

**JUDICIAL PROCEEDINGS PANEL  
REQUEST FOR INFORMATION SET # 6**

**127. (Update to JPP RFI 21) Services: To understand the structure of each Service’s SVC program:**

**a. Provide organizational charts for the Service’s SVC program.**

<b>USA</b>	<p>See attachments</p> <p><b>ENCLOSURES:</b></p> <ol style="list-style-type: none"> <li>1. Info Paper on SVC Program</li> <li>2. Representing Children Overseas Info Paper</li> <li>3. SVC Course Presentation</li> <li>4. SVC Program Overview Hill Engagement</li> <li>5. SVC Structure Slide</li> </ol>
<b>USAF</b>	<p>The organizational chart for the Air Force SVC Program as of March 2016 is provided as Attachment 127.1.</p> <p><b>ENCLOSURE:</b></p> <p>SVC Organizational Chart (Redacted)</p>
<b>USN</b>	<p>An organizational chart for the Navy VLCP is provided as enclosure (21).</p> <p><b>ENCLOSURE:</b></p> <p>VCL Organization Chart</p>
<b>USMC</b>	<p>Attached as enclosure (17).</p> <p><b>ENCLOSURE:</b></p> <p>VLCO Organizational Personnel Chart</p>
<b>USCG</b>	<p>See: Organization Chart for the Coast Guard Judge Advocate General and Chief Counsel (Enclosure 8).</p> <p><b>ENCLOSURE:</b></p> <p>JAG &amp; Chief Counsel Organizational Chart</p>

**b. How are staffing decisions made for the number of SVCs and SVC offices required?**

<b>USA</b>	<p>Staffing decisions are made at the HQDA level based on workload and demand. Additional authorizations for SVC appear on the Army’s FY16 TDA (23) and FY17 MTOE (24). Individual SJAs may supplement these positions with internal assets based on installation needs.</p>
<b>USAF</b>	<p>The Special Victims Counsel Division, Air Force Legal Operations Agency (AFLOA/CLSV), in coordination with the Professional Development Directorate, Office of The Judge Advocate General (AF/JAX), evaluates the workload of its SVCs to determine sufficient manning. The Air Force is continuously evaluating whether authorized manning effectively supports the SVC program, especially when new</p>

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	<p>proposals are submitted to expand the scope of SVC representation. Manpower projections are calculated using a caseload of 20 cases per SVC and caseload statistics using the percentage increase of caseloads over the previous three years. Additional data points include the number of restricted and unrestricted reports by base and military justice caseload averages per base. At the same time, AFLOA/CLSV evaluates SVC workload to determine the best locations to position SVCs and establish SVC offices. To determine locations for current and future SVC billets, the Air Force considers data from the DSAID database as well as from the Program’s case management system to decide the optimal locations to maximize face-to-face client contact. Other factors include the proximity to existing SVC offices and commercial transportation hubs.</p> <p>In March 2015, the Secretary of the Air Force authorized additional manpower positions for the SVC Program and approved a total of 51 SVC positions, 25 Special Victim Paralegal (SVP) positions, 6 SSSVC positions, and a Military Deputy positions for AFLOA/CLSV. The Air Force continues to assign more judge advocates to fill SVC positions and achieve full operating capacity to provide legal representation for victims of sexual assault. AFLOA/CLSV works closely with AF/JAX to monitor emerging requirements and to ensure sufficient resources satisfy steady-state requirements.</p>
<b>USN</b>	<p>Initial manning and placement of VLC was based on analysis of sexual assault reports and historic military justice data of sexual assault-related charges and prosecutions across naval installations. VLC were placed proportionately to meet anticipated demand from sexual assault victims based on historical data, with an optimal maximum caseload of 30 clients for every one VLC. Navy VLC and JAG leadership monitor demand to ensure VLC manning in each location is adequate.</p>
<b>USMC</b>	<p><u>Initial Establishment.</u> Based on authority derived from Article 6, UCMJ, and advice from the Staff Judge Advocate to the Commandant of the Marine Corps (SJA to CMC), the Commandant of the Marine Corps established the number of VLC offices and the number of VLC to serve in those offices.</p> <p><u>Changes.</u> Since establishment of the VLCO, two of the four Legal Service Support Section OICs have increased the number VLC serving in VLC offices in order to better meet demands for VLC services. The other two LSSS OICs have increased the number of Auxiliary VLC serving in their region by one each.</p> <p><u>General Assignment Process.</u> The Judge Advocate Division assigns individual Marine officers to the LSSS. The OICs of the LSSS and LSSTs make staffing decisions about the assignment of each officer. As part of their assignment decisions, LSSS and LSST OICs coordinate with the OIC VLCO to determine and adequately meet VLC requirements in each Legal Services Support Area (LSSA).</p>
<b>USCG</b>	<p>The SVC Program monitors the total number of pending sexual assault cases requests for SVCs to help predict workload. The Program’s goal is for each SVC to have no more than 25 clients to ensure each victim receives the most effective representation possible. Based on the increase in the number of SVC requests from the previous fiscal year, the Office of Legal Policy and Program Development is evaluating options to provide additional capacity.</p> <p>Because of the CGs small size, in order to facilitate both East and West Coast cases and to allow for the synergy that occurs between attorneys doing similar work, SVC offices</p>

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	<p>exist in Washington, DC and Alameda, California.</p> <p>In addition, there are Coast Guard attorneys stationed across the United States who have been nominated and selected to serve as SVC and have attended SVC certification training who are able to take clients when the fulltime SVCs have reached their maximum client load.</p>
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**c. How many SVC offices are there in your Service? What support staff is assigned to SVCs, and what other support is available to them?**

<b>USA</b>	<p>There are 75 SVC (50 full-time and 25 part-time) servicing 43 installations worldwide. The SVC are supported by the staff of the installation Legal Assistance Office.</p>
<b>USAF</b>	<p>As of 13 February 2016, the Air Force has 34 SVCs at 31 locations worldwide. By July 2016, the Air Force will have 45 judge advocates assigned as SVCs. At the end of Fiscal Year 2015, there were 19 SVPs. As of March 2016, there are 24 paralegals assigned as SVPs and serving as support staff for SVCs. By summer 2016, there will be 26 SVPs, bringing the Program to 100% SVP manning. The increase of 16 SVP billets recognized the critical importance of SVP support in the SVCs' representation of clients. SVCs are traveling for work an average of 12 duty days per month to attend interviews, preliminary hearings, courts-martial, and discharge boards. SVPs provide critical support to clients and continuity of operations (e.g., status updates to clients, case updates, referrals, and maintaining an office presence when the SVC is TDY). SVPs frequently attend child client meetings and witness interviews to protect both the client and the attorney. SVP support to SVCs is paramount as the complexity of representation continues to increase and the scope of representation expands. In addition to SVCs and SVPs, the Air Force has 4 Senior SVCs (SSVC) who are aligned with the regional circuit offices as well as a Reservist on extended active duty orders and a Military Deputy who provide headquarters support at AFLOA/CLSV. The Air Force will have 5 SSVCs no later than July 2016.</p>
<b>USN</b>	<p>There are 24 Navy VLC offices onboard naval installations in the United States and around the globe. Specifically, VLC offices are located at the U.S. Naval Academy; Naval District Washington; Norfolk, VA; Oceana, VA; Little Creek, VA; Groton, CT; Jacksonville, FL; Mayport, FL; Pensacola, FL; Gulfport, MS; San Antonio, TX; Great Lakes, IL; San Diego, CA; Coronado, CA; Lemoore, CA; Ventura, CA; Bremerton, WA; Everett/Whidbey Island, WA; Pearl Harbor, HI; Guam; Yokosuka, Japan; Naples, Italy; Rota, Spain; and Bahrain. Ten enlisted yeomen are assigned to the VLCP for administrative support. VLC are supported administratively by the Regional Legal Service Office closest to their duty station for semi-annual Physical Fitness Assessments, urinalysis, and General Military Training (see enclosure (6) from Question 125). VLC have also been supported by divisions within the Office of the Judge Advocate General to include Code 13 (Administrative Law), Code 20 (Criminal Law), Code 61 (Military Personnel), Code 62 (Reserve Affairs), Code 64 (Fiscal and Resource Services), Code 67 (Technology, Operations and Plans), and Commander, Naval Installations Command (Facilities).</p>
<b>USMC</b>	<ul style="list-style-type: none"> <li>- There are 11 VLC offices in the VLCO.</li> <li>- There are 9 paralegal positions for civilians who attend the VLC certification course at either the Army or Air Force JAG School. There are also 3 Marine legal service support Non-Commissioned Officers who serve as paralegals.</li> </ul>

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	- The 11 VLC offices receive logistical support from the Legal Service Support Section that provides the same logistical support to the trial counsel and defense service organization.
<b>USCG</b>	As mentioned above, two SVC offices exist in the Coast Guard. Currently an E-6 yeoman helps provide support to both offices.

**d. Describe the reporting structure and organization of your Service's SVC program. Please describe the rationale for the employing this structure.**

<b>USA</b>	No update to JPP RFI 21 response.
<b>USAF</b>	<p>The Air Force SVC Program is a division of the Community Legal Services Directorate within the Air Force Legal Operations Agency, a field operating agency of Headquarters Air Force. As with the Area Defense Counsel, the SVCs fall under a chain of command independent of the operational chain of command at the installations where SVCs are assigned. Furthermore, AFLOA/CLSV does not fall under the Judiciary Directorate and has a supervisory chain separate from that of trial and defense counsel. SVCs report and are rated by their respective SSVC, and all SSVCs report to the SVC Program Chief, AFLOA/CLSV.</p> <p>There are three underlying rationales for this organizational structure. First, it provides a victim with the greatest degree of confidence that the SVC's advice and actions will be given and conducted solely for the client's benefit. Secondly, it ensures that all stakeholders understand that each SVC is a zealous advocate of the victim-client's best interests. Third, it enables SVCs to rely on support from an independent chain of command.</p>
<b>USN</b>	VLC are divided into five regions. Each region is staffed with a supervising attorney OIC. OICs report to the DCOS and then to the COS, who is the Program Manager. The COS reports directly to CNLSC and then to the JAG. OICs monitor and support the operations of their subordinates, ensure standardized program policies are followed, guide, mentor and ensure a balance of client caseloads among subordinate VLC. This structure allows for closer oversight and supervision of counsel and easier reach back to leadership for VLC spread around the globe.
<b>USMC</b>	<p>The USMC VLCO is an independent organization that is led by the OIC, VLCO, who sets the uniform standards within the USMC through the direct supervision of all VLC. This structure is similar to the other litigation organization that is operationally independent of the command, the Defense Service Organization.</p> <ul style="list-style-type: none"> <li>- Pursuant to statute and regulations, the SJA to CMC is responsible for overseeing and supervising the provision of legal support within the Marine Corps as well as the professional responsibility oversight of individual Marine judge advocates, legal services specialists, and certain civilian legal support providers. The SJA to CMC supervises the OIC, VLCO, and directs the OIC, VLCO, to be responsible for the delivery of victims' legal services throughout the Marine Corps. This will be further detailed in the USMC VLC Manual, which is pending final review and approval before publication.</li> <li>- The OIC, VLCO, is the head of the VLCO and responsible for the supervision and operational control of all VLCs as well as all legal services specialists and civilian legal support providers assigned to the VLCO. The OIC directly</li> </ul>

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	<p>supervises the four regional VLC. This will be further detailed in the USMC VLC Manual, which is pending final review and approval before publication.</p> <p>- The four Regional VLC directly supervise all of the VLC in their region. Regional VLC also coordinate informally with those nearby SVC and VLC offices provided by the other Services. These activities will be further detailed in the USMC VLC Manual, which is pending final review and approval before publication.</p>
<b>USCG</b>	<p>In the West Coast office, 2 O-3s report to an O-4 SVC Deputy Program Manager. The O-4 reports to the GS-15 Program Manager who in turn reports to the Chief, Office of Member Advocacy and Legal Assistance. In the East Coast office, 3 O-3s report directly to the GS-15 SVC Program Manager. Given the number and location of Coast Guard courts-martial, this structure provides optimal support and oversight while minimizing the expected amount of travel.</p> <p>For the collateral duty SVCs, the SVC Program Manager has functional oversight over these attorneys while they are performing their SVC duties and provides feedback to their supervisors concerning their work performance, but they remain part of their office rating chain.</p>

**e. Who rates or evaluates the duty performance of SVCs? What criteria are used to evaluate the performance of individual SVCs?**

<b>USA</b>	No update to JPP RFI 21 response.
<b>USAF</b>	<p>The major/O-4 SSVC serves as the rater for the captain/O-3 SVCs in the SSVC's region, with the colonel/O-6 SVC Program Chief serving as the additional rater. The SSVC position was specifically created to ensure SVCs receive immediate and frequent feedback – both in person and telephonically – and to refine the SVC's individual representational skills and provide mentorship and guidance. As required, SVCs receive informal feedback throughout their assignment and formal feedback semi-annually. The SVC Program Chief is the rater for the SSVCs with the colonel/O-6 Community Legal Services Director serving as the additional rater. Raters use the criteria described in AFI 36-2406, <i>Officer and Enlisted Evaluation System</i>: 1) Job Knowledge; 2) Leadership Skills, including Promoting a Healthy Organizational Climate; 3) Professional Qualities; 4) Organizational Skills; 5) Judgment and Decisions; 6) Communication Skills and 7) Physical Fitness when rating SVCs and SSVCs.</p> <p><b>REFERENCE:</b></p> <p>AFI 36-2406, <i>Officer and Enlisted Evaluation System</i>, <a href="http://static.e-publishing.af.mil/production/1/af_a1/publication/afi36-2406/afi36-2406.pdf">http://static.e-publishing.af.mil/production/1/af_a1/publication/afi36-2406/afi36-2406.pdf</a></p>
<b>USN</b>	<p>The VLCP COS is responsible for the oversight, formal evaluation of VLC performance of duties, training, and monitoring of VLCP personnel. VLC and YNs are evaluated in accordance with standard Navy Officer Fitness Report and Enlisted Evaluation procedures contained in BUPERSINST 1610.10D. The COS evaluates VLC on their individual performance (client numbers, leadership, mission accomplishment, teamwork, programmatic contributions, and continued military education). Prior to formal evaluations being given for all lieutenants, a formal ranking board is chaired by the DCOS with all OICs, and promotion recommendations are forwarded to the COS. In the</p>

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	case of lieutenant commanders and above, fitness report input is sought from the officers and the DCOS and COS rank the commanders and lieutenant commanders based on the criteria described above. The VLCP COS is rated and evaluated by CNLSC per the same process, and the DCOS is formally evaluated by the VLCP COS.
<b>USMC</b>	The performance of VLC is evaluated according to paragraph 10002 of the USMC VLC Manual. A VLC's performance is evaluated by the Regional VLC and the Deputy OIC of the VLCO. A Regional VLC's performance is evaluated by the Deputy OIC and the OIC of the VLCO. The criteria used to evaluate a VLC are those found in the VLC Manual, Chapter III, and the criteria used to evaluate all Marine Corps Officers in Marine Corps Order P1610.7F, Performance Evaluation System, which may be found here: <a href="http://www.marines.mil/Portals/59/Publications/MCO%20P1610.7F%20W%20CH%201-2.pdf.pdf">http://www.marines.mil/Portals/59/Publications/MCO%20P1610.7F%20W%20CH%201-2.pdf.pdf</a>
<b>USCG</b>	As noted above, the SVC Program Manager serves as the Rating Officer for all of the USCG's fulltime SVCs. The evaluation and/or rating of Coast Guard SVC is accomplished using the existing officer evaluation process.

**f. Where are SVC offices physically located (e.g., within SJA legal office, in a multi-disciplinary center, within the FAP office, etc.) on Service installations or in different environments (e.g., joint bases, deployed environments)?**

<b>USA</b>	No update to JPP RFI 21 response.
<b>USAF</b>	Air Force SVCs have stand-alone office spaces; none is located within a legal office or SARC or FAP office. Some SVC offices are co-located or in close proximity to SARC offices. While locations vary, AFLOA/CLSV seeks to locate SVC offices so as to provide maximum privacy for clients as well as to convey independence from other Air Force agencies. The Air Force recently published a facilities guide for JAG Corps workspaces and included criteria for SVC offices.  <b>ENCLOSURE:</b>  Air Force Legal Facilities
<b>USN</b>	All but two VLC offices are physically located within the same building as the Fleet and Family Service Center (FFSC). Co-locating VLC offices in or near FFSCs allows victims to visit the Sexual Assault Response Coordinator (SARC), Victim Advocate (VA) and VLC assigned to their case in one location. In the two instances where placement of VLC within the FFSC was not feasible, VLC were placed as closely to other victim-support providers as possible.
<b>USMC</b>	Several USMC VLC offices are co-located with other victim service providers (e.g., SARC).
<b>USCG</b>	The East and West coast SVC offices both enjoy private offices. The West coast office is located in close proximity to SJAs for several West Coast commands. The East Coast office is located within the Coast Guard's headquarters building, in close proximity with other headquarters legal elements, to include the office of military justice. Collateral-duty SVCs perform their work remotely, from their primary duty stations. They have access to private offices and spaces to conduct client meetings.