

**BY ORDER OF THE SECRETARY
OF THE AIR FORCE**

AIR FORCE PAMPHLET 34-1202

8 MAY 2019

Services

GUIDE TO PROTOCOL



COMPLIANCE WITH THIS PUBLICATION IS MANDATORY

ACCESSIBILITY: Publications and forms are available on the e-Publishing website at www.e-publishing.af.mil for downloading or ordering.

RELEASABILITY: There are no releasability restrictions on this publication

OPR: AF/A1SA

Certified by: SAF/MR

Supersedes: AFPAM34-1202,
29 March 2019

Pages: 73

This pamphlet is an informational “how to” publication that provides historical references and guidance on directives found in AFPD 34-12, *Air Force Protocol*, and AFI 34-1201, *Protocol*. This pamphlet applies to Regular Air Force, Air Force Reserve, and Air National Guard to the extent they are capable of providing the required services. In collaboration with the Chief of Air Force Reserve (AF/RE) and the Director of the Air National Guard (NGB/CF), the Deputy Chief of Staff for Manpower, Personnel, and Services (AF/A1) develops personnel policy for Protocol. This Air Force Pamphlet (AFPAM) may be supplemented at any level; all Major Command level supplements must be approved by the Office of Primary Responsibility (OPR) prior to certification and approval. Refer recommended changes and questions about this publication to the OPR using the AF Form 847, Recommendation for Change of Publication; route AF Form 847s from the field through the appropriate functional chain of command. Ensure that all records created as a result of processes prescribed in this publication are maintained in accordance with Air Force Manual (AFMAN) 33-363, *Management of Records*, and disposed of in accordance with the Air Force Records Disposition Schedule located in the Air Force Records Information Management System. The use of the name or mark of any specific manufacturer, commercial product, commodity, or service in this publication does not imply endorsement by the Air Force.

SUMMARY OF CHANGES

This publication was revised significantly and must be reviewed in its entirety. This revision removed historical references regarding the national anthem, forms of dress, and administrative information. This publication better clarifies the authorized use of appropriated and non-appropriated funding as well as ground and flight line transportation references.

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Chapter 1

AIR FORCE PROTOCOL PROGRAM

1.1. Scope. This pamphlet provides guidance and history for excellence in protocol, decorum, customs and courtesies during Air Force ceremonies, conferences, and social events, in hosting distinguished visitors and in honors afforded at military funerals. Major Command, Direct Reporting Unit, and Field Operating Agency commanders and the Chief, National Guard Bureau, may issue additional guides specific to their protocol operations so long as it further supports the goals of the United States Air Force and specific military missions.

1.2. Overview. Refer to AFI 34-1201 for a full overview and a delineation of roles and responsibilities associated with Air Force protocol

Chapter 2

FLAG BACKGROUND

2.1. Purpose. This chapter provides tools, background and historical information on the display, disposition, and use of flags.

2.2. Reference. Flags are an integral part of Air Force events. AFI 34-1201 provides directive guidance. The following information is supplemental to the AFI.

2.3. Overview. Flags play an important role in military ceremonies. There are 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. It is important to display it proudly and properly. This chapter consolidates information from many sources and serves as a reference.

2.4. United States and Foreign National Anthems.

2.4.1. 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. The anthem is never played as part of a medley.

2.4.2. Anthems of foreign nations are used when rendering honors on the occasion of official visits of foreign heads of state, members of a royal family, and other visiting foreign delegations. The performance of the national anthem of any foreign country will be followed, without pause, by playing the national anthem of the United States. When two or more foreign national anthems are played, the United States national anthem is performed last.

2.5. Display of Flags. Correct height, positioning, straightening of staffs, and the draping of flags all play an important role in achieving the correct display. AFI 34-1201 provides specific guidelines on the position and manner of display of the United States flag. Practical tips for arranging flags for both indoor and outdoor events are outlined below.

2.5.1. Use the same size and type of flagstaff and base within a presentation of flags, unless the United States flag is placed at the center of a line of flags; then it must be displayed at a higher level than other flags in the display. When the United States flag is displayed with flags of other nations, flags should be of equal size and height.

2.5.2. Use flags of the same material in a display—do not mix outdoor flags with indoor flags.

2.5.3. Use the same size flag, except for the smaller general officer flag.

2.5.4. Securely fasten to the flag staff to prevent sliding down the staff during the event.

2.5.5. Finals (metal nickel-plated spades) are parallel to the audience with flat side out.

2.5.6. Due to ceiling limitations in most rooms, flag staff height may be an issue. Avoid using 8-foot staffs because a full size flag will be too large and touch the floor.

2.5.7. Flags should be draped from left to right as you look at the flag. Drape all flags the same way so the bottom tips are all in the same location.

2.6. 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. At outdoor ceremonies, flags may be prepositioned, posted, or “trooped” if military formations pass in review, as in the case of a parade.

2.6.1. **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 are not necessary. Refer to AFI 34-1201, Chapter 2, for specific guidance on flag precedence.

2.6.2. **Table or Miniature Flags.** Table flags must be arranged in accordance to the rules for flag precedence when using the using the United States flag with others in a display.

Chapter 3

FUNDING

3.1. Introduction. There are several sources of funds for protocol-related expenses. This chapter provides an overview of various fund sources and references. Always refer to financial management policy when determining the proper fund source. When in doubt, consult with the staff judge advocate and financial manager. Remember to obtain required approval before obligating funds.

3.2. Appropriated Funds. Appropriated Funds are government funds from the public treasury, appropriated by an act of Congress to conduct the business of government agencies and activities. Appropriated Funds may be used for discretionary expenditures related to the mission of a command.

3.2.1. Official Representation Funds. Official Representation Funds are frequently referred to as contingency funds. The local protocol office is typically the point of contact for these funds, however, talk with your Resource Advisor and Staff Judge Advocate General before using these funds.

3.2.2. Operations and Maintenance Funds. Operations and Maintenance Funds may be used for many protocol-related expenses. Coordinate with your resource advisor before obligating Operations and Maintenance funds for your function.

3.3. When Government Funds Are Not Authorized or Available. For many events, such as dinners and break refreshments at a conference, the proper source of funds is the individual.

3.3.1. Generally government-hosted conferences do not use appropriated funds to provide meals and refreshments to attendees. Coordinate with the Staff Judge Advocate's office for a funding plan to include pay-as-you-go "landing fee". For conferences, workshops, and seminars, estimate the total cost to provide refreshments and meals. Divide the total cost by the number of attendees and charge this amount (normally referred to as a landing fee) to any attendee taking part in the refreshments. Remember to clearly itemize the expenses that comprise the landing fee. Inform attendees of the amount owed upon arrival or during registration and ensure to obtain payment up front. NOTE: Payment of a landing fee is strictly voluntary. All attendees should be notified that if the landing fees are not paid, they should not partake of the meals or refreshments. Event coordinators should promulgate an opt-in/opt-out notice ahead of the event.

3.3.2. For dinners, factor in not only the cost of the meal, but the costs for such items as programs, honored guests' meals, and decorations; prorate these additional costs over all the attendees as appropriate (consider a "sliding scale" to provide some relief for lower ranking attendees). Typically, these functions are held in an Air Force Club and you will charge pro rata costs to the attendees. When this is the case, work closely with the catering manager or club manager to ensure you understand the process and any benefits afforded to club members. It is important attendees are charged the proper amount and that they understand the true cost of the meal, including additional charges to cover other expenses.

3.3.3. There are other occasions when government funds are not authorized or available and the individual is not the proper source of funds. When this is the case, private organizations, community support groups, or off-base businesses may, under certain circumstances, offer support for base functions. However, you may not solicit this support. Consult the local finance and staff judge advocate offices to determine the proper way to proceed.

3.3.4. Confirm all planned expenses for mementos with the Staff Judge Advocate's office.

Chapter 4

TRANSPORTATION

4.1. Introduction. The two applicable sources of Air Force policy regarding transportation are AFI 24-602V1, *Passenger Movement*, and AFI 24-301, *Vehicle Operations*. The chapter provides a general outline for transporting individuals for official purposes. Refer to above instructions for definitive policy. Attachment 8, General Official Use Rules, and Attachment 9, GMV Official Use Rules for Transportation Terminals of AFI 24-301 provide tables with specific examples of instances in which transportation requests are both authorized and unauthorized.

4.2. Authorized Use. Government vehicle use is limited to official purposes that would further the mission of the Air Force, not for personal reasons, personal business, personal convenience or pleasure.

4.3. Military Airlift. Military airlift (Mil Air) is one mode of Distinguished Visitor transportation. Each Air Force command has a validator that processes Mil Air requests. Requests for military transportation are submitted via DD Form 2768, *Military Air Passenger/Cargo Request*.

4.4. Spouse and Dependent Travel. This includes spouse travel on military aircraft as well as in staff cars or military buses. The sources for Air Force policy are AFI 24-602V1 and AFI 24-301. Please refer to these documents for complete details.

4.4.1. For spouses traveling as an adjunct to the sponsor on either DoD or commercial aircraft, travel must satisfy two criteria: 1) the travel must be an official requirement and 2) the spouse must actually participate in the event requiring the travel.

4.4.1.1. DoD personnel in Distinguished Visitor Code 2 (the Secretary of Defense, Service Secretaries, Principal Under Secretaries, and appropriate four-star general officers) may approve travel of their spouses, based on meeting the above criteria. The Air Force Senior Executive Management Office publishes a relative rank list with Distinguished Visitor codes for active duty general officers and civilian senior executives. AF Portal link: https://www.my.af.mil/gcss-af/USAF/site/HAF/AF_A1/DPS).

4.4.1.2. Incumbent approval for spouse travel is also authorized for certain three-star general officers serving in designated overseas billets.

4.4.1.3. All other spouse travel must be approved on a case-by-case basis by the appropriate authority based on unit of assignment. Refer to AFI 24-602V1 for details.

4.4.1.4. Both commercial and Mil Air authorization/approval must be supported with Invitational Travel Orders (ITOs). ITOs ordinarily authorize reimbursement of transportation costs only.

4.4.2. Official Non-Reimbursable spousal travel must be in accordance with AFI 24-602V1 and meet one of three bases for such travel:

4.4.2.1. To attend a function in which the DOD sponsor will participate in an official capacity and in which the spouse is to address those assembled or otherwise play an active role and visible part;

4.4.2.2. Attend a function (with or without the DoD Sponsor) attended by spouses of community leaders, government officials, foreign dignitaries or foreign military officers with whom the DoD sponsor is meeting in his or her official capacity. This basis does not require the spouse to have an independent role at the function; or

4.4.2.3. Attend a function (with or without the DoD Sponsor) where a substantial portion of those present are military families, or where the focus is on matters of particular concern to military families. This basis does not require the spouse to have an independent role at the function

4.4.3. Spouse Travel in Staff Cars. Spouses are not considered representatives of the United States, DoD or Air Force, except when traveling on an approved Invitational Travel Authorization (ITA).

4.4.3.1. When spouse travel by air is appropriate, staff car support is equally valid. Ground transportation must be in direct support of the invitation (i.e. travel to/from transportation terminal, lodging, and event site).

4.4.3.2. A spouse having an official role during 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 transportation. Generally spouses may travel in a government vehicle on a space-available basis (i.e., no larger vehicle required, no official travelers displaced, and no deviations from planned route solely to accommodate spouse).

4.4.4. Sometimes spouses travel in their own right, as unpaid volunteers or members of boards and committees.

4.4.4.1. In this case, ITAs are used; these can be funded (as authorized by the Joint Travel Regulation (JTR)) or unfunded, as appropriate.

4.4.4.2. Most TDY travel is accomplished by commercial air. The sponsoring base organization is responsible for the travel budget, including per diem. Funded orders are required for all commercial travel.

4.4.4.3. If military aircraft is desired for spousal travel as an unpaid volunteer or member of a board or committee, an exception to policy approved by the Assistant Vice Chief of Staff is required.

Chapter 5

DISTINGUISHED VISITORS

5.1. Introduction. Compliance associated with distinguished visitors is addressed in AFI 34-1201, Chapter 12. This chapter provides a guide to preparing for, executing and documenting Distinguished Visitor visits.

5.2. Initial Notification of a Visit. Notification of a Distinguished Visitor visit can take several forms and be either formal or informal in nature. Frequently, it will be in the form of a telephone call or written correspondence. The key to obtaining accurate information consistently, regardless of the form of notification, is to have a list of questions readily available. The next several paragraphs provide suggestions as a template for a successful Distinguished Visitor visit.

5.2.1. A successful visit requires the following information: arrival and departure times, purpose of visit, number in party, communications requirements, lodging 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.

5.2.2. If the Distinguished Visitors are international dignitaries, other considerations include interpreters, greeting, visiting, eating, and gestures. Obtain as much information as feasible upon initial notification. Communication is paramount to the success of any Distinguished Visitor visit, and continues throughout the visit process.

5.3. Planning.

5.3.1. Develop a detailed protocol working plan containing information needed to execute the visit to include a contingency plan. This is not the itinerary provided to a Distinguished Visitor.

5.3.2. Identify "long-lead" items and actions. Upon notification of the visit, confirm the availability of the commander or host; conflicts may require suggested alternative dates for the visit. Tentatively reserve quarters, club or dining facilities, transportation, honor guard, and entertainment; cancel or reschedule later as needed. Determine the purpose of the visit in order to identify appropriate site visits and briefings. Specific actions to consider:

5.3.3. Determine Roles and Responsibilities for the Visit. The protocol officer, in most cases, will advise on and/or oversee the visit. For larger functions or visits, the commander may appoint a directorate or unit as the overall office of primary responsibility with the protocol officer providing support to project and escort officers. Communication between all involved and a clear delineation of responsibilities are both keys to a successful visit.

5.3.4. Develop a "Strawman" Itinerary. Work with the action officer to outline specific briefings and tours required for a productive visit. Block out rough times to include questions and answers during briefings and transportation between activities. Consider comfort breaks. Include time for meals, and at the end of the day, adequate time for rest and relaxation or exercise before beginning evening functions. Factor in the Distinguished Visitor's "body clock" and amount of traveling already done.

5.3.5. Flesh out the Itinerary. Once your strawman itinerary is approved, begin adding detail. Start with the Distinguished Visitor's arrival (how will the Distinguished Visitor arrive, who is greeting, where is the first stop, how will the Distinguished Visitor get there, who is accompanying, who takes care of luggage, who greets at the next stop). Continue through to the completion of the visit (departure time, departure point, transportation, who will accompany the Distinguished Visitor, farewell attendance, and luggage transportation) and everything in between.

5.3.5.1. Consult with the Staff Judge Advocate's office in preparing the spousal itinerary. If the spouse is to receive installation/facility tours or program briefs, list the official title of the escort or briefer.

5.3.6. Other Miscellaneous Tasks.

5.3.6.1. Arrange honors and ceremonies.

5.3.6.2. Ensure all arrangements, including reservations for hotels and restaurants, transportation, luggage detail, photographic support, conference room support, etc., are in writing.

5.3.6.3. Ensure that dignitaries will be met and bid farewell by officers of commensurate rank, whenever possible. As a rule, a general or flag officer should be present at the arrival and departure of a general or flag officer on an official visit, unless there are no general or flag officers assigned to the installation. In this case, the installation commander or vice commander should be present.

5.3.6.4. Coordinate customs, immigration, and agriculture arrangements when Distinguished Visitors are flying in directly from an overseas location.

5.3.6.5. Arrange public affairs support, if required (press conference, photo opportunities).

5.3.6.6. Maintain a contact list of organizations and personnel that need to be notified (and update, as required) of itinerary changes.

5.3.6.7. Confirm security clearances are on file with offices to be visited. Confirm access to controlled/restricted areas before the Distinguished Visitor's arrival. Distinguished Visitors may require storage of classified material.

5.3.6.8. Establish uniform/dress requirements for all events and document in the itinerary.

5.3.6.9. Keep the Distinguished Visitor's office/escort officer apprised of any changes to the itinerary. Notify the Distinguished Visitor's office/escort officer beforehand of any toasts to be offered at social functions (and his or her appropriate response) proposed speaking opportunities or press coverage, etc.

5.3.6.10. The final action is to obtain the commander or host's approval of the completed itinerary. Once the final itinerary is approved, minimize changes.

5.3.7. Coordinating the Details. Once the itinerary is approved, follow up on the details for successful execution. First, confirm the transportation, club, lodging, and security arrangements made initially. Provide all agencies involved with copies of the itinerary and understand the role they play in the visit. Brief all escort offices on their responsibilities. If needed, prepare invitations, place cards, nametags, placards, etc. before the visit starts. Consider what might go wrong and plan for it. Other details include:

5.3.7.1. Ensure all drivers of the official party are briefed in regards to schedules, routes and uniform requirements, and are given explicit directions. Drivers should be able to operate independently if separated from the other vehicles in the official party. Develop a communications plan to maintain contact with drivers, escorts, and points of contact throughout the visit.

5.3.7.2. Prepare a package that 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.

5.3.7.3. Reconfirm with the club or restaurant on the composition of the visiting party, accommodations, time and date of arrival, and method of payment.

5.3.7.4. Determine any special requirements upon the Distinguished Visitor's departure from the installation (i.e., flight lunches, notifications passed to next stop, etc.)

5.3.7.5. Conduct a dry-run of the visit from beginning to end where appropriate. As a minimum, run through checklists to ensure transportation, lodging, entertainment, etc., are addressed. This walkthrough will identify where the weak points are and can be critical to the success of the visit.

5.3.7.6. Check the quarters in advance of the Distinguished Visitor's arrival to allow housekeeping time to correct any deficiencies.

5.3.7.7. If the visit involves additional Distinguished Visitors, brief their escort officers on base facilities, uniform requirements, start time of events, greeting and transportation. Provide all escort officers with a copy of the itinerary and protocol plan for after action feedback and addressing any problems or comments.

5.3.8. Planning Considerations.

5.3.8.1. Accommodations. Refer to AFI 34-246, *Air Force Lodging Program*, Table 2.1, for information on Distinguished Visitor priority. Obtain the following (as appropriate) prior to making a reservation: the Distinguished Visitor's last name, first name, middle initial, and nickname, rank or grade, branch of service, social security number, duty title, 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 the Distinguished Visitor is retired), point of contact and telephone number.

5.3.8.1.1. Contact the lodging office and relay the information to the reservation clerk. Confirm Distinguished Visitor suites are available. The reservation clerk will assign the Distinguished Visitor a room number and a reservation number. Notify the Distinguished Visitor's point of contact with lodging facility, room number, telephone number, and building number.

5.3.8.1.2. Check the Distinguished Visitor suite before arrival for cleanliness and amenities and contact the lodging office if the Distinguished Visitor suite does not meet protocol standards. If the Distinguished Visitor requests particular items that are not in the suite, contact the lodging office to see if the items are available. For difficult to fill requests, work with the commander or host; consider unrealistic or unfair demands on the staff and their personal finances. In addition, consider any negative impact on the mission.

- 5.3.8.1.3. **Contract Quarters Hotels.** In situations where Distinguished Visitor suites are fully occupied, a Distinguished Visitor may have to be lodged at a local hotel. Check with the lodging office before selecting a hotel. The lodging office maintains a contract quarter facilities listing and will assist in making the reservation. When the Distinguished Visitor occupies contract quarters, the lodging office will issue the Distinguished Visitor a contract quarters statement. The statement will include the Distinguished Visitor's name, number of nights, name of the hotel, and price per night of the quarters. The Distinguished Visitor is responsible for paying all room and incidental charges when checking out. The hotel keeps a copy of the contract quarters statement and will provide a copy to the Distinguished Visitor upon checking out. (For additional guidance regarding contract quarters, refer to AFI 34-246).
- 5.3.8.1.4. **Non-availability.** In situations when all installation lodging facilities and contract quarters are occupied, ask the lodging office to issue a statement of non-availability for government quarters.
- 5.3.8.2. **Welcome Package.** A welcome package may be simple or elaborate, depending on the Distinguished Visitor and purpose of the visit. A welcome basket may be provided for certain international Distinguished Visitors, where Official Representation Funds can be utilized. (See AFI 65-601V1, *Budget Guidance and Procedures*, for allowable welcome basket items and funding limitations). Place the welcome package in the Distinguished Visitors room before arrival. If the nature of the visit does not include an overnight stay, then include necessary information for the visit on the itinerary. As a professional courtesy, included a welcome note in or placed next to a Distinguished Visitors welcome package. The note may be handwritten (preferred) or a preprinted note signed by the commander sponsoring the Distinguished Visitors visit. Contents may vary, but include at a minimum the following items:
- 5.3.8.2.1. An itinerary including biographies of commanders that the Distinguished Visitor will meet or commanders of installations the Distinguished Visitor will visit.
 - 5.3.8.2.2. Fact sheets on the installations or systems the Distinguished Visitor will see.
 - 5.3.8.2.3. A map of the installation where the Distinguished Visitor is staying to include the fitness facility.
 - 5.3.8.2.4. A map of the city where the Distinguished Visitor is staying.
 - 5.3.8.2.5. A dining guide for the installation and the nearest city.
 - 5.3.8.2.6. Pamphlets on historical places of significance nearby (or in areas that the Distinguished Visitor is interested).
 - 5.3.8.2.7. Points of contact for the Distinguished Visitors visit to include home, office and fax numbers.
- 5.3.8.3. **Physical Security Considerations.**
- 5.3.8.3.1. Notify Security Forces or the Office of Special Investigations, in advance and in writing, when a Distinguished Visitor visits an installation. Notification is based primarily on the rank of the Distinguished Visitor and/or the force protection level which exists at the installation during the visit.

5.3.8.3.2. For Distinguished Visitor visits which include international dignitaries, high ranking officials from a foreign government, or high ranking United States government officials, protocol staff may require coordination with both personal security agents as well as local agencies. These individuals may insist on keeping weapons on their person, even in restricted or controlled areas. Pre-coordination with the installation commander, security officials, and custodians of restricted areas being visited is critical. With an agenda that includes public appearances, be aware of the type of facility being utilized and whether or not it will be acceptable from a security standpoint. Seating arrangements may not follow accepted protocol guidance, but rather designed for physical safety of the Distinguished Visitor in relation to the layout of the facility.

5.4. International Dignitaries. The Secretary of the Air Force International Affairs Office (SAF/IA) is the only approval authority for international visits to Air Force installations per AFPD 16-1, *Security Cooperation*. For assistance or guidance with international dignitary visits, contact your Major Command or the Headquarters Air Force Protocol offices.

5.5. Post-Visit.

5.5.1. Reporting Requirements. Once the Distinguished Visitor's aircraft departs, provide the Distinguished Visitor's office with departure time and expected arrival time at the next destination. Update the Protocol offices' visitor database (if utilized) with the following topics: 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 visited; general or flag officers called on; meals served; command or organization that hosted visitor; mementos received from visitor (by whom and on behalf of, reported as required); mementos presented to visitor (by whom and on behalf of); accommodation location; welcome note provided and any significant comments or lessons learned. This information will provide a synopsis of the Distinguished Visitor's last visit and reference should another visit occur in the future.

5.5.2. Letters of Appreciation. An important aspect of a Distinguished Visitor visit is to recognize the effort and achievement of personnel who worked hard to make the Distinguished Visitor's visit successful. The Protocol office should provide recognition in writing as appropriate (i.e. a letter of appreciation signed by the installation commander).

Chapter 6

MILITARY CEREMONIES

6.1. Member participation in official ceremonies requires proper etiquette and decorum, as well as following accepted protocol procedures. For military ceremonies that honor individual achievement, the ceremony must meet the basic intent and traditions of a military function, as spelled out in AFI 1-1, *Air Force Culture, Air Force Standards*. However the honoree has the added flexibility in tailoring the ceremony to meet their individual desires consistent with AFI 1-1. While this could result in some qualifications on the honoree's right of freedom of expression, the right, including religious expression, still exists. If commanders require further guidance, they should contact their local SJA office.

6.2. Ceremony General Management.

6.2.1. Flags may be pre-posted for most events if resources or stage space is limited.

6.2.2. Music is not a requirement for a ceremony, but if appropriate and available, may be used to add decorum to the ceremony

6.2.2.1. "Arrival Fanfare" is played while the official party is in motion; musical honors for general officers and above ("Ruffles and Flourishes", etc.) are rendered once the official party is in position in front of their chairs. "Ruffles and Flourishes" is not played while the party is in motion; however, it may be done so for the President.

6.2.2.2. When the presiding official of a ceremony is a retired general officer, musical honors are played only if the presiding officer is in uniform.

6.2.2.3. When the presiding official of a ceremony is an SES, musical honors are not played.

6.2.2.4. During musical honors, while customary for those in attendance to face the general officer, it is not necessary for persons standing immediately beside the general officer to face in his or her direction.

6.2.2.5. During outdoor ceremonies, and when musical honors are rendered, military members in uniform face and salute the person being honored. The person for whom the honors are rendered also salutes (as a symbolic gesture of "returning" the salute).

6.2.3. Any official or unofficial gathering of military and civilians that includes a meal as part of the activity (awards ceremony, dining in or out, farewell/retirement dinners, etc.), may include Comrades at Arms and/or POW/MIA tables/ceremonies. While there is the option for POW/MIA and Comrades at Arms tables/ceremonies, there can be either, both, or neither based on the desires/concurrence of the local and/or hosting commander.

6.2.3.1. The POW/MIA table/ and Comrades at Arms tables are separate entities; do not combine them.

6.2.3.2. If a POW/MIA table is incorporated into an event, the official script must be used.

6.2.3.3. A Comrades at Arms table will include a written tribute to remind the audience of the courage, sacrifice and service of men and women currently serving in harm's way, both at home and abroad, and in troubled areas of the world. A "Comrades at Arms" script should be generic in nature, not referring to any one person or group on a personal level.

6.2.4. Receiving Lines. A receiving line usually includes the United States Flag, USAF Flag, and general officer's personal colors or a Senior Executive Service member's individual flag. The honoree stands in front of the flags and receives guests first, followed by the spouse. Additional family members are not recommended in receiving lines in order to prevent line stagnation.

6.2.5. While General Officers and SES are entitled to personal/positional colors (PCs) and musical honors (for civilian positions listed in attachment 2 of AFI 34-1201) for any event they participate in, in Air Force tradition the PCs and musical honors are not posted or played at breakfasts, luncheons, and dinners. PCs are posted and musical honors are played only at ceremonies. However, if the event is a combination of both (i.e. Dining-In/Out and Graduation Dinner), then PCs are posted and musical honors played.

6.3. Individual Retirements.

6.3.1. General. Recognition upon retirement is a long-standing tradition of military service. Commanders ensure members leave with a tangible expression of appreciation for their contributions to the Air Force and its mission, and with the assurance they will continue to be a part of the Air Force family in retirement. Since retirement ceremonies are ceremonial in nature, SES/GS individuals may act as the presiding official. Consult AFI 36-3203, *Service Retirements*, for retirement planning details.

6.3.2. Sequence of Events. The following is the approved sequence of events for indoor retirement ceremonies. The order of the remarks by the speakers may be adjusted as desired by the host of the ceremony. Bolded items are general officer specific; italicized items are optional. Outdoor retirement ceremonies are occasionally conducted in conjunction with parades. See Air Force Manual 36-2203, *Drill and Ceremonies*, for further guidance on outdoor retirements. If more than one individual is retiring in the same ceremony, retirement order is by rank, highest to lowest. However, if awards are being presented, retirements are conducted in order of awards being presented. (For example, a Master Sergeant receiving a higher award than a Major is retired first.)

Figure 6.1. Sequence of Events for Indoor Retirement Ceremonies.

SEQUENCE OF EVENTS:

OPENING NARRATION

ARRIVAL FANFARE

MUSICAL HONORS

COLORS

NATIONAL ANTHEM

INVOCATION

REMARKS BY PRESIDING OFFICIAL MEDAL PRESENTATION

READING OF RETIREMENT ORDER

RETIREMENT CERTIFICATE PRESENTATION

UNITED STATES FLAG PRESENTATION

AIR FORCE RETIRED LAPEL BUTTON

LETTERS PRESENTATION

SPOUSE CERTIFICATE OF APPRECIATION PRESENTATION

FLOWER PRESENTATION

REMARKS BY HONOREE

CLOSING NARRATION

AIR FORCE SONG

DEPARTURE

SEQUENCE OF EVENTS FOR RETIREMENT AND CHANGE OF COMMAND:

OPENING NARRATION

ARRIVAL

FANFARE

MUSICAL HONORS

COLORS

NATIONAL ANTHEM

INVOCATION

REMARKS BY PRESIDING OFFICIAL

REMARKS BY OUTGOING COMMANDER

FORMATION RENDERS LAST SALUTE

CHANGE OF COMMAND

REMARKS BY INCOMING COMMANDER
FORMATION RENDERS FIRST SALUTE
MEDAL PRESENTATION
READING OF RETIREMENT ORDER
RETIREMENT CERTIFICATE PRESENTATION
UNITED STATES FLAG PRESENTATION
AIR FORCE RETIRED LAPEL BUTTON
LETTERS PRESENTATION
SPOUSE CERTIFICATE OF APPRECIATION PRESENTATION
FLOWER PRESENTATION
REMARKS BY HONOREE
CLOSING NARRATION
AIR FORCE SONG
DEPARTURE

6.3.3. Flag Furling and Casing. The furling and casing of personal colors is not authorized at retirement ceremonies. The personal colors of general officers remain active after retirement and displayed at the appropriate times (See AFI 34-1201, Chapter 2). Furling and casing of a general officer's or SES member's personal flag is not appropriate during a retirement ceremony as it is symbolic of the death of the individual. For general officers, furling and casing of the personal colors is performed at the conclusion of the funeral.

6.4. Promotion Ceremony.

6.4.1. General. Promotions are significant events in the lives of military and civilian personnel. Commanders and supervisors are responsible for ensuring their people receive proper recognition. Since promotion ceremonies are ceremonial in nature, SES/GS individuals may act as the presiding official, to include administering the oath of office, except for initial commissioning ceremonies. Enlisted members may not officiate a promotion ceremony.

6.4.2. Sequence of Events. The following is an approved sequence of events for an indoor promotion ceremony. The order of the remarks by the speakers may be adjusted as desired by the host of the ceremony. Bolded items are general officer specific; italicized items are optional. Promotion ceremonies are typically held indoors.

Figure 6.2. Promotion Ceremony.

SEQUENCE OF EVENTS:
OPENING NARRATION
ARRIVAL FANFARE
MUSICAL HONORS
COLORS
NATIONAL ANTHEM
<i>INVOCATION</i>
REMARKS BY PRESIDING OFFICIAL
PROMOTION ORDER
PINNING OF INSIGNIA
OATH OF OFFICE
UNFURLING OF PERSONAL FLAG
REMARKS BY HONOREE
CLOSING NARRATION
AIR FORCE SONG
DEPARTURE
RECEPTION

6.4.3. Group Promotions. Multiple promotion ceremonies should be sequenced in descending rank order.

6.5. Change of Command.

6.5.1. General. The primary purpose of a change of command ceremony is to allow subordinates to witness the formality of command change from one officer to another. The ceremony should be official, formal, brief and conducted with great dignity.

6.5.2. For SES/GS individuals participating in these ceremonies, substitute the word “Leadership” for “Command” on all items (i.e. invitations, script). SES/GS cannot command and do not salute. Statements such as “Sir /Ma’am, I relinquish leadership.” should be substituted in the script.

6.5.3. Sequence of Events. This is an approved sequence of events for indoor change of command ceremonies. The order of the remarks by the speakers may be adjusted as desired by the host of the ceremony. Bolded items are general officer specific; italicized items are optional.

Figure 6.3. Sequence of Events for Indoor Change of Command Ceremonies.

SEQUENCE OF EVENTS:
OPENING NARRATION
ARRIVAL FANFARE
MUSICAL HONORS
COLORS
NATIONAL ANTHEM
<i>INVOCATION</i>
REMARKS BY PRESIDING OFFICER
AWARD PRESENTATION
REMARKS BY OUTGOING COMMANDER
<i>FORMATION RENDERS LAST SALUTE</i>
CHANGE OF COMMAND
REMARKS BY INCOMING COMMANDER
<i>FORMATION RENDERS FIRST SALUTE</i>
CLOSING NARRATION
AIR FORCE SONG
DEPARTURE
<i>RECEPTION</i>

6.5.4. Flag/Guidon Exchange. The flag/guidon is exchanged during the change of command as a symbolic gesture providing a tangible view of the command authority being transferred from one commander to the next. The sequence for the exchange begins with three participants standing abreast, from left to right as viewed from the audience, presiding officer, outgoing commander, and incoming commander. A fourth participant, the flag/guidon bearer, takes a position behind and between the presiding officer and outgoing commander. The flag/guidon bearer gives a subdued command, (Officers, Center); the presiding officer executes a left face while the two commanders execute a right face. The outgoing commander salutes the presiding officer, while stating, "Sir/Ma'am, I relinquish command." The presiding officer returns salute. The outgoing commander takes the flag/guidon from the flag/guidon bearer, holding the flag and angling the top of flag towards the head of the flag/guidon bearer, and presents it to the presiding officer with presiding officer hands on top. The outgoing commander takes one step to the right, two steps back and one step to the left; simultaneously, the incoming commander takes two steps forward, taking the outgoing commander's place. The presiding officer presents the flag/guidon to the incoming commander who firmly receives the flag/guidon and passes it to the flag/guidon bearer. The incoming commander salutes the presiding officer, while stating, "Sir/Ma'am, I assume command." The presiding officer returns the salute. The flag/guidon bearer gives a subdued command, (Officers, Post). All three officers face forward.

6.5.5. Assumption of Command. Assumption of command ceremonies occur when there is a time lapse between the departure of a commander and the arrival of a new commander. An assumption of command sequence is identical to a change of command sequence, with the obvious omission of the award presentation and outgoing commander's remarks. The flag/guidon exchange sequence varies from a change of command. The presiding officer and incoming commander face the audience. The flag/guidon bearer takes a position behind and between the presiding officer and the commander. The flag/guidon bearer gives a subdued command, (Officers, Center); the presiding officer executes a left face while the incoming commander executes a right face. The incoming commander salutes the presiding officer and states, "Sir/Ma'am, I assume command." The presiding officer returns salute. The presiding officer takes the flag/guidon from the flag/guidon bearer and, holding the flag and angling top of the flag towards the head of flag/guidon bearer, presents it to the incoming commander who firmly receives it and passes it to the flag/guidon bearer. The flag/guidon bearer gives a subdued command, (Officers, Post). Both officers face forward.

6.5.6. Appointment to Command. Appointment to command ceremonies are executed the same as assumption of command ceremonies. Appointment to command differs from assumption of command only from a succession of command perspective. See AFI 51-604, *Appointment to and Assumption of Command*, for details.

6.5.7. Relinquishment of Command. There is no approved ceremony in the Air Force called a "Relinquishment of Command", nor is there funding for such a ceremony. AFI 51- 604 and AFMAN 36-2203 make no reference to relinquishment of command. A ceremony called or based on relinquishment of command (example "Celebration of Command") will not be executed by Air Force personnel.

6.5.8. First Salute/Last Salute. The rendering of First Salute/Last Salute is quickly becoming an Air Force tradition and is appropriate during a Change of Command Ceremony. The First Salute/Last Salute is in keeping with the dignity and formality of the event and is more fitting for events where space is more limited. During the ceremony, Airmen in formation, given the appropriate command by the formation commander, will render a salute in place to show respect and appreciation to the outgoing commander through the commander's last salute from the unit. At the appropriate time after the passing of the guidon or the assumption of command, Airmen in formation, given the appropriate command by the formation commander, will render a salute in place to show respect and recognition of their new commander through the commander's first salute from the unit. The First Salute/Last Salute should be performed in lieu of the Inspection of Troops and Pass in Review for any Change of Command below Wing level and can be substituted for the Inspection of Troops and Pass in Review at any level at the discretion of the incoming and outgoing commanders.

6.6. Activation, Inactivation and Redesignation Ceremonies.

6.6.1. Activation (Reactivation)/Inactivation sequence of events. This is an approved sequence of events for activation/inactivation ceremonies. Bolded items are general officer specific; italicized items are optional. March On, Presentation of Command and Advancement of the Colors are outdoor ceremony specific. A reactivation ceremony is identical to an activation ceremony with only obvious changes to narration.

Figure 6.4. Sequence of Events for Activation/Inactivation Ceremonies.

SEQUENCE OF EVENTS:
 OPENING NARRATION
 MARCH ON
 DRESSING SEQUENCE
 PRESENTATION OF COMMAND
 ARRIVAL FANFARE
 MUSICAL HONORS
 ADVANCEMENT OF THE COLORS/NATIONAL ANTHEM
INVOCATION
 REMARKS BY PRESIDING OFFICER
 AWARD PRESENTATION
 ACTIVATION/INACTIVATION
 ORGANIZATIONAL FLAG UNFURLING/FURLING
 POSTING OF THE COLORS
 REMARKS BY UNIT COMMANDER
 CLOSING NARRATION
 AIR FORCE SONG
 DEPARTURE
RECEPTION

6.6.2. Flag/Guidon Exchange, Activation (Reactivation). The flag/guidon exchange sequence for an activation/reactivation ceremony begins immediately following the new flag unfurling, with the host and incoming commander facing the audience. The flag/guidon bearer takes a position behind and between presiding officer and commander. The flag/guidon bearer gives a subdued command, (Officers, Center); the presiding officer executes a left face while the incoming commander executes a right face. The incoming commander then salutes the presiding officer and states, "Sir/Ma'am, I assume command". The presiding officer takes the flag/guidon from the flag/guidon bearer, holding the flag angled towards the flag/guidon bearer, and presents it to the incoming commander who firmly receives it and passes it to the flag/guidon bearer. The flag/guidon bearer gives a subdued command, (Officers, Post). Both officers face forward.

6.6.3. Flag/Guidon Exchange, Inactivation. The flag/guidon exchange sequence for an inactivation ceremony begins immediately before the flag furling with the presiding officer and commander facing the audience. The flag/guidon bearer takes a position behind and between the presiding officer and the commander. The flag/guidon bearer gives a subdued command, (Officers, Center); the presiding officer executes a left face while the outgoing commander executes a right face. The outgoing commander salutes the presiding officer while stating, "Sir/Ma'am, I relinquish command"; the presiding officer returns salute. The outgoing commander takes the flag/guidon from the flag/guidon bearer, holding the flag angled towards the flag/guidon bearer, and presents it to presiding officer with presiding officer hands on top. The presiding officer gives the flag/guidon to the flag/guidon bearer, who prepares for the flag furling sequence.

6.6.4. Redesignation sequence of events. This is a traditional sequence of events for redesignation ceremonies. Bolded items are general officer specific; italicized items are optional. March On, Presentation of Command, and Advancement of the Colors are outdoor ceremony specific.

Figure 6.5. Sequence of Events for Redesignation Ceremonies.

OPENING REMARKS
MARCH ON
DRESSING SEQUENCE
PRESENTATION OF COMMAND
ARRIVAL FANFARE
MUSICAL HONORS
ADVANCEMENT OF THE COLORS/NATIONAL ANTHEM
INVOCATION
REMARKS BY PRESIDING OFFICER
AWARD PRESENTATION
REDESIGNATION
ORGANIZATIONAL FLAG UNFURLING/FURLING
POSTING OF THE COLORS
REMARKS BY COMMANDER
CLOSING REMARKS
AIR FORCE SONG
DEPARTURE
RECEPTION

6.6.5. Flag furling/unfurling. At the discretion of the presiding officer, a flag furling (or unfurling) may be performed instead of simply removing and posting the flag/guidons. It is most appropriate to perform this sequence immediately after the redesignation is read. Two flag/guidon bearers march in side by side (space permitting), the new flag/guidon bearer halts two paces to the side and slightly in front of the official party. The previous flag/guidon bearer continues marching to retrieve the previous flag/guidon from its posted position with the displayed flags, then returns to a position next to the new flag/guidon bearer. Upon halting, the flag/guidon bearers drop both flag/guidons simultaneously to a position parallel to the ground. As the previous flag/guidon is furled, the new flag/guidon is unfurled. A third person may be used to uncase the new guidon, then case the previous flag/guidon. Both flag/guidon bearers then bring the flag/guidons back to the vertical position, the previous flag/guidon bearer exits the room and the new flag/guidon bearer posts the new flag/guidon next to the displayed flags.

6.7. Re-enlistment Ceremony.

6.7.1. General. Unit commanders will honor all reenlistees through a dignified reenlistment ceremony. The airman may request any commissioned officer to perform the ceremony and may invite guests. The member's immediate family should be invited. This reinforces the fact that when a member makes a commitment to the Air Force, the family is also making a commitment. Any active duty, reserve, guard, or retired commissioned officer of the United States Armed Forces may perform the ceremony, which may be conducted in any place that lends dignity to the event. The United States flag must form a backdrop for the participants. Reenlistees and reenlisting officers must wear an authorized uniform for the ceremony. (EXCEPTION: The uniform requirement is optional for retired officers.)

6.7.2. Procedures. The core of the ceremony is the oath of enlistment. The oath is recited by the officer and repeated by the re-enlistee. The re-enlistee and the officer administering the oath must be physically collocated during the ceremony. Once completed, the officer congratulates the re-enlistee and invites the other attendees to do the same.

6.7.3. Enlisted Oath. "I, (NAME), do solemnly swear (or affirm) 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, and that I will obey the orders of 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."

6.8. Award Ceremony.

6.8.1. General. An award ceremony affords an opportunity to recognize a member's accomplishments. The commander or other official determines whether to present an award at a formal ceremony or to present it informally. Many units present awards during commander's call. Commanders and supervisors must ensure the presentation method reflects the significance of the award.

6.8.2. Sequence. This sequence can be used when an award presentation is made separately from a commander's call. Bolded items are general officer specific; italicized items are optional. Due to the brevity of this variety of ceremony, all musical elements are optional and colors can be pre-posted.

Figure 6.6. Sequence When Award Presentation Is Separately from Commander's Call.**SEQUENCE OF EVENTS:**

OPENING NARRATION

ARRIVAL FANFARE

MUSICAL HONORS

COLORS

NATIONAL ANTHEM

INVOCATION

REMARKS BY PRESIDING OFFICIAL

PRESENTATION OF AWARD

REMARKS BY HONOREE (AT THE PRESIDING OFFICIAL'S DISCRETION)

CLOSING NARRATION

AIR FORCE SONG

DEPARTURE

RECEPTION**6.9. Decoration Ceremony.**

6.9.1. General. Decoration ceremonies formally recognize service members for meritorious service, outstanding achievement, or heroism. A formal and dignified ceremony is necessary to preserve the integrity and value of decorations. When possible, the commander should personally present the decoration. Regardless of location, the ceremony should be conducted at the earliest possible date after approval of the decoration. All military participants and attendees wear the uniform specified by the host. If in doubt, the blue uniform rather than the operational camouflage pattern (OCP) uniform is recommended. It is also proper for participating retired members to wear a uniform. At the commander's discretion, a photographer may take pictures during the ceremony.

6.9.2. Procedures. Although decoration ceremonies may differ slightly from one unit to another, they normally begin by announcing "ATTENTION TO ORDERS." All military personnel in attendance stand at attention, civilian personnel in attendance should stand, and face the commander and the recipient. The commander's assistant reads the citation while the commander and recipient stand at attention. After the reading of the citation, the commander and recipient face each other and the commander affixes the medal on the individual's uniform. The commander then extends personal congratulations and a handshake while presenting the decoration certificate. The recipient salutes the commander and the commander returns the salute to conclude the formal part of the ceremony. Attendees are then invited to personally congratulate the recipient and enjoy any refreshments provided.

6.9.3. Sequence. Bolded items are general officer specific; italicized items are optional. Due to the brevity of this variety of ceremony, all musical elements are optional and colors may be pre-posted. If multiple awards are being presented, ceremony order is by award from highest to lowest, not by rank of individual. If the same award is being presented, it should be completed by sequential number of the award (i.e. second oak leaf cluster is award before first oak leaf cluster). If everything is equal, then award by rank, highest rank first.

Figure 6.7. Sequence Decoration Ceremony.

SEQUENCE OF EVENTS:

OPENING NARRATION

ARRIVAL FANFARE

MUSICAL HONORS

ADVANCEMENT OF THE COLORS/NATIONAL ANTHEM

INVOCATION

REMARKS BY PRESIDING OFFICIAL

PRESENTATION OF DECORATION

REMARKS BY HONOREE (AT THE PRESIDING OFFICIALS'S DISCRETION)

CLOSING NARRATION

AIR FORCE SONG

DEPARTURE

RECEPTION

6.10. Reveille and Retreat.

6.10.1. General. The United States Flag is flown daily from reveille until retreat. Reveille, the raising of the colors for the day's activities, is a ceremony in which the unit honors the United States flag when it is raised in the morning. Retreat, the retirement of the colors from the day's activities, is a ceremony in which the unit honors the United States flag when it is lowered in the evening.

6.10.2. Dress. Military attendees of reveille and retreat should wear uniform of the day unless ordered otherwise by the installation commander. Military members conducting the ceremony should wear their service dress uniform with flight or service cap. All attendees should be prepared to wear appropriate inclement weather apparel during poor weather (i.e. overcoat, raincoat, black gloves, scarf, etc.).

6.10.3. Timing. The sounding, for both reveille and retreat, is decided by the installation commander. Reveille shall be played for 20 seconds. During this time, the flag is raised quickly to the top of the flagpole. During retreat, the flag is lowered slowly and ceremoniously. The two bugle calls sounded at retreat are "Retreat" and "To The Color." Uniformed personnel in formation during the playing of "Retreat," should be at the position of parade rest, then assume the position of attention. Uniformed personnel not in formation during the playing of "Retreat," should be at the position of attention. The flag should reach the bottom at the last note of "To The Color." "The Star Spangled Banner" may be played instead of "To The Color" during a retreat ceremony.

6.10.4. Formation. During Reveille and Retreat ceremonies, when in a formation or a group, the senior military member present will call the group to "Attention" and then "Parade, Rest" at the first note of Reveille or Retreat. That member will then call the group to "Attention" and "Present, Arms" at the first note of "To The Color" or the "The Star Spangled Banner" and then "Order, Arms" at the conclusion.

6.11. Building Dedication/Ribbon Cutting.

6.11.1. General. A building dedication/ribbon cutting ceremony is the opportunity to formally recognize the completion/opening of a new building or facility.

6.11.2. Sequence. This is the traditional, authorized sequence of events for a building dedication or ribbon cutting ceremony. Bolded items are general officer specific; italicized items are optional.

Figure 6.8. Sequence for Building Dedication/Ribbon Cutting.

<p>SEQUENCE OF EVENTS: OPENING NARRATION ARRIVAL FANFARE MUSICAL HONORS COLORS/NATIONAL ANTHEM <i>INVOCATION</i> REMARKS BY PRESIDING OFFICIAL DEDICATION/RIBBON CUTTING REMARKS BY UNIT COMMANDER CLOSING NARRATION AIR FORCE SONG DEPARTURE <i>RECEPTION</i></p>
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6.12. POW/MIA Ceremonies.

6.12.1. Number of Personnel Involved.

6.12.1.1. One (1) NCOIC

6.12.1.2. Five (5) Hat Bearers

6.12.2. Equipment.

6.12.2.1. Ceremonial Army, Marine, Navy, Air Force, Coast Guard, and civilian cap (1 of each).

6.12.3. Support Material.

6.12.3.1. A round table, a white table cloth, six chairs, book of faith (optional), red rose displayed in vase, red ribbon, slice of lemon on a bread plate with a pinch of salt, place setting at an open table, and (6) wine glasses. (NOTE: All support material should be supplied by the host).

6.12.4. Preparation.

6.12.4.1. NCOIC meets with host upon arrival at ceremony site to review specifics: entrance cue; entrance and departure area; ensure there is enough room around the table for all team members to walk; proper set-up of table (red ribbon tied around vase and placed in the middle of the table; book of faith (optional) placed next to the vase; bread plate with slice of lemon and pinch of salt on it placed next to the book of faith and the vase; one place setting with plate, silverware, and wineglass; the other five wineglasses placed evenly around the table in empty place settings). The table should occupy a prominent position in the layout of the room.

6.12.5. Sequence of Events.

6.12.5.1. Fifteen minutes prior to the ceremony, the team lines up outside of the entrance: holding hats in correct Joint Service order (Army, Marines, Navy, Air Force, Coast Guard and civilian), at waist level, and with the bill of the hat pointing out.

6.12.5.2. Once the narrator starts reading the POW/MIA Hat Table script, the team is queued and enters the room headed toward the table.

6.12.5.3. Upon reaching the table, the team circles it once. The NCOIC calls "HALT" when the Air Force hat is in front of the full place setting for the second time.

6.12.5.4. NCOIC calls "Ready, Face" and the team faces the table.

6.12.5.5. The NCOIC starts the movement and, at the same time, all bearers move their right hands slowly around the front of the bill to the left side of the hat, touching their left hand. Then letting go with the left hand and keeping it in position, turning the hat around 180 degrees. Bearers then bend over and place hat in the place setting.

6.12.5.6. The bearers let go of the hat, stand up at attention, reach out with their right hand, and cup the wineglasses. All wine glasses will be lifted out in front of the bearers meeting in the center of the table. Glasses are turned upside down and then lowered back down to the table.

6.12.5.7. When the glasses are securely on the table, the bearers come back to the position of attention.

6.12.5.8. NCOIC calls “Present, Arms.” The bearers perform a three-second present and a three-second order.

6.12.5.9. Once back at the position of attention, the NCOIC calls “Ready, Face.” Pall bearers perform a right face, wait one count, and then step off with no arm swing toward the predetermined departure area (Note: If the host wishes, after the dinner is over, the team may go back in and retrieve the hats; this is performed in the exact opposite order. All commands are subdued and called only loud enough for the team members to hear).

6.12.5.10. The playing of Taps is not part of the POW/MIA ceremony. The playing of Taps is symbolic of the death of a service member; it is not appropriate for POW/MIAs who have not been declared as deceased.

6.12.6. Script. The following is the recommended script according to the POW/MIA league of families and endorsed by the Department of Defense:

Figure 6.9. Recommended Script According To The POW/MIA League of Families.

MISSING MAN TABLE & HONORS CEREMONY COURTESY OF NATIONAL LEAGUE OF FAMILIES OF AMERICAN PRISONERS AND MISSING IN SOUTHEAST ASIA

NARRATOR: “As you entered the dining area, you may have noticed a table at the front, raised to call your attention to its purpose – it is reserved to honor our missing loved ones (or missing comrades in arms, for veterans).

Set for six, the empty places represent Americans (our men and women) still missing from each of the five services – Army, Marine Corps, Navy, Air Force, Coast Guard – and civilians. This honors ceremony symbolizes that they are with us, here in spirit.

Some (here) in this room were very young when they went into combat; however, all Americans should never forget the brave men and women who answered our nation’s call (to serve) and served the cause of freedom in a special way.

I would like to ask you to stand, and remain standing for a moment of silent prayer, as the Honor Guard places the five service covers and a civilian cap on each empty plate.”

In silence or with dignified, quiet music as background, the Honor Guard moves into position around the table and simultaneously place covers of the Army, Navy, Marine Corps, Air Force, Coast Guard and civilian hat, on the dinner plate at each table setting. The Honor Guard departs.

NARRATOR: “Please be seated (pause). I would like to explain the meaning of the items on this special table.

The table is round – to show our everlasting concern for our missing men (and women). The tablecloth is white – symbolizing the purity of their motives when answering the call to duty.

The single red rose, displayed in a vase, reminds us of the life of each of the missing, and the loved ones and friends of these Americans who keep the faith, awaiting answers.

The vase is tied with a red ribbon, symbol of our continued determination to account for our missing.

A slice of lemon on the bread plate is to remind us of the bitter fate of those captured and missing in a foreign land.

A pinch of salt symbolized the tears endured by those missing and their families who seek answers.

(Optional) The bound text is a book of faith to represent the strength gained through devotion to sustain those lost from our country.

This glass is inverted – to symbolize their inability to share this evening’s (morning’s/day’s) toast.

The chairs are empty – they are missing.

Let us now raise our water glasses in toast to honor America’s POW/MIAs and to the success of our efforts to account for them.”

NOTE: The number of personnel can be varied from one to six. The ceremony can be altered as to the number of hats and personnel. You can also place the hats as the latter part of the script is read and invert the glasses as the script mentions it.

6.13. Fallen Warrior Ceremony

6.13.1. Number of Personnel Involved

6.13.1.1. One (1) Narrator

6.13.2. Equipment

6.13.2.1. Empty chair at the end of the head table (no place setting).

6.13.3. Support Material

6.13.3.1. None

6.13.4. Preparation

6.13.4.1. None

6.13.5. Sequence of Events

6.13.5.1. An empty chair is placed at the end left or right position of the head table prior to guests entering the event. If round tables are used then place the empty chair at any position at the head table.

6.13.6. Script

Figure 6.10. Fallen Warrior Ceremony.

Narrator: “Ladies and Gentlemen, as we enjoy this evening of fellowship, we are reminded that not everyone is so privileged. At our head table this evening, we have an empty chair. This chair is empty by design. We placed it there for distinguished guests who cannot be with us today. This place is reserved to honor our fallen warriors.

Today’s military member is well equipped and skilled in military combat and warfare for peaceful purposes and preserves the rights of men and women everywhere to be free of tyranny and terrorism. They are dedicated to the cause of peaceful coexistence on a global level. They go on duty each day knowing it might be the day they are asked to make the ultimate sacrifice. They are not the “summer soldier or sunshine patriot”.

Our military service men and women are adept in many disciplines and each warrior has unique skills they contribute, not only to their military service, but also to their personal lives and their communities. Society recognizes our American military servicemen and women as an elite group.

As we reflect upon this empty chair, we come face to face with the stark reality that some of our warriors and personal heroes have indeed been called upon to make that ultimate sacrifice. They are our brothers and sisters, our friends; and, our comrades-in-arms. Their absence is symbolized by this simple empty chair. Their sacrifice was not simple, nevertheless, as warriors, they would not want great ceremony or fanfare made of their heroic action.

Their death leaves a wake of sorrow for us, their friends and families. But, it also leaves a legacy of pride in the time honored tradition of selflessness and dedicated service to country. A grateful nation mourns its loss. And, today we honor them. They are national treasures and inspire people everywhere seeking freedom from oppression and the right to live with dignity.

So with this empty chair and with a moment of silence, we few, we band of brothers and sisters remember our fallen. In our hearts, we wish them peace and eternal rest from their toil. We will not forget them. And, we continue to honor them for their selfless sacrifice on behalf of the United States of America.”

Note: Taps may or not may not be played at this time. After a moment of silence and playing of Taps (if played), the narrator continues with the program. Do not over use the playing of Taps; reserve only for the most formal of ceremonies (i.e., Air Force birthday celebrations, balls, etc.)

6.14. Unit Memorial Service

6.14.1. General. A Unit Memorial Service is conducted by the unit of a deceased member to facilitate the grieving and healing process of the family, unit members and friends of the member. Unit Memorial Services are not required and, if conducted, are unofficial ceremonies. Unit Memorial Services are normally held within days of a person's death. These services are very personal in a nature and the structure is typically facilitated by base Chaplains, the unit Commander, and the Mortuary Officer, with input from the family. The deceased and/or their family's presence at the service is optional.

6.14.1.1. The Unit Memorial Service is not part of the mortuary entitlement the family receives upon death of a loved one; as such, it is not Air Force funded. Care must be taken not to confuse this unit service with a military funeral or memorial service where the deceased traditionally receives military funeral honors and entitlements. In accordance with AFI 34-501, *Mortuary Affairs Program*, military funeral honors will not be provided more than once. Based on this requirements, the deceased member's family may choose the Unit Memorial Service as the location to receive the mortuary entitlements. Careful coordination with the base Mortuary Officer is critical to ensure the family is fully informed of these options. If military funeral honors will be held at another location, the only other authorized support for a Unit Memorial Service is the posting of the colors (Note: the singular request to post the colors at a Unit Memorial Service does not negate the entitlement of military funeral honors at a different location). Any questions regarding military funeral honors should be directed to the base Mortuary Officer.

6.14.2. The Honor Guard participation is optional in a unit Memorial Service. Military funeral honors, if authorized, will only be provided at the direction of the person authorized to direct disposition. Any request for honors performed by the Honor Guard should be coordinated closely with the base Mortuary Officer. If the final place of interment is Arlington National Cemetery, funeral honors must be provided at Arlington National Cemetery by the Air Force Honor Guard and Band. In this situation, honors will not be provided at a unit Memorial Service.

6.14.3. Sample Sequence of Events. This is one example of a Unit Memorial Service.

Figure 6.11. Example of Unit Memorial Service.

SEQUENCE OF EVENTS: PRELUDE OR PROCESSIONAL HYMN OPENING STATEMENT OR PRAYER OR INVOCATION SCRIPTURE READING HYMN OR SPECIAL MUSIC EULOGY FINAL PRAYER OR BENEDICTION RECESSIONAL HYMN OR POSTLUDE

6.15. Remembrance Service

6.15.1. General. A Remembrance Service is held to both remember and honor individuals or groups of fallen warriors associated with a particular date, location, battle or war, who at the time of their death were serving in an active duty capacity or as a Federal Government civilian. There is no set or specific sequence of events for a Remembrance Service. The Remembrance Service differs from and should not be confused with a Memorial Service. The Remembrance Service is usually convened by the installation commander, unit commander, chaplain staff, and in some cases, fraternal groups such as the Veterans of Foreign Wars (VFW), American Legion, Air Force Association (AFA) or Air Force Sergeant's Association (AFSA). There is an assumption that each individual or group of individuals had honors provided at the time of their death, do not perform funeral honors (rifle salute or presentation of the United States Flag) at a Remembrance Service. However, Taps may be played at the conclusion of the ceremony to signal, "take your rest." Funding may, or may not, be available and should be coordinated with the base Comptroller or funding authority.

6.15.2. Sample Sequence of Events. This is one example of Remembrance Service.

Figure 6.12. Example of Remembrance Service.

<p>SEQUENCE OF EVENTS: OPENING NARRATION PRESENTATION OF THE COLORS/ NATIONAL ANTHEM <i>INVOCATION</i> WELCOMING REMARKS HOMILY AIR FORCE HYMN or BATTLE HYMN OF THE REPUBLIC READING OF HONOR ROLL (Fallen Members) BENEDICTION MEMORIAL PLAQUE UNVEILING or WREATH LAYING (with Muffled Ruffles and Taps) CLOSING NARRATION</p>

Chapter 7

SOCIAL FUNCTIONS

7.1. Social events: Such as receptions, which are closely related to and held integral with an official ceremony should be considered part of the official ceremony and permit the use of resources commensurate with an official ceremony (including manpower and transportation). Social events held at a geographically different location may lose their entitlement to transportation support. The use of resources in this context does not extend to funding. Normally, social events held in conjunction with an official ceremony are paid for by the principles of the ceremony or all of the attendees.

7.2. Seating Arrangements. Seating can be the key to the success of an event. Rank precedence forms the basis for making most seat assignments. However, common sense and the comfort of guests must be considered. Be able to provide a clear rationale for seating arrangements and ensure the host or hostess understands and approves the seat assignments and in advance. See [Attachment 2](#) for specific seating examples.

7.2.1. The position of honor is always to the right of the host or hostess. This position is usually given to the most senior guest or the guest of honor. At large events, designate hosts at each table and spread out the senior attendees.

7.2.2. When possible, seat men and women alternately. Avoid sitting a civilian guest without an accompanying spouse or companion at the end of, or outer edge of, a table. At some gatherings, it is acceptable to seat spouses together, but at formal events seat them opposite each other.

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

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

7.2.5. Consider the placement of the host and distinguished guest(s) to ensure they can see and be seen by the audience.

7.2.6. Strategically place interpreters when seating guests not fluent in English. Be sensitive to international customs and other unusual circumstances (e.g. personal security).

7.3. The Receiving Line. 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 or to introduce a guest of honor. Consider the following for a successful receiving line:

7.3.1. The length of time for a receiving line is dependent on the desires of the host or guest of honor and the number of guests in the line.

7.3.2. Station individuals in the receiving line single file according to the rules of precedence. The host (usually the commander) and his/her spouse are number one and number two. The guest of honor is next, if there is one, followed by his/her spouse, followed by the next honored guest in order of rank. Limit the receiving line to no more than five people. 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.

7.3.3. Role of Announcer. If an announcer is used, the commander's aide or protocol officer acts to introduce guests. The announcer stands just to the side of the host and introduces the next guests in line. The announcer is not part of the receiving line and should not shake hands with guests. The announcer's grasp of names should be quick and accurate, and pronunciation of names to the commander audible and distinct.

7.3.4. "The Puller." Position a person just off the end of the receiving line to direct or "pull" guests to refreshments or the lounge. This role is typically filled by a protocol staff member and plays a valuable part in preventing congestion at the end of the receiving line.

7.3.5. Staffing the Receiving Line. Form the receiving line just before the appointed hour. Locate the line a sufficient distance from the entrance to facilitate easy movement of guests. Try to limit guests wait time to no more than 12-15 minutes in line. If necessary, direct some guests to the refreshments and ask them to check the line later when it has thinned out. If guests insist on remaining in the receiving line, let them remain.

7.3.6. Role of "Gatekeeper." Station a protocol person, familiar with the invited guests, at the entrance to the reception lounge, next to a table positioned for guests to place their drinks and food. Known as the "gatekeeper," this individual controls the flow of the receiving line. The gatekeeper ensures an orderly flow of guests by holding the line at the entrance until space clears for them to proceed. The gatekeeper also advises guests to place any drinks and food on the table provided before proceeding. Do not receive guests or let them go through a receiving line holding a drink or plate of food.

7.3.7. Procedures for Guests Going Through the Receiving Line.

7.3.7.1. Air Force. The invited individual should precede their spouse or guest through the line.

7.3.7.2. Army. Ladies first at all functions except at the White House.

7.3.7.3. Navy. Ladies first at all functions except at the White House.

7.3.7.4. Place drinks and food on the table provided before entering the reception area.

7.3.7.5. When going through the line, do not shake hands with the announcer. Provide your rank and last name (Major and Mrs. Smith), official title (Mayor and Mrs. Tom Jones) or name (Mr. and Mrs. Brown). Even if acquainted, guests should provide their name to the announcer/host.

7.3.7.6. The announcer presents the guest to the host, who in turn presents him or her to the guest of honor. The guest, proceeding down the line, shakes hands and greets each person. Never engage in extended conversation in a receiving line. The purpose of a receiving line is for the host and guest of honor to receive their guests. The time for conversation is in the reception or event after the receiving line. Guests may repeat their names to members while proceeding down the receiving line.

7.3.8. Physical Arrangements for Receiving Line. Consider the following guidelines for setting up a receiving line.

7.3.8.1. Pick a location that allows easy movement of guests without crowding.

7.3.8.2. The location should facilitate formation of guest line outside of receiving line room.

7.3.8.3. Entry into the reception area where refreshments are located should be accessible 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.

7.3.8.4. Make space available at the entrance to the receiving line room for a gatekeeper and table and guest book (optional).

7.3.8.5. Position the receiving line so that direct sunlight does not distract either the guests or members of the receiving line.

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

7.3.8.7. Arrange flags behind the receiving line in accordance with flag etiquette. See AFI 34-1201, [Chapter 2](#), for detailed information on flags.

7.4. Toasts. A toast is a gesture of honor rendered by the host to the guest of honor. The toast usually begins with a welcome to the guest of honor; when accompanied by a spouse, both may be referred to in the toast. Traditionally, only people are toasted, but it has become acceptable to toast organizations or groups. Champagne is a favorite beverage for toasting, but any wine is appropriate. Toasts are not offered with a beer, mixed drink or after dinner liqueur. Toasting with water is acceptable. Ensure glasses are charged with the appropriate beverage prior to proposing a toast.

7.4.1. Formal Toasts. Formal toasts are made: to the colors, to the heads of state of all countries represented (determined by seniority of international 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 sit and then toast the guests, if desired.

7.4.1.1. At a formal occasion, the host initiates the toasting (Mr. /Madam Vice at a dining in/out). Any guest may initiate the toasting when the occasion is 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 to shoulder level in a salute while making the toast, then raise the glass above eye-level prior to drinking.

7.4.1.2. The person being honored by the toast does not drink while he/she is being toasted. The honoree usually remains seated. After everyone sits down, the guest may rise and thank the host, offering a toast in return.

7.4.1.3. All military members and civilians should stand unless they are physically unable or the recipients of the toast. They should hold glasses at shoulder level while the toast is being given, raise glasses above eye level when responding to the toast and then partake of the beverage.

7.4.2. Standard Toasts. Standard toasts are made "To your health," or "To success and happiness," while special occasions such as weddings or birthdays require toasts more specific in nature such as "To Mary and John for a lifetime of happiness and love" or "May your next 25 years be as happy and as successful as your first 25 years."

7.4.3. Ceremonial Toasts. When observing the formality of ceremonial toasts on formal occasions, arrange the order and subject of all toasts in advance. It is the responsibility of the host to inform the guest of honor which toasts will be offered and when; the host proposes all toasts and the guest answers in kind. The experienced guest is careful to leave enough beverage in his or her glass at the end of the meal to be able to join in several toasts.

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

7.4.3.2. 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 that fit the occasion. Other toasts may follow.

7.4.3.3. Governments and titles change, verify accuracy in advance.

7.4.3.4. The position is toasted, do not mention the individual's name.

7.4.4. Toasts to International guests. When toasting international guests, the remarks may include the accomplishments of the guest of honor, ties between his/her country and the United States, and the hope and prospects for continued 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)," or "The President of (country)." Substitute title of the guest of honor, with the correct usage, as given in the examples at the end of this section.

7.4.5. 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.

Figure 7.1. Responses to toasts.

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 when only the United States is represented. If no allied officers are present, the host proposes this toast.

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

Figure 7.2. Toast to Sister Services.

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

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

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

The most senior sister service representative present will 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!"

7.4.7. Toast to Persons KIA, MIA or POW (always with water).

Figure 7.3. Toast to Persons KIA, MIA or POW (always with water).

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: Raise glass and partake of the beverage in silence.

7.5. Additional Factors.

7.5.1. Hosting International Guests. Protocol is critically important when hosting, entertaining or interacting with international guests. Be knowledgeable about guests' particular customs and traditions, to include dietary restrictions and hand or facial gestures.

7.5.2. Smoking. In someone's home, never smoke without asking permission. In a club/restaurant, smoke only in a designated smoking section. Never smoke at the dining table.

7.5.3. Entertainment at Social Events. Many events can be enhanced with the addition of live music. This can include background music during cocktails or dinner, or a performance after dinner. Generally, a performance after dinner should be no more than 30 minutes. USAF Bands provide a wide range of entertainment options.

7.6. Dinners.

7.6.1. Dinner parties can be held in the host's home, a club, or a restaurant. Factors affecting the success of a dinner party include congenial guests, well-planned menu, attractive table, well-prepared food, gracious host and hostess, and competent and pleasant service personnel.

7.6.2. At formal dinner parties, guests are greeted at the entrance by aides or protocol personnel. The host or hostess may stand near the door to the room to greet and welcome guests or circulate within the room, greeting new arrivals as he or she can.

7.6.3. The host leads the way in to dinner with the female guest of honor. If place cards are used, the hostess is usually the last to enter the dining room, along with the guest of honor. An 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.

7.6.4. When planning a dinner for guests from other parts of the country/world, consider going to restaurants with themes or menus unique to the local geographic area, taking any dietary restrictions into account. Conduct a site visit to the restaurant prior to organizing an event. Consider force protection concerns when coordinating with off-base venues.

7.7. Receptions. Receptions are usually formal affairs, a public or semi-public gathering in honor of a prominent person or an important event. The most common type of official reception is associated with a change of command, a promotion or a retirement.

7.7.1. A receiving line is appropriate at most receptions.

7.7.2. Arrange for some tables and chairs spread around the room to accommodate guests that cannot stand for long periods.

7.7.3. If nametags are used, position the nametag table away from the receiving line to avoid congestion.

7.7.4. Icebreakers. Icebreakers are traditionally held the first night of a meeting or conference. Keep the atmosphere informal; nametags are highly recommended.

Chapter 8

DININGS IN AND DININGS OUT

8.1. Overview. 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. Most of the information also applies to a "combat" dining in and dining out. The dining in is a formal dinner for the members of a wing, unit, or other organization. The "Combat dining in" is less formal due to the dress requirements and informal atmosphere; however, the basic rules and format of the dining in apply. Dining in ceremonies should be conducted in a tasteful, dignified manner. A dining in should have a theme around which the decorations and ceremony are built. The dining out includes spouses and guests.

8.2. Background.

8.2.1. 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 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.

8.2.2. The dining in custom was transplanted to ancient England by Roman and Viking warriors. King Arthur's Knights of the Round Table practiced a form of dining in during 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.

8.2.3. The commander of this Indian outpost had officers under his command who lived on the post and 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.

8.2.4. 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 to include 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.

8.2.5. British naval, land, and air units are still active enthusiasts of the dining in. 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.

8.2.6. In establishing an independent nation, America's founders borrowed much of the military structure of their adversary, including social customs. The United States' dining in tradition was borrowed from 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.

8.2.7. 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.

8.2.8. The long association of United States 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 facilitated high spirits and practical joking. Through close association with British officers, the dining in increased in popularity among Army Air Force officers.

8.2.9. 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. After the war, Air Force dining-in's 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 United States 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. Then, beginning in 1958, there was a conscious effort to rejuvenate the USAF dining in tradition.

8.2.10. Despite the obstacles of the twentieth century, the tradition of dining in continues. 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. Veterans remember and revive the tradition at every opportunity. They recognize the important role these occasions play in preserving the traditions of the services.

8.3. Purpose. The dining in is 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 subordinates, and enables military members of all ranks to create bonds of friendship and better working relations through an atmosphere of fellowship. The dining in also provides a means of saying farewell to departing members, welcoming newly arrived members and forum to recognize individual and unit achievements.

8.4. 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.

8.5. 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.

8.6. Combat Dining in. The combat dining in, the newest of the dining in traditions, is popular in operational units. The format and sequence of events is built around the traditional dining in. The atmosphere and dress requirements are far less formal (flight-suits, OCPs, etc.).

8.7. 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. The decision whether a dining in is voluntary or mandatory rests with the commander.

8.8. 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. Due to costs and space at the head table, limit the number of official guests.

8.8.1. Personal guests may be either military members or civilians (for dining-outs). They are not seated at the head table, and their expenses are paid by the sponsoring member.

8.8.2. To enhance relationships, consider senior officers from other units and organizations and civic leaders from the local community when inviting guests.

8.8.3. 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 depart unless excused in advance.

8.9. Dress. Officers wear the mess dress uniform. Male civilians should wear appropriate black tie dinner dress or a dark suit. Clearly identify the proper dress for civilians 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, for guidance on wear.

8.9.1. Long dinner dresses or evening clothes for female guests are appropriate when attending a dining out.

8.9.2. Pregnant military women should wear appropriate military attire.

8.10. Key Players.

8.10.1. 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:

8.10.1.1. Oversee entire organization and operation of the dining in.

8.10.1.2. Appoint any or all of the following project officers:

8.10.1.2.1. Vice President

8.10.1.2.2. Arrangements Officer

8.10.1.2.3. Mess Officer

8.10.1.2.4. Escort Officers

8.10.1.3. Secure an appropriate speaker, set the date, and determine location.

8.10.1.4. Arrange for a chaplain to give the invocation.

8.10.1.5. Greet all guests before dinner is served.

8.10.1.6. Opening and closing of the mess.

8.10.1.7. Many of the duties of the president are delegated to the arrangements officer who works closely with the president to ensure the success of the dining in.

8.10.2. Vice President. The vice president serves as the president's principal assistant. The vice president is traditionally the 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 who stimulates table conversation and keeps the program moving. 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 in order to observe the proceedings and monitor the flow of the program; the vice president is never seated near or at the head table. It is essential that mister/madam vice be very familiar with the customs and traditions of the mess. Duties of the vice president include:

8.10.2.1. Open the lounge at the appointed time.

8.10.2.2. Sound the dinner chimes at the appropriate time.

8.10.2.3. 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.

8.10.2.4. Keep the party moving and is the last person to leave.

8.10.3. 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. 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 works closely with the president to determine the date and location, and to identify and invite the guest speaker. He or she is also responsible for the menu, seating, decorations, music and entertainment, lodging and reservations, invitations, and the agenda. The arrangements officer consults with the president before making any final decisions on key aspects of the event. Other duties of the arrangements officer include:

8.10.3.1. Establish the correct table and seating arrangement and arrange the necessary name and organization card; consider seating by organization, or by grade.

- 8.10.3.2. Putting flags and any awards in place before the opening of the lounge, unless posting of the colors is part of the planned ceremony.
 - 8.10.3.3. Arrange for a suitable public address system (usually furnished by the club).
 - 8.10.3.4. Providing a lighted lectern with microphone for the guest speaker and chaplain.
 - 8.10.3.5. Place dinner chimes at mister or madam vice's location.
 - 8.10.3.6. Ensure all awards being presented available.
 - 8.10.3.7. Arrange for a photographer if photographs are desired. Usually this function is delegated to the public affairs office.
 - 8.10.3.8. Publish a detailed agenda and prepare a recommended guest list. Distribution and content are determined by the president.
 - 8.10.3.9. Brief the senior Allied military member scheduled to attend on the proper toast to be made to the President of the United States.
 - 8.10.3.10. Reproduce biographical sketches of guests as required.
 - 8.10.3.11. Ensure a hat/coat checker is available.
 - 8.10.3.12. After the dining in, prepare letters of appreciation to the guest of honor and others who rendered service for the president's signature.
- 8.10.4. Mess Officer. The mess officer is an optional player in the dining in/dining out. Once the preliminary decision about event facility is made, the arrangements officer can delegate some or all of the responsibilities associated with the dining facility to the mess officer.
- 8.10.5. Protocol Officer.
- 8.10.5.1. Send formal invitations to all guests at least four weeks prior to the event.
 - 8.10.5.2. Establish procedures for taking R.S.V.P.'s
 - 8.10.5.3. Make necessary lodging arrangements.
 - 8.10.5.4. Make necessary transportation arrangements.
 - 8.10.5.5. Assist with seating arrangements for the head table.
 - 8.10.5.6. Brief the escort officers on specific protocol requirements relating to the guests.
 - 8.10.5.7. Prior to the event, distribute biographical sketches of guests to the president, mister/madam vice, and other interested parties.
 - 8.10.5.8. Establish a parking plan.
 - 8.10.5.9. Assist escort officers as required.
 - 8.10.5.10. Advise and assist on flag arrangements.
- 8.10.6. Escort Officers. Appoint one escort officer for each official and personal guest. Duties of the escort officer include:
- 8.10.6.1. Contact the guest in advance to discuss dress, location, meeting point, and composition of the audience.

8.10.6.2. If the guests are from out of town, meet them at their initial arrival point and arrange for transportation and accommodations during their stay.

8.10.6.3. Meet and escort the guest into the lounge.

8.10.6.4. Brief the guest on the customs, courtesies, and procedures of the dining in.

8.10.6.5. Make sure that the guest is properly introduced to the president of the mess, other guests, the guest speaker, and members of the mess.

8.10.6.6. Ensure the guest is always in the company of several members of the mess; ensure no individual or group monopolizes the guest.

8.10.6.7. Upon departure, escort the guest to point of departure and bid farewell on behalf of all members of the mess.

8.10.7. Guest Speaker. The guest speaker's presentation is the traditional highlight of the evening. By custom, the speaker should be distinguished as either a military officer or official of the government. Contact the speaker well in advance and advised of the nature of the evening. When introducing the guest speaker to the mess, leave no doubt in the guests' minds whether they are to acknowledge the introduction to preclude possible embarrassment. Keep the introduction of the guest speaker simple; the speaker's ability will be evident.

8.11. Planning Considerations. Start early, three to four months in advance, set a firm date, location, and general action plan. Appoint a planning committee chaired by the arrangements officer.

8.11.1. Committee Membership. The size of the committee depends on the magnitude of the function. Committee members must be motivated and action oriented. Select committee members with expertise in their area of responsibility. Potential committee members include:

8.11.1.1. Recorder.

8.11.1.2. Finance.

8.11.1.3. Invitations and Reservations.

8.11.1.4. Food and Beverage.

8.11.1.5. Decorations.

8.11.1.6. Publicity.

8.11.2. Date and Location. Selecting a date and location for the dining in is step 1. First, set a tentative date. If the committee has 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 major base social function. Once a tentative date is set, choose a tentative location. Location is usually the officers' club for a dining in and dining out. Depending on circumstance, another location may be suitable, such as an aircraft hangar for a combat dining in. If the preferred location is available, book it immediately. If considering off-base sites, ensure the prospective caterer is willing and able to meet requirements. Have a thorough understanding of all provisions of any contract before signing it. Pay particular attention to the cancellation clauses and cost factors (i.e. whether or not quoted prices include tax and gratuity).

8.11.3. Choosing a Guest Speaker. Carefully choose the guest speaker. Traditionally, the speaker is a high-ranking military officer or government official. The arrangements officer usually prepares the letter of invitation for the president's signature; include the date, location, describe the audience and other pertinent facts about the occasion. It is appropriate to suggest suitable topics and desired length for the speech. Identify a potential alternate speaker in case the speaker of choice cancels.

8.11.4. Invitations to Senior Officials. Coordinate with the appropriate level commander before sending invitations to senior officials, such as the Secretary of Defense (SecDef) 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 Distinguished Visitors.

8.11.5. Other Invitations. Send formal invitations to all guests, official and personal, extended in the name of the president. Invitations are not usually sent to members of the mess.

8.11.6. Place Cards and "YASA" (You Are Seated At) Cards. Place cards are required only at the head table; organization identification cards are appropriate at other tables. Use one card for each table (uniform in size, color, and lettering). With assigned seating, utilize "YASA" cards with accompanying seating arrangement board to help members find their seat. Remove table numbers after the mess is assembled and first dinner course is served.

8.11.7. Music. Schedule the band (consider a military band or ensemble) through the installation public affairs office. If a suitable band is unavailable, consider either a taped program or no music at all.

8.11.8. Menu. The traditional menu consisted of four or five courses, with roast prime rib of beef and Yorkshire pudding. In recent years, the standard dinner at a dining in includes salad, entree, and dessert. While appetizers and soups may be easily added, a larger menu means increased costs; portions of large meals often go uneaten.

8.11.9. Wine. Wine is an integral part of the dining in both for adding to the meal and for toasting. The wine is served in carafes by wait staff or simply placed on the table and passed around, from left to right (counterclockwise). Provide an alternative non-alcoholic beverage for those not wishing to drink wine, with refills readily available.

8.11.10. Seating. Table arrangements for a dining in include straight banquet style, "T", "U", or modified "E" formations; consider ease of passage and space between place settings when choosing the best arrangement; avoid crowding tables. To allow the president and mister/madam vice to face each other when speaking, place mister/madam vice's table at the opposite end of the banquet hall directly facing the president. Seat the head table according to protocol, with the senior honored guest to the right of the president, the next senior person to the left of the president, etc. The senior honored guest is usually the guest speaker. 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. Do not seat guests at the ends of a table. Table seating for a dining out requires a man woman-alternating pattern within protocol restraints. Seat spouses in precedence determined by their military member's grade; spouses are not seated together. If seated at the head table, the chaplain often sits on the far left of the president. At a dining out, the guest of honor's spouse is seated to the right of the president with the second-ranking woman to his left. The president's spouse is seated to the right of the guest of honor. Seat other

guests throughout the mess and seat members of the mess according to seniority. Seat organizations at tables arranged in accordance with local protocol or custom; consider the ability of the head table to clearly see all members of the mess. Do not just consider the mess member's ability to see the head table. Refer to [Attachment 2](#) for depictions of seating arrangements.

8.11.11. Decorations. Decorations fall into two categories, tables and the dining room/lounge. Limit table decorations 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. Order flowers at least one week in advance. Identify a budget and allow the florist to work around that amount. Dining room and lounge decorations include seals, emblems, flags, and colors tastefully displayed. When in doubt, keep the theme of the decorations patriotic.

8.11.12. Program. A printed program booklet is not required, but may provide the dining in with a touch of class. The printed program is usually 5¼ by 8½ inches in size. Consider dressing up the booklet with quality paper stock, graphic art and variations in typeface. The president of the mess should approve a sample prior to printing. One booklet is usually positioned at each place setting. Contents of the program may include:

8.11.12.1. Welcome letter from the commander.

8.11.12.2. History of the dining in.

8.11.12.3. Background, tradition, or explanation of locally originated ceremonies held as part of the dining in.

8.11.12.4. Agenda.

8.11.12.5. Schedule of, and proper responses to, toasts.

8.11.12.6. Biography and photograph of the guest speaker.

8.11.12.7. Biography and photograph of the commander.

8.11.12.8. History of the sponsoring organization.

8.11.12.9. Menu.

8.11.12.10. "Rules of the Mess."

8.11.12.11. Words to the Air Force Hymn or Air Force Song.

8.11.12.12. Brief description of awards and recipients.

8.11.13. Financial Planning. Estimating all costs and determining the pro-rata cost charged to each member of the mess is critical for a successful event. Consider the following:

8.11.13.1. Unit military personnel customarily pay their own way and share the expense of all formally invited guests. Clearly designate the funding status of personnel outside the sponsoring organization in the invitation. Wording such as "come join us" followed with an estimate of the cost connotes a paying member. Use of the word "guest" in the invitation indicates a formal guest of the sponsoring unit without a requirement to pay. As a formal guest, the guest speaker does not pay. To defray the cost for junior enlisted personnel, consider donations from private organizations or a multi-tiered price structure applied

according to grade. Consult the legal office before accepting funds from private organizations.

8.11.13.2. A dining in at reasonable cost to each member is usually more enjoyable than an expensive extravaganza.

8.11.13.3. Once tentative costs are determined, develop an operating budget.

8.11.13.4. Establish a procedure for collecting and depositing money such as a separate bank account specifically for the function. For a large function, identify POCs in elements of the unit to take reservations and collect money or club card numbers from their assigned unit.

8.11.14. Bartenders. During the cocktail hour, ensure a sufficient number of bartenders are available. To eliminate a long bar line, consider starting the evening with extra bartenders at each bar, but be aware that this may increase the cost. Discuss options with club management or the caterer. Suggested number of bars required:

8.11.14.1. 1-50 people: 1 bar

8.11.14.2. 51-100 people: 2 bars

8.11.14.3. 100-500 people: 3 or more bars

8.11.14.4. Non-alcoholic beverages should be available at each bar.

8.11.15. Chaplain. Invite a chaplain to give the invocation. If a chaplain is not available, a member of the mess may give the invocation.

8.11.16. Photography. Brief the photographer on the agenda of events in advance. Identify the specific photographs desired and clarify any requirements. The photographer should not detract from ceremonies or activities. If necessary, stage photos before or after the event. If desired, arrange a private professional photographer for personal photographs of the members of the mess.

8.11.17. Memento for the Speaker. The memento for the guest speaker, if provided, should be of nominal value (i.e. value not more than \$10). A plaque commemorating the occasion or the gavel used by the president of the mess is acceptable.

8.11.18. Site Inspection. Check the site thoroughly on the day of the event with assistance from committee members and make adjustments or corrections as appropriate.

8.12. Conducting the Dining in.

8.12.1. Conduct and Courtesies. Urge members to meet as many guests as time permits without monopolizing the time of any one guest. The following is a step-by-step sequence of the dining in, from arrival to adjournment.

8.12.2. Cocktails. Member of the mess should arrive in the lounge within 10 minutes of opening time and prior to the senior honored guest. The cocktail period usually lasts between 30 and 60 minutes. This time is intended for members to assemble before dinner and meet the guests. Escort officers should remain with guests while members rotate between guests. Light snacks such as nuts, chips, and pretzels may be strategically located throughout the lounge. Soft, classical or semi-classical background music is appropriate (recorded or live).

8.12.3. 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 proceed in an orderly fashion to assigned seats and stand quietly behind their chairs. By tradition, drinks are never taken into the dining room. There are several entry options for members of the head table.

8.12.3.1. The 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.

8.12.3.2. Table members file in to the dining area in the order they will be seated at the table, far end of the platform from entrance steps first, with those seated closest to the platform steps last. This order of entry works well when the platform the head table is placed on is narrow and does not allow members room to pass behind one another.

8.12.3.3. The president and guest of honor enter the mess last after everyone is assembled.

8.12.3.4. Once the head table is in place, "Ruffles and Flourishes" and the "General's March" are played as appropriate if the senior member is a general officer. All members of the mess stand at attention during the playing of "Ruffles and Flourishes."

8.12.4. 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 then directs 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 Color" instead of the national anthem. 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 guests remain standing for the toasting.

8.12.5. 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; 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 are 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 wine goblets with a non-alcoholic beverage as appropriate. According to tradition, port wine is used for toasting while another wine is used for dinner. The choice of wines is a commander's prerogative. When all glasses are charged, and the president has replaced the decanter on the table, all members of the mess and guests rise for the toasts.

8.12.6. Other Ceremonies. Other ceremonies may be used instead of, or in conjunction with, the opening ceremony (i.e. a sword ceremony). Keep ceremonies simple, well-rehearsed and limit to no more than one or two, to keep the evening's events on schedule.

8.12.7. Toasting. In addition to general rules covered in Chapter 15 of this publication, the following apply specifically to a dining in or dining out.

8.12.7.1. Informal toasts are an important part of the occasion. They should be humorous, but in good taste. Utilize "plants" to make some impromptu toasts to set the tone of the evening.

8.12.7.2. After the welcoming remarks, the president introduces the head table, and mister/madam vice proposes a toast, "To our honored guests." The guests respond, "Here, Here."

8.12.7.3. Normally, toasts are planned and approved in advance by the president. To avoid confusion, print the toasts and responses 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/madam 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 asks mister/madam 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.)

8.12.8. President's Opening Remarks. The president's remarks provide the opportunity to officially welcome guests and set the tone for the evening. After the head table is introduced, the president either personally introduces the remaining guests or polls the escort officers. Once all guests are 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. Courses are served to the head table first. At other tables, the highest-ranking individuals are served first. Mister/madam vice is served immediately after the head table. Before serving the entree, the president may wish to add some humor to the meal by asking mister/madam vice to sample the meal. The vice president may choose to compose an ode or poem to the meal.

8.12.9. Recess. At the scheduled time, the president raps the gavel three times to gain attention. When the mess is silent, the president raps twice and announces a short recess allowing dishes to 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.

8.12.10. Reconvening the Mess. At the end of the recess, mister/madam vice sounds the dinner chimes and directs everyone to proceed to the dining room. Traditionally, drinks are not brought into the dining room following the recess. When members reach their places, they stand directly behind their chairs. The president 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 served and dessert is eaten.

8.12.11. Awards. If individual or unit achievements are recognized, an appropriate ceremony is arranged. The ceremony takes place during the formal portion, often immediately preceding the guest of honor's speech. A toast to those recognized is appropriate. It is inappropriate to plan a ceremony directly after the guest speaker's speech.

8.12.12. Guest Speaker's Address. After recognition and awards, and any scheduled entertainment, the president introduces the guest speaker. The speaker's address (usually patriotic or entertaining in nature) typically lasts 15 to 20 minutes. After thanking the speaker, the president presents a memento 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."

8.12.13. Closing the Mess. After the toast to the guest speaker, the president recognizes those who organized the dining in and thanks mister/madam vice. If desired, the colors are retired by the color guard. The president encourages everyone to stay and enjoy him or herself, if post-dinner entertainment is planned, and then adjourns the mess with two raps of the gavel. After the mess is adjourned, members remain at the dining in until the guest of honor and the president depart. If there is a delay in departure, the president may allow members to leave at their discretion. Traditionally, mister/madam vice is the last member to leave the dining in.

8.12.14. Post Dinner Entertainment. Post dinner entertainment depends upon the imagination of the sponsoring unit, the arrangements officer and the vice president, within the guidelines set by the president. At the close of a dining out, an orchestra, band, or DJ for dancing may be appropriate entertainment.

8.12.15. The Grog Bowl.

8.12.15.1. The grog bowl is an "accessory" traditional to a dining in, although not required. If a grog bowl is not utilized, consider some other means of punishment for infractions.

8.12.15.2. The planning committee determines the contents of the grog bowl. It is recommended to have two grog bowls, one alcoholic and one non-alcoholic. **Note:** Use of the grog bowl is not to encourage alcohol consumption or public intoxication. Ensure execution of the Grog is in-line with the rules of the mess and spirit of comradery and tradition.

8.12.15.3. Consider a grog mixing ceremony where the contents of the grog are combined along with a humorous narrative by mister/madam vice.

8.12.15.4. 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 one violation. If the president leaves his/her position at the head table, he/she must appoint another individual to assume his/her position.

8.12.15.5. The arrangement officer or mister/madam vice, should brief the president on the rules beforehand (refresh his/her memory) and determine the "rules of engagement" to keep this portion of the program from getting out of hand.

8.12.15.6. Infractions warranting a trip to the grog bowl are 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.

8.12.15.7. 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:

8.12.15.7.1. Does an about face and salutes the president.

- 8.12.15.7.2. Turns to the bowl and fills the cup.
- 8.12.15.7.3. Does another about face and toasts the mess.
- 8.12.15.7.4. Drains the contents of the cup without removing it from the lips, then places it inverted on his/her head signifying it is empty.
- 8.12.15.7.5. 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.
- 8.12.15.8. At various points during the evening, a member may be sent to the grog bowl as punishment for violating the "rules of the mess".
- 8.12.15.9. Common Violations of Protocol Warranting a Trip to the Grog Bowl.
 - 8.12.15.9.1. Wearing an ill-fitting or discolored mess jacket.
 - 8.12.15.9.2. Wearing non-issue suspenders.
 - 8.12.15.9.3. Starting a course before the president.
 - 8.12.15.9.4. Applauding a particularly witty, sarcastic, or succinct toast (unless following the example of the president).
 - 8.12.15.9.5. Loud and obtrusive remarks
 - 8.12.15.9.6. Discussing business, referred to as "opening the hangar doors."
 - 8.12.15.9.7. Leaving the dining area without permission from the president (excluding pregnant attendees).
 - 8.12.15.9.8. Talking while another person has the floor.
 - 8.12.15.9.9. Quibbling.
 - 8.12.15.9.10. Hagglng over date of rank.

8.13. Rules of the Mess. The following outlines rules under which the mess is 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 are carried out before the membership.

- 8.13.1. Thou shalt arrive within 10 minutes of the appointed hour.
- 8.13.2. Thou shalt make every effort to meet all guests.
- 8.13.3. Thou shalt move to the mess when thee hears the chimes and remain standing until seated by the president.
- 8.13.4. Thou shalt not bring cocktails or lighted smoking material into the mess.
- 8.13.5. Thou shalt not leave the mess whilst convened. Military protocol overrides all calls of nature (excluding pregnant attendees).
- 8.13.6. Thou shalt participate in all toasts unless thyself or thy group is honored with a toast.
- 8.13.7. Thou shalt ensure that thy glass is always charged when toasting.

8.13.8. 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.

8.13.9. Thou shalt not murder the Queen's English.

8.13.10. Thou shalt not open the hangar doors.

8.13.11. Thou shalt always use the proper toasting procedure.

8.13.12. Thou shalt fall into disrepute with thy peers if the pleats of thy cummerbund are not properly faced.

8.13.13. 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.

8.13.14. Thou shalt consume thy meal in a manner becoming gentlepersons.

8.13.15. Thou shalt not laugh at ridiculously funny comments unless the president first shows approval by laughing.

8.13.16. Thou shalt express thy approval by tapping thy spoon on the table. Clapping of thy hands will not be tolerated.

8.13.17. Thou shalt not question the decisions of the president.

8.13.18. When the mess adjourns, thou shalt rise and wait for the president and head table guests to leave.

8.13.19. Thou shalt enjoy thyself to thy fullest.

8.14. A Final Word. Various forms of skits or entertainment may also be included to add to the evening. The decorations, ceremony, humor, and wit contribute to the memory of the evening. A memorable event does not need to be excessively costly or lengthy, prepare an agenda and stick to the schedule. A formal program that lasts between 2 and 2 1/2 hours is ideal, allowing sufficient time for informal entertainment.

SHON J. MANASCO
Assistant Secretary of the Air Force
Manpower and Reserve Affairs

Attachment 1**GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION*****References***

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Note: For additional information and tools (checklists, guides, templates, etc.) refer to the Protocol Manager's pages of the Air Force Services Portal at

<https://www.usafservices.com/Managers/Protocol.aspx>.

Adopted Forms

DD Form 2768, *Military Air Passenger/Cargo Request*

AF Form 847, *Recommendation for Change of Publication*

Abbreviations and Acronyms

ITA—Invitational Travel Authorization

OCP—Operational Camouflage Pattern Uniform

OPR—Office of Primary Responsibility

SecAF—Secretary of the Air Force

SecDef—Secretary of Defense

TA—Transient Alert

YASA—You Are Seated At

Terms

Official Function—Any ceremony or event where senior members are operating in an official capacity with members under their command or as a host to outside members. This includes, but is not limited to, official meetings and conferences, official promotions, reenlistment and retirement ceremonies, changes of command and reorganization events, and funerals. Not all official functions are mandatory nor are they all authorized official funding. Consult the appropriate funding AFIs to determine if funding is authorized for a specific event.

Official Social Function—An event where senior Air Force members or senior civilian personnel are operating in an official capacity commensurate with their position to build or reinforce relationships with counterparts, government and civic officials, international visitors, or unit members. Not all social functions are mandatory nor are they all authorized official funding. Consult the appropriate funding AFIs to determine if funding is authorized for a specific event.

Attachment 2

TABLE SEATING ARRANGEMENTS

A2.1. Note: For additional seating arrangement examples, refer to the Protocol Manager's pages of the Air Force Services Portal at: <https://www.usafservices.com/Managers/Protocol.aspx>.

A2.2. Seating. Can be the key to the success of an event or conference. After the guest list is compiled, it is then used for seating arrangements.

Figure A2.1. Mixed Circular Table for Ten – Equal Male and Female.

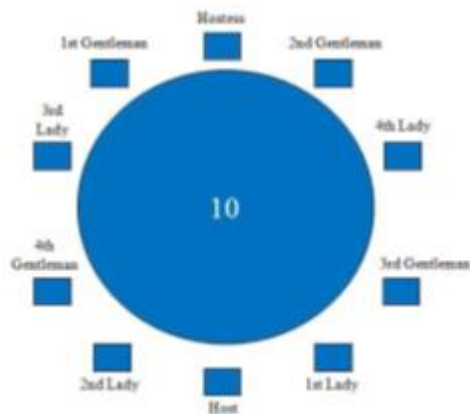
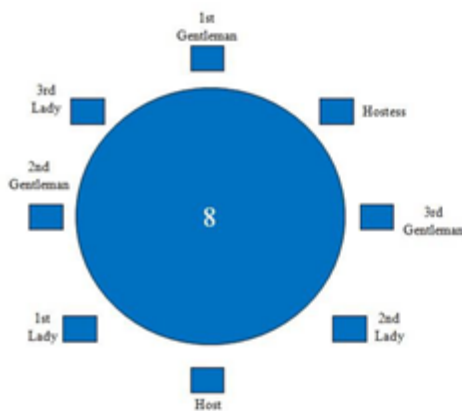


Figure A2.2. Mixed Circular Table for Eight – Equal Male and Female.



NOTE: The civilian with the highest precedence 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 of other than a multiple of four guests, traditional methods apply.

Figure A2.3. Circular Tables for Eight – Host and Hostess at Separate Tables.

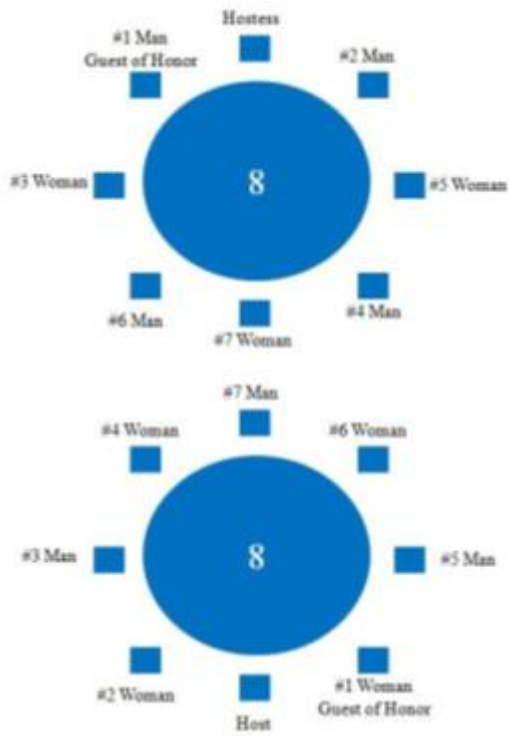


Figure A2.4. Circular Table for Ten – Four Ladies, Six Gentlemen.

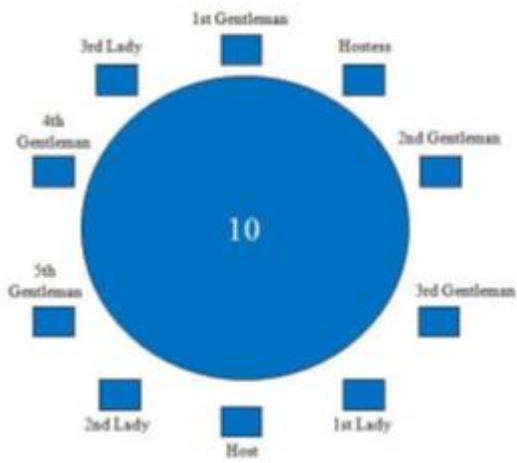
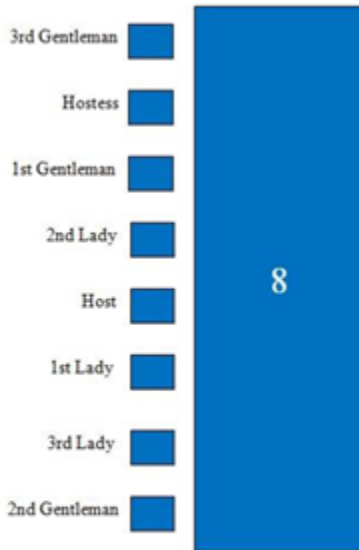
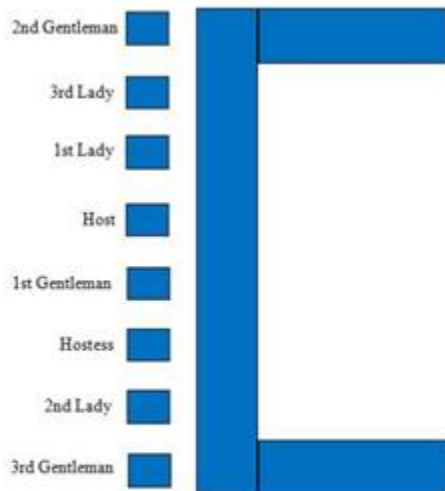


Figure A2.5. Head Banquet Table for Eight – Four Ladies, Four Gentlemen.



NOTE: This example violates traditional seating convention in order to prevent a lady from being seated at the end of the table.

Figure A2.6. U-Shaped Table – Mixed Seating.



Note: This example violates traditional seating convention in order to prevent a lady from being seated at the end of the table. Avoid seating guests on the inside of the table.

Figure A2.7. U-Shaped Table – Unaccompanied Seating.

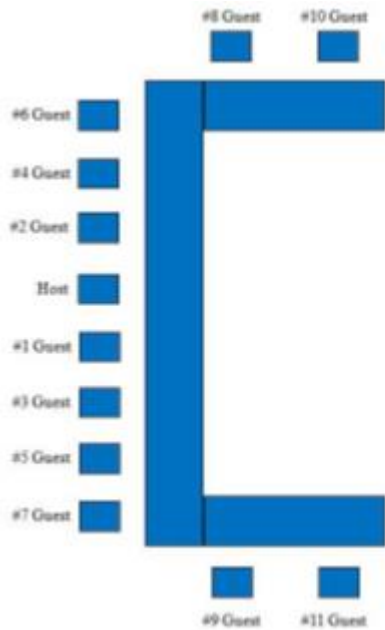
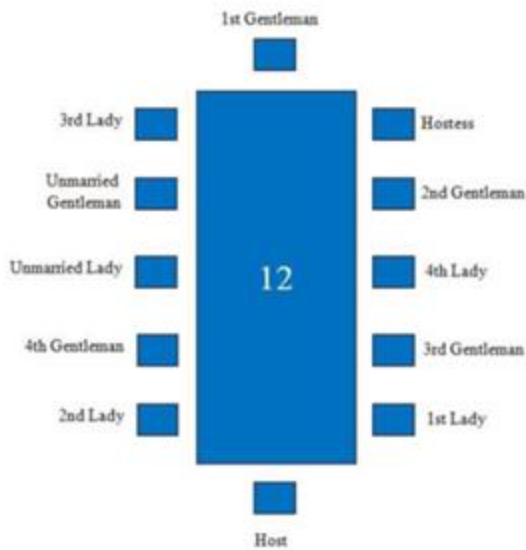


Figure A2.8. Mixed Seating – Multiples of Four Guests Including an Unmarried Couple.



NOTE: Seat the unmarried couple side-by-side, with the lady to the gentleman's right.

Figure A2.9. Traditional Conference/Board Room.

Ranking position (position #1) is traditionally that of the host. If there is no obvious host, the senior person sits at position#1. (See note following Figures A2.9 and A2.10)

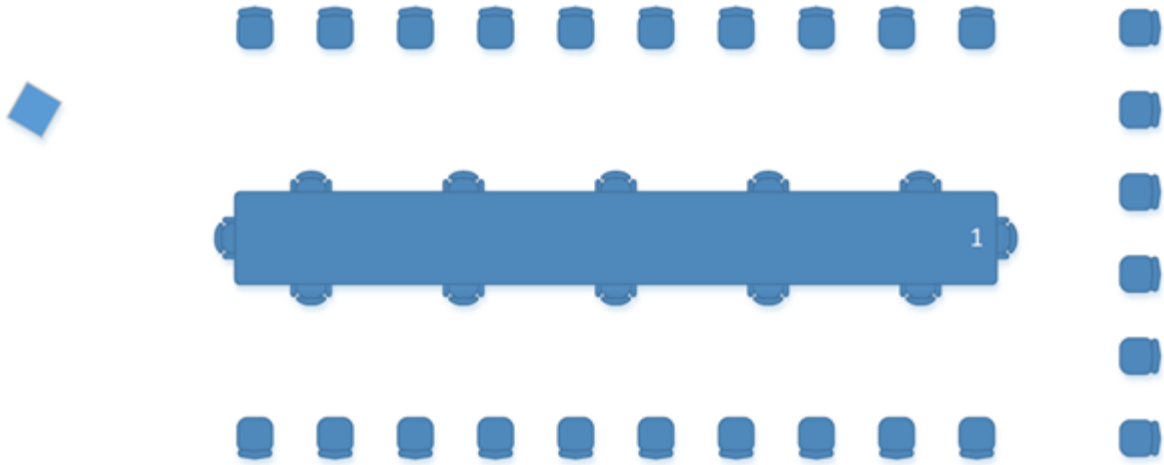


Figure A2.10. U-Shaped Table.

Ranking position (position #1) is traditionally that of the host. If there is no obvious host, the senior person sits at position #1. (See note following Figures A2.9 and A2.10).



NOTE: (Figures A2.9 and A2.10): Military adage of “placing rank to the right” is applied differently in seating. The ranking position in seating is that of the host. Guidelines: Host is seated at position number 1. The position of honor is to the right of the host, so the next ranking individual or guest of honor will be seated in position #2. If the event is a briefing to senior leaders with no obvious host, then the senior person sits at position #1 and the next ranking person sits in position #2. The rest of the attendees are seated in rank or precedence orders back and forth down the table. If the host wants to give his/her seat to a ranking person or guest of honor out of courtesy, the host will then sit in position #2.

Attachment 3

SERVICE EQUIVALENT UNIFORMS

Table A3.1. Service Equivalent Uniforms.

TABLE OF SERVICE EQUIVALENT UNIFORMS

EVENT WHEN WORN	ARMY	MARINE CORPS	FORMAL & DINNER DRESS UNIFORMS			CIVILIAN ATTIRE	
			NAVY	AIR FORCE	COAST GUARD	Gentlemen	Ladies
Official formal evening functions, State occasions	Blue Mess/Evening Dress	Evening Dress 'A'	Formal Dress	Mess Dress	Formal Dress	Tuxedo/ White Tie	Evening Gown
Private formal dinners or dinner dances	Blue Mess	Evening Dress 'B'	Dinner Dress Blue Jacket	Mess Dress	Dinner Dress Blue Jacket	Tuxedo	Evening Gown
	White Mess	Evening Dress 'B'	Dinner Dress White Jacket	Mess Dress	Dinner Dress White Jacket	Tuxedo	Evening Gown
Less formal occasions requiring more formality than service uniforms	Army Blue (bow tie)	Blue Dress 'A' or Evening Dress 'B'	Dinner Dress Blue Jacket*	Mess Dress	Dinner Dress Blue	Tuxedo	Evening Gown/ Cocktail Dress
	Army White (bow tie)	Blue/White Dress 'A' or Evening Dress 'B'	Dinner Dress White Jacket*	Mess Dress	Dinner Dress White	Tuxedo	Evening Gown/ Cocktail Dress
CEREMONIAL UNIFORMS							
Parades, ceremonies, and reviews when special honors are being paid, or official visits of or to U.S. or foreign officials	Army Blue	Blue Dress 'A'	Full Dress Blue-Participants Service Dress Blue-Attendees	Service Dress	Full Dress Blue	Civilian Informal	Civilian Informal
	Army White	Blue/White 'A'	Full Dress White-Participants Service Dress White -Attendees	Service Dress	Full Dress White	Civilian Informal	Civilian Informal
SERVICE UNIFORMS							
Business and informal social occasions <u>as appropriate to local customs</u>	Army Green/Class A	Service 'A'/Blue Dress 'B'	Service Dress Blue	Service Dress	Service Dress Blue 'A' / 'B'	Civilian Informal	Civilian Informal
	Army White	Service 'A' or Blue/White 'B'	Service Dress White	Service Dress	Service Dress White	Civilian Informal	Civilian Informal
	Army Green/Class B	Service 'C'/Blue Dress 'D'	Service Khaki	Blues w/short sleeve shirt (w/ or w/out tie/tab)	Tropical Blue Long	Civilian Informal	Civilian Informal
	Army Green/Class B	Blue Dress 'D'/Service 'C'	Summer White	Blues w/short sleeve shirt (w/ or w/out Tie/tab)	Tropical Blue Long	Civilian Informal	Civilian Informal
	Army Green/Class B	Service 'B'	Winter Blue-E6 & below Service Khaki-E7 & up	Blues w/long sleeve shirt (w/ie/tab)	Winter Dress Blue	Civilian Informal	Civilian Informal

WORKING UNIFORMS							
Working in field or plant environment where soiling of clothing is expected	Battle Dress	Utility	Working Khaki/Aviation Working Green	BDU	Undress Blue/Working Blue	Civilian Casual	Civilian Casual
	Battle Dress	Utility	Winter Working Blue (E6 & below)/Coveralls	BDU	Undress Blue/Working Blue	Civilian Casual	Civilian Casual
	Battle Dress	Utility	Utilities/Camouflage Utility Working Uniform	BDU	Undress Blue/Working Blue	Civilian Casual	Civilian Casual

Note: Some uniforms are optional, seasonal or required for specific pay grades only. Check each Service's uniform regulations for specific guidelines.

* Navy Dinner Dress Blue/White Jacket is prescribable only for O-4 & above and is optional for O-3 & below. O-3 & below equivalent is Dinner Dress Blue/White

Attire:

Civilian Informal: Business Suit for gentlemen; Dress or Suit for ladies

Civilian Casual: Sports Coat open collar for gentlemen; Dress or Suit for ladies

Washington DC Specific Attire:

Civilian Informal: Business Suit for gentlemen; Dress or Suit for ladies.

Civilian Casual: Sports Coat & Open Collar for gentlemen; Dress, Pantsuit or Suit for ladies.

Smart Casual: Open Collar with Sports Coat or Jacket for gentlemen; Dress, Pantsuit or Suit for ladies

As of 30 Apr 03; Col Merri Uckert, OCJCS Protocol, DSN 227-6606

NOTES:

1. This matrix is intended to serve as a guideline for appropriate attire. Each service uniform regulation has specific guidelines for wear. Some uniforms are optional, seasonal or required for specific pay grades only. Army White Mess and Air Force Formal Dress are not pictured.

Army – AR 670-1

Marine Corps – MCO P1020.34G

Navy – United States Navy Uniform Regulation NAVPERS 15665I

Air Force – AFI 36-2903

Coast Guard – COMDTINST M1026.6F

2. Uniforms may deviate from above matrix depending on event and/or directed by host or command.

Adapted from the OCJCS Protocol Table of Service Equivalent Uniforms

Attachment 4

ESCORT OFFICER GUIDE

A4.1. Distinguished Visitors. This guide outlines primary responsibilities for escort officers and represents the "norm" in terms of usual procedures. Occasionally, a Distinguished Visitor visit will involve unusual circumstances requiring both flexibility and adaptability. Design a plan based on known information and the advice of the project officer.

A4.2. Making Contact.

A4.2.1. The protocol officer in charge of the event will provide escorts with the Distinguished Visitor's name, grade, organization, position, office telephone number and biography on the Distinguished Visitor. Arrival/departure, lodging, and transportation information may also be provided. Exchange contact information with both the protocol and project officers.

A4.2.2. Call the Distinguished Visitor's office. The escort should introduce him or herself to the Distinguished Visitor's secretary, executive officer and/or Aide-de-camp.

A4.2.3. The escort officer should indicate who is calling why he or she is calling ("I have been appointed as the escort officer for Gen XXX for X event, and wanted to introduce myself, as well as talk about the Distinguished Visitor's plans and requirements").

A4.2.4. Leave full name, rank, and telephone number(s) with the Distinguished Visitor's office

A4.2.5. Obtain the correct phonetic pronunciation and spelling of the Distinguished Visitor's name.

A4.2.6. Double check flight numbers, arrival and departure times, and transportation requirements (Military Air, Commercial Air, Rental Car, etc.); protocol handles lodging reservations, but confirm if the information is available. Do not assume the Distinguished Visitor's office will provide an update when there is a change. Contact his/her office again 2-3 days prior to the event (Military Air requests are confirmed during this period and transportation adjustments may be required).

A4.3. Transportation. Whether the Distinguished Visitor is arriving at the airport or base operations, check with protocol to confirm transportation was arranged with base transportation. If the Distinguished Visitor arrives via Military Air at base operations, either the escort officer or a transportation driver will be responsible for picking the Distinguished Visitor up. In either case, the escort officer will greet the Distinguished Visitor upon arrival. If escorting a general officer, make sure the appropriate star plate is on the car (the star(s) should point up). If alone in the car, before driving, remove the plate. Replace it before the Distinguished Visitor gets in the vehicle.

A4.4. Lodging Check-In. Before departing for the airport or base operations, pre-register the Distinguished Visitor at the lodging office, pick up the room key, locate the room, and inspect it. During the inspection, ensure the following items/actions are accounted for/executed.

A4.4.1. Distinguished Visitor's key opens the door

A4.4.2. Room is clean and furniture is in good repair

A4.4.3. Fresh linen is on the bed

A4.4.4. Toilet paper is available/toilet flushes properly

- A4.4.5. Plenty of towels and washcloths are clean and available
- A4.4.6. TV, remote control, DVD player and lights are operational
- A4.4.7. Refrigerator is on, works properly, and is stocked sufficiently
- A4.4.8. Check expiration dates on amenity items (candy bars, milk, juices, etc.); remove expired items and report or return them to the lodging front desk
- A4.4.9. Ample hangers are in the closet, iron, ironing board, and starch
- A4.4.10. Check alarm clocks to ensure clocks are set to correct time
- A4.4.11. Phone works (unsecured/secure); directions & directory are located near the phone
- A4.4.12. Nothing remains in the room from the previous occupant
- A4.4.13. Room temperature is comfortable
- A4.4.14. Welcome notes or other welcome items are visible and displayed attractively

A4.5. Pick-Up. Stay apprised of the Distinguished Visitor's schedule. Be familiar with and utilize the following two checklists, one for commercial air arrivals/departures and one for Military Air arrivals/departures. Commercial reservations often change to Military Air arrangements 1-3 days prior to the visit.

A4.6. Commercial Air.

- A4.6.1. Check with protocol to confirm transportation was arranged with base transportation. After pre-registering the Distinguished Visitor at the lodging office and inspecting quarters, drive to the airport and park as conveniently as possible.
- A4.6.2. Enter the airport and reconfirm arrival time of aircraft on visual displays.
- A4.6.3. Locate Distinguished Visitor's gate/disembarkation area and wait for him/her there. Upon arrival, greet the Distinguished Visitor, introduce yourself, and escort the Distinguished Visitor to the baggage claim area.
- A4.6.4. Assist the Distinguished Visitor with luggage and put the luggage in the trunk (identify the trunk release mechanism in advance).
- A4.6.5. Open the car door for the Distinguished Visitor. Distinguished Visitors are normally seated in the right rear seat, however, he or she may want to ride in front; be flexible.
- A4.6.6. Drive to Distinguished Visitor lodging or wherever the Distinguished Visitor needs to go from the airport.
- A4.6.7. If Distinguished Visitor lodging is the destination, the vehicle should pull up to the entrance of the building where the Distinguished Visitor's room is located. Assist the Distinguished Visitor with the car door and luggage, and show the Distinguished Visitor to his or her room. Before departing, discuss any requirements with the Distinguished Visitor, identify the location of the staff car/keys (if one is available) and agree on the next meeting point (if possible). Provide the Distinguished Visitor an escort/business card with phone numbers.

A4.6.8. Some Distinguished Visitors require minimal assistance from escort officers and may dismiss the escort officer after the initial greeting. This is appropriate provided the Distinguished Visitor knows how to contact the escort officer if assistance is needed during the visit.

A4.6.9. Commercial Departure. Arrange or confirm transportation with protocol again. Pick up the Distinguished Visitor at previously agreed upon time and place. Assist with luggage, transport the Distinguished Visitor to the airport, assist with luggage and escort him or her to the gate. Confirm aircraft departure time has not changed.

A4.7. Military Air.

A4.7.1. Coordinate with the protocol officer to obtain instructions on requirements and reporting location for Military Air arrivals. After contacting base transportation to confirm vehicle support, pre-registering the Distinguished Visitor at the lodging office, and inspecting quarters, drive to base operations (if necessary). Park in the front parking lot if utilizing a POV and walk through the building to the back counter. If in a staff car, pull around onto the flight line and park the car in the circular drive directly in front of the building. Note: This is all accomplished in coordination with the protocol officer and dependent upon local installation procedures.

A4.7.2. If requested, assist or check with base operations on the following:

A4.7.2.1. Check to ensure a welcome message is on the appropriate base marquee(s)

A4.7.2.2. Arrival time of the aircraft (provide the call sign and the Distinguished Visitor's name).

A4.7.2.3. Ask the controllers to identify exactly where the aircraft will park on the flight line (confirm visually). Transient alert (TA) crew will set up equipment near the intended aircraft parking spot.

A4.7.3. If a local Distinguished Visitor is also assigned to greet the incoming Distinguished Visitor, locate the individual, carry out introductions and brief him or her as necessary. If the local Distinguished Visitor's rank is below the incoming Distinguished Visitor's, then the local Distinguished Visitor should also salute the aircraft. The local Distinguished Visitor should stand to the escort officer's right on the flight line. He or she should lead "present arms" and "order arms" for both, unless this individual is a civilian. In this case, only the military escort officer will salute.

A4.7.4. As the aircraft lands, the escort officer positions him or herself on the center edge of the painted red carpet. Although a guideline, the escort officer should ensure he or she stays out of the way of danger.

A4.7.5. As the aircraft comes to a stop, military should salute; once the engines are off, move toward the aircraft door.

A4.7.6. The transportation driver should pull staff car up to the aircraft. If the escort officer is driving, pull the car close to the aircraft while the local Distinguished Visitor greets and leave it running while assisting with luggage. If both the greeter and the driver, the escort officer will have to be flexible. (Hint: Position the car close to the yellow line, leave it running as the aircraft taxis toward its parking spot, jump out of the vehicle, and quickly take position to salute and greet.)

A4.7.7. Greet the Distinguished Visitor, accomplish introductions and assist with all bags.

A4.7.8. Open the car door for the Distinguished Visitor, ensure bags are in the trunk.

A4.7.9. Salute the car as it drives away (if a transportation driver is present or the Distinguished Visitor chooses to drive the staff car); or, get in the car and drive the Distinguished Visitor to the Distinguished Visitor quarters/destination.

A4.7.10. If Distinguished Visitor lodging is the destination, pull the staff car up to the entrance of the building where the Distinguished Visitor's room is located. Assist the Distinguished Visitor with the car door and luggage, and show the Distinguished Visitor to his or her room. Before departing, discuss any requirements with the Distinguished Visitor and agree on the next meeting point (if possible). Provide the Distinguished Visitor an escort/business card with phone numbers. If the staff car does not remain at the Distinguished Visitor Quarters for the Distinguished Visitor's use, return the vehicle to transportation. If the car stays with the Distinguished Visitor (usually the case), leave the car and arrange personal transportation.

A4.7.11. Some Distinguished Visitors require minimal assistance from escort officers and may dismiss the escort officer after the initial greeting. This is appropriate provided the Distinguished Visitor knows how to contact the escort officer if assistance is needed during the visit.

A4.7.12. Military Air Departure. Call base operations in advance to confirm departure time or to inform them (and the aircrew) that the Distinguished Visitor desires to depart earlier or later. Pick up the Distinguished Visitors at agreed upon time and location and transport to base operations or meet him/her at base operations. The aircrew should be ready to receive. Assist with bags and salute the aircraft as soon as it begins to move out (if military), and then move back toward base operations. Remain at base operations until the aircraft takes off.

A4.8. Reminders.

A4.8.1. In the days prior to the Distinguished Visitor's arrival, protocol will obtain updates on the Distinguished Visitor's travel plans. Stay in contact with the protocol project officer to avoid miss any changes.

A4.8.2. Uniform for escort duty is Service Dress unless instructed otherwise.

A4.8.3. Be able to properly pronounce the Distinguished Visitor's name and obtain a biography in order to become familiar with the Distinguished Visitor's background and appearance (for recognition purposes at the airport).

A4.8.4. Use common sense and remain flexible.

A4.8.5. Consider uniform condition and personal appearance

A4.8.6. Study directions to and from the airport prior to the Distinguished Visitor's arrival and dry run the route if necessary.

A4.8.7. Keep a list of relevant POC telephone numbers (i.e. transportation, protocol, and lodging) available at all times; protocol will provide this list.

A4.8.8. Have a copy and be familiar with the itinerary of the event the Distinguished Visitor is attending.

A4.8.9. If questions or concerns arise, contact protocol. If asked a question to which the answer is unknown, do not make any assumptions, contact protocol for guidance.

A4.8.10. Arrive at base operations or the airport at least 30 minutes prior to scheduled arrival time.

A4.8.11. Be prepared for inclement weather (umbrella).

A4.8.12. Be familiar with the events the Distinguished Visitor is attending (i.e., if attending a conference, obtain a copy of the conference itinerary and briefing agenda from the project officer).

A4.8.13. Know locations of restrooms, telephones, etc.

A4.8.14. Know dress requirements for every event (for the Distinguished Visitor and the spouse). A5.8.15. Carry a notepad.

Figure A4.1. Quick Reference Escort Checklist.

1. Escorts are notified by unit executive officer of escort duty.
2. Contact protocol and obtain information pertinent to the Distinguished Visitor's visit.
3. Call the Distinguished Visitor's office to speak with the Distinguished Visitor's secretary, exec and/or aide; provide contact numbers and inquire about the Distinguished Visitor's itinerary.
4. Monitor the Distinguished Visitor's arrival time-it usually changes! Do this through protocol instead of calling the Distinguished Visitor's office too frequently. If contacted by the Distinguished Visitor's office with an update, back-brief protocol. It may affect a local Distinguished Visitor greeter's schedule.
5. Once arrival/departure times, lodging, and transportation are confirmed, mentally walk through the plan to ensure every detail is covered.
6. Pre-register the Distinguished Visitor at the Distinguished Visitor Quarters before his/her arrival. Pick up the key, locate the room and inspect it if it is ready.
7. Arrive at the designated arrival point (base ops/airport) at least 30 minutes ahead of time. If there are any changes, communicate them to the local Distinguished Visitor greeter so he/she does not waste time by arriving too early or late.
8. Double check that transportation is available with the correct rank displayed (if appropriate). Brief the local Distinguished Visitor greeter upon arrival and get into position soon after the ten mile out call-do not forget earplugs!
9. Greet the Distinguished Visitor upon arrival, collect any bags, and transport the Distinguished Visitor to the appropriate destination.
10. Agree on departure plans with the Distinguished Visitor, as well as any other important issues, before departing. Ensure the Distinguished Visitors has all necessary contact info in case needed.
11. See the Distinguished Visitors off-assist with any extras and everything required. Call protocol for assistance.