

## Lore of the Corps

### Who is Where and What are They Doing? A History of the JAGC Personnel Directory

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Today's JAG PUB 1-1, *JAGC Personnel and Activity Directory and Personnel Policies*,<sup>1</sup> appears every October and is eagerly anticipated by more than a few Army lawyers. Why? Because it shows who is in charge at a particular location or command, other judge advocates (JAs) assigned there, when individuals might be scheduled to depart, and a host of other details. The directory also is handy for calculating who is eligible for promotion, and when, and who must retire. But while JAs in the field use it for these purposes, the history of the directory reveals that its original purpose was very different.

Prior to 1963, there was no directory. But then again, the Career Management Division (CMD) for the Corps (as today's Personnel, Plans and Training Office (PP&TO) was then known) did not have much in the way of procedures for managing Army lawyers. In the first place, it "was staffed almost exclusively with civilian employees . . . and there were only two lawyers," both of whom were captains.<sup>2</sup> While the head of the CMD was a lieutenant colonel, it was clear that it was the civilian personnel who were in charge of managing Corps personnel. Consequently, when then-Lieutenant Colonel (LTC) George S. Prugh arrived in the Pentagon in June 1962 to be the new Chief, CMD, he was shocked to learn the process in place for assigning JAs throughout the Army. As Prugh explained in 1975:

I found that assignments were being made by the chief clerk, a civilian named Eileen Burns, who was well known throughout the Corps. I decided in my own mind that it was wrong for a civilian to be assigning the lawyers. A lawyer could and should assign other lawyers, because he knows best what sort of requirements are needed at particular jobs. I was horrified on two or three occasions early in that game, going to visit with Miss Burns to see The Judge Advocate General [MG Charles L.

"Ted" Decker], when she would make an assignment on a senior officer, a colonel, for example, and in discussing [the officer] would say, "Oh! He has a mediocre record," or some other slighting remark that would be clearly devastating to that man's position with respect to The Judge Advocate General who apparently didn't know many of the officers below the rank of colonel.<sup>3</sup>

Prugh quickly put a stop to Miss Burns' role in managing JA careers (she was called "General Burns" behind her back and the CMD in her day was affectionately known as the "Career Manglement Division"). But, while assignments of Army lawyers began to be made, or at least controlled, by other uniformed attorneys, Prugh discovered that getting control of the JA assignment process was difficult, because the CMD did not have a roster of active duty JAs, their current assignments, or locations. Other than pulling the actual paper file on a particular Army attorney, there was no way to know many details about who was in the Corps, much less how long a particular JA had been in a particular assignment, or who was up for promotion to the next grade.

What the CMD did have was a large table (known by the moniker "bun warmer") and when this table was opened (it had a rolling top) there was an organization chart that showed which Army commands and units had JAs assigned to them. But there was still nothing more than a name and rank. This made managing people difficult, because there was not enough information to match JAs with assignments, ensuring that those best suited for a particular job got that job. Additionally, when a JA with special qualifications was needed, it was "an impossible situation." As Prugh explained, "if we wanted, say, a captain with five years of experience, who could speak Spanish and was an international law expert, we would have one heck of a time trying to find out who this was."<sup>4</sup>

Realizing that the management of personnel in the Corps had to be done better, LTC Prugh directed that two rosters be created of JAs and legal administrative technicians (as warrant officers (WOs) in the Corps were then called). The first list, called the "Station Roster," listed each location

<sup>1</sup> OFFICE OF THE JUDGE ADVOCATE GENERAL, JAGC PERSONNEL AND ACTIVITY DIRECTORY, at i (Aug. 1963) [hereinafter JAG PUB. 1-1].

<sup>2</sup> U.S. Army Military History Institute, Senior Officers Debriefing Program: Conversations Between Major General (MG) George S. Prugh and Major (MAJ) James A. Badami 2 (June 18, 1975) [hereinafter Prugh Oral History] (unpublished manuscript, on file with The U.S. Army Judge Advocate General's Legal Center and School (TJAGLCS) Library, Charlottesville, Virginia). For more on MG Prugh, see George R. Smawley, *The Past as Prologue: Major General George S. Prugh, Jr. (Ret.) (1942-1975)—Witness to Insurgent War, the Law of War, and the Expanded Role of Judge Advocates in Military Operations*, 187 MIL. L. REV. 96 (2006).

<sup>3</sup> *Id.* at 3.

<sup>4</sup> *Id.* at 4-5.

where JAs and WOs were assigned, and then listed each individual by name, grade, Regular Army or other active duty status. For organizations in the Continental United States (CONUS), the date that each individual was assigned to the organization was shown. For overseas organizations, the date listed was the “projected normal reassignment date.” The second roster was an alphabetical listing of all JAs and warrant officers, listing name, service number, rank, and assignment location.

After LTC Prugh and the personnel in the CMD completed these rosters, Prugh decided that the information should be published and disseminated to the field. The result was the August 1963 publication of the first “JAGC Personnel and Activity Directory.” On the cover of this 89-page, 8½-by-11-inch stapled paperback was a drawing of a JA in his Class A uniform and the Corps’ crossed pen and sword branch insignia. The directory included the names of all Regular and Reserve JAs on active duty, all warrant officers on active duty, and all civilian attorneys. It also listed all Army officers attending law school on the excess leave program (the Funded Legal Education Program did not yet exist).

The “Foreword” to this first directory announced that “it is planned to publish the directory annually.”<sup>5</sup> In fact, yearly publication did occur; a new directory has been published every year since 1963. For more than thirty years, release of the directory coincides with the annual World Wide Continuing Legal Education conference held the first week of October in Charlottesville, Virginia.

From the beginning, the directory was a handy reference for personnel working in the Career Management Office and its successor organization at Office of The Judge Advocate General (OTJAG), PP&TO. First, the directory was a quick guide to see who was pending a “PCS” (permanent change of station) or “DEROS” (date eligible for return from overseas). Second, the directory was the starting point to check the number of personnel actually assigned against an SJA office’s “TOA” (table of allowances) or “TDA” (table of distribution and allowances)—which PP&TO had to monitor to ensure authorizations matched the actual number and grade of officers assigned to an office. Finally, the directory was the “JAG Corps Phonebook” in the era when the only possible real-time communication was by telephone. From 1983 to 1985, for example, when then-LTC Raymond P. Ruppert served as the assignment officer at PP&TO for captains, majors, and lieutenant colonels, Ruppert used the directory to find a telephone number when he wanted to speak with a JA about an assignment. Ruppert also had a copy of the directory at home, which he used when placing late night telephone calls through the Pentagon

switchboard to JAs assigned in Korea who needed new assignments in the Corps.<sup>6</sup>

While the importance of the directory to the management of the Corps is clear, Army lawyers in the field found it just as valuable in their careers. From the beginning, JAs have used the directory for at least four purposes. First, to determine who is where and, if that location is desirable, when that person might be departing in order to request that person’s assignment. Second, to identify who is in a particular promotion zone and who is likely to be promoted. Third, when promotion lists are announced, to go through the date of rank roster and place a “P” next to the promotable person’s name, thereby tracking career progression of other JAs. Fourth, when they needed to make contact with other organizations, to find a legal point of contact (POC) and talk lawyer-to-lawyer before approaching outside commanders directly. As long as there is a personnel directory, this is likely to continue.

Over the years, the size of the directory—and its contents—have increased greatly. In the late 1970s, for example, PP&TO published its first “JAGC Personnel Policies” handbook. This booklet contained basic Army personnel policies for officers, but also added the important JAGC-specific policies, e.g. assignment of husband-wife JAs. This separate publication was merged with the Personnel Directory in the 1980s and today is contained in an appendix to JAG PUB 1-1.

Another major addition to the directory also occurred in the late 1970s, when PP&TO created an alphabetical listing of personnel by grade. Until this occurred, it was impossible to find where a JA CPT was stationed, for example, without going through the entire station roster or date of rank roster. Other additions over the years include a roster of all Reserve Component JAs and WOs, and a roster of all military occupational specialty (MOS) 27D enlisted personnel in the Corps. As a result, the 89-page booklet started by Prugh is now more than 500 pages.

While the first directory had a white paper cover, subsequent issues began to change color on an annual basis: red, yellow, blue, buff, tan, green, and so forth. When then LTC Barry Steinberg was the Chief, PP&TO, however, he had a special issue of the directory published with pink covers for distribution to the few female judge advocates assigned to OTJAG. Five copies were printed. One was presented to The Judge Advocate General, Major General Hugh Clausen, who accepted it in the humorous spirit it was intended. One was given to each of the three female JAs in OTJAG. One was saved in PP&TO. It is hard to know whether the three female JAs who received pink copies thought their special edition was humorous, but one told Steinberg she did not think having a pink directory was

<sup>5</sup> JAG PUB. 1-1, *supra* note 1, at i.

<sup>6</sup> E-mail from Colonel (Ret.) Raymond P. Ruppert, to author (17 May 2011, 12:14:00 EST) (on file with Historian’s files, TJAGLCS).

funny.<sup>7</sup> Whether any of Steinberg's special issue directories have survived is unknown, but PP&TO no longer has a copy. For the last several years, the JAG PUB 1-1 has abandoned the old solid-color binding and the cover is now illustrated with photographs.

Beginning in the 1980s, as JAs began to be assigned to clandestine units in the Army, those individuals would disappear from the directory—for as long as they were in these “black” jobs. This continues to be the practice: a JA will disappear for two or three years and then reappear in the pages of JAG PUB 1-1.

In the 1960s, 1970s and 1980s, the directory was known as the “stud book,” and this moniker is still heard today. Officially, however, the directory is called the “JAGC Personnel and Activity Directory.”

How long *The Directory*, as the 2010-2011 issue of JAG PUB 1-1 is titled, will be published in paper, and on an annual basis, is an open question. Advances in electronic media and in portable document files make it likely that an all-electronic directory will soon replace the paperback version that has been the norm since 1963. But even the emergence of a paperless directory will not change the reason that a directory is still necessary as a management tool to show who is where and what they are doing.

*More historical information can be found at*

The Judge Advocate General's Corps  
Regimental History Website

*Dedicated to the brave men and women who have served our Corps with honor, dedication, and distinction.*

<https://www.jagcnet.army.mil/8525736A005BE1BE>

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<sup>7</sup> E-mail from Colonel (Ret.) Barry Steinberg, to author (15 May 2011, 16:05:00 EST) (on file with Historian's files, TJAGLCS).