



## **JAG Guidance for 2004 - Implementing the Strategic Plan -**

In September 2003, we published our Strategic Plan for 2004-2009 that sets broad goals, strategies, and measures of success. Although it lays an important foundation for the future of the JAG Corps, the Plan requires specific, short-term, and executable implementing tasks. This letter will do just that – breathe life into the Plan using concrete action items.

The goals of the Strategic Plan cannot be achieved in one year. That is why we established it as a five-year program. Hence, this Implementation Letter should be understood as a beginning. Our intent is to make the broad goals of the Strategic Plan a reality by setting achievable objectives on an annual basis. In each subsequent year, we will build on the prior year's work, gaining momentum and continuously improving.

This Implementation Letter is organized around the JAG Corps Strategic Plan's four focus areas – Professionalism, People, Places and Processes. Taken as a whole, our four focus groups are consistent with the CNO's top five priorities of Manpower, Current Readiness, Future Readiness, Quality of Service, and Alignment. In fact, our Plan and this letter are designed to implement the CNO's priorities in the Navy JAG community.

This is a tasking letter. In the next few pages, all personnel of our Navy legal community will find specific assignments with action due dates. We ask that you implement them within the time allotted. LT Mei-Ling Marshall, Code 63 Operations Officer, is the point of contact for report submissions and will respond to any questions about our implementation plan. She may be reached at [MarshallMA@jag.navy.mil](mailto:MarshallMA@jag.navy.mil).

We encourage everyone to become involved in this effort. We are shaping the future – your future – and each of you has a vital role in its success.

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*Judge Advocate General*

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## Professionalism

Our services and advice must be timely, accurate and effective. Each is important to JAG Corps and Navy mission accomplishment.

To be timely requires that we be engaged proactively in the issues that have potential legal ramifications for the Navy and its personnel and that our advice reaches decision makers in time to inform and assist them.

To be accurate requires that our advice be comprehensive and backed by solid research. When we speak, we must be right. To do this, our people must be equipped with the tools of our trade, such as continuing legal education opportunities and readily available research resources.

To be effective requires knowing how to get our message across with top-notch writing and speaking skills. Our advice and services must be relevant and helpful to what the operational Navy needs. This latter notion is particularly important. It is what the CNO calls “alignment.”

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### Required Actions

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1. Evaluate and adjust, as needed, the skill mix of our community to ensure we have the right jobs filled with the right people in the right pay grades. To do this we will:
  - a. Survey the Fleet to identify and prioritize fleet mission/legal needs and our “core services.”  
Action: Code 06 – Jan 04  
Assist: COs, Echelon II SJAs, All personnel
  - b. Update Mission Function Task (MFT) statements for OJAG and NLSC commands using the core service priorities identified in Action 1(a), above; Echelon II SJAs are encouraged to do the same within their chains of command.  
Action: Code 06 – Mar 04  
Assist: COs, All personnel
  - c. Develop Knowledge, Skills, Abilities (KSA) descriptions for each type of JAG Corps billet assignment. These KSAs will be provided to NJS for curriculum reviews.  
Action: Code 06 – Jun 04  
Assist: COs, Echelon II SJAs, All personnel
  - d. Develop a plan for effective use of HELM to determine the proper command-by-command distribution, by number and pay grade, for every NLSC billet.  
Action: Code 06, Code 008 – Apr 04  
Assist: NLSC CMC, LN Community Manager, COs
2. Align our NLSOs and TSOs to best support the regional reorganization effort of the Commander, Naval Installations (CNI).  
Action: Code 06 – Begin 2004  
Assist: COs
3. Building on the initiatives outlined above, develop a process/model to determine JAG Corps wide manning levels and priorities.  
Action: Code 00 – Apr 04  
Assist: Code 06
4. Develop a process to more effectively propose legislative initiatives.  
Action: Code 01 – Jun 04

## People

The goals of Professionalism and People are closely related. In Professionalism, the objective is to ensure that we, as an institution, are prepared and aligned to meet the mission requirements of the operational Navy. In People, the emphasis is on building a career force, active and reserve, officer, enlisted and civilian, that is motivated and internally prepared to meet the Navy's long-term operational and legal challenges.

In 2004, we will focus on career development and motivating, training, and mentoring our people as follows:

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### Required Actions

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1. Train to the mission. To do this, we will:
  - a. Evaluate effectiveness of accession pipeline training to prepare JAGs and LNs to meet the billet-specific KSA descriptions required for initial assignment to NLSC commands.  
Action: NJS – Dec 04  
Assist: Code 06, NLSC CMC
  - b. Revise the JAG Corps Personal Qualification Standards (PQS) instruction (JAGINST 1500.4) pertaining to Phase I junior officer development to support KSA descriptions for both NLSC commands and junior SJA positions.  
Action: CO NLSO Midlant and CO TSO West – Dec 04  
Assist: COs, SJAs - COMLANTFLT, COMPACFLT, COMNAVEUR
  - c. Develop on-line training relevant to SJA duties.  
Action: NJS – Dec 04  
Assist: Codes 01 and 008, SJAs - COMLANTFLT, COMPACFLT, COMNAVEUR, BUMED, NETC
  - d. Evaluate sending NLSC Department Heads, Officers in Charge, and SJAs to the Intermediate Officer Leadership Course and conduct a pilot trial.  
Action: PERS 4416, NJS, QMB – Aug 04
2. Survey effectiveness of mentoring programs. Evaluate during one-on-one discussions, training symposiums, Article 6 inspections, and on-line community-wide communications.  
Action: Code 06 – Dec 04  
Assist: Code 008, All personnel
3. Include civilian personnel and civilian career development issues into “People Talk.”  
Action: Code 64, CO NLSO SW, CO NLSO SE – Apr 04  
Assist: Code 61, COs, OJAG Division Directors
4. Assess force-shaping tools (e.g., Targeted Augmentation Program (TAP) and Augmentation) in light of the four-year service obligation.  
Action: Code 61 – Feb 04  
Assist: PERS 4416, COs
5. Ensure 100% utilization of post-graduate training in immediate follow-on tours.  
Action: PERS 4416 – constant evaluation

## Places

The security, configuration and appearance of our workspaces are instrumental to the delivery of quality legal services. We enjoy more success when our personnel are afforded spaces that meet habitability, safety and security standards for their particular responsibilities. With clear-cut industry standards serving as our model, a straightforward and pro-active approach to facility assessment and improvement is essential. Active leadership at all levels, supported by the right technical and financial resources, is necessary to achieve compliance with these standards.

In 2004, we will:

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### Required Actions

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1. Conduct a zero-based survey of courtroom and NLSC office space security. Identify security weaknesses by assessing current physical and procedural measures and prepare a plan for necessary corrective action.  
Action: COs – Dec 04  
Assist: Code 63, Trial Judiciary
2. Document the material condition and adequacy of facilities in meeting Basic Facility Requirements (BFR) and in achieving enhanced functionality and Quality of Service.  
Action: COs, AJAGs – Mar 04  
Assist: Code 63, All personnel
3. Develop industry-standard specifications for courtroom, classroom and office facilities.  
Action: Code 63 – Apr 04  
Assist: COs, AJAGs, Chief Judge and NJS
4. Submit work requests to host commands for every identified facilities need and negotiate to completion.  
Action: COs – Continuous  
Assist: All personnel
5. Secure funding for Naval Justice School military construction (MILCON) project.  
Action: CO NJS – Jun 04  
Assist: Code 63, OLA Legal
6. Integrate facilities project management education at training symposiums, CEC site visits, and PXO/PCO in-briefs. Develop on line project guidance and management resources.  
Action: Code 63 – Dec 04  
Assist: Code 64

## Processes

We must continuously seek better ways to do our jobs. Oftentimes significant improvement can be achieved by small adjustments. Other times, meaningful progress can only be attained by “out of the box” thinking and strong action. Whatever the case, we must not become complacent. Rather, we must explore and adopt innovative business practices to help us do our jobs more effectively and efficiently.

In 2004, these are the steps we will take to stimulate productivity and increase job satisfaction:

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### Required Actions

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1. Identify additional ways to increase management and business process expertise at all levels within the organization.
  - a. Establish an annual planning conference for senior OJAG and NLSC leaders to discuss and identify concrete ways to improve business processes.  
Action: Codes 06, 63, 64 – Jan 04
  - b. Identify and assess at least one command process or practice with high potential for improved efficiency; propose for adoption as a best business practice.  
Action: COs, AJAGs – Jun 04  
Assist: Code 63
  - c. Integrate management education at training symposiums.  
Action: Codes 63, 64 – Sep 04
  - d. Develop a management-training program for senior personnel.  
Action: Code 06 – Sep 04
2. Provide a plan for organizing and staffing OJAG, CNLSC, NAMARA and CIVLAWSUPPACT to create the most efficient, effective organization possible.  
Action: Code 06A – Jun 04  
Assist: AJAGs, Division Directors, COs
3. Complete Legal Assistance (Code 16) and Personnel Claims (Code 15) functional assessments.  
Action: Code 01 – Jun 04
4. Achieve at least a 10% reduction per command in transcription outsourcing costs without increasing case processing times through Voice Recognition technology or other efficiencies.  
Action: TSO COs – Sep 04
5. Improve Activity-Based Costing (ABC) models by using KSAs to distinguish training costs and overhead more accurately.  
Action: Code 64 – Dec 04
6. Identify, assess, and use current productivity metrics and data collection efforts to ensure relevance and effectiveness to proper organizational management and planning.  
Action: AJAGs – Dec 04  
Assist: Code 008, COs