



# JAG Strategic Plan 2025

## Mission

We provide commanders, Sailors and Navy families with targeted legal solutions wherever and whenever required for effective naval and joint operations.

## Vision

We are a diverse team dedicated to the needs of our Navy and the commitments of our Nation. We provide solutions supporting military operations and promote confidence in our legal system. We adapt our global law practice to operate in an increasingly complex, specialized, and interconnected world.

## Lines of Operation

Our lines of operation align with three core practice areas prescribed by statute and [directive](#):

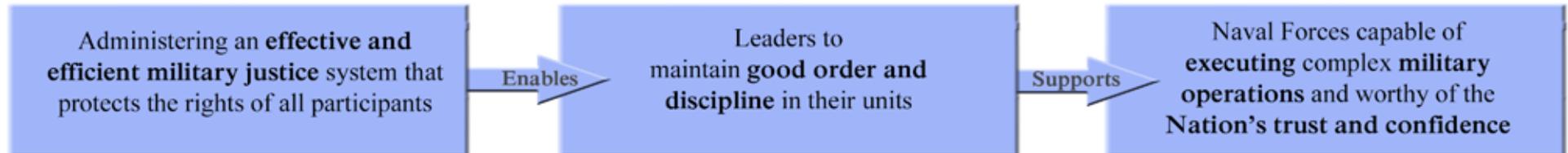
- **Military Justice.** We deliver military justice capabilities that ensure good order and discipline, protect the rights of all parties, and promote public confidence in our military justice system.
- **Operational Law and Command Advice.** We provide commanders with consistent, accurate, and responsive legal advice to support military operations and sound naval administration.
- **Legal Assistance.** We support the Fleet by enabling Sailors and their families to resolve personal legal matters and to remain mission-ready.

# Snapshot: JAG Strategic Plan 2025

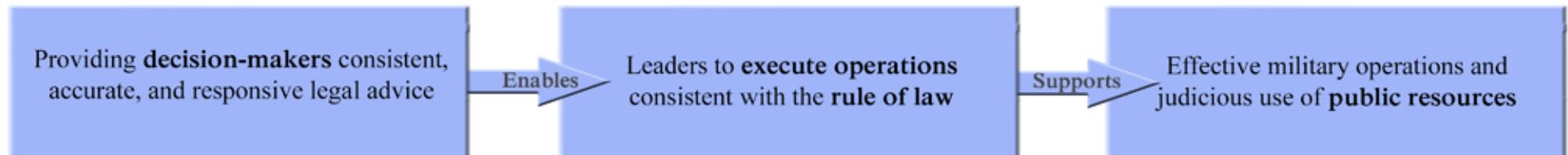


*We provide commanders, Sailors, and Navy families with targeted legal solutions wherever and whenever required to enable effective naval and joint operations.*

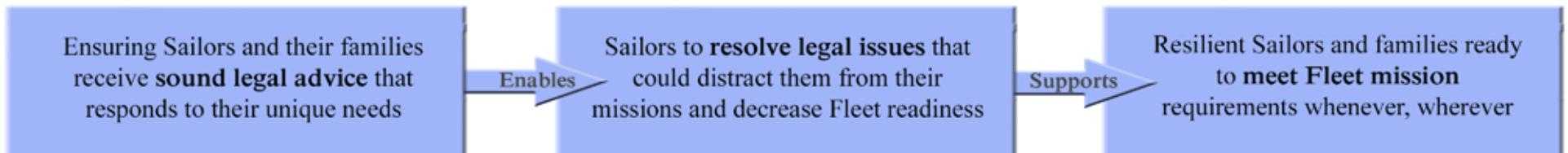
## Military Justice



## Operational Law & Command Advice



## Legal Assistance



## Maintaining a Strong and Resilient JAG Community

- **Recruiting and retaining** the right people
- **Aligning** billets with Fleet needs and **assigning** the right people to the right positions
- Ensuring our personnel are properly **educated and trained**
- Promoting **processes** that ensure the **efficient delivery** of sound, consistent legal advice



## Our Foundation

A strong and resilient JAG Community is a foundational requirement to successfully execute our mission and core practice areas. We must:

- **Recruit and Retain.** We will recruit and retain people who embody the Navy's core values and our Community's Guiding Principles.
- **Align and Assign.** We will align our billets with the needs of the Fleet and assign our people to serve whenever and wherever they are needed most.
- **Educate and Train.** Our people will be educated and trained to meet evolving requirements throughout their careers.
- **Promote Wellbeing.** We will use best practices to collaborate within our Community and throughout the whole of government to promote efficiency and enable sound and consistent legal advice.

## Guiding Principles

Everything begins with integrity. Accordingly, every decision we make will be principled and consistent with [Navy Core Values](#) and these guiding tenets:

- **Mission Focused.** We provide legal solutions that enable mission accomplishment.
- **Globally Responsive.** We respond to commanders, clients, and colleagues whenever and wherever required.
- **Engaged Leadership.** We develop thoughtful, accountable, and motivational leaders across our Community.
- **Resilient Force.** We promote and protect the health, morale, and wellbeing of each member of our Community.
- **Ethically Driven.** We conduct ourselves with the highest degree of professionalism, civility, and integrity in all our interactions.

## Strategic Objectives

To execute our mission, vision, and lines of operation in the predicted future operating environment, we must leverage technology and focus on the following strategic objectives:

- **Capabilities Alignment.** Assess and adjust practice areas and the delivery of legal services to meet the Fleet's evolving mission requirements.
- **Knowledge Management.** Develop and sustain an interactive process to identify, capture, evaluate, retrieve, and share the right information and expertise at the right time in ways that improve our Community's ability to deliver legal solutions whenever and wherever required.
- **Community Health.** Maintain a strong, resilient JAG Community to meet future challenges.

# 2025 Missions and Projected Operating Environments

**National Security Missions** – To prevail in the projected future national security environment, the [strategic guidance for the Department of Defense](#) directs our armed forces to invest in fulfilling the following primary missions:

- Counter terrorism and irregular warfare
- Deter and defeat aggression
- Project power despite anti-access / area denial challenges
- Counter weapons of mass destruction
- Operate effectively in cyberspace and space
- Maintain a safe, secure, and effective nuclear deterrent
- Defend the homeland and provide support to civil authorities
- Provide a stabilizing presence
- Conduct stability and counterinsurgency operations
- Conduct humanitarian, disaster relief, and other operations

In keeping with this guidance, the Chief of Naval Operations directed the Navy to pursue the following [strategic priorities](#):

- Deter aggression and, if deterrence fails, win our Nation’s wars
- Employ the global reach and persistent presence of forward-stationed and rotational forces to secure the Nation from direct attack
- Assure joint operational access and retain global freedom of action
- With global partners, protect the maritime freedom that is the basis for global prosperity
- Foster and sustain cooperative relationships with an expanding set of allies and international partners to enhance global security

The revised Maritime Strategy (March 2015), “[A Cooperative Strategy for 21st Century Seapower](#),” emphasizes combat-credible forward presence and a commitment to allies and partners. It reaffirms the Navy’s essential functions of deterrence, sea control, power projection, and maritime security and adds a new function - all domain access, to assure appropriate freedom of action in any domain - sea, air, land, space, and cyberspace, as well as the electromagnetic spectrum.

## Law

- The legal and policy environment in which commanders operate will increase in complexity & intensity.
- The law of armed conflict and related practice areas will be influenced increasingly by a global community of actors, including U.S. and foreign government agencies, non-governmental organizations, commercial entities, academics, and the media.
- Military criminal law will continue to evolve, requiring robust representation for accuseds, victims, convening authorities, and the U.S., as well as increased transparency and accountability.
- Laws and regulations applicable to government agency and personnel administration will become more numerous, resulting in an increasingly complex legal environment.
- Environmental laws will increasingly affect operations at sea and on shore.

# 2025 Missions and Projected Operating Environments

## Legal Practice

- Increased interdependence among U.S. government agencies, foreign nations, commercial entities, and non-governmental partners in national security affairs will make our practice more multi-dimensional.
- Technology will create and fulfill client, customer, and practitioner demand for rapid, mobile, and tailored engagement and delivery of legal solutions.
- The ethical practice of law will demand that practitioners maintain a baseline level of technological proficiency.
- A decline in the number of law school graduates, especially underrepresented minorities, and an increase in private sector hiring will increase competition for officer accessions.
- Changes in the way private firms deliver legal services will increase competition for qualified paralegals and other non-lawyer legal professionals.

## Federal Government

- The public will demand increased transparency in government operations, including operational law, military justice, and administrative law.
- The Department of Defense will continue to operate in an evolving fiscal environment.
- A significant percentage of the civilian workforce will attain retirement eligibility resulting in a loss of institutional experience. There will be a growing need to attract and retain new talent at all levels of government service.
- The emerging U.S. workforce will continue to expect greater workplace flexibility, including the ability to work remotely and the opportunity to innovate on the job.
- The Navy will remain committed to environmental stewardship, including becoming more energy-efficient and continuing to protect marine ecosystems, without compromising core mission capabilities.





## Conclusion

Our strategy to meet these missions, projected operating environments, and predicted trends is to remain adaptable, focus on our primary lines of operation, and maintain a Community that embodies our Guiding Principles. To implement this strategy in the short term, we will execute an action plan that outlines specific initiatives to keep our Community in step with an increasingly complex, specialized, and interconnected world. By operating within this strategic framework, our global law practice will remain well-positioned to support Navy and joint objectives through 2025.





## Our Current Initiatives

These initiatives serve as waypoints, keeping the Navy JAG Corps on course towards our Strategic Objectives.

### Capabilities Alignment

- **Centralized Legal Assistance / Document Preparation** - Assessing the feasibility of centralized document production for the preparation of basic legal forms for clients (e.g., wills, powers of attorney).
- **Freedom of Information Act (FOIA) Efficiencies** - Ensuring timely and effective public access to court-martial records consistent with applicable law by streamlining the FOIA process for court-martial Records of Trial through transitioning records to the National Archives and Records Administration.
- **Operational Fiscal Law Capability** - Improving our operational fiscal law capability by identifying our fiscal law knowledge requirements and ensuring timely access to that knowledge.
- **Cyber Law Capability** - Assessing the Navy's cyber law requirements, developing a framework to meet the requirements, and establishing a process for identifying, training, and detailing personnel to fill the requirements.
- **Military Justice Training Standards** - Promulgating the new military justice capability requirements and establishing corresponding training standards.

### Knowledge Management

- **Knowledge Management (KM) Vision** - Developing a KM vision and operationalizing it through published policies.
- **JAG Community Intranet and Knowledge Portal** - Initiating development of a JAG Community Intranet and Knowledge Portal as the primary platform for content sharing and technology-leveraged solutions.
- **Institutionalize Process Innovation** - Creating a framework for innovative process improvement and automation to enhance our ability to capture and manage information and improve operational efficiency and performance.
- **Remote Legal Assistance** - Modernizing the legal assistance practice by creating a website that helps clients obtain relevant information on common legal issues.
- **Military Justice Transparency** - Studying ways to improve the public's access to real-time information about military justice matters.

### Community Health

- **Civilian Hiring Standard Operating Procedures (SOP)** - Publishing SOP for hiring personnel into NLSC and OJAG.
- **JA & LN Leader Development Continuum** - Consolidating recommendations of the JA and LN Leader Development Continuum Working Groups and assessing feasibility of implementation.