NOTE: “‘Til Wheels Are Up” is not an official Air Force document. Sections pertaining to funds and legal issues are outdated. For current guidance on the use of Official Representational Funds and Nonappropriated Funds please see AFI's 34-201 and 65-603. (12/26/02)

This version of the Air Force Space Command’s ‘Til Wheels Are Up was taken from the Luke AFB protocol office website and converted from an HTML to a Microsoft Word file and then to an Adobe Acrobat (PDF) document by JMAR Management & Training. All materials contained in the Luke AFB version are included with this PDF version, however, there are various formatting differences due to the way HTML documents and PDF documents are prepared. Also modified are linked documents and graphics which have been inserted with the text to reduce confusion over file names and locations. JMAR Management & Training, 13418 Old Dock Rd., Orlando, FL 32828. Tel: 1-321-331-1177. Date created: May 31, 2002.
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There are few jobs in the Air Force more challenging and demanding on a day-to-day basis than protocol. You worry a myriad of details. Murphy's laws take on added meaning: Everything that can go wrong does go wrong. You measure success by the absence of comment from your commander, and things go downhill from there. Why in the world would anyone want this job?

That's one perspective. Another is that there are few jobs in the service more rewarding and satisfying than protocol. What other job gives you the opportunity to see the fruits of your labors on a regular basis, as you work a project or visit from start to finish? A five-year tour in plans seldom offers you the chance to work a project from the ground floor up, to plan, organize, develop and execute it through completion. And yet the protocol officer does this regularly. It's a golden opportunity to shine in the presence of senior officers, and to make acquaintances that could see you through an entire career. But it's not a job for the faint-hearted or thin-skinned individual. Nor is it a position for the lone wolves, who believe they can do it all themselves, and are egotistical to a fault. A successful protocol officer relies on teamwork, motivation, hard work, honed skills, and just a little luck. The experience you gain in protocol will stand you in good stead the rest of your Air Force career. Here's what we think it takes to grow into a great protocol officer, and a few hints to help you along your way.

Attributes of the Protocol Officer

CINCUSAFE's protocol staff published an article in the January 1991 edition of the Air Force's "Information Manager" that provides a great list of characteristics and attitudes which every protocol person needs to survive in the "high risk, high return" environment that is protocol. We've built on the foundation with which USAFE's protocol staff started.

Organizational Skills.

You must be able to remember the most minute details, plan for every possible contingency, and perform proper staff work. Coordination is the key to a successful protocol event, whether it be a visit or large social function. Your commander probably considered your organizational skills in selecting you for the job, so you've demonstrated these traits before -- but maybe not in the pressure cooker that is protocol. Gather the information you need, plan, replan, and plan again. Document your coordination, first with memos for record of phone calls and personal contacts, then in a comprehensive protocol plan or itinerary. Identify what could go wrong, and then plan for it! (It's about the only way we have found to head Murphy off at the pass.) We have also found it's a good idea to use checklists. It works for the operations world, and can help you prevent overlooking that one, but important detail.
Humility.

Oh Lord, it's hard to be humble, when you're perfect in every way. ........Mac Davis

You never say, "That's not my job." There is nothing too demeaning, too demanding, or just plain beneath you. You have to be willing to do whatever it takes to get the job done. If you are not comfortable opening car doors, holding umbrellas, or pitching baggage, then you need to find another job.

Sensitivity.

Great man demands it of himself; petty man, of others. ........Confucius

Sensitivity to the needs of others. It goes hand-in-hand with cooperation. Taking care of the little things -- adding that "touch of class" -- can make a good visit into a great one. Learn to listen. Be sensitive not only to your principal or your visitor, but to the needs of those you rely on to support the visit. Seek out their good ideas. Be sure to remember them with letters of appreciation from your commander at the conclusion of your successful event. Commanders love to sign these, and you will get quite adept at drafting them!

Cooperation.

There is no limit to the good you can do if you don't care who gets the credit. ........General of the Army George C. Marshall

You have to be able to deal effectively with every personality in the book -- good, bad, or indifferent. The success of any visit depends on working as a team with others to accomplish a common goal. Teamwork really is the key to success; you cannot do everything yourself, and if you try, you "die." You must display the famous Protocol Smile under all circumstances, no matter what is going on behind the scenes.

Flexibility.

It is even better to act quickly and err than to hesitate until the time of action is past. ............Clausewitz

Here's where the rubber meets the ramp for many protocol people. Can you think on your feet, or learn quickly on the job? You have to adapt to rapid-fire changes in a "high stress, high visibility" environment. If you don't stay ahead, you'll be left behind -- and it's nigh impossible to catch up. If you have done a good job of contingency planning, you'll be able (in most cases) to pull off the impossible when things go awry (in the eyes of the visitor anyway). But, we're lucky if we go 50:50 with Murphy, so be prepared to react quickly and professionally to the unforeseen or unexpected. And remember that Protocol Smile. It ought to get larger the worse things get from your perspective. Let them think you're in complete control!

Communicative Skills.

Remember, gentlemen, an order that can be misunderstood, will be misunderstood. ........German Field Marshal Helmuth von Moltke

Pretty obvious, huh? But you'd be surprised to learn (or maybe you wouldn't) that most of the problems you'll encounter in protocol start and end with breakdowns in communication. It's something we all too often take for granted, and when we do, it gets us everytime. Don't assume anything! Listen. Make sure
the folks you rely on for support are listening to you, with no distractions. Confirm arrangements in writing -- it saves finger pointing later. If you don't make sure you give and receive the right information, you're in for a bumpy ride.

Willingness to Admit Error and Press On.

Doing what is right is no guarantee against misfortune. If fate means you to lose, give him a good fight anyhow. ...........Wm McFee

Mistakes are going to happen. The key is to learn from them, put them behind you, and forge ahead no matter what. If you do, your commander can and will forgive the occasional error. Don't commit the cardinal sin of blaming problems on others, even if it's their fault. Don't offer excuses; only reasons, and then, only if asked. And even though Murphy is alive and well, he can be beaten!

Personal Appearance.

Old soldiers never die. They just smell that way. ........Anonymous

Here's one USAFE forgot -- or maybe took for granted. Your appearance is the first thing your commander or visitor will notice about you. And as a Vice Chief of Staff of the Air Force said, "You only get one chance to make a first impression." A neat appearance isn't enough; you must be exemplary all the time. Others will infer qualities of your commander from your appearance and behavior. Do your uniforms have razor sharp creases all the time? Do they fit properly? If not, have them tailored. The extra expense is worth it for the increased respect your impeccable appearance earns you. Do you keep an extra uniform within easy reach? You never know when an accident will dirty your uniform. Do you have all the required uniforms? Be prepared to wear whatever uniform your commander wears. And keep the shoeshine kit and clothesbrush handy!

Hints for Success

OK, so you passed the test. You've got the attributes it takes to qualify for training as a protocol person. In a more practical sense, your role as a protocol officer will be to create a distraction-free environment that promotes the complete and open exchange of information to resolve issues, build relationships, and/or present your organization at its best. Now, unless you have prior experience in this line of work, you'll need some tools to help you develop your skills. Obviously, we think this handbook will provide most of the tools you'll need. However, here's a few hints that will keep you out of trouble as you learn.

Getting Started.

How to handle the myriad of projects you'll face? Expend a little mental energy before jumping into anything. Sit down, decide what needs to be done. Think it through from beginning to end. Then take notes of your thoughts. Make this an iterative process. If it's a large project, sit down several times as the project progresses and think through everything that still needs to be done. Be prepared when your boss decides it's time to "stump the dummy." Consider the following elements always: who, what, where, when, how, why, and uniform.

Relations with the Commander and Staff.

Protocol is whatever your boss says it is. To do your job, you must win and keep the complete confidence of your commander and his staff. You owe the commander absolute loyalty. He or she had enough confidence in your abilities to pick you for one of the most sensitive and visible positions in your command. It's up to you to live up to those expectations.
Deal with the principal staff officers and subordinate commanders, not their subordinates. Your natural inclination will be to handle all matters at the lowest level possible. It's critical you break yourself of this habit as long as you're in protocol. It's important that you work through the senior leadership of the organization -- they need to know what the boss has asked from their section. Also, the staff doesn't work for you, they work for their boss. Let him or her tell them what needs to be done.

Having said this, remember you're dependent on the resources of the local base for support. Build relationships at the working level in billeting, transportation, MWR, etc., and learn quickly who you can rely on dependably. Once these relationships are in place, you can work directly with these capable and professional folks.

**Ethics.**
We've said it already. Your commander selected you for one of the toughest and most visible jobs in the Air Force. He or she trusts you. Don't betray that trust in your natural desire to please. Get to know your Staff Judge Advocate well; you'll need his or her advice on the "gray-areas" frequently! Likewise, get your nose in the Air Force Instructions that deal with funding protocol events and accepting and giving gifts. And be "up front" with your boss. If you know what he or she wants to do is questionable, tell them so.

**Expectation Setting.**
Here's a practical hint for success. During a visit or major social event, be prepared to brief the principals on certain arrangements, but do it at the right time and place. For example, you haven't answered the mail if you put the car seating arrangement in the visitor's itinerary and expect him to know where he's to sit when he gets into the car. Instead, wait until you're walking him to the vehicle, and then tell him you'd like him to get into the right rear seat. Set expectations. Don't leave it to chance.

**A Few More Suggestions.**

- Several checklists are included in this handbook. Modify them to fit your needs. Expand them, if necessary. Keep them current. USE THEM. No one can remember every detail.

- Establish a project folder for each event. File all material relating to that event in that folder for quick reference. Set up a good filing system or data base and use it. You never know when the same visitor will return, and you don't want to propose the same itinerary.

- Keep an up-do-date pocket calendar of all military and civilian activities. Update it from the commander's master schedule on a regular basis.

- Establish a protocol library. We've provided several excellent references throughout this handbook you should consider acquiring for your bookcase.

- Keep a protocol notebook at home. It should contain whatever material you feel necessary, but as a minimum it should include phone numbers of key people and agencies.

With these hints, your innate talents, and the material in this handbook, you're ready to tackle one of the most challenging and rewarding jobs in the Air Force. Good luck!
Providing meals or gifts to guests is always a nice touch -- as long as it is legal. Nothing can get a protocol officer in trouble faster than mishandling funds. The secret is to properly categorize your guests to determine what, if any, type of funds they are eligible to receive. It is important to note, however, that just because a group or individual qualifies for funds, perceptions should also be considered. What may be technically legal may be perceived as improper -- always consider the appearance as well as the law.

The general information that follows is current as of the publication date of this document. Always consult the applicable Policy Directive/Instruction for the most current and complete guidance. Additionally, since there will always be "gray areas" requiring clarification, consult with your organization's Financial Management (FM) section or the resource managers within the Services section. The following is a short discussion of the three sources of funds that may be authorized to help defray costs for your protocol event. Where government funds cannot be used, you're still left with a few options which we'll discuss. Closing out the chapter is a useful matrix of the three government funding sources and events that are, and are not, authorized funding from these three sources.

**FUNDS FOR DISCRETIONARY EXPENDITURES**

Commanders have long been faced with "job related" expenditures for which no clear source of funds was specified. These expenditures typically include the costs of providing hospitality to official visitors, recognizing the outstanding contributions of members of the command, and similar costs which would normally be considered a business expense in civilian enterprise. Historically, commanders have sought to reduce the personal out-of-pocket financial burden by charging some of these costs, where authorized, to the government funds under his or her control. This chapter explains the major fund sources, as well as the sweeping reforms in SM&W funds in August 1989.

**APPROPRIATED FUNDS (APFs)**

Appropriated funds (or APFs) are government funds from the public treasury which are appropriated by act of Congress to conduct the business of government agencies and activities. The appropriation for the Department of Defense, for example, provides the main financial support for carrying out the defense and national security missions and activities assigned to the department and its component services. Under some circumstances, APFs may be used for discretionary expenditures related to the mission of command.

**Official Representation Funds (ORF)**

Appropriated funds can be spent under the commander's authority for official representation purposes. Commonly referred to as "Contingency Funds," these funds come from that part of the appropriation reserved for "Emergencies and Extraordinary Expenses." These official representation funds are specifically appropriated through the Secretary of Defense to the Secretary of the Air Force and are
intended to "uphold the standing and prestige of the U.S. by extending official courtesies to certain
officials and dignitaries of the United States and foreign countries."

Official Representational Funds (ORFs) outlines the official DoD policy concerning ORFs. It has been
periodically changed only to reflect the increasing dollar limits for gifts and mementos, and to change
the list of DoD officials eligible for official courtesies on official visits to the field (accommodates
internal reorganization within DoD). Authorized expenditures fall into the categories of community
relations, international relations, public relations, DoD Protocol, and other expenditures. The following
list reflects those DoD officials who may be officially hosted on official visits to the field. Note that this
list may change due to internal reorganization of DoD at any time. Also note that the directive
specifically mentions visits to the field, which includes all Air Force installations. Since the Pentagon is
not considered an Air Force installation, DoD officials may not be officially hosted by HQ USAF senior
personnel stationed at the Pentagon.

- Secretary of Defense and Deputy Secretary of Defense
- Under Secretaries of Defense
- Director, Defense Research and Engineering
- Assistant Secretaries of Defense
- Comptroller of the Department of Defense
- General Counsel of the Department of Defense
- Inspector General of the Department of Defense
- Director, Operational Test and Evaluation
- Assistants to the Secretary of Defense
- Chairman and Vice Chairman of the Joint Chiefs of Staff
- Director, Joint Staff
- Unified Commanders
- Deputy Commanders-in-Chief, Europe
- Secretaries, Under Secretaries, Assistant Secretaries, and General Counsels of the Military
  Departments
- Chiefs and Vice Chiefs of Staff of the Army and Air Force
- Chief and Vice Chief of Naval Operations
- Commandant and Assistant Commandant of the Marine Corps
- Directors of the Defense Agencies
- President, Uniformed Services University of Health Sciences

ORF costs of an event honoring any of these authorized individuals may include members of their
official party and other essential invitees. Guest lists must conform to the ratios of DoD personnel to
non-DoD personnel discussed later in this chapter. Do not authorize separate events to honor spouses of
visiting officials unless they are related to the official purpose of the visit.

The Secretary of the Air Force then allocates these funds to the MAJCOM commanders, who further
distribute them to the bases based on mission requirements and funds availability. Secretary of the Air
Force Order Number 530.4 delineates Air Force policy for the Secretariat and the Air Force on
Contingency Funds and designates that the Administrative Assistant to the Secretary of the Air Force is
responsible for the overall management of the contingency funds. There are strict limits on the amounts
allocated to the MAJCOMs and bases, and the purposes for which they may be used. Exceptions to
some policies are possible (maximum ratios when entertaining non-DoD guests, use of funds for change
of command ceremonies, etc.), but these require approval from the Office of the Secretary of the Air
Force.
This order requires the advance approval of all requests for official representation funds by the appropriate delegated authority. This advance approval is a key element in the funding process. All funds must be approved ahead of time. You, as a protocol official, cannot obligate the Air Force to spend money. If you spend money without prior approval, the Air Force is under no obligation to pay, and you could end up paying expenses from your personal funds.

Air Force Instruction 65-603 implements Air Force Policy Directive 65-2, Management Control Program, and governs the use of official representation funds to all Air Force activities using ORF. It incorporates and further delineates the policy established in DoD and the Secretariat. This is the Air Force policy on the use of official representation funds.

Occasionally, you may have a foreign visit sponsored by the Secretary of Defense or the Secretary of the Air Force (see the chapter on Visits for more information on conducting a distinguished visitor or "DV" visit). Normally, these visitors will be accompanied by a DoD escort officer (otherwise known as the "bag person") empowered to pay for certain entertainment and meals. The DoD escort draws the funds to pay for those events from his ORF account in Washington, DC. These events are straight forward from a funding perspective: the DoD escort will ask for your suggestions about local dining and entertainment to include local invitees and then tell you how much they can spend. You'll make the arrangements and the DoD escort will pay the bills. The only paperwork required is a written receipt presented for payment (recommend the DoD escort pay the bills directly as they occur to avoid out-of-pocket expenses on your part -- this may not always be practical).

At other times, you'll have DVs who qualify for contingency funds or your commander will want to host a social event with invitees who can be entertained with contingency funds. In these cases, you will be responsible for completing all the paperwork -- your local Financial Management (FM) folks can help you with what is required. AFI 65-603 provides very specific guidelines on who can be entertained with contingency funds and what types of entertainment and functions are authorized. Here are a few highlights, but as mentioned earlier, always consult AFI 65-603:

- Authorized categories of entertainment: Community Relations, International Relations, Public Relations, DoD Protocol, Other Expenditures (most frequently funded items: meals, alcohol, mementos, amenities/refreshments).
- Who may be entertained (see AFI 65-603 for complete list):
- Distinguished foreign or U.S. citizens whose rank, position, function, or stature warrant extension of official courtesies by the U.S. Government.
- Certain U.S. Federal, state, and other local officials and other distinguished or prominent citizens who have made a substantial contribution to the Nation or DoD, including the local community and members of the news media on certain occasions. Members and professional staff personnel of the Congress are included.
- Certain senior DoD officials, including the Chairman and Vice Chairman of the JCS; CINCs; Service Chiefs of Staff and their Deputies; Secretaries, Under Secretaries, and Assistant Secretaries of the Department of Defense and military departments.
- When honoring guests from outside the DoD, observe the following ratios of DoD personnel (including spouses and escorts) to non-DoD guests:
• Parties of less than 30 persons, not more than 80% should be DoD personnel.

• Parties of 30 or more persons, not more than 50% should be DoD personnel.

• NOTE: Advance fund requests must justify and itemize proposed expenditures, identify the category of entertainment, include a proposed guest list with position or title of invitees, date of the event, and the ratios of DoD to non-DoD personnel. After the event, you must provide a revised guest list of actual attendance as part of the accounting justification.

• The question of ratios becomes a huge problem for the protocol person making up the guest list, especially for larger local civic functions over 30 people. You have no idea how many non-DoD or DoD personnel will accept your invitations. What happens when your event is over and you don't attain the proper ratios? The answer falls within the intent of your event and your best approximation of acceptances, perhaps based on past statistics. Indicate your intentions in your initial fund request. Deviations of more than 5% from maximum DoD participants paid from ORF require advance approval from the Office of the Secretary of the Air Force and must be explained in the after-event accounting.

• Guidance from HQ USAF regarding retired DoD personnel, retired general officers and their spouses, and retired military personnel is to treat them in the non-DoD category.

• Mementos are authorized for certain recipients, but cannot exceed $245 in aggregate cost. Personnel drawing a U.S. Government paycheck cannot receive mementos funded by ORFs. See MEMENTOS.

**OTHER APPROPRIATED FUNDS**

Not all discretionary expenditures require the use of contingency authority. In fact, the major focus of the official representation authority is to project the national image outside the military organization for which the commander is responsible. Surprising numbers of expenditures for similar purposes within the organization are authorized from the normal operations and maintenance (or O&M) budget as routine appropriated fund expenditures associated with the organization's mission. AFI 65-601, Volume I, Chapter 4, discusses the types of expenditures that may be supported through the organization's normal appropriated fund budget. For example:

- Activities supporting ethnic observances
- Seasonal holiday decorations
- Groundbreaking and Dedication Ceremonies
- Invitations for Change of Command Ceremonies
- Light refreshments for award ceremonies
- Awards/trophies for competitive events

This list is not all-inclusive, but it serves to illustrate two points. First, many things which would not ordinarily come to mind as legitimate uses of appropriated funds may, in fact, be authorized somewhere in one of the governing directives. Second, the guidance is split among several governing directives and not organized for easy reference, especially by a novice. When in doubt, or if you have questions, it's best to check with either your budget officer, supply officer, services officer, or legal officer. This problem is even further compounded with yet another alternative: non-appropriated funds.
Nonappropriated Funds (Special Morale and Welfare (SM&W) Funds)

Another source of funds frequently used to support protocol events is SM&W funds. Appropriated funds come from the taxpayers, by way of Congress and the appropriations process. However, nonappropriated funds (or NAFs) represent a portion of profits made by non-appropriated activities and Base Exchanges and are frequently referred to as "troops money." Within the Air Force, base officials administer the bulk of these funds to provide the morale, welfare, and recreation (MWR) of their personnel. There are overarching principles that govern when these funds can be used, and these principles take precedence even if an event, on the surface, seems to qualify for SM&W funds. For example, events must directly support the morale and welfare of military personnel, with no discrimination as to rank or position. AFI 34-201, Use of Nonappropriated Funds (NAFs), Chapter 12, governs the use of nonappropriated funds and implements Air Force Policy Directive 34-2, Managing Nonappropriated Funds.

Special morale and welfare funds (SM&W) are nonappropriated expenditures, over and above those which support the basic MWR program, which the commander personally considers necessary to contribute to the overall morale and welfare of the military community. Before 1989, there was some overlap between SM&W authority and APF official representation funds. Both funds were similar in purpose, and NAFs could be used when appropriated funds were not available under the umbrella that the funds were used for the troops. As a result, SM&W expenses almost tripled between 1969 and 1989. A series of audits resulted in conclusions that some of the SM&W expenditures were inappropriate and some of the controls were inadequate. The audits ended with an April 1989 DoD memorandum containing strong language relative to protocol activity:

- Nonappropriated funds are to be used for the general welfare of the community. NAF may not be used for command representation or protocol functions, scholarships, or to provide any other specific benefit for select individuals or groups. NAF will also not be used to replace or to supplement appropriations for public affairs, medical, religious, or other activities outside the defined MWR program.

The greatest impact of this memorandum was in the area of the commander's discretionary SM&W authority, as many of those expenditures appeared to be expressly prohibited by the language of the DoD memorandum.

In August 1989, the Air Force Chief of Staff announced new guidance that contained sweeping changes to make the SM&W program consistent with the new DoD guidance. Current policy goes back to this August 1989 summary:

- Protocol and Official Representation: SM&W funds prohibited support for any purpose which qualified for official representation funds: no meals, no entertainment, no support for protocol-type functions for government personnel, and no support for protocol or command representation functions.

As a result, it is now critically important to distinguish between those functions which qualify for the use of representation funds, and those which do not.

- Meals:

- No SM&W support for any meals for TDY government personnel
- No SM&W support for meals for government personnel not on TDY

- Two exceptions:
  - award winners under individual recognition programs
  - commanders or their representatives, when officially representing the AF and not in a TDY status, at official civic events hosted by community leaders which do not qualify for official representation funds

- This rationale stems from a series of comptroller general decisions and applies to the use of APFs and NAFs: Government personnel who are in a TDY status will pay for their meals since they are reimbursed for meal expenses. If not on TDY, they must still pay for their meals since food is a personal expense, and government salaries are presumed adequate to pay for meals.

- Regarding meals for non-government personnel, SM&W funds may not be used for events which are authorized appropriated funds support. The new rules allow buying meals for non-government personnel in conjunction with civic affairs and events furthering the unit's morale by promoting and fostering good relations between Air Force personnel and civilian communities.

- Amenities: The old guidance defines amenities as "gestures of normal hospitality in keeping with courtesy and civility." Liberal interpretation resulted in high expenses for mementos, receptions, luncheons, and dinners. The new guidance is for more restrictive:
  - No SM&W amenities for circumstances which qualify for APF support
  - This includes those officials authorized to be entertained under APF official representation authority
  - Mementos were permitted, but to a $10 limit. This limit has since been increased to $20
  - No SM&W support for amenities that were not specifically authorized
  - Fruit baskets: These grew more lavish under the old guidance. Some MAJCOMs banned them altogether; later guidance "discouraged" fruit baskets; however, that sentence has recently been deleted. Check with your local commander and your MAJCOM on their policy regarding fruit baskets (or flowers) for DVs.
  - Alcoholic Beverages: Old guidance permitted SM&W support for modest use of alcoholic beverages at authorized functions. The new policy prohibits free and open bars at any function, and specifically excludes alcohol from the permissible refreshments at conferences, seminars, meetings, and similar activities.
  - In a concession to military tradition, SM&W support is permitted for free beer at commander's call.
  - Entertainment: The old guidance permitted some SM&W support to entertain visitors on a conservative basis, when approved by the commander. The new guidance totally bans SM&W support for any meals, entertainment, and protocol-type functions for governmental personnel.
permits light refreshments (no alcohol) for conferences, meetings, seminars, and other occasions when deemed appropriate. Check your local commander's policy and your MAJCOM's policy for limits and further guidance.

- For functions which do not qualify for official representation funds, SM&W funds can presumably pay the pro-rata share of expenses for non-governmental guests. Thus there are some functions in which you may use a combination of SM&W funds and contingency funds to cover expenses. Prior to approval and coordination are always best. Note that SM&W funds cannot substitute for or supplement the official representation funds.

- Having government employees pay for their own way is always the simplest policy.

- Funeral Observances: The old guidance was ambiguous on SM&W support for funeral observations. The new guidance allows SM&W support to provide flowers (or contributions in lieu of flowers) for memorial observances for deceased members and their immediate families. Check with your local commander and your MAJCOM for policy and dollar limits.

- Change of Command Functions: The old guidance implied SM&W support under the provision that allowed memorial observances which upheld the traditions of the service. The new guidance specifically authorizes modest SM&W support for these functions, and suggests that MAJCOMs may set dollar limits. Check with your local commander and MAJCOM for policy and dollar limits.

- As with Official Representation Funds, you must obtain advance approval prior to all SM&W expenditures. Check with your local commander and MAJCOM for established procedures to ensure that all SM&W expenditures are approved in advance. Under no circumstances are you to obligate SM&W funds without this prior approval. If you do so, you are liable to pay these expenses from your own personal funds.

- Summary of Changes: The basic philosophy behind the new rules is fairly simple and is non-negotiable. SM&W expenditures must:
  - Be in the best interest of the AF and benefit the military community
  - Be conservative
  - Not be limited to specific grades or levels of personnel or both
  - Not be used in place of official appropriate funds

**WHAT TO DO WHEN FUNDS AREN'T AVAILABLE**

What do you do when you have to plan a dinner function and no U.S. Government funds can be expended? Or, you're planning a conference and want to provide refreshments at the breaks but your command does not authorize SM&W funds for light refreshments for conferences. Obviously, funds to pay for dinners or refreshments in these instances must come out of someone's pockets -- make sure that they don't all come out of yours!
In years past, your local civilian community could be called upon to help defray costs or host certain events that could not be paid for using ORF or SM&W funds. However, fairly new ethics regulations severely limit these past practices. As a general rule, if a local Chamber of Commerce were to offer, unsolicited, modest items such as refreshments, complimentary "welcome baskets", or items with little intrinsic value, such as plaques or certificates, current regulations would allow their acceptance. But, you cannot solicit or accept gifts from outside sources who do or seek to do business with the Air Force. Further, Air Force employees may not accept gifts that are given because of the employee's official position. There are several exclusions to these rules, but their interpretation can be complicated. The bottom line you need to know: Consult with your staff judge advocate on any question involving the offer of a service, meal, or gift from a source outside the Department of Defense. You'll save yourself and your commander unneeded grief and trouble if you do.

Here are a few suggestions on funding dinners or conferences when U.S. Government funds are not available:

1. For most events, you'll have to charge pro-rata costs to the attendees. For conferences, workshops, and seminars, estimate the total cost to provide refreshments, meals, and any other miscellaneous costs (speaker fees or conference materials). Divide the total cost by the number of attendees. Remember to clearly itemize the conference fee since some costs may be reimbursable to the attendee. Make sure to get the payment up front -- let the attendees know what they owe early.

2. For a special event like a dining-in or dining-out, you'll want to factor in not only the cost of the meal but the costs for such things as programs, honored guests' meals, and decorations. Prorate these additional costs over all the attendees (consider a "sliding scale" that does not penalize the lower ranking attendees).

In conclusion, commanders and protocol officers still face a difficult problem. There are still at least three different sources of funds for discretionary expenses: official representation funds, other appropriated funds, and SM&W authority to spend NAFs. Each of these sources is governed by a different set of directives, with different ways of classifying expenses, and complex rules governing their use. It also seems that each funds source has a different focal point on a commander's staff. The protocol or public affairs office typically provides expertise on official representation funds. The budget office or supply office is the authority on other areas of appropriated fund support, and the services office administers the SM&W program. All have some degree of expertise in their own programs, but little knowledge of the others. This makes determining the proper fund source very difficult and an absolute necessity. The solution described in the following paragraph should help solve this problem and provide education for the novice trying to determine funding sources.

Table of "Protocol Funds" Expenditures

The following table describes a variety of events that may or may not qualify for funding with O&M, ORF, and SM&W funds. It also appears in the AFI on SM&W funds. It represents, for the first time, guidance for all three major fund sources and summarizes it in a single document. It lists a variety of possible expenditures, narrowing down the circumstances when necessary to provide precise guidance, and displays the rules in a side-by-side format to facilitate comparison among the different fund sources. This table has been cross-checked by comptrollers, budget office, public affairs offices, and protocol offices, and has been in use by most of the MAJCOMs since 1990. In using the table, we define 'light refreshments' as non-alcoholic drinks, finger foods, snacks or dessert and do not include heavy hors d'oeuvres, buffets, banquets, smorgasbords, or meat items. (Exceptions to meat items are meatballs,
chicken wings, and chicken drummies).

Table 12.1 SPECIAL, MORALE, and WELFARE (SM&W) AND RELATED EXPENDITURES
{Taken from AFI 34-201, Use of Nonappropriated Funds (NAFs)}

<p>| | | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
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<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>B</td>
<td>C</td>
<td>D</td>
</tr>
<tr>
<td></td>
<td>If support is for</td>
<td>then appropriated (Contingency) funds under AFI 65-603 are</td>
<td>and appropriated funds under AFI 65-601V1 are</td>
</tr>
<tr>
<td></td>
<td>Competitive Award Programs</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>for excellence in a particular function, school incentive program associated with the school's mission, mission accomplishment, special incentive program, or compliance motivation as authorized in a 36-series AFI</td>
<td>• not authorized</td>
<td>authorized (see below in this Competitive Awards Programs section for specific expenditures.)</td>
</tr>
<tr>
<td>2</td>
<td>competitive base-wide awards programs (such as airman, NCO, and officer of the quarter/year) officially announced in advance, open to the base at large, and authorized in a 36-series AFI</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>intramural sports and athletic competitions</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>trophies, plaques, and other awards (excluding athletic events associated with base MWR sports programs)</td>
<td></td>
<td>authorized</td>
</tr>
<tr>
<td>5</td>
<td>light refreshments, as defined in paragraph 12.4 (no alcohol) at award ceremonies</td>
<td></td>
<td>not authorized</td>
</tr>
<tr>
<td>6</td>
<td>gift certificates, coupons, savings bonds, and nominal cash awards</td>
<td></td>
<td></td>
</tr>
<tr>
<td>7</td>
<td>meals for award winners and spouses</td>
<td></td>
<td>not authorized</td>
</tr>
<tr>
<td>8</td>
<td>corsage/boutonniere for spouse of award winners</td>
<td></td>
<td>not authorized</td>
</tr>
<tr>
<td>9</td>
<td>travel and per diem for attendance at awards ceremonies</td>
<td></td>
<td>authorized</td>
</tr>
<tr>
<td>10</td>
<td>alcoholic beverages or any other expense</td>
<td></td>
<td>not authorized</td>
</tr>
<tr>
<td>11</td>
<td>insignia, stripes, and similar items</td>
<td>not authorized</td>
<td>authorized (enlisted only)</td>
</tr>
<tr>
<td>12</td>
<td>light refreshments, as defined in paragraph 12.4 (other than alcoholic beverages) at promotion ceremonies</td>
<td>not authorized</td>
<td></td>
</tr>
<tr>
<td>13</td>
<td>corsage/boutonniere for spouse of promoted individual</td>
<td></td>
<td></td>
</tr>
<tr>
<td>14</td>
<td>alcoholic beverages or any other expense</td>
<td></td>
<td></td>
</tr>
<tr>
<td>RULE</td>
<td>A</td>
<td>B</td>
<td>C</td>
</tr>
<tr>
<td>------</td>
<td>---</td>
<td>---</td>
<td>---</td>
</tr>
<tr>
<td>If support is for</td>
<td>then appropriated (Contingency) funds under AFI 65-6034 are</td>
<td>and appropriated funds under AFI 65-601V1 are</td>
<td>and nonappropriated SM&amp;W expenditures are</td>
</tr>
<tr>
<td><strong>A. INDIVIDUAL RECOGNITION PROGRAMS (continued)</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>15</td>
<td>Mementos</td>
<td>not authorized</td>
<td>not authorized</td>
</tr>
<tr>
<td>16</td>
<td>light refreshments, as defined in paragraph 12.4 (other than alcoholic beverages) at award ceremonies</td>
<td>not authorized</td>
<td>not authorized</td>
</tr>
<tr>
<td>17</td>
<td>corsage/boutonniere for spouse</td>
<td>not authorized</td>
<td>not authorized</td>
</tr>
<tr>
<td>18</td>
<td>alcoholic beverages or any other expense</td>
<td>not authorized</td>
<td>not authorized</td>
</tr>
<tr>
<td>19</td>
<td>School Graduations</td>
<td>not authorized</td>
<td>not authorized</td>
</tr>
</tbody>
</table>

**B. CIVIC AFFAIRS AND EVENTS (continued)**

| Hosted by Community Leaders | | | |
| 20 | meals, excluding alcoholic beverages, for commanders or their designated representative when officially representing the Air Force at official events | not authorized | authorized (JFTR, volume I, U4235-B) | authorized (if not in official TDY status). |
| 21 | any other expense | not authorized | not authorized | not authorized. |

**Hosted by Air Force for DoD Personnel**

| for guest of honor at or above levels listed in AFI 65-603: | | | |
| 22 | meals for Government or non-Government personnel | authorized | not authorized | not authorized. |
| 23 | alcoholic beverages | authorized (as part of official function) | not authorized | not authorized. |
| 24 | refreshments, receptions | not authorized | not authorized | not authorized. |
| 25 | memento for Government personnel | not authorized | not authorized | not authorized. |
| 26 | memento for non-Government personnel | authorized ($200 limit) | not authorized | not authorized. |
| 27 | pro-rata costs of non-DoD authorized guests' participation in MWR activities | authorized | not authorized | not authorized. |
| 28 | any other expense | not authorized | not authorized | not authorized. |

**Hosted by Air Force for Non-DoD Personnel**

| for fewer than 30 people, with no more than 80% DoD; OR 30 people or more, with no more than 50% DoD: | | | |
| 29 | meals for Government personnel | not authorized | not authorized | not authorized. |
| 30 | meals for non-Government personnel | not authorized | not authorized | not authorized. |
| 31 | alcoholic beverages | not authorized | not authorized | authorized. |
| 32 | refreshments, receptions, etc. | not authorized | not authorized | not authorized. |
| 33 | memento for Government or non-Government personnel | not authorized | not authorized | authorized (light). |
| 34 | pro-rata costs of non-DoD authorized guests' participation in MWR activities, excluding alcoholic beverages | authorized | not authorized | authorized ($20 limit). |
| 35 | any other expense | not authorized | not authorized | not authorized. |

<p>| Hosted by Air Force for Non-DoD Personnel | | | |
| 36 | meals for Government and non-Government personnel | authorized | not authorized | not authorized. |
| 37 | alcoholic beverages | authorized (as part of official function) | not authorized | not authorized. |</p>
<table>
<thead>
<tr>
<th>RULE</th>
<th>A</th>
<th>B</th>
<th>C</th>
<th>D</th>
</tr>
</thead>
<tbody>
<tr>
<td>38</td>
<td>refreshments, receptions, etc. authorized</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>39</td>
<td>memento for Government personnel not authorized</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>40</td>
<td>memento for non-Government personnel authorized ($200 limit)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>41</td>
<td>pro-rata costs of non-DoD authorized guests' participation in MWR activities authorized</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>42</td>
<td>any other expense not authorized</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**TABLE 12.1 Continued.**

### SPECIAL MORALE and WELFARE AND RELATED EXPENDITURES

#### B. CIVIC AFFAIRS AND EVENTS (continued)

**Hosted by Air Force for Non-DoD Personnel (continued)**

- for fewer than 30 people, with more than 80% DoD; OR 30 people or more, with more than 50% DoD:

<table>
<thead>
<tr>
<th>RULE</th>
<th>A</th>
<th>B</th>
<th>C</th>
<th>D</th>
</tr>
</thead>
<tbody>
<tr>
<td>43</td>
<td>meals for Government personnel</td>
<td>not authorized</td>
<td>not authorized</td>
<td>not authorized</td>
</tr>
<tr>
<td>44</td>
<td>meals for non-Government personnel</td>
<td></td>
<td></td>
<td>authorized</td>
</tr>
<tr>
<td>45</td>
<td>Alcoholic beverages</td>
<td></td>
<td></td>
<td>not authorized</td>
</tr>
<tr>
<td>46</td>
<td>refreshments, receptions, etc.</td>
<td></td>
<td></td>
<td>authorized (light)</td>
</tr>
<tr>
<td>47</td>
<td>memento for Government and non-Government personnel</td>
<td></td>
<td></td>
<td>authorized ($200 limit)</td>
</tr>
<tr>
<td>48</td>
<td>pro-rata costs of non-DoD authorized guests' participation in MWR activities, excluding alcoholic beverages</td>
<td></td>
<td></td>
<td>authorized</td>
</tr>
<tr>
<td>49</td>
<td>any other expense</td>
<td></td>
<td></td>
<td>not authorized</td>
</tr>
</tbody>
</table>

#### C. MEMORIAL OBSERVANCES

- for patriotic, national, and local observances that uphold traditions of the Service and the United States (such as Veteran’s Day or Memorial Day):

<table>
<thead>
<tr>
<th>RULE</th>
<th>A</th>
<th>B</th>
<th>C</th>
<th>D</th>
</tr>
</thead>
<tbody>
<tr>
<td>50</td>
<td>flowers and wreaths</td>
<td>not authorized</td>
<td>authorized</td>
<td>authorized</td>
</tr>
<tr>
<td>51</td>
<td>light refreshments, as defined in paragraph 12.4 at memorial observances</td>
<td></td>
<td>not authorized</td>
<td></td>
</tr>
<tr>
<td>52</td>
<td>any other expense</td>
<td></td>
<td></td>
<td>not authorized</td>
</tr>
</tbody>
</table>

- upon the death of a military member or civilian employee of that organization; member of their immediate family; or distinguished leader of the local community with strong ties to the base:

<table>
<thead>
<tr>
<th>RULE</th>
<th>A</th>
<th>B</th>
<th>C</th>
<th>D</th>
</tr>
</thead>
<tbody>
<tr>
<td>53</td>
<td>flowers or wreaths</td>
<td>not authorized</td>
<td>not authorized</td>
<td>authorized</td>
</tr>
<tr>
<td>54</td>
<td>donations to charitable organizations in lieu of flowers when requested by the bereaved</td>
<td></td>
<td></td>
<td>authorized (nominal)</td>
</tr>
<tr>
<td>55</td>
<td>any other expense</td>
<td></td>
<td></td>
<td>not authorized</td>
</tr>
</tbody>
</table>

#### C. MEMORIAL OBSERVANCES (continued)

- for memorialization (naming a street, building, etc.), see AFI 36-3108:

<table>
<thead>
<tr>
<th>RULE</th>
<th>A</th>
<th>B</th>
<th>C</th>
<th>D</th>
</tr>
</thead>
<tbody>
<tr>
<td>56</td>
<td>travel of next of kin, relatives, friends, etc.</td>
<td>not authorized</td>
<td>not authorized</td>
<td>not authorized</td>
</tr>
<tr>
<td>57</td>
<td>plaque or permanent marker identifying the person being memorialized</td>
<td></td>
<td></td>
<td>authorized</td>
</tr>
<tr>
<td>58</td>
<td>costs associated with the actual ceremony (military band, invitations, programs, etc.)</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**TABLE 12.1 Continued.**

### SPECIAL MORALE and WELFARE AND RELATED EXPENDITURES

#### C. MEMORIAL OBSERVANCES (continued)

- for memorialization (naming a street, building, etc.), see AFI 36-3108:

<table>
<thead>
<tr>
<th>RULE</th>
<th>A</th>
<th>B</th>
<th>C</th>
<th>D</th>
</tr>
</thead>
<tbody>
<tr>
<td>56</td>
<td>travel of next of kin, relatives, friends, etc.</td>
<td>not authorized</td>
<td>not authorized</td>
<td>not authorized</td>
</tr>
<tr>
<td>57</td>
<td>plaque or permanent marker identifying the person being memorialized</td>
<td></td>
<td></td>
<td>authorized</td>
</tr>
<tr>
<td>58</td>
<td>costs associated with the actual ceremony (military band, invitations, programs, etc.)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Rule</td>
<td>A</td>
<td>B</td>
<td>C</td>
<td>D</td>
</tr>
<tr>
<td>------</td>
<td>---</td>
<td>---</td>
<td>---</td>
<td>---</td>
</tr>
<tr>
<td>If support is for</td>
<td>then appropriated (Contingency) funds under AFI 65-603 are</td>
<td>and appropriated funds under AFI 65-601V1 are</td>
<td>and nonappropriated SM&amp;W expenditures are</td>
<td></td>
</tr>
<tr>
<td>D. WELCOMING AND ORIENTING</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>for newcomers’ welcome, orientation, etc.:</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>70</td>
<td>light refreshments, as defined in paragraph 12.4 (other than alcoholic beverages)</td>
<td>not authorized</td>
<td>not authorized</td>
<td>authorized.</td>
</tr>
<tr>
<td>71</td>
<td>alcoholic beverages or any other expense</td>
<td></td>
<td></td>
<td>not authorized.</td>
</tr>
<tr>
<td>72</td>
<td>free beer</td>
<td></td>
<td></td>
<td>authorized (conservative basis).</td>
</tr>
<tr>
<td>73</td>
<td>other alcoholic beverages</td>
<td>not authorized</td>
<td>not authorized</td>
<td>not authorized.</td>
</tr>
<tr>
<td>74</td>
<td>light refreshments, as defined in paragraph 12.4.</td>
<td></td>
<td></td>
<td>authorized.</td>
</tr>
<tr>
<td>75</td>
<td>picnics</td>
<td></td>
<td></td>
<td>not authorized.</td>
</tr>
<tr>
<td>76</td>
<td>any other expense</td>
<td></td>
<td></td>
<td>not authorized.</td>
</tr>
<tr>
<td>E. HOSTING OF VISITING PERSONNEL</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>77</td>
<td>fruit basket, welcome basket, etc.</td>
<td>not authorized</td>
<td>not authorized</td>
<td>authorized ($20 limit).</td>
</tr>
<tr>
<td>78</td>
<td>memento for Government personnel</td>
<td></td>
<td></td>
<td>authorized ($20 limit).</td>
</tr>
<tr>
<td>79</td>
<td>memento for non-Government personnel</td>
<td>authorized ($200 limit)</td>
<td></td>
<td>not authorized.</td>
</tr>
<tr>
<td>80</td>
<td>meals, refreshments, receptions, etc.</td>
<td>See Guidance under Section B, Civic Affairs and Events</td>
<td></td>
<td></td>
</tr>
<tr>
<td>F. ENHANCEMENT OF ENVIRONMENT</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>81</td>
<td>enhancing work areas</td>
<td>not authorized</td>
<td>(See AFI 65-601V1)</td>
<td>not authorized.</td>
</tr>
<tr>
<td>82</td>
<td>enhancing living areas, like pictures and equipment in day rooms</td>
<td></td>
<td></td>
<td>not authorized.</td>
</tr>
<tr>
<td>83</td>
<td>seasonal decorations (nonreligious only) where all members of the organization may benefit</td>
<td>authorized</td>
<td></td>
<td>authorized for dining facilities and hospitals.</td>
</tr>
</tbody>
</table>
TABLE 12.1 Continued.

SPECIAL MORALE and WELFARE AND RELATED EXPENDITURES

<table>
<thead>
<tr>
<th>RULE</th>
<th>A</th>
<th>B</th>
<th>C</th>
<th>D</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>If support is for</td>
<td>then appropriated (Contingency) funds under AFI 65-603 are</td>
<td>and appropriated funds under AFI 65-601V1 are</td>
<td>and nonappropriated SM&amp;W expenditures are</td>
</tr>
<tr>
<td></td>
<td>C</td>
<td>D</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

G. CONFERENCES, WORKSHOPS, AND SEMINARS

- Hosting visiting personnel incidental to conferences, workshops, and seminars:
  - other expenses associated with conferences, workshops, and seminars:
    - alcoholic beverages: not authorized
    - light refreshments, as defined in paragraph 12.4: not authorized
    - meals for Government personnel: not authorized
    - TDY expenses (lodging, travel, per diem, registration fee, etc.): authorized
    - expenses for guest speaker (travel, per diem, lodging, honorarium, etc.): not authorized
    - any other expense: not authorized

H. CHANGE OF COMMAND CEREMONIES

- when specifically approved in advance by the Secretary of the Air Force to further community, public, or international relations (applies to MAJCOM only except in the most exceptional circumstances warranting policy waiver.):
  - for pro-rata share of costs for authorized non-DoD attendees, excluding alcoholic beverages: authorized
  - light refreshments, as defined in paragraph 12.4, at change of command ceremonies: not authorized
  - printing of invitations, programs, etc.: authorized
  - alcoholic beverages: not authorized
  - meals for Government personnel: not authorized

TABLE 12.1 Continued.

SPECIAL MORALE and WELFARE AND RELATED EXPENDITURES

<table>
<thead>
<tr>
<th>RULE</th>
<th>A</th>
<th>B</th>
<th>C</th>
<th>D</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>If support is for</td>
<td>then appropriated (Contingency) funds under AFI 65-603 are</td>
<td>and appropriated funds under AFI 65-601V1 are</td>
<td>and nonappropriated SM&amp;W expenditures are</td>
</tr>
<tr>
<td></td>
<td>C</td>
<td>D</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

I. MEMBERSHIP IN ORGANIZATIONS

- for membership in local civic organizations for the commander or designated representative where necessary to further the interests of the Air Force, the command, or the welfare of Air Force personnel: not authorized
- for meetings, luncheons, etc. hosted by a civic organization for the commander or designated representative where necessary to further the interests of the Air Force, the command, or the welfare of Air Force personnel only: authorized
- for membership in professional organizations: authorized
- for membership in all other organizations: not authorized
- any other expense: not authorized
The greatest gift we can bestow on others is a good example." ..........Anonymous

Presenting gifts to visitors and guests is an age old custom. This custom continues today and is a good way to not only show appreciation to your guests but also provide them with a reminder of their visit. Most military organizations present mementos either containing an organizational emblem (such as a pen with a 56 Fighter Wing emblem at Luke AFB).

The old adage "it's the thought that counts" really is true. Mementos need not be large or expensive (in most cases the amount of funds that can be spent is limited by regulation) to make a positive impression. If unit funds are to be expended, determine what, if any, category of funds (appropriated or nonappropriated) applies to the visitors. See the chapter on "Funds" to ensure the use of unit funds is proper and legal. Then check the matrix table to insure legality. More on that subject later in this chapter.

Presentation

Although gift giving can be a relatively straight forward process, there are a few basic principles that apply:

a. Advance coordination is crucial -- especially when dealing with foreign visitors. It is important to inform them (or their representative) in advance in case they want to make a reciprocal gift presentation. If they are not prepared to reciprocate, determine if this will cause any embarrassment to the visitor. If so, cancel the presentation. The reverse of this situation is also true. If the visitor plans to give your principal a gift, ask if there should also be a reciprocal gift presentation.

b. For large groups, if all members are of the same relative rank, it is appropriate to present each with a similar gift. If one or two members are clearly of a higher rank than the rest of the group, it is appropriate to present them with a "higher order" gift. This is clearly a judgment call. In either case, make sure you have the approval of your principal.

c. The presentation of the memento is also important. There are no strict rules but consider making the presentation when it will have the greatest impact. Here are some suggestions:

1. Following lunch or dinner with the most senior staff member the individual or group will meet. Small mementos can be pre-positioned at the table.

2. At the conclusion of a briefing or presentation attended by a senior staff member.

3. Following an office call with the Commander or his/her representative.

4. At the conclusion of a major speech at a dinner or dining-in or dining-out, presented by the host or president of the mess.
d. Wrapping gifts is an important but often overlooked process. Attractive wrapping paper, ribbons, and bows as appropriate can make as good an impact as the gift itself. (Japanese guests have been known to appreciate the presentation, e.g. wrapping paper and ribbon, just as much as the gift itself.) The opposite also holds true -- if the gift is presented in an unattractive package (shipping container, etc.), it can send a negative message. Do not wrap gifts in such a manner that it will be difficult to open them. Too much ribbon or tape can create a time consuming struggle that detracts from the presentation. If the visitor will be departing shortly after the presentation, be prepared to pack the gift for travel. Do not try to shortcut this process by filling the gift box with excessive packing material prior to the presentation. An alternative is to include a short note or card suggesting you will mail the gift for the recipient if he or she desires.

e. A good hint is to use a breakaway box for wrapping. In this manner, the gift is secured in a box, and the lid and the box are wrapped or taped with ribbon separately. This permits the honoree simply to remove the lid to get to the gift. This is especially advantageous if the honoree must open the gift in front of a large crowd.

Sources of Mementos

Sources of mementos are varied and limited only by your imagination. Here are a few suggestions:

a. Local trophy shops: Plaques, trophies, engraving
b. Local gift shops: Regional gift items
c. National catalogs: "Generic" gifts not necessarily specific to the area
d. Local artists and craftsmen: Unique, one-of-a-kind items representative of the local area
e. Book stores: Books providing information about the local area or historical figures
f. Local factory outlet stores: Silver or glass items especially

The basic rule is try to get the most for your money. Several shops in your area may stock the same merchandise, but prices can vary significantly -- shop around. The other factor to consider is reliability. Low prices are attractive but make sure your chosen supplier(s) can deliver when required. You should "Buy American" made products whenever you can. One key is to find an engraver, either on or off base, who can support short notice requirements. (Be careful about spending contingency funds at NAFI facilities. In some cases, it is not authorized.)

Stocking Mementos

To ensure maximum flexibility and avoid last-minutes trips to the local stores, it is a good idea to maintain a stock of various mementos on hand. The amount of stock will be determined by the frequency with which gifts are presented and your budget. Experience has taught us to steer clear of the following items:

a. Glassware - it may be too hard to carry during travel
b. Perishable food stuffs
c. Sterling silver - it tarnishes
d. Clothing - it is too hard to accurately size

The most important aspect of stocking mementos is keeping ACCURATE RECORDS. These records must be up to date and reflect both where the stocked items came from and where (to whom) they went. As a minimum, the inventory must cover:
a. How much each memento cost (Retain a copy of the dated purchase receipt for each item)
b. To whom each memento was given (Retain a copy of the paperwork -- SSS or local form -- used to authorize the presentation)
c. The title of the person receiving the memento
d. The date it was presented

As mentioned earlier, mementos can be purchased with either appropriated or nonappropriated funds. A separate inventory must be kept for both accounts.

**Appropriated funds** or "Official Representation Funds" are covered in AFI 65-603. It outlines who is covered by these funds and what limits apply. The general information provided below is current as of the publication date of this guide but always consult the AFI.

a. The aggregate cost of the memento cannot exceed $245.00. For example, if a memento costs $230.00, but it then costs $18.00 for engraving, the $245.00 aggregate limit is exceeded.

b. Appropriated funds mementos may **not** be presented to U.S. Government employees.

**Nonappropriated funds** or "Special Morale and Welfare Funds" are covered in AFI 34-201. It also outlines who is covered by these funds and what limits apply. The general information provided below is current as of the publication date of this guide but, again, always consult the AFI.

a. The aggregate cost of the memento cannot exceed $20.00. For example, if a memento costs $14.00, but then it costs $8.00 for engraving, the $20.00 aggregate limit is exceeded.

b. Nonappropriated funds mementos **may** be presented to U.S. Government employees. There are no grade limitations.

FREQUENTLY ASKED QUESTION: Can nonappropriated funds be used to purchase a retirement gift? Yes, but remember the aggregate cost cannot exceed $20.00. You cannot supplement the $20.00 with other funds to buy a more expensive gift!

**GUEST SPEAKER FEES**

A related topic consists of paying fees for Guest Speakers, Lecturers, and Panelists. In September, 1982, the Deputy Secretary of Defense established a policy that fees paid by the DoD to individuals for speeches, lectures, and presentations in excess of $250 must be approved by the next higher organizational echelon. The objectives of this policy were to assure that excessive fees were not paid and to reduce costs. That 1982 policy remains the same; however, to reduce any administration burden that may have resulted from inflation since the establishment of the policy, the threshold for higher level approval was increased from the $250 limit to $500 in January, 1995.

Associated with presenting mementos to guests and honorees is the situation that mementos or gifts may be presented to your commander, host, or even to you as a protocol official. The Joint Ethics Regulation and DoD Directive 5500.7-R apply to gifts, gratuities, and honoraria presented from outside sources.

**GIFTS FROM OUTSIDE SOURCES & FREQUENT FLYER PROGRAMS**

The following talking papers, prepared by HQ USAF/JA, outline the official policy regarding gifts from outside sources and frequent flyer programs. If you are ever in doubt or have further questions regarding
gifts, mementos, gratuities, honoraria, or even off-duty employment, refer to your local staff judge advocate. This will save you time, frustration, and a lot of trouble in some cases. The next talking paper addresses Frequent Flyer Programs and situations which arise from frequent official travel. Again, consult your legal office if you have any questions.

GIFTS FROM OUTSIDE SOURCES

- Gifts from outside sources may not, directly or indirectly, be accepted or solicited if: (1) given because of one's official position; or, (2) received from a prohibited source, such as a defense contractor. (Joint Ethics Regulation, DoD 5500.7-R, section 2-300; 5 CFR 2635.201-2636.205).
  - A "gift" includes any gratuity, favor, discount, entertainment, hospitality, loan, forbearance, or other item having monetary value. Includes services as well as gifts of training, transportation, local travel, lodgings, and meals
  - This provision prohibits acceptance of honorary country club memberships, unless the member pays market value
- A "gift" does not include the following:
  - Coffee, donuts, or similar modest items of food or drink not served as part of a meal;
  - Plaques, certificates, and trophies of little intrinsic value which are intended solely for presentation; and
  - Anything for which the individual pays market value
- Circumstances in which gifts may be accepted include the following:
  - Gifts of less than $20.00, aggregating to not more than $50.00 per source in a calendar year
  - Gifts based upon personal relationships
  - Gifts resulting from outside employment of spouse
  - Gifts accepted under specific statutory authority
  - Discounts and benefits available to the public or to a broadly defined class, and
  - Gifts based on non-Air Force duties or employment relationships
LIMITATIONS ON GIFTS FROM SUBORDINATES

- Employees and military members generally may not:
  - Directly or indirectly give a gift to or make a donation for a gift for an official superior,
  - Solicit a contribution from another employee or member for a gift to his own or the other employee's or member's official superior, or
  - Directly or indirectly accept a gift from a subordinate employee or member, unless:
    - The employees/members are not in a subordinate-superior relationship; and,
    - A personal relationship between the employees or members justifies the gift
  - Superiors may accept gifts from subordinates on special, infrequent occasions, such as:
    - Occasions of personal significance, such as marriage
    - Occasions that terminate a superior-subordinate relationship, such as retirement or transfer
  - Superiors may not accept a gift from a donating group if the market value exceeds $300.00
    - Donating group is not defined
    - Multiple donating groups are possible, but may not be combined to purchase a gift that exceeds $300.00

- Individuals may not be asked to contribute more than $10 towards a group gift, but may choose to contribute more

FOREIGN GIFTS

- The United States Constitution prohibits persons holding a U.S. "office of profit or trust" from accepting gifts from foreign "personages or governments" without consent of Congress
  - Congress has consented to retaining and accepting gifts under certain conditions/procedures (5 U.S.C. 7342; AFI 51-901)
  - 5 U.S.C. 7342 applies to military members, civilian employees, consultants, and their spouses or other dependents. Includes retired and reserve component members, regardless of duty status, Air National Guard members when federally recognized, and the spouses and dependents of all the above
May accept gifts of "minimal value", which is defined as not exceeding $245.00 in retail value:

- The amount is periodically adjusted by the General Services Administration
- The value of the gift is determined by U.S. retail
- Take reasonable steps in determining U.S. retail value. May use the price of the same or a substantially similar item in a legitimate U.S. retail market, such as a department or specialty store or a base exchange or store catalogs.

Must aggregate the value if more than one gift is given.

Must refuse offers of gifts of more than minimal value if practical to do so. Advise donor that United States law prohibits persons in service of the United States or their dependents from accepting the gift.

- Exceptions to the refusal rule:
  - May accept a gift of greater value if refusal is likely to offend or embarrass the donor or adversely affect foreign relations. The gift becomes United States property and must be reported and turned in to the Air Force in accordance with procedures prescribed in AFI 51-901.
  - A gift recipient may purchase a gift if he or she desires.

For minimal value gifts that you accept, make a written record describing the circumstance of the gift, including the date and place of presentation, identity and position of the donor, description and value of gift, and means by which the value is determined.

HYPOTHETICAL: You are attending a banquet during an official visit to South Korea when, unbeknownst to you, you are presented a special award and an accompanying statue, which you believe is worth at least $500.00. You may accept the gift because to refuse it under these circumstances would likely cause offense or embarrassment to the South Korean government. Either before you leave Korea or upon returning to the U.S., you must attempt to determine the U.S. retail value of the statue. If the statue is worth more than $245.00 U.S. retail, you must contact HQ AFPC either for approval to retain the gift for official use or to turn it in for disposition.

HONORARIA

Federal law bans acceptance of honoraria by Executive Branch employees, which includes military members, for speeches, articles, or appearances (5 U.S.C. App 501(b))

- "Honorarium" means a payment of money or anything of value for an appearance, speech, or article, excluding any actual and necessary travel expenses incurred by such individual (and one relative)

The Government is appealing the lower federal court rulings which declared unconstitutional the Executive Branch ban prohibiting employees and military members from
accepting honoraria

- On 8 November 1994, the United States Supreme Court heard oral arguments in this case. The final decision is expected by June 1995

- During the pendency of the appeal to the Supreme Court, military members and civilian employees may accept honoraria for speeches, articles, and appearances if they do not relate to the member's or employee's official duties

- Department of Justice will not seek remedies against members who properly accept honoraria during the pendency of the appeal if the Government prevails at the Supreme Court

- This policy does not affect the enforcement of any other statutory or regulatory provisions that restrict or prohibit the acceptance of honoraria by Executive Branch employees

- Other restrictions regulating honoraria include the following:

  NOTE: The Supreme Court determined that the honoraria restriction was unconstitutional as applied to military personnel O-6 and below and civilian employees GS-15 and below (these were the categories of the plaintiffs in the court case). The Department of Justice has decided that it will not enforce the honoraria restriction at all.

  - 18 U.S.C | 209 prohibits employees and military members from accepting from an outside source any salary or contribution to or supplementation of salary as compensation for their services as employees of the Executive Branch or military members

  - Presidential appointees to full-time noncareer positions may not receive any outside earned income for outside employment or other outside activity performed during their Presidential appointments (5 CFR 2636.304, 2636.307)

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**OFFICIAL ENDORSEMENT OF FUNDRAISING, MEMBERSHIP, AND OTHER PROMOTIONAL ACTIVITIES**

The issue of official endorsement of fundraisers, membership drives, and other promotional enterprises has many gray areas and is governed by a complex set of regulations. Although every decision is very fact-specific, there are certain general rules which always apply in evaluating endorsement requests.

**FUNDRAISING**

- A military member or civilian employee may endorse, support, and participate in fundraising activities of a non-federal entity *in an official capacity* only if authorized to do so by statute, Executive Order, regulation, or otherwise as determined by the agency
EXAMPLES OF ENTITIES AUTHORIZED OFFICIAL ENDORSEMENT: Combined Federal Campaign, emergency and disaster appeals approved by the OPM, Air Force Assistance Fund, and its components (e.g., Air Force Village, Air Force Aid Society, and Gen Curtis E. LeMay Foundation)

The Joint Ethics Regulation (JER) expressly prohibits military members from officially endorsing or officially participating in fundraising or membership drives of other non-federal entities, such as the Air Force Association or Air Force Sergeants Association.

- Military members may participate in fundraising *in an official capacity* for other organizations composed primarily of DoD employees, military members, or their dependents when they are fundraising *among their own members for the benefit of welfare funds for their own members* and when their activities have been approved by the head of the DoD Component command or organization.

- EXAMPLE: If a member's child needed special medical treatment that is not totally covered by the military, that member's unit may raise funds, such as through a bake sale on base, to help pay for the child's medical bills. That organization's commander must first approve the fundraising events.

- The JER restrictions on support of non-federal entities do not affect certain organizations which: (1) have a special relationship with the DoD or its employees; and, (2) which are specifically recognized by law or other directives, e.g., AFAF, USO, certain labor organizations, American National Red Cross, Civil Air Patrol.

- EXAMPLE: Private organizations which are properly authorized to operate on an installation IAW AFI 34-223 fall under this special JER exception. Organizations such as the Officers' Wives Club and the Top 3 Club may conduct fundraising and membership drives on base which might not otherwise be allowed, but they must do so IAW the restrictions in the DoDI and AFI which govern private organizations.

- Purely personal, unofficial, volunteer efforts to support fundraising are not prohibited where the efforts do not imply official endorsement and the member acts entirely outside the scope of his official position.

- The head of a DoD organization (includes installation commander) may authorize such fundraising activities outside the workplace in such places as public entrances, community support facilities, and personal quarters.

**MEMBERSHIP DRIVES**

- Employees and military members may engage in membership drive activities of non-federal entities in their personal capacity if the employee or member does not use his official title, position, or authority to further that effort or to personally solicit membership or other support from subordinates or from anyone known to him to be a prohibited source for purposes of the gift restrictions. (Same rules that pertain to fundraising apply to membership drives.)
Commanders may factually announce membership drives, but should not indicate preference for one organization over another.

- EXAMPLE: You may notify members that the Air Force Sergeants Association (AFSA) membership drive is beginning and explain what the AFSA does, but you may not tell members that you hope they will support the AFSA by joining. You also may not permit on-duty, in workplace solicitations or recruitment.

The head of a DoD organization may authorize membership drive activities outside the workplace in such places as public entrances, community support facilities, and personal quarters.

- EXAMPLE: The local AFA chapter wants to conduct a membership drive on base and asks permission to circulate flyers in duty sections. That request may not be approved, but you may authorize them to set up a table/booth in a common area such as the BX/shopping mall area and military members may volunteer to help man the booth in their off-duty time in civilian clothing.

Membership affiliation by Air Force members must be totally voluntary.

- Commanders may not use any form of pressure to encourage personnel to join a private organization. Thus, no lists may be maintained of who has or has not joined an organization.

**OTHER PROMOTIONAL ENDORSEMENTS**

- A member or employee may not use or permit the use of his Government title or position or any authority associated with his public office to endorse any product, service, or enterprise except under certain, very limited circumstances.

- EXAMPLE: An author, whom you personally know, contacts you about writing an endorsement for the jacket of a book on Air Force history, which he is about to publish. You may write an endorsement in your private capacity using only your name and grade, but you may not use your official title or refer to your Government position in any way in that endorsement, nor may you allow it to be used.

- EXAMPLE: A private organization dedicated to assisting military families asks that you become a member of their board of directors. The organization is not authorized official support or endorsement by the JER. You may accept the invitation in your personal capacity only, but not in your official capacity. In this situation, however, you may use your military grade (but not your position or title) in conjunction with your name in relationship to membership in the private organization.

- An employee or member who is customarily addressed using a general term of address, such as a military or ambassadorial rank, may generally use or permit the use of that term of address in conjunction with his name in his purely personal, unofficial efforts in support of fundraising or other promotional activities.

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Here is some additional information from The JAG concerning the frequent flyer program. It originates from the TJAG Policy Number 8; Subject: Frequent Flyer Programs; dated 4 Feb 98.
SUBJECT: Frequent Flyer Programs

1. This policy outlines the rules with which all judge advocates should be familiar regarding Air Force personnel who participate in frequent flyer programs (FFP) sponsored by commercial airline carriers.

2. The following rules are applicable to Air Force members and employees enrolled in FFPs who accumulate "bonus" mileage and other benefits while performing official government travel:

   a. Members and employees are obligated to turn in to the government any gift, gratuity, or benefit received from private sources incident to the performance of official duty. That such benefits are nontransferable or unavailable to the government is irrelevant.

   b. A bonus or discount ticket received by a member or employee as a result of trips paid for by appropriated funds, while on official travel, is the property of the government.

   c. Access to VIP lounges, free food or drink offered to individuals, due to their status as a member of FFPs or given to all passengers, may be accepted provided the "benefits" are not obtained by "cashing in" mileage credits earned on government travel. In addition, "on-the-spot" upgrades may be accepted provided they are not offered because of one's official position or through redemption of mileage credits.

   d. Mileage credits may be accrued for official travel by Air Force personnel who desire to participate in frequent flyer programs on a voluntary basis. Under no circumstances may credits earned with official travel be used for personal travel, which include permissive TDY. Credits earned during official travel are a result of government expenditures, and therefore, may only be redeemed to defray official travel costs.

   e. Members and employees must travel by coach class, unless other accommodations are approved in advance of air travel in accordance with applicable travel regulations. Mileage credits accumulated while traveling on official business may not be used to upgrade to first class air accommodations, although, when on official travel, such mileage credits may continue to be used to upgrade to premium class, other than first class accommodations. However, frequent flyer mileage credits earned while on official business may never by used to upgrade to any class while traveling on personal trips. Note: The prohibition on first class air travel also applies when transportation expenses are accepted from a non-Federal source under 31 U.S.C. 1353.

   f. If a member or employee on official business is voluntarily bumped off a flight, the individual may keep the compensatory money or complimentary tickets; however, the person must pay any added expenses and take regular leave in case of delay. Such delay, of course, cannot interfere with the TDY mission.

   g. If a member or employee is involuntarily "bumped", delayed, or otherwise inconvenienced by the airline from a scheduled flight and accepts money, complimentary tickets, or lodging certificates from the airline, the traveler must turn in such items received with his TDY voucher, and the government pays for any additional per diem associated with the delay. This is true whether or not the government incurs additional subsistence expense or the traveler reports for duty at the same time as originally intended.
h. Lodging certificates provided to a member or an employee on official TDY/travel by hotels that overbook also belong to the government.

3. In those rare instances when a FFP participant may have unintentionally commingled personally earned mileage with official business travel mileage, the participant should not use any of the mileage for personal use, unless he or she can clearly establish that the portion of mileage used was not earned on official government business. For those who elect to participate in FFPs for both personal and business travel, the simple solution is to establish two separate accounts with the respective airlines.

4. Members who use personal credit cards on official government travel and accrue mileage based upon use (such as to pay for lodging on a TDY) may keep those mileage points for personal use.

For more information on the Frequent Flyer Program, please see the Joint Federal Travel Regulation (JFTR), Vol 1 - Uniformed Service Members, Chapter 2 - Administration and General Procedures, Para U2010(B)(6) or contact your local Staff Judge Advocate's office.
TRANSPORTATION

We all know that a central key to a large protocol event is clean, reliable, safe transportation support. But transportation support must conform to the authorized use of government vehicles. Air Force Instruction 24-301, Chapter 3, outlines the policy for official use of government vehicles. Besides the importance of handling funds, no other aspect of a protocol event gets more visibility than the use of government vehicles. It's impossible to hide a bus, a minivan, or a sedan from a protocol event, and in some cases in which the use of government vehicles is authorized, the perception of impropriety will cause concern and raise the eyebrows of the taxpayers. As protocol officials, we must do our best to understand the rules, keep perceptions of impropriety to a minimum, and use government transportation for the purposes in which they were designed.

Associated with the use of government vehicles for protocol events, the protocol official must also be familiar with the policy on spouse and dependent travel. This includes spouse travel on military aircraft as well as in staff cars or military buses.

We must be ever aware of and sensitive to public perceptions regarding travel and the use of vehicles by armed forces senior leaders and their families. Many people outside the military (and even some inside) view the senior leadership and their families as living a gold-plated lifestyle at the taxpayers' expense, both on and off the job. This perception is reinforced by sensation-seeking individuals who highlight occasional, embarrassing episodes and portray them as typical, widespread behavior. We probably would not have the image problem we do if there had not been actual cases of wrongdoing, either inadvertent or not. Travel by military aircraft is typically reported as an abuse, on the assumption that commercial air is always less costly. Misuse of government vehicles is also high on the list, as well as bad press on space available travel on military aircraft and transporting personal property when returning from overseas on TDY. In these days of shrinking budgets, we must insure that we do not promote or condone any act which cannot meet the test of full public scrutiny. In deciding whether a particular transportation or travel action is appropriate, after checking the Air Force Instruction and your vehicle operations officer, ask yourself a question: Can I stand to read about it on the front page of tomorrow's newspaper? If the answer is "yes," the action is most likely appropriate. But if the answer is "no," the action probably should not be pursued. Your base/command LGT office can provide further information.

USE OF GOVERNMENT VEHICLES

The primary rule regarding the use of government vehicles is not to use them for personal reasons, personal business, personal convenience or pleasure at any time. Also, it is a violation to use government vehicles to conduct personal business in conjunction with official duties. To do so is a violation of public law. This is the area that potentially can inadvertently trap.

The following list are authorized uses of government vehicles, in accordance with AFI 24-301:

- When DOD or scheduled public transportation is unavailable, use DOD vehicles to go to or return from TDY stations
Use government vehicles for official purposes. When public transportation is unavailable or impractical, you may use government vehicles to obtain meals, etc., to foster the continued performance of government business.

Commanders may authorize the use of government vehicles to those not otherwise entitled in times of danger to public health or safety is of imminent seriousness.

Authorized for personnel officially taking part in public ceremonies, etc.

Authorized to transport civilian organizations to military installations to take part in base activities when officially invited.

Authorized for active duty personnel to or from Air Force scheduled appointments.

Personnel conducting official off-base business may use government vehicles to off-base eating establishments in the vicinity of the work site when returning to base is not cost effective.

The following list are unauthorized uses of government vehicles in accordance with AFI 24-301.

- Under certain conditions, transportation to on base dining facilities
- Exclusive assignment of vehicles to one official
- For personal social engagements or personal business.
- Do not provide vehicle support to dependents when accompanying a member on official business at government expense. Spouses may travel with the member only when there is an unquestionable official requirement for the spouse to actually participate in the function. When separated during these official functions, provide the spouse the same transportation as the member.
- Do not provide government vehicles for personal or government directed household goods moves.
- Unless incident to the performance of official duty, do not park government vehicles at commissaries, base exchanges, or NAF activities unless approved in other sections of the AFI.

When the above guidance does not specifically fit a request for transportation support, use the following factors when making official use determinations:

- Is the purpose of the trip in support of the Air Force mission?
- Does the request have the potential to create an unfavorable perception or cause public criticism?
- Will the request impact on mission requirements?
- Is commercial or DoD scheduled transportation available? The Air Force does not provide transportation that competes with commercial services.
• Is the request for an event of official business? Social outings or shopping trips in conjunction with an official program do not constitute official business.

**TRAVEL BY DEPENDENTS ON OFFICIAL BUSINESS**

The governing DoD policy on dependent travel is contained in a Deputy Secretary of Defense memorandum, dated November 1989. That policy is still in effect. The following three point papers prepared by HQ USAF/LGT summarize the rules and procedures regarding different aspects of spouse travel. These are strictly adhered to by senior members of Headquarters United States Air Force and equally apply to all members in the field. If you have questions, it's best to contact your vehicle control officer or transportation officer.

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**POINT PAPER**

**ON**

**SPOUSE TRAVEL RULES AND PROCEDURES**

**PURPOSE**

- To define the criteria, approval authority, and procedures governing spouse travel on DoD and commercial aircraft.

**FACTS**

- Spouse travel, in this context, means travel of the spouse with, and as an adjunct to, the sponsor (spouses may be authorized to travel in their own right, and as such, are not covered by the same policy as those spouses traveling with their sponsor. See AF/LGTT point paper "Spouse Travel in Special Status", dated 14 February 1991)

- DoD requires spouse travel to satisfy two criteria -- the travel must be an unquestionable official requirement, and the spouse must actually participate in the event requiring the travel (DEPSECDEF Memorandum, 11 November 1989)

- DoD personnel in VIP Code 2 (the Secretary of Defense, Service Secretaries, Principal Under Secretaries, and four-star general officers) may approve travel of their spouses, based on meeting the above criteria

- Incumbent approval for spouse travel is also authorized for certain three-star general officers serving in designated overseas billets
  
  -- There are currently two such billets within the Air Force:

  --- COMUSJAPAN (Commander, Fifth Air Force)

  --- COMAIRSOUTH (DEPCINCUSAFE for the Southern Region)
• All other spouse travel must be approved by the Chief of Staff on a case-by-case basis (The Assistant Vice Chief of Staff normally acts for the Chief as the approval authority)

-- Above approval authorities apply to spouse travel on both DoD and commercial aircraft

-- Requests should be submitted by message to AF/CVA (with info to HQ USAF/DPG for General Officer spouse travel and with info to HQ USAF/LGTT for all other spouse travel requests) not later than 10 work days prior to the effective date of travel

-- All requests should include:

--- Date and purpose of travel

--- Complete information as required by paragraph 14-2, DoD 4515.13-R

--- Identification of the general officer or equivalent (name and position) initiating the request. Request must be signed out at/above MAJCOM Chief of Staff level

--- A brief background of precedents (past approvals is available)

-- General officer spouse travel requests should additionally include:

--- Date of last travel to the location

--- Number of command dependents at the location being visited

--- A specific, detailed itinerary for the spouse, indicating what event(s) he/she is participating in, what his/her role will be, and any VIPs participating

-- Space available spouse travel under the authority of the DEPSECDEF memo must be supported with a form of travel authorization while space required travel will be supported with invitational travel orders funding transportation only. DEPSECDEF policy (as amplified by SAF/GC and AF/JA) authorizes paying only for transportation costs when the spouse is traveling in a space required status and prohibits payment of per diem and miscellaneous expenses. Unit travel funds are used to pay for transportation (NOTE: Reimbursement is not applicable when traveling on a CINC's command aircraft, however a travel authorization must be prepared for the spouse)

-- The decision as to whether a particular spouse travel request meets the criteria of official requirements and actual participation is a judgment call on the part of the approving authority

-- If the approving authority is comfortable that the request meets approval criteria and can stand public scrutiny, it can be approved

-- For general officer spouses, scheduling and selection of aircraft is usually done by the executive or aide. For other spouse travel, space requirement movement is arranged by the Traffic Management Office
THINGS TO REMEMBER

- Within the Air Force, good judgment has been used by our people and the approval process is well controlled. This has unfortunately not always been the case in the other Services, sometimes causing DoD-wide visibility problems and embarrassment.

- Each case of spouse travel should stand on its own merits and must clearly satisfy the DoD criteria, especially those requests not subject to additional review.

RECOMMENDATION

- None, for information only

POINT PAPER
ON
SPOUSE TRAVEL IN SPECIAL STATUS

PURPOSE

- To distinguish between spouses traveling in their own right from spouse travel when accompanying their sponsors

FACTS

- Sometimes spouses travel in their own right, as unpaid volunteers or members of boards and committees. An example would be a base's President of the Protestant Women of the Chapel traveling to the Major Command for an annual seminar.

- Invitational travel orders are used; these can be funded (as authorized by the Joint Federal Travel Regulations (JFTR)) or unfunded, as appropriate.

- Most travel is by commercial air, and the sponsoring base organization budgets travel and per diem, using either appropriated or non-appropriated funds. For all commercial travel, funded orders are required.

- If military aircraft is desired, an exception to policy would have to be approved by the Assistant Vice Chief of Staff.

THINGS TO REMEMBER

- If your spouse travels on funded orders (in his/her own right), make sure the person who prepares the orders does it correctly IAW the JFTR and AFI 37-128; have the base administration folks in the loop; insist on tight controls and know what the orders authorize.
• The visibility associated with spouses traveling on Government funds (even if it is not "spouse travel", per se) is high, and is always a potential target for fraud, waste, and abuse

RECOMMENDATION

• None, for information only

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**POINT PAPER**

**ON**

**SPOUSE TRAVEL IN STAFF CARS**

**PURPOSE**

- To define the legal basis and criteria governing spouse travel in government vehicles

**FACTS**

- The laws that govern travel on government aircraft also apply to government vehicles (Title 31, USC)
- When spouse travel by air is appropriate, staff car support is equally valid
- A spouse officially invited to attend a function or ceremony with the military member is authorized travel by government vehicle. When separation of the spouse and member occurs during official functions, the spouse is afforded the same transportation as the member
- A spouse's exposure at quasi-official functions increases commensurate with the sponsor's increase in responsibilities. Consequently the potential for possible embarrassment to the Air Force through perceived misuse of government resources also increases

**THINGS TO REMEMBER**

- Spouse travel in government vehicles is very visible. All travel must be for an official purpose. Stopping at the corner drug store or the base exchange enroute between two official functions (unless on TDY status) is NOT authorized
- Spouse travel in government vehicles is normally appropriate only when the spouse is representing the Air Force in an official capacity

**RECOMMENDATION**

- None, for information only
"Careful planning is the key ingredient to successful entertaining." ...............Grant-Sokolosky.

Entertaining can be as simple as meeting someone for a cup of coffee to having a formal dinner or reception. There are many reasons for entertaining: To honor someone or some organization, to meet new people, to thank someone, or to repay hospitality.

In this chapter we explore the many different kinds of social events you may be asked to plan and execute. In some cases the discussion unavoidably overlaps with topics covered elsewhere. When appropriate, we've referenced other chapters that cover topics in more detail where we've just touched on them here. A special word on funding the events discussed: Chapter 2, "Funding Protocol Events" (Til Wheels Are Up!) briefly discusses the various sources of U.S. Government moneys that sometimes can be used to support certain protocol events. You need to review this chapter carefully as well as the applicable Air Force Instructions governing use of these funds. We mention it once here to avoid numerous parenthetical references to Chapter 2 throughout this chapter on entertaining, simply because the subject comes up so often.

Many believe arranging social functions and related entertainment is where the "rubber meets the runway" for protocol officers. Done properly, planning and executing social functions can be some of the most rewarding work you'll do in protocol. Read and enjoy!

**Formal Dinners**

"The world was my oyster, but I used the wrong fork." ............Oscar Wilde

Dinner parties can be held in the host's home, a club, or a restaurant. No matter where they are held or how many guests are invited there are six requisites for success: Congenial guests, well-planned menu, attractive table, well-prepared food, gracious host and hostess, and competent and pleasant service people.

At formal dinner parties, guests are greeted at the entrance by aides or protocol personnel or, at a club, by the club manager or protocol personnel. The hostess stands near the door to the room and greets and welcomes guests. The host circulates and comes to greet new arrivals as soon as he can.

The host leads the way in to dinner with the female guest of honor. If place cards are used, the hostess is the last to enter the dining room, along with the guest of honor. If place cards are not used, the hostess is already in the room as the guests enter and tells them where to sit. (For more on place cards, see **Table Seating and Arrangements**.

The exception to the host leading the way is a large dinner where the host and hostess and guests of honor (and sometimes everyone at the head table) are last to enter. In this situation, they are asked to wait in a side room and are brought in and announced/introduced by the master of ceremonies.
At a large dinner at the club or a restaurant, you should have You-Are-Seated-At (YASA) cards to hand to guest as they arrive and seating charts showing the location of the tables. If you're using name tags, they should be arranged alphabetically on tables close to the entrance so guest will have them prior to being seated for dinner. Position protocol staff members at tables to assist guests with name tags. Name tags are positioned on the right side (unless you have a four-star general who insists on having it on his left side pocket -- then you put it wherever he wants). See more on name tags in Chapter 6, *Invitations*.

We recommend using name tags whenever possible. They are invaluable to the host and hostess and also the guests. And they are definitely a useful tool for protocol. The name tags remaining on the table allow us to see who has not arrived yet (in case it's one of the guests of honor and perhaps forcing a delay in starting dinner until he/she arrives) and also tells us who did not "show".

Menu cards can be placed in front of each guest or between two guests. They are best on light colored stock with black ink. They can be written in calligraphy, handwritten, printed, or typed on a computer. List only the main courses and wines being served (not the rolls and butter, celery tray, chocolates, ice water, salt and pepper!).

**Table Seating.**

There are many factors you'll want to consider in seating guests at the dinner table. (Assigned seating is the norm at formal dinners.) At official dinners, seating is typically by order of precedence of the guests, see Chapter 3, Protocol Order of Precedence. At other than official dinners, you'll want to consider factors such as congeniality of guests, personalities, do they have something in common, did they maybe sit next to that person at a dinner another time so put someone else next to them this time (this happens a lot to our local general/flag officers and spouses -- they are the "top" military people so they end up always sitting next to the "top" civilian people even at functions downtown). See Chapter 10, Table Seating and Arrangements, for suggestions.

Note that it is a good idea to provide the hostess the table seating plan a day or two ahead of the dinner. Include nicknames/"go-by" names, and official positions (if applicable) or all guests seated at the head table.

**Dinner Conversation.**

The "rule" is you must spend time talking to people on both sides of you whether you find them interesting or not. Business shouldn't be discussed unless everyone is involved in the same business. Politics, finances, and religion are not suitable topics. And don't talk at length about yourself or continually about any one subject -- **BORING**! Current events, sports, hobbies, cultural matters, friends you may have in common, are all good subjects.

**Smoking Manners.**

Get the approval of your host and the other guests before "lighting up". A considerate host will show guests to a patio or porch outside if they don't allow smoking in their home or at the club/restaurant, if they have a no smoking policy. Never smoke during the meal. After dessert, you may smoke. Don't smoke in a restaurant unless you're in an approved smoking area and others are smoking also.

**Centerpieces and Decorations**

Centerpieces can be made of a variety of things -- fresh flowers, fruit, greenery, candles, silk flowers (don't get them too close to the candles!!!), glassware, etc. Diners should always be able to see over the centerpiece.
If your dinner is at the club or a restaurant, be sure to ask about centerpieces and decorations. If funds are not available, many times the catering manager can help with some innovative ideas. Another idea would be to check with the officers' wives club to see if they have any decorations they'd be willing to share or make.

At the very least you should try to have a fresh floral centerpiece on the head table.

Receptions

Receptions are usually formal affairs; a public or semipublic gathering in honor of a prominent person or an important event. There is often a receiving line associated with receptions in honor of a high level dignitary. (See Chapter 11, Receiving Lines.)

The most common type of official reception we are familiar with is when there is a change of command or a retirement ceremony for a commander. The purpose of this official reception is to allow community/civic leaders and other distinguished visitors from out of town to meet and welcome the new commander and spouse or, in the case of a retirement, to say farewell and to allow the retiring commander and spouse to thank community leaders for their support.

When you receive word that the ceremony is over and guests are heading back for the club (five to ten minutes prior to the start of the reception), make sure that the food is uncovered and the service people are prepared to start serving trays of beverages/the bar is open. You also need to have protocol personnel outside the club/building waiting to open car doors for the official party and others to greet and lead them into the reception area.

Once the official party is prepared to start the receiving line, encourage the first arrivals to proceed through. As these lines tend to back up and sometimes even stretch clear out the door of the club, station protocol people to encourage guests to get out of the line and come back through when it is less crowded. We set up the room so the guests can go ahead and get some refreshments while waiting for the line to get shorter. As soon as the receiving line is over, the official party joins the guests for refreshments and conversation. Ideally the receiving line will last 45 minutes to an hour to allow the host and hostess plenty of time to visit with their guests.

Arrange for some small tables and chairs to be spread around the room for people to set their glasses and plates down or to have a seat if they are tired. Plan on seating for approximately 25 to 30 percent of your invited guests (or more, if guests are older). Also, consider more if there is to be an entertainment program during the function.

It may be necessary for you to book the entire club to avoid congestion and the confusion of having "John Q. Public" coming to the club that day for breakfast or lunch and getting mixed up with your guests. If so, make sure the club manager and/or catering manager understand that the dining room will have to be closed that day. If the function is large enough, you may be using the dining room for your reception/dinner also and, if you do, you'll need time to put place cards down, etc. (in the case of a big dinner you need to start early in the afternoon).

We do not recommend using name tags for these receptions because of the numbers of people attending-stopping to put on name tags is time-consuming.
Preceremony Coffee.
"Preceremony coffees" are a useful way to gather the official party prior to a change of command or retirement so you have an opportunity to brief them prior to the ceremony. About 20-30 minutes prior to the start of the ceremony, we usually break the principals participating in the ceremony loose and take them to a separate room where they receive their final briefing on their roles in the ceremony.

After you have taken the official party to the briefing room, you need to start transporting the remainder of the group to the ceremony site. Special guests first, then family members, then spouses of the official party. You need to send a protocol escort with each of these groups.

We start the preceremony coffee approximately an hour before the ceremony is scheduled to start and is limited to all the members of the official party and their spouses, family members, and other special guests (i.e., retired former commanders residing in the area.) (NOTE: As for funding, in most situations the outgoing commander will have to personally pay for the preceremony coffee.) We include a separate card in the invitation package to let these people know they are invited to the preceremony. We recommend positioning someone outside the door of the room to monitor arrivals and also have a "Private Function" sign posted in a prominent location.

Farewell/Welcome/Community Leader Receptions.
The only real differences between these receptions and the official receptions covered above is there is no ceremony preceding them and they are normally held in the evening. For these receptions, you should make sure everything is ready at least 15 minutes ahead of time -- the food uncovered, the bar open, the punch tables set-up, and service people available. You'll probably have a few people arrive before the host and hostess so just ask them to go on into the reception room. You will also want to have name tags for these receptions (unless the host or hostess really doesn't want them used).

We have found farewell receptions to be very successful for our departing general/flag officers. Both the guests of honor and the invited guests have more time to visit as opposed to a formal dinner where they are limited to the people at their table. Receptions for community leaders can be paid with commander's contingency funds if proper ratios are met. (See Chapter 2, Funding Protocol Events.) Welcome and farewell receptions are paid for by charging each invitee.

Newcomers' Receptions.
At a newcomers' reception, all newcomers, their spouses, directors and spouses, and the commander, deputy/vice commanders and spouses attend. There is a receiving line consisting of the commander, deputy/vice commanders and spouses. Prepare name tags for all attendees for this type of function. Light refreshments and beverages (non-alcoholic) are authorized from SM&W funds. Newcomers' receptions are normally held at the end of the day. Flag set-ups are appropriate.

Informal Dinners Off-Base
When planning a dinner for DVs from other parts of the country/world, consider going to restaurants with "local flare" and menus unique to your geographic area. Some of your local restaurants feature wild game on their menus -- but be sure to coordinate with the project/escort officers, especially for foreign DVs, before trying something like that!

Never take DVs to a restaurant you haven't tried out yourself first! Sometimes those with a great reputation can be a disappointment, so put it to the test yourself. Make sure the manager and maitre d'
understand who your guests are and how important it is to you for them to be treated well. Even when you go to the famous restaurants, they're so used to shuffling people in and out they don't always take that extra care if they're not made aware of the situation. Many of these places are so popular and busy, it doesn't matter to them who their guests are -- if you walk our unhappy, there's always someone waiting to get your table!

If you're paying for the meal with contingency funds (remember the ratio test!), make prior arrangements for the restaurant to bill your office. Also make sure they have your tax exempt number because tax cannot be reimbursed. Contingency funds can be used to pay for alcoholic beverages, but a final check where the wine and beverages are more than the food would be questionable. Another thing to remember on the cost -- ask what the service charge will be -- make sure that cost is included in the estimate or you may end up with a bill you can't pay without going in for after-the-fact approval; a difficult, uncertain process.

Make sure up front that the maitre d' and waiter/waitress know that there is a set price for the meal, cocktails, and wine. Otherwise, you could end up with an overly ambitious waiter offering your guests a $75 liqueur after dinner and you're not going to be able to pay for it!

**Other Social Functions**

**Commander's Calls.**

Commander's calls are usually held quarterly and are an opportunity for the commander to get together with everyone and pass on his policies, any important information, and kudos. Refreshments are limited to "light", but this is the one occasion when we are allowed to provide beer with SM&W funds. If your organization is small enough, try to have everyone at one commander's call and alternate between the officers' and NCO club. You may be asked to arrange for guest speakers, reserved parking, and other administrative details. Flag set-ups are appropriate. Your commander may also use this forum to present decorations or promote people. If so, see Chapter 16, Other Ceremonies.

**Brunches.**

A brunch, as the name tells us, is held between breakfast and lunch, usually closer to lunch. The menu includes a combination of breakfast and lunch selections. Food is usually set on a buffet table but can be served if you have a smaller group; however, the table is not as formally set as at a regular breakfast or lunch. You may want to include the ending time on your invitation so your guests will know when they're expected to leave. Brunches are usually casual or informal.

**Afternoon Teas.**

Teas can be given to honor the spouse of a visiting DV, to welcome a new commander's spouse, or for whatever you like. Invitations are only required for a formal tea; telephone invitations are recommended for informal teas. Tea sandwiches and a variety of sweets are usually served. In the winter, bite-sized hot appetizers may be served but usually the tea sandwiches are cold, light, and delicate.

**Barbecues.**

Barbecues are an informal way to entertain either a small group or a large group. There needs to be a chair or comfortable place for everyone to sit (even if it's a bale of hay!). The meat dish is prepared on a grill. Cocktails may be served, but it is not necessary to have heavy hors d'oeuvres -- just potato chips, pretzels, nuts, etc. The remainder of the meal is prepared ahead of time and brought out and set on side tables when the meat is ready. And don't forget the condiments -- they need to be set out in a convenient
location for the guests to help themselves.

A variation on the "serve-yourself" plan is to serve "family style" at the table. In that case, the food is passed around on plates from guest to guest.

Decorations to go with your theme are a nice touch -- as mentioned above, bales of hay, hurricane lamps, checkered tablecloths, cowboy hats and scarves. Obviously, the dress would be casual -- and be specific on your invitation: "Western Casual".

**Icebreakers.**

Icebreakers are usually held the first night of a meeting or conference. Heavy hors d'oeuvres are served (and a conference fee charged in this case) so the guests do not have to plan on having dinner afterward. The atmosphere should be informal. Be sure to prepare name tags as many of these people may not have ever met before. As protocol officer, be prepared to make introductions and make sure guests have a chance to meet and socialize with the host. Be particularly attentive to guests standing off by themselves -- get them involved by introducing them to someone or visit with them yourselves until you can get someone else in the conversation -- your boss would be an excellent candidate!

**Things to Think About for All Socials**

**Entertainment.**

On some occasions it is desirable to have professional entertainment. Entertainment is recommended if you have a particularly long social function planned with many people in attendance. Holiday parties, retirement dinners, farewell receptions and dinners are all functions at which you may want to schedule entertainment. If you are planning entertainment for a foreign DV, the entertainers should be American. Many foreign visitors are very interested in learning about our country.

> "Music is an international language and can be enjoyed whether the language of the host country is understood or not." .......McCaffree and Innis

Forms of entertainment to consider would be a pianist or guitarist for background music during a reception, or even a jazz combo (nothing too loud so guests are unable to converse without "yelling" at each other). Consider continuing the pianist or guitarist through the dinner hour also.

For after dinner, never schedule any program for more than 30 minutes -- you lose your guests' attention after about 40 minutes -- and you'll probably need time for presentations, also. After dinner considerations would be an actual "show" put on by an orchestra and singers, dance music, etc. Be sure to properly introduce the group before they perform. Also they need to have a room to dress and relax in before their performance and during a break if you're having some type of music all evening long. Plan snacks for them. Also remember to treat them with respect. Check with the group leader before their performance to see what kind of set-up they require, i.e., how many chairs. Let them know if they need to bring their own portable piano (and check with the club to see if their piano is in tune!).

See AFI 35-203, Band Program, 10 May 94, for information on USAF bands and how to schedule them. We've provided the latest list of Air Force bands and addresses from the AFI at the end of this chapter. So, check your local military bases to see what might be available in your area.

Contingency funds can be used to pay for entertainment on a modest basis (if your ratios are right -- or
you're entertaining certain foreign guests). So, keep your ears open and check out any combos you hear about through the local community. A good source of entertainment recommendations is your club manager or your local chamber of commerce personnel.

**More on Name Tags, Place Cards, and Seating Charts.**

You may not always want to use name tags at a dinner in a restaurant, but we recommend using place cards and a seating chart -- it just makes the seating process smoother. Make sure the host knows you're planning on using place cards; he or she may ask for open seating and you'll want time to pull the place cards off the table. If you are having a cocktail-buffet or reception and are using name tags, ask the restaurant to set up tables outside the door of the room so you can lay out the name tags alphabetically. Make sure you have enough protocol people there to assist guests with their name tags.

You need to get to the club/restaurant early enough to put out the place cards long before the guests start arriving. We also recommend arranging the place cards in order by table prior to arriving at the dinner location. That way you're ready to just put them down and don't have to puzzle over "who goes where". (Remember: separate husbands and wives, but don't separate unmarried couples!) See Chapter 10, Table Seating and Arrangements.

**Introductions.**

As the protocol officer you need to know when and how to make introductions. You should never fail to make a necessary introduction -- but don't force one when it is not appropriate or convenient, i.e., don't interrupt anyone to make a "quick" introduction, wait until there is a break in the conversation. When you are going to introduce someone, make sure they have enough information to start a conversation and state the names clearly and correctly. If you're introducing someone to a group, get the group's attention, give the new person's name and give the names of the group in the order they're sitting/standing. If the group is very large, just introduce the person to a few of the people and don't worry beyond that. Always remember the person you mention first is the one you are honoring; i.e., General Smith, may I introduce you to Colonel Jones, Director of Public Affairs."

**Hints for Remembering Names.**

Many people have difficulty remembering the names of people, even those just introduced to them! Valerie Grant-Sokolosky offers the following hints to help you remember names:

- **Prepare to Listen** - Mentally force yourself to focus -- don't daydream!
- **Handshake** - Firm, prepare for the introduction or name.
- **Eye Contact** - Look the person being introduced directly in the eye.
- **Concentration** - Give the individual your undivided attention; listen carefully.
- **Visualization** - Mentally try to associate other words or events that will help you recall the name. If you've been having problems with AT&T over your telephone bill and it's been bothering you lately, and the individual's name is "Bill", there may be an easy word association there. Try it -- it takes practice, but often works!
- **Repetition** - Immediately use the name in your response to the introduction. "Bill, it's nice to meet you."
- **Write it down** - When you get the opportunity, discreetly write the name down on a card or whatever's available; even a napkin!
The Handshake.
Shaking hands is very important. It is the usual greeting for both men and women. Self-confidence and assurance are conveyed with a firm, quick grasp and shake. Valerie Grant-Sokolosky’s CORPORATE PROTOCOL has some great information on handshaking and body language.

Departures.
Guests may depart whenever they wish. The old rule of the guest of honor leaving first is now obsolete. The only exception is if the President of the United States is in attendance.

Thank Yous.
Thank you notes are necessary if you are the guest of honor. Otherwise, if you have thanked your host when leaving, a note is not required but is always a nice touch and very much appreciated. The thank you should be handwritten and sent within three or four days of the function.

Dietary Restrictions.
It is especially important that you know of any dietary restrictions in advance. Normally, a general/flag officer's secretary or aide will let you know if there are any (and make sure you keep a note of that) -- i.e., allergic to seafood, a milk intolerance, etc. It is very easy to ask a restaurant or club to substitute a meal for one person and not cause any embarrassment for that individual or the host. The substitution can still be taken care of very quickly even if you don't have advance knowledge.

Religious Dietary Laws to Keep in Mind.
Usually the organization or department sponsoring a foreign visitor will forward dietary restrictions to you in a message prior to the DV’s arrival -- in sufficient time for you to make your menu plans. Here are some dietary laws that should be observed:

- Pork is never served to a Muslim or Jewish person. Avoid pork for visitors from the following countries, among others: Egypt, Ethiopia, Ghana, India, Indonesia, Iran, Iraq, Israel, Jordan, Lebanon, Malaysia, Morocco, Nepal, Pakistan, Saudi Arabia, Sudan, Tunisia, and Turkey.
- No meat from the cow family to a Hindu. Avoid beef for visitors from India, Nepal, Sri Lanka, and Thailand.
- Never serve alcohol to visitors from a Muslim country.
- Don't serve eggs or fish to visitors from Sri Lanka.
- A Jewish guest may let you know in advance that he or she desires a kosher meal -- you need to make special arrangements well ahead of time.
- Catholics may refuse to eat meat on Fridays during Lent.

Foreign Customs.
Be cognizant of foreign customs. Facial gestures and hand and arm gestures can mean a variety of things around the world. Here are only a few, not all inclusive examples:
Taiwan: Blinking the eyes at someone is considered impolite.

Australia: Winking at women (even a friend) is improper.

Greece and Bulgaria: A head nod means "No" (most other countries it signifies "Yes").

Middle and Far East: Pointing with the index finger is considered impolite.

Finland: Folded arms are a sign of arrogance and pride.

Fiji: Folded arms are a sign of disrespect.

China and Japan: Never present your hands palm outward or upward.

A wonderful source of the above type of information is the book *DO'S AND TABOOS AROUND THE WORLD*, edited by Roger E. Axtell. He has even included information on what colors of gift wrap should and should not be used for gift-giving in certain countries.

**Menu Planning.**

Check the menu to see what kind of variety there is and check the prices. It is normally easier for everyone involved to plan a set menu. Then there's no confusion as to "who gets what" and you don't need to use a "code" for the waiters/waitresses (i.e., a red star on the place cards for "beef"). Ordering from the menu, unless you have a small group, takes too long.

For a heavy hors d'oeuvres reception, select your menu items carefully. And check the cost of the items - you want to have plenty of food and a good selection; so don't pick only the most expensive items (they don't go very far!). Also, include both hot and cold hors d'oeuvres.

For receptions/socials that will be paid with SM&W funds, you need to be especially careful with your menu choices. Some command policies are no more than $3.00 per person and AFI 34-201, states "no meal substitutes"; so watch out for what you order -- no sandwiches or heavy items that someone might consider a meal. And don't go overboard on meatballs, shrimp, chicken wings, sandwich trays, etc. Just one or two selections of that type of food combined with fruit and vegetable trays and a variety of chips and dips and other "light" items will keep you out of trouble.

**Other Planning Factors.**

When you are given a social to work, there are obviously many things you need to plan for, but the most important of them all is getting with the host or hostess and finding out exactly what then want -- and this should be accomplished as soon as possible after you receive your tasking. You need to definitely include the following questions:

- What day/date/time
- What type of function
- Where
- Composition of guest list
- Menu
- Entertainment

If your social function is connected with a DV visit, certain guests qualify for appropriated funds, and you'll need to have some of the following information from the sponsoring organization:
- How many DVs in the group?
- How many support personnel (that you'll need to make meal arrangements for)?
- Is the sponsoring organization paying?
- If so, will they pay for your extra guests?
- Any food restrictions?

(Keep in mind, if there is a paying agent ("bag" person), they need you to provide them the same information that we require to process payment of bills -- i.e., ratios of DoD and non-DoD personnel, who attended, etc.) Most of them will provide you with a blank receipt form to fill out, but, if not, have the information ready for them prior to their departure.

If there is a ladies' tour involved (in the case of a foreign DV) and they are paying for the meals, make prior arrangements to get your protocol escort officer the money required for the meals while out touring as soon as the "bag" person deplanes.

When your DVs are DoD and do not qualify for appropriated funds, they will have to pay for their own meals. In that case you'll need to make sure the money is collected from them in advance so you can arrange for one bill (that is NOT PRESENTED AT THE TABLE). For local hosts, you need to get club card numbers. Your advance planning will need to include selecting a set menu and getting the price including gratuity and any extras.

A very important step is the coordination with the club or restaurant. You first of all have to make sure they have the rooms available and get them reserved -- if you are having cocktails first in a separate room, make sure to mention that. If there's a receiving line, they need to know. Get some recommended menus. If there's going to be entertainment, let the club know. Let them know what the payment arrangements are: if there's a "bag" person, indicate that; otherwise, let them know to bill your protocol appropriated account or that the function will be "pay that day".

Be sure you get in your requests for entertainment, photographer, and flag set-up (yes, the flag set-up is a protocol tasking; but if there are other visits/functions at the same time, you may need to "prioritize"). Let Public Affairs know if there is any publicity required.

If you're having special guest, make arrangements for reserved parking out in front of the club/restaurant and plan to have door openers for the car doors and the front doors of the club. And don't forget to arrange for a coat-check during the winter months.

Be ready to brief your host and hostess on anything unique they need to know about their guests if this is the first time they have met or something has just occurred the host/hostess may not be aware of (i.e., a promotion, a new grandchild). And remember, your host and hostess are so busy and meet so many people they may need a "gentle reminder" of first names and specific places the guests have seen that day, or where they are from originally. Also, any "taboos" -- these particular guests do not drink alcoholic beverages; so don't offer a cocktail, etc.

We've provided a generic social checklist for social functions that may be useful to you. And, whatever you do, don't forget those invitations!
56th FIGHTER WING PROTOCOL OFFICE
REQUIREMENTS CHECKLIST
FOR
BUFFETS, DINNERS, LUNCHEONS, RECEPTIONS

Protocol Office: DSN: 896-5840 Comm: (602) 856-5840

______________________________________________________________________________

Protocol Project Officer: ____________________ Ext: ____________

1. Name/Date of Event

2. POC project officer/ofc symbol/phone

3. Alternate POC project officer/phone

4. Guest of honor/phone

5. Event on calendar of CC, CV

6. Schedule meeting with host

   A. What type of function desired

      1) Reception

      2) Dinner

      3) Lunch

      4) Breakfast

      5) Other

   B. When

      1) Day

      2) Time

   C. Where

      1) Club (Officer/NCO)

          (If CC attends, make sure O'Club knows)

      2) Restaurant
3) Quarters
4) Museum
5) Other

D. Guest list

1) Preferred number of attendees
2) GOs & spouses only
3) Key staff & spouses
4) All directors & spouses
5) AETC only
6) AETC & ASC only
7) Include all ranks
8) Other local military
9) Civic leaders
10) Military only
11) Spouses only
12) Special Guest (to be introduced)
13) Master of Ceremonies

E. Menu

1) Light refreshments/snacks
2) Heavy hors d’oeuvres
3) Breakfast
4) Brunch
5) Lunch
6) Tea
7) Dinner
F. Dress

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G. Decorations

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<tr>
<td>1)</td>
<td>Floral arrangements</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2)</td>
<td>Holiday/seasonal</td>
<td></td>
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<tr>
<td>3)</td>
<td>Centerpieces</td>
<td></td>
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</tr>
<tr>
<td>4)</td>
<td>Candles</td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>5)</td>
<td>Other</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

7. Telephone notification to facility to schedule date and time
   ________________________

8. Schedule appointment with club/restaurant manager/catering/house aides (O'Club Catering, 6-6446)
   ________________________

   A. Date/time
   ________________________

   B. Rooms required
   ________________________

   C. Type function
   ________________________

   D. How many projected attendees
   ________________________

   E. Receiving line
   ________________________

       1) Where
       ________________________

       2) Table behind for ice water/beverages
       ________________________

   F. Menu
   ________________________

       1) Selections for approval
       ________________________
2) Prices
   a) Include gratuity & any other charges

G. Coat check at club

H. Bars -- how many
   1) Open
   2) Pay-as-you-go

I. Cocktail waitresses -- how many

J. Punch bowls for self-serve
   1) Alcoholic
   2) Non-alcoholic
   3) How many different types

K. Wine
   1) Passed on trays
   2) Carafes for self-serve

L. Table arrangements
   1) Rounds
   2) Long
   3) Number of seats
   4) Color scheme
      a) Red/White
      b) Blue/White
      c) Red/White/Blue
      d) Burgundy/White
      e) Other
   5) Other
6) Room diagram (Protocol), provide to catering office, 48 hours prior

M. Table decorations

1) Floral arrangements
   (Order flower arrangements (florist); Luke's Florist, 935-3488; Clear funding through Funds Manager, 6-4906)

2) Centerpieces

3) Candles

4) Other

N. Discussion with house aide on all applicable items, if held at quarters

O. Entertainment arrangements

1) Room for band to meet/change

2) Refreshments for band members

3) What set-up required

P. Communications requirements

1) Podium and microphone

2) What backup comm available

Q. What time will room be set up so final arrangements can be made

1) Place cards
   a) Alphabetize
      b) Arrange by table

2) Programs
   a) Placed on table
      b) Placed on chair
3) Menu cards

4) Name tag tables
   a) Name tags (Protocol will assist as needed)

5) Table numbers on tables (club)

6) Table for presentations (covered)

7) Review sequence of events

8) Flags (reserve and pickup flags from Command Presentations)

R. Invocation (if necessary), 56 FW/HC, 6-6211

9. Entertainment (Air Force Band of Flight, (PA office) 6-5853)
   A. Check availability
   B. Time
   C. Place
   D. What type music
   E. Desired length of program

10. Invitations
   A. Draft for approval
       1) Inserts required
       2) DV pass
       3) Map
       4) RSVP card & return envelope
       5) Other
   B. Approval received (have Protocol "proof" invitation/program before they go to the print plant/Someone should proof before it goes to graphics)
   C. Printing (Graphics: 56 CS/SCSVG, 6-7038; Print Plant: DAPS, 6-6886,
Provide to Print Plant NLT 5 working days prior to event)

D. Date required

11. Invitation list
   A. Drafted
   B. Approval received
   C. Envelopes addressed
   D. Envelopes stuffed
   E. Invitations in mail/distribution
   F. RSVP list completed
   G. Acceptance/regrets lists prepared

12. Flags Requested
   A. U.S.
   B. Air Force
   C. AETC
   D. Star flag
   E. Other

13. Photographer requested
   A. Base Photo Lab: 56 CS/SCSVP, 6-6168

14. Funds requested
   * If funding is required, clear through Funds Manager, 6-4906

15. Base entry arrangements completed

16. Special parking arrangements

17. Menu approval
   A. Notify appropriate person
   B. Menu cards printed
18. Billeting arrangements for out-of-town invitees
   A. Billeting for general officers and colonels (O-6 and above)
      (Protocol, 6-5840)
   B. Billeting for Lt Cols and below (Billeting, 6-3941)

19. Honor guard requested
   A. Honor Guard/flags, 56 SVS/SVXMH, 6-7240

20. Seating arrangements
   A. Table assignments completed
   B. Seating boards completed
   C. Alphabetical seating list completed
   D. Placecards completed (Protocol will assist as needed)
   E. You are seated at (YASA) cards completed

21. Escorts for DVs:

22. Transportation for guests (if needed)
    56 TRANS/LGTOD, 6-3702

23. Final arrangements
   A. Ensure RSVPs are in
   B. Make calls as necessary
   C. Provide host with final guest list
   D. Provide host/hostess with 3x5 cards
      1) Diagram of head table (who sits where)
      2) First (go-by) and last names
      3) Titles (if necessary)
      4) Sequence of events, dress, etc.
24. OPR/Project officer duties
   A. Design and printing of programs
   B. Provide master of ceremonies (if required)
   C. Arrangements for skit/program for function
   D. Provide aide to assist MC with handling of gifts/awards
   E. Ensure gifts/awards are ready
   F. Provide copy of dinner script to Protocol

25. Provide pro-rata sheet to club

26. Process bills

27. Prepare Thank-you letters

**List of Air Force Bands and Addresses**

<table>
<thead>
<tr>
<th>Band/Address</th>
<th>Size</th>
<th>Geographic Area of Responsibility</th>
</tr>
</thead>
<tbody>
<tr>
<td>The United States Air Force Band</td>
<td>208</td>
<td>No assigned area (coordinate with SAF/PAC)</td>
</tr>
<tr>
<td>23 Mill Street, Suite 5</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Bolling AFB, DC 20332-5401</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Band of the Rockies</td>
<td>68</td>
<td>CO, CONUS (coordinate with SAF/PAC)</td>
</tr>
<tr>
<td>2302 Cadet Drive, Suite 15</td>
<td></td>
<td></td>
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<tr>
<td>USAF Academy, CO 80840-6050</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Air Force Band of Liberty</td>
<td>60</td>
<td>MA, ME, NH, RI, VT, NY, CT</td>
</tr>
<tr>
<td>25 Chennault Street</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Hanscom AFB, MA 01731-1718</td>
<td></td>
<td></td>
</tr>
<tr>
<td>AETC Band of the West</td>
<td>60</td>
<td>TX, LA, NM, OK</td>
</tr>
<tr>
<td>1680 Barnes Avenue</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Lackland AFB, TX 78236-5500</td>
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<tr>
<td>ACC Heritage of America Band</td>
<td>60</td>
<td>VA, NJ, DE, NC, SC, Eastern MD, Eastern PA</td>
</tr>
<tr>
<td>84 Hickory Street, Suite 200</td>
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<td></td>
</tr>
<tr>
<td>Langley AFB, VA 23665-2193</td>
<td></td>
<td></td>
</tr>
<tr>
<td>ACC Heartland of America Band</td>
<td>60</td>
<td>NE, WY, KS, ND, SD, MN, IA, Eastern MT</td>
</tr>
<tr>
<td>105 Washington Square, Suite 6</td>
<td></td>
<td></td>
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<tr>
<td>Offutt AFB, NE 68113-2126</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Band/Address</td>
<td>Size</td>
<td>Geographic Area of Responsibility</td>
</tr>
<tr>
<td>--------------------------------------------</td>
<td>------</td>
<td>----------------------------------------------------------------</td>
</tr>
<tr>
<td>Command Band of the Air Force Reserve</td>
<td>60</td>
<td>GA, FL, AL, MS, TN</td>
</tr>
<tr>
<td>550 Allentown Road, Building 763</td>
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<td></td>
</tr>
<tr>
<td>Robins AFB, GA 31098-2252</td>
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<tr>
<td>Band of Mid-America</td>
<td>60</td>
<td>IL, MO, WI, AR</td>
</tr>
<tr>
<td>900 Inner Drive, Building 864</td>
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<td></td>
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<tr>
<td>Scott AFB, IL 62225-5115</td>
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<td></td>
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<tr>
<td>Band of the Golden West</td>
<td>45</td>
<td>Northern CA, Northern NV, OR, WA, ID, Western MT</td>
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<tr>
<td>271 Dixon Avenue</td>
<td></td>
<td></td>
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<tr>
<td>Travis AFB, CA 94535-2867</td>
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<tr>
<td>Air Force Band of Flight</td>
<td>60</td>
<td>OH, MI, KY, WV, IN, Western MD, Western PA</td>
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<tr>
<td>3920 Lear Street</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Wright-Patterson AFB, OH 45433-5721</td>
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<td></td>
</tr>
<tr>
<td>US Air Forces in Europe Band</td>
<td>60</td>
<td>Europe, North Africa, and Middle East as directed by USEUCOM and defined in the Foreign Clearance Guide</td>
</tr>
<tr>
<td>APO AE 09094-5000</td>
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<td></td>
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<tr>
<td>Band of the Pacific</td>
<td>30</td>
<td>AK, HI, PACAF as appropriate</td>
</tr>
<tr>
<td>4810 F Street</td>
<td></td>
<td></td>
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<tr>
<td>Elmendorf AFB, AK 99506-2380</td>
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<td></td>
</tr>
<tr>
<td>Band of the Pacific, Det 1</td>
<td>30</td>
<td>Japan, PACAF as appropriate</td>
</tr>
<tr>
<td>APO AP, 96328-5000</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Note:** The Band of the Pacific is divided into two 30-member units.
**INVITATIONS**

*From Chapter 6, 'Til Wheels Are Up!*

"To invite is to ask to come to some (supposedly agreeable) place or to engage in some (presumable attractive) proceeding." .......Webster's 1956

"Invitation: Act of inviting; solicitation; the requesting of a person's company; also the expression, written, printed, or spoken by which one is invited." .......Webster's 1956

Now that we know what an invitation is and what we use them for: The "devil is in the details."

**Types and Styles of Invitations**

There are many different types of invitations -- from a formal engraved invitation to an informal phone call.

Formal invitations can be engraved or handwritten. For our purposes, the engraved invitation is the one we're most likely to use. You would use them for changes of command, retirements, dinners, receptions, garden parties, etc. They can be printed on card stock or a fold-over with the command emblem on the outside.

In the computer age, we're now seeing invitations that are computer-generated and are every bit as attractive and impressive as an invitation produced by a printer. Just keep the time and cost factors in mind when determining whether to "do them yourself" or send them to a printer.

You may be required to send out handwritten invitations if your commander so desires. These are written in black ink on card stock or notepaper (plain white or cream). If your commander is a general/flag officer, you would use the flag card stock or notepaper. For other hosts, you may use card stock or notepaper with the organizational emblem on the top. The semi-printed invitation should have the required information typed in; it should be handwritten.

- Example of handwritten invitation

  General and Mrs. John L. Barry
  request the pleasure of the company of
  Colonel and Mrs. Smith
  at dinner
  on Sunday, the first of March
  at seven o'clock
  Quarters One
  Luke Air Force Base, Arizona

  R.s.v.p.  NLT 25 February
  (602) 856-5840
  DSN 896-5840
  Dress:  Coat and Tie
Semi-engraved invitations (again, in black ink) are used for functions with less guests invited.

- Example of semi-engraved invitation with 'in honor of' above flag

  In honor of the Phoenix Civic Leaders

  General and Mrs. John L. Barry

  request the pleasure of the company of

  Colonel and Mrs. Smith

  at cocktails and dinner

  on Sunday, the first of March

  at half past seven o'clock

  Phoenix Ballroom

  Luke Air Force Base Officers' Club

R.s.v.p. 

Dress: Coat and Tie

NLT 25 February (602) 856-5840

NOTE: In reviewing several protocol/etiquette books, we discovered one reference that emphatically states not to use "ball-point pen" -- this is a first! We really see no problem with using ball-point pen as long as it is black! (If you do, make sure there's no "bleed through" from the imprint on other cards underneath.)

We have found letter invitations, especially to military people, to be very effective. All of the same information is included, but the letter is signed out (on behalf of the host) by the Director/Chief of Protocol and, for some unknown reason, responses are better! Letter invitations are also very useful when you have more than one function that you need to include, e.g., an icebreaker the first night, a reception and dinner the next night, and a ceremony the third day.
MEMORANDUM FOR Major General John J. Jones, USAF
HQ USAF/XP
1670 Air Force Pentagon
Washington, DC 20332-5000

FROM: 56 FW/CCP
7224 N. 139th Drive
Luke AFB, AZ 85309-1420

SUBJECT: Dinner Invitation

1. General John L. Barry, USAF, Commander, 56th Fighter Wing, cordially invites you to attend a dinner in honor of Mr. John K. Johnson, Deputy Under Secretary of the Air Force for Protocol.

   DATE: Wednesday, 4 March 1999
   TIME: 1830 Cocktails; 1900 Dinner
         Please arrive NLT 1815
   PLACE: Phoenix Ballroom, Luke AFB Officers’ Club
   DRESS: Business Suit
   COST: $20.00

2. Please RSVP to 856-5840 NLT 25 February 1999 and specify method of payment, cash or club card number.

   RICK BALDWIN, Captain, USAF
   Chief, Protocol
Telephone invitations are also acceptable, but should be followed up with a "To remind" written invitation. When you're issuing a telephone invitation -- don't put the person "on the spot" with a question like "Is Colonel So-and-So free Thursday night?" Begin with "General Command is having a dinner Thursday night at his quarters, is Colonel So-and-So available?" Also, consider faxing a copy of the invitation to the individual, followed by a written "To remind." Telephone invitations are also useful in "blocking" schedules for planning purposes well in advance of functions for officials whose schedules are full.

**Elements of an Invitation**

Information that always needs to be included in any type of invitation:

<table>
<thead>
<tr>
<th>WHO</th>
<th>Host</th>
</tr>
</thead>
<tbody>
<tr>
<td>WHAT KIND</td>
<td>Lunch, Dinner, Reception, Ceremony</td>
</tr>
<tr>
<td>WHEN</td>
<td>Date and day of the week</td>
</tr>
<tr>
<td></td>
<td>Time</td>
</tr>
<tr>
<td>WHERE</td>
<td>Place</td>
</tr>
<tr>
<td>DRESS</td>
<td>Service Dress; Sports Coat and Tie; Business Suit</td>
</tr>
<tr>
<td>RSVP</td>
<td>RSVP Information</td>
</tr>
</tbody>
</table>

Other elements that may or may not be necessary:

- Who the function is "in honor of"
- Any other special instructions you need to convey -- cost, etc.

Now let's discuss some of the elements in more detail.

**In honor of.**

An invitation will normally have an organizational emblem, star flag, or some type of symbol at the top or on the cover fold-over. If the invitation is "in honor of" or "honoring" someone, that information can be either at the top of the invitation written in above the star flag, as on the semi-engraved invitation, or in the body.

**Host.**

The host's title or full name is always used:

- The Commander, 56th Fighter Wing
- and
- Mrs. John L. Barry

- General and Mrs. John L. Barry

- Brigadier General John L. Barry
- Commander, 56th Fighter Wing
- and Mrs. Barry

If you have more than one host, include all of the names. If the function is at one of the host's quarters, that name should go first, or, if it is at the club or a restaurant, the name of the senior host goes first. If
side-by-side, the senior host's name goes to the left:

General Lloyd W. "Fig" Newton, Brigadier General John L. Barry

**Phrasing of the invitation.**
request(s) the pleasure of your company
request(s) the honor of your presence
request(s) the pleasure of the company of
Colonel and Mrs. Mead
(no first names)
cordially invite(s) you to
(more informal)
cordially invite(s) Major and Mrs. Mead to
(again, more informal)

When you are not using "you" or "your" in the phrasing, *conversational titles* are used for all services except the U.S. Navy, e.g.,

Lieutenant Smith, Sergeant Smith, Chief Smith (USA/USA/CF)

Vice Admiral Smith; Lieutenant Commander Smith (USN)
(NOT: Admiral Smith or Commander Smith)

Chaplains are addressed as Chaplain (Colonel) and Mrs. John Smith; however, doctors use their rank: Colonel and Mrs. John Smith.

**Kind of invitation.**
Lunch, dinner, tea, breakfast, brunch, cocktail-buffet -- don't capitalize the first letter, use lower case.

**When.**

Thursday, the thirty-first of January
at half past seven o'clock (FORMAL)
at half after seven o'clock (FORMAL)
from half past six o'clock to nine o'clock (FORMAL)
at seven-thirty o'clock (LESS FORMAL)

If you feel there may be a question as to whether the function is in the morning or evening, consider stating "half past seven o'clock in the evening." Usually the type of function should answer the question, but we have had it asked more than once!
Where.

Luke Air Force Base Officers' Club
Luke Air Force Base, Arizona

123 Smith St
Phoenix, Arizona

RSVP
The RSVP information goes in the left-hand corner, whether it's a phone number or refers to an RSVP card/sheet. When you use a phone number and invitations are going off-base to other military installations or civilian locations, use both the area code and the DSN, e.g., (937) 257-4451, DSN 787-4451. Although you don't see "RSVP by" dates in many books, we use them just by simply adding the date:

RSVP by (or NLT) 1 March
(937) 257-4451

RSVP with enclosed card
by 1 March

Phrases such as "Regrets Only" or "Acceptances Only" don't work, so it's better not to use them. If you prefer something besides RSVP/R.S.V.P./R.s.v.p., you can use "Please reply by."

- Example of RSVP card

56th FIGHTER WING
Retirement Ceremony
RSVP Card

Name/Rank ________________________________
Spouse/Guest ______________________________
Phone ________________________________
Address ________________________________
_____________________________________

Ceremony 1:30 PM, 9 May 1999

Will Attend ____  Regret ____  Number in Party ____

Reception Immediately Following
in the Phoenix Ballroom

Dress.
Be as specific as possible. Service Dress, Open Neck Short Sleeve Uniform; Long Sleeve Shirt with Tie;
Business Casual; Business Suit. Make sure you don't just put:

**Dress - Service Dress**
**Sports Coat and Tie**

This can be confusing for military people -- they can read it as "either/or" when you intended sports coat and tie for civilians:

**Dress: Military - Service Dress**
**Civilian - Sports Coat and Tie**

For more information on dress, see Dress and Appearance.

**Other.**
Additional specific instructions can be included below the dress information, e.g., Cost per person: $15.00; No-host cocktails; Pay-as-you-go bar. You may also include information such as "Reception follows immediately after the ceremony in the Building One Atrium" or "Entertainment provided by SYSTEMS GO beginning at nine o'clock." This type of information is normally centered at the bottom of the invitation.

**Examples of Invitations**

We've talked about the elements, now let's look at several more examples where we put the elements together. Obviously, we haven't captured every possibility, but have tried to give you a flavor of how to put the elements together to fit your specific needs. As in all things, follow the rules described above and exercise good common sense and judgment.

*Example of a formal invitation showing host's full name; informal 'cordially invites' (host only - no spouse); lower case 'military ceremony'; 'honoring' in body of invitation' inclusion of 'in the morning' after time; commercial & DSN telephone numbers; dress for military & civilian; specific instructions centered at the bottom (next page)*
General John L. Barry  
Commander, 56th Fighter Wing  
cordially invites you to a  
military ceremony  
honoring  
Senior Master Sergeant Steven L. Maple  
Sortie Generation Flight Chief, 61st Fighter Squadron  
on the occasion of his retirement  
from the United States Air Force  
on Thursday, the eleventh of March  
Nineteen hundred and ninety-nine  
at half past three o'clock in the afternoon  

Hanger 914, 61st Fighter Squadron  
Luke Air Force Base, Arizona  

RSVP  
Commercial: (602) 856-5840  
DSN: 896-5840  

Dress:  
Military - Service Dress  
Civilian - Business Suit  

Reception immediately following in the Day Room  

Example of formal invitation honoring DV for dinner, 'RSVP by' with telephone number only; cost specific instructions below dress  

The Commander, 56th Fighter Wing  
and  
Mrs. John L. Barry  
request the pleasure of your company  
for dinner  
in honor of  
The Honorable John M. Smith  
Secretary of Defense  
on Monday, the second of March  
at half past seven o'clock  
Luke Air Force Base Officers’ Club  
Luke Air Force Base, Arizona  

RSVP by 25 February  
(602) 856-5840  
DSN 896-5840  

Business Suit  
Cost: $15.00 per person
Example of official invitation to reception using title vice name of host; 'in honor of' in body of invitation; cost and cash bar specific instructions below dress

The Commander, Air Education and Training Command
and
Commander, 56th Fighter Wing
and
Mrs. John L. Barry
request the pleasure of your company
at a reception
in honor of
Lieutenant General and Mrs. John M. Johnson
on Monday, the second of March
at half past seven o’clock
Luke Air Force Base Officers’ Club
Luke Air Force Base, Arizona

RSVP with enclosed card by 25 February 1999
DSN: 896-5840
Comm: (602) 856-5840

Dress - Coat & Tie
Cost - $15.00 per person
Cash Bar

Example of multiple hosts; request the honor of your presence; 'from' 'to' time; 'half after'; RSVP NLT date, and specific instructions on cost

The Commander, Air Education and Training Command
The Commander, 19th Air Force
and
The Commander, 56th Fighter Wing
request the honor of your presence
at a welcome lunch
honoring
General Lloyd W. "Fig" Newton
Monday, the second of March
from eleven o’clock to half after twelve o’clock
Luke Air Force Base Officers’ Club
Luke Air Force Base, Arizona

RSVP NLT 25 February with enclosed card
Military - Service Dress
Civilian - Cost and Tie
Cost $10.00 per person
General John L. Barry  
Commander, 56th Fighter Wing  
requests the pleasure of your company  
At a reception in honor of our  

1998 Outstanding Airmen of the Year  

on Thursday, the second of April  
at half past five o’clock  
Phoenix Ballroom, Officers’ Club  
Luke Air Force Base, Arizona  

Rsvp by 16 March 1999  

Dress: Military - Uniform of the day  
Civilian - Coat and Tie  

56 FW/CCP  
7224 N. 139th Drive  
Luke AFB AZ 85309-1420  
(602) 856-5840 or DSN 896-5840
Example of a 'To remind' invitation

Brigadier General John L. Barry
Commander, 56th Fighter Wing, Luke Air Force Base, Arizona
cordially invites you to a
military ceremony honoring
Brigadier General John L. Barry
Wing Commander, 56th Fighter Wing
on the occasion of his retirement
from the United States Air Force
on Monday, the second of March
Nineteen hundred and ninety-nine
at nine o'clock in the morning

Weapons Load Training Hangar, Building 452
Luke Air Force Base, Arizona

To remind
RSVP
Commercial: (602) 856-5840
DSN: 896-5840
Dress:
Military - Service Dress
Civilian - Business Suit

Reception immediately following in the Officer's Club

Working Invitations from Start to Finish

You've just been told that you're responsible for invitations for a function to be hosted by your commander. Your first step is to request a meeting with the commander or his "knowledgeable" representative so you can get the details you need: what type of function, when, where, who is to be invited, what is the preferred dress -- all the things you need to put together a proposed invitation list.

If you don't feel you got all the answers you needed, go ahead and use your own common sense to draft up the invitation. You know what's required and sometimes it helps the host just to see the draft in print and it will trigger some detail he didn't mention to you.

If the commander is new to the area, the proposed guest list may also be up to you (with the coordination of Public Affairs and the Command Section). Decide who the commander should invite from downtown, e.g., city, county, and state officials; chamber of commerce officials; members of organizations that are supportive to the military. Then determine how many military people you need to include. Keep in mind, you'll get more acceptances from the military so you need to have less of them on your list if you're using contingency funds to pay for this function. (See Funding Protocol Events) Are there other military organizations in the local area? -- you may need to include their commanders and key people.

Depending on the type of function you've been asked to prepare invitations for, decide what inserts you need to include with the invitation: RSVP card/sheet, return (self-addressed) envelope (card and
You are cordially invited to a Community Leader Reception Thursday, the thirtieth of June eleven o’clock a.m. Luke Air Force Base Officers’ Club

You are cordially invited to a Preceremony Coffee at the Luke AFB Officers’ Club at half past eight o’clock in the morning

NOTE: Speaking of base access -- make sure you coordinate with the security forces to see what they require to allow these people on base -- the last thing you need is for a high-ranking civilian DV to be stopped at the gate and "hassled" because you forgot to coordinate or provide the SFs with a list of invitees.

Make sure you have at least two or three other people review everything for errors -- spell-check can't catch wrong days of the week or leaving the "th" off of seventeenth! Be especially careful if using a previous computer-generated invitation to modify -- make sure you've checked (and double-checked) things like day of the week as well as the date!

If you're going to use the star stationery provided out of the Air Force Publishing Center, Baltimore, Maryland, make sure you request it well ahead of time. We have requests from many different locations for star stationery -- it is always in demand. Only active duty general officers are authorized to use the star stationery. Spouses and retired general officers are not authorized to use it. The only exception to retired general officers would be when they are officiating at a ceremony (and, your office should be involved in those invitations anyway). "Selectees" offices may order stationery when the general has an effective date of promotion from HQ USAF/DPG.

Another thing to remember about star stationery -- only general officers, their executive officers, or aides are allowed to order it -- protocol is not authorized. So we have to get our requests for stationery stock signed by the executive officers. We try to keep a supply of all star stationery (1-4); however, it is better for you to go directly to a general officer's secretary if you need something other than 3- or 4-star,

envelope sized to fit inside the mailing envelope), menu selection card (if not included on RSVP card, sometimes there's just not room and the card gets too "busy"), DV pass (allowing civilians access to the base), DV parking pass (can be the same as the DV pass if you choose), map (either on back of DV pass or on separate sheet) for those unfamiliar with the base, reception invitation card, preceremony coffee invitation card , special instructions card (bus boarding instructions , inclement weather plan), color-coded seating card , building entry card (for aiding security forces in building access).
especially if that general officer is your host. For additional information on ordering general officer stationery, see AFI 37-161, Chapter 3.

If you are going to have someone from another service officiate or host a function, you need to get star stationery from their front office. The U.S. Army uses stationery with a red flag on it and the U.S. Navy's flag (even though it's blue) and stars are not designed like the USAF.

The printing of invitations at a commercial company is not paid with special morale and welfare (SM&W) or contingency (official representation) funds. The funding for printing should come from the Information Management budget (O&M funds).

When you have all your proposals together, submit everything (invitations, all inserts, and proposed invitation list) in a package to the host (we use staff summary sheets) for coordination and approval. Once you have the approval, it's time to really "get busy."

If it's a short-notice invitation with a few people invited (a dinner at the commander's quarters), begin by calling all of the invitees to check availability. This gives them a chance to pencil the function in on their calendar and also saves you from spending an unnecessary invitation if they are not available. Be sure to follow up your phone call with a "To remind" invitation. On a partially engraved invitation, which is ideal for this situation, just line out RSVP and write in "To remind."

If there are less than 20 invitees, use the partially engraved invitations. Any more than that, consider a computer-generated invitation you can prepare right in your office. If there are several hundred invitees, then you probably should be prepared to send the invitation out to be printed -- but that will take longer.

If the invitations do go to the printers, ask for envelopes with the return address preprinted, and ask for them to be expedited. We also ask for a return envelope for the RSVP card. It is smaller than the outer envelope and is sized so the RSVP card will fit without folding. Also, no return address is printed on the return envelope. We usually can get the envelopes back in a day or two and then start the addressing process even before we receive the invitations back from the printers.

The majority of protocol and etiquette books still tell you to handwrite envelopes in black ink, but the computer age is changing that. We see more and more invitations and correspondence with addresses printed right on the envelope or labels. Our data base is set to print addresses on clear labels that can be run off while we're waiting for the envelopes to be returned from the printer. Or, we run the return address off on labels (and OFFICIAL BUSINESS) and use our own envelopes.

**Addressing Envelopes:**

Mr. and Mrs. John Jones  
Street Address  
City, State, ZIP

Brigadier General John D. Hold, Commander 666th Airlift Wing  
and Mrs. Hold (when addressee's duty title is included)

Colonel John Jones and Captain Patricia Jones (where two married military members are invited)
Captain Patricia Jones and Colonel John Jones (if the spouse is senior, you must still list the invitee as the primary)

The Honorable John Jones and Mrs. Jones

Major General and Mrs. John Jones (for retired with spouse)

Major General John Jones, USAF (Ret) (service designation and retired are not used if the spouse is included in the invitation)

The Honorable Sebastian Michael Stephenson and Mrs. Stephenson (if title and name are too long to fit on one line, indent two spaces)

Dr. and Mrs. John Smith (not Dr. John Smith and Mrs. Smith)

Dr. John Smith and Dr. Sarah Smith (if both are doctors)

Mr. Donald Johnson and Ms. Sally Jones (when woman has kept her own name)

Major Sally Jones and Lieutenant John Smith (if wife retains here maiden name, she still is first if she if the primary invitee)

Mr. Donald Johnson (living together, unmarried)

Ms. Sally Jones
747 First Street
Dayton, OH 45401

Stuffing Envelopes:
Set up an assembly line and have everything laid out in order to go in the envelope. If the invitation is on notepaper, fold the sheet in half, printed side out, and insert it in the envelope facing you, right side up. The inserts can be placed inside the fold. Make sure each "stuffed" envelope is checked off against a master invitation list to ensure you haven't missed someone. Also, we recommend sorting the invitations for on- and off-base to expedite the distribution/mailing process.

Mailing/Distributing Invitations:
Invitations should be sent out a month in advance for official functions, ceremonies, large dinners, etc. Two or three weeks in advance used to be acceptable, but now schedules are so busy it's good to get invitations out as early as possible. "Hold the date" or "Reserve the date" cards can be used if you have a date for a functions but do not have all the details yet. They can be sent out as much as six months in advance so invitees can block their calendars and make tentative travel/hotel arrangements. Sample wording:

"COMMANDERS CONFERENCE 1998"
is scheduled for 28-30 April
at
Luke Air Force Base, Arizona
Details to follow
**RSVP Worksheet:**
Have your RSVP worksheet ready to go as soon as the invitations go into distribution/into the mail. You can start receiving RSVPs the same day for those that go in distribution and, if you had the invitations date-stamped and taken directly to the post office, those calls start as early as the next afternoon.

If you have included an RSVP card/sheet, all the required information should have been on it -- guest's names, etc. If you are taking RSVPs by phone, make sure everyone in the office is briefed on taking the exact information you need. Sometimes we're asked why we continue asking for the spouse's name -- there's always a possibility that someone may have a "new spouse" or perhaps they're bringing a co-worker or other relative instead of their spouse. Also ask for spelling of the first name of the guest/spouse -- even a name as common as Sharon can be: Sharron, Sheron, Sharyn, etc.

Your RSVP worksheet should have a column for all the information you need -- yes, no, how many, who, what menu, method of payment, telephone number, special seating requirements, etc.

**RSVPs:**
The "rules" say RSVPs are to be answered within two or three days of receipt of the invitation; however, as we all know, this just doesn't happen! We find that when the invitations first go out there is a "rush" of calls/replies then it slows down and picks up again just prior to the function/deadline. It is perfectly acceptable to start phoning people one day after the RSVP date on the invitation. We suggest phrasing your call something like this: "Hello, this is Captain Baldwin from the 56 FW Protocol Office, I am calling to inquire if Mr. No-Name received his invitation to General Motor's community leader reception on 31 January and if he is planning on attending." We find that, in many instances, the individual/secretary respond with a "Yes, I called in an RSVP" (whether they have or not, who is going to admit to being "rude"!) -- or (worse case) "My secretary, Miss Errorless called in my RSVP to Captain Forgetful on Tuesday, 2 January, at 1:30 p.m." That's when you take action to hang Captain Forgetful from the flag pole out front!

When is it appropriate to regret? In the military for official functions, never, unless there is an illness or death in the family, or the member is TDY or on leave. If the spouse is unable to attend, it is appropriate for the military member to attend alone. It is also acceptable for the spouse of a military member to attend some functions to represent the military member if they are unable to attend -- but check with the host or your protocol office first. Again, if you must regret, RSVP immediately.

As you start getting a few responses, it's time to start printing out an acceptance and regrets list so you're prepared to brief the commander/his representative on who is attending. Also keep a running total of acceptances so you can keep track of how many people you're going to have in order to let the club/restaurant know. If you see the numbers are quite different from what you originally gave them for planning purposes, let them know right away!

**Name Tags:**
You also need to start planning for your name tags. Here again, the computer has saved the day! We now print name tag names out on clear labels instead of handwriting in black ink.

There are no set rules for name tags, but we recommend rank, first name (go-by name), and last name in large, legible print: Maj Gen Dan Porter (for USAF); MG Dan Porter (for U.S. Army); VADM Dan Porter (for USN); and Gen Jack Low (Ret) (for USAF). If you wish, you can spell the rank out also. Just be sure to select an easily readable font to print out your names -- there is a variety available.
Postponing and Recalling Invitations

If time permits, send out a written explanation of the postponement/cancellation of the function. If there is not time to send out a written cancellation, you will need to set up a telephone committee to notify everyone. Here is an example of the wording:

Brigadier General and Mrs. John L. Barry  
regret  
that due to the illness of Mrs. Jones  
they are obligated to recall their invitation  
for Monday, the sixth of August

Requests for Invitations

You will probably at some time in your protocol career get calls from individuals wondering why they didn't receive an invitation to a particular function. (This is a "no-no" -- but they do it. The best way for an individual to find out if they were accidentally left off is to have someone who DID get invited call and check.) If you know the answer, explain as politely as possible. If you don't know, tell them you'll check it out and let them know. For functions such as changes of command, we compile a list of "self-invitees" and submit it to the host/honoree for approval of the additional invitees.

"A good invitation communicates every important aspect of an event and makes an affirmative public relations statement for the host. Whether or not it will be accepted, it has the power to create in the recipient feelings of goodwill toward the host company." ........Letitia Baldrige
TITLES AND FORMS OF ADDRESS

From Chapter 7, 'Til Wheels Are Up!

In today's fast-paced world, titles and forms of address are in a constant state of flux. Seems like every time you turn around, there is a new government office, with an additional 50 or so high-ranking officials deserving of "DV" status. In this chapter we'll try to give you a feel for how to address (conversationally and in writing) various high-level dignitaries. We will also give you a "conversion matrix" of foreign to U.S. military rank, as well as comparable ranks among our own services and proper abbreviations for those ranks. However, we cannot provide full coverage of this important area -- one text on the subject has over 120 pages alone! Two excellent references that provide super coverage are Protocol - The Complete Handbook of Diplomatic, Official and Social Usage by Mary Jane McCaffree and Pauline Innis and Service Etiquette by Oretha D. Swartz. You will want these on your protocol bookshelf!

We can not overemphasize how important this subject is closely linked to order of precedence in the area of things that will get you "killed" as a protocol officer. Be extremely careful that you research properly and choose the correct form of address. There are few things that will upset people more than using the wrong title! For example, one of our protocol officers bristles when addressed as "Ms." when the correct form is "Captain". Other female military members prefer to be addressed as "Mrs." (if they're married, of course) when in an informal setting. It is a veritable minefield out there! A good rule of thumb is to make a valiant attempt to find out what the person prefers to be called (including a nickname). This may take a little extra effort, but it could save your life, not to mention a large chunk out of your hide!

Use of "The Honorable"

The preferred title for most federal government of officials is "The Honorable" (this is also usually the case for local and state elected officials). It is not to be used, however, when speaking directly to the person. It is occasionally used in platform introductions, but should not be used with the surname alone. "The Honorable" is always spelled out. If it appears in the text of a letter, "the" is not capitalized. The following is a partial list of American officials using "The Honorable." (For exact listing of titles for American officials, you can consult the Congressional Directory or the U.S. Government Organization Manual.) Note: The President of the United States through the Cabinet are verbally addressed by their titles alone, without surname, such as "Mr. President," or "Ms. Secretary." Address of spouses (of either sex) follows the form stipulated in the section on Military Women/Women with Titles.

Executive Branch
- All members of the Cabinet
- Deputy Secretaries of the executive departments
- Under Secretaries of the executive departments and officers of comparable rank
- Special Assistants to the President
- Deputy Under Secretaries of executive departments
- Assistant Secretaries, Legal Advisor, Counselor, and officers of comparable rank
- American Ambassadors
- American Ministers
- American representatives, alternates, and deputies on international organizations
**Judiciary Branch**
- Former Chief Justice of the Supreme Court
- Former Associate Justices of the Supreme Court
- Judges of other courts
- Presiding Justice of a court

(Current Justices of the Supreme Court are called "Justice")

**Legislative Branch**

Senate
- The President of the Senate (V.P. of the U.S.)
- President Pro Tempore of the Senate
- Senators
- Secretary of the Senate
- Sergeant-at-Arms

House of Representatives
- The Speaker
- Representatives
- Resident Commissioner of Puerto Rico
- Delegates from D.C., Guam, and the Virgin Islands
- Clerk of the House
- Sergeant-at-Arms

**Miscellaneous**
- Head Librarian of the Library of Congress
- Comptroller General of the General Accounting Office
- The Public Printer of the Government Printing Office
- Heads, Assistant Heads, and Commissioners or members of equal rank appointed by the President and confirmed by the Senate

**State and Local Governments**
- Governor, Lieutenant Governor, and Acting Governor of a state
- Secretary of State
- Chief Justice of State Supreme Court
- State Attorney General (except Pennsylvania where it is not an elected position)
- Treasurer, Comptroller or Auditor of a state (only the treasurer in PA.)
- President of the Senate of a state
- State Senator
- Speaker of the House/Assembly/House of Delegates of a state
- State Representative/Assemblyman/Delegate
- Mayor (elected)
- President of a Board of Commissioners

**Forms of Address**

At the end of this chapter are several examples of how to address certain dignitaries, both conversationally and in written correspondence. We have tried to pick those that you may have occasion to use. Again, for complete coverage, refer to Protocol - The Complete Handbook of Diplomatic, Official and Social Usage or Service Etiquette. (If for any reason you need to address correspondence to
foreign heads of state, the Department of State maintains a current listing, by name, for: {text ends in 'Til Wheels Are Up!}

**Academic Titles**

There are two forms of academic titles, the doctorate and the position. If the person holding the doctorate is also a professor, either "Dr." or "Professor" is correct. This also holds true for those holding a title such as "Chancellor," "President," etc. If the title-holder does not also have a doctorate, address him or her by his or her title.

**Foreign Title-Holders**

This is a really tough one! A few of the more oftenly used examples are: "Your Excellency" when addressing a foreign ambassador, a foreign chief of state, a president of a foreign republic, the head of government, a foreign cabinet officer, or other foreign high or former official. "Your Highness" is used to address foreign royalty other than a king or queen (such as a baron, earl or princess, etc.). "Your Majesty" denotes a king or queen. Since the forms of address are legion, if you need more information, some excellent references are: The Statesmen's Yearbook, Brook's Peerage, Whitaker's Peerage, Debrett Peerage, and the Diplomatic List (Department of State pub. 7894). Also, once again, McCaffree's Protocol - The Complete Handbook of Diplomatic, Official and Social Usage is extremely useful.

**Courtesy Titles**

*Military Chaplains.*

Always address military chaplains as "Chaplain." When addressing her/him in writing, it should read, "Chaplain, Colonel Jill Smith."

*Military Doctors/Dentists.*

Doctors and dentists can be addressed as either "Doctor" or by their rank. Always use their rank when writing.

*Military Lawyers.*

Lawyers are entitled to the use of "esquire" following their last name. Take note: for military lawyers this is never done. Only their rank is used. (It is perfectly fine for a military lawyer to use this designation without their rank when they are communicating with civilian friends in an unofficial capacity. For your purposes, you will always use rank.)

*Military Women/Women With Titles*

When a woman holds rank or title, always use it! This rule is no different than that used for men. The problem for many people occurs in addressing correspondence when the woman is married. The following should help you out in that situation:

1. When the woman is military and the man is not, her name comes before his. Same goes for when she holds a title and he does not. Ex: "Lt Col Jane Smith and Mr. John Smith;" "Lt Col Jane and John Smith" is also correct.

2. When they are both in the military or hold titles, the ranking person's name comes first, unless the
invitation is especially for the lower-ranking member (an awards ceremony honoring the lower-ranking member, for instance) and their spouse as their guest. Ex: "Capt Susan Doe and Lt. Mark Doe;" "Capt Susan and Lt. Mark Doe" works too.

(3) When both spouses are of equal rank, the man's name comes first, unless the invitation is particularly for the woman, with her husband as her guest/escort. Ex: "Colonel Bill Jones and Colonel Mary Jones;" "Colonels Bill and Mary Jones" has an even nicer flow to it.

**Foreign Military**

"Man's rank is his power to uplift" ...........George MacDonald

Members of a foreign military should be accorded the same honors and respect we render to our own. A few foreign militaries use the same rank names we use, often with different symbols for these on their uniforms. Most foreign militaries have totally different names and symbols for their rank. As a protocol officer, you will, of course, be in contact with a foreign member's liaison office (or equivalent) when you have them for a visit. This is the appropriate time to find out the rank and correct form of address. A good safety tip: If you get confused (or just plain forget) what to call a foreign military member, a polite "Sir" or "Ma'am" will always get you by with no recriminations.

*Foreign Officer Rank and Equivalents (next pages)*

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<td>*Pronounced ‘Left-tenant.’ Canadian rank is hyphenated only in Canada</td>
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<p>| China     | Second Grade Senior General Officer           | Lieutenant General           |
|          | Intermediate General Officer                  | Major General                |
|          | Senior Field Officer                          | Colonel                      |
|          | Intermediate Field Officer                   | Lieutenant Colonel           |
|          | Junior Field Officer                          | Major                        |
|          | Senior Company Officer                        | Captain                      |
|          | Intermediate Company Officer                  | First Lieutenant             |
|          | Junior Company Officer                        | Second Lieutenant            |</p>
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<td>Yuzbasi</td>
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<tr>
<td></td>
<td>Ustegmen</td>
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<td>General of the Air Force</td>
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| Russia  | Chief Marshal of Aviation  
                       Army General  
                       Colonel General  
                       Lieutenant General  
                       General Major  
                       Colonel  
                       Sub-Colonel  
                       Major  
                       Captain  
                       Senior Lieutenant  
                       Lieutenant Junior Lieutenant | General of the Air Force  
                                                 General  
                                                 Lieutenant General  
                                                 Major General  
                                                 Brigadier General  
                                                 Colonel  
                                                 Lieutenant Colonel  
                                                 Major  
                                                 Captain  
                                                 First Lieutenant  
                                                 Second Lieutenant |
| Venezuela | Colonel of Aviation  
                     Lieutenant Colonel of Aviation  
                     Major  
                     Captain  
                     Lieutenant  
                     Sub-Lieutenant of Aviation | Colonel  
                                                Lieutenant Colonel  
                                                Major  
                                                Captain  
                                                First Lieutenant  
                                                Second Lieutenant |
| Serbia  | General-Armije  
                       General-Pkovnik  
                       General-Potpukovnik  
                       General-Major  
                       Pukovnik  
                       Potpukovnik  
                       Major  
                       Kapetan I Klase/Kapetan  
                       Porucnik  
                       Potporucnik | General  
                                                Lieutenant General  
                                                Major General  
                                                Brigadier General  
                                                Colonel  
                                                Lieutenant Colonel  
                                                Major  
                                                Captain  
                                                First Lieutenant  
                                                Second Lieutenant |
## Comparable Rank Among the Military Services

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<th>ARMY, AIR FORCE AND MARINE CORPS</th>
<th>NAVY</th>
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<tr>
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<tr>
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<tr>
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<tr>
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</tr>
<tr>
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<td>Rear Admiral (Lower-half)</td>
</tr>
<tr>
<td>Colonel</td>
<td>Captain</td>
</tr>
<tr>
<td>Lieutenant Colonel</td>
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</tr>
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<td>Major</td>
<td>Lieutenant Commander</td>
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<tr>
<td>Captain</td>
<td>Lieutenant</td>
</tr>
<tr>
<td>First Lieutenant</td>
<td>Lieutenant (Junior Grade)</td>
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<tr>
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<td>Chief Warrant Officer, W-4</td>
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<td>Chief Warrant Officer, W-3</td>
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<tr>
<td>Warrant Officer, W-1</td>
<td>Warrant Officer, W-1</td>
</tr>
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</table>

**Lieutenant** comes from the French lieu (place) and tenant (holding). He is one who "holds the place (job) of" another. Although we have the ranks of Lieutenant Commander, Lieutenant Colonel and Lieutenant General, the "Lieutenant Captain" is called simply "Lieutenant." ....................Boatner

**Origin of Major and Mayor**

"Major" means simply "greater;" the Sergeant Major was the "greatest sergeant." The political title of mayor comes from the fact that this man occupies an office "greater than" that of the other city officials. ...............Boatner
### Armed Forces Officer Rank Abbreviations

<table>
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<th>NAVY</th>
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<tr>
<td>Major General</td>
<td>Rear Admiral</td>
</tr>
<tr>
<td>Brigadier General</td>
<td>RADM, RDML *</td>
</tr>
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<td>Lieutenant Colonel</td>
<td>Commander</td>
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<td>Major</td>
<td>Lieutenant Commander</td>
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<tr>
<td>Captain</td>
<td>Lieutenant</td>
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<tr>
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<td>Ensign</td>
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* The Navy refers to both O-7s and O-8s as “Rear Admirals.” Technically, the O-7 is a Rear Admiral (lower-half) and the O-8 is a Rear Admiral (upper-half). Keep this difference in mind when rank-ordering officers in these two grades. When writing refer to them as “Rear Admiral;” when speaking, they are both “Admiral.”

<table>
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<th>MARINE CORPS</th>
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<td>LtGen</td>
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<td>MajGen</td>
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<tr>
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<td>BGen</td>
</tr>
<tr>
<td>Colonel</td>
<td>Col</td>
</tr>
<tr>
<td>Lieutenant Colonel</td>
<td>LtCol</td>
</tr>
<tr>
<td>Major</td>
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</tr>
<tr>
<td>Captain</td>
<td>Capt</td>
</tr>
<tr>
<td>First Lieutenant</td>
<td>1stLt</td>
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<tr>
<td>Second Lieutenant</td>
<td>2dLt</td>
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<tr>
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<td>Lt Gen</td>
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<td>Major General</td>
<td>Maj Gen</td>
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<tr>
<td>Brigadier General</td>
<td>Brig Gen</td>
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<tr>
<td>Colonel</td>
<td>Col</td>
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<tr>
<td>Lieutenant Colonel</td>
<td>Lt Col</td>
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<td>Major</td>
<td>Maj</td>
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<tr>
<td>Captain</td>
<td>Capt</td>
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<tr>
<td>First Lieutenant</td>
<td>1st Lt</td>
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<tr>
<td>Second Lieutenant</td>
<td>2d Lt</td>
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</tbody>
</table>
"It is a maxim, that those to whom everybody allows the second place have an undoubted title to the first." ..........Swift

"One of the cardinal rules in protocol is the observance of the order of precedence at all functions where officials of a government or its representative are present." ..........McCaffree and Innis

Of all the things that can get you into trouble in protocol, making mistakes in order of precedence can be fatal. Determining order of precedence is the starting point for almost all you do in protocol—from organizing the order of arrival and departure, to seating, to introductions of distinguished guests. In many countries failure to recognize the proper rank and precedence of a guest is equivalent to an insult to his position and the country he represents. In fact, wars have started because of a failure to give proper recognition to the rank of an official of government. It was not until the Congress of Vienna in 1815 that nations finally got together and agreed to rules of precedence based on diplomatic titles. Envoy's of equal title were ranked according to the date and hour they presented their credentials, a practice still in effect today.

In our country, the President of the United States determines precedence for U.S. officials. The President can and has changed the order of precedence within his own government. For example, President Kennedy elevated the Speaker of the House of Representatives ahead of the Chief Justice of the Supreme Court, and although this ranking has been maintained since, there are other examples where a new administration has "demoted" positions elevated by its predecessor. Because of these changes, coupled with the fact that new positions are frequently created, an official order of precedence is not distributed by the Department of State, which is the real authority on such matters.

However, because of its importance, several useful precedence lists have been published. The most "authoritative" remains that in Protocol - The Complete Handbook of Diplomatic, Official and Social Usage by Mary Jane McCaffree and Pauline Innis. (While refusing to distribute an "official" precedence list, the Department of State continues to use this reference as an "unofficial" guide.) Service Etiquette by Oretha D. Swartz also provides an abbreviated order of precedence. Additionally, the Armed Forces Inaugural Committee publishes "The White House Order of Precedence" for every President's inauguration, the latest being for President Clinton's ceremony in 1992. The Department of Defense has distributed its precedence list for DOD 1992. The Department of Defense has distributed its precedence list for DOD officials. All are useful, but none match exactly, making your job difficult if the discrepancies relate to officials you have to seat at an official function!

This chapter provides some general rules on order of precedence and some useful precedence lists that should cover most situations. (There is also useful information in the chapter on Forms of Address deeding with foreign officer rank and equivalents, comparable rank among the U.S. military services, and rank abbreviations.)

Any issues/conflicts involving foreign visitors, contact this office, AF/CVAI DSN 225-2796 or Commercial (703-695-2796) or the State Department at (202) 647-1734/4169/4543.
General Rules on Order of Precedence

Military and Department of Defense Civilians Order of Precedence.
Precedence is based primarily on grade and position. The Chairman of the Joint Chiefs of Staff outranks all other officers, followed by the Chiefs of Staff (who are ranked by their date of appointment). At joint functions, Commanders-Chief of unified and specified commands rank next by date of appointment. They are followed by active four stars (by date of rank), retired four stars, active three stars, retired three stars, and so on.

When position held is not a factor, precedence among Army, Air Force, Navy and Marine Corps officers on active duty, including retired officers on active duty, is determined by date of rank. When dates of rank are the same, precedence is determined by total active federal military service date. When date of rank and total active federal military service date are the same, officers of the Regular Air Force take precedence among themselves according to their position on the permanent promotion list.

Active duty officers precede reserve officers of the same rank. Retired officers rank with, but after, active duty Reserve officers of the same rank.

To determine relative rank among general officers in the Air Force, refer to the USAF General Officers Relative Rank List. To do the same for flag or general officers of the other services, your best avenue may be to contact the principle parties' offices (talk to the executive secretaries or aides).

There are two exceptions where precedence is not based on grade. Because of their positions, the commander and vice commander of a wing should take precedence over other colonels in the wing, regardless of their date of rank. Similarly, at Major Commands, the directors and chiefs of special staff take precedence over other staff officers of similar grade.

Senior Executive Service (SES) precedence is determined by position held. SES pay does not affect precedence. If not otherwise in a higher ranking position, the following generally applies: SES-6s rank just after generals, SES-5s just after lieutenant generals, SES-4s and 3s just after major generals, and SES-2s and 1s just after brigadier generals. An Equivalency Rank Chart is provided at the end of this page which provides additional information.

Interservice Unit Precedence.
When different services are in formation, the following order of precedence should be followed:

- Cadets, United States Military Academy
- Midshipmen, United States Naval Academy
- Cadets, United States Air Force Academy
- Cadets, United States Coast Guard Academy
- Midshipmen, United States Merchant Marine Academy
- United States Army
- United States Marine Corps
- United States Navy
- United States Air Force
- United States Coast Guard
- Army National Guard of the United States
- Army Reserve
- Marine Corps Reserve
- Naval Reserve
- Air National Guard of the United States
- Air Force Reserve
- Coast Guard Reserve
- Other training organizations of the Army, Marine Corps, Navy, Air Force, and Coast Guard, in that order

When the Coast Guard operates as part of the Navy in times of war, the cadets, Coast Guard Academy, the Coast Guard, and the Coast Guard Reserve take precedence after the midshipmen of the Naval Academy, the Navy, and the Naval Reserve, respectively.

**Why a Lieutenant General ranks a Major General**

"When Cromwell's "New Model Army" was raised in 1645, it was commanded by Captain General Sir Thomas Fairfax. The cavalry (being the "senior service") was commanded by Lieutenant General Oliver Cromwell and the infantry was under Sergeant Major General Skipton. That's why a lieutenant general ranks a major general. The rank we now call "major" was originally "sergeant major." ..........Boatner

**Order of Precedence Among Elected Officials.**

U.S. Senators rank according to length of continuous service. If several members took office on the same date, they are ranked alphabetically.

U.S. members of Congress also rank according to length of continuous service. If several members took office on the same date, they are ranked according to the order in which the states they represent were admitted to the Union, or they are ranked alphabetically by state. Consideration is given to ranking committee chairmen.

Governors of states collectively, when not in their own state, rank according to the state's date of admission to the Union or alphabetically by state at the option of the person or group planning the function.

According to the Department of State, Mayors of cities collectively, when not in their own city, are ranked like Governors (according to the state's date of admission to the Union or alphabetically by state at the option of the person or group planning the function). Other sources (Department of the Army) suggest ranking based on population represented, with Mayors of larger populations ranking first.

Other state and local officials are difficult to rank, and there are no fixed rules for doing so. We have included several in the precedence list in the next section, and are indebted to the Department of Army protocol office for their suggestions. However, you may want to consider the purpose of the function, level of all guests, and political significance when determining seating arrangements or other tasks based on order of precedence. Following are a few "rules of thumb" that may apply to your situation. Whatever you do, be consistent.

- A mayor of a large important city might be placed after a United States Senator or member of the House of Representative, depending on the circumstances.

- Lieutenant Governors in their own states might equate to a Deputy (or Under) Secretary of an executive department.
• If State Senators are in their own states, they rank in the area of General Counsels of the military departments, or possibly higher depending on the occasion and other factors.

Diplomatic Precedence.
As previously mentioned, precedence of chiefs of missions depends on the date they presented their credentials - an ambassador accredited in January precedes one who was accredited in May of the same year.

Other rules to Consider.
Rank of a foreign visitor often takes precedence above the "principle of courtesy to a stranger," one of the rare excuses under which the order of precedence may be broken. For example, a Canadian national at a dinner in his honor in an American home would not sit in the guest of honor's seat of another foreign diplomat of higher rank should a guest also, although the foreign diplomat is permanently stationed in the U.S., where the Canadian is just visiting.

At a function in the U.S. to which the President has been invited but sends a representative, his representative is accorded the rank and courtesy that goes with the Presidency. The same is not true, however, for other officials of the government. Their representatives are accorded the position they themselves hold.

Spouses of government officials are accorded the same rank as the principals at official functions and are seated accordingly unless they hold official positions themselves in which case they are placed where their official position dictates. (An exception is when a woman of higher rank displaces the wife of the highest-ranking man.)

Widows of former Presidents have a special place in the order of precedence with the rank of each according to the seniority of her husband among the past Presidents.

Medal of Honor winners hold no special precedence except when being specifically honored at a dinner or function (where the medal winner is the guest of honor), or on the basis of the military rank they hold.

Precedence Lists
As we discussed earlier, there is no official precedence list used by all agencies and departments of the Federal government.

In developing this list we have reviewed several sources, including: Protocol - The Complete Handbook of Diplomatic, Official and Social Usage by McCaffree and Innis; "The White House Order of Precedence" published by the 1992 Armed Forces Inaugural Committee; Service Etiquette by Oretha D. Swartz; "The Table of Precedence, Department of Defense" (1 Apr 94) published by the Secretary of Defense's office of protocol; the "Flight Plan VIP Codes" published in the DOD Flight Information Publication "GENERAL PLANNING"; and several other commands' and service lists, including the Department of Army's "Precedence List". We also consulted with the Department of State's Ceremonial Division, Office of Protocol, who graciously reviewed our draft list and suggested changes.

This list incorporates most of the entries of all of these lists (unless we knew positions were no longer in existence). Unfortunately, we found very little consistency or commonality among the lists once we got below the first 30 or so entries. As a general rule, we deferred to the Department of State in placing
diplomatic positions; the Army's list in placing state and local officials; and the DOD list in placing all
DOD officials. Where there were conflicts between the Department of State and DOD concerning the
placement of DOD officials, we show the relative rankings for both sources, and reference the
differences in parentheses. We recommend using DOD's Precedence List for military functions and
Department of State's for all others. We've also asterisked (*) those positions that hold no "official rank"
with the Department of State.

For general reference, we've also included the complete DOD Table of Precedence and the Flight Plan
VIP Codes following our list. Following these lists is the Order of States Determined by Date of
Admission into the Union, which you'll need if you have to rank Governors or members of the House of
Representatives.
ORDER OF PRECEDENCE

DV CODE 1

- President of the United States
- Heads of State of Foreign Countries and Reigning Royalty

DV CODE 2

- Vice President of the United States
- Governor of a state when in own state
- Speaker of the House of Representatives
- Chief Justice of the Supreme Court
- Former Presidents of the United States
- American Ambassadors when at post
- Secretary of State
- President, United Nations General Assembly
- Secretary General of the United Nations
- Foreign Ambassadors, Extraordinary and Plenipotentiary accredited to the US (in order of presentation of their credentials)
- President, International Court of Justice
- Widows of former Presidents of the United States
- Ministers and Envoys of foreign powers accredited to the US (in order of presentation of their credentials)
- Associate Justices of the Supreme Court
- Retired Chief Justices
- Retired Associate Justices (Associate Justices who resign have no rank)
- The Cabinet (other than the Secretary of State) ranked according to the date of establishment of department;
  - The Secretary of the Treasury
  - The Secretary of Defense
  - Attorney General
  - Secretary of Interior
  - Secretary of Agriculture
  - Secretary of Commerce
  - Secretary of Labor
  - Secretary of Health and Human Services
  - Secretary of Housing and Urban Development
  - Secretary of Transportation
  - Secretary of Energy
  - Secretary of Education
  - Secretary of Veterans Administration
  - Permanent Representative of the US to the United Nations
  - Administrator, Environmental Protection Agency
  - US Trade Representative
  - Director, Office of Management and Budget
  - Chairman, Council of Economic Advisors
  - Chief of Staff to the President
- Director, National Drug Control Policy
  - Administrator, Environmental Protection Agency
  - Senators (according to length of continuous service, if the same, arrange alphabetically)
  - Governors of States (when outside their own state; relative precedence determined by their state's date of admission to the Union, or alphabetically by state)
  - Former Vice Presidents of the United States and their wives or widows
  - Former Governors*
  - Cabinet Acting Heads of executive departments i.e., Acting Secretary of Defense
  - Members of the House of Representatives (according to length of continuous service, if the same, arrange by their state's date of admission into the Union, or alphabetically by state)
  - Non-voting Representatives to the House of Representatives from the District of Columbia, Guam, Virgin Islands, American Samoa, and the Resident Commissioner from Puerto Rico
  - Governor of Puerto Rico
  - President's National Security Advisor
  - Counselors and Assistants to the President, President's Press Secretary, including the President's Scientific Advisor (Director of the Office of Science and Technology)
  - Charge's d'Affaires of Foreign Countries
  - Charge's ad interim of Foreign Powers
  - Former Secretaries of State
  - Former Cabinet Members
  - Deputy Secretaries or Under Secretaries of executive departments or the number two person in each department as follows:
    - Deputy Secretary of State
    - Deputy Secretary of the Treasury
    - Deputy Secretary of Defense
    - Deputy Attorney General
    - Under Secretary of the Interior
    - Deputy Secretary of Agriculture
    - Deputy Secretary of Commerce
    - Under Secretary of Health and Human Services
    - Under Secretary of Housing and Urban Development
    - Deputy Secretary of Transportation
    - Deputy Secretary of Energy
    - Deputy Secretary of Veterans' Affairs
    - Deputy US Trade Representative
    - Deputy Director, Office of Management and Budget
  - Director, Central Intelligence Agency
  - Solicitor General
  - Administrator, International Development Cooperation Agency for all
  - Director, US Arms Control and Disarmament Agency
  - Director, US Information Agency
  - Under Secretaries of State and Counsels (Political Affairs, Economic Affairs)
  - Under Secretaries of executive departments or the number three person in each department whatever the title, including the Under Secretary of Defense for Acquisition and Technology (on acquisition matters only - DOD Precedence List)
  - US Ambassadors at Large
  - Secretaries of the Armed Forces (Army, Navy, Air Force)
  - Postmaster General
  - Chairman, Board of Governors of the Federal Reserve System
Chairman, Council on Environmental Quality
Former Secretaries of the Armed Services*
Chairman, US Export-Import Bank
Chairman, Joint Chiefs of Staff
Under Secretary of Defense for Acquisition and Technology (ranks above Service Secretaries on acquisition matters), followed by Under Secretary of Defense for Policy, DOD Comptroller and Chief Financial Officer, Under Secretary of Defense for Personnel and Readiness (DOD Precedence List. Department of State places with all other Under Secretaries of Departments just after Under Secretaries of State.)
Retired, Chairman, Joint Chiefs of Staff
Vice Chairman, Joint Chiefs of Staff
Chiefs of Staff of the four services, (Army, Naval Operations, Air Force and Marine Corps)
Commandant of the Coast Guard
Commanders-in-Chief of Unified and Specified Commands of four-star grade
Retired Vice Chairman, Joint Chiefs of Staff
Retired Service Chiefs of Staff
Retired Commanders-in-Chief in four-star grade
Five-star Generals and Admirals
Retired five-star Generals and Admirals
Lieutenant Governors/Acting Governors
Chairman, Permanent Council of the Organization of American States
Secretary General, Organization of American States
Representatives to the Organization of American States
Heads of International organizations (i.e., NATO, CENTO, SEATO, IMF, WORLD BANK, etc.)
Other Under Secretaries of Executive Departments not covered above (Department of State places them just after Under Secretaries of State.)
Foreign non-accredited diplomats with Ambassador rank
Apostolic Delegates
Administrator, General Services Administration
Administrator, National Aeronautics and Space Administration
Chairman, Merit Systems Protection Board
Director, Office of Personnel Management
Administrator, Federal Aviation Administration
Chairman, Nuclear Regulatory Commission
Director, ACTION
Director, Peace Corps
American Ambassadors (on State and Official visits to the US, Washington DC area only)
Chief of Protocol, Department of State
American Ambassadors (on State and Official visits to the US, outside Washington DC)
Ambassadors of career rank on duty in the US
State Secretary of State, in own state*
Principal Deputy Under Secretary of Defense for Acquisition (DOD Precedence List. Department of State places in DV Code 4 status just after Special Assistants to the President.)

DV CODE 3

Chief Judge/Judges of US Court of Appeals, Washington DC
Chief Judge/Judges of US Court of Appeals
Chief Judge and Associate Judges, US District Court for District of Columbia
o Governor of Guam
o Governor of Virgin Islands
o Mayors of Cities (by date state admitted to the Union or alphabetically)
o Acting Chief of Protocol at the White House
o Cardinals*
o Deputy United Nations Representative
o Deputy Director, Environmental Protection Agency
o Deputy Administrator, Agency for International Development
o Deputy Administrator, US Arms Control and Disarmament Agency
o American Charge's d'Affaires
o Principal Deputy Under Secretary of Defense for Policy (DOD Precedence List. Department of State places after Special Assistants to the President.)
o Director Defense Research and Engineering (DOD Precedence List. Department of State ranks with other Directors of Executive Departments.)
o Assistant Secretaries, Counselors, and Legal Advisors of Executive Departments (in DOD, following Assistant Secretary are General Counsel; DOD Inspector General; and Director, Operational Test and Evaluation)
o Judges on Court of Military Appeals (DOD Precedence List. Department of State ranks them just after Chief Judge and Associate Judges, US District Court for DC.)
o Under Secretaries General of the United Nations
o Deputy Director, Central Intelligence Agency
o Administrator, National Oceanographic and Atmospheric Administration
o Deputy Director, General Services Administration
o Deputy Director, US Information Agency
o Deputy Administrator, National Aeronautics and Space Administration
o Deputy Director, Office of Personnel Management
o Deputy Director, ACTION
o Director, Federal Bureau of Investigation
o Assistant Administrator, Agency for International Development
o Assistant, US Trade Representative
o Deputy Director, Peace Corps*
o Vice President, WORLD BANK*
o Deputy Assistants to the President
o Comptroller General
o Members of the Council of Environmental Quality
o Members of the Council of Economic Advisors
o Chief and Associate Justices of a State Supreme Court
o American Ambassadors (either designate or in the US on leave or under normal orders)
o Representatives of US Missions to EEC and OECD
o Archbishops*
o High Commissioner of the Trust Territory of the Pacific Islands*
o Under Secretaries of Military Departments (Army, Navy, and Air Force)
o Ministers of Career Rank
o Vice Chiefs of the Services*
o Assistant Secretaries and General Counsels of the Army, Navy, and Air Force (DOD Precedence List. Department of State places them after Generals and Admirals.)
o Generals and Admirals
o Retired Generals and Admirals
o Director, Selective Service System
o Attorney General of a State*

o The Special Assistants to the Secretary of Defense*

o The Special Assistants to the Deputy Secretary of Defense*

o Assistants to the Secretary of Defense*

o Director, Office of the Secretary of Defense Administration and Management (DOD Precedence List. Department of States places with Directors of Executive Departments.)

o Director, Office of the Secretary of Defense Program Analysis and Evaluation (DOD Precedence List. Department of State places with Directors of Executive Departments.)

o Commanders-in-Chief of Unified and Specified Command (three-star), by date of appointment (FLIP Precedence List. Department of State places with other three-stars.)

o SES Four-star equivalents (Level 6)*

**DV CODE 4**

- Other Directors of Defense Agencies, e.g. DLA, DMA, NSA, DCA, DARPA (DOD Precedence List. Department of State places with other Directors of Executive Departments.)
- Deputy Under Secretaries of Executive Departments (non-statutory) (In DOD, followed by Deputy Directors of Defense Research and Engineering, Principal Deputy Assistant Secretaries of Defense, Principal Deputy General Counsel, Deputy Inspector General, Principal Deputy Comptroller, Director of Net Assessment, Director of Defense Procurement, and Director Small and Disadvantaged Business Utilization) (DOD Precedence List. Department of State places just after Deputy Under Secretaries of the Executive Departments.)
- Administrative Assistants for the Army, Navy, and Air Force*
- Lieutenant Generals and Vice Admirals
- Retired Lieutenant Generals and Vice Admirals
- President of the Senate of a State*
- State Senators in own state
- Former American Ambassadors and Ministers (Chiefs of Diplomatic Missions) in order of presentation of credentials
- Heads of Independent Agencies not mentioned previously including; Chairman, Federal Maritime Commission; Director, Federal Emergency Management Agency; and Chairman of Board of Contract Appeals
- Acting Assistant Secretaries of Executive Departments
- President, Overseas Private Investment Corporation
- Treasurer of the United States
- Director of the Mint
- Treasurer, Comptroller or Auditor of a state*
- Chairman, Federal Communications Commission
- Speaker of the House of Representatives, Delegates, or Assembly of a State*
- Chairman, United Services Organization, Inc.*
- Other Chairmen of Bureaus, Boards and Commissions not previously mentioned
- Chairman, National Institute of Standards and Technology*
- Librarian of Congress
- Vice Chairmen and members of the Board of Governors of the Federal Reserve System
- Secretary of the Senate
- State Representative, Assemblyman, or Delegate in own state*
- Secretary of the Smithsonian Institute
- Director, National Science Foundation
- Surgeon General, Public Heath Service
Chairman of the American Red Cross
Bishops of Washington D.C.*
Non-Accredited Ministers of foreign powers assigned to foreign diplomatic missions in Washington DC
Deputy Chief of Protocol, Department of State
Commissioner, US Customs Service
Other Commissioners, (Executive Level IV)
County Judges, District Court Judge for county*
Special Assistants to the President
Deputy Under Secretaries of the Executive Departments (Department of State Precedence List. DOD Precedence List places above Assistant Secretaries of Executive Departments.)
Deputy Under Secretaries of Executive Departments (Non-statutory). (Department of State Precedence List. DOD Precedence List Places them after Other Directors of Defense Agencies.)
Principal Deputy Assistant Secretaries and Principal Deputy General Counsels of the Army, Navy, and Air Force (DOD Precedence List. Department of State places just after Major Generals/Rear Admirals.)
Deputy Assistant Secretaries of Executive Departments (In DOD, followed by Deputy General Counsels, Defense Advisor US Mission NATO, Secretary of Defense Representative to international Negotiations, Deputy Comptrollers, and Assistant Inspector Generals) (DOD Precedence List. Department of State places just after Major Generals/Rear Admirals.)
Deputy Under Secretaries of the Army, Navy, and Air Force
Assistant Chiefs of Protocol, Department of State
Directors of Executive Departments (Department of State Precedence List. DOD Precedence List places them at bottom of DV Code 3 and top of DV Code 4.)
National Security Council Senior Staff Member*
Defense Attaché’s*
Counselors of Embassies
Counsels General of Foreign Powers
Members of Secretary of Defense Boards*
SES Three-star equivalent*

DV CODE 5

Major Generals and Rear Admirals of the upper half (two stars)
Retired Major Generals and Rear Admirals of the upper half (two stars)
Principal Deputy Assistant Secretaries and Principal Deputy General
Counsels of the Army, Navy, and Air Force (Department of State Precedence List. DOD Precedence List places them just above Deputy Under Secretaries of the Military Departments.)
Deputy Assistant Secretaries of Executive Departments (Department of State Precedence List. DOD Precedence List places them just above Deputy Under Secretaries of the Military Departments.)
Deputy Assistant Secretaries and Deputy General Counsels of the Army, Navy, and Air Force
Chief Judge and Judges, US Court of International Trade
Chief Judge and Associate Judges, US Court of Claims
Chief Judge and Associate Judges, US Tax Court
Chief Judges and Associate Judges, Court of Customs and Patent Appeals
OSD Historian*
State Chairman, National Commission for Employer Support of the National Guard and Reserve*
o US Attorneys*
o District Attorneys*
o County Sheriffs*
o Board President, County Commissioners*
o Deputy for (positions in the Air Force)*
o Assistant General Counsel of the Air Force*
o Scientific and Technical Advisors to the Air Staff*
o Directors of the Air Staff (SES Level)*
o Other SES Major General equivalents (Levels 3 & 4)/GS-17*

DV CODE 6

o Brigadier Generals and Rear Admirals of the lower half (one star)
o Retired Brigadier Generals and Rear Admirals of the lower half (one star)
o County Clerks*
o City Council Member*
o Assistant Surgeon General, Public Health Service*
o US Consuls General*
o Assistant Deputy Under Secretary of Defense and Principal Directors*
o Doorkeeper of the House of Representatives
o Chaplain of the Senate
o Members of Bureaus, Boards, and Commissions
o White House Executive Directors*
o Assistants to the Vice President (only Assistant to Vice President for National Security Affairs has official ranking)*
o Indorsing Agents for Military Chaplains*
o City Attorneys*
o Deputy Administrative Assistant to the Secretary of the Air Force (SES Level)*
o Division Chiefs of the Air Staff*
o Other SES Brigadier General equivalents (Levels 1 & 2)/GS-16*
o Administrative Law Judges*

DV CODE 7

o Captains (USN, USCG) and Colonels (Army, Air Force), by date of rank*
o US Counsels, Counselors of Foreign Powers*
o GS-15*
o Justice of the Peace*
o City Clerk*

DV CODE 8

o Senior Enlisted Advisors of the Armed Services (Master Chief Petty Officers of the Navy and Coast Guard, Sergeants Major of the Army and Marine Corps, and Chief Master Sergeant of the Air Force)*
o Retired Senior Enlisted Advisors of the Armed Service (as above)*
DEPARTMENT OF DEFENSE ORDER OF PRECEDENCE

The following is the current list provided by the Office of the Secretary of Defense Protocol Office in regards to Department of Defense Order of Precedence. Any questions can be referred to OSD Protocol Office at (703) -697-7064.

CODE 1

- The President of the United States
- Heads of State of Foreign Countries and Reigning Royalty

CODE 2

- The Vice President of the United States
- Secretary of Defense
- Deputy Secretary of Defense
- Secretary of the Army
- Secretary of the Navy
- Secretary of the Air Force
- Chairman of the Joint Chiefs of Staff
- Under Secretary of Defense for Acquisition (Precedes Service Secretaries only on Acquisition Matters)
- Under Secretary of Defense for Policy
- Comptroller and Chief Financial Officer
- Under Secretary of Defense for Personnel and Readiness
- Retired Chairman of the Joint Chiefs of Staff
- Vice Chairman of the Joint Chiefs of Staff
- Chiefs of Services
- Commanders-in-Chief of Unified & Specified Commands of the four-star grade
- Retired Vice Chairman of the Joint Chiefs of Staff
- Retired Chiefs of Services
- Retired Commanders-in-Chief of Unified & Specified Commands of the four-star grade
- Principal Deputy Under Secretary of Defense for Acquisition

CODE 3

- Principal Deputy Under Secretary of Defense for Policy
- Director of Defense Research and Engineering
- Assistant Secretaries of Defense, DOD General Counsel, DOD Inspector General, and Director of Operational Test and Evaluation
- Judges on Court of Military Appeals
- Under Secretary of the Army
- Under Secretary of the Navy
- Under Secretary of the Air Force
- Vice Chiefs of Services
- Assistant Secretaries and General Counsels of the Army, Navy, and Air Force
- Generals and Admirals (4-star)
- Retired Generals and Admirals (4-star)
The Special Assistants to the Secretary of Defense
The Special Assistants to the Deputy Secretary of Defense
Assistants to the Secretary of Defense
Director, Administration and Management
Director, Program Analysis and Evaluation

CODE 4

- Directors of Defense Agencies
- Deputy Under Secretaries of Defense (non-statutory), Deputy Directors of Defense Research and Engineering, Principals Deputy Assistant Secretaries of Defense, DOD Principal Deputy General Counsel, DOD Deputy Inspector General, DOD Principal Deputy Comptroller, Director of Net Assessment, Director of Defense Procurement, and Director Small and Disadvantaged Business Utilization
- Administrative Assistants of the Army, Navy, and Air Force
- Lieutenant Generals and Vice Admirals (3-star)
- Retired Lieutenant Generals and Vice Admirals (3-star)
- Principal Deputy Assistant Secretaries and Principal Deputy General Counsels of the Army, Navy and Air Force
- Deputy Assistant Secretaries of Defense, DOD Deputy General Counsels, Defense Advisor US Mission NATO, Secretary of Defense Representatives to International Negotiations, Deputy Comptrollers, and Assistant Inspectors General
- Deputy Under Secretaries of the Army, Navy, and Air Force
- Members of Secretary of Defense Boards

CODE 5

- Major Generals and Rear Admirals of the upper half (2-star)
- Deputy Assistant Secretaries and Deputy General Counsels of the Army, Navy, and Air Force
- OSD Historian

CODE 6

- Brigadier Generals and Rear Admirals of the lower half (1-star)
- Assistant Deputy Under Secretaries and Principal Directors

NOTES:
1. For SES positions not listed above, please contact the OSD Protocol Office or the individual Services as appropriate.
2. Within a group listed on a line under a Code, precedence is by date of appointment.
FORMS OF DRESS

Chapter 9 (from 'Til Wheels are Up!)

"Clothes are to us what furs and feathers are to beasts and birds: they not only add to our appearance, but they ARE our appearance." Emily Post

Ever been in that situation where you show up at a function and you're dressed differently from everyone else? Embarrassing, isn't it? Try being the protocol officer who ill-advisedly told his or her commander that the Air Force equivalent to "Army Blue with four-in-hand" at an afternoon reception hosted by the Army was the mess dress uniform.

Specifying dress for a function should be a straightforward process. And yet it is one of the top causes for embarrassment or confusion at social and official events. In this chapter we'll try to give you a few useful hints and do's and don'ts on dress. Following these simple rules can keep you out of trouble in the clothing department!

Types of Dress
Until a few years ago, it was considered "good protocol" to use terms like "formal dress," and "informal" on invitations. These terms are still in use today, but from our perspective, are dangerous and could lead to trouble if you use them on your invitations. Following are types of dress we recommend for official and social functions from the most casual to the most formal. In terms of dress, here's "what the Captain really means to say":

Casual Dress.
This term means "comfortably unrestricted" and offers the broadest of possibilities for dress. Invitations for military equivalents for "casual dress" will state the uniform and in most cases this will be the "duty uniform." For Air Force personnel, this usually translates to light blue shirt w/without tie, but as easily could be BDU's or flight suits for many duty sections. If "uniformity" of dress is not important, specifying duty uniform for Air Force functions may be acceptable. For example, duty uniform is appropriate for folks attending a function like a commander's call (principals or personnel receiving recognition may wear Service Dress). The bottom line here, as always when specifying dress, is: If it is important everyone be in the same uniform, be specific! Explicitly call for "Long-Sleeve Blue Shirt w/tie" if that's what you want people to wear.

Be especially careful about calling for the "duty uniform" for functions where there's likely to be members from other services attending. For example, to a Navy officer, "duty uniform" means "Service Dress Uniform (White or Blue)," the Navy's equivalent to our Service Dress!

The casual civilian equivalent dress at military official functions is typically what they would ordinarily wear to work on a day-to-day basis. For civilian guests from outside the military community, appropriate attire could range from slacks and open neck shirt to business suit. (Expect most community dignitaries to show up in sports coat and tie or business suit unless you advise them otherwise).

At civilian casual functions, dress for men will normally be a short or long-sleeved open-neck shirt, perhaps a sweater or sports coat, but not tie. Sometimes even blue jeans are acceptable; if so, state up front! For ladies, any casual dress, slacks, pants suit, blouses, and long or short skirts are appropriate.
Sports Coat and Tie.
This is the next stage up the ladder towards more formal attire and would be appropriate for some icebreakers or dinner at the commander's quarters. For men, this means a sports jacket or blazer with color-coordinated slacks and tie. Women have the option of wearing an appropriate dress or a dressy slacks outfit. Don't use "coat and tie" unless you don't care if some men show up in business suits. If you want the less formal, specify "sports coat and tie."

Business Suit.
This form of dress most closely equates to "informal," and for men, should be a dark (subdued) suit with a tie. It can include three-piece suits as well. Women should wear business suit, or a dressy, street-length or "Sunday" dress.

The military counterpart to "business suit" is Service Dress for Air Force and its equivalent for the other services. The types of military functions where the Service Dress uniform is appropriate include: ceremonies, parades, reviews, official visits of civilian dignitaries, changes of command, and afternoon receptions. (Note: for afternoon receptions the other services have a slightly more formal uniform that is usually specified at receptions hosted by the Army, Navy or Marine Corps.)

Business suit is an appropriate form of dress to specify for official dinners at downtown restaurants, afternoon or early evening welcome/farewell receptions hosted by community leaders, and many special-event dinners.

Formal wear.
This generally breaks down into two categories ("black tie" and "white tie"), with the more formal "white tie" mainly applying to state-events in the Washington D.C. area or certain major foreign city capitols. Outside of Washington D.C., most of us only are concerned about what to wear at "black tie" events. In the Air Force, this is the Mess Dress Uniform and is appropriate attire for functions like dinings-in, dinings-out, some commander's holiday/New Year's receptions, and military weddings (if you're one of the participants), and various civilian "black tie" affairs like charity or holiday balls.

The civilian equivalent to our mess dress uniform is a dinner jacket or black tuxedo with black bow tie. Appropriate attire for the ladies would be long or short evening dress.

"Many women suffer discomfort because they often buy shoes to fit the occasion instead of the feet." Anonymous

Frequently Asked Questions About Dress

Q: If in doubt, from whom should you seek advice as to what you should wear?
A: Some references will tell you not to ask anyone as they may be no better informed than you. Our view is that if there's doubt, contact the Hostess (or Host). Posing the question something like this will usually work: "I was planning on wearing a nice pants suit to your tea next Thursday. Will this be appropriate attire?" For official functions, call the protocol office issuing the invitation.

Q: When should I specify what the dress is?
A: If you have to ask the question, always! Be especially sensitive when developing itineraries for visiting dignitaries. Explicitly call attention to the uniform/civilian equivalent to be worn and reflect changes when they happen in the itinerary. (For example, Service Dress may be the uniform during the
day, but dress for dinner could be business suit.) Again, be as specific as you can, and always explicitly include both military and civilian attire on invitations when you want the military in uniform at a function with civilian guests.

Q: What do I wear in place of the Air Force White Ceremonial Uniform to functions where my Navy counterparts are wearing Full Dress Uniforms and the Army the Army Blue or White Uniform?
A: With the phase-out of the White Ceremonial Uniform, it's appropriate to wear the Air Force Service Dress Uniform.

Q: What is the difference between a dinner dress and an evening dress?
A: A dinner dress usually covers the back. An evening dress is more elaborate with a lower cut back and shoulders exposed.

Q: Where do I go for answers if my situation's not covered here?
A: There are several excellent texts on the subject. We especially recommend Service Etiquette by Oretha D. Swartz.

And Questions You Never Thought to Ask

- Why are the Navy's bell-bottomed trousers flared at the feet? They're worn large at the bottom in order to roll up easily above the knees for scrubbing decks. This feature was of great practical value when seamen went overboard in shallow water to land pulling boats.

- Who wears aiguillettes? Aides to the President of the United States and to sovereigns, royalty, and viceroys wear them on the right side, and aides to all other senior officials, officers, and dignitaries wear them on the left side. Naval aiguillettes are blue and gold, while those of the Marine Corps and the Army are red and gold. The Air Force aiguillette is silver.

- Do you know the reasoning behind male and female buttoning? Men's buttons were placed on the right side for better access to drawing their swords which were hung on the left side. It was more efficient to place the buttons on the right side so a threatened soldier could reach for his weapon with his fighting hand while his left unbuttoned his garment. Women, on the other hand, had their buttons on the left side because women carried their children on their left hip and therefore preferred to nurse them at the left breast. (Or perhaps, it's because "With her 'protector' on the right, a lady's coat buttoned to the left so that both she and the gentleman could slip their free hands into their coat fronts.")

- Speaking of buttons, what's the origin of those confounded ornamental buttons on the sleeves of some uniforms? Several sources agree that the original purpose of ornamental buttons was to keep soldiers (or homesick midshipmen on their first cruise) from wiping their nose on the sleeves of their dress uniforms.

- The first uniforms that could be called such in the present sense of the word were those fitted for the household troops of Louis XIV (seventeenth century). By 1700 almost all soldiers in Europe wore uniforms. Prior to the seventeenth century, soldiers conformed to the civilian dress of the time and were distinguished only by their military arms and equipment. The armies of the old Roman Empire did not wear a true uniform. They did, however, present a somewhat uniform appearance by virtue of having helmets, body armor, shields and weapons of a more or less standard design.
• Did you know commissioned officers wore chevrons long before noncommissioned officers did? Inverted gold chevrons were used by the British Army up until 1830. Their use in the U.S. Army appears to have come into vogue at West Point in 1817. Since 1832, only noncommissioned officers have worn chevrons, except at West Point.

• Ever wondered where trouser cuffs came from? Introduced about 75 years ago, the fashion came about out of the wearer's desire to keep his garments out of something messy. For the wrist cuff, this something was food. For the trouser cuff, the offending substance was probably mud. After long years of slogging around with soiled trouser legs, men finally got the bright idea to roll them up and out of the mud. It wasn't until just before World War I the improvisation became a fad and tailors began to sew cuffs in place.

• The first "clothing allowance" probably went to recruits in 15th century England who were given an allowance for "coat money" (in addition to the "conduct money" to cover their travel to join their units).

• The oldest uniforms still in existence are those worn by the Papal Guard of the Vatican (said to have been designed by Michelangelo) and those of the "Yeomen of the Guard" raised by Henry VII in 1485 (the "beefeaters" of the royal guard today).

**Other Services' Uniform Equivalents**

As indicated earlier, sometimes the toughest challenge for the protocol officer is to sort out the differences between the uniforms of the various services and determining how best to specifying military dress on an invitation if members from other services are expected to attend. Following is a Uniform Comparison Chart that equates uniforms of the services (including equivalent civilian dress for men and women) for the various types of functions, from casual to formal. It was compiled from inputs from the headquarters of the services, and should help you in most situations. However, remember that uniforms change, and you should stay abreast of the latest service guidelines.
<table>
<thead>
<tr>
<th>EVENT</th>
<th>CIVILIAN Men</th>
<th>ATTIRED Women</th>
<th>ARMY</th>
<th>NAVY</th>
<th>AIR FORCE</th>
<th>MARINES</th>
</tr>
</thead>
<tbody>
<tr>
<td>CASUAL EVENT</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Working in field or plant environment.</td>
<td>Sports Jacket (no tie)</td>
<td>Simple dress, or nice slacks, jeans</td>
<td>Battle dress Army Class B (1)</td>
<td>Aviation working green, winter working blue or khaki; (2)</td>
<td>BDU SSS/LSS (3) w/out tie</td>
<td>Utility</td>
</tr>
<tr>
<td>BUSINESS EVENT</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Business and informal social occasions.</td>
<td>Business suit</td>
<td>Very dressy dress/ suit or cocktail dress</td>
<td>Army Green (4)</td>
<td>Service dress blue Service dress white</td>
<td>Service dress SSS/LSS w/ or w/o tie</td>
<td>Service A (5) Service B (6) Service C (7)</td>
</tr>
<tr>
<td></td>
<td>Coat and tie</td>
<td>Dressy dress/suit Afternoon dress/suit</td>
<td>Army Green</td>
<td>Army Blue Army White</td>
<td>Army Blue Mess Army White Mess</td>
<td>Dinner dress blue Dinner dress white Mess dress Evening dress or mess dress</td>
</tr>
<tr>
<td>PARADE</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Parades/ceremonies and reviews.</td>
<td>Business Suit</td>
<td>Very dressy dress/ suit or cocktail dress</td>
<td>Army Green</td>
<td>Full dress blue</td>
<td>Service dress</td>
<td>Dress Blue</td>
</tr>
<tr>
<td>SOCIAL FUNCTIONS</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Social functions of a general or official nature, private formal dinners, dinner dances, club affairs. (8)</td>
<td>Black Tie Tuxedo or Dinner Jacket</td>
<td>Long dress Very fancy short dress, evening trousers with very dressy top</td>
<td>Army Blue Mess Army White Mess</td>
<td>Dinner dress blue Dinner dress white</td>
<td>Mess dress</td>
<td>Evening dress or mess dress</td>
</tr>
<tr>
<td>OFFICIAL FUNCTIONS</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Official formal evening functions, state occasions.</td>
<td>White tie</td>
<td>Long formal dress</td>
<td>Army Blue Mess/Evening dress (9) / Army White Evening Mess Dress</td>
<td>Dinner dress blue</td>
<td>Mess dress</td>
<td></td>
</tr>
</tbody>
</table>

(1) Green slacks and light green shirt with or without tie.
(2) Olive green service uniform with tie. Working blues and khaki are variants of the informal uniform and can be either short or long sleeve.
(3) SSS - Short sleeve shirt. LSS - Long sleeve shirt.
(4) Army green service uniform is similar to the Air Force service dress. Army blue uniform is “formal” when worn with black bow tie and “informal” when worn with black 4-in-hand tie.
(5) Service A - Blue jacket, trousers, and white shirt.
(6) Service B - Same as A, except with ribbons.
(7) Service C - Blue trousers and khaki shirt.
(8) Note: For black tie functions, for all services a tie is mandatory. For white tie functions, a bow tie is mandatory for all services.
(9) Army Blue Mess meets requirement of “black tie”. Army Blue Evening Mess composed of blue mess jacket and pants, white formal dress shirt with wing collar, white vest, and white bow tie.
Seating Assignments

Seating can be the key to the success or failure of even the best planned event. Some basic rules for seating have been established, but unfortunately it is impossible to cover all situations. As with most things military, rank precedence forms the basis for making seat assignments but common sense also plays a part. There will always be those "gray areas" where common sense and the comfort of your guests will need to be factored into the equation. Perhaps the best illustration would be a dinner with foreign guests. Language limitations may dictate a modified seating arrangement to facilitate conversation among the guests. As long as you have considered rank precedence and have a clear rationale for why certain seat assignments were made you should be in good shape.

Always make sure the host or hostess understands and agrees with the seat assignments and has approved them in advance - the last thing you want is to surprise him or her when they arrive at the function.

As mentioned earlier, there are some basic "rules of the road" to follow when making seat assignments:

- The position of honor is always to the right of the hostess (or host at a stag event). This position is usually given to the most senior guest in terms of precedence but may not always be the case. For example, the guest of honor at a retirement dinner may be out-ranked by other guests but could still be seated in the position of honor (make sure the higher ranking guest(s) is/are aware if strict adherence to rank precedence will not be used and why - again, advance notification can usually resolve these problems). If this arrangement does prove problematic then have the more senior attendee serve as co-host or split the group into two or more tables, if possible, and designate hosts at each table to spread out the senior attendees.

- Seat men and women alternately whenever possible. To avoid seating a woman at the end or outer edge of a table it may be necessary to seat two women next to each other. At informal gatherings it is acceptable to seat husbands and wives together but not so at formal functions.

- Round tables are preferable to rectangular since they offer more potential positions of honor and facilitate conversation.

- Seat speakers or anyone making introductions (including the Chaplain if an invocation is offered) as close to the podium as possible.

- Consider the placement of the host and distinguished guest(s). Can the audience see them and more importantly, can they see the audience?
- Strategically place interpreters when seating guests not fluent in English. Also, be sensitive to foreign customs and other unusual circumstances (armed bodyguards for instance). It is appropriate to seat the guest of honor with his back to a wall. We have provided several examples to illustrate these points.

Perhaps the most important rule to follow is: KNOW YOUR GUESTS! Precedence is the fundamental determining factor when making seat assignments but a good host or hostess will give equal weight to the comfort of all their guests and ensuring their function is interesting and enjoyable. Following are examples (by no means all inclusive) that provide a good overview of how to make seat assignments with various numbers of guests and different types of tables. Included are examples for formal, social, and business functions.

**Seating for Business Functions**

**Traditional Conference Table Seating**

In this traditional layout of an Air Force Commander’s conference table the commander is seated at the head of the table. The Vice Commander is seated to the Commander’s right and remaining staff members are seated according to rank (in descending order) alternatively down the table. If a high ranking guest is attending the staff meeting, the Commander may elect to give up his seat at the head of the table or have the guest sit in the Vice Commander’s place. In either case, the Vice Commander and staff members simply shift positions down the table.
The Host is seated in the center, with the next ranking individual to their right, the next ranking individual to their left and so on alternatively down the table. Since it is not preferable to seat people on the “inside”, make the “U” as long as needed or select a different seating arrangement if it is not practical to do so.
For certain ceremonies with family members attending, it is customary to give them the right aisle, first row (e.g. 1st, 3rd, etc.). Other high-ranking guests are seated by precedence on the left row starting with the position marked “2nd”.
Auditorium-Style Seating with no Center Aisle

Continue seating subsequent rows using the order for row one. In this example, the tenth person in rank order would sit in the middle of the second row.
In this arrangement, interpreters are strategically placed to facilitate discussions among the principles.
Occasionally, a high ranking guest may be accompanied by security personnel or bodyguards. If they are required to be seated with the guest, seat both the guest and guard with their back to the wall with an unrestricted view of entryways into the room.
Rectangular Seating for 14, Business Function With Interpreters

As with “Circular Table Seating for 10, Business Function With Interpreters”, interpreters are strategically placed to facilitate discussions among the principles.
This view from the audience’s perspective shows how to seat people at a rectangular table on a stage.
Circular Table Seating for Meals and Social Functions

The following are several traditional and unusual seating arrangements for circular tables. Recommend circular table seating at all but the most formal functions if the room layout allows.

**Mixed Circular Table for Eight - Equal Male And Female**

Note: The 1st Lady is seated to the left of the host, rather than the traditional seat of honor at the host’s right. Seating in this fashion will ensure guests are seated next to the hostess, and prevent side-by-side seating of husbands and wives. Apply this arrangement when table seating is in multiples of four (e.g. 4, 8, 12, 16, etc. places). With the table seating for any number other than a multiple of four guests, traditional methods apply.

For reasons discussed in the above note, we prefer larger circular tables for 10. However, you do not want to crowd guests, and your club may have only the smaller circular tables, driving you to seat eight to a table.
Circular Tables for Eight - Host and Hostess at Separate Tables

- #1 Man
  - Guest of Honor
- #2 Man
- #3 Woman
- #6 Man
- #7 Woman
- #4 Man
- #5 Woman
- #7 Man
- #4 Woman
- #6 Woman
- #3 Man
- #2 Woman
- Host
- #5 Man
- #1 Woman
  - Guest of Honor
Circular Table for Nine - Two Ladies, Seven Gentlemen

- Hostes
- 2nd Gentleman
- 1st Gentleman
- 5th Gentleman
- 3rd Gentleman
- Host
- 1st Lady
- 6th Gentleman
- 4th Gentleman
Circular Table for Nine - Four Ladies, Five Gentlemen

- 1st Gentleman
- Hostess
- 3rd Lady
- 2nd Gentleman
- 4th Gentleman
- 3rd Gentleman
- 2nd Lady
- 1st Lady
- Host
Circular Table for Nine - Four Ladies, Five Gentlemen

1st Gentleman
1st Lady
Host
3rd Lady
2nd Gentleman
2nd Lady
3rd Gentleman
4th Gentleman
1st Lady
3rd Gentleman
2nd Gentleman
1st Gentleman
Hostess
9
Circular Table for Ten - Three Ladies, Seven Gentlemen

1st Gentleman

Hostess

3rd Gentleman

1st Lady

Host

2nd Gentleman

4th Gentleman

5th Gentleman

6th Gentleman

2nd Lady
Circular Table for Ten - Three Ladies, Seven Gentlemen

- 1st Gentleman
- 5th Gentleman
- 6th Gentleman
- 3rd Gentleman
- 2nd Gentleman
- 4th Gentleman
- 1st Lady
- 2nd Lady
- Hostess
- Host
Circular Table for Ten - Four Ladies, Six Gentlemen
Circular Table for Ten - Five Ladies, Five Gentlemen

1st Gentleman
2nd Gentleman
3rd Gentleman
4th Gentleman
3rd Lady
2nd Lady
1st Lady
4th Lady
Hostess
Host
Rectangular Table Seating Arrangements for Meals and Social Functions

Many formal functions require seating (as a minimum) the head table at rectangular tables. Also, many formal dining rooms only have rectangular tables so it is important to know the options available.

**Head Banquet Table for Eight - Four Ladies, Four Gentlemen**

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
</tr>
</thead>
<tbody>
<tr>
<td>1st Gentleman</td>
<td>2nd Lady</td>
</tr>
<tr>
<td>2nd Gentleman</td>
<td>1st Lady</td>
</tr>
<tr>
<td>3rd Gentleman</td>
<td>Host</td>
</tr>
<tr>
<td>Hostess</td>
<td>3rd Lady</td>
</tr>
</tbody>
</table>

Note: Traditional Seating convention was violated in this situation in order to prevent a lady from being seated at the end of the table.
Head Banquet Table for Twelve - Six Ladies, Six Gentlemen

Note: The host and hostess are seated with couples on either side, and traditional seating convention was violated in order to prevent a lady from being seated at the end of the table.
Note: The traditional seating convention was violated in order to prevent a lady from being seated at the end of the table. Seating guests on the inside of the table is not desirable.
This arrangement is sometimes useful for “stag” events.
Mixed Seating for Fourteen - Host and Hostess at Ends of Table

Note: At mixed luncheons and dinners, it’s customary to place the male guest of honor to the right of the hostess, and the female guest of honor to the right of the host. Again, seating becomes much more complicated when the total number of guests is a multiple of four (e.g. 4, 8, 12, 16, etc.) places.
Mixed Seating - Multiples of Four Guests

12

1st Gentleman

4th Lady

5th Gentleman

3rd Lady

4th Gentleman

2nd Lady

Hostess

2nd Gentleman

5th Lady

3rd Gentleman

1st Lady

Host

Note: Any multiple of four guests dictates the host and hostess cannot be seated opposite each other without seating either two ladies or two gentlemen side-by-side. In such a situation, the host or hostess (this example) should be seated one to the left of their traditional places.
Mixed Seating for Eight - Host and Guest of Honor at End of Table
Mixed Seating - Multiples of Four Guests Including an Unmarried Couple

Note: Seat the unmarried couple side-by-side, with the lady to the gentleman’s right.
Table Seating for Eighteen - Host, CoHost, Staff Members, and Guests;
Two Principle Guests of Equal Rank

8th Staff Host
5th Guest
4th Staff Host
Principle Guest
Cohost
Principle Guest
3rd Staff Host
6th Guest
7th Staff Host

5th Staff Host
8th Guest
1st Staff Host
3rd Guest
Host
4th Guest
2nd Staff Host
7th Guest
6th Staff Host

Note: The host is seated opposite the two equally important principle guests who are flanking the cohost. Centered across from the principles, this arrangement assures the host of the best contact with both guests.
Table Seating for Eighteen - Host with Staff Members and Guests

Note: The host is seated opposite the principle guest, and flanked by the next highest ranking guest (from the right first). Similarly, the next highest ranking staff host flanks the principle guest. Once the core guest seating is established, seat the balance of the staff members accordingly. This arrangement can be useful at “stag” events such as luncheons associated with DV visits.
Table Seating for Eighteen - Host with Guests Only

Note: The host is seated opposite the principle guest, and flanked by the next highest ranking guest (from the right first). Similarly, the next highest ranking guest flanks the principle guest. This arrangement can be useful at “stag” events such as luncheons associated with DV visits.
Table Seating for Eighteen - Host with Staff Members Only

Note: The host/commander is seated opposite the cohost/vice commander, and are both followed in rank order by the balance of the staff members. This arrangement can be useful at “stag” events such as luncheons associated with DV visits.
Table Seating for Twelve - Business Meal with Interpreters

You may find this arrangement useful for social settings with foreign visitors where you want to maximize the use of interpreters to facilitate conversation.
Dining-In/Dining-Out Seating Arrangement

Flag Stand

Head Table

Trophy Table

Membership

Mister - Madam

Vice

Circular or Rectangular tables may be used to seat the membership.
Place Cards

Place cards are useful at formal and informal occasions to facilitate seating and/or to ensure protocol is maintained. As a general rule cards are made from white or cream colored card stock and are approximately 1 1/2 by 3 inches (cards are either folded and free standing or placed in a holder). The flag of a general or admiral or the unit crest is embossed or printed on the card.

Traditionally, names are written on the cards in black or dark blue ink. With advances in computer capability it is also possible (and becoming increasingly popular) to produce high quality products from a desktop PC.

Cards are addressed with title or rank and last name only. The following examples should cover most situations:

- "Brigadier General John D. Doe" is written as "General Doe".
- "Rear Admiral Harry M. Jones" is written as "Rear Admiral Jones". USN does not truncate the rank.
- "Lieutenant Colonel Susan R. Smith" is written as "Colonel Smith".

If more than one "Colonel Smith" is present add their first initial to avoid any confusion.

- "Ambassador John L. Murphy" is written as "Ambassador Murphy".

Reference "Protocol" by McCaffree for more details in this area.

- "Mrs Gloria C. Smith" is written "Mrs. Smith".

If more than one "Mrs. Smith" is present add their first initial to avoid any confusion.

Which card to use is determined by who is hosting the event. If a flag officer (general or admiral) is the host use the card that corresponds to their rank (1, 2, 3, or 4 stars) regardless of whether a more senior officer is attending. If the host is not a general officer use the card with the unit crest. Again, even if a general officer is attending you would not use a flag card. When the spouse of a general/flag officer hosts a function where the military member is not present they should not use "star" place cards.

Placement of the cards will vary depending upon the table setting but they are typically centered approximately six inches above the plate.
Sample Place Cards

General Newton

Seating Card - USAF General Host
To expedite the seating of guests at a large function it is helpful to number the tables and create a YASA board. This is especially true at functions where there are no place cards except at the head table. Display the YASA board (or boards if necessary) in a central location but consider the impact of congestion as people crowd around the board to find their seats. Table numbers should be prominently displayed on all tables, usually with an approximately 3-inch square card placed in a tall (approximately 6 inches) holder and centered on the table. Keep the table numbers in place until all guests are seated (staff should then promptly remove them).

One type of YASA board has an alphabetical list of all guests with their table number beside their name and a diagram of the table layout to provide an orientation to the room. The YASA board or boards should be large enough to comfortably display the names of all guests with their corresponding table number (history has taught that larger print is better than small).

Another form of YASA board has a diagram of the table layout (with table numbers) and "slots" containing an envelope with the name of the guest (or guests in the case of a husband and wife seated at the same table) on the outside. Inside the envelope is a card indicating where the individual or individuals are seated. Two separate boards may be used.
Table Settings

Table settings are usually the concern of the establishment (Officers' Club or restaurant) where a luncheon or dinner is to be held. There are, however, occasions where you may be called upon to provide assistance in this area. When these occasions arise consult Service Etiquette for a detailed explanation of the appropriate table setting to use for various types of functions. The following general information should, however, cover most situations:

1. Avoid overcrowding. Allow at least 24 inches of table space for each person.
2. Silverware should be placed on the table in the order of its use, starting from the outside and working toward the plate.
3. The silverware, napkin, and plate are lined-up approximately one inch from the edge of the table.
4. Forks are placed at the left of the plate, except the cocktail/seafood fork which is placed at the right of the spoon, tines up.
5. Knives and spoons are at the right of the plate with the blade of the knife facing toward the plate.
6. Dessert spoons and/or forks are usually preset above the dinner plate.
7. An iced beverage spoon may be placed on the table to the right of the soup spoon or it may be laid above the plate with handle to the right.
8. The individual butter knife is usually placed across the top of the butter plate parallel with the edge of the table.
9. If you use a water glass, place it slightly above the tip of the knife nearest the plate and in front of the wine glasses. Fill it two-thirds full before the guests are seated and pour wine at appropriate time during the meal (if toasts are to be proposed right after the invocation, make sure wine glasses are "charged" before guests take their seats).
For an example of a typical place setting, see Chapter 10 - TABLE SEATING AND ARRANGEMENTS in "Til Wheels Are Up!", page 37.

Menu Cards

Menu cards are occasionally used at official dinners and in the home. As a general rule cards are made from white or cream colored heavy card stock and are approximately 4 by 5 1/2 inches with a gold or silver border. The flag of a general or admiral or an organizational crest is embossed or printed on the card. It is usually placed in a stand or can be laid on the table. The table setting will dictate exact location but they are usually centered approximately six inches above the plate. Menu cards can either be produced locally or the "Air Force emblem" cards are available through normal Air Force supply channels. For more details on menu cards see Service Etiquette.

Joint AETC Commanders Business Meeting

Lunch

Phoenix/Dining Rooms

10 February 1999, 1130-1245

Menu

****

Spring Greens Salad
with raspberry vinaigrette dressing

*  

Chicken Marsala with Fresh Tomatoes

*  

Bow Tie Pasta

*  

Summer Fresh Vegetable Medley

*  

Soft Rolls with Butter Rosettes

*  

Home-made Sopaipillas with Ice Cream
 topped with a Caramel Sauce

*  

Iced Tea, Coffee, Water
Dining Etiquette

The first published rules of dining etiquette were compiled by an Italian monk in 1920. Entitled "50 Courtesies of the Table" it contained many useful dining tips -- among them was this pearl of wisdom:

"He who eats or is served must not blow his nose through his fingers."

Mr. Bob Frye, Chief of Protocol at AT&T, provided not only that interesting piece of information but also some other rules of dining etiquette that are hopefully more applicable:

- Help seat female guests
- Host will signal beginning of meal
- Make menu selection quickly
- Use serving dish utensils, not yours
- Sip from spoon
- Mouth is to be sound proof
- Elbows at side
- Stroke not saw food
- If it drops, leave it
- Blot before drinking
- Salt and pepper are a team
- Don't mash or stir food
- Don't dip bread
- Waiter removes plate
- Drink conservatively
- Toast - 1 minute maximum
- Hold coffee cup by handle
- Finished - Don't move plate
- Host will signal end of meal
- Fold napkin
- Toothpicks are for private use only

In addition to Western rules of dining etiquette there are many other customs as well. The American custom is to hold the dinner fork in the left hand to pin down the food for cutting, then transfer the fork, tines up, to the right hand when eating. The European custom is to keep the fork in the left hand and the knife in the right when eating. In most Middle Eastern nations (although many Western dining customs have been adopted) it is acceptable to eat with the fingers -- but only using the right hand. Most conversation is typically reserved for before and especially following the meal.

The point to all of this is customs vary widely around the world. When hosting foreign visitors it is important to know something about their dining customs -- mostly to avoid unknowingly offending them.

One source of information is the "CULTURGRAM" series published by Brigham Young University. Culturgrams are available for over 110 areas of the world and provide plenty of useful information. They may be reached by calling 1-800-528-6279.
THE RECEIVING LINE

From Chapter 11, 'Til Wheels Are Up!'

The word reception means the act of receiving or greeting. A receiving line is a practical and efficient way to accomplish this greeting. In the Air Force, receiving lines are frequently used to greet a new commander and spouse after his or her change of command ceremony, at commander's receptions honoring local civic leaders, or at traditional holiday receptions. Officers' Wives Clubs (OWC) sometimes use receiving lines to welcome or honor the new OWC president or honorary president.

There are a few formal rules governing the formation of a receiving line. However, there are some "rules of the road" for ensuring the receiving line you set up for your commander is successful and accomplishes its purpose—that is, for the commander and spouse, or the guest of honor, to formally greet other guests prior to beginning of some other activity (a reception, formal luncheon or dinner).

Forming the Receiving Line

When setting up a receiving line, restrict the time allowed to a maximum of 45 minutes for guests to proceed through the line. Usually hosts receive for thirty minutes from the time given in the invitation and then join their guests. Guests should be punctual. Otherwise they are not announced and will have to seek out their hosts and apologize. At a large function it may not be possible for latecomers to be introduced to the guests of honor. (This is always a matter of discretion for the host. You'll want to determine his policy on this before you start the receiving line, since you'll probably be the one to seek out latecomers and make the introductions.)

People in the receiving line are stationed single file according to the rules of precedence. The Host (usually the commander) and his/her spouse are number one and number two. Then follows the most important guest of honor, if there is one, followed by his/her spouse, followed by the next honored guest in order of rank. In no case should the receiving line consist of more than five people. The rule of thumb we use is to limit the line to the commander and spouse, or include the most important guest of honor (if there is one). It takes a minimum of 20 seconds for one person to go through the receiving line, and if you're faced with 350 guests, you want to keep the line moving quickly.

- When a Chief of State is the guest of honor, the host and hostess relinquish their positions and the line forms with the Chief of State, his/her spouse, and followed by the host and hostess.

- To welcome the new OWC president, the line may consist of the outgoing president, followed by the new president. The OWC vice president may precede the line and perform the duties of the announcer (described below).

- To welcome the new OWC honorary president (the commander's spouse), the line is preceded by the announcer (again, perhaps the OWC vice president) and consists of the honorary vice president and the new honorary president. You could also limit the line to the announcer and the new honorary president.

- When the entertainment is of an unofficial nature, it is the prerogative of the hostess to be the first to greet her guests.
Positioning the Receiving Line

Role of Announcer
Receiving lines are preceded by an announcer, whose responsibility it is to announce or introduce guests to the host. Normally, the commander's aide or protocol officer acts in this capacity. The announcer stands just to the side of the host and introduces the next guests in line. Since the announcer is not part of the receiving line, he should not shake hands with the guests. The announcer's grasp of names should be quick and accurate, and pronunciation of names to the commander audible and distinct. His manner should be cordial, courteous and formal -- he's not receiving the guests, only introducing them.

"The Extra Man"
Sometimes another man is added to the end of a receiving line to avoid leaving a woman at the end. However, we've found it more useful to position an additional person just off the end of the receiving line (and therefore not really part of the line) to "escort" or direct guests to refreshments or the lounge. This role is typically filled by a protocol officer or NCO, and the escort plays a valuable role in preventing congestion right at the end of the receiving line.

Staffing the Receiving Line
Just before the appointed hour, the receiving line is formed in the reception lounge. The beginning of the receiving line should be started at sufficient distance from the entrance as not to impede the easy
movement of guests. After checking their wraps the guests proceed toward the receiving line. Normally, we place two protocol personnel outside of the reception area to direct guests to the line. They also help reduce congestion by "guiding" additional guests directly to where the refreshments are if the line is already too long. (A good rule of thumb is to prevent guests from having to wait more than 12-15 minutes in line. If you do need to direct guests to the refreshments, ask them to check the line later when it has thinned out. Above all, if guests insist on remaining in the receiving line, let them do so!)

**Role of "Gatekeeper"**

We station a protocol person at the entrance to the reception lounge, next to a table positioned for guests to place their drinks, food, cigarettes. Euphemistically known as the "gatekeeper," this individual controls the flow of the receiving line, and is usually the member of the protocol staff that best knows key downtown civilians (if they're among the invited guests). Our deputy director, who has 15 years experience, fills this role when we form receiving lines. At your location it could be your Public Affairs officer or the commanders secretary.

We've found the gatekeeper to be indispensable to a successful receiving line. The gatekeeper ensures an orderly flow of guests, helping to preclude bunching up inside the reception area, by holding the line at the entrance until space clears for them to proceed. (Normally, the gatekeeper will allow the queue at the receiving line itself to be no more than 6-8 people.) The gatekeeper also advises all guests to place any drinks, food or smokes on the table provided before proceeding further. **One of the few formal rules of a receiving line is that one should not receive guests or go through a receiving line holding a drink or cigarette.** The gatekeeper also reminds each guest to tell the announcer his/her name, even if the guest says the announcer knows them well.

**Procedures for Guests Going Through the Receiving Line**

- **Air Force** - A **gentleman precedes** his lady through the line at **official** functions, ladies first at all others.

- **Army** - Ladies first at all functions except at the White House.

- **Navy** - Ladies first at all functions except at the White House. Although many senior Naval Officers have adopted the Air Force practice of gentlemen first at **official** functions.

- Place drinks, food and cigarettes or other smoking material on the table provided before entering the reception area.

- When going through the line, do not shake hands with the announcer. Give him/her your rank and last name, i.e., Major and Mrs. Smith, **official** title (Mayor and Mrs. Tom Jones), or Mr. and Mrs. Brown. Always provide your name even though you know the announcer. Memories fail at times.

- The announcer presents the guest to the host/hostess, who in turn presents him or her to the guest of honor (or hostess). The guest in proceeding down the line simply shakes hands and greets each person with a "How do you do" or, in the case of a friend or acquaintance, "Good evening, Sir John," or "It is good to see you again, Sir John." Never engage in extended conversation in a receiving line—you'll add to the congestion for those in the line behind you. Do not hesitate to repeat your name to members of the receiving line. Names do not travel well.
Dress for Receiving Lines

Since receptions by nature are usually formal, Service Dress or Mess Dress is appropriate attire for military personnel; business suit or tuxedo for civilians (see the chapter on Forms of Dress for more detail). Here's a few additional hints for the ladies:

- At luncheons and afternoon receptions, it used to be considered better manners for the lady to arrive with both gloves on, greet the host or hostess, and then remove her gloves. Now gloves are seldom worn, even on formal occasions.

- At formal evening receptions, when dress requires a long gown, gloves are optional and may be removed. In some instances at the White House, the First Lady has been known to express an opinion as to her preference.

Physical Arrangements for Receiving Line

Here are some guidelines you'll want to consider in setting up a receiving line.

- Pick a location that allows easy movement of guests without crowding. Your Officers' Club typically will have such a room or area.

- The location should allow formation of guest line outside of receiving line room.

- Entry into the reception area where refreshments are located should be available from the end of the receiving line and from an area adjacent to the beginning of the guest line (where the gatekeeper is positioned), without disturbing the natural flow of the guests.

- Space should be available at the entrance to the receiving line room for a gatekeeper and table.

- The receiving line should be placed sufficient distance from the entrance of the room as to allow easy movement of guests in line without crowding people.

- The receiving line should be positioned so that direct sunlight does not distract either the guests or members of the receiving line.

- Place a table behind the receiving line. Consider prepositioning a pitcher of ice water and glasses (or other refreshments) for members of the receiving line.

- Arrange flags behind the receiving line table. The U.S. Flag always precedes any other flag. If a foreign guest is being honored, place his country's flag next, followed by the Departmental or organizational flag, and the general's flag at the end (if the host is a general officer). If the guest of honor is a general or flag officer, and outranks the host, place their personal flag ahead of the hosts'.

- Chairs, if appropriate, can be placed in front of the receiving line table. This usually depends on the number of guests expected, time receiving line will be active, the ages of the receiving line participants and their physical abilities.
At least one person should be placed at the end of the receiving line to direct guests into the reception area after they finish going through the receiving line.

**Receiving Line Room Placement**

- Guest Line
- Overflow to Reception Area
- Gatekeeper Table
- Gatekeeper
- Announcer
- Host
- Hostess
- Guest of Honor
- Guest of Honor Spouse
- Extra Man
- US Flag
- Foreign Flag
- Dep/Org Flag
- Gen Flag
- Chairs
- Table
A toast is a gesture of honor proposed to a person or organization (such as the President of the United States or the United States Air Force) prior to, during, or at the conclusion of a meal. Normally, at formal dinners you will see toasts offered when the dessert wine is served. However, for Air Force formal dinners we recommend that toasting be done immediately following the invocation. Since it is appropriate to toast at any of the above mentioned times, you may wish to consult your host as to his/her preference of when the offer the toast(s). Champagne is a favorite beverage for toasting, but any wine is appropriate. You would not offer a toast with a mixed drink of after dinner liqueur.

A toast is rendered to the guest of honor by the departmental officials who host the dinner or luncheon. The toast usually begins with a welcome to the guest of honor. If the visitor is accompanied by his/her spouse, you may refer to the spouse in the toast.

**History**

Toasting originated with the English custom of flavoring wine with a piece of browned and spiced toast. In 1709, Sir Richard Steels wrote of a lady whose name was supposed to flavor a wine like spiced toast. Thus evolved the notion that the individual of institution honored with a toast would add flavor to the wine.

Today we honor individuals and/or institutions by raising our glasses in a salute while expressing good wishes and drinking to that salute. Etiquette calls for everyone to participate in a toast. Even those who don't drink alcoholic beverages should at least raise the glass to their lips (without sipping). Non-drinkers or anyone else, should never toast with water, except in the instance described below.

One More Roll was written, and first proposed, by our servicemen held captive in North Vietnamese prisoner of war camps where only water was available for toasting.

**Toasting Occasions**

Toasts are appropriate at a wide range of occasions. Customarily, toasts are only offered at evening functions such as receptions, dinners, dining-in and out or on other occasions. For luncheons, toasts are a rarity.

**Giving the Toast**

*Formal Toasts.*

Formal toasts are: to the colors, or to the heads of state of allied countries represented (determined by seniority of allied officers present), to the President of the United States, and to the Chief of Staff of the Air Force and/or sister services.

After the formal toasts, the host may ask everyone to be seated and then toast the guests, if desired.
The one who initiates the toasting is the host at a very formal occasion, Mr./Madam Vice at a dining-in/out, or any guest when the occasion is very informal. The subject of the toast is always based upon the type of occasion. Those offering a toast, man or woman, should stand and raise the glass in a salute while uttering the expression of good will.

The person to whom a toast is being given does not partake of the wine or other beverage at the time the guests lift their glasses in his/her honor. A word of caution...ensure everyone's glass is charged with the appropriate beverage prior to proposing a toast. You would not want a situation where the host asks everyone to raise their empty glass.

All military members and males should stand unless they are the recipients of the toast.

Nonmilitary females in attendance are not required to stand for a toast unless it is to the President of the United States, the US flag, or the wife of the host rises. Then, common sense and good manners dictate that all females follow suit. According to Air Force protocol, the ladies may remain seated for any further informal toasts. The First Lady of the United States remains seated for all informal toasts.

The honoree usually remains seated. After everyone sits down, the guest may rise and thank the host, offering toast in return. Once seated, guests should take their cue from the hosts, i.e., stand when they do.

**General Toasts.**

General toasts would be "To your health," or "To Success and happiness," while special occasions such as weddings or birthdays would require toasts more specific in nature such as "To Mary and John for a lifetime of happiness and love" in the case of a wedding, or on a birthday "May your next 25 years be as happy and as successful as your first 25 years."

For guidance on military wedding toasts refer to Service Etiquette.

Examples of toasts for foreign guests are at the end of this section.

**Ceremonial Toasts.**

When the formality of ceremonial toasts is to be observed on state occasions, arrange beforehand the order and subject of all toasts. It is the responsibility of the host to inform the guest of honor which toasts will be offered and when. The rule here is that the host proposed all toasts and the guest answers in kind. Such toasts are initiated by the host, during or after dessert wine is served. The experienced guest is always careful to leave enough champagne in his glass toward the end of the meal to be able to join in several toasts.

Always stand while drinking a toast to a Chief of State. The toast to the ruler of a country of the foreign guest of honor is always the first toast proposed on a state occasion. A few minutes after the guests have seated themselves again, the senior representative of the country honored rises and proposed a toast to the rule of the host's country. All the guests rise again to drink this toast.

These initial toasts may be followed by others to the countries or the services represented by the guests, and/or to the guest of honor and the host. There may be brief speeches which fit the occasion.
Example: Suppose the occasion is a mess dress/black tie dinner hosted by the Commander, Air Force Space Command, in honor of the Ambassador of Great Britain. The following would apply:

The Commander, Air Force Materiel Command, would stand after the invocation and would raise his/her glass, saying:
"To Her Majesty the Queen."
All the guests should stand and raise their glasses and toast the Queen. This may be followed by the playing of the British National Anthem.
Moments later, the Ambassador would stand, raise his/her glass and say:
"To the President of the United States."
All guests would stand and toast the President. This may be followed by the U.S. National Anthem.

- Other toasts may follow such as:

Commander AFMC: "To the Chief of the Air Staff."
British Ambassador: "The AFMC Commander."
Commander AFMC: "May the bonds of friendship which tie our countries and air force together continue to strengthen in the future."
British Ambassador: "To the proud traditions of the U.S. Air Force and her many gallant leaders.
When the guests represent more than one nation, the host/hostess proposes a collective toast to the heads of their several states, naming them in the order of the seniority of the representatives present. The highest ranking foreign officer among the guests will respond on behalf of all the guests by toasting the head of state of the host's country.

- Example: At a formal dinner hosted by the AFMC Commander with the Canadian Ambassador to the U.S. and a two-star general from Mexico in attendance, the toast would be:

Toast: To Her Majesty, The Queen of Canada. To His Excellency, the President of the United Mexican States.
Response: Hear, Hear!

- Since governments and titles change, it is essential to verify their accuracy beforehand.

- Note that the position is toasted, so don't mention the individual's name.

- At a service organization dinner, the dinner chairman proposes the first toast to the head of the organization.

Toasts to Foreigners

When giving toasts to foreigners, the text may include the accomplishments of the guest of honor - ties between his/her country and the United States - the hope and prospects for continued good relationships. Often the historical background of the visitor's country is touched upon, especially with reference to former relationships with the United States. At the end of the remarks, the official giving the toasts will ask, "Will you stand and join me in a toast to His Excellency (name), President of (country)," or "His Excellency the President of (country)," of "The President of (country)." Substitute title of guest of honor, using the correct usage, as given in the examples at the end of this section.
KING: "His Majesty King ____________"
QUEEN: "Her Majesty Queen ____________"
PRESIDENT: "His Excellency ____________, President of ____________"
PRIME MINISTER: "His Excellency ____________, Prime Minister of ____________"
GOVERNOR GENERAL: "His Excellency ____________, Governor of ____________"

- Where there are strained relations with a country, the basic concept in toasting is to mention friendship between two peoples, improved relations, and toast all those who are present - and hope they enjoy their visit.

- Whether the guest of honor is the Chief of State or perhaps a Cabinet member of a foreign government, the toast is always drunk to the Chief of State or Head of Government.

- The national language of the guest of honor should be used on the occasion of a toast. When this language cannot be used, another language known to both speakers is chosen or interpreters can be used.

(NOTE: Toasts are to individuals, never to places to things. Desk Officers at the Department of State for each country have the correct toasts. "Hear, Hear!" response is used after the individuals have been toasted and there is further toasting.)

**Responses**

Responses to toasts may range from a simple, "Hear, hear!" to a more complicated phrase. Please refer to the following partial listing of toasts for other examples.

Toast: "To the Flag of the United States of America!"
Response: "To the Colors!"
NOTE: When used, this toast is always proposed first.

Toast: "To Her Majesty Queen Elizabeth the Second!"
Response: "To Her Majesty!"

Toast: "To Her Majesty Queen of Canada!"
Response: "To Her Majesty!"

Toast: "To His Imperial Majesty the Emperor of Japan!"
Response: "To the Emperor!"

Toast: "To the President of the Republic of Korea!"
Response: "To the President!"

Toast: "To the President of the United States!"
Response: "To the President!"
NOTE: This toast applies only when more than one nation is represented.

Toast: "To the Commander in Chief, The President of the United States!"
Response: "To the President!"
NOTE: This toast applies only when the United States is represented. If no allied officers are present, the host proposed the above toast.

When proposed a toast to sister services, and only if members of those services are present, start with the most senior service as follows:

Toast: "To the Chief of Staff of the United States Army!"
Response: "To the Chief!"

Toast: "To the Chief of Naval Operations!"
Response: "To the Chief!"

Toast: "To the Commandant of the Marine Corps!"
Response: "To the Commandant"

The most senior sister service representative present would then propose the toast to the Air Force Chief of Staff.

Toast: "To the Chief of Staff of the United States Air Force!"
Response: "To the Chief!"

**Toast to Persons KIA, MIA or POW**

Toast:"We toast our hearty comrades who have fallen from the skies,
And were gently caught by God's own hands to be with him on high,
To dwell among the soaring clouds they have known so well before,
From victory roll to tail chase, at heaven's very door. And as we fly among them, we're sure to hear their plea, Take care, my friend, watch your six, and do one more roll for me." To our comrades killed in action, missing in action, or prisoners of war!"

Response: "Hear, hear!"

**Toasting Customs in Other Countries**

Some countries seem to do it deliberately, inadvertently, and some don't do it at all. Either way, getting visitors as tipsy as possible as fast as possible stands as a universal sign of hospitality, and refusal to play your part equals rebuff. Wherever you go, toasts are as reciprocal as handshakes: if one does; all do. "I don't drink, thank you" rarely gets you off gracefully. Neither does protesting that you must get up early. (So must everyone else.)

Usually, the local wine is stronger than the hard stuff. Mao-tai, Chinese wine made from sorghum, is notorious for leaving the unsuspecting thoroughly shanghaied. The Georgian wine so popular in Russia is no ladylike little Chablis either. In Nordic lands proper form for the toast is to raise the glass in a
sweeping arc from belt buckle to lips while locking stares with your host. It takes very few akvavit-with-
beer-chasers before you start seeing northern lights.

**British Customs.**

At an official dinner given by a British official for a high-ranking U.S. officer, the former rises during or
after dessert to toast the President of the United States, and then the orchestra, if present, plays "The
Star-Spangled Banner." After the guests are seated, the guest of honor rises to toast "Her Majesty, the
Queen," and the orchestra plays "God Save the Queen" if other monarchies are represented at the dinner,
the honored guest would say, "Her Majesty, Queen Elizabeth II." These toasts are sometimes followed
by short speeches and toasts to the services represented.

At regular mess dinners in the Royal Navy, the senior member of the mess proposed the toast, "The
Queen," and all present in a low voice repeat, "The Queen" and sip the toast. If an American officer is a
personal guest where a nightly toast to the Queen is drunk, the mess president might propose a toast to
the U.S. Navy after the usual toast to the Queen. The American would then properly reply with a toast to
the Royal Navy. It should be remembered that at official Anglo-American dinners, the British officer
would toast, "The President of the United States," and the senior American would reply, "Her Majesty,
the Queen."

"Several British regiments do not stand and drink when the king is toasted. They are "above suspicion."
In some past action they so distinguished themselves that the kind excused them from the symbolic proof
of loyalty represented by drinking to his health. The Royal Navy toasts the king without standing. The
story is that the Prince of Wales, while visiting a warship, cracked his head on a low beam when the toast
was proposed. "When I'm king there'll be no such foolishness," he announced. And, when he succeeded
his father, the Royal Navy held him to the promise." ................Boatner

**French and Italian Customs.**

Officers of these Navies often preface a toast with the phrase, "I have the honour to..." At dinner for a
senior U.S. officer, the French host/hostess may say, "I have the honor to propose a toast to the President
of the United States," The guest of honor might properly reply, "It is my great honor to propose a toast to
the President of the French Republic."

**Scandinavian Customs.**

Ceremonial toasts are less usual in the Scandinavian countries. Rather, the host/hostess "skoals" each
guest. No one drinks wine until after the host/hostess has offered a general skoal of welcome. Skoaling
then continues throughout the meal among the guests. The ladies must be alert to respond to individual
skoals from the gentlemen, for each gentleman skoals the lady sitting at his right at least once.

The procedure is to raise one's glass slightly from the table, and looking directly into your partner's eyes,
draw the glass down and toward the body, bow slightly, say "skoal," drink, and salute again with your
glass before putting it down. The skoal received must be returned a few minutes later.

Specific customs of individual countries should be understood prior to attending social functions, for
example, in Norway an additional procedure is for the guest of honor to thank the host/hostess with a
toast at the end of the meal.

In Sweden, the hostess is never skoaled by a guest during a formal or semi-formal dinner.
Canadian and Commonwealth Nations.

Canadian Forces customs dictate that the health of Her Majesty The Queen shall be honored by means of a loyal toast in the following form:

**Toast:** "To Her Majesty the Queen of Canada!"

**Response:** "To Her Majesty!"

When an officer or other distinguished person is officially representing a country that is a member of the Commonwealth of Nations and that recognizes The Queen as its head of state, and is entertained at an official function, the loyal toast shall be:

**Toast:** "To Her Majesty the Queen, Head of the Commonwealth!"

**Response:** "To Her Majesty!"

When an officer or other distinguished person is officially representing a country that is a member of the Commonwealth of Nations but that does not recognize The Queen as its head of state, and is entertained at an official function, the loyal toast shall be:

**Toast:** "To Her Majesty. The Queen of (Name of the Commonwealth nation), Head of the Commonwealth!"

**Response:** "To Her Majesty!"

NOTE: Canadian toasting customs can be found in Canadian Forces Administrative Orders 61-12.

Examples of Toasts

Due to the continuing breakup of Eastern Block countries, not all new countries are recognized by the United States. Therefore many of the new countries are not listed for example toasts. If you require a toast example for a country that is not listed, we suggest you consult with the Department of State Protocol at (202) 647-1735 for verification of toast and country recognition.

**AFGHANISTAN:**

**Toast:** To His Excellency, the President of the Democratic Republic of Afghanistan.

**Response:** To His Excellency.

**ARGENTINA:**

**Toast:** To His Excellency, the President of the Argentine Nation.

**Response:** To His Excellency.

**AUSTRALIA:**

**Toast:** To Her Majesty Queen Elizabeth II, the Queen of Australia.

**Response:** To Her Majesty.

**AUSTRIA:**

**Toast:** To His Excellency, the Federal President of the Republic of Austria.

**Response:** To His Excellency.

**BANGLADESH:**

**Toast:** To His Excellency, the President of the People's Republic of Bangladesh.

**Response:** To His Excellency.
BELGIUM: Toast: To His Majesty, the King of Belgium.  
Response: To His Majesty.

BOLIVIA: Toast: To His Excellency, the President of Bolivia.  
Response: To His Excellency.

BRAZIL: Toast: To His Excellency, the President of Brazil.  
Response: To His Excellency.

BURMA: Toast: To His Excellency, the President of Burma.  
Response: To His Excellency.

CAMBODIA: Toast: To the State Presidium of the Democratic Kampuchea.  
Response: To the State Presidium.

CANADA: Toast: To Her Majesty the Queen of Canada.  
Response: To Her Majesty.

CHILE: Toast: To His Excellency, the President of the Republic of Chile.  
Response: To His Excellency.

CHINA: Toast: To His Excellency, the Chairman of the Central Committee of the Communist Party of the People's Republic of China.  
Response: To His Excellency.

COLOMBIA: Toast: To His Excellency, the President of the Republic of Colombia.  
Response: To His Excellency.

CZECH REPUBLIC: Toast: To His Excellency, the President of the Czech Republic.  
Response: To His Excellency.

DENMARK: Toast: To Her Majesty, the Queen of Denmark.  
Response: To Her Majesty.

DOMINICAN REPUBLIC: Toast: To His Excellency, the President of the Dominican Republic.
Response: To His Excellency.

ECUADOR: Toast: To His Excellency, the President of Ecuador.
Response: To His Excellency.

EGYPT: Toast: To His Excellency, the President of the Arab Republic of Egypt.
Response: To His Excellency.

EL SALVADOR: Toast: To His Excellency, the President of El Salvador.
Response: To His Excellency.

ETHIOPIA: Toast: To His Excellency, the Chairman of the Provisional Military Government of Socialist Ethiopia.
Response: To His Excellency.

FRANCE: Toast: To His Excellency, the President of the Republic of France.
Response: To His Excellency.

GERMANY: Toast: To His Excellency, the President of the Federal Republic of Germany.
Response: To His Excellency.

GHANA: Toast: To His Excellency, the Chairman of the Supreme Military Council of the Republic of Ghana.
Response: To His Excellency.

GREECE: Toast: To His Excellency, the President of the Hellenic Republic.
Response: To His Excellency.

GUATEMALA: Toast: To His Excellency, the President of Guatemala.
Response: To His Excellency.

HONDURAS: Toast: To His Excellency, the President of the Republic of Honduras.
Response: To His Excellency.

HUNGARY: Toast: To His Excellency, the President of the Republic of Hungary.
Response: To His Excellency.
INDIA: Toast: To His Excellency, the President of India.  
Response: To His Excellency.

INDONESIA: Toast: To His Excellency, the President of the Republic of Indonesia.  
Response: To His Excellency.

IRAN: Toast: To the people of Iran.  
Response: To the People.

IRELAND: Toast: To His Excellency the President of Ireland.  
Response: To His Excellency.

ISRAEL: Toast: To His Excellency, the President of Israel.  
Response: To His Excellency.

ITALY: Toast: To His Excellency, the President of the Italian Republic.  
Response: To His Excellency.

JAMAICA: Toast: To the Governor General of Jamaica.  
Response: To the Governor General.

JAPAN: Toast: To His Imperial Majesty, the Emperor of Japan.  
Response: To the Emperor.

JORDAN: Toast: To His Majesty, the King of the Hashemite Kingdom of Jordan.  
Response: To His Majesty.

KENYA: Toast: To His Excellency, the President of the Republic of Kenya.  
Response: To His Excellency.

KOREA: Toast: To the President of the Republic of Korea.  
Response: To the President.

KUWAIT: Toast: To His Highness, the Emir of the State of Kuwait.  
Response: To His Highness.
LAOS: Toast: To the President of the Lao People's Democratic Republic.
Response: To the President.

LEBANON: Toast: To His Excellency, the President of the Republic of Lebanon.
Response: To His Excellency.

MALAYSIA: Toast: To His Excellency, the Supreme Head of Malaysia.
Response: To His Excellency.

MEXICO: Toast: To His Excellency, the President of the United Mexican States.
Response: To His Excellency.

MOROCCO: Toast: To His Majesty, The King of Morocco.
Response: To His Majesty.

NETHERLANDS: Toast: To Her Majesty, the Queen of the Netherlands.
Response: To Her Majesty.

NICARAGUA: Toast: To His Excellency, the President of Nicaragua.
Response: To His Excellency.

NIGERIA: Toast: To His Excellency, Head of the Federal Military Government and Commander in Chief of the Armed Forces of the Federal Republic of Nigeria.
Response: To His Excellency.

NORWAY: Toast: To His Majesty, the King of Norway.
Response: To His Majesty.

PAKISTAN: Toast: To His Excellency, the President of the Islamic Republic of Pakistan.
Response: To His Excellency.

PANAMA: Toast: To His Excellency, the President of the Republic of Panama.
Response: To His Excellency.

PARAGUAY: Toast: To His Excellency, the President of Paraguay.
Response: To His Excellency.
PERU: Toast: To His Excellency, the President of the Republic of Peru.  
   Response: To His Excellency.

PHILIPPINES: Toast: To the President of the Philippines.  
   Response: To the President.

PORTUGAL: Toast: To His Excellency, the President of the Republic of Portugal.  
   Response: To His Excellency.

ROMANIA: Toast: To His Excellency, the President of Romania.  
   Response: To His Excellency.

RUSSIAN FEDERATION: Toast: To His Excellency, the President of the Russian Federation.  
   Response: To His Excellency.

SAUDI ARABIA: Toast: To His Majesty, the King of Saudi Arabia.  
   Response: To His Majesty.

SINGAPORE:  
   Response: To the President.

SLOVAKIA: Toast: To His Excellency, the President of the Slovak Republic.  
   Response: To His Excellency.

SLOVENIA: Toast: To His Excellency, the President of the Republic of Slovenia.  
   Response: To His Excellency.

SOUTH AFRICA: Toast: To His Excellency, the President of the Republic if South Africa.  
   Response: To His Excellency.

SPAIN: Toast: To His Majesty, the King of Spain.  
   Response: To His Majesty.

SRI LANKA: Toast: To His Excellency, the President of the Democratic Socialist Republic of Sri Lanka.  
   Response: To His Excellency.
SWEDEN: Toast: To His Majesty, the King of Sweden.
Response: To His Majesty.

SWITZERLAND: Toast: To His Excellency, the President of the Swiss Confederation.
Response: To His Excellency.

THAILAND: Toast: To His Majesty, the President of Thailand.
Response: To His Majesty.

TUNISIA: Toast: To His Excellency, the President of the Republic of Tunisia.
Response: To His Excellency.

TURKEY: Toast: To His Excellency, the President of the Republic of Turkey.
Response: To the President.

UNITED KINGDOM: Toast: To Her Majesty Queen Elizabeth II.
Response: To Her Majesty.

UNITED STATES: Toast: To the President of the United State of America.
Response: To the President.

URUGUAY: Toast: To the Chief of State of Uruguay (Uruguay is ruled by a council).
Response: To the Chief of State.

VENEZUELA: Toast: To His Excellency, the President of the Republic of Venezuela.
Response: To the President.

VIETNAM: Toast: To the President of the Socialist Republic of Vietnam.
Response: To the President.

ZAIRE: Toast: To His Excellency, the President of the Republic of Zaire.
Response: To His Excellency.
Conferences, workshops and seminars are events that you may be asked to manage or support. These will range in complexity from a single half-day working session to perhaps a week long event, which will include several social functions. Normally your involvement will be focused on supporting social events and ensuring certain logistics matters have been handled (billeting, transportation, DV brochures, etc.). For large conferences, your commander should appoint an Office of Primary Responsibility (OPR) to lead the effort and make sure that all arrangements are made.

Following are descriptions of the activities and arrangements that are common to most conferences. All of these "factors" may not apply in your situation. You'll also want to refer to other chapters dealing with Entertaining, Table Seating and Arrangements and Invitations, among others, for details on how to prepare for specific events. This chapter primarily focuses on the activities and factors somewhat unique to setting up conferences.

We've found the most taxing conferences to be "Commander's Conferences," hosted by our four-star, and professional society or organizational symposia where there will be several distinguished speakers and attendees. In these cases protocol is involved from start to finish, ensuring DVs are met when they arrive, taken care of throughout their stay, and properly farewelled when they depart. It is critical that an OPR be appointed who has the manpower resources to manage these events. For example, here at the headquarters the Director of Executive Services has overall responsibility for Commander's Conferences, and will appoint several other Directors to manage specific events (the conference agenda, major social functions). For our last Commander's Conference, over 75 people played major roles in supporting various elements of the conference!

Early On

Here's a partial list of the major factors that should be "nailed down" early in the planning process. Note that they are almost identical to planning factors for other critical events as well.

Select a date for the conference early, based on the host's availability (and the availability of high-level guests or participants) and the availability of conference facilities. Make sure there are no other major activities going on in your community that would make it difficult to get quarters during the conference. For example, early August is a bad time in Colorado Springs because that's when the Pikes Peak or Bust Rodeo is in town.

The commander should appoint an OPR to be responsible for the conference. If it's a professional society or organization who is co-hosting the event (e.g., ADPA, NSIA, APCEA), this becomes a critical planning factor. There must be clear lines of authority and responsibility for the complex planning involved with these conferences to succeed. Make sure specific individuals are assigned responsibility for specific tasks and develop milestones for accomplishing these tasks.

Decide the agenda and major social events (dinners, formal luncheons, entertainment, guest speakers, locations, meal and other costs, etc.) and reserve any additional facilities. Determine the total cost to be charged each attendee (factor in all conference materials, speaker fees, refreshments, and meals.)
Hotel/accommodation charges are normally the separate responsibility of the attendee for Air Force sponsored conferences. Recommend that you as the Protocol Officer not be directly involved in handling any conference fees.

Decide early on as to spouse attendance! This will impact greatly on your subsequent planning. Ensure that the results of this decision are included in any initial information papers alerting the command to the conference.

Publicize early! Get registration information distributed at least six to eight weeks prior to the event. It's a good idea to distribute a brochure with the agenda and proposed guest speakers, even if they have not confirmed yet. (However, you should have at least confirmed their availability and made sure their secretaries have "penciled" in their calendars for the event.)

Professional society or organizational conferences will likely have a mixture of contractors and military attendees. Conference planners need to determine security clearance requirements and methods for passing clearances and include these with the registration instructions.

Begin thinking about how you'll transport conference attendees from hotels to the conference location if POV parking is limited.

How many distinguished visitors are you likely to have participate? You'll need to consider escort officers for each. You'll also need to think about working separate itineraries for these individuals who could include visits to your base activities or courtesy calls with your commander and senior staff.

Make plans to train the escort officers on their duties and responsibilities. We suggest assigning each escort officer a single DV, and task them to work with the DV's office on travel and other arrangements.

You may need to have your staff judge advocate review plans to provide government resources in support of these major conferences. Normally there won't be problems in providing transportation or even conference facilities if the command is hosting, co-hosting, or sponsoring the event. However, a wise (and successful!) OPR will confirm with his lawyer first before committing.

**Intermediate Stages**

Now, you're about two weeks out from the conference start date. What do you need to worry about here? Plenty! So we'll focus on your likely responsibilities as the protocol officer.

Train escort officers. A critical step if you're expecting several DVs to attend or participate. See Chapter on DV Visits for details, but you'll want to make sure escort officers selected are the best your organization has because they'll be representing your commander, and first impressions are lasting ones.

Also, make sure escort officers have tentative itineraries developed, and give them hard suspense on when you need the final itineraries completed.

Confirm social arrangements you are responsible for. Have the restaurants, banquet facilities, officers' club, etc., been reserved, menus (and prices) agreed to and special arrangements made for entertainment? Have these been agreed to in writing? This is also a good time to think about any inclement weather plans as backup for outside activities that are canceled due to bad weather i.e., afternoon golf matches rained or snowed out - what will you/OPR/host do with attendees?

Do you have a complete list of invitees and are you responsible for any administrative support for the conference (making name tags, preparing conference material other than DV Brochures, etc.) If so, now
is a good time to use your computer resources and begin entering the data (see chapter on Computer Support for ideas).

**Final Stages**

Approximately one week out from your conference you should begin confirming **all** of your earlier coordination! (The DV Visit Master Checklist at appendix 16-1 should be helpful to you at this time.) Confirm any DV participation, itineraries (to include any inclement weather plans), escort officer responsibilities (office calls, briefings, etc.).

Confirm billeting, transportation, messing, and entertainment arrangements.

Make a first cut at any seating plans you are responsible for. You may consider arranging seating by position rather than rank. This will allow you to make last-minute changes easily without impacting on the entire seating plan for that event. Of course you may very well be forced into a purely rank structured seating plan.

Complete all administrative or computer generated support items (nametags, namecards, programs, seating diagrams, table plans, parking signs, etc.).

Confirm who will greet/host/farewell all attending DVs. This information must be shared with the escort officers also.

Confirm all arrangements for mementos, plaques, flag set-ups for speakers or honored guests, master of ceremony(ies), biographies and introductions.

Confirm all security arrangements to include parking and nametags or passes needed for any restricted area. Also confirm who/where will any classified material be stored (HINT: **Not** by the Protocol Officer in the Protocol Office!) Also confirm any arrangements for secure telephone or facsimile support required specifically for the conference.

Confirm all other audio visual support (presentation rooms, slide flippers, TV/VCR(s), computers, etc.). The OPR/host will set and announce any format requirements for presentation products. Confirm planned light refreshments for breaks and/or working sessions.

**D-Day**

Be ready for attendee changes! There will invariably be last minute additions or drops. Have some idea of what transportation, seating, greeting, or other changes you may have to quickly plan and execute.

The OPR/host should be able to make any required weather decisions early-on. Do not cancel any inclement weather arrangements until you are sure they will not be needed.

Greeters determined to match DV arrival schedules. Remind greeters that military airlift arrives early sometimes and therefore the greeter should be in place accordingly. Brief greeters on aircraft parking procedures. Also remind greeters of any ground transportation plans, and location of the nearest telephone/facsimile or restroom.

All required vehicles should be clean and on line, with drivers who are totally familiar with the sequence of events. Each DV vehicle should have a star plate as appropriate. Ensure that drivers are familiar with their vehicle (trunk release, door locks, safety items, etc). Any conference-specific parking signs should
be in place. Be sure you allow a little extra time for travel by bus, if used. Also recommend you get face-to-face with the driver as to any specific routing and parking arrangements of concern to you.

All accommodations should be checked and ready (welcome notes/packets, telephones, mementos or fruit baskets if appropriate, building maps to locate other attendees, etc.).

Classified storage is available. Recommend you let the OPR handle this issue in its entirety but you do need to know what the arrangements are.

All administrative support items should be complete and ready for issue per the overall plan. Any conference booklets, to include any "executive summaries," should generally be the responsibility of the OPR.

Triple check the escort officers! Always have a spare escort and vehicle available to assist with that unexpected DV you know is going to magically appear!! The OIC for the escorts must announce and enforce any specific uniform requirements.

**During Conference**
Assist the OPR/host as required. You will probably act as an impromptu escort and/or aide throughout the conference! Be available to assist your DVs as their home offices may not have any other telephone number but the Protocol Office.

Replenish refreshments as necessary.

Be flexible and handle changes in a calm professional manner. You will invariably have DV arrival/departure schedule changes which will cause attendance and seating changes.

**After Conference**
Capture any historical data of importance to the Protocol Office (list of actual attendees, any mementos presented, survey responses, receipts for any official expenditures, etc.). This should be accomplished within 72 hours of conference adjournment, while all of "the good, the bad, and the ugly" are fresh in your mind.

Don't forget to say "thank you," both officially via letters of appreciation and also through more informal means. It took "a cast of thousands" to pull this off so don't be shy with the kudos. Don't forget the escorts, some of them were probably outstanding!!

Make a genuine effort to record any lessons learned. This conference will not be your last; make the next one better!

As you can see, conference planning and management can be a complex and involved process regardless of the part you play. Whether the conference is conducted in your building, or at an off-site, it can be a difficult and exacting process to carry out with good results.
56 FW PROTOCOL OFFICE
REQUIREMENTS CHECKLIST
FOR
CONFERENCE/MEETING/SPECIAL EVENT

Protocol Office: DSN: 896-5840 Comm: (602) 856-5840

Protocol Project Officer: ________________ Ext: ____________
DCS Project Officer Info: ________________ Ext: ____________
Alternate DCS POC: ________________ Ext: ____________

I. EVENT INFORMATION:

A. Date: ______________________________________

B. Title: ______________________________________

C. Senior Ranking host/attendee: ________________________

1) Type of involvement-senior attendee, chair, welcoming remarks etc. ________________________

2) Event on their calendar(s) ________________________

3) Final information package forwarded (Determine if DCS OPR or Protocol initiates) ________________________

D. Event location identified/reserved: ________________________

1) 56 FW Conference Scheduling - 6-5840
   _____ CCR
   _____ Situation Room
   _____ Luke Auditorium

2) Officers Club Catering/Rooms - 6-6446
   _____ Talon Room
   _____ Goldwater Room
   _____ Phoenix Ballroom

3) Fighter Country Inn, 6-3941

E. Uniform for Function(s): ________________________

F. Agenda: ________________________
G. Funds programmed/request letter filled out: __________________________

(Written request to SM&W funds manager not later than five work days prior to event, @ 6-4906. Request must be made before making purchases.)

H. Schedule Photographer: 6-6168 __________________________

II. ATTENDEE INFORMATION:

Individual DV Visit:

A. DV name(s) and title(s): __________________________
   (Complete AETC Form 88 one per DV, O-7 and above)

B. If DV is foreign, coord w/ PA @ 6-5853 __________________________
   1) Will DV present a gift? __________________________
   2) Gift for DV __________________________
   3) Translator needed/coord __________________________
      (If yes, build extra time into the agenda.)
   4) Other members in party __________________________
   5) Obtain biographies __________________________
   6) Obtain cultural information __________________________
      (sensitivities, etc.)
   7) Requirement for Honors? __________________________
   8) Flags required? Obtain Foreign flags from Public Affairs, 6-5853 __________________________

C. Group/Conference Visit:
   1) Total expected attendance __________________________
   2) Other DCS(s) involved/POCs __________________________
   3) Audio-Visual requirements: __________________________
   4) Room diagram (Protocol) __________________________
5) Distinguished Visitors Attending __________________________
(Complete AETC Form 88 one per DV)

__________________________
__________________________
__________________________
__________________________

6) Spouses attending __________________________

__________________________

7) Security Clearances (as required) __________________________

D. Greeters/Escorts:

1) On-base: Gen Barry greets all general officers and equivalents:
   a) Inform greeter of DV travel plans __________________________
   b) 56 FW/CC wishes to greet all generals __________________________

2) Off-base: Representative from hosting office will greet __________________________

3) Determine Escort Officer requirements:
   a) Assign escorts to DVs __________________________
   b) Train escort officers __________________________

III. BILLETING:

A. Block rooms with VOQ:

1) Reserve DV Suites __________________________

2) Special Needs identified: __________________________
   (e.g. non-smoking, no stairs)

3) Letter to VOQ w/specific reservation information:
   Name/SSAN/Duty Station __________________________

B. Welcome Baskets/Letters
1) Need identified

2) Placed in room(s)

IV. TRANSPORTATION/TRAVEL:

A. Obtain DV travel information:
   1) MilAir
   2) Commercial

B. Arrange U-Drives for DVs

C. Arrange car/driver support

D. Arrange bus support for conferences: (As needed)

E. Reserve DV parking spaces

F. Provide Letter of Request for detailed support requirements:

G. Maps of LAFB and surrounding area provided (For POV travel)

V. EVENT MECHANICS:

A. Detailed agenda showing events, breaks, socials, and movement (if any):
   1) Breaks - menu if serving food and/or drinks
   2) Lunch -
      a) Location
      b) Menu
      c) Cost
   3) Dinner-
      a) Location
      b) Menu
c) Cost __________________________

d) Honor Guard needed? (6-7240) __________________________

e) Music/contact Band (6-xxxx) __________________________

f) Flags needed? (6-xxxx) __________________________

4) Socials -

   a) Location __________________________
   
   b) Menu __________________________
   
   c) Cost __________________________
   
   d) Honor Guard needed? __________________________
   
   e) Music/contact Band __________________________
   
   f) Flags needed? __________________________

B. Seating (for each applicable function):

   1) Seating Chart designed __________________________
   
   2) Placecards made __________________________
   
   3) You Are Seated At Cards made __________________________

C. Access for conference attendees:

   1) List of Non-Gov't attendees needing access to Law Enforcement Superintendent: __________________________

D. Invitations and Programs:

   1) Assist with design of invitation: __________________________
      (Large numbers of invitations must be done by Printing.)

   2) Prepare programs: __________________________
      (OPR does camera ready draft)

E. Event Books: (For Foreign visits, if visitor has significant business/meeting
agenda, IA will prepare book. Protocol provides social info only, e.g., seating, menus, gift exchange, etc.)

1) Protocol responsibilities: covers, seating charts, transportation, billeting
   socials and agenda: __________________________________________

2) OPR responsibilities: slides, tabs
   bindings, copies, and people to assemble: ______________________

F. Payment for refreshments/socials/dinners:

1) Individual responsible __________________________

2) Source:
   a) Cash __________________________
   b) Club Card (name and card #) __________________________
   c) OPR sources __________________________
   d) SMW funds __________________________
   e) Contingency Funds __________________________

3) Prepare payment envelopes:
   (as applicable) __________________________

G. Check comfort of conference room
   (temperature, seats, visibility of slides, etc.) __________________________

H. Order flower arrangements (florist)
   (Luke Florist - 935-3488) __________________________

VI. AFTER ACTION:

A. Lessons Learned. Identify and record what went well, and analyze areas needing improvement.
   Focus on the process.

B. Letters of Appreciation: Identify those people who contributed to the success of the event.
   Concentrate on those who went "above and beyond" normal job requirements. Obtain rank, name, office.
   Prepare draft letters for CV or CC signature as appropriate, preferably within 1 week of the event.
FLAG ETIQUETTE

Flags play an important role in every military ceremony, and there are very formal rules of etiquette with regard to their use and display. The national flag of the United States of America is the most important symbol of our nation's past and future and it's important that we not only display it proudly, but properly, too. This chapter consolidates from many sources what you'll need to know about flag etiquette.

**Anthems of Foreign Nations**

National anthems of foreign countries can be obtained from the Department of the Army. Anthems of foreign nations are used when rendering personal honors on the occasion of official visits of a foreign President or Sovereign or member of a royal family. Subsequent to the Star Spangled Banner, at morning and evening ceremonies honoring our national flag, honors to foreign ensigns shall be rendered at morning colors only by the band playing the appropriate foreign national anthem. The salute to present arms shall terminate with the sounding of "carry on." There is no regulation on the order of playing the national anthem of a foreign visitor. Courtesy and long-standing usage indicate that the foreign visitor's national anthem is played before the American anthem. The national anthem may be played at the beginning, middle, or end of a program, the choice being made according to where it will be given the greatest dignity. The anthem is always played with dignity. There is never applause after its rendition. The anthem is never "jazzed up" to compete with modern music. Then anthem is never played as part of a medley.

The Great American Flag assembled in 1980 by Anchor Industries, Inc., measured 210’2" high by 411' in length. It was given to President Reagan in 1980 who, in turn, gave it to the General Services Administration for safekeeping. National Flag Foundation

**Dipping the Colors**

Dipping the colors" is a naval tradition and was codified in 1594 when the European powers agreed that only the Pope and King of Spain could continue to fly their colors when their ships encountered one another on the open seas. Ships of all other nations yielded precedence to these two and lowered (dipped) their colors in salute. With the rise of Great Britain as the preeminent seagoing power, British men-of-war refused to dip their colors to any ship -- the American navy followed suit. Today, no nation's navy initiates this salute.

However, if a merchantman or ship of a U.S. State Department designated country initiates a formal greeting by dipping its colors, U.S. Navy ships are permitted to recognize the salute by dipping their colors in response. This is the only situation where U.S. colors are ever dipped. Unit colors, State flags, and organizational or institutional flags can be dipped as a mark of honor. That we do not dip our colors is not meant as disrespect to anyone or any country, but is intended to preserve the flag as a symbol of national dignity.
“Do’s” for Display the U.S. Flag

The basic Air Force guidance on flag etiquette is in AFR 900-3. According to Title 36, United States Code, Chapter 10, the following laws and regulations pertain to our National flag.

- Hoist the flag briskly and lower it ceremoniously.

- It is universal custom to display the flag only from sunrise to sunset on buildings and on stationary flag staffs in the open. However, when a patriotic effect is desired, the flag may be displayed twenty-four hours a day if properly illuminated during the hours of darkness. Each Air Force installation is limited to one illuminated flag staff.

- The flag should be displayed on all days, especially on: New Year's Day, January 1; Inauguration Day, January 20; Lincoln's Birthday, February 12; Washington's Birthday, third Monday in February; Easter Sunday (variable); Mother's Day, second Sunday in May; Armed Forces Day, third Saturday in May; Memorial Day (half-staff until noon), the last Monday in May; Flag Day, June 14; Independence Day, July 4; Labor Day, first Monday in September; Constitution Day, September 17; Columbus Day, second Monday in October; Veterans Day, November 11; Thanksgiving Day, fourth Thursday in November; Christmas Day, December 25; and such other days as may be proclaimed by the President of the United States; the birthdays of States (date of admission); and on State holidays.

- The flag of the United States of America, when it is displayed with another flag against a wall from crossed staffs, should be on the right (the flag's own right) and its staff should be in front of the staff of the other flag.

- When flags of States, cities, or localities, or pennants of societies are flown on the same halyard with the flag of the United States, the U.S. flag should always be at the peak. When the flags are flown from adjacent staffs, the flag of the United States should be hoisted first and lowered last. No flag or pennant may be placed above the flag of the United States or to the United States flag's right (Exception: On a US naval vessel at sea or underway, the church pennant will be flown from the jackstaff or halyard above the United States flag on Sunday during the period of divine services.)

- When displayed either horizontally or vertically against a wall, the union should be uppermost and to the flag's own right (the observer's left). When displayed in a window, the flag should be displayed in the same way, with the union or blue field to the left of the observer in the street. Here's a simple rule of thumb for keeping it straight: We always speak of the flag as the Stars and Stripes, never the stripes and stars. Therefore, when we look at the flag it should read, "Stars and Stripes," that is, the stars (in the blue field) should come first.

- When the flag is displayed over the middle of the street, it should be suspended vertically with the union to the north in an east and west street or to the east in a north and south street.

- When used on a speaker's platform, the flag, if displayed flat, should be displayed above and behind the speaker. When displayed from a staff in a church or public auditorium, the flag of the United States of America should hold the position of superior prominence, in advance of the audience, and in the position of honor at the clergyman's or speaker's right as he faces the audience. Any other flag so displayed should be placed on the left of the clergyman or speaker or to the right of the audience.
• When the flag is suspended across a corridor or lobby in a building with only one main entrance, it should be suspended vertically with the union of the flag to the observer's left upon entering. If the building has more than one main entrance, the flag should be suspended vertically near the center of the corridor or lobby with the union to the north, when entrances are to the east and west, or to the east when entrances are to the north and south. If there are entrances in more than two directions, the union should be to the east.

• By convention, the United States flag (and all other flags) are draped on the staff from upper left to lower right (from the observer's point of view).

• The flag, when it is in such condition that it no longer a fitting emblem for display, should be destroyed in a dignified way, preferably by burning.

• During the ceremony of hoisting or lowering the flag or when the flag is passing in a parade or in review, all people present except those in uniform should face the flag and stand at attention with the right hand over the heart. Those present in uniform should render the military salute. When not in uniform, men should remove their headdress with their right hand and hold it at the left shoulder, the hand being over the heart. Aliens should stand at attention.

• When the national anthem is played and the flag is displayed outdoors, all present except those in uniform should stand at attention facing the flag with the right hand over the heart. Men not in uniform should remove their headdress with their right hand and hold it at the left shoulder, the hand being over the heart. Personnel in uniform should render the military salute at the first note of the anthem and retain this position until the last note. When the flag is not displayed, those present should face toward the music and act in the same manner they would if the flag were displayed there. The same respect is shown to the national anthem of any friendly country when played upon official occasions.

• When the flag is suspended over a sidewalk from a rope extending from a house to a pole at the edge of the sidewalk, the flag should be hoisted out, union first, from the building.

• When the flag of the United States is displayed from a staff projecting horizontally or at an angle from the window sill, balcony, or front of a building, the union of the flag should be placed at the peak of the staff unless the flag is at half-staff. When the flag is suspended over a sidewalk from a rope extending from a house to a pole at the edge of the sidewalk, the flag should be hoisted out, union first, from the building.

• When the flag is displayed in a manner other than by being flown from a staff, it should be displayed flat, whether indoors or out. When displayed either horizontally or vertically against a wall, the union should be uppermost and to the flag's own right, that is, to the observer's left. When displayed in a window it should be displayed in the same way, that is, with the union or blue field to the left of the observer in the street. When festoons, rosettes or draping are desired, bunting of blue, white and red should be used, but never the flag.

• When carried in a procession with another flag or flags, the U.S. should be either on the marching right; that is, the flag's own right, or, if there is a line of other flags, in front of the center of that line. Crepe streamers may be affixed to spear heads of the flag-staff in a parade only by order of the President of the United States.
- When painted or displayed on an aircraft or vehicle, the union is toward the front and the stripes trail.

- The United States flag is carried on all occasions of ceremony in which two or more squadrons participate representing a wing, air division, numbered air force, MAJCOM or the Department of the Air Force. On these occasions, the flag is carried by a color guard. The position in line from right to left is the United States flag, Air Force flag, and individual flag or flags, if appropriate.

The "Mt. Rushmore flag" is 45' x 90'. It is hung on a 1 1/2 ton bar, hoisted by a crane, and held by 100 ton test ropes. It was first flown at Mt. Rushmore on July 2, 1989.

"Don'ts" For Displaying The U.S. Flag

- The flag should not be displayed on days when the weather is inclement, except when an all-weather flag is displayed.

- The flag should not be displayed on a float in a parade except from a staff.

- The flag should not be draped over the hood, top, sides, or back of a vehicle or of a railroad train or a boat.

- The flag should never be displayed with the union down, except as a signal of dire distress in instances of extreme danger to life or property.

- The flag should never touch anything beneath it, such as the ground, floor, water, or merchandise.

- The flag should never be used as wearing apparel, bedding, or drapery. It should never be festooned, drawn back, nor up, in folds, but always allowed to fall free. Bunting of blue, white, and red, always arranged with the blue above, the white in the middle, and the red below, should be used for covering a speaker's desk, draping the front of the platform, and for decoration in general.

- The flag should never be carried flat or horizontally, but always aloft and free.

- The flag should never be fastened, displayed, used, or stored in such a manner as to permit it to be easily torn, soiled, or damaged in any way.

- The flag should never be used as a covering for a ceiling.

- The flag should never be placed upon it, nor on any part of it, nor attached to it any mark, insignia, letter, word, figure, design, picture, or drawing of any nature.

- The flag should never be used as a receptacle for receiving, holding, carrying, or delivering anything.
• The flag should never be used for advertising purposes in any manner whatsoever. It should not be embroidered on such articles as cushions or handkerchiefs and the like, printed or otherwise impressed on paper napkins or boxes or anything that is designed for temporary use and discord. Advertising signs should not be fastened to a staff or halyard from which the flag is flown.

• No part of the flag should ever be used as a custom or athletic uniform. However, a flag patch may be affixed to the uniform of military personnel, firemen, policeman, and members of patriotic organizations. The flag represents a living country and is itself considered a living thing. Therefore, the lapel flag pin, being a replica, should be worn on the left lapel near the heart.

• No other flag or pennants should be placed above or, if on the same level, to the right of the U.S. flag, except during church services conducted by a naval chaplain aboard a U.S. naval vessel at sea or ashore, when the church pennant may be flown above the flag during church services for the personnel of the Navy.

• The flag should form a distinctive feature of the ceremony of unveiling a statue or monument, but it should never be used as the covering for the statue or monument.

Flag Burning Service and Ceremony

The United States Flag Code 36s 176(k) states:

"The flag, when it is in such condition that it is no longer a fitting emblem of display, should be destroyed in a dignified way, preferably by burning."

In many American communities, one or more organizations render an important community service by collecting and overseeing the proper disposal of old, worn, tattered, frayed, and/or faded U.S. Flags. The public typically responds very positively to organizations providing this service. Some organizations make it an annual service project. Some publicly announce when and where Flags will be accepted. Often, community newspapers, radio, and TV stations help broadcast the availability of the service. Churches, synagogues, chambers of commerce, civic organizations, and businesses have been routinely enlisted to serve as "drop off" locations for the collection of worn flags.

If many U.S. Flags are collected, it may be desirable to seek assistance from a corporate, government, or military facility which maintains an incinerator or furnace that can readily burn the flags.

The National Flag Foundation provides the following guide for conducting a patriotic flag burning ceremony:

"Ceremony of Final Tribute:

(1.) Only one flag should be used in the ceremony, which is representative of all the flags to be burned in the service. The remainder of the flags collected should be incinerated. A corporate, government, or military incinerator or furnace can usually be found for this purpose.
(2.) The ceremony should be conducted out-of-doors, preferably in conjunction with a campfire program, and it should be very special.
(3.) The ceremony involves two color guards, one for the flag currently in use and a special color guard for the flag to be retired from service. Of course, this may be adapted if conditions necessitate."
(4.) Just before sunset the flag which has been flying all day is retired in the normal ceremonial procedure for that location or group.
(5.) The color guard responsible for the flag receiving the final tribute moves to front and center. The leader should present this color guard with the flag which has been selected for its final tribute and subsequent destruction. The leader should instruct the color guard to "hoist the colors."
(6.) Leader comments: (when the flag has been secured at the top of the pole)
   - "This flag has served its nation well and long. It has worn to a condition in which it should no longer be used to represent the nation."
   - "This flag represents all of the flags collected and being retired from service today. The honor we show here this evening for this one flag, we are showing for all of the flags, even those not physically here."

(7.) The leader should:
   - Call the group to attention;
   - Order a salute;
   - Lead the entire group in the Pledge of Allegiance to the Flag; and
   - Order the flag retired by the color guard.
   - Slowly and ceremoniously lower and then respectfully fold the flag in the customary triangle.
   - Deliver the flag to the leader and then dismiss the group.

This concludes the Ceremony of Final Tribute.

**Ceremonial Burning**

Fire Preparation:
It is important that the fire be sizable -- preferably having burnt down to a bed of red hot coals to avoid bits of the flag being carried off by a roaring fire -- yet be of sufficient intensity to ensure complete burning of the flag.

Flag Preparation:
The color guard assigned to the flag opens up it tri-corner fold and then refolds the flag in a coffin-shaped rectangle.

When all is ready:
(1.) Assemble around the fire. The leader calls the group to attention.
(2.) The color guard comes forward and places the flag on the fire.
(3.) All briskly salute.
(4.) After the salute, but while still at attention, the leader should conduct a respectful memorial service as the flag burns. National Flag Foundation recommends singing "God Bless America" followed by an inspiring message of the flag's meaning followed by the "Pledge of Allegiance" and then silence.
(5.) When the flag is basically consumed, those assembled, with the exception of the leader and the color guard, should be dismissed single file and depart in silence.
(6.) The leader and the color guard remain until the flag is completely consumed.
(7.) The fire should then be safely extinguished and the ashes buried.

It weighs one and one-half tons. The flag was commissioned by Ski Demski of Long Beach, CA. The fabric alone cost $30,000 wholesale. Sewing it took "several thousand man hours."

National Flag Foundation

Flag Folding Ceremony

The flag folding ceremony described by the Uniformed Services is a dramatic and uplifting way to honor the flag on special days, like Memorial Day or Veteran's Day. Here is the sequence of events:

- **PRELUDE:**

  The flag folding ceremony represents the same religious principles on which our country was originally founded (begin reading as the Honor Guard is coming forward (if performing)). The portion of the flag denoting honor is the canton of blue containing the stars representing the states our veterans served in uniform. The canton field of blue dresses from left to right and is inverted when draped as a pall on a casket of a veteran who has served our country honorably in uniform.

  In the Armed Forces of the United States, at the ceremony of retreat the flag is lowered, folded in a triangle fold and kept under watch throughout the night as a tribute to our nation's honored dead. The next morning it is brought out and, at the ceremony of reveille, run aloft as a symbol of our belief in the resurrection of the body.

- **PAUSE....**

  Wait for the Honor Guard (if performing) to unravel and fold the flag into a quarter fold -- resume reading when Honor Guard is standing ready.

- **BODY:**

  The first fold of our flag is a symbol of life.

  The second fold is a symbol of our belief in the eternal life.

  The third fold is made in honor and remembrance of the veteran departing our ranks who gave a portion of life for the defense of our country to attain a peace throughout the world.

  The fourth fold represents our weaker nature, for as American citizens trusting in God, it is to him we turn in times of peace as well as in times of war for His divine guidance.

  The fifth fold is a tribute to our country, for in the words of Stephen Decatur, "Our country, in dealing with other countries, may she always be right; but it is still our country, right or wrong."

  The sixth fold is for where our hearts lie. It is with our heart that we pledge allegiance to the flag of the United States of America, and to the republic for which it stands, one nation, under God, indivisible, with liberty and justice for all.
• The seventh fold is a tribute to our Armed Forces, for it is through the Armed Forces that we protect our country and our flag against all her enemies, whether they be found within or without the boundaries of our republic.

• The eighth fold is a tribute to the one who entered into the valley of the shadow of death, that we might see the light of day, and to honor mother, for whom it flies on mother's day.

• The ninth fold is a tribute to womanhood; for it has been through their faith, love, loyalty, and devotion that the character of the men and women who have made this country great have been molded.

• The tenth fold is a tribute to father, for he, too, has given his sons and daughters for the defense of our country since he or she was first born.

• The eleventh fold, in the eyes of a Hebrew citizen, represents the lower portion of the seal of King David and King Solomon and glorifies, in their eyes, the God of Abraham, Isaac, and Jacob.

• The twelfth fold, in the eyes of a Christian citizen, represents an emblem of eternity and glorifies, in their eyes, God the Father, the Son, and Holy Ghost.

• When the flag is completely folded, the stars are uppermost, reminding us of our national motto, "In God We Trust."

• PAUSE:

• Wait for the Honor Guard (if performing) to inspect the flag -- after the inspection resume reading.

• POSTLUDE:

• After the flag is completely folded and tucked in, it takes on the appearance of a cocked hat, ever reminding us of the soldiers who served under General George Washington and the sailors and marines who served under Captain John Paul Jones who were followed by their comrades and shipmates in the Armed Forces of the United States, preserving for us the rights, privileges, and freedoms we enjoy today.

Flag Ordering

NOTE: Turn around time varies from 2-8 weeks depending on quantity in stock and whether or not the recipient requests that the flag be flown on a certain date. So, as soon as you know that you might need a flag, decide what location can give you the best turn around and order it. Also, for your information, the nylon flags last longer for outdoor use.

On the following is an Order Form for your convenience. Please attach a cover letter addressed to the representative.
INFORMATION YOU'LL NEED TO COMPLETE THE FLAG ORDER FORM:

Q: WHO REPRESENTS THE RETIREE?

*Who will sign the certificate stating that the flag was flown over the capital.*

When time permits, find out what city and state the recipient is from. This will enable you to get a flag certified from the state representative of choice. Democratic? Republican? If the Representative does not matter, you can secure a flag from the state Representative near the military installation.

*NOTE:* Locally, any one Representative's district office keeps a stock on hand. Suggest calling the office to find out if the stock is available and to get the account number to which to make the check payable. Then, please check to make sure you have the latest price quotes. The cost typically covers, as a minimum, the flag, franking, and postage.
REQUESTER:

ORGANIZATIONAL ADDRESS:
Voice Number: ( ) __________________
Fax Number: ( ) __________________

TO THE OFFICE OF
THE
HONORABLE: Senator John McCain

ADDRESS:
Voice Number: __________________
Fax Number: __________________
_______________________________
Russell Senate Office Building
Washington, D.C. 20510
Attn.: Scott Gould

Flag order information, (circled is the flag of choice:)

<table>
<thead>
<tr>
<th></th>
<th>3X5</th>
<th>5 X 8</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cotton</td>
<td>$ 8.25+4.05+3.25=$15.55</td>
<td>$18.75+4.05+3.25=$26.05</td>
</tr>
<tr>
<td>Nylon</td>
<td>$ 7.50+4.05+3.25=$14.80</td>
<td>$17.50+4.05+3.25=$24.80</td>
</tr>
</tbody>
</table>

Member
Retiring:
(Rank/ Full name)

Retirement Date:
To be flown on: (enter preferred date otherwise enter non-applicable)

*NOTE: There is an additional fee of $4.05 for each flag flown over the capitol.
Postage and Handling fee $3.25 per Flag
PLEASE add that amount to the price listed above. *Due to the volume of flag requests, the date requested is not guaranteed.

THE ENCLOSED CHECK IS PAYABLE TO:

FOR Account #/ in the Amount of:

An official certificate from the U. S. Flag Office will accompany the flag. I would like a personalized message printed on the certificate to read:

“This flag:
◊ was flown over the United States Capital on (date, if applicable) in honor of (recipient listed above) for completing years of outstanding service in the United States Air Force.
◊ “is to be presented to (recipient listed above) on the occasion of his/her retirement on (date, if applicable) for (years) of outstanding service.”
◊ “was flown on the occasion of ... ________________________________”
◊ “was flown in memory of ... ________________________________”
Flag Placement

The cardinal rule is the highest precedence flag takes the position of honor to the right of other flags. This position is always to the flag's own right—not as you are looking at the flags from the front. The U.S. flag always goes to the right of all other flags, except when placed in the center.

The blue field, according to the rules of heraldry, is the honor point and should, therefore, occupy the position of danger. The position of danger is the position of the arm which holds the sword—the right arm. Therefore, the blue field, which is uppermost and to the flag's own right, holds the "position of honor." Boatner

When centered in a flag display, the U.S. flag should be at the center and at the highest point of the group when a number of flags of States or localities, pennants of societies, or organizational and other flags are grouped and displayed from staffs. Alternate flags by their order of precedence. Center the U.S. flag, then 2nd precedence goes to the flag's left, 3rd precedence to its right, 4th to the left, 5th to the right, and so on.

The positioning of the flag display is arbitrary and based primarily on the best location for the event. This could be directly behind the speaker or host, or to his/her right or left. If the stage is too small for a flag arrangement to fit, the proper way they can be displayed is on the audience's level (floor level), but the flags are positioned in reverse order. The important thing is that within the flag display, flags must be properly sequenced. See order of precedence at the end of the chapter to determine proper sequencing for flags within a display.

Flag Precedence

Here is the accepted order of precedence for displaying flags during both official and unofficial military and civilian ceremonies. AFR 900-3 standardizes their display. As you sit in an audience and face the flags, they're arranged as follows, left to right:

THE UNITED STATES FLAG

FOREIGN COUNTRY FLAGS (IN ALPHABETICAL ORDER)

STATE FLAGS (By admission to the union) (See Chapter 3, Protocol Order of Precedence for listing)

SERVICE FLAGS (By order of Service (DOD Dir 1005.8))

<table>
<thead>
<tr>
<th>Flag Type</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>ARMY FLAG</td>
<td>11 July 1775</td>
</tr>
<tr>
<td>MARINE FLAG</td>
<td>10 November 1775</td>
</tr>
<tr>
<td>NAVY FLAG</td>
<td>13 October 1775*</td>
</tr>
<tr>
<td>AIR FORCE FLAG</td>
<td>18 September 1947</td>
</tr>
<tr>
<td>COAST GUARD FLAG</td>
<td>4 August 1790</td>
</tr>
</tbody>
</table>

* Navy officially changed to this date. Prior to that they were a younger service than the Marine Corps.

NORTH AMERICAN AEROSPACE DEFENSE FLAG
UNITED STATES SPACE COMMAND FLAG

MAJCOM COMMAND FLAGS (In alphabetical order—all on the same level)

Air Combat Command
Air Education and Training Command
Air Force Materiel Command
Air Force Space Command
Air Force Special Operations Command
Air Mobility Command
Pacific Air Forces
United States Air Forces in Europe

FIELD OPERATING AGENCIES

AIR NATIONAL GUARD

AIR FORCE RESERVE

DIRECT REPORTING UNITS

NUMBERED AIR FORCE & WINGS (Descending order)

PERSONAL OR GENERAL OFFICER FLAGS

(4-, 3-, 2-, and 1-star; one flag per service regardless of how many general officers of that grade are in attendance. If two Air Force brigadier generals are present, display only one 1-star flag. If an Army and an Air Force brigadier general are present, display both an Army and Air Force 1-star flag with date of rank of the generals determining whose flag takes precedence).

Flying the U.S. Flag At Half-Staff

When flown at half-staff, the flag should be first hoisted to the peak for an instant and then lowered to the half-staff position. The term "Half-Staff" means the position of the flag when it is one-half the distance between the top and bottom of the staff (the term "half-mast" is a naval term and inappropriate in Air Force usage). The flag should be again raised to the peak before it is lowered for the day. On Memorial Day the flag should be displayed at half-staff until noon only, then raised to the top of the staff.

By order of the President, the flag should be flown at half-staff upon the death of principal figures of the United States Government and the Governor of a State, territory, or possession, as a mark of respect to their memory. In the event of the death of other officials or foreign dignitaries, the flag is to be displayed at half-staff according to Presidential instruction or orders, or in accordance with recognized customs or practices not inconsistent with law. In the event of the death of a president or former official of the government of any territory, or possession may proclaim that the National flag shall be flown at half-staff. The flag shall be flown at half-staff thirty days from the death of the President or a former President; ten days from the day of death of the Vice President, the Chief Justice or a retired Chief Justice of the United States, or the Speaker of the House of Representatives; from the day of death until interment of an Associate Justice of the Supreme Court, a Secretary of an executive or military
department, former Vice President, or the Governor of a State, territory, or possession; and on the day of
death and the following days for a Member of Congress (Senator, Representative, Delegate, or Resident
Commissioner from Puerto Rico).

Flags carried by troops are never at half-staff. Details on when, where, and how long to display flags at
half-staff are contained in AFR 900-3, attachment 1.

Installation commanders may exercise their discretion when authorizing half-staff of the U.S. flag,
Attachment for deaths of active duty military and civilian members of the organization. Attachment 1 to
AFR 900-3 provides the following guidance:

- "When a civilian employee of the Air Force or an active duty officer or airman dies, the
  installation commander may direct the U.S. flag to be half-staffed on buildings and grounds of
  the deceased's memorial service, funeral service, or duty station. Generally, the flag is half-
  staffed on the day of death or the day following death. The installation commander may also
  half-staff the flag on the day of an on-base memorial or funeral service."

- Half-staffing the U.S. flag to honor a deceased service member is a sensitive issue. You must
  establish logical guidelines and be careful not to set dangerous precedents when you're forced to
  half-staff a flag at a less than appropriate time; remember to fully consider the circumstances of
  death. It's difficult to say "NO" when facing a grieving family.

Honors to The National Anthem or “To The Colors”

Francis Scott Keyes' "The Star Spangled Banner" became our national anthem on 3 March 1931. There
are several versions of the words and music but Congress has not adopted a single version.

- Outdoors.

- When in uniform, come to attention, face the flag (or band if flag isn't visible) and salute. If the
  music is recorded and no flag is visible, face front and salute. In civilian or athletic clothes, do
  the same thing except hold your right hand over your heart. Maintain salute until the last note of
  music. Vehicles in motion are brought to a halt. Everyone, including the driver, remains seated at
  attention. These marks of respect are also shown to the national anthem of any friendly country
  when played upon official occasions.

- Indoors.

- When the national anthem is played indoors at a formal gathering, you stand at attention and face
  the flag if it is present, otherwise, face the music. You do not salute unless under arms. In
  civilian or athletic clothes, stand at attention with your right hand over your heart. Remember the
  above applies when the music is live and does not apply to broadcast music, such as radio or TV.

The words used by Air Force bands are the following:
THE STAR SPANGLED BANNER

O say! can you see, by the dawn's early light,
What so proudly we hail'd at the twilight's last gleaming,
Whose broad stripes and bright stars through the perilous fight,
O'er the ramparts we watch, were so gallantly streaming?
And the rocket's red glare, the bombs bursting in air,
Gave proof through the night that our flag was still there,
O say does that Star-Spangled Banner yet wave
O'er the land of the free and the home of the brave?

Mourning Flag

The colors are hoisted quickly to the peak of the flagpole and then lowered half way. When the flag is removed, it is again raised quickly to the peak before being lowered. When flags cannot be flown at half-staff they should have a black streamer from the spearhead half way down the flag. Flags hung horizontally or perpendicular bear a black bunting border of appropriate width.

The largest flag flown from a flagpole is a Brazilian national flag measuring 229'8" x 328'1" in Brasilia. National Flag Foundation

Pledge of Allegiance to The Flag

The pledge is not recited at military formations or ceremonies. At protocol functions, social, and sporting events which include civilian participants, military personnel in uniform outdoors stand at attention, remain silent, and face the flag, and salute. When in uniform indoors, stand at attention, remain silent, and face the flag. Do not salute. Where the participants are primarily civilians or in civilian attire, reciting the pledge while standing at attention, facing the flag with the right hand over the heart. Men should remove headdress with the right hand and hold it over the left shoulder, the hand being over the heart.

"I pledge allegiance to the Flag of the United States of America, and to the Republic for which it stands, one Nation under God, indivisible, with liberty and justice for all."

Suggestions for Arranging Flags

Here are some practical tips for arranging flags for both indoor and outdoor events. There's an art to properly displaying flags. Correct height, positioning, straightening of staffs, and the draping of flags all play an important role in achieving a good display. Here's some practical tips for arranging flags for both indoor and outdoor events.

- Use the same size and type of flag staffs and flag stands.
- Try to use flags of the same material in a display—don't mix outdoor flags with indoor flags.
- Use the same size flag, except for the smaller general officer flag.
- Make sure flags are securely fastened to the flag staff to prevent them from sliding down the staff during the event.
- Keep the flags directly behind the host or the focal point of the ceremony so that they appear in any photos taken.
- Use a flag spreader (a wood or metal bracket that clips to the staff and gives the flag a slight flair) if you have them.
- Metal spearheads (flat side out) are parallel to the audience. A metal spearhead is the only authorized decorative device that may be fastened to the top of a military or U.S. flag. That means no eagles, globes, acorns, brass balls or other "do-dads."
- For outside ceremonies, we recommend using gold painted pipes that you can pound into the ground as flag holders. They secure the flags very well when winds increase, plus enhance the appearance of the ceremony.
- Due to ceiling limitations in most rooms, you have to go with less than full 10-foot staffs and that's okay. But avoid the 8-foot staff if possible because full size flags will touch the floor causing you to tape the tips up. (A quick fix is to use rubber bands to hold the flag up at the tip; it's flexible and not noticeable.)
- Drape all flags the same way so that the bottom tips are all in the same location. The correct direction the flags should be draped is from left to your right as you look at the flag, e.g., hold the U.S. flag up flying to left and drape it from left to right so that the stripes, stars, etc., point to the right.
- Lastly, have someone double check the flag display after it has been put up.

The Story of the Stars and Stripes

The story of the origin of our National flag parallels the story of the origin of our country. As our country received its birthright from the peoples of many lands who were gathered on these shores to found a new nation, so did the patterns of the Stars and Stripes rise from several origins back in the mists of antiquity to become emblazoned on the standards of our infant Republic.

The star is a symbol of the heavens and the divine goal to which man has aspired from time immemorial; the stripe is symbolic of the rays of light emanating from the sun. Both themes have long been represented on the standards of nations, from banners of astral worshippers of ancient Egypt and Babylon to the 12-starred flag of the Spanish Conquistadors under Cortez. Continuing in favor, they spread to the striped standards of Holland and the West India Company in the 17th century and to the present patterns of stars and stripes on the flags of several nations on Europe, Asia, Africa, and the Americans.

The first flags adopted by our colonial forefathers were symbolic of their struggles with the wilderness of a new land. Beavers, pine trees, rattlesnakes, anchors, and various like insignia with mottoes such as "Hope," "Liberty," "Appeal to Heaven," or "Don't Tread on Me" were affixed to the different banners of Colonial America.

The first flag of the colonists to have any resemblance to the present Stars and Stripes was the Grand Union Flag, sometimes referred to as the "Congress Colors." It consisted of thirteen stripes, alternately red and white, representing the Thirteen Colonies, with a blue field in the upper left-hand corner bearing the crosses of St George and St Andrew, signifying union with the mother country. This banner was first flown by the ships of the Colonial Fleet in the Delaware River in December 1775.

In January 1776, the Grand Union flag became the standard of the Continental Army which had come into being some months before -- in June 1775. It was also carried by American Marines and Bluejackets comprising an expeditionary force to the West Indies in 1776.

During the previous year, a canton (section) of thirteen stripes appeared on the yellow silk standard of the Philadelphia troop of Light Horse when the latter served as an escort to General Washington who
was journeying to Cambridge, Massachusetts, to assume command of Massachusetts, Rhode Island, Connecticut, and New Hampshire volunteers.

Some Americans still believe that Betsy Ross made the first flag, although historians dispute this story. Another disputed story is that the first Stars and Stripes was displayed in the face of an armed enemy at Fort Schuyler, 3 August 1777. The flag was improvised. The white part came from a soldier's shirt; a captain's cloak supplied the blue of the union; and the red stripes came from the flannel petticoat of a soldier's wife, who gladly donated it for the purpose. However, this was probably a Grand Union flag. Continental Congress passed a resolution that established the Stars and Stripes on 17 June 1777, but did not specify the arrangement of the thirteen stars on the blue union, except to say that they should represent a new constellation. Consequently, some had stars in a circle, some in rows, some scattered on the blue field without any apparent design. The flag popularly known as the Betsy Ross flag hangs the stars in a circle.

The first Navy Stars and Stripes had the stars arranged in staggered formation in alternate lines and rows of threes and twos on a blue field. A close inspection of this arrangement of the stars shows a distinct outline of the x-shaped cross of St Andrew and the cross of St George of the English flag. This indicates how difficult it was for the colonists, even at that late date, to break away entirely from the British flag under which they had been born and had lived all the years of their lives.

The Resolution of 14 June 1777 establishing the Stars and Stripes has an interesting history. After the Declaration of Independence, colonial vessels were putting to sea to hamper enemy communications and prey on British commerce. Many of them flew the flags of the particular colonies to which they belonged. It was necessary to provide an authorized national flag under which they could sail, for England considered armed vessels without such a flag as pirate ships and hanged their crews when they captured them. So the Marine Committee of the Second Continental Congress presented the Resolution, which was on the subject of the Navy.

General Washington, when the Star-Spangled Banner was first flown by the Continental Army, is reputed to have described its symbolism as follows: "We take the stars from heaven, the red from our mother country, separating it by white stripes, thus showing that we have separated from her, and the white shall go down to posterity representing liberty." After the admission of Kentucky and Vermont, a resolution was adopted in January 1794 making the flag one of fifteen stars and fifteen stripes.

Realizing that the flag would become unwieldy with a stripe for each new State, Captain Samuel C. Reid, USN, suggested to Congress that the stripes remain thirteen in number to represent the Thirteen Colonies, and that a star be added to the blue field for each new State coming into the Union. A law of 4 April 1818 that resulted requires that a star be added for each new State on the 4th of July after its admission but that the thirteen stripes remain unchanged.


There is no fixed order for numbering the stars in the flag, nor are stars assigned to particular States. The stars represent the States collectively, not individually, and no particular star may be designated as representative of any particular State.

Following the War of 1812, a great wave of nationalistic spirit spread throughout the country; the infant Republic had successfully defied the might of an empire. As this spirit spread, the Stars and Stripes
began to take on the characteristics of a mighty symbol of sovereignty. The homage paid that banner is best expressed by what the gifted men of later generations wrote concerning it.

The brilliant Henry Ward Beecher said: "A thoughtful mind when it sees a nation's flag, sees not the flag, but the nation itself. And whatever may be its symbols, its insignia, he reads chiefly in the flag, the government, the principles, the truths, the history that belong to the nation that sets it forth. The American flag has been a symbol of Liberty and men rejoiced in it.

The stars upon it were like the bright morning stars of God, and the stripes upon it were beams of morning light. As at early dawn the stars shine forth even while it grows light, and then as the sun advances that light breaks into banks and streaming lines of color, the glowing red and intense white striving together, and ribbing the horizon with bars effulgent, so, on the American flag, stars and beams of many-colored lights shine out together..."

In a 1917 Flag Day message, President Wilson said:

"This flag, which we honor and under which we serve, is the emblem of our unity, our power, our thought and purpose as a nation. It has no other character than that which we give it from generation to generation. The choices are ours. It floats in majestic silence above the hosts that execute those choices, whether in peace or in war. And yet, though silent, it speaks to us -- speaks to us of the past, or the men and women who went before us, and of the records they wrote upon it."

"We celebrate the day of its birth; and from its birth until now it has witnessed a great history, has floated on high the symbol of great events, of a great plan of life worked out by a great people."

"Woe be to the man or group of men that seeks to stand in our way in this day of high resolution when every principle we hold dearest is to be vindicated and made secure for the salvation of the nation. We are ready to plead at the bar of history, and our flag shall wear a new luster. Once more we shall make good with our lives and fortunes the great faith to which we were born, and a new glory shall shine in the face of our people."

Thus the Stars and Stripes came into being; born amid the strife of battle, it became the standard around which a free people struggled to found a great Nation. Its spirit is fervently expressed in the words of Thomas Jefferson:

"I swear, before the altar of God, eternal hostility to every form of tyranny over the mind of man."

Traditionally a symbol of liberty, the American flag has carried the message of freedom to many parts of the world. Sometimes the identical flag that was flying at a crucial moment in our history has been flown again in another place to symbolize continuity in our struggles in the cause of liberty.

One of our most memorable is the flag that flew over the Capitol in Washington on 7 December 1941 when Pearl Harbor was attacked. This same flag was raised again 8 December when war was declared on Japan, and three days later at the time of the declaration of war against Germany and Italy. President Roosevelt called it the "flag of liberation" and carried it with him to the Casablanca Conference and on other historic occasions. It flew from the mast of the USS "Missouri" during the formal Japanese surrender on 2 September 1945.

Another historic flag is the one that flew over Pearl Harbor on 7 December 1941. It also rippled above
the United Nations Charter meeting at San Francisco and over the Big Three Conference at Potsdam. This same flag flew over the White House on 14 August 1945, when the Japanese accepted surrender terms.

**Origin of "The Colors"**

From the times of the Roman legions, various standards were carried within the military units to identify them to the on-scene commander. A Roman company-sized unit called a "maniple" ("handful") carried a handful of straw on the end of a pole and used it as a rallying point in battle. Over the years the unit standard became sacred, and it was singular honor to carry it. The tradition held throughout the ages, and at the beginning of the seventeenth century when armies adopted the regimental system, someone decided to assign color (using the word in its conventional sense) to each regiment. Thus, there were "red" and "blue" regiments. Surprisingly, the practice was not limited to western armies. In about 1650 the first of the Manchus experimented with new concepts of military organization, and assigned color banners to his various groups of troops.

After 1813 the colors were carried by the Color Sergeant, a rank specifically introduced into the British Army first, then the American, to bestow special recognition for the NCO honored to carry the unit's identifier. In battle, a dubious honor this became. Writing of Waterloo, a British sergeant said:

"About 4 o'clock I was ordered to the Colours; this, although I was used to warfare as much as anyone, was a job I did not at all like. But still I went as boldly to work as I could. There had been before me that day 14 sergeants already killed or wounded and the staff and the Colours almost cut to pieces."

The practice of carrying colors into battle continued throughout the American Civil War; often success was measured in terms of the numbers of enemy colors captured. The last Medals of Honor awarded during the war were for capturing Confederate colors. Boatner

**Types of and Usage of Others Flags**

We've mentioned other types of flags throughout our previous discussion. Here's a little more information on the types of flags and their proper use.

**Organizational Flag**
These flags represent the commands and units of the various services. These include NORAD, USSPACECOM, Air Force Flag, the Air Force Space Command flag, and your unit's flag.

**General Officer (Personal) Flags**
These belong to the general officer and are authorized for display by the general officer (display with stars facing up). Note: that Air Force and Navy star flags have a blue background (however, the Navy flags are of a darker blue and the star alignment is different, while the Army and Marines star flags have a red background.) *Never use the personal flag of one service to represent a general officer of another service. Don't display a general officer flag for a foreign general or flag officer.*

General officer's personal flags may be displayed in a ceremony when the general officer hosts the event. Except for changes of command where both the incoming and outgoing commanders are general officers, and general officer retirement ceremonies, only the flag of the senior general officer is
displayed. We emphasize here that only flags of participating or hosting general officers are displayed. For example, at a retirement ceremony presided by a Brigadier General, his/her one-star flag would be the only star flag displayed with the American flag (and appropriated organizational flags), even if a Lieutenant General were attending the ceremony as an invited guest.

When a general officer retires, he or she takes their personal flag with them, and it is entitled to be displayed only in their home. The one exception is when they are a participant (retiring official, guest of honor, presiding official) at a military ceremony and wearing their uniform, the appropriate star flag can be included in the display. However, the host should provide the flag -- never ask a retired general to provide theirs.

Under no circumstances are general officer-equivalent Senior Executive Service civilians authorized personal star flags, nor should they be displayed at ceremonies presided by persons holding SES grades.

**Positional Flags**

These represent specific positions rather than organizations. Positional flags you may encounter include the flags of the Secretary of Defense, Secretary of the Air Force, Chairman and Vice Chairman of the Joint Chiefs of Staff, Chief and Vice Chief of Staff of the Air Force, and Assistant Secretaries of the Air Force.

When a general officer participating in a ceremony (host, presiding official, guest of honor) is holding a position authorized a positional flag, only the positional flag is displayed, not the general officer flag. An extreme situation would be like one of our change of command/retirement ceremonies for our outgoing and new commander-in-chief. Typically we'll have the positional flags of the Chairman (or Vice) of the Joint Chiefs of Staff (presiding official for the USSPACECOM retirement/change of command) and the Chief (or Vice Chief) of Staff of the Air Force (presiding official for the AFSPC retirement/change of command). We'll also display the 4-star flags of both the outgoing and incoming 4-star (the personal flag of the outgoing CINC is ceremoniously furled and cased, and then presented to him as part of the ceremony).

The chaplain's positional flag is properly displayed only at the chapel or location of church services; don't use it for a chaplain providing the invocation at a military ceremony.

When you have a DV visiting your installation who's entitled to a positional flag, and you intend to honor them or ask them to preside over a ceremony, make sure you contact their aide or executive officer ahead of time. Make arrangements to have the aide bring the flag with them.

**Star Plates/Car Flags**

These depict the positional flag or number of stars of the DV. They are displayed on automobiles and aircraft transporting the DV. Star plates are displayed in specially made holders mounted on the driver's side front bumper or grill, or on the top of the dashboard inside (in the case of a car). Flags may be mounted with the staff fixed firmly to the chassis or clamped to the right front bumper. On aircraft, star plates are displayed in the forward window on the pilot's side. Small flags may be substituted and flown from the top hatch of the aircraft (if so equipped) during taxi and parking.

**State Flags**

When more than one State flag is displayed, they are arranged in order of precedence by the date the State was admitted to the Union, or alphabetically. *(See the Protocol Order of Precedence chapter for a listing of when States were admitted to the Union.)* Keep all State flags on the same size staffs. State
flags are typically flown or displayed over State offices and buildings. However, there's no rule precluding the use of State and Territorial flag displays on federal installations. It's appropriate to fly the U.S. flag and the appropriate State flag in front of your installation's headquarters building.

*Table or Miniature Flag*

Table flags are neither authorized or prescribed for use by service regulations or flag etiquette, providing rules described above are followed. We recommend their use at official functions where using larger flags is not practical. Examples could include setups at official dinners at a downtown restaurant or at a location where the ceiling is too low to permit normal flag displays. These small flags can also be arranged in a centerpiece. Remember though, follow the rules for flag precedence when using the U.S. Flag with others in a display!

*POW/MIA Flags*

Normally, no other flag may be flown on the same staff with the U.S. flag. The only exceptions are the Minuteman and POW/MIA flags, which will be mounted immediately below the U.S. flag, and flown on days authorized by the Services.

*Flags in Receiving Lines*

At formal dinners or receptions it is customary to display flags either behind the head table or behind the receiving line; both locations aren't necessary. When displaying flags in a receiving line the U.S. flag always goes to the right of the other flags. This is particularly important should the placement and flow of the receiving line have to be reversed to fit the room. In such cases, the flag order will appear reversed, but is correct.

*When to Use Flags*

Tradition calls for flags to be displayed at all indoor and outdoor military ceremonies. At indoor ceremonies flags may be prepositioned, or posted at the beginning of the ceremony by an honor guard. At outdoors ceremonies, flags may be prepositioned, posted, or "trooped" if military formations pass in review, as in the case of a parade.

Flag displays can consist of as little as one (the U.S. flag) to several. It is customary to display the colors of the host or the hosting organization. At the installation level, the flag displays will normally include the U.S. flag, the Service flag, the major command flag, the center or school flag (if applicable), and the commander's personal flag, if a general or flag officer. Flag displays at our headquarters can get particularly complicated since one person is the commander of three commands. For example, our displays frequently include: the U.S. flag, the Canadian flag, the Air Force flag, the North American Aerospace Defense Command flag, the U.S. Space Command flag, the Air Force Space Command Flag, and the four-star flag. It's a good rule of thumb to keep the display as small and simple as possible—the fewer the flags, the less chance for error.

*United Nations Flag Regulations*

The United Nations flag is displayed by United States armed forces only when authorized by the President of the United States. The United Nations flag is displayed at installations of the United States armed forces only during visits of high dignitaries of the United States while performing their official duties with the United Nations, or on other special occasions in honor of the United Nations. On such occasions it is displayed with the United States flag. The United States flag is equal or larger in size, in the position of honor on the right (observer's left) and above the United Nations Flag.
The United Nations flag is carried by troops only on occasions when the United Nations or its high dignitaries are to be honored. The United Nations flag is carried on the marching left and below the United States flag.

U.S. and Other National Colors
The U.S. flag takes precedence. Other national colors are normally displayed alphabetically by their English names. Always ensure all national colors are on the same size staff, and are approximately the same size.

When flags of two or more nations are displayed, they are flown from separate staffs of the same height. The flags should be of approximately equal size. International usage forbids the display of the flag of one nation above that of another nation in time of peace.

U.S. Flags for Military Funerals
If an active duty person dies, the Air Force will furnish the flag to drape his or her coffin. For veteran's funerals, flags are provided by the Veteran's Administration and may be obtained at the local Post Office. Note that the veteran must have been discharged under conditions other than dishonorable and must have served either in wartime or the Korean or Vietnam conflicts or have served at least one peacetime enlistment unless discharged or released sooner for disability incurred in the line of duty. The flag will be presented at the proper time during the burial service to the next of kin. If there is no next of kin, it will be presented upon request to a close friend or associate of the veteran. The Veteran's Administration does require evidence of death and of the character of discharge.

When the flag is used to cover a casket, it should be so placed that the union is at the head and over the shoulder. The flag should not be lowered into the grave or allowed to touch the ground.
CHANGE OF COMMAND

From Chapter 15, 'Til Wheels Are Up!'

QUESTION: When does your new commander get his/her first impression of the command and your office?
ANSWER: During his/her Change of Command ceremony!

Reviews can be traced to the Middle Ages when rules, as a way of showing their strength, were likely to have military ceremonies. The change of command ceremony, when properly executed, is still an impressive event.

This chapter offers a detailed discussion of conduct of a change of command ceremony and introduces other ceremonies, to include promotion ceremonies, award ceremonies, etc. The planning required for all of these different ceremonies, while having some differences, is very similar. A "standard" macro-level sequence of events for a change of command ceremony might include the following:

- Arrival of new command designee and distinguished visitors
- Pre-ceremony coffee
- Change of command ceremony
- Post-ceremony reception
- Departure of relieved commander and distinguished visitors

Early planning is the key to the successful execution of a change of command. Coordinate for any outgoing commander's guidance or desires. You will have to coordinate with staffs and agencies from the entire base. Coordinate a firm date for the event as early as possible. This will aid the coordination of those actions requiring long lead times (band, officers' club, air traffic clearances, etc.). Expect some amount of higher HQ input and guidance as to dates, uniform, etc. Anticipate questions and problems in a proactive manner. The protocol officer plays a supporting role with a more senior officer acting as the overall project officer. Have no doubt that your protocol office will be involved in all facets of the ceremony(ies)!

**Invitations**

You should coordinate invitation lists with out-going and in-coming commanders, and should mail those invitations NLT three weeks prior to the event. Suggest the use of a dedicated phone line, with an answering machine for peak periods, for RSVP purposes. RSVP mail card(s) should allow for all pertinent information: number of attendees, names, travel information, and any special requirements. Invitations should include any required parking passes, gate permits, seating cards, and any required documentation for invitees to limited attendance events. Some invitations will be used for combined change of command and retirement ceremonies and should be constructed accordingly. The reviewing officer and any guest speakers should receive written invitations early in the planning process.

We have found change of command ceremonies to be among the most challenging for us in terms of invitations and related printed products. There are typically several different but related functions you're inviting people to; the same people don't get invited to every function (i.e., you're using different
 invitation lists); you're frequently involving downtown civilians who need access to the base (and directions!); and you've got different reserved seating sections. In the spring of 1997, we were especially challenged when we planned on a change of command ceremony combined with a retirement ceremony for the AFMC Commander. The outgoing commander's retirement ceremony was approved, but the new AFMC commander was not yet confirmed by the Senate. We proceeded with a retirement ceremony, followed by a reception. Then, 2 weeks later, we had an assumption of command ceremony. Following are examples of various products used in a change of command you may find useful to emulate:

Here's an example of combined changed of command and retirement ceremony invitation:

The Chief of Staff of the United States Air Force
requests the pleasure of your company
at a retirement ceremony honoring
Brigadier General Carrol H. Chandler
Commander, 56th Fighter Wing
and a Change of Command Ceremony
at which
Brigadier General Carrol H. Chandler will relinquish command to
Brigadier General John L. Barry
on Friday, the thirtieth of June
at half past nine o'clock
Base Operations
Luke Air Force Base, Arizona

RSVP by 20 June 1999, Enclosed Card
Military - Service Dress
(602) 856-5840   DSN 896-5840
Civilian - Business Suit

Here's what you could use for the pre-ceremony coffee to gather family and principals involved in the ceremony together before the ceremony begins:

You are cordially invited to a
Preceremony Coffee
at the Luke AFB Officers’ Club
at half past eight o'clock
in the morning
Here's a sample invitation insert for a community leader reception following the ceremony to honor the new commander:

You are cordially invited
to a
Community Leader Reception
Thursday, the thirtieth of June
eleven o'clock a.m.

Luke Air Force Base Officers’ Club

Here's the RSVP card for the retirement ceremony. Note that we included space to write in spouse and/or guest name(s) -- you need to know whom and how many are coming, especially if you planned to assign seating by name!

56th Fighter Wing
Retirement Dinner and Change of Command Ceremony
RSVP Card

NAME/GRADE_________________________
SPOUSE/GUEST________________________
ADDRESS________________________________________
PHONE________________________________________

Dinner 6:30 PM, 29 Jun 99
Will Attend___ Regret___ Number in Party___

Ceremony 9:30 AM, 30 Jun 99
Will Attend___ Regret___ Number in Party___

Please send check with reply card
Payable to 56 FW Protocol Fund

56th Fighter Wing
Retirement Dinner and Change of Command Ceremony
RSVP Card

NAME/GRADE_________________________
SPOUSE/GUEST________________________
ADDRESS________________________________________
PHONE________________________________________

Dinner 6:30 PM, 29 Jun 99
Will Attend___ Regret___ Number in Party___

Ceremony 9:30 AM, 30 Jun 99
Will Attend___ Regret___ Number in Party___

Please send check with reply card
Payable to 56 FW Protocol Fund

Here is a sample of a single RSVP card for all three events for those key invitees who were invited to the pre-ceremony coffee, the ceremony, and the reception following the ceremony:
Here's what we use for DV passes. They're printed on card stock, with the pass information on one side and a map to where the DV should park his or her vehicle on the other side. They're folded in half and inserted with the invitation. Note that you can date stamp the front of the pass if required by your Base Security Police.
You also could use Bus Boarding Passes for those invitees deemed appropriate to use mass transportation. This card is also useful for reminding invitees when the last bus leaves for the ceremony location.

*Please immediately board the bus in the Officers’ Club Parking Lot for transportation to and from the ceremony location.*

*The last bus departs the ceremony at 0930.*

You might also want to plan on color-coded reserved seating. You could have three different reserved seating locations: one was assigned by name for family and high-level DVs (white); one for other general/flag officers and civilian equivalents (blue); and one for colonels and equivalent civilians (red). They can be printed on colored card stock and inserted in the invitation package. This will significantly facilitate seating by ushers at the ceremony location; and allow you to hold off until the last minute placing any names against the assigned seating (white). Ushers should be given seating assignments and can easily direct guests to their seats as they get off buses by noting the color of their pass, or in the case of assigned seating, looking up the seat number and directing them accordingly.

Color-Coded Reserved Seating Tags on next page
Planning

While a detachment level change of command is relatively straightforward, a MAJCOM change of command will require an OPlan to ensure that all responsibilities and actions are completed. As a minimum, the change of command OPlan should include the following:

- General guidelines/Major planning milestones
- Detailed guidance for pre-change of command ceremonies and events
- Detailed change of command ceremony/Sequence of events
- Detailed guidance for post-change of command ceremonies and events
- Foul weather plan

White Cards. Limited, by-name seating for high-level DVs (Lt Gen/equivalent and higher)

Reserved Seating in Section A

Please See Usher for Seat

Red Cards. Reserved seating for O-6s and equivalents. Still better than the bleachers!

Reserved Seating in Section B

Please See Usher for Seat

Reserved Seating in Section C

Please See Usher for Seat
Support responsibilities

Change of Command Checklist

56TH FIGHTER WING PROTOCOL OFFICE
REQUIREMENTS CHECKLIST
FOR
CHANGE OF COMMAND CEREMONY

Protocol Office: DSN: 896-5851 Comm: (602) 856-5851

Protocol Project Officer: ____________________ Ext: ____________
DCS Project Officer: ____________________ Ext: ____________
Alternate DCS POC: ____________________ Ext: ____________

I. EVENT INFORMATION:

A. Individual being honored

B. Date of Event

C. Senior Ranking Host

   Event on calendar of CC/CV
   (contact x-5832 for CC or x-5851 for CV)

D. Event location identified/reserved:

   Location:

E. Dinner/Social Function/Reception included:

   (Dinners, Icebreaker, Supporting conference(s),
    Pre-ceremony coffee, Post-ceremony reception(s), Receiving line)

   1) Type of function:

   2) Location:

   3) Payment method:

F. Uniform Requirements:

G. Request Letter filed/Funds programmed:

   (Written request for funds, can be reached at X-4906)
H. Put notice on E-Mail net: ________________________

I. Briefing Package for Officiating General: ________________________

II. CEREMONY SUPPORT NEEDS:
A. Physical needs:
   _____ Podium
   _____ Award table
   _____ Presentation Board
   _____ Number of seats
   _____ Flags - US, AF, Command, GO (Protocol can supply for GO)
   _____ Room diagram (provide to Protocol)
   _____ Reception materials (e.g. table cloth, skirts, punch bowl, etc.)
   _____ Oath Card

B. Music:
   _____ Call COMM at x-6826/x-8015

C. Honor Guard:
   (can be reached at x-7240)

D. Narrator:

E. Aide:

F. Photographer:
   (can be reached at x-6168)

G. Reserve Parking Signs:
   (can be checked out at Protocol)

H. Escorts for Family members and DVs:

I. Billeting for Family members and DVs:

J. Transportation for Family members and DVs:

III. CEREMONY COMPONENTS:
A. Invitations and programs:
   1) Protocol list
   2) Relieved commander’s list
   3) In-coming commander’s list
4) Versions for different events/lists

5) RSVP control

6) Inserts (passes, seating cards, etc.)
   (see Protocol for guidance)

7) OPR does rough drafts for Graphics
   (Protocol has examples)

8) DAPS for copying x-6886

NOTE: Have Protocol "proof" invitation/program before it goes to graphics and the print plant. The more eyes that see it the better.

B. Script information and sequence of events:
   (Provide copy to Protocol)
   1) Name of Spouse:
   2) Names/ages of Children
   3) Names of Family members/Guests/DVs
   4) Copy of Decoration/Award Citation:
   5) Copy of Promotion Order
   6) Copy of Retirement Order

C. Provide copy of ceremony script to:
   1) Protocol:
   2) Officiating officer:
      _____ Include Bio
   3) Narrator:
   4) Aide:
   5) Honoree:

D. Presentations/Gift:
   1) Medal/Award and Citation:
   2) Certificates (Honoree and Spouse, if applicable):

3) Flowers for Spouse: ________________________

4) Other presentations: ________________________

E. Seating Diagram/Placecards:
(See Protocol for assistance)

1) Relieved commander’s family ________________________

2) In-coming commander’s family ________________________

3) Highest level DVs ________________________

4) Other DVs ________________________

5) Other attendees ________________________

6) Spare seating ________________________

F. Turn in receipts after ceremony is complete: ________________________

G. DVs:

1) Travel arrangements ________________________

2) Billeting ________________________

   a) On-base ________________________

   b) Off-base ________________________

3) Ground transportation ________________________

4) Greeter/fareweller ________________________

5) Escorts ________________________

6) Spouse/Guests ________________________

   a) Flowers/fruitbaskets ________________________

7) Welcome notes ________________________

8) Special requirements ________________________

H. Audio/Visual & Communications ________________________

1) Public address system ________________________
2) Photographer ________________________

3) Hand-held radios/cellular phones ________________________

I. Ushers ________________________

1) At DV seating area to greet/escort ________________________

2) Issue programs ________________________

J. Security ________________________

1) Security Forces ________________________

2) Traffic control ________________________

K. Ceremony Site ________________________

1) Mowed ________________________

2) Cleaned ________________________

3) Sprinklers off ________________________

4) Parking areas clean ________________________

5) Marked for ceremony ________________________

6) Adequate clean seating ________________________

7) No construction in area ________________________

8) Request for Quiet Time at x-5950 ________________________

L. Rehearsals ________________________

1) Key leaders and Protocol ________________________

2) Uniform of the day/duty uniform ________________________

3) Full dress w/ equipment/trans/DV stand-ins ________________________

4) Key participants ________________________

5) Inclement weather plan ________________________

M. Computer Support ________________________

1) Signs ________________________
2) Name cards/tags

3) Diagrams (seating/ceremony, etc.)

N. Other

1) Honor guard

2) Color guard

3) Flags

4) Funding

5) Prepare speech(es)

6) Flight line “quiet time”

7) Script for narrator

8) Speeches for participants

9) Menu(s)

10) Medical support at x-7506

11) Biography of new commander

12) Welcome sign at Base Ops and gates

13) Oplan (x-3178 to request #)

14) Coordinate with Officers’ Club

15) Official party platform, bunting, etc.

16) Backup power generation

IV. RECEPTION/DINNER/SOCIAL:

A. Receiving Line:

1) Location/time:

2) Names of people in line:

3) Refreshments:
B. Dinner/Social Function:

1) Location: ________________________

2) Invitations: ________________________

3) Programs and Place Cards: ________________________

4) Payment Method: ________________________

---

**DAY OF CEREMONY**

- Check with honoree for any last minute changes to guest list, etc.
- Brief officiating officer
- Confirm family escort(s)
- Check Sound System
- Confirm Photographer
- Confirm Color Guard
- Awards and plaques in place
- Ensure Programs are available
- Confirm seats in place; reserved seating done
- Presentation of flowers for spouse in place
- Confirm cue to narrator when official party enters
- Brief honoree and family
- Oath Card present

**Inclement Weather Plan.**

The danger of inclement weather will require you to coordinate a detailed foul weather plan. The indoor forum required in case of inclement weather may cause significant changes in the event from that planned for the outdoor site. Recommend you walk-through the foul weather plan also. Ensure that all key planners fully understand who will decide upon foul weather plan execution and what the "alert" process is.

**Band.**

If at all possible, make arrangements for a band. A band's presence permits the proper rendering of honors to general officers and adds zest and a military atmosphere to the entire event. Military bands are a scarce resource and you should not delay coordination for their participation. Some commands will have an opportunity to invite the participation of foreign national bands.

**Rehearsals.**

The old adage "You'll fight in war as you train in peace" holds true for change of command practices/rehearsals also! Practices/rehearsals identify awkward situations and highlight planning flaws.
All practice/rehearsal sessions should be as reasonably realistic as possible. Any final dress rehearsal(s) should exercise the exact ceremony sequence including all personnel (ushers, VIP stand-ins, security police, etc.) and all equipment (vehicles, comm, etc.) necessary for the actual event.

**Transportation.**

Transportation has the potential to make or break your event! Identify your requirements early on. Coordinate the transportation plan with your base security police. Recommend small buses for family members and the highest level DVs. Recommend other vehicles (sedans, DV vans, etc.) commensurate with the rank with other DVs. Ensure that all DV sedans, if used, are the same type and color. Don't let the administrative support system screw this up! Sequencing of DV vehicles to and from the ceremony is relatively straightforward. The out-going commander and spouse should be the last to arrive at the ceremony, even if some guests and participating officials outrank him/her. The new commander and spouse should be the first to leave the ceremony after its completion so that they can welcome guests at the follow-on reception (if scheduled). This requires that you discreetly rearrange the DV vehicles during the ceremony to support the departure sequence. DV drivers should be totally familiar with (1) their vehicles (locks, truck release, etc.), (2) primary/alternate route(s), (3) transportation and parking plans, and (4) overall sequence of events.

**Ceremony Site.**

You should lay out the ceremony site so that the guests have the best possible view of the site. The principals should be centrally located. If possible, they should be seated on a raised platform in full view of the audience. Proper positioning of the ceremony reader to a flank will preclude his/her attracting undue attention. DV by-name seating should include the families of the in-coming and out-going commanders and other guests of honor.

**Traffic Control and Parking.**

Coordinate traffic control and parking with security police or other involved agencies. Your traffic control plan should mutually support the overall parking plan and the DV transportation plan. Brief all drivers in detail as to the traffic control plan.

The overall parking plan should support the concept of the operation and allow efficient support to DV participants and the mass audience. Local resources and base geography will dictate the appropriate parking plan for the mass audience. DV participants should have parking available at the ceremony site. Vehicle drivers should receive detailed information as to parking locations and sequences. All parking arrangements must coincide with the traffic control plan.

**Flags.**

Flags should always be used during the change of command. Your event will most likely include a combination of national, service, and general officer flags. See Flag Etiquette for correct sequencing. Be advised the DV participants may very well bring their positional/command flag(s) with them and you will have to coordinate timely transportation of the flag(s) to and from the ceremony site. This may be a very last-minute action! Don't forget the DV in the process! Other DVs in attendance (i.e., the audience) do not warrant inclusion in the flag display. Effective flag bases will preclude strong winds affecting your display and any necessity of using flag bearers. Also, there is a difference between indoor and outdoor flags. Make sure you use the correct ones.

**Programs.**

Change of command programs are not only helpful for the guests, but also serve as welcome souvenirs of this memorable event. Note that those programs allocated to DV seating may have subtle upgrades
(tassel, braid, etc.) to distinguish them from those programs issued to the mass audience. You should consider the following key areas for inclusion in your program:

- Command or unit insignia on the cover
- Schedule of events with detailed guidance for civilian guests
  - Customs and courtesies
  - When to rise or be seated
  - Any specific foul weather guidance
  - Biographies of the in-coming and out-going commanders

**Ushers.**

Your plan should include ushers in adequate numbers to support the overall concept of the operation. They should accompany the guests on mass transportation, if used, and be available at the different seating areas of the ceremony site. All ushers should have a final copy of the seating plan so that they may offer assistance to guests. You should brief the ushers as to the detailed seating plan. It is advisable to have a least one senior usher who actually knows and recognizes the local dignitaries in attendance. His/her knowledge is invaluable during the simultaneous arrival of multiple guests at the ceremony site. Ushers should greet all guests in any DV seating area and should offer their left arm to female guests.

**DV Seating.**

Everyone involved in planning the event will be concerned about DV seating! You should limit by-name seating to some portion of the DV seating area. Likewise your office will have to recommend or decide who is/is not a DV for your specific event. The seating plan should allow for other guest seating in reserved seating areas without by-name seating. Invitations should include a color-coded card (red, white, or blue) that corresponds to three seating areas (again, red, white, or blue). In this example red seating might be "DV, reserved, not by-name" seating; white seating might be "DV, reserved, by-name" seating; and lastly, blue seating might be "non-DV, reserved, not by-name" seating. For your own sanity, try to limit the amount of "by-name" seating! Be prepared for last-minute special seating requests for handicapped or elderly guests.

**Honors.**

Honors includes saluting during "Ruffles and Flourishes" and the "General's/Admiral's March." If you conduct your ceremony in a hangar, assume you are outdoors for the purposes of saluting and wearing headgear. Make sure guests and participants understand the ground rules. Comments by the narrator in conjunction with a notice in the ceremony program should suffice. Should your ceremony include a pass in review, it is appropriate for all civilians (men and women) to stand and place their right hand over the hearts, and as the colors pass in review, military personnel salute. All civilians should stand during the playing of "Ruffles and Flourishes" and the "National Anthem." All civilians should also stand during the reading of the promotion/change of command/retirement order(s), during award presentations, and during the playing of the "Air Force Song."

**Sequence of Events.**

A commonly accepted sequence of events for a generic change of command ceremony, to include a "pass in review", would include:

- Formation of troops
- Arrival of DVs, families, and participants
- Presentation of troops and honors to the senior commander, when participating, and to the former commander
- Inspection of troops (if desired)
- Presentation of colors
- Presentation of decorations/awards (if scheduled)
- Formal change of command (with comments, if desired)
- Troops pass in review
- Departure of relieved and incumbent commander, families, DVs Fly-Bys.

Fly-bys also present an impressive image and greatly enhance any ceremony. Fly-bys are executed IAW AFI 35-105 and AFI 11-209 and any other pertinent flight safety directives. If included in the ceremony, the aircraft should conduct the fly-by at the end of the "pass in review" portion of the ceremony.

**Flowers.**

Flowers for the female spouse of the outgoing commander are a nice touch. Recommend the senior usher present the bouquet at the conclusion of the ceremony. Don't worry about any particular color unless there are strong likes or dislikes involved.

**Reception.**

The new commander will most likely host a reception immediately following the change of command. The new commander, accompanied by his/her spouse, will have to quickly move to the reception site so that the receiving line can start. The receiving line comprises the individuals receiving the guests. The reception line is the guests themselves. The receiving line at the reception is normally comprised of the aide or executive assistant as announcer, the new commander as host, his/her spouse, and an additional male attendee in that order. The latter, if used, is added to prevent a lady at the end of the line and may be a staff officer, public affairs officer, or a protocol officer. Suggest the use of a "gatekeeper" near the head of the receiving line to remind guests to give the announcer their names and to otherwise control the flow of guests. Also recommend you place a table near the "gatekeeper" position so that the guests can leave any food/utensils there. You can route some of the guests to a food/drink area, possibly in another room, if the reception line is especially large or slow moving. The receiving line should include flag support to the rear. By tradition, the relieved commander seldom attends the new commander's reception. Some change of command DV participants/guests will attend the reception for a short time period and will then require transportation to their departing aircraft.

"Look at a day when you are supremely satisfied at the end. It's not a day when you lounge around doing nothing; it's when you've had everything to do and you've done it." ...............Margaret Thatcher
CHAPTER 16 – OTHER CEREMONIES

RETIREMENT CEREMONIES

From Chapter 16, 'Til Wheels Are Up!'

Retirement Ceremonies

Recognition of members who are retiring from a career of long, faithful, and honorable service is one of the oldest traditions of military service. Each retiree should leave the service with a tangible expression of appreciation for his/her contribution to the Air Force, and with the assurance that they will continue to be a member of the Air Force family in retirement. The basic information on retirements and retirement ceremonies is in AFI 36-3203, Service Retirement, which incidentally, requires local commanders to have a retirement ceremony for all retiring members and specifically offer a formal ceremony.

Retirement ceremonies require almost the same level of advance planning as a change of command ceremony to ensure success. It's important early on to confirm the Director of Personnel has arranged for retirement and appreciation certificates for the retiring officer and spouse.

If a retirement decoration is to be presented, the award request must be written and submitted for approval in accordance with AFI 36-2803, The Air Force Awards And Decoration Program, timelines. If you wish a United States flag that was flown over the Capitol to be presented, this must be coordinated far in advance of the ceremony. Another nice touch for a retirement ceremony is to request a letter/card from the President. Requests for personal letters from the President are limited to personnel with 30 or more years of service. You must request that letter/card through SAF/LL, White House Liaison, Washington, D.C. 20330 at least 45 days prior to the retirement date. SAF/LL will need the following information:

- Full name and rank
- spouse's full name
- dates of service
- unit and command assigned
- retirement date
- home address
- where to send letter
- date letter must be received

You'll also need to confirm ceremony and reception locations, schedule the officiating officer's participation, get an invitation list from the retiring officer and send out invitations, and arrange for flags, photographer, mementos (normally presented at a separate farewell event), and a myriad of other details to ensure a professional departure from active military service. You may also have to make arrangements and develop itineraries for senior officers attending or presiding over the ceremony. Finally, make sure the presiding official has an information package detailing the retiring officer's career and a sequence of events at an appropriate time before the ceremony occurs.

Retirements in Conjunction with a Formal Parade or Review.
Retirement ceremonies can vary in complexity. For example, it is appropriate to honor retirees at a formal parade or review; in which case, it is acceptable practice for the senior presiding officer to offer the retiring officer the opportunity to inspect the troops one last time (if the retiring officer was their commander) and/or preside over the pass in review. Presentation of retirement decorations are also appropriate prior to the start of the retirement ceremony. Several retiring military members may be honored at the same ceremony. In such cases, the junior ranking member is retired first, and so on, with the senior ranking officer being retired last. Spouses of retiring personnel are seated immediately behind the official party (either on the reviewing stand, if room, or in distinguished guest seating behind the reviewing stand, in positions of honor). Other features generic to all retirement ceremonies are described below.

**A "Typical" Retirement Ceremony.**

Normally, retirement ceremonies are less formal, and begin with a short meeting between the presiding official and the retiring officer and his/her family. Then the family members are escorted to their seats (usually in the front row, to the right of the center aisle). They are followed by the officer to be retired and the presiding official, who take their places in front of the audience. If the presiding officer is a general officer, the appropriate General's March/Ruffles and Flourishes is played once the official party is in position. Posting of the colors is appropriate, or flags may be positioned beforehand. Make sure chairs are provided on stage for the presiding official, retiring officer, and his or her spouse.

If a decoration is to be presented, the narrator begins by asking the audience to rise and reads the citation for the decoration. At the conclusion of the reading of the citation, an aide hands the decoration to the presiding official, who "pins" on the decoration. Photographs are taken, and then the aide hands the citation to the presiding official, who presents it to the retiring officer and again photographs are taken. Now the narrator asks the audience to take their seats. The retiring officer takes his assigned seat, and the presiding officer usually makes a short speech summarizing the retiring officer's career and their contributions to the Air Force. At the conclusion of his remarks, the narrator reads the retirement order. The audience rises with the words "Attention to Orders." The retiring officer rises and takes his position next to the presiding official. After the orders are read, the aide hands the retirement certificate, signed by the President of the United States and Chief of Staff of the Air Force, to the presiding official, who presents it to the retiree. Again, photographs are taken.

Then the presiding official or narrator asks the spouse to come forward. (It's appropriate for an escort officer to escort the spouse to her place on stage.) The aide passes a certificate of appreciation for the spouse, signed by the Chief of Staff of the Air Force, to the presiding official, who presents it to the retiree's spouse. The narrator normally reads the citation, and photographs are taken. At this point, it's appropriate for the retiree to present flowers to the spouse (flowers are an authorized SM&W expense for retirements). The aide hands the flowers to the retiree, who presents them to the spouse. Again, photographs are appropriate with each presentation.

The narrator then asks the audience to take their seats (if they haven't been instructed to do so already), and asks the retiree to make his or her remarks. The presiding officer takes his or her assigned seat, and the retiree moves to the podium or center stage. At the conclusion of the retiree's remarks, the narrator asks the audience to rise for the departure of the official party (including the spouse). Once the official party has left the area, the narrator announces "Ladies and gentlemen, this concludes the ceremony. Please join (name of the retiree) for a reception in the (location)." (It is traditional for the retiring officer to host a small reception for honored guests and attendees following the ceremony.)

Usually it is not appropriate to present mementos other than retirement certificates and decorations.
during the ceremony. However, there are always exceptions. For example, if the retiring officer's coworkers or peers made prior arrangements to have a U.S. flag which had flown over the Capitol and cased in a presentation box, it may be appropriate to have the presiding official (or someone else) make the presentation just before or after the retirement order is read. (Such flags are authorized, and can be ordered by contacting the nearest office of your U.S. Congressional member).

**Sequence of Events.**
Here's a sample of the sequence of events shown in 'Til Wheels Are Up' for retirement ceremonies. Also, we have a "Retirement Ceremony Checklist" for your use. You will want to tailor these to fit your particular situation.

- Retiring officer, spouse, and family meet with presiding officer.
- Spouse and family escorted into position.
- Presiding officer and retiring member proceed to ceremony location.
- Narrator announces the presiding officer.
- "Ruffles and Flourishes" and General's March may be played, if appropriate for the presiding officer.
- Individuals take position on the stage, retiring member stands on presiding officer's left.
- National Anthem is played.
- Invocation is said if desired.
- Presiding officer makes comments (usually pertaining to the retiring member's biography/family).
- Presiding officer announces that decoration will be presented.
- Narrator reads citation.
- Aide presents medal to presiding officer.
- Medal presented and photo taken.
- Presiding officer directs that retirement order be read.
- Retirement certificate presented to member; photo taken. (Personal Color may be presented at this point in the ceremony.)
- Presiding officer asks spouse to come forward.
- Presiding officer presents spouse's certificate; photo taken.
- Presiding officer turns floor over to retiring member for comments.
- Ceremony concludes and reception follows.

Note: If the retiring member is a General Officer you may want to present his personal color to him as part of the ceremony (based on his desire to do so). One method of doing this is as follows:

- Honor Guard NCOIC and Personal Color Bearer move into position.
- Honor Guard NCOIC and Personal Color Bearer furl and case Personal Color.
- Personal Color Bearer moves into position between the colors and the presiding officer and the retiring officer.
- Personal Color Bearer passes Personal Color to the presiding officer.
- The presiding officer presents the Personal Color to the retiring officer.
- The retiring officer accepts the Personal Color and returns it to the Personal Color Bearer.
- Personal Color Bearer returns to original position.

Remember, either you or the retiring officer's office staff should put together an information package for the presiding official well in advance of the ceremony. The package should include, as a minimum, the retiring officer's biography, first and last names of attending family members, and a copy of the
sequence of events. Include a copy of the citation if a decoration is to be presented. You may also want to pre-brief the presiding official just prior to the ceremony.
Award/Decoration ceremonies are somewhat similar to portions of retirement, promotion, or other ceremonies. The commander's timely presentation of the appropriate decoration at a "public" ceremony greatly enhances the value of the award to the recipient and is a plus for the entire unit.

Award/Decoration ceremonies range from formal reviews to presentation at commander's call to much smaller informal office ceremonies, depending largely on the recipient's desires. The "host" or presiding officer should be senior in rank or position to the highest ranking individual being decorated. While generally simpler than larger reviews or parades, award/decoration ceremonies still require advance planning along the same lines as other events.

Award/Decoration Ceremony Script

CEREMONY SCRIPT
FOR
56 FW Command Section Awards Ceremony
27 Oct 1997

0950 All guests are seated in the Luke Auditorium

1000 Narrator begins welcoming comments as soon as Maj Gen Anderson is in place in the Luke Foyer.

NARRATOR: "GOOD MORNING LADIES AND GENTLEMEN. TODAY WE ARE HONORING SEVERAL MEMBERS OF THE 56th FIGHTER WING'S COMMAND SECTION FOR THEIR HARD WORK AND DEDICATION TO THE VARIOUS MISSIONS OF THE UNITED STATES AIR FORCE. WE ARE VERY PLEASED TO HAVE MAJ GEN KURT B. ANDERSON, COMMANDER OF 19th AIR FORCE, PRESIDING OVER TODAY’S AWARD CEREMONY."

“ON BEHALF OF THE 56th FIGHTER WING, I’D LIKE TO EXTEND A HEARTY AIR FORCE WELCOME TO ALL OF THE FRIENDS, FAMILY, AND COLLEAGUES OF OUR AWARD RECIPIENTS. WE’RE DELIGHTED YOU COULD JOIN US IN RECOGNIZING THE DIVERSE CONTRIBUTIONS MADE BY EACH AND EVERY ONE OF OUR HONOREES. LADIES AND GENTLEMEN, PLEASE RISE FOR THE ENTRANCE OF GENERAL ANDERSON AND OUR DISTINGUISHED PARTY."
(Maj Gen ANDERSON enters room, with the award recipients following behind in receiving/presentation order. Maj Gen ANDERSON takes his position up on the stage. The medal recipients will execute a column right, filing into the first row of chairs on the right.)

MAJ GEN ANDERSON: (Directs the audience to be seated. Makes comments, invites Capt Hecht up on stage, then nods for the narrator to read the first citation.)

NARRATOR: "LADIES AND GENTLEMEN, PLEASE STAND. ATTENTION TO ORDERS......"

(Reads the first citation)

MAJ GEN ANDERSON: (Receives medal from assistant and pins medal on Capt Hecht. {PHOTO} Gen ANDERSON receives citation from assistant and presents it to Capt Hecht; {PHOTO} Gen ANDERSON and Capt Hecht shake hands. Capt Hecht salutes Gen ANDERSON; Gen ANDERSON returns salute, then faces forward for the next citation reading. Capt Hecht executes an about face and exits the stage, re-joining the end of the line. SSgt King takes his position on stage next to Gen ANDERSON.

***THE SAME PROCESS IS REPEATED FOR ALL MEDAL RECIPIENTS***

NARRATOR: "LADIES AND GENTLEMEN, THAT CONCLUDES TODAY’S CEREMONY. YOU MAY OFFER YOUR PERSONAL CONGRATULATIONS TO OUR MEDAL RECIPIENTS IN A LINE OF FELLOWSHIP; PLEASE APPROACH THE LINE FROM THE CENTER AISLE AND WALK TO THE BACK OF THE AUDITORIUM USING THE AISLE TO YOUR RIGHT. AFTER CONGRATULATING OUR HONOREES, YOU ARE ALL INVITED TO JOIN GEN ANDERSON AND OUR MEDAL RECIPIENTS FOR REFRESHMENTS AT THE BACK OF THE AUDITORIUM. THANK YOU FOR ATTENDING--HAVE A GREAT AIR FORCE DAY!!"

Award/Decoration Ceremony Sequence of Events

AGENDA

0950 Guests and attendees are seated

0950 Maj Gen Anderson is escorted from his office to the Luke Theater

0958 Maj Gen Anderson and medal recipients gather in Luke Foyer

1000 Maj Gen Anderson and distinguished party get into position at the entry way into Luke Theater

Narrator begins opening remarks

1001 Narrator announces entrance of Maj Gen Anderson and distinguished party

Maj Gen Anderson walks up the center aisle to the stage, with the medal recipients following one step behind and to his right (this ensures when Gen A and recipients face audience that the positions are correct according to protocol)

1002 Maj Gen Anderson takes his position up on the stage and makes welcome remarks;
Maj Gen Anderson completes his remarks, invites first recipient up on stage, and signals the narrator to read the first citation (all of the citations have been abbreviated due to multiple presentations).

Photographs are taken for each presentation; a line of fellowship will follow the ceremony, along with refreshments.

**Award/Decoration Ceremony Stage Diagram**

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**AWARD/DECORATION CEREMONY**

Presentations Table → Aide → US AETC 1-Star → Award Recipient → AETC/CV AETC/CC Award Recipients → G.O./SES G.O./SES

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**Award/Decoration Ceremony Task Reminder**

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**27 Oct 97, CC Section Awards Ceremony, 1000**

**Awardees:**
- MSM= Capt Thomas
- MSM=SSgt King
- AFCM= SrA Daniel
- AFAM=Lt Hartman
- AFAM= SrA Kalin
- AFAM= SrA Daniel

**Place:**
Luke Auditorium

**Presiding Official:**
Maj Gen Anderson, 19th AF/CC
Assistant:
SrA Ken Logsdon

Readers:
SSgt Ramos
SSgt Liles

Equipment Needed:
Award Board
MSM w/ Oak Leaf Cluster
MSM Basic Device
AFCM Basic Device
AFAM Basic Device
AFAM w/ Oak Leaf Cluster

Uniform:
Service Dress for Participants
UOD for audience

Get Photographer!!!!!!!

Award/Decoration Ceremony Checklist

56 FW PROTOCOL OFFICE
REQUIREMENTS CHECKLIST
FOR
AWARDS/PROMOTION/RETIREMENT CEREMONIES
FOR MILITARY AND CIVILIAN

Protocol Office: DSN: 896-5840 Comm: (602) 856-5840

Protocol Project Officer: ____________________ Ext:  ____________
DCS Project Officer: ____________________ Ext:  ____________
Alternate DCS POC: ____________________ Ext:  ____________

I. EVENT INFORMATION:

A. Individual being honored

B. Date of Event

C. Senior Ranking Host

1) Event on calendar of CC/CV

2) Final information book forwarded
D. Event location identified/reserved: ________________________

1) 56 FW Conference Scheduling -- 6-5834
   ____ Luke Theater

2) Officers' Club -- 6-6446
   ____ Talon Room
   ____ Goldwater Room
   ____ Phoenix Ballroom

3) Other Location: ________________________

E. Dinner/Social Function/Reception included: ________________________

1) Type of function: ________________________

2) Location: ________________________

3) Payment method: ________________________

F. Uniform Requirements: ________________________

G. Request Letter filed/Funds programmed: ________________________
   (Written request to Funds Manager, 6-4906 NLT, five work days prior to event, contact.)

H. Put notice on E-Mail net: ________________________

I. Briefing Package for Officiating General: ________________________

II. CEREMONY SUPPORT NEEDS:

A. Physical needs:

   ____ Podium
   ____ Award table
   ____ Presentation Board
   ____ Number of seats
   ____ Flags - US, AF, Command, GO (Protocol 6-5840)
   ____ State Flags/contact First Sergeant of 56 EMS for flag detail
   ____ Room diagram (Protocol)
   ____ Reception materials (e.g. table cloth, skirts, punch bowl, etc.)
   ____ Oath Card

B. Music:

   ____ Taped music in 56 FW bldg
      (Comm Squadron, 6-2622)
   ____ Air Force Band, 6-3309
      (Submit DD Form 2536)
C. Honor Guard: ________________________

D. Narrator: ________________________

E. Aide: ________________________

F. Photographer:  
Base Photo Lab - CS/SCSVP, 6-6168  
__________________________

G. Reserve Parking for 56 FW Bldg:  
56 FW Protocol, 6-5840  
__________________________

H. Escorts for Family members and DVs: ________________________

I. Billeting for Family members and DVs: ________________________

J. Transportation for Family members and DVs: ________________________

III. CEREMONY COMPONENTS:

A. Invitations and programs: ________________________

1) OPR does rough drafts for Graphics  
   (Protocol has examples)  
   ________________________

2) To Graphics for keyline or art work:  
   CS/SCSVP, 6-6168  
   ________________________

3) To DAPS: Bldg. 610, 6-6886  
   ________________________

   NOTE: Have Protocol "proof" invitation/program before it goes to graphics and the print plant. The more eyes that see it the better.

B. Script information and sequence of events: ________________________

1) Name of Spouse: ________________________

2) Names/ages of Children: ________________________

3) Names of Family members/Guests/DVs: ________________________

4) Copy of Decoration/Award Citation: ________________________

5) Copy of Promotion Order: ________________________

5) Copy of Retirement Order: ________________________

6) Retirement of Flag (GOs only): ________________________

C. Provide copy of ceremony script to:
1) Scheduling/Presentations: ________________________

2) Officiating officer: ________________________
   _____ Include Bio
   _____ 5x8 card listing contributions to 56 FW

3) Narrator: ________________________

4) Aide: ________________________

5) Retiree: ________________________

D. Presentations/Gift:

1) Medal/Award and Citation: ________________________

2) Retirement Certificates (Retiree and Spouse):

3) Presentation Flowers: ________________________

4) Other presentations: ________________________

E. Seating Diagram/Placecards: ________________________
   Protocol, 6-5840

F. Turn in receipts after ceremony is complete: ________________________
   Contact Funds Manager, 6-4906

IV. RECEPTION/DINNER/SOCIAL:

A. Receiving Line:

1) Location/time: ________________________

2) Names of people in line: ________________________

3) Refreshments:
   _____ If in Bldg S-11, coord Protocol support
   _____ If in club coord support thru catering
   _____ Order Cake, Protocol, 6-5840

B. Dinner/Social Function:

1) Location: ________________________
2) Invitations:  ________________________

3) Programs and Place Cards:  ________________________

4) Payment Method:  ________________________

DAY OF CEREMONY

_____ Check with retiree for last minute changes to guest list, etc.

_____ Brief officiating officer

_____ Confirm family escort(s)

_____ Check Sound System

_____ Confirm Photographer

_____ Confirm Color Guard

_____ Awards and plaques in place

_____ Ensure Programs are available

_____ Confirm seats in place; reserved seating done

_____ Presentation rose(s) for spouse in place

_____ Confirm cue to narrator when official party enters

_____ Brief honoree and family

_____ Oath Card present
PROMOTION CEREMONIES

From Chapter 16, 'Til Wheels Are Up!

The Ceremony.
Promotion ceremonies can be as simple as reading the order and pinning of the insignia and as complicated as having multiple activities occurring (presentation of certificate of promotion; presentation of a General Officer's flag; presentation of General Officer uniform items to include belt, weapon, etc.) The more activity occurring, the more coordination required! How they are done is largely a product of the host's desires and the local "standard" ceremony policy. Frocking ceremonies should have very little variance from a promotion ceremony except for the content of the order. For all promotions, ensure that you have rank insignia and the promotion certificate on hand prior to the ceremony. Establish your sequence of events and brief all participants. Explain to family members, if present, what is about to happen.

Multiple promotion ceremonies should be sequenced in descending rank order. These type ceremonies may require tactful guidance for any families that may be involved.

Officers traditionally reaffirm their oath upon promotion.

Officer Oaths and Orders.

Promotion Order: Here is an appropriate form of officer promotion order to be read by the narrator at the ceremony:

ATTENTION TO ORDERS.

Followed by the pinning on and the commissioning oath.

Officer Oath

I, (STATE YOUR NAME), /// HAVING BEEN APPOINTED A (RANK), IN THE UNITED STATES AIR FORCE /// DO SOLEMNLY SWEAR THAT I WILL SUPPORT AND DEFEND /// THE CONSTITUTION OF THE UNITED STATES /// AGAINST ALL ENEMIES, FOREIGN AND DOMESTIC; /// THAT I WILL BEAR TRUE FAITH AND ALLEGIANCE TO THE SAME, /// THAT I TAKE THIS OBLIGATION FREELY; /// WITHOUT ANY MENTAL RESERVATION OR PURPOSE OF EVASION; /// AND THAT I WILL WELL AND FAITHFULLY DISCHARGE /// THE DUTIES OF THE OFFICE UPON WHICH I AM ABOUT TO ENTER, /// SO HELP ME GOD.
**Enlisted Promotion Order.**

ATTENTION TO ORDERS.

(NAME) IS PROMOTED TO THE PERMANENT GRADE OF (RANK) EFFECTIVE (DATE) WITH A DATE OF RANK OF (DATE). FOR THE COMMANDER.

SIGNED (NAME)

It has become customary for many enlisted members to re-affirm their oath of enlistment at a promotion ceremony.

**Enlisted Oath**

I, (STATE YOUR NAME), /// DO SOLEMNLY SWEAR /// THAT I WILL SUPPORT & DEFEND /// THE CONSTITUTION OF THE UNITED STATES /// AGAINST ALL ENEMIES, FOREIGN AND DOMESTIC, /// THAT I WILL BEAR TRUE FAITH /// AND ALLEGIANCE TO THE SAME, /// AND THAT I WILL OBEY THE ORDERS OF THE PRESIDENT OF THE UNITED STATES /// AND THE ORDERS OF THE OFFICERS APPOINTED OVER ME, /// ACCORDING TO REGULATIONS /// AND THE UNIFORM CODE OF MILITARY JUSTICE--/// SO HELP ME GOD.

**Civilian Oath**

I, (STATE YOUR NAME), /// DO SOLEMNLY SWEAR THAT I WILL SUPPORT AND DEFEND /// THE CONSTITUTION OF THE UNITED STATES /// AGAINST ALL ENEMIES, FOREIGN AND DOMESTIC; /// THAT I WILL BEAR TRUE FAITH AND ALLEGIANCE TO THE SAME, /// THAT I TAKE THIS OBLIGATION FREELY; /// WITHOUT ANY MENTAL RESERVATION OR PURPOSE OF EVASION; /// AND THAT I WILL WELL AND FAITHFULLY DISCHARGE /// THE DUTIES OF THE OFFICE UPON WHICH I AM ABOUT TO ENTER, /// SO HELP ME GOD.

**Sequence of Events**

SEQUENCE OF EVENTS

2LT KATHY SMITH
PIN-ON CEREMONY TO 1LT

0850  Guests are standing in Auditorium

0900  Narrator makes welcoming remarks

    Audience remains standing for Brig Gen Barry & Lt Smith
    -- Both proceed to area in front of Flags

    Brig Gen Barry makes brief remarks

    Narrator reads promotion order

    Brig Gen Barry and ??? pin new rank on Lt Smith
 Brig Gen Barry re-administers oath  
Exchange salutes  
Lt Smith makes comments as desired  
Lt Smith family photos  
Reception  

Sample Promotion Invitation.  

Military Invitation  
Brigadier General John L. Barry  
Commander, 56th Fighter Wing  
cordially invites you to a ceremony  
in honor of  
Colonel John B. Doe  
on the occasion of his promotion  
to  
Brigadier General  
Thursday, the nineteenth of December  
Nineteen hundred and ninety-six  
at three o’clock  
(Room or Auditorium)  
(Theme of Building)  
Luke Air Force Base, Arizona  

RSVP: by Date  
Military: Uniform of the Day  
DSN: 896-5840  
Civilian: Daily Business Attire  
Comm: (602) 856-5840  
Reception immediately following  

SES Invitation  
Brigadier General John L. Barry  
Commander, 56th Fighter Wing  
cordially invites you to a ceremony  
in honor of  
Mr. John B. Doe  
on the occasion of his appointment  
to the  
Senior Executive Service  
Thursday, the nineteenth of December  
Nineteen hundred and ninety-six  
at three o’clock  
(Room or Auditorium)  
(Theme of Building)  
Luke Air Force Base, Arizona  

RSVP:  
Military: Uniform of the Day  
DSN: 896-5840  
Civilian: Daily Business Attire  
Comm: (602) 856-5840
Sample Ceremony Stage Diagram.

NOTE: At HQ AFMC we have the commander and the promotee walk into the auditorium in reverse rank order with the promotee one step behind and to the right. Once the party reaches the stage, they perform an about face and are now in the proper positional order. We breach protocol order of precedence here to prevent any embarrassing crossover movements by the commander and promotee that could result in something looking less than professional.

Promotion Ceremony Stage Diagram (next page)
PROMOTION CEREMONY

Presentations Table

Aide

US AETC 1-Star

Narrator

Gen B Promotee

G.O./SES AETC/CCAETC/CV

Family Family Family Family Family

Gen B Promotee

Official Party Entrance Area

Foyer
ACTIVATION/INACTIVATION CEREMONY

The Ceremony.

These types of ceremonies are conducted in very much the same manner and build off of the basic ceremony sequence for a change of command. You will need to include all the elements of change of command planning: invitations, seating, parking, transportation, DV escort, etc. The official party will be comprised of the reviewing officer and the incumbent commanding officer for transition ceremonies; the reviewing officer and the in-coming commander for activation ceremonies; and the reviewing officer and the out-going commander for inactivation ceremonies. For an activation ceremony the reviewing officer is also the host until the activation has occurred, at which time the incoming commander becomes the host. For inactivation ceremonies, the out-going commander is the host until the inactivation occurs. Then the reviewing official becomes the host, with the out-going commander the honored guest.

Sequence of Events.

Here is a sequence of events we use at our Headquarters for these types of ceremonies:

- Formation of troops.
- Arrival of DVs, families and participants (official party).
- Presentation of troops and honors to the presiding officer as appropriate.
- Presentation of colors and National Anthem.
- Presentation of unit decorations/awards (if appropriate).
- Narrator comments addressing transition, activation, or inactivation as appropriate.
- Reading of transition, activation, or inactivation order as appropriate.
- Narrator comments on ceremony as appropriate (casing/uncasing/furling/unfurling guidons, etc.)

- Narrator introduces presiding officer.
- Presiding officer makes comments.
- Narrator introduces additional speaker(s).
- Narrator introduces the Air Force Song (optional), concludes formal ceremony, and invites guests to any post-ceremony reception.
"Reveille" was originally conducted as "Troop" in 1812 and was designed to muster the unit or for roll call and additionally to signal sentries to leave off night challenging. It was not originally intended specifically as honors for the flag. Today, reveille is conducted to honor the U.S. flag as it is raised in the morning. Honors (salute) during "Reveille" should be rendered similar to the procedure for "Retreat."

Your command may find it appropriate to conduct a Command Reveille or Command Retreat ceremony to help honor special days or events (Memorial Day, Veteran's Day, POW/MIA Day, Dec 7th, etc.) On these special days you may want to have a supporting ceremony complete with military formations, guest speaker(s), and chaplain or other appropriate participation. (Note that the flag should be displayed on all days, to include Federal holidays.)

The bugle call sounded at "Retreat" was first used in the French army and dates back to the Crusades. Retreat was sounded at sunset to notify sentries to start challenging until sunrise, and to tell the rank and file to go to their quarters. During the 18th century, command retreat was a daily occurrence, not to honor the flag but as a signal for units to call the roll as a final accounting before reveille the following morning. The ceremony remains as a tradition in today's military by marking the end of the military day and honors the flag as it is lowered. The bugle call "Retreat" precedes the flag ceremony. At the first sound of the bugle, face the flag, or sound of the bugle if the flag is not visible, and stand at parade rest. When you see the flag being lowered or hear the bugle call "To the Colors" or the national anthem, come to attention and render a salute. The salute is held until the flag is lowered or until the music ends. Civilians should stand at attention, facing the flag or music with their (right) hands over their hearts. Vehicles should stop during both reveille and retreat. Passengers should remain quietly seated.

- AFMAN 36-2203, Drill and Ceremonies
- FM 22-5, Drill and Ceremonies (Army Field Manual)
Chapter 17 (from 'Till Wheels Are Up!')

The basic guidance on the military funeral is AFI 34-501. Call on the Mortuary Affairs Officer at your local Military Personnel Flight (MPF) for further guidance and clarification.

The Air Force considers it a privilege to assist in the conduct of military funeral honors for active or retired members and veterans who served honorably in the Air Force. Honors will be furnished consistent with available personnel and resources. Commander at all echelons will place sufficient emphasis on this program to make sure that honors are properly rendered in every instance.

History

Funeral services of great magnificence evolved as custom (from what is known about early Christian mourning) in the 16th century. To this day, no religious ceremonies are conducted with more pomp than those intended to commemorate the departed.

The funeral of soldiers, more than any other ceremony, has followed an old pattern as the living honor the dead.

The first general mourning proclaimed in America was on the death of Benjamin Franklin in 1791 and the next on the death of George Washington in 1799. The deep and widespread grief occasioned by the death of the first President assembled a great number of people for the purpose of paying him a last tribute of respect, and on Wednesday, 18 December 1799, attended by military honors and the simplest but grandest ceremonies of religion, his body was placed in the family vault at Mount Vernon, Virginia. Several military traditions employed today have been brought forward from the past.

- Reversed arms, displayed by one opponent on the battlefield, signaled that a truce was requested so that the dead and wounded could be carried off and the dead buried.

- Today's customary three volleys fired over a grave probably originated as far back as the Roman Empire. The Roman funeral rites of casting dirt three times on the coffin constituted the "burial." It was customary among the Romans to call the dead three times by name, which ended the funeral ceremony, after which the friends and relatives of the deceased pronounced the word "vale" (farewell) three times as they departed from the grave side.

Responsibility for Providing Funeral Honors

Military Honors Assignments by ZIP code (this document is prepared and distributed by HQ AFPC/MPCCM). Each base is responsible for furnishing requested funeral honors support within its assigned ZIP code (geographic) areas identified in the current edition of this special document.

Members of the base funeral ceremonial team are trained to render this final military tribute in the required proficient, professional military manner. On request of the decedent's next of kin or his or her
authorized representative, the commander of an Air Force base manned by active duty personnel may furnish the standard Air Force military funeral honors to eligible personnel as specified in AFI 34-501.

**Arranging the Military Honors**

The wishes of the next of kin regarding the type and extent of honors to be furnished will be paramount, limited only by the capabilities of the activity rendering the honors and the principles of good taste. Immediately after the request to furnish military honors is received, the base Mortuary Officer or alternate obtains all the pertinent information and makes appropriate preliminary arrangements. Final arrangements are made when notification of shipment of the remains to final destination is received from the shipping installation. The Mortuary Officer or alternate assists the Honor Guard Commander or OIC, as appropriate, with the final arrangements and specific honors to be furnished.

**Air Force Funeral Honor Guard Policy**

Air Force Honor Guard policy (from AFI 34-503, USAF Base Honor Guard Program and AFI 34-501, Mortuary Affairs Program) sets the following standards for funeral honor guard composition:

- **Active duty members and Medal of Honor recipients:** 6 pallbearers, 7 firing party, 1 bugler, 4 color guard, 1 OIC/NCOIC, for a total of 19.
- **Retired Air Force members:** 7 pallbearers/firing party (dual function), 1 bugler, 1 OIC/NCOIC, for a total of 9.
- **Air Force veterans:** 1 Air Force member to attend funeral and present the flag if requested by the next-of-kin. Requests for honors for other Service members are referred to the parent Service of the deceased.

Installation commanders have the authority to provide reduced honors to retirees (with MAJCOM concurrence) and to deny honors for veterans when resources are not available. At a minimum, installations must provide an Air Force representative to present the flag to the next of kin of retired Air Force members.

Installation commanders are expected to meet these standards. As an exception to policy, however, commanders may exceed these standards for retirees and veterans and provide either the full 19-person detail (for AF retirees) or the 9-person team (for veterans) if resources permit but may do so only if this extended level of support can be provided on a continuing basis.

**Honor guard teams of other than the standard 19, 9, or 1 person configuration are not recommended.**

**Interment Flags**

The Mortuary Officer of the base providing the military honors will furnish no additional interment flags for presentation without prior approval from HQ AFPC. The Mortuary Officer of the shipping installation provides the escort with the authorized and required number of flags and cases prior to the shipment of the remains.
Interment flags for retired and veteran personnel are not furnished by the Air Force. Such flags (one only per deceased) are obtained by the local funeral director engaged by the next of kin according to Veterans Administration directives and procedures for CONUS burial. For retired and veteran personnel, who die in an overseas area, the next of kin desiring a flag should be instructed to contact the nearest American Consulate Veteran Affairs Section for assistance.

**Participating Military Personnel**

- Air Force Chaplain (when requested by the next of kin).
- Pallbearers (six airmen) - If the deceased was a member of the local military organization Air National Guard or Air Force Reserve Unit, the family may desire to select honorary pallbearers from that organization.
- Troop Escort - Usually the escort consists of troops in numbers suitable to the rank of the deceased, a firing party, and a bugler. When the band is provided for the funeral, the bugler is usually part of that formation. Size of the escort may vary from a flight to squadron depending upon the grade of the deceased. A flight for funeral purposes will consist of not less than 8 and not usually more than 30 airmen. Commanders may authorize more than 30 airmen when considered appropriate.
- Firing Party - The firing party will consist of at least 7 airmen armed with the M-1 or M-16 rifle and an NCOIC. The firing party ordinarily is a part of the troop escort. However, the firing party may participate in the ceremony as a separate element.
- Ordinarily a bugler is part of the troop escort or band. A bugler may be hired locally.
- As a last resort, a tape recorder may be used for sounding Taps. When used, the recorder should be out of sight of the funeral party.
- Color Guard - A color guard will be furnished only upon request of the next of kin. The color guard will carry both the US Organizational Flag and the Air Force Organizational Flag (provisional). The color guard will consist of 2 noncommissioned officers as flag bearers and 2 airmen guards (see AFMAN 36-2203).
- Band.

**Other Participating Personnel**

- Funeral director or government cemetery representative or both.
- Honorary pallbearers - May be either military or civilian but will be included in funeral ceremony only at the specific request and invitation of the family.
- Family.
Personal Salutes And Honors

- The Air Force general officers are entitled to "Ruffles and Flourishes" and music.

- Ruffles and flourishes and music will be rendered at the chapel before the casket is removed from the hearse and at the graveside before the casket is removed from the hearse.

- The appropriate general officer's flag will be borne by an airman bearer.

Fly-overs

Flyovers of funeral ceremonies by Air Force aircraft may be appropriate in certain instances. Such requests will be considered only when initiated by the next of kin. If flown, the formation will be a 3- or 4- ship fingertip formation with missing man. Such a request may be approved however, only when the mission can be accomplished in conjunction with a formation training flight.

A flyover may be authorized for the funerals of dignitaries of the armed forces and the Federal Government and for funerals of military persons who held an aeronautical rating (or were taking a course of instruction leading to such a rating), and who died while on active duty including Reserve or National Guard training.

Numerous approvals are required for flyovers, so contact the Mortuary Affairs office for details. When aviation participates in a military funeral, it is timed so that the aircraft appear over the procession.

Work with the Mortuary Affairs office and local honor guard commander to prepare a plan for the ceremony. It should as a minimum prescribe:

- Position for each element to take.

- Route of march.

- Detailed description of each function to be performed.

Types of Funeral Ceremonies

Because so many variations of the basic ceremony are possible, no one ceremony can be prescribed that will be appropriate of all military funerals.

The need for variation in ceremonies may be dictated by a number of factors. The physical layout of the area where the funeral is to take place, the people and equipment available or required, and the specific desires of the next of kin will determine the extent to which each ceremony must be modified. For example, the military phase of the chapel service must be altered or eliminated if there is insufficient space at the front of the chapel. If the chapel and grave site adjoin, the funeral procession would not be appropriate. Ensure the honors are always properly rendered by trained personnel in the prescribed proficient military manner.

Different ceremonies for a variety of situations are briefly described below and outline in detail in the following paragraphs:
Complete Air Force Funeral - Nearly all the traditions and ceremonies are provided for in the complete Air Force funeral.

Complete Ceremony less Chapel Service - This type of service is conducted when the next of kin has a private non-military chapel service before the actual interment.

Graveside Service - The graveside service is conducted when the next of kin does not want the chapel service.

Standard Air Force Funeral - This is a distinct and simplified chapel or graveside ceremony or both with a limited number of military personnel participating.

Ceremonies when Remains are to be Cremated - The usual military funeral ceremony must be modified when remains are cremated. The extent of modification depends on whether the ceremony is conducted before or after cremation.

Ceremony Prior to Shipment of Remains to Place of Interment - When remains are shipped from an installation to some other place for disposition or interment, it may be desirable to conduct a military funeral ceremony prior to shipment.

Memorial Service - A service in honor of a deceased person.

Refer to AFI 34-501 for details on the conduct of the various types of ceremonies.

The family or representative of the deceased may request fraternal or patriotic organizations, of which the deceased was a member, to take part in the funeral service. With immediate family approval, fraternal or patriotic organizations may conduct graveside services at the conclusion of the military portion of the ceremony, signified by the flag presentation to the next of kin and escort departure from the ceremony. The time and other pertinent details of its services will be coordinated between the fraternal or patriotic organization representative and the officer-in-charge of the funeral.

Use of the Flag

The interment flag drapes the decedent's casket throughout the service. Immediately after the sounding of Taps, the pallbearers fold the flag in the manner prescribed in AFI 34-501.

The flag may be presented to the next of kin by the escort who accompanies the remains of an active duty member, the officiating chaplain, or the funeral ceremonial team OIC or NCOIC. Regardless of who presents it to the next of kin, pre-determine how to transfer the flag from the last pallbearer, at the head end of the casket, to the person who will present it to the next of kin.

There may be more than one flag presented at the conclusion of the interment service, as certain primary and secondary next of kin of deceased active duty members are entitled to receive an interment flag. Regardless of the number of authorized flags presented, they are presented uncased and the case is given to the recipient immediately after presenting the flag. If the weather is inclement, present cased flags to the recipients to preclude exposure of the flags to the elements.
Mourning Bands

Air Force members participating in a military funeral except members of the troop escort are not permitted to wear mourning bands. Members of the troop escort may wear them if prescribed by the MAJCOM commander concerned. MAJCOM commanders will not re-delegate the authority to prescribe the wearing of mourning bands below the numbered Air Force level.

Air Force members attending a military funeral, but not participating, may wear the mourning band if they desire.

The mourning band consists of a straight band of black crepe or plain black cloth 4 inches wide. It is worn around the left sleeve above the elbow.

Chaplain

The chaplain takes his position in front of the chapel before the arrival of the remains. He precedes the casket when it is carried from the hearse into the chapel and from the chapel to the hearse. While the remains are being placed in the hearse, he stands at the rear and to the side facing the hearse. When wearing vestments, the chaplain may, at his or her discretion proceed from the chancel to the sacristy (vestry) at the conclusion of the chapel service and divest, joining the procession before it moves from the chapel. The chaplain then precedes the hearse to the graveside and precedes the casket to the grave.

Family Members

The family arrives at the chapel before the hearse and is seated in the right front pews of the chapel. When the chapel service is over, family members follow the casket down the aisle until they reach the vestibule of the chapel, where they wait until the casket is carried outside and placed in the hearse. When the procession is ready to form, members of the family take their places in the processions immediately behind the pallbearers.

When the procession arrives at the graveside, the members of the family wait in their cars until the funeral director opens the car door to escort them to the grave site. This is necessary to allow the band, escort, and colors to take their positions at the grave, and other behind the family to park their cars and come forward.

The members of the family are escorted to their positions for the funeral service at the side of the grave by the funeral directors.

When the graveside ceremony is completed, the interment flag is presented to the next of kin entitled to direct disposition of the remains.

Friends

Military personnel in uniform attending a funeral in an individual capacity face the casket and execute the hand salute at all times when the casket is being carried by the pallbearers, during the firing of the volleys and the sounding of Taps. Military personnel in civilian clothes stand at attention and hold the
headdress over the left breast whenever those in uniform salute. Female personnel or those people without headdress simply stand at attention. During the prayers, all people bow their heads.

**Preliminary Arrangements**

The officer in charge of a military funeral, the commander of the escort, the funeral director, and the superintendent of the cemetery or his representative visit the places involved and make careful arrangements before the time set for the funeral. They determine the positions at the grave for the various elements of the funeral and make arrangements for traffic control.

**Floral Tributes**

In the absence of the chaplain, the chaplain's assistant helps the funeral director in arranging all floral tributes in the chapel. The commanding officer or his representative coordinates with the funeral director the necessary transportation for prompt transfer of floral tributes from the chapel to the gravesite. The vehicle bearing the floral tributes is loaded promptly at the conclusion of the chapel service. It precedes the funeral procession, moving as rapidly as practicable to the site of the grave. The funeral procession does not move from the chapel until the vehicle carrying the floral tributes has cleared the escort. The funeral director or the cemetery representative is responsible for removing cards and making a record that gives a brief description of the floral piece pertaining to each card. After completion of the funeral services, the cards and records are turned over to a member of the family of the deceased.

**Funerals Off Post**

The commander, upon request, provides a funeral detail for the deceased active duty or retired personnel when the burial is to take place in a civilian or national cemetery off the installation (for veteran funerals see AR 600-25). The detail is normally composed as follows:

- Officer in charge or noncommissioned officer in charge.
- Six active pallbearers.
- Firing party.
- Bugler.

**Note: When military pallbearers are not available, the firing party will fold the flag.**

The arrangements for the funeral are supervised by the survivor assistance officer. The officer in charge or noncommissioned officer in charge of the funeral detail coordinates all aspects of the ceremonies with this officer.

Upon arrival at the city where the funeral is to be conducted, the officer in charge or noncommissioned officer in charge meets the survivor assistance officer and ascertains the sequence of the ceremony. The normal sequence of events is as follows:

- At the funeral home, on the order of the funeral director, the pallbearers move the casket to the hearse. The pallbearers should be certain to carry the casket feet first and level at all times.

- At the church:

- The active pallbearers carry the casket from the hearse into the chapel.
• When the casket has been placed on the church truck, two pallbearers push the truck to the front of the church while the other pallbearers move to the vestibule and await the termination of the church service. If there is no church truck, the pallbearers carry the casket to the front of the church as instructed by the funeral director or minister concerned. If desired by the family, the active pallbearers may occupy the pews (seats) to the left front of the church.

• After the church service, the pallbearers, under the direction of the funeral director, move the casket to the hearse. When the casket has been placed in the hearse, the pallbearers enter their vehicles.

• At the cemetery:

  • The officer in charge or a designated individual commands the prepositioned firing party and bugler to Detail, ATTENTION and Present, ARMS as soon as the casket is moved from the hearse. The command Order, ARMS is given when the casket reaches the grave.

  • The pallbearers carry the casket, feet first and level, to the grave. On reaching the grave, the casket is placed on the lowering device. The pallbearers raise the flag from the casket and hold it in a horizontal position, waist high, until the conclusion of "Taps."

Rules for Ceremonial Firing

For ceremonial firing, the firing party consists of not more than eight riflemen and not less than 5 with one noncommissioned officer in charge (see 'Till Wheels Are Up! Chap 17, figure 21-1). The firing party is normally pre-positioned at the gravesite and facing in the direction that allows it to fire directly over the grave. However, care should be taken to ensure that rifles are fired at a 45-degree angle from the horizontal.

  o To load:

    ▪ Magazines or clips are loaded with three rounds and blank adapters are attached before forming the firing party.

    ▪ At the conclusion of the religious services or on the escort commander's command, the noncommissioned officer in charge commands With blank ammunition, LOAD. At the command LOAD, each rifleman executes port arms, faces to the half right, and moves this right foot 10 inches to the right to a position that gives him a firm, steady stance. He then chambers a round, places the weapon in the safe position, and resumes port arms.

  o To fire by volley:

    ▪ When the riflemen have completed the movements and the weapons are locked, the commands are Ready, Aim, Fire. At the command Ready, each rifleman moves the safety to the fire position. On the command Aim, the rifle is shouldered with both hands with the muzzle to the front at an angle of 45 degrees from the horizontal. On the command of execution Fire, the trigger is squeezed quickly, and the weapon is immediately returned to port arms.
To continue the firing with weapons that function automatically (blank adapter), the commands *Aim* and *Fire* are given and executed as previously prescribed. To continue firing with weapons that must be manually operated to chamber another round (without blank adapters), the commands *Ready, Aim, Fire* are given. On the command *Ready*, each rifleman manually chambers the next round. The commands *Aim* and *Fire* are then given and executed as previously prescribed.

When the third round has been fired and the rifleman have resumed *port arms*, the noncommissioned officer in charge commands *Cease Firing*. The riflemen immediately place their weapon on safe, assume the position of *attention* (at *port arms*), and *face* to half left. From this position, the firing party is commanded to *Present arms* before playing of "Taps." After "Taps," they are commanded to *order arms*. The noncommissioned officer in charge executes a *right (left) face* and remains at *attention* until the flag has been folded and *saluted* by the officer in charge or noncommissioned officer in charge of the funeral detail. At this time, the firing party noncommissioned officer in charge executes a *right (left) face* and commands *Right (Left) Face; Port, Arms;* and *Forward, March*. The weapons are unloaded and cleared as soon as possible after leaving the gravesite.
Chapter 18 (from 'Til Wheels are Up!')

Customs, courtesies and tradition are part and parcel of our daily lives. They are very real aspects of life, and in the aggregate, form the special culture and lifestyle uniquely characteristic of the military profession. The Air Force, being the newest of the Armed Forces, draws many of its customs, courtesies and tradition from its parent service, the U.S. Army. However, in less than 50 years of existence, we've still managed to develop some peculiar customs and traditions of our own.

This chapter provides a thumbnail sketch of the customs, courtesies and traditions of the Air Force and our sister services you should know, or may find useful. In truth, most of the preceding chapters, and the chapters that follow on military ceremonies are based on custom and the rendering of courtesies and steeped in tradition. How and why we toast. Rendering honors to the flag. Why we seat distinguished guests where we do. Why and how we address distinguished persons. These are all based on long standing custom or tradition. In this chapter we'll focus on those elements for which we haven't found a place for in other chapters. We'll also provide some interesting anecdotes along the way.

We are particularly indebted to the following references in building this chapter:

- **Military Customs and Traditions**, by Major Mark M. Boatner III, (1956)
- **USAFA Cadet Decorum Handbook**, (circa 1986) and **Contrails** 1993-1994, United States Air Force Academy
- The 43rd Tactical Fighter Squadron's Song Book "Bawdy Ballads, Tasteless Toasts, Meaningless Miscellaneous" (circa 1982).

A word of caution - this treatment barely scratches the surface of the rich body of history and tradition that is the Air Force. Hopefully, we'll whet your appetite for more and encourage you to do your own research into this most interesting subject.

**Salutes**

Nothing is more embedded in the military culture than saluting. All services teach this in their basic officer and enlisted training programs, and it is reinforced throughout the service member's career.

**Origins**

No one knows for sure the origin of the hand salute. Many references point to the knight's symbolic gesture of raising his visor to reveal his identity as a courtesy on the approach of a superior as its origin. We do know that from earliest times and in many races the right (weapon) hand has been raised as a greeting of friendship. Boatner believes the origin of our hand salute derives from the long established
custom for juniors to remove their headgear in the presence of superiors. In the British Army as late as the American Revolution a soldier saluted by removing his hat. As the British soldier's hat became more cumbersome, the act of removing the hat degenerated into a gesture of grasping the visor. The following entry in the "Order Book of the Coldstream Guards," dated 3 September 1745, supports this view: "The men ordered not to pull off their hats when they pass an officer, or to speak to them, but only to clap up their hands to their hats and bow as they pass." Over the years the practice evolved into something like our modern hand salute.

No matter what its origins, the hand salute today, while it varies across the globe, says in effect "I greet you." Returning the salute says in turn "I return your greeting." The gesture is always friendly and rendered cheerfully and willingly. It is rendered with pride and as a recognition and sign of respect between comrades in the honorable profession of arms.

**Whom to salute.**

Tradition has it if you are junior, you salute first. (The one exception is when a unit commander gives an official report to an adjutant who might be junior.) Any commissioned or warrant officer, as well as any commissioned officer of a friendly foreign country is entitled to a salute. You should also salute the President of the United States, Secretary of Defense and the Secretary of the Air Force. Additionally, you need not be in uniform to salute another. Some Military members still customarily exchange salutes whenever they recognize one another, even if in civilian clothes. It goes without saying that you should return salutes rendered by subordinates.

**When to Salute.**

Your guide for saluting should be recognition. Distance and uniform should not be criteria for saluting. Salute at a distance at which recognition is easy and audible. Offer your salute early enough to allow the senior time to return it and extend a verbal greeting before you pass. The practice of the verbal greeting has become universal in the Air Force - give a "Good Morning, Ma'am" or "Good Afternoon, Sir." If you know the senior by name, personalize the greeting with "Good Evening, General Jones." They should respond in kind if they know your name. Personalized greetings are always the best.

When outdoors and in uniform, you should exchange salutes. If you are standing in a group with no one in charge, the first person to see a senior officer will call the group's attention to his approach, and all members, if junior, will salute. If in military formation, the person in charge salutes for all members of the formation (unless the formation is four or less, in which case everyone salutes). Members of a work detail are not required to salute if working. If an officer addresses a detail member, the member comes to attention and salutes. At the conclusion of the conversation, salutes are again exchanged. If a government vehicle has rank displayed (on either a bumper plate or plate on the dashboard inside the windshield), you should salute as soon as you recognize the vehicle and hold your salute until the vehicle has passed or your salute has been returned. Do not salute an empty staff car!

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**If you can't get them to salute when they should salute and wear the clothes you tell them to wear, how are you going to get them to die for their country? ..........General George C. Patton, Jr.**

**Saluting the U.S. Flag.**

When outdoors in uniform, and an uncased U.S. flag passes by, stand at attention, salute six paces before the flag is even with you and hold your salute until the flag has passed six paces. When in civilian clothes, stand at attention and place your right hand over your heart. A male wearing a hat will remove it.
and hold it in his right hand over his heart. Females are not required to remove their hats. If the flag is
cased (furled and covered with a canvas case), honors are not required.

Flags on stationary flag staffs are only saluted during Reveille, Retreat or special ceremonies. An
exception is when boarding a ship of the U.S. Navy it is customary to first salute the "ensign" (U.S. flag)
flying aft prior to saluting the officer of the deck and requesting permission to board the vessel (see
discussion of Navy customs later in this chapter).

_Courtesies to Reveille, Retreat, To the Colors, or the National Anthem._
When outdoors and in uniform, face the flag, if visible, or face the music. Stand at attention and salute
on the first note of the music (or if no music, when you see the flag first being raised or lowered). Drop
your salute after the last note is played, or when the flag has been fully raised or lowered, depending on
the ceremony. (During the playing of "Sound Retreat" which precedes the lowering of the flag, stand at
Parade Rest.) If in a vehicle during Reveille or Retreat, pull the car to the side of the road and stop. All
occupants sit at attention until the last note of the music has played. When in civilian clothes and
outdoors, stand at attention and place your right hand (with a hat if wearing one) over your heart.

The ceremonial occasions when the salute is rendered, outdoors only, include the passing of the uncased
Colors, the playing of "Ruffles and Flourishes," "Hail to the Chief," or the National Anthem of any
nation, and "To the Colors."

When indoors and in uniform or civilian clothes, face the flag (or the music if the flag is not visible) and
stand at attention when the National Anthem or "To the Colors" is played (do not place your hand over
your heart). There are two exceptions. If you are in uniform, under arms, you should salute. The other
rule is when you're a spectator in uniform at a military ceremony inside where "outdoor" rules apply. A
good example is when a change of command ceremony planned for outdoors is moved inside a hangar
due to inclement weather.

No courtesies are rendered to either the National Anthem or "To the Colors" when the ceremonies are
broadcast remotely by radio or television. If the flag is raised or lowered for any reason (maintenance,
adverse weather, etc.) you should stop and salute while it is moving up or down the pole.

_Courtesies to the Air Force Song._
When outdoors, stand or march at the position of attention from the first to last note of the music. Do not
salute. The same courtesy is rendered to sister service songs.

_On the Flight Line._
Requirements for saluting may differ from base to base, depending on command and operational
activity. Members of a formal greeting party always salute the arrival and departure of an aircraft
carrying a DV and displaying the appropriate general officer or positional flag/plate. A few other
guidelines are: Saluting is normally required around the Base Operations building, the Passenger
Terminal, and similar locations. Saluting is not normally required in aircraft parking areas, areas
designated for aircraft maintenance, aircraft static displays, or an aircraft alert hangar area. Regardless of
the location on a flight line, if the situation in your judgment appears convenient for you and the senior
officer, you should salute. It's an expected courtesy. The old saying still goes: "When in doubt, salute!"

_When With an Officer and a Second Officer Approaches._
When in the company of a senior officer and a more senior officer approaches, you should tactfully
ensure the officer with you is aware of the senior's approach. When he salutes, you should salute at the
same time. If you are in the company of a senior officer, and a junior approaches, salute at the same time
as the senior, and hold your salute until after the senior has dropped his (drop yours after the "junior's" if he or she ranks you!). If the senior is unaware of the junior's salute, do not interrupt by rendering your salute to the junior.

**When at a Military Funeral.**
You should salute the caisson or hearse as it passes and the casket as it is carried by your position. You should also salute during the firing of volleys and the playing of Taps.

**When at Double-Time or Jogging.**
Slow your pace to quick-time, render the salute, and resume your pace. If overtaking a senior officer, slow to a normal pace and overtake the officer on his left. As you approach within three paces, we suggest you use the Navy's practice (and that of the Air Force Academy) and announce "By your leave, Sir" and render the salute. The senior officer should acknowledge your request "Carry on" and render a return salute. Complete your salute and resume your pace after the exchange of salutes.

**Exceptions to Saluting.**
If your arms are full, you are not required to initiate or return a salute; however, you should always extend or respond to a verbal greeting. Obviously, you should attempt to carry objects in your left arm to keep your right unencumbered for the salute, if possible. (The Army does not require the verbal greeting, but its practice is growing.) However, you always salute a superior if he is encumbered and you are not, even though he can't return your salute! In the Air Force and Army we do not salute indoors except during a formal report. Here are some other situations where saluting is not appropriate:

- At any time the salute is obviously impractical or will seriously interfere with the performance of official duties.
- Indoors, when a senior enters your office. But, you would stand.
- When you are in the ranks of formation; however, if at ease in a formation, come to attention when you are addressed by a senior officer.
- When working as a member of a detail or engaged in sports or social functions.
- When you are a spectator at a sports event. Come to attention if spoken to by a senior officer.
- When you are the driver of a moving vehicle. However, when practical you should return the salutes of others. This most frequently occurs when an officer driving a vehicle returns the Security Policeman's salute at the entry gate of an Air Force base.

**Reporting.**
Indoors the salute is not used as a greeting, but only when reporting to a senior officer, and again when leaving. Headgear should never be worn inside (Army and Air Force) unless under arms. Headgear will be worn inside (Navy) the "skin" of a naval vessel when "12 o'clock" reports are made to the captain while the vessel is underway. Secure permission to enter, and walk to within two paces of the officer or desk, halt, salute, and report. Hold the salute until it is returned. (Naval officers probably will not return your salute if they are uncovered. In such cases, drop your salute when you finish your report.) If your visit is brief, and the only conversation between you and the senior is the acknowledgment of the report, you should salute only once. If there is prolonged conversation, you should, prior to departing, take one step back, render your salute, face about and leave in a military manner. If under arms reporting to a superior indoors, the procedure remains the same except you do not remove your headgear. If you are
armed with a rifle, enter the senior's presence at trail arms, halt, and render your report while saluting at order arms.

**Visiting Ships of the Navy.**

Customs and courtesies while visiting Marine and Naval land installations are much like those of the Air Force and Army. However, things change when visiting ships of the Navy.

The ceremony of boarding a Naval vessel, regardless of size, is an old and highly respected tradition. For example, it's generally believed that the salute to the quarter-deck derived from the very early seagoing custom of the respect and obedience that all paid to the pagan altar on board ship. With the advent of Christianity, the pagan altar was replaced by a shrine or crucifix. It's a salute to the seat of authority, the place nearest the Colors. The earliest salutes were performed by uncovering. The custom of salutes while boarding a Naval vessel is adhered to rigidly regardless of the high rank of the visitor.

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**Why is She Called She?**

"A boat is called a she because there's always a great deal of bustle around her...because there's usually a gang of men around...because she has waist and stays...because she takes a lot of paint to keep her looking good...because it's not the initial expense that breaks you, it's the upkeep...because she is all decked out...because it takes a good man to handle her right...because she shows her topside, hides her bottom and, when coming into port, always heads for the buoys."

....................George Moses in Falmouth, Massachusetts

Fleet Admiral Chester Nimitz put it more succinctly in an address to the Society of Sponsors of the United States Navy: "A ship is always referred to as 'she' because it costs so much to keep one in paint and powder."

...............Naval Ceremonies, Customs, and Traditions.

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On larger naval vessels (aircraft carrier or amphibious ship), the side is attended by side boys when visiting officers of the armed forces come onboard for or depart from official visits in uniform. Smaller naval vessels do not routinely provide side boys for official visits unless it is a formal ceremony like a change of command, for example. Officers of the rank of second lieutenant to major are given two side boys and a lieutenant colonel and colonel, four side boys. Brigadier General and Major General warrant six side boys and Lieutenant General and General warrant eight side boys. Full guard and band are also given to general officers. The senior officer always boards the ship first and departs last.

If the visiting general's approach to the ship is by boat, the boatswain pipes when the boat comes alongside. Then he pipes again and the side boys salute when the visiting officer's head reaches the level of the deck.

When a ship has gangways rigged on both sides, the starboard (right) gangway is reserved for officers and the port (left) gangway for enlisted men, unless otherwise directed.

Regardless of the size of the ship's complement, when reaching the deck you face the Colors, or aft if no Colors are hoisted, and salute. Immediately thereafter you salute the Officer of the Deck (OOD) regardless of his or her rank, and say "Request permission to come aboard, sir." The OOD returns the salute. Normally, in the case of a visiting general officer, the captain of the ship and any officers of Flag rank aboard will be standing near the OOD to welcome the visitor the moment the above time-honored ceremony has been completed. If civilian dignitaries are visiting a naval vessel, they should uncover...
when paying respect to the flag by removing headgear as soon as they clear the ladder or gangway and stand at attention for a brief moment and bow towards the Colors.

The bridge is the "command post" of the ship when underway (unless in a combat environment), as is the quarter-deck while the ship is at anchor. It is likely that the ship's captain will escort the general and his aide immediately to the quarter-deck. When pacing the deck with another officer the place of honor is outboard, and when reversing direction each turns toward the other.

Everyone salutes the quarter-deck when entering. The starboard side of the quarter-deck is reserved for the ship's captain (and admiral, if a flagship). The port side of the quarter-deck is reserved for commissioned officers, and the crew has all the other weather decks of the ship.

Naval customs such as those relating to messes, calls on the captain, and permission to visit the bridge are normally not applicable, as such, to a general officer. But here are a few points concerning "covered" vs. "uncovered" and other rules while aboard a Navy vessel:

- Warrants and junior officers remove caps in wardroom country.
- All officers uncover when passing through Captain's or Admiral's country except when in full dress or wearing a sword.
- All remove caps when passing through crew's quarters at meal times.
- All remove caps when entering sick bay - this is derived from the old mark of respect paid the sick—men who were about ready for "slipping the cable" (dying) - when they were admitted to the sick bay in the days of sail.
- Officers do not uncover in the open except for divine worship, funerals, and other religious ceremonies.
- "The very old courtesy of passing a senior going in the same direction with a 'By your leave, sir,' is not supposed to be forgotten when the midshipman leaves the Naval Academy!"
- When an officer reports on board ship, he should call on the commander within 48 hours. A junior never presents his "compliments" to a senior; instead, he "pays his respects." It's courteous, but not required, to leave a calling card.

On leaving the ship, the inverse order of embarking is observed. With junior officers first, you salute the OOD and request permission to leave the ship. (If a boat is used, the OOD will indicate when the boat is ready.) Then you face the Colors (or the quarter-deck), salute, and disembark.

In the Army and Air Force, salutes are always rendered with the right hand. The Navy may use the left hand if the right is encumbered. Army and Air Force personnel may salute when seated or uncovered; Navy personnel do not. ........Naval Ceremonies, Customs, and Traditions

Other Forms of Salutes.

The idea of holding your weapon in a harmless position seems to be a universal and very old way of showing respect. Here's a few examples from Boatner's Military Customs and Traditions and Naval Ceremonies, Customs, and Traditions of other forms of salutes that hold this trait in common.
"Present Arms."
The movement of "Present arms" with the rifle is a token of submitting your weapon to the person being honored. The origin of this movement has been traced to the return of Charles II to England in 1660 to claim the throne. The Coldstream Regiment, which professed the desire to place themselves at his service, was formed in a field. When the monarch approached, the command was given to "Present your weapons for service under His Majesty." Each man held his pike or musket forward in the position we now call "high port." Then, "Ground your weapons," was ordered. The next command was, "In His Majesty's cause, recover your weapons." The King, with an eye for the dramatic, ordered that this ceremony be prescribed as the "Present Arms" for all future inspections as a mark of respect.

**Sword Salute.**
The first movement of the sword salute - bringing the hilt up opposite the chin, point of the sword in the air -- is said to be a relic of the days when the Crusader kissed the cross (hilt) before battle. The second motion -- lowering the point to the ground -- symbolizes the trust of "putting down your guard."

**Gun Salutes.**
High military and civil officials are honored by a prescribed number of gun blasts. The custom has been traced to the days when it took a long time to reload guns. By firing off all your guns at the approach of a VIP, you rendered your ship, fort or battery defenseless. (A similar rendering of honors was performed by sailing ships by lowering their sails, thereby making them vulnerable.)
The reason for an odd number of shots appears to be steeped in superstition. In Boteler's Dialogues of 1685, the captain, referring to a very distinguished visitor aboard says, "Have his farewell given him with so many guns as the ship is able to give; provided that they always be of an odd number." Even numbered shots were reserved when the captain, master, or master gunner died during the voyage.

Why the 21 gun salute?
Great Britain, as the premier sailing power, set precedence on the open seas, and the highest honor accorded was a 21 gun salute for national honors. The British proposed to the U.S. that they standardize when the U.S. seemed ready to exceed this number for rendering honors. The U.S. agreed to limit the maximum number of gun shots to 21 guns on August 18, 1875.

**Places of Honor**
The principle that the right side of a person or thing is the position of honor is one of those time honored customs and courtesies passed down from early days. The "right of the line" was the critical side in ancient battle formations and is the place of honor in ceremonies today. The practice probably originates from the days when gentlemen carried swords for protection. The stronger swordsman was given the position of honor (the right) so that his sword arm would be unhampered for a fast draw.

The right is also the point of honor in heraldry. The field of blue on the American Flag is the point of honor, so the U.S. flag is always displayed with the field of stars to the flag's right. The one exception is when the flag is placed over a casket and the point of honor is to the left of the body, where it's more fitting the field be over the heart.

The starboard (right) side of a ship is reserved for officers to board, while enlisted visitors and crewmen use the port gangway.

The first place of honor then is always on the right. You should always afford seniors this position when
walking, riding, or sitting with them. When joining up with a senior, always assume a position to his or her left.

The second place of honor is that of being in front or "going first." As the junior, you should allow a senior to precede you through a doorway. If you board an aircraft in a group, the senior member will enter first to select a seat, and so on. On departing the aircraft, the same rule applies: the most senior officer departs first.

In the combination of a junior woman and a senior man, the senior man should precede the junior woman through the door. Unofficially, or in a "social" situation, the man may extend traditional courtesies and allow the woman the position of honor.

Two exceptions to these rules of courtesy and conduct are: (1) When an aircraft has been assigned a senior officer, all junior-ranking personnel board first and take their seats before the senior arrives at the aircraft. All should remain in their seats until the senior leaves the aircraft at its destination. (2) When entering an auto or a small boat, the senior officer is the last to enter and the first to leave. The position of honor in an automobile is in the rear seat to the right of the driver. If the driver cannot open or close the door, it's proper for the junior passenger to do so. See the chapter on Distinguished Visitor (DV) Visits for suggestions on seating passengers by precedence in automobiles.

Wear of the Uniform

Respect the uniform. It represents the country you serve and identifies you as a fellow comrade at arms. Your uniform appearance reflects directly on you. Wear the uniform properly and proudly.

The hat is part of the uniform and must be worn when outdoors at all times (there may be local exceptions to this on the flight line). Always wear your hat while under arms, no matter where you are. If you are an "inspecting officer," you are considered "under arms" and should wear your hat indoors if performing your duties as inspecting officer.

Why Silver "Ranks" Gold

At the start of the American Revolution, officers in the Continental Army wore no rank insignia; it soon became apparent that some means of identifying the officers was required. As an expedient, field officers were ordered to wear red cockades on their hats, captains wore yellow or buff and lieutenants were provided with cockades of green.

In 1782 Washington implemented a system where epaulettes would be worn by officers as indicators of rank: major generals wore epaulettes with two stars on each shoulder, brigadier generals epaulettes with one star on each shoulder, field graders a plain gold epaulette on each shoulder, captains wore a single epaulette on the right shoulder, and subalterns wore one on the left.

In 1821 this practice was abolished in favor of using chevrons to denote rank. Chevrons for officer rank did not last long (except at West Point, where they're still used today to designate cadet officer rank), and in 1832 epaulettes came back. (This was also when the spread eagle was adopted as the insignia for full colonels.) Infantry officers wore silver epaulettes; all others wore gold. For example, an infantry colonel wore a gold eagle on his silver epaulette, and all other colonels wore silver eagles on gold.

In 1836 the shoulder strap replaced the epaulette on field uniforms. It had a border of silver or gold depending on the color of the epaulette it replaced. The leaf and bars appeared at this time,
but the colors were not fixed—officers wore gold insignia on silver-bordered shoulder straps and vice versa. In 1851 all epaulettles and shoulder strap borders became gold and the insignia on the epaulettles were silver. Majors and second lieutenants wore no rank insignia—they were distinguished only by the type of fringe on their epaulettles. Rank insignia on shoulder straps were silver for all officers down to and including lieutenant colonels; captains and first lieutenants wore gold insignia.

When epaulettles were abolished in 1872 and replaced with shoulder knots which had no fringe, it was necessary to devise some insignia to distinguish the majors from second lieutenants. So the gold leaf was adopted to denote majors, and that's why lieutenant colonels wear silver leaves and majors gold. At the same time the color of the bars for junior officers was changed to silver. The second lieutenant still wore no insignia, and was only distinguished by the shoulder strap or knot. Finally, in 1917 the second lieutenant got some "respect" and the Army decided to adopt a new insignia for him. The plan called for the least disruption to other rank insignia, so it was decided to follow the color precedent established in devising major's insignia and adopt the gold bar for the second lieutenant. .................Boatner

- Do not wear your hat indoors or under cover. In public buildings, it's always proper to remove your hat.

**American Military Decorations**

The U.S. was very slow in establishing a system of military decorations. The first American decoration was developed by George Washington in 1782 when he had the "purple heart" created. It was to be awarded for "singularly meritorious action" and consisted of a small purple cloth heart to be worn over the left breast. Three were awarded in 1783, but records show no others since then.

In December of 1861, Senator James W. Grimes of Iowa introduced a bill that resulted in the establishment of a Medal of Honor for Navy enlisted men. This is the first decoration formally authorized by the American government to be worn as a badge of honor. The Army followed suit in 1862, and officers were declared eligible for the medal in 1863.

The criteria for presenting the Medal of Honor were very much lower in our early wars than they are now. It wasn't until 1902 that steps were taken to establish lesser awards. The Distinguished Service Cross was established in 1918 for "extraordinary heroism in military operations against an armed enemy" under circumstances not deserving award of the Medal of Honor. Between the World Wars, a "pyramid" of fifteen distinct awards for valor and merit was established, with the Medal of Honor on top. Campaign medals and their ribbons were not authorized until 1905.

Some "little known, but interesting facts" concerning the Medal of Honor:

- Five men have won two Medals of Honor. In 1918 the regulations were changed to prevent any one person getting it more than once.

- Although awarded "In the name of Congress," this decoration is properly known as the "Medal of Honor," not the "Congressional Medal of Honor."
o Former soldiers and airmen who have won the Medal of Honor are entitled to an annual pension of $120 on reaching the age of 65.

o There is no basis in fact that enlisted men holding the Medal of Honor are entitled to a salute from officers. Although it is customary for the junior to initiate the exchange of salutes, it is completely proper for the superior to salute first. It's possible that after some commanding officer saluted a Medal of Honor winner, the word got around that this was expected of all other officers in the command.

Other "Official" Customs of the Service

The Desire of the Commander.

The "wish" or the "desire" of the commander has the same weight as an order. Military law backs this idea to the extent that a person can be convicted for failing to obey an order even though that "order" was expressed in the form "I would like you to do so and so."

RHIP (Rank Hath Its Privileges).

RHIP refers specifically to those special courtesies which persons of junior rank or status extend to their "seniors." When you extend a verbal courtesy (such as "Sir") or physical courtesy (such as a salute) to a senior, you are not just acknowledging that senior's service longevity or age; rather you're acknowledging a privilege the senior has earned and therefore has a right to expect from you. It is an acknowledgment of authority; it is also an acknowledgment of respect which reflects positively on both you and that senior. Rank of course has its obligations - not the least of which is to see that one's subordinates' rights are respected; and that they get the privileges they deserve.

Calling a Room to Attention.

The enlisted custom is for the first person to see an officer entering the room to call the room to attention. If an officer of equal or higher rank is already in the room, the room is not called to attention. When the officer departs, the room is called to attention again.

However, it's not proper for officers to follow this practice. How do you then get junior officers to render proper courtesies when a senior enters the room? Here's how many units over the years have handled the situation. When gathered in a conference room or theater awaiting the arrival of a senior officer, someone is posted to watch for his or her arrival. As the senior officer approaches, the watcher may sound off "At ease, ladies and gentlemen," as a warning. When the senior enters the room, one officer will announce "Ladies and gentlemen, the commanding officer," or "Ladies and Gentlemen, General Jones." All officers stand at attention until told to be seated.

Note that common sense has to play in deciding when a work center is called to attention. If bringing the room to attention could cause an adverse safety or mission impact, it should not be done. When a senior officer enters an operations center, for example, it's customary for them to be announced, but operators remain seated at their consoles and politely acknowledge the superior's presence by sitting at attention and making eye contact, if doing so does not affect the performance of their job.

No Excuses.

All military members are taught from their earliest basic training days the only acceptable responses to a superior's questions are "Yes Sir," "No Sir," and "No excuse, Sir." In the military, we assume an order given will be executed fully. It's a measure of the trust we place in each other in this most demanding of professions. In the event of failure to execute an order, the assumption's often made that the individual
didn't try hard enough or lacked the necessary aptitude to carry out the order. The answer is "No excuse, Sir."

There will be times when a commander will want to know the reason for a failure. If a subordinate wants to volunteer reasons he must be sure they are valid and not simply excuses with which he hopes to exonerate himself. As a rule it's best to remain silent even at the expense of suffering a minor injustice. A military leader must remember that his subordinates also are brought up in the tradition of "no excuses." He must not be taken in by the slick talker who can justify all his failures; he must not assume that the man who takes his medicine is doing so only because he has nothing to say in his defense.

*By Direction of the President.*

Only "by direction of the President" can an officer be required to serve as a subordinate to one whom he or she ranks. This is in line with the time-tested military principle that seniority must be respected. However, there are many situations when assignment on the basis strictly of seniority will work to the detriment of military efficiency. Orders assigning any officer to a position of command over an officer senior to him will include the phrase "by direction of the President."

*"Officer and a Gentleman."*

Many chuckle over the phrase "an officer and gentleman by act of Congress." However, military tradition dictates that an officer is expected to act like a gentleman. In early armies, military leadership was a monopoly of the nobility or "gentlemen." Officer rank is now bestowed on the basis of merit, but those chosen are still expected to act like gentlemen. An officer's commission carries with it the obligation to act in a "gentlemanly way." For example, in military law an officer can be court-martialed for "ungentlemanly conduct," whereas an enlisted person cannot.

*Addressing Junior Officers.*

In the Army and Air Force, only academy cadets and warrant officers are addressed as "Mister"; all other officers are addressed by their rank. The Navy still clings to the old traditions and frowns on addressing officers below the rank of Commander by their titles. When speaking—socially or officially—to naval officers below the rank of Commander you should use "Mister."

*Courtesy Visits/Calls.*

It's traditional when visiting any military organization or Navy ship to pay a courtesy call on the commanding officer. On an Army installation, the first call should be to the commanding officer, even if the visitor ranks him or her. When reporting in on a Navy vessel, you should report to the ship's captain within 48 hours of arriving.

There used to be very formal rules in all the services for leaving "calling" (business) cards and paying social calls to the commander and his spouse when arriving at a new duty station. This is one tradition is fading, but if visiting a Naval or Army installation, you should check beforehand and determine the local practice.

This doesn't mean business cards are in disrepute. When meeting new people in either an official or social capacity, it is good manners to offer business cards. The Japanese custom of presenting your card with both hands, card face up so that it can be read by the other person, and that good eye contact be made is one to strongly consider using. In any case, give the presenter of the card the courtesy of reading it before putting it away.
Service Semantics.
It's a good idea when visiting another service's installation or ship to know the proper terminology or jargon. Take the time to learn these if you're scheduled to visit a Navy ship or Army post. Here are a few:

- Soldiers are "soldier" or "men." They are not "guys" or "boys."
- Flags are only flown at "half-mast" on board ships or on naval installations. In the Army and Air Force we say flags are flown at "half-staff."
- In the Army, only women and midshipmen wear "pants." Men wear trousers.
- Know the Navy and Marine Corps lingo for navigating aboard ship. "Decks" are floors, "Ladders" are stairways, "Starboard" is right, "Port" is left, "Aft" is rear, "Below" is downstairs, "Forward" is towards the front, and one in particular you'll want to get right, "Head" is the bathroom.

Air Force Traditions

Tradition is a process of handing down, or passing from one to another, knowledge, beliefs, feelings, ways of thinking, manners or codes of behavior, a philosophy of life or even a faith, without written instructions. Tradition helps define who we are, it provides us identity unique from all other peoples and professions.

Although the youngest of the armed services, the Air Force has a rich tradition stretching back to 1 August 1907 when the Chief Signal Officer of the U.S. Army established the Aeronautical Division, consisting of one officer. Since then, we've had a stream of airpower heroes: Ben Foulois, Billy Mitchell, Raoul Lufbery, Eddie Rickenbacker, Frank Luke (the first airman to receive the Medal of Honor), Jimmy Doolittle, Ira Eaker, Carl Spaatz, Benjamin Davis, Hap Arnold, Claire Chennault, Dick Bong and Bill McGuire (Medal of Honor winners in the Pacific Theater), Curtis LeMay, Chuck Yeager, Joe McConnell and James Jabara, Bernie Schreiver, Hilliard Wilbanks (posthumously awarded the Medal of Honor in Vietnam), Karl Richter, Robin Olds, Steve Ritchie, Chuck DeBellevue, Bernie Fisher, Chappie James, Lance Sijan, Ed White, Chuck Horner, and Bill Andrews. In less than 50 years as a separate service (we'll celebrate our fiftieth anniversary 18 September 1997) we've built a proud tradition upon which those who follow can and will build.

The Fighter Pilot

Say what you will about him: Arrogant, cocky, boisterous, and a fun-loving fool to boot. He has earned his place in the sun. Across the span of fifty years he has given this country some of its proudest moments and most cherished military traditions. But fame is short lived and little the world remembers. Almost forgotten are the 1400 fighter pilots who stood alone against the might of Hitler's Germany during the dark summer of 1940—and gave in England the words of Winston Churchill, "It's finest hour." Gone from the hardstands at Duxford, are the P-51's with their checkerboard noses that terrorized the finest squadrons the Luftwaffe had. Dimly remembered—the fourth fighter group that gave Americans some of their few proud moments over the skies of Korea. How fresh in the recall are the air commandos who valiantly struck the VC with their aging "Skyraiders" in the rainy and blood-soaked valley called A-Shau? And how long will be remembered the Phantoms and Thuds over "Route Pack Six" and flak-filled skies over Hanoi.
Barrel Roll, Steel Tiger and Tally Ho. So here's a "nickel on the grass" to you, my friend, and your spirit, enthusiasm, sacrifice and courage—but most of all to your friendship. Your's is a dying breed and when you are gone, the world will be a lesser place. ........................................43 TFS Song Book

Much of our tradition is found in song and verse. "There Are No Fighter Pilots Down in Hell" lived through three wars; "Throw a Nickel on the Grass," "Itazuke Tower," and "Give Me Operations" came to us from the Korean War and were modified to fit the Vietnam experience; and no one can or will forget "Red River Valley," describing in graphic detail the horrors of Thud bombing missions over North Vietnam—"For we're going to the Red River valley, and my call sign for today is teak lead." Many songs originated with our British comrades in World War II. Many more were written by anonymous authors and have been handed down over the years. Most of these are not fit for mixed company, but graphically express the feelings, frustrations, and camaraderie unique to the pilot community. Ask a fighter pilot to sing for you "Picadilly," "My Husband's a General," "Wild West Show," or "Swing Low, Sweet Chariot" sometime!

"Anything Else is Rubbish"
As we stand near the ringing rafters
The walls around us are bare
As we echo our peals of laughter
It seems as though the dead are still there.
So stand by your glasses ready.
Let not tears fill your eye.
Here's to the dead already
And Hurrah for the next man to die.

43d Tactical Fighter Squadron variation of
Toast to Your Glasses and the Toast to Those
Who Fly, circa 1982

High Flight
Oh, I have slipped the surly bonds of earth
And danced the skies on laughter-silver wings;
Sunward I've climbed and joined the tumbling mirth
Of sun-split clouds-and done a hundred things
You have not dreamed of - wheeled and soared and swung
High in the sunlit silence. Hovering there
I've chased the shouting wind along and flung
My eager craft through footless halls of air.
Up, up the long delirious, burning blue
I've topped the wind-swept heights with easy grace,
where never lark, or even eagle flew;
and while, with silent, lifting mind I've trod
The high untrespassed sanctity of space,
Put out my hand, and touched the face of God

John Gillespie Magee, Jr.

**The Air Force Song**
Off we go into the wild blue yonder,
Climbing high into the sun;
Here they come zooming to meet our thunder,
At 'em boys, give 'er the gun!
Down we dive spouting our flame from under
Off with one helluva roar!
We live in fame or go down in flame, hey!
Nothing'll stop the U.S. Air Force!

Minds of men fashioned a crate of thunder,
Sent it high into the blue;
Hands of men blasted the world asunder;
How they lived God only knew!
Souls of men dreaming of skies to conquer
Gave us wings, ever to soar!
With scouts before and bombers galore, hey!
Nothing'll stop the U.S. Air Force!

Here's a toast to the host
Of those who love the vastness of the sky,
To a friend we will send a message of his brothermen who fly
We drink to those who gave their all of old,
Then down we roar to score the rainbow's pot of gold
A toast to the host of men we boast, the U.S. Air Force!

Off we go into the wild sky yonder,
Keep the wings level and true.
If you'd live to be a grey-haired wonder
Keep the nose out of the blue!
Flying men guarding our nation's border,
We'll be there, followed by more.
In echelon we carry on, hey!
Nothing'll stop the U.S. Air Force!

Robert Crawford

**Air Force Blue**
Take the blue from the skies
And a pretty girl's eyes
And a touch of old glory too,
And give it to the men who proudly wear
The U.S. Air Force Blue.
We know where we're going, we've set our course
The sky's the limit in the Air Force!

The U. S. Air Force Hymn
I
Lord, guard and guide the men who fly
Through the great spaces of the sky;
Be with them traversing the air
In darkening storms or sunshine fair

II
Thou who dost keep with tender might
The balanced birds in all their flight
Thou of the tempered winds be near
That, having thee, they know no fear

III
Control their minds with instinct fit
What time, adventuring, they quit
The firm security of land;
Grant steadfast eye and skillful hand

IV
Aloft in solitudes of space,
Uphold them with Thy saving grace.
O God, protect the men who fly
Thru lonely ways beneath the sky.

Red River Valley
I
To the Red River valley we're going
For to get us some trains and some tracks
But if I had my say so about it
I'd still be back in the sack

II
Come and sit by my side at the briefing
Do not hasten to bid me adieu
To the Red River valley we're going
And I'm flying four in flight blue

III
We went for the check on the weather
And they said it was clear as could be
I lost my wingman round the field
And the rest augured in out at the sea

IV
S-2 said there's no flak where we're going
S-2 said there's no flak on the way
There's a dark overcast o'er the target
I'm beginning to doubt what they say

V
To the valley they say we are going
And many strange sights will we see
But the one there that held my attention
Was the SAM that they threw up at me

VI
To the valley he said he was flying
And he never saw the medal that he earned
Many jocks have flown into the valley
And a number have never returned

VII
So I listened as he briefed on the mission
Tonight at the bar teak flight will sign
But we're going to the Red River valley
And today you are flying my wing

VIII
Oh the flak is so thick in the valley
That the MiGs and the SAMs we don't need
So fly high and down sun in the valley
And guard well the ass of teak lead

IX
Now things turn to shit I the valley
And the briefing I gave, you don't heed
They'll be waiting at the Hanoi Hilton
And its fish heads and rice for teak lead

X
We refueled on the way to the valley
In the States it has always been fun
But the thunder and lightning all around us
T'was the last AAR for teak one

XI
When we came to a bridge in the valley
He saw a duty that he couldn't shun
For the first to roll in on the target  
Was my leader, old teak number one  

XII  
Oh, he flew through the flak toward the target  
With his bombs and his rockets drew a bead  
But he never pulled out of this bomb run  
T'was fatal for another teak lead  

XIII  
So come sit by my side at the briefing  
We will sit there and tickle the beads  
For we're going to the Red River valley  
And my call sign for today is teak lead
DISTINGUISHED VISITOR (DV) VISITS

"An expert is someone who knows more and more about less and less." .........Anonymous

The visit of a Distinguished Visitor (DV) is an important event in the day-to-day life of an organization. Everyone wants to make a good impression whether your visitor is a congressman, foreign dignitary, or city mayor. Problems with these visits can be avoided through strict attention to detail, from the preplanning for arrival, to luggage handling, to dinner arrangements, to departure plans. Remember, you never get a second change to make a first impression.

Your DV program should ensure that proper courtesy, military customs and traditions are observed when distinguished visitors, foreign or domestic, visit your military installation. Keep local commanders and directors apprised of scheduled arrivals, departures and recommended personal involvement with distinguished visitors.

Who is a DV?

Who is entitled to DV status? A DV is defined as:

1. Any general or flag officer
2. Any government official with rank equivalent to a Brigadier General or higher
3. Any foreign military officer or other individual designated a DV by the Under Secretary of the Air Force for International Affairs (SAF/IA)
4. Any other DV group or individuals identified in the DoD Table of Precedence; refer to Order of Precedence

At your location, O-6/civilian equivalents may be entitled to DV status. Additionally, your commander will provide clear guidance on who he or she believes warrants DV status.

Initial Notification of a DV Visit

Notification of a DV visit can take several forms and can be either formal or informal in nature. More often than not though, it will be in the form of a telephone call or written correspondence. The key to getting the proper information consistently, regardless of the form of notification, is to have a list of questions handy that can be answered. Some of the different ways notification of a DV visit can be made are:

1. Visitor's office contacts Protocol
2. Commander receives a note or telephone call
3. Directorate receives a note or telephone call
4. Billeting requests from individuals
5. Higher headquarters message
How do you start the DV visit process? First, you will need several pieces of supplemental information: arrival and departure times, purpose of visit, number in party, billeting arrangements, transportation requirements, office calls, briefings (classified or unclassified), social functions, entertainment, tours, meals (including dietary or customs restrictions), honor cordon or guard, mementos, photography, publicity or security level, and biographies.

If the DVs are foreign dignitaries, other considerations come into play, such as interpreters, greeting, visiting, eating, and gestures. Considerations for foreign dignitaries will be covered in more detail later in this chapter. The key to initial notification is to get as much information as is feasibly possible in order to properly plan your DV visit. Once you have attained the initial notification information, get the word out to all the people or agencies that will be involved in the visit. Communication is key to the success of any DV visit, and it begins here and continues throughout the visit process. {INSERT HOW WE DO DV NOTIFICATION REPORTS} (Note: Many installations publish a "DV Visit Schedule" or calendar and distribute this routinely to all organizations that may be involved in visits.)

Planning a DV Visit

"The success of any event is directly related to the quality of the planning process. A program with a well-defined focus, that anticipates and provides for contingencies, is a potent business tool." .......Mr. Bob Frye, Chief of Protocol, AT&T

The process of properly planning a DV visit is the most difficult and time consuming of all phases. Although the execution of the DV visit is the most visible and crucial part of the process, it is in the planning phase that you determine the ultimate success of the visit. You must leave no stone unturned as you work the details here! You will need to develop a detailed protocol plan that includes all the information needed to execute the visit, including necessary contingency arrangements. This is not the itinerary you provide the DV, but rather a worksheet where notes and points of contact can be kept and easily referred to.

It is important you establish a set routine in your approach to planning the DV visit. Although no two visits are exactly alike, many of the steps in the planning process remain basically the same for each and every visit. As you gain experience you will be able to establish a routine that allows you to feel more organized in your approach to planning a DV visit.

As is the case with any planning task, you need to understand the major steps in the process as well as the details in each of the steps. What follows is one way to break down the planning phase into its major steps, and the details that must be accomplished in each of the steps. Following this overview of the planning process are more details on the major elements like accommodations, transportation, security, etc., that will offer you useful hints on how to make your visits the most successful ever. We close this section on planning with a discussion of special considerations for foreign visits.

An Overview of the DV Visit Planning Process

Here are the steps we suggest you follow in planning your DV visit. It provides the "flow;" following this discussion are specific planning considerations that, in conjunction with other chapters in this handbook, will give you the detailed "tools" you will need to make your visit successful.

Nail down "Long-lead" Items and Actions. As soon as you receive notification of the visit, make sure of the availability of accommodations (quarters, club) and your commander or host. Conflicts here may lead you to suggest alternative dates for the visit. Tentatively reserve quarters, club or dining facilities,
the honor guard, and entertainment. You can cancel or reschedule later. You will also want to determine the purpose of the visit so you can determine what site visits and briefings may be required. Some specific actions to consider:

- Prepare a checklist when planning all visits to avoid any oversight
- Arrange quarter's accommodations (more information contained later in this section)
- Make contact with DV's office (if not done earlier) to determine purpose of the visit and DV's expectations. (This is a good time to get other details, too; like number and names of those accompanying the DV, dietary preferences, etc.)
- Obtain commanders/host's approval for the visit

**Determine Roles and Responsibilities for the Visit.** This can be the most important step in ensuring the success of a visit. As the protocol officer, in many cases, you will handle everything; for larger functions or visits, your commander may appoint a large directorate or unit to be overall office of primary responsibilities (OPR) for the function, and you may be working with project officers and escort officers. Communications between you and the other players is key, as is a clear delineation of responsibilities. It is not as easy as it sounds.

In the headquarters, we have OPRs for almost every visit, and have allocated responsibilities between the protocol officer and the OPR. Here, an 0-6 or 0-5 is appointed as the **project officer**, and is responsible for the success of the visit. Frequently, the project officer will assign one or more **action officers**, usually 0-4s or 0-3s, who typically work the details of the visit with the protocol officer. Normally the project officer and/or the action officer, along with the protocol officer, escort the DV throughout the itinerary. For larger functions or visits involving several DVs, we will frequently assign **escort officers**, usually 0-1s through 0-3s. In all cases, project, action, and escort officers must be among the unit's best; they represent the commander and must have detailed knowledge of the itinerary, available installation resources, and have at hand key telephone numbers (the protocol officer's for example!) to call for help.

In succeeding steps we show, in parentheses, where the OPR or escort officer normally has the tasking. Remember -- things will likely be different at your installation, and these tasks need to be done by someone -- usually you, if no OPR or additional escort officer is assigned!

**Develop a "Strawman" Itinerary.** Now we get to the real "meat" of it. In this step you will work with the action officer (if one is assigned) to map out the specific briefings and tours you think the DV needs to have to make this a productive visit. Seek input from the commander or host for the visit. They usually have set ideas on what they want the DV to see or do -- get this input early! Sequence the events in a meaningful way. If the DV requires orientation briefings (start with your command briefing if the DV has not seen it before) before visiting sites to better understand what he or she will see, then schedule these first. Block out rough times, considering time for questions and answers during briefings and transportation between activities. Consider "pit stops." Include in your preliminary planning time for meals, and at the end of the day, adequate time for rest and relaxation or exercise before beginning evening functions. In this regard, make sure you factor in the DV's "body clock" and the amount of traveling he or she has already done. Do not plan an aggressive program the first day, if the DV has been traveling a better part of the day including crossing three time zones! You may want to present your
strawman itinerary to the commander or host before proceeding further. Here are the tasks you will want to consider:

- Notify the organizations in the command which are responsible for operations of particular interest to the DV.
- Identify specific technical discussions and/or briefings the DV will receive, and block times (OPR).
- Make preliminary arrangements for meals.
- Block times for each activity. Provide sufficient time not only for meetings, office calls, meals, etc., but also for changes of clothes, coffee or tea breaks, occasional rest periods, and transportation.
- Will spouses accompany? If so, you will need to plan a separate itinerary and get help in executing that itinerary. The same planning factors apply. (See section on itineraries for suggestions.)
- Plan evening meal (or formal luncheon if required). If not already accomplished, tentatively reserve the facility and any entertainment. Identify invitation requirements and put together a suggested invitation list.
- Determine who pays for various functions and how payment is to be made. (DVs in per diem status normally pay for all their expenses and the accompanying aide or escort will pay the DV's bill. However, these are situations were some expenses may be paid from official sources. For more information, see Funding Protocol Events.)
- Get the commander's or host's approval for the strawman itinerary.

"Flesh out the Itinerary. Once your strawman itinerary has been approved, it is time to put the detail into it. And here the devil is truly in the details! Begin from the DV's arrival (how is he or she arriving, who is greeting, where is his or her first stop, how is he or she getting there, who is accompanying, who takes care of his or her luggage, who greets at the next stop!) and continue right through to the completion of the visit (what time does he or she need to leave, where is he or she leaving from, how is he or she going to get there, who is going to accompany him or her, who is going to farewell, how is his or her luggage getting there). And everything in between! Following are some planning factors related to generic events that we have learned through experience are necessary to consider. You will want to modify them to fit your specific needs:

- Briefings. For any visit, these will make or break it. Schedule the briefing or conference room. Determine the right attendees (key staff, host, visitors, knowledgeable staff officers, etc.) Line up briefers - dry run the briefings (preferably with the commander or host present!). Make sure you have seating charts. Determine audio-visual requirements (if new slides need to be developed, this can be a "long-lead" item! Do not delay.) Consider refreshments; as a minimum, plan on iced water at the table. Remember to plan for writing materials at the table. (Normally these are the responsibility of the OPR.)
• Office Calls. As a minimum, schedule an office call with the installation commander as a "courtesy" and be prepared to provide the commander information on the DV, purpose of the visit, and other data. If a "social" call, 15-20 minutes usually suffices. Consider others as appropriate (major directorates, etc.) Make sure you get on the commander's or host's calendar early (OPR).

• Tour/Site Visits. There are the "showplaces" that reflect your organization and the pride of the unit. They could be mission-related or they could be the new Child Care and Development Center or Airmen's dormitory at your installation. When setting up tours, you need to consider: arranging for the owning commander or representative to greet and escort your DV through the facility; meeting security requirements, if required; making sure the facility and its surroundings are clean and presentable (the owning commander will ensure this, but it never hurts to double check!); and most importantly, dry-run the tour. Most problems with site visits occur as a result of poor time management. Time briefings and overviews. Make sure you allow time for visits to workcenters and small talk with personnel at those centers. They are proud of what they do, and should be. They will be tempted to "overdo" it, so be ready for these events to last longer than programmed and plan accordingly (OPR and Protocol responsibility).

• Meals (Breakfast and Lunch). Everyone has to eat, and there are some factors here you will want to take into account. Some DVs do not eat breakfast, but will expect pastries or coffee in their quarters. Others will want a full breakfast to start their day, and breakfast offers a good setting to start the day's activities. Consider having the host or project officer attend. Sometimes you will want to work a breakfast (or lunch) with a group, like junior officers or airmen. The officers' and enlisted clubs are good settings, as is the dining hall. In a time-constrained itinerary, finding time (and the right facility) for lunch can be challenging. If traveling from one facility or site to another, consider stopping for lunch at a restaurant or one of your on-base dining facilities that is on the way to your next stop. You may want to consider a "working lunch" where you can continue briefings or discussions (especially if you are really pressed for time). Many restaurants will prepare sandwiches beforehand for this purpose, or you can have lunch catered. Or, you may want to consider a more formal setting, say at the officers' club, with the host and other senior officers attending. (See more on this in Entertaining.)

• Dinner Plans. The right planning here can be the "icing on the cake" for a successful visit. There are several things you will need to consider; but first and foremost, allow enough time between the end of the business day and the start of dinner for the DV to relax, unpack, exercise, shower, etc. Normally, this should be about an hour and a half; never less than 45 minutes unless you have pre-coordinated with the DV. Now, what do you do about dinner? There is a myriad of options, and the chapter on Entertaining covers the range from formal to informal dining. As the protocol officer, you will want to consider the DV's desires (food preference, purpose of visit, level of formality, etc.). He or she may prefer a quiet evening at leisure. In such cases, make sure transportation is arranged and provide a list of local restaurants you can vouch for. Offer to make reservations. At other times, the purpose or type of visit may dictate more involved arrangements, ranging from setting up a dinner at the officers' club or a local restaurant in an informal setting, to a formal reception and dinner with local dignitaries and senior officers attending. In these cases, you will want to refer to many of the chapters in this handbook dealing with entertaining, table seating and arrangements, invitations, etc.

• Other Miscellaneous, but Necessary Tasks. Here are some specifics you will want to make sure have been taken care of, if you have not already:
• Arrange honors and ceremonies (covered later in this chapter and in AFR 900-6).

• Ensure all arrangements, including reservations for hotels and restaurants, transportation, photographic support, conference room support, etc., are in writing.

• Ensure that dignitaries will be met and bade farewell by officers of commensurate rank whenever possible. As a general rule, this requires that a general or flag officer be present at the arrival and departure of a general or flag officer, who is on an official visit, unless there are no general or flag officers assigned to your installation. In this case, your installation commander or vice commander should be present.

• Coordinate US Customs and Department of Agriculture arrangements when your DVs are coming in directly from an overseas location. Your Security Forces will normally handle this.

• Arrange public affairs support, if required (press conference, photo opportunities).

• List all the people and organizations you need to notify (and update, as required) of the DV's time of arrival.

• Confirm security clearances are on file with offices to be visited. Confirm access to controlled/restricted areas before the DV's arrival (OPR).

• Establish uniform/dress requirements for all events. Document in the itinerary.

• Keep the DV's office/escort officer apprised of any changes to the itinerary -- do not let him or her become surprised! Notify him or her beforehand of any toasts to be offered at social functions (and his or her appropriate response) proposed speaking opportunities or press coverage, etc.

The final action is to obtain the commander's or host's approval of the completed itinerary -- an important and necessary step!

And More Details. Now that you have "fleshed" out your itinerary, it is time to close on the details that will make (or break) your visit. First, follow up in writing all the transportation, club, billeting, and security arrangements you have made. Make sure all involved agencies have copies of the itinerary and understand the role they play in the visit. Make sure all escort officers are briefed and understand their responsibilities. Do you need to prepare invitations, place cards, name tags, placards, etc.? Get these done before the visit starts. Consider what could go wrong, and plan for it. Here are some of those last minute details in the form of tasks:

• Ensure all drivers of the official party are briefed regarding their schedules and are given explicit directions so they can operate independently, if they become separated from the other vehicles in the official party.

• Prepare a package which contains at least a map of the area, the local itinerary, and lists of room assignments and telephone numbers for presentation to each member of the visiting party.

• Secure information booklets and other printed information.
• Reconfirm with the club or restaurant on the composition of the visiting party, accommodations, time and date of arrival, and method of payment.

• Continue to pass changes and updates to the DV’s office or escort.

• Determine any special requirements upon the DV’s departure from your location (i.e., flight lunches, notifications passed to next stop, etc.)

• Conduct a final dry-run of the visit from beginning to end, where practicable. As a minimum, run through your checklists to ensure transportation, billeting, entertainment, etc. are taken care of. If time permits, dry-run briefings and tours again, especially if there were problems during the first dry-run. This walkthrough will identify where the weak points are and can be critical to the success of the visit.

• Make any last-minute changes to your itinerary (they should be minor by now). Include a list of all visitors, with full names, nicknames, duty titles, grades, clearances, and organizations.

• Check the quarters at least 45 minutes prior to the DV’s arrival to allow housekeeping time to correct any deficiencies.

• Brief your commander or host on any last-minute changes. Make sure he or she does not have any questions and is comfortable with all arrangements (you do not want surprises in this regard later).

If your visit involves additional escort officers, make sure they are adequately briefed. In addition to some of the tasks related above that you will have them do, cover:

• Uniform requirements.

• Where the dry cleaners and drug stores are located.

• Information covering what to do in emergencies (hospital, dental care, contact command post).

• Greeting and transporting their assigned DV.

• Proper courtesies.

• Visit details one last time -- make sure they have their copy of the itinerary and protocol plan.

• Their responsibility for after action feedback, addressing any problems or comments they receive from the DV.

In the following section we cover many of the areas where the details can kill you.

**Planning Considerations.**
Everything you wanted to know about what to look for in arranging quarters, security, transportation, itineraries, etc. is here. Well, perhaps not everything, but you will find most areas adequately covered.
Accommodations. When DVs stay overnight at your installation or at a hotel in the area, you should make sure their accommodations are the best available. This information will hopefully help you provide the best possible service to DVs during their visit.

After a DV has toured facilities and sat in long briefings all day, he or she usually cannot wait to get to his/her quarters or suite. This is where the DV will be able to relax and enjoy a bit of privacy. You should use DV suites on your installation, if they are available. This gives you more flexibility with arranging transportation and meal coordination for the DV. You should always prioritize DVs according to their grade and purpose of visit (i.e., PCS, TDY, and leave) before making the reservation. Please refer to AFI 34-246, Air Force Lodging Program, Table 4.4, to see where the DV falls in the priority category. After accomplishing these steps, you are ready to make the reservation. The following steps may vary from installation to installation:

- Get the DV's last name, first name, middle initial, and nickname (your commander may want to provide a welcome note, so nicknames can be important)
- Rank or grade
- Branch of service
- Social Security number
- Duty title or home address
- Purpose of visit
- Installation or city
- State or country
- Date of arrival and departure
- Total number of nights
- Retirement date and last position held on active duty, if DV is retired
- Point of contact and their telephone number
- If you have more than one DV, get the same information from each one

Once you have received the above information, call the billeting office and relay the information to the reservation clerk. The reservation clerk inputs the information into the billeting computer. Next, check to see if there are any DV suites available. If so, place your DV in one of the suites. The reservation clerk will assign the DV a room number and a reservation number. Notify the point of contact as to where the DV will stay and provide the room number, telephone number, and building number.

Check the DV suite, before the DV arrives, for cleanliness and amenities. You should contact the billeting office if the DV suite is not up to protocol standards. Your DV may ask for certain items to be available, which are not in the suite. See if the items are available at the billeting office. If so, place the items in the DV's suite. You should check with the installation commander or the commander-in-chief to see if they would like to place a welcome note in the DV's suite.

Searching for the Right Hotel. There will be times when the DV suites will be completely occupied and you will have to choose a hotel to put your DV in. This can be a very tough decision. Before selecting a hotel, you should always check with the billeting office to see if it has contract quarter facilities available. If it does, then arrange the reservation with the billeting reservation clerk and the hotel to make sure you have given them the correct arrival and departure date and number of rooms needed. When the DV occupies contract quarters, the billeting office will issue the DV a contract quarters statement. The statement will include the DV's name, number of nights, name of the hotel, and price per night of the quarters. The DV is responsible for paying all room and incidental charges when checking
out. The hotel keeps a copy of the contract quarters statement and it will provide a copy to the DV upon checking out. (For further guidance regarding contract quarters, refer to AFI 34-246, Air Force Lodging Program).

When trying to find a hotel, ask yourself, what are you looking for in a hotel? These are probably the same qualities the DV is looking for too. You should ask hotel management the following questions before deciding which one to choose:

- Do they offer military or government employees the per diem rate?
- Will they offer, at no additional charge, an upgraded room for your highest ranking DV?
- Will they place flowers or a fruit basket in your DV's room at no additional charge?
- How many guest rooms does the hotel have?
- What are their check-in and check-out times?
- Do they offer baggage handling? If so, what is the cost?
- Is it handicap accessible?
- Are there restaurants on the premises? If yes, how many are available and what are their hours of operation? What type of food do they serve? If not, are there restaurants near by?
- Do they offer a continental breakfast in the morning or happy hour in the evening?
- Can they cater a function on the premises and in a private room? If yes, how many people can they cater? Will they provide room decorations?
- What type of security does the hotel provide for its clients?
- Does the hotel have a sprinkler system installed or a fire escape in case of fire or emergency?
- Are there conference rooms available? If so, how many do they have? How many people will comfortably fit in each room?
- Do they have audio-visual equipment on the premises?
- What type of laundry facility is available?
- Does the hotel have a health club? Does it have a pool or sauna?
- Do they offer shuttle service to and from the airport?
- If you are a guest at the hotel, do they offer free parking for you?

There may come a time when all installation facilities and contract quarters are occupied. In this case, you should ask the billeting office to issue you a statement of non-availability for government quarters. Non-availability statements are covered in AFI 34-246 and AFMAN 34-247.

Itineraries. There are many forms that an itinerary may take, depending on your commander's desires and the extent of involvement you will have with the DVs. The key to making a useful document is in answering the basic questions of who, what, where, when, how and the proper dress code for each event. Place yourself in the DV's shoes and review the itinerary from his or her perspective. The use of notes placed in appropriate locations within the itinerary can help to reduce the questions which may be asked of you throughout the visit. As long as your format shows the date, time, activity, and location, as well as those DVs participating and what to wear, you have covered the minimum requirements for the itinerary. Your itinerary should flow and make sense from one event or date to the next. Too much detail in the itinerary can work against you, and the DVs may tend to watch the clock rather than enjoy the events they are participating in. The physical size or print of the itinerary may be something you should consider. If the activities the DV will be involved in will require a significant amount of movement or being on the go, you may want to make the itinerary pocket size. On the other hand, if the DV is elderly, you may want to consider larger type or bolder font.
Give careful attention to scheduling the itineraries of spouses of guests, especially those of foreign guests. After determining their interests insofar as possible, plan:

- Sightseeing trips to view places of historic interest, scenery, or whatever the local area best affords.

- Shopping tours, provided that excellent stores offering American-made products are available. These may include fashion shows.

- Ladies luncheons. When the dignitary is a man and is given a stag luncheon, his wife should be given a luncheon by her hostess or by another high-ranking official's wife. If it is a foreign wife, not only American official's wives should attend, but also notable local citizenry including those of the same national origin as the guest, and wives of consular officials in the area, etc., could be invited.

- Teas hosted by one or several wives to honor the visitor and her companions.

**Welcome Package.** This package can be quite simple or very elaborate, again depending on who your DV is and what events are involved. As a matter of professional courtesy, it is always appropriate to have some sort of welcome note included or placed next to your DV's welcome package. This can be a handwritten note, which is always preferred, or a preprinted note signed by the commander sponsoring the DV's visit. It can be as simple as welcoming the DV to the installation and hoping that his or her visit is enjoyable and professionally rewarding; or, if the commander knows the DV personally, the note can be more personal to include an invitation to lunch, dinner, etc. Additionally, a fruit basket may be provided for certain foreign DVs, where appropriated funds can be utilized. Another way of providing fruit baskets is to check with your local Chamber of Commerce regarding its policy on funding such items for DVs.

The welcome package should be placed in a folder which is professionally prepared and appealing to the eye. Its contents, as mentioned, will vary, but as a general rule, it should include as a minimum the following items:

- an itinerary including biographies of commanders which the DV will be meeting or commanders of installations the DV will be visiting

- fact sheets on the installations or systems the DV will see

- a map of the installation where the DV is staying

- a map of the city where the DV is staying

- a dining guide for the installation and the nearest city

- pamphlets on historical places of significance nearby (or on areas which you know the DV may be interested in based on his or her personal preference)

- and, points of contact for the DV's visit to include home, office and facsimile telephone numbers.
The welcome package should be placed in the DV's room before his or her arrival. If the nature of the visit does not include an overnight stay, then the welcome package might be too much, and the itinerary is probably where you will want to locate the necessary information for the visit. They key is to have some sort of standard established regarding the welcome package so that you can deviate from that package based on the individual circumstances of each visit.

Another idea that adds a touch of class to the visit is the utilization of installation billboards and/or electronic signs to welcome DVs to the installation. Driving by a sign with your name on it is like seeing your name in lights and will definitely make an impression on the DV.

**Physical Security Considerations.** Either the Security Forces (SFs) or Office of Special Investigations (OSI) should be notified in advance and in writing each and every time a DV visits an installation. As to whether the SFs or OSI or both are notified of a DV's visit, depends primarily on the rank of the DV and/or the threat level (THREATCON) which exists at the installation during the visit. In some cases, a DV visit may be postponed or canceled based on THREATCON. The notification process should include all pertinent facts concerning the DV and the places he or she plans to visit. If there are any last minute changes to the DV's itinerary, the SFs and/or OSI should be on your list of personnel/organizations to be notified of these changes.

Additionally, there may be the DV visit where foreign dignitaries are from a royal family, high ranking officials from a foreign government, or high ranking officials from our own government. In this instance, you will probably get more guidance and help than you ever dreamed possible. From a security perspective, you will more than likely be working with either bodyguards or secret service agents as well as local SFs and/or OSI. Sometimes these individuals will insist on keeping weapons on their person, even in Restricted or Controlled Areas. Pre-coordination with your commander, installation security officials, and custodians of restricted areas to be visited is critical to preclude embarrassment. Coordination and flexibility will be the key to success on your part in these situations. Anytime public appearances are on the agenda, you must be keenly aware of the type of facility to be used and whether or not it will be acceptable from a security standpoint. Also, seating arrangements may not be in accordance with accepted protocol guidance, but rather designed for physical safety of the DV in relation to the layout of the facility.

**Classification and Clearance Requirements.** If the DV will get classified briefings or tours, then the matter of clearance for the DV becomes an issue. In the case where classified briefings are to be given, you should be aware of established procedures for ensuring the DV has the appropriate clearance to receive the briefings. The Special Security Officer (SSO) or security manager for the DV and his or her counterpart at the installation where the briefings will take place should correspond with one another regarding DV clearance information. For standard classified briefings, you should receive the DV's clearance information from the OPR and carry it with you during those briefings to demonstrate clearance of the DV, if challenged to do so. (See section in this chapter on Briefings for Foreign DVs.) While it may be the OPR's responsibility to ensure clearances have been passed, make sure it has happened! Nothing is more embarrassing (or disrupting) than to find your DV held up because clearances were not passed or worse yet, having him or her spread-eagled face down on the ground for inadvertently violating security directives (it has happened in the past!).

**Publicity.** There are times when it is appropriate for you to schedule military or civilian press coverage for a DV visit. You should work this through the Public Affairs office and/or photographic laboratory. In some cases, where the DV is a senior military or civilian official, he or she may bring along a Public Affairs representative. In this instance, that individual will handle all publicity arrangements using you
as a go between. You will need to check with the DV beforehand to determine his or her desires regarding publicity, if it is anticipated that press coverage is likely during the visit. In cases where the DV desires photographs for developing at the end of a trip, where your installation is one of several visited, make plans in advance with the photographer to turn over the undeveloped film to the DV's escort officer. It is also important to specify whether color of black and white film is to be used. The way to get photographic coverage of a DV visit is by submitting AF Form 833, Visual Information Support Request, to your local installation's photographic laboratory in advance of the visit dates.

Transportation. Transportation Planning. One of the more important planning factors for you is how to get the DV from Point A to Point B during the visit. Depending upon the number of DVs and places they need to go, this could be a massive undertaking requiring several vehicles, drivers, and escort officers. Or, the requirement could be as simple as taking one DV visitor from his or her room, to a meeting location, and then to a point of departure. In either case, you need a transportation plan. The plan should answer the who, what, when, where and how questions. Additionally, why may be a question that you have to answer as well, especially when using government vehicles.

Use of Government Transportation. Generally speaking, and depending upon the number of vehicles assigned to your installation's transportation squadron, military members are authorized to use government vehicles for official purposes. Such use may include taking a visiting dignitary on a windshield tour of your installation, or driving a civilian dignitary to or from base operations or the local airport. We run into very few problems when using government transportation for official purposes. Most questions arise when using government transportation for quasi-official purposes such as transporting the dependents of a military member. The best source of information regarding government transportation propriety will be your local transportation squadron commander or judge advocate.

Public perception plays a key role in the use of government vehicles off base. For example, if the wing commander hosts the numbered air force commander for dinner at an off-base restaurant, government transportation should be authorized. However, the appearance to the public of an official government sedan parked at a commercial establishment may give the impression of abuse or impropriety. In such an instance, the wing commander driving his privately owned vehicle may be the more appropriate choice. On the other hand, if security is an issue, for example, you are hosting the Secretary of the Air Force at an off-base establishment, you can probably justify a government vehicle with driver or perhaps a rental vehicle that is unmarked.

The rules for spouses are quite different though. There is no problem if you are using a government vehicle to give an installation windshield tour to the new wing commander's spouse or a visiting general's wife. However, if you intend to travel off base to see the local sights or for lunch, it is appropriate to leave the government vehicle behind and take a privately owned vehicle. If your installation is hosting an official conference, where spouses attend and you have included leisure time in the spouses' itinerary for shopping, arrange for volunteers to use their own vehicles for transportation rather than government transportation to and from the local mall.

The rules for foreign dignitaries and spouses are different as well. As mentioned earlier in this chapter, foreign DV visits are normally sponsored by one of the service chiefs or the Joint Chiefs of Staff and approved by the Secretary of the Air Force. Use of government transportation off base for social or cultural events is appropriate, if it will provide a positive impact toward the outcome of the DV's visit, which in turn will foster enhanced relations between the two countries. Even with this said, it is a good idea for you to address appropriate use of government transportation for foreign dignitaries with the transportation squadron commander or judge advocate.
When in doubt, remember that **public perception is a key factor** followed by the advice of your installation's transportation squadron commander or judge advocate.

Flight Line Transportation and Concerns. As a separate but related issue, you need to carefully organize the flight line arrival/departure of a DV. It is important that the movement of all vehicles and visitors be smooth and efficient. This is not a social event by definition, and visitors should be moved quickly and safety to their first engagement. When proper greeting/farewelling of DVs is required, persons of equal or higher rank should greet/farewell whenever possible. Additionally, if an honor guard or cordon is required (see Greet and Farewell section in this chapter for details), then you need to make sure you know how to set one up. If local movement of the DV requires airlift (helicopter), back up ground transportation should always be standing by until the aircraft is airborne with operations normal. This is also the case with DV departures by air. As a conscientious and successful protocol officer, you never release your ground transportation until the departing DV's aircraft is wheels up and operations on the aircraft are normal.

Airlift, as an alternative to local ground transportation, may be requested or even required for certain DV visits. In these instances, you need to know to arrange such transportation and should understand where local airlift transportation resources are located and how to scheduled them.

You may have several other concerns regarding flight line transportation. The weather can be a big factor and you need to pay close attention to forecasts surrounding scheduled DV arrival/departure times. Fog, ice, and snow are just some of the weather conditions which could delay or even cancel departures or cause arrivals to be diverted. In some instances, you will have to arrange backup lodging, meals and transportation as well as be prepared to expand the itinerary. Additionally, personnel must be notified of changes at follow on installations (if the DV is on a nationwide visit, for example). You must also notify local commanders of the changes, especially if these commanders are hosting the DV's visit.

Other concerns include the spotting of the aircraft upon arrival or departure so that the individual(s) greeting or farewelling knows where to position him or herself and where entrance to and egress from the aircraft will take place. Also, the movement of luggage including where and by what means it will be removed from or placed on the aircraft is of utmost importance, especially if the luggage will depart the flight line with the DV or arrive for departure with the DV. Baggage details for large visits are a good idea and must be included in your planning process for transportation.

Most installations have a DV lounge associated with the flight line operations, where the DV can relax, read the newspaper, watch the television, or do whatever. These lounges can be a great source of comfort for you as well as the DV when unexpected delays do occur. But the lounge is not a set of quarters or a suite, and you must deal with delays in excess of a few hours appropriately.

Vehicle and Seating Arrangements. There are many combinations of vehicle seating arrangements depending upon the number of DVs and hosts and whether or not spouses are included. The number one general rule is that you always place the highest-ranking individual in the back right seat of any vehicle, which is the place of honor. If the host is the highest-ranking individual, he or she may choose to relinquish this position to a lower ranking visitor out of courtesy.

Some other key points to remember are: (1) The use of lead and trail security vehicles is optional, but will ensure timely movement and not allow other vehicles to interfere with the motorcade. Also, road guards at busy intersections are an option when no lead or trail vehicles are used. (2) Always try to have a separate vehicle with baggage handlers to take care of DVs' luggage. Do not make your visitors wait
Considerations in Handling Foreign Dignitaries.

All foreign national visits require advance coordination and approval. These kinds of visits are usually sponsored by the service chiefs or the Joint Chiefs of Staff and have an executive agent assigned to coordinate local support and itineraries from facilities or installations that are to be visited. The Secretary of the Air Force International Affairs Office (SAF/IA) is the only approval authority for foreign national visits to Air Force installations. Approval for both the visit and level of disclosure of classified information must come through official foreign channels, and must be in writing. The foreign national requesting the visit initiates the request through his or her respective embassy's air attaché office. The embassy forwards an official request to SAF/IA regarding the potential visit. Details will include, but are not limited to, the level of classification, action officer, requested briefings, and protocol involvement. These issues are worked between SAF/IA and your installation's Foreign Disclosure office. The Secretary of the Air Force makes the final determination for approval of the visit.

Most visits to USAF installations by foreign dignitaries are made as a result of an invitation and these people are considered guest of either The Secretary of Defense, The Secretary of the Air Force, or the Chief of Staff of the Air Force. These tours, aside from furthering good will and enhancing favorable relations between the two countries, usually contribute greatly to the success of the USAF worldwide operations. The courtesy extended these DVs, whether military or civilian, should be on the basis of relative rank. There is a tendency in planning a foreign DV's itinerary to resort to the more mundane forms of entertainment because its frequency of occurrence makes it easier to plan. Use distinctive local resources to vary the guests' exposure to American forms of entertainment. Exposure to enlarged social circles can be accomplished by having the hosting responsibility shared by different groups. Local Air Force Association and civic organizations are often willing to help entertain visiting dignitaries.

Foreign DVs are usually accompanied by one or more aides of their own armed service. Frequently, the latter are officers of the highest caliber who are destined for future positions of authority in their country. They often form lasting impressions about the United States on the basis of the treatment accorded them as members of a visiting party. Special attention should also be given to their transportation, dining, and recreational arrangements and needs. Additionally, you should always provide billeting for the visiting foreign DV's U.S. escort officer in the same building as the foreign dignitary whenever possible. Otherwise, make adequate transportation available to this escort. Whenever possible, the HQ USAF escort officer should participate in the events scheduled for the dignitary since he/she is the personal representative of the United States, and his/her stature in the visitor's eyes should be preserved. Occasionally, space may preclude the escort's inclusion in certain social events. In that case, make other provisions for the escort's meals.

Consider the cultural background of visiting foreign DVs and accommodate, whenever possible, individual religious preferences and food or beverage restrictions. At a minimum, their living accommodations should be single rooms in hotels and in Visiting Officers' Quarters (VOQ), where room assignments should be made in keeping with their status as members of a dignitary's party rather than their rank. (This may mean billeting enlisted members of the party in the VOQ with the rest of the party. Feel comfortable insisting this be done when appropriate.)

It is wise to provide an escort for a foreign spouse, taking into consideration any language barrier that may exist, his/her age, and position. Escorts may be drawn from among officers or service wives whose language capabilities, travel, or position would make them valuable to the guest.
While it is true that it is preferable to invite persons of comparable stature to a dinner or small party, some variety may improve a larger function like a reception. Accordingly, you should try to include foreigners of the same national origin as the guest of honor as well as a representative selection of junior officers.

Prior to the foreign dignitaries arriving, it is important that you take time to review customs and traditions. Brigham Young University, David M. Kennedy Center for International Studies, produces an outstanding document called "CULTURGRAM '94" which reviews customs and courtesies for many of the countries of the world. These documents can be an invaluable source of condensed information on such things as greetings, visiting, eating habits, gestures, government, economy, education, transportation, communications, and health. You should always be prepared to answer a hosting official's questions regarding foreign customs and traditions of the dignitary. The CULTURGRAM will help you be prepared to do just that. (You can order these by writing to: Kennedy Center Publications, Brigham Young University, PO Box 24538, Provo, UT 84602-4538, or by calling 1-800-528-6279; Fax 1-801-378-7075; hours 8 AM - 5 PM MST, Monday through Friday.) Another publication which is an excellent source of foreign customs and traditions, is "Do's and TABOOS Around the World," Third Edition, compiled by THE PARKER PEN COMPANY and edited by Roger E. Axtell. It should be available at most libraries and bookstores.

Notification to Installations of Foreign Distinguished Visitors. HQ USAF normally notifies installations scheduled to be visited by foreign distinguished visitors at least two weeks prior to the arrival of the visitors. The notification, or tour letter or message, is for planning purposes and usually includes the name, rank, and position of the visitors; English language proficiency; clearance instructions; specific equipment in the hands of foreign government; and any particular fields of interest to the visitor. Biographical sketches are furnished, when available, in addition to a complete itinerary for the entire tour.

Itinerary for Foreign Distinguished Visitors. The itinerary is normally based upon the suggestions of the USAF representative in the country concerned and is compiled in a manner to best serve USAF interests at home and abroad. (See hints for itineraries under the section Planning Considerations.)

HQ USAF Escort Officer. Foreign dignitaries visiting Air Force installations under the auspices of the USAF are normally accompanied by an Air Force escort officer. Whenever possible, the escort officer is chosen from those officers currently in training for assignment to the attaché or mission system in the country concerned. This gives the escort officer a personal interest in the success of the visit. You can alleviate some of your commander's concerns with respect to foreign dignitaries by soliciting the advice of the escort officer on any phase of the local itinerary which needs clarification. He or she will normally be the "paymaster" or "bagperson" for the visit and will reimburse you for all authorized expenses.

Entertainment of Foreign Distinguished Visitors. Tour funding for foreign dignitaries is usually the responsibility of HQ USAF acting through its escort officer. These funds are provided on an austere basis consistent with the rank of the visitor; the prestige of the Air Force, and the objective of the tour program. Since each installation must stay within allotted funds, the following suggestions taken from escort officers' reports and from foreign visitors may be useful:

- Escort officers, on the basis of visitor's reactions, discourage the use of the cocktail party as a means of entertainment. They recommend small dinner parties with an equal number of staff officers and wives in attendance.
• Foreign visitors prefer small, intimate gatherings rather than large, completely masculine groups composed of members of the staff and subordinate organizations.

• Foreign visitors are particularly impressed by the home life of American people. They have shown great appreciation when invited into the home of a commander for entertainment.

• Foreign visitors enjoy joining base functions which have not been planned particularly for them, e.g., picnics and barbecues where sport clothing may be worn.

• For weekend schedules, the foreign visitors should be allowed some time for shopping and an opportunity to visit local points of economic, historical, and scenic interest such as ranches, farms, museums, and parks. (As a general rule, always anticipate a visit to your installation's exchange, even if it is not on the itinerary. Coordinate beforehand with the exchange manager as part of your contingency planning.)

With respect to entertainment funds, the local escort officer should meet all expenses within the limit established in the tour letter. The cost of quarters and rations are not included in these funds and are paid separately by the HQ USAF escort officer. He or she should be given complete itemized bills in sufficient time to enable him/her to pay prior to departure. The HQ USAF escort officer must also be provided with guest lists for every function arranged for the visitor.

Project Officers for Foreign Distinguished Visitors. As with domestic visitors, a local project officer or escort officer is appointed to accompany the HQ USAF escort officer and the foreign visitors during their tour of the installation. The local project officer is available for necessary liaison between the HQ USAF escort officer and the installation authorities.

Briefings for Foreign Distinguished Visitors. The most important requirement for you regarding briefings of foreign dignitaries is to notify the local Foreign Disclosure office early, so that it may determine the level of classification which may be briefed to the foreign DVs. A hardcopy of all briefings should be turned over the Foreign Disclosure office to assist in determining this level of classification. Many foreign nationals, who visit Air Force installations, understand English only when it is spoken slowly and simply. Their English language proficiency and other pertinent data may be found in the biographical sketch, which should be provided by the agency issuing the basic invitation. Unless the foreign visitor is fluent in the English language, briefing personnel should refrain from using complex words or sentences. Regardless of the foreign visitor's language proficiency, the briefers should not use acronyms or abbreviations. Use simplified organization charts and avoid complex visual aids -- keep them simple and use pictures to illustrate the point. Further, the briefing should get to the heart of the matter as soon as possible, touching very lightly on details unless the foreign visitor indicates interest in a specific subject. Most visitors are interested primarily in the mission and operations.

Accommodations for Foreign Distinguished Visitors. Foreign dignitaries should be provided suitable distinguished visitor accommodations on the installation and should be furnished needed transportation. However, when visits extend over the weekend, accommodations in the nearest city will give the foreign visitors a better feel for the American way of life. In most cases, the letter from HQ USAF will indicate the type of accommodations to be provided the foreign dignitaries. (See section on accommodations in this chapter for more specific details.)

Press and Photographic Coverage for Foreign Distinguished Visitors. As a general rule, the Air Force has no objection to local press and photographic coverage of foreign visitors. But make sure current
Public Affairs guidance is followed. The initial release is made by HQ USAF and followed with whatever coverage the local information services officer considers appropriate. At all times, careful consideration should be given to the wishes of the visiting foreign dignitary. If photographic support is required for a foreign DV visit, submit AF Form 833, Visual Information Support Request, to your installation's photographic laboratory as soon as you know that photographs will be taken. You may pay close attention to who, when, what, and where concerning the photographs that are taken, so that you will be able to identify persons and activities when the photographs are developed, and your are requested to annotate and forward them to the DVs.

**Executing the DV Visit**

The most enjoyable part of the DV visit process in its execution. It is also the most crucial. You have already completed the time consuming and detailed work during the planning phrase. All you have to do now is make sure the DV stays on schedule in accordance with the published itinerary. Well, not quite. Although keeping to the schedule is an important part of the execution phrase of the DV visit, you need to consider several other factors in order to make the visit a success. You may want to include "dry-running" (verbally) the itinerary with a co-worker concentrating on what could go wrong and how you would deal with it.

**Communications Support.**

Double and triple check with all supporting agencies to confirm they have the latest changes. Leave nothing to chance -- if you do, you may be leaving your career to chance! Rarely does the visit proceed along the time line indicated in the itinerary. Normally, extra time is allotted here and there to account for unexpected delays during an event or in miscalculating travel time from point A to point B. It is important that you are able to communicate with follow-on locations in the itinerary, in case there is an unexpected delay that will affect the schedule. Therefore, you should carry a cellular phone at all times during a DV visit when you are away from the office. It is also important to have the cellular phone because the host usually relies on you to contact him or her to update the arrival or departure time of the DV for greeting and farewelling purposes. Many times you are with the DV en route to a location for the greeting or farewell and the cellular phone becomes your lifeblood.

There are several different models of cellular telephones on the market today that vary in capability. The most important thing for you to remember in this regard, since you may not have a choice as to the type of cellular phone issued to you, is to carry extra charged batteries.

You must ensure that all personnel or organizations participating in the DV visit have the most current copy of the itinerary, once the visit begins. Providing biographical sketches of the DV, proper uniform for the DV's visit, and purpose of the DV's visit are probably three of the most requested pieces of information by general and flag officers, who may be greeting, hosting, or farewelling, or any combination of the three. This information is normally part of the itinerary. Even providing the DV's driver with a pocket-size itinerary is a good idea, in case you become separated from the vehicle somehow. Speaking of pocket-size itineraries, you should always carry one during an assigned DV visit, where you can annotate the margins with notes and telephone numbers and have easy access to it.

You should always leave a copy of the itinerary back at the office while the DV visit is in progress, so that official personnel can contact you in the event of an emergency or be able to answer questions regarding the current status of the visit. Writing your cellular phone number on the front of the itinerary you leave at the office is a good idea as well, for obvious reasons.
Contingencies.
Even with the best laid plan, a DV visit can go sour quickly if you are unable to "go with the flow" or think on your feet. The itinerary is a living, breathing document, and even after publication and distribution, it can change and often does. Therefore, you need to be prepared for contingencies. So, what can you do to prepare for contingencies? There are a few things, without going overboard, that you can carry with you while on a DV visit, which may come in handy at the most unexpected times:

- extra 1, 2, 3, and 4 star table name cards and a calligraphy pen
- a telephone listing of all phone numbers used on a daily basis
- a small generic gift or two that can be presented on the spur of the moment
- a lint brush
- chewing gum
- aspirin
- Kleenex tissues
- note paper, envelopes, stamps, and extra pens
- command letterhead, envelopes
- extra battery for cellular phone
- your protocol handbook

While the above list is not all inclusive, it helps you think of what you might need for a particular visit before leaving the office. Other contingencies can include transportation problems, early or late arrival/departure, medical emergency, dental emergency, and the list can go on and on. Although it is impossible to prepare for every contingency, you, as a conscientious and successful protocol officer, should always be thinking "what if" at any given point during the DV's visit.

Greet and Farewell.
As simple a process as this should be, the failure to properly greet or farewell a DV can set the wrong tone for the rest of a visit or ruin what was an excellent visit. The general rule of thumb is that a general officer, flag officer, or civilian equivalent will be greeted and farewelld by a general officer, flag officer, or civilian equivalent who is commensurate in rank to the visitor. At installations where there are no general or flag officers assigned, the commander or vice commander should greet distinguished visitors. When the DV will be arriving or departing with a spouse, it is appropriate for the greeter or fareweller to bring his or her spouse along as well. Your job is to make sure the greeter or fareweller is where he or she is supposed to be, at the correct time, in the appropriate dress, and has been provided the DV's biographical sketch and itinerary beforehand. You must be prepared to introduce the parties, know first names or nicknames or individuals concerned, know foreign customs in the case of a foreign dignitary, know the DV's schedule, and basically be prepared to answer any questions which are asked of you.

Some key points of discussion or policy may be the difference between greeting and farewelling at a military installation versus a commercial terminal, the difference between the DV being on official business versus leave, or the difference between the DV being retired or on active duty, if a military member. Those decisions are normally made by the installation commander, but regardless, you need to be keenly aware of policy regarding any issue where protocol is involved.

Honor Guard or Cordon. In general, honors and ceremonies are reserved for the President, Vice President, statutory appointees, general or flag officers of the US military, foreign dignitaries occupying positions comparable to these US officials, and for occasions which such ceremonies promote international goodwill.
Distinguished persons, who are entitled to honors, are shown in the Table of Honors on page 19-34. This table includes those honors prescribed for statutory civilian and military officials of the Department of Defense and does not apply to Civil Service Employees. The intent of honors is to extend a mark of courtesy to a distinguished person (honors will be accorded only to the distinguished person him or herself and not to his or her personal representatives.) Honors are accorded to an individual rather than a group. A committee or delegation is honored in the person of the senior or ranking member.

Unless otherwise directed, full honors must be accorded the President of the United States when he arrives at or departs from any Air Force installation, regardless of the day or hour. Except for the President, honors are not accorded between retreat and reveille, on Sundays, or on national holidays (except Armed Forces and Independence Days), unless the officer directing the honors believes the occasion requires an exception. A distinguished person arriving at an Air Force installation at a time honors are not accorded may be honored at a later time if he or she desires it. When two or more persons entitled to honors arrive or depart from an installation at the same time, only the senior receives honors. If they arrive or depart successively, honors are paid to each in turn, except that a senior must be notified before the installation accords honors to a junior. Any official or officer holding two or more positions (civilian or military), any one of which entitles him to honors, receives only the honors due the highest grade; he or she may not be honored in more than one capacity. (For more details, see AFR 900-6.)

**Post DV Visit Details**

**Reporting Requirements.**
The DV's aircraft has departed and you have already called the DV's office to let them know his departure time and expected arrival time at his next destination. You return to the office and receive a verbal "well done" from your boss as you head back to your desk. Are you really done with this DV visit? Not quite. With technology where it is today, chances are your protocol office has some sort of visitor database, which you will need to update. That way, the next time this particular DV should visit your office, you will have some pertinent information on him or her. What would be some worthwhile information, as a minimum, to have on this database?

- Title of visit
- Visitor's full name and nickname
- Visitor's rank/grade or equivalency
- Branch of service of visitor
- Visitor's organization
- Title of visitor
- Country; military or civilian status
- Date of visit; number of days; number in party
- Command or organization being visited
- General or Flag officers called on; meals served
- Command or organization hosting visitor
- Mementos received from visitor; by whom; on behalf of
- Mementos presented to visitor; by whom; on behalf of
- Accommodation location; welcome note provided
- Any significant comments on visit

If the above listed information were entered into a database, any protocol officer assigned a follow on visit for the same DV would have a good synopsis of the DV's last visit.
A report of visits by congressional parties or foreign nationals is sometimes required by HQ USAF. (Consult AFI 31-401 to determine whether a report must be submitted.)

**Feedback.**
The only way you will consistently receive feedback on the quality of your DV’s visit is to ask for it. An appropriate fashion for doing so might be to draft a letter to the DV from the protocol director soliciting an honest evaluation of the service provided. This letter could be placed in the welcome package or brochure, attached to a survey form on customer satisfaction with an addressed return envelope. Some areas for evaluation on a scale, let's say, from 1 to 5 might be:

- Quality of itinerary/welcome package
- Quality of DV's accommodations
- Overall responsiveness to DV's needs
- Quality of tours/briefings
- Quality of vehicle/transportation arrangements
- Protocol officer's management of DV's visit
- Overall impression of visit

At the end of the survey, you might leave several lines open for written comments.

**Letters of Appreciation.**
One of the most important aspects of a DV visit, and unfortunately, one most often overlooked, is recognizing the effort and achievement of personnel who work so hard to make the DV's visit seem special. Normally, the DV will recognize the efforts of the protocol and project officers, either verbally or in writing. But the protocol and project officers are not the only two individuals who make a visit a success. You should ensure that your office recognizes the efforts who deserve such recognition. It is recommended that the recognition be in writing, so that there is a record of the documentation should it count toward promotion.
Chapter 20 (from 'Til Wheels are Up!)

This chapter is designed to serve as a guide for planning and conducting a dining-in or dining-out. Most of the information comes from AFP 30-6, "Guide for an Air Force Dining-in," since rescinded, which was the most comprehensive reference for planning and conduction dining-in/dining-out. We have updated the information, including information on setting up the traditional POW/MIA table. We're also indebted to the Peterson AFB NCO Academy and Command Historians for their inputs.

Our guide should give you enough information to successfully get you through the planning of this traditional Air Force event. Some traditional customs and procedures may not be practical or desired, depending on local circumstances. One such tradition is the reference to officers only in the planning guides. Currently most dining-ins include both officers and enlisted personnel. However, some dining-in have specifically been for officers or enlisted only. Commanders may modify the traditional approach as local conditions dictate.

Introduction

Formal military dinners are a tradition in all branches of the United States Armed services. In the Air Force and Navy, it is the Dining-In; in the Army, the Regimental Dinner; in the Marine Corps and Coast Guard, Mess Night.

The dining-in and dining-out represent the most formal aspects of Air Force social life. The dining-in is the traditional form, and the term will be used throughout this section. However, most of the information applies equally to both "Combat" dinings-in and dinings-out. The dining-in is a formal dinner for the members of a wing, unit, or other organization. The "Combat dining-in" is far less formal because of the dress requirements and more informal atmosphere; however, the basic rules and format of the dining-in apply. The dining-out includes spouses and guests.

It is important for the success of a dining-in that members enjoy the evening, and that the ceremonies are done in a tasteful, dignified manner. A dining-in should have a theme around which the decorations and ceremony are built.

Background

As with most ancient traditions, the origin of the dining-in is not clear. Formal dinners are rooted in antiquity. From pre-Christian Roman legions, to second century Vikings warlords, to King Arthur's knights in the sixth century, feasts to honor military victories and individual and unit achievements have been a custom.

Some trace the origins of the dining-in to the old English monasteries. The custom was then taken up by the early universities and eventually adopted by the military with the advent of the officers' mess. With the adoption of the dining-in by the military, these dinners became more formalized. British soldiers brought the custom to colonial America, where it was borrowed by George Washington's continental army.
The Air Force dining-in custom probably began in the 1930s with the late General H. "Hap" Arnold's "wing-dings." The close bonds enjoyed by Air Corps officers and their British colleagues of the Royal Air Force during World War II surely added to the American involvement in the dining-in custom. The dining-in has served the Air Force well as an occasion for officers to meet socially at a formal military function. It enhances the esprit of units, lightens the load of demanding day-to-day work, gives the commander an opportunity to meet socially with his or her subordinates and enables military members of all ranks to create bonds of friendship and better working relations through an atmosphere of good fellowship.

For more details on the history of the origin of the dining-in see Expanded History of the Dining-in later in this chapter.

**Purpose**

The purpose of the dining-in is to bring together of a unit in an atmosphere of camaraderie, good fellowship, and social rapport. The basic idea is to enjoy yourself and the company. The dining-in is also an excellent means of saying farewell to the departing members and welcoming newly arrived members to a unit. It is an excellent forum to recognize individual and unit achievements. The dining-in, therefore, is very effective in building high morale and esprit de corps.

**Dining-in**

The dining-in is a formal dinner for the members of a wing, unit, or organization. Although a dining-in is traditionally a unit function, attendance by other smaller units may be appropriate.

**Dining-out**

The dining-out is a relatively new custom that includes spouses and guests. It is similar in all other respects to a dining-in. The dining-out is becoming increasingly popular with officers and enlisted members alike.

**Combat dining-in**

The combat dining-in, the newest of the dining-in traditions is becoming increasingly popular, especially in operational units. The format and sequence of events is built around the traditional dining-in; however, its far less formal atmosphere and combat dress requirements (flight-suit, space and missile crew suits, BDU's) have made it very appealing to the masses. There is not a great deal written on the subject and the only limit seems to be that of the imagination of the planning committee. For guidance or information on combat dining-in contact Command Protocol. Command Protocol has an excellent example of AFSPC/DO's recent combat dining-in on file you can refer to for ideas on how to conduct you combat dining-in.

**Attendance**

Traditionally, attendance at a dining-in was mandatory and many commanders still consider this function a mandatory requirement, similar to a Commander's Call. Other commanders feel that since the goal of the dining-in is to bring members closer together, attendance should be voluntary so that those
who feel that they were forced to attend would not dampen the spirit and enthusiasm of the others. The decision as to whether a dining-in is voluntary or mandatory appropriately rests with the commander.

**Guests of the Mess**

There are two types of guests; official guests and personal guests. Official guests are honored guests of the mess. The guest speaker is an official guest. All official guests are seated at the head table and their expenses are shared by the members of the mess. Because of the costs and space at the head table, the number of official guests should be limited.

Personal guests may be either military members or civilians (for dinings-out). They are not seated at the head table, and their expenses are paid by the sponsoring member.

Senior officers from other units and organizations and civic leaders from the local community should be considered when inviting guests. It is a good way to enhance relations between base units, and with civilian neighbors.

Mess members should arrive at least ten minutes before the hour of invitation in order to meet and talk with the guests of honor and get acquainted with others. Members do not leave until the guests have departed unless they have been excused beforehand for a good reason.

**Dress**

Officers wear the mess dress uniform. Male civilians should wear appropriate black tie dinner dress. The proper dress for civilians should be clearly stated in the invitation. Retired officers may wear the mess dress or civilian attire. For enlisted members, mess dress or the semi-formal dress uniform is worn. Refer to AFI 36-2903, Dress and Personal Appearance of Air Force Personnel, for appropriate wear instructions.

Long dinner dresses or evening clothes for female guests are appropriate when attending a dining-out. Pregnant military women may wear appropriate civilian attire.

**Key Players**

**President.**

This officer is the center figure of the dining-in. Normally the commander of the organization hosting the dining-in, the President is charged with the overall responsibility of the dining-in. Specific duties of the president are as follows:

a. Oversee entire organization and operation of the dining-in.

b. Appoint any or all of the following project officers.
   1. Vice President
   2. Arrangements Officer
   3. Mess Officer
   4. Escort Officers

c. Secure an appropriate speaker, set the date, and determine location.

d. Arrange for a chaplain to give the invocation.
e. Greet all guests before dinner is served.

f. Opening and closing of the mess.

Many of the duties of the President are delegated to the arrangements officer who must work closely with the President to ensure the success of the dining-in.

**Vice President.**
The Vice President serves as the President's principal assistant. The Vice President is traditionally the most junior officer of the mess; however, the President may select another member to serve in this demanding position.

The success of the evening hinges largely on the imagination and humor of this individual. Essentially a master or mistress of ceremonies and a toastmaster or toastmistress, Mister/Madam Vice keeps the program moving and stimulates table conversation through keen wit and impromptu speaking ability. The Vice President also notes and makes special mention of the violations of the rules of the mess and breaches of protocol and etiquette.

Traditionally, the Vice President sits alone at the back of the dining room facing the President. This position allows him or her to observe the proceedings in order to monitor the flow of the program. Convenience and the physical layout of the club may dictate seating in another location; however, the Vice President is never seated near or at the head table. It is essential that Mister/Madam Vice be totally familiar with the customs and traditions of the mess. Duties of the Vice President include:

- Open the lounge at the appointed time.
- Sound the dinner chimes at the appropriate time.
- Prepare appropriate toasts as directed by the President. Composition of appropriate poems or witticisms in good taste relating to personalities and (or) organizations present is encouraged.
- Keep the party moving, and is the last person to leave.

**Arrangements Officer.**
The Arrangements Officer is directly responsible to the commander for the comprehensive planning of the dining-in and for attending to the numerous details required for a successful event. The person selected for this task should be a top planner and supervisor, as the Arrangements Officer is the architect of the dining-in.

In small units, a junior officer may be capable of filling this role, but in large units, an officer with more seniority and experience may be a better choice.

The Arrangements Officer must work closely with the President in determining the date and the location, and in identifying and inviting the guest speaker. He or she is also responsible for the menu, seating, decorations, music and entertainment, billing and reservations, invitations, and the agenda. The Arrangements Officer should not make any final decisions on major aspects of the dining-in without consulting the President.

Other duties of the Arrangements Officer include:
• After the facility has been reserved, establish the correct table and seating arrangement and arrange the necessary name and organization cards. The Arrangements Officer should consider seating by organization, or by grade.

• Make sure that flags and any awards are in place before the opening of the lounge, unless posting of the colors is part of the planned ceremony.

• Arrange for a suitable public address system. Usually this can furnished by the club.

• A lighted lectern with microphone should be provided for the convenience of the guest speaker and chaplain.

• Place dinner chimes at Mister or Madam Vice's location.

• Make sure that all awards to be presented are on hand.

• Arrange for a photographer if photographs are desired. Usually this function can be delegated to the public affairs office.

• Publish a detailed agenda and prepare a recommended guest list. Distribution and content should be determined by the president.

• Brief the senior Allied military member scheduled to attend on the proper toast to be made to the President of the United States.

• Reproduce biographical sketches of guests as required.

• Ensure a hat/cloak checker is available.

• After the dining-in prepare letters of appreciation to the guest of honor and others who rendered service for the President's signature.

Mess Officer.
The Mess Officer is an optional player in the dining-in/dining-out; however, it may be very useful to appoint one. Once the preliminary decisions are made concerning the facilities which will be used for the event, the Arrangements Officer can delegate some or all of the responsibilities associated with the dining facility to the Mess Officer as his/her area of responsibility, thus freeing-up the Arrangements Officer to take care of the "bigger picture" items.

Protocol Officer.

• Ensure formal invitations to all guests at least four weeks prior to the event.

• Establish procedures for taking RSVPs.

• Make necessary billeting arrangements.

• Make necessary transportation arrangements.
- Assist in determining the seating arrangements for the head table.

- Brief the escort officers on specific protocol requirements relating to the guests. See section on escort training.

- Prior to the event, ensure biographical sketches of guests are distributed to the President, Mister/Madam Vice, and other interested parties.

- Ensure a parking plan has been established.

- Assist Escort Officers as required.

- Advise and assist on flag arrangements.

**Escort Officers.**

One Escort Officer should be appointed for each official and personal guest. Duties of the escort officer include:

- Contact the guest in advance to discuss dress, location, meeting point, and composition of the audience.

- If the guests are from out of town, meet them at their initial arrival point and arrange for transportation and accommodations during their stay.

- Meet and escort the guest into the lounge.

- Brief the guest on the customs, courtesies, and procedures of the dining-in.

- Make sure that the guest is properly introduced to the President of the mess, other guests, the guest speaker, and as many of the members of the mess as possible.

- Ensure the guest is always in the company of several members of the mess, yet take care that no individual or group monopolizes the guest.

- Upon the guest's departure, escort the guest to point of departure and bid farewell on behalf of all members of the mess.

- Brief the guest on customs of the mess, such as when to rise during toasts, proper dress, time, place, agenda, physical arrangements of the mess, other guests, and composition of the audience.

**Guest Speaker.**

The Guest Speaker's presentation is the traditional highlight of the evening. By custom, the speaker should be distinguished either as a military officer or official of the government. The speaker should be contacted well in advance and advised of the nature of the evening. Arrangements should be made for him/her, and other invited guests, as protocol and custom dictate.

When introducing the guests to the mess, leave no doubt in the guests' minds whether they are to acknowledge the introduction to preclude possible embarrassment. Introduction of the Guest Speaker should avoid remarks too flattering or too lengthy. The speaker's ability will be evident.
Planning Considerations

Start early. Two to three months should be considered a safe time to start. Set a firm date, location, and general action plan. It is a good idea to appoint a planning committee chaired by the Arrangements Officer.

Committee Membership.
The size of the committee generally depends on the magnitude of the function. Potential committee members include:

   a. Recorder.
   b. Finance
   c. Invitations and Reservations.
   d. Food and Beverage.
   e. Decorations.
   f. Publicity.

The people appointed as committee members must be motivated and action oriented. The best approach for appointing committee members is for the Arrangements Officer to draft a letter for the President's (commander's) signature. Where possible, select committee members who have expertise in the area of their responsibility, such as someone with accounting and finance experience to handle budget matters and billing; the public affairs officer to handle publicity, band and photography, and so forth.

The following sections highlight some of the more important committee tasks.

Date and Location.
Selecting a date and location for the dining-in should be the committee's first step. Some suggestions on how to do this are discussed below.

First, set a tentative date. If you already have a guest speaker in mind, informally check the individual's availability. Make sure the date does not conflict with other military commitments, such as deployments, inspections, or another major base social function.

Once a tentative date has been set choose a tentative location. Location is usually the officers' club for dinings-in and dinings-out. Depending on circumstance, another location may be suitable and should be considered, such as an aircraft hanger for a combat dining-in. If preferred location is available, book it immediately.

If you must consider off-base sites for the dining-in, make sure the prospective caterer is willing and able to meet your requirements. Make sure you understand all provisions of any contract before signing it, as it holds the person signing legally liable. You should be particularly concerned with cancellation clauses and cost factors, such as whether or not quoted prices include tax and gratuity.

Choosing a Guest Speaker.
Once a firm date and location have been set, the next task is to invite the Guest Speaker. Carefully choose the Guest Speaker. Traditionally, the speaker is a high-ranking military officer or government official. If desired speaker is available, get it on his/her calendar.

The Arrangements Officer usually prepares the letter of invitation for the President's signature. The
letter should include the date and place of the dining-in, and describe the audience and other pertinent facts about the occasion. It is appropriate to suggest suitable topics and desired length for the speech. The invitation should be mailed as soon as possible after setting the date. It's a good idea to have an alternate speaker in mind in case the speaker of choice must cancel.

**Invitations to Senior Officials.**
All invitations to senior officials, such as the Secretary of Defense and Principal Deputies, Service Secretaries, and Service Chiefs, including the Chairman of the Joint Chiefs of Staff and other high ranking military and government civilian DVs, must be sent through HQ AFMC/CVP.

Invitations to members of congress and other elected officials must go through HQ AFMC/CVP and Legislative Liaison Branch.

**Other Invitations.**
Formal invitations must be sent to all guests, official and personal. They are extended in the name of the President. Usually, invitations are not sent to members of the mess. See "Invitations".

**Place Cards and "YASA" Cards.**
Place cards are required only at the head table. For other than the head table, organization identification cards may be used, if that is the seating plan, or a card with the table number. You need only use one card for each table, but they should be uniform in size, color, lettering, and so forth. However, place cards at each setting are becoming more common. When assigned seating is used it is especially useful to have "YASA" cards, with accompanying seating arrangement board, to assist members in finding their designated seating. Table numbers should be removed after the mess is assembled and first dinner course is served. See "Table Seating and Arrangements" on place cards and "YASA" cards.

**Music.**
A military band or ensemble is the best choice for music. Schedule the band or one of its elements through the installation Public Affairs Office. See "Entertaining."

If a military musical group is not available, be careful. If a suitable band cannot be found, consider a taped program or no music at all. No music is better than inappropriate music.

**Menu.**
The traditional menu consisted of four or five courses, with roast prime rib of beef and Yorkshire pudding.

Sample Menu

*Fruit Cup with Poppyseed Dressing*
*Spinach Salad*
*Roast Prime Rib of Beef Au Jus (12 oz)*
*Stuffed Baked Potato with Cheese*
*Rolls and Butter*
*Tea or Coffee*
*Wine*
*Chocolate Mint Pie*
*After Dinner Mints*

In recent years, the standard dinner at dinings-in has been salad, entree, and dessert. While appetizers
and soups may be easily added, a larger menu means higher costs and portions of large meals often go uneaten. Moreover, large portions of soups, appetizers, and salads may satisfy the appetite instead of sharpening it.

**Wine.**
Wine is an integral part of the dining-in. It not only adds to the meal for many people, but it is used for toasting. The wine should be served in decanters that can be served by waiters or waitresses or simply placed on the table where they are passed around, from left to right (counterclockwise). Water should be made available for those who do not wish to drink wine, with refills readily available.

**Seating.**
The typical table arrangement for a dining-in is the single, straight banquet style; however, T, U, or modified E formation can be used. Ease of passage and space between place settings should be considered when deciding on specific arrangements. The table at which Mister/Madam Vice will be seated should be at the opposite end of the banquet hall directly facing the President. This arrangement permits the President and Mister/Madam Vice to face each other when speaking.

Head table seating is strictly according to protocol, with the senior honored guest to the right of the President, the next senior person to the left of the President, and so forth. Usually, the senior honored guest is the guest speaker; however, if this is not the case, it is customary to informally ask the senior honored guest if he or she will cede that position to the guest speaker. It is never proper to seat guests at the ends of a table.

Head table seating for a dining-out becomes more complicated as a man woman-alternating pattern is required within protocol restraints. Spouses are seated in precedence determined by their military member's grade. Spouses are not seated together, nor are two women seated next to each other. The Chaplain sometimes sits on the far left of the President, although it is not necessary for the Chaplain to sit at the head table.

At a dining-out, the guest of honor's wife is seated to the right of the President, and the second ranking woman to his left. The President's wife is seated to the right of the guest of honor. It is important tables are not crowded, with everyone having plenty of elbow room.

Other guests are seated throughout the mess. The members of the mess are seated according to seniority. Organizations should be seated at tables arranged in whatever manner local protocol or custom dictates.

Be especially careful to consider the ability of the head table to be able to clearly see all the members of the mess. Do not just consider the mess member's ability to see the head table. As in any event NEVER have the host with his back to any of the participants. See section on seating for depictions of seating arrangements.

**Decorations.**
Decorations fall into two categories; tables and the dining room/lounge.
Table decorations should be limited to floral centerpieces and silver candelabra. Formal organizational decorations may also be appropriate. The silver is provided by the caterer (club) while the centerpieces must be ordered from a florist. Flowers should be ordered at least a week in advance. It is best to set a budget figure and let the florist work around that amount.

Dining room and lounge decorations are usually seals, emblems, flags, and colors tastefully displayed.
When in doubt, keep the theme of the decorations patriotic, for example, red, white, and blue, flags, and other items of a patriotic nature.

The American flag is always appropriate and should be placed to the left of the head table, as members of the mess would view it. All other flags should be placed to the right of the American flag. To use the American flag as a wall decoration or table decoration, see section on flags.

If foreign nationals are to attend, their country's flag should be displayed. This is often easier said than done, as few installations have other countries' flags. If general officers attend, flags with the appropriate number of stars should be displayed. One of two options applies:

- One flag for each general officer grade in attendance.
- Only the highest ranking individual speaking at the engagement.

Consult Protocol for recommendations on your particular set-up for your event. (Example: Higher ranking individual not the Guest Speaker or President of the mess. You may want to display his/her flag in addition, if available.)

For the appropriate order for placement of the flags, see "Flag Etiquette."

**Program.**

A printed program booklet, although not required, is one of many "finishing touches" that help give a dining-in a touch of class. Usually the program is printed in size 5 1/4 by 8 1/2 inches, and may be printed using in-house facilities or by a commercial printer. Commercial companies often provide a more professional product, but the cost may be prohibitive. Although we do not recommend this, one way to help defray the cost is to find a sponsor who would pay for the printing in return for back page advertising or a credit.

Here's an option to consider. With the widespread use of personal computers, it should be quite simple to come up with a quality product. Consideration should be given to dressing-up the booklet, such as quality paper stock, graphic art, type size, and variations in typeface. Once a sample has been designed and approved by the President of the mess, have base reprographic facilities satisfy your printing needs. The cost, method of production, contents of the booklet, and so forth, are best determined by local practice and the commander's preferences.

Contents of the program may include:

- Welcome letter from the commander.
- History of the dining-in.
- Protocol of the Mess.
- Background, tradition, or explanation of locally originated ceremonies held as part of the dining-in.
- Agenda.
- Schedule of, and proper responses to, toasts.
- Biography and photograph of the guest speaker.
- Biography and photograph of the commander.
- History of the sponsoring organization.
Financial Planning.
One of the most critical tasks in planning a successful event is estimating all costs and determining the pro-rata cost to be charged to each member of the mess. Don't forget to make billing arrangements! Here are some hints:

Recognize that each member of the unit sponsoring the dining-in is a host responsible for the evening's success and the impression made on the guests. Military personnel of the unit customarily pay their own way and share the expense of all formally invited guests. The funding status of the personnel outside the sponsoring organization should be clearly designated in the invitation. Wording such as "come join us" connotes a paying member and should be followed with an estimate of the cost. Any wording in the invitation, which states "guest", indicates a formal guest of the sponsoring unit and therefore does not pay. The Guest Speaker is always a formal guest and does not pay. Recently there has been a push to help defray the cost of these events so as junior enlisted personnel can afford to join in the festivities without incurring financial hardship. It is proper to solicit financial support from groups such "Chiefs Group" or a downtown organization in the form of monetary donations. Donations are applied to create a reduced cost, multi-tiered price structure applied according to grade. This is an accepted practice; however, consult JAG before soliciting for outside funds for current legal guidance.

An exotic menu, elaborate decorations, engraved invitations, and a fancy program could result in an exorbitant cost to the members of the mess. Remember that the dining-in is for the members of the mess, and their desires should be taken into account. If some of the traditional trappings are too expensive, unavailable, or simply not desired, disregard them. With some imagination, create some relatively simple decorations. A simple but moving patriotic ceremony can make a dining-in a first-class event without excessive costs. A dining-in at reasonable cost to each member is usually more enjoyable than an expensive extravaganza.

Once tentative costs are determined, the person charged with handling the finances should develop an operating budget. Knowing what the expenditures are likely to be is necessary for determining the approximate cost to each member.

Establish a procedure for collecting and depositing the money. A separate bank account just for the function is advisable. For a large function, it might be best to have key workers within the various elements of the unit. They would be responsible for taking reservations and collecting the money or club card numbers, from their assigned unit, and turning these over to the planning committee.

Bartenders.
Do you have enough bartenders? There never seem to be enough of them during the cocktail hour. One solution to eliminating a long bar line is to start the evening with extra bartenders at each bar. However, this may increase the cost because a bartender usually cannot be hired for only one hour in the evening. Discuss options with officers' club management or caterer.
Rule of thumb on number of bars required:
1-50 people: 1 bar
51-100 people: 2 bars
100-500 people: 3 or more bars

Bartenders should make sure that ample supplies of non-alcoholic beverages are available at each bar.

*Chaplain.*
Remember to invite a Chaplain to give the invocation. The Chaplain usually is seated at the head table, but it is not required. If one is not available it is permissible for a member of the mess to give the invocation.

*Photography.*
Do you need to schedule a photographer? The photographer should be briefed beforehand and given the agenda for the evening’s events. List the specific photographs desired, and make clear whether your requirements are for color or black and white photographs. Color photography is more expensive and may require additional justification. The photographer should not detract from ceremonies or activities. If necessary, stage photos before or after the event.

You may want to make arrangements for a private professional photographer for personal photographs of the members of the mess. This is especially applicable before dinings-out where couples may wish to have photos taken of them "all dressed up" commemorating the event.

*Gift for the Speaker.*
Are you going to present the guest speaker a gift? The gift should be of nominal value. A plaque commemorating the occasion or the gavel used by the president of the mess is acceptable.

*Site Inspection.*
The site for the dining-in should be checked thoroughly on the day of the event. Every committee member should be involved in the site inspection. Many little details will probably need to be modified or corrected.

**Conducting the Dining-In**

*Conduct and Courtesies.*
Members are encourage to enjoy themselves to the fullest in an atmosphere of good cheer; however, as in all gatherings of military personnel, moderation is the key to enjoyment. All members are urged to meet as many guests as time permits without monopolizing the time of any one guest.

This sequence of events takes you step-by-step through the dining-in, from arrival to adjournment.

*Cocktails.*
Each member of the mess should arrive in the lounge within 10 minutes of opening time. Members should never arrive after the senior honored guest. The cocktail period usually lasts between 30 and 60 minutes. This time is intended to allow members to assemble before dinner, and to meet the guests. It is not an "attitude adjustment" period.

Escort officers should never leave guests unattended, and members should rotate between guests to ensure the conversation remains stimulating.
The cocktail period does not lend itself to heavy hors d'oeuvres; however, light snacks such as nuts, chips, and pretzels may be strategically located throughout the lounge.

**Background music appropriate.** It should be soft, classical, or semiclassical; either recorded or live.

**Assembling for Dinner.**
At the end of the cocktail period, Mister/Madam Vice sounds the dinner chime and directs the mess to proceed to the dining room. Members and guests assigned to the head table remain in the lounge or assemble in an anteroom. All others should proceed in an orderly fashion to their assigned seats and stand quietly behind their chairs.

By tradition, drinks and lighted smoking materials are never taken into the dining room.

There seems to be a number of ways the head table participants can enter the dining area. Depending on the set-up and the circumstances of the arrival of the head table, you need to pick one of these methods. Present the options to the President and choose one.

1. Have President and guest of honor enter first with the President on the left and the honored guest on his/her right. Continue with the next ranking individual on the left and next ranking official guest on his/her right-hand and so forth.

2. Have head table members file in to the dining area in the order that they are to be seated at the table, far end of the platform from entrance steps first, then those seated closest to the platform steps last. This order especially makes sense when the platform the head table is placed on is narrow and does not allow members room to pass behind one another while taking their place at the table.

3. Have the President and guest of honor enter the mess last after everyone is assembled.

Once the head table is in place, "Ruffles and Flourishes" and the "General's March" are played as appropriate to the senior member. During the playing of ruffles and flourishes, all members of the mess should stand at attention.

**Calling the Mess to Order.**
Immediately following the sounding of "Ruffles and Flourishes," the President raps the gavel once to call the mess to order. The President should then direct the color guard to post the colors. The color guard marches into the dining room and posts the colors. The National Anthem is then played or sung. If the colors are in place, or there is no color guard, the "National Anthem" is played or sung immediately following the President's call to order. A bugler may sound "To the Colors" instead of the "National Anthem."

The manner in which the colors are posted, and the playing of the "National Anthem" can set the tone for the entire evening. A darkened room with a spotlight on the flag as it is carried into the room, and a soloist singing the "National Anthem" with no background music can be a dramatic and moving event for all participants. Drama can also be taken too far, so keep it simple.

Following the "National Anthem," the color guard departs the room. Since protocol does not require that the colors, once posted, must be retired, some commanders elect to dismiss the color guard at this time.

After the color guard departs, the President asks the Chaplain or an appointed member of the mess to
deliver the invocation. After the invocation, the members of the mess and guest remain standing as the next order of business is toasting.

**Wine Pouring Ceremony.**
Usually, wineglasses are already filled; but if a wine pouring ceremony is observed, members of the mess and guests will be seated immediately following the invocation. The President removes the stopper from the decanter placed before him/her and the senior officer at each table does likewise, following the President's lead. Decanters are passed from hand to hand to the right, with each member filling his or her glass. Decanters never touch the table until all glasses have been filled and the President replaces the stopper and places the decanter on the table. Club service personnel should be ready to replace decanters as they are emptied, and to fill the water goblets of those who prefer not to drink wine. According to the traditions of Commonwealth nations, only port wine is used for toasting, and another wine is used as the dinner wine. The choice of wines is the commander's prerogative.

When all glasses have been charged, with either wine or water, and the President has replaced the decanter on the table, all members of the mess and guests rise for the toasts.

**Other Ceremonies.**
There are other ceremonies that may be used instead of, or in conjunction with, the opening ceremony. A sword ceremony has been successfully used by some commands. In this ceremony, a sheathed sword is brought to the President. The President then removes the sword from its scabbard and places it on the table. This symbolizes that the dining-in is a time when warriors are to lay aside their arms and enjoy the fellowship and camaraderie of their companions.

While this ceremony also requires drama and class, too many ceremonies, or ceremonies poorly done, will detract from the success of the evening. It is best to keep them simple, well-rehearsed, and no more than one or two, to keep the evening's events on schedule.

**Toasting.**
The custom of toasting is universal. It is believed that this custom came into wide acceptance after the effects of poison were discovered. When two persons, who might be antagonists, drank from the same source at the same instant and suffered no ill effects, a degree of mutual trust and rapport could be established. With this foundation laid, discussions could continue on a more cordial basis. Today, toasting is a simple courtesy to the person being honored.

It is not necessary or proper to drain the glass at the completion of each toast. A mere touch of the glass to the lips satisfies the ceremonial requirements. Toasts should be proposed in sequence and at intervals during the program of the evening.

Members of the mess and gentlemen stand to toast, but female guest remain seated to drink the toast unless it is considered a standing ovation. If still in doubt, the ladies should take their cue from the President's wife.

Toasts to deceased persons are normally made with water.

The President proposes the first toast. If a toast to the colors is done, it is always the first toast, to which the members of the mess respond, "To the Colors."

The second toast, in order of precedence, is to the heads of state of the allied nations represented. The
toasts are made in the order determined by the seniority of allied officers present. Remember that commonwealth nations toast the sovereign, not an elected official. Consult the section on toasts in this guide or the individual allied officers for the proper terminology to be used in toasting their heads of state.

After the President of the mess has toasted the head of each Allied nation represented, the senior allied officer then proposes a toast to the President of the United States. The response is "To the President."

If no Allied nations are represented, the President proposes the toast to the commander-in-chief. The response is "To the President."

Following the President's or senior Allied officer's toasts, Mister/Madam Vice proposes a toast to the Chief of Staff of the Air Force. The response is "To the Chief of Staff." A toast to the Chief of Staff of the Army, Chief of Naval Operations, and Commandant of the Marine Corps is appropriate if members of that service are present at the mess. The senior ranking officer representing a sister service would then propose a toast to the Chief of Staff, United States Air Force.

Excessive toasting can make for a long evening. While other toasts may be appropriate, too many toasts can cause the evening to run behind schedule and dampen the enthusiasm of the members of the mess. At some locations, there may be a number of allied officers present. In this case, it is appropriate to collectively propose a toast to the heads of state of all Allied nations represented.

Informal toasts are also an important part of the occasion. They should be humorous, but in good taste. It may be advisable to "plant" some impromptu toasts to set the tone of the evening.

After the welcoming remarks, the President introduces the head table, and Mister/Madam Vice proposes a toast "To our honored guests" response, "Here, Here."

Normally, toasts should be planned and approved in advance by the President. To avoid confusion the toasts and responses should be printed in the dining-in program booklets placed at the tables. However, at any time after the toast to the Chief of Staff, a member may ask to be recognized by saying, "Mister/Madam Vice, I have a point of order." Mister/Madame Vice recognizes the member by saying, "Sir/Madam, state your point of order." The member will, in a polite and forthright manner, advise the President that the toast required by courtesy or protocol has not been proposed. The President then requests the member who has the floor to propose the toast or ask Mister/Madame Vice to propose the appropriate toast. (This is an opportune time for the President of the mess to explain the POW/MIA table and propose his last toast ("One more roll") before his/her opening remarks. It is a good transition into the opening remarks of the evening.)

For examples of toasts to foreign dignitaries or other information on toasts, see "Toasts".

POW/MIA PRESENTATION: (Table can be set for one or four, Army, Navy, Marines, Air Force. With or without hats)

"AS YOU ENTERED THE BANQUET HALL THIS EVENING, YOU MAY HAVE NOTICED A SMALL TABLE HERE, IN A PLACE OF HONOR, NEAR OUR HEAD TABLE. IT IS SET FOR ONE (OR FOUR). PLEASE LET ME EXPLAIN. THE MILITARY CASTE IS FILLED WITH SYMBOLISM. THIS TABLE IS OUR WAY OF SYMBOLIZING THE FACT THAT MEMBERS OF OUR PROFESSION OF ARMS ARE MISSING FROM OUR MIDST. THEY ARE COMMONLY CALLED POW/MIA. WE CALL THEM "BROTHERS." THEY ARE UNABLE TO BE WITH US THIS EVENING AND SO WE REMEMBER THEM BECAUSE OF THEIR INCARCERATION."
"THIS TABLE SET FOR ONE (OR FOUR) IS SMALL -- SYMBOLIZING THE FRAILTY OF ONE PRISONER ALONE AGAINST HIS OPPRESSORS."

"THE TABLECLOTH IS WHITE -- SYMBOLIZING THE PURITY OF THEIR INTENTIONS TO RESPOND TO THEIR COUNTRY'S CALL TO ARMS. REMEMBER."

"THE SINGLE YELLOW ROSE -- SYMBOLIZING REMEMBRANCE -- DISPLAYED IN A VASE, REMINDS US OF THE FAMILIES AND LOVED ONES OF OUR COMRADES-IN-ARMS WHO KEEP FAITH AWAITING HIS RETURN, LEST WE FORGET. REMEMBER."

"THE RED RIBBON TIED SO PROMINENTLY ON THE VASE IS REMINISCENT OF THE RED RIBBON WORN UPON THE LAPEL AND BREASTS OF THOUSANDS WHO BEAR WITNESS TO THEIR UNYIELDING DETERMINATION TO DEMAND PROPER ACCOUNTING OF OUR MISSING. REMEMBER."

"A SLICE OF LEMON IS ON THE BREAD PLATE TO REMIND US OF THEIR BITTER FATE. REMEMBER."

"THERE IS SALT UPON THE BREAD PLATE -- SYMBOLIC OF THE FAMILIES TEARS AS THEY WAIT. REMEMBER."

"THE GLASS IS INVERTED, THEY CANNOT TOAST WITH US THIS NIGHT. REMEMBER."

"THE CHAIR -- THE CHAIR IS EMPTY -- THEY ARE NOT HERE. REMEMBER."

"REMEMBER, ALL OF YOU WHO SERVED WITH THEM AND CALLED THEM COMRADES, WHO DEPENDED UPON THEIR MIGHT AND AID AND RELIED UPON THEM, FOR SURELY, THEY HAVE NOT FORSAKEN YOU. (Quietly) REMEMBER."

Mister/Madam Vice: "Mister/Madam President, I would like to propose a final toast, "One More Roll" written by Commander Jerry Coffee, in Hanoi in 1968. Out of respect to our former Vietnam Prisoners of War, this toast is make with water."

**NOTE:** Tradition arising from POW's desires dictate that water be used instead of wine. This toast was written and first made in the prison camps of Hanoi where wine was unavailable and water was a luxury.

**ONE MORE ROLL**

"We toast our hearty comrades who have fallen from the skies, and were gently caught by God's own hands to be with him on high."

"To dwell among the soaring clouds they've known so well before, from victory roll to tail chase at heaven's very door."

"And as we fly among them there we're sure to hear their plea, "Take care my friend, watch your six, and do one more roll for me."
**President's Opening Remarks.**

Besides setting the tone for the evening, the President's remarks provide the opportunity to officially welcome guests. After the head table is introduced, the President should either personally introduce the remaining guests or poll the escort officers. When all guests have been recognized, Mister/Madam Vice proposes a toast to the guests. Members of the mess stand, guests remain seated. The response to this and all future toasts is "Hear, Hear!"

The President then seats the mess and invites the members to eat.

The first course may be placed on the table while the mess assembles in the cocktail lounge. However, soup should be hot (or cold) and salad should not be wilted. Consider the capabilities of the club and the desires of the President.

Courses are always served to the head table first. At other tables, the highest-ranking persons are served first. Although this means junior members are served last, Mister/Madam Vice should be served immediately after the head table. Toasts requested by the mess during dinner and related activities will take up so much of the Vice President's time that he/she simply won't have a chance to eat unless served early. The President always has the option to limit toasts in order to keep the evening on schedule or to permit members to eat uninterrupted.

Before serving the entree, the President may wish to add some humor to the meal by asking Mister/Madam Vice to sample the meal to make sure it is fit for consumption by members of the mess. The Vice President may compose an ode or poem to the meal. There are numerous variations that are best left to the imagination of the planning committee and the dictates of the President.

**Smoking Lamp.**

With the current trend being that of a smoke-free environment, many clubs are non-smoking facilities. The tradition of the smoking lamp looks like it has seen its final days. Check with the President to find out if one is desired or will be omitted from the event entirely.

When most persons are finished with the main course, the President lights the smoking lamp. The President may do so by lighting a cigar or cigarette, or by directing Mister/Madam Vice to light a lamp or make an appropriate announcement. Again, this tradition offers the opportunity to inject some humor into the evening's events.

**Recess.**

At the time scheduled for recess, the President raps the gavel three times to gain attention. When the mess is silent, the President raps twice and announces a short recess so the dishes may be cleared and dessert served. Members stand by their places until the head table departs. Everyone then proceeds to the cocktail lounge where the bars have reopened.

**Reconvening the Mess.**

At the end of the recess, Mister/Madam Vice sounds the dinner chimes and direct everyone to proceed to the dining room. Traditionally, lighted smoking materials and drinks should not be brought into the dining room following the recess.

When members reach their places they stand directly behind their chairs. The President then leads the head table party into the dining room. The President then seats the mess with one rap of the gavel. Coffee and tea are immediately served and dessert is eaten.
Awards.
Recognition or awards ceremony as applicable. If individual or unit achievements are recognized, an appropriate ceremony is arranged. The ceremony takes place during the formal portion. A toast to those recognized is appropriate. A convenient time is immediately preceding the guest of honor's speech. Under no circumstances should any ceremony follow directly after the guest speaker's speech, which should be the highlight of the dining-in.

Guest Speaker's Address.
After recognition and awards, and any scheduled entertainment, the President introduces the Guest Speaker. The speaker's address typically lasts 15 to 20 minutes and should be of a patriotic or entertaining nature. After thanking the speaker for his or her time and thoughts, the President presents a gift to the speaker. The President then asks the Vice President to propose an appropriate toast to the Guest Speaker. Mister/Madam Vice proposes a toast, "To our Guest of Honor."

Lighting of the Smoking Lamp.
After the table is cleared following dessert and coffee, with port or wine poured, (you do not drink the wine or smoke until the President announces, "Ladies and gentlemen, the smoking lamp is lighted.") Now you may smoke and drink. Mister/Madam Vice will light the smoking lamp.

Closing the Mess.
After the toast to the guest speaker, the President should recognize those who organized the dining-in and thank Mister/Madam Vice. If desired, the colors may then be retired by the color guard. The President encourages everyone to stay and enjoy themselves, if post-dinner entertainment is planned, and then adjourns the mess with two raps of the gavel. After the mess is adjourned, members should remain at the dining-in until the guest of honor and the President have left. If there is to be an extensive delay in leaving, the President may allow members to leave at their discretion. Some unobtrusive signal, such as casing the unit flag, would be an appropriate means of notifying members the evening's activity is over. Traditionally, Mister/Madam Vice is the last member to leave the dining-in.

Post Dinner Entertainment.
Today, some dinings-in are exercises in decorum. In others, the old, lively pattern of fightin' flyin' units is still followed and adjournment is just a signal for the Vice President to open the informal part of the program. Since post dinner entertainment depends upon the imagination of the sponsoring unit, the Arrangements Officer and the Vice President must work within the guidelines set by the President. Sometimes the only limitation is your imagination!

At the close of a dining-out, an orchestra or band for dancing may be appropriate entertainment.

The Grog Bowl

The grog bowl is an "accessory" traditional to a dinings-in, although it is not required. However, without a "grog bowl," some other means of punishment for infractions should be considered.

The contents of the grog bowl are best left to the imagination of the planning committee. The contents should be non-alcoholic as to not dampen the spirits and participation of those individuals who, for religious or personal reasons, do not consume alcoholic beverages. It is permissible to have two grog bowls, one alcoholic and one non-alcoholic.

Some organizations have successfully used a grog mixing ceremony where the contents of the grog are combined along with a humorous narrative by Mister/Madam Vice.
Certain members of the mess seem to be frequent violators, such as Mister/Madam Vice. It is not uncommon for the President and the Guest Speaker to be charged with at least on violation. If the President must leave his/her position at the head table, he/she must appoint another individual to assume his/her position.

If you're the Arrangement Officer or Mister/Madam Vice, it's a good idea to make sure you fully brief the President on the rules beforehand (refresh his memory) and work between you the "rules of engagement" to keep this portion of the program from getting out of hand.

Infractions warranting a trip to the grog bowl may be noted at any time by the President, Vice President, or any member of the mess. Members bring infractions to the attention of the President by raising a point of order. If the validity of the charge is questioned, members vote by tapping their spoons on the table.

When the President directs a violator to the grog bowl, the individual proceeds to the bowl promptly. The bowl is usually located on Mister/Madam Vice's table. Upon arriving at the "grog bowl," the violator does the following:

a. Does an about face and salutes the President.

b. Turns to the bowl and fills the cup.

c. Does another about face and toasts the mess.

d. Drains the contents of the cup without removing it from the lips, then places it inverted on his/her head signifying it is empty.

e. Replaces the cup, again salutes the President, and returns to his/her seat. With the exception of the toast, "To the Mess," the violator is not permitted to speak during this process.

At various points during the evening, a member may be sent to the grog bowl as punishment for violating the rules of the mess. The formal rules are stated in the next section; however, here are some examples of common violations of protocol warranting a trip to the grog bowl:

**Common Violations of Protocol Warranting a Trip to the Grog Bow**

a. Arriving late at the cocktail lounge.

b. Carrying drinks into the dining room.

c. Smoking in the dining room before the smoking lamp is lit.

d. Wearing the cummerbund inverted.

e. Wearing an ill-fitting or discolored mess jacket.

f. Wearing clip-on bow tie at an obvious angle.

g. Wearing non-issue suspenders.

h. Toasting with an uncharged glass.

i. Improper toasting procedure.

j. Starting a course before the President.

k. Applauding a particularly witty, sarcastic, or succinct toast (unless following the example of the President).

l. Loud and obtrusive remarks in a foreign language or in English.

m. Discussing business, referred to as "opening the hanger doors."

n. Leaving the dining area without permission from the President.

o. Talking while another person has the floor.

p. Caviling or quibbling.
q. Haggling over date of rank.
   r. Using foul language.

**Rules of the Mess**

The following is a list of rules under which the mess will be conducted. They are designed to conform to tradition and promote levity. Violators of these rules are subject to the wrath and mischievousness of Mister/Madam Vice. All assigned penalties will be carried out before the membership.

1. Thou shalt arrive within 10 minutes of the appointed hour.
2. Thou shalt make every effort to meet all guests.
3. Thou shalt move to the mess when thee hears the chimes and remain standing until seated by the President.
4. Thou shalt not bring cocktails or lighted smoking material into the mess.
5. Thou shalt smoke only when the smoking lamp is lit.
6. Thou shalt not leave the mess whilst convened. Military protocol overrides all calls of nature.
7. Thou shalt participate in all toasts unless thyself or thy group is honored with a toast.
8. Thou shalt ensure that thy glass is always charged when toasting.
9. Thou shalt keep toasts and comments within the limits of good taste and mutual respect. Degrading or insulting remarks will be frowned upon by the membership. However, good natured needling is ENCOURAGED.
10. Thou shalt not murder the Queen's English.
11. Thou shalt not open the hangar doors.
12. Thou shalt always use the proper toasting procedure.
13. Thou shalt fall into disrepute with they peers if the pleats of thy cummerbund are not properly faced.
14. Thou shalt also be painfully regarded if thy clip-on bow tie rides at an obvious list. Thou shalt be forgiven; however, it thee also ride at a comparable list.
15. Thou shalt consume thy meal in a manner becoming gentilepersons.
16. Thou shalt not laugh at ridiculously funny comments unless the President first shows approval by laughing.
17. Thou shalt express thy approval by tapping thy spoon on the table. Clapping of thy hands will not be tolerated.
18. Thou shalt not question the decisions of the President.
19. When the mess adjourns, thou shalt rise and wait for the President and head table guests to leave.
20. Thou shalt enjoy thyself to thy fullest.

**A Final Word**

A dining-in or dining-out is designed so that members of an organization can have a good time together as a unit. Various forms of skits or entertainment may also be included to add to the evening. The decorations, ceremony, humor, and wit should be done in such a manner as to make the evening a memorable event.

Two cautions should be noted: first, don’t go overboard with expenses. A good time does not have to be excessively costly. Second, prepare an agenda and stick to the schedule. Too many skits, entertainment, patriotic programs, and so forth, can make the evening drag on and the membership will likely remember the length of the evening rather that its success. If the mess is formally opened at 1930 and...
the guest speaker begins his speech at 2330, most members will be more attentive to their watches than to the guest's presentation. The formal portion of the evening should be well-planned, kept religiously on schedule, and not be excessively lengthy. A formal program that lasts between 2 and 2 1/2 hours is ideal, and allows sufficient time for informal entertainment.

**Expanded History of the Dining-In**

Many of our customs, traditions, and procedures are traceable to the earliest warriors. The dining-in is one such military tradition that has its roots in the shadows of antiquity. The pre-Christian Roman Legions probably began the dining-in tradition. Roman military commanders frequently held great banquets to honor individuals and military units. These gatherings were victory celebrations where past feats were remembered and booty of recent conquests paraded. The second century Viking war lords stylized the format of the victory feast. With the exception of the lookout, or watch, the entire clan attended these celebrations. Feats of strength and skill were performed to entertain the members and guests. The leader took his place at the head of the table, with all others to his right and left in descending order of rank.

The dining-in custom was transplanted to ancient England by Roman and Viking warriors, and King Arthur's Knights of the Round Table practiced a form of dining-in in the sixth century. The tradition eventually spread to non-military groups, such as the Saxon nobles of the tenth century and the medieval monasteries. The monks, who followed a more rigid regimen, had their form of dining-in as an integral part of monastic life. The clergy spread the custom to the academies and universities. The British officer corps, with many graduates of these centers of learning, carried the tradition back to military units. The dining-in became increasingly formalized after the first officers' mess was established. It is said that in early 1800s, when England was the reigning power in India, it was an English army post where the dining-in received renewed impetus.

Many early American customs and traditions were British in origin and the military was no exception. British Army and Navy units deployed to the wilderness of America brought with them the social customs and traditions of their service. Included was the formal military dinner referred to as guest night. This pleasant custom provided an opportunity for officers to gather for an evening of good food, drinking, and fellowship. In establishing an independent nation, America's founders borrowed much of the military structure of their adversary, including social customs. The popularity and growth of the tradition in the United States parallels its popularity and growth in Great Britain and the Commonwealth nations, particularly Canada and Australia.

British naval, land, and air units are still active enthusiasts of the dining-in. In fact, many units reportedly hold at least one such function monthly. Some British messes still call the occasion guest night, while others refer to it as dining-in night or band night. Regardless of what the present-day custom may be called, the ceremony and protocol that evolved have remained remarkably similar throughout the British armed forces.

As previously mentioned, the United States dining-in tradition was borrowed form the English by George Washington's Continentals. Despite the colonists' aversion to anything suggesting the Redcoat, Continental naval and army officers must have fully realized the value of these occasions in the promotion of pride of service, high morale, and loyalty.

The commander of this Indian outpost had officers under his command who lived on the post, had their own mess hall, but were never around for dinner. Since the local area was more interesting than the post
officers' mess, the post commander found himself eating alone many nights. To bring the officers back
to the mess and to create camaraderie, the post commander instituted a program whereby all officers
would not only dine at least once a month in the mess, but they would dine in full military ceremony.

In the pioneer era of military aviation, the late General H. H. "Hap" Arnold is reported to have held
famous parties called Wing-Dings at March Field in 1933, inaugurating the first of these occasions.

The long association of U.S. Army Air Force officers with the British during World War II surely
stimulated increased American interest in the dining-in custom. At Royal Air Force stations throughout
Great Britain during World War II, the officers' mess was as popular with Army Air Force officers as it
had been with the British for nearly a century and a half. As a place to seek leisure in off-duty hours, the
officers' mess allowed high spirits and practical joking to be unleashed without restraint. Through close
association with British officers, the dining-in increased in popularity among Army Air Force officers.

But while the association of British and American officers during World War II brought the format and
protocol of the Army Air Force dining-in custom more in line with the English tradition, the war years
also proved to be the high point of dining-in popularity. In fact, Air Force dinings-in steadily declined in
frequency until the late 1950s. The decline may have been caused by postwar demobilization, transition
of the Army Air Force to the U.S. Air Force, the occupation and reconstruction of Germany and Japan,
the Korean War, the deep economic recession following Korea, and other factors diverting attention
from military social functions. There was a conscious effort to rejuvenate the USAF dining-in tradition
beginning in 1958.

Fortunately, despite the obstacles of the twentieth century, the tradition of dining-in has not died.
Veterans of the old days remember and revive the tradition at every opportunity. They recognize the
important role these occasions play in preserving the traditions of the Air Force service.

While the dining-in tradition was slowly accepted by American military officers, it is a popular tradition
today. The Navy and Air Force call this social affair the dining-in. The Marine Corps and the Coast
Guard refer to it as mess night; the Army refers to it as the regimental dinner.
Dining-out Sample Script

1830 Arrive for cocktails.

1920 Cocktails period ends. Mister/Madam Vice rings dinner chimes and members assemble in the dining room.

1930 President: One rap of the gavel.

1931 President: “Post the Colors.” Color Guards posts Colors (all remain standing). “Guests, Ladies, Gentlemen, the mess will come to order.”

1933 President: “Chaplain, will you please deliver the invocation?”

1934 Chaplain delivers invocation.

1935 President: “Ladies and Gentlemen, I propose a toast to the Colors.” Response: “To the Colors.”

1936 President: “I propose a toast to Her Majesty, Queen Elizabeth the Second.” Response: “To Her Majesty.”

Ranking British Officer: “The President of the United States.” Response: “To the President.”

Mister/Madam Vice: “The Chief of Staff, United States Army.” Response: “To the Chief.”


Mister/Madam Vice: “The Commandant, United States Marine Corps.” Response: “To the Commandant.”

Senior Member of Sister Service: “The Chief of Staff, United States Air Force.” Response: “To the Chief.”

1946 President: “Members of the mess, you may seat your ladies.” (pause) “Members please be seated.”

“Honored Guests, Ladies, and Gentlemen, welcome to the wing dining-out. Before introducing our guests, I’d like to briefly mention the background of the dining-in that has evolved into the dining-out.”

“The custom of the dining-in is a very old tradition but is not exclusively military. It is believed that the dining-in began as a custom in the monasteries, was adopted by the early universities, and later spread to the military units when the open mess was established. Contact with the British Air Forces and British dining-in during World War II and the “Wing Dings” of General H. H. Arnold resulted in the practice of dining-in in our Air Force. It was recognized that those occasions provided situations where ceremony, tradition, and good fellowship enhanced the military unit and could make the difference between a good wing and an outstanding one. Our path to these intangibles is strewn with some time-honored tangibles: food, drink, and good company. Tonight we are expanding the tradition of the dining-in by including our spouses and recognizing the vast contributions that they make to our wing.”

1950 “At this time, I would like to introduce the “good company” I mentioned and our guests for this evening, those seated at the head table.” Introduction of head table.
**President**: Introduces the guests.

1959 **President**: “Mister or Madam Vice, do you have a toast for our guests?”

**Mister/Madam Vice**: “To Our Honored Guests.”

2000 **President**: “Ladies and Gentlemen, we are honored by your presence here tonight. Now let us proceed with dinner.” (After dinner, light smoking lamp.)

2045 **President**: “Ladies and Gentlemen, let’s take a 10-minute break.”

**Mister/Madam Vice**: “Mister/Madame President, I would like to propose a Break Toast.”

**President**: “Go ahead, Mister/Madam Vice.”

**Mister/Madam Vice**: “Break time is here, we’ve had booze with some fizz  
So go where you need to go and go take a ...break  
The Prez meant what was said and said what was meant  
You have only 10 minutes; make sure it’s well spent  
You sit listening to vice, where’s it getcha  
Nine-and-a-half minutes ‘till gong, I’ll betcha...”

2055 **President**: “Ladies and Gentlemen, we now come to the high point of the evening, I’m sure that all of you have read General Blanks biographical sketch. We are indeed fortunate to have such a distinguished officer. His military career is diverse and impressive. He first served in the US Army infantry in World War II, then graduated from West Point with a commission in the Air Force. He attended pilot training at Randolph AFB, Texas, and Williams AFB, Arizona. From there he was a fighter pilot serving in Germany, Korea, Arizona, and New York, followed by a 4-year tour in the Pentagon. He received his MS degree from George Washington University and was assigned to Hickam Air Force Base, Hawaii. Then to more fighter assignments in Florida, Vietnam, Nevada, culminating with his command of the F-105 (Thud) wing at McConnell AFB, Kansas. A man familiar with Colorado Springs, he then served 3 years at Ent Air Force Base. From there he moved to Maxwell AFB to an Air War College assignment. His decorations and awards include the Distinguished Service Medal, Legion of Merit with one oak leaf cluster, Distinguished Flying Cross, Air Medal with eight oak leaf clusters, Air Force Commendation Medal, and Combat Readiness Medal. Ladies and Gentlemen, I present our distinguished guest and tonight’s speaker, Lieutenant General Blank.”

2100 Guest speaker - Speech.

2125 **President**: “General Blank, we certainly appreciate your timely and interesting remarks on a subject in which we are vitally concerned. I thank you on behalf of all the officers for making this dining-out an evening well worth remembering. We would like to present you with this painting of the Official Mascot of our wing -- the flying pig -- as a token of our appreciation.”

2127 **President**: “Mister/Madam Vice, do you have a toast for our speaker?”

**Mister/Madam Vice**: “General, let me say we enjoyed your speech. To not say we had would be quite a breach. Amazin’ a fighter pilot sat still for an hour outside with no sock-droppin’ power. Drink a toast to our distinguished speaker, and if it’s okay, I’ll speak for the ladies and men, Thank you, Sir. Do please come again. “To our distinguished speaker!”
Color Guard cases Colors.

President adjourns mess. “Ladies - Gentlemen, this mess is adjourned. Please come back at 2150 for fine music and dancing.”