

# ***SUMMARY of CHANGE***

DA PAM 600-25

U.S. Army Noncommissioned Officer Professional Development Guide, CMF 27

This major revision, dated 1 March 2026 –

- Revised the language on civilian education throughout the document.
- Removed Master Resiliency Training from institutional training requirements.
- Restructured the publication's layout for improved readability.
- Updated the guidance on pursuing diverse roles across Army Commands and Support elements.
- Aligned key development, generating, operating, nominative, and broadening assignments by skill level.
- Updated the lists of institutional training opportunities for each skill level.
- Corrected minor grammatical and spelling errors throughout the publication.
- Added a new chapter for the Army National Guard / Army National Guard of the United States.
- Separated Component Three into its own dedicated chapter.
- Revised and expounded upon the duties and associated tasks of the paralegal specialist.
- Removed all references to the Army Career Tracker (ACT) website.
- Replaced all references to "GOARMYED" with the "ArmyIgnitED" platform.
- Added a Table of Content

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## Chapter 1 Duties

### 1-1. Roles and Responsibilities:

- a. Paralegals are an integral part of the Judge Advocate Legal Service (JALS), serving in both MTOE and TDA organizations across all U.S. Army components, in accordance with (IAW) Army Regulation (AR) 27–1. The JALS is comprised of Judge Advocate General’s Corps (JAG Corps) members, including judge advocates, civilian attorneys, warrant officers, and paralegal Soldiers, among other personnel.
- b. As critical assets to any legal section, paralegals support strategic, operational, and tactical missions for Army, Joint, and combined commands. They must maintain high levels of tactical and technical proficiency in specialized areas of law. Under the supervision of judge advocates and Department of the Army Civilian (DAC) attorneys, they administer and oversee the provision of legal services to commanders, staff, Soldiers, and their Families.

**1-2. Core Legal Competencies and Legal Functions.** The U.S. Army’s legal framework is built upon two core competencies: providing legal support to the Army as an institution and offering legal support to its Soldiers and their Family members. Integral to both pillars is the U.S. Army Paralegal Specialist, Military Occupational Specialty 27D, who provides essential legal and administrative support across all military legal functions.

**a. Legal Support to the Army.** This competency is divided into four distinct legal functions that ensure the Army operates lawfully and effectively. Paralegals are fundamental to the execution of each function.

**(1) Administrative and Civil Law.** This function governs the Army’s daily operations and its legal relationship with the civilian community. Paralegals are hands-on in managing these complex tasks. See *Table 1-2a(1)*.

**Table 1-2a(1)**

Legal Task	Paralegal's Role
Environmental Law	Paralegals actively assist in upholding compliance with all environmental regulations. They draft environmental impact statements and other required documentation to ensure the Army’s activities are environmentally sound.
General Statutory, Regulatory, and Policy Compliance	Paralegals play a vital role in researching and interpreting laws and regulations. They draft legal reviews and briefs to ensure the Army consistently adheres to all legal standards.
Government Ethics and Standards of Conduct	They provide direct support to ethics counselors by preparing and disseminating training materials and processing financial disclosure reports.
Investigations	During administrative investigations, paralegals assist investigating officers in gathering evidence, interviewing witnesses, and preparing official reports and records of proceedings. Paralegals further assist attorneys in delivering legal in-briefs and drafting legal reviews.
Labor Law	Paralegals support labor law attorneys in all matters concerning civilian employees, which includes preparing essential documentation for hearings and litigation.
Army Institutional Claims	Paralegals actively participate in the investigation and processing of claims filed for and against the Army, helping to determine liability and assess damages.
Real Property Law	Paralegals assist attorneys in executing the legal requirements for acquiring, managing, and disposing of Army real estate.

Civil Litigation Support	Paralegals provide direct litigation support to attorneys. This includes case management, conducting discovery, and preparing pleadings and motions for court filings.
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**(2) Contract and Fiscal Law.** This function ensures all the Army's procurement and financial activities are conducted with legal and ethical propriety. See *Table 1-2a(2)*.

**Table 1-2a(2)**

Legal Task	Paralegal's Role
Fiscal Law	Paralegals are instrumental in the legal review of expenditures. They analyze and ensure that the use of appropriated funds complies with all fiscal laws and regulations, serving a proper purpose within the correct timeframe and authorized amounts.
Contract Law	They support the entire lifecycle of government contracting, from awarding to administering contracts. They prepare contract-related documents and ensure every legal requirement is fulfilled.

**(3) Military Justice.** This function is the bedrock of good order and discipline, enforced through the Uniform Code of Military Justice (UCMJ). Paralegals are the administrative backbone of this system. Within the military justice function, paralegals also support independent organizations such as the U.S. Army Trial Judiciary as court reporters, and the Office of the Special Trial Counsel as Special Trial NCOs. See *Table 1-2a(3)*.

**Table 1-2a(3)**

Legal Task	Paralegal's Role
Courts-Martial	Paralegals are heavily involved in every aspect of the courts-martial process. They prepare all necessary legal documents, manage trial preparation, and frequently act as court reporters by transcribing official proceedings for both trial and defense counsel.
Adverse Administrative Actions	They prepare the complete documentation for administrative actions, such as enlisted separation actions, officer elimination actions, and letters of reprimand, ensuring all procedural requirements are strictly followed.
Nonjudicial Punishment	Paralegals directly assist commanders in the administration of nonjudicial punishment (Article 15s) by preparing required forms and ensuring actions are processed in a timely and accurate manner.

**(4) National Security Law.** This function handles the complex legal landscape of the Army's mission to protect the nation. See *Table 1-2a(4)*.

**Table 1-2a(4)**

Legal Task	Paralegal's Role
U.S. Domestic National Security Law	Paralegals directly support legal matters related to homeland security and the military's assistance to civilian authorities.
Cyberspace Law	Paralegals are involved in the legal execution of cyber operations, ensuring that all such activities are conducted in accordance with domestic and international law.
Intelligence Law	Working closely with intelligence law attorneys, paralegals are integral to providing legal oversight for all intelligence activities.
International Law	Paralegals support judge advocates in advising commanders on the law of armed conflict, international agreements, and other facets of international law, ensuring compliance in global operations.

Operational Law	In deployed environments, paralegals are a key part of every operational law team. They help manage the legal components of military operations, including rules of engagement, detention operations, and claims.
Security Cooperation	They perform the legal work associated with security cooperation agreements with foreign partners.
Joint and Multinational Operations	Paralegals support the unique legal requirements of operations involving other U.S. military services and the armed forces of allied nations.
Space Operations	They assist in navigating the emerging legal field of military operations in space.

**b. Legal Support to Soldiers and Family Members.** This competency is dedicated to the welfare and readiness of the Army's personnel and their Families and are divided into two functions.

**(1) Soldier and Family Legal Services.** This function delivers a broad spectrum of essential legal services directly to individuals. *See Table 1-2b(1).*

**Table 1-2b(1)**

Legal Task	Paralegal's Role
Claims by Soldiers and Department of the Army Civilians	Paralegals directly assist individuals in processing personal claims, guiding them through the claims system to a successful resolution.
Medical Evaluation and Disability Law	Paralegals assist Soldiers with the complex legal aspects of medical evaluation boards and the disability process.
Soldier and Family Legal Assistance	As a primary duty, paralegals provide frontline legal assistance to Soldiers and their Families. They prepare powers of attorney, wills, and provide crucial information on family law issues like divorce and child custody.
Special Victims' Counsel Program	Paralegals are vital in supporting attorneys who represent victims of sexual assault. They work to ensure victims' rights are protected throughout the entire legal process.

**(2) Trial Defense Service.** This function guarantees that Soldiers accused of crimes receive zealous and effective legal representation. *See Table 1-2b(2).*

**Table 1-2b(2)**

Legal Task	Paralegal's Role
Courts-Martial	Paralegals in the Trial Defense Service (TDS) are dedicated to the defense team. They are essential to preparing a robust defense by interviewing witnesses, gathering evidence, and providing direct support to attorneys in the courtroom.
Adverse Administrative Actions	They assist defense counsel in representing Soldiers before administrative separation boards and in crafting official responses to other adverse actions.
Nonjudicial Punishment	Paralegals in TDS assist defense counsel in advising Soldiers of their rights regarding nonjudicial punishment and help them prepare their case to present to the command.

**c. Professional and Regulatory Obligations.** Paralegals are bound by the same ethical standards as judge advocates, as outlined in AR 27–26 (Rules of Professional Conduct for Lawyers). They must also have detailed knowledge of the requirements in AR 25–55 (The Department of the Army Freedom of Information Act Program) and AR 25-22 (The Army Privacy and Civil Liberties Program), and AR 27-55 (Notarial Services).

**d. Reserve Component Paralegals.**

(1) Paralegals in the Army National Guard (ARNG/ARNGUS) and the United States Army Reserve (USAR) play a critical role in supporting the JAG Corps mission. A key distinction lies in their command structure:

(a) USAR: Operates as a federal reserve force under the Department of the Army, providing trained legal professionals to support active-duty operations.

(b) ARNG: Serves a dual role as both a state and federal force. It can be mobilized by state governors for domestic emergencies or by the federal government for wartime missions.

(2) Both components are integral to ensuring legal readiness for military operations at home and abroad. **(See Chapter 6 for ARNG/ARNGUS, and Chapter 7 for USAR.)**

## **Chapter 2 Transformation**

**2-1. The Evolving Battlefield.** The U.S. Army is continuously transforming to maintain a decisive edge in future conflicts. This involves a strategic shift from counterinsurgency to large-scale combat operations against technologically advanced adversaries. This evolution is guided by the "Transformation in Contact" methodology, which focuses on rapidly integrating emerging technologies and novel organizational structures into formations during training and operations. This process ensures the Army becomes a leaner, more lethal, and strategically mobile force capable of winning in a complex, data-centric battlespace.

### **2-2. JAG Corps Modernization and the 27D Paralegal Specialist.**

**a.** This dynamic battlespace places new demands on the Army's warfighting functions and its support functions including the JAG Corps. The speed and complexity of modern warfare, characterized by artificial intelligence, autonomous systems, and cyber operations, require legal advice that is agile and precise.

**b.** In this framework, the 27D Paralegal Specialist becomes a critical enabler whose role expands significantly beyond traditional duties. Paralegals are now responsible for:

**(1)** Preparing and managing all documentation required for operations governed by complex international and cyber laws.

**(2)** Supporting Judge Advocates with rapid research on the law of armed conflict as it applies to emerging technologies.

**(3)** Managing all evidence and assisting in the legal review of technologically complex operational plans.

**c.** The 27D's proficiency in these areas ensures that commanders can make informed, data-driven decisions while maintaining legal and ethical superiority on the future battlefield.

### Chapter 3 Recommend Career Management and Self-Development Opportunities by Rank

The United States Army's approach to leader development is a holistic and continuous process, seamlessly integrating three distinct learning domains: operational, institutional, and self-development. The operational domain provides hands-on experience through daily duties and deployments, while the institutional domain offers formal education and training through schools and courses. Bridging these two is the self-development domain, which encourages personal initiative in pursuing knowledge and skills, ensuring that soldiers and civilians are not only proficient in their current roles but are also prepared for future challenges. This integrated framework fosters a career-long continuum of learning, creating adaptable and well-rounded leaders. Of these three, the self-development domain is the critical component that relies solely on the individual's initiative to bridge the gaps between formal education and on-the-job experience.

#### **3-1. Private - Specialist/Corporal (PVT, PV2, PFC - SPC/CPL) (Skill Level [SL] 1)**

**a.** 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. Meeting Army standards while maintaining and increasing personal readiness is the responsibility of every Soldier.

**b.** Soldiers should study and master the following military publications:

- (1) AR 27-1 (Judge Advocate Legal Services)
- (2) AR 27-3 (The legal Assistance Program)
- (3) AR 27-10 (Military Justice)
- (4) AR 27-26 (Rules of Professional Responsibilities for Lawyers)
- (5) AR 27-55 (Notary Services)
- (6) AR 670-1 (Wear and Appearance of Army Uniforms and Insignia)
- (7) Field Manual (FM) 3-84 (Legal Support Operations)
- (8) FM 7-22 (Holistic Health and Fitness)
- (9) Judge Advocate Legal Service (JALS) Publication 1-1 (Personnel Policies)
- (10) Soldier Training Publication (STP) 21-1 (Soldier's Manual of Common Tasks, Warrior Skills Level 1)
- (11) Soldier's Training Manual, Paralegal Specialist-27D (The Paralegal Blue Book)
- (12) Training Circular (TC) 3-21.5 (Drill and Ceremonies)
- (13) TC 3-25.26 (Map Reading and Land Navigation)
- (14) TC 4-02.3 (First Aid)
- (15) TC 7-21.13 (The Soldier's Guide)
- (16) Additionally, Soldiers must be proficient in all 10-level maintenance manuals for assigned equipment

(17) National Guard Regulations (NGRs) (COMPO 2)  
(18) State specific Codes of Military Justice and Regulations (COMPO 2)  
**c. Professional Development.** Continuous learning is critical for career progression. Soldiers should pursue the following opportunities:

(1) Professional Military Education (PME) and NCOPDS. Soldiers are strongly encouraged to attend PME and Noncommissioned Officer Professional Development System (NCOPDS) courses. Achieving distinction in these courses helps differentiate a Soldier from their peers.

(2) Self-Development Resources.

(a) Army Correspondence Course Program (ACCP). The formal nonresident extension of Transformation and Training Command (T2COM) service schools' curricula and provides excellent educational advancements in continued education, leadership, and technical proficiency. The ACCP provides a flexible, self-paced method to enhance both technical and leadership skills. These courses can contribute to promotion points and often serve as prerequisites for resident PME, making them a valuable and highly recommended tool for career advancement.

(b) The Center for Army Leadership (CAL) offers doctrine, reading lists (including the Sergeant Major of the Army's Reading List), and other tools.

(c) The JAG Corps provides technical training and leadership resources through JAG University and JAG CNET.

(3) Soldier and Paralegal Boards. Participation in competitions such as Soldier/Paralegal of the Month/Quarter/Year broadens knowledge, instills discipline, and enhances verbal communication skills.

**d. The Sergeant Eric L. Coggins Award of Excellence.** This prestigious annual award recognizes one Paralegal Specialist or NCO (SPC-SSG) who best embodies the standards of excellence for which Sergeant Coggins was known. 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 U.S. Army. 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.

(1) Purpose: To honor a superb Paralegal Specialist or Paralegal NCO's, (SPC-SSG), who best embodies the standards of excellence for which Sergeant Coggins was known.

(2) Selection: Nominees compete through a series of local boards, with the final selection made by a board at the Office of The Judge Advocate General.

(3) Significance: The recipient is acknowledged as the best paralegal in the U.S. Army for that year. Nominees should receive special consideration for promotion.

**e. Civilian Education and Credentialing.** While not a requirement for promotion to Sergeant, civilian education is a key indicator of self-improvement and is strongly encouraged.

(1) Higher Education. Soldiers should consider pursuing a degree. The Army provides resources such as Tuition Assistance (TA) and the ARMYIGNITED portal. The Paralegal Degree Program (PDP), endorsed by the American Bar Association, grants college credit for Army training and experience.

(2) Credentialing. The Army Credentialing Opportunities On-Line (COOL) website lists approved certifications that grant promotion points IAW AR 600-8-19.

(3) Education Resources. For assistance with these and other programs, including Defense Activity for non-Traditional Education Support (DANTES) and College Level Examination Program (CLEP) tests, Soldiers should visit their installation's Army Education Center.

### **3-2. Sergeant (SGT) (SL2)**

**a. Foundational Expectations.** As the first line of leadership, Sergeants are directly responsible for the training, development, and welfare of Soldiers. A Sergeant's success is measured by their consistent commitment to excellence and their ability to lead and develop their teams. They must have the practical knowledge and ambition to effectively employ their leadership skills in any mission.

**b.** In addition to mastering all publications from Skill Level 1, Sergeants should study and master the following key documents to effectively lead Soldiers:

- (1) Army Doctrine Publication (ADP) 1 (The Army)
- (2) ADP 3-0 (Operations)
- (3) ADP 6-22 (Army Leadership and the Profession)
- (4) ADP 7-0 (Training)
- (5) AR 27-20 (Claims)
- (6) AR 27-40 (Litigations)
- (7) AR 623-3 (Evaluation Reporting System)
- (8) Department of the Army Pamphlet (DA Pam) 623-3 (Evaluation Reporting System)
- (9) FM 6-22 (Developing Leaders)
- (10) STP 21-24 (Soldier's Manual of Common Tasks, Warrior Leader Skills Level 2, 3, and 4)
- (11) TC 7-22.7 (The Noncommissioned Officer Guide)
- (12) Additionally, Soldiers must be proficient in all 20-level maintenance manuals for assigned equipment.

**c. Professional Development.** Sergeants are expected to be proactive in their own development and that of their Soldiers. Key opportunities include:

- (1) Self-Development Resources.
  - (a) ACCP. The ACCP provides a flexible, self-paced method to enhance both technical and leadership skills. These courses can contribute to promotion points and often serve as prerequisites for resident PME, making them a valuable and highly recommended tool for career advancement.

- (b) The Center for Army Profession and Leadership (CAPL) and the Judge Advocate General's Corps (JAG Corps) (through JAG University and JAGCNET) provide essential leadership resources, including doctrine, reading lists (such as the Sergeant Major of the Army's Reading List), videos, and professional courses.

- (2) NCO and Soldier Boards. Competing in NCO of the Month/Quarter/Year boards, as well as preparing Soldiers for similar competitions, sharpens professional knowledge, instills discipline, and improves verbal communication skills. Participation in prestigious boards like the Sergeant Audie Murphy Club selection is also highly encouraged.

**d. The Sergeant Eric L. Coggins Award of Excellence.** This prestigious annual award recognizes one Paralegal Specialist or NCO (SPC-SSG) who best embodies the standards of excellence for which Sergeant Coggins was known. 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 U.S. Army. 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.

- (1) Purpose: To honor a superb Paralegal Specialist or Paralegal NCO's, (SPC-SSG), who best embodies the standards of excellence for which Sergeant Coggins was known.

- (2) Selection: Nominees compete through a series of local boards, with the final selection made by a board at the Office of The Judge Advocate General.

- (3) Significance: The recipient is acknowledged as the best paralegal in the U.S. Army for that year. Nominees should receive special consideration for promotion.

**e. Civilian Education and Credentialing.** Sergeants should continue to pursue civilian education as a key component of self-improvement.

- (1) Higher Education and Technical Credentials. Sergeants should work toward a degree and pursue nationally recognized credentials. The Army provides numerous resources, including TA, the ARMYIGNITED portal, and the Army COOL website, which lists certifications that grant promotion points.

(2) Education Resources. For assistance with these and other programs, Sergeants should visit their installation's Army Education Center.

### **3-3. Staff Sergeant (SSG) (SL3)**

**a. Foundational Expectations.** The Staff Sergeant is a key leader of character, presence, and intellect who leads squads and sections. A Staff Sergeant's success is measured by their ability to develop, train, and mentor their Soldiers while effectively managing resources and accomplishing the mission. Their commitment to excellence sets the standard for their entire team.

**b. Required Military Publications.** In addition to mastering all publications from previous skill levels, Staff Sergeants must study and master the following key administrative and doctrinal publications:

- (1) ADP 6-22 (Army Leadership and the Profession)
- (2) AR 600-8-22 (Military Awards)
- (3) AR 623-3 (Evaluation Reporting System)
- (4) FM 6-22 (Developing Leaders)
- (5) Additionally, Soldiers must be proficient in all 30-level maintenance manuals for assigned equipment.

**c. Professional Development.** Staff Sergeants must actively pursue opportunities to develop themselves and their Soldiers. Key avenues for growth include:

(1) Self-Development Resources. The Center for Army Profession and Leadership (CAPL) and the JAG Corps (through JAG University and JAGCNET) provide essential leadership doctrine, reading lists, and other professional resources critical for NCOs at this level.

(2) ACCP. The ACCP offers a flexible, self-paced method to deepen technical expertise and enhance leadership skills. These courses contribute to promotion points and are often prerequisites for resident PME, making them a vital tool for career advancement.

(3) NCO and Soldier Boards. Competing in and preparing Soldiers for NCO of the Month/Quarter/Year boards and the Sergeant Audie Murphy Club selection process are essential duties that build expertise, foster discipline, and refine communication skills across the formation.

**d. The Sergeant Eric L. Coggins Award of Excellence.** This prestigious annual award recognizes one Paralegal Specialist or NCO (SPC-SSG) who best embodies the standards of excellence for which Sergeant Coggins was known. 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 U.S. Army. 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.

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(2) Selection: Nominees compete through a series of local boards, with the final selection made by a board at the Office of The Judge Advocate General.

(3) Significance: The recipient is acknowledged as the best paralegal in the U.S. Army for that year. Nominees should receive special consideration for promotion.

**e. Civilian Education and Credentialing.** Although demanding assignments may limit opportunities, Staff Sergeants are expected to make progress toward their educational goals.

(1) Higher Education. At this stage, Staff Sergeants should actively work toward an associate's degree. The Paralegal Degree Program (PDP), endorsed by the American Bar Association, is an excellent resource that grants college credit for Army schooling and work experience.

(2) Technical Credentials. NCOs should pursue nationally recognized credentials to enhance their technical expertise. The Army COOL website lists certifications that grant promotion points.

(3) Education Resources. For assistance with these programs, including TA, Soldiers should visit their installation's Army Education Center.

### **3-4. Sergeant First Class (SFC) (SL4)**

**a. Foundational Expectations.** As a senior noncommissioned officer (NCO), the sergeant first class is a key organizational leader, trainer, and mentor. Success at this rank depends on a proactive, self-motivated approach to development. SFCs are expected to cultivate advanced leadership skills to coach and develop both individual Soldiers and subordinate NCOs, ensuring the readiness and effectiveness of their entire platoon or section.

**b. Required Military Publications.** In addition to mastering all publications from previous skill levels, Sergeants First Class must be experts in the following key publications governing training and materiel management:

(1) AR 350-1 (Army Training and Leader Development)

(2) AR 750-1 (Army Materiel Maintenance Policy)

(3) Additionally, Soldiers must be proficient in all 40-level maintenance manuals for assigned equipment.

**c. Professional Development.** At the senior NCO level, continuous professional development is a personal responsibility. Key resources include:

(1) Self-Development Resources. The Center for Army Profession and Leadership (CAPL) and the JAG Corps (through JAG University and JAGCNET) provide essential leadership doctrine, reading lists, and professional resources designed to enhance organizational leadership skills.

(2) ACCP. The ACCP offers a flexible path to deepen expertise in doctrinal, technical, and leadership subjects. These courses are critical for staying current and preparing for more senior-level responsibilities.

**d. Civilian Education and Credentialing.** While demanding assignments can be a challenge, pursuing civilian education is a critical discriminator for advancement at the senior NCO level.

(1) Higher Education. A Sergeant First Class should be actively working toward, or have already completed, a bachelor's degree. While not a requirement for promotion, a degree is often a deciding factor when the board assesses for the "best qualified." Subjects such as organizational behavior, personnel management, and time management are essential for effective leadership at this level.

(2) Technical Credentials. SFCs should continue to pursue nationally recognized credentials to validate their expertise. The Army COOL website lists relevant certifications.

(3) Education Resources. For assistance with all educational programs, NCOs should visit their installation's Army Education Center.

### **3-5. Master Sergeant/First Sergeant (MSG/1SG) (SL5)**

**a. Foundational Expectations.** As senior NCOs operating at the battalion and brigade level, Master Sergeants (MSG) and First Sergeants (1SG) are expert trainers, mentors, and advisors. A 1SG is the lifeblood of a company, responsible for its health, welfare, and discipline. A Master Sergeant serves as a critical subject matter expert in their field. Success at this level requires organizational leadership, advanced technical and tactical knowledge, and a deep commitment to developing Soldiers and subordinate NCOs.

**b. Required Military Publications.** In addition to mastering all publications from previous skill levels, MSGs and 1SGs must be experts in the following key publications governing personnel, policy, and unit administration:

- (1) AR 220–1 (Army Unit Status Reporting and Force Registration - Consolidated Policies)
- (2) AR 600–20 (Army Command Policy)
- (3) AR 601–280 (Army Retention Program)
- (4) AR 840–10 (Flags, Guidons, Streamers, Tabards, and Automobile and Aircraft Plates)
- (5) Department of the Army Pamphlet (DA Pam) 600-25 (U.S. Army Noncommissioned Officer Professional Development Guide)
- (6) DA Pam 611-21 (Military Occupational Classification and Structure)
- (7) Student Text (ST) 22-2 (Professional Writing: The Command and Staff College Writing Guide)

**c. Professional Development.** At this level, NCOs must broaden their focus from tactical proficiency to operational and strategic understanding.

(1) Self-Development Resources. The Center for Army Profession and Leadership (CAPL) and the JAG Corps (JAG University, JAGCNET) provide resources essential for developing organizational leadership skills.

(2) ACCP and Functional Training. Senior NCOs should utilize the ACCP and other distributed learning to pursue functional training (e.g., Battle Staff NCO Course) that enhances their understanding of how the Army runs.

(3) Distinguishing Opportunities. NCOs can separate themselves from their peers by successfully serving in a broadening or nominative assignment (such as a 1SG or an E-9 position) or by earning recognition like the Judge Advocate Legal Services (JALS) Branch Association Award.

**d. Civilian Education and Credentialing.** With limited authorizations for Sergeant Major, civilian education becomes a major discriminator in competitive selections.

(1) Higher Education. Senior NCOs at this level should have obtained a bachelor's degree or be actively pursuing a master's degree.

(2) Technical Credentials. Continuing to pursue and maintain technical certifications through the Army (COOL website demonstrates a commitment to lifelong learning and expertise).

(3) Education Resources. For assistance, senior NCOs should visit their installation's Army Education Center.

### **3-6. Sergeant Major/Command Sergeant Major (SGM/CSM) (SL6)**

**a. Foundational Expectations.** The SGM/CSM is considered a Subject Matter Expert and the senior enlisted advisor in the organization. They are detail oriented, possess a broad understanding of strategic and organizational leadership skills to advise commanders on operations and enlisted matters. SGMs/CSMs should have organizational leadership skills while enhancing strategic leadership skills through professional development at the division and higher echelons. SGMs/CSMs are required to be excellent communicators and skilled in community and public relations as they are often relied upon to represent the command in various roles and capacities. They must truly understand How the Army Runs and the mechanism utilized to execute the National Defense Strategy. SGMs/CSMs should embody the Army culture consistent with the foundational values, beliefs, and behaviors that drive an organization's social environment and play a vital role in mission accomplishment. They assist in driving change in culture by defining it, communicating it openly and effectively, inspiring others, and modeling it conspicuously and authentically.

**b. Strategic Knowledge and Doctrine.** The SGM/CSM must be a doctrinal expert and possess a broad understanding of the operational environment. They should be voracious readers, continuously studying:

(1) Army Doctrine: All levels of doctrine, including ADPs, Army Doctrine Reference Publications (ADRP), FM, and Army Techniques Publications (ATPs).

(2) Geopolitical Issues: World politics, current events, and strategic-level challenges to understand how the Army operates within a global context.

(3) Other doctrine: Joint Doctrine, joint publications (JPs), international and country specific laws, along with status of forces agreements (SOFA).

**c. Professional Development.** The SGM/CSM embodies lifelong learning and must remain current on all aspects of the profession. The most critical professional development activity at this level is the mentorship of subordinate NCOs and officers to prepare the next generation of Army leaders.

**d. Civilian Education and Credentialing.** The SGM/CSM sets the example for all Soldiers in professional and personal development.

(1) Higher Education. The educational goal for an SGM/CSM is to possess a bachelor's degree and be actively working toward a master's degree.

(2) Technical Credentials. Continuing to pursue advanced technical certifications demonstrates a commitment to excellence and reinforces the importance of self-development to the force.

## **Chapter 4**

### **Military Occupational Specialty 27D Paralegal Specialist for Active Component**

#### **4-1. Major Duties**

Paralegals require a basic knowledge of the two core competencies and six legal functions practiced in the JAG Corps (military justice, national security law, Soldier and family legal services, trial defense services, administrative and civil law, and contract and fiscal law.), as well as a detailed knowledge of their assigned duties in accordance with the paralegal Individual Critical Task List (ICTL). The ICTL can be found on the TJAG NCOA webpage on JAGCNET).

#### **4-2. Prerequisites**

See DA Pam 611-21 (Military Occupational Classification and Structure).

#### **4-3. Goals for Development**

a. 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 (CTC) [National Training Center (NTC), Joint Readiness Training Center (JRTC) and Joint Multinational Readiness Center (JMRC)] 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, section NCO in charge, 1SG, 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 core legal competencies and Legal functions. 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. The Army offers a wide array of Special Qualification Identifier (SQI), Additional Skill Identifier (ASI), and Personnel Development Skill Identifier (PDSI) that enable Paralegal Specialists to enhance their skills in accordance with their assigned unit and position. In addition to these, the JAG Corps provides one ASI and four PDSIs that Paralegal Specialists and NCOs are encouraged to pursue to further their professional development. They are as follows:

(1) **SQI Code:** None.

(2) **ASI Code:** C5 (Court Reporter). The pursuit of the C5 ASI as an Army Court Reporter represents a significant milestone in the professional development of a Paralegal Specialist. Mastery of verbatim transcription is a highly specialized and disciplined skill that underpins the integrity of the military justice system. For the NCO, earning the C5 ASI demonstrates a commitment to technical excellence and serves as a springboard to greater responsibility. This expertise fosters a unique professional fluidity; once proficiency is established, the NCO is not confined to the courtroom. Instead, their proven attention to detail, accuracy, and understanding of complex legal proceedings make them exceptionally qualified for a variety of other critical roles within the JAG Corps. Leaders who cultivate C5-qualified Soldiers are building a more versatile and capable formation, ensuring that a deep bench of experts is available to support the mission while also allowing their most skilled NCOs the flexibility to broaden their careers in instruction, legal administration, and senior staff positions.

(3) **PDSI Codes:**

- L1B (National Security Law – Level 1)
- L2B (National Security Law – Level 2)
- The L1B and L2B PDSIs represent a Paralegal Specialist’s deliberate entry into the complex and dynamic field of national security law. Earning the L1B (National Security Law – Level 1) PDSI signifies that an NCO has acquired the foundational knowledge to operate effectively in environments where operational, intelligence, and international law converge. It marks a critical step in their professional development, demonstrating the ability to apply legal principles to military operations. Building upon this, the L2B (National Security Law – Level 2) PDSI designates a senior NCO as a subject matter expert capable of sophisticated analysis and management of national security law matters with minimal supervision. The professional fluidity gained through these identifiers is immense; these NCOs are no longer limited to traditional law center roles. Instead, they become indispensable assets to division, corps, and theater-level commands, with the flexibility to serve in joint, interagency, and multinational assignments, providing critical support to commanders in the most sensitive and high-stakes environments. *See DA Pam 611-21 and JALS Pub 1-1 for requirements.*

- M2B (Military Justice – Level 1)
- M3B (Military Justice – Level 2)
- The M2B and M3B PDSIs create a career-long path of mastery within the core JAG Corps function of military justice. The M2B (Military Justice – Level 1) PDSI establishes an NCO as an advanced practitioner, moving beyond entry-level duties to a comprehensive understanding of the UCMJ and court-martial procedures. This level of proficiency is the bedrock of a successful military justice section and is essential for the professional development of any NCO seeking to excel in trial practice. Subsequently, the M3B (Military Justice – Level 2) PDSI distinguishes a senior NCO as a master of the discipline, capable of managing the most complex dockets, mentoring and training entire sections, and serving as a trusted advisor to senior judge advocates. This mastery provides significant career fluidity, positioning the NCO to excel not only as a chief paralegal in a high-volume jurisdiction but also as an instructor at The Judge Advocate General’s Legal Center and School or in other key leadership and staff roles. By fostering this deep expertise, the Corps ensures the military justice system is administered by its most capable leaders, who can seamlessly transition from practitioner to mentor and leader. *See DA Pam 611-21 and JALS Pub 1-1 for requirements.*

#### **4-4. Assignment Framework**

**a.** The Army categorizes assignments for paralegals to support operational readiness and professional development across the force. These assignments are structured to align with the Army’s personnel development model and ensure paralegals gain experience in diverse legal environments. Each assignment type (Operating, Generating, Broadening, Key Development/Special/Critical, and Nominative) offers distinct opportunities that contribute to mission success and career progression.

**(1) Operating.** Operating assignments place paralegals in units that are designed to deploy and engage in combat operations. In these assignments, paralegals directly support warfighting functions and commanders by providing legal services essential to mission accomplishment. Examples include serving in brigade combat teams, division headquarters, and other tactical or operational units. These roles require paralegals to be experts in military justice, administrative law, and national security law, especially during field training exercises, combat training center rotations, and deployments.

**(2) Generating.** Generating assignments are with Army organizations whose primary mission is to generate and sustain the operational Army. In these roles, paralegals contribute to the Army’s overall readiness by supporting the functions that prepare Soldiers and units for operations. This includes assignments in legal assistance offices, installation legal offices

(OSJA), and institutional training centers like TJAG Paralegal Specialist Training Center, TJAG NCO Academy or TJAG's Legal Center and School. These positions focus on providing essential legal support services to Soldiers, their Families, and the command structure of the generating force.

**(3) Broadening.** Broadening assignments are a purposeful expansion of a leader's capabilities and understanding, providing opportunities both internal and external to the Army. These assignments are designed to enhance a paralegal's leadership skills, strategic perspective, and legal expertise beyond their core MOS. Examples include positions in joint commands, interagency settings, or specialized roles such as Drill Sergeant, Recruiter, or Instructor. Successful completion of these assignments makes a NCO more agile, adaptive, and capable of operating in complex environments.

**(4) Key Development (KD).** Also known as special/critical assignments, KD assignments are operational or institutional positions critical for developing the technical and leadership skills necessary for advancement. These positions are considered essential for promotion to the next grade. For paralegal NCOs, initial KD assignments include roles such as Chief Paralegal for a battalion or Special Troops Battalion. Subsequent assignments at the Sergeant First Class and MSG level include Brigade Chief Paralegal, Division Chief Paralegal, Regional NCO for Trial Defense Service (TDS) or the Office of Special Trial Counsel (OSTC), and 1SG. These critical staff and leadership positions prepare senior NCOs for greater responsibility.

**(5) Nominative.** Nominative assignments are highly selective positions filled through a competitive process where individuals are chosen by name for their unique qualifications and exceptional record of performance. Selection for a nominative assignment is a significant honor, recognizing the paralegal as one of the best in their field and possessing the specific attributes required for a high-visibility, uniquely challenging role. The Army's legal community has approximately 12 such positions available to NCOs from the rank of Sergeant (E-5) through Command Sergeant Major (E-9). These assignments are listed in at each applicable skill level. The importance of being selected for one of these assignments cannot be overstated, as it marks a paralegal as having the highest potential for future leadership and strategic impact. For the most senior NCOs, nominative assignments include selection as a the NCOA Command Sergeant Major or as the Regimental Sergeant Major of the JAG Corps.

**(b) Appointed Duties:** *(See AR 27-1 for appointed duties requirements and limitations)*

**(1)** While the primary role of a Paralegal Specialist is to provide crucial legal and administrative support to the Army's legal system, undertaking additional duties offers significant professional development benefits. These responsibilities are instrumental in shaping a well-rounded, versatile, and effective Soldier, preparing them for increased responsibility and leadership roles. The impact on the individual paralegal is substantial, fostering skills and experiences that transcend their core MOS.

**(2)** Engaging in these duties allows a Paralegal Specialist to develop a broader understanding of Army operations beyond the confines of the legal office. It instills a heightened sense of discipline, responsibility, and leadership. By managing programs, personnel, and equipment, they gain practical experience in areas such as logistics, safety, training management, and soldier welfare. These roles enhance their ability to manage complex tasks, advise senior leaders, and contribute to the unit's overall readiness and mission success. The professional growth gained from these appointments is invaluable, building character, a strong work ethic, and the leadership acumen necessary to progress through the ranks and have a lasting positive impact on their unit and the U.S. Army. These duties include but are not limited to:

- Army Fitness Test NCO
- Defense Travel System (DTS) Approving/Reviewing Official
- Facility Manager

- Fire Marshal
- Government Purchase Card (GPC) Holder
- Hand Receipt Holder
- Key Custodian
- Military Notary
- Physical Training (PT) Leader
- Platoon Sergeant
- Platoon Sergeant, OSJA
- Range Safety Officer
- Section Noncommissioned Officer in Charge
- Security Manager
- Squad Leader
- Unit Prevention Leader (UPL)
- Unit Safety NCO
- Voting Assistance Officer

#### **4-5. Private – Specialist/Corporal (PVT, PV2, PFC – SPC/CPL) (SL1)**

**a. Skills:** The skillset paralegals developed from the rank of Private through Specialist/Corporal are foundational to long-term professional development and are honed by engaged leadership. It is vital that the appropriate Command/Chief Paralegal NCO responsible for personnel management ensure that paralegals serve in skill-building assignments that promote development and facilitate growth for positions of greater responsibility, following the 27D Career Map.

**b. Assignments:**

**(1) Operating:**

- Court Reporter (C5 ASI)
- Paralegal Specialist, Battalion/Brigade/Installation/Division/Corps, or

higher echelon

- Paralegal Specialist/Defense Paralegal Specialist, Trial Defense Service
- Paralegal Specialist, Ranger Regiment

**(2) Generating:**

- Court Reporter (C5 ASI)
- Paralegal Specialist, Battalion/Brigade/Installation/Division/Installation/Corps,

or higher echelon

- Paralegal Specialist/Defense Paralegal Specialist, Trial Defense Service

**(3) Broadening:** None.

**(4) Key Development/Special Assignment/Critical Assignment:** None.

**(5) Nominative:** None.

**c. Training:**

**(1) Self-Development:** Grow competence in Army doctrine commonly utilized.

- Army Correspondence Course Program
- Army Paralegal Competency Course
- Defense Travel System
- National Security Law-Primer Course
- Self-development Skill Level 1 tasks on the 27D ICTL (*See JAGCNET and JALS*

*Pub 1-1)*

**(2) Operational:**

- Combat Life Saver
- Driver's Training
- Military Justice Online Application

- Mission rehearsal for CTC rotations
- Operational Skill Level 1 tasks on the 27D ICTL (See JAGCNET and JALS Pub 1-1)
- Paralegal Employment in Large-Scale Combat Operations (PELSCO)
- Sergeants Time Training
- War-Fighter Exercises
- Warrior Leaders Skills, Skill Level 1

**(3) Institutional:**

- Air Assault School
- Army Paralegal Competency Course
- Basic Airborne Course
- Basic Court Reporter Course
- Electronic Discovery for Paralegal Course
- Law for Paralegal Course
- National Security Law-Primer Course
- Ranger School
- Trial Paralegal Course

**d. Military and Civilian Education:**

**(1) Military Education:**

- Basic Leader Course
- 27D Advanced Individual Training. The paralegal specialist should aim to

achieve any of the following academic honors:

- Distinguished Honor Graduate
- Honor Graduate
- Distinguished Leader Award
- Commandant's List
- Exceeded Course Standard
- Superior Academic Achievement

**(2) Civilian Education:**

- University of Providence Legal and Paralegal Studies Program
- National paralegal certification programs, and higher education programs

research

**e. Physical Fitness:** Demonstrating consistent physical fitness reflects a paralegal Soldier's reliability and commitment to readiness, vital for performing tasks efficiently and assisting junior Soldiers. A paralegal Soldier's ability to maintain peak physical condition translates to sharper focus and quicker decision-making under pressure, improving their tactical proficiency. By prioritizing fitness, a paralegal Soldier sets a positive example and contributes to a culture of physical and mental resilience within their unit.

**(1) Far Exceed the standard:** AFT score 450 or above, with a minimum score of 90 in each event.

**(2) Exceed the standard:** AFT score 400 or above, with a minimum score of 80 in each event.

**(3) Met the standard:** Minimum AFT score of 300, with a minimum score of 60 in each event and meets AR 600-9 qualifications.

**f. Competitive Boards:**

**(1)** Soldier of the Month/Quarter/Year competitions and boards at the Company/Battalion/Brigade

**(2)** Paralegal of the Quarter/Year at Installation, Command, Division, Corps, Army Service Component Command (ASCC), or JAG Corps level

**g. Professional Military Writing:** Sharpening writing proficiency enables a paralegal Soldier to clearly and concisely document case details, ensuring accurate record-keeping and

reporting. Developing their writing skills makes paralegal Soldier a more effective contributor in preparing legal briefs and supporting judge advocates with complex cases, skills that will be directly applicable to writing assignments in BLC. Soldiers should gain a fundamental understanding of the most recent version of the American Psychological Association (APA) style research paper production.

**h. Other:**

- (1) Expert Soldier Badge
- (2) Military Outstanding Volunteer Service Medal (MOVSM)

**4-6. Sergeant (SGT) (SL2)**

**a. Skills.** As first-line leaders and developing legal professionals, these NCOs provide direct supervision and mentorship to junior Soldiers, ensuring the timely and accurate.

**b. Assignments:**

**(1) Operating:**

- Paralegal NCO, Battalion/Brigade/Installation/Division/Corps
- Court Reporter (C5 ASI)
- Paralegal NCO/Defense Paralegal NCO, Trial Defense Service
- Litigation NCO, Division/Corps
- Paralegal NCO, Ranger Regiment
- Paralegal NCO/Special Trial NCO, Office of Special Trial Counsel

**(2) Generating:**

- Paralegal NCO, Battalion/Brigade/installation/Division
- Court Reporter (C5 ASI)
- Paralegal NCO, Trial Defense Service/Defense Paralegal NCO
- Paralegal NCO, Office of Military Commission

**(3) Broadening:**

- Drill Sergeant
- Recruiter

**(4) Key Development/Special Assignment/Critical Assignment:** Key developmental positions are essential to the professional growth and advancement of Paralegal NCOs. These roles require demonstrated leadership, mastery of legal skills, and the ability to manage and mentor Soldiers while providing expert legal support. Paralegal NCOs serving in these positions are instrumental in shaping the effectiveness of legal operations within their commands and advancing the 27D career field.

**(5) Nominative:**

- Paralegal NCO - Defense Information Systems Agency White House
- Paralegal NCO - Defense Intelligence Agency Army Element

**c. Training:**

**(1) Self-Development:** Grow competence in Army doctrine commonly utilized.

- Army Correspondence Course Program
- Army Paralegal Competency Course
- Defense Travel System
- National Security Law-Primer Course
- Self-development Skill Level 2 tasks on the 27D ICTL (See *JAGCNET and JALS*

*Pub 1-1)*

**(2) Operational:**

- Combat Life Saver
- Driver's Training
- Military Justice Online Application

- Mission rehearsal for CTC rotations
- Operational Skill Level 2 tasks on the 27D ICTL (See JAGCNET and JALS Pub 1-1)
- Paralegal Employment in Large-Scale Combat Operations (PELSCO)
- Sergeants Time Training
- War-Fighter Exercises
- Warrior Leaders Skills, Skill Level 2

**(3) Institutional:**

- Air Assault Course (2B)
- Basic Airborne Course (P)
- Basic Court Reporter Course (C5)
- DC 101-Defense Paralegal Course
- Electronic Discovery for Paralegal Course
- Law for Paralegal Course
- Paralegal Warrior Course
- Ranger School (V)
- Trial Paralegal Course

**d. Military and Civilian Education:**

**(1) Military Education:** Advanced Leader Course

- **MQ:** Distinguished Honor Graduate, Honor Graduate, Distinguished Leader

Award

- **HQ:** Commandant's List, Exceeded Course Standard, Superior Academic

Achievement

**(2) Civilian Education:**

- **MQ:**
  - College Degree with one of the following honors: Cum Laude; Dean's List; Magna Cum Laude; President's List; or Summa Cum Laude
  - Paralegal Credentialing Program Certification (CORE Registered Paralegal)
- **HQ:** Associate's or higher degree or 60+ credits towards bachelors.

**e. Physical Fitness:** Leading by example through dedicated physical fitness builds trust and respect within a brigade legal section, proving their commitment to the physical demands of a leader. A paralegal NCO's physical fitness enables them to maintain composure under stress, think clearly in challenging situations, and lead effectively in all operational environments, directly influencing their tactical proficiency. By prioritizing fitness, a paralegal NCO empowers their subordinates and builds a more resilient and capable legal support team.

**(1) Far Exceed the standard:** AFT score 450 or above, with a score of 90 in each event.

**(2) Exceed the standard:** AFT score 400 or above, with a score of 80 in each event.

**(3) Met the standard:** Minimum AFT score of 300, with a score of 60 in each event and meets AR 600-9 qualifications.

**f. Competitive Boards:**

- (1)** Judge Advocate Legal Services Award of Excellence
- (2)** Paralegal NCO of the Quarter/Year at the Division/Corps level
- (3)** NCO of the Month/Quarter/Year, at the Battalion/Brigade/Division/Corps level
- (4)** SGT Audie Murphy Award Recipient
- (5)** SGT Morales Award Recipient

**g. Professional Military Writing:** Strong writing skills are essential for a Sergeant to draft legal memorandums, reports, information papers, and recommendations, directly impacting the efficiency of legal actions. Honing their writing ability allows them to mentor junior paralegals, ensuring they develop the necessary communication skills for future success, and further strengthens their capacity for writing tasks in Advanced Leader Course (ALC). Paralegal NCOs are also encouraged to write and publish articles in any of the following publications:

- (1) Military Law Review
- (2) Military Review
- (3) National Security Law Quarterly
- (4) The Army Lawyer
- (5) The Journal of Military Learning
- (6) The NCO Journal

**h. Other:**

- (1) Expert Soldier Badge
- (2) MOVSM

**4-7. Staff Sergeant (SSG) (SL3)**

**a. Skills:** A SSG paralegal is a cornerstone of the U.S. Army's legal system, serving as an experienced leader and proficient specialist. In this critical role, they manage the brigade legal office's (Sustainment Brigade, Combat Aviation Brigade, and a division artillery) daily operations, mentor junior Soldiers, and ensure the quality and accuracy of all legal actions, from courts-martial to complex claims, client services, and National Security Law during Large Scale Combat Operations (LSCO). The SSG rank is pivotal, as this is where the Army identifies proven leaders for broadening assignments outside their primary specialty. A paralegal SSG's demonstrated ability to operate with minimal supervision, advise commanders, and manage high-stakes legal functions makes them prime candidates for these developmental opportunities, which shape them into future senior leaders of the Corps.

**b. Assignments:**

**(1) Operating:**

- Court Reporter (C5 ASI)
- Litigation NCO, Division/Corps/ASCC/Installation
- Operational Law NCO/National Security Law NCO
- Paralegal NCO, Brigade/Division/Corps/ACOM/ASCC
- Paralegal NCO, Ranger Regiment
- Paralegal NCO/Defense Paralegal NCO, Trial Defense Service
- Special Trial NCO, OSTC
- Special Victim Counsel NCO/Paralegal NCO SVC, Division/Corps

**(2) Generating:**

- Circuit Defense Paralegal NCO
- Court Reporter (C5 ASI)
- Court Reporter Instructor
- Instructor, AIT
- Paralegal NCO, Brigade/Division/Command
- Paralegal NCO, Office of Military Commissions
- Paralegal NCO, Trial Defense Service
- Small Group Leader, NCOA
- Special Trial NCO, OSTC
- Special Victim Prosecutor NCO

**(3) Broadening:**

- Drill Sergeant
- Instructor/Small Group Leader
- Observer Controller/Trainer (OC/T)
- Office of Military Commissions
- Paralegal NCO, SMU
- Recruiter
- Special Trial NCO

- Talent Manager (HRC)
- Training SGT (Operations NCO - AIT)
- Training With Industry (TWI)/eDiscovery NCO

**(4) Key Development/Special Assignment/Critical Assignment:**

- **MQ:** 24+ months in any of the following positions with an MQ rating
- **HQ:** 24+ months in any of the following positions with an HQ rating
- **Q:** 18-24 months in any of the following positions
  - Court Reporter
  - Operational Law NCO/National Security Law NCO
  - Operational Law NCO/National Security Law NCO
  - Senior Court Reporter (C5 ASI)
  - Senior Paralegal NCO, functional Brigade
  - Senior Paralegal NCO, operational Brigade
  - Special Operations Group Paralegal NCO
  - TDS Paralegal NCO/Defense Paralegal NCO

**(5) Nominative:**

- Conv Auth Paralegal, Defense Legal Services Agency Army Element
- Court Reporter, Defense Legal Services Agency Army Element
- Paralegal NCO, Defense Legal Services Agency Army Element
- Paralegal NCO, Defense Support Activity Army Element

**c. Training:**

**(1) Self-Development:** Grow competence in Army doctrine commonly utilized.

- Army Correspondence Course Program
- Army Paralegal Competency Course
- Defense Travel System
- National Security Law-Primer Course
- Self-development Skill Level 3 tasks on the 27D ICTL (*See JAGCNET and JALS*

*Pub 1-1)*

**(2) Operational:**

- Combat Life Saver
- Driver's Training
- Military Justice Online Application
- Mission rehearsal for CTC rotations
- Operational Skill Level 3 tasks on the 27D ICTL (*See JAGCNET and JALS Pub 1-1)*
- Paralegal Employment in Large-Scale Combat Operations (PELSCO)
- Sergeants Time Training
- War-Fighter Exercises
- Warrior Leaders Skills, Skill Level 3

**(3) Institutional:**

- **MQ:** Any three or more of the following courses
- **HQ:** Any two of the following courses
- **Q:** Any one of the following courses
  - Advanced Court Reporter Course
  - Advanced Law for Paralegal Course
  - Air Assault (2B)
  - Basic Airborne Course (P)
  - Basic Court Reporter Course (C5)
  - Battle Staff (2S)
  - DC 101-Defense Paralegal Course

- Electronic Discovery for Paralegal Course
- Enlisted Combat Skills (K1)
- Holistic Health and Fitness-Integrator Course/Master Fitness Trainer (P5)
- Jumpmaster (5W)
- National Security and Law of Armed Conflict Course
- Ranger (V)
- Training With Industry Credential
- Trial Paralegal Course

**d. Military and Civilian Education:**

**(1) Military Education:** Senior Leader Course.

- **MQ:** Distinguished Honor Graduate, Honor Graduate, and/or Distinguished Leader Award
- **HQ:** Commandant's List, Exceeded Course Standard, Superior Academic Achievement
- **Q:** Complete required PME

**(2) Civilian Education:**

- **MQ:** College Degree with one of the following honors:
  - Cum Laude; Dean's List; Magna Cum Laude; President's List; or Summa Cum Laude
  - Paralegal Credentialing Program Certification (CORE Registered Paralegal)
- **HQ:** Associate's or higher degree or 60+ credits towards bachelors
- **Q:** Complete 45 or more college credits

**e. Physical Fitness:** As a Staff Sergeant, a paralegal NCO's dedication to physical fitness reflects their commitment to maintaining a high level of personal readiness, a cornerstone of effective leadership. Their physical fitness directly impacts their ability to train, mentor, and lead Soldiers, including other paralegal NCOs, in physically demanding environments, enhancing the entire team's tactical proficiency. By fostering a culture of physical excellence, a paralegal NCO reinforces the importance of fitness and ensures mission success.

**(1) MQ:** AFT score 450 or above, with a score of 90 in each event.

**(2) HQ:** AFT score 400 or above, with a score of 80 in each event.

**(3) Q:** Minimum AFT score of 300, with a score of 60 in each event and meets AR 600-9 qualifications.

**f. Competitive Boards/Competitions:**

**(1) MQ:**

- Brigade level or higher Instructor of the Year
- Brigade level or higher NCO of the Year
- Drill Sergeant of the Year
- Judge Advocate Legal Services Award of Excellence
- Paralegal NCO of the Year (Division/Corps)
- SGT Audie Murphy Award Recipient
- SGT Eric L. Coggins Award for Excellence
- SGT Morales Club Award Recipient

**(2) HQ:**

- Best of Series (Complete)
- Drill Sergeant Leader
- NCO of the Quarter
- Recruiter Silver Badge
- Senior Instructor Badge

**(3) Q:** N/A

**g. Professional Military Writing:** A published author in any of the following publications.

- (1) Military Law Review
- (2) Military Review
- (3) National Security Law Quarterly
- (4) The Army Lawyer
- (5) The Journal of Military Learning
- (6) The NCO Journal

**h. Other indicators for MQ:**

- (1) CMF/Judge Advocate Legal Services Branch Association Award
- (2) Meritorious Service Medal
- (3) MOVSM
- (4) Expert Soldier Badge
- (5) Army Staff Identification Badge

**4-8. Sergeant First Class (SFC) (SL4)**

**a. Skills:**

(1) As supervisors, these NCOs ensure seamless support to the CJA/Brigade Judge Advocate (BJA) and the command team, optimizing workflow and managing complex legal requests, but also play a critical role in subordinate paralegal force management, professional development, and talent management. Serving as the senior legal enlisted advisor to the Brigade Command Sergeant Major (CSM), they provide insight on all enlisted legal matters, including morale, discipline, and welfare, providing data analysis within their jurisdiction.

(2) They serve as a key point of contact for the command on legal matters, coordinating solutions with the CJA/BJA to address specific needs, while simultaneously monitoring and supporting the health, welfare, and physical fitness of their assigned paralegals.

(3) They are responsible for conducting initial counseling and ensuring that each paralegal receives the appropriate mentorship and training necessary for career advancement, working closely with other staff sections like HRC, CID, S1, S3, Retention, and Transition.

(4) Their leadership ensures not only mission accomplishment but also the well-being and professional growth of their team, fostering a positive and productive work environment. Alternatively, on a small installation, an SFC serves as the Chief Paralegal NCO, a role equivalent to a Platoon Sergeant. In this capacity, they are responsible for the health, welfare, training, and professional development of all paralegals across the installation, ensuring the JAG Corps maintains a high standard of readiness and legal professional development.

(5) The SFC's leadership is instrumental in shaping the legal capabilities of the unit and developing junior NCOs and officers into the future leaders of the Corps.

**b. Assignments:**

**(1) Operating:**

- Senior Paralegal NCO, National Security Law (NSL) NCO
- Senior Paralegal NCO, Court Reporter (C5 ASI)
- Senior Military Justice Paralegal NCO/Military Justice NCO
- Senior Paralegal NCO, Brigade/Division/Corps/Command
- Senior Paralegal NCO, Ranger Regiment
- Senior Paralegal NCO, SFAB/Multi Domain Task Force (MDTF)
- Senior Paralegal NCO, SOF [Psychological Operations Group (POG), CA, SFG(A)]

**(2) Generating:**

- AIT Instructor
- Administrative and Civil Law Paralegal NCO
- Chief Paralegal NCO (*similar to a Platoon Sergeant*)
- Court Reporter Instructor

- Crim Law Operations/SVPN Program Manager - OTJAG
- Developer/Writer
- Observer Coach/Trainer
- Operations NCO-NCOA
- Senior Court Reporter-ASI C5
- Senior Paralegal NCO, Division/Corps/Command
- Senior Paralegal NCO-HQ, TDS
- Senior Small Group Leader - NCOA
- Small Group Leader NCOA

**(3) Broadening:**

- CLAMO NCO
- Instructor
- Observer Controller/Trainer (OC/T)
- Office of Military Commissions NCO
- Recruiter
- Senior Drill Sergeant
- Senior Paralegal NCO, SMU
- Small Group Leader
- Talent Manager NCO-HRC
- Training and Developments Directorate (TDD) NCO
- Training With Industry (TWI)/eDiscovery NCO

**(4) Key Development/Special Assignment/Critical Assignment:**

- **MQ:** 24+ months in any of the following with an MQ rating and a high enumeration ranking
- **HQ:** 24+ months in any of the following with an HQ rating and a high enumeration ranking
- **Q:** 18-23 months in any of the following positions
  - Administrative and Civil Law Paralegal NCO
  - AIT Instructor
  - Center for Law and Military Operations (CLAMO) NCO
  - Chief Paralegal NCO (Installation)
  - Court Reporter Instructor
  - Drill Sergeant
  - National Security Law NCO with CTC rotation
  - Office of the Special Trial Counsel (OSTC) NCO
  - Program Manager [Trial Judiciary (Court Reporter); Criminal Law; eDiscovery, Regional TDS NCO
  - Senior Court Reporter/Chief Circuit Court Reporter
  - Senior Paralegal NCO
  - Senior Paralegal NCO or Field Office TDS Senior Paralegal NCO TDS HQ
  - Small Group Leader (SGL)-NCOA

**(5) Nominative:**

- Defense Paralegal - Defense Legal Services Agency Army Element
- Senior Court Reporter - Defense Legal Services Agency Army Element
- Senior Paralegal NCO - Defense Legal Services Agency Army Element

**c. Training:**

**(1) Self-Development:** Grow competence in Army doctrine commonly utilized.

- Army Correspondence Course Program
- National Security Law-Primer Course
- Self-development Skill Level 4 tasks on the 27D ICTL (See *JAGCNET* and *JALS*)

*Pub 1-1)*

**(2) Operational:**

- Military Justice Online Application
- Mission rehearsal for CTC rotations
- Operational Skill Level 4 tasks on the 27D ICTL (*See JAGCNET and JALS Pub 1-1*)
- Paralegal Employment in Large-Scale Combat Operations (PELSCO)
- Sergeants Time Training
- War-Fighter Exercises
- Warrior Leaders Skills, Skill Level 4

**(3) Institutional:**

- **MQ:** Any four or more of the following courses:
- **HQ:** Any three of the following courses:
- **Q:** Any two of the following courses
  - Advanced Court Reporter Course
  - Advanced Law for Paralegal Course
  - Air Assault (2B)
  - Basic Airborne Course (P)
  - Battle Staff (2S)
  - Command and Chief Paralegal New Developments Course (within 12 months)
  - Common Faculty Development-Instructor Course (8)
  - Holistic Health and Fitness-Integrator Course/Master Fitness Trainer (P5)
  - Jumpmaster (5W)
  - Manpower and Force Management Course
  - Military Justice Managers Course
  - National Security Law-Primer Course
  - National Security and Law of Armed Conflict (NSLOAC) Course
  - Observer Controller Academy
  - Ranger (V)

**d. Military and Civilian Education:**

**(1) Military Education:** Master Leader Course:

- **MQ:** Distinguished Honor Graduate, Honor Graduate, Distinguished Leader Award
- **HQ:** Commandant's List, Exceeded Course Standard, Superior Academic Achievement

- **Q:** Complete required PME

**(2) Civilian Education:**

- **MQ:**
  - Bachelor's Degree with one of the following honors: Cum Laude; Dean's List; Magna Cum Laude; President's List; or Summa Cum Laude
  - Paralegal Credentialing Program Certification (CORE Registered Paralegal)
- **HQ:**
  - Complete 90 college credits
  - Other civilian certification
- **Q:** Complete 60 or more college credits

**e. Physical Fitness:** A Sergeant First Class's sustained dedication to physical fitness underscores their commitment to personal readiness, a critical aspect of their role as a seasoned senior leader. Maintaining peak physical fitness allows a senior paralegal NCO to mentor Soldiers and to operate in austere environments, contributing to the overall readiness of their team, including other paralegal NCOs, which directly affects their tactical proficiency. By consistently demonstrating their commitment, a senior paralegal NCO inspires their subordinates to prioritize physical fitness and maintain a warrior ethos.

(1) **MQ:** AFT score 450 or above, with a score of 90 in each event.

(2) **HQ:** AFT score 400 or above, with a score of 80 in each event.

(3) **Q:** Minimum AFT score of 300, with a score of 60 in each event and meets AR 600-9 qualifications.

**f. Competitive Boards:**

(1) **MQ:**

- Best of Series (Winner)
- Brigade level or higher Instructor of the Year
- Brigade level or higher NCO of the Year
- Drill Sergeant of the Year
- Judge Advocate Legal Services Award of Excellence
- Recruiter Gold Badge
- SGT Audie Murphy Award Recipient
- SGT Morales Club Award recipient

(2) **HQ:**

- NCO of the Quarter
- Best of Series (Complete)

(3) **Q:** N/A

**g. Professional Military Writing:** Mentoring junior NCOs in legal research and writing necessitates the ability to articulate complex legal concepts in a clear and concise manner, fostering their professional development.

(1) Military Law Review

(2) Military Review

(3) National Security Law Quarterly

(4) The Army Lawyer

(5) The Journal of Military Learning

(6) The NCO Journal

**h. Other Indicators for MQ:**

(1) CMF/Judge Advocate Legal Services Branch Association Award

(2) Division/Corps NCO of the Year Competition Coordination

(3) Expert Soldier Badge

(4) Master Instructor Badge

(5) Military Outstanding Volunteer Service Medal (MOVSM)

(6) Pathfinder Badge

(7) Recruiter Gold Badge

(8) SFC serving in an MSG position

(9) Weapons Qualification (Expert)

**4-9. Master Sergeant/First Sergeant (MSG/1SG) (SL5)**

**a. Skills:** These paralegals assist in developing legal strategies aligned with command goals and provide expert legal advice to the SJA/CJA on matters impacting the command, while also taking on substantial responsibilities in force management, professional development, and talent management of subordinate paralegals. As the senior legal enlisted advisor to the Division/Corps/ACOM/ASCC Command Sergeant Major (CSM), they advise on all enlisted legal matters impacting the command, providing data analysis relevant to their area of responsibility. They conduct thorough legal research and analysis to advise senior leadership, ensuring all initiatives comply with regulations, but their guidance extends to career planning and identifying advanced training opportunities for their personnel. Beyond technical expertise, they are tasked with monitoring the health, welfare, and physical fitness of their team, acting as an advocate for their well-being and ensuring access to necessary support services, building

strong working relationships with staff sections, departments, and agencies like the HRC, Army Court of Criminal Appeals, CID, G1, G3/5/7, Retention, and Transition. Their role requires not only legal acumen but also a deep commitment to developing a ready and resilient legal workforce.

**b. Assignments:**

**(1) Operating:**

- Chief Paralegal NCO, Brigade/Division/Command
- Senior Military Justice Operations NCO (Sr MJ Ops NCO)

**(2) Generating:**

- 1SG, 27D AIT
- 1SG, 27D NCOA
- 1SG, Direct Commission Course (DCC)
- 1SG, TJAGLCS Student Detachment
- AIT Course Director
- Chief Court Reporter of the Army
- Chief Paralegal NCO, Command/Division/Installation
- National Security Law NCO
- Observer Coach/Trainer
- Operations Training NCO
- Senior Talent Development NCO
- TDS Paralegal / Defense Paralegal NCO

**(3) Broadening:** Assignments that develop strategic leadership and institutional-level management skills by exposing senior paralegal NCOs to roles beyond their traditional legal functions. These opportunities broaden understanding of Army operations, policy development, and strategic communications, while building the skills necessary to influence at enterprise level. Broadening assignments reinforce the ability to manage legal operations at the institutional level and influence force structure, doctrine, and training systems. These assignments may include:

- AIT Course Director
- Chief Court Reporter of the Army
- Chief Paralegal NCO, Special Mission Unit (SMU)
- 1SG, AIT
- 1SG, DCC
- 1SG, NCOA
- 1SG, TJAGLCS Student Detachment
- Operations Training NCO, OSTC
- Senior Paralegal NCO-TDS (Regional/Circuit)
- Senior Talent Manager NCO-HRC

**(4) Key Development/Special Assignment/Critical Assignment:** Key developmental positions at this level are focused on managing legal operations at the institutional level. Paralegal NCOs in these assignments oversee synchronization of paralegal efforts across commands, develop policies affecting the 27D career field, and advise senior leadership on the employment and professional development of paralegal Soldiers. They play a critical role in shaping force structure, doctrine, and modernization efforts within the JAG Corps. These assignments may include:

- **MQ:** 24+ months in any of the following positions with an MQ rating and high enumeration ranking
- **HQ:** 24+ months of any of the following with an HQ rating and high enumeration ranking
- **Q:** 18-23 months in any of the following positions
  - AIT Course Director

- Chief Paralegal NCO (Installation/Division)
- Chief Paralegal NCO Military Police Brigade
- Command Paralegal NCO (Division/Corps)
- First Sergeant
- Program Manager [Trial Judiciary (Court Reporter); OSTC]
- Senior Military Justice Operations NCO
- Senior Talent Manager

**(5) Nominative:** Nominative assignments represent the highest level of responsibility for Paralegal NCOs. Selection for these positions reflects exceptional technical competence, professional reputation, and leadership acumen. These senior enlisted leaders advise senior leadership on the paralegal operations, personnel/talent management, and doctrine/policy affecting the JAG Corps. They also serve as stewards of the 27D profession, mentoring future leaders and ensuring the continued excellence and relevance of the paralegal field.

- Chief Paralegal NCO - Defense Legal Services Agency Army Element

**c. Training:**

**(1) Self-Development:**

- Grow competence in Army doctrine commonly utilized.
- Army Correspondence Course Program

**(2) Operational:**

- Military Justice Online Application
- Mission rehearsal for CTC rotations
- Sergeants Time Training
- War-Fighter Exercises

**(3) Institutional:**

- **MQ:** Five or more of the following courses
- **HQ:** Four of the following courses
- **Q:** Three of the following courses
  - Air Assault (2B)
  - Airborne (P)
  - Battle Staff (2S)
  - Command and Chief Paralegal New Developments Course (within 12 months)
  - Commander and First Sergeant Course
  - Common Faculty Development-Instructor Course (8)
  - Holistic Health and Fitness-Integrator Course/Master Fitness Trainer (P5)
  - How the Army Runs Course (HTAR-C) (6R)
  - Jumpmaster (5W)
  - Manpower and Force Management Course
  - Military Justice Managers Course

**d. Military and Civilian Education:**

**(1) Military Education:** Sergeants Major Academy:

• **MQ:** Distinguished Honor Graduate, Honor Graduate, Distinguished Leader Award

• **HQ:** Commandant's List, Exceeded Course Standard, Superior Academic Achievement

- **Q:** Graduate of required PME

**(2) Civilian Education:**

- **MQ:**
  - Master's Degree with one of the following honors: Cum Laude; Dean's List; Magna Cum Laude; President's List; or Summa Cum Laude

- Paralegal Credentialing Program Certification (CORE Registered Paralegal)
- **HQ:** Bachelor's Degree or 120 college credits
- **Q:** Complete 75 or more college credits

**e. Physical Fitness:** Consistently prioritizing physical fitness demonstrates a paralegal NCO unwavering commitment to physical excellence, setting the bar for their Soldiers to emulate. A paralegal NCO's physical fitness allows them to make sound decisions under pressure and maintain stamina during extended operations, improving their tactical expertise and readiness for any environment. Their dedication motivates their team to strive for peak performance, ensuring the unit is prepared for any challenge.

(1) **MQ:** AFT score 450 or above, with a score of 90 in each event.

(2) **HQ:** AFT score 400 or above, with a score of 80 in each event.

(3) **Q:** Minimum AFT score of 300, with a score of 60 in each event and meets AR 600-9 qualifications.

**f. Competitive Boards:** N/A (Competitive boards primarily recognize SL 1-4)

**g. Professional Military Writing for MQ:** Published author in the any Army or JAG Corps publication to include

(1) Military Law Review

(2) Military Review

(3) National Security Law Quarterly

(4) The Army Lawyer

(5) The Journal of Military Learning

(6) The NCO Journal

**h. Other indicators for MQ:**

(1) CMF/Judge Advocate Legal Services Branch Association Award

(2) MSG serving in an SGM position

#### **4-10. Sergeant Major/Command Sergeant Major (SGM/CSM) (SL6)**

Merit-based indicators of consideration for SGM may include; a pattern of consistent NCOERs reflecting exceptional duty performance in challenging assignments with the potential to succeed in higher levels of responsibility; successful service in valid MSG/1SG positions within MOS/ASI career track; minimum requirement having met or exceeded NCOPDS course standards earning any of the following: Distinguished Honor Graduate, Honor Graduate, Leadership Award, or Commandant's List placement are given noteworthy consideration for the merit of their achievement, and continued learning opportunities through military and civilian education are highly valued.

**a. Skills:**

(1) **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 staff 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.

**(2) Proponent SGM:** The Proponent SGM for the 27 CMF plays a critical role in advising the JAG Corps RCSM and Commandant NCOA on policy development, training strategies, and career progression pathways specific to the 27D field. This SGM also advocates for the needs of Paralegal Specialists across all components of the Army, ensuring their contributions are recognized and that they have the resources needed to succeed and advance within their profession. This individual is responsible for managing all eight personnel life-cycle functions for the career field, from accession and training to professional development and sustainment. As part of the Personnel Proponent Division for the JAG Corps, the Proponent SGM helps to develop and validate manpower requirements, influencing how many paralegals are in the force and where they are assigned. The Proponent SGM assists in resolving complex personnel issues and provides mentorship to senior 27D NCOs throughout the force.

**(3) Command Sergeant Major, TJAGLCS:** 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.

**(4) Regimental Command Sergeant Major:** 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 JAG Corps. Principal advisor to The Judge Advocate General and The Deputy Judge Advocate General regarding all enlisted matters; is the personal proponent for MOS specific policies and issues affecting over 4,000 active component, reserve component, and National Guard paralegal Soldiers; responsible for oversight of assignments of Chief and Command Paralegal NCOs and key NCO positions throughout the JAG Corps; serves as the Office of The Judge Advocate General's principal enlisted representative for all Article 6 (UCMJ) inspections [an annual inspection of legal services]; provides professional guidance on enlisted matters to SJAs and NCOs throughout the JAG Corps on a daily basis. This pinnacle Paralegal position is the equivalent to any Regimental Command Sergeant Major position.

**(5) Period of service and Skill Identifiers:** The most qualified SGMs/CSMs will serve at least 18-24 months in positions coded as ASI 6S, 6C,7C, 7S, or 7X. Highly qualified SGMs/CSMs will serve at least 18-24 months in positions coded as ASI 6S, 6C,7C, 7S, or 7X with strong evaluations regarding potential and supporting enumerations.

**b. Assignments:**

**(1) Operating:** SGM assignments include positions in SJA offices as Command Paralegal NCO (Division, Corps, ASCC, Army Command (ACOM), NCLOC OE SGM-A Instructor.

**(2) Generating:** Command Paralegal NCO (ACOM).

**(3) Broadening:**

- Battalion CSM
- Brigade CSM
- Proponent SGM
- SGM-A Fellowship Program

**(4) Key Development/Special Assignment/Critical Assignment:**

- **MQ:** 18-24 months in the following positions with an **MQ** rating and high

enumeration ranking

- **HQ:** 18-24 months in the following positions with an **HQ** rating and highly

enumeration ranking

- **Q:** 18+ months in the following positions
  - Command Paralegal NCO (Division, Corps, ASCC, ACOM)
  - Battalion CSM
  - Brigade CSM

**(5) Nominative:**

- Command Sergeant Major, TJAGLCS/Commandant TJAG NCOA
- Regimental Command Sergeant Major, JAG Corps

**c. Training:**

**(1) Self-Development:** None.

**(2) Operational:** None.

**(3) Institutional:**

- **MQ:** Complete four or more of the following courses
- **HQ:** Complete three of the following courses
- **Q:** Complete two of the following courses
  - Air Assault (2B)
  - Airborne (P)
  - Battle Staff (2S)
  - Command and Chief Paralegal New Developments Course (within 12 months)
  - Company Commander and First Sergeant Pre-Command Course
  - Common Faculty Development-Instructor Course
  - Holistic Health and Fitness-Integrator Course/Master Fitness Trainer (P5)
  - HTAR-C (6R)
  - Jumpmaster (5W)
  - Manpower and Force Management Course
  - Master Fitness Trainer

**d. Military and Civilian Education:**

**(1) Military Education:** Nominative Leader Course, Senior Enlisted Joint Professional Military Education, Lean Sigma Black Belt

- **MQ:** Achieve any of the following:
  - Distinguished Honor Graduate
  - Honor Graduate
  - Distinguished Leader Award
- **HQ:** Achieve any of the following:
  - Commandant's List
  - Exceeded Course Standard
  - Superior Academic Achievement
- **Q:** Graduate of required PME

**(2) Civilian Education:**

- **MQ:** Achieve any of the following:
  - Master's Degree with one of the following honors: Cum Laude; Dean's List; Magna Cum Laude; President's List; or Summa Cum Laude
  - Paralegal Credentialing Program Certification (CORE Registered Paralegal)
- **HQ:** Achieve any of the following:
  - Associate's degree working towards a bachelor's degree
  - Bachelor's degree without honors
- **Q:** Complete 90 or more college credit

**e. Physical Fitness:** A paralegal Sergeant Major/Command Sergeant Major's dedication to physical fitness is not just a personal endeavor at their level, but a statement about their unwavering commitment to the standards and discipline that define the Army. Their physical fitness signifies their ability to handle the mental and physical demands of leadership, influencing the entire organization's readiness, including the tactical proficiency of legal support assets. By leading from the front, Sergeant Major/Command Sergeants Major reinforce the importance of fitness as a cornerstone of professional excellence and create a culture of resilience throughout the ranks.

(1) **MQ:** AFT score 450 or above, with a score of 90 in each event.

(2) **HQ:** AFT score 400 or above, with a score of 80 in each event.

(3) **Q:** Minimum AFT score of 300, with a score of 60 in each event and meets AR 600-9 qualifications.

**f. Competitive Boards:** Judge Advocate Legal Services Award of Excellence.

**g. Professional Military Writing:** Advising the command on legal matters requires the ability to synthesize complex information into concise written briefs, informing strategic decision-making. An SGM/CSM expertise in writing serves as a cornerstone for maintaining the integrity and efficiency of the legal support system. SGM/CSM should have written a least one article published in any of the following publication:

(1) Military Law Review

(2) Military Review

(3) National Security Law Quarterly

(4) The Army Lawyer

(5) The Journal of Military Learning

(6) The NCO Journal

**h. Other indicators of MQ:** CMF/Judge Advocate Legal Services Branch Association Award

**Chapter 5. MOS 27D Professional Development Model**

Access to the “Career Maps” can be accessed from JAGCNET and JALS Pub 1-1.

## Chapter 6

### MOS 27D - Army National Guard (ARNG)/National Guard of the United States (ARNGUS) - Component 2 (COMPO 2)

#### 6-1.

##### 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 and civil law, and contract and 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).

**b. Career Progression:** Army National Guard (ARNG/ARNGUS) Paralegal NCOs must follow the Army Career Model and align with available positions in MTOE and Table of Distribution of Allowances (TDA) units. Army National Guard MTOEs, Individual Augmentee (IA) roles, TDA or Active Guard Reserve (AGR) assignments, that include National Guard Bureau (NGB). Nearly all Army National Guard Soldiers in the MOS 27D serve in MTOE positions and are considered MDAY. IAs differ by supporting specific units or installations during mobilizations and typically partner with active component counterparts during annual training. The legal framework for domestic operations is imperative to learn within your state. Additionally, specific to the Title 32 status of national guard the state code of military justice within each assigned state and territory, while the national guard of the United States continues mission on Title 10 status mirroring the other components for military justice and other legal and disciplinary actions. Guidance in this chapter can be supplemented with The State SJA and State Chief Paralegal NCO approval. Paralegal Soldiers should serve 24 months out of 36 months (or 36 months out of 60 months) within the scope of 27 series this continuity allows talent leaders to be relevant and ready to lead the CMF assigned. Outside Influence beyond the scope of local duties at echelons above or lateral collateral duties and temporary duty (TDY) engagements AGR/ADOS/FTNG-D T10/T32.

**c. Paralegal Role:** Paralegals play a unique role in supporting the JAG Corps missions of an operational Reserve Force, as outlined in AR 27-1 and FM 3-84. While their primary focus is legal support, Compo 2 paralegals assigned to installations may also perform administrative and command-related duties. In the state environment the designated Chief Paralegal NCO manages both legal operations and command tasks, such as unit status reports and training briefs. This dual role requires Compo 2 paralegals to possess the same qualifications and capabilities as their Active Army (AA) counterparts, with training designed to meet similar standards. Within the National Guard the state mission requires legal support thus you are required to train on state code of military justice, regulations, and other state response missions. These state missions are imperative to State Active Duty in a Title 32 capacity and are driven internally by each state individually and collectively under NGB guidance, and on order of the Governor.

**d. MTOE:** Compo 2 paralegals face unique career development challenges, such as balancing civilian employment and geographic distance. To succeed, they must use limited training opportunities effectively. A structured self-development plan, created with help from supervisors, SJA, the Office of the General Counsel, National Guard Bureau, and the Office of The Judge Advocate General (OTJAG), is the key to advancement. Career progression requires appropriate assignments, targeted training, and periodic rotation between Operational, Functional, Training, and Support units to build broad skills. MTOE assignments specifically enhance leadership and administrative expertise. Detailed career guidance for a COMPO 2 paralegal is provided in this chapter.

**6-2. Prerequisites.** See Smartbook DA Pam 611-21 (Military Occupational Classification and Structure).

**6-3. Goals for Development**

**a.** A paralegal's assignment pattern should include roughly 70 percent operational assignments, roughly 20 percent generating force assignments and 10 percent broadening assignments. Leadership, Paralegal's going into leadership positions within CMF27 should be relevant and ready to the current operations of the legal function assigned, as such one should spend 24 out of 36 previous months (or 36 of 60 months) assigned in 27CMF KD positions. In addition, participation in unit rotations to the CTC, NTC, JRTC and JMRC 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, 1SG, 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 functions. 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 TJAGLCS, and other branches of the Armed Forces.

**b.** The Army offers a wide array of SQI, ASI, and PDSI that enables Paralegal Specialists to enhance their skills in accordance with their assigned unit and position. In addition, the JAG Corps provides one ASI and four PDSIs that Paralegal Specialists and NCOs are encouraged to pursue to further their professional development. They are as follows:

**(1) SQI Code:** None.

**(2) ASI Code:** C5 (Court Reporter). The pursuit of the C5 ASI as an Army Court Reporter represents a significant milestone in the professional development of a Paralegal Specialist. Mastery of verbatim transcription is a highly specialized and disciplined skill that underpins the integrity of the military justice system. For the NCO, earning the C5 ASI demonstrates a commitment to technical excellence and serves as a springboard to greater responsibility. This expertise fosters a unique professional fluidity; once proficiency is established, the NCO is not confined to the courtroom. Instead, their proven attention to detail, accuracy, and understanding of complex legal proceedings make them exceptionally qualified for a variety of other critical roles within the JAG Corps. Leaders who cultivate C5-qualified Soldiers are building a more versatile and capable formation, ensuring that a deep bench of experts is available to support the mission while also allowing their most skilled NCOs the flexibility to broaden their careers in instruction, legal administration, and senior staff positions.

**(3) PDSI Codes:**

- L1B (National Security Law – Level 1)
- L2B (National Security Law – Level 2)
- The L1B and L2B PDSIs represent a Paralegal Specialist's deliberate entry into the complex and dynamic field of national security law. Earning the L1B (National Security Law – Level 1) PDSI signifies that an NCO has acquired the foundational knowledge to operate effectively in environments where operational, intelligence, and international law converge. It marks a critical step in their professional development, demonstrating the ability to apply legal principles to military operations. Building upon this, the L2B (National Security Law – Level 2) PDSI designates a senior NCO as a subject matter expert capable of sophisticated analysis and management of national security law matters with minimal supervision. The professional fluidity gained through these identifiers is immense; these NCOs are no longer limited to traditional law center roles. Instead, they become indispensable assets to division, corps, and theater-level commands, with the flexibility to serve in joint, interagency, and multinational

assignments, providing critical support to commanders in the most sensitive and high-stakes environments. *See DA Pam 611-21 and JALS Pub 1-1 for requirements.*

- M2B (Military Justice – Level 1)
- M3B (Military Justice – Level 2)
- The M2B and M3B PDSIs create a career-long path of mastery within the core JAG

Corps function of military justice. The M2B (Military Justice – Level 1) PDSI establishes an NCO as an advanced practitioner, moving beyond entry-level duties to a comprehensive understanding of the UCMJ and court-martial procedures. This level of proficiency is the bedrock of a successful military justice section and is essential for the professional development of any NCO seeking to excel in trial practice. Subsequently, the M3B (Military Justice – Level 2) PDSI distinguishes a senior NCO as a master of the discipline, capable of managing the most complex dockets, mentoring and training entire sections, and serving as a trusted advisor to senior judge advocates. This mastery provides significant career fluidity, positioning the NCO to excel not only as a Chief Paralegal NCO in a high-volume jurisdiction but also as an instructor at The Judge Advocate General's Legal Center and School or in other key leadership and staff roles. By fostering this deep expertise, the Corps ensures the military justice system is administered by its most capable leaders, who can seamlessly transition from practitioner to mentor and leader. *See DA Pam 611-21 and JALS Pub 1-1 for requirements.*

#### **6-4. Assignment Framework**

The Army categorizes assignments for paralegals to support operational readiness and professional development across the force. These assignments are structured to align with the Army's personnel development model and ensure paralegals gain experience in diverse legal environments. The National Guard has a unique state mission in concert with training for the federal mission.

**a. Assignment/Category:** Operating, Generating, Broadening, Key Development/Special/Critical, and Nominative - offers distinct opportunities that contribute to mission success and career progression. In addition to the assignments below there are national guard specific opportunities in support of the total soldier concept early in a career. The knowledge skills and abilities of the total soldier concept, gaining in versatility and allows attainment of a balanced set of skills and attributes that enable thriving in diverse situations.

**(1) Operating Assignments:** Paralegals directly support warfighting functions through operating assignments. They serve in brigade combat teams, division headquarters, and other operational units, delivering legal support for military justice, administrative law, and national security law during training exercises, training center rotations, and deployments.

**(2) Generating Assignments:** In generating assignments, paralegals help sustain the Army's readiness through providing administrative and legal support to Soldiers, their Families and commanders. They work in legal assistance offices, installation legal offices, and training centers, specific to the National Guard, the State Joint Forces Headquarters and other TDA units.

**(3) Broadening Assignments:** Broadening assignments give paralegals opportunities to grow professionally. They take on roles in joint commands, interagency settings, or industry partnerships, strengthening their leadership skills and legal expertise.

**(4) Key Development, Special, and Critical Assignments:** These assignments play a vital role in career advancement. Paralegals initially step into senior NCO positions at brigade or division-level legal offices, trial defense services, and deploy in operational roles.

**(5) Nominative Assignments:** Comparative to the Active Component Nominative assignments found in the National Guard Bureau as Bench Assignments which require applications, hiring boards and recognizing top-performing paralegals who are deliberately

selected to serve in high-visibility positions. These paralegals serve as senior leaders or join specialized teams, demonstrating exceptional skills and professionalism.

**6-5. Private E1– Specialist/Corporal E4 (PVT, PV2, PFC – SPC/CPL) (SL1)**

**a. Skills:** The skillset paralegals developed from the rank of Private through Specialist/Corporal are foundational to long-term professional development and are honed by engaged leadership. It is vital that the appropriate Command/Chief Paralegal NCO responsible for personnel management ensure that paralegals serve in skill-building assignments that promote development and facilitate growth for positions of greater responsibility, following the 27D Career Map.

(1) The Paralegal Specialist is primarily located in the battalion and co-located within legal sections of higher echelons (brigade, division, state headquarters, National Guard Bureau (and other specially assigned and designated TDA units).

(2) 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 manage the delivery of legal services to unit command teams while continuously advancing their knowledge, skills, experience, and abilities to contribute effectively to the legal mission they normally are located within the human resource section within a battalion size element for accountability and personnel status. However, they are a key portion of the operations process, and the command team.

(3) Regardless of assigned position, they have professional responsibilities and operate under their assigned judge advocate dependent upon the echelon and location. They have direct access to the next higher paralegal assigned, their own command team (when operating at battalion level or TDA unit without additional legal support) and brigade judge advocate and Senior Paralegal NCO for mentorship when located at a battalion Level. Private E1 thru E4 are tactical in that they will become staff integrated with operations, support section, staff and commanders at echelons below down to company level.

**b. Assignments:**

**(1) Operating:**

- Court Reporter (C5 ASI)
- Paralegal Specialist, Battalion, Brigade, Installation, Division, and Corps
- Paralegal Specialist, Office of Special Trial Counsel Paralegal (OSTC)

**(2) Generating:**

- Court Reporter (C5 ASI)
- Paralegal Specialist at the Battalion, Brigade, Division; State, NGB/Corps
- Defense Paralegal/Paralegal Specialist, Trial Defense Service

**(3) Broadening:** None.

**(4) Key Development/Special Assignment/Critical Assignment:**

- ADOS or FTNGD in a diverse position while maintaining and training with the assigned MTOE or TDA.
- OTOT holding a legal position
- Position of Significant Trust Paralegal Specialist (conducting suitability screenings and police records checks) Battalion, Brigade, Division, State or Corps
- Paralegal Specialist, Recruiting and Retention Battalion Paralegal

**(5) Nominative:** None.

**(6) Additional Duties and collateral appointments:**

- Combat Lifesaver
- Commander's Driver/Driver
- Equal Opportunity leader

- Family Readiness Liaison
- Range Safety
- Recruit Sustainment Program (RSP) - ADOS - FTNGD
- Supply Clerk (AGR - ADOS - OTOT)

**c. Training:**

**(1) Self-Development:** Grow competence in Army doctrine commonly utilized.

- Army Correspondence Course Program
- Army Paralegal Competency Course
- Defense Travel System Courses
- FEMA Correspondence Course(s)
  - IS-00075 Military Resources in Emergency Management
  - IS-00100 Introduction to Incident Command System - ICS -100
  - IS 00200 Basic Incident Command system for Initial Response
  - IS 00800 National Response Framework - An Introduction
  - IS 00700 An Introduction to the National Incident Management system
  - Hazard Aware
- Joint Knowledge Online
- National Security Law-Primer Course

**(2) Operational:**

- Combat Life Saver
- Domestic Operations
- Driver's Training
- Emergency Management (HRF and CERF-P training requirement)
- Operational Skill level 1 tasks on the 27D Individual Critical Task List
- Paralegal Employment in Large Scale Combat Operations (PELSCO)
- State Code of Military Justice (Title 32)

**(3) Institutional:**

- Air Assault School
- Army Paralegal Competency Course
- DCP 101 - Defense Counsel/Paralegal Course
- DCP 201 - Defense Counsel/Paralegal Course
- Basic Airborne Course
- Basic Court Reporter Course
- Law for Paralegal Course
- Paralegal Warrior Course
- Special Victim Counsel Course (Mobilization Support)
- Trial Paralegal Course (Mobilization Support)

**d. Military and Civilian Education:**

**(1) Military Education:** Basic Leader Course. The Paralegal Specialist should aim to achieve any of the following academic honors:

- Commandant's List
- Distinguished Honor Graduate
- Distinguished Leader Award
- Exceeded Course Standard
- Honor Graduate
- Superior Academic Achievement

**(2) Civilian Education:**

- Any post-secondary degree producing course(s)
- National paralegal certification programs, and higher education programs research.

**e. Physical Fitness:** Demonstrating consistent physical fitness reflects a paralegal Soldier's reliability and commitment to readiness, vital for performing tasks efficiently and assisting junior Soldiers. A paralegal Soldier's ability to maintain peak physical condition translates to sharper focus and quicker decision-making under pressure, improving their tactical proficiency. By prioritizing fitness, a paralegal Soldier sets a positive example and contributes to a culture of physical and mental resilience within their unit.

(1) **Far Exceed the standard:** AFT score 450 or above - with a score of 90 in each event.

(2) **Exceed the standard:** AFT score 400 or above - with a score of 80 in each event.

(3) **Met the standard:** Minimum AFT score of 300 - with a score of 60 in each event and meets AR 600-9 qualifications.

**f. Competitive Boards:**

(1) Soldier of the Month/Quarter/Year competitions and boards at the Company/Battalion/Brigade

(2) Paralegal of the Quarter/Year at Installation/Command/Division/Corps/ACOM/ASCC

**g. Professional Military Writing:** Sharpening writing proficiency enables a paralegal Soldier to clearly and concisely document case details, ensuring accurate record-keeping and reporting. Developing their writing skills makes the paralegal Soldier a more effective contributor in preparing legal briefs and supporting judge advocates with complex cases, skills that will be directly applicable to writing assignments in BLC. Soldiers should gain a fundamental understanding of American Psychological Association (APA) style research paper production. Reading the core military professional publications is a key instrument in writing, some of the core military professional readings are listed below:

(1) Military Law Review

(2) Military Review

(3) National Security Law Quarterly

(4) The Army Lawyer

(5) The Journal of Military Learning

(6) The NCO Journal

**h. Other:**

(1) Expert Soldier Badge

(2) Military Outstanding Volunteer Service Medal (MOVSM)

(3) Drivers Badge

(4) State Awards (other than participation or longevity)

## **6-6. Sergeant (SGT) (SL2)**

**a. Skills.** As first-line leaders and developing legal professionals, these NCOs provide direct supervision and mentorship to junior Soldiers when in a consolidated legal office or assigned to a legal section. The Paralegal NCO provides unilateral guidance to Junior Paralegal Specialists, ensuring the timely and accurate reporting and procedures. Primarily an MTOE assignment supporting operational legal operations within unified land operations. Paralegal NCOs in these positions provide direct legal support to commanders and Soldiers across expeditionary and deployable units worldwide.

**b. Responsibilities include:**

(1) Preparing legal documents for courts-martial, nonjudicial punishment (Article 15/State Code), and other military justice matters, including charge processing and Article 32 reports (AR 27-10);

(2) Assist with separation board proceedings (AR 27-1) and other administrative law matters;

(3) Assisting with investigations (AR 15-6), such as, misconduct, collateral misconduct,

conduct of line of duty, financial liability investigations, claims, fraud, waste, and abuse; and

(4) Assisting with legal assistance services (preparing documents under attorney supervision) (AR 27-1).

**c. Assignments:**

**(1) Operating:**

- Litigation NCO, Division/State/Corps
- Paralegal NCO, Battalion/Brigade/Division
- Court Reporter (C5 ASI), Division or Higher
- Paralegal NCO, Ranger Regiment
- Paralegal NCO, Special Operations Detachment

**(2) Generating:**

- Court Reporter (C5 ASI), Circuit or State
- Paralegal NCO, Army Aviation Training Site
- Paralegal NCO, General Law Team, NGB
- Paralegal NCO, Office of Military Commission
- Paralegal NCO, Recruiting and Retention Battalion
- Paralegal NCO, State or Territory OSJA
- Paralegal NCO, Training site, RTI (regional training institution)
- Defense Paralegal NCO/Paralegal NCO, Trial Defense Service

**(3) Broadening:**

- Drill Sergeant
- Incentives NCO (State Education Center and Incentives Program) - AGR
- Operational Support - ADOS position
- Recruiter
- Recruit Sustainment Program NCO (RSP)

**(4) Key Development/Special Assignment/Critical Assignment:** Key developmental positions are essential to the professional growth and advancement of Paralegal NCOs. These roles require demonstrated leadership, mastery of legal skills, and the ability to manage and mentor Soldiers while providing expert legal support. Paralegal NCOs serving in these positions are instrumental in shaping the effectiveness of legal operations within their commands and advancing the 27D career field.

- **MQ:** 12 months in one of the following with MQ rating
- **HQ:** assignment to one the following with HQ rating
- **Q:** assignment to one of the following with Q rating
  - Administrative NCO - OTOT - AGR
  - Defense Investigator (ARNG TDS)-ADOS
  - Investigator (NG CI)-ADOS
  - National Security Law NCO
  - Paralegal NCO SMU
  - Special Victim Paralegal NCO
  - Training NCO - AGR

**(5) Nominative:** Nominative assignments place highly qualified Paralegal NCOs in positions of significant responsibility and visibility across the Army enterprise. Selection is based on exceptional leadership performance, professional competence, and demonstrates potential to influence policy and institutional legal operations. These positions demand expert judgment, communication, and the ability to represent the 27D career field at the highest levels.

- Paralegal NCO - Defense Information Systems Agency White House
- Paralegal NCO - Defense Intelligence Agency Army Element
- Paralegal SVC/SVP Paralegal (NGB) Bench appointment

**(6) Additional Duties and collateral appointments:**

- Combat Lifesaver
- Commander's Driver/Driver
- Equal Opportunity leader
- Family Readiness Liaison
- Range Safety
- Recruit Sustainment Program (RSP) - ADOS - FTNGD
- Supply Clerk (AGR - ADOS - OTOT)
- Unit Deterrence Leader IAW AR 600-85 (by exception)

**d. Training:**

**(1) Self-Development:**

- Army Correspondence Course Program
- Army Paralegal Competency Course
- Defense Travel System Courses
- FEMA Correspondence Course(s):
  - IS-00075 Military Resources in Emergency Management
  - IS-00100 Introduction to Incident Command System - ICS-100
  - IS 00200 Basic Incident Command system for Initial Response
  - IS 00800 National Response Framework - An Introduction
  - IS 00700 An Introduction to the National Incident Management system
  - Hazard Aware
- JAGU (Judge Advocate General University)
- Joint Knowledge online
- National Security Law-Primer Course
- Notarial Services State Licensure (by State and Territory)
- Self-development Skill Level 2 tasks on the 27D ICTL (See *JAGCNET and JALS Pub 1-1*)

**(2) Operational:**

- Army National Guard Legal Orientation Course (ARNG-LOC)
- Combat Life Saver
- Military Justice Online Application
- Mission Rehearsal for CTC rotations
- Operational Skill Level 2 on the 27D ICTL (See *JAGCNET and JALS Pub 1-1*)
- Paralegal Employment in Large Scale Combat Operations (PELSCO)
- Sergeants Time Training
- Short course in specialized functional area (TJAGLCS)
- War-Fighter Exercises
- Warrior Leader Skills, Skills Level 2

**(3) Institutional:**

- **MQ:** Complete any one of the following
- **HQ:** Complete any of the following or distance learning course(s) (section 6-6c)
- **Q:** Active enrollment in any of the following or distance learning course from above
  - Air Assault Course (2B)
  - Any Course through National Guard Professional Education Center (NG-PEC)
  - Basic Airborne Course (P)
  - Basic Court Reporter Course (C5)
  - Cyber Operations
  - DCP 101-Defense Counsel/ Paralegal Course
  - Electronic Discovery for Paralegal Course
  - Law for Paralegal Course

- National Security
- Paralegal Warrior Course
- Ranger School (V)
- Trial Paralegal Course

**e. Military and Civilian Education:**

**(1) Military Education:** Advanced Leader Course

- **MQ:** Distinguished Honor Graduate, Honor Graduate, Distinguished Leader Award

- **HQ:** Commandant's List, Exceeded Course Standard, Superior Academic Achievement

- **Q:** Complete ALC

**(2) Civilian Education:**

- **MQ:** College Degree with one of the following honors: Cum Laude; Dean's List; Magna Cum Laude; President's List; or Summa Cum Laude; Paralegal Credentialing Program Certification (CORE Registered Paralegal).

- **HQ:** Associate's or higher degree or 60+ credits towards bachelors.

- **Q:** 24 or more higher education credit hours or technical certification

**f. Physical Fitness:** Leading by example through dedicated physical fitness builds trust and respect within a brigade legal section, proving their commitment to the physical demands of a leader. A Paralegal NCO's physical fitness enables them to maintain composure under stress, think clearly in challenging situations, and lead effectively in all operational environments, directly influencing their tactical proficiency. By prioritizing fitness, a Paralegal NCO empowers their subordinates and builds a more resilient and capable legal support team.

**(1) MQ:** AFT score 450 or above, with a score of 90 in each event.

**(2) HQ:** AFT score 400 or above, with a score of 80 in each event.

**(3) Q:** Minimum AFT score of 300, with a score of 60 in each event and meets AR 600-9 qualifications.

**g. Competitive Boards:**

**(1)** Paralegal NCO of the Quarter/Year, Division/State/Corps

**(2)** NCO of the Month/Quarter/Year, Battalion/Brigade/Division/State/Corps

**(3)** SGT Audie Murphy Award Recipient

**(4)** SGT Morales Award Recipient

**h. Professional Military Writing:** Strong writing skills are essential for a Sergeant to draft legal memorandums, reports, and recommendations, directly impacting the efficiency of legal actions. Honing their writing ability allows them to mentor junior paralegals, ensuring they develop the necessary communication skills for future success, and further strengthens their capacity for writing tasks in Advanced Leader Course (ALC). Learn to use legal analysis methodology of writing, issues rules analysis and conclusions (IRAC). Professional publications that a Soldier in this grade could submit an article for publication are below:

**(1)** Military Law Review

**(2)** Military Review

**(3)** National Security Law Quarterly

**(4)** The Army Lawyer

**(5)** The Journal of Military Learning

**(6)** The NCO Journal

**i. Other:**

**(1)** Expert Soldier Badge

**(2)** MOVSM

- (3) State Award (not a participant award)
- (4) State Active Duty Ribbon
- (5) Armed Forces Reserve Medal (AFRM) w/M Device

### **6-7. Staff Sergeant (SSG) (SL3)**

**a. Skills:** Staff sergeants are typically assigned throughout a Division and within a Brigade as a sole paralegal, often within a larger section within an SJA/CJA section. Staff Sergeants should continue to focus on development and refinement of leadership skills along with improving their tactical and technical expertise. They should serve as the non-commissioned officer in charge (NCOIC) of a brigade with a broad spectrum of legal functions, or a legal section with a more refined function and assigned legal tasks (i.e. NSL, military justice, Contract and fiscal Law, Admin Law/Civ law.) more focused SJA office. The numerous functions, coupled with the diverse responsibilities, the Paralegal NCOIC supervises, trains, and mentors subordinate paralegal Soldiers and Paralegal NCOs. Staff Sergeants serving directly with the operational staff of a unit should prepare themselves to attend specialized training in the functional area they are assigned. They serve as legal representatives in key command planning cells and deploy as an integral member of the battle staff for brigade-level units and higher.

**b. Assignments:**

**(1) Operating:**

- Litigation NCO - Division/State/Corps/ASCC/Installation
- Paralegal NCO, Brigade/Division/State/Corps/ASCC
- Court Reporter (C5 ASI)
- Operational Law NCO/National Security Law NCO
- Paralegal NCO, Ranger Regiment
- Special Trial NCO, OSTC, T10 ADOS/OTOT
- Special Victim Counsel (SVC) NCO/Paralegal NCO SVC, Division/State/Corps/NGB

**(2) Generating:**

- Circuit Defense Paralegal NCO/ Paralegal NCO Regional TDS
- Court Reporter (C5 ASI)
- Defense Paralegal NCO/Paralegal NCO, TDS
- Paralegal NCO, Administrative Law
- Paralegal NCO, Brigade/Division/Command
- Paralegal NCO, CBRN Enhanced Response Force Package (CERF-P)
- Paralegal NCO, Contract Law Team, NGB
- Paralegal NCO, Homeland Response Force (HRF)
- Paralegal NCO, International Law Team, NGB
- Paralegal NCO, Special Operations Detachment (SOD)
- Small Group Leader, NCOA
- Special Victim Prosecutor NCO (SVPN)

**(3) Broadening:**

- Counterdrug Paralegal (FTNG-D/ADOS)
- Drill Sergeant
- Instructor/Small Group Leader
- Investigator (NG CI) (ADOS/OTOT)
- Observer Controller/Trainer (OC/T)
- Office of Military Commissions
- Paralegal NCO SMU
- Recruiter

- Talent Manager (HRC/State)
- Training NCO (Operations NCO)
- Training With Industry (TWI)/eDiscovery NCO

**(4) Key Development/Special Assignment/Critical Assignment:** Key developmental assignments at this level focus on leading paralegal sections and managing legal operations that directly impact mission effectiveness. Paralegal NCOs in these positions demonstrate technical mastery, sound judgment, and the ability to synchronize multiple legal functions. They develop and implement systems to improve efficiency, mentor junior NCOs, and provide expert legal support to commanders and staff.

- **MQ:** 24+ months in any of the following positions with an MQ rating
- **HQ:** 24+ months in any of the following positions with an HQ rating
- **Q:** 12-18 months in any of the following positions with a Q rating
  - Court Reporter (C5 ASI)
  - Defense Paralegal NCO/Paralegal NCO, TDS
  - National Security Law NCO/ Operational Law NCO
  - Senior Court Reporter (C5 ASI)
  - Senior Paralegal NCO for a functional brigade
  - Senior Paralegal NCO for an operational brigade
  - Special Operations Group Paralegal NCO

**(5) Nominative:**

- Conv Auth Paralegal - Defense Legal Services Agency Army Element
- Court Reporter - Defense Legal Services Agency Army Element
- Paralegal NCO - Defense Legal Services Agency Army Element
- Paralegal NCO - Defense Support Activity Army Element

**(6) Additional Duties and collateral appointments:**

- Combat Lifesaver
- Commander's Driver/Driver
- Equal Opportunity leader
- Family Readiness Liaison
- Force Protection NCO
- Range Safety
- Recruit Sustainment Program (RSP) - ADOS - FTNGD
- Security Manager
- Supply NCO (AGR - ADOS - OTOT)
- Unit Deterrence Leader IAW AR 600-85 (by exception)

**c. Training:**

**(1) Self-Development:**

- Army Correspondence Course Program
- Army Paralegal Competency Course
- Defense Travel System Courses
- FEMA Correspondence Course(s):
  - IS-00075 Military Resources in Emergency Management
  - IS-00100 Introduction to Incident Command System - ICS-100
  - IS 00200 Basic Incident Command system for Initial Response
  - IS 00800 National Response Framework - An Introduction
  - IS 00700 An Introduction to the National Incident Management system
  - Hazard Aware
- JAGU (Judge Advocate General University)
- Joint Knowledge online
- National Security Law-Primer Course

- Notarial Services State Licensure (by State and Territory)

**(2) Operational:** None.

**(3) Institutional:**

- **MQ:** Any two or more of the following courses:
- **HQ:** Any one of the following courses:
- **Q:** Enrolled in any of the following courses
  - Advanced Court Reporter Course
  - Advanced Law for Paralegal Course
  - Air Assault (2B)
  - Basic Airborne Course (P)
  - Basic Court Reporter Course (C5)
  - Battle Staff (2S)
  - Cyber Operations
  - DCP 101 – Defense Counsel/Paralegal Course
  - DCP 201 - Defense Counsel/Paralegal Course
  - Enlisted Combat Skills (K1)
  - Holistic Health and Fitness-Integrator Course/Master Fitness Trainer (P5)
  - Jumpmaster (5W)
  - National Security Law-Primer Course
  - Paralegal Warrior Course (PWC)
  - Ranger (V)
  - Training With Industry Credential
  - Trial Paralegal Course

**d. Military and Civilian Education:**

**(1) Military Education:** Senior Leader Course

- **MQ:** Distinguished Honor Graduate, Honor Graduate, and/or Distinguished Leader Award
- **HQ:** Commandant's List, Exceeded Course Standard, Superior Academic Achievement
- **Q:** Complete SLC

**(2) Civilian Education:**

- **MQ:** College Degree with one of the following honors:
  - Cum Laude, Dean's List, Magna Cum Laude, President's List, Summa Cum Laude
- Paralegal Credentialing Program Certification (CORE Registered Paralegal)
- **HQ:** Associate's or higher degree or 60+ credits towards bachelors.
- **Q:** 30 or more higher education credit hours or technical certification

**e. Physical Fitness:** As a Staff Sergeant, a Paralegal NCO's dedication to physical fitness reflects their commitment to maintaining a high level of personal readiness and is a cornerstone of effective leadership. Their physical fitness directly impacts their ability to train, mentor, and lead Soldiers. It enhances the entire team's tactical proficiency, including other Paralegal NCOs, in physically demanding environments.

**(1) MQ:** AFT score 450 or above, with a score of 90 in each event.

**(2) HQ:** AFT score 400 or above, with a score of 80 in each event.

**(3) Q:** Minimum AFT score of 300, with a score of 60 in each event and meets AR 600-9 qualifications.

**f. Competitive Boards/Competitions:**

**(1) MQ:**

- Brigade level or higher Instructor of the Year

- Brigade level or higher NCO of the Year
- Drill Sergeant of the Year
- Paralegal NCO of the Year (Division - State - NGB)
- SGT Audie Murphy Award Recipient
- SGT Eric L. Coggins Award for Excellence
- SGT Morales Club Award Recipient

**(2) HQ:**

- Best of Series (Complete)
- Drill Sergeant Leader
- NCO of the Quarter
- Recruiter Silver Badge
- Senior Instructor Badge
- State Active-Duty Award (Title 32 State specific)

**(3) Q:** Complete 48 Unit Training Assemblies (UTAs)

**g. Professional Military Writing:** Mentoring junior NCOs in legal research and writing necessitates the ability to articulate complex legal concepts in a clear and concise manner, fostering their professional development.

**(1)** Military Law Review

**(2)** Military Review

**(3)** National Security Law Quarterly

**(4)** The Army Lawyer

**(5)** The Journal of Military Learning

**(6)** The NCO Journal

**h. Other indicators for MQ:**

- Armed Forces Reserve Medal (AFRM) w/M Device
- Bar Association Honoree
- CMF/Judge Advocate Legal Services Branch Association Award
- Expert Soldier Badge
- Meritorious Service Medal
- MOVSM
- National Recognition in Civil Service/Community
- Operation designated service medal (AR 600-8-22)
- State Achievement Award (not for participation or longevity)
- Special Speaking Engagement by Invitation outside of your Chain of Command as the Subject Matter Expert CMF27

**6-8. Sergeant First Class (SFC) (SL4)**

**a. Skills:**

**(1)** Senior Paralegal NCO's have refined their leadership skills and continue to improve their technical and tactical expertise. They serve as the subject matter expert within the SCM and provide legal support to the Army and Legal support to the Soldier and Family, they normally will have an assigned Brigade Judge advocate along with additional Judge Advocates and legal support at this level. They are embedded into a command and staff section at echelons below division. At echelons above an SCM they will serve in senior roles of the core competencies and legal functions and have more refined knowledge and skillset at an expertise level.

**(2)** The Senior Paralegal NCO provides preliminary legal and administrative support to unit commanders and staff and coordinate complex legal actions with the supervising legal office. Developing battle-staff skills is important; thus, Sergeants First Class serving with the operational staff should attain the ASI 2S, Battle Staff NCO. They serve as legal

representatives 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. Sergeants first class prepare and process legal documents in support of courts-martial, non-judicial punishment and other military justice matters; line of duty determinations, separation board proceedings and other administrative law matters; legal assistance services; claims processing and investigations; rules of engagement, rules of use of force and alleged violations of international law, treaties and status of forces agreements (the law of armed conflict) investigations, and are prepared for LSCO in a Multi-Domain operation, including domestic operations within an assigned taskforce or state joint emergency operations center.

**(3)** As supervisors, these NCOs ensure seamless support to the Command Judge Advocate (CJA)/ Brigade Judge Advocate (BJA) and the command team, optimizing workflow and managing complex legal requests, but also play a critical role in subordinate paralegal force management, professional development, and talent management. Serving as the senior legal enlisted advisor to the Brigade CSM, they provide insight on all enlisted legal matters, including morale, discipline, and welfare, providing data analysis within their jurisdiction. They serve as a key point of contact for the command on legal matters, coordinating solutions with the CJA/BJA to address specific needs, while simultaneously monitoring and supporting the health, welfare, and physical fitness of their assigned paralegals. They are responsible for conducting initial counseling and ensuring that each paralegal receives the appropriate mentorship and training necessary for career advancement, working closely with other staff sections like HRC, CID, OCI, NCIS, CGIS, S1, S3, Retention, and Transition. Their leadership ensures not only mission accomplishment but also the well-being and professional growth of their team, fostering a positive and productive work environment.

**b. Assignments:**

**(1) Operating:**

- National Security Law NCO/Operational Law Paralegal
- Senior Court Reporter (C5 ASI)
- Senior Military Justice NCO
- Senior Paralegal NCO, Brigade/Division/State/Joint Command
- Senior Paralegal NCO, Ranger Regiment
- Senior Paralegal NCO, SFAB
- Senior Paralegal NCO, SOF POG, CA, SFG(A)

**(2) Generating:**

- AIT Instructor (CMF27)
- Administrative and Civil Law Paralegal NCO
- Chief Paralegal NCO (similar to a Platoon Sergeant)
- Circuit Special Trial NCO
- Court Reporter Instructor
- Developer/Writer
- Defense Paralegal NCO/ Senior Paralegal NCO, NGB TDS-ADOS/AGR/OTOT
- Observer Coach/Trainer
- Operations NCO
- Paralegal NCO, Administrative and Civil Law
- Senior Court Reporter (C5 ASI)
- Senior Paralegal NCO/Paralegal #2, NGB
- Senior Paralegal NCO, Admin Law Team, NGB
- Senior Paralegal NCO, Division/State/Corps/Command
- Senior Small Group Leader, NCOA

- Small Group Leader, NCOA
- (3) Broadening:**
  - CLAMO NCO
  - Equal Opportunity Advisor
  - Inspector General
  - Instructor
  - Observer Controller/Trainer (OC/T)
  - Office of Military Commissions NCO
  - Operations SGT, AGR
  - Readiness NCO, AGR
  - Recruiter, AGR
  - Senior Drill Sergeant, AGR
  - Senior Instructor
  - Senior Paralegal NCO, SMU
  - Small Group Leader
  - Talent Manager NCO, State/ NGB
  - Training NCO, AGR
  - Victim Advocate

**(4) Key Development/Special Assignment/Critical Assignment:** Key developmental assignments at this level center on leading legal operations at brigade, division, or higher echelons. Paralegal NCOs demonstrate mastery in legal systems management, synchronization of paralegal operations, and the ability to provide technical expertise to guidance to SJAs, senior civilians, commanders, senior enlisted advisors, attorneys, and subordinate NCOs. They develop, implement, and assess policies, manage resources, and advise on legal force structure and readiness across commands. These assignments may include:

- **MQ:** 24+ months of any of the following with an MQ rating:
- **HQ:** 24+ months of any of the following with an HQ rating:
- **Q:** Minimum of 24 months of 36 months in operational brigade or (36 months of 60 months)
  - Administrative and Civil Law Paralegal NCO
  - Center for Law and Military Operations (CLAMO) NCO
  - Chief Paralegal NCO (Installation)
  - Court Reporter Instructor
  - Drill Sergeant
  - Instructor, AIT
  - National Security Law NCO with CTC rotation
  - Office of the Special Trial Counsel (OSTC) NCO
  - Program Manager Trial Judiciary (Court Reporter); Criminal Law; eDiscovery
  - TDS HQ
  - Circuit Defense Paralegal/Regional TDS NCO
  - Senior Court Reporter/Chief Circuit Court Reporter
  - Defense Paralegal NCO
  - Senior Paralegal NCO
  - Senior Paralegal NCO or Field Office TDS
  - Small Group Leader (SGL)

**(5) Nominative:** Nominative assignments are reserved for the most experienced Paralegal NCOs who demonstrate exceptional technical competence, leadership, and the ability to advise senior leaders on enterprise-level legal operations. These positions influence Army-wide policy, training, and force development for the 27D career field. NCOs selected for these roles

represent the JAG Corps at a strategic level and are responsible for mentoring subordinate NCOs and shaping the future of legal operations.

- Defense Paralegal - Defense Legal Services Agency Army Element
- Senior Court Reporter - Defense Legal Services Agency Army Element
- Senior Paralegal NCO - Defense Legal Services Agency Army Element

**c. Training:**

**(1) Self-Development:** Same as prior enlisted ranks

**(2) Operational:** Set up and conduct collective training events

**(3) Institutional:**

- **MQ:** Any three or more of the following courses
- **HQ:** Any two of the following courses
- **Q:** Any one of the following courses
  - Advanced Court Reporter Course
  - Advanced Law for Paralegal Course
  - Advanced Paralegal Warrior Training Course
  - Air Assault (2B)
  - Basic Airborne Course (P)
  - Battle Staff (2S)
  - Command and Chief Paralegal New Developments Course (within 12 months)
  - Common Faculty Development-Instructor Course (8)
  - Equal Opportunity Advisor Course
  - Holistic Health and Fitness-Integrator Course/Master Fitness Trainer (P5)
  - Jumpmaster (5W)
  - Manpower and Force Management Course
  - Military Equal Opportunity Mediator Course
  - Military Justice Managers Course
  - National Security Law-Primer Course
  - Observer Controller Academy
  - Ranger (V)
  - Victim Advocate Course

**d. Military and Civilian Education:**

**(1) Military Education:** Master Leader Course:

- **MQ:** Distinguished Honor Graduate, Honor Graduate, Distinguished Leader Award.
- **HQ:** Commandant's List, Exceeded Course Standard, Superior Academic Achievement.
- **Q:** Complete MLC

**(2) Civilian Education:**

- **MQ:**
  - Bachelor's Degree with one of the following honors: Cum Laude; Dean's List; Magna Cum Laude; President's List; or Summa Cum Laude
  - Paralegal Credentialing; Program Certification (CORE Registered Paralegal)
- **HQ:**
  - Complete 90 college credits
  - Other civilian certification
- **Q:**
  - Complete 60 college credits
  - Other civilian credentials requiring CLE's

**e. Physical Fitness:** A Sergeant First Class's sustained dedication to physical fitness underscores their commitment to personal readiness, a critical aspect of their role as a seasoned senior leader. Maintaining peak physical fitness allows a senior paralegal NCO to

mentor Soldiers and to operate in austere environments, contributing to the overall readiness of their team, including other Paralegal NCOs, which directly affects their tactical proficiency. By consistently demonstrating their commitment, a Senior Paralegal NCO inspires their subordinates to prioritize physical fitness and maintain a warrior ethos.

- **MQ:** AFT score 450 or above, with a score of 90 in each event.
- **HQ:** AFT score 400 or above, with a score of 80 in each event.
- **Q:** Minimum AFT score of 300, with a score of 60 in each event and meets AR 600-9 qualifications.

**f. Competitive Boards:**

**(1) MQ:**

- Best of Series (Winner)
- Brigade level or higher Instructor of the Year
- Brigade level or higher NCO of the Year
- Drill Sergeant of the Year
- Recruiter Gold Badge
- SGT Audie Murphy Award recipient
- SGT Morales Club Award recipient

**(2) HQ:**

- Best of Series (Complete)
- NCO of the Quarter

**(3) Q:**

- Best of Series nominee

**g. Professional Military Writing:** Mentoring junior NCOs in legal research and writing necessitates the ability to articulate complex legal concepts in a clear and concise manner, fostering their professional development.

**(1) Military Law Review**

**(2) Military Review**

**(3) National Security Law Quarterly**

**(4) The Army Lawyer**

**(5) The Journal of Military Learning**

**(6) The NCO Journal**

**h. Other Indicators for MQ:**

**(1) Any two Operational Badges IAW AR 600-8-22**

**(2) CMF/Judge Advocate Legal Services Branch Association Award**

**(3) Division/Corps NCO of the Year Competition Coordination**

**(4) Expert Soldier Badge**

**(5) Master Instructor Badge**

**(6) MOVSM**

**(7) No less than three (3) State Activation (SAD) Ribbons (specified by state or territory)**

**(8) Recruiter Gold Badge**

**(9) Serving in a position one or more grades higher**

**(10) NGB Staff Identification Badge**

**(11) Two (2) KD positions held within previous five (5) years with MQ rating**

**(12) Three or more State Activation Ribbons (Specified by State or Territory)**

**(13) Special Speaking Engagement by Invitation outside of your Chain of Command as the Subject Matter Expert CMF27**

**6-9. Master Sergeant/First Sergeant (MSG/1SG) (SL5)**

**a. Skills:**

- (1) These paralegals assist in developing legal strategies aligned with command goals and**

provide expert legal advice to the SJA/CJA on matters impacting the command, while also taking on substantial responsibilities in force management, professional development, and talent management of subordinate paralegals. As the senior legal enlisted advisor to the Division/State/Corps/ACOM/ASCC CSM, they advise on all enlisted legal matters impacting the command, providing data analysis relevant to their area of responsibility.

(2) They conduct thorough legal research and analysis to advise senior leadership, ensuring all initiatives comply with regulations, but their guidance extends to career planning and identifying advanced training opportunities for their personnel. Beyond technical expertise, they are tasked with monitoring the health, welfare, and physical fitness of their team, acting as an advocate for their well-being and ensuring access to necessary support services, building strong working relationships with staff sections, departments, and agencies like the HRC, Army Corps of Criminal Appeal, CID, G1, G3/5/7, Retention, and Transition. Their role requires not only legal acumen but also a deep commitment to developing a ready and resilient legal workforce with operational knowledge.

(3) They serve as the senior enlisted legal advisor to the SJA, Division Commander, and Division CSM, offering guidance on legal operations, including Military Justice (AR 27-10), Operational Law, Administrative Law, Legal Assistance, and claims processing (AR 27-1). They oversee the training, welfare, and professional development of Paralegal NCOs and specialists, while managing equipment, automation systems, logistical planning, and deployment readiness. Chief Paralegal NCOs are responsible for advising commanders and staff on all MOS 27D paralegal matters, managing the career progression of paralegal personnel, and preparing reports for the SJA and commanders. As part of the central leadership team, alongside the SJA, DSJA, legal administrator, and senior civilian advisor, they ensure the effective management of the legal office. MSGs in this role must continuously refine their leadership skills, enhance their technical and tactical expertise, and maintain personal and organizational readiness to deploy in support of mission requirements. They remain relevant and ready in a diverse legal discipline and charged with guiding newly assigned judge advocates on military operations and career progression.

**b. Assignments:**

**(1) Operating:**

- Chief Paralegal NCO, Division/State/Command
- Senior Military Justice Operations NCO (Sr MJ Ops NCO)

**(2) Generating:**

- 1SG, 27D AIT
- 1SG, DCC
- 1SG, NCOA
- 1SG, TJAGLCS Student Detachment
- Observer Coach/Trainer
- Operations Training NCO

**(3) Broadening:**

- 1SG
- Army Chief Paralegal, NGB
- Chief Paralegal NCO TDS - NGB - OTOT
- Circuit Defense Paralegal NCO, TDS
- Deputy Commandant Regional Training Institute
- Equal Opportunity Advisor
- Inspector General
- Mobilization NCO
- National Guard Liaison, U.S. Army Transformation and Training Command

(T2COM)

- NCOIC Law Office Management Division (LOMD) - NGB GC
- Operations Training NCO
- State Command Group Operations NCO
- State Talent Manager NCO
- Training Development NCO/Course Manager

**(4) Key Development/Special Assignment/Critical Assignment:** Key developmental positions at this level are focused on managing legal operations at the institutional level. Paralegal NCOs in these assignments oversee synchronization of paralegal efforts across commands, develop policies affecting the 27D career field, and advise senior leadership on the employment and professional development of paralegal Soldiers. They play a critical role in shaping force structure, doctrine, and modernization efforts within the JAG Corps. Training the Junior Officers on Legal Matters and expertise. These assignments may include:

- **MQ:** 24+ months in any of the following positions with an MQ rating.
- **HQ:** 24+ months of any of the following with an HQ rating.
- **Q:** Minimum of 24 months of 36 months in operational brigade or (36 months of 60 months) of CMF 27 series.

- 1SG Readiness NCO – Command Leadership and Staff

Assignments Policy (CLASP)

- Chief Paralegal NCO, Division/Joint Task Force/State
- Chief Paralegal NCO, Military Police Brigade
- Command Paralegal NCO, Division/State
- Senior Military Justice Operations NCO
- State Talent Manager

**(5) Nominative:** Nominative assignments represent the highest level of responsibility for Paralegal NCOs. Selection for these positions reflects exceptional technical competence, professional reputation, and leadership acumen. These senior enlisted leaders advise senior leadership on the paralegal operations, personnel/talent management, and doctrine/policy affecting the JAG Corps. They also serve as stewards of the 27D profession, mentoring future leaders and ensuring the continued excellence and relevance of the paralegal field.

- Chief Paralegal NCO - Defense Legal Services Agency Army Element
- Special Speaking Engagement by Invitation outside of your Chain of Command

as the Subject Matter Expert CMF27

- Paralegal Warrior Course Cadre

### c. Training:

#### (1) Self-Development:

- Joint Senior Leaders course

#### (4) Organizational: None.

#### (3) Institutional:

- **MQ:** Three or more of the following courses.
- **HQ:** Two of the following courses.
- **Q:** One of the following courses:
  - Air Assault (2B)
  - Battle Staff (2S)
  - Command and Chief Paralegal New Developments Course (within 12 months)
  - Commander and First Sergeant Course
  - Common Faculty Development - Instructor Course (8)
  - Holistic Health and Fitness - Integrator Course/Master Fitness Trainer (P5)
  - How the Army Runs Course (HTAR-C) (6R)

- Joint Senior Leader Course
- Jumpmaster (5W)
- Manpower and Force Management Course
- Military Justice Managers Course

**d. Military and Civilian Education:**

**(1) Military Education**

- **MQ:** Distinguished Honor Graduate, Honor Graduate, Distinguished Leader Award
- **HQ:** Commandant's List, Exceeded Course Standard, Superior Academic Achievement
- **Q:** Sergeants Major Academy Achievement

**(2) Civilian Education:**

- **MQ:** Master's Degree or higher-level advanced degree with one of the following honors: Cum Laude; Magna Cum Laude; or Summa Cum Laude
- **HQ:** Bachelor's Degree or 120 college credits; or other lifelong learning opportunities.
- **Q:** Maintenance of professional certification to include, state notary and CORE register paralegal

**e. Physical Fitness:** Consistently prioritizing physical fitness demonstrates a Paralegal NCO unwavering commitment to physical excellence, setting the bar for their Soldiers to emulate. A Paralegal NCO's physical fitness allows them to make sound decisions under pressure and maintain stamina during extended operations, improving their tactical expertise and readiness for any environment. Their dedication motivates their team to strive for peak performance, ensuring the unit is prepared for any challenge.

(1) **MQ:** AFT score 450 or above, with a score of 90 in each event.

(2) **HQ:** AFT score 400 or above, with a score of 80 in each event.

(3) **Q:** Minimum AFT score of 300, with a score of 60 in each event and meets AR 600-9 qualifications.

**f. Competitive Boards:** None.

**g. Professional Military Writing:** Published author in any Army or JAG Corps publication to include:

- (1) Military Law Review
- (2) Military Review
- (3) National Security Law Quarterly
- (4) The Army Lawyer
- (5) The Journal of Military Learning
- (6) The NCO Journal

**h. Other indicators for MQ:**

- (1) Broadening assignment within last 36 Months
- (2) CMF/Judge Advocate Legal Services Branch Association Award
- (3) MSG serving in an SGM position
- (4) Performance of KD 24 of 36 months (or 36 out of 60 months) with MQ rating (CMF 27)
- (5) Special Speaking Engagement by Invitation outside of your Chain of Command

as the Subject Matter Expert CMF27

**6-10. Sergeant Major/Command Sergeant Major (SGM/CSM) (SL6)**

Merit-based indicators of consideration for SGM may include; a pattern of consistent NCOERs reflecting exceptional duty performance in challenging assignments with the potential to succeed in higher levels of responsibility; successful service in valid MSG/1SG positions within

MOS/ASI career track; minimum requirement having met or exceeded NCOPDS course standards earning any of the following: Distinguished Honor Graduate, Honor Graduate, Leadership Award, or Commandant's List placement are given noteworthy consideration for the merit of their achievement, and continued learning opportunities through military and civilian education are highly valued.

**a. Skills:**

**(1) 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.

**(2) Chief Paralegal and Senior Enlisted Leader NGB Office of General Counsel:** The Chief Paralegal position at NGB is an application process and Board Bench should require the most experience and qualified SGM in the JAG Corps within the Air National Guard and Army National Guard.

**(3) Regimental Command Sergeant Major:** 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 JAG Corps. Principal advisor to The Judge Advocate General and The Deputy Judge Advocate General regarding all enlisted matters; is the personal proponent for MOS specific policies and issues affecting over 4,000 active component, reserve component, and National Guard paralegal Soldiers; responsible for oversight of assignments of Chief and Command Paralegal NCOs and key NCO positions throughout the JAG Corps; serves as the Office of The Judge Advocate General's principal enlisted representative for all Article 6 (UCMJ) inspections [an annual inspection of legal services]; provides professional guidance on enlisted matters to SJAs and NCOs throughout the JAG Corps on a daily basis. This pinnacle Paralegal position is the equivalent to any Regimental Command Sergeant Major position.

**(4) Period of service and Skill Identifiers:** 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.

**b. Assignments:**

- (1) Operating:**
  - Command Paralegal NCO (Division/State/Corps or echelons above)
  - NCLOCOE SGM-A Instructor
- (2) Generating:**
  - Command Paralegal NCO (State/ACOM)
  - Chief Paralegal & Senior Enlisted Leader, NGB
- (3) Broadening:**
  - Battalion CSM
  - Brigade CSM
  - Special Speaking Engagement by Invitation outside of your Chain of Command as the Subject Matter Expert CMF27
  - Proponent SGM
  - SGM-A Fellowship Program
- (4) Key Development/Special Assignment/Critical Assignment:** None.
  - **MQ:** 18-24 months in any of the following positions with an MQ rating and a high numeration ranking
  - **HQ:** 18-24 months in any of the following positions with an HQ rating and a high numeration ranking
  - **Q:** 18-24 months in any of the following positions:
    - Battalion CSM
    - Brigade CSM
    - Chief Paralegal NCO and Senior Enlisted Leader NGB Office of General Counsel
    - Command Paralegal NCO, Division/State
    - State Command Sergeant Major
    - State Senior Enlisted Advisor
- (5) Nominative:**
  - CSM Positions within the National Guard IAW NGR 600-200, and any individual state specific guidance for CSM positions
  - Regimental Command Sergeant Major, JAG Corps
  - Bench positions CNGBI 0160.00
- c. Training:**
  - (1) Self-Development:** None.
  - (2) Organizational/Operational:** None.
  - (3) Institutional:**
    - **MQ:** Complete four or more of the following courses:
    - **HQ:** Complete three of the following courses:
    - **Q:** Complete two of the following courses:
      - Air Assault (2B)
      - Battle Staff (2S)
      - Command and Chief Paralegal New Developments Course (within 12 months))
      - Common Faculty Development-Instructor Course
      - Company Commander and First Sergeant Pre-Command Course
      - Holistic Health and Fitness-Integrator Course/Master Fitness Trainer (P5)
      - How the Army Runs Course (HTAR-C) (6R)
      - Jumpmaster (5W)
      - Keystone Course
      - Master Fitness Trainer
      - Nominative Transition Seminar

**d. Military and Civilian Education:**

**(1) Military Education:**

- Nominative Leader Course,
- Senior Enlisted Joint Professional Military Education
- Lean Sigma Black Belt
- Senior Enlisted Joint Professional Military Education
- **MQ:** Achieve any of the following:
  - Distinguished Honor Graduate
  - Honor Graduate
  - Distinguished Leader Award
- **HQ:** Achieve any of the following:
  - Commandant's List
  - Exceeded Course Standard
  - Superior Academic Achievement
- **Q:** Achieved Course Standards

**(2) Civilian Education:** Although not required for promotion, it is strongly recommended NCOs at this rank pursue the completion of a degree. Senior NCOs should prioritize obtaining a degree if they have not already done so. Those with a bachelor's degree should consider pursuing a master's degree. It is important to note that civilian education could be used as a self-improvement indicator for promotion consideration and selection. Education is not a substitute for challenging assignments and by itself, does not indicate "Most Qualified" for promotion. Additionally, Sr NCOs should complete the EJPME II course, the Army COOL - Project Management Professional (PMP) certification, and applicable Army COOL - Manager - Certifications/Licenses. See Chapter 2 for detailed information on self-improvement, COOL certifications, DL, and Army e-Learning courses.

- **MQ:** Achieve any of the following:
  - Master's Degree with one of the following honors: Cum Laude; Dean's List; Magna Cum Laude; President's List; or Summa Cum Laude.
  - Paralegal Credentialing Program Certification (CORE Registered Paralegal).
- **HQ:** Achieve any of the following:
  - Associate's degree having completed 90 credit hours towards a bachelor's degree and have completed lifelong learning opportunities within specified military MOS.
  - Bachelor's Degree.
- **Q:** Complete lifelong learning with certifications

**e. Physical Fitness:** A Paralegal Sergeant Major/Command Sergeant Major's dedication to physical fitness is not just a personal endeavor at their level, but a statement about their unwavering commitment to the standards and discipline that define the Army. Their physical fitness signifies their ability to handle the mental and physical demands of leadership, influencing the entire organization's readiness, including the tactical proficiency of legal support assets. By leading from the front, Sergeant Major/Command Sergeant Major's reinforces the importance of fitness as a cornerstone of professional excellence and create a culture of resilience throughout the ranks.

**(1) MQ:** AFT score 450 or above, with a score of 90 in each event.

**(2) HQ:** AFT score 400 or above, with a score of 80 in each event.

**(3) Q:** Minimum AFT score of 300, with a score of 60 in each event and meets AR 600-9 qualifications.

**f. Competitive Boards:** None.

**g. Professional Military Writing:** Advising the command on legal matters requires the ability to synthesize complex information into concise written briefs, informing strategic decision-making. An SGM/CSM expertise in writing serves as a cornerstone for maintaining the integrity

and efficiency of the legal support system. SGM/CSM are encouraged to be a published author in any military journals to include the following publication:

- (1) Military Law Review
- (2) Military Review
- (3) National Security Law Quarterly
- (4) The Army Lawyer
- (5) The Journal of Military Learning
- (6) The NCO Journal

**h. Other indicators of MQ:**

- (1) CMF/Judge Advocate Legal Services Branch Association Award
- (2) Four or more operational awards IAW AR 600-8-22
- (3) Four or more State Achievement Awards or service ribbons (not including longevity awards)
- (4) Broadening assignment within last 36 months
- (5) Perform in KD positions for 24 months out of 36 months (or 36 months out of 60 months) with MQ rating (CMF27)

## Chapter 7

### MOS 27D - United States Army Reserve (USAR) - Component 3 (COMPO 3)

#### 7-1. Major Duties

Paralegals require a basic knowledge of all six core legal functions practiced in the JAG Corps (military justice, national security law, legal assistance, trial defense services, administrative and civil law, and contract and 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).

#### 7-2. Prerequisites

See DA Pam 611-21 (Military Occupational Classification and Structure).

#### 7-3. Goals for Development

a. In the Army Reserve, a 27D Paralegal Specialist must deliberately manage their career to balance technical legal expertise with tactical leadership. To remain competitive and ready for the demands of the JAG Corps, paralegals should follow a structured development path focused on diverse assignments and continuous education. A paralegal's assignment pattern should include roughly 70 percent operational assignments, roughly 20 percent generating force assignments, and 10 percent broadening assignments. This career path requires bouncing back and forth from Legal Command to Embedded (within a unit structure) assignments, as paralegals are encouraged to seek positions in both Legal Operation Detachments (LOD) and Embedded units throughout their careers to build a broad base of experience.

b. In addition, participation in unit missions such as rotations to Large Scale Operations, WarEXs, other major collective training exercises, and other 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, 1SG, 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, which include military justice, national security law, legal assistance, trial defense services, administrative and civil law, and contract and fiscal law.

c. As they enter the senior ranks, paralegals are expected to develop leadership, mentorship, and the ability to train Soldiers in one or more of these 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 TJAGLCS, Paralegal Warrior Course, and other USARC Courses.

d. The Army offers a wide array of Special Qualification Identifier (SQI), Additional Skill Identifier (ASI), and Personnel Development Skill Identifier (PDSI) that enable Paralegal Specialists to enhance their skills in accordance with their assigned unit and position. In addition to these, the Compo 3 provides one ASI that Paralegal Specialists and NCOs are encouraged to pursue to further their professional development. They are as follows:

(1) **SQI Code:** None.

(2) **ASI Code:** C5 (Court Reporter). The pursuit of the C5 ASI as an Army Court Reporter represents a significant milestone in the professional development of a Paralegal Specialist. Mastery of verbatim transcription is a highly specialized and disciplined skill that underpins the integrity of the military justice system. For the NCO, earning the C5 ASI demonstrates a commitment to technical excellence and serves as a springboard to

greater responsibility. This expertise fosters a unique professional fluidity; once proficiency is established, the NCO is not confined to the courtroom. Instead, their proven attention to detail, accuracy, and understanding of complex legal proceedings make them exceptionally qualified for a variety of other critical roles within the JAG Corps. Leaders who cultivate C5-qualified Soldiers are building a more versatile and capable formation, ensuring that a deep bench of experts is available to support the mission while also allowing their most skilled NCOs the flexibility to broaden their careers in instruction, legal administration, and senior staff positions.

#### **7-4. Assignment Framework**

**a.** The Army categorizes assignments for paralegals to support operational readiness and professional development across the force. These assignments are structured to align with the Army's personnel development model and ensure paralegals gain experience in diverse legal environments. Each assignment type, Operating, Generating, Broadening, Key Development/Special/Critical, and Nominative, offers distinct opportunities that contribute to mission success and career progression.

**(1) Operating.** Paralegals directly support warfighting functions through operating assignments in both Legal Operation Detachments (LOD) and embedded units. They serve at the Battalion, Brigade, Division, or Command level, delivering legal support for military justice, administrative law, and national security law during training exercises, Warfighters, and deployments.

**(2) Generating.** In generating assignments, paralegals help sustain the Army Reserve's readiness and institutional depth. They work in legal offices and training centers, providing administrative and legal support to Soldiers, their Families, and commanders. These roles allow NCOs to act as Subject Matter Experts (SME) in technical and tactical skills while training and mentoring the next generation of paralegals.

**(3) Broadening.** Broadening assignments provide Army Reserve paralegals with opportunities to grow professionally outside of traditional legal roles. These assignments, often categorized as 00G positions, may include roles as a Talent Management NCO, Drill Sergeant, Inspector General, Course Writer, Operations NCO, Instructor, or specialized liaison position, which strengthen leadership skills and provide a wider enterprise perspective.

**(4) Key Development, Special, and Critical Assignments.** These assignments are vital for career advancement and reaching the senior NCO ranks. Paralegals step into critical leadership positions such as Chief Paralegal NCO, Senior Paralegal NCO, Senior Military Justice NCO, or Court Reporter, where they manage the delivery of legal services at the Brigade, Division, or LOD level. Success in these roles demonstrates the versatility and expertise required to lead an SJA, CJA, or BJA office.

**(5) Nominative.** Nominative assignments recognize top-performing Reserve paralegals who are deliberately selected for high-visibility leadership roles. These Soldiers serve in senior leader assignments such as USARC, HRC, Pentagon. In these positions, they coach, teach, and mentor the Senior NCO population while providing high-level guidance to senior leaders within the JAG Corps and command teams.

#### **7-5. Private - Specialist/Corporal (PVT, PV2, PFC – SPC/CPL) (SL1)**

**a. Skills:** The skillset paralegals develop from the rank of Private through Specialist/Corporal are foundational to long-term professional development and are honed by engaged leadership. Within the Army Reserve, it is vital that the appropriate Command or Chief Paralegal NCO responsible for personnel management ensures that paralegals serve in skill-building assignments that promote development and facilitate growth for positions of greater responsibility, following the Reserve Components 27D Career Model.

**b. Assignments:**

**(1) Operating:**

- Paralegal Specialist at the Battalion, Brigade, Division, or Command level.
- Paralegal Specialist at the Legal Operation Detachments (LOD).

**(2) Generating:** None.

**(3) Broadening:** None at this grade; focus is on mastering foundational technical skills.

**(4) Key Development/Special Assignment/Critical Assignment:** None.

**(5) Nominative:** None.

**c. Training:**

**(1) Self-Development:** Grow competence in Army doctrine commonly utilized.

- Army Correspondence Course Program
- Defense Travel System Courses
- National Security Law–Primer Course
- Army Paralegal Competency Course

**(2) Operational:**

- Sergeants Time Training
- Military Justice Online Application
- Combat Life Saver
- Driver's Training
- Paralegal Employment in Large-Scale Combat Operations (PELSCO)
- Operational Skill level 1 tasks on the 27D Individual Critical Task List
- Air Assault School

**(3) Institutional:**

- Army Paralegal Competency Course
- Basic Court Reporter Course
- Law for Paralegal Course
- National Security Law-Primer Course
- Paralegal Warrior Course
- Trial for Paralegal Course

**d. Military and Civilian Education:**

**(1) Military Education:** Basic Leader Course. The paralegal specialist should aim to achieve any of the following academic honors:

- Distinguished Honor Graduate
- Honor Graduate
- Distinguished Leader Award
- Commandant's List
- Exceeded Course Standard
- Superior Academic Achievement

**(2) Civilian Education:**

- University of Providence Legal and Paralegal Studies Program.
- National paralegal certification programs, and higher education programs research.

**e. Physical Fitness:** Demonstrating consistent physical fitness reflects a paralegal Soldier's reliability and commitment to readiness, vital for performing tasks efficiently and assisting junior Soldiers. A paralegal Soldier's ability to maintain peak physical condition translates to sharper focus and quicker decision-making under pressure, improving their tactical proficiency. By prioritizing fitness, a paralegal Soldier sets a positive example and contributes to a culture of physical and mental resilience within their unit.

**(1) Far Exceed the standard:** AFT score 450 or above, with a minimum score of 90 in each event.

**(2) Exceed the standard:** AFT score 400 or above, with a minimum score of 80 in each event.

**(3) Met the standard:** Minimum AFT score of 300, with a minimum score of 60 in each event and meets AR 600-9 qualifications.

**f. Competitive Boards:**

**(1)** Soldier of the Month/Quarter/Year boards at the Company, Battalion, or Brigade level.

**(2)** Paralegal of the Quarter/Year at the Command, Division.

**g. Professional Military Writing:** Sharpening writing proficiency enables a paralegal Soldier to clearly and concisely document case details, ensuring accurate record-keeping and reporting. Developing their writing skills makes paralegal Soldier a more effective contributor in preparing legal briefs and supporting judge advocates with complex cases, skills that will be directly applicable to writing assignments in BLC. Soldiers should gain a fundamental understanding of American Psychological Association (APA) style research paper production.

**h. Other:**

**(1)** Expert Soldier Badge

**(2)** MOVSM

**7-6. Sergeant (SGT) (SL2)**

**a. Skills:** As first-line leaders and developing legal professionals, these NCOs provide direct supervision and mentorship to junior Soldiers, ensuring the timely and accurate delivery of legal services. They must provide legal and administrative support in areas that include military justice, legal assistance, national security, administrative law. In the Army Reserve, SGTs must continuously advance their knowledge and abilities to contribute effectively to the legal mission while balancing the technical requirements of the JAG Corps with tactical leadership.

**b. Assignments:**

**(1) Operating:**

- Paralegal NCO, Battalion/Brigade/Division/Command
- Paralegal NCO, Court Reporter-ASI C5
- Paralegal NCO, Trial Defense Service
- Paralegal NCO, Special Trial Counsel

**(2) Generating:**

**(3) Broadening:** Paralegal

- Drill Sergeant
- Recruiter
- Instructor

**(4) Key Development/Special Assignment/Critical Assignment:** None.

**(5) Nominative:** None.

**c. Training:**

**(1) Self-Development:** Grow competence in Army doctrine commonly utilized.

- Army Correspondence Course Program
- Defense Travel System Courses
- National Security Law-Primer Course
- Army Paralegal Competency Course

**(2) Operational:**

- Sergeants Time Training
- Paralegal Warrior Course

- PELSCO
- Combat Life Saver
- Driver's Training
- Operational SL2 tasks on the 27D Individual Critical Task List

**(3) Institutional:**

- Basic Court Reporter Course (C5)
- DC 101-Defense Paralegal Course
- Law for Paralegal Course
- Trial Paralegal Course

**d. Military and Civilian Education:**

**(1) Military Education:** Advanced Leader Course

• **MQ:** Distinguished Honor Graduate, Honor Graduate, Distinguished Leader Award

• **HQ:** Commandant's List, Exceeded Course Standard, Superior Academic Achievement

**(2) Civilian Education:**

• **MQ:**

- College Degree, with one of the following honors: Cum Laude; Dean's List; Magna Cum Laude; President's List; or Summa Cum Laude

- Paralegal Credentialing Program Certification (CORE Registered Paralegal)

• **HQ:** Associate's or higher degree or 60+ credits towards bachelors

• **Q:** High School Diploma or GED

**e. Physical Fitness:** Leading by example through dedicated physical fitness builds trust and respect within a brigade legal section, proving their commitment to the physical demands of a leader. A paralegal NCO's physical fitness enables them to maintain composure under stress, think clearly in challenging situations, and lead effectively in all operational environments, directly influencing their tactical proficiency. By prioritizing fitness, a paralegal NCO empowers their subordinates and builds a more resilient and capable legal support team.

**(1) Far Exceed the standard:** AFT score 450 or above, with a score of 90 in each event.

**(2) Exceed the standard:** AFT score 400 or above, with a score of 80 in each event.

**(3) Met the standard:** Minimum AFT score of 300, with a score of 60 in each event and meets AR 600-9 qualifications.

**f. Competitive Boards:**

(1) SGT Eric L. Coggins Award for Excellence

(2) Paralegal NCO of the Quarter/Year, Division/Corps

(3) NCO of the Month/Quarter/Year

(4) SGT Audie Murphy Award Recipient

(5) SGT Morales Award Recipient

(6) USARC MSG Brian Tolliver Paralegal of the Year Award

**g. Professional Military Writing:** Strong writing skills are essential for a Sergeant to draft legal memorandums, reports, and recommendations, directly impacting the efficiency of legal actions. Honing their writing ability allows them to mentor junior paralegals, ensuring they develop the necessary communication skills for future success, and further strengthens their capacity for writing tasks in Advanced Leader Course (ALC).

**(1)** The Army Lawyer

**(2)** National Security Law Journal

**(3)** NCO Journal

**h. Other:**

**(1)** Expert Soldier Badge

**(2) MOVSM**

**7-7. Staff Sergeant (SSG) (SL3)**

**a. Skills:** Paralegal NCOs are legal professionals that provide comprehensive legal and administrative support across the following legal disciplines: military justice, national security law, legal assistance, trial defense services, administrative and civil law, and contract and fiscal law. They are expected to continuously advance their knowledge and abilities to contribute effectively to the legal mission. At this rank, NCOs must transition into more complex supervisory roles, ensuring technical accuracy while maintaining the tactical readiness of their team.

**b. Assignments:**

**(1) Operating:** Duties emphasize delivering timely and accurate legal services in military justice, administrative law, and National Security law to enable mission success. These assignments may include:

- Paralegal NCO, Battalion/Brigade/Division
- Paralegal NCO, Court Reporter-ASI C5
- Paralegal NCO, National Security Law
- Paralegal NCO, Trial Defense Service
- Paralegal NCO, Special Victims Counsel
- Paralegal NCO, Special Trial Counsel

**(2) Generating:**

- Paralegal NCO, Battalion/Brigade/Division
- Court Reporter-ASI C5
- Paralegal NCO, Trial Defense Service
- 27D AIT Instructor
- Court Reporter Instructor

**(3) Broadening:**

- Talent Management NCO - Pentagon
- Instructor
- Judge Advocate Recruiting Office (JARO) NCO
- Course Developer/Writer
- Operations/Training NCO

**(4) Key Development/Special Assignment/Critical Assignment:**

- **MQ:** 24+ months in any of the following positions with an MQ rating
- **HQ:** 24+ months in any of the following positions with an HQ rating
- **Q:** 18-23 months in any of the following positions:
  - Court Reporter (C5 ASI)
  - Paralegal NCO (Command level)
  - Career Manager NCO (Pentagon)
  - Trial Defense Services (TDS) NCO
  - Special Victims Counsel (SVC) NCO

**(5) Nominative:**

- Office of the Chief Army Reserve (OCAR) Paralegal NCO
- Special Trial NCO

**c. Training:**

**(1) Self-Development:**

- Army Correspondence Course Program
- Defense Travel System Courses
- National Security Law-Primer Course

- Army Paralegal Competency Course

**(2) Operational:**

- Paralegal Warrior Course
- PELSCO
- Military Justice Leaders Course
- Trial for Paralegal Course
- Operational SL3 tasks on the 27D Individual Critical Task List

**(3) Institutional:**

- **MQ:** Any three or more of the following courses
- **HQ:** Any two of the following courses
- **Q:** Any one of the following courses
  - Basic Court Reporter Course (C5 ASI)
  - DC 101-Defense Paralegal Course
  - Advanced Law for Paralegal Course

**d. Military and Civilian Education:**

**(1) Military Education:** Advanced Leader Course

- **MQ:** Distinguished Honor Graduate, Honor Graduate, Distinguished Leader

Award

- **HQ:** Commandant's List, Exceeded Course Standard, Superior Academic

Achievement

- **Q:** Complete required PME

**(2) Civilian Education:**

- **MQ:**
  - College Degree, with honors
  - Paralegal Credentialing Program Certification (CORE Registered Paralegal)
- **HQ:** Associate's or higher degree or 60+ credits towards bachelors
- **Q:** High School Diploma or GED

**e. Physical Fitness:** Leading by example through dedicated physical fitness builds trust and respect within a brigade legal section, proving their commitment to the physical demands of a leader. A paralegal NCO's physical fitness enables them to maintain composure under stress, think clearly in challenging situations, and lead effectively in all operational environments, directly influencing their tactical proficiency. By prioritizing fitness, a paralegal NCO empowers their subordinates and builds a more resilient and capable legal support team.

**(1) MQ: Far Exceed the standard:** AFT score 450 or above, with a score of 90 in each event.

**(2) HQ: Exceed the standard:** AFT score 400 or above, with a score of 80 in each event.

**(3) Q: Met the standard:** Minimum AFT score of 300, with a score of 60 in each event and meets AR 600-9 qualifications.

**f. Competitive Boards: Winners will receive an MQ rating.**

- (1) SGT Eric L. Coggins Award for Excellence
- (2) Paralegal NCO of the Quarter/Year, Division/Corps
- (3) NCO of the Month/Quarter/Year
- (4) SGT Audie Murphy Award Recipient
- (5) SGT Morales Award Recipient
- (6) USARC MSG Brian Tolliver Paralegal of the Year Award

**g. Professional Military Writing:** Strong writing skills are essential for a Sergeant to draft legal memorandums, reports, and recommendations, directly impacting the efficiency of legal actions. Honing their writing ability allows them to mentor junior paralegals, ensuring they develop the necessary communication skills for future success, and further strengthen their capacity for writing tasks in Advanced Leader Course (ALC).

- (1) The Army Lawyer
- (2) National Security Law Journal
- (3) NCO Journal

**h. Other:**

- (1) Expert Soldier Badge
- (2) MOVSM

**7-8. Sergeant First Class (SFC) (SL4)**

**a. Skills:** Sergeants First Class are Subject Matter Experts (SME) in both technical and tactical skills, possessing the knowledge and experience required to lead a SJA, CJA, or BJA office. SFCs assigned to commands with general courts-martial (GCM) jurisdiction, Legal Operations Detachment (LOD) Teams, and as Senior Paralegal NCOs within the US Army Reserve (USAR) and USAR Legal Command are expected to exemplify refined leadership skills while continually enhancing technical and tactical expertise. SFCs must also be prepared to serve as Chief Paralegal NCOs responsible for the management of division or command-level legal offices. They provide expert legal and administrative support across the six legal disciplines: military justice, national security law, legal assistance, trial defense services, administrative and civil law, and contract and fiscal law. As senior NCOs, they focus on leadership, mentorship, and the ability to train Soldiers across multiple disciplines.

**b. Assignments:**

**(1) Operating:**

- Senior Paralegal NCO, Brigade/Division/Command
- Senior Court Reporter (C5 ASI)
- Senior Military Justice NCO
- Senior National Security Law NCO

**(2) Generating:**

- Senior Paralegal NCO, Battalion/Brigade/Division
- Senior Court Reporter (C5 ASI)
- Senior Paralegal NCO, Trial Defense Service

**(3) Broadening:**

- Talent Management NCO
- Senior Instructor

**(4) Key Development/Special Assignment/Critical Assignment:**

- **MQ:** 24+ months in any of the following positions with an MQ rating
- **HQ:** 24+ months in any of the following positions with an HQ rating
- **Q:** 18-24 months in any of the following positions
  - Court Reporter (C5 ASI)
  - Paralegal NCO (Command level)
  - Career Manager NCO (Pentagon)
  - Trial Defense Services (TDS) NCO
  - Special Victims Counsel (SVC) NCO

**(5) Nominative:**

- U.S. Army Reserve Command (USARC) Senior Paralegal NCO
- Senior Military Justice Operations NCO

**c. Training:**

**(1) Self-Development:**

- Army Correspondence Course Program
- National Security Law-Primer Course
- Army Paralegal Competency Course

**(2) Operational:**

- Paralegal Warrior Course
- PELSCO
- Military Justice Leaders Course
- Trial for Paralegal Course
- Operational SL4 tasks on the 27D Individual Critical Task List

**(3) Institutional:**

- **MQ:** Any three or more of the following courses
- **HQ:** Any two of the following courses
- **Q:** Any one of the following
  - Basic Court Reporter Course (C5 ASI)
  - DC 101-Defense Paralegal Course
  - Advanced Law for Paralegal Course

**d. Military and Civilian Education:**

**(1) Military Education:** Advanced Leader Course

- **MQ:** Distinguished Honor Graduate, Honor Graduate, Distinguished Leader Award
- **HQ:** Commandant's List, Exceeded Course Standard, Superior Academic Achievement
- **Q:** Complete required PME

**(2) Civilian Education:**

- **MQ:**
  - College Degree, with honors
  - Paralegal Credentialing Program Certification (CORE Registered Paralegal)
- **HQ:** Associate's or higher degree or 60+ credits towards bachelors
- **Q:** High School Diploma or GED

**e. Physical Fitness:** Leading by example through dedicated physical fitness builds trust and respect within a brigade legal section, proving their commitment to the physical demands of a leader. A paralegal NCO's physical fitness enables them to maintain composure under stress, think clearly in challenging situations, and lead effectively in all operational environments, directly influencing their tactical proficiency. By prioritizing fitness, a paralegal NCO empowers their subordinates and builds a more resilient and capable legal support team.

**(1) MQ: Far Exceed the standard:** AFT score 450 or above, with a score of 90 in each event.

**(2) HQ: Exceed the standard:** AFT score 400 or above, with a score of 80 in each event.

**(3) Q: Met the standard:** Minimum AFT score of 300, with a score of 60 in each event and meets AR 600-9 qualifications.

**f. Competitive Boards:**

- (1)** SGT Audie Murphy Award Recipient
- (2)** SGT Morales Award Recipient
- (3)** USARC MSG Brian Tolliver Paralegal of the Year Award

**g. Professional Military Writing:** Strong writing skills are essential for a Sergeant to draft legal memorandums, reports, and recommendations, directly impacting the efficiency of legal actions. Honing their writing ability allows them to mentor junior paralegals, ensuring they develop the necessary communication skills for future success, and further strengthen their capacity for writing tasks in Advanced Leader Course (ALC).

- (1)** The Army Lawyer
- (2)** National Security Law Journal
- (3)** NCO Journal

**h. Other:**

- (1)** Expert Soldier Badge
- (2)** MOVSM

- (3) Paralegal Warrior Cadre
- (4) Other Judge Advocate Legal Services (JALS) Awards
- (5) USAR Broadening Opportunity Program
- (6) Army People Strategy
- (7) Urban Defense
- (8) Global Security

### 7-9. Master Sergeant (MSG) (SL5)

**a. Skills:** MSGs assigned to commands with general courts-martial (GCM) jurisdiction, Legal Operations Detachment (LOD) Teams, and as Chief Paralegal NCOs within the U.S. Army Reserve (USAR) and USAR Legal Command are expected to exemplify refined leadership skills while continually enhancing technical and tactical expertise. MSGs are responsible for the management of division or command-level legal offices.

#### **b. Assignments:**

##### **(1) Operating:**

- Chief Paralegal NCO, LOD/Division/Command
- HHC, 1SG, Legal Command

##### **(2) Generating:**

- Course Developer/Writer

##### **(3) Broadening:**

- Talent Manager (Pentagon)
- Operations NCO (Command level)
- 1SG
- Fellowship (i.e. White House, Congressional)
- OCAR Legislative Affairs Liaison Officer (LNO) NCO
- Training Development NCO/Course Manager
- Mobilization NCO (Command level)

##### **(4) Key Development/Special Assignment/Critical Assignment:**

- **MQ:** 24+ months in any of the following positions with an MQ rating and high enumeration ranking
- **HQ:** 24+ months of any of the following with an HQ rating and high enumeration ranking
- **Q:** 18-23 months in any of the following positions
  - Chief Paralegal NCO (2 or 3 Star GO Command level)

##### **(5) Nominative:**

- U.S. Army Reserve Command (USARC) Chief Paralegal NCO
- Senior Talent Manager (Pentagon)

#### **c. Training:**

##### **(1) Self-Development:** None.

##### **(2) Operational:**

- Company Commander/First Sergeant Course
- Reserve Component National Security Course (RCNSC)
- HTAR-C
- Manpower and Force Management Course
- Operational SL5 tasks on the 27D Individual Critical Task List

##### **(3) Institutional:**

- Command/Chief Paralegal New Development Course

#### **d. Military and Civilian Education.**

##### **(1) Military Education:** Master Leader Course

- **MQ:** Distinguished Honor Graduate, Honor Graduate, Distinguished Leader

Award

- **HQ:** Commandant's List, Exceeded Course Standard, Superior Academic

Achievement

**(2) Civilian Education:**

- **MQ:**
  - College Degree, with honors
  - Paralegal Credentialing Program Certification (CORE Registered Paralegal)
- **HQ:** Associate's or higher degree or 60+ credits towards bachelors
- **Q:** High School Diploma or GED

**e. Physical Fitness:** Leading by example through dedicated physical fitness builds trust and respect within a brigade legal section, proving their commitment to the physical demands of a leader. A paralegal NCO's physical fitness enables them to maintain composure under stress, think clearly in challenging situations, and lead effectively in all operational environments, directly influencing their tactical proficiency. By prioritizing fitness, a paralegal NCO empowers their subordinates and builds a more resilient and capable legal support team.

**(1) MQ: Far Exceed the standard:** AFT score 450 or above, with a score of 90 in each event.

**(2) HQ: Exceed the standard:** AFT score 400 or above, with a score of 80 in each event.

**(3) Q: Met the standard:** Minimum AFT score of 300, with a score of 60 in each event and meets AR 600-9 qualifications.

**f. Competitive Boards:** USARC MSG Brian Tolliver Paralegal of the Year Award.

**g. Professional Military Writing:** Strong writing skills are essential for a Sergeant to draft legal memorandums, reports, and recommendations, directly impacting the efficiency of legal actions. Honing their writing ability allows them to mentor junior paralegals, ensuring they develop the necessary communication skills for future success, and further strengthens their capacity for writing tasks.

- (1)** The Army Lawyer
- (2)** National Security Law Journal
- (3)** NCO Journal

**h. Other:**

- (1)** Expert Soldier Badge
- (2)** MOVSM
- (3)** Paralegal Warrior Cadre
- (4)** USAR Broadening Opportunity Program
  - Army People Strategy
  - Urban Defense
  - Global Security

**7-10. Sergeant Major (SGM) (SL6)**

Merit-based indicators of consideration for SGM may include; a pattern of consistent NCOERs reflecting exceptional duty performance in challenging assignments with the potential to succeed in higher levels of responsibility; successful service in valid MSG/1SG positions within MOS/ASI career track; minimum requirement having met or exceeded NCOPDS course standards earning any of the following: Distinguished Honor Graduate, Honor Graduate, Leadership Award, or Commandant's List placement are given noteworthy consideration for the merit of their achievement, and continued learning opportunities through military and civilian education are highly valued.

**a. Skills:**

**(1) 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 staff 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.

**(2) Regimental Command Sergeant Major:** 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 JAG Corps. Principal advisor to The Judge Advocate General and The Deputy Judge Advocate General regarding all enlisted matters; is the personal proponent for MOS specific policies and issues affecting over 4,000 active component, reserve component, and National Guard paralegal Soldiers; responsible for oversight of assignments of Chief and Command Paralegal NCOs and key NCO positions throughout the JAG Corps; serves as the Office of The Judge Advocate General's principal enlisted representative for all Article 6 (UCMJ) inspections [an annual inspection of legal services]; provides professional guidance on enlisted matters to SJAs and NCOs throughout the JAG Corps on a daily basis. This pinnacle Paralegal position is the equivalent to any Regimental Command Sergeant Major position.

**(3) Period of service and Skill Identifiers:** 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.

**b. Assignments:**

**(1) Operating:**

- Command Paralegal NCO
- U.S. Army Reserve Legal Command G-3, Operations SGM

**(2) Generating:** None.

**(3) Broadening:**

- USAR Advisor/Liaison Officer, NCO Leadership Center of Excellence and SGM-A
- Brigade CSM
- SGM-A Fellowship Program
- Fellowship (i.e. White House, Congressional)

**(4) Key Development/Special Assignment/Critical Assignment:** None.

**(5) Nominative:** None.

**c. Training:**

- (1) **Self-Development:** None.
- (2) **Operational:**
  - Reserve Component National Security Course (RCNSC)
  - HTAR-C
  - Manpower and Force Management Course
- (3) **Institutional:**
  - Command/Chief Paralegal New Development Course

**d. Military and Civilian Education:**

- (1) **Military Education:** Sergeant Major Academy
  - **MQ:** Distinguished Honor Graduate, Honor Graduate, Distinguished Leader

Award

- **HQ:** Commandant's List, Exceeded Course Standard, Superior Academic

Achievement

- (2) **Civilian Education:**

- **MQ:**
  - College Degree, with honors
  - Paralegal Credentialing Program Certification (CORE Registered Paralegal)
- **HQ:** Associate's or higher degree or 60+ credits towards bachelors
- **Q:** High School Diploma or GED

**e. Physical Fitness:** Leading by example through dedicated physical fitness builds trust and respect within a brigade legal section, proving their commitment to the physical demands of a leader. A paralegal NCO's physical fitness enables them to maintain composure under stress, think clearly in challenging situations, and lead effectively in all operational environments, directly influencing their tactical proficiency. By prioritizing fitness, a paralegal NCO empowers their subordinates and builds a more resilient and capable legal support team.

(1) **MQ: Far Exceed the standard:** AFT score 450 or above, with a score of 90 in each event.

(2) **HQ: Exceed the standard:** AFT score 400 or above, with a score of 80 in each event.

(3) **Q: Met the standard:** Minimum AFT score of 300, with a score of 60 in each event and meets AR 600-9 qualifications.

**f. Competitive Boards:** None.

**g. Professional Military Writing:** Advising the command on legal matters requires the ability to synthesize complex information into concise written briefs, informing strategic decision-making. An SGM/CSM expertise in writing serves as a cornerstone for maintaining the integrity and efficiency of the legal support system. SGM/CSM should have written a least one article published in any of the following publication:

- (1) Military Law Review
- (2) Military Review
- (3) National Security Law Quarterly
- (4) The Army Lawyer
- (5) The Journal of Military Learning
- (6) The NCO Journal

**h. Other indicators of MQ:**

- (1) CMF/Judge Advocate Legal Services Branch Association Award
- (2) USAR Broadening Opportunity Program
  - Army People Strategy
  - Urban Defense
  - Global Security