

U.S. ARMY ARMOR CENTER AND FORT KNOX
PROTOCOL HANDBOOK

Headquarters
U.S. Army Armor Center and Fort Knox
Fort Knox, Kentucky 40121-5000

USAARMC Pam 600-60 (18 Feb 92)

k. The R.S.V.P. information is printed in the lower left-hand corner of the invitation. (R.S.V.P is an abbreviation for the French: Respondez S'il Vous Plait which means simply "Please Respond.")

- l. The dress is printed in the lower right-hand corner.
- m. Invitations should be sent 3-4 weeks prior to the function.
- n. Black Ink.

The 2d Battalion, 13th Armor
requests the honor of your presence
at the ceremony in which the colors and command
of the 2d Battalion, 13th Armor
will be passed from

LIEUTENANT COLONEL GERALD F. DILLON

to

LIEUTENANT COLONEL JOHN SMITH

Tuesday, the twenty-fifth of June,
at two o'clock
Brooks Field, Fort Knox, Kentucky

Reception follows at the Officers' Club

RSVP: 10 June 1987
624-2222

Military: Duty Uniform

CHAPTER 2

FLAGS

1. At military receptions, dinners and banquets, especially when general officers are present, it is customary to display appropriate national colors and distinguishing flags in the "flag line."

2. The flag line is centered behind either the receiving line or the head table.

3. Flags must be displayed in order of precedence. The United States flag is always located at the right of the line (the observer's left). When the flags are displayed in a radiating stand, the United States flag is in the center and at the highest point of the group. No flag should ever stand higher than the U.S. flag.

4. The United States flag is always displayed whenever foreign national flags, state flags, the U.S. Army flag, or other organizational flags are displayed.

a. The order of precedence is:

(1) The United States flag.

(2) Foreign national flags. They are displayed in alphabetical order according to the English alphabet.

(3) Flag of the President of the United States of America.

(4) State flags. These are displayed in order of admittance of the State to the union or in alphabetical order according to the English Alphabet.

(5) Military organizational flags in order of precedence or echelon.

(6) General officer "star" flags. There are two different types of flags: an indoor "star" flag, and an outdoor "star" flag. The outdoor flag has no fringe around the flag, whereas an indoor flag has gold fringe around the flag. The General officer "star" flags are displayed when a general officer participates in a ceremony or function.

b. For each general officer present, only one general officer "star" flag for each grade is displayed, regardless of the number of officers present for each grade.

c. It is customary to display a senior general officer flag where a senior is present at a ceremony when a junior general officer is the participant.

d. A flag of one nation is never flown above the flag of another nation in a time of peace. The only exception to this rule is when the President directs the U.S. flag be flown at half staff.

CHAPTER 3

RECEIVING LINE

1. A receiving line provides an opportunity for the host to welcome the guests and to introduce the guest of honor. Figure 1 is an example of a receiving line.

2. The receiving line should be kept as small as possible. Usually the only persons in the line are the host and hostess, the guest of honor, and the guest of honor's spouse.

a. An aide or adjutant announces the names of the guests to the host.

b. The woman precedes the man through the receiving line, and the woman is introduced first.

c. Each person in a receiving line usually introduces the guests to the person next in the line.

d. The receiving line should be positioned so that guests pass through smoothly. When they reach the end of the line, guests should be able to proceed to the gathering of other guests who have preceded them in the line. Guests should not have to double back in the line.

e. A carpet runner is often laid from the entrance of the room to the end of the receiving line.

f. Information concerning placement of flags for a receiving line can be found in chapter 2.

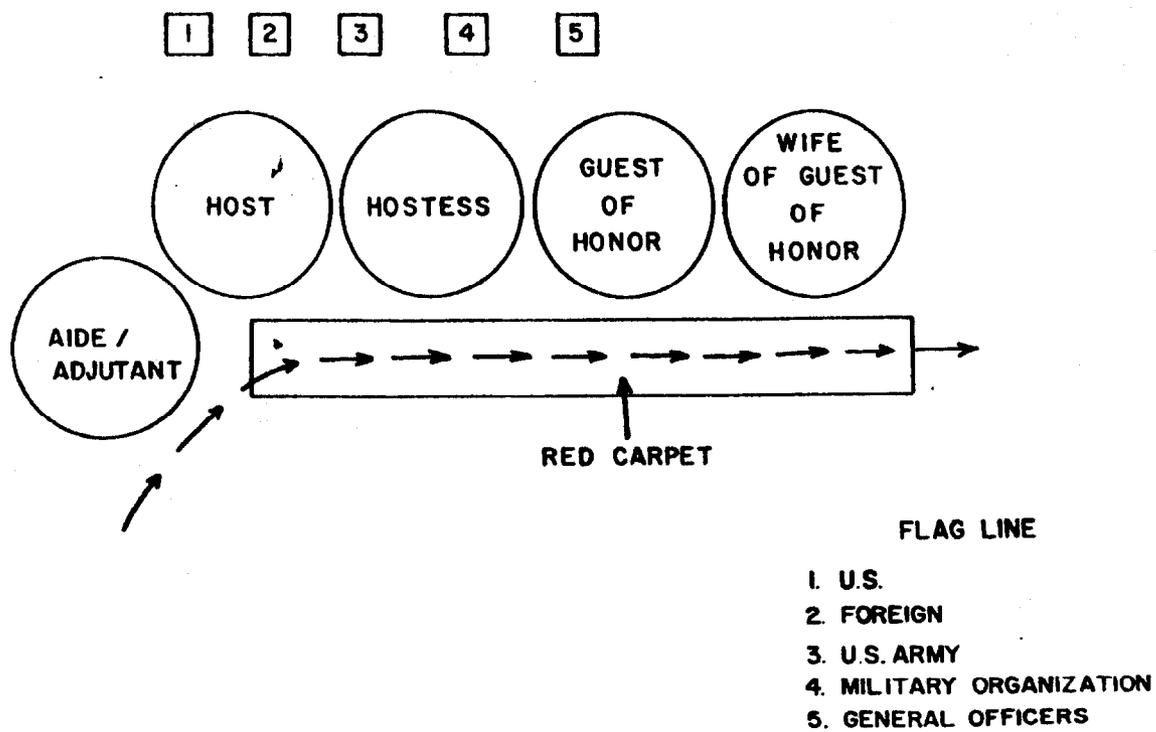


FIGURE (1): RECEIVING LINE WITH FLAG LINE.

CHAPTER 4

DRESS FOR OFFICIAL FUNCTIONS

Formal (White Tie)	-	Blue/White Evening Mess; Civilian "Tails"
Semiformal (Black Tie)	-	Blue/White Mess; Army Blue w/Bow Tie
	-	Civilian Dinner Jacket
Uniform Informal	-	Army Blue w/four-in-hand (<u>Note 1</u>)
		Civilian Coat and Tie
Duty Uniform	-	BDU (<u>Note 2</u>)
Casual	-	Civilian Open Collar or Sweater w/Coat
Very Casual	-	Shirt & Slacks, etc.

NOTE: (1) Enlisted personnel may wear the Army green uniform with black bow tie, and white shirt.

(2) Or uniform dictated by local policy.

CHAPTER 5

SEATING ARRANGEMENTS

1. Seating Arrangements for Indoor Functions. Proper seating arrangements contribute to the success of an event and place invitees at ease by eliminating confusion and apprehension.

a. Events for Gentlemen: Formal seating arrangements for gentlemen should be as follows:

- (1) The seat of honor is always to the immediate right of the host.
- (2) The second seat of honor is to the left of the host.
- (3) The third seat of honor is to the right of the host.

(4) The highest ranking officer is generally placed in the seat of honor. Officers of the military services, whether Regular or Reserve, take precedence among themselves according to their dates of rank. Foreign officers are given precedence according to their rank over U.S. officers of equal rank. The guest list should be used to make seating arrangements on paper. Each guest listed should be numbered according to rank, beginning with 1 for the highest ranking individual. The odd numbers (1, 3, 5, 7, etc.) are seated to the left. Guests are always seated according to rank, alternating from the right and from the left of the host. Persons of rank higher than that of the honored guest should not be invited; but if a guest of higher rank is present, the seating arrangement may be made according to the following guidelines:

(a) The highest ranking officer may be asked to waive the right of precedence.

(b) The highest ranking officer may be seated according to precedence, no matter how far down the table the guest of honor is seated.

(c) The senior guest may be asked to act as co-host. However, if the senior guests are a foreign officer of rank equal to the guest of honor, or an officer of equal rank from another branch of the U.S. military service (for example, a Quartermaster event with one Infantry Officer, or an Army event with one Air Force officer), they will then be placed in the seat of the guest of honor.

(5) An interpreter may be required at a dinner for a foreign dignitary. The interpreters should sit close behind an equal distance from the foreign dignitary and the person for whom they are interpreting. They should not be a part of the dinner unless they are a dignitary in their own right. Their duties are so demanding that they will find it difficult to eat and interpret effectively at the same time.

b. Mixed Luncheons or Dinners: Following is the proper seating arrangement for dinner when a host and hostess are present:

- (1) The host is generally seated at one end of the table.
- (2) The hostess is seated at the end of the table opposite the host.
- (3) The seat of honor for a lady is to the right of the host.
- (4) The next seat of honor is to the left of the host.
- (5) The seat of honor for a gentleman is to the immediate right of the hostess.
- (6) The next seat of honor is to the left of the hostess.
- (7) The seating arrangement for ladies progresses from the host to the hostess, for gentleman from the hostess to the host.
- (8) The best seating arrangement ensures that a gentleman is seated next to a lady. A gentleman and his wife should not be seated next to or directly opposite each other at a formal affair but exceptions are made on the basis of the "rule of 4." The "rule of 4" applies to tables with the total number of place settings divisible by 4 (8, 12, 16, etc.). When an equal number of ladies and gentlemen are present and the number is divisible by 4, the host and hostess cannot be seated opposite each other unless a gentleman is seated next to a gentleman or a lady next to a lady. To balance this seating arrangement, the hostess should be seated one place to the left, then her guest to the right is seated directly opposite the host. Figure 3 shows the seating arrangement used when the guests are married couples. Figure 4 shows the seating arrangement used when the guests include an unmarried couple (5th ranking). The gentleman is seated next to the lady.
- (9) The seating arrangement for a table of 12 requires that the host be seated at one end of the table with the first gentleman at the opposite end. The hostess should be seated to the left of the first gentleman with a lady to the right of the first gentleman. Other guests must be seated according to standard seating arrangements.
- (10) The wives take precedence according to their husbands' rank or position.
- (11) The host and the wife of the guest of honor are first to enter the dining room. He escorts her to the dining room table and seats her to his right.
- (12) The guest of honor and the wife of the host are the last persons to enter the dining room. He escorts her to the dining room table and seats her to his left.

(13) Male guests, when attending full formal affairs must escort the wives of other guests to the dining room table. This procedure provides for better conversation at dinner and offers opportunity for making a new acquaintance. A gentleman should not escort his wife to the table; however, a gentleman and his fiancée are never separated.

c. Speaker's Table. At any event, the speakers should be seated so that they can be seen and heard by all present. The best arrangement for the speaker's table is to seat the guests in a straight line. The host is seated at or near the center with the honored guest to his right and the speaker to his left. The speaker's table may also be arranged in a "U" formation where the host and guests are seated around the outside of the "U." If places are set both inside and outside the curving ends, the inside seats begin at X with the seat inside but nearer the host, ranking those further away on the outside. Finger tables, an arrangement with guests seated at tables extending from the head table, may be used where a speaker or toastmaster will be seated. All head tables, if possible, should be closed with a gentleman.

2. Seating Arrangements for Outdoor Ceremonies. Seating for outdoor ceremonies usually consist of blocks of chairs situated so as to have an aisle down the center. As many rows of chairs as are needed to accommodate guests may be used. The following rules are used to seat guests:

a. The seat of honor is the center seat on the right hand side as you are sitting in the chairs. These seat/seats are usually reserved for the guests of honor which are the outgoing family members in the case of a change of command ceremony.

b. The host is seated next to the guest of honor. See figure 12 for seating diagram when there is no guest of honor. Seats will be reserved for all who have been sent invitations.

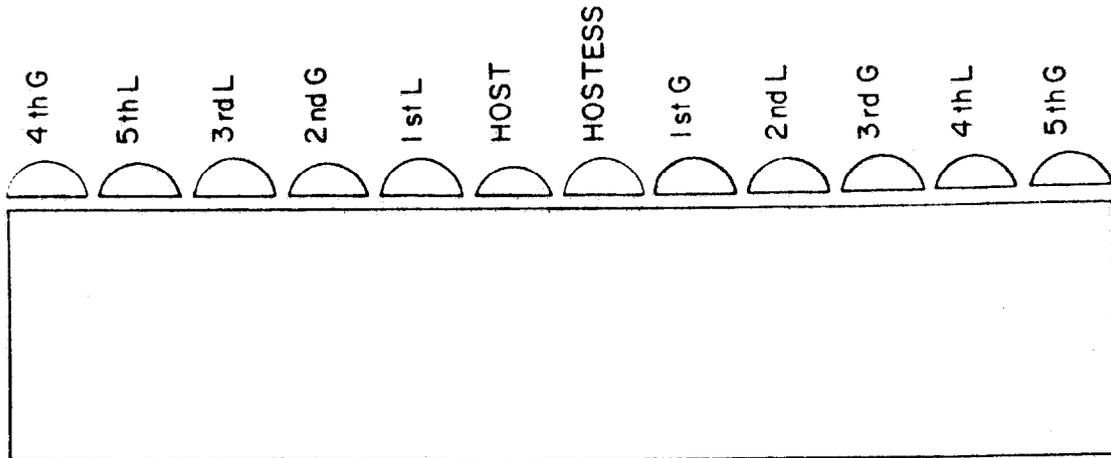
c. The highest ranking officer is seated to the right of the host. All other guests are seated by rank alternating from the left side to the right side.

d. Guests should be seated alternating ladies with gentlemen. A lady should never be seated on the outside even if it means sitting two ladies next to each other. Figure 10 is a sample seating arrangement for an outdoor ceremony with a guest of honor. Figure 11 is a sample seating arrangement for a change of command ceremony.

e. If a reviewing stand is used the same rules apply.

f. Ushers should be used to seat important guests. They should be able to recognize the faces and names of the invitees to direct them to their proper seats. The ushers are used to keep confusion down when invitees have to look for their own seats.

g. Diagrams of possible seating charts are indicated at figures 1-12.



G - GENTLEMEN
L - LADIES

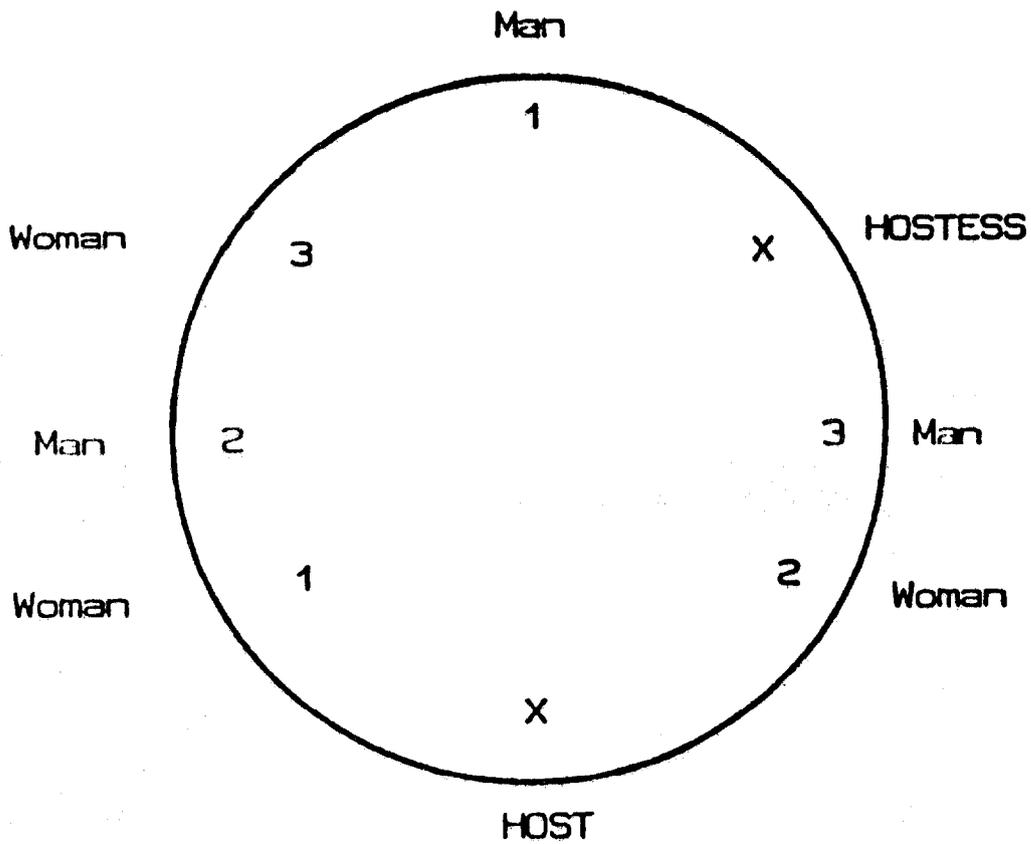
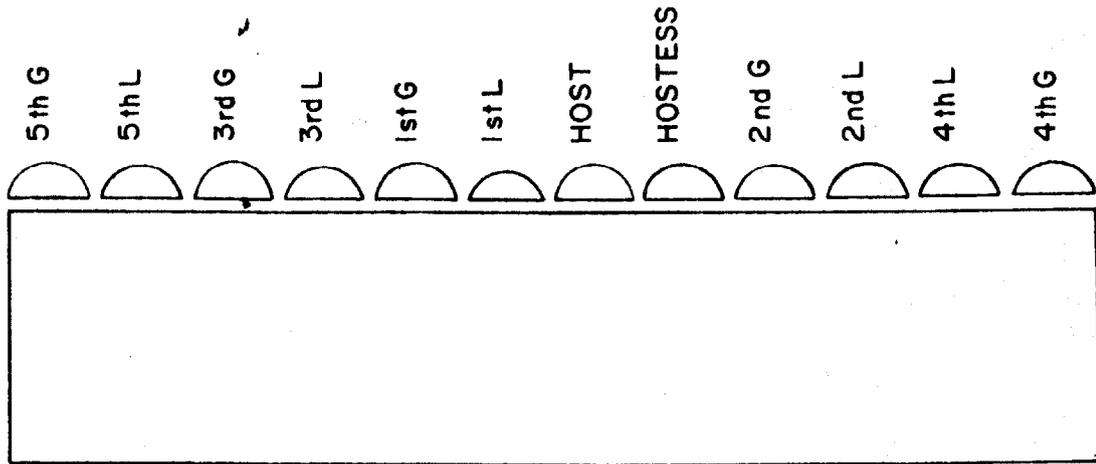
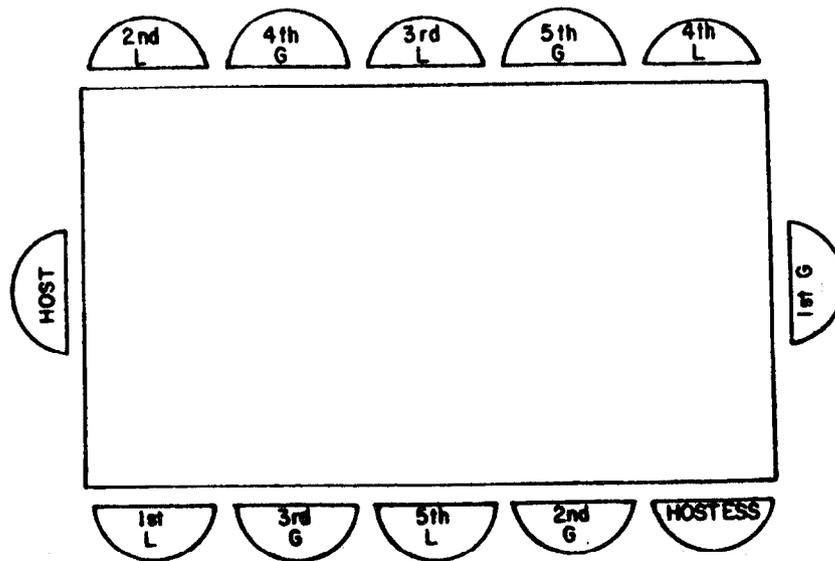


FIGURE 1: HEAD TABLE SEATING ARRANGEMENT



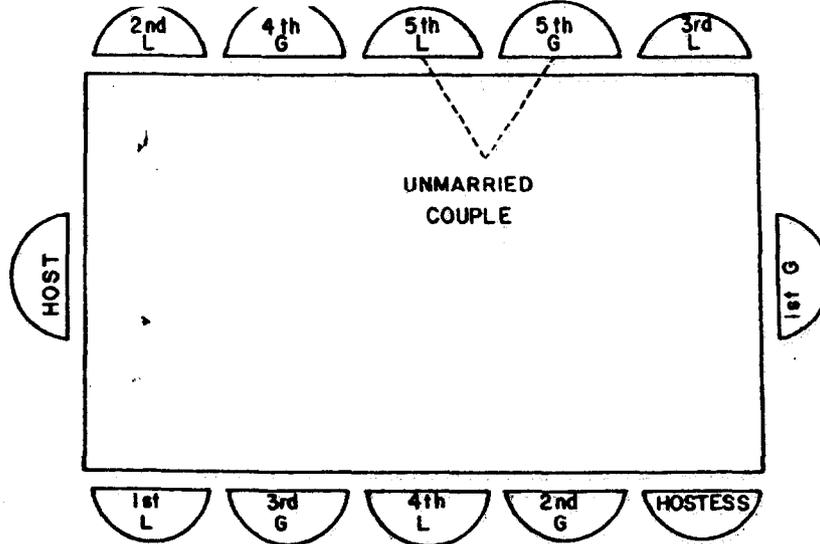
G · GENTLEMEN
L · LADIES

FIGURE 2: HEAD TABLE SEATING ARRANGEMENT WITH COUPLES SITTING SIDE BY SIDE



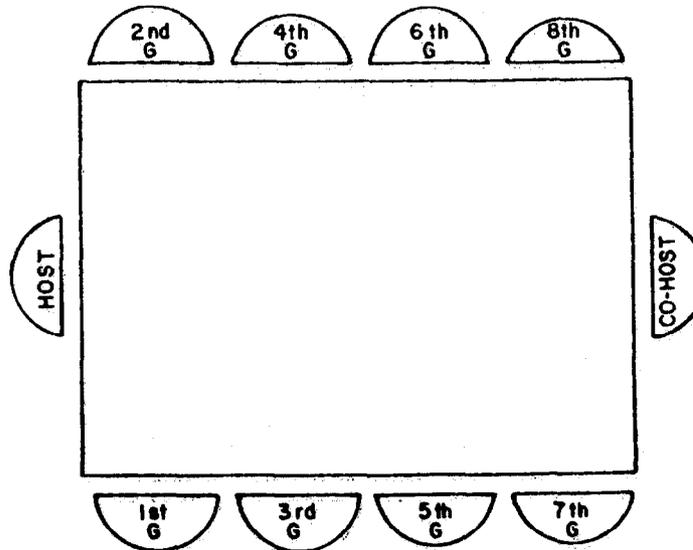
G · GENTLEMEN
L · LADY

FIGURE 3: SEATING ARRANGEMENT FOR DINNER ACCORDING TO THE "RULE" OF 4" (MARRIED COUPLES)



G - GENTLEMEN
L - LADY

FIGURE 4: SEATING ARRANGEMENT FOR DINNER ACCORDING TO THE "RULE OF 4" (UNMARRIED COUPLES PRESENT)



G - GENTLEMEN

FIGURE 5: SEATING ARRANGEMENT FOR GENTLEMEN WITH A CO-HOST

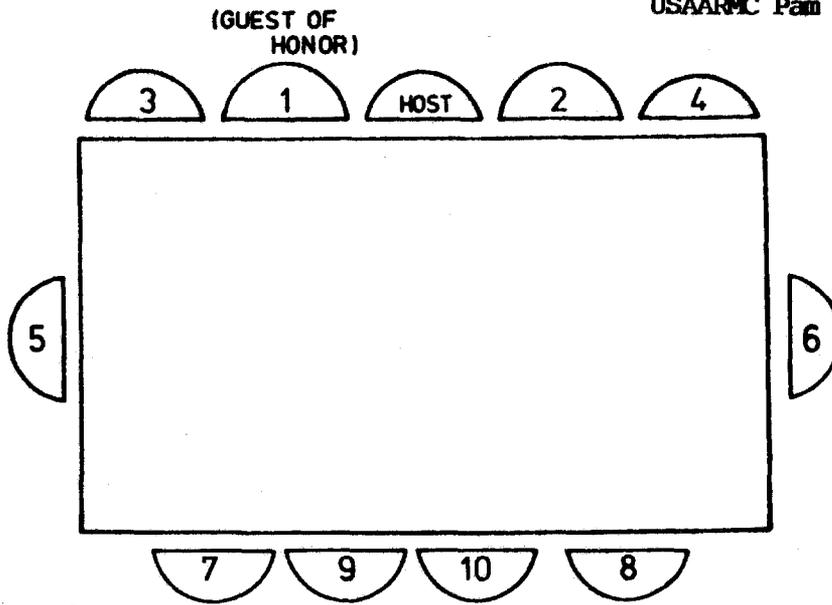


FIGURE 6: ANOTHER SEATING ARRANGEMENT FOR STAG DINNER WITH NO CO-HOST

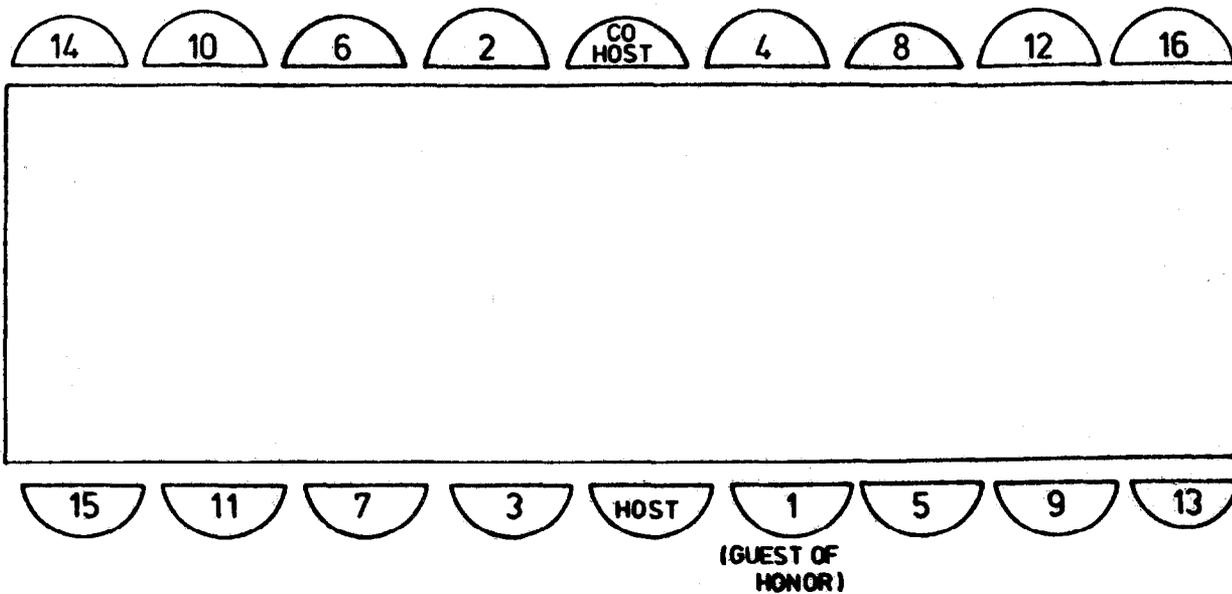


FIGURE 7: SEATING ARRANGEMENT FOR STAG DINNER WITH HOST AND CO-HOST

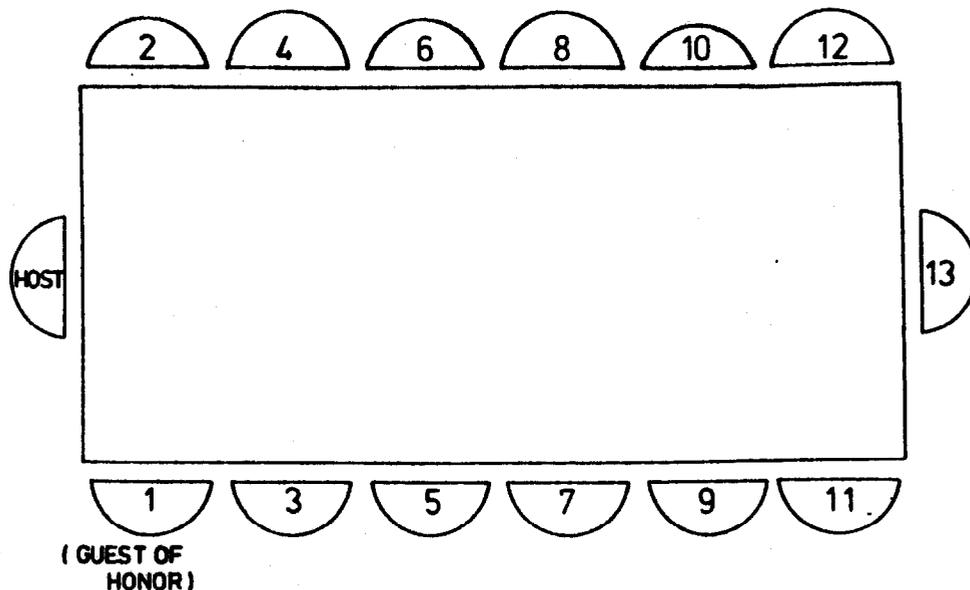
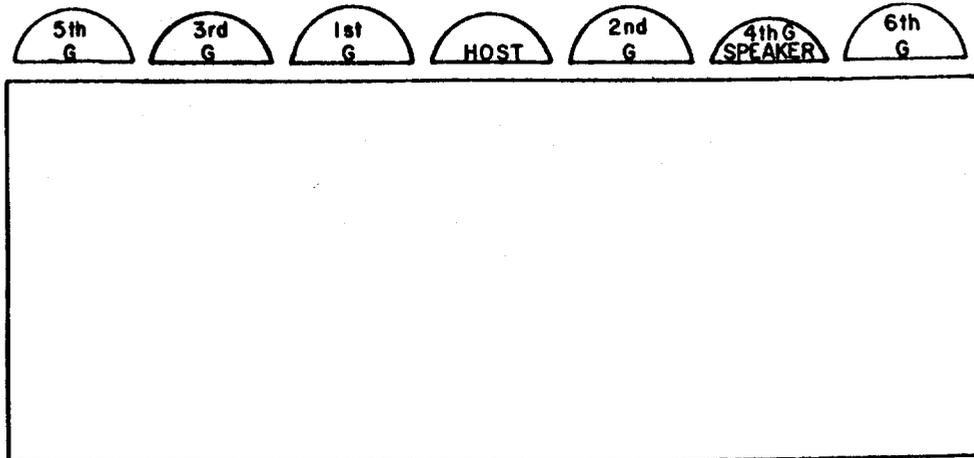
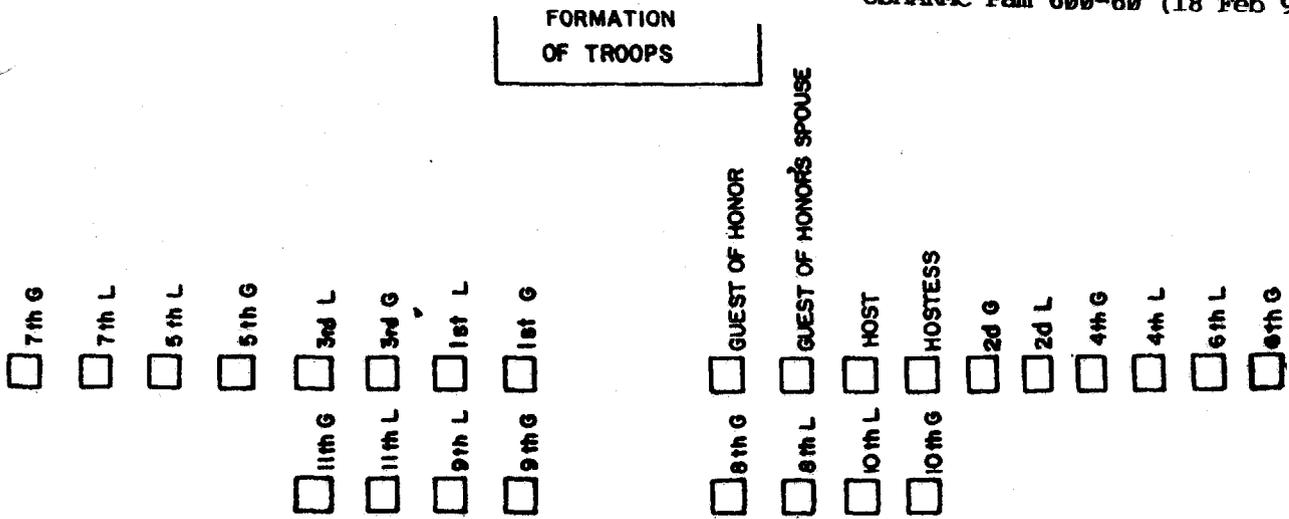


FIGURE 8: SEATING ARRANGEMENT FOR STAG DINNER WITH NO CO-HOST



G - GENTLEMEN

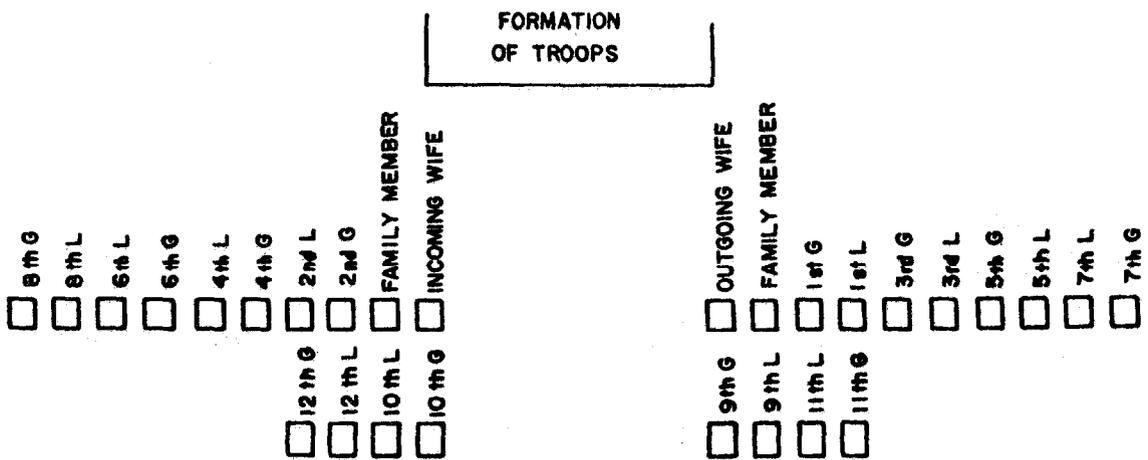
FIGURE 9: SEATING ARRANGEMENT FOR THE SPEAKERS TABLE



G - GENTLEMEN

L - LADY

FIGURE 10: SEATING ARRANGEMENT FOR AN OUTDOOR CEREMONY WITH A GUEST OF HONOR



G - GENTLEMEN

L - LADY

FIGURE 11: SEATING ARRANGEMENT FOR A CHANGE OF COMMAND CEREMONY

- | | |
|---------------------------------|----------------------------------|
| <input type="checkbox"/> 7th G | <input type="checkbox"/> 7th L |
| <input type="checkbox"/> 5th L | <input type="checkbox"/> 5th G |
| <input type="checkbox"/> 3rd L | <input type="checkbox"/> 3rd G |
| <input type="checkbox"/> 1st L | <input type="checkbox"/> 1st G |
| <input type="checkbox"/> 9th G | <input type="checkbox"/> 9th L |
| <input type="checkbox"/> 11th G | <input type="checkbox"/> 11th L |
| <input type="checkbox"/> 6th G | <input type="checkbox"/> 6th L |
| <input type="checkbox"/> 8th L | <input type="checkbox"/> 8th G |
| <input type="checkbox"/> 2d G | <input type="checkbox"/> 2d L |
| <input type="checkbox"/> 4th G | <input type="checkbox"/> 4th L |
| <input type="checkbox"/> 6th L | <input type="checkbox"/> 6th G |
| <input type="checkbox"/> 10th L | <input type="checkbox"/> 10th G |
| <input type="checkbox"/> HOST | <input type="checkbox"/> HOSTESS |

G - GENTLEMEN

L - LADY

FIGURE 12: SEATING ARRANGEMENT FOR AN OUTDOOR CEREMONY WITH
NO GUEST OF HONOR

CHAPTER 6

PLACE CARDS

1. Place cards are often used at a luncheon or dinner, formal or informal, as a convenience in seating guests without confusion.
2. The flag of a general or a unit crest may be printed on the top center or in the upper left-hand corner of the card. Flat cards are usually about 1 1/2 by 2 inches, or 2 by 3 inches in size and are placed on top of the napkin or are laid flat on the table above the plate. Folded place cards are about 3 1/4 inches across the lower half of the card. They are usually placed directly above the plate.
3. Names are usually written by hand on the card in black or dark blue ink. For formal occasions, names are usually written in script and ranks are written out, such as "Colonel Smith." For informal occasions, first names are often used.
4. The name should be written as if addressing an officer. (For example, "Colonel Smith" for "Lieutenant Colonel Smith," "Lieutenant Doe" for "First Lieutenant or Second Lieutenant.")

CHAPTER 7

CONDUCT OF CEREMONIES

1. A change of command ceremony is conducted in accordance with FM 22-5, chapter 9.
2. Command retreat ceremonies are conducted in accordance with FM 22-5, chapter 9.
3. In cases of inclement weather where the ceremony must be conducted indoors, the conduct of the ceremony will follow that of an outdoor ceremony (i.e., salutes will be rendered for the playing of the national anthem, headgear will be worn, etc...).
4. Ruffles and Flourishes.
 - a. Table 1 is a list of persons who are entitled to honors, together with the number of guns, ruffles and flourishes, and the prescribed music for each.
 - b. The music indicated in Table 1 will follow the ruffles and flourishes without pause. Unless otherwise directed, civilian officials of the Department of Defense and military departments receive the 32-bar medley of the trio of the "The Stars and Stripes Forever."
 - c. Foreign military persons holding positions equivalent to those of Department of Defense and military department officials, both military and civilian, listed in Table 1, will be rendered the honors to which the equivalent United States official is entitled, regardless of actual military rank. All other foreign military persons will receive the honors due their actual rank or its United States Army equivalent.
 - d. A designated representative of an official entitled to honors will be afforded honors based on the representative's rank.

TABLE 1

<u>Grade, Title or Office</u>	<u>Number of Guns</u>		<u>Ruffles and Flourishes</u>	<u>Music</u>
	<u>Arrival</u>	<u>Departure</u>		
President	21	21	4	National Anthem or "Hail to the Chief" as appropriate
Ex-President or President	21	21	4	National Anthem Elect
Sovereign or Chief of State of a foreign country or member of a reigning royal family.....	21	21	4	National Anthem of foreign country
Vice President	19	...	4	"Hail Columbus"
Speaker of the House of Representative	19	...	4	March
American or foreign ambassador or high commissioner while in country to which accredited	19	...	4	National Anthem of United States or official's country
Premier or prime minister	19	...	4	National Anthem of official's country
Secretary of Defense	19	19	4	March
Cabinet member, President pro tempore of Senate, governor of a State, or Chief Justice of the United States	19	...	4	Same as above
Deputy Secretary of Defense....	19	19	4	Same as above
Secretary of the Army	19	19	4	Same as above
Secretary of the Navy or Air Force..	19	19	4	Same as above
Director of Defense Research and Engineering	19	19	4	Same as above
Chairman, Joint Chiefs of Staff..	19	19	4	General's or Admiral's march as appropriate

<u>Grade, Title or Office</u>	<u>Number of Guns</u>	<u>Ruffles</u>	<u>and</u>	<u>Flourishes</u>	<u>Music</u>
	<u>Arrival/Departure</u>				
Chief of Staff, U.S. Army, Chief of Naval Operations, Chief of Staff, U.S. Air Force, or Commandant of the Marine Corp...	19	19	4		Same as above
General of the Army, Fleet Admiral or General of the Air Force....	19	19	4		Same as above
Chairman of a Cmte of Congress...	17		4		March
Asst Sec of Defense and General Counsel of the Department of Defense	17	17	4		Same as above
Governor of a Territory or foreign possession within the limits of his jurisdiction ...	17	...	4		Same as above
Under Secretary of the Army	17	17	4		Same as above
Under Secretary of the Navy or Air Force	17	17	4		Same as above
Generals, Admirals	17	17	4		General's or Admiral's march as appropriate
Asst Secretaries of the Army....	17	17	4		March
Asst Secretaries of the Navy or Air Force	17	17	4		Same as above
American ambassadors having returned to United States on official business	17	...	4		Same as above
American envoys, American ambassadors having returned to U.S. but not on official business or ministers and foreign envoys or ministers accredited to the United States	15	...	3		Same as above
Lieutenant General or Vice Admiral	15	...	3		General's or Admiral's march as appropriate
Major General or Rear Admiral (Upper Half)	13	...	3		Same as above

American ministers resident and ministers accredited to the United States	13	...	2	March
American chargee d'affaires and chargee d'affaires accredited to the U.S.	11	...	2	Same as above
Brigadier General or Rear Admiral (lower half)	11	...	1	General's or Admiral's march as appropriate
Consuls general accredited to the U.S.	11	March

CHAPTER 8

UNIFORMS AND DECORATIONS

1. The following chart depicts the different types of uniforms available. The column on the left has the different types of uniforms. The other columns describe what is worn by the different branches of service to comply with the uniforms in the left column.

		<u>ARMY</u>	<u>NAVY</u>	<u>AIR FORCE</u>	<u>MARINE CORP</u>
<u>DUTY</u>		Duty Uniform as prescribed by local commander.			
<u>Blouse</u>	Summer	Army Green	Service Dress White	Service Blues	Summer Service A
	Winter	Army Green	Service Dress Blue		Winter Service A
<u>Civilian Informal</u>		Civilian business suit.			
<u>Military Informal</u>	Summer	Army Green	Tropical Wht Long	Service Blue	White Dress B
	After Retreat	Army White w/4 in Hand Tie	Tropical Wht Long*	White Informal	White Dress B
	Before Retreat	Army Green	Service Dress White	Service Blue	Blue Dress B
<u>Black Tie</u>	Summer	Army White Mess**	Dinner Dress White Jacket Short Skirt***	Mess Dress White Short Skirt***	Mess Dress
	Winter	Army blue Mess**	Dinner Dress Blue Jacket Short Skirt***	Mess Dress Black Short Skirt***	Evening B Dress
<u>White Tie</u>	Summer	Army Evening Dress	Formal Dress Blue Long Skirt	Formal Evening Dress Long Skirt	Mess Dress

Winter	Army Evening Dress	Formal Dress Blue Long Skirt	Formal Evening Dress Long Skirt	Evening Dress A
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- * At functions where coat and tie are appropriate, Service Dress White shall be worn.
- ** Army white or Army Blue are acceptable when worn with black bow tie.
- *** Long skirt optional.

NOTE: Army enlisted personnel may wear the Army Green uniform with white shirt and black bow tie at formal functions. Only ribbons, not miniature or full size medals, should be worn with the Army Green Uniform.

2. The following is a chart depicting the correct form of decorations to be worn on the Army military informal and black tie uniforms. This list has been provided by the U.S. Total Army Personnel Agency.

U.S. ARMY

Uniform	Ribbons	Miniature Medals	Full-Size Medals
Military Uniformal authorized		Authorized	Authorized Not
Black Tie (includes Army Blue and White Uniforms when worn with bow tie.)			

U.S. AIR FORCE

For Air Force ribbons/medals, the following information has been extracted from AFR 35-10.

Uniform	Ribbons	Miniature Medals	Full-Sized Medals
White Informal	Authorized	Not authorized	Not authorized
Black Informal*	Not authorized	Authorized	Not authorized
Mess Dress* (Black or White)	Not authorized	Authorized	Not authorized

*Men wear regular shoulder boards. Women wear miniature shoulder boards.

U.S. NAVY

Uniforms	Ribbons	Miniature Medals	Full-Sized Medals
Military Informal	Authorized	Not authorized	Not authorized
Black Tie	Not authorized	Authorized	Not authorized

3. This chart shows the comparable ranks between the different branches of services.

COMPARATIVE RANKS

ARMY

1. General of the Army
2. Chief of Staff
3. General
4. Lieutenant General
5. Major General
6. Brigadier General
7. Colonel
8. Lieutenant Colonel
9. Major
10. Captain
11. First Lieutenant
12. Second Lieutenant
13. Chief Warrant Officer
14. Warrant Officer
15. Command Sergeant Major or Sergeant Major
16. Master Sergeant or First Sergeant
17. Sergeant First Class
18. Staff Sergeant
19. Sergeant
20. Corporal or Specialist
21. Private First Class
22. Private
23. Recruit

NAVY

1. Fleet Admiral
2. Chief of Naval Operations
3. Admiral
4. Vice Admiral _____
5. Rear Admiral (upper half)
6. Rear Admiral (lower half)
7. Captain
8. Commander
9. Lieutenant Commander
10. Lieutenant
11. Lieutenant Junior Grade
12. Ensign
13. Chief Warrant Officer
14. Warrant Officer
15. Master Chief Petty Off
16. Senior Chief Petty Off
17. Chief Petty Officer
18. Petty Off, First Class
19. Petty Off, Second Class
20. Petty Off, Third Class
21. Seaman
22. Seaman Apprentice
23. Seaman Recruit

COMPARATIVE RANKS (Continued)

AIR FORCE

1. General of the Air Force
2. Chief of Staff
3. General
4. Lieutenant General
5. Major General
6. Brigadier General
7. Colonel
8. Lieutenant Colonel
9. Major
10. Captain
11. First Lieutenant
12. Second Lieutenant
13. Chief Warrant Officer
14. Warrant Officer
15. Chief Master Sergeant
16. Senior Master Sergeant
17. Master Sergeant
18. Technical Sergeant
19. Staff Sergeant
20. Sergeant/Senior Airman
21. Airman First Class
22. Airman
23. Airman Basic

MARINE CORPS

1. No comparable rank
2. Commandant of the Marine Corps
3. General
4. Lieutenant General
5. Major General
6. Brigadier General
7. Colonel
8. Lieutenant Colonel
9. Major
10. Captain
11. First Lieutenant
12. Second Lieutenant
13. Chief Warrant Officer
14. Warrant Officer
15. Sergeant Major
16. Master Sergeant/First Sergeant
17. Gunnery Sergeant
18. Staff Sergeant
19. Sergeant
20. Corporal
21. Lance Corporal
22. Private First Class
23. Private

4. Following is a list of the authorized service abbreviations and rank abbreviations for the different branches of the service.

SERVICE ABBREVIATIONS

Branches of the Service

United States Army - USA
United States Air Force - USAF
United States Navy - USN
United States Marine Corps - USMC
United States Coast Guard - USCG
National Guard - NG

U.S. Army

Second Lieutenant - 2LT
First Lieutenant - 1LT
Captain - CPT
Major - MAJ
Lieutenant Colonel - LTC
Colonel - COL
Brigadier General - BG
Major General - MG
Lieutenant General - LTG
General - GEN
General of the Army - GA

U.S. Navy

Ensign - ENS
Lieutenant Junior Grade - LTJG
Lieutenant - LT
Lieutenant Commander - LCDR
Commander - CDR
Captain - CPT
Commodore - Commodore
Rear Admiral - RADM
Vice Admiral - VADM
Admiral - ADM
Fleet Admiral - FADM

U.S. Marine Corps

Second Lieutenant - 2dLt
First Lieutenant - 1sLt
Captain - Cpt
Major - Maj
Lieutenant Colonel - LtCol
Colonel - Col
Brigadier General - BrigGen
Major General - MajGen
Lieutenant General - LtGen
General - Gen

Air Force

Second Lieutenant - 2dLt
First Lieutenant - 1stLt
Captain - Cpt
Major - Maj
Lieutenant Colonel - LtCol
Colonel - Col
Brigadier General - BrigGen
Major General - MajGen
Lieutenant General - LtGen
General of the Air Force - GenAF

Warrant Officer

(W-4) Chief Warrant Officer-CW4
(W-3) Chief Warrant Officer-CW3
(W-2) Chief Warrant Officer-CW2
(W-1) Warrant Officer-WO1

CHAPTER 9

UNITED STATES PRECEDENCE LIST

Category

1. The President of the United States
Heads of State/Reigning Royalty

2. The Vice President of the United States
Governors in their own state
Speaker of the House of Representatives
Chief Justice of the Supreme Court
Former Presidents of the United States
U.S. Ambassadors When at Post
Secretary of State
Secretary General of the United Nations
Ambassadors of Foreign Powers
Widows of Former Presidents
Ministers and Envoys of Foreign Powers
Associate Justices of the Supreme Court
Retired Chief Justice of the Supreme Court
Retired 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 Commerce
 - Secretary of Labor
 - Secretary of Health & Human Services
 - Secretary of Housing & Urban Development
 - Secretary of Transportation
 - Secretary Energy
 - Secretary of Education
 - Secretary of Veterans Affairs

- Chief of Staff to the President
- U.S. Representative to the United Nations
- Director, Office of Management & Budget
- Chairman, Council of Economic Advisors
- U.S. Trade Representative
- President Pro Tempore of the Senate
- United States Senators (By Seniority of Senate Service; Alphabetically
When Equal)
- Governors when not in their own state (By State Date of Entry or
Alphabetically)
- Acting Heads of Cabinet Level Departments

UNITED STATES PRECEDENCE LIST (Cont)

Former Vice Presidents of the United States
House of Representatives (By Seniority of House
House Service; Alphabetically When Equal)
Delegates to the House of Representatives from the District of
Columbia, Guam, U.S. Virgin Islands, Puerto Rico, American Samoa
Assistants to the President and Counsel to the President
Charges D'Affaires of Foreign Powers
Former Secretaries of State
Deputy Secretaries and Under Secretaries (When Deputy Secretary
Equivalent) of the Executive Departments (The No. 2 Position)
Solicitor General
Administrator, Agency for Int'l Development
Director, U.S. Arms Control & Disarmament Agency
Director, U.S. Information Agency
Under Secretaries of the Executive Departments
(No. 3 Position in Department)
U.S. Ambassadors at Large
Under Secretary of Defense for Acquisition (For Acquisition Matters
Only) (See Normal Position Below)
Secretary of the Army
Secretary of the Navy
Secretary of the Air Force
Director, Office of Science & Technology Policy
Chairman, Board of Governors, Federal Reserve System
Chairman, Council on Environmental Quality
Chairman, Joint Chiefs of Staff
Under Secretary of Defense for Acquisition
Under Secretary of Defense for Policy
Retired Chairman, Joint Chiefs of Staff
Vice Chairman, Joint Chiefs of Staff
Chiefs of Staff of the Army & Air Force; Chief of Naval Operations;
Commandants, Marine Corps (By Date of Appointment)
Retired Service Chiefs
Generals of the Army & Air Force; Fleet Admirals
Deputy Under Secretary of Defense for Acquisition
Secretary General, Organization of American States
Representatives to the Organization of American States
Foreign Nonaccredited Persons of Ambassador Rank
Heads of International Organizations (NATO, SEATO, Etc.)
Director, Central Intelligence Agency
Administrator, General Service Administration
Administrator, National Aeronautics and Space Administration
Chairman, Merit Systems Protection Board
Director, Office of Personnel Management
Administrator, Federal Aviation Administration
Chairman, Nuclear Regulatory Commission
Director of the Peace Corps

UNITED STATES PRECEDENCE LIST (Cont)

- Director of Action
- U.S. Ambassadors on Official Visits in the D.C.
- Chief of Protocol, Department of State
- U.S. Ambassadors on Official Visits in the U.S. Outside the District of Columbia
- Administrator, Environmental Protection Agency

- 3. Deputy Assistants to the President
- Judges, U.S. Court of Appeals, Federal District
- Judges, U.S. Court of Appeals, D.C. District
- Cardinals
- Deputy Under Secretaries of Executive Departments
- Deputy Administrator, Agency for Int'l Development
- Deputy Director, Arms control & Disarmament Agency
- U.S. Charges D'Affaires
- Commandant, U.S. Coast Guard
- Director, Defense Research & Engineering
- Assistant Secretaries of the Executive Departments, General Counsel, Inspector General (By Date of Appointment); Director, DOD Operational Testing & Evaluation; DOD Comptroller
- Administrator, Nat'l Oceanographic/Atmospheric Admin.
- Deputy Director, Central Intelligence Agency
- Deputy Director, General Services Administration
- Deputy Director, U.S. Information Service
- Deputy Director, NASA
- Deputy Director, Office of Personnel Management
- Deputy Director, Peace Corps
- Deputy Director of Action
- Asst Administrator, Agency for Int'l Development
- Comptroller General of the U.S.
- Special Assistants to the President
- Judges, Court of Military Appeals
- Members, Council of Economic Advisors
- Active or Designate U.S. Ambassadors & Ministers of Career Rank When in the U.S.
- Archbishop
- Mayor of the District of Columbia
- Under Secretary of the Army
- Under Secretary of the Navy
- Under Secretary of the Air Force
- 1 - Commanders-In-Chief, Unified/Specified Commands (By Date of Appointment)
- 1 - Retired Commanders-In-Chief (4-Star Rank)
- Vice Chiefs of Staff of the Army & Air Force; Vice Chief of Naval Operations; Asst Commandant of the Marine Corps (By Date of Appointment)
- Assistant Secretaries of the Services (By Date of Appointment Within Each Service) and Service General Counsels

UNITED STATES PRECEDENCE LIST (Cont)

Generals & Admirals (4-Star Rank)
Retired Generals and Admirals (4-Star Rank)
Director, Selective Service System
Special Asst to the Secretary/Deputy Sec'y of Defense
Executive Assistant to the Secretary of Defense
Executive Asst to the Deputy Secretary of Defense
Assistants to the Secretary of Defense
Director, Administration & Management, OSD
Executive Secretary, Office of the Sec'y of Defense

4. Directors, DLA, DMA, NSA, DCA; Other DOD Agencies
Deputy Under Secretaries of Defense (By Date of Appointment);
Deputy Director, Defense R&E; Director, NET Assessment
Administrative Assistants of the Army, Navy, Air Force
Lieutenant Generals & Vice Admirals
Retired Lieutenant Generals & Vice Admirals
Members, Defense Science Board
Chairman, American Red Cross
Bishops of Washington
Principal Deputy Asst Secretaries of Defense; Principal Deputy Gen.\
Counsel, DOD (By Date of Appt)
Former U.S. Ambassadors/Ministers to Foreign Powers
Deputy U.S. Trade Representative
Civilian Aides to the Secretary of the Army
Heads of Independent Agencies; Director, FBI; Mayors
Treasurer of the U.S.
Director of the Mint
Chairman, Federal Communications Commission
Director, National Bureau of Standards
Librarian of Congress
Board of Governors, Federal Reserve System
Chairman, D.C. Council
Commissioner, U.S. Customs Service
Commissioner, Internal Revenue Service
Principal Deputy Asst Secretaries of the Services;
Principal Deputy Gen. Counsels (By Date of Appointment)
Deputy Asst Secretaries of Defense; Deputy Gen. Counsels, DOD (By Date of
Appt); Advisor to the Deputy Sec'y of Defense for NATO Affairs; Sec'y of
Defense Rep. to NST/Start; Asst DOD IG
Deputy Under Secretaries of the Services (By Date of Appointment within each
Service)
Members, Secretary of Defense Boards
Deputy Chief of Protocol, Dept. of State
Counselors of Embassies
Consuls General of Foreign Powers (Legations)
SES Members (PC 4); GS18

UNITED STATES PRECEDENCE LIST (Cont)

5. Major Generals, Rear Admirals (Upper Half)
 Retired Major Generals & Rear Admirals (Upper Half)
 Surgeon General of the U.S.
 Deputy Assistant Service Secretaries & Deputy General Counsels (by
 date of appointment within each service)
 DOD Historian
 Assistant Under Secretaries of Defense
 SES Members (PC5); GS17

6. Brigadier Generals & Rear Admirals (Lower Half)
 Retired Brigadier Generals/Rear Admirals (Lower Half)
 U.S. Consuls General
 Assistant Chiefs of Protocol, Department of State
 Secretary of the Senate
 Doorkeeper of the House
 Chaplain of the Senate
 Asst Deputy Under Secretaries of Defense and Principal Directors
 SES Members (PC6); GS-16

7. Colonels; Captains (USN); GS15; U.S. Consuls

STOP VIP CODES

- GS-14
- LTC's, Commanders, GS-13
- GS-12
- Majors, Lieutenant Commanders
- GS-11
- Captains, Lieutenant (Navy), GS-10; U.S. Vice Consuls
- First Lieutenants, Lieutenants (Navy); GS-9
- GS-8
- Second Lieutenants; Ensigns; GS-7
- Warrant Officers (By Pay Grade)
- 2 - Sergeant Major of the Army, Master Chief Petty Officer of the Navy;
 Chief Master Sergeant of the Air Force; Sergeant Major
 of the Marine Corps (By Date of Appointment) (See Note 2)
 Master Chief Petty Officer of the Coast Guard
 Command Sergeants Major; Sergeants Major; Master Chief Petty Officer;
 Chief Master Sergeant; Master Gunnery Sergeants
 Other Noncommissioned Officers by Rank

UNITED STATES PRECEDENCE LIST (Cont)

NOTES:

1 - Commanders-in-Chief/retired commanders-in-chief: At multi or joint service events only. At Army-exclusive events, Army commanders-in-chief are ranked by date of rank with other Army 4-star officers.

2 - The Sergeant Major of the Army: within the Army, the SMA is normally accorded general officer precedence. The SMA should be positioned midway between the senior and junior general officers present.

SES precedence is established by position held. For those members not in positions identified above, contact the Army Protocol Office, AV 227-0692 or the SES Office, AV 227-2204. For non-Army SES members, contact the member's agency/office for precedence.

This precedence list is derived from the Department of Defense Precedence List. Questions concerning precedence should be directed to the Army Protocol Officer, AV 227-0692.

ORDER OF PRECEDENCE - ARMED SERVICES

Cadets, U.S. Military Academy
Midshipmen, U.S. Naval Academy
Cadets, U.S. Air Force Academy
Cadets, U.S. Coast Guard Academy
Midshipmen, U.S. Merchant Marine Academy
United States Army
United States Marine Corps
United States Navy
United States Air Force
United States Coast Guard
Army National Guard of the United States
Army Reserve
Marine Corps Reserve
Naval Reserve
Air National Guard of the United States
Air Force Reserve
Coast Guard Reserve

CHAPTER 10

CEREMONIAL TOASTS

Ceremonial toasts are a traditional Army custom at a unit dinner party or a stag Dining In. Unit traditions and the desires of the commander usually dictate the procedures to be followed and specific toasts to be rendered. Junior officers are frequently called upon to present at least one of the toasts. The order and subjects of all toasts should be decided in advance so that the host and guests will know what is expected of them. Although toasts at the completion of the meal are still appropriate traditionally, common practice most frequently results in toasts being offered at the beginning of the meal. Generally, toasts will be given to the President of the United States, the United States Army, the division, the brigade or battalion, the unit colors and finally, the ladies if they are present. Officers should also be familiar with the international customs observed when toasts are exchanged in foreign messes or at official dinners or luncheons given in honor of visiting dignitaries. At a function honoring a visiting dignitary, the first toast is to the President (Premier, King, etc.) of the honoree's country, usually presented by the host, with a corresponding toast to the President of the United States by the honoree, followed by other appropriate toasts. Clearly, toasts are an important part of formal social functions and great care should be taken to see that they are properly conducted.

CHAPTER 11

PERSONAL COURTESIES

1. Courtesies Rendered by Juniors to Seniors. Courtesy is essential in human relationships. It includes as an essential element, a proper appreciation of the rights and feelings of others. Military courtesy includes special acts and ceremonial procedures that are directed in official regulations. The newly commissioned officer should take pride in being military and being knowledgeable of military courtesy. They should understand that the required courtesies are a part of the ceremonial procedures which contribute color and dignity to our lives; that they form an integral part of the discipline needed for the attack to succeed and for the defense to hold; and that they are a part of the comradeship which binds together all of us who share the common responsibility of the nation's security.

2. Saluting.

a. Since antiquity, men of arms have rendered some form of salute as an exchange of greeting. The method of saluting has varied through the ages, as it still varies in form today between different armies. Yet, whatever the form, the salute pertains to soldiers and its use restricted to those in good standing.

b. The birth of saluting has been lost in antiquity; however, as early as the Age of Chivalry it was in common practice. During that period the knights were mounted and wore steel armor and mail which completely covered their bodies. When two friendly knights met it was the custom for each to raise their visor and expose their face to the other. This was always done with the right hand. It was a significant gesture as it exposed the features and also removed the right hand--the sword hand-- from the vicinity of the weapon.

c. Later, during the Middle Ages, men of means often were clothed in heavy capes under which swords were carried. Upon meeting a friend, the cloak was thrown back by raising the right hand, thus disclosing that the right hand was not on the sword hilt.

d. These gestures came to be recognized as proper greeting among soldiers and were continued even as swords and mail became a thing of the past. The military salute is today, as it has been for ages, a unique exchange of greetings between military men. But to have it mean what it should, it must be rendered properly and with pride.

3. The Senior's Place of Honor. Another ancient military custom dictates that you should always walk or sit to the left of your superiors. During the life of the United States there have been firearms, but this was not always the case. For centuries men fought with swords, and because most men are right-handed, the heaviest fighting occurred on the right. The shield was on the left arm, and the left side became defensive. Men and units who preferred to carry the battle on the enemy, and who were proud of their fighting ability, considered the right of a battle line to be a post of honor. Therefore, when officers walk or sit on your right, they are symbolically filling the post of honor.

4. Use of "Sir."

a. A soldier, in addressing a military superior, uses the word "Sir" in generally the same manner as do well-bred civilians speaking to a person to whom they wish to show respect. In the military service, however, the matter of who says "Sir" to whom is clearly defined; in civilian life it is largely a matter of discretion.

b. The proper, natural, and graceful use of "Sir" is something that comes with training and experience in the Army. Some officers fall into the habit easily; others must work at it.

c. On the other hand, "Sir" should not be said with every breath to the point of obsequiousness. In official dealings between officers who know each other well, it is proper to use the word with less frequency.

d. A military man should be careful about the use of "Sir" in conversations with civilians. A too frequent "Sir" with civilians may be embarrassing to them and smack of "bootlicking."

e. In speaking with a general officer you should use the word "General" in the place of "Sir" wherever this can be gracefully done. For example: "Good evening, General," rather than "Good evening, sir."

5. Spoken Introductions.

a. All officers are addressed and introduced by rank.

b. It is not correct in a spoken address to use the title by itself, such as "Colonel." It is correct to say, "Colonel Doe."

c. At a social occasion, the various ranks are not necessary to mention (for example, all generals are "General," and first and second lieutenants are "Lieutenant"), but at a formal presentation the full title is stated: "Brigadier General," "First Lieutenant," etc.

d. Warrant officers are addressed and introduced as "Mister," "Ms.," or "Miss" (except for formal occasions, or reasons of designation when the full rank is stated).

e. Noncommissioned officers are addressed and introduced by their rank, such as "Private Doe," not "Doe" or "John."

f. Servicewomen, both officers and enlisted, are addressed and introduced by rank.

CHAPTER 12

PERSONAL ETIQUETTE

1. The purpose of an introduction is to convert strangers into acquaintances. The fact that people who are being introduced are strangers at the outset gives an air of formality to the situation. Therefore, the sooner the introduction can be accomplished the better, since then the barrier of strangers is eliminated.

2. There is nothing formidable or mysterious about making introductions. There are a few guidelines that simplify the procedures and preclude embarrassing situations. First, when introducing men, present the junior to the senior and mention first the name of the senior followed by the name of the people of equal rank or seniority; it does not matter whose name is given first, for instance, "Lieutenant Clark, this is Lieutenant Jones." A third rule is to present men to ladies, except when the President, heads of foreign governments, royalty, or members of the clergy are involved. In such cases it is proper to present the lady to the dignitary. However, when you are in doubt, always present the gentleman to the lady. When making the introduction always mention the name of the lady first, "Mrs. Smith, may I present Colonel Jones?" Introductions to large groups are usually the easiest. Merely state the name of the new arrival and then the names of the others in the order they are standing or sitting. When being introduced, look directly into the face of the person you are meeting and say, "How do you do?" followed by their name. Adding the name of the person to the greeting will aid you in remembering the individual. Do not use phrases such as, "Pleased to meet you," "Pleased to make your acquaintance," or "How are you?" Only the phrase, "How do you do?" is appropriate.

3. When being introduced to a lady, you shake hands with her only if she offers her hand. When being introduced to another man, the handshake is mandatory.

4. There are a few "don'ts" that will aid you in making introductions:

- a. Never rush an introduction; remember to speak slowly and distinctly.
- b. Never take a lady to a gentleman to be presented; bring the gentleman to the lady.
- c. Do not present seniors to juniors; juniors are always introduced to seniors.

5. A note of caution for all: It can be very embarrassing and frustrating to you, and especially to the person to be introduced, if you forget one of the names. No one enjoys their name being forgotten or mispronounced. If you cannot remember a name, and it is your responsibility to make the introduction, simply apologize to the person and ask for the name again.

6. Apologies. There may be occasions for which apologies must be rendered. If you are late for any social occasion, especially one that has a receiving line, find the hostess immediately and express your apologies. Should you inadvertently miss a meeting or other appointment, it is appropriate to call or send a short note apologizing and explaining the reason for your absence. The accidental destruction of an article in someone's home may be redeemed by replacing the broken article. If it cannot be matched, send a note of apology and flowers. Should you do something that injures the feelings of another, you should ask for their forgiveness as well as apologizing.

7. Telephone Etiquette. The telephone is a vital instrument in our lives and requires special handling. Always identify yourself when placing a call. When answering the phone at home you may choose not to identify yourself and say hello only. To make a person inquire to whom they are speaking is very discourteous; therefore, when placing a call always identify yourself, e.g., "This is Captain Smith: May I speak with Major Brown?" It is customary to call a residence only between 9 o'clock in the morning and 10 o'clock in the evening. Avoid making calls during meal hours, and if in doubt inquire of the person as to whether or not it is convenient to talk at this or a later time. If a call has been placed and a wrong number received, an apologetic phrase such as "I'm sorry to have disturbed you," is expected. Double check the number desired before placing the call again. Should you receive a phone call, and the person called is not present, ask to take a message or, if possible, refer the party calling to a number where the other party may be reached. When placing a calling party on "hold," it is courteous to inform the caller that you are putting them on "hold."

8. Smoking. Be especially careful and considerate when smoking. For instance, an officer should never smoke on the street while in uniform; however, smoking when attending athletic events or similar outdoor activities is permissible. Furthermore, neither smoke nor offer a lady a cigarette when walking with her in public. A gentleman makes it a point to observe "No Smoking" signs in public buildings and other public places such as theaters. At the theater, adjourn to the lobby during intermission to smoke. If your lady does not desire to smoke, it is proper for her to remain seated if she so desires. While attending an outdoor ceremony such as a military review, funeral, church service, etc., it is highly improper to smoke at any time during the ceremony. Smoking while wearing gloves also displays extremely poor taste. Above all, observe the wishes of your commander, or the senior officer present, when smoking on duty. As a guest, use only the ashtrays provided; the use of saucers, plates or cups is extremely rude. Spilling ashes on the carpet, laying lighted cigarettes on the ends of tables, or the use of wastebaskets as ashtrays are unacceptable. Should there be nonsmokers present, ask their permission before smoking. It is not proper to take a lighted cigarette to the dining room or to the dance floor. Do not smoke during dinner unless ashtrays are present and then only when the hosts smoke or invite their guests to smoke.

Cigarettes are often placed on the dining table; however, if none are present and there are no ashtrays provided, this is a clear indication that the hostess does not desire smoking at the table. Aboard aircraft, remember there are designated times and places for smoking. Never smoke a cigar or pipe aboard an aircraft unless you are permitted to do so by the airline in a designated smoking section. A gentleman should never smoke his pipe or a cigar at a social function when ladies are present unless he has their permission.

9. Social Obligations.

a. Young single officers and married couples are not expected to repay invitations in the same manner as senior officers, but an invitation accepted must be repaid in some manner within their budget. Official hospitality is not repaid.

b. A small gift or flowers are taken to the hostess of a dinner party. A thank you note should be written within 48 hours. Don't be late! Arrive on time.

CHAPTER 13

OFFICIAL FUNCTIONS - CONDUCT AT RECEPTION AND RECEIVING LINES

1. Entering the Reception Room.

a. A most important rule to observe upon entering a reception room is to immediately pay your respects to the host and hostess. Should there be other guests whom you do not know, the hosts will endeavor to introduce you to them, provided new arrivals do not demand their attention. You should chat with these guests for a while and then detach yourself to greet as many of the other guests as you can. On leaving a group of guests, you need merely say "Excuse me." However, you should never leave a woman standing alone. Should you become engaged in a long conversation with a woman and desire to greet other guests, merely invite her to accompany you to the other group of guests.

b. At any reception you should attempt to speak to all the guests. To associate exclusively with one's own friends is discourteous. On the other hand, to detach oneself and remain aloof is also considered poor taste.

2. Leaving the Reception Room.

a. Departure from a reception should be timely and brief. If you are standing, merely go to the host and hostess, present your thanks, and proceed to the entrance hall. If seated, merely rise. The hostess will realize the intent of your gesture. It is not necessary to wait for a conversational pause to signify your intent to depart. Say goodbye to the other guests present, thank the host and hostess, and proceed to the entrance hall. The host will normally accompany guests to the door. Keep your adieus brief and depart. To linger or engage in conversation at the entrance hall is inconsiderate to the host and to the other guests present.

b. Remember that at a reception or dinner party, guests should not leave prior to the departure of the guests of honor or senior member present.

3. Military Receptions and Receiving Lines.

a. Military receptions are among the most important social and official functions encountered during an officer's career. All rules of etiquette pertaining to military receptions apply equally to civilian receptions. Distinguished visitors, military and civilian, are generally honored by appropriate receptions either by the commander or by the senior officer of a unit. In many units, receptions are given for the purpose of introducing a newly arrived commander or a group of newly assigned officers and wives. The newcomers are normally included in the receiving line. Appropriate dress for both men and ladies will be stated or implied in the invitation. The guests should arrive prior to the time announced so that headgear and wraps may be placed in the cloakroom. At large receptions, guests are often assembled by unit or section and proceed through at staggered time intervals. At smaller receptions, guests pass through the receiving line upon arrival.

b. Rules of etiquette for a receiving line are clearly defined and hold for both civilian as well as military social functions. The members of the receiving line should arrive at least 10 minutes before the time announced for the reception to begin and should be in place at the time announced. The host (hostess) will normally be positioned by the entrance, accompanied by the guests of honor and members of the family, to greet guests upon arrival. It is most important to present yourself immediately upon arrival to the hostess and to those in the receiving line. Guests pass through the receiving line in order of arrival; however, at large receptions, very senior or elderly guests may be escorted to the head of the line by an aide, regardless of their arrival time. Generally, all personnel invited to the reception pass through the receiving line. However, in the case of some official receptions presented by the commander, permanent party personnel are sometimes asked to forego the receiving line for the sake of brevity.

c. Receiving lines may be formed either from right to left or from left to right; however, right to left is preferred. The usual order of the receiving line is in order of rank with the guest of honor, or guests of honor, to the left of the host and hostess. For example, the commanding officer of the unit holding the reception is on the right of the receiving line; the commander's wife is at his left; next is the guest of honor with his wife on his left; the other officers and their wives extend the line in the same manner. If possible, leaving a lady at the end of the line is to be avoided. The adjutant or aide-de-camp, who introduces the guests, is positioned to the right of the commanding officer.

d. Proper procedures for going through the receiving line require that the ladies precede their male escorts. The male escort never offers his arm to a lady, nor does he ever hold her hand while proceeding through the receiving line. The male guest merely gives the name of his partner, clearly and distinctly to the adjutant or aide-de-camp. It is not proper for any guest to shake hands with the adjutant or aide. The aide in turn introduces the young lady to the host. The male guest then gives his name to the aide. He should never assume, even if they are friends, that the aide will automatically remember his name. The young lady and the host exchange handclasps and a greeting. The host then introduces her to the lady on his left, saying for example, "Mrs. Jones, may I present Miss Smith," and the process is repeated through the receiving line. Similarly, the aide will introduce the male escort to the host and he will be introduced, in turn, to each member of the receiving line. Should your name become lost in a lengthy receiving line, you should repeat it for the benefit of the person being greeted. A word of caution: always face the person you are greeting. Do not move down the receiving line facing the direction of progress, shaking hands in a perfunctory manner. A brief greeting accompanied by a firm, cordial handshake and a smile is all that is expected. You should then move promptly to greet the next person in the line. Only in the event that your progress through the line is delayed should conversation with members of the receiving line be initiated. When being introduced to a stranger, the customary, "How do you do, Mr. Jones?" is appropriate. After completing introductions in the receiving line, guests proceed to greet other guests and form groups for casual conversations.

e. Contrary to earlier practices when gloves and hats were appropriate at certain hours, today most receptions are without hats, and gloves are optional. It is the prerogative of the hostess to wear or not to wear a hat or gloves. However, guests may follow suit or not as they wish.

f. Conversations at a reception should be light and of short duration. The guests move about, greet and converse with as many of the other guests as possible. Remember, the reception is a place of lighthearted conversation and entertainment, and not for solving world issues. When it is desired to leave one group in order to greet other friends, simply say, "Excuse me." -- and depart.

g. The duration of your stay at a reception depends upon its size and type. At large receptions you should remain no longer than an hour; at smaller receptions it is correct to remain for a longer period. Prior to departing small receptions, and small receptions followed by a dance, you should express your thanks to the host and hostess and pay your respects to the guests of honor, if any.

CHAPTER 14

PROPER DRESS FOR WOMEN

1. There is no set of rules or list of descriptive words that completely spell out a woman's attire for the various functions she may attend on an Army post. The woman, in the final analysis, must use her own good taste and judgement in applying the rule of proper dress to the occasion, whether it be a reception at the commanding general's quarters, a casual organizational barbecue, or a trip to the commissary. Dressing in good taste means dressing appropriately for any given occasion. If your clothes make you conspicuous, you are definitely not "well dressed." When in doubt, dressing conservatively is far better than over-dressing, although going to the other extreme and dressing too casually is hardly a compliment to a hostess. When uncertain, it is wise to seek advice from someone experienced. Customs vary and when new to an area you will have to depend on the guidance of those who have been on the scene longer. Your clothes can create a neat, well-groomed appearance without being expensive. Wearing the correct accessories, being color conscious, and wearing stockings with all but the most casual clothes will earn you a reputation for being well dressed.

2. Types of Dress--Describing a type of dress in detail is impossible because there are so many variations in material and style and because fashions are constantly changing. The following descriptions should give you an idea of the basic types of dresses and when they should be worn. As a rule, the later the hour of an affair, the dressier your clothes. Evening clothes should not be worn before 1800. Cocktail parties starting at 1700 or 1730 are inclined to be less formal than those beginning at 1830.

a. Daytime Dress or Suit: Simple and tailored, made of such materials as wool, linen, cotton, or the many new miracle fabrics. This dress or suit, with hat and gloves, is appropriate for before noon gatherings, luncheons, morning weddings, etc.

b. Simple Afternoon Dress: Daytime type dress with or without sleeves.

c. Dressy Afternoon Dress: Of more elaborate material than the simple afternoon dress and is dressier in design. It also may or may not have sleeves, and is worn to formal teas, receptions, and late afternoon weddings. Hat and gloves are optional.

d. Dressy Suit: A two-piece costume of dressy material--silk, satin, velvet, etc. It is appropriate for late afternoon weddings, cocktail parties, and receptions. Hat and gloves are optional.

e. Cocktail Dress: Should have some type of shoulder covering or a jacket which is removable. It is moderate in décolletage, often extremely simple in line, and can be ornamented with accessories. It is worn to cocktail parties and buffet or informal dinners.

f. Dinner Dress: Worn to "black tie" affairs. It is of dressy material with short or long sleeves, or without sleeves, and is worn with jacket or stole. It is fairly conservative.

g. Formal Dress or Evening Gown: Should be of rich material, floor length (about an inch from the floor), ankle length, or short (street length). Length is governed by preference unless, of course, it is prescribed by the invitation. The formal dress is usually worn with your best jewelry and is as décolleté as you desire. It is worn to "black tie" and "white tie" affairs, but never before 1800. For "white tie" affairs, long, white gloves may be worn.

3. The wear of appropriate pant suits by ladies in lieu of a dress is considered acceptable today at all but the most formal affairs. "Appropriate" is the key here. Obviously, a casual slacks outfit should not be worn to an evening reception. A dressy pant suit, on the other hand, would be quite acceptable.

4. Hats--Hats are no longer required at any function. However, there are occasions where they may be worn. A hat may be worn to a luncheon at a club, restaurant, or hotel. A hat may be worn to church and to religious ceremonies held elsewhere. Hats are never worn after 1800, except that for a formal evening wedding, a small evening hat or veil may be worn. A hat is never worn by a hostess in her own home.

5. Gloves--In the past the wear of gloves by ladies was required by custom and good taste. Today, gloves are worn only at the personal preference of the individual, unless local custom specifically dictates otherwise. Short gloves may appropriately be worn during the day to all but the most informal affairs. Long gloves are of course, not worn with dresses having three-quarter length or long sleeves. In this case, gloves, if worn, should be short. It is usually not necessary to remove your gloves to shake hands; however, in Germany it is appropriate to remove your gloves. Gloves should also be removed when eating or drinking. Gloves are never worn by ladies in a receiving line.

6. The important point to keep in mind is to wear the proper clothes whenever you appear in public, regardless of the hour. Shorts, denims, faddish slacks, halters, and tight sweaters, may be considered inappropriate for street wear.

7. Curlers or head bandanas should never be worn outside the home. Remember, never chew gum in public and never smoke while walking in public.

8. When you are entertaining and there could be any question as to your guests' dress for the occasion, indicate with your invitation exactly what you expect--then be sure that you dress in the same manner.

9. Moon boots worn with fur coats are permissible during changes of command held in the months of January and February. Down ski jackets, however, should never be worn to military functions.

CHAPTER 15

FORMAL AND INFORMAL ENTERTAINING

1. The Formal Dinner. It is important to be aware of the protocol and customs involved in a formal dinner party. It is recognized that these are rare occasions for young Army officers. Nevertheless, with the possibilities for selection as an aide-de-camp or service in one of the many countries of the world where our Army is represented--a newly commissioned officer may soon be invited to a formal dinner. Also, it is wise to begin with the most complex of dinner parties--the formal dinner party--for, if you can master the formal dinner party, you can be at ease at any of the less formal dinners or luncheon parties. Imagine, therefore, that you have been invited to a formal dinner at the Embassy or at the home of the Commanding General. The appropriate attire will be a long dress for the ladies and "white tie"-- or "black tie" if prescribed--for the men. Be sure to arrive at the precise time indicated and greet the host and hostess upon entering the reception room. There will be a short period prior to the serving of dinner for the purpose of allowing the guests to become acquainted and to be served refreshments. During this time you should examine the seating chart to determine your dinner partner and the location of your places at the table. Occasionally you will find in the entrance hall an envelope with your name on the outside; therein you will find the name of your dinner partner, the woman to be seated at your right. The host or hostess will introduce you to the guests of honor and to your dinner partner, if you have not met her. If you are already acquainted with your dinner partner, be sure to greet her prior to dinner. When the serving of dinner is announced to the hostess, the host and the ranking woman guest proceed to the dining room first, followed by the other guests in pairs with no order of precedence, with the hostess and the ranking male guest being the last to enter. Should a high-ranking officer or other dignitary be present, however, the hostess and the dignitary enter the dining room first followed by the host and the ranking woman guest. Before joining the line of guests, offer your right arm to your dinner partner and escort her to the line of guests proceeding to the dining room. Your places will be marked by individual place cards in front of each setting. When you have found your seats, assist your partner with her chair by sliding it away from the table and then adjusting it to her satisfaction. Do not take your seat until all the ladies and senior male guests have been seated. Once seated, you should engage in conversation, first with your dinner partner, and later with the woman to your left and with the other guests nearby. At the conclusion of any dinner party, the hostess will rise, which is the signal for the men to rise promptly and assist their dinner partners in rising from their chairs.

2. The Formal Table Setting.

a. Before you, on the dinner table, you will find a place setting similar to the one depicted at figure 13. Folded on top of the plate is the dinner napkin. On the left of your plate you may find, from left to right, a fish fork, meat fork, and salad fork. On the right side of the plate you may find, from right to left, an oyster fork, soup spoon, fish knife, meat knife, and salad knife. Located to the upper right of the setting will be the glasses. They are identified as follows, from left to right, water goblet, wine glasses (if served), and possibly a competing glass. Directly in front of the plate you may find either a menu card or name card. You should remember that this is but one type of formal table setting, and you may often find fewer pieces before you, depending on the number of courses and the wines to be served. A service plate will be part of the table setting, but it is not intended for use. You will note that the table setting for a formal dinner shows no butter plate. Should you be served bread, lay it on the table near the upper left edge of your plate. A finger bowl is usually served prior to the last course on the plate intended for that course. Often a lace doily is found under the finger bowl. Remove the finger bowl and doily and place the bowl upon the doily to the upper left of your plate. If this plate is served with silver, remove the fork and spoon from the plate and place them to the left and right of your plate respectively. Finger bowls will normally be served after any course, such as lobster, which requires the use of the hands.

b. Generally there is no necessity to pass items at the table, as the condiments and other accessories will be placed within easy reach. When being served, always serve the dishes from the left and the beverages from the right.

c. Dessert is served after the table is completely cleared. Should the dessert plate arrive with silver or with a finger bowl, remove the silver and finger bowl as described above. At the conclusion of the dinner, coffee and liqueurs may be served to the women in the living room and to the men at the dining table, or in a room apart from the women. Another custom is to serve all guests together in the living room.

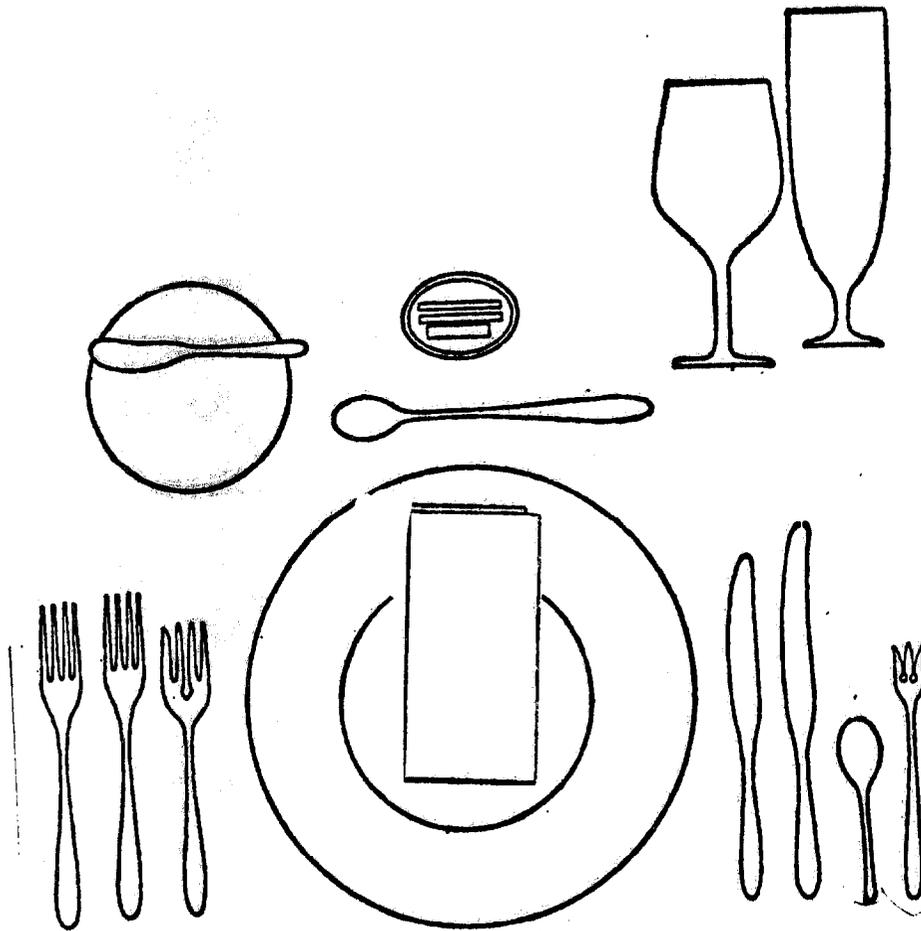


FIGURE 13: FORMAL PLACE SETTING

3. The Semiformal Table Setting.

a. The basic difference between a formal setting and semiformal setting is that fewer courses are served and less silverware and glassware are required. Otherwise the customs are the same as for the formal dinner. There are some differences, however, and you should be aware of them. The napkin is not normally set on the plate, but is placed to the left of the forks. There will only be two sets of knives and forks and perhaps a soup spoon. A butter dish will also be set to the upper left of the service plate.

b. A relish tray may be set on the table or served. In this instance, olives, celery, and carrots, if selected, may be placed either on the butter plate or dinner plate. During the course of the meal, you may be served cranberry sauce, mint jelly, or gravies and liquid sauces. It is proper, in each instance, to place the cranberry sauce next to the turkey, mint jelly next to the lamb, and to pour the gravy or sauce over the food with which it is served.

4. The Informal Dinner. You will of course attend many more informal dinners than semiformal or formal dinners. You should wear coat and tie (a suit if so specified) unless a more informal dress is specifically prescribed, such as for a barbecue. If the host does the serving, you should assist in passing plates when necessary. The woman sitting farthest from the host takes the first plate; the remaining guests are served successively, and the host serves himself last. If serving dishes are passed, ensure that the lady to your right helps herself before you serve yourself. Hold large dishes to assist her when you can. If a servant serves, you will be served from your left. When the main course is finished and the table is being cleared for dessert, give only as much assistance as the hostess desires. It is never expected that the male guest will rise from the table to assist the hostess. The plates are never to be stacked while assisting in clearing the table. After dessert, coffee may be served either at the table or in the living room. At some informal dinners, coffee is served during the meal. Smoking is permitted if ashtrays have been provided once the hostess signals permission.

5. Buffets.

a. The informal buffet supper or luncheon is a popular manner of entertaining, with or without servants, a large number of guests. When dining buffet fashion, the guests are invited to serve themselves from food which is placed on a buffet table or dining table. After serving their plates, the guests normally seat themselves individually in the living room and other rooms where card tables or small, individual folding tables or trays may be provided; otherwise, the guests must balance the plates on their knees. At a "sit-down" buffet, the guests merely serve themselves at a buffet table and then take their places at the dinner table, as designated by the hostess or by place cards.

b. When the hostess announces the serving of the supper or lunch, you should join the other guests and form a serving line. Normally the ladies precede the men and serve themselves first. At a "sit-down" buffet, the gentlemen in the line should be alert to assist the ladies, after they are served, in seating themselves at the dinner table. On approaching the buffet table, you will find your dinner plate and, for the normal buffet, your silver and napkin. You are expected to serve your own plate from the serving dishes by using the serving fork and spoon provided for each dish.

c. Table etiquette for the "sit-down" buffet is, of course, the same as for other informal dinners. For the normal buffet, you must conform as closely as possible to manners prescribed for the dining room. A point to remember is to refrain from eating until the ladies in your group begin. The hostess or servants at either type of buffet may pass the serving dishes and beverages for second helpings and may serve dessert and coffee. When they are serving at the normal buffet you should assist them, as appropriate; however, do not embarrass the hostess by being overly helpful while she is serving your group or by conspicuously being helpful in other ways, such as carrying used tableware to the kitchen. The hostess would appreciate such assistance only from close friends among the ladies present. At either type of buffet, the gentlemen are expected to ensure that the ladies, once seated, are not required to rise in order to serve themselves again unless, of course, they prefer to; the gentlemen are always solicitous to insure that the ladies have second servings, if desired, of wine, coffee, or whatever beverage is served. Also, they should get dessert for the ladies unless the dessert is served by the hostess or a servant.

d. When guests seat themselves individually in the living room, the gentlemen should seat themselves beside a lady other than their wives and engage the lady in conversation as if she were his dinner partner at a sit-down dinner.

6. Seating Arrangements and Precedence.

a. The Army wife must know the rules of seating arrangements with their peculiarities of precedence. Customarily at informal mixed dinners and luncheons, the senior ranking man sits at the right of the hostess, with his wife seated at the right of the host. But for more formal occasions which are governed by protocol, the senior ranking man is seated at the right of the host. The second ranking man is then seated at the left of the hostess and the second ranking woman is at the host's left. The third ranking woman sits at the right of the man of the highest rank, and the fourth woman is at the left of the man of second rank. Under this arrangement a hostess may find that a man would be seated alongside his wife, and because this situation is not ordinarily allowed to exist, the wife should be seated elsewhere. It is also customary for the host and hostess to sit opposite each other, either at the ends of the table, at the center of a long table, or on the diameter of a round table. An equal number of men and women at the table may result in the seating of women at the outside places on one of the sides. This situation may be avoided by setting places at each end of the table, even though this positioning may cause some over-crowding.

b. Small dinners for six or ten, fourteen or eighteen, etc., are easily arranged, with the host and hostess sitting opposite each other, and married couples separated, each sitting with other guests. Women will not be seated at the outside places when the aforementioned numbers of guests are at the table. However, at tables of 8, 12, or any multiple of 4, the host and hostess cannot sit opposite each other without putting two males or two females together if there is an equal number of each present. To balance the table, the hostess moves one seat to the left, putting her right-hand guest opposite the host.

c. At nonofficial occasions, precedence is determined by the prominence of the guests, their ages, and degree of friendship. In civilian life, age receives deference, as does professional and scholastic achievement.

d. In official life, strict protocol dictates governmental, ecclesiastical, and diplomatic precedence, which has been established by international agreement. A younger official will precede an older official if the office of the former is in a higher echelon. A younger military officer precedes an older military officer if the former's rank is higher. The seniority of the governmental office is determined according to the founding date of the office. The seniority of the military officers of the same or equivalent grade is determined by date of rank. When a person is asked to be a guest of honor at a dinner or luncheon, he might not be seated in the ranking position at the table unless his rank justifies it, or unless the highest ranking guest concedes his position. When ambassadors and very high ranking guests are present, guests are seated according to precedence, even though the guest of honor is subsequently seated down the table. When guests with no official rank are present at an official dinner or luncheon, their places at the table are determined by age, prominence, linguistic ability when foreigners are present, and congeniality. After the seats of guests of honor and top officials have been determined, nonranking guests are placed between those of official rank in the most congenial way for all concerned.

e. Officers' wives are accorded precedence according to their husband's date of rank, unless they hold official positions themselves. All retired Army officers rank after active officers of the same grade.

f. Should you be stationed in Washington or abroad and have questions relative to diplomatic precedence, consult the Foreign Liaison Section at Department of the Army or the Protocol Section of the American Embassy, respectively. Most Army installations have visitor bureaus or protocol sections capable of resolving the great majority of questions relevant to protocol matters.

CHAPTER 16

DINING ETIQUETTE

1. Table Manners. Of all the social practices concerning etiquette, the subject of correct table manners is perhaps the most complex. Recognizing that your table manners have been developed through habit, and that those who dine with you will be hesitant to correct you for fear of embarrassment, mastery of correct manners at the table is clearly up to you. The basic rules of table etiquette are set forth below. Check these fundamentals against your habits - and make the appropriate corrections, if necessary.

a. Selection of Silver--If you are not sure of the correct procedure in which the silver is to be used, the best course of action is to watch the hostess and follow her example. This silver is arranged so that the utensils farthest from the plate are used first, taking the next set in order with each succeeding course.

b. Selecting Food--When selecting foods, bear in mind that a great deal of planning and pride has gone into its preparation. You should not be too selective in your choice of cuts, or give too much preference to your favorite vegetables. It is courteous to take a small portion of each dish offered.

c. The Napkin--Once you have taken your seat unfold the napkin once and place it across your knees. The napkin is never tucked in the coat or the belt. It should never be unduly wrinkled or soiled. The napkin should be used only for the purpose intended and that is to remove food particles from one's fingers and lips or to prevent staining of one's clothes. The napkin should also be used before drinking from a glass to insure that food traces are not left on the lip or rim of the glass. At the conclusion of the meal, never refold the napkin, merely place it neatly on the table to the left of your plate.

d. When to Start Eating--At small dinner parties you should not start eating until the hostess has started. At large banquets or buffets, it is appropriate to commence eating when those persons around you have been served.

e. Use of the Knife--You should hold your knife in your right hand, its handle in your palm, with your index finger along the back of the blade. Cut only enough food for one bite at a time. When you are finished with the knife, place it on the upper right rim of the plate with the blade edge turned inward toward the center of the plate. Once you have used your knife, you should never place it back on the table, nor should you ever place the handle of the knife on the table with the blade resting on the plate. Also, remember that your knife is used only for cutting food, it is never used to convey food to your mouth.

f. Use of the Fork--When you use the fork in conjunction with the knife for cutting food, you should hold it in your left hand, its handle in your palm, with your index finger running along the back and the tines down. Normally, you will transfer the fork to your right hand before conveying food to your mouth. When held in the right hand, the fork should be grasped between your thumb and first two fingers--as in holding a pencil--with the tines pointing up. When not using the fork, place it on the plate below and parallel to the knife, with the tines up.

NOTE: The use of the fork and knife as described above constitute American custom. Another acceptable manner of using the fork and knife is the Continental fashion. The principal difference between the two involves the use of the fork. In the Continental manner food is brought to the mouth by the fork held in the left hand. No transfer from left to right takes place. Also, the Continental form allows the forearms to be placed on the table throughout the meal, while the American custom allows this only between courses.

g. Use of the Spoon--The spoon should be held in the right hand in the same manner as prescribed for the fork. When used to consume soup, the spoon should be dipped away from you and when brought to the mouth, the side of the spoon is placed to the lips and tipped slightly to allow the fluid to flow freely. Avoid making any noises when using a spoon to sip soup. When you have finished the soup course, leave the soup spoon on the soup plate with the bowl up and the handle resting on the right rim of the plate. Never place the soup spoon under the plate. When served coffee or tea, the spoon, when used, should be placed bowl up on the right side of the saucer.

h. Use of the Finger Bowl--The only function of the finger bowl is to help cleanse the fingertips. Only one hand is dipped into the finger bowl at a time, and then only the fingertips are immersed. It is not used for any other purpose.

2. General Table Hints. The following hints are provided to emphasize important points of table etiquette:

- a. Never place a glass on a polished wood surface.
- b. Before eating, never wipe unclean silver with your napkin--even in a restaurant. If in a private home, suffer silently and do not embarrass the hostess. If in a restaurant, ask the waiter to replace the item of silver.
- c. Begin eating only after the hostess has begun.
- d. Do not slump at the table. Sit erectly, keeping your forearms in your lap except while eating, or between courses, when they may rest against the edge of the table.

e. Should it be necessary to cough or sneeze at the table, the head should be turned to one side and away from other guests. Bend forward and cover the mouth and nose with a handkerchief.

f. Use your napkin before drinking from a glass to prevent leaving traces of food on the rim of the glass.

g. Hold long-stemmed water glasses or wine glasses with the thumb and first two fingers of your right hand at the base of the bowl or on the stem; do not place your fingers around the bowl or the glass.

h. Use a fork to cut all salads except iceberg lettuce, which is cut with a knife.

i. Clear soups served in a cup with handles may be sipped from the cup. When employing the spoon, it must be placed on the saucer when it is not in use. Thick soups must be consumed with a spoon.

j. Do not make noises while eating, swallowing or sipping soup. Avoid unattractive eating habits, such as smacking the lips or taking portions of food which are too large.

k. Bread, rolls, or toast must be broken with the hands, not cut with a knife. Butter only small portions at a time--never the entire slice of bread or toast--and hold the portions on the side of this place. Never butter breads "in the air."

l. Never talk with food in your mouth or address a guest who has food in his mouth.

m. The knife, while not in use, is always placed on the upper right portion of the plate with the right hand.

n. Food is always served from the left, beverages from the right. Take the serving spoon in your right, select the item of food, and balance it with the serving fork held in your left hand.

o. Do not hesitate to take seconds if offered and you so desire; however, try to gauge your capacity and eat what you take. It is considered very improper to refuse a food merely because of a dislike for this particular food. Do not offend the hostess, but take a small serving and eat it.

p. When at an informal dinner and passing a plate for a second helping, leave your knife and fork on the plate--but be sure they are securely positioned on the right side of the plate.

r. When coffee or tea is served, keep the spoon on the right side of the saucer except when stirring, never place the spoon back on the tablecloth.

s. Never lick your fingers; use your napkin and finger bowl if it is present.

t. Never dip more than the finger tips in the finger bowl if it is present.

u. While in public, never use a toothpick or endeavor to clean your teeth with your tongue.

v. Never smoke at a table unless ashtrays have been provided, and then only when the hostess has signaled her permission; never put ashes or cigarette butts in a cup or plate.

w. When leaving the table, place your unfolded napkin to the left of your plate; assist the lady to your right by pulling her chair out, allowing her to rise, and then replacing the chair at the table. You then replace your chair at the table.

x. Upon the departure of the ranking guests, you are free to leave. Be sure to tell your dinner partner, the lady on your left, and as many other guests as you conveniently can, that you enjoyed their company. Then thank your host and hostess, say goodbye, and leave.

y. You should try to write a note or telephone your hostess within 24 hours following the party to express your appreciation. This should definitely be done within 2 or 3 days.

CHAPTER 17

DINING OUT

1. Dining Out. Upon entering a restaurant with a woman, you should first assist her in removing her wrap and check it with the cloakroom attendant. The headwaiter or hostess will lead you to your table. In this instance, you should allow the woman to follow the headwaiter and you should bring up the rear. If a waiter or hostess is not present, assume the initiative and lead the way to a table. You should assist the lady with her chair; this merely entails pulling the chair away from the table and adjusting it for her comfort. If the headwaiter is present he will perform this service. When attracting the attention of the waiter or waitress, or whenever speaking to them, you should address them as "Waiter" or "Waitress." Terms such as "Boy" or "Miss" are not proper. On receiving the menu, you should determine the woman's desires and then order for both. There are generally two methods of ordering; Table d'hote, which indicates a single price for the complete meal; or a la carte, which is listed separately by course with a specific price for each item ordered and which offers more selectively. Ordering a la carte is, of course, more expensive. If the woman should have occasion to leave the table,, you should rise and assist her by removing her chair. You should then remain standing until she departs. On her return, you should rise again and assist her with her chair. At the completion of the meal it is customary to leave a tip of approximately 15 percent for the waiter, accompanied by an expression of thanks. If there are complaints about the service of the food, they are addressed only to the headwaiter or hostess.

2. Tipping. There are certain individuals who perform services for you who should be tipped if you expect to receive good service. You should tip a taxi driver approximately 15 percent of the meter reading. A tip of 15 cents for fares under a dollar is appropriate. However, you may desire to tip more depending on his attitude and service rendered. Hotel bellhops should receive a quarter for each piece of luggage, but not more than a dollar. Tip a barber at least 15 percent; however, as much as two dollars may be appropriate in some establishments if multiple services are performed. You should tip a headwaiter if he has made advance arrangements for you. Waiters and bartenders receive 15 to 20 percent of the bill. You are expected to tip generously on small bills, particularly if you patronize the more exclusive restaurants or clubs. There are some individuals who should never be tipped: airline employees and managers of restaurants, inns, hotels, barber shops, etc. The most important point to remember in tipping is to tip cheerfully and with a word of thanks.

CHAPTER 18

PERSONAL APPEARANCE

1. Every man or woman having the responsibility to lead and influence others must create an image that will be projected as an example to be emulated. This is particularly true of an Army officer. One of the important factors which creates your image will be your appearance, which should be immaculate and above reproach at all times, whether in uniform or civilian dress. In order to attain this high standard of appearance, you will have to pay strict attention to your personal cleanliness, your manner of dress, and your grooming.

2. Wardrobe Selection and Wear.

a. As an officer, your dress should be appropriate for the situation and neat at all times. This does not require a large wardrobe or expensive clothes. It does, however, require good judgement in the selection of your wardrobe. The clothing you select, both civilian and military, should be of the highest quality your budget will allow. Buying lower quality bargains in an effort to save money will prove more expensive over the years. You will indeed be fortunate if bargain buys ever give you the confidence and satisfaction of well-tailored, good-fitting clothes of lasting quality.

b. You should always dress appropriately for each occasion, consistent with your status as an officer. You should have a contemporary conservative suit for evening wear at informal social occasions in the winter and a light-weight suit of dark color for those occasions in the summer. A sports coat and slacks are acceptable and are commonly substituted for a suit at informal events. Black or dark brown shoes and plain dark socks should be worn with a dark suit. Calf-length socks are preferable as exposing bare legs while seated is always considered bad form. White or other light colored socks should never be worn with dark suits. The traditional white shirt worn for evening social occasions is always appropriate, but either patterned or solid colored shirts are also acceptable. If you wear a patterned shirt your tie should be a solid color or a subdued pattern.

c. Although you may wear your dress blues with bow tie for evening occasions which prescribe "black tie," a dinner jacket may be worn at off post civilian functions or at parties on post--particularly in private quarters where the dinner jacket would be the attire preferred by most male guests.

d. A major point of concern and extreme importance is to dress appropriately for each occasion. This requires supplementing your wardrobe with additional clothing for recreation and sports. Remember that it is never permissible to participate in outside sports without a shirt. There are definite standards of dress for all social occasions and for all sports--always adhere to them.

e. There are several points to keep in mind concerning the fit of your clothing. Make sure that the collar of your suit or jacket does not stand away from your neck. Also, one-half to one inch of your shirt collar should be visible above your coat collar when viewed from the rear. The sleeves of your suit coat or jacket should also reveal at least one-half inch of your cuffs. Your jacket is expected to be long enough to cover the seat of your trousers, it should also be loose fitting and devoid of wrinkles, especially in the back below the neck and along the shoulders. Your trousers should be at least slightly tapered according to your height and should be long enough to touch at the instep when you stand. If cuffed trousers are worn, the cuff should not break or float.

CHAPTER 19

PERSONAL CORRESPONDENCE

1. Formal Invitations.

a. Formal invitations may be fully engraved, partially engraved, or handwritten on the first page of folded white or cream-colored stationary. Invitations to formal occasions may be telephoned, but in such cases the call is normally followed by a written invitation to provide the details. Invitations to formal occasions are always expressed in the third person. For example:

Colonel and Mrs. Howard Smith
request the pleasure of the company of
Major and Mrs. McBain
at a reception and dinner
on Tuesday, the fourth of September
at half past seven o'clock
Main Officers' Open Mess

R.S.V.P.

Black Tie

NOTE: R.S.V.P. - *Repondez s'il vous plait* - Please reply. This notation means that a reply is mandatory.

b. As in the case of informal invitations, you must reply promptly (within 24 - 48 hours at the latest). Your reply must be handwritten, in the third person, on the first page of white or cream-colored stationery and must follow the wording and format of the invitation. Should your reply be a regret, it should be similar to the following example.

Major and Mrs. John Bill McBain
regret that because of a previous engagement
they will be unable to accept
the kind invitation of
Colonel and Mrs. Smith
for Tuesday, the fourth of September

2. Thank You Notes. People in moderate circumstances are not expected to return all entertainment extended them by their seniors; however, the acknowledgment of those courtesies is mandatory. A "thank you" note will suffice in most cases. There may be times when dinner invitations will be offered for a special reason, e.g., you are a bachelor stationed overseas and are invited for Thanksgiving or Christmas dinner. At these times the most courteous and appropriate gesture is to send flowers with a "thank you" note to the hostess, particularly when you are in no position to entertain the host and hostess in return. It is obligatory to

send a gift and "thank you" note to a hostess after spending a night or more as a guest in her home. The following note illustrates the proper form to be used after being entertained at dinner:

Company A, USAARMC
1st Squadron
12th Cavalry Regiment
Fort Knox, Kentucky
11 July 1987

Dear Mrs. Jones,

Thank you for a delightful evening spent at your quarters last Tuesday.

It was a pleasure to see you both and to enjoy your warm hospitality. I was fortunate indeed to meet the charming young ladies present and to share your delicious dinner in their company.

With my thanks again for including me along with my warmest wishes for you and Colonel Jones.

Sincerely,

3. Acknowledging Courtesies. Whenever someone has been kind enough to extend his hospitality and has included you in his social plans, you are expected to acknowledge this courtesy and reciprocate by extending a similar courtesy. Seniors, particularly senior officers, realize that the young couple or young bachelor cannot entertain in their fashion, and it is not necessary to do so. The essential point is to reciprocate in a sincere, if modest, way that reflects your true appreciation for the courtesies received. There are many means by which this can be accomplished, such as a cocktail party or an informal lunch or dinner. It is normal for several young couples or a group of bachelors to join in giving a cocktail party. Another means is to send flowers or an appropriate gift, including a note of thanks on your calling card. The method chosen to acknowledge the courtesy is not as important as the acknowledgment itself.

4. Expressions and Acknowledgement of Sympathy. There are several ways to express sympathy to an acquaintance on the loss of one of his immediate family. The key point to remember here is that a handwritten note of sympathy carries a more personal message than a sympathy card with a stereotyped message.

Company A, USAARMC
1st Squadron
12th Cavalry Regiment
Fort Knox, Kentucky
11 July 1987

Dear Mrs. Black,

I have just heard the sad news concerning the death of your husband, and I want you to know that you have my deepest sympathy. He was a good friend, and I shall never forget his kindness.

I shall be in Atlanta in the near future and I hope that I may visit you while I am there.

Sincerely,

Joseph A. Brown

5. Calling Cards. In the past, calling cards were used extensively as an integral part of receptions and courtesy calls. Today, that practice has fallen into disuse except at the traditional New Year's Reception where the calling cards are still utilized. A growing practice among officers is to use calling cards as a business card, and frequently they are used for replies to informal invitations and as thank you notes.

Sizes of Calling Cards:

Male Officer (or civilian) 3 1/8" x 1 5/8"
Single Woman Officer 2 7/8" x 2"
Married Woman Officer (or civilian) 3 1/8" x 2 1/4"
Joint (man and wife) 3 1/2" x 2 1/2"

Order envelopes so they can be used for other things - must be 3 1/2" x 5".

The new printed ones that look like engraved ones are fine. Clear lettering, excellent quality paper - white or very light cream. Lettering must be black. Use full name spelled out, Mrs. John David Doe, not her name.

CHAPTER 20

STEP-BY-STEP GUIDE THROUGH A SOCIAL SITUATION

Receive invitation or flyer (take home promptly).

1. R.S.V.P. promptly - preferably within 24-48 hours.
 - Even if it's to the Adjutant.
 - What the various phrases mean - R.S.V.P., regrets only, respond by.
 - Don't presume you may bring a date.
 - Tell the hostess if you have a food allergy.
2. Dress appropriately.
 - Formal, informal "coat and tie," casual, very casual.
 - Understand what kind of party you are going to:
 - Cocktail party - drinks and simple hors d'oeuvres.
 - Cocktail Buffet - stand up and eat, enough food so you don't eat before or after.
 - Cocktails and buffet/Cocktails and Dinner/Buffer Dinner or just Dinner.
3. Arrive on time.
 - Not even 5 minutes early and no more than 15 minutes late.
 - Hostess gift is appropriate when you know the hostess has gone to a lot of trouble and expense - don't expect her to use it then.
4. Seek out host, hostess, and any guest of honor before you start socializing.
5. Circulate and talk to guest of honor.
 - Stand up for ladies (men only), seniors, and for all introductions.
6. When food is ready, let the senior people and the guest of honor go first.
 - Don't act ravenous.
 - Going back for seconds is fine.
7. At the dinner table, follow the hostess' lead.
 - Seat lady on your right (men only).
 - Take napkins after hostess does. Leave in lap until you get up. Don't refold napkin - replace to left.

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- Don't salt food until you've tasted it.
- Talk to people on both sides of you.
- Don't drink a toast to yourself. Stand up after toast to you, say a few words and offer a toast to the person who gave a toast to you. Remember - say whom the toast is for at the beginning.

8. Don't leave before the senior person or guest of honor leaves and don't overstay your welcome.

9. Say thank you to the host and hostess - even at a unit function.

10. Write a note of thanks promptly.

Put these 10 points into practice and people will think of you as a true professional.

FOR THE COMMANDER:



ROBERT L. BROOKS
Director, Information Management

OFFICIAL:
CLAUDE W. ABATE
Colonel, GS
Chief of Staff

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APPENDIX A

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