



DEPARTMENT OF THE ARMY
OFFICE OF THE DEPUTY CHIEF OF STAFF, G-1
300 ARMY PENTAGON
WASHINGTON, DC 20310-0300

11 AUG 2011

DAPE-MPE-PD

MEMORANDUM FOR Office of the Judge Advocate General, Pentagon, Room 2B514, 2200 Army Pentagon, Washington DC 20310-2200

SUBJECT: Approved Revision to Department of the Army Pamphlet (DA Pam) 600-25

1. Reference DAPE-MPE-PD Memorandum, Proponent Input to HQDA Enlisted Centralized Selection Boards, 29 Nov 10.
2. Your Career Management Field (CMF) update (enclosed) to DA Pam 600-25 is approved, effective this date.
3. This office is working to formally publish the update in accordance with the provisions of AR 25-30 and existing Army Publishing Directorate (APD) staffing processes.
4. Beginning with FY12 enlisted centralized selection boards, this update (combined with a formal board Memorandum of Instruction (MOI)) will be accessible to all serving board members and serve as the medium to inform them of professional development guidance for NCOs within your respective CMF.
5. To facilitate the transition to the Army's NCO Professional Development Guide within the selection process, we ask you to post this approved update to your web site as an interim measure during the APD staffing process. This ensures complete transparency and common accessibility to all Soldiers competing for selection by a centralized board, now and in the future.
6. A copy of this memorandum will be furnished to Human Resources Command with the intent that your respective Career Branch will also post these changes to their respective website in an effort to disseminate the information to as many Soldiers as possible.
7. The point of contact for this action is Mr. Gerald J. Purcell, Personnel Policy Integrator, Directorate of Military Personnel Management, at (703) 695-7960.

FOR THE DEPUTY CHIEF OF STAFF, G-1:

Encl
as


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Chapter 12

Paralegal (CMF 27) Career Progression Plan

12-1. Duties

a. Paralegals comprise an integral part of the Judge Advocate Legal Service (JALS) serving in MTOE and TDA organizations (in accordance with AR 27-1). JALS consists of members of the Judge Advocate General's Corps (JAGC), judge advocates, civilian attorneys, professional consultants, legal technicians, warrant officers, paralegal Soldiers, civilian employees, and other personnel on duty with the JALS. Paralegals are critical assets to a Staff Judge Advocate (SJA) section, Command Judge Advocate (CJA) section, Brigade Legal Section, or the unit headquarters. They participate in strategic, operational, and tactical missions in support of Army, Joint, and combined military commands.

b. In addition to maintaining a high level of tactical proficiency, paralegals must maintain a high level of technical proficiency in a number of very specialized areas of law. They administer and supervise the provision of legal services to unit commanders, staff, Soldiers, Family members, and retirees. They perform their duties under the technical supervision of judge advocates, legal administrators, and Department of the Army (DA) civilian attorneys with a common focus of providing timely and effective legal services. These legal services encompass the six core legal disciplines: military justice, international & operational law, claims, legal assistance, administrative & civil law, and contract & fiscal law. Within the military justice discipline, paralegals also provide support to judge advocates and attorneys working in the independent organizations of the U.S. Army Trial Defense Service and the U.S. Army Trial Judiciary. Paralegals are bound by the same rules of ethical behavior as judge advocates in accordance with AR 27-26. Paralegals need to have knowledge of AR 25-55 and AR 340-21.

c. Paralegals function in a dynamic legal environment and perform a wide variety of diverse and technical tasks, which require a career development track focused on multifunctional legal capabilities. Some examples demonstrating the scope of this technical field are listed below.

(1) *International and Operational law.* Operational Law encompasses the law of war but goes beyond the traditional international law concerns to incorporate all relevant aspects of military law that affect the conduct of operations. Paralegals provide support for military operations, to include the military decision-making process, command and control, and planning operations. Paralegals support the military decision-making process by performing mission analysis, preparing legal estimates and other operational law memoranda, designing the operational legal support structure, war-gaming, writing legal annexes, assisting in the development and training of rules of engagement (ROE) and escalation of force, and reviewing plans and orders. Paralegals provide support during the conduct of operations by maintaining situational awareness, assisting with targeting, ROE implementation, and information operations. Paralegals provide support for the correct processing of Prisoners of War (POWs) and detainees. Paralegals help investigate and report alleged Law of War violations. They provide critical support in implementing the DOD Law of War Program by teaching Law of War and Code of Conduct classes. Paralegals provide support to host nations and their civilian/military justice rebuilding projects during stabilization operations.

(2) *Military justice.* Paralegals manage and process evidence, interview witnesses, prepare courts-martial documents, draft charges and specifications, and record and transcribe judicial proceedings. They prepare and manage records of nonjudicial punishment, memoranda of reprimand, and officer and enlisted administrative separation documents. They logistically coordinate and support all legal proceedings and hearings from administrative separation boards to general courts-martial. They also assist judge advocates appointed as Special Assistant U.S. Attorneys in the prosecution of criminal offenses in U.S. Magistrate or District Courts.

(3) *Trial Defense Service (TDS).* Paralegals working in TDS offices support defense counsel who represent Soldiers at General and Special Courts-Martial, Article 32 hearings, pre-trial confinement hearings, UCMJ proceedings, and before administrative boards; manage the schedules of the defense counsel, assist with witness interviews, and manage all office matters.

(4) *Claims.* Paralegals help administer the Army Claims Program, which includes claims filed under the Military Claims Act, The Federal Torts Claims Act, and the Foreign Claims Act. In addition, paralegals process personnel claims, and process claims under Article 139 (redress of injuries to property), Uniform Code of Military Justice. Paralegal duties include claim intake, investigation, adjudication, and carrier recovery. Select paralegals serve as medical claim investigators (MCI) in major medical commands.

(5) *Administrative and Civil law.* Paralegals assist judge advocates and DA civilian attorneys in the review and preparation of documents, such as financial liability assessments, Freedom of Information Act (FOIA), Article 15-6 Investigations, Privacy Act files, and environmental law. Paralegals also assist litigation attorneys in the research and preparation of cases for civil litigation.

(6) *Contract and Fiscal law.* Contract law is the application of domestic and international law to the acquisition of goods, services, and construction. Fiscal law is the application of domestic statutes and regulations to the funding of military operations and support to nonfederal agencies and organizations. Paralegals coordinate and assist in contract and fiscal law legal actions.

(7) *Legal assistance.* Paralegals assist judge advocates in the management and delivery of legal assistance to Soldiers, their Family members, and other eligible personnel. Paralegals assist those eligible for legal assistance with their personal legal affairs in a timely and professional manner by meeting their needs for help and information on legal matters, resolving their personal legal problems whenever possible. Paralegal legal assistance duties include: Providing paralegal support to the judge advocate's legal assistance duties; administering the legal portion of Soldier readiness and pre-deployment processing; maintaining client records; preparing wills, powers of attorney, and other legal documents; providing income tax assistance under the supervision of a judge advocate; managing electronic filing of income tax returns; and providing notary services.

(8) *Responsibilities.* Paralegals support judge advocates and DA civilian attorneys in a wide variety of legal actions and proceedings. On behalf of the SJA, judge advocates and supported attorneys, paralegals perform such tasks as follows: Prepare legal documents and records of proceedings, conduct legal research, conduct interviews of potential witnesses in administrative and criminal investigations, provide client services, coordinate proceedings, schedule and manage appointments, maintain records and statistics, prepare reports, process legal actions, manage the legal office in garrison and in the field, apprise commanders and their staffs of the status of all legal actions and courses of action, coordinate unit legal support and services, plan and conduct military convoys in forward deployed areas of operation; intake, investigation, adjudicate, and pay claims under the Military Claims Act, The Federal Tort Claims Act, and the Foreign Claims Act; train and mentor legal personnel, conduct legal briefings, maintain and execute preventive law programs, conduct intake/screening interviews of clients, maintain legal automation systems, and assist in the implementation of the DOD Law of War Program, including the interpreting and teaching of Law of War, Rules of Engagement, and escalation of force classes to the command.

(9) *Operating environment.* Paralegals must be technically and tactically proficient in all environments and across the operational spectrum. Paralegals, under the supervision of the operational law attorney or the deployed judge advocate, assist in the implementation of the DOD Law of War Program, including interpreting and teaching of Law of War, Rules of Engagement, and escalation of force classes to the command. Integrated in key command planning cells, paralegals are trained in battle staff procedures and skilled in identifying potential legal issues. Paralegal Soldiers are also charged with numerous tactical duties in support of legal operations including convoy operations, TOC/TAC operations, setting up and operating a deployed OSJA, search and security duties in support of information operations, and other tactical related duties.

(10) *Additional skills.* Paralegals with the additional skill identifier (ASI) C5 are court reporters. In addition to the above duties, they record and transcribe verbatim records of courts-martial, administrative proceedings, Article 5 tribunals, and other proceedings as required by law or regulation. Paralegals with the ASI 2S are battle-staff qualified. In addition to the above duties, they serve as a legal representative in the Information Operations cell for brigade-level units and higher; are integrated in key command planning cells; and deploy as an integral member of the battle-staff for brigade-level units and higher.

d. Prerequisites. See DA Pam 611-21 in the HRC Smartbook for details. The MOS is open to women except for those assignments in MTOE units that are restricted by Defense Combat Probability Code (DCPC) of 1.

12-2. Transformation

The Paralegal NCO represents the Warrior Ethos as well as the highest level of legal professionalism. Paralegal NCOs, at all levels, are required to be tactically and technically proficient in both their legal skills and operational skills. The Paralegal NCO is required to master a wide range of legal disciplines, including all six core legal disciplines (Military Justice, International & Operational Law, Administrative & Civil Law, Contract & Fiscal Law, Legal Assistance, and Claims). Operational Law includes the body of law, across all legal disciplines, which affect military operations. Within this body of law, Paralegal NCOs are required to use their legal skills in an operational environment, and combine these skills with their warrior skills. Paralegal NCOs are required to supervise and train multiple paralegal Soldiers at every level of command in the execution of these legal tasks. The Paralegal NCO's legal skills must be accompanied by sound, experienced operational skills that embody the Warrior Ethos. The Paralegal NCO leads legal teams into the operational environment at the Brigade, Division, Corps, Army, and functional command level. These leadership responsibilities include every aspect of pre-deployment preparation and planning, deployment to the theater of operations, and re-deployment to home station. Accordingly, the Paralegal NCO is an integral component of the command staff and the decision planning and MDMP. This responsibility

requires the Paralegal NCO to balance leadership at two critical levels, the professional-level and the tactical-level. The role of the Paralegal NCO as primary trainer for both legal skills and tactical skills is of a key element of their leadership skills. In this regard, every Paralegal NCO is required to be a primary trainer of Soldiers. The Paralegal NCO leads a team of proven professionals committed to justice, grounded in values, and dedicated to providing proactive legal support to the Army, Soldiers, and the Joint Force.

12-3. Recommend Career Management Self-Development by rank

a. PVT-SPC/CPL.

(1) 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 put them to good use.

(2) Soldiers should study and master the following military publications: STP 21-1; FM 1-04; FM 3-21.5FM 3-25.26; FM 3-90.61;FM 4-25.11; ; AR 670-1; TC 3-22.20, all -10 level maintenance manuals associated with their equipment; and Warrior Tasks and Battle Drills associated with their current assignment.

(3) The following books are suggested for self-development: *Art of War* by Sun Tzu, *The Forgotten Soldier* by Sajer, Guy and *The Killer Angels* by Shaara, Michael. CSA Reading List, AKO, General Army Links, Army Leadership contains additional reading material for self-development.

(4) The OPTEMPO of tactical assignments may limit the opportunity for civilian education; however, those Soldiers willing to make the required sacrifices should seize the available opportunities. CLEP and DANTEs are available for those Soldiers unable to pursue formal civilian courses. These self-development options are based on the Soldier's own desire to excel. Ample opportunities exist for Soldiers to participate in various correspondence courses to accomplish individual educational objectives. Soldiers with GT scores below 100 should seek to improve their scores through FAST. Taking additional civilian education courses such as English composition and basic mathematics will prepare Soldiers for the AFCT and improve promotion potential.

(5) The ACCP also provides excellent educational advancements in continued education, leadership and technical proficiency. Education opportunities can be found at the ACES website. CLEP and DANTEs tests are other resources for converting previously acquired knowledge or training into college credit. College education is a critical piece of the self-development program and paralegals should plan their college program around a degree that relates to their MOS using information provided on the SOCAD Web site. Soldiers may also enroll in GOARMYED, an Army program that gives Soldiers the opportunity to pursue a degree program completely online. Paralegal Soldiers may also participate in the Paralegal Degree Program which is a program endorsed by the American Bar Association while working in conjunction with the JAG Corps.

(6) Soldier boards such as Soldier of the Month/Quarter/Year broaden the knowledge base, instill discipline and improve the Soldier's ability to communicate verbally.

(7) Paralegal Specialist/NCOs may be recognized as a Sergeant Eric L. Coggins Award of Excellence recipient. 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 Army. The purpose of this annual award is to recognize the junior enlisted Paralegal Specialist or Paralegal NCO, (SPC-SSG), who best embodies the standards for which SGT Coggins was known. SGT 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. Through a series of local board competitions at varying echelons of command, nominees are selected and then considered by a board at the Office of The Judge Advocate General. The recipient of this award is generally acknowledged as the best junior enlisted paralegal in the United States Army for that respective year. Nominees for this award deserve special consideration for promotion.

(8) Soldiers may also earn promotion points for Technical Certification, a list of certifications can be found on the COOL website. For information on these and other education programs, visit the AEC on your installation.

b. SGT.

(1) The quality and success of a Sergeant's career is in direct proportion to a consistent commitment to excellence, regardless of the mission. Sergeants committed to achieving high goals will develop leadership skills and have the practical knowledge and ambition to put them to good use.

(2) Sergeants should study and master the following military publications: STP 21–24, FM 1; FM 1-04; FM 3–0; FM 6–22; FM 7–0; TC 3-22.20; all -10 level maintenance manuals associated with their equipment and Warrior Tasks and Battle Drills associated with their current assignment.

(3) The following books are suggested reading for self-development: *Common Sense Training* by Collins, Presidio Press, 1980; *Small Unit Leadership* by Malone, Mike; readings on famous military leaders (e.g., Napoleon, Grant, Lee, Pershing, Patton, Bradley, Ridgeway, Westmoreland, and Schwartzkopf); *The Story of the Noncommissioned Officer Corps* (USA Center of Military History); *Infantry Attacks* by Rommel; and *When Bad Things Happen to Good People* by Kushner, Harold S. CSA Reading List, AKO, General Army Links, Army Leadership contains additional reading material for self-development.

(4) The OPTEMPO of operational assignments may limit the opportunity for civilian education; however, those Sergeants willing to make the required sacrifices should seize the available opportunities. Pursuing a college education at this level is not a mandatory requirement but one that will place them above their peers. Soldiers should plan their college program around a degree that relates to their MOS using information provided on the SOCAD Web site. Paralegal Soldiers may also participate in the Paralegal Degree Program which is a program endorsed by the American Bar Association while working in conjunction with the JAG Corps.

(5) Soldier boards such as NCO of the Month/Quarter/Year and the Sergeant Audie Murphy/Sergeant Morales Clubs broaden the knowledge base, instill discipline and improve the Soldier's ability to communicate verbally.

(6) Paralegal Specialist/NCOs may be recognized as a Sergeant Eric L. Coggins Award of Excellence recipient. 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 Army. The purpose of this annual award is to recognize the junior enlisted Paralegal Specialist or Paralegal NCO, (SPC-SSG), who best embodies the standards for which SGT Coggins was known. SGT 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. Through a series of local board competitions at varying echelons of command, nominees are selected and then considered by a board at the Office of The Judge Advocate General. The recipient of this award is generally acknowledged as the best junior enlisted paralegal in the United States Army for that respective year. Nominees for this award deserve special consideration for promotion.

(7) The ACCP also provides excellent educational advancements in continued education, leadership and technical proficiency. Education opportunities can be found at the ACES Web site.

(8) Soldiers may also earn promotion points for Technical Certification, a list of certifications can be found on the COOL website. For information on these and other education programs, visit the AEC on your installation.

c. SSG.

(1) The quality and success of a Staff Sergeant's career is in direct proportion to a consistent commitment to excellence, regardless of the mission. Staff Sergeants who are committed to achieving high goals will develop leadership skills and have the practical knowledge and ambition to put them to good use. These NCOs should study and master the additional military publications: STP 21–24, -10 level maintenance manuals associated with their equipment; and Warrior Tasks and Battle Drills associated with their current assignment.

(2) The following additional books are suggested reading for self-development; continue readings on famous military leaders (for example, Napoleon, Grant, Lee, Pershing, Patton, Bradley, Ridgeway, Westmoreland, and Schwartzkopf); *Small Unit Administration, Manual or ADP Systems*, Stackpole Books; and *The Noncommissioned Officers' Family Guide*, Gross, Beau Lac Pub, 1985. CSA Reading List, AKO, General Army Links, Army Leadership contains additional reading material for self-development.

(3) The OPTEMPO of operational assignments may limit the opportunity for civilian education; however, those SSGs willing to make the required sacrifices should seize the available opportunities. Soldiers should plan their college program around a degree that relates to their MOS using information provided on the SOCAD Web site. These self development options are based on the SSG's own desire to excel. At this stage, SSGs should seek opportunities to pursue completion of an Associate's Degree. Ample opportunities exist for Soldiers to participate in various correspondence courses to accomplish individual educational objectives. Paralegal Soldiers may also participate in the Paralegal Degree Program which is a program endorsed by the American Bar Association while working in conjunction with the JAG Corps.

(4) Soldier boards such as NCO of the Month/Quarter/Year and the Sergeant Audie Murphy/Sergeant Morales Clubs broaden the knowledge base, instill discipline and improve the Soldier's ability to communicate verbally.

(5) Paralegal Specialist/NCOs may be recognized as a Sergeant Eric L. Coggins Award of Excellence recipient. 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 Army. The purpose of this annual award is to recognize the junior enlisted Paralegal Specialist or Paralegal NCO, (SPC-SSG), who best embodies the standards for which SGT Coggins was known. SGT 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. Through a series of local board competitions at varying echelons of command, nominees are selected and then considered by a board at the Office of The Judge Advocate General. The recipient of this award is generally acknowledged as the best junior enlisted paralegal in the United States Army for that respective year. Nominees for this award deserve special consideration for promotion.

(6) The ACCP also provides excellent educational advancements in continued education, leadership and technical proficiency. Education opportunities can be found at the ACES Web site.

(7) Soldiers should also consider entering a technician program to gain nationally recognized credentials in an appropriate technical discipline. Soldiers may also earn promotion points for Technical Certification, a list of certifications can be found on the COOL Web site. For information on these and other education programs, visit the AEC on your installation. *d. SFC.*

(1) As NCOs become more senior in rank, self-motivated development becomes more important. Activities like professional reading or college courses help the Senior NCO develop organizational leadership skills needed to coach, train, and mentor Soldiers. Strive to complete a degree program or accumulate two years of college credit towards a degree. A college degree is not required for promotion but can be a deciding factor when it comes to the best qualified.

(2) These NCOs should study and master the following additional military publications: AR 350-1; FM 3-7; AR 750-1; all -10 level maintenance manuals associated with their equipment; and battle drills associated with their current assignment.

(3) The following books are suggested reading for self-development: *Combat Leader's Field Guide* 10th Ed., Stackpole Books; *Roots of Strategy, Book 2* by Picq, Clausewitz, Jomini, Stackpole Books; continue readings on famous military leaders (that is, Napoleon, Grant, Lee, Pershing, Patton, Bradley, Ridgeway, Westmoreland, and Schwartzkopf); CSA Reading List, AKO, General Army Links, Army Leadership contains additional reading material for self-development.

(4) The OPTEMPO of operational assignments may limit the opportunity for civilian education; however, those SFCs willing to make the required sacrifices should seize the available opportunities. The self-development process should now shift to advanced skills. Ideally, a SFC should have completed an Associate's Degree by 12 years and continue studies towards an upper level degree. The SFC must continue to remain competent in technical fields while focusing on broadening management and doctrinal knowledge. Subjects such as organizational behavior, personnel management, time management, Army operations, and battle staff functions should be emphasized as essential to an SFC. Paralegal Soldiers may also participate in the Paralegal Degree Program which is a program endorsed by the American Bar Association while working in conjunction with the JAG Corps.

(5) The ACCP also provides excellent educational advancements in continued education, leadership and technical proficiency. Education opportunities can be found at the ACES Web site.

(6) Soldiers should also consider entering a technician program to gain nationally recognized credentials in an appropriate technical discipline. Soldiers may also earn promotion points for Technical Certification, a list of certifications can be found on the COOL Web site. For information on these and other education programs, visit the AEC on your installation.

e. MSG/ISG.

(1) As NCOs become more senior in rank, self-motivated development becomes more important. Activities like professional reading or college courses help the Senior NCO develop organizational leadership skills needed to coach, teach and mentor Soldiers. Limited authorizations and fiercely competitive records may dictate civilian education be considered a major discriminator for selection to SGM. Strive to complete a degree program or accumulate two years of college credit towards a degree. However, continuing civilian education (completion of associates or bachelor's degree) is encouraged.

(2) Masters Sergeants/First Sergeants should study and master the following additional military publications: AR 601–280; AR 600–20; DA Pam 611–21; AR 840–10, and AR 220–1.

(3) Master Sergeants should also continue to utilize other distributed learning programs and broaden their focus to include functional training. These Soldiers should recognize their new role as a Senior NCO and pursue functional course offering from various sources that will enhance their understanding of How the Army Runs in order to influence and improve the Army's systems and contribute to the success of their organizations.

(4) The ACCP provides an excellent educational resource in continued education, leadership and technical proficiency.

(5) Additional career enhancement may be gained by continuing to pursue technical certification for civilian certifications on the COOL Web site.

f. SGM/CSM.

(1) The goal of the SGM/CSM is to possess an upper level degree and be working toward a Master's Degree in their chosen discipline. Activities like professional reading or college courses help the Senior NCO develop organizational leadership skills needed to coach, train and mentor Soldiers. Outstanding communications skills are required just by the nature of the number of Soldiers their communications reach. Skills in community and public relations are also important since the SGM/CSM will often be representing the command or Army in civic functions.

(2) The SGM/CSM should read publications on their chains of command professional reading list and CSA Reading List, AKO, General Army Links, Army Leadership. Continued reading about world politics, geo-political issues and Field Manuals relating to Army Operations and current battle doctrine enhance the knowledge base of the leader.

(3) The ACCP provides an excellent educational resource in continued education, leadership and technical proficiency.

(4) Additional career enhancement may be gained by continuing to pursue technical certification for civilian certifications on the COOL Web site.

12–4. MOS 27D Paralegal Specialist

a. Paralegals require knowledge in all legal disciplines and detailed knowledge regarding their assigned duties. Therefore, continuous training and a wide variety of assignments are critical to the paralegal's development and ability to accept increased responsibilities. A paralegal's assignment pattern should have a variety of MTOE and TDA assignments. To develop the essential skills for progression, regular rotation should occur between the different sections in the SJA offices and legal positions located in various echelons of command. In addition, participation in unit rotations to the Combat Training Centers (NTC, JRTC and JMTC) 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, first sergeant, SJA section noncommissioned officer in charge (NCOIC), Senior Paralegal NCO, Chief Paralegal NCO, or Command Paralegal NCO. Every paralegal should strive to become multifunctional across the six legal disciplines. As such, paralegals should continually improve their technical abilities through civilian education (certification by the National Paralegal Association or American Bar 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.

(1) *PVT–SPC/CPL.*

(a) Institutional training. Basic Combat Training, 27D Advanced Individual Training, and the Warrior Leader Course (WLC).

(b) Operational assignments. The paralegal specialist is primarily located in the battalion or brigade headquarters or in a staff judge advocate/command judge advocate (SJA/CJA) section. 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 Soldier skills. During these early years paralegal specialists should deploy often with their assigned units.

(c) Self-development. Paralegal specialists can enroll in correspondence courses online at the Army Correspondence Course Program (ACCP) Web site. Paralegal specialists should pursue completion of college courses, particularly in the areas of management, automation, criminal justice, and the Paralegal Degree Program. For additional information on self-development, refer to paragraph 12–3.

(d) Additional training. Paralegal specialists are encouraged to increase their Soldier skills and experience by attending Air Assault and/or Airborne School, appearing before Soldier of the

Month/Quarter/Year Boards, becoming a certified combat lifesaver, or assuming leadership positions. In addition, it is critical that paralegal specialists obtain a military driver's license and become proficient with crew served weapons authorized in their units (for example, M249 or M2). It is mandatory for all paralegal specialists to have a minimum of a secret security clearance.

(e) *Special assignments.* Paralegal specialists who demonstrate strong verbal and written English skills and typing proficiency may consider becoming a court reporter. Upon selection for and graduation from the court reporter course, they are awarded the ASI C5.

(2) *SGT.*

(a) *Institutional training.* Warrior Leaders Course (WLC), Advanced Leaders Course (ALC), TDS Course, Law for Paralegal NCO Course, and Court Reporter Course.

(b) *Operational assignments.* The majority of sergeants are typically assigned to battalion headquarters or in SJA/ CJA sections. The SGT should focus on developing troop leadership skills and reinforcing the technical and tactical skills learned as a paralegal specialist. They should actively seek leadership positions such as a squad leader or NCOIC in any SJA/CJA section. They must be personally prepared and prepare their subordinates to deploy with their assigned units.

(c) *Self-development.* SGTs must complete the TJAGLCS dL courses (Pre-ALC) that are required for career progression and attendance at the resident phase of ALC Phase II. SGTs are encouraged to attend the Law for Paralegal NCO course offered by TJAGLCS and the Trial Defense Services Course. In addition, they should pursue completion of college courses, particularly in the areas of management, automation, criminal justice, and the Paralegal Degree Program. For additional information on self-development, refer to paragraph 12-3.

(d) *Additional training.* SGTs must complete the TJAGLCS DI courses (Pre-ALC) that are required for career progression to attend ALC. SGTs are encouraged to increase their Soldier skills and experience by attending Air Assault, Airborne, and the battle-staff course; appearing before NCO of the Month/Quarter/Year Boards and/or becoming a certified combat lifesaver. SGTs are also eligible to appear before the SGT Morales and SGT Audie Murphy Boards. However, appearance before these two boards should not take precedence over the operational assignments needed to develop leadership skills and the refinement of their technical and tactical abilities.

(e) *Special assignments.* SGTs who demonstrate strong verbal and written English skills may consider becoming a court reporter. Upon selection for and graduation from the court reporter course, they are awarded the ASI C5.

(3) *SSG.*

(a) *Institutional training.* Advanced Leaders Course (ALC), Senior Leaders Course (SLC), Court Reporter Course, Law for Paralegal NCO Course, TDS Course, Operational Law of War Course, and Battle-Staff Course.

(b) *Operational assignments.* Staff sergeants are typically assigned to a support brigade headquarters or to SJA/CJA sections. SSGs should continue to focus on development and refinement of leadership skills along with improving their tactical and technical expertise. At this point they have the opportunity to serve as a support brigade paralegal NCOIC. The numerous functions, coupled with the diverse responsibilities, make service as the brigade paralegal NCOIC one of the most challenging paralegal assignments. Developing battle-staff skills is extremely important; thus, SSGs serving in the brigade headquarters or as an OPS LAW NCO for a Division, Corps, or Theater Sustainment Command should attain the ASI 2S, Battle-Staff NCO. They serve as a legal representative 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 two judge advocates assigned to the brigade headquarters, and exercise supervisory authority over battalion paralegal specialists and prepare them to deploy with their assigned units.

(c) *Self-development.* SSGs must complete the TJAGLCS DI courses (Pre-SLC) that are required for career progression to attend SLC. SSGs should attend the Law for Paralegal NCO course, TDS Course, and the OPLOW Course, offered by TJAGLCS. At this stage, SSGs should be pursuing an associate or bachelor's degree, or completion of the Paralegal Degree Program. Court reporters should be striving to achieve certification from the National Verbatim Reporters Association (NVRA). For additional information on self-development, refer to paragraph 12-3.

(d) *Additional training.* SSGs are encouraged to increase their Soldier skills and experience by attending Air Assault, Airborne, and Battle-Staff training (ASI 2S); appearing before NCO of the Month/Quarter/Year Boards; and/or becoming a certified combat lifesaver. In addition, SSGs should consider seeking membership in the Sergeant Audie Murphy Club or Sergeant Morales Club.

(e) *Special assignments.* SSGs who demonstrate strong verbal and written English skills may consider becoming a court reporter. Upon selection for and graduation from the court reporter course, they are awarded ASI C5. In addition, the following assignments are encouraged to enhance the tactical, technical, and leadership abilities of the SSG: court reporter; drill sergeant; recruiter; MOS 27D AIT instructor/writer; MOS 27D ALC small group leader/instructor; AIT Platoon Sergeant; Paralegal NCO, Special Operations Forces; and court reporter instructor (ASI C5 qualified).

(4) *SFC.*

(a) *Institutional training.* Senior Leaders Course (SLC), Senior Court Reporter Course, and Battle-Staff Course.

(b) *Operational assignments.* SFCs are typically assigned to commands having general courts-martial (GCM) jurisdiction, NCOIC of Brigade Combat Teams (IBCT/HBCT/SBCT) legal section. SFCs may also serve as the senior paralegal NCOs in SJA/CJA installation/branch offices or in special operation units (75th Ranger Regt, SF Group, or 160th SOAR). SFCs should refine their leadership skills and continue to improve their technical and tactical expertise. In particular, SFCs should prepare themselves to be a Chief Paralegal NCO. As a Chief Paralegal NCO, management skills such as personnel and budget management, maintenance and use of their section's organizational equipment, load planning and palletizing equipment for deployment, management of the section's battle rhythm in the tactical operations center, network and automation systems-especially in a deployed environment, supply and accountability, MTOE/TDA document management, training, and career counseling all take on increased importance. Developing battle-staff skills is important; thus, SFCs serving in the BCT headquarters or as an operational law NCO for a Division or Corps should attain the ASI 2S, Battle Staff NCO, if they have not done so already as a SSG. They serve as a legal representative 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 the judge advocates assigned to the brigade headquarters, and exercise supervisory authority over battalion paralegal specialists/NCOs and prepare them to deploy with their assigned units.

(c) *Self-development.* SFCs should attend the resident Combined Senior/Chief Paralegal NCO Course, Military Justice Managers Course, OPLOW Course, BCT NCOIC Course, and Senior Court Reporter Course, all offered by TJAGLCS. SFCs should be actively pursuing a college degree or completion of the Paralegal Degree Program. Senior court reporters should be striving to achieve certification from the National Verbatim Reporters Association (NVRA). For additional information on self-development, refer to paragraph 12-3.

(d) *Additional training.* SFCs are encouraged to increase their Soldier skills and experience by attending Air Assault and/or Airborne School; appearing before NCO of the Month/Quarter/Year Boards; and/or becoming a certified combat lifesaver. SFCs should also consider seeking membership in the Sergeant Audie Murphy Club or Sergeant Morales Club. In addition, because many of the SFCs assigned to GCM jurisdictions normally hold key leadership positions in the deployed SJA section, attendance at the Battle-Staff NCO Course (ASI 2S) is strongly recommended.

(e) *Special assignments.* SFCs who carry the ASI C5 are normally assigned to senior court reporter positions and exercise supervisory authority over junior court reporters. In addition, the following assignments are encouraged to enhance the tactical, technical, and leadership abilities of the SFC: NCOIC of Brigade Combat Team (IBCT/HBCT/SBCT) legal section, Senior Paralegal NCO-Special Operations Forces, senior drill sergeant; senior instructor/course director-MOS 27D AIT; senior instructor/writer/developer - TJAGLCS; platoon sergeant-MOS 27D AIT; MOS 27D SLC small group leader/instructor; JAGC NCOA senior small group leader, Chief Court Reporter training - TJAGLCS (ASI C5 qualified); MOS 27D assignment manager and MOS 27D observer/controller.

(5) *MSG/1SG.*

(a) *Institutional training.* Battle-Staff Course and The United States Army Sergeants Major Academy (USASMA).

(b) *Operational assignments.* MSGs are typically assigned as Chief Paralegal NCOs at the Army Operational Command Post (OCP) and Army Main Command Post (MCP), Theater Sustainment Command (TSC), Division Headquarters, Corps Headquarters, Army Air Missile Defense Command, Military Police Brigade, and large TRADOC installation SJA offices. In addition, MSGs are located in other specialized assignments like U.S. Special Operations Command, JAGC Combat Developer, field operating agencies of The Judge Advocate General's Corps, First Sergeant of The Judge Advocate General's NCOA, First Sergeant of The Judge Advocate General's School Student Detachment (JAIBC), and service school first sergeant positions. MSGs typically serve as Chief Paralegal NCOs. This position requires significant leadership and management skills, including responsibilities for training, counseling, mentoring, technical supervision, managing equipment and accounting for automation, planning logistical support, and preparing for deployments. When assigned as the senior

paralegal for the organization, 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 Chief Paralegal NCO forms the central team that manages the legal organization and office. MSGs should refine and hone their leadership skills and continue to improve their technical and tactical expertise. They must be personally prepared to deploy and prepare the Soldiers and officers of their respective SJA office to deploy with their units.

(c) *Self-development.* MSGs should be nearing completion of their educational goals, to include obtaining their college degree or completing the Paralegal Degree Program. In addition, MSGs should attend the resident Combined Senior/Chief Paralegal NCO course and Military Justice Managers Course, both offered by TJAGLCS. For additional information on self-development, refer to para 12-3.

(d) *Additional training.* Battle-Staff training. Also see operational assignments above.

(e) *Special assignments.* First Sergeant of JAGC NCOA, First Sergeant of training BN, USASSI, First Sergeant of JAGC Student Detachment, First Sergeant – Branch Immaterial, Combat Developer, and HRC Assignments/Career Manager.

(6) *SGM/CSM*

(a) *Institutional training.* United States Army Sergeants Major Academy.

(b) *Operational assignments.* Sergeant Major (SGM) assignments include positions in SJA offices as Command Paralegal NCOs in Division, Corps, and ASCCs, Instructor – USASMA, The Judge Advocate General's Legal Center and School (CSM), and the Regimental CSM. 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. 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. Serving as the Regimental CSM for the Judge Advocate General's Corps is the pinnacle assignment. The Regimental CSM is the senior enlisted advisor to The Judge Advocate General (TJAG) for all paralegal matters in all three components. 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 JAGC.

(c) *Self-development.* At this point SGMs should have completed a bachelor's degree and be nearing completion of graduate level studies. For additional information on self-development, refer to para 12-3.

(d) *Additional training.* See duties and major duties above.

(e) *Special assignments.* Command Paralegal NCO – Corps, Command Sergeant Major – TJAGLCS, Command Sergeant Major – Branch Immaterial, The Regimental Command Sergeant Major.

b. *Army career degrees.* See SOCAD Army Career Degree Program.

c. *GI to Jobs.* See GI to Jobs COOL Web site.

12-5. MOS 27D Professional Development Model

Access to the Career Maps on the Professional Development Model (PDM) System can be accessed from the Soldier's AKO Page, by selecting "My Training" from the "Self Service" dropdown. PDMs then can be selected

from the "Professional Development" gadget on the MT2 Page. Alternately, users may go a PDM selection menu at the following web address: <<https://ile.atsc.army.mil/pdmPublic/pdm.html>>

12-6. MOS 27D Reserve Component

a. Career progression should parallel Active Army (AA) assignments to the maximum extent possible based on the available troop program unit (TPU) or Individual Mobilization Augmentee (IMA) positions. In addition to the assignments outlined above, many RC paralegal NCOs are assigned to unique legal organizations, which include the Legal Operations Detachment-Multifunctional (LOD-M), Legal Operations Team-General (LOT-G), Legal Operations Team-Special (LOT-S), Legal Operations Detachment-Judicial (LOD-J), and Legal Operations Detachment-TDS (LOD-TD). Those organizations are all part of the United States Army Reserve Legal Command. Individual Mobilization Augmentees, on the other hand, are assigned to specific units and installations to provide legal support in the event of mobilization. Individual Mobilization Augmentees are normally scheduled to work with their active component counterpart for their two-week annual training each year. Based on grade and position, the focus for the RC paralegal should be similar to the focus of the AA paralegal. The RC paralegal, however, must also focus on additional administrative duties. The RC paralegal may serve in an LOD. While a legal organization typically functions as a separate office, it is embedded in a headquarters' element for support purposes. The LOD, however, is a separate command and has additional command and unit responsibilities not found in other legal organizations. The senior judge advocate in the LOD is the LOD's commander. Therefore, the chief paralegal NCO performs duties associated with command as well as his or her legal duties. For example, he or she not only manages the execution of daily legal operations, but also manages and supports the execution of command tasks, such as unit status reports and periodic training briefs. The RC paralegal should possess the same qualifications and capabilities as the AA paralegal and is, therefore, trained in a similar manner. Due to circumstances, such as the distance from the RC Soldier's personal residence to the drill location and civilian employment demands, paralegals need a professional development program that provides effective use of limited available training opportunities. A proactive self-development program planned over a period of time and consistent with AA career development outlined in this chapter is critical for successful RC advancement. This requires close coordination with supervisors and TJAGLCS to obtain appropriate assignment, training, schooling, and qualification requirements. Specific guidance on RC paralegal career progression is outlined below:

b. *Troop Program Unit (TPU), Operational (MTOE) and Institutional Assignments:*

(1) *PVT-SPC/CPL.*

(a) *Operational assignments.* The paralegal specialist is primarily located in the battalion or brigade headquarters (staff judge advocate/command judge advocate (SJA/CJA) section), a Legal Operations Detachment, Legal Operations Team, Expeditionary Sustainment Command, or a Regional Support Command (RSC). 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 deploy often with their assigned units.

(b) *Special assignments.* Paralegal specialists who demonstrate strong verbal and written English skills and typing proficiency may consider becoming a court reporter. After graduation from the court reporter course, they are awarded the ASI C5.

(2) *SGT.*

(a) *Operational assignments:* The majority of sergeants are typically assigned to battalion headquarters (SJA/CJA sections) or at a Legal Operations Detachment, Legal Operations Team, Expeditionary Sustainment Command, or a Regional Support Group. The SGT should focus on developing troop leadership skills and reinforcing the technical and tactical skills learned as a paralegal specialist. They should actively seek leadership positions such as a squad leader or NCOIC in any SJA/CJA section. They must be personally prepared and prepare their subordinates to deploy with their assigned units.

(b) *SGTs who demonstrate strong verbal and written English skills may consider becoming a court reporter. After selection for and graduation from the court reporter course, they are awarded the ASI C5.*

(3) *SSG.*

(a) *Operational assignments.* Staff sergeants are typically assigned to the level of a Special Court-Martial Convening Authority (SPCMCA) in the SJA/CJA section or at a Legal Operations Detachment, Legal Operations Team, Expeditionary Sustainment Command, or a Regional Support Command. SSGs should continue to focus on development and refinement of leadership skills along with improving their

tactical and technical expertise. At this point they have the opportunity to serve as the NCOIC of a CJA Office or an LOD Team. The numerous functions, coupled with the diverse responsibilities means service as the paralegal NCOIC is one of the most challenging assignments. Developing battlestaff skills is extremely important; thus, SSGs serving directly with the operational staff of a unit should attain the ASI 2S, Battle-Staff NCO. They serve as a legal representative 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 the judge advocates assigned to the brigade headquarters, and exercise supervisory authority over battalion paralegal specialists and prepare them to deploy with their assigned units.

(b) *Special assignments.* SSCs who demonstrate strong verbal and written English skills may consider becoming a court reporter. After graduation from the court reporter course, they are awarded ASI C5. In addition, the following assignments are encouraged to enhance the tactical, technical, and leadership abilities of the SSG: Instructor/Writer/Developer; Drill Sergeant; Recruiter; Equal Opportunity Advisor; and Inspector General (must be in the rank of SSG(P) or above).

(4) *SFC.*

(a) *Operational assignments.* SFCs are typically assigned to commands having general courts-martial (GCM) jurisdiction, as well as LOD Teams, and as Senior Paralegal NCOs within the United States Army Reserve Command and United States Army Reserve Legal Command. SFCs should refine their leadership skills and continue to improve their technical and tactical expertise. In particular, SFCs should prepare themselves to be a chief paralegal NCO in charge of a GCMCA level SJA/CJA office. As a chief paralegal NCO, management skills such as personnel and budget management, maintenance and use of their section's organizational equipment, load planning and palletizing equipment for deployment, management of the section's battle rhythm in the tactical operations center, network and automation systems-especially in a deployed environment, supply and accountability, MTOE/TDA document management, training, and career counseling all take on increased importance. Developing battle-staff skills is important; thus, SFCs serving with the operational staff should attain the ASI 2S, Battle Staff NCO. They serve as a legal representative 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.

(b) *Special assignments.* SFCs who carry the ASI C5 are normally assigned to senior court reporter positions and exercise supervisory authority over junior court reporters. In addition, the following assignments are encouraged to enhance the tactical, technical, and leadership abilities of the SFC: Senior Drill Sergeant; Recruiter; NCOA Small Group Leader/Instructor, NCOA Senior Small Group Leader, Equal Opportunity Advisor; and Inspector General.

(5) *MSG/ISG*

(a) *Operational assignments.* MSGs are typically assigned as Chief Paralegal NCO at the Legal Operations Detachment, and Functional Command levels. These positions require significant leadership and management skills, including responsibilities for training, counseling, mentoring, technical supervision, managing equipment and accounting for automation, planning logistical support, and preparing for deployments. They serve as the principal advisor to the SJA/DSJA, commanders, and their staffs regarding all MOS 27D paralegal 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 Chief Paralegal NCO forms the central team that manages the legal organization and office. MSGs should refine and hone their leadership skills and continue to improve their technical and tactical expertise. They must be personally prepared to deploy and prepare the Soldiers and officers of their respective SJA office to deploy with their units.

(b) *Special assignments.* First Sergeant (MOS Immaterial), Equal Opportunity Advisor, and Inspector general.

(6) *SGM*

(a) *Operational assignments.* Sergeant Major (SGM) assignments include positions in SJA offices as Command Paralegal NCOs at the Training Command, JAG Detachment, and Army level. 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. 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. The Command Sergeant Major at Legal Command is responsible for the training and development for all 27Ds within the LODs; development and implementation of programs and training to increase the competence, relevance, and readiness of all 27Ds.

(b) *Special assignments*. Instructor, USASMA (MOS–Immaterial) and Command Sergeant Major, United States Army Reserve Legal Command or to The United States Army Reserve Command.

c. *Active Guard Reserve (AGR), Special Assignments*

(1) *SSG*

(a) *Operational assignments*: N/A.

(b) *Special assignments*: SSGs who demonstrate strong verbal and written English skills may consider becoming a court reporter. After graduation from the court reporter course, they are awarded ASI C5. In addition, the following assignments are encouraged to enhance the tactical, technical, and leadership abilities of the SSG: Drill Sergeant; Recruiter; NCOES Small Group Leader/Instructor; 27D AIT Instructor; Inspector General (must be in the rank of SSG(P) or above); and Equal Opportunity Advisor.

(2) *SFC*

(a) *Operational assignments*. SFCs are typically assigned to units at the SPCMCA or GCMCA level for units such as the Functional Commands, and Training Divisions. SFCs may also be assigned to a Legal Operations Detachment headquarters, United States Army Reserve Legal Command, or to The United States Army Reserve Command. SFCs should refine their leadership skills and continue to improve their technical and tactical expertise. In particular, SFCs should prepare themselves to be a chief paralegal NCO in charge of an Army Command (ACOM) SJA/CJA office. As a chief paralegal NCO, management skills such as personnel and budget management, maintenance and use of their section's organizational equipment, load planning and palletizing equipment for deployment, management of the section's battle rhythm in the tactical operations center, network and automation systems-especially in a deployed environment, supply and accountability, MTOE/TDA document management, training, and career counseling all take on increased importance. Developing battle-staff skills is important; thus, SFCs serving in a deployable headquarters or as an operational law NCO should attain the ASI 2S, Battle Staff NCO. They serve as a legal representative in key command planning cells; and deploy as an integral member of the battle staff. They must be prepared to deploy, and exercise supervisory authority over battalion paralegal specialists and prepare them to deploy with their assigned units.

(b) *Special assignments*. SFCs who carry the ASI C5 are normally assigned to senior court reporter positions and exercise supervisory authority over junior court reporters. In addition, the following assignments are encouraged to enhance the tactical, technical, and leadership abilities of the SFC: Senior/Chief Paralegal NCO at the functional command, Senior Drill Sergeant; NCOES Small Group Leader/Instructor; Senior Instructor/Writer/Developer; Senior Court Reporter (ASI C5 qualified); Inspector General; Equal Opportunity Advisor.

(3) *MSG/ISG*

(a) *Operational assignments*: MSGs are typically assigned as Chief Paralegal NCO at the Army Reserve Functional Commands, Legal Operations Detachments, Human Resources Command, United States Army Reserve Command, United States Army Reserve Legal Command, and Office of the Chief, Army Reserve. These positions require significant leadership and management skills, including responsibilities for training, counseling, mentoring, technical supervision, managing equipment, and accounting for automation, planning logistical support, and preparing for deployments. They serve as the principal advisor to the SJA/DSJA, commanders, and their staffs regarding all MOS 27D-paralegal specialist 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 advisor, the Chief Paralegal NCO forms the central team that manages the legal organization and office. MSGs should refine and hone their leadership skills and continue to improve their technical and tactical expertise. They must be personally prepared to deploy and prepare the Soldiers and officers of their respective SJA office to deploy with their units.

(b) *Special assignments*. First Sergeant of Branch Immaterial position; Inspector General; Equal Opportunity Advisor.

(4) *SGM*.

(a) Operational assignments. Sergeants major may serve as a Command Sergeant Major in a MOS immaterial position. 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. 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.

(b) Special assignments. Command Paralegal NCO – United States Army Reserve
Command and Command Sergeant Major – United States Army Reserve Legal Command.