



2018-2021 OFFICE OF THE JAG STRATEGIC DIRECTION

“EXCELLENCE THROUGH SERVICE”

MISSION

To deliver client-focused, timely, options-oriented and operationally-driven military legal services in support of Government of Canada, Department of National Defence and Canadian Armed Forces priorities and objectives; and, to superintend the administration of military justice in the Canadian Armed Forces while respecting the independent roles of each statutory actor within the military justice system.

PRIORITIES

OUR CLIENTS

The Office of the JAG will serve the Government of Canada, the Department of National Defence and the Canadian Armed Forces, whether in Canada or abroad.

OUR TEAM

The Office of the JAG will be an inclusive, gender equal, diverse, resilient and ready team that will be prepared to effectively and efficiently deliver high quality military legal services.

OUR VALUES

The paramount value for the Office of the JAG is teamwork. It will be achieved through the development and sustainment of trust-based relationships. Our personal credibility and behaviour as well as our office demonstrated results, reputation, alignment with clients' objectives and priorities will foster trust in us, trust amongst us, and trust between our clients and ourselves.

Office of the JAG lawyers will conduct themselves and deliver legal services in accordance with their respective law society's code of professional conduct.

Office of the JAG members will embrace and behave in accordance with the Department of National Defence and Canadian Armed Forces Code of Values and Ethics, which includes: respect for the dignity of all persons, service to Canada before self, obedience and support of lawful authority, honesty, integrity, loyalty, and courage.

RELEVANCE PROPOSITION

As a trusted partner in the Defence Team, the Office of the JAG will effectively and efficiently deliver high quality and consistent military legal services that enable the Government of Canada, the Department of National Defence and the Canadian Armed Forces to conduct their activities in accordance with applicable national and international law. These services will meaningfully contribute to the foundations of a strong, secure, engaged and democratic Canada founded on the Rule of Law.

While respecting the independent roles of each statutory actor within the military justice system, the Office of the JAG will effectively and efficiently support the superintendence of the administration of a military justice system that promotes the operational effectiveness of the Canadian Armed Forces, complies with Canadian law, and is one in which Canadians have confidence.



IN ORDER TO DELIVER RESULTS, THE OFFICE OF THE JAG WILL:

ALIGN ACTIVITIES, PRIORITIES AND RESOURCES

Plan and deliver all activities and processes in a manner that fully integrates and supports Governmental, Departmental and Canadian Armed Forces' objectives and priorities, as found in the Strong Secure and Engaged: Defence Policy; Defence Plan (2018-2023); Force Posture and Readiness; Defence Results Framework; and Defence Program Analytics.

ENHANCE THE CONFIDENCE IN THE MILITARY JUSTICE SYSTEM

Enable the superintendence of the administration of the military justice system in a manner that ensures that the Government of Canada, the Department of National Defence, the Canadian Armed Forces and Canadians have confidence that the military justice system is legitimate (i.e., is lawful and meets Canadian values, such as fairness and transparency), effective and efficient, thereby promoting the discipline, efficiency and morale of the Canadian Armed Forces.

PREPARE OUR TEAM FOR THE FUTURE

Implement human resources practices, recruiting and retention strategies, career management, succession planning as well as professional development (which include substantive education and skill development) that foster a more empowered, resilient, gender equal, inclusive, diverse and engaged professional team across the Office of the JAG.

DEVELOP PARTNERSHIPS

Support our clients' priorities and objectives through the development of internal capacities that identify and promote meaningful, timely and enhanced connections between the JAG, the Office senior leadership and team members; between the Office of the JAG and our clients; between the Office of the JAG and other government departments; between the Office of the JAG and the Canadian as well as international legal community; and between the Office of the JAG and internal as well as external stakeholders.

ENHANCE COMMUNICATIONS

Enhance transparency and information sharing across the Office of the JAG, while respecting the independence requirements of both the prosecution and defence counsel. Offer and present uniformity, consistency and correctness in the articulation, development and interpretation of legal advice that supports the Government of Canada, the Department of National Defence and the Canadian Armed Forces. Uniformity and consistency will enhance the credibility of and trust in our services. As collective stewards of the military justice system, identify and seize all opportunities to educate Canadian Armed Forces members and Canadians on this system, which forms an integral part of the Canadian legal mosaic.

SUPPORT DECISION-MAKING

Data is the currency of decision-making. Develop and implement a performance measurement system to enable the effective and efficient delivery of military legal services. Also, develop and implement a new military justice case management tool, database and performance measurement system to enable the effective and efficient superintendence of the military justice system. Leverage all Office of the JAG performance measurement data to support evidence-based decision-making and develop relevant solutions to enhance the service delivery and superintendence functions.

LEVERAGE TECHNOLOGY

Leverage the most appropriate and effective technology for performance and case management, information management, partnership building, education and skill development, and virtual meetings. This will enhance our ability to provide consistent advice, increase the transparency of our military justice system and provide means to attain seamless communications amongst the Office of the JAG team and with our partners.