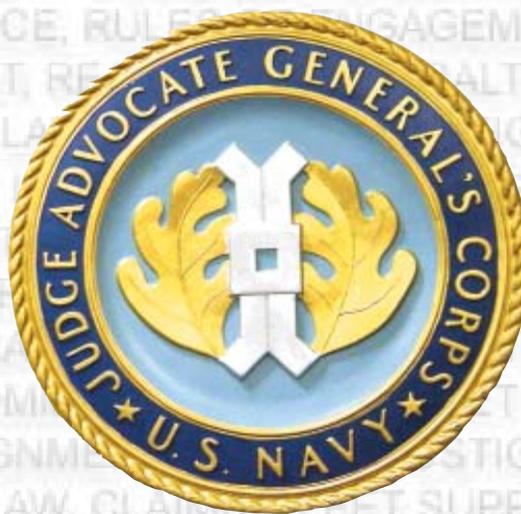
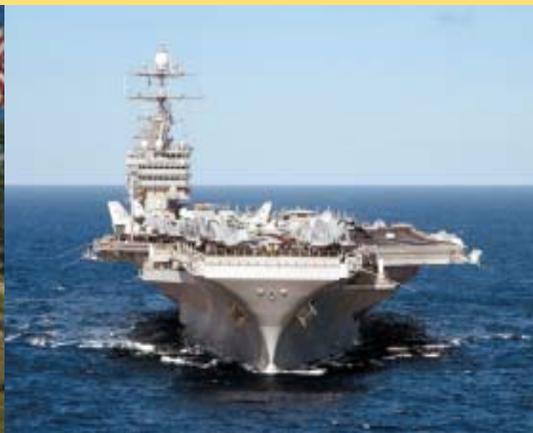


GLOBAL LEGAL READINESS FOR SEAPOWER 21 NAVAL FORCES



Strategic Plan FY 2004-2009



A message from JAG Leadership

The world is changing at a rapid pace. In parallel, the Department of Defense is undergoing a significant transformation – one that invests in people, new technologies, and adaptive strategies to ensure our Nation’s security in the 21st Century. Our Navy legal community – active duty and Reserve Judge Advocates, Legalmen, and civilians – have always answered our Nation’s call to duty, succeeding through hard work and ingenuity. To continue improving the service we provide to the Navy-Marine Corps team, we must regularly assess our strengths and the needs of the Fleet, formulate an effective response, and transform ourselves to meet those needs.

The JAG community embraces CNO’s five priorities for Fleet success: manpower, current readiness, future readiness, quality of service, and alignment. CNO’s plan for addressing these priorities is captured in his annual goals and Sea Power 21. We must apply these priorities to everything we do.

This Strategic Plan provides a roadmap for the JAG Corps. It is intended to be a clear and concise vision to achieve a more responsive and innovative 21st Century JAG Corps. It will evolve based on the state of world events, shifting priorities of U.S. Naval Forces, and our ability to deliver legal services in response.

The Strategic Plan addresses four areas: (1) Professionalism, (2) People, (3) Places, and (4) Processes. As you read the Plan, we ask you to do two things. First, examine the strategies we will pursue to achieve the goals in each of the four areas with an eye toward strengthening your individual contributions to the Fleet, our JAG Corps, and individual Sailors, Marines, and their families. Second, implement the strategies so that we, as a Corps and service support organization, attain our goals.

The Navy JAG legal community plays a vital role in the national security of our Nation. Our success in delivering the most effective and responsive legal support – whether ashore or at sea, in combat or at peace – depends on our ability to perform at the high standards we set for ourselves. We are committed to recruiting and retaining the finest men and women, securing the best training and technology, and increasing our effectiveness in providing the highest quality legal service and advice to the Fleet.

We must, and will, Be Ready.

Michael F. Lohr

*Rear Admiral, JAGC, U.S. Navy
Judge Advocate General*

James E. McPherson

*Rear Admiral, JAGC, U.S. Navy
Deputy Judge Advocate General*

Steven B. Kantrowitz

*Rear Admiral, JAGC, U.S. Naval Reserve
Assistant Deputy Judge Advocate General*

Renee S. Scheetz

*Legalman Master Chief (SW/AW), U.S. Navy
Senior Enlisted Advisor Judge Advocate General*

Strategic Plan

Fiscal Years 2004-2009



Guiding Principles:

Mission.....1

Vision.....2

Our Focus Areas:

Professionalism.....3

People.....4

Places.....5

Processes.....6



Our Mission



Serve the Navy and Marine Corps combat team, combatant commanders, and the Department of Defense whenever and wherever required.

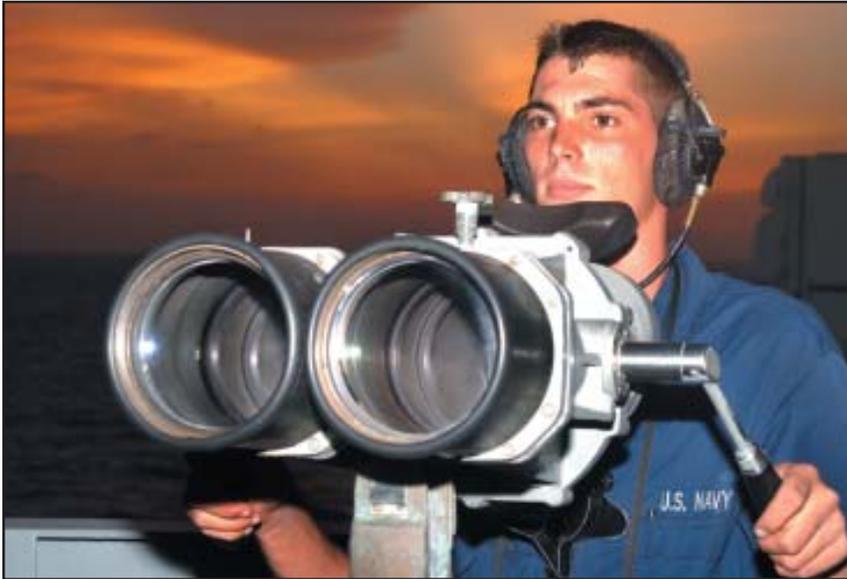


Deliver accurate and effective legal advice to the operating forces of the Navy and Marine Corps and comprehensive legal services for the benefit of Sailors, Marines, and their families.



Develop as leaders and skilled professionals to increase mission execution, operational readiness, good order and discipline, ethical behavior, and personal legal preparedness.

Our Vision



To be the best led and best prepared team of expertly qualified legal professionals providing timely legal advice and services contributing to the operational readiness of the Fleet and supporting forces within the joint environment, while constantly challenging ourselves to develop more effective and productive ways to do our jobs.



Professionalism

Goal

We will strengthen the Navy's ability to meet all mission requirements through our legal knowledge and professional skills.



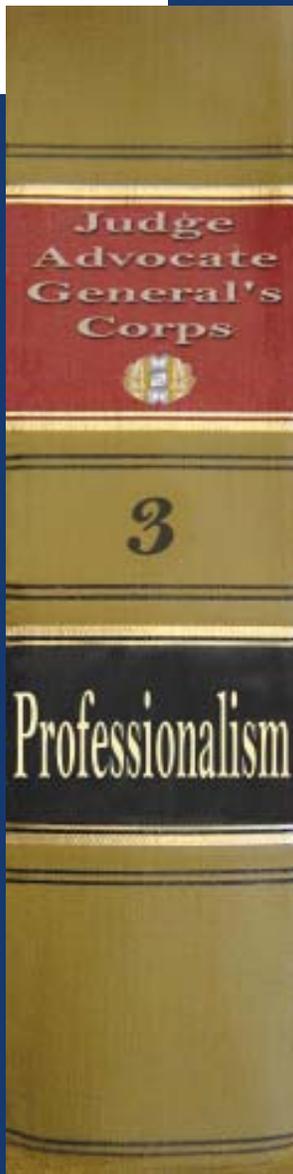
Strategies

⚓ Support the Navy's missions by:

- ▶ Assessing current and future legal requirements of the Sea Power 21 Navy.
- ▶ Aligning personnel and resources to meet these requirements.
- ▶ Providing expert and effective legal services and advice, whenever and wherever required.
- ▶ Evaluating our services and effectiveness on a continuous basis.

⚓ Be the subject matter experts in our assigned areas of professional responsibility.

⚓ Accomplish the mission consistent with the law. If the law needs to be changed – and it makes sense to do so – we will seek to change the law.





Measures of Success

- ⚓ **Timely and effective advice is provided to Naval leaders and commanders.**
- ⚓ **JAG Corps personnel are integrated into planning and execution of all joint, interagency, and coalition operations involving Naval Forces.**
- ⚓ **Naval operations and exercises enjoy maximum operational and navigational freedom consistent with domestic/international law and environmental stewardship.**
- ⚓ **Naval resources are preserved and policies are advocated through aggressive claims programs and a vigilant litigation practice.**
- ⚓ **Good order and discipline are advanced through the administration of a fair and efficient military justice system.**
- ⚓ **Essential individual readiness for Sailors, Marines, and their families is achieved through a comprehensive legal assistance program.**



People

Goal

We will develop as legal professionals and Naval leaders, excelling as a team, uniquely equipped to fulfill the Navy's legal requirements.



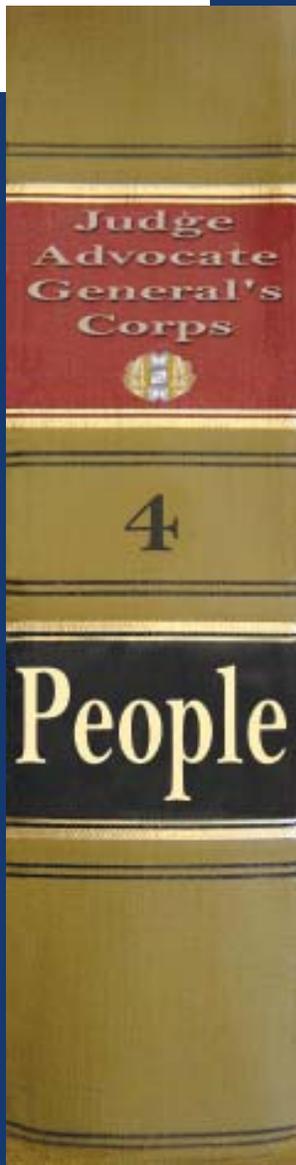
Strategies

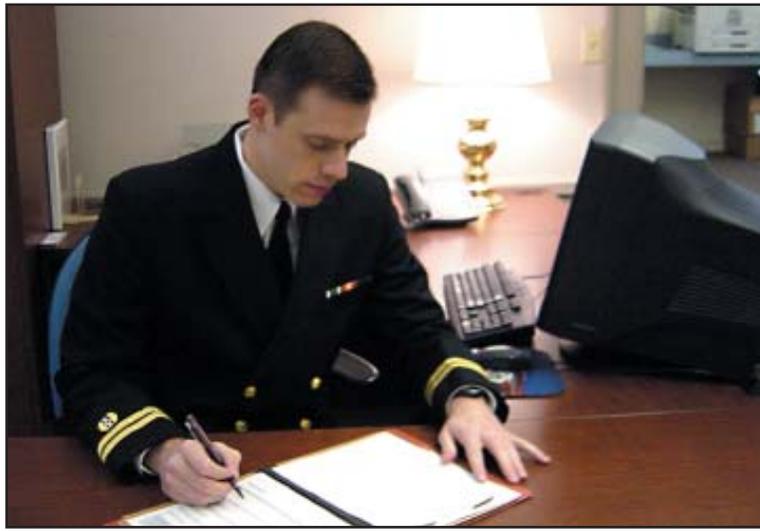
⚓ Conduct relevant, challenging, and technologically integrated courses at the Naval Justice School, emphasizing our core competencies, while providing training in all areas of our practice.

⚓ Hold leaders accountable to mentor, train, and develop their people.

⚓ Provide meaningful performance reviews to reinforce strengths, identify weaknesses, and suggest concrete ways to improve.

⚓ Challenge individuals to seek professional opportunities, education, and training, and to assume increased responsibility for their own development and that of their shipmates.





Measures of Success

⚓ Highest caliber officers, enlisted, and civilian personnel are recruited and retained.

⚓ JAG Corps personnel are optimally prepared - as legal subject matter experts and leaders - to support Naval forces.

⚓ JAG Corps personnel are positioned and prepared - through training, job opportunities, and performance - for their next step on the career ladder.

⚓ Workforce capabilities match current and anticipated service and joint legal requirements.



Places

Goal

Our workplace environment will support our practice, the clients we serve, and reflect our role as Naval and legal professionals.



Strategies

- ⚓ **Locate workplaces where our services are most needed.**
- ⚓ **Enhance “quality of service”- productivity, safety, security, and professionalism - through facilities that meet industry standards and co-locate related functions.**
- ⚓ **Build strong relationships to make our workplace requirements a reality by:**
 - ▶ **Partnering with Commander Naval Installations, regional commanders, and installation commanders to ensure proper funding, space allocation, and design of new facilities.**
 - ▶ **Meeting our tenant responsibilities and engaging host commands to fulfill their responsibilities.**



Measures of Success



⚓ **Facilities promote high productivity, enhance job satisfaction, and increase workforce “quality of service.”**

⚓ **Workplace and courtroom configuration and square footage meet industry standards.**

⚓ **Spaces are in the proper state of repair with a professional appearance.**



Processes

Goal

We will seek and implement processes that continuously improve legal service to the Fleet, stimulate greater individual and organizational productivity, and increase job satisfaction.



Strategies

- ⚓ Promote an individual and organizational perspective that:
 - ▶ Seeks continuous process improvement.
 - ▶ Promotes knowledge sharing and teamwork.
 - ▶ Requires leaders to take ownership of their processes to increase effectiveness and productivity.
 - ▶ Adopts and integrates best business practices to capture efficiencies and savings.
- ⚓ Establish baseline and workload data that provide meaningful measurements of productivity and a reliable basis for improvement.
- ⚓ Leverage technology to enable worldwide access to information.

Judge Advocate General's Corps

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Processes



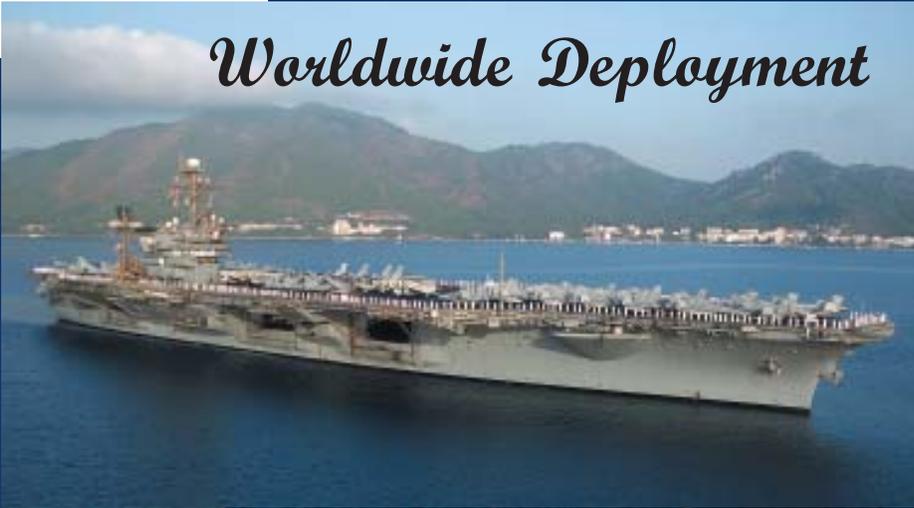


Measures of Success

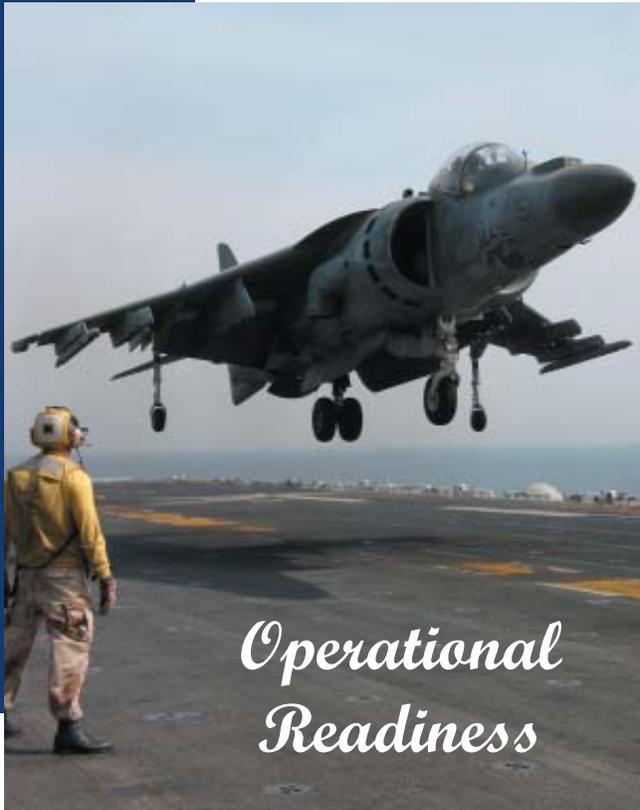
- ⚓ **Our organization bases business decisions on solid facts and reliable data.**
- ⚓ **Measurable efficiencies are achieved through savings in travel, supply, administrative overhead, libraries, inventory management, and other expenses.**
- ⚓ **Uniformity of JAG Corps processes and knowledge sharing minimize “the learning curve.”**
- ⚓ **Relevant JAG Corps information systems are integrated into Navy and DoD networks.**
- ⚓ **Full reach-back capability is available for deployed JAG Corps personnel; knowledge is globally accessible by the Naval legal community.**



Worldwide Deployment



Homeland De



Operational Readiness



Military Justice



*Mobile JAG Teams -
Anywhere, Anytime*



*Mobilizing Reservists,
Supporting Families*



Impact



*Legal Support
After Disasters*



Legal Assistance





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