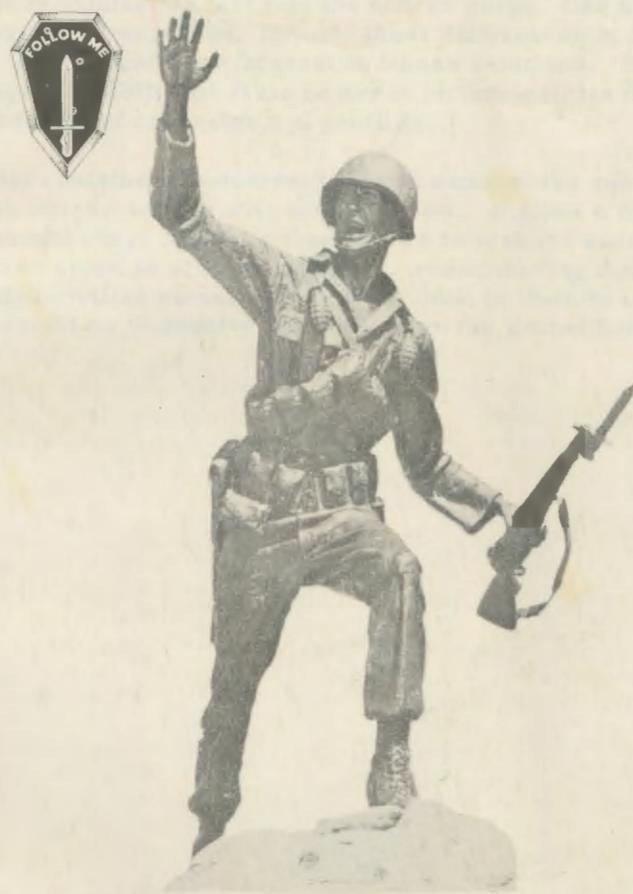


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CUSTOMS AND COURTESIES OF THE SERVICE

CL(C, K, B, O, G, F, W)30

AND GUIDE TO ARMY SOCIAL LIFE



UNITED STATES ARMY INFANTRY SCHOOL
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FOREWORD

There is every reason why the officers of the United States Army should be the best-mannered men in the world. Likewise there is every reason to expect the public at large to consider that an officer is basically a gentleman and not only by virtue of his Army commission. This is something the officer must prove by precept and example.

There are many books on military and social customs and courtesies, but being well-mannered depends more on an inner compulsion than on instruction. It depends particularly on individual character. Good character places honesty on a level with honor, and self-respect on a par with professional pride. This means that an officer can practice only the finest of ethics in personal and professional dealings. He must consider any other course of action as a smirch on his name and position as an officer. It means that his deportment must be as irreproachable with his men and fellow officers as it would be at an ambassador's reception.

A high degree of polish in professional and social manners is still much admired. Nevertheless, we must recognize the fact that the officer corps, like all other society, is made up of a variety of human textures. It is, indeed, these differences in human textures that to a great extent stimulate and maintain our interest in human relations. Each officer, then, should strive for the degree of polish he feels he needs to demonstrate naturally, sincerely, and with dignity his own concept of character and gentility.

This pamphlet contains in a convenient form some of the recognized military customs and courtesies that an officer and his wife should follow. It gives a few of the elemental social rules that they should obey, and tells them where to look for additional rules. All officers and their wives are urged to study it carefully, remembering that not only the men the officers lead, but the entire civilian community as well, look to them to set and maintain standards that will reflect credit on themselves as well as on the United States Army.

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SECTION I OFFICER'S CODE

1. LIVING UP TO THE OFFICER CODE.

Customs of conduct in the Army differ little from those customs expected of everyone in civilian life. Proper conduct, in both cases, is an obligation we all owe to society. All customs and courtesies exist for the express purpose of fostering pleasant and agreeable living and is enhanced by irreproachable deportment, unselfish compatibility with seniors and juniors alike and simple good taste and manners. The old proverb of "Do unto others as you would have others do unto you" is still a sound, substitute rule for complying with the formal procedures of etiquette and protocol.

The official and social conduct required of an officer has two main sources of authority. First, as a member of the military establishment, his performance of duty is governed by written law and rules embodied in the Uniform Code of Military Justice, Army Regulations, circulars, bulletins, and the various orders and memoranda of the officer's unit. Second, his conduct is guided by the customs and traditions which are part of our Army and our American culture. Actually these customs reflect hundreds of years of experience by many armies of many nations.

Law and custom are effective, however, only when the officer firmly believes in, and is determined to live by the standards which they define. The mark of an officer, therefore, consists of two things: knowing what the standards are and having the strength of character to live by them.

In any army of self-governing people, rigid standards of conduct are maintained because its members firmly believe in, and are determined to live by, those standards. Government and military prescribe the standards. The military code we live by is not greatly different than that which has existed in civilized society as a whole for many centuries. It is different primarily in the consequences that result from its observance or violation. These consequences in the case of private citizens are likely to be personal and limited. In the case of officers, they may extend far beyond the personal and may affect, for good or bad, the reputation of the Army, or even the United States as a nation. By his personal and official conduct, an officer affects the lives of soldiers, the outcome of battles, and the security of his country. There is far more to professional fitness than knowledge and skill in the techniques and tools of war. These the officer must have, but the final test of his ability is not what he knows but what he is. There is no substitute for those qualities which we generally refer to as character.

The simplest truth about people is that they are not all alike. To attempt the formulation of a standard personal code, and expect equal observance of it by every officer, would be to ignore the obvious truth that there is no "standard" human being. There are, instead, individuals whose personal attributes help or hinder their attainment of professional standards commonly agreed to be desirable and necessary.

The greatest officers in our history are remembered not for having been perfect, but for having risen above the imperfections common to all men. Their best and strongest qualities often have become standards of excellence. George Washington, for example, has become an American standard for honesty and the other essential marks of an officer and statesman. Men like Robert E. Lee and "Stonewall" Jackson are honored not only as great generals, but as men whose nobility of character transcended the tragic struggle in which they engaged. On the negative side, Benedict Arnold, also a man of outstanding ability, is remembered only as a model of dishonor. All these men were guided by personal codes of conduct.

2. THE CHARACTER OF AN OFFICER.

For several hundred years, the code of chivalry was a real and living force in medieval Europe. Leaving out the barbarity often committed in its name, chivalry was a tangible appli-

cation of an older and more meaningful code of conduct: the Ten Commandments. Beneath the romantic legend the code of the knight-at-arms was quite simple. Besides the special valor of the fighting man and his loyalty to the King and country, the knight was expected to maintain strict standards of conduct. He was, for example, expected to be kind to all people, particularly women and the poor. The knight's code seems almost naive today. However, a code for officers, employing some of the ideals of the knight's code, would be a good starting point to assemble a list of desirable qualities like honor, bravery, and decency. But something else is necessary. The qualities must mean substantially the same thing to everyone; otherwise, they cannot be called standards.

There are a number of qualities universally considered desirable in an officer. The two qualities discussed here are perhaps the most inclusive, because they embrace the meaning of several narrower terms often found in lists of desirable or essential character traits. By examining these qualities, every officer can more realistically appraise his own strong and weak points.

Integrity, in the sense of honesty and dependability, is an obvious requisite in every officer. But there is much more to integrity than honesty and dependability alone. A person may be thoroughly honest and dependable, yet still be lacking in the deeper integrity that marks the best officers. Meticulous care for public funds and property, for example, is essential. But the officer who is honest only because he wants to avoid trouble demonstrates only a technical or "skin-deep" integrity. The officer's integrity must have deeper roots than a mere desire to avoid the penalties of carelessness or dishonesty. The practical honesty of the book-keeper or of the citizen whose credit rating is always A-1 is expected of the officer. The Army regularly puts the moral fiber of its officers to unusually difficult tasks.

Integrity has meanings that cannot be expressed in a single word. A complete description involves several less-inclusive terms like resourcefulness, decisiveness, fidelity, adaptability, stability, forcefulness, moral courage, fairness, and tenacity. Other terms will occur to all of us, for many diverse ingredients of character may be combined into the kind of integrity found in great officers. In all professions, integrity is desirable and merits its own reward, but for officers the desirable becomes the indispensable.

Dignity, another trait required of Army officers, is involved in simple good manners as well as in other behavior. It is the outward sign of the individual's beliefs and attitudes, revealing not only what he thinks of himself, but what he thinks of others. Real dignity is not a camouflage to hide weakness, and it cannot be expressed by a superficial gesture or act. Only the person of sound character has genuine dignity. If there can be a rule for dignity, it is this: Be yourself, be sincere, be fair, and dignity will take care of itself. If one's character is basically sound, no "standing operating procedure" is needed.

Some characteristics of dignity have particular importance in the military profession. Neatness in dress and appearance generally connotes personal pride. For an officer, it demonstrates both pride in himself and in his Army. Variations in dress, customary with the civilian, do not become an officer. Because his uniform identifies him as a leader in the Army, his manner of wearing it is as much an Army matter as a personal one.

Courtesy is a mark of dignity that has special meaning for officers, not only in the narrow sense of etiquette, but in its broader sense of consideration and fairness to others. An Army officer is expected to be courteous and gentlemanly in all circumstances. Courtesy is not something reserved for the officer's club, social gatherings, and official relations with one's commanding officer. In the matter of rank and authority, every officer has seniors, juniors, and contemporaries. In the matter of courtesy, these relationships merge into a single standard under which there is never any justification for rudeness, disrespect, or other offenses against common dignity.

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Military courtesy includes certain formal and customary acts and observances peculiar to the Army and to military organizations in general. Compliance with the outward forms of military courtesy is most effective when it expresses a genuine inner dignity, without which the act of courtesy tends to be neither genuine nor courteous. Sincerity is the soul of military courtesy.

3. STANDARDS OF OFFICER BEARING.

a. Conduct in General. Every aspect of an officer's behavior should reflect the gentleman in him. One poorly dressed or ill-behaved officer causes untold damage to the Army and the officer corps. Soldier and citizen alike expect the officer to live up to the highest standards of gentlemanly conduct and decorum.

b. Personal Appearance. The quality of an officer's uniform should be the best he can afford. The best grade uniform will look better and wear better, and in the long run it is less expensive.

An officer should study and comply with the "Uniform and Insignia" regulation, AR 670-5, and other pertinent directives. Furthermore, other aspects of an officer's appearance, such as his hair, fingernails, and shoes, should be attended to meticulously.

c. Finances. You are expected to scale your living to your income. Entertainment, clothing, home furnishings, and other expenses should be planned accordingly. Your financial problems are recognized and shared by fellow service personnel. Therefore, it should not be necessary to overextend yourself to the point of embarrassment by living beyond your means.

d. Food and Drink. One of the best guides for gentlemanly behavior is to practice moderation in everything. To gorge oneself on food and drink is boorish. If you drink alcoholic beverages, scale the amount you drink to your known capacity and the occasion. Do not drink to excess under any circumstances. Drunkenness reflects nothing but discredit upon the officer and the service. Unfortunately, it also reflects upon his wife and children and his friends.

e. Conversation. An officer's speech must reflect two attributes. First, he must be able to transmit his ideas clearly and quickly to others; second, he must be able to convey ideas and sentiments in such a manner as to give no offense. A good command of the English language is necessary. This does not mean that long words and elaborate speech are necessary. Simple direct speech is most effective. But the officer should guard against the overemployment of slang or quaint local expressions. Vulgar speech should never be used. Obscene or blasphemous expressions are inexcusable. Some people feel that the use of such expressions adds color to one's speech. Any color gained, however, cannot hope to compensate for the resulting loss of respect. Crude language implies either ignorance or poor breeding, as well as a disregard for the feelings of others.

When conversing informally, guard against making derogatory statements about others. Maliciousness and interference in the lives of others will affect--even ruin--an officer's career. Criticism of others may seem interesting to your friends, but it will always lead to a loss of respect for you. What is more, it is "soul-destroying." A positive, tolerant approach to everything is far better.

Ordinarily an officer should not discuss official matters with his family. Such information may be misunderstood and consequently distorted in conversation with others. Serious trouble can result.

SECTION II
CUSTOMS OF THE SERVICE

1. OFFICIAL CUSTOMS.

a. Reporting to a New Station. Each officer receives a number of copies of official orders when he is scheduled to change duty stations. His first official act should be to forward a letter to the commanding officer of the new station. This is a traditional courtesy which an officer always extends to his new commanding officer. It gives the new commander an opportunity to make better plans for assignments. Through the use of this letter the Adjutant of the new unit can help the officer with housing and other administrative matters. A sample letter is included in the back of this section.

When reporting in to a new station, the officer will report first to the Adjutant General. After completing certain administrative procedures, he will be directed to the next lower echelon where he will report to the Adjutant of the unit.

The proper uniform for this occasion is the seasonal Class A uniform (it may be advisable to call the Adjutant General or his representative prior to reporting to confirm what the commander requires). It is most advantageous for the officer to report in between 0900 and 1100 hours of the reporting date indicated on his orders. This will allow time to take care of mess- ing and quarters arrangements and the many other administrative preparations required of the new officer.

b. Post Policy. Each unit maintains a file of the policy and regulations of its own unit and of the post. The newly reporting officer should read these files carefully. The Adjutant is ready to help clear up any misunderstanding. Unit and post regulations are similar to ordinances in cities, helping to insure orderly and harmonious post life.

c. Official Calls. A newly arrived officer who will remain at an installation for over 24 hours will make an official call upon his immediate superior and that officer's immediate superior. For example, a lieutenant assigned to an infantry battalion would call upon his company commander and battalion commander. Calls should be made at the offices of those called upon, within 48 hours after signing in. (AR 600-25)

d. Official Receptions. One of the most familiar social functions you will be concerned with upon your arrival at any military post will be official receptions. Distinguished visitors, either military or civilian, are generally honored by appropriate receptions, either by the commander or by the officers of the post. On many posts receptions are given for the purpose of introducing, at a social occasion, a group of newly arrived officers and wives. The latter case, whereby newcomers are included in the receiving line, may be considered as constituting the first call and return. They are usually given at the post Officers' Mess or similarly suitable location. Although such gatherings are primarily social, they have, nevertheless, an official aspect. When invited, attendance at these functions should be regarded as obligatory and absence therefrom should occur only for those reasons which necessitate absence from any military formation.

(1) The uniform is generally prescribed in the invitations to the reception. If not fully understood, make further inquiry of your seniors. Children will not be brought to official receptions, and neither will house guests or other friends without having first obtained personal permission from the host and hostess.

(2) Receiving lines are formed from right to left in order of rank, guest or guests of honor on the left of the host. Wives in the receiving line generally stand on the left of their husbands. For example, the commanding officer of the unit holding the reception is on the right of the receiving line, the adjutant is at his right; the commander's wife is at his left;

next is the ranking guest of honor, with his lady on his left; other officers and their wives extending the line in the same manner. If possible, avoid leaving a lady at the end.

(3) An aide de camp or adjutant will make the introduction. As an officer and his lady in the reception line approach the aide, the officer announces their names, "Mrs. Doe and Lieutenant Doe"; the aide in turn, introduces each, lady first, to the host.

The aide or adjutant does not shake hands. Speak your name plainly to the aide. Do not assume because you are friends or acquaintances that he will automatically recall your name. The lady precedes her escort through the receiving line. The lady and host exchange hand-clasps and greetings, the host introduces her to the lady on his left and the process is repeated through the receiving line. Should your name become lost in a lengthy receiving line, repeat it for the benefit of the person you are greeting. A word or two of greeting accompanied by a cordial handshake and a smile is all that is necessary in conducting yourself through the line. Do not attempt lengthy conversations while in the line; these can be saved until later.

(4) After completing the introductions the occasion may proceed as a dance, dinner, or cocktail party. Some officers develop the bad habit of considering a large reception as "drinks on the house." Don't be guilty. Conduct yourself as decorously as you would at any social affair. Upon departure, make your farewells to the host, hostess and guests of honor. Guests at a large and official type of reception, held in an Officers' Mess or similar public facility, do not make their departure until after the honored guest(s) and the host and/or hostess have departed, and likewise the guests are obliged to make farewells, as appropriate. In case of an urgent necessity to depart earlier, request permission of the host or hostess to be excused. Don't attempt a sly exit at any formal affair or official social function, as generally it will not go unnoticed by discerning acquaintances.

e. Courtesies Shown to Seniors. Respectful conduct toward seniors is an obligation of polite society. Gentlemen are not expected to curry favor or belittle themselves, but good manners imply deference. The officer is expected to be courteous and punctilious in the contacts and obligations of day-to-day living. Intentional failure on the part of the officer to observe the appropriate formalities demonstrates an attitude of indifference or resentment or ignorance. Such actions will lead only to severe criticism, and possible failure. Every officer aspires to promotion and to becoming a senior himself. His considerations in these matters will be a step in the right direction.

The officer should not allow the cordial informality of a senior to mislead him into carelessness. The use of a surname or nickname by the senior does not permit the junior to so address him. Among individuals of near age and rank such practice is common and proper, but in cases of pronounced differences in age, seniority, or position, such presumption on the part of a junior will lead to lack of respect and misgivings. In official activities, as well as social, avoid forwardness. Do not attempt to take advantage of the courtesy of an understanding senior.

The methods of expressing military courtesy are distinctive and precise. Slovenly grudging, or perfunctory display of these methods is discourteous. Examples of courtesies normally extended a senior are:

(1) A junior, when addressed by a senior, comes to attention except in the transaction of routine business between juniors and seniors at work. A junior when seated, however, should rise when addressed by a senior.

(2) Officers do not use the third person when addressing a senior. For example, the expression, "Does the General desire to leave?" is incorrect. The officer should use the second person; i.e., "General, do you wish to leave?"

(3) When entering a vehicle, the junior enters first and sits on the left of the senior. When dismounting, the senior goes first and others follow in order of rank.

(4) When walking, the position of the junior is to the left of the senior.

(5) Seniors will precede juniors through entranceways.

f. Introductions. It is customary for officers to follow the practice of self-introduction. This may be accomplished by means of the salute and the formal report or in an informal manner as the situation requires. Make a habit of introducing yourself to newcomers and strangers. Introduce yourself to seniors and contemporaries with whom you served formerly. The advantages of this custom are obvious and should be practiced by the officer.

g. Messes. Main Officers' Open Messes, formerly known as Officers' Clubs, are provided for various services and recreation for officers and their families. It is customary and highly desirable, for all officers to become members. Officers' Messes operate on a membership basis and it is the responsibility of the officer to familiarize himself and his family with the regulations pertaining to that Mess. Dues cover a variety of activities provided at a most reasonable cost to the officer.

It is customary for officers of an organization and sometimes their families, when invited, to eat certain meals on such days as Organization Day, Thanksgiving, and Christmas in the mess of their organization.

h. Miscellaneous Official Customs. When the commanding officer says, "I desire" or "I wish," rather than issuing a direct order, this wish or desire has all the authority of a direct order. This same interpretation is to be applied in regards to invitations extended by a commanding officer.

Never keep anyone waiting.

Never explain unless an explanation is called for.

When meeting a senior or a junior, an appropriate greeting such as, "Good morning, Sir," or "Good morning, SGT," always accompanies the salute.

Treat juniors with respect. They are men with serious obligations and important responsibilities, and possess personal dignity which warrants your respect. They expect and are entitled to be dealt with as mature individuals.

Failure to promptly pay bills injures the credit standing of the Officer Corps and unfavorably reflects on all personnel of your installation. Unpaid bills or bad checks will bring disciplinary action which could extend to termination of commission.

i. Departure Procedures. The official procedures for departure from a post are normally set forth in the unit policy files, and the departing officer will be assisted by the Adjutant. Custom requires that official calls be made upon immediate commanding officers as an act of courtesy. It is also customary, in addition to verbal farewells to friends, to post a calling card in a conspicuous place; i. e., bulletin boards, with the letters "P. p. c." written in the lower left-hand corner of the card. This means "to take leave" (pour prendre congé) and provides an acceptable means of bidding goodbye to those friends the officer was unable to contact personally.

2. SOCIAL CUSTOMS.

a. General. Too many people view their lives as a series of independent, disconnected parts: "I work from eight to five; from five to eight I can do what I please." And yet we all belong to a society with important goals and ideals. Historically, we as members of that society have many common interests and missions. It is far better to view our lives as a unity, and to tailor all of our acts to the furtherance of our common goals. "An officer is on duty 24 hours a day." An old Army saying and as true as the day is long. In like manner, our social obligations are continuous and, in a way, as important as our official obligations. Society has an effect on duty and duty affects society.

b. Courtesy Calls. "The exchange of visits of courtesy is the primary basis for the establishment of those social contacts among officers of the Army essential to the development of that mutual understanding, respect, confidence and teamwork which together with professional competence and physical ability insures adequate military leadership at all echelons. *** Failure to follow the customs of official and polite society is prejudicial to the best interests of the service." (AR 600-25)

A courtesy call is an obligatory social call. An officer assigned to a post should inquire of the Adjutant for rules on courtesy calls. He will normally call on all his immediate commanders. The calls are made at the residence of the officers concerned. If the commander is married and his wife is present on the post, it is the custom for the officer making the visit to be accompanied by his wife. These calls should be social in nature and will ordinarily last no longer than 15 minutes.

Calling hours will vary from post to post and this information should be determined from the Adjutant.

The proper dress for courtesy calls is the Army Blue uniform during the winter season and the Army White or Army Class "A" during the summer season unless civilian clothing is authorized. In any event check with the Adjutant to determine the Commander's desires.

It is not necessary for the new arrival to make other calls until the officers of his unit, organization, or garrison have called on him.

It is customary for officers to call on a new arrival after he is situated. The new officer and his wife can let the other officers of the command know informally when they are ready to receive callers. It may be convenient to post a notice to that effect. Officers bring their ladies unless the newcomer has no family quartered with him.

c. Visiting Cards. Cards are always used when making courtesy calls. Custom requires the officer to leave one card for each adult member of the household, including guests. Ladies are not presumed to call upon gentlemen, and accordingly leave one card for each lady of the household. More than three of any one card should never be left, regardless of the number of people in the household.

Most service personnel do not have sufficient means to hire servants these days, but if a servant does answer the door when an officer is making a courtesy call, cards should be handed immediately to that servant. Otherwise, cards will be left in a tray near the door either upon entering or upon leaving. When the officer upon whom the call is being made is not at home, cards may be left with the servant, older children, or slipped under the door. In this case the call is considered to be accomplished. However, for the new officer who has never met the family of his commander, the call should be made again.

At receptions, teas, or similar functions, it is customary to leave a card for each person in whose name the invitation is extended and for the guest of honor if there is one.

It is no longer customary to leave cards at a large official military reception when presented by a commanding officer and held at an "Officers' Open Mess" or other such public facility of the installation. But they are appropriate and desirable at a home reception.

Visiting cards are desired by most military hosts and hostesses for a reference file of past friends and acquaintances in the service. Cards are left at courtesy calls such as "First Calls," "Return Calls," and "Leave-taking Calls," At-Homes and Commanding Officer's Receptions on New Year's Day. They may also be used to accompany gifts and as messages of condolence and farewell.

Have your visiting cards made by a good engraver qualified in the composition and appropriate selection of military type visiting cards. The visiting card should be engraved (never printed) in black on plain white unglazed bristol board or thin white parchment. The usual type style is Script or Shaded Roman but never ornate or with large lettering.

The name should be given in full, without use of initials, except that "junior" may be abbreviated to "jr." on military cards when the rank and name line is extremely long. The officer's card will include not only his full name but his rank and service designation (United States Army) as well, in the lower right-hand corner. The officer's branch of service (Infantry, Artillery, Signal Corps, etc.) is no longer indicated on his personal card.

The fold-over cards, known as "informals" and used a great deal for informal invitations and brief notes, are substitutes for note paper only and are not, at any time, to be used for visiting cards. These cards have the name engraved, similar to the joint card, on the outside and the message or invitation is written on the inside.

Certain conventional abbreviations are sometimes written on visiting cards to convey formal messages on various occasions, and are written in the lower left hand corner, as shown below, and are left at all friends' houses or may be delivered or mailed:

- "p.p.c." pour prendre conge - "to take leave" (upon departure)
- "p.c." pour condoler - "to console" (at time of bereavement)
- "p.f." pour feliciter - "to felicitate" (congratulation)
- "p.r." pour remercier - "to thank you" (acknowledgment of p.c. or p.f.)

Visiting cards should not vary from the customary size, type or paper material. Likewise, write-ins or scratch-outs should never be used to correct changes in rank, position or title, or to include "Mrs" on an officer's personal card, in order to use obsolete cards. Obtain new cards.

There is no difference between the card of a first lieutenant and a second lieutenant. The rank for both is engraved - "Lieutenant."

When the line space is insufficient for joint cards, rank may be abbreviated as follows:

- LTC and Mrs. Robert Spruance Fitzpatrick, Jr.
- BG and Mrs. Robert Spruance Fitzpatrick

The following examples of visiting cards are correct. Normally, husband and wife will each hand in the required number of these personal type visiting cards. Married couples frequently use a joint card which may be left along with an additional card of the husband.

David Whitney Halladay

Captain
United States Army

Mrs. David Whitney Halladay

Lieutenant and Mrs. John Sims Walker

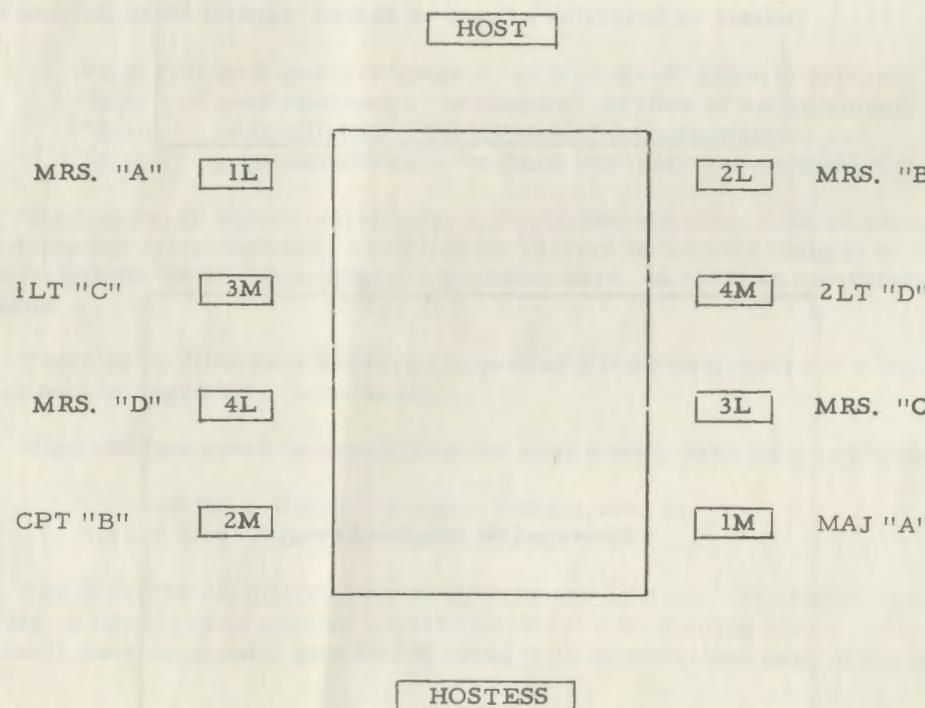
d. Social Functions. Certain social functions, notably organizational parties and receptions form a large and important part of military social life. All officers and their wives should attend these functions and strive to make them pleasant, congenial affairs. They are not only an enjoyable nicety but also a prerequisite to normal military existence of the personnel of any unit or organization.

(1) It is customary for officers and their wives to pay their respects to the host and hostess, to the guest of honor, and senior officer(s) present immediately upon arrival. When leaving, the procedure of paying respects is in reverse of that procedure followed upon arrival. At large receptions, this may not be practical nor expected of all the guests.

(2) Civilians must not be neglected. All officers and their wives should be solicitous for their entertainment and well-being.

(3) When entertaining at dinner it is usual to seat your guests with due consideration to rank and precedence. Even numbers of guests, with equal numbers of males and females, permits a standard seating arrangement. Host and hostess are placed on opposite ends of the table. The lady guest of honor, or senior lady, is placed on the right of the host. The lady next in precedence is seated to the left of the host. Similarly, the male guest of honor, or senior, and the next higher ranking gentlemen are seated respectively to the right and left of the hostess. Others are similarly located as shown in the diagram with the juniors seated at the middle of the table. When there is an uneven number of guests, the general principle of seniority should be followed and standard seating varied to fit the situation.

SEATING ARRANGEMENT FOR DINNERS



e. Attitude toward Ladies. One of the established rules of our society is that women deserve special consideration and protection. Special consideration should be accorded older women. At social gatherings, men of all ages should pay their respects to the elderly women present.

Officers do not remain seated in the presence of women who are standing.

The cap will be removed indoors or in any place considered as indoors and in elevators when ladies are present. When out of doors, the cap is never removed in the presence of ladies. When appropriate, ladies and civilians may be saluted in lieu of removing the cap.

f. Introductions. Gentlemen are introduced or presented to ladies, not the reverse. This holds even though the gentlemen may be very distinguished and the lady very young. Exceptions: The President of the United States, a royal personage, a church dignitary.

An introduction should be made the occasion of some formality. Juniors should be brought to seniors. Avoid the use of elaborate phrases. Introductions though dignified should be simple and direct. The most commonly accepted are "Mrs. Jones, may I present LT Smith," or "Captain Jones, may I present LT Smith," or "Captain Jones, may I introduce LT Smith." A simple and appropriate acknowledgment of the introduction is "How do you do."

When renewing acquaintance with a senior, it is proper for the junior to mention his name and the previous place of meeting and so refresh the senior's memory.

g. Acknowledging Courtesies. People in moderate circumstances are not expected to return on a money basis the entertainment extended to them by seniors. The acknowledgment of such favors, however, is of importance. The manner is determined by the means and income of the person repaying the obligation.

In certain circumstances an obligation may be acknowledged by calling or writing a letter. The letter is always correct and the following example of a "bread and butter" note illustrates the proper form to be used:

United States Army Infantry School
Fort Benning Georgia
August 21, 1960
Dear Major and Mrs. Bruce,
Thank you for the enjoyable dinner during my recent visit to Fort McPherson. It was very kind of you to include me and I appreciate having had the opportunity to visit in your home.
Sincerely yours,
Henry L. O'Mary

h. Dances. At dances an officer's first duty is to his partner. He should introduce her to his friends and seniors and see to her pleasure. Not only does the officer owe a primary obligation to his partner, but he also owes an obligation of importance to his hostess and her guest of honor. He should dance with his hostess, the wife of the guest of honor, and then with all other ladies of his immediate party who dance. He should chat for a short time with each of the ladies who do not dance.

i. Punctuality. The officer should always be punctual at social engagements. This is particularly important at dinners. If invited to a cocktail party from 1700 to 1900 hours, one may arrive any time during these hours, but must leave promptly at 1900 hours. Junior officers, to provide company for the host and hostess, should arrive at the cocktail party within fifteen minutes of the starting time. If invited to official military affairs or functions which includes a receiving line, one arrives promptly at the beginning hour.

j. Invitations. Invitations are either formal or informal. An informal invitation is usually in the form of a personal note written in the first person, and should be answered in the same manner. In such case, the note of acceptance, though informal, should deal only with the subject of the invitation, and should not be extended to the proportions of a letter. Invitations extended on visiting cards may be answered on visiting cards. Invitations extended by telephone may be regarded as informal invitations, and may be answered in the same manner.

Formal invitations are written (or engraved) in the third person. The acknowledgement (acceptance or regret) should be worded in precisely the same form.

Whenever an invitation of any sort calls for a response (r. s. v. p. ---repondez, s'il vous plait, "Reply, if you please") it should be answered at once. If a telephone number follows the r. s. v. p. it may be answered by telephone; however, if no telephone number is included, a written acknowledgement must be sent. The following are examples of the correct wording of a formal written response:

ACCEPTANCE

Lieutenant and Mrs. John Doe
accept with pleasure
Captain and Mrs. Smith's
kind invitation for dinner
on Friday the first of October
at eight o'clock

Lieutenant and Mrs. John Doe
regret that a previous engagement
prevents their accepting
Captain and Mrs. Smith's
kind invitation for dinner
on Friday the first of October

k. Acknowledgment of Sympathy. Whenever a token of sympathy is received by a family, a written acknowledgment should be accomplished in the following manner:

The family of
Lt and Mrs. John Doe
acknowledges with grateful appreciation
Your kind expression of sympathy

l. Miscellaneous Social Customs. It is customary for all officers of a unit to call on their respective commanding officer on New Year's Day. Such procedure will normally be announced by the Adjutant or by direct verbal or written invitation.

On a post when one's friends have house guests, it is desirable and proper to call on them, at a time known to be convenient.

An officer, while off the post or during off-duty hours, may wear appropriate civilian clothing. It is permissible for him to wear civilian clothing when attending civilian functions. However, civilians are pleased to have Army officers attend their social get-togethers in dress uniform. Such use reflects an officer's pride in his uniform and helps to enhance Army prestige in the eyes of the civilian public.

3. SOCIAL OBLIGATIONS.

Social life is characterized by the exchange of visits and other courtesies. The thoughtful officer and wife will keep track of courtesies extended to them and unfailingly make some form of repayment. Normally, social obligations are repaid in kind: A dinner obligation is repaid by inviting to dinner the persons to whom the couple is obligated. Common sense must be used here, however; junior officers are not expected to repay their acceptance of a formal banquet with an equally elaborate dinner. Other forms of repayment are entirely acceptable whenever repayment in kind is beyond the means of an officer. Bachelor officers may discharge a dinner obligation by sending flowers or candy to the hostess. Again, bachelors may act jointly in discharging social obligations. A joint cocktail party at the club is a common form of repayment in this case.

SAMPLE OF COURTESY LETTER FORWARDED WHEN CHANGING STATION

MOTOR TRANSPORTATION CLASS NR 2
DETACHMENT 2, THE STUDENT BRIGADE
UNITED STATES ARMY INFANTRY SCHOOL
Fort Benning, Georgia

28 April _____

SUBJECT: Assignment of 2LT Rodger M. Young, OF 100000

TO: Commanding General
101st Airborne Division
Fort Campbell, Kentucky

1. I have been assigned to your division on the authority of paragraph 8, DASO 372, dated 10 December _____. A copy of that order is inclosed. I plan to arrive on 1 June _____.
2. Except for the Reserve Officers Training Corps I have had no military experience prior to my schooling at Fort Benning. Since I've been here I have completed the Infantry Officer Basic Course and the Basic Airborne Course. I will complete the Motor Transportation Course on 15 May _____.
3. I am married and have two children. We would like quarters on the post if that is possible.
4. I am looking forward with great interest to duty in your division.

1 Incl
as

RODGER M. YOUNG
2LT, Infantry

SECTION III

LOCAL CUSTOMS

FOR THE STUDENT OR ASSIGNED OFFICER PERSONNEL

This section is not for instructional purposes, but is designed to supplement the information in Section II. This information pertains to local customs and policies at the United States Army Infantry School.

1. During your tour at Fort Benning, many questions arise: "What is proper insofar as the normal customs and courtesies are concerned? Do I make official calls? Are courtesy calls required?" The purpose of this section is to describe the customs and courtesies peculiar to Fort Benning.

2. SOCIAL FUNCTIONS.

a. Official Receptions.

Attendance and Dress: Invitations to official affairs and social functions presented by the Commanding General or Commandant are issued and R. s. v. p.'s received by Protocol Division, USAIC. Invitations to official receptions are accepted as first priority unless duty prevents. The only acceptable dress for official receptions at Fort Benning is as follows:

(1) Officers: Uniform as prescribed by the invitation or pertinent post regulations for specific seasons and/or occasions. Nametags are always worn on dress and semidress uniforms. Distinctive insignia, such as the United States Army Infantry School "Follow Me" crest, is never worn on the shoulder loop of either the Army White or Army Blue uniforms. This crest is, however, worn on the Army Green or Army Tan uniforms, as prescribed by regulations.

(2) Ladies: Appropriate dress for ladies is described or inferred in the invitation or in the supplemental sections of this pamphlet.

(3) Mixed Dress: When existent circumstances of military personnel preclude a fairly complete uniformity of dress, the uniform and ladies dress for a social affair or function should be specified to be that which is available for the larger proportion of those who will be in attendance. If the host agency or group currently is able to wear only semidress uniforms or other informal dress, it is preferable in many cases for the other invited guests to be requested to wear similar type dress. This will preclude only a few invited guests to appear in, for instance, Army Whites, while the larger proportion of the guest group is in semidress uniform; avoid making such an unproportionately small group so conspicuous even though they may be the specially invited or honored guests. Everybody concerned will appreciate uniformity in appearance, whenever possible.

b. Arrival Time for Official Receptions:

Guests invited to official receptions arrive prior to the beginning hour stated in the invitation to avoid causing any delay in the receiving line.

c. Uninvited Guests:

House guests or personal friends will not be brought to official receptions without prior receipt of official permission and concurrence by the inviting agency; notify the Protocol Officer, Adjutant or administrative officer of any desire you may have in such case and proper invitation or arrangements will be made when possible.

d. Class Parties.

The friendships formed by the student officer while at the United States Army Infantry School will continue throughout his career. Class parties serve to broaden these friendships and bring the wives into that circle of friendship developed by the officer in his daily contacts. Class parties are encouraged insofar as they do not interfere with the work and studies of the student officer. The Main Officers' Open Mess has good facilities and will gladly assist in arranging class parties. The Student Brigade has an SOP for arranging class parties. Contact your company commander concerning this SOP. It will save you time, effort, and money. The Protocol Division, United States Army Infantry Center, will assist with any protocol questions as to official Army entertainment procedures.

3. POST ACTIVITIES.

There are many activities on the post designed to meet the spiritual, learned, and physical needs of the officer and his dependents. Information of these activities is obtainable from your company orderly room or may be found in the United States Army Infantry School "Guide for Students." The success of these activities is related directly to the degree of participation of post personnel. As an officer, you have an obligation to contribute to the over-all success of post activities by participating to the greatest possible extent.

4. JOINING THE OFFICERS' MESS.

All officers are required to join the Officers' Mess. Exceptions to this rule require approval of the commanding general of the post.

5. KEEPING YOUR HOUSE IN ORDER.

a. The prudent officer and his wife will take steps to place their personal affairs in the best possible condition. Various facilities are available on the Post or in the local community for your assistance. A number of banks maintain branch offices on the Main Post. The Staff Judge Advocate, United States Army Infantry Center, maintains a legal assistance section to assist you in executing legal documents. It is recommended that all officers have a properly executed will and a power of attorney on file.

b. Failure to promptly pay bills injures the credit standing of the Officer Corps. Unpaid bills or bad checks will bring disciplinary action which could extend to termination of commission.

6. RELATIONSHIP WITH ALLIED OFFICERS.

There are student officers from Allied nations at Fort Benning, some of whom have a difficult time socially due to the language barrier and to their feeling that they don't belong. Many U. S. student and permanent party officers speak foreign languages well, but that language fluency is generally not imperative for enjoyable entertainment of these allies in their homes. Learn the names of those officers whose languages you speak from the Allied Officers Liaison Section, United States Army Infantry School. Most of these officers speak English. They are guests of the United States, so don't hesitate to speak to them and make them feel at home.

7. RELATIONSHIP WITH THE LOCAL COMMUNITY.

Officers and their wives and families are encouraged to participate in the activities of the civilian community. You will be welcomed into local churches and church groups, fraternal orders, Parent-Teachers' Associations and civic clubs. Fort Benning leads the way in community relations. Civilian visitors are afforded the same respect and courtesies as senior of-

ficers. You are expected to actively support the community relations program by conducting yourself as a gentleman wherever you are.

8. RELATIONSHIP WITH OFFICIAL VISITORS TO FORT BENNING.

Fort Benning, the home of the United States Army Infantry School, is one of the real show places of the Army. This post probably receives more visitors annually than any other military installation in the country and now averages about one thousand guests per month during a year. Official visitors are arriving and departing this post practically every day of the year, including weekends and holidays. During a recent 12 month period, Fort Benning received approximately 12,500 official visitors, which included about 450 foreign VIP's, 650 US VIP's, 8,500 miscellaneous US military, and 2,900 miscellaneous Federal Government employees and other civilians.

As host to this constant influx of official visitors, the reception register of the United States Army Infantry School includes the names of almost every United States general officer, federal and state governmental dignitaries, and many distinguished military and ministerial representatives of Allied countries, including most of the United Nations.

Most every day of the year you will see at Fort Benning the various uniforms of from 30 to 50 Allied armies from Europe, Asia, Africa, South America, Australia and Canada. Their wearers are proceeding on a 3 to 5 day orientation tour of the many activities of the United States Army Infantry Center, or are in attendance at resident courses of the United States Army Infantry School as invitees of the Secretary of the Army or the Secretary of the State.

Fort Benning is the temporary home of many officers and enlisted representatives of most every service, branch, and reserve component of our own United States Armed Forces. Many of these individuals are furthering their military education at our United States Army Infantry School. Others are performing duty with US Continental Army Command agencies such as the US Army Infantry Board, US Army Infantry Human Research Unit, and the US Army Advanced Marksmanship Unit. Probably at no other military installation in this country is the prestige and reputation of the United States Army and of America, itself, in such conspicuous national and international limelight as it is at Fort Benning.

Any departure by personnel of Fort Benning from superior standards of courtesy, hospitality and a high regard for the honor of the United States and our Armed Forces can quickly cause embarrassment and regret to not only the army but also to the Department of State and our embassies and Military Assistance Groups in foreign countries.

9. RESPECT FOR THE FLAG AND NATIONAL ANTHEM:

"All personnel, military or civilian, lady or gentleman, should dismount from a passenger car if riding therein, and they and all other persons nearby within saluting distance, should stand at attention and render the appropriate salute, when the National Anthem or its counterpart in field music is played or when the flag is passing in parade or is raised at reveille or lowered at retreat." References: Section 177, Chapter 10, Title 36, United States Code and page 117, FM 21-13. Saluting distance should be interpreted to mean within hearing distance of the music or within sight of the flag.

10. FINAL ADVICE.

If you are in doubt about any of the customs, courtesies of the service, regulations, etc., as practiced at Fort Benning, ASK--don't remain in ignorance--ASK. Your tactical of-

ficer, your company commander, your instructors are all familiar with life at Fort Benning. They will know and will be glad to help you.

Your tour at Fort Benning as an officer will be more profitable professionally and you will enjoy it more by adherence to the customs of the service. Remember that the Infantry leads the Army and that its prestige depends to a great extent on your individual behavior.

SECTION IV

GUIDE FOR THE ARMY WIFE

From the beginning of the United States Army, the Army wife has earned and deserved special recognition. She has to have the ability to establish a home and run a household for her husband and family on or near our posts and stations anywhere in the world. Frequently on a moment's notice she is exposed to packing and moving. She must try to bring continuity and a sense of security into the lives of her children and, at the same time, serve as a social assistant to her husband. She aids in the community activities of the garrison and local civilian community. By her patient understanding, zealous loyalty and infinite resourcefulness, she adds grace and charm to the life of her own and the whole military family, as well as being the inspiration and impetus to her husband's professional progress in the service.

There are many things which an officer and his wife are expected to do, or not to do, and which are not included in any regulation or order. The fact that there is little or nothing in regulations concerning the rules of social conduct does not lessen their importance. The guides for social conduct may be described as "customs of the service." These customs differ little from those expected in civilian life. Proper conduct, in both cases, is an obligation we all owe to society. All customs and courtesies exist for the purpose of creating bonds of fellowship among officers and their families, enhancing the military in the eyes of the public and furthering the Army as a way of life. In other words, these customs exist to foster pleasant and agreeable living.

References and Notes: The references and notes cited below will be of benefit to the Army wife who is in reality the officer's partner in fostering the "customs of the service." Most of the reference books below are on sale with the Book Department, United States Army Infantry School.

1. The Officer's Guide. (The Stackpole Company, Harrisburg, Pa.) This fine reference is one for the wife, as well as for her husband, who wishes to research traditions of the service as well as social customs.
2. The Army Wife by Nancy Shea, (Harper & Brothers, New York).
3. The Complete Guide for the Serviceman's Wife, by Elizabeth Land and LTC Carroll V. Glines, Jr., USAF (The Riverside Press, Cambridge, Mass.).
4. Etiquette by Emily Post. (Funk & Wagnalls Co., New York)
5. Complete Book of Etiquette by Amy Vanderbilt, (Doubleday and Co., New York).
6. Vogue's Book of Etiquette, by Millicent Fenwick. (Simon and Schuster, New York).
7. Complete Etiquette, by Francis Benton, Co-edited by the General Federation of Women's Clubs. (Random House, Inc., New York).
8. Army Social Customs, by Esther Wier, (The Stackpole Company, Harrisburg, Pa.).
9. Service Etiquette, by Captain Brooks J. Harral and O. Swartz.

GUIDELINE FOR HEMLINES

There is no concrete set of rules or list of descriptive words that can completely spell out the attire of a lady at the various functions she may attend on an Army post. The lady, in the final analysis, must use her own good taste and judgment in applying the rules of good dress to

the occasion. The dress for informal functions or those held in a home should be indicated in the hostess' invitation.

Following is a glossary of terms describing acceptable attire for official or organizational functions most ladies will attend during their stay at Fort Benning:

1. Morning Dress - Coffees, committee meetings, and business meetings are the normal gatherings for morning hours. Simple suits or dresses, and skirts and blouses, are acceptable. Hats and gloves are socially correct; one may personally prefer to wear them and thus have the choice of removing them if such proves to be desirable after arrival.

2. Early Afternoon Dress - Luncheons are usually held during the early afternoon hours. At this time, a hat and gloves will be worn with a suit, dress and jacket, or dress. This apparel is also suitable for afternoon calls.

3. Formal Afternoon Dress - Teas are held during the late afternoon hours (1500 to 1730), and some cocktail parties and receptions also take place, earlier than usual, at that time. Dress for these affairs is basically the same as for early afternoon affairs except that larger hats and dressier garments and accessories are more appropriate. Hats and gloves are normally worn, particularly at more formal functions.

4. Early Evening or Cocktail Dress - Cocktail parties and receptions usually take place after 1730 hours (Retreat). Gloves and lower cut dresses of the cocktail type, either short or three-quarter length, and which generally cover the shoulders are acceptable. Customarily, hats are not worn to affairs or social functions which start after "Retreat." Gloves are not to be removed in going through a receiving line; both short and long gloves are considered formal and are proper during the evening for any dress. It is the discretion of the hostess as to whether or not she wears her gloves in the receiving line during a reception.

5. Dinner Dress - For dinner, a short dinner type dress may be worn. Usually the dinner dress has more the "covered up" look, although it is a trifle longer than the cocktail dress with the skirt less bouffant than a dinner-dance dress. Earrings and a necklace are generally worn. Normally, the long dinner dress will be worn for small, very important dinners. Gloves should be removed during the dinner, and they, with the purse, are held on the lap and never placed on the table.

6. Dinner-Dance or Evening Dress - The long dinner-dance or evening gown usually decollete and with length about an inch off the floor, is appropriate. The best dinner-dance dress is one designed with a full skirt that is becoming when dancing. Short dinner dresses may also be worn. Accoutrements may include pendant-type earrings, necklace and bracelet (if they go together) and short or long gloves, but hats are never worn with evening clothes. Such attire is never worn before 1800 hours. Incidentally, long evening gloves that are part of a whole costume may be pushed back over the hands (they are slit at the wrist for this purpose) for holding a cocktail glass or nibbling hors d'oeuvres, but they too must be completely removed at the dinner table. Long gloves are customarily worn at "white tie" affairs.

RECEPTIONS

1. Arrival Time: The members of the receiving line should arrive at least ten minutes before the time announced for the reception to begin, and should be in place at the time announced. The host (hostess) or representative greets the guest(s) of honor at the entrance of the building and escorts him or her to the place where the receiving line will be located. The guest of honor is given an opportunity to greet everyone in the line, introducing him (her) to anyone he (she) has not already met.

a. The guests at a reception should arrive sufficiently prior to the time announced to check or dispose of headgear and wraps and be ready to pass through the receiving line at the time announced in the invitation. Guests pass through the receiving line in order of arrival, except at large receptions very senior guests may be escorted to the head of the line by an aide regardless of their time arrival.

b. Generally, all persons invited to the reception will go through the receiving line. However, in the case of some official receptions presented by the Commandant, United States Army Infantry School, for large student classes or special groups, it is sometimes the practice to ask permanent party personnel to forego the reception line in the sake of brevity.

2. Receiving Line: Receiving lines are formed either from right to left or from left to right, although right to left is better. Usual order of the receiving line: (1) Aide or Adjutant (2) Host (3) Hostess (4) Guest of Honor (and wife) (5) other guests of honor and their wives in order of rank, and (6) another man, if possible, to avoid leaving a lady at the end. Guests introduce their wives separately to the Aide then themselves, i.e., Mrs. Smith - Lieutenant Smith. The Aide or Adjutant will not shake hands. Speak your name plainly to the Aide. Do not assume that because you are friends or acquaintances that he will automatically recall your name. The Aide introduces guests separately to the host, ladies first; i.e., Mrs. Smith-Lieutenant Smith. The host introduces guests to the Guest of Honor who in turn presents guests to his wife, and so on down the receiving line.

a. The lady precedes her escort through the receiving line. Both exchange handclasps and very brief greetings with the persons in the receiving line. A simple "How do you do, General Doe" will suffice. If the reception is at an hour which is appropriate for the wearing of gloves and or hats, the women guests in the reception line do not remove their gloves or hats whether or not the hostess and/or other ladies in the receiving line are wearing them. It is the prerogative of the hostess to wear or not wear a hat or gloves. Offer your hand as you acknowledge each introduction. Should your name be lost in a lengthy receiving line, repeat it for the benefit of the person you are greeting.

b. Do not engage in lengthy conversations while going through the line. Acknowledge each introduction, saying the name of the person you are meeting, whenever possible. One other remark (of welcome, renewal of acquaintance, wish for a pleasant visit, etc.) is about all that is appropriate. As you go through the line, keep an eye on the guests ahead of you. If one of them delays your progress, do not turn away from the person you have just met. The people in the receiving line, particularly the ladies, are invariably skilled at handling these delays. They will hold you with casual chat until the precise moment you may be introduced without awkwardness to the next person in the line.

CUSTOMS

1. The first requirement for an Army wife is adaptability. Because of her husband's numerous and diverse assignments, there is insufficient time to establish real roots in any community. The service wife must become adept in establishing a homelike atmosphere for her husband and children, then adjust herself to the community as she finds it. As time proceeds she should do her best to improve conditions and help others. Through the women's clubs, coffee or luncheon groups, PTA's, Youth Activity Clubs and other organizations she may become a helpful citizen and leave her mark for betterment of the community.

2. She must learn much about the Army, its standards and requirements, its codes and opportunities, its established ways, so that she may understand problems faced by her husband. This knowledge will help her to assist her husband to achieve most from his service. In all assignments, she is able to help greatly by inspiration, understanding and encouragement.

3. The Army wife should be a good manager. During the absences of her husband she will assume all manner of family responsibilities and obligations.

4. She is the social head of the family and will in most cases be the one who receives and replies to social invitations. It is she who plans such social events as purse permits and circumstances require.

5. When small courtesies are paid upon the Army wife or her family (e.g. flowers sent to persons while in the hospital, at the birth of a child or as a welcome token), a short note of "Thanks" is appropriate. Additional "Thank You" courtesies are outlined under Section II, Customs of the Service.

6. In the Army, neighborliness is of prime importance. The Army wife should be especially considerate of the newcomer. The first impression of a new station is a lasting one. The newcomer should be extended every courtesy and assistance. Little things, such as an early visit, an invitation to share a meal, provide additional transportation, and offer assistance with children, will do much toward making the newcomer truly feel "at home." Being a good neighbor is the very cornerstone upon which customs of the service are built.

ADDITIONAL HINTS

1. Guests at a large and official type of reception, held in an Officers' Mess or similar public facility, do not make their departure until after the honored guest(s) and the host and/or hostess have departed, and likewise the guests are not obliged to make formal farewells, as such. In case of an urgent necessity to depart earlier, request of the host or hostess to be excused. Do not attempt a sly exit at any formal affair or official social function, as generally it will not go unnoticed by discerning acquaintances.

2. All personnel, Army or civilian, lady or gentleman, should dismount from a passenger car, stand at attention and render the appropriate salute when the National Anthem is played, when the flag is raised at reveille and lowered at retreat, or when the Colors pass in review. A lady salutes by placing her right hand over her heart.

3. Formality should be observed with older people or those with whom you are not on intimate terms. Juniors and younger persons should stand when older or more senior persons approach them. No junior officer's wife should call an older Army woman or a senior officer's wife by her first name unless she has been invited to do so, and one should stand when an older woman or wife of a more senior officer comes up to speak.

4. When you make a social telephone call, do not say, "This is Mrs. Jones calling." Say instead, "This is Helen Jones calling." However, when you answer the telephone, you say, "Mrs. Jones speaking." Children and household servants answer the telephone by saying, "Major Smith's quarters, Billy Smith speaking" or "the maid speaking."

5. It is usual here at Fort Benning for the Military Police at the main gate to salute your car by virtue of the officer's tag. A nod and smile is a gracious gesture in return for this courtesy.

6. An official invitation is to be considered as a "Command Performance" and is to be complied with unless the excuse would be acceptable for absence from regular duty.

7. The appropriate dress desired for a social function is sometimes shown on a separate "DRESS" card enclosed with the invitation or else is written in the lower right hand corner of the invitation, or most anywhere in an informal one. The desired dress is either "spelled out" or indicated as "Black Tie," "White Tie" or "Decorations," as explained below:

a. "Black Tie": Dinner gowns (usually short) and dinner jackets (Tuxedo with black bow tie) for civilians and appropriate dress uniforms for the military. The black bow tie is prescribed for civilian and military dress attire. The black four-in-hand (long) tie may be worn with the uniform at both stag or mixed affairs which begin in the afternoon and before the hour of Retreat (1730 hours) and also at functions after that hour when ladies are not present. The black bow tie is worn only with the Army Blue, Blue Mess or Army White and White Mess uniforms, and then may be specified only for the more formal social functions. The host may prescribe either the long or bow tie for evening affairs in accordance with the degree of desired formality.

b. "White Tie": Evening dress (usually long) and "tails" (swallow-tail or man's full dress coat with white tie) for civilians and the evening dress uniform with white tie for the military guests.

c. "Decorations": The same as 'White Tie' but includes the wearing of miniature medals and decorations.

(NOTE: Of the above, only the 'Black Tie' is ever prescribed at Fort Benning. The black bow tie will normally not be specified to be worn with the appropriate uniform unless the male civilian guests would be expected to wear the dinner jacket (Tuxedo). Nevertheless, each official type invitation will clearly indicate the proper uniform and accessories for the officer guests.)

8. The seasoned wife takes her husband's rank and position in her stride. She is proud of him, but never noticeably so. She never forgets that it is his position and that the rank belongs to him. A gracious and tactful wife is never rank-conscious. "Wear Your Husband's Rank Proudly in Your Heart, But Never on Your Shoulder." Likewise, she speaks of him as Bob or Jim--not as "the major" or "the colonel;" after all, there are a few others of these ranks in the Army. When you want to be formal say "my husband."

9. During official functions, informal or formal, one should never hesitate to express his (her) greetings or talk to senior representatives of their group. Politeness and social cordiality are never influenced by rank or position title.

10. Visiting Cards. At receptions in a home, it is customary to leave a card for each person in whose name the invitation is extended and for the guest of honor if there is one. Cards are not left at large official receptions held at the Officers' Mess. (Additional information is described on pages 8, 9, and 10 of this pamphlet.)

11. Women are seated at dinners and precedence considered according to the date of rank of their husbands (except when they hold official positions themselves).

12. Precedence of an individual officer is determined by his length of service in grade. In the Army, all retired officers rank after active officers of the same grade.

13. Official receptions presented in the name of the Commanding General, USAIC, or the Commandant, USAIS, are arranged and supervised by the Protocol Division, USAIC, whose functions include the issuance of invitations, receipt of acknowledgements (R.s.v.p.'s) and the other various responsibilities incident to refreshments, entertainment and the formal conduct of the reception.

14. If you are in doubt about any of the customs, courtesies of the service, regulations, etc., as practiced at Fort Benning, ASK the wife of a senior officer. She will be more than glad to help you over the pitfalls that she herself probably had to learn the hard way.

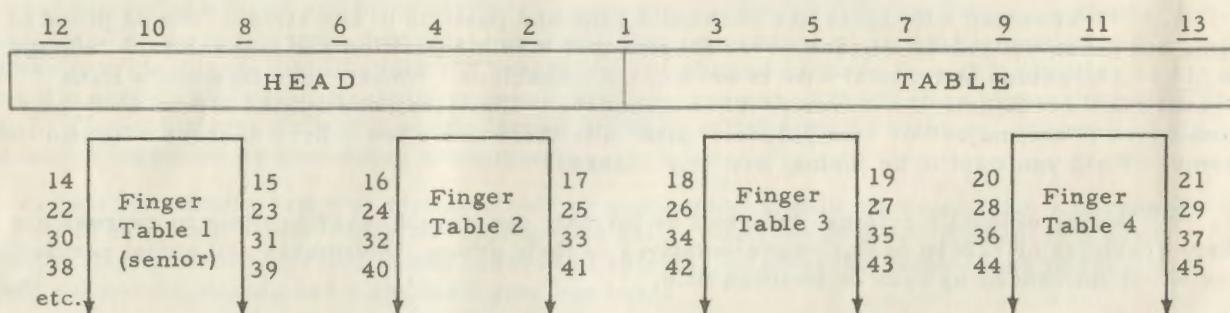
SECTION V

RULES AND EXAMPLES OF VARIOUS SEATING ARRANGEMENTS FOR BANQUETS

1. Inasmuch as many ceremonious occasions, such as anniversaries and national holidays, student class graduations and alumnae and veteran reunions, are celebrated locally with social functions or receptions followed by a formally arranged banquet, the following principles of formal entertainment and seating arrangement planning are shown as a guide for such affairs.

a. Head Table: The number of persons to be seated at the "head" table will vary with the occasion, the number of honored guests and co-hosts and the available seating space, but generally should be about five (5) percent, but not to exceed ten (10) percent of the total number of guests. Seating should be only on one side of the "head" table. The remainder of the guests are seated at the "finger" tables. Below is shown an example of the seating arrangements for a nonmixed group when all of the guests are of the same sex. The Host has position 1, the senior Guest of Honor has position 2, and the remainder are seated in the order of their title or position and/or military seniority in accordance with the established rules of precedence and social courtesy.

b. Example A: (nonmixed group).



c. General Rules for Mixed Group: Using the same diagram and seating position numbers as are shown above in Example A (nonmixed group), the following guide, rules, and seating arrangement planning examples are appropriate for mixed groups of guests of both sexes under varying requirements and the discretion of the host.

(1) Deference is normally given to the wife in accordance with the precedence standing of her husband and also to the seating of foreign and very important unofficial or distinguished civilian guests. Professional interests and language difficulties also need to be considered in arranging congenial groupings, within the limits of protocol. Try to avoid seating married couples together in order to promote acquaintance and conversation.

(2) The lady guest seated to the right of a man is normally considered to be his dinner partner, and he would escort her to the banquet table at which they are placed. However, due to the possible disparity of the number and marital status of the guests, the lady may find herself being escorted to her place by another man than the one who is seated on her left. Should an escort have not revealed himself at the proper "to be seated" time, it is better that the lady simple proceed to her place alone and without any embarrassment. Her remiss escort will suffer the embarrassment.

(3) Partner (take-in or escort) cards are given to each appropriate male guest prior to the dinner hour. He should promptly identify himself to his lady partner as such and then he should check the seating arrangement form, which is normally displayed near the entrance to the banquet hall, to ascertain where each is to be seated if place cards are used on the banquet tables. Partner cards as well as dining table place cards should always be used for the head table guests. However, there may be frequent occasions when they are not used for the finger tables as when those guests are not being seated by precedence or protocol dictums.

(4) A lady guest is not seated at either end of a head table or at the "junior" end of a finger table, if it is at all possible to avoid such an uncomplimentary arrangement. Sometimes, it is preferable to place two lady guests together to preclude seating one lady at the table end. However, it is most proper and courteous to place a lady guest at the head or senior end of a finger table, providing a male guest is seated opposite her. Another possible solution to adjusting a head table arrangement problem of this kind, is to add one bachelor guest to make an odd number, thus providing a male guest at each end of the head table; the additional man might be the toastmaster or a bachelor clergyman who is to give the invocation and benediction.

(5) At formal meals, the names on place cards must be written in full and are preferably in script. The form to be followed is that used in introducing one guest to another. For example:

His Majesty The King of Greece
The President--(Mrs. Johnson)
The Ambassador of France--(Madame _____)
Governor Jones--(Mrs. Jones)
Senator Jones--(Mrs. Jones)
The Secretary of the Army--(Mrs. _____)

Major General Jones--(Mrs. Jones)
Colonel de Luti--(Senora de Luti)
Lieutenant Jones--(Mrs. Jones)
Mayor Jones--(Mrs. Jones)
Mr. Jones--(Mrs. Jones) (Miss Jones)

d. Example B: (mixed group).

Head Table

| | Plan B-1 | Plan B-2 | Plan B-3 |
|----|--------------------------|--------------------------|--------------------------|
| 13 | CPT E (toastmaster) | MAJ D | CPT E (toastmaster) |
| 11 | (Mrs. D | (Mrs. C | (Mrs. D |
| 9 | (LTC C | (COL B | (LTC C |
| 7 | (Mrs. B | (Mrs. A | (Mrs. A |
| 5 | (BG A | (HOST | (COL B |
| 3 | (Wife of Guest of Honor | (Wife of Guest of Honor | (Wife of Guest of Honor |
| 1 | (HOST | (Guest of Honor | (HOST |
| 2 | (HOSTESS | (HOSTELL | (Guest of Honor |
| 4 | (Guest of Honor | (BG A | (HOSTESS |
| 6 | (Mrs. A | (Mrs. B | (BG A |
| 8 | (COL B | (LTC C | (Mrs. B |
| 10 | (Mrs. C | (Mrs. D | (Mrs. C |
| 12 | (MAJ D | (CPT E (toastmaster) | (MAJ D |

Legend: The symbol ' (indicates partner card or "take-in" arrangements.

(NOTE: The above plans are possible solutions to seating arrangement requirements which may be desired by the host under varying circumstances.)

d. Example B: (mixed group) (continued for seating arrangement plans for finger tables)

| Finger Tables | | Plan B-1 | Plan B-2 | Plan B-3 |
|---------------|--|----------------------|--|--|
| 4th Row | | 14 MAJ F | LTC USA, guest of MAJ F | COL USA, TDY, guest (S) |
| | | 15 Mrs. G | Mrs. F | Mrs. F |
| | | 16 MAJ G | MAJ F | LTC USA, TDY, guest (S) |
| | | 17 Mrs. F | Wife of LTC guest | Mrs. G (spks Spanish) |
| | | 18 MAJ H | Mr. Govt. Employee, GS-9 | Cmdr. USN, TDY, guest (S) |
| | | 19 Mrs. J | Mrs. G | Mrs. H |
| | | 20 MAJ J | MAJ G | LTC USAF, TDY, guest (S) |
| | | 21 Mrs. H | Wife of Govt. Employee, GS-9 | Mrs. J (svd in England) |
| 3d Row | | 22 Mrs. K | Mrs. house guest of MAJ D | Mrs. K |
| | | 23 Mr. Civilian-A | MAJ H | LTC USMC, TDY, guest (S) |
| | | 24 Mrs. Civilian-A | Miss house guest of MAJ D | Mrs. L |
| | | 25 MAJ K | MAJ J | CPT guest fr So. Amer. (S) |
| | | 26 Mrs. L | Mrs. H | Mrs. M |
| | | 27 MAJ M | Mr. house guest of MAJ D | MAJ F |
| | | 28 Mrs. M | Mrs. J | Mrs. N |
| | | 29 MAJ L | MAJ K | CPT guest fr England (S) |
| 2d Row | | 30 Mr. Civilian-B(S) | MAJ L | MAJ H |
| | | 31 Mrs. N | Mrs. K | Mrs. O |
| | | 32 CPT N | MAJ M | MAJ G (spks Spanish) |
| | | 33 Mrs. O | Mrs. L | Mrs. P |
| | | 34 CPT O | (etc.) | MAJ K |
| | | 35 Miss Civilian-C | | Mrs. Q |
| | | 36 CPT P | | MAJ J (svd in England) |
| | | 37 Mrs. Q | | Mrs. R |
| 1st Row | | 38 Mrs. P | | (etc.) |
| | | 39 LT Q | (NOTE: The above seating arrangement considers military guests and house guests and local government employee's commensurate grade.) | (NOTE: The above seating arrangement considers US military guests of the various services*, foreign military guests and those local guests with linguistic and prior foreign service relationship. --* Of equal date of rank and seated by precedence of the respective services.) |
| | | 40 Mrs. R | | |
| | | 41 LT S | | |
| | | 42 Mrs. S | | |
| | | 43 LT R | | |
| | | 44 Mrs. T | | |
| | | 45 LT U | | |
| | | (etc.) | | |

2. DISPLAY OF COLORS AND FLAGS AT A BANQUET AND IN A RECEIVING LINE.

a. It is customary at military type receptions and banquets, especially when general officers are present in the receiving line or are seated at the head table of a banquet, to display appropriate national colors and distinguishing flags in the "flag line" arranged, in a centered position, behind either the receiving line or the head table.

b. In both types of affairs, the US national colors is always at the right of the flag line; that is, at the right of the receiving line and of the head table as they face the guests in the reception line or at the finger tables. The distinguishing flags are then positioned by seniority of the headquarters or organization they represent, after the US national colors, with the general officer "star" flags being placed by respective rank at the left end of the flag line.

c. Regulations provide that only one general officer "star" flag, per grade, is displayed on such occasions for each general officer grade that is present, regardless of how many general officers of various grades are actually present.

d. If a senior military or governmental representative of a foreign nation is being honored by position in the receiving line or at the banquet head table, the national colors of his respective country is placed immediately to the left of the US national colors. If more than one foreign national colors is to be similarly displayed, it is customary to arrange them alphabetically by country after and on the left of the US national colors.

3. COORDINATION TO INSURE PROPRIETY OF ARRANGEMENTS: All organizations which propose to conduct a social affair to include either a receiving line and/or a banquet with general officers or other distinguished guests present are encouraged to coordinate their arrangements and protocol positioning plans with Protocol Division, United States Army Infantry Center, to insure proper compliance with protocol procedures and dictums. By doing so, any possibility of embarrassment to the host agency or the honored guests can be avoided. Likewise, such double-checking will preclude any unfavorable reflection upon the high standards and commendable reputation of this headquarters which has a definite responsibility in all such matters, regardless of whether the affair or function is sponsored officially or by any agency of this installation.

SECTION VI

SAMPLES OF ENGRAVED AND SEMIENGRAVED INVITATIONS
AND "DRESS" CARD ENCLOSURES

Below are shown some samples of engraved and semiengraved invitations and "Dress" card enclosures, which may provide some helpful information and guidance in selecting the appropriate composition and format of similar type forms for various occasions and social affairs of a formal nature.

a. Engraved Invitations:

(1) By a group or organization--

The Officers and Ladies
of
Fort Benning
request the pleasure of your company
at a
reception and dinner in honor of
Brigadier General and Mrs. John Weston Smith
on Sunday evening, the fifteenth of June
at half past seven o'clock
in the Main Officers' Open Mess
Fort Benning, Georgia

R. S. V. P.
Li 92894

(2) By an individual--

To Honor Major General and Mrs. John Harris Burns
and to say Farewell
Brigadier General and Mrs. John Weston Smith
request the pleasure of your company
at a reception
on Friday, the seventeenth of October
at seven o'clock
at the Main Officers' Open Mess, Fort Benning

R. S. V. P.
Li 52331

Informal
or
Uniform

(3) By an installation or organization commander--

(a) For a formal social function--



The Commandant
of
The United States Army Infantry School
requests the pleasure of your company
at a
reception and hop in honor of
the Class of _____
United States Military Academy
on Friday evening, the thirteenth of June
at eight o'clock
in the Main Officers' Open Mess
Fort Benning, Georgia

R.S.V.P.
6 June _____
Li 92894

FORMAL

(b) For a formal ceremony--



The Commanding General
The United States Army Infantry Center
requests the pleasure of your company
at the
formal opening ceremony of the
MARTIN ARMY HOSPITAL
named in memory of
MAJOR GENERAL JOSEPH I. MARTIN
Medical Corps, United States Army
on Tuesday, the first of July
at ten o'clock
Fort Benning, Ga.

R.S.V.P. by 20 June _____
Li 92894

b. Semiengraved Invitations:

(1) Without an honored guest--



The Commanding General
of the
United States Army Infantry Center
requests the pleasure of the company of
Colonel and Mrs. Gates
at a reception and dinner
on Tuesday, the fourth of September
at half past seven o'clock
at the Main Officers' Open Mess

R. a. u. p.
Phone Li 92894

(2) With an honored guest--



The Commanding General
of the
United States Army Infantry Center
requests the pleasure of the company of
Colonel and Mrs. Gates
at a reception and dinner
in honor of Major General and Mrs. John Shaw Knox
on Tuesday, the fourth of September
at eight o'clock
at the Main Officers' Open Mess

R. a. u. p.
Phone Li 92894

c. Dress Enclosure Cards, for Men:

DRESS

Uniform:

Army White-long tie
or Army Tan
(with name tag)

Civilian:

Business Suit

DRESS

Uniform:

Army White-bow tie
or Army Tan
(with name tag)

Civilian:

Dinner Jacket
or Business Suit

DRESS

Uniform:

Army White-bow tie
or Army Tan
or Dinner Jacket

Civilian:

Dinner Jacket

(Note: Substitute wording for winter season uniform would be Army Blue or Army Green, as
would be appropriate to the occasion.

d. Dress Enclosure Cards for Ladies:

DRESS

Ladies: Street or Daytime

Morning, Informal: for coffees and committee
or group meetings

DRESS

Ladies: Street or Daytime
(with hat and gloves)

Morning, Informal: for luncheons and
ceremonies.

DRESS

Ladies: Evening - short or long
(with gloves)

After "Retreat," Formal: for very important
receptions, dinners and social affairs.
Long dress for "very, very important
honored guest" affairs.

DRESS

Ladies: Afternoon
(with hat and gloves)

Early and middle afternoon, Informal:
for luncheons, teas and club meetings.

DRESS

Ladies: Formal Afternoon
(with hat and gloves)

Late Afternoon, Formal, for At Homes, cocktail
parties, receptions and ceremonies.

DRESS

Ladies: Evening Cocktail
(with gloves)

After "Retreat," Formal: for cocktail
parties, receptions and small dinners.

DRESS

Ladies: Dinner - short
(with gloves)

After "Retreat," Formal: for receptions
followed by a dinner. Long dress for more
important dinners.

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