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GUIDE TO CIVIL AIR PATROL PROTOCOL

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PREFACE

PROTOCOL – A PRIMER FOR CIVIL AIR PATROL

What is "Protocol" and how does it affect the average Civil Air Patrol member? Protocol is an accumulation of accepted practices, procedures, and standards that have been formulated over time and have been integrated into military customs and courtesies. This primer has been written to assist personnel at all levels of Civil Air Patrol in recognizing dignitaries who attend or participate in CAP ceremonial functions; to properly recognize recipients of awards, decorations and promotions. This primer provides guidance to the persons that have the responsibilities of setting up the various ceremonial functions, thereby creating a more professional atmosphere at CAP activities, which require the utmost of social decorum.

INTRODUCTION

Protocol, as defined by Webster's Dictionary, "is a code prescribing strict adherence to correct etiquette and procedure (as in diplomatic exchange and in the military services)." It not only requires knowledge and awareness of regulations and numerous other references, but good common sense and a lot of flexibility on the part of the protocol officer.

In most cases, the Civil Air Patrol Protocol Officer will focus on the activities of the commander and will be concerned with all ceremonies and special activities such as wing and region conferences, CAP National Board meetings involving commanders and visiting dignitaries.

At the end of this guide is a list of references, which may be used by the protocol officer for further detailed information and guidance. It is highly recommended that newly assigned protocol officers establish a library or file of those references and add any additional information they may obtain from other sources.

CHAPTER 1

PROTOCOL OFFICER, ESCORT OFFICER, AND CADET AIDE

THE SENIOR MEMBER PROTOCOL OFFICER

There are few jobs more demanding than that of being a protocol officer in Civil Air Patrol. You will worry about a myriad of details. Murphy's laws will take on added meaning: Everything that can go wrong does go wrong. You measure success by the absence of comments from your commander and then everything goes downhill from there. Why in the world would anyone want this job? That's one perspective. Another is that there are few jobs in CAP more rewarding and satisfying than protocol. What other job would give you the opportunity to see the fruits of yours labors as you work a project or visit from start to finish. Each wing has a position for a plans officer, but seldom does this person have the chance to work a project from the ground floor up, to plan, organize, develop and execute it to completion. The protocol officer will do this each time he, or she, is called upon to do so. It is a golden opportunity to shine in the presence of your senior officers.

Being a protocol officer is not for the faint-hearted or thin-skinned individual. Nor is it a position for the lone wolves that think they can do the job all by themselves. A successful protocol officer relies on teamwork, motivation, hard work, honed skills, and believe it or not — just a little bit of luck.

Protocol officers must consult CAPR 900-2 to assure proper placement and respect for the U.S. flag when used during the ceremonies explained in this handbook.

ATTRIBUTES OF THE PROTOCOL OFFICER

Organizational Skills. You must be able to remember the minutest details, plan for every possible contingency, and perform proper staff work. Coordination is the key to a successful protocol event, whether it is a visit or large social function. Your commander probably considered your organizational skills in selecting you for the job, so you've demonstrated these traits before -- but maybe not in the pressure cooker that is protocol. Gather the information you need, plan, replan, and plan again. Document your coordination, first with memos for record of phone calls and personal contacts, then in a comprehensive protocol plan or itinerary. Identify what could go wrong, and then plan for it! (It's about the only way we have found to head Murphy off at the pass.) We have also found it's a good idea to use checklists. It works for the operations world, and can help you prevent overlooking that one, but important detail.

Humility. You never say, "That's not my job." There is nothing too demeaning, too demanding, or just plain beneath you. You have to be willing to do whatever it takes to get the job done. If you are not comfortable opening car doors, holding umbrellas, or pitching baggage, you may be better suited for another position.

Sensitivity. Sensitivity to the needs of others. It goes hand-in-hand with cooperation. Taking care of the little things -- adding that "touch of class" -- can make a good visit into a great one. Learn to listen. Be sensitive not only to your principal or your visitor, but to the needs of those you rely on to support the visit. Seek out their good ideas. Be sure to remember them with letters of appreciation from your commander at the conclusion of your successful event. Commanders love to sign these, and you will get quite adept at drafting them!

Cooperation. You have to be able to deal effectively with every personality in the book -- good, bad, or indifferent. The success of any visit depends on working as a team with others to accomplish a common goal. Teamwork really is the key to success; you cannot do everything yourself, and if you try, you "die." You must display the famous Protocol Smile under all circumstances, no matter what is going on behind the scenes.

Flexibility. Here's where the rubber meets the ramp for many protocol people. Can you think on your feet, or learn quickly on the job? You have to adapt to rapid-fire changes in a "high stress, high visibility" environment. If you don't stay ahead, you'll be left behind -- and it's almost impossible to catch up. If you have done a good job of contingency planning, you'll be able (in most cases) to pull off the impossible when things go awry (in the eyes of the visitor anyway). But, we're lucky if we go 50:50 with Murphy, so be prepared to react quickly and professionally to the unforeseen or unexpected. And remember that Protocol Smile. It ought to get larger the worse things get from your perspective. Let them think you're in complete control!

Communicative Skills. Pretty obvious, huh? But you'd be surprised to learn (or maybe you wouldn't) that most of the problems you'll encounter in protocol start and end with breakdowns in communication. It's something we all too often take for granted, and when we do, it gets us every time. Don't assume anything! Listen. Make sure the folks you rely on for support are listening to you, with no distractions. Confirm arrangements in writing -- it saves finger pointing later. If you don't make sure you give and receive the right information, you're in for a bumpy ride.

Willingness to Admit Error and Press On. Mistakes are going to happen. The key is to learn from them, put them behind you, and forge ahead no matter what. If you do make a mistake, your commander can and will forgive the occasional error. Don't commit the cardinal sin of blaming problems on others, even if it's their fault. Don't offer excuses; only reasons, and then, only if asked. And even though Murphy is alive and well, he can be beaten!

Personal Appearance. Your appearance is the first thing your commander or visitor will notice about you. And as a Vice Chief of Staff of the Air Force said, "You only get one chance to make a first impression." A neat appearance isn't enough; you must be exemplary all the time. Others will infer qualities of your commander from your appearance and behavior. Do your uniforms have razor sharp creases all the time? Do they fit properly? If not, you may want to consider having them tailored. The extra expense is worth it for the increased respect your impeccable appearance earns you. Do you keep an extra uniform within easy reach? You never know when an accident will dirty your uniform. Do you have all the required uniforms? Be prepared to wear whatever uniform your commander wears. And keep the shoeshine kit and clothes brush handy!

HINTS FOR SUCCESS

OK, so you passed the test. You've got the attributes it takes to qualify for training as a protocol officer. In a more practical sense, your role as a protocol officer will be to create a distraction-free environment that promotes the complete and open exchange of information to resolve issues, build relationships, and/or present your organization at its best. Now, unless you have prior experience in this line of work, you'll need some tools to help you develop your skills. Obviously, we think this handbook will provide most of the tools you'll need. However, here are a few hints that will keep you out of trouble as you learn.

Getting Started. How to handle the myriad of projects you'll face? Expend a little mental energy before jumping into anything. Sit down, decide what needs to be done. Think it through from beginning to end. Then take notes of your thoughts. Make this an imperative process. If it's a large project, sit down several times as the project progresses and think through everything that still needs to be done. Be prepared when your boss decides it's time to "stump the dummy." Consider the following elements always: who, what, where, when, how, why, and uniform.

Relations with the Commander and Staff. To do your job, you must win and keep the complete confidence of your commander and his staff. You owe the commander absolute loyalty. He or she had enough confidence in your abilities to pick you for one of the most sensitive and visible positions in your command. It's up to you to live up to those expectations.

Deal with the principal staff officers and subordinate commanders, not their subordinates. Your natural inclination will be to handle all matters at the lowest level possible. It's critical you break yourself of this habit as long as you're in protocol. It's important that you work through the senior leadership of the organization -- they need to know what the boss has asked from their section. Also, the staff doesn't work for you; they work for their boss. Let him or her tell them what needs to be done.

Having said this, remember you're dependent on the resources of the local base for support. Build relationships at the working level in billeting, transportation, etc., and learn quickly who you can rely on dependably. Once these relationships are in place, you can work directly with these capable and professional folks.

Ethics. We've said it already. Your commander selected you for one of the toughest and most visible jobs in Civil Air Patrol. He or she trusts you. Don't betray that trust in your natural desire to please. Get to know your legal officer well; you'll need his or her advice on the "gray-areas" frequently! Likewise, get your nose in the Air Force Instructions that deal with funding protocol events and accepting and giving gifts. And be "up front" with your boss. If you know what he or she wants to do is questionable, tell them so.

Expectation Setting. Here's a practical hint for success. During a visit or major social event, be prepared to brief the principals on certain arrangements, but do it at the right time and place. For example, it would be inappropriate if you put the car seating arrangement in the visitor's itinerary and expect him to know where he's to sit when he gets into the car. Instead, wait until you're walking him to the vehicle, and then tell him you'd like him to get into the right rear seat. Set expectations. Don't leave it to chance.

A Few More Suggestions.

- Several checklists are included in this handbook. Modify them to fit your needs. Expand them, if necessary. Keep them current. USE THEM! No one can remember every detail.

- Establish a project folder for each event. File all material relating to that event in that folder for quick reference. Set up a good filing system or data base and use it. You never know when the same visitor will return, and you don't want to propose the same itinerary.

- Keep an up-do-date pocket calendar of all military and civilian activities. Update it from the commander's master schedule on a regular basis.

- Establish a protocol library. We've provided several excellent references throughout this handbook you should consider acquiring for your bookcase.

- Keep a protocol notebook at home. It should contain whatever material you feel necessary, but as a minimum it should include phone numbers of key people and agencies.

With these hints, your innate talents, and the material in this handbook, you're ready to tackle one of the most challenging and rewarding jobs in Civil Air Patrol. Good luck!

PROTOCOL OFFICER'S RESPONSIBILITIES. The protocol officer should maintain a file of biographical sketches of the top echelons of CAP and CAP-USAF personnel such as:

- National Commander
- CAP-USAF Commander
- National Vice Commander
- National Chief-of-Staff
- National Executive Director

This biographical information is available through the National Marketing & Public Relations Director. When it is known that other civilian, military, foreign or domestic DVs will play a major part in a CAP activity, a biographical sketch of the DV should be requested from that person's office.

The purpose of having this biographical information is that when the DV is a principal speaker at a CAP activity, the biographical information is presented to the audience to acquaint them with the DV's accomplishments.

Develop a checklist for the DV's visit to include: Name and title of visitor(s); mode of travel; arrival time; length of visit; date and time for departure; arrangements for quarters.

Coordinate with the commander on the composition of the official greeting party meeting the distinguished visitor.

- Notify individual(s) selected.
- Keep them informed of the time and place of arrival of the DV.
- Ensure dignitaries (especially foreign visitors) are met and bade farewell by officers of equal grade if possible. As a general rule, this requires that a general officer be present at the arrival and departure of a general officer on an official visit.

Note: If arrival or departure of DV or if function takes place on a military installation, coordinate with host military protocol office. Notify the public affairs officer so news media and photographic coverage can be arranged as appropriate.

Contact hotel to reserve appropriate accommodations for the visitor.

- Be sure rooms are in excellent condition including heat, air conditioning, telephone, television, lights, drains (i.e., everything). Inspect rooms yourself.
- Coordinate with your commander and inform him/her of arrangements.

Coordinate with the transportation officer to schedule transportation.

- Ensure all drivers are briefed regarding their schedules.
- Provide drivers with specific directions in case they become separated from the other cars in the group.
- Dry run the desired route in advance of the arrival party.
- Always have an alternate plan in mind in case the primary route becomes unavailable.

As appropriate, arrange for honor guard formations, guards, and security police escorts.

Upon Arrival by Automobile. The driver of the lead vehicle should adjust his/her speed to ensure the visitor arrives at the designated area as close as possible to the scheduled arrival time, consistent with safety. After being properly received, the visitor is escorted to his/her quarters to freshen up or taken directly to the activity.

If possible, a cadet honor guard might be used to greet the dignitary upon arrival at the activity. If this is done, the dignitary's driver should advise the honor guard commander by radio as to the estimated time of arrival.

Visitors Traveling by Commercial Air. Normally, no formal greeting ceremonies are scheduled at the airport. The protocol officer adapts the plan to the circumstances of the DV's arrival.

Usually, an officer of appropriate grade and/or position is designated to meet the visitor at the airport and provide escort to the activity.

Place of Honor. Traditionally, the right side has been considered the place of honor. Therefore, the person junior in grade always walks, rides and sits to the left of the senior. It is the junior's responsibility to know his/her place and to maneuver into it with as little attention as possible. As a general rule, seniors enter an aircraft, automobile, or boat last and leave first. This procedure may be reversed in entering a car at a left-hand curb. In such cases, the senior may enter first, precluding the senior stumbling over the junior seated to the left. Since seniors are always accorded the best seats, when three persons are in the back seat, the junior is seated in the middle, with the most senior on the right. In full cars, the junior sits in front, and seniors in back. In boats, a junior sits forward and a senior sits aft. When flying with a senior who is pilot, you should be aboard in your designated position early.

THE SENIOR MEMBER ESCORT OFFICER

If sufficient personnel are available, an escort officer may be assigned to each distinguished visitor (DV) for the duration of his/her visit. The escort officer accompanies the visitor throughout the visit, except when circumstances indicate otherwise. Officers of all grades, Lieutenant through Colonel, may be selected as escorts. An escort officer is the official representative of the commander and is expected to reflect the hospitality of Civil Air Patrol. The escort officer extends every courtesy, official and social to make the visitor feel welcome. When the visiting party includes spouses, the spouse of the escort officer is often requested to act as escort for the DV's spouse. Escort officers and their spouses should contact the protocol officer for guidance and assistance considered necessary.

PROCEDURES TO BE OBSERVED BY THE ESCORT OFFICER ARE:

Prior to the arrival of DV:

- The protocol officer briefs the escort officer (and the spouse if acting as escort) on the various phases of the itinerary pertaining to the individual who is to be escorted.

- The escort officer may pre-register the guest at the hotel and obtain keys to the guest's room. The protocol officer should check the quarters for readiness and report any discrepancies to the hotel staff for immediate correction.

Upon arrival and during visit:

- The escort will meet the DV, introduce himself/ herself and offer assistance for the period of the visit. If the commander is not a member of the greeting party, the senior escort officer extends the commander's greetings and best wishes. Upon completion of greetings, the escort accompanies the visitor to the next scheduled activity or to quarters. If the visitor is not going directly to his/her quarters, the escort officer will make arrangements to have the visitor's luggage taken to the visitor's quarters. After escorting

visitors to their quarters, the escort departs unless circumstances indicate otherwise. Escorts must be sure to brief the visitor on scheduled activities and other social obligations, as appropriate.

- If the DV's spouse is attending, the escort's spouse or other selected individual, should go over the itinerary with the visiting spouse. The escort should inform the visiting spouse of any special activities taking place in the vicinity, which might be of interest. The escort should also offer to accompany the visitor on shopping or sightseeing tours, and make other arrangements the guest may desire. If assistance is needed in making arrangements, the Protocol Officer is the point of contact.

- If the escort officer is invited to a social function in connection with escort duties, the escort reminds the visitor of the time, place, and type of dress for the occasion, and escorts the visitor to the function. Timeliness is important. If the visitor is delayed in meeting a commitment, the escort officer informs the host of the delay. At any official social function, the escort ensures that the visitor meets other dignitaries present. When the visiting dignitary is engaged with other dignitaries, the escort officer should excuse himself/herself gracefully, but remain visible in the near vicinity. (An escort spouse follows similar procedures in assisting a visiting spouse.)

Upon and after the visitor's departure:

- Shortly before the visitor is to depart, the escort officer should contact the hotel front desk to obtain the visitor's bill, (if the visitor is a paying guest) and present the bill to the visitor or the appropriate member of the visitor's party for payment. If the visitor is a non-paying guest, no action is required by the escort officer as the host commander usually handles charges.

- After the visitor has departed, the escort officer briefs the protocol officer on any problems encountered during the visit and makes recommendations to improve procedures.

THE CADET AIDE

During CAP wing, region, or national ceremonies in which the National Commander is participating; the host unit may assign a senior cadet as an aide to him. The name and biography of the selected cadet aide should be forwarded to the National Commander for coordination prior to the event.

The duties of the cadet aide shall be as prescribed by the host protocol or National Commander. The cadet aide should accompany the commander, if the commander is arriving by commercial transportation, and provide any needed assistance upon the commander's arrival.

The cadet aide shall assist the commander in checking into his/her quarters. The commander shall be given a schedule of events upon arrival at quarters. The cadet aide should accompany the commander to all functions agreed upon by both parties.

If a receiving line is used prior to a dinner, the cadet aide is obligated to announce the names of all attendees as they progress through the line.

The cadet aide is not part of the head table, but will be seated close by.

The prescribed uniform for the cadet aide will be either Blue Service Dress or short-sleeve shirt/blouse with tie/tab. All required ribbons will be worn. The aide will wear a silver shoulder cord as prescribed in CAPM 39-1, *Civil Air Patrol Uniform Manual.*

HONORS ACCORDED DISTINGUISHED VISITORS (DV)

Many and varied are the distinguished visitors (DVs) we might have at Civil Air Patrol functions. They may be military or civilian, foreign or domestic; therefore, the honors accorded may also vary.

The host commander may delegate the local arrangements for DVs to the protocol officer or to the activity project officer, or may choose to personally handle the arrangements.

The intent of honors is to render a mark of courtesy to a DV. Honors will be accorded only to a DV and not to a personal representative. If the DV is the head of a committee or delegation, only he/she will be accorded honors.

GRADE AND PRECEDENCE

In Civil Air Patrol, our grade structure is similar to that of the United States Air Force. Our grades progress from Flight Officer, to Second Lieutenant to General Officer. Former National Commanders retain their grade for life. Grade in Civil Air Patrol is the relative position or degree of precedence given a CAP officer. Grade marks station and confers eligibility to exercise command or authority within the limits set forth by CAP Regulation 20-I, *Organization of Civil Air Patrol*. CAP Regulation 35-5, *CAP Officer and Noncommissioned Officer Appointments and Promotions*, outlines the CAP promotion system.

Consult these regulations to resolve questions concerning grade, precedence, and command.

CHAPTER 2

WING/REGION STAFF MEETINGS AND COMMANDER'S CALLS

To provide an atmosphere of formality, wing and region staff meetings and commander's calls should be conducted in the following manner:

The chief of staff or other designated staff officer will:

- Contact the commander to determine the date, time and location of the staff meeting or commander's call.

- Assure the conference room has been properly prepared for the appropriate meeting, i.e. name plates in proper places, sufficient seating, cleanliness, etc.

- Assure that all attendees are present and in their places approximately five minutes prior to the scheduled meeting time. Make note of new staff members and visiting dignitaries and provide a list to the commander for proper recognition.

- Advise the commander that the audience is assembled. Then, escort the commander to the conference room. Precede the commander and call the room to attention.

Prior to the start of the meeting, the commander may wish to designate someone to lead the group in the pledge of allegiance and have the chaplain offer an invocation. Upon the conclusion of the opening ceremonies, the commander will direct the group to take their seats and proceed with the meeting. Upon the conclusion of the meeting, the chief of staff or other designated staff officer will call the room to attention and escort the commander out.

CHAPTER 3

CEREMONIES

TYPES OF RECOGNITION CEREMONIES. Commanders and unit members usually are involved in four major types of recognition ceremonies, which are addressed in this guide: Awards, Promotions, Retirement and Change of Command activities.

Awards Ceremony. Awards ceremonies recognize significant contributions or acts by an individual, group or unit on a local, wing, region or national level. Presentations may include letters, plaques, medals or other means of recognition. These ceremonies allow unit members to become more aware of the significant past performance by the persons to be honored.

See Attachment 1, Checklists for Recognition Ceremonies.
See Attachment 2, Awards Ceremony Sample Agenda.

Promotion Ceremony. Promotion recognizes an individual's potential for additional responsibility. Past performance obviously is a contributing factor, but is not the only one. As individuals develop their personal skills through training, education and proven performance, they receive added opportunity for advancement. Types of promotion ceremonies vary, but they allow unit members to participate in and observe the important transition from one grade to another for the selected individuals.

See Attachment 1, Checklists for Recognition Ceremonies.
See Attachment 2, Promotion Ceremony Sample Agenda.

Retirement Ceremony. Retirement ceremonies traditionally highlight individual contributions to an organization for a lengthy period of service. They combine elements of awards and promotion ceremonies. At the end of a career, recognition should be given to the many positive contributions provided. Retirement ceremonies also serve notice to others that the person retiring has ended his or her active affiliation with the unit. Retirement ceremonies signal a time for someone else to take on the responsibilities vacated by the retiree.

See Attachment 1, Checklists for Recognition Ceremonies.
See Attachment 2, Retirement Ceremony Sample Agenda.

Civil Air Patrol's Change of Command Ceremony

Sample A

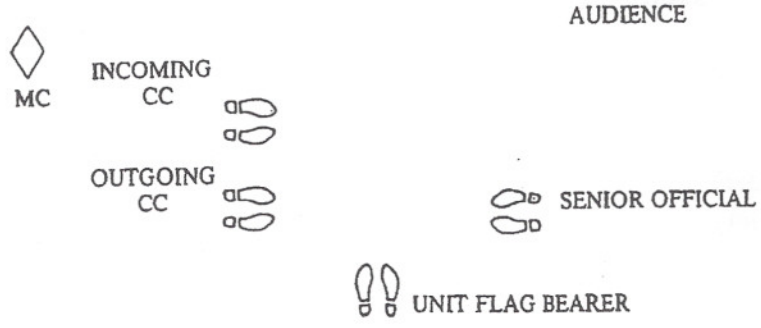
Personnel:

Master or Mistress of Ceremonies (MC)
Incoming Commander (Cadet Commander)
Outgoing Commander (Cadet Commander)
Senior or Past Commander
Flag Bearer

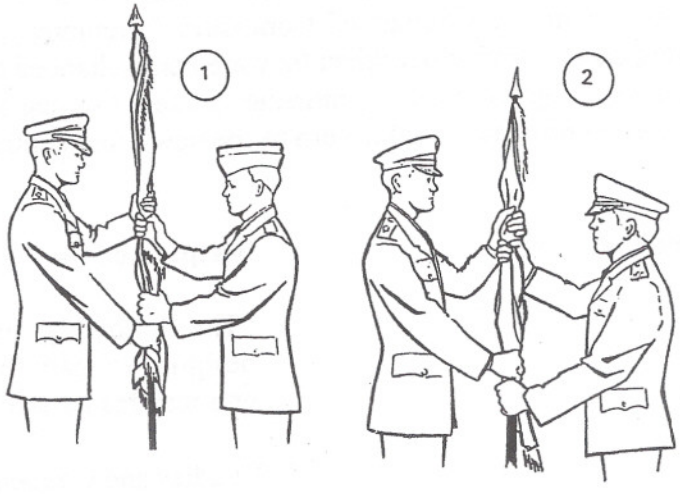
NOTE: If promotion is required for assumption of command, a short promotion ceremony precedes the actual Change of Command Ceremony. Consider use of both outgoing and incoming cadet commander when they are being changed concurrent with change of commander. Suggest the outgoing cadet commander present the flag to outgoing commander who will pass flag to new commander, and in turn to the new cadet commander.

Person Speaking	**Script (Action)**
MC	"The following will be the time-honored ceremony designed to mark the moment where the responsibility of command is passed to the incoming commander."
MC	"Ladies and Gentlemen - Please rise"
Senior Official (Oath of Office administered to Incoming Commander)	"I, (state your name), (pause for repeat by incoming commander) having been appointed the _____ Commander of Civil Air Patrol (Pause) do solemnly swear (or affirm) (Pause) that I will support and comply (Pause) with the Constitution, Bylaws and Regulations (Pause) of the United States Air Force Auxiliary, (Pause) that I take this obligation freely, (Pause) without any mental reservation (Pause) or purpose of evasion, (Pause) and that I will well and faithfully discharge (Pause) the duties of the office (Pause) upon which I am about to enter. (Pause) So help me God." (Incoming commander, outgoing commander, senior official, and flag bearer take positions. Senior official may make remarks before taking his/her position.)

Person Speaking Position | **Script (Action)**

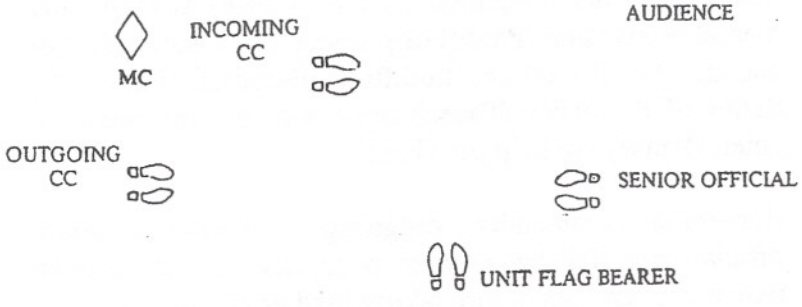


Passing of Flag



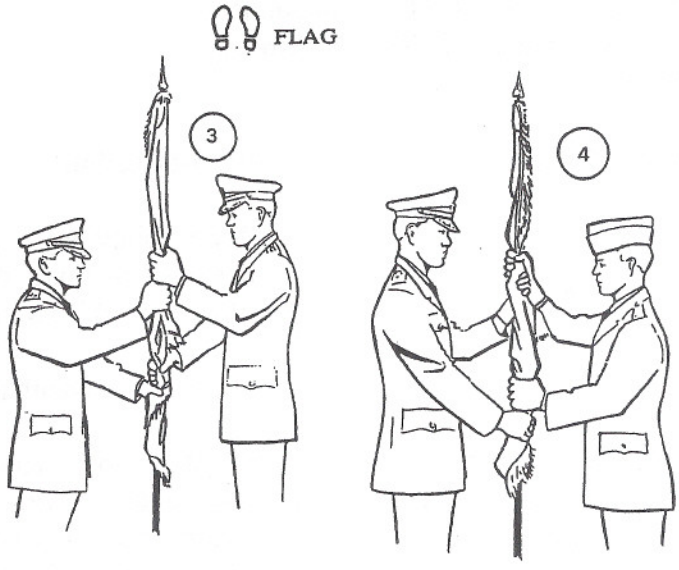
Outgoing Commander — "Sir (or Ma'am), I relinquish command," (Salute, take flag from flag bearer and give to senior official.) Outgoing commander takes two steps back.

Position



Person Speaking **Script (Action)**

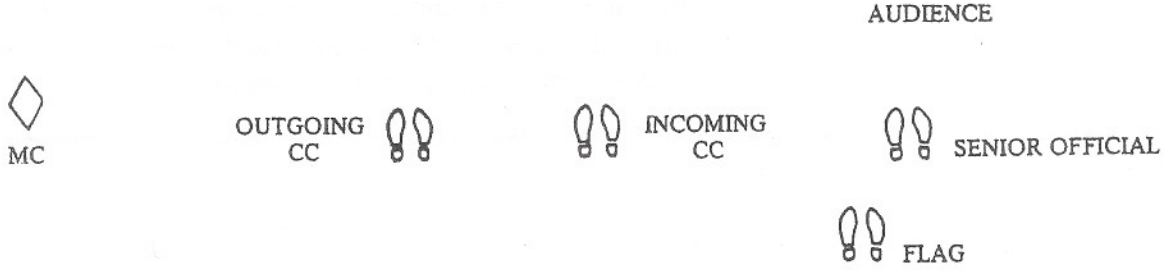
Passing of Flag



Incoming Commander

(Steps sideways to the right and position in front of senior official.) "Sir (or ma'am), I accept command." (Takes flag from senior official. Incoming commander passes flag to flag bearer.)

Position



Senior Official

"Officers Front." (**Note**: It is appropriate for senior official to make remarks, if not made earlier, as well as remarks from outgoing or incoming commander.)

MC

"Ladies and Gentlemen - This concludes the ceremony. Please join in the receiving line and reception."

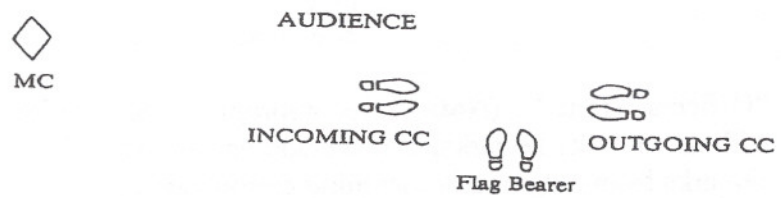
Sample B

Personnel:

Master or Mistress of Ceremonies (MC)
Incoming Commander (Cadet Commander)
Outgoing Commander (Cadet Commander)
Flag Bearer

Person Speaking	Script (Action)
MC	"The following will be the time-honored ceremony designed to mark the moment where the responsibility of command is passed to the incoming commander."
MC	"Ladies and Gentlemen - Please rise"
Senior Official (Oath of Office administered to Incoming Commander)	"I, (state your name), (pause for repeat by incoming commander) having been appointed the _____ Commander of Civil Air Patrol (Pause) do solemnly swear (or affirm) (Pause) that I will support and comply (Pause) with the Constitution, Bylaws and Regulations (Pause) of the United States Air Force Auxiliary, (Pause) that I take this obligation freely, (Pause) without any mental reservation (Pause) or purpose of evasion, (Pause) and that I will well and faithfully discharge (Pause) the duties of the office (Pause) upon which I am about to enter. (Pause) So help me God."
	(Incoming commander, outgoing commander, and flag bearer take positions. Outgoing commander may make remarks before taking his/her position.)

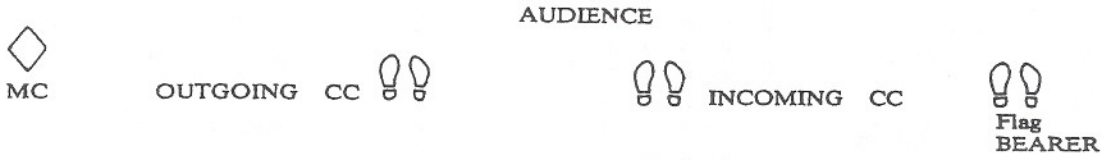
Position



Outgoing Commander	"Sir (or Ma'am), I relinquish command," (take flag from flag bearer.)

Person Speaking	**Script (Action)**
Incoming Commander	"Sir (or ma'am), I accept command." (salute, takes flag from outgoing commander and passes flag to flag bearer.) Officers Post.

Position



Incoming commander faces left. Outgoing commander takes three left steps, halts, proceeds behind and to the left of the incoming commander, halts, faces right, goes forward, and halts to the immediate left of the incoming commander

MC	(Optional: Remarks by the incoming commander.)
MC	"Ladies and Gentlemen - This concludes the ceremony. Please join in the receiving line and reception."

CEREMONIAL DESTRUCTION OF THE UNITED STATES FLAG

Introduction. The observance of proper respect for the flag of the United States of America does not end when the flag becomes unserviceable. When a flag has been used in the proper adornment of a public place, utilized to adorn a grave, or otherwise served its purpose to the point where it becomes worn, tattered or heavily frayed. it must be destroyed with respect. The following is the official Civil Air Patrol ritual for the ceremonial destruction of the United States flag.

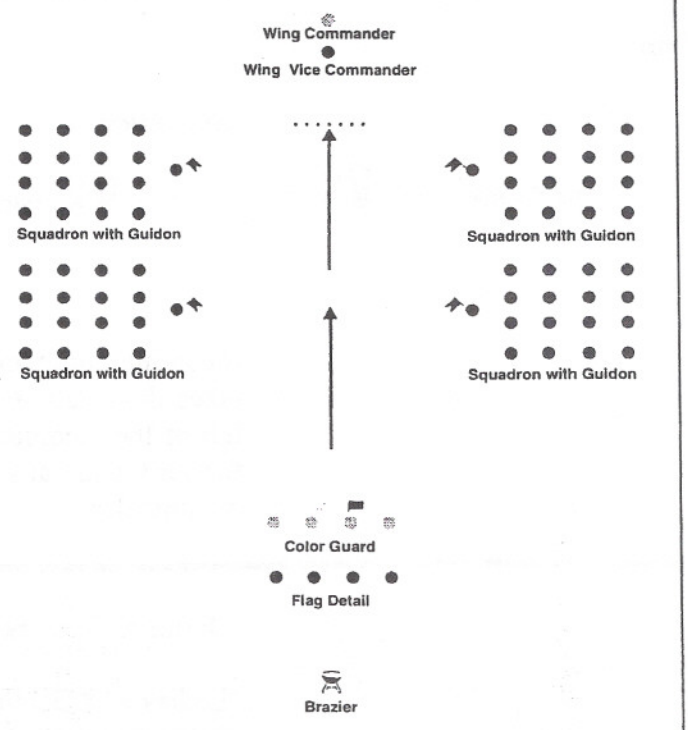


Figure 1

Script of Ceremony:
The command assembles in a meeting. outdoors at night (dusk preferably). Units or flights are aligned in two parallel rows facing each other about 20 feet apart so as to form an aisle for the detail and the Color Guard to walk down. A small fire is burning at the opposite end of this aisle from the vice-commander, followed by the commander (see Figure 1).

Color Guard Commander: Orders the Color Guard to fall in. This guard should consist of at least:

1. an American Flag
2. a unit or wing flag, or
3. two guards with deactivated or non-operable weapons

If this is to be a wing function, each squadron may provide a unit flag. This Color Guard is to precede the detail in the ceremony.

Detail Commander: Orders the detail to fall in with the flags to be disposed of, following the Color Guard. This detail should consist of at least:

1. a guard armed with a deactivated or non-operable weapon
2. a commander
3. at least one person to carry folded flags, and
4. as many others as required to carry other folded flags

The combined detail (under the command of the Color Guard commander) proceeds to a position six paces from the vice-commander and halts.

Detail Commander (from the ranks): "Sir, we wish to present a number of unserviceable flags of our country for inspection and disposal."

Vice-Commander: "Detail advance and present the flags for inspection and disposal."

The detail moves from behind the Color Guard from one side or splits and rounds from both sides. They are halted three paces from the vice-commander (see Figures 2 and 3).

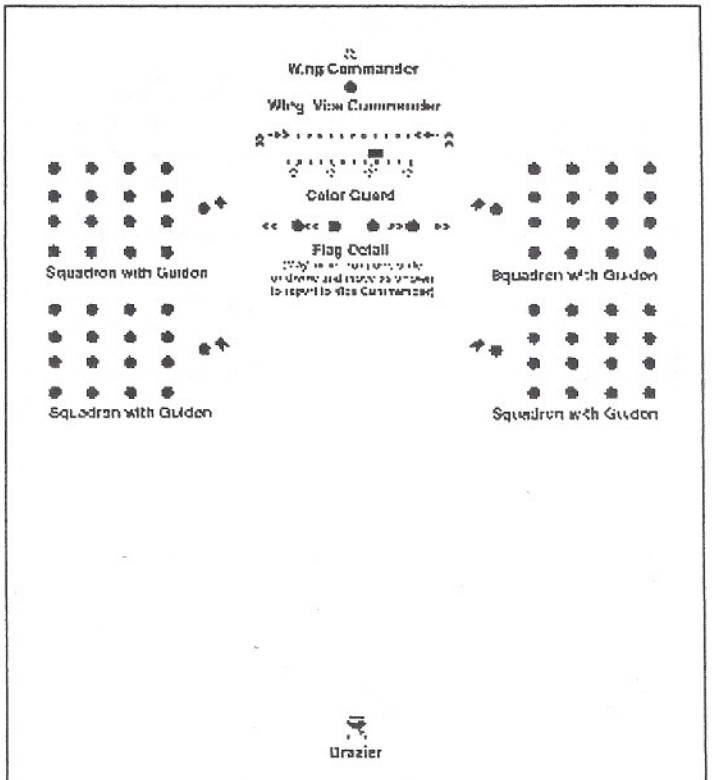


Figure 2

Detail Commander "Sir, we present these unserviceable flags for inspection."

Vice-Commander: "Is the present condition of these flags the result of their normal service as their emblem of our country?"

Detail Commander: "These flags have become faded and worn over the graves of our departed comrades and the soldiers and sailors dead of all the nation's wars."

Vice-Commander: "Have any of these flags served any other purpose?"

Detail Commander: "Some of these flags have been displayed in various public places."

Vice-Commander: "Present these flags to the commander for his inspection." (The detail commander salutes, the vice-commander returns the salute, does a right face and moves out of the detail's way moving to a proper place behind the commander and to the commander's left.)

Detail Commander: "One step forward, MARCH." (The detail halts and the commander steps forward one pace.)

Detail Commander: (The detail commander salutes, the commander returns the salute.) "Sir, we have the honor to present for final inspection and disposal these flags of our country.

Commander: "Have these flags been inspected by the vice-commander?"

Detail Commander: "They have."

Commander to Vice-Commander: "Vice-Commander, what does your inspection show and what

do you recommend?"

Vice-Commander: "Sir, since these flags have become unserviceable in a worthy cause, I recommend that they be honorably retired from further service. Since these flags have become faded and worn in a tribute of service and love, I also recommend that they be fittingly destroyed as prescribed by Title 36 of the United States Code, Chapter 10."

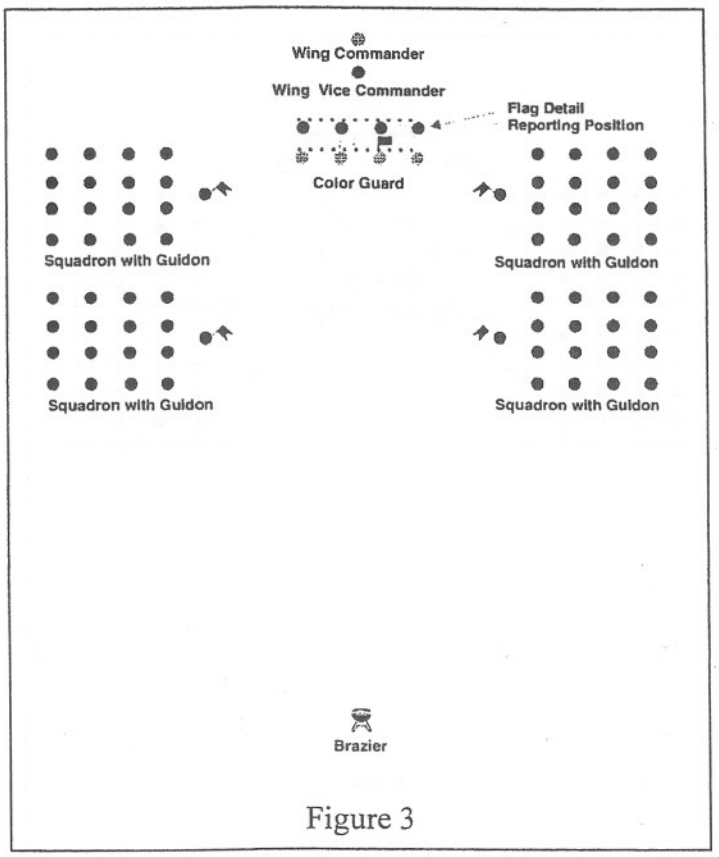


Figure 3

Commander to those present: "We have presented these flags of our country which have been inspected and deemed unserviceable. They have reached their present state in a proper service of tribute, memory and love.

"A flag may be a flimsy bit of printed gauze or a beautiful piece of silk. Its intrinsic value may be trifling or great, but its real value is beyond price. It is a precious symbol of all we and our fellow citizens have lived for, worked for, fought for and died for-a free nation of free people, true to the faith of the past, devoted to the ideals of Justice, Freedom and Democracy.

"Let these faded flags of our country be retired and destroyed with respectful and honorable rites and their places be taken by bright new flags of the same size and kind, and let no grave of our soldier or sailor dead be unhonored or unmarked. Detail commander assemble with the Honor Guard and destroy these flags by burning."

The detail commander salutes, the commander returns the salute.

The Color Guard executes a left or right wheel until facing the fire and awaits the detail.

The detail commander returns to the detail and moves them in military fashion to follow the Color Guard. When the detail is ready in place, he orders, "FORWARD, MARCH." The Color Guard with the detail marches down the aisle (see Figure 4).

The National Colors crosses over and takes its position on the right of the fire, and unit colors and guard on the left of the fire. The color bearers of the color guard should be stationed far enough away from the flames to keep their flags from harm should a breeze arise. In addition, enough room between the color guard and the fire should be left so the detail can station themselves between the color guard and the fire to carry out their duties (see Figure 5).

They halt at attention.

Commander: "The Chaplain will now offer a prayer.

Chaplain: "Almighty God, Captain of all hosts and commander over all, bless and consecrate this present hour. We thank Thee for our country and its flag and for the liberty for which it stands. To a cleaning and purging fire we commit these flags, worn out in worthy service. As they yield their substance to the fire may your holy light spread over us and bring to our hearts renewed devotion to God and country. Amen."

The toast to the flag may be executed here if desired.

"A TOAST TO THE FLAG"

Here's is to the red of it
There is not a thread of it
No, not a shred of it
In all the spread of it
From foot to head,
But heroes bled for it
Faced steel and lead for it,
Precious blood shed for it,
Bathing in red!

Here's to the white of it
Thrilled by the sight of it,
Who knows the right of it
But feels the might of it
Through day and night?
Womanhood's cared for it,
Made manhood dare for it,
Purity's prayer for it
Keeps it so white

Here's to the blue of it
Beauteous view of it,
Heavenly hue of it,
Star spangled dew of it
Constant and true.
Diadems gleam for it,
Stars stand supreme for it,
Liberty's beam for it,
Brightens the blue.

Here's to the whole of it

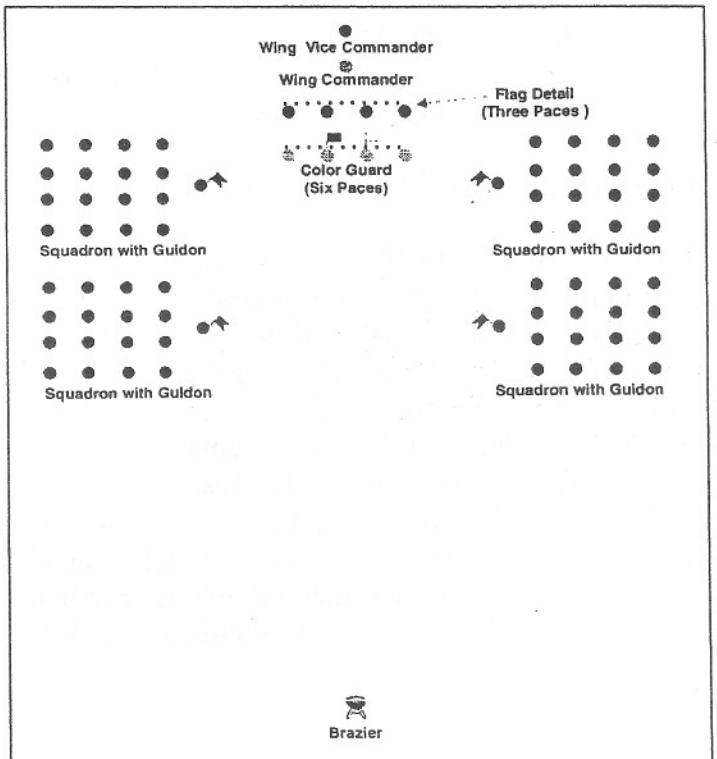


Figure 4

Stars, stripes and pole of it.
Body and soul of it,
0 for the roll of it,
Sun shining through.
Hearts in accord for it,
Swear by the sword for it.
Thanking the Lord for it,
Red, White and Blue

Commander: "PRESENT, ARMS." Proper salutes are rendered and unit flags are lowered.

Members on the detail place the flags designated for destruction on a rack, which is then put over the fire.

Bugler sounds *To the* Colors or *Taps*

Commander: "ORDER, ARMS. POST."

Unit flags are brought back to the upright position. The Color Guard resumes its positions as at the beginning of the ceremony in front of the fire, leaving room for the detail to follow. The detail forms behind the Color Guard. When the detail is in place, the detail commander calls "FORWARD. MARCH" and the combined detail moves out. At the far end of the aisle, the Color Guard commander halts them and has them fall out. The detail should remain behind till the flags are consumed. The ashes can then be disposed of. Local laws should be considered if a sprinkling is to be done.

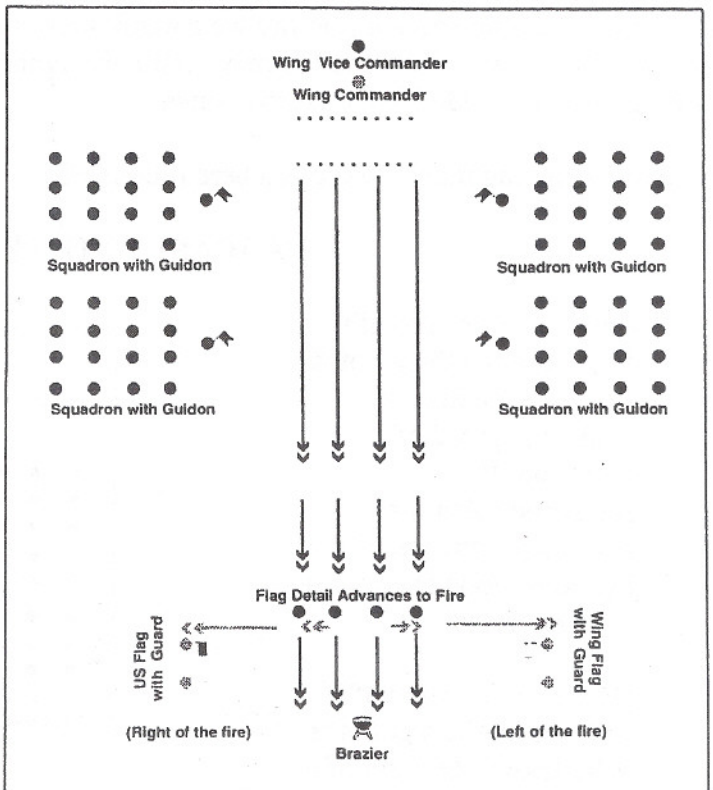


Figure 5

FLAG FOLDING CEREMONY

The flag folding ceremony described by the Uniformed Services is a dramatic and uplifting way to honor the flag on special days, like Memorial Day or Veterans Day, and is sometimes used at retirement ceremonies.

Here is a typical sequence of the reading:

(Begin reading as Honor Guard or Flag Detail is coming forward).

The flag folding ceremony represents the same religious principles on which our country was originally founded. The portion of the flag denoting honor is the canton of blue containing the stars representing the states our veterans served in uniform. The canton field of blue dresses from left to right and is inverted when draped as a pall on a casket of a veteran who has served our country in uniform.

In the Armed Forces of the United States, at the ceremony of retreat the flag is lowered, folded in a triangle fold and kept under watch throughout the night as a tribute to our nation's honored dead. The next morning it is brought out and, at the ceremony of reveille, run aloft as a symbol of our belief in the resurrection of the body.

(Wait for the Honor Guard or Flag Detail to unravel and fold the flag into a quarter fold—resume reading when Honor Guard is standing ready.)

The first fold of our flag is a symbol of life.

The second fold is a symbol of our belief in the eternal life.

The third fold is made in honor and remembrance of the veteran departing our ranks who gave a portion of life for the defense of our country to attain a peace throughout the world.

The fourth fold represents our weaker nature, for as American citizens trusting in God, it is to Him we turn in times of peace as well as in times of war for His divine guidance.

The fifth fold is a tribute to our country, for in the words of Stephen Decatur, "Our country, in dealing with other countries, may she always be right; but it is still our country, right or wrong."

The sixth fold is for where our hearts lie. It is with our heart that we pledge allegiance to the flag of the United States of America, and to the republic for which it stands, one nation, under God, indivisible, with liberty and justice for all.

The seventh fold is a tribute to our Armed Forces, for it is through the Armed Forces that we protect our country and our flag against all her enemies, whether they be found within or without the boundaries of our republic.

The eighth fold is a tribute to the one who entered in to the valley of the shadow of death, that we might see the light of day, and to honor mother, for whom it flies on mother's day.

The ninth fold is a tribute to womanhood; for it has been through their faith, love, loyalty and devotion that the character of the men and women who have made this country great have been molded.

The tenth fold is a tribute to father, for he, too, has given his sons and daughters for the defense of our country since they were first born.

The eleventh fold, in the eyes of a Hebrew citizen, represents the lower portion of the seal of King David and King Solomon, and glorifies, in their eyes, the God of Abraham, Isaac, and Jacob.

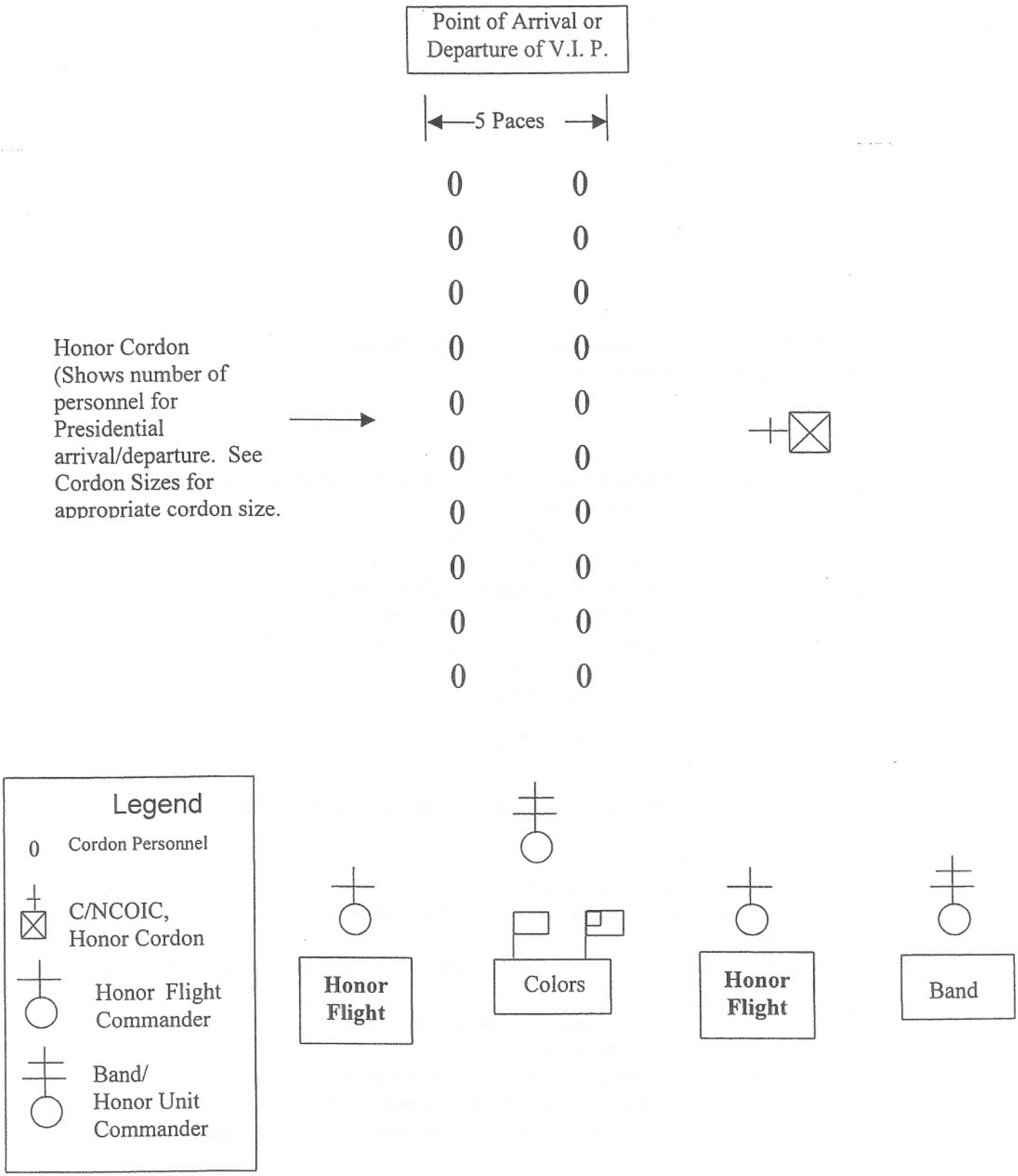
The twelfth fold, in the eyes of a Christian citizen, represents an emblem of eternity and glorifies, in their eyes, God the Father, the Son, and Holy Ghost.

When the flag is completely folded, the stars are uppermost, reminding us of our national motto, "In God we Trust."

(Wait for the Honor Guard or Flag Detail to inspect the flag—after the inspection, resume reading.)

After the flag is completely folded and tucked in, it takes on the appearance of a cocked hat, ever reminding us of the soldiers who served under General George Washington and the sailors and marines who served under Captain John Paul Jones who were followed by their comrades and shipmates in the Armed Forces of the United States, preserving for us the rights, privileges, and freedoms we enjoy today.

(CAP Honor Guardsmen may also perform this ceremony.)



General layout of a full honors arrival/departure

CIVIL AIR PATROL MEMORIAL TABLE CEREMONY

Support

1. Personnel:

   a. Two hat bearers
   b. Two escorts
   c. A person to read the script

2. Equipment:

   a. A CAP field grade officer's blue service hat (Team leader)
   b. A CAP cadet officer blue service hat

3. Support Materials:

   a. A Prayer Book for all religions (*Book of Prayers* from CAP Bookstore may be used).
   b. A white candle in a plain candle holder
   c. A red, white, blue ribbon(s) to be tied around vase
   d. Three roses, one each yellow, white, red in a vase
   e. A slice of lemon and a pinch of salt on the bread and butter plates
   f. Two place settings at an open table opposite each other
   g. A small CAP flag in flag stand

NOTE: The host should supply all support materials.

4. Preparation:

   a. Team leaders will meet with host upon arrival at ceremony site to go over specifics:

      (1) Team's entrance cue.
      (2) Team's entrance and departure area.
      (3) Make sure that there is enough room around the table for all team members to walk.
      (4) Proper set-up of the table:
         (a) White candle placed in the middle of the table (should be lit prior to the start of the ceremony).
         (b) Vase with the three roses and ribbon(s) in front of the candle.
         (c) Prayer Book is placed to the left of the candle.
         (d) CAP Flag next to candle on the right opposite the Prayer Book.
         (e) Bread and Butter plate with slice of lemon and pinch of salt at each place setting.
         (f) There are two place settings with plate, silverware, and wineglass.

   b. Have team practice at least once prior to the ceremony.

HONOR CORDON

Advancement of Cordon.

1. The C/NCOIC will give the command **Forward, MARCH**. The cordon will march to a predetermined position and pick up an automatic mark time.

2. The C/NCOIC will give the command **Cordon, HALT**. The cordon halts.

Dressing Sequence.

1. The C/NCOIC will give the command **Center, FACE**. Each element of the cordon will face towards the center, now facing each other.

2. The C/NCOIC will give the command **Dress Center, DRESS**. The cordon will drop their heads and adjust to the marks. The C/NCOIC will give the command **Ready, TWO**. The cordon will snap their heads in the direction the official party will proceed. The C/NCOIC will give the command **Ready, FRONT**. The cordon will snap their heads straight forward.

3. The C/NCOIC will give the command **Stand, AT EASE**. The cordon will go to ceremonial at ease and await the arrival of the official party.

Arrival.

1. Upon the arrival of the official party, the C/NCOIC will give the command **Cordon, ATTENTION**. The cordon will come to attention.

2. The C/NCOIC will give the command **Present, ARMS**. The cordon executes present arms. The official party will pass through the cordon.

3. The C/NCOIC will give the command **Order, ARMS**. The cordon executes order arms.

Departure.

1. Upon the departure of the official party, the C/NCOIC will give the command **Present, ARMS**. The cordon will execute present arms. The official party departs through the cordon.

2. The C/NCOIC gives the command **Order, ARMS**. The cordon executes orders arms.

March Off.

1. The C/NCOIC gives the command **Ready, FACE**. Both elements of the cordon face the direction that they marched on from.

2. The C/NCOIC gives the command **Forward, MARCH**. The cordon marches off.

Cordon Sizes.

1. President/Ex-President, 21 man
2. Vice-President, 19 man
3. Secretary of Defense, 19 man
4. CJCS/Chief of Staff, 19 man
5. 4-Star General, 17 man
6. 3-Star General, 15 man
7. 2-Star General, 13 man
8. 1-Star General, 11 man

5. Sequence of Events (all commands to given softly or by a silent signal)

a. Five minutes prior to ceremony the team will line up outside of the entrance in the following order: Senior Hat bearer holding hat correctly, at waist level, with the bill of the hat pointing out; escort; Cadet officer hat bearer holding hat correctly, at waist level, with the bill of the hat pointing out; escort.

b. The team will be cued and will enter the room and head toward the table in a silent, somber, military manner.

c. The team should come to the table at an angle that will allow them to circle the table once with the remaining three members ending up in the correct place (See diagram). When the team leader is sure that all are in place, the leader will quietly call **HALT** (or give a silent signal). The CAP hats should be in front of the two place settings with the escorts in between where there are no place settings.

d. Team leader will quietly call **Ready, FACE** (or give a silent signal) and the team will face in towards the table.

e. At a predetermined time, both bearers will move their right hand slowly around the front of the bill to the left side of the hat, touching their left hand. Then letting go with the left hand and keeping it in position, turn the hat around 180 degrees. Bearers will then bend over and place hats (bill of hats should face outward) on the plate of the place setting. The bearers will let go of the hat and stand at attention

f. To invert the wineglasses, reach out with the right hand open and flat with fingers and thumb together, palm up; cup the wineglass with the stem of the glass between the second and third fingers; raise to shoulder level, meeting in the center of the table. Rotate the glasses so they are turned upside down, then lower to the table. When the glasses are securely on the table, the bearers will come back to the position of attention.

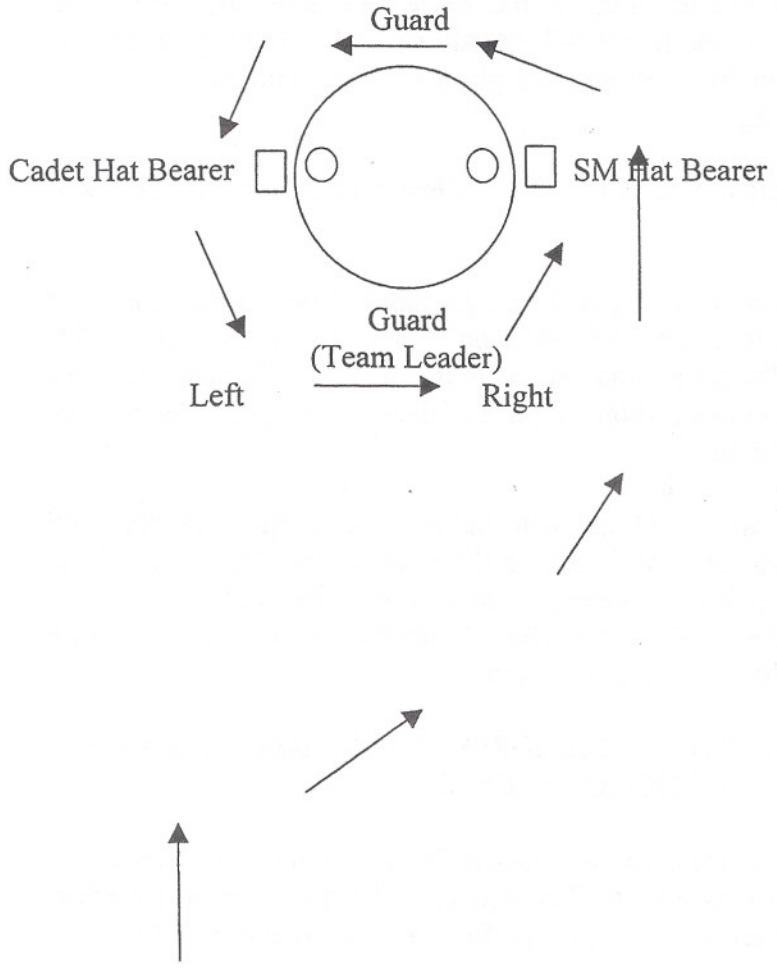
g. The narrator reads the CIVIL AIR PATROL MEMORIAL TABLE script. For alternate sequence of events see OPTIONAL SEQUENCE OF EVENTS.

h. At the conclusion of the reading of the script and names (if applicable), the team leader will quietly call **Present, ARMS** (or may give a silent signal). The members will perform slow **Present, ARMS**, hold for three seconds, and then perform a slow **Order, ARMS**.

i. Once back at the position of attention the team leader will quietly call **Ready, FACE** (or give a silent signal). All members will perform a right face, wait one count, and then step off with no arm swing toward the predetermined departure area.

NOTE: If the host wishes after the dinner is over, the team may go back in and retrieve the hats. This will be performed in the exact opposite order of laying the hats with the exception of the wineglasses, which remain inverted.

OPTIONAL SEQUENCE OF EVENTS: The narrator may read the script while the team enters and proceeds with the ceremony. The glasses must be inverted during the reading of that part of the script. The team performs their duties in the same order and manner with the salute being done right at the end of the narration. Timing in this method is critical. Practice with the narrator is imperative.



It may take the team leader circling completing twice to get everyone in the proper place. Adjust accordingly during practice for the entrance and departure routes. Practice until the timing and positions are correct.

CIVIL AIR PATROL MEMORIAL TABLE

Script

(The narrator may read the script while the team enters and proceeds with the ceremony. The glasses must be inverted during the reading of that part of the script. The team performs their duties in the same manner and order with the salute being done right at the end of the narration. Timing in this method is critical. Practice with the narrator is imperative. Alternate version: Begin the reading of the script when the members have inverted the glasses and come to attention.)

As you entered the dining room this evening you may have noticed a small table in a place of honor near our head table. It is reverently referred to as a Remembrance or Memorial Table.

Let me explain.

Civil Air Patrol is filled with symbolism. This table is our way of symbolizing the fact that members of our organization of volunteers are missing from our midst. They are unable to be with us this evening so we pause to remember them and their duty, honor, and devotion to their fellow man, Civil Air Patrol, the United States Air Force, their state and country.

This table set for two, symbolizing the devotion and unselfishness of the senior members guiding the cadets in the right direction and supporting them in expanding their horizons, and the cadets, which are the future of America, maturing in ways that surpass their peers. **Remember!**

The single lit candle represents the flame of eternal life; that our absent members will never be forgotten and by our memories, they will be with us always.

The small Civil Air Patrol flag is for the organization to which they were so devoted. During the Second World War members gave their life in service of Civil Air Patrol and many more, both cadets and senior members, have since been lost.

The Prayer Book symbolizes their faith - whatever form that may take, which sustains us.

The red rose is for the families and loved ones of our departed members. The yellow rose reminds us that we will never forget them, and the white rose is for the purity of their intentions in responding to their country's call. The red/white/blue ribbon tied so prominently on the vase is reminiscent of the American flag and people that they so proudly served.

A slice of lemon is on the bread plate represents their bitter fate. There is salt upon the bread plate symbolic of the loved ones' tears. The glasses are inverted; they cannot toast with us this night. The chairs—the chairs are empty—they are not here.

Those members that have gone on before us have taken the final flight to the heavens. They cannot be replaced but they will always be remembered.

(Optional: Read a list of the CAP members that have departed since the last ceremony. You may adjust the length of time to cover the list of departed members as necessary or applicable. End the reading of list of departed members with **Remember!** Taps may be played at the conclusion.)

Fallen Comrades Table

To remember those who answered the call, but for whatever reason, failed to return. I would like to call your attention to the table in front of the room.

The hats of the five services remind us of the unity of purpose shared by our comrades-in-arms.

The table set for one is small, symbolizing the frailty of one prisoner alone against his oppressors.

The tablecloth is white, symbolizing the purity of their intentions to respond to their country's call to arms.

The single rose displayed in a vase reminds us of the families and loved ones of our comrades-in-arms who keep the faith awaiting their return.

The red ribbon on the vase is reminiscent of the red ribbon worn upon the breasts of thousands who bear witness to their determination to demand a proper accounting of our missing.

A slice of lemon is on the plate to remind us of their bitter fate and salt to represent the families' tears as they wait.

The glass is inverted, they cannot toast with us tonight. The chair is empty, they are not here. Remember all of you who called them comrades, who depended upon their might and aid and relied upon them for surely, they have not forsaken you.

Please raise a toast with water to those who are absent tonight as prisoners of war or missing in action.

To those who served so honorably, who were lost or are still as yet unaccounted for.

To our comrades, who gave their tomorrows for our today.

POW/MIA HAT TABLE CEREMONY
Support

1. Personnel:

    a. NCOIC
    b. Five hat bearers

2. Equipment:

    a. One ceremonial Army hat
    b. One ceremonial Marine hat
    c. One ceremonial Navy hat
    d. One ceremonial Air Force hat
    e. One ceremonial Coast Guard hat

3. Support Materials:

    a. One Bible
    b. One red candle
    c. One yellow ribbon
    d. One slice of lemon on a coaster with a pinch of salt
    e. One place setting with wineglass at an open table
    f. Four wineglasses

NOTE: All support materials should be supplied by the host.

4. Preparation:

    a. NCOIC will meet with host upon arrival at ceremony site to go over specifics:

        (1) Teams entrance cue.

        (2) Teams entrance and departure area.

        (3) Make sure that there is enough room around the table for all team members to walk.

        (4) Proper set-up of the table:

            (a) Yellow ribbon tied around red candle, placed in the middle of the table.

            (b) Bible is placed next to the candle.

            (c) Coaster with slice of lemon and pinch of salt on it is placed next to the Bible and the candle.

(d) There is only one place setting with plate, silverware, and wineglass.

(e) The other four wineglasses should be placed evenly around the table in empty place settings.

b. Have team practice at least once prior to the ceremony.

5. Sequence of Events

a. Fifteen minutes prior to ceremony the team will line up outside of the entrance: holding hats in correct Joint Service order, at waist level, and with the bill of the hat pointing out.

b. Once the narrator starts reading the POW/MIA HAT TABLE script the team will be cued and will enter the room headed toward the table.

c. Upon reaching the table the team will circle it once and the NCOIC will call **HALT** when the Air Force hat is in front of the full place setting for the second time.

d. NCOIC will call **Ready, FACE** and the team will face in towards the table.

e. The NCOIC will start the movement and at the same time all bearers will move their right hands slowly around the front of the bill to the left side of the hat, touching their left hand. Then letting go with the left hand and keeping it in position, turning the hat around 180 degrees. Bearers will then bend over and place hats in the place setting. (Air Force on the plate and the others in the empty space of the plate.)

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

g. When the glasses are securely on the table the bearers will come back to the position of attention.

h. NCOIC will call **Present, ARMS**. The bearers will perform a three-second present and after being at present for three seconds they will perform a three-second order.

i. Once back at the position of attention the NCOIC will call **Ready, FACE**. All bearers will perform a right face, wait one count, and then step off with no arm swing towards the predetermined departure area.

NOTE: If the host wishes after the dinner is over the team may go back in and get the hats. This will be performed in the exact opposite order of laying the hats.

POW/MIA HAT TABLE CEREMONY

Script

As we gather tonight, let us be ever mindful of those American servicemen and women who are no longer able to share in these events, whether through infirmity, illness, or interment. Let us be especially mindful of the continuing pain, sorrow, and sacrifices of our 2,363 comrades who wear the mournful title, MIA..... missing in action, whose story is still unfinished.

Let us remember their families agonies, endured by some for more than 20 years. The younger the individuals among us should be aware that 872 of the United States Air Force enlisted names on that long roll were squadron members of ours not long ago. Many in this room can say tonight, "There but for the grace of god, go I". We cannot evade our continuing responsibility, nor shall we, to bear witness to their ongoing absence.

Ladies and gentlemen, may I invite your attention to center stage. Here you will find a table that we have set in remembrance of those who cannot be with us this evening.

The hats from the five services symbolize the frailty of one prisoner against his oppressors.

The tablecloth is white, symbolizing the purity of their purpose to respond as American fighting men and women when their nation called.

The single red rose displayed in a vase reminds us of the families and the loved ones of our comrades in arms who have and continue to keep the faith.

The ribbon prominently displayed around the vase is reminiscent of the yellow ribbon worn on the lapel and on the breast of thousands who bear witness to their unyielding determination to demand proper account of our missing.

A bread plate bearing a single slice of lemon and a pinch of salt, centuries-old symbols of tears and bitterness which they endure today in a foreign land.

The glasses are inverted; signifying those who cannot be here to take part in our festivities.

This table is set aside as a reminder of those who have fought in defense of our country.

Will you please bow your heads with me for a moment of silent prayer..... Thank you.

REMEMBRANCE TABLE

As you entered the banquet hall this evening, you may have noticed this small table in a place of honor. It is reverently referred to as a Remembrance Table or Fallen Comrade Table.

It is set for one - let me explain.

The military caste is filled with much symbolism. This table is our way of symbolizing the fact that members of our profession of arms are missing from our midst.

They are commonly referred to as POW/MIA - We call them brothers. They are unable to be with us this evening, and so we pause to remember them. Let us take just a moment to explain the table and the significance of the items upon it.

The table, set for one, is small - symbolizing the frailty of one prisoner, alone against his oppressor.

REMEMBER

The single chair is facing away from us. This signifies an unknown fate - representing all of them.

REMEMBER

The tablecloth is white, symbolizing the purity of their intentions to respond to their country's call to arms. The napkin is black, representing the empty place their absence has left in the hearts of thousands of family members and friends across this nation.

REMEMBER

The single lighted candle reminds us of the flame of eternal life; that our fallen comrades will be with us always.

REMEMBER

The flags represent the five branches of our military service. The Bible is for faith - whatever form that may take for each of us, which sustains our missing members and their loved ones through the hell they are enduring.

REMEMBER

The single rose, displayed in a vase, reminds us of the families and loved ones of our comrades-in-arms who kept the faith, that they may one day return. It also is symbolic of the immense sacrifices and untold hardships endured by our missing warriors. Additionally, the red color symbolizes the love of home and country that led them to such sacrifices.

REMEMBER

The yellow ribbon, so prominently tied to the vase, is a reminder of the thousands of ribbons worn to demand a proper accounting of our missing.

REMEMBER

A sliver of lemon sits on the bread place, to remind us of their bitter fare. There is salt on the bread place - symbolic of the tears shed by those who wait.

REMEMBER

The glass is inverted - for they cannot toast with us tonight.

REMEMBER

The chair is empty - they are not here.

REMEMBER

The Prisoner of War Medal - symbolizing the great suffering and sacrifice of those incarcerated. The Purple Heart Medal - displayed to represent the shedding of blood; the essential of life in battle. The dog tags - blank yet they could bear the name of any of us tonight.

REMEMBER

Remember - All ye who served with them and called them comrade, who depended upon their strength and comfort and relied upon them - for surely they have not forgotten you.

It is traditional that the following toast be offered with water only, as a tribute to our servicemen in North Vietnam, where only water was available.

Ladies and gentlemen - Please rise and charge your glasses with water - I propose this silent toast to our comrades - killed in action, missing in action or prisoners of war.

In Memory

Each year we honor those brave men and women who died for their country, that we might continue to live in peace and freedom. How best can we honor them? Certainly, it is important to hold ceremonies, to place flowers on the graves of those near and dear to us. These are public displays of private grief.

There is another way that we can honor these great men and women; however, and that is in upholding the principles that they gave "the last full measure" to defend. Study the Constitution - here we find the principles upon which this nation was founded; then make every effort to live by these principles.

We pay tribute to the brave men and women who have died for America and continue through the year to honor them by upholding hose values that they died to protect.

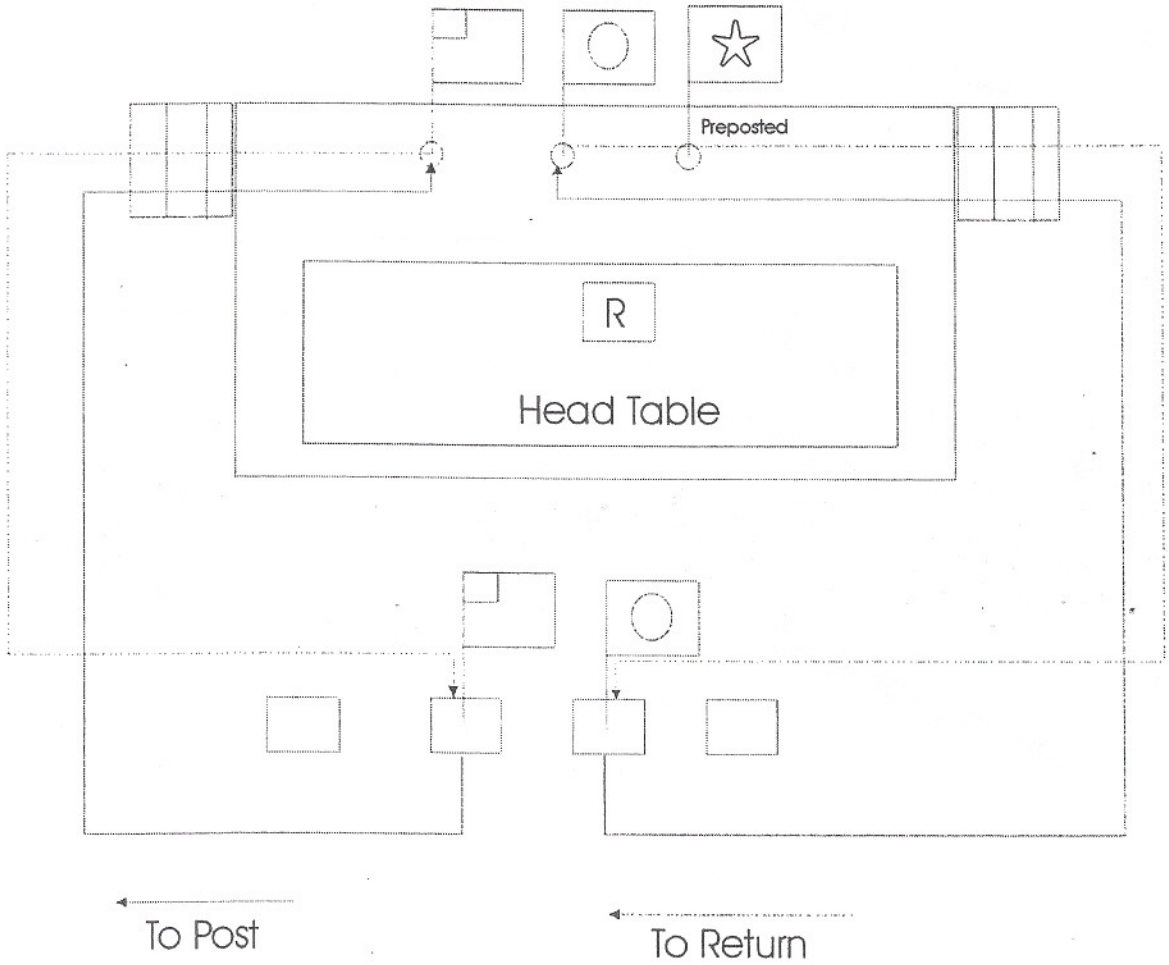
Lest we forget, here are the 64 members of Civil Air Patrol who died while in voluntary service to their country during World War II.

Name	Hometown	Unit Location	Date
Marvin Aaron (Prospective Cadet)	Philadelphia PA	Pennsylvania	June 23, 1944
Lt. Melvin L. Alspaugh	Belle Glade FL	Florida	February 23, 1944
1Lt. C.W. Andrews	Springfield OH	Panama City FL	October 30, 1942
H. W. Armstrong	Redwood City CA	California	March 23, 1945
1Lt. Ben Berger	Denver CO	Atlantic City NJ	April 25, 1943
1Lt. Curtis P. Black	N. Olmsted OH	Panama City FL	January 4, 1943
1Lt. Welles L. Bishop	Meriden CT	Augusta ME	February 2, 1943
F/O Norman L. Buckey	Washington DC	Driver VA	January 22, 1944
John T. Burke	Fort Worth TX	Fort Worth TX	June 10, 1943
1Lt. Guy T. Cherry, Jr.	Kinston NC	Beaufort NC	November 16, 1942
1Lt. Frank M. Cook	Concord NC	Manteo NC	December 21, 1942
Keith Clasby	Colorado Springs CO	Colorado	April 7, 1944
1Lt. Julian Cooper	Nashville NC	Manteo NC	December 21, 1942
2Lt. Martin E. Coughlin	Kansas City MO	Pascagoula MS	February 26, 1943
2Lt. Dayton C. Davis	Cleveland OH	Erie PA	September 7, 1943
1Lt. Paul W. Davis	St. Louis MO	Pascagoula MS	February 26, 1943
2Lt. George W. Darling	Pratt KS	Colorado	July 11, 1943
1Lt. John H. Dean	Fort Worth TX	Beaumont TX	November 16, 1942
1Lt. Fred S. Englert	New Orleans LA	New Orleans LA	September 16, 1943
2Lt. Donald C. Ferner	Tulsa OK	Panama City FL	April 3, 1943
Bruce W. Flegal	Roswell NM	New Mexico	March 12, 1944
1Lt. Delmont B. Garrett	Media PA	Rehoboth DE	March 19, 1943
Lt. William B. Haler	Minneapolis MN	Minnesota	April 30, 1944
F/O Bayard S. Henderson	Lancaster CA	Laredo TX	January 17, 1944

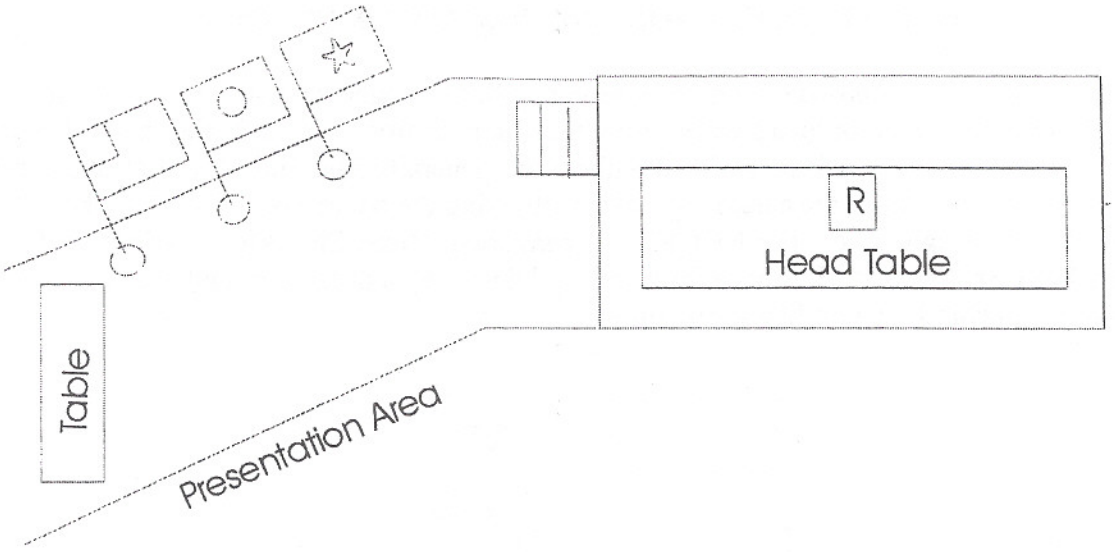
Name	Hometown	Unit Location	Date
2Lt. H.M. Hewitt	Junction City OR	Laredo TX	January 17, 1944
1Lt. William B. Hites	Jamestown NY	Augusta ME	February 2, 1943
2Lt. Charles R. Hoser	Norristown PA	Pennsylvania	June 23, 1944
Cpt. Clifton K. Hyatt	Miami FL	San Jose CA	December 20, 1944
1Lt. Alfred C. Kendricks	Gastonia NC	Driver VA	January 22, 1944
2Lt. D.L. King	Spartanburg SC	Charleston SC	February 9, 1943
1Lt. Alfred H. Koym	Rosenburg TX	Beaumont TX	November 11, 1942
2Lt. Irwin T. Lawson	Sault Ste Marie MI	Iron Mountain MI	August 10, 1945
Cpt. H.L. Lundquist	Gastonia NC	Beaufort NC	June 27, 1943
Cpt. George J. Main	Minneapolis MN	Minnesota	April 30, 1944
Isaac R. Martin	Wichita KS	Kansas	February 19, 1944
Cpt. Harry A. Maughan	Walla Walla WA	Colorado	October 16, 1943
2Lt. Andre E. Maye	Bottsford CT	Bradley Field CT	September 14, 1943
1Lt. L.E. Milkey	Sandusky OH	Panama City FL	October 30, 1942
Maj. Kenneth E. Morey	Adrian MI	Michigan	May 14, 1944
Harry C. Mulroy	Roswell NM	New Mexico	March 12, 1944
2Lt. Carl A. Nelson	Salt Lake City UT	Utah	March 20, 1943
1Lt. Gerald G. Owen	West Farmington OH	Panama City FL	April 3, 1943
2Lt. Roy G. Paite	Philadelphia PA	Flushing NY	May 13, 1942
2Lt. C. James Parnell	Chester VA	Langley Field VA	January 22, 1943
2Lt. M. J. Purdy	Cambridge OH	Chicago IL	January 13, 1944
Cpt. Gordon M. Pyle	New York NY	Flushing NY	October 18, 1943
2Lt. C.L. Rawls	Charleston SC	Charleston SC	February 9, 1943
Leo Schuth	Colorado Springs CO	Colorado	April 7, 1944
1Lt. Charles Shelfus	Columbus OH	Rehoboth DE	July 21, 1942
Cpt. Raoul E. Souliere	Biddeford ME	Clinton MD	July 25, 1944
Sgt. Frederick P. Streisel	Cleveland OH	Erie PA	September 7, 1943
Sgt. Geo. R. Stubblefield	Waterloo NY	Warners NY	August 6, 1944
1Lt. H.O. Swift	Stanton DE	Rehoboth DE	March 6, 1943
1Lt. James C. Taylor	Baton Rouge LA	Beaumont TX	November 11, 1942
C/SSgt. James W. Taylor	Claymont DE	Dover AAF DE	August 23, 1944
2Lt. Paul D. Towne	Peoria IL	Rehoboth DE	March 19, 1943
1Lt. Alvie T. Vauhen	Galion OH	Panama City FL	January 4, 1943
2Lt. Doerr Celia Walker	Detroit MI	Adrian MI	July 16, 1944
1Lt. Robert D. Ward	Dallas TX	Beaumont TX	November 16, 1942
Lt. John Wallace	Caney KS	Kansas	April 29, 1945
Cpt. Irvin S. Wemmer	Caney KS	Kansas	April 29, 1945
Kenneth M. Wilkinson	Ashville KS	Kansas	January 29, 1944
F/O D.S. Williams	Wallace NC	Beaufort NC	June 27, 1943
James W. Wooldridge	San Francisco CA	California	March 23, 1945

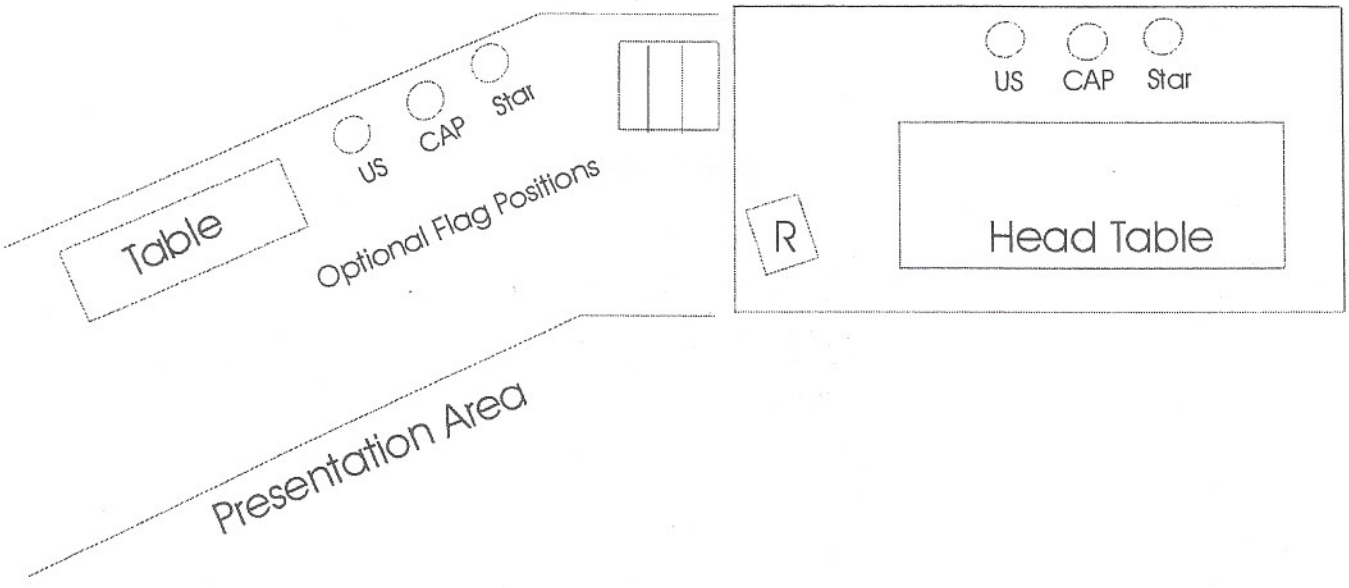
TYPICAL PRESENTATION AND POSTING OF COLORS

The color guard will be composed of two cadet senior NCOs as flagbearers and two cadet airmen as guards. Normally, the color guard will present the colors in front of and facing the audience. The "Pledge of Allegiance" and the national anthem are generally said and played at this time. Either, or both, may be part of the ceremony. After retrieving the colors and reforming, the color guard will execute a right face. The NCOIC will command, **Right Shoulder, ARMS** or **Port, ARMS** and **Forward, MARCH**. The color guard will depart by a predetermined route. The US flag will not pass behind the unit flag at any time.



Most indoor flags, whether ceremonial or organizational size, are on 8 foot staffs. Some ceilings are not high enough to post flags on the dais, therefore, they may be placed on other appropriate positions at the front of the room as long as flag precedence is observed.


R
Head Table
Table
Presentation Area


US
CAP
Star
Table
Optional Flag Positions
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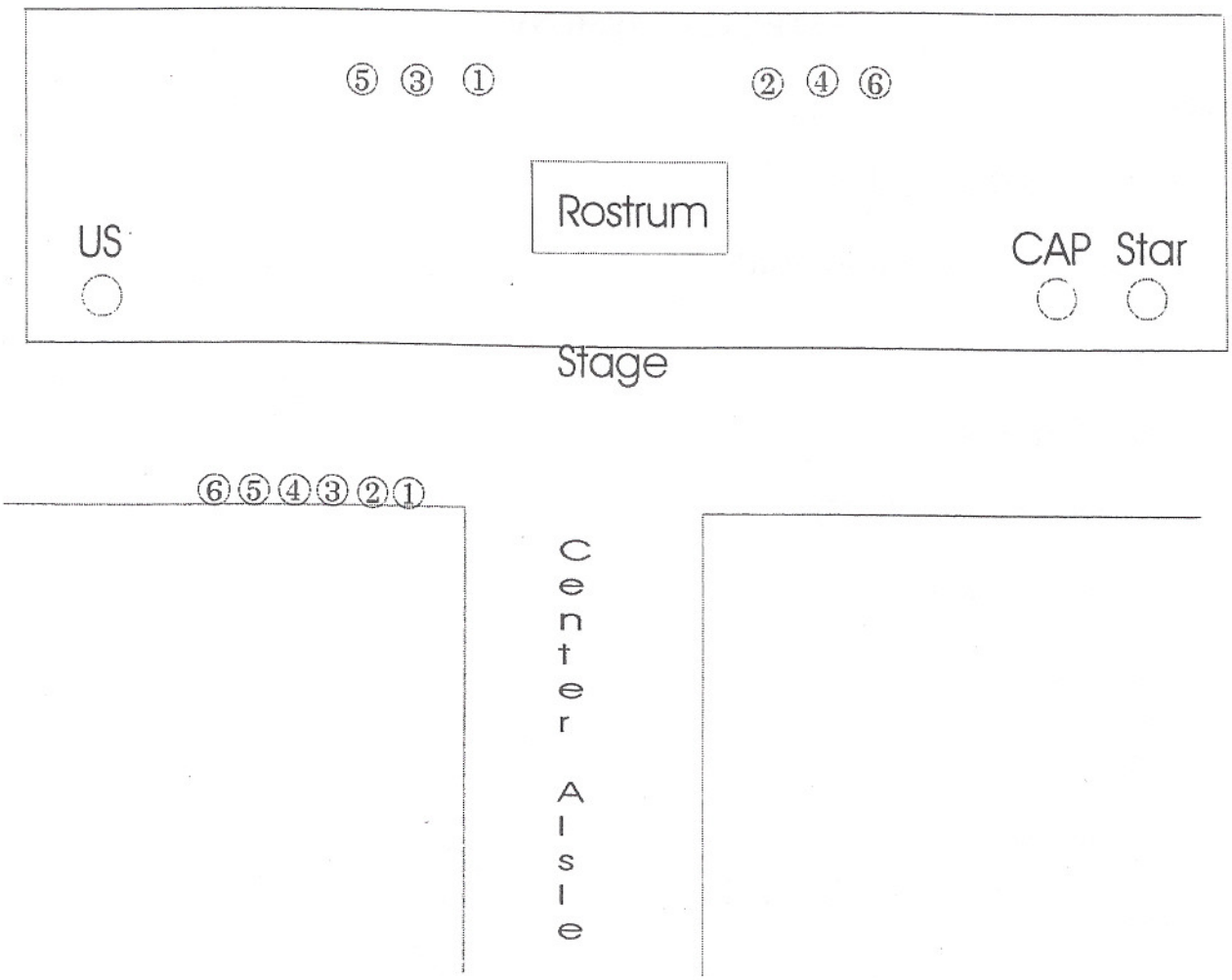
Head Table
Presentation Area



Placement of the colors is dependent on the room size.

RETREAT CEREMONY

Personnel.

- (1) Officer-in-Charge (OIC)
- (1) Cadet Officer-in-Charge (C/OIC)
- Band (Optional)
- (4 or 6) Flag Detail
- (30) Flight Personnel (2 x 15)
- (2) Flight Commanders
- (2) Guides
- (2) Spares
- (1) Guidon Bearer

Equipment.

- Base Flag or All purpose flag
- Recorded music if band not available

Preparation.

- Schedule at least one practice, one day prior to the ceremony.
- The OIC will ensure that the base security force is notified of the upcoming retreat ceremony in order to provide the necessary traffic control.
- The intersections surrounding the flagpole will be blocked off 15 minutes prior to retreat time and, at the same time, the street will be marked for the flights' position.

Sequence Of Events.

1. OIC oversees activity from no specific location. The C/OIC and the Guidon come to the position of Attention. The C/OIC will give the command **Guidon, Forward, MARCH**. The C/OIC and Guidon will advance forward to a position six paces in front of the flight(s).

2. The C/OIC will give the command **Mark Time, MARCH; Guidon, HALT**. The guidon bearer stands fast and the C/OIC executes an about face and gives the command **Squadron, ATTENTION**. Flight commanders will echo preparatory commands, as appropriate.

3. The C/OIC will give the preparatory command **Right**. All elements in the formation will execute movement on the C/OIC's command of execution, **FACE**.

4. The flight commanders and guides will execute the Flight Commanders/Guides Posting Sequence.

5. The C/OIC and the guidon bearer advance six paces to the front of the squadron, and the C/OIC will command **Mark Time, MARCH; Guidon, HALT**.

6. The C/OIC will execute an about face and give the preparatory command **Forward**. All elements of the formation will execute movement on the command of execution **MARCH**.

7. As the C/OIC and guidon bearer approach their position at the flagpole, the C/OIC will give the command **Right (Left) Flank, MARCH.** They will then proceed to their appropriate marks. The C/OIC will then give the command **Mark Time, MARCH; Guidon, HALT** and execute an about face.

8. The C/OIC will give the command **Mark Time, MARCH** as the flag detail stops exactly in line with the C/OIC's position. The C/OIC will give the preparatory command **Squadrons**. All elements in the formation will cease movement on the C/OIC's command of execution **HALT**.

9. The C/OIC will give the preparatory command of **Left**. All elements will execute movement on the C/OIC command **FACE**.

10. The C/OIC will then command **Flight Commanders, Dress Your Flights**.

11. Flight commanders will salute the C/OIC at the same time and the C/OIC will return the salute. The flight commanders will do an about face.

12. "A" flight commander will command **Dress Left, DRESS** at which time the base file of the flight will drop their heads and line up on their marks. The flight commander will then command **Stand By, DRESS** at which time the flight will dress to its left.

13. "B" flight will proceed as "A" flight did except that the command will be **Dress Right, DRESS**.

14. Flight commanders will proceed to dress their flights and, after dressing the flights, will command **Ready, FRONT** beginning with tall flight and ending with short flight.

Once the flight commander of "B" flight gives the command **Ready, FRONT** both flight commanders will proceed back to their original positions in front of their flights.

15. Once the flight commanders reach their original positions, the C/OIC will then give the command **Stand At, EASE**.

16. The C/OIC does an about face, goes to stand at ease, and waits for the proper retreat time.

17. The C/OIC will come to attention, do an about face and gives the preparatory command **Squadron**. Elements will execute movement on the command of execution **ATTENTION**.

18. The C/OIC will then command **Guidon, Ready, FACE**. The C/OIC will execute a left face; at the same time the guidon bearer will execute a right face; and they step off together taking four paces, halt, and automatically execute an about face.

19. The C/NCOIC of the flag detail commands **Forward, MARCH** and the flag detail moves into position:

19.1. C/NCOIC six paces away from, just to the right of, and facing the flagpole.

19.2. There will be a halyardsman on each halyard; they will stand one pace back, on either side of, and facing the flag pole.

19.3. The flag bearer will stand on the leeward side (the direction in which the wind blows) and six paces back from the flagpole.

20. The C/OIC will command **Guidon, Ready, STEP.** The C/OIC and guidon will step off, take four paces forward, and halt, and both will face front.

21. The C/OIC will come to attention and command **Sound Retreat** then return to stand at ease.

22. Band plays "Retreat."

23. While "Retreat" is playing, the halyardsmen will untie the halyards from the cleat and arrange the halyards for the lowering of the flag.

24. "Retreat" complete; C/OIC comes to attention and executes an about face and gives the preparatory command **Present**. Elements will execute movement on the command of execution, **ARMS**. The C/OIC does an about face and presents arms.

25. The flag detail presents arms except for the members lowering the flag.

26. Band plays the "Star-Spangled Banner."

27. On the first note of the music, the halyardsmen begin lowering the flag.

28. On the last note of the National Anthem, the flag detail will secure the flag.

29. C/OIC terminates his/her salute, executes an about face and give the preparatory command **Order**. All elements will execute movement on the command of execution **ARMS**.

30. The flag detail folds the flag while the C/NCOIC of the detail remains at attention facing the flagpole.

31. When the flag is folded, the flag detail will march back to their position between the flights facing the C/OIC with the C/NCOIC of the detail on the right and the flag bearer in the middle.

32. The C/NCOIC of the flag detail will salute and report **Sir/Ma'am, The Flag Is Secure**. The C/OIC returns the salute.

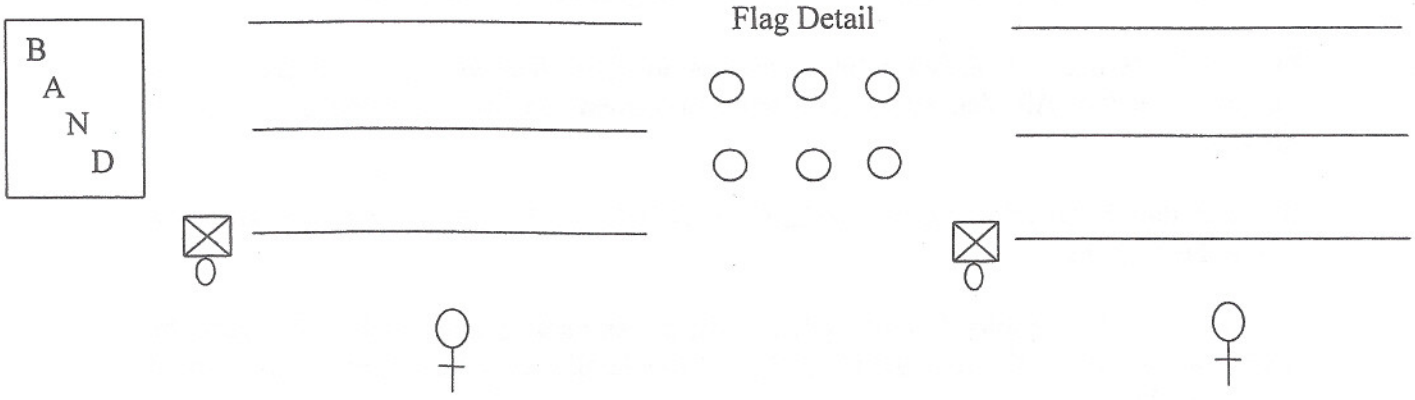
33. The C/OIC does an about face and gives the commands **Right, FACE**. After the flights execute these commands the C/OIC then commands **Guidon, Ready, FACE**. Guidon will face right and the C/OIC will face left, and both will automatically step off and proceed to the front of the flights.

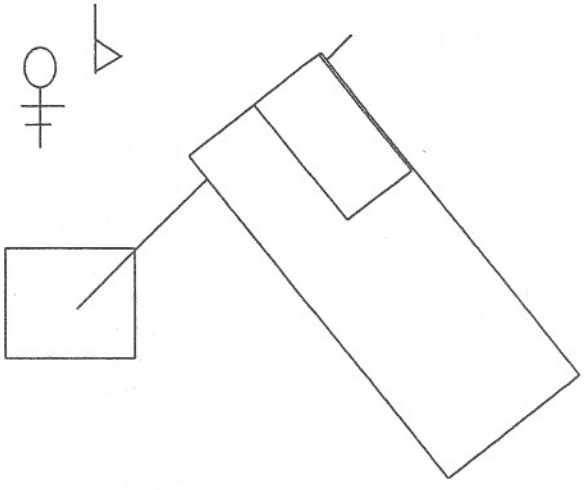
34. The C/OIC commands **Forward, MARCH**.

35. C/OIC marches the formation back to the fallout area, retires the colors, and dismisses the formation.

36. This ceremony is based on the USAF Honor Guard method and may be changed to meet local requirements. The flag detail may be omitted from being a part of the honor squadron and operate as its on entity.

Retreat





Legend

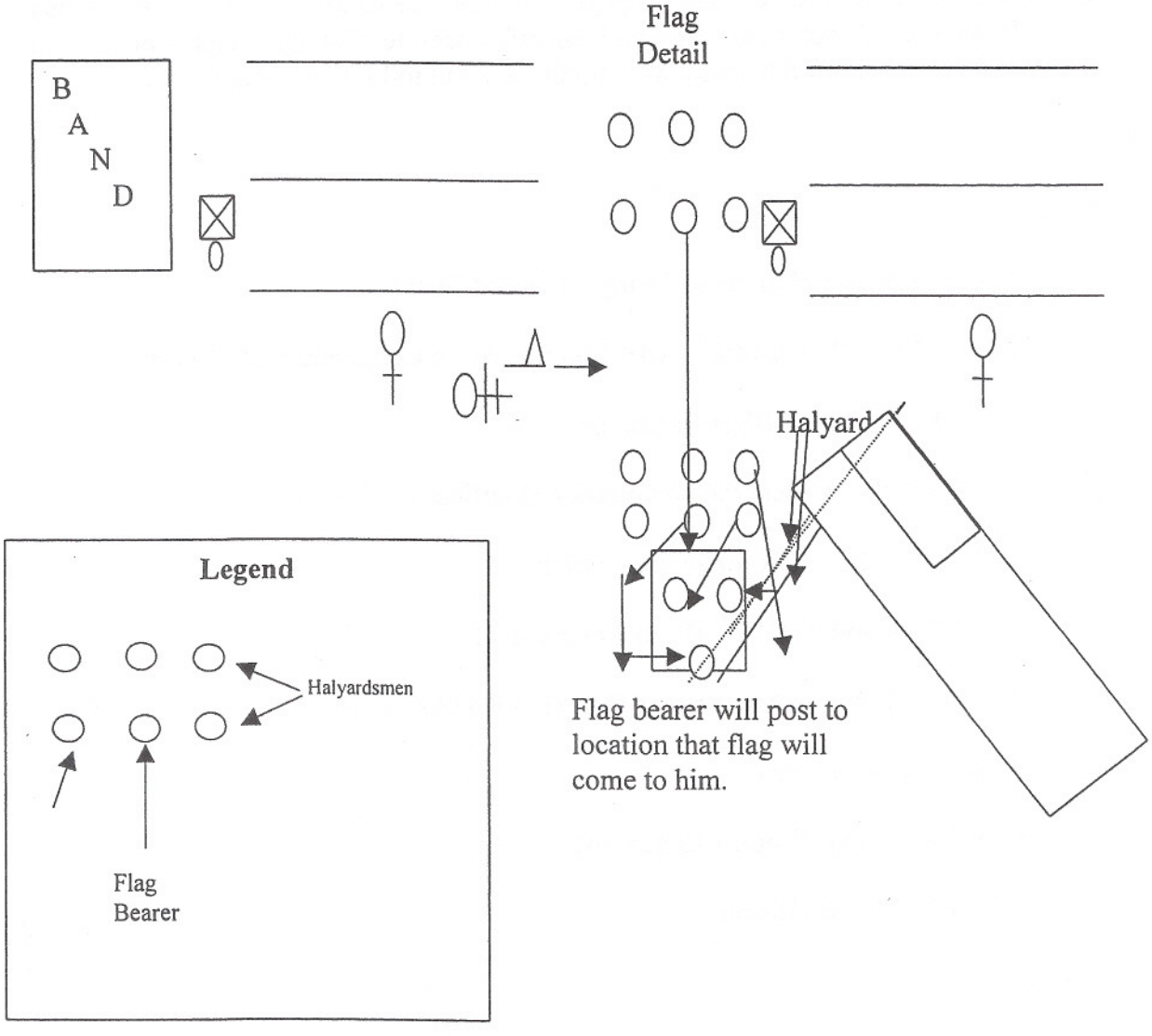
C/OIC (Commander)

Flight Commander

Guidon Bearer

Guide

Retreat (continued)



WREATH LAYINGS

NOTE: The following wreath laying ceremony procedures is a general guideline for any wreath laying ceremony the unit may be requested to perform. Each occasion will require a different style of ceremony based on location and purpose. If only one Color Guard is used, adjust accordingly. If an item is not used, disregard all references to that item and adjust. All ceremonies should be conducted flawlessly with dignity and full military decorum.

General:

Terms.

1. OIC – Senior Member in Charge of Honor Guard.
2. C/CC or COT – Overall Cadet Commander or Commander of Troops.
3. C/OIC – Cadet Officer-in-Charge.
4. C/NCOIC – Cadet Non-commissioned Officer-in-Charge.
5. NCOR – C/NCOIC of Honor Cordon
6. NCG (A and B) C/NCOIC of Color Guard
7. NPC – C/NCOIC of Personal Colors Team (As needed)
8. DO – Door Opener
9. PC – Personal Colors (As needed)
10. WB – Wreath Bearer

Personnel.

1. OIC
2. C/CC or COT
3. C/NCOIC
4. Wreath Bearer
5. NCOR
6. 10 Person Cordon

7. Spare

8. Two 4 Person Color Guards

9. 3 Person PC Team

10. Door Openers

11. Escorts

12. Radio Operator

13. Narrator

Equipment.

1. Color Guard Marking Stick

2. Cordon Marking Stick

3. 3 Radios

4. Foreign PC flag

5. 5 Colors Slings

6. 2 US National Flags

7. 2 CAP Flags with Unit Citation Streamers

8. Appropriate wreath and mat

9. Briefing Board

10. Commitment, Checklists, and Sequence of Events

Responsibilities:

C/NCOIC will ensure that:

1. At least one rehearsal is scheduled, one day prior to the actual ceremony.

2. One day prior to the actual ceremony, the sequence of events and briefing boards are completed and reviewed by the OIC.

3. All other key players have completed their responsibilities.

OIC will ensure:

1. That he or she attends rehearsal prior to ceremony.

2. Not later than 45 minutes prior to ceremony attends talk-through in an area located close to the ceremony site.

COT will ensure:

1. All participants attend rehearsal prior to ceremony.

2. Not later than 45 minutes prior to ceremony attends talk-through in an area located close to the ceremony site.

Wreath Bearer will ensure:

1. The wreath is obtained and on hand.

2. Not later than 45 minutes prior to ceremony attends talk-through in an area located close to the ceremony site.

NCOR will ensure:

1. Ceremony area has been marked for all cordon positions as early as possible.

2. All cordon members have their equipment and uniform is complete and correct.

3. Not later than 45 minutes prior to ceremony attends talk-through in an area located close to the ceremony site.

Spare will ensure:

1. Vehicle(s), as needed, is (are) thoroughly clean inside and out.

2. Radio properly functions from ceremony area.

3. Coordinate departure time for driving personnel as needed to ceremony site.

NCG A will ensure:

1. Ceremony area has been marked for all colors positions as early as possible.

2. Ensure all team members have their equipment and the uniforms are complete and correct.

3. Not later than 45 minutes prior to ceremony attends talk-through in an area located close to the ceremony site.

NPC will ensure that the ceremony area is clear of all obstacles.

Radio Operator will ensure:

1. Vehicle(s), as needed, is (are) thoroughly clean inside and out.

2. Radio properly functions from ceremony area.

3. Map of ceremony area outlining motorcade path, if used, with alternate route.

Narrator will ensure:

1. Briefing board prepared 1 day prior to ceremony.

2. Upon arrival at ceremony area place briefing board in ready area.

3. Not later than 45 minutes prior to ceremony attends talk-through in an area located close to the ceremony site.

4. Retrieve briefing board after ceremony is completed.

Procedures:

Pre-Dignitary Arrival Sequence.

1. Protocol notifies Radio Operator to advance motorcade and signals C/NCOIC to commence with the pre-dignitary arrival sequence.

2. C/NCOIC cues NCG A by head nod.

3. NCG A commands **Ready, STEP**.

4. NCG B commands **Ready, STEP**.

5. A and B color teams halt on marks at the same time.

6. NCG A commands **Order, ARMS**.

7. NCG B commands **Order, ARMS**.

8. NCG A commands **Colors, Dress Center, DRESS**.

9. NCG B commands **Colors, Dress Center, DRESS**.

10. NCG A commands **Ready, FRONT**.

11. NCG B commands **Ready, FRONT**.

12. NCG A commands **Stand At, EASE**.

13. NCG B commands **Stand At, EASE**.

14. C/NCOIC cues NCOR by head nod.

15. NCOR gets on mark, facing Cordon and comes to attention.

16. COT simultaneously gets on mark, facing same direction as Cordon is facing and comes to attention.

17. NCOR commands **Cordon, ATTENTION**. NCOR faces left then commands **Forward, MARCH**. (no arm swing)

18. NCOR watches for lead right file, right foot to pass designated spot/point and commands **Column Right, MARCH**. NCOR takes six more steps and flanks right.

19. COT marches forward and inclines right to COT exchange mark, halts, and then executes stand at ease.

20. WB marches out with Cordon and halts on mark, faces right.

21. NCOR gets on NCOR exchange mark, halts, and executes a right face.

22. Cordon marches to marks then automatically mark time.

23. NCOR commands **Cordon, HALT; Right File, Nine Paces Forward, MARCH**. Right file of Cordon takes nine paces forward and halts. NCOR then commands **Stand At EASE**. NCOR does an about face after the Cordon goes to stand at ease and automatically salutes.

24. As NCOR commands stand at ease, COT comes to attention, faces right, timing with NCOR's about face. (COT/NCOR are now facing each other.) COT returns salute of NCOR.

25. NCOR automatically faces left at the same time as the COT faces left. NCOR then marches off with arm swing.

26. COT goes to at ease.

March-On Sequence.

1. DOs open car doors allowing dignitaries to exit with OIC.

2. Once car doors open the PC bearer commands **Colors, ATTENTION**. After dignitaries are in place NPC commands **Ready, STEP** and PC Teams does a left wheel while going to shoulder arms (only when personal colors are used).

3. OIC signals C/NCOIC to cue Narrator.

4. C/NCOIC cues Narrator by head nod.

5. Narrator marches out to marks and halts. Narrator does a left face, a solo present arms, a solo order arms, then about face. Narration is given and then does about face.

6. COT comes to attention while Narrator completes an about face so that their heels come together simultaneously.

7. Narrator does a solo presents arms; a solo order arms; left face; marches off.

8. NCG A commands **Standby, Colors, ATTENTION**; **Right Shoulder, ARMS**.

9. COT marches towards marks at the same time Narrator starts marching off. COT halts; faces left; does a solo present arms; a solo order arms; an about face; commands **Cordon, ATTENTION; Forward, MARCH.** COT commands **Column Left, MARCH** when the right file element leader's left foot is at or slightly after pre-designated spot/point.

10. WB steps to mark slightly left of mat after COT commands forward march.

11. Cordon approaches marks and automatically marks time.

12. COT commands **Cordon, HALT; Center, FACE;** completes an about face. COT commands **ADVANCE THE COLORS.**

13. NCG A commands **Colors, Forward MARCH; Mark Time, MARCH; Colors, HALT.**

14. COT does an about face and commands **Present** (NCG A echoes **Present**), **ARMS,** COT does an about face, a solo present arms, a solo order arms, then an about face, and commands **Order** (NCG A echoes **Right Shoulder**), **ARMS.** COT does a right face and marches to mark and halts, does an about face.

Wreath Laying Sequence.

1. OIC or C/OIC gestures dignitaries to proceed.

2. NPC commands **Ready, STEP** and follows and then colors guards automatically present arms (only if personal colors are involved).

3. COT commands **Present** (NCG A echoes **Present**), **ARMS** when dignitaries reach a predetermined mark, then does a solo present arms.

4. Dignitaries approach a line (pre-drawn) and stop with C/OIC.

5. National anthems, as appropriate, are played.

6. COT orders down then commands **Order** (NCG A echoes **Right Shoulder**), **ARMS**.

7. WB (after "home of the brave" during the *Star Spangled Banner*) executes order arms and automatically steps off to pre-designated mark, halts, right face, extends wreath.

8. COT commands **Present** (NCG A echoes **Present**), **ARMS** when dignitary's hand is on wreath.

9. After wreath is in place WB gestures dignitary back to marks. WB steps off with right foot and executes an immediate right flank and quickly marches back to mark in vicinity of COT and halts. WB executes an about face and a solo present arms ending both moves at the same time.

10. Muffled ruffles and taps are played, if available.

11. COT executes order arms on last note of taps and commands **Order** (NCG A echoes **Right Shoulder**), **ARMS.**

12. NPC commands **STEP** after COT has commanded **ORDER** and executes the movement after COT has commanded **ARMS.**

13. C/OIC gestures dignitaries back towards assembly area once PC Team halts.

14. PC Team flanks left and repositions awaiting dignitary departure.

March-Off Sequence.

1. WB does a three count about face and marches off once dignitaries enter assembly area.

2. COT marches toward front of ceremony area once the dignitaries enter the assembly area. COT halts on marks, left face, then commands **ADVANCE THE COLORS.**

3. NCG A commands **Colors, Forward, MARCH; Mark Time, MARCH; Colors, HALT.**

4. COT does an about face and commands **Present** (NCG A echoes **Present**), **ARMS,** does an about face, a solo present arms, a solo order arms, an about face, then commands **Order** (NCG A echoes **Right Shoulder**), **ARMS**; **RETIRE THE COLORS.**

5. NCG A commands **Colors, Ready, STEP; Mark Time, MARCH; Ready, STEP**; both teams march off and ripple down simultaneously.

6. COT does an about and commands **Ready, FACE; Forward, MARCH.**

7. Cordon automatically performs a column right.

8. NCOR marches out to marks after hearing forward march from COT.

9. COT does an **about face once Cordon is half-way to NCOR, does a solo present arms, a solo** order arms, a left face, and marches back to marks for COT/NCOR exchange.

10. **Cordon approaches marks and automatically marks time.**

11. NCOR commands **Cordon, HALT** once Cordon marks time on marks.

12. COT halts on marks. When halted COT and NCOR face left towards each other. NCOR automatically salutes, COT returns salute, NCOR drops salute and COT/NCOR face away from ceremony area.

13. NCOR commands **Forward, MARCH** and guides off with Cordon and COT.

14. Key personnel await dignitary departure and meet in front of ceremony area.

Coordination Processes:

1. OIC will finalize script and ensure copies are distributed to the C/CC or COT, Narrator, and the C/NCOIC.

2. C/NCOIC will coordinate with OIC on any changes to the script or any timelines that may change.

CIVIL AIR PATROL WREATH LAYING CEREMONY CHECKLIST

- Ceremony area marked as early as possible on the morning of the ceremony, weather permitting. If raining, mark the ceremony area 30 minutes prior to job.

- Not later than 1 hour and 45 minutes prior to ceremony, personnel arrive.

  - NCOR and Cordon practice and get their movements precise and together.
  - NCG A & B and Personal Colors Teams practice and get their movements precise and together.

- Not later than 1 hour prior to ceremony ensure Escorts, Door Openers, and other personnel are in-place at DV arrival area in front of ceremony area for a briefing.

- Not later than 45 minutes prior to ceremony conduct talk-through in an area located close to the ceremony site with C/NCOIC, OIC, COT, NCOR, NCG A, NPC, Narrator, and Wreath Bearer.

- Not later than 30 minutes prior to ceremony ensure:

  - Escorts, Door Openers, and Honor Team are in-place.
  - Radio Operator is standing by on appropriate radio frequency.
  - Sequence of Events and briefing boards are in-place in the designated area.
  - Color Teams are standing by at the receiving area.
  - Wreath Bearer has acquired wreath from the appropriate source.
  - All unauthorized personnel have exited the ceremony area and reserved DV areas.

- Not later than 20 minutes prior to ceremony ensure:
  - NCOR, Cordon, Spare, COT, Narrator, Wreath Bearer are in-place.
  - C/NCOIC in position.

CIVIL AIR PATROL WREATH LAYING CEREMONY
SEQUENCE OF EVENTS

- Radio Operator signals C/CC or COT to the arrival of dignitaries.
- C/CC or COT signals C/NCOIC to prepare for troop march-on.
- C/NCOIC cues Colors to march on. Once Colors are in place C/NCOIC then cues NCOR to move into position along with Cordon, COT, Wreath Bearer, and Narrator.
- Dignitaries arrive in front of ceremony area and are greeted by CAP representatives and are escorted to assembly area.
- OIC and Honor Team members escort additional visiting officers to their positions.
- Upon conclusion of briefing, dignitaries are shown to their positions to observe troop march-on. After dignitaries are in position, Narrator marches out, gives narration, and then marches off.
- Cordon march into position. Color teams advance the colors to predetermined position and then COT commands **Present, ARMS; Order, ARMS.**
- Dignitaries proceed (COT commands present arms) through the cordon and are shown to their positions followed by PC Team.
- National anthems are played and then COT commands **Order, ARMS.**
- Wreath bearer moves into position and presents wreath. The dignitary places wreath on stand and returns to original position.
- As dignitary places hands on wreath, COT commands **Present ARMS.** Wreath Bearer marches back to marks and presents arms. Muffled Ruffles and Taps are played. COT then commands **Order, ARMS.**
- Dignitaries and additional visiting officers are escorted back to assembly area.
- Once dignitaries are in the assembly area COT retires the colors and marches off.

Dignitaries and visiting officers are escorted back to their vehicles for departure.

Ceremony Checklists. Good ceremonies don't just happen. Quality planning must precede them. Then the details must be completed in a timely manner. The more effective planning which goes into an event, the better the event will be. The following checklists have been designed to give any project officer a suitable means of conducting the types of ceremonies mentioned herein. Always remember that you can seldom have too much detailed planning. As long as all of the "glitches" are corrected before the ceremony begins, everything will be fine. Strive for a perfect ceremony every time. Everyone will appreciate the ceremony more, and the special feeling you create will become a positive lasting memory for all concerned. Many CAP events will honor several individuals and will require additional attention to detail. It is not possible to cover all situations, but most are covered herein. Remember, common sense and courtesy should prevail, and when a problem arises which project officers cannot resolve, they should seek a command decision.

National Commander/Executive Director Notes. Should the CAP National Commander or Executive Director be a part of these ceremonies, coordination through National Headquarters, CAP is required. If the National Commander or Executive Director has a role in the ceremonies, a complete narrative package should be available upon their arrival. Provide the point of contact information along with the request for the National Commander or Executive Director to speak, the amount of time allowed, subject, and when, if applicable, will be included in the letter of invitation (see Attachment 4, Sample Letter of Invitation).

CHAPTER 4
INVITATIONS TO CIVIL AIR PATROL AND OTHER DIGNITARIES TO CONFERENCES AND SPECIAL ACTIVITIES

PLANNING. Planning is the key ingredient for a successful conference or special activity. Although this chapter is addressed primarily to the wing level, squadron, group and region level may use it as a guide as well.

INVITATIONS. All invitations will be by personal letter from the inviting Commander as soon as the date of the activity is firmly set. **Do it Now** as the national and region calendars are filled rapidly. (See Attachment 3 for sample.)

The letter of invitation will include: name of activity; date and time of activity; location of activity; and appropriate dress for each phase of the activity.

Be sure to list any special information about the activity that would be helpful to the attendee. If a brochure is available enclose it with the letter.

RESPONSE BY INVITED DIGNITARIES. The dignitary normally responds in writing and advises of his or her acceptance or declination. As soon as his or her itinerary is established for the trip, it will be forwarded to the host commander.

HOST COMMANDER'S RESPONSIBLITIES. The host commander is responsible for the following:

- Make advance hotel reservations for the visiting dignitary.
- Pre-register the dignitary on the day of arrival. (If complimentary suites are available, be sure to provide one for the visitor).
- Prepare registration package for the visiting dignitary. The package should include all appropriate information on the activity, meal or banquet tickets and any specific or special information the host commander deems necessary. The registration package will be placed in the dignitary's room prior to his or her arrival.
- Host commander will always arrange to personally meet his or her superior upon arrival at the airport or at the hotel/meeting place if travel is by vehicle.
- If the dignitary is traveling by air, the host commander will arrange a vehicle and driver to meet the aircraft at the scheduled arrival time. Use clean vehicles! The driver will assist the dignitary with luggage. If the dignitary is traveling by vehicle, the host commander will arrange for personnel to handle the dignitary's luggage upon arrival at the hotel.

- Provide the dignitary with the key to his or her room or suite so that he/she does not have to stop at the hotel registration desk. (If it is necessary for the dignitary to personally pay for his/her accommodations, simply ask him/her to stop by the registration desk before departing.)

- If the dignitary is a general officer, determine if he/she has hand-carried a general officer flag. If so, secure it for use in the flag ceremonies. (NOTE: Upon acceptance of the invitation, inquire if the general officer will be bringing his/her flag).

- If the dignitary will be involved in award presentations, the host commander should indicate this in subsequent correspondence. A copy of "Citation to Accompany Awards" should be included in the narrative package to the dignitary to allow review of the award in advance.

- If an overnight activity, the VIP's should have the room number, telephone number, etc. of the other VIP's attending. This makes it easier for them to contact each other.

LIST OF DIGNITARIES. Dignitaries to invite is left to the discretion of the host commander, however the following should be considered:

NATIONAL COMMANDER
COMMANDER CAP-USAF
NATIONAL VICE COMMANDER
NATIONAL CHIEF OF STAFF
EXECUTIVE DIRECTOR

REGION COMMANDERS
REGION VICE COMMANDERS
LIAISON REGION COMMANDER
LOCAL MILITARY COMMANDERS

STATE AND LOCAL OFFICIALS (GOVERNOR,
STATE LEGISLATORS, MAYOR, ETC.) Include heads of organizations who are or have been of significant assistance to CAP.

SPECIAL NOTE: Normally, when active duty Air Force personnel from National Headquarters attend CAP functions, the wing or region liaison officer will coordinate their travel and billeting arrangements.

CHAPTER 5

OFFICIAL CIVIL AIR PATROL SOCIAL FUNCTIONS

GENERAL SOCIAL FUNCTIONS. The protocol officer must keep informed of accepted social procedures, particularly as they are observed in the local community.

Proper Introductions. Normally, a man is introduced to a woman, such as "Irene, I'd like you to meet Colonel Jones. Sir, this is my friend Irene Smith." You honor the woman by saying her name first. For introductions among persons in uniform, both men and women, follow the rule of grade. The senior is named first "Colonel Brown, I'd like you to meet Major Valerie Gray, my Deputy Commander. Major Gray, this is Colonel Brown, our Region Commander." Two other general rules are (a) young people are presented to older people (barring rule of grade) and (b) a single person is usually presented to a group.

Receptions. The reception is a popular social function during wing, region and national social activities. Receptions may be large or small, take many forms and serve many purposes. The host commander may wish to have an "invitation only" reception to give his or her staff and others an opportunity to meet visiting dignitaries, such as other wing or region commanders and officials from national headquarters. It is common practice in CAP to hold a "No Host" cocktail party prior to a banquet held at conferences and conventions and other semi-formal and formal occasions. A reception or no host cocktail party is usually held between the hours of 1800 and 1900 followed immediately by a buffet or dinner. If the reception is large, a receiving line is usually in order. The receiving line usually includes from left to right, the protocol officer or aide, the host, the hostess, the ranking honored guest and spouse, the second ranking guest and spouse, etc. There should be no less than three, nor more than six, in the line, excluding the protocol officer/aide. (A greater number tends to create a bottleneck.) The protocol officer/aide announces the guests as they enter. Guests should identify themselves by their last name only, if nametags have not been provided, guests should limit their conversations to "How do you do?" or "Good afternoon" or "Good evening." They should move slowly, shaking hands and greeting each member of the receiving line. It is important for guests to move immediately from the end of the receiving line to the refreshment area, to make room for the others following them.

Dress. Usually the host determines which uniform the officer shall wear. The spouse's attire is determined by the formality of the occasion.

Invitations. In Civil Air Patrol, semi-engraved invitations are usually reserved for "invitations only" functions such as a Commander's Social or VIP Cocktail Party.

A telephone invitation may be used for informal social functions, particularly to invite members of the command. When this process is used, a "To Remind card" should be sent upon acceptance. The "To Remind" is simply the semi-engraved invitation with the words "To Remind" written in the lower left-hand corner.

There are certain occasions when the recipient of an invitation should be afforded more information than the semi-engraved card contains. Except for formal occasions, a personal letter of invitation signed by the commander is appropriate. The letter should specify the function such as General Assembly, Cocktail Hour, Banquet, etc.

All invitations, regardless of form, should be extended as soon as possible after the schedule is firmed but not later than 60 days in advance to permit the guest ample time to arrange his/her personal calendar. Also, it affords the protocol officer time to react to declination, if necessary.

Seating. For official dinners, the protocol officer determines the seating arrangements for the head table and other VIP tables. Prepare a seating chart and coordinate the chart with the host. (The Plans and Programs Officer may also perform this task so that the protocol officer may attend to other matters.) The chart, a diagram of the tables showing location of tables and each guest's seat, is usually displayed in the cocktail lounge so guests may easily refer to it. The head table arrangements will indicate individual guest seating. Other tables will be designated for National Staff, Region Staff, etc. Activity staff personnel will determine all tables reserved for the general membership.

Just prior to dinner, the head table, host and guests will line up outside the banquet hall in appropriate sequence and march to their seats at the direction of the protocol officer/aide who will call the room to attention. This method of bringing in the head table may also be used at the general assembly.

The first ranking guest will be seated to the right of the host, the second ranking guest to the left of the host, the third ranking guest to the right of the first ranking guest, etc. It is best to limit the number of people at the head table to no more than twelve. Whenever possible use alternate male-female seating.

Other distinguished guests and spouses and/or friends of head table guests should be seated at tables immediately in front of and near the middle of the head table. The activity staff personnel should escort these people to their seats.

Name tags. Name tags are recommended at large official functions for those without a visible uniform name tag to facilitate introductions and conversation. Nametags also serve as an invaluable aid to the protocol officer, since unissued tags identify guests who have not arrived.

If inquiry reveals these guests will not attend, the protocol officer can take action early to rearrange seating. To eliminate empty spaces at the tables, place cards should be placed at the **Head and VIP tables only.**

DINING-IN AND DINING-OUT. The Dining-In and Dining-Out represent the most formal aspects of the Civil Air Patrol social life. The Dining-In is a formal dinner solely for the officers, or noncommissioned officers, of a wing, unit or other organization. The Dining-Out is a relatively new custom, which includes spouses and guests. This form is commonly used in Civil Air Patrol.

Purpose. The purpose of the Dining-In is to bring together members of a unit in an atmosphere of camaraderie, good fellowship, and social rapport. The basic idea is to enjoy yourself and the company of other unit personnel. This evening event is also an excellent means of saying farewell to those departing and welcome to the newly arrived. Further, the Dining-In provides an opportunity to recognize individuals and unit achievements. The Dining-In, therefore, is very effective in building high morale and esprit de corps.

Dress. The dress must be stated in the invitation. It usually is the Mess Dress for officers and long dress or evening clothes for female guests when attending a Dining-Out. Male guests should wear appropriate black tie dinner attire. At a Civil Air Patrol function, if cadets participate, they may wear a semi-formal uniform of Blue Service Dress without nametag, white shirt/blouse, and black bow tie/tab with the old style uniform and the issue neck tie/tab with the new style uniform. Senior Members do not wear the semi-formal uniform. Senior members who do not have a mess dress uniform will wear the Blazer Combination with white shirt and black bow tie, or a tuxedo or business suit ,gown or cocktail dress at the discretion of the host.

Planning. Start early. Two or three months should be considered a safe time to start. Set a firm date, location and general action plan. It is a good idea to appoint a planning committee. If the Dining-In is to be held on a military installation, make arrangements with the officers' club for room, date, and menu. Make the same arrangements with motel/hotel, restaurant or convention facilities if held off base. The menu usually consists of four or five courses, with Prime Rib of Beef and Yorkshire Pudding traditional, but not necessary. Two weeks to a month before the time for the dinner, send out invitations to the guests who are not members of the mess. The semi-engraved card is often used for the invitation or they maybe hand-written or printed. Since this is a formal occasion, formal wording is used.

Seating. At a Dining-In, the guest of honor sits to the right of the "President" at the head table with the next ranking guest to the president's left. Other guests are seated throughout the mess.

The members of the mess are seated according to seniority, with Mr./Ms. Vice being seated alone at the opposite end of the room. At a Dining-Out, the guest of honor's spouse is seated to the right of the president, and the second ranking woman to his left. The presidents' spouse is seated to the right of the guest of honor.

Conduct and Courtesies. In an atmosphere of good cheer, each individual is encouraged to enjoy himself/herself to the fullest; however, as in all group gatherings, moderation is the keynote to enjoyment. All members are encouraged to pay his/her respects to the guest of honor and to meet as many guests as time permits without monopolizing the time of any one guest.

PRINCIPAL OFFICIALS. There are three main principal officials associated with a Dining-In. They are:

***President*:** The president of the mess is normally the commander of the host unit. This person is the central figure of the Dining-In. The president is charged with responsibility for setting the date and place of the event, introducing the principal speaker and honored guests, proposing the first toast, ensuring the rules of protocol are observed and closing the ceremony.

Mr./Madam Vice: Usually this person is the most junior officer in the host organization (as recorded on the latest officer roster), or he/she may be selected for his or her wit and speaking ability. He/She assists the president by performing duties prescribed by the president. Members must be prepared to follow instructions given by either the president or Mr./Ms. Vice. This official starts the cocktail party by opening the lounge, sounds the dinner chimes to summon the members and guests into the dining room, keeps the party moving and is the last person to leave.

Guest Speaker: The guest speaker's presentation is the highlight of the evening. By custom, the speaker should be distinguished as a CAP official, military officer, or official of the government. The speaker should be contacted well in advance and advised of the nature of the evening. Arrangements should be made for him/her as protocol and custom dictate.

CEREMONIES: Members participate in three ceremonies of notable importance:

Presentation of Flags. Flags are normally presented at the beginning of the Dining-In. When the President raps the gavel three times to call the mess to order, the color guard enters and comes to "Present Arms." If desired, a bugler may sound "To the Colors," or the national anthem may be played. The color guard will then place the flags in their stands and depart. If the ceremony is not observed, the Colors are positioned before the members enter the dining room (see Attachment 8 for diagrams).

Wine Pouring Ceremony. If the wine pouring ceremony is observed, all members are seated after the invocation. Wine decanters are passed from hand to hand until all glasses are filled never letting the decanter touch the table. When a decanter is empty, the officer holding the decanter hands it to a steward (waiter) and receives a full one. After the initial toast, wine decanters may be placed on the table for subsequent toasts. (This Ceremony is generally too time consuming for a Dining-In of large groups; therefore, wine may be poured prior to convening the mess and decanters placed on the tables).

***Toasting*:** The custom of toasting is universal. It is believed this custom came into wide acceptance after the effects of poisons were discovered. When two persons, who might be antagonists, drank from the same source at the same time and suffered no ill effects, a degree of mutual trust or rapport was established. With this foundation laid, discussions could continue on a more cordial basis. Today, toasting is a simple courtesy to the person honored It is not necessary to drain the glass at the completion of each toast or even to sip the wine; a mere touch of the glass to the lips satisfies the ceremonial requirements. Water or grape juice is an acceptable alternative to wine; as a toast. In our modern day Civil Air Patrol, glasses are definitely not smashed against the fireplace, and drinking is done in moderation.

Toasts should be proposed in sequence and at intervals during the evening program. The president proposes the first toast; Mr./Ms. Vice proposes all other prepared toasts. Officers stand to toast, but guests remain seated to drink the toast unless it is considered a standing ovation. If still in doubt, the guests should take their cue from the president's spouse. The following is recommended:

- After the invocation, "To the Colors," "To the President of the United States," "To the United States Air Force," "To the Civil Air Patrol." See "Figure A" at the end of this chapter for appropriate responses.

- After welcoming remarks: the president introduces the head table, and Mr./Ms. Vice proposes a toast "To our honored guests," response, "Here, Here."

- After recognition or awards: as appropriate.

- After speeches by the Guest of Honor: Mr./Ms. Vice proposes a toast, "To our Guest of Honor." Response, "Here, Here."

- Normally, toasts should be planned and approved in advance by the president. In order to avoid confusion, the toasts and responses should be printed in the Dining-In booklet placed at the tables. However, if a member does desire to propose a toast, he/she should stand saying, "Mr. President, I propose a Toast." Upon being recognized by the president, the member states, "I propose a toast to _____." The president then raises a glass, a signal to members to stand and repeat the toast: "To _____," with a response, "Here, Here."

RULES OF PROTOCOL. The following are basic rules of protocol for a Dining-In:

- Punctuality is mandatory. Each member should arrive at the bar not later than 10 minutes after the opening time to meet the guests before dinner. At the scheduled time or when the chimes sound for dinner, the members enter the dining room and stand at attention behind their chair at their appointed place at the banquet table. Drinks are not carried to the dining room.

- The guests and the president are the last to enter the dining room. The president formally calls the mess to order and continues according to the agenda. The president's welcoming remarks set the tone for the formal part of the agenda. Following a recess, the president introduces the guest of honor.

- SMOKING. From the time you enter the dining room until the "Smoking lamp" is lit by the president, smoking is not permitted. The president usually lights the smoking lamp after most members have finished the main course. This may or not pertain today considering the number of locations banning smoking in buildings.

- If there is to be an informal portion of the Dining-In, such as some form of entertainment, there should be a distinct break between the formal and informal activities. This can be readily accomplished by having the mess adjourn to the bar following the president's closing remarks. The dining room can then be cleared for the informal activity.

- Each time the mess is adjourned or reassembled, the members stand until the persons at the head table have left the room or have been seated.

- Use of the Gavel. The president gains attention by rapping the gavel **one time, which** signifies complete silence. Two raps of the gavel signify a recess or the end of the Dining-In.

- Once the mess is open, members are not to leave the table or return without permission.

- After the mess is adjourned, members remain at the Dining-In until the president of the mess and the guest of honor have left. If there is a delay in their leaving, the president may allow members to leave. Some unobtrusive signal, such as having the unit flag cased, is an appropriate means of notifying the members the Dining-In is over. Mr./Ms. Vice is the last member to leave the Dining-In.

AWARDS. If awards and unit achievements are presented, an appropriate ceremony needs to be arranged. The ceremony takes place during the formal portion. A convenient time is immediately preceding the guest of honor's speech. Under no circumstances should any ceremony follow directly after the speech.

SAMPLE DINING-IN AGENDA. Attachment 4 provides a sample agenda to help you understand the basic flow of events.

CONCLUSION. Whether attending or organizing a Dining-In, knowledge of the preceding information will be valuable to you. While a Dining-In is a formal dinner for members of a unit and selected guests, a Dining-Out on the other hand, is a formal dinner attended by spouses and guests of unit members. Attachment 5 is a protocol function checklist, which should also prove helpful

CHAPTER 6

PARTICIPATION IN FUNERAL CEREMONIES FOR DECEASED CIVIL AIR PATROL MEMBERS

CIVIL AIR PATROL POLICY. Because of our close association as Civil Air Patrol members, we are always deeply saddened when one of our members passes away. Naturally, we deem it an honor and a privilege to be able to pay our last respects to a lost associate. Of course, the wishes of the next of kin regarding the extent of CAP participation are paramount. With the exceptions of paying last respects during visiting hours and attending church and graveside services, Civil Air Patrol personnel will not participate in any services unless specifically requested by the next of kin. Also see CAP Pamphlet 52-8 *Unit Honor Guard Program.*

GENERAL CONSIDERATIONS. Before examining the different types of funeral ceremonies, consider what should be done upon notification of the death of a unit member.

- Upon notification, the unit commander or the unit chaplain should contact the immediate next of kin, **first** to offer condolences and **second** to determine if the family desires CAP to take part in the funeral services.

- If the next of kin desires CAP participation, determine the type of services to be conducted and the extent of CAP participation.

- A senior member in the grade of major or above should be assigned to head the CAP contingent as Officer-In-Charge (OIC). The OIC should then coordinate all CAP participation through the next of kin, a funeral director, or both. Based on this information, the OIC will determine the personnel needed and put a team together, briefing the team, as a group as to what is expected of them.

- If the deceased is a cadet, then cadets may participate at the discretion of the commander, but under the guidance of a senior member OIC.

- If the deceased is a veteran, determine from next of kin or the funeral director, if there will be any local veterans' organizations or military units participating.

TYPE OF FUNERAL CEREMONIES. There are four types of funeral ceremonies that may be used in Civil Air Patrol.

Funeral with Chapel Services. This ceremony is provided when all required persons and equipment are available and when desired by the next of kin. In most cases, the funeral director will be knowledgeable about the specific protocol to be followed.

Funeral without Chapel Services. For this service, the procession usually forms at, or near, the entrance to the cemetery. The funeral director supervises the transfer of the casket from the hearse or makes arrangements for the hearse to be a part of the procession. While the casket is

being transferred, the escort is brought to present arms and the honorary pallbearers uncover or salute as appropriate. The funeral procession then forms and proceeds as prescribed below.

Grave Site Services. CAP representatives (chaplain, if a part of the unit, and pallbearers) participating in the service are in position before the arrival of the casket. Again, there are specific steps to be followed, which will be supervised by the funeral director.

Memorial Services. Services are held in a chapel without the remains present. This type of ceremony is usually performed when the funeral service is held elsewhere.

ITEMS OF INTEREST. CAP Pamphlet 52-8, *Unit Honor Guard Program*, provides additional information on the following two areas.

Firing Party. Civil Air Patrol does not bear arms except as a part of the color guard or honor guard, and these do not carry active firearms. If the deceased is an honorably discharged veteran and the next of kin desires a firing party as part of the grave site services, local veterans' organizations or military bases may be contacted. The funeral director usually does this.

The Flag. If the deceased member is an honorably discharged veteran, the flag is provided by the Department of Veterans Affairs, Washington, D.C. and may be procured from the nearest Post Office. Postmasters require proof of an honorable discharge before issuing the flag for use at funeral ceremonies. Generally, a funeral director will take care of this arrangement for the family of the deceased.

CONCLUSION. The flag is folded immediately after the sounding of "Taps." The pallbearers hold the flag at the pall over the grave and fold the flag in the accustomed manner. The senior pallbearer hands the flag to the chaplain or officer in charge, who in turn presents it to the next of kin or a representative of the family.

A funeral is a sad occasion and it is important that the wishes of the next of kin be honored. Civil Air Patrol personnel may, of course, attend church and gravesite funeral services of a fellow CAP member, in or out of uniform. Under no circumstances, will a CAP member participate in the funeral ceremonies unless specifically requested.

CHECKLISTS FOR RECOGNITION CEREMONY

PRE-CEREMONY CHECKLIST

- ☐ What is the ceremony and what award/promotion will be given? Who will assist in the presentation? Are appropriate grade insignia available? Do clips for medals have to be obtained to make pin-on easier? Have all medal/awards/ certificates/plaques arrived with correct engraving or signatures? All presentation elements should be available three days before the ceremony. Will items be kept by recipient or returned?

- ☐ Who is to be honored and are they available (awardee, promotee; retiree, incoming commander)?

- ☐ Select participants to be in the ceremony? Will, they be available to participate?

- ☐ Confirm time and date. Reserve room large enough for estimated guests and attendees.

- ☐ Personnel who should attend-key staff members, family, unit members, friends, relatives, others? Notify by letter, follow-up by phone call. Will additional VIPs be invited? Are visitors expected from wing, region or national levels?

- ☐ Schedule a photographer. (Encourage family/friends to bring cameras.)

- ☐ Refreshments maybe served. Select project officer to be in charge. (In some instances, other individuals or the honorees offer to provide refreshments-optional, of course.) Who pays? Who handles cleanup? Consider food, beverage, utensils, tablecloths, napkins, servers, etc.

- ☐ Obtain a short biographical sketch of the honoree. Should include name, grade, duty title, job description, short personal history, career highlights, ultimate achievements, future plans, names of family members who will attend--one or two pages.

- ☐ Select type of format to be followed (conference room, office, auditorium, roast/toast, luncheon, special presentation, etc.)? Where will ceremony take place? How should the room be arranged-theater seating, tables, chairs, flags, microphone, sound system, lighted lectern?

- ☐ Will any special items also be presented. (i.e. pen and pencil sets, paperweights, models, etc?) Who will assist in the presentation? Have they been briefed?

- ☐ Select the narrator (master/mistress of ceremonies).

- ☐ The commander should provide the narrator with copies of all write-ups, letters, citations, etc. Names and units should be written out phonetically so that the narrator can pronounce them correctly.

- ☐ Inform honoree, presenter, and narrator of the uniform combination to be worn.

- ☐ Prepare sketch of ceremony. Determine special seating arrangements, if needed. Prepare agenda (see sample). Get copies to honoree, presenter, narrator, and others as necessary. Brief principals on ceremony details. If needed, prepare a narrative package (award, biographical sketch, agenda, etc.)

- ☐ If appropriate, invite local media, send a news release with ceremony details, and provide point of contact for further details. Have the public affairs officer draft a local story.

DAY OF CEREMONY CHECKLIST

- ☐ Make sure ceremony area is clean. Ensure chairs, flags, tables, nametags are arranged properly and according to plan. Set up refreshments, coordinate with hosts or hostesses. Have honoree's and presenter's places been marked with tape on the floor at appropriate ceremony area?

- ☐ Walk/talk through ceremony with commander/honoree/ narrator and others. (Also with family members, if participating.) Have any grades changed that are not on award recipient paperwork that must be covered by MC during reading of documents.

- ☐ Walk through with photographer-on photo opportunities - suggest types of photos-point out VIPs. Brief media representatives on agenda and story ideas. (Public Affairs can assist.)

- ☐ Be sure narrator has all material needed.

- ☐ Be sure award assistant has all award/items.

- ☐ Establish procedures for congratulations (receiving line) by audience after ceremony.

ACTUAL CEREMONY CHECKLIST (see separate sample agendas).

- ☐ At appointed hour, narrator or designee calls room to attention, asks audience to stand, for arrival of commander. Give a brief biographical sketch of honoree. (Presenter/Commander may prefer to do this without notes.) Family and guests recognized.

- ☐ Honoree called to front of audience-reports to presenter.

- ☐ When honoree is properly positioned, presenter asks narrator to read citation, letters, as required.

- ☐ Assistant provides award/promotion/retirement elements to presenter who pins on or hands to recipient. Photos follow (Have persons stand close together, avoid "Grip and

Grin," face each other, have them pose for the best possible picture with emphasis on recipient.)

- ☐ Allow honoree a few personal comments, (Then call family forward for additional photos).
- ☐ Continue with additional agenda items, as necessary.
- ☐ Presenter concludes the ceremony and invites all to stay for refreshments (if pertinent) after they have offered congratulations to honoree.
- ☐ Return presentation area to normal after ceremony.
- ☐ Follow-up should be done by public affairs for the local media story/coverage. Prepare notice to the Civil Air Patrol News, or other media as necessary.
- ☐ Learn from problems encountered. Keep a record. Prepare for the next ceremony.

AWARDS CEREMONY SAMPLE AGENDA

UNIT XXXX

Award Ceremony for _____

Time, Day, Date

Place

Uniform for principals and attendees

Time - Guests arrive. Narrator provides overview to audience and any announcements as needed.

- Brief the recipient on who the presenter will be.

Time - Audience asked to stand or called to attention. Presenter arrives-welcome. Audience seated. VIPs introduced. Comments about award and biographical sketch of award recipient. (Family recognized.) Recipient called forward. (Audience asked to stand for awards, which are directed by special orders.)

- Narrator asked to read citation/letter/etc.

- Presenter pins or clips on medal, hands plaque, etc. at end of reading. (Assistant hands award items to presenter.) Photos taken. Sequence repeats for ceremonies with several awardees in order of award precedence-highest to lowest.

- Ceremony concludes-congratulations given in short receiving line-refreshments served, if available.

- Items kept by recipient or returned, as required.

PROMOTION CEREMONY SAMPLE AGENDA

UNIT XXXX

Promotion Ceremony for _____

Time, Day, Date

Place

Uniform for principals and attendees

Time - Guests arrive. Narrator provides overview to audience and any announcements as needed.

Time - Audience asked to stand or called to attention.

Commander or presenter arrives and gives welcome. Audience seated. VIPs introduced. Comments about promotion ceremonies. Promotee called forward. Brief comments on promotee's career/service given and then call forward the person to assist in placement of new grade. New grade pinned on, placed on epaulets, etc. Photo. Promotee's comments.

- Ceremony concludes-Congratulations (receiving fine) refreshments, if available.

RETIREMENT CEREMONY SAMPLE AGENDA

UNIT XXXXX

Retirement Ceremony _____

Time, Day, Date

Place

Uniform for principals and attendees

Time - Guests arrive. Narrator provides overview to audience and announcement as needed.

Time - Audience called to attention or asked to stand for arrival of presenter. Audience seated. Remarks on ceremony purpose and brief biographical/career sketch of retiree. Retiree called forward.

- If medal is presented, audience asked to stand as person to be retired is presented the medal. Narrator reads orders/citation: Medal pinned or clipped on. Photo taken. Audience may be seated.

- Presentation of retirement certificate or orders. Photo.

- Additional plaques, certificates, etc.

- Retiree's comments.

- (If presentation to spouse, spouse called forward. Certificate, letter or plaque presented. Spouse comments, if so desired. Photo.)

- Ceremony concludes-congratulations (receiving line)-refreshments.

SAMPLE LETTER OF INVITATION

Dear Colonel

You are cordially invited to be our guest at our Annual Wing Conference to be held at the Great Westover Hotel, 235 Adams Street, East Montague, New York, on the 16th and 17th of June 20XX.

There will be a general assembly starting at 0900 on the 16th that we would like you to attend. The uniform for this and other activities will be the Service Dress Uniform.

Our Social Hour will be held at 1800 on Saturday evening preceding the banquet at 1900. Mess dress or appropriate civilian attire is permitted.

We hope your schedule will permit you to be with us.

Sincerely

JOSEPH H. TWEED, Colonel, CAP
Commander

(NOTE: "What do you need in your room and what are your dietary requirements?" may be included.)

SAMPLE DINING-IN AGENDA

1900 Lounge opens.

1945 Lounge closes. Mr./Ms. Vice sounds the dinner chimes. Members and guests proceed to the dining room and stand behind their chairs. The smoking lamp is out.

2000 The President calls the mess to order. The Color Guard posts the colors, the National Anthem is played, and the invocation is given.

2005 **President:** "Ladies and Gentlemen, I propose a toast to the Colors"
Response: "To the Colors."

President: "To the President of the United States." Response: "To the President."

Mr./Ms. Vice: "Mr. President, I propose a toast to the United States Air Force."
Response: "To the United States Air Force."

Mr/Ms. Vice: "Mr. President, I propose a toast to the Civil Air Patrol."
Response: "To the Civil Air Patrol."

Mr/Ms. Vice: "Mr. President, I propose a toast to the Executive Director of Civil Air Patrol."
Response: "To the Executive Director."

2010 The President seats the mess, makes welcoming remarks, and introduces the guests.

2020 **Mr/Ms. Vice:** Mr. President, I propose a toast to our guests. (Members stand; guests remain seated.)
Response: "Here, Here."

2021 President invites members of the mess to be seated. Dinner is served.

2050 If desired, smoking lamp is lit when directed by the President.

2100 President announces recess. (Members stand quietly while head table departs.)

2120 Mr/Ms. Vice sounds the chime. Members extinguish smoking materials, return to the dining room and remain standing until seated by the President.

2125 Coffee and tea are served. Smoking lamp is lit at the discretion of the President.

2130 Entertainment - appropriate music.

2205 President introduces Guest Speaker.

2210 Guest Speaker addresses members and guests. Following the address, **Mr./Ms. Vice:** "Mr. President, I propose a toast to our distinguished speaker."
Response: "Here, Here."

2230 Closing remarks by the President. Presentation to the Guest Speaker. Colors are cased. The mess adjourns and the lounge opens.

PROTOCOL FUNCTION CHECKLIST

Date: _____ Guest(s) of Honor: _____

Time: _____ Host: _____

Function: _____ Project Officer: _____

Phone Place: _____

( ) Announcement board: _____

( ) Bar Time: _____ Type of Bar: _____ Food Time: _____

( ) Sufficient Bartenders and Bars (depending on the occasion): _____

( ) Billing: _____

( ) Candelabras: _____

( ) Color Scheme and Linen Colors: _____

( ) Decorations: _____

( ) Door Openers: _____

( ) Easel: _____

( ) Escorts: _____

( ) Flags: _____

( ) Flowers: _____

( ) Guest Book: _____

( ) Invitations to Guests: _____

( ) Menu: _____

( ) Microphone & Podium: _____

( ) Band/Music Selection: _____

( ) Nametags: _____

( ) Napkins: _____

( ) Number of Attendees: _____ Estimate: _____ Final: _____

( ) Parking Arrangements: _____

( ) Gift for Guest speaker (if appropriate): _____

( ) Photographer: _____

( ) Place Cards: _____

( ) Receiving Line: _____

( ) Room: _____

( ) Seating Charts: _____

( ) Table Set-up: _____

( ) Transportation: _____

Remarks:

REFERENCES

1. Title 36, US Code, Sec 171-177, *The Flag of the United States of America*
2. AFMAN 33-326, *Preparing Official Communications*
3. AFI 34-242, *Mortuary Affairs Program*
4. AFPAM 36-2241 V2, *USAF Supervisory Examination (USAFSE) Study Guide*
5. AFMAN 36-2203, *Drill and Ceremonies*
6. AFI 36-2903, *Dress and Appearance of Air Force Personnel*
9. AFR 900-6, *Honors and Ceremonies Accorded Distinguished Visitors*
10. AFH 33-337, *The Tongue and Quill*
11. CAPR 10-1, *Preparing and Processing Correspondence*
12. CAPR 20-1, *Organization of Civil Air Patrol*
13. CAPR 35-1, *Assignment and Duty Status*
14. CAPR 35-5, *CAP Officer and Noncommissioned Officer Appointments and Promotions*
15. CAPM 39-1, *Civil Air Patrol Uniform Manual*
16. CAPP 151, *Standards, Customs and Courtesies*
17. CAPR 900-2, *Civil Air Patrol Seal, Emblem, and Flag Etiquette*
18. AETCPAM 90-101, *Protocol Primer*
19. *'Til Wheels Are Up*, USAF Space Command; USAF Materiel Command; 56th Fighter Wing, Luke AFB AZ
20. OPNAVINST 1710.7A, *Social Usage and Protocol Handbook*
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25. *Service Etiquette (Fourth Edition)*
26. Navy Regulations, Chapter 12, *Flags, Pennants, Honors, Ceremonies and Customs*
27. *Do's and Taboos Around the World*