

Paralegal (CMF 27) Career Progression Plan

Chapter 1. Duties

Paralegals comprise an integral part of the Judge Advocate Legal Service (JALS) serving in MTOE and TDA organizations (in accordance with AR 27–1). JALS consists of members of the Judge Advocate General’s Corps (JAGC), judge advocates, civilian attorneys, professional consultants, legal technicians, warrant officers, paralegal Soldiers, civilian employees, and other personnel on duty with the JALS. Paralegals are critical assets to a Staff Judge Advocate (SJA) section, Command Judge Advocate (CJA) section, Brigade Legal Section, or the unit headquarters. They participate in strategic, operational, and tactical missions in support of Army, Joint, and combined military commands. In addition to maintaining a high level of tactical proficiency, paralegals must maintain a high level of technical proficiency in a number of very specialized areas of law. They administer and supervise the provision of legal services to unit commanders, staff, Soldiers, Family members, and retirees. They perform their duties under the technical supervision of judge advocates, and Department of the Army (DA) civilian attorneys with a common focus of providing timely and effective legal services. These legal services encompass the six legal functions: military justice, national security law, soldier and family legal services, trial defense services, administrative & civil law, and contract & fiscal law. Within the military justice discipline, paralegals also provide support to judge advocates and attorneys working in independent organizations such as the U.S. Army Trial Defense Service and the U.S. Army Trial Judiciary. Paralegals are bound by the same rules of ethical behavior as judge advocates in accordance with AR 27–26. Paralegals need to have knowledge of the requirements contained in AR 25–55 (The Department of the Army Freedom of Information Act Program) and AR 340–21 (The Army Privacy Program).

Chapter 2. Transformation

After the terrorist attacks of 11 September 2001, the Army and the Department of Defense significantly changed the Army’s force structure, doctrine, training, and equipment. One of the major changes was to shift the “center of gravity” for Army operations from division to brigade level. Brigade combat teams are now the Army’s basic tactical maneuver units and the smallest combined arms units that can be committed independently. Under this new operational paradigm, an operational commander can select the number and type of brigades needed to accomplish a particular mission, and build a force package consisting of only those units. These brigade-based force packages have organic logistic support, thereby reducing the need to rely on outside logistic assets. In another major change to past practices, a deployed brigade does not always operate under the division that normally acts as the brigade’s higher headquarters in garrison. Under the new construct, brigades deploy and operate under a variety of different higher headquarters arrangements depending upon the mission. The brigade’s headquarters element may be a division headquarters, a corps headquarters, or even a joint task force (JTF) headquarters. This new approach allows Army forces greater flexibility to task-organize more efficiently and effectively for meeting uncertain and irregular threats. Accordingly, paralegals who work in a brigade legal section must be prepared to operate under the technical supervision of a higher headquarters with which they have no habitual relationship. In those instances, close coordination, uniformity, and consistency of practice become even more essential. In addition to brigade-level legal positions, paralegal Soldiers may also be directly assigned to subordinate battalions.

Chapter 3. Recommend Career Management Self-Development by rank

a. Private E-1 – Specialist/Corporal

(1) The quality and success of a Soldier’s career is in direct proportion to the Soldier’s consistent commitment to excellence, regardless of the mission. Soldiers committed to

achieving high goals will develop leadership skills and have the practical knowledge and ambition to employ those skills.

(2) Soldiers should study and master the following military publications: FM 1-04 (Legal Support to the Operational Army); STP 21-1 (Soldier's Manual of Common Tasks, Warrior Skills Level 1); Soldier's Training Manual, Paralegal Specialist-27D, (Paralegal Blue Book), Army Regulation 670-1 (Wear and Appearance of Army Uniforms and Insignia); FM 3-25.26 (Map Reading and Land Navigation); FM 4-25.11 (First Aid); FM 7-22 (Army Physical Readiness Training); TC 3-21.5 (Drill and Ceremonies); all -10 level maintenance manuals associated with their equipment; and Warrior Tasks and Battle Drills associated with their current assignment.

(3) The following should be consulted for self-development: The Center for the Army Profession and Leadership (CAPL) is designed to develop and provide Army leadership and leader development doctrine and products to the Army and strengthen the Army's profession. The CAPL provides reading lists, to include the Sergeant Major of the Army's Reading List, videos, and simulators for self-development. Additionally, The Judge Advocate General Corps provides additional technical training, leadership reading lists, courses, videos, and training for self-development through JAG University and the JAGCNET website. The website offers training and resources as a cross-functional developmental tools designed to provide leaders at all levels the information needed to succeed.

(4) Demanding assignments may limit the opportunity for civilian education; however, those Soldiers willing to make the required sacrifices should seize the available opportunities. CLEP and DAN TES are available for those Soldiers unable to pursue formal civilian courses. These self-development options are based on the Soldier's own desire to excel. Ample opportunities exist for Soldiers to participate in various correspondence courses to accomplish individual educational objectives. Soldiers with GT scores below 100 should seek to improve their scores through FAST. Taking additional civilian education courses such as English composition and basic mathematics will improve promotion potential.

(5) The Army Correspondence Course Program also provides excellent educational advancements in continued education, leadership and technical proficiency. Education opportunities can be found at the ACES website. CLEP and DAN TES tests are other resources for converting previously acquired knowledge or training into college credit. College education is a critical piece of the self-development program and paralegals should plan their college program around a degree that relates to their MOS using information provided on the Servicemembers Opportunity College (SOC) website. Soldiers may also enroll in GOARMYED, an Army program that gives Soldiers the opportunity to pursue a degree program completely online. They may also participate in the Paralegal Degree Program (PDP), a program that assists paralegal Soldiers to receive college credit for Army schooling and work experience. The PDP is endorsed by the American Bar Association. More information on the PDP is available from the Plans NCO, or Proponent Sergeant Major Personnel, Plans, and Training Office.

(6) Soldier boards such as Soldier of the Month/Quarter/Year broaden the knowledge base, instill discipline and improve the Soldier's ability to communicate verbally.

(7) Paralegal Specialist/NCOs may be recognized as a Sergeant Eric L. Coggins Award of Excellence recipient. The Sergeant Eric L. Coggins Award of Excellence was established in 1998, under the direction of Major General Walter B. Huffman, then The Judge Advocate General of the Army. The purpose of this annual award is to recognize the Paralegal Specialist or Paralegal NCO's, (SPC-SSG), who best embodies the standards for which Sergeant Coggins was known. Sergeant Coggins was a superb Soldier and junior NCO who was, and is, regarded throughout the JAG Corps as a hero. His untimely death is remembered each year with the selection of the new Sergeant Eric L. Coggins Award of Excellence recipient. Through a series of local board competitions at varying echelons of command, nominees are selected and then considered by a board at the Office of The Judge Advocate General. The recipient of this award

is generally acknowledged as the best paralegal in the United States Army for that respective year. Nominees for this award should receive special consideration for promotion.

(8) Soldiers may also earn promotion points for Technical Certification. A list of certifications can be found on the Army Credentialing Opportunities On-Line (COOL) website. For information on these and other education programs, Soldiers should visit the Army Education Center on their installation for assistance.

b. Sergeant

(1) The quality and success of a Sergeant's career is in direct proportion to a consistent commitment to excellence, regardless of the mission. Sergeants committed to achieving high goals will develop leadership skills and have the practical knowledge and ambition to put them to good use.

(2) Sergeants should study and master the following military publications: STP 21–24 (Soldier's Manual of Common Tasks, Warrior Leader Skills Level 2, 3, and 4), Soldier's Training Manual, Paralegal Specialist-27D, (Paralegal Blue Book), FM 1-04 (Legal Support to the Operational Army); ADP 1 (The Army); ADP 3-0 (Unified Land Operations); ADP 6-22 (Army Leadership); FM 6–22 (Leader Development); ADP 7-0 (Training Units and Developing Leaders); FM 7-22 (Army Physical Readiness Training); all -10 level maintenance manuals associated with their equipment; and Warrior Tasks and Battle Drills associated with their current assignment.

(3) The following should be consulted for self-development: The Center for the Army Profession and Leadership (CAPL) is designed to develop and provide Army leadership and leader development doctrine and products to the Army and strengthen the Army's profession. The CAPL provides reading lists, to include the Sergeant Major of the Army's Reading List, videos, and simulators for self-development. Additionally, The Judge Advocate General Corps provides additional technical training, leadership reading lists, courses, videos, and training for self-development through JAG University and the JAGCNET website. The website offers training and resources as a cross-functional developmental tools designed to provide leaders at all levels the information needed to succeed.

(4) Demanding assignments may limit the opportunity for civilian education; however, those Sergeants willing to make the required sacrifices should seize the available opportunities. Pursuing a college education at this level is not a mandatory requirement but one that will place them above their peers. Soldiers should plan their college program around a degree that relates to their MOS using information provided on the SOC website. They may also participate in the Paralegal Degree Program (PDP), a program that assists paralegal Soldiers to receive college credit for Army schooling and work experience. The PDP is endorsed by the American Bar Association. More information on the PDP is available from Personnel, Plans, and Training Office (PPTO)

(5) Soldier boards such as NCO of the Month/Quarter/Year and the Sergeant Audie Murphy/Sergeant Morales Boards broaden the knowledge base, instill discipline and improve the Soldier's ability to communicate verbally.

(6) Paralegal Specialist/NCOs may be recognized as a Sergeant Eric L. Coggins Award of Excellence recipient. The Sergeant Eric L. Coggins Award of Excellence was established in 1998, under the direction of Major General Walter B. Huffman, then The Judge Advocate General of the Army. The purpose of this annual award is to recognize the Paralegal Specialist or Paralegal NCO, (SPC-SSG), who best embodies the standards for which SERGEANT Coggins was known. Sergeant Coggins was a superb Soldier and junior NCO who was, and is, regarded throughout the JAG Corps as a hero. His untimely death is remembered each year with the selection of the new Sergeant Eric L. Coggins Award of Excellence recipient. Through a series of local board competitions at varying echelons of command, nominees are selected and then considered by a board at the Office of The Judge Advocate General. The recipient of this award is generally acknowledged as the best paralegal in the United States Army for that respective year. Nominees for this award should receive special consideration for promotion.

(7) The Army Correspondence Course Program also provides excellent educational advancements in continued education, leadership and technical proficiency.

(8) Soldiers should also consider entering a technician program to gain nationally recognized credentials in an appropriate technical discipline. Soldiers may also earn promotion points for Technical Certification. For example, The Paralegal Core Competency Exam certification can be currently obtained through the 27D CMF on a nominative basis. A list of certifications can be found on the COOL website. For information on these and other education programs, Soldiers should visit the Army Education Center on their installation for assistance.

c. Staff Sergeant

(1) The quality and success of a Staff Sergeant's career is in direct proportion to a consistent commitment to excellence, regardless of the mission. Staff Sergeants who are committed to achieving high goals will develop leadership skills and have the practical knowledge and ambition to employ those skills.

(2) Staff Sergeants should study and master the following military publications: STP 21–24 (Soldier's Manual of Common Tasks, Warrior Leader Skills Level 2, 3, and 4); ADP 6-22 (Army Leadership); ADRP 6-22 (Army Leadership), FM 6-22 (Army Leadership: Competent, Confident, and Agile); AR 623-3 (Evaluation Reporting System); AR 600-8-22 (Military Awards); all -10 level maintenance manuals associated with their equipment; and Warrior Tasks and Battle Drills associated with their current assignment.

(3) The following should be consulted for self-development: The Center for the Army Profession and Leadership (CAPL) is designed to develop and provide Army leadership and leader development doctrine and products to the Army and strengthen the Army's profession. The CAPL provides reading lists, to include the Sergeant Major of the Army's Reading List, videos, and simulators for self-development. Additionally, The Judge Advocate General Corps provides additional technical training, leadership reading lists, courses, videos, and training for self-development through JAG University and the JAGCNET website. The website offers training and resources as a cross-functional developmental tools designed to provide leaders at all levels the information needed to succeed.

(4) Demanding assignments may limit the opportunity for civilian education; however, those Staff Sergeant's willing to make the required sacrifices should seize the available opportunities. Soldiers should plan their college program around a degree that relates to their MOS. These self-development options are based on the Staff Sergeant's own desire to excel. At this stage, Staff Sergeants should seek opportunities to obtain an Associate's Degree. Ample opportunities exist for Soldiers to participate in various correspondence courses to accomplish individual educational objectives. They may also participate in the Paralegal Degree Program (PDP), a program that assists paralegal Soldiers to receive college credit for Army schooling and work experience. The PDP is endorsed by the American Bar Association. More information on the PDP is available from the Training Developments Directorate at The Judge Advocate General's Legal Center and School.

(5) Soldier boards such as NCO of the Month/Quarter/Year and the Sergeant Audie Murphy/Sergeant Morales Boards broaden the knowledge base, instill discipline and improve the Soldier's ability to communicate verbally.

(6) Paralegal Specialist/NCOs may be recognized as a Sergeant Eric L. Coggins Award of Excellence recipient. The Sergeant Eric L. Coggins Award of Excellence was established in 1998, under the direction of Major General Walter B. Huffman, then The Judge Advocate General of the Army. The purpose of this annual award is to recognize the Paralegal Specialist or Paralegal NCO, (SPC-SSG), who best embodies the standards for which SERGEANT Coggins was known. Sergeant Coggins was a superb Soldier and junior NCO who was, and is, regarded throughout the JAG Corps as a hero. His untimely death is remembered each year with the selection of the new Sergeant Eric L. Coggins Award of Excellence recipient. Through a series of local board competitions at varying echelons of command, nominees are selected

and then considered by a board at the Office of The Judge Advocate General. The recipient of this award is generally acknowledged as the best paralegal in the United States Army for that respective year. Nominees for this award should receive special consideration for promotion.

(7) The Army Correspondence Course Program also provides excellent educational advancements in continued education, leadership and technical proficiency.

(8) Soldiers should also consider entering a technician program to gain nationally recognized credentials in an appropriate technical discipline. Soldiers may also earn promotion points for Technical Certification. For example, The Paralegal Core Competency Exam certification can be currently obtained through the 27D CMF on a nominative basis. A list of certifications can be found on the COOL website. For information on these and other education programs, Soldiers should visit the Army Education Center on their installation.

d. Sergeant First Class

(1) As NCOs become more senior in rank, self-motivated development becomes more important. Activities like professional reading and college courses help the Senior NCO develop organizational leadership skills needed to coach, train, and mentor Soldiers. They should be working toward completion of a four-year degree program. A college degree is not required for promotion but can be a deciding factor when it comes to the best qualified.

(2) These NCOs should study and master the following additional military publications: AR 350-1 (Army Training and Leader Development); STP 21-24 (Soldier's Manual of Common Tasks, Warrior Leader Skills Level 2, 3, and 4); AR 750-1 (Army Materiel Maintenance Policy); all -10 level maintenance manuals associated with their equipment; and warrior tasks and battle drills associated with their current assignment.

(3) The following should be consulted for self-development: The Center for the Army Profession and Leadership (CAPL) is designed to develop and provide Army leadership and leader development doctrine and products to the Army and strengthen the Army's profession. The CAPL provides reading lists, to include the Sergeant Major of the Army's Reading List, videos, and simulators for self-development. Additionally, The Judge Advocate General Corps provides additional technical training, leadership reading lists, courses, videos, and training for self-development through JAG University and the JAGCNET website. The website offers training and resources as a cross-functional developmental tools designed to provide leaders at all levels the information needed to succeed.

(4) Demanding assignments may limit the opportunity for civilian education; however, those Sergeant First Classes willing to make the required sacrifices should seize the available opportunities. The self-development process should now shift to advanced skills. Ideally, a Sergeant First Class should have completed an Associate's Degree by 12 years and continue studies towards a four-year degree. A Sergeant First Class must continue to remain competent in technical fields and improving doctrinal knowledge. Subjects such as organizational behavior, personnel management, time management, Army operations, and battle staff functions should be emphasized as essential for effective leadership as a Sergeant First Class. They may also participate in the Paralegal Degree Program (PDP), a program that assists paralegal Soldiers to receive college credit for Army schooling and work experience. The PDP is endorsed by the American Bar Association. More information on the PDP is available from the Training Developments Directorate at The Judge Advocate General's Legal Center and School.

(5) The Army Correspondence Course Program also provides excellent educational advancements in continued education, leadership and technical proficiency.

(6) Soldiers should also consider entering a technician program to gain nationally recognized credentials in an appropriate technical discipline. Soldiers may also earn promotion points for Technical Certification. For example, The Paralegal Core Competency Exam certification can be currently obtained through the 27D CMF on a nominative basis. A list of certifications can be found on the COOL website. For information on these and other education programs, Soldiers should visit the Army Education Center on their installation.

(7) SFCs should seek broadening experience in Security Force Assistance Brigades (SFAB). Successful service in a SFAB demonstrates competence of complex legal matters, to include national security law.

e. Master Sergeant/First Sergeant

(1) As NCOs become more senior in rank, self-motivated development becomes more important. Activities like professional reading and college courses help the Senior NCO develop organizational leadership skills needed to coach, teach and mentor Soldiers. Limited authorizations and fiercely competitive records may make civilian education a major discriminator for selection to Sergeant Major. These NCOs should be actively pursuing or have obtained a four year college degree.

(2) Masters Sergeants/First Sergeants should study and master the following additional military publications: AR 601–280 (Army Retention Program); AR 600–20 (Army Command Policy); DA Pam 611–21 (Military Occupational Classification and Structure); AR 840–10 (Flags, Guidons, Streamers, Tabards, and Automobile and Aircraft Plates), and AR 220–1 (Army Unit Status Reporting and Force Registration – Consolidated Policies).

(3) The following should be consulted for self-development: The Center for the Army Profession and Leadership (CAPL) is designed to develop and provide Army leadership and leader development doctrine and products to the Army and strengthen the Army's profession. The CAPL provides reading lists, to include the Sergeant Major of the Army's Reading List, videos, and simulators for self-development. Additionally, The Judge Advocate General Corps (JAGC) provides additional technical training, leadership reading lists, courses, videos, and training for self-development through JAG University and the JAGCNET website. The website offers training and resources as a cross-functional developmental tools designed to provide leaders at all levels the information needed to succeed.

(4) Master Sergeants should also continue to utilize other distributed learning programs and broaden their focus to include functional training. These Soldiers should recognize their new role as a Senior NCO and pursue functional course offerings from various sources that will enhance their understanding of how the Army runs in order to influence and improve the Army's systems and contribute to the success of their organizations.

(5) The Army Correspondence Course Program provides an excellent educational resource in continued education, leadership and technical proficiency.

(6) Additional career enhancement may be gained by continuing to pursue technical certification for civilian certifications on the COOL website. For example, The Paralegal Core Competency Exam certification can be currently obtained through the 27D CMF on a nominative basis.

f. Sergeant Major/Command Sergeant Major

(1) The educational goal of the SGM/CSM is to possess a Bachelor's Degree and working toward a Master's Degree in their chosen discipline. Activities like professional reading or college courses help the Senior NCO develop organizational leadership skills needed to coach, train and mentor Soldiers. Outstanding communications skills are required just by the nature of the number of Soldiers their communications reach. Skills in community and public relations are also important since the SGM/CSM will often be representing the command or Army in civic functions.

(2) The following should be consulted for self-development: Reading about world politics, geopolitical issues, and Army Doctrine (Army Doctrine Publications (ADPs), Army Doctrine Reference Publications (ADRP), Field Manuals (FMs), and Army Techniques Publications (ATPs)) will significantly enhance the knowledge base of the leader regarding how the Army operates at the strategic level.

(3) The Army Correspondence Course Program provides an excellent educational resource in continued education, leadership and technical proficiency.

(4) Additional career enhancement may be gained by continuing to pursue technical certification for civilian certifications on the COOL website. For example, The Paralegal Core Competency Exam certification can be currently obtained through the 27D CMF on a nominative basis.

Chapter 4. Military Occupational Specialty 27D Paralegal Specialist

a. Major Duties. Paralegals require a basic knowledge of all six core legal functions practiced in the JAG Corps (military justice, national security law, soldier and family legal services, trial defense services, administrative & civil law, and contract & fiscal law.), as well as a detailed knowledge of their assigned duties in accordance with the Paralegal Task List. (The Paralegal Task List can be found on the TJAGLCS NCOA webpage on JAGCNET)

(1) *Prerequisites.* See Smartbook DA Pam 611-21.

(2) *Goals for Development.* A paralegal's assignment pattern should include roughly 70 percent operational assignments, roughly 20 percent generating force assignments and 10 percent broadening assignments. In addition, participation in unit rotations to the Combat Training Centers (NTC, JRTC and JMTC) and Division or Corps Warfighter Command Post Exercises are important to sharpen tactical proficiency and gain leadership experience. Paralegals should also seek leadership positions such as squad leader, platoon sergeant, first sergeant, Senior Paralegal NCO, Senior Military Justice Operations NCO, Chief Paralegal NCO, and Command Paralegal NCO. Every paralegal should strive to become multifunctional in or at least have exposure to the six legal disciplines. As such, paralegals should continually improve their technical abilities through continuing legal education (including certification by agencies such as the National Federation Paralegal Association), military and civilian correspondence courses, and resident professional development courses offered by The Judge Advocate General's Legal Center and School (TJAGLCS), and other branches of the Armed Forces.

b. Private E-1 – Specialist/Corporal

(1) *Institutional training.* Advanced Individual Training (AIT) and Basic Leader Course (BLC).

(2) *Operational assignments.* The paralegal specialist is primarily located in the battalion or brigade headquarters or in a staff judge advocate/command judge advocate (SJA/CJA) section. The paralegal specialist's focus should be on building a strong base of technical and tactical expertise in MOS-related legal tasks in accordance with the Paralegal Task List, legal automation systems and networks, tactical communication systems, and basic Soldier skills. Paralegal specialists should deploy often with their assigned units.

(3) *Self-development.* Paralegal specialists are required to complete the Army Structured Self-Development (SSD) Level I course and are automatically enrolled upon completion of Basic Combat Training (BCT)/One-Station Unit Training (OSUT). Soldiers must complete SSD Level I prior to attending Basic Leader Course. Paralegal specialist should also enroll in correspondence courses online at the Army Correspondence Course Program website. Paralegal specialists should pursue completion of college courses, particularly in the areas of paralegal studies, management, and automation.. The Paralegal Degree Program may facilitate these efforts. For additional information on self-development, refer to paragraph 12-3.

(4) *Additional training.* Basic Court Reporter Course (ASI C5) , Airborne School, Law for Paralegal Course, and Paralegal Warrior Training Course.

(5) *Special assignments*

(a) Broadening Assignments – None

(b) MOS Enhancing – Court Reporter.

c. Sergeant

(1) *Institutional training.* Advanced Leaders Course (ALC).

(2) *Operational assignments.* The majority of sergeants are typically assigned to battalion headquarters or in SJA/ CJA sections. Sergeants should focus on developing troop leadership

skills and developing reinforcing the technical and tactical skills in accordance with the Paralegal Task List. They should actively seek leadership positions such as a squad leader in any SJA/CJA section. They must personally prepare and prepare their subordinates to deploy with their assigned units.

(3) *Self-development.* Sergeants are required to complete the Army Structured Self-Development (SSD) Level II course and are automatically enrolled upon completion of Basic Leader Course and promotion to Sergeant. SSD Level II is a prerequisite to attend Advanced Leaders Course. Paralegal NCOs should also enroll in correspondence courses online at the Army Correspondence Course Program website. Sergeants must complete TJAGLCS Intermediate Paralegal Course (IPC) 1 prior to attending ALC. In addition, they should pursue completion of college courses, particularly in the areas of management, automation, and criminal justice. The Paralegal Degree Program may facilitate these efforts. For additional information on self-development, refer to paragraph 12-3.

(4) *Additional training.* Basic Court Reporter Course (ASI C5) and Airborne School, Law for Paralegal Course, and Paralegal Warrior Training Course.

(5) *Special assignments.*

(a) *Broadening assignments.* Drill Sergeant and Recruiter.

(c) *MOS Enhancing.* Court Reporter.

d. Staff Sergeant

(1) *Institutional training.* Senior Leader Course (SLC).

(2) *Operational assignments.* Staff Sergeants are typically assigned to a sustainment brigade headquarters or to SJA/CJA sections. Staff Sergeants should continue to focus on development and refinement of leadership skills along with improving their tactical and technical expertise. At this point they have the opportunity to serve in leadership positions in sustainment brigade legal offices. Developing battle-staff skills is extremely important; thus, Staff Sergeants serving in the brigade headquarters or as an OPS LAW NCO for a Division, Corps, or Theater Sustainment Command should attain the ASI 2S, Battle-Staff NCO. They serve as a legal representative in key command planning cells; and deploy as an integral member of the battle staff for brigade-level units and higher. The most qualified SSGs will serve at least 18-24 months as a Support Bde Paralegal NCOIC with strong evaluations regarding potential and supporting enumerations. Highly qualified SSGs will serve at least 18-24 months as a Section Paralegal NCOIC with strong evaluations regarding potential and supporting enumerations.

(3) *Self-development.* Staff Sergeants are required to complete the Army Structured Self-Development (SSD) Level III course and are automatically enrolled upon completion of Advanced Leader Course and promotion to Staff Sergeant. SSD Level III is a prerequisite to attend Senior Leaders Course. Paralegal NCOs should also enroll in correspondence courses online at the Army Correspondence Course Program website. Additionally, Staff Sergeants must complete the TJAGLCS Intermediate Paralegal Course 2 prior to attending SLC. At this stage, Staff Sergeants should be pursuing an associate or bachelor's degree, or completion of the Paralegal Degree Program. For additional information on self-development, refer to paragraph 12-3.

(4) *Additional training.* Battle Staff Course (ASI 2S), Airborne School, Advanced Court Reporter Course, Advanced Law for Paralegal Course Paralegal Warrior Training Course, Special Victim's Counsel Course, and Special Victim's Counsel Child Victim Course.

(5) *Special assignments.*

(a) *Broadening Assignments.* Drill Sergeant; Recruiter; and AIT Platoon Sergeant..

(b) *MOS Enhancing Assignments.* AIT Instructor, ALC Small Group Leader, Court Reporter Instructor, and Special Victim Prosecutor NCO.

e. Sergeant First Class

(1) *Institutional training.* Master Leaders Course (MLC).

(2) *Operational assignments.* Sergeant First Classes are typically assigned to commands having general courts-martial (GCM) jurisdiction or serving as senior paralegal at Brigade Combat Teams (IBCT/SBCT/ABCT) legal section. The numerous functions, coupled with diverse responsibilities, make service as the senior paralegal in a BCT one of the most challenging paralegals assignments. Sergeant First Classes may also serve as the senior paralegal NCO in SJA/CJA installation/branch offices or in special operation units (SMUs, 75th Ranger Regt, SF Group, or 160th SOAR). Sergeant First Classes should refine their leadership skills and continue to improve their technical and tactical expertise. As a Senior Paralegal NCO, management skills such as personnel and budget management, maintenance and use of their section's organizational equipment, load planning and palletizing equipment for deployment, management of the section's battle rhythm in the tactical operations center, network and automation systems-especially in a deployed environment, supply and accountability, MTOE/TDA document management, training, and career counseling all take on increased importance. Developing battle-staff skills is important; thus, Sergeant First Classes serving in the BCT headquarters or as an operational law NCO for a Division or Corps should attain the ASI 2S, Battle Staff NCO. National Security Law NCOs should also attend the Joint Operational Fires and Effects Course (JOFEC) and receive the L8 ASI. They serve as a legal representative in key command planning cells; and deploy as an integral member of the battle staff for brigade level units and higher. The most qualified SFCs will serve at least 18-24 months as a Senior Paralegal NCO BCT or Special Operations Forces Group, Senior Court Reporter, or Senior Paralegal NCO-Installation with strong evaluations regarding potential and supporting enumerations. Highly qualified SFCs will serve at least 18-24 months as a Senior Paralegal-SJA/CJA or National Security Law NCO with strong evaluations regarding potential and supporting enumerations.

(3) *Self-development.* SFCs are required to complete the Army Structured Self-Development (SSD) Level IV course and are automatically enrolled upon completion of Senior Leader Course and promotion to Sergeant First Class. SSD Level IV is a prerequisite to attend the Sergeants Major Academy. Paralegal NCOs should also enroll in correspondence courses online at the Army Correspondence Course Program website. SFCs should be actively pursuing a four-year college degree or completion of the Paralegal Degree Program. Senior court reporters should be striving to achieve certification from the National Verbatim Reporters Association (NVRA). For additional information on self-development, refer to paragraph 12-3.

(4) *Additional training.* Battle Staff Course (ASI C5), Airborne School, Joint Operational Fires and Effects Course (ASI L8), Senior Court Reporter Course, Advanced Law for Paralegal Course; 27D Command/Chief Paralegal New Developments, and Operational Law of Armed Conflict .

(5) *Special Assignments*

(a) *Broadening assignments.* Drill Sergeant, Recruiter, AIT Platoon Sergeant, Inspector General NCO, and Professional Development NCO-HRC.

(b) *MOS Enhancing Assignments.* AIT Instructor, Small Group Leader-NCOA, Senior Small Group Leader-NCOA, Court Reporter Instructor, Criminal Law Operations/Special Victim Prosecutor NCO Manager-OTJAG, Developer/Writer, Senior Paralegal NCO-OC/T, Senior Paralegal NCO-Security Force Assistance Brigade.

(6) *Army Career Degrees.* See SOCAD Army Career Degree Program.

(7) *GI Jobs.* See GI Jobs COOL Website.

f. *Master Sergeant/First Sergeant*

(1) *Institutional training.* United States Army Sergeants Major Academy (USASMA).

(2) *Operational assignments.* A Master Sergeant is typically assigned as the Chief Paralegal NCO within different organizational structures; or as a Senior Military Justice Operations NCO at

a Corps, Division. Highly qualified Master Sergeants are located in other specialized assignments including the U.S. Army Special Operations Command, Office of the Judge Advocate General Plans NCO, Field Operating Agencies of The Judge Advocate General's Corps, The Judge Advocate General's NCO Academy First Sergeant, The Judge Advocate General's School Student Detachment (JAOBC) First Sergeant, (J Company) AIT First Sergeant, and Direct Commission Course First Sergeant positions. When assigned as a Senior Military Justice Operations NCO, a Master Sergeant is responsible for processing military justice actions in a General Court-Martial jurisdiction. The military justice paralegal is responsible for coordinating with subordinate Brigade Judge Advocates and Brigade Senior Paralegals on actions requiring the Commanding General's (the General Court-Martial Convening Authority) decision and action. A Chief Paralegal NCO serves as the principal advisor to a SJA, Deputy SJA, and commanders and their staffs regarding all MOS 27D (paralegal specialist and NCO) matters and are responsible for managing the career progression of paralegal specialists and NCOs under his/her supervision. A Chief Paralegal NCO, as part of the "Foundation of Five" team that includes the SJA, Deputy SJA, legal administrator, and the senior civilian representative, contributes to managing the legal organization and office. Both positions require significant leadership and management skills, training, counseling, mentoring, technical supervision, managing and accounting for equipment, and planning logistical support. The most qualified MSGs will serve at least 18-24 months as a First Sergeant, Senior Military Justice Operations NCO, or Chief Paralegal NCO-Installation or Division with strong evaluations regarding potential and supporting enumerations. Highly qualified MSGs will serve at least 18-24 months as a Chief Paralegal NCO-Brigade with strong evaluations regarding potential and supporting enumerations.

(3) *Self-development.* Master Sergeants can enroll in correspondence courses online and are required Army Structured Self-Development (SSD) Level V Course. Additionally, Master Sergeants should have completed a bachelor degree and be working toward graduate studies. For additional information on self-development, refer to para 12-3.

(4) *Additional training.* Airborne School, Senior Enlisted Joint Professional Military Education (SEJPME), Military Justice Leaders Course, and 27D Command/Chief Paralegal New Developments.

(5) *Special assignments.*

(a) Broadening. Senior Professional Development NCO-OTJAG.

(b) MOS Enhancing. Plans NCO, 1SG-27D NCOA, 1SG-TJAGLCS Student Detachment, 1SG-Direct Commission Course, 1SG-27D AIT, Chief Paralegal NCO DIV/Installation, and AIT Course Director.

(6) Army Career Degrees. See SOCAD Army Career Degree Program.

(7) GI Jobs. See GI Jobs COOL Website.

g. *Sergeant Major/Command Sergeant Major*

(1) *Institutional training.* Nominative Leader Course.

(2) *Operational assignments.* Sergeant Major (SGM) assignments include positions in SJA offices as Command Paralegal NCOs in Division, Corps, and Theater Armies; Instructor – USASMA; The Judge Advocate General's Legal Center and School (CSM); and the Regimental CSM. Command Paralegal NCO represents the culmination of training, education, and experience. Command Paralegal NCOs must mentor their subordinates and develop their leadership, management, technical, tactical, and training skills. They serve as the principal advisor to the SJA/DSJA, commanders, and their staffs regarding all MOS 27D-paralegal specialist and NCO matters and are responsible for managing the career progression of the paralegal specialists and NCOs under their technical supervision. Along with the SJA, DSJA, legal administrator, and the senior civilian representative, the Command Paralegal NCO forms the central team that manages the legal organization and office. Command Paralegal NCOs

exercise technical supervision over all 27Ds assigned to subordinate or task organized units. This responsibility includes ensuring legal services provided by 27Ds in subordinate or task organized units are prompt, efficient, and legally sufficient; managing the career progression of the paralegal specialists and NCOs under their technical supervision; and ensuring subordinate and task organized units are adequately manned with 27Ds capable of supporting that unit's mission. Command Paralegal NCOs are key leaders in their command's battle-staff and as such must regularly coordinate with the other staff SGMs on current operations and operational planning. SJAs and commanders rely on the experience of their Command Paralegal NCOs to address the complexity of issues faced by the organizations listed above. They should develop a vision and goals for their subordinates and implement a strong technical and tactical training program for their organization and for all subordinate or task organized units. They are also a driving force in the execution of legal office operations in the garrison and deployed environment. The Command Sergeant Major at TJAGLCS is responsible for the training and force development for MOS 27D; development and implementation of programs and training to increase the competence, relevance, and readiness of all 27Ds; mentoring officer students attending TJAGLCS; and is the Commandant for the NCOA. Serving as the Regimental CSM for the Judge Advocate General's Corps is the pinnacle assignment. The Regimental CSM is the senior enlisted advisor to The Judge Advocate General (TJAG) for all paralegal matters in all three components and the Command Sergeant Major for the United States Legal Center and School. The Regimental Command Sergeant Major and Command Sergeant Major for the Judge Advocate General's Legal Center and School are hand-selected by TJAG and are the most experienced and qualified 27D Sergeants Major in the JAGC. The most qualified SGMs/CSMs will serve at least 18-24 months in positions coded as ASI 6S or 6C with a most qualified rating or at least 12 months in positions coded as ASI 7S or 7C with a most qualified rating. Highly qualified SGMs/CSMs will serve at least 18-24 months in positions coded as ASI 6S or 6C with strong evaluations regarding potential and supporting enumerations or 12 months in positions coded as ASI 7S or 7C with strong evaluations regarding potential and supporting enumerations.

(3) *Self-development.* SGMs are required to complete the Army Structured Self-Development (SSD) Level 5 course and are automatically enrolled upon promotion to Sergeant Major. SSD Level 5 is a prerequisite for nominative and joint assignments. At this point SGMs should have completed a bachelor's degree and be nearing completion of graduate level studies. For additional information on self-development, refer to para 12-3.

(4) *Additional training.* Airborne School, Senior Enlisted Joint Professional Military Education (SEJPME), SEJPME II, 27D Command/Chief Paralegal New Developments, BN/BDE CSM Pre-Command Course, and Nominative Leader Course

(5) *Special assignments.*

(a) *Broadening Assignments.* Director, Quality Assurance Office-USASMA, USASMA Instructor, and BN/BDE , CSM..

(b) MOS Enhancing. Regimental CSM, CSM, TJAGLCS, and Proponent SGM.

(6) Army Career Degrees. See SOCAD Army Career Degree Program.

(7) GI Jobs. See GI Jobs COOL Website.

Chapter 5. MOS 27D Professional Development Model

Access to the "Career Maps" can be accessed from Army Career Tracker:

<https://actnow.army.mil>.

Chapter 6. MOS 27D Reserve Component

a. Career progression should parallel Active Army (AA) assignments to the maximum extent possible based on the available troop program unit (TPU) or Individual Mobilization Augmentee (IMA) positions. In addition to the assignments outlined above, approximately half of the RC

paralegal NCOs are assigned to unique legal organizations, which include the Legal Operations Detachments (LODs) and their subordinate Legal Operations Teams (LOTs) These organizations fall under the command and control of the United States Army Reserve Legal Command, a direct reporting unit (DRU) to the U.S. Army Reserve Command. Individual Mobilization Augmentees, on the other hand, are assigned to specific units and installations to provide legal support in the event of mobilization. Individual Mobilization Augmentees are normally scheduled to work with their active component counterpart for their two-week annual training each year. Based on grade and position, the focus for the RC paralegal should be similar to the focus of the AA paralegal- supporting the traditional missions of the JAGC to an operational Reserve Force in accordance with AR 27-1 and FM 1-04. The RC paralegal, however, may be called upon to provide additional administrative duties during the portion of their career assigned to an LOD. While a legal organization typically functions as a separate office, it is embedded in a headquarters' element for support purposes. The LOD, however, is a separate command and has additional command and unit responsibilities not found in other legal organizations. The senior judge advocate in the LOD is the LOD's commander. Therefore, the chief paralegal NCO performs duties associated with command as well as his or her legal duties. For example, he or she not only manages the execution of daily legal operations, but also manages and supports the execution of command tasks, such as unit status reports and periodic training briefs. The RC paralegal should possess the same qualifications and capabilities as the AA paralegal and is, therefore, trained in a similar manner. Due to circumstances, such as the distance from the RC Soldier's personal residence to the Battle Assembly (BA) location and civilian employment demands, paralegals need a professional development program that provides effective use of limited available training opportunities. A proactive self-development program planned over a period of time and consistent with AA career development outlined in this chapter is critical for successful RC advancement. This requires close coordination with supervisors and TJAGLCS to obtain appropriate assignment, training, schooling, and qualification requirements. Additionally, RC Paralegals should ensure their assignments periodically rotate between Operational, Functional, Training and Support units which contain the vast majority of traditional MOS 27D positions and missions and LODs, which feature a greater variety of opportunities for paralegals to hone their leadership and administrative skills. Specific guidance on RC paralegal career progression is outlined below:

b. Troop Program Unit (TPU), Operational (MTOE) and Institutional Assignments:

(1) Private E-1–Specialist/Corporal

(a) Operational assignments. The paralegal specialist is primarily located in the battalion or brigade headquarters (staff judge advocate/command judge advocate (SJA/CJA) section), a Legal Operations Detachment, Legal Operations Team, Expeditionary Sustainment Command, or a Regional Support Command (RSC). The paralegal specialist's focus should be on building a strong base of technical and tactical expertise in MOS-related legal tasks, legal automation systems and networks, tactical communication systems, and basic Warrior Tasks and Battle Drills. During these early years paralegal specialists should deploy often with their assigned units.

(b) Special assignments. Court Reporter (ASI C5).

(2) Sergeant.

(a) Operational assignments: The majority of sergeants are typically assigned to battalion headquarters (SJA/CJA sections or at a Legal Operations Detachment, Legal Operations Team, Expeditionary Sustainment Command, or a Regional Support Group. The Sergeant should focus on developing troop leadership skills and reinforcing the technical and tactical skills learned as a paralegal specialist. They should actively seek leadership positions such as a squad leader or NCOIC in any SJA/CJA section. They must be personally prepared and prepare their subordinates to deploy with their assigned units.

(b) Special assignments. Court Reporter (ASI C5).

(3) Staff Sergeant.

(a) Operational assignments. Staff sergeants are typically assigned to the level of a Special Court-Martial Convening Authority (SPCMCA) in the SJA/CJA section or at an LOD, LOT, Expeditionary Sustainment Command, or a Regional Support Command. STAFF SERGEANTS should continue to focus on development and refinement of leadership skills along with improving their tactical and technical expertise. At this point they have the opportunity to serve as the NCOIC of a CJA Office or an LOD Team. The numerous functions, coupled with the diverse responsibilities, mean service as the paralegal NCOIC is one of the most challenging assignments. Developing battle staff skills is extremely important; thus, STAFF SERGEANTS serving directly with the operational staff of a unit should attain the ASI 2S, Battle-Staff NCO. They serve as a legal representative in key command planning cells; and deploy as an integral member of the battle staff for brigade-level units and higher. They must be prepared to deploy, support the judge advocates assigned to the brigade headquarters, and exercise supervisory authority over battalion paralegal specialists and prepare them to deploy with their assigned units.

(b) Special assignments. Court Reporter (ASI C5); Instructor/Writer/Developer, particularly in support of the Paralegal Warrior Training Course; Drill Sergeant; Recruiter; Equal Opportunity Advisor; and Inspector General (must be in the rank of SSG(P) or above).

(4) Sergeant First Class.

(a) Operational assignments. SFCs are typically assigned to commands having general courts-martial (GCM) jurisdiction, as well as LOD Teams, and as Senior Paralegal NCOs within the United States Army Reserve Command and United States Army Reserve Legal Command. SFCs should refine their leadership skills and continue to improve their technical and tactical expertise. In particular, SFCs should prepare themselves to be a chief paralegal NCO in charge of a GCMCA level SJA/CJA office. As a chief paralegal NCO, management skills such as personnel and budget management, maintenance and use of their section's organizational equipment, load planning and palletizing equipment for deployment, management of the section's battle rhythm in the tactical operations center, network and automation systems—especially in a deployed environment, supply and accountability, MTOE/TDA document management, training, and career counseling all take on increased importance. Developing battle-staff skills is important; thus, SFCs serving with the operational staff should attain the ASI 2S, Battle Staff NCO. They serve as a legal representative in key command planning cells; and deploy as an integral member of the battle staff for brigade level units and higher. They must be prepared to deploy, support numerous judge advocates simultaneously and exercise supervisory authority over battalion paralegal specialists and prepare them to deploy with their assigned units.

(b) Special assignments. Senior Court Reporter; Senior Drill Sergeant; Recruiter; NCOA Small Group Leader/Instructor; NCOA Senior Small Group Leader; Equal Opportunity Advisor; and Inspector General.

(5) Master Sergeant/First Sergeant

(a) Operational assignments. MSGs are typically assigned as Chief Paralegal NCO at an LOD, and at other Functional Command levels. These positions require significant leadership and management skills, including responsibilities for training, counseling, mentoring, technical supervision, managing equipment and accounting for automation, planning logistical support, and preparing for deployments. They serve as the principal advisor to the SJA/DSJA, commanders, and their staffs regarding all MOS 27D paralegal matters, and are responsible for managing the career progression of the paralegal specialists and NCOs under their technical

supervision. Along with the SJA, DSJA, legal administrator, and the senior civilian representative, the Chief Paralegal NCO forms the central team that manages the legal organization and office. MSGs should refine and hone their leadership skills and continue to improve their technical and tactical expertise. They must be personally prepared to deploy and prepare the Soldiers and officers of their respective SJA office to deploy with their units.

(b) Special assignments. First Sergeant (MOS Immaterial); Equal Opportunity Advisor; and Inspector General.

(6) Sergeant Major/Command Sergeant Major

(a) Operational assignments. Sergeant Major (SGM) assignments include positions in both MTOE and TDA units and Command Sergeant Major (CSM) for the United States Army Reserve Legal Command. Command Paralegal NCO represents the culmination of training, education, and experience. Command Paralegal NCOs must mentor their subordinates and develop their leadership, management, technical, tactical, and training skills. Command Paralegal NCOs exercise technical supervision over all 27Ds assigned to subordinate or task organized units. This responsibility includes ensuring legal services provided by 27Ds in subordinate or task organized units are prompt, efficient, and legally sufficient; managing the career progression of the paralegal specialists and NCOs under their technical supervision; and ensuring subordinate and task organized units are adequately manned with 27Ds capable of supporting that unit's mission. Command Paralegal NCOs are key leaders in their command's battle-staff and as such must regularly coordinate with the other staff SGMs on current operations and operational planning. SJAs and commanders rely on the experience of their Command Paralegal NCOs to address the complexity of issues faced by the organizations listed above. They should develop a vision and goals for their subordinates and implement a strong technical and tactical training program for their organization and for all subordinate or task organized units. They are also a driving force in the execution of legal office operations in the garrison and deployed environment. The Command Sergeant Major at Legal Command is responsible for the training and development for all 27Ds within the LODs; development and implementation of programs and training to increase the competence, relevance, and readiness of all 27Ds.

(b) Special assignments. Instructor, USASMA (MOS–Immaterial); Sergeant Major, United States Army Reserve Command; and Command Sergeant Major, United States Army Reserve Legal Command.

c. Active Guard Reserve (AGR), Special Assignments.

(1) Staff Sergeant

(a) Operational assignments: Staff sergeants in the AGR program are typically assigned to the SJA section of an Operational, Functional, Training and Support Command or at a Legal Operations Detachment. STAFF SERGEANTS should continue to focus on development and refinement of leadership skills along with improving their tactical and technical expertise. At this point they have the opportunity to serve as the NCOIC of a CJA/SJA Office. Developing battle staff skills is extremely important; thus, STAFF SERGEANTS serving directly with the operational staff of a unit should attain the ASI 2S, Battle-Staff NCO. They serve as a legal representative in key command planning cells; and deploy as an integral member of the battle staff for brigade-level units and higher. They must be prepared to deploy, support the judge advocates assigned to the brigade or higher headquarters, and exercise supervisory authority over battalion paralegal specialists and prepare them to deploy with their assigned units.

(b) Special assignments: Court Reporter (ASI C5), Drill Sergeant; Recruiter; NCOPDS Small Group Leader/Instructor or Paralegal Warrior Training Course Instructor or Operations/Logistics

NCO; 27D AIT Instructor; Inspector General (must be in the rank of SSG(P) or above); and Equal Opportunity Advisor.

(2) Sergeant First Class

(a) Operational assignments. SFCs are typically assigned to units at the SPCMCA or GCMCA level for Operational, Functional, Training and Support Commands. SFCs may also be assigned to an LOD headquarters, United States Army Reserve Legal Command, or to The United States Army Reserve Command. SFCs should refine their leadership skills and continue to improve their technical and tactical expertise. In particular, SFCs should prepare themselves to be a senior paralegal NCO in charge of an Army Command (ACOM) SJA/CJA office. As a senior paralegal NCO, management skills such as personnel and budget management, maintenance and use of their section's organizational equipment, load planning and palletizing equipment for deployment, management of the section's battle rhythm in the tactical operations center, network and automation systems-especially in a deployed environment, supply and accountability, MTOE/TDA document management, training, and career counseling all take on increased importance. Developing battle-staff skills is important; thus, SFCs serving in a deployable headquarters or as an operational law NCO should attain the ASI 2S, Battle Staff NCO. They serve as a legal representative in key command planning cells; and deploy as an integral member of the battle staff. They must be prepared to deploy, and exercise supervisory authority over battalion paralegal specialists and prepare them to deploy with their assigned units.

(b) Special assignments. Senior Court Reporter (ASI C5), Senior/Chief Paralegal NCO at the functional command, Senior Drill Sergeant, NCOPDS Small Group Leader/Instructor, or Paralegal Warrior Training Course Senior Instructor, Senior Instructor/Writer/Developer, Inspector General, Equal Opportunity Advisor.

(c) Army Career Degrees. See SOCAD Army Career Degree Program.

(d) GI Jobs. See GI Jobs COOL Website.

(3) Master Sergeant/First Sergeant

(a) Operational assignments: MSGs are typically assigned as Chief Paralegal NCO at the Army Reserve Functional Commands, LODs, Human Resources Command, United States Army Reserve Command, United States Army Reserve Legal Command, and Office of the Chief, Army Reserve. These positions require significant leadership and management skills, including responsibilities for training, counseling, mentoring, technical supervision, managing equipment, and accounting for automation, planning logistical support, and preparing for deployments. They serve as the principal advisor to the SJA/DSJA, commanders, and their staffs regarding all MOS 27D-paralegal specialist matters and are responsible for managing the career progression of the paralegal specialists and NCOs under their technical supervision. Along with the SJA, DSJA, legal administrator, and the senior civilian advisor, the Chief Paralegal NCO forms the central team that manages the legal organization and office. MSGs should refine and hone their leadership skills and continue to improve their technical and tactical expertise. They must be personally prepared to deploy and prepare the Soldiers and officers of their respective SJA office to deploy with their units.

(b) Special assignments. First Sergeant, Branch Immaterial; Inspector General; Equal Opportunity Advisor.

(c) Army Career Degrees. See SOCAD Army Career Degree Program.

(d) GI Jobs. See GI Jobs COOL Website.

(4) Sergeant Major

(a) Operational assignments. Sergeants major may serve as a Command Sergeant Major in a MOS immaterial position. Command Paralegal NCO represents the culmination of training,

education, and experience. Command Paralegal NCOs must mentor their subordinates and develop their leadership, management, technical, tactical, and training skills. Command Paralegal NCOs exercise technical supervision over all 27Ds assigned to subordinate or task organized units. This responsibility includes ensuring legal services provided by 27Ds in subordinate or task organized units are prompt, efficient, and legally sufficient; managing the career progression of the paralegal specialists and NCOs under their technical supervision; and ensuring subordinate and task organized units are adequately manned with 27Ds capable of supporting that unit's mission. Command Paralegal NCOs are key leaders in their command's battle-staff and as such must regularly coordinate with the other staff SGMs on current operations and operational planning. SJAs and commanders rely on the experience of their Command Paralegal NCOs to address the complexity of issues faced by the organizations listed above. They should develop a vision and goals for their subordinates and implement a strong technical and tactical training program for their organization and for all subordinate or task organized units. They are also a driving force in the execution of legal office operations in the garrison and deployed environment.

(b) *Special assignments.* Command Paralegal NCO – United States Army Reserve Command and Command Sergeant Major – United States Army Reserve Legal Command.

(c) Army Career Degrees. See SOCAD Army Career Degree Program.

(d) GI Jobs. See GI Jobs COOL Website.