier of a more agile, innovative and ready JAG Corps.



Leader. Advocate. Warrior.

The Judge Advocate General's Corps Leadership Message



The U.S. Army Judge Advocate General's Corps (JAGC) is committed to developing cohesive teams and sustaining a strong force founded in Diversity, Equity, Inclusion and Accessibility (DEIA) principles wellness programs, and leadership development. These teams which are vital to building trust and providing an Army ready to protect and defend our nation. As we compete for the best and brightest talent our nation has to offer, it is also imperative that we focus our efforts on our recruitment and retention programs.

We are pleased to present the first JAGC Professional Organizational Development (POD) Strategic Plan. This plan outlines our goals, objectives, and metrics that provide the framework to support wellness, optimize talent, critically examine our processes, and cultivate an inclusive culture. It promotes and embraces equitable and inclusive principles grounded in wellness-oriented approaches and leadership fundamentals designed to empower all employees to perform to their highest potential.

Our plan provides strategies to acquire, develop, employ, and retain highly skilled mission-ready individuals capable of overcoming today's psychological and physical challenges to meet the demands of 21st century Army mission. Furthermore, this plan supports the Army People Strategy and is a living document. Our Regiment is strengthened when every Soldier and Civilian works in an inclusive workplace that regards their well-being and encourages all to contribute to the most consequential practice in the world.

We owe it to our nation to be the best Army we can be. We owe it to our people to cultivate a climate where they can "be all they can be", and with your support we have no doubt we will achieve that objective. Our Army and JAG Corps is strong because of the diverse talents of the people who protect and serve our nation.

STUART W. RISCH
Lieutenant General, USA
The Judge Advocate General

JOSEPH B. BERGER III
Major General, USA
Deputy Judge Advocate General

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

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

(b) (6)
Command Sergeant Major, USA
Regimental Command Sergeant Major

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1. BACKGROUND:

a. This plan establishes a foundation for addressing our JAGC workforce challenges through the POD Team.The ultimate goal of this plan is to provide a strategic framework to advance equity, inclusion, and accessibility within JALS, to address wellness, and provide a holistic look at our retention. It provides a lens to look at our processes, procedures, and norms to ensure they are as equitable, inclusive, transparent, grounded in leadership principles, and supportive of health and wellness of our force.

2. STRATEGIC PLAN GUIDANCE:

a. Department of Defense views diversity, retention, and wellness as strategic imperatives that are critical to mission readiness, accomplishment, and a leadership requirement A strategic advantage is gained by ensuring holistic wellness and by leveraging the unique talents of all team members; creating an inclusive environment where each member is valued and encouraged to provide ideas critical to innovation, optimization, and organizational mission success.

b. ARMY PEOPLE STRATEGY: The Total Army will acquire, develop, employ, and retain the diversity of Soldier/Civilian talent with a backdrop of wellness needed to achieve Total Army readiness. The JAGC POD Roadmap aligns with the following SECARMY objectives: (4) Build positive command climate at scale across all Army formations; (5) Reduce harmful behaviors in the Army; and (6) Strategically adapt the way we recruit and retain talent into the Army to sustain the all-volunteer force.

c. 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. This plan directly supports the 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.

.

3. JAG CORPS PROFESSIONAL AND ORGANIZATIONAL OPERATING PRINCIPLES:

For the POD lines of efforts to flourish, they must be integrated and embedded into the culture across the JAG Corps. POD initiatives also must be pragmatic and have a positive impact on the members. To encourage this approach, DoD developed four guiding principles that drive and support organizational improvements and initiatives. These principles provide a solid underpinning for a respectful and dynamic work environment, influencing behaviors and practices. They reinforce a set of core shared values that the workforce, comprised of military and civilian personnel, can draw upon to realize the overarching DoD mission. The principles demonstrate our continued commitment to advancing POD lines of effort and fostering a profound level of appropriate accountability and support from senior leadership and the entire workforce. The POD lines of effort area critical component of developing and bolstering the

JALS workforce; by establishing these principles, we convey the strategic importance of POD efforts to the workforce, partners, and the communities we serve.

Therefore, we have adopted those principles for the JAGC as well and have added a fifth of our own:

1. **Informed Decision-Making**
JAG Corps POD 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 outcomes.

2. **Integrated and Collaborative Approach**
Advance a whole-of-regiment POD efforts 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.

3. **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.

4. **Increased Agility and Adaptability**
Enhance the capability to integrate new aspects of POD efforts and to combat emerging barriers to the efforts 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).

5. **Foster Growth not Perfection**
Ensure JALS members are afforded space to learn and grow while improving teamwork and inclusivity.

4. OTJAG'S DIVERSITY, EQUITY, INCLUSION AND ACCESSIBILITY (DEIA) STRATEGIC PLAN

a. The POD plan articulates the JAG Corps' vision to be a leader in valuing and developing wellness, mentorship, and the innate talents of its people in an inclusive environment. This plan is intended to be a living document and fully supports the Army's People Strategy, both the Military and Civilian Implementation Plans. It identifies actions that emphasize leadership accountability, development of people, equitable/transparent processes, competency training/education, and an inclusive climate.

b. This plan provides an overarching construct which encourages commitment and creates alignment across the Regiment and will enable JALS to harness the competitive advantages that diversity and inclusion affords.

5. ROLES AND RESPONSIBILITIES

a. **OTJAG Foundation:** As the proponent for this plan, is responsible for overseeing the planning and implementation and holding leaders and personnel accountable.

b. **POD-T Director (or Director, SFLS):** The Office of primary responsibility for marshaling the plan and facilitating the collection and tracking of data. The POD Team will collaborate with all stakeholders and ensure objectives, tasks, and milestones remain relevant and timely. They will brief Senior Leaders, the DEI Council, and provide updates through the State of Corps briefings on an annual basis.

c. **Diversity, Equity & Inclusion Council:** Collaborate with the POD Team and stakeholders to accomplish objectives and tasks, especially tasks that need multiple perspectives to be effective. The council will play a critical role in strategic messaging of objectives and progress to the formation.

d. **TJAGLCS:** Collaborate with the POD…

e. **PPTO:** Collaborate with the POD…

f. **JARO:** Collaborate with the POD…

g. **Wellness Program Manager:**

h. **Retention Specialist:**

i. **Civilian Personnel:**

j. **SIO:** Assist in strategic messaging of the plan and initiatives.

k. **OSJA Foundations:** Commit to the lines of effort as an investment in human capital, personnel readiness, and mission accomplishment. Ensure equity, accessibility, inclusivity, and transparency are prevalent in local talent management. Ensure continual development, education, and training to supporting POD initiatives. Provide requested data and feedback in a timely manner.

l. **JALS Personnel:** Embody the four constants; mastery of the law, principled counsel, servant leadership, and stewardship. Work collaboratively with others, recognizing and respecting all individuals, treating all with infinite dignity, and taking responsibility for creating an inclusive workplace where all feel they belong. Understand how your work impacts the effectiveness and completion of the mission and help others to see their impact. Champion each other's successes and support each other through challenges. Speak up appropriately when necessary to ensure all perspectives are considered.

6. GOALS, OBJECTIVES, ACTIONS AND METRICS

Goal 1: Demonstrate Leader Commitment and Support to Professional and Organizational Development as a Force Multiplier to Enable Readiness

Develop structures and strategies to equip leadership with the ability to lead inclusively to maximize organizational effectiveness, ensure wellness and transparency, and support retention in all we do and cultivate an inclusive culture.

Objectives:

1.1. Demonstrate leadership accountability, commitment, and engagement.
1.2. Create processes and procedures with metrics that measure effectiveness of inclusive practices.
1.3. Improve communication and transparency across, up, and down the organization.

Action Items:

- Task 1.1.1 Update/Post written policy statements.
- Task 1.1.2 Review and analyze responses to Article 6 self-assessment responses for DEI and wellness 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
- 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 wellness Field Board initiatives. 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
- Task 1.3.1 Develop talking points (observances, initiatives status, etc.) for senior leaders quarterly
- Task 1.3.2 Continue to develop POD 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 POD website.
- Task 1.3.4 Develop a JAGC Communications Plan

Metrics:

- Ensure compliance of updated/posted DEIA policy statement by 80% to track/review DEIA policy statements at each level, annually.
- ODEIA updates TJAGs DEIA policy statement, mission and/or vision within 90 days of assuming responsibility.
- 60% of OSJAs annually demonstrated applicability of DEIA training through the use of…
- Track POD training and attendance.
- Provide senior leader talking points on a quarterly basis and track usage.
- Review Subordinate Feedback Program data points a definitive decision for a JALS wide climate survey will be released with MONTH 2024 with UNKNOWN 2024 implementation.

Goal 2: Institutionalize Organizational Development as a priority to Acquire, Develop, Employ and Retain High-Performing, Talented Individuals.

The JAGC will create an environment that supports wellness and facilitates building diverse, adaptive, and cohesive teams that enable the regiment to attract and retain the best Soldiers and Civilians.

Objectives:

2.1. Establish policies and expand strategic relationships with key stakeholders.
2.2. Implement, enhance, and sustain successful wellness, retention, and recruiting practices and strategies.
2.3. Implement military and civilian centric outreach programs to increase our reach to untapped talent.
2.4. Ensure talent management processes and procedures do not create an unnecessary burden and allow JALS personnel to reach their full potential.
2.5. Professionally develop each cohort in an equitable and transparent manner to positively influence retention of top talent.

Action Items:

- Task 2.1.1 Establish and cultivate relationships with mental health institutions, community-based organizations, and social work organizations.
- .
- Task 2.1.3 Create processes and procedures for OSJAs to develop healthy environment that promotes the health and safety of all employees.
- Task 2.2.1 Educate/Train personnel in recruiting techniques to mitigate bias and engage in behavioral-based, standardized interviewing.
- Task 2.2.2 Employ innovative new techniques to increase awareness of the breadth of legal service opportunities, targeting efforts for specific and diverse talent pools where critical talent is most likely to reside.
- Task 2.2.3 Increased use of Schedule A hiring authorities to recruit and retain a diverse workforce.
- Task 2.2.4 Identify positions where the workforce recruitment program can be used.
- Task 2.3.1 Expand sourcing networks for recruiting and outreach through partnerships
- Task 2.3.2 Evaluate current outreach plan to identify gaps in processes/procedures
- Task 2.3.3 Develop a strategic outreach plan
- Task 2.3.4. Develop resource guide for strategic engagement for our installations that include affinity group information.
- Task 2.4.1 Execute objective procedures for talent management that help to limit bias, ensure equity, accessibility, and transparency.
- Task 2.4.2 Assess current technology for more efficient talent management practices.
- Task 2.4.3 Evaluate talent management processes and procedures for equity and transparency.
- Task 2.4.4 Market existing Army technology and resources for professional and

organizational development (POD).

- Task 2.5.1 Consider the development of JALS orientation.
- Task 2.5.2 Review and analyze the effectiveness of our PPTO exit survey process.

Metrics:

- Increase and report the number of engagements with diverse institutions by end of FY24.
- Review metrics from accession processes to establish a baseline for trend analysis.
- Increase number of outreach engagements by 10% at end of FY24.
- Report the number of Soldiers by demographics departing service after initial enlistment vs. those who continue service.
- Measure and report progress in addressing climate survey action plans.
- Measure retention statistics of all cohorts to identify trends.

Goal 3: Cultivate an Inclusive and Accessible Workplace Environment where all JALS personnel can thrive.

Create and sustain a professional work-cycle continuum that focuses on open communication, education and training, career management, mentoring and professional development for Soldiers and Civilians to navigate career progression while nurturing individual skills, service and leadership.

Objectives:

3.1 Increase inclusion through training, leader development, mentorship, and professional engagement programs.
3.2 Develop and promote quality of life approaches/practices that influence the retention.
3.3 Develop strategies to advance accessibility and eliminate, where applicable, barriers to equity.
3.4 Develop a sustainable construct for the JAG Corps POD to impact and influence transformational change.

Action Items:

- Task 3.1.2 Analyze course critiques to determine effectiveness and adjust as needed.
- Task 3.1.3 Track data of members participating in leadership development programs
- Task 3.1.4 Publicize and increase awareness of leadership, coaching and mentoring programs to increase effectiveness.
  .
- Task 3.2.2 Analyze Organizational Development Assessment and identify action items
- Task 3.3.1 Identify underserved populations and barriers to career progression.
- Task 3.3.3 Explore using Workforce Recruitment Program for 2% of eligible positions.

Metrics:

- Increase the percentage of all demographic groups participating in leader development coaching and mentoring programs by 5% over (2) years.

- Track NCOES/OES metrics to measure professional development execution by TIG and eligibility.
- Add information about Schedule A hiring of people with disabilities to Civilian Desk Reference, educate, encourage using.
- Identify positions for potential Workforce Recruitment Program

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Goal 1: ORGANIZATIONAL ACTION. Demonstrate Leader Commitment, Engagement, and Support for Diversity, Equity, Inclusion, and Accessibility (DEI&A) in JALS.					
	Task #	**OPR/OCR**	**Action Task**	**Suspense**	**Status/Remarks**
OBJECTIVE 1.1 Develop and disseminate DEI&A standards, methods, policies, procedures, and processes across all JALS components. *Office of Primary Responsibility (OPR)* *Office of Collateral Responsibility (OCR)*	1.1.1		Disseminate the Army People Strategy: DEI Annex, plus relevant JAGC DEI&A policies and strategic plan to all JALS personnel.		
	1.1.2		Develop a DEI&A strategic plan for JALS that is aligned and nested with the Army's DEI annex to the Army People Strategy and the JAGC strategic plan.		
	1.1.3		Develop and recommend criteria to assess and audit JALS' DEI&A climate environments during Art. 6 inspection visits.		
	1.1.4		Develop and recommend policies that address and further DEI&A as an operational imperative in JALS.		
	1.1.5		Develop a plan to connect the JALS' DEI&A effort to the field and the public through appropriate social media and/or website platforms.		
	1.1.6		Develop internal and external communication strategy to demonstrate that DEI&A is expected, supported, and evaluated in JALS.		
	Task #	**OPR/OCR**	**Action Task**	**Suspense**	**Status/Remarks**
OBJECTIVE 1.2 Integrate and infuse DEI&A principles, equitable treatment, and inclusive leadership practices into all JALS.	1.2.1		Study and recommend methods for including and measuring support of DEI&A in individual Soldier responsibilities.		
	1.2.2		Study and recommend methods for including and measuring support of DEI&A in Civilian leader/personnel responsibilities.		
	1.2.3		Study and recommend methods for including and measuring support of DEI&A in military leaders' responsibilities.		
	1.2.4		Review JALS policies, programs, procedures, cultural norms, and guidance to identify possible obstacles, barriers, and/or exclusive practices.		
	1.2.5		Ensure DEI&A are integrated into JALS/JAGC Campaign Plan, communication plan, strategic plan, budgets, policies, and talent management processes.		
	1.2.6		Develop and recommend mentorship policies and procedures that further and enhance leaders' support for DEI&A in JALS.		
	Task #	**OPR/OCR**	**Action Task**	**Suspense**	**Status/Remarks**
OBJECTIVE 1.3 Develop and implement framework, structure, and procedures to assess and ensure continuous progress of DEI&A efforts.	1.3.1		Conduct an assessment of JALS current DEI&A climate and culture.		
	1.3.2		Develop outreach activities to diverse communities, universities, and organizations.		
	1.3.3		Develop DEI&A assessment and evaluation measures through surveys, listening sessions, observations, interviews, and other tools.		
	1.3.4		Constitute a DEI&A council to approve policy recommendations, develop requirements, and help provide strategic guidance on DEI&A.		
	1.3.5		Constitute field boards to help the DEI&A Council develop and examine policy, initiatives, guidance, and requirements on DEI&A.		
	1.3.6		Prepare and deliver briefings on the continuous evaluation of data and demographic reports on DEI&A trends and developments.		
	1.3.7		Develop appropriate recognition, awards, and rewards for incentivizing JALS personnel to champion and accomplish DEI&A objectives and goals.		
	1.3.8		Designate DEI&A coordinator in each JALS office or organization.		

Goal 2: INTEGRATION. Institutionalize Processes to Recruit, Select, and Retain Soldiers and Civilians from Diverse Backgrounds in JALS.					
	Task #	**OPR/OCR**	**Action Task**	**Suspense**	**Status/Remarks**
OBJECTIVE 2.1 Design, implement, resource, and leverage systems to assess DEI&A progress in personnel recruitment, selection, and retention.	2.1.1		Develop diversity recruitment and hiring goals, objectives, and measures of success for JALS.		
	2.1.2		Identify, locate, obtain access to, and analyze demographics and other DEI&A-related data or information.		
	2.1.3		Develop policy for permitting access to, and publishing, JALS DEI&A data.		
	2.1.4		Evaluate and analyze military and civilian personnel demographic trends in accessions, assignments, nominative positions, educational opportunities, and retention.		
	2.1.5		Evaluate and analyze demographic trends of JALS selection boards.		
	2.1.6		Track diversity of JALS guest speakers and instructors.		
	2.1.7		Coordinate all JALS recruitment, accession, or hiring advertisement to ensure they reflect JALS/Army's DEI&A goals and outcomes.		
	Task #	**OPR/OCR**	**Action Task**	**Suspense**	**Status/Remarks**
OBJECTIVE 2.2 Develop and implement DEI&A outreach and recruitment strategies to acquire highly-qualified Soldiers and Civilians.	2.2.1		Develop goals and objectives for JALS outreach to *underrepresented communities*.		
	2.2.2		Develop a plan for senior leadership and senior civilian participation in JALS outreach to underrepresented communities.		
	2.2.3		Update JALS Senior Leaders on outreach activities to underrepresented communities.		
	2.2.4		Develop DEI&A measures of success in military accessions.		
	2.2.5		Develop DEI&A measures of success in civilian personnel hiring.		
	Task #	**OPR/OCR**	**Action Task**	**Suspense**	**Status/Remarks**
OBJECTIVE 2.3 Develop and implement DEI&A considerations in employing and retaining high-performing Soldiers and Civilians.	2.3.1		Review current and existing policies on how JALS employs and retains talent.		
	2.3.2		Evaluate feasibility of means to retain high performing diverse talent (military personnel)		
	2.3.3		Evaluate feasibility of means to retain high performing diverse talent (civilian personnel)		
	2.3.4		Develop procedures to enhance career management and progression for high performing diverse military and civilian talent based on knowledge, skills, abilities, preferences and mission requirements.		
	2.3.5		Track demographic trends in selection of LCS faculty.		
	2.3.6		Develop DEI&A goals, objectives, and measures of success in military and civilian retention.		

Goal 3: TRAINING & EDUCATION. Develop and Implement DEI&A Training and Education in JALS.					
	Task #	**OPR/OCR**	**Action Task**	**Suspense**	**Status/Remarks**
OBJECTIVE 3.1 Develop DEI&A training and education programs for JALS.	3.1.1		Determine DEI&A training/education requirements and objectives for JALS for each level of competency and experience.		
	3.1.2		Develop best DEI&A training/education goals for JALS leaders to effectively manage and lead diverse teams.		
	3.1.3		Develop DEI&A topics for inclusion in all LCS courses and curriculum, including history.		
	3.1.4		Determine processes to integrate DEI&A training/education into existing JALS training/education framework.		
	3.1.5		Determine training/education goals for DEI&A Council, DEI&A field board members, and other DEI&A advisors, managers and professionals.		
	3.1.6		Develop DEI&A-related exportable training packages for inclusion in all Leadership Development Programs (LDP) across JALS.		
	3.1.7		Identify current non-institutional DEI&A programs of instruction for possible integration into existing JALS education/training.		
	3.1.8		Develop and implement model for assessment of DEI&A knowledge for each role, level of experience, and competency in JALS.		
	Task #	**OPR/OCR**	**Action Task**	**Suspense**	**Status/Remarks**
OBJECTIVE 3.2 Implement and assess DEI&A training and education in JALS.	3.2.1		Deliver DEI&A training and education at LCS.		
	3.2.2		Develop DEI&A trainers and coaches for JALS.		
	3.2.3		Integrate DEI& A findings and lessons learned in each exportable training package and related LCS lesson plan.		
	3.2.4		Develop and publish best practices that enable and encourage learning up-to-date equitable and inclusive practices.		
	Task #	**OPR/OCR**	**Action Task**	**Suspense**	**Status/Remarks**
OBJECTIVE 3.3 Adopt and promote a DEI&A continual learning and growth mindset across JALS.	3.3.1		Develop approaches for leaders to encourage learning, participation, and discussion of DEI&A among all assigned personnel.		
	3.3.2		Integrate DEI&A principles in all external engagements.		
	3.3.3		Increase DEI&A education and professional development opportunities for JALS personnel.		
	3.3.4		Develop and deliver DEI&A continuing legal education program for all JALS attorneys.		

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		Remove photo and all data that identifies a Soldier's race, ethnicity, and gender on any JALS selection board or assignment process.		
	4.2.3		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.		

Goal 1: ORGANIZATIONAL ACTION. Demonstrate Leader Commitment, Engagement, and Support for Diversity, Equity, Inclusion, and Accessibility (DEI&A) in JALS.					
	Task #	**OPR/OCR**	**Action Task**	**Suspense**	**Status/Remarks**
OBJECTIVE 1.1 Develop and disseminate DEI&A standards, methods, policies, procedures, and processes across all JALS components. *Office of Primary Responsibility (OPR)* *Office of Collateral Responsibility (OCR)*	1.1.1		Disseminate the Army People Strategy: DEI Annex, plus relevant JAGC DEI&A policies and strategic plan to all JALS personnel.		
	1.1.2		Develop a DEI&A strategic plan for JALS that is aligned and nested with the Army's DEI annex to the Army People Strategy and the JAGC strategic plan.		
	1.1.3		Develop and recommend criteria to assess and audit JALS' DEI&A climate environments during Art. 6 inspection visits.		
	1.1.4		Develop and recommend policies that address and further DEI&A as an operational imperative in JALS.		
	1.1.5		Develop a plan to connect the JALS' DEI&A effort to the field and the public through appropriate social media and/or website platforms.		
	1.1.6		Develop internal and external communication strategy to demonstrate that DEI&A is expected, supported, and evaluated in JALS.		
	Task #	**OPR/OCR**	**Action Task**	**Suspense**	**Status/Remarks**
OBJECTIVE 1.2 Integrate and infuse DEI&A principles, equitable treatment, and inclusive leadership practices into all JALS.	1.2.1		Study and recommend methods for including and measuring support of DEI&A in individual Soldier responsibilities.		
	1.2.2		Study and recommend methods for including and measuring support of DEI&A in Civilian leader/personnel responsibilities.		
	1.2.3		Study and recommend methods for including and measuring support of DEI&A in military leaders' responsibilities.		
	1.2.4		Review JALS policies, programs, procedures, cultural norms, and guidance to identify possible obstacles, barriers, and/or exclusive practices.		
	1.2.5		Ensure DEI&A are integrated into JALS/JAGC Campaign Plan, communication plan, strategic plan, budgets, policies, and talent management processes.		
	1.2.6		Develop and recommend mentorship policies and procedures that further and enhance leaders' support for DEI&A in JALS.		
	Task #	**OPR/OCR**	**Action Task**	**Suspense**	**Status/Remarks**
OBJECTIVE 1.3 Develop and implement framework, structure, and procedures to assess and ensure continuous progress of DEI&A efforts.	1.3.1		Conduct an assessment of JALS current DEI&A climate and culture.		
	1.3.2		Develop outreach activities to diverse communities, universities, and organizations.		
	1.3.3		Develop DEI&A assessment and evaluation measures through surveys, listening sessions, observations, interviews, and other tools.		
	1.3.4		Constitute a DEI&A council to approve policy recommendations, develop requirements, and help provide strategic guidance on DEI&A.		
	1.3.5		Constitute field boards to help the DEI&A Council develop and examine policy, initiatives, guidance, and requirements on DEI&A.		
	1.3.6		Prepare and deliver briefings on the continuous evaluation of data and demographic reports on DEI&A trends and developments.		
	1.3.7				
	1.3.8		Designate DEI&A coordinator in each JALS office or organization.		

Goal 2: INTEGRATION. Institutionalize Processes to Recruit, Select, and Retain Soldiers and Civilians from Diverse Backgrounds in JALS.					
	Task #	**OPR/OCR**	**Action Task**	**Suspense**	**Status/Remarks**
OBJECTIVE 2.1 Design, implement, resource, and leverage systems to assess DEI&A progress in personnel recruitment, selection, and retention.	2.1.1		Develop diversity recruitment and hiring goals, objectives, and measures of success for JALS.		
	2.1.2		Identify, locate, obtain access to, and analyze demographics and other DEI&A-related data or information.		
	2.1.3		Develop policy for permitting access to, and publishing, JALS DEI&A data.		
	2.1.4		Evaluate and analyze military and civilian personnel demographic trends in accessions, assignments, nominative positions, educational opportunities, and retention.		
	2.1.5		Evaluate and analyze demographic trends of JALS selection boards.		
	2.1.6		Track diversity of JALS guest speakers and instructors.		
	2.1.7		Coordinate all JALS recruitment, accession, or hiring advertisement to ensure they reflect JALS/Army's DEI&A goals and outcomes.		
	Task #	**OPR/OCR**	**Action Task**	**Suspense**	**Status/Remarks**
OBJECTIVE 2.2 Develop and implement DEI&A outreach and recruitment strategies to acquire highly-qualified Soldiers and Civilians.	2.2.1		Develop goals and objectives for JALS outreach to *underrepresented communities*.		
	2.2.2		Develop a plan for senior leadership and senior civilian participation in JALS outreach to underrepresented communities.		
	2.2.3		Update JALS Senior Leaders on outreach activities to underrepresented communities.		
	2.2.4		Develop DEI&A measures of success in military accessions.		
	2.2.5		Develop DEI&A measures of success in civilian personnel hiring.		
	Task #	**OPR/OCR**	**Action Task**	**Suspense**	**Status/Remarks**
OBJECTIVE 2.3 Develop and implement DEI&A considerations in employing and retaining high-performing Soldiers and Civilians.	2.3.1		Review current and existing policies on how JALS employs and retains talent.		
	2.3.2		Evaluate feasibility of means to retain high performing diverse talent (military personnel)		
	2.3.3		Evaluate feasibility of means to retain high performing diverse talent (civilian personnel)		
	2.3.4		Develop procedures to enhance career management and progression for high performing diverse military and civilian talent based on knowledge, skills, abilities, preferences and mission requirements.		
	2.3.5		Track demographic trends in selection of LCS faculty.		
	2.3.6		Develop DEI&A goals, objectives, and measures of success in military and civilian retention.		

Goal 3: TRAINING & EDUCATION. Develop and Implement DEI&A Training and Education in JALS.					
	Task #	**OPR/OCR**	**Action Task**	**Suspense**	**Status/Remarks**
OBJECTIVE 3.1 Develop DEI&A training and education programs for JALS.	3.1.1		Determine DEI&A training/education requirements and objectives for JALS for each level of competency and experience.		
	3.1.2		Develop best DEI&A training/education goals for JALS leaders to effectively manage and lead diverse teams.		
	3.1.3		Develop DEI&A topics for inclusion in all LCS courses and curriculum, including history.		
	3.1.4		Determine processes to integrate DEI&A training/education into existing JALS training/education framework.		
	3.1.5		Determine training/education goals for DEI&A Council, DEI&A field board members, and other DEI&A advisors, managers and professionals.		
	3.1.6		Develop DEI&A-related exportable training packages for inclusion in all Leadership Development Programs (LDP) across JALS.		
	3.1.7		Identify current non-institutional DEI&A programs of instruction for possible integration into existing JALS education/training.		
	3.1.8		Develop and implement model for assessment of DEI&A knowledge for each role, level of experience, and competency in JALS.		
	Task #	**OPR/OCR**	**Action Task**	**Suspense**	**Status/Remarks**
OBJECTIVE 3.2 Implement and assess DEI&A training and education in JALS.	3.2.1		Deliver DEI&A training and education at LCS.		
	3.2.2		Develop DEI&A trainers and coaches for JALS.		
	3.2.3		Integrate DEI& A findings and lessons learned in each exportable training package and related LCS lesson plan.		
	3.2.4		Develop and publish best practices that enable and encourage learning up-to-date equitable and inclusive practices.		
	Task #	**OPR/OCR**	**Action Task**	**Suspense**	**Status/Remarks**
OBJECTIVE 3.3 Adopt and promote a DEI&A continual learning and growth mindset across JALS.	3.3.1		Develop approaches for leaders to encourage learning, participation, and discussion of DEI&A among all assigned personnel.		
	3.3.2		Integrate DEI&A principles in all external engagements.		
	3.3.3		Increase DEI&A education and professional development opportunities for JALS personnel.		
	3.3.4		Develop and deliver DEI&A continuing legal education program for all JALS attorneys.		

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		Remove photo and all data that identifies a Soldier's race, ethnicity, and gender on any JALS selection board or assignment process.		
	4.2.3		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.		

Mission & Vision Statements Comparison

DOD

Mission- Enhance the readiness of the DoD workforce and ensure the nation's security through leveraging the pillars of diversity, equity, inclusion, and accessibility, and optimizing the diverse talent in support of the Joint Warfighter.

Vision- DoD is a model employer and community partner by advancing and embedding diversity, equity, inclusion, and accessibility principles; reinforcing innovative solutions; and effectively leveraging the unique strengths of our nation's people to meet current and future global security challenges.

ARMY

Mission - Build and sustain Army readiness by developing and implementing a strategic plan to advance DEI across the total force and establish the Army as a global leader in DEI.

Vision - The Army is a global leader in embracing all people of our Nation and the unique contributions of those individuals in an inclusive environment while creating war-winning capability.

FORSCOM

Mission- To develop and implement a strategy that contributes to mission readiness while transforming and sustaining the Army as a national leader in diversity.

Vision- The national leader in embracing the strengths of diverse people in an inclusive environment…investing in and managing talent, valuing individuals, and developing culturally astute Soldiers and Civilians who enhance our communities and are prepared for the human dimensions of leadership and global engagements.

JAGC

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 JALS.

Office of Diversity, Equity & Inclusion (ODEI)

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.

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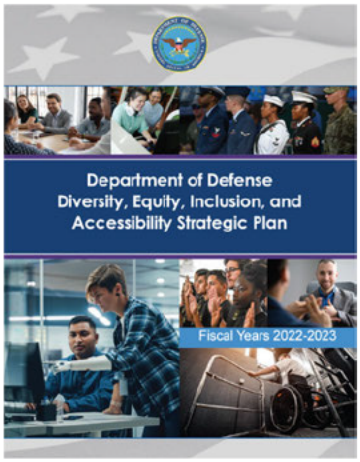
JAGCNet

milSuite

Microsoft Teams

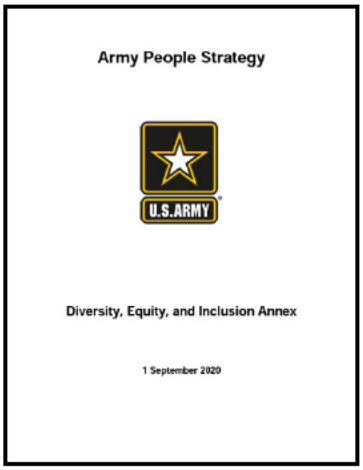
Office of Diversity, Equity & Inclusion (ODEI) Resources and Information

Department of Defense DEI&A Strategic Plan

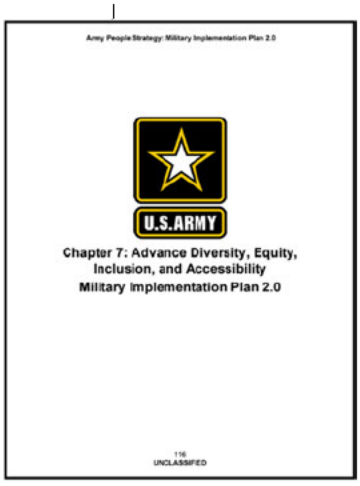


Army Equity & Inclusion Agency Resources & Reports

Army People Strategy: DEI Annex



Military Implementation Plan for DEI&A



Executive Orders on Diversity, Equity, Inclusion and Accessibility

Office of Civil Rights

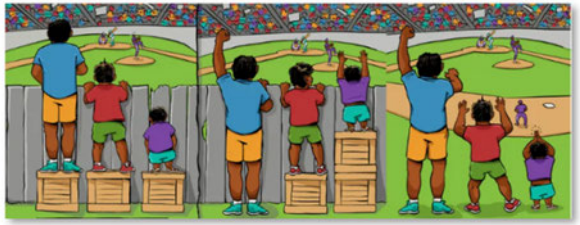
CRS Report on Diversity, Inclusion, & Equal Opportunity in the Armed Services



EQUITY

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.

EQUALITY EQUITY INCLUSION



Source: Interaction Institute for Social Change | Artist: Angus Maguire.

"The route to achieving equity will not be accomplished through treating everyone equally. It will be achieved by treating everyone justly according to their circumstances." - Paula Dressel

"**Equality** is giving everyone the same pair of shoes. **Equity** is giving everyone a pair of shoes that fits." - Unknown Author

FY 24 ODEI TRAINING CALENDAR

October
- 12 Oct 23: DEIA An Overview
- 26 Oct 23: Disability & Reasonable Accommodations

November
- 9 Nov 23: American Indian Heritage Month Panel

December
- 14 Dec 23: Holidays Around the World

January
- 11 Jan 24: DEIA An Overview
- 25 Jan 24: MLK Observance w/Equity & Privilege

February
- 8 Feb 24: Generations in the Workforce
- 22 Feb 24: Black History Month Panel

March
- 14 Mar 24: Mitigating Microaggressions
- 28 Mar 24: Women's History Month Panel

April
- 11 Apr 24: Implicit Bias
- 25 Apr 24: Holocaust Remembrance Event

May
- 9 May 24: DEIA An Overview
- 23 May 24: Asian-American & Pacific Islander Heritage Month Panel

June
- 13 Jun 24: TBD
- 27 Jun 24: Let's Talk LGBTQIA+ and Pride Month Panel

July
- 25 Jul 24: JAGC Affinity Groups Engagement

August
- 8 Aug 24: DEIA An Overview
- 22 Aug 24: Women's Equality Day Panel

September
- 12 Sep 24: Building Inclusive Teams
- 26 Sep 24: Hispanic Heritage Month Panel

Note: Standard training time is 1000EST. Training subject to change due to mission requirements.
Please follow our ODEI Training & Resources team for the latest training updates monthly!

U.S. ARMY JUDGE ADVOCATE GENERAL'S CORPS

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Join our ODEI Training & Resources MS Team today!

DIVERSITY

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

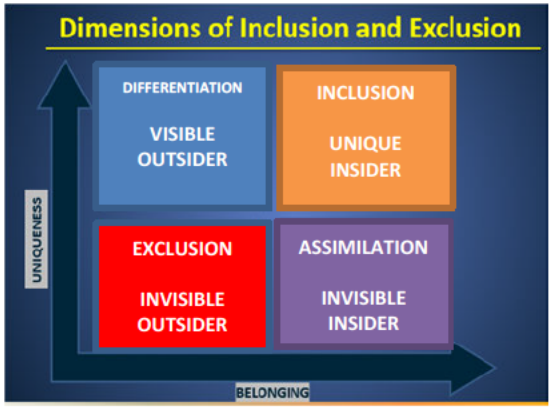


Source: Understanding DEI – A Closer Look at Diversity by Regina Blair

"DEI is integral to building trust and achieving overall readiness and mission accomplishment of the total force. It enables organizational agility & adaptability by leveraging the attributes, experiences, cultures, characteristics, & backgrounds of the total force. DEI also ensures CDRs, and leaders are inclusive in their decisions, actions, & missions which enable access, opportunity, & choice for the total force." -Army People First Strategy: DEI Annex

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; enabling workforce members to achieve their full potential in focused pursuit of organizational objectives.



Source: Changing Hearts & Minds- A Leader's Handbook to Diversity, Equity and Inclusion by Jim Pearl, PhD.

The dimensions of inclusion and exclusion are based on long standing research around two fundamental needs that people have at work.

1. People have a need to add value or uniqueness
2. A need to have a sense of belonging.

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.



Source: https://askearn.org/page/inclusion-at-work-a-framework-for-building-a-disability-inclusive-organization

Did you know?

Approximately 1 in 5 Americans have some type of disability.

ARMY EQUITY & INCLUSION RESOURCES AND REPORTS

https://www.army.mil/armyequityandinclusion#org-resources-reports

Strategic Plan Goal Comparison

DoD

Goal 1. DIVERSITY: Enhanced Global Joint Warfighter Capability to Address Emerging Security Challenges

Goal 2. DIVERSITY: Culture of Organizational Resiliency

Goal 3. EQUITY: Expansion of Equity and Equality

Goal 4. INCLUSION: Workforce Inclusivity

Goal 5. ACCESSIBILITY: Commitment to Accessibility

Army

Goal 1. Demonstrate leader commitment, engagement, and support to DEI practices at all levels of the Army

Goal 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

Goal 3. Establish and resource a governance structure to support Army DEI efforts

Goal 4. Implement DEI training and education programs that meet the demands of the total force

Goal 5. Create and maintain an equitable and inclusive environment where the value of diverse attributes, experiences, cultures, characteristics, and backgrounds ensure mission readiness

FORSCOM

Goal 1. Ensure Leader Commitment to Diversity, Equity, Inclusion and Accessibility Practices to Enhance Readiness

Goal 2. Institutionalize Comprehensive Talent Management Processes, to Acquire, Develop, Employ and Retain High-Performing, Talented Diverse Individuals

Goal 3. Cultivate an Inclusive and Engaged Workforce to Develop And Maintain a Workplace Environment Which Continually Focuses on Adoption and Improvement of DEIA Best Practices

Goal 4. Conduct Barrier Analysis and Outreach Programs/Initiatives

JAGC Draft

Goal 1. Ensure Leader Commitment and support to Diversity, Equity, Inclusion and Accessibility to Enhance Readiness

1.1 Demonstrate leadership commitment to an accountable and sustained diversity effort.

Goal 2. Institutionalize Holistic Talent Management Processes, to Acquire, Develop, Employ and Retain High-Performing, Talented Diverse Individuals (incorporate high-performing more inclusive term/wellness)

1.1 Outreach Programs/Initiatives

Goal 3. Cultivate an Inclusive and Accessible Workplace Environment where all JALS personnel can thrive.

1.1 Conduct Barrier Analysis

Strategic Plan Objectives Comparison

DoD

Goal 1. DIVERSITY: Enhanced Global Joint Warfighter Capability to Address Emerging Security Challenges

- 1.1. Leverage research and best practice information to inform DoD DEIA efforts.
- 1.2. Continue to enhance the talent management/internal employee lifecycle process by using achievable short-term milestones to affect change.

Goal 2. DIVERSITY: Culture of Organizational Resiliency

- 2.1. Incorporate a robust leadership engagement structure that includes the DWC, WMG, and other working groups to support DoD-wide DEIA efforts, including the review and appropriate adjustment of the mission, vision, key DoD strategic guidance documents, policies, and execution progress and outcomes.
- 2.2. Develop a standardized, DoD-wide data collection and analysis process leveraging Advana, the Department's largest data platform for advanced analytics, to transform relevant personnel data into actionable insights that effectively inform decision making.
- 2.3. Institute DEIA policies and related compliance guidance.
- 2.4. Enhance, align, and direct DEIA resource capabilities and mandate cross-enterprise accountability for the execution and achievement of DEIA initiatives.

Goal 3. EQUITY: Expansion of Equity and Equality

- 3.1. Increase representation of underserved populations in underrepresented career fields and at all levels of the military and civilian force.
- 3.2. Utilize procurement structures, DoD programs, and other mechanisms to enhance the DEIA inclusivity of the underserved communities surrounding DoD installations.

Goal 4. INCLUSION: Workforce Inclusivity

- 4.1. Enhance the structure of employee resource groups (ERG)/councils to enable their support for the achievement of mission-oriented DEIA objectives.
- 4.2. Enhance qualitative data gathering and analytics framework to gain military and civilian workforce feedback with a mixed-methods approach to data collection.
- 4.3. Develop a culture of inclusivity within DoD to ensure the work environment actively meets the needs of its people.

Goal 5. ACCESSIBILITY: Commitment to Accessibility

- 5.1. Develop an accessibility framework to provide comprehensive access to accessibility services and

Army

Goal 1. Demonstrate leader commitment, engagement, and support to DEI practices at all levels of the Army

- 1.1: Develop standards, methods, procedures, and processes for implementing DEI practices.
- 1.2: Integrate diversity principles, equitable treatment, and inclusive leadership practices into leader development.
- 1.3: Develop and implement procedures that ensure continuous leader awareness of DEI efforts and progress on priority tasks.
- 1.4: Develop recognition and reward programs to incentivize effective DEI leadership.
- 1.5: Create processes to measure the overall effectiveness of this annex and progress towards its vision.
- 1.6: Reconstitute an executive-level DEI council to approve policy, develop requirements, and provide strategic guidance on implementing this annex and executing future initiatives.

Goal 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

- 2.1: Design, implement, resource, and leverage business systems to assess progress toward DEI goals and objectives in accession, development, assignment, selection, and retention outcomes in a multi-year context.
- 2.2: Develop and implement mechanisms to efficiently integrate and synchronize Army diversity outreach and recruitment strategies to achieve optimal leader participation and acquire highly qualified Soldiers and Civilians from diverse backgrounds.
- 2.3: Ensure DEI principles and policies are integrated into the Army Campaign Plan, Army People Strategy, and Army talent management processes for all military and civilian personnel.
- 2.4: Establish and implement procedures for achieving desired Army diversity outcomes through diversity policy and talent management principles and practices.
- 2.5: Enhance mentorship, coaching guidance, and processes to ensure professional development

FORSCOM

Goal 1: Ensure Leader Commitment to Diversity, Equity, Inclusion and Accessibility Practices to Enhance Readiness

- 1.1. Demonstrate leadership accountability, commitment and involvement.
- 1.2. Create a set of measurement tools that identify/measure effectiveness of inclusive
- practices NLT FY24.
- 1.3. Improve communication across, up, and down the organization.

Goal 2. Institutionalize Comprehensive Talent Management Processes, to Acquire, Develop, Employ and Retain High-Performing, Talented Diverse Individuals

- 2.1. Establish policies, expand strategic relationships with key stakeholders.
- 2.2. Implement, enhance, and sustain recruiting practices and strategies.
- 2.3. Develop and promote quality of life approaches to influence retention of top talent.

Goal 3. Cultivate an Inclusive and Engaged Workforce to Develop And Maintain a Workplace Environment Which Continually Focuses on Adoption and Improvement of DEIA Best Practices

- 3.1. Increase inclusion through training, leader development, mentorship and professional engagement programs.
- 3.2. Develop and promote quality of life approaches/practices that influence the retention of diversity.
- 3.3. Develop strategies to advance accessibility and eliminate, where applicable, barriers to equity.

Goal 4. Conduct Barrier Analysis and Outreach Programs/Initiatives

- 4.1. Promote/market student internships of diverse organizations and universities to attract top talent from all segments of society. 4.2. Increase utilization of Schedule A hiring authorities to recruit and retain a diverse workforce. 4.3. Implement military and civilian centric outreach programs to increase diversity in the workforce. 4.4. Implement Barrier Analysis teams with membership from EEO, MEO, HRD and SJA.

JAGC Draft

Goal 1. Diversity

- 1.1. Ensure leadership commitment to an accountable and sustained diversity effort.
- 1.2. Develop policies and procedures to ensure diversity and inclusion are an institutional priority.
- 1.3. Narrow the demographic gaps between JALS and the US population.
- 1.4. Educate and train all personnel on the importance of DEI&A

Goal 2. Equity

- 1.1 Design, implement, resource, and leverage systems to assess equity progress in personnel recruitment, selection, retention, and assignment, and promotion.
- 1.2. Establish effective mentoring and professional development opportunities that provide the tools for personnel to navigate personal career progression.
- 1.3. Champion, promote, and maintain an equitable environment within JALS that fosters fair, just, and equal opportunities for all

Goal 3. Inclusion

- 1.1 Develop a plan for senior leadership and senior civilian participation in JALS outreach to underrepresented communities.
- 1.2. Establish and/or leverage forums, i.e. the Council on Diversity, Equity, and Inclusion (DEIC), and subordinate advisory field boards to oversee and monitor key diversity and inclusion initiatives.
- 1.3. Collaborate with the various JAG Corps Affinity Mentorship Groups to shape our DEI&A initiatives.

Goal 4. Accessibility

- 1.1. Develop an accessibility framework that enables all members of JALS to maximize their contribution to the success of our mission

Office of Diversity, Equity, and Inclusion



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

Director

Office of Diversity, Equity, and Inclusion

(b) (6)

Answers to Questions

- **Have we done an analysis of our civilian data?** No but I have requested that information from Ms. Ford
- **What policies do we have and do we need more?** Aside from the DEI policy statement, the only policy that I am aware of is the verbal direction that all boards receive instruction on mitigating bias.
  - We should put it in writing and possibly expand (could require all civilian hiring panels receive mitigating bias training)
  - As ODEI reviews hiring, promotion, and other processes there may be more policies to put in writing

Answers to Questions

- **How do we collect data?** Currently we receive demographic data from G-1. One of the tasks that will be in our DEI strategic plan will be to identify gaps in data and propose actions to mitigate.

- **How do we increase opportunities for people with disabilities?** We can utilize Schedule A hiring authority, sign up for the Workforce Recruitment Program, and ensure supervisors of civilians are aware of Reasonable Accommodation requirements.

DoD DEIA Mission and Vision

- Mission Statement: Enhance the readiness of the DoD workforce and ensure the nation's security through leveraging the pillars of diversity, equity, inclusion and accessibility, and optimizing the diverse talent in support of the Joint Warfighter.

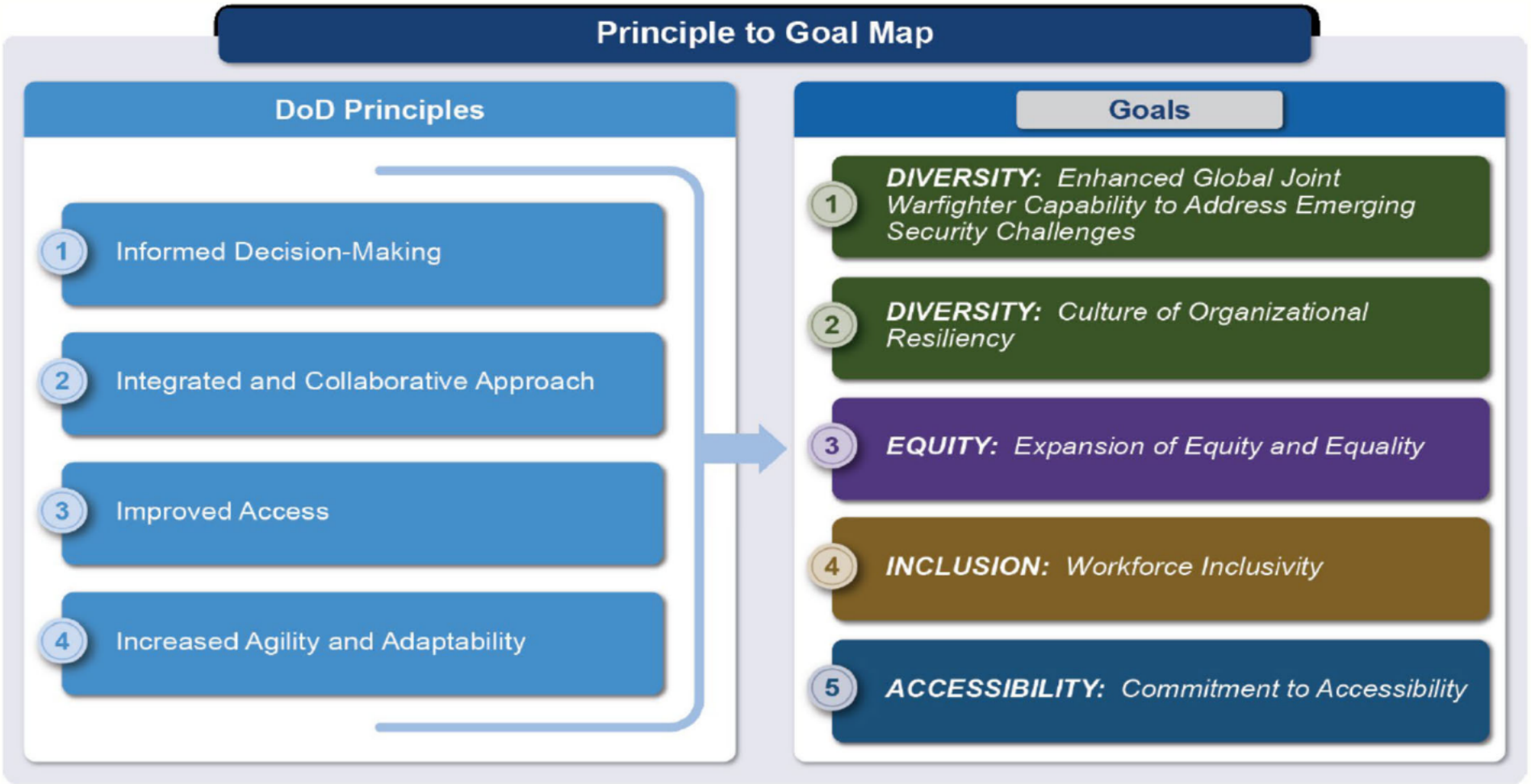
- Vision: DoD is a model employer and community partner by advancing and embedding diversity, equity, inclusion, and accessibility principles; reinforcing innovative solutions; and effectively leveraging the unique strengths of our nation's people to meet current and future global security challenges.

Army DEI Mission and Vision

- Mission Statement: Build and sustain Army readiness by developing and implementing a strategic plan to advance DEI across the Total Force and establish the Army as a global leader in DEI.

- Vision: The Army is a global leader in embracing all people of our Nation and the unique contributions of those individuals in an inclusive environment while creating war-winning capability.

DoD's DEIA Strategy (2022)



Army People Strategy

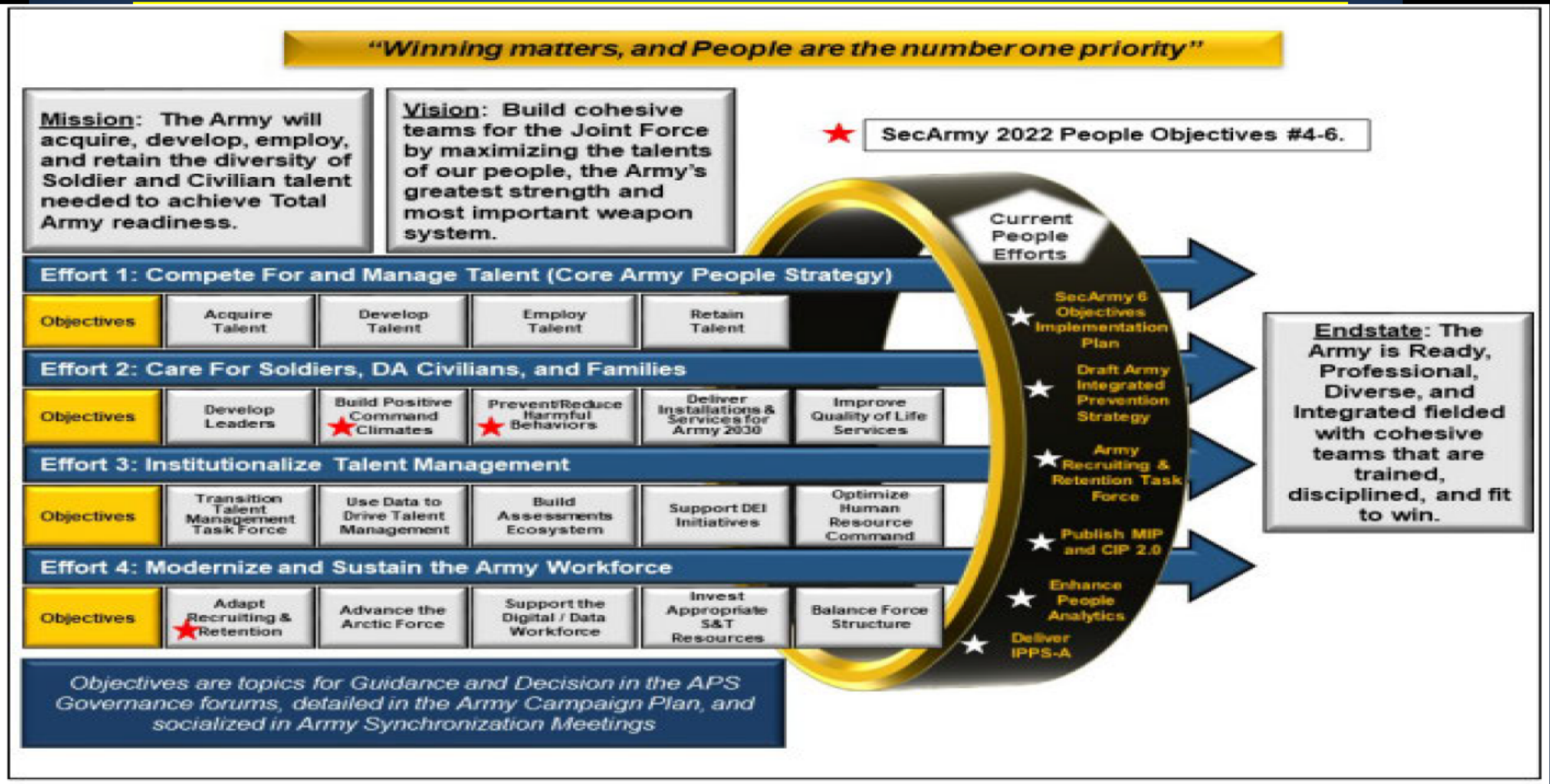


Figure 1: Strategic Approach through 2030

Army People Strategy DEI Goals/Objectives

- 1: Enhance Mission Readiness (DEI LOE 1—Diversity)
- 2: Leader Commitment and Engagement (DEI LOE 2—Equity)
- 3: Training and Education (DEI LOE 3—Inclusion)
- 4: The Employer of Choice (DEI LOE 4—Accessibility)
- 5: Army-wide Inclusive Culture (DEI LOE 3—Inclusion)

Proposed JAGC Construct for Strat Plan

- Adopt DoD's Guiding Principles unless Army DEI publishes some
- Develop Mission and Vision Statements with the intent of Army's but with the polish of DoD's
- Goals would be simplified and divided into the following categories: Goal 1 focus on Diversity, Goal 2 focus on Equity, Goal 3 focus on Inclusion, and Goal 4 focus on Accessibility
- Would adopt/adapt applicable tasks from Army People Strategy DEI Military and Civilian Implementation plans to coincide with the Army LOE's Acquire, Develop, Employ, and Retain Talent as well as Build Positive Command Climates (And JAGC LOE #1 People)
- Would add JAGC specific tasks

Example of Objectives/Tasks for Goal 1

- Goal 1: Diversity
  - Objective 1.1: Attract, recruit, develop, and retain the workforce for today and into the future
    - Task 1.1.1: Analyze outreach and recruiting efforts to expand our pool of potential applicants
  - Objective 1.2: Embed DEI principles in all we do
    - Task 1.2.1: Review strategic plans, documents, regulations for opportunities to include DEI principles
  - Objective 1.3: Strategically leverage leadership to message importance of DEI
    - Task 1.3.1: Provide regular DEI talking points to leadership

Next Steps

- Develop the draft JAGC DEI Implementation Plan (Target completion by 20 Jan)
- Staff with all stakeholders (PPTO, JARO, TJAGLCS, Civilian HR..Target completion by 10 Feb)
- DJAG Initial Review
- Share with DEIC for input (Council meets on 9 March)
- Route for final approval

QUESTIONS?

Focus Group Plan

- Targeting week of 30 Jan
- Groups will be divided by rank/grade
- Multiple sessions will be offered per group to maximize participation
- All efforts will be made to ensure people feel comfortable
- Standardized questions will be provided to leadership team for their input
- Discussions will be solution focused and quantified as much as possible

DOCUMENTS RELATED TO WHAT ROLE THE ODEI OR DEI CONSIDERATIONS PLAY IN RECRUITING, PROMOTIONS, AND ASSIGNMENTS OF JAGC PERSONNEL

FISCAL YEAR 2020 UNITED STATES ARMY RESERVE ACCESSION BOARD, JUDGE ADVOCATE GENERAL'S CORPS ADDITIONAL GUIDANCE

1. **General**.

a. The applicants you recommend for selection will become the Judge Advocate General's Corps (JAGC) of the future. Your goal, therefore, is to select those individuals who demonstrate the greatest potential for outstanding service as Soldier–lawyers.

b. In analyzing individual records to determine whether an applicant is qualified for selection, the Board should consider the following factors. No single factor should become overriding; however, a determination that an applicant is not best qualified may be based on a demonstrated lack of integrity, moral turpitude, or professional ineptitude.

(1) **Intelligence**. Judge Advocates must be intelligent enough to practice in our diverse legal functions. Academic achievement can be a strong indicator of intelligence. In addition, academic success is frequently an indicator of self-discipline, dedication, and a high degree of maturity—all attributes necessary for a successful Judge Advocate. Grading systems, however, vary greatly among academic institutions, and you must exercise great care when evaluating and comparing the academic records of applicants.

(2) **Interpersonal Skills**. Judge Advocates work constantly with one another and interact with Soldiers of all ranks. Thus, the capacity to create and maintain effective interpersonal relationships is an important skill for Judge Advocates.

(3) **Work Ethic**. You should carefully examine each applicant's resume to find evidence of the applicant's strong work ethic.

(4) **Physical Fitness**. Judge Advocates must maintain a high level of physical readiness in order to meet mission requirements. Physical fitness is therefore an important indicator of an applicant's suitability for Army service. The Board will consider general physical condition and potential to comply with the standards of Army Regulation 600-9, The Army Body Composition Program, in evaluating an applicant's potential for Army service. The Board may properly give a low score to applicants who fail to meet the Army's body composition standards.

(5) **Character and Leadership Ability**. An officer in the United States Army must have high character. Judge Advocates must embody the Army Values: loyalty, duty, respect, selfless service, honor, integrity, and personal courage. Soldiers and noncommissioned officers must be able to trust their officers. Accordingly, you should select only those applicants whose records demonstrate an uncompromising commitment to these values.

(6) **Prior Military Experience**. Some applicants may have prior enlisted or commissioned service. You should review the files of these applicants for proof of leadership potential, maturity, teamwork, and suitability to the military environment. The JAGC also has a need for officers with special military skills and training, such as airborne or Ranger qualification. Military experience shall be considered a positive factor.

(7) **Legal and Work Experience**. Each applicant has submitted a resume detailing his or her work experience. This information is frequently supplemented by letters of recommendation from individuals who have had the opportunity to observe and evaluate the applicant's work performance. You should carefully examine this information for evidence of initiative, legal and analytical skills, judgment, and maturity.

(8) **JAGC Intern and Extern Programs**. These programs introduce students to military legal practice and provide meaningful opportunities for supervisory Judge Advocates to evaluate their performance and potential. The Board should give careful consideration to those applicants who have demonstrated superior potential through successful performance as interns or externs.

(9) **Graduates of the Reserve Officers' Training Corps (ROTC) Program**. Successful completion of an ROTC program requires that an individual demonstrate a strong sense of personal integrity, honor, and responsibility while developing an understanding of the basic concepts and principles of leadership and military art and science. These attributes are reliable indicators of the potential to serve successfully as a Judge Advocate.

(10) **Ability to Communicate**. Effective communication, both orally and in writing, is an essential skill for Judge Advocates. You should select only those applicants whose records demonstrate superior communication skills.

(11) **Involvement in Campus and Civic Activities**. Participation and achievement in extracurricular activities is a strong indication of initiative and leadership capacity. Non-participation in such activities, should not, however, operate against an applicant's interest when heavy course loads and gainful employment in financing the expenses of college and law school have denied the applicant the opportunity to engage in extracurricular activities.

2. **Field Screening Officer's (FSO) Report**. All applicants will have been interviewed by an FSO, a Judge Advocate designated to perform recruiting and interviewing functions, who has prepared a report for your consideration. You should carefully evaluate the FSO Report, giving special attention to the FSO's assessment of the applicant's potential for JAGC service as reflected in the potential for JAGC service ranking. The narrative justifications for an FSO's recommendation are particularly important and lend meaning to the other elements of the FSO Report.

3. **Derogatory Information**. Board members must independently evaluate and weigh derogatory information presented to the Board. The Board should evaluate indications of disciplinary action relative to an individual's overall record and potential, while, at the

same time, considering the seriousness of the offense. Accordingly, the Board should use care in assessing the weight placed on one incident, which may be atypical of an otherwise outstanding record.

4. **Prior Non-Selection**. Prior non-selection will not be considered a reason for non-selection by a subsequent board. The Board must make an independent evaluation on the basis of the applicant's record as compared with other applicants considered by the Board.

5. **Equal Opportunity**. Effective leaders understand that organizational success depends on the ability of people of all backgrounds to work together. Select individuals who create and maintain an inclusive environment where individual attributes are recognized, accepted, and most importantly, valued, regardless of race, color, national origin, religion, sex (including gender identity), or sexual orientation. You must strictly avoid consideration of any factors other than merit and ability, as specified elsewhere in this MOI, in selecting only the best qualified candidates. This guidance shall not be interpreted as requiring or authorizing you to extend any preference of any sort to any individual or group of individuals on the basis of race, color, national origin, religion, sex (including gender identity), and sexual orientation.

DEPARTMENT OF THE ARMY
OFFICE OF THE JUDGE ADVOCATE GENERAL
2200 ARMY PENTAGON
WASHINGTON DC 20310-0300

DAJA-ZA

MEMORANDUM FOR President and Members of the Fiscal Year 2020 Regular Army Accession Board, Judge Advocate General's Corps

SUBJECT: Memorandum of Instruction for the Fiscal Year 2020 Regular Army Accession Board, Judge Advocate General's Corps

1. Authority. The Fiscal Year 2020 (FY20) Regular Army (RA) Accession Board, Judge Advocate General's Corps (JAGC) is appointed pursuant to Army Regulation (AR) 27-1, Judge Advocate Legal Services, and AR 601-100, Appointment of Commissioned and Warrant Officers in the Regular Army. The FY20 RA Accession Board will be held from 28 October to 8 November 2019. The Board is appointed to recommend applicants for appointment to the JAGC in the RA.

2. Membership. The Board will consist of five voting members: a general officer as president and four members comprised of field grade and company grade officers. The Board will also include at least one female and one minority board member. My designee or I will appoint the board members and may select individuals other than those recommended to serve on the Board. Board membership will be provided under separate cover.

3. General.

a. The Board will determine which applicants are best qualified for RA appointment in the JAGC and which are not. The board members will score each qualified applicant to create an order of merit list (OML) (see enclosed Administrative Instructions and Additional Guidance), and those who rank highest on the list will be considered "best qualified." The Board will also provide a list of those applicants deemed unqualified.

b. The Board will convene at a time set by the board president. The board president has no authority to constrain the Board from recommending for appointment those applicants whom the majority of the Board determines to be qualified as defined in this Memorandum of Instruction (MOI) and enclosures.

c. Enclosure 1 contains administrative instructions and procedures and specifies the oaths for the board members and the recorder.

d. Enclosure 2 contains additional guidance on the factors the Board is to consider in the selection process. This enclosure also contains guidance for ensuring equal opportunity for all applicants.

e. The Judge Advocate Recruiting Office will furnish the files of considered applicants to the Board and will provide all administrative support.

f. Each of you has been selected to serve on this board because I have confidence in your ability to recognize those applicants who will make the greatest contribution as future Army leaders. Bear in mind the serious nature of your duties as a board member and your obligation to ensure these proceedings remain above reproach. The oath you will take obliges you to ensure all eligible applicants are considered without prejudice or partiality. You will adhere to that oath, governing laws, directives, regulations, and this MOI when selecting applicants who meet the needs of the Army, as outlined here. Your failure to do so may constitute cause for removal as a member.

g. Any board member who believes he or she cannot, in good conscience, perform his or her duties as a member of the Board without prejudice or partiality has a duty to request relief by me from board membership. At my discretion, such a request may be honored. Any board member who believes the integrity of the Board's proceedings has been affected by improper influence or senior military or civilian authority, misconduct by the board president or a member, or any other reason, has a duty to report the basis for his or her belief to me.

4. Restrictions.

a. Recommendations of the Board are "For Official Use Only" until the proper authority releases the results. Upon adjournment, board members are encouraged to familiarize other officers with board procedures in general. However, members will not disclose, for any reason, specific details of the Board proceedings pertaining to the selection or non-selection of individual applicants, whether recorded or unrecorded.

b. Board membership will not be revealed until the Board adjourns.

c. The Board's recommendations are advisory. I will make the final decision on selection of applicants for RA appointment in the JAGC.

(b)(6)

Encls

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

FISCAL YEAR 2020 REGULAR ARMY ACCESSION BOARD, JUDGE ADVOCATE GENERAL'S CORPS ADMINISTRATIVE INSTRUCTIONS

1. **Eligibility**. The board recorder will furnish the Board with electronic files of the applicants eligible for consideration. Applicants recommended for appointment to the Judge Advocate General's Corps (JAGC) in the Regular Army (RA) must meet the following qualifications at the time of appointment:

a. **Age**. Be at least 21 years of age and able to complete 20 years of active commissioned service before their 62nd birthday. In appropriate circumstances, The Judge Advocate General (TJAG) may waive the latter requirement. Waiver of the minimum age requirement is not authorized.

b. **Citizenship**. Be a citizen of the United States;

c. **Character**. Be of high moral character;

d. **Leadership Ability**. Be qualified for potential leadership positions and have the ability to deal effectively with people;

e. **Physical Fitness**. Meet medical fitness standards of Army Regulation (AR) 40-501, Standards of Medical Fitness, and weight/body fat standards of AR 600-9, The Army Body Composition Program;

f. **Personnel Security Requirements**. Have, at a minimum, a SECRET security clearance before receiving an appointment, or have initiated a National Agency Check with Local Agency Check and Credit Check at the time of commissioning;

g. **Law Degree**. Have earned a J.D. degree from a law school accredited by the American Bar Association at the time the applicant received the degree. A student in his or her last year in law school may apply for a commission before either graduation or admission to the bar. To receive a commission, an applicant must meet all bar admission requirements before appointment or detail; and

h. **Bar Admission**. Be admitted to practice and be in good standing with the licensing authority admitting the individual to the practice of law before the highest court of a State, Territory, Commonwealth, or the District of Columbia.

2. **Oaths**.

a. The board president shall administer the following oath or affirmation to the recorder:

Do you, *[state the recorder's name]*, solemnly swear (or affirm) that you will keep a true record of the proceedings of this Board, and further, that you will not divulge the

proceedings or results thereof pertaining to the selection or non-selection of individual applicants except to the proper authority?

b. The recorder shall administer the following oath or affirmation to each member of the board:

Do you, *[state the board members' names]*, solemnly swear (or affirm) that you will, without prejudice or partiality, and having in view both the special needs and the efficiency of the Army, perform the duties imposed upon you, and further, that you will not divulge the proceedings or results thereof pertaining to the selection or non-selection of individual applicants except to the proper authority?

3. **Information Considered**.

a. The Board will consider applicants' electronic files, including:

(1) All transcripts of undergraduate, graduate, and law school studies;

(2) A certificate or statement from the clerk of a State, Territory, Commonwealth, or the District of Columbia showing admission to practice and standing before the bar;

(3) Application for appointment in the JAGC;

(4) Record of prior military service (if applicable), including DD Form 214 and copies of all enlisted or officer evaluation reports;

(5) A statement or resume reflecting all full-time and part-time work experience (legal and non-legal);

(6) A statement of interest, objectives, and motivation for applying for appointment in the JAGC;

(7) A Field Screening Officer's Report of Interview;

(8) A full body-length or official military photograph;

(9) JAGC Intern or Extern Evaluation Report (if applicable);

(10) Letters of recommendation (optional);

(11) Legal writing sample (optional); and

(12) Other information submitted by the applicant and relevant to his or her qualifications for appointment to the JAGC, such as requests for waiver of the eligibility criteria of AR 601-100, Appointment of Commissioned and Warrant Officers in the Regular Army, or AR 27-1, Judge Advocate Legal Services.

b. The board recorder will provide each board member a complete copy of the administrative instructions. In addition, the recorder will brief the Board on administrative matters, to include an explanation of the Law School Admission Test (LSAT) scoring system. The Board will also receive a copy of the height and weight table from AR 600-9, The Army Body Composition Program. Upon the Board's request, the recorder may furnish the Board with information regarding the U.S. News & World Report's current law school rankings data.

4. **Procedures**. Applicants whose files are designated complete by the board recorder will be deemed ready for board review. The consideration of applicants will follow a three-step process:

a. Step 1 – Familiarization: The board recorder will provide the Board with sample files for a practice vote. These files will be voted in accordance with the voting procedures discussed in Step 2, below. The purpose of a practice vote is to allow board members to become familiar with the contents and organization of applicant files and voting procedures.

b. Step 2 – Voting:

(1) Each board member will determine which applicants are qualified and which are unqualified. Applicants deemed qualified are given a score of 2-10 (2 is the lowest and 10 is the highest). Those scoring the highest are deemed "best qualified." Unqualified applicants are given a score of 1. "Unqualified" means a failure to meet eligibility criteria, as listed in paragraph 1, above.

(2) Any board member may, at his or her discretion, reconsider and revote an individual applicant's file at any time before adjournment. The board recorder will assist any board member seeking to conduct a revote.

(3) The board recorder will produce an order of merit list (OML) by listing all qualified applicants sequentially from highest score to lowest score. The Board will recommend the OML as its list of selectees, and will recommend the list of unqualified applicants as non-selects.

(4) In the event a tiebreaker is required to determine a cut-off line for the OML, the board recorder will administratively create a group of only those applicants who received identical scores. Board members will revote those applicants, and a new revote OML will be compiled. A decimal point reflecting the new OML will be added to the original OML score to indicate the best qualified applicants within the revote population.

c. Step 3 – Recommendations/Reports and Certification:

(1) After voting is complete, the recorder will produce two lists: one list of all qualified applicants and a second list of all unqualified applicants. The lists will be

forwarded to TJAG with recommendations for selection in the RA JAGC and non-selection, respectively.

(2) The Board will conduct a review of the board proceedings and draft an after-action report (AAR). The AAR will highlight the members' collective observations, concerns, and recommendations regarding the selection process. TJAG may ask the board president to address specific questions in the AAR. The board recorder will provide the questions and a sample format. The board president may include additional observations or recommendations on issues not addressed in TJAG's questions. The Board may modify the format of the report to record the Board's comments in a concise, logical manner.

(3) Certification. Each member of the Board will attest to the following certification:

The board president, board members, and board recorders hereby certify that, to the best of their knowledge, the Board complied with the Memorandum of Instruction (MOI), they were not subject to or aware of any censure, reprimand, or admonishment resulting from the recommendation of the Board or its exercise of any lawful function within the Board's authorized discretion; they were not subject to or aware of any attempt to coerce or influence improperly any action in the formulation of the Board's recommendations; and they were not a party to, or aware of, any attempt at unauthorized communications.

The Board, acting under oath and having in view the special needs and the efficiency of the Army, has carefully considered the record of every applicant whose name was furnished to it as specified in the MOI. In the opinion of a majority of the members of the Board, the applicants named in the Enclosure are qualified to meet the needs of the Army, as specified in the MOI furnished to the Board by TJAG, and are hereby recommended for appointment to the JAGC in the RA.

5. **Instructions Concerning Communications and Information**.

a. Each of you (president, board members, recorder, and administrative support personnel) is responsible for maintaining the integrity and independence of this advisory board, and to foster the careful consideration, without prejudice or partiality, of all eligible applicants.

b. You may not receive, initiate, or participate in communications or discussions involving information that is not presented in each application, any information beyond what is provided to the Board, and any information communicated to you by the individual under consideration. In your deliberations, you may not discuss any matters precluded by law, Army regulations, or this MOI.

c. The Board may not use personal knowledge in its deliberations. If a board member has personal knowledge of an applicant that is not documented in the file provided to the Board, and the board member feels the information is of great significance, then the board member will summarize the information in writing and provide it in a sealed envelope to the board recorder. The board recorder will seek guidance from the proper authority.

6. **Excusals**. The Chief, Judge Advocate Recruiting Office, is delegated authority to excuse board members and appoint alternates if exceptional circumstances exist.

FISCAL YEAR 2020 REGULAR ARMY ACCESSION BOARD, JUDGE ADVOCATE GENERAL'S CORPS ADDITIONAL GUIDANCE

1. **General**.

a. The applicants you recommend for selection will become the Judge Advocate General's Corps (JAGC) of the future. Your goal, therefore, is to select those individuals who demonstrate the greatest potential for outstanding service as Soldier–lawyers.

b. In analyzing individual records to determine whether an applicant is qualified for selection, the Board should consider the following factors. No single factor should become overriding; however, a determination that an applicant is not best qualified may be based on a demonstrated lack of integrity, moral turpitude, or professional ineptitude.

(1) **Intelligence**. Judge Advocates must be intelligent enough to practice in our diverse legal functions. Academic achievement can be a strong indicator of intelligence. In addition, academic success is frequently an indicator of self-discipline, dedication, and a high degree of maturity—all attributes necessary for a successful Judge Advocate. Grading systems, however, vary greatly among academic institutions, and you must exercise great care when evaluating and comparing the academic records of applicants.

(2) **Interpersonal Skills**. Judge Advocates work constantly with one another and interact with Soldiers of all ranks. Thus, the capacity to create and maintain effective interpersonal relationships is an important skill for Judge Advocates.

(3) **Work Ethic**. You should carefully examine each applicant's resume to find evidence of the applicant's strong work ethic.

(4) **Physical Fitness**. Judge Advocates must maintain a high level of physical readiness in order to meet mission requirements. Physical fitness is therefore an important indicator of an applicant's suitability for Army service. The Board will consider general physical condition and potential to comply with the standards of Army Regulation 600-9, The Army Body Composition Program, in evaluating an applicant's potential for Army service. The Board may properly give a low score to applicants who fail to meet the Army's body composition standards.

(5) **Character and Leadership Ability**. An officer in the United States Army must have high character. Judge Advocates must embody the Army Values: loyalty, duty, respect, selfless service, honor, integrity, and personal courage. Soldiers and noncommissioned officers must be able to trust their officers. Accordingly, you should select only those applicants whose records demonstrate an uncompromising commitment to these values.

(6) **Prior Military Experience**. Some applicants may have prior enlisted or commissioned service. You should review the files of these applicants for proof of leadership potential, maturity, teamwork, and suitability to the military environment. The JAGC also has a need for officers with special military skills and training, such as airborne or Ranger qualification. Military experience shall be considered a positive factor.

(7) **Legal and Work Experience**. Each applicant has submitted a resume detailing his or her work experience. This information is frequently supplemented by letters of recommendation from individuals who have had the opportunity to observe and evaluate the applicant's work performance. You should carefully examine this information for evidence of initiative, legal and analytical skills, judgment, and maturity.

(8) **JAGC Intern and Extern Programs**. These programs introduce students to military legal practice and provide meaningful opportunities for supervisory Judge Advocates to evaluate their performance and potential. The Board should give careful consideration to those applicants who have demonstrated superior potential through successful performance as interns or externs.

(9) **Graduates of the Reserve Officers' Training Corps (ROTC) Program**.

(i) Some applicants are ROTC graduates who are attending or have attended law school on an approved educational delay. These applicants are already commissioned, but applied for and were granted a delay from regular Army service based, in part, on a recommendation by the JAGC.

(ii) The Board is strongly encouraged to give careful consideration to the selection of ROTC educational delay applicants. Successful completion of an ROTC program requires that an individual demonstrate a strong sense of personal integrity, honor, and responsibility while developing an understanding of the basic concepts and principles of leadership and military art and science. These attributes are reliable indicators of the potential to serve successfully as a Judge Advocate.

(10) **Ability to Communicate**. Effective communication, both orally and in writing, is an essential skill for Judge Advocates. You should select only those applicants whose records demonstrate superior communication skills.

(11) **Involvement in Campus and Civic Activities**. Participation and achievement in extracurricular activities is a strong indication of initiative and leadership capacity. Non-participation in such activities, should not, however, operate against an applicant's interest when heavy course loads and gainful employment in financing the expenses of college and law school have denied the applicant the opportunity to engage in extracurricular activities.

2. **Field Screening Officer's (FSO) Report**. All applicants will have been interviewed by an FSO, a Judge Advocate designated to perform recruiting and interviewing functions, who has prepared a report for your consideration. You should carefully evaluate the FSO Report, giving special attention to the FSO's assessment of the applicant's potential for JAGC service as reflected in the potential for JAGC service ranking. The narrative justifications for an FSO's recommendation are particularly important and lend meaning to the other elements of the FSO Report.

3. **Derogatory Information**. Board members must independently evaluate and weigh derogatory information presented to the Board. The Board should evaluate indications of disciplinary action relative to an individual's overall record and potential, while, at the same time, considering the seriousness of the offense. Accordingly, the Board should use care in assessing the weight placed on one incident, which may be atypical of an otherwise outstanding record.

4. **Prior Non-Selection**. Prior non-selection will not be considered a reason for non-selection by a subsequent board. The Board must make an independent evaluation on the basis of the applicant's record as compared with other applicants considered by the Board.

5. **Equal Opportunity**. Effective leaders understand that organizational success depends on the ability of people of all backgrounds to work together. Select individuals who create and maintain an inclusive environment where individual attributes are recognized, accepted, and most importantly, valued, regardless of race, color, national origin, religion, sex (including gender identity), or sexual orientation. You must strictly avoid consideration of any factors other than merit and ability, as specified elsewhere in this MOI, in selecting only the best qualified candidates. This guidance shall not be interpreted as requiring or authorizing you to extend any preference of any sort to any individual or group of individuals on the basis of race, color, national origin, religion, sex (including gender identity), and sexual orientation.

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

DAJA-ZA

23 September 2019

MEMORANDUM FOR President and Members of the Fiscal Year 2020 United States Army Reserve Accession Board, Judge Advocate General's Corps

SUBJECT: Memorandum of Instruction for the Fiscal Year 2020 United States Army Reserve Accession Board, Judge Advocate General's Corps

1. Authority. The Fiscal Year 2020 (FY20) United States Army Reserve (USAR) Accession Board, Judge Advocate General's Corps (JAGC) is appointed under the provisions of Army Regulation (AR) 27-1, Judge Advocate Legal Services, and AR 135-100, Appointment of Commissioned and Warrant Officers of the Army. The FY20 USAR Accession Board will be held from 28 October to 8 November 2019. The Board is appointed to recommend applicants for appointment to the JAGC in the USAR.

2. Membership. The Board will consist of five voting members: a general officer as board president and four members comprised of field grade and company grade officers. The Board will also include at least one female and one minority board member. At least two voting members must be from the Regular Army (RA). At least one voting member must be a member of the USAR. The president must be from the RA, unless an RA officer is unavailable, and must be senior to all other board members. My designee or I will appoint the board members and may select individuals other than those recommended to serve on the Board. Board membership will be provided under separate cover.

3. General.

a. The Board will determine which applicants are best qualified for USAR appointment in the JAGC and which are not. The board members will score each applicant to create an order of merit list (see enclosed Administrative Instructions and Additional Guidance), and those who rank highest on the list will be considered "best qualified."

b. The Board will convene at a time set by the board president. The board president has no authority to constrain the Board from recommending for appointment those applicants whom the majority of the Board determines to be qualified as defined in this memorandum of instruction (MOI) and enclosures.

c. Enclosure 1 contains administrative instructions and procedures, and specifies the oaths for the board members and the recorder.

d. Enclosure 2 contains guidance on the factors the Board is to consider in the selection process. This enclosure also contains guidance for ensuring equal opportunity for all applicants.

e. The Judge Advocate Recruiting Office will furnish the files of considered applicants to the Board and will provide all administrative support.

f. Each of you has been selected to serve on this board because I have confidence in your ability to recognize those applicants who will make the greatest contribution as future Army leaders. Bear in mind the serious nature of your duties as a board member and your obligation to ensure these proceedings remain above reproach. The oath you will take obliges you to ensure all eligible applicants are considered without prejudice or partiality. You will adhere to that oath, governing laws, directives, regulations, and this MOI when selecting applicants who meet the needs of the Army, as outlined here. Your failure to do so may constitute cause for removal as a member.

g. Any board member who believes he or she cannot, in good conscience, perform his or her duties as a member of the Board without prejudice or partiality has a duty to request relief by me from board membership. At my discretion, such a request may be honored. Any board member who believes the integrity of the Board's proceedings has been affected by improper influence or senior military or civilian authority, misconduct by the board president or a member, or any other reason, has a duty to report the basis for his or her belief to me.

4. Restrictions.

a. Recommendations of the Board are "For Official Use Only" until the proper authority releases the results. Upon adjournment, board members are encouraged to familiarize other officers with board procedures in general. However, members will not disclose, for any reason, specific details of the Board proceedings pertaining to the selection or non-selection of individual applicants, whether recorded or unrecorded.

b. Board membership will not be revealed until the Board adjourns.

c. The Board's recommendations are advisory. I will make the final decision on selection of applicants for USAR appointment in the JAGC.

(b)(6)

Encls

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

FISCAL YEAR 2020 UNITED STATES ARMY RESERVE ACCESSION BOARD, JUDGE ADVOCATE GENERAL'S CORPS ADMINISTRATIVE INSTRUCTIONS

1. **Eligibility**. The Board recorder will furnish the Board with the names and files of all applicants eligible to be considered for selection. Applicants recommended for appointment to the Judge Advocate General's Corps (JAGC) in the United States Army Reserve (USAR) must meet the following qualifications at the time of appointment:

a. **Age**.

(1) Meet minimum and maximum age limitations as shown in table 1-1, Army Regulation (AR) 135-100, Appointment of Commissioned and Warrant Officers of the Army.

(2) Be able to complete 20 years creditable service for retirement. Currently, this means applicants must be able to complete 20 years creditable service before their 60th birthday, the age for removal based on Army policy.

(3) In appropriate circumstances, The Judge Advocate General (TJAG) may recommend waivers of these requirements. Waivers of minimum age requirements are not authorized;

b. **Citizenship**. Be a citizen of the United States;

c. **Character**. Be of high moral character;

d. **Leadership Ability**. Be qualified for potential leadership positions and have the ability to deal effectively with people;

e. **Physical Fitness**. Meet medical fitness standards of AR 40-501, Standards of Medical Fitness, and weight/body fat standards of AR 600-9, The Army Body Composition Program;

f. **Personnel Security Requirements**. Have, at a minimum, a SECRET security clearance before receiving an appointment, or have initiated a National Agency Check with Local Agency Check and Credit Check at the time of commissioning;

g. **Law Degree**. Have earned a J.D. degree from a law school accredited by the American Bar Association at the time the applicant received the degree. A student in his or her last year in law school may apply for a commission before either graduation or admission to the bar. To receive a commission, an applicant must meet all bar admission requirements before appointment or detail; and

h. **Bar Admission**. Be admitted to practice and be in good standing with the licensing authority admitting the individual to the practice of law before the highest court of a State, Territory, Commonwealth, or the District of Columbia.

2. **Oaths**.

a. The board president shall administer the following oath or affirmation to the recorder:

Do you, *[state the recorder's name]*, solemnly swear (or affirm) that you will keep a true record of the proceedings of this Board, and further, that you will not divulge the proceedings or results thereof pertaining to the selection or non-selection of individual applicants except to the proper authority?

b. The recorder shall administer the following oath or affirmation to each member of the Board:

Do you, *[state the board members' names]*, solemnly swear (or affirm) that you will, without prejudice or partiality and having in view both the special needs and the efficiency of the Army, perform the duties imposed upon you, and further, that you will not divulge the proceedings or results thereof pertaining to the selection or non-selection of individual applicants except to the proper authority?

3. **Information Considered**.

a. The Board will consider the following applicants' electronic files, including:

(1) All transcripts of undergraduate, graduate, and law school studies;

(2) A certificate or statement from the clerk of a State, Territory, Commonwealth, or the District of Columbia showing admission to practice and standing before the bar;

(3) Application for appointment with the JAGC;

(4) Record of prior military service (if applicable), including DD Form 214 and copies of all enlisted or officer evaluation reports;

(5) A statement or resume reflecting all full-time and part-time work experience (legal and non-legal);

(6) A statement of interest, objectives, and motivation for applying for appointment in the JAGC;

(7) A Field Screening Officer's Report of Interview;

(8) A full body-length or official military photograph;

(9) JAGC Intern or Extern Evaluation Report (if applicable);

(10) Letters of recommendation (optional);

(11) Legal writing sample (optional); and

(12) Other information submitted by the applicant and relevant to that applicant's qualifications for appointment in the JAGC, such as requests for waiver of the eligibility criteria of AR 135-100, Appointment of Commissioned and Warrant Officers of the Army, or AR 27-1, Judge Advocate Legal Services.

b. The board recorder will provide each board member a complete copy of the administrative instructions. In addition, the recorder will brief the Board on administrative matters, to include an explanation of the Law School Admission Test (LSAT) scoring system. The Board will also receive a copy of the height and weight table from AR 600-9, The Army Body Composition Program. Upon the Board's request, the recorder may furnish the Board with information regarding the U.S. News & World Report's current law school rankings data.

4. **Procedures**. Applicants whose files are designated complete by the board recorder will be deemed ready for board review. The consideration of applicants will follow a three-step process:

a. Step 1 – Familiarization: The board recorder will provide the Board with sample files for a practice vote. These files will be voted in accordance with the voting procedures discussed in Step 2, below. The purpose of a practice vote is to allow board members to become familiar with the contents and organization of applicant files and voting procedures.

b. Step 2 – Voting:

(1) Each board member will determine which applicants are qualified and which are unqualified. Applicants deemed qualified are given a score of 2-10 (2 is the lowest and 10 is the highest). Those scoring the highest are deemed "best qualified." Unqualified applicants are given a score of 1. "Unqualified" means a failure to meet eligibility criteria, as listed in paragraph 1, above.

(2) Any board member may, at his or her discretion, reconsider and revote an individual applicant's file at any time before adjournment. The board recorder will assist any board member seeking to conduct a revote.

(3) The board recorder will produce an order of merit list (OML) by listing all qualified applicants sequentially from highest score to lowest score. The Board will recommend the OML as its list of selectees, and will recommend the list of unqualified applicants as non-selects.

(4) In the event a tiebreaker is required to determine a cut-off line for the OML, the board recorder will administratively create a group of only those applicants who received identical scores. Board members will revote those applicants, and a new revote OML will be compiled. A decimal point reflecting the new OML will be added to

the original OML score to indicate the best qualified applicants within the revote population.

c. Step 3 – Recommendations/Reports and Certification:

(1) After voting is complete, the recorder will produce two lists: one list of all qualified applicants and a second list of all unqualified applicants. The lists will be forwarded to TJAG with recommendations for selection in the RA JAGC and non-selection, respectively.

(2) The Board will conduct a review of the board proceedings and draft an after-action report (AAR). The AAR will highlight the members' collective observations, concerns, and recommendations regarding the selection process. TJAG may ask the board president to address specific questions in the AAR. The board recorder will provide the questions and a sample format. The board president may include additional observations or recommendations on issues not addressed in TJAG's questions. The Board may modify the format of the report to record the Board's comments in a concise, logical manner.

(3) Certification. Each member of the Board will attest to the following certification:

The board president, board members, and board recorders hereby certify that, to the best of their knowledge, the Board complied with the Memorandum of Instruction (MOI), that they were not subject to or aware of any censure, reprimand, or admonishment resulting from the recommendation of the Board or its exercise of any lawful function within the Board's authorized discretion; that they were not subject to or aware of any attempt to coerce or influence improperly any action in the formulation of the Board's recommendations; and that they were not a party to, or aware of, any attempt at unauthorized communications.

The Board, acting under oath and having in view the special needs and the efficiency of the Army, has carefully considered the record of every applicant whose name was furnished to it as specified in the MOI. In the opinion of a majority of the members of the Board, the applicants named in the Enclosure are qualified to meet the needs of the Army, as specified in the MOI furnished to the Board by TJAG, and are hereby recommended for appointment to the Reserve of the Army and assignment to the JAGC in the USAR.

5. **Instructions Concerning Communications and Information**.

a. Each of you (president, board members, recorder, and administrative support personnel) is responsible for maintaining the integrity and independence of this advisory board, and to foster the careful consideration, without prejudice or partiality, of all eligible applicants.

b. You may not receive, initiate, or participate in communications or discussions involving information that is not presented in each application, any information beyond what is provided to the Board, and any information communicated to you by the individual under consideration. In your deliberations, you may not discuss any matters precluded by law, Army regulations, or this MOI.

c. The Board may not use personal knowledge in its deliberations. If a board member has personal knowledge of an applicant that is not documented in the file provided to the Board, and the board member feels the information is of great significance, then the board member will summarize the information in writing and provide it in a sealed envelope to the board recorder. The board recorder will seek guidance from the proper authority.

6. **Excusals**. The Chief, Judge Advocate Recruiting Office, is delegated authority to excuse board members and appoint alternates if exceptional circumstances exist.

DEPARTMENT OF THE ARMY
OFFICE OF THE JUDGE ADVOCATE GENERAL
2200 ARMY PENTAGON
WASHINGTON DC 20310-0300

DAJA-ZA

MEMORANDUM FOR the Fiscal Year 2021 Regular Army Transition Board, Judge Advocate General's Corps

SUBJECT: Memorandum of Instruction for the Fiscal Year 2021 Regular Army Transition Board, Judge Advocate General's Corps

1. Authority. The Fiscal Year 2021 (FY21) Regular Army (RA) Transition Board, Judge Advocate General's (JAG) Corps is appointed pursuant to Army Regulation (AR) 27-1, Judge Advocate Legal Services, paragraph 9-6. The Board is convened to recommend qualified U.S. Army Reserve (USAR) Judge Advocates (JAs) for appointment to the RA in the JAG Corps.

2. Membership. The Board will consist of three voting members: a general officer as president and two field grade officers. My designee or I will appoint the board members and may select individuals other than those recommended to serve on the Board. Board membership will be provided under separate cover. The Chief, Judge Advocate Recruiting Office (JARO), is delegated authority to excuse board members and appoint alternates if exceptional circumstances exist.

3. General.

a. The Board will consider USAR JA applicants in the grade of captain (O-3) with at least 24 months of active service as a JA in the USAR. The Board will determine which applicants are fully qualified for appointment to the RA in the JAG Corps.

b. The Board will use a "yes/no" voting format. Applicants recommended for appointment will be voted as "yes," while applicants not recommended for appointment will be voted as "no."

c. The Board will convene as soon as practicable upon receiving a complete application from the JARO, but not later than 30 days after submission of application unless exigent circumstances exist. The board president has no authority to constrain the Board from recommending for appointment those applicants the majority of the Board determines to be qualified as defined in this Memorandum of Instruction and enclosures.

d. Enclosure 1 contains administrative instructions and procedures and specifies the oaths for the Board and the recorder.

e. Enclosure 2 contains additional guidance on the factors the Board is to consider in the selection process. This enclosure also contains guidance for ensuring equal opportunity for all applicants.

f. JARO will furnish applicant files and provide administrative support to the Board.

g. I have selected you to serve on this Board because I have confidence in your ability to recognize applicants who have proven performance and continued potential as Army leaders and attorneys. Bear in mind the serious nature of your duties and your obligation to ensure that these proceedings remain above reproach. The oath you will take obliges you to ensure that all applicants are considered without prejudice or partiality. You will adhere to that oath, governing laws, directives, regulations, and this memorandum of instruction when selecting applicants who meet the needs of the Army, as outlined here. Your failure to do so may constitute cause for removal.

h. If you believe you cannot, in good conscience, perform your duties without prejudice or partiality, you have a duty to request relief by me from board membership. At my discretion, such a request may be honored.

4. Restrictions.

a. Recommendations of the Board are "Controlled Unclassified Information" until the proper authority releases the results. You will not disclose, for any reason, specific details of the board proceedings pertaining to the selection or non-selection of individual applicants, whether recorded or unrecorded.

b. Board membership will not be revealed until adjournment.

c. The Board's recommendations are advisory. I will make the final decision on selection of applicants.

(b)(6)

20 Jan 21

Encls

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

FISCAL YEAR 2021 REGULAR ARMY TRANSITION BOARD,
JUDGE ADVOCATE GENERAL'S CORPS
ADMINISTRATIVE INSTRUCTIONS

1. **Eligibility**. The board recorder will furnish the Board with electronic files of all applicants eligible for consideration. Applicants recommended for appointment to the Judge Advocate General's (JAG) Corps in the Regular Army (RA) must meet the following qualifications at the time of appointment:

a. **Military Status**. Be a current U.S. Army Reserve (USAR) Judge Advocate (JA) in the grade of captain (O-3) with at least 24 months of active service as a JA in the USAR. For purposes of this board, active service in the USAR can be in either a Troop Program Unit (TPU) or Individual Mobilization Augmentee (IMA) status, pursuant to the requirements of Army Regulation (AR) 135-91 (Service Obligations, Methods of Fulfillment, Participation Requirements, and Enforcement Procedures). Time spent as a JA on active duty orders pursuant to mobilization, deployment, and/or training while in a TPU or IMA status is also creditable as active service in the USAR. Time spent in the Individual Ready Reserve will not count toward the active service requirement. Applicants who have been twice non-selected for promotion to a higher grade are not eligible for consideration. Applicants must be in a favorable personnel status (not flagged) in order to apply.

b. **Age**. Be able to complete 20 years of active commissioned service before their 62nd birthday. In appropriate circumstances, The Judge Advocate General (TJAG) may waive this requirement;

c. **Citizenship**. Be a citizen of the United States;

d. **Character**. Be of high moral character;

e. **Leadership Potential**. Possess clear leadership potential and interpersonal tact;

f. **Physical Readiness**. Meet the standards of AR 40-501 (Standards of Medical Fitness), and AR 600-9 (The Army Body Composition Program);

g. **Personnel Security Requirements**. Have, at a minimum, a SECRET security clearance before receiving an appointment, or have initiated a National Agency Check with Local Agency Check and Credit Check at the time of appointment;

h. **Law Degree**. Have earned a J.D. degree from a law school accredited by the American Bar Association at the time the applicant received the degree;

i. **Bar Admission**. Be admitted to practice and be in good standing with the licensing authority admitting the individual to the practice of law before the highest court of a State, Territory, Commonwealth, or the District of Columbia; and

j. **Rank**. Be willing to accept a new date of rank and time-in-grade calculation prior to appointment in the RA. Dates of rank will be recalculated according to Human Resources Command policy at the time of appointment.

2. **Oaths**.

a. The Board president shall administer the following oath or affirmation to the recorder:

Do you, *[state the recorder's name]*, solemnly swear (or affirm) that you will keep a true record of the proceedings of this Board, and further, that you will not divulge the proceedings or results thereof pertaining to the selection or non-selection of individual applicants except to the proper authority?

b. The recorder shall administer the following oath or affirmation to the Board:

Do you, *[state the Board members' names]*, solemnly swear (or affirm) that you will, without prejudice or partiality, and having in view both the special needs and the efficiency of the Army, perform the duties imposed upon you, and further, that you will not divulge the proceedings or results thereof pertaining to the selection or non-selection of individual applicants except to the proper authority?

3. **Information Considered**. The Board will consider the following information submitted by each applicant:

a. Memorandum explaining the officer's motivation to transition to the RA;

b. All transcripts of undergraduate, graduate, and law school studies;

c. Record of current and prior military service, including DD Form 214(s), copies of all officer evaluation reports and academic evaluation reports, and a current record brief and statement of retirement points (DA Form 5016 (USAR) or NGB Form 23B));

d. DA Form 5500/5501, Body Fat Content Worksheet (if applicable);

e. A certificate or statement from the clerk of a State, Territory, Commonwealth, or the District of Columbia showing admission to practice and standing before the bar;

f. A statement or resume reflecting all full-time and part-time work experience (legal and non-legal);

g. Up to three letters of recommendation (optional);

h. Other information submitted by the applicant and relevant to that applicant's qualifications for RA appointment in the JAG Corps; and

i. Letter of endorsement from the first O-6 in the applicant's technical chain or the chain of command.

4. **Procedures**. The board may be held in person or by remote/virtual means, as determined by the Board president. Applicants whose files are deemed complete by the Judge Advocate Recruiting Office (JARO) will be made available for board review.

a. **Voting**. The Board will determine whether to recommend the applicant for RA appointment in the JAG Corps. The Board will determine by a "yes/no" recommendation whether, after reviewing the file, in accordance with the guidance outlined herein, the applicant should be recommended for appointment. Majority vote governs.

b. **Certification**:

(1) After voting is complete, the recorder will indicate whether each applicant was recommended or not recommended by the Board. Each file will be forwarded to TJAG with a recommendation for appointment in the JAG Corps in the RA or a recommendation for non-selection.

(2) Certification. The Board will attest to the following certificate:

The Board members hereby certify that, to the best of their knowledge, the Board complied with the MOI, they were not subject to or aware of any censure, reprimand, or admonishment resulting from the recommendation of the Board or its exercise of any lawful function within the Board's authorized discretion; they were not subject to or aware of any attempt to coerce or influence improperly any action in the formulation of the Board's recommendations; and they were not a party to, or aware of, any attempt at unauthorized communications.

The Board, acting under oath and having in view the special needs and the efficiency of the Army, has carefully considered the record of every applicant whose name was furnished to it as specified in the MOI. In the opinion of a majority of the members of the Board, the applicants named in the Enclosure are qualified to meet the needs of the Army, as specified in the MOI furnished to the Board by TJAG, and are hereby recommended for appointment to the JAG Corps in the RA.

FISCAL YEAR 2021 REGULAR ARMY (RA) TRANSITION BOARD,
JUDGE ADVOCATE GENERAL'S (JAG) CORPS
ADDITIONAL GUIDANCE

1. **General**.

a. The applicants you recommend for selection will shape the JAG Corps of the future. Your goal, therefore, is to select those individuals with proven performance and continued outstanding potential as Soldier-lawyers.

b. In analyzing individual records to determine whether an applicant is qualified for selection, the Board should consider the below factors. No single factor is dispositive; however, non-selection may be based on a demonstrated lack of integrity, moral turpitude, or professional ineptitude.

(1) **Prior Military Performance**. The JAG Corps needs Judge Advocates who are capable of being principled counsel, expert and versatile attorneys, servant leaders, and stewards of the profession. You should carefully examine each applicant's officer evaluation reports to assess the applicant's performance and suitability for an RA appointment in the JAG Corps.

(2) **Civilian Employment**. Each applicant has submitted a resume detailing his or her work experience outside the JAG Corps. This information is frequently supplemented by letters of recommendation from individuals who have had the opportunity to observe and evaluate the applicant's work performance. You should carefully examine this information to assess initiative, legal and analytical skills, judgment, and maturity.

(3) **Intellect**. Judge Advocates must be intelligent enough to practice competently in our diverse legal functions. Academic achievement can be a strong indicator of intellect. In addition, academic success is often an indicator of self-discipline, grit, and maturity—all attributes necessary for a successful Judge Advocate. Grading systems, however, vary greatly among academic institutions, and you must exercise great care when evaluating the academic records of applicants.

(4) **Interpersonal Skills**. Judge Advocates must possess the ability to understand and work effectively with service members and civilians of all ranks, grades, and backgrounds.

(5) **Physical Readiness**. Judge Advocates must maintain a high level of physical readiness in order to meet mission requirements. Physical fitness is therefore an important indicator of an applicant's suitability for Army service. The Board will consider general physical condition and compliance with Army Regulation 600-9 (The Army Body Composition Program), in evaluating an applicant's potential for Army service.

(6) **Character and Leadership Ability**. Army leaders and attorneys must possess the highest character. Judge Advocates must embody the Army Values: loyalty, duty, respect, selfless service, honor, integrity, and personal courage. In

particular, honor and integrity are the bedrock of our dual professions. Soldiers and noncommissioned officers must be able to trust their officers. Accordingly, you should select only those applicants whose records demonstrate an uncompromising commitment to these values.

(7) **Communication Skills**. Judge Advocates must be effective communicators in person and in writing—precise, persuasive, and tactful.

(8) **Involvement in Civic Activities**. Participation and achievement in civic activities is a strong indication of initiative and leadership capacity. Non-participation in such activities, should not, however, operate against an applicant's interest when gainful employment has denied the applicant the opportunity to engage in these activities.

2. **Consideration of Adverse Information**. The Board will consider all adverse information attributed to an applicant, if applicable.

a. Adverse information is any substantiated adverse finding or conclusion from an officially documented investigation or inquiry or any other credible information of an adverse nature. To be credible, the information must be resolved and supported by a preponderance of the evidence. To be adverse, the information must be derogatory, unfavorable, or of a nature that reflects clearly unacceptable conduct, integrity, or judgment on the part of the individual. As examples, adverse information could include: general officer memorandums of reprimand, punishment under Article 15, UCMJ, referred officer evaluation reports (OERs), or adverse findings or conclusions from a Department of the Army Inspector General (DAIG), law enforcement, or Army Regulation (AR) 15-6 investigation or report.

b. Adverse information that is filed in an applicant's Army Military Human Resource Record (AMHRR) will be provided to you exactly as it is filed in the AMHRR. Adverse information that is not in an applicant's AMHRR will be summarized and the summary will be included in the officer's board file. Applicants have been notified that the adverse summary will be presented to the Regular Army Transition Board, were provided a copy of the summary, and were afforded a reasonable opportunity to submit written comments on that information to the Board.

c. When reviewing adverse information, you must review it thoroughly, to include the date of occurrence, nature, and gravity of any misconduct, malfeasance or impropriety committed by an officer under consideration and the officer's comments, if submitted. You must consider this adverse information in the context of any comments provided by the applicant and the applicant's entire service record. You will endeavor to select officers who demonstrate the Army standards of integrity, personal responsibility and professional ethics. In making your recommendations, you should consider the significance of the adverse information in relation to the officer's qualifications and potential for service in the JAG Corps in the RA.

3. **Prior Non-Selection**. Prior non-selection by an accession board will not be considered a reason for non-selection by a subsequent accession board. The Board must make an independent evaluation on the basis of the applicant's record as compared with other applicants considered by the Board.

4. **Diversity and Equal Opportunity**. The strength of our Army comes from our diversity. Developing and maintaining qualified and demographically diverse leadership is critical for mission effectiveness and is essential to national security. Effective leaders understand that organizational success depends on the ability of people of different backgrounds to work together, while bringing the value of their diverse experiences to the mission. With a culture that embraces diversity, the Army is better able to attract and keep the best men and women from across the Nation, and to operate more successfully around the world. Moreover, the success of today's Army comes from a total commitment to the ideals of freedom, fairness, and human dignity upon which our country was founded. It is vital that our Army is in fact one of equal opportunity – equal opportunity for all Soldiers is the only acceptable standard for our Army. This principle applies to every aspect of career development and utilization in our Army, but is especially important to demonstrate in the accession process. Select meritorious applicants who create and maintain an inclusive environment where individual behaviors are recognized, accepted, and, most importantly, valued, regardless of race, color, national origin, religion, sex (including gender identity), or sexual orientation. In doing so our Soldiers will have a clear perception of equal opportunity in the selection process.

DEPARTMENT OF THE ARMY
OFFICE OF THE JUDGE ADVOCATE GENERAL
2200 ARMY PENTAGON
WASHINGTON DC 20310-0300

DAJA-ZA 19 July 2021

MEMORANDUM FOR President of the Fiscal Year 2021 Early Decision Accession Board, Judge Advocate General's Corps

SUBJECT: Memorandum of Instruction for the Fiscal Year 2021 Early Decision Accession Board, Judge Advocate General's Corps

1. Authority. The Fiscal Year 2021 (FY21) Early Decision Accession Board, Judge Advocate General's (JAG) Corps is appointed pursuant to Army Regulation (AR) 27-1 (Judge Advocate Legal Services), AR 601-100 (Appointment of Commissioned and Warrant Officers in the Regular Army), and AR 135-100 (Appointment of Commissioned and Warrant Officers of the Army). The Board will be held from 16 August through 20 August 2021. The Board is appointed to recommend FY21 2L Intern Program participants for appointment in the JAG Corps.

2. Membership. The Board will consist of three voting members comprised of officers in the grade of 0-4 and above. My designee or I will appoint the board members and may select individuals other than those recommended to serve on the Board. Board membership will be provided under separate cover. The Chief, Judge Advocate Recruiting Office (JARO), is delegated authority to excuse board members and appoint alternates if exceptional circumstances exist.

3. General.

a. The Board will consider all participants in the FY21 2L Intern Program who elect to apply for a JAG Corps commission through the Early Decision Program. The Board will determine which applicants are fully qualified for appointment in the JAG Corps.

b. The Board will use a "yes/no" voting format. Applicants recommended for appointment will be voted as "yes," while applicants not recommended for appointment will be voted as "no."

c. The Board will convene at a time set by the board president. The board president has no authority to constrain the Board from recommending for appointment those applicants the majority of the Board determines to be qualified as defined in this Memorandum of Instruction (MOI) and enclosures.

d. Enclosure 1 contains administrative instructions and procedures and specifies the oaths for the board members and the recorder.

e. Enclosure 2 contains additional guidance on the factors the Board is to consider in the selection process. This enclosure also contains guidance for ensuring equal opportunity for all applicants.

f. I have selected each of you to serve on this Board because I have confidence in your ability to recognize applicants with the strongest potential as future Army leaders and attorneys. Bear in mind the serious nature of your duties as a board member and your obligation to ensure these proceedings remain above reproach. The oath you will take obliges you to ensure all applicants are considered without prejudice or partiality. You will adhere to that oath, governing laws, directives, regulations, and this MOI when selecting applicants who meet the needs of the Army, as outlined here. Your failure to do so may constitute cause for removal as a member.

g. Any board member who believes he or she cannot, in good conscience, perform his or her duties as a member of the Board without prejudice or partiality has a duty to request relief by me from board membership. At my discretion, such a request may be honored. Any board member who believes the integrity of the Board's proceedings has been affected by improper influence or senior military or civilian authority, misconduct by the board president or a member, or any other reason, has a duty to report the basis for his or her belief to me.

4. Restrictions.

a. Recommendations of the board are "Controlled Unclassified Information" until the proper authority releases the results. Upon adjournment, board members are encouraged to familiarize other officers with board procedures in general. However, members will not disclose, for any reason, specific details of the Board proceedings pertaining to the selection or non-selection of individual applicants, whether recorded or unrecorded.

b. Board membership will not be revealed until the Board adjourns.

c. The Board's recommendations are advisory. I will make the final decision on selection of Early Decision Program applicants for RA and USAR appointment in the JAG Corps.

(b)(6)

Encls

STUART W. RISCH
Lieutenant General, USA
The Judge Advocate General

FISCAL YEAR 2021 EARLY DECISION ACCESSION BOARD,
JUDGE ADVOCATE GENERAL'S CORPS
ADMINISTRATIVE INSTRUCTIONS

1. **Eligibility**. The board recorder will furnish the Board with electronic files of all applicants eligible for consideration. Eligible applicants are all Department of the Army civilian employees employed pursuant to the FY21 2L (GS-07) Intern Program. Applicants recommended for appointment to the Judge Advocate General's (JAG) Corps must meet the following qualifications at the time of appointment:

a. **Age**. Be at least 21 years of age and meet maximum age limitations listed in table 1-1, Army Regulation (AR) 135-100 (Appointment of Commissioned and Warrant Officers of the Army). In appropriate circumstances, The Judge Advocate General (TJAG) may waive the latter requirement, but not the minimum age requirement.

b. **Citizenship**. Be a citizen of the United States at the time of appointment. An applicant who is within one year of obtaining citizenship may apply for a commission;

c. **Character**. Be of high moral character;

d. **Leadership Potential**. Possess clear leadership potential and interpersonal tact;

e. **Physical Readiness**. Meet the standards of Army Regulation (AR) 40-501 (Standards of Medical Fitness), and AR 600-9 (The Army Body Composition Program);

f. **Personnel Security Requirements**. Have, at a minimum, a SECRET security clearance before receiving an appointment, or have initiated a National Agency Check with Local Agency Check and Credit Check at the time of commissioning;

g. **Law Degree**. Have earned a J.D. degree from a law school accredited by the American Bar Association at the time the applicant received the degree. A student in his or her last year in law school may apply for a commission before either graduation or admission to the bar. To receive a commission, an applicant must meet all bar admission requirements before appointment; and

h. **Bar Admission**. Be admitted to practice and be in good standing with the licensing authority admitting the individual to the practice of law before the highest court of a State, Territory, Commonwealth, or the District of Columbia.

2. **Oaths**.

a. The board president shall administer the following oath or affirmation to the recorder:

Do you, *[state the recorder's name]*, solemnly swear (or affirm) that you will keep a true record of the proceedings of this Board, and further, that you will not divulge the proceedings or results thereof pertaining to the selection or non-selection of individual applicants except to the proper authority?

b. The recorder shall administer the following oath or affirmation to each member of the board:

Do you, *[state the board members' names]*, solemnly swear (or affirm) that you will, without prejudice or partiality, and having in view both the special needs and the efficiency of the Army, perform the duties imposed upon you, and further, that you will not divulge the proceedings or results thereof pertaining to the selection or non-selection of individual applicants except to the proper authority?

3. **Information Considered**.

a. The Board will consider applicants' electronic files, including:

(1) All transcripts of undergraduate, graduate, and law school studies;

(2) Application for appointment in the JAG Corps;

(3) Record of prior military service (if applicable), including DD Form 214, statement of retirement points (DA Form 5016 (USAR) or NGB Form 23B), and copies of all enlisted or officer evaluation reports;

(4) A statement or resume reflecting all full-time and part-time work experience (legal and non-legal);

(5) JAG Corps Intern Evaluation Report and Extern Evaluation Report (if applicable);

(6) Up to three letters of recommendation (optional);

(7) Legal writing sample (optional); and

(8) Other information submitted by the applicant and relevant to his or her qualifications for appointment to the JAG Corps.

b. The board recorder will provide each board member a copy of the administrative instructions and will brief the Board on administrative matters, to include an explanation of the Law School Admission Test (LSAT) scoring system. The Board will also receive a copy of the height and weight table from AR 600-9 (The Army Body Composition Program), and the recorder will furnish the Board with information regarding the U.S. News & World Report's current law school rankings.

4. **Procedures**. The board may be held in person or by remote/virtual means. Applicant files deemed complete by the Judge Advocate Recruiting Office (JARO) will be made available for board review.

a. Voting. The Board will determine whether to recommend an applicant for appointment in the JAG Corps. The Board will determine by a "yes/no" recommendation whether, after reviewing the file, in accordance with the guidance outlined herein, the applicant should be recommended for appointment. Majority vote governs.

b. Certification:

(1) After voting is complete, the recorder will produce two lists: one list of all recommended applicants, and a second list of all applicants not recommended. The lists will be forwarded to TJAG with recommendations for appointment in the JAG Corps and non-selection, respectively.

(2) Certification. The Board will attest to the following certificate:

The Board hereby certifies that, to the best of his/her knowledge, the Board complied with the MOI, that he/she was not subject to or aware of any censure, reprimand, or admonishment resulting from the recommendation of the Board or its exercise of any lawful function within the Board's authorized discretion; that he/she was not subject to or aware of any attempt to coerce or influence improperly any action in the formulation of the Board's recommendations; and that he/she was not a party to, or aware of, any attempt at unauthorized communications.

The Board, acting under oath and having in view the special needs and the efficiency of the Army, has carefully considered the record of every applicant whose name was furnished to it as specified in the MOI. In the opinion of the Board, the applicants named in the Enclosure are qualified to meet the needs of the Army, as specified in the MOI furnished to the Board by TJAG, and are hereby recommended for appointment to the JAG Corps.

5. **Instructions Concerning Communications and Information**.

a. Each of you (president, board members, recorder, and administrative support personnel) is responsible for maintaining the integrity of this advisory board, and to foster the careful consideration, without prejudice or partiality, of all eligible applicants.

b. You may not receive, initiate, or participate in communications or discussions involving information that is not presented in each application, any information beyond what is provided to the Board, and any information communicated to you by the individual under consideration. In your deliberations, you may not discuss any matters precluded by law, Army regulations, or this MOI.

c. The Board may not use personal knowledge in its deliberations. If a board member has personal knowledge of an applicant that is not documented in the file provided to the Board, and the board member feels the information is of great significance, then the board member will summarize the information in writing and provide it in a sealed envelope to the board recorder. The board recorder will seek guidance from the proper authority.

FISCAL YEAR 2021 2L EARLY DECISION ACCESSION BOARD,
JUDGE ADVOCATE GENERAL'S (JAG) CORPS
ADDITIONAL GUIDANCE

1. **General**.

a. The applicants you recommend for selection will shape the JAG Corps of the future. They must 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. Your goal, therefore, is to select those individuals with proven performance and outstanding potential to serve as Soldier-lawyers.

b. In analyzing individual records to determine whether an applicant is qualified for selection, the Board should consider the below factors. No single factor is dispositive; however, non-selection may be based on a demonstrated lack of integrity, moral turpitude, or professional ineptitude. Ultimately, you should recommend those individuals that you are confident will provide principled counsel, attain mastery of the law, steward the organization, and demonstrate servant leadership.

(1) **Intellect**. Judge Advocates must possess the intellectual capacity to practice competently in each of our legal functions. Academic achievement can be a strong indicator of intellect. In addition, academic success is often an indicator of self-discipline, grit, and maturity—all attributes necessary for a successful Judge Advocate. Grading systems vary among academic institutions, so exercise care when evaluating the academic records of applicants.

(2) **Interpersonal Skills**. Judge Advocates must possess the ability to understand and work effectively with service members and civilians of all ranks, grades, and backgrounds.

(3) **Communication Skills**. Judge Advocates must be effective communicators in person and in writing—precise, persuasive, and professional.

(4) **Character and Leadership Ability**. Army leaders and attorneys must possess the highest character. Judge Advocates must embody the Army Values: loyalty, duty, respect, selfless service, honor, integrity, and personal courage. In particular, honor and integrity are the bedrock of our dual professions. Soldiers and noncommissioned officers must be able to trust their officers. Accordingly, you should select only those applicants whose records demonstrate an uncompromising commitment to these values.

(5) **Physical Readiness**. Judge Advocates must maintain a high level of physical readiness in order to meet mission requirements. Physical fitness is therefore an important indicator of an applicant's suitability for Army service. The Board will consider general physical condition and compliance with Army Regulation 600-9 (The Army Body Composition Program) in evaluating an applicant's potential for Army service.

(6) **Prior Military Experience**. Some applicants may have prior enlisted or commissioned service. You should review the files of these applicants for indicators of leadership potential, maturity, teamwork, and the ability to excel as an Army officer. The JAG Corps also has a need for officers with special military skills and training, such as Airborne or Ranger qualification. Military experience will be considered a positive factor.

(7) **Legal and Work Experience**. Each applicant has submitted a resume or statement detailing his or her work experience. Applicants also have the option of submitting up to three letters of recommendation. You should carefully examine this information to assess initiative, legal and analytical skills, judgment, and maturity.

(8) **Involvement in Campus and Civic Activities**. Participation and achievement in extracurricular activities can be a strong indication of initiative and leadership capacity. Non-participation in such activities, should not, however, operate against an applicant's interest when heavy course loads and gainful employment in financing the expenses of college and law school have denied the applicant the opportunity to engage in extracurricular activities.

(9) **Graduates of the Reserve Officers' Training Corps (ROTC) Program**.

(i) Some applicants are ROTC graduates who are attending law school on an approved educational delay. These applicants are already commissioned, but applied for and were granted a delay from regular Army service based, in part, on a recommendation by the JAG Corps.

(ii) Successful completion of an ROTC program requires that an individual demonstrate a strong sense of personal integrity, honor, and responsibility while developing an understanding of the basic concepts and principles of leadership and military art and science. These attributes are reliable indicators of the potential to serve successfully as a Judge Advocate. The Board is strongly encouraged to give careful consideration to the selection of ROTC educational delay applicants.

2. **Summer Intern Evaluation Report**. All applicants will have been interviewed by a SJA or other senior supervisor. Each SJA or senior supervisor has prepared an evaluation report for your consideration, which assesses each applicant's performance during their internship. Each report contains an explicit recommendation on whether the applicant should be extended an early offer of a commission. You should strongly consider the Intern Evaluation Report.

3. **Adverse Information**. The Board must independently evaluate and weigh derogatory information presented to the Board. The Board should evaluate indications of disciplinary action relative to an individual's overall record and potential, while, at the same time, considering the seriousness of the offense. Accordingly, the Board should use care in assessing the weight placed on one incident, which may be atypical of an otherwise outstanding record.

4. **Diversity and Equal Opportunity**.

a. The strength of our Army comes from our diversity. Developing and maintaining qualified and demographically diverse leadership is critical for mission effectiveness and is essential to national security. Effective leaders understand that organizational success depends on the ability of people of different backgrounds to work together, while bringing the value of their diverse experiences to the mission. With a culture that embraces diversity, the Army is better able to attract and keep the best men and women from across the Nation, and to operate more successfully around the world. Moreover, the success of today's Army comes from a total commitment to the ideals of freedom, fairness, and human dignity upon which our country was founded.

b. It is vital that our Army is in fact one of equal opportunity – equal opportunity for all Soldiers is the only acceptable standard for our Army. This principle applies to every aspect of career development and utilization in our Army, but is especially important to demonstrate in the accession process. Select meritorious applicants who create and maintain an inclusive environment where individual behaviors are recognized, accepted, and, most importantly, valued, regardless of race, color, national origin, religion, sex (including gender identity), or sexual orientation. In doing so our Soldiers will have a clear perception of equal opportunity in the selection process.

DEPARTMENT OF THE ARMY
OFFICE OF THE JUDGE ADVOCATE GENERAL
2200 ARMY PENTAGON
WASHINGTON DC 20310-0300

DAJA-ZA

18 SEP 20

MEMORANDUM FOR President and Members of the Fiscal Year 2021 Regular Army Accession Board, Judge Advocate General's Corps

SUBJECT: Memorandum of Instruction for the Fiscal Year 2021 Regular Army Accession Board, Judge Advocate General's Corps

1. Authority. The Fiscal Year 2021 (FY21) Regular Army (RA) Accession Board, Judge Advocate General's Corps (JAGC) is appointed pursuant to Army Regulation (AR) 27-1, Judge Advocate Legal Services, and AR 601-100, Appointment of Commissioned and Warrant Officers in the Regular Army. The FY21 RA Accession Board will be held between 19 October and 8 November 2020. The Board is appointed to recommend applicants for appointment to the JAGC in the RA.

2. Membership. The Board will consist of five voting members: a general officer as president and four members comprised of field grade and company grade officers. The Board will also include at least one female and one minority board member. My designee or I will appoint the board members and may select individuals other than those recommended to serve on the Board. Board membership will be provided under separate cover. The Chief, Judge Advocate Recruiting Office (JARO), is delegated authority to excuse board members and appoint alternates if exceptional circumstances exist.

3. General.

a. The Board will determine which applicants are best qualified for RA appointment in the JAGC and which are not. The board members will score each qualified applicant to create an order of merit list (OML) (see enclosed Administrative Instructions and Additional Guidance), and those who rank highest on the list will be considered "best qualified." The Board will also provide a list of those applicants deemed unqualified.

b. The Board will convene at a time set by the board president. The board president has no authority to constrain the Board from recommending for appointment those applicants the majority of the Board determines to be qualified as defined in this Memorandum of Instruction (MOI) and enclosures.

c. Enclosure 1 contains administrative instructions and procedures and specifies the oaths for the board members and the recorder.

d. Enclosure 2 contains additional guidance on the factors the Board is to consider in the selection process. This enclosure also contains guidance for ensuring equal opportunity for all applicants.

e. JARO will furnish applicant files to the Board and will provide all administrative support.

f. I have selected each of you to serve on this Board because I have confidence in your ability to recognize applicants with the strongest potential as future Army leaders and attorneys. Bear in mind the serious nature of your duties as a board member and your obligation to ensure these proceedings remain above reproach. The oath you will take obliges you to ensure all applicants are considered without prejudice or partiality. You will adhere to that oath, governing laws, directives, regulations, and this MOI when selecting applicants who meet the needs of the Army, as outlined here. Your failure to do so may constitute cause for removal as a member.

g. Any board member who believes he or she cannot, in good conscience, perform his or her duties as a member of the Board without prejudice or partiality has a duty to request relief by me from board membership. At my discretion, such a request may be honored. Any board member who believes the integrity of the Board's proceedings has been affected by improper influence or senior military or civilian authority, misconduct by the board president or a member, or any other reason, has a duty to report the basis for his or her belief to me.

4. Restrictions.

a. Recommendations of the Board are "For Official Use Only" until the proper authority releases the results. Upon adjournment, board members are encouraged to familiarize other officers with board procedures in general. However, members will not disclose, for any reason, specific details of the Board proceedings pertaining to the selection or non-selection of individual applicants, whether recorded or unrecorded.

b. Board membership will not be revealed until the Board adjourns.

c. The Board's recommendations are advisory. I will make the final decision on selection of applicants for RA appointment in the JAGC.

(b)(6)

Encls

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

FISCAL YEAR 2021 REGULAR ARMY ACCESSION BOARD, JUDGE ADVOCATE GENERAL'S CORPS ADMINISTRATIVE INSTRUCTIONS

1. **Eligibility**. The board recorder will furnish the Board with electronic files of all applicants eligible for consideration. Applicants recommended for appointment to the Judge Advocate General's Corps (JAGC) in the Regular Army (RA) must meet the following qualifications at the time of appointment:

a. **Age**. Be at least 21 years of age and able to complete 20 years of active commissioned service before their 62nd birthday. In appropriate circumstances, The Judge Advocate General (TJAG) may waive the latter requirement. The minimum age requirement is not waivable.

b. **Citizenship**. Be a citizen of the United States at the time of appointment. An applicant who is within one year of obtaining citizenship may apply for a commission;

c. **Character**. Be of high moral character;

d. **Leadership Potential**. Possess clear leadership potential and interpersonal tact;

e. **Physical Readiness**. Meet the standards of Army Regulation (AR) 40-501, Standards of Medical Fitness, and AR 600-9, The Army Body Composition Program;

f. **Personnel Security Requirements**. Have, at a minimum, a SECRET security clearance before receiving an appointment, or have initiated a National Agency Check with Local Agency Check and Credit Check at the time of commissioning;

g. **Law Degree**. Have earned a J.D. degree from a law school accredited by the American Bar Association at the time the applicant received the degree. A student in his or her last year in law school may apply for a commission before either graduation or admission to the bar. To receive a commission, an applicant must meet all bar admission requirements before appointment; and

h. **Bar Admission**. Be admitted to practice and be in good standing with the licensing authority admitting the individual to the practice of law before the highest court of a State, Territory, Commonwealth, or the District of Columbia.

2. **Oaths**.

a. The board president shall administer the following oath or affirmation to the recorder:

Do you, *[state the recorder's name]*, solemnly swear (or affirm) that you will keep a true record of the proceedings of this Board, and further, that you will not divulge the

proceedings or results thereof pertaining to the selection or non-selection of individual applicants except to the proper authority?

b. The recorder shall administer the following oath or affirmation to each member of the board:

Do you, *[state the board members' names]*, solemnly swear (or affirm) that you will, without prejudice or partiality, and having in view both the special needs and the efficiency of the Army, perform the duties imposed upon you, and further, that you will not divulge the proceedings or results thereof pertaining to the selection or non-selection of individual applicants except to the proper authority?

3. **Information Considered**.

a. The Board will consider applicants' electronic files, including:

(1) All transcripts of undergraduate, graduate, and law school studies;

(2) A certificate or statement from the clerk of a State, Territory, Commonwealth, or the District of Columbia showing admission to practice and standing before the bar (if applicable);

(3) Application for appointment in the JAGC;

(4) Record of prior military service (if applicable), including DD Form 214, statement of retirement points (DA Form 5016 (USAR) or NGB Form 23B), and copies of all enlisted or officer evaluation reports;

(5) A statement or resume reflecting all full-time and part-time work experience (legal and non-legal);

(6) A statement of interest, objectives, and motivation for applying for appointment in the JAGC;

(7) A Field Screening Officer's Report of Interview;

(8) JAGC Intern or Extern Evaluation Report (if applicable);

(9) Up to three letters of recommendation (optional);

(10) Legal writing sample (optional); and

(11) Other information submitted by the applicant and relevant to his or her qualifications for appointment to the JAGC, such as requests for waiver of the eligibility criteria of AR 601-100, Appointment of Commissioned and Warrant Officers in the Regular Army, or AR 27-1, Judge Advocate Legal Services.

b. The board recorder will provide each board member a copy of the administrative instructions and will brief the Board on administrative matters, to include an explanation of the Law School Admission Test (LSAT) scoring system. The Board will also receive a copy of the height and weight table from AR 600-9, The Army Body Composition Program. Upon the Board's request, the recorder may furnish the Board with information regarding the U.S. News & World Report's current law school rankings data.

4. **Procedures**. The board may be held in person or by remote/virtual means. Applicant files are deemed complete by the Judge Advocate Recruiting Office (JARO) will be made available for board review. The consideration of applicants will follow a three-step process:

a. Step 1 – Familiarization: The board recorder will provide the Board with sample files for a practice vote. These files will be voted in accordance with the voting procedures discussed in Step 2, below. The purpose of a practice vote is to allow board members to become familiar with the contents and organization of applicant files and voting procedures.

b. Step 2 – Voting:

(1) Each board member will determine which applicants are qualified and which are unqualified. Applicants deemed qualified are given a score from 2-10 (2 is the lowest and 10 is the highest). Those scoring the highest are deemed "best qualified." Unqualified applicants are given a score of 1. "Unqualified" means a failure to meet eligibility criteria, as listed in paragraph 1, above.

(2) Any board member may, at his or her discretion, reconsider and revote an individual applicant's file at any time before adjournment. The board recorder will assist any board member seeking to conduct a revote.

(3) The board recorder will produce an order of merit list (OML) by listing all qualified applicants sequentially from highest score to lowest score. The Board will recommend the OML as its list of selectees, and will recommend the list of unqualified applicants as non-selects.

(4) In the event a tiebreaker is required to determine a cut-off line for the OML, the board recorder will administratively create a group of only those applicants who received identical scores. Board members will revote those applicants, and a new revote OML will be compiled. A decimal point reflecting the new OML will be added to the original OML score to indicate the best qualified applicants within the revote population.

c. Step 3 – Recommendations/Reports and Certification:

(1) After voting is complete, the recorder will produce two lists: one list of all qualified applicants and a second list of all unqualified applicants. The lists will be

forwarded to TJAG with recommendations for selection in the RA JAGC and non-selection, respectively.

(2) The Board will conduct a review of the board proceedings and draft an after-action report (AAR). The AAR will highlight the members' collective observations, concerns, and recommendations regarding the selection process. TJAG may ask the board president to address specific questions in the AAR. The board recorder will provide the questions and a sample format. The board president may include additional observations or recommendations on issues not addressed in TJAG's questions. The Board may modify the format of the report to record the Board's comments in a concise, logical manner.

(3) Certification. Each member of the Board will attest to the following certification:

The board president, board members, and board recorders hereby certify that, to the best of their knowledge, the Board complied with the Memorandum of Instruction (MOI), they were not subject to or aware of any censure, reprimand, or admonishment resulting from the recommendation of the Board or its exercise of any lawful function within the Board's authorized discretion; they were not subject to or aware of any attempt to coerce or influence improperly any action in the formulation of the Board's recommendations; and they were not a party to, or aware of, any attempt at unauthorized communications.

The Board, acting under oath and having in view the special needs and the efficiency of the Army, has carefully considered the record of every applicant whose name was furnished to it as specified in the MOI. In the opinion of a majority of the members of the Board, the applicants named in the Enclosure are qualified to meet the needs of the Army, as specified in the MOI furnished to the Board by TJAG, and are hereby recommended for appointment to the JAGC in the RA.

5. **Instructions Concerning Communications and Information**.

a. Each of you (president, board members, recorder, and administrative support personnel) is responsible for maintaining the integrity of this advisory board, and to foster the careful consideration, without prejudice or partiality, of all eligible applicants.

b. You may not receive, initiate, or participate in communications or discussions involving information that is not presented in each application, any information beyond what is provided to the Board, and any information communicated to you by the individual under consideration. In your deliberations, you may not discuss any matters precluded by law, Army regulations, or this MOI.

c. The Board may not use personal knowledge in its deliberations. If a board member has personal knowledge of an applicant that is not documented in the file provided to the Board, and the board member feels the information is of great

significance, then the board member will summarize the information in writing and provide it in a sealed envelope to the board recorder. The board recorder will seek guidance from the proper authority.

FISCAL YEAR 2021 REGULAR ARMY ACCESSION BOARD, JUDGE ADVOCATE GENERAL'S CORPS ADDITIONAL GUIDANCE

1. **General**.

a. The applicants you recommend for selection will become the Judge Advocate General's Corps (JAGC) of the future. Your goal, therefore, is to select those individuals who demonstrate the greatest potential for outstanding service as Soldier-lawyers.

b. In analyzing individual records to determine whether an applicant is qualified for selection, the Board should consider the following factors. No single factor is overriding; however, a determination that an applicant is not best qualified may be based on a demonstrated lack of integrity, moral turpitude, or professional ineptitude.

(1) **Intellect**. Judge Advocates must be intelligent enough to practice in our diverse legal functions. Academic achievement can be a strong indicator of intellect. In addition, academic success is often an indicator of self-discipline, grit, and maturity—all attributes necessary for a successful Judge Advocate. Grading systems, however, vary greatly among academic institutions, and you must exercise great care when evaluating and comparing the academic records of applicants. This is especially true this year, as many law schools deviated from standard grading systems during the pandemic.

(2) **Interpersonal Skills**. Judge Advocates must possess the ability to understand and work effectively with service members and civilians of all ranks, grades, and backgrounds.

(3) **Work Ethic**. You should carefully examine each applicant's file to find evidence of the applicant's strong work ethic.

(4) **Physical Readiness**. Judge Advocates must maintain a high level of physical readiness in order to meet mission requirements. Physical fitness is therefore an important indicator of an applicant's suitability for Army service. The Board will consider general physical condition and potential to comply with the standards of Army Regulation 600-9, The Army Body Composition Program, in evaluating an applicant's potential for Army service. The Board may properly determine that applicants who fail to meet the Army's body composition standards are not qualified.

(5) **Character and Leadership Ability**. Army leaders and attorneys must possess the highest character. Judge Advocates must embody the Army Values: loyalty, duty, respect, selfless service, honor, integrity, and personal courage. In particular, honor and integrity are the bedrock of our dual professions. Soldiers and noncommissioned officers must be able to trust their officers. Accordingly, you should select only those applicants whose records demonstrate an uncompromising commitment to these values.

(6) **Prior Military Experience**. Some applicants may have prior enlisted or commissioned service. You should review the files of these applicants for indicators of leadership potential, maturity, teamwork, and the ability to thrive in the military environment. The JAGC also has a need for officers with special military skills and training, such as Airborne or Ranger qualification. Military experience will be considered a positive factor.

(7) **Legal and Work Experience**. Each applicant has submitted a resume detailing his or her work experience. Applicants also have the option of submitting up to three letters of recommendation. You should carefully examine this information to assess initiative, legal and analytical skills, judgment, and maturity.

(8) **JAGC Intern and Extern Programs**. These programs introduce students to military legal practice and provide meaningful opportunities for supervisory Judge Advocates to evaluate their performance and potential. The Board should give careful consideration to those applicants who have demonstrated superior potential through successful performance as interns or externs.

(9) **Graduates of the Reserve Officers' Training Corps (ROTC) Program**.

(i) Some applicants are ROTC graduates who are attending or have attended law school on an approved educational delay. These applicants are already commissioned, but applied for and were granted a delay from regular Army service based, in part, on a recommendation by the JAGC. The Board is strongly encouraged to give careful consideration to the selection of ROTC educational delay applicants.

(ii) Successful completion of an ROTC program requires that an individual demonstrate a strong sense of personal integrity, honor, and responsibility while developing an understanding of the basic concepts and principles of leadership and military art and science. These attributes are reliable indicators of the potential to serve successfully as a Judge Advocate.

(10) **Communication Skills**. Judge Advocates must be effective communicators in person and in writing—precise, persuasive, and tactful. You should select only those applicants whose records demonstrate superior communication skills.

(11) **Involvement in Campus and Civic Activities**. Participation and achievement in extracurricular activities is a strong indication of initiative and leadership capacity. Non-participation in such activities, should not, however, operate against an applicant's interest when heavy course loads and gainful employment in financing the expenses of college and law school have denied the applicant the opportunity to engage in extracurricular activities.

2. **Field Screening Officer's (FSO) Report**. All applicants will have been interviewed by an FSO, a Judge Advocate designated to perform recruiting and interviewing functions, who has prepared a report for your consideration. You should carefully

evaluate the FSO Report, giving special attention to the FSO's assessment of the applicant's potential for JAGC service. The narrative justifications for an FSO's recommendation are particularly important and lend meaning to the other elements of the FSO Report.

3. **Derogatory Information**. Board members must independently evaluate and weigh derogatory information presented to the Board. The Board should evaluate indications of disciplinary action relative to an individual's overall record and potential, while, at the same time, considering the seriousness of the offense. Accordingly, the Board should use care in assessing the weight placed on one incident, which may be atypical of an otherwise outstanding record.

4. **Prior Non-Selection**. Prior non-selection will not be considered a reason for non-selection by a subsequent board. The Board must make an independent evaluation on the basis of the applicant's record as compared with other applicants considered by the Board.

5. **Equal Opportunity**. Effective leaders understand that organizational success depends on the ability of people of all backgrounds to work together. Select individuals who create and maintain an inclusive environment where individual attributes are recognized, accepted, and most importantly, valued, regardless of race, color, national origin, religion, sex (including gender identity), or sexual orientation. You must strictly avoid consideration of any factors other than merit and ability, as specified elsewhere in this MOI, in selecting only the best qualified candidates. This guidance shall not be interpreted as requiring or authorizing you to extend any preference of any sort to any individual or group of individuals on the basis of race, color, national origin, religion, sex (including gender identity), and sexual orientation.

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

18 SEP 20

DAJA-ZA

MEMORANDUM FOR President and Members of the Fiscal Year 2021 United States Army Reserve Accession Board, Judge Advocate General's Corps

SUBJECT: Memorandum of Instruction for the Fiscal Year 2021 United States Army Reserve Accession Board, Judge Advocate General's Corps

1. Authority. The Fiscal Year 2021 (FY21) United States Army Reserve (USAR) Accession Board, Judge Advocate General's Corps (JAGC) is appointed under the provisions of Army Regulation (AR) 27-1, Judge Advocate Legal Services, and AR 135-100, Appointment of Commissioned and Warrant Officers of the Army. The FY21 USAR Accession Board will be held between 19 October and 8 November 2020. The Board is appointed to recommend applicants for appointment to the JAGC in the USAR.

2. Membership. The Board will consist of five voting members: a general officer as president and four members comprised of field grade and company grade officers. The Board will also include at least one female and one minority board member. At least two voting members must be from the Regular Army (RA). At least one voting member must be a member of the USAR. The president must be from the RA, unless an RA officer is unavailable, and must be senior to all other board members. My designee or I will appoint the board members and may select individuals other than those recommended to serve on the Board. Board membership will be provided under separate cover. The Chief, Judge Advocate Recruiting Office (JARO), is delegated authority to excuse board members and appoint alternates if exceptional circumstances exist.

3. General.

a. The Board will determine which applicants are best qualified for USAR appointment in the JAGC and which are not. The board members will score each qualified applicant to create an order of merit list (OML) (see enclosed Administrative Instructions and Additional Guidance), and those who rank highest on the list will be considered "best qualified." The Board will also provide a list of those applicants deemed unqualified.

b. The Board will convene at a time set by the board president. The board president has no authority to constrain the Board from recommending for appointment those applicants the majority of the Board determines to be qualified as defined in this memorandum of instruction (MOI) and enclosures.

c. Enclosure 1 contains administrative instructions and procedures, and specifies the oaths for the board members and the recorder.

d. Enclosure 2 contains guidance on the factors the Board is to consider in the selection process. This enclosure also contains guidance for ensuring equal opportunity for all applicants.

e. JARO will furnish applicant files to the Board and will provide all administrative support.

f. I have selected each of you to serve on this board because I have confidence in your ability to recognize applicants with the strongest potential as future Army leaders and attorneys. Bear in mind the serious nature of your duties as a board member and your obligation to ensure these proceedings remain above reproach. The oath you will take obliges you to ensure all applicants are considered without prejudice or partiality. You will adhere to that oath, governing laws, directives, regulations, and this MOI when selecting applicants who meet the needs of the Army, as outlined here. Your failure to do so may constitute cause for removal as a member.

g. Any board member who believes he or she cannot, in good conscience, perform his or her duties as a member of the Board without prejudice or partiality has a duty to request relief by me from board membership. At my discretion, such a request may be honored. Any board member who believes the integrity of the Board's proceedings has been affected by improper influence or senior military or civilian authority, misconduct by the board president or a member, or any other reason, has a duty to report the basis for his or her belief to me.

4. Restrictions.

a. Recommendations of the Board are "For Official Use Only" until the proper authority releases the results. Upon adjournment, board members are encouraged to familiarize other officers with board procedures in general. However, members will not disclose, for any reason, specific details of the Board proceedings pertaining to the selection or non-selection of individual applicants, whether recorded or unrecorded.

b. Board membership will not be revealed until the Board adjourns.

c. The Board's recommendations are advisory. I will make the final decision on selection of applicants for USAR appointment in the JAGC.

(b)(6)

Encls

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

FISCAL YEAR 2021 UNITED STATES ARMY RESERVE ACCESSION BOARD, JUDGE ADVOCATE GENERAL'S CORPS ADMINISTRATIVE INSTRUCTIONS

1. **Eligibility**. The board recorder will furnish the Board with electronic files of the applicants eligible for consideration. Applicants recommended for appointment to the Judge Advocate General's Corps (JAGC) in the United States Army Reserve (USAR) must meet the following qualifications at the time of appointment:

a. **Age**. Be at least 21 years of age and meet maximum age limitations listed in table 1-1, Army Regulation (AR) 135-100, Appointment of Commissioned and Warrant Officers of the Army, and be able to complete 20 years creditable service for retirement. Currently, this means applicants must be able to complete 20 years creditable service before their 60th birthday, the age for removal based on Army policy. In appropriate circumstances, The Judge Advocate General (TJAG) may recommend waivers of these requirements. The minimum age requirement is not waivable;

b. **Citizenship**. Be a citizen of the United States at the time of appointment. An applicant who is within one year of obtaining citizenship may apply for a commission;

c. **Character**. Be of high moral character;

d. **Leadership Ability**. Possess clear leadership potential and interpersonal tact;

e. **Physical Readiness**. Meet the standards of AR 40-501, Standards of Medical Fitness, and AR 600-9, The Army Body Composition Program;

f. **Personnel Security Requirements**. Have, at a minimum, a SECRET security clearance before receiving an appointment, or have initiated a National Agency Check with Local Agency Check and Credit Check at the time of commissioning;

g. **Law Degree**. Have earned a J.D. degree from a law school accredited by the American Bar Association at the time the applicant received the degree. A student in his or her last year in law school may apply for a commission before either graduation or admission to the bar. To receive a commission, an applicant must meet all bar admission requirements before appointment; and

h. **Bar Admission**. Be admitted to practice and be in good standing with the licensing authority admitting the individual to the practice of law before the highest court of a State, Territory, Commonwealth, or the District of Columbia.

2. **Oaths**.

a. The board president shall administer the following oath or affirmation to the recorder:

Do you, *[state the recorder's name]*, solemnly swear (or affirm) that you will keep a true record of the proceedings of this Board, and further, that you will not divulge the proceedings or results thereof pertaining to the selection or non-selection of individual applicants except to the proper authority?

b. The recorder shall administer the following oath or affirmation to each member of the Board:

Do you, *[state the board members' names]*, solemnly swear (or affirm) that you will, without prejudice or partiality and having in view both the special needs and the efficiency of the Army, perform the duties imposed upon you, and further, that you will not divulge the proceedings or results thereof pertaining to the selection or non-selection of individual applicants except to the proper authority?

3. **Information Considered**.

a. The Board will consider the following applicants' electronic files, including:

(1) All transcripts of undergraduate, graduate, and law school studies;

(2) A certificate or statement from the clerk of a State, Territory, Commonwealth, or the District of Columbia showing admission to practice and standing before the bar (if applicable);

(3) Application for appointment with the JAGC;

(4) Record of prior military service (if applicable), including DD Form 214, statement of retirement points (DA Form 5016 (USAR) or NGB Form 23B)), and copies of all enlisted or officer evaluation reports;

(5) A statement or resume reflecting all full-time and part-time work experience (legal and non-legal);

(6) A statement of interest, objectives, and motivation for applying for appointment in the JAGC;

(7) A Field Screening Officer's Report of Interview;

(8) JAGC Intern or Extern Evaluation Report (if applicable);

(9) Up to three letters of recommendation (optional);

(10) Legal writing sample (optional); and

(11) Other information submitted by the applicant and relevant to that applicant's qualifications for appointment in the JAGC, such as requests for waiver of the eligibility

criteria of AR 135-100, Appointment of Commissioned and Warrant Officers of the Army, or AR 27-1, Judge Advocate Legal Services.

b. The board recorder will provide each board member a copy of the administrative instructions and will brief the Board on administrative matters, to include an explanation of the Law School Admission Test (LSAT) scoring system. The Board will also receive a copy of the height and weight table from AR 600-9, The Army Body Composition Program. Upon the Board's request, the recorder may furnish the Board with information regarding the U.S. News & World Report's current law school rankings data.

4. **Procedures**. The board may be held in person or by remote/virtual means. Applicant files are deemed complete by the Judge Advocate Recruiting Office (JARO) will be made available for board review. The consideration of applicants will follow a three-step process:

a. Step 1 – Familiarization: The board recorder will provide the Board with sample files for a practice vote. These files will be voted in accordance with the voting procedures discussed in Step 2, below. The purpose of a practice vote is to allow board members to become familiar with the contents and organization of applicant files and voting procedures.

b. Step 2 – Voting:

(1) Each board member will determine which applicants are qualified and which are unqualified. Applicants deemed qualified are given a score from 2-10 (2 is the lowest and 10 is the highest). Those scoring the highest are deemed "best qualified." Unqualified applicants are given a score of 1. "Unqualified" means a failure to meet eligibility criteria, as listed in paragraph 1, above.

(2) Any board member may, at his or her discretion, reconsider and revote an individual applicant's file at any time before adjournment. The board recorder will assist any board member seeking to conduct a revote.

(3) The board recorder will produce an order of merit list (OML) by listing all qualified applicants sequentially from highest score to lowest score. The Board will recommend the OML as its list of selectees, and will recommend the list of unqualified applicants as non-selects.

(4) In the event a tiebreaker is required to determine a cut-off line for the OML, the board recorder will administratively create a group of only those applicants who received identical scores. Board members will revote those applicants, and a new revote OML will be compiled. A decimal point reflecting the new OML will be added to the original OML score to indicate the best qualified applicants within the revote population.

c. Step 3 – Recommendations/Reports and Certification:

(1) After voting is complete, the recorder will produce two lists: one list of all qualified applicants and a second list of all unqualified applicants. The lists will be forwarded to TJAG with recommendations for selection in the USAR JAGC and non-selection, respectively.

(2) The Board will conduct a review of the board proceedings and draft an after-action report (AAR). The AAR will highlight the members' collective observations, concerns, and recommendations regarding the selection process. TJAG may ask the board president to address specific questions in the AAR. The board recorder will provide the questions and a sample format. The board president may include additional observations or recommendations on issues not addressed in TJAG's questions. The Board may modify the format of the report to record the Board's comments in a concise, logical manner.

(3) Certification. Each member of the Board will attest to the following certification:

The board president, board members, and board recorders hereby certify that, to the best of their knowledge, the Board complied with the Memorandum of Instruction (MOI), that they were not subject to or aware of any censure, reprimand, or admonishment resulting from the recommendation of the Board or its exercise of any lawful function within the Board's authorized discretion; that they were not subject to or aware of any attempt to coerce or influence improperly any action in the formulation of the Board's recommendations; and that they were not a party to, or aware of, any attempt at unauthorized communications.

The Board, acting under oath and having in view the special needs and the efficiency of the Army, has carefully considered the record of every applicant whose name was furnished to it as specified in the MOI. In the opinion of a majority of the members of the Board, the applicants named in the Enclosure are qualified to meet the needs of the Army, as specified in the MOI furnished to the Board by TJAG, and are hereby recommended for appointment to the Reserve of the Army and assignment to the JAGC in the USAR.

5. **Instructions Concerning Communications and Information**.

a. Each of you (president, board members, recorder, and administrative support personnel) is responsible for maintaining the integrity of this advisory board, and to foster the careful consideration, without prejudice or partiality, of all eligible applicants.

b. You may not receive, initiate, or participate in communications or discussions involving information that is not presented in each application, any information beyond what is provided to the Board, and any information communicated to you by the individual under consideration. In your deliberations, you may not discuss any matters precluded by law, Army regulations, or this MOI.

c. The Board may not use personal knowledge in its deliberations. If a board member has personal knowledge of an applicant that is not documented in the file provided to the Board, and the board member feels the information is of great significance, then the board member will summarize the information in writing and provide it in a sealed envelope to the board recorder. The board recorder will seek guidance from the proper authority.

FISCAL YEAR 2021 UNITED STATES ARMY RESERVE ACCESSION BOARD, JUDGE ADVOCATE GENERAL'S CORPS ADDITIONAL GUIDANCE

1. **General**.

a. The applicants you recommend for selection will become the Judge Advocate General's Corps (JAGC) of the future. Your goal, therefore, is to select those individuals who demonstrate the greatest potential for outstanding service as Soldier-lawyers.

b. In analyzing individual records to determine whether an applicant is qualified for selection, the Board should consider the following factors. No single factor should become overriding; however, a determination that an applicant is not best qualified may be based on a demonstrated lack of integrity, moral turpitude, or professional ineptitude.

(1) **Intellect**. Judge Advocates must be intelligent enough to practice in our diverse legal functions. Academic achievement can be a strong indicator of intelligence. In addition, academic success is often an indicator of self-discipline, grit, and maturity—all attributes necessary for a successful Judge Advocate. Grading systems, however, vary greatly among academic institutions, and you must exercise great care when evaluating and comparing the academic records of applicants. This is especially true this year, as many law schools deviated from standard grading systems during the pandemic.

(2) **Interpersonal Skills**. Judge Advocates must possess the ability to understand and work effectively with service members and civilians of all ranks, grades, and backgrounds

(3) **Work Ethic**. You should carefully examine each applicant's file to find evidence of the applicant's strong work ethic.

(4) **Physical Readiness**. Judge Advocates must maintain a high level of physical readiness in order to meet mission requirements. Physical fitness is therefore an important indicator of an applicant's suitability for Army service. The Board will consider general physical condition and potential to comply with the standards of Army Regulation 600-9, The Army Body Composition Program, in evaluating an applicant's potential for Army service. The Board may properly determine that applicants who fail to meet the Army's body composition standards are not qualified.

(5) **Character and Leadership Ability**. Army leaders and attorneys must possess the highest character. Judge Advocates must embody the Army Values: loyalty, duty, respect, selfless service, honor, integrity, and personal courage. In particular, honor and integrity are the bedrock of our dual professions.
Soldiers and noncommissioned officers must be able to trust their officers. Accordingly, you should select only those applicants whose records demonstrate an uncompromising commitment to these values.

(6) **Prior Military Experience**. Some applicants may have prior enlisted or commissioned service. You should review the files of these applicants for indicators of leadership potential, maturity, teamwork, and the ability to thrive in the military environment. The JAGC also has a need for officers with special military skills and training, such as airborne or Ranger qualification. Military experience shall be considered a positive factor.

(7) **Legal and Work Experience**. Each applicant has submitted a resume detailing his or her work experience. Applicants also have the option of submitting up to three letters of recommendation. You should carefully examine this information to assess initiative, legal and analytical skills, judgment, and maturity.

(8) **JAGC Intern and Extern Programs**. These programs introduce students to military legal practice and provide meaningful opportunities for supervisory Judge Advocates to evaluate their performance and potential. The Board should give careful consideration to those applicants who have demonstrated superior potential through successful performance as interns or externs.

(9) **Graduates of the Reserve Officers' Training Corps (ROTC) Program**. Successful completion of an ROTC program requires that an individual demonstrate a strong sense of personal integrity, honor, and responsibility while developing an understanding of the basic concepts and principles of leadership and military art and science. These attributes are reliable indicators of the potential to serve successfully as a Judge Advocate.

(10) **Communication Skills**. Judge Advocates must be effective communicators in person and in writing—precise, persuasive, and tactful. You should select only those applicants whose records demonstrate superior communication skills.

(11) **Involvement in Campus and Civic Activities**. Participation and achievement in extracurricular activities is a strong indication of initiative and leadership capacity. Non-participation in such activities, should not, however, operate against an applicant's interest when heavy course loads and gainful employment in financing the expenses of college and law school have denied the applicant the opportunity to engage in extracurricular activities.

2. **Field Screening Officer's (FSO) Report**. All applicants will have been interviewed by an FSO, a Judge Advocate designated to perform recruiting and interviewing functions, who has prepared a report for your consideration. You should carefully evaluate the FSO Report, giving special attention to the FSO's assessment of the applicant's potential for JAGC service. The narrative justifications for an FSO's recommendation are particularly important and lend meaning to the other elements of the FSO Report.

3. **Derogatory Information**. Board members must independently evaluate and weigh derogatory information presented to the Board. The Board should evaluate indications of disciplinary action relative to an individual's overall record and potential, while, at the same time, considering the seriousness of the offense. Accordingly, the Board should

use care in assessing the weight placed on one incident, which may be atypical of an otherwise outstanding record.

4. **Prior Non-Selection**. Prior non-selection will not be considered a reason for non-selection by a subsequent board. The Board must make an independent evaluation on the basis of the applicant's record as compared with other applicants considered by the Board.

5. **Equal Opportunity**. Effective leaders understand that organizational success depends on the ability of people of all backgrounds to work together. Select individuals who create and maintain an inclusive environment where individual attributes are recognized, accepted, and most importantly, valued, regardless of race, color, national origin, religion, sex (including gender identity), or sexual orientation. You must strictly avoid consideration of any factors other than merit and ability, as specified elsewhere in this MOI, in selecting only the best qualified candidates. This guidance shall not be interpreted as requiring or authorizing you to extend any preference of any sort to any individual or group of individuals on the basis of race, color, national origin, religion, sex (including gender identity), and sexual orientation.

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

DAJA-ZA

18 SEP 20

MEMORANDUM FOR President and Members of the Fiscal Year 2021 Judge Advocate General's Corps 2L Intern Program Selection Board

SUBJECT: Memorandum of Instruction for the Fiscal Year 2021 Judge Advocate General's Corps 2L Intern Program Selection Board

1. Authority. The Fiscal Year 2021 (FY21) Judge Advocate General's Corps (JAGC) Intern Program Selection Board is appointed pursuant to Judge Advocate Legal Services Publication 1-1, Personnel Policies, paragraph 2-2, to recommend applicants for selection as 2L summer interns for temporary civilian employment in JAGC offices worldwide. The FY21 Intern Program Selection Board will be held between 19 October and 8 November 2020.

2. Membership. The Board will consist of five voting members: a general officer as president and four members comprised of field grade and company grade officers. The Board will include at least one female and one minority board member. My designee or I will appoint the Board members, and may select individuals other than those recommended to serve on the Board. Board membership will be provided under separate cover. The Chief, Judge Advocate Recruiting Office (JARO), is delegated authority to excuse board members and appoint alternates if exceptional circumstances exist.

3. General.

a. The Board will determine which applicants are best qualified for a summer internship and which are not. The board members will score each applicant to create an order of merit list (OML) (see enclosed Administrative Instructions and Additional Guidance), and those who rank highest on the list will be considered "best qualified." The Board will also provide a list of those applicants deemed unqualified.

b. The Board will convene at a time set by the board president. The board president has no authority to constrain the Board from recommending for appointment those applicants the majority of the Board determines to be qualified as defined in this Memorandum of Instruction (MOI) and enclosures.

c. Enclosure 1 contains administrative instructions and procedures and specifies the oaths for the board members and the recorder.

d. Enclosure 2 contains guidance on the factors the Board is to consider in the selection process. This enclosure also contains guidance for ensuring equal opportunity for all applicants.

e. The Judge Advocate Recruiting Office will furnish applicant files to the Board and will provide all administrative support.

f. I have selected each of you because I have confidence in your ability to recognize applicants with the strongest potential as future Army leaders and attorneys. Bear in mind the serious nature of your duties as a board member and your obligation to ensure these proceedings remain above reproach. The oath you will take obliges you to ensure all applicants are considered without prejudice or partiality. You will adhere to that oath, governing laws, directives, regulations, and this MOI when selecting applicants who meet the needs of the Army, as outlined here. Your failure to do so may constitute cause for removal as a member.

g. Any board member who believes he or she cannot, in good conscience, perform his or her duties as a member of the Board without prejudice or partiality has a duty to request relief by me from board membership. At my discretion, such a request may be honored. Any board member who believes the integrity of the Board's proceedings has been affected by improper influence or senior military or civilian authority, misconduct by the board president or a member, or any other reason, has a duty to report the basis for his or her belief to me.

4. Restrictions.

a. Recommendations of the Board are "For Official Use Only" until the proper authority releases the results. Upon adjournment, board members are encouraged to familiarize other officers with board procedures in general. However, members will not disclose, for any reason, specific details of the Board proceedings pertaining to the selection or non-selection of individual applicants, whether recorded or unrecorded.

b. Board membership will not be revealed until the Board adjourns.

c. The Board's recommendations are advisory. I will make the final decision on selection of applicants for the 2L Intern Program.

(b)(6)

Encls

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

FISCAL YEAR 2021 JUDGE ADVOCATE GENERAL'S CORPS 2L INTERN PROGRAM SELECTION BOARD ADMINISTRATIVE INSTRUCTIONS

1. **Eligibility**. The board recorder will furnish the Board with electronic files of all applicants eligible for consideration. Applicants recommended for a summer internship position must meet the following qualifications at the time of consideration by the Board:

a. **Citizenship and Personnel Security Requirements**. United States citizenship is required. Applicants must be eligible for federal civilian employment and able to pass a background investigation at the time of hiring;

b. **Character**. Be of high moral character;

c. **Leadership Potential**. Possess clear leadership potential and interpersonal tact; and

d. **Law School**. Be a student at a law school accredited by the American Bar Association and be available to complete the internship during their last available summer in law school.

There are no age or physical fitness requirements for interns.

2. **Oaths**.

a. The board president will administer the following oath or affirmation to the recorder:

Do you, *[state the recorder's name]*, solemnly swear (or affirm) that you will keep a true record of the proceedings of this Board, and further that you will not divulge the proceedings or results thereof pertaining to the selection or non-selection of individuals except to the proper authorities?

b. The board recorder will administer the following oath or affirmation to each member of the Board:

Do you, *[state the board members' names]*, solemnly swear (or affirm) that you will, without prejudice or partiality, perform the duties imposed upon you, and further, that you will not divulge the proceedings or results thereof pertaining to the selection or non-selection of individuals except to proper authority?

3. **Information Considered**.

a. The Board will consider applicants' electronic files, including:

(1) Transcripts of undergraduate, graduate, and law studies;

(2) Application for the Intern Program;

(3) Record of prior military service (if applicable), including DD Form 214, statement of retirement points (DA Form 5016 (USAR) or NGB Form 23B)), and copies of all enlisted or officer evaluation reports;

(4) A statement of all full-time and part-time work experience (both legal and non-legal);

(5) A statement of interest, objectives, and motivation for applying for a summer internship with the JAGC;

(6) A Field Screening Officer's Report of Interview;

(7) Up to three letters of recommendation (optional);

(8) Legal writing sample (optional); and

(9) Other information submitted by the applicant and relevant to that applicant's qualifications for a summer internship.

b. The board recorder will provide each board member a complete copy of the administrative instructions and will brief the Board on administrative matters, to include an explanation of the Law School Admission Test (LSAT) scoring system. Upon the Board's request, the recorder may furnish the Board with information regarding the U.S. News & World Report's current law school rankings data.

4. **Procedures**. The board may be held in person or by remote/virtual means. Applicant files are deemed complete by the Judge Advocate Recruiting Office (JARO) will be made available for board review. The consideration of applicants will follow a three-step process:

a. Step 1 – Familiarization: The board recorder will provide the Board with sample files for a practice vote. These files will be voted in accordance with the voting procedures discussed in Step 2, below. The purpose of a practice vote is to allow board members to become familiar with the contents and organization of applicant files and voting procedures.

b. Step 2–Voting:

(1) Each board member will determine which applicants are qualified and which are unqualified. Applicants deemed qualified are given a score of 2-10 (2 is the lowest and 10 is the highest). Those scoring the highest are deemed "best qualified." Unqualified applicants are given a score of 1. "Unqualified" means a failure to meet eligibility criteria, as listed in paragraph 1, above.

(2) Any board member may, at his or her discretion, reconsider and revote an individual applicant's file at any time before adjournment. The board recorder will assist any board member seeking to conduct a revote.

(3) The board recorder will produce an order of merit list (OML) by listing all qualified applicants sequentially from highest score to lowest score. The Board will recommend the OML as its list of selectees, and will recommend the list of unqualified applicants as non-selects.

(4) In the event a tiebreaker is required to determine a cut-off line for the OML, the board recorder will administratively create a group of only those applicants who received identical scores. Board members will revote those applicants, and a new revote OML will be compiled. A decimal point reflecting the new OML will be added to the original OML score to indicate the best qualified applicants within the revote population.

c. Step 3 – Recommendations/Reports and Certification:

(1) After voting is complete, the recorder will produce two lists: one list of all qualified applicants and a second list of all unqualified applicants. The lists will be forwarded to TJAG with recommendations for selection in the 2L intern program and non-selection, respectively.

(2) The Board will conduct a review of the board proceedings and draft an after-action report (AAR). The AAR will highlight the members' collective observations, concerns, and recommendations regarding the selection process. TJAG may ask the board president to address specific questions in the AAR. The board recorder will provide the questions and a sample format. The board president may include additional observations or recommendations on issues not addressed in TJAG's questions. The Board may modify the format of the report to record the Board's comments in a concise, logical manner.

(3) Certification. Each member of the Board will attest to the following certification:

The board president, board members, and board recorders hereby certify that, to the best of their knowledge, the Board complied with the Memorandum of Instruction (MOI), they were not subject to or aware of any censure, reprimand, or admonishment resulting from the recommendation of the Board or its exercise of any lawful function within the Board's authorized discretion; they were not subject to or aware of any attempt to coerce or influence improperly any action in the formulation of the Board's recommendations; and they were not a party to, or aware of, any attempt at unauthorized communications.

The Board, acting under oath and having in view the special needs and the efficiency of the Army, has carefully considered the record of every applicant whose name was

furnished to it as specified in the MOI. In the opinion of a majority of the members of the Board, the applicants named in the Enclosure are qualified to meet the needs of the Army, as specified in the MOI furnished to the Board by TJAG, and are hereby recommended for selection as 2L summer interns.

5. **Instructions Concerning Communications and Information**.

a. Each of you (president, board members, recorder, and administrative support personnel) is responsible for maintaining the integrity and independence of this advisory board, and to foster the careful consideration, without prejudice or partiality, of all eligible applicants.

b. You may not receive, initiate, or participate in communications or discussions involving information that is not presented in each application, any information beyond what is provided to the Board, and any information communicated to you by the individual under consideration. In your deliberations, you may not discuss any matters precluded by law, Army regulations, or this MOI.

c. The Board may not use personal knowledge in its deliberations. If a board member has personal knowledge of an applicant that is not documented in the file provided to the Board, and the board member feels the information is of great significance, then the board member will summarize the information in writing and provide it in a sealed envelope to the board recorder. The board recorder will seek guidance from the proper authority.

FISCAL YEAR 2021 JUDGE ADVOCATE GENERAL'S CORPS 2L INTERN PROGRAM SELECTION BOARD ADDITIONAL GUIDANCE

1. **General**.

a. The Judge Advocate General's Corps 2L Intern Program is designed to acquaint law students with the practice of law in the military and to provide them with a basis to decide whether to apply or recommend others to apply for a commission in the Corps. The 2L Intern Program is also designed to increase visibility of the Corps throughout American Bar Association-accredited law schools.

b. Apart from basic eligibility, the Board should look for the following qualities when evaluating applicants for the 2L Intern Program: leadership ability, scholastic aptitude, maturity, and motivation toward military service. The board policy for selection is to recommend the best qualified applicants in order of merit. Veterans' eligibility and military experience shall be considered positive factors. The analysis of individual applications should include a review of the following factors:

(1) Achievement in undergraduate education and law school;

(2) Maturity; and

(3) Legal experience.

2. **Equal Employment Opportunity**. Recommendations for selection must be based solely on merit factors. All applicants must be given equal employment opportunity without consideration of race, color, religion, sex (including gender identity), national origin, age (as defined by the Age Discrimination in Employment Act of 1967, as amended), disability, genetic information (including family medical history), pregnancy, marital status, political affiliation, or sexual orientation.

FY21 JAGC Intern Program Board Nominations

	Recommendation	Min/Fem	Previous Boards	Duty Position	Substitutions	Last Year's Board
	PRESIDENT					
1. Primary	BG Pat Huston					BG Joseph Berger
	COL					
2. Primary	(b) (6)					(b) (6)
Alternate						
Alternate						
Alternate						
	LTC					
3. Primary	(b) (6)					(b) (6)
Alternate						
Alternate						
Alternate						
	MAJ					
4. Primary	(b) (6)					(b) (6)
Alternate						
Alternate						
Alternate						
	CPT					
5. Primary	(b) (6)					(b) (6)
Alternate						
Alternate						
Alternate						

Slate approved as written: _____

Slate approved with substitutions as written above: (b)(6)

NOTES: Must contain at least 1 female and 1 minority. Picking a female who is also a racial minority satisfies both female and minority requirement.

ROUTING AND TRANSMITTAL SLIP 1230 DATE: **02 SEP 20**

TO:	INITIALS	DATE
1. Chief, JARO	(b) (6)	
2. Deputy Chief, PPTO		
3. Chief, PPTO		
4. DJAG		
5. TJAG		

	Action		File		Note and Return
X	Approval		For Clearance		Per Conversation
	As Requested		For Correction		Prepare Reply
	Circulate		For Your Information		See Me
	Comment		Investigate	X	Signature
	Coordination		Justify		

SUBJECT: Memorandum of Instruction and Board Member Selection for the **Fiscal Year 2021 Intern Program Selection Board**, Judge Advocate General's Corps

BACKGROUND:

1. JARO requests approval of the Memorandum of Instruction (MOI) for the Fiscal Year (FY) 2021 2L Intern Program Selection Board. The 2L Intern Board will be held between 19 OCT and 8 NOV 20 (tentatively scheduled for 26 - 30 OCT) to recommend applicants for selection as 2L summer interns.

2. The MOI along with Administrative Instructions and Additional Guidance are contained in TAB 1. The documents remain largely unchanged from FY20. Substantive changes include: (1) addition of the "2L" descriptor throughout, (2) removal of the photo requirement, and (3) authorization for the board to be held by remote/virtual means [note: we plan on conducting the board in-person based on current pandemic conditions].

3. OTJAG Ad Law and Labor and Employment Law reviewed the documents on 13 AUG 20 and deemed them legally sufficient (TAB 2).

4. Board membership. Recommendations for primary and alternate board members are listed in TAB 3. All Judge Advocates stationed within the NCR and at installations within one day's driving distance were considered to serve as board members.

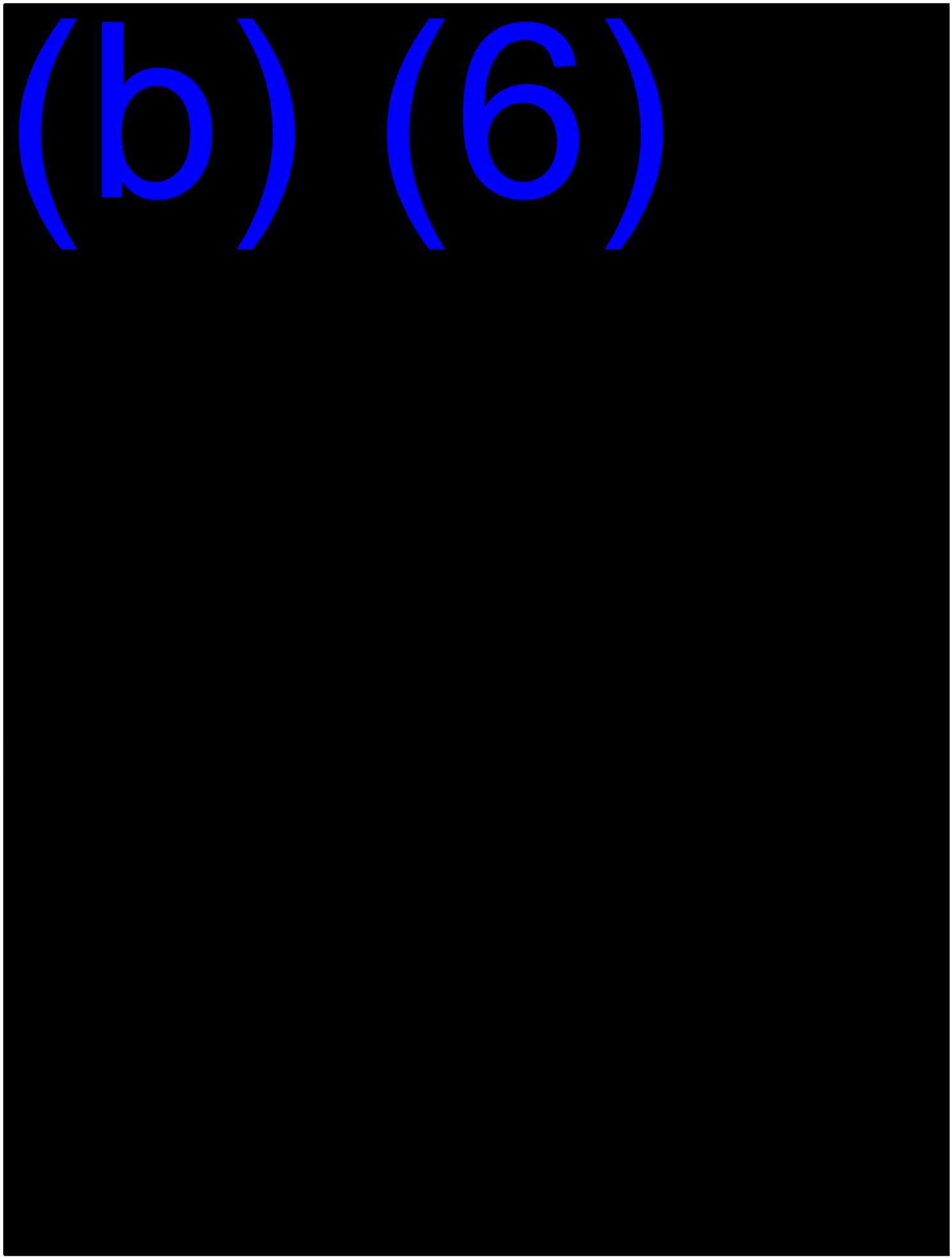
5. Recommendation. That TJAG approve and sign the proposed MOI and appoint primary and alternate board members.

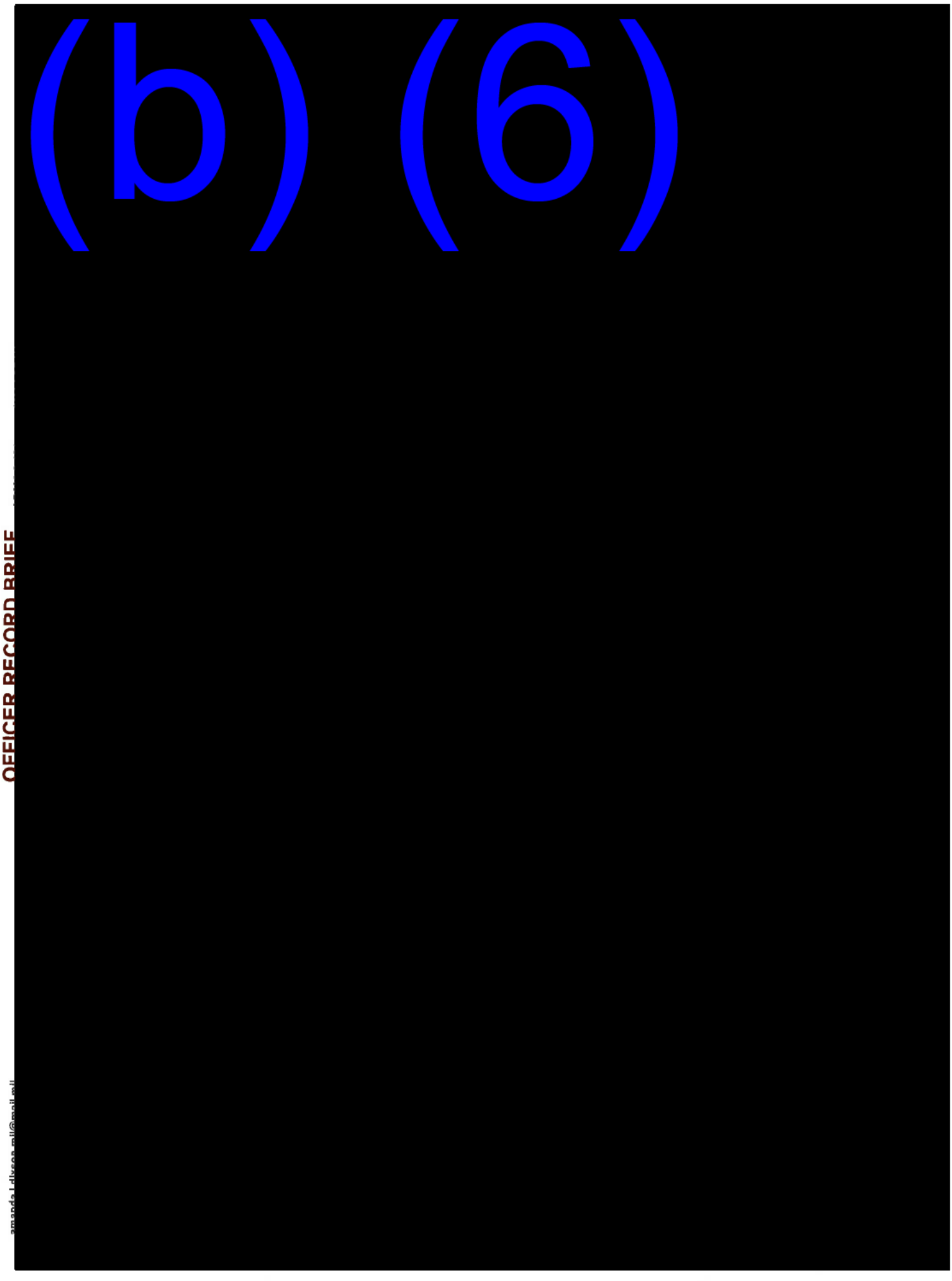
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FROM: (b) (6) JALS-RO, Judge Advocate Recruiting Office

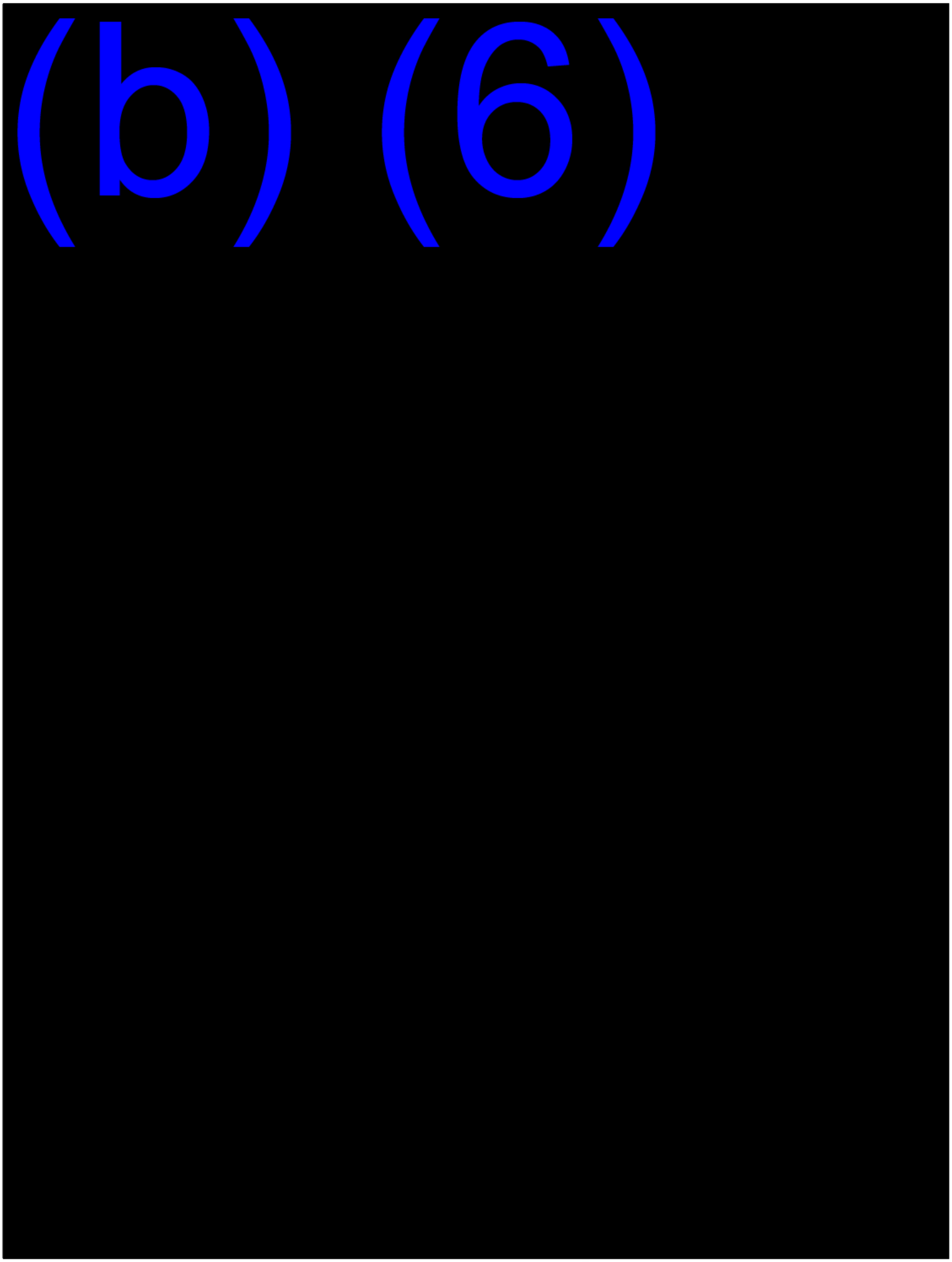
SEP 11 2020

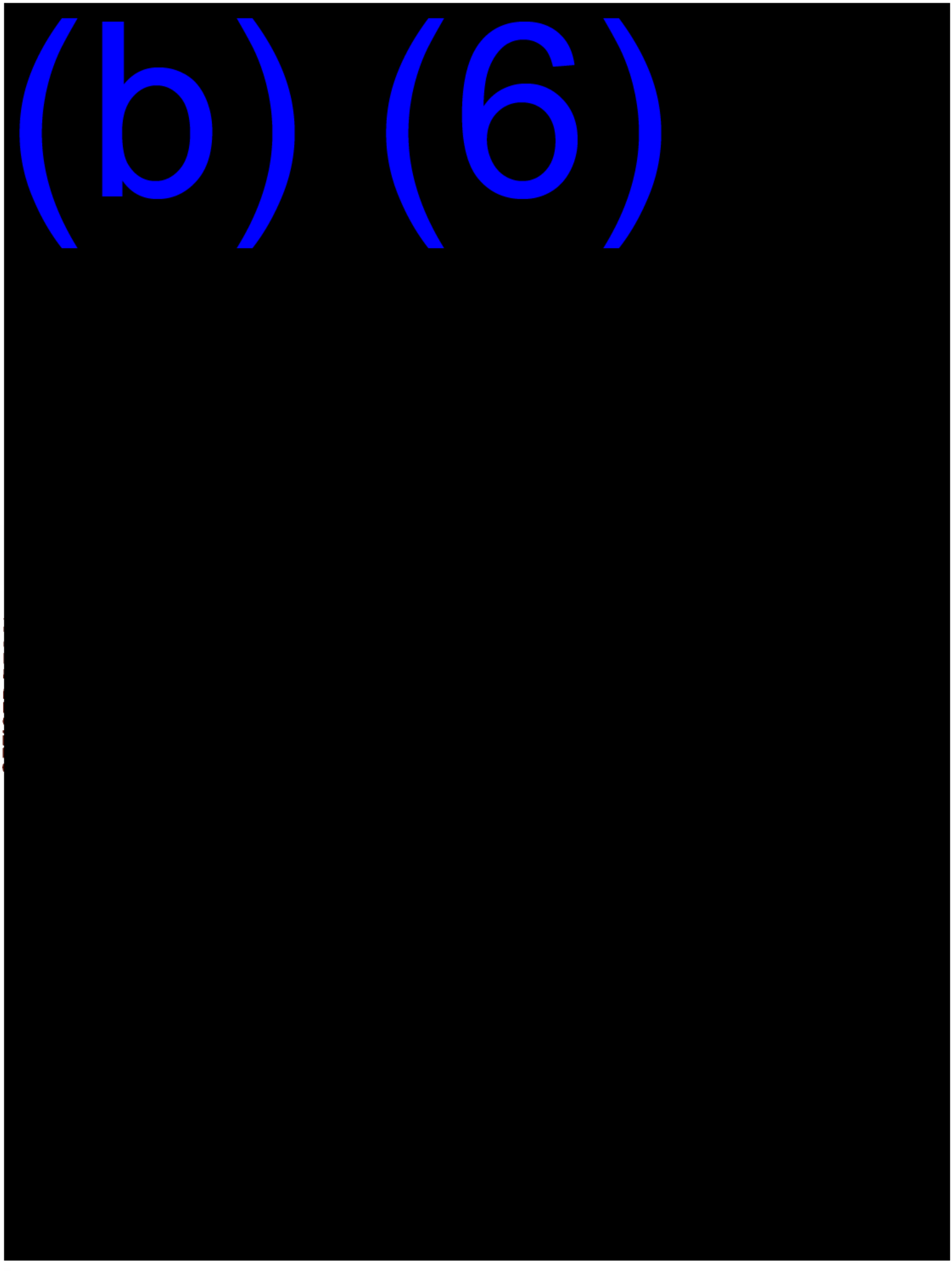
BY:


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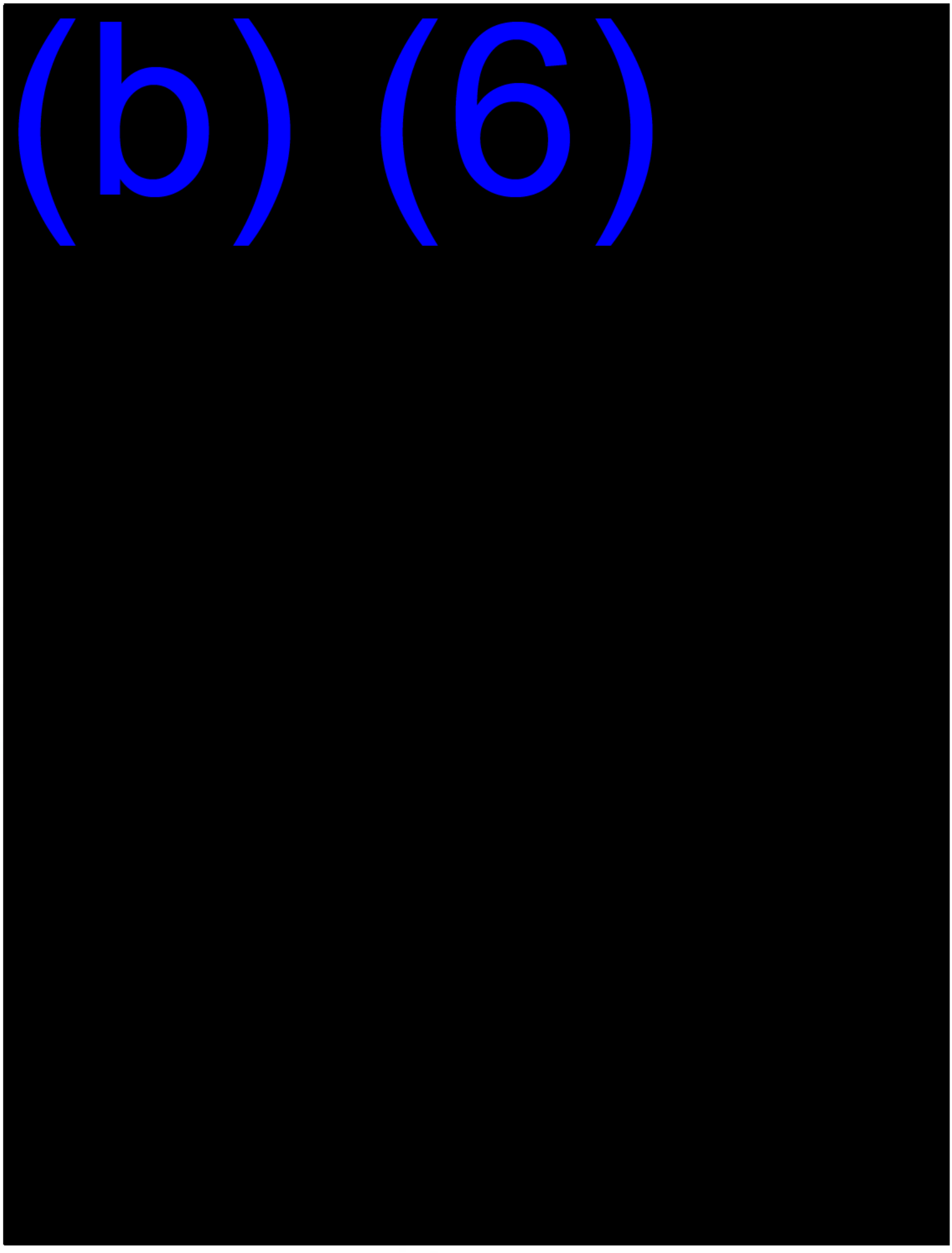
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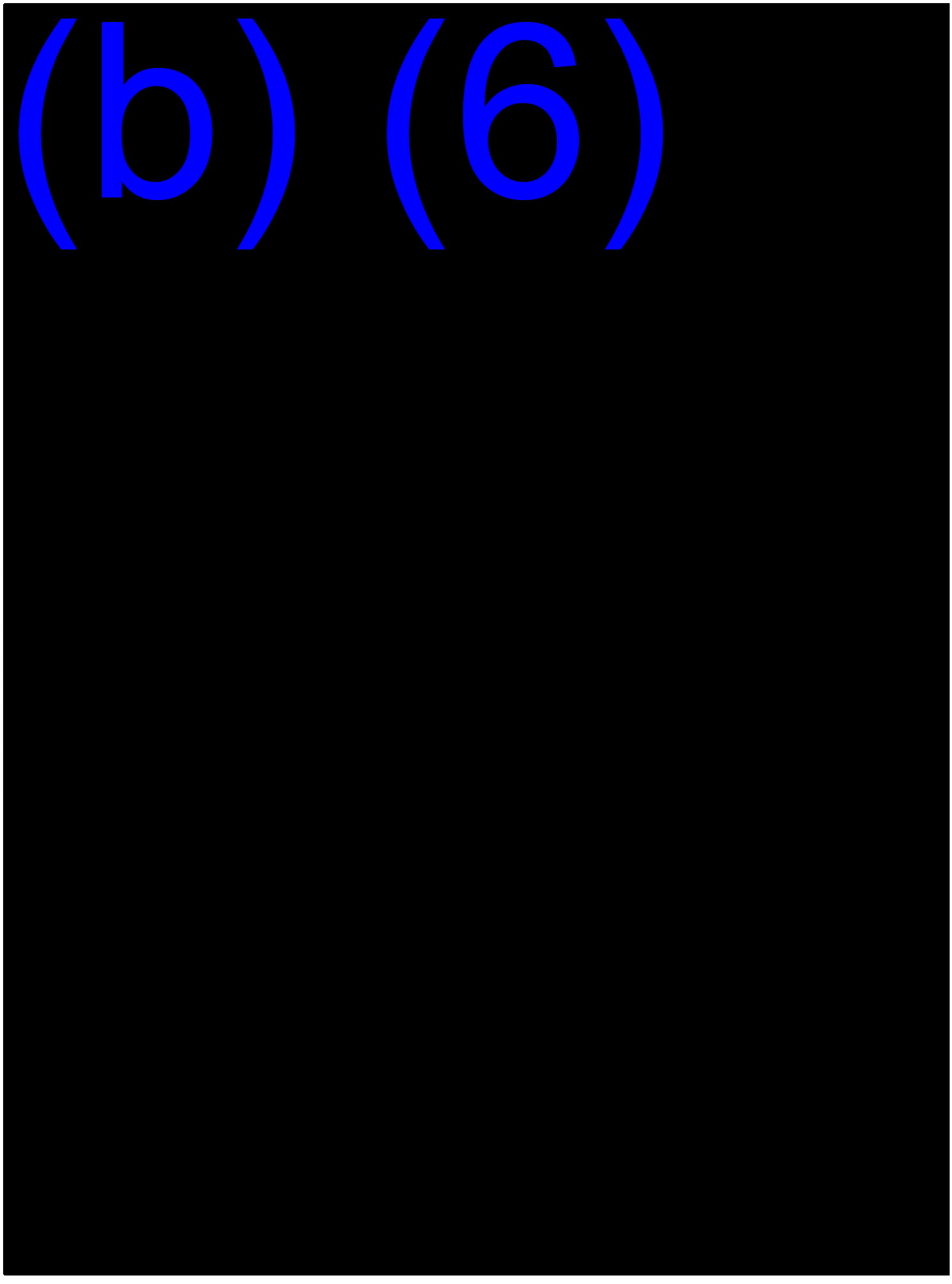

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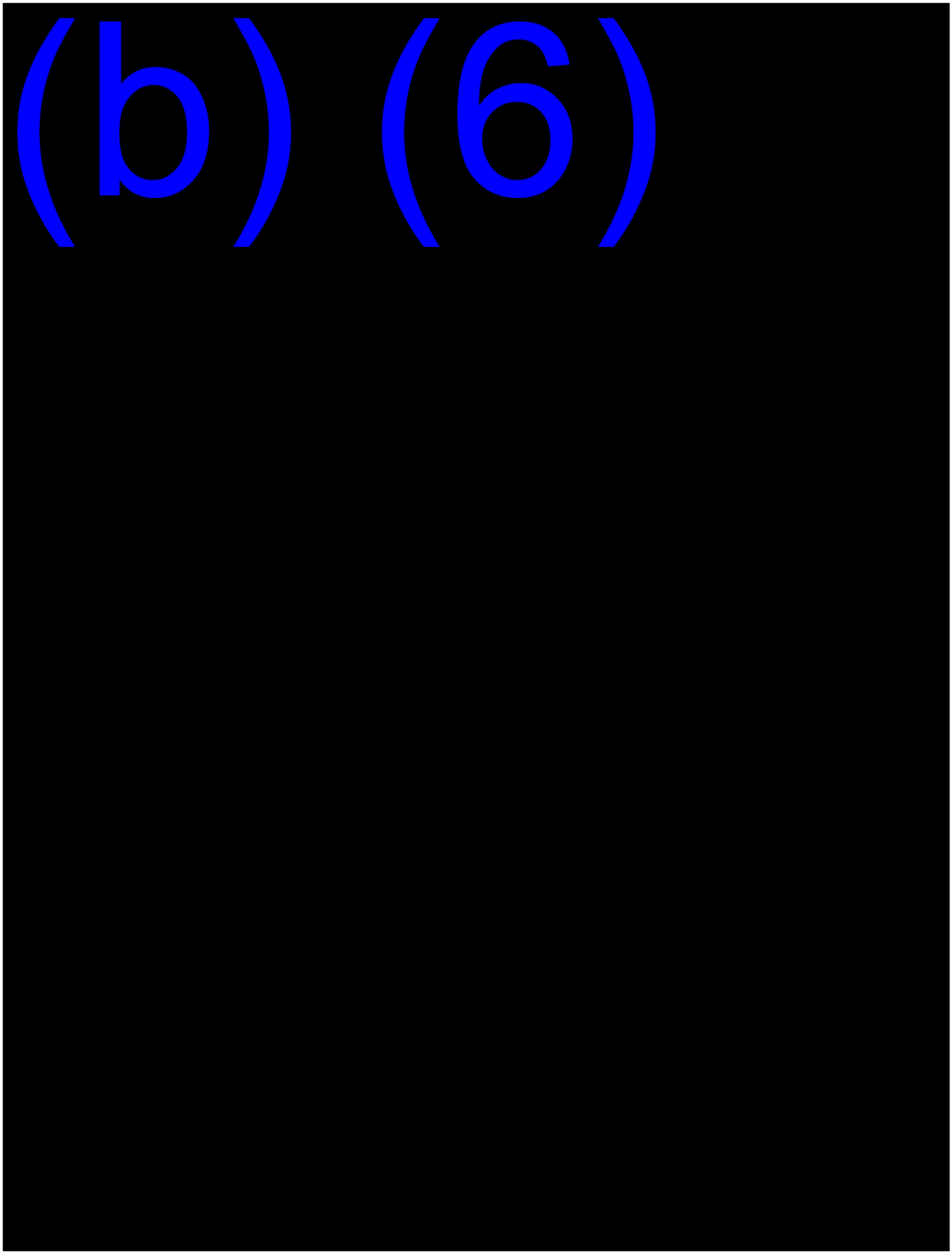
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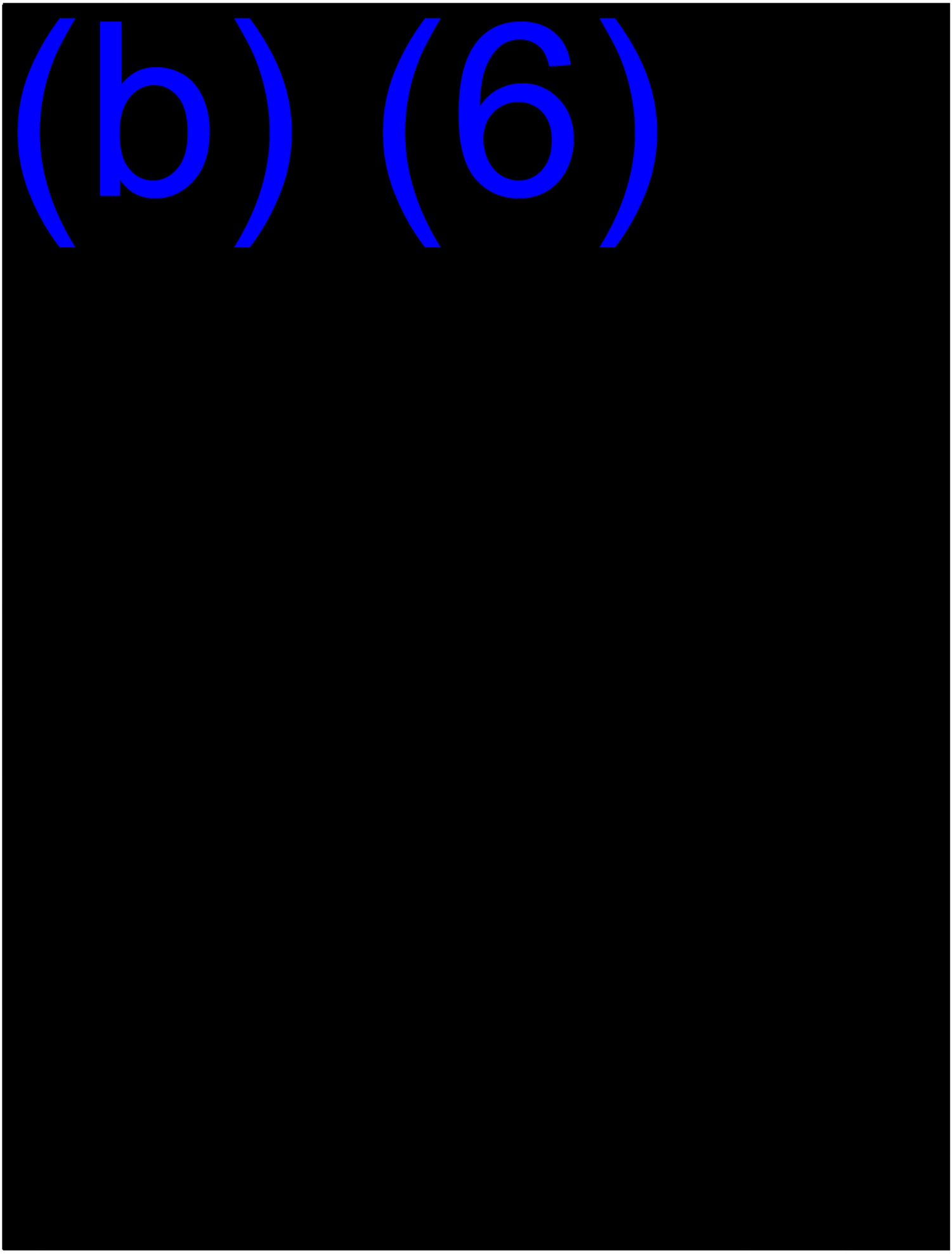
OFFICER RECORD BRIEF

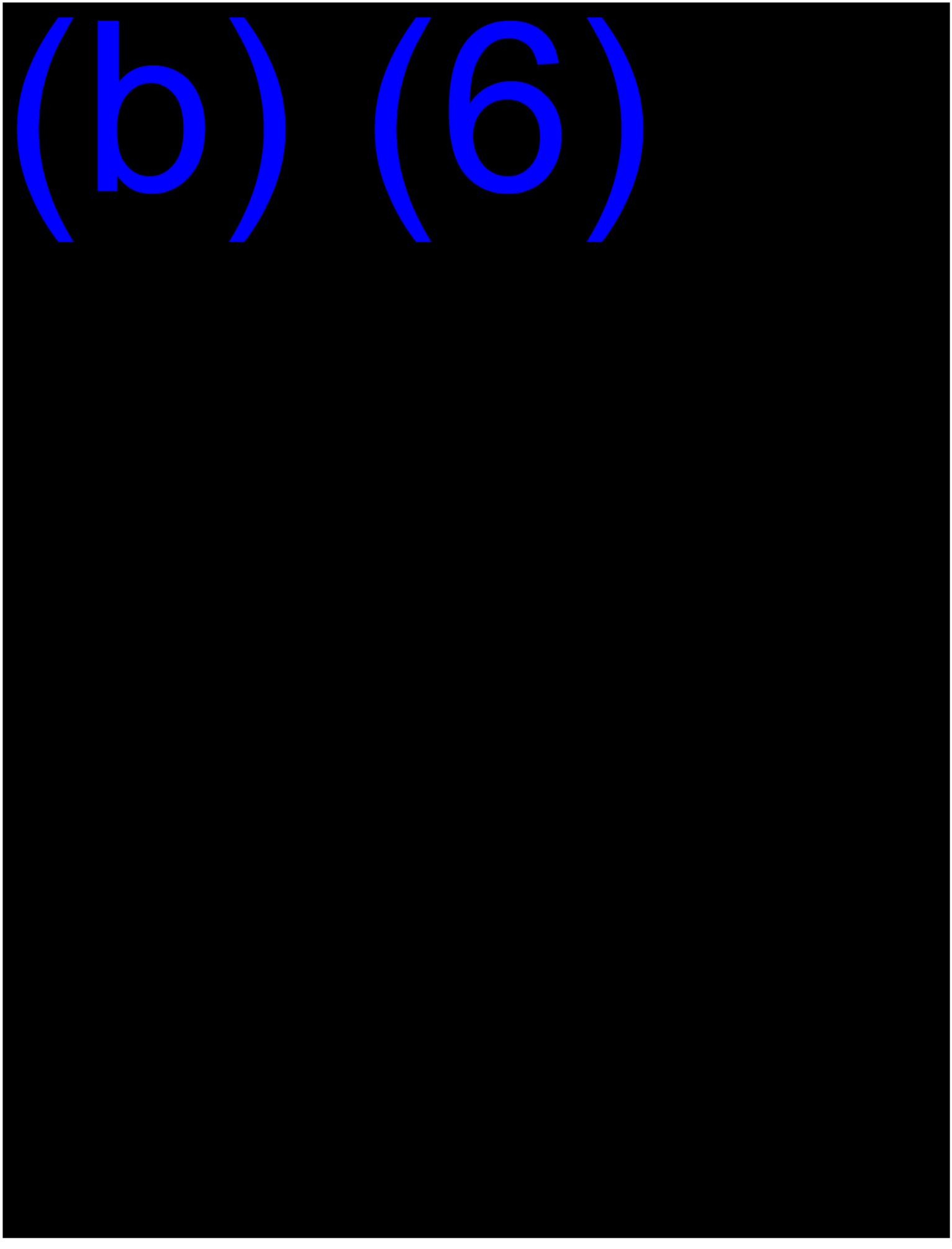

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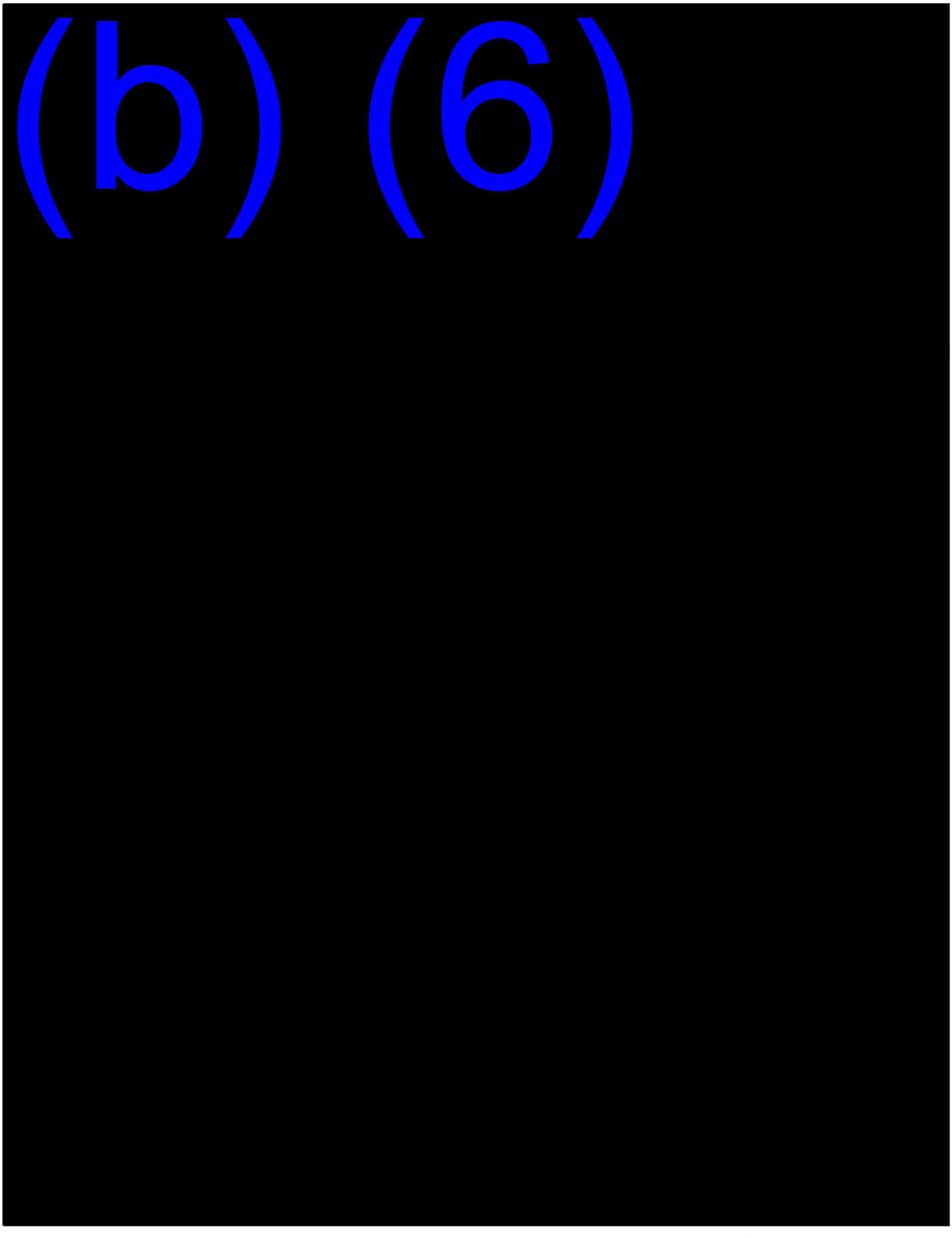

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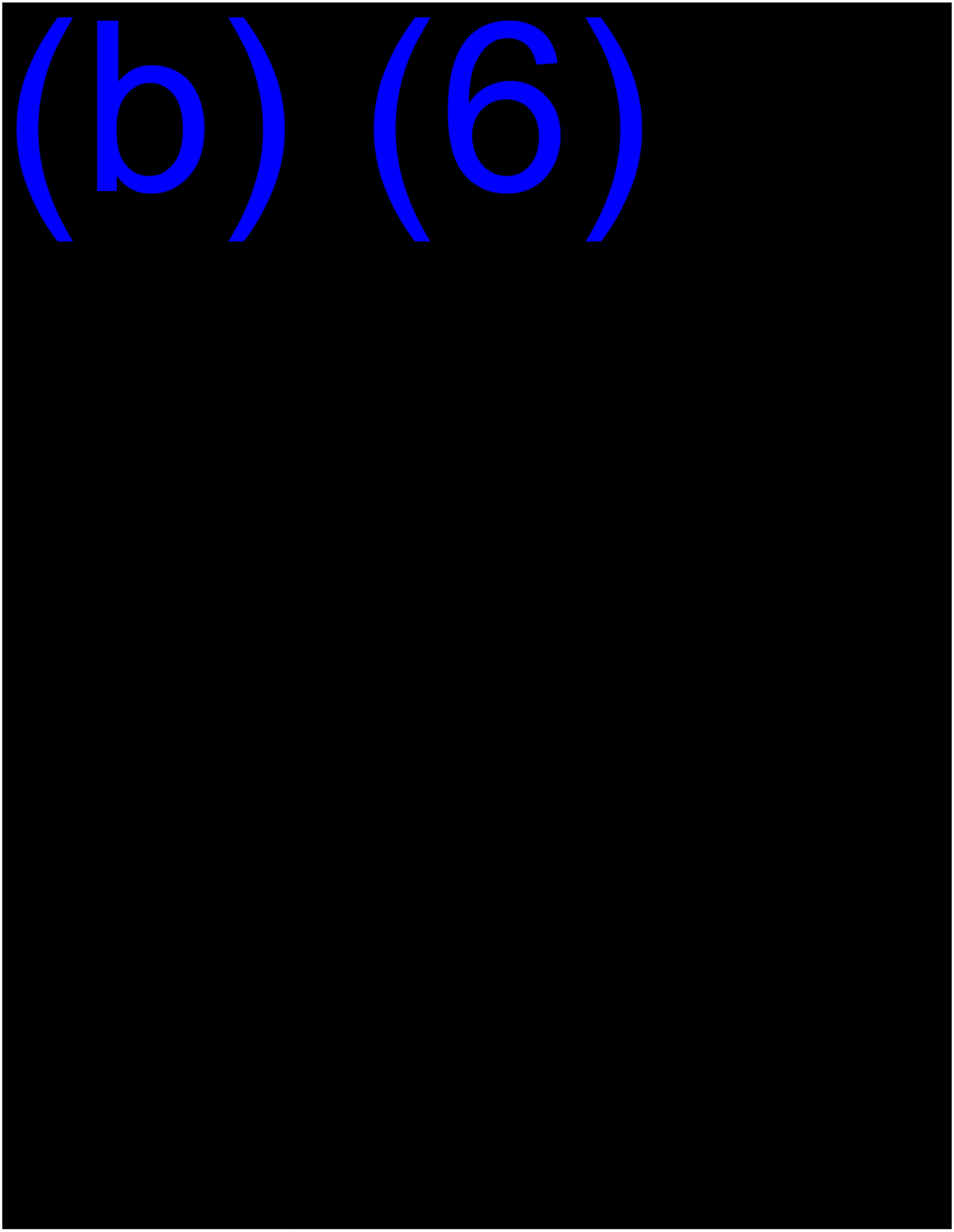

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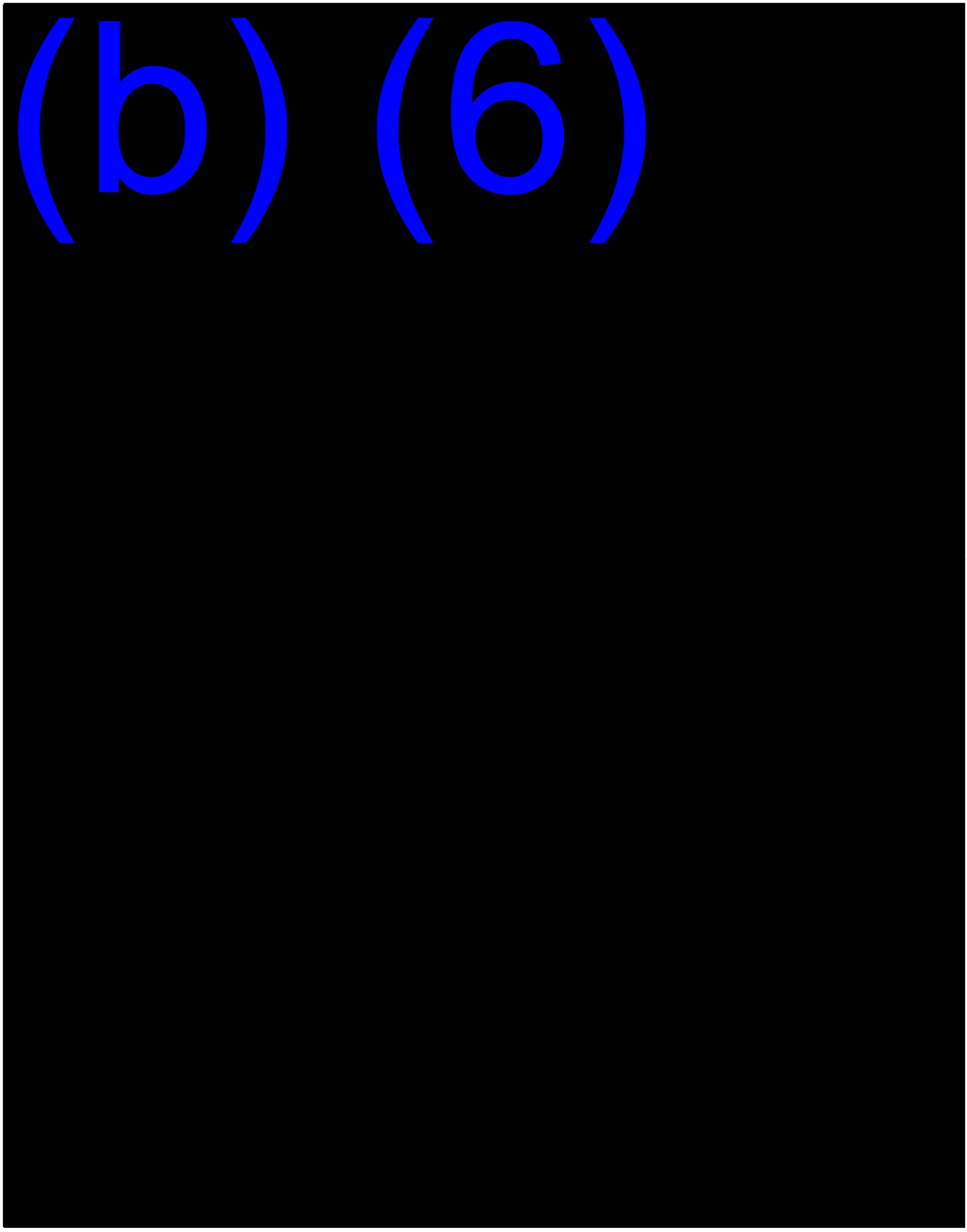

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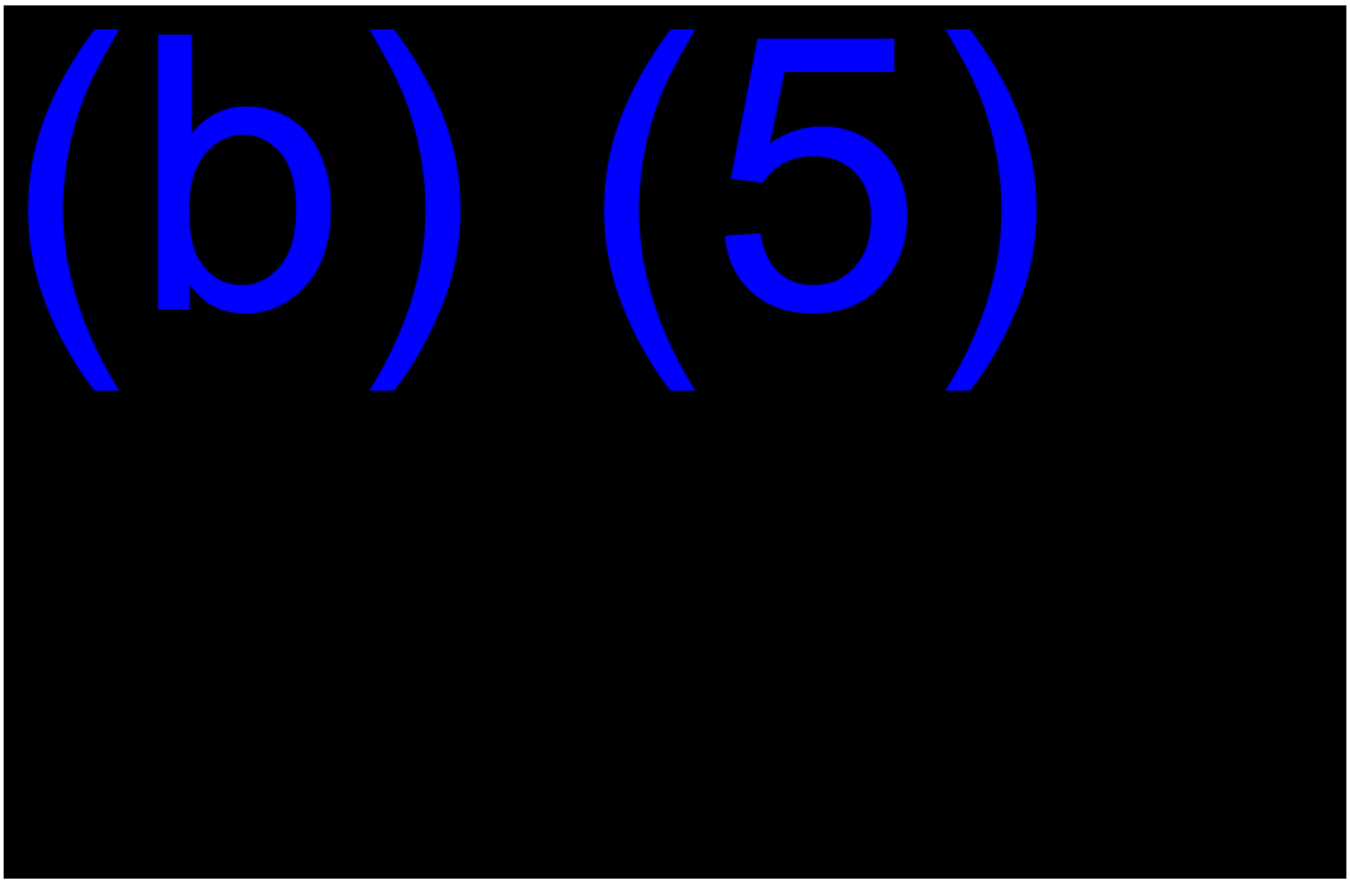
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DEPARTMENT OF THE ARMY
OFFICE OF THE JUDGE ADVOCATE GENERAL
2200 ARMY PENTAGON
WASHINGTON, DC 20310-2200

(b) (5)

THIS INFORMATION MAY NOT BE RELEASED OUTSIDE HEADQUARTERS, DEPARTMENT OF THE ARMY, WITHOUT PRIOR AUTHORIZATION FROM THE ADMINISTRATIVE LAW DIVISION, OFFICE OF THE JUDGE ADVOCATE GENERAL.



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

DAJA-ZA 1 December 2020

MEMORANDUM FOR President and Members of the 2020 Judge Advocate General's Corps (JAGC) Funded Legal Education Program (FLEP) Selection Board

SUBJECT: Memorandum of Instruction for 2020 Judge Advocate General's Corps Funded Legal Education Program Selection Board

1. The 2020 Judge Advocate General's Corps (JAGC) Funded Legal Education Program (FLEP) Selection Board is convened under 10 U.S.C. § 2004, as implemented by Army Regulation (AR) 27-1, Chapter 10, to recommend active duty commissioned officers and noncommissioned officers (NCOs) to attend civilian law school at government expense. The board will convene on 14 December 2020.

2. Membership. The board will consist of five voting members: a Judge Advocate general officer as president and four Judge Advocate members in the grade of O-5 or above. The board will also include at least one female member, one minority member, and one former FLEP officer. My designee or I will appoint the board members and may select individuals other than those recommended to serve on the board. Board membership will be provided under separate cover. The Chief, PPTO, is delegated authority to excuse board members and appoint alternates.

3. General. The FLEP provides an opportunity for up to 25 exceptional officers and NCOs to attend civilian law school and serve thereafter as Regular Army (RA) Judge Advocates. Officers and NCOs selected for the FLEP will be detailed to the JAGC. Applicants must:

a. Be U.S. citizens serving as commissioned officers in the RA in the grade of O-1 through O-3 or RA enlisted personnel in the grade of E-5 through E-7 while applying and at the time law school begins.

(1) Officer applicants must have at least two, but not more than six years of active duty service—including any prior warrant officer or enlisted service—at the time law school begins.

(2) NCO applicants must have at least four, but not more than eight years of active duty service at the time law school begins.

b. Have graduated from an accredited college or university with a baccalaureate degree or equivalent;

c. Be able to qualify for appointment in the JAGC according to the requirements of AR 601-100, Appointment of Commissioned and Warrant Officers in the Regular Army, after completing law school; and

d. Have at least a SECRET security clearance.

4. Board Member Expectations.

a. I have selected each of you to serve on this board because I have confidence in your ability to recognize officers and NCOs with the strongest potential as future Army leaders and attorneys. Bear in mind the serious nature of your duties and your obligation to ensure these proceedings remain above reproach. The oath you will take obliges you to ensure all applicants are considered without prejudice or partiality. You will adhere to that oath, governing laws, directives, regulations, and this memorandum of instruction when selecting applicants who meet the needs of the Army, as outlined herein.

b. Any board member who believes he or she cannot, in good conscience, perform his or her duties as a member of the board without prejudice or partiality has a duty to request relief by me from board membership. At my discretion, such a request may be honored. Any board member who believes the integrity of the board's proceedings has been affected by improper influence or senior military or civilian authority, misconduct by the board president or a member, or any other reason, has a duty to report the basis for his or her belief to me.

5. Oaths.

a. The board president will administer the following oath or affirmation to the recorders:

Do you, _____, solemnly swear (or affirm) that you will keep a true record of the proceedings of this board, and further, that you will not divulge the proceedings or results thereof pertaining to the selection or nonselection of individual applicants except to proper authority?

b. The recorder will administer the following oath or affirmation to the board members:

Do you, _____, solemnly swear (or affirm) that you will, without prejudice or partiality and having in view both the special needs and the efficiency of the Army, perform the duties imposed upon you, and further, that you will not divulge the proceedings or results thereof pertaining to the selection or nonselection of individual applicants except to proper authority?

6. Diversity and Equal Opportunity. The strength of our Army comes from our diversity. Developing and maintaining qualified and demographically diverse leadership is critical for mission effectiveness and is essential to national security. Effective leaders understand that organizational success depends on the ability of people of different backgrounds to work together, while bringing the value of their diverse experiences to the mission. With a culture that embraces diversity, the Army is better able to attract and keep the best men and women from across the Nation, and to operate more successfully around the world. Moreover, the success of today's Army comes from a total commitment to the ideals of freedom, fairness, and human dignity upon which our country was founded. It is vital that our Army is in fact one of equal opportunity – equal opportunity for all Soldiers is the only acceptable standard for our Army. This principle applies to every aspect of career development and utilization in our Army, but is especially important to demonstrate in the selection process. Select meritorious officers and NCOs who create and maintain an inclusive environment where individual behaviors are recognized, accepted, and, most importantly, valued, regardless of race, color, national origin, religion, sex (including gender identity), or sexual orientation. In doing so our Soldiers will have a clear perception of equal opportunity in the selection process.

7. Selection Criteria. Selection for the FLEP is based on an applicant's potential as a peer leader, expert and versatile lawyer, and skilled staff officer. Selection is not intended as a reward for past performance. No single factor should be overriding in determining whether an officer or NCO should be selected. The board must consider each applicant's entire record to determine whether he or she possesses the appropriate balance of intellect, integrity, and leadership needed to thrive in our dual professions. The board should consider the following factors:

a. Record of military service. Select officers and NCOs who have established records of exceptional performance and leadership potential, as reflected in their respective evaluation reports.

b. Integrity and character. Only individuals of the highest integrity and character should be selected for service as future Judge Advocates.

c. Intellect. Academic achievement is a strong indicator of intellect. Applicants are required to submit undergraduate transcripts and to take the Law School Admission Test (LSAT). The LSAT provides a standard measure of reading, reasoning, and writing skills that law schools use as one of several factors in assessing an applicant's suitability (an interpretative guide for 2019-2020 LSAT scoring is at enclosure 1). In the same way, you should carefully review undergraduate transcripts and LSAT scores to gauge each applicant's academic potential. You must be satisfied that each officer and NCO selected is capable of graduating from an ABA-accredited law school, gaining admission to the bar, and practicing competently in each of the JAGC legal functions.

d. Communication. Judge Advocates must be effective communicators in person and in writing. You should select only those applicants with the ability to communicate effectively with Army senior leaders.

e. Motivation. Because the purpose of the program is to provide the JAGC with career officers, there should be clear evidence that an applicant desires to remain a professional military officer after becoming a member of the legal profession.

f. Demonstrated aptitude for performance of legal duties. Not all applicants have had the opportunity to perform legal duties. Applicants who have not been exposed to legal work should not be penalized. Rather, the board should assess each file in its entirety to determine whether the applicant possesses the intellect, critical thinking skills, maturity, and humility needed to thrive as an Army lawyer and leader.

g. Physical Fitness. Physical fitness is an essential component of individual readiness and leadership. Consider whether each applicant has consistently met the Army's physical fitness and body composition standards, as well as the likelihood of future compliance.

h. Versatility. Carefully consider whether officer applicants with more than three years of active duty service will have sufficient time in the JAG Corps to develop the versatility required to be competitive for promotion to Major.

8. Recommendations. Army Regulation 27-1, Chapter 10, requires that each application be endorsed through the chain of command. Some applicants have submitted letters of recommendation in addition to comments found in the endorsements. Separate letters of recommendation are not required. If such letters are included, give them whatever weight you deem appropriate based on the recommender's background and familiarity with the applicant.

9. Voting. Each board member will assign each applicant a numerical rating based on the following scale:

6 – Superior;
5 – Outstanding;
4 – Very Good;
3 – Average;
2 – Marginal;
1 – Not qualified

A plus (+) or minus (-) may be used for each numerical rating to emphasize the degree of recommendation.

10. Order of Merit List.

a. The board will recommend by order of merit the 25 applicants—whether officer or NCO—who are fully qualified and best qualified to participate in the FLEP commencing in academic year 2021-22.

b. All applicants—officer and enlisted—will be evaluated using the criteria specified in paragraph 7, above. Bear in mind, however, that officers and NCOs have unique professional development models and leadership responsibilities given the nature of their respective roles in our Army. For example, a staff sergeant applicant may have served as an infantry squad leader while a captain may have commanded an infantry platoon or company. These inevitable differences should not operate to the advantage of any applicant. Officer and enlisted applicants bring different experiences and perspectives that will collectively strengthen the diversity of the JAGC. Consider each applicant's potential holistically, on the basis of all components of the application.

11. Restrictions.

a. Recommendations of the Board are "Controlled Unclassified Information" until the proper authority releases the results. Board members will not discuss or disclose, for any reason, specific details of the board proceedings pertaining to the selection or non-selection of individual applicants, whether recorded or unrecorded.

b. The board will not adjourn without my authorization.

c. The board's recommendations are advisory. I will make the final decision on officers and NCOs selected for participation in the FLEP.

(b)(6)

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

2 Encls
1. LSAT Scoring Guide
2. Height/Weight Table, AR 600-9

Law School Admission Council

Menu

2019-2020 Interpretive Guide for LSAT Score Users

2019-2020 LSAT Administrations

This *Interpretive Guide* for the 2019-2020 LSAT was developed to help admission officers, deans, faculty, prelaw advisors, and others who use LSAT scores, to facilitate the law school admission process. This guide does not cover all the technical psychometric information available regarding the LSAT, but it does provide basic information in nontechnical language for those who need to use and interpret these scores.

Interpreting LSAT Scores

Scores on the Law School Admission Test (LSAT) are reported on a scale from 120 to 180 and can be directly compared across testing administrations and testing years. Why are scores on the 120-180 scale comparable to each other? These scores have the same meaning from one administration to the next and from one year to the next as a result of a statistical process called *equating*. When scores are equated, a given scaled score represents comparable ability regardless of the administration in which it is obtained.

The average ability level of test takers (*group performance*) is higher at some administrations than at other administrations. Nevertheless, for any individual test taker, a

given scaled score represents the same degree of ability regardless of when the score is earned. Information about group performance may be useful to some score users. However, score users should never inflate or discount an individual's score to take into account the administration at which it was earned, since the scores from different test forms have been made comparable through the equating process. An applicant's LSAT score provides the same information about the applicant's ability regardless of the ability of others who tested at the same time. For example, an applicant with an LSAT score of 160 might have a higher relative standing among February test takers than among June test takers, but the ability level represented by a score of 160 is the same regardless of when that score is earned.

Distribution of 2019-2020 Test Takers

To guide and monitor their admission processes, many LSAT score users use information about the percentage of test takers who earn each scaled score. This is frequently referred to as *distribution data* because it provides information about how test takers are distributed across the score scale. Distribution data based on information available from the 2018-2019 and 2019-2020 testing years are presented in Table 1.

Table 1 shows percentile ranks for 2018-2019 test takers compared to 2019-2020 test takers. The same score would have a different percentile rank within different groups. LSAT score users are likely to be most interested in percentile ranks for three different reference groups: all test takers, all law school applicants, and all applicants to a particular law school. This Interpretive Guide only shows percentile ranks for test takers to date. The monthly applicant reports sent to each law school show the percentile ranks for applicants to all ABA-approved law schools to date and for applicants to that law school. These percentile ranks for the reference group of applicants are different from the percentile ranks for all test takers.

Some Things to Note

- The test-taker volume for the 2019-2020 testing year was approximately 10.3 percent lower than reported for the 2018-2019 testing year. Note: Scores from the test takers who took the Spanish LSAT in Puerto Rico are included in the test-taker volume.
- The mean LSAT score for the 2019-2020 testing year was 0.89 points higher than the mean LSAT score for the 2018-2019 testing year.

- Slight differences were noted between the percentile ranks for the two testing periods.

Reliability, Measurement Error, Score Bands, and Score Differences

To assess the reliability or consistency of LSAT scores, a *reliability coefficient* is computed for each LSAT form. Reliability coefficients indicate how reproducible a test taker's performance would be over repeated administrations of the same test form. Reliability coefficients are measured on a scale from 0 to 1. The larger the value of the reliability coefficient, the more reproducible a test taker's performance should be. Values of at least 0.9 indicate a very reliable test form.

Table 2 shows the reliability coefficient for the June 2019 (Form 0LSA131), July 2019 (Form 0LSA937 and 0LSA137), September 2019 (Form 9LSA135), October 2019 (Form 0LSA139), November 2019 (Form 0LSA141), January 2020 (Form 0LSA140), and February 2020 (Form 9LSA136) test forms. These and previous LSAT reliability coefficient values have typically been over 0.9, indicating that the LSAT is a very reliable test.

LSAT scores contain a certain amount of measurement error that is assessed with the standard error of measurement for individual scores (SEM_I). The SEM_I is more useful than the reliability coefficient for interpreting the precision of individual test scores. The SEM_I indicates how close a test taker's observed score is likely to be to his or her true score. (A test taker's true score is the score that he or she would obtain on a perfectly reliable test — a test with a reliability coefficient of 1.) The LSAT SEM_I is very stable and tends to be about 2.6 scaled score points. The actual SEM_I value for Form 9LSA136 is 2.69 points (see Table 2). Smaller SEM_I values indicate more precise scores.

Score bands, or ranges of scores that contain a test taker's true score a certain percentage of the time, can be derived using the SEM_I. Score bands are constructed by adding and subtracting a multiple of the SEM_I to or from a scaled score. By adding and subtracting one times the SEM_I to or from a score, the score band will contain an individual's true score approximately 68 percent of the time. By adding and subtracting two times the SEM_I to or from a score, the score band will contain an individual's true score approximately 95 percent of the time.

For reporting purposes, LSAC constructs score bands by subtracting one times the rounded SEM_I from the LSAT score to obtain a lower bound value, and adding one times

the rounded SEM_l to the LSAT score to obtain an upper bound value. LSAC adjusts the score bands for LSAT scores lying in the upper and lower regions of the LSAT score scale (i.e., scores close to 120 or 180), which makes them asymmetrical.

Table 1: Score Distributions for the 2018-2019 and 2019-2020 LSAT Administrations

Score	2019-2020 Testing Year (% Below)	2018-2019 Testing Year (% Below)
180	99.9	99.9
179	99.9	99.9
178	99.9	99.9
177	99.8	99.8
176	99.6	99.8
175	99.5	99.6
174	99.2	99.4
173	98.8	99.1
172	98.4	98.7
171	97.8	98.2
170	97.1	97.6
169	95.9	96.8
168	94.8	95.4
167	93.3	94.5
166	91.5	92.9
165	89.8	91.5
164	87.4	89.5
163	85.0	87.2
162	82.7	84.9
161	80.1	82.3

Note. Since Spanish LSAT scores are not reported on the 120-180 scale, scores from the test takers who took the Spanish LSAT in Puerto Rico are excluded from these results.

Score	2019-2020 Testing Year (% Below)	2018-2019 Testing Year (% Below)
160	77.0	79.2
159	73.6	76.1
158	70.4	73.2
157	66.5	69.6
156	62.9	66.3
155	59.2	62.3
154	55.5	58.4
153	51.7	54.4
152	47.7	50.8
151	44.0	47.0
150	39.7	43.4
149	36.3	39.4
148	32.8	36.2
147	29.1	32.4
146	26.0	29.0
145	22.9	25.4
144	20.0	22.8
143	17.4	20.0
142	14.8	17.1
141	12.6	15.0
140	10.8	12.8
139	9.0	11.0
138	7.5	9.2
137	6.4	7.8

Note. Since Spanish LSAT scores are not reported on the 120-180 scale, scores from the test takers who took the Spanish LSAT in Puerto Rico are excluded from these results.

Score	2019-2020 Testing Year (% Below)	2018-2019 Testing Year (% Below)
136	4.9	6.7
135	4.2	5.2
134	3.6	4.5
133	3.0	3.8
132	2.4	3.1
131	2.0	2.5
130	1.6	2.0
129	1.4	1.6
128	1.1	1.3
127	0.9	1.2
126	0.8	1.0
125	0.7	0.8
124	0.5	0.6
123	0.5	0.5
122	0.4	0.4
121	0.3	0.3
120	0.0	0.0
Test Takers	123,681	137,823
Mean	151.88	150.99
Std Dev	9.95	10.04

Note. Since Spanish LSAT scores are not reported on the 120-180 scale, scores from the test takers who took the Spanish LSAT in Puerto Rico are excluded from these results.

Given that the SEM_I for Form 9LSA136 is 2.69 points (which we round to 3 to create score bands), the score band for most LSAT scores will be 7 score points. For example, the score band for an LSAT score of 150 will be 147 to 153.

LSAT score users are sometimes interested in comparing *score differences* among test takers. When this is done, users must keep in mind that the SEM for score differences

(SEM_D) is larger than the SEM associated with individual scores (SEM_I). In fact, it is approximately 1.4 times larger. The interpretation of the SEM_D is similar to the interpretation of the SEM_I: the difference between scores from two test takers is within one SEM_D on either side of the true score difference, approximately 68 percent of the time.

Table 2 shows the SEM associated with score differences for Form 9LSA136. For this form, the SEM_D is 3.80 points, which we round up to 4 points to compare scores. If two test takers have scores of 150 and 154, for example, their true score difference will lie in the range of 0 to 8 points (4-point difference, plus or minus the rounded 4-point SEM_D), approximately 68 percent of the time.

Note: This example illustrates that small score differences between two test takers may be due to measurement error and may not represent real differences in the abilities of test takers. This underscores the LSAC cautionary policy against putting undue weight on small score differences among test takers. The LSAT is just one source of information that should be considered when evaluating an applicant.

Table 2: Reliability and Standard Error of Measurement to Date: 2019-2020 Testing Year

		Standard Error of Measurement	
	Reliability Coefficient	**Individual Scores (SEM_I)**	**Score Differences (SEM_D)**
0LSA131 (June 2019 – Paper Mode)	0.94	2.62	3.70
0LSA937 (July 2019 – Paper Mode)	0.94	2.57	3.64
0LSA137 (July 2019 – Digital Mode)	0.94	2.57	3.63
9LSA135 (September 2019 – Digital Mode)	0.93	2.51	3.55
0LSA139 (October 2019 – Digital Mode)	0.93	2.50	3.54

		Standard Error of Measurement	
	Reliability Coefficient	**Individual Scores (SEM_I)**	**Score Differences (SEM_D)**
0LSA141 (November 2019 – Digital Mode)	0.93	2.52	3.57
0LSA140 (January 2020 – Digital Mode)	0.92	2.57	3.63
9LSA136 (February 2020 – Digital Mode)	0.92	2.69	3.80

JD Applicants

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Army Regulation 600–9

Personnel-General

The Army Body Composition Program

Headquarters
Department of the Army
Washington, DC
16 July 2019

UNCLASSIFIED

Appendix B

Standard Methods for Determining Body Fat Using Body Circumferences, Height, and Weight

B–1. Height and weight measurements

The procedures for the measurements of height, weight, and specific body circumferences for the estimation of body fat are described in this appendix. The weight for height table is listed in table B–1 followed by the body fat standards in table B–2.

a. Soldier's height: The height will be measured with the Soldier in stocking feet (without running shoes) and wearing the authorized physical fitness uniform (trunks and T-shirt). The Soldier will stand on a flat surface with the head held horizontal, looking directly forward with the line of vision horizontal and the chin parallel to the floor. The body will be straight but not rigid, similar to the position of attention. When measuring height to determine body fat percentage (see fig B–1 or fig B–2), the Soldier's height is measured to the nearest half inch. When measuring height to use the weight for height screening table (see table B–1) the Soldier's height is measured and then rounded to the nearest inch with the following guidelines:

(1) If the height fraction is less than half an inch, round down to the nearest whole number in inches.

(2) If the height fraction is half an inch or greater, round up to the next highest whole number in inches.

b. Soldier's weight: The weight will be measured with the Soldier in stocking feet and wearing the authorized physical fitness uniform (trunks and T-shirt); running shoes and jacket will not be worn. Scales used for weight measurement will be calibrated annually for accuracy. The measurement will be made on scales available in units and recorded to the nearest pound with the following guidelines:

(1) If the weight fraction of the Soldier is less than one-half pound, round down to the nearest pound.

(2) If the weight fraction of the Soldier is one half-pound or greater, round up to the next whole pound.

(3) No weight will be deducted to account for clothing.

c. Scales used for weight measurement will be calibrated annually. The word "calibrated", is intended to ensure the personnel weight scales used at the unit level for height and weight measurements have been verified for accuracy. It is not intended to require that unit scales be calibrated by test, measurement, and diagnostic equipment personnel or biomedical technicians. Accuracy of scales will be verified by unit personnel that will be performing the height/weight screening. This may be verified by using the tare (zero) function (if available), by following the scale manufacturer's instructions for ensuring accuracy, or by using an object of fixed known weight. Following is an example of using an object of fixed weight (for example, weight labeled 5 pounds) as means to verify accuracy:

(1) Place an object of known, fixed weight on the scale.

(2) Compare the reading on the scale to the known weight of the object.

(3) If the scale reading differs from the known weight of the object being weighted the scale has a calibration feature, adjust the scale until the reading matches the known weight of the object being weighed. Once the reading matches the known weight, the scale is considered to be accurate for the purpose of this regulation.

(4) If the reading differs from the known weight of the object being weighed and the scale does not have a calibration feature the scale should not be used to determine Soldier compliance with this regulation.

(5) Once accuracy of scale has been verified, affix a label to the scale with name, date, and signature of the individual verifying the accuracy of the scale. The unit commander will also sign as a witness.

Table B–1
Weight for height table (screening table weight)

		Male weight in pounds, by age				Female weight in pounds, by age			
Height (inches)	Minimum weight[1] (pounds)	17–20	21–27	28–39	40+	17–20	21–27	28–39	40+
58	91	-	-	-	-	119	121	122	124
59	94	-	-	-	-	124	125	126	128
60	97	132	136	139	141	128	129	131	133
61	100	136	140	144	146	132	134	135	137
62	104	141	144	148	150	136	138	140	142

Table B–1
Weight for height table (screening table weight)—Continued

		Male weight in pounds, by age				Female weight in pounds, by age			
63	107	145	149	153	155	141	143	144	146
64	110	150	154	158	160	145	147	149	151
65	114	155	159	163	165	150	152	154	156
66	117	160	163	168	170	155	156	158	161
67	121	165	169	174	176	159	161	163	166
68	125	170	174	179	181	164	166	168	171
69	128	175	179	184	186	169	171	173	176
70	132	180	185	189	192	174	176	178	181
71	136	185	189	194	197	179	181	183	186
72	140	190	195	200	203	184	186	188	191
73	144	195	200	205	208	189	191	194	197
74	148	201	206	211	214	194	197	199	202
75	152	206	212	217	220	200	202	204	208
76	156	212	217	223	226	205	207	210	213
77	160	218	223	229	232	210	213	215	219
78	164	223	229	235	238	216	218	221	225
79	168	229	235	241	244	221	224	227	230
80[2]	173	234	240	247	250	227	230	233	236

Note:

[1] Male and female Soldiers who fall below the minimum weights shown in table B–1 will be referred by the commander for immediate medical evaluation.

[2] Add 6 pounds per inch for males over 80 inches and 5 pounds per inch for females over 80 inches.

B–2. Determining body fat using body circumference process

a. Although circumferences may be looked upon by untrained personnel as easy measures, they can give erroneous results if proper technique is not followed. The individual taking the measurements must have a thorough understanding of the appropriate body landmarks and measurement techniques. Unit commanders will require that designated personnel have read the instructions regarding technique and location and obtained adequate practice before official body fat determinations are made. Individuals taking the measurements will be designated unit fitness trainers, certified in body circumference methodology, a certified master fitness trainer, and/or a NCO trained in body circumference methodology, as specified in paragraph 2–16*b*(1) and/or 2–17*a*(1). Two members of the unit will be utilized in the taking of measurements; one to place the tape measure and determine measurements and the other to assure proper placement and tension of the tape, as well as to record the measurement on the DA Form 5500 and DA Form 5501. The unit member recording the measurements is responsible for signing the DA Form 5500 and DA Form 5501 in the "prepared by" block. Soldiers should be measured by trained individuals of the same gender. If a trained individual of the same gender is not available to conduct the measurements, a female Soldier will be present when a male measures a female, and a male Soldier will be present when a female measures a male. The two will work with the Soldier between them so the tape is clearly visible from all sides. Take all circumference measurements sequentially three times and record them to the nearest half inch. If any one of the three closest measurements differs by more than 1 inch from the other two, take an additional measurement and compute a mathematical average of the three measurements with the least difference to the nearest half inch and record this value.

b. Soldiers will be measured for body fat in stocking feet and standard Army physical fitness uniform trunks and T-shirt. Undergarments that may serve to bind the abdomen, hip, or thigh areas are not authorized for wear when a Soldier is being measured for body fat composition. This includes, but is not limited to spandex shorts or girdle-like undergarments.

c. When measuring circumferences, compression of the soft tissue requires constant attention. The tape will be applied so it makes contact with the skin and conforms to the body surface being measured. It will not compress the underlying

soft tissues. However, the hip circumference measurement requires more firm pressure to compress the authorized physical fitness uniform trunks. All measurements are made in the horizontal plane (parallel to the floor), unless indicated otherwise.

d. The tape measure will be made of a non-stretchable material, preferably fiberglass; cloth or steel tapes are unacceptable. Cloth measuring tapes will stretch with usage and most steel tapes do not conform to body surfaces. The tape measure will be calibrated, that is, compared with a yardstick or a metal ruler to ensure validity. This is done by aligning the fiberglass tape measure with the quarter-inch markings on the ruler. The markings will match those on the ruler; if not, do not use that tape measure. The tape will be one-quarter to one-half inch wide (not exceeding one-half inch) and a minimum of 5 feet in length. A retractable fiberglass tape is the best type for measuring all areas.

Note. Tapes are currently available through the Army Supply System (Federal stock number 5210–01–238–8103 or national stock number 8315–01–238–8103). The current Army supply system or any other fiberglass tape (not to exceed one-half inch) may be used if retractable tapes cannot be purchased by unit budget funds available and if approved by installation commanders.

e. If using the circumference methodology outlined in this policy and it is determined that the Soldier's body circumference does not meet the ABCP standards, a confirmation will be completed. The above process will be completed by a different team than the completed initial set of measurement. This must occur before any actions are taken by the commander.

Table B–2
Maximum allowable percent body fat standards

Age group: 17–20 **Male (% body fat):** 20% **Female (% body fat):** 30%
Age group: 21–27 **Male (% body fat):** 22% **Female (% body fat):** 32%
Age group: 28–39 **Male (% body fat):** 24% **Female (% body fat):** 34%
Age group: 40 and older **Male (% body fat):** 26% **Female (% body fat):** 36%

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

DAJA-ZA

23 SEP 2021

MEMORANDUM FOR President and Members of the Fiscal Year 2022 Judge Advocate General's Corps 2L Intern Program Selection Board

SUBJECT: Memorandum of Instruction for the Fiscal Year 2022 Judge Advocate General's Corps 2L Intern Program Selection Board

1. Authority. The Fiscal Year 2022 (FY22) Judge Advocate General's (JAG) Corps 2L Intern Program Selection Board is appointed pursuant to Judge Advocate Legal Services Publication 1-1 (Personnel Policies), paragraph 2-2, to recommend applicants for selection as 2L summer interns for temporary civilian employment in JAG Corps offices worldwide. The FY22 2L Intern Program Selection Board will be held between 11 October and 8 November 2021.

2. Membership. The Board will consist of five voting members: a general officer as president and four members comprised of field grade and company grade officers. The Board will include at least one female and one minority board member. My designee or I will appoint the Board members, and may select individuals other than those recommended to serve on the Board. Board membership will be provided under separate cover. The Chief, Judge Advocate Recruiting Office (JARO), is delegated authority to excuse board members and appoint alternates if exceptional circumstances exist.

3. General.

a. The Board will determine which applicants are best qualified for a summer internship. The board members will score each applicant to create an order of merit list (OML), and those who rank highest on the list will be considered "best qualified" (see enclosures 1 and 2).

b. The Board will convene at a time set by the board president. The board president has no authority to constrain the Board from recommending for appointment those applicants the majority of the Board determines to be best qualified as defined in this Memorandum of Instruction (MOI) and enclosures.

c. Enclosure 1 contains administrative instructions and procedures and specifies the oaths for the board members and the recorder.

d. Enclosure 2 contains guidance on the factors the Board is to consider in the selection process. This enclosure also contains guidance for ensuring equal opportunity for all applicants.

e. The Judge Advocate Recruiting Office will furnish applicant files to the Board and will provide all administrative support.

f. I have selected each of you because I have confidence in your ability to recognize applicants with the strongest potential as future Army leaders and attorneys. Bear in mind the serious nature of your duties as a board member and your obligation to ensure these proceedings remain above reproach. The oath you will take obliges you to ensure all applicants are considered without prejudice or partiality. You will adhere to that oath, governing laws, directives, regulations, and this MOI when selecting applicants who meet the needs of the Army, as outlined here. Your failure to do so may constitute cause for removal as a member.

g. Any board member who believes he or she cannot, in good conscience, perform his or her duties as a member of the Board without prejudice or partiality has a duty to request relief by me from board membership. At my discretion, such a request may be honored. Any board member who believes the integrity of the Board's proceedings has been affected by improper influence or senior military or civilian authority, misconduct by the board president or a member, or any other reason, has a duty to report the basis for his or her belief to me.

4. Restrictions.

a. Recommendations of the Board are "Controlled Unclassified Information" until the proper authority releases the results. Upon adjournment, board members are encouraged to familiarize other officers with board procedures in general. However, members will not disclose, for any reason, specific details of the Board proceedings pertaining to the selection or non-selection of individual applicants, whether recorded or unrecorded.

b. Board membership will not be revealed until the Board adjourns.

c. The Board's recommendations are advisory. I will make the final decision on selection of applicants for the 2L Intern Program.

(b)(6)

(b)(6)

Encls

STUART W. RISCH
Lieutenant General, USA
The Judge Advocate General

FISCAL YEAR 2022 JUDGE ADVOCATE GENERAL'S CORPS 2L INTERN PROGRAM SELECTION BOARD ADMINISTRATIVE INSTRUCTIONS

1. **Eligibility**. The board recorder will furnish the Board with electronic files of all applicants eligible for consideration. Applicants recommended for a summer internship position with the Judge Advocate General's (JAG) Corps must meet the following qualifications at the time of consideration by the Board:

a. **Citizenship and Personnel Security Requirements**. United States citizenship is required. Applicants must be eligible for federal civilian employment and able to pass a background investigation at the time of hiring;

b. **Character**. Be of high moral character;

c. **Leadership Potential**. Possess clear leadership potential and interpersonal tact; and

d. **Law School**. Be a student at a law school accredited by the American Bar Association and be available to complete the internship during the last available summer in law school.

There are no age or physical fitness requirements for interns.

2. **Oaths**.

a. The board president will administer the following oath or affirmation to the recorder:

Do you, *[state the recorder's name],* solemnly swear (or affirm) that you will keep a true record of the proceedings of this Board, and further that you will not divulge the proceedings or results thereof pertaining to the selection or non-selection of individuals except to the proper authorities?

b. The board recorder will administer the following oath or affirmation to each member of the Board:

Do you, *[state the board members' names]*, solemnly swear (or affirm) that you will, without prejudice or partiality, perform the duties imposed upon you, and further, that you will not divulge the proceedings or results thereof pertaining to the selection or non-selection of individuals except to proper authority?

3. **Information Considered**.

a. The Board will consider applicants' electronic files, including:

(1) Transcripts of undergraduate, graduate, and law studies;

(2) Application for the 2L Intern Program;

(3) Record of prior military service (if applicable), including DD Form 214, statement of retirement points (DA Form 5016 (USAR) or NGB Form 23B)), and copies of all enlisted or officer evaluation reports;

(4) A statement of all full-time and part-time work experience (both legal and non-legal);

(5) A statement of interest, objectives, and motivation for applying for a summer internship with the JAG Corps;

(6) A Field Screening Officer's Report of Interview;

(7) Up to three letters of recommendation (optional);

(8) Legal writing sample (optional); and

(9) Other information submitted by the applicant and relevant to that applicant's qualifications for a summer internship.

b. The board recorder will provide each board member a complete copy of the administrative instructions and will brief the Board on administrative matters, to include an explanation of the Law School Admission Test (LSAT) scoring system. The recorder will also furnish the Board with information regarding the U.S. News & World Report's current law school rankings data.

4. **Procedures**. The board may be held in person or by remote/virtual means. Applicant files are deemed complete by the Judge Advocate Recruiting Office (JARO) will be made available for board review. The consideration of applicants will follow a three-step process:

a. Step 1 – Familiarization: The board recorder will provide the Board with sample files for a practice vote. These files will be voted in accordance with the voting procedures discussed in Step 2, below. The purpose of a practice vote is to allow board members to become familiar with the contents and organization of applicant files and voting procedures.

b. Step 2–Voting:

(1) Each board member will assess each applicant's file and assign a score from 1-6 (with 1 being the lowest and 6 being the highest score). A plus (+) or minus (-) may be used for each numerical rating to emphasize the degree of recommendation. Those scoring the highest are deemed "best qualified."

(2) Any board member may, at his or her discretion, reconsider and revote an individual applicant's file at any time before adjournment. The board recorder will assist any board member seeking to conduct a revote.

(3) The board recorder will produce an order of merit list (OML) by listing all qualified applicants sequentially from highest score to lowest score. The Board will recommend the OML as its list of selectees.

(4) In the event a tiebreaker is required to determine a cut-off line for the OML, the board recorder will administratively create a group of only those applicants who received identical scores. Board members will revote those applicants, and a new revote OML will be compiled. A decimal point reflecting the new OML will be added to the original OML score to indicate the best qualified applicants within the revote population.

c. Step 3 – Recommendations/Reports and Certification:

(1) After voting is complete, the recorder will produce a list of all qualified applicants, which will be forwarded to TJAG with recommendations for selection in the 2L intern program.

(2) The Board will conduct a review of the board proceedings and draft an after-action report (AAR). The AAR will highlight the members' collective observations, concerns, and recommendations regarding the selection process. TJAG may ask the board president to address specific questions in the AAR. The board recorder will provide the questions and a sample format. The board president may include additional observations or recommendations on issues not addressed in TJAG's questions. The Board may modify the format of the report to record the Board's comments in a concise, logical manner.

(3) Certification. Each member of the Board will attest to the following certification:

The board president, board members, and board recorders hereby certify that, to the best of their knowledge, the Board complied with the Memorandum of Instruction (MOI), they were not subject to or aware of any censure, reprimand, or admonishment resulting from the recommendation of the Board or its exercise of any lawful function within the Board's authorized discretion; they were not subject to or aware of any attempt to coerce or influence improperly any action in the formulation of the Board's recommendations; and they were not a party to, or aware of, any attempt at unauthorized communications.

The Board, acting under oath and having in view the special needs and the efficiency of the Army, has carefully considered the record of every applicant whose name was furnished to it as specified in the MOI. In the opinion of a majority of the members of the Board, the applicants named in the Enclosure are qualified to meet the needs of the

Army, as specified in the MOI furnished to the Board by TJAG, and are hereby recommended for selection as 2L summer interns.

5. **Instructions Concerning Communications and Information**.

a. Each of you (president, board members, recorder, and administrative support personnel) is responsible for maintaining the integrity and independence of this advisory board, and to foster the careful consideration, without prejudice or partiality, of all eligible applicants.

b. You may not receive, initiate, or participate in communications or discussions involving information that is not presented in each application, any information beyond what is provided to the Board, and any information communicated to you by the individual under consideration. In your deliberations, you may not discuss any matters precluded by law, Army regulations, or this MOI.

c. The Board may not use personal knowledge in its deliberations. If a board member has personal knowledge of an applicant that is not documented in the file provided to the Board, and the board member feels the information is of great significance, then the board member will summarize the information in writing and provide it in a sealed envelope to the board recorder. The board recorder will seek guidance from the proper authority.

FISCAL YEAR 2022 JUDGE ADVOCATE GENERAL'S CORPS 2L INTERN PROGRAM SELECTION BOARD ADDITIONAL GUIDANCE

1. **General**.

a. The Judge Advocate General's Corps (JAG Corps) 2L Intern Program is designed to acquaint law students with the practice of law in the Army and to provide them with a basis to decide whether to apply or recommend others to apply for a commission in the JAG Corps. The 2L Intern Program is also designed to increase visibility of the JAG Corps throughout American Bar Association-accredited law schools.

b. Apart from basic eligibility, the Board should look for the following qualities when evaluating applicants for the 2L Intern Program: leadership ability, scholastic aptitude, maturity, and motivation toward military service. The board policy for selection is to recommend the best qualified applicants in order of merit. Veterans' eligibility and military experience shall be considered positive factors. The analysis of individual applications should include a review of the following factors:

(1) Achievement in undergraduate education and law school;

(2) Maturity; and

(3) Legal experience.

2. **Equal Employment Opportunity**. The strength of our Army comes from our diversity. Developing and maintaining qualified and demographically diverse leadership is critical for mission effectiveness and is essential to national security. Effective leaders understand that organizational success depends on the ability of people of different backgrounds to work together, while bringing the value of their diverse experiences to the mission. With a culture that embraces diversity, the Army is better able to attract and keep the best men and women from across the Nation, and to operate more successfully around the world. Moreover, the success of today's Army comes from a total commitment to the ideals of freedom, fairness, and human dignity upon which our country was founded. It is vital that our Army is in fact one of equal opportunity – equal opportunity is the only acceptable standard for our Army. This principle applies to every aspect of career development and utilization in our Army, but is especially important to demonstrate in the selection process. Select meritorious applicants who create and maintain an inclusive environment where individual attributes are recognized, accepted, and, most importantly, valued, regardless of race, color, national origin, religion, sex (including gender identity), or sexual orientation. In doing so our Interns will have a clear perception of equal opportunity in the selection process.

DEPARTMENT OF THE ARMY
OFFICE OF THE JUDGE ADVOCATE GENERAL
2200 ARMY PENTAGON
WASHINGTON DC 20310-0300

14 JUL 2022

DAJA-ZA

MEMORANDUM FOR President of the Fiscal Year 2022 Early Decision Accession Board, Judge Advocate General's Corps

SUBJECT: Memorandum of Instruction for the Fiscal Year 2022 Early Decision Accession Board, Judge Advocate General's Corps

1. Authority. The Fiscal Year 2022 (FY22) Early Decision Accession Board, Judge Advocate General's (JAG) Corps is appointed pursuant to Army Regulation (AR) 27-1 (Judge Advocate Legal Services), AR 601-100 (Appointment of Commissioned and Warrant Officers in the Regular Army), and AR 135-100 (Appointment of Commissioned and Warrant Officers of the Army). The Board will be held during the week of 15-19 August 2022. The Board is appointed to recommend FY22 2L Intern Program participants for appointment in the JAG Corps.

2. Membership. The Board will consist of three voting members comprised of officers in the grade of O-4 and above. My designee or I will appoint the board members and may select individuals other than those recommended to serve on the Board. Board membership will be provided under separate cover. The Chief, Judge Advocate Recruiting Office (JARO), is delegated authority to excuse board members and appoint alternates if exceptional circumstances exist.

3. General.

a. The Board will consider all participants in the FY22 2L Intern Program who elect to apply for a JAG Corps commission through the Early Decision Program. The Board will determine which applicants are fully qualified for appointment in the JAG Corps.

b. The Board will use a "yes/no" voting format. Applicants recommended for appointment will be voted as "yes," while applicants not recommended for appointment will be voted as "no."

c. The Board will convene at a time set by the board president. The board president has no authority to constrain the Board from recommending for appointment those applicants the majority of the Board determines to be qualified as defined in this Memorandum of Instruction (MOI) and enclosures.

d. Enclosure 1 contains administrative instructions and procedures and specifies the oaths for the board members and the recorder.

e. Enclosure 2 contains additional guidance on the factors the Board is to consider in the selection process. This enclosure also contains guidance for ensuring equal opportunity for all applicants.

f. I have selected each of you to serve on this Board because I have confidence in your ability to recognize applicants with the strongest potential as future Army leaders and attorneys. Bear in mind the serious nature of your duties as a board member and your obligation to ensure these proceedings remain above reproach. The oath you will take obliges you to ensure all applicants are considered without prejudice or partiality. You will adhere to that oath, governing laws, directives, regulations, and this MOI when selecting applicants who meet the needs of the Army, as outlined here. Your failure to do so may constitute cause for removal as a member.

g. Any board member who believes he or she cannot, in good conscience, perform his or her duties as a member of the Board without prejudice or partiality has a duty to request relief by me from board membership. At my discretion, such a request may be honored. Any board member who believes the integrity of the Board's proceedings has been affected by improper influence or senior military or civilian authority, misconduct by the board president or a member, or any other reason, has a duty to report the basis for his or her belief to me.

4. Restrictions.

a. Recommendations of the board are "Controlled Unclassified Information" until the proper authority releases the results. Upon adjournment, board members are encouraged to familiarize other officers with board procedures in general. However, members will not disclose, for any reason, specific details of the Board proceedings pertaining to the selection or non-selection of individual applicants, whether recorded or unrecorded.

b. Board membership will not be revealed until the Board adjourns.

c. The Board's recommendations are advisory. I will make the final decision on selection of Early Decision Program applicants for RA and USAR appointment in the JAG Corps.

(b)(6)

Encls

STUART W. RISCH
Lieutenant General, USA
The Judge Advocate General

FISCAL YEAR 2022 EARLY DECISION ACCESSION BOARD,
JUDGE ADVOCATE GENERAL'S CORPS
ADMINISTRATIVE INSTRUCTIONS

1. **Eligibility**. The board recorder will furnish the Board with electronic files of all applicants eligible for consideration. Eligible applicants are all Department of the Army civilian employees employed pursuant to the FY22 2L (GS-07) Intern Program. Applicants recommended for appointment to the Judge Advocate General's (JAG) Corps must meet the following qualifications at the time of appointment:

a. **Citizenship**. Be a citizen of the United States at the time of appointment. An applicant who is within one year of obtaining citizenship may apply for a commission;

b. **Character**. Be of high moral character;

c. **Leadership Potential**. Possess clear leadership potential and interpersonal tact;

d. **Physical Readiness**. Meet the standards of Army Regulation (AR) 40-501 (Standards of Medical Fitness), and AR 600-9 (The Army Body Composition Program);

e. **Personnel Security Requirements**. Have, at a minimum, a SECRET security clearance before receiving an appointment, or have initiated a National Agency Check with Local Agency Check and Credit Check at the time of commissioning;

f. **Law Degree**. Have earned a J.D. degree from a law school accredited by the American Bar Association at the time the applicant received the degree. A student in his or her last year in law school may apply for a commission before either graduation or admission to the bar. To receive a commission, an applicant must meet all bar admission requirements before appointment; and

g. **Bar Admission**. Be admitted to practice and be in good standing with the licensing authority admitting the individual to the practice of law before the highest court of a State, Territory, Commonwealth, or the District of Columbia.

2. **Oaths**.

a. The board president shall administer the following oath or affirmation to the recorder:

Do you, *[state the recorder's name]*, solemnly swear (or affirm) that you will keep a true record of the proceedings of this Board, and further, that you will not divulge the proceedings or results thereof pertaining to the selection or non-selection of individual applicants except to the proper authority?

b. The recorder shall administer the following oath or affirmation to each member of the board:

Do you, *[state the board members' names]*, solemnly swear (or affirm) that you will, without prejudice or partiality, and having in view both the special needs and the efficiency of the Army, perform the duties imposed upon you, and further, that you will not divulge the proceedings or results thereof pertaining to the selection or non-selection of individual applicants except to the proper authority?

3. **Information Considered**.

a. The Board will consider applicants' electronic files, including:

(1) All transcripts of undergraduate, graduate, and law school studies;

(2) Application for appointment in the JAG Corps;

(3) Record of prior military service (if applicable), including DD Form 214, statement of retirement points (DA Form 5016 (USAR) or NGB Form 23B), and copies of all enlisted or officer evaluation reports;

(4) A statement of interest, objectives, and motivation for applying for appointment in the JAG Corps;

(5) A statement or resume reflecting all full-time and part-time work experience (legal and non-legal);

(6) JAG Corps Intern Evaluation Report and Extern Evaluation Report (if applicable);

(7) Up to three letters of recommendation (optional);

(8) Legal writing sample (optional); and

(9) Other information submitted by the applicant and relevant to his or her qualifications for appointment to the JAG Corps.

b. The board recorder will provide each board member a copy of the height and weight table from AR 600-9 (The Army Body Composition Program), and the recorder will furnish the Board with information regarding the U.S. News & World Report's current law school rankings.

4. **Procedures**. The board may be held in person or by remote/virtual means. Applicant files deemed complete by the Judge Advocate Recruiting Office (JARO) will be made available for board review.

a. Voting. The Board will determine whether to recommend an applicant for appointment in the JAG Corps. The Board will determine by a "yes/no" recommendation

whether, after reviewing the file, in accordance with the guidance outlined herein, the applicant should be recommended for appointment. Majority vote governs.

b. Certification:

(1) After voting is complete, the recorder will produce two lists: one list of all recommended applicants, and a second list of all applicants not recommended. The lists will be forwarded to TJAG with recommendations for appointment in the JAG Corps and non-selection, respectively.

(2) Certification. The Board will attest to the following certificate:

The Board hereby certifies that, to the best of his/her knowledge, the Board complied with the MOI, that he/she was not subject to or aware of any censure, reprimand, or admonishment resulting from the recommendation of the Board or its exercise of any lawful function within the Board's authorized discretion; that he/she was not subject to or aware of any attempt to coerce or influence improperly any action in the formulation of the Board's recommendations; and that he/she was not a party to, or aware of, any attempt at unauthorized communications.

The Board, acting under oath and having in view the special needs and the efficiency of the Army, has carefully considered the record of every applicant whose name was furnished to it as specified in the MOI. In the opinion of the Board, the applicants named in the Enclosure are qualified to meet the needs of the Army, as specified in the MOI furnished to the Board by TJAG, and are hereby recommended for appointment to the JAG Corps.

5. **Instructions Concerning Communications and Information**.

a. Each of you (president, board members, recorder, and administrative support personnel) is responsible for maintaining the integrity of this advisory board, and to foster the careful consideration, without prejudice or partiality, of all eligible applicants.

b. You may not receive, initiate, or participate in communications or discussions involving information that is not presented in each application, any information beyond what is provided to the Board, and any information communicated to you by the individual under consideration. In your deliberations, you may not discuss any matters precluded by law, Army regulations, or this MOI.

c. The Board may not use personal knowledge in its deliberations. If a board member has personal knowledge of an applicant that is not documented in the file provided to the Board, and the board member feels the information is of great significance, then the board member will summarize the information in writing and provide it in a sealed envelope to the board recorder. The board recorder will seek guidance from the proper authority.

FISCAL YEAR 2022 2L EARLY DECISION ACCESSION BOARD,
JUDGE ADVOCATE GENERAL'S (JAG) CORPS
ADDITIONAL GUIDANCE

1. **General**.

a. The applicants you recommend for selection will shape the JAG Corps of the future. They must provide principled counsel and premier legal services, as committed members and caring leaders in the legal and Army professions, in support of a ready, globally responsive, and regionally engaged Army. Your goal, therefore, is to select those individuals with proven performance and outstanding potential to serve as Soldier-lawyers.

b. In analyzing individual records to determine whether an applicant is qualified for selection, the Board should consider the below factors. No single factor is dispositive; however, non-selection may be based on a demonstrated lack of integrity, moral turpitude, or professional ineptitude. Ultimately, you should recommend those individuals that you are confident will provide principled counsel, attain mastery of the law, steward the organization, and demonstrate servant leadership.

(1) **Intellect**. Judge Advocates must possess the intellectual capacity to practice competently in each of our legal functions. Academic achievement can be a strong indicator of intellect. In addition, academic success is often an indicator of self-discipline, grit, and maturity—all attributes necessary for a successful Judge Advocate. Grading systems vary among academic institutions, so exercise care when evaluating the academic records of applicants.

(2) **Interpersonal Skills**. Judge Advocates must possess the ability to understand and work effectively with service members and civilians of all ranks, grades, and backgrounds.

(3) **Communication Skills**. Judge Advocates must be effective communicators in person and in writing—precise, persuasive, and professional.

(4) **Character and Leadership Ability**. Army leaders and attorneys must possess the highest character. Judge Advocates must embody the Army Values: loyalty, duty, respect, selfless service, honor, integrity, and personal courage. In particular, honor and integrity are the bedrock of our dual professions. Soldiers and noncommissioned officers must be able to trust their officers. Accordingly, you should select only those applicants whose records demonstrate an uncompromising commitment to these values.

(5) **Physical Readiness**. Judge Advocates must maintain a high level of physical readiness in order to meet mission requirements. Physical fitness is therefore an important indicator of an applicant's suitability for Army service. The Board will consider general physical condition and compliance with Army Regulation 600-9 (The Army Body Composition Program) in evaluating an applicant's potential for Army service.

(6) **Prior Military Experience**. Some applicants may have prior enlisted or commissioned service. You should review the files of these applicants for indicators of leadership potential, maturity, teamwork, and the ability to excel as an Army officer. The JAG Corps also has a need for officers with special military skills and training, such as Airborne or Ranger qualification. Military experience will be considered a positive factor.

(7) **Legal and Work Experience**. Each applicant has submitted a resume or statement detailing his or her work experience. Applicants also have the option of submitting up to three letters of recommendation. You should carefully examine this information to assess initiative, legal and analytical skills, judgment, and maturity.

(8) **Involvement in Campus and Civic Activities**. Participation and achievement in extracurricular activities can be a strong indication of initiative and leadership capacity. Non-participation in such activities, should not, however, operate against an applicant's interest when heavy course loads and gainful employment in financing the expenses of college and law school have denied the applicant the opportunity to engage in extracurricular activities.

(9) **Graduates of the Reserve Officers' Training Corps (ROTC) Program**.

(i) Some applicants are ROTC graduates who are attending law school on an approved educational delay. These applicants are already commissioned, but applied for and were granted a delay from regular Army service based, in part, on a recommendation by the JAG Corps.

(ii) Successful completion of an ROTC program requires that an individual demonstrate a strong sense of personal integrity, honor, and responsibility while developing an understanding of the basic concepts and principles of leadership and military art and science. These attributes are reliable indicators of the potential to serve successfully as a Judge Advocate. The Board is strongly encouraged to give careful consideration to the selection of ROTC educational delay applicants.

2. **Summer Intern Evaluation Report**. All applicants will have been interviewed by a SJA or other senior supervisor. Each SJA or senior supervisor has prepared an evaluation report for your consideration, which assesses each applicant's performance during their internship. Each report contains an explicit recommendation on whether the applicant should be extended an early offer of a commission. You should strongly consider the Intern Evaluation Report.

3. **Adverse Information**. The Board must independently evaluate and weigh derogatory information presented to the Board. The Board should evaluate indications of disciplinary action relative to an individual's overall record and potential, while, at the same time, considering the seriousness of the offense. Accordingly, the Board should use care in assessing the weight placed on one incident, which may be atypical of an otherwise outstanding record.

4. **Diversity and Equal Opportunity**.

a. The strength of our Army comes from our diversity. Developing and maintaining qualified and demographically diverse leadership is critical for mission effectiveness and is essential to national security. Effective leaders understand that organizational success depends on the ability of people of different backgrounds to work together, while bringing the value of their diverse experiences to the mission. With a culture that embraces diversity, the Army is better able to attract and keep the best men and women from across the Nation, and to operate more successfully around the world. Moreover, the success of today's Army comes from a total commitment to the ideals of freedom, fairness, and human dignity upon which our country was founded.

b. It is vital that our Army is in fact one of equal opportunity – equal opportunity for all Soldiers is the only acceptable standard for our Army. This principle applies to every aspect of career development and utilization in our Army, but is especially important to demonstrate in the accession process. Select meritorious applicants who create and maintain an inclusive environment where individual behaviors are recognized, accepted, and, most importantly, valued, regardless of race, color, national origin, religion, sex (including gender identity), or sexual orientation. In doing so our Soldiers will have a clear perception of equal opportunity in the selection process.

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

DAJA-ZA

23 SEP 2021

MEMORANDUM FOR President and Members of the Fiscal Year 2022 United States Army Reserve Accession Board, Judge Advocate General's Corps

SUBJECT: Memorandum of Instruction for the Fiscal Year 2022 United States Army Reserve Accession Board, Judge Advocate General's Corps

1. Authority. The Fiscal Year 2022 (FY22) United States Army Reserve (USAR) Accession Board, Judge Advocate General's (JAG) Corps is appointed under the provisions of Army Regulation (AR) 27-1 (Judge Advocate Legal Services), and AR 135-100 (Appointment of Commissioned and Warrant Officers of the Army). The FY22 USAR Accession Board will be held between 25 and 29 October 2021. The Board is appointed to recommend applicants for appointment to the JAG Corps in the USAR.

2. Membership. The Board will consist of five voting members: a general officer as president and four members comprised of field grade and company grade officers. The Board will also include at least one female and one minority board member. At least two voting members must be from the Regular Army (RA). At least one voting member must be a member of the USAR. The president must be senior to all other board members. My designee or I will appoint the board members and may select individuals other than those recommended to serve on the Board. Board membership will be provided under separate cover. The Chief, Judge Advocate Recruiting Office (JARO), is delegated authority to excuse board members and appoint alternates if exceptional circumstances exist.

3. General.

a. The Board will determine which applicants are best qualified for USAR appointment in the JAG Corps. The board members will score each qualified applicant to create an order of merit list (OML), and those who rank highest on the list will be considered "best qualified" (see enclosures 1 and 2).

b. The Board will convene at a time set by the board president. The board president has no authority to constrain the Board from recommending for appointment those applicants the majority of the Board determines to be best qualified as defined in this Memorandum of Instruction (MOI) and enclosures.

c. Enclosure 1 contains administrative instructions and procedures, and specifies the oaths for the board members and the recorder.

d. Enclosure 2 contains guidance on the factors the Board is to consider in the selection process. This enclosure also contains guidance for ensuring equal opportunity for all applicants.

e. JARO will furnish applicant files to the Board and will provide all administrative support.

f. I have selected each of you to serve on this board because I have confidence in your ability to recognize applicants with the strongest potential as future Army leaders and attorneys. Bear in mind the serious nature of your duties as a board member and your obligation to ensure these proceedings remain above reproach. The oath you will take obliges you to ensure all applicants are considered without prejudice or partiality. You will adhere to that oath, governing laws, directives, regulations, and this MOI when selecting applicants who meet the needs of the Army, as outlined here. Your failure to do so may constitute cause for removal as a member.

g. Any board member who believes he or she cannot, in good conscience, perform his or her duties as a member of the Board without prejudice or partiality has a duty to request relief by me from board membership. At my discretion, such a request may be honored. Any board member who believes the integrity of the Board's proceedings has been affected by improper influence or senior military or civilian authority, misconduct by the board president or a member, or any other reason, has a duty to report the basis for his or her belief to me.

4. Restrictions.

a. Recommendations of the Board are "Controlled Unclassified Information" until the proper authority releases the results. Upon adjournment, board members are encouraged to familiarize other officers with board procedures in general. However, members will not disclose, for any reason, specific details of the Board proceedings pertaining to the selection or non-selection of individual applicants, whether recorded or unrecorded.

b. Board membership will not be revealed until the Board adjourns.

c. The Board's recommendations are advisory. I will make the final decision on selection of applicants for USAR appointment in the JAG Corps.

(b)(6)

Encls

STUART W. RISCH
Lieutenant General, USA
The Judge Advocate General

FISCAL YEAR 2022 UNITED STATES ARMY RESERVE ACCESSION BOARD, JUDGE ADVOCATE GENERAL'S CORPS ADMINISTRATIVE INSTRUCTIONS

1. **Eligibility**. The board recorder will furnish the Board with electronic files of the applicants eligible for consideration. Applicants recommended for appointment to the Judge Advocate General's (JAG) Corps in the United States Army Reserve (USAR) must meet the following qualifications at the time of appointment:

a. **Age**. Be at least 21 years of age and meet maximum age limitations listed in table 1-1, Army Regulation (AR) 135-100 (Appointment of Commissioned and Warrant Officers of the Army) and be able to complete 20 years creditable service for retirement. This means applicants must be able to complete 20 years of creditable service before their 60th birthday, the age for removal based on Army policy. In appropriate circumstances, The Judge Advocate General (TJAG) may recommend waivers of these requirements. The minimum age requirement is not waivable;

b. **Citizenship**. Be a citizen of the United States at the time of appointment. An applicant who is within one year of obtaining citizenship may apply for a commission;

c. **Character**. Be of high moral character;

d. **Leadership Ability**. Possess clear leadership potential and interpersonal tact;

e. **Physical Readiness**. Meet the standards of AR 40-501 (Standards of Medical Fitness), and AR 600-9 (The Army Body Composition Program);

f. **Personnel Security Requirements**. Have, at a minimum, a SECRET security clearance before receiving an appointment, or have initiated a National Agency Check with Local Agency Check and Credit Check at the time of commissioning;

g. **Law Degree**. Have earned a J.D. degree from a law school accredited by the American Bar Association at the time the applicant received the degree. A student in his or her last year in law school may apply for a commission before either graduation or admission to the bar. To receive a commission, an applicant must meet all bar admission requirements before appointment; and

h. **Bar Admission**. Be admitted to practice and be in good standing with the licensing authority admitting the individual to the practice of law before the highest court of a State, Territory, Commonwealth, or the District of Columbia.

2. **Oaths**.

a. The board president shall administer the following oath or affirmation to the recorder:

Do you, *[state the recorder's name]*, solemnly swear (or affirm) that you will keep a true record of the proceedings of this Board, and further, that you will not divulge the proceedings or results thereof pertaining to the selection or non-selection of individual applicants except to the proper authority?

b. The recorder shall administer the following oath or affirmation to each member of the Board:

Do you, *[state the board members' names]*, solemnly swear (or affirm) that you will, without prejudice or partiality and having in view both the special needs and the efficiency of the Army, perform the duties imposed upon you, and further, that you will not divulge the proceedings or results thereof pertaining to the selection or non-selection of individual applicants except to the proper authority?

3. **Information Considered**.

a. The Board will consider the following applicants' electronic files, including:

(1) All transcripts of undergraduate, graduate, and law school studies;

(2) A certificate or statement from the clerk of a State, Territory, Commonwealth, or the District of Columbia showing admission to practice and standing before the bar (if applicable);

(3) Application for appointment with the JAG Corps;

(4) Record of prior military service (if applicable), including DD Form 214, statement of retirement points (DA Form 5016 (USAR) or NGB Form 23B)), and copies of all enlisted or officer evaluation reports;

(5) A statement or resume reflecting all full-time and part-time work experience (legal and non-legal);

(6) A statement of interest, objectives, and motivation for applying for appointment in the JAG Corps;

(7) A Field Screening Officer's Report of Interview;

(8) JAG Corps Intern or Extern Evaluation Report (if applicable)

(9) Up to three letters of recommendation (optional);

(10) Legal writing sample (optional); and

(11) Other information submitted by the applicant and relevant to that applicant's qualifications for appointment in the JAG Corps, such as requests for waiver of the eligibility criteria of AR 135-100 (Appointment of Commissioned and Warrant Officers of the Army), or AR 27-1 (Judge Advocate Legal Services).

b. The board recorder will provide each board member a copy of the administrative instructions and will brief the Board on administrative matters, to include an explanation of the Law School Admission Test (LSAT) scoring system. The Board will also receive a copy of the height and weight table from AR 600-9 (The Army Body Composition Program) and information regarding the U.S. News & World Report's current law school rankings data.

4. **Procedures**. The board may be held in person or by remote/virtual means. Applicant files are deemed complete by the Judge Advocate Recruiting Office (JARO) will be made available for board review. The consideration of applicants will follow a three-step process:

a. Step 1 – Familiarization: The board recorder will provide the Board with sample files for a practice vote. These files will be voted in accordance with the voting procedures discussed in Step 2, below. The purpose of a practice vote is to allow board members to become familiar with the contents and organization of applicant files and voting procedures.

b. Step 2 – Voting:

(1) Each board member will assess each applicant's file and assign a score from 1-6 (with 1 being the lowest and 6 being the highest score). A plus (+) or minus (-) may be used for each numerical rating to emphasize the degree of recommendation. Those scoring the highest are deemed "best qualified."

(2) Any board member may, at his or her discretion, reconsider and revote an individual applicant's file at any time before adjournment. The board recorder will assist any board member seeking to conduct a revote.

(3) The board recorder will produce an order of merit list (OML) by listing all qualified applicants sequentially from highest score to lowest score. The Board will recommend the OML as its list of selectees.

(4) In the event a tiebreaker is required to determine a cut-off line for the OML, the board recorder will administratively create a group of only those applicants who received identical scores. Board members will revote those applicants, and a new revote OML will be compiled. A decimal point reflecting the new OML will be added to the original OML score to indicate the best qualified applicants within the revote population.

c. Step 3 – Recommendations/Reports and Certification:

(1) After voting is complete, the recorder will produce an Order of Merit List for all applicants, which after certification, is forwarded to TJAG with recommendations for selection in the JAG Corps in the USAR.

(2) The Board will conduct a review of the board proceedings and draft an after-action report (AAR). The AAR will highlight the members' collective observations, concerns, and recommendations regarding the selection process. TJAG may ask the board president to address specific questions in the AAR. The board recorder will provide the questions and a sample format. The board president may include additional observations or recommendations on issues not addressed in TJAG's questions. The Board may modify the format of the report to record the Board's comments in a concise, logical manner.

(3) Certification. Each member of the Board will attest to the following certification:

The board president, board members, and board recorders hereby certify that, to the best of their knowledge, the Board complied with the Memorandum of Instruction (MOI), that they were not subject to or aware of any censure, reprimand, or admonishment resulting from the recommendation of the Board or its exercise of any lawful function within the Board's authorized discretion; that they were not subject to or aware of any attempt to coerce or influence improperly any action in the formulation of the Board's recommendations; and that they were not a party to, or aware of, any attempt at unauthorized communications.

The Board, acting under oath and having in view the special needs and the efficiency of the Army, has carefully considered the record of every applicant whose name was furnished to it as specified in the MOI. In the opinion of a majority of the members of the Board, the applicants named in the Enclosure are qualified to meet the needs of the Army, as specified in the MOI furnished to the Board by TJAG, and are hereby recommended for appointment to the Reserve of the Army and assignment to the JAG Corps in the USAR.

5. **Instructions Concerning Communications and Information**.

a. Each of you (president, board members, recorder, and administrative support personnel) is responsible for maintaining the integrity of this advisory board, and to foster the careful consideration, without prejudice or partiality, of all eligible applicants.

b. You may not receive, initiate, or participate in communications or discussions involving information that is not presented in each application, any information beyond what is provided to the Board, and any information communicated to you by the individual under consideration. In your deliberations, you may not discuss any matters precluded by law, Army regulations, or this MOI.

c. The Board may not use personal knowledge in its deliberations. If a board member has personal knowledge of an applicant that is not documented in the file provided to the Board, and the board member feels the information is of great significance, then the board member will summarize the information in writing and provide it in a sealed envelope to the board recorder. The board recorder will seek guidance from the proper authority.

FISCAL YEAR 2022 UNITED STATES ARMY RESERVE ACCESSION BOARD, JUDGE ADVOCATE GENERAL'S CORPS ADDITIONAL GUIDANCE

1. **General**.

a. The applicants you recommend for selection will become the Judge Advocate General's Corps (JAG Corps) of the future. Your goal, therefore, is to select those individuals who demonstrate the greatest potential for outstanding service as Soldier-lawyers.

b. In analyzing individual records to determine whether an applicant is best qualified for selection, the Board should consider the factors listed below. No single factor is dispositive; however, a low score may be based on a demonstrated lack of integrity, moral turpitude, or professional ineptitude. Ultimately, you should score highly those individuals that you are confident will provide principled counsel, attain mastery of the law, steward the organization, and demonstrate servant leadership.

(1) **Intellect**. Judge Advocates must be intelligent enough to practice in our diverse legal functions. Academic achievement can be a strong indicator of intelligence. In addition, academic success is often an indicator of self-discipline, grit, and maturity—all attributes necessary for a successful Judge Advocate. Grading systems, however, vary greatly among academic institutions, and you must exercise great care when evaluating and comparing the academic records of applicants. This may be especially true this year, as many law schools deviated from standard grading systems during the pandemic.

(2) **Interpersonal Skills**. Judge Advocates must possess the ability to understand and work effectively with service members and civilians of all ranks, grades, and backgrounds.

(3) **Work Ethic**. You should carefully examine each applicant's file to find evidence of the applicant's strong work ethic.

(4) **Physical Readiness**. Judge Advocates must maintain a high level of physical readiness in order to meet mission requirements. Physical fitness is therefore an important indicator of an applicant's suitability for Army service. The Board will consider general physical condition and potential to comply with the standards of Army Regulation 600-9 (The Army Body Composition Program) in evaluating an applicant's potential for Army service.

(5) **Character and Leadership Ability**. Army leaders and attorneys must possess the highest character. Judge Advocates must embody the Army Values: loyalty, duty, respect, selfless service, honor, integrity, and personal courage. In particular, honor and integrity are the bedrock of our dual professions, which enable a Judge Advocate to deliver principled counsel. Soldiers and noncommissioned officers

must be able to trust their officers. Accordingly, you should select only those applicants whose records demonstrate an uncompromising commitment to these values.

(6) **Prior Military Experience**. Some applicants may have prior enlisted or commissioned service. You should review the files of these applicants for indicators of leadership potential, maturity, teamwork, and the ability to excel as a Judge Advocate. The JAG Corps also has a need for officers with special military skills and training. Military experience shall be considered a positive factor.

(7) **Legal and Work Experience**. Each applicant has submitted a resume detailing his or her work experience. Applicants also have the option of submitting up to three letters of recommendation. You should carefully examine this information to assess initiative, legal and analytical skills, judgment, and maturity.

(8) **JAG Corps Intern and Extern Programs**.

(i) These programs introduce students to military legal practice and provide meaningful opportunities for supervisory Judge Advocates to evaluate their performance and potential. The Board should give careful consideration to those applicants who have demonstrated superior potential through successful performance as interns or externs.

(ii) Applicants who participated in the JAG Corps' 2L Intern Program had the option to apply for a JAG Corps commission in the Early Decision Accession Board, which convened at the conclusion of the summer internship period. Board members will not draw a negative inference for those applicants who were either not selected at this prior board, or those who opted out of consideration.

(9) **Graduates of the Reserve Officers' Training Corps (ROTC) Program**. Successful completion of an ROTC program requires that an individual demonstrate a strong sense of personal integrity, honor, and responsibility while developing an understanding of the basic concepts and principles of leadership and military art and science. These attributes are reliable indicators of the potential to serve successfully as a Judge Advocate.

(10) **Communication Skills**. Judge Advocates must be effective communicators in person and in writing—precise, persuasive, and professional. You should select only those applicants whose records demonstrate superior communication skills.

(11) **Involvement in Campus and Civic Activities**. Participation and achievement in extracurricular activities is a strong indication of initiative and leadership capacity. Non-participation in such activities, should not, however, operate against an applicant's interest when heavy course loads and gainful employment in financing the expenses of college and law school have denied the applicant the opportunity to engage in extracurricular activities.

2. **Field Screening Officer's (FSO) Report**. All applicants will have been interviewed by an FSO, a Judge Advocate designated to perform recruiting and interviewing functions, who has prepared a report for your consideration. You should carefully evaluate the FSO Report, giving special attention to the FSO's assessment of the applicant's potential for JAG Corps service. The narrative justifications for an FSO's recommendation are particularly important and lend meaning to the other elements of the FSO Report. Each FSO report includes an overall recommendation on selection according to the following tiered ranking system.

(i) **Absolute must select**: a truly extraordinary applicant who is outstanding in all dimensions.

(ii) **Must select**: a strong applicant about whom the FSO is genuinely enthusiastic; possesses the key qualities and skills needed to make a positive impact on our people and mission.

(iii) **Recommended for selection**: an average applicant with no glaring weakness, but few significant strengths; has potential to develop into an effective Judge Advocate with training and development.

(iv) **Not recommended for selection**: an applicant about whom you have reservations; does not currently have the qualities or skills our dual professions demand.

(v) **Absolute do not select**: the applicant is clearly deficient in multiple respects; the FSO has severe misgivings; avoid selecting.

3. **Adverse Information.** The Board must independently evaluate and weigh derogatory information presented to the Board. The Board should evaluate indications of disciplinary action relative to an individual's overall record and potential, while, at the same time, considering the seriousness of the offense. Accordingly, the Board should use care in assessing the weight placed on one incident, which may be atypical of an otherwise outstanding record.

4. **Prior Non-Selection**. Prior non-selection will not be considered a reason for non-selection by a subsequent board. The Board must make an independent evaluation on the basis of the applicant's record as compared with other applicants considered by the Board.

5. **Diversity and Equal Opportunity**. The strength of our Army comes from our diversity. Developing and maintaining qualified and demographically diverse leadership is critical for mission effectiveness and is essential to national security. Effective leaders understand that organizational success depends on the ability of people of different backgrounds to work together, while bringing the value of their diverse experiences to the mission. With a culture that embraces diversity, the Army is better able to attract and keep the best men and women from across the Nation, and to operate more

successfully around the world. Moreover, the success of today's Army comes from a total commitment to the ideals of freedom, fairness, and human dignity upon which our country was founded. It is vital that our Army is in fact one of equal opportunity – equal opportunity for all Soldiers is the only acceptable standard for our Army. This principle applies to every aspect of career development and utilization in our Army, but is especially important to demonstrate in the accession process. Select meritorious applicants who create and maintain an inclusive environment where individual attributes are recognized, accepted, and, most importantly, valued, regardless of race, color, national origin, religion, sex (including gender identity), or sexual orientation. In doing so our Soldiers will have a clear perception of equal opportunity in the selection process.

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

27 JAN 2022

DAJA-ZA

MEMORANDUM FOR President and Members of the Fiscal Year 2022 Regular Army Spring Accession Board, Judge Advocate General's Corps

SUBJECT: Memorandum of Instruction for the Fiscal Year 2022 Regular Army Spring Accession Board, Judge Advocate General's Corps

1. Authority. The Fiscal Year 2022 (FY22) Regular Army (RA) Spring Accession Board, Judge Advocate General's (JAG) Corps is appointed pursuant to Army Regulation (AR) 27-1 (Judge Advocate Legal Services), and AR 601-100 (Appointment of Commissioned and Warrant Officers in the Regular Army). The FY22 RA Spring Accession Board will be held between 18 April – 22 April 2022. The Board is appointed to recommend applicants for appointment to the JAG Corps in the RA.

2. Membership. The Board will consist of five voting members: a general officer as president and four members comprised of field grade and company grade officers. The Board will also include at least one female and one minority board member. My designee or I will appoint the board members and may select individuals other than those recommended to serve on the Board. Board membership will be provided under separate cover. The Chief, Judge Advocate Recruiting Office (JARO), is delegated authority to excuse board members and appoint alternates if exceptional circumstances exist.

3. General.

a. The Board will determine which applicants are best qualified for RA appointment in the JAG Corps. The board members will score each qualified applicant to create an order of merit list (OML), and those who rank highest on the list will be considered "best qualified" (see enclosures 1 and 2).

b. The Board will convene at a time set by the board president. The board president has no authority to constrain the Board from recommending for appointment those applicants the majority of the Board determines to be best qualified as defined in this Memorandum of Instruction (MOI) and enclosures.

c. Enclosure 1 contains administrative instructions and procedures and specifies the oaths for the board members and the recorder.

d. Enclosure 2 contains additional guidance on the factors the Board is to consider in the selection process. This enclosure also contains guidance for ensuring equal opportunity for all applicants.

e. JARO will furnish applicant files to the Board and will provide all administrative support.

f. I have selected each of you to serve on this Board because I have confidence in your ability to recognize applicants with the strongest potential as future Army leaders and attorneys. Bear in mind the serious nature of your duties as a board member and your obligation to ensure these proceedings remain above reproach. The oath you will take obliges you to ensure all applicants are considered without prejudice or partiality. You will adhere to that oath, governing laws, directives, regulations, and this MOI when selecting applicants who meet the needs of the Army, as outlined here. Your failure to do so may constitute cause for removal as a member.

g. Any board member who believes he or she cannot, in good conscience, perform his or her duties as a member of the Board without prejudice or partiality has a duty to request relief by me from board membership. At my discretion, such a request may be honored. Any board member who believes the integrity of the Board's proceedings has been affected by improper influence or senior military or civilian authority, misconduct by the board president or a member, or any other reason, has a duty to report the basis for his or her belief to me.

4. Restrictions.

a. Recommendations of the Board are "Controlled Unclassified Information" until the proper authority releases the results. Upon adjournment, board members are encouraged to familiarize other officers with board procedures in general. However, members will not disclose, for any reason, specific details of the Board proceedings pertaining to the selection or non-selection of individual applicants, whether recorded or unrecorded.

b. Board membership will not be revealed until the Board adjourns.

c. The Board's recommendations are advisory. I will make the final decision on selection of applicants for RA appointment in the JAG Corps.

(b)(6)

Encls

STUART W. RISCH
Lieutenant General, USA
The Judge Advocate General

FISCAL YEAR 2022 REGULAR ARMY SPRING ACCESSION BOARD, JUDGE ADVOCATE GENERAL'S CORPS ADMINISTRATIVE INSTRUCTIONS

1. **Eligibility**. The board recorder will furnish the Board with electronic files of all applicants eligible for consideration. Applicants recommended for appointment to the Judge Advocate General's (JAG) Corps in the Regular Army (RA) must meet the following qualifications at the time of appointment:

a. **Citizenship**. Be a citizen of the United States at the time of appointment. An applicant who is within one year of obtaining citizenship may apply for a commission;

b. **Character**. Be of high moral character;

c. **Leadership Potential**. Possess clear leadership potential and interpersonal tact;

d. **Physical Readiness**. Meet the standards of AR 40-501 (Standards of Medical Fitness), and AR 600-9 (The Army Body Composition Program);

e. **Personnel Security Requirements**. Have, at a minimum, a SECRET security clearance before receiving an appointment, or have initiated a National Agency Check with Local Agency Check and Credit Check at the time of commissioning;

f. **Law Degree**. Have earned a J.D. degree from a law school accredited by the American Bar Association at the time the applicant received the degree. A student in his or her last year in law school may apply for a commission before either graduation or admission to the bar. To receive a commission, an applicant must meet all bar admission requirements before appointment; and

g. **Bar Admission**. Be admitted to practice and be in good standing with the licensing authority admitting the individual to the practice of law before the highest court of a State, Territory, Commonwealth, or the District of Columbia.

h. **Prior Applications.** Must not have applied during the fiscal year 2022 (FY22) fall accession board. Individuals who applied in accession boards prior to FY22 are eligible.

2. **Oaths**.

a. The board president shall administer the following oath or affirmation to the recorder:

Do you, *[state the recorder's name]*, solemnly swear (or affirm) that you will keep a true record of the proceedings of this Board, and further, that you will not divulge the proceedings or results thereof pertaining to the selection or non-selection of individual applicants except to the proper authority?

b. The recorder shall administer the following oath or affirmation to each member of the board:

Do you, *[state the board members' names]*, solemnly swear (or affirm) that you will, without prejudice or partiality, and having in view both the special needs and the efficiency of the Army, perform the duties imposed upon you, and further, that you will not divulge the proceedings or results thereof pertaining to the selection or non-selection of individual applicants except to the proper authority?

3. **Information Considered**.

a. The Board will consider applicants' electronic files, including:

(1) All transcripts of undergraduate, graduate, and law school studies;

(2) A certificate or statement from the clerk of a State, Territory, Commonwealth, or the District of Columbia showing admission to practice and standing before the bar (if applicable);

(3) Application for appointment in the JAG Corps;

(4) Record of prior military service (if applicable), including DD Form 214, statement of retirement points (DA Form 5016 (USAR) or NGB Form 23B), and copies of all enlisted or officer evaluation reports;

(5) A statement or resume reflecting all full-time and part-time work experience (legal and non-legal);

(6) A statement of interest, objectives, and motivation for applying for appointment in the JAG Corps;

(7) A Field Screening Officer's Report of Interview;

(8) JAG Corps Intern or Extern Evaluation Report (if applicable);

(9) Up to three letters of recommendation (optional);

(10) Legal writing sample (optional); and

(11) Other information submitted by the applicant and relevant to his or her qualifications for appointment to the JAG Corps, such as requests for waiver of the eligibility criteria of AR 601-100 (Appointment of Commissioned and Warrant Officers in the Regular Army) or AR 27-1 (Judge Advocate Legal Services).

b. The board recorder will provide each board member a copy of the administrative instructions and will brief the Board on administrative matters, to include an explanation of the Law School Admission Test (LSAT) scoring system. The Board will also receive a copy of the height and weight table from AR 600-9 (The Army Body Composition Program), and information regarding the U.S. News & World Report's current law school rankings.

4. **Procedures**. The board may be held in person or by remote/virtual means. Applicant files are deemed complete by the Judge Advocate Recruiting Office (JARO) will be made available for board review. The consideration of applicants will follow a three-step process:

a. Step 1 – Familiarization: The board recorder will provide the Board with sample files for a practice vote. These files will be voted in accordance with the voting procedures discussed in Step 2, below. The purpose of a practice vote is to allow board members to become familiar with the contents and organization of applicant files and voting procedures.

b. Step 2 – Voting:

(1) Each board member will assess each applicant's file and assign a score from 1-6 (with 1 being the lowest and 6 being the highest score). A plus (+) or minus (-) may be used for each numerical rating to emphasize the degree of recommendation. Those applicants scoring the highest are deemed "best qualified."

(2) Any board member may, at his or her discretion, reconsider and revote an individual applicant's file at any time before adjournment. The board recorder will assist any board member seeking to conduct a revote.

(3) The board recorder will produce an order of merit list (OML) by listing all applicants sequentially from highest score to lowest score. The Board will recommend the OML as its list of selectees.

(4) In the event a tiebreaker is required to determine a cut-off line for the OML, the board recorder will administratively create a group of only those applicants who received identical scores. Board members will revote those applicants, and a new revote OML will be compiled. A decimal point reflecting the new OML will be added to the original OML score to indicate the best qualified applicants within the revote population.

c. Step 3 – Recommendations/Reports and Certification:

(1) After voting is complete, the recorder will produce a list of all qualified applicants, which will be forwarded to TJAG with recommendations for selection in the JAG Corps in the RA.

(2) The Board will conduct a review of the board proceedings and draft an after-action report (AAR). The AAR will highlight the members' collective observations, concerns, and recommendations regarding the selection process. TJAG may ask the board president to address specific questions in the AAR. The board recorder will provide the questions and a sample format. The board president may include additional observations or recommendations on issues not addressed in TJAG's questions. The Board may modify the format of the report to record the Board's comments in a concise, logical manner.

(3) Certification. Each member of the Board will attest to the following certification:

The board president, board members, and board recorders hereby certify that, to the best of their knowledge, the Board complied with the Memorandum of Instruction (MOI), they were not subject to or aware of any censure, reprimand, or admonishment resulting from the recommendation of the Board or its exercise of any lawful function within the Board's authorized discretion; they were not subject to or aware of any attempt to coerce or influence improperly any action in the formulation of the Board's recommendations; and they were not a party to, or aware of, any attempt at unauthorized communications.

The Board, acting under oath and having in view the special needs and the efficiency of the Army, has carefully considered the record of every applicant whose name was furnished to it as specified in the MOI. In the opinion of a majority of the members of the Board, the applicants named in the Enclosure are qualified to meet the needs of the Army, as specified in the MOI furnished to the Board by TJAG, and are hereby recommended for appointment to the JAG Corps in the RA.

5. **Instructions Concerning Communications and Information**.

a. Each of you (president, board members, recorder, and administrative support personnel) is responsible for maintaining the integrity of this advisory board, and to foster the careful consideration, without prejudice or partiality, of all eligible applicants.

b. You may not receive, initiate, or participate in communications or discussions involving information that is not presented in each application, any information beyond what is provided to the Board, and any information communicated to you by the individual under consideration. In your deliberations, you may not discuss any matters precluded by law, Army regulations, or this MOI.

c. The Board may not use personal knowledge in its deliberations. If a board member has personal knowledge of an applicant that is not documented in the file provided to the Board, and the board member feels the information is of great significance, then the board member will summarize the information in writing and provide it in a sealed envelope to the board recorder. The board recorder will seek guidance from the proper authority.

FISCAL YEAR 2022 REGULAR ARMY SPRING ACCESSION BOARD, JUDGE ADVOCATE GENERAL'S CORPS ADDITIONAL GUIDANCE

1. **General**.

a. The applicants you recommend for selection will become the Judge Advocate General's Corps (JAG Corps) of the future. Your goal, therefore, is to select those individuals who demonstrate the greatest potential for outstanding service as Soldier-lawyers.

b. In analyzing individual records to determine whether an applicant is qualified for selection, the Board should consider the factors listed below. No single factor is dispositive; however, a low score may be based on a demonstrated lack of integrity, moral turpitude, or professional ineptitude. Ultimately, you should score highly those individuals that you are confident will provide principled counsel, attain mastery of the law, steward the organization, and demonstrate servant leadership.

(1) **Intellect**. Judge Advocates must be intelligent enough to practice in our diverse legal functions. Academic achievement can be a strong indicator of intellect. In addition, academic success is often an indicator of self-discipline, grit, and maturity—all attributes necessary for a successful Judge Advocate. Grading systems, however, may vary among academic institutions, and you must exercise great care when evaluating and comparing the academic records of applicants. This may be especially true this year, as many law schools deviated from standard grading systems during the pandemic.

(2) **Interpersonal Skills**. Judge Advocates must possess the ability to understand and work effectively with service members and civilians of all ranks, grades, and backgrounds.

(3) **Work Ethic**. You should carefully examine each applicant's file to find evidence of the applicant's strong work ethic.

(4) **Physical Readiness**. Judge Advocates must maintain a high level of physical readiness in order to meet mission requirements. Physical fitness is therefore an important indicator of an applicant's suitability for Army service. The Board will consider general physical condition and potential to comply with the standards of Army Regulation 600-9 (The Army Body Composition Program) in evaluating an applicant's potential for Army service.

(5) **Character and Leadership Ability**. Army leaders and attorneys must possess the highest character. Judge Advocates must embody the Army Values: loyalty, duty, respect, selfless service, honor, integrity, and personal courage. In particular, honor and integrity are the bedrock of our dual professions, which enable a Judge Advocate to deliver principled counsel. Soldiers and noncommissioned officers

must be able to trust their officers. Accordingly, you should select only those applicants whose records demonstrate an uncompromising commitment to these values.

(6) **Prior Military Experience**. Some applicants may have prior enlisted or commissioned service. You should review the files of these applicants for indicators of leadership potential, maturity, teamwork, and the ability to excel as a Judge Advocate. The JAG Corps also has a need for officers with special military skills and training. Military experience will be considered a positive factor.

(7) **Legal and Work Experience**. Each applicant has submitted a resume detailing his or her work experience. Applicants also have the option of submitting up to three letters of recommendation. You should carefully examine this information to assess initiative, legal and analytical skills, judgment, and maturity.

(8) **JAG Corps Intern and Extern Programs**.

(i) These programs introduce students to military legal practice and provide meaningful opportunities for supervisory Judge Advocates to evaluate their performance and potential. The Board should give careful consideration to those applicants who have demonstrated superior potential through successful performance as interns or externs.

(ii) Applicants who participated in the JAG Corps' 2L Intern Program had the option to apply for a JAG Corps commission in the Early Decision Accession Board, which convened at the conclusion of the summer internship period. Board members will not draw a negative inference for those applicants who were either not selected at this prior board, or those who opted out of consideration.

(9) **Graduates of the Reserve Officers' Training Corps (ROTC) Program**.

(i) Some applicants are ROTC graduates who are attending or have attended law school on an approved educational delay. These applicants are already commissioned, but applied for and were granted a delay from Regular Army service based, in part, on a recommendation by the JAG Corps. The Board is strongly encouraged to give careful consideration to the selection of ROTC educational delay applicants.

(ii) Successful completion of an ROTC program requires that an individual demonstrate a strong sense of personal integrity, honor, and responsibility while developing an understanding of the basic concepts and principles of leadership and military art and science. These attributes are reliable indicators of the potential to serve successfully as a Judge Advocate.

(10) **Communication Skills**. Judge Advocates must be effective communicators in person and in writing—precise, persuasive, and professional. You should select only those applicants whose records demonstrate superior communication skills.

(11) **Involvement in Campus and Civic Activities**. Participation and achievement in extracurricular activities is a strong indication of initiative and leadership capacity. Non-participation in such activities, should not, however, operate against an applicant's interest when heavy course loads and gainful employment in financing the expenses of college and law school have denied the applicant the opportunity to engage in extracurricular activities.

2. **Field Screening Officer's (FSO) Report**. All applicants will have been interviewed by an FSO, a Judge Advocate designated to perform recruiting and interviewing functions, who has prepared a report for your consideration. You should carefully evaluate the FSO Report, giving special attention to the FSO's assessment of the applicant's potential for JAG Corps service. The narrative justifications for an FSO's recommendation are particularly important and lend meaning to the other elements of the FSO Report. Each FSO report includes an overall recommendation on selection according to the following tiered ranking system.

(i) **Absolute must select**: a truly extraordinary applicant who is outstanding in all dimensions.

(ii) **Must select**: a strong applicant about whom the FSO is genuinely enthusiastic; possesses the key qualities and skills needed to make a positive impact on our people and mission.

(iii) **Recommended for selection**: an average applicant with no glaring weakness, but few significant strengths; has potential to develop into an effective Judge Advocate with training and development.

(iv) **Not recommended for selection**: an applicant about whom the FSO has reservations; does not currently have the qualities or skills our dual professions demand.

(v) **Absolute do not select**: the applicant is clearly deficient in multiple respects; the FSO has severe misgivings; avoid selecting.

3. **Adverse Information**. The Board must independently evaluate and weigh derogatory information presented to the Board. The Board should evaluate indications of disciplinary action relative to an individual's overall record and potential, while, at the same time, considering the seriousness of the offense. Accordingly, the Board should use care in assessing the weight placed on one incident, which may be atypical of an otherwise outstanding record.

4. **Prior Non-Selection**. Prior non-selection will not be considered a reason for non-selection by a subsequent board. The Board must make an independent evaluation on the basis of the applicant's record as compared with other applicants considered by the Board.

5. **Diversity and Equal Opportunity**. The strength of our Army comes from our diversity. Developing and maintaining qualified and demographically diverse leadership is critical for mission effectiveness and is essential to national security. Effective leaders understand that organizational success depends on the ability of people of different backgrounds to work together, while bringing the value of their diverse experiences to the mission. With a culture that embraces diversity, the Army is better able to attract and keep the best men and women from across the Nation, and to operate more successfully around the world. Moreover, the success of today's Army comes from a total commitment to the ideals of freedom, fairness, and human dignity upon which our country was founded. It is vital that our Army is in fact one of equal opportunity – equal opportunity for all Soldiers is the only acceptable standard for our Army. This principle applies to every aspect of career development and utilization in our Army, but is especially important to demonstrate in the accession process. Select meritorious applicants who create and maintain an inclusive environment where individual attributes are recognized, accepted, and, most importantly, valued, regardless of race, color, national origin, religion, sex (including gender identity), or sexual orientation. In doing so our Soldiers will have a clear perception of equal opportunity in the selection process.

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

DAJA-ZA

23 SEP 2021

MEMORANDUM FOR President and Members of the Fiscal Year 2022 Regular Army Accession Board, Judge Advocate General's Corps

SUBJECT: Memorandum of Instruction for the Fiscal Year 2022 Regular Army Accession Board, Judge Advocate General's Corps

1. Authority. The Fiscal Year 2022 (FY22) Regular Army (RA) Accession Board, Judge Advocate General's (JAG) Corps is appointed pursuant to Army Regulation (AR) 27-1 (Judge Advocate Legal Services), and AR 601-100 (Appointment of Commissioned and Warrant Officers in the Regular Army). The FY22 RA Accession Board will be held between 25 October and 3 November 2021. The Board is appointed to recommend applicants for appointment to the JAG Corps in the RA.

2. Membership. The Board will consist of five voting members: a general officer as president and four members comprised of field grade and company grade officers. The Board will also include at least one female and one minority board member. My designee or I will appoint the board members and may select individuals other than those recommended to serve on the Board. Board membership will be provided under separate cover. The Chief, Judge Advocate Recruiting Office (JARO), is delegated authority to excuse board members and appoint alternates if exceptional circumstances exist.

3. General.

a. The Board will determine which applicants are best qualified for RA appointment in the JAG Corps. The board members will score each qualified applicant to create an order of merit list (OML), and those who rank highest on the list will be considered "best qualified" (see enclosures 1 and 2).

b. The Board will convene at a time set by the board president. The board president has no authority to constrain the Board from recommending for appointment those applicants the majority of the Board determines to be best qualified as defined in this Memorandum of Instruction (MOI) and enclosures.

c. Enclosure 1 contains administrative instructions and procedures and specifies the oaths for the board members and the recorder.

d. Enclosure 2 contains additional guidance on the factors the Board is to consider in the selection process. This enclosure also contains guidance for ensuring equal opportunity for all applicants.

e. JARO will furnish applicant files to the Board and will provide all administrative support.

f. I have selected each of you to serve on this Board because I have confidence in your ability to recognize applicants with the strongest potential as future Army leaders and attorneys. Bear in mind the serious nature of your duties as a board member and your obligation to ensure these proceedings remain above reproach. The oath you will take obliges you to ensure all applicants are considered without prejudice or partiality. You will adhere to that oath, governing laws, directives, regulations, and this MOI when selecting applicants who meet the needs of the Army, as outlined here. Your failure to do so may constitute cause for removal as a member.

g. Any board member who believes he or she cannot, in good conscience, perform his or her duties as a member of the Board without prejudice or partiality has a duty to request relief by me from board membership. At my discretion, such a request may be honored. Any board member who believes the integrity of the Board's proceedings has been affected by improper influence or senior military or civilian authority, misconduct by the board president or a member, or any other reason, has a duty to report the basis for his or her belief to me.

4. Restrictions.

a. Recommendations of the Board are "Controlled Unclassified Information" until the proper authority releases the results. Upon adjournment, board members are encouraged to familiarize other officers with board procedures in general. However, members will not disclose, for any reason, specific details of the Board proceedings pertaining to the selection or non-selection of individual applicants, whether recorded or unrecorded.

b. Board membership will not be revealed until the Board adjourns.

c. The Board's recommendations are advisory. I will make the final decision on selection of applicants for RA appointment in the JAG Corps.

(b)(6)

Encls

STUART W. RISCH
Lieutenant General, USA
The Judge Advocate General

FISCAL YEAR 2022 REGULAR ARMY ACCESSION BOARD, JUDGE ADVOCATE GENERAL'S CORPS ADMINISTRATIVE INSTRUCTIONS

1. **Eligibility**. The board recorder will furnish the Board with electronic files of all applicants eligible for consideration. Applicants recommended for appointment to the Judge Advocate General's (JAG) Corps in the Regular Army (RA) must meet the following qualifications at the time of appointment:

a. **Citizenship**. Be a citizen of the United States at the time of appointment. An applicant who is within one year of obtaining citizenship may apply for a commission;

b. **Character**. Be of high moral character;

c. **Leadership Potential**. Possess clear leadership potential and interpersonal tact;

d. **Physical Readiness**. Meet the standards of AR 40-501 (Standards of Medical Fitness), and AR 600-9 (The Army Body Composition Program);

e. **Personnel Security Requirements**. Have, at a minimum, a SECRET security clearance before receiving an appointment, or have initiated a National Agency Check with Local Agency Check and Credit Check at the time of commissioning;

f. **Law Degree**. Have earned a J.D. degree from a law school accredited by the American Bar Association at the time the applicant received the degree. A student in his or her last year in law school may apply for a commission before either graduation or admission to the bar. To receive a commission, an applicant must meet all bar admission requirements before appointment; and

g. **Bar Admission**. Be admitted to practice and be in good standing with the licensing authority admitting the individual to the practice of law before the highest court of a State, Territory, Commonwealth, or the District of Columbia.

2. **Oaths**.

a. The board president shall administer the following oath or affirmation to the recorder:

Do you, *[state the recorder's name]*, solemnly swear (or affirm) that you will keep a true record of the proceedings of this Board, and further, that you will not divulge the proceedings or results thereof pertaining to the selection or non-selection of individual applicants except to the proper authority?

b. The recorder shall administer the following oath or affirmation to each member of the board:

Do you, *[state the board members' names]*, solemnly swear (or affirm) that you will, without prejudice or partiality, and having in view both the special needs and the efficiency of the Army, perform the duties imposed upon you, and further, that you will not divulge the proceedings or results thereof pertaining to the selection or non-selection of individual applicants except to the proper authority?

3. **Information Considered**.

a. The Board will consider applicants' electronic files, including:

(1) All transcripts of undergraduate, graduate, and law school studies;

(2) A certificate or statement from the clerk of a State, Territory, Commonwealth, or the District of Columbia showing admission to practice and standing before the bar (if applicable);

(3) Application for appointment in the JAG Corps;

(4) Record of prior military service (if applicable), including DD Form 214, statement of retirement points (DA Form 5016 (USAR) or NGB Form 23B)), and copies of all enlisted or officer evaluation reports;

(5) A statement or resume reflecting all full-time and part-time work experience (legal and non-legal);

(6) A statement of interest, objectives, and motivation for applying for appointment in the JAG Corps;

(7) A Field Screening Officer's Report of Interview;

(8) JAG Corps Intern or Extern Evaluation Report (if applicable);

(9) Up to three letters of recommendation (optional);

(10) Legal writing sample (optional); and

(11) Other information submitted by the applicant and relevant to his or her qualifications for appointment to the JAG Corps, such as requests for waiver of the eligibility criteria of AR 601-100 (Appointment of Commissioned and Warrant Officers in the Regular Army) or AR 27-1 (Judge Advocate Legal Services).

b. The board recorder will provide each board member a copy of the administrative instructions and will brief the Board on administrative matters, to include an explanation

of the Law School Admission Test (LSAT) scoring system. The Board will also receive a copy of the height and weight table from AR 600-9 (The Army Body Composition Program), and information regarding the U.S. News & World Report's current law school rankings.

4. **Procedures**. The board may be held in person or by remote/virtual means. Applicant files are deemed complete by the Judge Advocate Recruiting Office (JARO) will be made available for board review. The consideration of applicants will follow a three-step process:

a. Step 1 – Familiarization: The board recorder will provide the Board with sample files for a practice vote. These files will be voted in accordance with the voting procedures discussed in Step 2, below. The purpose of a practice vote is to allow board members to become familiar with the contents and organization of applicant files and voting procedures.

b. Step 2 – Voting:

(1) Each board member will assess each applicant's file and assign a score from 1-6 (with 1 being the lowest and 6 being the highest score). A plus (+) or minus (-) may be used for each numerical rating to emphasize the degree of recommendation. Those applicants scoring the highest are deemed "best qualified."

(2) Any board member may, at his or her discretion, reconsider and revote an individual applicant's file at any time before adjournment. The board recorder will assist any board member seeking to conduct a revote.

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board president to address specific questions in the AAR. The board recorder will provide the questions and a sample format. The board president may include additional observations or recommendations on issues not addressed in TJAG's questions. The Board may modify the format of the report to record the Board's comments in a concise, logical manner.

(3) Certification. Each member of the Board will attest to the following certification:

The board president, board members, and board recorders hereby certify that, to the best of their knowledge, the Board complied with the Memorandum of Instruction (MOI), they were not subject to or aware of any censure, reprimand, or admonishment resulting from the recommendation of the Board or its exercise of any lawful function within the Board's authorized discretion; they were not subject to or aware of any attempt to coerce or influence improperly any action in the formulation of the Board's recommendations; and they were not a party to, or aware of, any attempt at unauthorized communications.

The Board, acting under oath and having in view the special needs and the efficiency of the Army, has carefully considered the record of every applicant whose name was furnished to it as specified in the MOI. In the opinion of a majority of the members of the Board, the applicants named in the Enclosure are qualified to meet the needs of the Army, as specified in the MOI furnished to the Board by TJAG, and are hereby recommended for appointment to the JAG Corps in the RA.

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FISCAL YEAR 2022 REGULAR ARMY ACCESSION BOARD, JUDGE ADVOCATE GENERAL'S CORPS ADDITIONAL GUIDANCE

1. **General**.

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must be able to trust their officers. Accordingly, you should select only those applicants whose records demonstrate an uncompromising commitment to these values.

(6) **Prior Military Experience**. Some applicants may have prior enlisted or commissioned service. You should review the files of these applicants for indicators of leadership potential, maturity, teamwork, and the ability to excel as a Judge Advocate. The JAG Corps also has a need for officers with special military skills and training. Military experience will be considered a positive factor.

(7) **Legal and Work Experience**. Each applicant has submitted a resume detailing his or her work experience. Applicants also have the option of submitting up to three letters of recommendation. You should carefully examine this information to assess initiative, legal and analytical skills, judgment, and maturity.

(8) **JAG Corps Intern and Extern Programs**.

(i) These programs introduce students to military legal practice and provide meaningful opportunities for supervisory Judge Advocates to evaluate their performance and potential. The Board should give careful consideration to those applicants who have demonstrated superior potential through successful performance as interns or externs.

(ii) Applicants who participated in the JAG Corps' 2L Intern Program had the option to apply for a JAG Corps commission in the Early Decision Accession Board, which convened at the conclusion of the summer internship period. Board members will not draw a negative inference for those applicants who were either not selected at this prior board, or those who opted out of consideration.

(9) **Graduates of the Reserve Officers' Training Corps (ROTC) Program**.

(i) Some applicants are ROTC graduates who are attending or have attended law school on an approved educational delay. These applicants are already commissioned, but applied for and were granted a delay from Regular Army service based, in part, on a recommendation by the JAG Corps. The Board is strongly encouraged to give careful consideration to the selection of ROTC educational delay applicants.

(ii) Successful completion of an ROTC program requires that an individual demonstrate a strong sense of personal integrity, honor, and responsibility while developing an understanding of the basic concepts and principles of leadership and military art and science. These attributes are reliable indicators of the potential to serve successfully as a Judge Advocate.

(10) **Communication Skills**. Judge Advocates must be effective communicators in person and in writing—precise, persuasive, and professional. You should select only those applicants whose records demonstrate superior communication skills.

(11) **Involvement in Campus and Civic Activities**. Participation and achievement in extracurricular activities is a strong indication of initiative and leadership capacity. Non-participation in such activities, should not, however, operate against an applicant's interest when heavy course loads and gainful employment in financing the expenses of college and law school have denied the applicant the opportunity to engage in extracurricular activities.

2. **Field Screening Officer's (FSO) Report**. All applicants will have been interviewed by an FSO, a Judge Advocate designated to perform recruiting and interviewing functions, who has prepared a report for your consideration. You should carefully evaluate the FSO Report, giving special attention to the FSO's assessment of the applicant's potential for JAG Corps service. The narrative justifications for an FSO's recommendation are particularly important and lend meaning to the other elements of the FSO Report. Each FSO report includes an overall recommendation on selection according to the following tiered ranking system.

(i) **Absolute must select**: a truly extraordinary applicant who is outstanding in all dimensions.

(ii) **Must select**: a strong applicant about whom the FSO is genuinely enthusiastic; possesses the key qualities and skills needed to make a positive impact on our people and mission.

(iii) **Recommended for selection**: an average applicant with no glaring weakness, but few significant strengths; has potential to develop into an effective Judge Advocate with training and development.

(iv) **Not recommended for selection**: an applicant about whom the FSO has reservations; does not currently have the qualities or skills our dual professions demand.

(v) **Absolute do not select**: the applicant is clearly deficient in multiple respects; the FSO has severe misgivings; avoid selecting.

3. **Adverse Information**. The Board must independently evaluate and weigh derogatory information presented to the Board. The Board should evaluate indications of disciplinary action relative to an individual's overall record and potential, while, at the same time, considering the seriousness of the offense. Accordingly, the Board should use care in assessing the weight placed on one incident, which may be atypical of an otherwise outstanding record.

4. **Prior Non-Selection**. Prior non-selection will not be considered a reason for non-selection by a subsequent board. The Board must make an independent evaluation on the basis of the applicant's record as compared with other applicants considered by the Board.

5. **Diversity and Equal Opportunity**. The strength of our Army comes from our diversity. Developing and maintaining qualified and demographically diverse leadership is critical for mission effectiveness and is essential to national security. Effective leaders understand that organizational success depends on the ability of people of different backgrounds to work together, while bringing the value of their diverse experiences to the mission. With a culture that embraces diversity, the Army is better able to attract and keep the best men and women from across the Nation, and to operate more successfully around the world. Moreover, the success of today's Army comes from a total commitment to the ideals of freedom, fairness, and human dignity upon which our country was founded. It is vital that our Army is in fact one of equal opportunity – equal opportunity for all Soldiers is the only acceptable standard for our Army. This principle applies to every aspect of career development and utilization in our Army, but is especially important to demonstrate in the accession process. Select meritorious applicants who create and maintain an inclusive environment where individual attributes are recognized, accepted, and, most importantly, valued, regardless of race, color, national origin, religion, sex (including gender identity), or sexual orientation. In doing so our Soldiers will have a clear perception of equal opportunity in the selection process.

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

DAJA-ZA

23 SEP 2021

MEMORANDUM FOR President and Members of the 2021 Judge Advocate General's Corps (JAG CORPS) Funded Legal Education Program (FLEP) Selection Board

SUBJECT: Memorandum of Instruction for 2021 Judge Advocate General's Corps Funded Legal Education Program Selection Board

1. The 2021 Judge Advocate General's Corps (JAG Corps) Funded Legal Education Program (FLEP) Selection Board is convened under 10 U.S.C. § 2004, as implemented by Army Regulation (AR) 27-1, Chapter 10, to recommend active duty commissioned officers and noncommissioned officers (NCOs) to attend civilian law school at government expense. The board will convene on 1 December 2021.

2. Membership. The board will consist of five voting members: a Judge Advocate general officer as president and four Judge Advocate members in the grade of O-5 or above. The board will also include at least one female member, one minority member, and one former FLEP officer. My designee or I will appoint the board members and may select individuals other than those recommended to serve on the board. Board membership will be provided under separate cover. The Chief, PPTO, is delegated authority to excuse board members and appoint alternates.

3. General. The FLEP provides an opportunity for up to 25 exceptional officers and NCOs to attend civilian law school and serve thereafter as Regular Army (RA) Judge Advocates. Officers and NCOs selected for the FLEP will be detailed to the JAG Corps. Applicants must:

a. Be U.S. citizens serving as commissioned officers in the RA in the grade of O-1 through O-3 or RA enlisted personnel in the grade of E-5 through E-7 while applying and at the time law school begins.

(1) Officer applicants must have at least two, but not more than six years of active duty service—including any prior warrant officer or enlisted service—at the time law school begins.

(2) NCO applicants must have at least four, but not more than eight years of active duty service at the time law school begins.

b. Have graduated from an accredited college or university with a baccalaureate degree or equivalent;

c. Be able to qualify for appointment in the JAG Corps according to the requirements of AR 601-100, Appointment of Commissioned and Warrant Officers in the Regular Army, after completing law school; and

d. Have at least a SECRET security clearance.

4. Board Member Expectations.

a. I have selected each of you to serve on this board because I have confidence in your ability to recognize officers and NCOs with the strongest potential as future Army leaders and attorneys. Bear in mind the serious nature of your duties and your obligation to ensure these proceedings remain above reproach. The oath you will take obliges you to ensure all applicants are considered without prejudice or partiality. You will adhere to that oath, governing laws, directives, regulations, and this memorandum of instruction when selecting applicants who meet the needs of the Army, as outlined herein.

b. Any board member who believes he or she cannot, in good conscience, perform his or her duties as a member of the board without prejudice or partiality has a duty to request relief by me from board membership. At my discretion, such a request may be honored. Any board member who believes the integrity of the board's proceedings has been affected by improper influence or senior military or civilian authority, misconduct by the board president or a member, or any other reason, has a duty to report the basis for his or her belief to me.

5. Oaths.

a. The board president will administer the following oath or affirmation to the recorders:

Do you, _____, solemnly swear (or affirm) that you will keep a true record of the proceedings of this board, and further, that you will not divulge the proceedings or results thereof pertaining to the selection or non-selection of individual applicants except to proper authority?

b. The recorder will administer the following oath or affirmation to the board members:

Do you, _____, solemnly swear (or affirm) that you will, without prejudice or partiality and having in view both the special needs and the efficiency of the Army, perform the duties imposed upon you, and further, that you will not divulge the proceedings or results thereof pertaining to the selection or non-selection of individual applicants except to proper authority?

6. Diversity and Equal Opportunity. The strength of our Army comes from our diversity. Developing and maintaining qualified and demographically diverse leadership is critical for mission effectiveness and is essential to national security. Effective leaders understand that organizational success depends on the ability of people of different backgrounds to work together, while bringing the value of their diverse experiences to the mission. With a culture that embraces diversity, the Army is better able to attract and keep the best men and women from across the Nation, and to operate more successfully around the world. Moreover, the success of today's Army comes from a total commitment to the ideals of freedom, fairness, and human dignity upon which our country was founded. It is vital that our Army is in fact one of equal opportunity – equal opportunity for all Soldiers is the only acceptable standard for our Army. This principle applies to every aspect of career development and utilization in our Army, but is especially important to demonstrate in the accession process. Select meritorious applicants who create and maintain an inclusive environment where individual attributes are recognized, accepted, and, most importantly, valued, regardless of race, color, national origin, religion, sex (including gender identity), or sexual orientation. In doing so our Soldiers will have a clear perception of equal opportunity in the selection process.

7. Selection Criteria. Selection for the FLEP is based on an applicant's potential as a peer leader, expert and versatile lawyer, and skilled staff officer. Selection is not intended as a reward for past performance. No single factor should be overriding in determining whether an officer or NCO should be selected. The board must consider each applicant's entire record to determine whether he or she possesses the appropriate balance of intellect, integrity, and leadership needed to thrive in our dual professions. The board should consider the following factors:

a. Record of military service. Select officers and NCOs who have established records of exceptional performance and leadership potential, as reflected in their respective evaluation reports.

b. Character. Only individuals of the highest moral character should be selected for service as future Judge Advocates.

c. Intellect. Academic achievement is a strong indicator of intellect. Applicants are required to submit undergraduate transcripts and to take the Law School Admission Test (LSAT). The LSAT provides a standard measure of reading comprehension, reasoning, and writing skills that law schools use in assessing an applicant's law school readiness. In the same way, you should carefully review undergraduate transcripts to gauge each applicant's academic potential. You must be satisfied that each officer and NCO selected is capable of graduating from an ABA-accredited law school, gaining admission to the bar, and practicing competently in each of the JAG Corps legal functions.

d. Communication. Judge Advocates must possess exceptional written and verbal communication skills. You should select only those applicants with the ability to communicate effectively with Army senior leaders.

e. Motivation. Because the purpose of the program is to provide the JAG Corps with career officers, there should be clear evidence an applicant desires to remain a professional military officer after becoming a member of the legal profession.

f. Demonstrated aptitude for performance of legal duties. Not all applicants have had the opportunity to perform legal duties. Applicants who have not been exposed to legal work should not be penalized. Rather, the board should assess each file in its entirety to determine whether the applicant possesses the intellect, critical thinking skills, maturity, and humility needed to thrive as an Army lawyer and leader.

g. Physical Fitness. Physical fitness is an essential component of individual readiness and leadership. Consider whether each applicant has consistently met the Army's physical fitness and body composition standards, as well as the likelihood of future compliance.

h. Versatility. Carefully consider whether officer applicants with more than three years of active duty service will have sufficient time in the JAG Corps to develop the versatility required to be competitive for promotion to Major.

8. Voting. Each board member will assign each applicant a numerical rating based on the following scale:

6 – Superior;
5 – Outstanding;
4 – Very Good;
3 – Average;
2 – Marginal;
1 – Not qualified

A plus (+) or minus (-) may be used for each numerical rating to emphasize the degree of recommendation.

9. Order of Merit List.

a. The board will recommend by order of merit the 25 applicants—whether officer or NCO—who are fully qualified and best qualified to participate in the FLEP commencing in academic year 2022-23.

b. All applicants—officer and enlisted—will be evaluated using the criteria specified in paragraph 7, above. Bear in mind, however, that officers and NCOs have unique

professional development models and leadership responsibilities given the nature of their respective roles in our Army. For example, a staff sergeant applicant may have served as an infantry squad leader while a captain may have commanded an infantry platoon or company. These inevitable differences should not operate to the advantage of any applicant. Officer and enlisted applicants bring different experiences and perspectives that will collectively strengthen the diversity of the JAG Corps. Consider each applicant's potential holistically, on the basis of all components of the application.

10. Restrictions.

a. Recommendations of the Board are "Controlled Unclassified Information" until the proper authority releases the results. Board members will not discuss or disclose, for any reason, specific details of the board proceedings pertaining to the selection or non-selection of individual applicants, whether recorded or unrecorded.

b. The board will not adjourn without my authorization.

c. The board's recommendations are advisory. I will make the final decision on officers and NCOs selected for participation in the FLEP.

(b)(6)

Encl

STUART W. RISCH
Lieutenant General, USA
The Judge Advocate General

AMERICA'S ARMY:
Globally Responsive, Regionally Engaged

2021 FLEP Selection Board

	Applications	Selection Rate
2021	120 (103 / 17)	21%
2020	151	16.5%
2019	99	25%
2018	73	27%
2017	103	24%

	Overall	Officers	Enlisted
LSAT (Applicants)	153	154	147
LSAT (Selects)	160	161	152
GPA (Applicants)	3.35	3.34	3.47
GPA (Selects)	3.52	3.52	3.47

Trends and Takeaways

- **Applicant quantity decreased by 19.8%**
  - Not just a function of enlisted eligibility (officers up 31%)
  - 57% of enlisted applicants were 27Ds (12 total)
- **Select quality remained consistent**
  - LSAT/GPA 5-year average: 161 / 3.53
  - NCOs selected at a proportional rate (12%); much lower LSAT/GPA average than officers
- **Strong representation of USMA grads**
  - 25.2% of applicants; 42% of selects
- **Challenges comparing officers/NCOs**
- **Varying quality of SJA interview reports**

Diversity and Demographics

- **Racial & Ethnic**
  - Applicant composition similar to RA officers, except a higher share of Blacks and lower share of Hispanics
  - Proportional selection rate for all groups besides Asians
  - 66% of NCO applicants and selects were nonwhite
- **Gender**
  - Women comprised 30% of applicants and 31% of selects
- **Branch/MOS**
  - Applicants
    - Officers: 17 basic branches represented: MI (19), SC (14), AR (13), FA (11), IN (10), MP (10)
    - NCOs: 12 MOS's represented, but majority were 27D
  - Selects: wide variety (MI (5), SC (2), IN (3), 27D (2))

Summary of Comments on Slide 1

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Highest officer LSAT – (b) (6)) (6)
Lowest officer LSAT – (b) (6)
Highest enlisted LSAT – (b) (6)
Lowest enlisted LSAT – (b) (6)
USMA select averages: (b) (6)

Board Demographics

Race / Ethnicity					
	Applicants	**Selects**	**RA Officers**	**RA Enlisted**	**RA Judge Advocates**
African-American	**21.6%** (26 of 120)	**15%** (4 of 26)	11%	23%	7%
Asian/Pacific Islander	**7.5%** (9 of 120)	**22%** (2 of 9)	7%	5%	6%
Caucasian	**65%** (78 of 120)	**43%** **(18 of 78)**	71%	52%	80%
Hispanic	**5%** (6 of 120)	**16%** (1 of 6)	8%	18%	4%
Native American	**<1%**	N/A	Not reported	Not reported	<1%
Other/Unknown	**<1%**	N/A	3%	2%	3%
Gender					
	Applicants	**Selects**	**RA Officers**	**RA Enlisted**	**RA JAs**
Female	**30%** (36 of 120)	**31%** (11 of 36)	17.5%	14.4%	29%
Male	**70%** (84 of 120)	**17%** (14 of 84)	82.5%	85.6%	71%

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RA overall race/ethnicity composition (all ranks)
African-American: 21%
Asian/Pacific Islander: 5%
Caucasian: 55%
Hispanic: 16%
Other/Unknown: 3%
Native American: not reported

RA overall gender composition all ranks (85% men; 15% women)

2019 FLEP Board – women comprised 26% of applicants and 31% of selects

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FY22 1L Summer Intern Board

Applications

1L	FY
186	FY22
257	FY21
353	FY11
387	FY10
237	FY09

Academic Profiles

1L FY22

LSAT (Applicants)
High/Low: 176 / 142
Average: 157.7
LSAT (Selectees)
High/Low: 176 / 149
Average: 157.7
Undergrad GPA (Avg.)
Applicants: 3.55
Selectees: 3.68

1L FY21

LSAT (Applicants)
High/Low: 174 / 140
Average: 156.5
LSAT (Selectees)
High/Low: 174 / 151
Average: 161.7
Undergrad GPA (Avg.)
Applicants: 3.49
Selectees: 3.55

Trends and Takeaways

- **Declining application trend extends to 1L Board**
  - Applications down 29% from FY21, consistent with RA declines
  - Several applicants withdrew after receiving offers from other employers during the application period
- **Elite talent—selectees boast strong academic profiles**
  - Seven total from T25 law schools (Georgetown x2, Stanford, Berkeley, Boston University)
- **Selectees represent broad backgrounds**
  - 24% of selectees identify as racial minorities, 6% higher than the law student population
  - 16 selectees are women (76%)
  - Hispanic selectees increased by 10%
  - No Ed Delays, only 3 selectees have any prior military experience

Diversity

Race / Ethnicity						
	Applicants	**Primary Selectees**	**Law Students (2020)**	**Army Officers**	**JAs**	**Licensed Attorneys**
African-American	7.5% (-2.5%)	14.3% (-2.7%)	8%	12%	8%	5%
Asian/Pacific Islander	8% (-5%)	0%	6%	6%	6%	2.5%
Caucasian	79% (+1%)	76.2% (+5.2%)	62%	74%	80%	85%
Hispanic	10% (-5%)	9.5% (+9.5%)	13%	Not Reported	4%	5%
American Indian	1.6%	0%	Not reported	1%	<1%	<1%
Multiracial (Other)	7.5% (+.5%)	9.5% (+9.5%)	4%	7%	3%	2%
Gender						
	Applicants	**Primary Selectees**	**Law Students (2019)**	**Army Officers**	**JAs**	Licensed Attorneys
Female	44.6% (+2.6%)	76%	52%	18%	29%	37%
Male	55.4%	24%	48%	82%	71%	63%

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FY22 Summer Intern Board

Applications / Selection Rate

	Applications	Primary Selects	Selection Rate
FY22	**193**	**72**	**37.3%**
FY21	179	72	40.2%
FY20	221	75	33.9%
FY19	219	71	32.4%
FY18	243	72	29.6%

Academic Profiles

FY22

LSAT (Applicants)
- High/Low: 171 / 135
- Average: 155

LSAT (Selects)
- High/Low: 168 / 143
- Average: 156.7

Undergrad GPA (Avg.)
- Applicants: 3.47
- Selects: 3.63

FY21

LSAT (Applicants)
- High/Low: 176 / 131
- Average: 154.8

LSAT (Selects)
- High/Low: 176 / 149
- Average: 157.9

Undergrad GPA (Avg.)
- Applicants: 3.46
- Selects: 3.68

Trends and Takeaways

- **Applications increased, but still below historical average**
- **Former interns and externs top the OML**
- **Ed Delay officers excelled**
- **Tier 1 law schools well represented**
- **Significant diversity improvement from FY21**
  - All minority groups increased amongst selects; Hispanic selects slightly down
  - Minorities represented extremely well at the top of the OML
  - Only two applicants from HBCUs, one selected as alternate; 4 Puerto Rican Schools, one alternate

Diversity

Race / Ethnicity						
	Applicants	**Primary Selects**	**Law Students (2020)**	**Army Officers**	**JAs**	**Licensed Attorneys**
African-American	7.8% (+.5%)	9.3% (+7.9%)	8%	12%	8%	5%
Asian/Pacific Islander	6.7% (+4.5%)	6.7% (+5.3%)	6%	6%	6%	2.5%
White	78.2%** (-4.5%)	70.7% (-23.7%)	62%	74%	80%	85%
Hispanic*	13% (-6%)	9.3% (-.4%)	13%	Not Reported	4%	5%
Native American	.5% (-1.7%)	1.3% (+1.3%)	Not reported	1%	<1%	<1%
Multiracial (Other)	6.74% (+1.74%)	12% (+10.6%)	4%	7%	3%	2%

Gender						
	Applicants	**Primary Selects**	**Law Students (2019)**	**Army Officers**	**JAs**	
Female	37.8% (-3%)	37.5% (-2.8%)	54%	18%	29%	37%
Male	62.2% (+3%)	62.5% (+2.8%)	46%	82%	71%	63%

FY22 Early Decision Board

Applicants / Selects

- 59 out of 62 eligible interns applied (95%)
  - 23 females (37%); 39 males (63%)
- 53 out of 59 selected (90% selection rate)
  - African-American: 5 out of 6 (83%)
  - Asian: 5 out of 5 (100%)
  - Hispanic: 4 out of 5 (80%)
  - White: 35 out of 39 (89%)
  - Multi-racial: 4 out of 5 (80%)
- Non-selects: 0 females, 6 males

Academic Profiles

Undergrad GPA

Averages nearly identical for applicants and selects (3.57)

Most selects by law school

Syracuse (2); Quinnipiac (2); LSU (2); UGA (2); Maryland (2); Pittsburgh (2); Richmond (2); Cincinnati (2); Barry (2)

Educational Delay selects 7 out of 7 (100%)

1LT John Belser
1LT Anthony Emmi
1LT Patrick Finn
1LT Dilwyn Piner
1LT Raymond Scarlata
1LT Benjamin Sorg
1LT Robert Tucker

Impressions and Takeaways

- Broadly popular and sustainable initiative
  - Application and selection rates consistent with last year's Early Decision Board.
- Uneven quality of SJA recommendations
  - Mostly insightful and influential, but some fell short (lack of candor, clarity, and/or depth)
- Room for improvement and lessons learned
  - Restructure the intern evaluation form to require comment about HT/WT
  - Board members suggest creating an evaluation rubric
- LSAT score was not missed
  - Board members did not feel the lack of LSAT score hindered their ability to make an informed assessment

FY22 EDP Statistics

- 59 Applicants
- 53 Selects

Gender (Applicants)

- 37 Males (63%)
- 22 Females (37%)

Gender (Selects)

- 31 Males (52.5%)
- 22 Females (37%)

Race (Applicants)

- 39 Caucasian (69.4%)
- 6 African American (10%)
- 5 Hispanic (8%)
- 5 Asian/Pacific Islander (8%)
- 5 Other/Unknown (8%)

Race (Selects)

- 35 of 39 Caucasian (89%)
- 5 of 6 AA (83%)
- 4 of 5 Hispanic (80%)
- 5 of 5 Asian / PI (100%)
- 4 of 5 Multi-Racial 80%)

Academic Statistics

Average GPA for selects 3.57

Most Selects by School

- Syracuse (2)
- Quinnipiac (2)
- LSU (2)
- UGA (2);
- Maryland (2);
- Pittsburgh (2);
- Richmond (2);
- Cincinnati (2);
- Barry (2);

Educational Delay

(b) (6) [redacted]

Non-Selects

- Ranking System from SJA Evaluations
    - (1) Is an absolute must select for a commission;
    - (2) Is a must select for a commission;
    - (3) Is recommended for a commission;
    - (4) Is not recommended for a commission;
    - (5) Should absolutely not be selected for a commission.
- (b) (6) – SJA Recommendation from (b) (6) – This intern is **RECOMMENDED** for a commission. (b) (6) [redacted]
    - 2 No votes; 1 Yes vote.
- (b)(6) – SJA Recommendation from (b) (6) – (b) (6) [redacted]

(b) (6)

- 3 No votes

- (b) (6) – SJA Recommendation from (b) (6) A.
  - 2 No votes; 1 yes vote
- (b) (6) - SJA Recommendation from (b) (6)
  - 3 No votes
- (b) (6) - SJA Recommendation from (b) (6)
  - 3 No votes

- (b) (6) - SJA Recommendation from (b) (6)
    - 2 No votes; 1 Yes vote

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FY22 RA Accessions Board

Applications / Selection Rate

	Applicants	Primary Selects	Selects + Alternates	Selection Rate
FY22	**323**	**170**	**0**	**52.6%**
FY21	494	240	240	48.6%
FY20	469	134	192	40.9%
FY19	512	173	242	47.3%
FY18	580	168	236	40.7%

Academic Profiles

FY22

LSAT (Applicants)
- High/Low: 174 / 130
- Average: 153

LSAT (Selects)
- High/Low: 174 / 132
- Average: 155

Undergrad GPA
- Applicants: 3.33
- Selects: 3.43

FY21

LSAT (Applicants)
- High/Low: 174 / 130
- Average: 154

LSAT (Selects)
- High/Low: 177 / 133
- Average: 156

Undergrad GPA
- Applicants: 3.34
- Selects: 3.51

Trends and Takeaways

- **Sharp decline in applications; slight decline in average LSAT/GPA**
  - Applications down 29% from FY21 (factoring in the 48 Early Decision Program (EDP) applicants))
  - Similar decrease in Air Force and Navy applications
- **Improving diversity outcomes**
  - More diverse applicant pool, slightly more diverse group of selects (next slide)
  - Minority applicants ranked higher on the OML
    - 14 (32%) non-white applicants ranked within the top 25% of applicants in FY22 (compared to 8 applicants (12%) in FY21)
- **Solid performance for interns/externs and Ed Delays**
  - Former interns: 9 out of 12 selected (75%); four EDP applicants reapplied; two selected
  - Former externs: 9 out of 13 selected (70%)
  - 100% Ed Delay selection rate (11 out of 11)
- **Vast improvement in FSO reports**

Summary of Comments on Slide 1

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Application Numbers:
Does not include 48 EDP applicants from August. Discussed below.
Decreased applications: Air Force down by 33% this year, 14% last year. Navy down 18% this year following unspecified decline last year
Possible reasons include improved job market and higher paying jobs in private sector following a year of limited hiring during 2020 and increased demand for entry-level and lateral hire attys. Visibility on campus may be an issue, but JAGC (all services) were one of the few employers who DID participate in any available OCI in FY21.

Improved Diversity Outcomes:
Minority/non-white applicant selection rate remains low (discussed later), but generally scored much better than last year. Higher concentration of non-white applicants in the upper reaches of the OML

Intern/Extern:
Third consecutive year with 100% selection rate for Ed Delays
Mentorship program may be having an impact here
EDP/FY21 Intern selection rate:
Of the five who weren't selected at EDP board, four reapplied, 2 selected. SJAs did not recommend selection for either applicant. (b) (6) [redacted] r EDP. Of those 10, only 3 applied for accession. All three were selected. Overall selection rate for FY21 Interns = 48/58 (83%)

Improvement in FSO Reports:
Better training and communication throughout the season.
Updated FSO reports template facilitated a more thorough and informative narrative, coupled with new required questions tailored to probe desirable key traits
Improved interactive training
Communication through JAGU instead of email facilitated dissemination of information, acted as a forcing function to access the FSO tools, and provided a means to quickly answer frequently asked questions, making information instantly available to all FSOs with similar problems.

% of board recs by FSO Category – AMS: 53% MS: 48% R: 0
30% "Must Select" not selected, 86% "Recommended" not selected

AAR: High praise for FSO reports. No one FSO stood out for poor performance.

Top Schools by Applicant: Charleston (7), George Washington (7), Florida A&M (6), SUNY (6), Interamerican (6)

85%/87%/94% of former interns selected (86% in FY20)
Selects: 45/46/50; Non-selects: 8/7/3
155 ABA schools/108 for selects

Students vs. Licensed Attys – Slight decrease in licensed applicants (33% from 35%)
JAGC RC/ARNG: 13 Applied (4%); Selects: 8 (5%) USAR Only: 6 Applied; 5 Selected
Current/Former Military – 29% applicants had some prior service, 19% currently serving (28%/21% for selects) (these numbers mirror FY21 almost exactly.)

Diversity

Race						
	Applicants	**Selects**	**Law Students (2020)**	**Army Officers**	**JAs**	**Licensed Attorneys**
African-American	11.5% (+3.4%)	5.8% (+.8%)	8%	12%	8%	5%
Asian/Pacific Islander	5.26%	6.5% (+2%)	6%	6%	6%	2.5%
White**	75.8%**(-5%)	80.6%** (-6%)	62%	74%	80%	85%
Hispanic*	14.8% (+1%)	13.5% (+1%)	13%	Not Reported	4%	5%
American Indian	<1% (0)	<1% (0)	<1%	1%	<1%	<1%
Multiracial (Other)	6.5% (+3%)	6.5% (+3%)	6%	7%	3%	2%
Gender						
Female	31.3% (-1%)	36.5% (-3.5%)	54%	18%	29%	37%
Male	68.7% (+1%)	63.5% (+3.5%)	46%	82%	71%	63%

*Applicants were questioned separately about whether they are of Hispanic ethnicity from their race.
**Caucasian, non-Hispanic: 66.5% of Applicants; 71.2% of Selects.

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Racial demographic explained in part by applicant ability to select multiple races, and treating Hispanic as ethnicity, many of which are counted in the Caucasian category

AMERICA'S ARMY:
Globally Responsive, Regionally Engaged

FY22 RA Spring Accessions Board

Applicant Pool

- 71 applicants, including 39 licensed attorneys
- JARO concurs with the board's recommendation to select the top 42 on the OML
  - 23 of whom are licensed attorneys

Academic Profiles

Law School GPA

(Applicants)

- High/Low: 4.00 / 2.14
- Average: 3.12

LSAT

(Applicants)

- High/Low: 164 / 134
- Average: 149

Law School GPA

(Selects)

- High/Low: 4.00 / 2.29
- Average: 3.31

LSAT

(Selects)

- High/Low: 164 / 134
- Average: 152

Trends and Takeaways

- **Licensed Attorneys**
  - Nearly double the percentage of attorney applicants from the FY22 Fall RA Board (33% in fall; 55% in spring)
  - FSOs focused more on young lawyer groups; we're strengthening this effort with regionally-aligned outreach officers
- **Diversity Outcomes**
  - As usual, women were selected at a higher rate than men (see next slide); 9 of 16 women selectees are attorneys
  - 20 (28.2%) minority/non-white applicants was a slight increase from FY22 Fall board (24.2% minority/non-white applicants)
  - 10 (23.8%) minority/non-white selectees was a slight increase from FY22 Fall board (19.4% minority/non-white applicants)
- **Board Votes and FSO Recommendations**
  - Recall that the board recommended extending offers to the top 42 on the OML
  - Of the top 42, 83% were rated "absolute must select" by the FSO (15/18), 65% were rated "must selects" (23/35), and 33% were "recommended" (4/12). Only six of the 71 applicants were rated a "do not select" or absolutely do not select"

Summary of Comments on Slide 1

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Application Numbers:
First Regular Army Spring Accession Board in 10 years
55% applicants were licensed attorneys, 54% of selects are licensed attorneys (23)
Decreased applications – Consider allowing those who applied (but were not selected) in the Fall to reapply; allows those applicants who were just below the cut line (and likely qualified) another opportunity for selection.

Diversity Outcomes:
18 total women applied during Spring Board (out of 71 applicants)
8 (44%) ranked within top 25%
Slight increases in minority/non-white applicants and selects compared to FY22 Fall Selection Board

% of Selects by FSO Category – Absolute Must Select: 83 (15/18)%; Must Select: 65% (23/35); Recommended: 33% (4/12)
3 (17%) "Absolute Must Select" not selected; 12 (35%) "Must Select" not selected; 8 (67%) "Recommended" not selected

FY2022 Spring: LSAT (Applicants)
High/Low: 164 / 134
Average: 149

LSAT (Selects)
High/Low: 164 / 134
Average: 152

FY2022 Fall: LSAT (Applicants)
High/Low: 174 / 130
Average: 153

LSAT (Selects)
High/Low: 174 / 132
Average: 155

Diversity

Race/Ethnicity						
	Applicants	Selectees	Law Students (2020)	Army Officers	JAs	Licensed Attorneys
African-American	9.8%	7.1%	8%	12%	8%	5%
Asian/Pacific Islander	0%	0%	6%	6%	6%	2.5%
White**	71.8%	76.2%	62%	74%	80%	85%
Hispanic*	11.2%	14.3%	13%	Not Reported	4%	5%
American Indian	2.8%	0%	<1%	1%	<1%	<1%
Multiracial (Other)	4.2%	2.3%	6%	7%	3%	2%
Gender						
Female	25.4%	38.1%	54%	18%	29%	37%
Male	74.6%	61.9%	46%	82%	71%	63%

*Applicants were asked separately about whether they are of Hispanic ethnicity from their race.

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RACE/ETHNICITY
2 of 3 (66%) African Americans selects are licensed attorneys
15 of 32 (46.8%) White selects are licensed attorneys
5 of 6 (83.3%) Hispanic selects are licensed attorneys
1 (100%) multiracial select is a licensed attorney

GENDER
9 of 16 (56.3%) female selects are licensed attorneys
14 of 26 (53.8%) male selects are licensed attorneys

AMERICA'S ARMY:
Globally Responsive, Regionally Engaged

FY22 USAR Accessions Board

Applications / Selection Rate

	Applications Considered	Primary Selects	Selection Rate
FY22	277	133	48%
FY21	372	131	35.2%
FY20	417	190	45.5%
FY19	474	220	46.4%
FY18	503	182	36.1%
FY17	428	168	39.3%

Academic Profiles

FY22

- **LSAT (Applicants)**
  - High/Low: 177/123
  - Average: 154
- **LSAT (Selects)**
  - High/Low: 177/136
  - Average: 157
- **Undergrad GPA (Average)**
  - Applicants: 3.32
  - Selects: 3.43

FY21

- **LSAT (Applicants)**
  - High/Low: 176 / 130
  - Average: 154
- **LSAT (Selects)**
  - High/Low: 176 / 135
  - Average: 157
- **Undergrad GPA (Average)**
  - Applicants: 3.28
  - Selects: 3.45

Trends and Takeaways

- **Applicant quantity decreased by 25%**
  - Received fewer RA/USAR combined applications this year (54%, compared to 57% in FY21 and 67% in FY20)
    - Only 40% of selects are "combined" selects → so we expect to retain higher percentage of USAR primary selects
  - Five-year decline in applications is concerning, but still attracting talent in sufficient numbers
    - All selects recommended by FSOs: 55% "Absolute Must Selects" and 41% "Must Selects"
  - Limited law school presence and robust legal job market likely contributed to decline in applications
    - Majority of applicants and selects are licensed attorneys (57% applicants and 54% of selects)
- **Select quality remained consistent** (avg. LSAT / GPA)
  - Tier 1 Law Schools: 71 applicants (26%) , 53 selects (40%)
  - Most applicants/selects: George Washington U. (8/6); American University Washington (7/6); Harvard (5/5)

Summary of Comments on Slide 1

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2022 T14 Law Schools (parenthetical indicates shift in ranking from 2021); 201 total ABA-accredited law schools

1. Yale University (CT) (0)
2. Stanford University (CA) (0)
3. Harvard University (MA) (0)
4. Columbia University (NY) (0)
5. University of Chicago (IL) (-1)
6. New York University (0)
7. University of Pennsylvania (Carey) (0)
8. University of Virginia (0)
9. University of California–Berkeley (0)
10. University of Michigan–Ann Arbor (-1)
10. Duke University (NC) (+2)
12. Northwestern University (Pritzker) (IL) (-3)
13. Cornell University (NY) (0)
14. University of California – Los Angeles (+1)

Diversity

Race / Ethnicity

	Applicants	Primaries	Law Students (2020)	Army Officers	USAR JAs	Licensed Attorneys
African-American	14% (+3)	7% (-2%)	8%	12%	7%	5%
Asian/Pacific Islander	6% (-1%)	8% (+4%)	6%	6%	6%	2.5%
White**	72% (-2%)	77% (-5%)	62%	74%	74%	85%
Hispanic*	15.5% (0%)	15% (+2%)	13%	--	7%	5%
American Indian	2.5% (+2.5%)	<1% (0%)	<1%	1%	>1%	<1%
Multiracial (Other)	5% (-2%)	7% (+2%)	6%	7%	13%	2%

Gender

	Applicants	Primary Selects	Law Students (2020)	Army Officers	USAR JAs	Licensed Attorneys
Female	28% (+3%)	30% (+1%)	54%	18%	20%	37%
Male	72% (-3%)	70% (-1%)	46%	82%	80%	63%

*Applicants were given the option to select Hispanic ethnicity in addition to their race for the first time in 2020.
**Caucasian, non-Hispanic: 62% of Applicants; 68% of Selects.

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

DAJA-ZA

22 SEP 2021

MEMORANDUM FOR the Fiscal Year 2022 Regular Army Transition Board, Judge Advocate General's Corps

SUBJECT: Memorandum of Instruction for the Fiscal Year 2022 Regular Army Transition Board, Judge Advocate General's Corps

1. Authority. The Fiscal Year 2022 (FY22) Regular Army (RA) Transition Board, Judge Advocate General's (JAG) Corps is appointed pursuant to Army Regulation (AR) 27-1, Judge Advocate Legal Services, paragraph 9-6. The Board is convened to recommend qualified U.S. Army Reserve (USAR) Judge Advocates (JAs) for appointment to the RA in the JAG Corps.

2. Membership. The Board will consist of three voting members: a general officer as president and two field grade officers. My designee or I will appoint the board members and may select individuals other than those recommended to serve on the Board. Board membership will be provided under separate cover. The Chief, Judge Advocate Recruiting Office (JARO), is delegated authority to excuse board members and appoint alternates if exceptional circumstances exist.

3. General.

a. The Board will consider USAR JA applicants in the grade of captain (O-3) with at least 24 months of active service as a JA in the USAR. The Board will determine which applicants are fully qualified for appointment to the RA in the JAG Corps.

b. The Board will use a "yes/no" voting format. Applicants recommended for appointment will be voted as "yes," while applicants not recommended for appointment will be voted as "no."

c. The Board will convene as soon as practicable upon receiving a complete application from the JARO, but not later than 30 days after submission of application unless exigent circumstances exist. The board president has no authority to constrain the Board from recommending for appointment those applicants the majority of the Board determines to be qualified as defined in this Memorandum of Instruction and enclosures.

d. Enclosure 1 contains administrative instructions and procedures and specifies the oaths for the Board and the recorder.

e. Enclosure 2 contains additional guidance on the factors the Board is to consider in the selection process. This enclosure also contains guidance for ensuring equal opportunity for all applicants.

f. JARO will furnish applicant files and provide administrative support to the Board.

g. I have selected each of you to serve on this Board because I have confidence in your ability to recognize applicants who have proven performance and continued potential as Army leaders and attorneys. Bear in mind the serious nature of your duties and your obligation to ensure that these proceedings remain above reproach. The oath you will take obliges you to ensure that all applicants are considered without prejudice or partiality. You will adhere to that oath, governing laws, directives, regulations, and this memorandum of instruction when selecting applicants who meet the needs of the Army, as outlined here. Your failure to do so may constitute cause for removal as a member.

h. Any board member who believes he or she cannot, in good conscience, perform his or her duties as a member of the Board without prejudice or partiality has a duty to request relief by me from board membership. At my discretion, such a request may be honored. Any board member who believes the integrity of the Board's proceedings has been affected by improper influence or senior military or civilian authority, misconduct by the board president or a member, or any other reason, has a duty to report the basis for his or her belief to me.

4. Restrictions.

a. Recommendations of the Board are "Controlled Unclassified Information" until the proper authority releases the results. You will not disclose, for any reason, specific details of the board proceedings pertaining to the selection or non-selection of individual applicants, whether recorded or unrecorded.

b. Board membership will not be revealed until the Board adjourns.

c. The Board's recommendations are advisory. I will make the final decision on selection of applicants for RA appointment in the JAG Corps.

(b)(6)

Encls

STUART W. RISCH
Lieutenant General, USA
The Judge Advocate General

FISCAL YEAR 2022 REGULAR ARMY TRANSITION BOARD, JUDGE ADVOCATE GENERAL'S CORPS ADMINISTRATIVE INSTRUCTIONS

1. **Eligibility**. The board recorder will furnish the Board with electronic files of all applicants eligible for consideration. Applicants recommended for appointment to the Judge Advocate General's (JAG) Corps in the Regular Army (RA) must meet the following qualifications at the time of appointment:

a. **Military Status**. Be a current U.S. Army Reserve (USAR) Judge Advocate (JA) in the grade of captain (O-3) with at least 24 months of active service as a JA in the USAR. For purposes of this board, active service in the USAR can be in either a Troop Program Unit (TPU) or Individual Mobilization Augmentee (IMA) status, pursuant to the requirements of Army Regulation (AR) 135-91 (Service Obligations, Methods of Fulfillment, Participation Requirements, and Enforcement Procedures). Time spent as a JA on active duty orders pursuant to mobilization, deployment, and/or training while in a TPU or IMA status is also creditable as active service in the USAR. Time spent in the Individual Ready Reserve will not count toward the active service requirement. Applicants who have been twice non-selected for promotion to a higher grade are not eligible for consideration. Applicants must be in a favorable personnel status (not flagged) in order to apply.

b. **Citizenship**. Be a citizen of the United States;

c. **Character**. Be of high moral character;

d. **Leadership Potential**. Possess clear leadership potential and interpersonal tact;

e. **Physical Readiness**. Meet the standards of AR 40-501 (Standards of Medical Fitness), and AR 600-9 (The Army Body Composition Program);

f. **Personnel Security Requirements**. Have, at a minimum, a SECRET security clearance before receiving an appointment, or have initiated a National Agency Check with Local Agency Check and Credit Check at the time of appointment;

g. **Law Degree**. Have earned a J.D. degree from a law school accredited by the American Bar Association at the time the applicant received the degree;

h. **Bar Admission**. Be admitted to practice and be in good standing with the licensing authority admitting the individual to the practice of law before the highest court of a State, Territory, Commonwealth, or the District of Columbia; and

i. **Rank**. Be willing to accept a new date of rank and time-in-grade calculation prior to appointment in the RA. Dates of rank will be recalculated according to Human Resources Command policy at the time of appointment.

2. **Oaths**.

a. The Board president shall administer the following oath or affirmation to the recorder:

Do you, *[state the recorder's name]*, solemnly swear (or affirm) that you will keep a true record of the proceedings of this Board, and further, that you will not divulge the proceedings or results thereof pertaining to the selection or non-selection of individual applicants except to the proper authority?

b. The recorder shall administer the following oath or affirmation to the Board:

Do you, *[state the Board members' names]*, solemnly swear (or affirm) that you will, without prejudice or partiality, and having in view both the special needs and the efficiency of the Army, perform the duties imposed upon you, and further, that you will not divulge the proceedings or results thereof pertaining to the selection or non-selection of individual applicants except to the proper authority?

3. **Information Considered**. The Board will consider the following information submitted by each applicant:

a. Memorandum explaining the officer's motivation to transition to the RA;

b. All transcripts of undergraduate, graduate, and law school studies;

c. Record of current and prior military service, including DD Form 214(s), copies of all officer evaluation reports and academic evaluation reports, and a current record brief and statement of retirement points (DA Form 5016 (USAR) or NGB Form 23B));

d. DA Form 5500/5501, Body Fat Content Worksheet (if applicable);

e. A certificate or statement from the clerk of a State, Territory, Commonwealth, or the District of Columbia showing admission to practice and standing before the bar;

f. A statement or resume reflecting all full-time and part-time work experience (legal and non-legal);

g. Up to three letters of recommendation (optional);

h. Other information submitted by the applicant and relevant to that applicant's qualifications for RA appointment in the JAG Corps; and

i. Letter of endorsement from the first O-6 in the applicant's technical chain or the chain of command.

4. **Procedures**. The board may be held in person or by remote/virtual means, as determined by the Board president. Applicants whose files are deemed complete by the Judge Advocate Recruiting Office (JARO) will be made available for board review. The Board will also receive a copy of the height and weight table from AR 600-9 (The Army Body Composition Program), and information regarding the U.S. News & World Report's current law school rankings.

a. **Voting**. The Board will determine whether to recommend the applicant for RA appointment in the JAG Corps. The Board will determine by a "yes/no" recommendation whether, after reviewing the file, in accordance with the guidance outlined herein, the applicant should be recommended for appointment. Majority vote governs.

b. **Certification**:

(1) After voting is complete, the recorder will indicate whether each applicant was recommended or not recommended by the Board. Each file will be forwarded to TJAG with a recommendation for appointment in the JAG Corps in the RA or a recommendation for non-selection.

(2) Certification. The Board will attest to the following certificate:

The Board members hereby certify that, to the best of their knowledge, the Board complied with the MOI, they were not subject to or aware of any censure, reprimand, or admonishment resulting from the recommendation of the Board or its exercise of any lawful function within the Board's authorized discretion; they were not subject to or aware of any attempt to coerce or influence improperly any action in the formulation of the Board's recommendations; and they were not a party to, or aware of, any attempt at unauthorized communications.

The Board, acting under oath and having in view the special needs and the efficiency of the Army, has carefully considered the record of every applicant whose name was furnished to it as specified in the MOI. In the opinion of a majority of the members of the Board, the applicants named in the Enclosure are qualified to meet the needs of the Army, as specified in the MOI furnished to the Board by TJAG, and are hereby recommended for appointment to the JAG Corps in the RA.

FISCAL YEAR 2022 REGULAR ARMY (RA) TRANSITION BOARD,
JUDGE ADVOCATE GENERAL'S CORPS ADDITIONAL GUIDANCE

1. **General**.

a. The applicants you recommend for selection will shape the Judge Advocate General's (JAG) Corps of the future. Your goal, therefore, is to select those individuals with proven performance and continued outstanding potential as Soldier-lawyers.

b. In analyzing individual records to determine whether an applicant is best qualified for selection, the Board should consider the below factors. No single factor is dispositive; however, non-selection may be based on a demonstrated lack of integrity, moral turpitude, or professional ineptitude. Ultimately, you should recommend those officers that you are confident will provide principled counsel, attain mastery of the law, steward the organization, and demonstrate servant leadership while serving in the RA.

(1) **Prior Military Performance**. The JAG Corps needs Judge Advocates who are capable of being principled counsel, expert and versatile attorneys, servant leaders, and stewards of the profession. You should carefully examine each applicant's officer evaluation reports to assess the applicant's performance and suitability for an RA appointment in the JAG Corps.

(2) **Civilian Employment**. Each applicant has submitted a resume detailing his or her work experience outside the JAG Corps. This information is frequently supplemented by letters of recommendation from individuals who have had the opportunity to observe and evaluate the applicant's work performance. You should carefully examine this information to assess initiative, legal and analytical skills, judgment, and maturity.

(3) **Intellect**. Judge Advocates must be intelligent enough to practice competently in our diverse legal functions. Academic achievement can be a strong indicator of intellect. In addition, academic success is often an indicator of self-discipline, grit, and maturity—all attributes necessary for a successful Judge Advocate. Grading systems, however, vary greatly among academic institutions, and you must exercise great care when evaluating the academic records of applicants.

(4) **Interpersonal Skills**. Judge Advocates must possess the ability to understand and work effectively with service members and civilians of all ranks, grades, and backgrounds.

(5) **Physical Readiness**. Judge Advocates must maintain a high level of physical readiness in order to meet mission requirements. Physical fitness is therefore an important indicator of an applicant's suitability for RA service. The Board will consider general physical condition and compliance with Army Regulation 600-9 (The Army Body Composition Program), in evaluating an applicant's potential for RA service.

(6) **Character and Leadership Ability**. Army leaders and attorneys must possess the highest character. Judge Advocates must embody the Army Values:

loyalty, duty, respect, selfless service, honor, integrity, and personal courage. In particular, honor and integrity are the bedrock of our dual professions. Soldiers and noncommissioned officers must be able to trust their officers. Accordingly, you should select only those applicants whose records demonstrate an uncompromising commitment to these values.

(7) **Communication Skills**. Judge Advocates must be effective communicators in person and in writing—precise, persuasive, and professional. You should recommend those applicants whose records demonstrate superior communication skills.

(8) **Involvement in Civic Activities**. Participation and achievement in civic activities is a strong indication of initiative and leadership capacity. Non-participation in such activities, should not, however, operate against an applicant's interest when gainful employment has denied the applicant the opportunity to engage in these activities.

2. **Consideration of Adverse Information**. The Board will consider all adverse information attributed to an applicant, if applicable.

a. Adverse information is any substantiated adverse finding or conclusion from an officially documented investigation or inquiry or any other credible information of an adverse nature. To be credible, the information must be resolved and supported by a preponderance of the evidence. To be adverse, the information must be derogatory, unfavorable, or of a nature that reflects clearly unacceptable conduct, integrity, or judgment on the part of the individual. As examples, adverse information could include: general officer memorandums of reprimand, punishment under Article 15, UCMJ, referred officer evaluation reports (OERs), or adverse findings or conclusions from a Department of the Army Inspector General (DAIG), law enforcement, or Army Regulation (AR) 15-6 investigation or report.

b. Adverse information that is filed in an applicant's Army Military Human Resource Record (AMHRR) will be provided to you exactly as it is filed in the AMHRR. Adverse information that is not in an applicant's AMHRR will be summarized and the summary will be included in the officer's board file. Applicants have been notified that the adverse summary will be presented to the Regular Army Transition Board, were provided a copy of the summary, and were afforded a reasonable opportunity to submit written comments on that information to the Board.

c. When reviewing adverse information, you must review it thoroughly, to include the date of occurrence, nature, and gravity of any misconduct, malfeasance or impropriety committed by an officer under consideration and the officer's comments, if submitted. You must consider this adverse information in the context of any comments provided by the applicant and the applicant's entire service record. You will endeavor to select officers who demonstrate the Army standards of integrity, personal responsibility and professional ethics. In making your recommendations, you should consider the

significance of the adverse information in relation to the officer's qualifications and potential for service in the JAG Corps in the RA.

3. **Prior Non-Selection**. Prior non-selection by an accession board will not be considered a reason for non-selection by a subsequent accession board. The Board must make an independent evaluation on the basis of the applicant's record as compared with other applicants considered by the Board.

4. **Diversity and Equal Opportunity**. The strength of our Army comes from our diversity. Developing and maintaining qualified and demographically diverse leadership is critical for mission effectiveness and is essential to national security. Effective leaders understand that organizational success depends on the ability of people of different backgrounds to work together, while bringing the value of their diverse experiences to the mission. With a culture that embraces diversity, the Army is better able to attract and keep the best men and women from across the Nation, and to operate more successfully around the world. Moreover, the success of today's Army comes from a total commitment to the ideals of freedom, fairness, and human dignity upon which our country was founded. It is vital that our Army is in fact one of equal opportunity – equal opportunity for all Soldiers is the only acceptable standard for our Army. This principle applies to every aspect of career development and utilization in our Army, but is especially important to demonstrate in the accession process. Select meritorious applicants who create and maintain an inclusive environment where individual attributes are recognized, accepted, and, most importantly, valued, regardless of race, color, national origin, religion, sex (including gender identity), or sexual orientation. In doing so our Soldiers will have a clear perception of equal opportunity in the selection process.

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

27 JAN 2022

DAJA-ZA

MEMORANDUM FOR President and Members of the Fiscal Year 2022 Judge Advocate General's Corps 1L Intern Program Selection Board

SUBJECT: Memorandum of Instruction for the Fiscal Year 2022 Judge Advocate General's Corps 1L Intern Program Selection Board

1. Authority. The Fiscal Year 2022 (FY22) Judge Advocate General's Corps (JAGC) 1L Intern Program Selection Board is appointed pursuant to Judge Advocate Legal Services Publication 1-1, Personnel Policies, paragraph 2-2, to recommend applicants for selection as 1L summer interns for temporary civilian employment in JAGC legal offices. The FY22 Intern Program Selection Board will be held during the week of 28 February to 4 March 2022.

2. Membership. The board will consist of five voting members: a general officer as president and four members comprised of field grade and company grade officers. The board will include at least one female and one minority member. My designee, or I, will appoint the board members, and may select individuals other than those recommended to serve on the board. Board membership will be provided under separate cover. The Chief, Judge Advocate Recruiting Office (JARO), is delegated authority to excuse board members and appoint alternates if exceptional circumstances exist.

3. General.

a. The Board will determine which applicants are best qualified for a summer internship. The board members will score each applicant to create an order of merit list (OML), and those who rank highest on the list will be considered "best qualified" (see enclosures 1 and 2).

b. The board will convene at a time set by the board president. The board president has no authority to constrain the board from recommending for appointment those applicants the majority of the board determines to be qualified as defined in this Memorandum of Instruction (MOI) and enclosures.

c. Enclosure 1 contains administrative instructions and procedures and specifies the oaths for the board members and the recorder.

d. Enclosure 2 contains guidance on the factors the board is to consider in the selection process. This enclosure also contains guidance for ensuring equal opportunity for all applicants.

e. The Judge Advocate Recruiting Office will furnish applicants' files to the board and will provide all administrative support.

f. I have selected each of you because I have confidence in your ability to recognize applicants with the strongest potential as future Army leaders and attorneys. Bear in mind the serious nature of your duties as a board member and your obligation to ensure these proceedings remain above reproach. The oath you will take obliges you to ensure all applicants are considered without prejudice or partiality. You will adhere to that oath, governing laws, directives, regulations, and this MOI when selecting applicants who meet the needs of the Army, as outlined here. Your failure to do so may constitute cause for removal as a member.

g. Any board member who believes he or she cannot, in good conscience, perform his or her duties as a member of the board without prejudice or partiality has a duty to request relief by me from board membership. At my discretion, such a request may be honored. Any board member who believes the integrity of the board's proceedings has been affected by improper influence or senior military or civilian authority, misconduct by the board president or a member, or any other reason, has a duty to report the basis for his or her belief to me.

4. Restrictions.

a. Recommendations of the board are "Controlled Unclassified Information" until the proper authority releases the results. Upon adjournment, board members are encouraged to familiarize other officers with board procedures in general. However, members will not disclose, for any reason, specific details of the board proceedings pertaining to the selection or non-selection of individual applicants, whether recorded or unrecorded.

b. Board membership will not be revealed until the board adjourns.

c. The board's recommendations are advisory. I will make the final decision on selection of applicants for the 1L Intern Program.

(b)(6)

Encls

STUART W. RISCH
Lieutenant General, USA
The Judge Advocate General

FISCAL YEAR 2022 JUDGE ADVOCATE GENERAL'S CORPS 1L INTERN PROGRAM SELECTION BOARD ADMINISTRATIVE INSTRUCTIONS

1. **Eligibility**. The board recorder will furnish the Board with electronic files of all applicants eligible for consideration. Applicants recommended for a summer internship position with the Judge Advocate General's (JAG) Corps must meet the following qualifications at the time of consideration by the Board:

a. **Citizenship and Personnel Security Requirements**. United States citizenship is required. Applicants must be eligible for federal civilian employment and able to pass a background investigation at the time of hiring;

b. **Character**. Be of high moral character;

c. **Leadership Potential**. Possess clear leadership potential and interpersonal tact; and

d. **Law School**. Be a student at a law school accredited by the American Bar Association and be available to complete the internship during their first summer in law school.

e. There are no age or physical fitness requirements for interns.

2. **Oaths**.

a. The board president will administer the following oath or affirmation to the recorder:

Do you, *[state the recorder's name],* solemnly swear (or affirm) that you will keep a true record of the proceedings of this Board, and further that you will not divulge the proceedings or results thereof pertaining to the selection or non-selection of individuals except to the proper authorities?

b. The board recorder will administer the following oath or affirmation to each member of the Board:

Do you, *[state the board members' names]*, solemnly swear (or affirm) that you will, without prejudice or partiality, perform the duties imposed upon you, and further, that you will not divulge the proceedings or results thereof pertaining to the selection or non-selection of individuals except to proper authority?

3. **Information Considered**.

a. The Board will consider applicants' electronic files, including:

(1) Transcripts of undergraduate, graduate, and law studies;

FISCAL YEAR 2022 JUDGE ADVOCATE GENERAL'S CORPS 1L INTERN PROGRAM SELECTION BOARD ADDITIONAL GUIDANCE

1. **General**.

a. The Judge Advocate General's Corps (JAG Corps) 1L Intern Program is designed to acquaint law students with the practice of law in the Army and to provide them with a basis to decide whether to apply, or recommend others to apply, for a commission in the JAG Corps. The 1L Intern Program is also designed to increase visibility of the JAG Corps throughout American Bar Association-accredited law schools.

b. Apart from basic eligibility, the Board should look for the following qualities when evaluating applicants for the 1L Intern Program: leadership ability, scholastic aptitude, maturity, and motivation toward military service. The board policy for selection is to recommend the best qualified applicants in order of merit. Veterans' eligibility and military experience shall be considered positive factors. The analysis of individual applications should include a review of the following factors:

(1) Achievement in undergraduate education and law school;

(2) Maturity; and

(3) Legal experience.

2. **Equal Employment Opportunity**. The strength of our Army comes from our diversity. Developing and maintaining qualified and demographically diverse leadership is critical for mission effectiveness and is essential to national security. Effective leaders understand that organizational success depends on the ability of people of different backgrounds to work together, while bringing the value of their diverse experiences to the mission. With a culture that embraces diversity, the Army is better able to attract and keep the best men and women from across the Nation, and to operate more successfully around the world. Moreover, the success of today's Army comes from a total commitment to the ideals of freedom, fairness, and human dignity upon which our country was founded. It is vital that our Army is in fact one of equal opportunity – equal opportunity is the only acceptable standard for our Army. This principle applies to every aspect of career development and utilization in our Army, but is especially important to demonstrate in the selection process. Select meritorious applicants who create and maintain an inclusive environment where individual attributes are recognized, accepted, and, most importantly, valued, regardless of race, color, national origin, religion, sex (including gender identity), or sexual orientation. In doing so our Interns will have a clear perception of equal opportunity in the selection process.

(2) Application for the 1L Intern Program;

(3) Record of prior military service (if applicable), including DD Form 214, statement of retirement points (DA Form 5016 (USAR) or NGB Form 23B)), and copies of all enlisted or officer evaluation reports;

(4) A statement of all full-time and part-time work experience (both legal and non-legal);

(5) A statement of interest, objectives, and motivation for applying for a summer internship with the JAG Corps;

(6) A Field Screening Officer's Report of Interview;

(7) Up to three letters of recommendation (optional);

(8) Legal writing sample (optional); and

(9) Other information submitted by the applicant and relevant to that applicant's qualifications for a summer internship.

b. The board recorder will provide each board member a complete copy of the administrative instructions and will brief the Board on administrative matters, to include an explanation of the Law School Admission Test (LSAT) scoring system. The recorder will also furnish the Board with information regarding the U.S. News & World Report's current law school rankings.

4. **Procedures**. The board may be held in person or by remote/virtual means. Applicant files are deemed complete by the Judge Advocate Recruiting Office (JARO) will be made available for board review. The consideration of applicants will follow a three-step process:

a. Step 1 – Familiarization: The board recorder will provide the Board with sample files for a practice vote. These files will be voted in accordance with the voting procedures discussed in Step 2, below. The purpose of a practice vote is to allow board members to become familiar with the contents and organization of applicant files and voting procedures.

b. Step 2–Voting:

(1) Each board member will assess each applicant's file and assign a score from 1-6 (with 1 being the lowest and 6 being the highest score). A plus (+) or minus (-) may be used for each numerical rating to emphasize the degree of recommendation. Those scoring the highest are deemed "best qualified."

(2) Any board member may, at his or her discretion, reconsider and revote an individual applicant's file at any time before adjournment. The board recorder will assist any board member seeking to conduct a revote.

(3) The board recorder will produce an order of merit list (OML) by listing all qualified applicants sequentially from highest score to lowest score. The Board will recommend the OML as its list of selectees.

(4) In the event a tiebreaker is required to determine a cut-off line for the OML, the board recorder will administratively create a group of only those applicants who received identical scores. Board members will revote those applicants, and a new revote OML will be compiled. A decimal point reflecting the new OML will be added to the original OML score to indicate the best qualified applicants within the revote population.

c. Step 3 – Recommendations/Reports and Certification:

(1) After voting is complete, the recorder will produce a list of all qualified applicants, which will be forwarded to TJAG with recommendations for selection in the 1L intern program.

(2) The Board will conduct a review of the board proceedings and draft an after-action report (AAR). The AAR will highlight the members' collective observations, concerns, and recommendations regarding the selection process. TJAG may ask the board president to address specific questions in the AAR. The board recorder will provide the questions and a sample format. The board president may include additional observations or recommendations on issues not addressed in TJAG's questions. The Board may modify the format of the report to record the Board's comments in a concise, logical manner.

(3) Certification. Each member of the Board will attest to the following certification:

The board president, board members, and board recorders hereby certify that, to the best of their knowledge, the Board complied with the Memorandum of Instruction (MOI), they were not subject to or aware of any censure, reprimand, or admonishment resulting from the recommendation of the Board or its exercise of any lawful function within the Board's authorized discretion; they were not subject to or aware of any attempt to coerce or influence improperly any action in the formulation of the Board's recommendations; and they were not a party to, or aware of, any attempt at unauthorized communications.

The Board, acting under oath and having in view the special needs and the efficiency of the Army, has carefully considered the record of every applicant whose name was furnished to it as specified in the MOI. In the opinion of a majority of the members of the Board, the applicants named in the Enclosure are qualified to meet the needs of the

Army, as specified in the MOI furnished to the Board by TJAG, and are hereby recommended for selection as 1L summer interns.

5. **Instructions Concerning Communications and Information**.

a. Each of you (president, board members, recorder, and administrative support personnel) is responsible for maintaining the integrity and independence of this advisory board, and to foster the careful consideration, without prejudice or partiality, of all eligible applicants.

b. You may not receive, initiate, or participate in communications or discussions involving information that is not presented in each application, any information beyond what is provided to the Board, and any information communicated to you by the individual under consideration. In your deliberations, you may not discuss any matters precluded by law, Army regulations, or this MOI.

c. The Board may not use personal knowledge in its deliberations. If a board member has personal knowledge of an applicant that is not documented in the file provided to the Board, and the board member feels the information is of great significance, then the board member will summarize the information in writing and provide it in a sealed envelope to the board recorder. The board recorder will seek guidance from the proper authority.

FY21 USAR Accessions Board

Applications / Selection Rate

	Applications Considered	Primary Selects	Selection Rate
FY21	372	131	35.2%
FY20	417	190	45.5%
FY19	474	220	46.4%
FY18	503	182	36.1%
FY17	428	168	39.3%

Academic Profiles

FY21

LSAT (Applicants)
- High/Low: 176 / 130
- Average: 154

LSAT (Selects)
- High/Low: 176 / 135
  Average: 157

Undergrad GPA (Average)
- Applicants: 3.28
- Selects: 3.45

FY20

- **LSAT (Applicants)**
  - High/Low: 179/133
  - Average: 154
- **LSAT (Selects)**
  - High/Low: 178/133
  - Average: 157
- **Undergrad GPA (Average)**
  - Applicants: 3.31
  - Selects: 3.45

Trends and Takeaways

- **Applicant quantity decreased by 11%**
  - Received fewer RA/USAR combined applications this year (57% compared to 67% in FY20)
  - Loss of on-campus interviews and live JAGC info sessions may also have played a role
  - Four-year decline in applications is concerning, but still attracting talent in sufficient numbers
  - Renewed emphasis on right-sizing the USAR pipeline
- **Select quality remained consistent** (avg. LSAT / GPA)
  - T14 Law Schools: 25 applicants, 17 selects
  - Most applicants/selects: George Washington (13/10), Buffalo (7/7), and Georgetown (10/6)
- **Diversity Trends (#'s on next slide)**
  - Racial & Ethnic: applicants more diverse than selects
  - Gender: select breakdown matches FY20 USAR selection rate and is more representative than current USAR JA breakdown

Diversity

Race / Ethnicity

	Applicants	Primaries	Law Students (2019)	Army Officers	USAR JAs	Licensed Attorneys
African-American	11% (0)	9% (+3%)	7.8%	11%	7%	5%
Asian/Pacific Islander	7% (+1%)	4% (-2%)	6.3%	7%	7%	2%
White**	74% (+8%)	82% (+10%)	62%	71%	78%	86%
Hispanic*	15% (+2%)	13% (+1%)	12.7%	8%	7%	5%
American Indian	<1% (0)	0% (0)	Not reported	Not reported	1%	0%
Multiracial (Other)	7% (+2%)	5% (0)	4%	3%	'Not reported	2%

Gender

	Applicants	Primary Selects	Law Students (2019)	Army Officers	USAR JAs	Licensed Attorneys
Female	25% (-3%)	30% (+1%)	52%	18%	19%	37%
Male	75% (+3%)	70% (-1%)	48%	82%	81%	63%

*Applicants were given the option to select Hispanic ethnicity in addition to their race for the first time in 2020.
**Caucasian, non-Hispanic: 62% of Applicants; 70% of Selects.

2020 FLEP Selection Board

	Applications	Selection Rate
2020	151 (130 / 21)	16.5%
2019	99	25%
2018	73	27%
2017	103	24%
2016	104	24%

	Overall	Officers	Enlisted
LSAT (Applicants)	154	155	149
LSAT (Selects)	160	161	151
GPA (Applicants)	3.32	3.33	3.28
GPA (Selects)	3.52	3.56	3.24

Trends and Takeaways

- **Applicant quantity increased by 52.5%**
  - Not just a function of enlisted eligibility (officers up 31%)
  - 57% of enlisted applicants were 27Ds (12 total)
- **Select quality remained consistent**
  - LSAT/GPA 5-year average: 162 / 3.54
  - NCOs selected at a proportional rate (14%); much lower LSAT/GPA average than officers
- **Strong representation of USMA grads**
  - 28% of applicants; 32% of selects
- **Challenges comparing officers/NCOs**
- **Varying quality of SJA interview reports**

Diversity and Demographics

- **Racial & Ethnic**
  - Applicant composition similar to RA officers, except a higher share of Blacks and lower share of Hispanics
  - Proportional selection rate for all groups besides Asians
  - 66% of NCO applicants and selects were nonwhite
- **Gender**
  - Women comprised 30.7% of applicants and 40% of selects
- **Branch/MOS**
  - Applicants
    - Officers: 17 basic branches represented: MI (19), SC (14), AR (13), FA (11), IN (10), MP (10)
    - NCOs: 10 MOS's represented, but majority were 27D
  - Selects: wide variety (MI (5), SC (4), IN (3), 27D (2))

Board Demographics

Race / Ethnicity					
	Applicants	**Selects**	**RA Officers**	**RA Enlisted**	**RA JAs**
African-American	**18.9%** (11.1 / 7.8)	**20%** (20 / 5)	11%	23%	7%
Asian/Pacific Islander	**8.5%** (7.1 / 1.3)	**4%** (1 officer)	7%	5%	6%
Caucasian	**66%** (61.4 / 4.6)	**72%** (68 / 4)	71%	52%	80%
Hispanic	**3.9%** (3.25 / .066)	**4%** (1 NCO)	8%	18%	4%
Native American	**<1%** (1 officer)	N/A	Not reported	Not reported	<1%
Other/Unknown	**1.3%** (2 officers)	N/A	3%	2%	3%
Gender					
	Applicants	**Selects**	**RA Officers**	**RA Enlisted**	**RA JAs**
Female	**30.7%** (22.9 / 7.8)	**40%** (32 / 8)	17.5%	14.4%	29%
Male	**69.3%** (63.3 / 6.0)	**60%** (56 / 4)	82.5%	85.6%	71%

AMERICA'S ARMY:
Globally Responsive, Regionally Engaged

FY22 1L Summer Intern Board

Applications

1L	FY
188	FY22
257	FY21
353	FY11
387	FY10
237	FY09

Academic Profiles

1L FY22

LSAT (Applicants)
High/Low: 176 / 142
Average: 157.7

LSAT (Selects)
High/Low: 176 / 149
Average: 157.7

Undergrad GPA (Avg.)
Applicants: 3.49
Selects: 3.55

1L FY21

LSAT (Applicants)
High/Low: 174 / 140
Average: 156.5

LSAT (Selects)
High/Low: 174 / 151
Average: 161.7

Undergrad GPA (Avg.)
Applicants: 3.49
Selects: 3.55

Trends and Takeaways

- **Stronger than expected start**
  - Outstanding FSO and ambassador outreach; applicants eager to learn about the JAGC; OSJAs excited to host them
- **Marked improvement in FSO report quality**
- **Elite talent—selects boast strong academic profiles**
  - #1 select attends Yale, six total from T25 law schools (Columbia x2, Michigan, UVA, Minnesota)
- **Exceptional diversity—selects represent broad backgrounds**
  - No prior military experience
  - 13 selects are women (76%)
  - Three naturalized citizens
  - African American and Asian selects double the representation of the law student population; no Hispanic selects

Summary of Comments on Slide 1

Page: 1

Number: 1 Author: Presenter Notes Subject: Presentation Notes Date: 3/10/2025 3:08:03 PM

Applications:
Message received: JAGC hiring, and paying.
FSOs rapidly mobilized for first spring board; virtual methods accomplish task effectively
Personal statements and surveys convey applicant pool greatly interested in service

Academics:
#1 Select greatly representative of overall applicant pool – elite and diverse
4.0 at Alabama undergrad, triple major, First Team North American Collegiate Model U.N. All-Star Team, multiple awards
173 LSAT and IVY League pedigree

Expand JAGC Awareness
Initial exposure to Army for all selects
Overwhelming female representation
Of the 12 Caucasian, non-Hispanic selects, three are first-generation Americans
3 African American (compared to 1 2L select) and 2 Asian (compared to 1 2L select) double the law school population

Diversity

Race / Ethnicity

	Applicants	Primary Selects	Law Students (2019)	Army Officers	JAs
African-American	10%	18% (3)	7.8%	11%	7%
Asian/Pacific Islander	13%	12% (2)	6.3%	7%	6%
Caucasian	78%	71% (12)	62%	71%	80%
Hispanic	15%	0%	12.7%	8%	4%
American Indian	2%	0%	Not reported	Not reported	<1%
Multiracial (Other)	7%	0%	4%	3%	3%

Gender

	Applicants	Primary Selects	Law Students (2019)	Army Officers	JAs
Female	42%	76% (13)	52%	18%	29%
Male	58%	24%	48%	82%	71%

AMERICA'S ARMY:
Globally Responsive, Regionally Engaged

FY22 1L Summer Intern Board

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Gender					
	Applicants	**Primary Selects**	**Law Students (2019)**	**Army Officers**	**JAs**
Female	42%	76% (13)	52%	18%	29%
Male	58%	24%	48%	82%	71%

FY21 Early Decision Board

Applicants / Selects

- 48 out of 58 eligible interns applied (83%)
  - 20 females (42%); 28 males (58%)
- 43 out of 48 selected (89.5% selection rate)
  - African-American: 2 out of 3
  - Asian: 1 out of 1
  - Hispanic: 5 out of 6
  - White: 38 out of 42
  - Other: 2 out of 2
- Non-selects: 3 females, two males

Academic Profiles

- LSAT and undergrad GPA averages nearly identical for applicants and selects (157 / 3.45)
- Most selects by law school
  - Stetson (3); George Mason (2); Loyola-Chicago (2); Temple (2); Texas Tech (2); Vanderbilt (2)
- Educational Delay selects (3)
  - 1LT Spencer Claymon (Wyoming)
  - 1LT Ty Delgado (George Mason)
  - 1LT Jack Flack (Marquette)

Initial Impressions and Takeaways

- Broadly popular and sustainable initiative
  - Application and selection rates consistent with historical averages
- Smooth implementation overall; a few growing pains
  - Some confusion about the scope and purpose of the program (e.g., no cap on early offers)
- Uneven quality of SJA recommendations
  - Mostly insightful and influential, but some fell short (lack of candor, clarity, and/or depth)
- Room for improvement and lessons learned
  - Simplify the intern evaluation form; sharpen our strategic messaging and guidance

DEPARTMENT OF THE ARMY
OFFICE OF THE JUDGE ADVOCATE GENERAL
2200 ARMY PENTAGON
WASHINGTON DC 20310-0300

18 SEP 20

DAJA-ZA

MEMORANDUM FOR the Fiscal Year 2021 Judge Advocate Return to Regular Army Accession Board, Judge Advocate General's Corps

SUBJECT: Memorandum of Instruction for the Fiscal Year 2021 Judge Advocate Return to Regular Army Accession Board, Judge Advocate General's Corps

1. Authority. The Fiscal Year 2021 (FY21) Judge Advocate Return to Regular Army Accession Board (JARRA), Judge Advocate General's Corps (JAGC) is appointed pursuant to Army Regulation (AR) 27-1, Judge Advocate Legal Services. The Board is convened to recommend former Regular Army (RA) Judge Advocates for reappointment to the JAGC in the RA.

2. Membership. The Board will consist of the general officer serving as the FY21 RA Accession Board President. My designee or I may select a general officer other than the FY21 RA Accession Board President to serve as the Board.

3. General.

a. The Board will consider all applicants who request a new appointment in the JAGC in the RA. The primary consideration of the Board will be the needs of the JAGC when recommending applicants for appointment. The Board will determine which applicants are qualified for RA appointment in the JAGC. The Board will use a "yes/no" voting format. Applicants recommended for appointment will be voted as "yes," while applicants not recommended for appointment will be voted as "no."

b. The Board will convene whenever there are applicants eligible for consideration during FY21. Once the Judge Advocate Recruiting Office receives a complete application, the Board will meet as soon as practical but no later than 30 days after receiving the complete application.

c. Enclosure 1 contains administrative instructions and procedures and specifies the oaths for the Board and the recorder.

d. Enclosure 2 contains additional guidance on the factors the Board is to consider in the selection process. This enclosure also contains guidance for ensuring equal opportunity for all applicants.

e. The Judge Advocate Recruiting Office will furnish applicant files to the Board and will provide all administrative support.

f. I have selected you to serve on this Board because I have confidence in your ability to recognize applicants who have proven performance and continued potential as future Army leaders and attorneys. Bear in mind the serious nature of your duties and your obligation to ensure that these proceedings remain above reproach. The oath you will take obliges you to ensure that all applicants are considered without prejudice or partiality. You will adhere to that oath, governing laws, directives, regulations, and this Memorandum of Instruction when selecting applicants who meet the needs of the Army, as outlined here. Your failure to do so may constitute cause for removal.

g. If you believe you cannot, in good conscience, perform your duties as the Board without prejudice or partiality, you have a duty to request relief by me from board membership. At my discretion, such a request may be honored.

4. Restrictions.

a. Recommendations of the Board are "For Official Use Only" until the proper authority releases the results. Upon adjournment, the Board is encouraged to familiarize other officers with board procedures in general. However, the Board will not disclose, for any reason, specific details of the Board proceedings pertaining to the selection or non-selection of individual applicants, whether recorded or unrecorded.

b. Board membership will not be revealed until the Board adjourns.

c. The Board's recommendations are advisory. I will make the final decision on selection of applicants for a new appointment in the JAGC in the RA.

(b)(6)

Encls

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

FISCAL YEAR 2021 JUDGE ADVOCATE RETURN TO REGULAR ARMY ACCESSION BOARD, JUDGE ADVOCATE GENERAL'S CORPS ADMINISTRATIVE INSTRUCTIONS

1. **Eligibility**. The board recorder will furnish the Board with the names and files of the applicants eligible for consideration. Applicants recommended for a new appointment to the Judge Advocate General's Corps (JAGC) in the Regular Army (RA) must meet the following qualifications at the time of appointment:

a. **Status**. Have been a Judge Advocate (JA) previously discharged from the RA under honorable conditions. A former RA JA is not eligible for consideration if the applicant was separated from the RA by reason of being twice non-selected for promotion to a higher grade pursuant to 10 USC § 632 and AR 600-8-24, paragraph 5-9. Eligible candidates are applicants who are former JAs separated under honorable conditions from the RA in the grade of captain, major, or lieutenant colonel;

b. **Age**. Be able to complete 20 years of active commissioned service before their 62nd birthday. In appropriate circumstances, The Judge Advocate General (TJAG) may waive this requirement;

c. **Appointment**. Be eligible for a new RA appointment;

d. **Prior Service**. Have fulfilled their first Active Duty service obligation in the JAGC;

e. **Citizenship**. Be a citizen of the United States;

f. **Character**. Be of high moral character;

g. **Leadership Ability**. Possess clear leadership potential and interpersonal tact;

h. **Physical Fitness**. Meet the standards of Army Regulation (AR) 40-501, Standards of Medical Fitness, and AR 600-9, The Army Body Composition Program;

i. **Personnel Security Requirements**. Have, at a minimum, a SECRET security clearance before receiving an appointment, or have initiated a National Agency Check with Local Agency Check and Credit Check at the time of appointment;

j. **Law Degree**. Have earned a J.D. degree from a law school accredited by the American Bar Association at the time the applicant received the degree; and

k. **Bar Admission**. Be admitted to practice and be in good standing with the licensing authority admitting the individual to the practice of law before the highest court of a State, Territory, Commonwealth, or the District of Columbia.

2. **Oaths**.

a. The Board shall administer the following oath or affirmation to the recorder:

Do you, *[state the recorder's name]*, solemnly swear (or affirm) that you will keep a true record of the proceedings of this Board, and further, that you will not divulge the proceedings or results thereof pertaining to the selection or non-selection of individual applicants except to the proper authority?

b. The recorder shall administer the following oath or affirmation to the Board:

Do you, *[state the Board member's name]*, solemnly swear (or affirm) that you will, without prejudice or partiality, and having in view both the special needs and the efficiency of the Army, perform the duties imposed upon you, and further, that you will not divulge the proceedings or results thereof pertaining to the selection or non-selection of individual applicants except to the proper authority?

3. **Information Considered**.

a. The Board will consider the following information submitted by each applicant:

(1) All transcripts of undergraduate, graduate, and law school studies;

(2) A certificate or statement from the clerk of a State, Territory, Commonwealth, or the District of Columbia showing admission to practice and standing before the bar;

(3) Application for appointment in the JAGC;

(4) Record of current and prior military service, including DD Form 214(s), copies of all officer evaluation reports and academic evaluation reports, and a current record brief and statement of retirement points (DA Form 5016 (USAR) or NGB Form 23B)) (if applicable);

(5) A statement or resume reflecting all full-time and part-time work experience (legal and non-legal);

(6) A statement of interest, objectives, and motivation for applying for a new RA appointment in the JAGC;

(7) Up to three letters of recommendation (optional);

(8) Legal writing sample (optional); and

(9) Other information submitted by the applicant and relevant to that applicant's qualifications for RA appointment in the JAGC.

b. The board recorder will provide each board member a complete copy of the administrative instructions. The Board will also receive a copy of the height and weight table from AR 600-9, The Army Body Composition Program.

4. **Procedures**. The board may be held in person or by remote/virtual means. Applicants whose files are deemed complete by the Judge Advocate Recruiting Office (JARO) will be made available for board review. The consideration of applicants will follow a three-step process:

a. Step 1 – Familiarization: The board recorder will provide the Board with sample files for a practice vote. These files will be voted in accordance with the voting procedures discussed in Step 2, below. The purpose of a practice vote is to allow the Board to become familiar with the contents and organization of applicant files and voting procedures. If the Board has previous experience serving on a JARO selection board, this step may be omitted.

b. Step 2 – Voting:

(1) The Board will determine whether to recommend an applicant for RA appointment in the JAGC. The Board will determine by a "yes/no" recommendation whether, after reviewing the file, in accordance with the guidance outlined herein, the applicant should be recommended for appointment.

(2) The Board may reconsider and revote an individual applicant's file at any time before adjournment. The board recorder will assist the Board in conducting conduct the revote.

(3) The board recorder will furnish two lists: (1) all applicants who are recommended for appointment, and (2) all applicants not recommended for appointment.

c. Step 3 – Recommendations/Reports and Certification:

(1) After voting is complete, the recorder will produce two lists: one list of all recommended applicants, and a second list of all applicants not recommended. The lists will be forwarded to TJAG with recommendations for appointment in the JAGC in the RA and non-selection, respectively.

(2) Certification. The Board will attest to the following certificate:

The Board hereby certifies that, to the best of his/her knowledge, the Board complied with the MOI, that he/she was not subject to or aware of any censure, reprimand, or admonishment resulting from the recommendation of the Board or its exercise of any lawful function within the Board's authorized discretion; that he/she was not subject to or aware of any attempt to coerce or influence improperly any action in the formulation of the Board's recommendations; and that he/she was not a party to, or aware of, any attempt at unauthorized communications.

The Board, acting under oath and having in view the special needs and the efficiency of the Army, has carefully considered the record of every applicant whose name was furnished to it as specified in the MOI. In the opinion of the Board, the applicants named in the Enclosure are qualified to meet the needs of the Army, as specified in the MOI furnished to the Board by TJAG, and are hereby recommended for appointment to the JAGC in the RA.

5. **Instructions Concerning Communications and Information**.

a. Each of you (Board, recorder, and administrative support personnel) is responsible for maintaining the integrity of this selection board, and to foster the careful consideration, without prejudice or partiality, of all eligible applicants.

b. You may not receive, initiate, or participate in communications or discussions involving information that is not presented in each application, any information beyond what is provided to the Board, and any information communicated to you by the individual under consideration. In your deliberations, you may not discuss any matters precluded by law, Army regulations, or this MOI.

c. The Board may not use personal knowledge in its deliberations. If a board member has personal knowledge of an applicant that is not documented in the file provided to the Board, and the board member feels the information is of great significance, then the board member will summarize the information in writing and provide it in a sealed envelope to the board recorder. The board recorder will seek guidance from the proper authority.

FISCAL YEAR 2021 JUDGE ADVOCATE RETURN TO REGULAR ARMY ACCESSION BOARD, JUDGE ADVOCATE GENERAL'S CORPS ADDITIONAL GUIDANCE

1. **General**.

a. The applicants you recommend for selection will rejoin our Regiment and become the Judge Advocate General's Corps (JAGC) of the future. Your goal, therefore, is to select former Judge Advocates with proven performance and continued outstanding potential as Soldier-lawyers.

b. In analyzing individual records to determine whether an applicant is qualified for selection, the Board should consider the following factors. No single factor is overriding; however, non-selection may be based on a demonstrated lack of integrity, moral turpitude, or professional ineptitude.

(1) **Prior Regular Army (RA) JAGC Performance**. The JAGC needs Judge Advocates who are capable of being servant leaders and expert and versatile attorneys who provide principled counsel. You should carefully examine each applicant's officer evaluation reports to assess the applicant's performance and suitability for a new Regular Army (RA) appointment in the JAGC.

(2) **Post-JAGC Employment**. Each applicant has submitted a resume detailing his or her work experience since leaving the JAGC. This information is frequently supplemented by letters of recommendation from individuals who have had the opportunity to observe and evaluate the applicant's work performance. Pay particular attention to each applicant's experience and letters of recommendation addressing the time since the applicant's separation from the RA. You should carefully examine this information to assess initiative, legal and analytical skills, judgment, and level of maturity.

(3) **Intellect**. Judge Advocates must be intelligent enough to practice competently in our diverse legal functions. Academic achievement can be a strong indicator of intellect. In addition, academic success is often an indicator of self-discipline, grit, and maturity—all attributes necessary for a successful Judge Advocate. Grading systems, however, vary greatly among academic institutions, and you must exercise great care when evaluating and comparing the academic records of applicants.

(4) **Interpersonal Skills**. Judge Advocates must possess the ability to understand and work effectively with service members and civilians of all ranks, grades, and backgrounds.

(5) **Physical Readiness**. Judge Advocates must maintain a high level of physical readiness in order to meet mission requirements. Physical fitness is therefore an important indicator of an applicant's suitability for Army service. The Board will consider general physical condition and potential to comply with the standards of Army

Regulation 600-9, The Army Body Composition Program, in evaluating an applicant's potential for Army service. The Board may properly give a low score to applicants who fail to meet the Army's body composition standards.

(6) **Character and Leadership Ability**. Army leaders and attorneys must possess the highest character. Judge Advocates must embody the Army Values: loyalty, duty, respect, selfless service, honor, integrity, and personal courage. In particular, honor and integrity are the bedrock of our dual professions. Soldiers and noncommissioned officers must be able to trust their officers. Accordingly, you should select only those applicants whose records demonstrate an uncompromising commitment to these values.

(7) **Communication Skills**. Judge Advocates must be effective communicators in person and in writing—precise, persuasive, and tactful.

(8) **Involvement in Civic Activities**. Participation and achievement in civic activities is a strong indication of initiative and leadership capacity. Non-participation in such activities, should not, however, operate against an applicant's interest when gainful employment has denied the applicant the opportunity to engage in these activities.

2. **Derogatory Information**. The Board must independently evaluate and weigh derogatory information presented to the Board. The Board should evaluate indications of disciplinary action relative to an individual's overall record and potential, while, at the same time, considering the seriousness of the offense. Accordingly, the Board should use care in assessing the weight placed on one incident, which may be atypical of an otherwise outstanding record.

3. **Prior Non-Selection**. Prior non-selection by an accession board will not be considered a reason for non-selection by a subsequent accession board. The Board must make an independent evaluation on the basis of the applicant's record as compared with other applicants considered by the Board.

4. **Equal Opportunity**. Effective leaders understand that organizational success depends on the ability of people of all backgrounds to work together. Select individuals who create and maintain an inclusive environment where individual attributes are recognized, accepted, and most importantly, valued, regardless of race, color, national origin, religion, sex (including gender identity), or sexual orientation. You must strictly avoid consideration of any factors other than merit and ability, as specified elsewhere in this MOI, in selecting only the best qualified candidates. This guidance shall not be interpreted as requiring or authorizing you to extend any preference of any sort to any individual or group of individuals on the basis of race, color, national origin, religion, sex (including gender identity), and sexual orientation.

AMERICA'S ARMY:
Globally Responsive, Regionally Engaged

FY21 Summer Intern Board

Applications / Selection Rate

	Applications Considered	Primary Selects	Selection Rate
FY21	179	72	40.2%
FY20	221	75	33.9%
FY19	219	71	32.4%
FY18	243	72	29.6%
FY17	280	70	25%

Academic Profiles

FY21

LSAT (Applicants)
- High/Low: 176 / 131
- Average: 154.8

LSAT (Selects)
- High/Low: 176 / 149
- Average: 157.9

Undergrad GPA (Avg.)
- Applicants: 3.46
- Selects: 3.68

FY20

LSAT (Applicants)
- High/Low: 175 / 128
- Average: 155.5

LSAT (Selects)
- High/Low: 175 / 143
- Average: 157.7

Undergrad GPA (Avg.)
- Applicants: 3.14
- Selects: 3.62

Trends and Takeaways

- **Applications dropped substantially (19%)**
  - Large-scale postponement of on-campus interviews until spring
- **Slight improvement in academic profile of selects**
  - 14% primary selects from T-14 schools, 11% in FY20
- **Ed Delay applicants underperformed**
  - 3 of 10 were primary selects (5 of 8 in FY20)
- **Diversity Trends**
  - Selects less diverse than FY20 (8.8% fewer nonwhites; only two nonwhite primary selects, at least 10 in FY20)
  - Only 2 applications from HBCUs, none selected. Down from 7/0 in FY20
  - Hispanic selection rate increased slightly

Diversity

Race / Ethnicity

	Applicants	Primary Selects	Law Students (2019)	Army Officers	JAs
African-American	7.3%	1.4%	7.8%	11%	7%
Asian/Pacific Islander	2.2%	1.4%	6.3%	7%	6%
Caucasian	82.7%	94.4%	62%	71%	80%
Hispanic	19%	9.7%	12.7%	8%	4%
Native American	2.2%	0%	Not reported	Not reported	<1%
Multiracial (Other)	5%	1.4%	4%	3%	3%

Gender

	Applicants	Primary Selects	Law Students (2019)	Army Officers	JAs
Female	40.8%	40.3%	52%	18%	29%
Male	59.2%	59.7%	48%	82%	71%

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

19 FEB 21

DAJA-ZA

MEMORANDUM FOR President and Members of the Fiscal Year 2021 Judge Advocate General's Corps 1L Intern Program Selection Board

SUBJECT: Memorandum of Instruction for the Fiscal Year 2021 Judge Advocate General's Corps 1L Intern Program Selection Board

1. Authority. The Fiscal Year 2021 (FY21) Judge Advocate General's Corps (JAGC) 1L Intern Program Selection Board is appointed pursuant to Judge Advocate Legal Services Publication 1-1, Personnel Policies, paragraph 2-2, to recommend applicants for selection as 1L summer interns for temporary civilian employment in JAGC legal offices. The FY21 Intern Program Selection Board will be held from 15-17 May 2021.

2. Membership. The board will consist of five voting members: a general officer as president and four members comprised of field grade and company grade officers. The board will include at least one female and one minority member. My designee, or I, will appoint the board members, and may select individuals other than those recommended to serve on the board. Board membership will be provided under separate cover. The Chief, Judge Advocate Recruiting Office (JARO), is delegated authority to excuse board members and appoint alternates if exceptional circumstances exist.

3. General.

a. The board will determine which applicants are qualified for a summer internship and which are not. The board members will score each applicant to create an order of merit list (OML) (see enclosed Administrative Instructions and Additional Guidance), and those who rank highest on the list will be considered best qualified. The board will also provide a list of those applicants deemed unqualified.

b. The board will convene at a time set by the board president. The board president has no authority to constrain the board from recommending for appointment those applicants the majority of the board determines to be qualified as defined in this Memorandum of Instruction (MOI) and enclosures.

c. Enclosure 1 contains administrative instructions and procedures and specifies the oaths for the board members and the recorder.

d. Enclosure 2 contains guidance on the factors the board is to consider in the selection process. This enclosure also contains guidance for ensuring equal opportunity for all applicants.

e. The Judge Advocate Recruiting Office will furnish applicants' files to the board and will provide all administrative support.

f. I have selected each of you because I have confidence in your ability to recognize applicants with the strongest potential as future Army leaders and attorneys. Bear in mind the serious nature of your duties as a board member and your obligation to ensure these proceedings remain above reproach. The oath you will take obliges you to ensure all applicants are considered without prejudice or partiality. You will adhere to that oath, governing laws, directives, regulations, and this MOI when selecting applicants who meet the needs of the Army, as outlined here. Your failure to do so may constitute cause for removal as a member.

g. Any board member who believes he or she cannot, in good conscience, perform his or her duties as a member of the board without prejudice or partiality has a duty to request relief by me from board membership. At my discretion, such a request may be honored. Any board member who believes the integrity of the board's proceedings has been affected by improper influence or senior military or civilian authority, misconduct by the board president or a member, or any other reason, has a duty to report the basis for his or her belief to me.

4. Restrictions.

a. Recommendations of the board are "Controlled Unclassified Information" until the proper authority releases the results. Upon adjournment, board members are encouraged to familiarize other officers with board procedures in general. However, members will not disclose, for any reason, specific details of the board proceedings pertaining to the selection or non-selection of individual applicants, whether recorded or unrecorded.

b. Board membership will not be revealed until the board adjourns.

c. The board's recommendations are advisory. I will make the final decision on selection of applicants for the 1L Intern Program.

(b)(6)

Encls

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

AMERICA'S ARMY:
Globally Responsive, Regionally Engaged

FY21 RA Accessions Board

Applications / Selection Rate

	Applicants	Primary Selects	Selects + Alternates	Selection Rate (w/ Alternates)
FY21	**494**	**240**	**240**	**48.6%**
FY20	469	134	192	40.9%
FY19	512	173	242	47.3%
FY18	580	168	236	40.7%
FY17	621	186	282	45.4%

Academic Profiles

FY21

LSAT (Applicants)
- High/Low: 174 / 130
- Average: 154

LSAT (Selects)
- High/Low: 174 / 135
- Average: 156

Undergrad GPA
- Applicants: 3.32
- Selects: 3.44

FY20

LSAT (Applicants)
- High/Low: 179 / 130
- Average: 154

LSAT (Selects)
- High/Low: 177 / 133
- Average: 156

Undergrad GPA
- Applicants: 3.34
- Selects: 3.51

Trends and Takeaways

- **Applications increased by 5%, reversing a 10-year decline**
- **Applicant quality is consistent with recent boards**
- **Interns and Ed Delay officers excelled**
  - Comprised 23 out of the top 30 selects
  - 50 out of 63 FY20 interns applied and 46 (87%) were selected
  - 100% Ed Delay selection rate (11 out of 11)
- **Over 1/3 of selects are licensed attorneys, up 3% from FY20**
- **Diversity outcomes are consistent with FY20**
  - Applicants more diverse than selects

Diversity

Race						
	Applicants	**Selects**	**Law Students (2019)**	**Army Officers**	**JAs**	**Licensed Attorneys**
African-American	8.1% (-1%)	5% (-6%)	7.8%	11%	7%	5%
Asian/Pacific Islander	5.3%	4.6% (-1%)	6.3%	7%	6%	2%
White**	80.8%** (+8%)	86.3%** (+15%)	62%	71%	80%	86%
Hispanic*	13.6% (+4%)	12.5% (+3%)	12.7%	8%	4%	5%
American Indian	<1% (0)	<1% (0)	Not reported	Not reported	<1%	0%
Multiracial (Other)	3.4% (+1%)	3.8% (+2%)	4%	3%	3%	2%
Gender						
Female	32.4% (+2%)	40% (-2.5%)	52%	18%	29%	37%
Male	67.6% (-2%)	60% (+2.5%)	48%	82%	71%	63%

*Applicants were questioned separately about whether they are of Hispanic ethnicity from their race.
**Caucasian, non-Hispanic: 69% of Applicants; 75.4% of Selects.

AMERICA'S ARMY:
Globally Responsive, Regionally Engaged

FY20 Active Duty Board Overview

(b) (6) JARO

Applications / Selection Rate

	Applications Considered	Primary Selects	Selection Rate
FY20	469	134	28.6%
FY19	512	173	33.8%
FY18	580	168	28.9%
FY17	621	186	29.9%
FY16	610	179	29.3%
FY15	702	116	16.5%
FY14	827	80	9.6%

Academic Profiles

FY20

- LSAT (applicants)
  - High/Low: 179/130
  - Average: 154
- LSAT (selects)
  - High/Low: 177/133
  - Average: 156
- Undergrad GPA (Average)
  - Applicants: 3.34
  - Selects: 3.51

FY19

- LSAT (applicants)
  - High/Low: 174/130
  - Average: 154
- LSAT (selects)
  - High/Low: 169/135
  - Average: 155
- Undergrad GPA (Average)
  - Applicants: 3.36
  - Selects: 3.44

Recruiting Highlights

- Students from **171** law schools submitted applications
  - FY19: **172** law schools
- **FY20 Law Schools with Most Applicants:**

	FY20 Apps/Selects	FY19 App/Selects
Charleston	8/0	4/2
Georgetown	8/4	3/2
Pontifical Catholic U. of PR	8/2	11/1
Stetson	8/2	6/2
Suffolk	8/0	5/2
U. Of Baltimore	8/2	2/0

- **FY20 Law School with Most Selects:** George Washington (5); American University (4); Georgetown (4); Harvard (4)

Key Takeaways

- **Applicant quantity fell slightly:** 43 fewer than last year
- **Academic quality of selects slightly increased** (GPA/LSAT)
- **Intern Program remains a reliable feeder for JAGC accessions**
  - 86% of former intern applicants were primary selects in FY20 (88% in FY19)
    - 65 applicants: 56 primary selects, 1 alternate, 8 non-selects
- **Generally maintained Diversity breakdown**
  - Caucasians 8% higher portion of applicants: FY19 - 65%; FY20 - 73%
    - Roughly same selection rate: FY19 - 70%, FY20 - 71%
  - Hispanic and Asian applicants fell FY19 to FY20: Hispanics - 14% to 10%, Asians - 6% to 5%
    - Selection rate: Hispanic stayed at 10%; Asians fell from: 7% to 5%
  - African American applicants remained at 9%
    - Selection rate rose from 8% to 11%
- **ROTC Ed Delay selection rate**
  - 8 of 9 were primary selects (11 of 13 in FY19); 0 alternates; and 1 non-select

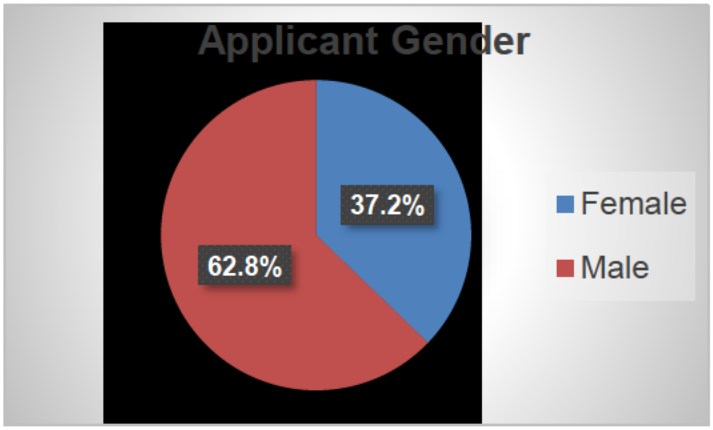
FY20 SI Applicant Demographics

LSAT

Average LSAT Score: 155.5

High LSAT Score: 175

Low LSAT Score: 128

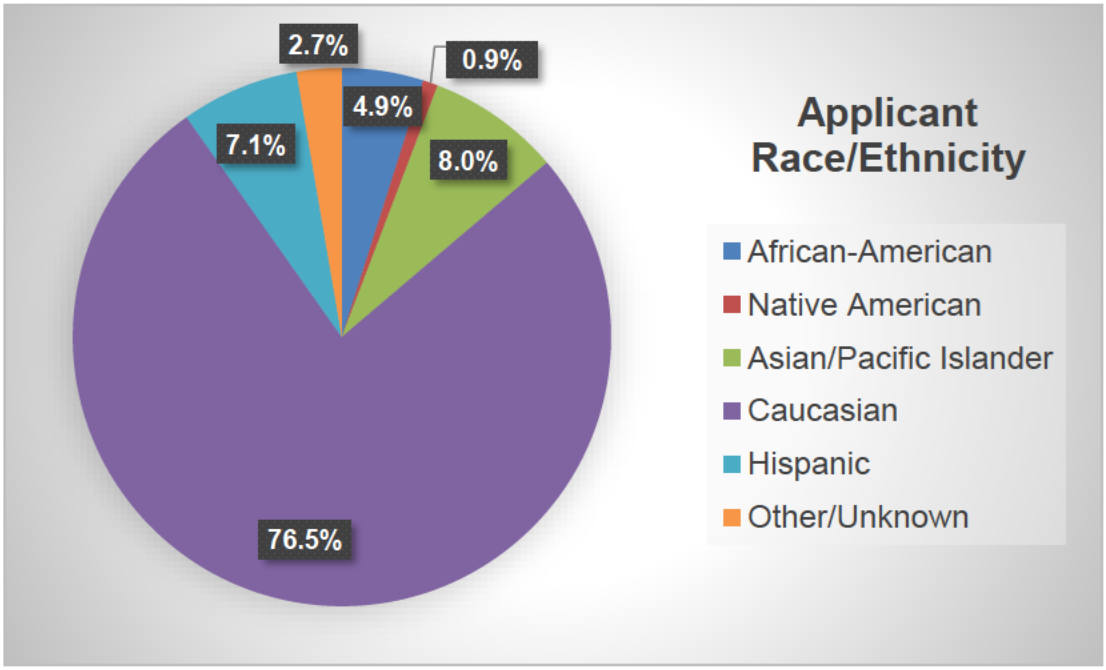


FY20 Gender		
Female	84	37.2%
Male	142	62.8%
Total	*221*	

FY19 Gender		
Female	82	37.5%
Male	137	62.5%
Total	*219*	

FY20 Race/Ethnicity		
African-American	11	4.9%
Native American	2	0.9%
Asian/Pacific Islander	18	8.0%
Caucasian	173	76.5%
Hispanic	16	7.1%
Other/Unknown	6	2.7%
Total	*226*	

FY19 Race/Ethnicity		
African-American	21	9.5%
Native American	0	0%
Asian/Pacific Islander	13	5.9%
Caucasian	154	70.3%
Hispanic	25	11.4%
Other/Unknown	6	2.7%
Total	*219*	

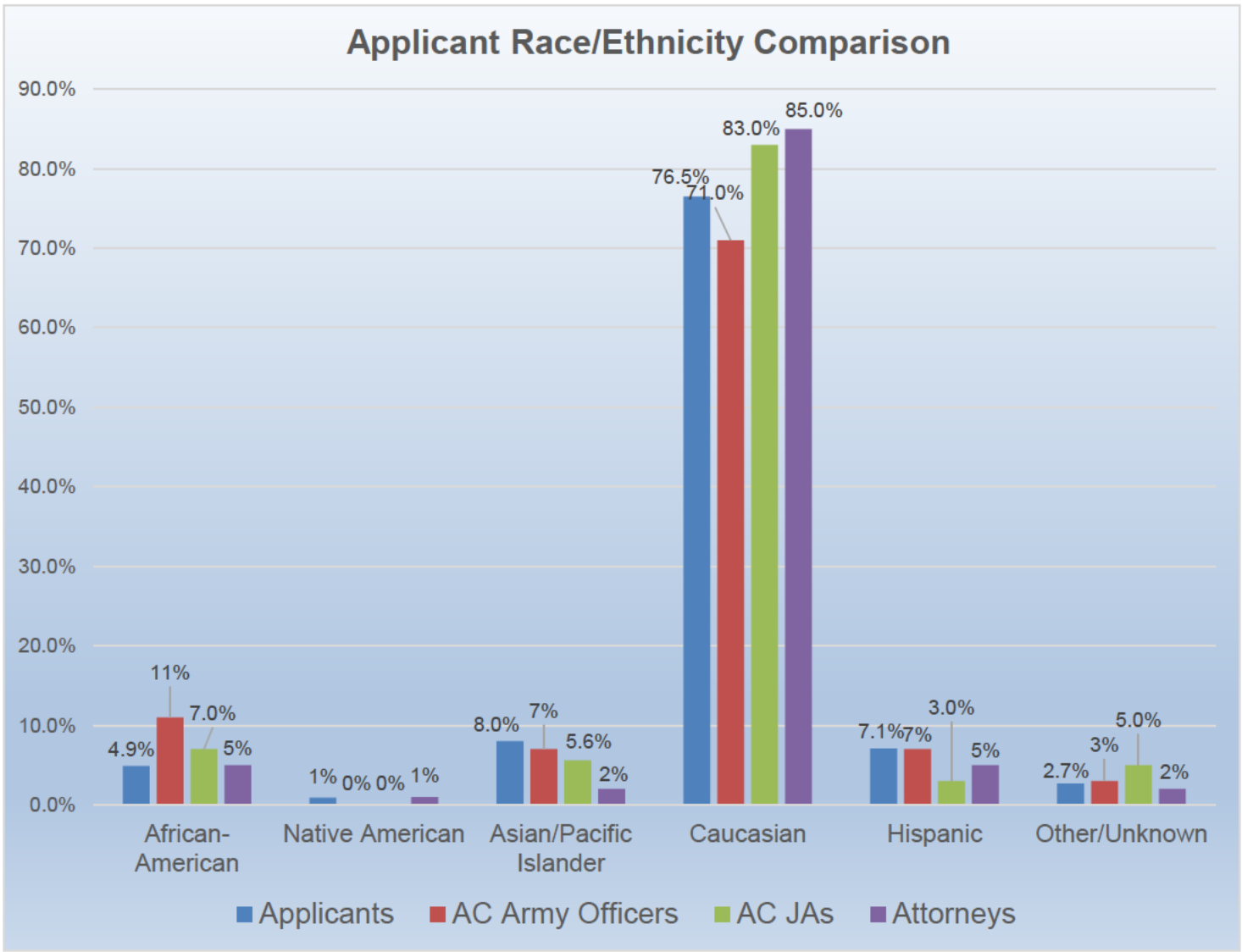


ENCLOSURE 3

Race/Ethnicity Comparison

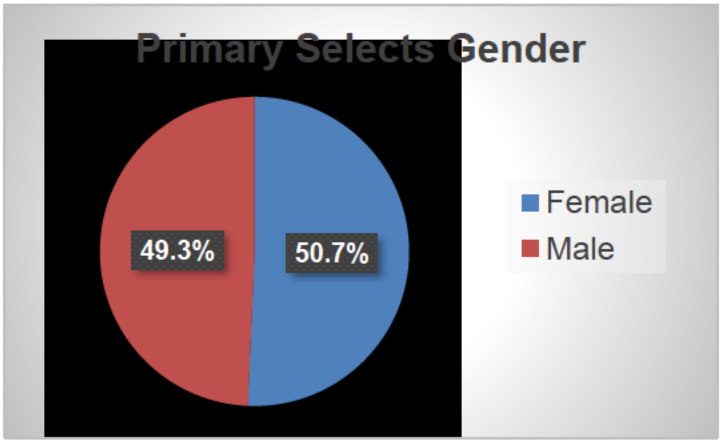
	Applicants	AC Army Officers	AC JAs	Licensed Attorneys*
African-American	4.9%	11%	7%	5%
Native American	0.9%	<1.0%	<1.0%	1%
Asian/Pacific Islander	8.0%	7%	6%	2%
Caucasian	76.5%	71%	83%	85%
Hispanic	7.1%	7%	3%	5%
Other/Unknown	2.7%	3%	5%	2%

*Demographics for all licensed attorneys as compiled by the ABA.



FY20 SI Selects Demographics

PRIMARY SELECTS – 75



LSAT

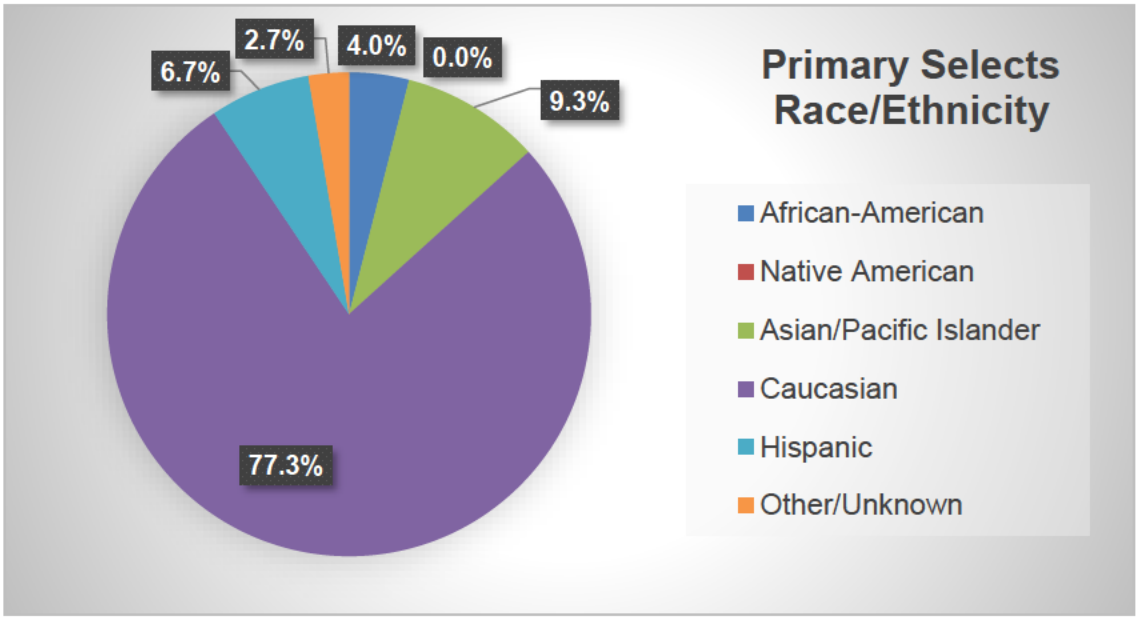
Average LSAT Score: 157.7
High LSAT Score: 175
Low LSAT Score: 143

FY20 Gender		
Female	38	50.7%
Male	37	49.3%
Total	*75*	

FY19 Gender		
Female	33	46.4%
Male	38	53.5%
Total	*71*	

FY20 Race/Ethnicity		
African-American	3	4%
Native American	0	0%
Asian/Pacific Islander	7	9.3%
Caucasian	58	77.3%
Hispanic	5	6.7%
Other/Unknown	2	2.7%
Total	*75*	

FY19 Race/Ethnicity		
African-American	7	9.9%
Native American	0	0%
Asian/Pacific Islander	5	7%
Caucasian	52	73.2%
Hispanic	6	8.5%
Other/Unknown	1	1.4%
Total	*71*	

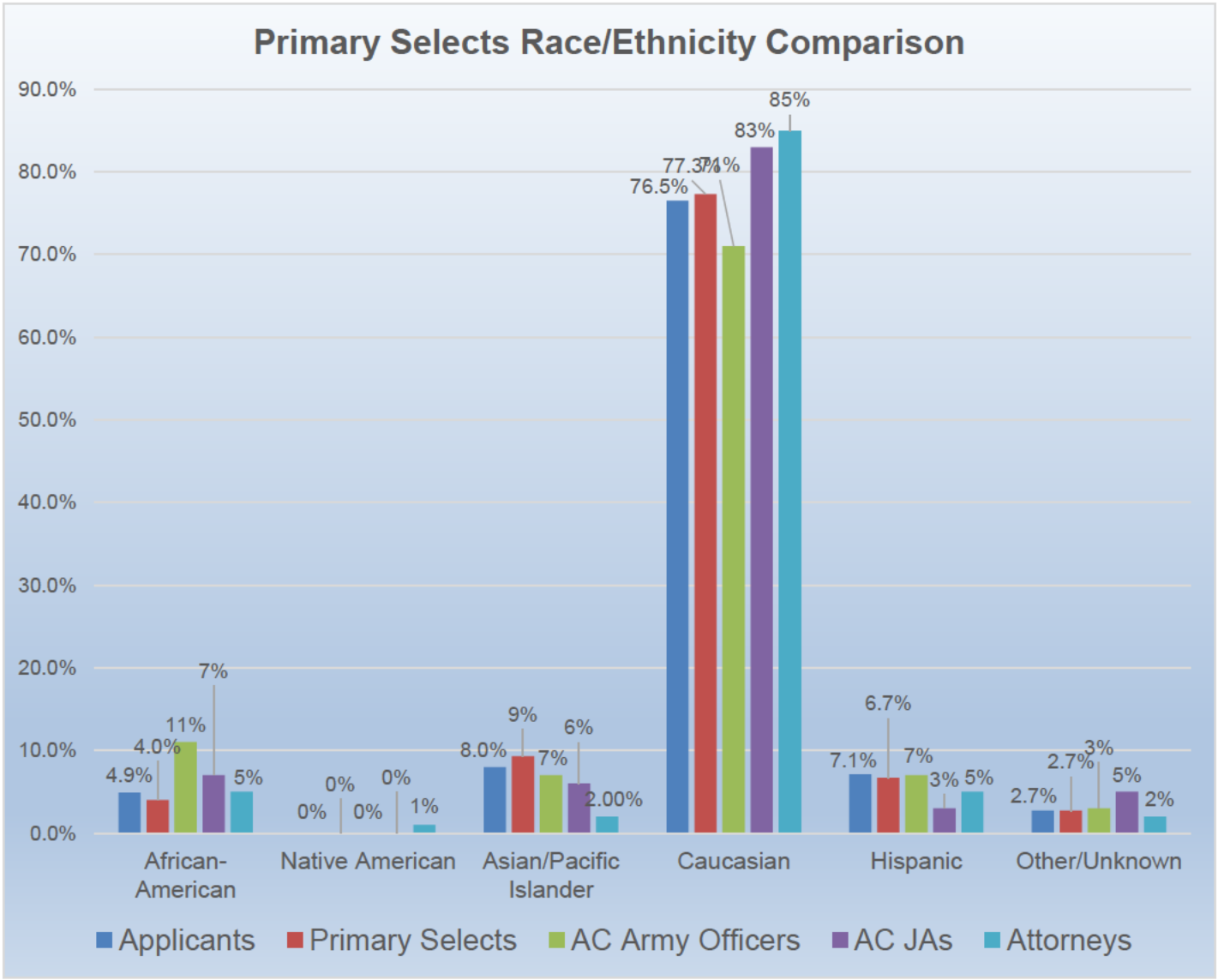


ENCLOSURE 4

Race/Ethnicity Comparison

	Applicants	Primary Selects	AC Army Officers	AC JAs	Licensed Attorneys*
African-American	4.9%	4%	11%	7%	5%
Native American	0.9%	0%	0%	<1%	1%
Asian/Pacific Islander	8%	9.3%	7%	6%	2%
Caucasian	76.5%	77.3%	71%	83%	85%
Hispanic	7.1%	6.7%	7%	3%	5%
Other/Unknown	2.7%	2.7%	3%	5%	2%

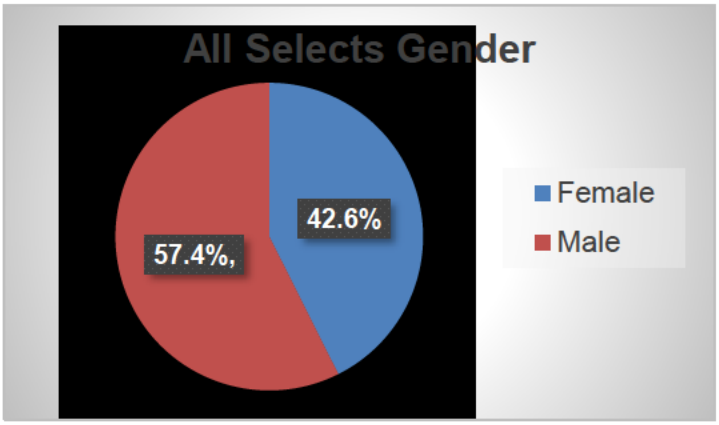
*Demographics for all licensed attorneys as compiled by the ABA.



ALL SELECTS (PRIMARY AND ALTERNATE) – 108

LSAT

Average LSAT Score: 156.8
High LSAT Score: 175
Low LSAT Score: 128



FY20 Gender

Female	46	42.6%
Male	62	57.4%
Total	*108*	

FY19 Gender

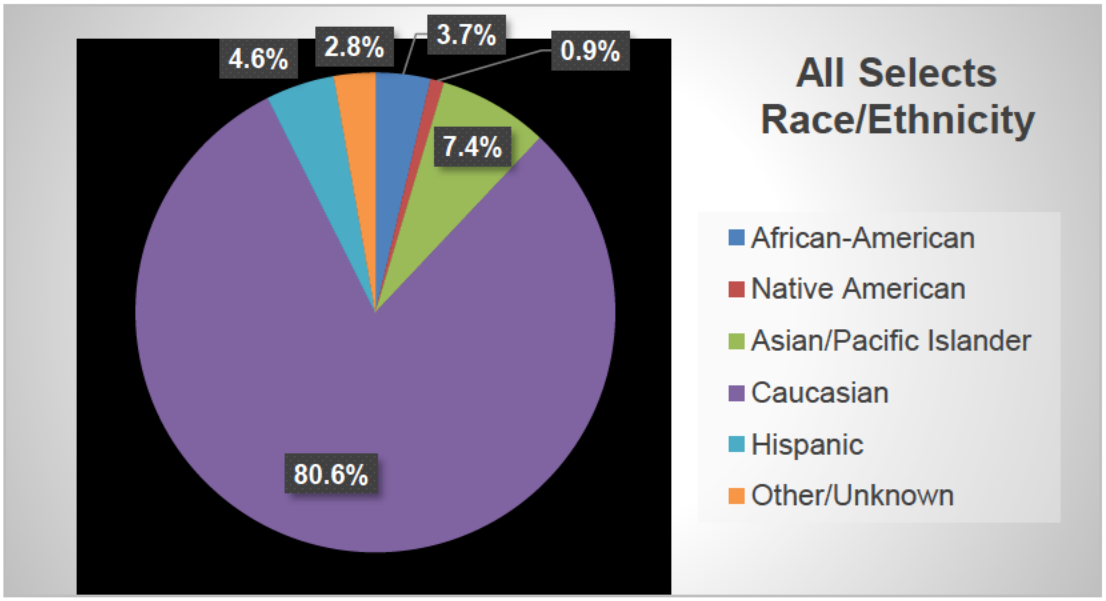
Female	43	41.7%
Male	60	58.3%
Total	*103*	

FY20 Race/Ethnicity

African-American	4	3.7%
Native American	1	0.009%
Asian/Pacific Islander	8	7.4%
Caucasian	87	80.6%
Hispanic	5	4.6%
Other/Unknown	3	2.8%
Total	*108*	

FY18 Race/Ethnicity

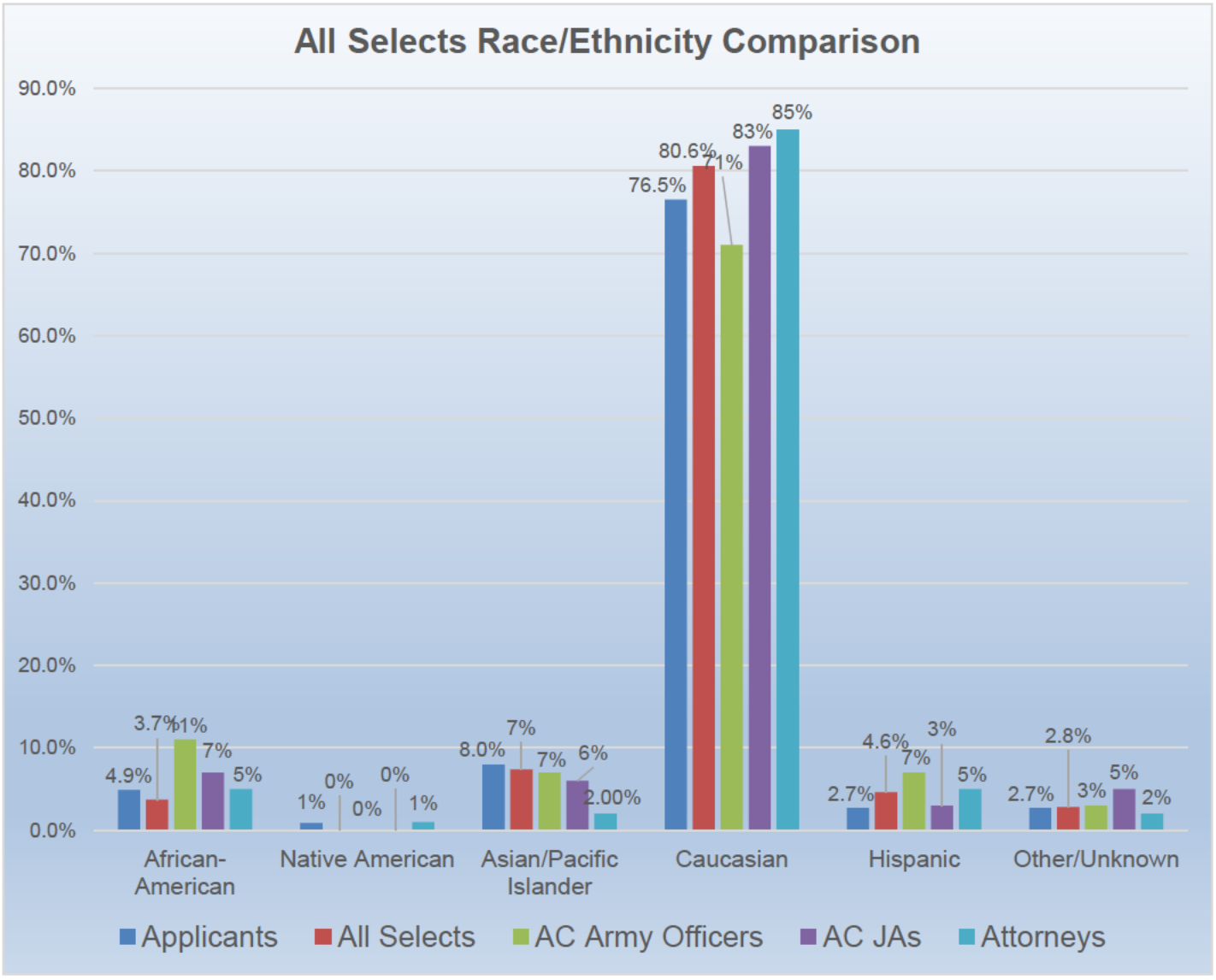
African-American	7	6.8%
Native American	0	0%
Asian/Pacific Islander	6	5.8%
Caucasian	78	75.7%
Hispanic	11	10.7%
Other/Unknown	1	0.009%
Total	*103*	



Race/Ethnicity Comparison

	Applicants	All Selects	AC Army Officers	AC JAs	Licensed Attorneys*
African-American	4.9%	3.7%	11%	7%	5%
Native American	0.9%	0.009%	0%	<1.0%	1%
Asian/Pacific Islander	8%	7.4%	7%	6%	2.0%
Caucasian	76.5%	80.6%	71%	83%	85%
Hispanic	2.7%	4.6%	7%	3%	5%
Other/Unknown	2.7%	2.8%	3%	5%	2%

*Demographics for all licensed attorneys as compiled by the ABA.



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

DAJA-ZA

23 September 2019

MEMORANDUM FOR President and Members of the Fiscal Year 2020 Judge Advocate General's Corps Intern Program Selection Board

SUBJECT: Memorandum of Instruction for the Fiscal Year 2020 Judge Advocate General's Corps Intern Program Selection Board

1. Authority. The Fiscal Year 2020 (FY20) Judge Advocate General's Corps (JAGC) Intern Program Selection Board is appointed pursuant to Judge Advocate Legal Services Publication 1-1, Personnel Policies, paragraph 2-2, to recommend applicants for selection as 2L summer interns for temporary civilian employment in JAGC offices throughout the United States and overseas. The FY20 Intern Program Selection Board will be held from 28 October to 7 November 2019.

2. Membership. The Board will consist of five voting members: a general officer as president and four members comprised of field grade and company grade officers. The Board will include at least one female and one minority board member. My designee or I will appoint the Board members, and may select individuals other than those recommended to serve on the Board. Board membership will be provided under separate cover.

3. General.

a. The Board will determine which applicants are best qualified for a summer internship. The board members will score each applicant to create an order of merit list (OML) (see enclosed Administrative Instructions and Guidance), and those that rank highest on the list will be considered "best qualified."

b. The Board will convene at a time set by the board president. The board president has no authority to constrain the Board from recommending for appointment those applicants whom the majority of the Board determines to be qualified as defined in this Memorandum of Instruction (MOI) and enclosures.

c. Enclosure 1 contains administrative instructions and procedures and specifies the oaths for the board members and the recorder.

d. Enclosure 2 contains guidance on the factors the Board is to consider in the selection process. This enclosure also contains guidance for ensuring equal opportunity for all applicants.

e. The Judge Advocate Recruiting Office will furnish the files of considered applicants to the Board and will provide all administrative support.

f. Each of you has been selected to serve on this board because I have confidence in your ability to recognize those applicants who will make the greatest contribution as future Army leaders. Bear in mind the serious nature of your duties as a board member and your obligation to ensure these proceedings remain above reproach. The oath you will take obliges you to ensure all eligible applicants are considered without prejudice or partiality. You will adhere to that oath, governing laws, directives, regulations, and this MOI when selecting applicants who meet the needs of the Army, as outlined here. Your failure to do so may constitute cause for removal as a member.

g. Any board member who believes he or she cannot, in good conscience, perform his or her duties as a member of the Board without prejudice or partiality has a duty to request relief by me from board membership. At my discretion, such a request may be honored. Any board member who believes the integrity of the Board's proceedings has been affected by improper influence or senior military or civilian authority, misconduct by the board president or a member, or any other reason, has a duty to report the basis for his or her belief to me.

4. Restrictions.

a. Recommendations of the Board are "For Official Use Only" until the proper authority releases the results. Upon adjournment, board members are encouraged to familiarize other officers with board procedures in general. However, members will not disclose, for any reason, specific details of the Board proceedings pertaining to the selection or non-selection of individual applicants, whether recorded or unrecorded.

b. Board membership will not be revealed until the Board adjourns.

c. The Board's recommendations are advisory. I will make the final decision on selection of applicants for the Intern Program.

(b)(6)

Encls

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

FISCAL YEAR 2020 JUDGE ADVOCATE GENERAL'S CORPS
INTERN PROGRAM SELECTION BOARD ADMINISTRATIVE INSTRUCTIONS

1. **Eligibility**. The board recorder will furnish the Board with electronic files of the applicants eligible for consideration. Applicants recommended for a summer internship position must meet the following qualifications at the time of consideration by the Board:

a. **Age**. No age requirements.

b. **Citizenship and Personnel Security Requirements**. United States citizenship is required. Applicants must be eligible for federal civilian employment and able to pass a background investigation at the time of hiring.

c. **Character**. Be of high moral character.

d. **Leadership Ability and Interpersonal Skills**. Have the ability to deal effectively with people and demonstrated leadership potential.

e. **Physical Fitness**. There are no physical fitness requirements for summer interns.

f. **Law School**. Be a student at a law school accredited by the American Bar Association.

g. **Availability**. Be available to complete the internship during the summer between their second and third year of law school.

2. **Oaths**.

a. The board president will administer the following oath or affirmation to the recorder:

Do you, *[state the recorder's name]*, solemnly swear (or affirm) that you will keep a true record of the proceedings of this Board, and further that you will not divulge the proceedings or results thereof pertaining to the selection or non-selection of individuals except to the proper authorities?

b. The board recorder will administer the following oath or affirmation to each member of the Board:

Do you, *[state the board members' names]*, solemnly swear (or affirm) that you will, without prejudice or partiality, perform the duties imposed upon you, and further, that you will not divulge the proceedings or results thereof pertaining to the selection or non-selection of individuals except to proper authority?

3. **Information Considered**.

a. The Board will consider applicants' electronic files, including:

(1) Transcripts of undergraduate, graduate, and law studies;

(2) Application for the Intern Program;

(3) Record of prior military service (if applicable), including DD Form 214 and copies of all enlisted or officer evaluation reports;

(4) A statement or resume of all full-time and part-time work experience (both legal and non-legal);

(5) A statement of interest, objectives, and motivation for applying for a summer internship with the JAGC;

(6) A Field Screening Officer's Report of Interview;

(7) Letters of recommendation (optional);

(8) Legal writing sample (optional); and

(9) Other information submitted by the applicant and relevant to that applicant's qualifications for a summer internship.

b. The board recorder will provide each board member a complete copy of the administrative instructions. In addition, the recorder will brief the Board on administrative matters, to include an explanation of the Law School Admission Test (LSAT) scoring system. Upon the Board's request, the recorder may furnish the Board with information regarding the U.S. News & World Report's current law school rankings data.

4. **Procedures**. Applicants whose files are designated complete by the board recorder will be deemed ready for board review. The consideration of applicants will follow a three-step process:

a. Step 1 – Familiarization: The board recorder will provide the Board with sample files for a practice vote. These files will be voted in accordance with the voting procedures discussed in Step 2, below. The purpose of a practice vote is to allow board members to become familiar with the contents and organization of applicant files and voting procedures.

b. Step 2–Voting:

(1) Each board member will determine which applicants are qualified and which are unqualified. Applicants deemed qualified are given a score of 2-10 (2 is the lowest and 10 is the highest). Those scoring the highest are deemed "best qualified." Unqualified applicants are given a score of 1. "Unqualified" means a failure to meet eligibility criteria, as listed in paragraph 1, above.

(2) Any board member may, at his or her discretion, reconsider and revote an individual applicant's file at any time before adjournment. The board recorder will assist any board member seeking to conduct a revote.

(3) The board recorder will produce an order of merit list (OML) by listing all qualified applicants sequentially from highest score to lowest score. The Board will recommend the OML as its list of selectees, and will recommend the list of unqualified applicants as non-selects.

(4) In the event a tiebreaker is required to determine a cut-off line for the OML, the board recorder will administratively create a group of only those applicants who received identical scores. Board members will revote those applicants, and a new revote OML will be compiled. A decimal point reflecting the new OML will be added to the original OML score to indicate the best qualified applicants within the revote population.

c. Step 3 – Recommendations/Reports and Certification:

(1) After voting is complete, the recorder will produce two lists: one list of all qualified applicants and a second list of all unqualified applicants. The lists will be forwarded to TJAG with recommendations for selection in the intern program and non-selection, respectively.

(2) The Board will conduct a review of the board proceedings and draft an after-action report (AAR). The AAR will highlight the members' collective observations, concerns, and recommendations regarding the selection process. TJAG may ask the board president to address specific questions in the AAR. The board recorder will provide the questions and a sample format. The board president may include additional observations or recommendations on issues not addressed in TJAG's questions. The Board may modify the format of the report to record the Board's comments in a concise, logical manner.

(3) Certification. Each member of the Board will attest to the following certification:

The board president, board members, and board recorders hereby certify that, to the best of their knowledge, the Board complied with the Memorandum of Instruction (MOI), they were not subject to or aware of any censure, reprimand, or admonishment resulting

from the recommendation of the Board or its exercise of any lawful function within the Board's authorized discretion; they were not subject to or aware of any attempt to coerce or influence improperly any action in the formulation of the Board's recommendations; and they were not a party to, or aware of, any attempt at unauthorized communications.

The Board, acting under oath and having in view the special needs and the efficiency of the Army, has carefully considered the record of every applicant whose name was furnished to it as specified in the MOI. In the opinion of a majority of the members of the Board, the applicants named in the Enclosure are qualified to meet the needs of the Army, as specified in the MOI furnished to the Board by TJAG, and are hereby recommended for selection as summer interns.

5. **Instructions Concerning Communications and Information**.

a. Each of you (president, board members, recorder, and administrative support personnel) is responsible for maintaining the integrity and independence of this advisory board, and to foster the careful consideration, without prejudice or partiality, of all eligible applicants.

b. You may not receive, initiate, or participate in communications or discussions involving information that is not presented in each application, any information beyond what is provided to the Board, and any information communicated to you by the individual under consideration. In your deliberations, you may not discuss any matters precluded by law, Army regulations, or this MOI.

c. The Board may not use personal knowledge in its deliberations. If a board member has personal knowledge of an applicant that is not documented in the file provided to the Board, and the board member feels the information is of great significance, then the board member will summarize the information in writing and provide it in a sealed envelope to the board recorder. The board recorder will seek guidance from the proper authority.

6. **Excusals**. The Chief, Judge Advocate Recruiting Office, is delegated authority to excuse board members and appoint alternates if exceptional circumstances exist.

FISCAL YEAR 2020 JUDGE ADVOCATE GENERAL'S CORPS
INTERN PROGRAM SELECTION BOARD ADDITIONAL GUIDANCE

1. **General**.

a. The Judge Advocate General's Corps Intern Program is designed to acquaint law students with the practice of law in the military and to provide them with a basis to decide whether to apply or recommend others to apply for a commission in the Corps. The Intern Program is also designed to increase visibility of the Corps throughout American Bar Association-accredited law schools.

b. Apart from basic eligibility, the Board should look for the following qualities when evaluating applicants for the Intern Program: leadership ability, scholastic aptitude, maturity, and motivation toward military service. The board policy for selection is to recommend the best qualified applicants in order of merit. Veterans' eligibility and military experience shall be considered positive factors. The analysis of individual applications should include a review of the following factors:

(1) Achievement in undergraduate education and law school;

(2) Maturity; and

(3) Legal experience.

2. **Equal Employment Opportunity**. Recommendations for selection must be based solely on merit factors. All applicants must be given equal employment opportunity without consideration of race, color, religion, sex (including gender identity), national origin, age (as defined by the Age Discrimination in Employment Act of 1967, as amended), disability, genetic information (including family medical history), pregnancy, marital status, political affiliation, or sexual orientation.

AMERICA'S ARMY:
Globally Responsive, Regionally Engaged

(b) (6)

FY20 Intern Board Overview

Applications / Selection Rate

	Applications Considered	Primary Selects	Selection Rate	Alternates
FY20	221	75	33.9%	33
FY19	219	71	32.4%	28
FY18	243	72	29.6%	23

Academic Profiles

FY20

- LSAT (applicants)
  - High/Low: 175/128
  - Average: 155.5
- LSAT (selects)
  - High/Low: 175/143
  - Average: 157.7
- Undergrad GPA (Average)
  - Applicants: 3.14
  - Selects: 3.62

FY19

- LSAT (applicants)
  - High/Low: 179/134
  - Average: 154.7
- LSAT (selects)
  - High/Low: 179/134
  - Average: 156.2
- Undergrad GPA (Average)
  - Applicants: 3.13
  - Selects: 3.57

Recruiting Highlights

- Students from 109 law schools submitted applications
- **FY20 Law Schools with Most Applicants/Selects:** Campbell Univ. (5/4), Drexel Univ. (5/4), GWU (5/4), Univ. of Georgia (5/4), Univ. of Toledo (6/4)
- **FY19 Law Schools with Most Applicants/Selects:** Georgetown (4/4), Harvard (3/4), Penn State (State College) (3/3), Stetson (7/3), Temple (3/3)
- **FY20 Top 14 Law Schools # Applicants/Selects:** Stanford (1/1), Columbia (1/1), Duke (2/2), UVA (1/1), Michigan (3/3), Georgetown (3/2)
- **FY19 Top 14 Law Schools # Applicants/Selects:** Yale (1/1), Harvard (4/3), UVA (1/2), Georgetown (4/4)

Key Takeaways

- **Applicant quantity remained consistent despite earlier deadline (1 OCT)**
- **Academic quality of selects slightly increased**
  - Average LSAT Score: 157.7; Average Undergrad GPA: 3.62
- **Intern Program remains a reliable feeder for JAGC accessions**
  - 86% of former interns were primary selects in FY20 RA board (88% in FY19)
    - 65 intern applicants: 56 primary selects, 1 alternate, and 8 non-selects
- **Mixed news on Diversity progress**
  - Applicants/selects less racially diverse than FY19, except Asian-Pacific Americans (African-American applicants/selects decreased by half; Hispanics by a third)
  - Gender diversity: remarkable consistency in gender breakdown of applicants (37.2% female; 62.8% male); and a big uptick in female primary selects (50.7%);
- **Slight decrease in ROTC Ed Delay selection rate**
  - 5 of 8 were primary selects (7 of 8 in FY19); 2 alternates; and 1 non-select
  - 3 eligible Ed Delay officers did not apply

FY20 USAR Accession Board

(30 October – 7 November 2019)



Board Members: BG Susan Escallier, (b) (6)

(b) (6)

FY20 USAR Accession Board

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FY20 USAR Board Overview

(b) (6), JARO

Applications / Selection Rate

	Applications Considered	Primary Selects	Selection Rate
FY20	417	190	45.5%
FY19	474	220	46.4%
FY18	503	182	36.1%
FY17	428	168	39.3%

Academic Profiles

FY20

- LSAT (applicants)
  - High/Low: 179/133
  - Average: 154
- LSAT (selects)
  - High/Low: 178/133
  - Average: 157
- Undergrad GPA (Average)
  - Applicants: 3.70
  - Selects: 3.89

FY19

- LSAT (applicants)
  - High/Low: 174/130
  - Average: 153
- LSAT (selects)
  - High/Low: 174/135
  - Average: 153
- Undergrad GPA (Average)
  - Applicants: 3.34
  - Selects: 3.42

Recruiting Highlights

- Students from **175** law schools submitted applications
  - FY19: **180** law schools
- **FY20 Law Schools with Most Applicants:**

	FY20 Apps/Selects	FY19 App/Selects
George Washington	9/7	13/4
U. of Baltimore	9/4	5/0
Georgetown	8/6	5/3
Charleston	8/1	2/0
American University	7/5	4/3
Catholic University of America	7/4	4/0

- **FY20 Law School with Most Selects:** George Washington (7); Georgetown (6); American University (5); William and Mary (5)

Key Takeaways

- **Army Reserve Only Applicants remained consistent: 136 (↑4 from FY19: 132)**
- **AC/RC Combined Applicants greatly decreased: 281 (↓61 from FY19: 342)**
- **Academic quality of selects substantially increased**
  - Avg. LSAT Score: 157 (FY19: 153)
  - Avg. Undergrad GPA: 3.89 (FY19: 3.42)
- **Prior interns remain highly competitive for USAR board primary selection**
  - 80% of FY19 summer interns who applied were primary selects in the FY20 USAR board (FY19: 84%)
  - 30 intern applicants: 24 primary selects, 3 alternates, and 3 non-selects
- **Mixed news on Diversity progress**
  - Applicants less racially diverse than FY19, except African Americans (Hispanic applicants decreased by ↓2.4%; Asian/Pacific Islander by ↓1.2%)
  - Hispanic selection rate remained consistent; Asian/Pacific Islander and African American rates decreased almost by ↓3%
  - Gender diversity: Breakdown of applicants remained consistent (28% female; 72% male); and a ↓9% substantial drop in female primary selects as compared to FY19

DEPARTMENT OF THE ARMY
OFFICE OF THE JUDGE ADVOCATE GENERAL
2200 ARMY PENTAGON
WASHINGTON DC 20310-0300

DAJA-ZA

MEMORANDUM FOR RECORD

SUBJECT: Decision on Recommendations of the Fiscal Year 2020 Judge Advocate General's Corps Army Reserve Selection Board

1. Reference Memorandum, JALS-RO, 7 November 2019, subject: Fiscal Year 2020 Fall United States Army Reserve Accession Board, Judge Advocate General's Corps, Certification and Recommendations.

2. The recommendations of the Fiscal Year 2020 (FY20) Judge Advocate General's Corps (JAGC) Army Reserve Selection Board are approved for the primary and alternate applicants listed in the enclosure.

3. The primary selected applicants will be offered appointment to the JAGC in the United States Army Reserve. The Chief, Judge Advocate Recruiting Office, will replace primary selected applicants with alternates as necessary. All appointments tendered are contingent on the selected applicants' fulfillment of requirements established by law and regulation.

Encl

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

JALS-RO 7 November 2019

MEMORANDUM FOR The Judge Advocate General, 2200 Army Pentagon, Washington, DC 20310-2200

SUBJECT: Fiscal Year 2020 Fall United States Army Reserve Accession Board, Judge Advocate General's Corps Certification and Recommendations

1. Reference Memorandum, DAJA-ZA, 23 September 2019, subject: Memorandum of Instruction for the Fiscal Year 2020 Fall United States Army Reserve Accession Board, Judge Advocate General's Corps.

2. The Fiscal Year 2020 (FY20) Fall United States Army Reserve (USAR) Accession Board, Judge Advocate General's Corps (JAGC) attests to the following:

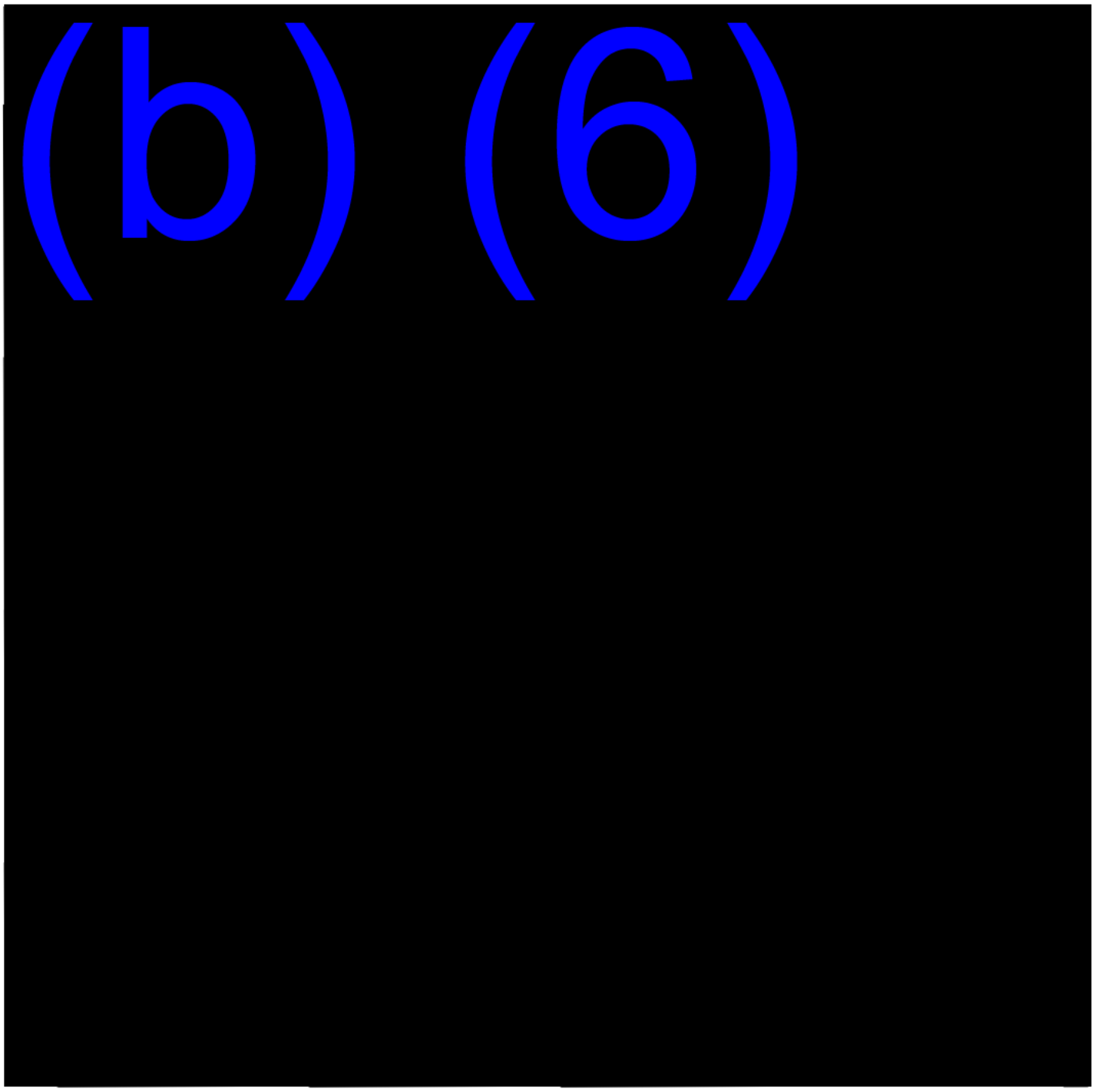
a. The board president, board members, and board recorders hereby certify that, to the best of their knowledge, the Board complied with the MOI, that they were not subject to nor aware of any censure, reprimand, nor admonishment resulting from the recommendation of the Board nor its exercise of any lawful function within the Board's authorized discretion; that they were not subject to or aware of any attempt to coerce nor influence improperly any action in the formulation of the Board's recommendations; and that they were not a party to, nor aware of, any attempt at unauthorized communications.

b. The Board, acting under oath and having in view the special needs and the efficiency of the Army, has carefully considered the record of every applicant whose name was furnished to it as specified in the MOI. In the opinion of a majority of the members of the Board, the applicants named in the Enclosure are qualified to meet the needs of the Army, as specified in the MOI furnished to the Board by TJAG, and are hereby recommended for appointment to the Reserve of the Army and assignment to the JAGC in the USAR. The Board determined there were (2) unqualified applicants.

(b)(6)

Encl (b)(6) SUSAN K. ESCALLIER
Brigadier General, USA
Board President

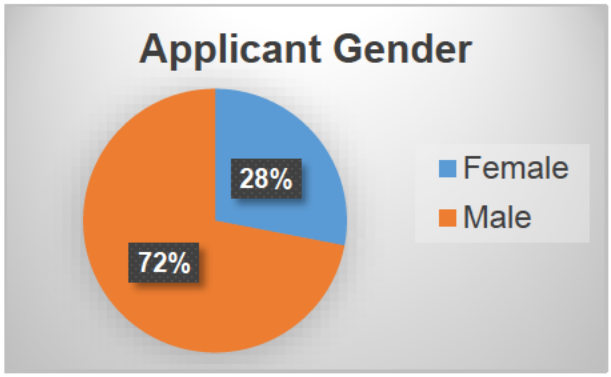
ENCLOSURE 1


(b) (6)

FY20 USAR Applicant Demographics

LSAT

Average LSAT Score: 154
Highest LSAT Score: 179
Lowest LSAT Score: 133

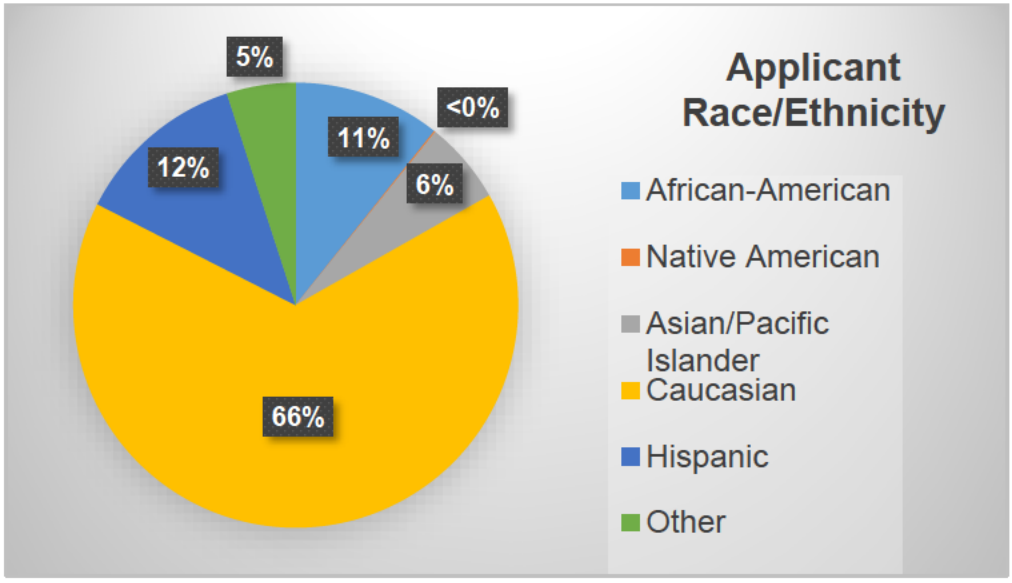


FY20 Gender		
Female	117	28%
Male	300	72%
Total	*417*	

FY19 Gender		
Female	147	31%
Male	327	69%
Total	*474*	

FY20 Race/Ethnicity		
African-American	45	10.7%
Native American	3	0.1%
Asian/Pacific Islander	24	6.0%
Caucasian	274	65.7%
Hispanic	52	12.5%
Other/Unknown	19	5.0%
Total	*417*	

FY19 Race/Ethnicity		
African-American	41	9.0%
Native American	4	0.1%
Asian/Pacific Islander	34	7.2%
Caucasian	305	64.4%
Hispanic	71	14.9%
Other/Unknown	19	4.4%
Did Not Report	41	9.0%
Total	*474*	

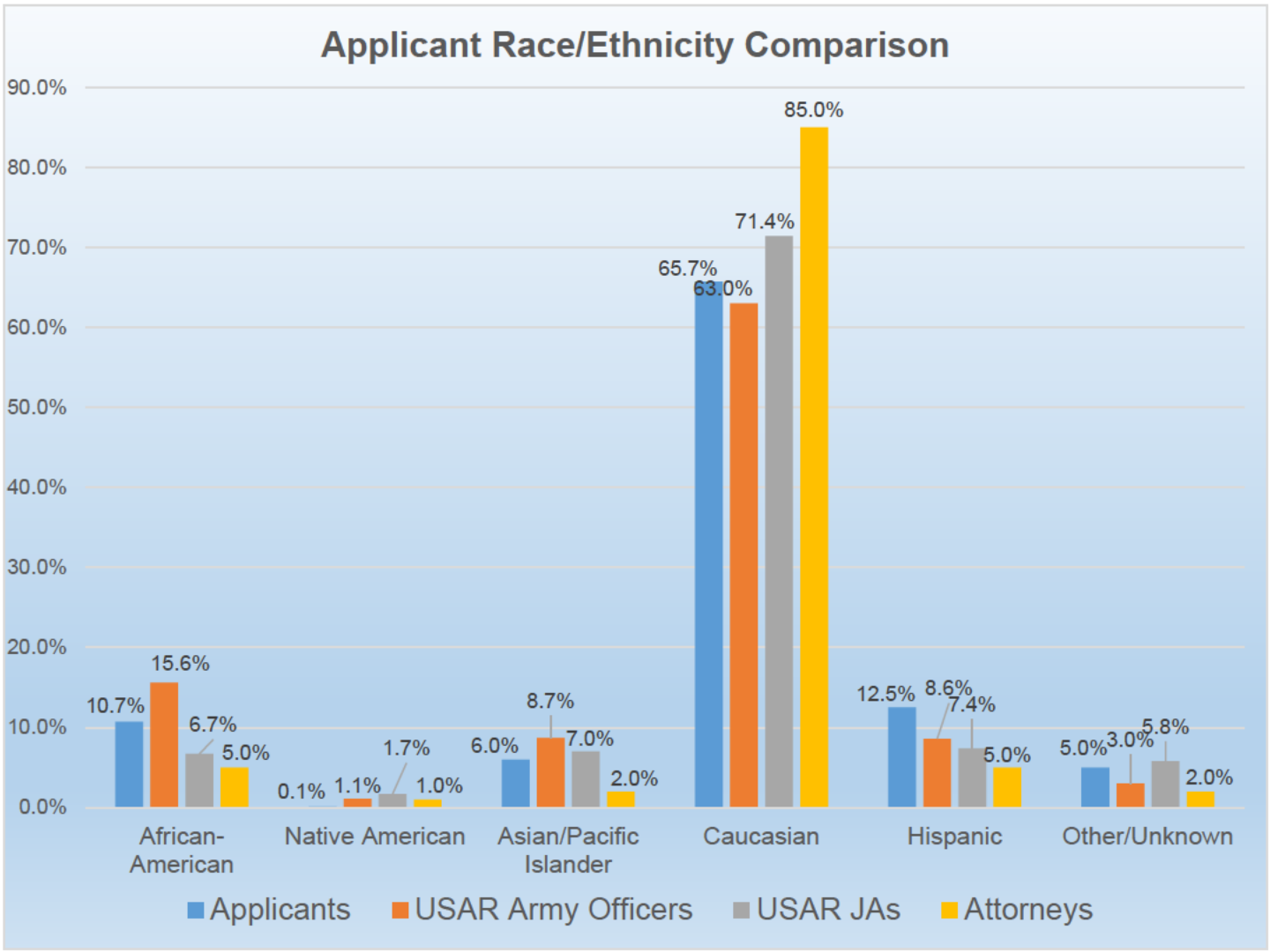


ENCLOSURE 4

Race/Ethnicity Comparison

	Applicants	USAR Army Officers	USAR JAs	Licensed Attorneys**
African-American	10.7%	15.6%	6.7%	5.0%
Native American	0.1%	1.1%	1.7%	1.0%
Asian/Pacific Islander	6.0%	8.7%	7.0%	2.0%
Caucasian	65.7%	63.0%	71.4%	85.0%
Hispanic	12.5%	8.6%*	7.4%	5.0%
Other/Unknown	5.0%	3.0%	5.8%	2.0%

* Hispanic is reported as an ethnicity under "Other" for USAR Army Officers.
** Demographics for all licensed attorneys as compiled by the ABA.

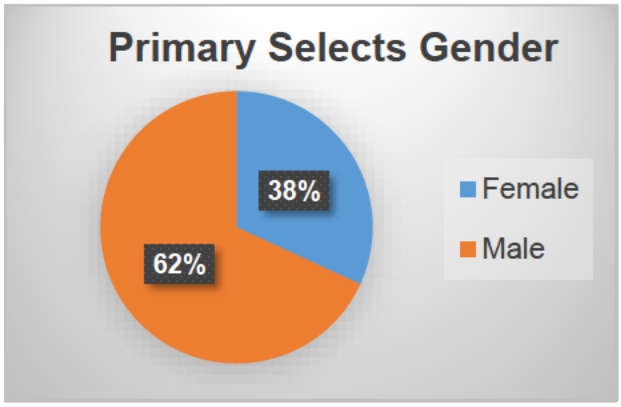


FY20 USAR Selects Demographics

PRIMARY SELECTS (190)

LSAT

Average LSAT Score: 157
Highest LSAT Score: 178
Lowest LSAT Score: 133

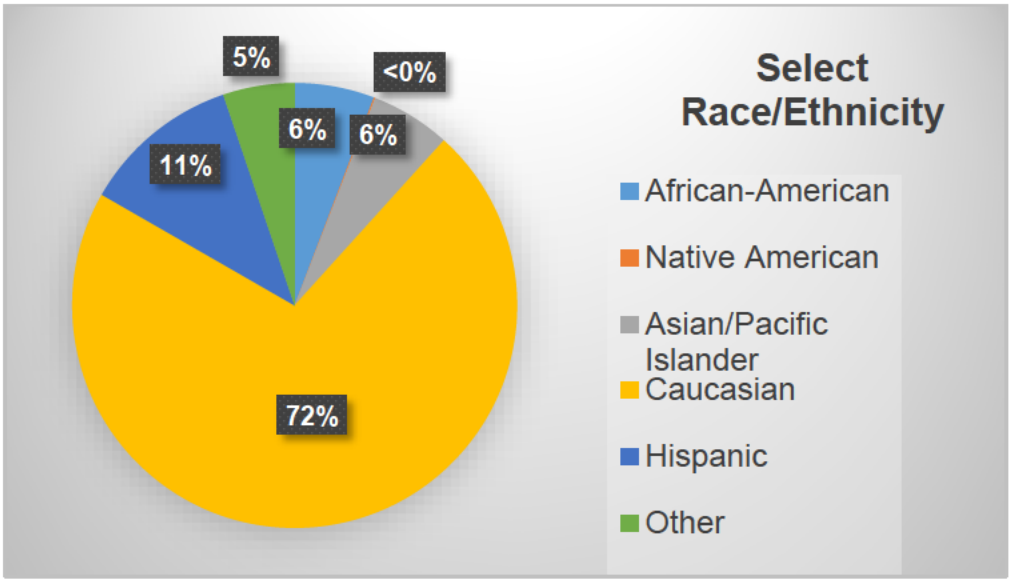


FY20 Gender		
Female	55	29%
Male	135	71%
Total	*190*	

FY19 Gender		
Female	84	38%
Male	136	62%
Total	*220*	

FY20 Race/Ethnicity		
African-American	11	5.8%
Native American	1	0.1%
Asian/Pacific Islander	11	5.8%
Caucasian	136	71.6%
Hispanic	21	11.5%
Other/Unknown	10	5.2%
Total	*190*	

FY19 Race/Ethnicity		
African-American	19	8.7%
Native American	1	0.1%
Asian/Pacific Islander	19	8.7%
Caucasian	149	67.8%
Hispanic	25	11.5%
Other/Unknown	7	3.2%
Total	*220*	

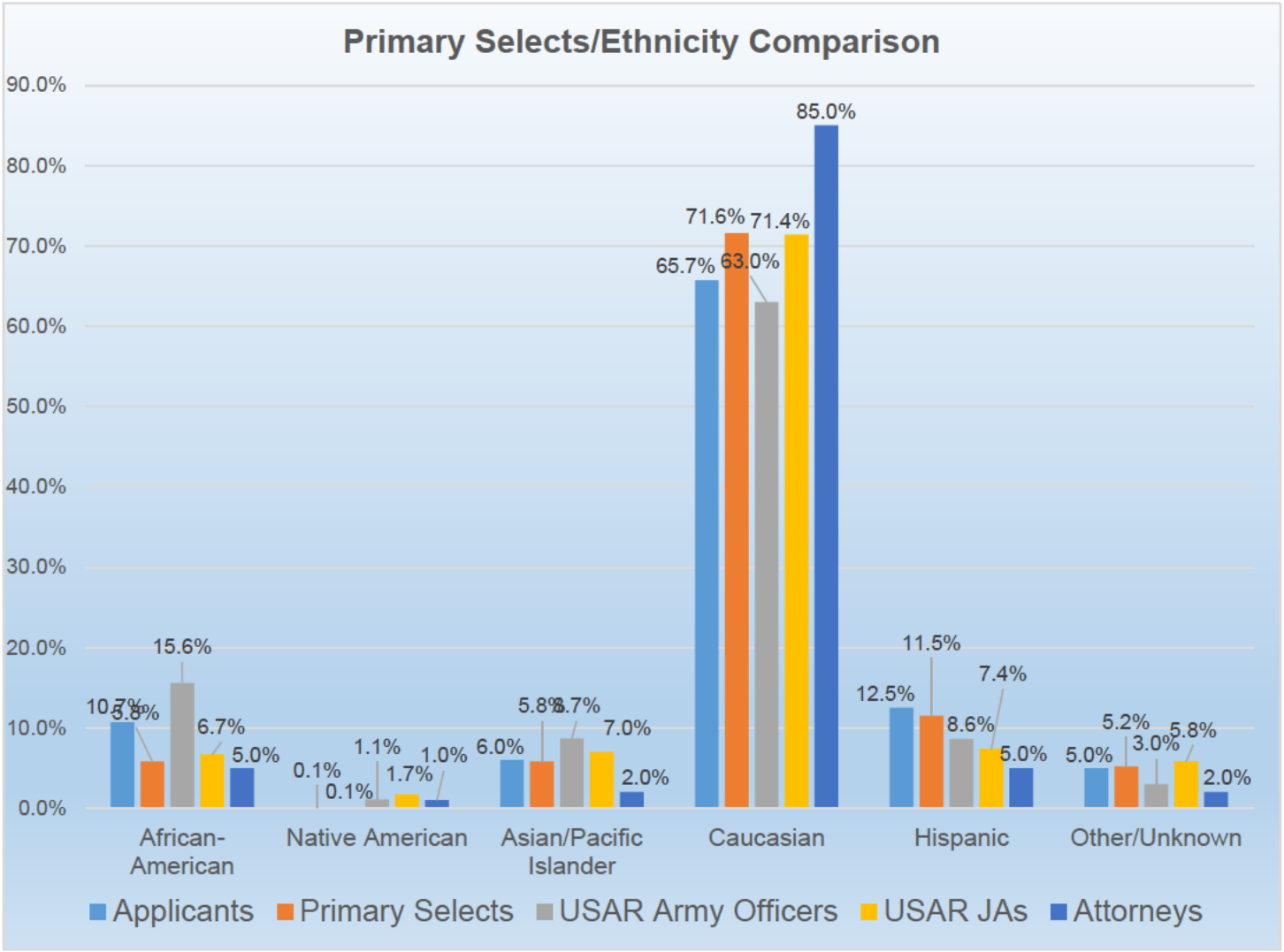


ENCLOSURE 5

Race/Ethnicity Comparison

	Applicants	Primary Selects	USAR Army Officers	USAR JAs	Licensed Attorneys**
African-American	10.7%	5.8%	15.6%	6.7%	5.0%
Native American	0.1%	0.1%	1.1%	1.7%	1.0%
Asian/Pacific Islander	6%	5.8%	8.7%	7%	2.0%
Caucasian	65.7%	71.6%	63%	71.4%	85.0%
Hispanic	12.5%	11.5%	8.6%*	7.4%	5.0%
Other/Unknown	5%	5.2%	3%	5.8%	2.0%

*Hispanic is reported as an ethnicity under "Other" for USAR Army Officers.
**Demographics for all licensed attorneys as compiled by the ABA.



FY20 USAR Application Statistics

Applications Listed by School Name

Law School Name	FY20 Apps	FY19 Apps	Change
Albany Law School	3	2	+1
American University Washington College of Law	7	4	+3
Appalachian School of Law	0	0	0
Arizona State University College of Law	4	5	-5
Arizona Summit Law School	2	0	+2
Atlanta's John Marshall Law School	1	3	-2
Ave Maria School of Law	1	0	+1
Barry University School of Law	1	5	-4
Baylor University School of Law	0	0	0
Belmont University College of Law	2	2	0
Benjamin N. Cardozo School of Law, Yeshiva University	1	1	0
Boston College Law School	3	1	+2
Boston University School of Law	2	0	+2
Brigham Young University J. Reuben Clark Law School	0	2	-2
Brooklyn Law School	3	3	0
California Western School of Law	2	4	-2
Campbell University, Norman A. Wiggins School of Law	4	3	-1
Capital University Law School	0	2	-2
Case Western Reserve University School of Law	1	3	-2
Catholic University of America Columbus School of Law	7	4	+3
Chapman University School of Law	1	1	0
Charleston School of Law	8	2	+6
Charlotte School of Law	2	1	+1
Cleveland-Marshall College of Law, Cleveland State University	1	1	0
Columbia University Law School	0	1	-1
Concordia University School of Law	1	0	+1
Cooley Law School (Auburn Hills)	1	1	0

ENCLOSURE 7

Law School Name	FY20 Apps	FY19 Apps	Change
Cooley Law School (Grand Rapids)	1	0	+1
Cooley Law School (Lansing)	2	5	-3
Cooley Law School (Tampa)	2	1	+1
Cornell University Law School	2	1	+1
Creighton University School of Law	1	1	0
Cumberland School of Law, Samford University	3	0	+3
DePaul University College of Law	0	0	0
Drake University Law School	2	1	+1
Drexel University Thomas R. Kline School of Law	1	0	+1
Duke University School of Law	0	2	-2
Duquesne University School of Law	3	5	-2
Elon University School of Law	1	3	-2
Emory University School of Law	1	4	-3
Faulkner University Thomas Goode Jones School of Law	2	1	+1
Florida A&M University School of Law	5	7	-2
Florida Coastal School of Law	1	5	-4
Florida International University College of Law	1	1	0
Florida State University College of Law	3	6	-3
Fordham University School of Law	1	1	0
George Mason University School of Law	2	1	+1
George Washington University Law School	9	12	-3
Georgetown University Law Center	8	2	+6
Georgia State University College of Law	2	1	+1
Golden Gate University School of Law	0	0	0
Gonzaga University School of Law	5	2	+3
Harvard University Law School	3	4	-1
Hofstra University School of Law	2	0	+2
Howard University School of Law	0	1	-1
Indiana University, Bloomington School of Law	3	1	+2
Indiana University, Indianapolis School of Law	2	3	-1
Interamerican University of Puerto Rico	3	11	-8

Law School Name	FY20 Apps	FY19 Apps	Change
John Marshall Law School, Chicago	6	1	+5
Lewis and Clark Law School	1	1	0
Liberty University School of Law	3	1	+2
Lincoln Memorial University School of Law	1	0	+1
Louisiana State University Paul M. Hebert Law Center	3	6	-3
Loyola University Chicago School of Law	2	1	+1
Loyola University New Orleans School of Law	3	3	0
Marquette University Law School	2	1	+1
Massachusetts School of Law	0	0	0
Mercer University School of Law	1	0	+1
Michigan State University College of Law	3	5	-2
Mississippi College School of Law	2	3	-1
Mitchell-Hamline School of Law	3	3	0
New England School of Law	1	2	-1
New York Law School	4	3	+1
New York University School of Law	1	1	0
North Carolina Central University School of Law	5	2	+3
Northeastern University School of Law	0	2	-2
Northern Illinois University College of Law	1	1	0
Northern Kentucky University Salmon P. Chase College of Law	3	3	0
Northwestern University School of Law	0	0	0
Nova Southeastern University Shepard Broad Law Center	2	4	-2
Ohio Northern University College of Law	1	2	-1
Ohio State University College of Law	2	5	-3
Oklahoma City University School of Law	1	5	-4
Pace University School of Law	2	0	+2
Penn State Law (State College)	1	4	-3
Penn State University Dickinson Law (Carlisle)	1	5	-4
Pepperdine University School of Law	3	7	-4
Pontifical Catholic University of Puerto Rico School of Law	5	10	-5

Law School Name	FY20 Apps	FY19 Apps	Change
Quinnipiac University School of Law	1	0	+1
Regent University School of Law	1	3	-2
Roger Williams University School of Law	1	1	0
Rutgers University, Camden School of Law	0	1	-1
Rutgers University, Newark School of Law	1	6	-5
Saint John's University School of Law	0	3	-3
Saint Louis University School of Law	2	0	+2
Saint Mary's University School of Law	3	3	0
Samford Universiy Cumberland School of Law	0	2	-2
Santa Clara University School of Law	1	5	-4
Savannah Law School	1	0	+1
Seattle University School of Law	4	1	+3
Seton Hall Law School	3	4	-1
South Texas College of Law Houston	0	4	-4
Southern Illinois University School of Law	1	2	-1
Southern Methodist University Dedman School of Law	2	3	-1
Southern University Law Center	3	2	+1
Southwestern University School of Law	1	3	-2
St. Thomas University School of Law (Florida)	1	3	-2
Stanford Law School	2	0	+2
State University of New York at Buffalo School of Law	2	1	+1
Stetson University College of Law	4	8	-4
Suffolk University Law School	6	4	+2
Syracuse University College of Law	4	4	0
Temple University James E. Beasley School of Law	3	2	+1
Texas A&M University School of Law	1	4	-3
Texas Tech University School of Law	3	2	+1
Texas Wesleyan School of Law	0	0	0
Thomas Jefferson School of Law	4	6	-2
Thurgood Marshall School of Law, Texas Southern University	2	4	-2
Touro College, Jacob D. Fuchsberg Law Center	1	4	-3

Law School Name	FY20 Apps	FY19 Apps	Change
Tulane University Law School	2	2	0
University of Akron School of Law	1	1	0
University of Alabama School of Law	2	4	-2
University of Arizona College of Law	1	0	+1
University of Arkansas, Fayetteville School of Law	1	0	+1
University of Arkansas, Little Rock School of Law	2	0	+2
University of Baltimore School of Law	9	5	+4
University of California, Berkeley School of Law	1	1	0
University of California, Davis School of Law	0	2	-2
University of California, Hastings College of the Law	2	1	+1
University of California, Irvine School of Law	0	1	-1
University of California, Los Angeles School of Law	0	5	-5
University of Chicago Law School	1	1	0
University of Cincinnati School of Law	1	0	+1
University of Colorado, Boulder School of Law	3	2	+1
University of Connecticut School of Law	0	0	0
University of Dayton School of Law	4	3	+1
University of Denver College of Law	4	4	0
University of Detroit Mercy School of Law	0	1	-1
University of Florida Levin College of Law	2	3	-1
University of Georgia School of Law	1	6	-5
University of Hawaii William S. Richardson School of Law	6	3	+3
University of Houston Law Center	2	0	+2
University of Idaho College of Law (Boise)	1	1	0
University of Idaho College of Law (Moscow)	1	1	0
University of Illinois College of Law	0	1	-1
University of Iowa College of Law	4	2	+2
University of Kansas School of Law	4	4	0
University of Kentucky College of Law	2	4	-2
University of La Verne College of Law	1	2	-1
University of Louisville Louis D. Brandeis School of Law	1	4	-3

Law School Name	FY20 Apps	FY19 Apps	Change
University of Maine School of Law	3	0	+3
University of Maryland School of Law	4	5	-1
University of Massachusetts School of Law, Dartmouth	3	1	+2
University of Memphis Cecil C. Humphreys School of Law	1	0	+1
University of Miami School of Law	6	3	+3
University of Michigan Law School	1	2	-1
University of Minnesota Law School	2	3	-1
University of Mississippi School of Law	5	1	+4
University of Missouri School of Law	3	2	+1
University of Missouri-Kansas City School of Law	2	2	0
University of Montana School of Law	1	1	0
University of Nebraska	0	0	0
University of Nevada Las Vegas William S. Boyd School of Law	0	0	0
University of New Mexico School of Law	2	2	0
University of North Carolina School of Law	1	6	-5
University of North Dakota School of Law	2	1	+1
University of Notre Dame Law School	2	3	-1
University of Oklahoma College of Law	3	2	+1
University of Oregon School of Law	1	2	-1
University of Pennsylvania Law School	2	1	+1
University of Pittsburgh School of Law	1	2	-1
University of Puerto Rico School of Law	0	2	-2
University of Richmond School of Law	3	1	+2
University of San Diego School of Law	3	4	-1
University of San Francisco School of Law	1	1	0
University of South Carolina School of Law	2	5	-3
University of South Dakota School of Law	0	1	-1
University of Southern California Law School	3	1	+2
University of St. Thomas School of Law (Minnesota)	2	5	-3
University of Tennessee College of Law	2	3	-1

Law School Name	FY20 Apps	FY19 Apps	Change
University of Texas School of Law	1	1	0
University of the District of Columbia David A. Clarke School of Law	3	2	+1
University of the Pacific, McGeorge School of Law	1	0	+1
University of Toledo College of Law	1	1	0
University of Tulsa College of Law	3	0	+3
University of Utah College of Law	1	0	+1
University of Virginia School of Law	2	3	-1
University of Washington School of Law	2	0	+2
University of Wisconsin Law School	1	2	-1
University of Wyoming College of Law	2	1	+1
UNT Dallas College of Law	0	1	-1
Valparaiso University School of Law	2	2	0
Vanderbilt University Law School	3	2	+1
Vermont Law School	1	3	-2
Villanova University School of Law	0	3	-3
Wake Forest University School of Law	1	1	0
Washburn University School of Law	0	4	-4
Washington and Lee University School of Law	1	3	-2
Washington University School of Law	2	2	0
Wayne State University Law School	1	2	-1
West Virginia University College of Law	4	7	-3
Western State University College of Law	0	1	-1
Western New England University School of Law	3	0	+3
Whittier Law School	0	1	-1
Widener University School of Law, Delaware	3	2	+1
Widener University School of Law, Harrisburg	4	2	+2
Willamette University Colllege of Law	0	1	-1
William and Mary School of Law	5	3	+2
Yale Law School	1	1	0

Applications Ordered from Highest to Lowest

Law School Name	FY20 Apps	FY19 Apps	Change
George Washington University Law School	9	12	-3
University of Baltimore School of Law	9	5	+4
Charleston School of Law	8	2	+6
Georgetown University Law Center	8	2	+6
American University Washington College of Law	7	4	+3
Catholic University of America Columbus School of Law	7	4	+3
John Marshall Law School, Chicago	6	1	+5
Suffolk University Law School	6	4	+2
University of Hawaii William S. Richardson School of Law	6	3	+3
University of Miami School of Law	6	3	+3
Florida A&M University School of Law	5	7	-2
Gonzaga University School of Law	5	2	+3
North Carolina Central University School of Law	5	2	+3
Pontifical Catholic University of Puerto Rico School of Law	5	10	-5
University of Mississippi School of Law	5	1	+4
William and Mary School of Law	5	3	+2
Arizona State University College of Law	5	5	0
Campbell University, Norman A. Wiggins School of Law	4	3	-1
Duquesne University School of Law	3	5	-2
New York Law School	4	3	+1
Seattle University School of Law	4	1	+3
Stetson University College of Law	4	8	-4
Syracuse University College of Law	4	4	0
Thomas Jefferson School of Law	4	6	-2
University of Dayton School of Law	4	3	+1
University of Denver College of Law	4	4	0

Law School Name	FY20 Apps	FY19 Apps	Change
University of Iowa College of Law	4	2	+2
University of Kansas School of Law	4	4	0
University of Maryland School of Law	4	5	-1
West Virginia University College of Law	4	7	-3
Widener University School of Law, Harrisburg	4	2	+2
Albany Law School	3	2	+1
Boston College Law School	3	1	+2
Brooklyn Law School	3	3	0
Florida State University College of Law	3	6	-3
Harvard University Law School	3	4	-1
Indiana University, Bloomington School of Law	3	1	+2
Interamerican University of Puerto Rico	3	11	-8
Liberty University School of Law	3	1	+2
Louisiana State University Paul M. Hebert Law Center	3	6	-3
Loyola University New Orleans School of Law	3	3	0
Michigan State University College of Law	3	5	-2
Mitchell-Hamline School of Law	3	3	0
Northern Kentucky University Salmon P. Chase College of Law	3	3	0
Pepperdine University School of Law	3	7	-4
Saint Mary's University School of Law	3	3	0
Seton Hall Law School	3	4	-1
Southern University Law Center	3	2	+1
Temple University James E. Beasley School of Law	3	2	+1
Texas Tech University School of Law	3	2	+1
University of Colorado, Boulder School of Law	3	2	+1
University of Maine School of Law	3	0	+3
University of Massachusetts School of Law, Dartmouth	3	1	+2
University of Missouri School of Law	3	2	+1

Law School Name	FY20 Apps	FY19 Apps	Change
University of Oklahoma College of Law	3	2	+1
University of Richmond School of Law	3	1	+2
University of San Diego School of Law	3	4	-1
University of Southern California Law School	3	1	+2
University of the District of Columbia David A. Clarke School of Law	3	2	+1
University of Tulsa College of Law	3	0	+3
Vanderbilt University Law School	3	2	+1
Western New England University School of Law	3	0	+3
Widener University School of Law, Delaware	3	2	+1
Arizona Summit Law School	2	0	+2
Belmont University College of Law	2	2	0
Boston University School of Law	2	0	+2
California Western School of Law	2	4	-2
Charlotte School of Law	2	1	+1
Cooley Law School (Lansing)	2	5	-3
Cooley Law School (Tampa)	2	1	+1
Cornell University Law School	2	1	+1
Cumberland School of Law, Samford University	2	0	+2
Drake University Law School	2	1	+1
Faulkner University Thomas Goode Jones School of Law	2	1	+1
George Mason University School of Law	2	1	+1
Georgia State University College of Law	2	1	+1
Hofstra University School of Law	2	0	+2
Indiana University, Indianapolis School of Law	2	3	-1
Loyola University Chicago School of Law	2	1	+1
Marquette University Law School	2	1	+1
Mississippi College School of Law	2	3	-1

Law School Name	FY20 Apps	FY19 Apps	Change
Nova Southeastern University Shepard Broad Law Center	2	4	-2
Ohio State University College of Law	2	5	-3
Pace University School of Law	2	0	+2
Saint Louis University School of Law	2	0	+2
Southern Methodist University Dedman School of Law	2	3	-1
Stanford Law School	2	0	+2
State University of New York at Buffalo School of Law	2	1	+1
Thurgood Marshall School of Law, Texas Southern University	2	4	-2
Tulane University Law School	2	2	0
University of Alabama School of Law	2	4	-2
University of Arkansas, Little Rock School of Law	2	0	+2
University of California, Hastings College of the Law	2	1	+1
University of Florida Levin College of Law	2	3	-1
University of Houston Law Center	2	0	+2
University of Kentucky College of Law	2	4	-2
University of Minnesota Law School	2	3	-1
University of Missouri-Kansas City School of Law	2	2	0
University of New Mexico School of Law	2	2	0
University of North Dakota School of Law	2	1	+1
University of Notre Dame Law School	2	3	-1
University of Pennsylvania Law School	2	1	+1
University of South Carolina School of Law	2	5	-3
University of St. Thomas School of Law (Minnesota)	2	5	-3
University of Tennessee College of Law	2	3	-1
University of Virginia School of Law	2	3	-1
University of Washington School of Law	2	0	+2
University of Wyoming College of Law	2	1	+1

Law School Name	FY20 Apps	FY19 Apps	Change
Valparaiso University School of Law	2	2	0
Washington University School of Law	2	2	0
Atlanta's John Marshall Law School	1	3	-2
Ave Maria School of Law	1	0	+1
Barry University School of Law	1	5	-4
Benjamin N. Cardozo School of Law, Yeshiva University	1	1	0
Case Western Reserve University School of Law	1	3	-2
Chapman University School of Law	1	1	0
Cleveland-Marshall College of Law, Cleveland State University	1	1	0
Concordia University School of Law	1	0	+1
Cooley Law School (Auburn Hills)	1	1	0
Cooley Law School (Grand Rapids)	1	0	+1
Creighton University School of Law	1	1	0
Drexel University Thomas R. Kline School of Law	1	0	+1
Elon University School of Law	1	3	-2
Emory University School of Law	1	4	-3
Florida Coastal School of Law	1	5	-4
Florida International University College of Law	1	1	0
Fordham University School of Law	1	1	0
Lewis and Clark Law School	1	1	0
Lincoln Memorial University School of Law	1	0	+1
Mercer University School of Law	1	0	+1
New England School of Law	1	2	-1
New York University School of Law	1	1	0
Northern Illinois University College of Law	1	1	0
Ohio Northern University College of Law	1	2	-1
Oklahoma City University School of Law	1	5	-4
Penn State Law (State College)	1	4	-3

Law School Name	FY20 Apps	FY19 Apps	Change
Penn State University Dickinson Law (Carlisle)	1	5	-4
Quinnipiac University School of Law	1	0	+1
Regent University School of Law	1	3	-2
Roger Williams University School of Law	1	1	0
Rutgers University, Newark School of Law	1	6	-5
Santa Clara University School of Law	1	5	-4
Savannah Law School	1	0	+1
Southern Illinois University School of Law	1	2	-1
Southwestern University School of Law	1	3	-2
St. Thomas University School of Law (Florida)	1	3	-2
Texas A&M University School of Law	1	4	-3
Touro College, Jacob D. Fuchsberg Law Center	1	4	-3
University of Akron School of Law	1	1	0
University of Arizona College of Law	1	0	+1
University of Arkansas, Fayetteville School of Law	1	0	+1
University of California, Berkeley School of Law	1	1	0
University of Chicago Law School	1	1	0
University of Cincinnati School of Law	1	0	+1
University of Georgia School of Law	1	6	-5
University of Idaho College of Law (Boise)	1	1	0
University of Idaho College of Law (Moscow)	1	1	0
University of La Verne College of Law	1	2	-1
University of Louisville Louis D. Brandeis School of Law	1	4	-3
University of Memphis Cecil C. Humphreys School of Law	1	0	+1
University of Michigan Law School	1	2	-1
University of Montana School of Law	1	1	0
University of North Carolina School of Law	1	6	-5
University of Oregon School of Law	1	2	-1

Law School Name	FY20 Apps	FY19 Apps	Change
University of Pittsburgh School of Law	1	2	-1
University of San Francisco School of Law	1	1	0
University of Texas School of Law	1	1	0
University of the Pacific, McGeorge School of Law	1	0	+1
University of Toledo College of Law	1	1	0
University of Utah College of Law	1	0	+1
University of Wisconsin Law School	1	2	-1
Vermont Law School	1	3	-2
Wake Forest University School of Law	1	1	0
Washington and Lee University School of Law	1	3	-2
Wayne State University Law School	1	2	-1
Yale Law School	1	1	0
Appalachian School of Law	0	0	0
Baylor University School of Law	0	0	0
Brigham Young University J. Reuben Clark Law School	0	2	-2
Capital University Law School	0	2	-2
Columbia University Law School	0	1	-1
DePaul University College of Law	0	0	0
Duke University School of Law	0	2	-2
Golden Gate University School of Law	0	0	0
Howard University School of Law	0	1	-1
Massachusetts School of Law	0	0	0
Northeastern University School of Law	0	2	-2
Northwestern University School of Law	0	0	0
Rutgers University, Camden School of Law	0	1	-1
Saint John's University School of Law	0	3	-3
Samford Universiy Cumberland School of Law	0	2	-2
South Texas College of Law Houston	0	4	-4
Texas Wesleyan School of Law	0	0	0

Law School Name	FY20 Apps	FY19 Apps	Change
University of California, Davis School of Law	0	2	-2
University of California, Irvine School of Law	0	1	-1
University of California, Los Angeles School of Law	0	5	-5
University of Connecticut School of Law	0	0	0
University of Detroit Mercy School of Law	0	1	-1
University of Illinois College of Law	0	1	-1
University of Nebraska	0	0	0
University of Nevada, Las Vegas William S. Boyd School of Law	0	0	0
University of Puerto Rico School of Law	0	2	-2
University of South Dakota School of Law	0	1	-1
UNT Dallas College of Law	0	1	-1
Villanova University School of Law	0	3	-3
Washburn University School of Law	0	4	-4
Western State University College of Law	0	1	-1
Whittier Law School	0	1	-1
Willamette University College of Law	0	1	-1

DEPARTMENT OF THE ARMY
JUDGE ADVOCATE RECRUITING OFFICE
9275 GUNSTON ROAD, SUITE 4400
FORT BELVOIR, VA 22060-5546

JALS-RO 5 December 2019

MEMORANDUM FOR RECORD

SUBJECT: After-Action Report (AAR) for Fiscal Year 2020 Army Reserve Accession Board, Judge Advocate General's Corps

1. Reference memorandum, DAJA-ZA, 23 September 2019, subject: Memorandum of Instruction for the Fiscal Year 2020 Fall United States Army Reserve Accession Board, Judge Advocate General's Corps.

2. The Fiscal Year 2020 (FY20) Fall United States Army Reserve Accessions Board, Judge Advocate General's Corps (JAGC) offers the following considerations for its After Action Report (AAR).

3. General.

a. Date and Location. 28 October – 8 November 2019, U.S. Army Legal Services Agency, Fort Belvoir, VA.

b. Attendees.

(1) Members: BG Susan Escallier, (b) (6) [redacted]

4. Application.

a. Criminal History. The Board recommended we compile all adverse information under a "gatekeeper" tab, such as to view criminal history, academic misconduct/probation, military misconduct, administrative flags, and promotion non-selection data in one place.

b. License and Experience Tab. The Board was interested in datamining civilian employment backgrounds from Reserve applications, in light of ongoing mobilization needs and operational embedded units involved in domestic missions. For example, a reservist working at the Environmental Protection Agency (EPA) would be the ideal candidate for a mobilization at the Environmental Litigation Division (ELD). In one instance, the Board suggested that one applicant with a legal background at the National Aeronautics and

Space Administration (NASA) be considered for an embedded unit assignment which could use his expertise.

c. Quick View. The Board suggested bar failure be included, as well as any academic and military misconduct.

d. Letters of Recommendation. The Board suggested better recommendation guidelines, such as to emphasize professional and meaningful relationships between applicants and recommenders.

e. Intern/Extern Evaluations. The Board appreciated the detail and insight from these evaluations. Overall, they had significant weight on their final vote.

f. Military Service. The Board recommended that FSOs should be trained to comment about the military background and leadership potential of prior service applicants for the Army JAGC.

g. Personal Statement. There were split views:

(1) The sole Active Guard Reserve (AGR) board member recommended that the personal statement for the Army Reserve application explain how applicants would balance a full-time civilian job with a part-time military career (i.e., how would they take on two jobs simultaneously). Furthermore, the applicant should be able to answer (yes/no) if they would volunteer for a yearlong deployment or mobilization within their first four years of service in the Army Reserve. This would reflect their future work ethic with AGR and AD personnel.

(2) The majority of the Board preferred that the applicant submit a personal statement to the best of his or her ability for consideration, without any specific guidelines.

5. Administration and Automation.

a. The Board commended overall communications, coordination, and physical set-up of board at the conference room.

b. The Board recommended discarding the photo tab due to its redundancy on the Quick View tab.

6. Army Reserve FSOs and FSO Reports. Although quality reports must be submitted across all components, special consideration must be given to Army Reserve FSOs who generally volunteer their time (unpaid afterhours or between drill weekends) to conduct these interviews. Funding is at the discretion of the unit Commander and may cancel at any time due to priority requirements and missions.

a. Effective FSOs. (b) (6) provided detailed reports and facilitated the Board's assessment of each applicant.

b. Ineffective FSOs. The most common deficiency was lack of detail, such as the reports submitted by (b) (6) Other deficiencies included boiler plate reports without substance from the specific interviewee (i.e., they could easily be swapped for another applicant's report just by changing the name) and reports repeating the same content already reflected on the applicant's file (i.e., resume, transcripts, etc.) without providing an assessment.

c. Report writing and etiquette. Attempts at humor or harsh criticism should not be included on an FSO report. There is no need to overly exalt or diminish the applicant. The Board appreciated FSO reports that would reflect recommendations and non-recommendations objectively based on the interview. Furthermore, reports should not be used as a forum for legal discussion, such as discussing religious accommodation policies. FSOs were contacted on a report by report basis to address issues. The Board recommended training FSOs as if their reports would be reviewed by their Supervisory JAs prior to submission, such as to avoid grammar mistakes, spelling errors, or deficiencies.

d. Physical descriptions of applicants. Some reports included overly descriptive and irrelevant observations, such as a female applicant arriving "in a dark dress and long skirt with little make-up" and that "her hair was down, straight, and dark blonde in color" (report excerpts taken from (b) (6) . In the past, this trend has been generally towards female applicants. The Board recommended we provide training during our FSO course that discourages these types of descriptions and focus on professional appearance.

e. Grooming, maturity, and professionalism. The Board was only interested in whether the applicant arrived for the interview in a professional manner. If the applicant dressed inappropriately or unprofessionally, description of any relevant details would suffice (for example, the applicant arrived 20 minutes late in sweat pants with a scent of body odor, without giving any acknowledgement); bottom line, right place, right time, right uniform.

7. Voting. The Board felt that the 1-10 voting method was simple and useful for determining the applicant's ranking on the OML.

(b) (6)
Board Recorder

DEPARTMENT OF THE ARMY
OFFICE OF THE JUDGE ADVOCATE GENERAL
2200 ARMY PENTAGON
WASHINGTON DC 20310-0300

DAJA-ZA

MEMORANDUM FOR the Fiscal Year 2020 Judge Advocate Return to Regular Army Accession Board, Judge Advocate General's Corps

SUBJECT: Memorandum of Instruction for the Fiscal Year 2020 Judge Advocate Return to Regular Army Accession Board, Judge Advocate General's Corps

1. Authority. The Fiscal Year 2020 (FY20) Judge Advocate Return to Regular Army Accession Board (JARRA), Judge Advocate General's Corps (JAGC) is appointed pursuant to Army Regulation (AR) 27-1, Judge Advocate Legal Services. The FY20 JARRA Accession Board will convene upon the completion of the Regular Army (RA) Accession Board from 28 October to 8 November 2019. The Board is convened to recommend applicants for appointment to the JAGC in the RA.

2. Membership. The Board will consist of the general officer serving as the FY20 RA Accession Board President. My designee or I may select a general officer other than the FY20 RA Accession Board President to serve as the Board. Board membership will be provided under separate cover.

3. General.

a. The Board will consider all applicants who request a new original appointment in the RA in the JAGC. The primary consideration of the Board will be the needs of the JAGC when recommending applicants for appointment. The Board will determine which applicants are qualified for RA appointment in the JAGC. The Board will use a "yes/no" voting format. Applicants recommended for appointment will be voted as "yes," while applicants not recommended for appointment will be voted as "no."

b. The Board will convene at the conclusion of the FY20 RA Accession Board.

c. Enclosure 1 contains administrative instructions and procedures and specifies the oaths for the Board and the recorder.

d. Enclosure 2 contains additional guidance on the factors the Board is to consider in the selection process. This enclosure also contains guidance for ensuring equal opportunity for all applicants.

e. The Judge Advocate Recruiting Office will furnish the files of considered applicants to the Board and will provide all administrative support.

f. You have been selected to serve on this Board because I have confidence in your ability to recognize those applicants who will make the greatest contribution as Army leaders in the future. Bear in mind the serious nature of your duties and your obligation to ensure that these proceedings remain above reproach. The oath you will take obliges you to ensure that all eligible applicants are considered without prejudice or partiality. You will adhere to that oath, governing laws, directives, regulations, and this Memorandum of Instruction when selecting applicants who meet the needs of the Army, as outlined here. Your failure to do so may constitute cause for removal.

g. If you believe you cannot, in good conscience, perform your duties as the Board without prejudice or partiality, you have a duty to request relief by me from board membership. At my discretion, such a request may be honored. If you believe the integrity of the Board's proceedings has been affected by improper influence or senior military or civilian authority, misconduct, or any other reason, you have a duty to report the basis for your belief to me.

4. Restrictions.

a. Recommendations of the Board are "For Official Use Only" until the proper authority releases the results. Upon adjournment, the Board is encouraged to familiarize other officers with board procedures in general. However, the Board will not disclose, for any reason, specific details of the Board proceedings pertaining to the selection or non-selection of individual applicants, whether recorded or unrecorded.

b. Board membership will not be revealed until the Board adjourns.

c. The Board's recommendations are advisory. I will make the final decision on selection of applicants for a new original appointment in the JAGC in the RA.

(b)(6)

Encls

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

FISCAL YEAR 2020 JUDGE ADVOCATE RETURN TO REGULAR ARMY ACCESSION BOARD, JUDGE ADVOCATE GENERAL'S CORPS ADMINISTRATIVE INSTRUCTIONS

1. **Eligibility**. The board recorder will furnish the Board with the names and files of the applicants eligible for consideration. Applicants recommended for a new original appointment to the Judge Advocate General's Corps (JAGC) in the Regular Army (RA) must meet the following qualifications at the time of appointment:

a. **Status**. Have been a Judge Advocate (JA) previously separated from the JAGC in the RA under honorable conditions;

b. **Age**. Be able to complete 20 years of active commissioned service before their 62nd birthday. In appropriate circumstances, The Judge Advocate General (TJAG) may recommend waivers of these requirements;

c. **Appointment**. Be eligible for a new original appointment;

d. **Prior Service**. Have fulfilled their first Active Duty service obligation in the JAGC;

e. **Citizenship**. Be a citizen of the United States;

f. **Character**. Be of high moral character;

g. **Leadership Ability**. Be qualified for potential leadership positions and have the ability to deal effectively with people;

h. **Physical Fitness**. Meet medical fitness standards of Army Regulation (AR) 40-501, Standards of Medical Fitness, and weight/body fat standards of AR 600-9, The Army Body Composition Program;

i. **Personnel Security Requirements**. Have, at a minimum, a SECRET security clearance before receiving an appointment, or have initiated a National Agency Check with Local Agency Check and Credit Check at the time of appointment;

j. **Law Degree**. Have earned a J.D. degree from a law school accredited by the American Bar Association at the time the applicant received the degree; and

k. **Bar Admission**. Be admitted to practice and be in good standing with the licensing authority admitting the individual to the practice of law before the highest court of a State, Territory, Commonwealth, or the District of Columbia.

2. **Qualifications.**

a. Eligible candidates are applicants who are former JAs separated under honorable conditions from the RA in the grade of captain, major, or lieutenant colonel.

b. A former RA JA is not eligible for consideration if the applicant was separated from the RA by reason of being twice non-selected for promotion to a higher grade pursuant to 10 USC § 632 and AR 600-8-24, paragraph 5-9.

3. **Oaths**.

a. The Board shall administer the following oath or affirmation to the recorder:

Do you, *[state the recorder's name]*, solemnly swear (or affirm) that you will keep a true record of the proceedings of this Board, and further, that you will not divulge the proceedings or results thereof pertaining to the selection or non-selection of individual applicants except to the proper authority?

b. The recorder shall administer the following oath or affirmation to the Board:

Do you, *[state the Board member's name]*, solemnly swear (or affirm) that you will, without prejudice or partiality, and having in view both the special needs and the efficiency of the Army, perform the duties imposed upon you, and further, that you will not divulge the proceedings or results thereof pertaining to the selection or non-selection of individual applicants except to the proper authority?

4. **Information Considered**.

a. The Board will consider the following information submitted by each applicant:

(1) All transcripts of undergraduate, graduate, and law school studies;

(2) A certificate or statement from the clerk of a State, Territory, Commonwealth, or the District of Columbia showing admission to practice and standing before the bar;

(3) Application for appointment in the JAGC;

(4) Record of prior military service, including DD Form 214, and copies of all enlisted and officer evaluation reports, and/or academic evaluation reports;

(5) A statement or resume reflecting all full-time and part-time work experience (legal and non-legal);

(6) A statement of interest, objectives, and motivation for applying for a new original appointment in the JAGC in the RA;

(7) A full body-length or official military photograph;

(8) JAGC Intern or Extern Evaluation Report (if applicable);

(9) Letters of recommendation (optional);

(10) Legal writing sample (optional); and

(11) Other information submitted by the applicant and relevant to that applicant's qualifications for appointment to the JAGC.

b. The board recorder will provide each board member a complete copy of the administrative instructions. In addition, the recorder will brief the Board on administrative matters, to include an explanation of the Law School Admission Test (LSAT) scoring system. The Board will also receive a copy of the height and weight table from AR 600-9, The Army Body Composition Program. Upon the Board's request, the recorder may furnish the Board with information regarding the U.S. News & World Report's current law school rankings data.

5. **Procedures**. Applicants whose files are designated complete by the board recorder will be deemed ready for board review. The consideration of applicants will follow a three-step process:

a. Step 1 – Familiarization: The board recorder will provide the Board with sample files for a practice vote. These files will be voted in accordance with the voting procedures discussed in Step 2, below. The purpose of a practice vote is to allow board members to become familiar with the contents and organization of applicant files and voting procedures.

b. Step 2 – Voting:

(1) The Board will determine whether to recommend an applicant's accession into the RA JAGC. The Board will determine by a "yes/no" recommendation whether, after reviewing the file, in accordance with the guidance outlined below, the applicant should be recommended for appointment. An applicant who fails to meet eligibility criteria, as listed in paragraphs 1 and 2, will be deemed "unqualified" by the Board.

(2) The board recorder will furnish two lists: (1) all applicants who are recommended for appointment, and (2) all applicants not recommended for appointment.

c. Step 3 – Recommendations/Reports and Certification:

(1) After voting is complete, the recorder will produce two lists: (1) a list of all recommended applicants, and (2) a list of all applicants not recommended. The lists will be forwarded to The Judge Advocate General (TJAG) with recommendations for appointment in the JAGC in the RA and non-selection, respectively.

(2) The Board will conduct a review of the board proceedings and draft an after-action report (AAR). The AAR will highlight the members' collective observations, concerns, and recommendations regarding the selection process. TJAG may ask the board president to address specific questions in the AAR. The board recorder will provide the questions and a sample format. The board president may include additional observations or recommendations on issues not addressed in TJAG's questions. The Board may modify the format of the report to record the Board's comments in a concise, logical manner.

(3) Certification. The Board will attest to the following certificate:

The Board hereby certifies that, to the best of his/her knowledge, the Board complied with the MOI, that he/she was not subject to or aware of any censure, reprimand, or admonishment resulting from the recommendation of the Board or its exercise of any lawful function within the Board's authorized discretion; that he/she was not subject to or aware of any attempt to coerce or influence improperly any action in the formulation of the Board's recommendations; and that he/she was not a party to, or aware of, any attempt at unauthorized communications.

The Board, acting under oath and having in view the special needs and the efficiency of the Army, has carefully considered the record of every applicant whose name was furnished to it as specified in the MOI. In the opinion of the Board, the applicants named in the Enclosure are qualified to meet the needs of the Army, as specified in the MOI furnished to the Board by TJAG, and are hereby recommended for appointment to the JAGC in the RA.

6. **Instructions Concerning Communications and Information**.

a. Each of you (Board, recorder, and administrative support personnel) is responsible for maintaining the integrity and independence of this selection board, and to foster the careful consideration, without prejudice or partiality, of all eligible applicants.

b. You may not receive, initiate, or participate in communications or discussions involving information that is not presented in each application, any information beyond what is provided to the Board, and any information communicated to you by the individual under consideration. In your deliberations, you may not discuss any matters precluded by law, Army regulations, or this MOI.

c. The Board may not use personal knowledge in its deliberations. If a board member has personal knowledge of an applicant that is not documented in the file provided to the Board, and the board member feels the information is of great significance, then the board member will summarize the information in writing and provide it in a sealed envelope to the board recorder. The board recorder will seek guidance from the proper authority.

FISCAL YEAR 2020 FALL JUDGE ADVOCATE RETURN TO REGULAR ARMY ACCESSION BOARD, JUDGE ADVOCATE GENERAL'S CORPS ADDITIONAL GUIDANCE

1. **General**.

a. The applicants you recommend for selection will become the Judge Advocate General's Corps (JAGC) of the future. Your goal, therefore, is to select those individuals who demonstrate the greatest potential for outstanding service as Soldier–lawyers.

b. In analyzing individual records to determine whether an applicant is qualified for selection, the Board should consider the following factors. No single factor should become overriding; however, non-selection may be based on a demonstrated lack of integrity, moral turpitude, or professional ineptitude.

(1) **Prior Regular Army (RA) JAGC Performance**. The JAGC needs Judge Advocates who are capable of being successful leaders and expert and versatile lawyers. You should carefully examine each applicant's officer evaluation reports to assess the applicant's performance and suitability for a new original appointment in the JAGC in the RA. The evaluations of an ideal candidate for appointment will show evidence of the applicant's strong work ethic, leadership abilities, and potential for future RA service.

(2) **Post-JAGC Performance**. Each applicant has submitted a resume detailing his or her work experience since leaving the JAGC. This information is frequently supplemented by letters of recommendation from individuals who have had the opportunity to observe and evaluate the applicant's work performance. Pay particular attention to each applicant's experience and letters of recommendation addressing the time since the applicant's separation from the RA. You should carefully examine this information for evidence of initiative, legal and analytical skills, judgment, and level of maturity.

(3) **Intelligence**. Judge Advocates must be intelligent enough to practice in our diverse legal functions. Academic achievement can be a strong indicator of intelligence. In addition, academic success is frequently an indicator of self-discipline, dedication, and a high degree of maturity—all attributes necessary for a successful Judge Advocate. Grading systems, however, vary greatly among academic institutions, and you must exercise great care when evaluating and comparing the academic records of applicants.

(4) **Interpersonal Skills**. Judge Advocates work constantly with one another and interact with Soldiers of all ranks. Thus, the capacity to create and maintain effective interpersonal relationships is an important skill for Judge Advocates.

(5) **Physical Fitness**. Judge Advocates must maintain a high level of physical readiness in order to meet mission requirements. Physical fitness is therefore an important indicator of an applicant's suitability for Army service. The Board will consider general physical condition and potential to comply with the standards of Army Regulation 600-9, The Army Body Composition Program, in evaluating an applicant's potential for Army service. The Board may properly give a low score to applicants who fail to meet the Army's body composition standards.

(6) **Character and Leadership Ability**. An officer in the United States Army must have high character. Judge Advocates must embody the Army Values: loyalty, duty, respect, selfless service, honor, integrity, and personal courage. Soldiers and noncommissioned officers must be able to trust their officers. Accordingly, you should select only those applicants whose records demonstrate an uncompromising commitment to these values.

(7) **Ability to Communicate**. Effective communication, both orally and in writing, is an essential skill for Judge Advocates. You should select only those applicants whose records demonstrate superior communication skills.

(8) **Involvement in Civic Activities**. Participation and achievement in civic activities is a strong indication of initiative and leadership capacity. Non-participation in such activities, should not, however, operate against an applicant's interest when gainful employment has denied the applicant the opportunity to engage in these activities.

2. **Derogatory Information**. The Board must independently evaluate and weigh derogatory information presented to the Board. The Board should evaluate indications of disciplinary action relative to an individual's overall record and potential, while, at the same time, considering the seriousness of the offense. Accordingly, the Board should use care in assessing the weight placed on one incident, which may be atypical of an otherwise outstanding record.

3. **Prior Non-Selection**. Prior non-selection by an accession board will not be considered a reason for non-selection by a subsequent accession board. The Board must make an independent evaluation on the basis of the applicant's record as compared with other applicants considered by the Board.

4. **Equal Opportunity**. Effective leaders understand that organizational success depends on the ability of people of all backgrounds to work together. Select individuals who create and maintain an inclusive environment where individual attributes are recognized, accepted, and most importantly, valued, regardless of race, color, national origin, religion, sex (including gender identity), or sexual orientation. You must strictly avoid consideration of any factors other than merit and ability, as specified elsewhere in this MOI, in selecting only the best qualified candidates. This guidance shall not be interpreted as requiring or authorizing you to extend any preference of any sort to any individual or group of individuals on the basis of race, color, national origin, religion, sex (including gender identity), and sexual orientation.

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

DAJA-ZA

02 OCT 2023

MEMORANDUM FOR President and Members of the Fiscal Year 2024 (FY24) Regular Army (RA) Fall Accession Board, Judge Advocate General's Corps (JAGC)

SUBJECT: Memorandum of Instruction for the FY24 RA Fall Accession Board, JAGC

1. Authority. The FY24 RA Fall Accession Board, JAGC, is appointed pursuant to Army Regulation (AR) 27-1 (Judge Advocate Legal Services), and AR 601-100 (Appointment of Commissioned and Warrant Officers in the Regular Army). The FY24 RA Fall Accession Board will be held between 16 October and 3 November 2023. The board is appointed to recommend applicants for appointment to the JAGC in the RA.

2. Membership. The board will consist of five voting members: a general officer as president and four members comprised of field and company grade officers. The board will also include at least one female and one minority member. My designee or I will appoint the board members and may select individuals other than those recommended to serve on the board. Board membership will be provided under separate cover. The Chief, Judge Advocate Recruiting Office (JARO), is delegated authority to excuse board members and appoint alternates if exceptional circumstances exist.

3. General.

a. The board will determine which applicants are best qualified for RA appointment in the JAGC. The board members will score each qualified applicant to create an order of merit list (OML), and those who rank highest on the list will be considered "best qualified" (see enclosures 1 and 2).

b. The board will convene at a time set by the board president. The board president has no authority to constrain the board from recommending for appointment those applicants the majority of the board determines to be best qualified as defined in this Memorandum of Instruction (MOI) and enclosures.

c. Enclosure 1 contains administrative instructions and procedures and specifies the oaths for the board members and the recorder.

d. Enclosure 2 contains additional guidance on the factors the board is to consider in the selection process. This enclosure also contains guidance for ensuring equal opportunity for all applicants.

e. The JARO will furnish applicant files to the board and provide all administrative support.

f. I have selected each of you to serve on this board because I have confidence in your ability to recognize applicants with the strongest potential as future Army leaders and attorneys. Bear in mind the serious nature of your duties as a board member and your obligation to ensure these proceedings remain above reproach. The oath you will take obliges you to ensure all applicants are considered without prejudice or partiality. You will adhere to that oath, governing laws, directives, regulations, and this MOI when selecting applicants who meet the needs of the Army, as outlined here. Your failure to do so may constitute cause for removal as a member.

g. Any board member who believes he or she cannot, in good conscience, perform his or her duties as a member of the board without prejudice or partiality has a duty to request relief by me from board membership. At my discretion, such a request may be honored. Any board member who believes the integrity of the board's proceedings has been affected by improper influence or senior military or civilian authority, misconduct by the board president or a member, or any other reason, has a duty to report the basis for his or her belief to me.

4. Restrictions.

a. Recommendations of the board are "Controlled Unclassified Information" until the proper authority releases the results. Upon adjournment, board members are encouraged to familiarize other officers with board procedures in general. However, members will not disclose, for any reason, specific details of the Board proceedings pertaining to the selection or non-selection of individual applicants, whether recorded or unrecorded.

b. Board membership will not be revealed until the board adjourns.

c. The board's recommendations are advisory. I will make the final decision on selection of applicants for RA appointment in the JAGC.

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

2 Encls
1. Administrative Instructions
2. Additional Guidance

STUART W. RISCH
Lieutenant General, USA
The Judge Advocate General

FISCAL YEAR 2024 REGULAR ARMY FALL ACCESSION BOARD, JUDGE ADVOCATE GENERAL'S CORPS ADMINISTRATIVE INSTRUCTIONS

1. **Eligibility**. The board recorder will furnish the board with electronic files of all applicants eligible for consideration. Applicants recommended for appointment to the Judge Advocate General's Corps (JAGC) in the Regular Army (RA) must meet the following qualifications at the time of appointment:

a. **Citizenship**. Be a citizen of the United States at the time of application;

b. **Character**. Be of high moral character;

c. **Leadership Potential**. Possess clear leadership potential and interpersonal tact;

d. **Physical Readiness**. Meet the standards of AR 40-501 (Standards of Medical Fitness), and AR 600-9 (The Army Body Composition Program);

e. **Personnel Security Requirements**. Have, at a minimum, a SECRET security clearance before receiving an appointment, or have initiated a National Agency Check with Local Agency Check and Credit Check at the time of commissioning;

f. **Law Degree**. Have earned a J.D. degree from a law school accredited by the American Bar Association at the time the applicant received the degree. A student in his or her last year in law school may apply for a commission before either graduation or admission to the bar. To receive a commission, an applicant must meet all bar admission requirements before appointment; and

g. **Bar Admission**. Be admitted to practice and be in good standing with the licensing authority admitting the individual to the practice of law before the highest court of a State, Territory, Commonwealth, or the District of Columbia.

2. **Oaths**.

a. The board president shall administer the following oath or affirmation to the recorder:

Do you, *[state the recorder's name]*, solemnly swear (or affirm) that you will keep a true record of the proceedings of this board, and further, that you will not divulge the proceedings or results thereof pertaining to the selection or non-selection of individual applicants except to the proper authority?

b. The recorder shall administer the following oath or affirmation to each member of the board:

Do you, *[state the board members' names]*, solemnly swear (or affirm) that you will, without prejudice or partiality, and having in view both the special needs and the

efficiency of the Army, perform the duties imposed upon you, and further, that you will not divulge the proceedings or results thereof pertaining to the selection or non-selection of individual applicants except to the proper authority?

3. **Information Considered**.

a. The board will consider applicants' electronic files, including:

(1) All transcripts of undergraduate, graduate, and law school studies;

(2) A certificate or statement from the clerk of a State, Territory, Commonwealth, or the District of Columbia showing admission to practice and standing before the bar (if applicable);

(3) Application for appointment in the JAGC;

(4) Record of prior military service (if applicable), including DD Form 214, statement of retirement points (DA Form 5016 (USAR) or NGB Form 23B), and copies of all enlisted or officer evaluation reports;

(5) A statement or resume reflecting all full-time and part-time work experience (legal and non-legal);

(6) A statement of interest, objectives, and motivation for applying for appointment in the JAGC;

(7) A Field Screening Officer's Report of Interview;

(8) JAGC Intern or Extern Evaluation Report (if applicable);

(9) Up to three letters of recommendation (optional);

(10) Legal writing sample (optional); and

(11) Other information submitted by the applicant and relevant to his or her qualifications for appointment to the JAGC, such as requests for waiver of the eligibility criteria of AR 601-100 (Appointment of Commissioned and Warrant Officers in the Regular Army) or AR 27-1 (Judge Advocate Legal Services).

b. The board recorder will provide each board member a copy of the administrative instructions and will brief the board on administrative matters. The board will also receive a copy of the height and weight table from AR 600-9 (The Army Body Composition Program) and information regarding the U.S. News & World Report's current law school rankings.

4. **Procedures**. The board may be held in person or by remote/virtual means. Applicant files are deemed complete by the Judge Advocate Recruiting Office (JARO) will be made available for board review. The consideration of applicants will follow a three-step process:

a. Step 1 – Familiarization: The board recorder will provide the Board with sample files for a practice vote. These files will be voted in accordance with the voting procedures discussed in Step 2, below. The purpose of a practice vote is to allow board members to become familiar with the contents and organization of applicant files and voting procedures.

b. Step 2 – Voting:

(1) Each board member will assess each applicant's file and assign a score from 1-6 (with 1 being the lowest and 6 being the highest score). A plus (+) or minus (-) may be used for each numerical rating to emphasize the degree of recommendation. Those applicants scoring the highest are deemed "best qualified."

(2) Any board member may, at his or her discretion, reconsider and revote an individual applicant's file at any time before adjournment. The board recorder will assist any board member seeking to conduct a revote.

(3) The board recorder will produce an order of merit list (OML) by listing all applicants sequentially from highest score to lowest score. The board will recommend the OML as its list of selectees.

(4) In the event a tiebreaker is required to determine a cut-off line for the OML, the board recorder will administratively create a group of only those applicants who received identical scores. Board members will revote those applicants, and a new revote OML will be compiled. A decimal point reflecting the new OML will be added to the original OML score to indicate the best qualified applicants within the revote population.

c. Step 3 – Recommendations/Reports and Certification:

(1) After voting is complete, the recorder will produce a list of all qualified applicants, which will be forwarded to TJAG with recommendations for selection in the JAG Corps in the RA.

(2) The Board will conduct a review of the board proceedings and draft an after-action report (AAR). The AAR will highlight the members' collective observations, concerns, and recommendations regarding the selection process. TJAG may ask the board president to address specific questions in the AAR. The board recorder will provide the questions and a sample format. The board president may include additional observations or recommendations on issues not addressed in TJAG's questions. The board may modify the format of the report to record the Board's comments in a concise, logical manner.

(3) Certification. Each member of the Board will attest to the following certification:

The board president, board members, and board recorders hereby certify that, to the best of their knowledge, the board complied with the Memorandum of Instruction (MOI), they were not subject to or aware of any censure, reprimand, or admonishment resulting from the recommendation of the board or its exercise of any lawful function within the board's authorized discretion; they were not subject to or aware of any attempt to coerce or influence improperly any action in the formulation of the board's recommendations; and they were not a party to, or aware of, any attempt at unauthorized communications.

The board, acting under oath and having in view the special needs and the efficiency of the Army, has carefully considered the record of every applicant whose name was furnished to it as specified in the MOI. In the opinion of a majority of the members of the board, the applicants named in the Enclosure are qualified to meet the needs of the Army, as specified in the MOI furnished to the board by TJAG, and are hereby recommended for appointment to the JAGC in the RA.

5. **Instructions Concerning Communications and Information**.

a. Each of you (president, board members, recorder, and administrative support personnel) is responsible for maintaining the integrity of this advisory board, and to foster the careful consideration, without prejudice or partiality, of all eligible applicants.

b. You may not receive, initiate, or participate in communications or discussions involving information that is not presented in each application, any information beyond what is provided to the board, and any information communicated to you by the individual under consideration. In your deliberations, you may not discuss any matters precluded by law, Army regulations, or this MOI.

c. The board may not use personal knowledge in its deliberations. If a board member has personal knowledge of an applicant that is not documented in the file provided to the board, and the board member feels the information is of great significance, then the board member will summarize the information in writing and provide it in a sealed envelope to the board recorder. The board recorder will seek guidance from the proper authority.

FISCAL YEAR 2024 REGULAR ARMY ACCESSION BOARD, JUDGE ADVOCATE GENERAL'S CORPS ADDITIONAL GUIDANCE

1. **General**.

a. The applicants you recommend for selection will become the Judge Advocate General's Corps (JAG Corps) of the future. Your goal, therefore, is to select those individuals who demonstrate the greatest potential for outstanding service as Soldier-lawyers.

b. In analyzing individual records to determine whether an applicant is qualified for selection, the board should consider the factors listed below. No single factor is dispositive; however, a low score may be based on a demonstrated lack of integrity, moral turpitude, or professional ineptitude. Ultimately, you should score highly those individuals that you are confident will provide principled counsel, attain mastery of the law, steward the organization, and demonstrate servant leadership.

(1) **Intellect**. Judge Advocates must be intelligent enough to practice in our diverse legal functions. Academic achievement can be a strong indicator of intellect. In addition, academic success is often an indicator of self-discipline, grit, and maturity—all attributes necessary for a successful Judge Advocate. Grading systems, however, may vary among academic institutions, and you must exercise great care when evaluating and comparing the academic records of applicants. This may be especially true this year, as many law schools deviated from standard grading systems during the pandemic.

(2) **Interpersonal Skills**. Judge Advocates must possess the ability to understand and work effectively with service members and civilians of all ranks, grades, and backgrounds.

(3) **Work Ethic**. You should carefully examine each applicant's file to find evidence of the applicant's strong work ethic.

(4) **Physical Readiness**. Judge Advocates must maintain a high level of physical readiness in order to meet mission requirements. Physical fitness is therefore an important indicator of an applicant's suitability for Army service. The board will consider general physical condition and potential to comply with the standards of Army Regulation 600-9 (The Army Body Composition Program) in evaluating an applicant's potential for Army service.

(5) **Character and Leadership Ability**. Army leaders and attorneys must possess the highest character. Judge Advocates must embody the Army Values: loyalty, duty, respect, selfless service, honor, integrity, and personal courage. In particular, honor and integrity are the bedrock of our dual professions, which enable a Judge Advocate to deliver principled counsel. Soldiers and noncommissioned officers

must be able to trust their officers. Accordingly, you should select only those applicants whose records demonstrate an uncompromising commitment to these values.

(6) **Prior Military Experience**. Some applicants may have prior enlisted or commissioned service. You should review the files of these applicants for indicators of leadership potential, maturity, teamwork, and the ability to excel as a Judge Advocate. The JAG Corps also has a need for officers with special military skills and training. Military experience will be considered a positive factor.

(7) **Legal and Work Experience**. Each applicant has submitted a resume detailing his or her work experience. Applicants also have the option of submitting up to three letters of recommendation. You should carefully examine this information to assess initiative, legal and analytical skills, judgment, and maturity.

(8) **JAG Corps Intern and Extern Programs**.

(i) These programs introduce students to military legal practice and provide meaningful opportunities for supervisory Judge Advocates to evaluate their performance and potential. The board should give careful consideration to those applicants who have demonstrated superior potential through successful performance as interns or externs.

(ii) Applicants who participated in the JAG Corps' 2L Intern Program had the option to apply for a JAG Corps commission in the Early Decision Accession Board, which convened at the conclusion of the summer internship period. Board members will not draw a negative inference for those applicants who were either not selected at this prior board, or those who opted out of consideration.

(9) **Graduates of the Reserve Officers' Training Corps (ROTC) Program**.

(i) Some applicants are ROTC graduates who are attending or have attended law school on an approved educational delay. These applicants are already commissioned, but applied for and were granted a delay from Regular Army service based, in part, on a recommendation by the JAG Corps. The board is strongly encouraged to give careful consideration to the selection of ROTC educational delay applicants.

(ii) Successful completion of an ROTC program requires that an individual demonstrate a strong sense of personal integrity, honor, and responsibility while developing an understanding of the basic concepts and principles of leadership and military art and science. These attributes are reliable indicators of the potential to serve successfully as a Judge Advocate.

(10) **Communication Skills**. Judge Advocates must be effective communicators in person and in writing—precise, persuasive, and professional. You should select only those applicants whose records demonstrate superior communication skills.

(11) **Involvement in Campus and Civic Activities**. Participation and achievement in extracurricular activities is a strong indication of initiative and leadership capacity. Non-participation in such activities, should not, however, operate against an applicant's interest when heavy course loads and gainful employment in financing the expenses of college and law school have denied the applicant the opportunity to engage in extracurricular activities.

2. **Field Screening Officer's (FSO) Report**. All applicants will have been interviewed by an FSO, a Judge Advocate designated to perform recruiting and interviewing functions, who has prepared a report for your consideration. You should carefully evaluate the FSO Report, giving special attention to the FSO's assessment of the applicant's potential for JAG Corps service. The narrative justifications for an FSO's recommendation are particularly important and lend meaning to the other elements of the FSO Report. Each FSO report includes an overall recommendation on selection according to the following tiered ranking system.

a. **Absolute must select**: a truly extraordinary applicant who is outstanding in all dimensions.

b. **Must select**: a strong applicant about whom the FSO is genuinely enthusiastic; possesses the key qualities and skills needed to make a positive impact on our people and mission.

c. **Recommended for selection**: an average applicant with no glaring weakness, but few significant strengths; has potential to develop into an effective Judge Advocate with training and development.

d. **Not recommended for selection**: an applicant about whom the FSO has reservations; does not currently have the qualities or skills our dual professions demand.

e. **Absolute do not select**: the applicant is clearly deficient in multiple respects; the FSO has severe misgivings; avoid selecting.

3. **Adverse Information**. The board must independently evaluate and weigh derogatory information presented to the board. The board should evaluate indications of disciplinary action relative to an individual's overall record and potential, while, at the same time, considering the seriousness of the offense. Accordingly, the board should use care in assessing the weight placed on one incident, which may be atypical of an otherwise outstanding record.

4. **Prior Non-Selection**. Prior non-selection will not be considered a reason for non-selection by a subsequent board. The board must make an independent evaluation on the basis of the applicant's record as compared with other applicants considered by the board.

5. **Diversity and Equal Opportunity**. The strength of our Army comes from our diversity. Developing and maintaining qualified and demographically diverse leadership is critical for mission effectiveness and is essential to national security. Effective leaders understand that organizational success depends on the ability of people of different backgrounds to work together, while bringing the value of their diverse experiences to the mission. With a culture that embraces diversity, the Army is better able to attract and keep the best men and women from across the Nation, and to operate more successfully around the world. Moreover, the success of today's Army comes from a total commitment to the ideals of freedom, fairness, and human dignity upon which our country was founded. It is vital that our Army is in fact one of equal opportunity–equal opportunity for all Soldiers is the only acceptable standard for our Army. This principle applies to every aspect of career development and utilization in our Army, but is especially important to demonstrate in the accession process. Select meritorious applicants who create and maintain an inclusive environment where individual attributes are recognized, accepted, and, most importantly, valued, regardless of race, color, national origin, religion, sex (including gender identity), or sexual orientation. In doing so our Soldiers will have a clear perception of equal opportunity in the selection process.

Board Highlights

	Applications	Selection Rate
2022	101 (81 / 20)	25%
2021	120 (103 / 17)	21%
2020	151 (130 / 21)	16.5%
2019	99	25%
2018	73	27%

	Overall	Officers	Enlisted
LSAT (Applicants)	155	156	150
LSAT (Selectees)	160	160	156
GPA (Applicants)	3.34	3.41	3.07
GPA (Selectees)	3.45	3.45	3.47

Trends and Takeaways

- **Applications decreased by 16% but quality of selectees remained consistent**
  - Last year average LSAT / GPA among selectees: 160 / 3.52 (compared to 160 / 3.45 this year)
  - Multiple MOS's represented; most selectees from IN (5), FA (3), and AG (3). Three NCO selectees 27D (2) and AG (1).
- **Diversity outcomes**
  - Gender: females outperformed males (29% of applications and 32% of selects)
  - Race / Ethnicity: similar to last year
    - Diverse applicant pool, this year higher selection rates for Hispanics.
    - Overall composition of selectees is more diverse than the JA population; closer to Army officers
  - NCOs
    - 45% of NCO applicants were minorities (9 of 20); last year, 76% of the NCO applicants were minorities (15 of 20)
    - Lower selection rate than officers (3 of 20 enlisted applications) / (22 of 81 officer applications)
- **Commissioning source comparison**
  - ROTC: 42% of applicants; 48% of selectees (selected at highest rate)
  - USMA: 26% of applicants; 40% of selectees
  - OCS: 12% of applicants; no selectees

Summary of Comments on Slide 1

Page: 1

Number: 1 Author: Presenter Notes Subject: Presentation Notes Date: 3/10/2025 3:19:16 PM

LSAT (Applicants)
Overall: 155
Officer: 156
ROTC: 157
USMA: 158
OCS: 152
Enlisted: 150

Highest officer LSAT – (b) (6)
Lowest officer LSAT – (b) (6)
est enlisted LSAT – (b) (6)
ts
Lowest enlisted LSAT – 1(b) (6)

Units with most applicants
1CD, FHTX (8)
Fort Bragg (5)
Fort Campbell (5)
Fort Carson (5)
Fort Richardson (5)
JBLM (5)
25ID (5)

Board Demographics

Race / Ethnicity					
	Applicants	**Selectees**	**RA Officers**	**RA Enlisted**	**RA Judge Advocates**
African-American	16.8%* (-4.8%)	16%* (no change)	11%	22%	7%
Asian/Pacific Islander	3.9% (-3.6%)	0% (-8%)	8%	6%	6%
Caucasian	69.3% (+4.3%)	72% (no change)	70%	51%	79%
Hispanic	11.9%* (+5.3%)	16%* (+12%)	8%	19%	4%
Native American	1% (+1%)	0% (no change)	1%	1%	<1%
Other	<1%	N/A	2%	<1%	3%

Gender					
	Applicants	**Selectees**	**RA Officers**	**RA Enlisted**	**RA JAs**
Female	29% (-1%)	32% (-12%)	18%	15%	29%
Male	71% (+1%)	68% (+12%)	82%	85%	71%

*includes African American/Hispanic candidate(s)

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Race/ethnicity:
Asian: 3.9% (4 total)
Black (including 3 who identified as “Black/Hispanic): 16.8% (17 total)
Hispanic (including 3 who identified as “Black/Hispanic): 11.9% (12 total)
American Indian/Alaskan Native: 1% (1 total)
White: 69% (70 total)
Other: <1%

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

DAJA-ZA

MEMORANDUM FOR President and Members of the 2022 Judge Advocate General's Corps (JAG CORPS) Funded Legal Education Program (FLEP) Selection Board

SUBJECT: Memorandum of Instruction for 2022 Judge Advocate General's Corps Funded Legal Education Program Selection Board

1. The 2022 Judge Advocate General's Corps (JAG Corps) Funded Legal Education Program (FLEP) Selection Board is convened under 10 U.S.C. § 2004, as implemented by Army Regulation (AR) 27-1, Chapter 10, to recommend active duty commissioned officers and noncommissioned officers (NCOs) to attend civilian law school at government expense. The board will convene on or about 1 December 2022.

2. Membership. The board will consist of five voting members: a Judge Advocate general officer as president and four Judge Advocate members in the grade of O-5 or above. The board will also include at least one female member, one minority member, and one former FLEP officer. My designee or I will appoint the board members and may select individuals other than those recommended to serve on the board. Board membership will be provided under separate cover. The Chief, Personnel, Plans, and Training Office, is delegated authority to excuse board members and appoint alternates.

3. General. The FLEP provides an opportunity for up to 25 exceptional officers and NCOs to attend civilian law school and serve thereafter as Regular Army (RA) Judge Advocates. Officers and NCOs selected for the FLEP will be detailed to the JAG Corps. Applicants must:

a. Be U.S. citizens serving as commissioned officers in the RA in the grade of O-1 through O-3 or RA enlisted personnel in the grade of E-5 through E-7 while applying and at the time law school begins.

(1) Officer applicants must have at least two, but not more than six years of active duty service—including any prior warrant officer or enlisted service—at the time law school begins.

(2) NCO applicants must have at least four, but not more than eight years of active duty service at the time law school begins.

b. Have graduated from an accredited college or university with a baccalaureate degree or equivalent;

c. Be able to qualify for appointment in the JAG Corps according to the requirements of AR 601-100, Appointment of Commissioned and Warrant Officers in the Regular Army, after completing law school; and

d. Have at least a SECRET security clearance.

4. Board Member Expectations.

a. I have selected each of you to serve on this board because I have confidence in your ability to recognize officers and NCOs with the strongest potential as future Army leaders and attorneys. Bear in mind the serious nature of your duties and your obligation to ensure these proceedings remain above reproach. The oath you will take obliges you to ensure all applicants are considered without prejudice or partiality. You will adhere to that oath, governing laws, directives, regulations, and this memorandum of instruction when selecting applicants who meet the needs of the Army, as outlined herein.

b. Any board member who believes he or she cannot, in good conscience, perform his or her duties as a member of the board without prejudice or partiality has a duty to request relief by me from board membership. At my discretion, such a request may be honored. Any board member who believes the integrity of the board's proceedings has been affected by improper influence or senior military or civilian authority, misconduct by the board president or a member, or any other reason, has a duty to report the basis for his or her belief to me.

5. Oaths.

a. The board president will administer the following oath or affirmation to the recorders:

Do you, _____, solemnly swear (or affirm) that you will keep a true record of the proceedings of this board, and further, that you will not divulge the proceedings or results thereof pertaining to the selection or non-selection of individual applicants except to proper authority?

b. The recorder will administer the following oath or affirmation to the board members:

Do you, _____, solemnly swear (or affirm) that you will, without prejudice or partiality and having in view both the special needs and the efficiency of the Army, perform the duties imposed upon you, and further, that you will not divulge the proceedings or results thereof pertaining to the selection or non-selection of individual applicants except to proper authority?

6. Diversity and Equal Opportunity. The strength of our Army comes from our diversity. Developing and maintaining qualified and demographically diverse leadership is critical for mission effectiveness and is essential to national security. Effective leaders understand that organizational success depends on the ability of people of different backgrounds to work together, while bringing the value of their diverse experiences to the mission. With a culture that embraces diversity, the Army is better able to attract and keep the best men and women from across the Nation, and to operate more successfully around the world. Moreover, the success of today's Army comes from a total commitment to the ideals of freedom, fairness, and human dignity upon which our country was founded. It is vital that our Army is in fact one of equal opportunity – equal opportunity for all Soldiers is the only acceptable standard for our Army. This principle applies to every aspect of career development and utilization in our Army, but is especially important to demonstrate in the accession process. Select meritorious applicants who create and maintain an inclusive environment where individual attributes are recognized, accepted, and, most importantly, valued, regardless of race, color, national origin, religion, sex (including gender identity), or sexual orientation. In doing so our Soldiers will have a clear perception of equal opportunity in the selection process.

7. Selection Criteria. Selection for the FLEP is based on an applicant's potential as a peer leader, expert and versatile lawyer, and skilled staff officer. Selection is not intended as a reward for past performance. No single factor should be overriding in determining whether an officer or NCO should be selected. The board must consider each applicant's entire record to determine whether he or she possesses the appropriate balance of intellect, integrity, and leadership needed to thrive in our dual professions. The board should consider the following factors:

a. Record of military service. Select officers and NCOs who have established records of exceptional performance and leadership potential, as reflected in their respective evaluation reports.

b. Character. Only individuals of the highest moral character should be selected for service as future Judge Advocates.

c. Intellect. Academic achievement is a strong indicator of intellect. Applicants are required to submit undergraduate transcripts and to take the Law School Admission Test (LSAT). The LSAT provides a standard measure of reading comprehension, reasoning, and writing skills that law schools use in assessing an applicant's law school readiness. In the same way, you should carefully review undergraduate transcripts to gauge each applicant's academic potential. You must be satisfied that each officer and NCO selected is capable of graduating from an ABA-accredited law school, gaining admission to the bar, and practicing competently in each of the JAG Corps legal functions.

d. Communication. Judge Advocates must possess exceptional written and verbal communication skills. You should select only those applicants with the ability to communicate effectively with Army senior leaders.

e. Motivation. Because the purpose of the program is to provide the JAG Corps with career officers, there should be clear evidence an applicant desires to remain a professional military officer after becoming a member of the legal profession.

f. Demonstrated aptitude for performance of legal duties. Not all applicants have had the opportunity to perform legal duties. Applicants who have not been exposed to legal work should not be penalized. Rather, the board should assess each file in its entirety to determine whether the applicant possesses the intellect, critical thinking skills, maturity, and humility needed to thrive as an Army lawyer and leader.

g. Physical Fitness. Physical fitness is an essential component of individual readiness and leadership. Consider whether each applicant has consistently met the Army's physical fitness and body composition standards, as well as the likelihood of future compliance.

h. Versatility. Carefully consider whether officer applicants with more than three years of active duty service will have sufficient time in the JAG Corps to develop the versatility required to be competitive for promotion to Major.

8. Voting. Each board member will assign each applicant a numerical rating based on the following scale:

6 – Superior;
5 – Outstanding;
4 – Very Good;
3 – Average;
2 – Marginal;
1 – Not qualified

A plus (+) or minus (-) may be used for each numerical rating to emphasize the degree of recommendation.

9. Order of Merit List.

a. The board will recommend by order of merit the 25 applicants—whether officer or NCO—who are fully qualified and best qualified to participate in the FLEP commencing in academic year 2023-24.

b. All applicants—officer and enlisted—will be evaluated using the criteria specified in paragraph 7, above. Bear in mind, however, officers and NCOs have unique

professional development models and leadership responsibilities given the nature of their respective roles in our Army. For example, a staff sergeant applicant may have served as an infantry squad leader while a captain may have commanded an infantry platoon or company. These inevitable differences should not operate to the advantage of any applicant. Officer and enlisted applicants bring different experiences and perspectives that will collectively strengthen the diversity of the JAG Corps. Consider each applicant's potential holistically, on the basis of all components of the application.

10. Restrictions.

a. Recommendations of the Board are "Controlled Unclassified Information" until the proper authority releases the results. Board members will not discuss or disclose, for any reason, specific details of the board proceedings pertaining to the selection or non-selection of individual applicants, whether recorded or unrecorded.

b. The board will not adjourn without my authorization.

c. The board's recommendations are advisory. I will make the final decision on officers and NCOs selected for participation in the FLEP.

Encl

STUART W. RISCH
Lieutenant General, USA
The Judge Advocate General

AMERICA'S ARMY:
Globally Responsive, Regionally Engaged

FY23 1L Summer Intern Board

Applications

1L	FY
124	FY23
186	FY22
257	FY21
353	FY11
387	FY10

Academic Profiles

1L FY23

LSAT (Applicants)
High/Low: 176 / 146
Average: 158.8

LSAT (Selectees)
High/Low: 174 / 144
Average: 159.57

Undergrad GPA (Avg.)
Applicants: 3.48
Selectees: 3.63

1L FY22

LSAT (Applicants)
High/Low: 176 / 142
Average: 157.7

LSAT (Selectees)
High/Low: 176 / 149
Average: 157.7

Undergrad GPA (Avg.)
Applicants: 3.55
Selectees: 3.68

Trends and Takeaways

- **Declining application trend continues**
  - Applications down 34% from FY22, which is consistent with recent trends
  - Several applicants withdrew after receiving offers from other employers during the application period
- **Elite talent—selectees boast strong academic profiles**
  - 19 total from T25 law schools (GW 4x, UVA 3x, Harvard 2x, Cornell x2, UF 2x, etc.)
- **Selectees represent broad backgrounds**
  - 17% of selectees identify as racial minorities; Native American selects outpace the law student population
  - 23 selectees are women (39.6%)
  - 13 selectees have any prior military experience; three inside the top 10 of the OML

Summary of Comments on Slide 1

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Trends and Takeaways

Application Decline - Application decline in FY23 of 34% (from 186 to 124). This decline follows a 29% drop in FY22 (from 257 to 186). Some applicants withdrew their applications after accepting positions with other companies and services, but those situations are outliners. The demographic breakdown of the applicants and selects to follow on page 2.

Elite Talent - Despite declining applications, the applicant pool was extremely strong. The board recommended the primary selection of 58 law students! A third of these students attend the top 25 law schools. The average LSAT score from the applicants and the selects improved over last year.

BG Sullivan Tour - Pending

Selectees Represent Broad Backgrounds - The selects represented broad backgrounds compared to FY22. This year we have at least one selection from every racial background (there were no Asian or Native American selects in FY22). In addition, there are 13 selects with prior military service, including the law student who topped the OML.

Expanding the number of 1L Summer Interns

Attrition - Last year, the JAGC selected and made offers to 28 1L Summer Interns. Only 16 of the selects participated in our internship (43% attrition rate). Understanding and applying the lesson, we must make more offers. This year the board is recommending 58 selects. If we have the money, we must make them all offers realistically to expand our internship. We are up against fierce competition for our talent. We made 99 offers to our 2L Summer Intern selects, and we currently have 68 interns heading to offices this summer (32% attrition rate). Based on the attrition rate from last year, and this fall, we can expect to lose 18 (40) to 25 (33) interns if we make 58 offers.

Locations - We have 35 openings from the following locations: TJAGLCS (8); Fort Benning (7); Fort Hood (4); Fort Sill (3); Fort Bragg (2); Fort Bliss (3); Fort Jackson (2); USMA (2); Fort Knox (2); Fort Rucker (1); Fort Detrick (1). The field requested these positions. I am confident we can find more. For example, Fort Drum received no 2L Interns, and Fort Riley only received 1.

Money – The original summer intern expansion request was to increase from 70 to 90 2Ls and 20 to 30 1Ls (120 total interns). The total cost of the expansion was $385K. Since we did not meet the expansion target for our 2L population, we have 52 slots available. On average, each 1L Summer Intern costs =$4,375 (45 days). This course of action reduces the total expansion estimate from $385K to $228K (45 = 197K; 40 = 175K; 35 = 153K).

Intern Program Expansion

Why did we not fill all the FY23 2L Summer Internship Positions?

FY23 2L Summer Internship Analysis

- Board considered 181 2L applications
- Board selected and TJAG certified 99 law students (72 primaries / 27 alternates)
  - 99 offers
  - 71 offers accepted (72% acceptance rate)
    - 28 selects chose not to participate
    - 21 of the 28 actively declined the offer
    - Only 6 of the 21 who declined offered a reason
      - All 6 reported that they accepted another offer for the summer
    - 3 selects who initially accepted offers withdrew due to family emergency
    - 7 selects never submitted a response to JARO
  - 68 2L Interns will participate in our summer internship

2L SI FY23 Stats

LSAT (Applicants)
- High/Low: 176 / 143
- Average: 156.6

LSAT (Selects)
- High/Low: 176 / 143
- Average: 159.1

Undergrad GPA (Avg.)
- Applicants: 3.49
- Selects: 3.59

Diversity

Race / Ethnicity

	Applicants	Primary Selectees	Law Students (2022)	Army Officers	JAs (2022)	Licensed Attorneys
African-American	7.26% 9 / -.26%	5.17% 3 / -9.13%	8%	11%	7%	4.5%
Asian/Pacific Islander	5.65% 7 / -2.44%	1 / +1.72%	6%	8%	6%	5.7%
Caucasian	69.35% 86 / -9.65%	75.86% 44 / -0.34%	62%	70%	79%	81%
Hispanic	6.45% 8 / -3.55%	6.90% 4 / -2.60%	13%	8%	4%	5.8%
Native American	4.84% 6 / +3.24%	4 / +6.90%	<1%	1%	<1%	.5%
Multiracial (Other)	6.45.% 8 / -1.05%	3.45% 2 / -6.05%	6%	2%	3%	2.7%

Gender

	Applicants	Primary Selectees	Law Students (2022)	Army Officers	JAs	Licensed Attorneys
Female	38.71% 48 / -5.89%	39.66% 23 / -36.34%	57%	18%	29%	38%
Male	61.29% 76 / +5.89%	60.34% 35 / +36.34%	43%	82%	71%	61.5%

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Difference between FY22 and FY23: The board in FY22 considered 186 applications compared to 124 this year. Due to the differences in applications, the overall may up of the board in terms of raw numbers is significantly different. This year the board received 62 fewer applications and recommended 30 more applicants for selection.

Diversity Trends: The applicants this year were not as diverse as the applicant pool from FY22, but we have representation from every background this year. Last year we did not have an Asian or Native American.

Gender: This year's applicant pool is not as balanced as the group from FY22.

Raw numbers (FY23 / FY22)
Applications:
FY23 -124
FY22 - 186
Race
Applications (FY23 / FY22)
Total Applications 124 / 186
African American – 9 / 14
Asian/Pacific Islander – 7 / 7
Caucasian – 86 / 141
Hispanic – 8 / 18
Native American – 6 / 3
Multi Racial – 8 / 21

Primary Selects: (FY23 / FY22)
Total Selects - 58 / 21
African American – 3 / 3
Asian/Pacific Islander – 1 / 0
Caucasian – 44 / 16
Hispanic – 4 / 2
Native American – 4 / 0
Multi Racial – 2 / 2

Gender - FY23 / FY22
Applications: 124 / 186
Female: 48 / 83
Male 76 / 103

Primary Selects: 58 / 21
Female – 23 / 16
Male – 35 / 5

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

4 FEB 2023

DAJA-ZA

MEMORANDUM FOR President and Members of the Fiscal Year 2023 Judge Advocate General's Corps 1L Intern Program Selection Board

SUBJECT: Memorandum of Instruction for the Fiscal Year 2023 Judge Advocate General's Corps 1L Intern Program Selection Board

1. Authority. The Fiscal Year 2023 (FY23) Judge Advocate General's Corps (JAGC) 1L Intern Program Selection Board is appointed pursuant to Judge Advocate Legal Services Publication 1-1, Personnel Policies, paragraph 2-2, to recommend applicants for selection as 1L summer interns for temporary civilian employment in JAGC legal offices. The FY23 Intern Program Selection Board will be held during the week of 20 February to 3 March 2023.

2. Membership. The board will consist of five voting members: a general officer as president and four members comprised of field grade and company grade officers. The board will include at least one female and one minority member. My designee, or I, will appoint the board members, and may select individuals other than those recommended to serve on the board. Board membership will be provided under separate cover. The Chief, Judge Advocate Recruiting Office (JARO), is delegated authority to excuse board members and appoint alternates if exceptional circumstances exist.

3. General.

a. The Board will determine which applicants are best qualified for a summer internship. The board members will score each applicant to create an order of merit list (OML), and those who rank highest on the list will be considered "best qualified" (see enclosures 1 and 2).

b. The board will convene at a time set by the board president. The board president has no authority to constrain the board from recommending for appointment those applicants the majority of the board determines to be qualified as defined in this Memorandum of Instruction (MOI) and enclosures.

c. Enclosure 1 contains administrative instructions and procedures and specifies the oaths for the board members and the recorder.

d. Enclosure 2 contains guidance on the factors the board is to consider in the selection process. This enclosure also contains guidance for ensuring equal opportunity for all applicants.

e. The Judge Advocate Recruiting Office will furnish applicants' files to the board and will provide all administrative support.

f. I have selected each of you because I have confidence in your ability to recognize applicants with the strongest potential as future Army leaders and attorneys. Bear in mind the serious nature of your duties as a board member and your obligation to ensure these proceedings remain above reproach. The oath you will take obliges you to ensure all applicants are considered without prejudice or partiality. You will adhere to that oath, governing laws, directives, regulations, and this MOI when selecting applicants who meet the needs of the Army, as outlined here. Your failure to do so may constitute cause for removal as a member.

g. Any board member who believes he or she cannot, in good conscience, perform his or her duties as a member of the board without prejudice or partiality has a duty to request relief by me from board membership. At my discretion, such a request may be honored. Any board member who believes the integrity of the board's proceedings has been affected by improper influence or senior military or civilian authority, misconduct by the board president or a member, or any other reason, has a duty to report the basis for his or her belief to me.

4. Restrictions.

a. Recommendations of the board are "Controlled Unclassified Information" until the proper authority releases the results. Upon adjournment, board members are encouraged to familiarize other officers with board procedures in general. However, members will not disclose, for any reason, specific details of the board proceedings pertaining to the selection or non-selection of individual applicants, whether recorded or unrecorded.

b. Board membership will not be revealed until the board adjourns.

c. The board's recommendations are advisory. I will make the final decision on selection of applicants for the 1L Intern Program.

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

Encls

STUART W. RISCH
Lieutenant General, USA
The Judge Advocate General

FISCAL YEAR 2023 JUDGE ADVOCATE GENERAL'S CORPS 1L INTERN PROGRAM SELECTION BOARD ADMINISTRATIVE INSTRUCTIONS

1. **Eligibility**. The board recorder will furnish the Board with electronic files of all applicants eligible for consideration. Applicants recommended for a summer internship position with the Judge Advocate General's Corps (JAGC) must meet the following qualifications at the time of consideration by the Board:

a. **Citizenship and Personnel Security Requirements**. United States citizenship is required. Applicants must be eligible for federal civilian employment and able to pass a background investigation at the time of hiring;

b. **Character**. Be of high moral character;

c. **Leadership Potential**. Possess clear leadership potential and interpersonal tact; and

d. **Law School**. Be a student at a law school accredited by the American Bar Association and be available to complete the internship during their first summer in law school.

e. There are no age or physical fitness requirements for interns.

2. **Oaths**.

a. The board president will administer the following oath or affirmation to the recorder:

Do you, *[state the recorder's name],* solemnly swear (or affirm) that you will keep a true record of the proceedings of this Board, and further that you will not divulge the proceedings or results thereof pertaining to the selection or non-selection of individuals except to the proper authorities?

b. The board recorder will administer the following oath or affirmation to each member of the Board:

Do you, *[state the board members' names]*, solemnly swear (or affirm) that you will, without prejudice or partiality, perform the duties imposed upon you, and further, that you will not divulge the proceedings or results thereof pertaining to the selection or non-selection of individuals except to proper authority?

3. **Information Considered**.

a. The Board will consider applicants' electronic files, including:

(1) Transcripts of undergraduate, graduate, and law studies;

(2) Application for the 1L Intern Program;

(3) Record of prior military service (if applicable), including DD Form 214, statement of retirement points (DA Form 5016 (USAR) or NGB Form 23B)), and copies of all enlisted or officer evaluation reports;

(4) A statement of all full-time and part-time work experience (both legal and non-legal);

(5) A statement of interest, objectives, and motivation for applying for a summer internship with the JAGC;

(6) A Field Screening Officer's Report of Interview;

(7) Up to three letters of recommendation (optional);

(8) Legal writing sample (optional); and

(9) Other information submitted by the applicant and relevant to that applicant's qualifications for a summer internship.

b. The board recorder will provide each board member a complete copy of the administrative instructions and will brief the Board on administrative matters, to include an explanation of the Law School Admission Test (LSAT) scoring system. The recorder will also furnish the Board with information regarding the U.S. News & World Report's current law school rankings.

4. **Procedures**. The board may be held in person or by remote/virtual means. Applicant files are deemed complete by the Judge Advocate Recruiting Office (JARO) will be made available for board review. The consideration of applicants will follow a three-step process:

a. Step 1 – Familiarization: The board recorder will provide the Board with sample files for a practice vote. These files will be voted in accordance with the voting procedures discussed in Step 2, below. The purpose of a practice vote is to allow board members to become familiar with the contents and organization of applicant files and voting procedures.

b. Step 2 – Voting:

(1) Each board member will assess each applicant's file and assign a score from 1-6 (with 1 being the lowest and 6 being the highest score). A plus (+) or minus (-) may be used for each numerical rating to emphasize the degree of recommendation. Those scoring the highest are deemed "best qualified."

(2) Any board member may, at his or her discretion, reconsider and revote an individual applicant's file at any time before adjournment. The board recorder will assist any board member seeking to conduct a revote.

(3) The board recorder will produce an order of merit list (OML) by listing all qualified applicants sequentially from highest score to lowest score. The Board will recommend the OML as its list of selectees.

(4) In the event a tiebreaker is required to determine a cut-off line for the OML, the board recorder will administratively create a group of only those applicants who received identical scores. Board members will revote those applicants, and a new revote OML will be compiled. A decimal point reflecting the new OML will be added to the original OML score to indicate the best qualified applicants within the revote population.

c. Step 3 – Recommendations/Reports and Certification:

(1) After voting is complete, the recorder will produce a list of all qualified applicants, which will be forwarded to TJAG with recommendations for selection in the 1L intern program.

(2) The Board will conduct a review of the board proceedings and draft an after-action report (AAR). The AAR will highlight the members' collective observations, concerns, and recommendations regarding the selection process. TJAG may ask the board president to address specific questions in the AAR. The board recorder will provide the questions and a sample format. The board president may include additional observations or recommendations on issues not addressed in TJAG's questions. The Board may modify the format of the report to record the Board's comments in a concise, logical manner.

(3) Certification. Each member of the Board will attest to the following certification:

The board president, board members, and board recorders hereby certify that, to the best of their knowledge, the Board complied with the Memorandum of Instruction (MOI), they were not subject to or aware of any censure, reprimand, or admonishment resulting from the recommendation of the Board or its exercise of any lawful function within the Board's authorized discretion; they were not subject to or aware of any attempt to coerce or influence improperly any action in the formulation of the Board's recommendations; and they were not a party to, or aware of, any attempt at unauthorized communications.

The Board, acting under oath and having in view the special needs and the efficiency of the Army, has carefully considered the record of every applicant whose name was furnished to it as specified in the MOI. In the opinion of a majority of the members of the Board, the applicants named in the Enclosure are qualified to meet the needs of the

Army, as specified in the MOI furnished to the Board by TJAG, and are hereby recommended for selection as 1L summer interns.

5. **Instructions Concerning Communications and Information**.

a. Each of you (president, board members, recorder, and administrative support personnel) is responsible for maintaining the integrity and independence of this advisory board, and to foster the careful consideration, without prejudice or partiality, of all eligible applicants.

b. You may not receive, initiate, or participate in communications or discussions involving information that is not presented in each application, any information beyond what is provided to the Board, and any information communicated to you by the individual under consideration. In your deliberations, you may not discuss any matters precluded by law, Army regulations, or this MOI.

c. The Board may not use personal knowledge in its deliberations. If a board member has personal knowledge of an applicant that is not documented in the file provided to the Board, and the board member feels the information is of great significance, then the board member will summarize the information in writing and provide it in a sealed envelope to the board recorder. The board recorder will seek guidance from the proper authority.

FISCAL YEAR 2023 JUDGE ADVOCATE GENERAL'S CORPS 1L INTERN PROGRAM SELECTION BOARD ADDITIONAL GUIDANCE

1. **General**.

a. The Judge Advocate General's Corps (JAGC) 1L Intern Program is designed to acquaint law students with the practice of law in the Army and to provide them with a basis to decide whether to apply, or recommend others to apply, for a commission in the JAGC. The 1L Intern Program is also designed to increase visibility of the JAGC throughout American Bar Association-accredited law schools.

b. Apart from basic eligibility, the Board should look for the following qualities when evaluating applicants for the 1L Intern Program: leadership ability, scholastic aptitude, maturity, and motivation toward military service. The board policy for selection is to recommend the best qualified applicants in order of merit. Veterans' eligibility and military experience shall be considered positive factors. The analysis of individual applications should include a review of the following factors:

(1) Achievement in undergraduate education and law school;

(2) Maturity; and

(3) Legal experience.

2. **Equal Employment Opportunity**. The strength of our Army comes from our diversity. Developing and maintaining qualified and demographically diverse leadership is critical for mission effectiveness and is essential to national security. Effective leaders understand that organizational success depends on the ability of people of different backgrounds to work together, while bringing the value of their diverse experiences to the mission. With a culture that embraces diversity, the Army is better able to attract and keep the best men and women from across the Nation, and to operate more successfully around the world. Moreover, the success of today's Army comes from a total commitment to the ideals of freedom, fairness, and human dignity upon which our country was founded. It is vital that our Army is in fact one of equal opportunity – equal opportunity is the only acceptable standard for our Army. This principle applies to every aspect of career development and utilization in our Army, but is especially important to demonstrate in the selection process. Select meritorious applicants who create and maintain an inclusive environment where individual attributes are recognized, accepted, and, most importantly, valued, regardless of race, color, national origin, religion, sex (including gender identity), or sexual orientation. In doing so our Interns will have a clear perception of equal opportunity in the selection process.

FY23 Summer Intern Board

Applications / Selection Rate

	Applications	Primary Selects	Selection Rate
FY23	**181**	**72**	**42.1%**
FY22	193	72	37.3%
FY21	179	72	40.2%
FY20	221	75	33.9%
FY19	219	71	32.4%
FY18	243	72	29.6%

Academic Profiles

FY23

LSAT (Applicants)
- High/Low: 176 / 143
- Average: 156.6

LSAT (Selects)
- High/Low: 176 / 143
- Average: 159.1

Undergrad GPA (Avg.)
- Applicants: 3.49
- Selects: 3.59

FY22

LSAT (Applicants)
- High/Low: 171 / 135
- Average: 155

LSAT (Selects)
- High/Low: 168 / 143
- Average: 156.7

Undergrad GPA (Avg.)
- Applicants: 3.47
- Selects: 3.63

Trends and Takeaways

- **Level of interest in the 2L Internship program consistent with FY22**
  - Number of applications considered in FY22 and FY23 would have been the same if Ed Delays were included in FY23
- **Improved academic profiles for both applicants and selects**
- **T14 law schools well represented**
  - Duke (1), Harvard (1), Georgetown (1), U. Chicago (1), U. Michigan (2), UVA (2)
- **Former 1L Summer Interns and Externs top the OML**

Diversity

Race / Ethnicity						
	Applicants	Primary Selects	Law Students (2022)	Army Officers	JAs (2022)	Licensed Attorneys (2022)
African-American	8.29% (+.05%)	1.3% (-8.3%)	8%	11%	7%	4.5%
Asian/Pacific Islander	4.97% (-1.24%)	8.33% (+1.39%)	6%	8%	6%	5.7%
White	70.72%(+.8%)	76.38 (+2.79%)	62%	70%	79%	81%
Hispanic	9.94% (+1.65%)	9.72% (0%)	13%	8%	4%	5.8%
Native American	2.20% (+2.15%)	0% (0%)	<1%	1%	<1%	.5%
Multiracial (Other)	4.15% (-2.59%)	4.17% (-4.16%)	6%	2%	3%	2.7%
Gender						
Female	46.4% (+8.59%)	45.8% (+8.33%)	57%	18%	29%	38%
Male	53.6% (-8.59%)	54.1% (-8.33%)	43%	82%	71%	61.5%

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

29 SEP 2022

DAJA-ZA

MEMORANDUM FOR President and Members of the Fiscal Year 2023 (FY23) Judge Advocate General's Corps (JAGC) 2L Intern Program Selection Board

SUBJECT: Memorandum of Instruction (MOI) for the FY23 JAGC 2L Intern Program Selection Board

1. Authority. The FY23 JAGC 2L Intern Program Selection Board is appointed pursuant to Judge Advocate Legal Services Publication 1-1 (Personnel Policies), paragraph 2-2, to recommend applicants for selection as 2L summer interns for temporary civilian employment in JAGC offices worldwide. The board will be held between 17 October and 4 November 2022.

2. Membership. The board will consist of five voting members: a general officer as president and four members comprised of field grade and company grade officers. The board will include at least one female and one minority board member. My designee or I will appoint the board members, and may select individuals other than those recommended to serve on the board. Board membership will be provided under separate cover. The Chief, Judge Advocate Recruiting Office, is delegated authority to excuse board members and appoint alternates if exceptional circumstances exist.

3. General.

a. The board will determine which applicants are best qualified for a summer internship. The board members will score each applicant to create an order of merit list (OML), and those who rank highest on the list will be considered "best qualified" (see enclosures 1 and 2).

b. The board will convene at a time set by the board president. The board president has no authority to constrain the board from recommending for appointment those applicants the majority of the board determines to be best qualified as defined in this MOI and enclosures.

c. Enclosure 1 contains administrative instructions and procedures and specifies the oaths for the board members and the recorder.

d. Enclosure 2 contains guidance on the factors the board is to consider in the selection process. This enclosure also contains guidance for ensuring equal opportunity for all applicants.

e. The Judge Advocate Recruiting Office will furnish applicant files to the board and will provide all administrative support.

f. I have selected each of you because I have confidence in your ability to recognize applicants with the strongest potential as future Army leaders and attorneys. Bear in mind the serious nature of your duties as a board member and your obligation to ensure these proceedings remain above reproach. The oath you will take obliges you to ensure all applicants are considered without prejudice or partiality. You will adhere to that oath, governing laws, directives, regulations, and this MOI when selecting applicants who meet the needs of the Army, as outlined here. Your failure to do so may constitute cause for removal as a member.

g. Any board member who believes he or she cannot, in good conscience, perform his or her duties as a member of the board without prejudice or partiality has a duty to request relief by me from board membership. At my discretion, such a request may be honored. Any board member who believes the integrity of the board's proceedings has been affected by improper influence or senior military or civilian authority, misconduct by the board president or a member, or any other reason, has a duty to report the basis for his or her belief to me.

4. Restrictions.

a. Recommendations of the board are "Controlled Unclassified Information" until the proper authority releases the results. Upon adjournment, board members are encouraged to familiarize other officers with board procedures in general. However, members will not disclose, for any reason, specific details of the board proceedings pertaining to the selection or non-selection of individual applicants, whether recorded or unrecorded.

b. Board membership will not be revealed until the board adjourns.

c. The board's recommendations are advisory. I will make the final decision on selection of applicants for the 2L Intern Program.

(b)(6)

Encls

STUART W. RISCH
Lieutenant General, USA
The Judge Advocate General

FISCAL YEAR 2023 JUDGE ADVOCATE GENERAL'S CORPS 2L INTERN PROGRAM SELECTION BOARD ADMINISTRATIVE INSTRUCTIONS

1. **Eligibility**. The board recorder will furnish the board with electronic files of all applicants eligible for consideration. Applicants recommended for a summer internship position with the Judge Advocate General's Corps (JAGC) must meet the following qualifications at the time of consideration by the board:

a. **Citizenship and Personnel Security Requirements**. United States citizenship is required. Applicants must be eligible for federal civilian employment and able to pass a background investigation at the time of hiring;

b. **Character**. Be of high moral character;

c. **Leadership Potential**. Possess clear leadership potential and interpersonal tact; and

d. **Law School**. Be a student at a law school accredited by the American Bar Association and be available to complete the internship during the last available summer in law school.

There are no age or physical fitness requirements for interns.

2. **Oaths**.

a. The board president will administer the following oath or affirmation to the recorder:

Do you, *[state the recorder's name],* solemnly swear (or affirm) that you will keep a true record of the proceedings of this board, and further that you will not divulge the proceedings or results thereof pertaining to the selection or non-selection of individuals except to the proper authorities?

b. The board recorder will administer the following oath or affirmation to each member of the board:

Do you, *[state the board members' names]*, solemnly swear (or affirm) that you will, without prejudice or partiality, perform the duties imposed upon you, and further, that you will not divulge the proceedings or results thereof pertaining to the selection or non-selection of individuals except to proper authority?

3. **Information Considered**.

a. The board will consider applicants' electronic files, including:

(1) Transcripts of undergraduate, graduate, and law studies;

(2) Application for the 2L Intern Program;

(3) Record of prior military service (if applicable), including DD Form 214, statement of retirement points (DA Form 5016 (USAR) or NGB Form 23B)), and copies of all enlisted or officer evaluation reports;

(4) A statement of all full-time and part-time work experience (both legal and non-legal);

(5) A statement of interest, objectives, and motivation for applying for a summer internship with the JAGC;

(6) A Field Screening Officer's Report of Interview;

(7) Up to three letters of recommendation (optional);

(8) Legal writing sample (optional); and

(9) Other information submitted by the applicant and relevant to that applicant's qualifications for a summer internship.

b. The board recorder will provide each board member a complete copy of the administrative instructions and will brief the board on administrative matters. The recorder will also furnish the board with information regarding the U.S. News & World Report's current law school rankings data.

4. **Procedures**. The board may be held in person or by remote/virtual means. Applicant files are deemed complete by the Judge Advocate Recruiting Office will be made available for board review. The consideration of applicants will follow a three-step process:

a. Step 1 – Familiarization: The board recorder will provide the board with sample files for a practice vote. These files will be voted in accordance with the voting procedures discussed in Step 2, below. The purpose of a practice vote is to allow board members to become familiar with the contents and organization of applicant files and voting procedures.

b. Step 2 – Voting:

(1) Each board member will assess each applicant's file and assign a score from 1-6 (with 1 being the lowest and 6 being the highest score). A plus (+) or minus (-) may be used for each numerical rating to emphasize the degree of recommendation. Those scoring the highest are deemed "best qualified."

(2) Any board member may, at his or her discretion, reconsider and revote an individual applicant's file at any time before adjournment. The board recorder will assist any board member seeking to conduct a revote.

(3) The board recorder will produce an order of merit list (OML) by listing all qualified applicants sequentially from highest score to lowest score. The board will recommend the OML as its list of selectees.

(4) In the event a tiebreaker is required to determine a cut-off line for the OML, the board recorder will administratively create a group of only those applicants who received identical scores. Board members will revote those applicants, and a new revote OML will be compiled. A decimal point reflecting the new OML will be added to the original OML score to indicate the best qualified applicants within the revote population.

c. Step 3 – Recommendations/Reports and Certification:

(1) After voting is complete, the recorder will produce a list of all qualified applicants, which will be forwarded to The Judge Advocate General (TJAG) with recommendations for selection in the 2L intern program.

(2) The board will conduct a review of the board proceedings and draft an after-action report (AAR). The AAR will highlight the members' collective observations, concerns, and recommendations regarding the selection process. TJAG may ask the board president to address specific questions in the AAR. The board recorder will provide the questions and a sample format. The board president may include additional observations or recommendations on issues not addressed in TJAG's questions. The board may modify the format of the report to record the board's comments in a concise, logical manner.

(3) Certification. Each member of the board will attest to the following certification:

The board president, board members, and board recorders hereby certify that, to the best of their knowledge, the board complied with the Memorandum of Instruction (MOI), they were not subject to or aware of any censure, reprimand, or admonishment resulting from the recommendation of the board or its exercise of any lawful function within the board's authorized discretion; they were not subject to or aware of any attempt to coerce or influence improperly any action in the formulation of the board's recommendations; and they were not a party to, or aware of, any attempt at unauthorized communications.

The board, acting under oath and having in view the special needs and the efficiency of the Army, has carefully considered the record of every applicant whose name was furnished to it as specified in the MOI. In the opinion of a majority of the members of the board, the applicants named in the Enclosure are qualified to meet the needs of the

Army, as specified in the MOI furnished to the board by TJAG, and are hereby recommended for selection as 2L summer interns.

5. **Instructions Concerning Communications and Information**.

a. Each of you (president, board members, recorder, and administrative support personnel) is responsible for maintaining the integrity and independence of this advisory board, and to foster the careful consideration, without prejudice or partiality, of all eligible applicants.

b. You may not receive, initiate, or participate in communications or discussions involving information that is not presented in each application, any information beyond what is provided to the board, and any information communicated to you by the individual under consideration. In your deliberations, you may not discuss any matters precluded by law, Army regulations, or this MOI.

c. The board may not use personal knowledge in its deliberations. If a board member has personal knowledge of an applicant that is not documented in the file provided to the board, and the board member feels the information is of great significance, then the board member will summarize the information in writing and provide it in a sealed envelope to the board recorder. The board recorder will seek guidance from the proper authority.

FISCAL YEAR 2023 JUDGE ADVOCATE GENERAL'S CORPS 2L INTERN PROGRAM SELECTION BOARD ADDITIONAL GUIDANCE

1. **General**.

a. The Judge Advocate General's Corps (JAGC) 2L Intern Program is designed to acquaint law students with the practice of law in the Army and to provide them with a basis to decide whether to apply or recommend others to apply for a commission in the JAGC. The 2L Intern Program is also designed to increase visibility of the JAGC throughout American Bar Association-accredited law schools.

b. Apart from basic eligibility, the board should look for the following qualities when evaluating applicants for the 2L Intern Program: leadership ability, scholastic aptitude, maturity, and motivation toward military service. The board policy for selection is to recommend the best qualified applicants in order of merit. Veterans' eligibility and military experience shall be considered positive factors. The analysis of individual applications should include a review of the following factors:

(1) Achievement in undergraduate education and law school;

(2) Maturity; and

(3) Legal experience.

2. **Equal Employment Opportunity**. The strength of our Army comes from our diversity. Developing and maintaining qualified and demographically diverse leadership is critical for mission effectiveness and is essential to national security. Effective leaders understand that organizational success depends on the ability of people of different backgrounds to work together, while bringing the value of their diverse experiences to the mission. With a culture that embraces diversity, the Army is better able to attract and keep the best men and women from across the Nation, and to operate more successfully around the world. Moreover, the success of today's Army comes from a total commitment to the ideals of freedom, fairness, and human dignity upon which our country was founded. It is vital that our Army is in fact one of equal opportunity–equal opportunity is the only acceptable standard for our Army. This principle applies to every aspect of career development and utilization in our Army, but is especially important to demonstrate in the selection process. Select meritorious applicants who create and maintain an inclusive environment where individual attributes are recognized, accepted, and, most importantly, valued, regardless of race, color, national origin, religion, sex (including gender identity), or sexual orientation. In doing so our Interns will have a clear perception of equal opportunity in the selection process.

AMERICA'S ARMY:
Globally Responsive, Regionally Engaged

FY23 EDP Board Highlights

2L EDP Board

Applicants/Selects

- 57 out of 67 eligible interns applied (85%)
  - 24 females (77%); 33 males (92%)
- 46 out of 57 selected (81% selection rate)
  - African-American: 3 out of 3
  - Asian: 3 out of 3
  - Hispanic: 2 out of 4
  - White: 37 out of 47
  - Multiracial/Other: 3 out of 4
- Non-selects: 5 females, 6 males

Academic Profile

Undergrad GPA

Selects: 3.62 All Applicants: 3.58

Most Selects by Law School

George Washington (3); University of Florida (3); George Mason (2); University of Cincinnati (2); University of Dayton (2); University of Washington (2)

Most Selects by Internship Location

USALSA (5); Ft. Carson – 4ID (4); Ft. Bliss – 1AD (3); Ft. Campbell – 101 ABN (3); Ft. Liberty – 82d ABN (3) XVIII Corps (3); JBLM – 7ID (3)

1L EDP Board

Applicants/Selects

- 39 out of 57 eligible interns applied (68%)
  - 23 females (88%); 16 males (52%)
- 30 out of 39 selected (77% selection rate)
  - African-American: 1 out of 2
  - Asian: 1 out of 2
  - Hispanic: 5 out of 6
  - White: 25 out of 30
  - Multiracial/Other: 3 out of 5
- Non-selects: 6 females, 3 males

Academic Profile

Undergrad GPA

Selects: 3.45 All Applicants: 3.40

Most Selects by Law School

Catholic University (2); George Mason (2); Loyola University New Orleans (2)

Most Selects by Internship Location

Ft. Cavazos – 1CD (3); Ft. Cavazos – III Corps (3); Ft. Liberty – XVIII Corps (3); Ft. Moore (3); TJAGLCS (3)

Impressions & Takeaways

- Increase in female applicants (+11.7%) and selects (+5.3%)
- 2L application and selection rate down from last year (95%/90%)
- 93% of interns more interested in applying for a JAGC commission after completing internship
- 29 1L EDP applicants applying for 2L Summer Internship—many want to experience a FORSCOM or OCONUS unit
- Inconsistency among SJAs in how they evaluated applicants persisted, and some did not present a whole person picture
- Concern among Board Members about applicants meeting height/weight standards upon accession
- Board recommends that the ODEI brief SJAs with interns on unconscious bias

Diversity

	Applicants	Selects	Law Students (2022)	Army Officers	JAs (2022)	Licensed Attorneys (2022)
Race						
African-American	5.2% (-5.0%)	5.2% (-4.2%)	8%	11%	7%	4.5%
Asian/Pacific Islander	5.2% (-3.3%)	5.2% (-4.2%)	6%	7%	6%	5.7%
White**	80.2%**(+5.6%)	80.5%** (+5.0%)	62%	68%	79%	81%
Hispanic*	10.4% (+0.2%)	9.1% (-0.3%)	13%	9%	4%	5.8%
American Indian	0% (No Change)	0% (No Change)	<1%	<1%	<1%	.5%
Multiracial (Other)	9.4% (+2.6%)	7.8% (+2.1%)	6%	2%	3%	2.7%
Gender						
Female	49.0% (+11.7%)	46.8% (+5.3%)	57%	21%	29%	38.3%
Male	51.0% (-11.7%)	51.9% (-6.6%)	43%	79%	71%	61.5%

*Applicants were questioned separately about whether they are of Hispanic ethnicity from their race.
**Caucasian, non-Hispanic: 71.9% of Applicants; 72.7% of Selects.

DEPARTMENT OF THE ARMY
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2200 ARMY PENTAGON
WASHINGTON DC 20310-0300

DAJA-ZA

12 JUL 2023

MEMORANDUM FOR President of the Fiscal Year 2023 Early Decision Accession Board, Judge Advocate General's Corps

SUBJECT: Memorandum of Instruction for the Fiscal Year 2023 Early Decision Accession Board, Judge Advocate General's Corps

1. Authority. The Fiscal Year 2023 (FY23) Early Decision Accession Board, Judge Advocate General's (JAG) Corps is appointed pursuant to Army Regulation (AR) 27-1 (Judge Advocate Legal Services), AR 601-100 (Appointment of Commissioned and Warrant Officers in the Regular Army), and AR 135-100 (Appointment of Commissioned and Warrant Officers of the Army). The Board will be held between 14 – 25 August 2023. The Board is appointed to recommend FY23 Summer Intern Program participants (1L and 2L) for appointment in the JAG Corps.

2. Membership. The Board will consist of three voting members comprised of officers in the grade of O-4 and above. My designee or I will appoint the board members and may select individuals other than those recommended to serve on the Board. Board membership will be provided under separate cover. The Chief, Judge Advocate Recruiting Office (JARO), is delegated authority to excuse board members and appoint alternates if exceptional circumstances exist.

3. General.

a. The Board will consider all participants in the FY23 Summer Intern Program who elect to apply for a JAG Corps commission through the Early Decision Program. The Board will determine which applicants are fully qualified for appointment in the JAG Corps.

b. The Board will use a "yes/no" voting format. Applicants recommended for appointment will be voted as "yes," while applicants not recommended for appointment will be voted as "no."

c. The Board will convene at a time set by the board president. The board president has no authority to constrain the Board from recommending for appointment those applicants the majority of the Board determines to be qualified as defined in this Memorandum of Instruction (MOI) and enclosures.

d. Enclosure 1 contains administrative instructions and procedures and specifies the oaths for the board members and the recorder.

e. Enclosure 2 contains additional guidance on the factors the Board is to consider in the selection process. This enclosure also contains guidance for ensuring equal opportunity for all applicants.

f. I have selected each of you to serve on this Board because I have confidence in your ability to recognize applicants with the strongest potential as future Army leaders and attorneys. Bear in mind the serious nature of your duties as a board member and your obligation to ensure these proceedings remain above reproach. The oath you will take obliges you to ensure all applicants are considered without prejudice or partiality. You will adhere to that oath, governing laws, directives, regulations, and this MOI when selecting applicants who meet the needs of the Army, as outlined here. Your failure to do so may constitute cause for removal as a member.

g. Any board member who believes he or she cannot, in good conscience, perform his or her duties as a member of the Board without prejudice or partiality has a duty to request relief by me from board membership. At my discretion, such a request may be honored. Any board member who believes the integrity of the Board's proceedings has been affected by improper influence or senior military or civilian authority, misconduct by the board president or a member, or any other reason, has a duty to report the basis for his or her belief to me.

4. Restrictions.

a. Recommendations of the board are "Controlled Unclassified Information" until the proper authority releases the results. Upon adjournment, board members are encouraged to familiarize other officers with board procedures in general. However, members will not disclose, for any reason, specific details of the Board proceedings pertaining to the selection or non-selection of individual applicants, whether recorded or unrecorded.

b. Board membership will not be revealed until the Board adjourns.

c. The Board's recommendations are advisory. I will make the final decision on selection of Early Decision Program applicants for RA and USAR appointment in the JAG Corps.



Encls

STUART W. RISCH
Lieutenant General, USA
The Judge Advocate General

FISCAL YEAR 2023 EARLY DECISION ACCESSION BOARD,
JUDGE ADVOCATE GENERAL'S CORPS
ADMINISTRATIVE INSTRUCTIONS

1. **Eligibility**. The board recorder will furnish the Board with electronic files of all applicants eligible for consideration. Eligible applicants are all Department of the Army civilian employees employed pursuant to the FY23 1L (GS-05) and 2L (GS-07) Internship Program. Applicants recommended for appointment to the Judge Advocate General's (JAG) Corps must meet the following qualifications at the time of appointment:

a. **Citizenship**. Be a citizen of the United States;

b. **Character**. Be of high moral character;

c. **Leadership Potential**. Possess clear leadership potential and interpersonal tact;

d. **Physical Readiness**. Meet the standards of Army Regulation (AR) 40-501 (Standards of Medical Fitness) and AR 600-9 (The Army Body Composition Program) as amended by Army Directive (AD) 2023-11;

e. **Personnel Security Requirements**. Have, at a minimum, a SECRET security clearance before receiving an appointment, or have initiated a National Agency Check with Local Agency Check and Credit Check at the time of commissioning;

f. **Law Degree**. Have earned a J.D. degree from a law school accredited by the American Bar Association at the time the applicant received the degree. A student in his or her last year of law school may apply for a commission before either graduation or admission to the bar. To receive a commission, an applicant must meet all bar admission requirements before appointment; and

g. **Bar Admission**. Be admitted to practice and be in good standing with the licensing authority admitting the individual to the practice of law before the highest court of a State, Territory, Commonwealth, or the District of Columbia.

2. **Oaths**.

a. The board president shall administer the following oath or affirmation to the recorder:

Do you, *[state the recorder's name]*, solemnly swear (or affirm) that you will keep a true record of the proceedings of this Board, and further, that you will not divulge the proceedings or results thereof pertaining to the selection or non-selection of individual applicants except to the proper authority?

b. The recorder shall administer the following oath or affirmation to each member of the board:
Do you, *[state the board members' names]*, solemnly swear (or affirm) that you will, without prejudice or partiality, and having in view both the special needs and the efficiency of the Army, perform the duties imposed upon you, and further, that you will not divulge the proceedings or results thereof pertaining to the selection or non-selection of individual applicants except to the proper authority?

3. **Information Considered**.

a. The Board will consider applicants' electronic files, including:

(1) All transcripts of undergraduate, graduate, and law school studies;

(2) Application for appointment in the JAG Corps;

(3) Record of prior military service (if applicable), including DD Form 214, statement of retirement points (DA Form 5016 (USAR) or NGB Form 23B), and copies of all enlisted or officer evaluation reports;

(4) A statement of interest, objectives, and motivation for applying for appointment in the JAG Corps;

(5) A statement or resume reflecting all full-time and part-time work experience (legal and non-legal);

(6) JAG Corps Intern Evaluation Report and Extern Evaluation Report (if applicable);

(7) Up to three letters of recommendation (optional);

(8) Legal writing sample (optional); and

(9) Other information submitted by the applicant and relevant to his or her qualifications for appointment to the JAG Corps.

b. The board recorder will provide each board member a copy of the height and weight table from AR 600-9 (The Army Body Composition Program), and the recorder will furnish the Board with information regarding the U.S. News & World Report's current law school rankings.

4. **Procedures**. The board may be held in person or by remote/virtual means. Applicant files deemed complete by the Judge Advocate Recruiting Office (JARO) will be made available for board review.

a. Voting. The Board will determine whether to recommend an applicant for appointment in the JAG Corps. The Board will determine by a “yes/no” recommendation whether, after reviewing the file, in accordance with the guidance outlined herein, the applicant should be recommended for appointment. Majority vote governs.

b. Certification:

(1) After voting is complete, the recorder will produce two lists: one list of all recommended applicants, and a second list of all applicants not recommended. The lists will be forwarded to TJAG with recommendations for appointment in the JAG Corps and non-selection, respectively.

(2) Certification. The Board will attest to the following certificate:

The Board hereby certifies that, to the best of his/her knowledge, the Board complied with the MOI, that he/she was not subject to or aware of any censure, reprimand, or admonishment resulting from the recommendation of the Board or its exercise of any lawful function within the Board’s authorized discretion; that he/she was not subject to or aware of any attempt to coerce or influence improperly any action in the formulation of the Board’s recommendations; and that he/she was not a party to, or aware of, any attempt at unauthorized communications.

The Board, acting under oath and having in view the special needs and the efficiency of the Army, has carefully considered the record of every applicant whose name was furnished to it as specified in the MOI. In the opinion of the Board, the applicants named in the Enclosure are qualified to meet the needs of the Army, as specified in the MOI furnished to the Board by TJAG, and are hereby recommended for appointment to the JAG Corps.

5. **Instructions Concerning Communications and Information**.

a. Each of you (president, board members, recorder, and administrative support personnel) is responsible for maintaining the integrity of this advisory board, and to foster the careful consideration, without prejudice or partiality, of all eligible applicants.

b. You may not receive, initiate, or participate in communications or discussions involving information that is not presented in each application, any information beyond what is provided to the Board, and any information communicated to you by the individual under consideration. In your deliberations, you may not discuss any matters precluded by law, Army regulations, or this MOI.

c. The Board may not use personal knowledge in its deliberations. If a board member has personal knowledge of an applicant that is not documented in the file provided to the Board, and the board member feels the information is of great significance, then the board member will summarize the information in writing and

provide it in a sealed envelope to the board recorder. The board recorder will seek guidance from the proper authority.

FISCAL YEAR 2023 EARLY DECISION ACCESSION BOARD,
JUDGE ADVOCATE GENERAL'S (JAG) CORPS
ADDITIONAL GUIDANCE

1. **General**.

a. The applicants you recommend for selection will shape the JAG Corps of the future. They must provide principled counsel and premier legal services, as committed members and caring leaders in the legal and Army professions, in support of a ready, globally responsive, and regionally engaged Army. Your goal, therefore, is to select those individuals with proven performance and outstanding potential to serve as Soldier-lawyers.

b. In analyzing individual records to determine whether an applicant is qualified for selection, the Board should consider the below factors. No single factor is dispositive; however, non-selection may be based on a demonstrated lack of integrity, moral turpitude, or professional ineptitude. Ultimately, you should recommend those individuals that you are confident will provide principled counsel, attain mastery of the law, steward the organization, and demonstrate servant leadership.

(1) **Intellect**. Judge Advocates must possess the intellectual capacity to practice competently in each of our legal functions. Academic achievement can be a strong indicator of intellect. In addition, academic success is often an indicator of self-discipline, grit, and maturity—all attributes necessary for a successful Judge Advocate. Grading systems vary among academic institutions, so exercise care when evaluating the academic records of applicants.

(2) **Interpersonal Skills**. Judge Advocates must possess the ability to understand and work effectively with service members and civilians of all ranks, grades, and backgrounds.

(3) **Communication Skills**. Judge Advocates must be effective communicators in person and in writing—precise, persuasive, and professional.

(4) **Character and Leadership Ability**. Army leaders and attorneys must possess the highest character. Judge Advocates must embody the Army Values: loyalty, duty, respect, selfless service, honor, integrity, and personal courage. In particular, honor and integrity are the bedrock of our dual professions. Soldiers and noncommissioned officers must be able to trust their officers. Accordingly, you should select only those applicants whose records demonstrate an uncompromising commitment to these values.

(5) **Physical Readiness**. Judge Advocates must maintain a high level of physical readiness in order to meet mission requirements. Physical fitness is therefore an important indicator of an applicant's suitability for Army service. The Board will consider general physical condition and compliance with Army Regulation 600-9 (The Army Body Composition Program) in evaluating an applicant's potential for Army service.

(6) **Prior Military Experience**. Some applicants may have prior enlisted or commissioned service. You should review the files of these applicants for indicators of leadership potential, maturity, teamwork, and the ability to excel as an Army officer. The JAG Corps also has a need for officers with special military skills and training, such as Airborne or Ranger qualification. Military experience will be considered a positive factor.

(7) **Legal and Work Experience**. Each applicant has submitted a resume or statement detailing his or her work experience. Applicants also have the option of submitting up to three letters of recommendation. You should carefully examine this information to assess initiative, legal and analytical skills, judgment, and maturity.

(8) **Involvement in Campus and Civic Activities**. Participation and achievement in extracurricular activities can be a strong indication of initiative and leadership capacity. Non-participation in such activities, should not, however, operate against an applicant's interest when heavy course loads and gainful employment in financing the expenses of college and law school have denied the applicant the opportunity to engage in extracurricular activities.

2. **Summer Intern Evaluation Report**. All applicants will have been interviewed by a SJA or other senior supervisor. Each SJA or senior supervisor has prepared an evaluation report for your consideration that assesses each applicant's performance during their internship. Each report contains an explicit recommendation on whether the applicant should be extended an early offer of a commission. You should strongly consider the Intern Evaluation Report.

3. **Adverse Information**. The Board must independently evaluate and weigh derogatory information presented to the Board. The Board should evaluate indications of disciplinary action relative to an individual's overall record and potential, while, at the same time, considering the seriousness of the offense. Accordingly, the Board should use care in assessing the weight placed on one incident, which may be atypical of an otherwise outstanding record.

4. **Diversity and Equal Opportunity**.

a. The strength of our Army comes from our diversity. Developing and maintaining qualified and demographically diverse leadership is critical for mission effectiveness and is essential to national security. Effective leaders understand that organizational success depends on the ability of people of different backgrounds to work together, while bringing the value of their diverse experiences to the mission. With a culture that embraces diversity, the Army is better able to attract and keep the best men and women from across the Nation, and to operate more successfully around the world. Moreover, the success of today's Army comes from a total commitment to the ideals of freedom, fairness, and human dignity upon which our country was founded.

b. It is vital that our Army is in fact one of equal opportunity – equal opportunity for all Soldiers is the only acceptable standard for our Army. This principle applies to every aspect of career development and utilization in our Army but is especially important to

demonstrate in the accession process. Select meritorious applicants who create and maintain an inclusive environment where individual attributes are recognized, accepted, and, most importantly, valued, regardless of race, color, national origin, religion, sex (including gender identity), or sexual orientation. In doing so our Soldiers will have a clear perception of equal opportunity in the selection process.

AMERICA'S ARMY:
Globally Responsive, Regionally Engaged

FY23 RA Accessions Board

Applications / Selection Rate

	Applicants	Primary Selects	Selects + Alternates	Selection Rate
FY23	**203**	**146**	**158**	
FY22	**323**	**170**	**170**	**52.6%**
FY21	494	240	240	48.6%
FY20	469	134	192	40.9%
FY19	512	173	242	47.3%

Academic Profiles

FY23

Undergrad GPA
- Applicants: 3.325
- Primary Selects: 3.38
- Primary and Alternate Selects: 3.37

Top Law Schools (Applicants)
- LSU (7)
- Pontifical Catholic (7)
- Loyola – Chicago (5)
- Seattle (5)

Top Law Schools (Primary + Alternates)
- LSU (7)
- Loyola Chicago (4)
- U. Cincinnati (4)
- UNC (4)

FY22

Undergrad GPA
- Applicants: 3.33
- Selects: 3.38

Top Law Schools – Applicants
- Charleston (7)
- George Washington (7)
- Florida A&M (6)
- SUNY (6)
- Interamerican (6)

Top Law Schools – Selects
- South Texas (4)
- Syracuse (4)
- Harvard (4)
- Georgetown (4)

Trends and Takeaways

- **Sharp decline in applications; slight decline in average GPA**
  - Applications down 37% from FY22
- **Impact on Diversity**
  - Slightly more diverse group of selects (next slide)
  - Sharp decline in female applicants and selects
    - 10% fewer female selects than FY22, almost 7% fewer female applicants.
    - Lowest percentage of female applicants in at least eight years (34% in FY15, 31% in FY16)
- **Solid performance for interns/externs and Ed Delays**
  - Former interns: 6 out of 7 selected (86%); 5 EDP (Early Decision Program) applicants reapplied, 4 Selected (Non-select was not recommended by both SJA and FSO)
  - Former externs: 5 out of 6 selected (83%)
  - 1 Ed Delay applied and was selected. All other Ed Delays were selected at the EDP board.

Summary of Comments on Slide 1

Page: 1

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Application Numbers:
Does not include EDP applicants from August. Discussed below.
Decreased applications: Air Force down by 33% this year, 14% last year. Navy down 18% this year following unspecified decline last year
Possible reasons include improved job market and higher paying jobs in private sector following a year of limited hiring during 2020 and increased demand for entry-level and lateral hire attys. Visibility on campus likely not the issue – FSOs made a huge push to be present on campus. Taught classes with old professors, held information sessions, sat on JAG panels. Universally reported that interest was low.

Improved Diversity Outcomes:
Minority/non-white applicant selection rate remains low (discussed later), but generally scored much better than last year. Higher concentration of non-white applicants in the upper reaches of the OML

Intern/Extern:
Third consecutive year with 100% selection rate for Ed Delays
Mentorship program may be having an impact here
EDP/FY21 Intern selection rate:
Of the five who weren't selected at EDP board, four reapplied, 2 selected. SJAs did not recommend selection for either applicant. Delano = Absolute Must select by FSO, Renteria = Is Recommended
Of 58 interns eligible to apply for EDP, 10 did not apply for EDP. Of those 10, only 3 applied for accession. All three were selected. Overall selection rate for FY21 Interns = 48/58 (83%)

Improvement in FSO Reports:
Better training and communication throughout the season.
Updated FSO reports template facilitated a more thorough and informative narrative, coupled with new required questions tailored to probe desirable key traits
Improved interactive training
Communication through JAGU instead of email facilitated dissemination of information, acted as a forcing function to access the FSO tools, and provided a means to quickly answer frequently asked questions, making information instantly available to all FSOs with similar problems.

% of board recs by FSO Category –
2 AMS Not selected as P or A; 5 (2%) "Must Select" not selected, 7 (3%) "Recommended" not selected
39% of Primary Selects = AMS, 42% of Primary Selects = MS, 18% Primary Selects = R
8% of Alternates = AMS (1 pax), 31% Alternates = MS, 46% Alternates = R

AAR: High praise for FSO reports. No one FSO stood out for poor performance.

Top Schools by Applicant: Charleston (7), George Washington (7), Florida A&M (6), SUNY (6), Interamerican (6)

85%/87%/94% of former interns selected (86% in FY20)
Selects: 45/46/50; Non-selects: 8/7/3
155 ABA schools/108 for selects

Students vs. Licensed Attys – Slight decrease in licensed applicants (33% from 35%)
JAGC RC/ARNG: 13 Applied (4%); Selects: 8 (5%) USAR Only: 6 Applied; 5 Selected
Current/Former Military – 29% applicants had some prior service, 19% currently serving (28%/21% for selects) (these numbers mirror FY21 almost exactly.)

Schools – More apps from HBCUs (incl Howard) Decrease in apps from PR schools

Diversity

Race						
	Applicants	**Selects**	**Law Students (2022)**	**Army Officers**	**JAs (2022)**	**Licensed Attorneys (2022)**
African-American	14.3% (+2.8%)	12% (+6%)	8%	11%	7%	4.5%
Asian/Pacific Islander	4.4% (-.9%)	4.7% (+2.2%)	6%	8%	6%	5.7%
White**	74.8%**(-1%)	78.7%** (+1.9%)	62%	70%	79%	81%
Hispanic*	14.3% (No change)	11.3% (-2.2)	13%	8%	4%	5.8%
American Indian	1.97% (+1%)	0% (-1)	<1%	1%	<1%	.5%
Multiracial (Other)	4.4% (-2.2%)	4.7% (+1.8%)	6%	2%	3%	2.7%
Gender						
Female	24.6% (-6.7%)	26.6% (-10%)	57%	18%	29%	38.3%
Male	75.4% (+6.7%)	73.3% (+10%)	43%	82%	71%	61.5%

*Applicants were questioned separately about whether they are of Hispanic ethnicity from their race.
**Caucasian, non-Hispanic: 64.5% of Applicants; 69.3% of Selects.

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Racial demographic explained in part by applicant ability to select multiple races, and treating Hispanic as ethnicity, many of which are counted in the Caucasian category

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

29 SEP 2022

DAJA-ZA

MEMORANDUM FOR President and Members of the Fiscal Year 2023 (FY23) Regular Army (RA) Accession Board, Judge Advocate General's Corps (JAGC)

SUBJECT: Memorandum of Instruction for the FY23 RA Accession Board, JAGC

1. Authority. The FY23 RA Accession Board, JAGC is appointed pursuant to Army Regulation (AR) 27-1 (Judge Advocate Legal Services) and AR 601-100 (Appointment of Commissioned and Warrant Officers in the Regular Army). The FY23 RA Accession Board will be held between 17 October and 4 November 2022. The board is appointed to recommend applicants for appointment to the JAGC in the RA.

2. Membership. The board will consist of five voting members: a general officer as president and four members comprised of field and company grade officers. The board will also include at least one female and one minority member. My designee or I will appoint the board members and may select individuals other than those recommended to serve on the board. Board membership will be provided under separate cover. The Chief, Judge Advocate Recruiting Office (JARO), is delegated authority to excuse board members and appoint alternates if exceptional circumstances exist.

3. General.

a. The board will determine which applicants are best qualified for RA appointment in the JAGC. The board members will score each qualified applicant to create an order of merit list (OML), and those who rank highest on the list will be considered "best qualified" (see enclosures 1 and 2).

b. The Board will convene at a time set by the board president. The board president has no authority to constrain the board from recommending for appointment those applicants the majority of the board determines to be best qualified as defined in this Memorandum of Instruction (MOI) and enclosures.

c. Enclosure 1 contains administrative instructions and procedures and specifies the oaths for the board members and the recorder.

d. Enclosure 2 contains additional guidance on the factors the Board is to consider in the selection process. This enclosure also contains guidance for ensuring equal opportunity for all applicants.

e. The JARO will furnish applicant files to the Board and provide all administrative support.

f. I have selected each of you to serve on this board because I have confidence in your ability to recognize applicants with the strongest potential as future Army leaders and attorneys. Bear in mind the serious nature of your duties as a board member and your obligation to ensure these proceedings remain above reproach. The oath you will take obliges you to ensure all applicants are considered without prejudice or partiality. You will adhere to that oath, governing laws, directives, regulations, and this MOI when selecting applicants who meet the needs of the Army, as outlined here. Your failure to do so may constitute cause for removal as a member.

g. Any board member who believes he or she cannot, in good conscience, perform his or her duties as a member of the Board without prejudice or partiality has a duty to request relief by me from board membership. At my discretion, such a request may be honored. Any board member who believes the integrity of the board's proceedings has been affected by improper influence or senior military or civilian authority, misconduct by the board president or a member, or any other reason, has a duty to report the basis for his or her belief to me.

4. Restrictions.

a. Recommendations of the board are "Controlled Unclassified Information" until the proper authority releases the results. Upon adjournment, board members are encouraged to familiarize other officers with board procedures in general. However, members will not disclose, for any reason, specific details of the board proceedings pertaining to the selection or non-selection of individual applicants, whether recorded or unrecorded.

b. Board membership will not be revealed until the board adjourns.

c. The board's recommendations are advisory. I will make the final decision on selection of applicants for RA appointment in the JAGC.



Encls

STUART W. RISCH
Lieutenant General, USA
The Judge Advocate General

FISCAL YEAR 2023 REGULAR ARMY ACCESSION BOARD, JUDGE ADVOCATE GENERAL'S CORPS ADMINISTRATIVE INSTRUCTIONS

1. **Eligibility**. The board recorder will furnish the board with electronic files of all applicants eligible for consideration. Applicants recommended for appointment to the Judge Advocate General's Corps (JAGC) in the Regular Army (RA) must meet the following qualifications at the time of appointment:

a. **Citizenship**. Be a citizen of the United States at the time of appointment. An applicant who is within one year of obtaining citizenship may apply for a commission;

b. **Character**. Be of high moral character;

c. **Leadership Potential**. Possess clear leadership potential and interpersonal tact;

d. **Physical Readiness**. Meet the standards of Army Regulation (AR) 40-501 (Standards of Medical Fitness), and AR 600-9 (The Army Body Composition Program);

e. **Personnel Security Requirements**. Have, at a minimum, a SECRET security clearance before receiving an appointment, or have initiated a National Agency Check with Local Agency Check and Credit Check at the time of commissioning;

f. **Law Degree**. Have earned a J.D. degree from a law school accredited by the American Bar Association at the time the applicant received the degree. A student in his or her last year in law school may apply for a commission before either graduation or admission to the bar. To receive a commission, an applicant must meet all bar admission requirements before appointment; and

g. **Bar Admission**. Be admitted to practice and be in good standing with the licensing authority admitting the individual to the practice of law before the highest court of a State, Territory, Commonwealth, or the District of Columbia.

2. **Oaths**.

a. The board president shall administer the following oath or affirmation to the recorder:

Do you, *[state the recorder's name]*, solemnly swear (or affirm) that you will keep a true record of the proceedings of this board, and further, that you will not divulge the proceedings or results thereof pertaining to the selection or non-selection of individual applicants except to the proper authority?

b. The recorder shall administer the following oath or affirmation to each member of the board:

Do you, *[state the board members' names]*, solemnly swear (or affirm) that you will, without prejudice or partiality, and having in view both the special needs and the efficiency of the Army, perform the duties imposed upon you, and further, that you will not divulge the proceedings or results thereof pertaining to the selection or non-selection of individual applicants except to the proper authority?

3. **Information Considered**.

a. The board will consider applicants' electronic files, including:

(1) All transcripts of undergraduate, graduate, and law school studies;

(2) A certificate or statement from the clerk of a State, Territory, Commonwealth, or the District of Columbia showing admission to practice and standing before the bar (if applicable);

(3) Application for appointment in the JAGC;

(4) Record of prior military service (if applicable), including DD Form 214, statement of retirement points (DA Form 5016 (USAR) or NGB Form 23B)), and copies of all enlisted or officer evaluation reports;

(5) A statement or resume reflecting all full-time and part-time work experience (legal and non-legal);

(6) A statement of interest, objectives, and motivation for applying for appointment in the JAGC;

(7) A Field Screening Officer's Report of Interview;

(8) JAGC Intern or Extern Evaluation Report (if applicable);

(9) Up to three letters of recommendation (optional);

(10) Legal writing sample (optional); and

(11) Other information submitted by the applicant and relevant to his or her qualifications for appointment to the JAGC, such as requests for waiver of the eligibility criteria of AR 601-100 (Appointment of Commissioned and Warrant Officers in the Regular Army) or AR 27-1 (Judge Advocate Legal Services).

b. The board recorder will provide each board member a copy of the administrative instructions and will brief the board on administrative matters. The board will also

receive a copy of the height and weight table from AR 600-9 (The Army Body Composition Program) and information regarding the U.S. News & World Report's current law school rankings.

4. **Procedures**. The board may be held in person or by remote/virtual means. Applicant files are deemed complete by the Judge Advocate Recruiting Office (JARO) will be made available for board review. The consideration of applicants will follow a three-step process:

a. Step 1 – Familiarization: The board recorder will provide the board with sample files for a practice vote. These files will be voted in accordance with the voting procedures discussed in Step 2, below. The purpose of a practice vote is to allow board members to become familiar with the contents and organization of applicant files and voting procedures.

b. Step 2 – Voting:

(1) Each board member will assess each applicant's file and assign a score from 1-6 (with 1 being the lowest and 6 being the highest score). A plus (+) or minus (-) may be used for each numerical rating to emphasize the degree of recommendation. Those applicants scoring the highest are deemed "best qualified."

(2) Any board member may, at his or her discretion, reconsider and revote an individual applicant's file at any time before adjournment. The board recorder will assist any board member seeking to conduct a revote.

(3) The board recorder will produce an order of merit list (OML) by listing all applicants sequentially from highest score to lowest score. The board will recommend the OML as its list of selectees.

(4) In the event a tiebreaker is required to determine a cut-off line for the OML, the board recorder will administratively create a group of only those applicants who received identical scores. board members will revote those applicants, and a new revote OML will be compiled. A decimal point reflecting the new OML will be added to the original OML score to indicate the best qualified applicants within the revote population.

c. Step 3 – Recommendations/Reports and Certification:

(1) After voting is complete, the recorder will produce a list of all qualified applicants, which will be forwarded to The Judge Advocate General (TJAG) with recommendations for selection in the JAGC in the RA.

(2) The board will conduct a review of the board proceedings and draft an after-action report (AAR). The AAR will highlight the members' collective observations, concerns, and recommendations regarding the selection process. TJAG may ask the board president to address specific questions in the AAR. The board recorder will provide the questions and a sample format. The board president may include additional

observations or recommendations on issues not addressed in TJAG's questions. The board may modify the format of the report to record the board's comments in a concise, logical manner.

(3) Certification. Each member of the board will attest to the following certification:

The board president, board members, and board recorders hereby certify that, to the best of their knowledge, the board complied with the Memorandum of Instruction (MOI), they were not subject to or aware of any censure, reprimand, or admonishment resulting from the recommendation of the board or its exercise of any lawful function within the board's authorized discretion; they were not subject to or aware of any attempt to coerce or influence improperly any action in the formulation of the board's recommendations; and they were not a party to, or aware of, any attempt at unauthorized communications.

The board, acting under oath and having in view the special needs and the efficiency of the Army, has carefully considered the record of every applicant whose name was furnished to it as specified in the MOI. In the opinion of a majority of the members of the board, the applicants named in the Enclosure are qualified to meet the needs of the Army, as specified in the MOI furnished to the board by TJAG, and are hereby recommended for appointment to the JAGC in the RA.

5. **Instructions Concerning Communications and Information**.

a. Each of you (president, board members, recorder, and administrative support personnel) is responsible for maintaining the integrity of this advisory board, and to foster the careful consideration, without prejudice or partiality, of all eligible applicants.

b. You may not receive, initiate, or participate in communications or discussions involving information that is not presented in each application, any information beyond what is provided to the board, and any information communicated to you by the individual under consideration. In your deliberations, you may not discuss any matters precluded by law, Army regulations, or this MOI.

c. The board may not use personal knowledge in its deliberations. If a board member has personal knowledge of an applicant that is not documented in the file provided to the board, and the board member feels the information is of great significance, then the board member will summarize the information in writing and provide it in a sealed envelope to the board recorder. The board recorder will seek guidance from the proper authority.

FISCAL YEAR 2023 REGULAR ARMY ACCESSION BOARD, JUDGE ADVOCATE GENERAL'S CORPS ADDITIONAL GUIDANCE

1. **General**.

a. The applicants you recommend for selection will become the Judge Advocate General's Corps (JAG Corps) of the future. Your goal, therefore, is to select those individuals who demonstrate the greatest potential for outstanding service as Soldier-lawyers.

b. In analyzing individual records to determine whether an applicant is qualified for selection, the board should consider the factors listed below. No single factor is dispositive; however, a low score may be based on a demonstrated lack of integrity, moral turpitude, or professional ineptitude. Ultimately, you should score highly those individuals that you are confident will provide principled counsel, attain mastery of the law, steward the organization, and demonstrate servant leadership.

(1) **Intellect**. Judge Advocates must be intelligent enough to practice in our diverse legal functions. Academic achievement can be a strong indicator of intellect. In addition, academic success is often an indicator of self-discipline, grit, and maturity—all attributes necessary for a successful Judge Advocate. Grading systems, however, may vary among academic institutions, and you must exercise great care when evaluating and comparing the academic records of applicants. This may be especially true this year, as many law schools deviated from standard grading systems during the pandemic.

(2) **Interpersonal Skills**. Judge Advocates must possess the ability to understand and work effectively with service members and civilians of all ranks, grades, and backgrounds.

(3) **Work Ethic**. You should carefully examine each applicant's file to find evidence of the applicant's strong work ethic.

(4) **Physical Readiness**. Judge Advocates must maintain a high level of physical readiness in order to meet mission requirements. Physical fitness is therefore an important indicator of an applicant's suitability for Army service. The board will consider general physical condition and potential to comply with the standards of Army Regulation 600-9 (The Army Body Composition Program) in evaluating an applicant's potential for Army service.

(5) **Character and Leadership Ability**. Army leaders and attorneys must possess the highest character. Judge Advocates must embody the Army Values: loyalty, duty, respect, selfless service, honor, integrity, and personal courage. In particular, honor and integrity are the bedrock of our dual professions, which enable a Judge Advocate to deliver principled counsel. Soldiers and noncommissioned officers

must be able to trust their officers. Accordingly, you should select only those applicants whose records demonstrate an uncompromising commitment to these values.

(6) **Prior Military Experience**. Some applicants may have prior enlisted or commissioned service. You should review the files of these applicants for indicators of leadership potential, maturity, teamwork, and the ability to excel as a Judge Advocate. The JAG Corps also has a need for officers with special military skills and training. Military experience will be considered a positive factor.

(7) **Legal and Work Experience**. Each applicant has submitted a resume detailing his or her work experience. Applicants also have the option of submitting up to three letters of recommendation. You should carefully examine this information to assess initiative, legal and analytical skills, judgment, and maturity.

(8) **JAG Corps Intern and Extern Programs**.

(i) These programs introduce students to military legal practice and provide meaningful opportunities for supervisory Judge Advocates to evaluate their performance and potential. The board should give careful consideration to those applicants who have demonstrated superior potential through successful performance as interns or externs.

(ii) Applicants who participated in the JAG Corps' 2L Intern Program had the option to apply for a JAG Corps commission in the Early Decision Accession Board, which convened at the conclusion of the summer internship period. Board members will not draw a negative inference for those applicants who were either not selected at this prior board, or those who opted out of consideration.

(9) **Graduates of the Reserve Officers' Training Corps (ROTC) Program**.

(i) Some applicants are ROTC graduates who are attending or have attended law school on an approved educational delay. These applicants are already commissioned, but applied for and were granted a delay from Regular Army service based, in part, on a recommendation by the JAG Corps. The board is strongly encouraged to give careful consideration to the selection of ROTC educational delay applicants.

(ii) Successful completion of an ROTC program requires that an individual demonstrate a strong sense of personal integrity, honor, and responsibility while developing an understanding of the basic concepts and principles of leadership and military art and science. These attributes are reliable indicators of the potential to serve successfully as a Judge Advocate.

(10) **Communication Skills**. Judge Advocates must be effective communicators in person and in writing—precise, persuasive, and professional. You should select only those applicants whose records demonstrate superior communication skills.

(11) **Involvement in Campus and Civic Activities**. Participation and achievement in extracurricular activities is a strong indication of initiative and leadership capacity. Non-participation in such activities, should not, however, operate against an applicant's interest when heavy course loads and gainful employment in financing the expenses of college and law school have denied the applicant the opportunity to engage in extracurricular activities.

2. **Field Screening Officer's (FSO) Report**. All applicants will have been interviewed by an FSO, a Judge Advocate designated to perform recruiting and interviewing functions, who has prepared a report for your consideration. You should carefully evaluate the FSO Report, giving special attention to the FSO's assessment of the applicant's potential for JAG Corps service. The narrative justifications for an FSO's recommendation are particularly important and lend meaning to the other elements of the FSO Report. Each FSO report includes an overall recommendation on selection according to the following tiered ranking system.

a. **Absolute must select**: a truly extraordinary applicant who is outstanding in all dimensions.

b. **Must select**: a strong applicant about whom the FSO is genuinely enthusiastic; possesses the key qualities and skills needed to make a positive impact on our people and mission.

c. **Recommended for selection**: an average applicant with no glaring weakness, but few significant strengths; has potential to develop into an effective Judge Advocate with training and development.

d. **Not recommended for selection**: an applicant about whom the FSO has reservations; does not currently have the qualities or skills our dual professions demand.

e. **Absolute do not select**: the applicant is clearly deficient in multiple respects; the FSO has severe misgivings; avoid selecting.

3. **Adverse Information**. The board must independently evaluate and weigh derogatory information presented to the board. The board should evaluate indications of disciplinary action relative to an individual's overall record and potential, while, at the same time, considering the seriousness of the offense. Accordingly, the board should use care in assessing the weight placed on one incident, which may be atypical of an otherwise outstanding record.

4. **Prior Non-Selection**. Prior non-selection will not be considered a reason for non-selection by a subsequent board. The board must make an independent evaluation on the basis of the applicant's record as compared with other applicants considered by the board.

5. **Diversity and Equal Opportunity**. The strength of our Army comes from our diversity. Developing and maintaining qualified and demographically diverse leadership is critical for mission effectiveness and is essential to national security. Effective leaders understand that organizational success depends on the ability of people of different backgrounds to work together, while bringing the value of their diverse experiences to the mission. With a culture that embraces diversity, the Army is better able to attract and keep the best men and women from across the Nation, and to operate more successfully around the world. Moreover, the success of today's Army comes from a total commitment to the ideals of freedom, fairness, and human dignity upon which our country was founded. It is vital that our Army is in fact one of equal opportunity–equal opportunity for all Soldiers is the only acceptable standard for our Army. This principle applies to every aspect of career development and utilization in our Army, but is especially important to demonstrate in the accession process. Select meritorious applicants who create and maintain an inclusive environment where individual attributes are recognized, accepted, and, most importantly, valued, regardless of race, color, national origin, religion, sex (including gender identity), or sexual orientation. In doing so our Soldiers will have a clear perception of equal opportunity in the selection process.

AMERICA'S ARMY:
Globally Responsive, Regionally Engaged

FY23 RA Spring Accessions Board

Applicant Pool

FY23

- 92 applicants
  - 45 licensed attorneys
  - 34 current or prior service
- JARO concurs with the board's recommendation to select the top 40 on the OML
  - 42 selects
  - 22 licensed attorneys
  - 16 current or prior service

FY22

- 71 applicants
  - 39 licensed attorneys
  - 12 current or prior service
- JARO concurs with the board's recommendation to select the top 42 on the OML.
  - 42 selects
  - 23 licensed attorneys
  - 5 current or prior service

Academic Profiles

FY23

Undergrad GPA
- Applicants: 3.05
- Primary Selects: 3.33
- Primary and Alternate Selects: 3.11

Law School GPA
- Applicants: 3.07
- Primary Selects:3.22
- Primary and Alternate Selects: 3.14

Top Law Schools (Primary + Alternates)
- SUNY (3)
- Pontifical Catholic (2)
- Vanderbilt (2)

FY22

Undergrad GPA
- Applicants: 3.36
- Primary Selects: 3.38
- No alternates selected

Law School GPA
- Applicants: 3.03
- Primary Selects:3.32
- No alternates selected

Top Law Schools (Primary)
- Duquesne University (2)
- Ohio Northern (2)
- Pontifical Catholic (2)

Trends and Takeaways

Applications

- Increase in applications compared to the FY22 Spring Accession Board (23%)
- For the second year in a row, half of our total applications and recommended selects came from licensed attorneys
- A third of our applicants are currently serving or prior service (16 primaries / 7 alternates)

Diversity Outcomes

- Male applicants represent 75% of the total applications and 70% of the recommended primary and alternate selects
- Female applicants were selected at a higher rate (65% - primary selects / 82% - primary and alternates combined)
- Slight increase in female applications compared to FY22 (FY23 – 23 / FY22 18)

Strength of the Applicants

- Consistent with last year, the Spring applicants were not measured against summer interns or education delay officers
- Almost a third of the applicants previously applied (32%)

Summary of Comments on Slide 1

Page: 1

Number: 1 Author: Presenter Notes Subject: Presentation Notes Date: 3/10/2025 3:26:08 PM

Application Numbers
The FY23 RA Spring Accession Board was the second spring accession board in ten years (no trends)
Applications increased by 23% (21) over last year
FY22 RA Spring Accession Board did not allow non-selects from the fall board to apply
Nine non-selects from the FY23 fall board applied this spring – (2 primary / 3 alternates)
Nearly half of the applicants were licensed attorneys (49%), 52% of the selects are licensed attorneys 22
This is consistent with the last year and potentially a trend we should consider with our outreach
The board considered one summer intern, no education delay officers, and six externs
A third of the applicants considered by the board are currently serving or prior service (37%)
Academic Profile
There is a slight decrease in the academic profile of the candidates
Undergraduate GPA for applicants and primary selects declined
The law school GPA for the applicants increase, but the GPA for the primary selects declined
Schools
Review FY23 Spring Accession Board – Law School Applications
Historical information on Puerto Rico law school applications: (1) FY23 RA Fall = 8; (2) FY22 RA Spring = 3; (3) FY22 RA Fall = 9; (4) FY21 RA = 9; FY20 RA = 10
Diversity Outcomes
Male applicants represent 75% of the applications and 70% of the recommended P&S, identical to last year
The fall board saw a decline in female applications (7%) and selects (10%), this did not extend into the spring
Asian applications (9) and recommended selects (6) improved significantly compared to FY22 (0)

Diversity

Race						
	Applicants	**Selects**	**Law Students (2022)**	**Army Officers**	**JAs (2022)**	**Licensed Attorneys (2022)**
African-American	9.78% (No Change)	7.14% (+.04%)	8%	11%	7%	4.5%
Asian/Pacific Islander	9.78% (+9.78%)	14.29% (+14.29%)	6%	8%	6%	5.7%
White**	56.52% (-15.28%)	57.14 (-19.06%)	62%	70%	79%	81%
Hispanic*	17.39% (+6.19%)	16.67% (-2.37%)	13%	8%	4%	5.8%
American Indian	1.09% (-1.71%)	0% (No Change)	<1%	1%	<1%	.5%
Multiracial (Other)	5.43% (-1.23%)	4.76% (-2.46%)	6%	2%	3%	2.7%
Gender						
Female	25% (-0.06%)	35.71% (-2.39%)	57%	18%	29%	38.3%
Male	75% (+.40%)	64.29% (+2.39%)	43%	82%	71%	61.5%

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Licensed Attorneys

African American – 2 of 3 (66%) primary / 1 of 2 (50%) alternate
Asian – 3 of 6 (50%) primary / 0 alternates
White – 13 of 24 (54%) primary / 5 of 12 (42%) alternate
Hispanic – 2 of 7 (28%) primary / 1 of 4 (25%) alternate
Multiracial – 1 of 2 (50%) primary / 2 of 2 (100%) alternate

Primary acceptance rate for men - 39%
Primary acceptance rate for women - 65%

AMERICA'S ARMY:
Globally Responsive, Regionally Engaged

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Licensed Attorneys
African American – 2 of 3 (66%) primary / 1 of 2 (50%) alternate
Asian – 3 of 6 (50%) primary / 0 alternates
White – 13 of 24 (54%) primary / 5 of 12 (42%) alternate
Hispanic – 2 of 7 (28%) primary / 1 of 4 (25%) alternate
Multiracial – 1 of 2 (50%) primary / 2 of 2 (100%) alternate

Acceptance Rate by Gender
Primary acceptance rate for men - 39%
Primary acceptance rate for women - 65%

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

DAJA-ZA

6 FEB 2023

MEMORANDUM FOR President and Members of the Fiscal Year 2023 Regular Army Spring Accession Board, Judge Advocate General's Corps

SUBJECT: Memorandum of Instruction for the Fiscal Year 2023 Regular Army Spring Accession Board, Judge Advocate General's Corps

1. Authority. The Fiscal Year 2023 (FY23) Regular Army (RA) Spring Accession Board, Judge Advocate General's (JAG) Corps is appointed pursuant to Army Regulation (AR) 27-1 (Judge Advocate Legal Services), and AR 601-100 (Appointment of Commissioned and Warrant Officers in the Regular Army). The FY23 RA Spring Accession Board will be held between 10 April – 21 April 2023. The Board is appointed to recommend applicants for appointment to the JAG Corps in the RA.

2. Membership. The Board will consist of five voting members: a general officer as president and four members comprised of field grade and company grade officers. The Board will also include at least one female and one minority board member. My designee or I will appoint the board members and may select individuals other than those recommended to serve on the Board. Board membership will be provided under separate cover. The Chief, Judge Advocate Recruiting Office (JARO), is delegated authority to excuse board members and appoint alternates if exceptional circumstances exist.

3. General.

a. The Board will determine which applicants are best qualified for RA appointment in the JAG Corps. The board members will score each qualified applicant to create an order of merit list (OML), and those who rank highest on the list will be considered "best qualified" (see enclosures 1 and 2).

b. The Board will convene at a time set by the board president. The board president has no authority to constrain the Board from recommending for appointment those applicants the majority of the Board determines to be best qualified as defined in this Memorandum of Instruction (MOI) and enclosures.

c. Enclosure 1 contains administrative instructions and procedures and specifies the oaths for the board members and the recorder.

d. Enclosure 2 contains additional guidance on the factors the Board is to consider in the selection process. This enclosure also contains guidance for ensuring equal opportunity for all applicants.

e. JARO will furnish applicant files to the Board and will provide all administrative support.

f. I have selected each of you to serve on this Board because I have confidence in your ability to recognize applicants with the strongest potential as future Army leaders and attorneys. Bear in mind the serious nature of your duties as a board member and your obligation to ensure these proceedings remain above reproach. The oath you will take obliges you to ensure all applicants are considered without prejudice or partiality. You will adhere to that oath, governing laws, directives, regulations, and this MOI when selecting applicants who meet the needs of the Army, as outlined here. Your failure to do so may constitute cause for removal as a member.

g. Any board member who believes he or she cannot, in good conscience, perform his or her duties as a member of the Board without prejudice or partiality has a duty to request relief by me from board membership. At my discretion, such a request may be honored. Any board member who believes the integrity of the Board's proceedings has been affected by improper influence or senior military or civilian authority, misconduct by the board president or a member, or any other reason, has a duty to report the basis for his or her belief to me.

4. Restrictions.

a. Recommendations of the Board are "Controlled Unclassified Information" until the proper authority releases the results. Upon adjournment, board members are encouraged to familiarize other officers with board procedures in general. However, members will not disclose, for any reason, specific details of the Board proceedings pertaining to the selection or non-selection of individual applicants, whether recorded or unrecorded.

b. Board membership will not be revealed until the Board adjourns.

c. The Board's recommendations are advisory. I will make the final decision on selection of applicants for RA appointment in the JAG Corps.

(b)(6)

Encls

STUART W. RISCH
Lieutenant General, USA
The Judge Advocate General

FISCAL YEAR 2023 REGULAR ARMY SPRING ACCESSION BOARD, JUDGE ADVOCATE GENERAL'S CORPS ADMINISTRATIVE INSTRUCTIONS

1. **Eligibility**. The board recorder will furnish the Board with electronic files of all applicants eligible for consideration. Applicants recommended for appointment to the Judge Advocate General's Corps (JAGC) in the Regular Army (RA) must meet the following qualifications at the time of appointment:

a. **Citizenship**. Be a citizen of the United States at the time of appointment. An applicant who is within one year of obtaining citizenship may apply for a commission;

b. **Character**. Be of high moral character;

c. **Leadership Potential**. Possess clear leadership potential and interpersonal tact;

d. **Physical Readiness**. Meet the standards of AR 40-501 (Standards of Medical Fitness), and AR 600-9 (The Army Body Composition Program);

e. **Personnel Security Requirements**. Have, at a minimum, a SECRET security clearance before receiving an appointment, or have initiated a National Agency Check with Local Agency Check and Credit Check at the time of commissioning;

f. **Law Degree**. Have earned a J.D. degree from a law school accredited by the American Bar Association at the time the applicant received the degree. A student in his or her last year in law school may apply for a commission before either graduation or admission to the bar. To receive a commission, an applicant must meet all bar admission requirements before appointment; and

g. **Bar Admission**. Be admitted to practice and be in good standing with the licensing authority admitting the individual to the practice of law before the highest court of a State, Territory, Commonwealth, or the District of Columbia.

~~h. **Prior Applications.** Must not have applied during the fiscal year 2023 (FY23) fall accession board. Individuals who applied in accession boards prior to FY23 are eligible.~~

(b)(6)

2. **Oaths**.

a. The board president shall administer the following oath or affirmation to the recorder:

Do you, *[state the recorder's name]*, solemnly swear (or affirm) that you will keep a true record of the proceedings of this Board, and further, that you will not divulge the proceedings or results thereof pertaining to the selection or non-selection of individual applicants except to the proper authority?

b. The recorder shall administer the following oath or affirmation to each member of the board:

Do you, *[state the board members' names]*, solemnly swear (or affirm) that you will, without prejudice or partiality, and having in view both the special needs and the efficiency of the Army, perform the duties imposed upon you, and further, that you will not divulge the proceedings or results thereof pertaining to the selection or non-selection of individual applicants except to the proper authority?

3. **Information Considered**.

a. The Board will consider applicants' electronic files, including:

(1) All transcripts of undergraduate, graduate, and law school studies;

(2) A certificate or statement from the clerk of a State, Territory, Commonwealth, or the District of Columbia showing admission to practice and standing before the bar (if applicable);

(3) Application for appointment in the JAGC;

(4) Record of prior military service (if applicable), including DD Form 214, statement of retirement points (DA Form 5016 (USAR) or NGB Form 23B), and copies of all enlisted or officer evaluation reports;

(5) A statement or resume reflecting all full-time and part-time work experience (legal and non-legal);

(6) A statement of interest, objectives, and motivation for applying for appointment in the JAGC;

(7) A Field Screening Officer's Report of Interview;

(8) JAGC Intern or Extern Evaluation Report (if applicable);

(9) Up to three letters of recommendation (optional);

(10) Legal writing sample (optional); and

(11) Other information submitted by the applicant and relevant to his or her qualifications for appointment to the JAG Corps, such as requests for waiver of the eligibility criteria of AR 601-100 (Appointment of Commissioned and Warrant Officers in the Regular Army) or AR 27-1 (Judge Advocate Legal Services).

b. The board recorder will provide each board member a copy of the administrative instructions and will brief the board on administrative matters. The board will also receive a copy of the height and weight table from AR 600-9 (The Army Body Composition Program) and information regarding the U.S. News & World Report's current law school rankings..

4. **Procedures**. The board may be held in person or by remote/virtual means. Applicant files are deemed complete by the Judge Advocate Recruiting Office (JARO) will be made available for board review. The consideration of applicants will follow a three-step process:

a. Step 1 – Familiarization: The board recorder will provide the Board with sample files for a practice vote. These files will be voted in accordance with the voting procedures discussed in Step 2, below. The purpose of a practice vote is to allow board members to become familiar with the contents and organization of applicant files and voting procedures.

b. Step 2 – Voting:

(1) Each board member will assess each applicant's file and assign a score from 1-6 (with 1 being the lowest and 6 being the highest score). A plus (+) or minus (-) may be used for each numerical rating to emphasize the degree of recommendation. Those applicants scoring the highest are deemed "best qualified."

(2) Any board member may, at his or her discretion, reconsider and revote an individual applicant's file at any time before adjournment. The board recorder will assist any board member seeking to conduct a revote.

(3) The board recorder will produce an order of merit list (OML) by listing all applicants sequentially from highest score to lowest score. The Board will recommend the OML as its list of selectees.

(4) In the event a tiebreaker is required to determine a cut-off line for the OML, the board recorder will administratively create a group of only those applicants who received identical scores. Board members will revote those applicants, and a new revote OML will be compiled. A decimal point reflecting the new OML will be added to the original OML score to indicate the best qualified applicants within the revote population.

c. Step 3 – Recommendations/Reports and Certification:

(1) After voting is complete, the recorder will produce a list of all qualified applicants, which will be forwarded to TJAG with recommendations for selection in the JAG Corps in the RA.

(2) The Board will conduct a review of the board proceedings and draft an after-action report (AAR). The AAR will highlight the members' collective observations,

concerns, and recommendations regarding the selection process. TJAG may ask the board president to address specific questions in the AAR. The board recorder will provide the questions and a sample format. The board president may include additional observations or recommendations on issues not addressed in TJAG's questions. The Board may modify the format of the report to record the Board's comments in a concise, logical manner.

(3) Certification. Each member of the Board will attest to the following certification:

The board president, board members, and board recorders hereby certify that, to the best of their knowledge, the Board complied with the Memorandum of Instruction (MOI), they were not subject to or aware of any censure, reprimand, or admonishment resulting from the recommendation of the Board or its exercise of any lawful function within the Board's authorized discretion; they were not subject to or aware of any attempt to coerce or influence improperly any action in the formulation of the Board's recommendations; and they were not a party to, or aware of, any attempt at unauthorized communications.

The Board, acting under oath and having in view the special needs and the efficiency of the Army, has carefully considered the record of every applicant whose name was furnished to it as specified in the MOI. In the opinion of a majority of the members of the Board, the applicants named in the Enclosure are qualified to meet the needs of the Army, as specified in the MOI furnished to the Board by TJAG, and are hereby recommended for appointment to the JAG Corps in the RA.

5. **Instructions Concerning Communications and Information**.

a. Each of you (president, board members, recorder, and administrative support personnel) is responsible for maintaining the integrity of this advisory board, and to foster the careful consideration, without prejudice or partiality, of all eligible applicants.

b. You may not receive, initiate, or participate in communications or discussions involving information that is not presented in each application, any information beyond what is provided to the Board, and any information communicated to you by the individual under consideration. In your deliberations, you may not discuss any matters precluded by law, Army regulations, or this MOI.

c. The Board may not use personal knowledge in its deliberations. If a board member has personal knowledge of an applicant that is not documented in the file provided to the Board, and the board member feels the information is of great significance, then the board member will summarize the information in writing and provide it in a sealed envelope to the board recorder. The board recorder will seek guidance from the proper authority.

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

DAJA-ZA

JUL 21 2023

MEMORANDUM FOR the Fiscal Year 2023 Regular Army Transition Board, Judge Advocate General's Corps

SUBJECT: Memorandum of Instruction for the Fiscal Year 2023 Regular Army Transition Board, Judge Advocate General's Corps

1. Authority. The Fiscal Year 2023 (FY23) Regular Army (RA) Transition Board, Judge Advocate General's (JAG) Corps is appointed pursuant to Army Regulation (AR) 27-1, Judge Advocate Legal Services, paragraph 9-6. The Board is convened to recommend qualified U.S. Army Reserve (USAR) Judge Advocates (JAs) for appointment to the RA in the JAG Corps.

2. Membership. The Board will consist of three voting members: a general officer as president and two field grade officers. My designee or I will appoint the board members and may select individuals other than those recommended to serve on the Board. Board membership will be provided under separate cover. The Chief, Judge Advocate Recruiting Office (JARO), is delegated authority to excuse board members and appoint alternates if exceptional circumstances exist.

3. General.

a. The Board will consider USAR JA applicants in the grade of captain (O-3) with at least 24 months of active service as a JA in the USAR. The Board will determine which applicants are best qualified for appointment to the RA in the JAG Corps.

b. The Board will use a "yes/no" voting format. Applicants recommended for appointment will be voted as "yes," while applicants not recommended for appointment will be voted as "no."

c. The Board will convene as soon as practicable upon receiving a complete application from the JARO, but not later than 30 days after submission of application unless exigent circumstances exist. The board president has no authority to constrain the Board from recommending for appointment those applicants the majority of the Board determines to be qualified as defined in this Memorandum of Instruction and enclosures.

d. Enclosure 1 contains administrative instructions and procedures and specifies the oaths for the Board and the recorder.

e. Enclosure 2 contains additional guidance on the factors the Board is to consider in the selection process. This enclosure also contains guidance for ensuring equal opportunity for all applicants.

f. JARO will furnish applicant files and provide administrative support to the Board.

g. I have selected each of you to serve on this Board because I have confidence in your ability to recognize applicants who have proven performance and continued potential as Army leaders and attorneys. Bear in mind the serious nature of your duties and your obligation to ensure that these proceedings remain above reproach. The oath you will take obliges you to ensure that all applicants are considered without prejudice or partiality. You will adhere to that oath, governing laws, directives, regulations, and this memorandum of instruction when selecting applicants who meet the needs of the Army, as outlined here. Your failure to do so may constitute cause for removal as a member.

h. Any board member who believes he or she cannot, in good conscience, perform his or her duties as a member of the Board without prejudice or partiality has a duty to request relief by me from board membership. At my discretion, such a request may be honored. Any board member who believes the integrity of the Board's proceedings has been affected by improper influence or senior military or civilian authority, misconduct by the board president or a member, or any other reason, has a duty to report the basis for his or her belief to me.

4. Restrictions.

a. Recommendations of the Board are "Controlled Unclassified Information" until the proper authority releases the results. You will not disclose, for any reason, specific details of the board proceedings pertaining to the selection or non-selection of individual applicants, whether recorded or unrecorded.

b. Board membership will not be revealed until the Board adjourns.

c. The Board's recommendations are advisory. I will make the final decision on selection of applicants for RA appointment in the JAG Corps.

(b)(6)

Encls

STUART W. RISCH
Lieutenant General, USA
The Judge Advocate General

FISCAL YEAR 2023 REGULAR ARMY TRANSITION BOARD, JUDGE ADVOCATE GENERAL'S CORPS ADMINISTRATIVE INSTRUCTIONS

1. **Eligibility**. The board recorder will furnish the Board with electronic files of all applicants eligible for consideration. Applicants recommended for appointment to the Judge Advocate General's (JAG) Corps in the Regular Army (RA) must meet the following qualifications at the time of appointment:

a. **Military Status**. Be a current U.S. Army Reserve (USAR) Judge Advocate (JA) in the grade of captain (O-3) with at least 24 months of active service as a JA in the USAR. For purposes of this board, active service in the USAR can be in either a Troop Program Unit (TPU) or Individual Mobilization Augmentee (IMA) status, pursuant to the requirements of Army Regulation (AR) 135-91 (Service Obligations, Methods of Fulfillment, Participation Requirements, and Enforcement Procedures). Time spent as a JA on active duty orders pursuant to mobilization, deployment, and/or training while in a TPU or IMA status is also creditable as active service in the USAR. Time spent in the Individual Ready Reserve will not count toward the active service requirement. Applicants who have been twice non-selected for promotion to a higher grade are not eligible for consideration. Applicants must be in a favorable personnel status (not flagged) to apply.

b. **Citizenship**. Be a citizen of the United States;

c. **Character**. Be of high moral character;

d. **Leadership Potential**. Possess clear leadership potential and interpersonal tact;

e. **Physical Readiness**. Meet the standards of AR 40-501 (Standards of Medical Fitness), and AR 600-9 (The Army Body Composition Program);

f. **Personnel Security Requirements**. Have, at a minimum, a SECRET security clearance before receiving an appointment, or have initiated a National Agency Check with Local Agency Check and Credit Check at the time of appointment;

g. **Law Degree**. Have earned a J.D. degree from a law school accredited by the American Bar Association at the time the applicant received the degree;

h. **Bar Admission**. Be admitted to practice and be in good standing with the licensing authority admitting the individual to the practice of law before the highest court of a State, Territory, Commonwealth, or the District of Columbia; and

i. **Rank**. Be willing to accept a new date of rank and time-in-grade calculation prior to appointment in the RA. Dates of rank will be recalculated according to Human Resources Command policy at the time of appointment.

2. **Oaths**.

a. The Board president shall administer the following oath or affirmation to the recorder:

Do you, *[state the recorder's name]*, solemnly swear (or affirm) that you will keep a true record of the proceedings of this Board, and further, that you will not divulge the proceedings or results thereof pertaining to the selection or non-selection of individual applicants except to the proper authority?

b. The recorder shall administer the following oath or affirmation to the Board:

Do you, *[state the Board members' names]*, solemnly swear (or affirm) that you will, without prejudice or partiality, and having in view both the special needs and the efficiency of the Army, perform the duties imposed upon you, and further, that you will not divulge the proceedings or results thereof pertaining to the selection or non-selection of individual applicants except to the proper authority?

3. **Information Considered**. The Board will consider the following information submitted by each applicant:

a. Memorandum explaining the officer's motivation to transition to the RA;

b. All transcripts of undergraduate, graduate, and law school studies;

c. Record of current and prior military service, including DD Form 214(s), copies of all officer evaluation reports and academic evaluation reports, and a current record brief and statement of retirement points (DA Form 5016 (USAR) or NGB Form 23B));

d. DA Form 5500/5501, Body Fat Content Worksheet (if applicable);

e. A certificate or statement from the clerk of a State, Territory, Commonwealth, or the District of Columbia showing admission to practice and standing before the bar;

f. A statement or resume reflecting all full-time and part-time work experience (legal and non-legal);

g. Up to three letters of recommendation (optional);

h. Other information submitted by the applicant and relevant to that applicant's qualifications for RA appointment in the JAG Corps; and

i. Letter of endorsement from the first O-6 in the applicant's technical chain or the chain of command.

4. **Procedures**. The board may be held in person or by remote/virtual means, as determined by the Board president. Applicants whose files are deemed complete by the Judge Advocate Recruiting Office (JARO) will be made available for board review. The Board will also receive a copy of the height and weight table from AR 600-9 (The Army Body Composition Program) and information regarding the U.S. News & World Report's current law school rankings.

a. **Voting**. The Board will determine whether to recommend the applicant for RA appointment in the JAG Corps. The Board will determine by a "yes/no" recommendation whether, after reviewing the file, in accordance with the guidance outlined herein, the applicant should be recommended for appointment. Majority vote governs.

b. **Certification**:

(1) After voting is complete, the recorder will indicate whether each applicant was recommended or not recommended by the Board. Each file will be forwarded to TJAG with a recommendation for appointment in the JAG Corps in the RA or a recommendation for non-selection.

(2) Certification. The Board will attest to the following certificate:

The Board members hereby certify that, to the best of their knowledge, the Board complied with the MOI, they were not subject to or aware of any censure, reprimand, or admonishment resulting from the recommendation of the Board or its exercise of any lawful function within the Board's authorized discretion; they were not subject to or aware of any attempt to coerce or influence improperly any action in the formulation of the Board's recommendations; and they were not a party to, or aware of, any attempt at unauthorized communications.

The Board, acting under oath and having in view the special needs and the efficiency of the Army, has carefully considered the record of every applicant whose name was furnished to it as specified in the MOI. In the opinion of a majority of the members of the Board, the applicants named in the Enclosure are qualified to meet the needs of the Army, as specified in the MOI furnished to the Board by TJAG, and are hereby recommended for appointment to the JAG Corps in the RA.

FISCAL YEAR 2023 REGULAR ARMY (RA) TRANSITION BOARD,
JUDGE ADVOCATE GENERAL'S CORPS ADDITIONAL GUIDANCE

1. **General**.

a. The applicants you recommend for selection will shape the Judge Advocate General's (JAG) Corps of the future. Your goal, therefore, is to select those individuals with proven performance and continued outstanding potential as Soldier-lawyers.

b. In analyzing individual records to determine whether an applicant is best qualified for selection, the Board should consider the below factors. No single factor is dispositive; however, non-selection may be based on a demonstrated lack of integrity, moral turpitude, or professional ineptitude. Ultimately, you should recommend those officers that you are confident will provide principled counsel, attain mastery of the law, steward the organization, and demonstrate servant leadership while serving in the RA.

(1) **Prior Military Performance**. The JAG Corps needs Judge Advocates who are capable of being principled counsel, expert and versatile attorneys, servant leaders, and stewards of the profession. You should carefully examine each applicant's officer evaluation reports to assess the applicant's performance and suitability for an RA appointment in the JAG Corps.

(2) **Civilian Employment**. Each applicant has submitted a resume detailing his or her work experience outside the JAG Corps. This information is frequently supplemented by letters of recommendation from individuals who have had the opportunity to observe and evaluate the applicant's work performance. You should carefully examine this information to assess initiative, legal and analytical skills, judgment, and maturity.

(3) **Intellect**. Judge Advocates must be intelligent enough to practice competently in our diverse legal functions. Academic achievement can be a strong indicator of intellect. In addition, academic success is often an indicator of self-discipline, grit, and maturity—all attributes necessary for a successful Judge Advocate. Grading systems, however, vary greatly among academic institutions, and you must exercise great care when evaluating the academic records of applicants.

(4) **Interpersonal Skills**. Judge Advocates must possess the ability to understand and work effectively with service members and civilians of all ranks, grades, and backgrounds.

(5) **Physical Readiness**. Judge Advocates must maintain a high level of physical readiness in order to meet mission requirements. Physical fitness is therefore an important indicator of an applicant's suitability for RA service. The Board will consider general physical condition and compliance with Army Regulation 600-9 (The Army Body Composition Program), in evaluating an applicant's potential for RA service.

(6) **Character and Leadership Ability**. Army leaders and attorneys must possess the highest character. Judge Advocates must embody the Army Values:

loyalty, duty, respect, selfless service, honor, integrity, and personal courage. In particular, honor and integrity are the bedrock of our dual professions. Soldiers and noncommissioned officers must be able to trust their officers. Accordingly, you should select only those applicants whose records demonstrate an uncompromising commitment to these values.

(7) **Communication Skills**. Judge Advocates must be effective communicators in person and in writing—precise, persuasive, and professional. You should recommend those applicants whose records demonstrate superior communication skills.

(8) **Involvement in Civic Activities**. Participation and achievement in civic activities is a strong indication of initiative and leadership capacity. Non-participation in such activities, should not, however, operate against an applicant's interest when gainful employment has denied the applicant the opportunity to engage in these activities.

2. **Consideration of Adverse Information**. The Board will consider all adverse information attributed to an applicant, if applicable.

a. Adverse information is any substantiated adverse finding or conclusion from an officially documented investigation or inquiry or any other credible information of an adverse nature. To be credible, the information must be resolved and supported by a preponderance of the evidence. To be adverse, the information must be derogatory, unfavorable, or of a nature that reflects clearly unacceptable conduct, integrity, or judgment on the part of the individual. As examples, adverse information could include: general officer memorandums of reprimand, punishment under Article 15, UCMJ, referred officer evaluation reports (OERs), or adverse findings or conclusions from a Department of the Army Inspector General (DAIG), law enforcement, or Army Regulation (AR) 15-6 investigation or report.

b. Adverse information that is filed in an applicant's Army Military Human Resource Record (AMHRR) will be provided to you exactly as it is filed in the AMHRR. Adverse information that is not in an applicant's AMHRR will be summarized and the summary will be included in the officer's board file. Applicants have been notified that the adverse summary will be presented to the Regular Army Transition Board, were provided a copy of the summary, and were afforded a reasonable opportunity to submit written comments on that information to the Board.

c. When reviewing adverse information, you must review it thoroughly, to include the date of occurrence, nature, and gravity of any misconduct, malfeasance or impropriety committed by an officer under consideration and the officer's comments, if submitted. You must consider this adverse information in the context of any comments provided by the applicant and the applicant's entire service record. You will endeavor to select officers who demonstrate the Army standards of integrity, personal responsibility and professional ethics. In making your recommendations, you should consider the

significance of the adverse information in relation to the officer's qualifications and potential for service in the JAG Corps in the RA.

3. **Prior Non-Selection**. Prior non-selection by an accession board will not be considered a reason for non-selection by a subsequent accession board. The Board must make an independent evaluation on the basis of the applicant's record as compared with other applicants considered by the Board.

4. **Diversity and Equal Opportunity**. The strength of our Army comes from our diversity. Developing and maintaining qualified and demographically diverse leadership is critical for mission effectiveness and is essential to national security. Effective leaders understand that organizational success depends on the ability of people of different backgrounds to work together, while bringing the value of their diverse experiences to the mission. With a culture that embraces diversity, the Army is better able to attract and keep the best men and women from across the Nation, and to operate more successfully around the world. Moreover, the success of today's Army comes from a total commitment to the ideals of freedom, fairness, and human dignity upon which our country was founded. It is vital that our Army is in fact one of equal opportunity – equal opportunity for all Soldiers is the only acceptable standard for our Army. This principle applies to every aspect of career development and utilization in our Army but is especially important to demonstrate in the accession process. Select meritorious applicants who create and maintain an inclusive environment where individual attributes are recognized, accepted, and, most importantly, valued, regardless of race, color, national origin, religion, sex (including gender identity), or sexual orientation. In doing so our Soldiers will have a clear perception of equal opportunity in the selection process.

AMERICA'S ARMY:
Globally Responsive, Regionally Engaged

FY23 USAR Accessions Board

Applications / Selection Rate

	Applications Considered	Primary Selects	Selection Rate
FY23	228	102	65%
FY22	277	133	48%
FY21	372	131	35.2%
FY20	417	190	45.5%
FY19	474	220	46.4%
FY18	503	182	36.1%

Academic Profiles

FY23

- **Undergrad GPA (Average)**
  - Applicants: 3.27
  - Selects: 3.44
- **Top Schools – Applicants**
  - South Texas (6)
  - American (5)
  - Barry (5)
  - UVA (5)
- **Top Schools – Selects**
  - American (4)
  - Rutgers-Newark (4)
  - Temple (4)

FY22

- **Undergrad GPA (Average)**
  - Applicants: 3.32
  - Selects: 3.43
- **Top Schools – Applicants**
  - American (7)
  - UIC Chicago (7)
  - George Washington (6)
  - Charleston (6)
  - Florida A&M (6)
- **Top Schools – Selects**
  - American (6)
  - Harvard (4)
  - George Washington (4)

Trends and Takeaways

- **Applicant quantity decreased by 18%**
  - First time USAR applications exceeded RA applications since at least FY14
  - Received fewer RA/USAR combined applications this year (38%, compared to 54% in FY22, 57% in FY21 and 67% in FY20)
    - Only 33% of selects are "combined" selects → so we expect to retain higher percentage of USAR primary selects
  - Five-year decline in applications is concerning, but still attracting talent in sufficient numbers
    - All selects recommended by FSOs: 46% "Absolute Must Selects" and 49% "Must Selects"
  - Improved Diversity
    - Marked increase in African American applicants, and African American and Asian selects
    - Higher numbers of applicants from HBCUs

Diversity

Race / Ethnicity						
	Applicants	**Primaries**	**Law Students (2022)**	**Army Officers (2022)**	**USAR JAs (2021)**	**Licensed Attorneys (2022)**
African-American	18.86% (+5)	13.72% (+6%)	8%	11%	7%	4.5%
Asian/Pacific Islander	7.58% (+1%)	10.7% (+3%)	6%	8%	6%	5.7%
White**	69.3% (-3%)	69.6% (-8%)	62%	70%	74%	81%
Hispanic*	14.04% (-1.5%)	14.71% (-.3%)	13%	8%	7%	5.8%
American Indian	<1% (-2.5%)	1% (0%)	<1%	1%	<1%	.5%
Multiracial (Other)	4.38% (-1%)	4.9% (-2%)	6%	2%	13%	2.7%

Gender						
	Applicants	**Primary Selects**	**Law Students (2022)**	**Army Officers (2022)**	**USAR JAs (2021)**	**Licensed Attorneys (2022)**
Female	25% (-3%)	30.4% (+2%)	57%	18%	20%	38.3%
Male	75% (+3%)	69.6% (-2%)	43%	82%	80%	61.5%

*Applicants were given the option to select Hispanic ethnicity in addition to their race.
**Caucasian, non-Hispanic: 59% of Applicants; 58% of Selects.

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

29 SEP 2022

DAJA-ZA

MEMORANDUM FOR President and Members of the Fiscal Year 2023 (FY23) United States Army Reserve (USAR) Accession Board, Judge Advocate General's Corps (JAGC)

SUBJECT: Memorandum of Instruction for the FY23 USAR Accession Board, JAGC

1. Authority. The FY23 USAR Accession Board, JAGC is appointed under the provisions of Army Regulation (AR) 27-1 (Judge Advocate Legal Services), and AR 135-100 (Appointment of Commissioned and Warrant Officers of the Army). The board will be held between 17 October and 4 November 2022. The board is appointed to recommend applicants for appointment to the JAGC in the USAR.

2. Membership. The board will consist of five voting members: a general officer as president and four members comprised of field and company grade officers. The board will also include at least one female and one minority board member. At least two voting members must be from the Regular Army (RA). At least one voting member must be a member of the USAR. The president must be senior to all other board members. My designee or I will appoint the board members and may select individuals other than those recommended to serve on the board. Board membership will be provided under separate cover. The Chief, Judge Advocate Recruiting Office (JARO), is delegated authority to excuse board members and appoint alternates if exceptional circumstances exist.

3. General.

a. The board will determine which applicants are best qualified for USAR appointment in the JAG Corps. The board members will score each qualified applicant to create an order of merit list (OML), and those who rank highest on the list will be considered "best qualified" (see enclosures 1 and 2).

b. The board will convene at a time set by the board president. The board president has no authority to constrain the board from recommending for appointment those applicants the majority of the board determines to be best qualified as defined in this Memorandum of Instruction (MOI) and enclosures.

c. Enclosure 1 contains administrative instructions and procedures, and specifies the oaths for the board members and the recorder.

d. Enclosure 2 contains guidance on the factors the board is to consider in the selection process. This enclosure also contains guidance for ensuring equal opportunity for all applicants.

e. The JARO will furnish applicant files to the board and will provide all administrative support.

f. I have selected each of you to serve on this board because I have confidence in your ability to recognize applicants with the strongest potential as future Army leaders and attorneys. Bear in mind the serious nature of your duties as a board member and your obligation to ensure these proceedings remain above reproach. The oath you will take obliges you to ensure all applicants are considered without prejudice or partiality. You will adhere to that oath, governing laws, directives, regulations, and this MOI when selecting applicants who meet the needs of the Army, as outlined here. Your failure to do so may constitute cause for removal as a member.

g. Any board member who believes he or she cannot, in good conscience, perform his or her duties as a member of the board without prejudice or partiality has a duty to request relief by me from board membership. At my discretion, such a request may be honored. Any board member who believes the integrity of the board's proceedings has been affected by improper influence or senior military or civilian authority, misconduct by the board president or a member, or any other reason, has a duty to report the basis for his or her belief to me.

4. Restrictions.

a. Recommendations of the board are "Controlled Unclassified Information" until the proper authority releases the results. Upon adjournment, board members are encouraged to familiarize other officers with board procedures in general. However, members will not disclose, for any reason, specific details of the board proceedings pertaining to the selection or non-selection of individual applicants, whether recorded or unrecorded.

b. Board membership will not be revealed until the board adjourns.

c. The board's recommendations are advisory. I will make the final decision on selection of applicants for USAR appointment in the JAG Corps.

(b)(6)

Encls

STUART W. RISCH
Lieutenant General, USA
The Judge Advocate General

FISCAL YEAR 2023 UNITED STATES ARMY RESERVE ACCESSION BOARD, JUDGE ADVOCATE GENERAL'S CORPS ADMINISTRATIVE INSTRUCTIONS

1. **Eligibility**. The board recorder will furnish the Board with electronic files of the applicants eligible for consideration. Applicants recommended for appointment to the Judge Advocate General's (JAG) Corps in the United States Army Reserve (USAR) must meet the following qualifications at the time of appointment:

a. **Age**. Be at least 21 years of age and meet maximum age limitations listed in table 1-1, Army Regulation (AR) 135-100 (Appointment of Commissioned and Warrant Officers of the Army) and be able to complete 20 years creditable service for retirement. This means applicants must be able to complete 20 years of creditable service before their 60th birthday, the age for removal based on Army policy. In appropriate circumstances, The Judge Advocate General (TJAG) may recommend waivers of these requirements. The minimum age requirement is not waivable;

b. **Citizenship**. Be a citizen of the United States at the time of appointment. An applicant who is within one year of obtaining citizenship may apply for a commission;

c. **Character**. Be of high moral character;

d. **Leadership Ability**. Possess clear leadership potential and interpersonal tact;

e. **Physical Readiness**. Meet the standards of AR 40-501 (Standards of Medical Fitness), and AR 600-9 (The Army Body Composition Program);

f. **Personnel Security Requirements**. Have, at a minimum, a SECRET security clearance before receiving an appointment, or have initiated a National Agency Check with Local Agency Check and Credit Check at the time of commissioning;

g. **Law Degree**. Have earned a J.D. degree from a law school accredited by the American Bar Association at the time the applicant received the degree. A student in his or her last year in law school may apply for a commission before either graduation or admission to the bar. To receive a commission, an applicant must meet all bar admission requirements before appointment; and

h. **Bar Admission**. Be admitted to practice and be in good standing with the licensing authority admitting the individual to the practice of law before the highest court of a State, Territory, Commonwealth, or the District of Columbia.

2. **Oaths**.

a. The board president shall administer the following oath or affirmation to the recorder:

Do you, *[state the recorder's name]*, solemnly swear (or affirm) that you will keep a true record of the proceedings of this Board, and further, that you will not divulge the proceedings or results thereof pertaining to the selection or non-selection of individual applicants except to the proper authority?

b. The recorder shall administer the following oath or affirmation to each member of the Board:

Do you, *[state the board members' names]*, solemnly swear (or affirm) that you will, without prejudice or partiality and having in view both the special needs and the efficiency of the Army, perform the duties imposed upon you, and further, that you will not divulge the proceedings or results thereof pertaining to the selection or non-selection of individual applicants except to the proper authority?

3. **Information Considered**.

a. The Board will consider the following applicants' electronic files, including:

(1) All transcripts of undergraduate, graduate, and law school studies;

(2) A certificate or statement from the clerk of a State, Territory, Commonwealth, or the District of Columbia showing admission to practice and standing before the bar (if applicable);

(3) Application for appointment with the JAG Corps;

(4) Record of prior military service (if applicable), including DD Form 214, statement of retirement points (DA Form 5016 (USAR) or NGB Form 23B)), and copies of all enlisted or officer evaluation reports;

(5) A statement or resume reflecting all full-time and part-time work experience (legal and non-legal);

(6) A statement of interest, objectives, and motivation for applying for appointment in the JAG Corps;

(7) A Field Screening Officer's Report of Interview;

(8) JAG Corps Intern or Extern Evaluation Report (if applicable)

(9) Up to three letters of recommendation (optional);

(10) Legal writing sample (optional); and

(11) Other information submitted by the applicant and relevant to that applicant's qualifications for appointment in the JAG Corps, such as requests for waiver of the eligibility criteria of AR 135-100 (Appointment of Commissioned and Warrant Officers of the Army), or AR 27-1 (Judge Advocate Legal Services).

b. The board recorder will provide each board member a copy of the administrative instructions and will brief the Board on administrative matters, to include an explanation of the Law School Admission Test (LSAT) scoring system. The Board will also receive a copy of the height and weight table from AR 600-9 (The Army Body Composition Program) and information regarding the U.S. News & World Report's current law school rankings data.

4. **Procedures**. The board may be held in person or by remote/virtual means. Applicant files are deemed complete by the Judge Advocate Recruiting Office (JARO) will be made available for board review. The consideration of applicants will follow a three-step process:

a. Step 1 – Familiarization: The board recorder will provide the Board with sample files for a practice vote. These files will be voted in accordance with the voting procedures discussed in Step 2, below. The purpose of a practice vote is to allow board members to become familiar with the contents and organization of applicant files and voting procedures.

b. Step 2 – Voting:

(1) Each board member will assess each applicant's file and assign a score from 1-6 (with 1 being the lowest and 6 being the highest score). A plus (+) or minus (-) may be used for each numerical rating to emphasize the degree of recommendation. Those scoring the highest are deemed "best qualified."

(2) Any board member may, at his or her discretion, reconsider and revote an individual applicant's file at any time before adjournment. The board recorder will assist any board member seeking to conduct a revote.

(3) The board recorder will produce an order of merit list (OML) by listing all qualified applicants sequentially from highest score to lowest score. The Board will recommend the OML as its list of selectees.

(4) In the event a tiebreaker is required to determine a cut-off line for the OML, the board recorder will administratively create a group of only those applicants who received identical scores. Board members will revote those applicants, and a new revote OML will be compiled. A decimal point reflecting the new OML will be added to the original OML score to indicate the best qualified applicants within the revote population.

c. Step 3 – Recommendations/Reports and Certification:

(1) After voting is complete, the recorder will produce an Order of Merit List for all applicants, which after certification, is forwarded to TJAG with recommendations for selection in the JAG Corps in the USAR.

(2) The Board will conduct a review of the board proceedings and draft an after-action report (AAR). The AAR will highlight the members' collective observations, concerns, and recommendations regarding the selection process. TJAG may ask the board president to address specific questions in the AAR. The board recorder will provide the questions and a sample format. The board president may include additional observations or recommendations on issues not addressed in TJAG's questions. The Board may modify the format of the report to record the Board's comments in a concise, logical manner.

(3) Certification. Each member of the Board will attest to the following certification:

The board president, board members, and board recorders hereby certify that, to the best of their knowledge, the Board complied with the Memorandum of Instruction (MOI), that they were not subject to or aware of any censure, reprimand, or admonishment resulting from the recommendation of the Board or its exercise of any lawful function within the Board's authorized discretion; that they were not subject to or aware of any attempt to coerce or influence improperly any action in the formulation of the Board's recommendations; and that they were not a party to, or aware of, any attempt at unauthorized communications.

The Board, acting under oath and having in view the special needs and the efficiency of the Army, has carefully considered the record of every applicant whose name was furnished to it as specified in the MOI. In the opinion of a majority of the members of the Board, the applicants named in the Enclosure are qualified to meet the needs of the Army, as specified in the MOI furnished to the Board by TJAG, and are hereby recommended for appointment to the Reserve of the Army and assignment to the JAG Corps in the USAR.

5. **Instructions Concerning Communications and Information**.

a. Each of you (president, board members, recorder, and administrative support personnel) is responsible for maintaining the integrity of this advisory board, and to foster the careful consideration, without prejudice or partiality, of all eligible applicants.

b. You may not receive, initiate, or participate in communications or discussions involving information that is not presented in each application, any information beyond what is provided to the Board, and any information communicated to you by the individual under consideration. In your deliberations, you may not discuss any matters precluded by law, Army regulations, or this MOI.

c. The Board may not use personal knowledge in its deliberations. If a board member has personal knowledge of an applicant that is not documented in the file provided to the Board, and the board member feels the information is of great significance, then the board member will summarize the information in writing and provide it in a sealed envelope to the board recorder. The board recorder will seek guidance from the proper authority.

FISCAL YEAR 2023 UNITED STATES ARMY RESERVE ACCESSION BOARD, JUDGE ADVOCATE GENERAL'S CORPS ADDITIONAL GUIDANCE

1. **General**.

a. The applicants you recommend for selection will become the Judge Advocate General's Corps (JAG Corps) of the future. Your goal, therefore, is to select those individuals who demonstrate the greatest potential for outstanding service as Soldier-lawyers.

b. In analyzing individual records to determine whether an applicant is best qualified for selection, the Board should consider the factors listed below. No single factor is dispositive; however, a low score may be based on a demonstrated lack of integrity, moral turpitude, or professional ineptitude. Ultimately, you should score highly those individuals that you are confident will provide principled counsel, attain mastery of the law, steward the organization, and demonstrate servant leadership.

(1) **Intellect**. Judge Advocates must be intelligent enough to practice in our diverse legal functions. Academic achievement can be a strong indicator of intelligence. In addition, academic success is often an indicator of self-discipline, grit, and maturity—all attributes necessary for a successful Judge Advocate. Grading systems, however, vary greatly among academic institutions, and you must exercise great care when evaluating and comparing the academic records of applicants. This may be especially true this year, as many law schools deviated from standard grading systems during the pandemic.

(2) **Interpersonal Skills**. Judge Advocates must possess the ability to understand and work effectively with service members and civilians of all ranks, grades, and backgrounds.

(3) **Work Ethic**. You should carefully examine each applicant's file to find evidence of the applicant's strong work ethic.

(4) **Physical Readiness**. Judge Advocates must maintain a high level of physical readiness in order to meet mission requirements. Physical fitness is therefore an important indicator of an applicant's suitability for Army service. The Board will consider general physical condition and potential to comply with the standards of Army Regulation 600-9 (The Army Body Composition Program) in evaluating an applicant's potential for Army service.

(5) **Character and Leadership Ability**. Army leaders and attorneys must possess the highest character. Judge Advocates must embody the Army Values: loyalty, duty, respect, selfless service, honor, integrity, and personal courage. In particular, honor and integrity are the bedrock of our dual professions, which enable a Judge Advocate to deliver principled counsel. Soldiers and noncommissioned officers

must be able to trust their officers. Accordingly, you should select only those applicants whose records demonstrate an uncompromising commitment to these values.

(6) **Prior Military Experience**. Some applicants may have prior enlisted or commissioned service. You should review the files of these applicants for indicators of leadership potential, maturity, teamwork, and the ability to excel as a Judge Advocate. The JAG Corps also has a need for officers with special military skills and training. Military experience shall be considered a positive factor.

(7) **Legal and Work Experience**. Each applicant has submitted a resume detailing his or her work experience. Applicants also have the option of submitting up to three letters of recommendation. You should carefully examine this information to assess initiative, legal and analytical skills, judgment, and maturity.

(8) **JAG Corps Intern and Extern Programs**.

(i) These programs introduce students to military legal practice and provide meaningful opportunities for supervisory Judge Advocates to evaluate their performance and potential. The Board should give careful consideration to those applicants who have demonstrated superior potential through successful performance as interns or externs.

(ii) Applicants who participated in the JAG Corps' 2L Intern Program had the option to apply for a JAG Corps commission in the Early Decision Accession Board, which convened at the conclusion of the summer internship period. Board members will not draw a negative inference for those applicants who were either not selected at this prior board, or those who opted out of consideration.

(9) **Graduates of the Reserve Officers' Training Corps (ROTC) Program**. Successful completion of an ROTC program requires that an individual demonstrate a strong sense of personal integrity, honor, and responsibility while developing an understanding of the basic concepts and principles of leadership and military art and science. These attributes are reliable indicators of the potential to serve successfully as a Judge Advocate.

(10) **Communication Skills**. Judge Advocates must be effective communicators in person and in writing—precise, persuasive, and professional. You should select only those applicants whose records demonstrate superior communication skills.

(11) **Involvement in Campus and Civic Activities**. Participation and achievement in extracurricular activities is a strong indication of initiative and leadership capacity. Non-participation in such activities, should not, however, operate against an applicant's interest when heavy course loads and gainful employment in financing the expenses of college and law school have denied the applicant the opportunity to engage in extracurricular activities.

2. **Field Screening Officer's (FSO) Report**. All applicants will have been interviewed by an FSO, a Judge Advocate designated to perform recruiting and interviewing functions, who has prepared a report for your consideration. You should carefully evaluate the FSO Report, giving special attention to the FSO's assessment of the applicant's potential for JAG Corps service. The narrative justifications for an FSO's recommendation are particularly important and lend meaning to the other elements of the FSO Report. Each FSO report includes an overall recommendation on selection according to the following tiered ranking system.

(i) **Absolute must select**: a truly extraordinary applicant who is outstanding in all dimensions.

(ii) **Must select**: a strong applicant about whom the FSO is genuinely enthusiastic; possesses the key qualities and skills needed to make a positive impact on our people and mission.

(iii) **Recommended for selection**: an average applicant with no glaring weakness, but few significant strengths; has potential to develop into an effective Judge Advocate with training and development.

(iv) **Not recommended for selection**: an applicant about whom you have reservations; does not currently have the qualities or skills our dual professions demand.

(v) **Absolute do not select**: the applicant is clearly deficient in multiple respects; the FSO has severe misgivings; avoid selecting.

3. **Adverse Information.** The Board must independently evaluate and weigh derogatory information presented to the Board. The Board should evaluate indications of disciplinary action relative to an individual's overall record and potential, while, at the same time, considering the seriousness of the offense. Accordingly, the Board should use care in assessing the weight placed on one incident, which may be atypical of an otherwise outstanding record.

4. **Prior Non-Selection**. Prior non-selection will not be considered a reason for non-selection by a subsequent board. The Board must make an independent evaluation on the basis of the applicant's record as compared with other applicants considered by the Board.

5. **Diversity and Equal Opportunity**. The strength of our Army comes from our diversity. Developing and maintaining qualified and demographically diverse leadership is critical for mission effectiveness and is essential to national security. Effective leaders understand that organizational success depends on the ability of people of different backgrounds to work together, while bringing the value of their diverse experiences to the mission. With a culture that embraces diversity, the Army is better able to attract and keep the best men and women from across the Nation, and to operate more

successfully around the world. Moreover, the success of today's Army comes from a total commitment to the ideals of freedom, fairness, and human dignity upon which our country was founded. It is vital that our Army is in fact one of equal opportunity – equal opportunity for all Soldiers is the only acceptable standard for our Army. This principle applies to every aspect of career development and utilization in our Army, but is especially important to demonstrate in the accession process. Select meritorious applicants who create and maintain an inclusive environment where individual attributes are recognized, accepted, and, most importantly, valued, regardless of race, color, national origin, religion, sex (including gender identity), or sexual orientation. In doing so our Soldiers will have a clear perception of equal opportunity in the selection process.

AMERICA'S ARMY:
Globally Responsive, Regionally Engaged

FY24 1L Summer Intern Board

Applications / Selection Rate

	Applications	Primary Selects	Selection Rate
FY24	**151**	**57**	**37.7%**
FY23	124	58	46.8%
FY22	186	21	11.3%
FY21	257	17	6.6%
FY11	353	UNK	UNK
FY10	387	UNK	UNK

Academic Profiles

FY24

LSAT (Applicants)
- High/Low: 180/143
- Average: 158.2

LSAT (Selects)
- High/Low: 180/146
- Average: 159.9

Undergrad GPA (Avg.)
- Applicants: 3.61
- Selects: 3.74

FY23

LSAT (Applicants)
- High/Low: 176/146
- Average: 158.8

LSAT (Selects)
- High/Low: 174/144
- Average: 159.6

Undergrad GPA (Avg.)
- Applicants: 3.48
- Selects: 3.63

Trends and Takeaways

- **22% increase in applications from last year.**
- **21% (32) of applicants were familiar with the BG Alley Moot Court Competition.**
- **Law schools with most applications:**
  - George Washington (7); Catholic (4); Emory (4); Notre Dame (4); West Virginia (4)
- **T25 law schools represented in applicants:**
  - U. Chicago (1); Duke (1); Harvard (2); Georgetown (2); UGA (1); Washington U. (1); BYU (1); Ohio State (2); U. Florida (3); Wake Forest (3)
- **Significant increase in female applicants (+39.6%) and selects (+30.4%).**
- **Offices have the capacity to accommodate approximately 75 1L interns.**

Summary of Comments on PowerPoint Presentation

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Key Takeaways:

Application decrease: 6% decrease from FY22; 14% decrease from FY18-22 average (211 applications)
7 out of top 15 (5 out of the top 10) on the OML are former 1L interns, including 1 on the OML.
Eight 1L interns applied and 7 were selected, one former and two current externs selected.
Students from top law schools well represented on the OML - Among the 72 primary selects…
T14 – 8 selects (11%)
Tier 1 (1-50): 36% 26 selects from top 50 law schools (including 14 out of the top 25 on the OML)
Tier 2: (51-100) 14 selects
Tier 3: (101-146) 15 selects
Tier 4: (147-192 7 selects
Seven applicants from HBCUs, two selected as alternates; 2 Puerto Rican Schools, no primary or alternate selects
Six of the seven applications from HBCUs were from schools visited by BG Sullivan
Applicants from 104 different schools
No Ed Delays were considered
Highlights
Praise for FSO reports

Diversity

Race / Ethnicity						
	Applicants	**Primary Selects**	**Law Students (2023)**	**Army Officers**	**JAs (2023)**	**Licensed Attorneys (2023)**
African-American	4.0% (-3.3%) 6 (-3)	3.5% (-1.7%) 2 (-1)	7.8%	11%	7.5%	5%
Asian/Pacific Islander	6.6% (+0.9%) 10 (+3)	5.3% (+3.6%) 3 (+2)	7%	7%	0.4%	6%
White	82.1% (+12.7%) 124 (+38)	84.2% (+8.3%) 48 (+4)	60.7%	68%	76.6%	79%
Hispanic	11.3% (+4.8%) 17 (+9)	15.8% (+8.9%) 9 (+5)	13.7%	9%	5.2%	6%
Native American	0.7% (-4.1%) 1 (-5)	0.0% (-6.9%) 0 (-4)	0.4%	<1%	0.2%	0.5%
Multiracial/Other	6.6% (+0.1%) 10 (+2)	7.0% (+3.5%) 4 (+2)	4% *6.4% Unknown*	2%	9.7%	4%
Gender						
Female	44.4% (+5.7%) 67 (+19)	52.6% (+12.9%) 30 (+7)	55.7%	21%	30%	39%
Male	55.6% (-5.7%) 84 (+8)	47.4% (-12.9%) 27 (-8)	44.3%	79%	70%	61%

Page: 2

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Diversity trends:
Minority representation remains the same with exception to African American representation.
African American selects down -8%, Multi-Racial down 4.17%, Hispanic representation was identical to FY22.
White (non-Hispanic) selects up 2.79%

Gender representation shifted
Female applications increased by 8.59%
Female selection rate increased by 8.33%
These numbers are below the female law student population, but above the Army Officer percentage and the current population of Judge Advocates

DEPARTMENT OF THE ARMY
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DAJA-ZA

09 JAN 2024

MEMORANDUM FOR President and Members of the Fiscal Year 2024 (FY24) Judge Advocate General's Corps (JAGC) 1L Intern Program Selection Board

SUBJECT: Memorandum of Instruction (MOI) for the FY24 JAGC 1L Intern Program Selection Board

1. Authority. The FY24 JAGC 1L Intern Program Selection Board is appointed pursuant to Judge Advocate Legal Services Publication 1-1, Personnel Policies, paragraph 2-2, to recommend applicants for selection as 1L summer interns for temporary civilian employment in JAGC legal offices. The FY24 Intern Program Selection Board will be held between of 19 February and 1 March 2024.

2. Membership. The board will consist of five voting members: a general officer as president and four members comprised of field grade and company grade officers. The board will include at least one female and one minority member. My designee, or I, will appoint the board members, and may select individuals other than those recommended to serve on the board. Board membership will be provided under separate cover. The Chief, Judge Advocate Recruiting Office (JARO), is delegated authority to excuse board members and appoint alternates if exceptional circumstances exist.

3. General.

a. The Board will determine which applicants are best qualified for a summer internship. The board members will score each applicant to create an order of merit list (OML), and those who rank highest on the list will be considered "best qualified" (see enclosures 1 and 2).

b. The board will convene at a time set by the board president. The board president has no authority to constrain the board from recommending for appointment those applicants the majority of the board determines to be qualified as defined in this Memorandum of Instruction (MOI) and enclosures.

c. Enclosure 1 contains administrative instructions and procedures and specifies the oaths for the board members and the recorder.

d. Enclosure 2 contains guidance on the factors the board is to consider in the selection process. This enclosure also contains guidance for ensuring equal opportunity for all applicants.

e. The Judge Advocate Recruiting Office will furnish applicants' files to the board and will provide all administrative support.

f. I have selected each of you because I have confidence in your ability to recognize applicants with the strongest potential as future Army leaders and attorneys. Bear in mind the serious nature of your duties as a board member and your obligation to ensure these proceedings remain above reproach. The oath you will take obliges you to ensure all applicants are considered without prejudice or partiality. You will adhere to that oath, governing laws, directives, regulations, and this MOI when selecting applicants who meet the needs of the Army, as outlined here. Your failure to do so may constitute cause for removal as a member.

g. Any board member who believes he or she cannot, in good conscience, perform his or her duties as a member of the board without prejudice or partiality has a duty to request relief by me from board membership. At my discretion, such a request may be honored. Any board member who believes the integrity of the board's proceedings has been affected by improper influence or senior military or civilian authority, misconduct by the board president or a member, or any other reason, has a duty to report the basis for his or her belief to me.

4. Restrictions.

a. Recommendations of the board are "Controlled Unclassified Information" until the proper authority releases the results. Upon adjournment, board members are encouraged to familiarize other officers with board procedures in general. However, members will not disclose, for any reason, specific details of the board proceedings pertaining to the selection or non-selection of individual applicants, whether recorded or unrecorded.

b. Board membership will not be revealed until the board adjourns.

c. The board's recommendations are advisory. I will make the final decision on selection of applicants for the 1L Intern Program.

(b)(6)

STUART W. RISCH
Lieutenant General, USA
The Judge Advocate General

2 Encls
1. Administrative Instructions
2. Additional Guidance

FISCAL YEAR 2024 JUDGE ADVOCATE GENERAL'S CORPS 1L INTERN PROGRAM SELECTION BOARD ADMINISTRATIVE INSTRUCTIONS

1. **Eligibility**. The board recorder will furnish the Board with electronic files of all applicants eligible for consideration. Applicants recommended for a summer internship position with the Judge Advocate General's Corps (JAGC) must meet the following qualifications at the time of consideration by the Board:

a. **Citizenship and Personnel Security Requirements**. United States citizenship is required. Applicants must be eligible for federal civilian employment and able to pass a background investigation at the time of hiring;

b. **Character**. Be of high moral character;

c. **Leadership Potential**. Possess clear leadership potential and interpersonal tact; and

d. **Law School**. Be a student at a law school accredited by the American Bar Association and be available to complete the internship during their first summer in law school.

e. There are no age or physical fitness requirements for interns.

2. **Oaths**.

a. The board president will administer the following oath or affirmation to the recorder:

Do you, *[state the recorder's name],* solemnly swear (or affirm) that you will keep a true record of the proceedings of this Board, and further that you will not divulge the proceedings or results thereof pertaining to the selection or non-selection of individuals except to the proper authorities?

b. The board recorder will administer the following oath or affirmation to each member of the Board:

Do you, *[state the board members' names]*, solemnly swear (or affirm) that you will, without prejudice or partiality, perform the duties imposed upon you, and further, that you will not divulge the proceedings or results thereof pertaining to the selection or non-selection of individuals except to proper authority?

3. **Information Considered**.

a. The Board will consider applicants' electronic files, including:

(1) Transcripts of undergraduate, graduate, and law studies;

(2) Application for the 1L Intern Program;

(3) Record of prior military service (if applicable), including DD Form 214, statement of retirement points (DA Form 5016 (USAR) or NGB Form 23B)), and copies of all enlisted or officer evaluation reports;

(4) A statement of all full-time and part-time work experience (both legal and non-legal);

(5) A statement of interest, objectives, and motivation for applying for a summer internship with the JAGC;

(6) A Field Screening Officer's Report of Interview;

(7) Up to three letters of recommendation (optional);

(8) Legal writing sample (optional); and

(9) Other information submitted by the applicant and relevant to that applicant's qualifications for a summer internship.

b. The board recorder will provide each board member a complete copy of the administrative instructions and will brief the Board on administrative matters, to include an explanation of the Law School Admission Test (LSAT) scoring system. The recorder will also furnish the Board with information regarding the U.S. News & World Report's current law school rankings.

4. **Procedures**. The board may be held in person or by remote/virtual means. Applicant files are deemed complete by the Judge Advocate Recruiting Office (JARO) will be made available for board review. The consideration of applicants will follow a three-step process:

a. Step 1 – Familiarization: The board recorder will provide the Board with sample files for a practice vote. These files will be voted in accordance with the voting procedures discussed in Step 2, below. The purpose of a practice vote is to allow board members to become familiar with the contents and organization of applicant files and voting procedures.

b. Step 2 – Voting:

(1) Each board member will assess each applicant's file and assign a score from 1-6 (with 1 being the lowest and 6 being the highest score). A plus (+) or minus (-) may be used for each numerical rating to emphasize the degree of recommendation. Those scoring the highest are deemed "best qualified."

(2) Any board member may, at his or her discretion, reconsider and revote an individual applicant's file at any time before adjournment. The board recorder will assist any board member seeking to conduct a revote.

(3) The board recorder will produce an order of merit list (OML) by listing all qualified applicants sequentially from highest score to lowest score. The Board will recommend the OML as its list of selectees.

(4) In the event a tiebreaker is required to determine a cut-off line for the OML, the board recorder will administratively create a group of only those applicants who received identical scores. Board members will revote those applicants, and a new revote OML will be compiled. A decimal point reflecting the new OML will be added to the original OML score to indicate the best qualified applicants within the revote population.

c. Step 3 – Recommendations/Reports and Certification:

(1) After voting is complete, the recorder will produce a list of all qualified applicants, which will be forwarded to TJAG with recommendations for selection in the 1L intern program.

(2) The Board will conduct a review of the board proceedings and draft an after-action report (AAR). The AAR will highlight the members' collective observations, concerns, and recommendations regarding the selection process. TJAG may ask the board president to address specific questions in the AAR. The board recorder will provide the questions and a sample format. The board president may include additional observations or recommendations on issues not addressed in TJAG's questions. The Board may modify the format of the report to record the Board's comments in a concise, logical manner.

(3) Certification. Each member of the Board will attest to the following certification:

The board president, board members, and board recorders hereby certify that, to the best of their knowledge, the Board complied with the Memorandum of Instruction (MOI), they were not subject to or aware of any censure, reprimand, or admonishment resulting from the recommendation of the Board or its exercise of any lawful function within the Board's authorized discretion; they were not subject to or aware of any attempt to coerce or influence improperly any action in the formulation of the Board's recommendations; and they were not a party to, or aware of, any attempt at unauthorized communications.

The Board, acting under oath and having in view the special needs and the efficiency of the Army, has carefully considered the record of every applicant whose name was furnished to it as specified in the MOI. In the opinion of a majority of the members of the Board, the applicants named in the Enclosure are qualified to meet the needs of the

Army, as specified in the MOI furnished to the Board by TJAG, and are hereby recommended for selection as 1L summer interns.

5. **Instructions Concerning Communications and Information**.

a. Each of you (president, board members, recorder, and administrative support personnel) is responsible for maintaining the integrity and independence of this advisory board, and to foster the careful consideration, without prejudice or partiality, of all eligible applicants.

b. You may not receive, initiate, or participate in communications or discussions involving information that is not presented in each application, any information beyond what is provided to the Board, and any information communicated to you by the individual under consideration. In your deliberations, you may not discuss any matters precluded by law, Army regulations, or this MOI.

c. The Board may not use personal knowledge in its deliberations. If a board member has personal knowledge of an applicant that is not documented in the file provided to the Board, and the board member feels the information is of great significance, then the board member will summarize the information in writing and provide it in a sealed envelope to the board recorder. The board recorder will seek guidance from the proper authority.

FISCAL YEAR 2024 JUDGE ADVOCATE GENERAL'S CORPS 1L INTERN PROGRAM SELECTION BOARD ADDITIONAL GUIDANCE

1. **General**.

a. The Judge Advocate General's Corps (JAGC) 1L Intern Program is designed to acquaint law students with the practice of law in the Army and to provide them with a basis to decide whether to apply, or recommend others to apply, for a commission in the JAGC. The 1L Intern Program is also designed to increase visibility of the JAGC throughout American Bar Association-accredited law schools.

b. Apart from basic eligibility, the Board should look for the following qualities when evaluating applicants for the 1L Intern Program: leadership ability, scholastic aptitude, maturity, and motivation toward military service. The board policy for selection is to recommend the best qualified applicants in order of merit. Veterans' eligibility and military experience shall be considered positive factors. The analysis of individual applications should include a review of the following factors:

(1) Achievement in undergraduate education and law school;

(2) Maturity; and

(3) Legal experience.

2. **Equal Employment Opportunity**. The strength of our Army comes from our diversity. Developing and maintaining qualified and demographically diverse leadership is critical for mission effectiveness and is essential to national security. Effective leaders understand that organizational success depends on the ability of people of different backgrounds to work together, while bringing the value of their diverse experiences to the mission. With a culture that embraces diversity, the Army is better able to attract and keep the best men and women from across the Nation, and to operate more successfully around the world. Moreover, the success of today's Army comes from a total commitment to the ideals of freedom, fairness, and human dignity upon which our country was founded. It is vital that our Army is in fact one of equal opportunity – equal opportunity is the only acceptable standard for our Army. This principle applies to every aspect of career development and utilization in our Army, but is especially important to demonstrate in the selection process. Select meritorious applicants who create and maintain an inclusive environment where individual attributes are recognized, accepted, and, most importantly, valued, regardless of race, color, national origin, religion, sex (including gender identity), or sexual orientation. In doing so our Interns will have a clear perception of equal opportunity in the selection process.

AMERICA'S ARMY:
Globally Responsive, Regionally Engaged

FY24 2L Summer Intern Board
Primary & Alternate Selects

Applications / Selection Rate

	Applications	Primary/Alt. Selects	Selection Rate
FY24	**177**	**123**	**69.5%**
FY23	181	72	42.1%
FY22	193	72	37.3%
FY21	179	72	40.2%
FY20	221	75	33.9%
FY19	219	71	32.4%

Academic Profiles

FY24

LSAT (Applicants)
- High/Low: 180 / 136
- Average: 157

LSAT (Selects)
- High/Low: 180/145
- Average: 157.9

Undergrad GPA (Avg.)
- Applicants: 3.44
- Selects: 3.51

FY23

LSAT (Applicants)
- High/Low: 176 / 143
- Average: 156.6

LSAT (Selects)
- High/Low: 176 / 143
- Average: 159.1

Undergrad GPA (Avg.)
- Applicants: 3.49
- Selects: 3.59

Trends and Takeaways

- **32 FY23 1L interns applied for the 2L internship**
  - 22/22 EDP selects and 5/7 EDP non-selects selected for 2L internship
  - Recommend EDP applicants conduct a new FSO interview for 2L internship
- **Law schools with most applications:**
  - Miss. College (6); Samford (5); George Mason (5); IU – Indianapolis (5); New England (5); Pace (4); Texas Southern (4)
- **T14 law schools represented**
  - Yale (2); UVA (3); Northwestern (1); U. Michigan (2)

Summary of Comments on Slide 1

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Key Takeaways:

Application decrease: 6% decrease from FY22; 14% decrease from FY18-22 average (211 applications)
7 out of top 15 (5 out of the top 10) on the OML are former 1L interns, including 1 on the OML.
Eight 1L interns applied and 7 were selected, one former and two current externs selected.
Students from top law schools well represented on the OML - Among the 72 primary selects…
T14 – 8 selects (11%)
Tier 1 (1-50): 36% 26 selects from top 50 law schools (including 14 out of the top 25 on the OML)
Tier 2: (51-100) 14 selects
Tier 3: (101-146) 15 selects
Tier 4: (147-192 7 selects
Seven applicants from HBCUs, two selected as alternates; 2 Puerto Rican Schools, no primary or alternate selects
Six of the seven applications from HBCUs were from schools visited by BG Sullivan
Applicants from 104 different schools
No Ed Delays were considered
Highlights
Praise for FSO reports

Diversity

Race / Ethnicity						
	Applicants	Primary Selects	Law Students (2022)	Army Officers	JAs (2022)	Licensed Attorneys (2022)
African-American	5.7% (-2.6%) 10 (-6)	5.7% (+4.4%) 7 (+6)	8%	11%	7%	4.5%
Asian/Pacific Islander	6.2% (+1.2%) 11 (+2)	3.3% (-5.0%) 4 (-2)	6%	7%	6%	5.7%
White	75.7%(+5.6%) 134 (-12)	77.2% (+0.8%) 95 (+40)	62%	68%	79%	81%
Hispanic	15.8% (+5.9%) 28 (+4)	16.3% (+6.6%) 20 (+13)	13%	9%	4%	5.8%
Native American	1.7% (-0.5%) 3 (-1)	1.6% (+1.6%) 2 (+2)	<1%	<1%	<1%	.5%
Multiracial (Other)	10.2% (+6.0%) 18 (+12)	11.4% (+7.2%) 14 (+11)	6%	2%	3%	2.7%
Gender						
Female	40.7% (-5.7%) 72 (-12)	43.1% (-2.7%) 53 (+20)	57%	21%	29%	38%
Male	59.3% (+5.7%) 105 (+8)	56.9% (+2.8%) 70 (+31)	43%	79%	71%	61.5%

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Diversity trends:
Minority representation remains the same with exception to African American representation.
African American selects down -8%, Multi-Racial down 4.17%, Hispanic representation was identical to FY22.
White (non-Hispanic) selects up 2.79%

Gender representation shifted
Female applications increased by 8.59%
Female selection rate increased by 8.33%
These numbers are below the female law student population, but above the Army Officer percentage and the current population of Judge Advocates

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

02 OCT 2023

DAJA-ZA

MEMORANDUM FOR President and Members of the Fiscal Year 2024 (FY24) Judge Advocate General's Corps (JAGC) 2L Intern Program Selection Board

SUBJECT: Memorandum of Instruction (MOI) for the FY24 JAGC 2L Intern Program Selection Board

1. Authority. The FY24 JAGC 2L Intern Program Selection Board is appointed pursuant to Judge Advocate Legal Services Publication 1-1 (Personnel Policies), paragraph 2-2, to recommend applicants for selection as 2L summer interns for temporary civilian employment in JAGC offices worldwide. The board will be held between 9 October and 3 November 2023.

2. Membership. The board will consist of five voting members: a general officer as president and four members comprised of field grade and company grade officers. The board will include at least one female and one minority board member. My designee or I will appoint the board members, and may select individuals other than those recommended to serve on the board. Board membership will be provided under separate cover. The Chief, Judge Advocate Recruiting Office, is delegated authority to excuse board members and appoint alternates if exceptional circumstances exist.

3. General.

a. The board will determine which applicants are best qualified for a summer internship. The board members will score each applicant to create an order of merit list (OML), and those who rank highest on the list will be considered "best qualified" (see enclosures 1 and 2).

b. The board will convene at a time set by the board president. The board president has no authority to constrain the board from recommending for appointment those applicants the majority of the board determines to be best qualified as defined in this MOI and enclosures.

c. Enclosure 1 contains administrative instructions and procedures and specifies the oaths for the board members and the recorder.

d. Enclosure 2 contains guidance on the factors the board is to consider in the selection process. This enclosure also contains guidance for ensuring equal opportunity for all applicants.

e. The Judge Advocate Recruiting Office will furnish applicant files to the board and will provide all administrative support.

f. I have selected each of you because I have confidence in your ability to recognize applicants with the strongest potential as future Army leaders and attorneys. Bear in mind the serious nature of your duties as a board member and your obligation to ensure these proceedings remain above reproach. The oath you will take obliges you to ensure all applicants are considered without prejudice or partiality. You will adhere to that oath, governing laws, directives, regulations, and this MOI when selecting applicants who meet the needs of the Army, as outlined here. Your failure to do so may constitute cause for removal as a member.

g. Any board member who believes he or she cannot, in good conscience, perform his or her duties as a member of the board without prejudice or partiality has a duty to request relief by me from board membership. At my discretion, such a request may be honored. Any board member who believes the integrity of the board's proceedings has been affected by improper influence or senior military or civilian authority, misconduct by the board president or a member, or any other reason, has a duty to report the basis for his or her belief to me.

4. Restrictions.

a. Recommendations of the board are "Controlled Unclassified Information" until the proper authority releases the results. Upon adjournment, board members are encouraged to familiarize other officers with board procedures in general. However, members will not disclose, for any reason, specific details of the board proceedings pertaining to the selection or non-selection of individual applicants, whether recorded or unrecorded.

b. Board membership will not be revealed until the board adjourns.

c. The board's recommendations are advisory. I will make the final decision on selection of applicants for the 2L Intern Program.



2 Encls
1. Administrative Instructions
2. Additional Guidance

STUART W. RISCH
Lieutenant General, USA
The Judge Advocate General

FISCAL YEAR 2024 JUDGE ADVOCATE GENERAL'S CORPS 2L INTERN PROGRAM SELECTION BOARD ADMINISTRATIVE INSTRUCTIONS

1. **Eligibility**. The board recorder will furnish the board with electronic files of all applicants eligible for consideration. Applicants recommended for a summer internship position with the Judge Advocate General's Corps (JAGC) must meet the following qualifications at the time of consideration by the board:

a. **Citizenship and Personnel Security Requirements**. United States citizenship is required. Applicants must be eligible for federal civilian employment and able to pass a background investigation at the time of hiring;

b. **Character**. Be of high moral character;

c. **Leadership Potential**. Possess clear leadership potential and interpersonal tact; and

d. **Law School**. Be a student at a law school accredited by the American Bar Association and be available to complete the internship during the last available summer in law school.

There are no age or physical fitness requirements for interns.

2. **Oaths**.

a. The board president will administer the following oath or affirmation to the recorder:

Do you, *[state the recorder's name],* solemnly swear (or affirm) that you will keep a true record of the proceedings of this board, and further that you will not divulge the proceedings or results thereof pertaining to the selection or non-selection of individuals except to the proper authorities?

b. The board recorder will administer the following oath or affirmation to each member of the board:

Do you, *[state the board members' names]*, solemnly swear (or affirm) that you will, without prejudice or partiality, perform the duties imposed upon you, and further, that you will not divulge the proceedings or results thereof pertaining to the selection or non-selection of individuals except to proper authority?

3. **Information Considered**.

a. The board will consider applicants' electronic files, including:

(1) Transcripts of undergraduate, graduate, and law studies;

(2) Application for the 2L Intern Program;

(3) Record of prior military service (if applicable), including DD Form 214, statement of retirement points (DA Form 5016 (USAR) or NGB Form 23B)), and copies of all enlisted or officer evaluation reports;

(4) A statement of all full-time and part-time work experience (both legal and non-legal);

(5) A statement of interest, objectives, and motivation for applying for a summer internship with the JAGC;

(6) A Field Screening Officer's Report of Interview;

(7) Up to three letters of recommendation (optional);

(8) Legal writing sample (optional); and

(9) Other information submitted by the applicant and relevant to that applicant's qualifications for a summer internship.

b. The board recorder will provide each board member a complete copy of the administrative instructions and will brief the board on administrative matters. The recorder will also furnish the board with information regarding the U.S. News & World Report's current law school rankings data.

4. **Procedures**. The board may be held in person or by remote/virtual means. Applicant files are deemed complete by the Judge Advocate Recruiting Office will be made available for board review. The consideration of applicants will follow a three-step process:

a. Step 1 – Familiarization: The board recorder will provide the board with sample files for a practice vote. These files will be voted in accordance with the voting procedures discussed in Step 2, below. The purpose of a practice vote is to allow board members to become familiar with the contents and organization of applicant files and voting procedures.

b. Step 2 – Voting:

(1) Each board member will assess each applicant's file and assign a score from 1-6 (with 1 being the lowest and 6 being the highest score). A plus (+) or minus (-) may be used for each numerical rating to emphasize the degree of recommendation. Those scoring the highest are deemed "best qualified."

(2) Any board member may, at his or her discretion, reconsider and revote an individual applicant's file at any time before adjournment. The board recorder will assist any board member seeking to conduct a revote.

(3) The board recorder will produce an order of merit list (OML) by listing all qualified applicants sequentially from highest score to lowest score. The board will recommend the OML as its list of selectees.

(4) In the event a tiebreaker is required to determine a cut-off line for the OML, the board recorder will administratively create a group of only those applicants who received identical scores. Board members will revote those applicants, and a new revote OML will be compiled. A decimal point reflecting the new OML will be added to the original OML score to indicate the best qualified applicants within the revote population.

c. Step 3 – Recommendations/Reports and Certification:

(1) After voting is complete, the recorder will produce a list of all qualified applicants, which will be forwarded to The Judge Advocate General (TJAG) with recommendations for selection in the 2L intern program.

(2) The board will conduct a review of the board proceedings and draft an after-action report (AAR). The AAR will highlight the members' collective observations, concerns, and recommendations regarding the selection process. TJAG may ask the board president to address specific questions in the AAR. The board recorder will provide the questions and a sample format. The board president may include additional observations or recommendations on issues not addressed in TJAG's questions. The board may modify the format of the report to record the board's comments in a concise, logical manner.

(3) Certification. Each member of the board will attest to the following certification:

The board president, board members, and board recorders hereby certify that, to the best of their knowledge, the board complied with the Memorandum of Instruction (MOI), they were not subject to or aware of any censure, reprimand, or admonishment resulting from the recommendation of the board or its exercise of any lawful function within the board's authorized discretion; they were not subject to or aware of any attempt to coerce or influence improperly any action in the formulation of the board's recommendations; and they were not a party to, or aware of, any attempt at unauthorized communications.

The board, acting under oath and having in view the special needs and the efficiency of the Army, has carefully considered the record of every applicant whose name was furnished to it as specified in the MOI. In the opinion of a majority of the members of the board, the applicants named in the Enclosure are qualified to meet the needs of the

Army, as specified in the MOI furnished to the board by TJAG, and are hereby recommended for selection as 2L summer interns.

5. **Instructions Concerning Communications and Information**.

a. Each of you (president, board members, recorder, and administrative support personnel) is responsible for maintaining the integrity and independence of this advisory board, and to foster the careful consideration, without prejudice or partiality, of all eligible applicants.

b. You may not receive, initiate, or participate in communications or discussions involving information that is not presented in each application, any information beyond what is provided to the board, and any information communicated to you by the individual under consideration. In your deliberations, you may not discuss any matters precluded by law, Army regulations, or this MOI.

c. The board may not use personal knowledge in its deliberations. If a board member has personal knowledge of an applicant that is not documented in the file provided to the board, and the board member feels the information is of great significance, then the board member will summarize the information in writing and provide it in a sealed envelope to the board recorder. The board recorder will seek guidance from the proper authority.

FISCAL YEAR 2024 JUDGE ADVOCATE GENERAL'S CORPS 2L INTERN PROGRAM SELECTION BOARD ADDITIONAL GUIDANCE

1. **General**.

a. The Judge Advocate General's Corps (JAGC) 2L Intern Program is designed to acquaint law students with the practice of law in the Army and to provide them with a basis to decide whether to apply or recommend others to apply for a commission in the JAGC. The 2L Intern Program is also designed to increase visibility of the JAGC throughout American Bar Association-accredited law schools.

b. Apart from basic eligibility, the board should look for the following qualities when evaluating applicants for the 2L Intern Program: leadership ability, scholastic aptitude, maturity, and motivation toward military service. The board policy for selection is to recommend the best qualified applicants in order of merit. Veterans' eligibility and military experience shall be considered positive factors. The analysis of individual applications should include a review of the following factors:

(1) Achievement in undergraduate education and law school;

(2) Maturity; and

(3) Legal experience.

2. **Equal Employment Opportunity**. The strength of our Army comes from our diversity. Developing and maintaining qualified and demographically diverse leadership is critical for mission effectiveness and is essential to national security. Effective leaders understand that organizational success depends on the ability of people of different backgrounds to work together, while bringing the value of their diverse experiences to the mission. With a culture that embraces diversity, the Army is better able to attract and keep the best men and women from across the Nation, and to operate more successfully around the world. Moreover, the success of today's Army comes from a total commitment to the ideals of freedom, fairness, and human dignity upon which our country was founded. It is vital that our Army is in fact one of equal opportunity–equal opportunity is the only acceptable standard for our Army. This principle applies to every aspect of career development and utilization in our Army, but is especially important to demonstrate in the selection process. Select meritorious applicants who create and maintain an inclusive environment where individual attributes are recognized, accepted, and, most importantly, valued, regardless of race, color, national origin, religion, sex (including gender identity), or sexual orientation. In doing so our Interns will have a clear perception of equal opportunity in the selection process.

FY24 EDP Board Highlights

	Total			Eligible			Applied			Selected		
	Interns	Summer Associates	All	Interns	Summer Associates	All	Interns	Summer Associates	All	Interns	Summer Associates	All
FY24	**118**	**22**	**140**	**107**	**22**	**129**	**87 (81%)**	**11 (50%)**	**98 (76%)**	**72 (83%)**	**11 (100%)**	**83 (85%)**
FY23	124			124			96 (77%)			80 (83%)		
FY22	78			62*			59 (95%)			53 (90%)		
FY21	73			58*			48 (83%)			43 (90%)		

* 1L interns were not eligible for the EDP in FY21 and FY22.

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FY24 EDP Board Highlights

2L EDP Board

Applicants/Selects

- 52 of 63 eligible interns (83%) and 6 of 10 (60%) summer associates applied
  - 22 females (81%); 36 males (78%)
- 50 out of 58 selected (86% selection rate)
  - African-American: 2 out of 4
  - Asian: 2 out of 2
  - Hispanic: 6 out of 7
  - White: 40 out of 46
  - Multiracial/Other: 6 out of 6
- Non-selects: 2 females, 6 males

Academic Profile

Undergrad GPA

Selects: 3.43 Applicants: 3.43

Most Selects by Law School

Indiana U (3); Miss. Coll. (2); Dickinson (2); Penn State (2); Seattle U (2); U Tulsa (2); U Iowa (2); UVA (2)

Most Selects by Internship Host Office

USALSA (4); IIIAC (3); Belvoir (2); Bliss – TDS (2); 4ID (2); 82ABN (2); MDW (2); 25ID (2); Hawaii – TDS (2); I Corps (2); ARNORTH (2)

1L EDP Board

Applicants/Selects

- 35 of 44 eligible interns (80%) and 5 of 12 (42%) summer associates applied
  - 14 females (56%); 26 males (84%)
- 33 out of 40 selected (83% selection rate)
  - African-American: 0 out of 0
  - Asian: 2 out of 3
  - Hispanic: 6 out of 6
  - White: 29 out of 35
  - Multiracial/Other: 2 out of 2
- Non-selects: 1 female, 6 males

Academic Profile

Undergrad GPA

Selects: 3.68 Applicants: 3.66

Most Selects by Law School

George Washington (3); George Mason (2); Mitchell Hamline (2)

Most Selects by Internship Host Office

4ID (5); USALSA (4); 10MTN (2); 3ID (2); Eisenhower (2); USMA (2)

Impressions & Takeaways

- Decrease in female applicants/selects, but number of females eligible to apply was lower.
- 50% of summer associates applied and 100% selected.
- 17 1L interns from 2023 returned for the 2L internship. 16 previously applied to the FY23 EDP board, of which 11 were accepted and 4 reapplied this year and were accepted.
- New application portal, JOIN, well-received by board members, but technical issues identified during the process.
- Overall improvement in quality of SJA evaluations from last year.
- 90% of interns and 50% of summer associates more interested in pursuing a commission in the JAGC.
- Virtual info sessions for host office personnel in the spring received positive feedback.

Diversity

Race						
	Applicants	**Selects**	**Law Students (2023)**	**Army Officers (2023)**	**JAs (2023)**	**Licensed Attorneys (2023)**
African-American	4.1% (-1.1%) 4 (-1)	2.4% (-2.6%) 2 (-2)	7.8%	11%	7.5%	5%
Asian/Pacific Islander	5.1% (-0.1%) 5 (No Change)	4.8% (-0.2%) 4 (No Change)	7%	7%	6%†	6%
White**	82.7%**(+2.5%) 81 (+4)	83.1% (+1.8%) 69 (+4)	60.7%	68%	76.6%	79%
Hispanic*	13.3% (+2.9%) 13 (+3)	14.5% (+5.7%) 12 (+5)	13.7%	9%	5.2%	6%
American Indian	0% (No Change) 0	0% (No Change) 0	0.4%	<1%	0.2%	0.5%
Multiracial (Other)	8.2% (-1.2%) 8 (-1)	9.6% (+0.8%) 8 (+1)	4% *6.4% Unknown*	2%	9.7%	4%
Gender						
Female	36.7% (-12.2%) 36 (-11)	39.8% (-9.0%) 33 (-6)	55.7%	21%	30%	39%
Male	63.2% (+12.2%) 62 (+13)	60.2% (+9.0%) 50 (+9)	44.3%	79%	70%	61%

*Applicants were questioned separately about whether they are of Hispanic ethnicity from their race.
**White, non-Hispanic: 72.4% of Applicants; 72.3% of Selects.

† 2022 statistic due to a glitch in IPPS-A that does not accurately account for this demographic.

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Summer 2024 Highlights

*This summer, the JAGC hosted **263** personnel across **43** installations and **76** offices from **100** law schools and **56** ROTC programs.*

- 2L Interns – **75**
- 1L Interns – **43**
- ROTC Cadet Interns – **68**
- Summer Associates – **22**
- Externs – **6**
- FLEP OJT Students – **49**

(b) (6)

I realized that this is my dream job. What really sold me was interacting with the soldiers and realizing that in the JAG Corps I am making a difference and doing something worth while. I could be an attorney anywhere but in the JAG Corps I can be an attorney and so much more.

- 2L Intern, TDS, Fort Campbell

This was an amazing summer and I'm sad to go. Returning to Vegas for law school is cool. But there's no place I'd rather be than Fort Riley, KS. If given an early commission, I would love to help recruit other students to the Army JAG Corps.

- 1L Intern, Fort Riley

I cannot recommend this program highly enough. I have been sharing my experience with everyone I know in hopes that others have the chance to experience something so incredible.

- 2L Intern, Fort Stewart

I have loved every opportunity this summer as a JAG intern has afforded me. Thank you for providing this opportunity! I would love to come back next summer as an intern. I am 100% certain that I want to go Active Duty in the JAG Corp. I am eager for any opportunities that await within the JAG Corp.

- 1L Intern, Fort Carson

This was an amazing experience that I will be speaking very highly of to anyone I can. Everyone, from those in charge of the program, to the attorneys I interacted with on a daily basis, were nothing short of model examples I hope to follow in helping future law students. Additionally, the experiences I gained from my time have really help develop my interests and provide me valuable insights into the work I could be doing within the Army/DoD. I would absolutely do this again if I could.

- 2L Summer Associate, Army Futures Command

DEPARTMENT OF THE ARMY
OFFICE OF THE JUDGE ADVOCATE GENERAL
2200 ARMY PENTAGON
WASHINGTON DC 20310-0300

DAJA-ZA

01 JUL 2024

MEMORANDUM FOR President of the Fiscal Year 2024 Early Decision Accession Board, Judge Advocate General's Corps

SUBJECT: Memorandum of Instruction for the Fiscal Year 2024 Early Decision Accession Board, Judge Advocate General's Corps

1. Authority. The Fiscal Year 2024 (FY24) Early Decision Accession Board, Judge Advocate General's (JAG) Corps is appointed pursuant to Army Regulation (AR) 27-1 (Judge Advocate Legal Services), AR 601-100 (Appointment of Commissioned and Warrant Officers in the Regular Army), and AR 135-100 (Appointment of Commissioned and Warrant Officers of the Army). The Board will be held between 12 and 26 August 2024. The Board is appointed to recommend FY24 Summer Intern Program and FY24 Summer Associate Program participants (1L and 2L) for appointment in the JAG Corps.

2. Membership. The Board will consist of three voting members comprised of officers in the grade of O-4 and above. My designee or I will appoint the board members and may select individuals other than those recommended to serve on the Board. Board membership will be provided under separate cover. The Chief, Judge Advocate Recruiting Office (JARO), is delegated authority to excuse board members and appoint alternates if exceptional circumstances exist.

3. General.

a. The Board will consider all participants in the FY24 Summer Intern Program and FY24 Summer Associate Program who elect to apply for a JAG Corps commission through the Early Decision Program. The Board will determine which applicants are fully qualified for appointment in the JAG Corps.

b. The Board will use a "yes/no" voting format. Applicants recommended for appointment will be voted as "yes," while applicants not recommended for appointment will be voted as "no."

c. The Board will convene at a time set by the board president. The board president has no authority to constrain the Board from recommending for appointment those applicants the majority of the Board determines to be qualified as defined in this Memorandum of Instruction (MOI) and enclosures.

d. Enclosure 1 contains administrative instructions and procedures and specifies the oaths for the board members and the recorder.

e. Enclosure 2 contains additional guidance on the factors the Board is to consider in the selection process. This enclosure also contains guidance for ensuring equal opportunity for all applicants.

f. I have selected each of you to serve on this Board because I have confidence in your ability to recognize applicants with the strongest potential as future Army leaders and attorneys. Bear in mind the serious nature of your duties as a board member and your obligation to ensure these proceedings remain above reproach. The oath you will take obliges you to ensure all applicants are considered without prejudice or partiality. You will adhere to that oath, governing laws, directives, regulations, and this MOI when selecting applicants who meet the needs of the Army, as outlined here. Your failure to do so may constitute cause for removal as a member.

g. Any board member who believes he or she cannot, in good conscience, perform his or her duties as a member of the Board without prejudice or partiality has a duty to request relief by me from board membership. At my discretion, such a request may be honored. Any board member who believes the integrity of the Board's proceedings has been affected by improper influence or senior military or civilian authority, misconduct by the board president or a member, or any other reason, has a duty to report the basis for his or her belief to me.

4. Restrictions.

a. Recommendations of the board are "Controlled Unclassified Information" until the proper authority releases the results. Upon adjournment, board members are encouraged to familiarize other officers with board procedures in general. However, members will not disclose, for any reason, specific details of the Board proceedings pertaining to the selection or non-selection of individual applicants, whether recorded or unrecorded.

b. Board membership will not be revealed until the Board adjourns.

c. The Board's recommendations are advisory. I will make the final decision on selection of Early Decision Program applicants for Regular Army and United States Army Reserve appointment in the JAG Corps.

(b)(6)

STUART W. RISCH
Lieutenant General, USA
The Judge Advocate General

2 Encls
1. Administrative Instructions
2. Additional Guidance

FISCAL YEAR 2024 EARLY DECISION ACCESSION BOARD,
JUDGE ADVOCATE GENERAL'S CORPS
ADMINISTRATIVE INSTRUCTIONS

1. **Eligibility**. The board recorder will furnish the Board with electronic files of all applicants eligible for consideration. Eligible applicants are all Department of the Army civilian employees employed pursuant to the FY24 1L (GS-05) and 2L (GS-07) Internship Program and Summer Associate Program. Applicants recommended for appointment to the Judge Advocate General's (JAG) Corps must meet the following qualifications at the time of appointment:

a. **Citizenship**. Be a citizen of the United States;

b. **Character**. Be of high moral character;

c. **Leadership Potential**. Possess clear leadership potential and interpersonal tact;

d. **Physical Readiness**. Meet the standards of Army Regulation (AR) 40-501 (Standards of Medical Fitness) and AR 600-9 (The Army Body Composition Program) as amended by Army Directive (AD) 2023-11;

e. **Personnel Security Requirements**. Have, at a minimum, a SECRET security clearance before receiving an appointment, or have initiated a National Agency Check with Local Agency Check and Credit Check at the time of commissioning;

f. **Law Degree**. Have earned a J.D. degree from a law school accredited by the American Bar Association at the time the applicant received the degree. A student in his or her last year of law school may apply for a commission before either graduation or admission to the bar. To receive a commission, an applicant must meet all bar admission requirements before appointment; and

g. **Bar Admission**. Be admitted to practice and be in good standing with the licensing authority admitting the individual to the practice of law before the highest court of a State, Territory, Commonwealth, or the District of Columbia.

2. **Oaths**.

a. The board president shall administer the following oath or affirmation to the recorder:

Do you, *[state the recorder's name]*, solemnly swear (or affirm) that you will keep a true record of the proceedings of this Board, and further, that you will not divulge the proceedings or results thereof pertaining to the selection or non-selection of individual applicants except to the proper authority?

b. The recorder shall administer the following oath or affirmation to each member of the board:

Do you, *[state the board members' names]*, solemnly swear (or affirm) that you will, without prejudice or partiality, and having in view both the special needs and the efficiency of the Army, perform the duties imposed upon you, and further, that you will not divulge the proceedings or results thereof pertaining to the selection or non-selection of individual applicants except to the proper authority?

3. **Information Considered**.

a. The Board will consider applicants' electronic files, including:

(1) All transcripts of undergraduate, graduate, and law school studies;

(2) Application for appointment in the JAG Corps;

(3) Record of prior military service (if applicable), including DD Form 214, statement of retirement points (DA Form 5016 (USAR) or NGB Form 23B), and copies of all enlisted or officer evaluation reports;

(4) A statement of interest, objectives, and motivation for applying for appointment in the JAG Corps;

(5) A statement or resume reflecting all full-time and part-time work experience (legal and non-legal);

(6) JAG Corps Intern Evaluation Report(s), Extern Evaluation Report(s), and Summer Associate Evaluation Report(s) (if applicable);

(7) Up to three letters of recommendation (optional);

(8) Legal writing sample (optional); and

(9) Other information submitted by the applicant and relevant to his or her qualifications for appointment to the JAG Corps.

b. The board recorder will provide each board member a copy of the height and weight table from AR 600-9 (The Army Body Composition Program), and the recorder will furnish the Board with information regarding the U.S. News & World Report's current law school rankings.

4. **Procedures**. The board may be held in person or by remote/virtual means. Applicant files deemed complete by the Judge Advocate Recruiting Office (JARO) will be made available for board review.

a. Voting. The Board will determine whether to recommend an applicant for appointment in the JAG Corps. The Board will determine by a "yes/no" recommendation

whether, after reviewing the file, in accordance with the guidance outlined herein, the applicant should be recommended for appointment. Majority vote governs.

b. Certification:

(1) After voting is complete, the recorder will produce two lists: one list of all recommended applicants, and a second list of all applicants not recommended. The lists will be forwarded to TJAG with recommendations for appointment in the JAG Corps and non-selection, respectively.

(2) Certification. The Board will attest to the following certificate:

The Board hereby certifies that, to the best of his/her knowledge, the Board complied with the MOI, that he/she was not subject to or aware of any censure, reprimand, or admonishment resulting from the recommendation of the Board or its exercise of any lawful function within the Board's authorized discretion; that he/she was not subject to or aware of any attempt to coerce or influence improperly any action in the formulation of the Board's recommendations; and that he/she was not a party to, or aware of, any attempt at unauthorized communications.

The Board, acting under oath and having in view the special needs and the efficiency of the Army, has carefully considered the record of every applicant whose name was furnished to it as specified in the MOI. In the opinion of the Board, the applicants named in the Enclosure are qualified to meet the needs of the Army, as specified in the MOI furnished to the Board by TJAG, and are hereby recommended for appointment to the JAG Corps.

5. **Instructions Concerning Communications and Information**.

a. Each of you (president, board members, recorder, and administrative support personnel) is responsible for maintaining the integrity of this advisory board, and to foster the careful consideration, without prejudice or partiality, of all eligible applicants.

b. You may not receive, initiate, or participate in communications or discussions involving information that is not presented in each application, any information beyond what is provided to the Board, and any information communicated to you by the individual under consideration. In your deliberations, you may not discuss any matters precluded by law, Army regulations, or this MOI.

c. The Board may not use personal knowledge in its deliberations. If a board member has personal knowledge of an applicant that is not documented in the file provided to the Board, and the board member feels the information is of great significance, then the board member will summarize the information in writing and provide it in a sealed envelope to the board recorder. The board recorder will seek guidance from the proper authority.

FISCAL YEAR 2024 EARLY DECISION ACCESSION BOARD,
JUDGE ADVOCATE GENERAL'S (JAG) CORPS
ADDITIONAL GUIDANCE

1. **General**.

a. The applicants you recommend for selection will shape the JAG Corps of the future. They must provide principled counsel and premier legal services, as committed members and caring leaders in the legal and Army professions, in support of a ready, globally responsive, and regionally engaged Army. Your goal, therefore, is to select those individuals with proven performance and outstanding potential to serve as Soldier-lawyers.

b. In analyzing individual records to determine whether an applicant is qualified for selection, the Board should consider the below factors. No single factor is dispositive; however, non-selection may be based on a demonstrated lack of integrity, moral turpitude, or professional ineptitude. Ultimately, you should recommend those individuals that you are confident will provide principled counsel, attain mastery of the law, steward the organization, and demonstrate servant leadership.

(1) **Intellect**. Judge Advocates must possess the intellectual capacity to practice competently in each of our legal functions. Academic achievement can be a strong indicator of intellect. In addition, academic success is often an indicator of self-discipline, grit, and maturity—all attributes necessary for a successful Judge Advocate. Grading systems vary among academic institutions, so exercise care when evaluating the academic records of applicants.

(2) **Interpersonal Skills**. Judge Advocates must possess the ability to understand and work effectively with service members and civilians of all ranks, grades, and backgrounds.

(3) **Communication Skills**. Judge Advocates must be effective communicators in person and in writing—precise, persuasive, and professional.

(4) **Character and Leadership Ability**. Army leaders and attorneys must possess the highest character. Judge Advocates must embody the Army Values: loyalty, duty, respect, selfless service, honor, integrity, and personal courage. In particular, honor and integrity are the bedrock of our dual professions. Soldiers and noncommissioned officers must be able to trust their officers. Accordingly, you should select only those applicants whose records demonstrate an uncompromising commitment to these values.

(5) **Physical Readiness**. Judge Advocates must maintain a high level of physical readiness in order to meet mission requirements. Physical fitness is therefore an important indicator of an applicant's suitability for Army service. The Board will consider general physical condition and compliance with Army Regulation 600-9 (The Army Body Composition Program) in evaluating an applicant's potential for Army service.

(6) **Prior Military Experience**. Some applicants may have prior enlisted or commissioned service. You should review the files of these applicants for indicators of leadership potential, maturity, teamwork, and the ability to excel as an Army officer. The JAG Corps also has a need for officers with special military skills and training, such as Airborne or Ranger qualification. Military experience will be considered a positive factor.

(7) **Legal and Work Experience**. Each applicant has submitted a resume or statement detailing his or her work experience. Applicants also have the option of submitting up to three letters of recommendation. You should carefully examine this information to assess initiative, legal and analytical skills, judgment, and maturity.

(8) **Involvement in Campus and Civic Activities**. Participation and achievement in extracurricular activities can be a strong indication of initiative and leadership capacity. Non-participation in such activities, should not, however, operate against an applicant's interest when heavy course loads and gainful employment in financing the expenses of college and law school have denied the applicant the opportunity to engage in extracurricular activities.

2. **Summer Intern/Summer Associate Evaluation Report**. All applicants will have been interviewed by a SJA or other senior supervisor. Each SJA or senior supervisor has prepared an evaluation report for your consideration that assesses each applicant's performance during their internship. Each report contains an explicit recommendation on whether the applicant should be extended an early offer of a commission. You should strongly consider the Summer Intern/Summer Associate Evaluation Report.

3. **Adverse Information**. The Board must independently evaluate and weigh derogatory information presented to the Board. The Board should evaluate indications of disciplinary action relative to an individual's overall record and potential, while, at the same time, considering the seriousness of the offense. Accordingly, the Board should use care in assessing the weight placed on one incident, which may be atypical of an otherwise outstanding record.

4. **Diversity and Equal Opportunity**.

a. The strength of our Army comes from our diversity. Developing and maintaining qualified and demographically diverse leadership is critical for mission effectiveness and is essential to national security. Effective leaders understand that organizational success depends on the ability of people of different backgrounds to work together, while bringing the value of their diverse experiences to the mission. With a culture that embraces diversity, the Army is better able to attract and keep the best men and women from across the Nation, and to operate more successfully around the world. Moreover, the success of today's Army comes from a total commitment to the ideals of freedom, fairness, and human dignity upon which our country was founded.

b. It is vital that our Army is in fact one of equal opportunity – equal opportunity for all Soldiers is the only acceptable standard for our Army. This principle applies to every aspect of career development and utilization in our Army but is especially important to

demonstrate in the accession process. Select meritorious applicants who create and maintain an inclusive environment where individual attributes are recognized, accepted, and, most importantly, valued, regardless of race, color, national origin, religion, sex (including gender identity), or sexual orientation. In doing so our Soldiers will have a clear perception of equal opportunity in the selection process.

FY24 FLEP Board Highlights

	Applications	Selection Rate
FY24	112 (87 / 25)	22%
FY23	101 (81 / 20)	25%
FY22	120 (103 / 17)	21%
FY21	151 (130 / 21)	16.5%
FY20	99	25%

	Overall	Officers	Enlisted
LSAT (Applicants)	154	155	151
LSAT (Selects)	159	159	159
GPA (Applicants)	3.36	3.38	3.27
GPA (Selects)	3.63	3.67	3.49

Trends and Takeaways

- **Quality of selects remained consistent**
  - Last year average LSAT / GPA among selects: 160 / 3.45 (compared to 159 / 3.63 this year)
  - Most officer selects from AD (4); FA (3); AG (2); EN (2); IN (2). NCO selects: JA (4); PO (1).
- **Diversity outcomes**
  - Gender: females outperformed males (28.6% of applications and 32% of selects)
  - Race / Ethnicity: Diverse applicant pool, this year lower selection rate for African-American and Hispanic applicants, higher selection rate for Asian/Pacific Islander applicants
    - Overall composition of selectees is more diverse than the JA population; closer to Army officers
  - NCOs
    - 48% of NCO applicants were minorities (12 of 25); last year, 45% of the NCO applicants were minorities (9 of 20)
    - Slightly lower selection rate than officers (5 of 25 enlisted applications) / (20 of 87 officer applications)
- **Commissioning source comparison**
  - ROTC: 51% of applicants; 60% of selectees
  - USMA: 35% of applicants; 40% of selectees
  - OCS: 15% of applicants; no selectees

Diversity

	Applicants	Selects	RA Officers	RA Enlisted	JAs (2022)	Licensed Attorneys (2022)
Race						
African-American*	14.3% (-2.5%) 16 (-1)	4% (-12%) 1 (-3)	11%	22%	7%	4.5%
Asian/Pacific Islander	10.7% (+6.8%) 12 (+8)	8% (+8%) 2 (+2)	7%	6%	6%	5.7%
White**	66.1% (-3.2%) 74 (+4)	80% (+8%) 20 (+2)	68%	48%	79%	81%
Hispanic*	7.1% (-4.8%) 8 (-4)	8% (-8%) 2 (-2)	9%	21%	4%	5.8%
American Indian	0% (-1%) 0 (-1)	0% (NC) 0	<1%	1%	<1%	0.5%
Other	1.8% (+1.8) 2 (+2)	0% (NC) 0	2%	3%	3%	2.7%
Gender						
Female	28.6% (-0.4%) 32 (+3)	32% (NC) 8	21%	15%	29%	38.3%
Male	71.4% (+0.4%) 80 (+8)	68% (NC) 17	79%	85%	71%	61.5%

*Includes African-American/Hispanic applicants.
**Does not include White/Hispanic applicants.

DEPARTMENT OF THE ARMY
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2200 ARMY PENTAGON
WASHINGTON DC 20310-2200

02 OCT 2023

DAJA-ZA

MEMORANDUM FOR President and Members of the Fiscal Year 2024 (FY24) Judge Advocate General's Corps (JAGC) Funded Legal Education Program (FLEP) Selection Board

SUBJECT: Memorandum of Instruction for the FY24 JAGC FLEP Selection Board

1. The FY24 JAGC FLEP Selection Board is convened under 10 U.S.C. § 2004, as implemented by Department of Defense Instruction 1322.12, and Army Regulation (AR) 27-1, Chapter 10, to recommend active duty commissioned officers and noncommissioned officers (NCOs) to attend civilian law school at government expense. The board will convene between 6 and 16 November 2023.

2. Membership. The board will consist of five voting members: a general officer as president, two Judge Advocate members in the grade of O-5 or above, and two non-Judge Advocate members in the grade of O-5 or above. The board will also include the Senior Enlisted Advisor, and at least one female member, one minority member, and one former FLEP officer. My designee or I will appoint the board members and may select individuals other than those recommended to serve on the board. Board membership will be provided under separate cover. The Chief, Judge Advocate Recruiting Office (JARO), is delegated authority to excuse board members and appoint alternates.

3. General.

a. The board will recommend by order of merit the 25 applicants—whether officer or NCO—who are fully qualified and best qualified to participate in the FLEP commencing in academic year 2024–2025. All applicants—officer and enlisted—will be evaluated using the criteria specified in Enclosure 2.

b. The board will convene at a time set by the board president. The board president has no authority to constrain the board from recommending for appointment those applicants the majority of the board determines to be best qualified as defined in this Memorandum of Instruction (MOI) and enclosures.

c. Enclosure 1 contains administrative instructions and procedures and specifies the oaths for the board members and the recorder.

d. Enclosure 2 contains additional guidance on the factors the board is to consider in the selection process. This enclosure also contains guidance for ensuring equal opportunity for all applicants.

e. The JARO will furnish applicant files to the board and will provide all administrative support.

f. I have selected each of you to serve on this board because I have confidence in your ability to recognize officers and NCOs with the strongest potential as future Army leaders and attorneys. Bear in mind the serious nature of your duties and your obligation to ensure these proceedings remain above reproach. The oath you will take obliges you to ensure all applicants are considered without prejudice or partiality. You will adhere to that oath, governing laws, directives, regulations, and this memorandum of instruction when selecting applicants who meet the needs of the Army, as outlined herein.

g. Any board member who believes he or she cannot, in good conscience, perform his or her duties as a member of the board without prejudice or partiality has a duty to request relief by me from board membership. At my discretion, such a request may be honored. Any board member who believes the integrity of the board's proceedings has been affected by improper influence or senior military or civilian authority, misconduct by the board president or a member, or any other reason, has a duty to report the basis for his or her belief to me.

4. Restrictions.

a. Recommendations of the board are "Controlled Unclassified Information" until the proper authority releases the results. Upon adjournment, board members are encouraged to familiarize other officers with board procedures in general. However, members will not disclose, for any reason, specific details of the board proceedings pertaining to the selection or non-selection of individual applicants, whether recorded or unrecorded.

b. Board membership will not be revealed until the board adjourns.

c. The board's recommendations are advisory. I will make the final decision on officers and NCOs selected for participation in the FLEP.

(b)(6)

(b)(6)

STUART W. RISCH
Lieutenant General, USA
The Judge Advocate General

2 Encls
1. Administrative Instructions
2. Additional Guidance

FY24 JUDGE ADVOCATE GENERAL'S CORPS FUNDED LEGAL EDUCATION PROGRAM SELECTION BOARD ADMINISTRATIVE INSTRUCTIONS

1. **Eligibility.** The Funded Legal Education Program (FLEP) provides an opportunity for up to 25 exceptional officers and noncommissioned officers (NCOs) to attend civilian law school and serve thereafter as Regular Army (RA) Judge Advocates. Officers and NCOs selected for the FLEP will be detailed to the Judge Advocate General's Corps (JAGC). The board recorder will furnish the board with electronic files of all applicants eligible for consideration. Applicants must:

a. Be U.S. citizens serving as commissioned officers in the RA in the grade of O-1 through O-3 or RA enlisted personnel in the grade of E-5 through E-7 while applying and at the time law school begins.

(1) Officer applicants must have at least two, but not more than five, years of active duty service—including any prior warrant officer or enlisted service—at the time law school begins. Officers who will have more than five but fewer than six years of active duty service when legal training would commence may request an exception to policy (which is part of the application).

(2) NCO applicants must have at least four, but not more than eight, years of active duty service at the time law school begins.

b. Have graduated from an accredited college or university with a baccalaureate degree or equivalent.

c. Be able to qualify for appointment in the JAGC according to the requirements of Army Regulation (AR) 601-100, Appointment of Commissioned and Warrant Officers in the Regular Army, after completing law school; and

d. Have at least a favorably adjudicated National Agency Check with Law and Credit (NACLC), or SECRET security clearance.

e. Not have an approved resignation or separation date.

2. **Oaths**.

a. The board president shall administer the following oath or affirmation to the recorder:

Do you, *[state the recorder's name]*, solemnly swear (or affirm) that you will keep a true record of the proceedings of this board, and further, that you will not divulge the

proceedings or results thereof pertaining to the selection or non-selection of individual applicants except to the proper authority?

b. The recorder shall administer the following oath or affirmation to each member of the board:

Do you, *[state the board members' names]*, solemnly swear (or affirm) that you will, without prejudice or partiality, and having in view both the special needs and the efficiency of the Army, perform the duties imposed upon you, and further, that you will not divulge the proceedings or results thereof pertaining to the selection or non-selection of individual applicants except to the proper authority?

3. **Information Considered**.

a. The board will consider applicants' electronic files, including:

(1) Official transcripts for college-level and graduate level education.

(2) All officer evaluation reports (OERs), NCO evaluation reports (NCOERs), and academic evaluation reports (AERs).

(3) Current Soldier Talent Profile (STP) with the applicant's photograph, gender, race, ethnic group, religion, marital status, and number of dependents redacted. In addition to the STP, there is an STP Supplement provided in the application to include inaccurate or missing information and information that does show on the STP, such as additional assignments, skill identifiers, education, and awards.

(4) Personal statement (up to 2,500 characters) describing the applicant's motivation for participation in the FLEP and serving as a Judge Advocate.

(5) List of law schools to which the applicant has applied or will apply. Prior application or acceptance to law school is not a prerequisite for selection for the FLEP.

(6) Law School Admissions Test (LSAT) score report.

(7) Comprehensive time-in-service documentation including, but not limited to, DD Form 214, DA Form 71 (Oath of Office), Enlistment Contract, NGB 22, and NGB 23.

(8) A request to Human Resources Command for a branch release upon acceptance into the FLEP, signed by the company-level and battalion-level commanders.

(9) Staff Judge Advocate (SJA) interview.

(10) Disclosure of any military adverse action and/or civilian criminal misconduct, including a full explanation of the circumstances involved and the final disposition. Additionally, any applicant who has been titled as the subject of a criminal investigation, regardless of disposition, will also disclose this information and provide a detailed explanation.

(11) DA Form 5500/5501 Body Fat Content Worksheet (if applicable).

(12) Up to three letters of recommendation (optional).

4. **Procedures**. The board may be held in person or by remote/virtual means. Applicant files are deemed complete by the Judge Advocate Recruiting Office (JARO) will be made available for board review. The consideration of applicants will follow a three-step process:

a. Step 1 – Familiarization: The board recorder will provide the Board with sample files for a practice vote. These files will be voted in accordance with the voting procedures discussed in Step 2, below. The purpose of a practice vote is to allow board members to become familiar with the contents and organization of applicant files and voting procedures.

b. Step 2 – Voting:

(1) Each board member will assess each applicant's file and assign a score from 1-6 (with 1 being the lowest and 6 being the highest score). A plus (+) or minus (-) may be used for each numerical rating to emphasize the degree of recommendation. Those applicants scoring the highest are deemed "best qualified."

(2) Any board member may, at his or her discretion, reconsider and revote an individual applicant's file at any time before adjournment. The board recorder will assist any board member seeking to conduct a revote.

(3) The board will recommend by order of merit the 25 applicants—whether officer or NCO—who are fully qualified and best qualified to participate in the FLEP commencing in academic year 2024–2025.

(4) All applicants—officer and enlisted—will be evaluated using the criteria specified in paragraph 3 above and in the Additional Guidance enclosure. Bear in mind, however, that officers and NCOs have unique professional development models and leadership responsibilities given the nature of their respective roles in the Army. For example, a staff sergeant applicant may have served as an infantry squad leader while a captain may have commanded an infantry company. These inevitable differences should not operate to the advantage or disadvantage of any applicant. Officer and

enlisted applicants bring different experiences and perspectives that will collectively strengthen the diversity of the JAGC. Consider each applicant's potential holistically, on the basis of all components of the application.

(5) In the event a tiebreaker is required to determine a cut-off line for the OML, the board recorder will administratively create a group of only those applicants who received identical scores. Board members will revote those applicants, and a new revote OML will be compiled. A decimal point reflecting the new OML will be added to the original OML score to indicate the best qualified applicants within the revote population.

c. Step 3 – Recommendations/Reports and Certification:

(1) After voting is complete, the recorder will produce a list of all qualified applicants, which will be forwarded to TJAG with recommendations for selection in the JAG Corps in the RA.

(2) The Board will conduct a review of the board proceedings and draft an after-action report (AAR). The AAR will highlight the members' collective observations, concerns, and recommendations regarding the selection process. TJAG may ask the board president to address specific questions in the AAR. The board recorder will provide the questions and a sample format. The board president may include additional observations or recommendations on issues not addressed in TJAG's questions. The board may modify the format of the report to record the Board's comments in a concise, logical manner.

(3) Certification. Each member of the Board will attest to the following certification:

The board president, board members, and board recorders hereby certify that, to the best of their knowledge, the board complied with the Memorandum of Instruction (MOI), they were not subject to or aware of any censure, reprimand, or admonishment resulting from the recommendation of the board or its exercise of any lawful function within the board's authorized discretion; they were not subject to or aware of any attempt to coerce or influence improperly any action in the formulation of the board's recommendations; and they were not a party to, or aware of, any attempt at unauthorized communications.

The board, acting under oath and having in view the special needs and the efficiency of the Army, has carefully considered the record of every applicant whose name was furnished to it as specified in the MOI. In the opinion of a majority of the members of the board, the applicants named in the Enclosure are qualified to meet the needs of the

Army, as specified in the MOI furnished to the board by TJAG, and are hereby recommended for appointment to the JAGC in the RA.

5. **Instructions Concerning Communications and Information**.

a. Each of you (president, board members, recorder, and administrative support personnel) is responsible for maintaining the integrity of this advisory board, and to foster the careful consideration, without prejudice or partiality, of all eligible applicants.

b. You may not receive, initiate, or participate in communications or discussions involving information that is not presented in each application, any information beyond what is provided to the board, and any information communicated to you by the individual under consideration. In your deliberations, you may not discuss any matters precluded by law, Army Regulations, or this MOI.

c. The board may not use personal knowledge in its deliberations. If a board member has personal knowledge of an applicant that is not documented in the file provided to the board, and the board member feels the information is of great significance, then the board member will summarize the information in writing and provide it in a sealed envelope to the board recorder. The board recorder will seek guidance from the proper authority.

FY24 JUDGE ADVOCATE GENERAL'S CORPS FUNDED LEGAL EDUCATION PROGRAM SELECTION BOARD ADDITIONAL GUIDANCE

1. **General**.

a. The applicants you recommend for selection will become the Judge Advocate General's Corps (JAG Corps) of the future. Your goal, therefore, is to select those individuals who demonstrate the greatest potential for outstanding service as Soldier-lawyers.

b. Selection for the Funded Legal Education Program (FLEP) is based on an applicant's potential as a peer leader, expert and versatile lawyer, and skilled staff officer. Selection is not intended as a reward for past performance. No single factor should be overriding in determining whether an officer or noncommissioned officer (NCO) should be selected. The board must consider each applicant's entire record to determine whether he or she possesses the appropriate balance of intellect, integrity, and leadership needed to thrive in our dual profession. The board should consider the following factors:

(1) **Record of Military Service**. Select officers and NCOs who have established records of exceptional performance and leadership potential, as reflected in their respective evaluation reports.

(2) **Character**. Only individuals of the highest moral character should be selected for service as future Judge Advocates.

(3) **Intellect**. Academic achievement is a strong indicator of intellect. Applicants are required to submit undergraduate transcripts and to take the Law School Admission Test (LSAT). The LSAT provides a standard measure of reading comprehension, reasoning, and writing skills that law schools use in assessing an applicant's law school readiness. In the same way, you should carefully review undergraduate transcripts to gauge each applicant's academic potential. You must be satisfied that each officer and NCO selected is capable of graduating from an American Bar Association (ABA)-accredited law school, gaining admission to the bar, and practicing competently in each of the JAGC legal functions.

(4) **Communication**. Judge Advocates must possess exceptional written and verbal communication skills. You should select only those applicants with the ability to communicate effectively with Army senior leaders.

(5) **Motivation**. Because the purpose of the program is to provide the JAGC with career officers, there should be clear evidence an applicant desires to remain a professional military officer after becoming a member of the legal profession.

(6) **Demonstrated Aptitude for Performance of Legal Duties**. Not all applicants have had the opportunity to perform legal duties. Applicants who have not been exposed to legal work should not be penalized. Rather, the board should assess each file in its entirety to determine whether the applicant possesses the intellect, critical thinking skills, maturity, and humility needed to thrive as an Army lawyer and leader.

(7) **Physical Fitness**. Physical fitness is an essential component of individual readiness and leadership. Consider whether each applicant has consistently met the Army's physical fitness and body composition standards, as well as the likelihood of future compliance.

(8) **Versatility**. Carefully consider whether officer applicants with more than three years of active duty service will have sufficient time in the JAGC to develop the versatility required to be competitive for promotion to Major.

2. **Staff Judge Advocate's (SJA's) Report**. All applicants will have been interviewed by an SJA who has prepared a report for your consideration. You should carefully evaluate the SJA Report, giving special attention to the SJA's assessment of the applicant's potential for JAGC service. The narrative justifications for an SJA's recommendation are particularly important and lend meaning to the other elements of the SJA Report. Each SJA Report includes an overall recommendation on selection according to the following tiered ranking system.

a. **Is an absolute must select**: a truly extraordinary applicant who is outstanding in all dimensions.

b. **Is a must select**: a strong applicant about whom the SJA is genuinely enthusiastic; possesses the key qualities and skills needed to make a positive impact on our people and mission.

c. **Is recommended**: an average applicant with no glaring weakness, but few significant strengths; has potential to develop into an effective Judge Advocate with training and development.

d. **Is not recommended**: an applicant about whom the SJA has reservations; does not currently have the qualities or skills our dual professions demand.

e. **Should absolutely not be selected**: the applicant is clearly deficient in multiple respects; the SJA has severe misgivings; avoid selecting.

3. **Adverse Information**. The board must independently evaluate and weigh derogatory information presented to the board. The board should evaluate indications of disciplinary action relative to an individual's overall record and potential, while, at the same time, considering the seriousness of the offense. Accordingly, the board should use care in assessing the weight placed on one incident, which may be atypical of an otherwise outstanding record.

4. **Prior Non-Selection**. Prior non-selection will not be considered a reason for non-selection by a subsequent board. The board must make an independent evaluation on the basis of the applicant's record as compared with other applicants considered by the board.

5. **Diversity and Equal Opportunity**. The strength of our Army comes from our diversity. Developing and maintaining qualified and demographically diverse leadership is critical for mission effectiveness and is essential to national security. Effective leaders understand that organizational success depends on the ability of people of different backgrounds to work together, while bringing the value of their diverse experiences to the mission. With a culture that embraces diversity, the Army is better able to attract and keep the best men and women from across the Nation, and to operate more successfully around the world. Moreover, the success of today's Army comes from a total commitment to the ideals of freedom, fairness, and human dignity upon which our country was founded. It is vital that our Army is in fact one of equal opportunity–equal opportunity for all Soldiers is the only acceptable standard for our Army. This principle applies to every aspect of career development and utilization in our Army, but is especially important to demonstrate in the accession process. Select meritorious applicants who create and maintain an inclusive environment where individual attributes are recognized, accepted, and, most importantly, valued, regardless of race, color, national origin, religion, sex (including gender identity), or sexual orientation. In doing so our Soldiers will have a clear perception of equal opportunity in the selection process.

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

DAJA-ZA

12 JUN 2024

MEMORANDUM FOR President of the Fiscal Year 2024 Lateral Attorney Accession Board, Judge Advocate General's Corps

SUBJECT: Memorandum of Instruction for the Fiscal Year 2024 (FY24) Lateral Attorney Accession Board (LAAB), Judge Advocate General's Corps (JAG Corps)

1. Authority. The FY24 LAAB, JAG Corps, is appointed pursuant to Army Regulation (AR) 27-1, Judge Advocate Legal Services, paragraph 9-6. The board is convened to recommend qualified, licensed attorneys for appointment to the JAG Corps in the Regular Army (RA).

2. Membership. The board will consist of four voting members: a JAG Corps general officer as president and three JAG Corps field grade officers. At least one member must be a Judge Advocate in the United States Army Reserve (USAR). The board will also include at least one female and one minority member. My designee or I will appoint the board members and may select individuals other than those recommended to serve on the board. Board membership will be provided under separate cover. The Chief, Judge Advocate Recruiting Office (JARO), is delegated the authority to excuse members and appoint alternates if exceptional circumstances exist. Further, the Chief, JARO is granted authority to grant exceptions to policy (ETPs) concerning board membership, as required.

3. General.

a. The board will consider applicants who are licensed to practice law in any State, Territory, or Commonwealth of the United States who have received a Juris Doctorate from an American Bar Association-accredited law school, including judge advocates currently serving in the Army National Guard (ARNG), USAR, to include the Individual Ready Reserve, or in a sister service. The board will also consider applicants in their third year of law school if granted an exception by the Chief, JARO.

b. The board will use a "yes/no" voting format. Applicants recommended for appointment will be voted as a "yes," while applicants not recommended for appointment will be voted as "no."

c. The board will convene virtually on a monthly basis (as applicable) to review and vote on applications. The board president has no authority to constrain the board from recommending for appointment those applicants the majority of the board determines to be qualified as defined in this Memorandum of Instruction and enclosures.

d. Enclosure 1 contains administrative instructions and procedures and specifies the oaths for the board and the recorder.

e. Enclosure 2 contains additional guidance on the factors the board is to consider in the selection process. This enclosure also contains guidance for ensuring equal opportunity for all applicants.

f. JARO will furnish applicant files and provide administrative support to the board.

g. I have selected each of you to serve on this board because I have confidence in your ability to recognize applicants who have proven performance and continued potential as Army leaders and attorneys. Bear in mind the serious nature of your duties and your obligation to ensure that these proceedings remain above reproach. The oath you will take obliges you to ensure that all applicants are considered without prejudice or partiality. You will adhere to that oath, governing laws, directives, regulations, and this memorandum of instruction when selecting applicants who meet the needs of the Army, as outlined here. Your failure to do so may constitute cause for removal as a member.

h. Any board member who believes he or she cannot, in good conscience, perform his or her duties as a member of the board without prejudice or partiality has a duty to request relief by me from board membership. At my discretion, such a request may be honored. Any board member who believes the integrity of the board's proceedings has been affected by improper influence or senior military or civilian authority, misconduct by the board president or a member, or any other reason, has a duty to report the basis for his or her belief to the Chief, JARO for appropriate routing and disposition.

4. Restrictions.

a. Recommendations of the board are "Controlled Unclassified Information" until the proper authority releases the results. You will not disclose, for any reason, specific details of the board proceedings pertaining to the selection or non-selection of individual applicants, whether recorded or unrecorded.

b. Board membership will not be revealed until the board adjourns.

c. The board's recommendations are advisory. The Judge Advocate General will make the final decision on selection of applicants for RA appointment in the JAG Corps.

(b)(6)

STUART W. RISCH
Lieutenant General, USA
The Judge Advocate General

2 Encls
1. Administrative Instructions
2. Additional Guidance

FISCAL YEAR 2024 LATERAL ATTORNEY ACCESSION BOARD, JUDGE ADVOCATE GENERAL'S CORPS

ADMINISTRATIVE INSTRUCTIONS

1. **Eligibility**. The board recorder will furnish the board with electronic files of all applicants eligible for consideration. Applicants recommended for appointment to the Judge Advocate General's (JAG) Corps in the Regular Army (RA) must meet the following qualifications at the time of appointment:

a. **Citizenship**. Be a citizen of the United States;

b. **Character**. Be of high moral character;

c. **Leadership Potential**. Possess clear leadership potential and interpersonal tact;

d. **Physical Readiness**. Meet the standards of Army Regulation (AR) 40-501 (Standards of Medical Fitness) and AR 600-9 (The Army Body Composition Program) as modified by Army Directive 2023-08 (Army Body Fat Assessment Exemption for the Army Combat Fitness Test Score) and Army Directive 2023-11 (Army Body Fat Assessment for the Army Body Composition Program). ;

e. **Personnel Security Requirements**. Have, at a minimum, a SECRET security clearance before receiving an appointment, or have initiated a National Agency Check with Local Agency Check and Credit Check at the time of appointment;

f. **Law Degree**. Have earned a Juris Doctorate from a law school accredited by the American Bar Association at the time the applicant received the degree. If an applicant has not earned a Law Degree, the board will presume that the Chief, Judge Advocate Recruiting Office (JARO) has waived the requirement, and that the applicant is a third-year law student

g. **Bar Admission**. Be admitted to practice and be in good standing with the licensing authority admitting the individual to the practice of law before the highest court of any State, Territory, Commonwealth, or the District of Columbia. If an applicant has not earned a Law Degree, the board will presume that the Chief, JARO has waived the requirement, and that the applicant is a third-year law student; and,

h. **Rank**. If applicable, be willing to accept a new date of rank and time-in-grade calculation prior to appointment in the RA. Dates of rank will be recalculated according to Human Resources Command policy at the time of appointment.

2. **Oaths**.

3. The board president shall administer the following oath or affirmation to the recorder:

Do you, *[state the recorder's name]*, solemnly swear (or affirm) that you will keep a true record of the proceedings of this board, and further, that you will not divulge the proceedings or results thereof pertaining to the selection or non-selection of individual applicants except to the proper authority?

b. The recorder shall administer the following oath or affirmation to the board:

Do you, *[state the board members' names]*, solemnly swear (or affirm) that you will, without prejudice or partiality, and having in view both the special needs and the efficiency of the Army, perform the duties imposed upon you, and further, that you will not divulge the proceedings or results thereof pertaining to the selection or non-selection of individual applicants except to the proper authority?

3. **Information Considered**. The Board will consider the following information submitted by each applicant along with their application:

a. Memorandum explaining the applicant's motivation to service on active duty in the JAG Corps;

b. Certificate of good standing with the bar licensing authority dated within six months of the application submission;

c. All transcripts of undergraduate, graduate, and law school studies;

d. A statement or resume reflecting all full-time and part-time work experience (legal and non-legal);

e. Record of current and prior military service, if applicable, to include a memorandum of endorsement from the first O-6 in a USAR or ARNG Judge Advocate's technical chain or chain of command, academic evaluation reports, officer and noncommissioned officer evaluation reports, Soldier Talent Profile (STP), and Army Combat Fitness Test Scorecard (or equivalents);

f. Verification of U.S. citizenship;

g. Up to three (3) letters of recommendation (optional); and

h. A Field Screening Officer interview report conducted within one year of the application's submission.

i. Any adverse information requested on the application, including conduct requiring a waiver by either The Judge Advocate General (TJAG) or the Director, Military Personnel Management (DMPM) pursuant to Department of Defense Instruction (DoDI) 1304.26 and Army Directive (AD) 2020-09.

4. **Procedures**. The board may be held in person or by remote/virtual means, as determined by the board president. Applicants whose files are deemed complete by the Judge Advocate Recruiting Office (JARO) will be made available for board review. The board will also receive a copy of the height and weight table from AR 600-9 and information regarding the U.S. News & World Report's current law school rankings.

a. **Voting**. The board will determine whether to recommend the applicant for RA appointment in the JAG Corps. The board will determine by a "yes/no" recommendation whether, after reviewing the file, in accordance with the guidance outlined herein, the applicant should be recommended for appointment. Majority vote governs.

b. **Certification**:

(1) After voting is complete, the recorder will indicate whether each applicant was recommended or not recommended by the board. Each file will be forwarded to TJAG with a recommendation for appointment in the JAG Corps in the RA or a recommendation for non-selection.

(2) Certification. The board will attest to the following certificate:

The board members hereby certify that, to the best of their knowledge, the board complied with the MOI, they were not subject to or aware of any censure, reprimand, or admonishment resulting from the recommendation of the board or its exercise of any lawful function within the board's authorized discretion; they were not subject to or aware of any attempt to coerce or influence improperly any action in the formulation of the board's recommendations; and they were not a party to, or aware of, any attempt at unauthorized communications.

The board, acting under oath and having in view the special needs and the efficiency of the Army, has carefully considered the record of every applicant whose name was furnished to it as specified in the MOI. In the opinion of a majority of the members of the board, the applicants named in the Enclosure are qualified to meet the needs of the Army, as specified in the MOI furnished to the board by TJAG, and are hereby recommended for appointment to the JAG Corps in the RA.

FISCAL YEAR 2024 LATERAL ATTORNEY ACCESSION BOARD, JUDGE ADVOCATE GENERAL'S CORPS

ADDITIONAL GUIDANCE

1. **General**.

a. The applicants you recommend for selection will become the Judge Advocate General's Corps (JAG Corps) of the future. Your goal, therefore, is to select those individuals who demonstrate the greatest potential for outstanding service as Soldier-lawyers in the Regular Army (RA).

b. In analyzing individual records to determine whether an applicant is qualified for selection, the board should consider the factors listed below. No single factor is dispositive; however, non-selection may be based on a demonstrated lack of integrity, moral turpitude, or professional ineptitude. Ultimately, you should recommend those individuals that you are confident will provide principled counsel, attain mastery of the law, steward the organization, and demonstrate servant leadership while serving in the RA.

(1) **Intellect**. Judge Advocates must be intelligent enough to practice in our diverse legal functions. Academic achievement can be a strong indicator of intellect. In addition, academic success is often an indicator of self-discipline, grit, and maturity—all attributes necessary for a successful Judge Advocate. Grading systems, however, may vary among academic institutions, and you must exercise great care when evaluating and comparing the academic records of applicants. This may be especially true this year, as many law schools deviated from standard grading systems during the pandemic.

(2) **Interpersonal Skills**. Judge Advocates must possess the ability to understand and work effectively with service members and civilians of all ranks, grades, and backgrounds.

(3) **Work Ethic**. You should carefully examine each applicant's file to find evidence of the applicant's strong work ethic.

(4) **Physical Readiness**. Judge Advocates must maintain a high level of physical readiness in order to meet mission requirements. Physical fitness is therefore an important indicator of an applicant's suitability for Army service. The board will consider general physical condition and potential to comply with the standards of Army Regulation 600-9 (The Army Body Composition Program) in evaluating an applicant's potential for Army service.

(5) **Character and Leadership Ability**. Army leaders and attorneys must possess the highest character. Judge Advocates must embody the Army Values: loyalty, duty, respect, selfless service, honor, integrity, and personal courage. In particular, honor and integrity are the bedrock of our dual professions, which enable a Judge Advocate to deliver principled counsel. Soldiers and noncommissioned officers must be able to trust their officers. Accordingly, you should select only those applicants whose records demonstrate an uncompromising commitment to these values.

(6) **Prior Military Experience**. Some applicants may have prior enlisted or commissioned service. You should review the files of these applicants for indicators of leadership potential, maturity, teamwork, and the ability to excel as a Judge Advocate. The JAG Corps also has a need for officers with special military skills and training. Military experience will be considered a positive factor.

(7) **Legal and Work Experience**. Each applicant has submitted a resume detailing his or her work experience. Applicants also have the option of submitting up to three letters of recommendation. You should carefully examine this information to assess initiative, legal and analytical skills, judgment, and maturity.

(8) **JAG Corps Intern and Extern Programs**.

(i) These programs introduce students to military legal practice and provide meaningful opportunities for supervisory Judge Advocates to evaluate their performance and potential. The board should give careful consideration to those applicants who have demonstrated superior potential through successful performance as interns or externs.

(ii) Applicants who participated in the JAG Corps Summer Internship Program had the option to apply for a JAG Corps commission in the Early Decision Accession Board, which convened at the conclusion of the summer internship period. Board members will not draw a negative inference for those applicants who were either not selected at this prior board, or those who opted out of consideration.

(9) **Communication Skills**. Judge Advocates must be effective communicators in person and in writing—precise, persuasive, and professional. You should select only those applicants whose records demonstrate superior communication skills.

(10) **Involvement in Campus and Civic Activities**. Participation and achievement in extracurricular activities is a strong indication of initiative and leadership capacity. Non-participation in such activities, should not, however, operate against an applicant's interest when heavy course loads and gainful employment in financing the expenses of college and law school have denied the applicant the opportunity to engage in extracurricular activities.

2. **Field Screening Officer's (FSO) Report**. All applicants will have been interviewed by an FSO, a Judge Advocate designated to perform recruiting and interviewing functions, who has prepared a report for your consideration. You should carefully evaluate the FSO Report, giving special attention to the FSO's assessment of the applicant's potential for JAG Corps service. The narrative justifications for an FSO's recommendation are particularly important and lend meaning to the other elements of the FSO Report. Each FSO report includes an overall recommendation on selection according to the following tiered ranking system.

a. **Absolute must select**: a truly extraordinary applicant who is outstanding in all dimensions.

b. **Must select**: a strong applicant about whom the FSO is genuinely enthusiastic; possesses the key qualities and skills needed to make a positive impact on our people and mission.

c. **Recommended for selection**: an average applicant with no glaring weakness, but few significant strengths; has potential to develop into an effective Judge Advocate with training and development.

d. **Not recommended for selection**: an applicant about whom the FSO has reservations; does not currently have the qualities or skills our dual professions demand.

e. **Absolute do not select**: the applicant is clearly deficient in multiple respects; the FSO has severe misgivings; avoid selecting.

3. **Adverse Information**. The board must independently evaluate and weigh derogatory information presented to the board. The board should evaluate indications of disciplinary action relative to an individual's overall record and potential, while, at the same time, considering the seriousness of the offense. Accordingly, the board should use care in assessing the weight placed on one incident, which may be atypical of an otherwise outstanding record.

4. **Prior Non-Selection**. Prior non-selection will not be considered a reason for non-selection by a subsequent board. The board must make an independent evaluation on the basis of the applicant's record as compared with other applicants considered by the board.

5. **Diversity and Equal Opportunity**. The strength of our Army comes from our diversity. Developing and maintaining qualified and demographically diverse leadership is critical for mission effectiveness and is essential to national security. Effective leaders understand that organizational success depends on the ability of people of different

backgrounds to work together, while bringing the value of their diverse experiences to the mission. With a culture that embraces diversity, the Army is better able to attract and keep the best men and women from across the Nation, and to operate more successfully around the world. Moreover, the success of today's Army comes from a total commitment to the ideals of freedom, fairness, and human dignity upon which our country was founded. It is vital that our Army is in fact one of equal opportunity–equal opportunity for all Soldiers is the only acceptable standard for our Army. This principle applies to every aspect of career development and utilization in our Army, but is especially important to demonstrate in the accession process. Select meritorious applicants who create and maintain an inclusive environment where individual attributes are recognized, accepted, and, most importantly, valued, regardless of race, color, national origin, religion, sex (including gender identity), or sexual orientation. In doing so our Soldiers will have a clear perception of equal opportunity in the selection process.

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

DAJA-ZA

02 OCT 2023

MEMORANDUM FOR President and Members of the Fiscal Year 2024 (FY24) Regular Army (RA) Fall Accession Board, Judge Advocate General's Corps (JAGC)

SUBJECT: Memorandum of Instruction for the FY24 RA Fall Accession Board, JAGC

1. Authority. The FY24 RA Fall Accession Board, JAGC, is appointed pursuant to Army Regulation (AR) 27-1 (Judge Advocate Legal Services), and AR 601-100 (Appointment of Commissioned and Warrant Officers in the Regular Army). The FY24 RA Fall Accession Board will be held between 16 October and 3 November 2023. The board is appointed to recommend applicants for appointment to the JAGC in the RA.

2. Membership. The board will consist of five voting members: a general officer as president and four members comprised of field and company grade officers. The board will also include at least one female and one minority member. My designee or I will appoint the board members and may select individuals other than those recommended to serve on the board. Board membership will be provided under separate cover. The Chief, Judge Advocate Recruiting Office (JARO), is delegated authority to excuse board members and appoint alternates if exceptional circumstances exist.

3. General.

a. The board will determine which applicants are best qualified for RA appointment in the JAGC. The board members will score each qualified applicant to create an order of merit list (OML), and those who rank highest on the list will be considered "best qualified" (see enclosures 1 and 2).

b. The board will convene at a time set by the board president. The board president has no authority to constrain the board from recommending for appointment those applicants the majority of the board determines to be best qualified as defined in this Memorandum of Instruction (MOI) and enclosures.

c. Enclosure 1 contains administrative instructions and procedures and specifies the oaths for the board members and the recorder.

d. Enclosure 2 contains additional guidance on the factors the board is to consider in the selection process. This enclosure also contains guidance for ensuring equal opportunity for all applicants.

e. The JARO will furnish applicant files to the board and provide all administrative support.

f. I have selected each of you to serve on this board because I have confidence in your ability to recognize applicants with the strongest potential as future Army leaders and attorneys. Bear in mind the serious nature of your duties as a board member and your obligation to ensure these proceedings remain above reproach. The oath you will take obliges you to ensure all applicants are considered without prejudice or partiality. You will adhere to that oath, governing laws, directives, regulations, and this MOI when selecting applicants who meet the needs of the Army, as outlined here. Your failure to do so may constitute cause for removal as a member.

g. Any board member who believes he or she cannot, in good conscience, perform his or her duties as a member of the board without prejudice or partiality has a duty to request relief by me from board membership. At my discretion, such a request may be honored. Any board member who believes the integrity of the board's proceedings has been affected by improper influence or senior military or civilian authority, misconduct by the board president or a member, or any other reason, has a duty to report the basis for his or her belief to me.

4. Restrictions.

a. Recommendations of the board are "Controlled Unclassified Information" until the proper authority releases the results. Upon adjournment, board members are encouraged to familiarize other officers with board procedures in general. However, members will not disclose, for any reason, specific details of the Board proceedings pertaining to the selection or non-selection of individual applicants, whether recorded or unrecorded.

b. Board membership will not be revealed until the board adjourns.

c. The board's recommendations are advisory. I will make the final decision on selection of applicants for RA appointment in the JAGC.

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

2 Encls
1. Administrative Instructions
2. Additional Guidance

STUART W. RISCH
Lieutenant General, USA
The Judge Advocate General

FISCAL YEAR 2024 REGULAR ARMY FALL ACCESSION BOARD, JUDGE ADVOCATE GENERAL'S CORPS ADMINISTRATIVE INSTRUCTIONS

1. **Eligibility**. The board recorder will furnish the board with electronic files of all applicants eligible for consideration. Applicants recommended for appointment to the Judge Advocate General's Corps (JAGC) in the Regular Army (RA) must meet the following qualifications at the time of appointment:

a. **Citizenship**. Be a citizen of the United States at the time of application;

b. **Character**. Be of high moral character;

c. **Leadership Potential**. Possess clear leadership potential and interpersonal tact;

d. **Physical Readiness**. Meet the standards of AR 40-501 (Standards of Medical Fitness), and AR 600-9 (The Army Body Composition Program);

e. **Personnel Security Requirements**. Have, at a minimum, a SECRET security clearance before receiving an appointment, or have initiated a National Agency Check with Local Agency Check and Credit Check at the time of commissioning;

f. **Law Degree**. Have earned a J.D. degree from a law school accredited by the American Bar Association at the time the applicant received the degree. A student in his or her last year in law school may apply for a commission before either graduation or admission to the bar. To receive a commission, an applicant must meet all bar admission requirements before appointment; and

g. **Bar Admission**. Be admitted to practice and be in good standing with the licensing authority admitting the individual to the practice of law before the highest court of a State, Territory, Commonwealth, or the District of Columbia.

2. **Oaths**.

a. The board president shall administer the following oath or affirmation to the recorder:

Do you, *[state the recorder's name]*, solemnly swear (or affirm) that you will keep a true record of the proceedings of this board, and further, that you will not divulge the proceedings or results thereof pertaining to the selection or non-selection of individual applicants except to the proper authority?

b. The recorder shall administer the following oath or affirmation to each member of the board:

Do you, *[state the board members' names]*, solemnly swear (or affirm) that you will, without prejudice or partiality, and having in view both the special needs and the

efficiency of the Army, perform the duties imposed upon you, and further, that you will not divulge the proceedings or results thereof pertaining to the selection or non-selection of individual applicants except to the proper authority?

3. **Information Considered**.

a. The board will consider applicants' electronic files, including:

(1) All transcripts of undergraduate, graduate, and law school studies;

(2) A certificate or statement from the clerk of a State, Territory, Commonwealth, or the District of Columbia showing admission to practice and standing before the bar (if applicable);

(3) Application for appointment in the JAGC;

(4) Record of prior military service (if applicable), including DD Form 214, statement of retirement points (DA Form 5016 (USAR) or NGB Form 23B), and copies of all enlisted or officer evaluation reports;

(5) A statement or resume reflecting all full-time and part-time work experience (legal and non-legal);

(6) A statement of interest, objectives, and motivation for applying for appointment in the JAGC;

(7) A Field Screening Officer's Report of Interview;

(8) JAGC Intern or Extern Evaluation Report (if applicable);

(9) Up to three letters of recommendation (optional);

(10) Legal writing sample (optional); and

(11) Other information submitted by the applicant and relevant to his or her qualifications for appointment to the JAGC, such as requests for waiver of the eligibility criteria of AR 601-100 (Appointment of Commissioned and Warrant Officers in the Regular Army) or AR 27-1 (Judge Advocate Legal Services).

b. The board recorder will provide each board member a copy of the administrative instructions and will brief the board on administrative matters. The board will also receive a copy of the height and weight table from AR 600-9 (The Army Body Composition Program) and information regarding the U.S. News & World Report's current law school rankings.

4. **Procedures**. The board may be held in person or by remote/virtual means. Applicant files are deemed complete by the Judge Advocate Recruiting Office (JARO) will be made available for board review. The consideration of applicants will follow a three-step process:

a. Step 1 – Familiarization: The board recorder will provide the Board with sample files for a practice vote. These files will be voted in accordance with the voting procedures discussed in Step 2, below. The purpose of a practice vote is to allow board members to become familiar with the contents and organization of applicant files and voting procedures.

b. Step 2 – Voting:

(1) Each board member will assess each applicant's file and assign a score from 1-6 (with 1 being the lowest and 6 being the highest score). A plus (+) or minus (-) may be used for each numerical rating to emphasize the degree of recommendation. Those applicants scoring the highest are deemed "best qualified."

(2) Any board member may, at his or her discretion, reconsider and revote an individual applicant's file at any time before adjournment. The board recorder will assist any board member seeking to conduct a revote.

(3) The board recorder will produce an order of merit list (OML) by listing all applicants sequentially from highest score to lowest score. The board will recommend the OML as its list of selectees.

(4) In the event a tiebreaker is required to determine a cut-off line for the OML, the board recorder will administratively create a group of only those applicants who received identical scores. Board members will revote those applicants, and a new revote OML will be compiled. A decimal point reflecting the new OML will be added to the original OML score to indicate the best qualified applicants within the revote population.

c. Step 3 – Recommendations/Reports and Certification:

(1) After voting is complete, the recorder will produce a list of all qualified applicants, which will be forwarded to TJAG with recommendations for selection in the JAG Corps in the RA.

(2) The Board will conduct a review of the board proceedings and draft an after-action report (AAR). The AAR will highlight the members' collective observations, concerns, and recommendations regarding the selection process. TJAG may ask the board president to address specific questions in the AAR. The board recorder will provide the questions and a sample format. The board president may include additional observations or recommendations on issues not addressed in TJAG's questions. The board may modify the format of the report to record the Board's comments in a concise, logical manner.

(3) Certification. Each member of the Board will attest to the following certification:

The board president, board members, and board recorders hereby certify that, to the best of their knowledge, the board complied with the Memorandum of Instruction (MOI), they were not subject to or aware of any censure, reprimand, or admonishment resulting from the recommendation of the board or its exercise of any lawful function within the board's authorized discretion; they were not subject to or aware of any attempt to coerce or influence improperly any action in the formulation of the board's recommendations; and they were not a party to, or aware of, any attempt at unauthorized communications.

The board, acting under oath and having in view the special needs and the efficiency of the Army, has carefully considered the record of every applicant whose name was furnished to it as specified in the MOI. In the opinion of a majority of the members of the board, the applicants named in the Enclosure are qualified to meet the needs of the Army, as specified in the MOI furnished to the board by TJAG, and are hereby recommended for appointment to the JAGC in the RA.

5. **Instructions Concerning Communications and Information**.

a. Each of you (president, board members, recorder, and administrative support personnel) is responsible for maintaining the integrity of this advisory board, and to foster the careful consideration, without prejudice or partiality, of all eligible applicants.

b. You may not receive, initiate, or participate in communications or discussions involving information that is not presented in each application, any information beyond what is provided to the board, and any information communicated to you by the individual under consideration. In your deliberations, you may not discuss any matters precluded by law, Army regulations, or this MOI.

c. The board may not use personal knowledge in its deliberations. If a board member has personal knowledge of an applicant that is not documented in the file provided to the board, and the board member feels the information is of great significance, then the board member will summarize the information in writing and provide it in a sealed envelope to the board recorder. The board recorder will seek guidance from the proper authority.

FISCAL YEAR 2024 REGULAR ARMY ACCESSION BOARD, JUDGE ADVOCATE GENERAL'S CORPS ADDITIONAL GUIDANCE

1. **General**.

a. The applicants you recommend for selection will become the Judge Advocate General's Corps (JAG Corps) of the future. Your goal, therefore, is to select those individuals who demonstrate the greatest potential for outstanding service as Soldier-lawyers.

b. In analyzing individual records to determine whether an applicant is qualified for selection, the board should consider the factors listed below. No single factor is dispositive; however, a low score may be based on a demonstrated lack of integrity, moral turpitude, or professional ineptitude. Ultimately, you should score highly those individuals that you are confident will provide principled counsel, attain mastery of the law, steward the organization, and demonstrate servant leadership.

(1) **Intellect**. Judge Advocates must be intelligent enough to practice in our diverse legal functions. Academic achievement can be a strong indicator of intellect. In addition, academic success is often an indicator of self-discipline, grit, and maturity—all attributes necessary for a successful Judge Advocate. Grading systems, however, may vary among academic institutions, and you must exercise great care when evaluating and comparing the academic records of applicants. This may be especially true this year, as many law schools deviated from standard grading systems during the pandemic.

(2) **Interpersonal Skills**. Judge Advocates must possess the ability to understand and work effectively with service members and civilians of all ranks, grades, and backgrounds.

(3) **Work Ethic**. You should carefully examine each applicant's file to find evidence of the applicant's strong work ethic.

(4) **Physical Readiness**. Judge Advocates must maintain a high level of physical readiness in order to meet mission requirements. Physical fitness is therefore an important indicator of an applicant's suitability for Army service. The board will consider general physical condition and potential to comply with the standards of Army Regulation 600-9 (The Army Body Composition Program) in evaluating an applicant's potential for Army service.

(5) **Character and Leadership Ability**. Army leaders and attorneys must possess the highest character. Judge Advocates must embody the Army Values: loyalty, duty, respect, selfless service, honor, integrity, and personal courage. In particular, honor and integrity are the bedrock of our dual professions, which enable a Judge Advocate to deliver principled counsel. Soldiers and noncommissioned officers

must be able to trust their officers. Accordingly, you should select only those applicants whose records demonstrate an uncompromising commitment to these values.

(6) **Prior Military Experience**. Some applicants may have prior enlisted or commissioned service. You should review the files of these applicants for indicators of leadership potential, maturity, teamwork, and the ability to excel as a Judge Advocate. The JAG Corps also has a need for officers with special military skills and training. Military experience will be considered a positive factor.

(7) **Legal and Work Experience**. Each applicant has submitted a resume detailing his or her work experience. Applicants also have the option of submitting up to three letters of recommendation. You should carefully examine this information to assess initiative, legal and analytical skills, judgment, and maturity.

(8) **JAG Corps Intern and Extern Programs**.

(i) These programs introduce students to military legal practice and provide meaningful opportunities for supervisory Judge Advocates to evaluate their performance and potential. The board should give careful consideration to those applicants who have demonstrated superior potential through successful performance as interns or externs.

(ii) Applicants who participated in the JAG Corps' 2L Intern Program had the option to apply for a JAG Corps commission in the Early Decision Accession Board, which convened at the conclusion of the summer internship period. Board members will not draw a negative inference for those applicants who were either not selected at this prior board, or those who opted out of consideration.

(9) **Graduates of the Reserve Officers' Training Corps (ROTC) Program**.

(i) Some applicants are ROTC graduates who are attending or have attended law school on an approved educational delay. These applicants are already commissioned, but applied for and were granted a delay from Regular Army service based, in part, on a recommendation by the JAG Corps. The board is strongly encouraged to give careful consideration to the selection of ROTC educational delay applicants.

(ii) Successful completion of an ROTC program requires that an individual demonstrate a strong sense of personal integrity, honor, and responsibility while developing an understanding of the basic concepts and principles of leadership and military art and science. These attributes are reliable indicators of the potential to serve successfully as a Judge Advocate.

(10) **Communication Skills**. Judge Advocates must be effective communicators in person and in writing—precise, persuasive, and professional. You should select only those applicants whose records demonstrate superior communication skills.

(11) **Involvement in Campus and Civic Activities**. Participation and achievement in extracurricular activities is a strong indication of initiative and leadership capacity. Non-participation in such activities, should not, however, operate against an applicant's interest when heavy course loads and gainful employment in financing the expenses of college and law school have denied the applicant the opportunity to engage in extracurricular activities.

2. **Field Screening Officer's (FSO) Report**. All applicants will have been interviewed by an FSO, a Judge Advocate designated to perform recruiting and interviewing functions, who has prepared a report for your consideration. You should carefully evaluate the FSO Report, giving special attention to the FSO's assessment of the applicant's potential for JAG Corps service. The narrative justifications for an FSO's recommendation are particularly important and lend meaning to the other elements of the FSO Report. Each FSO report includes an overall recommendation on selection according to the following tiered ranking system.

a. **Absolute must select**: a truly extraordinary applicant who is outstanding in all dimensions.

b. **Must select**: a strong applicant about whom the FSO is genuinely enthusiastic; possesses the key qualities and skills needed to make a positive impact on our people and mission.

c. **Recommended for selection**: an average applicant with no glaring weakness, but few significant strengths; has potential to develop into an effective Judge Advocate with training and development.

d. **Not recommended for selection**: an applicant about whom the FSO has reservations; does not currently have the qualities or skills our dual professions demand.

e. **Absolute do not select**: the applicant is clearly deficient in multiple respects; the FSO has severe misgivings; avoid selecting.

3. **Adverse Information**. The board must independently evaluate and weigh derogatory information presented to the board. The board should evaluate indications of disciplinary action relative to an individual's overall record and potential, while, at the same time, considering the seriousness of the offense. Accordingly, the board should use care in assessing the weight placed on one incident, which may be atypical of an otherwise outstanding record.

4. **Prior Non-Selection**. Prior non-selection will not be considered a reason for non-selection by a subsequent board. The board must make an independent evaluation on the basis of the applicant's record as compared with other applicants considered by the board.

5. **Diversity and Equal Opportunity**. The strength of our Army comes from our diversity. Developing and maintaining qualified and demographically diverse leadership is critical for mission effectiveness and is essential to national security. Effective leaders understand that organizational success depends on the ability of people of different backgrounds to work together, while bringing the value of their diverse experiences to the mission. With a culture that embraces diversity, the Army is better able to attract and keep the best men and women from across the Nation, and to operate more successfully around the world. Moreover, the success of today's Army comes from a total commitment to the ideals of freedom, fairness, and human dignity upon which our country was founded. It is vital that our Army is in fact one of equal opportunity–equal opportunity for all Soldiers is the only acceptable standard for our Army. This principle applies to every aspect of career development and utilization in our Army, but is especially important to demonstrate in the accession process. Select meritorious applicants who create and maintain an inclusive environment where individual attributes are recognized, accepted, and, most importantly, valued, regardless of race, color, national origin, religion, sex (including gender identity), or sexual orientation. In doing so our Soldiers will have a clear perception of equal opportunity in the selection process.

AMERICA'S ARMY:
Globally Responsive, Regionally Engaged

FY24 RA Accessions Board

Applications / Selection Rate

	Applicants	Primary Selects	Selects + Alternates	Selection Rate
FY24	**227**	**161**	**161**	**70.9%**
FY23	203	146	158	71.9% / 77.8%
FY22	323	170	170	52.6%
FY21	494	240	240	48.6%
FY20	469	134	192	28.6% / 40.9%

Academic Profiles

FY24

Undergrad GPA

- Applicants: 3.42
- Selects: 3.50

Law Schools with Most Applicants

- Miss. College (8)
- New England (5)
- Florida A&M (4)
- George Mason (4)
- NC Central (4)

FY23

Undergrad GPA

- Applicants: 3.325
- Primary Selects: 3.38
- Primary and Alternate Selects: 3.37

Law Schools with Most Applicants

- LSU (7)
- Pontifical Catholic (7)
- Loyola – Chicago (5)
- Seattle (5)

Trends and Takeaways

- **Slight increase in applications and undergrad GPAs**
- **T20 law schools well-represented:**
  - Harvard (1); NYU (1); UVA (2); USC (2); UGA (1); Wash. U. (2)
- **Impact on Diversity**
  - Significant increase in female applicants and selects
  - Increase in African-American and Hispanic applicants and selects
  - HBCU law schools represented (applicants/selects): Florida A&M (4/2); NCCU (4/2); Southern (3/1); Thurgood Marshall (1/1); UDC (1/0)
- **Solid performance for interns/externs, moot court competitors, and ed delay officers**
  - Former interns: 6 out of 8 selected (75%); 6 EDP (Early Decision Program) applicants reapplied, 4 selected
  - Former externs: 10 out of 12 selected (83%)
  - All (22) ed delay officers who applied were selected (two did not apply)
  - Four General Alley Moot Court Competitors applied and were selected

Diversity

Race						
	Applicants	**Selects**	**Law Students (2022)**	**Army Officers**	**JAs (2022)**	**Licensed Attorneys (2022)**
African-American	16.3% (+2.0%) 37 (+8)	13.2% (+1.2%) 21 (+3)	8%	11%	7%	4.5%
Asian/Pacific Islander	5.3% (+0.9%) 12 (+3)	3.8% (-1.1%) 6 (-1)	6%	7%	6%	5.7%
White**	71.4% (-3.4%)** 162 (+10)	75.5%** (-3.2%) 120 (+2)	62%	68%	79%	81%
Hispanic*	17.6% (+3.3%) 40 (+11)	17.6% (+6.3%) 28 (+11)	13%	9%	4%	5.8%
American Indian	0.9% (-1.1%) 2 (-2)	1.3% (+1.3%) 2 (+2)	<1%	<1%	<1%	0.5%
Multiracial (Other)	6.2% (+1.8%) 14 (+5)	6.3% (+1.6%) 10 (+3)	6%	2%	3%	2.7%
Gender						
Female	29.1% (+4.5%) 66 (+16)	34.0% (+7.4%) 54 (+14)	57%	21%	29%	38.3%
Male	70.9% (-4.5%) 161 (+8)	66.0% (-7.3%) 105 (-5)	43%	79%	71%	61.5%

*Applicants were questioned separately about whether they are of Hispanic ethnicity from their race.
**Caucasian, non-Hispanic: 58.1% of Applicants; 62.3% of Selects.

Summary of Comments on Slide 1

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Number: 1 Author: Presenter Notes Subject: Presentation Notes Date: 3/11/2025 2:40:25 PM

Racial demographic explained in part by applicant ability to select multiple races, and treating Hispanic as ethnicity, many of which are counted in the Caucasian category

AMERICA'S ARMY:
Globally Responsive, Regionally Engaged

FY24 RA Spring Accessions Board

Applicant Pool

FY24

- 86 applicants
  - 45 licensed attorneys
  - 22 current or prior service
- Board recommends 52 primary and 6 alternate selects. JARO recommends all 58 receive primary offers.
  - 33 licensed attorneys
  - 11 current or prior service

FY23

- 92 applicants
  - 45 licensed attorneys
  - 34 current or prior service
- Board recommended 40 primary and 20 alternate selects.
  - 22 licensed attorneys
  - 16 current or prior service

Academic Profiles

FY24

Undergrad GPA
- Applicants: 3.31
- Primary Selects: 3.43
- Primary and Alternate Selects: 3.43

Law School GPA
- Applicants: 3.06
- Primary Selects: 3.16
- Primary and Alternate Selects: 3.16

Top Law Schools (Primary + Alternates)
Charleston (2); Cornell (2); Cumberland (2); DePaul (2); IU (2); Miss. College (2); Stetson (2); Temple (2)

FY23

Undergrad GPA
- Applicants: 3.05
- Primary Selects: 3.33
- Primary and Alternate Selects: 3.11

Law School GPA
- Applicants: 3.07
- Primary Selects: 3.22
- Primary and Alternate Selects: 3.14

Top Law Schools (Primary + Alternates)
SUNY (3); Pontifical Catholic (2); Vanderbilt (2)

Trends and Takeaways

Applications

- Slight decrease in applicants compared to FY23 (-6), but an increase from FY22 (+15).
- For the third year in a row, 50% or more of our total applications and recommended selects came from licensed attorneys.
- 19% of applicants familiar with the Brigadier General Wayne E. Alley Military Law Moot Court Competition.
- T16 law schools represented: Cornell (2); Harvard (1); Northwestern (1); Stanford (1); U. of Texas (1).

Diversity Outcomes

- Male applicants represent 77.9% of the total applications and 67.2% of the recommended primary and alternate selects.
- All female applicants recommended for selection.

Strength of the Applicants

- Significant increase in undergrad GPA among applicants and selects.
- Almost a third of the applicants previously applied (30%). FY24 Fall RA Board non-selects allowed to reapply.

Diversity

Race						
	Applicants	**Selects**	**Law Students (2023)**	**Army Officers**	**JAs (2023)**	**Licensed Attorneys (2023)**
African-American	16.3% (+6.5%) 14 (+5)	13.8% (+6.7%) 8 (+5)	7.8%	11%	7.5%	5%
Asian/Pacific Islander	8.1% (-1.7%) 7 (-2)	8.6% (-5.7%) 5 (-1)	7%	7%	0.4%	6%
White (Non-Hispanic)	50% (-6.5%) 43 (-9)	55.2% (-1.9%) 32 (+8)	60.7%	68%	76.6%	79%
Hispanic	19.8% (+2.4%) 17 (+1)	15.5% (-1.2%) 9 (+2)	13.7%	9%	5.2%	6%
American Indian	1.2% (+0.1%) 1 (No Change)	0% (No Change) 0 (No Change)	0.4%	<1%	0.2%	0.5%
Multiracial (Other)	8.1% (+2.7%) 7 (+2)	10.3% (+5.5%) 6 (+4)	4% *6.4% Unknown*	2%	9.7%	4%
Gender						
Female	22.1% (-2.9%) 19 (-4)	32.8% (-2.9%) 19 (+4)	55.7%	21%	30%	39%
Male	77.9% (+2.9%) 67 (-2)	67.2% (+2.9%) 39 (+12)	44.3%	79%	70%	61%

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

DAJA-ZA

0 8 JAN 2024

MEMORANDUM FOR President and Members of the Fiscal Year 2024 (FY24) Regular Army (RA) Spring Accession Board, Judge Advocate General's Corps (JAGC)

SUBJECT: Memorandum of Instruction for the FY24 RA Spring Accession Board, JAGC

1. Authority. The FY24 RA Fall Accession Board, JAGC, is appointed pursuant to Army Regulation (AR) 27-1 (Judge Advocate Legal Services), and AR 601-100 (Appointment of Commissioned and Warrant Officers in the Regular Army). The FY24 RA Spring Accession Board will be held between 8 April and 19 April 2024. The board is appointed to recommend applicants for appointment to the JAGC in the RA.

2. Membership. The board will consist of five voting members: a general officer as president and four members comprised of field and company grade officers. The board will also include at least one female and one minority member. My designee or I will appoint the board members and may select individuals other than those recommended to serve on the board. Board membership will be provided under separate cover. The Chief, Judge Advocate Recruiting Office (JARO), is delegated authority to excuse board members and appoint alternates if exceptional circumstances exist.

3. General.

a. The board will determine which applicants are best qualified for RA appointment in the JAGC. The board members will score each qualified applicant to create an order of merit list (OML), and those who rank highest on the list will be considered "best qualified" (see enclosures 1 and 2).

b. The board will convene at a time set by the board president. The board president has no authority to constrain the board from recommending for appointment those applicants the majority of the board determines to be best qualified as defined in this Memorandum of Instruction (MOI) and enclosures.

c. Enclosure 1 contains administrative instructions and procedures and specifies the oaths for the board members and the recorder.

d. Enclosure 2 contains additional guidance on the factors the board is to consider in the selection process. This enclosure also contains guidance for ensuring equal opportunity for all applicants.

e. The JARO will furnish applicant files to the board and provide all administrative support.

f. I have selected each of you to serve on this board because I have confidence in your ability to recognize applicants with the strongest potential as future Army leaders and attorneys. Bear in mind the serious nature of your duties as a board member and your obligation to ensure these proceedings remain above reproach. The oath you will take obliges you to ensure all applicants are considered without prejudice or partiality. You will adhere to that oath, governing laws, directives, regulations, and this MOI when selecting applicants who meet the needs of the Army, as outlined here. Your failure to do so may constitute cause for removal as a member.

g. Any board member who believes he or she cannot, in good conscience, perform his or her duties as a member of the board without prejudice or partiality has a duty to request relief by me from board membership. At my discretion, such a request may be honored. Any board member who believes the integrity of the board's proceedings has been affected by improper influence or senior military or civilian authority, misconduct by the board president or a member, or any other reason, has a duty to report the basis for his or her belief to me.

4. Restrictions.

a. Recommendations of the board are "Controlled Unclassified Information" until the proper authority releases the results. Upon adjournment, board members are encouraged to familiarize other officers with board procedures in general. However, members will not disclose, for any reason, specific details of the Board proceedings pertaining to the selection or non-selection of individual applicants, whether recorded or unrecorded.

b. Board membership will not be revealed until the board adjourns.

c. The board's recommendations are advisory. I will make the final decision on selection of applicants for RA appointment in the JAGC.

(b)(6)

STUART W. RISCH
Lieutenant General, USA
The Judge Advocate General

2 Encls
1. Administrative Instructions
2. Additional Guidance

FISCAL YEAR 2024 REGULAR ARMY SPRING ACCESSION BOARD, JUDGE ADVOCATE GENERAL'S CORPS ADMINISTRATIVE INSTRUCTIONS

1. **Eligibility**. The board recorder will furnish the board with electronic files of all applicants eligible for consideration. Applicants recommended for appointment to the Judge Advocate General's Corps (JAGC) in the Regular Army (RA) must meet the following qualifications at the time of appointment:

a. **Citizenship**. Be a citizen of the United States at the time of application;

b. **Character**. Be of high moral character;

c. **Leadership Potential**. Possess clear leadership potential and interpersonal tact;

d. **Physical Readiness**. Meet the standards of AR 40-501 (Standards of Medical Fitness), and AR 600-9 (The Army Body Composition Program);

e. **Personnel Security Requirements**. Have, at a minimum, a SECRET security clearance before receiving an appointment, or have initiated a National Agency Check with Local Agency Check and Credit Check at the time of commissioning;

f. **Law Degree**. Have earned a J.D. degree from a law school accredited by the American Bar Association at the time the applicant received the degree. A student in his or her last year in law school may apply for a commission before either graduation or admission to the bar. To receive a commission, an applicant must meet all bar admission requirements before appointment; and

g. **Bar Admission**. Be admitted to practice and be in good standing with the licensing authority admitting the individual to the practice of law before the highest court of a State, Territory, Commonwealth, or the District of Columbia.

2. **Oaths**.

a. The board president shall administer the following oath or affirmation to the recorder:

Do you, *[state the recorder's name]*, solemnly swear (or affirm) that you will keep a true record of the proceedings of this board, and further, that you will not divulge the proceedings or results thereof pertaining to the selection or non-selection of individual applicants except to the proper authority?

b. The recorder shall administer the following oath or affirmation to each member of the board:

Do you, *[state the board members' names]*, solemnly swear (or affirm) that you will, without prejudice or partiality, and having in view both the special needs and the

efficiency of the Army, perform the duties imposed upon you, and further, that you will not divulge the proceedings or results thereof pertaining to the selection or non-selection of individual applicants except to the proper authority?

3. **Information Considered**.

a. The board will consider applicants' electronic files, including:

(1) All transcripts of undergraduate, graduate, and law school studies;

(2) A certificate or statement from the clerk of a State, Territory, Commonwealth, or the District of Columbia showing admission to practice and standing before the bar (if applicable);

(3) Application for appointment in the JAGC;

(4) Record of prior military service (if applicable), including DD Form 214, statement of retirement points (DA Form 5016 (USAR) or NGB Form 23B), and copies of all enlisted or officer evaluation reports;

(5) A statement or resume reflecting all full-time and part-time work experience (legal and non-legal);

(6) A statement of interest, objectives, and motivation for applying for appointment in the JAGC;

(7) A Field Screening Officer's Report of Interview;

(8) JAGC Intern or Extern Evaluation Report (if applicable);

(9) Up to three letters of recommendation (optional);

(10) Legal writing sample (optional); and

(11) Other information submitted by the applicant and relevant to his or her qualifications for appointment to the JAGC, such as requests for waiver of the eligibility criteria of AR 601-100 (Appointment of Commissioned and Warrant Officers in the Regular Army) or AR 27-1 (Judge Advocate Legal Services).

b. The board recorder will provide each board member a copy of the administrative instructions and will brief the board on administrative matters. The board will also receive a copy of the height and weight table from AR 600-9 (The Army Body Composition Program) and information regarding the U.S. News & World Report's current law school rankings.

4. **Procedures**. The board may be held in person or by remote/virtual means. Applicant files are deemed complete by the Judge Advocate Recruiting Office (JARO) will be made available for board review. The consideration of applicants will follow a three-step process:

a. Step 1 – Familiarization: The board recorder will provide the Board with sample files for a practice vote. These files will be voted in accordance with the voting procedures discussed in Step 2, below. The purpose of a practice vote is to allow board members to become familiar with the contents and organization of applicant files and voting procedures.

b. Step 2 – Voting:

(1) Each board member will assess each applicant's file and assign a score from 1-6 (with 1 being the lowest and 6 being the highest score). A plus (+) or minus (-) may be used for each numerical rating to emphasize the degree of recommendation. Those applicants scoring the highest are deemed "best qualified."

(2) Any board member may, at his or her discretion, reconsider and revote an individual applicant's file at any time before adjournment. The board recorder will assist any board member seeking to conduct a revote.

(3) The board recorder will produce an order of merit list (OML) by listing all applicants sequentially from highest score to lowest score. The board will recommend the OML as its list of selectees.

(4) In the event a tiebreaker is required to determine a cut-off line for the OML, the board recorder will administratively create a group of only those applicants who received identical scores. Board members will revote those applicants, and a new revote OML will be compiled. A decimal point reflecting the new OML will be added to the original OML score to indicate the best qualified applicants within the revote population.

c. Step 3 – Recommendations/Reports and Certification:

(1) After voting is complete, the recorder will produce a list of all qualified applicants, which will be forwarded to TJAG with recommendations for selection in the JAG Corps in the RA.

(2) The Board will conduct a review of the board proceedings and draft an after-action report (AAR). The AAR will highlight the members' collective observations, concerns, and recommendations regarding the selection process. TJAG may ask the board president to address specific questions in the AAR. The board recorder will provide the questions and a sample format. The board president may include additional observations or recommendations on issues not addressed in TJAG's questions. The board may modify the format of the report to record the Board's comments in a concise, logical manner.

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The board president, board members, and board recorders hereby certify that, to the best of their knowledge, the board complied with the Memorandum of Instruction (MOI), they were not subject to or aware of any censure, reprimand, or admonishment resulting from the recommendation of the board or its exercise of any lawful function within the board's authorized discretion; they were not subject to or aware of any attempt to coerce or influence improperly any action in the formulation of the board's recommendations; and they were not a party to, or aware of, any attempt at unauthorized communications.

The board, acting under oath and having in view the special needs and the efficiency of the Army, has carefully considered the record of every applicant whose name was furnished to it as specified in the MOI. In the opinion of a majority of the members of the board, the applicants named in the Enclosure are qualified to meet the needs of the Army, as specified in the MOI furnished to the board by TJAG, and are hereby recommended for appointment to the JAGC in the RA.

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(4) **Physical Readiness**. Judge Advocates must maintain a high level of physical readiness in order to meet mission requirements. Physical fitness is therefore an important indicator of an applicant's suitability for Army service. The board will consider general physical condition and potential to comply with the standards of Army Regulation 600-9 (The Army Body Composition Program) in evaluating an applicant's potential for Army service.

(5) **Character and Leadership Ability**. Army leaders and attorneys must possess the highest character. Judge Advocates must embody the Army Values: loyalty, duty, respect, selfless service, honor, integrity, and personal courage. In particular, honor and integrity are the bedrock of our dual professions, which enable a Judge Advocate to deliver principled counsel. Soldiers and noncommissioned officers

must be able to trust their officers. Accordingly, you should select only those applicants whose records demonstrate an uncompromising commitment to these values.

(6) **Prior Military Experience**. Some applicants may have prior enlisted or commissioned service. You should review the files of these applicants for indicators of leadership potential, maturity, teamwork, and the ability to excel as a Judge Advocate. The JAG Corps also has a need for officers with special military skills and training. Military experience will be considered a positive factor.

(7) **Legal and Work Experience**. Each applicant has submitted a resume detailing his or her work experience. Applicants also have the option of submitting up to three letters of recommendation. You should carefully examine this information to assess initiative, legal and analytical skills, judgment, and maturity.

(8) **JAG Corps Intern and Extern Programs**.

(i) These programs introduce students to military legal practice and provide meaningful opportunities for supervisory Judge Advocates to evaluate their performance and potential. The board should give careful consideration to those applicants who have demonstrated superior potential through successful performance as interns or externs.

(ii) Applicants who participated in the JAG Corps Summer Internship Program had the option to apply for a JAG Corps commission in the Early Decision Accession Board, which convened at the conclusion of the summer internship period. Board members will not draw a negative inference for those applicants who were either not selected at this prior board, or those who opted out of consideration.

(9) **Graduates of the Reserve Officers' Training Corps (ROTC) Program**.

(i) Some applicants are ROTC graduates who are attending or have attended law school on an approved educational delay. These applicants are already commissioned, but applied for and were granted a delay from Regular Army service based, in part, on a recommendation by the JAG Corps. The board is strongly encouraged to give careful consideration to the selection of ROTC educational delay applicants.

(ii) Successful completion of an ROTC program requires that an individual demonstrate a strong sense of personal integrity, honor, and responsibility while developing an understanding of the basic concepts and principles of leadership and military art and science. These attributes are reliable indicators of the potential to serve successfully as a Judge Advocate.

(10) **Communication Skills**. Judge Advocates must be effective communicators in person and in writing—precise, persuasive, and professional. You should select only those applicants whose records demonstrate superior communication skills.

(11) **Involvement in Campus and Civic Activities**. Participation and achievement in extracurricular activities is a strong indication of initiative and leadership capacity. Non-participation in such activities, should not, however, operate against an applicant's interest when heavy course loads and gainful employment in financing the expenses of college and law school have denied the applicant the opportunity to engage in extracurricular activities.

2. **Field Screening Officer's (FSO) Report**. All applicants will have been interviewed by an FSO, a Judge Advocate designated to perform recruiting and interviewing functions, who has prepared a report for your consideration. You should carefully evaluate the FSO Report, giving special attention to the FSO's assessment of the applicant's potential for JAG Corps service. The narrative justifications for an FSO's recommendation are particularly important and lend meaning to the other elements of the FSO Report. Each FSO report includes an overall recommendation on selection according to the following tiered ranking system.

a. **Absolute must select**: a truly extraordinary applicant who is outstanding in all dimensions.

b. **Must select**: a strong applicant about whom the FSO is genuinely enthusiastic; possesses the key qualities and skills needed to make a positive impact on our people and mission.

c. **Recommended for selection**: an average applicant with no glaring weakness, but few significant strengths; has potential to develop into an effective Judge Advocate with training and development.

d. **Not recommended for selection**: an applicant about whom the FSO has reservations; does not currently have the qualities or skills our dual professions demand.

e. **Absolute do not select**: the applicant is clearly deficient in multiple respects; the FSO has severe misgivings; avoid selecting.

3. **Adverse Information**. The board must independently evaluate and weigh derogatory information presented to the board. The board should evaluate indications of disciplinary action relative to an individual's overall record and potential, while, at the same time, considering the seriousness of the offense. Accordingly, the board should use care in assessing the weight placed on one incident, which may be atypical of an otherwise outstanding record.

4. **Prior Non-Selection**. Prior non-selection will not be considered a reason for non-selection by a subsequent board. The board must make an independent evaluation on the basis of the applicant's record as compared with other applicants considered by the board.

5. **Diversity and Equal Opportunity**. The strength of our Army comes from our diversity. Developing and maintaining qualified and demographically diverse leadership is critical for mission effectiveness and is essential to national security. Effective leaders understand that organizational success depends on the ability of people of different backgrounds to work together, while bringing the value of their diverse experiences to the mission. With a culture that embraces diversity, the Army is better able to attract and keep the best men and women from across the Nation, and to operate more successfully around the world. Moreover, the success of today's Army comes from a total commitment to the ideals of freedom, fairness, and human dignity upon which our country was founded. It is vital that our Army is in fact one of equal opportunity–equal opportunity for all Soldiers is the only acceptable standard for our Army. This principle applies to every aspect of career development and utilization in our Army, but is especially important to demonstrate in the accession process. Select meritorious applicants who create and maintain an inclusive environment where individual attributes are recognized, accepted, and, most importantly, valued, regardless of race, color, national origin, religion, sex (including gender identity), or sexual orientation. In doing so our Soldiers will have a clear perception of equal opportunity in the selection process.

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

DAJA-ZA

19 JAN 2024

MEMORANDUM FOR President of the Fiscal Year 2024 Regular Army Transition Board, Judge Advocate General's Corps

SUBJECT: Memorandum of Instruction for the Fiscal Year 2024 Regular Army Transition Board (RATB), Judge Advocate General's Corps

1. Authority. The Fiscal Year 2024 (FY24) Regular Army (RA) Transition Board, Judge Advocate General's (JAG) Corps, is appointed pursuant to Army Regulation (AR) 27-1, Judge Advocate Legal Services, paragraph 9-6. The board is convened to recommend qualified U.S. Army Reserve (USAR) Judge Advocates (JAs) for appointment to the RA JAG Corps.

2. Membership. The board will consist of three voting members: a general officer as president and two field grade officers. My designee or I will appoint the board members and may select individuals other than those recommended to serve on the board. Board membership will be provided under separate cover. The Chief, Judge Advocate Recruiting Office (JARO), is delegated authority to excuse board members and appoint alternates if exceptional circumstances exist.

3. General.

a. The board will consider USAR JA applicants in the grade of captain (O-3) with at least 24 months of active service as a JA in the USAR. The board will determine which applicants are best qualified for appointment to the RA in the JAG Corps.

b. The board will use a "yes/no" voting format. Applicants recommended for appointment will be voted as "yes," while applicants not recommended for appointment will be voted as "no."

c. The board will convene as soon as practicable upon receiving a complete application from the JARO, but not later than 30 days after submission of application unless exigent circumstances exist. The board president has no authority to constrain the board from recommending for appointment those applicants the majority of the board determines to be qualified as defined in this Memorandum of Instruction and enclosures.

d. Enclosure 1 contains administrative instructions and procedures and specifies the oaths for the board and the recorder.

e. Enclosure 2 contains additional guidance on the factors the board is to consider in the selection process. This enclosure also contains guidance for ensuring equal opportunity for all applicants.

f. JARO will furnish applicant files and provide administrative support to the board.

g. I have selected each of you to serve on this board because I have confidence in your ability to recognize applicants who have proven performance and continued potential as Army leaders and attorneys. Bear in mind the serious nature of your duties and your obligation to ensure that these proceedings remain above reproach. The oath you will take obliges you to ensure that all applicants are considered without prejudice or partiality. You will adhere to that oath, governing laws, directives, regulations, and this memorandum of instruction when selecting applicants who meet the needs of the Army, as outlined here. Your failure to do so may constitute cause for removal as a member.

h. Any board member who believes he or she cannot, in good conscience, perform his or her duties as a member of the board without prejudice or partiality has a duty to request relief by me from board membership. At my discretion, such a request may be honored. Any board member who believes the integrity of the board's proceedings has been affected by improper influence or senior military or civilian authority, misconduct by the board president or a member, or any other reason, has a duty to report the basis for his or her belief to me.

4. Restrictions.

a. Recommendations of the board are "Controlled Unclassified Information" until the proper authority releases the results. You will not disclose, for any reason, specific details of the board proceedings pertaining to the selection or non-selection of individual applicants, whether recorded or unrecorded.

b. Board membership will not be revealed until the board adjourns.

c. The board's recommendations are advisory. I will make the final decision on selection of applicants for RA appointment in the JAG Corps.

(b)(6)

STUART W. RISCH
Lieutenant General, USA
The Judge Advocate General

2 Encls
1. Administrative Instructions
2. Additional Guidance

FISCAL YEAR 2024 REGULAR ARMY TRANSITION BOARD, JUDGE ADVOCATE GENERAL'S CORPS ADMINISTRATIVE INSTRUCTIONS

1. **Eligibility**. The board recorder will furnish the board with electronic files of all applicants eligible for consideration. Applicants recommended for appointment to the Judge Advocate General's (JAG) Corps in the Regular Army (RA) must meet the following qualifications at the time of appointment:

a. **Military Status**. Be a current U.S. Army Reserve (USAR) Judge Advocate (JA) in the grade of captain (O-3) with at least 24 months of active service as a JA in the USAR. For purposes of this board, active service in the USAR can be in either a Troop Program Unit (TPU) or Individual Mobilization Augmentee (IMA) status, pursuant to the requirements of Army Regulation (AR) 135-91 (Service Obligations, Methods of Fulfillment, Participation Requirements, and Enforcement Procedures). Time spent as a JA on active duty orders pursuant to mobilization, deployment, and/or training while in a TPU or IMA status is also creditable as active service in the USAR. Time spent in the Individual Ready Reserve will not count toward the active service requirement. Applicants who have been twice non-selected for promotion to a higher grade are not eligible for consideration. Applicants must be in a favorable personnel status (not flagged) to apply.

b. **Citizenship**. Be a citizen of the United States;

c. **Character**. Be of high moral character;

d. **Leadership Potential**. Possess clear leadership potential and interpersonal tact;

e. **Physical Readiness**. Meet the standards of AR 40-501 (Standards of Medical Fitness) and AR 600-9 (The Army Body Composition Program) as modified by Army Directive 2023-08 (Army Body Fat Assessment Exemption for the Army Combat Fitness Test Score);

f. **Personnel Security Requirements**. Have, at a minimum, a SECRET security clearance before receiving an appointment, or have initiated a National Agency Check with Local Agency Check and Credit Check at the time of appointment;

g. **Law Degree**. Have earned a J.D. degree from a law school accredited by the American Bar Association at the time the applicant received the degree;

h. **Bar Admission**. Be admitted to practice and be in good standing with the licensing authority admitting the individual to the practice of law before the highest court of a State, Territory, Commonwealth, or the District of Columbia; and

i. **Rank**. Be willing to accept a new date of rank and time-in-grade calculation prior to appointment in the RA. Dates of rank will be recalculated according to Human Resources Command policy at the time of appointment.

2. **Oaths**.

a. The board president shall administer the following oath or affirmation to the recorder:

Do you, *[state the recorder's name]*, solemnly swear (or affirm) that you will keep a true record of the proceedings of this board, and further, that you will not divulge the proceedings or results thereof pertaining to the selection or non-selection of individual applicants except to the proper authority?

b. The recorder shall administer the following oath or affirmation to the board:

Do you, *[state the board members' names]*, solemnly swear (or affirm) that you will, without prejudice or partiality, and having in view both the special needs and the efficiency of the Army, perform the duties imposed upon you, and further, that you will not divulge the proceedings or results thereof pertaining to the selection or non-selection of individual applicants except to the proper authority?

3. **Information Considered**. The Board will consider the following information submitted by each applicant:

a. Memorandum explaining the officer's motivation to transition to the RA;

b. All transcripts of undergraduate, graduate, and law school studies;

c. Record of current and prior military service, including DD Form 214(s), copies of all officer evaluation reports and academic evaluation reports, a current record brief or Soldier Talent Profile, and statement of retirement points (DA Form 5016 (USAR) or NGB Form 23B));

d. DA Form 5500/5501, Body Fat Content Worksheet, or DA Form 705, Army Combat Fitness Test Scorecard (if applicable);

e. A certificate or statement from the clerk of a state, territory, commonwealth, or the District of Columbia showing admission to practice and standing before the bar;

f. A statement or resume reflecting all full-time and part-time work experience (legal and non-legal);

g. Up to three letters of recommendation (optional);

h. Other information submitted by the applicant and relevant to that applicant's qualifications for RA appointment in the JAG Corps; and

i. Letter of endorsement from the first O-6 in the applicant's technical chain or the chain of command.

4. **Procedures**. The board may be held in person or by remote/virtual means, as determined by the board president. Applicants whose files are deemed complete by the Judge Advocate Recruiting Office (JARO) will be made available for board review. The board will also receive a copy of the height and weight table from AR 600-9 (The Army Body Composition Program) and information regarding the U.S. News & World Report's current law school rankings.

a. **Voting**. The board will determine whether to recommend the applicant for RA appointment in the JAG Corps. The board will determine by a "yes/no" recommendation whether, after reviewing the file, in accordance with the guidance outlined herein, the applicant should be recommended for appointment. Majority vote governs.

b. **Certification**:

(1) After voting is complete, the recorder will indicate whether each applicant was recommended or not recommended by the board. Each file will be forwarded to TJAG with a recommendation for appointment in the JAG Corps in the RA or a recommendation for non-selection.

(2) Certification. The board will attest to the following certificate:

The board members hereby certify that, to the best of their knowledge, the board complied with the MOI, they were not subject to or aware of any censure, reprimand, or admonishment resulting from the recommendation of the board or its exercise of any lawful function within the board's authorized discretion; they were not subject to or aware of any attempt to coerce or influence improperly any action in the formulation of the board's recommendations; and they were not a party to, or aware of, any attempt at unauthorized communications.

The board, acting under oath and having in view the special needs and the efficiency of the Army, has carefully considered the record of every applicant whose name was furnished to it as specified in the MOI. In the opinion of a majority of the members of the board, the applicants named in the Enclosure are qualified to meet the needs of the Army, as specified in the MOI furnished to the board by TJAG, and are hereby recommended for appointment to the JAG Corps in the RA.

FISCAL YEAR 2024 REGULAR ARMY (RA) TRANSITION BOARD,
JUDGE ADVOCATE GENERAL'S CORPS ADDITIONAL GUIDANCE

1. **General**.

a. The applicants you recommend for selection will shape the Judge Advocate General's (JAG) Corps of the future. Your goal, therefore, is to select those individuals with proven performance and continued outstanding potential as Soldier-lawyers.

b. In analyzing individual records to determine whether an applicant is best qualified for selection, the board should consider the below factors. No single factor is dispositive; however, non-selection may be based on a demonstrated lack of integrity, moral turpitude, or professional ineptitude. Ultimately, you should recommend those officers that you are confident will provide principled counsel, attain mastery of the law, steward the organization, and demonstrate servant leadership while serving in the RA.

(1) **Prior Military Performance**. The JAG Corps needs Judge Advocates who are capable of being principled counsel, expert and versatile attorneys, servant leaders, and stewards of the profession. You should carefully examine each applicant's officer evaluation reports to assess the applicant's performance and suitability for an RA appointment in the JAG Corps.

(2) **Civilian Employment**. Each applicant has submitted a resume detailing his or her work experience outside the JAG Corps. This information is frequently supplemented by letters of recommendation from individuals who have had the opportunity to observe and evaluate the applicant's work performance. You should carefully examine this information to assess initiative, legal and analytical skills, judgment, and maturity.

(3) **Intellect**. Judge Advocates must be intelligent enough to practice competently in our diverse legal functions. Academic achievement can be a strong indicator of intellect. In addition, academic success is often an indicator of self-discipline, grit, and maturity—all attributes necessary for a successful Judge Advocate. Grading systems, however, vary greatly among academic institutions, and you must exercise great care when evaluating the academic records of applicants.

(4) **Interpersonal Skills**. Judge Advocates must possess the ability to understand and work effectively with service members and civilians of all ranks, grades, and backgrounds.

(5) **Physical Readiness**. Judge Advocates must maintain a high level of physical readiness in order to meet mission requirements. Physical fitness is therefore an important indicator of an applicant's suitability for RA service. The board will consider general physical condition and compliance with Army Regulation 600-9 (The Army Body Composition Program) and Army Directive 2023-08 (Army Body Fat Assessment Exemption for the Army Combat Fitness Test Score), in evaluating an applicant's potential for RA service.

(6) **Character and Leadership Ability**. Army leaders and attorneys must possess the highest character. Judge Advocates must embody the Army Values: loyalty, duty, respect, selfless service, honor, integrity, and personal courage. In particular, honor and integrity are the bedrock of our dual professions. Soldiers and noncommissioned officers must be able to trust their officers. Accordingly, you should select only those applicants whose records demonstrate an uncompromising commitment to these values.

(7) **Communication Skills**. Judge Advocates must be effective communicators in person and in writing—precise, persuasive, and professional. You should recommend those applicants whose records demonstrate superior communication skills.

(8) **Involvement in Civic Activities**. Participation and achievement in civic activities is a strong indication of initiative and leadership capacity. Non-participation in such activities, should not, however, operate against an applicant's interest when gainful employment has denied the applicant the opportunity to engage in these activities.

2. **Consideration of Adverse Information**. The board will consider all adverse information attributed to an applicant, if applicable.

a. Adverse information is any substantiated adverse finding or conclusion from an officially documented investigation or inquiry or any other credible information of an adverse nature. To be credible, the information must be resolved and supported by a preponderance of the evidence. To be adverse, the information must be derogatory, unfavorable, or of a nature that reflects clearly unacceptable conduct, integrity, or judgment on the part of the individual. As examples, adverse information could include: general officer memorandums of reprimand, punishment under Article 15, UCMJ, referred officer evaluation reports (OERs), or adverse findings or conclusions from a Department of the Army Inspector General (DAIG), law enforcement, or Army Regulation (AR) 15-6 investigation or report.

b. Adverse information that is filed in an applicant's Army Military Human Resource Record (AMHRR) will be provided to you exactly as it is filed in the AMHRR. Adverse information that is not in an applicant's AMHRR will be summarized and the summary will be included in the officer's board file. Applicants have been notified that the adverse summary will be presented to the Regular Army Transition Board, were provided a copy of the summary, and were afforded a reasonable opportunity to submit written comments on that information to the board.

c. When reviewing adverse information, you must review it thoroughly, to include the date of occurrence, nature, and gravity of any misconduct, malfeasance or impropriety committed by an officer under consideration and the officer's comments, if submitted. You must consider this adverse information in the context of any comments provided by the applicant and the applicant's entire service record. You will endeavor to select officers who demonstrate the Army standards of integrity, personal responsibility and

professional ethics. In making your recommendations, you should consider the significance of the adverse information in relation to the officer's qualifications and potential for service in the JAG Corps in the RA.

3. **Prior Non-Selection**. Prior non-selection by an accession board will not be considered a reason for non-selection by a subsequent accession board. The board must make an independent evaluation on the basis of the applicant's record as compared with other applicants considered by the board.

4. **Diversity and Equal Opportunity**. The strength of our Army comes from our diversity. Developing and maintaining qualified and demographically diverse leadership is critical for mission effectiveness and is essential to national security. Effective leaders understand that organizational success depends on the ability of people of different backgrounds to work together, while bringing the value of their diverse experiences to the mission. With a culture that embraces diversity, the Army is better able to attract and keep the best men and women from across the Nation, and to operate more successfully around the world. Moreover, the success of today's Army comes from a total commitment to the ideals of freedom, fairness, and human dignity upon which our country was founded. It is vital that our Army is in fact one of equal opportunity – equal opportunity for all Soldiers is the only acceptable standard for our Army. This principle applies to every aspect of career development and utilization in our Army but is especially important to demonstrate in the accession process. Select meritorious applicants who create and maintain an inclusive environment where individual attributes are recognized, accepted, and, most importantly, valued, regardless of race, color, national origin, religion, sex (including gender identity), or sexual orientation. In doing so our Soldiers will have a clear perception of equal opportunity in the selection process.

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

DAJA-ZA

02 OCT 2023

MEMORANDUM FOR President and Members of the Fiscal Year 2024 (FY24) United States Army Reserve (USAR) Accession Board, Judge Advocate General's Corps (JAGC)

SUBJECT: Memorandum of Instruction for the FY24 USAR Accession Board, JAGC

1. Authority. The FY24 USAR Accession Board, JAGC is appointed under the provisions of Army Regulation (AR) 27-1 (Judge Advocate Legal Services), and AR 135-100 (Appointment of Commissioned and Warrant Officers of the Army). The board will be held between 16 October 2023 and 3 November 2023. The board is appointed to recommend applicants for appointment to the JAGC in the USAR.

2. Membership. The board will consist of five voting members: a general officer as president and four members comprised of field and company grade officers. The board will also include at least one female and one minority board member. At least one voting member must be from the Regular Army (RA). At least two voting members must be from the USAR. The president must be senior to all other board members. My designee or I will appoint the board members and may select individuals other than those recommended to serve on the board. Board membership will be provided under separate cover. The Chief, Judge Advocate Recruiting Office (JARO), is delegated authority to excuse board members and appoint alternates if exceptional circumstances exist.

3. General.

a. The board will determine which applicants are best qualified for USAR appointment in the JAG Corps. The board members will score each qualified applicant to create an order of merit list (OML), and those who rank highest on the list will be considered "best qualified" (see enclosures 1 and 2).

b. The board will convene at a time set by the board president. The board president has no authority to constrain the board from recommending for appointment those applicants the majority of the board determines to be best qualified as defined in this Memorandum of Instruction (MOI) and enclosures.

c. Enclosure 1 contains administrative instructions and procedures, and specifies the oaths for the board members and the recorder.

d. Enclosure 2 contains guidance on the factors the board is to consider in the selection process. This enclosure also contains guidance for ensuring equal opportunity for all applicants.

e. The JARO will furnish applicant files to the board and will provide all administrative support.

f. I have selected each of you to serve on this board because I have confidence in your ability to recognize applicants with the strongest potential as future Army leaders and attorneys. Bear in mind the serious nature of your duties as a board member and your obligation to ensure these proceedings remain above reproach. The oath you will take obliges you to ensure all applicants are considered without prejudice or partiality. You will adhere to that oath, governing laws, directives, regulations, and this MOI when selecting applicants who meet the needs of the Army, as outlined here. Your failure to do so may constitute cause for removal as a member.

g. Any board member who believes he or she cannot, in good conscience, perform his or her duties as a member of the board without prejudice or partiality has a duty to request relief by me from board membership. At my discretion, such a request may be honored. Any board member who believes the integrity of the board's proceedings has been affected by improper influence or senior military or civilian authority, misconduct by the board president or a member, or any other reason, has a duty to report the basis for his or her belief to me.

4. Restrictions.

a. Recommendations of the board are "Controlled Unclassified Information" until the proper authority releases the results. Upon adjournment, board members are encouraged to familiarize other officers with board procedures in general. However, members will not disclose, for any reason, specific details of the board proceedings pertaining to the selection or non-selection of individual applicants, whether recorded or unrecorded.

b. Board membership will not be revealed until the board adjourns.

c. The board's recommendations are advisory. I will make the final decision on selection of applicants for USAR appointment in the JAG Corps.

(b)(6)

Encls

STUART W. RISCH
Lieutenant General, USA
The Judge Advocate General

FISCAL YEAR 2024 UNITED STATES ARMY RESERVE ACCESSION BOARD, JUDGE ADVOCATE GENERAL'S CORPS ADMINISTRATIVE INSTRUCTIONS

1. **Eligibility**. The board recorder will furnish the Board with electronic files of the applicants eligible for consideration. Applicants recommended for appointment to the Judge Advocate General's (JAG) Corps in the United States Army Reserve (USAR) must meet the following qualifications at the time of appointment:

a. **Age**. Be at least 21 years of age and meet maximum age limitations listed in table 1-1, Army Regulation (AR) 135-100 (Appointment of Commissioned and Warrant Officers of the Army) and be able to complete 20 years creditable service for retirement. This means applicants must be able to complete 20 years of creditable service before their 60th birthday, the age for removal based on Army policy. In appropriate circumstances, The Judge Advocate General (TJAG) may recommend waivers of these requirements. The minimum age requirement is not waivable;

b. **Citizenship**. Be a citizen of the United States at the time of appointment. An applicant who is within one year of obtaining citizenship may apply for a commission;

c. **Character**. Be of high moral character;

d. **Leadership Ability**. Possess clear leadership potential and interpersonal tact;

e. **Physical Readiness**. Meet the standards of AR 40-501 (Standards of Medical Fitness), and AR 600-9 (The Army Body Composition Program);

f. **Personnel Security Requirements**. Have initiated a National Agency Check with Local Agency Check and Credit Check at the time of commissioning;

g. **Law Degree**. Have earned a J.D. degree from a law school accredited by the American Bar Association (ABA) at the time the applicant received the degree. The law school ABA accreditation requirement may be waived where an applicant has earned an LLM ABA accredited law school. A student in his or her last year in law school may apply for a commission before either graduation or admission to the bar. To receive a commission, an applicant must meet all bar admission requirements before appointment; and

h. **Bar Admission**. Be admitted to practice and be in good standing with the licensing authority admitting the individual to the practice of law before the highest court of a State, Territory, Commonwealth, or the District of Columbia.

2. **Oaths**.

a. The board president shall administer the following oath or affirmation to the recorder:

Do you, *[state the recorder's name]*, solemnly swear (or affirm) that you will keep a true record of the proceedings of this Board, and further, that you will not divulge the proceedings or results thereof pertaining to the selection or non-selection of individual applicants except to the proper authority?

b. The recorder shall administer the following oath or affirmation to each member of the Board:

Do you, *[state the board members' names]*, solemnly swear (or affirm) that you will, without prejudice or partiality and having in view both the special needs and the efficiency of the Army, perform the duties imposed upon you, and further, that you will not divulge the proceedings or results thereof pertaining to the selection or non-selection of individual applicants except to the proper authority?

3. **Information Considered**.

a. The Board will consider the following applicants' electronic files, including:

(1) All transcripts of undergraduate, graduate, and law school studies;

(2) A certificate or statement from the clerk of a State, Territory, Commonwealth, or the District of Columbia showing admission to practice and standing before the bar (if applicable);

(3) Application for appointment with the JAG Corps;

(4) Record of prior military service (if applicable), including DD Form 214, statement of retirement points (DA Form 5016 (USAR) or NGB Form 23B)), and copies of all enlisted or officer evaluation reports;

(5) A statement or resume reflecting all full-time and part-time work experience (legal and non-legal);

(6) A statement of interest, objectives, and motivation for applying for appointment in the JAG Corps;

(7) A Field Screening Officer's Report of Interview;

(8) JAG Corps Intern or Extern Evaluation Report (if applicable)

(9) Up to three letters of recommendation (optional);

(10) Legal writing sample (optional); and

(11) Other information submitted by the applicant and relevant to that applicant's qualifications for appointment in the JAG Corps, such as requests for waiver of the eligibility criteria of AR 135-100 (Appointment of Commissioned and Warrant Officers of the Army), or AR 27-1 (Judge Advocate Legal Services).

b. The board recorder will provide each board member a copy of the administrative instructions and will brief the Board on administrative matters, to include an explanation of the Law School Admission Test (LSAT) scoring system. The Board will also receive a copy of the height and weight table from AR 600-9 (The Army Body Composition Program) and information regarding the U.S. News & World Report's current law school rankings data.

4. **Procedures**. The board may be held in person or by remote/virtual means. Applicant files are deemed complete by the Judge Advocate Recruiting Office (JARO) will be made available for board review. The consideration of applicants will follow a three-step process:

a. Step 1 – Familiarization: The board recorder will provide the Board with sample files for a practice vote. These files will be voted in accordance with the voting procedures discussed in Step 2, below. The purpose of a practice vote is to allow board members to become familiar with the contents and organization of applicant files and voting procedures.

b. Step 2 – Voting:

(1) Each board member will assess each applicant's file and assign a score from 1-6 (with 1 being the lowest and 6 being the highest score). A plus (+) or minus (-) may be used for each numerical rating to emphasize the degree of recommendation. Those scoring the highest are deemed "best qualified."

(2) Any board member may, at his or her discretion, reconsider and revote an individual applicant's file at any time before adjournment. The board recorder will assist any board member seeking to conduct a revote.

(3) The board recorder will produce an order of merit list (OML) by listing all qualified applicants sequentially from highest score to lowest score. The Board will recommend the OML as its list of selectees.

(4) In the event a tiebreaker is required to determine a cut-off line for the OML, the board recorder will administratively create a group of only those applicants who received identical scores. Board members will revote those applicants, and a new revote OML will be compiled. A decimal point reflecting the new OML will be added to the original OML score to indicate the best qualified applicants within the revote population.

c. Step 3 – Recommendations/Reports and Certification:

(1) After voting is complete, the recorder will produce an Order of Merit List for all applicants, which after certification, is forwarded to TJAG with recommendations for selection in the JAG Corps in the USAR.

(2) The Board will conduct a review of the board proceedings and draft an after-action report (AAR). The AAR will highlight the members' collective observations, concerns, and recommendations regarding the selection process. TJAG may ask the board president to address specific questions in the AAR. The board recorder will provide the questions and a sample format. The board president may include additional observations or recommendations on issues not addressed in TJAG's questions. The Board may modify the format of the report to record the Board's comments in a concise, logical manner.

(3) Certification. Each member of the Board will attest to the following certification:

The board president, board members, and board recorders hereby certify that, to the best of their knowledge, the Board complied with the Memorandum of Instruction (MOI), that they were not subject to or aware of any censure, reprimand, or admonishment resulting from the recommendation of the Board or its exercise of any lawful function within the Board's authorized discretion; that they were not subject to or aware of any attempt to coerce or influence improperly any action in the formulation of the Board's recommendations; and that they were not a party to, or aware of, any attempt at unauthorized communications.

The Board, acting under oath and having in view the special needs and the efficiency of the Army, has carefully considered the record of every applicant whose name was furnished to it as specified in the MOI. In the opinion of a majority of the members of the Board, the applicants named in the Enclosure are qualified to meet the needs of the Army, as specified in the MOI furnished to the Board by TJAG, and are hereby recommended for appointment to the Reserve of the Army and assignment to the JAG Corps in the USAR.

5. **Instructions Concerning Communications and Information**.

a. Each of you (president, board members, recorder, and administrative support personnel) is responsible for maintaining the integrity of this advisory board, and to foster the careful consideration, without prejudice or partiality, of all eligible applicants.

b. You may not receive, initiate, or participate in communications or discussions involving information that is not presented in each application, any information beyond what is provided to the Board, and any information communicated to you by the individual under consideration. In your deliberations, you may not discuss any matters precluded by law, Army regulations, or this MOI.

c. The Board may not use personal knowledge in its deliberations. If a board member has personal knowledge of an applicant that is not documented in the file provided to the Board, and the board member feels the information is of great significance, then the board member will summarize the information in writing and provide it in a sealed envelope to the board recorder. The board recorder will seek guidance from the proper authority.

FISCAL YEAR 2024 UNITED STATES ARMY RESERVE ACCESSION BOARD, JUDGE ADVOCATE GENERAL'S CORPS ADDITIONAL GUIDANCE

1. **General**.

a. The applicants you recommend for selection will become the Judge Advocate General's Corps (JAG Corps) of the future. Your goal, therefore, is to select those individuals who demonstrate the greatest potential for outstanding service as Soldier-lawyers.

b. In analyzing individual records to determine whether an applicant is best qualified for selection, the Board should consider the factors listed below. No single factor is dispositive; however, a low score may be based on a demonstrated lack of integrity, moral turpitude, or professional ineptitude. Ultimately, you should score highly those individuals that you are confident will provide principled counsel, attain mastery of the law, steward the organization, and demonstrate servant leadership.

(1) **Intellect**. Judge Advocates must be intelligent enough to practice in our diverse legal functions. Academic achievement can be a strong indicator of intelligence. In addition, academic success is often an indicator of self-discipline, grit, and maturity—all attributes necessary for a successful Judge Advocate. Grading systems, however, vary greatly among academic institutions, and you must exercise great care when evaluating and comparing the academic records of applicants. This may be especially true this year, as many law schools deviated from standard grading systems during the pandemic.

(2) **Interpersonal Skills**. Judge Advocates must possess the ability to understand and work effectively with service members and civilians of all ranks, grades, and backgrounds.

(3) **Work Ethic**. You should carefully examine each applicant's file to find evidence of the applicant's strong work ethic.

(4) **Physical Readiness**. Judge Advocates must maintain a high level of physical readiness in order to meet mission requirements. Physical fitness is therefore an important indicator of an applicant's suitability for Army service. The Board will consider general physical condition and potential to comply with the standards of Army Regulation 600-9 (The Army Body Composition Program) in evaluating an applicant's potential for Army service.

(5) **Character and Leadership Ability**. Army leaders and attorneys must possess the highest character. Judge Advocates must embody the Army Values: loyalty, duty, respect, selfless service, honor, integrity, and personal courage. In particular, honor and integrity are the bedrock of our dual professions, which enable a Judge Advocate to deliver principled counsel. Soldiers and noncommissioned officers

must be able to trust their officers. Accordingly, you should select only those applicants whose records demonstrate an uncompromising commitment to these values.

(6) **Prior Military Experience**. Some applicants may have prior enlisted or commissioned service. You should review the files of these applicants for indicators of leadership potential, maturity, teamwork, and the ability to excel as a Judge Advocate. The JAG Corps also has a need for officers with special military skills and training. Military experience shall be considered a positive factor.

(7) **Legal and Work Experience**. Each applicant has submitted a resume detailing his or her work experience. Applicants also have the option of submitting up to three letters of recommendation. You should carefully examine this information to assess initiative, legal and analytical skills, judgment, and maturity.

(8) **JAG Corps Intern and Extern Programs**.

(i) These programs introduce students to military legal practice and provide meaningful opportunities for supervisory Judge Advocates to evaluate their performance and potential. The Board should give careful consideration to those applicants who have demonstrated superior potential through successful performance as interns or externs.

(ii) Applicants who participated in the JAG Corps' 2L Intern Program had the option to apply for a JAG Corps commission in the Early Decision Accession Board, which convened at the conclusion of the summer internship period. Board members will not draw a negative inference for those applicants who were either not selected at this prior board, or those who opted out of consideration.

(9) **Graduates of the Reserve Officers' Training Corps (ROTC) Program**. Successful completion of an ROTC program requires that an individual demonstrate a strong sense of personal integrity, honor, and responsibility while developing an understanding of the basic concepts and principles of leadership and military art and science. These attributes are reliable indicators of the potential to serve successfully as a Judge Advocate.

(10) **Communication Skills**. Judge Advocates must be effective communicators in person and in writing—precise, persuasive, and professional. You should select only those applicants whose records demonstrate superior communication skills.

(11) **Involvement in Campus and Civic Activities**. Participation and achievement in extracurricular activities is a strong indication of initiative and leadership capacity. Non-participation in such activities, should not, however, operate against an applicant's interest when heavy course loads and gainful employment in financing the expenses of college and law school have denied the applicant the opportunity to engage in extracurricular activities.

2. **Field Screening Officer's (FSO) Report**. All applicants will have been interviewed by an FSO, a Judge Advocate designated to perform recruiting and interviewing functions, who has prepared a report for your consideration. You should carefully evaluate the FSO Report, giving special attention to the FSO's assessment of the applicant's potential for JAG Corps service. The narrative justifications for an FSO's recommendation are particularly important and lend meaning to the other elements of the FSO Report. Each FSO report includes an overall recommendation on selection according to the following tiered ranking system.

(i) **Absolute must select**: a truly extraordinary applicant who is outstanding in all dimensions.

(ii) **Must select**: a strong applicant about whom the FSO is genuinely enthusiastic; possesses the key qualities and skills needed to make a positive impact on our people and mission.

(iii) **Recommended for selection**: an average applicant with no glaring weakness, but few significant strengths; has potential to develop into an effective Judge Advocate with training and development.

(iv) **Not recommended for selection**: an applicant about whom you have reservations; does not currently have the qualities or skills our dual professions demand.

(v) **Absolute do not select**: the applicant is clearly deficient in multiple respects; the FSO has severe misgivings; avoid selecting.

3. **Adverse Information.** The Board must independently evaluate and weigh derogatory information presented to the Board. The Board should evaluate indications of disciplinary action relative to an individual's overall record and potential, while, at the same time, considering the seriousness of the offense. Accordingly, the Board should use care in assessing the weight placed on one incident, which may be atypical of an otherwise outstanding record.

4. **Prior Non-Selection**. Prior non-selection will not be considered a reason for non-selection by a subsequent board. The Board must make an independent evaluation on the basis of the applicant's record as compared with other applicants considered by the Board.

5. **Diversity and Equal Opportunity**. The strength of our Army comes from our diversity. Developing and maintaining qualified and demographically diverse leadership is critical for mission effectiveness and is essential to national security. Effective leaders understand that organizational success depends on the ability of people of different backgrounds to work together, while bringing the value of their diverse experiences to the mission. With a culture that embraces diversity, the Army is better able to attract and keep the best men and women from across the Nation, and to operate more

successfully around the world. Moreover, the success of today's Army comes from a total commitment to the ideals of freedom, fairness, and human dignity upon which our country was founded. It is vital that our Army is in fact one of equal opportunity – equal opportunity for all Soldiers is the only acceptable standard for our Army. This principle applies to every aspect of career development and utilization in our Army, but is especially important to demonstrate in the accession process. Select meritorious applicants who create and maintain an inclusive environment where individual attributes are recognized, accepted, and, most importantly, valued, regardless of race, color, national origin, religion, sex (including gender identity), or sexual orientation. In doing so our Soldiers will have a clear perception of equal opportunity in the selection process.

AMERICA'S ARMY:
Globally Responsive, Regionally Engaged

FY24 USAR Accession Board

Applications / Selection Rate

	Applications Considered	Primary Selects	Selection Rate
FY24	229	94	41%
FY23	228	102	44.7%
FY22	277	133	48%
FY21	372	131	35.2%
FY20	417	190	45.5%
FY19	474	220	46.4%

Academic Profiles

FY24

- **Undergrad GPA (Average)**
  - Applicants: 3.29
  - Primary Selects: 3.51
- **Top Schools – Applicants**
  - *Cooley (10)
  - George Mason (5)
  - Georgetown (5)
  - Mississippi College (5)
  - UVA (5)
- **Top Schools – Selects**
  - Georgetown (5)
  - Harvard (4)
  - UVA (4)

FY23

- **Undergrad GPA (Average)**
  - Applicants: 3.27
  - Selects: 3.44
- **Top Schools – Applicants**
  - South Texas (6)
  - American (5)
  - Barry (5)
  - UVA (5)
- **Top Schools – Selects**
  - American (4)
  - Rutgers-Newark (4)
  - Temple (4)

Trends and Takeaways

- Received fewer RA/USAR combined applications this year (30% or 72/239)
  - Compared to 38% in FY23, 54% in FY22, 57% in FY21 and 67% in FY20
  - Only 29% of selects (39/133) are "combined" → so we expect to retain a higher percentage of USAR selects
- Broader law school application pool
- Consistent in attracting talent in sufficient numbers
  - Selects recommended by FSOs: 49% "Absolute Must Selects" and 38% "Must Selects"
- Increased diversity of applicants but decrease in female applicants
- Decrease in National Guard Judge Advocate applicants

Diversity

Race / Ethnicity

	Applicants	Primary	Law Students (2022)	Army Officers (2022)	USAR JAs (2021)	Licensed Attorneys (2022)
African-American	20.52% 47 (+1.66)	18.09% 17 (+4.37%)	8%	11%	7%	4.5%
Asian/Pacific Islander	8.73% 20 (+1%)	9.57% 9 (-1%)	6%	8%	6%	5.7%
White**	66.37% 152 (-3%)	69.14% 65 (<.5%)	62%	70%	74%	81%
Hispanic*	17.46% 40 (+3.427%)	13.8% 13 (-.88%)	13%	8%	7%	5.8%
American Indian	1% 3 (+.43%)	1% 1 (0%)	<1%	1%	<1%	.5%
Multiracial (Other)	3.06% 7 (-1%)	2.1% 2 (-2.77%)	6%	2%	13%	2.7%

Gender

	Applicants	Primary	Law Students (2022)	Army Officers (2022)	USAR JAs (2021)	Licensed Attorneys (2022)
Female	22% 51 (-3%)	25.53% 24 (-5%)	57%	18%	20%	38.3%
Male	78% 178 (+3%)	74.47% 70 (+5%)	43%	82%	80%	61.5%

*Applicants were given the option to select Hispanic ethnicity in addition to their race.
**Caucasian, non-Hispanic: 53% of Applicants; 57% of Primary Selects.

AMERICA'S ARMY:
Globally Responsive, Regionally Engaged

FY25 USAR Accession Board

Applications / Selection Rate

	Applications Considered	Primary Selects	Alternate Selects	Selection Rate
FY25	212	106	34	50%
FY24	229	94	39	41%
FY23	228	102	47	44.7%
FY22	277	133	19	48%
FY21	372	131	39	35.2%
FY20	417	190	55	45.5%

Academic Profiles

FY25

- **Undergrad GPA (Average)**
  - Applicants: 3.35
  - Primary Selects: 3.51
- **Top Schools – Applicants**
  - Georgetown (8)
  - University of Illinois Chicago, John Marshall Law School (6)
  - *Cooley (6)
- **Top Schools – Selects**
  - Georgetown (6)
  - George Washington (5)
  - Harvard (4)

FY24

- **Undergrad GPA (Average)**
  - Applicants: 3.29
  - Primary Selects: 3.51
- **Top Schools – Applicants**
  - *Cooley (10)
  - George Mason (5)
  - Georgetown (5)
  - Mississippi College (5)
  - UVA (5)
- **Top Schools – Selects**
  - Georgetown (5)
  - Harvard (4)
  - UVA (4)

Trends and Takeaways

- Decrease (9%) in applications considered
- Consistent in attracting talent in sufficient numbers
  - Selects recommended by FSOs: 56% "Absolute Must Selects" and 41% "Must Selects"
- Received fewer RA/USAR combined applications this year – 19% or 41/212
  - Compared to 30% in FY24, 38% in FY23, 54% in FY22, 57% in FY21, and 67% in FY20
  - Only 26% of overall selects (37/140) are "combined"
- Decrease in race/ethnicity but increase in women
- Increase in older applicants
- National Guard Judge Advocate transition process

Diversity

Race / Ethnicity						
	Applicants	**Primary**	**Law Students (2023)**	**Army Officers (2023)**	**JAs (2023)**	**Licensed Attorneys (2023)**
African-American	17% 36 (-4)	14% 15 (-4%)	7.8%	11%	7.5%	5%
Asian/Pacific Islander	6% 12 (-2%)	5% 5 (-4%)	7%	7%	6%†	6%
White**	69% 147 (+3%)	72% 76 (+3%)	60.7%	68%	76.6%	79%
Hispanic*	19% 40 (-1.5%)	17% 18 (+4%)	13.7%	9%	5.2%	6%
American Indian	0% 0 (-1%)	0% 0 (-1%)	0.4%	<1%	0.2%	0.5%
Multiracial (Other)	8% 17 (+5%)	9% 10 (+7%)	4% *6.4% Unknown*	2%	9.7%	4%
Gender						
Female	26% 55 (+4%)	28% 30 (+3%)	55.7%	21%	30%	39%
Male	74% 157 (-4%)	72% 76 (-3%)	44.3%	79%	70%	61%

*Applicants were given the option to select Hispanic ethnicity in addition to their race.
**Caucasian, non-Hispanic: 54% of Applicants; 59% of Primary Selects.

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

DAJA-ZA

MEMORANDUM FOR President and Members of the Fiscal Year 2025 (FY25) Judge Advocate General's Corps (JAGC) 1L Intern Program Selection Board

SUBJECT: Memorandum of Instruction (MOI) for the FY25 JAGC 1L Intern Program Selection Board

1. Authority. The FY25 JAGC 1L Intern Program Selection Board is appointed pursuant to Judge Advocate Legal Services Publication 1-1, Personnel Policies, paragraph 2-2, to recommend applicants for selection as 1L summer interns for temporary civilian employment in JAGC offices worldwide. The board will be held between 10 February 2025 and 28 February 2025.

2. Membership. The board will consist of five voting members: a general officer as president and four members comprised of field grade and company grade officers. The board members will represent the diverse population of the Army to the extent practicable. My designee or I will appoint the board members, and may select individuals other than those recommended to serve on the board. Board membership will be provided under separate cover. The Chief, Judge Advocate Recruiting Office, is delegated authority to excuse board members and appoint alternates if exceptional circumstances exist.

3. General.

a. The board will determine which applicants are best qualified for a summer internship. The board members will score each applicant to create an order of merit list (OML), and those who rank highest on the list will be considered "best qualified" (see enclosures 1 and 2).

b. The board will convene at a time set by the board president. The board president has no authority to constrain the board from recommending for appointment those applicants the majority of the board determines to be best qualified as defined in this MOI and enclosures.

c. Enclosure 1 contains administrative instructions and procedures and specifies the oaths for the board members and the recorder.

d. Enclosure 2 contains guidance on the factors the board is to consider in the selection process. This enclosure also contains guidance for ensuring equal opportunity for all applicants.

e. The Judge Advocate Recruiting Office will furnish applicant files to the board and will provide all administrative support.

f. I have selected each of you because I have confidence in your ability to recognize applicants with the strongest potential as future Army leaders and attorneys. Bear in mind the serious nature of your duties as a board member and your obligation to ensure these proceedings remain above reproach. The oath you will take obliges you to ensure all applicants are considered without prejudice or partiality. You will adhere to that oath, governing laws, directives, regulations, and this MOI when selecting applicants who meet the needs of the Army, as outlined here. Your failure to do so may constitute cause for removal as a member.

g. Any board member who believes he or she cannot, in good conscience, perform his or her duties as a member of the board without prejudice or partiality has a duty to request that I relieve them from board membership. At my discretion, such a request may be honored. Any board member who believes the integrity of the board's proceedings has been affected by improper influence or senior military or civilian authority, misconduct by the board president or a member, or any other reason, has a duty to report the basis for his or her belief to me.

4. Restrictions.

a. Recommendations of the board are "Controlled Unclassified Information" until the proper authority releases the results. Upon adjournment, board members are encouraged to familiarize other officers with board procedures in general. However, members will not disclose, for any reason, specific details of the board proceedings pertaining to the selection or non-selection of individual applicants, whether recorded or unrecorded.

b. Board membership will not be revealed until the board adjourns.

c. The board's recommendations are advisory. I will make the final decision on selection of applicants for the 1L Intern Program.

(b)(6)

(b)(6) BERGER III
eneral, USA
dvocate General

2 Encls
1. Administrative Instructions
2. Additional Guidance

FISCAL YEAR 2025 JUDGE ADVOCATE GENERAL'S CORPS 1L INTERN PROGRAM SELECTION BOARD ADMINISTRATIVE INSTRUCTIONS

1. **Eligibility**. The board recorder will furnish the board with electronic files of all applicants eligible for consideration. Applicants recommended for a summer internship position with the Judge Advocate General's Corps (JAGC) must meet the following qualifications at the time of consideration by the board:

a. **Citizenship and Personnel Security Requirements**. United States citizenship is required. Applicants must be eligible for federal civilian employment and able to pass a background investigation at the time of hiring;

b. **Character**. Be of high moral character;

c. **Leadership Potential**. Possess clear leadership potential and interpersonal tact; and

d. **Law School**. Be a student at a law school accredited by the American Bar Association and be available to complete the internship during the penultimate available summer in law school.

There are no age or physical fitness requirements for interns.

2. **Oaths**.

a. The board president will administer the following oath or affirmation to the recorder:

Do you, *[state the recorder's name],* solemnly swear (or affirm) that you will keep a true record of the proceedings of this board, and further that you will not divulge the proceedings or results thereof pertaining to the selection or non-selection of individuals except to the proper authorities?

b. The board recorder will administer the following oath or affirmation to each member of the board:

Do you, *[state the board members' names],* solemnly swear (or affirm) that you will, without prejudice or partiality, perform the duties imposed upon you, and further, that you will not divulge the proceedings or results thereof pertaining to the selection or non-selection of individuals except to proper authority?

3. **Information Considered**.

a. The board will consider applicants' electronic files, including:

(1) Transcripts of undergraduate, graduate, and law studies;

(2) Application for the 1L Intern Program;

(3) Record of prior military service (if applicable), including DD Form 214, statement of retirement points (DA Form 5016 (USAR) or NGB Form 23B)), and copies of all enlisted or officer evaluation reports;

(4) A statement of all full-time and part-time work experience (both legal and non-legal);

(5) A statement of interest, objectives, and motivation for applying for a summer internship with the JAGC;

(6) A Field Screening Officer's Report of Interview;

(7) Up to three letters of recommendation (optional);

(8) Legal writing sample (optional); and

(9) Other information submitted by the applicant and relevant to that applicant's qualifications for a summer internship.

b. The board recorder will provide each board member a complete copy of the administrative instructions and will brief the board on administrative matters. The recorder will also furnish the board with information regarding the U.S. News & World Report's current law school rankings data.

4. **Procedures**. The board may be held in person or by remote/virtual means. Applicant files deemed complete by the Judge Advocate Recruiting Office will be made available for board review. The consideration of applicants will follow a three-step process:

a. Step 1 – Familiarization: The board recorder will provide the board with sample files for a practice vote. These files will be voted in accordance with the voting procedures discussed in Step 2, below. The purpose of a practice vote is to allow board members to become familiar with the contents and organization of applicant files and voting procedures.

b. Step 2 – Voting:

(1) Each board member will assess each applicant's file and assign a score from 1-6 (with 1 being the lowest and 6 being the highest score). A plus (+) or minus (-) may be used for each numerical rating to emphasize the degree of recommendation. Those scoring the highest are deemed "best qualified."

(2) Any board member may, at his or her discretion, reconsider and revote an individual applicant's file at any time before adjournment. The board recorder will assist any board member seeking to conduct a revote.

(3) The board recorder will produce an order of merit list (OML) by listing all qualified applicants sequentially from highest score to lowest score. The board will recommend the OML as its list of selectees.

(4) In the event a tiebreaker is required to determine a cut-off line for the OML, the board recorder will administratively create a group of only those applicants who received identical scores. Board members will revote those applicants, and a new revote OML will be compiled. A decimal point reflecting the new OML will be added to the original OML score to indicate the best qualified applicants within the revote population.

c. Step 3 – Recommendations/Reports and Certification:

(1) After voting is complete, the recorder will produce a list of all qualified applicants, which will be forwarded to The Judge Advocate General (TJAG) with recommendations for selection in the 1L intern program.

(2) The board will conduct a review of the board proceedings and draft an after-action report (AAR). The AAR will highlight the members' collective observations, concerns, and recommendations regarding the selection process. TJAG may ask the board president to address specific questions in the AAR. The board recorder will provide the questions and a sample format. The board president may include additional observations or recommendations on issues not addressed in TJAG's questions. The board may modify the format of the report to record the board's comments in a concise, logical manner.

(3) Certification. Each member of the board will attest to the following certification:

The board president, board members, and board recorders hereby certify that, to the best of their knowledge, the board complied with the Memorandum of Instruction (MOI), they were not subject to or aware of any censure, reprimand, or admonishment resulting from the recommendation of the board or its exercise of any lawful function within the board's authorized discretion; they were not subject to or aware of any attempt to coerce or influence improperly any action in the formulation of the board's recommendations; and they were not a party to, or aware of, any attempt at unauthorized communications.

The board, acting under oath and having in view the special needs and the efficiency of the Army, has carefully considered the record of every applicant whose name was furnished to it as specified in the MOI. In the opinion of a majority of the members of the board, the applicants named in the Enclosure are qualified to meet the needs of the

Army, as specified in the MOI furnished to the board by TJAG, and are hereby recommended for selection as 1L summer interns.

5. **Instructions Concerning Communications and Information**.

a. Each of you (president, board members, recorder, and administrative support personnel) is responsible for maintaining the integrity and independence of this advisory board, and to foster the careful consideration, without prejudice or partiality, of all eligible applicants.

b. You may not receive, initiate, or participate in communications or discussions involving information that is not presented in each application, any information beyond what is provided to the board, and any information communicated to you by the individual under consideration. In your deliberations, you may not discuss any matters precluded by law, Army regulations, or this MOI.

c. The board may not use personal knowledge in its deliberations. If a board member has personal knowledge of an applicant that is not documented in the file provided to the board, and the board member feels the information is of great significance, then the board member will summarize the information in writing and provide it in a sealed envelope to the board recorder. The board recorder will seek guidance from the proper authority.

FISCAL YEAR 2025 JUDGE ADVOCATE GENERAL'S CORPS 1L INTERN PROGRAM SELECTION BOARD ADDITIONAL GUIDANCE

1. **General**.

a. The Judge Advocate General's Corps (JAGC) 1L Intern Program is designed to acquaint law students with the practice of law in the Army and to provide them with a basis to decide whether to apply or recommend others to apply for a commission in the JAGC. The 1L Intern Program is also designed to increase visibility of the JAGC throughout American Bar Association-accredited law schools.

b. Apart from basic eligibility, the board should look for the following qualities when evaluating applicants for the 1L Intern Program: leadership ability, scholastic aptitude, maturity, and motivation toward military service. The board policy for selection is to recommend the best qualified applicants in order of merit. Veterans' eligibility and military experience shall be considered positive factors. The analysis of individual applications should include a review of the following factors:

(1) Achievement in undergraduate education and law school;

(2) Maturity; and

(3) Legal experience.

2. **Equal Employment Opportunity**. Developing and maintaining qualified leadership representative of the population is critical for mission effectiveness and is essential to national security. Effective leaders understand that organizational success depends on the ability of people of different backgrounds to work together, while bringing the value of their diverse experiences to the mission. With a culture that reflects our nation, the Army is better able to attract and keep the best men and women from across the Nation, and to operate more successfully around the world. Moreover, the success of today's Army comes from a total commitment to the ideals of freedom, fairness, and human dignity upon which our country was founded. It is vital that our Army is in fact one of equal opportunity–equal opportunity is the only acceptable standard for our Army. This principle applies to every aspect of career development and utilization in our Army but is especially important to demonstrate in the selection process. Select meritorious applicants who create and maintain an inclusive environment where individual attributes are recognized, accepted, and, most importantly, valued, regardless of race, color, national origin, religion, sex (including gender identity), or sexual orientation. In doing so our Interns will have a clear perception of equal opportunity in the selection process.

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

DAJA-ZA

27 SEP 2024

MEMORANDUM FOR President and Members of the Fiscal Year 2025 (FY25) Judge Advocate General's Corps (JAGC) 2L Intern Program Selection Board

SUBJECT: Memorandum of Instruction (MOI) for the FY25 JAGC 2L Intern Program Selection Board

1. Authority. The FY25 JAGC 2L Intern Program Selection Board is appointed pursuant to Judge Advocate Legal Services Publication 1-1, Personnel Policies, paragraph 2-2, to recommend applicants for selection as 2L summer interns for temporary civilian employment in JAGC offices worldwide. The board will be held between 7 October 2024 and 1 November 2024.

2. Membership. The board will consist of five voting members: a general officer as president and four members comprised of field grade and company grade officers. The board will include at least one female and one minority board member. My designee or I will appoint the board members, and may select individuals other than those recommended to serve on the board. Board membership will be provided under separate cover. The Chief, Judge Advocate Recruiting Office, is delegated authority to excuse board members and appoint alternates if exceptional circumstances exist.

3. General.

a. The board will determine which applicants are best qualified for a summer internship. The board members will score each applicant to create an order of merit list (OML), and those who rank highest on the list will be considered "best qualified" (see enclosures 1 and 2).

b. The board will convene at a time set by the board president. The board president has no authority to constrain the board from recommending for appointment those applicants the majority of the board determines to be best qualified as defined in this MOI and enclosures.

c. Enclosure 1 contains administrative instructions and procedures and specifies the oaths for the board members and the recorder.

d. Enclosure 2 contains guidance on the factors the board is to consider in the selection process. This enclosure also contains guidance for ensuring equal opportunity for all applicants.

e. The Judge Advocate Recruiting Office will furnish applicant files to the board and will provide all administrative support.

f. I have selected each of you because I have confidence in your ability to recognize applicants with the strongest potential as future Army leaders and attorneys. Bear in mind the serious nature of your duties as a board member and your obligation to ensure these proceedings remain above reproach. The oath you will take obliges you to ensure all applicants are considered without prejudice or partiality. You will adhere to that oath, governing laws, directives, regulations, and this MOI when selecting applicants who meet the needs of the Army, as outlined here. Your failure to do so may constitute cause for removal as a member.

g. Any board member who believes he or she cannot, in good conscience, perform his or her duties as a member of the board without prejudice or partiality has a duty to request that I relieve them from board membership. At my discretion, such a request may be honored. Any board member who believes the integrity of the board's proceedings has been affected by improper influence or senior military or civilian authority, misconduct by the board president or a member, or any other reason, has a duty to report the basis for his or her belief to me.

4. Restrictions.

a. Recommendations of the board are "Controlled Unclassified Information" until the proper authority releases the results. Upon adjournment, board members are encouraged to familiarize other officers with board procedures in general. However, members will not disclose, for any reason, specific details of the board proceedings pertaining to the selection or non-selection of individual applicants, whether recorded or unrecorded.

b. Board membership will not be revealed until the board adjourns.

c. The board's recommendations are advisory. I will make the final decision on selection of applicants for the 2L Intern Program.

(b)(6)

2 Encls
1. Administrative Instructions
2. Additional Guidance

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FISCAL YEAR 2025 JUDGE ADVOCATE GENERAL'S CORPS 2L INTERN PROGRAM SELECTION BOARD ADMINISTRATIVE INSTRUCTIONS

1. **Eligibility**. The board recorder will furnish the board with electronic files of all applicants eligible for consideration. Applicants recommended for a summer internship position with the Judge Advocate General's Corps (JAGC) must meet the following qualifications at the time of consideration by the board:

a. **Citizenship and Personnel Security Requirements**. United States citizenship is required. Applicants must be eligible for federal civilian employment and able to pass a background investigation at the time of hiring;

b. **Character**. Be of high moral character;

c. **Leadership Potential**. Possess clear leadership potential and interpersonal tact; and

d. **Law School**. Be a student at a law school accredited by the American Bar Association and be available to complete the internship during the last available summer in law school.

There are no age or physical fitness requirements for interns.

2. **Oaths**.

a. The board president will administer the following oath or affirmation to the recorder:

Do you, *[state the recorder's name],* solemnly swear (or affirm) that you will keep a true record of the proceedings of this board, and further that you will not divulge the proceedings or results thereof pertaining to the selection or non-selection of individuals except to the proper authorities?

b. The board recorder will administer the following oath or affirmation to each member of the board:

Do you, *[state the board members' names]*, solemnly swear (or affirm) that you will, without prejudice or partiality, perform the duties imposed upon you, and further, that you will not divulge the proceedings or results thereof pertaining to the selection or non-selection of individuals except to proper authority?

3. **Information Considered**.

a. The board will consider applicants' electronic files, including:

(1) Transcripts of undergraduate, graduate, and law studies;

(2) Application for the 2L Intern Program;

(3) Record of prior military service (if applicable), including DD Form 214, statement of retirement points (DA Form 5016 (USAR) or NGB Form 23B)), and copies of all enlisted or officer evaluation reports;

(4) A statement of all full-time and part-time work experience (both legal and non-legal);

(5) A statement of interest, objectives, and motivation for applying for a summer internship with the JAGC;

(6) A Field Screening Officer's Report of Interview;

(7) Up to three letters of recommendation (optional);

(8) Legal writing sample (optional); and

(9) Other information submitted by the applicant and relevant to that applicant's qualifications for a summer internship.

b. The board recorder will provide each board member a complete copy of the administrative instructions and will brief the board on administrative matters. The recorder will also furnish the board with information regarding the U.S. News & World Report's current law school rankings data.

4. **Procedures**. The board may be held in person or by remote/virtual means. Applicant files that are deemed complete by the Judge Advocate Recruiting Office will be made available for board review. The consideration of applicants will follow a three-step process:

a. Step 1 – Familiarization: The board recorder will provide the board with sample files for a practice vote. These files will be voted in accordance with the voting procedures discussed in Step 2, below. The purpose of a practice vote is to allow board members to become familiar with the contents and organization of applicant files and voting procedures.

b. Step 2 – Voting:

(1) Each board member will assess each applicant's file and assign a score from 1-6 (with 1 being the lowest and 6 being the highest score). A plus (+) or minus (-) may be used for each numerical rating to emphasize the degree of recommendation. Those scoring the highest are deemed "best qualified."

(2) Any board member may, at his or her discretion, reconsider and revote an individual applicant's file at any time before adjournment. The board recorder will assist any board member seeking to conduct a revote.

(3) The board recorder will produce an order of merit list (OML) by listing all qualified applicants sequentially from highest score to lowest score. The board will recommend the OML as its list of selectees.

(4) In the event a tiebreaker is required to determine a cut-off line for the OML, the board recorder will administratively create a group of only those applicants who received identical scores. Board members will revote those applicants, and a new revote OML will be compiled. A decimal point reflecting the new OML will be added to the original OML score to indicate the best qualified applicants within the revote population.

c. Step 3 – Recommendations/Reports and Certification:

(1) After voting is complete, the recorder will produce a list of all qualified applicants, which will be forwarded to The Judge Advocate General (TJAG) with recommendations for selection in the 2L intern program.

(2) The board will conduct a review of the board proceedings and draft an after-action report (AAR). The AAR will highlight the members' collective observations, concerns, and recommendations regarding the selection process. TJAG may ask the board president to address specific questions in the AAR. The board recorder will provide the questions and a sample format. The board president may include additional observations or recommendations on issues not addressed in TJAG's questions. The board may modify the format of the report to record the board's comments in a concise, logical manner.

(3) Certification. Each member of the board will attest to the following certification:

The board president, board members, and board recorders hereby certify that, to the best of their knowledge, the board complied with the Memorandum of Instruction (MOI), they were not subject to or aware of any censure, reprimand, or admonishment resulting from the recommendation of the board or its exercise of any lawful function within the board's authorized discretion; they were not subject to or aware of any attempt to coerce or influence improperly any action in the formulation of the board's recommendations; and they were not a party to, or aware of, any attempt at unauthorized communications.

The board, acting under oath and having in view the special needs and the efficiency of the Army, has carefully considered the record of every applicant whose name was furnished to it as specified in the MOI. In the opinion of a majority of the members of the board, the applicants named in the Enclosure are qualified to meet the needs of the

Army, as specified in the MOI furnished to the board by TJAG, and are hereby recommended for selection as 2L summer interns.

5. **Instructions Concerning Communications and Information**.

a. Each of you (president, board members, recorder, and administrative support personnel) is responsible for maintaining the integrity and independence of this advisory board, and to foster the careful consideration, without prejudice or partiality, of all eligible applicants.

b. You may not receive, initiate, or participate in communications or discussions involving information that is not presented in each application, any information beyond what is provided to the board, and any information communicated to you by the individual under consideration. In your deliberations, you may not discuss any matters precluded by law, Army regulations, or this MOI.

c. The board may not use personal knowledge in its deliberations. If a board member has personal knowledge of an applicant that is not documented in the file provided to the board, and the board member feels the information is of great significance, then the board member will summarize the information in writing and provide it in a sealed envelope to the board recorder. The board recorder will seek guidance from the proper authority.

FISCAL YEAR 2025 JUDGE ADVOCATE GENERAL'S CORPS 2L INTERN PROGRAM SELECTION BOARD ADDITIONAL GUIDANCE

1. **General**.

a. The Judge Advocate General's Corps (JAGC) 2L Intern Program is designed to acquaint law students with the practice of law in the Army and to provide them with a basis to decide whether to apply or recommend others to apply for a commission in the JAGC. The 2L Intern Program is also designed to increase visibility of the JAGC throughout American Bar Association-accredited law schools.

b. Apart from basic eligibility, the board should look for the following qualities when evaluating applicants for the 2L Intern Program: leadership ability, scholastic aptitude, maturity, and motivation toward military service. The board policy for selection is to recommend the best qualified applicants in order of merit. Veterans' eligibility and military experience shall be considered positive factors. The analysis of individual applications should include a review of the following factors:

(1) Achievement in undergraduate education and law school;

(2) Maturity; and

(3) Legal experience.

2. **Equal Employment Opportunity**. The strength of our Army comes from our diversity. Developing and maintaining qualified and demographically diverse leadership is critical for mission effectiveness and is essential to national security. Effective leaders understand that organizational success depends on the ability of people of different backgrounds to work together, while bringing the value of their diverse experiences to the mission. With a culture that embraces diversity, the Army is better able to attract and keep the best men and women from across the Nation, and to operate more successfully around the world. Moreover, the success of today's Army comes from a total commitment to the ideals of freedom, fairness, and human dignity upon which our country was founded. It is vital that our Army is in fact one of equal opportunity–equal opportunity is the only acceptable standard for our Army. This principle applies to every aspect of career development and utilization in our Army, but is especially important to demonstrate in the selection process. Select meritorious applicants who create and maintain an inclusive environment where individual attributes are recognized, accepted, and, most importantly, valued, regardless of race, color, national origin, religion, sex (including gender identity), or sexual orientation. In doing so our Interns will have a clear perception of equal opportunity in the selection process.

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

DAJA-ZA

27 SEP 2024

MEMORANDUM FOR President and Members of the Fiscal Year 2025 (FY25) Regular Army (RA) Fall Accession Board, Judge Advocate General's Corps (JAGC)

SUBJECT: Memorandum of Instruction for the FY25 RA Fall Accession Board, JAGC

1. Authority. The FY25 RA Fall Accession Board, JAGC, is appointed pursuant to Army Regulation (AR) 27-1, Judge Advocate Legal Services, and AR 601-100, Appointment of Commissioned and Warrant Officers in the Regular Army. The FY25 RA Fall Accession Board will be held between 14 October 2024 and 8 November 2024. The board is appointed to recommend applicants for appointment to the JAGC in the RA.

2. Membership. The board will consist of five voting members: a general officer as president and four members comprised of field and company grade officers. The board will also include at least one female and one minority member. My designee or I will appoint the board members and may select individuals other than those recommended to serve on the board. Board membership will be provided under separate cover. The Chief, Judge Advocate Recruiting Office (JARO), is delegated authority to excuse board members and appoint alternates if exceptional circumstances exist.

3. General.

a. The board will determine which applicants are best qualified for RA appointment in the JAGC. The board members will score each qualified applicant to create an order of merit list (OML), and those who rank highest on the list will be considered "best qualified" (see enclosures 1 and 2).

b. The board will convene at a time set by the board president. The board president has no authority to constrain the board from recommending for appointment those applicants the majority of the board determines to be best qualified as defined in this Memorandum of Instruction (MOI) and enclosures.

c. Enclosure 1 contains administrative instructions and procedures and specifies the oaths for the board members and the recorder.

d. Enclosure 2 contains additional guidance on the factors the board is to consider in the selection process. This enclosure also contains guidance for ensuring equal opportunity for all applicants.

e. The JARO will furnish applicant files to the board and provide all administrative support.

f. I have selected each of you to serve on this board because I have confidence in your ability to recognize applicants with the strongest potential as future Army leaders and attorneys. Bear in mind the serious nature of your duties as a board member and your obligation to ensure these proceedings remain above reproach. The oath you will take obliges you to ensure all applicants are considered without prejudice or partiality. You will adhere to that oath, governing laws, directives, regulations, and this MOI when selecting applicants who meet the needs of the Army, as outlined here. Your failure to do so may constitute cause for removal as a member.

g. Any board member who believes he or she cannot, in good conscience, perform his or her duties as a member of the board without prejudice or partiality has a duty to request that I relieve them from board membership. At my discretion, such a request may be honored. Any board member who believes the integrity of the board's proceedings has been affected by improper influence or senior military or civilian authority, misconduct by the board president or a member, or any other reason, has a duty to report the basis for his or her belief to me.

4. Restrictions.

a. Recommendations of the board are "Controlled Unclassified Information" until the proper authority releases the results. Upon adjournment, board members are encouraged to familiarize other officers with board procedures in general. However, members will not disclose, for any reason, specific details of the Board proceedings pertaining to the selection or non-selection of individual applicants, whether recorded or unrecorded.

b. Board membership will not be revealed until the board adjourns.

c. The board's recommendations are advisory. I will make the final decision on selection of applicants for RA appointment in the JAGC.

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2 Encls
1. Administrative Instructions
2. Additional Guidance

FISCAL YEAR 2025 REGULAR ARMY FALL ACCESSION BOARD,
JUDGE ADVOCATE GENERAL'S CORPS ADMINISTRATIVE INSTRUCTIONS

1. **Eligibility**. The board recorder will furnish the board with electronic files of all applicants eligible for consideration. Applicants recommended for appointment to the Judge Advocate General's Corps (JAGC) in the Regular Army (RA) must meet the following qualifications at the time of appointment:

a. **Citizenship**. Be a citizen of the United States at the time of application;

b. **Character**. Be of high moral character;

c. **Leadership Potential**. Possess clear leadership potential and interpersonal tact;

d. **Physical Readiness**. Meet the standards of AR 40-501, Standards of Medical Fitness, and AR 600-9, The Army Body Composition Program;

e. **Personnel Security Requirements**. Have, at a minimum, a SECRET security clearance before receiving an appointment, or have initiated a National Agency Check with Local Agency Check and Credit Check at the time of commissioning;

f. **Law Degree**. Have earned a J.D. degree from a law school accredited by the American Bar Association at the time the applicant received the degree. A student in his or her last year in law school may apply for a commission before either graduation or admission to the bar. To receive a commission, an applicant must meet all bar admission requirements before appointment; and

g. **Bar Admission**. Be admitted to practice and be in good standing with the licensing authority admitting the individual to the practice of law before the highest court of a State, Territory, Commonwealth, or the District of Columbia.

2. **Oaths**.

a. The board president shall administer the following oath or affirmation to the recorder:

Do you, *[state the recorder's name]*, solemnly swear (or affirm) that you will keep a true record of the proceedings of this board, and further, that you will not divulge the proceedings or results thereof pertaining to the selection or non-selection of individual applicants except to the proper authority?

b. The recorder shall administer the following oath or affirmation to each member of the board:

Do you, *[state the board members' names]*, solemnly swear (or affirm) that you will, without prejudice or partiality, and having in view both the special needs and the

efficiency of the Army, perform the duties imposed upon you, and further, that you will not divulge the proceedings or results thereof pertaining to the selection or non-selection of individual applicants except to the proper authority?

3. **Information Considered**.

a. The board will consider applicants' electronic files, including:

(1) All transcripts of undergraduate, graduate, and law school studies;

(2) A certificate or statement from the clerk of a State, Territory, Commonwealth, or the District of Columbia showing admission to practice and standing before the bar (if applicable);

(3) Application for appointment in the JAGC;

(4) Record of prior military service (if applicable), including DD Form 214, statement of retirement points (DA Form 5016 (USAR) or NGB Form 23B), and copies of all enlisted or officer evaluation reports;

(5) A statement or resume reflecting all full-time and part-time work experience (legal and non-legal);

(6) A statement of interest, objectives, and motivation for applying for appointment in the JAGC;

(7) A Field Screening Officer's Report of Interview;

(8) JAGC Intern or Extern Evaluation Report (if applicable);

(9) Up to three letters of recommendation (optional);

(10) Legal writing sample (optional); and

(11) Other information submitted by the applicant and relevant to his or her qualifications for appointment to the JAGC, such as requests for waiver of the eligibility criteria of AR 601-100, Appointment of Commissioned and Warrant Officers in the Regular Army, or AR 27-1, Judge Advocate Legal Services.

b. The board recorder will provide each board member a copy of the administrative instructions and will brief the board on administrative matters. The board will also receive a copy of the height and weight table from AR 600-9 and information regarding the U.S. News & World Report's current law school rankings.

4. **Procedures**. The board may be held in person or by remote/virtual means. Applicant files that are deemed complete by the Judge Advocate Recruiting Office (JARO) will be made available for board review. The consideration of applicants will follow a three-step process:

a. Step 1 – Familiarization: The board recorder will provide the Board with sample files for a practice vote. These files will be voted in accordance with the voting procedures discussed in Step 2, below. The purpose of a practice vote is to allow board members to become familiar with the contents and organization of applicant files and voting procedures.

b. Step 2 – Voting:

(1) Each board member will assess each applicant's file and assign a score from 1-6 (with 1 being the lowest and 6 being the highest score). A plus (+) or minus (-) may be used for each numerical rating to emphasize the degree of recommendation. Those applicants scoring the highest are deemed "best qualified."

(2) Any board member may, at his or her discretion, reconsider and revote an individual applicant's file at any time before adjournment. The board recorder will assist any board member seeking to conduct a revote.

(3) The board recorder will produce an order of merit list (OML) by listing all applicants sequentially from highest score to lowest score. The board will recommend the OML as its list of selectees.

(4) In the event a tiebreaker is required to determine a cut-off line for the OML, the board recorder will administratively create a group of only those applicants who received identical scores. Board members will revote those applicants, and a new revote OML will be compiled. A decimal point reflecting the new OML will be added to the original OML score to indicate the best qualified applicants within the revote population.

c. Step 3 – Recommendations/Reports and Certification:

(1) After voting is complete, the recorder will produce a list of all qualified applicants, which will be forwarded to TJAG with recommendations for selection in the JAG Corps in the RA.

(2) The Board will conduct a review of the board proceedings and draft an after-action report (AAR). The AAR will highlight the members' collective observations, concerns, and recommendations regarding the selection process. TJAG may ask the board president to address specific questions in the AAR. The board recorder will provide the questions and a sample format. The board president may include additional observations or recommendations on issues not addressed in TJAG's questions. The board may modify the format of the report to record the Board's comments in a concise, logical manner.

(3) Certification. Each member of the Board will attest to the following certification:

The board president, board members, and board recorders hereby certify that, to the best of their knowledge, the board complied with the Memorandum of Instruction (MOI), they were not subject to or aware of any censure, reprimand, or admonishment resulting from the recommendation of the board or its exercise of any lawful function within the board's authorized discretion; they were not subject to or aware of any attempt to coerce or influence improperly any action in the formulation of the board's recommendations; and they were not a party to, or aware of, any attempt at unauthorized communications.

The board, acting under oath and having in view the special needs and the efficiency of the Army, has carefully considered the record of every applicant whose name was furnished to it as specified in the MOI. In the opinion of a majority of the members of the board, the applicants named in the Enclosure are qualified to meet the needs of the Army, as specified in the MOI furnished to the board by TJAG, and are hereby recommended for appointment to the JAGC in the RA.

5. **Instructions Concerning Communications and Information**.

a. Each of you (president, board members, recorder, and administrative support personnel) is responsible for maintaining the integrity of this advisory board, and to foster the careful consideration, without prejudice or partiality, of all eligible applicants.

b. You may not receive, initiate, or participate in communications or discussions involving information that is not presented in each application, any information beyond what is provided to the board, and any information communicated to you by the individual under consideration. In your deliberations, you may not discuss any matters precluded by law, Army regulations, or this MOI.

c. The board may not use personal knowledge in its deliberations. If a board member has personal knowledge of an applicant that is not documented in the file provided to the board, and the board member feels the information is of great significance, then the board member will summarize the information in writing and provide it in a sealed envelope to the board recorder. The board recorder will seek guidance from the proper authority.

FISCAL YEAR 2025 REGULAR ARMY ACCESSION BOARD,
JUDGE ADVOCATE GENERAL'S CORPS ADDITIONAL GUIDANCE

1. **General**.

a. The applicants you recommend for selection will become the Judge Advocate General's Corps (JAG Corps) of the future. Your goal, therefore, is to select those individuals who demonstrate the greatest potential for outstanding service as Soldier-lawyers.

b. In analyzing individual records to determine whether an applicant is qualified for selection, the board should consider the factors listed below. No single factor is dispositive; however, a low score may be based on a demonstrated lack of integrity, moral turpitude, or professional ineptitude. Ultimately, you should score highly those individuals that you are confident will provide principled counsel, attain mastery of the law, steward the organization, and demonstrate servant leadership.

(1) **Intellect**. Judge Advocates must be intelligent enough to practice in our diverse legal functions. Academic achievement can be a strong indicator of intellect. In addition, academic success is often an indicator of self-discipline, grit, and maturity—all attributes necessary for a successful Judge Advocate. Grading systems, however, may vary among academic institutions, and you must exercise great care when evaluating and comparing the academic records of applicants.

(2) **Interpersonal Skills**. Judge Advocates must possess the ability to understand and work effectively with service members and civilians of all ranks, grades, and backgrounds.

(3) **Work Ethic**. You should carefully examine each applicant's file to find evidence of the applicant's strong work ethic.

(4) **Physical Readiness**. Judge Advocates must maintain a high level of physical readiness in order to meet mission requirements. Physical fitness is therefore an important indicator of an applicant's suitability for Army service. The board will consider general physical condition and potential to comply with the standards of Army Regulation 600-9, The Army Body Composition Program, in evaluating an applicant's potential for Army service.

(5) **Character and Leadership Ability**. Army leaders and attorneys must possess the highest character. Judge Advocates must embody the Army Values: loyalty, duty, respect, selfless service, honor, integrity, and personal courage. In particular, honor and integrity are the bedrock of our dual professions, which enable a Judge Advocate to deliver principled counsel. Soldiers and noncommissioned officers

must be able to trust their officers. Accordingly, you should select only those applicants whose records demonstrate an uncompromising commitment to these values.

(6) **Prior Military Experience**. Some applicants may have prior enlisted or commissioned service. You should review the files of these applicants for indicators of leadership potential, maturity, teamwork, and the ability to excel as a Judge Advocate. The JAG Corps also has a need for officers with special military skills and training. Military experience will be considered a positive factor.

(7) **Legal and Work Experience**. Each applicant has submitted a resume detailing his or her work experience. Applicants also have the option of submitting up to three letters of recommendation. You should carefully examine this information to assess initiative, legal and analytical skills, judgment, and maturity.

(8) **JAG Corps Intern and Extern Programs**.

(i) These programs introduce students to military legal practice and provide meaningful opportunities for supervisory Judge Advocates to evaluate their performance and potential. The board should give careful consideration to those applicants who have demonstrated superior potential through successful performance as interns or externs.

(ii) Applicants who participated in the JAG Corps Summer Internship and Summer Associate Programs had the option to apply for a JAG Corps commission in the Early Decision Accession Board, which convened at the conclusion of the summer internship period. Board members will not draw a negative inference for those applicants who were either not selected at this prior board, or those who opted out of consideration.

(9) **Graduates of the Reserve Officers' Training Corps (ROTC) Program**.

(i) Some applicants are ROTC graduates who are attending or have attended law school on an approved educational delay. These applicants are already commissioned, but applied for and were granted a delay from Regular Army service based, in part, on a recommendation by the JAG Corps. The board is strongly encouraged to give careful consideration to the selection of ROTC educational delay applicants.

(ii) Successful completion of an ROTC program requires that an individual demonstrate a strong sense of personal integrity, honor, and responsibility while developing an understanding of the basic concepts and principles of leadership and military art and science. These attributes are reliable indicators of the potential to serve successfully as a Judge Advocate.

(10) **Communication Skills**. Judge Advocates must be effective communicators in person and in writing—precise, persuasive, and professional. You should select only those applicants whose records demonstrate superior communication skills.

(11) **Involvement in Campus and Civic Activities**. Participation and achievement in extracurricular activities is a strong indication of initiative and leadership capacity. Non-participation in such activities, should not, however, operate against an applicant's interest when heavy course loads and gainful employment in financing the expenses of college and law school have denied the applicant the opportunity to engage in extracurricular activities.

2. **Field Screening Officer's (FSO) Report**. All applicants will have been interviewed by an FSO, a Judge Advocate designated to perform recruiting and interviewing functions, who has prepared a report for your consideration. You should carefully evaluate the FSO Report, giving special attention to the FSO's assessment of the applicant's potential for JAG Corps service. The narrative justifications for an FSO's recommendation are particularly important and lend meaning to the other elements of the FSO Report. Each FSO report includes an overall recommendation on selection according to the following tiered ranking system.

a. **Absolute must select**: a truly extraordinary applicant who is outstanding in all dimensions.

b. **Must select**: a strong applicant about whom the FSO is genuinely enthusiastic; possesses the key qualities and skills needed to make a positive impact on our people and mission.

c. **Recommended for selection**: an average applicant with no glaring weakness, but few significant strengths; has potential to develop into an effective Judge Advocate with training and development.

d. **Not recommended for selection**: an applicant about whom the FSO has reservations; does not currently have the qualities or skills our dual professions demand.

e. **Absolute do not select**: the applicant is clearly deficient in multiple respects; the FSO has severe misgivings; avoid selecting.

3. **Adverse Information**. The board must independently evaluate and weigh derogatory information presented to the board. The board should evaluate indications of disciplinary action relative to an individual's overall record and potential, while, at the same time, considering the seriousness of the offense. Accordingly, the board should use care in assessing the weight placed on one incident, which may be atypical of an otherwise outstanding record.

4. **Prior Non-Selection**. Prior non-selection will not be considered a reason for non-selection by a subsequent board. The board must make an independent evaluation on the basis of the applicant's record as compared with other applicants considered by the board.

5. **Diversity and Equal Opportunity**. The strength of our Army comes from our diversity. Developing and maintaining qualified and demographically diverse leadership is critical for mission effectiveness and is essential to national security. Effective leaders understand that organizational success depends on the ability of people of different backgrounds to work together, while bringing the value of their diverse experiences to the mission. With a culture that embraces diversity, the Army is better able to attract and keep the best men and women from across the Nation, and to operate more successfully around the world. Moreover, the success of today's Army comes from a total commitment to the ideals of freedom, fairness, and human dignity upon which our country was founded. It is vital that our Army is in fact one of equal opportunity–equal opportunity for all Soldiers is the only acceptable standard for our Army. This principle applies to every aspect of career development and utilization in our Army, but is especially important to demonstrate in the accession process. Select meritorious applicants who create and maintain an inclusive environment where individual attributes are recognized, accepted, and, most importantly, valued, regardless of race, color, national origin, religion, sex (including gender identity), or sexual orientation. In doing so our Soldiers will have a clear perception of equal opportunity in the selection process.

U.S. ARMY
BE ALL YOU CAN BE. HQDA | OTJAG

FY25 1L Summer Intern Board

Applications / Selection Rate

	Applications	Selects	Selection Rate
FY25	**200**	**57**	**28.5%**
FY24	151	57	37.7%
FY23	124	58	46.8%
FY22	186	21	11.3%
FY21	257	17	6.6%
FY11	353	UNK	UNK

Academic Profiles

FY25

LSAT (Applicants)
- High/Low: 178 / 142
- Average: 159

LSAT (Selects)
- High/Low: 178 / 146
- Average: 162

Undergrad GPA (Avg.)
- Applicants: 3.60
- Selects: 3.71

FY24

LSAT (Applicants)
- High/Low: 180 / 143
- Average: 158

LSAT (Selects)
- High/Low: 180 / 146
- Average: 160

Undergrad GPA (Avg.)
- Applicants: 3.61
- Selects: 3.74

Trends and Takeaways

- **32% increase in applications from FY24 and 61% increase from FY23.**
- **Applicants represented 103 law schools. Schools with most applications:**
  - UVA (10); U. South Carolina (8); Elon (7); U. Iowa (7)
- **T14 law schools represented in applicants:**
  - U. Chicago (1); Duke (1); Harvard (1); U. Penn (2); UVA (10); Columbia (1); Cornell (1); Georgetown (2)
- **Offices have the capacity to accommodate approximately 60 1L interns. Based on FY24's offer acceptance rate:**
  - 57 offers = 43 1L interns
  - 73 offers = 55 1L interns

Demographics

	Applicants	Selects	Law Students (2023)	Army Officers (2023)	JAs (2023)	Licensed Attorneys (2023)
Race						
African-American	8.5% (+4.5%) 17 (+11)	5.3% (+1.8%) 3 (+1)	7.8%	11%	7.5%	5%
Asian/Pacific Islander	8.0% (+1.4%) 16 (+6)	7.0% (+1.7%) 4 (+1)	7%	7%	6%†	6%
White**	77.0% (-5.1%) 154 (+30)	86.0% (+1.8%) 49 (+1)	60.7%	68%	76.6%	79%
Hispanic*	16.0% (+4.7%) 32 (+15)	15.8% (NC) 9 (NC)	13.7%	9%	5.2%	6%
American Indian	0.5% (-0.2%) 1 (NC)	0.0% (NC) 0 (NC)	0.4%	<1%	0.2%	0.5%
Multiracial (Other)	6.0% (-0.6%) 12 (+2)	1.8% (-5.2%) 1 (-3)	4% *6.4% Unknown*	2%	9.7%	4%
Sex						
Female	42.0% (-2.4%) 84 (+17)	49.1% (-3.5%) 28 (-2)	55.7%	21%	30%	39%
Male	58.0% (+2.4%) 116 (+32)	50.9% (+3.5%) 29 (+2)	44.3%	79%	70%	61%

*Applicants were questioned separately about whether they are of Hispanic ethnicity from their race.

**White, non-Hispanic: 65% of Applicants; 73.7% of Selects.

† 2022 statistic due to a glitch in IPPS-A that does not accurately account for this demographic.

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FY25 1L Summer Intern Board

Applications / Selection Rate

	Applications	Selects	Selection Rate
FY25	**200**	**73**	**36.5%**
FY24	151	57	37.7%
FY23	124	58	46.8%
FY22	186	21	11.3%
FY21	257	17	6.6%
FY11	353	UNK	UNK

Academic Profiles

FY25

LSAT (Applicants)
- High/Low: 178 / 142
- Average: 159

LSAT (Selects)
- High/Low: 178 / 146
- Average: 161

Undergrad GPA (Avg.)
- Applicants: 3.60
- Selects: 3.67

FY24

LSAT (Applicants)
- High/Low: 180 / 143
- Average: 158

LSAT (Selects)
- High/Low: 180 / 146
- Average: 160

Undergrad GPA (Avg.)
- Applicants: 3.61
- Selects: 3.74

Trends and Takeaways

- **32% increase in applications from FY24 and 61% increase from FY23.**
- **Applicants represented 103 law schools. Schools with most applications:**
  - UVA (10); U. South Carolina (8); Elon (7); U. Iowa (7)
- **T14 law schools represented in applicants:**
  - U. Chicago (1); Duke (1); Harvard (1); U. Penn (2); UVA (10); Columbia (1); Cornell (1); Georgetown (2)
- **Offices have the capacity to accommodate approximately 60 1L interns. Based on FY24's offer acceptance rate:**
  - 57 offers = 43 1L interns
  - 73 offers = 55 1L interns

Demographics

	Applicants	Selects	Law Students (2023)	Army Officers (2023)	JAs (2023)	Licensed Attorneys (2023)
Race						
African-American	8.5% (+4.5%) 17 (+11)	6.8% (+3.3%) 5 (+3)	7.8%	11%	7.5%	5%
Asian/Pacific Islander	8% (+1.4%) 16 (+6)	6.8% (+1.5%) 5 (+2)	7%	7%	6%†	6%
White**	77% (-5.1%) 154 (+30)	84.9% (+0.7%) 62 (+14)	60.7%	68%	76.6%	79%
Hispanic*	16% (+4.7%) 32 (+15)	13.7% (-2.1%) 10 (+1)	13.7%	9%	5.2%	6%
American Indian	0.5% (-0.2%) 1 (NC)	0.0% (NC) 0 (NC)	0.4%	<1%	0.2%	0.5%
Multiracial (Other)	6% (-0.6%) 12 (+2)	1.4% (-5.6%) 1 (-3)	4% *6.4% Unknown*	2%	9.7%	4%
Sex						
Female	42% (-2.4%) 84 (+17)	47.9% (-4.7%) 35 (+5)	55.7%	21%	30%	39%
Male	58% (+2.4%) 116 (+32)	52.1% (+4.7%) 38 (+11)	44.3%	79%	70%	61%

*Applicants were questioned separately about whether they are of Hispanic ethnicity from their race.

**White, non-Hispanic: 65% of Applicants; 74% of Selects.

† 2022 statistic due to a glitch in IPPS-A that does not accurately account for this demographic.

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FY25 2L Summer Intern Board
Primary Selects

Applications / Selection Rate

	Applications	Primary Selects	Selection Rate
FY25	**198**	**110**	**55.6%**
FY24	177	101	57.1%
FY23	181	72	42.1%
FY22	193	72	37.3%
FY21	179	72	40.2%
FY20	221	75	33.9%

Academic Profiles

FY25

LSAT (Applicants)
- High/Low: 180 / 141
- Average: 158

LSAT (Selects)
- High/Low: 180 / 143
- Average: 160

Undergrad GPA (Avg.)
- Applicants: 3.57
- Selects: 3.63

FY24

LSAT (Applicants)
- High/Low: 180 / 136
- Average: 157

LSAT (Selects)
- High/Low: 180 / 145
- Average: 159

Undergrad GPA (Avg.)
- Applicants: 3.44
- Selects: 3.54

Trends and Takeaways

- **17 FY24 1L interns and 2 summer associates applied for the 2L internship**
  - Of the **56** Summer 2024 1L interns and summer associates, **40** applied to the EDP and **33** were selected
  - **15** of the 1L EDP selects applied for a 2L internship and **15** were selected
  - **2** of the 1L EDP non-selects applied for a 2L internship and **2** were selected (1 primary, 1 alternate)
  - **2** 1L interns who did not apply for EDP, applied for a 2L internship and were selected
  - Board requested senior leader perspective on how to weigh EDP selects applying for the 2L internship
- **Law schools with most applications:**
  - George Mason (5); St. Thomas (5); Fordham (4); Georgetown (4); Mercer (4); Pace (4); U. Alabama (4); U. Kentucky (4)
- **T14 law schools represented:**
  - Duke (1); Harvard (1); U. Penn. (1); UC Berkeley (1); UCLA (1); Cornell (1); Georgetown (4)
- **Offices have indicated capacity for 160 law student interns for Summer 2025**

Diversity
Primary Selects Only

Race	Applicants	Selects	Law Students (2023)	Army Officers (2023)	JAs (2023)	Licensed Attorneys (2023)
African-American	11.1% (+5.4%) 22 (+12)	4.5% (-1.4%) 5 (-1)	7.8%	11%	7.5%	5%
Asian/Pacific Islander	5.1% (-1.1%) 10 (-1)	5.5% (+1.5%) 6 (+2)	7%	7%	6%†	6%
White**	79.8% (+4.1%) 158 (+24)	85.5% (+8.3%) 94 (+16)	60.7%	68%	76.6%	79%
Hispanic*	16.2% (+0.8%) 32 (+4)	17.3% (+4.4%) 19 (+6)	13.7%	9%	5.2%	6%
American Indian	0.5% (-1.2%) 1 (-2)	0.9% (-1.1%) 1 (-1)	0.4%	<1%	0.2%	0.5%
Multiracial (Other)	3.5% (-6.2%) 7 (-11)	3.6% (-7.3%) 4 (-7)	4% *6.4% Unknown*	2%	9.7%	4%
Gender						
Female	37.9% (-2.8%) 75 (+3)	44.5% (+0.9%) 49 (+5)	55.7%	21%	30%	39%
Male	62.1% (+2.8%) 123 (+18)	55.5% (-0.9%) 61 (+4)	44.3%	79%	70%	61%

*Applicants were questioned separately about whether they are of Hispanic ethnicity from their race.
**White, non-Hispanic: 69.2% of Applicants; 72.7% of Selects.

† 2022 statistic due to a glitch in IPPS-A that does not accurately account for this demographic.

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FY25 2L Summer Intern Board
Primary & Alternate Selects

Applications / Selection Rate

	Applications	Primary & Alternate Selects	Selection Rate
FY25	**198**	**142**	**71.7%**
FY24	177	125	70.6%
FY23	181	72	42.1%
FY22	193	72	37.3%
FY21	179	72	40.2%
FY20	221	75	33.9%

Academic Profiles

FY25

LSAT (Applicants)
- High/Low: 180 / 141
- Average: 158

LSAT (Selects)
- High/Low: 180 / 141
- Average: 158

Undergrad GPA (Avg.)
- Applicants: 3.57
- Selects: 3.60

FY24

LSAT (Applicants)
- High/Low: 180 / 136
- Average: 157

LSAT (Selects)
- High/Low: 180 / 145
- Average: 159

Undergrad GPA (Avg.)
- Applicants: 3.44
- Selects: 3.54

Trends and Takeaways

- **17 FY24 1L interns and 2 summer associates applied for the 2L internship**
  - Of the **56** Summer 2024 1L interns and summer associates, **40** applied to the EDP and **33** were selected
  - **15** of the 1L EDP selects applied for a 2L internship and **15** were selected
  - **2** of the 1L EDP non-selects applied for a 2L internship and **2** were selected (1 primary, 1 alternate)
  - **2** 1L interns who did not apply for EDP, applied for a 2L internship and were selected
  - Board requested senior leader perspective on how to weigh EDP selects applying for the 2L internship
- **Law schools with most applications:**
  - George Mason (5); St. Thomas (5); Fordham (4); Georgetown (4); Mercer (4); Pace (4); U. Alabama (4); U. Kentucky (4)
- **T14 law schools represented:**
  - Duke (1); Harvard (1); U. Penn. (1); UC Berkeley (1); UCLA (1); Cornell (1); Georgetown (4)
- **Offices have indicated capacity for 160 law student interns for Summer 2025**

Diversity
Primary & Alternate Selects

Race						
	Applicants	**Selects**	**Law Students (2023)**	**Army Officers (2023)**	**JAs (2023)**	**Licensed Attorneys (2023)**
African-American	11.1% (+5.4%) 22 (+12)	8.5% (+2.9%) 12 (+5)	7.8%	11%	7.5%	5%
Asian/Pacific Islander	5.1% (-1.1%) 10 (-1)	4.3% (+1.1%) 6 (+2)	7%	7%	6%†	6%
White**	79.8% (+4.1%) 158 (+24)	83.1% (+4.7%) 118 (+20)	60.7%	68%	76.6%	79%
Hispanic*	16.2% (+0.8%) 32 (+4)	14.8% (-1.2%) 21 (+1)	13.7%	9%	5.2%	6%
American Indian	0.5% (-1.2%) 1 (-2)	0.7% (-0.9%) 1 (-1)	0.4%	<1%	0.2%	0.5%
Multiracial (Other)	3.5% (-6.2%) 7 (-11)	3.5% (-7.7%) 5 (-9)	4% *6.4% Unknown*	2%	9.7%	4%
Gender						
Female	37.9% (-2.8%) 75 (+3)	43.7% (+1.3%) 62 (+9)	55.7%	21%	30%	39%
Male	62.1% (+2.8%) 123 (+18)	56.3% (-1.3%) 80 (-8)	44.3%	79%	70%	61%

*Applicants were questioned separately about whether they are of Hispanic ethnicity from their race.

**White, non-Hispanic: 69.2% of Applicants; 71.8% of Primary and Alternate Selects.

† 2022 statistic due to a glitch in IPPS-A that does not accurately account for this demographic.

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FY25 FLEP Selection Board

Applications / Selection Rate

	Applications	Selection Rate
FY25	**128 (103 / 25)**	**19.5%**
FY24	112 (87 / 25)	22%
FY23	101 (81 / 20)	25%
FY22	120 (103 / 17)	21%
FY21	151 (130 / 21)	16.5%

Academic Profiles

	Overall	Officers	Enlisted
LSAT (Applicants)	**156**	**157**	**152**
LSAT (Selects)	**162**	**163**	**157**
GPA (Applicants)	**3.42**	**3.40**	**3.47**
GPA (Selects)	**3.61**	**3.63**	**3.49**

Trends and Takeaways

- **Quality of selects remained consistent**
  - Last year average LSAT / GPA among selects: 159 / 3.63 (compared to 162 / 3.61 this year)
  - Most officer selects from: MI (6); MP (4); AD (2); AR (2); AV (2)
- **Diversity outcomes**
  - Gender: increase in female applicants and females outperformed males (31.3% of applications and 36% of selects)
  - Race / Ethnicity: Overall more diverse applicant pool than last year, but less diversity among selectees
  - NCOs
    - 68% of NCO applicants were minorities (17 of 25); last year, 48% of the NCO applicants were minorities (12 of 25)
    - Slightly lower selection rate than officers: 12% (3 of 25) enlisted applications / 21% (22 of 103) officer applications
- **Commissioning source comparison**

ROTC: 51% of applicants; 50% of selectees
USMA: 32% of applicants; 36% of selectees
OCS: 16% of applicants, 14% of selectees
Direct Appointment: 1% of applicants, 0% of selectees

Diversity

Race						
	Applicants	**Selects**	**RA Officers**	**RA Enlisted**	**JAs**	**Licensed Attorneys**
African-American	12.5% (-1.8%) 16 (NC)	4% (NC) 1	11%	22%	7.5%	5%
Asian/Pacific Islander	4.7% (-6%) 6 (-6)	8% (NC) 2	7%	6%	6%	6%
White**	73.4% (+7.3%) 94 (+20)	84% (+4%) 21 (+1)	68%	48%	76.6%	79%
Hispanic*	11.7% (+4.6%) 15 (+7)	0% (-8%) 0 (-2)	9%	21%	5.2%	6%
American Indian	0.7% (+0.7%) 1 (+1)	0% (NC) 0	<1%	1%	0.2%	0.5%
Other	8.6% (+6.8%) 11 (+9)	4% (+4%) 1 (+1)	2%	3%	9.7%	4%
Gender						
Female	31.3% (+2.7%) 40 (+8)	36% (+4%) 9 (+1)	21%	15%	30%	39%
Male	68.8% (-2.6%) 88 (+8)	64% (-4%) 16 (-1)	79%	85%	70%	61%

*Applicants were questioned separately about whether they are of Hispanic ethnicity from their race.
**White, non-Hispanic: 64.8% of Applicants; 84% of Selects.

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FY25 RA Fall Accession Board

Applications / Selection Rate

	Applicants	Primary Selects	Selects + Alternates	Selection Rate
FY25	**199**	**155**	**167**	**77.9% / 83.9%**
FY24	227	161	161	70.9%
FY23	203	146	158	71.9% / 77.8%
FY22	323	170	170	52.6%
FY21	494	134	192	28.6% / 40.9%

Academic Profiles

FY25

Undergrad GPA

- Applicants: 3.44
- Selects: 3.51

Law Schools w/ Most Apps

- George Wash. (7)
- Texas Tech (5)
- UNC (5)

FY24

Undergrad GPA

- Applicants: 3.42
- Selects: 3.50

Law Schools w/ Most Apps

- Miss. Coll. (8)
- New England (5)
- Florida A&M (4)
- George Mason (4)
- NC Central (4)

Trends and Takeaways

- **Decrease (12%) in applications from last year**
- **T14 law schools well-represented:**
  - Duke (1); Harvard (2); UVA (1); U. Mich. (2); Cornell (3); Georgetown (4)
- **Impact on Diversity**
  - Decrease in African-American, Hispanic, and female applicants and selects.
  - Females outperformed males (26.1% of applicants but 31% of selects)
  - HBCU law schools represented (primary selects/applicants): Florida A&M (0/1); NCCU (3/4); Thurgood Marshall (1/1); UDC (1/1)
- **Solid performance for interns/externs, moot court competitors, and ed delay officers**
  - Former interns: 9 out of 12 selected (75%); 5 EDP (Early Decision Program) applicants reapplied, 3 selected
  - Former/current Army JAGC externs: 11 out of 11 selected (100%)
  - 18 of 19 (95%) of ed delay officers were selected
  - Two Moot Court competitors applied, one selected as a primary, one selected as a secondary

Diversity

Race	Applicants	Selects	Law Students (2023)	Army Officers (2023)	JAs (2023)	Licensed Attorneys (2023)
African-American	8.0% (-8.3%) 16 (-21)	6.5% (-6.7%) 10 (-11)	7.8%	11%	7.5%	5%
Asian/Pacific Islander	6.0% (+0.7%) 12 (NC)	6.5% (+2.7%) 10 (+4)	7%	7%	6%†	6%
White**	75.9% (+4.5%) 151 (-11)	75.5% (NC) 117 (-3)	60.7%	68%	76.6%	79%
Hispanic*	15.1% (-2.5%) 30 (-10)	15.5% (-2.1%) 24 (-4)	13.7%	9%	5.2%	6%
American Indian	1.0% (+0.1%) 2 (NC)	1.3% (NC) 2 (NC)	0.4%	<1%	0.2%	0.5%
Multiracial (Other)	9.0% (+2.8%) 18 (+4)	10.3% (+4.0%) 16 (+6)	4% *6.4% Unknown*	2%	9.7%	4%
Gender						
Female	26.1% (-3.0%) 52 (-14)	31.0% (-3.0%) 48 (-6)	55.7%	21%	30%	39%
Male	73.9% (+3.0%) 147 (-14)	69.0% (+3.0%) 107 (+2)	44.3%	79%	70%	61%

*Applicants were questioned separately about whether they are of Hispanic ethnicity from their race.
**White, non-Hispanic: 63.3% of Applicants; 62.6% of Selects.

† 2022 statistic due to a glitch in IPPS-A that does not accurately account for this demographic.

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

DAJA-ZA

27 SEP 2024

MEMORANDUM FOR President and Members of the Fiscal Year 2025 Judge Advocate General's Corps Funded Legal Education Program Selection Board

SUBJECT: Memorandum of Instruction for the Fiscal Year 2025 Judge Advocate General's Corps Funded Legal Education Program Selection Board

1. The Fiscal Year 2025 (FY25) Judge Advocate General's Corps (JAGC) Funded Legal Education Program (FLEP) Selection Board is convened under 10 U.S.C. § 2004, as implemented by Department of Defense Instruction 1322.12 and Army Regulation (AR) 27-1, Chapter 10, to recommend active duty commissioned officers and noncommissioned officers (NCOs) to attend civilian law school at government expense. The board will convene between 4 and 15 November 2024.

2. Membership. The board will consist of five voting members: a general officer as president, two Judge Advocate members in the grade of O-5 or above, and two non-Judge Advocate members in the grade of O-5 or above. The board will also include the Senior Enlisted Advisor, and at least one female member, one minority member, and one former FLEP officer. My designee or I will appoint the board members and may select individuals other than those recommended to serve on the board. Board membership will be provided under separate cover. The Chief, Judge Advocate Recruiting Office (JARO), is delegated authority to excuse board members and appoint alternates.

3. General.

a. The board will recommend by order of merit up to the 25 applicants—whether officer or NCO—who are fully qualified and best qualified to participate in the FLEP commencing in academic year 2025–2026. All applicants—officer and enlisted—will be evaluated using the criteria specified in Enclosure 2.

b. The board will convene at a time set by the board president. The board president has no authority to constrain the board from recommending for appointment those applicants the majority of the board determines to be best qualified as defined in this Memorandum of Instruction (MOI) and enclosures.

c. Enclosure 1 contains administrative instructions and procedures and specifies the oaths for the board members and the recorder.

d. Enclosure 2 contains additional guidance on the factors the board is to consider in the selection process. This enclosure also contains guidance for ensuring equal opportunity for all applicants.

e. The JARO will furnish applicant files to the board and will provide all administrative support.

f. I have selected each of you to serve on this board because I have confidence in your ability to recognize officers and NCOs with the strongest potential as future Army leaders and attorneys. Bear in mind the serious nature of your duties and your obligation to ensure these proceedings remain above reproach. The oath you will take obliges you to ensure all applicants are considered without prejudice or partiality. You will adhere to that oath, governing laws, directives, regulations, and this memorandum of instruction when selecting applicants who meet the needs of the Army, as outlined herein.

g. Any board member who believes he or she cannot, in good conscience, perform his or her duties as a member of the board without prejudice or partiality has a duty to request that I relieve them from board membership. At my discretion, such a request may be honored. Any board member who believes the integrity of the board's proceedings has been affected by improper influence or senior military or civilian authority, misconduct by the board president or a member, or any other reason, has a duty to report the basis for his or her belief to me.

4. Restrictions.

a. Recommendations of the board are "Controlled Unclassified Information" until the proper authority releases the results. Upon adjournment, board members are encouraged to familiarize other officers with board procedures in general. However, members will not disclose, for any reason, specific details of the board proceedings pertaining to the selection or non-selection of individual applicants, whether recorded or unrecorded.

b. Board membership will not be revealed until the board adjourns.

c. The board's recommendations are advisory. I will make the final decision on officers and NCOs selected for participation in the FLEP.

(b)(6)
(b)(6) III
SA
General

2 Encls
1. Administrative Instructions
2. Additional Guidance

FY25 JUDGE ADVOCATE GENERAL'S CORPS FUNDED LEGAL EDUCATION PROGRAM SELECTION BOARD ADMINISTRATIVE INSTRUCTIONS

1. **Eligibility.** The Funded Legal Education Program (FLEP) provides an opportunity for up to 25 exceptional officers and noncommissioned officers (NCOs) to attend civilian law school and serve thereafter as Regular Army (RA) Judge Advocates. Officers and NCOs selected for the FLEP will be detailed to the Judge Advocate General's Corps (JAGC). The board recorder will furnish the board with the electronic files of all applicants eligible for consideration. Applicants must:

a. Be U.S. citizens serving as commissioned officers in the RA in the grade of O-1 through O-3 or RA enlisted personnel in the grade of E-5 through E-7 while applying and at the time law school begins.

(1) Officer applicants must have at least two, but not more than five, years of active duty service—including any prior warrant officer or enlisted service—at the time law school begins. Officers who will have more than five but fewer than six years of active duty service when legal training would commence may request an exception to policy (which is part of the application).

(2) NCO applicants must have at least four, but not more than eight, years of active duty service at the time law school begins.

b. Have graduated from an accredited college or university with a baccalaureate degree or equivalent.

c. Be able to qualify for appointment in the JAGC according to the requirements of Army Regulation (AR) 601-100, Appointment of Commissioned and Warrant Officers in the Regular Army, after completing law school; and

d. Have at least a favorably adjudicated National Agency Check with Law and Credit (NACLC), or SECRET security clearance.

e. Not have an approved resignation or separation date.

2. **Oaths**.

a. The board president shall administer the following oath or affirmation to the recorder:

Do you, *[state the recorder's name]*, solemnly swear (or affirm) that you will keep a true record of the proceedings of this board, and further, that you will not divulge the

proceedings or results thereof pertaining to the selection or non-selection of individual applicants except to the proper authority?

b. The recorder shall administer the following oath or affirmation to each member of the board:

Do you, *[state the board members' names]*, solemnly swear (or affirm) that you will, without prejudice or partiality, and having in view both the special needs and the efficiency of the Army, perform the duties imposed upon you, and further, that you will not divulge the proceedings or results thereof pertaining to the selection or non-selection of individual applicants except to the proper authority?

3. **Information Considered**.

a. The board will consider applicants' electronic files, including:

(1) Official transcripts for college-level and graduate level education.

(2) All officer evaluation reports (OERs), NCO evaluation reports (NCOERs), and academic evaluation reports (AERs).

(3) Current Soldier Talent Profile (STP) with the applicant's photograph, gender, race, ethnic group, religion, marital status, and number of dependents redacted. In addition to the STP, there is an STP Supplement provided in the application to include inaccurate or missing information and information that does show on the STP, such as additional assignments, skill identifiers, education, and awards.

(4) Personal statement (up to 2,500 characters) describing the applicant's motivation for participation in the FLEP and serving as a Judge Advocate.

(5) List of law schools to which the applicant has applied or will apply. Prior application or acceptance to law school is not a prerequisite for selection for the FLEP.

(6) Law School Admissions Test (LSAT) score report.

(7) Comprehensive time-in-service documentation including, but not limited to, DD Form 214, DA Form 71 (Oath of Office), Enlistment Contract, NGB 22, and NGB 23.

(8) A request to Human Resources Command for a branch release upon acceptance into the FLEP, signed by the company-level and battalion-level commanders.

(9) Staff Judge Advocate (SJA) interview.

(10) Disclosure of any military adverse action and/or civilian criminal misconduct, including a full explanation of the circumstances involved and the final disposition. Additionally, any applicant who has been titled as the subject of a criminal investigation, regardless of disposition, will also disclose this information and provide a detailed explanation.

(11) DA Form 5500/5501 Body Fat Content Worksheet (if applicable).

(12) Up to three letters of recommendation (optional).

4. **Procedures**. The board may be held in person or by remote/virtual means. Applicant files that are deemed complete by the Judge Advocate Recruiting Office (JARO) will be made available for board review. The consideration of applicants will follow a three-step process:

a. Step 1 – Familiarization: The board recorder will provide the Board with sample files for a practice vote. These files will be voted in accordance with the voting procedures discussed in Step 2, below. The purpose of a practice vote is to allow board members to become familiar with the contents and organization of applicant files and voting procedures.

b. Step 2 – Voting:

(1) Each board member will assess each applicant's file and assign a score from 1-6 (with 1 being the lowest and 6 being the highest score). A plus (+) or minus (-) may be used for each numerical rating to emphasize the degree of recommendation. Those applicants scoring the highest are deemed "best qualified."

(2) Any board member may, at his or her discretion, reconsider and revote an individual applicant's file at any time before adjournment. The board recorder will assist any board member seeking to conduct a revote.

(3) The board will recommend by order of merit the 25 applicants—whether officer or NCO—who are fully qualified and best qualified to participate in the FLEP commencing in academic year 2025–2026.

(4) All applicants—officer and enlisted—will be evaluated using the criteria specified in paragraph 3 above and in the Additional Guidance enclosure. Bear in mind, however, that officers and NCOs have unique professional development models and leadership responsibilities given the nature of their respective roles in the Army. For example, a staff sergeant applicant may have served as an infantry squad leader while a captain may have commanded an infantry company. These inevitable differences should not operate to the advantage or disadvantage of any applicant. Officer and

enlisted applicants bring different experiences and perspectives that will collectively strengthen the diversity of the JAGC. Consider each applicant's potential holistically, on the basis of all components of the application.

(5) In the event a tiebreaker is required to determine a cut-off line for the OML, the board recorder will administratively create a group of only those applicants who received identical scores. Board members will revote those applicants, and a new revote OML will be compiled. A decimal point reflecting the new OML will be added to the original OML score to indicate the best qualified applicants within the revote population.

c. Step 3 – Recommendations/Reports and Certification:

(1) After voting is complete, the recorder will produce a list of all qualified applicants, which will be forwarded to TJAG with recommendations for selection in the RA JAG Corps.

(2) The Board will conduct a review of the board proceedings and draft an after-action report (AAR). The AAR will highlight the members' collective observations, concerns, and recommendations regarding the selection process. TJAG may ask the board president to address specific questions in the AAR. The board recorder will provide the questions and a sample format. The board president may include additional observations or recommendations on issues not addressed in TJAG's questions. The board may modify the format of the report to record the Board's comments in a concise, logical manner.

(3) Certification. Each member of the Board will attest to the following certification:

The board president, board members, and board recorders hereby certify that, to the best of their knowledge, the board complied with the Memorandum of Instruction (MOI), they were not subject to or aware of any censure, reprimand, or admonishment resulting from the recommendation of the board or its exercise of any lawful function within the board's authorized discretion; they were not subject to or aware of any attempt to coerce or influence improperly any action in the formulation of the board's recommendations; and they were not a party to, or aware of, any attempt at unauthorized communications.

The board, acting under oath and having in view the special needs and the efficiency of the Army, has carefully considered the record of every applicant whose name was furnished to it as specified in the MOI. In the opinion of a majority of the members of the board, the applicants named in the Enclosure are qualified to meet the needs of the

Army, as specified in the MOI furnished to the board by TJAG, and are hereby recommended for appointment to the JAGC in the RA.

5. **Instructions Concerning Communications and Information**.

a. Each of you (president, board members, recorder, and administrative support personnel) is responsible for maintaining the integrity of this advisory board, and to foster the careful consideration, without prejudice or partiality, of all eligible applicants.

b. You may not receive, initiate, or participate in communications or discussions involving information that is not presented in each application, any information beyond what is provided to the board, and any information communicated to you by the individual under consideration. In your deliberations, you may not discuss any matters precluded by law, Army Regulations, or this MOI.

c. The board may not use personal knowledge in its deliberations. If a board member has personal knowledge of an applicant that is not documented in the file provided to the board, and the board member feels the information is of great significance, then the board member will summarize the information in writing and provide it in a sealed envelope to the board recorder. The board recorder will seek guidance from the proper authority.

FY25 JUDGE ADVOCATE GENERAL'S CORPS FUNDED LEGAL EDUCATION PROGRAM SELECTION BOARD ADDITIONAL GUIDANCE

1. **General**.

a. The applicants you recommend for selection will become the Judge Advocate General's Corps (JAG Corps) of the future. Your goal, therefore, is to select those individuals who demonstrate the greatest potential for outstanding service as Soldier-lawyers.

b. Selection for the Funded Legal Education Program (FLEP) is based on an applicant's potential as a peer leader, expert and versatile lawyer, and skilled staff officer. Selection is not intended as a reward for past performance. No single factor should be overriding in determining whether an officer or noncommissioned officer (NCO) should be selected. The board must consider each applicant's entire record to determine whether he or she possesses the appropriate balance of intellect, integrity, and leadership needed to thrive in our dual profession. The board should consider the following factors:

(1) **Record of Military Service**. Select officers and NCOs who have established records of exceptional performance and leadership potential, as reflected in their respective evaluation reports.

(2) **Character**. Only individuals of the highest moral character should be selected for service as future Judge Advocates.

(3) **Intellect**. Academic achievement is a strong indicator of intellect. Applicants are required to submit undergraduate transcripts and to take the Law School Admission Test (LSAT). The LSAT provides a standard measure of reading comprehension, reasoning, and writing skills that law schools use in assessing an applicant's law school readiness. In the same way, you should carefully review undergraduate transcripts to gauge each applicant's academic potential. You must be satisfied that each officer and NCO selected is capable of graduating from an American Bar Association (ABA)-accredited law school, gaining admission to the bar, and practicing competently in each of the JAGC legal functions.

(4) **Communication**. Judge Advocates must possess exceptional written and verbal communication skills. You should select only those applicants with the ability to communicate effectively with Army senior leaders.

(5) **Motion**. Because the purpose of the program is to provide the JAGC with career officers, there should be clear evidence an applicant desires to remain a professional military officer after becoming a member of the legal profession.

(6) **Demonstrated Aptitude for Performance of Legal Duties**. Not all applicants have had the opportunity to perform legal duties. Applicants who have not been exposed to legal work should not be penalized. Rather, the board should assess each file in its entirety to determine whether the applicant possesses the intellect, critical thinking skills, maturity, and humility needed to thrive as an Army lawyer and leader.

(7) **Physical Fitness**. Physical fitness is an essential component of individual readiness and leadership. Consider whether each applicant has consistently met the Army's physical fitness and body composition standards, as well as the likelihood of future compliance.

(8) **Versatility**. Carefully consider whether officer applicants with more than three years of active duty service will have sufficient time in the JAGC to develop the versatility required to be competitive for promotion to Major.

2. **Staff Judge Advocate's (SJA's) Report**. All applicants will have been interviewed by an SJA who has prepared a report for your consideration. You should carefully evaluate the SJA Report, giving special attention to the SJA's assessment of the applicant's potential for JAGC service. The narrative justifications for an SJA's recommendation are particularly important and lend meaning to the other elements of the SJA Report. Each SJA Report includes an overall recommendation on selection according to the following tiered ranking system.

a. **Is an absolute must select**: a truly extraordinary applicant who is outstanding in all dimensions.

b. **Is a must select**: a strong applicant about whom the SJA is genuinely enthusiastic; possesses the key qualities and skills needed to make a positive impact on our people and mission.

c. **Is recommended**: an average applicant with no glaring weakness, but few significant strengths; has potential to develop into an effective Judge Advocate with training and development.

d. **Is not recommended**: an applicant about whom the SJA has reservations; does not currently have the qualities or skills our dual professions demand.

e. **Should absolutely not be selected**: the applicant is clearly deficient in multiple respects; the SJA has severe misgivings; avoid selecting.

3. **Adverse Information**. The board must independently evaluate and weigh derogatory information presented to the board. The board should evaluate indications of disciplinary action relative to an individual's overall record and potential, while, at the same time, considering the seriousness of the offense. Accordingly, the board should use care in assessing the weight placed on one incident, which may be atypical of an otherwise outstanding record.

4. **Prior Non-Selection**. Prior non-selection will not be considered a reason for non-selection by a subsequent board. The board must make an independent evaluation on the basis of the applicant's record as compared with other applicants considered by the board.

5. **Diversity and Equal Opportunity**. The strength of our Army comes from our diversity. Developing and maintaining qualified and demographically diverse leadership is critical for mission effectiveness and is essential to national security. Effective leaders understand that organizational success depends on the ability of people of different backgrounds to work together, while bringing the value of their diverse experiences to the mission. With a culture that embraces diversity, the Army is better able to attract and keep the best men and women from across the Nation, and to operate more successfully around the world. Moreover, the success of today's Army comes from a total commitment to the ideals of freedom, fairness, and human dignity upon which our country was founded. It is vital that our Army is in fact one of equal opportunity–equal opportunity for all Soldiers is the only acceptable standard for our Army. This principle applies to every aspect of career development and utilization in our Army, but is especially important to demonstrate in the accession process. Select meritorious applicants who create and maintain an inclusive environment where individual attributes are recognized, accepted, and, most importantly, valued, regardless of race, color, national origin, religion, sex (including gender identity), or sexual orientation. In doing so our Soldiers will have a clear perception of equal opportunity in the selection process.

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

24. Jan. 2025

DAJA-ZA

MEMORANDUM FOR President of the Fiscal Year 2025 Lateral Attorney Accession Board, Judge Advocate General's Corps

SUBJECT: Memorandum of Instruction for the Fiscal Year 2025 (FY25) Lateral Attorney Accession Board (LAAB), Judge Advocate General's Corps (JAG Corps)

1. Authority. The FY25 LAAB, JAG Corps, is appointed pursuant to Army Regulation (AR) 27-1, Judge Advocate Legal Services, paragraph 9-6. The board is convened to recommend qualified, licensed attorneys for appointment to the JAG Corps in the Regular Army (RA).

2. Membership. The board will consist of five voting members: a JAG Corps general officer as president and four JAG Corps field grade officers. At least one member must be a Judge Advocate in the United States Army Reserve (USAR). The board will also include at least one female and one minority member. My designee or I will appoint the board members and may select individuals other than those recommended to serve on the board. Board membership will be provided under separate cover. The Chief, Judge Advocate Recruiting Office (JARO), is delegated the authority to excuse members and appoint alternates if exceptional circumstances exist. Further, the Chief, JARO is granted authority to grant exceptions to policy (ETPs) concerning board membership, as required.

3. General.

a. The board will consider applicants who are licensed to practice law in any State, Territory, or Commonwealth of the United States who have received a Juris Doctorate from an American Bar Association-accredited law school, including judge advocates currently serving in the Army National Guard (ARNG), USAR, to include the Individual Ready Reserve, or in a sister service. The board will also consider applicants in their third year of law school if granted an exception by the Chief, JARO.

b. The board will use a "yes/no" voting format. Applicants recommended for appointment will be voted as a "yes," while applicants not recommended for appointment will be voted as "no." Applicants for whom a majority of board members vote "yes" will be considered recommended by the board for appointment to the JAG Corps in the RA.

c. The board will convene virtually on a monthly basis, as applicable, to review and vote on applications. The board president has no authority to constrain the board from

recommending for appointment those applicants the majority of the board determines to be qualified as defined in this Memorandum of Instruction and enclosures.

d. Enclosure 1 contains administrative instructions and procedures and specifies the oaths for the board and the recorder.

e. Enclosure 2 contains additional guidance on the factors the board is to consider in the selection process. This enclosure also contains guidance for ensuring equal opportunity for all applicants.

f. JARO will furnish applicant files and provide administrative support to the board.

g. I have selected each of you to serve on this board because I have confidence in your ability to recognize applicants who have proven performance and continued potential as Army leaders and attorneys. Bear in mind the serious nature of your duties and your obligation to ensure that these proceedings remain above reproach. The oath you will take obliges you to ensure that all applicants are considered without prejudice or partiality. You will adhere to that oath, governing laws, directives, regulations, and this memorandum of instruction when selecting applicants who meet the needs of the Army, as outlined here. Your failure to do so may constitute cause for removal as a member.

h. Any board member who believes he or she cannot, in good conscience, perform his or her duties as a member of the board without prejudice or partiality has a duty to request that I relieve them from board membership. At my discretion, such a request may be honored. Any board member who believes the integrity of the board's proceedings has been affected by improper influence or senior military or civilian authority, misconduct by the board president or a member, or any other reason, has a duty to report the basis for his or her belief to me.

4. Restrictions.

a. Recommendations of the board are "Controlled Unclassified Information" until the proper authority releases the results. You will not disclose, for any reason, specific details of the board proceedings pertaining to the selection or non-selection of individual applicants, whether recorded or unrecorded.

b. Board membership will not be revealed until the board adjourns.

c. The board's recommendations are advisory. The Judge Advocate General will make the final decision on selection of applicants for RA appointment in the JAG Corps.

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2 Encls
1. Administrative Instructions
2. Additional Guidance

FISCAL YEAR 2025 LATERAL ATTORNEY ACCESSION BOARD, JUDGE ADVOCATE GENERAL'S CORPS

ADMINISTRATIVE INSTRUCTIONS

1. **Eligibility**. The board recorder will furnish the board with electronic files of all applicants eligible for consideration. Applicants recommended for appointment to the Judge Advocate General's (JAG) Corps in the Regular Army (RA) must meet the following qualifications at the time of appointment:

a. **Citizenship**. Be a citizen of the United States;

b. **Character**. Be of high moral character;

c. **Leadership Potential**. Possess clear leadership potential and interpersonal tact;

d. **Physical Readiness**. Meet the standards of Army Regulation (AR) 40-501, Standards of Medical Fitness, and AR 600-9, The Army Body Composition Program, as modified by Army Directive 2023-08, Army Body Fat Assessment Exemption for the Army Combat Fitness Test Score, and Army Directive 2023-11, Army Body Fat Assessment for the Army Body Composition Program.

e. **Personnel Security Requirements**. Have, at a minimum, a SECRET security clearance before receiving an appointment, or have initiated a National Agency Check with Local Agency Check and Credit Check at the time of appointment;

f. **Law Degree**. Have earned a Juris Doctorate from a law school accredited by the American Bar Association at the time the applicant received the degree. If an applicant has not earned a Law Degree, the board will presume that the Chief, Judge Advocate Recruiting Office (JARO) has waived the requirement, and that the applicant is a third-year law student

g. **Bar Admission**. Be admitted to practice and be in good standing with the licensing authority admitting the individual to the practice of law before the highest court of any State, Territory, Commonwealth, or the District of Columbia. If an applicant has not earned a Law Degree, the board will presume that the Chief, JARO has waived the requirement, and that the applicant is a third-year law student; and,

h. **Rank**. If applicable, be willing to accept a new date of rank and time-in-grade calculation prior to appointment in the RA. Dates of rank will be recalculated according to Human Resources Command policy at the time of appointment.

2. **Oaths**.

a. The board president shall administer the following oath or affirmation to the recorder:

Do you, *[state the recorder's name]*, solemnly swear (or affirm) that you will keep a true record of the proceedings of this board, and further, that you will not divulge the proceedings or results thereof pertaining to the selection or non-selection of individual applicants except to the proper authority?

b. The recorder shall administer the following oath or affirmation to the board:

Do you, *[state the board members' names]*, solemnly swear (or affirm) that you will, without prejudice or partiality, and having in view both the special needs and the efficiency of the Army, perform the duties imposed upon you, and further, that you will not divulge the proceedings or results thereof pertaining to the selection or non-selection of individual applicants except to the proper authority?

3. **Information Considered**. The Board will consider the following information submitted by each applicant along with their application:

a. Memorandum explaining the applicant's motivation to serve on active duty in the JAG Corps;

b. Certificate of good standing with the bar licensing authority dated within six months of the application submission;

c. All transcripts of undergraduate, graduate, and law school studies;

d. A statement or resume reflecting all full-time and part-time work experience (legal and non-legal);

e. Record of current and prior military service, if applicable, to include a memorandum of endorsement from the first O-6 in a USAR or ARNG Judge Advocate's technical chain or chain of command, academic evaluation reports, officer and noncommissioned officer evaluation reports, Soldier Talent Profile (STP), and Army Combat Fitness Test Scorecard (or equivalents);

f. Verification of U.S. citizenship;

g. Up to three (3) letters of recommendation (optional); and

h. A Field Screening Officer interview report conducted within one year of the application's submission.

i. Any adverse information requested on the application, including conduct requiring a waiver by either The Judge Advocate General (TJAG) or the Director, Military Personnel Management (DMPM) pursuant to Department of Defense Instruction (DoDI) 1304.26 and Army Directive (AD) 2020-09.

4. **Procedures**. The board may be held in person or by remote/virtual means, as determined by the board president. Applicants whose files are deemed complete by the Judge Advocate Recruiting Office (JARO) will be made available for board review. The board will also receive a copy of the height and weight table from AR 600-9 and information regarding the U.S. News & World Report's current law school rankings.

a. **Voting**. The board will determine whether to recommend the applicant for RA appointment in the JAG Corps. The board will determine by a "yes/no" recommendation whether, after reviewing the file, in accordance with the guidance outlined herein, the applicant should be recommended for appointment. Majority vote governs.

b. **Certification**:

(1) After voting is complete, the recorder will indicate whether each applicant was recommended or not recommended by the board. Each file will be forwarded to TJAG with a recommendation for appointment in the JAG Corps in the RA or a recommendation for non-selection.

(2) Certification. The board will attest to the following certificate:

The board members hereby certify that, to the best of their knowledge, the board complied with the MOI, they were not subject to or aware of any censure, reprimand, or admonishment resulting from the recommendation of the board or its exercise of any lawful function within the board's authorized discretion; they were not subject to or aware of any attempt to coerce or influence improperly any action in the formulation of the board's recommendations; and they were not a party to, or aware of, any attempt at unauthorized communications.

The board, acting under oath and having in view the special needs and the efficiency of the Army, has carefully considered the record of every applicant whose name was furnished to it as specified in the MOI. In the opinion of a majority of the members of the board, the applicants named in the Enclosure are qualified to meet the needs of the Army, as specified in the MOI furnished to the board by TJAG, and are hereby recommended for appointment to the JAG Corps in the RA.

FISCAL YEAR 2025 LATERAL ATTORNEY ACCESSION BOARD,

JUDGE ADVOCATE GENERAL'S CORPS

ADDITIONAL GUIDANCE

1. **General**.

a. The applicants you recommend for selection will become the Judge Advocate General's Corps (JAG Corps) of the future. Your goal, therefore, is to select those individuals who demonstrate the greatest potential for outstanding service as Soldier-lawyers in the Regular Army (RA).

b. In analyzing individual records to determine whether an applicant is qualified for selection, the board should consider the factors listed below. No single factor is dispositive; however, non-selection may be based on a demonstrated lack of integrity, moral turpitude, or professional ineptitude. Ultimately, you should recommend those individuals that you are confident will provide principled counsel, attain mastery of the law, steward the organization, and demonstrate servant leadership while serving in the RA.

(1) **Intellect**. Judge Advocates must be intelligent enough to practice in our diverse legal functions. Academic achievement can be a strong indicator of intellect. In addition, academic success is often an indicator of self-discipline, grit, and maturity—all attributes necessary for a successful Judge Advocate. Grading systems, however, may vary among academic institutions, and you must exercise great care when evaluating and comparing the academic records of applicants.

(2) **Interpersonal Skills**. Judge Advocates must possess the ability to understand and work effectively with service members and civilians of all ranks, grades, and backgrounds.

(3) **Work Ethic**. You should carefully examine each applicant's file to find evidence of the applicant's strong work ethic.

(4) **Physical Readiness**. Judge Advocates must maintain a high level of physical readiness in order to meet mission requirements. Physical fitness is therefore an important indicator of an applicant's suitability for Army service. The board will consider general physical condition and potential to comply with the standards of Army Regulation 600-9 (The Army Body Composition Program) in evaluating an applicant's potential for Army service.

(5) **Character and Leadership Ability**. Army leaders and attorneys must possess the highest character. Judge Advocates must embody the Army Values: loyalty, duty, respect, selfless service, honor, integrity, and personal courage. In particular, honor and integrity are the bedrock of our dual professions, which enable a Judge Advocate to deliver principled counsel. Soldiers and noncommissioned officers must be able to trust their officers. Accordingly, you should select only those applicants whose records demonstrate an uncompromising commitment to these values.

(6) **Prior Military Experience**. Some applicants may have prior enlisted or commissioned service. You should review the files of these applicants for indicators of leadership potential, maturity, teamwork, and the ability to excel as a Judge Advocate. The JAG Corps also has a need for officers with special military skills and training. Military experience will be considered a positive factor.

(7) **Legal and Work Experience**. Each applicant has submitted a resume detailing his or her work experience. Applicants also have the option of submitting up to three letters of recommendation. You should carefully examine this information to assess initiative, legal and analytical skills, judgment, and maturity.

(8) **JAG Corps Intern and Extern Programs**.

(i) These programs introduce students to military legal practice and provide meaningful opportunities for supervisory Judge Advocates to evaluate their performance and potential. The board should give careful consideration to those applicants who have demonstrated superior potential through successful performance as interns or externs.

(ii) Applicants who participated in the JAG Corps Summer Internship Program had the option to apply for a JAG Corps commission in the Early Decision Accession Board, which convened at the conclusion of the summer internship period. Board members will not draw a negative inference for those applicants who were either not selected at this prior board, or those who opted out of consideration.

(9) **Communication Skills**. Judge Advocates must be effective communicators in person and in writing—precise, persuasive, and professional. You should select only those applicants whose records demonstrate superior communication skills.

(10) **Involvement in Campus and Civic Activities**. Participation and achievement in extracurricular activities is a strong indication of initiative and leadership capacity. Non-participation in such activities, should not, however, operate against an applicant's interest when heavy course loads and gainful employment in financing the expenses of college and law school have denied the applicant the opportunity to engage in extracurricular activities.

2. **Field Screening Officer's (FSO) Report**. All applicants will have been interviewed by an FSO, a Judge Advocate designated to perform recruiting and interviewing functions, who has prepared a report for your consideration. You should carefully evaluate the FSO Report, giving special attention to the FSO's assessment of the applicant's potential for JAG Corps service. The narrative justifications for an FSO's recommendation are particularly important and lend meaning to the other elements of the FSO Report. Each FSO report includes an overall recommendation on selection according to the following tiered ranking system.

a. **Absolute must select**: a truly extraordinary applicant who is outstanding in all dimensions.

b. **Must select**: a strong applicant about whom the FSO is genuinely enthusiastic; possesses the key qualities and skills needed to make a positive impact on our people and mission.

c. **Recommended for selection**: an average applicant with no glaring weakness, but few significant strengths; has potential to develop into an effective Judge Advocate with training and development.

d. **Not recommended for selection**: an applicant about whom the FSO has reservations; does not currently have the qualities or skills our dual professions demand.

e. **Absolute do not select**: the applicant is clearly deficient in multiple respects; the FSO has severe misgivings; avoid selecting.

3. **Adverse Information**. The board must independently evaluate and weigh derogatory information presented to the board. The board should evaluate indications of disciplinary action relative to an individual's overall record and potential, while, at the same time, considering the seriousness of the offense. Accordingly, the board should use care in assessing the weight placed on one incident, which may be atypical of an otherwise outstanding record.

4. **Prior Non-Selection**. Prior non-selection will not be considered a reason for non-selection by a subsequent board. The board must make an independent evaluation on the basis of the applicant's record as compared with other applicants considered by the board.

5. **Diversity and Equal Opportunity**. The strength of our Army comes from our diversity. Developing and maintaining qualified and demographically diverse leadership is critical for mission effectiveness and is essential to national security. Effective leaders understand that organizational success depends on the ability of people of different

backgrounds to work together, while bringing the value of their diverse experiences to the mission. With a culture that embraces diversity, the Army is better able to attract and keep the best men and women from across the Nation, and to operate more successfully around the world. Moreover, the success of today's Army comes from a total commitment to the ideals of freedom, fairness, and human dignity upon which our country was founded. It is vital that our Army is in fact one of equal opportunity–equal opportunity for all Soldiers is the only acceptable standard for our Army. This principle applies to every aspect of career development and utilization in our Army, but is especially important to demonstrate in the accession process. Select meritorious applicants who create and maintain an inclusive environment where individual attributes are recognized, accepted, and, most importantly, valued, regardless of race, color, national origin, religion, sex (including gender identity), or sexual orientation. In doing so our Soldiers will have a clear perception of equal opportunity in the selection process.

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

DAJA-ZA

27 SEP 2024

MEMORANDUM FOR President and Members of the Fiscal Year 2025 (FY25) United States Army Reserve (USAR) Accession Board, Judge Advocate General's Corps (JAGC)

SUBJECT: Memorandum of Instruction for the FY25 USAR Accession Board, JAGC

1. Authority. The FY25 USAR Accession Board, JAGC is appointed under the provisions of Army Regulation (AR) 27-1, Judge Advocate Legal Services, and AR 135-100, Appointment of Commissioned and Warrant Officers of the Army. The board will be held between 14 October 2024 and 8 November 2024. The board is appointed to recommend applicants for appointment to the JAGC in the USAR.

2. Membership. The board will consist of five voting members: a general officer as president and four members comprised of field and company grade officers. The board will also include at least one female and one minority board member. At least one voting member must be from the Regular Army (RA). At least two voting members must be from the USAR. The president must be senior to all other board members. My designee or I will appoint the board members and may select individuals other than those recommended to serve on the board. Board membership will be provided under separate cover. The Chief, Judge Advocate Recruiting Office (JARO), is delegated authority to excuse board members and appoint alternates if exceptional circumstances exist.

3. General.

a. The board will determine which applicants are best qualified for USAR appointment in the JAG Corps. The board members will score each qualified applicant to create an order of merit list (OML), and those who rank highest on the list will be considered "best qualified" (see enclosures 1 and 2).

b. The board will convene at a time set by the board president. The board president has no authority to constrain the board from recommending for appointment those applicants the majority of the board determines to be best qualified as defined in this Memorandum of Instruction (MOI) and enclosures.

c. Enclosure 1 contains administrative instructions and procedures and specifies the oaths for the board members and the recorder.

d. Enclosure 2 contains guidance on the factors the board is to consider in the selection process. This enclosure also contains guidance for ensuring equal opportunity for all applicants.

e. The JARO will furnish applicant files to the board and will provide all administrative support.

f. I have selected each of you to serve on this board because I have confidence in your ability to recognize applicants with the strongest potential as future Army leaders and attorneys. Bear in mind the serious nature of your duties as a board member and your obligation to ensure these proceedings remain above reproach. The oath you will take obliges you to ensure all applicants are considered without prejudice or partiality. You will adhere to that oath, governing laws, directives, regulations, and this MOI when selecting applicants who meet the needs of the Army, as outlined here. Your failure to do so may constitute cause for removal as a member.

g. Any board member who believes he or she cannot, in good conscience, perform his or her duties as a member of the board without prejudice or partiality has a duty to request that I relieve them from board membership. At my discretion, such a request may be honored. Any board member who believes the integrity of the board's proceedings has been affected by improper influence or senior military or civilian authority, misconduct by the board president or a member, or any other reason, has a duty to report the basis for his or her belief to me.

4. Restrictions.

a. Recommendations of the board are "Controlled Unclassified Information" until the proper authority releases the results. Upon adjournment, board members are encouraged to familiarize other officers with board procedures in general. However, members will not disclose, for any reason, specific details of the board proceedings pertaining to the selection or non-selection of individual applicants, whether recorded or unrecorded.

b. Board membership will not be revealed until the board adjourns.

c. The board's recommendations are advisory. I will make the final decision on selection of applicants for USAR appointment in the JAG Corps.

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2 Encls
1. Administrative Instructions
2. Additional Guidance

FISCAL YEAR 2025 UNITED STATES ARMY RESERVE ACCESSION BOARD, JUDGE ADVOCATE GENERAL'S CORPS ADMINISTRATIVE INSTRUCTIONS

1. **Eligibility**. The board recorder will furnish the Board with electronic files of the applicants eligible for consideration. Applicants recommended for appointment to the Judge Advocate General's (JAG) Corps in the United States Army Reserve (USAR) must meet the following qualifications at the time of appointment:

a. **Age**. Be at least 21 years of age and meet maximum age limitations listed in table 1-1, Army Regulation (AR) 135-100, Appointment of Commissioned and Warrant Officers of the Army, and be able to complete 20 years creditable service for retirement. This means applicants must be able to complete 20 years of creditable service before their 60th birthday, the age for removal based on Army policy. In appropriate circumstances, The Judge Advocate General (TJAG) may recommend waivers of these requirements. The minimum age requirement is not waivable;

b. **Citizenship**. Be a citizen of the United States at the time of appointment. An applicant who is within one year of obtaining citizenship may apply for a commission;

c. **Character**. Be of high moral character;

d. **Leadership Ability**. Possess clear leadership potential and interpersonal tact;

e. **Physical Readiness**. Meet the standards of AR 40-501, Standards of Medical Fitness), and AR 600-9 (The Army Body Composition Program;

f. **Personnel Security Requirements**. Have initiated a National Agency Check with Local Agency Check and Credit Check at the time of commissioning;

g. **Law Degree**. Have earned a J.D. degree from a law school accredited by the American Bar Association (ABA) at the time the applicant received the degree. The law school ABA accreditation requirement may be waived where an applicant has earned an LLM at an ABA accredited law school. A student in his or her last year of law school may apply for a commission before either graduation or admission to the bar. To receive a commission, an applicant must meet all bar admission requirements before appointment; and

h. **Bar Admission**. Be admitted to practice and be in good standing with the licensing authority admitting the individual to the practice of law before the highest court of a State, Territory, Commonwealth, or the District of Columbia.

2. **Oaths**.

a. The board president shall administer the following oath or affirmation to the recorder:

Do you, *[state the recorder's name]*, solemnly swear (or affirm) that you will keep a true record of the proceedings of this Board, and further, that you will not divulge the proceedings or results thereof pertaining to the selection or non-selection of individual applicants except to the proper authority?

b. The recorder shall administer the following oath or affirmation to each member of the Board:

Do you, *[state the board members' names]*, solemnly swear (or affirm) that you will, without prejudice or partiality and having in view both the special needs and the efficiency of the Army, perform the duties imposed upon you, and further, that you will not divulge the proceedings or results thereof pertaining to the selection or non-selection of individual applicants except to the proper authority?

3. **Information Considered**.

a. The Board will consider the following applicants' electronic files, including:

(1) All transcripts of undergraduate, graduate, and law school studies;

(2) A certificate or statement from the clerk of a State, Territory, Commonwealth, or the District of Columbia showing admission to practice and standing before the bar (if applicable);

(3) Application for appointment with the JAG Corps;

(4) Record of prior military service (if applicable), including DD Form 214, statement of retirement points (DA Form 5016 (USAR) or NGB Form 23B)), and copies of all enlisted or officer evaluation reports;

(5) A statement or resume reflecting all full-time and part-time work experience (legal and non-legal);

(6) A statement of interest, objectives, and motivation for applying for appointment in the JAG Corps;

(7) A Field Screening Officer's Report of Interview;

(8) JAG Corps Intern or Extern Evaluation Report (if applicable)

(9) Up to three letters of recommendation (optional);

(10) Legal writing sample (optional); and

(11) Other information submitted by the applicant and relevant to that applicant's qualifications for appointment in the JAG Corps, such as requests for waiver of the eligibility criteria of AR 135-100 or AR 27-1, Judge Advocate Legal Services.

b. The board recorder will provide each board member a copy of the administrative instructions and will brief the Board on administrative matters, to include an explanation of the Law School Admission Test (LSAT) scoring system. The Board will also receive a copy of the height and weight table from AR 600-9 and information regarding the U.S. News & World Report's current law school rankings data.

4. **Procedures**. The board may be held in person or by remote/virtual means. Applicant files that are deemed complete by the Judge Advocate Recruiting Office (JARO) will be made available for board review. The consideration of applicants will follow a three-step process:

a. Step 1 – Familiarization: The board recorder will provide the Board with sample files for a practice vote. These files will be voted in accordance with the voting procedures discussed in Step 2, below. The purpose of a practice vote is to allow board members to become familiar with the contents and organization of applicant files and voting procedures.

b. Step 2 – Voting:

(1) Each board member will assess each applicant's file and assign a score from 1-6 (with 1 being the lowest and 6 being the highest score). A plus (+) or minus (-) may be used for each numerical rating to emphasize the degree of recommendation. Those scoring the highest are deemed "best qualified."

(2) Any board member may, at his or her discretion, reconsider and revote an individual applicant's file at any time before adjournment. The board recorder will assist any board member seeking to conduct a revote.

(3) The board recorder will produce an order of merit list (OML) by listing all qualified applicants sequentially from highest score to lowest score. The Board will recommend the OML as its list of selectees.

(4) In the event a tiebreaker is required to determine a cut-off line for the OML, the board recorder will administratively create a group of only those applicants who received identical scores. Board members will revote those applicants, and a new revote OML will be compiled. A decimal point reflecting the new OML will be added to the original OML score to indicate the best qualified applicants within the revote population.

c. Step 3 – Recommendations/Reports and Certification:

(1) After voting is complete, the recorder will produce an Order of Merit List for all applicants, which after certification, is forwarded to TJAG with recommendations for selection in the JAG Corps in the USAR.

(2) The Board will conduct a review of the board proceedings and draft an after-action report (AAR). The AAR will highlight the members' collective observations, concerns, and recommendations regarding the selection process. TJAG may ask the board president to address specific questions in the AAR. The board recorder will provide the questions and a sample format. The board president may include additional observations or recommendations on issues not addressed in TJAG's questions. The Board may modify the format of the report to record the Board's comments in a concise, logical manner.

(3) Certification. Each member of the Board will attest to the following certification:

The board president, board members, and board recorders hereby certify that, to the best of their knowledge, the Board complied with the Memorandum of Instruction (MOI), that they were not subject to or aware of any censure, reprimand, or admonishment resulting from the recommendation of the Board or its exercise of any lawful function within the Board's authorized discretion; that they were not subject to or aware of any attempt to coerce or influence improperly any action in the formulation of the Board's recommendations; and that they were not a party to, or aware of, any attempt at unauthorized communications.

The Board, acting under oath and having in view the special needs and the efficiency of the Army, has carefully considered the record of every applicant whose name was furnished to it as specified in the MOI. In the opinion of a majority of the members of the Board, the applicants named in the Enclosure are qualified to meet the needs of the Army, as specified in the MOI furnished to the Board by TJAG, and are hereby recommended for appointment to the Army Reserve and assignment to the JAG Corps in the USAR.

5. **Instructions Concerning Communications and Information**.

a. Each of you (president, board members, recorder, and administrative support personnel) is responsible for maintaining the integrity of this advisory board, and to foster the careful consideration, without prejudice or partiality, of all eligible applicants.

b. You may not receive, initiate, or participate in communications or discussions involving information that is not presented in each application, any information beyond what is provided to the Board, and any information communicated to you by the individual under consideration. In your deliberations, you may not discuss any matters precluded by law, Army regulations, or this MOI.

c. The Board may not use personal knowledge in its deliberations. If a board member has personal knowledge of an applicant that is not documented in the file provided to the Board, and the board member feels the information is of great significance, then the board member will summarize the information in writing and provide it in a sealed envelope to the board recorder. The board recorder will seek guidance from the proper authority.

FISCAL YEAR 2025 UNITED STATES ARMY RESERVE ACCESSION BOARD, JUDGE ADVOCATE GENERAL'S CORPS ADDITIONAL GUIDANCE

1. **General**.

a. The applicants you recommend for selection will become the Judge Advocate General's Corps (JAG Corps) of the future. Your goal, therefore, is to select those individuals who demonstrate the greatest potential for outstanding service as Soldier-lawyers.

b. In analyzing individual records to determine whether an applicant is best qualified for selection, the Board should consider the factors listed below. No single factor is dispositive; however, a low score may be based on a demonstrated lack of integrity, moral turpitude, or professional ineptitude. Ultimately, you should score highly those individuals that you are confident will provide principled counsel, attain mastery of the law, steward the organization, and demonstrate servant leadership.

(1) **Intellect**. Judge Advocates must be intelligent enough to practice in our diverse legal functions. Academic achievement can be a strong indicator of intelligence. In addition, academic success is often an indicator of self-discipline, grit, and maturity—all attributes necessary for a successful Judge Advocate. Grading systems, however, vary greatly among academic institutions, and you must exercise great care when evaluating and comparing the academic records of applicants.

(2) **Interpersonal Skills**. Judge Advocates must possess the ability to understand and work effectively with service members and civilians of all ranks, grades, and backgrounds.

(3) **Work Ethic**. You should carefully examine each applicant's file to find evidence of the applicant's strong work ethic.

(4) **Physical Readiness**. Judge Advocates must maintain a high level of physical readiness in order to meet mission requirements. Physical fitness is therefore an important indicator of an applicant's suitability for Army service. The Board will consider general physical condition and potential to comply with the standards of Army Regulation 600-9, The Army Body Composition Program, in evaluating an applicant's potential for Army service.

(5) **Character and Leadership Ability**. Army leaders and attorneys must possess the highest character. Judge Advocates must embody the Army Values: loyalty, duty, respect, selfless service, honor, integrity, and personal courage. In particular, honor and integrity are the bedrock of our dual professions, which enable a Judge Advocate to deliver principled counsel. Soldiers and noncommissioned officers

must be able to trust their officers. Accordingly, you should select only those applicants whose records demonstrate an uncompromising commitment to these values.

(6) **Prior Military Experience**. Some applicants may have prior enlisted or commissioned service. You should review the files of these applicants for indicators of leadership potential, maturity, teamwork, and the ability to excel as a Judge Advocate. The JAG Corps also has a need for officers with special military skills and training. Military experience shall be considered a positive factor.

(7) **Legal and Work Experience**. Each applicant has submitted a resume detailing his or her work experience. Applicants also have the option of submitting up to three letters of recommendation. You should carefully examine this information to assess initiative, legal and analytical skills, judgment, and maturity.

(8) **JAG Corps Intern and Extern Programs**.

(i) These programs introduce students to military legal practice and provide meaningful opportunities for supervisory Judge Advocates to evaluate their performance and potential. The Board should give careful consideration to those applicants who have demonstrated superior potential through successful performance as interns or externs.

(ii) Applicants who participated in the JAG Corps Summer Internship and Summer Associate Programs had the option to apply for a JAG Corps commission in the Early Decision Accession Board, which convened at the conclusion of the summer internship period. Board members will not draw a negative inference for those applicants who were either not selected at this prior board, or those who opted out of consideration.

(9) **Graduates of the Reserve Officers' Training Corps (ROTC) Program**. Successful completion of an ROTC program requires that an individual demonstrate a strong sense of personal integrity, honor, and responsibility while developing an understanding of the basic concepts and principles of leadership and military art and science. These attributes are reliable indicators of the potential to serve successfully as a Judge Advocate.

(10) **Communication Skills**. Judge Advocates must be effective communicators in person and in writing—precise, persuasive, and professional. You should select only those applicants whose records demonstrate superior communication skills.

(11) **Involvement in Campus and Civic Activities**. Participation and achievement in extracurricular activities is a strong indication of initiative and leadership capacity. Non-participation in such activities, should not, however, operate against an applicant's interest when heavy course loads and gainful employment in financing the expenses of college and law school have denied the applicant the opportunity to engage in extracurricular activities.

2. **Field Screening Officer's (FSO) Report**. All applicants will have been interviewed by an FSO, a Judge Advocate designated to perform recruiting and interviewing functions, who has prepared a report for your consideration. You should carefully evaluate the FSO Report, giving special attention to the FSO's assessment of the applicant's potential for JAG Corps service. The narrative justifications for an FSO's recommendation are particularly important and lend meaning to the other elements of the FSO Report. Each FSO report includes an overall recommendation on selection according to the following tiered ranking system.

(i) **Absolute must select**: a truly extraordinary applicant who is outstanding in all dimensions.

(ii) **Must select**: a strong applicant about whom the FSO is genuinely enthusiastic; possesses the key qualities and skills needed to make a positive impact on our people and mission.

(iii) **Recommended for selection**: an average applicant with no glaring weakness, but few significant strengths; has potential to develop into an effective Judge Advocate with training and development.

(iv) **Not recommended for selection**: an applicant about whom you have reservations; does not currently have the qualities or skills our dual professions demand.

(v) **Absolute do not select**: the applicant is clearly deficient in multiple respects; the FSO has severe misgivings; avoid selecting.

3. **Adverse Information.** The Board must independently evaluate and weigh derogatory information presented to the Board. The Board should evaluate indications of disciplinary action relative to an individual's overall record and potential, while, at the same time, considering the seriousness of the offense. Accordingly, the Board should use care in assessing the weight placed on one incident, which may be atypical of an otherwise outstanding record.

4. **Prior Non-Selection**. Prior non-selection will not be considered a reason for non-selection by a subsequent board. The Board must make an independent evaluation on the basis of the applicant's record as compared with other applicants considered by the Board.

5. **Diversity and Equal Opportunity**. The strength of our Army comes from our diversity. Developing and maintaining qualified and demographically diverse leadership is critical for mission effectiveness and is essential to national security. Effective leaders understand that organizational success depends on the ability of people of different backgrounds to work together, while bringing the value of their diverse experiences to the mission. With a culture that embraces diversity, the Army is better able to attract and keep the best men and women from across the Nation, and to operate more

successfully around the world. Moreover, the success of today's Army comes from a total commitment to the ideals of freedom, fairness, and human dignity upon which our country was founded. It is vital that our Army is in fact one of equal opportunity – equal opportunity for all Soldiers is the only acceptable standard for our Army. This principle applies to every aspect of career development and utilization in our Army, but is especially important to demonstrate in the accession process. Select meritorious applicants who create and maintain an inclusive environment where individual attributes are recognized, accepted, and, most importantly, valued, regardless of race, color, national origin, religion, sex (including gender identity), or sexual orientation. In doing so our Soldiers will have a clear perception of equal opportunity in the selection process.

ODEI TRAINING REQUEST FORM

Please use this form for all ODEI training requests. Please submit a completed copy of this form to CW2 (b) (6) Program Coordinator or SGT (b) (6), Program Specialist, ODEI at usarmy.pentagon.hqda-otjag.mbx.jagc-diversity-inclusion@army.mil

Requestor's Name: (b) (6) Date: 12/13/23

Requestor's Phone # (b) (6) Organization: JARO

Requestor's Email (b) (6)

Organization's location:

POC for Coordination (b) (6) Phone #: (b) (6)

POC's Email: (b) (6)

Date of Training: 2/27/24 Block Time: 0900-0930

Location for Training: USALSA, Fort Belvoir, VA

Organization's Event Title: FY24 1L Summer Intern Selection Board

Anticipated Audience size: 8 Audience Composition: Officers

Platform Requested: ☐ Virtual ☑ In-Person ☐ Combination of both

Funding Office: JARO

POC for travel coordination: (b) (6) Phone #: (b) (6)

Select training or any combination of training from topics listed below:

- ☐ DEI&A: An Overview
- ☐ Disability & Accessibility
- ☐ Let's Talk LGBTQIA+
- ☐ Generations in the Workplace
- ☐ DEIA in Mentorship
- ☐ Equity & Privilege
- ☐ Recognizing & Mitigating Bias in MJ
- ☐ Building Inclusive Teams
- ☑ Implicit (Unconscious) Bias
- ☐ Mitigating Microaggressions

Provide any additional comments or information that would be helpful in preparation for training:

----------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 (b) (6) 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 Early Decision Accessions Board, scheduled on 18 August 2023. As such, we would like to request implicit bias training for the board members.

Who: JARO
What: Implicit Bias Training
When: 0900 on 18 August 2023
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:

Will provide Memorandum of Instruction and its enclosures ahead of time. Board will consist of one General Officer, two JAs in the grade of O-5 or above, and two non-JAs in the grade of O-5 or above (plus 1-2 Board Recorders).

Recruiting and Accessions
Field Board Brief

25 MAR 21

Summary of Comments on LTG Flora Darpino The Judge Advocate General

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Number: 1 Author: Presenter Notes Subject: Presentation Notes Date: 1/27/2025 4:25:13 PM

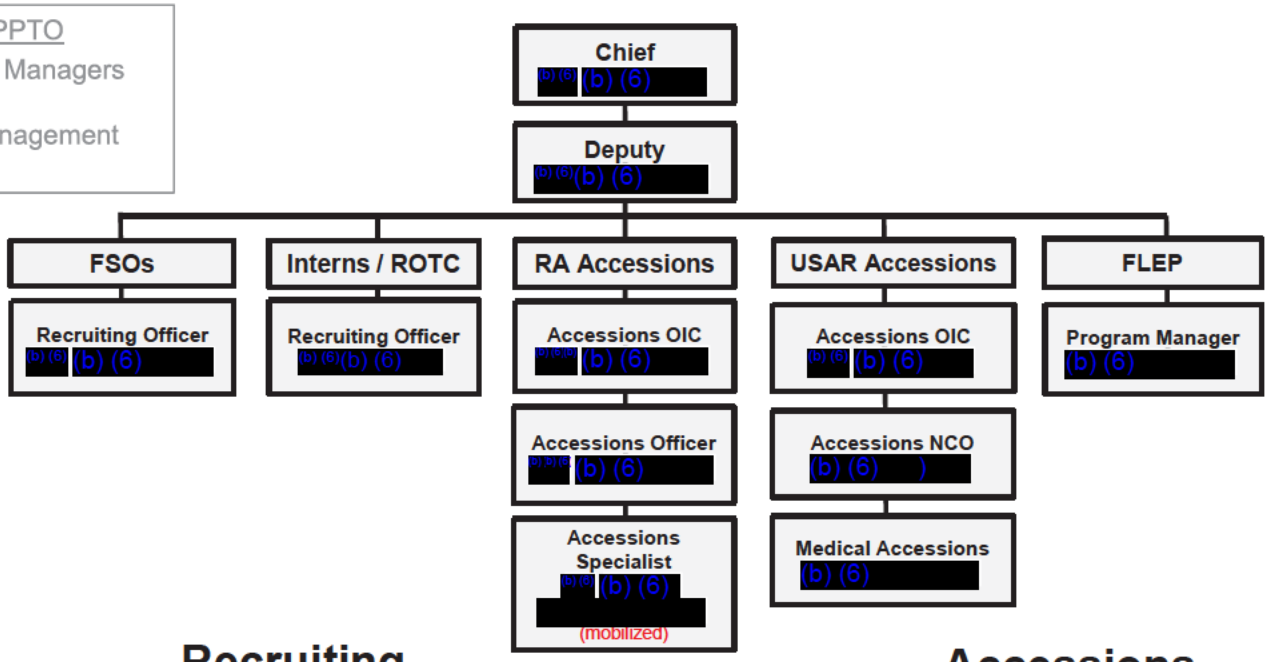
Field Boards will identify and assess problems and opportunities and recommend DE&I-related solutions, that may impact recruiting, accessions, training and education, retention, promotions, assignments, and other obstacles to DE&I.

A Whole Lot to Cover!

- JARO Overview
- Strategic Environment
- JAGC Recruiting Trends
- Field Screening Officers (FSOs)
- Selection Boards
- Diversity Recruitment
- Questions / Discussion

Who We Are & What We Do

PPTO
- Career Managers
- Plans
- RC Management
- **JARO**



Recruiting

- Regular Army and Army Reserve
- FLEP and ROTC Ed Delay
- FSO training and oversight
- Summer Intern / Extern Programs
- Outreach Program (events)
- Marketing and Social Media

Accessions

- Selection Boards
- Accessions Process
  - ✓ "From offer to oath" (13 months for a 3L)
  - ✓ Medical, Security Clearances, Scrolling, etc.
- Orders and Initial Assignments
  - ✓ Three JAOBCs annually (Jan, Apr, Aug)

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JARO = USAREC + HRC for the JAGC (27As only)
Only branch in the Army who conducts recruitment and accessions independently (since 1980)
Scout, screen, and select our “team of tomorrow”; build the foundation for talent management
Selection boards – “The most important thing I do all year” – GO board member

Intern Programs

2L Intern Program

- 60-70 paid civilian internships (GS-07) at OSJAs worldwide
- Apply during fall of 2L year; 2-month internship as a rising 3L
- Routinely produces our top active duty selects each year

1L Intern Program

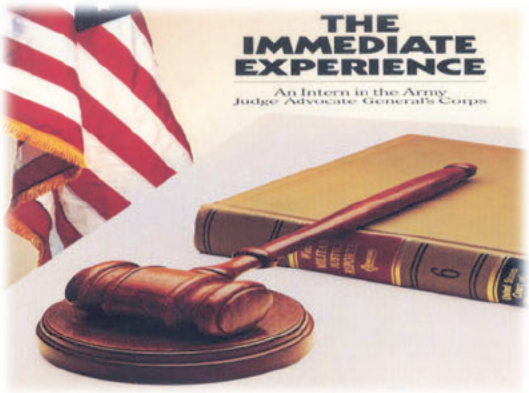
- Back this summer for the first time since 2012
- 15-25 paid civilian internships (GS-05)

ROTC Cadet Intern Program

- 32 cadets interning at OSJAs this summer
- Awesome Ed Delay recruiting tool

(b) (6)

(b) (6)



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Mention Extern Program too

Outreach

- **Diversity and minority bar association events**
- **National Conferences and Regional Career Fairs**
- **ACCA Outreach (support)**
- **ROTC Outreach**
  - OSJA-led; focus on Ed Delay
  - 140% increase in applications in FY21

(b) (6)



(b) (6)

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Other Recruiting Tools

Marketing and Social Media

- Leveraging Army Enterprise Marketing Office assets
- GoArmy.com overhaul
- Facebook, Instagram, LinkedIn

Influencers

- Current/former JAs
- Law school faculty friends
- FLEP students

(b) (6)

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Number: 1 Author: Presenter Notes Subject: Presentation Notes Date: 1/27/2025 4:25:16 PM

UT Austin (November 2019): Q&A session during a breakfast with the Texas Law Veterans Association (arranged by (b) (6) (b) (6) (6) (b) (6) The group consisted of veterans and law students interested in the National Security Law—and the Army J

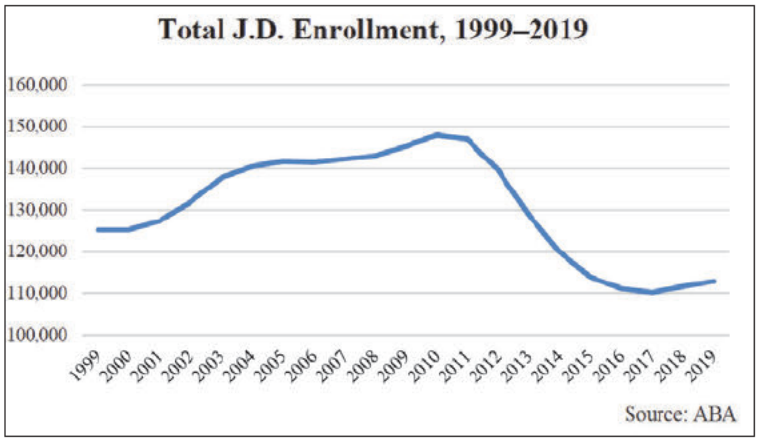
Law School Enrollment

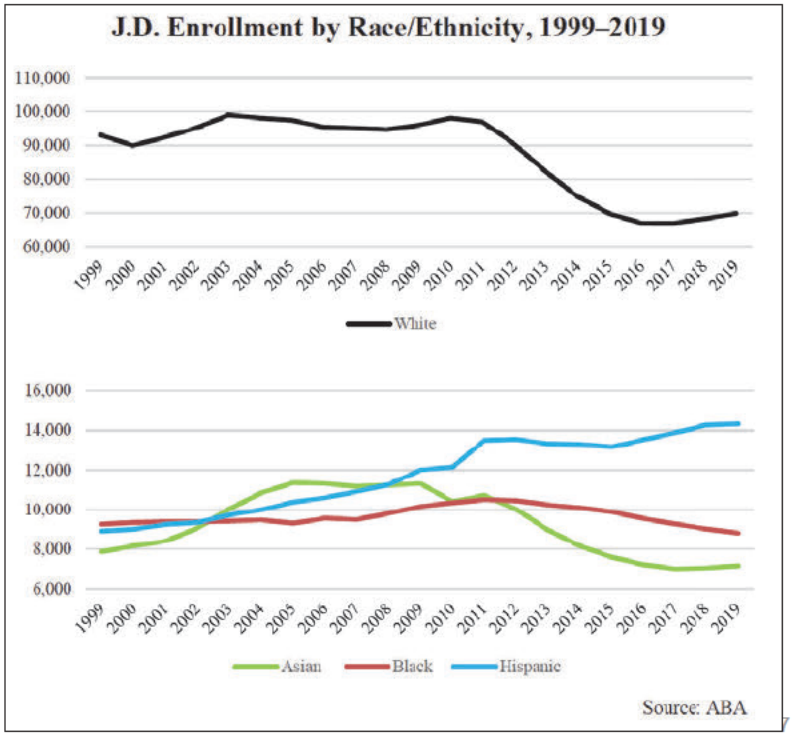
- Down almost 25% since late 2000s recession (up 1.5% this year)
- Women have outnumbered men since 2016
- Overall decline is mainly attributable to large decreases in Asian and White enrollment, especially in lower-ranked schools. Black enrollment has declined modestly during this period, while Hispanic enrollment has increased.

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





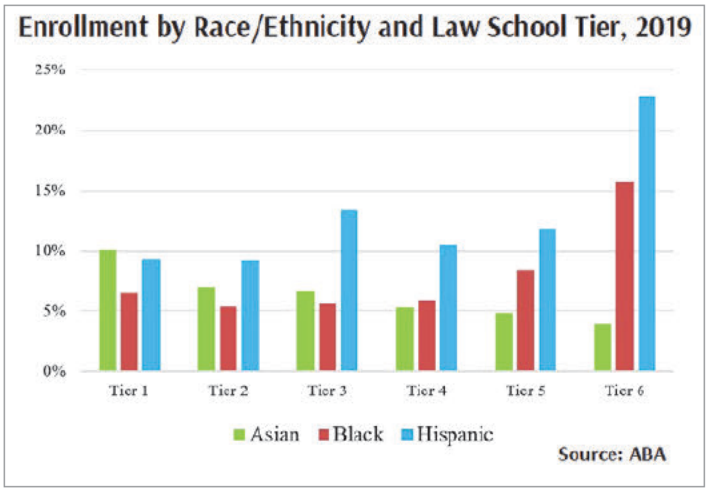
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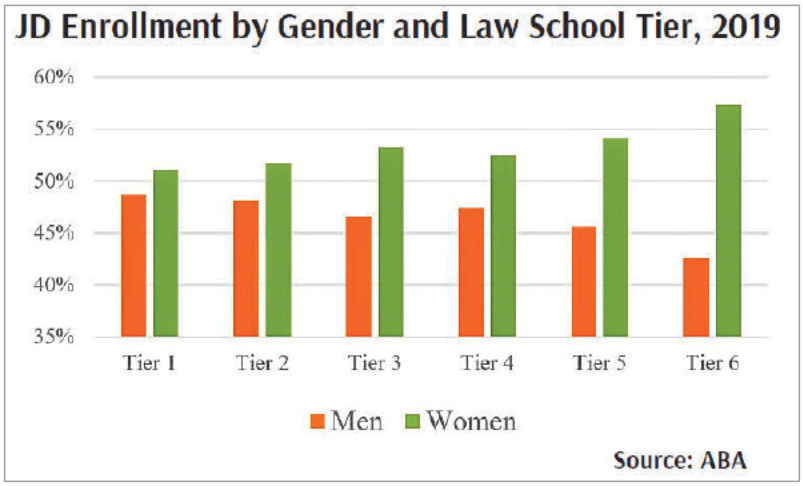
Number: 1 Author: Presenter Notes Subject: Presentation Notes Date: 1/27/2025 4:25:16 PM

"Who's Going to Law School? Trends in Law School Enrollment Since the Great Recession"
Provides a comprehensive analysis of recent U.S. law school enrollment trends since the economic downturn and financial crisis of the late 2000s.

Other findings in the study include:
Despite a recent increase, enrollment seems unlikely to rebound to the pre-recession levels.
Since the Great Recession, Asian Americans and Whites have comprised a smaller share of enrollment in law schools.
Asian American enrollment in particular has declined more steeply than any other group since the Great Recession. After rising for four decades, the number of Asian American lawyers is projected to stagnate beginning in 2030.
African Americans and Hispanics have also comprised a larger share of enrollment since the Great Recession. However, women, African American students, and Hispanic students are disproportionately enrolled in lower-ranked schools with lower rates of bar passage and post-graduation employment.
As a result, it is unclear to what extent the changing diversity of law students will translate into greater diversity in the legal profession.
"The demographics of law students have changed significantly over the past decade, and understanding these changes is essential to building a more diverse and inclusive legal profession," said [redacted]. "We may see more big changes over the next decade, depending on the depth and duration of the economic slowdown due to the coronavirus pandemic."

Law School Landscape





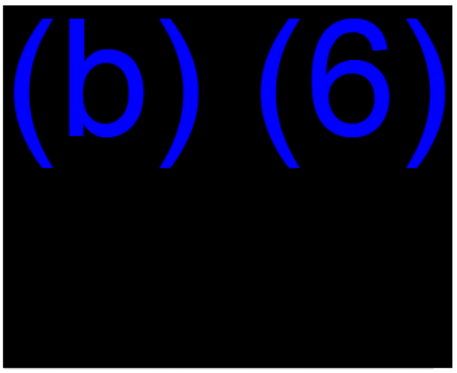
- Although women outnumber men up and down the rankings, women are disproportionately enrolled in lower-ranked schools with lower rates of bar passage and post-graduation employment.
- Black and Hispanic students are also disproportionately enrolled in lower-ranked schools.

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Number: 1 Author: Presenter Notes Subject: Presentation Notes Date: 1/27/2025 4:25:17 PM

Grouped schools into six tiers using a four-step process.
Nine-year average rankings for 160 schools.
Grouped the ranked schools into five tiers, each with a roughly equal number of students based on ABA enrollment data for 2019. We chose this approach in order to facilitate comparison of enrollment trends across tiers.
Adjusted our groupings in light of any natural breaks in the historical average rankings. Where the enrollment-based groupings placed schools with similar rankings into different tiers, we moved schools up or down one tier as appropriate. We made such adjustments for five schools.
Fourth, we assigned 33 unranked law schools to a sixth tier.

- **Uncertain Legal Job Market**
  - **Pre-pandemic**: Intense competition for talent with fewer law school grads, retiring baby boomers, industry-wide diversity emphasis, and increased demand for legal services
  - **COVID Chaos:** Virtual law school, delayed bar exams, OCI delayed, withdrawn/delayed job offers, virtual summer programs, reduced compensation
  - **Post-pandemic??**
- **Army-wide challenges**
  - Declining health trends
  - Society disconnected from military
- **Obstacles and opportunities**



Regular Army (RA) Trends

Quantity

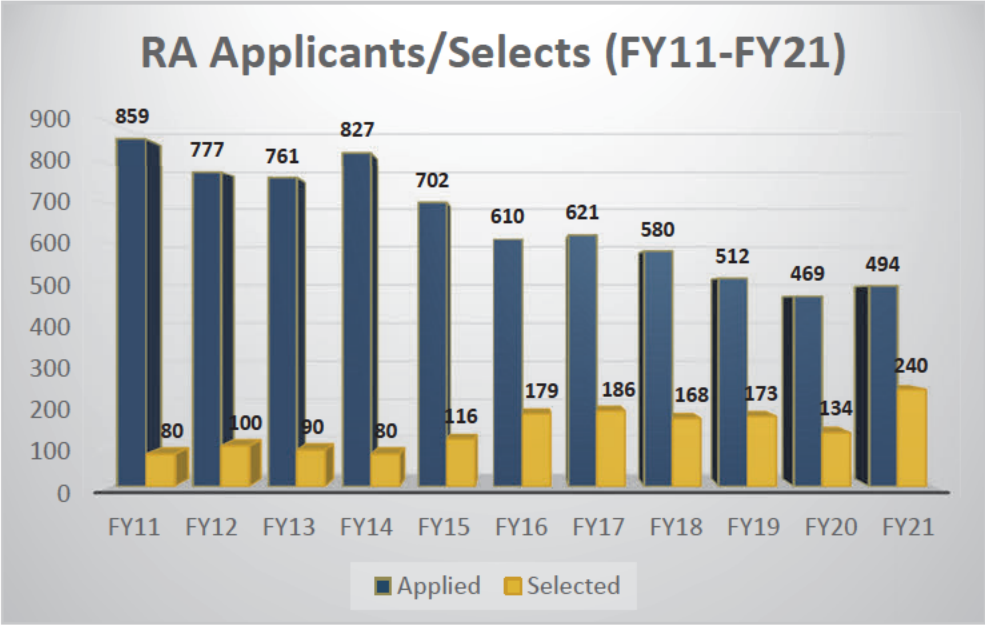
- Applications increased by 5% in FY21, reversing a 10-year decline
- Accessions growth = more opportunities
- Approximately 30% of selects were licensed attorneys in FY21 (up slightly)
- Former interns and Ed Delays selected at high rates

Quality

- Avg. LSAT score of applicants / selects is consistent (154 / 156)
- Other qualitative measures

Diversity Outcomes

- Geographic – strong
  - FY21: 127 law schools (selects)
- Gender – solid
- Racial/Ethnic – static
  - Impact of no photos



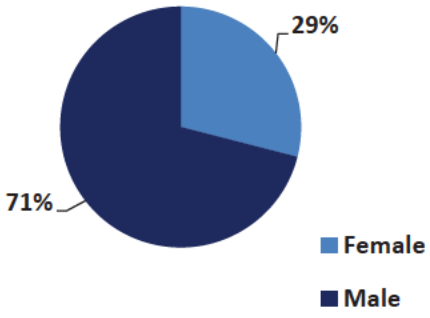
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Number: 1 Author: Presenter Notes Subject: Presentation Notes Date: 1/27/2025 4:25:18 PM

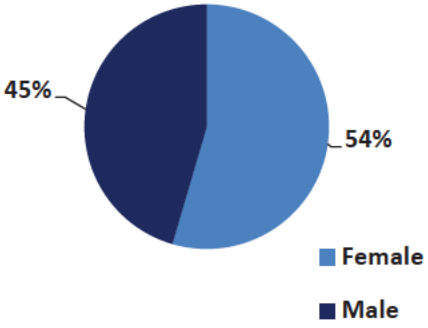
197 ABA-accredited law schools
Selects from 127 law schools in FY21
Quality: Consistent, but currently measured mainly by academic achievement
Median LSAT of selects (155) ranks below top 90 law schools
Dubious predictive value though

Gender and Marital Status

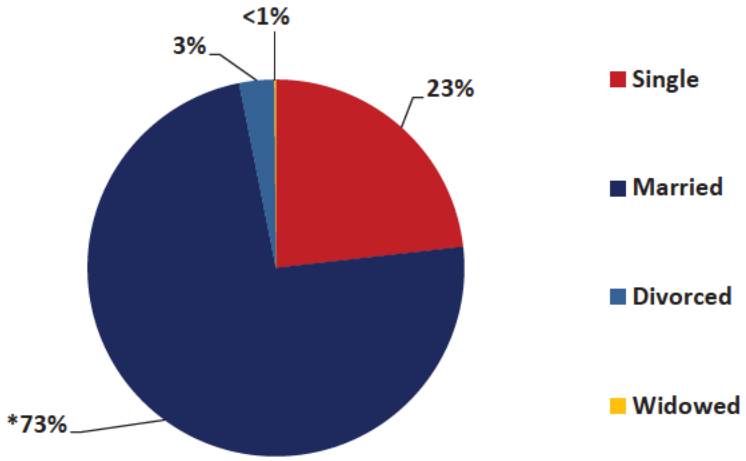
JAGC JA GENDER



LAW STUDENT GENDER



JAGC JA MARITAL STATUS



*9% of married JAs are part of the MACP

Law Student/JAGC Female Percentage Comparison

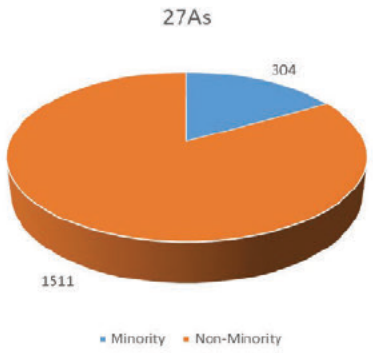
	2019	2017
JAGC	29%	28%
Law Students	53%	51%

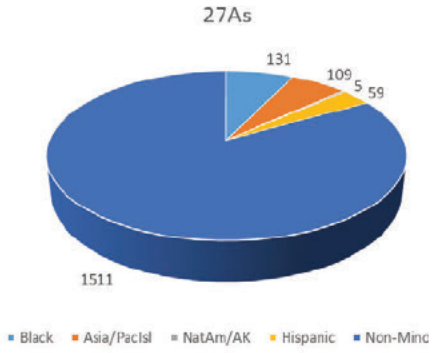
Current Demographics

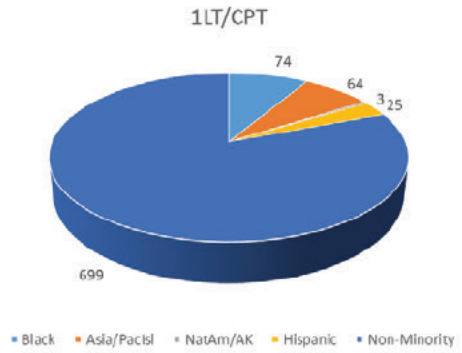
Minority Personnel in the 27A Population

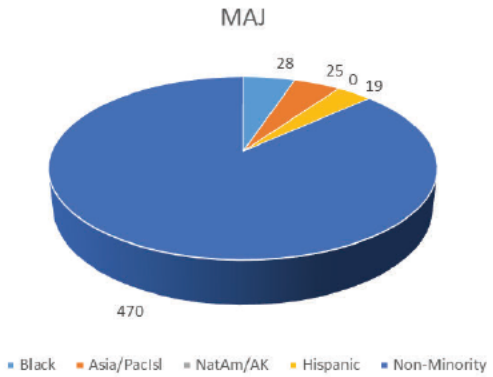
	Total	Non-Minority	Minority	Black	Asia/PacIsd	NatAm/AK	Hispanic
27As	1815	1511	304	131	109	5	59
1LT/CPT	865	699	166	74	64	3	25
MAJ	542	470	72	28	25	0	19
LTC	274	233	41	14	15	2	10
COL	134	109	25	15	5	0	5

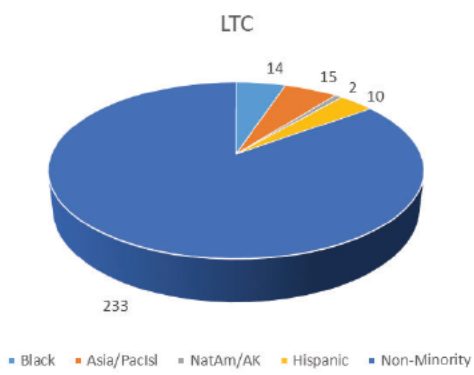
	Black	Asia/PacIsd	NatAm/AK	Hispanic	Non-Minority
27As	7%	6%	0%	3%	83%
1LT/CPT	9%	7%	0%	3%	81%
MAJ	5%	5%	0%	4%	87%
LTC	5%	5%	1%	4%	85%
COL	11%	4%	0%	4%	81%

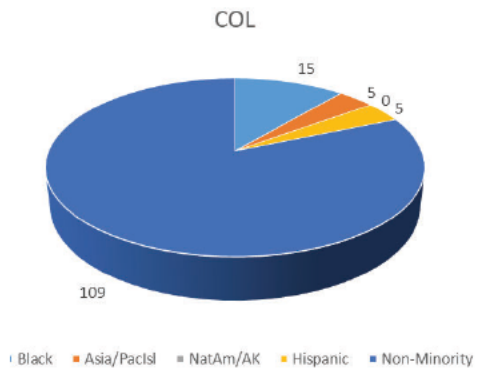










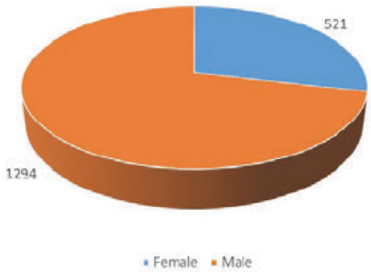


Current Demographics

Gender in the 27A Population

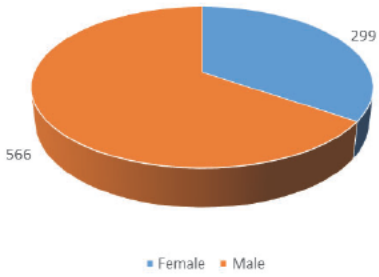
	Female	Male	Total
27As	521	1294	1815
1LT/CPT	299	566	865
MAJ	120	422	542
LTC	70	204	274
COL	32	102	134

27As

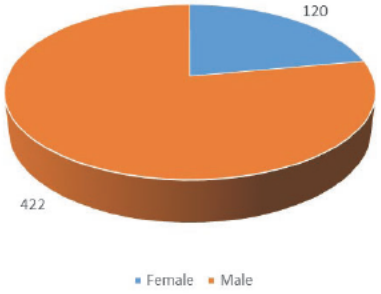


	Female	Male
27As	29%	71%
1LT/CPT	35%	65%
MAJ	22%	78%
LTC	26%	74%
COL	24%	76%

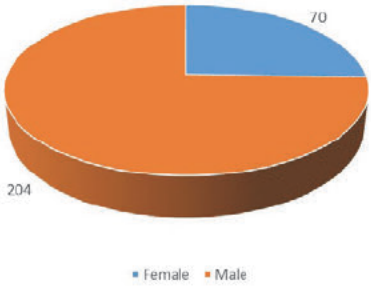
1LT/CPT



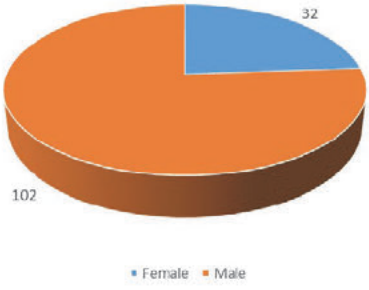
MAJ



LTC



COL



Field Screening Officers

- **Two Types of FSOs**
  - Traditional (interviewers): over 90 total
  - Outreach: over 40 total
  - 2021-22 nominations pending decision
- **Selection Process**
  - Nominated by SJA, RDC, or OTJAG/USALSA Branch Chief
    - TJAG approves
  - Judgment, experience, strong communication & interpersonal skills
  - At least three years as a JA (few exceptions)
  - Emphasis on diversity and more experience
    - *"While every member of our Regiment is a recruiter, we need our very best officers from diverse backgrounds to serve as FSOs. . . Bear in mind the importance of recommending JAs of varied backgrounds who are best suited to help build a more diverse and inclusive JAG Corps."*
- **FSO demographics to mirror law students (new)**
- **Law School Assignment Factors**
- **Leader review of FSO reports**

RA, USAR, FLEP, and Intern Boards

- All are advisory; TJAG makes selections
- Can openly discuss files, but no personal knowledge
- No photos considered per DoD/Army policy
- All applications online now

Board Membership

- RA, USAR, and Intern Boards: GO, COL, LTC, MAJ, CPT
- FLEP: GO, COL (x2), LTC (x2)
- At least one female; at least one minority
- Expanded geographic eligibility (not just NCR-based officers)

Long-Standing Initiatives

- Sustained participation in professional diversity organization conferences
  - HNBA, NAPABA, NBA
  - JAGC general officer participation and sponsorship
- Participation in regional minority career fairs
- Showcase diverse teammates on JAGC social media and recruiting materials
- Promote diversity among our FSO population

Diversity Efforts

New Initiatives

- New candidate ranking methodology for FSOs
- Symplicity Recruit Law Subscription
  - Searchable opt-in database of 20,000 law student resumes
  - Enables targeted recruitment
- Redesign of the JAGC portion of GoArmy.com (ongoing)
- ROTC Outreach: increased emphasis on diverse programs

Potential Future Initiatives

- Outreach to Student Minority Associations (planning)
  - E.g., ALSA, BALSA, LALSA
- Law School Alumni Liaisons (planning)
  - Assign long-term volunteer field grade JA liaisons to the most diverse law schools to facilitate all recruitment activities and maintain enduring relationships
- New Teammate Mentorship Program (planning)
- What else?

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Regularly participating in Diversity, Equity, and Inclusion Council listening sessions and receiving thoughtful input to inform our operations
Increasing proactive outreach to minority law student groups, not just career services offices (e.g., Black Law Students Association (BLSA), pronounced, “Balsa”; Latinx Law Student Assocations (“LaLSA”); and Asian Law Student Associations (“ALSA”)
Symplicity Recruit: purchasing a subscription to the industry-leading platform that allows legal employers to identify and attract diverse talent from a network of nearly 200 law schools through job postings, resume searches, and increased direct engagement with candidates. The opt-in student database consists of over 20,000 law resumes, from which employers can search and filter talent and send personalized messages.
Increasing FSO diversity (they currently reflect active duty JA demographics; goal is to reflect law student demographics). Relatedly, we are assigning diverse FSOs to diverse law schools whenever feasible.
New FSO ranking system: eliminated rack-and-stack enumeration to promote individualized consideration of all candidates. FSOs now rank candidates according to categories: absolute must-select, must select, recommend for selection, not recommended for selection, absolutely do not select.

Questions / Discussion

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JAGC Attorney Demographics v. ABA Civilian Sector Demographics

Demo Category	Active Duty	Active Duty %	Reserve	Reserve %	National Guard	National Guard %	DA Civilian	DA Civilian %	All %	ABA %
Total	1846		1614		988		774		5,222	
Male	1290	70%	1314	81%	826	84%	482	63%	75%	62%
Female	556	30%	300	19%	162	16%	292	37%	25%	38%
White	1454	79%	1140	71%	821	83%	662	85%	78%	81%
Black	143	8%	99	6%	60	6%	30	4%	6%	4.5%
Hispanic	79	4%	109	7%	43	4%	37	5%	5%	5.8%
Asian/ Pacific Islander	115	6%	111	7%	55	5%	23	2%	6%	5.5%
Am Indian/ Alaska Nativ	6	>1%	23	1%	5	>1%	3	>1%	1%	.5%
Other/ Unkn	49	3%	132	8%	4	>1%	19	2%	45	

FYXX XXXX PROMOTION SELECTION BOARD

Bias Brief

RECORDER GIVING BRIEF

Good morning ladies and gentlemen. I am [INSERT RECORDERS NAME]. This morning I will be giving your Bias briefing. Please feel free to ask questions at any time during this briefing.

OUTLINE

- **Why Bias Familiarization**
- **Common Biases**
- **Mitigation**
- **Group Discussion**
- **Summary**

This is the outline I will follow.

Why Bias Awareness

- Because we are human, we can never totally escape the effects of our internal biases, but if we are more aware of them we can minimize their influence.
- Our minds are generally wired to make short-term, adequate decisions, as opposed to being wired well to make long-term, great decisions. The time constrained environment of a selection board can amplify this tendency.
- The mental shortcuts, heuristics, and schemas that help make these quick decisions are frequently incorrect.
- By recognizing they exist and can't be totally eliminated, we can override our biases, and minimize the impact.
- The next slides show the most common biases we may inadvertently apply in our decision to recommend for promotion.

The next several slides highlight common biases that may influence how you, as a member of this board, may vote. We all have various internal biases and when presented with a time sensitive situation (such as considering hundreds of files in a short time) it is human nature to rely on our own mental shortcuts, potentially amplifying these internal biases. Consider the following biases, and which you may be most prone to in order to increase self awareness and minimize their impact over the course of this board.

Common Biases

Blind Spot Bias. The belief that you as an individual are not susceptible to the impact that bias can have on your thinking. Everyone is susceptible to bias, and everyone needs to be aware of how their biases can and will impact their decision making.

Primacy Bias. This error occurs when more weight is given to how officers perform early in the career file than given to performance during the middle and end of the file.

Recency Bias. This error is similar to the Primacy error. The difference is that it occurs when the behavior or performance documented late in the officer's file is given more weight than that documented during the middle and early portions of the officer's file.

Halo/Horn Bias. This error occurs when a voting member develops an impression of the candidate based on one skill and this impression "colors" the remainder of the deliberation.

The first bias, Blind Spot Bias, simply put is the ability to recognize bias in others but the inability to recognize bias within yourself.

Primacy and Recency biases are similar in the sense that these errors occur when a board member weighs performance/behavior from one period of a career more than performance/behavior from other portions of the candidate's career. Primacy Bias disproportionately weighs the early part of career and Recency Bias disproportionately weighs the most recent portion. Some examples could how much weight is given to Company Command time or a candidate's number of recent MQs.

The last bias on this slide, Halo/Horn Bias occurs when a member elevates or penalizes a candidate's file based on seeing (or not seeing) a particular element. One example could be how you perceive airborne vs. non airborne personnel.

Common Biases (continued)

Central Tendency Bias (everyone is average)**.** This error occurs when an officer‘s vote scores almost always fall in the middle of the word picture scale.

Leniency / Severity Bias (Santa Claus / Defending the Tab)**.** This error occurs because some voting members tend to be “hard” and others tend to be “easy.” To minimize this error, be sure to compare the officer’s documented performance to the word picture agreed upon. If you consistently assign higher (or lower) votes than others (identified as an aberrant voter), ask yourself whether you are giving officers too much or too little credit.

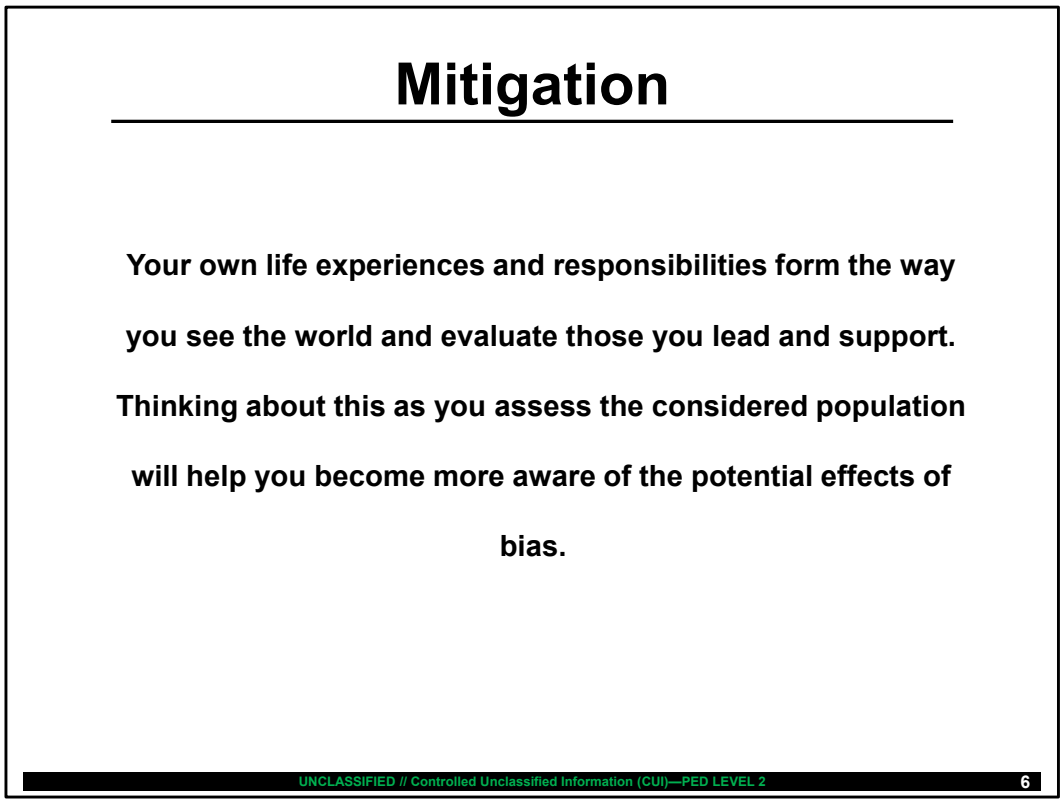
Implicit Leadership Bias. This can occur when voting members contrast the officer’s performance with the member’s internal biases regarding their own high performance.

Contrast Bias. This error occurs when officers’ files appear one after another with markedly different skills or characteristics.

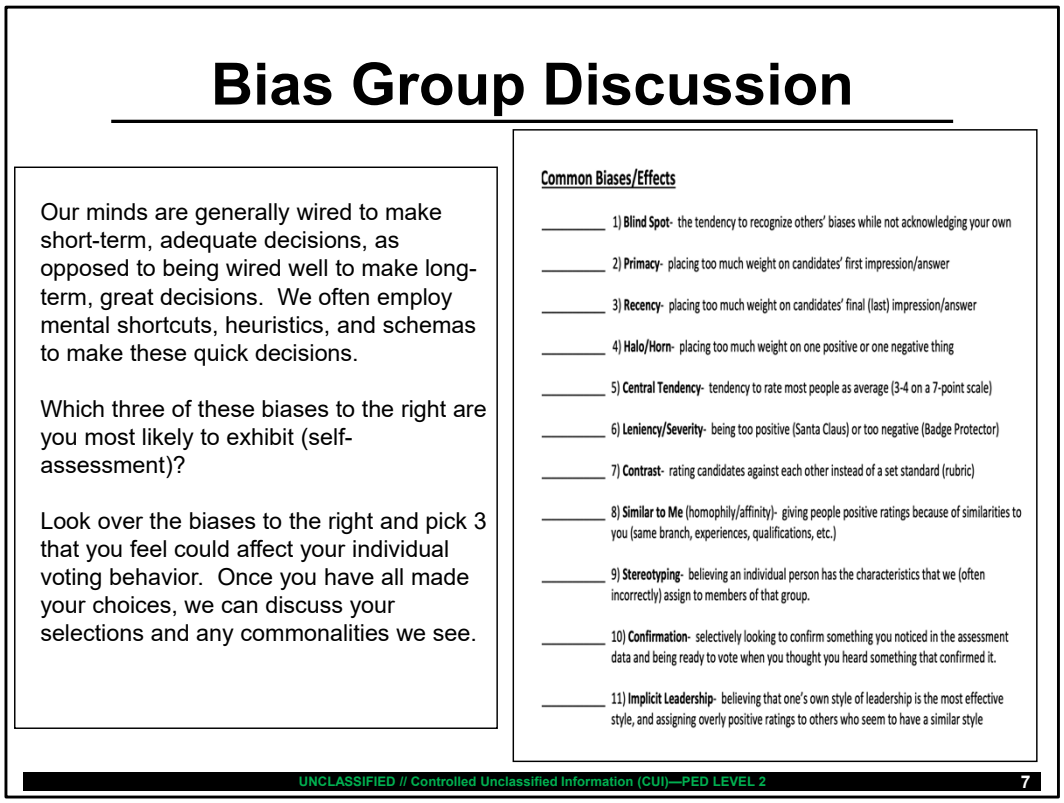
The next two biases are related to assessing the majority of candidates within a particular band of the word picture. Central Tendency Bias being when voters assign “average” scores to the majority of the population and Leniency/Severity Biases being when the voter scores the majority of the population on either end of the spectrum- resulting in generous or stingy scoring.

Implicit Leadership Bias occurs, to the candidate’s benefit or detriment, when a voter compares a candidate’s file/performance to the voter’s own performance. This could be assuming your style of leadership to be the most effective, and by extension that officers with a similar style to be superior to those with a differing style.

The last bias depicted on this page, Contrast Bias, occurs when a voter is presented with candidates with vastly different characteristics in succession and a voter resorts to comparing these candidates amongst each other instead of comparing each to the word picture. Systematically we try to mitigate this bias by presenting officers grouped by branch, but you will still see a variety of Knowledge, Skills and Behavior represented within each grouping.



Prior to beginning this board, consider what influences how you evaluate Soldiers. Becoming more aware of your inherent biases enables you to better mitigate any potential effect of these biases and will ultimately lead to selections more closely representing the merits of those considered.



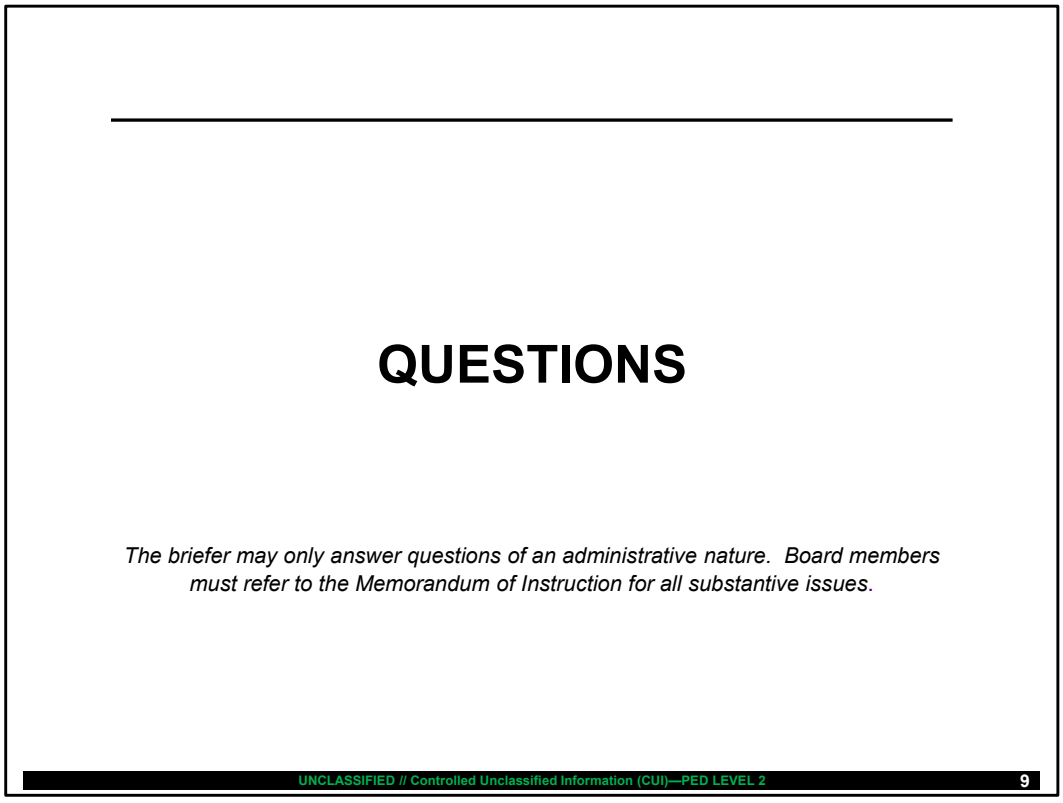
Prior to a group discussion regarding these common biases, take a self-inventory and select three of the biases that we discussed that could potentially affect your individual voting behavior.

I'll pause now for your to consider these biases and defer to the Board President to lead the group discussion.

SUMMARY

Thinking about your own potential internal biases increases the awareness of the potential effect of such biases. Incorporating awareness of your own potential bias sources into your voting philosophy supports consistent consideration of every file on its merits.

Considering biases in general, and your own internal biases in particular, enables you to incorporate this self awareness in to your own personal voting philosophy. This practice is an essential element to build a philosophy capable of consistently evaluating every file based on its own merit.



This concludes the Bias Brief. As a briefer, I may answer any administrative questions you may have. However, you must refer to the Memorandum of Instruction for official guidance on any substantive issues. Do you have any administrative questions, or need me to clarify any portion of this briefing?