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## CAREER FIELD EDUCATION AND TRAINING PLAN

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**CAREER FIELD EDUCATION AND TRAINING PLAN  
PARALEGAL SPECIALTY  
AFSC 5J0X1**

**Table of Contents**

**PART I**

Preface	<u>1</u>
Abbreviations/Terms Explained	<u>2</u>
Section A -- General Information	<u>9</u>
Purpose of the CFETP	
Uses of the CFETP	
Coordination and Approval	
Section B -- Career Progression and Information	<u>10</u>
Specialty Description	
Skill/Career Progression	
Apprentice Level (3)	
Journeyman Level (5)	
Craftsman Level (7)	
Superintendent Level (9)	
Training Decisions	
Community College of the Air Force	
Enlisted Career Path	
Section C -- Skill Level Training Requirements	<u>33</u>
Purpose	
Training Requirements	
Apprentice Level (3)	
Journeyman Level (5)	
Craftsman Level (7)	
Superintendent Level (9)	
Section D -- Resource Constraints	<u>39</u>
Section E -- Transitional Training Guide	<u>40</u>
<b>PART II</b>	
Section A -- Specialty Training Standard	<u>41</u>
Section B -- Course Objective List	<u>79</u>

Section C -- Support Materials	<u>79</u>
Section D -- Training Course Index	<u>80</u>
Section E -- MAJCOM Unique Requirements	<u>81</u>

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OPR: AF-JA - AFJAGS (Mr. Frazier, DSN 493-2519)  
Certified by: AF-JAX (CMSgt Holly M. Bambarger)  
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# PARALEGAL SPECIALTY AFSC 5J0X1 CAREER FIELD EDUCATION AND TRAINING PLAN

## **Part I**

### *Preface*

1. This Career Field Education and Training Plan (CFETP) is a comprehensive education and training document that identifies life-cycle education and training requirements, training support resources, competencies, and minimum core task requirements for this specialty. The CFETP provides personnel a clear career path to success and instills rigor in all aspects of career field training. *NOTE: Civilians occupying associated positions use Part II to support duty position qualification training.*
2. The CFETP consists of two parts. Supervisors will plan, manage, and provide training support resources, and core competency requirements for this specialty using both parts of the plan.

Part I	Section A	Explains how everyone will use the plan
	Section B	Identifies career field progression information, duties, and responsibilities,
	Section C	Associates each level with specialty qualifications and competencies (knowledge, education, training, and experience and other)
	Section D	Indicates resource constraints, such as funds, manpower, equipment, and facilities
	Section E	Identifies transition training guide requirements for ssgt through msgt
Part II	Section A	Identifies the Specialty Training Standard (STS) and includes duties, tasks, Technical references to support training, AFJAGS conducted training, Wartime course, CBRNE, and core task and correspondence course
	Section B	Contains the course objective list and training standards supervisors use to determine if airmen satisfied training requirements
	Section C	Identifies available support materials. An example is a qualification training package (qtps which may be developed to support proficiency training)
	Section D	Identifies a training course index supervisors can use to determine resources available to support training. Included are both mandatory and optional courses.
	Section E	Identifies MAJCOM unique training requirements supervisors can use to Determine additional training required for the associated qualification needs. At unit level, supervisors and trainers will use Part II to identify, plan, and Conduct training commensurate with the overall goals of this plan

3. Using the guidance provided in the CFETP ensures individuals in this specialty receive effective and efficient training at the appropriate points in their career. This plan enables us to train today's work force for tomorrow's jobs.

## ***ABBREVIATIONS/TERMS EXPLAINED***

**Advanced Distributed Learning (ADL)** – An evolving, outcomes-focused approach to education, training, and performance that blends standards-based distributed learning models emphasizing reusable content objects, content and learning management systems, performance support systems/devices, web applications services, and connectivity. ADL is an evolution of distributed learning (distance learning) that emphasizes collaboration on standards-based versions of reusable objects, networks, and learning management systems, yet may include some legacy methods and media. ADL is structured learning that takes place without requiring the physical presence of an instructor. Although the AF uses the term ADL, some federal agencies and DoD components may use the term distance learning. These terms refer to the same basic concept.

**Armed Forces Claims Information Management System (AFCIMS)** – Assists legal offices from the installation level to Air Force headquarters level in managing the processing and resolution of claims for and against the Air Force. AFCIMS automates form generation, funds tracking, suspense dates and provides web-based queries and standard reports.

**Advanced Paralegal Tasks** – CFETP core tasks performed in complex matters that exceed minimum training levels. They may also include performance of tasks not identified as CFETP core tasks.

**Advanced Training (AT)** – Formal course that provides individuals who are qualified in one or more positions of their Air Force Specialty (AFS) with additional skills and knowledge to enhance their expertise in the career field. Training is for selected career Airmen in the advanced level of the AFS.

**Air Force Career Field Manager (AFCFM or CFM)** – Representative appointed by the respective HQ USAF Deputy Chief of Staff or Under Secretariat; with the responsibility to oversee all training and career field management of an Air Force specialty or group of specialties.

**Air Force Enlisted Classification Directory (AFECD)** – The official directory for all military enlisted classification descriptions, codes, and identifiers.

**Air Force Career Development Academy (AFCDA)** – Develops, manages, and delivers distance learning curriculum in support of Upgrade Training (UGT), Weighted Airman Promotion System (WAPS) and Professional Continuing Education (PCE), trains and educates enlisted leaders in relevant, mission-ready skills and competencies.

**Air Force Job Qualification Standard (AFJQS)** – A comprehensive task list that describes a particular job type or duty position. Supervisors use the AFJQS to document task qualification. The tasks on AFJQSs are common to all persons serving in the described duty position.

**Air Force Specialty (AFS)** – A group of positions (with the same title and code) that require common qualifications.

**Air Reserve Component (ARC)** – An overarching term referring to both the Air National Guard and Air Force Reserve.

**Air Force Judge Advocate General's School (AFJAGS)** – Provides the highest-quality education

and training to judge advocates, paralegals, and civilian legal professionals to meet Air Force and Department of Defense requirements. This is the primary location for all AFJAG Corps (AFJAGC) training.

**Air Force Reserve Component Annual Survey of the Law (ASL)** – AFJAGS develops and conducts the Annual Survey of the Law as a formal course to provide refresher training for Air Reserve Component judge advocates and paralegals. All Air Reserve paralegals (O-6 and below) must attend every two years. Paralegals in the rank of CMSgt are invited to attend as guests.

**Air National Guard Law Operations Course (ANGLOC)** – This course is designed to provide new ANG judge advocates and paralegals (within 18 months of accession) the fundamentals to successfully operate an ANG JA Office.

**Air University–Associate to Baccalaureate Cooperative Program (AU-ABC)** – An initiative between Air University and civilian higher education institutions to offer baccalaureate degree programs via distance learning that are relevant to an individual’s Air Force career field.

**Career Development Course (CDC)** – Provides the information necessary to satisfy the career knowledge component of OJT training. The CDC is developed by AFCDA from references identified in the CFETP correlating with mandatory knowledge items listed in the enlisted classification directory. Enrollment is mandatory for those upgrading to 5-level.

**Career Field Education and Training Plan (CFETP)** – A comprehensive core training document that identifies life-cycle education and training requirements, training support resources, and minimum core competency requirements for a specialty. The CFETP aims to give personnel a clear career path and instills a sense of rigor in career field training. It is the formal training contract between the CFM and AFJAGS for formal accession and life-cycle training skills. CFETPs are officially posted at <https://www.e-publishing.af.mil> or on AF Portal.

**Competencies** - A combination of knowledge, skills, abilities, and other characteristics that manifest in observable and measurable pattern of behaviors required for mission success.

**Competency Model** - A collection of competencies that together defines successful performance in a particular work setting. Competency models are the foundation for important human resource functions such as recruitment and hiring, training and development, and retention. Competency models can be developed for specific jobs, job groups, organizations, occupations, or missions.

**Continuing Legal Education (CLE)** – Professional education throughout a career with the purpose to remain current on the law for evolving missions and rapidly changing society. Paralegals upon award of the seven-skill level must complete continuing legal education every calendar year. CLE may be obtained through college courses, digital badges, or a professional certification through AFCOOL.

**Core Task** – A task identified by the CFM as a minimum qualification requirement for everyone within an AFSC, regardless of duty position.

**Course Nomination System (CNS)** – An automated nomination and selection system to process training positions for active component AFJAGC managed by the Professional Development Directorate (AF/JAX). Submission, approval, and prioritization of nominations at each supervisory

level is accomplished through the program. Access to CNS is available to all AFJAGC members, however, the permissions will vary based on approval level and designation as a CNS Manager. *Does not apply to Air Reserve Component (ARC).*

**Course Objective List (COL)** –Identifies task and knowledge requirements, and respective standards provided to achieve a 3- or 7-skill level in an AFS. Supervisors use the COL in conjunction with the STS to assist in conducting graduate evaluations in accordance with DAFMAN 36-2689, *Training Program*. The COL is included in Part II, Section B of this document.

**Direct Reporting Unit (DRU)** – A subdivision of the Air Force, directly subordinate to the Chief of Staff, US Air Force. A DRU performs a mission that does not fit into any of the MAJCOMs. A DRU has many of the same administrative and organizational responsibilities as a MAJCOM.

**Disciplinary Case Management System (DCMS)** - Assists judge advocate offices from installation to headquarters levels in the management of military justice actions from investigation through the appeal process. It provides a central Air Force database detailing the status of such actions and provides output data to the Air Force Public Docket, Office of Special Investigations, Security Forces, Commanders, and stakeholders throughout the Executive Branch (up to, and including, Congress and the White House). It also has an interface with the Military Personnel database (MiLPDS) and will have interfaces with OSI and Security Forces databases. DCMS-AMJAMS also provides web-based queries, standard reports, and management tools (i.e., dashboards and administration screens).

**Duty Position Tasks** – Tasks assigned to an individual for a position they currently hold, which include all core tasks and competencies corresponding to the current duty position, and any additional tasks or competencies assigned by the supervisor.

**Education and Training Course Announcement (ETCA)** – Contains courses conducted or administered by the AF and includes specific procedures, fund cite instructions, and reporting instructions.

**Federal Legal Information Through Electronics (FLITE)** – DoD computer assisted legal research system. The program is administered by the Air Force Legal Information Services Directorate (HQ USAF/JAS).

**Field Command (FLDCOM)** – A field command has a specific portion of the United States Space Force mission (USSF). Each FLDCOM is directly subordinate to HQ USSF.

**Field Operating Agency (FOA)** – Subdivisions of the Air Force directly subordinate to a headquarters US Air Force functional manager. A FOA performs field activities beyond the scope of the MAJCOMs. The activities are specialized or associated with an Air Force-wide mission and do not include functions performed in management headquarters, unless specifically directed by a DoD authority. Some examples are the Air Force Personnel Center (AFPC) under the Deputy Chief of Staff for Manpower, Personnel, and Services, and the Office of Special Investigations (OSI) under The Inspector General. Similar organizations at MAJCOM level are called MAJCOM FOAs.

**Field Support Center (FSC)** – Consolidates certain legal functions and provides specialized

technical expertise and support, to include reach-back support for deployed forces.

**Foundational Competencies** - A set of accepted and valued competencies applicable to all Airmen (officer, enlisted, and civilian) to achieve success across the wide-array of Air Force missions, roles, functions, and duties.

**Functional Area Manager (FAM)** – The individual accountable for the management and oversight of all personnel and equipment within a specific functional area to support the operational planning and execution. Responsibilities include, but are not limited to, developing, and reviewing policy; developing, managing, and maintaining UTCs; developing criteria for and monitoring readiness reporting; force posturing; and analysis. At each level of responsibility (DAF, MAJCOM, Air Component, FOA, DRU, and Unit), the FAM should be highly knowledgeable and experienced within the functional area and have the widest range of visibility over the functional area readiness and capability issues.

**Functional Manager (FM)** – Senior leaders, designated by the appropriate functional authority (FA) who provide day-to-day management responsibility over specific functional communities at the MAJCOM, FOA, DRU, or ARC level. While they should maintain institutional focus on resource development and distribution, FMs are responsible for ensuring their specialties are equipped, developed, and sustained to meet the functional community’s mission as well as encourage force development opportunities to meet future needs of the Air Force mission.

**Initial Skills Training** – A formal course that results in an AFS 3-skill level award for enlisted members.

**Judiciary Docket System (JDS)** – A system maintained by the user and utilized by the schedulers to review the availability of military judges, court reporters, defense counsel, victims counsel, and other parties to a hearing in determining the best available date to hold a hearing or general availability of parties in scheduling other hearing related matters such as transcription assistance and travel.

**Law Office Management Course (LOMC)** – This course provides instruction on various areas of legal office management, communication skills, and information on recent developments in the areas of military justice, civil law, budgeting, and manpower that impact the management of the base legal office functions. The CFM, or appropriate component representative, selects members to attend. Enlisted paralegals in the ranks of TSgt through SMSgt and who currently serve or have been selected to serve as the Superintendent or NCOIC of a legal office are eligible to attend.

**Major Command (MAJCOM)** – A major Air Force subdivision having a specific portion of the Air Force mission. Each MAJCOM is directly subordinate to HQ USAF.

**Master Task List (MTL)** – A comprehensive list detailing all tasks performed and competencies needed within a work center and consisting of the current CFETP or Job Qualification Standard (JQS) and locally developed AF Forms 797 (as a minimum). The MTL should also include tasks and competencies required for deployment and/or unit type code requirements.

**Non-Prior Service (NPS)** – Students who have completed Basic Military Training and are in their initial technical training course for award of an AFSC.

**Occupational Survey Report (OSR)** – A detailed report showing the results of an occupational survey of tasks performed within a particular AFS.

**Occupational Competencies** - Competencies required by an individual to successfully execute a mission, role, function, job, task, or duty within a designated or specified workforce category or group of functions requiring similar work (e.g., Paralegal, Aircraft Maintenance, Civil Engineering, and Nursing).

**Office of Special Trial Counsel (OSTC)** – Provides legal representation in the investigation and trial-level litigation of covered offenses, pursuant to the Uniform Code of Military Justice, 10 U.S.C. 801(17), and other offenses over which the office exercises authority. The OSTC operates independently of the military chains of command of both the victims of alleged covered offenses and those accused of covered offenses.

**On-The-Job Training (OJT)** – Hands-on, over-the-shoulder training conducted to certify personnel in both upgrade (skill level award), competency development, and job qualification (duty position certification) training.

**Paralegal Apprentice Course (PAC)** – An in-residence initial skills course designed to provide students with the foundational skills necessary to perform duties as a paralegal apprentice in a wing legal office.

**Paralegal Advanced Developmental Education (PADE)** – This course provides instruction in paralegal education and training, and advanced legal program management to prepare future senior enlisted leaders. The intended audience include TSgt's that have attended PCC and have been awarded their 7-skill level. Priority will be given to students identified to serve as NCOIC of legal offices, backfill for the Superintendent, or NCOIC of a section.

**Paralegal Craftsman Course (PCC)** – An in-residence advanced skills course designed to provide a student-centered learning environment. Paralegal Journeymen receive advanced and specialized instruction on communication, legal research, analysis, and writing, case management, interview protocol, personnel management, military justice, training, leadership, civil law and litigation, and operations and international law. Prior to attending, students are required to possess a 5-skill level, be in the minimum rank of SSgt (or SSgt select) and have completed the minimum time in upgrade training.

**Quadrennial Training Tour** – All Air Reserve Component paralegals must complete a two consecutive week quadrennial tour at an installation-level RegAF legal office, once every four years.

**Qualification Training (QT)** – Hands-on performance training designed to qualify personnel in a specific position. This training occurs both during and after upgrade training to maintain up-to-date qualifications.

**Reserve Forces Paralegal Course (RFPC)** – A professional continuing education (PCE) course designed for ARC paralegals and required to attend every four years.

**Resource Constraints** – Resource deficiencies, such as money, facilities, time, manpower, and equipment that preclude desired training from being delivered.

**ROSTER** – A web-based application that facilitates the review and management of JAG Corps personnel, including Total Force. ROSTER is used to control access to various legal information systems.

**Seasoning Training Program (STP)** – An ARC program that provides Active Duty for Training (RPA) orders to ARC members to train at installation-level RegAF offices. The purpose of this program is to provide a means to accelerate upgrade training to become a fully qualified mobilization resource. If funding is available, ARC members in up-grade training may volunteer, for a specified period, to complete hands-on training. Note: STP will continue to follow the guidelines set forth in AFRCI 36-2603, *Seasoning Training Program*, until superseded.

**Senior Enlisted Advisor to The Judge Advocate General (SEA)** – Serves as the SEA to The Judge Advocate General and to senior staff regarding the quality of life, morale, and welfare of JAG Corps personnel. In conjunction with the CFM this position has strategic oversight of policy and training requirements for enlisted paralegals to ensure professional development and training programs meet American Bar Association and Community College of the Air Force requirements.

**Specialty Training** – The total training process used to qualify Airmen in their assigned specialty.

**Specialty Training Requirements Team (STRT)** – A forum used in conjunction with the Utilization and Training Workshop (UT&W) to determine education, training, and competency requirements. The STRT utilizes subject matter experts within the AFS to establish the most effective mix of formal and on-the-job training for the AFS skill level.

**Specialty Training Standard (STS)** – An AF publication (located at Part II of this document) that describes an AFS in terms of tasks and knowledge that an Airman may be expected to perform or know on the job. Also identifies the training provided to achieve a 3-, 5- or 7-skill level within an enlisted AFS. It further serves as a contract between AFJAGS and the functional user to show which training requirements for an AFSC are taught in formal schools and in correspondence courses.

**Standard of performance** – A fixed quantity, quality, or level of performance an individual is expected to demonstrate.

**The Judge Advocate General (TJAG)** – The senior uniformed Air Force attorney responsible for furnishing legal advice, opinions, and assistance on a wide variety of subjects to the Secretary of the Air Force and all offices and agencies of the Department of the Air Force. Oversees the provision of legal services by Air Force judge advocates, civilian attorneys, enlisted paralegals, and additional civilian employees. Acts as the sourcing and adjudication authority for the deployment of judge advocates and paralegals.

**Total Force** – All collective AF components (active, reserve, guard, and civilian elements) of the US Air Force.

**Total Force Integration (TFI)** – Provides efficient and effective combat capability with the

resources assigned to the Total Force. The components and MAJCOMs rely upon associated organizational constructs. Associations provide surge and rotational capacity of combat power, enhanced training, and more efficient operations. Components will associate to improve productivity, increase, or retain mission capabilities, and/or to achieve synergy in the use of Total Force equipment, manpower and infrastructure.

**MyTraining/MyLearning** – A cloud-based Software as a Service (SaaS) technology capability that will enable real-time training tracking management that automates the processes of identifying, assigning, monitoring, documenting, and reporting of upgrade training requirements outlined in the CFETP. This web-browser-accessed environment will manage Airmen's education and training from inception through training lifecycle until departure from the Air Force and provides a single reporting capability with key management information about upgrade training, competency and core tasks completion and status, OJT training status and analytical capabilities to track upgrade progression.

**Trainer** – A trained and qualified person who teaches personnel to perform specific job functions through on-the-job training methods. A trained and qualified member is defined as a member who is recommended by their supervisor, qualified to perform the function being trained, and has completed the Air Force Training Course (AFTC).

**Training Capability** – The ability of a unit or base to provide training. Authorities consider the availability of equipment, qualified trainers, study reference materials, and so on in determining a unit's training capability.

**Unit Type Code (UTC)** – A five-character alphanumeric designator uniquely identifying a deployable Air Force capability.

**Upgrade Training (UGT)** – Mandatory training which leads to the attainment (award) of a higher level of proficiency and competency (skill level).

**Utilization and Training Workshop (U&TW)** – A forum used to determine education and training requirements, by bringing together the expertise to establish the most effective mix of formal and on-the-job training for the AFS skill level. The primary participants include the CFM, Training Program Manager (TPM), MFMs, Domain SELs, ARC FMs, and AFS Subject Matter Experts (SMEs). Other participants may include representatives from AFCDA for CDCs, Air Force Occupational Analysis for Occupational Survey Report (OSR), Air Force Personnel Center (AFPC) Education & Training and Classification Branch, and the Air Force Community College of the Air Force (CCAF).

**Victim Witness Assistance Program (VWAP)** – Provides guidance for the treatment of victims and witnesses of offenses under the Uniform Code of Military Justice (UCMJ), and victims and witnesses of offenses under the jurisdiction of local, state, other federal, or foreign authorities during those stages of the criminal justice process conducted primarily by Air Force.

**Web-based Administrative Separation Program (WASP)** – Web-based administrative discharge program for use in the field. WASP assists legal offices from the installation level to Air Force headquarters level in managing and processing administrative discharge actions. WASP produces standardized monthly reports available electronically and will be a part of the DCMS platform.

**Web-based Legal Information Online System (WebLIONS)** – A web-based program designed to track legal assistance information and generate powers of attorney and the Annual Report of Legal Assistance.

**Web-based Magistrate Court System (WebMAG)** – Assists judge advocate offices at the installation level with managing cases arising under the Magistrates Court program.

**Wartime Tasks** - Tasks to be taught in the paralegal apprentice course in response to a wartime scenario in a streamlined training environment.

***Section A - General Information***

**1. Purpose.** This CFETP provides information necessary for the CFM, MFMs, SELs, commanders, training managers, supervisors, and trainers to plan, develop, manage, and conduct an effective and efficient career field training program. This plan outlines the training that individuals in this AFS should receive to develop and progress throughout their career. This plan identifies initial skills, upgrade, qualification, advanced, and proficiency training.

<b>Type of Training</b>	<b>Definition</b>
Initial Skills	Specialty specific training an individual receives at AFJAGS upon entry into the Air Force or upon retraining into this specialty for award of the 3-skill level.
Upgrade	Mandatory courses, task qualification and competency requirements, and correspondence course completion requirements for award of the 3, 5, 7, and 9-skill level.
Qualification	Actual hands-on task performance training designed to qualify an airman in a specific duty position. This training program occurs both during and after the upgrade training process. Designed to provide the performance skills and knowledge required to do the job.
Advanced	Formal specialty training used for selected airmen.
Proficiency/Competency	Additional training, either in-residence or exportable advanced training courses, or on-the-job training provided to personnel to increase their skills and knowledge beyond the minimum required for upgrade.

The CFETP has several purposes, some are:

**1.1.** Serves as a management tool to plan, manage, conduct, and evaluate a career field training program. It is also used to help supervisors to identify training at the appropriate point in an individual’s career.

**1.2.** Identifies task, competency, and knowledge requirements for each skill level in the specialty and recommends education and training throughout each phase of an individual’s career.

**1.3.** Lists training courses available in the specialty, identifies sources of training, and the training delivery method.

**1.4.** Identifies major resource constraints that impact full implementation of the desired career field training process.

**2. Uses.** The plan is used by MAJCOM Functional Managers and supervisors at all levels to ensure comprehensive and cohesive training programs are available for everyone in the specialty.

**2.1.** AFJAGS training personnel develop or revise formal resident, non-resident, field, and exportable training based upon requirements established by the users and documented in Part II of the CFETP. They also work with the CFM to develop acquisition strategies for obtaining resources needed to provide identified training.

**2.2.** MAJCOM Functional Managers ensure their training programs complement the CFETP mandatory initial, upgrade, and proficiency requirements. OJT, resident training and contract training, or exportable courses can satisfy identified requirements. MAJCOM-developed training to support this AFSC must be identified for inclusion into this plan.

**2.3.** Everyone is required to complete the mandatory training requirements specified in this plan. The list of courses in Part II is used as a reference to support training.

**3. Coordination and Approval.** The CFM is the approval authority and initiates an annual review of this document to ensure currency and accuracy. MAJCOM representatives and AFJAGS training personnel identify and coordinate the career field training requirements. Using the list of courses in Part II, they ensure the elimination of duplicate training.

## ***Section B – Career Progression and Information***

### **4. Specialty Description.**

**4.1. Specialty Summary.** Manage and perform substantive and procedural legal work as authorized by law, which work, in the absence of the paralegal, would be performed by an attorney, in compliance with *American Bar Association (ABA) Model Rules of Professional Conduct*, Air Force Instruction (AFI) 51-110, *Professional Responsibility Program* and Department of the Air Force Instruction (DAFI) 51-101, *The Air Force Judge Advocate General's Corps (AFJAGC) Operations, Accessions, and Professional Development*. Paralegals provide legal services for commanders, service members and other eligible beneficiaries as authorized by congress and policy; manage organizations through training, leadership, personnel and office management; conduct interviews, legal research, analysis, and writing; perform leadership and technical functions in the military justice, civil law, operational and international law domains; ensure compliance through records and case management; assist attorneys with trial, defense and/or victim advocacy as directed; prepare, review, and maintain legal documents; communicate professionally with all personnel to include government agencies or officials and senior leaders. Related DoD Occupational Subgroup: 151200.

***NOTE: Paralegals may not provide legal services directly to the public except as permitted by law.***

### **4.2. Duties and Responsibilities.**

**4.2.1.** Plan, organize, and direct legal services personnel in the areas of military justice, civil law,

operational and international law, and office management; establish standards and evaluate completed actions to determine accuracy, content, and compliance with governing directives, instructions, and statutes; prepare written communications, process correspondence and maintain suspense files; compile, input, update, retrieve, and interpret statistical data; prepare and present statistical reports on legal activities in various forums; create graphic presentations; conduct legal research by reviewing and analyzing available precedents; prepare legal reviews and memoranda and make final legal recommendations for the Staff Judge Advocate (SJA) or other senior attorney; maintain, stage, and dispose of official records; perform self-inspections and correct deficiencies; develop and maintain legal assistance materials and resources for clients; prepare for and participate in Inspector General and Article 6, UCMJ inspections; maintain confidentiality, protect personally identifiable and classified material in accordance with applicable guidance.

**4.2.2. Military Justice.** Under the supervision of an attorney, provide administrative and litigation support in processing and execution of all judicial and nonjudicial (Article 15, UCMJ) matters, to include other administrative actions according to applicable laws and instructions, the *Manual for Courts-martial (MCM)* and other guidance whether part of the government, defense or victim teams; examine preliminary evidence for sufficiency of facts and jurisdiction over offense(s) and offender; assist commanders and first sergeants with determining appropriate forum for disciplinary actions; perform legal research and draft charges and specifications for courts-martial and Article 15 actions; prepare, process, and secure all documentation/evidence required for courts-martial, Article 15 actions, and discharge boards from investigation through final action; assist attorneys with investigating leads, conducting witness/victim interviews, to include witness/victim care and travel, reviewing case status, and developing case strategy; examine all actions and records of legal proceedings to ensure accuracy and completeness prior to review by commanders and final processing; review and assemble transcripts of legal proceedings; use the Disciplinary Case management System (DCMS)/Automated Military Justice Analysis and Management System (AMJAMS) and detailed checklists to accurately capture case details, monitor case progress, analyze military justice programs and prepare status of discipline presentations for commanders; process administrative separation actions in accordance with applicable laws, instructions and other guidance; perform legal research and prepare legal reviews for decision making authorities; use the Web-based Administrative Separation Program (WASP) to track and provide reports on the administrative separations of enlisted Air Force members. Maintain Letter of Counseling, Admonishment, and Reprimand (LOCAR) demographic information, as required by DAFI 36-2907, *Adverse Administrative Actions*, Chapter 5.

**4.2.3. Civil Law.** Under the supervision of an attorney, provide legal support in ethics, standards of conduct, environmental, labor and employment, claims, contract law and other areas under the civil law domain; perform research and draft legal reviews and briefs as needed; process line of duty determinations, report of survey investigations and off-duty employment requests; interview clients and determine eligibility for legal assistance; consult clients to obtain facts, background information, and data to determine conflict and/or appropriate assistance or referral to other agencies; prepare documents such as powers of attorney, wills, promissory notes, deeds and bills of sale; function as notary public under federal law (Title 10 USC); use the Web-based Legal Information Online System (WebLIONS) and Legal Assistance Website to manage legal assistance appointments, prepare documents and generate reports; receive, examine, adjudicate, process, and settle claims filed for and against the United States Government pursuant to Air Force publications, applicable laws, and international agreements with foreign governments; evaluate basic claims and related documents to ensure compliance with time limits, jurisdiction and liability; consult with claimants on sufficiency and legality of claims covering matters such as death, personal injury, and property loss or damage;

conduct claims investigations and interview witnesses to make preliminary determination of liability and extent of damages; settle claims within settlement authority or make recommendations on settlement; prepare claims to forward to appropriate activity or echelon; use the Armed Forces Claims Information Management System (AFCIMS) for claims adjudication and program management.

**4.2.4. Operational and International Law.** Under the supervision of an attorney, assist commanders to ensure AF personnel are familiar with and are able to fulfill DoD Law of War Program requirements in accordance with governing directives and statutes; monitor the reporting, investigation, and processing of any record of alleged law of war violation involving Air Force personnel; ensure the timely review, processing, and filing of legal reviews involving weapons and weapon systems; assist the Air Force Foreign Claims Division and the Aviation and Admiralty Torts Division when required with coordinating Status of Forces Agreement requirements with the Department of State and other Federal agencies for foreign claims processing or investigation personnel involved with an aircraft or ground safety investigation outside the United States; track criminal incidents occurring outside the United States involving US personnel (including service members, dependents, US civilians, and contractors) arrested, tried or imprisoned by another nation's criminal system; track criminal actions within the United States in State or Federal courts, involving foreign military members stationed within the United States; assist in the production of evidence or witnesses before the court and ensure pertinent information involving the alleged criminal charges is updated in the Foreign Criminal Jurisdiction database for higher headquarters visibility; track requests to negotiate, conclude and process all international agreements that fall under their organization; ensure all proposed international agreements are properly coordinated with appropriate agencies and reported in a timely manner as required by Federal law; serve as emergency preparedness coordinator for legal personnel participating in the AF Crisis Action Team and Continuity of Government programs; review NATO and other Allied publications, Air Force and Joint Doctrine documents for legal sufficiency; assemble, coordinate and provide information at the appropriate level to assist the Judge Advocate General's Article 6, UCMJ inspection program.

**4.2.5. Manage resources.**

**4.2.5.1. Personnel.** Identify requirements, develop position descriptions, and assign workload; professionally develop, train and mentor junior officers, enlisted and civilian personnel; monitor performance feedback and reporting; manage attached reserve component requirements and training; manage quarterly, annual, functional, and other award and recognition programs.

**4.2.5.2. Fiscal.** Assess program priorities and fiscal support capabilities; identify resource requirements, ascertain appropriate funding sources, submit, review and coordinate budget execution, implement adjustments and conduct follow-up; allocate resources and administer fiscal internal controls.

**4.2.5.3. Facilities.** Assess and process requests for facility maintenance, modification, and new construction to meet requirements; develop and coordinate self-help projects; schedule and evaluate facility usage and maintenance.

**4.3. Competencies.** The Air Force defines competencies a combination of knowledge, skills, abilities, and other characteristics that manifest in observable and measurable pattern of behaviors required for mission success. The Paralegal community has rebuilt the entire training platform by using competencies to identify the behaviors that are needed to be successful on the job. This has

been accomplished by identifying and integrating the 5J0X1 occupational competencies and leveraging the Air Force's foundational competencies in a manner that provides all Airmen with transparent and unbiased pathways towards successful personal development.

**4.3.1. Airmen's Foundational Competencies.** The foundational competencies are a set of accepted and valued competencies, which enable success across a wide array of DAF missions, roles, functions, and duties. These competencies are the core of Airmen development and enable Airmen with tools, pathways, and capabilities to improve their performance in any job, specialty, or situation. The foundational competencies are grouped into different categories of Developing Self, Developing Others, Developing Ideas, and Developing Organization. Airmen can go to MyVector (accessible via AF Portal) to complete a self-assessment, which will have them evaluate themselves on the Airmen's foundational competencies or a 360-degree assessment, where subordinates, peers, and leaders can also provide feedback. The assessment tools will provide Airmen with immediate feedback on personal strengths and areas for improvement. Additionally, a personal improvement plan with targeted resources (videos, reading content, developmental opportunities) are provided for continued self-development.

Figure 1. Airmen’s Foundational Competencies.



**4.3.2. Occupational Competencies.** Occupational competencies are a set of competencies required of all Airmen within a specific workforce category. These competencies provide a framework that describes the knowledge, skills, abilities, and other characteristics needed to perform that function’s mission successfully.

**4.3.2.1. Occupational Competency Model.** A career field’s competencies can be viewed in a competency model, which is an organized collection of competencies pertinent to the career field. The occupational competency model provides a framework to effectively assess, maintain, and monitor the competencies required for mission success for Airmen within the Paralegal community. The occupational competency modeling process follows a distinct process with continued involvement from the career field and allows Airmen to see how their task lists, OJT, formal courses, and other training, education, and experiences are aligned to the career field’s strategic objectives.

**4.3.2.2.** Career fields work with trained competency experts to identify and develop their competency model, which consists of the competencies, sub-competencies, and definitions. Occupational competency models will be different for each career field. The model focuses on integrating not just the technical components, but also leadership, management, combat, joint, all-domain, and social mastery competencies required for Airmen to succeed in their career field. Figure 2 provides an example of a competency model for the 5J0X1 career field.

Figure 2. 5J0X1, Paralegal, Occupational Competency Model

Competency	Sub-Competency	Description
Organizational Management	Training	Continuous and deliberate development of knowledge, skills, and behaviors required to produce technical experts and versatile leaders.
	Leadership	Inspire, build, and sustain motivation and morale to accomplish full-spectrum legal support.
	Personnel Management	Establish and maintain an environment of professional conduct, feedback, growth, and development.
	Office Management	Acquire resources and fulfill administrative functions to support and execute the mission.
Compliance	Records Management	Provide accountability of the organization, function, policy, and procedures to the public, Congress, and the Department of Defense, and demonstrate compliance with all legal, statutory, regulatory, and policy requirements.
	Case Management	Oversight of case events across legal operations to enable compliance with legal, statutory, regulatory, and policy obligations to all parties involved in litigation.
Legal Tenets	Communication	Engage and guide stakeholders on all relevant legal matters affecting mission readiness, standards and discipline, and military community to achieve tactical, operational, and strategic objectives.
	Legal Research and Analysis	Identify relevant sources and apply legal concepts to support the decision making process.
	Legal Writing	Produce written documents and instruments.
	Interview Protocol	Conduct structured conversations to elicit information.
Areas of Practice	Civil Law and Litigation	Provide legal support to acquisitions, operations, protection/preservation of the force, resources and installations.
	Military Justice and Discipline	Provide legal support in the fair and equitable administration of military justice.
	Operations and International Law	Provide legal support to maximize command authority, promote optimal conditions, and enable ready forces for national defense.

**4.3.2.3. Occupational Competency Rubric.** After a model is developed, a team of subject matter experts begin building competency rubrics, which consists of the competency, a description of the competency, proficiency levels, and measurable and observable behaviors. The competency rubrics will help Airmen learn which behaviors are aligned to the career field’s strategic direction, the professional developmental expectations, and the criteria for success. Figure 3 provides an example of a competency rubric for the 5J0X1 career field.

Figure 3. 5J0X1, Paralegal, Occupational Competency Rubric for Case Management

Competency	Proficiency Levels	Observable Behaviors
Compliance	<b>Expert</b> Reach of Influence: MAJCOM/FOA/DAF/Industry	- Monitors disposition, provides oversight and guidance to protect government interests, and ensures compliance with applicable laws, statutes, regulations, and policy - Validates legal sufficiency of subordinate areas of practice to enhance institutional accountability
<b>Sub-Competency</b>	<b>Advanced</b> Reach of Influence: Organization	- Partners with applicable military and civilian stakeholders to provide legal support across all areas of practice - Develops strategy and manages functional processes to support litigation or disposition
Case Management		
<b>Description</b>	<b>Intermediate</b> Reach of Influence: Functional Area	- Analyzes case progress to identify legal sufficiency of associated authorities, jurisdictional considerations, and evidence to support disposition - Determines use of applicable checklist(s); creates, maintains, and files records as required by disposition authorities; protects government interests and demonstrates compliance with laws, statutes, regulations, and guidance
Oversight of case events across legal operations to enable compliance with legal, statutory, regulatory, and policy obligations to all parties involved in litigation.		
<b>Supporting Competencies</b>	<b>Basic</b> Reach of Influence: Individuals	- Identifies applicable statutes, regulations, guidance, and associated reporting requirements to ensure functional compliance - Receives and collects relevant information, evidence, and substantiation to support investigative efforts - Summarizes relevant facts and circumstances; identifies appropriate area of practice and applicable legal sources to demonstrate compliance

4.3.2.4. To better understand how to read and utilize the competency rubric, a breakdown of each component is explained below in figure 4a-c.

Figure 4a. Competency Rubric Section 1.

<b>Competency</b>	←	The competency section states the competency group.
Compliance		
<b>Sub-Competency</b>	←	The sub-competency section states the narrower category that forms part of the competency group.
Case Management		<b>Note:</b> Some models may only consist of a competency and not include a sub-competency.
<b>Description</b>	←	The description section provides a statement that gives details about the sub-competency, enabling career field members to better understand how sub-competency relates to the AFS.
Oversight of case events across legal operations to enable compliance with legal, statutory, regulatory, and policy obligations to all parties involved in litigation.		
<b>Supporting Competencies</b>	←	The supporting competencies section are supported-level

		competencies that are linked to the success of the sub-competency. These competencies lend themselves more toward areas like values, traits, and attitudes. These competencies were included as part of a larger survey that went out to the entire AFS; respondents were asked to rate the top supporting competencies they believe will attribute to higher successful performance within the sub-competency.
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Figure 4b. Competency Rubric Section 2.

<b>Proficiency Levels</b>	←	The proficiency levels are broken into four parts: basic, intermediate, advanced, and expert.
<i>Expert</i> <b>Reach of Influence:</b> MAJCOM/FOA/DAF/ Industry		Under each proficiency level are predetermined criteria selected by a group of SMEs from your career field and validated by the career field. The criteria were used as the basis to develop the observable behaviors. These criteria provide concrete parameters for the behaviors, which are consistent but progressive in nature as a member moves up the scale from basic to expert.
<i>Advanced</i> <b>Reach of Influence:</b> Organization		Some of the criteria (e.g. depth of knowledge, consistency of application/complexity, and thinking challenge) allows an individual to become an expert through the experience gained in a particular job and over a period of time. For example, the person can quickly move up different proficiency levels while they are serving as a technician at a flight; they move quickly because they are exposed to a variety of situations.
<i>Intermediate</i> <b>Reach of Influence:</b> Functional Area		While other criteria (e.g. scope, impact, and reach of influence) requires more of a hierarchical approach to gain the experience needed to progress through the competency levels. Moving through the proficiency levels may be difficult to do in certain jobs. For example, if scope at the expert level requires job integration with the AF-level, then the individual may have to be in a position where they can gain that experience (i.e. at HHQ, Wing, or an organization with far reaching capabilities).
<i>Basic</i> <b>Reach of Influence:</b> Individuals		

Figure 4c. Competency Section 3.

<b>Observable Behaviors</b>	←	The observable behaviors are statements of what can be observed from an individual manifesting the competency at the respective competency level.
<ul style="list-style-type: none"> <li>– Monitors disposition provides oversight and guidance to protect government interests, and ensures compliance with applicable laws, statutes, regulations, and policy.</li> <li>– Validates legal sufficiency of subordinate areas of practice to enhance institutional accountability</li> </ul>		
<ul style="list-style-type: none"> <li>– Partners with applicable military and civilian stakeholders to provide legal support across all areas of practice.</li> <li>– Develops strategy and manages functional processes to support litigation or disposition</li> </ul>		They provide objective

<ul style="list-style-type: none"> <li>- Analyzes case progress to identify legal sufficiency of associated authorities, jurisdictional considerations, and evidence to support disposition.</li> <li>- Determines use of applicable checklist(s); creates, maintains, and files records as required by disposition authorities; protects government interests and demonstrates compliance with laws, statutes, regulations, and guidance</li> </ul>		<p>evidence that the individual possesses the competency level, and shows what effective performance looks like.</p>
<ul style="list-style-type: none"> <li>- Identifies applicable statutes, regulations, guidance, and associated reporting requirements to ensure functional compliance.</li> <li>- Receives and collects relevant information, evidence, and substantiation to support investigative efforts.</li> <li>- Summarizes relevant facts and circumstances; identifies appropriate area of practice and applicable legal sources to demonstrate compliance</li> </ul>		<p>The behaviors are written to be specific enough so they can be observable and lend themselves towards measurement.</p>

**4.3.3.** Another key component within the rubric is the supporting competencies section at the bottom left-hand corner. These are the top four supporting competencies that can help members excel and be successful in that sub-competency. Some of these supporting competencies are tied directly to the Airmen’s Foundational Competencies, while others may be unique to the career field. Having these supporting competencies identified and linked to a career field’s competency model can cultivate those underlying characteristics needed to succeed on the job. Leaders, supervisors, trainers, instructors, or mentors can now set members up for greater success by building these supporting competencies and placing their airmen in situations where they can apply those strategies. All these elements come together to ensure we can develop Airmen who are better prepared, present, and future mission focused, and ready to succeed in any situation. Additionally, AFH 36-2643, *Air Force Mentoring Program*, has information on how competencies can be used when an established mentoring strategy is put into effect to foster and develop Airmen.

**4.3.4. Competency Development.** A competency-based system is used to sharpen our airmen’s tactical expertise, operational competence, strategic vision, and joint proficiency to lead and execute the full spectrum of USAF missions. This occurs not in a classroom but on the job by combining education, training, and experiences to provide Airmen with a better developmental pathway as they move along their careers. Airmen are still required to complete specific training courses, core tasks, and other training requirements to attain a 3-, 5-, and 7-skill levels. Competency development allows Airmen to move beyond the minimum career field requirements and begin addressing developmental gaps and strengthening their capabilities. The information included within the competency model will allow members within the Paralegal community to manage their professional growth and development by identifying their strengths and weaknesses against clear and objective behaviors within the competency model.

**5. Skill and Career Progression.** Adequate training and timely progression from the apprentice to the superintendent skill level play an important role in the Air Force's ability to accomplish its mission. It is essential that everyone involved in training must do their part to plan, manage, and conduct an effective training program. The guidance provided in this part of the CFETP will ensure everyone receives viable training at appropriate points in their career.

**5.1. Apprentice (3) Skill Level.** Initial skills training in this specialty consists of the tasks and knowledge provided in the 3-skill level resident course and results in the award of AFSC 5J031. Task, competency, and knowledge training requirements are identified in the CFETP at Part II, Sections A and B.

**5.2. Journeyman (5) Skill Level.** Upgrade to the 5-skill level in this specialty consists of:

**5.2.1.** Task and knowledge training provided in CDC 5J051 to include a passing score on all end of module assessments and end of course capstone;

**5.2.2.** Completion of core tasks identified with a “5” in Attachment 2, Column C of Part II of the CFETP;

**5.2.3.** Completion of all competency rubrics identified by the CFM;

**5.2.4.** Completion of a minimum of 12 months’ time-in-training (9 months for retrainees);

**5.2.5.** Supervisor recommendation and unit commander approval.

**5.3. Craftsman (7) Skill Level.** Upgrade training to the 7-skill level in this specialty consists of:

**5.3.1.** Selection for promotion to SSgt;

**5.3.2.** Completion of core tasks identified with a “7” in Attachment 2, Columns C of Part II of the CFETP;

**5.3.3.** Successful completion of the Paralegal Craftsman Course at AFJAGS, Maxwell AFB, AL;

**5.3.4.** Completion of all competency rubrics identified by the CFM;

**5.3.5.** Completion of a minimum of 12 months time-in-training (6 months for retrainees);

**5.3.6.** Supervisor recommendation and unit commander approval.

**NOTE:** Members who have not been selected for the rank of SSgt do not need to stall training efforts, for official entry into 7-skill level upgrade training. Members are encouraged to be trained and signed off on 7-level core tasks and develop required competencies prior to official entry.

**5.4. Superintendent (9) Skill Level.** Must hold the rank of SMSgt, meet mandatory requirements listed in specialty description in AFECD and have supervisor’s and commander’s recommendation. Note: There will be substantive changes to 9 Skill level requirements that will be updated later.

**6. Training Decisions.** The CFETP has undergone a considerable revision towards building a competency-based training and development platform for the Paralegal career field. A significant change has been to shift the focus from task-based training to one that is more centered on outcomes. A task is a unit of work activity or operation which forms a significant part of a duty. These are singular in nature and are usually accomplished in one continuous action, which also can occur independently of other tasks. Conversely, outcomes are learning goals that typically consist of a multitude of tasks. These outcomes are actions and performances that embody and reflect the learner’s competence in using content, information, ideas, and tools successfully. Focusing on learning outcomes allow organizations, leaders, supervisors, and trainers to incorporate foundational

competencies and underlying characteristics (values, traits, attitudes) into learning, which is necessary for developing Airmen with the competencies needed for future challenges. The following decisions were made because of close coordination between HQ AETC, 2AF Technical Training, AFJAGS instructors and staff, field SMEs, functional managers and the CFM. The final training requirements are then approved by the Career Field Manager.

**6.1.** A planning workshop was held in person. Members of the planning meeting sought to develop the learning outcomes. This was accomplished by reverse engineering the behaviors found in the Paralegal occupational competency model and then by asking what does an airman need to be able to know and do in order to master a specific behavior. The intent of the learning outcomes is to identify all factors needed to succeed in attaining the behavior. During the planning meeting, members removed the qualitative proficiency code key, which was approved at STRT/U&TW, and used a behavioral statement coding system for the STS. As a result, each line item will now consist of a verb and the coding system for formal training will only use P (performance), K (knowledge), and pk (performance-knowledge).

**6.2.** The CFETP uses a building block approach (simple to complex) to encompass the entire spectrum of training requirements for the Paralegal career field. The spectrum includes a strategy for when, where, and how to meet the training requirements. The strategy must be apparent and affordable to reduce duplication of training and eliminate a disjointed approach to training. The following decisions were made by a career field STRT held at Maxwell AFB, AL on 1-5 May 2023.

**6.3.** Initial Skills Training. The initial skills M5ABO5J031 0P3X Paralegal Apprentice Course was revised in 2019 by AFJAGS to provide training needed to prepare graduates for paralegal apprentice related positions. As the career field transitions to competency-based learning, a gap analysis will be conducted to determine if future changes are necessary.

**6.4.** Five Level Upgrade Training Requirements. The CFETP was revised to balance training requirements by focusing on foundational paralegal skills to standardize 5-level skill sets in all areas of practice and to align the career fields competencies with the Air Force foundational competencies required of all airmen.

**6.5.** Seven Level Upgrade Training Requirements. The M5ACO5J071 0P7X Paralegal Craftsman Course was revised in 2024 by AFJAGS to provide education and training skills, in addition to the required core tasks identified in the STS.

**6.6.** Core Tasks were substantially reduced to allow a greater focus on developing behaviors to achieve expected outcomes. The remaining core tasks for the five and seven level can be found throughout the basic, intermediate, and advanced competency levels. To assist in developing these competencies and completing tasks, rubrics have been developed for each line item within the STS.

**6.7.** The CFETP Part II identifies four (4) competencies and thirteen (13) sub-competencies. Each competency is further broken down into the following proficiency levels; basic, intermediate, advanced, and expert. The proficiency levels are not tied to a specific rank or position. Additionally, each occupational competency has supporting competencies tied to them. The supporting competencies can allow Airmen to intentionally develop those transferrable underlying characteristics that will translate to mission capabilities, mission readiness, and mission success for the agile, future thinking Airman. Airmen, supervisors, trainers, mentors, and leaders should look

for opportunities to integrate the supporting competencies into every facet of an airman’s development as they seek to gain and increase proficiency within the Paralegal competencies.

**6.8. Air Force Reserve Annual Survey of the Law (ASL).** All members of the ARC are required to attend the ASL every two years. This requirement begins two years from Paralegal Apprentice Course graduation or two years after their first attendance at the Reserve Forces Paralegal Course, whichever occurs sooner.

**7. Community College of the Air Force (CCAF).** CCAF is one of several federally chartered degree-granting institutions. However, it is the only 2-year institution exclusively serving military enlisted personnel. The college is regionally accredited through Air University by the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) to award the Associate of Applied Science (AAS) degree designed for specific Air Force occupational specialties. All enlisted personnel are automatically registered in a CCAF AAS degree program associated with their primary AFSC prior to completion of basic military training (generally enrolled in week four of training) and are afforded the opportunity to obtain the degree. To be awarded a degree, requirements must be successfully completed before the student separates, retires, or is commissioned as an officer. See the CCAF website for details regarding degree programs at <https://www.airuniversity.af.edu/Barnes/CCAF/http://www.au.af.mil/au/barnes/ccaf/>.

**7.1. CCAF Degree Requirements.** Prior to completing an associate degree, the 5-skill level must be awarded, and the following requirements must be met:

	Semester Hours (SH)	
Technical Education* ( <i>see para 7.1.1.1</i> )		24
Leadership, Management & Military Studies (PME)		6
Physical Education (BMT)		4
General Education (Civilian)		15
<i>Oral/Written Communication</i>	6	
<i>Mathematics</i>	3	
<i>Social Science</i>	3	
<i>Humanities</i>	3	
Program Elective		15
<b>TOTAL</b>		<b>64</b>

\*Legal Ethics must be completed as part of the degree program; it may be applied in the technical core or humanities area, or the general education elective area.

**7.1.1. Technical Education (24 Semester Hours):** This requirement is satisfied primarily by CCAF academic credit awarded for completion of career field-specific formal technical training delivered at a CCAF school. A minimum of 9 semester hours of CCAF institutional credit must be applied in the degree major/academic discipline (Technical Core). The remaining semester hours are applied from remaining Technical Core or Technical Elective course credit. Due to specialized accreditation compliance, some degree programs have mandatory academic requirements that must be completed to graduate.

**7.1.1.1.** The Community College of the Air Force Paralegal degree program is an American Bar Association (ABA) approved program. The Judge Advocate General’s school conducts the *legal specialty* courses portion of the degree program through the Paralegal Apprentice Course and Paralegal Craftsman Course. The following courses have been offered with indicated CCAF credits awarded (based on course completion date):

<b>Legal Specialty Course</b>	<b>Credit Hours</b>
<b><u>January 2020 - Present</u></b>	
<b>Paralegal Apprentice Course</b>	
Intro to Legal and Professional Communication	2
General Law & Estate Planning	4
Legal Research and Writing	3
Claims Administration	2
Quality Force Management	5
Pre-Trial Administration	7
Post-Sentencing Procedures	2
Ethics and Professional Responsibility	3
<b><u>January 2017 – December 2019</u></b>	
<b>Paralegal Apprentice Course</b>	
Introduction to Civil Law	2
Legal Claims & Tort Investigation	1
Nonjudicial Punishment	3
Pre- & Post-Trial Administration	4
Legal Research and Writing I	2
Paralegal Ethics I	2
<b><u>January 2024 - Present</u></b>	
<b>Paralegal Craftsman Course</b>	
Legal Organizational Leadership & Operations	2

Advanced Research, Analysis, and Legal Writing	4
<b><u>June 2019 – February 2024</u></b>	
<b>Paralegal Craftsman Course</b>	
Advanced Civil Law and Claims	2
Operations and International Law	1
Legal Research and Writing II	3
Advanced Military Justice	4
Estate Planning	1
Paralegal Ethics II	1
Advanced Civil Law	2
Advanced Claims Administration	1
International Law	2
Legal Research and Writing	3
Military Justice	4
Law Office Supervision and Training	1

**7.1.2. Leadership, Management, and Military Studies (6 Semester Hours):** This requirement is satisfied primarily by CCAF academic credit awarded for completion of Enlisted Professional Military Education (EPME). However, this requirement may be satisfied by applying applicable civilian course credit accepted in-transfer, and/or by testing credit. The preferred method of satisfying the requirement is completion of EPME.

**7.1.3. Physical Education (4 Semester Hours):** This requirement is satisfied by CCAF academic credit awarded for completion of Basic Military Training.

**7.1.4. General Education (15 Semester Hours):** This requirement is satisfied by applying course credit accepted in-transfer or by testing credit. Applicable courses must meet specific criteria for application of credit toward the general education requirements specified in the *CCAF General Catalog*.

**7.1.5. Program Elective (15 Semester Hours):** This requirement is satisfied by applying remaining Technical Education, Leadership, Management and Military Studies, or General Education course credit. A maximum of nine semester hours of CCAF degree-applicable Technical Education credit otherwise not applicable to the program of enrollment may be applied.

**7.1.6. Institutional Credit Requirement (15 Semester Hours):** This requirement is commonly known as “residency credit”. Per SACSCOC accreditation standards, at least 25% of the credit hours required for an undergraduate degree must be earned through **instruction** offered by the institution awarding the degree. To graduate in a CCAF AAS degree:

**7.1.6.1.** The student must have at least 15 semester hours of CCAF institutional credit earned from formal specialty-related technical training, EPME and/or any courses offered under the Air University umbrella (i.e. AFCLC) applied.

**7.1.6.2.** The student must have at least 9 semester hours of CCAF institutional credit applied toward the degree major/academic discipline (Technical Core). This requirement is satisfied by CCAF institutional credit earned from completed formal specialty-related technical training. Students must have completed formal specialty-related technical training (initial skills, follow-on, and/or advanced) for which CCAF institutional credit is awarded and applied.

**7.2. Professional Certifications.** Certifications assist the professional development of our Airmen by broadening their knowledge and skills. Additionally, specific certifications may be awarded academic credit by CCAF and civilian colleges, saving time and Air Force tuition assistance funds. It also helps Airmen to be better prepared for transition to civilian life. Visit <https://www.airuniversity.af.edu/Barnes/CCAF/> for additional information. In addition to its associate degree program, CCAF offers the following certificate programs and resources:

**7.2.1. CCAF Instructor Certificate (CIC) Program.** CCAF offers this three-tiered certificate program for qualified CCAF faculty teaching at a CCAF off-campus instructional site (affiliated school) who have demonstrated a high level of professional accomplishment. This is a professional credential that recognizes the CCAF faculty member's extensive faculty development training, education and qualification required to teach a CCAF collegiate course, and formally acknowledges the faculty member's practical teaching experience.

**7.2.2. CCAF Instructional Systems Development (ISD) Certificate Program.** CCAF offers this certificate program for qualified curriculum developers and managers who are assigned at a CCAF off-campus instructional site (affiliated school) to develop and manage CCAF collegiate courses. This is a professional credential that recognizes the curriculum developer's or manager's extensive training, education, qualifications, and experience required to develop and manage a CCAF collegiate course. It also recognizes the individual's qualifications and experience in planning, developing, implementing, and managing instructional systems.

**7.2.3. Air Force Credentialing Opportunities On-Line (AF COOL) Program.** This program supports recruitment, retention, readiness, and transition. It provides Airmen a vehicle for pursuing civilian industry credentials (certifications, licensures, and registries) related to their Air Force occupational specialty and expands their career-related technical expertise and professionalism. It also prepares Airmen for entry into civilian jobs upon separation or retirement. Program information and guidance is available at <https://afvec.us.af.mil/afvec/af-cool/welcome>

**7.3.** Additional off-duty education is a personal choice encouraged for all. Airmen desiring to become a CCAF faculty member at any CCAF off-campus instructional site should be actively pursuing at least an associate degree. Academically qualified faculty is necessary to maintain SACSCOC accreditation and specialized accreditation.

**7.4. Professional Affiliations and Fraternal Organizations.** The Air Force recognizes the importance and supports associations with professional organizations and membership in fraternal organizations as a vital tool in your continuing education and professional development. Such affiliations and membership offer opportunities for tangible benefits in the areas of leadership, networking, team building, communication, community service, and most of all, career enhancement. Paralegals may become members of organizations such as, National Federation of Paralegal Associations, National Association of Legal Assistants, American Bar Association, and others as applicable.

## **8. Paralegal Professional Development**

**8.1. Enlisted Development Team (EDT) (RegAF only).** EDTs ensure senior leaders become familiar with the people assigned to their functional communities and make assessments of their qualifications for future opportunities. They ensure those with required qualifications are vectored for appropriate opportunities and help CFMs provide their Airmen with meaningful and actionable feedback. EDTs also provide a whole person look using education, training, and experience prior to vectoring and help identify a slate of the most qualified Airmen (vs. most TOS eligible) for assignment consideration.

**8.2. Purpose.** To identify 5J0X1 SMSgt's and SMSgt selects with the experience, training, and education to fill Key Leadership Positions (KLPs) and to identify 5J0X1 MSgt's and MSgt selects with the experience, education, and training to fill KLPs and Key Developmental Positions (KDPs) within the Judge Advocate General's Corps.

**8.3. Key Developmental Position (KDP).** KDPs are used to complement leadership qualifications. These positions are utilized to provide experience necessary for key leadership positions that may not be gained through the normal assignment system. KDPs are positions of responsibility that require SNCOs with demonstrated leadership experience, technical skills, and professional military and civilian education commensurate with their rank. Participants 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 larger legal activities at the installation level and serve in other specialized positions above the installation level.

**8.4. Key Leadership Position (KLP).** KLPs are unique positions with distinguishing responsibilities and education, training, experience, and performance requirements that cannot be realized through normal progression planning. KLPs are positions of increased responsibility that require mission-tested SNCOs with a breadth of leadership experience, advanced technical skills, and professional military and civilian education commensurate with their rank. Participants vectored to KLPs are ready to immediately lead a multitude of 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.

**8.5. ARC Paralegal Enlisted Development Team (DT) (AFR only).** Force Development (FD) through the DT process is a deliberate, systematic process to develop competitive strategic senior leaders postured to serve the Judge Advocate General's Corps. It is the deliberate management of experiences, combined with education and training, to align deliberate developed ARC members with mission needs. Senior leaders must become familiar with the people assigned to their functional

communities and make assessments of their qualifications for future opportunities. They ensure those with required qualifications are vectored for appropriate opportunities and help CFMs provide their Airmen with meaningful and actionable feedback. EDTs also provide a whole person look using education, training, and experience prior to vectoring and help identify a slate of the most qualified airmen for assignment consideration. ARC DTs occur biannually.

## 9. Enlisted Career Path

9.1. The chart below is provided only as an overview of a typical career path. Refer to DAFI 36-2670, DAFI 36-2502 and other applicable AFIs for current requirements.

Level Focus	Rank Average Sew-On Earliest Sew-On Leadership Roles HYT	Education and Training Requirements	Occupational Competencies	Applicable 5J Assignments and Experience
<p>Strategic  Leadership &amp; Management</p> <p>- SNCOs gain breadth of experience, leadership and managerial perspective through support service and joint efforts. SNCOs can build breadth with successful completion of developmental special duty assignments (PME, First Sergeant, Airman Development Advisor, etc.) outside primary AFSC. SNCOs may be assigned key duties as CFM, MFM, NAF Manager, or</p>	<p>CMSgt</p> <p>21.5 Years</p> <p>14 Years</p> <p>Manager Chief</p> <p>30 Years</p>	<p>Upgrade to CEM/SEL/MFM</p> <p>- Must be a CMSgt select</p> <p>- Attend CMSgt Orientation</p> <p>- Attend CMSgt Leadership Academy</p> <p>- Complete SEL JQS 900</p>	<p>- Strategic understanding of JAGC's role in AF Mission</p> <p>- Understand JAGC's role in DOD/Joint Mission</p>	<p>- Extensive experience in core duty/tasks/competencies (<i>depth</i>) and diverse JAGC functions (<i>breadth</i>)</p> <p>- Work JAGC functional reviews (<i>U&amp;TW, Strategic Teams, EDT, etc.</i>)</p>

Superintendent				
	<p>SMSgt</p> <p>19.2 Years</p> <p>11 Years</p> <p>Superintendent Manager</p> <p>26 Years</p>	<p>Upgrade to Superintendent (9-Skill Level)</p> <ul style="list-style-type: none"> <li>- Complete SNCOA or sister service equivalent (800)</li> <li>- Complete SEL JQS 900</li> <li>- SNCOA is a prerequisite prior to sew on of SMSgt (<i>AD only</i>)</li> </ul>	<ul style="list-style-type: none"> <li>- Lead, Guide &amp; Oversee processes</li> <li>- Guide large teams</li> <li>- Improve operations and procedures</li> <li>- Strengthen relationships with all mission partners</li> </ul>	<ul style="list-style-type: none"> <li>- Lead large legal offices</li> <li>- Manage JAGC functions</li> <li>- Manage NAF, MAJCOM, Directorate, etc.</li> <li>- Be proficient in joint ops (<i>EJPME II, etc.</i>)</li> <li>- Perform JAI (TJAG) or MAJCOM level inspections</li> </ul>

	<p>MSgt</p> <p>16 Years</p> <p>8 Years</p> <p>Superintendent Manager</p> <p>24 Years</p>	<ul style="list-style-type: none"> <li>- Law Office Management Course (<i>LOMC</i>)</li> <li>- Complete SNCOA Foundations Course (700)</li> <li>- Complete Flight Chief JQS 700)</li> </ul>	<ul style="list-style-type: none"> <li>- Lead teams</li> <li>- Build Synergy and team cohesion</li> <li>- Correct fundamental Issues</li> <li>- Become joint proficient (<i>EJPME, etc.</i>)</li> <li>- Build relationships with other agencies</li> </ul>	<ul style="list-style-type: none"> <li>- Perform as Superintendent (<i>gain 2 plus years' experience</i>)</li> <li>In addition, consider: <ul style="list-style-type: none"> <li>- Perform as Manager at NAF, MAJCOM, Division</li> <li>- Large Unit/Wing-wide POC</li> <li>- 5J Specialized Positions (<i>Joint, HQ, etc.</i>)</li> <li>- Deploy/short tour</li> <li>- Lead wing, unit, local events</li> <li>- Seek additional experience and leadership at either depth (<i>base legal experience</i>) or breadth (<i>diverse positions – MAJCOM, HAF, Division, etc.</i>)</li> <li>- Prepare wing legal office for inspection</li> </ul> </li> </ul>
Level Focus	Rank Average Sew-On Earliest Sew-On	Education and Training	Occupational Competencies	Applicable 5J Assignments and

	Leadership Roles HYT	Requirements		Experience
<p>Operational Build Breadth &amp; Depth</p> <p>NCOs become skilled technicians and mature leaders. NCOs can build breadth with joint &amp; developmental special duty assignments (PME, Recruiter, etc.) outside primary AFSC. NCOs will build depth as NCOICs.</p>	<p>TSgt</p> <p>12.5 Years</p> <p>5 Years</p> <p>Section Flight Chief</p> <p>22 Years</p>	<ul style="list-style-type: none"> <li>- NCO Academy (600)</li> <li>- Must be a TSgt, MSgt, or MSgt select</li> <li>- Resident graduation is a prerequisite for MSgt sew-on (<i>AD only</i>)</li> <li>- Paralegal Advanced Developmental Education (<i>PADE</i>)</li> <li>- Professional Enhancement Seminar</li> <li>- Complete NCO Foundations (500)</li> <li>- Complete NCOIC JQS</li> </ul>	<ul style="list-style-type: none"> <li>- Paralegal core task and competency expert</li> <li>- Paralegal specific Subject Matter Expert</li> <li>- Supervisor</li> <li>- Lead initiatives, projects, and shape training</li> </ul>	<ul style="list-style-type: none"> <li>- NCOIC</li> <li>- Participate in JAG-wide events &amp; products (<i>write articles, review items circulated for update, volunteer for process improvement teams</i>)</li> <li>- Volunteer for DP/VP duty or teach at AFJAGS, if not performed already</li> <li>- Deployment, short tour</li> </ul>
	<p>SSgt</p> <p>7.5 Years</p> <p>3 Years</p> <p>Supervisor NCOIC</p> <p>20 Years</p>	<p>Upgrade to Craftsman (<i>7-skill level</i>)</p> <ul style="list-style-type: none"> <li>- Minimum rank of SSgt</li> <li>- Minimum 12 months UGT (<i>6 months for retrainee</i>)</li> <li>- Recommended by supervisor</li> <li>- Complete core tasks in CFETP</li> <li>- Complete PCC</li> <li>- Complete competency rubrics as required by CFM</li> </ul>	<ul style="list-style-type: none"> <li>- Be a technically proficient paralegal in all core tasks and required competencies</li> <li>- Build Supervisory Skills</li> <li>- Lead sections in base legal</li> <li>- Become technical expert at base legal office functions</li> <li>- Be ready to fill 5J specialty needs</li> <li>- Train* junior Airmen</li> </ul>	<ul style="list-style-type: none"> <li>- Section NCOIC in wing legal office plus one assignment as:</li> <li>- Defense Paralegal</li> <li>- Victims Paralegal</li> <li>- Other specialized paralegal position (<i>i.e. AFJAGS instructor, Office of Military Commissions, etc.</i>)</li> <li>- Excel in second assignment</li> <li>- Lead community and unit events or wing level sub-committees</li> </ul>

			<i>(PCS &amp; experience second assignment - base legal or special duty position)</i>	
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Level Focus	Rank Average Sew-On Earliest Sew-On Leadership Roles HYT	Education and Training Requirements	Occupational Competencies	Applicable 5J Assignments and Experience
<p>Tactical</p> <p>Develop Competency</p> <p>Airmen concentrate on learning their primary skill, hands-on OJT is required for upgrade to 5-skill level.</p>	<p>SrA</p> <p>3 Years</p> <p>28 Months</p> <p>Supervisor</p> <p>10 Years</p>	<p>Airman Leadership School (ALS) (400)</p> <ul style="list-style-type: none"> <li>- Must be a SrA with 48 months TIS or a SSgt select</li> <li>- Resident graduation required for SSgt sew-on (<i>Active Duty only</i>)</li> <li>- Complete Supervisor JQS</li> </ul>	<ul style="list-style-type: none"> <li>- Become technically proficient in core tasks/duties</li> <li>- PCS &amp; experience a second base legal office</li> </ul>	<ul style="list-style-type: none"> <li>- Section Paralegal (<i>build at least a year of experience in both Military Justice/Adverse Actions AND Civil Law. Two years each is ideal</i>)</li> <li>- Be ready to deploy</li> <li>- Consider diverse paralegal positions (<i>DP, VP, etc.</i>)</li> <li>- Participate in unit activities, professional organizations, and community events</li> </ul>
	<p>A1C</p> <p>10 months</p> <p>----</p> <p>----</p>	<p>Upgrade to Journeyman (5-skill level)</p> <ul style="list-style-type: none"> <li>- Complete CDC's</li> <li>- Complete competencies and core tasks in CFETP</li> <li>- Minimum 12 months UGT (<i>9 months for retrainees</i>)</li> <li>- Recommended by supervisor</li> <li>- Complete Junior Enlisted Foundations (300)</li> </ul>	<ul style="list-style-type: none"> <li>- Perform core tasks/duties</li> <li>- Work on 5-level tasks and competencies</li> </ul>	<ul style="list-style-type: none"> <li>- Section Paralegal in base legal office</li> <li>- Participate in unit activities, professional organizations, and community activities</li> </ul>
	<p>Amn</p> <p>6 months</p> <p>----</p> <p>----</p>	<p>Apprentice Technical School (3-skill level)</p> <ul style="list-style-type: none"> <li>- Complete CDC's</li> </ul>	<ul style="list-style-type: none"> <li>- Observe &amp; participate in execution of core tasks/duties</li> <li>- Train in AF readiness tasks</li> </ul>	<ul style="list-style-type: none"> <li>- Section Paralegal in legal office</li> <li>- Integrate into military life</li> </ul>

## Junior Enlisted DEVELOPMENT

Junior Enlisted Airmen focus primarily on learning their profession and role within the Air Force. Airmen train hard. They strive to achieve a superior proficiency, develop a routine of military standards, and pursue opportunities to grow in proportion to increased responsibilities.

### AVAILABLE CAREER OPPORTUNITIES

Community Center of the Air Force	Air Force Career Development Academy	Air Force Education Center	Airmen Leadership School	AFC Career Training	Officer Training School	Permanent Change of Station (PCS)
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Progression to **NCO**

1st Term Airmen Course (Airmen's 300)

1st Duty Station

1st Term Airmen Course (Airmen's 300)

Basic Military Training (Airmen's 100)

Tech School (Airmen's 200)

Basic Military Training (Airmen's 100)

### TRANSITION OPPORTUNITIES

All National Guard | All Reserve | Primary Class | Primary Host | Enter Service Transfer

Reserve Assistance Program	100 MILRTOA Program	College (Post/PTI/OSB)	Professional Trade Certifications	Medical and Dental Care
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## NCO DEVELOPMENT

Known as "the backbone" of the United States military, our NCOs focus on continued growth in their profession and the development of others to deliver mission excellence. As the primary leaders of the team, they exemplify and exemplify strongly Air Force capabilities through demonstrated competence, creativity and character.

### AVAILABLE CAREER OPPORTUNITIES

Assembly Unit	Special Ops	Community Center of the Air Force	Air Force Career Development Academy	Air Force Education Center	NCO Academy	AFC Career Training	Officer Training School	Permanent Change of Station (PCS)
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Progression to **SNCO**

Consider Senior Deliberate Joint Professional Military Education (SDJPMEE) Course

Consider Professional Organization Involvement

NCO Academy

Off/Upgrade Training (Airmen's 5 Level)

NCO Professional Enhancement Seminar

Off/Upgrade Training (Airmen's 7 Level)

### TRANSITION OPPORTUNITIES

All National Guard | All Reserve | Primary Class | Primary Host | Enter Service Transfer

Reserve Assistance Program	100 MILRTOA Program	College (Post/PTI/OSB)	Professional Trade Certifications	Medical and Dental Care
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## Senior NCO DEVELOPMENT

Based on leading teams and shaping the future, SNCOs serve as key advisors and advisors within the team. They provide their professional expertise to assist their subordinates within their functions and serve as a bridge to command teams and Airmen. These leaders provide assessments to Airmen to help and ensure we remain disciplined and ready.

### AVAILABLE CAREER OPPORTUNITIES

Joint Professional Military Education	PHN/Chief Change	Special Ops	Senior Inflight Leader Course	Senior Service Inflight Course	Continuing Education of the Profession	All Virtual Air Force Center	Senior Member of Congress
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Progression to **Chief Master Sergeant**

Chief Master Sergeant Leadership Course

Consider Senior Deliberate Joint Professional Military Education (SDJPMEE) Course

Off/Upgrade Training (Airmen's 9 Level)

SNCO Academy

SNCO Professional Enhancement Seminar

Consider Professional Organization Involvement

### TRANSITION OPPORTUNITIES

All National Guard | All Reserve | Primary Class | Primary Host | Enter Service Transfer

Reserve Assistance Program	100 MILRTOA Program	College (Post/PTI/OSB)	Professional Trade Certifications	Medical and Dental Care
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## Our Foundation THE BOOKS

The books are foundational documents that introduce and bring attention to the Profession of Arms and what it means to be an Airmen. The Air Force believes these documents serve as a reference for the Air Force's mission and culture. The selected force structure, and the Air Force look to gain operations.

**THE BLUE BOOK**  
A PROFESSION OF ARMS: OUR CORE VALUES

The Blue Book outlines the culture and the Air Force's core values. This foundational document provides the Air Force's core values and the Air Force's core values. It provides a professional culture, the first step in the Air Force's professional development, and the Air Force's core values.

[Readbook.pdf](#)

**THE BROWN BOOK**  
THE ENLISTED FORCE STRUCTURE

The Brown Book is foundational to the Air Force's structure, performance, and the Air Force's core values. It provides a professional culture, the first step in the Air Force's professional development, and the Air Force's core values.

[Readbook.pdf](#)

**THE PURPLE BOOK**  
THE JOINT TEAM

The Purple Book outlines the structure of Air Force's structure to the Department of Defense and the Air Force's core values. It provides a professional culture, the first step in the Air Force's professional development, and the Air Force's core values.

[Readbook.pdf](#)

# ENLISTED AIRMANSHIP CONTINUUM

**"PREPPING THE LINE" (PTL)**

100

**BMT**

200

**TECH TRAINING**

300

**JUNIOR ENLISTED FOUNDATIONS**

400

**ALS**

500

**NCO FOUNDATIONS**

600

**NCOA**

700

**SNCO FOUNDATIONS**

800

**SNCOA**

900

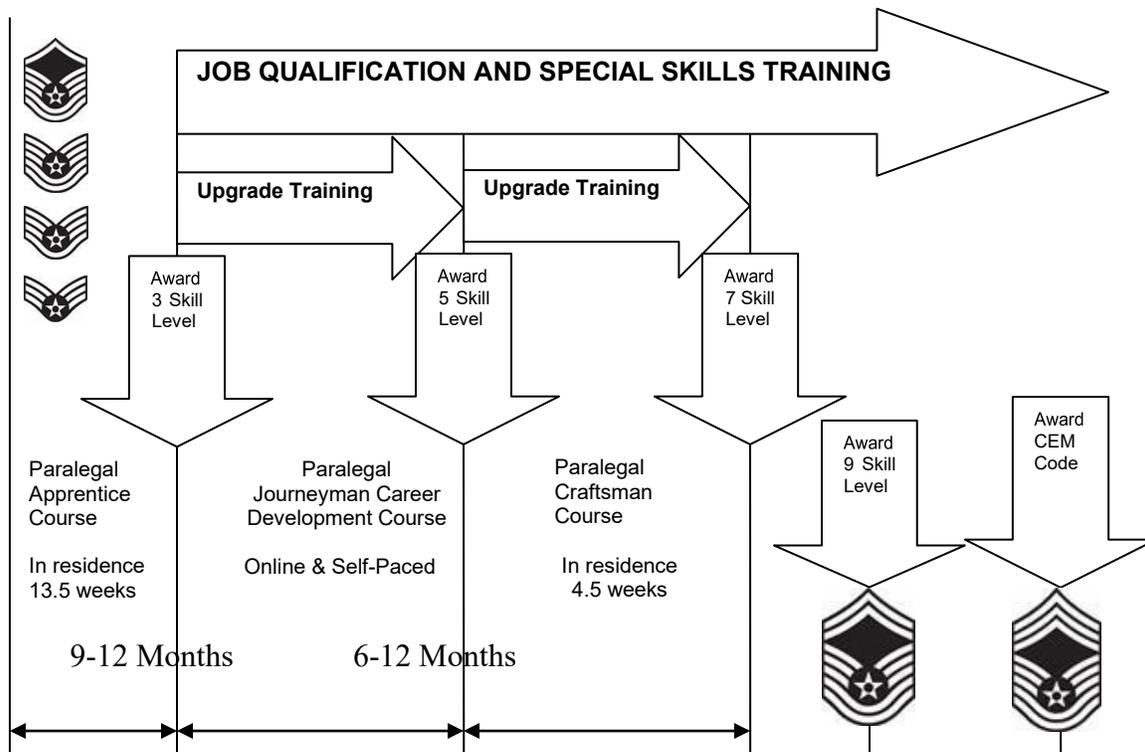
**CLA**

**ON DEMAND PME • UNRESTRICTED ACCESS FOR ALL AIRMEN • WHERE AND WHEN THEY NEED IT**

**INSTITUTIONAL**

**BASE EXECUTED**

**9.2. Paralegal Training Cycle.** Paralegal career field training cycle is different from most other AFSCs due to being a primarily lateral career field. In addition to retraining personnel from different year groups, recruiting and retraining within different grades compound the challenge of charting a by-year/by-grade progression in this specialty. The chart below is provided only as an overview of a typical training cycle with consideration for career field uniqueness.



Note: Member must complete a minimum of 12 months UGT for Journeyman (9 months for retrainees)

Member must complete a minimum of 12 months UGT for Craftsman (6 months for retrainees)

Members have a maximum of 24 months to complete Journeyman UGT and 24 months to complete Craftsman UGT (ANG have 36 months).

**9.3. Occupational Badges.** The following guidance outlines requirements for, and heraldic significance of, the Paralegal occupational badges. For additional information, see *AFI 36-2903, Dress and Personal Appearance of Air Force Personnel*.



Basic – Worn upon completion of initial skills technical school



Senior – Worn after award of 7-skill level



Master – Worn as a MSgt or above with 5 years in specialty from award of 7-skill level

### Heraldic Significance

The paralegal 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. Regardless of a paralegal’s place of duty, the scales represent the commitment of the paralegal to the goal of justice in all adverse actions. 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 given by our paralegal force. The wreath encompassing the badge represents excellence. The wreath surrounds all the other symbols to show that excellence is the standard of performance for paralegals.

### ***Section C - Skill Level Training Requirements***

**10. Purpose.** Skill level training requirements in this specialty are defined in terms of tasks and knowledge requirements. This section outlines the specialty qualification requirements for each skill level in broad, general terms and establishes the mandatory requirements for entry, award, and retention of each skill level. The specific task and knowledge training requirements are identified in the STS at Part II, Sections A and B, of this CFETP.

### **11. Specialty Qualification.**

#### **11.1. Apprentice Level Training.**

Specialty Qualification	
Knowledge	Mandatory: Knowledge of keyboard and computer operation; UCMJ, MCM, and applicable Air Force Instructions and other governing directives. English grammar and composition; math; functional organization of a military legal office; interview techniques and knowledge of legal procedures concerning military courts and boards; legal terminology and interpretations; research, writing, and utilization of legal publications and reference files; civil law matters to include claims processing; Air Force organization and administration; and office management.

Education	Mandatory: For entry into this specialty, completion of high school is required. Confirmed graduation from an Associate or higher program as documented in the Military Personnel Data System will suffice in lieu of high school diploma or GED. Completion of college level courses in English comprehension, math, and human resources is desirable. Familiarization with computer programs such as Microsoft Word, Excel and PowerPoint is recommended.
Training	Mandatory: Successful completion of the Paralegal Apprentice Course
Experience	N/A

Other	<p>The following are mandatory as indicated:</p> <p><b><u>For entry into this AFSC:</u></b> Pre-accession. The applicant must be interviewed by the legal office Superintendent at Air Force Recruiting Service (AFRS), or another representative as designated by the Career Field Manager (CFM) or Senior Enlisted Advisor (SEA) to The Judge Advocate General Corps.</p> <ul style="list-style-type: none"> <li>- Post-accession. Certification by the AFRS Staff Judge Advocate and representative that the individual has been interviewed and is acceptable for entry and approved by the CFM or SEA.</li> <li>- Active Duty retraining only: Must complete 10 duty-day observation period with the wing legal office and have a memorandum/recommendation signed by the Wing Staff Judge Advocate and Superintendent/NCOIC Legal Office summarizing assessment activities forwarded to the MAJCOM Paralegal Functional Manager.</li> </ul> <p><b>Note:</b> MAJCOM Paralegal Functional Managers may waive the 10 duty-day observation period for cause (in writing).</p> <ul style="list-style-type: none"> <li>- Certification by the Wing Staff Judge Advocate and Superintendent/NCOIC Legal Office that the individual has been interviewed and is acceptable for entry and recommended for acceptance by the MAJCOM Paralegal Functional Manager or CFM (in certain circumstances).</li> <li>- See AFECD attachment 4 for additional entry requirements.</li> <li>- No non-judicial punishment under the provisions of Article 15, UCMJ in the previous 6 years.</li> </ul> <p><b><u>For entry, award and retention of this AFSC:</u></b></p> <ul style="list-style-type: none"> <li>- Ability to communicate effectively orally and in writing.</li> <li>- Ability to keyboard at a minimum rate of 25 words per minute.</li> <li>- Ability to speak clearly and distinctly.</li> <li>- No significant record of emotional instability, personality disorder, or other unresolved mental health concerns that may result in the impairment of the paralegal duty function, or risk to the mission.</li> <li>- No record of substance abuse, domestic violence, or child abuse.</li> <li>- No convictions by courts-martial.</li> <li>- No convictions by a civilian court except for minor traffic violations and similar infractions listed in <i>AFMAN 36-2032, Military Recruiting and Accessions</i>.</li> <li>- No non-judicial punishment or administrative action (Letter of Reprimand Letter of Admonishment, Letter of Counseling, or Record of Individual Counseling) based on sexual assault, sexual harassment, physical abuse or unprofessional or inappropriate relationship as defined in <i>AFI 36-2909, Air Force Professional Relationships and Conduct</i>.</li> <li>- No non-judicial punishment or administrative action (Letter of Reprimand, Letter of Admonishment, Letter of Counseling, or Record of Individual Counseling) reflecting a lack of integrity, for violating ethical standards and/or professional responsibilities as defined in <i>AFI 51-110, Professional Responsibility Program</i> and <i>DAFI 51-101, The Air Force Judge Advocate General's Corps Operations, Accessions, and Professional Development</i>.</li> </ul>
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	<ul style="list-style-type: none"> <li>- Must maintain local network access IAW AFI 17-130, <i>Cybersecurity Program Management</i> and AFMAN 17-1301, <i>Computer Security (COMPUSEC)</i>.</li> <li>- Specialty may require routine access to Secret material or similar environment (a current National Agency Check, Local Agency Checks and Credit [NACLIC] according to DoDMAN5200.02_AFMAN16-1405, <i>Air Force Personnel Security Program</i></li> <li>- Note: Award of the 3-skill level without a completed NACLIC is authorized provided an interim Secret security clearance has been granted according to DoDMAN5200.02_AFMAN 16-1405, <i>Air Force Personnel Security Program</i>.</li> </ul> <p><b><u>Air Reserve Component Only</u></b></p> <ul style="list-style-type: none"> <li>- Individual Reserve Orientation Course (IROC): All Individual Mobilization Augmentees (IMAs) are required to attend IROC within 24 months of their accession into the IMA program.</li> <li>- Annual Survey of the Law (ASL): All members of the ARC are required to attend the ASL every two years. This requirement begins two years from Paralegal Apprentice Course graduation or two years after their first attendance at the Reserve Forces Paralegal Course, whichever occurs sooner</li> <li>- Reserve Forces Paralegal Course RFPC: All ARC paralegals are required to attend RFPC every four years, alternating with ASL.</li> </ul>
Training Sources and Resources	Completion of Paralegal Apprentice Course (M5ABO5J031 0P3X) satisfies the knowledge and training requirements above for award of the 3-skill level.
Implementation	Successful completion of the Paralegal Apprentice Course results in award of the 3-skill level.

**11.2. Journeyman Level Training.** Entry into 5-skill level upgrade training is initiated when an individual is awarded the 3-skill level. Enrollment in the 5J051 CDC is mandatory (when available).

Specialty Qualification	Qualification in and possession of AFSC 5J031
Knowledge	Knowledge requirements are the same regardless of skill level.
Education	Education requirements are the same regardless of skill level.
Training	Mandatory: Career Development Course 5J051, Paralegal Journeyman Core tasks in Attachment 2, Column 2A in the STS (Part II, Section B of CFETP), Paralegal competency rubrics as designated by the CFM.

Experience	Qualification in and possession of AFSC 5J051. Mastered competency levels and is performing in the areas of training, leadership, personnel management, office management, records management Case Management, legal writing, legal research, communication, interview protocol, military justice & discipline, ops & international law, civil law & litigation.
Other	Other requirements are the same regardless of skill level.

**11.3. Craftsman Level Training.** Entry into official 7-skill level training is initiated when an individual possesses the 5-skill level and is a SSgt or SSgt-select.

**NOTE:** Members who have not yet attained the required grade (SSgt/SSgt-select) for official entry into 7-skill level upgrade training do not need to stall training efforts. Members may be trained and signed on 7-level core tasks prior to official entry.

Specialty Qualification	Qualification in and possession of AFSC 5J051.
Knowledge	Knowledge requirements are the same regardless of skill level.
Education	Education requirements are the same regardless of skill level.
Training	Completion of course M5ACO5J071 0P7X, Paralegal Craftsman is mandatory.
Experience	Qualification in and possession of AFSC 5J051. Mastered competency levels and is performing in the areas of training, leadership, personnel management, office management, records management Case Management, legal writing, legal research, communication, interview protocol, military justice & discipline, ops & international law, civil law & litigation.
Other	Other requirements are the same regardless of skill level.
Training Sources and Resources	Completion of course M3ACO5J071 0P7X, Paralegal Craftsman. Upgrade and qualification training are provided by qualified trainers
Implementation	Upgrade training to the 7-skill level in this specialty consists of: <ul style="list-style-type: none"> <li>- Selection for promotion to SSgt;</li> <li>- Completion of core tasks identified with a single asterisk "*" in Attachment 2, Columns 2A and 2B of Part II of the CFETP;</li> <li>- Successful completion of the Paralegal Craftsman Course (Course No. M5ACO5J071 0P7X) at AFJAGS, Maxwell AFB, AL;</li> <li>- Completion of a minimum of 12 months' time-in-training (6 months for retrainees);</li> <li>- Completion of all competency rubrics identified by the CFM.</li> <li>- Supervisor recommendation and unit commander approval.</li> </ul>

**11.4. Superintendent Level Training.** The 9-skill may be awarded when a member possesses the 7-skill level, holds the rank SMSgt, is recommended by the supervisor, and approved by the unit

commander.

Specialty Qualification	Qualification in and possession of AFSC 5J071
Knowledge	Knowledge requirements are the same regardless of skill level.
Education	Education requirements are the same regardless of skill level.
Training	Completion of the Paralegal Advanced Developmental Education (PADE) Course and Law Office Management Course (LOMC) is recommended.
Experience	Qualification in and possession of AFSC 5J071. Multi-office management and oversight of paralegals in duties such as operational and international law, civil law to include processing claims filed for and against the United States government, and processing cases in military justice with accuracy and efficiency.
Other	Other requirements are the same regardless of skill level.
Training Sources and Resources	N/A
Implementation	The 9-skill level is awarded upon assuming the grade of SMSgt, recommendation by the supervisor and approved by the unit commander.

## ***Section D - Resource Constraints***

**12. Purpose.** This section identifies known resource constraints that preclude optimal and desired training from being developed or conducted, including information such as cost and manpower. Narrative explanations of each resource constraint and an impact statement describing what effect each constraint has on training are included. Also included are actions required, office of primary responsibility (OPR), and target completion dates. Resource constraints will be, as a minimum, reviewed and updated annually.

### **13. Apprentice 3-Skill Level Training.**

**13.1. Constraints.** The Judge Advocate General's School may be unable to teach STS performance tasks unless student computers are upgraded/replaced on a normal IT life-cycle schedule.

**13.1.2. Impact.** Students require computers and internet access to complete a substantial portion of the Paralegal Apprentice Course. Purchasing and maintaining student computers should be a high priority as degradation of service very likely will result in training deficiencies. Computer replacement must be an integral part of the AFJAGS financial planning and budgeting process. In addition, students must be able to access several TJAGC computer programs to satisfy course objectives. Software updates/upgrades with the potential to impact student access must be identified and coordinated between AFLOA/JAS and AFJAGS well in advance of the scheduled down-time to eliminate or minimize disruptions to class schedules.

**13.1.3. Resources Required.** Purchase new computers and provide responsive student computer support as needed to meet mission requirements.

**13.1.4. Action Required.** Computer replacement in classrooms at the AFJAGS should be prioritized above that of faculty members and should be programmed into AFJAGS budget submissions. This will help ensure students have what they need to complete training requirements identified in Part II of this CFETP.

**13.1.5. OPR/Target Completion Date.** AFJAGS & JAS.

### **14. Journeyman, 5-Skill Level Training.**

**14.1. Constraints.** A future constraint may be identified once the AFCDA produced CDC course is released to the field. All AFSC's utilizing AFCDA's programing have subject matter experts from the AFSC assigned. Currently no position for 5J resides at AFCDA and AFCDA has agreed to provide support in lieu of an assigned subject matter expert. If that should change, not having a designated program manager will significantly delay the career field's ability to update course materials as changes arise.

### **15. Craftsman, 7-Skill Level Training.**

**15.1. Constraints.** Consistent with Paralegal Apprentice Course. In addition, The Judge Advocate General's School may be unable to teach STS performance tasks unless instructors have attended the Enhanced Learning & Instructional Techniques Enrichment (ELITE) course at Keesler Air Force Base.

**15.1.1. Impact.** Consistent with Paralegal Apprentice Course

**15.1.2. Resources Required.** Consistent with Paralegal Apprentice Course. In addition, funding will need to be secured to send instructors to the ELITE course to ensure adequate coverage of the craftsman course each fiscal year.

**15.1.3. Action Required.** Forecast current and future instructors for ELITE training each fiscal year.

**15.1.4. OPR/Target Completion Date.** AFJAGS & JAS.

***Section E - Transitional Training Guide***

*There are currently no transitional training requirements.*

## QUALITATIVE REQUIREMENTS

Behavioral Statement STS Coding System	
Code	Definition
K	Subject Knowledge Training - The verb selection identifies the individual's ability to identify facts, state principles, analyze or evaluate the subject.
P	Performance Training - Identifies that the individual has performed the task to the satisfaction of the course; however, the individual may not be capable of meeting the filed requirements for speed and accuracy.
pk	Performance Knowledge Training - The verb selection identifies the individual's ability to relate simple facts, procedures, operating principles and operational theory for the task.
-	No training provided in the course or CDC.
X	Training is required but not provided due to limitations in resources.

1. Tasks, Knowledge And Technical References	2. Tasks			3. Certification For OJT					4. Proficiency Codes			
	Behavior Match	Core/Cert ^	Wartime	A	B	C	D	E	A	B	C	D
				Tng Start	Tng Complete	Trainee Initials	Trainer Initials	Certifier Initials	3-lvl	5-lvl	7-lvl	9-lvl
<b>1. ORGANIZATIONAL MANAGEMENT</b>												
<b>1.1. TRAINING</b> Description: Continuous and deliberate development of knowledge, skills, and behaviors required to produce technical experts and versatile leaders. <b>Supporting Competencies:</b>												
<b>1.1.1. Training (Basic)</b> <b>Required Behaviors:</b> 1) Pursues individual proficiency by proactively increasing job knowledge, skills, and abilities 2) Maps career progression goals and milestones IAW UGT guidelines <b>Criteria:</b> <i>Reach of Influence: Individuals</i>												
1.1.1.1. Review individual training record to monitor progress	1	-	-						-	pk	-	-
1.1.1.2. Request feedback on training progression to meet training milestones	1	-	-						-	-	-	-
1.1.1.3. Utilize 5J0X1 CFETP to navigate career progression	2	5	-						P	-	-	-
1.1.1.4. Describe core Paralegal Functions	2	-	-						-	-	-	-
<b>1.1.2. Training (Intermediate)</b> <b>Required Behaviors:</b> 1) Provides and documents effective training to foster career progression 2) Acquires training resources and designates time for individuals to adequately meet milestones 3) Assesses progression and proficiency to determine upgrade recommendation <b>Criteria:</b> <i>Reach of Influence: Unit/Groups</i>												
1.1.2.1. Identify developmental training deficits and establish plan to meet standards	1	-	-						-	-	P	-
1.1.2.2. Conduct upgrade training	1	-	-						-	-	-	-
1.1.2.3. Identify work center requirements to determine training projections	1	-	-						-	-	-	-

	Behavior Match	2. Tasks		3. Certification For OJT					4. Proficiency Codes			
		Core/Cert ^	Wartime	A	B	C	D	E	A	B	C	D
				Tng Start	Tng Complete	Trainee Initials	Trainer Initials	Certifier Initials	3-lvl	5-lvl	7-lvl	9-lvl
1.1.2.4. Provide resources for training completion	2	-	-						-	-	-	-
1.1.2.5. Utilize training resources to complete on-the-job training	2	-	-						-	-	-	-
1.1.2.6. Analyze subordinate progress and provide feedback	3	-	-						-	-	P	-
1.1.2.7. Evaluate personnel on task proficiency	3	-	-						-	-	P	-
<b>1.1.3. Training (Advanced)</b> <b>Required Behaviors:</b> 1) Develops immediate and future training priorities in support of mission needs 2) Reports training constraints and trends to applicable stakeholders  <b>Criteria:</b> <i>Reach of Influence: Wing/Institutional</i>												
1.1.3.1. Coordinate with external agencies to address training needs (e.g., FTDs, TDY-to-School, industry training, train enroute, supplemental training)	1	-	-						-	-	-	-
1.1.3.2. Pursue and recommend personnel for developmental opportunities (e.g., EWI, AFIT, DSD)	1	-	-						-	-	-	-
1.1.3.3. Interpret data to determine training effectiveness for strategic objectives	1	-	-						-	-	-	P
1.1.3.4. Interpret Training Performance Metrics (TPM) and develop training COAs	2	-	-						-	-	-	-
1.1.3.5. Research, create, and perform training event opportunities (e.g., courses, seminars, etc.)	2	-	-						-	-	-	-
1.1.3.6. Utilize and develop best practices to enhance training efficiencies	2	-	-						-	-	-	-

	Behavior Match	2. Tasks		3. Certification For OJT					4. Proficiency Codes			
		Core/Cert ^	W/rttime	A	B	C	D	E	A	B	C	D
				Tng Start	Tng Complete	Trainee Initials	Trainer Initials	Certifier Initials	3-lvl	5-lvl	7-lvl	9-lvl
<b>1.1.4. Training (Expert)</b> <b>Required Behaviors:</b> 1) Synthesizes enterprise and mission requirements to produce qualified personnel to meet the national defense strategy intent 2) Evaluates functional training shortfalls and allocates necessary resources to maintain competence 3) Advocates and coordinates across the enterprise and industry to develop legal capabilities  <b>Criteria:</b> <i>Reach of Influence: MAJCOM/AF-Level/Industry</i>												
1.1.4.1. Review and provide feedback on career field training and entry qualifications	1	-	-						-	-	-	-
1.1.4.2. Evaluate subordinate units and advocates resources to resolve shortfalls	2	-	-						-	-	-	P
1.1.4.3. Validate and implement best practices to enhance training efficiencies	3	-	-						-	-	-	-
1.1.4.4. Collaborate with external agencies to address training needs (e.g., industry training, supplemental training)	3	-	-						-	-	-	-
1.1.4.5. Create and validate job qualification standards	1	-	-						-	-	P	-
<b>1.2. LEADERSHIP</b> Description: Inspire, build, and sustain motivation and morale to accomplish full-spectrum legal support.  <b>Supporting Competencies:</b>												
<b>1.2.1. Leadership (Basic)</b> <b>Required Behaviors:</b> 1) Adheres to Rules of Professional Responsibility to promote ethical behavior and standards 2) Seeks opportunities for mentorship to further personal and professional development 3) Practices self-care and resiliency that benefit the individual and institution 4) Adheres to statutory requirements & JAGC requirements policy & guidelines  <b>Criteria:</b> <i>Reach of Influence: Individuals</i>												

	Behavior Match	2. Tasks		3. Certification For OJT					4. Proficiency Codes			
		Core/Cert ^	Wartime	A	B	C	D	E	A	B	C	D
				Tng Start	Tng Complete	Trainee Initials	Trainer Initials	Certifier Initials	3-lvl	5-lvl	7-lvl	9-lvl
1.2.1.1. Review and integrate the rules for professional responsibilities and the legal and ethical principles that guide legal professionals conduct	1	-	*						P	pk	-	-
1.2.1.2. Utilize DoD resources to maximize personal and peer readiness	2	-	-						-	-	-	-
1.2.1.3. Leverage professional relationships to maximize opportunities to cross talk and share information	2	-	-						-	-	-	-
1.2.1.4. Demonstrates strategies to build personal and wingmen resilience	3	-	-						P	pk	-	-
1.2.1.5. Identify available helping agencies	3	-	-						-	-	-	-
1.2.1.6. Elevates issues through appropriate chain of command	3	-	-						-	pk	-	-
1.2.1.7. Identify compliance guidance for effective legal operations	4	-	-						-	K	-	-
<b>1.2.2. Leadership (Intermediate)</b> <b>Required Behaviors:</b> 1) Advances personal and professional development of others to promote esprit de corps 2) Enforces compliance with Rules for Professional Responsibility to uphold ethical behavior and standards 3) Considers the second and third order effects to enhance the decision-making process 4) Encourage and develop individuals based on personal motivators 5) Completes self-inspection actions for mission effectiveness  <b>Criteria:</b> <i>Reach of Influence: Unit/Groups</i>												
1.2.2.1. Advocate for personnel development opportunities (e.g., exercise opportunities, education, deployments)	1	-	-						-	-	-	-
1.2.2.2. Proactively engage with team members to foster professional relationships	1	-	-						-	-	-	-
1.2.2.3. Promote work center where members are empowered to communicate interpersonal issues	1	-	-						-	pk	-	-

	Behavior Match	2. Tasks		3. Certification For OJT					4. Proficiency Codes			
		Core/Cert ^	Wartime	A	B	C	D	E	A	B	C	D
				Tng Start	Tng Complete	Trainee Initials	Trainer Initials	Certifier Initials	3-lvl	5-lvl	7-lvl	9-lvl
1.2.2.4. Identify and report issues of ethical concerns that may be confronted in the workplace	2	-	-						-	pk	-	-
1.2.2.5. Provide direction, guidance, and clarity on ethical behaviors and standards	2	-	-						-	-	pk	-
1.2.2.6. Considers multiple perspectives and evaluates feasibility and risks	3	-	-						-	pk	-	-
1.2.2.7. Continuously assess processes to drive innovation and change	3	-	-						-	-	-	-
1.2.2.8. Assess capabilities of personnel to fulfill assigned roles and responsibilities	4	-	-						-	-	-	-
1.2.2.9. Create goals to adjust actions for subordinate personnel	4	-	-						-	-	-	-
1.2.2.10. Conduct self-inspections as assigned	5	5	-						pk	-	-	-
<b>1.2.3. Leadership (Advanced)</b> <b>Required Behaviors:</b> 1) Motivates and inspires the force to achieve mission success 2) Effectively communicates professional responsibilities, institutional changes, and command messaging by delivering a compelling vision that generates excitement, enthusiasm, and commitment to the mission 3) Builds relationships through community outreach to promote the organization and preserve its reputation 4) Advocates on various issues affecting morale and wellness within the organization 5) Applies negotiation techniques to maximize outcomes for applicable stakeholders  <b>Criteria:</b> <i>Reach of Influence: Wing/Institutional</i>												
1.2.3.1. Forecast changes and appropriately prepares team	1	-	-						-	-	-	-
1.2.3.2. Conduct self-inspections of legal operations to ensure mission success	1	7	-						-	-	-	-
1.2.3.3. Develop corrective action plan	1	5	-						-	-	-	-

	Behavior Match	2. Tasks		3. Certification For OJT					4. Proficiency Codes			
		Core/Cert ^	Wartime	A	B	C	D	E	A	B	C	D
				Tng Start	Tng Complete	Trainee Initials	Trainer Initials	Certifier Initials	3-lvl	5-lvl	7-lvl	9-lvl
1.2.3.4. Promote personnel resiliency (e.g., mental, spiritual, physical, social)	1	-	-						-	-	pk	-
1.2.3.5. Resolve issues of ethical concerns that may be confronted in the workplace	2	-	-						-	-	-	-
1.2.3.6. Mentor team members to remain objectively focused when critical decisions have been made	2	-	-						-	-	-	P
1.2.3.7. Communicate rationale behind strategic decision making	2	-	-						-	-	-	P
1.2.3.8. Foster buy-in by communicating leadership vision and intent	2	-	-						-	-	-	-
1.2.3.9. Interpret strategic objectives to incorporate into mission and vision	2	-	-						-	-	P	-
1.2.3.10. Advocate active membership in internal and external organizations that provide growth opportunities	3	-	-						-	-	-	-
1.2.3.11. Identify and utilize partnerships to optimize mission performance	3	-	-						-	-	-	-
1.2.3.12. Interpret organization indicators that impact unit cohesiveness and mission effectiveness	4	-	-						-	-	-	P
1.2.3.13. Provide leadership with insights into personnel concerns affecting the organization	4	-	-						-	-	-	-
1.2.3.14. Educate stakeholders on equitable solutions and outcomes	5	-	-						-	-	-	-
1.2.3.15. Use negotiation strategies to build value for stakeholders	5	-	-						-	pk	-	-

	2. Tasks		3. Certification For OJT					4. Proficiency Codes				
	Behavior Match	Core/Cert ^	Wartime	A	B	C	D	E	A	B	C	D
				Tng Start	Tng Complete	Trainee Initials	Trainer Initials	Certifier Initials	3-lvl	5-lvl	7-lvl	9-lvl
<b>1.2.4. Leadership (Expert)</b> <b>Required Behaviors:</b> 1) Creates and sustains interpersonal, professional relationships that result in unprompted multi-directional feedback 2) Develops personnel by leveraging their skills, talents, personal motivators, and evaluations 3) Establishes mission and vision that supports the JAG Corps, Department of the Air Force, and/or Department of Defense missions and visions 4) Oversees legal compliance of subordinate areas of practice to enhance institutional accountability  <b>Criteria:</b> <i>Reach of Influence: MAJCOM/AF-Level/Industry</i>												
1.2.4.1. Apply active listening techniques to encourage feedback	1	-	-						-	-	-	-
1.2.4.2. Demonstrate vulnerability and open-mindedness when connecting with others	1	-	-						-	-	-	-
1.2.4.3. Develop trust through open communication	1	-	-						-	-	-	-
1.2.4.4. Leverage current capabilities towards non-traditional career broadening	2	-	-						-	-	-	-
1.2.4.5. Assess and advise on educational and developmental resources relevant to career broadening	2	-	-						-	-	-	P
1.2.4.6. Provide recommendations for the best qualified Airmen to key leadership and developmental positions at all levels	2	-	-						-	-	-	P
1.2.4.7. Collaborate with stakeholders (leadership, subordinate units, JAG Corps, etc.) to develop key mission and vision that supports mission requirements	3	-	-						-	-	-	-
1.2.4.8. Track & ensure resolution of inspection deficiencies	4	-	-						-	-	-	P

	2. Tasks		3. Certification For OJT					4. Proficiency Codes				
	Behavior Match	Core/Cert ^	Wartime	A	B	C	D	E	A	B	C	D
				Tng Start	Tng Complete	Trainee Initials	Trainer Initials	Certifier Initials	3-lvl	5-lvl	7-lvl	9-lvl
<b>1.3. PERSONNEL MANAGEMENT</b> Description: Establish and maintain an environment of professional conduct, feedback, growth, and development.  <b>Supporting Competencies:</b>												
<b>1.3.1. Personnel Management (Basic)</b> Required Behaviors: 1) Establishes office expectations for newly assigned Paralegals to facilitate workplace orientation and cultural immersion 2) Gives feedback (formal and informal) to team members to relay pertinent interest items 3) Identifies individual strengths and weaknesses to build effective teams 4) Creates development plans to elevate performance  <b>Criteria:</b> <i>Scope: Specific Area</i>												
1.3.1.1. Explain job responsibilities and expectations to paralegals when entering a new position	1	7	-						-	-	-	-
1.3.1.2. Explain and provide the overall mission of the Air Force, JAG Corps, and unit	1	-	*						K	-	-	-
1.3.1.3. Explain the office structure and responsibilities of each position in the office	1	-	-						K	-	-	-
1.3.1.4. Explain the organizational structure	1	-	-						-	-	-	-
1.3.1.5. Provide required formal feedback with clear expectations	2	7	-						-	-	-	-
1.3.1.6. Document areas for improvement and hold members accountable for negative actions	3	-	-						-	-	P	-
1.3.1.7. Inform leaders of personnel strengths and weaknesses	3	-	-						-	-	-	-
1.3.1.8. Initiate evaluations, awards, and decorations in a timely manner	3	-	-						-	-	-	-
1.3.1.9. Prepare and explain developmental plans to help advance members	4	-	-						-	-	-	-

	2. Tasks		3. Certification For OJT					4. Proficiency Codes				
	Behavior Match	Core/Cert ^	Wartime	A	B	C	D	E	A	B	C	D
				Tng Start	Tng Complete	Trainee Initials	Trainer Initials	Certifier Initials	3-lvl	5-lvl	7-lvl	9-lvl
<b>1.3.2. Personnel Management (Intermediate)</b> <b>Required Behaviors:</b> 1) Leverages individual strengths to foster collaboration 2) Communicates personnel strengths and weakness to aid leadership decisions 3) Collaborates with other sections to promote functional and professional development  <b>Criteria:</b> <i>Scope: Integration with concerned areas</i>												
1.3.2.1. Review evaluations, awards, and decorations for all members	1	-	-						-	-	-	-
1.3.2.2. Discuss talent management of assigned personnel with supervisors	2	-	-						-	-	-	-
1.3.2.3. Track awards and provide recommendations to leadership	2	-	-						-	-	-	-
1.3.2.4. Mentor supervisors in creating a developmental plan	3	-	-						-	-	-	-
<b>1.3.3. Personnel Management (Advanced)</b> <b>Required Behaviors:</b> 1) Manages personnel progression and vectoring by identifying priorities and implementing training and development opportunities 2) Assigns personnel appropriately to ensure continuity of operations 3) Communicates potential manning constraints and capabilities based on unit requirements and manpower documents 4) Recognizes limitations of parties during negotiation to minimize stalemate 5) Adapts alternative negotiation strategies to enable sound resolution  <b>Criteria:</b> <i>Scope: Integration with organizational strategies</i>												

	Behavior Match	2. Tasks		3. Certification For OJT					4. Proficiency Codes			
		Core/Cert ^	Wartime	A	B	C	D	E	A	B	C	D
				Tng Start	Tng Complete	Trainee Initials	Trainer Initials	Certifier Initials	3-lvl	5-lvl	7-lvl	9-lvl
1.3.3.1. Manage retraining package process	1	-	-						-	-	-	-
1.3.3.2. Distribute strategic and paralegal interest items to all members	1	-	-						-	-	-	-
1.3.3.3. Ensure Roster is complete and accurate	2	-	-						-	-	P	-
1.3.3.4. Review UMD and UPMR on a monthly basis	2	-	-						-	-	-	-
1.3.3.5. Initiate manpower actions as needed	2	-	-						-	-	-	-
1.3.3.6. Complete mandatory monthly reports	3	-	-						-	-	-	-
1.3.3.7. Collaborate with ARC & ANG leaders	3	-	-						-	-	-	-
1.3.3.8. Communicate with office leadership about manpower	3	-	-						-	-	-	-
1.3.3.9. Identify billet needs & seek to fill vacancies	3	-	-						-	-	-	-
1.3.3.10. Identify negotiation authority limitations	4	-	-						-	K	-	-
<b>1.3.4. Personnel Management (Expert)</b> <b>Required Behaviors:</b> 1) Advises senior leaders to employ forces, assets, and resources to meet strategic requirements 2) Forecasts and communicates deployment positions and assignments to respond to emergent needs 3) Forecasts legal requirements to support missions and organizations  <b>Criteria:</b> <i>Scope: Integration with AF-level/within industry</i>												
1.3.4.1. Leverage talent across the enterprise to engage with the Senior Enlisted Advisory Council	1	-	-						-	-	-	-
1.3.4.2. Interpret & communicate strategic messaging to JAGC personnel	1	-	-						-	-	-	P
1.3.4.3. Forecast & posture personnel for deployments based on operational needs	2	-	-						-	-	-	-
1.3.4.4. Advise personnel about assignment opportunities	3	-	-						-	-	-	-
1.3.4.5. Collaborate with joint and mission partners to develop future paralegal allocation and development priorities	3	-	-						-	-	-	-
1.3.4.6. Identify outreach opportunities to create and build multi-functional paralegals and Airmen	3	-	-						-	-	-	-

	Behavior Match	2. Tasks		3. Certification For OJT					4. Proficiency Codes			
		Core/Cert ^	Wartime	A	B	C	D	E	A	B	C	D
				Tng Start	Tng Complete	Trainee Initials	Trainer Initials	Certifier Initials	3-lvl	5-lvl	7-lvl	9-lvl
<b>1.4. OFFICE MANAGEMENT</b> Description: Acquire resources and fulfill administrative functions to support and execute the mission.  <b>Supporting Competencies:</b>												
<b>1.4.1. Office Management (Basic)</b> <b>Required Behaviors:</b> 1) Makes decisions at lowest level to execute workplace tasks 2) Communicates resource needs through appropriate chain of command 3) Identifies resources to support future needs (e.g., supplies, facilities, equipment, etc.)  <b>Criteria:</b> <i>Impact on: Specific workplace tasks</i>												
1.4.1.1. Identify office standards of timeliness and accuracy of work product	1	-	-						-	-	-	-
1.4.1.2. Identify systems & procedures for preparing witness & personnel travel	1	-	-						K	-	-	-
1.4.1.3. Determine resources needed to accomplish tasks	2	-	-						-	-	-	-
1.4.1.4. Notify supervision of resource needs	2	-	-						-	-	-	-
1.4.1.5. Project future resource needs	3	-	-						-	-	-	-
<b>1.4.2. Office Management (Intermediate)</b> <b>Required Behaviors:</b> 1) Advocates for resources needed to sustain and improve daily operations 2) Manages available equipment, materials, and funding to accomplish projects 3) Implements and utilizes technology to sustain the mission for emerging needs (e.g., COVID-19, telework, virtual appointments, etc.)  <b>Criteria:</b> <i>Impact on: Specific workplace projects</i>												

	Behavior Match	2. Tasks		3. Certification For OJT					4. Proficiency Codes			
		Core/Cert ^	Wartime	A	B	C	D	E	A	B	C	D
				Tng Start	Tng Complete	Trainee Initials	Trainer Initials	Certifier Initials	3-lvl	5-lvl	7-lvl	9-lvl
1.4.2.1. Articulate needs to office leadership for current and future operations	1	-	-						-	-	-	-
1.4.2.2. Input & process witness and personnel travel	1	5	-						-	-	-	-
1.4.2.3. Identify resources needed for current and future projects	2	-	-						-	-	-	-
1.4.2.4. Maintain current inventory of accountable resources	2	-	-						-	-	-	-
1.4.2.5. Determine technological resources required in the office (laptops, printers, videochat camera, scanners, external hard drives, Wi-Fi pucks, headsets, etc.)	3	-	-						-	-	-	-
<b>1.4.3. Office Management (Advanced)</b> <b>Required Behaviors:</b> 1) Formulates budget and procures resources needed for mission success 2) Forecasts budgetary requests in response to projected requirements 3) Revamps internal processes to increase efficiency and productivity 4) Empowers members to make decisions at the lowest level  <b>Criteria:</b> <i>Impact on: Management decisions</i>												
1.4.3.1. Collaborate with Resource Advisor to determine shortfalls to help build future budgets	1	-	-						-	-	-	-
1.4.3.2. Ensure witness and personnel travel is properly funded in line with policy and the Joint Travel Regulation (JTR)	1	-	-						-	-	-	-
1.4.3.3. Validate projected courts-martial, TDYs, and current levels of office supplies	2	-	-						-	-	-	-
1.4.3.4. Analyze current internal communication (to include external communication with program SMEs) and routing procedures for additional duty programs	3	-	-						-	-	-	-
1.4.3.5. Oversee additional duty programs (GPC, ITEC, DTS ODTA/AO, etc.)	4	-	-						-	-	-	-

	2. Tasks		3. Certification For OJT					4. Proficiency Codes				
	Behavior Match	Core/Cert ^	Wartime	A	B	C	D	E	A	B	C	D
				Tng Start	Tng Complete	Trainee Initials	Trainer Initials	Certifier Initials	3-lvl	5-lvl	7-lvl	9-lvl
<b>1.4.4. Office Management (Expert)</b> <b>Required Behaviors:</b> 1) Validates requests for resources to meet mission demands 2) Advocates for resource requirements to improve mission capabilities  <b>Criteria:</b> <i>Impact on: MAJCOM/NAF</i>												
1.4.4.1. Advises subordinate units on resourcing shortfalls	1	-	-						-	-	-	P
1.4.4.2. Collaborate with appropriate agencies for resource requirements to prevent mission degradation	2	-	-						-	-	-	pk
<b>2. COMPLIANCE</b>												
<b>2.1. RECORDS MANAGEMENT</b> Description: Provide accountability of the organization, function, policy, and procedures to the public, Congress, and the Department of Defense, and demonstrate compliance with all legal, statutory, regulatory, and policy requirements.  <b>Supporting Competencies:</b>												
<b>2.1.1. Record Management (Basic)</b> <b>Required Behaviors:</b> 1) Identifies records management maintenance and disposition requirements to support specific records accountability 2) Creates, maintains, and files records in accordance with applicable rules and regulations to demonstrate compliance  <b>Criteria:</b> <i>Impact on: Specific workplace tasks</i>												
2.1.1.1. Review governing instructions and authorities	1	-	-					-	K	-	-	-
2.1.1.2. Identify & appropriately mark the files created within the legal office	1	5	-					-	P	-	-	-
2.1.1.3. Appropriately mark exhibits	1	5	-					-	P	-	-	-

	Behavior Match	2. Tasks		3. Certification For OJT					4. Proficiency Codes			
		Core/Cert ^	Wartime	A	B	C	D	E	A	B	C	D
				Tng Start	Tng Complete	Trainee Initials	Trainer Initials	Certifier Initials	3-lvl	5-lvl	7-lvl	9-lvl
2.1.1.4. Determine appropriate disposition method, authority and date	1	-	-					-	-	-	-	-
2.1.1.5. Build & maintain records	2	-	-					-	P	-	-	-
<b>2.1.2. Record Management (Intermediate)</b> <b>Required Behaviors:</b> 1) Validates record management requirements and disposes of records in accordance with applicable rules and regulations to maintain functional accountability 2) Creates and maintains applicable paper and electronic file plans in accordance with applicable rules and regulations to demonstrate compliance  <b>Criteria:</b> <i>Impact on: Specific workplace projects</i>												
2.1.2.1. Review existing file plan	1	-	-					-	-	-	-	-
2.1.2.2. Coordinate disposal with records program manager	1	-	-					-	-	-	-	-
2.1.2.3. Appropriately dispose of record	1	-	-					-	-	-	-	-
2.1.2.4. Assess compliance of records program	1	-	-					-	-	-	-	-
2.1.2.5. Develop a file plan	2	-	-					-	-	-	-	-
2.1.2.6. Implement a file plan	2	-	-					-	-	-	-	-
<b>2.1.3. Record Management (Advanced)</b> <b>Required Behaviors:</b> 1) Oversees subordinate functional components records creation, management, and disposition in accordance with applicable rules and regulations to ensure organizational accountability and demonstrate compliance 2) Assesses the integrity and accuracy of file plan records in accordance with applicable rules and regulations to demonstrate organizational compliance  <b>Criteria:</b> <i>Impact on: Management decisions</i>												
2.1.3.1. Conduct self assessment of file plan	1	-	-					-	-	-	-	-
2.1.3.2. Oversee records management and disposition	1	-	-					-	-	-	-	-

	Behavior Match	2. Tasks		3. Certification For OJT					4. Proficiency Codes			
		Core/Cert ^	Wartime	A	B	C	D	E	A	B	C	D
				Tng Start	Tng Complete	Trainee Initials	Trainer Initials	Certifier Initials	3-lvl	5-lvl	7-lvl	9-lvl
2.1.3.3. Ensure timely disposition of records	2	-	-						-	-	-	-
<b>2.1.4. Record Management (Expert)</b> <b>Required Behaviors:</b> 1) Assesses the integrity and accuracy of records in accordance with applicable rules and regulations to demonstrate institutional compliance 2) Utilizes subordinate installation records created, maintained, and filed to demonstrate compliance with applicable laws, statutes, and regulations to protect DoD and DAF interests 3) Develops guidance to govern creation, maintenance, and disposition of legal records to ensure functional accountability  <b>Criteria:</b> <i>Impact on: MAJCOM-level practices/within industry</i>												
2.1.4.1. Develop, maintain, verify and evaluate records	1	-	-					-	-	-	-	-
2.1.4.2. Ensure the records are protected and identified	2	-	-					-	-	-	-	-
2.1.4.3. Implement records management training for personnel	3	-	-					-	-	-	-	-
<b>2.2. CASE MANAGEMENT</b> Description: Oversight of case events across legal operations to enable compliance with legal, statutory, regulatory, and policy obligations to all parties involved in litigation.  <b>Supporting Competencies:</b>												

	2. Tasks		3. Certification For OJT					4. Proficiency Codes				
	Behavior Match	Core/Cert ^	Wartime	A	B	C	D	E	A	B	C	D
				Tng Start	Tng Complete	Trainee Initials	Trainer Initials	Certifier Initials	3-lvl	5-lvl	7-lvl	9-lvl
<b>2.2.1. Case Management (Basic)</b> <b>Required Behaviors:</b> 1) Identifies applicable statutes, regulations, guidance, and associated reporting requirements to ensure functional compliance 2) Receives and collects relevant information, evidence, and substantiation to support investigative efforts 3) Summarizes relevant facts and circumstances; identifies appropriate area of practice and applicable legal sources to demonstrate compliance  <b>Criteria:</b> <i>Reach of Influence: Individuals</i>												
2.2.1.1. Determine governing statutes, regulations, and instructions applicable for incoming cases	1	-	-					-	K	-	-	-
2.2.1.2. Identify any reporting requirements necessary for incoming cases	1	-	-						K	-	-	-
2.2.1.3. Identify and effectively use required checklists and templates	1	5	-						P	-	-	-
2.2.1.4. Redact evidence and other sensitive information on legal documents	2	5	-					-	P	-	-	-
2.2.1.5. Utilize approved systems to transfer files	2	-	-					-	-	pk	-	-
2.2.1.6. Collect required information in order to meet identified reporting requirements	2	-	-						-	-	-	-
2.2.1.7. Collaborate with investigative agencies and outside agencies to collect relevant documentation/evidence to support investigation and case disposition decision	2	-	-						-	-	-	-
2.2.1.8. Create required documents to report relevant information/updates to required agencies	2	5	-						P	-	-	-
2.2.1.9. Provide support to investigative agencies during the investigative efforts	2	-	-						-	-	-	-
2.2.1.10. Review evidence/information provided to the legal office and identify legal issues	3	5	-						P	-	-	-
2.2.1.11. Review information provided to the legal office to determine appropriate area of practice	3	-	-						-	pk	-	-
2.2.1.12. Articulate legal issues using source documents	3	-	-						-	-	-	-

	2. Tasks		3. Certification For OJT					4. Proficiency Codes				
	Behavior Match	Core/Cert ^	Wartime	A	B	C	D	E	A	B	C	D
				Tng Start	Tng Complete	Trainee Initials	Trainer Initials	Certifier Initials	3-lvl	5-lvl	7-lvl	9-lvl
<b>2.2.2. Case Management (Intermediate)</b> <b>Required Behaviors:</b> 1) Analyzes case progress to identify legal sufficiency of associated authorities, jurisdictional considerations, and evidence to support disposition 2) Determines use of applicable checklist(s); creates, maintains, and files records as required by disposition authorities; protects government interests and demonstrates compliance with laws, statutes, regulations, and guidance 3) Execute functional processes to support litigation or disposition  <b>Criteria:</b> <i>Reach of Influence: Functional Area</i>												
2.2.2.1. Analyze evidence in order to identify all dispositions that are legally sufficient	1	-	-					-	-	pk	-	-
2.2.2.2. Review governing statues, regulations, instruction to identify appropriate disposition authorities	1	-	-						-	-	-	-
2.2.2.3. Identify and address jurisdictional issues that may arise within a case	1	-	-						pk	-	-	-
2.2.2.4. Identify and address evidentiary issues that may arise within a case	1	-	-						pk	-	-	-
2.2.2.5. Properly utilize and track case progression within appropriate systems	2	-	-						P	-	-	-
2.2.2.6. Process discovery	3	5	-						pk	-	-	-
<b>2.2.3. Case Management (Advanced)</b> <b>Required Behaviors:</b> 1) Partners with applicable military and civilian stakeholders to provide legal support across all areas of practice 2) Develops strategy and manages functional processes to support litigation or disposition  <b>Criteria:</b> <i>Reach of Influence: Organization</i>												

	Behavior Match	2. Tasks		3. Certification For OJT					4. Proficiency Codes			
		Core/Cert ^	Wartime	A	B	C	D	E	A	B	C	D
				Tng Start	Tng Complete	Trainee Initials	Trainer Initials	Certifier Initials	3-lvl	5-lvl	7-lvl	9-lvl
2.2.3.1. Solicit feedback from stakeholders to ensure legal needs are being met throughout the a case lifecycle	1	-	-						-	-	-	-
2.2.3.2. Foster working relationships with outside organizations to ensure crossflow of information	1	-	-						-	-	-	-
2.2.3.3. Partner with attorneys to assist in developing case progression and identifying potential litigation issues	2	-	-						-	-	-	-
2.2.3.4. Create documents that comply with applicable regulations to support case strategy	2	-	-						-	-	P	-
2.2.3.5. Manage case progression within a specific area of practice	2	7	-						-	pk	-	-
2.2.3.6. Review case file documents to ensure compliance with applicable statutes and regulations	2	7	-						-	-	-	-
2.2.3.7. Oversee assigned case paralegal support	2	-	-						-	-	-	-
<b>2.2.4. Case Management (Expert)</b> <b>Required Behaviors:</b> 1) Monitors disposition, provides oversight and guidance to protect government interests, and ensures compliance with applicable laws, statutes, regulations, and policy  <b>Criteria:</b> <i>Reach of Influence: MAJCOM/FOA/DAF/Industry</i>												
2.2.4.1. Review case disposition to ensure legal and appropriate action was taken and documented	1	7	-						-	-	-	-
2.2.4.2. Monitor case management systems to ensure case tracking is in compliance with policy and regulations	1	-	-						-	-	-	-
2.2.4.3. Ensure case documents are meeting applicable policies and regulations	1	-	-						-	-	-	-

	2. Tasks		3. Certification For OJT					4. Proficiency Codes				
	Behavior Match	Core/Cert ^	Wartime	A	B	C	D	E	A	B	C	D
				Tng Start	Tng Complete	Trainee Initials	Trainer Initials	Certifier Initials	3-lvl	5-lvl	7-lvl	9-lvl
<b>3. LEGAL TENETS</b>												
<b>3.1. COMMUNICATION</b> Description: Engage and guide stakeholders on all relevant legal matters affecting mission readiness, standards and discipline, and military community to achieve tactical, operational, and strategic objectives.  <b>Supporting Competencies:</b>												
<b>3.1.1. Communication (Basic)</b> <b>Required Behaviors:</b> 1) Employs communication methods and tools to effectively engage with mission partners at the tactical level while adhering to the rules of professional responsibility 2) Presents clear and accurate information backed by relevant laws, regulations, policies, and instructions to individual stakeholders in support of the mission  <b>Criteria:</b> <i>Impact on: Specific workplace tasks</i>												
3.1.1.1. Reference and maintains a current list of agency contacts	1	-	-						-	-	-	-
3.1.1.2. Determine/Consider the most appropriate method of communication	1	-	-						K	-	-	-
3.1.1.3. Execute the best approach when communicating with stakeholders	1	-	-						-	-	-	-
3.1.1.4. Identify the needs of customer to provide support	1	-	-						K	-	-	-
3.1.1.5. Utilize IT and software applications (e.g. PowerPoint and Excel) to analyze data and create presentations	1	5	*						P	-	-	-
3.1.1.6. Display proper etiquette across all communication platforms	1	-	-						-	-	-	-
3.1.1.7. Practice OPSEC and COMSEC through all forms of communication	1	-	*						pk	-	-	-
3.1.1.8. Speak to an individual or audience in an engaging and clear manner	2	-	-						-	-	-	-

	Behavior Match	2. Tasks		3. Certification For OJT					4. Proficiency Codes			
		Core/Cert ^	Wartime	A	B	C	D	E	A	B	C	D
				Tng Start	Tng Complete	Trainee Initials	Trainer Initials	Certifier Initials	3-lvl	5-lvl	7-lvl	9-lvl
3.1.1.9. Assess the need for deadlines	1	-	-						-	-	-	-
3.1.1.10. Maintain fair exchanges in two-way communication	2	-	-						-	-	-	-
<b>3.1.2. Communication (Intermediate)</b> <b>Required Behaviors:</b> 1) Tailors communication techniques to address identified concerns or desires to various or diverse audiences to ensure message is delivered and received in a professional manner 2) Applies the most appropriate method of communication to provide integrated ideas, direction, or support to meet mission priorities  <b>Criteria:</b> <i>Impact on: Specific workplace projects</i>												
3.1.2.1. Evaluate situation to develop and communicate courses of action	1	-	-						-	pk	-	-
3.1.2.2. Conduct briefings	1	5	*						P	-	-	-
3.1.2.3. Establish a current list of agency contacts	2	-	-						-	-	-	-
3.1.2.4. Tailor communication to achieve desired outcomes	2	-	-						-	pk	-	-
3.1.2.5. Identify and apply appropriate conflict management resolution techniques	2	-	-						pk	pk	-	-
3.1.2.6. Seek out relevant data within time constraints to communicate decisions	2	-	-						-	-	-	-
<b>3.1.3. Communication (Advanced)</b> <b>Required Behaviors:</b> 1) Engages with leaders at various levels regarding operational trends and mission requirements affecting legal personnel  <b>Criteria:</b> <i>Impact on: Management decisions</i>												
3.1.3.1. Employ multi-directional communication regarding training needs, ops tempo, and wellbeing of personnel	1	-	-						-	-	P	-

	Behavior Match	2. Tasks		3. Certification For OJT					4. Proficiency Codes			
		Core/Cert ^	Wartime	A	B	C	D	E	A	B	C	D
				Tng Start	Tng Complete	Trainee Initials	Trainer Initials	Certifier Initials	3-lvl	5-lvl	7-lvl	9-lvl
3.1.3.2. Interpret complex messages into actionable items	1	-	-						-	-	P	-
3.1.3.3. Tailor complex information in a simplified manner (e.g. < 5 min, elevator speech)	1	-	-						-	-	P	-
3.1.3.4. Apply tactics to influence others through written, verbal, and visual means	1	-	-						-	-	-	-
3.1.3.5. Anticipate and adapt to communication barriers	1	-	-						-	-	P	-
<b>3.1.4. Communication (Expert)</b> <b>Required Behaviors:</b> 1) Leverages appropriate decision-making techniques by identifying the root cause, involving others, and gathering information to support the enterprise 2) Engages with stakeholders for the advancement of strategic goals 3) Maximizes communication and experience to achieve strategic objectives  <b>Criteria:</b> <i>Impact on: AF-level practices/within industry</i>												
3.1.4.1. Identify cognitive bias and remains objectively focused to ensure communication is clearly conveyed	1	-	-						-	-	-	pk
3.1.4.2. Leverage emotional intelligence to overcome communication barriers (e.g., generational, cultural, socioeconomic)	1	-	-						-	-	pk	-
3.1.4.3. Incorporate leadership vision into communication strategy	2	-	-						-	-	-	P
3.1.4.4. Practice collaboration to build consensus	2	-	-						-	-	pk	-
3.1.4.5. Arrange cross-organizational forums	2	-	-						-	-	-	-
3.1.4.6. Integrate relationship management skills	3	-	-						-	-	-	P
<b>3.2. LEGAL RESEARCH AND ANALYSIS</b> Description: Identify relevant sources and apply legal concepts to support the decision making process.  <b>Supporting Competencies:</b>												

	2. Tasks		3. Certification For OJT					4. Proficiency Codes				
	Behavior Match	Core/Cert ^	Wartime	A	B	C	D	E	A	B	C	D
				Tng Start	Tng Complete	Trainee Initials	Trainer Initials	Certifier Initials	3-lvl	5-lvl	7-lvl	9-lvl
<b>3.2.1. Legal Research and Analysis (Basic)</b> <b>Required Behaviors:</b> 1) Identifies relevant sources of law and determines order of precedence in legal research 2) Categorizes key facts to identify legal issues 3) Locates and utilizes legal resources to verify reliability of cited legal authority  <b>Criteria:</b> <i>Consistency of Application: Sustained application of competency over time</i>												
3.2.1.1. Identify relevant sources of law	1	-	*					-	K	-	-	-
3.2.1.2. Identify primary and secondary sources	1	-	-						K	-	-	-
3.2.1.3. Differentiate between sources based on precedence	1	-	-						K	-	-	-
3.2.1.4. Determine appropriate jurisdictional authorities	2	-	-					-	K	-	-	-
3.2.1.5. Identify legal issues	2	-	-					-	K	-	-	-
3.2.1.6. Utilize legal research finding tools	3	5	-						P	-	-	-
<b>3.2.2. Legal Research and Analysis (Intermediate)</b> <b>Required Behaviors:</b> 1) Identifies key elements applicable to common legal issues 2) Selects relevant sources of law to support legal positions 3) Formulates relationships between relevant laws and facts at issue to identify supported legal arguments  <b>Criteria:</b> <i>Consistency of Application: Sustained application of competency over time in a variety of situations</i>												
3.2.2.1. Determine appropriate jurisdictional authorities for common legal issues	1	-	*					-	K	-	-	-
3.2.2.2. Research common legal issue	2	5	*						P	-	-	-
3.2.2.3. Validate reliability of source(s) of law for common legal issues	2	5	-						P	-	-	-
3.2.2.4. Identify supporting sources of law, appropriate holdings, precedence, etc. that address common legal issue(s)	3	-	-						K	-	-	-

	Behavior Match	2. Tasks		3. Certification For OJT					4. Proficiency Codes			
		Core/Cert ^	Wartime	A	B	C	D	E	A	B	C	D
				Tng Start	Tng Complete	Trainee Initials	Trainer Initials	Certifier Initials	3-lvl	5-lvl	7-lvl	9-lvl
3.2.2.5. Support position through analysis and application of holding, precedence, etc. for common legal issues	3	5	-						P	-	-	-
<b>3.2.3. Legal Research and Analysis (Advanced)</b> <b>Required Behaviors:</b> 1) Identify key elements applicable to complex legal issues 2) Select relevant sources of law to support legal positions in complex legal issues 3) Formulate relationship between relevant laws and facts at issue to identify supported legal arguments  <b>Criteria:</b> <i>Consistency of Application: Sustained application of competency over time in complex situations</i>												
3.2.3.1. Determine appropriate jurisdictional authorities for complex legal issues	1	-	-					-	-	-	K	-
3.2.3.2. Research complex legal issues	2	7	-						-	-	P	-
3.2.3.3. Validate reliability of source(s) of law for complex legal issues	2	-	-						-	-	-	-
3.2.3.4. Identify supporting sources of law, appropriate holding, precedence, etc. that address complex legal issue(s)	3	-	-						-	-	-	-
3.2.3.5. Support position through analysis and application of holding, precedence, etc. for complex legal issues	3	7	-						-	-	P	-

	2. Tasks		3. Certification For OJT					4. Proficiency Codes				
	Behavior Match	Core/Cert ^	Wartime	A	B	C	D	E	A	B	C	D
				Tng Start	Tng Complete	Trainee Initials	Trainer Initials	Certifier Initials	3-lvl	5-lvl	7-lvl	9-lvl
<b>3.2.4. Legal Research and Analysis (Expert)</b> <b>Required Behaviors:</b> 1) Guides others on relevant sources of law, precedence, and reliability for use in legal research 2) Guides others in the interpretation and application of legal research to support legal analysis  <b>Criteria:</b> <i>Consistency of Application: Able to innovate and formulate strategies; able to model/guide/teach others the competency of how to apply the competency</i>												
3.2.4.1. Demonstrate knowledge of legal sources	1	-	-						-	-	-	-
3.2.4.2. Demonstrate understanding of precedence	1	-	-						-	-	-	-
3.2.4.3. Demonstrate understanding of determining reliability of legal sources in legal research	1	-	-						-	-	-	-
3.2.4.4. Locate valid legal precedent, holdings, etc. that support legal position(s)	1	-	-						-	-	-	-
3.2.4.5. Analyze legal precedent, holdings, etc. that support legal position(s)	1	-	-						-	-	-	-
3.2.4.6. Instruct others on foundations of legal research	2	-	-						-	-	-	-
3.2.4.7. Instruct others on precedence of sources of law	2	-	-						-	-	-	-
3.2.4.8. Instruct others on determining reliability and treatment of case law, precedent, holdings, etc.	2	-	-						-	-	-	-
3.2.4.9. Instruct others on critical thinking and analysis	2	-	-						-	-	-	-
3.2.4.10. Instruct others on the application of case law, precedent, holdings, etc. to a specific legal issue	2	-	-						-	-	-	-
3.2.4.11. Instruct others on the application of legal analysis to the legal issue(s) in question to support a legal position	2	-	-						-	-	-	-

	Behavior Match	2. Tasks		3. Certification For OJT					4. Proficiency Codes			
		Core/Cert ^	Wartime	A	B	C	D	E	A	B	C	D
				Tng Start	Tng Complete	Trainee Initials	Trainer Initials	Certifier Initials	3-lvl	5-lvl	7-lvl	9-lvl
<b>3.3. LEGAL WRITING</b> Description: Produce written documents and instruments.  <b>Supporting Competencies:</b>												
<b>3.3.1. Legal Writing (Basic)</b> <b>Required Behaviors:</b> 1) Identifies principles of writing and rules of grammar to written products 2) Utilizes appropriate voice and style of writing to written products  <b>Criteria:</b> <i>Consistency of Application: Sustained application of competency over time</i>												
3.3.1.1. Identify key grammar principles	1	-	-						K	-	-	-
3.3.1.2. Identify appropriate sentence structure	1	-	-						K	-	-	-
3.3.1.3. Differentiate between active and passive voice	1	-	-						K	-	-	-
3.3.1.4. Identify styles of writing	2	-	-						K	-	-	-
3.3.1.5. Identify types of legal documents	2	-	*						K	-	-	-
3.3.1.6. Identify principles of legal writing	2	-	*						K	-	-	-
3.3.1.7. Draft legal memoranda utilizing grammar and legal writing principles	2	-	-						P	-	-	-
3.3.1.8. Appropriately formats written work product	2	-	-						P	-	-	-
<b>3.3.2. Legal Writing (Intermediate)</b> <b>Required Behaviors:</b> 1) Prepares legal documents and instruments to reflect accurate legal analysis 2) Tailors legal language to meet internal and external needs  <b>Criteria:</b> <i>Consistency of Application: Sustained application of competency over time in a variety of situation</i>												
3.3.2.5. Simplify legal terms into plain language (e.g. courts-martial vs. trials)	2	-	-					-	-	-	-	-

	Behavior Match	2. Tasks		3. Certification For OJT					4. Proficiency Codes			
		Core/Cert ^	Wartime	A	B	C	D	E	A	B	C	D
				Tng Start	Tng Complete	Trainee Initials	Trainer Initials	Certifier Initials	3-lvl	5-lvl	7-lvl	9-lvl
3.3.2.1. Draft legal review utilizing legal research findings and analysis	1	5	-						-	-	-	-
3.3.2.2. Draft recommendation supported by policy, statute, law or precedence	1	5	-						-	-	-	-
3.3.2.3. Properly cite legal sources	1	-	-						P	-	-	-
3.3.2.4. Eliminate military specific jargon in written communications	2	-	-						-	-	-	-
3.3.2.5. Draft legal memoranda suitable for intended audience	2	-	-						-	-	-	-
<b>3.3.3. Legal Writing (Advanced)</b> <b>Required Behaviors:</b> 1) Ensure legal documents meet proper legal analysis, grammatical accuracy, and proper formatting 2) Provide feedback and corrective actions on legal documents  <b>Criteria:</b> <i>Consistency of Application: Sustained application of competency over time in complex situations</i>												
3.3.3.1. Assess accuracy of legal analysis of written legal documents.	1	7	-						-	-	P	-
3.3.3.2. Review legal documents for grammatical errors and formatting.	1	-	-						-	-	P	-
3.3.3.3. Communicate feedback to correct legal analysis, grammar, and formatting.	2	-	-						-	-	P	-
<b>3.3.4. Legal Writing (Expert)</b> <b>Required Behaviors:</b> 1) Leverages expertise on principles of writing, rules of grammar, and formatting 2) Leverages expertise to verify legal analysis is communicated appropriately in written form  <b>Criteria:</b> <i>Consistency of Application: Able to innovate and formulate strategies; able to model/guide/teach others the competency of how to apply the competency</i>												
3.3.4.1. Train others on principles of writing rules of grammar, and formatting	1	-	-						-	-	-	-

	Behavior Match	2. Tasks		3. Certification For OJT					4. Proficiency Codes			
		Core/Cert ^	Wartime	A	B	C	D	E	A	B	C	D
				Tng Start	Tng Complete	Trainee Initials	Trainer Initials	Certifier Initials	3-lvl	5-lvl	7-lvl	9-lvl
3.3.4.2. Provide opportunities & resources to improve writing of others	1	-	-						-	-	-	-
3.3.4.3. Review all components of a legal document for accuracy, provide feedback/guidance if necessary	1	7	-						-	-	-	-
3.3.4.4. Train others on approaches to improve legal writing	2	-	-						-	-	-	-
3.3.4.5. Evaluate others' ability to gather information from various sources to produce proper legal analysis	2	-	-						-	-	-	-
<b>3.4. INTERVIEW PROTOCOL</b> Description: Conduct structured conversations to elicit information. <b>Supporting Competencies:</b>												
<b>3.4.1. Interview Protocol (Basic)</b> <b>Required Behaviors:</b> 1) Prepares logistics for interview to facilitate data gathering efforts 2) Determines purpose and intent of interview to achieve desired results 3) Displays appropriate demeanor to collect facts and information  <b>Criteria:</b> <i>Thinking Challenge: Within established procedures or similar situations</i>												
3.4.1.1. Prepare interview room & necessary materials	1	-	-					-	-	-	-	-
3.4.1.2. Set aside enough time to conduct the interview	1	-	-					-	-	-	-	-
3.4.1.3. Review documents regarding interviewee	2	-	-					P	-	-	-	-
3.4.1.4. Collaborate with attorneys on interview questions in advance	2	-	-					-	-	-	-	-
3.4.1.5. Schedule interview	3	-	-					-	-	-	-	-
3.4.1.6. Practices active listening and accurate note taking for preservation of information	3	-	*					P	-	-	-	-

	2. Tasks		3. Certification For OJT					4. Proficiency Codes				
	Behavior Match	Core/Cert ^	Wartime	A	B	C	D	E	A	B	C	D
				Tng Start	Tng Complete	Trainee Initials	Trainer Initials	Certifier Initials	3-lvl	5-lvl	7-lvl	9-lvl
<b>3.4.2. Interview Protocol (Intermediate)</b> <b>Required Behaviors:</b> 1) Develops collaborative strategies to enhance data gathering efforts to satisfy legal purpose 2) Fosters an environment that promotes active engagement in the interview process 3) Adapts demeanor to facilitate the efficient collection of facts and information 4) Employs active listening to identify potential issues 5) Employs flexibility in accordance with professional rules of conduct to achieve desired outcomes  <b>Criteria:</b> <i>Thinking Challenge: A wide variety of situations</i>												
3.4.2.1. Collaborate with attorney to draft a structured interview outline	1	-	-					-	-	-	-	-
3.4.2.2. Establish rapport with interviewee	2	-	-					-	P	-	-	-
3.4.2.3. Ask broad, open-ended questions	2	-	-					-	P	-	-	-
3.4.2.4. Conform to the interview environment	3	-	-					-	-	-	-	-
3.4.2.5. Remain attentive and avoid subconscious biases	4	-	-					-	pk	-	-	-
3.4.2.6. Adheres to professional rules of conduct	5	-	-					-	-	-	-	-
<b>3.4.3. Interview Protocol (Advanced)</b> <b>Required Behaviors:</b> 1) Exercises foresight and intuition to anticipate challenges and employ applicable resources 2) Employs real-time analysis of information collected to enable strategy development  <b>Criteria:</b> <i>Thinking Challenge: No established procedures</i>												
3.4.3.1. Maintain awareness of interviewee's body language, facial expressions, and nonverbal cues	1	-	-					-	-	-	P	-
3.4.3.2. Identify potential resources	1	-	-					-	-	pk	-	-
3.4.3.3. Evaluate information received from interview to determine next steps	2	-	-					-	-	-	P	-

	2. Tasks		3. Certification For OJT					4. Proficiency Codes				
	Behavior Match	Core/Cert ^	Wartime	A	B	C	D	E	A	B	C	D
				Tng Start	Tng Complete	Trainee Initials	Trainer Initials	Certifier Initials	3-lvl	5-lvl	7-lvl	9-lvl
<b>3.4.4. Interview Protocol (Expert)</b> <b>Required Behaviors:</b> 1) Innovates techniques and procedures to expand effective methods 2) Crafts and institutes skills necessary to cater to specific interviewees 3) Utilizes experience to elicit relevant facts  <b>Criteria:</b> <i>Thinking Challenge: Requires developing imaginative procedures</i>												
3.4.4.1. Analyze previous interviews and assess areas to improve	1	-	-					-	-	-	-	-
3.4.4.2. Utilize various interview techniques	2	-	-						-	-	P	-
3.4.4.3. Conduct follow-up and clarification questions	3	-	-						-	-	P	-
<b>4. AREAS OF PRACTICE</b>												
<b>4.1. CIVIL LAW AND LITIGATION</b> Description: Provide legal support to acquisitions, operations, protection/preservation of the force, resources and installations.  <b>Supporting Competencies:</b>												
<b>4.1.1. Civil Law and Litigation (Basic)</b> <b>Required Behaviors:</b> 1) Operates information technology platforms to facilitate legal services 2) Performs customer service skills to establish a professional relationship with stakeholders 3) Identify and interpret applicable sources to process various legal issues and requests  <b>Criteria:</b> <i>Depth of Knowledge: Established practice with some workplace elements</i>												
4.1.1.1. Identify and access applicable information technology platforms to perform legal services	1	-	*					-	pk	-	-	-
4.1.1.2. Input customer information into applicable information technology platforms	1	-	-					-	P	-	-	-

	Behavior Match	2. Tasks		3. Certification For OJT					4. Proficiency Codes				
		Core/Cert ^	Wartime	A	B	C	D	E	A	B	C	D	
				Tng Start	Tng Complete	Trainee Initials	Trainer Initials	Certifier Initials	3-lvl	5-lvl	7-lvl	9-lvl	
4.1.1.3. Manage customer and appointment data within applicable information technology platforms	1	-	-							-	-	-	-
4.1.1.4. Retrieve customer information and documents from applicable information technology platforms	1	-	-							P	-	-	-
4.1.1.5. Identify potential conflicts of interest and/or dual representation cases	1	-	-							P	-	-	-
4.1.1.6. Provide applicable legal handouts and worksheets	2	-	-							-	-	-	-
4.1.1.7. Determine client eligibility and exceptions IAW applicable guidance	2	-	*					-		K	-	-	-
4.1.1.8. Perform Notarial Acts	2	5	*							P	-	-	-
4.1.1.9. Maintain notary log	2	5	*							P	-	-	-
4.1.1.10. Differentiate types of Powers of Attorney	3	-	-							K	-	-	-
4.1.1.11. Identify the different types of claims and their settlement authorities	3	-	-							K	-	-	-
4.1.1.12. Annotate receipt of claim	3	-	-							P	-	-	-
<b>4.1.2. Civil Law and Litigation (Intermediate)</b> <b>Required Behaviors:</b> 1) Generates reports and analyzes data to manage resource allocation 2) Provides support to promote personal legal readiness 3) Completes legal documents to process claims and other civil law actions  <b>Criteria:</b> <i>Depth of Knowledge: Established practices of all workplace elements</i>													
4.1.2.1. Generate civil law reports utilizing applicable information technology platforms	1	-	-					-		-	-	-	-
4.1.2.2. Interpret data from legal assistance reports	1	-	-							-	-	-	-
4.1.2.3. Familiarize legal roles and responsibilities within Operations Centers	2	-	-							-	-	-	-
4.1.2.4. Build & maintain emergency response kit	2	-	-							-	-	-	-
4.1.2.5. Deliver proper execution of legal documents and ceremonies	2	-	-					-		-	-	-	-
4.1.2.6. Process claim	3	-	-							P	-	-	-
4.1.2.7. Process appeal action(s)	3	-	-							-	-	-	-

	2. Tasks		3. Certification For OJT					4. Proficiency Codes				
	Behavior Match	Core/Cert ^	Wartime	A	B	C	D	E	A	B	C	D
				Tng Start	Tng Complete	Trainee Initials	Trainer Initials	Certifier Initials	3-lvl	5-lvl	7-lvl	9-lvl
<b>4.1.3. Civil Law and Litigation (Advanced)</b> <b>Required Behaviors:</b> 1) Employs expertise to recognize potential legal risks for kinetic environments, simulated and real-world 2) Directs the timeliness and efficiency of legal analysis and attorney-paralegal partnership to achieve mission objectives 3) Acts as subject matter experts to develop supplements, regulations, directives, training, and policy  <b>Criteria:</b> <i>Depth of Knowledge: New practices of all workplace elements</i>												
4.1.3.1. Perform Operations Centers duties as a legal representative	1	-	-						-	-	-	-
4.1.3.2. Employ disaster response efforts	1	-	-						-	-	-	-
4.1.3.3. Manage and assign civil law tasks	2	-	-						-	-	-	-
4.1.3.4. Provide input and changes to civil law publications and forms	3	-	-						-	-	-	-
4.1.3.5. Solicit input from the field to improve civil law publications and forms	3	-	-						-	-	-	-
4.1.3.6. Incorporate changes for civil law publications and forms	3	-	-						-	-	-	-
<b>4.1.4. Civil Law and Litigation (Expert)</b> <b>Required Behaviors:</b> 1) Continually reviews and recognizes trends to anticipate challenges and implement new technology  <b>Criteria:</b> <i>Depth of Knowledge: New practices/concepts and theories of all workplace elements; is a credible resource in this area</i>												
4.1.4.1. Analyze processes and the need to update or improve information technology and work center systems	1	-	-						-	-	-	-
4.1.4.2. Identify opportunities for innovations to enhance customer service and legal review efficiency	1	-	-						-	-	-	-
4.1.4.3. Implement information technology system updates and new work center processes	1	-	-					-	-	-	-	-

	2. Tasks		3. Certification For OJT					4. Proficiency Codes				
	Behavior Match	Core/Cert ^	Wartime	A	B	C	D	E	A	B	C	D
				Tng Start	Tng Complete	Trainee Initials	Trainer Initials	Certifier Initials	3-lvl	5-lvl	7-lvl	9-lvl
<b>4.2.1. Military Justice &amp; Discipline (Basic)</b> <b>Required Behaviors:</b> 1) Identify applicable resources and authorities in support of good order and discipline 2) Identify appropriate forum disposition for military justice and discipline actions 3) Identify statutory required support to accused, victims, and witnesses within military justice and discipline 4) Operates IT platforms to facilitate the administration of military justice and discipline  <b>Criteria:</b> <i>Depth of Knowledge: Established practice with some workplace elements</i>												
4.2.1.1. Review standards of proof and applicability to military justice and discipline actions	1	-	*						P	-	-	-
4.2.1.2. Review G series orders for administrative actions of military justice and discipline actions	1	-	-						P	-	-	-
4.2.1.3. Identify types and forum limitations of UCMJ actions	2	-	*						K	-	-	-
4.2.1.4. Identify appeal procedures and authorities for UCMJ actions	2	-	-						K	-	-	-
4.2.1.5. Identify types and forum limitations of administrative actions and hearings	2	-	-						K	-	-	-
4.2.1.6. Identify appeal procedures and authorities for administrative actions	2	-	-						K	-	-	-
4.2.1.7. Identify accused rights under Article 31, UCMJ	3	-	-						K	-	-	-
4.2.1.8. Discuss victim rights under Article 6b, UCMJ	3	5	-						-	pk	-	-
4.2.1.9. Input accurate and timely case data into applicable information technology platforms	4	-	-						P	-	-	-

	2. Tasks		3. Certification For OJT					4. Proficiency Codes				
	Behavior Match	Core/Cert ^	Wartime	A	B	C	D	E	A	B	C	D
				Tng Start	Tng Complete	Trainee Initials	Trainer Initials	Certifier Initials	3-lvl	5-lvl	7-lvl	9-lvl
<b>4.2.2. Military Justice &amp; Discipline (Intermediate)</b> <b>Required Behaviors:</b> 1) Drafts and maintains legal documents to comply with required reporting of triggering events 2) Develops key relationships with partner agencies to navigate complex issues to comply with Congressional mandates and departmental policy  <b>Criteria:</b> <i>Depth of Knowledge: Established practices of all workplace elements</i>												
4.2.2.1. Formulate potential disposition options	1	-	-						-	pk	-	-
4.2.2.2. Apply standards of proof and draft appropriate judicial and nonjudicial actions	1	5	-						P	-	-	-
4.2.2.3. Apply standards of proof and draft appropriate administrative actions	1	5	-						P	-	-	-
4.2.2.4. Draft required notifications pursuant to Article 6b, UCMJ	1	5	-						-	-	-	-
4.2.2.5. Draft required notifications pursuant to Rules for Courts-Martial 304, 305, and 707	1	5	-						-	-	-	-
4.2.2.6. Draft administrative actions, courts-martial, and hearing documents	1	5	-						P	-	-	-
4.2.2.7. Draft required notifications and final disposition data for qualifying military offenses	1	5	-						-	-	-	-
4.2.2.8. Compile SOD slides IAW the requirements	2	5	-						P	-	-	-
4.2.2.9. Determine need to stand up specialized teams	2	-	-						-	-	-	-
4.2.2.10. Complete criminal indexing procedures	2	5	-						-	-	-	-

	2. Tasks		3. Certification For OJT					4. Proficiency Codes				
	Behavior Match	Core/Cert ^	Wartime	A	B	C	D	E	A	B	C	D
				Tng Start	Tng Complete	Trainee Initials	Trainer Initials	Certifier Initials	3-lvl	5-lvl	7-lvl	9-lvl
<b>4.2.3. Military Justice &amp; Discipline (Advanced)</b> <b>Required Behaviors:</b> 1) Directs the timely and efficient administration of military justice and discipline through attorney-paralegal partnerships to achieve mission objectives 2) Review reports and analyze data work products and identifies deficiencies 3) Develop supplements, regulations, directives, training, and policy  <b>Criteria:</b> <i>Depth of Knowledge: New practices of all workplace elements</i>												
4.2.3.1. Perform duties as a member of specialized teams as assigned	1	-	-						-	-	-	-
4.2.3.2. Assess quality and accuracy of data collected or reported in applicable information technology platforms	2	7	-						-	-	-	-
4.2.3.3. Assess quality and accuracy of documents produced ISO military justice and discipline	2	-	-						-	-	P	-
4.2.3.4. Provide input and changes to military justice and discipline publications and forms	3	-	-						-	-	-	-
4.2.3.5. Solicit input from the field to improve military justice and discipline publications and forms	3	-	-						-	-	-	-
4.2.3.6. Incorporate changes for military justice and discipline publications and forms	3	-	-						-	-	-	-
<b>4.2.4. Military Justice &amp; Discipline (Expert)</b> <b>Required Behaviors:</b> 1) Continually reviews and recognizes trends to anticipate challenges and implement new technology 2) Guide and mentor personnel to effectively administer military justice and discipline  <b>Criteria:</b> <i>Depth of Knowledge: New practices/concepts and theories of all workplace elements; is a credible resource in this area</i>												

	Behavior Match	2. Tasks		3. Certification For OJT					4. Proficiency Codes			
		Core/Cert ^	Wartime	A	B	C	D	E	A	B	C	D
				Tng Start	Tng Complete	Trainee Initials	Trainer Initials	Certifier Initials	3-lvl	5-lvl	7-lvl	9-lvl
4.2.4.1. Analyze processes and the need to update or improve information technology and work center systems	1	-	-						-	-	-	-
4.2.4.2. Identify opportunities for innovations to enhance customer service and legal review efficiency	1	-	-						-	-	-	-
4.2.4.3. Implement information technology system updates and new work center processes	1	-	-						-	-	-	-
4.2.4.4. Coordinate & distribute significant changes or updates in military justice	2	-	-						-	-	-	-
<b>4.3. OPERATIONS AND INTERNATIONAL LAW</b> <b>Description: Provide national security law support to maximize command authority, promote optimal conditions, and enable ready forces for national defense.</b>  <b>Supporting Competencies:</b>												
<b>4.3.1. Operations and International Law (Basic)</b> <b>Required Behaviors:</b> 1) Incorporates organizational mission and vision to provide relevant legal support 2) Develops foundational understanding of the concept and structure of multi-service (joint) coordination in the operational environment  <b>Criteria:</b> <i>Scope: Specific Area</i>												
4.3.1.1. Align legal operations with unit mission and vision	1	-	-						pk	pk	-	-
4.3.1.2. Correlate AF nomenclature against other branches of service	2	-	-						pk	pk	-	-
4.3.1.3. Identify paralegal role within the joint environment	2	-	-						K	K	-	-
4.3.1.4. Identify governing directives, authorities, etc., within area of responsibility (AOR)	2	-	-						-	-	-	-
4.3.1.5. Describe Combatant Command Structure (Functional and Geographic)	2	-	-						K	K	-	-

	2. Tasks		3. Certification For OJT					4. Proficiency Codes				
	Behavior Match	Core/Cert ^	Wartime	A	B	C	D	E	A	B	C	D
				Tng Start	Tng Complete	Trainee Initials	Trainer Initials	Certifier Initials	3-lvl	5-lvl	7-lvl	9-lvl
<b>4.3.2. Operations and International Law (Intermediate)</b> <b>Required Behaviors:</b> 1) Develops mission essential tasks (METs) in relation to AOR 2) Facilitates integration of law of war principles in mission planning  <b>Criteria:</b> <i>Scope: Integration with concerned areas</i>												
4.3.2.1. Interpret organization's current operations priorities (CUOPS) and future operation priorities (FUOPS) to develop legal objectives	1	-	-						-	-	-	-
4.3.2.2. Apply current and relevant mission priorities to advance Commander's legal decision space	1	7	-						-	-	-	-
4.3.2.3. Describe the joint planning process	1	-	-						-	-	-	-
4.3.2.4. Identify command authorities to assess risks within legal parameters	2	-	-						-	-	-	-
4.3.2.5. Integrate law of war into exercise and mission planning	2	-	-						-	-	P	-
4.3.2.6. Integrate rules of engagement (ROE) into exercise and mission planning	2	-	-						-	-	P	-
4.3.2.7. Integrate rules for use of force (RUF) into exercise and mission planning	2	-	-						-	-	P	-
<b>4.3.3. Operations and International Law (Advanced)</b> <b>Required Behaviors:</b> 1) Execute and facilitate integration of operational capabilities and authorities across functional and geographical areas 2) Participates in organizational/joint mission planning 3) Leverages command authorities and mitigate limiting factors in support of organizational priorities  <b>Criteria:</b> <i>Scope: Integration with organizational strategies</i>												
4.3.3.1. Integrate strategic guidance from campaign and operational plan objectives to develop legal roles and priorities	1	-	-						-	-	-	-

	Behavior Match	2. Tasks		3. Certification For OJT					4. Proficiency Codes			
		Core/Cert ^	Wartime	A	B	C	D	E	A	B	C	D
				Tng Start	Tng Complete	Trainee Initials	Trainer Initials	Certifier Initials	3-lvl	5-lvl	7-lvl	9-lvl
4.3.3.2. Coordinate on process for additional command approval requirements	1	-	-						-	-	-	-
4.3.3.3. Serve as a member on Joint planning team	2	-	-						-	-	-	-
4.3.3.4. Integrate with mission planners (CUOPS & FUOPS) to establish legal roles and priorities	2	-	-						-	-	pk	-
4.3.3.5. Inject law of war principles into mission planning process	2	-	-						-	-	pk	-
4.3.3.6. Apply authority assessment to determine level of operational risk & limiting factors (LIMFACS)	3	-	-						-	-	-	-
<b>4.3.4. Operations and International Law (Expert)</b> <b>Required Behaviors:</b> 1) Train and equip field on strategy and plans to align with instruments of national power 2) Advances proposals for senior leaders on statutory and policy changes to ensure alignment with national objectives  <b>Criteria:</b> <i>Scope: Integration with AF-level/within industry</i>												
4.3.4.1. Communicates areas of authority to expand operational reach	1	-	-						-	-	-	-
4.3.4.2. Network with joint and mission partners to tailor issues and propose resolutions	2	-	-						-	-	-	-
4.3.4.3. Provide input and changes to Ops & International Law	2	-	-						-	-	-	-
4.3.4.4. Solicit input from the field to improve Ops & International & publications and forms	2	-	-						-	-	-	-
4.3.4.5. Incorporate changes for Ops & International Law publications and forms	2	-	-						-	-	-	-

## ***Section B - Course Objective List***

Course objectives can be located in associated rubrics for all STS line items.

## ***Section C - Support Materials***

The following list of support materials is not all inclusive; however, it covers the most frequently referenced areas.

5J051 CDC Paralegal Journeyman

AFI 1-1 Air Force Standards

AFI 33-332 Records Management and Information Governance Program

AFI 51-105 Legal Information Services

AFI 51-110 Professional Responsibility Program

AFI 51-209 The Article 6 Inspections Process

AFI 51-304 Legal Assistance, Notary, Preventive Law, and Tax Programs

AFI 51-306, Administrative Claims for and Against the Air Force

AFI 51-307 Aerospace and Ground Accident Investigations

AFI 51-402, International Law

AFI 51-509, Appointment to and Assumption of Command

AFMAN 17-1301 Computer Security (COMPUSEC)

AFMAN 33-326 Preparing Official Communications

DAFH 33-337 The Tongue and Quill

DAFI 36-2406 Officer and Enlisted Evaluations System

DAFI 36-2803 Military Decorations and Awards Program

DAFI 36-2907 Adverse Administration Actions

DAFI 51-101 The Judge Advocate General's Corps (AFJAGC) Operations, Accessions, and Professional Development

DAFI 51-201 Administration of Military Justice

DAFI 51-202 Nonjudicial Punishment

DAFI 51-207, Victim and Witness Rights Procedures

DAFMAN 16-1405 Department of Air Force Personnel Security Program

DAFMAN 36-2806 Military Awards: Criteria and Procedures

DAFMAN 36-2689 Training Program

DAFMAN 51-203 Records of Trial

DAFMAN 51-507 Enlisted Discharge Boards and Boards of Officers

DAFPD 36-25 Military Promotions and Demotions

DAFPD 51-2 Military Justice and Other Criminal Proceedings

DoDI 5200.01 Controlled Unclassified Information

DoDI 5505.11 Fingerprint Reporting Requirements

DoDI 5505.14 DNA Collection and Submission Requirements for Law Enforcement 36-3206

DoDM 5400.7 Freedom of Information Act Program

---- Air Force Doctrine

---- Legal Research and Writing for Paralegals, 9th Edition

---- Manual for Courts-Martial (MCM)

--- Military Commander and the Law

--- National Defense Strategy

--- National Military Strategy

--- Operational Law Handbook

### ***Section D - Training Course Index***

**1. Purpose.** This section of the CFETP identifies training courses available for the specialty and shows how the courses are used by each MAJCOM in their career field training programs.

#### **2. Air Force In-Residence Courses.**

##### **2.1. Mandatory Courses.**

<b>COURSE NUMBER</b>	<b>TITLE</b>	<b>LOCATION</b>
M5ABO5J031 0P3B	Paralegal Apprentice Course	Maxwell AFB, AL
M5AC05J071 0P7C	Paralegal Craftsman Course	Maxwell AFB, AL

##### **2.2. Other Courses**

<b>COURSE NUMBER</b>	<b>TITLE</b>	<b>LOCATION</b>
M5AAO5J071 0PAA	Paralegal Advanced Developmental Education Course (PADE)	Maxwell AFB, AL
MAFJAG621	ARC Annual Survey of the Law	TBD
MAFJAG623	Reserve Forces Paralegal Course	Maxwell AFB, AL
MAFJAG640	Law Office Management Course	Maxwell AFB, AL

MAFJAG660	Federal Employee Labor Law Course	Maxwell AFB, AL
MAFJAG670	Basic Environment Law Course	Maxwell AFB, AL
ANGCLOC	ANG Law Office Course	Andrews AFB, MD
MAFJAG860	Defense Orientation Course	Maxwell AFB, AL
MAFJAG700	Operations Law Course	Maxwell AFB, AL
MAFJAG800	Military Justice Administration Course	Maxwell AFB, AL
MAFJAG900	Basic Contract and Fiscal Law Course	Maxwell AFB, AL
MAFJAG970	Victims' Counsel Course	Maxwell AFB, AL
MAFJAG860	Defense Orientation Course	Maxwell AFB, AL
MAFJAG996	Victim Counsel Advocacy Course	Maxwell AFB, AL
VWAP	Victim and Witness Assistance Program Symposium	MacDill (Spring)/Buckley (Fall)

### 3. Air Force Career Development Academy (AFCDA)

COURSE NUMBER	TITLE	LOCATION
CDC 5J051	Paralegal Journeyman	MyLearning

#### *Section E - MAJCOM Unique Requirements*

There are currently no MAJCOM unique requirements. This area is reserved.