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Law

**ENLISTED PARALEGAL
PROFESSIONAL DEVELOPMENT**

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OPR: HQ USAF/JA
(CMSgt Larry G. Tolliver)

Certified by: HQ USAF/JA
(Lt Gen Christopher F. Burne)

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This publication implements AFPD 51-1, *The Judge Advocate General's Department*. It directs the structure and programs for enlisted paralegal professional development and describes the process for vectoring and accessing enlisted paralegals. This instruction applies to active duty, Air Force Reserve and Air National Guard, except where noted otherwise. This publication may be supplemented at any level, but all supplements must be routed to the Office of Primary Responsibility (OPR) listed above for coordination prior to certification and approval. The authorities to waive wing/unit level requirements in this publication are identified with a Tier (“T-0, T-1, T-2, and T-3”) number following the compliance statement. Refer recommended changes and questions about this publication to the OPR listed above using the AF Form 847, Recommendation for Change of Publication; route AF Forms 847 from the field through the appropriate chain of command. Requests for waivers must be submitted to the OPR listed above for consideration and approval. Ensure that all records created as a result of processes prescribed in this publication are maintained in accordance with Air Force Manual (AFMAN) 33-363, *Management of Records*, and disposed of in accordance with Air Force Records Information Management System (AFRIMS) Records Disposition Schedule (RDS). The use of the name or mark of any specific manufacturer, commercial product, commodity, or service in this publication does not imply endorsement by the Air Force.

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Chapter 1

PARALEGAL HISTORY

1.1. Overview. Enlisted Paralegals have been an indispensable part of the Air Force Judge Advocate General's Corps (AFJAGC) for more than 55 years. Today, enlisted paralegals proudly serve as American Airmen and use their in-depth legal skills and training to partner with Judge Advocates in providing commanders and warfighters full spectrum legal support. From the beginning, the Air Force paralegal designation has signified pride and accomplishment in a demanding but rewarding discipline. Under the supervision of an attorney, paralegals perform substantive legal work that requires knowledge, recognition, evaluation, organization, analysis, and communication of relevant facts and legal concepts. Paralegals perform legal research by reviewing and analyzing available precedents and make final legal recommendations for the Staff Judge Advocate or other senior attorney.

1.1.1. Prior to 1955, Air Force paralegals were administrative specialists who carried letters which identified them as legal specialists. In May 1955, paralegals were recognized as a separate career field with their own Air Force Specialty Code (AFSC), 705X0, with the title of Legal Services Specialist. Progress continued to be made towards a distinct identity when in 1979 the Community College of the Air Force recognized the unique nature of the career field by approving an Associate Degree program for paralegals, later validated by the American Bar Association. It wasn't until a few years later, in 1988 that recognition as a Paralegal was official with an 881X0 AFSC. In 1991 the AFSC changed again to the present day 5J0X1.

1.1.2. The paralegal occupational badge was approved in 1994. The insignia consists of the scales of justice with quills and was taken from the Air Force judge advocate badge. The scales of justice represent the military legal system, through which the Air Force maintains good order and discipline. The scales also highlight the common critical link between the paralegal and the judge advocate. The quill has long symbolized the scribe or tools by which the written word is produced. The quills are crossed and rest under the base of the scales of justice to symbolize the essential support of the Air Force legal system by our paralegal force.

1.2. Notable Judge Advocate General Corps members. The Judge Advocate General's Awards program is reflected in the contributions of these individuals. For award criteria and nomination procedures, see AFI 36-2855, *Judge Advocate General Awards*.

1.2.1. Major General Albert M. Kuhfeld, USAF, Retired. General Kuhfeld was called to active duty as an Infantry First Lieutenant in 1942, and subsequently transferred as a Judge Advocate. General Kuhfeld was appointed as The Judge Advocate General (TJAG) in Apr 1960. He was one of the foremost authorities on military justice in the Armed Services. General Kuhfeld was directly responsible for improving the effectiveness and status of The Judge Advocate General's Department and his guidance in the implementation of Status of Forces Agreements between 1953-1960 significantly advanced AF objectives and national security. His contributions are honored with the Outstanding Young Judge Advocate of the Year award (Albert M. Kuhfeld Award).

1.2.2. Major General Reginald C. Harmon, USAF, Retired. General Harmon commissioned as a Second Lieutenant in the Field Artillery Reserve. He was called to extended active duty as a Major in the Officers' Reserve Corps of the Army. In 1946 he became a member of the regular component and on 8 Sep 1948 he was appointed as the first Judge Advocate General in the newly created United States Air Force where he served until 1960. It was under his leadership that the building of one of the largest legal organizations under one head in the world at that time took place. He was selected as a US delegate to the First United Nations Congress in Geneva, Switzerland, convened to consider the Prevention of Crime and the Treatment of Offenders. His contributions are honored with the Outstanding Air Reserve Component Judge Advocate of the Year Award (Reginald C. Harmon Award).

1.2.3. Mr. James O. Wrightson, Jr. Mr. Wrightson was the original Chief, Military Affairs Division, Office of The Judge Advocate General, USAF and held that position from 1949 until his death in 1966. His contributions are honored with the Outstanding Civilian Attorney of the Year Award (James O. Wrightson, Jr. Award).

1.2.4. Chief Master Sergeant Thomas Castleman, USAF, Retired. Chief Castleman was the third Senior Paralegal Manager to TJAG and the only Senior Paralegal Manager to serve in the position for more than five years. He was among the first group of NCOs to enter the legal career field and be sworn under the new Uniform Code of Military Justice adopted in 1951. After completing basic training, Chief Castleman attended a specialized course in stenography and business administration, conducted at the University of Alabama. Among the Chief's many accomplishments was the foundation for future JAG department manpower standards. Chief Castleman served as the Senior Enlisted Advisor to The Judge Advocate General from June 1977 until his retirement in 1983. His contributions are honored with the Outstanding Paralegal Airman of the Year Award (Thomas Castleman Award).

1.2.5. Chief Master Sergeant Steve Swigonski, USAF, Retired. Chief Swigonski was the first Special Assistant for Legal Airman Affairs to TJAG. Chief Swigonski made several noteworthy contributions to the AFJAGC that helped the paralegal career field, not least of which was his perseverance in gaining approval for establishing a paralegal school. Chief Swigonski determined that a curriculum unique to Air Force needs was required. The paralegal apprentice course began at Keesler AFB on 5 January 1972. Since September 1970, a chief master sergeant has served as an advisor to TJAG on enlisted affairs. The position's title, which began as "Special Assistant to TJAG for Legal Airman Affairs," has changed over the course of the years and is now the "Senior Paralegal Manager to The Judge Advocate General." Chief Swigonski's contributions are honored with the Outstanding Paralegal Noncommissioned Officer of the Year Award (Steve Swigonski Award).

1.2.6. Chief Master Sergeant Karen E. Yates-Popwell, USAF, Retired. Chief Yates-Popwell formerly held the position of Senior Paralegal Manager to TJAG. Chief Yates-Popwell entered into the paralegal career field as a pipeline student. She served as the Command Paralegal Manager for Headquarters Air Mobility Command at Scott AFB, IL. Chief Yates-Popwell was the first female to be selected as the Senior Paralegal Manager to The Judge Advocate General. Her contributions are honored with the Outstanding Senior Noncommissioned Officer of the Year Award (Karen Yates-Popwell Award).

1.2.7. Chief Master Sergeant David Westbrook, USAFR, Retired. Chief Westbrook was a former senior Individual Mobilization Augmentee paralegal to the General Law Division,

Office of The Judge Advocate General, USAF. He is credited with being one of the first reserve IMA paralegals assigned to HQ ARPC and also contributed to creating what we now call the Air Reserve Component paralegal. His contributions are honored with the Outstanding Air Reserve Component Paralegal of the Year Award (David Westbrook Award).

1.2.8. Chief Master Sergeant Andrew Stadler, USAFR, Retired. Chief Stadler enlisted in the Air Force a year after graduating from high school in 1987. In 1993, he was accepted for training into the paralegal career field. In 1994, he was appointed the law office manager for the 181st Fighter Wing at the Terre Haute International Airport-Hulman Field. He held additional duties as the paralegal liaison to the Eighth and Ninth Air Force/Air National Guard paralegal liaison program and senior paralegal manager. In 2007, he was selected the Senior Enlisted Advisor to the Judge Advocate General's Air National Guard Council, a position he held until his retirement from the military in 2011. His contributions are honored with the Outstanding Air Reserve Component Paralegal Senior NCO of the Year Award (Andrew Stadler Award).

1.2.9. Major General Harold R. Vague, USAF, Retired. General Vague enlisted in the Army Air Corps in March 1942. After attending aviation cadet training he received navigator wings and was commissioned in June 1943. General Vague flew 25 combat missions on B-17 aircraft in the European Theater of Operations. In 1947 he completed his law degree at the University of Colorado. He then attended navigator/bombardier training and in 1950 went to Biggs Air Force Base, Texas as a navigator/bombardier in B-50 aircraft. He later served at Biggs as Assistant Legal Officer for the 97th Bombardment Group. General Vague returned to Washington, D.C. in 1971 as the Assistant Judge Advocate General. He was appointed The Judge Advocate General by the President on 1 October 1973 and served until 1 October 1977. His contributions are honored with the Outstanding Legal Service Civilian of the Year Award (Harold R. Vague Award).

1.2.10. Mr. Stuart R. Reichart. Mr. Reichart enlisted in the Army Air Corps in December 1942 and commissioned in June 1944. Mr. Reichart was assigned to the 870th Bomb Squadron, the 497th Bomb Group, and the 73rd Bomb Wing, where he flew 41 combat missions as a B-29 bombardier during World War II. In 1978, President Carter nominated Mr. Reichart to become the General Counsel of the Air Force, where he remained until 1982. He retired after 40 years of service to the Air Force. His contributions are honored with the Outstanding Senior Attorney Award (Stuart R. Reichart Award) presented annually by the Air Force Association (AFA).

1.2.11. Brigadier General Olan G. Waldrop, Jr., USAF, Retired. General Waldrop completed his law degree in 1967, at the University of Alabama. General Waldrop formerly held the position of Staff Judge Advocate, Air Force Materiel Command as his last assignment, between 1995 and 1999. He also served in various wing level roles and as the PACAF SJA between 1991 and 1994 and as the Commander of then, AF Legal Services Agency (now AFLOA) between 1994 and 1995. His contributions are honored with the Unsung Hero Award (Olan G. Waldrop, Jr., Award).

1.2.12. Mrs. Joy Dunlap. Ms. Dunlap is the spouse of Major General Charles J. Dunlap, Jr., USAF, Retired, who formerly held the position of the Deputy Judge Advocate General from

2006 to 2010. She was a tenacious advocate for military and specifically AFJAGC families around the world. Her contributions are honored with the Joy Dunlap Family Service Award.

Chapter 2

CORE CAPABILITIES

2.1. Responsibilities. Paralegals work under the supervision of an attorney and must comply with the American Bar Association (ABA) Model Rules of Professional Conduct as modified by TJS-2 Atch 1, *Air Force Rules of Professional Conduct*, and, as applicable, ARC-01 Atch 1, *Standards of Professional Conduct for Air Force Reserve Judge Advocates*, or ARC-01 Atch 2, *Rules of Professional Conduct for Air National Guard Judge Advocates*. In addition, adherence to Attorney-Client Privilege and confidentiality concepts is essential. Paralegals provide the following core capabilities to the United States Air Force:

2.1.1. Legal Services. Paralegals manage, perform, and evaluate professional legal services that are responsive to the legal needs and evolving missions of the United States Air Force. In a society built on the rule of law, a commander's ability to lead, maintain order, and sustain the confidence of the public requires a solid legal foundation. Accordingly, commanders at every level depend on legal personnel to maintain the highest degree of effectiveness and readiness throughout full spectrum global operations.

2.1.2. Legal Support. Under the supervision of an attorney, paralegals perform professional tasks including, but not limited to: legal research, writing, analysis, interviewing, and discovery in the areas of administrative law, military justice, international and operational law, claims, environmental law, acquisition law, preventive law, ethics/standards of conduct and office management.

2.1.3. Litigation Support. Under the supervision of an attorney, paralegals may assist attorneys in preparing for trial by organizing document binders, creating exhibit lists, or drafting settlement agreements. Some litigation paralegals may also help coordinate the logistics of attending the trial, including reserving office space, transporting exhibits and documents to the courtroom, and setting up computers and other equipment. Litigation paralegals maintain documents received from clients, conduct research for lawyers, and retrieve and organize evidence for use at depositions and trials.

2.1.4. Resources. Paralegals, in conjunction with Staff Judge Advocates manage enlisted manpower positions, personnel, and volunteers; assess program priorities and fiscal support capabilities; evaluate and process requests for facility maintenance, modification, and new construction to meet requirements.

Chapter 3

ORGANIZATIONAL CAPABILITIES

3.1. Air Force Legal Operations Agency (AFLOA).

3.1.1. Defense Paralegal (DP). Serves as litigation paralegal to the Area Defense Counsel. DPs are highly trained and responsible for providing comprehensive legal defense services to all AF members. Constrained by UCMJ and ethical considerations, defense counsel are authorized by law to enter into attorney-client relationships to oppose the United States government in order to promote the individual interests of a client without regard to how their actions might otherwise affect the AF as an institution. Paralegals are often a front line resource for those services and a trusted source for valid, real-time information.

3.1.2. Defense Paralegal Manager (DPM). Serves as senior enlisted advisor to the Chief, Trial Defense division and Chief, Senior Defense Counsel on all defense paralegal (DP) matters in the USAF Judiciary. The DPM assists the Division Chief and Chief, Senior Defense Counsel with the formulation and implementation of policy for the administration of defense services Air Force wide, and serves as functional supervisor for DPs assigned to ADC offices. The DPM is responsible to provide DPs with career guidance, training on duties and responsibilities, and oversees law office and resource management. DPMs conduct staff assistance visits and provide management oversight for each ADC office.

3.1.3. Special Victims Paralegal (SVP). Serves as paralegal to the Special Victim's Counsel and establishes an attorney-client relationship with the victims of sexual assault when requested. With highly specialized training SVPs confidentially advise and effectively advocate for their clients, building and sustaining resiliency among sexual assault victims by helping victims understand the investigatory and military justice process and advocating for the victim to command or the court when necessary (see *Air Force Special Victim's Charter*). Facilitating care for Airmen early in a crisis enhances resiliency, mission readiness and capability.

3.1.4. Special Victims Paralegal Manager. Serves as senior enlisted advisor to the Chief, Special Victims' counsel (SVC) on manpower, training, and proper utilization of assigned paralegals. Interprets and implements publications, directives, policies and procedures for the Special Victims' Counsel Division. Conducts staff assistance visits, prepares and/or reviews briefings, office equipment requirements and operating budgets for the Division. Oversees paralegal training, including but not limited to training plans, professional military training, upgrade training (if applicable), and professional development.

3.1.5. Enlisted Court Reporters (ECR). Serves in a unique position within the 5J0X1 AFSC, by performing highly technical, special duties outside the mainstream career field. The primary role of the ECR is to fulfill expeditionary court reporting requirements in the AOR, support mishap investigation boards and travel to record courts-martial and other administrative hearings at bases without available court reporter resources. ECRs travel extensively around the world, averaging 160-180 days per year and often times on short notice. Due to the nature of the job, ECRs are repeatedly subjected to a high stress environment both at and away from home station.

3.1.6. NCOIC, Aircraft Investigation Board Field Support Center. Serves as a recorder on Air and Ground Investigations Boards (AIB and GAIBs) and supervises/trains paralegals serving as paralegal recorders on AIB and GAIBs. Supports attorney legal advisors in the organization, maintenance, and collection of evidence, schedules in-person and telephonic interviews worldwide, redacts AIB and GAIB reports under the Freedom of Information Act and Privacy Act and assembles reports as prescribed in AFIs 51-503 and 51-507. Also, assists with computer issues and draft portions of the accident report, the post-investigation memorandum, and a variety of other important correspondence for senior officers serving as accident board presidents.

3.1.7. Civil Litigation/Labor Law Paralegal. Serves as litigation paralegal to Air Force civil/labor litigation attorneys. Implements and monitors litigation holds to identify, preserve, collect, and organize information for use in preparing the Air Force's case. Responds to discovery requests, including providing full-spectrum discovery management, and works with outside agencies, sister services and other Air Force organizations. Provides electronic litigation support, including scanning, coding and transferring case data to the responsible attorney; provides legal research on substantive and procedural issues and drafts miscellaneous legal documents.

3.1.8. AF Environmental Field Support Center Paralegal. Serves as paralegal to environmental attorneys in the review of environmental documents for legal sufficiency. Conducts preliminary research into statutes, regulations, and cases and assists with the development and presentation e-law training programs and drafting of legal documents, i.e., releases of official information, declassification of documents, privilege logs, etc. Directly involved in the collection and consolidation of information/documents in a manner that assist the attorney working an issue or project.

3.1.9. Acquisition Paralegal. Serves as litigation paralegal to trial attorneys representing the Air Force and its personnel in Commercial Litigation and similar cases, including the preparation of legal memoranda in support of litigation. Researches, assembles, and summarizes substantive information by use of statutes, regulations, department orders, digests, commentaries, case law and precedent, and other legal reference material for use by trial attorneys in litigation. Conducts legal and non-legal research by automated (WESTLAW, LEXIS and FLITE) and non-automated, traditional methods. Identifies, reviews and analyzes relevant precedents, laws, regulations, and published guidance to assist staff attorneys in preparing opinions and briefs for litigation involving Air Force compliance with Federal laws and regulations and organizes findings into easily understood, comprehensive documents. Identifies, researches, locates, retrieves and properly maintains relevant documents and historical files for staff attorney use and sought in discovery or subpoenaed by parties other than the Air Force pursuant to the Federal Rules of Civil Procedure.

3.1.10. Medical Law Paralegal. Serves as litigation paralegal to the Medical Law Consultant. Oversees all administrative functions of the Medical Law Office. Independently performs first-level research of questions from hospital staff, regional base legal offices and Medical Treatment Facility (MTF)s, outside agencies, non-DoD attorneys, and patients. For complex matters, researches legal reference sources, and prepares and submits draft responses to attorney for final review. Interviews inpatients/staff members and determines eligibility for legal assistance and prepares documents such as powers of attorney, advance

directives, and wills. Ensures proper procedures are followed in execution of affidavits, depositions, answers to interrogatories, and various other legal documents.

3.2. Office of the Military Commissions (OMC).

3.2.1. Prosecution Paralegal. Serves as litigation paralegal in the Office of the Chief Prosecutor, Military Commissions. Researches, prepares, and processes legal documents in support of prosecution of high visibility capital and non-capital terrorism cases. Assists in coordinating travel and deployment of office personnel, to include procurement and preparation of all equipment for deployment to hearings in Guantanamo Bay, Cuba, and elsewhere. Monitors and reviews court filings to ensure accuracy and timely dispatch or disposition. Position requires extensive Military Justice/Criminal Law training and a Top Secret, Sensitive Compartmental Information (SCI) clearance. Airmen must be worldwide qualified.

3.2.2. Defense Paralegal. Serves as litigation paralegal in the Office of the Chief Defense Counsel, Military Commissions. Researches, prepares, and processes legal documents in support of prosecution of high visibility capital and non-capital terrorism cases. Assists in coordinating travel and deployment of office personnel, to include procurement and preparation of all equipment for deployment to hearings in Guantanamo Bay, Cuba and elsewhere. Monitors and review court filings to ensure accuracy and timely dispatch or disposition. Position requires extensive Military Justice/Criminal Law training and a Top Secret, SCI clearance. Airmen must be worldwide qualified.

3.2.3. Court Reporter. Provides transcription and administrative support to the Clerk of Court for Military Commissions to include pre-trial, trial, and post-trial actions processed by Clerk of Court personnel. Maintains exhibit lists, files, and records pertaining to Commission cases. Monitors and reviews actions to ensure accuracy and timely dispatch or disposition. Position requires extensive Military Justice/Criminal Law training and a Top Secret, SCI clearance.

3.3. The Judge Advocates General School (AFJAGS)

3.3.1. Career Development Course (CDC) Writer. Plans and develops CDC program materials that correspond with the Paralegal Career Field Education and Training Plan (CFETP) and Specialty Training Standard (STS). Works closely with the Paralegal AFCFM and the AFJAGS Superintendent to ensure cohesive training program.

3.3.2. Paralegal Apprentice/Craftsman Course Instructor. Instructs trainees in skills related to Air Force Specialty Code 5J0X1. Instructors also teach in a variety of other non-technical training courses held at AFJAGS, such as; Legal Office Managers Course, Military Justice Administration Course, etc. After gaining experience in classroom instructional skills and completing a teaching internship, some instructors will be assigned to curriculum related functions. After completing instructional design related courses, select instructors will serve on a team responsible for developing in-residence and distance education instructional materials for paralegal courses.

3.4. Combatant Commands. Paralegals also support joint operations around the world. Joint billets are competitive and require an experienced paralegal/NCO/SNCO. Some examples are below; this is not an all-inclusive list.

3.4.1. TRANSCOM

3.4.2. EUCOM

3.4.3. SOCOM

3.4.4. AFRICOM

3.4.5. CYBERCOM

3.4.6. CENTCOM

3.4.7. SOUTHCOM

3.5. Functional Manager, Paralegal Assignments. Serves as primary advisor to SPM, AFCFM, and MFMs on assignments. Monitors and executes career field assignments IAW instructions, policies, and procedures, working closely with the AFCFM and MFMs to satisfy operational and rotational requirements. This position is normally reserved for a SMSgt.

3.6. Chief Enlisted Inspector, Training and Readiness Directorate. Serves as primary advisor to the Chief Inspector of the Training and Readiness Directorate in conducting in-depth functional inspections of legal offices world-wide, ensuring compliance with all applicable legal requirements, as well as requirements directed by The Judge Advocate General. Assists in the development and management of the Air Force Inspection System (AFIS) requirements in relation to the AFJAGC, Self-Assessment Checklists, and the Article 6 Inspection Checklist at AF-level. They conduct inspection training for other JAG Corps members, and identify TJAG-level issues and develop potential solutions. This position is normally reserved for a SMSgt.

Chapter 4

ROLES AND RESPONSIBILITIES

4.1. The Judge Advocate General of the Air Force (TJAG):

- 4.1.1. Serves as the legal adviser of the Secretary of the Air Force and of all officers and agencies of the Department of the Air Force, as directed by 10 U.S.C. §8037(c)(1).
- 4.1.2. Direct the officers designated as judge advocates in the performance of their duties, as directed by 10 U.S.C. §8037(c)(2).
- 4.1.3. As the Functional Authority (FA), provides oversight and functional advisory services related to officer, enlisted, and civilian legal career fields within the Judge Advocate General's Corps, as directed by AFI 36-2640.
- 4.1.4. Supervises the administration of military justice throughout the Air Force under 10 U.S.C. § 806(a).
- 4.1.5. Designates officers as judge advocates in accordance with 10 U.S.C § 8067(g) and certifies trial counsel, defense counsel and military judges in accordance with 10 U.S.C. § 826-27.

4.2. Staff Judge Advocate (SJA):

- 4.2.1. Serves as the commander's SJA. Unless otherwise specified by AF/JA, in units of the active duty force, Air Force Reserve and Air National Guard in Federal service, the senior judge advocate on the commander's staff will serve as the commander's SJA. Provides legal services required by commanders and staff agencies.

4.3. Senior Paralegal Manager (SPM) to The Judge Advocate General (TJAG):

- 4.3.1. Serves as the Senior Enlisted Advisor to TJAG and senior staff on all issues regarding quality of life, morale, health and welfare of the Total Force Judge Advocates General's Corps enlisted force.
- 4.3.2. Serves as a member of the Corps' Strategic Planning Committee and the Judge Advocate General School Advisory Board.
- 4.3.3. Responsible for the overall professional development of over 1,400 Active Duty, Reserve, and National Guard paralegals.

4.4. Air Force Paralegal (5J) Career Field Manager (AFCFM):

- 4.4.1. Serves as the functional advisor to the field and SPM on paralegal matters, training and manpower initiatives.
- 4.4.2. Establishes policy and training requirements; oversee mission effectiveness, proper utilization and professional development of AF active duty and Air Reserve Component paralegals.
- 4.4.3. Chairs the active duty Paralegal Enlisted Development Team (EDT) panels, Paralegal Utilization and Training Workshops (U&TW), and Specialty Training Requirements Team (STRT).

4.5. ANG CFFM/MAJCOM/FOA/DRU Paralegal Functional Manager (MFM):

- 4.5.1. Manages the Paralegal Career Field within their MAJCOM/FOA/DRU and serves as liaison to the SPM and AFCFM.
- 4.5.2. Manages the health and manpower of the career field within their command and elevates concerns to the SPM and AFCFM.
- 4.5.3. Manages command training, and utilization issues within their MAJCOM/FOA/DRU staff and the AFJAGC, in conjunction and collaboration with the AFCFM.

4.6. Superintendent, The Judge Advocate General's School (AFJAGS Superintendent):

- 4.6.1. Oversees the implementation of technical training courses to ensure requirements identified in the Specialty Training Standard (STS) are met. (T-1)
- 4.6.2. Oversees the development of professional continuing education courses as directed by the AFCFM. (T-1)
- 4.6.3. Works in concert with technical training matters and works closely with the CDC Writer and AFCFM to ensure cohesive education and training programs. (T-2)

4.7. NAF Paralegal Manager: Leads and manages the paralegals within their area of responsibility and serves as a liaison to their MFM.

4.8. Legal Office Superintendent (LOS), Legal Office Manager (LOM), or NCOIC, Legal Office:

- 4.8.1. Lead, manage, and supervise all paralegals assigned to the legal office and overall office management. (T-1)
- 4.8.2. Organize and lead paralegals in the execution of all delegated and assigned duties utilizing concepts specified in AFI 36-2618, *The Enlisted Force Structure*, the Air Force Enlisted Classifications Directory (AFECD), and the 5J0X1 Career Field Education & Training Plan (CFETP). (T-2)
- 4.8.3. Together with the SJA, pursues professional development opportunities for paralegals assigned to their office in response to JAG Corps requirements and local needs. (T-2)

4.9. Paralegal Functional Advisory Council (FAC): Prepare senior leaders with a comprehensive understanding of functional, cross-functional and institutional personnel requirements pertaining to the paralegal career field and advise on management strategies to sustain and improve capabilities.

4.10. Paralegal Enlisted Development Team (EDT):

- 4.10.1. Outline the training, education, and experience requirements for the most critical Paralegal duty positions, and provide recommendations for moving the best qualified Senior Non-Commissioned Officers (SNCOs) into key paralegal leadership positions at the Wing, NAF/Center, MAJCOM, and HQ AF level.
- 4.10.2. Recommend other developmental opportunities for paralegal SNCOs to facilitate their development. Provide a collective recommendation (vector) for experience level, training and/or education opportunity, or position type that a member should seek out for professional growth or for which a member should be considered as the assignment process

unfolds. These vectors will primarily consist of recommendations for identified positions (i.e. Key Leadership Positions (KLP's) and Key Developmental Positions (KDP's)) within the paralegal construct which will best serve the professional development of members as they progress in subsequent assignments. Vectors will not identify a specific location of assignment.

Chapter 5

PARALEGAL DUTY TITLES

5.1. Paralegal Duty Titles. When properly applied, duty titles facilitate a quick understanding of a person's role and level of responsibility. Paralegal duty titles are assigned based upon the scope of responsibility and the duties being performed. A consistent, standard approach is important to ensure the terms are meaningful. Supervisors must comply with AFI 36-2618, Enlisted Force Structure, [Chapter 7](#), and must use **the following authorized duty titles** for the paralegal career field. (T-3)

5.1.1. **Manager:** Used for SNCOs and NCOs who are program, project, and policy managers at NAF, MAJCOM, DRU, FOA, Joint Staff, or Air Staff levels. They may or may not have personnel working for them and may be the enlisted leader of the branch, division, or directorate (for example, Defense Paralegal Manager; NAF Paralegal Manager; and MAJCOM Legal Office Manager). Manager cannot be used at wing-level.

5.1.2. **Superintendent:** Used for SNCOs in charge of group- or wing-level functions or functions within a squadron having either oversight of functions within other squadrons or within the same squadron. Only SNCOs will hold the duty title of Superintendent.

5.1.3. **Legal Office/Center/Section NCOIC:** Used for SNCOs and NCOs in charge of wing-level functions, work centers or elements. Generally, you may not have a LOS and an NCOIC of the Legal Office in the same office. In some large legal offices, there is the potential need for both a Superintendent and NCOIC of the Legal Office; **this should be an exception and not the rule.** This exception must be approved by the MFM. For example, if a SNCO Superintendent of a Legal office requires the full time assistance of an NCO to manage the legal office and that is **their primary duty**, then the appropriate title would be NCOIC of the Legal Office. If the second ranking NCO is dual-hatted with assisting the Superintendent but their **primary responsibilities** are as NCOIC, General Law, then an appropriate title is NCOIC, General Law. The title "Assistant NCOIC" is prohibited. See paragraph 5.2 below.

5.1.4. **Section Paralegal.** Used for airmen and NCOs who are assigned to a specific section, reflecting the area of primary responsibility (for example, Military Justice Paralegal or General Law Paralegal)

5.2. Duty Titles and Promotion. A common misconception among paralegals is that a duty title alone bears significant weight in the promotion process. It is expected that a particular position may give a paralegal a certain scope of increased responsibility. However, the title in which that paralegal bears does nothing for promotion if the content of a performance report does not demonstrate the initiative and responsibility commensurate with that rank and position. For example, the title NCOIC brings an expectation of initiative, process change/improvement and leadership, among other qualities. If a performance report reflects day to day accomplishments without the added performance expected of a leader, the title alone will not lead to promotion and could actually detract from the desired promotion goal. A paralegal that takes any position they are assigned to and magnifies the responsibilities with evaluation, change and improvement, initiative in perceived inadequate processes, demonstrated leadership, and

takes full advantage of leadership opportunities, no matter how small, will likely find themselves promoted even if their title just says “Paralegal.”

Chapter 6

RETRAINING

6.1. Entry into the AFSC. Paralegals are selected from basic training recruits, retraining volunteers and non-volunteers, and from Airmen disqualified from other career fields. All Airmen who desire to serve as Air Force paralegals must meet and fulfill all requirements as specified in the Air Force Enlisted Classification Directory (AFECD) found at the following link https://gum-crm.csd.disa.mil/app/answers/detail/a_id/7504/kw/afecd. (T-1) (See also AFI 36-2101, *Classifying Military Personnel (Officer and Enlisted)*, for specialty and entry qualifications, and AFI 36-2626, *Airman Retraining Program*, for additional retraining guidance).

6.2. Retraining Process. Official retraining guidance is available on the AFPC Enlisted Retraining Advisory website for active duty Airmen. Procedures for ARC retrainee's are outlined in AFI 51-802, *Management of the Judge Advocate General's Corps Reserve*. The official paralegal retraining checklist and AFPC recommendation letter is available at the Air Force Judge Advocate General's Corps AF/JAX CAPSIL site under paralegal Retraining.

6.2.1. SJAs and LOSs/NCOICs must actively evaluate an individual using the whole person concept. (T-1) As part of the retraining interview process, they must verify the member meets the minimum retraining requirements found in the AFECD. (T-2) Additionally, they must review Enlisted Performance Reports, talk to current and relevant supervisors and raters, additional raters, First Sergeants, Commanders and anyone deemed necessary to synchronize the individual with their records. (T-2)

6.2.2. Through the NAF, if applicable, the MFM must review all active duty retraining packages and recommend either approval or disapproval. The MFM will inform the MAJCOM SJA of retraining application approvals and denials. For NCORP Phase II disapprovals, or in any case of disagreement between the LOS/NCOIC and MFM's recommendation, the MFM will forward the retraining recommendation letter to the AFCFM for decision. The decision, either by MFM or AFCFM, will be returned to the LOS/NCOIC, who will then return the decision letter to the member and/or FSS for processing.

Chapter 7

SELECTION TO THE AFSC

7.1. Upon approval of the MFM into the AFSC, the active duty retrainee shall provide the retraining recommendation letter to AFPC through their managing FSS. If retraining quotas are available, AFPC will load the member for a 3-level, Paralegal Apprentice Course (PAC) date.

7.2. After successful completion of PAC, students are awarded the 5J031 skill level, assigned to a wing-level legal office, enrolled in the 5-level Career Development Course (CDC), and entered into upgrade training via the Training Business Area (TBA.) Members possessing a 3-skill level are not assigned to Air Staff, MAJCOM Staff, other paralegal special duty positions or to locations with only one paralegal authorization without AFCFM approval.

7.3. The LOS/NCOIC must ensure the active duty retrainee has an Assignment Availability Code (AAC) of 29 upon reporting to a legal office. (T-2) If not already completed upon the retrainee's arrival, this code can be accomplished on an AF IMT 2096, *Classification/On-the-job Training Action*, with a start date of the trainee's graduation from PAC; it will remain in effect until the trainee upgrades to a skill level commensurate with their rank but not to exceed 24 months. This does not apply to Basic Trainee accessions.

Chapter 8

WITHDRAWAL/DISQUALIFICATION OF THE PARALEGAL AIR FORCE SPECIALTY CODE (AFSC)

8.1. A paralegal's AFSC may be withdrawn or a paralegal may be disqualified from holding the 5J AFSC for cause under any of the following circumstances, or for other reasons IAW AFI 36-2101, *Classifying Military Personnel (Officer and Enlisted)*: Failure to maintain mandatory 5J AFSC qualifications, including but not limited to:

8.1.1. Violation of attorney-client privilege or confidentiality rules as contained in TJS-2 – *AF Rules of Professional Conduct and Standards for Civility*, and as applicable ARC-01 Atch 1, *Standards of Professional Conduct for Air Force Reserve Judge Advocates*, or ARC-01 Atch 2, *Rules of Professional Conduct for Air National Guard Judge Advocates*.

8.1.2. Inability to obtain or maintain current National Agency Check, Local Agency Checks and Credit (NACLIC) according to AFI 31-501, *Personnel Security Program Management*. Award of the 3-skill level without a completed NACLIC is authorized provided an interim Secret security clearance has been granted according to AFI 31-501.

8.1.3. Conviction at any courts-martial or a finding of guilty in nonjudicial punishment proceedings.

8.1.4. Conviction by a civilian court of a Category 1, 2, or 3 offense, or more than the accepted number of Category 4 offenses. Category 3 and 4 traffic offenses alone are not disqualifying. **NOTE:** Categories of offenses are described and listed in AFI 36-2002, *Regular Air Force and Special Category Accessions*, Uniform Guide List of Typical Offenses.

8.1.5. Any substantiated record of substance abuse, financial irresponsibility, domestic violence or child abuse as discussed in AFI 1-1, *Air Force Standards*.

8.1.6. Any history of emotional instability, personality disorder or other unresolved mental health problem resulting in conduct that precludes continued service as a paralegal as substantiated and validated by the SJA responsible for that paralegal, in collaboration with an appropriate medical professional.

8.1.7. Conduct that reflects adversely on the paralegal's adherence to the Air Force Core Value of "Integrity First", including but not limited to conduct involving dishonesty, fraud, deceit or misrepresentation, that precludes continued service as a Paralegal as substantiated and validated by the SJA responsible for that paralegal.

8.1.8. Failure to maintain professional responsibility or ethical standards as contained in TJS-2 – *AF Rules of Professional Conduct and Standards for Civility*, and as applicable ARC-01 Atch 1, *Standards of Professional Conduct for Air Force Reserve Judge Advocates*, or ARC-01 Atch 2, *Rules of Professional Conduct for Air National Guard Judge Advocates*.

8.2. The withdrawal/disqualification of an AFSC will not be used as an alternative to more appropriate disciplinary or quality force action.

8.2.1. SJAs and LOSs must ensure all documents substantiating the recommendation are accurate and complete. All AFSC withdrawal cases will include a draft (unsigned) AF Form

2096, *Classification/On-the-Job Training Action*, and all substantiating documentation, submitted via CMS to AFPC/DPSIC. The Enlisted AFSC Disqualification Personnel Services Delivery (PSD) Guide contains detailed instructions for submission. You can find the Enlisted AFSC Disqualification Guide at: <https://gum-crm.csd.disa.mil/app/login>, under Resources for FSS, then Active Duty MPS, then View Personnel Program Guidance, then Force Management Element, then Employments, Enlisted AFSC Disqualification PSD Guide.

8.2.1.1. SJA's and LOS's will submit withdrawal recommendations to remove a paralegal from the AFSC through their functional chain of command to the Paralegal (5J) CFM. Supervisors at each intermediate level may add pertinent information and documents to assist the Paralegal (5J) CFM in deciding the matter. For ARC members, the respective Paralegal Career Field Functional Manager will be included in the coordination process.

8.2.1.2. If circumstances warrant, the Paralegal (5J) CFM may suspend skill level certification or Paralegal 5J0X1 designation immediately, pending a final decision pursuant to the process described above.

8.3. The Paralegal (5J) CFM makes the final recommendation on withdrawal of the Paralegal 5J0X1 designation or skill level certification to HQ AFPC/DPSIC or CC. With the concurrence of the AFCFM, the unit commander submits a Case Management System AFSC Disqualification withdrawal package through the MPS who will submit the action via CMS to HQ AFPC/DPSIC. If approved, HQ AFPC/DPSIC will withdraw the 5J AFSC and place the member in the appropriate disqualified airman reporting identifier (9XXXX) or return the member to their prior AFSC, if eligible. Upon receipt of a CMS case for RC personnel, DPSIC will refer the case to ANG/A1PO or AFR/A1KK, as appropriate, for internal processing. If approved, the servicing RC MPS will finalize the action and update MilPDS.

Chapter 9

PROFESSIONAL DEVELOPMENT

9.1. Career Field Education and Training Plan (CFETP). The CFETP is a comprehensive education and training document that identifies life-cycle education and training requirements, training support resources and minimum core task requirements for the 5J0 specialty. This plan identifies the mandatory and optional skill level training that paralegals must receive during their military careers and provides a clear career path to success in all aspects of career field training.

9.2. Formal Training. Paralegals attend formal training courses as identified below. Course descriptions, content and prerequisites are found in the Education and Training Course Announcements (<https://etca.randolph.af.mil>). Refer to the AFECD and CFETP for detailed requirements for skill level upgrade. Formal training covers a variety of tasks listed under specific categories. (See the Paralegal 5J0X1 CFETP, Part II, Specialty Training Standard, for detailed tasks and references.)

9.2.1. Paralegal Apprentice Course (PAC): All paralegal candidates attend this in-residence, initial skills training for award of the 3-skill level. All candidates must have completed an interview process and been selected for training. Upon graduation from PAC, all paralegals will receive graduation certificates from an ABA approved program.

9.2.2. Paralegal Journeyman CDCs: All 3-level paralegals must successfully complete this correspondence course, as well as on-the-job training requirements, for award of the 5-skill level. The course is divided into four volumes: (1) The Judge Advocate General's Corps and Foundational Paralegal Skills; (2) General Law; (3) Military Justice; and (4) Air Force Claims. Students have up to 12 months to complete the course, and may request extensions through their training managers.

9.2.3. Paralegal Craftsman Course (PCC): All 5-skill level paralegals must attend this in-residence training for award of the 7-skill level. (T-1) Students are required to possess a 5-skill level, be in the grade of staff sergeant (or a staff sergeant select) or higher, have completed the minimum time in upgrade training, and be nominated to attend. (T-3) Upon graduation from PCC, all paralegals will receive graduation certificates from an ABA approved program.

9.3. Professional Continuing Education (PCE) Courses.

9.3.1. Military Justice Administration Course (MJAC): Paralegals currently serving or selected to serve as NCOIC, Military Justice at the base, NAF, or MAJCOM level may be nominated to attend. The AFCFM makes final selection on a non-competitive basis. This course is designed to train paralegals who are or will become NCOICs of military justice on proper military justice program management. Paralegals are provided instruction on how to administratively process a case from the initial stages of the investigation through appellate court review.

9.3.2. Legal Office Managers Course (LOMC): Eligible NCOs in the grades of staff sergeant through master sergeant and who currently serve or have been selected to serve as the Legal Office Superintendent/NCOIC, Legal Office. The AFCFM, or appropriate component representative, selects members to attend. This course provides instruction in

various areas of legal office management, communication skills, and information on recent developments in the areas of military justice, civil law, claims, budgeting and manpower that impact the management of the base legal office functions.

9.3.3. Defense Orientation Course: Paralegals selected to serve as a Defense Paralegal may be nominated to attend this course. It is designed to introduce new defense paralegals (DPs) to the practical aspects of day-to-day defense duties. The course focuses on interviewing clients in common defense scenarios, assisting the ADC and senior defense counsel, and interacting with key base personnel such as first sergeants and the budget office. In addition, attendees receive instruction in the management skills required in running a stand-alone office.

9.3.4. Paralegal Contract Law Course: This course is primarily for 7-level paralegals and civilian paralegals. 5-level paralegals can attend on a case-by-case basis. This course provides contract law/acquisition-focused training for Air Force paralegals, with additional focus on related areas (e.g. fiscal law, ethics, fraud, and FOIA issues.) The ultimate goal is to increase utilization of Air Force paralegals in legal support to base-level contracting. In line with this overarching goal, the course teaches students how base-level contracting supports the mission, provides a basic working knowledge of contracting/acquisition terminology and processes, gives students "hands on" experience reviewing actual Government contract files, and provides the shared perspectives of important players in the base level contracting process.

9.3.5. Horizons Senior Leadership Working Group: When selected by TJAG, senior enlisted leaders (MFM's, NAF Managers, and Legal Office Superintendents/NCOICs) attend this annual forum to receive updates on TJAG's current vision, new information, clarification, and education on a variety of topics, to include delivery of legal services in compliance with statutory and policy changes.

9.3.6. Accident Investigation Course: Paralegals must be nominated by their MAJCOM, selected by AF/JAX and at least a 5-level to attend this course. It is designed for those selected to be legal advisors and recorders for accident investigation boards (AIB) and ground accident investigation boards (GAIB). The course encompasses all aspects of the AIB/GAIB, and teaches the differences between AIBs/GAIBs and the safety investigation board. Course topics include the duties and responsibilities of the board; the roles of the MAJCOM legal office, the legal advisor, and the paralegal/recorder; how to conduct the investigation; how to conduct witness interviews; drafting the report; and the safety privilege. The course also addresses issues involving decedents, next of kin, and the media.

9.3.7. Operations Law Course (JAGFLAG): This course trains judge advocates and paralegals to identify and analyze legal and political implications of international military operations. Through joint judge advocate-paralegal training, the course teaches students how to apply legal principles to operational problems and prepares students to function as a team in support of deployed military operations. Students receive lectures and seminar instruction in deployed fiscal law, contingency contracting, the law of armed conflict; legal assistance before and during deployments, deployment-related claims, and rules of engagement; joint and combined operations, and civil law issues during deployed operations. Upon completion of classroom and seminar instruction, students deploy in judge advocate-paralegal teams to Exercise JAG FLAG, which provides a field environment where students apply their

classroom learning to deployment situations while under the direct supervision of senior judge advocates and paralegals with deployment experience.

9.4. Distance Education (DE).

9.4.1. Division Chief Courses, CAPSIL3: Computer based training designed as an orientation for specific areas of practice, designed for wing-level division chiefs. Although designed for attorneys, paralegals must complete the division chief course related to the area of practice to which they are assigned. **(T-3)**

9.4.2. Webcasts, CAPSIL3: Short one hour discussions, presentations, and lectures on specific subjects in all areas of legal practice, offered on almost a weekly basis. Presentations are recorded and can be viewed at individuals' convenience.

9.4.3. Online Courses: Interactive program designed to take a deeper look at the subject matter and teach students to a higher level of comprehension than could be achieved during traditional, one-week in-resident courses. AFJAG School instructors actively evaluate students and provide critical feedback, ensuring standardized comprehension across the AFJAG Corps. Courses are continuously being developed; those listed below are not all inclusive of what may be currently available.

9.4.3.1. Will Preparation Course (WPC): An in-depth introductory online course, presented over 5 weeks. Recommended for 7-level paralegals who did not receive Will Preparation for Paralegals Course (WPPC) training as a stand-alone course or through the Paralegal Craftsman Course. WPC training is mandatory for all 7-level paralegals on active duty or in a Reserve/Guard status. This course is also available to civilian personnel authorized to draft wills by their office. Students will be expected to spend approximately 4-6 hours per academic week reviewing course material and completing assignments. Reading and assignments will have deadlines within each academic week. All students will receive weekly feedback from SMEs.

9.4.3.2. Discovery Management Course (DMC): An in-depth online course, presented over 7 weeks. Recommended for paralegals that are or are expected to be performing duties or supervising the duties of a courts-martial paralegal. Students are expected to spend approximately 4-6 hours per academic week reviewing course material and completing assignments. Reading and assignments have deadlines within each academic week. All students receive weekly feedback from SMEs.

9.5. Online News Service (ONS): A weekly publication produced by the Judge Advocate Generals Corps (AFJAGC) to provide the Corps a means to efficiently provide legal information, policy and current events relevant to the practice of law within the AFJAGC to the DoD legal community and other authorized government clients in a reliable, user-friendly medium. This publication is delivered to each individual AFJAGC member via their designated primary email in Roster. It is maintained on TJAG's Home Page (FLITE) for reference and contains a search capability for future reference. AFJAGC members are expected to read and incorporate policy and reference into their daily practice. AFJAGC personnel are responsible for the timely and proper application of the information provided.

9.6. Enlisted Professional Military Education (EPME): Required EPME courses; Airman Leadership School (ALS), NCO Academy, and SNCO Academy (in residence or via correspondence) should be completed and every effort should be made to attend or register as

soon as eligible. Deferments are discouraged and should only be considered in unique, extreme personal hardship cases.

9.6.1. The Joint Senior Enlisted Professional Military Education (SJEPME) web-based course is optional but highly encouraged and prepares NCO's for future leadership roles in an ever expanding joint environment. This course is open to technical sergeants through chief master sergeants. Interested paralegals should complete rank-required EPME before enrolling in this course.

9.7. Other Education Opportunities:

9.7.1. Community College of the Air Force (CCAF) Degree: Paralegals should obtain an Associate Degree in Applied Science in Paralegal Studies through the CCAF.

9.7.2. CCAF Professional Management Certification: Paralegals should pursue the CCAF Professional Manager Certification (PMC). The PMC is a professional credential awarded by CCAF that formally recognizes an individual's advanced level of education and experience in leadership and management, as well as professional accomplishments. The program provides a structured professional development track that supplements Enlisted Professional Military Education (EPME) and CFETP. While primarily designed for Air Force SNCOs, any enlisted Airmen who meet program requirements may be nominated and awarded the PMC.

9.7.3. Advanced College/University Degrees. Advanced education is encouraged for enhancing professional qualifications and competency. It increases leadership skills and helps prepare paralegals for senior leadership positions.

9.8. AF Credentialing Opportunities On-Line (AF COOL). AF COOL continues to professionalize the enlisted force by providing up-to-date industry-recognized credentials in an airman's AF job. The AF COOL website on the AF Portal contains a variety of information about credentialing and licensing and can be used to get background information about civilian licensure and certification in general and specific information on individual credentials including eligibility requirements and resources to prepare for an exam.

9.8.1. A sample of approved Credentials for the 5J0 career field are:

- Professional Paralegal
- PACE Registered Paralegal
- Certified Legal Assistant(NALA)
- Certified Legal Manager
- Certified Legal Secretary Specialist: (Criminal Law).

9.8.2. All enlisted Airmen are eligible to participate in the AF COOL program and can attain one credential at AF expense. The AF will only pay for the exam(s) necessary for that one credential; not the classes or books leading to the credential. The maximum allowable lifetime benefit per airman is \$4500, including recertification. Senior NCOs (E-7 through E-9) may also be eligible for a leadership credential; separate from a career specific credential. Previous use of TA to pursue certificate does not count against the AF COOL cap. Regardless of the cost, airmen may only receive one AFSC-related credential and, if eligible, one leadership credential. Airmen who fail their certification exam(s) are not eligible for

retesting and cannot choose another certification. It is imperative that airmen choose a credential wisely and prepare for the exam.

9.9. Enlisted Development. Career-minded Airmen should serve in a variety of duty positions, through the vectoring process, that promote the professional development of not only themselves, but those they serve. These positions are important reflections of a paralegal's knowledge and experience as an Airman and Paralegal as they progress to SNCO positions of leadership. Annually, the Enlisted Development Team meets for both MSgts and SMSgts to identify, through a vectoring process, those who have demonstrated the potential to serve in leadership positions within the JAG Corps. Once the board has met and the results have been certified, the MFM responsible for the paralegal will provide each member with the decision of the board and any feedback the board provided. If a paralegal is in a unique position that does not directly fall under a MAJCOM or is serving in a special duty outside of the 5J career field but within 12-18 months of returning to the career field, the paralegal must contact the 5J MFM of the Command they are located in for guidance. Prior to each board a 5J EDT Handbook is released and provided to all eligible to meet the board. Refer to this handbook for specifics in regards to processes and procedures of the current board.

9.9.1. Enlisted Development Team (EDT). Consists of 5J AFCFM, MAJCOM functional leadership, and other key AFJAGC strategic level chief master sergeants and/or senior master sergeants.

9.9.2. Key Leadership Position (KLP): KLPs are positions of increased responsibility that require mission-tested SNCOs with leadership experience, advanced technical skills, and professional military and civilian education commensurate with their rank. Members vectored to KLPs are ready to immediately lead Airmen, mentor officers, supervise civilians, manage complex projects, and maintain the highest level of readiness to ensure mission success. KLPs require well-rounded SNCOs to lead large legal activities at the installation level or serve in specialized positions to support critical legal operations above the installation level. Vacancies are advertised via Equal Plus.

9.9.3. Key Developmental Position (KDP): KDPs are positions of responsibility that require SNCOs with demonstrated leadership experience, technical skills, and professional military and civilian education commensurate with their rank. Members vectored to KDPs are ready to lead Airmen, mentor officers, supervise civilians, manage projects, and maintain readiness to ensure mission success. KDPs require SNCOs to lead legal activities at the installation level and serve in other specialized positions above the installation level. Vacancies are advertised via Equal Plus.

9.9.4. The AFCFM:

9.9.4.1. Manages the Enlisted Development Team (EDT) vectoring and mentoring process.

9.9.4.2. Establishes all suspenses in relation to Enlisted Development processes.

9.9.4.3. Requests MAJCOM/FOA/DRU MFMs submit eligible SNCOs and Airmen for Enlisted Development process.

9.9.4.4. Informs career field of criteria and provides guidance regarding the process. Approves publication of and updates to annual Enlisted Development Team Handbook.

9.9.4.5. Selects board members, primarily CMSgts but may include SNCO's, to chair SNCO/NCO/Airmen Enlisted Development panels.

9.9.4.6. Reviews all reports for discrepancies or inconsistencies.

9.9.4.7. Analyzes cumulative data from panels and provides TJAG with results.

9.9.5. MFMs:

9.9.5.1. Review all packages upon receipt and validate accuracy of data. Determine eligible SNCOs and Airmen for Enlisted Development process in accordance with current EDT Handbook.

9.9.5.2. Nominate to MFM SNCOs for participation on EDT panels.

9.9.5.3. Actively engage with MAJCOM/Wing Staff Judge Advocates (SJAs) and Superintendents/NCOICs regarding Enlisted Development process.

9.9.5.4. Provide Board recommendations, and Vectors (if applicable) to nominee in an effort to explain or clarify results. Provide feedback to SJAs, raters/additional raters and supervisory chain of nominee on results of applicable board findings.

9.9.6. Wing Staff Judge Advocate and Superintendent/NCOIC, Legal Office:

9.9.6.1. Ensure all MFM/MAJCOM suspenses are met.

9.9.6.2. Actively engage with SNCO/NCO/Amn in regards to Enlisted Development process.

9.9.6.3. Review nominee package(s) upon receipt and validate accuracy of data.

9.9.6.4. Provide board and individual with honest and candid feedback.

9.9.6.5. Ensure all submitted packages are accurate and complete.

9.9.6.6. In conjunction with MFM, review report with nominee in an effort to explain or clarify results.

9.9.7. Nominees:

9.9.7.1. Ensure all suspenses are met.

9.9.7.2. Ensure all submitted forms are accurate and complete.

9.9.7.3. Actively engage with supervisory chain in an effort to understand responsibilities.

9.9.7.4. Review/discuss feedback with wing Staff Judge Advocate and Superintendent/NCOIC, and functional (MFM) chains of command.

9.10. Mentoring. Mentoring is an inherent responsibility of supervision and leadership. It is an essential ingredient in developing well-rounded, professional and competent future leaders. Mentors are advisors and guides who share knowledge, experiences, and advice in helping mentees achieve their career goals. Paralegals are encouraged to be and to actively seek mentors both internal and external to the Judge Advocate General Corps. Follow instructions for mentoring provided in AFMAN 36-2643, *Air Force Mentoring Program*.

Chapter 10

TRAINING OVERSIGHT AND MANAGEMENT FOR PARALEGAL POSITIONS NOT ASSIGNED TO A STANDARD LEGAL OFFICE

10.1. Defense Paralegal (DP). Paralegal is responsible to assist with their own training plan. Must be familiar with the required core tasks for their timely upgrade to the next skill level as well as any additional duty position tasks required by their position. Must actively search for opportunities to train both themselves and other paralegals. The DP's direct supervisor, the Area Defense Counsel (ADC) shall ensure that the DP's training is planned, conducted, evaluated and documented in the Training Business Area (TBA) or other AF approved training software program. (T-2) To accomplish this, the ADC will partner with the Defense Paralegal manager (DPM) and host base LOS to develop a comprehensive training program for the trainee. (T-2) Additionally, the ADC will receive oversight and guidance from the DPM while working with the host base LOS to coordinate local training sessions for the DP. (T-2) IAW AFI 36-2201, *Air Force Training Program*, Para 6.7.1.3, as a work center supervisor, an ADC will formulate a Master Task List for their office, approved by the DPM, unless the AFCFM has published an approved Master Task List for use in all defense offices. (T-2)

10.2. Special Victims Paralegal (SVP). Paralegal is responsible to assist with their own training plan. Must be familiar with the required core tasks for their timely upgrade to the next skill level as well as any additional duty position tasks required by their position. Must actively search for opportunities to train both themselves and other paralegals. The SVP's direct supervisor, the Special Victims Counsel (SVC) shall ensure the SVP's training is planned, conducted and evaluated and documented in TBA or other AF approved training software program. (T-2) To accomplish this, the SVC will partner with the Special Victims Paralegal Manager (SVPM) and host base LOS to develop a comprehensive training program for the trainee. (T-2) Additionally, the SVC will receive oversight and guidance from the SVPM while working with the host base LOS, to coordinate local training sessions for the SVP. (T-2) IAW AFI 36-2201, *Air Force Training Program*, Para 6.7.1.3, as a work center supervisor, an SVC will formulate a Master Task List for their office, approved by the SVPM, unless the AFCFM has published an approved Master Task List for use by all special victim offices. (T-2)

10.3. Other Paralegal Positions Not Assigned to a Legal Office. All paralegals who are not assigned to a wing legal office or other "non-standard" legal office are required to have an active training program and be familiar with the required core tasks for timely upgrade to the next skill level, if applicable, as well as any additional duty position tasks required by their position in compliance with AFI 36-2201, *Air Force Training Program*. They must actively search for opportunities to train both themselves and other paralegals. In some positions, the immediate supervisor is neither Air Force nor subject to the requirements of AFI 36-2201, *Air Force Training Program*. In these situations, the paralegal must familiarize their supervisor with the requirements and enlist their support, but maintains the responsibility to locate the nearest 5J NCO/SNCO to assist in planning, conducting and evaluating the required training. The paralegal and supervisor must partner with the nearest host base LOS to ensure training records within TBA or other AF approved training software program are maintained and current. (T-2) Additionally, any paralegal/supervisor can request/receive oversight and guidance from the

nearest MFM, in addition to working with the nearest base LOS, who can assist in providing training. (T-2)

10.4. Upgrade Training Requirements. DPs, SVPs and other paralegals not assigned to a legal office that are in upgrade training must participate in core task certification training at the base legal office for a minimum of 12 hours a month (36 hours a quarter), until they are certified in all required areas in the Career Field Education and Training Plan (CFE&TP). (T-2)

10.5. 7-Skill Level Proficiency Training. DPs, SVPs and other paralegals not assigned to a legal office must perform training 1 hour a month by partnering with the host Legal Office, attending a Webcast, or some other training method. (T-2) Training topics will be at the discretion of the supervisor and DPM, SVPM or MFM; however, DPs, SVPs and other paralegals not assigned to a legal office must participate in training relevant to maintaining proficiency/qualification training in traditional wing level paralegal duties. (T-2)

10.6. Supervisor Responsibilities. IAW AFI 36-2201, *Air Force Training Program*, supervisors have the single greatest impact on mission accomplishment. They must share their experiences and expertise to meet mission requirements and provide a quality training program to the trainee. Supervisors must plan, conduct, and evaluate training. Supervisors must ensure trainers are scheduled through the UTM to attend the Air Force Training Course IAW para. 6.7.1.19. (T-2)

10.6.1. **Training Plan.** Supervisors must ensure a quarterly training plan is established for DPs, SVPs and other paralegals not assigned to a legal office that are in upgrade training. (T-2) For DPs, the ADC, working with the DPM, will prepare the training plan. (T-2) For SVPs, the SVC, working with the SVPM, will prepare the training plan. (T-2) Supervisors of all other “non-standard” legal office paralegals will work with the nearest host base legal office in preparing a quarterly training plan. (T-3) Upon completion of the quarterly plan, the supervisor, member, LOS/DPM/SVPM will maintain copies. (T-3)

10.6.2. **Training Reports.** Supervisors must ensure quarterly training reports are prepared when a DP, SVP or other paralegal not assigned to a legal office is in upgrade training. (T-2) The report format is available from the DPM, SVPM or MFM. The paralegal must prepare the report, and it must be signed by the supervisor and the LOS. (T-3) The report will annotate the training topic, number of training hours, and location of training (i.e. legal office, ADC or SVP office etc.). (T-2)

10.6.2.1. For DPs, the ADC will send a signed copy to the DPM no later than 10 days after the end of the quarter. (T-2) The DPM will forward the report to the JAJD Division Manager for review. (T-2)

10.6.2.2. For SVPs, the SVC will send a signed copy to the SVPM no later than 10 days after the end of the quarter. (T-2) The SVPM will forward the report to the CLS Division Manager for review. (T-2)

10.6.2.3. For paralegals not assigned to a legal office, the supervisor will send a signed copy to the servicing MFM no later than 10 days after the end of the quarter. (T-2)

Chapter 11

PROFESSIONAL RESPONSIBILITIES AND ETHICS

11.1. Professional Responsibilities and Ethics. AFI 51-110, *Professional Responsibility Program*, applies to all military and civilian paralegals and non-lawyer assistants in the JAG Corps. Everyone in the JAG Corps is required to certify annually that they have read and understand AFI 51-110, and will use it as a guide for their professional conduct. (T-3) This certification process takes place in Federal Legal Information Through Electronics (FLITE) and is a personal responsibility. The Air Force paralegal role continues to evolve and with increased levels of responsibilities comes the need to define and enforce mandatory rules of professional and ethical conduct, not only to enhance the delivery of legal services, but to ensure the confidence of our attorneys and clients in the integrity and professional capabilities of paralegals. Allegations of violations of the rules and standards will be reported in accordance with Rule 8.3, Air Force Rules of Professional Conduct and managed in accordance with the above instruction.

11.1.1. A paralegal must maintain a high level of personal and professional integrity and competence. They must have a clear understanding of legal ethics – the concepts and rules that guide them in their work. This knowledge is essential for paralegals to function competently and with integrity, to be alert to potential ethical dilemmas, and be able to develop a framework for ethical decision making.

11.1.2. A paralegal is bound to comply with high standards of professional behavior primarily because the attorney for whom the paralegal works is responsible for any lapses in the paralegal's behavior. Attorneys have a vested interest in a paralegal's conduct, skills, education and decision making. Key areas of focus include and are discussed below, but are not limited to; Unauthorized practice of law, confidentiality, conflicts of interest, and misconduct.

11.2. Unauthorized Practice of Law. Only attorneys are authorized to practice law. Paralegals shall not provide any legal advice to a client, or render any other services to a client that constitute the practice of law unless under the direct supervision of an Air Force attorney. (T-0) Paralegals will always clearly indicate their status as a paralegal in all professional communications to avoid misunderstandings and misconceptions about the paralegal's roles and responsibilities. (T-1)

11.3. Confidentiality. Paralegals shall be aware of and abide by the rules of confidentiality. (T-1) This includes, but is not limited to, the responsibility to protect personal information, For Official Use Only (FOUO) information, and attorney-client discussions. Paralegals are in a trusted position. Any use of confidential information either to the disadvantage of a client, or to the advantage of themselves or any other person is a serious breach of that trust and is grounds for possible disciplinary action. Paralegals shall not engage in indiscreet and irresponsible conversations concerning clients or legal office business outside of those with the need to know. (T-0) Confidential information may be revealed only after full disclosure and written consent of the client, if required by law or court order; or, when necessary to prevent a client from committing an act that could result in death or serious bodily harm. A paralegal shall consult with their Air Force supervisory attorney before disclosing confidential information under one of these conditions. (T-1)

11.4. Conflicts of Interest. A paralegal shall act within the bounds of the law, solely for the benefit of the client, whether an individual or the United States, and shall be free of compromising influences and loyalties. (T-0) Potential conflicts such as the paralegal's personal or business interest, previous assignments, family relationships, or other matters a paralegal has worked on must be avoided. (T-0) If a conflict of interest, whether real or perceived, has been identified, a paralegal must remove him/herself from any participation or work on the matter unless full disclosure to the client has been made and their consent has been given. (T-0) A paralegal shall first consult with their Air Force supervisory attorney to determine whether a conflict exists. (T-1)

11.5. Misconduct. Misconduct is defined as UCMJ violations but also includes violations of a paralegal's professional responsibilities or ethical code and will be handled appropriately.

11.6. Roster through FLITE. FLITE, also known as TJAG's Home Page provides the Corps a means to efficiently provide legal information and productivity tools to the DoD legal community and other authorized government clients in a reliable, user-friendly medium. Within this website, Roster contains TAFJAGC personnel's professional and personal information which allows communication throughout the Corps. Paralegals are responsible for their own information and must ensure it is complete, correct, and current (within 30 days of change) at all times. This includes, but is not limited to, a current biography with accompanying current official photo, current assignment address, contact emails/phone numbers, education, training, EPR information, deployments, etc. An annual data certification is required in FLITE.

CHRISTOPHER F. BURNE
Lieutenant General, USAF
The Judge Advocate General

Attachment 1

GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION

References

Title 10 United States Code, Section 806

Title 10 United States Code, Section 826

Title 10 United States Code, Section 827

Title 10 United States Code, Section 8013

Title 10 United States Code, Section 8037

Title 10 United States Code, Section 8067

Title 10 United States Code, Section 842

Title 10 United States Code, Section 1044

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AFI 51-110, *Professional Responsibility Program*, 5 August 2014

AFI 51-503, *Aerospace Accident Investigations*, 26 May 2010

AFI 51-507, *Air Force Guidance Memorandum to AFI 51-507, Ground Accident Investigations*, 28 May 2010

AFI 51-802, *Management of the Judge Advocate General's Corps Reserve*, 16 June 2011

AFI 31-501, *Personnel Security Program Management*, 27 January 2005

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AFMAN 33-363, *Management of Records*, 1 March 2008

AFI 36-2002, *Regular Air Force and Special Category Accessions*, 7 Apr 1999

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AFI 36-2301, *Development Education*, 16 July 2010

AFI 36-2302, *Professional Development (Advanced Academic Degrees and Professional Continuing Education)*, 11 July 2001

AFI 36-2406, *Officer and Enlisted Evaluation Systems*, 2 January 2013

AFPD 36-26, *Total Force Development*, 27 September 2011

AFI 36-2618, *Enlisted Force Structure*, 27 February 2009

AFI 36-2626, *Airman Retraining Program*, 3 Jun 2013

AFI 36-2640, *Executing Total Force Development*, 16 December 2008

AFMAN 36-2643, *Air Force Mentoring Program*, 1 May 2013

AFI 36-2855, *Judge Advocate General Awards*, 6 August 2012

American Bar Association (ABA) Model Rules of Professional Conduct

TJS-2 Atch 1, *Air Force Rules of Professional Conduct*

ARC-01 Atch 1, *Standards of Professional Conduct for Air Force Reserve Judge Advocates*

ARC-01 Atch 2, *Rules of Professional Conduct for Air National Guard Judge Advocates*

Air Force Special Victim's Charter

Prescribed Forms

None

Adopted Forms

AF Form 847, *Recommendation for Change of Publication*

Abbreviations and Acronyms

ABA—American Bar Association

AFCFM—Air Force Career Field Manager

AFECD—Air Force Enlisted Classification Directory

AFI—Air Force Instruction

AFIS—Air Force Inspection System

AFJAGS—AF Judge Advocate General School

AFLOA—Air Force Legal Operations Agency

AFPC—Air Force Personnel Center

AFRICOM—Africa Command

AIB—Aircraft Investigation Board

CCAF—Community College of the Air Force

CDC—Career Development Course

CFETP—Career Field Education and Training Plan

CMS—Case Management System

CYBERCOM—Cyber Command

DRU—Direct Reporting Unit

ECR—Enlisted Court Reporter

EDT—Enlisted Development Team

EPME—Enlisted Professional Military Education

EUCOM—European Command

FOA—Field Operating Agency

FLITE—Federal Legal Information Through Electronics

GAIB—Ground Aircraft Investigation Board

KDP—Key Developmental Position

KLP—Key Leadership Position

LOM—Legal Office Manager

LOS—Legal Office Superintendent

MAJCOM—Major Command

MFM—MAJCOM Functional Manager

NAF—Numbered Air Force

NCOIC—Noncommissioned Officer in Charge

NCORP—Noncommissioned Officer Retraining Program

OMC—Office of Military Commissions

PMC—Professional Manager Certification

SPM—Senior Paralegal Manager

SOCOM—Special Operations Command

STRT—Specialty Training Requirements Team

STS—Specialty Training Standard

SVC—Special Victims Counsel

TRANSCOM—Transportation Command