

AAS-SW JOINT PROTOCOL MANUAL (JPM-1)



SEPTEMBER 2012

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1 – PURPOSE OF PROTOCOL

1.1 NEED FOR PROTOCOL

Manners are universally based upon the idea of respect for others. In Arnold Air Society and Silver Wings, this respect is of utmost importance because the individual serves as the representative of the organization. Organizations whose members appear to be competent, confident, and considerate of others will be successful. As a result, good people will want to join, and morale, productivity, and professionalism will be high. Good manners make good sense. As you will discover, etiquette is less a matter of arbitrary rules than a set of guidelines designed to help us maneuver through business situations without injuring another person's feelings or hurting our own image.

1.2 MANUAL OVERVIEW

- a. The Joint Protocol Manual (JPM-1) is meant to be a reference for protocol officers and ANY member of Arnold Air Society or Silver Wings. This manual includes information for business events, social events, correspondence, dining in/out, flag protocol, customs and courtesies, etc. Some information included is specific to Arnold Air Society or Silver Wings, and other information is pertinent to both organizations.
- b. Information for this manual was taken from the most current Arnold Air and Silver Wings protocol guidelines, *Til Wheels are Up!*, and *The Tongue and Quill*. References to Air Force manuals and other protocol material are listed throughout the manual.

2 - AAS-SW PROTOCOL PROGRAM

SECTION A: NATIONAL PROTOCOL OFFICES.

2.1 NATIONAL CHIEF OF PROTOCOL (NCOP) POSITION

The AAS and SW jointly sponsor the office of NCOP. The NCOP acts as a national representative of both organizations during the term of office. If the NCOP is a member of AAS, he/she holds the rank of AAS Cadet Colonel. Refer to AASMAN-1, Figure 6.1.

2.2 NCOP SELECTION PROCESS

- a. Candidate Eligibility. Any active AAS or SW member in good standing is eligible to apply for NCOP. Former/current Area-Region Chiefs of Protocol (ARCOP) and Chapter-Squadron Chiefs of Protocol (CSCOP) are specifically encouraged to apply for the position of NCOP.
- b. Application Packet. Applicants should forward the following materials to the current NCOP, and the Executive Director postmarked NO LATER THAN 15 February of the year in which they intend to apply for NCOP (See JPM-1 Attachment 9).
 1. NCOP Application Form (COP Form 1, see JPM-1, Attachment 1, Figure A1-1).
 2. Essay, not to exceed 2 typed pages, entitled "How I Plan to Further the Missions of AAS and SW through the Office of NCOP." Essay should discuss how candidate views the role of the NCOP, as well as goals he/she will pursue if selected.
 3. Letter of recommendation from each of the following:
 - a) Local Professor of Aerospace Studies (PAS)
 - b) Local AAS Advisor and/or SW Advisor
 - c) SW President and/or AAS Commander, squadron/chapter or area/region levels (Area/Region level preferred)
 4. Wallet-sized, color photograph of the waist up of the applicant in service dress for AAS cadets and professional attire for SW members.
- c. Selection Committee. The current NCOP appoints the members of the selection committee, with the advice of the AAS National Commander and the SW National President. The committee includes the AAS National CC and the SW National President or their representatives, the AAS-SW Executive Director, AAS-SW Executive Secretary, current AAS and SW Consultants, and at least one member of the Board of Trustees.
- d. Selection Process. The selection process must follow a schedule similar to one outlined below:
 1. Application packets received by NCOP and Executive Director in February and distributed to selection committee members.
 2. Application packets scored by committee members (Reference COP Form 4A, see JPM-1 Attachment 1, Figure A1-4) and returned to Executive Director or NCOP who tabulates scores and files results.
 3. The top five candidates, as selected by application packet scoring, are invited by the NCOP to participate in the protocol test portion of the selection process. See JPM-1 Attachment 2.
 4. Candidates will attend a DV reception with the members of the selection committee on the first evening of the conclave. Candidates will be assessed on their ability to perform the task of a protocol officer at this time.
 5. Those candidates who complete the protocol test with a score of 80% or better are invited to meet with the selection committee on the second evening of business at the National Conclave.
 6. Following the group interview the selection committee chooses the NCOP for the upcoming year.

7. Candidates are informed of the outcome of the selection process on the last day of business at the National Conclave. The new National Chief of Protocol will be announced and sworn into office at the final joint business session of NATCON.

2.3 NCOP FUNDS

The AAS and SW Executive Board National Budget includes an allocation for funds according to the provisions of AASMAN-1 and SWM.

2.4 NCOP DUTIES

- a. Be familiar with the policies and procedures of both the Arnold Air Society (AAS) and Silver Wings (SW).
- b. Be a leader, educator, and example to AAS and SW members in the areas of courtesy, public relations, joint AAS and SW relations, military and professional protocol. Facilitate positive changes in these areas for both AAS and SW and advise both National HQs on these topics.
- c. Attend the Fall Executive Board meeting as an ex-officio member of the Joint Board of Directors.
- d. Serve as an extension of AAS and SW National Staffs.
 1. Act as a representative of AAS and SW at as many Area-Region Conclaves (ARCONs) as possible. The NCOP must attend a minimum of three conclaves during the academic year.
 2. Provide a list of protocol suspense dates to SW National HQ NLT 14 days prior to the publication of the SW Fall Packet. See JPM-1 Attachment 9.
 3. Provide protocol information for the National Conclave in the Silver Wings Pre-Conclave Packet. Any information provided should be submitted to the SW National Public Affairs Officer NLT 14 days prior to the publication for the Pre-Conclave Packet. See JPM-1 Attachment 9.
 4. Submit Extended National Staff reports to SW and AAS National Headquarters in accordance with each organization's permanent suspense calendar.
 - a) Monthly reports should be submitted on the 5th of each month to the National CC, National President, and EMC. See JPM-1 Attachment 9.
 - b) Reports should include information regarding the NCOP's activities, conclave preparations, updated financial status, problems, and officer's comments.
- e. Work closely with the National Conclave (NATCON) HQ, AAS National HQ, and SW National HQ to coordinate a successful NATCON.
 1. Coordinate and communicate with the NATCON Protocol Officer.
 2. Coordinate and chair the NCOP selection committee.
 3. Administer and score the protocol test for qualified NCOP candidates.
 4. Serve as official host/hostess at all NATCON receptions.
 5. Give workshops and briefings as instructed by National HQ and chair the AAS-SW Relations Committee Meeting at NATCON.
 6. Prepare a protocol letter for pre-NATCON packet and for the NATCON welcome packets.
 7. Provide training for the NCOP candidates and present the new NCOP at the close of the NATCON. The AAS National Commander and the SW National President assist in conferring the title of NCOP. The new NCOP receives new rank insignia (if an AAS member) or badge (if SW member) and appropriate gifts as a part of the ceremony Oath of Office should be given according to JPM-1 Chapter 2 Section D.
 8. Surrender continuity notebook and supplies to new NCOP at the close of NATCON. The continuity notebook should adhere to the guidelines in SWM, Atch. 5 and AASMAN-1, Atch. 6.

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9. Attend as many AAS and SW NATCON business sessions as possible.
- f. Assist in the selection and orientation of new ARCOPs. Correspond with ARCOPs, Region Presidents, and Area HQs to ensure proper protocol within each AAS Area and SW Region.
- g. Submit articles and editorials for the *On Silver Wings* and *Arnold Air Letter*.
- h. Provide protocol consultation to ARCON HQs.
- i. Present workshops and briefings at ARCONs as requested. Guide Area-Region HQs in utilization of CSCOPs and ARCOPs.
- j. Attend as many AAS, SW, and AFA functions as possible.
- k. Communicate to AAS and SW members the need to support USAF officer commissioning programs.
- l. Submit a budget to the Executive Board at the Fall Exec Board meeting. See JPM-1 Attachment 9.
- m. Coordinate with the Protocol National Administrative Consultant (NAC) to update and maintain JPM-1, as well as resolve any discrepancies between the SWM, JPM-1, and the AASMAN-1.
- n. Provide an End of Term Report and record of financial receipts/disbursements to the AAS-SW Executive Director NLT 30 days after NATCON. See JPM-1 Attachment 9.
- o. Serve as an ex-officio member of the Joint Relations Committee (reference AASMAN-1 para 8.5.1, and SWM para 8-8).
- p. Select the recipients of the Lt. Gen. Donald L. Peterson Award and the Colonel James Davis Award. Refer to JPM-1 Chapter 10.

2.5 REMOVAL OF NCOP

The NCOP may face removal from office if he/she does not fulfill his/her duties or if the National Commander and National President believe the best interest of the organizations is for the removal of the NCOP. The National President and Commander may dismiss the NCOP, and they must inform the Executive Board of the dismissal and name a replacement chosen by both AAS and SW National HQs within (15) days.

2.6 NATIONAL CONCLAVE CHIEF OF PROTOCOL (NATCOP) POSITION

The NATCOP is a member of the NATCON HQ Staff. The position may be held by either an AAS or SW active member in good standing. If the officer is a member of AAS, he/she holds the rank of AAS Cadet Lieutenant Colonel (AAS C/LtCol). Funding for this officer's activities is handled via the NATCON HQ budget.

2.7 NATCOP DUTIES

The NATCOP is responsible for NATCON protocol activities, under the direction of the NATCON Commander and the NCOP. This includes the following specific duties:

- a. Send NATCON invitations to Distinguished Visitors (DVs) according to the instructions and approval of the AAS-SW Executive Director.
- b. Coordinate DV arrivals and departures. Includes creating a "ride list" describing which DVs will be picked up and by whom for both arrival and departure.
- c. Prepare DV rooms prior to their arrivals.
- d. Write and distribute invitations for each event to NATCON DVs. These should be completed ahead of time and placed in DV welcome packets.
- e. Prepare a DV agenda that includes special events that are not listed in the NATCON agenda and ensure that this list is included in all DV registration/welcome packets.
- f. Under the direction of the NCOP, arrange seating and provide place cards for DVs at the AFA luncheon and the NATCON awards banquet. Provide a seating chart for AAS-SW members.

- g. Coordinate with AFA and EMC Convention Consultants to ensure their requirements are met for functions
- h. Send thank you notes to DVs for attending NATCON.
- i. Check to make sure that guest speakers have everything they need.
- j. Make DVs feel welcome and comfortable.
- k. Ensure that all items on the Protocol Checklist are met for NATCON.
- l. Attend as many AAS, SW, and AFA functions as possible.
- m. Fulfill other duties as assigned by the Executive Director or his representative, NCOP, or NATCON Director of Operations.

SECTION B: AAS-SW AREA-REGION CHIEFS OF PROTOCOL (ARCOP).

2.8 ARCOP POSITION

An AAS Area and an SW Region jointly sponsor the office of Area-Region Chief of Protocol. The ARCOP is the Area-Region representative during their term of office. If the ARCOP is a member of AAS, he/she holds the rank of AAS Cadet Lieutenant Colonel (AAS C/LtCol). The ARCOP may not hold any other leadership position. Refer to AASMAN-1, Figure 6.1.

2.9 ARCOP SELECTION PROCESS

- a. Candidate Eligibility. All AAS or SW active members in good standing within the Area-Region are eligible to apply for the position of ARCOP.
- b. Application and Selection. The individual Area-Region, with NCOP approval, sets the selection process and defines the required application packet materials which are to be submitted by the applicant NLT 30 days prior to ARCON. See JPM-1 Attachment 1, Figure A1-7 (COP Form 5).
- c. If an ARCOP is not selected at ARCON, the outgoing Region President, Area Commander, and ARCOP are required to appoint an ARCOP no later than NATCON of the following year.
- d. It is highly encouraged that the ARCOP be appointed at the ARCON prior to him/her taking office in order to received adequate training.

2.10 ARCOP FUNDS

National funds are not available for ARCOP programs. The Area and Region HQ should allocate funds to the ARCOP. Provisions should be made to assist the ARCOP with NATCON expenses if he/she is an applicant for the position of NCOP. The ARCON HQ should pay ARCOP registration and room fees for the Area-Region Conclave.

2.11 ARCOP DUTIES

- a. Correspond with the NCOP and CSCOPs within the Area-Region. Submit the COP Profile Form (COP Form 2) to the NCOP within thirty days of assuming office. See JPM-1 Attachment 9.
 - 1. Reports should include pertinent information from CSCOP reports, ARCON progress and planning, problems, ARCOP applicants/selection, Area-Region preparations for conclaves, financial difficulties, and joint Area-Region activities.
 - 2. Reports should be submitted to the NCOP NLT the 1st of each month. See JPM-1 Attachment 9.
- b. Become familiar with the policies and procedures of AAS and SW on the national and area-region levels.
- c. Be a leader, educator, and example to chapters/squadrons within the Area-Region in the areas of courtesy, public relations, joint AAS and SW relations, and military protocol. Facilitate positive changes in these areas for the chapters and squadrons in the Area-Region and advise the Area-Region HQs on these topics.
- d. Attend ARCON and coordinate protocol.

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1. Pre-Conclave Planning
 - a) Remain in close contact with ARCON HQ, Area HQ, and Region HQ.
 - b) Review conclave invitations and DV lists.
 - c) Set up ARCOP selection board and submit ARCOP selection process to the NCOP NO LATER THAN thirty (30) days prior to the conclave. See JPM-1 Attachment 9.
 - e) Inform candidates about the selection process requirements.
 - f) Advise all chapters and squadrons concerning ARCON, banquets, and business protocol.
 - g) Prepare letter of welcome for ARCON Welcome Packets.
 - h) Prepare a protocol workshop or briefing for ARCON.
 - i) Procure emergency supplies for the protocol suite.
2. Conclave Duties
 - a) Leave letters (handwritten if neat, otherwise typed) of welcome, invitations to receptions, conclave agenda, map of the city, important room/phone numbers, and gifts in DV rooms.
 - b) Check all DV rooms to ensure items on the protocol checklist are covered.
 - c) Deliver invitations for the head table reception to Professors of Aerospace Studies and Chapter and Squadron Advisors in attendance.
 - d) Coordinate escorts for DVs arrivals.
 - e) Meet all incoming DVs and escort them to their rooms.
 - f) Coordinate proper seating at the head table and DV tables. Prepare place cards and seating charts.
 - g) Coordinate and chair the ARCOP selection process. Meet with all ARCOP candidates to explain the selection process.
 - h) Chair the AAS-SW Area-Region Joint Relations Committee at ARCON.
 - i) Brief Area and Region members regarding conclave protocol.
 - j) Brief hotel staff regarding special instructions for meals.
 - k) Assist with the presentation of awards during the banquet, as instructed by Area CC and the Region President.
 - l) Assist with the introduction of the new ARCOP. Provide new rank insignia for AAS members and appropriate gifts.
 - m) Advise on all protocol matters during the conclave.
3. Post-Conclave Duties
 - a) Write thank you letters to:
 - 1) Distinguished Visitors.
 - 2) ARCOP Selection Committee.
 - 3) Area, Region, and ARCON Advisors and PASs.
 - 4) DV escorts.
 - 5) National Representatives and EMC Representatives.
 - b) Send post-conclave report to NCOP, along with a letter of introduction for the new ARCOP within 14 days after ARCON.
 - c) Surrender complete files to successor, along with a post-conclave report.
- e. Act as official host/hostess at Area-Region functions.
- f. Serve as a protocol consultant to chapters/squadrons and as a liaison between them and the NCOP.
- g. Serve as a liaison between Area/Region HQs and the chapters/squadrons in the Area-Region. Provide articles and/or protocol suspense dates to Area HQ and/or Region HQ for publication in its fall packet/newsletters. Submissions should be submitted NLT 14 days prior to publication of the packet/newsletter. See JPM-1 Attachment 9.

- h. Attend as many area and region functions as possible to enhance the working relationship between the chapters and squadrons.
- i. Serve as a liaison between the chapters/squadrons and local AFA chapters.
- j. Work with chapters and squadrons to develop and utilize CSCOPs.
- k. Apply for NCOP position, if desired.

SECTION C: AAS-SW CHAPTER-SQUADRON CHIEF OF PROTOCOL (CSCOP).

2.12 CSCOP POSITION

An AAS Squadron and SW Chapter jointly sponsor the office of Chapter-Squadron Chief of Protocol. This position is required for Chapter-Squadron entities, but is only highly recommended for those squadrons without a corresponding chapter. The CSCOP is the Chapter-Squadron representative during his/her term of office. If the CSCOP is a member of AAS, he/she serves on the squadron staff and on the chapter staff as an ex-officio member and holds the rank of AAS Cadet Captain (AAS C/Capt). If the CSCOP is a member of SW, he/she serves on the chapter staff and on the squadron staff as an ex-officio member. If no Silver Wings chapter exists, the CSCOP is still titled Chapter-Squadron Chief of Protocol. Each CSCOP should attend the executive meetings of the other organization for the completion of the office and good relations between the organizations. Refer to AASMAN-1, Figure 6.1.

2.13 CSCOP SELECTIONS

- a. Candidate Eligibility. All AAS or SW active members in good standing within the Squadron/Chapter are eligible to apply for the position of CSCOP.
- b. Application and Selection. The individual squadron and chapter set the selection or election process. Local by-laws should specify a basis of experience or interest in protocol. The ARCOP should be consulted for guidance in developing an application/selection process.
- c. No Candidate Selected. If no CSCOP is selected, an incumbent SW or AAS officer assumes the responsibilities of the position.

2.14 CSCOP DUTIES

- a. Correspond with the Area-Region Chief of Protocol regarding protocol actions.
 - 1. Submit COP Form 6 (CSCOP Profile Form) to the Area-Region Chief of Protocol 14 days prior to the end of the semester before assuming office (see JPM-1 Attachment 1, Figure A1-8; see JPM-1 Attachment 9).
 - 2. Submit COP Form 3s to the ARCOP NLT the 25th of each month in addition to a report that outlines any additional activities of the CSCOP for that month which may include briefings given and preparation for conclaves. See JPM-1 Attachment 9.
- b. Become familiar with the policies and procedures of AAS and SW on the national, area/region, and squadron/chapter levels.
- c. Be a leader, educator, and example to members within the Squadron-Chapter in the areas of courtesy, public relations, joint AAS and SW relations, and military protocol. Facilitate positive changes in these areas and advise the chapter and squadron leadership on these topics.
- d. Attend AAS and SW meetings and is monitored by the AAS Squadron Deputy Commander and SW Chapter Vice President.
- e. Facilitate local AAS-SW relations and coordinate joint AAS-SW events
- f. Act as official host/hostess at Squadron and Chapter events.
- g. Prepare chapter and squadron members for conclaves.
- h. Represent the Squadron-Chapter at ARCON.
- i. Maintain order and professionalism during squadron and chapter meetings.
- j. Act as the chapter-squadron parliamentarian for joint or other business sessions when needed and/or appropriate.

k. Apply for ARCOP, if desired.

SECTION D: INSTALLATION OF JOINT OFFICERS

The induction ceremony to install joint officers (including protocol) into office is up to the discretion of the respective staffs and the outgoing officer. Due to their joint position, joint officers should take an oath specific to their position:

“I, [state your name]/
Having been appointed the [insert official title]/
Do solemnly swear/
That I will support and uphold/
The Constitution of the United States/
Of the Arnold Air Society/
And of Silver Wings/
That I will bear true faith and allegiance to the same/
That I will bring honor to the organizations I represent/
And that I will well and faithfully execute the duties /
Of the joint position I am about to enter./
All this I freely promise/
Upon my honor/
As a loyal member of _____.”

3 – PROTOCOL FOR BUSINESS

3.1 BUSINESS DRESS

Clothes can make or break a professional. If you are not properly dressed, you will not be taken seriously—regardless of your level of competence. When attending professional events, such as ARCON, notice how people dress. Ask for clarification if you are not sure of what is and is not appropriate. For further clarification, reference SWM 12-12 and AASMAN 19.3.

a. Cadets

1. Arnold Air Society

- a) The AFROTC and USAFA Service Dress is expected when “business dress” is expected. Special Military Institutes that are not issued the Air Force uniforms are authorized to wear their uniform equivalent to the Service Dress uniform of the Air Force. “The equivalent” is to be dictated by the school’s manuals or the detachment commander. See also AFI 36-2903, AFOATSI 36-2008, and AASMAN-1, paras 19.3.6 and 19.4.
- b) The AAS fourragere, membership pin, and ribbon are to be worn on the uniform. If there is one piece missing, no items should be worn.

2. Silver Wings

- a) As a member of a civilian organization you are strongly encouraged to wear professional civilian attire. If this option is unavailable then your uniform should be worn in accordance with the above guideline for AAS members.
- b) The Silver Wings fourragere and ribbon are to be worn on the uniform. If there is one piece missing, no items should be worn.

b. Civilians

1. MEN

- a) Suits—Men should be dressed in a suit for business sessions, and suit jackets should be worn at all times, unless otherwise directed. The most professional types of suits, although not required, are navy, black, or gray either pinstripe or solid.
- b) Ties—A tie must be worn in business sessions. Ties with cartoon characters or those meant to be humorous should be worn with caution—you never know who you may meet whose first impression is key.
- c) Shirts—Long-sleeve shirts are to be worn with a suit. Proper fitting of shirts should ensure that the cuffs extend about an inch below the sleeve of the jacket.
- d) Shoes—Shoes are to be clean, well-polished and in good condition. Under no circumstances should shoes be taken off during business sessions or while in professional attire.
- e) Socks—Socks should come to at least the calf so they aren’t too short when sitting.
- f) Items to Avoid—Khakis, sports jackets, shorts, t-shirts, jeans, sandals, damaged clothing, and improperly-fitted attire.
- g) All clothing should be properly pressed.

2. WOMEN

- a) Suits—Proper attire for AAS/SW business sessions is a suit. The suit may be a skirted suit or pants suit; skirted suits are the most professional. Suit jackets/blazers are required at all times and should not be taken off during business sessions unless otherwise directed.
- b) Skirts—Skirts should be knee length. **Skirts are not to be more than ONE INCH above the knee.** If a skirt has a slit, the slit should not be too revealing, sitting, standing, or walking.

- c) Pants—Pant hems should come to the top of the foot or shoe. Capri pants, while fashionable, are not necessarily the most professional business attire and should be worn with caution.
 - d) Blouses/sweaters—Blouses and sweaters should be appealing, not revealing. Low necklines and high waistlines are provocative and inappropriate for the business setting.
 - e) Hose—Hose is required for business attire. Knee-highs are acceptable for pants, but are inappropriate for skirts. Hose should be lighter in color than the suit; neutral and flesh-tone are safe choices.
 - f) Shoes—Shoes should be closed-toe with a heel 1.5 inches or lower. Backless shoes are also unacceptable.
 - g) Jewelry—Earrings should be limited to one ring per ear and should be simple and professional. Nose, lip, and bellybutton rings are 100% inappropriate for the business world. They should be removed or properly concealed.
 - h) Makeup—“Less is more” also holds true for makeup. A businesswoman’s makeup is perfect if those around her are unaware she has applied it.
 - i) Avoid—Short skirts, capris, khakis, low-cut shirts, club attire, flashy jewelry.
3. BOTH
- a) The Silver Wings badge should be worn on the left breast.
 - b) Name tags are appropriate, but optional. If they are to be worn, they should be worn on the right breast.
- c. See JPM-1 Attachment 3 for more information.

3.2 GROOMING

No matter how much you spend on clothes, if you are not well groomed, then the effect will not work.

- a. MEN—Well-shaven, beard or mustache trimmed, clean shirt, no fraying of collar or cuffs, spotless well-tied tie, clean socks pulled up high, laces and tassels on shoes in good shape.
- b. WOMEN—Makeup carefully applied, eyebrows plucked, jewelry polished and clean, fragrance applied sparingly, no makeup smears on clothing, slip not showing, nail polished not chipped, run-free hosiery.
- c. BOTH
 - 1. Hair - cut, clean and well brushed/combed
 - 2. Face - washed
 - 3. Clothes - no missing buttons
 - 4. Nails - clean and in good shape
 - 5. Accessories - watchband in good shape, shoes well polished

3.3 BUSINESS MEETING BEHAVIOR

- a. Arrive on time, be prepared and dress appropriately. Silence cell phones and other noisemaking devices for the duration of the meeting. For AAS-SW conclave meetings, uniforms or professional dress are required.
- b. Listen before you speak at meetings, and resist the temptation to monopolize the proceedings.
- c. Be courteous to each speaker and do not interrupt others. Thank guest speakers for their time and effort.
- d. Attack problems, not people, during debate and ask for clarification of any unclear point. Take notes during the discussion.
- e. Show respect for others during meetings. Stay alert and interested during the meeting. Refrain from excessive movement and loud whispering or talking. Indulge in debate only

during the proper time, keep remarks germane to the topic, and refrain from personal or insulting comments.

- f. Work toward unity, not division by knowing the rules and respecting others.
- g. Note discussions of legislations and issues to share with absentee members.
- h. Hissing is inappropriate; it should never be used during a meeting to express disapproval.

3.4 INTRODUCTIONS

When making introduction, remember to state all names clearly and correctly. The following rules should be observed when making introductions.

- a. The person in authority, the more important person is mentioned first. Say the senior ranking person's name first, as: Mr. Boss, I'd like you to meet Mr. Junior. *Exception:* age takes precedence over rank. So a 30-year-old boss is presented to a 70-year-old friend.
- b. State the name of the higher-ranking officer first, then the name of the junior officer. For example: "Colonel Doe, Captain Smith."
- c. Cadets are presented to officers. For example: "Colonel Smith, may I present Cadet Adams."
- d. Never call your boss by his/her first name in the presence of outsiders. Always let the boss take the lead, as: "Call me Sue."
- e. A man is usually presented to a woman. For example: "Mrs. Jones, may I present Admiral Smith." Exceptions to this are presidents of any country, kings, church dignitaries, or when a junior female officer is presented to a senior male officer. For example: "Mr. President, may I present Mrs. Jones."
- f. Unmarried women are presented to married women. For example: "Mrs. Jones, this is my daughter Ann."
- g. Young people are presented to older persons of the same sex. For example: "Mrs. Jones, may I present Miss White."
- h. If you forget a name, be calm and straightforward. "I remember meeting you, but I simply cannot recall your name."
- i. When introducing yourself to someone you don't know, give your first and last name. Don't give yourself honorific titles.

3.5 THE HANDSHAKE

The handshake is utilized frequently during introductions or when leaving.

- a. Typically, the senior person will make the first move.
- b. In general, a man should wait for a woman to offer her hand before extending his.
- c. When wearing gloves, remove the right one for a handshake if there is time. Otherwise, shake hands with the glove on. It is not necessary to apologize for not removing a glove.
- d. When women are introduced to each other, the older one should extend her hand first.
- e. A good handshake is at elbow level, does not pump up and down, and is neither too limp nor too firm.

3.6 CELL PHONES, PAGERS, AND OTHER ELECTRONIC DEVICES

- a. During business sessions, turn off cellular phones, pagers, personal digital assistants, watch alarms, or other electronic devices that may disturb the meeting. In extenuating cases, it is appropriate to program a vibratory alert and leave the meeting area to receive the communication.
- b. Cellular phone use in public places, such as theaters, restaurants, auditoriums, etc., should create the least disturbance possible for those around you.
 - 1. Cell phones are designed for conversation at normal volume levels. You don't have to speak loudly to be heard.

2. Respect the personal space of those around you. Even those who don't want to hear your conversation become a captive audience when trapped in close quarters. Keep your voice low or turn the phone off. Keep your conversation brief.
 3. Private conversations should be kept private. Intimate and intensely personal phone calls may make those around you feel uneasy or uncomfortable. Be considerate of those around you and return the call at a more appropriate time.
 4. Do not keep others waiting. Turn the phone off if a call might interrupt what you need to be doing, especially if taking a call would be inconvenient for those around you.
- c. Using a computer or a PDA (Personal Digital Assistant) during a business session is only appropriate if you are keeping the official minutes or presenting a presentation during that particular session.

3.7 TIPPING

Originally, tips were given for services better or beyond the expected. However, tips have become normal for almost any service. In your professional and social life you will be confronted with situations which require knowledge of the practice of tipping.

- a. Never over-tip. This is considered flashy.
- b. Never tip for inefficient or discourteous service.
- c. Do not tip professional people. For example, nurses, ship/airplane officers, government employees, lawyers, doctors, stenographers, department store workers, owners/managers, and theater ushers.
- d. Fifteen percent is the general rule for the wait staff in the average restaurants. In a luxury hotel, tip twenty percent.
- e. Wine stewards and bartenders receive fifteen percent of the bill.
- f. Bellmen/skycaps receive \$1.50 for one bag or \$1 each for more than one bag.
- g. For taxi drivers, the minimum tip is \$1.50. Otherwise, use the standard fifteen percent.
- h. A hotel maid should receive \$3 to \$5 for a stay of several days or a week.

4 – PROTOCOL FOR SOCIAL EVENTS

4.1 DRESS CODES

- a. **Casual Dress.** Casual dress means comfortable and unrestricted, from shorts to something less than a business suit. Good taste should always prevail.
 1. For men, this is usually a short or long-sleeved, open-neck shirt or perhaps a sweater. A tie should not be worn. In some cases the terms "Open Collar" or "Sport Shirt" are used instead.
 2. For ladies, any casual dress or slacks outfit is appropriate.
 3. The term "Business Casual" may be used to indicate that shorts and jeans are not acceptable.
- b. **Sport Coat and Tie or "Informal Social".** For men this refers to a blazer or sport jacket with color coordinated slacks. It does not mean a suit. Ladies have the option to wear an appropriate dress or dressy slacks outfit.
- c. **Business Suit.** This indicates the need for traditional business wear. For more specific guidelines, reference SWM 12-12, JPM-1 3.1 and 3.2 and Attachment 3.
- d. **Semi-formal.**
 1. For military men and women, this refers to the mess dress. Cadets may wear the modified service dress.
 2. For civilian men, this is referred to as "Black Tie" and indicates a tuxedo. Some men substitute a dark suit.
 3. Ladies traditionally wear a knee-length cocktail dress, tea length dress, or a long dress. In general, above-the-knee is not acceptable.
- e. **Formal.**
 1. For military personnel, formal attire is only authorized for officers. It is worn for formal, official evening functions and state occasions. The blue formal uniform is similar to mess dress. The differences are detailed in AFI 36-2903.
 2. For civilian men this is referred to as "White Tie". It calls for a stiff wing collar and shirt, evening studs, white pique waistcoat, white tie, long black tailcoat and black patent shoes.
 3. For ladies, a full ball gown is appropriate.

4.2 DINNER ETIQUETTE

Most business is conducted not at the conference table but in social situations. Your associates wants to see that you are considerate, respectful, and capable. The business lunch/dinner is your chance to communicate on a personal basis and will allow you to give a positive impression of the way you relate to differing situations.

- a. Do place your napkin in your lap as soon as you are seated at the table.
- b. Do place your napkin on the table to the left of your place if you must leave the table.
- c. Do lean slightly forward each time you take a mouthful of food. If anything drops it will fall into your plate.
- d. Do wipe your lips with your napkin before taking a drink.
- e. Don't wipe your mouth with one hand while holding a knife or fork with the other.
- f. Do keep your free hand in your lap or rest your wrist on the edge of the table.
- g. Do break of a small portion of bread or roll over the bread and butter plate, before buttering. Use the bread and butter plate to hold olives, radishes, and other finger foods.
- h. Do mention if the food has been delightfully served or is especially delicious.
- i. Do leave your plate where it is when you have finished eating, with the knife and fork crossed in the middle of the plate, with the fork tines facing downwards.
- j. Don't push your plate away and lean back from the table when you are finished eating.
- k. Don't rest your cutlery half-on and half-off the plate like oars.

- l. Don't gesture with your cutlery in your hands. If you are not using the utensil, put it down.
- m. Do remember food is always on your left, beverages on your right.
- n. Don't eat your neighbor's salad. A right-handed person will reach across the dinner plate to eat salad.
- o. Do ignore any silverware that may fall to the floor. Pick up the next piece and continue. If there if no other utensil, signal discreetly for the waiter to bring another.
- p. Purses should never be placed on the table.
- q. Excuse yourself and take care of personal grooming like makeup and hair in the restroom.
- r. Use utensils properly.
 - 1. Your drinking glasses/cups are to your right.
 - 2. Your butter dish and napkin are to your left.
 - 3. Use silverware in the proper order—begin with the outside and move inward.
 - 4. When finished with a course, place dirty utensils crosswise in the center of your plate.
 - 5. Use your napkin to pat, not rub, your lips.
 - 6. When finished with your meal, lay your napkin to the left side of your place setting.
- s. Eat food properly.
 - 1. Do not talk with your mouth full.
 - 2. Do not take too large of a bite. Chew with your mouth closed.
 - 3. Put butter for bread on the edge of the bread dish.
 - 4. Break bread into small pieces. Butter pieces one at a time. Jams and condiments go onto the bread plate, not directly onto the bread.
 - 5. Always have a napkin in your lap when eating or drinking.
 - 6. Pass all serving plates in the same direction—i.e. if you start to the left, continue to do so.
 - 7. Remove your spoon from cups/glasses. You may place it on the saucer or bread and butter plate. Soup spoons should be left on the soup plate, not in the soup bowl.
 - 8. When eating soup skim the surface of the liquid, moving the spoon away from you. Sip from the side of the spoon; don't put the entire spoon in your mouth and sip silently. When done leave the spoon resting on your plate.
 - 9. Salt and pepper should be passed together and placed in front of the person requesting them.
 - 10. Inedible Items should simply be taken out of your mouth the same way they were put in.

4.3 SOCIAL EVENT BEHAVIOR

- a. Dress Appropriately.
 - 1. AAS uniform and SW professional dress is appropriate for the AFA luncheon.
 - 2. Semi-formal to formal attire is appropriate for the Awards Banquet and Military Ball. (Reference JPM 4.1 and Attachment 3)
- b. Arrive 10-15 minutes early and be in your seat 2-3 minutes before events begin.
- c. Be courteous.
 - 1. Men should open doors and help women with their chairs—specifically, the woman is seated to the right.
 - 2. All attendees should be polite and thank others for help. Loud talk and laughter are disturbing to other guests. Controversial subjects should be avoided.
 - 3. All attendees should thank the wait staff and compliment them for good work.
 - 4. Listen while others are speaking, especially the guest speaker.
 - 5. When making introductions, say the name of the higher ranking or more important person first.
- d. Follow proper toasting procedures (Reference JPM 4.4)

- e. Follow Banquet/Military Ball Protocol.
 - 1. Always act appropriately—i.e. no lewd dancing.
 - 2. Remain in formal attire until all honored guests have retired. Do not run to change immediately following the banquet until you have made an appearance at the ball.
 - 3. Keep your shoes on.
- f. Use common sense. Make others feel welcomed and comfortable. Always act as a good representative of the USAF, AFROTC, AAS, and SW.
- g. Drink responsibly and legally.
- h. Be kind to other guests by keeping voices low when in public areas of a hotel or facility.
- i. Follow all rules and regulations set by the hotel staff.
- j. Make an effort to meet as many new people as possible.

4.4 TOASTS

a. Proper Response

The person receiving the toast, whether it is for him/her or for something/someone he/she represents, does not drink. It is an insult to the person or sentiment being honored for any other guest to refuse to drink the toast. Responses to toasts range from complicated phrases to a simple, "Hear, hear."

- 1. Flag of the United States; Response: "To the Colors."
- 2. Commander in Chief; Response: "To the President."
- 3. Chief of Staff of US Army or USAF; Response: "To the Chief of Staff."
- 4. Chief of Naval Operations; Response: "To the Chief of Naval Operations."
- 5. Commandant of the Marine Corps; Response: "To the Commandant of the Marine Corps."
- 6. KIAs, MIAs, and POWs; Response: SILENCE in respect for those who cannot be there or "Hear, hear."

b. Timing, Order, and Style

A toast is a gesture of honor proposed to a person or organization prior to, during, or at the conclusion of a meal. Toasts should follow the invocation.

- 1. If used, the toast to the Flag of the United States is always proposed first.
- 2. Sister Services. Toasts to sister services are normally made to the Chief of Staff, Chief of Naval Operations or Commandant. They should be proposed in the following order:
 - a) Army
 - b) Navy
 - c) Marine CorpsIf officers from sister services are present, the most senior of them should then propose a toast to the Air Force Chief of Staff.
- 3. Toasts are typically proposed prior to, during, or at the conclusion of a meal—they should always follow the invocation.
- 4. The toastmaster (or master of ceremonies) at a luncheon or dinner usually gives his toast after the dessert.
 - a) The person proposing the toast usually stands, as do all others except the honoree.
 - b) At a large club dinner the toastmaster may specify that military members stand and all others remain seated, or give other specific instructions as to who stands prior to proposing the toast.
 - c) At a home dinner party, the host stands and all guests and honorees remain seated.
- 5. Champagne is the favorite wine used for toasts. Other wines are suitable. Mixed drinks or after dinner liqueurs are not suitable for toasts. Try to accommodate the

desires of non-drinkers by providing an alternate beverage such as tea or juice.
Toasts with water should be made only when honoring servicemen who are POWs, MIAs or KIAs.

c. "One More Roll"

An appropriate toast to KIAs, MIAs, and POWs is "One more Roll" which was written and first proposed by servicemen in North Vietnam POW camps where only water was available for toasting. Toasts to them are made only with water.

"ONE MORE ROLL"

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

To our comrades, killed in action, missing in action, or prisoners of war.

5 – CUSTOMS, COURTESIES, AND TRADITIONS

5.1 SALUTING

- a. Whom to Salute
 1. Tradition has it if you are junior, you salute first. (The one exception is when a unit commander gives an official report to an adjutant who might be junior.)
 2. You need not be in uniform to salute another. Some military members still customarily exchange salutes whenever they recognize one another, even if in civilian clothes.
 3. You should return salutes rendered by subordinates.
- b. When to Salute
 1. Offer your salute early enough to allow the senior time to return it and extend a verbal greeting before you pass.
 - a) The practice of the verbal greeting has become universal in the Air Force - give a "Good Morning, Ma'am" or "Good Afternoon, Sir."
 - b) If you know the senior by name, personalize the greeting with "Good Evening, General Jones." They should respond in kind if they know your name. Personalized greetings are always the best.
 2. When outdoors and in uniform, you should exchange salutes.
- c. More detailed information can be found on page 207 of *Til Wheels are Up!*
- d. Cadets participating in ARCON, NATCON, or Executive Boards fall under a no-salute zone between other cadets. All military customs and courtesies will be afforded to any officers present.

5.2 WALKING OUTDOORS

- a. When escorting a woman, a man should walk on the curbside of the street. If there is no curb, he should walk on her left.
- b. Junior officers walk on the left of senior officers

5.3 SALUTING THE US FLAG

- a. When outdoors in uniform, and an uncased U.S. flag passes by, stand at attention, salute six paces before the flag is even with you and hold your salute until the flag has passed six paces.
- b. Civilians should stand at attention and place their right hand over their heart.
 1. A male wearing a hat will remove it and hold it in his right hand over his heart.
 2. Females are not required to remove their hats.
- c. Military members or veterans in civilian attire may salute the flag as they would if they were in uniform.
- d. If the flag is cased (furled and covered with a canvas case), honors are not required.
- e. Flags on stationary flag staffs are only saluted during Reveille, Retreat or special ceremonies.
- f. More information can be found in *Til Wheels are Up!*

5.4 COURTESIES TO REVEILLE/RETREAT/TO THE COLORS/THE NATIONAL ANTHEM

- a. When outdoors and in uniform, face the flag, if visible, or face the music. Stand at attention and salute on the first note of the music (or if no music, when you see the flag first being raised or lowered). Drop your salute after the last note is played, or when the flag has been fully raised or lowered, depending on the ceremony. (During the playing of "Sound Retreat" which precedes the lowering of the flag, stand at Parade Rest.)
- b. When outdoors, civilians should stand at attention and place their right hand (with a hat if wearing one) over their heart.

- c. When outdoors, military members or veterans in civilian attire may salute the flag as they would if they were in uniform.
- d. When indoors and in uniform, face the flag (or the music if the flag is not visible) and stand at attention when the National Anthem or "To the Colors" is played (do not place your hand over your heart).
- e. When indoors, civilians should face the flag (or the music if the flag is not visible) and place their hand over their heart when the National Anthem or "To the Colors" is played.
- f. A protocol officer may declare an event or area a "no-salute zone". This applies to cadets saluting fellow cadets. The AAS rank is too small to recognize at a reasonable distance and in these situations there are often too many members present to conduct business effectively without being interrupted. Officers should always be saluted, if appropriate.
- g. More information can be found in *Til Wheels are Up!*

5.5 COURTESIES TO THE AIR FORCE SONG

- a. When outdoors, stand or march at the position of attention from the first to last note of the music.
- b. When indoors, stand at the position of attention from the first to the last note of the music.
- c. Do not salute.
- d. The same courtesy is rendered to sister service songs.
- e. Reference *Til Wheels are Up!*

5.6 OTHER CUSTOMS AND COURTESIES

More information on Air Force customs and courtesies can be found in Chapter 18 of *Til Wheels are Up!*

6 – CORRESPONDENCE

6.1 PERSONAL LETTERS

Personal letters are really official memos prepared in a personal style. They are appropriate for welcome letters, letters of appreciation, letters of condolence, or any other occasion when a situation might be better handled in a personal manner.

- a. Personal letters are usually prepared on letterhead stationery with the sender's address element one to two lines below the date.
- b. Font size should be Times New Roman 12 point.
- c. The date is placed 10 lines from the top of the page on the right side.
- d. The salutation is normally in the format "Dear Xxxxx" and complimentary close is normally "Sincerely."
 1. Begin the salutation one line space under the receiver's address.
 2. Type the complimentary close element "Sincerely" one line space below the text of the letter three spaces to the right of page center.
 3. Notice that you do not use punctuation after either. The addresses are also not punctuated.
- e. The signature element begins five line spaces below and aligned with the complimentary close element.
- f. Place your list of attachments one line below the signature element and flush with the left margin. Attachments, if any, are listed the same way as in an official memorandum.
- g. See JPM-1 Attachment 4, Figure A4-1 for an example.
- h. More information can be found in *The Tongue and Quill*.

6.2 OFFICIAL MEMORANDUM

The official memorandum is the format for officer reports and Monthly Action Reports (MARs).

- a. Margins and Spacing
 1. Your memo's margins should be 2" from the top, 1" from the bottom, and 1" from each side. The date should be at approximately 1.75" from the top of the page or 10 lines from the top of the page.
 2. There should be a double space between the date and "MEMORANDUM FOR" line.
 3. There should be a double space between the "MEMORANDUM FOR" line and the "FROM" line.
 4. There should be a double space between the "FROM" line and the Subject line.
 5. There should be double spaces between the points, but the points themselves should be single spaced.
 6. There should be three blank lines in between the last point and the Signature Block. The Signature Block should be 3 spaces to the right of center page.
- b. Letterhead
 1. Memos for Arnold Air Society or Silver Wings should have the emblem for the respective organization in the top left corner. It is acceptable to have the school's logo in the top right corner.
 2. Joint positions such as protocol officers, liaisons, or joint committee members should use both organization logos in the letterhead despite their affiliation.
 3. Do not use an organization's letterhead if it is being used for another, unassociated organization's business.
 4. The graphics should not be distracting to the recipient and should give them an idea of who you are or what organization you are representing.
 5. The main part of the letterhead should specify the writer's position or to which staff they belong within the organization, along with the organization's name. Contact information can be included, but should not take up a lot of room.

- c. Body
 - 1. The main points or paragraphs of the memo are numbered with “1.”, “2.”, “3.”, and so on.
 - a) The first main point should be your introductory paragraph explaining the purpose and/or scope of the memo.
 - b) The last main point should be a conclusion with contact information should there be any questions from the recipient.
 - 2. Supporting points of the main points are numbered with “a.”, “b.”, “c.”, etc. You should never only have one supporting detail for a paragraph or sub-point. If you only have one, include it in the paragraph it supports.
- d. Signature Block
 - 1. The first line should include your name, rank, and organization.
 - a) Only your name should be in all caps, except for acronyms.
 - b) If a member of AAS, after the name, your rank will be listed followed by a comma and “AAS” (e.g. PAT GREEN, C/Col, AAS).
 - c) If a member of Silver Wings, after the name, simply write “Silver Wings” (e.g. LYNDA ROHDE, Silver Wings).
 - 2. The second line should state your position in the organization
 - a) Spell out the title (i.e. “CC” should be written “Commander”)
 - 3. The only punctuation to be used should be the commas separating the name, rank, and organization and the “/” in the rank.
 - 4. DO NOT use your Detachment rank and/or position when conducting Arnold Air Society-Silver Wings business.
- e. See JPM-1 Attachment 4, Figure A4-2 for an example.
- f. More information can be found in *The Tongue and Quill*.

6.3 MEMORANDUM FOR RECORD

- a. The memorandum for record (commonly referred to as MR or MFR) is used as an in-house document. It records info that is generally not recorded in writing (e.g., a phone call or meeting results) and informally passes it to others. Sometimes, information passed verbally needs to be recorded and filed, and a memo for record is perfect to do so. It is essential for keeping a complete continuity.
- b. A “MEMO FOR RECORD” line can be added to target a specific addressee.
- c. The margins should be 1” on each side
- d. The paragraphs should only be numbered if there is more than one paragraph.
- e. An official signature block does not need to be included, but it does need to be signed.
- f. See JPM-1 Attachment 4, Figure A4-3, A4-4, and A4-5 for examples.
- g. More information can be found in *The Tongue and Quill*.

6.4 TALKING PAPER

A talking paper is a quick-reference outline on key points, facts, positions, and questions to use during oral presentations. Commanders will often ask for a talking paper to brief them on the status of a project.

- a. Talking papers have 1” margins on each side.
- b. Each point should be a short statement using telegraphic wording. There should not be complete sentences in a talking paper since it is meant to be brief.
- c. The title should be in all capital letters, centered, and will read “TALKING PAPER/ON/[SUBJECT]”
- d. The paper is bulleted using single dashes before major thoughts and multiple dashes for subordinate thoughts.
- e. Use open punctuation; ending punctuation is not required.

- f. Talking papers are usually limited to one page.
- g. Exactly one inch from the bottom of the page is the writer's identification line.
 - 1. Identification lines may vary in format.
 - 2. An example of an identification line is: Full Name/Office/Detachment/Writer's phone]/Typer's initials/Date
- h. See JPM-1 Attachment 4, Figure A4-6 for an example.
- i. More detailed information can be found in *The Tongue and Quill*.

6.5 BIOGRAPHY

Depending on the events your unit decides to host or positions you hold, you may be required at one point to prepare an official biography.

- a. The first part of the biography gives a synopsis of whom you are talking about and their professional time-line.
- b. The second section is the education section. There is a heading for this section, which is in all caps.
- c. The third section is the "Assignments" section. The section is called "Career Chronology" for civilians.
- d. The fourth section is "Major Awards and Decorations" or "Awards and Honors" for civilians.
- e. "Professional Memberships and Affiliations" is the next section.
- f. The fifth section is "Other Achievements"
- g. The sixth section is "Publications".
- h. "Effective Dates of Promotion" is the seventh section (for military members only).
- i. Official photographs may be used in the biography and placed in the top right-hand corner.
- j. More information can be found in *The Tongue and Quill*.

6.6 ENVELOPE

- a. Size
 - 1. Use a rectangular envelope only slightly larger than the correspondence.
- b. Return Address Format
 - 1. Place the return address in the upper left corner of the envelope.
 - 2. Do not include names in return addresses.
 - a) Instead, use the staff name, detachment, chapter/squadron name, etc.
 - b) The exception is if it is from an independent staff member (i.e. Parliamentarians, Protocol Officers, etc.).
 - 3. Type in uppercase with no punctuation except the hyphen in the zip code.
 - 4. Use the complete mailing address.
 - 5. If desired, you may type "OFFICIAL BUSINESS" at least two line spaces below the return address.
- c. Delivery Address Format
 - 1. Use block style with a left margin, parallel to the long edge of the envelope.
 - 2. Single-space the address block and type the entire address in uppercase.
 - 3. Use one or two spaces between words.
 - 4. Do not use punctuation in the address block except for the dash in the ZIP+4 code.
 - 5. The address area should be limited to five lines.
 - 6. To direct mail to a specific person, you may use the optional Attention Line (ATTN:).
- d. More information can be found in *The Tongue and Quill*.

6.7 ELECTRONIC COMMUNICATION PROTOCOL

- a. Faxes
 - 1. All Faxes should contain a coversheet that includes the following:

- a) Number of pages, sender and recipient's name, phone number, and fax number
 - b) Instructions for what should be done with this fax (e.g. recycle, reply, forward)
 - 2. It is courteous for a recipient to acknowledge the receipt of the fax. If a recipient receives instructions or suspenses, the recipient should contact the sender with a short E-mail or phone call acknowledging receipt and understanding of the taskings.
- b. E-mail
- 1. Elements
 - a) Think of e-mail as a business letter or memorandum. The e-mail server takes care of the heading, so focus on the greeting, text, and closing.
 - b) Greeting: Good morning, Sir, Ma'am, All, Cadets, Major Smith, Joe (If first names are okay, one will know. If addressing a superior, never assume first names are acceptable unless told so.)
 - c) Body: Minimize use of emoticons (facial expressions) such as smiley faces.
 - d) Closing: Do not use cute fonts or logos. Use appropriate signature block.
 - e) Ensure the account from which the e-mail message was sent is clearly identified in the "FROM" element of the e-mail header, the "BODY" of the message, or both. e-mail senders will not use anonymous accounts of forwarding mechanisms that purposely attempt to conceal the originator of a message.
 - 2. Effective Electronic Communication. Certain courtesies and conventions apply to composing and disseminating information via E-mail
 - a) Professional Courtesies. Extend the professional courtesies below to individuals or groups as applicable.
 - b) Individuals will:
 - 1) Follow the chain of command when sending messages up the chain of command as you would using any other medium. Send courtesy copies as necessary.
 - 2) Focus on one subject per e-mail and always include a pertinent subject title for the message; this helps the user to locate the message quickly later on.
 - 3) Include your signature block at the bottom of e-mail messages when needed to ensure all recipients can identify the originator. Include in the e-mail name, rank, position, organization, e-mail address, and telephone number. Refer to JPM-1 Attachment 4, Figure 4-7 for examples of proper signature block for AAS and SW members.
 - 4) Be professional and careful whenever you write about others. Understand the e-mail is easily forwarded and messages intended to be private or personal may not remain so. Material sent via e-mail is not secure, and may be subject to monitoring and retransmittal.
 - c) It is preferable to reference the source of a document and provide instructions on how to get a copy.
 - d) When replying to a discussion group message, check the address to make sure it is going to the intended location (person or group). It can be embarrassing to reply incorrectly and reply to everyone when the message was intended for one person.
 - e) Summarize the conversation up front if you forward an e-mail containing a long string of replies.
 - 3. Effective Writing
 - a) The Internet is multicultural. Nuances get lost in transmission. Readers can not observe one's body language, so be professional and straightforward.

Positive enthusiasm can be easily mistaken for angry defiance when one uses capital letters, exclamation points, or strong language.

- b) Use the basic elements of effective writing: clarity, brevity, and courtesy.
 - c) Delete outdated or unwanted information and attachments from outgoing messages.
 - d) Use acronyms or abbreviations when feasible. Use acronyms and abbreviations that are of a common-use-nature, and understood by the intended audience. "Spell out" acronyms and abbreviations the first time they are used.
 - e) Capitalize words only to highlight an important point or to distinguish a title of heading. One can also use *asterisks* surrounding a word to make a stronger point. Capitalizing whole words that are not titled is generally considered SHOUTING. Do not SHOUT unless to emphasize a particular point.
 - f) Cite all quotations, references, and sources
 - g) Do not use unprofessional language. Limit e-mail slang and the use of sarcasm or humor. These may not come across as intended to the recipient.
4. Replies to e-mail
- a) Always reply to a sender with a "thanks," "done," etc.
 - 1) For all e-mails containing official taskings, the recipient must reply acknowledging the receipt of the e-mail and the understanding of those instructions. The reply can be short—only one sentence long. (e.g., "Thanks—understand what to do," or "Will have an answer for you by Tuesday.")
 - 2) Replies should be sent within 48 hours of receiving an e-mail. This excludes weekends and observed holidays. If one receives e-mail on the last business day of a week (e.g. Friday), one should reply on the next business day.
 - 3) Auto-Replies: Most e-mail servers are equipped with an automatic reply system or a vacation system that will serve to send a reply to emails in one's absence. It is courteous to use this system during an extended absence for whatever reason (vacation, TDY, sickness, etc). At the very minimum, one should inform one's direct superior of any absence in which one will not be able to receive e-mail.
 - b) Do not "Reply All" unless the whole group needs to receive a message.
 - c) Do not forward e-mails unless necessary for others to do their job.
5. Instant Messenger
- a) Instant Messenger (IM) has become a fast form of communication.
 - 1) When using Instant Messenger, understand a transcript of the session can be saved, so be professional and courteous when discussing business over instant messenger.
 - 2) Use a color and font size that can be read easily by another user
 - b) Do NOT use Instant Messenger to give official taskings. Use e-mail, fax, or mail.
6. Webcam/Video Conferencing
- a) While e-mail or instant messaging can be a quick and easy means of communication, face-to-face encounters can eliminate some miscommunication problems encountered in text-only formats.
 - b) With video-conferencing, a conversation does not have to be limited to two people, yet multiple members can be involved. For example, if an ARCOP, Area and Region Staff, and ARCON staff all need to talk to plan their ARCON, video-conferencing can be used so all parties are involved at once.

This would ensure everyone knows the exact plan of action and would help minimize complications that may arise.

- 1) Each party should record the videoconference by means of taking minutes or recording the video of the conversation.
- 2) If minutes are to be taken, each staff's Director of Information Management (AAS) or Secretary (SW) should do so.
 - i. If the IM or Secretary is not present during the videoconference, the commander or the present staff member for each party should record minutes.
 - ii. Minutes should follow a Memorandum for Record (MFR) format. Reference JPM-1 Attachment 4, Figures A4-3, A4-4, and A4-5 for examples.
- c) The same protocol and respect should be extended by each party to one another, as stated within Chapter 6.8 of this manual.
- d) Funds for a single webcam can be incorporated within an Area, Region or National Headquarters' budget. If one webcam existed at each level, communication can be exchanged up and down the chain of command. The device can be sent along with continuity to the new HQ, if desired, to ensure this concept continues to be used.

6.8 TELEPHONE MANNERS

- a. Phone communication is one of the most frequent and important forms of communication in the business world.
- b. Before asking for the person you wish to speak to, always identify yourself and your company.
- c. Speak in a clear voice.
- d. If you reached a wrong number the following remark is appropriate: "I'm sorry. I've reached the wrong number. Please excuse the call."
- e. When answering a call be sure to mention the name of the company or organization. "Silver Wings Region HQ, Good afternoon."
- f. Understand that those in the area and persons passing by may overhear phone calls. No matter the familiarity one may have with the person on the other end of the phone line, speak in a professional manner while conducting business or participating in an official event.
- g. Text Messaging
 1. While Text Messaging is a convenient way of communication, official business conducted between leader/subordinate should not be conducted over text messaging.
 2. However, if any inappropriate behavior, comments, or statements to others by members demonstrating lack of professionalism is not tolerated and will still be held accountable.

7 – TITLES AND FORMS OF ADDRESS

7.1 GENERAL TITLES

- a. When addressing an individual older than you, use their surname and last name. In introductions, the younger individual is usually presented to the older (Reference JPM-1 3.4).
- b. Bosses should be addressed using their surname and last name. If introducing them to someone and you are on a first-name-basis, you should use their surname and last name or first and last name.
- c. Do not call a superior by their first name until invited to do so. Also, when in professional settings, it may be expected to use the formal form of address rather than their first name. If you have questions or are confused on what is appropriate at different times, you may consult the individual in private so as not to cause embarrassment.

7.2 ACADEMIC TITLES

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

7.3 COURTESY TITLES

- a. Military Chaplains.
 1. Always address military chaplains as "Chaplain."
 2. When addressing her/him in writing, it should read, "Chaplain, Colonel Jill Smith."
- b. Military Doctors/Dentists.
 1. Doctors and dentists can be addressed as either "Doctor" or by their rank.
 2. Always use their rank when writing.
- c. Lawyers.
 1. Lawyers are entitled to the use of "esquire" following their last name. This is never done for military lawyers.
 2. Use only their rank when addressing military lawyers.
 3. It is perfectly fine for a military lawyer to use "esquire" without their rank when they are communicating with civilian friends in an unofficial capacity.
- d. Military Women/Women With Titles. When a woman holds rank or title, always use it! This rule is no different than that used for men. The problem for many people occurs in addressing correspondence when the woman is married. The following should help you out in that situation:
 1. When the woman is military and the man is not, her name comes before his. Same goes for when she holds a title and he does not. Ex: "Lt Col Jane Smith and Mr. John Smith;" "Lt Col Jane and John Smith" is also correct.
 2. When they are both in the military or hold titles, the ranking person's name comes first, unless the invitation is especially for the lower-ranking member (an awards ceremony honoring the lower-ranking member, for instance) and their spouse as their guest. Ex: "Capt Susan Doe and Lt. Mark Doe;" "Capt Susan and Lt. Mark Doe" works too.
 3. When both spouses are of equal rank, the man's name comes first, unless the invitation is particularly for the woman, with her husband as her guest/escort. Ex: "Colonel Bill Jones and Colonel Mary Jones;" "Colonels Bill and Mary Jones" has an even nicer flow to it.

7.4 COMPARABLE RANK AMONG MILITARY SERVICES

Army, Air Force and Marine Corps	Navy
General of the Army / Air Force General	Fleet Admiral
General	Admiral
Lieutenant General	Vice Admiral
Major General	Rear Admiral (Upper Half)
Brigadier General	Rear Admiral (Lower Half)
Colonel	Captain
Lieutenant Colonel	Commander
Major	Lieutenant Commander
Captain	Lieutenant
First Lieutenant	Lieutenant Junior Grade
Second Lieutenant	Ensign
Cadet	Midshipman

7.5 ARMED FORCES ABBREVIATIONS AND INSIGNIA

Armed Forces Officer Rank Abbreviations and Insignia

Army		Insignia
General	GEN	4 silver stars
Lieutenant General	LTG	3 silver stars
Major General	MG	2 silver stars
Brigadier General	BG	1 silver star
Colonel	COL	Silver eagle holding laurel branch
Lieutenant Colonel	LTC	Oak leaf (silver)
Major	MAJ	Oak leaf (bronze)
Captain	CPT	2 silver bars
First Lieutenant	1LT	1 silver bar
Second Lieutenant	2LT	1 gold bar

Marine Corps		Insignia
General	Gen	4 silver stars
Lieutenant General	LtGen	3 silver stars
Major General	MajGen	2 silver stars
Brigadier General	BGen	1 silver star
Colonel	Col	Silver eagle holding laurel branch
Lieutenant Colonel	LtCol	Oak leaf (silver)
Major	Maj	Oak leaf (bronze)
Captain	Capt	2 silver bars
First Lieutenant	1stLt	1 silver bar
Second Lieutenant	2ndLt	1 gold bar

Air Force		Insignia
General	Gen	4 silver stars
Lieutenant General	Lt Gen	3 silver stars
Major General	Maj Gen	2 silver stars
Brigadier General	Brig Gen	1 silver star
Colonel	Col	Silver eagle holding laurel branch
Lieutenant Colonel	Lt Col	Oak leaf (silver)
Major	Maj	Oak leaf (bronze)
Captain	Capt	2 silver bars
First Lieutenant	1st Lt	1 silver bar
Second Lieutenant	2d Lt	1 gold bar

Navy		Insignia
Admiral	ADM	Gold shoulder board w/ 4 stars
Vice Admiral	VADM	Gold shoulder board w/ 3 stars
Rear Admiral* (Upper Half)	RDML	Gold shoulder board w/ 2 stars
Rear Admiral* (Lower Half)	RADM	Gold shoulder board w/ 1 star
Captain	CAPT	Black shoulder board w/ 4 broad gold stripes
Commander	CDR	Black shoulder board w/ 3 broad gold stripes
Lieutenant Commander	LCDR	Black shoulder board w/ a broad, a narrow, and a broad gold stripe
Lieutenant	LT	Black shoulder board w/ 2 broad gold stripes
Lieutenant Junior Grade	LTJG	Black shoulder board w/ a broad and a narrow gold stripe
Ensign	ENS	Black shoulder board w/ 1 broad gold stripe

*The Navy refers to both O-7s and O-8s as "Rear Admirals". Technically the O-7 is "Rear Admiral (Lower Half)" and O-8 is Rear Admiral (Upper Half). Keep this difference in mind when rank-ordering officers in these two grades. When writing refer to them as "Rear Admiral;" when speaking they are both "Admiral"

8 - FLAG PROTOCOL

8.1 TO THE COLORS AND NATIONAL ANTHEM

"To the Colors" is a bugle call sounded as a salute to the flag. It symbolizes respect to the Nation and the flag in the same manner as the National Anthem. The flag and the United States are thought to be the same; therefore, any time the National Anthem or "To the Colors" are played the proper courtesy must be rendered. No one should talk during the National Anthem, for any reason, except to sing the anthem.

8.2 "DOS" FOR DISPLAYING THE US FLAG

- a. The basic Air Force guidance on flag etiquette is in AFR 900-3. According to Title 36, United States Code, Chapter 10, the following laws and regulations pertain to our National flag.
- b. It is universal custom to display the flag only from sunrise to sunset on buildings and on stationary flag staffs in the open. However, when a patriotic effect is desired, the flag may be displayed twenty-four hours a day if properly illuminated during the hours of darkness.
- c. The flag should be displayed on all days.
- d. When displayed either horizontally or vertically against a wall or in a window, the union should be uppermost and to the flag's own right (the observer's left).
- e. When used on a speaker's platform, the flag, if displayed flat, should be displayed above and behind the speaker. When displayed from a staff in a public auditorium, the flag of the United States of America should hold the position of superior prominence, in advance of the audience, and in the position of honor at the speaker's right as he faces the audience. Any other flag so displayed should be placed on the left of the speaker or to the right of the audience.
- f. Reference *Til Wheels are Up!*

8.3 "DON'TS" FOR DISPLAYING THE US FLAG

- a. The flag should not be displayed on days when the weather is inclement, except when an all-weather flag is displayed.
- b. The flag should never touch anything beneath it, such as the ground, floor, water, or merchandise. It should never be fastened, displayed, used, or stored in such a manner as to permit it to be easily torn, soiled, or damaged in any way.
- c. No disrespect should be shown to the U.S. Flag. It is never dipped to any person or thing. Regimental flags, state flags, and organization flags may be dipped as a mark of honor.
- d. The flag should never be used as wearing apparel, bedding, or drapery. It should never be festooned, drawn back, nor up, in folds, but always allowed to fall free.
- e. The flag should never be used for advertising purposes in any manner whatsoever. It should not be embroidered on such articles as cushions or handkerchiefs and the like, printed or otherwise impressed on paper napkins or boxes or anything that is designed for temporary use and discard.
- f. No other flag or pennants should be placed above or, if on the same level, to the right of the U.S. flag.
- g. Reference *Til Wheels are Up!*

8.4 FLAG PLACEMENT

- a. The cardinal rule is the highest precedence flag takes the position of honor to the right of other flags. This position is always to the flag's own right— not as you are looking at the flags from the front. The U.S. flag always goes to the right of all other flags, except when placed in the center.

- b. When centered in a flag display, the U.S. flag should be at the center and at the highest point of the group when a number of flags of States or localities, pennants of societies, or organizational and other flags are grouped and displayed from staffs.
 - 1. Alternate flags by their order of precedence. Center the U.S. flag, then 2nd precedence goes to the flag's left, 3rd precedence to its right, 4th to the left, 5th to the right, and so on.
- c. The positioning of the flag display is arbitrary and based primarily on the best location for the event. This could be directly behind the speaker or host, or to his/her right or left.
 - 1. If the stage is too small for a flag arrangement to fit, the proper way they can be displayed is on the audience's level (floor level), but the flags are positioned in reverse order. The important thing is that within the flag display, flags must be properly sequenced.

8.5 FLAG PRECEDENCE

- a. As you sit in the audience and face the flags, they should be arranged as follows from left to right.
 - 1. U.S. Flag.
 - 2. Flags of foreign countries in alphabetical order.
 - 3. POW/MIA Flag
 - 4. State flags in order of admission to the Union.
 - 5. Service flags in the following order:
 - a) Army
 - b) Navy
 - c) Marine Corps
 - d) Air Force
 - e) Coast Guard
 - 6. Major command flags.
 - 7. Organizational flags.
 - 8. General officer flags in descending rank order (4, 3, 2, 1 star) or the most senior officer's flag.
- b. More information can be found on page 165 of *Til Wheels are Up!*

8.6 SUGGESTIONS FOR ARRANGING FLAGS

- a. Use the same size and type of flag staffs and flag stands.
- b. Try to use flags of the same material in a display—don't mix outdoor flags with indoor flags.
- c. Use the same size flag, except for the smaller general officer flag.
- d. Make sure flags are securely fastened to the flag staff to prevent them from sliding down the staff during the event.
- e. Keep the flags directly behind the host or the focal point of the ceremony so that they appear in any photos taken.
- f. Use a flag spreader (a wood or metal bracket that clips to the staff and gives the flag a slight flair) if you have them.
- g. Metal spearheads (flat side out) are parallel to the audience. A metal spearhead is the only authorized decorative device that may be fastened to the top of a military U.S. flag. That means no eagles, globes, acorns, brass balls or other "do-dads."
- h. For outside ceremonies, we recommend using gold painted pipes that you can pound into the ground as flag holders. They secure the flags very well when winds increase, plus enhance the appearance of the ceremony.
- i. Due to ceiling limitations in most rooms, you have to use less than full 10-foot staffs and that's okay. But avoid the 8-foot staff if possible because full size flags touch the floor

causing you to tape the tips up. (A quick fix is to use rubber bands hold the flag up at the tip; it's flexible and not noticeable.)

- j. Drape all flags the same way so that the bottom tips are all in the same location. The correct direction that the flags should be draped is from left to your right as you look the flag, e.g., hold the U.S. flag up flying to left and drape it from left to right so the stripes, stars, etc., point to the right.
- k. Have someone double check the flag display after it has been put up.

8.7 FLAG CEREMONIES

- a. If a flag is not suitable to be flown, it should be retired and destroyed by a ceremonial flag burning. Information on the ceremony can be found in *Til Wheels are Up!*
- b. Flag Folding is another ceremony with significant symbolism. Information on flag folding can be found in *Til Wheels are Up!*

9 – PROTOCOL FOR SPECIAL FUNCTIONS

9.1 DEFINITIONS

- a. Dining In
 1. The Dining-In is a formal dinner function for members of an organization or unit. Members of the mess do not bring spouses or dates. (Thus, this is an inappropriate format for Conclaves.)
 2. Preparation for the Dining-In should begin with selection of the date, location, and tentative speaker well in advance. The dinner should be held in a suitable place dictated by good taste. Responsibility for the details of various arrangements should be allocated to individuals and their specific duties outlined. Reference the *Guide for the Air Force ROTC Dining-In* for details on how to plan and organize the function. This section of the JPM-1 discusses appropriate agenda items, protocol and procedures, and the relationships between and duties of the officers of the mess. Additionally, it provides a sample script and several seating arrangements.
 3. Proper attire for the Dining-In is the Air Force Mess Dress uniform with authorized awards and decorations. Cadets may wear the semiformal dress uniform. All officers present for duty are expected to attend the function. If the detachment has a Silver Wings and it is included in the events then semi-formal dress is appropriate.
 4. If individual and unit achievements are to be recognized, an appropriate ceremony should be arranged. This ceremony takes place during the formal part of the Dining-In. A convenient time is immediately preceding the guest of honor's speech. Under no circumstances should any ceremony directly follow the speech.
- b. Dining Out. The function of, preparation for, and rules of the Dining-Out are essentially the same as for Dining-In, except that members of the mess are encouraged to bring spouses or dates to Dining-Out. Semi-formal attire is appropriate for spouses and dates (reference JPM-1 4.1).
- c. Military Ball. Many detachments have a military ball instead of a Dining-Out. Keep in mind that Dining- In/Out traditions such as the grog bowl are not appropriate for military balls and awards banquets. Military balls are formal events and as such civilian men should wear a tux and ladies a ball gown. Military members wear mess dress or semiformal dress uniform.
 1. Receiving Line. A receiving line is usually formed near the entrance of the ballroom. Guests are expected to arrive before the receiving line disbands. It is a courtesy, and therefore mandatory, for each guest to go through the receiving line. Members should introduce their spouses/dates to the protocol officer, who will then make introductions to the host. It is not necessary to shake hands with the protocol officer. Persons in the receiving line are stationed single file, according to the rules of precedence, as shown below. (The receiving line should be kept as short as possible.)
 - a) Protocol Officer or aide.
 - b) Host.
 - c) Hostess.
 - d) Ranking honored guest.
 - e) Ranking honored guest's spouse.
 - f) 2nd Ranking guest (optional).
 - g) 2nd Ranking guest's spouse (optional).
 2. Conduct.
 - a) Members should not leave spouses/dates alone. It is the member's duty to see that his/her date is not neglected.
 - b) It is inconsiderate to remain talking on the dance floor--move to the side.

- c) A man precedes his spouse or date through the receiving line unless she received the invitation.
- d. Military Awards Banquet. The military awards banquet is one of the focal events at ARCON and NATCON. It is an opportunity to highlight accomplishments of individuals and units. Military awards banquets do not use Dining-In/Out procedures; see ARCON Planning Guide for more details. Award banquets are semi-formal events and as such civilian men should wear a dark suit with tie and ladies a gown, no shorter than knee length. Military members wear mess dress or semiformal dress uniform.

9.2 FORMAL DINNERS

Small detachments or chapters and squadrons may elect to have formal dinner parties rather than a dining-in/dining-out. Dinner parties can be held in the host's home, a club, or a restaurant. No matter where they are held or how many guests are invited there are six requisites for success: Congenial guests, well-planned menu, attractive table, well-prepared food, gracious host and hostess, and competent and pleasant service people.

- a. At formal dinner parties, guests are greeted at the entrance by aides or protocol personnel or, at a club, by the club manager or protocol personnel.
- b. The hostess stands near the door to the room and greets and welcomes guests. The host circulates and comes to greet new arrivals as soon as he can.
- c. The host leads the way into dinner with the female guest of honor.
- d. If place cards are used, the hostess is the last to enter the dining room, along with the guest of honor. If place cards are not used, the hostess is already in the room as the guests enter and tells them where to sit.
- e. The exception to the host leading the way is a large dinner where the host and hostess and guests of honor (and sometimes everyone at the head table) are last to enter. In this situation, they are asked to wait in a side room and are brought in and announced/introduced by the master of ceremonies.
- f. At a large dinner at the club or a restaurant, you should have You-Are-Seated-At (YASA) cards to hand to guest as they arrive and seating charts showing the location of the tables.
- g. If you're using name tags, they should be arranged alphabetically on tables close to the entrance so guest will have them prior to being seated for dinner. Position protocol staff members at tables to assist guests with name tags. Name tags are positioned on the right side.
- h. Menu cards can be placed in front of each guest or between two guests. They are best on light colored stock with black ink. They can be written in calligraphy, handwritten, printed, or typed on a computer. List only the main courses and wines being served (not the rolls and butter, celery tray, chocolates, ice water, salt and pepper, etc.).
- i. More detailed information can be found in *Til Wheels are Up!*

9.3 INVITATIONS

- a. Types of Invitations
 - 1. Formal invitations can be engraved or printed.
 - a) The engraved invitations are more commonly used for changes of command, retirements, dinners, receptions, garden parties, etc. They can be printed on card stock or a fold-over with the command emblem on the outside. In the computer age, we're now seeing invitations that are computer-generated and are every bit as attractive and impressive as an invitation produced by a printer. Just keep the time and cost factors in mind when determining whether to "do them yourself" or send them to a printer.

- b) Avoid Abbreviations and initials. "Mr.," "Mrs.," "Dr.," "R.S.V.P.," and initials which are always used in place of a first or middle name are acceptable exceptions to this rule.
 - c) Ranks, titles and names are written in full.
 - d) Spell out the date and hour. Capitalize only the day and month. For example: "Wednesday, the eighth of March."
 - e) *R.S.V.P.* indicates that a reply is mandatory. *Regrets only* indicates that only those who cannot attend need to reply.
 - f) See JPM-1 Attachment 5, Figure A5-2 and A5-3 for examples.
2. Letter invitations, especially to military people, can be very effective.
- a) All of the same information is included, but the letter is signed (on behalf of the host) by the Director/Chief of Protocol.
 - b) Letter invitations are also very useful when you have more than one function that you need to include, e.g., an icebreaker the first night, a reception and dinner the next night, and a ceremony the third day.
 - c) Letters should be on 8.5"x11" letterhead that is appropriate for the occasion.
 - d) See JPM-1 Attachment 5, Figure A5-1 for an example invitation.
3. Telephone invitations are also acceptable, but should be followed up with a "To remind" written invitation.
- a) When you're issuing a telephone invitation -- don't put the person "on the spot" with a question like "Is Colonel So-and-So free Thursday night?" Begin with "General Command is having a dinner Thursday night at his quarters, is Colonel So-and-So available?"
 - b) Also, consider faxing a copy of the invitation to the individual, followed by a written "To remind."
 - c) Telephone invitations are also useful in "blocking" schedules for planning purposes well in advance of functions for officials whose schedules are full.
- b. Elements of Invitations
1. Who. The host of the event.
 - a) This can be an individual or an organization.
 - b) The host's title or full name is always used.
 - c) If you have more than one host, include all of the names. If the function is at one of the host's quarters, that name should go first, or, if it is at the club or a restaurant, the name of the senior host goes first. If side-by-side, the senior host's name goes to the left.
 2. What Kind. What the event is: lunch, dinner, tea, breakfast, brunch, cocktail-buffet. The first letter should not be capitalized in the invitation.
 3. When
 - a) Days of the week are capitalized
 - b) Days of the month are lower-case
 - c) Months are capitalized
 - d) Spell out all dates and times
 - e) Times are lower case
 - f) If there may be a discrepancy in whether the event is in the morning or evening, state it after the time. (ie. at half-past seven o'clock in the evening)
 4. Where. Give an address if some invitees may not be aware of the location.
 5. Dress. Explicitly state the dress for each group of people that may attend. "The Equivalent" may not be as easily understood as one may think.
 6. RSVP. The RSVP information goes in the left-hand corner, whether it's a phone number or refers to an RSVP card/sheet. When you use a phone number, include the area code.

7. In Honor of (optional) If the invitation is "in honor of" or "honoring" someone, that information can be either at the top of the invitation written above the emblem or in the body.
 8. Other. Additional specific instructions can be included below the dress information, e.g., Cost per person: \$15.00; No-host cocktails; Pay-as-you-go bar. You may also include information such as "Reception follows immediately after the ceremony in the Building One Atrium" or "Entertainment provided by SYSTEMS GO beginning at nine o'clock." This type of information is normally centered at the bottom of the invitation.
- c. Timing
1. Invitations should be sent out a month in advance for official functions, ceremonies, large dinners, etc. Two or three weeks in advance used to be acceptable, but now schedules are so busy it's good to get invitations out as early as possible.
 2. "Hold the date" or "Reserve the date" cards can be used if you have a date for a function but do not have all the details yet. They can be sent out as much as six months in advance so invitees can block their calendars and make tentative travel/hotel arrangements.
- d. More detailed information can be found in Chapter 6 of *Til Wheels are Up!*

9.4 RSVP'S

- a. Reply Cards
1. Reply cards, with self-addressed envelopes, are typically enclosed with the invitation to large official functions.
 2. The card should be engraved or printed in the same style as the invitation.
 3. See JPM-1 Attachment 5, Figure A5-4 for an example.
- b. RSVP Worksheet. It is a good idea to organize RSVP's into a database or spreadsheet. Information will be easier to organize and guest lists/reception lists can be made from it.
1. Have your RSVP worksheet ready to go as soon as the invitations go into distribution/into the mail. You can start receiving RSVPs the same day for those that go in distribution and, if you had the invitations date-stamped and taken directly to the post office, those calls start as early as the next afternoon.
 2. Your RSVP worksheet should have a column for all the information you need—yes, no, how many, who, what menu, method of payment, telephone number, special seating requirements, etc.
 3. If you have included an RSVP card/sheet, all the required information should have been on it—guest's names, etc. This information should also be set up in the database/spreadsheet.
 4. If you are taking RSVPs by phone, make sure everyone who may take RSVP information is aware of the exact information you need.
 5. Ask for spelling of the first name of the guest/spouse—even a name as common as Sharon can be: Sharron, Sheron, Sharyn, etc.
 6. As you start getting a few responses, print out an acceptance and regrets list.
 7. Keep a running total of acceptances so you can keep track of how many people you're going to have in order to let the club/restaurant know. If you see the numbers are quite different from what you originally gave them for planning purposes, let them know right away!
- c. Rules of RSVP's
1. RSVPs are to be answered within two or three days of receipt of the invitation; however, this almost never happens. When the invitations first go out there is a "rush" of calls/replies then it slows down and picks up again just prior to the function/deadline.
 2. Replies should be handwritten, in the third person.

3. An acceptance should include your full title and name, as well as repeating the title and surname of the host/hostess and the date and time.
4. A regret should include your full title and name and repeat the title and surname of the host/hostess.
5. It is perfectly acceptable to start phoning people one day after the RSVP date on the invitation. We suggest phrasing your call something like this: "Hello, this is _____, I am calling to inquire if Mr./Mrs. _____ received his/her invitation to _____ on _____ and if he/she is planning on attending."
6. When is it appropriate to regret?
 - a) In the military for official functions, never, unless there is an illness or death in the family, or the member is TDY or on leave.
 - b) If the spouse is unable to attend, it is appropriate for the military member to attend alone.
 - c) If you must regret, RSVP immediately.
- d. More information can be found in *Til Wheels are Up!*

9.5 DISTINGUISHED VISITORS

- a. Send the invitation as early as possible and within the limits set by this manual.
- b. When the DV accepts the invitation, send a follow-up letter within one week to thank him/her for the reply and to ask how/when he/she will be arriving. In many cases, the DV's aide or secretary can assist with preparations for the DV's visit. Check with the aide/secretary to provide for the following:
 1. Special equipment for the DV's presentation/workshop, if needed.
 2. Special diet and a favorite drink.
 3. If a photograph of the DV is to be published in the program, allow the DV a chance to proof the photo.
 4. Current biography or fact sheet for the program.
 5. Check whether or not the event staff will need to provide a general's flag. Many general officers have an aide who will bring the general's flag. In some cases, "Ruffles and Flourishes" and "The General's March" may be appropriate. A copy of this music may be obtained through the general's aide as well.
- c. If lodging is being used, check the DV's room prior to his/her arrival to add a personal touch. Consider the following:
 1. A flower arrangement, fruit basket, cheese plate to welcome the DV.
 2. Stock the room with the DV's favorite soft drink or juice.
 3. Leave a handwritten, personal letter of welcome.
 4. Provide a copy of the local newspaper.
 5. Fill the ice bucket, check room temperature, ensure that all appliances are in working order.
 6. Procure brochures and maps of the surrounding area including possible leisure attractions. In many cases, the hotel itself may be the best source for these items.
- d. Provide a welcome packet for DVs. DV welcome packets should include an agenda/itinerary, maps of the area and hotel, names and contact numbers of host officers, tickets for any events, and other pertinent information. Welcome packets may be put in the room prior to his/her arrival if the COP prefers. Separate agendas for DVs may be used. All invitations should be placed in the Welcome Packet.
- e. Arrange for an escort to meet the DV the minute he/she arrives at the airport. The escort should wear service dress uniform or business attire and be well groomed. The escort should always arrive 15-20 minutes prior to the DV's scheduled arrival. The escort should stay with the DV, yet be sensitive to his/her need for privacy. The escort should always walk

to the left of the DV (the position of honor is to the right). When entering an automobile, the DV is the last to enter and the first to leave, unless he/she specifies otherwise.

- f. During a conclave DVs should have an escort to all functions.
- g. Escorts should accompany DVs to the airport, or train station. Be sure that transportation is available for the DV at his/her scheduled time of departure.
- h. Reference *Til Wheels are Up!* Chapter 19 for more information on DV visits.

9.6 TABLE/SEATING ARRANGEMENTS

- a. Seating can be the key to the success or failure of even the best planned event. Some basic rules for seating have been established.
 - 1. Precedence.
 - a) Civilian etiquette may advocate congeniality as a basis for arranging seating. Precedence may be given to an older woman, a member of the clergy, and the guest of honor. Likewise, a foreign guest, an out-of-town guest, or a guest invited for the first time might be given precedence over frequent guests or relatives.
 - b) However, at an official dinner, guests must be seated according to rules of precedence.
 - 1) The Chairman of the Joint Chiefs of Staff outranks all officers of any branch of the Armed Forces.
 - 2) Precedence of officers of the same or comparable rank in all services is determined by the date of rank.
 - 3) Retired military personnel are ranked with, but after, their active duty counterparts.
 - 4) Generally, top civilian officials, including the secretaries of the military services, have precedence over any military person
 - 5) Spouses are seated according to the highest of their positions. For example, if a General's wife is also a senator then she and her husband are accorded the precedence given to her position as a senator.
 - c) At an official dinner involving unofficial guests without protocol ranking, seating depends on factors such as age, local prominence, and mutual interests.
 - d) As long as you have good rationale for the seating arrangement, there should not be a problem.
 - e) Reference *Til Wheels are Up!* Chapter 8.
 - 2. Always make sure the host or hostess understands and agrees with the seat assignments and has approved them in advance—the last thing you want is to surprise him or her when they arrive at the function.
 - 3. The position of honor is always to the right of the host/hostess. This position is usually given to the most senior guest in terms of precedence but may not always be the case.
 - a) For example, the guest of honor at a retirement dinner may be out-ranked by other guests but could still be seated in the position of honor (make sure the higher ranking guest(s) is/are aware if strict adherence to rank precedence will not be used and why - again, advance notification can usually resolve these problems).
 - b) If this arrangement does prove problematic then have the more senior attendee serve as co-host or split the group into two or more tables, if possible, and designate hosts at each table to spread out the senior attendees.
 - 4. Seat men and women alternately whenever possible.

- a) To avoid seating a woman at the end or outer edge of a table it may be necessary to seat two women next to each other.
 - b) At informal gatherings it is acceptable to seat husbands and wives together but not so at formal functions. When they are seated together, the woman is always to the right of the man.
 - c) Unmarried couples are always seated together with the woman on the right side of the man.
5. Round tables are preferable to rectangular since they offer more potential positions of honor and facilitate conversation.
 6. Seat speakers or anyone making introductions (including the Chaplain if an invocation is offered) as close to the podium as possible.
 7. Consider the placement of the host and distinguished guest(s). Can the audience see them and more importantly, can they see the audience?
 8. KNOW YOUR GUESTS! Precedence is the fundamental determining factor when making seat assignments but a good host or hostess will give equal weight to the comfort of all their guests and ensuring their function is interesting and enjoyable.
- b. Place cards. Place cards are useful at formal and informal occasions to facilitate seating and/or to ensure protocol is maintained.
1. As a general rule cards are made from white or cream colored card stock and are approximately 1 1/2 by 3 inches (cards are either folded and free standing or placed in a holder).
 2. The place card emblem is based on the grade of the host, not the grade of the ranking guest.
 3. Traditionally, names are written on the cards in black or dark blue ink. With advances in computer capability it is also possible (and becoming increasingly popular) to produce high quality products from a desktop PC. However, place cards for the head table should always be handwritten.
 4. Cards are addressed with title or rank and last name only. The following guidelines should cover most situations:
 - a) Place cards should have the fully spelled out title and last name of the guest. The exception to this rule is military titles with two words. In this case, use the conversational title. For example, the place card for Major General Smith would read, "General Smith" and for Lieutenant Colonel Brown it would read, "Colonel Brown."
 - b) For designated senior officials, omit the name and use only the title. For example, "The Secretary of Defense" is correct without a name.
 - c) For chaplains, use the title "Chaplain" instead of the rank.
 - d) For military doctors, use the rank and last name instead of "Dr."
 - e) The place cards for male civilian guests should read, "Mr." with the last name. For female civilian guests, use "Ms." with the last name unless you are certain that she is married. For married women, use "Mrs." with the last name.
 5. Placement of the cards will vary depending upon the table setting, but they are typically centered approximately six inches above the plate.
 6. Reference *Til Wheels are Up!*
- c. Table Numbers/"You are seated at" (YASA) Board
1. To expedite the seating of guests at a large function, it is helpful to number the tables and create a YASA board. This is especially true at functions where there are no place cards except at the head table.
 2. Display the YASA board (or boards if necessary) in a central location but consider the impact of congestion as people crowd around the board to find their seats.

3. Table numbers should be prominently displayed on all tables, usually with an approximately 3-inch square card placed in a tall (approximately 6 inches) holder and centered on the table. Keep the table numbers in place until all guests are seated (staff should then promptly remove them).
4. One type of YASA board has an alphabetical list of all guests with their table number beside their name and a diagram of the table layout to provide an orientation to the room. The YASA board or boards should be large enough to comfortably display the names of all guests with their corresponding table number.
5. Another form of YASA board has a diagram of the table layout (with table numbers) and "slots" containing an envelope with the name of the guest (or guests in the case of a husband and wife seated at the same table) on the outside. Inside the envelope is a card indicating where the individual or individuals are seated.
6. Reference *Til Wheels are Up!*

9.7 THANK YOU NOTES

- a. Good manners dictate that you thank someone who has entertained you as a houseguest, dinner guest, or any similar activity. Any time you receive a gift or someone's hospitality, a brief letter of appreciation (thank you note) is appropriate.
- b. The note should be written as soon as possible following the occasion. Never delay writing for more than one week. Excuses such as "I've been busy", or "It slipped my mind" are not acceptable.
- c. The tone of the note should be informal in order to convey the sincerity of your appreciation. Avoid typed or printed thank you notes. Gratitude can not be advertised with a printed sign that spells out "Thank You." Gratitude is transmitted only through the written word. Typed letters may include an optional handwritten note to the left of the signature block.
- d. See JPM-1 Attachment 5, Figure A5-5 for an example.

9.8 SPECIAL NOTES ON DINING IN AND DINING OUTS

Because Dining Ins/Outs are usually Detachment functions, information is not provided in this manual. However, if information on these events is needed, consult Chapter 20 of *Til Wheels are Up!* The NCOP should also have information regarding protocol for these events.

9.9 ARCON PROTOCOL CHECKLIST

- a. Protocol Suite. If a protocol suite is available, inform all guests and DVs of its location. Stock the protocol suite with sewing notions, an iron, over-the-counter medicines, glasses, ice, room lists for ARCON, Region and Area Staff members, and other incidentals. If there is no protocol suite, these items should be kept in the command post.
- b. Opening Ceremonies
 1. Introduce visitors, guest speakers, advisors, etc. Do not hesitate to ask the correct pronunciation of difficult names—the objective is to pronounce them correctly.
 2. Introduce guests and dignitaries from the audience in order of precedence, beginning with the highest and working down. Ensure that ranks, names and titles are correct and be careful not to exclude anyone.
 3. Always introduce those seated at the head table. Introduce the table from the left to right of those facing the table. The introduction should include both name and title.
- c. Awards Banquet
 1. Set the proper order of activities during the banquet or Dining In/Out. ARCON and NATCON agendas should include an Awards Banquet as the formal event rather than a Dining In or Dining Out. Avoid using Dining In/Out procedures during Awards Banquets.
 2. Determine if the guest speaker will need any special accommodation or attention.

3. Do not allow the band to set up during the meal or the speaker's program.
4. Determine whether or not RSVP cards should be provided.
5. Ensure that the presentation of awards and installation of new officers never follow the guest speaker. The speaker's program should be treated as the highlight of the evening. Ensure that any awards to be presented are in the proper place before the activities begin.
6. Ensure that there is a microphone at the head table podium.
7. Ensure that the members of the head table understand entrance/exit procedures.
8. Determine if the function will require open seating or a seating chart. If a seating chart is necessary, it should be placed outside the dining area.
 - a) Arrange seating by proper precedence. For guidance on proper seating precedence, refer to JPM-1 9.6.a.1.
 - b) If one of the guests has a higher rank than the guest of honor, the host should do one of the following:
 - 1) Ask the ranking guest to waive his/her right for the occasion in favor of the guest of honor
 - 2) Seat the guests strictly according to precedence, even if it places the guest of honor well down the table. When ambassadors and very high-ranking guests are present, this plan must be followed.
 - c) Avoid seating two men or two women side by side.
 - d) Avoid seating a husband and wife side by side. In the unusual situations in which it is desirable for husbands and wives to be seated side by side, seat the wife to the right of the husband.
 - e) Never seat a female spouse or guest at the end of a table.
 - f) The host should provide the following information for all guests: where they are to sit, whom they are to escort, when they are expected to make a toast, and what to expect from others.
 - g) Place cards are used to indicate a specific seat. An aide or the host/hostess or Chief of Protocol usually places the cards. Protocol must be followed to avoid embarrassment. Refer to JPM-1 9.6.b.1-6 for guidance on Place Cards.
9. Ensure that there is a table skirt for the head table.
10. Ensure that the wait staff understands when to begin serving and whom to serve first and what to serve.
 - a) The head table is served first, followed by DV tables, and then the remaining guests.
 - b) Coffee should always be served with dessert. Ensure that the serving staff makes decaffeinated coffee available.
11. Ensure that all guests understand the route from the reception to dining room.
12. Advise the planning staff of proper toasting procedures. Reference JPM-1 4.4 for toasting procedures.
- d. Distinguished Visitors. Refer to JPM-1 9.5 for guidance on DVs and preparation for their visit.
- e. Meeting Room Set up
 1. Ensure that flower arrangements arrive early for all events.
 2. Clearly label meeting rooms.
 3. Ensure that room size and furniture arrangement meet specifications. Obtain a layout of the banquet room in advance in order to provide a seating chart. Ensure that both the Region President and Area Commander are seated at the head table for every joint event.

4. Know the procedure for dimming lights, starting projectors, or operating other equipment. If the COP will be on stage, another staff member should be assigned to see to this task.
5. Check lighting and sound in advance.
6. Ensure that flags and other decorations are properly displayed. Reference Chapter 8.
7. If a general officer will be in attendance, it is recommended that "Ruffles and Flourishes" and "The General's March" be played.

f. Name Tags.

Print or type the guest's full rank and full name on the nametag. Remember, for married women, the nametag should adhere to the following rules:

1. Use her full name. For example: "Barbara Stone." or
2. Use "Mrs." only with her husband's name. For example: "Mrs. George C. Stone."
3. Do not use "Mrs." with her name. For example: "Mrs. Barbara Stone" is not correct.

g. ARCON Guest List

1. Guest Speaker

- a) The guest speaker is usually a senior Air Force official, military or civilian. When choosing a guest speaker, remember, he/she should not only appeal to the military personnel in the group, but also those civilian members. He/she should be invited six months prior to the conclave (however, some speakers will be hard to book this far in advance). The National Chief Of Protocol (NCOP) can help obtain guest speakers for conclaves, upon request.
- b) Active duty officers and DOD civilians are usually on per diem. In some cases this is true for industry executives. If so, the conclave HQ does not need to use complimentary rooms for the speaker or pay for his/her room--it is a gift from the Air Force or industry. However, he/she is invited to the conclave as a special guest and does not pay registration or other fees. Always include his/her spouse at no cost. The spouse may be seated at a DV table for the social event.
- c) When the speaker accepts the invitation, provide an agenda and other information as early as possible. A follow-up note from the protocol officer should be sent about thirty (30) days prior to the conclave.

2. AAS-SW National HQs

- a) The National CC and President will respond to the invitation and will either attend personally or delegate a member of their National Staff to attend. In some cases the National Headquarters are represented by the NCOP, the National Business Chair (NBC), or the Executive Director.
- b) The conclave agenda should provide an opportunity for the HQ representative to discuss issues of national significance to the organizations.
- c) Invitations should be issued 90 days prior to the conclave or by 1 October, whichever is earlier.
- d) Registration and room costs are the responsibility of the conclave. However, in the event that more than one representative from either AAS or SW National HQ attend, the conclave is responsible for the costs of only one representative from each headquarters.
- e) National HQ representatives should be introduced at opening ceremonies. They should also be seated at the head table of the major social events. Smaller ARCONs may find it necessary to seat these representatives at DV tables. In this case, the representatives should be recognized as special guests.

3. AFROTC & Holm Center Commanders

- a) It is not necessary that the AFROTC and Holm Center Commanders receive a courtesy invitation to every ARCON. However, a courtesy invitation is appropriate. If their participation is requested then the timing of the invitation should be as early as possible and not less than that which is expected for AAS-SW National HQ.
- b) Expenses, complimentary items, and protocol for the Commanders follow the same rules as for the guest speaker.
- c) The Commanders should be advised of any other special guests. This may be done in conjunction with the invitation or in a follow-up communication.
4. AFROTC Region Commander
 - a) A courtesy invitation is appropriate. The timing of the invitation should be as early as possible and not less than that expected for AAS-SW National HQ.
 - b) Protocol and costs follow the same rules as for the guest speaker.
5. Other AFROTC Officers
 - a) A special invitational letter should be sent to the PAS and the AAS-SW advisors of participating detachments. The timing of these letters should coincide with the mailing of conclave registration packets to participating chapters and squadrons.
 - b) Waiver of registration for cadre is not expected. When possible, a special reduced registration can be offered to encourage cadre attendance and to recognize the support provided by these invitees. Cadre members are responsible for travel and room costs.
 - c) The program or agenda must include a seminar for cadre attendees. The session may be conducted by the Senior Staff Officer from HQ AFROTC, AFROTC Region CC, Senior PAS in attendance, or the AAS-SW Executive Director.
 - d) The agenda should be flagged to indicate those meetings or functions at which cadre attendance is desired or only optional.
6. AAS-SW NCOP
 - a) An invitation should be issued as early as possible by all conclave headquarters, but no later than that expected for AAS-SW National HQ. Budgetary restrictions and time limitations restrict NCOP attendance to approximately 30-50% of the ARCONs in any academic year.
 - b) The NCOP attends as a non-paying guest (no registration fee expected) with hotel room provided by the conclave. His/her expertise should be utilized during the conclave to ensure proper protocol.
7. AAS-SW Executive Management Center (EMC) Personnel
 - a) The EMC is made up of the Executive Director, Executive Secretary, Board of Trustees, and National Administrative Consultants. These entities are not located in the same location, so separate invitations should be sent to individuals.
 - b) A courtesy invitation should be issued to the Executive Director by all ARCONs. Budgetary restrictions and time limitations restrict attendance to approximately 30% of the ARCONs in any academic year. Typically, the Executive Director attempts to alternate between the various Area-Regions over a three-year period. The Executive Director will not attend without an invitation.
 - c) Invitations to the Board of Trustees and the NACs should be sent by ARCONs in the near-by regions. ARCONs should have the budget to accommodate those invited.

- b) The EMC Personnel attend as non-paying guests. Registration and hotel fees are covered by the conclave. They are typically seated at the head table for major social events of the conclave.
 - c) The Executive Director may designate a representative to attend the ARCON in his place. Normally, this person will be a trustee or a National Administrative Consultant (NAC). As directed in AASMAN-1, this representative is afforded the same courtesies as the Executive Director.
 - d) The Executive Director should be used professionally during the conclave (i.e. AFROTC cadre meeting, AFA or other special session). Additionally, the Executive Director should be given time on the agenda to address the organizations about matters of national importance.
8. School Officials
- a) A Dean or Director level school official (or higher) from the host detachment's school should be invited as a guest at a major social function. His/her spouse should also be included.
 - b) The invitation should be issued not less than sixty (60) days prior to the event.
 - c) Normally, travel and overnight accommodations are not involved. The cost of the school official and spouse attending the social function is the responsibility of the conclave.
9. Air Force Association Leaders
- a) The Regional Vice President should receive a courtesy invitation to a major social event.
 - 1) Since AFA leaders receive compensation for expenses, the travel, hotel, and event fees/registration are the responsibility of the invitee.
 - 2) Following his/her acceptance of the invitation, attendance at functions flagged for AFROTC cadre should be encouraged.
 - b) The State President should receive a courtesy invitation to the entire conclave or a major social function.
 - 1) Since AFA leaders receive compensation for expenses, the travel, hotel, and event fees/registration are the responsibility of the invitee.
 - 2) Following his/her acceptance of the invitation, encourage attendance at functions that are flagged for AFROTC cadre.
 - c) The Local AFA Chapter President should be invited to attend the conclave (as a nonpaying guest). An invitation should also be extended to include local AFA members as paying guests at a major social function.
 - 1) Attendees pay travel and hotel costs. Attendance to the conclave should be waived, but they should pay for the cost of dinner for the military banquet.
 - 2) Suggest that the chapter buy a table at a major social function at conclave costs.
10. Other Guests
- a) As with most aspects of protocol, the overriding factor is consideration of the guest of honor. The maximum number of guests varies with the amount of space and the type of function. The guest of honor's official party should always be included.
 - b) Protocol may dictate that officers from the host commander's staff be selected for invitation by precedence. The ratio of host command representatives to special guests should be about one to one. Do not omit senior officers from the guest list, solely in order to "spread the wealth".

These officers have an obligation to attend social functions. In addition, high-ranking visitors often expect to meet and socialize with them.

h. Agenda Planning

The timing and order of events for the Conclave is prepared by the ARCON Commander in collaboration with the Area Commander and Region President. However, the business meeting agendas are the responsibility the Area Commander and Region President; the ARCON Commander should be advised as to the necessary physical arrangements (number of chairs, etc.). Also note AASMAN-1, para 10.19, and SWM para 10.15 for distribution guidelines and required business session components.

1. Guidelines. Each Area-Region has unique traditions and annual events for ARCON. However, the primary purpose of Conclaves is to complete Area-Region business. At the very least, items such as ARCON, Area, and Region elections should be completed. In addition, resolutions and by-law changes should be presented for Chapter or Squadron vote.
2. Agenda Items. Conclaves consist of joint business sessions, separate business sessions, workshops, and an awards banquet. The awards banquet mirrors the format of the formal dinner at NATCON. This IS NOT a Combat Dining-In, Dining-In, or Dining-Out event! Common additional (optional) events include: Friday night icebreaker, Saturday afternoon or evening (post-Awards Banquet) off-site event, AFA luncheon, service project. For a sample agenda with additional notes, see the Figure 9-1.

ARCON Agenda

Friday Evening

Registration

Welcome Social

Delegates Session: distribution of legislation packets and parliamentary procedure briefing

Saturday

Joint Opening Ceremony

Presentation of the Head Table (after general members are at their seats: Area/Region Parliamentarian, Area Commander, Area and Region Advisors, guest speaker, ARCON Commander, ARCON Advisor, Region President, ARCOP)

Post Colors/Pledge of Allegiance/National Anthem

Welcome by ARCON CC and Advisor

Introduction of special guests (local AFA members, local school officials, advisors and PAS's,

National Headquarters representatives, EMC representative, etc.)

Introduction of Opening Ceremonies speaker

Speaker (generally local AFA leader, an advisor, ROTC dignitary, etc.)

Gifts to speaker

Exit of the Head Table

Joint Business Session 1

Roll Call

Introduction of Area/Region Staffs/Advisors

Parliamentary Procedure Briefing

ARCON Headquarters Bids

National Headquarter Representatives Briefings

EMC Briefing

Separate Session 1

Roll Call

Area Headquarters/Region Staff Bids

Presentation of Separate Resolutions

Workshops/Forums (suggested topics: professional attire, interviewing skills, resume writing, AFA

Relations, AFROTC Affairs)

Lunch

Joint Business Session 2

Workshops/Briefings/Committee Meetings (Suggested topics: running for higher Headquarters, Joint Relations, SW chapter activations, recruiting, AAS-SW Relations, ARCOP/CSCOP workshop, Public Speaking workshop)

Separate Session 2

Vote on Area/Region Headquarters
Officer Briefings
Remaining Separate Resolutions

Final Joint Business Session

Vote on ARCON HQ (or table until NATCON Caucus)
Officer Briefings (AAS/DO for JNP, ARCOP Protocol Briefing, etc.)
Remaining Joints Resolutions
Closing remarks by Area Commander and Region President
Adjourn

Break

Awards Banquet

Reception (held in a room separate from the banquet; special guests should be escorted and introduced to members)
Entrance of Head Table (after general members are at their tables; see Attach A4.2 for seating)
Invocation/National Anthem/POW/MIA Ceremony
Welcome by Area Commander and Region President
Introduction of special guests
Meal
Area/Region Award Presentations
Introduction of speaker
Speaker (generally AF officer of Colonel or higher rank or other local dignitary)
Gifts to speaker
Reminder of post-Banquet activities
Exit of the Head Table

Sunday

Optional activities such as service projects; however, this day should primarily be reserved for travel

Figure 9-1 ARCON Agenda Guidelines

10 – NATIONAL AWARDS

10.1 LT. GEN. DONALD L. PETERSON AWARD

The Lt. Gen. Donald L Peterson Award is presented to the Area-Region Chief of Protocol that exceeds expectations of the ARCOP's duties as outlined in the JPM while supporting the efforts of Arnold Air Society, Silver Wings, and the AFA, and that furthers the joint efforts of the organizations on an area level. The 2d Lt Lloyd H. Hughes Chapter and the Major Horrace S. Carswell Squadron of Texas A&M University and the Aggieland AFA Chapter sponsor this award. The award is named for Lt. Gen. Donald L. Peterson, an influential member of the AFA in working on relations between Arnold Air Society and Silver Wings.

- a. Nomination. All Area-Region Chiefs of Protocol are eligible. Nomination packets should be completed by the Area CC and Region President and sent to the NCOP. They should include:
 1. Award Endorsement Page (SW Form 20) filled out by Area CC and Region President.
 2. All COP Form 3s completed in the year. See JPM-1 Attachment 1, Figure A1-3.
 3. (Optional) Letter of Endorsement by AFA member.
- b. Selection. Selected by the National Chief of Protocol. Criteria includes evaluation of the information presented in the nomination packet and any contact the National Staff has with the nominee.

10.2 COLONEL JAMES DAVIS AWARD

The Colonel James Davis Award is presented to the Chapter-Squadron Chief of Protocol that exceeds expectations of the CSCOP's duties as outlined in the JPM while supporting the efforts of Arnold Air Society, Silver Wings, and the AFA, and that furthers the joint efforts of the organizations on a local level. The 2d Lt Lloyd H. Hughes Chapter and the Major Horrace S. Carswell Squadron of Texas A&M University and the Aggieland AFA Chapter sponsor this award. The award is named for Colonel James Davis, the Chief of Operations (J3) of the US Forces Joint Staff and was instrumental in the realignment of relationships between the US military forces in Japan and the government of Japan for the post-Vietnam era.

- c. Nomination. All Chapter-Squadron Chiefs of Protocol are eligible. Nomination packets should be completed by the Squadron CC and Chapter President and sent to their respective ARCOP. It is recommended that the ARCOP send no more than 2 nominees to the NCOP. Nomination packets should include:
 1. Award Endorsement Page (SW Form 20) filled out by Squadron Commander and Chapter President.
 2. All COP Form 3s completed in the year. See JPM-1 Attachment 1, Figure A1-3.
 3. (Optional) Letter of Endorsement by AFA member.
- d. Selection. Selected by the National Chief of Protocol. Criteria includes evaluation of the information presented in the nomination packet and any contact the Area, Region, or National Staffs had with the nominee.

ATTACHMENT 1 - CHIEF OF PROTOCOL FORMS

<p>National Chief of Protocol Application Form (If additional space is required use back of form.)</p>	
Name _____	Area-Region _____ School _____
Chapter/Squadron _____	AAS/SW _____ AAS Rank _____
Permanent Address _____	
AFROTC Detachment Address _____	
Email Address _____	Graduation Date _____ Phone _____
Academic Major _____	GPA (4.0 scale) _____ Age _____
College Honors/Organizations/Positions: _____ _____	
AAS-SW Activities: _____ _____	
AAS-SW Activities Organized: _____ _____	
AAS-SW Offices and Honors: _____ _____	
Expected Course Load: <i>Fall</i> _____ <i>Spring</i> _____ Work Hours (if applicable): _____	
Future Plans: _____ _____	
The information above is true and I understand that I will be disqualified for any discovery to the contrary.	
Signature _____	Date _____
<p>COP FORM 1 SEPTEMBER 1999 PREVIOUS EDITIONS OBSOLETE</p>	<p>Forward with Application Packet to: NCOP EMC</p>

Figure A1-1 NCOP Application Form

ARCOP Profile Form		
Name _____	Major/Minor _____	Graduation Date _____
Area-Region _____	Chapter/Squadron _____	Detachment _____
University _____	Classification _____	Phone _____
Detachment Address _____		
School Address _____		
Permanent Address _____		
Email Address _____		
Years in AAS/SW _____	Term of Office Ends: _____	
AAS CC _____	SW President _____	
Squadron Size _____	Chapter Size _____	
Date of Area-Region Conclave _____		
Area CC _____	Region Pres. _____	
Campus Honors/Activities:		
AAS-SW Offices:		
AAS-SW Honors/Activities/Etc.:		
Future Plans/Hobbies/Interesting Facts:		
Do you plan to run for NCOP? _____		
Assistance needed from NCOP:		
COP FORM 2 Send 1 copy to NCOP SEPTEMBER 2008 PREVIOUS EDITIONS OBSOLETE ELECTRONIC FACSIMILE AUTHORIZED		

Figure A1-2 ARCOP Profile Form

NCOP Nomination Packet Score Sheet					
A. Organizational Leadership (Rate the Nomination Packet on the following criteria; 1 = Low ... 5 = High)					
SW Involvement	1	2	3	4	5
AAS Involvement	1	2	3	4	5
AFROTC Involvement	1	2	3	4	5
AAS-SW Leadership Positions	1	2	3	4	5
AFA Involvement	1	2	3	4	5
Campus Involvement	1	2	3	4	5
Total _____					
Section A Score _____					
(Total/6 x 2, 10 Pt Maximum)					
B. Cumulative Grade Point Average (use the 4.0 scale)					
GPA	POINTS				
2.00 - 2.25	1.50				
2.50 - 2.74	2.50				
2.75 - 2.99	3.00				
3.00 - 3.24	3.50				
3.25 - 3.49	4.00				
3.50 - 3.74	4.50				
3.75 - 4.00	5.00				
Section B Score _____					
C. Time Available (Rate the applicant for time available to perform NCOP duties each week; 1 = Low ... 5 = High)					
Time Available	1	2	3	4	5
Section C Score _____					
D. Essay (Rate the Essay "How I Plan to Further the Missions of AAS and SW Through the Office of NCOP"; 1 = Low ... 5 = high)					
Grammar/Punctuation	1	2	3	4	5
Choice of Words	1	2	3	4	5
New Ideas	1	2	3	4	5
Neatness/Appearance of Essay	1	2	3	4	5
Overall Impression	1	2	3	4	5
Total _____					
Section D Score _____					
(Total/5, 5 Pt. Maximum)					
Nomination Packet Overall Score (A+B+C+D; 25 Pt. Maximum) _____					
Applicant Name _____					
COP FORM 4A					
SEPTEMBER 1998					
PREVIOUS EDITIONS OBSOLETE					

Figure A1-4 NCOP Nomination Packet Score Sheet

NCOP Personal Interview Score Sheet					
A. Answers to Interview Questions (rate the applicant's answers to interview questions; 1 = Low ... 5 = high)					
Speaking Ability/Choice of Words	1	2	3	4	5
Quality of Answers to Questions	1	2	3	4	5
Confidence in Answers (Self-Assured/Comfortable)	1	2	3	4	5
Total _____					
Section A Score _____					
(Total / 3 x 4; 20 Pt. Maximum)					
B. Personality, Poise, Appearance (1 = Low ... 5 = High. The person selected as NCOP should possess the skills that are necessary to put VIPs and visitors at ease. The NCOP should also be friendly, and present a polished and professional image.)					
Friendliness	1	2	3	4	5
Ability to Mix with People	1	2	3	4	5
Professionalism	1	2	3	4	5
Poise	1	2	3	4	5
Ability to Put Others at Ease	1	2	3	4	5
Well Groomed	1	2	3	4	5
Total _____					
Section B Score _____					
(Total / 6 x 3; 15 Pt Maximum)					
Personal Interview Overall Score (A+B, 35 Pt. Maximum) _____					
Applicant Name _____					
<hr/>					
COP FORM 4B					
SEPTEMBER 1996					
PREVIOUS EDITIONS OBSOLETE					

Figure A1-5 NCOP Personal Interview Score Sheet

NCOP Overall Score Sheet	
Applicant Name	_____
School	_____
Detachment	_____
AAS Area	_____
SW Region	_____
Protocol Test (40 Pt. Maximum)	_____
Personal Interview (35 Pt. Maximum)	_____
Nomination Packet (25 Pt. Maximum)	_____
Total Points (100 Maximum)	_____
<hr/>	
COP FORM 4C	
SEPTEMBER 1998	
PREVIOUS EDITIONS OBSOLETE	

Figure A1-6 NCOP Overall Score Sheet

Area-Region Chief of Protocol Application (If additional space is needed, use back of form)	
Name: _____	Area-Region: _____ Age: _____
Chapter/Squadron: _____	AAS or SW: _____
Permanent Address: _____	
Phone: _____	Email: _____
AFROTC Detachment Address: _____	
School: _____	GPR (4.0 Scale): _____
Academic Major: _____	Graduation Date: _____
Protocol Experience: _____	
College Honors/Organizations/Positions: _____	
AAS-SW Activities/Offices/Honors: _____	
Hobbies/Things done in spare time: _____	
ARCOP Goals and Plans (ie. "Why I want to be ARCOP"): _____	
COP FORM 5 1 SEPTEMBER 2002 ELECTRONIC FACSIMILE AUTHORIZED	Send one copy to ARCOP

Figure A1-7 ARCOP Application Form

ATTACHMENT 2 - NCOP PROTOCOL TEST REVIEW

The NCOP Protocol Test is composed of twenty to thirty questions. One essay question is used in the case of a tie. This question typically outlines a situation that might arise during NATCON and asks for a proper response from the NCOP. In general, the essay question does not have an absolutely right or wrong answer. Candidate replies are judged for common sense, creativity, and application of the rules of protocol. The remaining questions are multiple-choice and cover the subjects addressed by this manual. The following topics should be reviewed prior to taking the test.

1. Duties of the NCOP.
2. Protocol for introducing guests.
3. Protocol for presentation of awards.
4. Appropriate attire for AAS-SW events.
5. Proper use of utensils and other table manners.
6. Rules for determining precedence.
7. Rules for issuing invitations.
8. Flag protocol.
9. The role and responsibility of ARCOPs, CSCOPs, and the NATCOP.

ATTACHMENT 3 – DRESS CHARTS

Civilian Business Attire

	MEN	WOMEN
Business suits:	Traditional two/three piece suit Blazer with slacks Suit coat with slacks	Traditional two/three piece suit Blazer with slacks/skirt/dress and top Suit coat with slacks/skirt/dress and top Professional dress (> 1" wide straps)
Shirts:	Long-sleeve dress shirt Banded collar shirt	Blouse Button-down shirt Sleeveless blouse (>1" wide straps) with blazer or suit coat
Bottoms:	Dress slacks/trousers	Skirt (no more than 1" above the knee) Slacks
Footwear:	Dress shoes Loafers	Closed-toe pumps/heels Loafers Sling-backs
Accessories:	Dress socks Leather belt Ties	Appropriate jewelry Appropriate hosiery Dress scarf

Figure A3-1 Business Dress Chart

Restrictions for Civilian Business Dress

GENERAL RESTRICTIONS	MEN and WOMEN	WOMEN
Provocative or revealing articles Excessively tight clothing Excessively baggy clothing Excessive jewelry Open-toe shoe Visual body piercing	Flannel/fleece shirts Denim (any color or style) Sweat shirts or pants Tops with excessive graphics T-shirts or polo shirts with collar Ear piercing greater than 2/ear Khakis Cargo pants Athletic shoes Shorts (of any kind) Flip-flop sandals	Halter or strapless tops Tank or crop tops Mini skirts Sundresses Stretch pants/leggings

Figure A3-2 Business Dress Restrictions Chart

Dress Equivalents for Civilians and the Military

EVENT	CIVILIAN ATTIRE		ARMY	NAVY	AIR FORCE	MARINES
	MEN	WOMEN				
Business	Business suit	Very dressy dress/ suit or cocktail dress	Army Green	Service dress blue Service dress white	Service dress	Service A Service B
Informal social occasions	Coat and tie	Dressy dress/suit Afternoon dress/suit	Army Green	Summer khaki or white, winter blue	Short Sleeve or Long Sleeve w/ or w/o tie	Service C
Parades/ ceremonies and reviews	Business Suit	Very dressy dress/ suit or cocktail dress	Army Green Army Blue Army White	Full dress blue Full dress white	Service dress Service dress	Dress Blue
Semi-Formal	Black Tie Tuxedo or Dinner Jacket	Long dress or Very fancy short dress, evening trousers with very dressy top	Army Blue Mess Army White Mess	Dinner dress blue Dinner dress white	Mess dress	Evening dress or mess dress
Formal	White tie	Long formal dress	Army Blue Mess/Evening dress/Army White Evening Mess Dress	Dinner dress blue	Mess dress	Mess Dress

Figure A3-3 Civilian Attire and Military Uniform Equivalent Chart



ARNOLD AIR SOCIETY AND SILVER WINGS
OFFICE OF THE NATIONAL CHIEF OF PROTOCOL



ARCON/ NATCON PACKING LIST

The following list is a compilation of *suggested* items that Arnold Air and Silver Wings members should bring, and is a *minimum* required items list. If they chose to wear their uniforms, Silver Wings cadets should follow the guidelines for Arnold Air cadets. Schools with their own uniforms should pack as necessary by unit requirements.

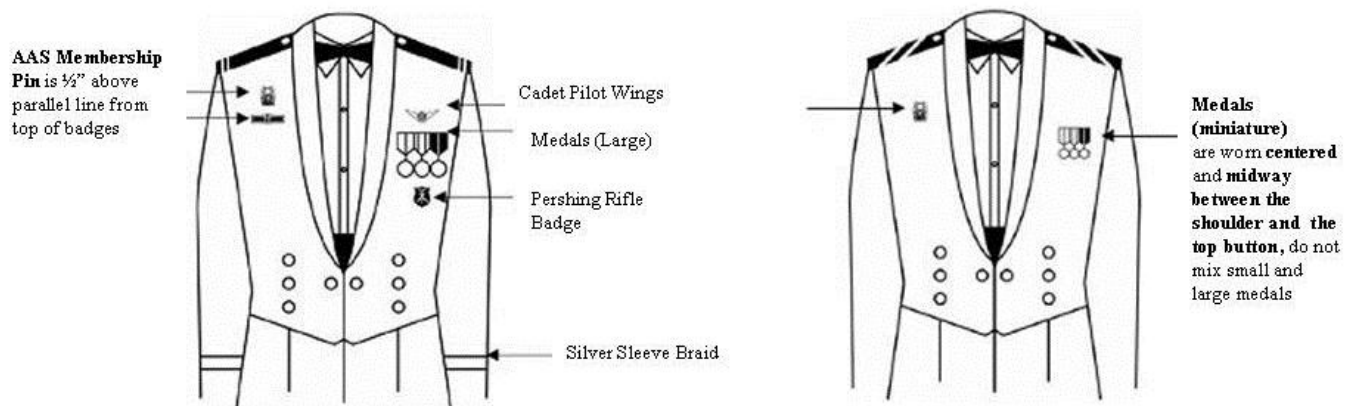
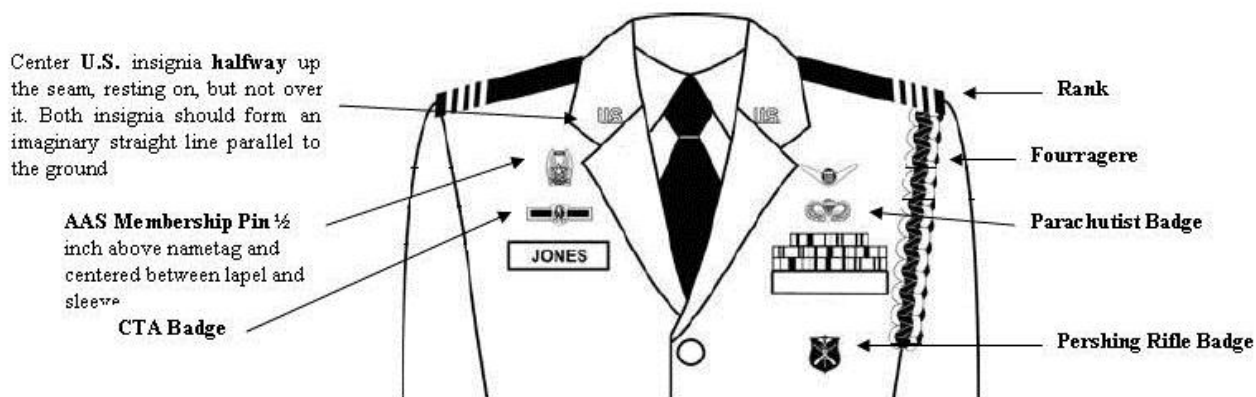
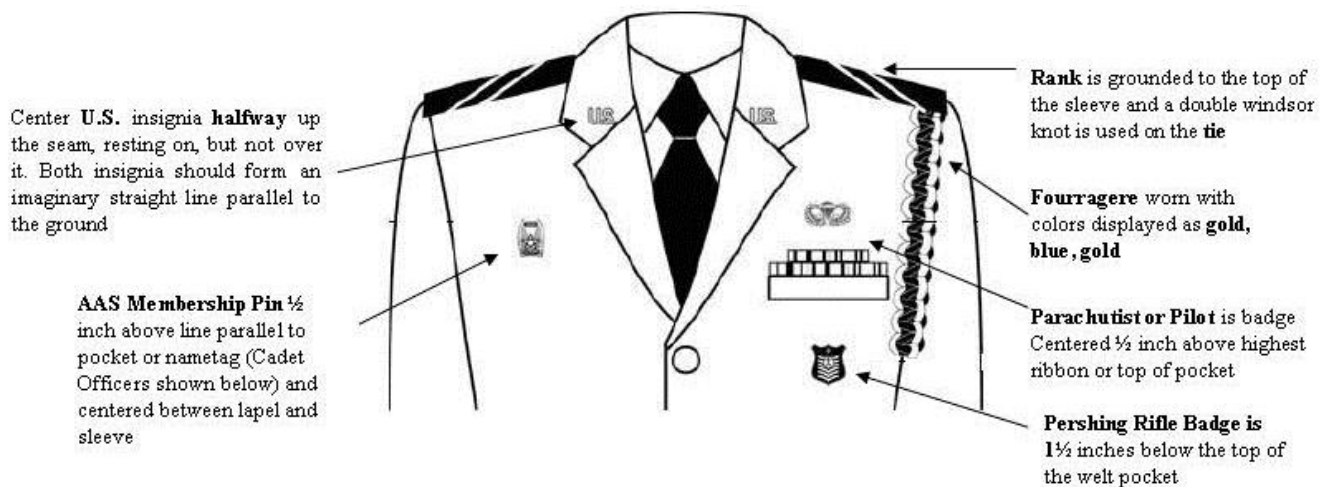
AAS/SW Cadets

- | | |
|--|---|
| <input type="checkbox"/> 1 service dress jacket | <input type="checkbox"/> 1 long sleeve blues shirt (minimum) |
| <input type="checkbox"/> 1 pair of blues pants/skirt (minimum) | <input type="checkbox"/> 2 pairs of black dress socks (minimum) |
| <input type="checkbox"/> 1 pair of uniform shoes | <input type="checkbox"/> 1 tie (or tie tab for females) |
| <input type="checkbox"/> 1 cover | <input type="checkbox"/> 2 white v-neck t-shirts (minimum) |
| <input type="checkbox"/> 1 silver nametag (POC) | <input type="checkbox"/> 1 blue/white plastic nametag (all) |
| <input type="checkbox"/> 1 set of soft ranks (service dress) | <input type="checkbox"/> 1 fourragère (AAS or SW) |
| <input type="checkbox"/> 1 AAS rank pin | 1 set of ribbons (complete) |
| <input type="checkbox"/> 1 set of U.S. pins (service dress) | <input type="checkbox"/> 1 belt |
| <input type="checkbox"/> 1 white long sleeve dress shirt | |

SW Civilians

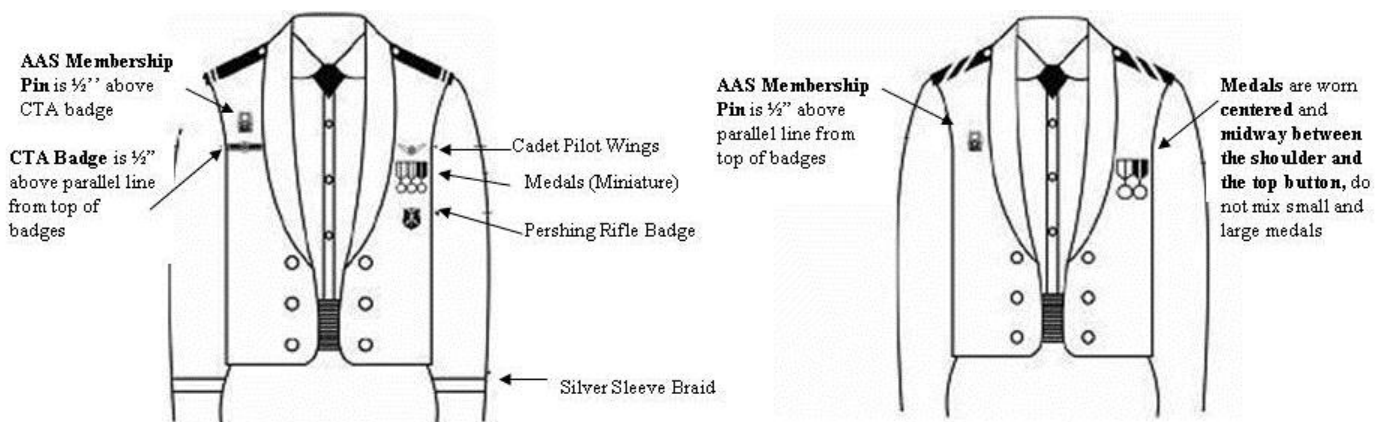
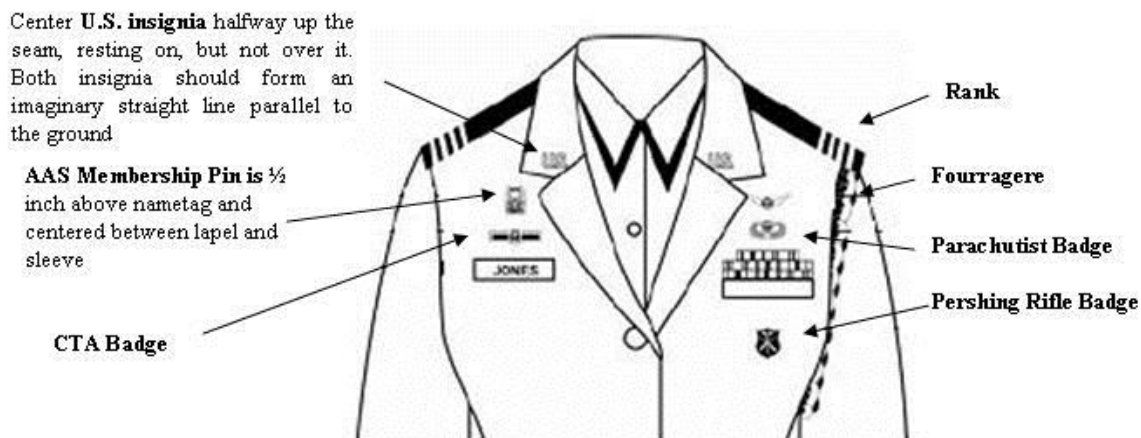
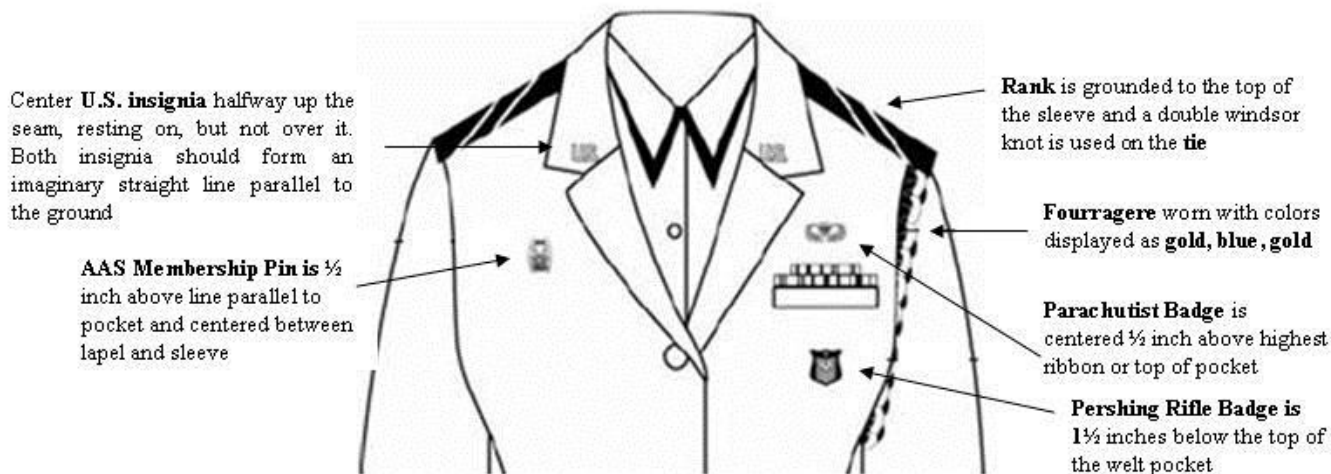
Reference JPM-1 or the SWM for appropriate civilian attire.

Figure A3-4 ARCON/NATCON Packing List



- Service Dress is worn at **all** business sessions at **ARCON** and **NATCON**
- **Mess Dress** and **Modified Service Dress** are the only authorized uniforms for ARCON and NATCON Banquets (or unit equivalent)
- **Modified Service Dress** is Service Dress with a **white** button down dress shirt that has a **Straight Pinpoint Collar without buttons (same collar as AF Blues)** instead of the blue AF Shirt and the name tag is **not** worn on the jacket

Figure A3-5 Cadet Uniform Cheat Sheet (Male)



- Service Dress is worn at **all** business sessions at **ARCON** and **NATCON**
- **Mess Dress** and **Modified Service Dress** are the only authorized uniforms for ARCON and NATCON Banquets (or unit equivalent)
- **Modified Service Dress** is Service Dress with a **white** button down dress shirt that has a **Straight Pinpoint Collar without buttons (same collar as AF Blues)** instead of the blue AF Shirt and the name tag is **not** worn on the jacket

Figure A3-6 Cadet Uniform Cheat Sheet (Female)

ATTACHMENT 4 – CORRESPONDENCE



ARNOLD AIR SOCIETY AND SILVER WINGS
OFFICE OF THE AREA-REGION CHIEF OF PROTOCOL



3 Nov 2004¶
¶
¶

¶
¶
Regan Lyon¶
Area-Region IX Chief of Protocol¶
PO Box 14772¶
College Station TX 77841¶

¶
¶
C/Colonel Robert Wray, AAS¶
National Chief of Protocol¶
Columbia University¶
7000 Lerner Hall¶
New York NY 10027¶

¶
Dear Cadet Wray¶
¶

¶
It is my sincere pleasure to introduce to you the Area-Region IX Chief of Protocol for 2005-2006, Cadet Richard Winfield of the University of Arkansas. I'm sure you will find him to be one of the most dedicated and motivated Area-Region Chief of Protocols in the nation. ¶

¶
Cadet Winfield was chosen from a group of 4 applicants to the position by a new procedure implemented this year. Applicants were asked to fill out an ARCOP Application (COP Form 5), and at ARCON, each applicant was interviewed by an ARCOP selection board. The combined scores from the applicant's application and interview scores were compared. The applicant with the highest combined score and final approval from the current ARCOP was selected as the next ARCOP. It was Cadet Winfield's outgoing personality, eagerness to work more with protocol, familiarity with the national manuals, and previous experience with protocol that made him the best choice for the position. He will assume his office at the close of the National Conclave in March 2005, but he has already begun to work on ideas for improving the Area-Region's protocol for next year. ¶

¶
Cadet Winfield will be attending this year's NATCON in Oklahoma City and is ready to begin his duties by assisting you where needed at the conclave. I know he will work extremely hard to meet your and the successive NCOP's every expectation. ¶

¶
¶
¶
¶
Sincerely¶

A handwritten signature in black ink that reads "Regan Lyon".

REGAN LYON, Silver Wings¶
Area-Region IX Chief of Protocol¶

Figure A4-1 Personal Letter Example

MEMO FOR RECORD 2 January 2004

SUBJECT: Preparing a Separate-Page Memorandum for Record (MR)

1. Use a separate-page MR to fulfill the functions discussed on the preceding page.
2. Type or write the MR on a sheet of paper in this format. Use 1-inch margins all around and number the paragraphs if there is more than one. A full signature block is not necessary, but the MR should be signed.

CAROLYN R. BROWN
ASCS/DE

Figure A4-3 Memorandum for Record Example, separate sheet

MEMO FOR RECORD

2 Jan 04

Omit the subject when typing the explanatory MR on the record copy. If space permits, type the MR and date two lines below the signature block. When there isn't, type "MR ATTACHED" or "MR ON REVERSE" and put the MR on a separate sheet or on the back of the record copy if it can be read clearly. Number the paragraphs when there is more than one. No signature block is required; merely sign your last name after the last word of the MR.

Brown

Figure A4-4 Memorandum for Record Example, same sheet after correspondence

MR: When you have a very brief MR and not much space on the bottom of your correspondence, use this tighter format. Sign your last name and put the date following the last word.

Brown
June 2

Figure A4-5 Memorandum for Record Example, same sheet with limited space

TALKING PAPER

¶
ON

¶

WRITING TALKING AND POINT PAPERS

¶

¶

- Talking paper: quick-reference outline on key points, facts, positions, questions to use during oral presentations

¶

- Point paper: memory tickler or quick-reference outline to use during meetings or to informally pass information quickly to another person or office

¶

-- No standard format; this illustrates space-saving format by eliminating headings (PURPOSE, DISCUSSION, RECOMMENDATION)

¶

-- Usually formatted to conform to user's desires

¶

--- Both papers assume reader has knowledge of subject

¶

--- Prepare separate talker for each subject

¶

-- Prepared in short statements; telegraphic wording

¶

-- Center title (all capital letters). Use 1-inch margin all around

¶

--- Single dashes before major thoughts; multiple dashes for subordinate thoughts

¶

--- Single space each item; double space between items

¶

-- Use open punctuation; ending punctuation not required

¶

-- Avoid lengthy details or chronologies, limiting to one page when possible

¶

-- See DoD 5200.1-R/AFI 31-401 to prepare classified papers

¶

-- Include writer's identification line as shown below on first page only if multiple pages

¶

- Include recommendations, if any, as last item

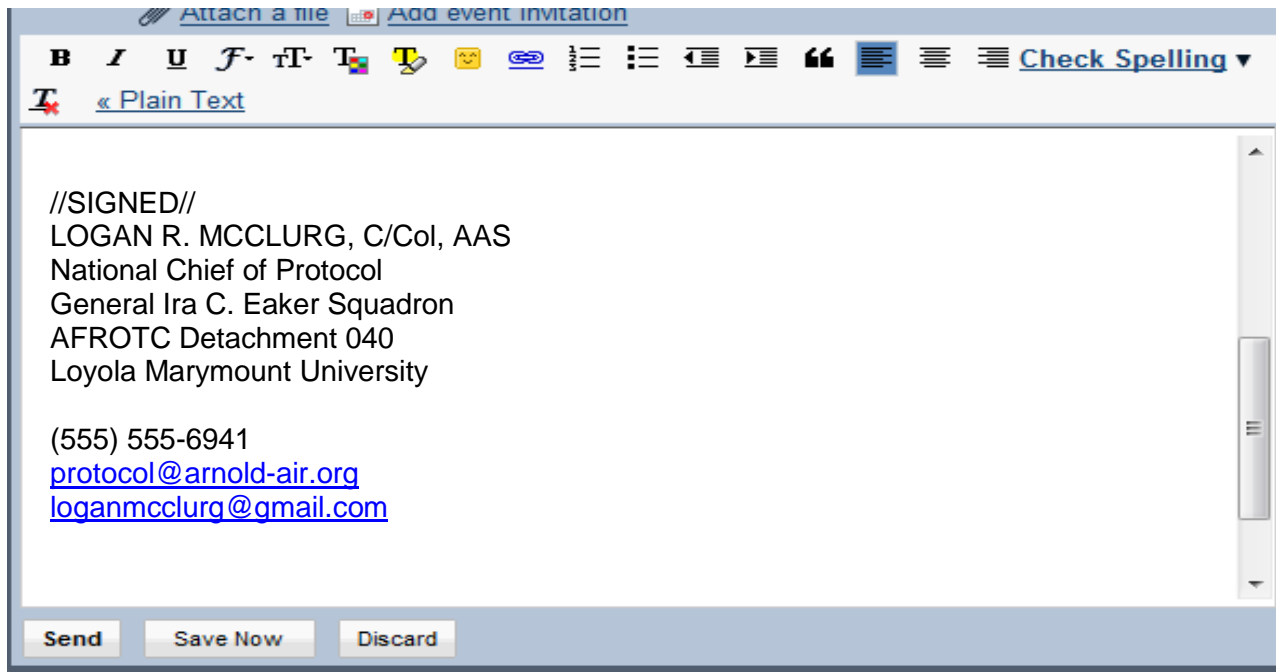
¶

- Include supporting information in an FYI (for your information) note in parenthesis at the appropriate place in the text or in attached background paper. EXAMPLE: (FYI: This is an FYI note. END FYI)

Ms. Adams/ACSC/DEC/3-5043/lcm/7 Apr 04

Figure A4-6 Talking Paper Example

AAS Cadet Email Signature Block:



SW Members Email Signature Block:

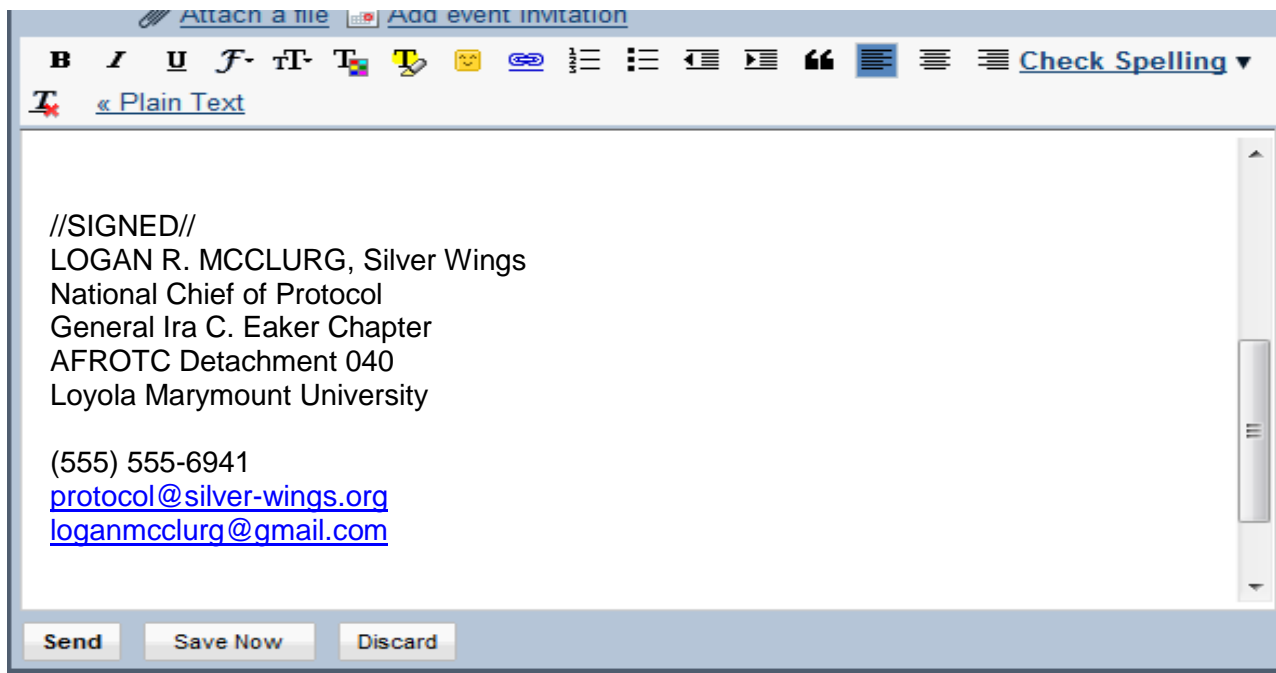


Figure A4-7 Proper Email Signature Blocks



ATTACHMENT 5 - SAMPLE INVITATIONS, THANK YOUS, AND RSVP CARDS

**ARNOLD AIR SOCIETY AND SILVER WINGS
OFFICE OF THE AREA-REGION CHIEF OF PROTOCOL**



8 Sept 2004¶
¶
¶

¶
¶
Regan Lyon¶
Area-Region IX Chief of Protocol¶
PO Box 14772¶
College Station TX 77841¶

¶
¶
Colonel John F Gaughan II, USAF¶
AFROTC Region Commander¶
12315 Judson Rd Suite 114¶
Live Oak TX 78233-3263¶

¶
Dear Colonel Gaughan¶

¶
On behalf of the O'Donnell Squadron of Louisiana Tech University, it is my sincere pleasure to invite you to join us at the Area-Region IX Conclave (ARCON). I am sure that you will find ARCON 2004 to be a professional event, offering everything from briefings and business sessions to fun-filled activities, including a trip to the 8th Air Force Museum at Barksdale. ¶

¶
This year, the conclave is being held in Shreveport, Louisiana from 29 to 31 October at The Isle of Capri Inn. The festivities begin on Friday evening with an Evening Social at 2000. The Opening Ceremony will take place at 0830 on the 30th, and the Military Banquet and Ball will begin at 2000 that evening. Colonel Ed Barnette, the 2nd Bomb Wing Inspector General, will be the guest speaker during the Banquet. ¶

¶
Please return the enclosed items to me by 1 October if you will be able to join us. I will be glad to arrange tickets for you to all of the social events, including the Military Ball, as well as arranging reservations at The Isle of Capri Inn. If you have any questions that I may answer for you, please let me know. We look forward to seeing you at ARCON 2004! ¶

¶
¶
¶
¶
Sincerely¶

REGAN LYON, Silver Wings¶
Area-Region IX Chief of Protocol¶

- ¶
3 Enclosures: ¶
1. Greeting Letter¶
2. Information Sheet¶
3. Return Envelope¶

Figure A5-1 Conclave DV Invitation, Letter Format

*The honor of your presence
is requested at the
Detachment 845,
Texas Christian University
Air Force Reserve Officer Training Corps
Military Ball
to be held at
Holiday Inn—North Fort Worth, Texas
with social hour beginning
at six o'clock in the evening
Friday, the fifteenth of May
Nineteen hundred and ninety-two*

*Cost \$16.00 per person
Military—Mess Dress
Civilian—Men: Black Tie
Women: Formal Gown*

*R.S.V.P by May 1
817-921-7461*

Figure A5-2 Military Ball Invitation, Printed

*The Arnold Air Society
& Silver Wings
Cordially invite
General and Mrs. Alfred Hansen
to attend the
Executive Director Reception
at half-past seven in the evening
Friday, the fourteenth of April
Two-thousand and six
in the Presidential Suite*

Figure A5-3 Conclave Reception Invitation, Printed

*Please respond on or before
April 12, 2006*

*M _____
_____ accepts _____ regrets*

*Make enclosed check payable to (*****)*

*****Insert name of appropriate check recipient

Figure A5-4 R.S.V.P. Card, Printed with Self Addressed Envelope



ARNOLD AIR SOCIETY AND SILVER WINGS
OFFICE OF THE AREA-REGION CHIEF OF PROTOCOL



2 Nov 2004 ¶

¶
¶

Regan Lyon ¶
Area-Region IX Chief of Protocol ¶
3730 Hull Dr ¶
Schertz TX 78154 ¶

¶
¶

Colonel Steven P Kelley, USAF ¶
Professor of Aerospace Studies
Texas A&M University ¶
PO Box 2629 ¶
College Station TX 77841 ¶

¶

Dear Colonel Barnette ¶

¶

On behalf of the staff from Louisiana Tech University and the attendees from Arnold Air Society and Silver Wings' Area-Region IX, thank you for attending this year's ARCON. ¶

¶

Your presence at events such as this demonstrates why Area-Region IX has one of the strongest Arnold Air Society and Silver Wings programs in the nation. Many Areas do not see the support and dedication of their PASs at NATCON to the extent that we saw at merely our ARCON. With such commitment to these professional organizations, it is no wonder that the Air Force is commissioning more quality officers each year. ¶

¶

It was a pleasure having you as our guest this weekend. We hope you enjoyed the conference as much as the cadets and members. Thank you again for demonstrating such excellent support and dedication to Arnold Air Society and Silver Wings. I look forward to seeing you again at the National Conference in March! ¶

¶

Sincerely ¶

¶
¶
¶
¶

REGAN LYON, C/Lt Col, AAS ¶
Area-Region IX Chief of Protocol ¶

Figure A5-5 Post-Conclave Thank You Letter

ATTACHMENT 6 - HEAD TABLE SEATING ARRANGEMENTS

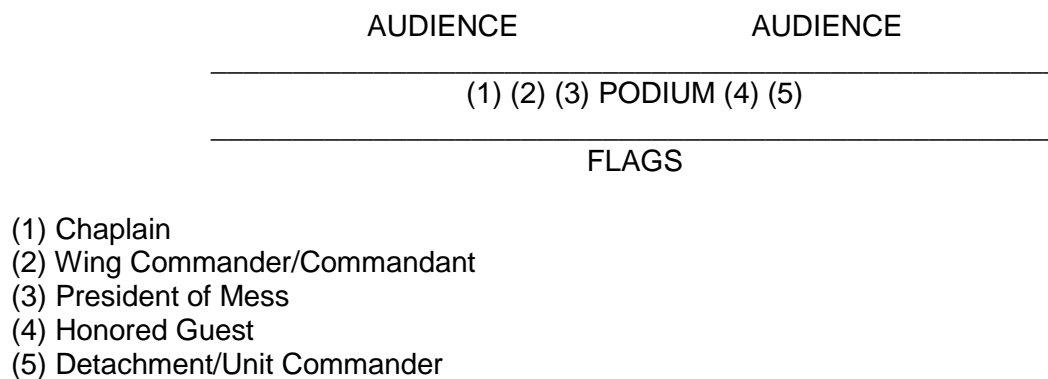


Figure A6-1 Dining In Arrangement

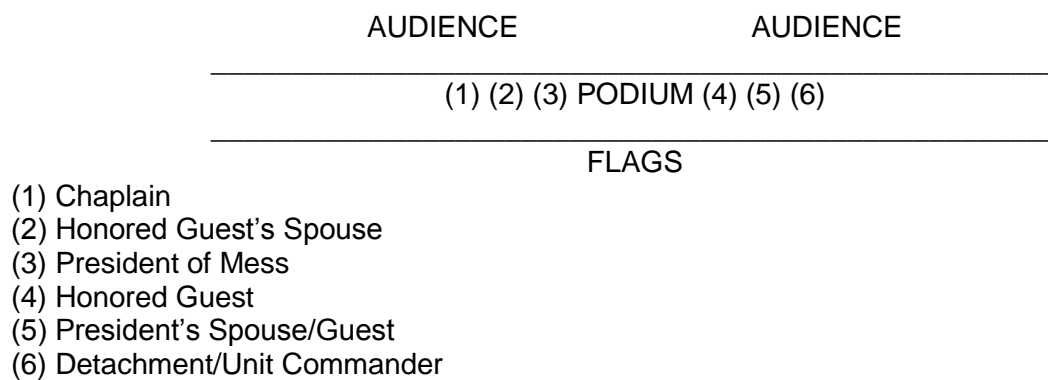


Figure A6-2 Dining Out Arrangement

FLAGS

(1) (2) (3) (4) (5) (6) (7) PODIUM (8) (9) (10) (11) (12) (13) (14)

AUDIENCE

AUDIENCE

- (1) SW Incoming NATCON CC
- (2) Incoming AAS CC
- (3) AAS NATCON CC
- (4) Conclave Guest or Board of Trustees Representative
- (5) AAS-SW Executive Director
- (6) SW CC
- (7) Guest Speaker
- (8) AAS CC
- (9) Holm Center Commander
- (10) NCOP
- (11) AFA Chairman of the Board or Representative
- (12) SW NATCON CC
- (13) Incoming SW CC
- (14) AAS Incoming NATCON CC

Figure A6.3 NATCON Awards Banquet Arrangement

ATTACHMENT 7 - COP FILING SYSTEM GUIDELINES

A7.1 AREA-REGION CHIEF OF PROTOCOL FILING SYSTEM

The following filing system is mandatory for use by all Area-Region Chiefs of Protocol.

SECTION A: ADMINISTRATION

- A1 ARCOP File Plan
- A2 Incoming Mail Log
- A3 Outgoing Mail Log
- A4 AAS-SW National Staff Rosters
- A5 Correspondence to/from SW National HQ
- A6 Correspondence to/from AAS National HQ
- A7 Correspondence from NCOP
- A8 Correspondence to National Chief of Protocol
- A9 Miscellaneous Incoming Correspondence
- A10 Miscellaneous Outgoing Correspondence

SECTION B: AREA-REGION HEADQUARTERS

- B1 Area HQ Roster
- B2 Region HQ Roster
- B3 Correspondence to SW Region HQ
- B4 Correspondence from SW Region HQ
- B5 Correspondence to AAS Area HQ
- B6 Correspondence from AAS Area HQ

SECTION C: AREA-REGION CONCLAVE

- C1 ARCON Roster
- C2 Correspondence to ARCON HQ
- C3 Correspondence from ARCON HQ
- C4 ARCON Planning Packet
- C5 ARCON Protocol
- C6 ARCON Minutes
- C7 ARCON Resolutions
- C8 ARCON Invitation List
- C9 ARCON Invitations
- C10 RSVP's
- C11 Follow Up Letters
- C12 ARCON VIP List
- C13 ARCON Opening Ceremonies
- C14 ARCON Military Ball/Awards Ceremonies
- C15 ARCON Briefings/Agenda
- C16 Thank-you Letters
- C17 Post ARCON Correspondence

SECTION D: AREA-REGION CHIEF OF PROTOCOL

- D1 ARCOP Duties
- D2 ARCOP Selection Process/Interview Questions
- D3 Score Sheets
- D4 ARCOP Packets

SECTION E: REFERENCE

- E1 SW National Manual
- E2 AAS National Manual
- E3 Area/Region Manuals
- E4 AFA Information
- E5 Budget Information
- E6 Receipts
- E7 National Unit Address Roster

SECTION F: PROTOCOL MANUALS

- F1 AAS-SW Joint Protocol Manual (JPM-1)
- F2 ARCON Planning and Execution
- F3 *Tongue and Quill*
- F4 *Til Wheels are Up!*
- F5 Dining In/Out Info
- F6 Flag Protocol

SECTION G: PUBLICATIONS

- G1 NCOP Newsletter
- G2 *ON Silver Wings*/SW National Newsletters
- G3 *Arnold Air Letter*/AAS Newsletter
- G4 Area/Region Newsletters
- G5 Other Publications
- G6 Outgoing for Publication

SECTION H: BLANK FORMS

- H1 Executive Management Center Forms
- H2 CSCOP Profile Forms
- H3 ARCOP Application
- H4 Inspection Form

SECTION I: NATIONAL CONCLAVE

- I1 NATCON Agenda
- I2 NATCON Workshops
- I3 NCOP Application Packets

A7.2 CHAPTER-SQUADRON PROTOCOL FILES

The following files should be maintained for reference at the chapter-squadron level.

- 1 Blank Applications for ARCOP/NCOP
- 2 AAS-SW Joint Protocol Manual (JPM-1)
- 3 Other Protocol Manuals
- 4 Dining In/Dining Out & Military Ball
- 5 Project Ideas
- 6 Joint Relations Committee
- 7 Meeting Minutes

ATTACHMENT 8 - PROTOCOL REFERENCES

A8.1 LIST OF SUGGESTED PROTOCOL REFERENCES

- a. Guide for the Air Force ROTC Dining-In.
- b. AFMAN36-2203, Drill and Ceremonies. AF Pubs, 03 June 1996.
- c. Service Etiquette. Oretha Swartz.
- d. Beyond Business Casual. Ann Marie Sabath.
- e. Amy Vanderbilt Complete Book of Etiquette. Tuckerman and Dunnan. Doubleday, New York, 1995.
- f. Emily Post's Etiquette. Peggy Post.
- g. Air Force Officer's Guide. Jeffrey C. Benton.
- h. *'Til Wheels Are Up!* AFSC & AFMC, Wright-Patterson Protocol Office.
- i. *Tongue and Quill.* AF Pubs, August 2004.
- j. AFI 36-2903, Dress and Personal Appearance of Air Force Personnel. AF Pubs, 29 Sept 2002.
- k. AFMAN 33-326, Preparing Official Communications. AF Pubs, 01 Nov 1999.

ATTACHMENT 9—PROTOCOL SUSPENSE DATES

Date	Item	Recipient	Sent From	Format	Reference
30 days after NATCON	End of Term Report Beginning of Term Report ARCOP Profile	NCOP NCOP NCOP	Old ARCOPs New ARCOPs New ARCOPs	Memo Memo COP Form 5	JPM-1 2.10.a.
30 days after NATCON	End of Term Report NCOP Financial Records	Continuity EMC	NCOP NCOP	Memo Spreadsheet	JPM-1 2.4.n.
14 days prior to end of acad. Yr.	CSCOP Profile	ARCOP	New CSCOP	COP Form 6	JPM-1 2.13.a.1.
25 th of each month	CSCOP Monthly Report	ARCOP, Sq CV, Chap Vice Pres	CSCOP	COP Form 3 Memo	JPM-1 2.13.a.2.
1 st of each month	ARCOP Monthly Report	NCOP, Area CC, Region President	ARCOP	Memo	JPM-1 2.10.a.2.
5 th of each month	NCOP Monthly Report	Nat CC, Nat Pres, EMC	NCOP	Memo	JPM-1 2.4.d.4.a)
Fall Exec.Meeting	NCOP Budget Approval	EMC	NCOP	Spreadsheet	JPM-1 2.4.l.
14 days prior to SW Fall Packet Pub.	Packet Article &/or list of protocol suspense dates	SW Nat PA	NCOP		JPM-1 2.4.d.2.
14 days prior to A-R Fall Newsletter Pub., if applicable	A-R Articles and/or list of protocol suspense dates	Area PA, Region President	ARCOP		JPM-1 2.10.g
60 days prior to ARCON	Call for ARCOP Applications ARCOP Protocol and Preparation Packet	All Units All Units	ARCOP ARCOP	Memo Memo	JPM-1 2.10.d.1.e JPM-1 2.10.d.1.f
30 days prior to ARCON	ARCOP Selection Process Approval Invite ARCOP Selection Committee members for ARCOP selection committee ARCON Joint Relations Meeting Info ARCOP Applications due	NCOP Sel.Comm. Members CSCOPs, CVs, VPs ARCOP	ARCOP ARCOP ARCOP Applicants	Memo or Talking Paper Letter Letter or Memo COP Form 5	JPM-1 2.10.d.1.c JPM-1 2.10.d.1.c JPM-1 2.10.d.1.f JPM-1 2.10.d.1.c
14 days prior to ARCON	Joint Relations Meeting Agenda	NCOP & invitees	ARCOP	Memo	JPM-1 2.10.d.2.h
14 days after ARCON	ARCON After Action Report Letter of Introduction for ARCOP-select	NCOP NCOP	ARCOP ARCOP	Memo Letter	JPM-1 2.10.d.3.b JPM-1 2.10.d.3.b
14 days prior to end of Fall Sem.	CSCOP Profile Form, if changing officers	ARCOP	CSCOP	COP Form 6	JPM-1 2.13.a.
14 days prior to SW Pre-Conclave Packet Pub.	Pre-NATCON Article/information	SW Nat PA	NCOP		JPM-1 2.4.d.3
15 February	NCOP Applications	NCOP & EMC	Applicants	COP Form 1, Essay, & Letter of Recs	JPM-1 2.2.b