

# *Officer/Enlisted Aide Handbook*



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**General Officer Management Office**



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# OFFICER/ENLISTED AIDE HANDBOOK

## INDEX

	<u>PAGE</u>
Foreword	1
What is an Aide	2
Duties and Responsibilities	3-16
Personal Tips	3
Office Policy	3-4
Trips and Travel	4-6
Travel Voucher	6
Aircraft	6
Travel on the Post/Installation and/or within the Local Area	6
Speeches	6-7
Ceremonies	7
Official Visitors	7
Social Functions	7-8
Office Visitors	9
Promotions	9
Vehicles	9
Enlisted Aides	9-11
Uniforms	11
Expenses	11-12
Office Duties	12
Work Hours	13
Shot Records, Identification Tags, Passport	13
Standards of Conduct	13

**OFFICER/ENLISTED AIDE HANDBOOK**

**INDEX (continued)**

	<b><u>PAGE</u></b>
Duties and Responsibilities (Cont'd)	
What to do to prevent surprises	13
Resumes/Photographs	13
Physicals	13-14
Security Clearances	14
Helpful Hints	14-16
Annex A - History of Aiguillette	17
Annex B - History of the General Officer Belt	18
Annex C - Protocol	19-26
Annex D - General Officer Information Packet	27-28
Annex E - Aide Duties in the Field	29
Annex F - Miscellaneous Information	30-31
Annex G - Equivalent Uniforms and Occasions for Wear	32
References	33

## FOREWORD

Welcome to the aide business. Service as an aide to a general officer is a job that can be extremely hectic, but at the same time, very rewarding. Being an aide is a chance for you to learn as much as you can about the Army and how it operates. You will have the opportunity to learn how the organization and systems actually function and how commanders at various levels work. This background, knowledge, and experience will be a tremendous help to you now and in the future. Use this booklet as a GUIDE ONLY, refer to DoDI 1315.09 and AR 614-200 ¶ 8-1 for Enlisted Aide duties and responsibilities. Your actual duties depend upon the personality of the general for whom you work; he or she will be the one to provide you with guidance IAW DoDI 1315.09 and AR 614-200 ¶ 8-1... remember --- remain flexible.

## WHAT IS AN AIDE

An Aide has to be a secretary, companion, diplomat, bartender, caterer, author, and map reader as well as mind reader. He or she must be able to produce at a minutes notice - timetables, itineraries, the speeds and seating capacity of various aircraft, trains, surface transportation, know seating arrangements at all occasions and all settings. He or she must know the right type of wine for a meal, how many miles it is to Timbuktu, where to get the right information, and occasionally, how the boss's steak or roast beef ought to be cooked. The Aide must always have a notebook handy, know how to make minor repairs on plumbing and heating gadgets, or where to get it done "RIGHT NOW!" He must keep a car handy with the right number of stars on the plate and be sure that the driver is awake. The Aide must provide raincoats if it rains, coats if it is cold, a map if in strange places, a pistol if in a hostile country and laugh at all "jokes." The Aide must act as a buffer between the general and the staff, know who to let in and who to keep out, what papers are urgent, which should be pigeon-holed, where to find the original and back-up papers of all correspondence. Aides must know when it is OK to stick their neck out by answering questions and when to pull it back before it is chopped off, when to jump channels to find the person who can deliver information, and know who outranks whom. Aides have to be able to keep their temper, be able to write a speech, proofread unerringly, draft a letter, know everyone's name and job, stand in receiving lines for hours with a big smile, always look fresh, always know what uniform to wear, know what is happening a week from today, have the latest weather report and, in their spare time, study to maintain military proficiency.

Aides should also know at least 50 telephone numbers by heart. Above all, they must have thought of it the day before yesterday, accomplished it yesterday, and report it done when the boss thinks of it today. An Aide's keyword should be "CAV": Coordinate, Anticipate, and Verify!

As an Aide to a general officer, you are placed in a most important, but often precarious, position. With little or no authority, you may be charged with heavy responsibilities (although not exceeding that of Command). Your primary mission is simply to assist the general in the performance of his or her duties, a simple definition, but a monumental task. All general officers expect their Aides to be models of smart appearance, courtesy, and tact. Be sure to epitomize these virtues in every aspect of your service.

As the Aide-de-Camp, you will schedule appointments and coordinate travel arrangements. You may supervise other members of the general's personal staff to include the secretary, driver, and, possibly, an enlisted Aide, and coordinate official functions hosted by the general. You serve as the general's administrative coordinator, establishing and monitoring suspenses and reviewing them for accuracy and adequacy. You will, however, receive a lot of help from the command's Chief of Staff, SGS and/or other staff principals. One of your most important and time-consuming jobs will be staff coordination. Often, the general will utilize you as a liaison to a staff officer in posing questions the general may have. It is important to remain in the background and offer your opinion only when asked. Work with the general's secretary. The secretary is at the top of the list of invaluable people who can answer nearly every question you'll ever have concerning the job, based on years of experience with many Aides and generals. Remember that the secretary, more than likely, will work directly for the general, not for you. Work together as a team.

In addition to the duties directed by the general, the Aide should be alert and absorb as much of what is heard and read in the office as possible. The Aide should be on the lookout for problems or difficulties that may develop and take actions to prevent them. There may be significant information available in the desks, filing cabinets, office databases, and electronic files of the secretary's office. Familiarize yourself with them as time permits.

The General Officer Roster is useful as a general officer telephone directory. Knowledge of the organizations (school, division, HQs, region, etc.) will help the Aide pinpoint responsibilities. These should be studied as soon as possible. The class/training schedule folders help the Aide plan class/training visits for the general. Certain techniques of office management will be required. A suspense log containing notes of things to do or actions that require follow-up will aid your memory and a "little black book" or personal data organizer "Palm Pilot" can be a suspense folder in your pocket. With the lack of real authority, follow-up is essential and the new Aide should practice making it a habit. Remember - CAV.

## DUTIES AND RESPONSIBILITIES

Your first step as a newly assigned Aide-de-Camp is to begin to establish the relationship between you and the general by determining the general's policies, what your duties are, and, just as importantly, to what extent you will be able to act without first having to obtain the general's approval for further action (this will develop with time). Listed below are some hints concerning policies and duties, which may be helpful.

### 1. Personal Tips:

#### a. You speak for the boss:

- (1) Be cautious in your words. Any comments either positive or negative are interpreted as that of the boss.
- (2) You can't ever speak "off the record."
- (3) Don't quote the general's thoughts as you perceive them.
- (4) Personal and sensitive conversations are not to be repeated. Never be the source of a rumor.

#### b. Don't wear the general's stars. You must be tactful.

#### c. Don't get separated from your boss, unless he or she intentionally separates from you.

#### d. Don't be late - you will be left behind looking for a new job.

#### e. Be a sounding board - give your honest opinion.

f. Don't forget that each general is an individual. The previous Aide is your best source for information on your new boss. Hopefully, he or she will be able to explain why things are done the way they are.

### 2. Office Policy:

#### a. Scheduling:

- (1) Know the general's priorities.
- (2) Double check specific times for appointments.
- (3) Plan for open time; time to leave the general undisturbed to work actions.
- (4) Know the general's time preference for specific types of appointments (e.g., briefings only in morning).
- (5) The general's spouse should be consulted on social and mealtime engagements. The spouse should always be informed far in advance of those engagements that include him or her.
- (6) Schedule the general's appointments to facilitate the transaction of business and always tell the secretary when you make an appointment. Also make sure you are informed of the ones scheduled by the secretary. Again, work as a team.
- (7) Periodically, go over the calendar with the secretary, other Aides, the SGS, and the general.
- (8) When people call to speak with the general, obtain the 5 W's- who, what, when, where, why; and how. Use common sense.

b. When scheduling meetings make sure you have:

(1) The agenda and timing of the event.

(2) Read-ahead material.

(3) A note-taker, yourself or a staff member. Procurement of a micro-cassette recorder can assist in maintaining accurate notes for instant recall as needed.

c. Staff meetings:

(1) Normally the time and frequency is established by the general.

(2) The meetings will take place in an available conference room or the general's office.

(3) You should check to ensure all appropriate personnel are present and advise the general when the meeting is ready to begin. Just prior to his or her entrance, step inside and announce the general by his or her title.

(4) The general may desire that you stay for the meeting. Be alert for comments that may involve you later and note those that may require coordination/taskings. You may want/need to keep a suspense folder so that you can follow-up with the appropriate point of contact in a timely manner.

d. When visiting other agencies/units, know the general's likes and dislikes concerning:

(1) The extent of preparations the general expects.

(2) Generals and other leaders/personnel to be visited and specific goals that are to be accomplished during the visit.

e. Correspondence/Email screening:

(1) Know the types not necessary for the general to see (i.e., certain form letters, periodicals, bulletins, etc.).

(2) Know the particular correspondence that must be seen.

(3) It is the General Officer's discretion of allowing you to screen emails.

f. During briefings:

(1) Check to see if the general wants you to sit in.

(2) On the road, sit in, use common sense; you may be the note-taker.

### 3. Trips and Travel:

a. You may be expected to coordinate all the trips and travel arrangements. For certain official functions, the spouse may be required to accompany the general and you may need to have Invitational Travel Orders (ITO) prepared. See the appropriate staff agency (SGS, AG, G-1, etc.) before you need them so they have lead time. It is DoD/DA policy that accompanying spouse travel is permissible only when there is an unquestionable official requirement in which the spouse is actually to participate in the function requiring travel, or such travel is deemed in the national interest as desirable because of a diplomatic or public relations benefit (which must be very significant) to the country. Strict adherence to these guidelines is absolutely essential if the spirit and intent of the policy is to be observed. When in doubt, seek legal/entitlements advice. DoD/DA policy is that such travel is normally limited to the spouses of four-star general officers. But in exceptional cases, travel for spouses of other Army personnel may be approved. All such travel, however, must meet the criteria as stated above. The Aviation Staff Officer, Office of the Chief of Staff, Army, DACS-DMC-A, Taylor Building, Crystal City, (703) 602-6715 or DSN 332-6715, is the action agency for spouse travel.

b. Don't leave anything to chance. Include everything in your itineraries, e.g., wargames, travel times, etc. Make sure you check TIME ZONES; they are always a problem. (When talking to the Flight Detachment/Pilots make sure to tell them -- Eastern, Central, Pacific, or whatever they schedule around).

c. When travel is by MAC or commercial air, Aides will not accompany general officers unless their presence is essential to the accomplishment of the military mission. This is intended to include executive officers, drivers, and others who perform services that can be furnished by the command or agency being visited.

d. When planning a trip, you must consider making the most effective use of the general's time. He or she may want to do paperwork or make phone calls while traveling; be prepared to make this happen. Try to work in visits to subordinate commands, related Army activities, and supported units, when appropriate. Make sure you know who will be greeting the general upon arrival. Biographies are a must, as the general may want to know what each person goes by, i.e., Rich, Doris, etc. For Army general officers, check the General Officer Roster posted on the GOMO website at <https://dagomo.us.army.mil>. The General Officer Roster that contains nicknames and e-mail addresses can be accessed by the general from the Senior Army Leader Page found on AKO's homepage.

e. Develop a travel checklist identifying items that you should know or have:

(1) Objectives and priorities.

(2) Time preferences.

(3) Detailed Itinerary. (Adjusted for Time Zone differences) including modes of travel, meals during travel, hotel/VIP quarters address and phone number.

(4) Social function attendance.

(5) Staff and personal escort preferences.

(6) Where you can be contacted. If you don't know beforehand, call back to the office after you have arrived and let them know where you and the general can be reached. (A cell phone is a must)

(7) Remarks/speeches that will be necessary/slides/microphone requirements/laser pointer coordinated.

(8) Bottle of water, mints, candy, throat lozenges.

(9) Biographies of key people to be visited.

(10) US map and local maps as required.

(11) Airline tickets or aircraft mission request.

(12) Cell phone charger/iridium charger, car charger. Cellular phone compatibility in area visited.

(13) Laptop, mouse, cables, Internet access and compatibility at hotel/passwords/memory sticks.

(14) Uniform (to include extra headgear) and civilian attire, if required.

(15) Passports.

(16) Security arrangements.

(17) LZ markings (smoke, strobe, VS-17 panel, chemlights).

(18) Gift exchange/coins.

(19) Camera.



f. Most generals don't require anything fancy when traveling commercially. Most military installation VIP quarters are excellent. If off-post, check whether it is a high-cost area or not. This will impact on where you stay and how much you can pay. Check local authorized per diem rates at <http://perdiem.hqda.pentagon.mil/perdiem/>. Book accommodations within or seek authorization for over per diem rates prior to travel. This must be on the TDY order. If the general is a guest speaker, the sponsoring organization might pick-up the tab. Check with the command SJA on whether this arrangement is within legal limits.

g. Most people always want senior officers to go first -- "After you, General." But many times you should "lead" the general, especially when traveling where the general has never been before. Otherwise, you may end up with a long line of people bumping into each other as the general turns around in the doorway asking, "Where to, now?" Plan ahead; if you know the general hasn't been there before, arrange for an escort on-site to show you where to go and open the doors. This way, the general follows you and everyone looks smart.

4. Travel Voucher and TDY Travel: In accordance with Joint Federal Travel Regulation Paragraph U4415 (Member's Statement), general officers on TDY do not need certificates of non-availability of quarters and mess to complete their travel vouchers for reimbursement. Make sure you keep copies of all the general's completed vouchers on file. Be sure and ask if any government meals were provided that the General Officer should not be reimbursed for and declare them on travel claim.

#### 5. Aircraft:

a. Use commercial contract carrier flights, versus military air, when cost effective. Check out current contract air carriers and authorized rates between destinations at <http://apps.fss.gsa.gov/citypairs/search/>. Remember that you can't schedule premium class travel upgrades without written approval from the MACOM HQs. Also be careful when trying to change government rate scheduled travel to more expensive direct-flight routes, or a preferred carrier (for frequent flier miles). If the change cannot be justified for official reasons, he may be liable for the difference in price.

b. When using fixed or rotary wing aircraft (C-12, helicopters), coordinate directly with the supporting flight detachment. Give as much warning time as possible, and then re-check to make sure they've got it correct (especially time zones, and the facility where you are going to land and taxi to). Request Military Air Support using DD Form 2768 (<http://www.dtic.mil/whs/directives/infomgt/forms/forminfo/forminfo2314.html>). Airport codes are available at <http://www.worldaerodata.com>.

c. Know the general's seating preferences. Notify other passengers of where they sit. Let the general enter and exit the plane first.

#### 6. Travel on the Post/Installation and/or within the Local Area

a. On some installations, the buildings are numbered in the order that they are constructed. Unless you are familiar with the post, both you and the driver should make a recon to all ranges, brigades, battalions, and separate company headquarters buildings. Most often, an escort officer will be detailed to assist you and the general.

b. The sedan/van should have a map with all headquarters marked.

c. In Europe, the sedan/van should have a European road map also.

d. When the general has an appointment at a location not familiar to you, get specific directions from the host organization. Remember to always recon prior to travel.

e. At a minimum, always have the driver make a recon to a location off post, noting travel times to and from, likely congested areas, and parking facilities.

7. Speeches/Remarks: The general may be a frequent speaker to many and varied groups. Remember, when the general speaks, his audience hears someone speaking on behalf of the Army. Be sure his or her prepared remarks have been cleared with the appropriate elements/HQDA staff agencies (OCPA, HRC statistical clearance, etc). As

an Aide, you are responsible to ensure that the general is on time, at the correct location, in the correct uniform, and has a copy of the text. (Use of a recording device is an excellent way to keep an accurate copy of the general's remarks and to maintain a record of questions asked.) Additionally, ensure that projection equipment, if used, is functional and slides are in the proper order. If using a computer presentation, coordinate with on-site automation personnel (i.e. check software compatibility, do a run through, and provide a diskette/CD). Ensure that the podium is lit. You may be asked to precede the general into the auditorium, room, etc. and make the necessary introduction to the audience. Keep in mind the general's format preference; use of script, 3x5 or 5x8 cards. Be sure to check facilities, including:

- a. Type of microphone (ensure it is properly adjusted and turned on for the general).
- b. Audience.
- c. Press coverage, especially requests to tape or record, and interviews.
- d. Back-up equipment (projector, mike, laptop, etc.) -- is it operational?

8. For Official Ceremonies, Know the General's:

- a. Participation preferences in the manner or types of ceremonies that he or she may be asked to sponsor.
- b. Procedural preferences. You may find it helpful to list the step-by-step sequence on 3x5 cards.
- c. Desires on VIP's attending, seating arrangements, invitation of spouses, and the need for biographies.
- d. Desires regarding preferences for band music.

e. A tip on awards. It is easier for the general to pin an award if a small black binder clip is attached to the medal. Check with the local Protocol Office for additional devices and work with them to ensure the ceremony is properly conducted. Conduct a rehearsal or walkthrough with awardees, reader, etc.

9. Official Visitors: In an official capacity, the general acts as a host to a number of official visitors. Arrangements for these visits are the responsibility of the Protocol Office or the Foreign Liaison Office, but the Aide should coordinate and often take an active part, especially for higher ranking visitors. It may be necessary to arrange transportation, billeting, or other needs if no protocol office is available. You and the secretary need to work closely on this type visit.

10. Social Functions:

a. Socials at the general's quarters:

- (1) You may or may not be required to attend.
- (2) If you do, it's duty for you.
- (3) Drinks -- don't push, but watch glasses. Use common sense.

(4) If you are married, your spouse will probably be invited if you are required to attend. While you are a team, this is a social function for him or not; not duty, as it is for you.

b. Social functions on the road:

- (1) You will normally attend.
- (2) Again, it's duty for you.
- (3) Assist the general and his or her spouse with drink and food.

(4) You normally pay the bar bill and settle the accounting with the general after the event.

(5) Check to see if the general has a lunch menu preference for official luncheons.

(6) Remember, accompanying the general on trips (including socials) is part of your duties. You are there to be of assistance so the general can have more time for official duties; the trips are not designed for your social pleasure.

c. Customary social events attended by the Aide and his or her spouse include:

(1) Receptions (officer classes, special events, New Year's Day).

(2) Dinings-Out.

(3) Graduation Parties.

(4) Foreign Officer Parties.

(5) Branch Birthday Balls.

(6) Official luncheons.

d. Receptions:

(1) By COB the day before a reception, check once again that the location and the time have not changed. Ensure that the general knows both the location and uniform for the reception. Provide the general with a sequence of events, a diagram, and a copy of the guest list if he/she is the host. Getting a copy of the guest list is a good idea for all functions the general attends. Do a final recon of the site if possible.

(2) Check with the action officer involved early enough to effect any changes needed. Ensure that the club has made proper arrangements. See that the proper flags are displayed (AR 840-10 should be read for guidance).

e. Class Graduation: The members of the class generally go through the line in the order shown below and are arranged by the Student Officer Commander.

(1) Class Leader.

(2) Foreign students.

(3) Students with spouses.

(4) Single students.

Mingle with the guests and be friendly and professional. Maintain awareness of the general's location and needs. Watch for drink refills as needed, and ensure you always know the general's preference, because it may change. Also, be sure you know the location of the rest rooms.

f. Luncheons:

(1) You will normally accompany the general on those occasions where an invitation has been extended, or to those events at which the general desires your attendance. In most cases, you will bear the cost of your own meal.

(2) Locate the general's and principal guests' seats beforehand and guide them to their respective seats. Stow the general's hat, coat and gloves. Provide the driver with the time and location for departure. Be sure to think about where and when the driver is going to eat. Some generals desire a seating diagram at their place in case they want to address attendees.

11. Office Visitors:

a. When the general has a junior officer visitor, the visit will normally be formal. When the general is ready to see the officer, inform him or her to report to the general and close the door for privacy. Some generals only require officers to formally report to them when conducting formal counseling or administering disciplinary action.

b. Courtesy calls by more senior officers are similar except that they may be less formal and the general may want coffee served. The general may wish to be the one to decide to offer coffee. If possible try to learn the beverage preference of the visiting senior official.

12. Promotions:

a. The general usually makes himself available throughout the command to promote senior officers and NCOs. Requests for promotions are normally made by the respective command/directorate/staff agency. You should schedule the exact time and location for the promotion. The requesting command/directorate/staff agency is responsible for providing a biographical sketch, a photographer through PAO, and the insignia of rank. Check to make sure they are working on this. The G-1/Adjutant General will supply the orders to be read. The general will probably say a few words and then ask that the order be posted. If you are the one who reads the orders, be sure to practice ahead of time. Some generals may desire a few minutes alone with the Soldier being promoted and his/her family prior to the ceremony.

b. Promotion Sequence:

(1) You should always arrive at the location a few minutes early to line up the participants or to ensure that the line corresponds to the prearranged plan.

(2) Upon arrival of the general, inform him or her of any changes in the sequence of events.

(3) Announce the general.

(4) After the orders have been read, the general will promote the individual(s).

(5) After completion of the ceremony, you or the host should direct those in attendance to file by the promoted individual(s) and offer their congratulations.

13. Vehicle support for the general officer:

a. You may be responsible for maintenance of the sedan, HUMVEE, and/or sleeper van. Coordinate with the HHC Commander, SGS and/or Post Motor Pool or TMP.

b. The driver might work for you or directly for the general. The driver is normally responsible for all of the general's field gear and official transportation. Establish a close working relationship because the driver's performance is your responsibility, i.e., time, place, uniform, etc. Because the driver will work a lot of strange hours, compensatory time off should be allowed when possible. Remember that domicile-to-duty and duty-to-domicile travel is normally prohibited, unless unusual security situations are present and authorization is approved -- make sure the driver knows this.

c. Get your own military driver's license for everything, including the sedan. Know how to work all communications equipment and check it often; know how to get it repaired when it breaks.

14. Enlisted Aides (AR 614-200, DoDI 1315.09):

a. Selection and Training.

(1) The Chief of Staff, Army, designates those positions for which general officers are authorized Enlisted Aides. The General Officer Management Office (GOMO) is the coordinating management office for Enlisted Aide authorizations. Questions regarding aide authorizations should be directed to the XO, GOMO.

(2) The CG, HRC is responsible for assignment policies and personnel management functions associated with operation of the Enlisted Aide Program as prescribed in this section. The QM Branch (AHRC-EPM-L), phone: DSN 221-0276 or Commercial (703) 325-0276, is the coordination and control personnel management office for Soldiers in the Enlisted Aide Program.

(3) Normally, Soldiers in PMOS 92G are assigned as Enlisted Aides. However, qualified volunteers in other MOS may be assigned to the position by HQDA if requested by a general officer. Once the Soldier complete both the Advanced Culinary Skills Training Course and the Enlisted Aide Training Course in Fort Lee Virginia, the Soldier will be awarded ASI "Z5."

b. Only volunteers assigned based on HQDA assignment instructions may be used as Enlisted Aides. Duties assigned must relate to the military and official responsibilities of the officer, and thereby, serve a necessary military purpose. The property of such duties is governed by the official purpose that they serve rather than the nature of the duties. The list of duties below is not all inclusive, but is provided as a guide only. In connection with military and official functions and duties, Enlisted Aides may be used as follows:

(1) Assisting with the care, cleanliness, and order of assigned quarters common area, military uniforms, and personal military equipment.

(2) Performing as point of contact in the officer's quarters. Receiving and maintaining records of telephone calls, making appointments, and receiving guests and visitors.

(3) Helping to plan, prepare, arrange, and conduct official social functions and activities, such as receptions, parties, and dinners.

(4) Helping to purchase, prepare, and serve food and beverages in the officer's quarters for official functions.

(5) Maintaining financial records and budgets for official functions.

(6) Performing certain other tasks that aid the officer in accomplishing the officer's military and official responsibilities. Such tasks may include providing security for the quarters, performing errands for the officer that are official in nature, providing administrative assistance, supervising or performing maintenance on the outside areas such as the lawn, flower gardens and shrubs, driveways, walkways, porches, and patios; when necessary to maintain the appearance of the quarters and grounds for official purposes if landscaping services are not contracted out or if contractor is unable to meet deadlines.

c. The following are examples of duties that are not appropriate for Enlisted Aides to be assigned or perform:

(1) Maintenance of personal automobiles, including all types of repair, preventive maintenance, and cleaning services.

(2) Performing errands and doing laundry for family members and guests.

(3) Baby-sitting, providing supervision for minors, and caring for invalids.

(4) Providing care for pets, to include walking, grooming, cleaning after them and feeding.

(5) Transporting family members and guests when such transportation is not related to official or military duties of the officer.

(6) Preparing food solely for the General Officer and their spouse, children, friends or for unofficial organizations on behalf of family members.

(7) Maintenance of personal property such as recreational equipment and vehicles, outdoor grills, or electronic equipment, and supplies and projects involving a hobby or personal avocation of the officer or family member.

(8) Any duties that contribute only to the personal benefit of the officer and have no reasonable connection with official responsibilities.

d. Further questions pertaining to Enlisted Aides should be directed to the Department of the Army Standards of Conduct Office, Office of the Judge Advocate General, at (703) 588-6715/6707.

e. Training programs for Soldiers not in positions authorized by the Chief of Staff, Army, are prohibited.

f. General officers are encouraged to select Soldiers to fill Enlisted Aide vacancies from volunteers within their commands when possible. These volunteers must be assigned on orders based on assignment instructions by HQDA.

g. General officers having no sources available from which to recruit Enlisted Aides should write to HQDA (AHRC-EPM-L), Alexandria, VA 22331-0450 or telephone commercial (703) 325-0276 or DSN 221-0276 to request nomination of Soldiers to fill Enlisted Aide vacancies. A Soldier nominated against these requirements may be a permanent party or basic combat trainee volunteer with no prior experience as an Enlisted Aide.

h. An Enlisted Aide may be reassigned with the general officer on whose staff the Soldier is serving provided clearance is obtained from HRC, the general officer so desires, and the Enlisted Aide is authorized in the new assignment. Authority is obtained from HQDA, if the reassignment is a second PCS in the same fiscal year (AR 614-200, section 8).

#### 15. Uniforms:

a. The general usually has all the uniforms authorized for wear. Do you need them too? **ASK!** Check with the general to see if there is a uniform preference for speaking engagements and other functions. You will normally be expected to be in the same uniform as the general (some generals make exceptions for mess and/or white uniforms).

b. Generals usually prefer to be in the same uniform (to include civilian attire) as the host at social functions. You must find out and be prepared to tell the general and his or her spouse what senior men and women are wearing. As a minimum, ask their Aides and double-check the night before the event. Make sure the Enlisted Aide knows what uniform to set up for the general. Send the Enlisted Aide and the general's spouse each a copy of the general's forecasted schedules, itineraries, social invitations, or trips (with the uniforms designated).

c. As an Aide-de-Camp, you will find it necessary to have, as a minimum, two sets of Army greens, one set of dress blues, four sets of ACUs, and two long-sleeve and two short-sleeve class B green shirts. A mess white or mess blue uniform is optional unless prescribed by the general. Crests and patches will also be worn. You are expected to present the best appearance at all times. Ensure that your uniform is militarily correct and neat.

d. Accoutrements. Aides-de-Camp are authorized certain accoutrements in accordance with AR 670-1. Specifically, you will don a dress or service aiguillette, depending on the nature and dress of the function. Aide's insignia is also to be worn in lieu of basic branch insignia; the number of stars on the Aide-de-Camp's shield equals the rank of the Aide's general. These items may be furnished to you by the outgoing Aide or may be procured through clothing sales channels. Always wear the aiguillette with Greens, Dress Blues, or Dress Whites. Ensure it is worn properly. Get the regulation. Read it and follow what it says, not the picture. The picture of the dress aiguillette is deceiving.

#### 16. Expenses:

a. The general usually gives you advance money, commonly referred to as petty cash, which you may use to purchase small items such as stamps, uniform accessories, cigarettes, etc.

b. Keep a record of receipts and expenses so that you will be able to keep the general's finances and your finances separated.

c. Always keep the actual receipts; the general may want them for income tax purposes.

d. As an Aide to a general or a lieutenant general, you should be aware that they receive a “Personal Money Allowance” as prescribed in Title 37, United States Code, Section 414 (1970). You may wish to obtain a copy of this legislation and have your local Staff Judge Advocate explain any recent rulings that would affect your accounting of these monies.

17. Office Duties:

a. Work this out with the secretary and staff. Ensure everyone knows their functions.

- (1) Schedule (normally, this is the secretary’s domain).
- (2) Preparation desired by the general for appointments, meetings, etc. (i.e., read-ahead material, pre-briefs, etc).
- (3) Greeting visitors.
- (4) Review of correspondence.
- (5) Coordination of staff actions.
- (6) Planning for travel.
- (7) Assistance in personal matters.
- (8) Assistance at social functions.
- (9) Drafting of routine correspondence.
- (10) Message and correspondence files.
- (11) Email management/encrypted email.

b. Other personal preferences and duties will be expressed as the relationship develops. An excellent vehicle for resolving the above issues is the OER Support Form.

c. The CSA directed the use of public/private key cryptology or Public Key Infrastructure (PKI) to provide secure messaging with specified Army leadership. The Army Knowledge Management implementing instructions directed all GOs/SESs to obtain Army Knowledge Online (AKO) email accounts and to register and obtain Public Key Infrastructure (PKI) certificates bound to their AKO email accounts NLT 15 Feb 02, and further mandated that the GOs use the Common Access Card (CAC) and card reader for their encryption. NOTE: The only exception to the requirement for PKI certificates to be bound to AKO accounts is for those Army GOs serving in positions (e.g., DoD or Joint assignment) whose organizational email does not end in “.army.mil.” Binding PKI certificates to AKO accounts requires changes to the settings on the email server that, unfortunately, these organizations may not be willing to make. These GOs may have to use their organizational email account for binding PKI certificates on their CAC. For help in the installation of the Secure Electronic Transaction Devices (SET-D) and PKI, contact the SET-D Helpdesk at 1-866-738-3222.

d. All general officers are required to maintain two-way wireless email communications for non-sensitive communications. If they do not currently have a two-way wireless email device, they will need to purchase a G-6/NETCOM approved wireless device. Ensure the service selected is National, International, or Global. Before they buy a two-way wireless device: 1) check with your office email (NIPRNET) provider (at most installations this is your Director of Information Management (DOIM)) to ensure that they can support the two-way wireless device; and 2) check with your local wireless communications provider to ensure that they can support the two-way wireless device. To order the wireless device, use the following Blanket Purchase Agreement:

\* Network Enterprise Technology Command (NETCOM), POC: Mr. Ronald Godfrey, NETCOM, Enterprise Systems Technology Activity (ESTA), phone: (520) 538-8027 [DSN 879]; email: ronald.godfrey@netcom.army.mil

18. Work Hours:

a. Remain flexible. Orient on the boss, not the clock.

b. Arrival: Be in before the general.

c. Departure: Plan to leave after or with the general. This is not a hard and fast rule, but a good one to follow. The decision is up to the general.

d. Saturday and Sunday: Normally your own time, trips and field exercises are the exception.

19. Shot Record, Identification Tags, Passport:

You need all of them. Keep yours and the general's up to date and in a safe place.

20. Standards of Conduct: Never place the general in a position where his or her conduct can be questioned. Do not assume for yourself the prerogatives of the office. Be extremely careful that you do not direct actions in the general's name that will compromise his position or his office. Remember, everyone is watching the general, and by extension, you. Read DoD 5500.7-R, Joint Ethics Regulation and use common sense.

21. What to do to prevent surprises:

a. Keep the general informed.

b. Keep yourself informed of events and activities that impact on the general.

c. Communicate with the general and the staff; if in doubt - ASK.

d. Remember, timing is not just important -- it's everything. There may be a tendency to want to get everything to the boss right away. But, there are right times and there are wrong times. If it can wait, and the time isn't right, wait. Don't feel you have to clear all your lists/notes right away with the boss. Some things will keep until the time is right.

e. Coordinate as much as possible. Coordinate with the right people.

f. Practice and rehearse, especially anything new or not routine.

g. Anticipate!

22. Resumes/Photographs:

a. Ensure the secretary or appropriate staff agency distributes a current copy of the general's resume to subordinate units and organizations. Assist the general to ensure that his career resume is up-to-date; inform GOMO of changes (e.g. awards, photo, etc.).

b. The general should have a head-and-shoulders picture taken in ASU uniform every three years or immediately after a frocking, promotion, or reassignment. Email photo in JPEG format to gomo@us.army.mil. The photo should be a minimum of 300 ppi. DO NOT send a hard copy.

c. Carry several copies of the photo with you, in case one is needed.

23. Physicals: IAW AR 40-501, para 8-20d(1), general officers on active duty will undergo a periodic health assessment annually and a physical medical examination every two years. A copy of the DD Form 2807-1 and DD



Form 2808 must be forwarded to GOMO to have the ORB updated and to be placed in the Career Management Information File (CMIF).

24. Clearance: You may need - Top Secret (TS), Special Background Investigation (SBI), and Special Compartmented Information (SCI) clearances to do your job. Your security manager will assist you. Make sure you are on the necessary access rosters to the various places you may visit with the general.

25. Helpful Hints:

a. **DO's**:

- Carry paper and pencil. Write down EVERYTHING.
- Carry lighter or matches (if the general smokes), hard candy, and 3x5 cards.
- Carry a General Officer roster and a phone number list of frequently called personnel.
- Be concise.
- Recon/Rehearse.
- Walk on the general's left. Remain close enough to respond without interfering when the general is talking with commanders or senior staff officers.
- Keep an eye on the general's uniform for missing clasps, lint, etc.
- Coordinate - Anticipate – Verify.

b. **DON'T's**:

- "Wear the stars."
- Get lost.
- Get the general any place late. It is better to be a few minutes early (5-10 minutes AT THE MOST).
- Look disheveled. Be neat and be sure the personal staff presents a good appearance.
- Make excuses.
- Be afraid to admit you've made a mistake.
- Lose or forget any of the general's personal equipment.

c. **THINGS THAT THE GENERAL MAY WANT:**

- Aviation helmet.
- Binoculars.
- Map of exercise area. G-3 will get the maps from the G-2 and make them up for you. Be sure that the new roads are posted. Start early on this one or you may not have it in time for the field exercise.

d. **THINGS YOU ALWAYS WANT:**

- Electric shaver.
- Wet weather gear.
- SOI (at a minimum, authentication table, extract of units for exercise or visit, range control frequency, challenge, and passwords).

- Maps of the post, installation and/or cantonment area (with overlay of the impact area).
- Training highlights (published by G-3).
- Training schedule book.
- General's calendar.
- Flashlight with colored filter.
- Lensatic compass - GPS.
- Travel iron.

e. **THINGS YOU SHOULD CARRY:**

- Reading material for trips.
- Stationery, envelopes and stamps.
- Pictures and biographies of the general.
- Writing pads, pens, pencils.
- Sewing kit.
- Small bag with brass, sew-on patches, extra buttons, and general officer rank insignia.
- Aspirin.
- Eye drops.
- Mints.
- Scissors, stapler, tacks, scotch tape (excellent for securing the general's speech script to the podium at outdoor ceremonies).
- Glue.
- Clothes brush.
- Shoe/boot shining equipment.
- Star plate and universal holder/bracket.
- General's "challenge" coins.
- Adequate cash and credit cards are helpful in emergencies.
- Laptop cables.
- Power cables for cell phones, blackberry, and palm tops.

f. As in any other job, continuous study is a means of improving performance. Don't become lax in your duties. You should study staff procedures, as well as the previous material. Study of subjects that are of interest to the general is a must. The Aide might never be asked to express an opinion; however, knowledge of pertinent subjects will assist in fully preparing the way for the general. Also study the general's subordinate agencies and their functions, and those agencies with which the general commonly comes in contact. In this same vein, keep a list of

reliable points of contact and those with whom the general often speaks (with their telephone numbers, commercial, DSN, cell, FAX, and email addresses) handy at all times.

g. **RELATIONSHIPS:** The importance of a good relationship with directorate and general staff sections cannot be overemphasized. As much as possible, keep them informed of anything relating to their areas of interest. It is particularly important that you stay in close contact with the Chief of Staff or Executive Officer, as well as with the Protocol Office. Remember to keep a positive attitude and a sense of humor.

h. **REPRESENT THE GENERAL:** The Aide is a representative of the general and the command. High standards of conduct and appearance must be maintained at all times. Prime interest is the optimum use of the general's time. Smooth transitions between appointments, meetings, and briefings are a must. At no time should the general be forced to wait. The staff must be kept well informed. They have to know what the general's desires and plans are. Develop cordial and professional relationships with the staff, commanders, and those with whom the general maintains contact. The final word of advice is that if the Aide has difficulty making a decision by trying to guess "what the general wants," he or she should rely on his/her own mature judgment and common sense. However, if in doubt, ASK. This handbook is intended as a guide only. Your general will set the stage for you in his/her own way. Because this is a handbook, we are interested in your experience and advice to pass on to future Aides. Please send your comments and recommendations to General Officer Management Office, Office of the Chief of Staff, Army, 200 Army Pentagon, Room 2A476, Washington, DC 20310-0200 or email: gomo@us.army.mil.

## ANNEX A

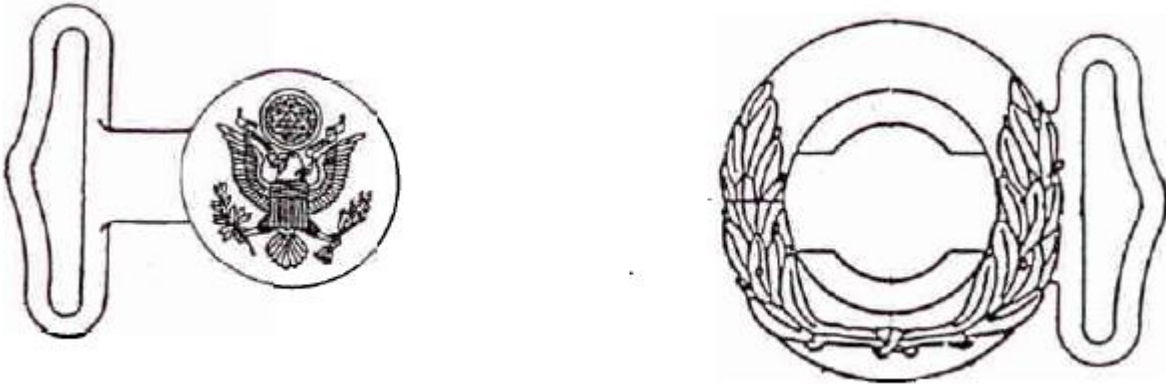
### HISTORY OF THE AIGUILLETTE

1. The aiguillette (a'gwi'let'), although worn on European military uniforms during the 18th century, was first prescribed for wear on US Army uniforms in 1832. It was authorized for selected general staff officers and Aides-de-Camp to distinguish these staff members from other staff officers. Subsequent to 1832, there were no substantive changes in the appearance or adornment of the aiguillette until 1907. In that year, the War Department uniform regulation was changed to authorize the dress aiguillette to be worn by all General Staff Corps officers, Aides-de-Camp, and the Army Chief of Staff. These personnel were required to wear it affixed to the right shoulder with the exception that the Chief of Staff could wear it in any fashion he chose. A year later, military attachés were also authorized to wear the dress aiguillette.
2. In the uniform regulation published in 1912, the policy changed so that only the Chief of Staff and Aides to the President were permitted to wear the aiguillette on the right shoulder. Aides to general officers, attachés and officers regularly detailed to the Army General Staff were required to wear it on the left shoulder. During the 1920's, and through World War II, the policy regarding the aiguillette was not changed; however, in 1947, a new policy concerning the aiguillette was announced. In that year, the War Department circular prescribed both a service and dress aiguillette to be worn by the same officers for who wear had been designated in 1912.
3. The current uniform regulations prescribe that service and dress aiguillettes will be worn on the right shoulder by the military Aide to the President, White House social Aides while on duty with the First Family, and officers designated as Aides to foreign heads of state. Army attachés, assistant Army attachés, and Aides to general officers are required to wear the service or dress aiguillette on the left shoulder. Officers regularly detailed on the Army General Staff are allowed to wear the dress aiguillette with the Army evening dress uniform, and with the Army Blue, Army White, and mess uniforms when prescribed. Although there have been changes in the materials and methods of fabrication, the design and pattern of the service and dress aiguillettes have remained essentially the same since 1947.

## ANNEX B

### HISTORY OF THE GENERAL OFFICER BELT

1. In 1943, the Chief of Staff expressed a desire for a belt to be used by all general officers when carrying side arms, except when actually going into combat. It was his idea that this belt, other than providing a convenient means of carrying the .45 or the .38, would add a dressier touch to the khaki shirt and trousers.
2. The belt is soft pliable black leather with a gold plated buckle. The buckle design is the Coat of Arms of the United States. The belt may be worn with or without the holster. The uniform the belt may be worn with, and the occasions for wear, are entirely at the discretion of each general officer.
3. Cleaning of the general officer belt buckle should be done with a soft damp cloth. Brasso and other abrasives should not be used as they remove the gold plating on the buckle.
4. POCs for belt and pistol are provided in ANNEX D.



## ANNEX C

### PROTOCOL

1. If you don't already have a copy of the OFFICER'S GUIDE, get one or check DA Pam 600-60. It is a good reference and will answer most of your questions.
2. As an Aide-de-Camp you will meet many local civilian officials and dignitaries during your assignment. Most general officers appreciate you being able to inform or remind him or her of the primary occupation or avocation of any of these individuals who may be present at official, semi-official, or social events requiring attendance. It is not necessary for you to know them personally, just who they are, how to pronounce their names properly, and their relationship to the installation, command, post, etc. (It is good practice to find these individuals' first names and have that information available, should the general ask).
3. Ensure that the proper people are lined up for the receiving line at the proper time. Check with the Protocol Officer to determine who should be in the line and in what order. The Aide is always the first member of the receiving line. As the guests proceed to the receiving line, be sure to ask their names and positions. Introductions are accomplished in the following manner, by simply stating: "General Jones, Major Smith"
4. The Aide does not shake hands with any guests unless they initiate the action. To preclude this from happening, keep your hands behind you. The Aide never departs before the general (keep an eye on the general - he or she may slip out on you).
5. If ladies are in line -- arrange for a place to put purses and a place to sit, should the line be extremely long.
6. Toasting:
  - a. Serious thought and effort must be given to toasts as they must be done in a correct manner. An incorrect toast could prove to be acutely embarrassing to both the host and the guest.
  - b. For a dining-in, all personnel should be informed of the order and content of the toasts, as well as the correct responses before the dinner. With no foreign dignitaries in attendance, the presiding officer will stand and propose a toast "TO THE COMMANDER IN CHIEF." While standing, all respond "THE COMMANDER IN CHIEF." Subsequent toasts may be "TO THE UNITED STATES ARMY" and "TO THE \_\_\_ INFANTRY DIVISION," with like responses to both. Following the introduction of the guest (or guests) the toast should be "TO OUR GUESTS," with the response of "HEAR, HEAR." During the toast to guests, the guests remain seated and do not drink to the toast.
  - c. A dining-out should be conducted like a dining-in, the difference being that spouses will be present at the dining-out. A part of the dining-out that is always different is the inclusion of a toast to the ladies. It is important for the President of the Mess or Mr./Ms. Vice to make certain that the ladies are seated before presenting the toast to them. Female officers are considered ladies during the toast to the ladies, and as such, remain seated. As with other people being toasted, the ladies do not raise their glasses to the toast to them.
  - d. Mechanics of Toasting:
    - (1) At formal occasions, other than a dining-in, the host initiates the toasting. At a casual affair, anyone may present toasts.
    - (2) Those offering a toast stand, raise their glasses in salute while expressing goodwill, then drink to the salute.
    - (3) Persons being toasted remain seated and nod their acknowledgment of the toast. They do not drink to the toast but may offer a toast of their own at the completion.

(4) Good manners call for all guests to participate in toasting. Non-drinkers may drink water or, as a minimum, raise the wine glass to their lips without drinking.

e. Ceremonial Toasts:

(1) Ceremonial toasts are an Army custom at unit dinner parties or dinning-ins. The order and subjects of the evening's toasts are usually dictated by the commander's desires as well as unit traditions. These toasts should be decided on before the event and all guests given the proper responses to the toasts. Unless previous arrangements have been made, the host offers the first toast. (Frequently a junior officer is called on to present at least one of the evening's toasts.)

(2) Toasts may begin midway through the meal or, perhaps more commonly, at the end of the meal, before dessert, as soon as the wine or champagne has been served. Toasts at a military ball begin immediately after the colors are posted. The first toast is to the President of the United States, followed by a toast to the Army. Toasts are then offered to the \_\_\_ Infantry Division and any other special organizations or units. A toast to the special guest follows that guest's remarks. The final toast may be a traditional one to the United States and the Army, which precedes the closing remarks and the retiring of the colors.

f. Responding to Remarks and Speeches: In response to remarks given by the special guest, you need not give a standing ovation unless you feel the remarks deserve such notice. If you are uncertain as to what to do, follow the lead of the senior guest, or the host. Likewise the ladies follow the lead of the senior lady present.

g. British Customs:

(1) At British official dinners given for a high ranking American officer, the British official rises during or after the dessert to toast "TO THE PRESIDENT OF THE UNITED STATES" the response to which is "TO THE PRESIDENT," at which time The Star Spangled Banner is played. After the guests are seated, the American guest of honor rises to propose a toast "TO HER MAJESTY" at which time God Save the Queen is played. If monarchs other than the Queen are present the toast should be "TO HER MAJESTY QUEEN ELIZABETH II." These toasts will be followed by short speeches and toasts to the service represented.

(2) A toast to an American service should be responded to by a toast to the host British service. At official Anglo-American dinners the Senior American must respond "HER MAJESTY, THE QUEEN" to a toast to the President of the United States. The Senior American is in reality toasting the Queen while they toast the President.

h. French/Italian Customs:

The French host may say, "I have the honor to propose a toast to the President of the United States." The proper response for the guest of honor could be "It is my great honor to propose a toast to the President of the French Republic." The Italians may also preface their toasts with the phrase "I have the honor to..."

i. Scandinavian Customs:

(1) Skoals are used more often than ceremonial toasts in Scandinavian countries. The hosts "skoyal" each of their guests; however, no wine is drunk until the hosts have offered a general skoyal of welcome.

(2) Skoaling continues throughout the meal by the guests. Each gentleman skoals the lady to his right, at least once. All ladies must be alert to respond to individual skoals from the gentlemen.

(3) The procedure in skoaling is to raise the glass slightly, looking directly into the eyes of the skoaled person, drawing the glass down toward the body, bow slightly saying "skoyal," drink and salute again before setting the glass down. The skoaled person must return the skoyal within a few minutes.

(4) Individual countries may have variations on the general customs that must be understood before attending social functions. For example, in Norway the guest of honor will thank the hosts with a toast at the end of the meal. Also, in Sweden the hostess of a formal or semi-formal dinner is never skoaled during the meal by the guests.

j. German Customs:

(1) Normally, the German Army (Bundeswehr) does not toast the political leaders of their country. If, however, they are hosting a large number of American guests or are invited to an American dinner, they will follow the American toasting custom.

(2) The appropriate German equivalents should be used during toasting. The toast to the President of the United States would be responded to by a toast to “the Bundespresident of Germany.” The response to a toast to the American Army would be to “the German Bundeswehr.” An example of a toast to a division would be to “the Tenth Panzer Division.”

7. Attire:

a. A very formal event (after 6 p.m.) will occasionally require full evening dress - specified by the phrase “White Tie.” This is seldom worn except by those in the diplomatic corps or flag officers.

(1) Military: Mess Dress Uniform, stand-up collar, white bow tie.

(2) Civilian: Gentlemen wear tailcoats with matching trousers, white wing-collared shirts, and white bow tie. Ladies wear very formal evening gowns.

b. Other occasions may also require specific attire. The following rules should be applied:

(1) Daytime Formal:

(a) Military: The seasonally appropriate Service Dress Uniform.

(b) Civilian: Gentlemen wear cutaways (morning coat). Ladies wear appropriate dresses, as current styles indicate.

(c) Retired Military: Wear the uniform prescribed for a military function such as commissioning ceremonies, military weddings, or receptions which require active duty military to be in uniform (see AR 670-1).

(2) Evening Formal:

(a) Military: The seasonally appropriate Mess Dress Uniform.

(b) Civilian: Gentlemen wear dinner jackets or tuxedos. Ladies wear formal evening gowns.

(3) Ceremonial Occasions:

(a) Participants: The seasonally appropriate ceremonial uniform.

(b) Military Guests: The seasonally appropriate Service Uniform.

(c) Civilian Guests: Gentlemen wear business suits. Ladies wear dresses appropriate to the occasion.

(4) Informal Occasions:

(a) Military: The seasonally appropriate Service Dress Uniform (Army Blues with four-in-hand tie).

(b) Civilian: Gentlemen wear business suits. Ladies wear afternoon dresses or for evening events, short dresses of a dressy material, or long skirts or dresses, or as current styles dictate.

(5) Casual Occasions: Gentlemen wear open-collared shirts, sweaters, or a sports coat. Ladies wear slacks or casual skirts.



8. Forms of Address:

a. The following general rules apply to written and oral exchanges with distinguished Americans and foreigners.

b. In addressing a foreign ambassador “His/Her Excellency” is used. When written, it is written out on the line above and a little to the left of the name. It is occasionally abbreviated as “H.E.” immediately preceding the name, however, this format is less acceptable.

c. In addressing American Ambassadors and other high government officials, “The Honorable” is written on the line above and slightly to the left of the name.

d. When a couple is invited to a function because of one of their official positions, they are addressed by the official title followed by the spouse’s name. For example:

(1) The American Ambassador and Mrs. Doe.

(2) The Honorable..., The Secretary of Defense and Mrs. Smith. (When addressing the above in conversation, they are to be referred to as “Mr. Ambassador” or “Mr. Secretary”).

e. On some occasions it may be desirable to use both individuals’ titles. In general, though, this is too cumbersome.

f. Married Military Women:

(1) If an invitation is extended to a married female Soldier because of her official capacity, it should be addressed as follows:

(a) If the husband is civilian:

Major Maureen Teresa Holt and Mr. Holt.

(b) If the husband is also in the military:

Major Elizabeth Ellen Smith  
Lieutenant Colonel Daniel Thomas Smith

(2) If the invitation is sent because of the female Soldier’s husband’s official capacity, the invitation should read:

Captain David Frances Gold  
and Captain Shelly Marie Gold  
or  
Captain and Mrs. Thomas Jones

g. Other Forms of Address:

(1) In addressing a chaplain verbally, it is always “Chaplain.”

(2) In a formal announcement or in writing, a chaplain is addressed as:

Chaplain (Major) Peter Green  
Major, US Army  
(Title, if any)

Dear Chaplain Green:

(3) Doctors or dentists are addressed verbally as “Doctor” up to and including the rank of major. From Lieutenant Colonel and up, chaplains, doctors, and dentists are addressed by rank. In writing, rank is used in all cases. Rank for chaplains is enclosed in parenthesis; for example: CH(COL) Miller.

h. Introductions:

(1) The three basic rules of introduction are:

(a) Men are introduced to women by stating the woman’s name first.

(b) With two people of the same sex, the younger adult is introduced to the older adult by stating the older person’s name first.

(c) Officers of lower rank are introduced to officers of higher rank by stating the senior officer’s name first.

(2) Generally, introductions falter when the person is too wordy. A simple format of a few words works best, for example:

“Mrs. Smith - Mr. Jones” (directed to Mrs. Smith)

“General Gray - Captain White” (directed to General Gray)

“This is Admiral Jones,” spoken to Mrs. Smith then spoken to the Admiral “Mrs. Smith.”

(3) Formal introductions, when called for, should follow the following format:

“Mrs. White, I have the honor to present Mr. Smith.”

“General Jones, may I present Lieutenant Worth.”

i. Flag Etiquette:

(1) Displaying the National Flag (see AR 840-10 and AR 600-25).

(a) The National Flag should be displayed between sunrise and sunset, unless other hours are designated by a proper authority.

(b) To properly raise the flag, first unfurl it then raise it quickly to the top of the staff. The flag is lowered slowly with dignity at the end of the day.

(c) When displaying the flag in a church on a platform in the chapel, the flag should be on the clergyman’s right with all other flags to his left in order of precedence. If the flag is to be displayed in the body of the church, the National Flag should be to the congregation’s left as it faces the clergyman.

(2) Flag Precedence:

(a) US Flag

(b) Foreign National Flags (in alphabetical order)

(c) Religious Flags (from oldest religion to newest - Jewish, Christian, etc.)

(d) Presidential Flag

(e) State Flags

(f) Organizational Flags (military by order of echelon; service flags in the order: Army, Marine Corps, Navy, and Air Force)

(g) Personal Flags (by order of rank)

(h) State Flag Precedence:

(1) Delaware	7 December	1787
(2) Pennsylvania	12 December	1787
(3) New Jersey	18 December	1787
(4) Georgia	2 January	1788
(5) Connecticut	9 January	1788
(6) Massachusetts	6 February	1788
(7) Maryland	28 April	1788
(8) South Carolina	23 May	1788
(9) New Hampshire	21 June	1788
(10) Virginia	25 June	1788
(11) New York	26 July	1788
(12) North Carolina	21 November	1789
(13) Rhode Island	29 May	1790
(14) Vermont	4 March	1791
(15) Kentucky	1 June	1796
(16) Tennessee	1 June	1796
(17) Ohio	1 March	1803
(18) Louisiana	30 April	1812
(19) Indiana	11 December	1816
(20) Mississippi	10 December	1817
(21) Illinois	3 December	1818
(22) Alabama	14 December	1819
(23) Maine	15 March	1820
(24) Missouri	10 August	1821
(25) Arkansas	15 June	1836

(26) Michigan	26 January	1837
(27) Florida	3 March	1845
(28) Texas	29 December	1845
(29) Iowa	28 December	1846
(30) Wisconsin	29 May	1848
(31) California	9 September	1850
(32) Minnesota	11 May	1858
(33) Oregon	14 February	1859
(34) Kansas	29 January	1861
(35) West Virginia	20 June	1863
(36) Nevada	31 November	1864
(37) Nebraska	1 March	1867
(38) Colorado	1 August	1876
(39) North Dakota	2 November	1889
(40) South Dakota	2 November	1889
(41) Montana	8 November	1889
(42) Washington	11 November	1889
(43) Idaho	3 July	1890
(44) Wyoming	20 July	1890
(45) Utah	4 January	1896
(46) Oklahoma	16 November	1907
(47) New Mexico	6 January	1912
(48) Arizona	14 February	1912
(49) Alaska	3 January	1959
(50) Hawaii	21 August	1959

(3) Rules for displaying the National Flag:

(a) Displaying the National Flag over the middle of a street - suspend the flag vertically with the stars to the north on an east-west street or to the east on a north-south street.

(b) Displaying the National Flag with another flag from crossed staffs - The National Flag is on its own right with its staff crossing in front of the staff of the other flag's staff.

(c) Flying the flag at Half-Staff - The flag is raised to the top of the staff for a couple of seconds then lowered slowly to the half-staff position. Before lowering the flag at the end of the day, it is once again raised to the top of the staff.

(d) Suspending the flag over a sidewalk from a house - Hoist the flag out from the building stars first. If on staff, raise the flag to the top of the staff, unless the flag is to be flown at half-staff.

(e) Using the flag to cover a casket at a funeral - The flag is placed with the stars at the head over the left shoulder. The flag is not to be lowered into the grave or allowed to touch the ground.

(f) Displaying the flag against a wall or in a window - The flag is hung flat, either horizontally or vertically, with the stars uppermost and to the observer's left. The flag is never used for festoons, rosettes, or draping. (Red, white and blue bunting is available for such uses)

(g) Carrying the National Flag in any procession with other flags - The US Flag occupies the honor position, either at the right of the other flags or centered on and in front of line of other flags.

(h) Displaying the flags of several countries - In time of peace no one country's flag may be flown above the flag of another country. Flags of similar sizes will be flown from separate staffs of similar heights.

(i) Using the flag at an unveiling of a monument - The flag is never used as the drape over the monument. It should be hung aloft to become a feature of the ceremony.

(j) Every precaution should be taken to prevent the flag from touching the ground or floor, or to brush against other objects, or to otherwise become soiled.

(k) Federal law prohibits the registering of any trademarks consisting of or comprising "the flag, coat of arms, or other insignia of the United States or any simulation thereof."

#### (4) Flag Designations:

When carried dismounted, the flag is referred to as "the Colors." If flown from a ship the flag is the "Ensign," a "Standard" is carried by a car, truck, tank, or horseback.

#### (5) Rules for displaying the US Army Flag:

(a) When the US Army Flag is displayed in a stationary position, the streamers are to be arranged in such a manner that the streamer embroidered YORKTOWN 1781 is in the center facing forward and completely identifiable. This guidance is contained in ALARACT message 035/84 and in Change 1 to AR 840-10.

(b) The US Army Flag is one of our most visible symbols and must be displayed properly. The position of the Yorktown Streamer must be checked each time the US Army Flag is moved and returned to a stationary position.

## ANNEX D

### GENERAL OFFICER INFORMATION PACKET

The following are extracts of existing guidance governing matters of personnel administration and personal equipment which affect general officers:

1. Periodic Physical Examinations -- AR 40-501:
  - a. Frequency - paragraph 8-19c(1)
  - b. Distribution of completed physical - paragraph 8-5(c).
  - c. Physical for aviators and flight surgeons - paragraph 6-8
2. Official Photographs -- AR 640-30:
  - a. Frequency - paragraph 6a(1) (three years or upon promotion)
  - b. Specifications for general officer photographs - paragraph 8a.
  - c. Distribution - paragraph 9a(1)
3. Special Equipment -- AR 725-1:
  - a. Authorized Items - paragraph 3-2
  - b. Points of Contact:

(1) General Officer Pistol:

Commander  
U.S. Army Tank-Automotive and  
Armaments Command  
ATTN: AMSTA-LCW-SLL (Ms. Diane Reid)  
1 Rock Island Arsenal  
Rock Island, IL 61299-7630

CML: (309) 782-6617 [DSN 793]  
FAX: (309) 782-2560 [DSN 793]  
EMAIL: [diane.reid1@us.army.mil](mailto:diane.reid1@us.army.mil)  
[ROCK-TACOM-GO-PISTOL@conus.army.mil](mailto:ROCK-TACOM-GO-PISTOL@conus.army.mil)

(2) Flags and accessories belt and buckle:

Ms. Kim Arnold  
Clothing and Heraldry PSID  
700 Robbins Avenue  
Post Office Box 57997  
Philadelphia, PA 19111-7997

CML: (215) 737-2521 [DSN 444]  
FAX: (215) 737-2549 [DSN 444]  
EMAIL: [kim.arnold@dla.mil](mailto:kim.arnold@dla.mil) or [kimm.arnold@us.army.mil](mailto:kimm.arnold@us.army.mil)

(3) Stationery and Supplies:

Director of Logistics-Washington  
Distribution Operation Facility  
ATTN: Stationary Items  
1655 Woodson Road  
St. Louis, Missouri 63114-6181

CML: (314) 592-0900 [DSN 892]; ext 8254/8260  
FAX: (314) 592-0920 [DSN 892]  
EMAIL: [ida.amlette@us.army.mil](mailto:ida.amlette@us.army.mil)

(4) General Officer Management Office (GOMO):

General Officer Management Office  
Office of the Chief of Staff  
200 Army Pentagon, Room 2A476  
Washington, DC 20310-0200

CML: (703) 697-7994 [DSN 227]  
FAX: (703) 614-4256 [DSN 224]  
EMAIL: [gomo@us.army.mil](mailto:gomo@us.army.mil)

## ANNEX E

### AIDE DUTIES IN THE FIELD

#### 1. General considerations when participating in field training, exercises or tours:

- a. Maintain a current situation map.
- b. Understand the current tactical situation (i.e., offense, defense, delay, counterattack, etc.).
- c. Maintain communication with the TOC/Forward CP at all times.
- d. Obtain a current SOI, authentication table and list of challenges/passwords for each day. Fabricate a laminated call sign/frequency chart for ready reference.
- e. Maintain control of assigned pilots. Keep them informed of all missions and other requirements in a timely fashion. Always consider crew rest and aircraft maintenance requirements during mission planning.
- f. Supervise daily maintenance (PMCS) of all assigned vehicles, generators, and other ancillary equipment. A working relationship with the Headquarters Company Commander and the Unit Motor Sergeant must be established.
- g. Know the layout of the Main CP (i.e., location of the TOC, message center, staff sections, CG's Mess, fuel point, latrine, etc.).
- h. Coordinate with the Headquarters Commandant for movement tables, routes, and other pertinent information during displacement of the Main CP.
- i. Additional items that might enhance field operations are: night vision goggles, binoculars, thermos jug, cooler, first aid kit, flashlights, spare batteries, and other expendable items IAW the tactical mission.

#### 2. Special maintenance considerations for the field:

- a. Periodic maintenance of the weapons, protective masks and individual equipment assigned to the general and the other members of his personal staff.
- b. Daily and scheduled maintenance of all vehicles, generators and ancillary equipment. Noted deficiencies should be annotated on a DA Form 2404 and submitted to the Unit Motor Sergeant for corrective action.
- c. A close working relationship must be developed with the Headquarters Company Commander and the Unit Motor Sergeant in order to sustain a viable maintenance program.
- d. Maintain a current status of aircraft utilized by the General on a routine basis. Most units have a command aviation section dedicated to general officer/command group support. Always coordinate aircraft requirements once you receive a warning order for a possible mission.
- e. Installation /Post Motor Pools are normally responsible for controlling sedans and other nontactical vehicles. The driver is still responsible for the cleanliness and operator maintenance of dedicated transportation.

#### 3. An electronic translator and a combat lifesaver bag are must have items for deployments.



## ANNEX F

### MISCELLANEOUS INFORMATION

1. Many questions on protocol from general officers fall into the categories below. The references listed would make a helpful “basic load” for your personal staff.

<u>TOPIC</u>	<u>REFERENCE</u>	<u>REMARKS</u>
Flags, Guidons, and Streamers	AR 840-10 + Ch 1 ALARNET message 035/84	(Description and Use of Flags, Guidons, Tabards, and Automobile Plates)
Patriotic Customs Sections 170-189	Title 36, USC, S.J. Res. 49, July 7, 1976	(PL 94-344, 94th Congress, amends Title 36)
Uniforms and Insignia	AR 670-1	(Wear and Appearance of Army Uniforms and Insignia)
Awards and Decorations	AR 600-8-22	(Military Awards) (Illustrations of Awards)
Salutes, Honors and Visits	AR 600-25	(Salutes, Honors and Visits of Courtesy)
“A Guide to Protocol and Etiquette for Official Entertainment.”	DA Pam 600-60	(Official Functions: Conduct and Attendance)
Drill and Ceremonies	FM 3-21.5	(Drill and Ceremonies)
GO China	AR 210-50, para 13-18	(Special Allowances)
Social Etiquette	<u>The Officer’s Guide</u> , Stackpole Books, Harrisburg, Pennsylvania	
Invitations Receiving lines Toasts	<u>PROTOCOL, The Complete Handbook of Diplomatic, Official, and Social Usage</u> , by Mary Jane McCaffree and Pauline Innis, published by Devon Publishing Company, Inc., Washington, DC, 1975.  <u>Service Etiquette</u> by Oretha D. Swartz, published by United States Naval Institute, Annapolis, Maryland, 3d edition, 1977.  <u>The Officer’s Guide</u> , Stackpole Books, Harrisburg, Pennsylvania  <u>Vogue’s Book of Etiquette</u> <u>Amy Vanderbilt’s New Complete Book of Etiquette</u> <u>The New Emily Post’s Etiquette</u>	

2. Liaison Offices. Various liaison offices are maintained in the Pentagon to assist visiting general officers.

<u>MACOM</u>	<u>POC</u>	<u>ROOM</u>	<u>PHONE</u>
AFRICOM	Ms. Karen Marmaud LTCOL Chase McCown	2B865	614-7766 695-6450
AMC	Mr. Jerry Ellis	1E1074	571-1265
EUCOM/ SACEUR	CAPT S.L. Wright Mr. Jeffrey B. Dienno	2C861	614-0606 614-0613
DTRA	LTCOL James Joyce Mr. Andrew Szeliga	BC972A	614-6600 695-1477
CENTCOM	COL Yvette Kelly Mr. Mike Krause	2C889A	571-9726 693-8035
PACOM	COL Jack L. Reimann SFC Adrian Sicardo	2D835	693-6436 692-8419
SOCOM	COL Kevin McDonnell Mr. John Provost	2B877	697-8581
STRATCOM	CAPT William Sanders MAJ Jason Gross MSGT Ian Idrobo	2D831	614-9593 614-9594 614-9592
SOUTHCOM	COL Sean C. Blochberger LTC Tod Furtado	Crystal City 2D839	602-3929 695-1291
TRANSCOM	COL Todd Wolf Ms. Melissa Higgingbotham	2B858	571-9708 571-9710
NATO MILITARY CMTE	COL Patrick Johnson CAPT Zbigniew Stankiewicz SFC Lora Swanson	2A888	614-5800 697-4450 697-4196
FORSCOM TRADOC	MAJ Leevaine Williams, Jr. Ms. Laverne Desett Ms. Celeste Johnson-Matheson	2A474/2B475	697-2591 697-2552/3 697-2588
USAREUR	Mr. Timothy C. Touzinsky Mr. Steven Burback	2A474/2B476	692-6886 695-1328
USARPAC	Mr. Robert Ralston	2B485	693-4032
USARNORTH	Mr. J. Scott Schisser	2A474/2B485	693-4034
USARSOUTH	LTC Phil Johnson	3B473	692-8221
USARCENT	COL Michael J. Carroll Mr. Hank Foresman	2B485	693-4035 693-4033

USFK	Mr. Ronald Rollison Mr. Harry Parker	2A474/2B486	693-4038 614-3475
JFCOM	COL Ross Woodley LT COL R.J. Levin	2D843	697-5877
NORTHCOM	COL Victor Hagan Mr. Jan Ithier	2A872	693-2875 695-4604
JIEDDO	COL Michael J. Sanders	3B473	614-0209
USARF	COL Randall Carlson	3B473	614-1452

**ANNEX G**

**EQUIVALENT UNIFORMS AND OCCASIONS FOR WEAR**

<b><u>OCCASION/FUNCTION</u></b>	<b><u>AIR FORCE</u></b>	<b><u>ARMY</u></b>	<b><u>NAVY</u></b>	<b><u>MARINES</u></b>
Official formal evening functions, state occasions (white tie) (equivalent civilian attire-tuxedo)	Formal Dress	Blue Mess/ Evening Dress	Formal Dress	Evening Dress
Social function of general or official nature (black tie), (equivalent civilian attire--tuxedo)	Mess Dress	Blue/White Mess	Dinner Dress, Blue Jacket	Evening Dress "B"
		Army Blue	Dinner Dress, White Jacket	Mess Dress
		Army White	Dinner Dress	Blue Dress
			Dinner Dress, White Jacket	White Dress
Receptions daytime/early evenings formal or semi-formal occasions requiring more than duty uniform or service dress-no bow tie required (equivalent civilian attire--dark suit)	Ceremonial Dress	Army Blue	Dinner Dress, Blue "A" or "B"	Blue Dress
		Army White	Dinner Dress, White	White Dress "A" or "B"
Ceremonies, parades, reviews, official visits of civilian dignitaries, change of command (equivalent civilian attire--business suit)	Ceremonial Dress	Army Blue	Full Dress Blue	Blue Dress, "A" or "B"
	Service Dress	Army Green	Service Dress, Blue Service Dress, White	Service Uniform "A"

## REFERENCES

1. A Guide to Protocol and Etiquette for Official Entertainment, DA Pam 600-60
2. “The Officers Guide”
3. “The Army Wife”
4. The Armed Forces Officer, DA Pam 600-2
5. Army Social Customs, Wier Military Service Publishing Company, Harrisburg, PA, 1938
6. Standards of Conduct, DoD Directive 5500.7
7. Joint Ethics Regulation, DoD 5500.7-R
8. Description and Use of Flags, Guidons, Tabards and Automobile Plates, AR 840-10
9. Salutes, Honors and Visits of Courtesy, AR 600-25
10. Combat Leaders Identification, AR 670-1, para 28-21
11. Personnel Management of General Officers (Army Reserve & National Guard), AR 135-156
12. Allocation of General Officer Quarters, DA Memo 210-7
13. Authority for Establishing Special Command Positions, DODD 1100.12
14. Housing Management, AR 210-50
15. Officer Aide AR 614-200
16. Enlisted Aide AR 614-100