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1 - PROTOCOL CHECKLIST FOR FUNCTIONS AND CONCLAVES

1.1 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.

1.2 OPENING CEREMONIES
a. Introduce visitors, guest speakers, advisors, etc. Do not hesitate to ask the correct pronunciation of difficult names—the objective is to pronounce them correctly.
b. 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.
c. 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.

1.3 AWARDS BANQUETS, DINING IN, DINING OUT
a. 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.
b. Determine if the guest speaker will need any special accommodation or attention.
c. Do not allow the band to set up during the meal or the speaker's program.
d. Determine whether or not RSVP cards should be provided. (Reference Attachment 3.)
e. 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.
f. Ensure that there is a microphone at the head table podium.
g. Ensure that the members of the head table understand entrance/exit procedures.
h. 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.
   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.
   2. If one of the guests has a higher rank than the guest of honor, the host should do one of the following:
      a. Ask the ranking guest to waive his/her right for the occasion in favor of the guest of honor
b. 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.

3. Avoid seating two men or two women side by side.

4. 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.

5. Never seat a female spouse or guest at the end of a table.

6. 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.

7. 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.
   a) The place card emblem is based on the grade of the host, not the grade of the ranking guest.
   b) Place cards should be hand written in black ink (never typed).
   c) Place card size should allow 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."
   d) For designated senior officials, omit the name and use only the title. For example, "The Secretary of Defense" is correct without a name.
   e) For chaplains, use the title "Chaplain" instead of the rank.
   f) For military doctors, use the rank and last name instead of "Dr."
   g) 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.
   h) Ensure that there is a table skirt for the head table.
   i) Ensure that the wait staff understands when to begin serving and whom to serve first and what to serve. The head table is served first, followed by DV tables, and then the remaining guests. Coffee should always be served with dessert. Ensure that the serving staff makes decaffeinated coffee available.
   j) Ensure that all guests understand the route from the reception to dining room.
   k) Advise the planning staff of proper toasting procedures. Reference JPM-1, Ch. 4 for toasting procedures.

1.4 DISTINGUISHED VISITORS

   a. Send the invitation as early as possible and within the limits set by this manual (Reference Ch. 2).
   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 program, 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 conclave 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. 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, 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. National Headquarters representatives to ARCONs should be treated as special guests and provided with escorts. Escorts are normally ARCOP candidates and members from the host unit.

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.

1.5 MEETING ROOM SETUP

a. Ensure that flower arrangements arrive early for all events.

b. Clearly label meeting rooms.

c. 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 REO and Area Commander are seated at the head table for every joint event.

d. 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.

e. Check lighting and sound in advance.

f. Ensure that flags and other decorations are properly displayed (Reference Ch. 5).

g. If a general officer will be in attendance, it is recommended that "Ruffles and Flourishes" and "The General's March" be played.

1.6 NAME TAGS

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

a. Use her full name. For example: “Barbara Stone.” or

b. Use “Mrs.” only with her husband’s name. For example: “Mrs. George C. Stone.”

c. Do not use “Mrs.” with her name. For example: “Mrs. Barbara Stone” is not correct.
2 - ARCON GUEST LISTS, INVITATION TIMING, AND AGENDA NOTES

2.1 GUEST SPEAKER
a. The guest speaker is usually a senior Air Force official, military or civilian. 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.

2.2 AAS/SW NATIONAL HQs
a. National CCs/Presidents will respond to the invitation and will either attend personally or delegate a member of the 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.

2.3 AFROTC & AFOATS COMMANDERS
a. It is not necessary that the AFROTC and AFOATS 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. Costing and protocol for the Commanders follows 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.

2.4 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 costing follows the same rules as for the guest speaker.

2.5 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. Unlike cadets, officers should be housed individually or with their spouses.
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.

The agenda should be flagged to indicate those meetings or functions at which cadre attendance is desired or only optional.

### 2.6 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 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.

### 2.7 AAS/SW EXECUTIVE DIRECTOR AND ARCON INVITATION/EXPENSE

a. A courtesy invitation should be issued 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 Areas/Regions over a three-year period. The Executive Director will not attend without an invitation.

b. The Executive Director and spouse 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.

### 2.8 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.

### 2.9 AIR FORCE ASSOCIATION LEADERS

a. The Regional Vice President should receive a courtesy invitation to a major social event.
   1. Travel and hotel are the responsibility of the invitee. Cost of the social event is the responsibility of the conclave.
   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. Travel and hotel are the responsibility of the invitee. Cost of the social event or conclave registration is the responsibility of the conclave.
   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 non-paying 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.
   2. Suggest that the chapter buy a table at a major social function at conclave costs.
2.10 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.

2.11 AGENDA PLANNING
a. Agenda Planning. The timing and order of events for the Conclave is prepared by the ARCON/CC in collaboration with the Area/CC and REO. However, the business meeting agendas are the responsibility the Area/CC and REO; the ARCON/CC 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.
a. 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.
b. 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 2-1.
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/Region Advisor, guest speaker, ARCON Commander, ARCON Advisor, REO, 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
- Exit of the Head Table

Joint Business Session 1
- Roll Call
- Introduction of Area/Region Staffs/Advisors
- Parliamentary Procedure Briefing
- ARCON Headquarters Bids
- National Headquarters Representatives Briefings
- EMC Briefing

Separate Session 1
- Roll Call
- Area Headquarters/REO 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 REO
- Adjourn

Break

Awards Banquet
<table>
<thead>
<tr>
<th>ARCON Agenda Guidelines</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reception (held in a room separate from the banquet; special guests should be escorted and introduced to members)</td>
</tr>
<tr>
<td>Entrance of Head Table (after general members are at their tables; see Attach A4.2 for seating)</td>
</tr>
<tr>
<td>Invocation/National Anthem/POW/MIA Ceremony</td>
</tr>
<tr>
<td>Welcome by Area Commander and REO</td>
</tr>
<tr>
<td>Introduction of special guests</td>
</tr>
<tr>
<td>Meal</td>
</tr>
<tr>
<td>Area/Region Award Presentations</td>
</tr>
<tr>
<td>Introduction of speaker</td>
</tr>
<tr>
<td>Speaker (generally AF officer of Colonel or higher rank or other local dignitary)</td>
</tr>
<tr>
<td>Gifts to speaker</td>
</tr>
<tr>
<td>Reminder of post-Banquet activities</td>
</tr>
<tr>
<td>Exit of the Head Table</td>
</tr>
<tr>
<td><strong>Sunday</strong></td>
</tr>
<tr>
<td>Optional activities such as service projects; however, this day should primarily be reserved for travel</td>
</tr>
</tbody>
</table>

Figure 2-1  ARCON Agenda Guidelines
3 - SPECIAL RULES FOR DINING-IN/OUT AND MILITARY BALL/AWARDS BANQUET

3.1 DINING-IN
a. 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.)
b. 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 pamphlet 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.
c. 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 if appropriate.
d. 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.

3.2 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 Para. 6.4).

3.3 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.
a. 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.)
   1. Protocol Officer or aide.
   2. Host.
   3. Hostess.
   4. Ranking honored guest.
   5. Ranking honored guest’s spouse.
   6. 2nd Ranking guest (optional).
   7. 2nd Ranking guest’s spouse (optional).
b. Conduct.
   1. Members should not leave spouses/dates alone. It is the member’s duty to see that his/her date is not neglected.
   2. It is inconsiderate to remain talking on the dance floor—move to the side.
   3. A man precedes his spouse or date through the receiving line unless she received the invitation.
3.4 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 Figure 2-1 for an outline. 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.
4 - TOASTS

4.1 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.”

a. Flag of the United States; Response: "To the Colors."
b. Commander in Chief; Response: "To the President."
c. Chief of Staff of US Army or USAF; Response: "To the Chief of Staff."
d. Chief of Naval Operations; Response: "To the Chief of Naval Operations."
e. Commandant of the Marine Corps; Response: "To the Commandant of the Marine Corps."
f. KIAs, MIAs, and POWs; Response: SILENCE in respect for those who cannot be there or “Hear, hear.”

4.2 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.

a. If used, the toast to the Flag of the United States is always proposed first.
b. 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:
   1. Army
   2. Navy
   3. Marine Corps
   If officers from sister services are present, the most senior of them should then propose a toast to the Air Force Chief of Staff.
c. Toasts are typically proposed prior to, during, or at the conclusion of a meal--they should always follow the invocation.
d. The toastmaster (or master of ceremonies) at a luncheon or dinner usually gives his toast after the dessert.
   1. The person proposing the toast usually stands, as do all others except the honoree.
   2. 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.
   3. At a home dinner party, the host stands and all guests and honorees remain seated.
e. 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.
4.3 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 - FLAG PROTOCOL

5.1 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.

5.2 OUTDOOR PROTOCOL
a. Military. At any ceremony where the U.S. flag is present, military members should come to attention, face the flag, and salute. If the flag is not visible, face the band and salute in its direction. If the music is recorded, face the front and salute.
b. Civilian. Men should remove headgear with the right hand and hold the cap at the shoulder with the right hand over the heart. Women and men without hats stand at attention and place the right hand over the heart.

5.3 INDOOR PROTOCOL
a. Military. When the National Anthem or "To the Colors" is played at the beginning or end of a program, military members should face the flag (or music) and stand at attention. Do not salute unless under arms.
b. Civilian. Men and women stand at attention and place right hand over heart.

5.4 DISPLAY
a. AF Regulations standardize the display of the various flags that may be available to an organization.
b. 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. State flags in order of admission to the Union.
   4. Service flags in the following order:
      a) Army
      b) Navy
      c) Marine Corps
      d) Air Force
      e) Coast Guard
   5. Major command flags.
   6. Organizational flags.
   7. General officer flags in descending rank order (4, 3, 2, 1 star) or the most senior officer’s flag.
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 U.S. 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.
e. The U.S. Flag should never be carried flat or horizontally, but always left aloft and free. It should never be used as a covering for a ceiling.
f. City, state and organizational flags that are flown on the same staff as the U.S. Flag are always placed below it.
g. When other flags are flown on adjacent flagstaffs, the U.S. Flag is always hoisted first. It is also the last to come down. Flags flown on adjacent flagstaffs are always placed on the left of the U.S. Flag (observer's left). No other flag should ever be placed to its right.
h. When the U.S. Flag is in such bad condition that it is no longer a fitting emblem for display, it should be destroyed in the following manner. First, cut the blue shield from the flag. Then, burn the two pieces.

i. When red, white, and blue crepe paper is used for ceremonial decorations, the blue strip should be placed on top. The order of colors from top to bottom is blue, white, and then red.

j. The flag should never be used as wearing apparel. It should not be embroidered on such articles as cushions or handkerchiefs. It should not be printed on paper napkins, boxes, or anything that is designated for temporary use and discard.

k. AF Regulations include specific guidance for flags at half-staff.
   1. When raising the flag, quickly hoist it to the top for an instant and then slowly lower it to the half-staff position.
   2. When lowering the flag, quickly lift to the peak and then lower it for the day.
   3. On Memorial Day the flag should be displayed at half-staff until noon.
6 - PROTOCOL TIPS FOR MEMBERS

6.1 GENERAL BEHAVIOR
a. Always act as a good representative of the USAF, AFROTC, AAS, or SW.
b. Drink responsibly and legally.
c. Be kind to other guests by keeping voices low when in public areas of a hotel or facility.
d. Follow all rules and regulations set by the hotel staff.
e. Make an effort to meet as many new people as possible.

6.2 BUSINESS MEETING BEHAVIOR
a. Arrive on time, be prepared and dress appropriately. Silence cell phones and other noise-making 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. Avoid expressing negative emotion during debate.
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.**

6.3 CONCLAVE SOCIAL EVENTS
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 para. 6.4.)
b. Arrive 10-15 minutes early and be in your seat 2-3 minutes before the event begins.
c. Be courteous.
   1. Men should open doors and help women with their chairs—specifically, the woman 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. 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.
e. Eat food properly.
   1. Do not talk with your mouth full.
   2. Do not take too large a bite. Chew with your mouth closed.
   3. Put butter for bread on the edge of the butter dish.
   4. Break bread into small pieces. Butter pieces one at a time. Jams and condiments go onto the butter 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.
f. Follow proper toasting procedures (Reference Ch. 4).
g. Follow 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.
h. Use common sense. Do things for others that would make you feel welcome or appreciated.

6.4 TERMS OF DRESS
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. 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.
d. Semi-formal.
   1. For military men, 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 men, 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.

6.5 THANK YOU NOTES
Send thank you notes promptly. (Reference Atch. 3.)
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.

6.6 INTRODUCTIONS
When making introduction, remember to state all names clearly and correctly. The following rules should be observed when making introductions.
a. 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.”
b. Cadets are presented to officers. For example: “Colonel Smith, may I present Cadet Adams.”
c. Unmarried women are presented to married women. For example: “Mrs. Jones, this is my daughter Ann.”
d. State the name of the higher-ranking officer first, then the name of the junior officer. For example: “Colonel Doe, Captain Smith.”
e. Young people are presented to older persons of the same sex. For example: “Mrs. Jones, may I present Miss White.”

6.7 TIPPING
Originally, tips were given for services better or beyond the expected. However, tips have become normal for almost any service.
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 bar tenders 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.

6.8 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.

6.9 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.
7 – PROFESSIONAL ETIQUETTE

7.1 NEED FOR PROTOCOL
Manners are universally based upon the idea of respect for others. In business, this respect is of utmost importance, because the individual serves as the representative of the company. Companies whose employees appear to be competent, confident, and considerate of others will be successful. As a result, good people will want to work there and morale, productivity, and profits will be high. Management understands that 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 killing our own image with embarrassment.

7.2 SUMMARY OF DINNER ETIQUETTE
Most business is conducted not at the conference table but in social situations. Your client wants to see that you are considerate, respectful, and capable. The business lunch 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 you 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 is 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.

7.3 MAP OF THE TABLE
There is a simple rule to remember about cutlery: always start from the outside and work your way, course by course, towards the center.

a. 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.
b. Salt and Pepper – should be passed together and placed in front of the person requesting them.
c. Inedible Items – simply take them out of your mouth the same way they were put in.

7.4 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.

7.5 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. 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.”
c. If you forget a name be calm and straightforward. “I remember meeting you, but I simply cannot recall your name.”
d. When introducing yourself to someone you don’t know, give your first and last name. Don’t give yourself honorific titles.

7.6 DRESSING FOR BUSINESS

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 questions and take notes. For further clarification, reference SWM 12-12.

a. MEN

1. Suits – Most men should have 3 summer (tan/navy poplin, lightweight dark worsted) and 3 winter suits (dark blue/pinstripe, gray flannel). Brown suits are not appropriate for business and black suits should be reserved for funerals or formal events. In a more informal setting a navy blazer or tweed sports jacket with gray slacks or tan trousers will work. If wearing a sports jacket, wear khaki pants or nice slacks and an oxford with a matching tie.
2. Ties – never buy a tie without the suit and the shirt you will wear it with in mind. These three items should be color and pattern coordinated.
3. Shirts – the cuffs should extend about an inch below the sleeve of the jacket. The fit of the shirt at the neck is the most important. It should be snug, but should not choke you. Avoid short-sleeved shirts – too many people they are tacky.
4. Shoes – should be of good quality, shined, in good condition, and preferably conservative in style. Shoes should match the belt, if a belt is worn.
5. Socks – black, navy, or dark gray should be worn with business suits.
6. Items to Avoid - shorts and sandals, t-shirts, jeans, athletic wear, anything that is damaged, clothes that are too baggy or too tight.
7. All clothing should be properly pressed.

b. WOMEN

1. Suits – women should have 3 daytime suits, 2 pantsuits, and several blouses in different colors and patterns coordinated with the suits. When buying suits you should move around and sit down in front of a full-length mirror, so that you can see what happens to the skirt when you sit or move. You should also follow fashion, but not blindly. Remember to keep your body shape and office environment in mind. Generally, skirts should be at least knee-length and blouses should not be low-cut. Pants should be nicely tailored and well fitted– not too baggy or too tight. Provocative club attire should be avoided. Dresses, especially sundresses, are not usually appropriate business attire.
2. Accessories – are very important to the female employee. Hosiery should be neutral and never darker than your skirt or pants. Shoes and handbags should be coordinated with suits, well
polished and clean. When it comes to jewelry, less is better. A watch, two rings, and either a bracelet, broach or necklace is enough adornment for the office. Shoes should be comfortable and low-heeled. Shoes should have 1-11/2 inch heel or lower.

3. 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. Also, nails should be polished in a clear or neutral color. Never apply makeup in the company of other business colleagues.

4. Avoid - Sarongs, bare legs, exposed toes, flashy jewelry, high-cut slit skirts, loud colors and large prints.

c. **BOTH**
   1. Some fashions should not be followed.
   2. Never dress in clothes that are too tight. They make a thin person look gaunt and a large person look twice as heavy.
   3. A man should never wear short socks to the office, while women should always wear hose to work.
   4. In non-Southern climates, put away white shoes and accessories after Labor Day.
   5. If you wear a double-breasted suit jacket, keep it buttoned.
   6. Sandals are not appropriate for the business environment.

### 7.7 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

### 7.8 MEETING GUIDELINES

a. Arrive on time, homework done, prepared to participate.

b. Wait until senior executives are seated before taking a chair.

c. Take careful notes during discussion, refrain from interrupting, think before you speak, stick to the subject, and be sensitive to the dynamics of the group.

### 7.9 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 is public places, such as theaters, restaurants, auditoriums, etc., should be planned as to 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.

7.10 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, Internet address, and telephone number.
      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 e-mails 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. Mass e-mails/List Servers
   a) Use caution when sending E-mail to a large number of recipients. Mass distribution of messages or messages with large attachments may delay other traffic and fill inboxes.
   b) The Air Force, the Arnold Air Society, and Silver Wings approve the use of list-servers. Membership in an AAS/SW list-server must be monitored by one individual, usually the Information Management Officer or Secretary.
   c) The use of electronic bulletin boards, public message groups, and e-mail public folders is encouraged and recommended in place of mass e-mails distribution lists for non-official E-mail (e.g. ‘Car Wash’). Imprudent use of address lists clogs E-mail accounts and often clutters inboxes.

6. Other Responsibilities
   a) Safeguard all official information delivered via E-mail.
   b) Organization is necessary for effective and efficient e-mail use. It will also prevent problems such as exceeding space allocation limits.
      1) Read and trash files daily. One should check their e-mail everyday.
      2) Maintain an organized mailbox. Sort files into folders and delete outdated or irrelevant files.
   c) Keep a record of important e-mails.

   c. Instant Messenger
      1. Instant Messenger (IM) has become a fast form of communication.
         a) When using Instant Messenger, understand a transcript of the session can be saved, so be professional and courteous when discussing business over instant messenger.
b) Use a color and font size that can be read easily by another user
2. Do NOT use Instant Messenger to give official taskings. Use E-mail, fax, or mail.
8 - AAS/SW PROTOCOL PROGRAM

SECTION A: NATIONAL PROTOCOL OFFICES.

8.1 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 Colonel.

8.2 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 NO LATER THAN 15 February of the year in which they intend to apply for NCOP.
1. NCOP Application Form (COP Form 1, See JPM-1, Atch. 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 the local AAS Advisor, SW Advisor, PAS, and SW President or AAS Commander (Area/Region level preferred).

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 Commanders. 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) 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.
5. Those candidates who complete the protocol test with a score of 80% or better are invited to meet with the selection committee on Friday evening of the National Conclave in a group interview/reception. Candidates are scored using the criteria outlined in COP Form 4B.
6. Following the group interview the selection committee chooses an Apprentice to the NCOP.
7. Candidates are informed of the outcome of the selection process on Friday evening of the National Conclave. The candidate selected to serve as Apprentice to the NCOP (ANCOP) works with the NCOP throughout the conclave in completion of COP duties. If he/she is a member of AAS, the ANCOP holds the rank of AAS Lt. Colonel. Following successful completion of this role, he/she is named the new National Chief of Protocol at the close of the conclave.

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

8.4 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 HQ 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 attends a minimum of three conclaves during the academic year.
   2. Provide a list of protocol suspense dates to SW National HQ for publication in the fall packet.
   3. Submit Extended National Staff reports to SW and AAS National Headquarters in accordance with each organization’s permanent suspense calendar. 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 ANCOP and present 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) and appropriate gifts as a part of the ceremony.
   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.
   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 Executive Officers, and Area HQs to ensure proper protocol within each AAS Area and SW Region.
g. Submit articles and editorials for the On SilverWings 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.
m. Coordinate with the SW National Administrative Consultant (NAC) to update and maintain JPM-1.
n. Provide an end of term report and record of financial receipts/disbursements to AAS/SW Executive Director.
o. Serve on the Joint Relations Committee.
   1. Serve as an ex-officio member of the Joint Relations Committee (reference AASMAN-1 para 8.5.1, and SWM para 8-8).

8.5 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 is good standing. If the officer is a member of AAS, he/she holds the rank of AAS C/Major. Funding for this officer’s activities are handled via the NATCON HQ budget.
8.6 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 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.

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 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, NCOP or NATCON Director of Operations.

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

8.7 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 term of office. If the ARCOP is a member of AAS, he/she holds the rank of AAS Lt. Colonel.

8.8 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 sets the selection process and defines the required application packet materials. However, similarity to the NCOP selection process is strongly encouraged.

c. No Candidate Selected. ARCON HQ is responsible for appointing a protocol officer to perform ARCOP duties if an ARCOP is not selected.

8.9 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.

8.10 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.

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.

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 selection process NO LATER THAN thirty (30) days prior to the conclave.
   d) Inform candidates about the selection process requirements.
   e) Advise all chapters and squadrons concerning ARCON, mil-ball, and business protocol.
   f) Prepare letter of welcome for ARCON Welcome Packets.
   g) Prepare a protocol workshop or briefing for ARCON. Chair the AAS/ SW Area/Region Joint Relations Committee at ARCON.
   h) Procure emergency supplies for the protocol suite.

2. Conclave Duties.
   a) Leave hand-written letters of welcome, invitations to receptions, conclave agenda, map of 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/squadron advisors.
   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) Brief Area and Region members regarding conclave protocol.
   i) Brief hotel staff regarding special instructions for meals.
   j) Assist with the presentation of awards during the banquet, as instructed by Area CC and the Region President.
   k) Assist with the introduction of the new ARCOP. Provide rank insignia and appropriate gifts.
   l) 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.
   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 protocol suspense to Region HQ for publication in its fall packet.

   h. Attend as many area/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.

   i. Work with chapters and squadrons to develop and utilize CSCOPs.

   k. Receive any protocol reports from CSCOPs and distribute them up the chain of command as appropriate.
SECTION C: AAS/SW CHAPTER/SQUADRON CHIEF OF PROTOCOL (CSCOP).

8.11 CSCOP POSITION
An AAS Squadron and SW Chapter jointly sponsor the office of Chapter/Squadron Chief of Protocol. The CSCOP is the Chapter/Squadron representative during term of office. If the CSCOP is a member of AAS, he/she serves on the squadron staff and holds the rank of AAS 1st Lt. If the CSCOP is a member of SW, he/she serves on the chapter staff.

8.12 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/Chapter sets the selection or election process. By-laws should specify a basis of experience or interest in protocol.
c. No Candidate Selected. If no CSCOP is selected, an incumbent SW or AAS officer assumes the responsibilities of the position.

8.13 CSCOP DUTIES
a. Correspond with the Area/Region Chief of Protocol regarding protocol actions.
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 report to the AAS unit commander and SW chapter president.
e. Facilitate local AAS/SW relations and coordinate joint AAS/SW events.
f. Act as official host/hostess at Squadron/Chapter events.
g. Prepare chapter and squadron members for conclaves.
h. Represent the Squadron/Chapter at ARCON.
ATTACHMENT 1 - CHIEF OF PROTOCOL FORMS
NCOP Nomination Packet Score Sheet

A. Organizational Leadership (Rate the Nomination Packet on the following criteria; 1 = Low ... 5 = High)
   - SW Involvement
   - AAS Involvement
   - AFROTC Involvement
   - AAS/SW Leadership Positions
   - AFA Involvement
   - Campus Involvement

   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

   Total __________

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
   - Choice of Words
   - New Ideas
   - Neatness/Appearance of Essay
   - Overall Impression

   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 A1-1  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)

<table>
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<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Speaking Ability/Choice of Words</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Quality of Answers to Questions</td>
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<tr>
<td>Confidence in Answers</td>
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<tr>
<td>(Self-Assured/Comfortable)</td>
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</table>

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.)

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<tr>
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<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
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<tr>
<td>Friendliness</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ability to Mix with People</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>Professionalism</td>
<td></td>
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<tr>
<td>Poise</td>
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<tr>
<td>Ability to Put Others at Ease</td>
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<tr>
<td>Well Groomed</td>
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</tbody>
</table>

Total  ____________

**Section B Score  ____________**  
(Total / 6 x 3; 15 Pt Maximum)

### Personal Interview Overall Score  
(A+B, 35 Pt. Maximum)  ____________

**Applicant Name_____________________________**

**COP FORM 4B**

**SEPTEMBER 1996**

**PREVIOUS EDITIONS OBSOLETE**

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**Figure A1-2** NCOP Personal Interview Score Sheet
<table>
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<th>NCOP Overall Score Sheet</th>
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<tr>
<td>Applicant Name: ________________________________</td>
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<td>Detachment: ________________________________</td>
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<tr>
<td>AAS Area: ________________________________</td>
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<tr>
<td>SW Region: ________________________________</td>
</tr>
<tr>
<td>Protocol Test (40 Pt. Maximum): ______</td>
</tr>
<tr>
<td>Personal Interview (35 Pt. Maximum): ______</td>
</tr>
<tr>
<td>Nomination Packet (25 Pt. Maximum): ______</td>
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<tr>
<td>Total Points (100 Maximum): ______</td>
</tr>
</tbody>
</table>

COP FORM 4C
SEPTEMBER 1998
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Figure A1-3 NCOP Overall Score Sheet
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.
4. Appropriate attire for AAS/SW events.
5. Proper use of utensils and other table manners.
7. Rules for issuing invitations.
8. Flag protocol.
9. The role and responsibility of ARCOPs, CSCOPs, and the NATCOP.
ATTACHMENT 3 - SAMPLE INVITATIONS, THANK YOU NOTES, AND RSVP CARDS

A3.1 FORM OF THE INVITATION
The form of invitation depends on the type of function planned. If it is an official function, the invitation is usually formal. For unofficial functions, the host or hostess chooses the invitation type based on the degree of formality desired.

A3.2 TIMING
Invitations are normally extended two-three weeks in advance. This allows the guest time to arrange his/her personal calendar. Invitations must not be extended so far in advance that the guest is unable to determine whether his/her schedule will permit him/her to attend. The exceptions to this rule are conclave, conventions, and guest speakers for Dining In/Out. Follow the time schedule in Chapter 2 for conclaves and formal functions.

A3.3 CONCLAVE INVITATIONS TO DISTINGUISHED VISITORS
Each Distinguished Visitor must receive a personal invitation. Never send photocopies or use “REPLY TO ATTN OF” format. The invitation should include the following information (see Figures A3-1, A3-2 and A3-3):

a. Description of the organization sponsoring the event.
b. Explanation of the event.
c. Inclusive dates.
d. Time and location of the event.
e. Reservation/transportation information (if appropriate).
f. Means of handling expenses (if appropriate).
g. Attire.
h. RSVP information.

A3.4 FORMAL INVITATIONS (See Figure A3-4.)

a. General Rules For Wording.
   1. 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.
   2. Ranks, titles and names are written in full.
   3. Spell out the date and hour. Capitalize only the day and month. For example: “Wednesday, the eighth of March.”
   4. R.S.V.P. indicates that a reply is mandatory. Regrets only indicates that only those who cannot attend need to reply.

b. General Rules For Replies.
   1. Replies should be handwritten, in the third person.
   2. 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.
   3. A regret should include your full title and name and repeat the title and surname of the host/hostess.
c. Reply Cards. (See Figure A3-8.)
   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.

A3.5 THANK YOU LETTERS
Timing of thank you letters is addressed in chapter 6. Two examples are included in this attachment as Figures A3-6 and A3-7. One extends appreciation for being hosted at a pentagon visit during the Fall Executive Board Meeting and one is a post-conclave thank you to a Distinguished Visitor.
10 February 1995

Rebecca L. Pekich
385 Nail Road E B-23
Southhaven, MS  38671

General John G. Doe, USAF, Ret.
4909 Some Street
Any Town, GA  99999

Dear General Doe,

It is my pleasure to invite you and Mrs. Doe to the forty-seventh annual National Conclave of the Arnold Air Society and Silver Wings. Activities will begin on Friday 14 April 1995 at the New Orleans Marriot Hotel in New Orleans, Louisiana. The festivities will draw to a close with the annual Awards Banquet and Military Ball on Monday, 17 April 1995.

As a member of the Arnold Air Society and Silver Wings Board of Trustees you contribute a great deal to the success of our organizations. It is your knowledge and guidance that inspires us to reach so many of our goals and we would like you to share in the celebration of our achievements. For this reason Arnold Air Society and Silver Wings will be honored to have you attend this year’s National Conclave.

If you are able to join us at NATCON it will be our pleasure to have you as a special guest at all social and professional functions that your time permits. Tulane University and Louisiana State University are co-hosting the conclave this year, and have planned a fun filled weekend. Events include an indoor Mardi Gras parade, visits to the House of Blues and Praline Factory, and of course the Military Ball. The NATCON Staff will be happy to have you as their special guest for the 1995 conclave. Arrival and departure times, as well as ground transportation will be coordinated with you by the conclave staff. I look forward to your response.

See you in New Orleans.

Sincerely,

Rebecca L. Pekich,  SW
National Chief of Protocol
Dear Mr./Mrs/Ms. Doe,

On behalf of the General Samuel E. Anderson Chapter and Squadron, it is my pleasure to invite you to join us in the Area IX/Region I Conclave from 18 to 20 November at the Arlington Hilton. The Opening Ceremony will take place at 0900 on the 19th and the Awards Banquet and Military Ball will begin at 1930 later that evening. Lt Colonel (Ret) Bill Morley will be the guest speaker during the Awards Banquet. Lt. Colonel Morley is the former Executive Director for Arnold Air Society and Silver Wings.

I am sure that you will discover that ARCON '94 (CowboyCon) is a professional even, offering everything from briefings and business sessions to fun-filled activities.

I will be glad to arrange for tickets for you to all of our social events, including the Military Ball, as well as arranging reservations at the Arlington Hilton.

Please let me know if there are any questions that I may answer for you. I can be reached at our detachment at (817) 921-7461. Please let me know by 21 October if you will be able to join us at the festivities.

Sincerely,

Debbie Miller, SW
ARCON Chair
ARNOLD AIR SOCIETY/SILVER WINGS
AREA IX/REGION I CONCLAVE 1994

Jane Doe
Any Building
Any Street
Any City, St 99999

Name of Guest
Title (if any)
Address
Any City, St 99999

Dear Mr./Mrs./Ms. Doe,

It is a sincere pleasure to invite you to attend the Arnold Air Society and Silver Wings Area/Region Conclave as a (speaker/participant) at the opening ceremony to be held ____ a.m. on _____ Month, 19___, in the main ballroom of the _____ Hotel in City, State. Additionally, we invite you (and Mrs.) as our honored guest(s) to a continental breakfast reception, which will be held immediately following the opening ceremony.

The Society is the honorary professional association of Air Force Officer candidates who are students at more than seven hundred colleges and universities. Silver Wings is a non-military affiliate of select students who contribute to campus and community service activities. The Area/Region Conclave is the culmination of the year’s activities and will be attended by more than ____ members. Your participation will greatly enhance this important gathering, and I am most hopeful that the demands on your time will permit your attendance.

We look forward to your response. We will arrange arrival escorts. Should you require additional information in advance, please contact me at (555) 555-1234.

Sincerely,

Debbie Miller, SW
ARCON Co-Chair

Figure A3-3 ARCON Speaker 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 in the evening Friday, the fifteenth of May Nineteen hundred and ninety-two

Military - Mess Dress Cost $16.00 per person
Civilian - Coat & Tie
R.S.V.P. by May 1

817-921-7461

Figure A3-4 Military Ball Invitation, Printed

The Arnold Air Society & Silver Wings Cordially invites
to attend the

Suite ______________________

Figure A3-5 Conclave Reception Invitation, Printed
ARNO LD AIR SOCIETY/SILVER WINGS
OFFICE OF THE NATIONAL CHIEF OF PROTOCOL

5545 Creekwood Drive #2016
Fort Worth, Texas 76109

25 September 1995

Brigadier General John H. Doe
Any Building
Any Address
Any City, State 99999

Dear General Doe:

Thank you for taking time out of your activities to speak with my fellow Arnold Air Society and Silver Wings members and me. It is through the support of people such as you that these organizations create the future leaders of this country. We are grateful to you for your time, talent, wisdom, and efforts.

The insightful answers that you gave in response to the questions on XYZ made me look at the situation in a new light. I appreciate the different ideas and suggestions that you presented to us.

I know that you are very busy, but if your activities take you to Fort Worth, please feel free to visit Detachment 845 and the General Samuel E. Anderson Chapter and Squadron. We would be honored to show you the same hospitality that you showed those of us who visited you.

Again, thank you for your time and dedication to our country.

Sincerely,

Deborah Miller, SW
National Chief of Protocol, 1995-1996

Figure A3-6 Fall Executive Board, Pentagon Visit, Thank You Letter
ARNOLD AIR SOCIETY/SILVER WINGS
OFFICE OF THE NATIONAL CHIEF OF PROTOCOL

General and Mrs. John Doe, USAF (Ret)
Any Street
Any Town, St  99999

Dear General and Mrs. Doe:

On behalf of Arnold Air Society and Silver Wings, thank you for attending NATCON 1992. You are very generous to devote you time and energy to Arnold Air Society and Silver Wings. It is through the support of people such as yourselves that the organizations create such outstanding Air Force officers and community leaders. We are grateful to you for your time, talent, and wisdom. We owe much of our opportunities to supporters like you.

Mrs. Doe, thank you for being on the National Chief of Protocol selection board. Your experience and insight, along with your voice, were invaluable. It was a tough decision, but I feel confident that a good choice was made.

Once again, it was a pleasure seeing you in Kansas City. I believe the conclave was very successful. Some very important issues were brought forward. I look forward to seeing you in the future.

Sincerely,

M. Michelle Rushing, SW

Figure A3-7  Post-Conclave Thank You Letter
Please respond on or before
March 31, 1995

M ____________________________

_______ accepts _______ regrets

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

******Insert name of appropriate check recipient

Figure A3-8  R.S.V.P. Card, Printed with Self Addressed Envelope
# ATTACHMENT 4 - HEAD TABLE SEATING ARRANGEMENTS

## A4.1 DINING OUT ARRANGEMENT

<table>
<thead>
<tr>
<th>AUDIENCE</th>
<th>AUDIENCE</th>
</tr>
</thead>
<tbody>
<tr>
<td>(1) Chaplain</td>
<td>(2) Honored Guest’s Spouse</td>
</tr>
<tr>
<td>(3) President of Mess</td>
<td>(4) Honored Guest</td>
</tr>
<tr>
<td>(5) President’s Spouse</td>
<td></td>
</tr>
</tbody>
</table>

### FLAGS

1. Chaplain
2. Honored Guest’s Spouse
3. President of Mess
4. Honored Guest
5. President’s Spouse

---

## A4.2 ARCON AWARDS BANQUET ARRANGEMENTS

<table>
<thead>
<tr>
<th>AUDIENCE</th>
<th>AUDIENCE</th>
</tr>
</thead>
<tbody>
<tr>
<td>(1) ARCOP</td>
<td>(2) SW Conclave Chair or Co-Chair</td>
</tr>
<tr>
<td>(3) Incoming SW REO</td>
<td>(4) SW National Staff Representative</td>
</tr>
<tr>
<td>(5) SW Advisor</td>
<td>(6) Region Executive Officer</td>
</tr>
<tr>
<td>(7) ARCON Advisor</td>
<td>(8) Guest Speaker</td>
</tr>
<tr>
<td>(9) AAS Area CC</td>
<td>(10) AAS Area Advisor</td>
</tr>
<tr>
<td>(11) AAS National Staff Representative</td>
<td>(12) Incoming AAS Area CC</td>
</tr>
<tr>
<td>(13) AAS Conclave CC</td>
<td>(14) Chaplain</td>
</tr>
</tbody>
</table>

### FLAGS

1. ARCOP
2. SW Conclave Chair or Co-Chair
3. Incoming SW REO
4. SW National Staff Representative
5. SW Advisor
6. Region Executive Officer
7. ARCON Advisor
8. Guest Speaker
9. AAS Area CC
10. AAS Area Advisor
11. AAS National Staff Representative
12. Incoming AAS Area CC
13. AAS Conclave CC
14. Chaplain

If there is no SW Conclave Chair for (2), delete the Chaplain from (14).
If the AAS/SW Executive Director is in attendance, replace ARCON Advisor (7) with the ED.
### A4.3 NATCON AWARDS BANQUET ARRANGEMENTS

<table>
<thead>
<tr>
<th></th>
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<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>SW Incoming NATCON CC</td>
<td>Chaplain</td>
<td>Incoming AAS CC</td>
<td>AAS NATCON CC</td>
<td>Conclave Guest or Board of Trustees Representative</td>
<td>AAS/SW Executive Secretary</td>
<td>SW CC</td>
<td>Master of Ceremonies</td>
<td>Guest Speaker</td>
<td>AAS CC</td>
<td>AFOATS Commander</td>
<td>NCOP</td>
<td>AFA Chairman of the Board or Representative</td>
<td>SW NATCON CC</td>
<td>AAS/SW Executive Director</td>
<td>Incoming SW CC</td>
<td>AAS Incoming NATCON CC</td>
<td></td>
</tr>
</tbody>
</table>

**FLAGS**

1. SW Incoming NATCON CC
2. Chaplain
3. Incoming AAS CC
4. AAS NATCON CC
5. Conclave Guest or Board of Trustees Representative
6. AAS/SW Executive Secretary
7. SW CC
8. Master of Ceremonies
9. Guest Speaker
10. AAS CC
11. AFOATS Commander
12. NCOP
13. AFA Chairman of the Board or Representative
14. SW NATCON CC
15. AAS/SW Executive Director
16. Incoming SW CC
17. AAS Incoming NATCON CC
ATTACHMENT 5 - COP FILING SYSTEM GUIDELINES

A5.1 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 FSCOP/ARCOP Guide to Protocol
F3 Protocol...The Right Way
F4 Air Force Guide to Protocol
F5 Dining In/Dining Out
F6 ARCON/NATCON
F7 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 COP Profile Forms
H3 ARCOP Application
H4 Inspection Form

SECTION I: NATIONAL CONCLAVE
I1 NATCON Agenda
I2 NATCON Workshops
I3 NCOP Application Packets

A5.2 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
ATTACHMENT 6 - PROTOCOL REFERENCES

A6.1 LIST OF SUGGESTED PROTOCOL REFERENCES


b. AFMAN36-2203, Drill and Ceremonies. AF Pubs, 03 June 1996.


f. Emily Post’s Etiquette. Peggy Post.


h. ‘Til Wheels Are Up! AFSC & AFMC, Wright-Patterson Protocol Office.