

Judge Advocate General's Corps

1. Unique features of The Judge Advocate General's Corps

a. *Purpose.* The mission of The Judge Advocate General Corps (JAGC) is to 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. This legal support encompasses the six core legal disciplines: administrative and civil law, military justice, international and operational law, contract and fiscal law, legal assistance and claims.

b. *Proponent information.* TJAG is the branch proponent of the JAGC as administered through the Office of Personnel, Plans and Training (DAJA-PT) at Office of The Judge Advocate General, 2200 Army Pentagon, Washington, DC 20310-2200.

c. *Functions.* The JAGC is a special branch of the Army (10 USC 3064) whose duties and functions are discussed in AR 27-1 and FM 1-04.

(1) The JAGC consists of the following:

(a) General officers serving as TJAG; the Deputy Judge Advocate General; Assistant Judge Advocate General for Military Law and Operations (AJAG/MLO); the Commander, U.S. Army Legal Services Agency (USALSA); the Commander, The Judge Advocate General's Legal Center and School (TJAGLCS); Joint Chiefs of Staff Legal Counsel when assigned from the U.S. Army JAGC; Chief Judge, U.S. Army Court of Criminal Appeals (RC); Assistant Judge Advocate General for Military Law and Operations (RC); and Special Assistant to TJAG ARNG.

(b) Commissioned officers with a PMOS 27A or 27B who are:

(1) In the Regular Army (RA) and appointed in the JAGC; or

(2) Members of the USAR and assigned to the JAGC; or

(3) Members of the Army National Guard of the United States (ARNGUS) and assigned to the JAGC.

(c) Warrant officers with PMOS 270A who are certified as legal administrators and are:

(1) In the RA and appointed in the JAGC; or

(2) Members of the USAR and assigned to the JAGC; or

(3) Members of the ARNGUS and assigned to the JAGC.

(d) Enlisted Soldiers with the MOS 27D who are:

(1) In the RA and are assigned to the JAGC; or

(2) Members of the USAR and assigned to the JAGC; or

(3) Members of the ARNGUS and assigned to the JAGC.

(e) Other members of the Army assigned to the JAGC.

(2) TJAG is the military legal advisor to the Secretary of the Army and all officers and agencies of the Department of the Army. The TJAG possesses authority to assign and direct members of the JAGC in the performance of their duties (10 USC 3037, Art. 6, UCMJ (codified at 10 USC 806), AR 27-1 and AR 614-100). TJAG also recruits, selects, determines qualifications and provides legal education for members of the JAGC. TJAG assigns all staff judge advocates (SJAs) and has final authority over all JAGC assignments. The TJAG's frequent inspection of military legal offices in accordance with Art. 6, UCMJ offers an opportunity to mentor JAGC leaders and monitor officer development. In the Office of The Judge Advocate General (OTJAG), The Personnel, Plans, and Training Office (PPTO) manages the JAGC under the supervision of TJAG, and represents TJAG in all Judge Advocate personnel proponent matters in coordination with TJAGLCS. Personnel policies are published by TJAG in JAGC Publication 1-1.

(3) Judge advocates are attorneys who perform their duties under commanders of their assigned or attached commands or under supervisory judge advocates, such as the SJA; Chief, Trial Judiciary; or the Chief, Trial Defense Service (TDS).

(a) The JAGC officers include judge advocates and warrant officer legal administrators in the RA, the USAR, and the ARNGUS. All JAGC officers receive technical legal supervision from TJAG and from the SJAs of their higher headquarters.

(b) Only judge advocates assigned to the U.S. Army TDS, or made available as an individual defense counsel, may provide advice and assistance to Soldiers suspected, accused or convicted of violations of the UCMJ on matters relating to those violations or suspected violations.

(4) Although judge advocates are U.S. Army officers and Soldiers first, they should primarily perform professional legal duties for which they are extensively trained. They normally should not be

assigned non-legal duties, such as officer of the day, inventory officer, range officer, FLIPL investigating officer, casualty notification officer, casualty assistance officer, or other duties that would interfere with or pose a conflict of interest with their primary assigned legal duties.

(5) To ensure a diverse assignment pattern for judge advocates, TJAG is delegated waiver authority to the force stabilization requirements.

(6) TJAG ensures that the numbers of authorized JAGC billets, by grade, will be sufficient to meet TJAG's statutory responsibility to provide quality legal services to the Army.

(7) The JAGC branch consists of two AOCs with six JAGC specific SIs and one warrant officer MOS. Judge advocates are classified as either 27A (Judge Advocate) or 27B (Military Judge). The six JAGC specific SIs are: 3D (Government Contract Law Specialist), 3N (International Law Specialist), and 3I, 3M, 3P, and 3T (Specialist in Military Justice). Warrant officers in the JAGC are officers classified as 270A (Legal Administrators). These officers may also hold other additional skill identifiers (ASIs).

(8) In support of 3I, 3M, 3P, and 3T (Specialist in Military Justice), the JAGC developed four separate graduated SIs that allows the JAGC to better train and challenge judge advocates throughout their careers to improve their military justice proficiency. In addition to establishing basic (and in some cases continuing) training requirements, these SIs require progressive experience in military justice and litigation.

(a) 3I1/Code 3I—Basic Military Justice Practitioner.

(b) 3I2/Code 3M—Senior Military Justice Practitioner.

(c) 3I3/Code 3P—Expert Military Justice Practitioner.

(d) 3I4/Code 3T—Master Military Justice Practitioner.

2. Officer characteristics required (Active Army, U.S. Army Reserve, Army National Guard of the United States)

a. *Characteristics required of all officers.* Judge advocates are expected to possess the base characteristics that will enable them to develop into agile and adaptive leaders. They must be grounded in Army Values and the Warrior Ethos, competent in their core proficiencies, and broadly experienced to operate across the full range of military operations. They must be able to operate in joint, interagency, intergovernmental, and multinational (JIIM) environments and leverage legal capabilities beyond the Army in achieving their objectives. Judge advocates must be culturally astute and able to use their awareness and understanding to conduct operations innovatively and courageously to exploit opportunities in the challenges and complexities of the operational environment. Further explanation of these characteristics may be referenced in ADP 3-0 and DA PAM 600-3. Judge advocates should leverage their training and educational background to help the command in operational environments. The JAGC's officers must focus on leadership within legal offices while also understanding the impact of legal advice upon the command's mission and operations. Leadership training is required to be integrated into courses of instruction at TJAGLCS. The JAGC officers must remain personally and professionally prepared to deploy worldwide at all times. Regardless of assignment, all JAGC officers must be deployable, with their units or as individuals, to accomplish missions across the full range of military operations, from kinetic to counterinsurgency, to stability and reconstruction. Judge advocates must prepare themselves and their Families for this challenging lifecycle function.

b. *Unique knowledge and skills of a judge advocate.* Judge advocates must have the education, training, and experience equal or similar to that required of other members of the legal profession (10 USC 3065(e)) to include receiving a juris doctorate from an American Bar Association accredited law school. TJAG certifies that judge advocates may practice law in the JAGC and this certification is required to maintain the appointment as a judge advocate. Per AR 27-1, judge advocates must be admitted to practice and have membership in good standing (as defined by the pertinent licensing authority) of the licensing authority of at least one jurisdiction of bar membership. Attorney conduct is bound by the state rules of conduct in the state in which the attorney is licensed to practice law and AR 27-26.

(1) Judge advocates are required to maintain their good standing with their licensing authority and provide proof of good standing when considered for primary zone of a promotion board or first time consideration for school selection board.

(2) Judge advocates must self-certify to TJAG their good standing status in odd numbered years.

c. Unique requirements for judge advocates.

(1) Judge advocates develop themselves through progressively challenging assignments and by continuing their military and professional education.

(2) Continuing professional education for judge advocates. All judge advocates participate in continuing legal education throughout their careers. This training is required by many licensing states; it also keeps officers abreast of current legal developments. Continuing legal education consists of training conducted by SJAs, military judges, and regional and senior defense counsel; civilian training; and training provided at TJAGLCS. As judge advocates develop professionally and become eligible for more senior assignments as military judges, SJAs, and deputy SJAs, they attend specialized training, which is part of their overall professional development. Senior judge advocates may also be offered the opportunity for specialized management training.

3. Active Army judge advocate development

a. *Officer development model.* The judge advocate development model is focused more on the quality and range of experience, rather than the specific gates or assignments required to progress. See JAGC Publication 1-1, for Judge Advocate AA developmental model. All assignments are made in the best interests of the Army. The objective of the JAGC career developmental model is to develop, employ and retain broadly skilled judge advocates capable of performing successfully in any core legal discipline, at any location, in roles appropriate for their grade. Broadly skilled judge advocates provide the JAGC with officers capable of accomplishing today's mission and succeeding in an uncertain future. No single path to success exists in the JAGC. Sustained superior performance in a variety of assignments that develop and display each officer's broadly developed skills as an attorney, manager and leader are the foundation for success. The JAGC also recognizes its obligation to distribute talented officers throughout the Corps: between table of distribution and allowances and table of organization and equipment units, between CONUS and OCONUS commands, between the National Capital Region and the field and between instructors who educate the Army and the legal advisors supporting commanders in day-to-day operations. The JAGC's career development, assignment, schooling, and promotion practices reflect these interests.

(1) Initial entry judge advocates gain branch technical and tactical skills to develop a Warrior Ethos and gain important leadership experience in company grade assignments.

(2) The career model highlights a need to obtain JIIM experience.

(3) Lifelong learning, supported by civilian and military education, provides critical opportunities to develop joint and expeditionary competencies. Expeditionary competencies are those needed by officers in an expeditionary force - regional knowledge, cultural awareness, foreign language, diplomacy, and statesmanship.

(4) Flexible time lines enable judge advocates to serve longer in developmental assignments ensuring they have adequate time to gain skills and experience and also support unit readiness and cohesion.

(5) The goal is to maintain a healthy, upwardly mobile career path as broadly skilled judge advocates. Fair, candid, and open personnel management is critical to meeting the JAGC's mission. Personnel management will be effective only when interest in professional development is shared among the JAGC leadership, supervisors, and individual members of the corps.

(6) Judge advocates will compete within their career field for promotion to all ranks.

b. *Judge advocate career.*

(1) *Becoming a judge advocate.*

(a) Applicants will continue to be accessed into the branch primarily by direct commissioning.

(b) Applications for appointment as a judge advocate come primarily from law school students, Reserve Officer Training Command officers attending law school on an educational delay, active members of the civilian bar, and active duty commissioned officers seeking participation in the Funded Legal Education Program. On occasion, officers transfer to the JAGC from other branches in the Army.

(c) Judge advocates commissioned directly from civilian life enter active duty as RA officers. They are awarded 18 months constructive credit for promotion for the time spent in law school. Officers who do not qualify for appointment as captains are appointed as first lieutenants and may be eligible for promotion to the rank of captain soon after completion of initial entry training.

(d) The Funded Legal Education Program, authorized by 10 USC 2004 and AR 27-1, allows a small number of active duty officers to attend law school at U.S. Government expense. The program is available to officers with not less than 2 years or more than 6 years of total active Federal service at the time law school begins. Officers are detailed to the JAGC but remain in their basic branch until later appointed in or assigned to the JAGC in the rank in which they are serving.

(2) *Company grade development.*

(a) *Education.* All officers will attend the Direct Commission Course (DCC/BOLC A) at Fort Benning, Georgia. This 6 week course is designed to provide judge advocates with Soldier and leadership training to instill the Warrior Ethos and build esprit de corps. DCC also provides an environment where judge advocates will work and train alongside each other in a tactical field setting. After completing DCC, all judge advocates will attend the 10.5 week-long Judge Advocate Officer Basic Course (JAOBC/BOLC B) at the Judge Advocate General's Legal Center and School (TJAGLCS) in Charlottesville, Virginia. JAOBC stresses military law and provides newly appointed judge advocates with a military law foundation necessary to perform their duties. All newly assessed judge advocates and Funded Legal Education Program officers will complete DCC and JAOBC. Failure to complete the course satisfactorily will result in return to basic branch, discharge, or other appropriate action.

(b) *Assignment.* Pre-graduate course assignments are key developmental milestones for new judge advocates. Judge advocates generally develop basic technical skills and learn about the Army during initial assignments. New judge advocates are rotated through a variety of duties in many of the legal specialties in which judge advocates are expected to practice. The first JAGC assignment is not normally in a state in which a judge advocate is licensed, attended law school or performed on-the-job training (if a Funded Legal Education Program officer). These initial assignments may include, but are not limited to, legal assistance officer, claims judge advocate, administrative law attorney, labor counselor, contract/fiscal law attorney, operational law attorney, environmental law attorney, appellate attorney, Joint Task Force judge advocate, Special Forces battalion judge advocate, trial counsel and defense counsel. In these early assignments, some judge advocates will have the opportunity to supervise other attorneys, Soldiers and civilians. Most judge advocates serve as defense counsel before the graduate course, although first assignment judge advocates are not normally assigned to the U.S. Army TDS directly from initial entry training.

(c) *Self-development.*

(1) Judge advocate captains must continue to develop professionally as attorneys and as officers. This professional growth includes academic instruction by attending continuing legal education within their licensing jurisdiction or at TJAGLCS. Judge Advocates should attend applicable short courses at TJAGLCS, to include: Intermediate Trial Advocacy Course; legal assistance, contract and fiscal law, operational law, administrative law and any other course designed to enable and develop Judge Advocates and a command's mission.

(2) Upon graduation from the Judge Advocate Basic Course, judge advocates are enrolled in the Judge Advocate Tactical Staff Officer Course (JATSOC) and complete the course within 12 months of enrollment. JATSOC is designed to familiarize judge advocates with the staff officer skills necessary to function effectively as part of a tactical-level staff. It consists of approximately 20 hours of online, self-guided instruction and includes eight lessons: Army Doctrine, the Military Decision Making Process, Operational Terms and Graphics, Army Organizations, Intelligence Preparation of the Battlefield, Joint Operations, Military Briefings and Brigade Combat Team staff.

(3) Judge advocates should also dedicate time to professional study to gain enhanced perspective on operational, legal, and leadership lessons. Desired experience. Varied experience across all the core legal disciplines at diverse locations produces broadly skilled judge advocates who can deploy in support of combat operations and provides judge advocates with a foundation for the Judge Advocate Graduate Course

(3) *Major development*

(a) *Education.* The centerpiece of junior officer professional development is attendance at the 10-month Judge Advocate Graduate Course. Judge advocates are selected to attend the Judge Advocate Graduate Course upon selection for promotion to major or earlier if officers' career time-lines allow for attendance as a senior captain. The Judge Advocate Graduate Course educates career judge advocates in all areas of military law, legal communications and management. The course prepares officers for middle and senior grade positions and also provides an opportunity to develop specialized knowledge and skills. The Judge Advocate Graduate Course is accredited by the American Bar Association as a graduate legal education program and is statutorily empowered to award the only graduate law degree (LL.M.) in military law in the United States. Officers incur a 2 year active duty service obligation upon completion of the Judge Advocate Graduate Course and normally serve a 2 year utilization tour. The Judge Advocate Graduate Course fulfills the role of the CCC and the Branch-Specific Intermediate Level Education (ILE) Qualification Course required of basic branch officers. The course serves as the Advanced Operations and Warfighting Course portion of the military education level (MEL) ILE requirement. After completion of the Graduate Course and ILE, judge advocates will be joint professional military education (JPME I) qualified. All judge advocates must go before the ILE Advanced Operations Course selection board that convenes approximately 15 months after the Judge Advocate Graduate Course and may compete in the ILE Advanced Operations Course selection board the second and third year after the Judge Advocate Graduate Course. The board results from the Command and General Staff College Board determines which judge advocates will attend Command and General Staff College (in residence at Fort Leavenworth). These board results also determine which judge advocates will have the opportunity to attend advanced civil schooling to obtain a LL.M., based on the needs of the Army, in constitutional, criminal, tax or international law, health sciences, environmental law or cyber-related issues. Selectees for Command and General Staff College and civil schooling to obtain an LL.M. will then serve a two-year utilization tour. Major Judge Advocates not attending Command and General Staff College and those selected for the LL.M program will attend ILE at a satellite location.

(b) *Key, developmental, and broadening assignments.* Following the graduate course, officers are assigned to field grade positions. Judge Advocates may develop specialized subject matter expertise; however, they remain generalists capable of performing the broad spectrum of legal operations. Some focus on specific legal disciplines such as military justice, or contract and fiscal law. Judge advocates also receive significant opportunities for leadership and management. Judge advocate majors can expect to serve as brigade judge advocates, senior defense counsel, special victim prosecutors, branch and division chiefs in large legal offices, OICs of branch offices, command judge advocates of non-GCMCA commands, instructors at TJAGLCS, Command and General Staff College or at West Point, or as staff and trial attorneys in the litigating divisions in Washington, DC, other defense and U.S. Government agencies, or in the OTJAG.

(c) *Self-development.* Judge advocate majors must continue to develop professionally as attorneys and officers. This professional growth includes academic instruction by attending continuing legal education within their licensing jurisdiction or at TJAGLCS. Majors should also dedicate time to professional study to gain an enhanced perspective on operational, legal, and leadership lessons.

(d) *Desired experience.* As a major in the JAGC, TJAG expects these officers to be the trusted command counsel at a brigade, to be mid-level leaders, to attain higher levels of Army and JIIM legal expertise, to be practitioners in specialized areas and to be instructors at various DOD institutions.

(4) *Lieutenant Colonel Development.*

(a) *Education.* Senior lieutenant colonel judge advocates become eligible for selection to attend resident SSC or the Army War College Distance Education Program. Numerous officers attend the U.S. Army War College, The Dwight D. Eisenhower School for National Security and Resource Strategy, National War College, Naval War College and the Department of Justice Fellowship each year.

(b) *Assignment.* Lieutenant colonels have the opportunity to serve in more specialized assignments and in senior leadership positions. Judge advocate lieutenant colonels have their first opportunity to serve as military judges, regional defense counsel or SJAs. They also serve as branch and division chiefs in the largest unit and agency offices including the Office of the Judge Advocate, United States Army Legal Services Agency and the National Capital Region.

(c) *Self-development.* Judge advocate lieutenant colonels must continue to develop professionally as attorneys and officers. This professional growth includes academic instruction by attending continuing legal education within their licensing jurisdiction or at TJAGLCS. Lieutenant colonels should also dedicate time to professional study to gain an enhanced perspective on

operational, legal, and leadership lessons.

(d) *Desired experience.* JAGC lieutenant colonels are assigned in highly complex practice areas and lead junior judge advocates, enlisted paralegals and civilian professionals. Lieutenant colonels serve as advisors to senior leaders and are exposed to the highest levels of DA, DOD, and the legislative processes.

(5) *Colonel development.*

(a) *Education.* Most colonels remain eligible for selection to attend resident SSC or the Army War College Distance Education Program. Numerous JAGC officers attend the U.S. Army War College, The Dwight D. Eisenhower School for National Security and Resource Strategy, National War College, Naval War College and the Department of Justice Fellowship each year.

(b) *Assignment.* Judge advocate colonels are senior trial and appellate military judges; SJAs at installations, divisions, corps, ASCCs, ACOMs, DRUs, or combatant commands; division chiefs in the OTJAG and the USALSA, and dean and center director at TJAGLCS.

(c) *Self-development.* Judge advocate colonels must continue to develop professionally as attorneys and officers. This professional growth includes academic instruction by attending continuing legal education within their licensing jurisdiction or at TJAGLCS. Colonels should also dedicate time to professional study to gain an enhanced perspective on operational, legal, and leadership lessons. Staff judge advocate positions require MEL ILE and attendance at the Staff Judge Advocate Course at TJAGLCS. The MEL ILE is obtained by completing an Army ILE course or equivalent. Lieutenant colonel SJAs and colonels serving as division and corps SJAs will normally be assigned for a two-year tour. Colonels otherwise serving as SJAs will normally be assigned for a two or three-year tour.

(d) *Desired experience.* Colonels comprise the senior leadership of the JAGC and are the senior counsel to the leaders of the Army and DOD. These senior judge advocates occupy leadership positions on division and higher echelon staffs that require a thorough knowledge of strategy and the art and science of developing and using instruments of national power. Current operations mandate our senior judge advocates be thoroughly versed and familiar with strategic thinking. Judge advocates at all levels, from the Joint Chiefs of Staff down through the brigade, assist in, advise on, and review the preparation and execution of plans crucial to success in all operations.

(6) *Judge advocate positions.* Assignments in CONUS are normally a maximum of 3 years; however, the need to staff all legal offices properly and to develop the careers of all judge advocates effectively may require shorter or longer tours. Tour lengths for OCONUS assignments are outlined in AR 614–30.

(7) *Joint assignments.* After selection for promotion to major, judge advocates may be considered for joint duty assignments in organizations worldwide, including the Office of the Chairman of the Joint Chiefs, the Joint Staff, and the combatant commands. Joint experience is important to the Army. Due to the limited number of joint assignments available, judge advocates are not precluded from advancing into senior leadership positions because they are not titled “Joint Qualified” (see 10 USC 619a(b)(3)(C)). Based on the breadth of JAGC assignments, from lieutenant to colonel, judge advocates develop expertise relevant to operating in a joint environment. Judge advocates serving in nominative positions as either legal advisors or SJAs will normally be assigned for 3 year tours.

(8) *TDS assignments.* Assignments to TDS positions are career developing and consistent with the JAGC Career Model.

(9) *Brigade judge advocates (BJA), Special Forces group judge advocates, and the Ranger Regiment judge advocate.* Majors assigned to an O6 command operate under a brigade commander and as part of a staff with whom they have a habitual relationship. The legal team generally includes a BJA, a trial counsel, a senior paralegal NCO, and others as assigned.

The BJA serves a critical role to providing expert and timely legal advice to commanders and staff. Similarly, group judge advocates and the Ranger Regiment judge advocate operate under the command of an O6 commander and as part of the staff. The groups and the Ranger Regiment legal teams typically include a unit judge advocate, a senior paralegal NCO and others as assigned. TCs are typically assigned to each battalion echelon in these two formations.

(10) *Military judges.* Military judge positions require completion of the Military Judge Course at TJAGLCS and the Judge Advocate Officer Graduate Course. Officers selected for military judge positions will be scheduled to attend the next scheduled Military Judge Course, unless already certified as a military judge.

(11) *TJAGLCS.* TJAGLCS is the home of the Regiment and is the cornerstone of the JAGC's training, education and operational force management. Because the health of the JAGC is contingent on an intellectually vibrant institution that is in touch with the field's needs, the assignment of quality, experienced officers and NCOs to TJAGLCS faculty and staff is a high priority.

(12) *Other assignments.* Judge advocates may be assigned to organizations and duties beyond those indicated above. These assignments encompass a significant range of operations, which may include duty with the Department of Justice, the Department of State, and the White House. Many of these assignments are characterized as highly responsible and important, requiring mature, skilled and well-grounded officers. Assignments contained in subparagraphs 3a (5), above and this paragraph are collectively known as JIIM assignments. Judge advocates do not serve in branch/FA generalist assignments.

(13) *Other Army training for judge advocates.* Judge advocates are Soldiers, officers and lawyers. They participate in broad officer training programs including the BOLC, ILE, the Advanced Operations and Warfighting Course, and SSC. JAGC officers are encouraged to participate, as their primary legal mission schedule permits, in their unit's military training operations and in specialized training such as combat lifesaver, combatives, airborne and air assault training. Participation in additional unit training or Soldier skills development provides judge advocates exposure to the Army's missions and to enhance their primary role of advising commanders on legal issues.

(14) *Advanced civilian schooling.* TJAG selects a limited number of judge advocates annually to attend civilian institutions for 1 year at Government expense to obtain advanced legal education in specialized areas. This schooling complements the training at TJAGLCS.

4. Judge Advocate Warrant Officer (Legal Administrator) characteristics required (Active Army, U.S. Army Reserve, and Army National Guard of the United States)

a. *Unique knowledge and skills of Legal Administrators.* As strategic planners and tactical managers, Legal Administrators are JAGC Warrant Officers that anticipate changes in the military climate, instituting changes to ensure the JAGC can support the Army's mission to win in a complex world.

(1) *Leadership role.* JAGC Warrant Officers must be highly motivated, possessing tact, initiative, integrity and mature judgment. JAGC Warrant Officers are leaders, mentors, trainers, and technical and warfighting experts within their organizations. JAGC Warrant Officers serve as the Chief of the Operations and Administrative Division. JAGC Warrant Officers are principal members of the formal legal office leadership team who take an active role in preparing, planning, and managing military legal operations in garrison and operational environments.

(2) *Expertise.* JAGC Warrant Officers must have education, training and experience in legal operations, human resources, budget, security, project management, information and knowledge management, and the JAGC Core Legal disciplines (Military Justice, Administrative and Civil Law, International and Operational Law, Claims, Contract and Fiscal Law, and Legal Assistance) and apply their knowledge and expertise across the full spectrum of legal operations in any environment - including in garrison and while deployed. JAGC Warrant Officers are the system administrators and technical experts for all JAGC specific applications, hardware, and facilities. (Reference DA Pam 611-21 for additional information duties and responsibilities). JAGC Warrant Officers provide key and essential services in their core competencies: Knowledge Management, Personnel Management, Security Management, Logistics Management, and Resource Management, which enable the effective execution of the JAGC Core Legal Disciplines for the Army.

(a) *Legal Systems Integration and Innovation.* Performs information management and systems integration, including protection of government information and attorney-client privileged information and attorney work product. Analyzes legal systems and processes and advises senior leader on quality assurance and internal control measures. Develops requirements and plans and mitigates risk. Facilitates AC/RC integration and partnership opportunities. Leads change with staff

coordination and synchronization including Operations Research Systems Analyst and internal review activities. Manages facilities, technology, and logistics in support of legal operations in garrison and deployed environments across the full spectrum of operations.

(b) Knowledge Management. Assesses legal organization knowledge and performance and designs and leads development of solutions to knowledge gaps. Leads pilot/experimentation and change management initiatives. Performs quality control and quality assurance activities in support of legal operations.

(c) Legal Personnel Management. Manages all aspects of training and continuing legal education, certification, administration, and readiness of personnel serving in a legal office. Manages the special legal personnel and organizational programs. Coordinates historian and protocol activities. Serves as adjutants or assistant adjutants in legal operations detachments and serves a Board Recorder in administrative separation boards (RC only).

(d) Security Management. Serves as security manager for assigned legal organizations. Responsible for all security requirements in accordance with applicable regulations including: physical security, information security, personnel security, communications security and anti- terrorism/force protection. Provides Operations Security oversight and plans Continuity of Operations. Coordinates with military agencies for proper physical, information, and personnel security in high-profile courts-martial cases.

(e) Force Management. Provides force management subject matter expertise by analyzing and monitoring manpower requirements and current and projected authorizations for legal support. Prepares manpower plans and coordinates force management documentation. Resources manning documents.

(f) Resource Management. Provides comprehensive management of all budgetary resources by determining budgetary requirements, procuring funding, planning and managing budgets, planning and executing contracts (including expert witnesses), and executing budgets in support of legal operations and special programs (including contracts, witness travel, and special victim's counsel program). Serves as claims investigating officer or Foreign Claims Commission in deployed environments.

b. *Certification.* TJAG certifies that JAGC Warrant Officers may perform legal administrator duties in the JAGC and this certification is required to maintain the appointment with a PMOS 270A. See DA Pam 611–21.

5. Active Army, judge advocate warrant officer development

a. *Warrant Officer development model.* The JAGC Warrant Officer Development model is focused more on the quality and range of experience, rather than the specific gates or assignments required to progress. See Figure 1 for the Active Army, judge advocate warrant officer career development and utilization model. All assignments are made in the best interests of the Army. The objective of the JAGC Warrant Officer Career developmental model is to build an expert, flexible force by balancing the needs of the Army, professional development, personal and Family needs, and personal preferences in every assignment. TJAG's goals are to develop every warrant officer professionally, ensure diversity of assignments, and provide opportunities for management, leadership and education. No single path to success exists in the JAGC. Sustained superior performance in a variety of assignments that develop and display officers' skills as Soldiers, managers, and leaders are the guarantors of success. The JAGC relies on JAGC Warrant Officers as experts and systems managers for the duration of their careers. Designed to provide career-long continuity to legal office operations, they may also serve in key positions within the JAGC such as OTJAG, TJAGLCS, and USALSA. These additional assignments provide opportunities for acquiring and developing additional skills in project and knowledge management, JAGC specific software application development, force management and training development.

(1) JAGC Warrant Officers are accessed from the JAGC enlisted corps (27D) through a board process. Soldiers serving in MOS 27D with between 5 and 12 years of service who have excelled in a variety of JAGC positions are optimal candidates for accession. The Army's goal is to access these Soldiers between 5 and 8 years of service to maximize the amount of time they may serve prior to retirement. A waiver from the DCS, G–1 is required for Soldiers with over 12 years of service. Soldiers should refer to the annual accessions memo for updated accession requirements and waiver information.

(2) After successful completion of the WOCS and before attendance at the Legal Administrator WOBC, WO1s are assigned to OSJAs at their duty stations or first Legal Administrator assignments, Judge Advocate General's Corps – 27 February 2019

where they are paired with experienced JAGC Warrant Officers to help mentor individuals for WOBC and future duties as Legal Administrators (currently only available to RA warrant officers).

b. *Utilization.*

(1) *Warrant Officer One/Chief Warrant Officer Two.* Should be utilized in operational assignments to develop and gain valuable experience in operational management of legal offices. The first assignment should allow JAGC Warrant Officers an opportunity to develop their technical skills and officer proficiencies. JAGC Warrant Officers should continue their self-development, professional reading and pursuit of educational goals.

(2) *Warrant Officer Three/Chief Warrant Officer Four.* At this point in warrant officers' careers, the model highlights their need to gain a broader understanding of their MOS. Nominative assignments are sought at this development stage. Warrant officers should continue their self-development, professional reading and pursuit of civilian educational goals. Senior JAGC Warrant Officers should continue to be utilized in operational assignments and positions of greater responsibility to continue to expand their knowledge and skills. Warrant officers at this development stage should seek assignments that will increase their value to the JAGC and the Army. JAGC Warrant Officers should continue their self-development, professional reading, and pursuit of the next civilian educational goals. Senior JAGC Warrant Officers should serve as role models and mentors for junior warrant officers by assisting them in developing their skills. Senior JAGC Warrant Officers also develop more specific skills and experiences to qualify for senior positions.

(3) *Chief Warrant Officer Five.* Capstone achievement for all JAGC Warrant Officers. Once JAGC Warrant Officers attain this rank they should be assigned to nominative or joint, interagency, intergovernmental, or special assignments. Lifelong learning, supported by civilian and military education, provides critical opportunities to develop joint and expeditionary competencies. Master JAGC Warrant Officers should serve as role models and mentors for junior and senior warrant officers, by assisting them in developing their skills. CW5s utilize all of their skills, abilities and talents at the most challenging assignments. Flexible timelines enable master warrant officers to serve longer in developmental assignments ensuring warrant officers have adequate time to gain skills and experience and also support unit readiness and cohesion.

c. *Length of tour.* Warrant Officers will ordinarily complete the minimum months assigned on station as prescribed in AR 614–30 before being reassigned; however mission requirements may require earlier departure from an assignment. Reassignments are based on the need to maintain an OCONUS rotational base, satisfy requirements for special qualifications, and provide for career progression.

d. *Promotion time line.* RA WO1's are promoted to CW2 after 2 years in grade on the recommendation of the first lieutenant colonel in the chain of command. All other warrant officers, CW2 through CW5, are normally considered for promotion to the next higher rank by a DA promotion board, first below the zone and then in the zone depending on DA published zones of consideration prior to each promotion board. Warrant officers, upon promotion to CW2, are commissioned and appointed into the RA.

e. *Assignments.* The Chief Warrant Officer of the Corps (CWOC) manages the assignments of RA Legal Administrators in coordination with the JAGC's PPTO.

f. *Law Office Management Course/ Law Office Management Masters Course.*

Judge advocate warrant officers (RA, USAR, and ARNG), depending on grade/rank should attend either the Law Office Management Course, or the Law Office Management Masters Course annually. The courses focus on developments in technical management and mid and senior level management of Office of the Staff Judge Advocate administration, management, operations, and support services.

g. *WO1 development.*

(1) *Education.*

(a) Complete all prerequisite MOS related distance learning courses prior to attendance at the WOBC.

(b) Must successfully complete the JAGC WOBC. The JAGC WOBC is a resident course conducted at TJAGCLS for all newly appointed WO1s (AA, USAR, and ARNG). All newly appointed WO1s must attend and complete this course and prerequisite studies that prepare the JAGC's Warrant Officers for assignment as a Legal Administrator. Upon completion, JAGC Warrant Officers are certified, per DA Pam 611-21, and awarded the MOS 270A, Legal Administrator.

(2) *Assignment.* See paragraph 5a (2).

(3) *Self-development.* Continue attending resident and nonresident short courses that are offered at TJAGLCS. Seek educational opportunities in the civilian sector at law office administration, and emerging business practices conferences. Pursue courses toward bachelors and higher level degrees.

(4) *Desired experience.* Critical skills and knowledge to be an effective leader, mentor, and manager of an Army legal office.

h. *CW2 development.*

(1) *Education.*

(a) Must meet the qualifications in paragraph 5g (1).

(b) All JAGC Warrant Officers must complete the prerequisite studies (Action Officer Development Course (131-P00) and the Judge Advocate Tactical Staff Officer Course) and prerequisite MOS related DL courses prior to attendance at the WOAC.

(c) Attend the Warrant Officer Advanced Course. The WOAC is a resident course conducted at TJAGLCS. It provides officers continued leadership, tactical, and technical training needed to serve in Corps, Army, and Department of the Army level positions. CW2s are authorized to attend WOAC and attendance will be managed through the CWOC or designated representatives. Graduates of the WOAC receive the designation of MEL WOAC.

(2) *Developmental and broadening assignments.* See Figure 1, for AC judge advocate warrant officer career development and utilization model.

(3) *Self-development.* Continue to take resident and nonresident short courses offered at TJAGLCS. Seek educational opportunities in the civilian sector at law office administration, and emerging business practices conferences. Pursue courses toward bachelors and higher level degrees.

(4) *Desired experience.* Possess the critical skills and knowledge to be an effective leader, mentor, and manager of an Army legal office.

i. *CW3 development.*

(1) *Education.*

(a) Must meet the qualifications in paragraph 5h.

(b) Attend Warrant Officer Intermediate Level Education (WOILE). WOILE is a resident course conducted at the Warrant Officer Career College. It focuses on the staff officer and leadership skills needed to serve in the rank of CW4 at battalion and higher levels. CW3s are authorized to attend WOILE, and JAGC Warrant Officers are encouraged to attend prior to promotion to CW4. Graduates of the WOILE receive the designation of MEL WOILE.

(2) *Developmental and broadening assignments.* See Figure 1, for RA judge advocate warrant officer career development and utilization model.

(3) *Self-development.* Continue attending resident and nonresident short courses offered at TJAGLCS. Seek educational opportunities in the civilian sector at law office administration, and emerging business practices conferences. Pursue courses toward bachelor's and master's degrees.

(4) *Desired experience.* Possess the critical skills and knowledge to be an effective leader, mentor, and manager of an Army legal office.

j. *CW4 development.*

(1) *Education.*

(a) Must meet the qualifications above in paragraph 5i.

(b) Attend Warrant Officer Senior Service Education (WOSSE). The WOSSE is a resident course conducted at the Warrant Officer Career College which focuses on a broader Army level perspective required for assignment to CW5 level positions. CW4s are authorized to attend and are encouraged to attend prior to promotion to CW5. Graduates of the WOSSE receive the designation of MEL WOSSE.

(2) *Developmental and broadening assignments.* See Figure 1, for AC judge advocate warrant officer career development and utilization model.

(3) *Self-development.* Continue attending resident and nonresident short courses offered at TJAGLCS. Seek educational opportunities in the civilian sector at law office administration, and emerging business practices conferences. Pursue courses towards masters and higher level degrees.

(4) *Desired experience.* Senior-level technician and tactical expert on legal operations and has the skills and knowledge to serve at all levels within the JAGC.

k. *CW5 development.*

(1) *Education.* Must meet the qualifications above in paragraph 5j.








(2) *Developmental and broadening assignments.* CW5 JAGC Warrant Officers should be assigned to the most senior supervisory, advisory, and staff positions in OTJAG, the USALSA, TJAGLCS, or other special assignments when a specific need exists within the JAGC mission.

(3) *Self-development.* Seek educational opportunities in the civilian sector at law office administration, and emerging business practices conferences. Pursue courses towards masters and higher level degrees.

(4) *Desired experience.* Master-level technician and tactical expert within the JAGC for legal operations. Technical, functional, and branch systems integrator, trainer and leader.

l. *Other assignments.* JAGC Warrant Officers may be assigned to organizations and duties beyond those indicated above. These assignments include duties in Joint organizations, Army Staff or Secretariat positions, the Warrant Officer Career College, and recruiting positions. The assignments can be characterized as highly responsible and important, requiring mature, well-rounded, and multi-skilled officers. RA (CW3 and above) JAGC Warrant Officers may be selected by TJAG for degree completion programs.

Figure 1: Judge Advocate (AC) Warrant Officer Career Development and Utilization Model

 Judge Advocate (AC) Warrant Officer Career Development & Utilization Model 					
JAGC Warrant Officer Career Development Objective: The Army and the JAGC develop, employ, and retain broadly skilled, technical expert JAGC Warrant Officers. These JAGC Warrant Officers are capable of performing successfully in any legal office, at any location, in roles appropriate for their grade. They also provide the JAGC with Warrant Officers capable of accomplishing today's mission and succeeding in an uncertain future.					
Assignments					
Years WO Service	0-2	2-6	6-10	10-15	15+
Years Total Service	5-12	7-16	11-20	15-24	20+
Rank	 WO1	 CW2	 CW3	 CW4	 CW5
Seniority	Company Grade Assignments		Field Grade Assignments		Senior Leader Assignments
Goal	Develop breadth of specialized expertise within core competencies while performing varied assignments with diverse duties. Lead at tactical level assignments.		Develop depth of specialized expertise within core competencies. Employ expertise to lead, mentor, and train JALS members at operational level assignments.		Demonstrate master level expertise within core competencies. Advise senior leaders from expertise. Mentor, lead, train, and develop JALS members, apply specialized expertise at strategic level assignments.
Duties	<ul style="list-style-type: none"> Consolidated Legal Office Theater Support Commands (TSC) Special Assignments (e.g., SVC Program Manager; XO, OBC; Legal Administrator, OGC; TAC Officer; Strategic Communications Officer; XO, AIT) 		<ul style="list-style-type: none"> Division OSJA Joint Assignments Special Assignments (e.g., Career Manager/AXO, CWOC; Senior Legal Administrator, HQ, USATDS; Plans Officer, OTJAG, PPTO) 		<ul style="list-style-type: none"> Corps OSJA ACOM/ASCC HQ, OSJA MCOM HQ, OSJA Joint Assignments Special Assignments (e.g., Senior Warrant Officer, Instructor, TJAGLCS; Instructor, USAWOCC)
Education: Continuous Professional and Personal Development					
Professional Military Education	WOBC	WOAC	WOILE	WOSSE	
Recommended Military Education	Instructor Certification (SQ, 8)		Knowledge Management (SI, 1E)	Force Management (SI, 3R)	
Recommended Civilian Education	Associate's Degree	Bachelor's Degree		Graduate Degree	
Self-Development	Degree Completion Program; Legal Lean Sigma; Security Fundamentals Professional Certification; TJAGLCS Short Courses, Law Office Management Course; Law Office Management Masters Course; Professional Reading (military, legal, history, doctrine); Professional Writing/Publication; Certified Legal Manager Credentialing				

6. Reserve Component judge advocate development

a. *General.* Judge advocates serve in both the USAR and the ARNG. TJAG exercises technical supervision of USAR JAGC officers not on the active duty list. PPTO assists TJAG by developing policy and providing technical assistance in the career management of USAR judge advocate officers. TJAG, with the assistance of the National Guard Special Advisor to TJAG, through the Chief, NGB, also provides technical assistance to the respective State AG for the career management of ARNG judge advocates. In general, qualifications and professional development are similar to RA judge advocates. All judge advocate assignments are made upon the recommendation of TJAG (Article 6, UCMJ, and 10 USC 806).

b. *RC judge advocate career development.*

(1) Professional development objectives are:

(a) Develop officers with the professional attributes and capabilities to meet the mobilization and warfighting needs of the Army, and in the case of ARNG judge advocates, to meet the additional civil and defense needs of the states and territories.

(b) Develop officers in the quantity and skill sets required to meet the functional requirements of the Army in mobilization, and in the case of ARNG judge advocates, to meet the additional requirements of the states and territories.

(c) Develop officers with technical, managerial and administrative skills to serve in positions of increasing responsibility in the JAGC.

(2) *Company grade development.*

(a) *Assignments.* Company grade judge advocate assignments allow officers an opportunity
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to develop as military lawyers, Soldiers and officers. Company grade officers are exposed to a wide variety of experiences. The Army understands that at the same time judge advocates are learning their military craft, they are engaged in a full-time civilian career; however, high standards of Army participation and performance are still required.

(1) Company grade judge advocates are assigned to junior positions, including operational law judge advocate or trial counsel for a brigade, legal operations detachment team member or assistant team chief, defense counsel, and various other positions (legal assistance, administrative and civil law, trial counsel) within staff and command judge advocate offices and sections. Judge advocates with less than four years' experience will normally not be assigned to positions where they are the sole or senior judge advocate.

(2) On rare occasions, company grade judge advocates are assigned to Drilling Individual Mobilization Augmentee (DIMA) positions. Supervisors of DIMA judge advocates should provide training in military legal requirements and exposure to Soldier experiences. When possible, supervisory judge advocates should coordinate pairing up of new judge advocates with a platoon leader of a local line unit for a 1 or 2 day orientation on life as a Soldier. Supervisors should counsel junior officers on their legal abilities, Soldiering skills and leadership. Junior DIMA judge advocates should occasionally drill, at least part of the year, with a TPU in their home area.

(3) Non-JAGC assignments are generally discouraged for judge advocates; however, exceptions may be approved in rare circumstances where the non-JAGC assignments may be beneficial to the JAGC and the individual judge advocate. Such assignments must broaden the individual's perspective concerning the mission of the Army and enhance a judge advocate's ability to perform at a higher-level position later in his or her career. TJAG approves all requests for non-JAGC assignments, for a period not exceed 2 years.

(4) Company grade judge advocates should not be assigned to the individual ready reserve (IRR) except in unusual circumstances. Appointment of new judge advocates should be fixed to an authorization in a unit or a DIMA position. Company grade judge advocates should avoid spending greater than 24 months in the IRR.

(b) *Education.* All RC judge advocates will attend the Direct Commission Course (DCC) at Fort Benning, Georgia. This 6-week course is designed to provide judge advocates with Soldier and leadership training to instill the Warrior Ethos and build esprit de corps. DCC also provides an environment where judge advocates will work and train alongside each other in a tactical field setting. After completing DCC, all RC judge advocates will attend the 10.5 week-long Judge Advocate Officer Basic Course (JAOBC/BOLC B) at the Judge Advocate General's Legal Center and School (TJAGLCS) in Charlottesville, Virginia. JAOBC/BOLC B stresses military law and provides newly appointed judge advocates with a military law foundation necessary to perform their duties. All newly assessed judge advocates will complete DCC and JAOBC/BOLC B. Failure to complete the course satisfactorily will result in return to basic branch, discharge, or other appropriate action.

(3) *Major development.*

(a) *Assignments.* Judge advocates usually have at least seven years commissioned service when promoted to major. This rank is a mid-level grade with opportunities to supervise other judge advocates. Judge advocate majors should serve as role models and mentors for junior judge advocates, assisting them in developing their skills. This career phase is also a time to develop more specific skills and experiences to qualify for senior JAGC positions. RC JAGC majors should seek assignments as division-level deputy SJAs, legal operations detachment team chiefs, brigade-level command judge advocates, senior defense counsel, and General Officer Command (GOCOM) staff or command judge advocates or section chiefs. These assignments should follow developmental unit or DIMA experiences relating to the type of law practiced by the unit.

(b) *Education.*

(1) The JAGC Officer Advanced Course (JAOAC) is designed to provide a working knowledge of the duties and responsibilities of field grade judge advocates. This course is the nonresident version of the Judge Advocate Graduate Course. This course serves as branch qualification for officers to serve in field grade judge advocate positions. Completion of the course is a prerequisite for promotion to Major. The JAOAC consists of two legal subject phases. Phase I is a correspondence phase. Phase II is a 2-week resident phase taught at TJAGLCS. This course should be taken between the second and fifth years of commissioned Service as a judge advocate.

(2) ILE is the means by which the Army ensures universal MEL ILE/JPME 1 qualification among Majors in the AA and RCs to develop familiarity with employment of multiservice and multinational forces used in Joint and combined arms operations; to develop basic knowledge of the

joint operations planning process; and to create awareness of DOD requirements as well as individual Service capabilities and requirements. While some RC judge advocates may be selected to attend ILE in residence at Fort Leavenworth, KS, most will complete the requirement through a combination of distance education and two-week tours of active duty for training through TASS.

(4) *Lieutenant colonel Development.* Judge advocates usually have at least 14 years of commissioned service when promoted to lieutenant colonel. This career phase is the beginning of senior-level assignments and performance expectations. Lieutenant colonels possess the legal expertise, Soldier skills and confidence to communicate effectively with senior Army commanders. Lieutenant colonels serve as role models and mentors for junior judge advocates, counseling and assisting them in developing their skills and careers. Lieutenant colonels compete for principal tenured judge advocate positions, such as division SJA, GOCOM SJA (lieutenant colonel), regional defense counsel or military judge (lieutenant colonel). The degree to which a judge advocate is competitive for these assignments is a function of prior developmental assignments and consistent performance as reflected on their evaluations. Developmental assignments for division SJA and GOCOM SJA (lieutenant colonel) may include the following:

(a) *Unit officers.* Deputy or section chief within an SJA office, legal operations detachment team chief, brigade-level command judge advocate, regional defense counsel and military judge (lieutenant colonel).

(b) *DIMA.* SJA or deputy SJA and TJAGLCS professor or staff.

(5) *Colonel development.*

(a) *Assignments.* Judge advocates usually have at least 19 years of commissioned Service when promoted to colonel. For the majority of judge advocates, this career phase is their most senior level of service to the Army. This career phase is a period of full utilization of the officer's talents, experience and training. Colonels interact effectively with senior Army commanders. Colonels lead, discipline, teach, and develop the field grade judge advocates under their technical and command supervision. Colonels, through training and experience, have prepared themselves for maximum use of their skills, abilities and talents as GOCOM staff judge advocates, legal operations detachment commanders, state judge advocates and senior military judges. TJAG approves all colonel assignments. Prior assignments that offer the experience necessary to succeed at some of these assignments are listed below.

(1) To succeed as a GOCOM SJA or state judge advocate, officers should serve in the following:

(a) Unit officers. Division SJA, GOCOM SJA, legal operations detachment commander or military judge.

(b) DIMA. GOCOM SJA (lieutenant colonel or colonel) or deputy SJA (lieutenant colonel) or TJAGLCS professor or staff (lieutenant colonel).

(2) To succeed as a legal operations detachment commander, officers should serve in the following:

(a) Unit officers. Division SJA, GOCOM SJA, legal operations detachment section chief or military judge.

(b) DIMA. GOCOM SJA or deputy SJA of a major command.

(3) To succeed as a senior military judge, officers should serve in the following:

(a) Unit officers. Military judge (lieutenant colonel), legal operations detachment commander, regional defense counsel.

(b) DIMA. USACCA (lieutenant colonel or colonel), TDS (lieutenant colonel or colonel) or TJAGLCS instructor in criminal law (lieutenant colonel or colonel).

(b) *Education.*

(1) *SSC.* The Army War College is a SSC designed to prepare officers for duty as Commanders and staff officers at the highest echelons. The course is not a prerequisite for promotion, but enhances any officer's ability to perform at the highest level. The Army War College Distance Education Course is a 2 year distance education program consisting of home study and there are two 2-week resident phases at Carlisle Barracks, Pennsylvania. Selection for this course is by a centralized board convened by HRC.

This course is the only distance education course that the Army recognizes as MEL SSC producing. Completion of the course should occur between the 21st and 26th year of service.

(2) *Continuing legal education.* Each year TJAGLCS offers specialized continuing legal education courses at Charlottesville, VA and at various locations around the world. Taught by

TJAGLCS faculty, these courses provide an essential update in a particular field of law. RC judge advocates are required to attend this training to maintain their basic professional competence as military lawyers. Individuals may apply for TJAGLCS resident continuing legal education training that varies in length from three days to three weeks. These courses provide practice oriented continuing legal education for military attorneys. TJAGLCS also provides weekend, on-site continuing legal education training at selected CONUS and O CO N US Army sites. Judge advocates should attend at least one continuing legal education course each year.

(c) *The Military Judge Course.* The purpose of the Military Judge Course is to provide military attorneys with advanced schooling to qualify them to perform duties as military judges at courts martial. This course is a 3-week course taught at TJAGLCS. The Chief Trial Judge, U.S. Army Trial Judiciary, selects Army officers for attendance.

(6) *Career development model.* See JAGC Publication 1-1 for Reserve Component Judge Advocate career model.

7. Reserve Component (RC), judge advocate warrant officer development

a. *General.* Judge advocate warrant officers serve in the USAR and the ARNG. TJAG exercises technical supervision of USAR judge advocate warrant officers not on the active duty list. CWOC in coordination with PPTO assists TJAG by developing policy and providing technical assistance in the career management of USAR warrant officers. TJAG, with the assistance of the National Guard Special Advisor to TJAG, through the Chief, NGB, also provides technical assistance to the respective State AG for the career management of ARNG judge advocate warrant officers. In general, qualifications and professional development are similar to AA judge advocate warrant officers (see para 5).

b. *RC judge advocate warrant officer career development.*

(1) Professional development objectives are as follows:

(a) Development of judge advocate warrant officers with the professional attributes and capabilities to meet the mobilization and warfighting needs of the Army, and in the case of ARNG judge advocate warrant officers, meet the additional civil and defense needs of the states and territories.

(b) Development of judge advocate warrant officers in the numbers and skills to meet the functional requirements of the Army in partial, or total mobilization, and in the case of ARNG judge advocate warrant officers, to meet the additional requirements of the states and territories.

(c) Development of judge advocate warrant officers with technical, managerial and administrative skills to serve in positions of increasing responsibility in the JAGC.

(2) Utilization (see Figure 2, for RC judge advocate warrant officer career development and utilization model).

(a) *Warrant Officer One/Chief Warrant Officer Two.* JAGC Warrant Officers are utilized in operational assignments to develop and gain valuable experience in operational management of legal offices. JAGC Warrant Officers should continue their self-development, professional reading, and pursuit of educational goals. The first assignment provides JAGC Warrant Officers an opportunity to develop their technical skills and officer development. JAGC RC Warrant Officers should seek training and mobilization opportunities to partner with their AC counterparts to develop the AC/RC working relationship and to enhance and broaden the skills for the officer.

(b) *Chief Warrant Officer Three/Chief Warrant Officer Four.* Senior JAGC Warrant Officers continue to be utilized in operational assignments and positions of greater responsibility to expand their knowledge and skills. Senior JAGC Warrant Officers seek assignments that will increase their value to the JAGC and the Army. JAGC Warrant Officers should continue their self-development, professional reading, and pursuit of the next civilian educational goals. Senior JAGC Warrant Officers should serve as role models and mentors for junior warrant officers, by assisting them in developing their skills. This career phase is also a time to develop more specific skills and experiences to qualify for senior positions.

(c) *Chief Warrant Officer Five.* Capstone achievement for all JAGC Warrant Officers. Once JAGC Warrant Officers attain this rank they should be assigned to nominative, joint, interagency, intergovernmental, or special assignments. Lifelong learning, supported by civilian and military education, provides critical opportunities to develop joint and expeditionary competencies. Senior JAGC Warrant Officers should serve as role models and mentors for junior warrant officers, by assisting them in developing their skills. At this career phase, CW5s are fully utilized through their highly developed skills, abilities and talents at the most challenging assignments.

c. *Promotion time line.* The USAR and ARNG JAGC Warrant Officers must complete all prerequisite levels of military education applicable to JAGC Warrant Officers prior to selection to the next higher rank. For USAR warrant officer promotions, see AR 135–155. For ARNG promotions, see NGR 600–101.

d. *Assignments.* RC judge advocate warrant officers should seek assignments commensurate with their grade alignment as set forth in the Judge Advocate (RC) Warrant Officer Career Development & Utilization Model located in JAGC Publication 1-1 and reproduced in Figure 2 below. The CWOC manages the assignments of DIMAs and USAR AGRs in coordination with the United States Army Legal Command, USARC. HRC and PPTO–RC. The USARC Senior Legal Administrator manages the assignments of USAR JAGC Warrant Officers in coordination with the CWOC and the JAGC’s PPTO–RC. Pursuant to NGR 600–101, ARNG legal administrator assignments are managed by the respective state commands subject to prior certification by the CWOC that the applicant is eligible for entry into MOS 270A. Any assignment, utilization or actions against CW5 billets, must be coordinated with the CWOC for TJAG consideration.

e. *WO1 development.*

(1) *Education.*

(a) Complete all prerequisite MOS related DL courses prior to attendance at the WOBC.

(b) Must successfully complete the Legal Administrator WOBC within 2 years of appointment.

The WOBC is a resident course conducted at TJAGCLS for all newly appointed WO1s (RA, USAR, and ARNG). All newly appointed WO1s must attend and complete this course and prerequisite studies that prepare the JAGC’s warrant officers for assignments as JAGC Warrant Officers. Upon completion, warrant officers are certified as per DA Pam 611–21 and awarded the MOS 270A, Legal Administrator.

(c) All Judge advocate warrant officers should attend the annual Legal Administrators Course which focuses on new developments in technical management and mid-level management of Army Staff Judge Advocate Office administration, operations, and support services.

(2) *Assignment.* See JAGC Publication 1-1, for Legal Administrator development and utilization.

(3) *Self-development.* Attend resident and nonresident short courses that are offered at TJAGLCS. Seek educational opportunities in the civilian sector at legal technology conferences. Pursue courses towards bachelors and higher level degrees.

(4) *Desired experience.* Critical skills and knowledge to be an effective leader, mentor, and manager of an Army legal office.

f. *CW2 development.*

(1) *Education.*

(a) Must meet the qualifications above in paragraph 7e(1).

(b) All Judge advocate warrant officers must complete the prerequisite studies (Action Officer Development Course (131–P00), the Judge Advocate Tactical Staff Officer Course, and prerequisite MOS related DL courses prior to attendance at the WOAC.

(c) Attend the Warrant Officer Advanced Course. The WOAC is a resident course conducted at TJAGLCS. It provides officers continued leadership, tactical, and technical training needed to serve in Corps, Army, and Department of the Army level positions. CW2s are authorized to attend WOAC and attendance will be managed through the CWOC or designated representatives. Graduates of the WOAC receive the designation of MEL WOAC.

(2) *Developmental and broadening assignments.* See Figure 2, for RC judge advocate warrant officer career development and utilization model.

(3) *Self-development.* Continue to attend resident and nonresident short courses that are offered at TJAGLCS. Seek educational opportunities in the civilian sector at legal technology conferences. Pursue courses towards bachelors and higher level degrees.

(4) *Desired experience.* Have the critical skills and knowledge to be an effective leader, mentor, and manager of an Army legal office.

g. *CW3 development.*

(1) *Education.*

(a) Must meet the qualifications above in paragraph 7f.
(b) Attend the Warrant Officer Intermediate Level Education (WOILE). The WOILE is a 4-week resident course conducted at the Warrant Officer Career College which focuses on the staff officer and leadership skills needed to serve in the rank of CW4 at battalion and higher levels. CW3s are authorized to attend WOILE and JAGC Warrant Officers are encouraged to attend prior to promotion to CW4. Successful completion of WOSC is an ARNG requirement for promotion to CW4. For USAR warrant officers, successful completion will be a requirement for promotion to CW4 and CW5. Graduates of the WOSC receive the designation of MEL WOILE.

(2) *Developmental and broadening assignments.* See Figure 2, for RC judge advocate warrant officer career development and utilization model.

(3) *Self-development.* Continue to attend resident and nonresident short courses that are offered at TJAGLCS. Seek educational opportunities in the civilian sector at legal technology conferences. Pursue courses towards bachelor's and master's degrees.

(4) *Desired experience.* Have the critical skills and knowledge to be an effective leader, mentor, and manager of an Army legal office. Be ready to serve in positions of greater responsibility.

h. *CW4 development.*

(1) *Education.*

(a) Must meet the qualifications above in paragraph 7g.

(b) Attend Warrant Officer Senior Service Education (WOSSE). The WOSSE is a resident course conducted at the Warrant Officer Career College which focuses on a broader Army level perspective required for assignment to CW5 level positions. CW4s are authorized to attend and are encouraged to attend prior to promotion to CW5. The ARNGUS CW4 JAGC Warrant Officers being assigned to a W5 duty position must comply with the promotion and military education requirements of National Guard Regulation (NGR) 600-101, prior to promotion. Graduates of the WOSSE receive the designation of MEL WOSSE.

(2) *Developmental and broadening assignments.* See Figure 2, for RC judge advocate warrant officer career development and utilization model

(3) *Self-development.* Continue to attend resident and nonresident short courses that are offered at TJAGLCS. Seek educational opportunities in the civilian sector at legal technology conferences. Pursue courses toward masters and higher level degrees.

(4) *Desired experience.* Senior-level technician and tactical expert on legal operations and has the skills and knowledge to serve at all levels within the JAGC.

i. *CW5 development.*

(1) *Education.* Must meet the qualifications above in paragraph 7h.








(2) *Developmental and broadening assignments.* The CW5 judge advocate warrant officers should be assigned to the most senior supervisory, advisory, and staff positions in USAR and ARNG senior warrant officer positions or other special assignments when there is a specific need within the JAGC.

(3) *Self-development.* Seek educational opportunities in the civilian sector at legal technology conferences. Pursue courses towards masters and higher level degrees.

(4) *Desired experience.* Master-level technician and tactical expert within the JAGC for legal operations. Technical, functional, and branch systems integrator, trainer and leader.

(5) *Other assignments.* In addition to the normal assignments that USAR and ARNG legal administrator may be assigned to (see JAGC Publication 1-1), USAR and ARNG JAGC Warrant Officers can be assigned to organizations and duties beyond those indicated. These assignments include duties in Joint organizations, Army Staff or Secretariat positions, the Warrant Officer Career College, and recruiting positions. The assignments can be characterized as highly responsible and important, requiring mature, well-rounded, and multi-skilled officers.

Figure 2: Judge Advocate (RC) Warrant Officer Career Development and Utilization Model

 Judge Advocate (RC) Warrant Officer Career Development & Utilization Model 					
<p>JAGC Warrant Officer Career Development Objective: The Army and the JAGC develop, employ, and retain broadly skilled, technical expert JAGC Warrant Officers. These JAGC Warrant Officers are capable of performing successfully in any legal office, at any location, in roles appropriate for their grade. They also provide the JAGC with Warrant Officers capable of accomplishing today's mission and succeeding in an uncertain future.</p>					
Assignments					
Years WO Service	0-2	2-6	6-10	10-15	15+
Years Total Service	5-12	7-16	11-20	15-24	20+
Rank	 WO1	 CW2	 CW3	 CW4	 CW5
Seniority	Company Grade Assignments		Field Grade Assignments		Senior Leader Assignments
Goal	Develop breadth of specialized expertise within core competencies while performing varied assignments with diverse duties. Lead at tactical level assignments.		Develop depth of specialized expertise within core competencies. Employ expertise to lead, mentor, and train JALS members at operational level assignments.		Demonstrate master level expertise within core competencies. Advise senior leaders from expertise. Mentor, lead, train, and develop JALS members, apply specialized expertise at strategic level assignments.
Duties	<ul style="list-style-type: none"> Theater Engineer Command Medical Command Military Police Command / Brigades Signal Command Sustainment Commands Consolidated Legal Office Special Assignments: (e.g., TAC Officer USAWOCC) 		<ul style="list-style-type: none"> Multi-Functional LOD TDS LOD Embedded OSJA Positions: (e.g., ARAC / MIRC / USACAPOC / ORC / ARMEDCOM) Division OSJA ARNG TDS Supervisory Element Special Assignments (e.g., RC Plans Officer, OTJAG, PPTO) 		<ul style="list-style-type: none"> Specialty LOD (MJ Expert) Readiness Division State JFHQ Mission Support Commands Embedded OSJA Positions (e.g., Training Command) USARLC Staff Sections Senior Warrant Officer Instructor, TJAGLCS Senior Office Administrator, NGB-JA/OI Senior Legal Administrator, NGB-JA-SVC Special Assignments (e.g., Instructor, USAWOCC)
	<ul style="list-style-type: none"> Senior Legal Administrator USARC Command Chief Warrant Officer, Legal Command Chief Legal Administrator (Temporary Grade Allocation), NGB Senior Legal Administrator, NGB Special Assignments: (e.g., Deputy Commandant, USAWOCC) 				
Education: Continuous Professional and Personal Development					
Professional Military Education	WOBC	WOAC	WOILE	WOSSE	
Recommended Military Education	Instructor Certification (SQI, 8)		Knowledge Management (SI, 1E)	Force Management (SI, 3R)	
Recommended Civilian Education	Associate's Degree	Bachelor's Degree		Graduate Degree	
Self-Development	Degree Completion Program; Legal Lean Sigma; Security Fundamentals Professional Certification; TJAGLCS Short Courses, Law Office Management Course; Law Office Management Masters Course; Professional Reading (military, legal, history, doctrine); Professional Writing/Publication; Certified Legal Manager Credentialing				