

Army Enlisted Aides

Service, Support, Sustainment





***ENLISTED AIDES -- SOLDIERS FIRST
HOOAH!***

Written by SGM Jamey Ryan

MEMORANDUM FOR RECORD

SUBJECT: Legal Review, Enlisted Aide Training Course General Officer's Overview

1. The subject action has been reviewed.
2. There are no legal objections.
3. One portion of the document, however, may require clarification. Page 12, "Restrictions on the Use of Enlisted Aides", immediately before the "Note" states "Nothing contained in this Directive precludes the employment of enlisted personnel by officers on a voluntary paid off-duty basis." This is a correct statement of the law. Without further explanation, however, this guidance could present problems for the General Officer employing an enlisted aide on an off duty basis.
 - a. Given the great disparity in rank, the habitual, close working relationship of the parties, and (I assume) the rating relationship between superior and subordinate, as a practical matter, it may be extremely difficult to ensure that such off duty employment is entirely voluntary. Even if it is voluntary the General Officer should be cautioned to ensure that adequate compensation is given for such employment. If compensation is not adequate the service would essentially be a gift to a superior, which would be prohibited under the circumstances.
 - b. Perhaps an even more problematic aspect, which is not covered in the "Restriction on the Use of Enlisted Aides" section, is that the General Officer must at all times comply with all ethical rules found in the Joint Ethics Regulation. The most relevant one to this discussion is the requirement that a superior avoid even the appearance of impropriety in his or her relationship with subordinates or outside parties. Even if the General Officer offers more than adequate compensation for an enlisted aide's off duty employment the situation may create in outside observers an appearance that the General Officer is misusing his position for personal benefit.
4. POC is the undersigned at 765-2283.



TIMOTHY D. HAMILTON
MAJ, JA, USAR
Administrative Law Attorney

Preface

This handbook is provided to serve as a guide and is designed to provide a fundamental understanding of the Enlisted Aide program. The information contained in this guide is a culmination of numerous regulations, directives and practical experience. It attempts to recognize the unique requirements of the Enlisted Aide position and provide General Officers and their spouses useful information concerning Enlisted Aide duty.

Your comments, which will enhance the Enlisted Aide program, are appreciated. Please send comments to the Senior Enlisted Aide Advisor, at the address provided on page 9.

Purpose

The intention of this handbook is to prevent the scenario wherein the new Enlisted Aide shows up at the general's quarters, and no one is certain what his duties are. We hope to accomplish this by providing insight into the training program Enlisted Aides receive. With this training in place, the Enlisted Aide will arrive present for duty with the technical knowledge to perform all required duties, and the tactical expertise to determine the extent of those requirements. This handbook has been arranged specifically to present an overview of the Enlisted Aide Training Course (EATC.) EATC curriculum consists of nine modules taught in a conference setting by an array of subject matter experts. The individual modules are:

- Attributes, Duties and Responsibilities of an Enlisted Aide
- Interpersonal Skills
- Security, Crime Prevention, Counter-Terrorism and COMSEC
- Administration
- General Officer Uniforms and Equipment
- Preparation for the Field
- Daily Food Operations
- Protocol and Official Social Events
- Quarters Maintenance

It is our intention to prepare soldiers, who are willing to accept the challenge, to master the art of service and to provide the highest level of service possible with the skill sets they possess.



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ENLISTED AIDE MANAGEMENT

Enlisted Aide Professional Development NCO

The Enlisted Aide Professional Development NCO (EA PDNCO) is assigned to the US ARMY Human Resources Command located in the Hoffman Building, Alexandria, Virginia and is the Assignment Manager for the Army Enlisted Aide Program.

EA PDNCO Duties

- Coordinates Enlisted Aide nominations, selections and assignments when notified by GOMO of upcoming and available billets with General Officers and their staff, and the individual Enlisted Aides.
- Monitors Enlisted Aide position requirements to ensure expeditious replacement and reassignment of Enlisted Aides
- Reviews Enlisted Aide applications to ensure qualifications are met
- Solicits volunteers through AKO account notification
- Identifies and screens qualified candidates
- Assists the Senior EA Advisor with quarterly presentations to ANCOC/BNCOC classes
- Forwards nomination packets to the General Officer for review
- Assigns the Z5 Additional Skill Identifier (ASI)

Location and Contact Information

Mailing Address:

Commander
US Army Human Resources Command
ATTN: EPC-Q Room 700
2461 Eisenhower Ave
Alexandria, VA 22331

Phone: - CML 703-325-0276 (DSN 221)
Fax: DSN 221-1974/CML 703-325-1974
E-mail: webmaster@hoffman.army.mil



Loyalty
Duty
Respect
Selfless Service
Honor
Integrity
Personal Courage

Senior Enlisted Aide Advisor

The Senior Enlisted Aide Advisor is an E-9 position with duty located at the US Army Quartermaster Center and School Fort Lee, Virginia and manages all aspects of the Army Enlisted Aide Program.

Senior Enlisted Aide Advisor Duties

- Serves as the Army and Quartermaster General's Manager of the Enlisted Aide Program
- Serves as the Senior Instructor/Writer, Course Director for the Enlisted Aide Training Course
- Serves as the point of contact for all Enlisted Aide actions within the Army
- Advises, provides information and guidance to General Officers, their spouses, and Enlisted Aides telephonically, by personal interview and through written correspondence on all aspects of the Enlisted Aide Program to include utilization, and career management
- Provides guidance and direction of training products distributed to General Officers and their spouses and serves as the primary interface with General Officers and their spouses
- Briefs at scheduled MACOM and DA Level General Officer conferences. When requested, briefs General Officers and their spouses with first time Enlisted Aides
- Interfaces and provides regular updates and recommendations to the Chief of Staff, Army, the Sergeant Major of the Army, GOMO, HRC, ODCSPER, and the Enlisted Aide PDNCO
- Monitors the Enlisted Aide Program resolving issues by developing policy, standards, and doctrine
- Mentors Enlisted Aides on career enhancing assignments, training, force alignment, MOS structure issues, promotion projections and NCOES development
- Provides "On site training" for new Enlisted Aides when requested
- Recruits, interviews and nominates candidates for the Enlisted Aide Program
- Develops, implements and conducts resident Enlisted Aide training
- Controls distribution of Enlisted Aide Training Course materials
- Liaisons with sister services on similar programs

Location and Contact Information

Mailing Address:

Commander

U.S. Army Quartermaster Center and School

ATTN: ATSM-CES-T

1201 22nd Street

Fort Lee, VA 23801-1601

Duty Phone: DSN 687-5695 / CML 804-734-5695

Fax: DSN 687-3008/CML 804-734-3008

E-mail: ACESweb@lee.army.mil

[Enlisted Aide Policies](#)

Mission

Enlisted Aides are assigned to serve in a General Officer's residence to create and maintain an environment suitable for that general to conduct official business. Their service provides the appropriate atmosphere for entertaining dignitaries and heads of state in order to secure those opportunities which may better provide for the security of our nation.

Directives

The policy for authorizing, assigning, and utilizing Enlisted Aides is contained in Department of [Defense Directive 1315.9](#), "Utilization of Enlisted Personnel on Personal Staff of General and Flag Officers."

Army Regulation 614-200, "Enlisted Assignments and Utilization Management," dated 15 July 2004, chapter 8, paragraph 11, prescribes the policies and personnel management procedures for selection, training, assignment, utilization, and control of soldiers as Enlisted Aides on the personal staff of General Officers.



Policy

The following extract from DoD Directive 1315.9 defines the policy for use of Enlisted Aides by all branches of service:

Enlisted Aides are authorized for the purpose of relieving general and flag officers of those minor tasks and details, which, if performed by the officers, would be at the expense of the officer's primary military and official duties.

The duties of the Enlisted Aide shall be concerned with tasks relating to the military and official responsibilities of the General Officers, to include assisting in discharging their official DoD social responsibilities in their assigned positions. The propriety of the duties is determined by the official purpose they serve rather than the nature of the duties.

Prerequisites

[Enlisted Aides](#) are soldiers who have volunteered in writing IAW provisions of AR 614-200, received a favorable background screening, and are graduates of the Advanced Culinary Skills Training Course, and the Enlisted Aide Training Course. All candidates selected for assignment have been approved by the CG HRC and are assigned into billets approved by the Chief of Staff, Army. Assignment at certain levels may require additional qualifications such as airborne training, evasive driver training, special weapons qualifications, and additional security clearances.

Selection and Assignment

Enlisted Aide Selection:

Selection of an Enlisted Aide is a personal decision between the General Officer, the spouse and the prospective candidate. The following paragraphs describe the basic mechanics of selection and assignment.

Selection Criteria:

- Eligibility: In accordance with DoD Directive 1315.9, only volunteers will be assigned as Enlisted Aides. Individuals must also meet the criteria set forth in [Army Regulation 614-200](#)
- Criteria: The General Officer establishes specific selection criteria, within the guidelines of AR 614-200, which must be met by eligible candidates. The criteria established by each General Officer would vary depending on the nature of his/her mission.

Procedures:

- General Officers provide the EA PDNCO information relevant to insure a good match
- Multiple candidates will be nominated to fill the vacancy
- Volunteers and eligible Enlisted Aides may be nominated for more than one position at a time depending on available candidates and the General Officers' selection criteria
- Enlisted Aides may be hired directly from their resume, or by a telephone / video teleconferencing interview, but it is highly recommended that a face to face interview be conducted when possible
- A three day trial period with a formal function may also be helpful in conjunction with the interview
- The General Officer's staff will coordinate arrangements for an interview (and trial period) (fund cites for TDY will be provided out of the General Officer's operating funds)
- During the interview, the duties and expectations of the Enlisted Aide and the General Officer should be discussed to prevent any misunderstanding at a later date. Be open to candid two way discussion. It is important to note that both the GO and potential EA should fully comprehend the expectations and parameters of the relationship.
- It is highly recommended that the General Officer's spouse be included in the interview process. While the Enlisted Aide works directly for the General Officer, the social obligations conducted in the General Officer's home require a solid working relationship with the spouse.
- Upon selection, the General Officer (or a member of his staff) should contact the EA PDNCO to make a formal notification of GO selection and confirm a report date. Notification should be in hard copy form, to be added to the EA's file)
- The EA PDNCO will issue assignment instructions for selected EA

Note: HRC approval is required prior to filling any Enlisted Aide vacancy. This approval is necessary to ensure congressionally directed ceiling limitations are not exceeded and that a favorable background screening has been received.

Enlisted Aide Utilization

The following list is from [DoD Directive 1315.9](#), which states; “Under regulations prescribed by the Secretaries of the Military Departments, in connection with military and official functions and duties, enlisted aides may be utilized to:”

- Assist with the care, cleanliness, and order of official entertaining areas (IAW and defined by AR 210-50) within the GOs Government assigned quarters.
- Assist with the care, cleanliness and presentation of the GOs uniforms, and military personal equipment.
- Perform as Point of Contact in the GOs quarters.
Receive and maintain records of telephone calls, make appointments, and receive guests and visitors.
- Assist in the planning, preparation, arrangement, and service of food and beverages in the GOs assigned quarters.for the conduct of official social functions and activities, such as receptions, parties, and dinners.
- Accomplish tasks that aid the officer in the performance of his military and official responsibilities, including performing errands for the officer, providing security for the quarters, and providing administrative assistance.



Restrictions on the Use of Enlisted Aides

Policy regarding restrictions on the use of Enlisted Aides is quoted from DoD Directive 1315.9: “Under the applicable statutes and the relevant case in reference (10 U.S.C. 3639), no officer may use an enlisted member as a servant for duties which contribute only to the officer’s personal benefit and which have no reasonable connection with the officer’s official responsibilities.” United States v. Robinson instructs that “for an order, to be lawful, it must relate to specific military duty and be one which the member of the armed services is authorized to give.” In this context, examples of tasks considered improper for an EA to perform are listed:

- Baby sitting, infant care, care of sick and elderly, care of pets
- Repair of private furnishings
- Repair of private motor vehicles or boats
- Washing and ironing of dependents personal clothing
- Chauffeuring of dependent(s) and others for their personal benefit
- Accomplishing errands solely for the benefit of dependents
- Nothing contained in this Directive precludes the employment of enlisted personnel by officers on a voluntary paid off-duty basis.

Note: These examples are guideline examples only, not an all-inclusive listing. Notwithstanding, every government employee (in this case we will insert “Enlisted Aide”) has an obligation to expend an honest effort and reasonable proportion of their time in the performance of official duties. Conversely, a government employee (in this case we will insert “General Officer”) shall not encourage, direct, coerce or request a subordinate to use official time to perform activities other than those required in the performance of official duties or authorized in accordance with the law or regulation. In all instances a legal review is prudent prior to scheduling any event.

Implications on Restricted Use of Enlisted Aides

These restrictions became law when accepted by Congress in US Code [Title 10](#), Chapter 349, Section 3639. It is important to remember that per [IRS Publication 15 –B](#); as long as a General Officer is using their Enlisted Aide to assist them in their official business, the Enlisted Aide is not providing a non-cash benefit that needs to be recorded as income. However, if the Enlisted Aide does perform a **strictly personal service, then the benefit is taxable income to the recipient**. If one reports such services as income, they simultaneously admit breaking military regulations. If one fails to report such income, they may be violating Federal Income Tax Law. To sum this up, payment must be provided by the General to the EA for personal services to comply with all ethical rules found in the Joint Ethics Regulations.

Proposed Interview Topics

To assist the General Officer and the Enlisted Aide, the following is a list of recommended areas to discuss during the interview process:

- Duties and responsibilities
- Amount of entertaining
- Expectation of meal preparation
- Frequency of TDY/travel
- Recruiting experienced help (other Enlisted Aides, active or retired) for large parties
- Mode of transportation when performing errands/reimbursement of fuel costs
- Training (opportunity to attend advanced culinary courses)
- Duty hours/means of compensation for duty performed outside the normal duty hours
- Off-duty education/off-duty employment



Enlisted Aide Duty Status

It is important to remember that Enlisted Aides are subject to the same rules and obligations as other members of the Army. Some applicable items of concern are:

- A specific duty phone and designated workspace should be established to enable the Enlisted Aide to receive notices, messages, etc. It is necessary for the Enlisted Aide to have daily access to a computer and email.
- Enlisted Aides must meet military formations and appointments, but should normally be exempt from unit details, duty rosters, etc.
- Enlisted Aides must be afforded time to maintain their physical fitness and readiness. Many times an Enlisted Aide will focus solely on the mission of providing for the needs of the General and neglect their own needs. Their duty schedule must include time to continue to excel as soldiers; being proficient with their assigned weapon, physically and mentally prepared for any mission, and up to date on all security and bio-hazard measures.
- The Enlisted Aide works a standard work week consistent with other military members at that location. However, due to the nature of the duties, the Enlisted Aide's duty hours must be flexible.

Enlisted Aide Duty Description

Simply put, an Enlisted Aide's duty is to provide support and assistance to an assigned General Officer in the course of that general fulfilling his official duties. Primary areas of emphasis include uniform maintenance, upkeep of the official entertaining areas of assigned quarters, and official entertainment. DoD 1315.9 and AR 614-200 spell out guidelines on what duties Enlisted Aides may be utilized to do. The ambiguity of the words "assist" and "help" were built into the regulation by Congress for a very specific purpose. There is a need to ensure that no enlisted member be held solely responsible for determining all requirements relating to the general officer's needs. Rather, they deemed it necessary for the general officer to provide input to ensure the enlisted aide performs the duties specified by that general officer. With that communication in place there can be no doubt as to where the assignment of duties was initiated and the enlisted aide will be less likely to "labor or exert himself for the personal benefit of an officer." We have expanded on some of the major areas of the Enlisted Aide duties and responsibilities which include, but are not limited to:

General Officer Uniforms and Equipment – The Enlisted Aide must have a vast knowledge base of the general's uniforms, the regulations, policies and procedures that cover them, the general's personal preferences regarding wear of those uniforms and be able to document that information. The Enlisted Aide must have a working knowledge of routine care, laundry, and repair techniques to keep those uniforms their sharpest. The Enlisted Aide will prepare packing lists and assist the general in packing and unpacking uniforms and official gear. The Enlisted Aide is responsible for the same care of the General's TA-50, Side Arms and other field gear.

Quarters Maintenance – The Enlisted Aide will assist with household management to include: cleaning the official entertainment areas of the quarters; providing care of furnishings and equipment; requisitioning, receiving and accountability of government and General Officer owned equipment; coordinating, scheduling and monitoring work orders; lawn care, maintenance of hedges, flowerbeds and landscaping; developing and maintaining the General and Flag Officer's Quarters Six Year Plan.



Food Service – The Enlisted Aide will assist in the development of menus, determination of meal requirements and production of shopping lists. The Enlisted Aide will provide meals (as required) based on the general's dietary constraints and personal preferences. The Enlisted Aide will shop for food, beverages and household supplies and be well versed on the selection and payment methods preferred by the general. The Enlisted Aide will employ sanitation, handling and storage techniques in accordance with TB MED 530.

Official Social Events – The Enlisted Aide will assist in the scheduling of social events by coordinating with the general’s office and the Chief of Protocol. The Enlisted Aide will be able to assist with food preparation, managing funds, menu development, table arrangements, table setting, all matter of printed material, greeting guests, arranging entertainment, bartending and formal service.

Special Duties and Responsibilities – The Enlisted Aide will maintain accounting ledgers for inventories, funds drawn from the general’s personal accounts and official entertainment funds. They will provide (as required) monthly, quarterly and yearly reports for all accounts. The Enlisted Aide is the Point of Contact for all operations taking place in the General Officer’s quarters to include serving as the Quarters Safety and Security Manager; and serve as the Liaison between the quarters and the General’s Office Staff, Protocol Office, and DPW.

Pre-Deployment and Deployment Operations - Prior to deployment, the Enlisted Aide will obtain as much information as possible pertaining to the support available at the deployed location to include: room size and equipment set-up of the general’s office and quarters; heating, water and electrical sources and wattage; and establish POC’s for subsistence supply (FSO, NCOIC or Contractor) AAFES Manager, generator maintenance personnel, and laundry facilities. Additional training may include Evasive Driving and Personal Security. Develop list of essential clothing and personal equipment and after procurement check for serviceability and fit of those items. Obtain adequate supply of bedding, towels, toiletries and personal hygiene items IAW the general’s personal preferences to include prescription medications and over the counter items. Build a “Mess Kit,” containing items such as plates, cutlery, glassware, mugs, hotplate, and limited cooking and cleaning equipment. Establish protocols for maintaining sensitive items. Inspect daily for insect and rodent control. Establish a daily continuity log for future use.

Communication

Upon acceptance of an Enlisted Aide position, the Enlisted Aide will attempt to determine specific instructions concerning the duties he will be required to perform. These instructions include information regarding duty hours, required meal service, shopping schedule, and other tasks unique to the household.



Due to the often ever changing schedule of the General Officer, periodic one-on-one meetings with the Enlisted Aide, conducted in the general’s office are recommended. This is an ideal time for an azimuth check; surface any problems, discuss career development, plan leave, and perform mandatory performance feedback IAW Army Regulation 623-205, Noncommissioned Officer Evaluation Reporting System.

Training

A career path helps Soldiers determine when they can reasonably expect to receive training or hold a specific duty position. It also provides consistency within a CMF and ensures everyone meets a basic set of requirements needed to perform effectively in a particular duty position. Therefore, the following training is required at specific points in an Enlisted Aide's career:

- Upon entry into the Enlisted Aide Program (preferably prior to assignment): Candidates must attend the four-week Advanced Culinary Skills Training Course (ACSTC) followed by the two week Enlisted Aide Training Course (EATC) held at US Army Quartermaster Center and School, (QMC&S) Fort Lee, Virginia. This training should be followed by a two-week apprenticeship with an experienced Enlisted Aide. Whenever possible this initial entry training should be performed as a TDY en-route. If a PCS is not involved the expense of the TDY is incurred by the gaining General Officer's unit. Coordination of this training is through the EA PDNCO at HRC.
- NCOES must be at the top of the list of schools an Enlisted Aide is scheduled to attend. Promotions are directly linked to performance and soldier skills must be maintained to ensure readiness and demonstrate leadership potential.
- In the Washington DC area, the Secretary of the Army Executive Dining Room, the Secretary of Defense Executive Dining Room and the Chairman's Dining Room are available to provide informal "hands-on" training to Enlisted Aides. Enlisted Aides not assigned to the DC area may a request to the Senior Enlisted Aide Advisor for on site OJT. Funding for this training is provided by the requesting organization.
- With an increasing number of new Enlisted Aides, our goal is to provide extensive training to assist in developing fully qualified Enlisted Aides in the shortest amount of time possible. We are continuously pursuing training avenues that will provide on-going training in the area of culinary skills and household management. Attendance at civilian institutions is also encouraged. In addition, local courses taught at hotels or culinary schools in your area may be pursued. The following list is a short list of some schools that have produced a high level of success with our program.

Baltimore International Culinary College	Baltimore, MD	(800) 624-9926
Cooking & Hospitality Institute	Chicago, IL	(312) 944-0882
Culinary Institute of America	Hyde Park, NY	(914) 452-9600
Culinary Institute of America	St. Helena, CA	(914) 452-9600
Johnson and Wales University	Providence, RI	(401) 598-1000
Johnson and Wales University	Norfolk, VA	(757) 853-3508
L'Academie de Cuisine	Gaithersburg, MD	(800) 670-8670
L'Academie de Cuisine	Bethesda, MD	(301) 986-9490
Starkey International	Denver, CO	(877) 782-7539
Western Culinary Institute	Portland, OR	(800) 666-0312

Duty Schedule and Continuity Book



The Enlisted Aide's daily schedule is dictated by the requirements of the General Officer. The Enlisted Aide should determine these requirements and develop a daily/weekly work schedule to ensure his time is properly utilized. The Enlisted Aide Training Course prepares the Enlisted Aide to produce a Continuity Book. While the Enlisted Aide's duty description provides a direction to determine a duty schedule, their specific duties depend on the needs of the General Officer and are tailored to the requirements of the household. The Continuity Book will

contain information on all areas within the Enlisted Aide's scope and can be split into two separate books. One book would contain essentials relative to the quarters and the second would be specific to the general and his preferences.

The following are examples of areas an Enlisted Aide would need to document in the Continuity Book to assist in developing a duty schedule. Flexibility within that schedule is the key to success.

- Menu development, planning, and preferences
- Shopping, method of payment and recording procedures
- Meal preparation, preferred methods, meal requirements and presentation
- Housekeeping duties, items used and frequency
- Laundry & Uniform maintenance - the general's uniforms will be kept in excellent condition at all times and have appropriate civilian clothing prepared for official functions
- Management of the outside of the quarters, mowing, watering, and landscaping
- Arranging special functions: Enlisted Aides can, arrange, and provide services for official social (and reoccurring) events conducted by the general in his assigned quarters or other designated location (e.g., office, officer's club, field environment or local establishment)





Enlisted Aide Uniform

A common question is, “What uniform should the Enlisted Aide wear?” Of course there are many exceptions to the rule and the ultimate defining answer is what the general prefers. [The Common Table of Allowances](#) (CTA) 50-900 is the basis of authorization for clothing issued to enlisted personnel. IAW AR 614-200, personal assigned on the staff of a General Officer are authorized the items listed below for issue.

ITEM #	ITEM	ALLOWANCE
81790N	CUMMERBUND	2
84122N	JACKET, MESS WHITE	6
87209N	SHIRT, WHITE	6
88234N	TROUSERS, BLACK	4

The following items are currently under consideration for authorization as standard wear for Enlisted Aides:

Indoor Uniform Options

(No guests received)

- Black/khaki pants or skirts
- White/buff dress or polo shirts (logos optional)

Presentation Uniform Options

(Guests received)

- Black pants or skirts
- White dress shirt
- Four in hand tie (Before 1800)
- Bow tie & cummerbund (After 1800)
- Mess White Jacket with gold braid and rank (no medals)
- Chef’s jacket (in kitchen)



GENERAL OFFICER UNIFORMS

Introduction – One of the most important tasks performed by the Enlisted Aide is preparing the general's uniform. This section provides insight into the training provided to the Enlisted Aide for maintenance of the general's uniform. A complete copy of uniform regulations (Wear and Appearance of Army Uniforms and Insignia [AR 670-1](#)) will be maintained by the Enlisted Aide. A useful tool is for the Enlisted Aide to compile a listing of the [Clothing Sizes and Preferences](#) of the general which is a vital part of the Continuity Book. It should be known up front that because the General is in a high profile position, additional items may need to be purchased to maintain his uniforms. Some of those items may include a steamer and proper hangers.



Maintenance of General Officer Uniforms

Dress Uniforms – Army Blue Dress and Mess Dress

- Because of less frequent wear, the Enlisted Aide must use particular care when cleaning or storing dress uniforms. It is not necessary to break down a uniform and send it to the cleaners each time it has been worn. Usually, once the uniform is perfectly set up the Enlisted Aide will be able to steam or press the back of the blouse and perform a spot check of the ribbons and accoutrements.
- An airtight plastic clothing bag with a packet of desiccant (drying agent) enclosed will give greatest protection; use the dry cleaners plastic sleeve at a minimum.
- Place the uniform carefully on a substantial hanger and store in a dry, cool, well-ventilated closet.

Service Uniforms – Army Green, Class A and Class B

Service uniforms require the same care as dress uniforms. However, due to more constant use, some additional measures may benefit. As heat, friction, and pressure have a deteriorating effect on materials, service uniforms generally show more wear at creased areas. This may be partially offset by investing in a steamer which can rid the article of wrinkles and not press the crease needlessly. A steamer will also reduce trips to the dry cleaners.

Utility Uniforms – BDUs, DCUs and ACUs

To preclude shrinking these uniforms, Enlisted Aides are instructed to use the lowest possible temperature setting. While the use of starch or sizing may be required as an individual option, it can adversely affect the comfort and durability of the BDUs or DCUs and is detrimental to the stealthy features of the ACUs. Enlisted Aides are strictly taught to ensure they know the general's preference.

Trip Preparation

General – On the list of tricky tasks for an Enlisted Aide to perform, trip preparation would be high on the list. The Enlisted Aide Training Course provides detailed packing lists and instruction, but nothing can take the place of communication. If there is a high demand for travel, proper travel gear will need to be procured.

Itinerary and Checklist – The Enlisted Aide should routinely attend calendar meetings and check the general's itinerary and determine uniforms, accessories, and clothing items required for travel. They should always check with the General Officer for specific instructions by either preparing a [Packing List](#) for the General Officer's approval or pack the day prior and leave it out for inspection.

Staging Clothing – The Enlisted Aide should lay clothing out in groups determined by events.

- Count items to ensure the appropriate quantities.
- Check for tears, missing buttons, and worn socks.
Replace items if necessary.
- Place uniforms sets separately and use tags to easily identify them without having to open garment bags.
Use a rubber band or twist tie to secure all hangers in a garment bag together to prevent any one from falling to the bottom of the bag.



Staging Luggage – The Enlisted Aide may need to carry luggage to designated area for pickup. If, for purposes of expediting movement, luggage is placed outside of quarters, they will stay with the luggage until an authorized individual removes it.

Note: DO NOT pack glass bottles that contain fluids with clothing. If you must carry breakable items, wrap them very carefully and place them in a separate plastic bag.



*Quarters 8, Fort Lesley J. McNair
Washington, D.C.*

PROTOCOL

(Excerpt from [-Department of the Army Pamphlet 600-60, 11 December 2001](#))

Practices developed among nations in the course of their contacts with one another define the essence of protocol. *Protocol* is the combination of good manners and common sense, which allows effective communications between heads of state and their representatives. It is not static. Rather, it is an evolving science that, over the years, has lost much of its traditional pomp and picturesque ceremony. Changes in accepted protocol, however, are best left to the highest policy-forming officers in the Department of State. Errors in protocol may be mistaken as a signal of a change in the international climate. Persons using this pamphlet are cautioned that unauthorized innovations in protocol, however well intentioned, are improper.

Etiquette encompasses the body of manners and forms prescribed by custom, usage, or authority. It is accepted as correct behavior when people deal with one another. Etiquette preserves respect for the rights and dignities of others. In short, etiquette represents good manners. Today, many of the old established customs are blended with less restricted ways of life—of entertaining with little or no help, in communicating with others, and in coping with everyday problems that once were handled by a staff. The full integration of women and divergent cultures into the Services brought more changes. Service people now have a more knowledgeable way of life. Still, as in bygone years, there are certain rules to be followed in order to reach the goal of easier, gracious living.



As with any rule of the road, a charted course will get you to a specific place at a given time for a certain occasion. Proper etiquette is not artificial. It is a practical set of rules. When learned, these rules save time that would be wasted in deciding what is proper. Etiquette helps people proceed with the more important phases of social interaction.

The intent of this pamphlet is to provide you with the basics of proper protocol and etiquette. Using this information as a foundation, you should feel at ease in such matters as calling cards, introductions, invitations and responses, official dinners, seating and precedence, forms of address, and arranging visits for important visitors. With practice, protocol and etiquette will not be difficult but will be instead a natural, courteous way to properly greet and entertain civilian and military visitors and colleagues.

SEATING ARRANGEMENTS

(Excerpt from [Department of the Army Pamphlet 600-60](#), 11 December 2001)

There are different plans for seating guests at dinners, luncheons, and banquets. The social occasion determines the best plan to use.

a. Usual mixed dinner. The plan in figure 1 is the traditional arrangement, with the host and hostess sitting at the head and foot of the table. The plan in figure 2 is for large official dinners.

(1) Spouses are seated at dinners according to the ranks of their sponsors unless they personally hold official positions. For example: The wife of the man at the right of the hostess normally would sit at the right of the host. Rule to remember: The ranking female sits to the right of the host and the ranking man to the right of the hostess.

(2) All guests are seated by rank since female ambassadors, Cabinet members, and Congresswomen are on precedence lists within their own right and could outrank their husbands, or the senior man could sometimes be a bachelor or a widower. Situations like these would break the customary pattern of seating the husband next to the hostess and the wife next to the host.

b. Mixed dinner—multiples of four.

Arrangements used for seating guests in multiples of four at the usual mixed dinner are shown in figure 3 and figure 4.

(1) The plan in figure 3 is used when all couples are married.

(2) The plan in figure 4 is suggested when a couple (such as the fifth ranking man and woman) are not married. They should be seated side by side.

(3) At tables of 8, 12, or any multiple of 4, the host and hostess cannot sit opposite each other without putting two males or two females together if there is an equal number of each present. To balance the table, the hostess moves one seat to the left, putting her right-hand guest opposite the host.

c. Mixed dinner—single host or hostess. A single host or hostess, or a host or hostess entertaining in the absence of his or her spouse, may choose from several seating arrangements. The most suitable plan depends on the number, importance, and marital status of the guests.

(1) The plan in figure 5 is suggested for a small dinner of 8 to 10 when a hostess or co-host/hostess is not desired. Usually this is the plan when the guest of honor is married and is not accompanied by his spouse.

(2) The plan in figure 6 is suggested when the ranking male and female are not married to each other and the single host or hostess does not wish to have a hostess or co-host/co-hostess at a dinner in multiples of four.

d. Mixed dinner—round table. The round table is used for large or small groups. This seating arrangement is very successful in stimulating conversation. A seating arrangement for either is shown in figure 7. This table arrangement is good for hosts who prefer not to be the center of attention.

e. Gentlemen—dinners and luncheons.

Figures 8 through 10 show plans for seating guests at gentlemen only parties.

(1) The arrangement for host and co-host is in figure 8. Since the table for a large gentlemen only dinner or luncheon is usually long and narrow, the host and co-host generally sit opposite one another at the center of the table.

(2) The planning figure 9 is used if the party is small or if a co-host is not desired.

(3) Another lunch or dinner arrangement at which the host presides alone is in figure 10.

Figure 1

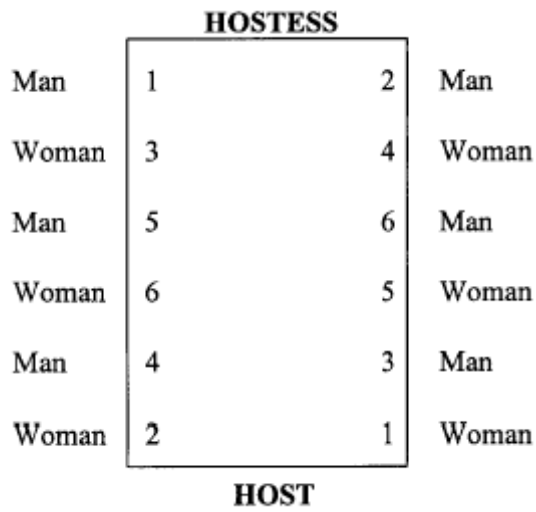


Figure 2

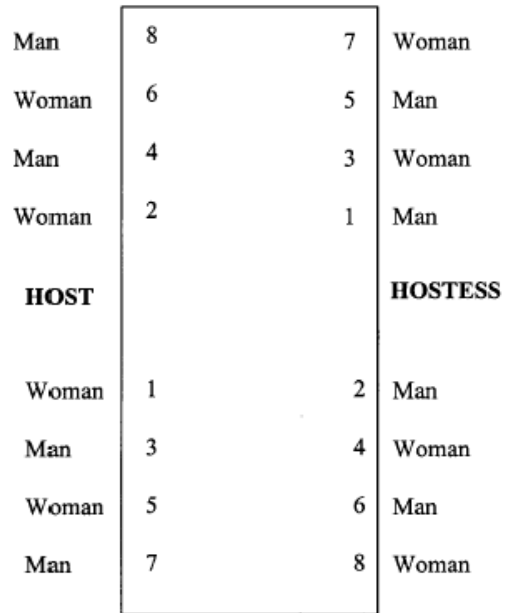


Figure 3

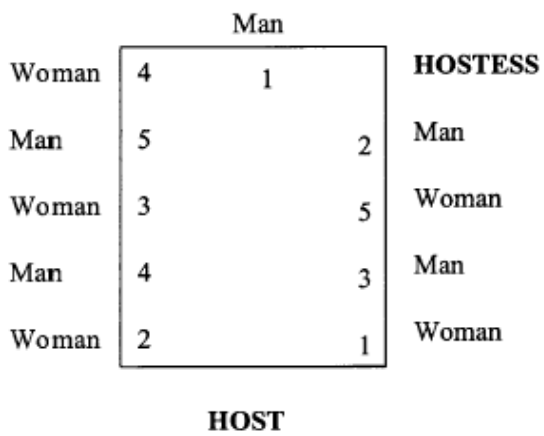


Figure 4

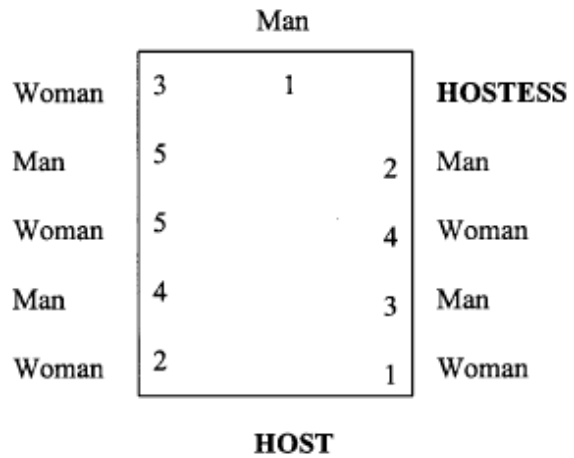


Figure 5

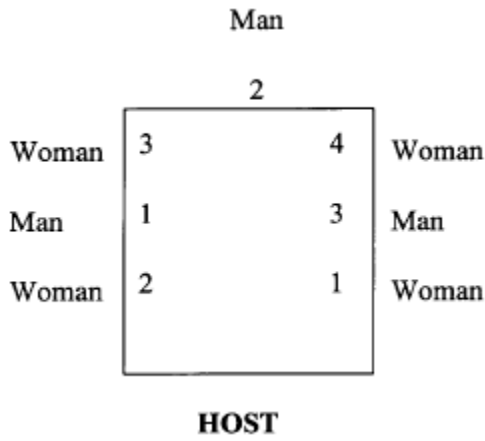


Figure 6

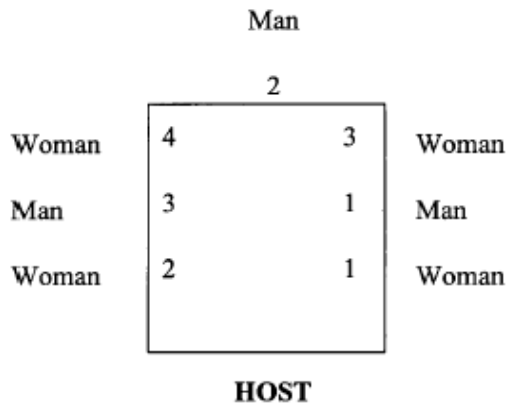


Figure 7

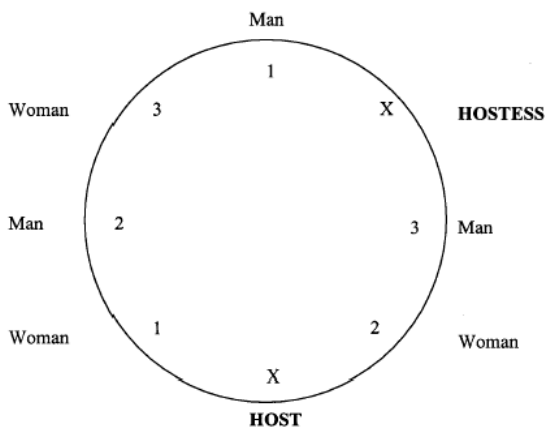


Figure 8

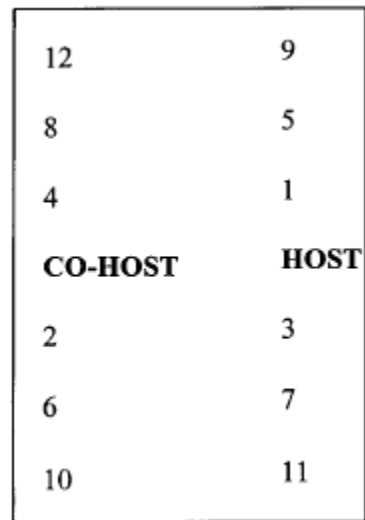


Figure 9

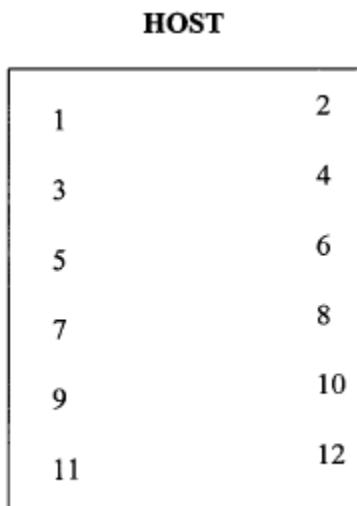
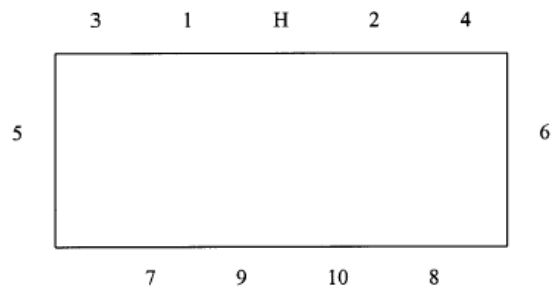


Figure 10



Entertaining and Planning

Formal dinners (Excerpt from -[DA Pam 600-60](#), 11 Dec 2001)

Completely formal entertaining has practically disappeared from the American social scene because it requires a well trained staff and expensive table furnishings. For these reasons, informal dinners have now become the norm. Details of strictly correct service, elaborate table settings, and formal menus can all be studied in general etiquette books. There may be times when the traditional formality of the past may need to be observed on some occasions, such as White House state dinners or when abroad.

Introduction – Through calendar meetings, protocol requirements, and input from the host/hostess, a great many social events will appear on the horizon. Planning and preparing menu items, performing as chef, maitre de, waiter and sommelier, preparing final disposition of goods, receipts & moneys are all vital steps in the grand process that we call “having a party.”

Planning – Once there is a clear indication that an event is being planned there are many questions the Enlisted Aide will need to ask to determine the direction to be taken.

- What type of function is it going to be? (Black Tie, Civilian Informal or Private Dinner, Breakfast, Luncheon, Tea, Cocktail Reception, Barbecue, etc.)
- What is the relationship of the guests to the general? (Relatives & family, office personnel, subordinate commanders, U.S. officials, foreign dignitaries, etc.)
- What dietary restrictions are there? (Vegetarian, kosher, known allergies, etc.)
- Is there funding in place and if so what percentage is covered?



Preparation – As the host answers the above questions the Enlisted Aide will be able to determine what tone the party will take on. The Enlisted Aide can begin to make determinations as to the level of grandeur, what type of table setting, which set of china, stem ware, flatware, and linens, is required. Menu development should also begin to take form. Some of the requirements to consider are:

- What time of day this function is taking place and how much time is allotted?
- How much time can realistically be dedicated to food preparation without taking away from house cleaning, uniform maintenance and military requirements?
- What are the local specialties of the area and what foods are in season? Visiting guests usually enjoy a sampling of the local fare.
- Make a detailed shopping list. Don't forget to consider every aspect from flowers to cleaning supplies. *Shop as early as possible to ensure availability of goods-- shop as late as possible to ensure freshness of perishables.*

Note: A simple, well-balanced and well-prepared meal is preferable to one that is elaborate but poorly prepared.

Protocol – Your Protocol Office will be very helpful in determining official protocol requirements. They will provide official gifts when needed as well as all the normal printed items. Usually one person from the protocol office is assigned a specific event and they will coordinate all aspects with you. Some of the items provided by protocol are:

- Menu cards
- A Seating Chart
- Place cards (first name printed on the back)
- Guest book card
- Points of contact for the Chorus or other entertainment personnel

Menu Planning – The host/hostess should give specific requirements and instructions on the type of menu desired. Some important factors are:

- Number of guests attending
- Known or perceived dietary restrictions
- Cost constraints / funding parameters

Guidelines

- Select recipes from reliable sources
- Determine availability of ingredients
- Test the recipes
- Acquire supplemental equipment and facilities when existing equipment is not adequate or available (in house)



Compile a Purchase List

- Always check with host/hostess for recommendations
- Prepare a complete shopping list
- Compare labels for content, freshness, and quality

Set Table

- Check with host/hostess for preferences
- Review the seating arrangements
- Select and place appropriate (matching) table linen, place mats, and napkins on the table

Prepare Decorations

- Ensure that centerpiece conforms to the theme of the occasion
- Ensure that the colors in the centerpiece or arrangement harmonize with the colors of the table service, tablecloth, and napkins
- Ensure the centerpiece container is as much a part of the picture in quality, texture, and color as the chinaware, crystal, and silverware
- The size of the centerpiece depends on the size and shape of the table, but it should not be so tall or large that guest cannot see over it
 - Buffet Table: Recommend tall arrangement
 - Sit-Down Affair: Recommend low arrangement

Clean and Restore Kitchen and Serving Area – After the services are complete and the guests are finished, the area must be cleaned prior to departure.

- Remove all tableware to the appropriate area for washing, drying, and storing
- Remove linens and napkins to the appropriate location to be laundered and stored
- Store leftover foods in proper containers in appropriate storage areas
- Wash, dry, and store tableware, serving dishes, pots, pans, and other equipment
- Ensure that kitchen, dining, and serving areas are clean and orderly
- Reposition furniture to its original location

Serve Meal – Follow the correct procedures for serving food items.

Rules for Service: Serve from the left, remove from the right.

Serving Tips for Plated Service

Always consult with the host or hostess for any service preferences or variations.

- There are many methods for serving but the preferred method is for the waiter to remove the place settings from the table, two diners at a time, until the table is cleared and then begin serving, carrying two plates at one time.
- When using more than one server, one server starts meal service with the person to the right of the host and the other server starts with the person to the right of the hostess.
- When using two or more waiters as a team, practice “mirror service”
- Serve from the left
- Never reach in front of the guest
- Plan strategy in advance so service will run smoothly
- Table service may be removed from the left, but glasses should be removed from the right to avoid reaching across or in front of the guests.
- Use of a Base Plate – The Enlisted Aide should discuss this with the host and hostess prior to an event to establish a standard for the house. Normally the place setting should not be left empty while the rest of the table is being cleared unless it is the dessert course, so the base plate remains through the main course. Then the entire table is cleared to include salt and pepper shakers.
- Remove plates after each course, when all guests have finished eating, **with approval** of the host or hostess.
- **One Server** – For six to eight guests - Serve the woman to the right of the host. Continue to serve clockwise around the table.
- **Two Servers** – For 10 to 16 guests - First server will serve the woman at the right of the host; second server will start with the guest of honor employing “mirror service.” Continue to serve counterclockwise around the table serving the host last.



Who is Hosting – If a woman is hosting the occasion, and the seating arrangements are alternating men and women, then serve the woman first to the right of the hostess. If a man is hosting the occasion, then the woman to the host's immediate right will be the first person served and the host will be served last.

Special Notes – Some of the following customs are commonly observed:

- Serve all women before serving the men.
- Continue serving clockwise, ending with the hostess.
- Men and women will leave the table together to go into the living room for demitasse, liqueurs, and mints.

Table Settings

General – The basic rule in setting any table, formal or informal, is to avoid crowding.

- There should be at least 24 inches of table space for each person.
- Everything on the table must balance and be aligned with its matching pieces.
- Place the centerpiece in the middle of the table and balance the other decorations around it.



Candles – If candles are chilled before use, they will drip less and burn longer.

Place Settings – Place settings are as important if not more important than the table settings. The diagrams will show the preferred method for the place settings for most occasions. As always, check with the host/hostess for their preferences.

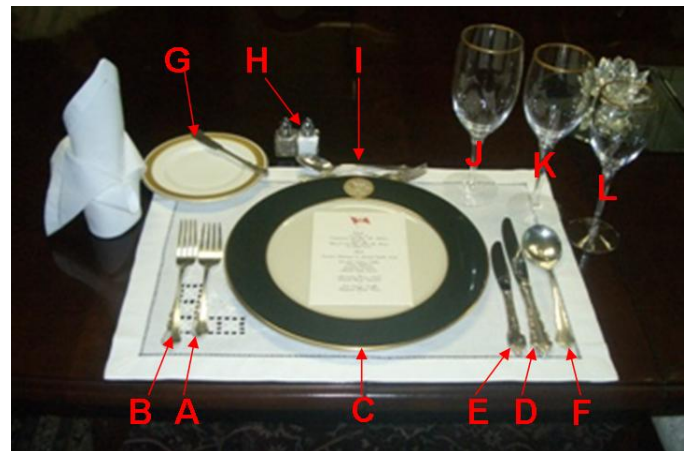
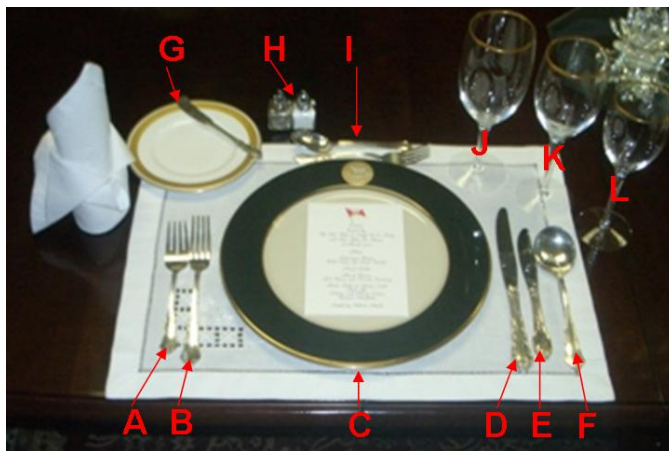
The diagrams below are for buffet service.



- 1 – Diagram on the left is complete for full service.
- 2 – Diagram on the right is set for stacking for large groups.

Formal Meal Service

The formal meal service is the most important of all the table arrangements. The diagram below depicts the correct place setting for each course at a formal dinner. The diagram on the left is set for a Soup, Salad, Main Course and Dessert. The diagram on the right is set for a Soup, Main Course, Salad and Dessert. The Sorbet or Palate Cleanser flatware is left off of these diagrams and is meant to be brought to the table with that course.



- A. Salad Fork.
- B. Dinner Fork.
- C. Charger or Base Plate.
- D. Dinner Knife.
- E. Salad Knife.
- F. Soup Spoon.
- G. Bread & Butter Plate with Butter Knife.
- H. Salt & Pepper (Salt is always on the right).
- I. Dessert Spoon & Fork
- J. Water Glass
- K. Red Wine Glass
- L. White Wine Glass

Bar Service

General – For the purpose of official entertainment, it may be necessary to stock and set up the bar. If required to stock the bar, the Enlisted Aide will always check with the host or hostess to determine preferences. It is prudent for the Enlisted Aide to establish an official inventory of necessary items and those items can be procured through use of .0012 funds. The following checklists are useful in determining specific bar needs.

Glasses – Since every drink requires a special glass, there are a variety of glasses used. A minimum of eight glasses by type should be stocked. The glasses should be of a style that matches the host's taste or is in keeping with the bar theme or surroundings.

Glass	Description
Pilsners	Tall and have a round pedestal for a base and used solely for beer
Wine Glass	Usually tall and stemmed
Highball	Tall, cylindrical, non-stemmed glass, for basic drinks (rum & coke, gin & tonic)
Rock Glass	Short with a wide rim and used for single order drinks on the rocks
Snifter	Stemmed bowl used for drinks served “neat”

Beverages – These items consist of, but are not limited to, liquor, wine, beer and after dinner liquors. There are some basic items used at a bar. Check with the Host/Hostess for preferences but it is always prudent to plan to serve:

Liquor

- Whiskey, Rye or Canadian such as Crown Royal.
- Scotch, single malt or blended such as Glenfiddich or Chivas Regal.
- Bourbon, such as Makers Mark or Jack Daniels.
- Rum, light or dark such as Bacardi Superior or Myers Dark Rum.
- Gin has many nuances, try Tangueray, Bombay Sapphire or Beefeaters.
- Vodka, a standard, try Smirnoff, Stolichnaya, Skyy or Absolute.



Wines

- Red wine should be stored at 55 degrees Fahrenheit.
- Red wine should be served at room temperature.
- White and Blush wine should be served chilled.
- Champagne should be chilled quickly in an ice bath; 30 minutes before service.

After Dinner Liquors

- Cognac such as Courvoisier or Remy Martin (only use a VSOP)
- Cordials such as Grand Marnier, B&B (Bourbon & Benedictine) and Drambuie
- Kahlua, Bailey's Irish Cream, Crème de Menthe, and Frangelico

QUARTERS OPERATIONS

Introduction – The quarter's operations are very important day-to-day responsibilities. There are many tasks to be performed and time management is a must. The Enlisted Aide is required to clean and maintain the official entertainment areas within the general's quarters while properly preparing uniforms and meals for entertainment.

Reporting Damage – The Enlisted Aide is constantly looking for damaged or deteriorating surfaces and areas. Checking for loose or cracked plaster, missing roof tiles, leaks in the basement may indicate general decay of the foundations or scanning the ceiling for stains that may indicate a leak from the floor above or other invasive water problems and report any decay or damage to authorized personnel. They will track these deficiencies using the [Work Order Tracking Form](#).

Note: If the Enlisted Aide will be handling costly, easily broken items (crystal, porcelain figurines, etc.) a review of the General Officer's household insurance policy covering household employee damages is recommended.

Cleaning

General – The Enlisted Aide will check with host or hostess for preferences of polishes, waxes, or oils to be used on furniture. All designated items (within the official entertaining area) must be cleaned with proper supplies, cleaning solutions, and equipment. The appropriate techniques must be followed in cleaning furniture.



Dusting Furniture – Oiled and treated dusters should be used ONLY on furniture polished with an oil polish. Never spray polish directly on furniture. Use a clean, dry, hemmed duster to remove dust from furniture.

Polishing Wooden Furniture – Too much polish (whether oil or wax) makes the polishing job difficult and can produce build-up.

Vacuuming Official Areas – Because of the high visibility within the official areas of the General's quarters, vacuuming may be done a few times a week. This will require the Enlisted Aide to pay particular attention to the nap and pile of the carpet to prevent excessive wear.

Maintaining Linens & Lead Crystal

Linens, General – It is preferable for the Enlisted Aide to first soak linens in a mild solution overnight, prior to laundering. Clean linens (damask napkins, table cloths, and doilies) using washer set on a delicate cycle. Linens used for formal meals should be stored separately from those used every day. Only clean, dry linens should be stored.

Washing Linens

- Maintain labels and refer to manufacturer's cleaning instructions
- Wash in **HOT** water and detergent, if linen is pre-shrunk
- If you are unsure whether the linen is pre-shrunk, use **COLD** water and cold water detergent
- Avoid chlorine bleach and enzyme products
- Sort damp linens by type and size, stack them and then roll them in a lint free towel. Linens can be stored in a designated refrigerator for up to one week in this manner.



Pressing Linens – Iron damp linen on the reverse side to keep the embroidery full, one at a time with a hot iron, no steam.



Lead Crystal, General – The Enlisted Aide should maintain lead crystal using recommended procedures. Handle only one piece of crystal at a time. Wash in warm soapy water using a mild detergent, rinse in hot water. Dry with one cloth and polish with another. ***Never hold stemware by the stem and twist the bowl, it will likely snap the stem off.***

Storing Crystal

- Separate crystal according to type
- Ensure that crystal is stored in a neat, orderly manner, each piece should not touch
- Place the crystal in its designated storage area in the upright position up to prevent chipping the rim

Food and Beverage Management

General – While the purchase of food items for an official function is fairly straight forward, special attention must be paid to ensure that the Enlisted Aide is not performing tasks which can be easily identified as strictly personal. Guidelines must be set and adhered to.

Obtain Funds – The method used to obtain funds and the manner in which they are spent encompasses a set of issues which is personal in nature and can only be determined by the general and their spouse. The purchase of food items must be made with regard to providing menus with variety and adequate nutrition. Attention must be paid to seasonal and locally produced food items and special emphasis is placed on predetermined budgetary constraints. Personal preferences for dietary or religious requirements must also be taken into consideration. Coordinating a shopping list will make this process easier.

Money – You will need to establish the method of payment desired:

- Cash
- Blank check (personal, authorized)
- Pre-signed check (by general or his designee)
- Credit Card (personal, authorized)

Purchases – You will need to determine the preferred method of procurement:

- Shop to obtain the best value per cost ratio
- Shop by “Brand Name”
- Shop only at predetermined locations
- Do not shop at predetermined locations



Personal Accounts – For accounting purposes, it is best to group deposits and expenditures by month and year. The Enlisted Aide has received training that enables him to perform this task. Reconciliation of this ledger must be performed with the general or their spouse as frequently as deemed necessary. The [Monthly Household Cost Report](#) can simplify this process and may serve well to post in a common location, such as on the side of the refrigerator.

Delegation Of Authority – To cash personal checks or use the general’s personal credit card, it may be useful to have the [DA Form 1687](#) Notice of Delegation of Authority, already on file with the organizations you intend on doing business with (Commissary, Post Exchange.)

Reimbursements For Expenditures – If applicable, the Enlisted Aide may want to establish an account whereby they can be reimbursed for the mileage accumulated while driving their POV in the performance of official duties. The [SF 1164](#), Claim for Reimbursement for Expenditures on Official Business, is the form they will use for this procedure.

Record Expenditures

General – The Enlisted Aide should maintain receipts of expenditures and petty cash fund transactions for personal and household needs related to the general's official duties. Record entries accurately in a ledger or use the [Monthly Household Cost Report](#) to annotate use of funds. Balance petty cash funds regularly to verify accountability.

Petty Cash Fund – The general and spouse will establish the amount of cash to be maintained in the quarter's petty cash fund. These monies are for family personal needs that include laundry, dry cleaning, and related household items.

Record essential information in a ledger or fill out required forms:

- Date of transaction
- Locations of purchases
- Amount of money subtracted from the balance
- New or running balance
- Maintain purchase receipts in designated file or ledger
- Replenish petty cash fund upon instructions from the general or spouse
- Upon request from the general or his spouse, provide the current balance of the petty cash fund





Quarters 1, Fort Myer, VA

HOUSING MANAGEMENT

Installations Housing Management is currently undergoing many changes, their goal is to privatize all housing where possible. Because of this the Enlisted Aide must have clear communication with the local Housing Office and their assigned representative. As with all publications referenced in this handbook, the entire Installations Housing Management regulation may be accessed through the link provided below. For this handbook we have focused on the Special Command Positions and specific allowances made for those positions.

(Excerpt from - [Army Regulation 210-50](#) Installations Housing Management 26 February 1999)

Special command position

A position designated by the Director of Administration and Management, OSD, if filled by a general or flag officer, or civilian or comparable grade, with public entertainment responsibilities requiring the incumbent to represent the interests of the United States in official and social entertainment activities involving foreign or U.S. dignitaries of high governmental or military rank, and outstanding members of the business, industrial, labor, scientific, and academic communities.

Public entertainment area

That area in GFOQ, ICQ, the DU occupied by the Sergeant Major of the Army, or DUs occupied by special CSM position incumbents which includes the entrance foyer, living room, dining room, stairways, and hallways interconnecting these areas. Enclosed porches, dens, libraries, and family rooms (unless integrated) are not normally considered as part of the public entertainment area. Upstairs hallways (unless there is no bathroom available for guests to use on the first floor) and other areas of the DU are not considered as a part of the public entertainment area. Guest bedrooms in DUs of special command positions may be included if overnight accommodation of official visitors will be required.

Special Allowances

J-1. General

GFOQ occupied by incumbents of special command positions (table 13-1) are authorized special allowances of furnishings relative to their entertainment responsibilities in behalf of the Army and the Government.

J-2. China, glassware, and silver

- a. The initial outfitting and replacement of china, crystal, and silver will consist of items in table J1
- b. The following patterns have been standardized:
 - (1) Tuxedo pattern by Lenox for china.
 - (2) Service plate with Army Seal (Mansfield No. 3828) by Lenox.
 - (3) Firelight patterns by Lenox for crystal.
 - (4) Falmouth patterns by International for flatware.
 - (5) Windsor pattern by International for flatware serving pieces.
- c. All other authorized items should be selected from open stock manufactured in the United States and procured locally.

J-3. Table linen

An allowance list is not established for table linen. However, representative kinds of items which may be procured include table pads, tablecloths, napkins, and place mats. The variables affecting requirements such as different table sizes preclude specifying sizes and types of items and necessitate local procurement from commercial sources.

J-4. Kitchen utensils

An allowance list is not established. Items procured for use in preparing and cooking food will be limited to those items required to meet the public entertainment responsibilities of the position and not for normal family use. The diversity of requirements precludes specifying sizes and types of items and necessitates local procurement from commercial sources. However, not more than \$1,000 per FY will be spent for the procurement of kitchen utensils.

Table J-1
China, glassware, and silver allocations for
special command positions

China

Item: Service plate	Quantity: 24
Item: Dinner plate	Quantity: 24
Item: Salad or dessert plate	Quantity: 48
Item: Cream soup and stand	Quantity: 24
Item: Butter plate	Quantity: 24
Item: Demitasse cup and saucer	Quantity: 24
Item: Tea cup and saucer	Quantity: 24

Crystal

Item: Iced tea beverage	Quantity: 24
Item: Fluted champagne	Quantity: 24
Item: Wine glass	Quantity: 24
Item: Water goblet/large wine	Quantity: 24

Silver flatware

Item: Teaspoon	Quantity: 24
Item: Demitasse spoon	Quantity: 24
Item: Place spoon (soup/dessert)	Quantity: 24
Item: Dinner fork	Quantity: 24
Item: Salad fork	Quantity: 24
Item: Dinner knife	Quantity: 24
Item: Tea knife	Quantity: 24
Item: Butter spreader	Quantity: 24

Silver hollowware (See note.)

Item: Gravy ladle	Quantity: 2
Item: Large serving spoon	Quantity: 2
Item: Slotted spoon	Quantity: 1
Item: Serving fork	Quantity: 2
Item: Cold meat fork	Quantity: 2
Item: Pie server	Quantity: 1
Item: Tea and coffee set, 5 piece	Quantity: 1
Item: Candelabra, pair	Quantity: 1
Item: Platter, 18-inch	Quantity: 2
Item: Gravy set, 3/4 pint	Quantity: 2
Item: Pitcher, 2 quart capacity	Quantity: 1
Item: Bread tray, 13-inch	Quantity: 2
Item: Bowl, diameter 11-inch, footed	Quantity: 1
Item: Casserole, 2 quart w/Pyrex liner	Quantity: 1
Item: Round tray, chased, 13-inch	Quantity: 2
Item: Round tray, chased, 15-inch	Quantity: 2

Note:

Sizes of hollowware items are approximate. Variation according to need or availability is authorized.

ETHICS

It is important that the Enlisted Aide be extremely cognizant of all rules governing ethical conduct for military members. The following two excerpts are used in the EATC to assist in defining rules and parameters governing an Enlisted Aide's behavior. Many of the instances where recall of these rules is necessary directly impact the manner in which the general is viewed or perceived by the public.

Military Courtesy and Customs

General

- If there is any one fundamental which underlies all proper social conduct, it is this - consideration for the rights and feelings of others. While some of our social customs seem somewhat involved, all proper conduct originally springs from this fundamental. The knowledgeable soldier's conduct will, at all times, be presented in such a manner that will cause the least embarrassment, discomfort, and inconvenience to those around. A soldier, in social relations, should never forget this principle of consideration for others.
- Three of the most important expressions in your entire vocabulary are "please," "thank you," and "you are welcome." If you are thinking in these terms, chances are that you are headed in the right direction, even though you may be a little rusty on the rules governing a situation.
- During your career, you will meet literally hundreds of people, both officially and socially. The impression that you make on all these people depends very much on your social conduct in all its aspects: politeness, proper clothing, respect for seniors, table manners, courtesy to ladies, and correct correspondence. It is therefore in your best interest to become familiar with these procedures as soon as possible.

Use of Sir or Ma'am

- A soldier in addressing a military superior uses the word "Sir or Ma'am" manner as does a well bred civilian speaking to a person whom he wishes to show respect. In the military service, however, the matter of who says "Sir or Ma'am" to whom it is clearly defined: in civilian life it is largely a matter of discretion.
- The proper, natural, and graceful use of "Sir or Ma'am" is something that comes with training and experience in the Army. Some fall into the habit easily; others must work at it.
- Is used in speaking either officially or socially to any senior. The word is repeated with each complete statement. "Yes" and "No" should not be used in speaking to a superior without "Sir or Ma'am."
- On the other hand, "Sir or Ma'am" should not be said with every other breath to the point of obsequiousness. In official dealings between officers who know each other well it is proper to use the words, with less frequency.

No Excuses

- One of the most firmly established concepts of the military service is the practice of accepting any task assigned and of accomplishing each task. In the event that some task might not be accomplished, it is traditionally expected that the individual assigned that task should not offer excuses to justify failure.
- This concept is founded upon the precept that our Army exists to defend the Republic and that any mission or task assigned contributes directly to that defense. The application of this concept results in training soldiers to focus their efforts and ingenuity on finding solutions to challenges with which they are presented, rather than on a search for reasons why the task should not be attempted or excuses why it could not be accomplished. This focus on mission accomplishment must be accompanied by a strong sense of ethical self-discipline which insures that the actions taken are within the letter and the intent of the appropriate policies, regulations, and established procedures.
- Within these guidelines, the soldier must realize that there are certain circumstances under which “No Excuse, Sir or Ma’am” is not an appropriate answer. If the task in question was not accomplished for reasons which indicate that some part of “the system” is not functioning properly, then the soldier has the obligation to point out these flaws in the system, rather than to allow them to remain unnoticed in a misplaced sense of self attempt to throw up a smoke screen behind which to conceal your own shortfalls for which there truly is “No excuse, Sir or Ma’am.”



TJAGSA Practice Notes

The Judge Advocate General's School

(Excerpt from - *The Army Lawyer* [DA PAM 27-50-355](#), August 2002)

Ethics Note

The General Officer Aide and the Potential for Misuse

Introduction

“Rank has its privileges.” That adage has some truth, at least when it comes to the benefits conferred upon General Officers in the U.S. military. Along with respect and responsibility, promotion provides perks that are not available to lower ranking officers. When an Army officer pins on the first star, that officer also takes on additional privileges. As privileges increase, so does the potential for abuse of those privileges, and more importantly, so does the level of public scrutiny. To assist General Officers, judge advocates must understand the issues. The purpose of this note is to educate attorneys on the selection and roles of General Officer aides, identify potential areas for abuse, and assist attorneys in protecting their General Officers from allegations of unethical conduct.

The Selection of Personal Aides

The Army authorizes General Officers to have the assistance of a personal staff, to include an officer aide de camp and enlisted soldiers. The coveted aide de camp and Enlisted Aide positions bring laurels to those selected to serve a General Officer. “There are few more subjective honors in the Army than being chosen as aide de camp, the personal assistants who cater to scores of the service’s top generals.” The reason is clear. “The post is a strong indicator of success: one-third of the Army’s top generals were aides early in their careers.”

The selection of Enlisted Aides is equally subjective. Enlisted soldiers may volunteer for Enlisted Aide duty, provided they meet

certain eligibility requirements. The “QM/CM Branch, Enlisted Personnel Management Branch (EPMB), HRC, nominates qualified soldiers for such positions,” and the General Officer Management Office “manages the authorizations,” but the individual General Officer often chooses his own aides.

The Role of Personal Aides

While aides de camp fulfill a more public role, Enlisted Aides are normally less visible. The sole mission of Enlisted Aides is to assist the general in the performance of military and official duties. They are “authorized for the purpose of relieving general and flag officers of those minor tasks and details which, if performed by the officers, would be at the expense of the officers’ primary military and official duties.”

There are several limitations on Enlisted Aides’ duties, however. First, officers are prohibited by statute from using “an enlisted member of the Army as a servant.” This generally precludes requiring an Enlisted Aide to perform duties that personally benefit the officer, as opposed to duties that professionally benefit the officer. Second, the duties of Enlisted Aides must “relate to the military and official duties of the [General Officer] and thereby serve a necessary military purpose.” The language of Department of Defense Directive (DODD) 1315.9 more specifically prohibits the use of enlisted soldiers for “duties which contribute only to the officer’s personal benefit and which have no reasonable

connection with the officer's official responsibilities." Finally, the Standards of Ethical Conduct for the Executive Branch, or the *Joint Ethics Regulation (JER)*, further limit interaction between officers and their subordinates. Under the *JER*, subordinates' official time may only be used for official duties.

The types of authorized duties that a superior may assign to an Enlisted Aide are diverse. *Army Regulation 614-200* outlines a "not all inclusive" list of "official functions" or duties, including cleaning the officer's quarters, uniforms, and personal equipment; shopping and cooking; and running errands. Many of the enumerated duties seem personal in nature. But, "[t]he propriety of the duties is determined by the official purpose they serve, rather than the nature of the duties." In *United States v. Robinson*, the Court of Military Appeals asserted that a different interpretation "which would apply the proscription to the kind of work done, and not to its ultimate purpose, would so circumscribe the military community that the preparation for, or the waging of, war would be impossible." The duties assigned to an Enlisted Aide only need to have a "reasonable connection" to the military duties of the General Officer.

The General Officer himself often determines what duties his aides are to perform and whether the duties are reasonably connected to the general's official duties. Aides perform many of these assigned duties inside the officer's quarters. Consequently, little or no monitoring of the Enlisted Aides' activities occurs. Whether the duties actually are official is seldom questioned or known. Enlisted Aides would unlikely protest if the rules were bent. After all, working for the general is a privilege and the position is highly sought. Consequently, a Specialist, or even a Master

Sergeant, is unlikely to tell a General Officer, "No, sir. I think that assignment crosses the ethical line." Even if the aide knows that the task is personal, rather than official, the aide may perform the assignment loyally without ever considering a complaint.

The Potential for Misuse

Aides often develop very close relationships with their General Officers. The benefits of these long-term relationships did not go unnoticed by the military, which authorizes Enlisted Aides to transfer with the general's "household." Consequently, Enlisted Aides often develop close relationships with the officer's family, as well. In such a relationship, it is not difficult to envision situations in which a General Officer assigns "unofficial" duties to or asks "favors" from an aide. The General Officer must remain mindful that he only assigns duties reasonably connected to the officer's military duties. Moreover, the General Officer must take care to avoid requesting favors. Favors conjure the concept of personal, rather than official, requests. While requested favors may include chores reasonably related to the officer's military duties, it may be more appropriate for the general to direct or order the performance of such official duties.

Favors may also require legal and ethical analysis. While an aide may voluntarily perform a favor, the nature of the aide's willingness may be an issue. Whether a Specialist could freely decline to perform a requested favor is questionable. Additionally, if in performance of the favor the aide "labors or exerts himself for the personal benefit of an officer," then the officer may be in violation of the prohibition against using a subordinate as a servant.

Moreover, favors may be improper for other reasons. Aides may only perform official duties during official time. To the degree that it is improper to use official time for personal purposes, it may be unethical for an aide to perform favors during duty hours. Furthermore, it follows that a supervisor may also violate ethical rules by allowing a subordinate to use official time for unofficial duties. Cognizant of the proscription against using official time for unofficial duties, an aide may volunteer to perform personal duties after duty hours.

An aide's "off-duty" performance of a "favor," however, could also be subjected to the Standards for Ethical Conduct's gift analysis. As a general rule, subordinate employees may not give gifts to superiors, and superiors may not directly or indirectly accept gifts from subordinates. Although the Standards for Ethical Conduct provide several exceptions to the general rule, these exceptions do not apply to the "gift" of services. As most people realize, time is money; people do not normally undertake responsibilities without some sort of compensation. Therefore, the time an aide spends conducting the General Officer's unofficial or personal chores could be viewed as compensable. To the extent that the aide receives no remuneration, the favor may be a gift. That an aide conducts the service secretly should not affect the analysis. Consequently, both aides and General Officers must be vigilant to ensure that aides' duties are official, rather than personal, in nature.

The aide's close relationship with and proximity to the officer's family may create other ethical problems. One particularly troublesome situation arises when an Enlisted Aide performs services for the Officers' Spouses Club when that private organization meets in the General Officer's

quarters. Less obvious, but equally improper, is the use of Enlisted Aides to assist an officer's spouse with Family Readiness Groups. Despite the fact that Army regulations authorize logistical support to Family Readiness Groups, use of the General Officer's aides to assist the general's spouse with organizational chores is inappropriate. The aides' statutory duties are to assist with the General Officer's military and official duties, rather than that officer's spouse's "official" obligations.

Questions about the use of the general's aides are seldom raised. When concerns are voiced, they usually regard an aide's activities outside the General Officer's residence. For example, the Inspector General's office may receive a telephone complaint that soldiers routinely mow the general's lawn or work in the general's vegetable garden, that someone saw the general's driver driving the general's son home from football practice, or that a visitor to the general's office saw the general's daughter's college application in the aide's typewriter. These clearly are tasks that, if performed by the officer, would be at the expense of the officer's military or official duties. But, these tasks are also highly personal in nature, and do not inherently serve a necessary military purpose. These examples illustrate the problems caused when officers assign aides tasks without a military nexus.

Discerning whether an aide's assigned duties are reasonably connected to a General Officer's military duties often meets with great difficulty. Having an aide "run" an official errand is obviously related to the officer's duties. Having that aide hand carry a General Officer's household goods shipment claim is also reasonably related to military duty. The determination becomes much more questionable when the aide's

duties relate to what would otherwise be considered personal matters. Cooking, cleaning, and personal errands may fall into this category. Ostensibly, if there is a nexus between grocery shopping for a General Officer and that officer's military duty, one could argue that a similar nexus exists between the same chore and a brigade commander's duties, or a battalion commander's, or a company commander's. If an enlisted soldier's completion of an officer's personal time-consuming tasks permits the officer more time to concentrate on his official duties, isn't the required nexus established? Is it permissible then for General Officers to lawfully and ethically order soldiers to complete tasks that would be unlawful or unethical if performed for a more junior officer? The answer may simply be that rank has its privileges. Both AR 614-200 and DODD 1315.9 authorize Enlisted Aides to perform duties for General Officers that would otherwise be prohibited if performed for lower ranking officers. There is, however, an overarching principle that cannot be violated: generals' aides are to perform official, rather than personal, duties.

The line that separates "official" duties from duties that inure solely to the personal benefit of the officer, however, is often very fine. For instance, an Enlisted Aide's preparation of a meal for visiting dignitaries to consume in the general's quarters is an official duty. On the other hand, it would be inappropriate for the General Officer to order that same soldier to prepare a candlelight dinner for the General Officer and the officer's spouse. Between the two extremes lie more questionable duties, such as the preparation of a meal at which the General Officer and a subordinate will discuss "business."

Avoiding the appearance of impropriety is crucial. In short, this may be the most important issue for General Officers to remember. No reasonable officer would jeopardize their current position of respect or trade their future career for the embarrassment and minimal personal gain achieved through the misuse of subordinates. Intentional violations of the ethical rules are obvious to spot and are quick to draw unwanted public attention, but, unintentional or incidental misuse of subordinates is more likely to cause problems. In either case, the misuse of aides' time or services is unethical. Consequently, General Officers and their advisors must guard against both actual and perceived violations of the law.

Conclusion

Many questions may remain regarding the proper duties of General Officer aides. There truly is little guidance in this area, and the guidance that does exist is very "loose." Skeptics may argue that General Officers would like to keep it that way so as to maximize the privileges of rank, but the truth is that the overwhelming majority of General Officers are only interested in the full utilization of the assets or privileges lawfully afforded to them. While few detailed rules exist, detailed rules may not be necessary. Although thin, the present regulations provide sufficient guidance, while retaining sufficient flexibility for officers to mold their aides' duties to the fluid needs of the military. General Officers are entrusted to do the right thing, and previous promotions are generally proof that the officer has acted ethically and responsibly. Rank may indeed have its privileges, but it also has significant responsibilities.

SECURITY

Crime prevention is everyone's business and everyone should be able to identify risks and use common prevention techniques to secure the General Officer's quarters.

Recognizing Crime Indicators

General – Today's OPTEMPO requires that we are all cognizant of the current threat level. It is important to know the precautions to be taken and the procedures that are in place to deal with the potential for becoming a terrorist target.

- Nothing is more important to us than the security of our family and home. The Enlisted Aide is the first line of defense in the security of the General Officer's home. It is imperative that they have a working relationship with the Physical Security Manager and the Military Police at your duty station.

Prevention Measures – The Enlisted Aide should be knowledgeable of crime prevention measures and consciously demonstrate an anticipation, recognition, and appraisal of a crime risk. The Enlisted Aide should take necessary action that would tend to remove or reduce that risk.

- Keep windows and doors locked
- Remove mail and newspapers promptly from their boxes or yard/porch
- Check address for correctness or suspect of tampering
- Ensure shrubs covering windows are trimmed regularly
- Avoid discussing VIP functions with unauthorized personnel
- Inspect refuse (trash) before discarding for sensitive information
- Dispose of sensitive information according to regulation and local SOPs
- Ensure backup lighting meets the needs of the quarters
- Maintain interior safe room, if applicable and stock with emergency supplies and communications

Screen Contractors

General – The Enlisted Aide is the primary point of contact for the quarters and is responsible for ensuring that only authorized contractors or other personnel gain access to the quarters to perform specific duties. The Enlisted Aide may follow these guidelines to guarantee security is maintained:

- Ensure workers have appointments in the particular quarters
- Check the person's identification card or badge before admitting
- Do not allow the person to wander around the quarters unescorted
- Remain with the person until the work is completed
- Do not admit the person into the quarters, should a situation arise casting doubt
- When in doubt, notify facility engineer or military police
- Always follow local established crime prevention procedures

Telephone Etiquette and Messages

The Enlisted Aide should be the primary point of contact for the General Officer's quarters. Inherent in that is the volume of telephone traffic they will need to manage. While it is important to be polite and professional is equally important to safeguard the privacy of the general and his family. By the same token, just as important is the documentation and delivery of messages. It is recommended an SOP be established for these actions.

Traditionally, Soldiers answer the telephone with a greeting that leaves little doubt as to whom the caller has reached. In some instances, this could be viewed as a security breach. For instance, "Good morning, you have reached the quarters of the Vice Chief of Staff of the Army, General Smith, Sergeant Strack speaking, may I help you sir or ma'am?" How much information was just put out?

Let us start over with a greeting like, "Good morning, Sergeant Strack speaking, may I help you?" This greeting is polite and short. It does not give the caller any more information than to whom he is speaking. So far the caller does not know if he reached an office or a private residence. From here the Enlisted Aide can to use their best judgment to answer the caller's questions without giving away personal or sensitive information.



Again, it is recommended an SOP be established for taking a messages. Messages should capture: who called; when (time and date); the message; and what action is requested. Establish a specific place for posting messages so they can be easily seen.

Handling a Telephone Threat

General – The Enlisted Aide must be aware of the types of threats that may come into the quarters by telephone. If a threat is perceived, respond calmly and attempt to record all information concerning the individual that is calling. Please use the format provided on the next page to assist you. Check with local/base military police, crime prevention section, and local security manager to ensure that you adhere to the correct procedures, or to obtain information regarding all additional procedures available.

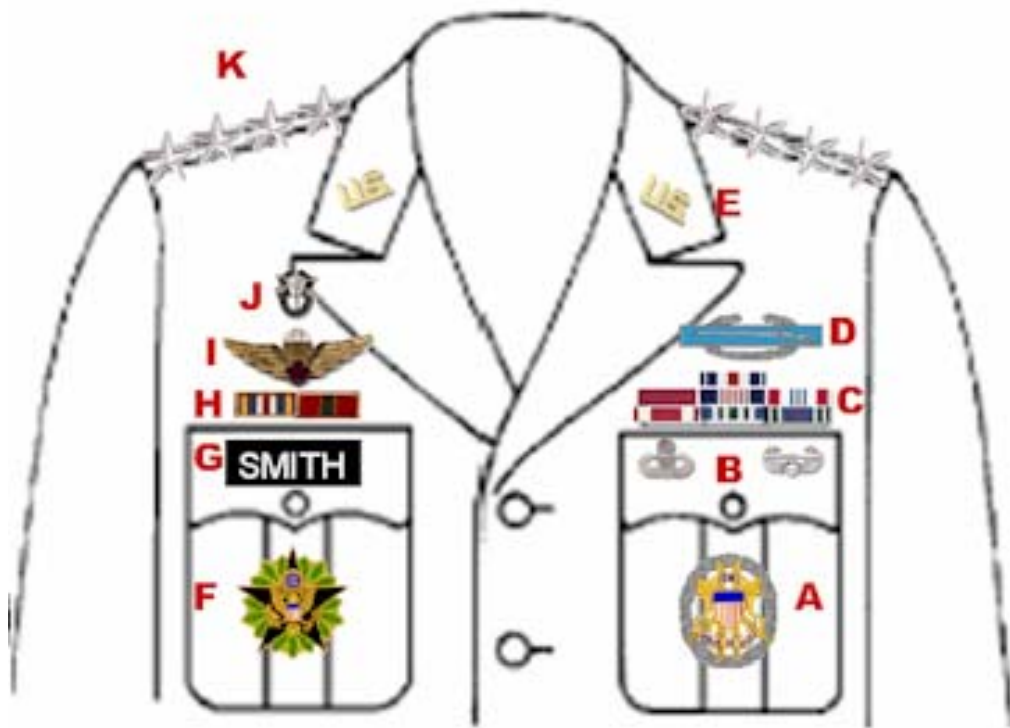
Bomb Threat Card

<p><u>PLACE THIS CARD UNDER YOUR TELEPHONE</u></p> <p>Questions to ask:</p> <ul style="list-style-type: none"> • When is the bomb going to explode? • Where is it right now? • What does it look like? • What kind of bomb is it? • What will cause it to explode? • Did you place the bomb? • WHY? • What is your Address? • What is your name? <p>EXACT WORDING OF THE THREAT:</p>	<p><u>CALLERS VOICE</u></p> <table> <tr> <td><input type="checkbox"/> Calm</td> <td><input type="checkbox"/> Nasal</td> </tr> <tr> <td><input type="checkbox"/> Angry</td> <td><input type="checkbox"/> Stutter</td> </tr> <tr> <td><input type="checkbox"/> Excited</td> <td><input type="checkbox"/> Lisp</td> </tr> <tr> <td><input type="checkbox"/> Slow</td> <td><input type="checkbox"/> Raspy</td> </tr> <tr> <td><input type="checkbox"/> Rapid</td> <td><input type="checkbox"/> Deep</td> </tr> <tr> <td><input type="checkbox"/> Soft</td> <td><input type="checkbox"/> Ragged</td> </tr> <tr> <td><input type="checkbox"/> Loud</td> <td><input type="checkbox"/> Deep</td> </tr> <tr> <td><input type="checkbox"/> Crying</td> <td><input type="checkbox"/> Raspy</td> </tr> <tr> <td><input type="checkbox"/> Normal</td> <td><input type="checkbox"/> Disguised</td> </tr> <tr> <td><input type="checkbox"/> Distinct</td> <td><input type="checkbox"/> Accent</td> </tr> <tr> <td><input type="checkbox"/> Slurred</td> <td><input type="checkbox"/> Familiar</td> </tr> <tr> <td><input type="checkbox"/> Whispered</td> <td><input type="checkbox"/> Muffled</td> </tr> </table> <p>If the voice sounds familiar, whom did it sound like?</p>	<input type="checkbox"/> Calm	<input type="checkbox"/> Nasal	<input type="checkbox"/> Angry	<input type="checkbox"/> Stutter	<input type="checkbox"/> Excited	<input type="checkbox"/> Lisp	<input type="checkbox"/> Slow	<input type="checkbox"/> Raspy	<input type="checkbox"/> Rapid	<input type="checkbox"/> Deep	<input type="checkbox"/> Soft	<input type="checkbox"/> Ragged	<input type="checkbox"/> Loud	<input type="checkbox"/> Deep	<input type="checkbox"/> Crying	<input type="checkbox"/> Raspy	<input type="checkbox"/> Normal	<input type="checkbox"/> Disguised	<input type="checkbox"/> Distinct	<input type="checkbox"/> Accent	<input type="checkbox"/> Slurred	<input type="checkbox"/> Familiar	<input type="checkbox"/> Whispered	<input type="checkbox"/> Muffled
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<hr/> <p>Sex of Caller ____ - Race ____</p> <p>Age ____ -Length of call ____</p> <p>Number at which call is received</p> <p>_____</p> <p>Time ____ Date ____ / ____ / ____</p> <p style="text-align: center;">BOMB THREAT</p>	<p>BACKGROUND SOUNDS</p> <table> <tr> <td><input type="checkbox"/> Street Noise</td> <td><input type="checkbox"/> Factory machinery</td> </tr> <tr> <td><input type="checkbox"/> Crockery</td> <td><input type="checkbox"/> Animal noises</td> </tr> <tr> <td><input type="checkbox"/> Voices</td> <td><input type="checkbox"/> Clear</td> </tr> <tr> <td><input type="checkbox"/> P.A. System</td> <td><input type="checkbox"/> Static</td> </tr> <tr> <td><input type="checkbox"/> Music</td> <td><input type="checkbox"/> Local</td> </tr> <tr> <td><input type="checkbox"/> House Noise</td> <td><input type="checkbox"/> Long distance</td> </tr> <tr> <td><input type="checkbox"/> Motor</td> <td><input type="checkbox"/> Office machinery</td> </tr> <tr> <td></td> <td><input type="checkbox"/> Other</td> </tr> </table> <p style="text-align: center;">THREAT LANGUAGE</p> <table> <tr> <td><input type="checkbox"/> Well spoken</td> <td><input type="checkbox"/> Incoherent</td> </tr> <tr> <td><input type="checkbox"/> Foul</td> <td><input type="checkbox"/> Taped</td> </tr> <tr> <td><input type="checkbox"/> Irrational</td> <td><input type="checkbox"/> Message read by threat maker</td> </tr> </table> <p>REMARKS:</p> <p>_____</p> <p>Report call immediately to:</p> <p>_____</p> <p>PHONE NUMBER :</p> <p>_____</p> <p>DATE: _____</p> <p>RANK: _____</p> <p>PHONE NUMBER: _____</p>	<input type="checkbox"/> Street Noise	<input type="checkbox"/> Factory machinery	<input type="checkbox"/> Crockery	<input type="checkbox"/> Animal noises	<input type="checkbox"/> Voices	<input type="checkbox"/> Clear	<input type="checkbox"/> P.A. System	<input type="checkbox"/> Static	<input type="checkbox"/> Music	<input type="checkbox"/> Local	<input type="checkbox"/> House Noise	<input type="checkbox"/> Long distance	<input type="checkbox"/> Motor	<input type="checkbox"/> Office machinery		<input type="checkbox"/> Other	<input type="checkbox"/> Well spoken	<input type="checkbox"/> Incoherent	<input type="checkbox"/> Foul	<input type="checkbox"/> Taped	<input type="checkbox"/> Irrational	<input type="checkbox"/> Message read by threat maker		
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FORMS

The following pages contain forms or examples of forms used by the Enlisted Aide to perform many of the tasks described in this handbook.

Uniform Template



Uniform Documentation

General Smith's Class A Jacket

- A. Joint Staff Badge** – Centered on the left pocket
1 $\frac{1}{8}$ inch - from bottom of pocket flap to top of badge
from bottom of badge to bottom of pocket
- B. Master Parachutist and Air Assault Badges**
 $\frac{1}{8}$ inch down from the top of the pocket
 $\frac{3}{4}$ inch in from the pocket edges (centered on first and third ribbon)
 $\frac{3}{4}$ inch space between badges
- C. Ribbon Assembly** – worn centered and $\frac{1}{8}$ inch above pocket
- D. Combat Infantry Badge** – worn aligned with the right edge (as you are looking at them) and $\frac{1}{4}$ inch above the ribbon assembly
- E. U.S. Insignia** – worn $\frac{5}{8}$ inch above notch on collar with centerline of insignia bisecting the notch and parallel to the inside edge of the lapel
- F. Army Staff Identification Badge** - Centered on the right pocket
1 $\frac{1}{4}$ inch - from bottom of pocket flap to top of badge
from bottom of badge to bottom of pocket
- G. Name Tag** –Centered on pocket flap
Between top of pocket and top of the button – $\frac{3}{8}$ inch
Centered left to right – 1 $\frac{1}{2}$ inch
- H. Unit Awards** – worn centered on the pocket and $\frac{1}{8}$ inch above
- I. Canadian Jump Wings** – worn centered and $\frac{1}{2}$ inch above the unit award ribbon assembly
- J. Regimental Distinctive Insignia** – worn centered above the left pocket (as you are looking at the jacket) and $\frac{1}{4}$ inch above the foreign jump wings
- K. Stars** – worn equally spaced and centered between the outside edge of the shoulder loop and the outer edge of the button – spacing is 1 inch between the apex of each star

Packing List

REQUIRED UNIFORMS

A's: _____

B's: _____

ACU'S: _____

MESS DRESS: _____

DRESS BLUES: _____

CIVILIAN CASUAL: _____

CIVILIAN INFORMAL: _____

ACU's

- _____ ACUs (# OF SETS)
- _____ ACU/TAN T-SHIRTS
- _____ UNDER SHORTS
- _____ SOCKS
- _____ BOOTS, BROWN
- _____ BELT, RIGGER
- _____ SOFT CAP
- _____ GORTEX JACKET W/ GLOVES
- _____ BERET
- _____ KEVLAR
- _____ LBE w/ PISTOL & LANYARD
- _____ G.O. Belt

PHYSICAL TRAINING GEAR DAYS

- _____ ARMY P.T. SHIRT
- _____ ARMY P.T. SHORTS
- _____ ARMY P.T. SWEAT PANTS & TOP
- _____ BLACK KNIT P.T. CAP
- _____ SOCKS
- _____ GLOVES
- _____ RUNNING SHOES
- _____ CIV RUNNING JACKET
- _____ CIV SHORTS
- _____ CIV SHIRT
- _____ CIV SWEAT PANTS
- _____ BALL CAP

TOILETRIES

- _____ HEARING AID
- _____ HEARING AID BATTERIES
- _____ SPARE GLASSES
- _____ COMB
- _____ TOOTH BRUSH
- _____ TOOTH PASTE
- _____ DENTAL FLOSS
- _____ Q-TIPS
- _____ DEODORANT
- _____ RAZOR
- _____ SHAVING CREAM
- _____ NAILBRUSH
- _____ NAIL CLIPPERS
- _____ STYPTIC PENCIL
- _____ ROLAIDS
- _____ VITAMINS
- _____ POWER BARS
- _____ MEDICATIONS

ARMY GREENS

- _____ SHIRT AG LONG SLEEVE
- _____ TROUSERS
- _____ BLACK WEB BELT w/ BRASS BUCKLE
- _____ JACKET CLASS A w/ AWARDS
- _____ TIE (FOUR-IN-HAND)
- _____ TIE CLIP
- _____ BLACK SOCKS
- _____ BERET
- _____ SHOES
- _____ BLACK WIND BREAKER
- _____ RAIN COAT (W/ LINER)
- _____ DRESS GLOVES
- _____ UNDER SHORTS

BLUES

- ___ TROUSERS w/ SUSPENDERS
- ___ WHITE LONG SLEEVE SHIRT
- ___ FOUR-IN-HAND TIE
- ___ TIE CLIP
- ___ CUFF LINKS
- ___ STUDS
- ___ JACKET w/ RIBBONS
- ___ UNDER SHORTS
- ___ SHOES
- ___ SOCKS (BLACK)

MESS DRESS

- ___ TROUSERS w/ SUSPENDERS
- ___ TUX SHIRT
- ___ CUFF LINKS
- ___ STUDS
- ___ CUMMERBUND
- ___ BOW TIE
- ___ MESS JACKET w/ MINIATURE AWARDS
- ___ UNDER SHORTS
- ___ SOCKS
- ___ SHOES

***** ___ SAUCER CAP BEFORE 1800 HOURS*****

- ___ CIVILIAN CLOTHES
- ___ JACKET
- ___ TROUSERS
- ___ BELT / SUSPENDERS
- ___ LONG SLEEVE SHIRT
- ___ SHIRT
- ___ CUFF LINKS
- ___ TIE w/ CLIP
- ___ SHOES & SOCKS
- ___ UNDER SHORTS

- ___ TRENCH COAT & HAT
- ___ JACKET
- ___ TROUSERS
- ___ BELT / SUSPENDERS
- ___ SHIRT
- ___ SHIRT
- ___ CUFF LINKS
- ___ TIE w/ CLIP
- ___ SHOES & SOCKS
- ___ UNDER SHORTS

-
- ___ JACKET
 - ___ TROUSERS
 - ___ BELT / SUSPENDERS
 - ___ LONG SLEEVE SHIRT
 - ___ CUFF LINKS
 - ___ TIE w/ CLIP
 - ___ SHOES & SOCKS
 - ___ UNDER SHORTS

-
- ___ JACKET
 - ___ TROUSERS
 - ___ BELT / SUSPENDERS
 - ___ SHIRT
 - ___ CUFF LINKS
 - ___ TIE w/ CLIP
 - ___ SHOES & SOCKS
 - ___ UNDER SHORTS

CHECKED BY: ___ SSG STRACK

___ MAJ JONES

Clothing Size / Preference List

ACU's

_____ ACU BLOUSE
_____ ACU PANTS
_____ TAN T-SHIRTS
_____ UNDER SHORTS
_____ SOCKS
_____ BOOTS
_____ GLOVES
_____ PATROL CAP
_____ GORTEX JACKET
_____ BERET
_____ KEVLAR
_____ LBE & PISTOL
_____ G.O. BELT

ARMY GREENS

_____ CLASS A JACKET
_____ TROUSERS
_____ SHIRT AG LS
_____ TIE
_____ TIE CLIP
_____ BERET
_____ SHOES
_____ WIND BREAKER
_____ RAIN COAT
_____ DRESS GLOVES

PHYSICAL TRAINING GEAR

_____ ARMY P.T. SHIRT - SS
_____ ARMY P.T. SHIRT - LS
_____ ARMY P.T. SHORTS
_____ ARMY P.T. PANTS
_____ BLACK KNIT P.T. CAP
_____ SOCKS
_____ GLOVES
_____ RUNNING SHOES
_____ CIV RUNNING JACKET
_____ CIV SHORTS
_____ CIV SHIRT
_____ CIV SWEAT PANTS
_____ BALL CAP

BLUES & MESS DRESS

_____ DRESS BLUE JACKET
_____ MESS BLUE JACKET
_____ TROUSERS
_____ WHITE LS SHIRT
_____ TUX SHIRT
_____ TIE CLIP
_____ CUFF LINKS
_____ STUDS
_____ FOUR-IN-HAND TIE
_____ BOW TIE
_____ CUMMERBUND
_____ SHOES
_____ SAUCER CAP

TOILETRIES

- _____ HEARING AID
- _____ HEARING AID BATTERIES
- _____ SPARE GLASSES
- _____ COMB
- _____ TOOTH BRUSH
- _____ TOOTH PASTE
- _____ DENTAL FLOSS
- _____ Q-TIPS
- _____ DEODORANT
- _____ RAZOR
- _____ SHAVING CREAM
- _____ NAILBRUSH
- _____ NAIL CLIPPERS
- _____ STYPTIC PENCIL
- _____ ROLAIDS
- _____ VITAMINS

ALLERGIES

CIVILIAN CLOTHES

- _____ JACKET
- _____ TRENCH COAT
- _____ HAT
- _____ TROUSERS
- _____ BELT
- _____ SUSPENDERS
- _____ TIE w/ CLIP
- _____ DRESS SHIRT
- _____ POLO SHIRT
- _____ SHOES
- _____ SOCKS
- _____ UNDER SHORTS

MEDICATIONS

MEDICAL INFORMATION

BLOOD TYPE _____

GEN SMITH

Monthly Household Cost Report

APRIL 2006

Date	Check #	Deposits	PX	Cleaners	COMM	Other	Total	Remarks
Balance Forward		51.41					\$51.41	
1	#1724	200.00			125.71	2.00	\$123.70	Tip
2							\$123.70	
3							\$123.70	
4							\$123.70	
5			9.25	7.50			\$106.95	
6						100.00	\$6.95	Kennel
7							\$6.95	
8	CASH	100.00		11.25	67.49	2.00	\$27.21	Tip
9							\$27.21	
10							\$27.21	
11						5.71	\$21.50	Post Office
12						20.00	\$1.50	Flowers
13	VISA	22.00		22.00			\$1.50	
14							\$1.50	
15							\$1.50	
16							\$1.50	
17							\$1.50	
18							\$1.50	
19							\$1.50	
20							\$1.50	
21							\$1.50	
22							\$1.50	
23							\$1.50	
24							\$1.50	
25							\$1.50	
26							\$1.50	
27							\$1.50	
28							\$1.50	
29							\$1.50	
30							\$1.50	
31							\$1.50	

**GEN SMITH, QUARTERS 8
FORT MCNAIR, WASHINGTON, D.C.**

Official Entertainment Balance Sheet

EVENT: Dinner	DATE: 1 April 2006	
IN HONOR OF: HON Slater		
FOOD VENDOR	COST	RECIEPT #
Fort Myer Commissary	\$ 152.79	1
Fort Myer Commissary	\$ 74.36	2
Sutton Place Gourmet	\$ 64.23	3
TOTAL FOOD COST	\$ 291.38	
TABLE ARRANGEMENTS		
Royal Floral Designs	\$ 50.00	4
BEVERAGES		
Fort Myer Class 6	\$ 63.20	5
ADDITIONAL HELP	\$ 100.00	6
TIPS	\$ 5.00	7
TOTAL COST OF GOODS	\$ 508.58	
NUMBER OF GUESTS SERVED	12	
TOTAL COST PER GUEST	\$ 42.38	
<i>FOOD COST PER GUEST</i>	\$ 24.28	

Work Order Tracking Form

Discrepancy Date & time	Service/Work Order Number	Initial Contractor Evaluation	Completion Date



WWII Enlisted Aides riding with and providing protection for their General Officer.

Appendix

References

Section I, Required Publications

AR 600–25

Salutes, Honors, and Visits of Courtesy. (Cited in para 4–1*e*.)

AR 670–1

Wear and Appearance of Army Uniforms and Insignia. (Cited in paras 5–5, 8–1, and 8–3.)

AR 840–10

Flags, Guidons, Streamers, Tabards, and Automobile and Aircraft Plates. (Cited in paras 3–3*c*(4), 3–3*c*(5), 4–3, 4–3*a*, 4–3*b*(1), 4–3*b*(2), and 4–3*b*(3).)

FM 22–5

Drill and Ceremonies. (Cited in paras 4–1*a* and 4–4*a*.)

Section II, Related Publications

A related publication is a source of additional information. A related publication does not have to be read to understand this pamphlet.

AR 25–50

Preparing and Managing Correspondence.

Air Force Pamphlet 900–1

Guide to Air Force Protocol. 1978.

DOD 4515.13–R

Air Transportation Eligibility

McCaffree, Mary Jane, and Pauline Innis

Protocol, *The Complete Handbook of Diplomatic, Official, and Social Usage*. California: Devon Press, Inc., 1989.

MDW Regulation 1–8

Parades and Reviews. Available from Commander, MDW (ATTN: ANC&SE), Fort Lesley J. McNair, Washington, DC 20319.

OPNAVINST 1710.7

Social Usage and Protocol Handbook. Washington: Foreign Liaison and Protocol Selection, Office of the Chief of Naval Operations, 1979. Obtain on the Internet at <http://neds.nebt.daps.mil/Directives/dirindex.html>.

Swartz, Oretha D.

Service Etiquette. 4th ed. Annapolis: U.S. Naval Institute Press, 1988.

Keith E. Bonn

The Army Officer's Guide. 48th ed. Harrisburg, PA: Stackpole Books, 1999.

U.S. Military Academy

Guide to Military Dining-In. 1976. Obtain U.S. from the U.S. Military Academy, West Point, NY 10996–1781.

Section III, Prescribed Forms

This publication prescribes no forms.

Section IV, Referenced Forms

This publication references no forms.

Glossary

This is a consolidated glossary for the Enlisted Aide Training Course Overview.

Section I Abbreviations

admin

administration; administrative

AMOS

additional military occupational specialty

ANCO

Advanced Noncommissioned Officer Course

AOC

Area of Concentration

AOE

Army of Excellence

AR

Army Regulation; Army Reserve

ARSTAF

Army Staff

ASI

additional skill identifier

aux

auxiliary

BG

Brigadier General

BI

background investigation

bldg

building

BNCOC

Basic Noncommissioned Officer Course

CAD

course administrative data

CG

Commanding General

CID

Criminal Investigation Division

CINC

Commander in Chief

CMF

career management field

COMSEC

communications security

CONUS

Continental United States

CSA

Chief of Staff, U.S. Army

DA

Department of the Army

DCSPER

Deputy Chief of Staff for Personnel

DMOS

duty military occupational specialty

DoD

Department of Defense

EA

Enlisted Aide

EATC

Enlisted Aide Training Course

FY

fiscal year

GEN

General

Govt

Government; Governmental

HQ

Headquarters

HQDA

Headquarters, Department of the Army

ID

identification

IFF

identification friend or foe

info

information

intel

intelligence

IRR

Individual Ready Reserve

JA

judge advocate

JAG

judge advocate general

JCS

Joint Chief of Staff

JRTC

Joint Readiness Training Center

ldr

leader

ln

liaison

LOC

lines of communications

LTG

Lieutenant General

MACOM

major Army command

MG

Major General

MOS

military occupational specialty

MOSC

military occupational specialty code

MP

military police

MPRJ

Military Personnel Records Jacket

MSG

Master Sergeant

NA

not applicable

NAF

nonappropriated fund

NCO

noncommissioned officer

NCOES

Noncommissioned Officer Education System

NCOIC

noncommissioned officer in charge

OCAR

Office of the Chief Army Reserve

OCONUS

outside Continental United States

ODCSLOG

Office of the Deputy Chief of Staff for Logistics

ODCSINT

Office of the Deputy Chief of Staff for Intelligence

ODSCOPS

Office of the Deputy Chief of Staff for Operations and Plans

ODSCPER

Office of the Deputy Chief of Staff for Personnel

ofc

office

OJE

on-the-job experience

OJT

on-the-job training

OMF

officer master file

OMPF

Official Military Personnel File

ops

operating; operations

OPSEC

operations security

ORB

officer record brief

org

organization; organizational

OSD

Office of the Secretary of Defense

OTIG

Office of the Inspector General

OTJAG

Office of the Judge Advocate General

OTSG

Office of The Surgeon General

PAO

public affairs office

PAC

personnel and administration center

PCS

permanent change of station

PERSCOM

United States Total Army Personnel Command

PIO

public information officer

PMOS
primary military occupational specialty

POI
program of instruction

PSC
Personnel Service Center

QA
quality assurance

QC
quality control

QM
quartermaster

RC
Reserve Component

RSVP
Repondez s'il vous plait

SBI
special background investigation

SCI
Sensitive Compartmented Information

SFC
Sergeant First Class

SGM
Sergeant Major

SGT
Sergeant

SGS
Secretary of the General Staff

SI
skill identifier

SJA
Staff Judge Advocate

SMOS
secondary military occupational specialty

SOJT
supervised on-the-job training

SOP
standing operating procedures

SQI
special qualifications identifier

Sr
Senior

SSG
Staff Sergeant

TBD
to be determined

TDA
Table of Distribution and Allowances

TDY
Temporary Duty

tng
training

TOC
Tactical Operations Center

TOE
table of organization and equipment

TRADOC
U.S. Army Training and Doctrine Command

UCMJ
Uniform Code of Military Justice

U.S.
United States

USA
United States Army

USAQMS
U.S. Army Quartermaster School

USAR
U.S. Army Reserve

USAREUR
U.S. Army Europe

USASMA
U.S. Army Sergeants Major Academy

USC
United States Code

USMA
United States Military Academy

WHCA
White House Communications Agency

XO
Executive Officer

Section II Terms

Additional skill identifier (ASI) (enlisted)
A two digit alpha-numeric or numeric-alpha code which identifies specialized skills that are closely related to and in addition to those required by the MOS.

Branch Manager
HQDA element responsible for effecting assignments and other personnel actions for officers, warrant officers and enlisted soldiers.

Branch Proponent
A HQDA agency or TRADOC School responsible for providing technical advice and assistance to the Commander, PERSCOM in the area of branch/functional area management.

Career management field (CMF)
A manageable grouping of related MOS that provides visible and logical progression to grade SGM.

Career planning
The process of providing for future actions that will result in the optimum career development and use of the individual soldier's skills.

Duty MOS
The MOSC assigned to the position against which the warrant officer or

enlisted soldier is assigned or, in the absence of a documented position, the MOSC that best reflects the principle duties being performed by the incumbent.

Equivalent Training

Training that has the same value or meaning as the prescribed training for qualification of a branch, functional area or skill. This training will be evaluated by the respective proponent for determination of equivalency.

Job evaluation

The process of systematically comparing representative positions, in terms of their relative complexity or difficulty, for the purpose of developing standards for equitable grading of those and related positions.

Military occupational specialty (MOS) (enlisted)

The grouping of duty positions requiring similar qualifications, and the performance of closely related duties.

Military occupational specialty code (MOSC) (enlisted)

The 5-character code used to identify MOS, skill level, and special qualifications.

MOS career pattern

The occupational structure of a CMF showing graphically MOS, substitutability, and training courses available.

MOS structure

An MOS grouping in which the MOS are systematically arranged in a meaningful order of relationship.

MOS system

The total system that includes MOS structure, MOS code, MOS descriptions, and the standards of grade authorization.

Principal Noncommissioned Officer (PNCO)

The senior enlisted soldier in the organization or organizational element; also referred to as Non-commissioned Officer in Charge. In manning documents, the organizational element is defined as the paragraph level of detail.

Principal position requirement

The area of concentration associated with the principal skills required to perform the duties of a position.

Skill level (enlisted)

A type and degree of skill representing the extent of

qualification with the total MOS. Under enlisted personnel management system (EPMS), it reflects the skills typically required for successful performance at the grade with which the skill level is associated.

Special qualifications identifier (SQI) (enlisted)

Special qualifications identifiers are authorized for use with an MOS and skill level character, unless otherwise specified, to identify special qualifications of personnel who are capable of filling such positions. Use of these identifiers in individual classification will be in accordance with AR 600-200.

Standards of grade (SG)

Provisions for determining the grades that can be authorized for positions classified in an MOS.

Substitutability

An indication that an MOS is sufficiently related occupationally to another MOS to permit personnel substitutions between them. Related MOS are neither completely nor equally interchangeable. A person may require from 1 to 6 months of on-the-job training to become fully qualified in a substitute MOS. Length of on-the-job training will depend on the scope and complexity of the MOS and the ability, motivation, and background of the individual.

Section III Links

Enlisted Aide Policies -

<http://www.defenselink.mil/prhome/N5B5.html>

Defense Directive 1315.9

http://www.dtic.mil/whs/directives/corres/pdf/d13159wch3_062176/d13159p.pdf

Enlisted Aides

http://www.quartermaster.army.mil/aces/programs/aide/enlisted_aide.html

Army Regulation 614-200

http://www.army.mil/usapa/epubs/pdf/r614_200.pdf

DoD Directive 1315.9

http://www.dtic.mil/whs/directives/corres/pdf/131509_062176/131509p.pdf

RS Publication 15 –B

<http://www.irs.gov/pub/irs-pdf/p15b.pdf>

AR 670-1

http://www.usapa.army.mil/pdffiles/r670_1.pdf

Department of the Army Pamphlet 600–60

<http://www.hqda.army.mil/protocol/main/Publications.asp>

DA Form 1687

<http://www.apd.army.mil/pub/eforms/pdf/a1687.pdf>

SF 1164

<http://www.dtic.mil/whs/directives/infomgt/forms/sfofforms.htm>

Army Regulation 210–50

http://www.usapa.army.mil/pdffiles/r210_50.pdf

DA PAM 27-50-355

<https://134.11.61.26/CD1/Publications/JA/TAL/TAL%2027-50-355%2020020801.pdf>



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