



Command Policy

PROTOCOL PRIMER

This pamphlet provides general guidance regarding some of the most frequently asked protocol questions. It is for the use of headquarters, wing, and base protocol personnel as well as points of contact for social events. New or revised material is indicated by a ★.

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Supersedes AETCP 90-1, 1 March 1995
OPR: HQ AETC/DSP (Ms Fay Giles)
Certified by: HQ AETC/DSP (Maj S. Whilding)

Pages: 43/Distribution: F; X:
HQ AFIA/IMP - 1
AUL/LSD - 1

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THINGS TO REMEMBER

Protocol is an adherence to customs tempered with a touch of common sense, good manners, and concern for others. (Attachment 1 contains a listing of informative material about protocol.)

Paying attention to details, no matter how trivial they may seem at first glance, can go a long way toward making a visit a first class affair. If you are in doubt on any specific matter, contact your wing or base protocol office or the AETC Protocol staff.

INVITATIONS

When possible, mail invitations to large events 4 weeks before the function. Mail all other invitations at least 3 weeks before the event. Always mail invitations to the business address. The recipient of an invitation *should* respond within 2 days. This enables the host or hostess to make preliminary arrangements and invite other guests if the recipient is unable to attend. (Hopefully, the recipient won't wait until the RSVP date.)

NOTE: A home address may be used when no business address is available.

When possible, suspense RSVPs at least 7 workdays before the event to allow time for final preparations and confirming unknowns who have not responded. See figures 1, 2, and 3 for sample invitations (including partially engraved and handwritten invitations).

Engraved or Typeset Invitations. These are invitations to official events (figure 1). If the invitation is for a military ceremony, such as a change of command, promotion, or award ceremony, suggest you use the words "cordially invite(s) you to attend" rather than "request(s) the pleasure of your company." To invite a high-ranking official to be the guest speaker at an official social event, send the request about 3 months in advance. (It's also a



General John A. Doe, Jr.
The Commander, Air Education and Training Command
cordially invites you to a Retirement Ceremony
in honor of

Lieutenant Colonel William E. Doe III

on Wednesday, the thirty-first of December
nineteen hundred and ninety-five
at six-thirty o'clock
Officers' Open Mess
Randolph Air Force Base, Texas

RSVP by 17 December
(210) 652-4126
DSN 487-4126

Military: Uniform of
the Day
Civilian: Informal



General John A. Doe, Jr.
The Commander, Air Education and Training Command
and Mrs Doe

request the pleasure of your company
at a Fiesta Reception

on Thursday, the twentieth of April
at seven o'clock
Rio Rio Cantina
421 East Commerce, San Antonio, Texas

RSVP by 7 April
(210) 652-4126
DSN 487-4126

Dress: Casual/Sport
Shirt, no tie
Cost: \$15.00 each
Cash Bar

Figure 1. Engraved or Typeset Invitations.

good idea to call the guest speaker's office and ask that the date be penciled in on his or her calendar.) The request should be in letter format, suggest a speaking topic, and give the local project officer's name and telephone number.

Partially Engraved Invitations. Partially engraved cards are less expensive and may be used for any occasion (figure 2). They are generally used by those who entertain often and are correct for luncheons, receptions, or dinners. To honor guests, use the phrases "In honor of _____" or "Honoring _____." The first phrase is used more often for prominent personalities; the second for new arrivals. Use the conversational title (for example, "Colonel" instead of "Lieutenant Colonel" and "General" instead of "Brigadier General").

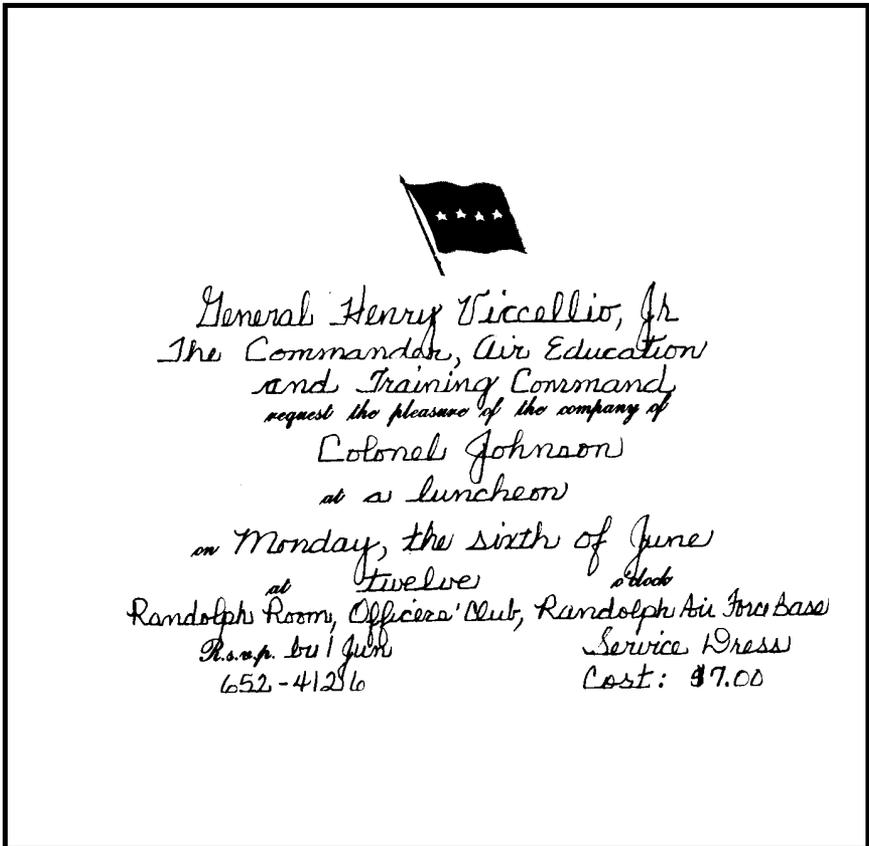


Figure 2. Partially Engraved Invitation.

Handwritten Invitations. Formal invitations do not have to be engraved. If the host or hostess prefers and if the size of the party permits, the invitations may be handwritten as illustrated in figure 3. Use the “conversational title” (for example, “Colonel” instead of “Lieutenant Colonel” and “General” instead of “Brigadier General”).

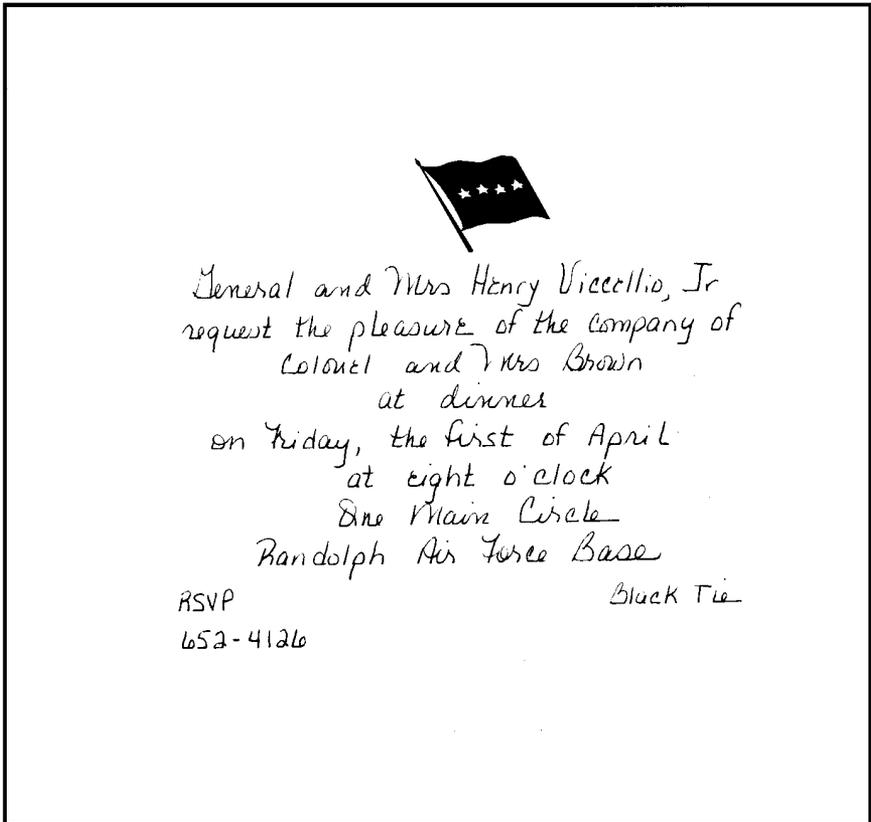


Figure 3. Handwritten Invitation.

A “To Remind” invitation is given to those who have already committed to an event. It is the same as a regular invitation except it shows “To Remind” in the bottom left corner instead of an RSVP date. It is a nice addition to the welcome package for the distinguished visitor (DV), and it prompts him or her about your social event.

- Casual attire means comfortably unrestricted. For men, this is a short or long-sleeved open-neck shirt and no tie. For ladies, any casual dress or slacks outfit is appropriate.
- Informal attire means coat and tie. Either a sport coat or a suit is appropriate for men; ladies have several options--a long or short dress or a pants suit.
- Business suit means a tie and conservative suit for men and a dressy, street-length or "Sunday" dress for the ladies.
- Semiformal attire for the military is the mess dress. Semiformal attire for civilian men is designated "black tie." Ladies traditionally wear a cocktail dress, dressy pants suit, or fancy long dress.
- Formal dress is a black tail coat with a white vest. This is worn primarily in the Washington DC and State Department arena.

Occasionally, an officer's spouse who is also military will ask if he or she has the option to wear civilian attire instead of the uniform specified for military personnel. The answer is no; the prescribed military uniform will be worn. Therefore, if the mess dress is the prescribed military uniform, the military spouse will wear the mess dress.

MONIES FOR SOCIAL EVENTS AND MEALS

Listed below are the three kinds of money to be used for social events and meals. **NOTE:** Remember to figure in the following items (as desired): flowers for dinner tables, meal for the guest speaker or guest of honor, wine or sherry for toasting, wine during dinner, and after-dinner drinks.

Personal Funds. This money is collected from an individual. The amount is usually indicated on the invitation below the "dress":

Business Suit
Cost: \$20.00/person
Cash Bar [or Pay-as-you-go Bar]

Official Representation Funds (ORF). This money may be used to entertain certain senior government officials, foreign dignitaries, members of Congress, civic leaders, and the officials specified in AFI 65-603, *Official Representation Funds--Guidance and Procedures*. Only certain designated AETC commanders or officials are authorized to be hosts of these events. Only in very limited circumstances may ORFs be used to pay for meals, refreshments, and other incidentals for DoD personnel. In most cases, therefore, DoD personnel will need to personally pay for their meals even if ORFs are used to pay for the visiting dignitaries.

Special Morale and Welfare Monies. According to AFI 34-201, *Use of Nonappropriated Funds (NAFs)*, these funds are usually limited to very light

refreshments in conjunction with a reception for visitors (if not covered under AFI 65-603 monies) as well as amenities for conferences and briefings. See these directives or the *AETC Commanders Guide* for a detailed list.

Many times, directives regarding protocol expenditures do not address all situations in detail, but misuse or improper obligation of appropriated funds may result in time-consuming ratification actions as well as embarrassment to the command. Therefore, project officers must work closely with AETC Protocol on these issues to ensure all financial issues are resolved *before* the event.

DETERMINING PRECEDENCE AT OFFICIAL MILITARY FUNCTIONS

Precedence is based primarily on grade and position. See attachment 2 for the official order of precedence and attachment 3 for a guide for equivalent grades.

The Chairman of the Joint Chiefs of Staff outranks all other officers, followed by the Chiefs of Staff (who are ranked by their date of appointment). They are followed by active four stars (by date of rank), retired four stars, active three stars, retired three stars, active two stars, etc. There are very few exceptions to this. Two exceptions would be at the wing and command levels. Because of their positions, the commander and vice commander of a wing should take precedence over other colonels in the wing even though the other colonels may be senior (by date of rank). Similarly, at major commands the directors and chiefs of special staff take precedence over other staff officers of similar grade.

At official functions where participants are not all military, determining precedence is more complicated. *DoD Flight Information Publication (FLIP)*, paragraph 43, gives guidance and can be obtained at your local base operations. If you are unsure of the position of a guest, call the guest's office and ascertain which DV code is used for travel on a military aircraft. See attachment 2 for the official order of precedence.

If your problem is to determine where the chief executive officer of Jones Manufacturing fits in with a mayor and your staff, you won't find the answer in an official publication. The commander will have to subjectively assign a precedence to civilians in your community. At AETC headquarters, corporate chief executive officers are considered general-officer equivalents. Civic leaders are usually seated alternately with the military.

If you have a large group of civilians in attendance, determine which guests are the most important based on the purpose of the event. They can't *all* sit at the head table or in the front row. If there is logic to the way you determine the seating, few will argue. In case of a tie, give the nod to the elected officials.

RECEIVING LINE PROCEDURES

For official Air Force functions, the accepted procedure follows the White House Protocol of the principal preceding the spouse or guest through the line. Receiving lines should consist of as few people as possible.

To welcome the new commander and spouse at a change of command, the line may consist of the announcer (usually an aide or exec), the commander, and the commander's spouse. To welcome the new Officers Wives Club (OWC) president, the line may consist of the announcer (who might be the OWC vice president), then the outgoing president, followed by the new president.

To welcome the new OWC honorary president (the commander's wife), the line may consist of the announcer (in this case, perhaps the OWC president) followed by the honorary vice president who will introduce the guest to the new honorary president. However, the line could be limited to just the announcer and the incoming president.

There is no iron-clad rule governing the formation and location of a receiving line. You will have to make a case-by-case judgment, depending on the circumstances. Make sure you set up the receiving line far enough from the room entrance to prevent a "blockade" and to accommodate the waiting line which will always develop. It is better for guests to wait in the room instead of outside or in an entry hallway. Normally the primary is followed by his or her spouse. Place a small table or stand behind the host or hostess for water or a drink.

An announcer should be first in line to introduce the guests to the official host or hostess who heads the line. Since the announcer is not a member of the receiving line, he or she should lock hands behind his or her back in order to *not* shake hands with guests. On some occasions, it is necessary to post a protocol officer or "set-up" aide about 6 to 8 feet before the beginning of the receiving line. This person will inform the guests that the primary guest goes first and will give the announcer the primary guest's first and last name and title and his or her spouse's (or guest's) first and last name. To avoid congestion during large affairs, a "pull-off" aide may be needed to direct guests who have completed the line to other areas.

SEATING AT OFFICIAL FUNCTIONS

The primary determinant is date of rank (see exceptions in the paragraph titled "Determining Precedence at Official Military Functions") and any special circumstances.

There are many possible seating plans shown in attachment 4 of this pamphlet, but they don't cover every option.

At mixed functions, the place of honor for the senior male guest is to the right of the hostess. The place of honor for the senior female guest or the wife of a male guest of honor is normally to the right of the host. (**EXCEPTION:** At a table of eight when there is an equal number of couples, seat the number one lady to the left of the host in order to have a true “boy-girl, boy-girl” arrangement.)

At official functions, husbands and wives should be seated at the same table, but not next to each other. On the other hand, engaged or unmarried couples should sit together. At unofficial or social occasions (usually decided by the host), spouses can be seated side by side.

Keep in mind, the place of honor is normally given to the senior guest (in terms of precedence). For example, if you invite Brigadier General Smith from XXXXX Air Force Base to be the guest speaker at your function and you also invite Major General Jones, because of grade you should give Major General Jones the place of honor, introduce him or her first, etc. An exception is when the senior officer specifically agrees to defer to the junior (attachment 4).

HELPFUL HINTS REGARDING SEATING

At a large dinner, each table should have a host from the sponsoring organization. Disperse the visiting guests and other staff members among all the tables when possible.

At an informal gathering (such as a staff retirement party where there are no visiting dignitaries) and if the host and hostess prefer, it is appropriate to seat the husband and wife, as well as engaged or unmarried couples, next to each other.

At installations where there are individuals from higher headquarters along with tenant units, determine a seating order. This depends on the host, the event, and whether the guest is a commander or vice commander, etc.

Seating for a military couple is determined by the *principal* military invitee.

PLACE CARDS

Place cards are necessary at official events. In addition, they are extremely helpful at informal events where there is more than one table.

Place cards should be handwritten in black ink. (**NOTE:** Your graphics shop may be able to help you by doing these place cards on a computer.)

Always spell out the courtesy title or grade and surname only. For example, Lieutenant Colonel Thomas would be written as “Colonel Thomas,” Brigadier

General Smith as “General Smith”, and Master Sergeant Jones as “Sergeant Jones.”

If more than one person is attending a specific function with the same grade and last name, include the first initial to avoid confusion; for example, Colonel C. Johnson and Colonel H. Johnson.

When a general officer is hosting an official function, use star place cards denoting his or her grade (figure 4).

Ensure place cards for official functions always denote the grade of the host, not the senior guest. Do not use star or organizational place cards for unofficial functions.

If the host of an official function is not a general officer, use place cards with the official organization emblem.

For large groups, some hosts may use place cards just for the head table, which is less work. However, open seating for the remaining tables may increase confusion and prevent the desired seating mix.

Place cards for chaplains may read “Chaplain (grade)” rather than just the military grade.

In addition to putting place cards on the table, it is common practice to put a number on each table and display an alphabetic seating chart and diagram of the table arrangement during cocktails.

NAME TAGS

Use of name tags is optional, depending on the desires of the host and hostess. Name tags primarily help the visiting guests remember the names and grades of staff members and their spouses. They are normally worn on the right side to facilitate reading during a handshake. Figure 5 shows two examples of name tags.

There is no directive governing name tags or a standard way to prepare them. Usually the abbreviated grade is first, then the “go by” (the name the person usually goes by), and then the last name (Maj Gen John Smith). At a casual, in-house affair, the host may prefer to use first and last names only (John Smith) or to not use name tags at all. Whatever the approach, he or she should be consistent.

Name tags have an additional purpose at an official dinner. Uncollected tags highlight which guests have not arrived--a good thing to know before ringing the dinner chimes.

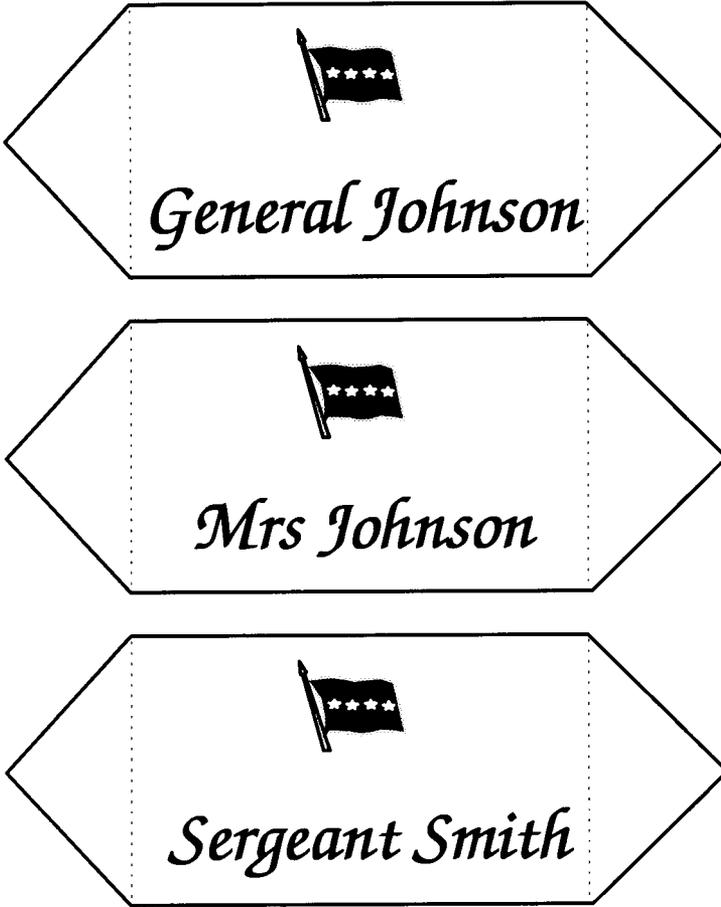


Figure 4. Sample Place Cards.

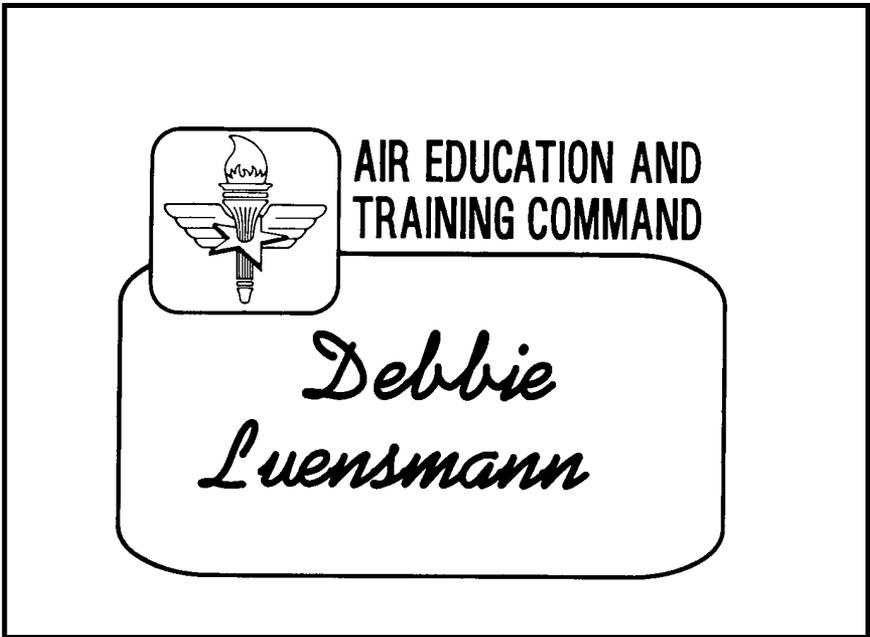


Figure 5. Examples of Name Tags.

Name tags are *not* normally worn with military uniforms. Exceptions are made at the host's discretion—usually at events with large numbers of civilian guests. A chaplain's name tag may read "Chap (grade)," "go-by," and last name.

INTRODUCTIONS

Members of the head table are introduced first. One scenario might be in this order: the master of ceremonies (MC) will introduce the host and then the remainder of guests by grade/rank and position. Spouses are usually introduced after each primary. After the head table, the MC will say "and honored guests" or continue with introduction by grade/rank and position. It is desirable to have as few introductions as possible. Another way to make introductions is by category; for example, all wing personnel (by grade/rank and position), all squadron personnel (by grade/rank and position), etc.

When introducing a DV's spouse, use the lady's title and surname only; for example, "The First Lady, Mrs. Jones." In a less formal setting, consider using the spouse's name first; for example, "Ladies (and Gentlemen), Mrs Jones, wife of the Commander, Air Education and Training Command." Secondly, if the spouse agrees, use the first name in the introduction; for example, "Ladies (and Gentlemen), Shirley Jones, wife of the . . .".

★TOASTS

A toast is a gesture of honor proposed to a person, institution, sentiment, or the like to whose health or in whose honor guests drink (such as the President of the United States or the United States Air Force) prior to, during, or at the conclusion of a meal. Air Force tradition has been to toast immediately following the invocation. Excessive toasting can make for a long evening. While other toasts may be appropriate, too many toasts can cause the evening to run behind schedule and dampen the enthusiasm of the members of the mess. Champagne or sherry are favorite beverages for toasting, but any wine is appropriate. You would not offer a toast with a mixed drink or after-dinner liqueur.

Do not drain a glass of champagne or wine. On the contrary, take only a sip or two so there will be plenty of beverage left for other toasts. Even those who don't drink alcoholic beverages should at least raise a glass to their lips (without sipping). Toasts to a person killed in action (KIA), missing in action (MIA), or a prisoner of war (POW) should be made with water only. The toast *One More Roll* was written and first proposed by our servicemen held captive in North Vietnamese prisoner of war camps where only water was available for toasting. See attachment 5 for selected toasts.

The person offering a toast (man or woman) should stand and raise the glass in a salute while uttering the expression of good will and welcome for the guest of honor. All military members and males should stand unless they are the recipients of the toast. Nonmilitary females are not required to stand for a toast unless it is to the President of the United States or the US flag or if the wife of the host rises. Then common sense dictates that all females should follow suit.

The person receiving the toast remains seated while everyone else stands. After everyone else sits down, he or she may rise, thank the person who toasted him or her, and offer a toast in return. A woman may respond with a toast or she may remain seated, smile at the person who toasted her, and raise her glass in a gesture of "Thanks, and here's to you."

FORMAL DINNER PARTIES

The host should always escort the senior lady to the dining room first. The hostess takes the left arm of the senior man and they enter last. (This is also a nice touch for informal dinners.)

STAFF ATTENDANCE AT SOCIAL FUNCTIONS

Staff members are usually invited to functions to help the host and hostess entertain the distinguished guests. Staff members should be encouraged to arrive a few minutes early and mingle with the guests.

CEREMONIES AND PROTOCOL (INCLUDING FLAG ETIQUETTE)

As the US flag passes during a parade, civilians should stand, face the flag, and place their right hand over their heart. When outside, military members in uniform will render a salute. During the playing of the National Anthem (for example, at Retreat), each person should face in the direction of the flag (if visible) or toward the music if the flag is not visible.

When Ruffles and Flourishes and the National Anthem are played, all guests should stand. Military members in uniform will render the hand salute. When indoors, military members in uniform will stand at attention.

When foreign guests are in attendance at a function and national anthems are played, the foreign anthems should be played in alphabetical order; the United States anthem should be played LAST.

General officers who preside over a ceremony (retirement, promotion, awards, etc.) should have their flag posted at a prominent point in the room. Only the presiding officer's flag will be displayed along with the US flag. (For example, if a brigadier general is the retiring official, a one-star flag will be posted even

if a lieutenant general attends a retirement ceremony as a guest.) If a retired general officer is the speaker or presiding official at an event, the hosting organization may post the appropriate general's flag, but it is not required. Do not ask retired general officers to provide their own flags.

Q: Does the spouse of the retiring individual need to stand when the retiree enters the room and the room is called to attention?

A: It is optional, but frequently spouses do stand.

Q: When should civilians stand at ceremonies?

A: All civilians (men and women) should stand during the playing of Ruffles and Flourishes, the National Anthem, and the Air Force Song; during the reading of promotion, retirement, and change of command orders; during award presentations, and when the flag passes in review during a parade.

Q: How do you call the room to attention when the presiding official and the retiree, for example, enter the room?

A: In accordance with AFPAM 36-2241, Volume 1, *Promotion Fitness Examination Study Guide*, unless told otherwise, you should rise and stand at attention when a senior official enters a room. If more than one person is present, the person who first sees the officer calls the group to attention. However, if there's an officer already in the room who is equal to or has a higher grade than the officer entering the room, do not call the room to attention. There is *no* Air Force guidance that governs the announcement of an official party entering a room. However, within Air Education and Training Command (AETC), the common practice is as follows:

Example (Officiator and retiree or promotee entering ballroom at the Officers' Club):

“Ladies and Gentlemen, General John A. Doe, Jr., Commander, Air Education and Training Command, and Colonel Robert S. Smith.”

Example (Officiator and retiree or promotee entering the conference room in the headquarters building):

“Ladies and Gentlemen, The Commander.”

FLIGHT LINE ARRIVALS

As the plane pulls up, cars move into position. (See figure 6 for positions of individuals and cars.) Once the plane comes to a stop, the cars move into position and get ready to load. (If desired, cars may be positioned directly behind each other instead of offset as shown in figure 6.)

AUTOMOBILE PLATES

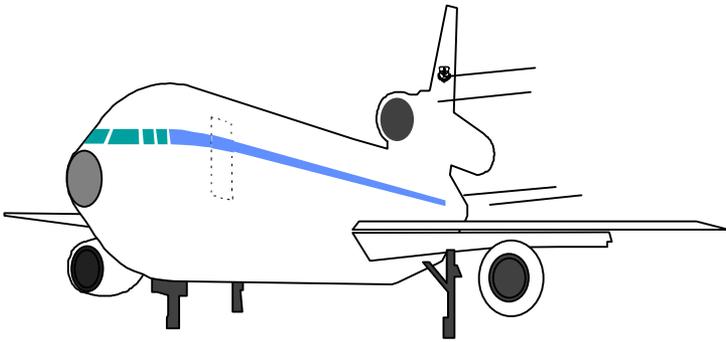
Star plates should be placed on cars (two points down).

For special plates for designated individuals (for example, Secretary of the Air Force or Chief of Staff), see AFR 900-3, *Department of the Air Force Seal, Organizational Emblems, Use and Display of Flags, Guidons, Streamers, and Automobile and Aircraft Plates* (projected to be AFI 36-2865).

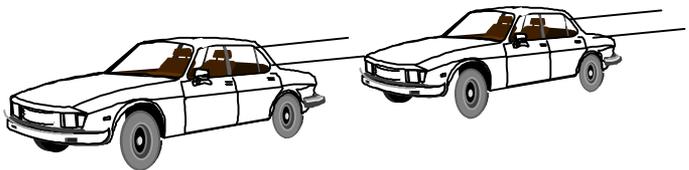
CAR SEATING

The back right seat is the position of honor and is normally reserved for the ranking individual (figure 7).

GREETERS AS PLANE PULLS UP



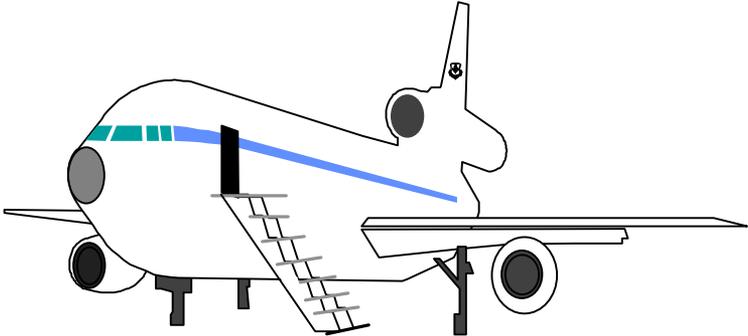
- (4)
 - (3)
 - (2)
 - (1)
- (1) SENIOR RANKING INDIVIDUAL
- (2) SPOUSE
- (3) SECOND RANKING INDIVIDUAL
- (4) SPOUSE



CARS MOVE INTO POSITION WHEN AIRCRAFT STOPS

Figure 6. Flight Line Arrivals.

GREETERS ONCE PLANE COMES TO A STOP

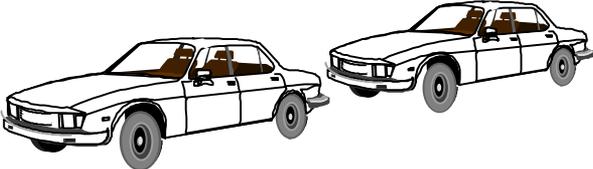


(1) SENIOR RANKING INDIVIDUAL

(2) SPOUSE

(3) SECOND RANKING INDIVIDUAL

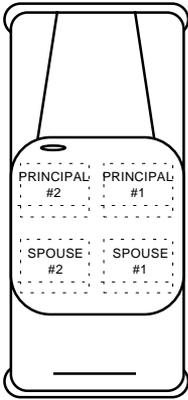
(4) SPOUSE



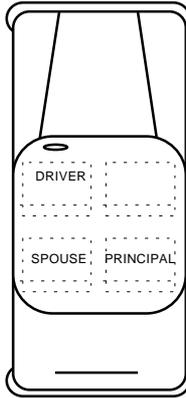
CARS READY TO LOAD

Figure 6. Continued.

TWO COUPLES



**PRINCIPAL
AND
SPOUSE**



**PRINCIPAL AND
SPOUSE WITH
UNACCOMPANIED
DISTINGUISHED
VISITOR**

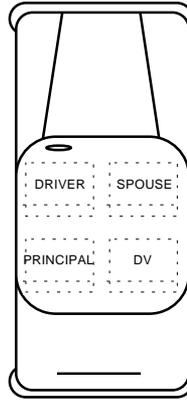


Figure 7. Car Seating.

STAN G. WEIR, Colonel, USAF
Director of Staff

HELPFUL MATERIAL ON PROTOCOL

BOOKS

McCaffree, *Protocol, The Complete Handbook of Diplomatic, Official, and Social Usage*

Hodges, *Harbrace College Handbook, 7th edition*

Swartz, *Service Etiquette*

Pederson, *The International Flag Book in Color*

Post, *Emily Post's Etiquette*

Vanderbilt, *Amy Vanderbilts New Complete Book of Etiquette*

Crossley and Keller, *The Air Force Wife Handbook*

Baldrige, *New Complete Guide to Executive Manners*

Sokolosky, *Corporate Protocol*

Smith, *Flags of the World*

STANDARD PUBLICATIONS

AFP 30-6, *Guide for an Air Force Dining-In* (NOTE: Also applies to a Dining-Out.)

AFI 34-201, *Use of Nonappropriated Funds (NAFs)*

AFI 34-207, *Commercial Sponsorship Program*

AFI 36-2903, *Dress and Personal Appearance of Air Force Personnel*

AFI 36-3203, *Service Retirements*

AFR 50-14, *Drill and Ceremonies* (projected to be AFPAM 36-2203)

AFI 51-604, *Appointment to and Assumption of Command*

AFI 51-901, *Gifts From Foreign Governments*

AFI 65-603, *Official Representation Funds-Guidance and Procedures*

AFI 90-401, *Air Force Relations With Congress*

AFR 900-3, *Department of the Air Force Seal, Organizational Emblems, Use and Display of Flags, Guidons, Streamers, and Automobile and Aircraft Plates* (projected to be AFI 36-2865)

AFR 900-6, *Honors and Ceremonies Accorded Distinguished Persons* (projected to be AFI 36-2865)

DoD Directive 5500.7, *Joint Ethics Regulation*

OTHER GUIDANCE

DoD Flight Information Publication (FLIP)

AETC Distinguished Visitors Guide (for HQ AETC and Randolph AFB)

“*Culturgrams*” (from any foreign country)

THE OFFICIAL ORDER OF PRECEDENCE

Below is the official order of precedence from *Service Etiquette*. In the left column are the DV codes from the *DoD Flight Information Publication, General Planning*. A simple conversion system for translating DV codes into general officer equivalents is to subtract the DV code from the base number 7. For example, a DV code 5 equates to a two-star general (2) (7-5=2). If a military member and a civilian have the same DV codes, the military has precedence.

NOTE: Senior Executive Service (SES) Codes are *pay levels*; they do not reflect DV status.

CODE	TITLE
DV-1	President of the United States Heads of state of foreign countries and reigning royalty
DV-2	Vice President of the United States Governor of a state in his [or her] own state Speaker of the House of Representatives Chief Justice of the United States Former Presidents of the United States The Secretary of State Secretary General of the United Nations Ambassadors of Foreign Powers Widows of Former Presidents Associate Justices of the Supreme Court The Cabinet: Secretary of the Treasury Secretary of Defense The Attorney General Secretary of the Interior Secretary of Agriculture Secretary of Commerce Secretary of Labor Secretary of Health and Welfare Secretary of Housing and Urban Development Secretary of Transportation Secretary of Energy Secretary of Education Secretary of Veteran Affairs United States Representative to the United Nations Director, Office of Management and Budget Chairman, Council of Economic Advisors United States Trade Representative

United States Senators (by seniority of Senate service or alphabetical when seniority is equal)
Governors of states when not in their own states (by state entry into the Union)
Former Vice Presidents of the United States
Members of the House of Representatives of the United States (by seniority of House service or alphabetical when seniority is equal)
Governor of Puerto Rico
Counselor and assistants to the President and the Presidential Press Secretary
Charges d' Affaires of Foreign Powers
Former Secretaries of State
The Deputy Secretaries and Under Secretaries (Deputy Secretary equivalent of the Executive Departments)
Administrator, Agency for International Development
Director, United States Arms Control and Disarmament Agency
United States Ambassador at Large
Secretary of the Army
Secretary of the Navy
Secretary of the Air Force
Directory Office of Science and Technology Policy
Chairman, Board of Governors of the Federal Reserve System
Chairman, Council on Environmental Quality
Chairman of the Joint Chiefs of Staff
Vice Chairman of the Joint Chiefs of Staff
Retired Chairman of the Joint Chiefs of Staff
Chiefs of Staff, Chief of Naval Operations and Commandant of the Marine Corps (by date of appointment)
Commandant, United States Coast Guard
Retired Service Chiefs and Commandants
General of the Army and Admiral of the Fleet
Secretary General, Organization of American States
Representatives to the Organization of American States
Chairman, Nuclear Regulatory Commission
Director, Central Intelligence Agency
Director, International Communications Agency
Administrator, National Aeronautics and Space Administration
Administrator, Federal Aviation Administration
Director, Office of Personnel Management
Under Secretary of Defense for Policy
Under Secretary of Defense for Research and Engineering
Director of ACTION

Director, Office of Community Services Administration
Administrator, Environmental Protection Agency
★Under Secretary of Defense for Acquisition (precedes service secretaries on acquisition matters)
★Comptroller and Chief Financial Officer
★Under Secretary of Defense for Personnel and Readiness
★Chiefs of Services
★Commanders-in-Chief of Unified Commands of the four-star grade (see note 4)
★Retired Vice Chairman of the Joint Chiefs of Staff, Retired Chiefs of Services, and Retired Commanders-in-Chief of Unified and Specified Commands of the four-star grade
★Principal Deputy Under Secretary of Defense for Acquisition

DV-3

Special Assistants to the President
Governors of Guam and the Virgin Islands
Assistant Secretaries of the Executive Departments, Assistant Secretaries of Defense, General Counsel of the Department of Defense, and Advisor to the Secretary and Deputy Secretary of Defense for NATO Affairs (by date of appointment)
The Chief of Protocol
Deputy Administrator for NASA, Deputy Director for CIA, and Deputy Director, Arms Control and Disarmament
Comptroller General of the United States
Deputy Assistants to the President
Judges, U.S. Military Court of Appeals
Members of the Council of Economic Advisors
Active or Designated U.S. Ambassadors and Ministers (career rank when in the United States)
Mayor of the District of Columbia
Commissioners of the Trust Territories
Under Secretary of the Army
Under Secretary of the Navy
Under Secretary of the Air Force
Vice Chiefs of Staff, Vice Chief of Naval Operations, and Assistant Commandant of the U.S. Marine Corps (by date of appointment)
Generals and Admirals (four-star grade)
Retired Generals and Admirals (four-star grade)
Assistant Secretaries of the Army, the Navy, and the Air Force (by date of appointment within each service)
The Special Assistant to the Secretary and Deputy Secretary of Defense

Assistant to the Secretary of Defense
 Commanders-in-Chief of Unified Commands of three-star grade (by date of appointment)

- ★Principal Deputy Under Secretary of Defense for Policy
- ★Director of Defense Research and Engineering
- ★Assistant Secretaries of Defense, DoD General Counsel, DoD Inspector General, and Director of Operational Test and Evaluation
- ★Vice Chiefs of Services
- ★Assistant Secretaries and General Counsels of the Army, Navy, and Air Force
- ★Director, Administration and Management

DV-4

General Counsels of the Army, Navy, and Air Force
 Deputy Under Secretaries of Defense (by date of appointment)
 Lieutenant Generals and Vice Admirals (three-star grade)
 Retired Lieutenant Generals and Vice Admirals (three-star grade)
 Principal Deputy Assistant Secretaries of Defense (by date of appointment) and Deputy General Counsel of the Department of Defense
 Former United States Ambassadors and Ministers to Foreign Countries
 Deputy U.S. Trade representative
 Civilian Aides to the Secretary of the Army
 Heads of Independent Agencies, Director of the FBI, and Mayors
 Treasurer of the U.S.
 Commissioner, Internal Revenue Service
 Deputy Assistant Secretaries of the Executive Departments and Assistant General Counsels of the Department of Defense (by date of appointment)
 Deputy Under Secretaries of the Army, the Navy, and the Air Force (by date of appointment within each service)
 Deputy Chief of Protocol
 Counselors of Foreign Powers
 Civilians Assigned to SES, GS-18, and scientific-technical positions (equivalent to others listed in DV Code 4) [see attachment 3]

- ★Directors of Defense Agencies
- ★Members of Secretary of Defense Boards
- ★Administrative Assistants of the Army, Navy, and Air Force
- ★Deputy Under Secretaries of Defense (nonstatutory), Deputy Directors of Defense Research and Engineering, Principal

Deputy Assistant Secretaries of Defense, DoD Principal Deputy General Counsel, DoD Deputy Inspector General, DoD Principal Deputy Comptroller, Director of Net Assessment, Director of Defense Procurement, Director of Small and Disadvantaged Business Utilization, and Director of Programs Analysis and Evaluation

★Deputy Assistant Secretaries of Defense, DOD Deputy General Counsels, Defense Advisors US Mission NATO, Secretary of Defense Representatives to international negotiations, Deputy Comptrollers, and Assistant Inspector Generals

- DV-5** Major Generals, Rear Admirals (upper)
 Civilians assigned to SES, GS-17, and scientific-technical positions (equivalent to others listed DV in Code 5) [see attachment 3]
 ★Deputy Assistant Secretaries and Deputy General Counsels of the Army, Navy, and Air Force
 ★OSD Historian
- DV-6** Brigadier Generals, Rear Admirals (lower)
 The Assistant Chiefs of Protocol
 The Secretary of the Senate
 Civilians assigned to SES, GS-16, and scientific-technical positions (equivalent to others listed in DV Code 6) [see attachment 3]
 ★Assistant Deputy Under Secretaries and Principal Directors
- DV-7** Captains USN or USCG, Colonels USAF, USA, or USMC, or comparable grade officers of friendly nations
 Counselors in Charge of Consulates of Foreign Powers
 GS/GM-15 (Civilians)
- DV-8** Senior Enlisted Advisors of the Armed Services (Master Chief Petty Officers of the Navy and Coast Guard, Sergeants Major of the Army and Marine Corps, and Chief Master Sergeant of the Air Force)

NOTES:

1. This listing is an unofficial order of precedence.
2. Medal of Honor recipients usually in three- or four-star position *after* three or four stars attending event.
3. US Air Force personnel refer to AFRs 900-3 and 900-6 for guidance on the display of insignia (star plates, flags, etc.) for flag rank officers and civilian officials. US Army personnel refer to AR 840-10 for guidance on the display of insignia (star plates, flags, etc.).
4. Following is a list of unified commands (there are no specified commands):

Geographical

Pacific Command

European Command

Central Command

Southern Command

"A" (America) Command (previously Atlantic)

Functional

Transportation Command

Special Operations Command

Strategic Command (STRATCOM)

Space Command (SPACECOM)

A GUIDE FOR EQUIVALENT GRADES

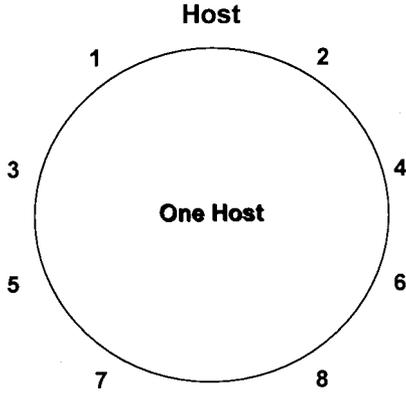
A	B	C	D	E	F
Non-SES and ES (SES) (note 1)		Executive Schedule (note 2)	DV Codes	Position	Military Equivalent
Scientific	Pay Levels				
GS-16, ST	1 thru 3	NA	6	Dep Directors, HQ USAF- level and equivalent	Brig Gen/RAdm (lower half)
GS-17, ST	1 thru 5	NA	5	Directors, HQ USAF-level and equivalent	Maj Gen/RAdm (upper half)
GS-18, ST	1 thru 6	NA	4	Dep Asst Sec of AF and equivalent	Lt Gen/Vice Adm
		IV	3	Under Sec of Svc/Asst Sec	General/Adm
			2	VP, Cabinet	Chief, Joint Chiefs
			1	President, Head of State	

NOTES:

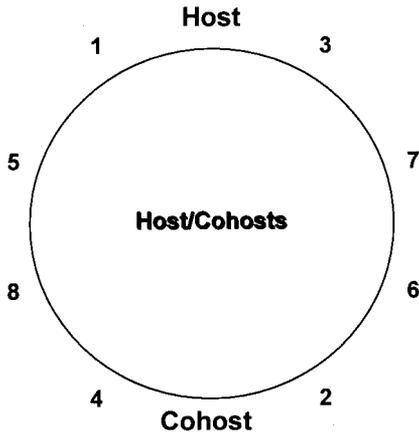
1. Refer questions regarding Air Force SES civilian VIP code assignment to AF/MPKZ, Wash DC 20330. Refer questions regarding US Army SES civilian VIP code assignment to DACS-DSP, Wash DC 20310. Refer questions regarding OSD SES civilian VIP code assignment to OSD Protocol, Wash DC 20301. Refer questions regarding US Navy SES civilian VIP code assignment to OCPM-07, Arlington VA 22203-1998.
2. Political appointments that must be confirmed.

SEATING OF OFFICE FUNCTIONS

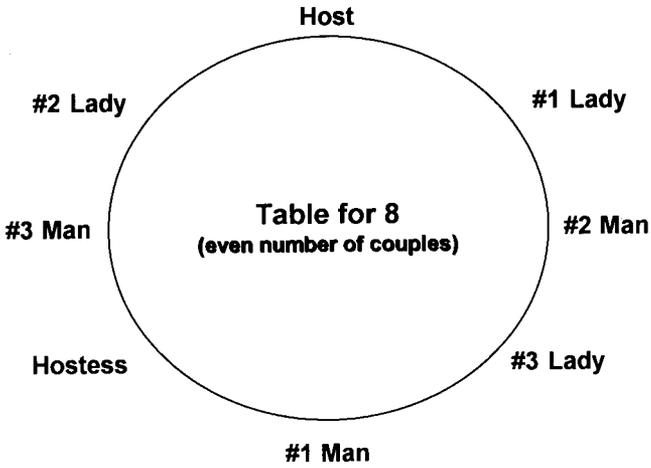
STAGE



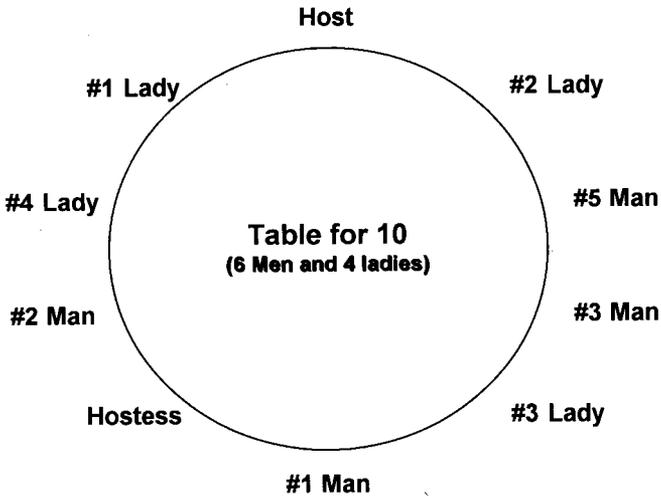
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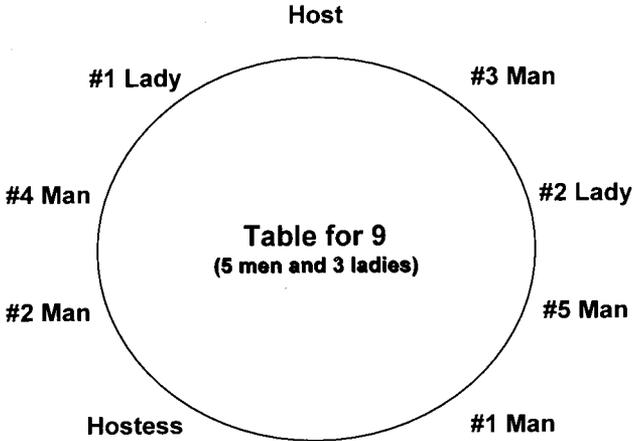
STAGE



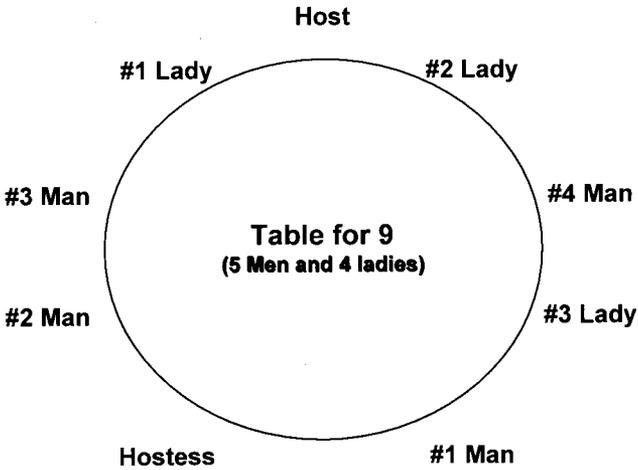
STAGE



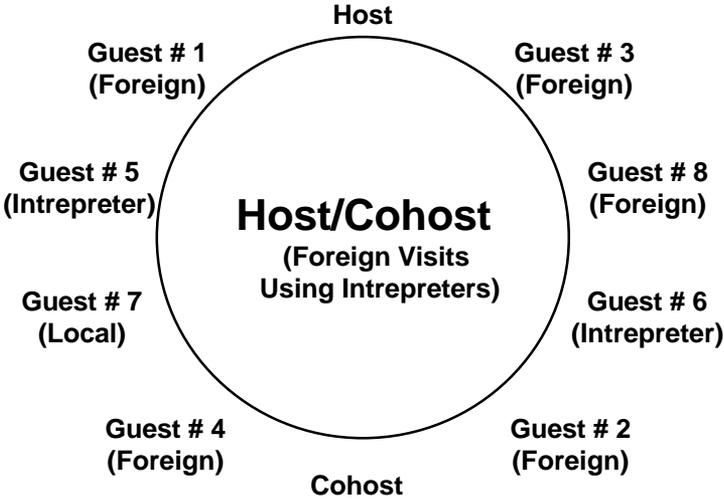
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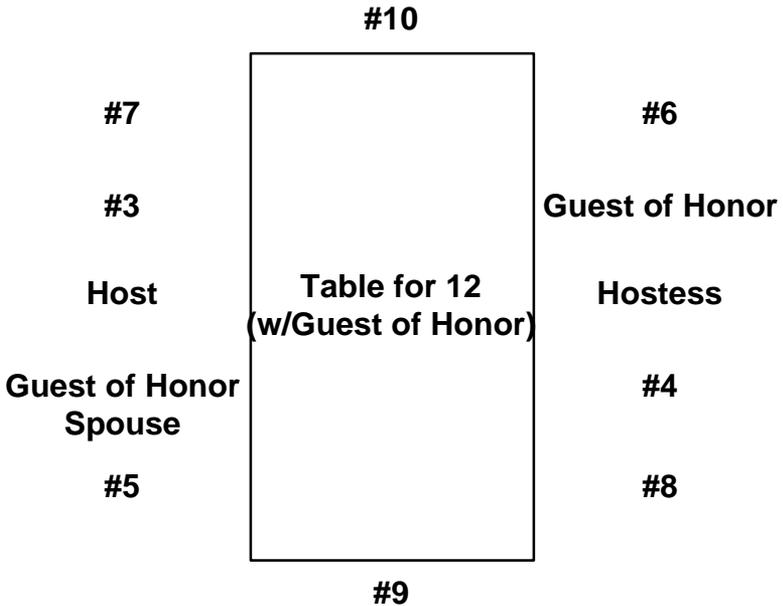
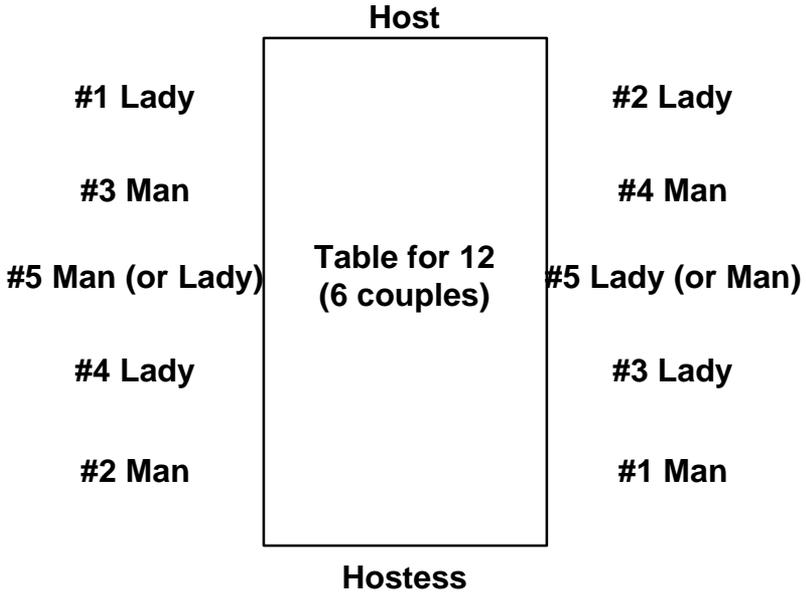


STAGE



STAGE





HEAD TABLE

X	X	X	X	X	X	X
SECOND RANKING MAN	HOSTESS	GUEST OF HONOR	FIRST RANKING LADY	HOST	GUEST OF HONOR LADY	FIRST RANKING MAN

STAGE

SPEAKERS TABLE

X	X	X	X	X	X	X
GUEST	TOAST- MASTER	SECOND RANKING GUEST	HOST	GUEST OF HONOR	GUEST	GUEST

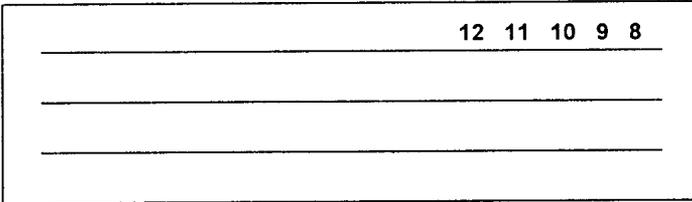
STAGE

Examples of Changes of Command and Retirement Ceremonies

EXAMPLE 1

STAGE OR
REVIEWING STAND

7 5 (Sel Family Members) 3 1 2 (Sel Family Members) 4 6

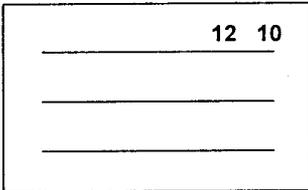


EXAMPLE 2

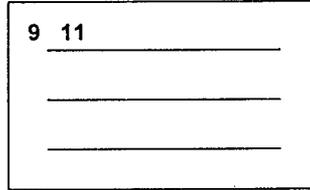
STAGE OR
REVIEWING STAND

← 8 7 6 5 4

1 2 3 (Sel Family Members)



A
I
S
L
E

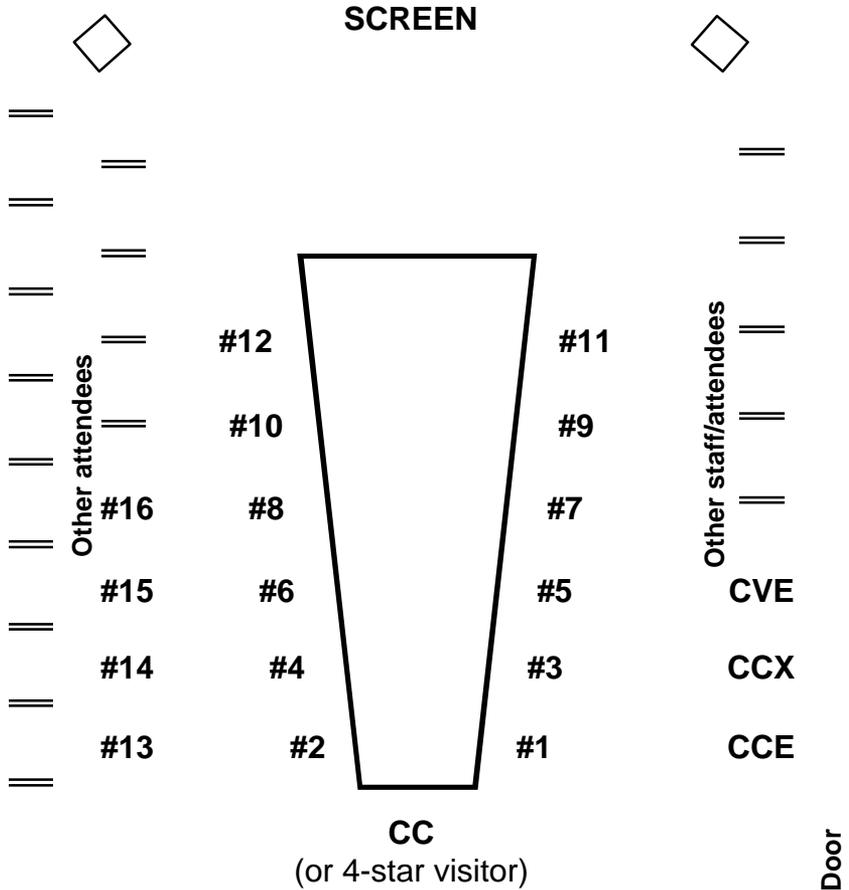


- 1) Officiator's Spouse
- 2) Outgoing Spouse
- 3) Incoming Spouse

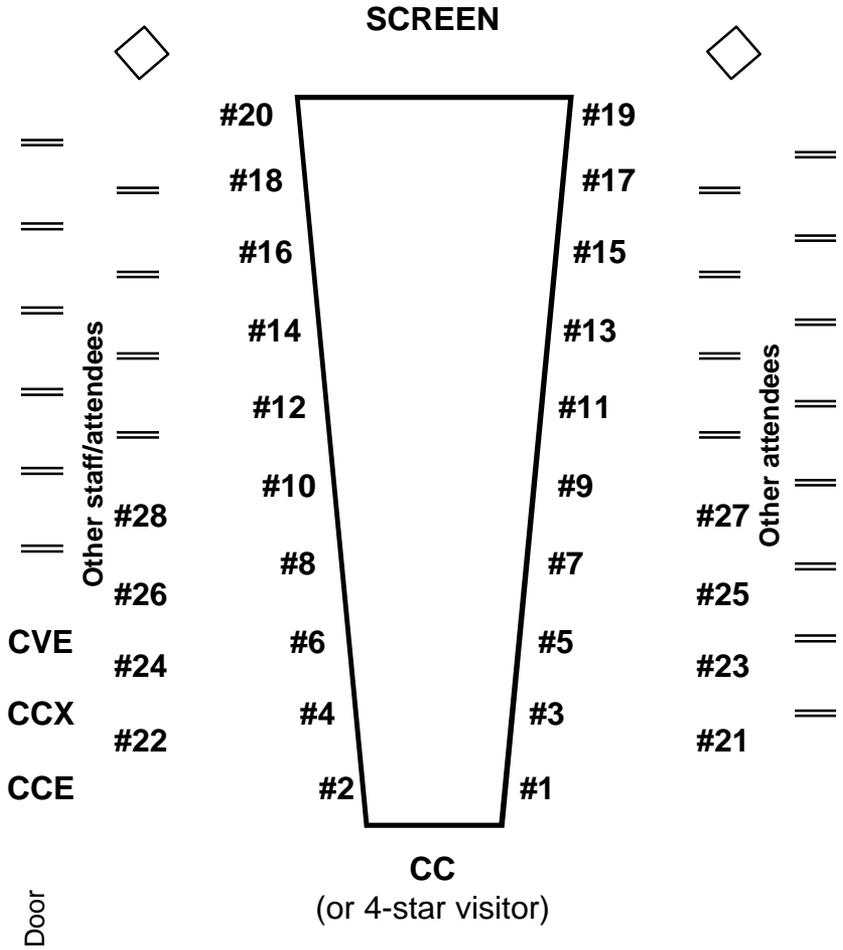
- 4) First Ranking DV (seat spouse next to DV)
- 5) Second Ranking DV (seat spouse next to DV)
- 6-12 (remaining DVs and spouses)

NOTE: Seat family members based on age, relationship, etc. For specific guidance, contact the Protocol Office.

Small Conference Room



Large Conference Room



**TOASTS FOR FOREIGN DIGNITARIES--
GENERAL PROTOCOL (SEATED)****★Formal**

The president, host, or Mr or Madam Vice proposes the first toast(s) during formal occasions. If a toast to the colors is done, it is always the first toast.

TOAST: To The Flag of the United States of America

RESPONSE: To The Colors

The second toast, in order of precedence, is to the heads of state of the allied nations represented. The toasts are made in the order determined by the seniority of allied officers present. Remember that Commonwealth nations toast the sovereign, not an elected official. The following are selected samples of toasts to foreign heads of state:

AUSTRALIA: Toast: To the Queen of Australia
Response: To the Queen

BELGIUM: Toast: To His Majesty the King of Belgium
Response: To His Majesty

CANADA: Toast: To Queen Elizabeth, Head of the Commonwealth
Response: To the Queen

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

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

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

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

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

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

MEXICO: Toast: To His Excellency the President of Mexico
Response: To His Excellency

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

NORWAY:	Toast: To His Majesty the King of Norway Response: To His Majesty
SAUDI ARABIA:	Toast: To the Custodian of the two Holy Mosques Response: To the King
SINGAPORE:	Toast: To the President of the Republic of Singapore Response: To the President
THAILAND:	Toast: To His Majesty the King of Thailand Response: To His Majesty
TURKEY:	Toast: To His Excellency, the President of the Republic of Turkey Response: To His Excellency
UNITED KINGDOM:	Toast: To the Queen, Her Majesty Elizabeth II Response: To the Queen

At some locations, there may be a number of allied officers present at a dining-in/out. In this case, it is appropriate to collectively propose a toast to the heads of state of all allied nations represented.

TOAST:	To The Allied Nations who are gathered with us here tonight, they are Australia, the Netherlands, Portugal, Spain, and the United Kingdom. To The Heads of State
RESPONSE:	Hear! Hear!

After the head of each allied nation represented has been toasted, the senior allied officer then proposes a toast.

TOAST:	To the President of the United States
RESPONSE:	To The President

If no allied nations are represented:

TOAST:	To Our Commander-in-Chief, the President of the United States
RESPONSE:	To The President

Following the president's or senior allied officer's toast, a toast to the Chief of Staff of the Air Force is appropriate. Furthermore, a toast to the Chief of Staff of the Army, Chief of Naval Operations, and Commandant of the Marine Corps is appropriate if officers of that service are present. The senior ranking officer representing a sister Service would then propose a toast to the Chief of Staff of the Air Force. If this occurs, toast to Chief of Staff of the Air Force should be last.

TOAST:	To The Chief of Staff of the Air Force
RESPONSE:	To The Chief of Staff of the Air Force

TOAST: To The Chief of Staff of the Army
 RESPONSE: To The Chief of Staff of the Army

TOAST: To The Chief of Naval Operations
 RESPONSE: To The Chief of Naval Operations

TOAST: To The Commandant of the Marine Corps
 RESPONSE: To The Commandant of the Marine Corps

NOTE: If no other service is present, “To The Chief” is appropriate.

Some examples of other formal toasts are as follows:

TOAST: To The Secretary of the Air Force
 RESPONSE: To The Secretary of the Air Force

TOAST: To The Chief of Staff of the Air Force
 RESPONSE: To The Chief of Staff of the Air Force

TOAST: To The Chief Master Sergeant of the Air Force, Chief Master Sergeant
 RESPONSE: To The Chief Master Sergeant of the Air Force

TOAST: To The World's Greatest Air Force
 RESPONSE: Hear! Hear!

TOAST: To All Present who are distinguished recipients of the Order of the Sword
 RESPONSE: To The Recipients

TOAST: To General John A. Doe, Jr, Commander, Air Education and Training Command, A Leader Among Leaders -- An Airman Among Airmen
 RESPONSE: Hear! Hear!

★KIA, MIA or POW Toast (*One More Roll*):

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 fallen comrades killed in action, missing in action, or prisoners of war!

RESPONSE: Hear! Hear!

NOTE: This toast is appropriate if the POW-MIA flag or table is present. This should always be the last toast and it should be made with water.

★Informal Toasts

Informal toasts are also an important part of the occasion. They should be humorous, but in good taste. It may be advisable to “plant” some impromptu toasts to set the tone of the evening.

For more information on toasts, refer to *Service Etiquette* (Third Edition, Naval Institute Press), your installation protocol office, HQ USAF/CVAI, DSN 227-8706, or individual allied officers for the proper terminology to be used in toasting their heads of state.