



CGJAG MISSION

We work together to deliver expert legal services across the full spectrum of Coast Guard missions that promote their effective, efficient, lawful, and safe execution, and we support Coast Guard people.

PRINCIPLES FOR THE DELIVERY OF LEGAL SERVICES BY CGJAG

These principles guide how CGJAG organizationally supports the Coast Guard and one another

We serve to support Coast Guard missions and people

1. Provide every leader with a lawyer, ethical advisor, and counselor.
2. Identify issues and provide risk-based options to achieve mission success while flexibly applying and preserving Coast Guard authorities.
3. Drive to desired and desirable outcomes within the letter and spirit of the law; promote the principles of Coast Guard operations.
4. Be active and not passive: deliver services that are on time, right, and precise and that are anticipatory, innovative, and responsive.

We all share responsibility for the delivery legal services

5. We are one team; there is no wrong legal office to call.
6. Services are aligned and consistent, and integrated across subject matter and commands.
7. We work together to ensure justice and fairness; we demand in each other candor, collegiality, ethical conduct, and personal accountability.
8. CGJAG leaders communicate directly with one another regardless of rank or position to protect Coast Guard and public interests.
9. CGJAG applies resources without geographic or organizational limitation to support mission execution.
10. Every counsel will have a senior counsel; we seek review of work product from a superior, peer or subordinate counsel when we can; we will act deliberately and decisively when senior counsel is unavailable.



PRINCIPLES OF LEGAL PRACTICE LINKED TO PRINCIPLES OF COAST GUARD OPERATIONS

These principles guide the daily practice of Coast Guard judge advocates and counsel

Clear Objective: Understand the mission, context, and the task at hand. Drive to a desired and desirable outcome that enables mission execution and is consistent with the Constitution, law, and policy.

Effective Presence: Be active and prepared. Provide precise, actionable, and correct legal advice or counsel when and where it is needed most. Seek physical presence at the point of decision and “take the pen” when it will advance the mission.

Unity of Effort: Integrate and respect the authorities, capabilities, and perspectives of partners, assembling and relying on diverse legal teams and collaboration.

On-Scene Initiative: Act deliberately and decisively when remote senior counsel is unavailable.

Flexibility: Adjust past experience, knowledge, and abilities to the contingency at hand. Remember that swift linear or parallel change in the character and demands of a response is the rule and not the exception.

Managed Risk: Provide advice and options based on the best facts and law available, accepting legal risk to achieve the mission without placing people or the Service in jeopardy. Remember that the decision maker, not the attorney, decides with a sound understanding of the risks.

Restraint: Relentlessly seek to enable to mission execution, but always provide an accurate and honest appraisal of applicable law – even if it may constrain operations. Respect the civil liberties and dignity of Americans and others; preserve and protect Coast Guard foundational legal authorities.



