Protocol and Event Management Guide

Includes - -

Practical Protocol for the Military & Government
The Flag Guide
The Military Dining Guide

JMAR Management & Training
Orlando, Florida

March 2005
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Practical Protocol for the Military & Government
The Flag Guide
The Military Dining Guide

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PRACTICAL PROTOCOL FOR THE MILITARY & GOVERNMENT

Jim Peterson
JMAR Management & Training
Orlando, Florida
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Revision: NA

This book contains reference information useful to persons in the protocol field. It is intended to be used as a supplement to service publications which take precedence over any guidance contained in this book.

Written, edited and published by James W. Peterson with the grateful assistance of Mary Peterson.
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Foreword

This March 2005 revision is part of our expansion of our publications on protocol and event management. Practical Protocol for the Military & Government is now one of three publications that have been incorporated into a single Adobe PDF file: this book, The Military Dining Guide, and our new The Flag Guide.

This book, as with previous editions, addresses event management and protocol practices across the various branches of the military and across the federal government; not an easy task given the differences in policies, procedures and traditions among those various agencies. It is not a “how-to” book in the sense of providing step-by-step directions. That is not possible because of the many differences between services and organizations in how they approach specific event management responsibilities. Where I have been able, I’ve included specifics, though.

You will notice, as you go through the book, yellow text boxes like the one at the right. These are references back to service-specific policies where I have been able to find them. This will allow users to go beyond simply using or quoting this book as a source document for a particular issue. Also included are links to other parts of this book. For example, when the text in a particular section refers to another part of the book, I’ve included bold blue links to that section as in ‘see the section on Precedence.’ You can click on those links to go to the referenced section.

Having the book in electronic format allows us to continually update the contents keeping the book as current as possible.

I hope that readers find this latest revision as useful as previous versions, and hopefully more comprehensive and accurate.

Jim Peterson
March 2005
THE FLAG GUIDE

By Jim Peterson
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This guide is intended as a handbook on flags and flag displays for individuals who work in a protocol office or who must otherwise work with flags in support ceremonies, dinners, conferences, and similar activities. For those individuals, the most difficult aspect of the job is that there is very little written policy or guidance available.

Consequently, much of what is done with flags and flag displays is based on what most, or at least, many folks do with their flag displays.

While each of the military services, as well as some federal agencies, has directives on flags, none of them get very far into the actual use of flags. Questions about how a flag display should be arranged, which flags to use, where a flag display should go, and other practical questions too often go unanswered in these publications. The purpose of The Flag Guide is to fill the gap between what the government publications say and what people who work with flags need to know.

Having said that, a key point that must be understood about flags is that most of what we do with flags is based on what we’ve seen and what those in our agency want to see. Even given written regulatory guidance, some agencies will choose to handle a flag issue differently and in a manner consistent with what that agency prefers or based on a particular service tradition. There are a few things that really should or should not be done with a flag or a flag display and we’ll cover those. But that list is short compared to the many questions that arise about flag usage.

Where does the information in this guide come from? The majority of the information contained in this guide comes directly out of the United States Code and the several primary source publications issued by the military services. What this guide also does is compile information from several different publications into one. Guidance contained in this guide that is not provided by the primary source publications comes from working with flags during a 4-1/2 year assignment with the Army Protocol Office and from fifteen years of conducting protocol training seminars and the information I have gathered from the several thousand people who have attended them.

Finally, another point to understand is that different individuals will either agree or disagree with what is found in this book (as well as that found in the primary source publications, for that matter). Flags tend to bring out emotion in many people. For that reason, they will, regardless of what you might present to them in terms of written guidance, sometimes resist a particular way of displaying flags. Fortunately, since there is really very little that can be done wrong with flags, there is plenty of room for variations in flags and their displays.

Jim Peterson
JMAR Management & Training

Note on style conventions: all blue italicized entries in quote marks are direct quotes from the publication cited.

A request - - if you find information in this publication to be factually incorrect, or if you believe a particular topic should be included that isn’t, or, with regard to the many flag graphics, you know of a flag that we do not have, please let us know. We are eager to keep this guide as correct, current, and accurate as possible. Suggestions for changes or additions can be sent to Jim Peterson, JMAR Management & Training, 13418 Old Dock Rd., Orlando, FL 32828, tel: 1-321-331-1177; fax: 1-407-282-5315, or email: jpeterson@protocoltraining.com.
SOURCES OF PUBLISHED POLICY

Within the United States Government, the primary sources of written policy on flags are:

- Chapter 1, Title 4, United States Code (The Flag)
- Chapter 9, Title 36, United States Code (POW/MIA Flag)
- DoD Directive 1005.6 - Display of the National Flag at Half-Staff
- Army Regulation 840-10 - Flags, Guidons, Streamers, Tabards, Automobile, and Aircraft Plates
- Marine Corps Order 10520.3B - Marine Corps Flag Manual
- Navy Training Publication 13(B) - Flags, Pennants and Customs
- OPNAVINST 10520.2D – United States Navy Flag, Battle Streamers, and U. S. Navy Infantry Battalion Flag; procurement and use of
- Chapter 12, Navy Regulations – Flags, Pennants, Honors, Ceremonies, and Customs
- Air Force Instruction (draft) 34-XXXX, Use and Display of Flags, Guidons, Streamers, and Automobile and Aircraft Plates
- Department of Commerce DAO 201-6 – Official Flags of the Department

These publications are your starting point for researching policies and procedures concerning the use and display of flags.
THE MILITARY DINING GUIDE

Jim Peterson
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Orlando, Florida

March 26, 2005
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Foreword

This Military Dining Guide is a compilation of information on dinings-in, dinings-out, POW-MIA/Fallen Comrade/Missing Man tables, and other useful information. The sources for this guide include service-level publications like the Army Field Circular 21-1, *Formal Dining-In*, Air Force Pamphlet 30-6, *Dining-In*, OPNAVINST 1710.7, *Social Usage and Protocol Handbook*, the Army Sergeants Major Academy Protocol and Etiquette Handbook, along with other information available from military organizations like the Air Force Academy.

Much of this information is available piecemeal; however, we thought it might be helpful to compile it into one publication to possibly save someone from spending hours – or days – researching various publications, many of which are hard to come by.

Some of this material is dated. Army Field Circular 21-1, *Formal Dining-In*, was published in 1983, while the Sergeants Major Academy’s Dining-In Handbook was published in 2003. References to things that are clearly outdated should be deleted or changed accordingly. As an example, Field Circular 21-1 refers to the former Soviet Union and West Germany; clearly material that likely would not be used today. Also, disregard any examples or references to toasts and heads of state. This kind of information can become outdated quickly. Instead, consult a current reference.

We have incorporated the materials herein in various ways. Some publications are currently available in electronic form; those were simply copied and pasted in. Other information is contained on web pages; likewise, it has been ‘cut-and-pasted.’ Some material is only available in paper form as is the case with the Army’s FC 21-1. We transcribed that publication from paper to computer. In doing so, we tried to maintain the publication’s original ‘look.’ This means that we did not correct grammar, sentence structure, or misspelled words. In some cases, we did use a different typeface and/or size to render the text as legible as possible.

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Orlando, Florida
November 25, 2003