



DEPARTMENT OF THE ARMY
OFFICE OF THE JUDGE ADVOCATE GENERAL
2200 ARMY PENTAGON
WASHINGTON, DC 20310-2200

DAJA-ZA

13 December 2024

MEMORANDUM FOR JUDGE ADVOCATE LEGAL SERVICE PERSONNEL

SUBJECT: Training Philosophy and Methodology

1. Purpose. This document outlines my training philosophy and provides a methodology for leaders to incorporate it while developing training plans for their personnel. Just as I expect leaders at all levels to have developed a leadership philosophy, so too do I expect leaders to put deliberate thought and effort into their training philosophies and plans. Relevant and innovative training enables our Corps to support the Army's focus areas of warfighting, delivery of combat ready formations, continuous transformation, and strengthening the military profession while bettering our people, strengthening our practice, and ensuring our preparation.

2. Scope and Implementation. This methodology applies to all components and includes all members of our Judge Advocate Legal Services (JALS) community: civilian employees, judge advocates, warrant officers, paralegals, and paraprofessionals. Active component OSJAs are strongly encouraged to collaborate with local and partnered National Guard OSJAs, USAR OSJAs, and the USARLC and LODs to coordinate training events whenever feasible. Furthermore, I encourage OSJAs to integrate training events into their recruitment and outreach initiatives when relevant. Ultimately, leaders are responsible for ensuring that their personnel receive training aligned with mission and operational requirements. Training plans will be reviewed and discussed during Article 6 inspections.

3. Our Focus. Effective training must be grounded in our three core priorities: (1) Our People, (2) Our Practice, and (3) Our Preparation. As our top priority, our people are the foundation of our success. I expect leaders to invest in the development of highly skilled, expertly led, and valued teams. To achieve mastery in our practice, we must modernize and leverage technology to drive innovation. Training should focus on strengthening our core competencies, enhancing expertise, and empowering teams to take ownership. Recognizing that training can be both a collective and individual pursuit, I expect leaders to foster a growth mindset that cultivates an optimal work environment (this includes, but is not limited to, formal wellness programs). This environment should prioritize efficiency, reduce task overload, avoid individual and collective fatigue, and encourage collaboration, self-directed learning, and individual growth. By doing so, we can unlock the full potential of our people, drive excellence in our practice, and be prepared to support our Army as it fights and wins our Nation's wars.

4. Training Development Methodology. Innovative and effective training is not developed in a vacuum, and a well-structured training plan is one that is synchronized across multiple organizational and institutional levels. Time and resources are finite, and I expect leaders to be deliberate in developing their training plans to ensure a maximum return on the time

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invested. The following non-exhaustive list are things leaders should consider in developing their training plans:

a. **Army's Focus Areas.** Everything we do is ultimately in support of the Army's focus areas of warfighting, delivery of combat ready formations, continuous transformation, and strengthening the military profession. Leaders are expected to clearly articulate how each training event or plan supports one or more of these strategic priorities, ensuring that every training effort contributes to the Army's overall mission and objectives.

b. **Organizational Alignment.** Leaders should strive to synchronize their internal training plans with their organization's overall mission and training objectives. Where possible, they should integrate their training plans into the larger organizational framework, ensuring that all training efforts are aligned and mutually supportive.

c. **Readiness Cycles.** Leaders should prioritize training that supports the unit's and Soldiers' readiness cycles, ensuring that efforts are focused on building and maintaining the skills and proficiencies required for upcoming deployments, exercises, and other operational commitments. Whenever possible, leaders should align training with the unit's deployment and exercise schedules to maximize readiness and minimize unnecessary training burden.

d. **Duty Rotations.** Leaders must maintain situational awareness of their personnel's current and future assignments, ensuring that training and development opportunities are tailored to support both current job requirements and upcoming duty roles. I expect leaders to adopt a forward-thinking approach to talent management, investing in the growth and development of their personnel to prepare them for future challenges and responsibilities.

e. **Soldier Skills.** The training of legal professionals, officer and enlisted, is more than just legal training. A comprehensive and synchronized training plan must also prioritize the maintenance and enhancement of individual and collective Soldier Skills, ensuring that all personnel remain proficient in the fundamental skills required of a Soldier.

f. **JALS Institutional Training.** The Legal Center and School (LCS) provides world-class legal education within the Department of Defense (DOD). I expect leaders to integrate these resources into their training plans, leveraging the expertise and opportunities provided by our Regimental home to enhance the knowledge and skills of their personnel.

g. **Cross-Organizational Training Opportunities.** Effective training is not limited to a single level or unit. I encourage leaders to explore and capitalize on training opportunities that exist across various levels and organizations, including higher, lower, and lateral entities. By incorporating these diverse training resources into their plans, leaders can foster a more comprehensive and collaborative approach to professional development, ultimately enhancing the skills and knowledge of their personnel.

h. **Program Guidance.** It is essential that leaders are well-versed in the Command Sergeant Major's "Judge Advocate Legal Services (JALS) Noncommissioned Officer Professional Development Program Guidance," dated 1 March 2024 as well as the Army's

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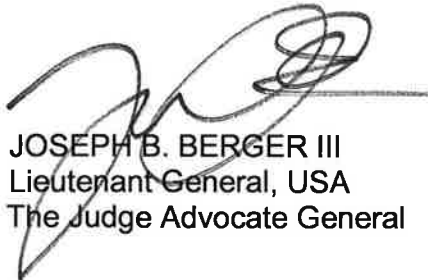
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Civilian Education System for all civilian personnel, and its Supervisor Development Courses required of all civilian and military personnel who supervise Army civilian employees, both described at <https://armyuniversity.edu/amsc/educationalprograms>. I expect leaders to carefully consider the guidance and principles outlined therein when developing and implementing internal training events and plans. Training for JALS personnel should be linked and synchronized to ensure a coordinated and complementary training approach.

5. Professional Responsibility. The training requirements of TJAG Policy Memorandum 22-01 – Professional Responsibility, remain in effect, including the requirement to incorporate at least one (1) hour of Professional Responsibility training as it relates to the use of generative Artificial Intelligence (AI). OSJAs retain ultimate flexibility in deciding how to meet this requirement.

6. Training Resources. In support of this Training Philosophy and Methodology, I am committed to providing you with access to a comprehensive suite of training resources and materials. To aid in the development and execution of your training plans, I encourage you to use the resources available on the Training Resources and Publications page (<https://tjaglcs.army.mil/TRP>). This platform offers a wide range of training materials on various topics relevant to JALS personnel. Additionally, I invite all JALS personnel to contribute to the development and sharing of training resources. If you require specific training materials or have created materials that would benefit the broader JAGC community, please submit your requests or contributions to TJAGLCS-training@army.mil. Your input and participation are essential to ensuring that our training resources remain relevant, effective, and aligned with the evolving needs of our community.

7. Conclusion. Effective training is a purpose-driven endeavor that requires prioritization, a clear vision, and deliberate execution. Just as physical training is designed to achieve specific physical fitness goals, the training of legal professionals must be tailored to achieve well-defined objectives. Without a focused approach, training can become disjointed, leading to fatigue and minimal long-term benefit. This Memorandum is designed to provide JAG Corps leaders with a comprehensive framework for training, outlining my training philosophy, priorities, and methodology. By embracing a deliberate, iterative, and productive approach to training, we can create a culture of continuous learning and professional growth, where each training event builds upon the last, reinforcing our collective knowledge and expertise.



JOSEPH B. BERGER III
Lieutenant General, USA
The Judge Advocate General