

Enlisted Aide Training Course



Army Center of Excellence, Subsistence
US Army Quartermaster Center and School
Fort Lee Virginia April 2006

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PREFACE

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

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

Purpose

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

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

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

MEMORANDUM FOR RECORD

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

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



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



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

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Enlisted Aide Management

Enlisted Aide Professional Development NCO

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

EA PDNCO Duties

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

Location and Contact Information

Mailing Address:

Commander
US ARMY Human Resources Command
ATTN: EPC-Q Room 700 (SFC Jermeay)
2461 Eisenhower Ave
Alexandria VA 22331

Duty Phone: DSN 221-0276 CML: 703-325-0276

Fax: 703-325-1974

E-mail: webmaster@hoffman.army.mil

Senior Enlisted Aide Advisor

The Senior Enlisted Aide Advisor is an E-9 position with duty located at the US ARMY Quartermaster Center and School Fort Lee, Virginia 23801 and manages all aspects of the Army Enlisted Aide Program.

Senior Enlisted Aide Advisor Duties

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

Location and Contact Information

Mailing Address:

Commander
U.S. Army Quartermaster Center and School
ATTN: ATSM-CES-T (SGM Ryan)
1201 22nd Street
Fort Lee, VA 23801-1601

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

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

E-mail: ACESweb@lee.army.mil

[Enlisted Aide Policies](#)

Mission

Enlisted aides are assigned to serve in a general officers residence to create and maintain an environment suitable for that general to conduct official business and entertain dignitaries and heads of state in order to secure those opportunities which may better provide for the sanctity of our nation.

Directives

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

Army Regulation 614-200, “Enlisted Assignments and Utilization Management,” chapter 8, paragraph 11, prescribes the policies and personnel management procedures for selection, training, assignment, utilization, and control of soldiers as enlisted aides on the personal staff of general officers.



Policy

The following extract from DoD Directive 1315.9 defines the basic policy for utilization and use of enlisted aides:

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

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

Prerequisites

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

Selection and Assignment

Enlisted Aide Selection:

Selection of an enlisted aide is a personal decision between the general officer, the spouse and the prospective candidate. The following paragraphs describe the basic mechanics of selection and assignment.

Selection Criteria:

- Eligibility: In accordance with DoD Directive 1315.9, only volunteers will be assigned as enlisted aides. Individuals must also meet the criteria set forth in [Army Regulation 614-200](#), chapter 8, paragraph 11.
- Criteria: The general officer establishes specific selection criteria, within the guidelines of AR 614-200, which must be met by eligible candidates. The criteria established by each general officer would vary depending on the nature of his/her mission.

Procedures:

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

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

Enlisted Aide Utilization

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

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

Restrictions on the Use of Enlisted Aides

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

In this context, examples of tasks considered improper for an Enlisted Aide to perform are listed:

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

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

Implications on Restricted Use of Enlisted Aides

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

Proposed Interview Topics

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

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



Enlisted Aide Duty Status

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

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

Enlisted Aide Duty Description

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

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

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



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

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

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

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

Communication

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



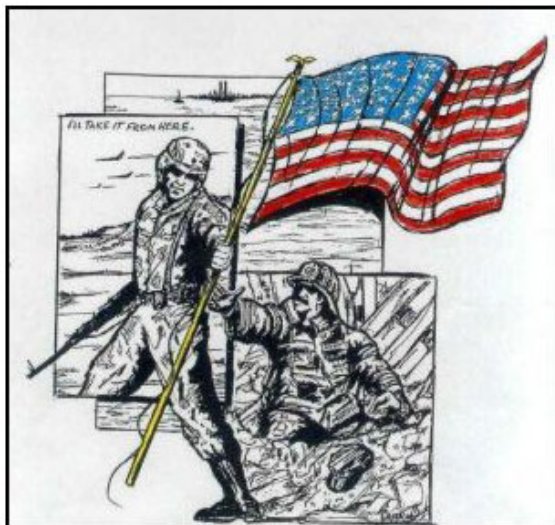
Due to the often ever changing schedule of the General Officer, periodic one-on-one meetings with the Enlisted Aide, conducted in the general’s office are recommended. This is an ideal time for an azimuth check; surface any problems, discuss career development, plan leave, and perform mandatory performance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

Duty Schedule and Continuity Book

The Enlisted Aide's daily schedule is dictated by the requirements of the General Officer. The Enlisted Aide should determine these requirements and develop a daily/weekly work schedule to ensure his time is properly utilized. The Enlisted Aide Training Course prepares the Enlisted Aide to produce a Continuity Book. While the Enlisted Aide's duty description provides a direction to determine a duty schedule, their specific duties depend on the needs of the General Officer and are tailored to the requirements of the household. The Continuity Book will contain information on all areas within the Enlisted Aide's scope and can be split into two separate books. One book would contain essentials relative to the quarters and the second would be specific to the general and his preferences.

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

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



Loyalty

Duty

Respect

Selfless Service

Honor

Integrity

Personal Courage

Enlisted Aide Training Course: Selection Criteria

- Members of the active Army, must have volunteered to be an enlisted aide, in writing, IAW provisions of AR 614-200 Chapter 8-12, and have been selected as an enlisted aide candidate or actual assignment approved by the CG HRC. After acceptance into the program the Soldier will serve at least one assignment as an Enlisted Aide.
- Must receive a favorable background screening from Human Resource Command. Background Screening includes a review of the candidate's records by US Army Criminal Investigative Command (USACIDC), Department of the Army Inspector General (DAIG), Community and Family Support Center (CFSC), Central Clearance Facility (CCF), and the Enlisted Records and Evaluation Center (EREC).
- Must be a graduate of the Food Service Basic Course (92G), working at Skill Level 30 or higher as a 92G, and be a graduate of the Advance Culinary Skills Training Course or civilian equivalent. Director, ACES is the sole authority for determining equivalency and authorizing exceptions. Soldiers with a MOS other than 92G will be considered on a case by case basis by the Director, ACES.

Enlisted Aide Guidance

Upon acceptance of an enlisted aide position, the enlisted aide will receive (and attempt to determine) specific instructions concerning the duties he will be required to perform. These instructions include information regarding duty hours, times for meal service, shopping schedule, and other tasks unique to the household.

Due to the often erratic schedule of the general officer, periodic one-on-one meetings with the enlisted aide, conducted in the general's office are recommended. This is an ideal time to surface any problems, discuss career development, plan leave, and perform mandatory performance feedback IAW Army Regulation 623-205, Noncommissioned Officer Evaluation Reporting System.

There may be occasions when a new enlisted aide requires additional instruction, guidance or experience in certain duty areas. In those instances the general officer may wish to make arrangements to detail the enlisted aide, on a part-time basis, to base activities which could assist in the orientation period. These activities include:

- Officer or Enlisted Club.
- Executive Dining Facilities / Protocol.
- Local hotels or restaurants whose chefs provide mentoring.
- Another general officer's quarters with an experienced enlisted aide.

In the Washington DC area both the Secretary of the Army Executive Dining Room and the Chairman's Dining Room are available to provide informal "hands-on" training to enlisted aides. Enlisted aides not assigned to the DC area may make request the Senior Enlisted Aide Manager for on site OJT. Funding for this training is provided by the member's organization.

Training

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

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

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

Professional Development Model

Professional Development Model for MOS 92G Enlisted Aide (ASI Z5)

Block A: Rank	PVT-SPC/CPL Skill Level 10	SGT Skill Level 20	SSG Skill Level 30	SFC Skill Level 40	MSG Skill Level 50	SGM Skill Level 50
Block B: Developmental Duty Assignments	Vehicle Operator Food Service Specialist Recruiter	Enlisted Aide First Cook Flight Steward Drill Sergeant	Enlisted Aide Shift Leader Senior First Cook Food Operations SGT Flight Steward Food Qual Assur Eval Instructor Small Group Leader Instructor/Writer Observer/Controller	Enlisted Aide Platoon Sergeant Dining Facility Manager Senior Food Operations SGT Food Operations MGMT NCO Food Service Contract Rep NCO Instructor	SR Enlisted Aide/ADV First Sergeant Operations Sergeant SR Food OPNS Mgmt NCO Dining Facility Food Ops NCO Food Service Contract Rep NCO EO Advisor Career Mgt NCO Professional Dev NCO	SR Enlisted Aide/ADV Chief, Instructor/Writer CSM Chief Food OPN Mgmt NCO Food Service Advisor Facilitator USASMA DIV/CORPS/ARMY/ G2/SGM
Block C: Institutional Training	BCT/AIT	PLDC	BNCOC	ANCOC	Sergeants Major Academy	
Block D: Recommended NCOES- Related Courses	Prior to PLDC Effective Writing English Grammar Basic Computer Skills		Prior to BNCOC Communications Skills Stress Management Briefing Techniques Public Speaking Research Techniques Problem Solving Technical Writing	Prior to ANCOC Principles of Management	Prior to SMC Human Resource Management	
Recommended Functional Courses	Training Course (F.A.S.T)		Battle Staff Operations Course		First Sergeant Course	
Block E: Recommended MOS-Related Courses/ Training	Skill Level 10-20 1. Culinary Skills Training Course 2. Enlisted Aide Training Course		Skill Level 30 1. Advanced Culinary Skills Training Course 2. Enlisted Aide Training Course	Skill Level 40 1. Food Service Management Course (FSM) 2. Enlisted Aide Training Course	Skill Level 50	
Block F: ASI Producing Courses	1. Battle Staff Operations (2S) 2. Enlisted Aide Training Course (Z5)					
Block G: Recommended MOS Related Certification or Degree Program	<ul style="list-style-type: none"> * American Culinary Federation, Inc. * International Food Service Executives Association * Culinary Institute of America * Educational Institute of the American Hotel and Motel Association (EIAH&MA) * National Restaurant Association Educational Foundation 					

Performance Reports

Noncommissioned Officer Evaluation Reporting System

The Noncommissioned Officer Evaluation Reporting System (NCOERS) is designed to:

- Strengthen the ability of the NCO Corps to meet the professional challenges of the future through the indoctrination of Army values and basic NCO responsibilities.
- Ensure the selection of the best qualified noncommissioned officers to serve in positions of increasing responsibility by providing rating chain view of performance/potential for use in centralized selection, assignment, and other Enlisted Personnel Management System (EPMS) decisions.
- Contribute to Army-wide improved performance and professional development by increased emphasis on performance counseling. Evaluation reports provide the NCO formal recognition for performance of duty, measurement of professional values and personal traits, and along with the NCO Counseling Checklist/Record ([DA Form 2166-8-1](#)) is the basis for performance counseling by rating officials.
- To ensure that sound personnel management decisions can be made and that an NCO's potential can be fully developed, evaluation reports must be accurate and complete. Each report must be a thoughtful, fair appraisal of an NCO's ability and potential. Reports that are incomplete or fail to provide a realistic and objective evaluation make personnel management decisions difficult.
- A single report should not, by itself, determine an NCO's career. An appraisal philosophy that recognizes continuous professional development and growth (rather than one that demands immediate, uncompromising perfection) best serves the Army and the NCO.

An [NCOER](#) is rendered on an enlisted aide using the same schedule (annual, change of rater, etc.) and in the same manner as for other Army enlisted personnel.

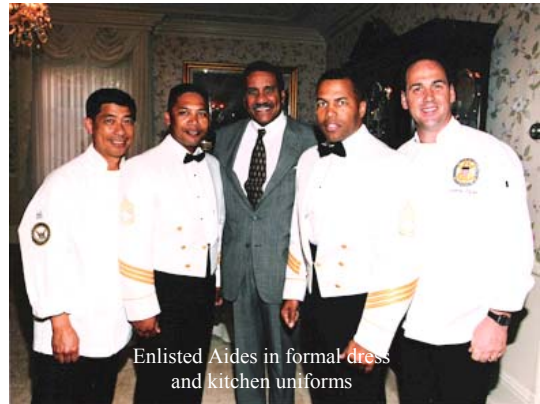
Performance Feedback is crucial to the validity of the content of the NCOER. Feedback must be conducted by the rater (general officer) within the first 60 days of employment and again, quarterly throughout the reporting cycle. Wear of military uniform (ACU, Class A or B) is recommended for this quarterly counseling which should be performed in the general's office on an appointment basis. Quarterly counseling should take place between the rater and rated individual only.

For answers to many questions about how to properly fill out an NCOER, go to the PERSCOM website for [NCOER FAQ](#).

Enlisted Aide Uniform

[The Common Table of Allowances](#) (CTA) 50-900 is the basis of authorization for clothing issued to enlisted personnel assigned IAW AR 614-200 to personal staff of a General Officer and can be found in your Unit Supply Office. Listed below are the items authorized for issue; if your supporting CIF is not capable of supplying these items then they must procure them through a local purchase using O&M funds.

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



Enlisted Aides in formal dress and kitchen uniforms

Notes:

To purchase uniform items, the enlisted aide should consult his/her unit supply representative. Local purchase is authorized and encouraged, as has proven more expedient and less expensive than the exchange systems. A civilian clothing allowance **IS NOT** authorized. Some Enlisted Aides are required to travel in something “other than military uniforms, for purposes of security” and that is reason enough to justify a clothing allowance. In this instance, the clothing allowance would be used for those civilian clothes necessary to fulfill that travel requirement. That is strictly a case by case basis and should be carefully looked at.

Enlisted aides are cautioned **NOT** to purchase uniform items from their personal funds in anticipation of government reimbursement. This procedure constitutes unauthorized expenditure of Army funds. Enlisted aides may have difficulty recouping money from their purchase.

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

Indoor Uniform Options (No guests received)

- Black/khaki pants or skirts.
- White/buff dress or polo shirts.
- Logos optional (not included in price.)

Presentation Uniform Options

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

Army Green Service Uniform

Request for authorization to wear the Service and Dress Aiguillette’s with the Army Green Service Uniform is currently being sought.

General Officer Uniforms

Introduction - One of the most important tasks performed as an enlisted aide is preparing the general's uniform. This section will cover some of the regulations pertaining to the general's uniform. A complete copy of uniform regulations (Wear and Appearance of Army Uniforms and Insignia [AR 670-1](#)) will be supplied as a supplement to this handbook. A useful tool is to compile a listing of the [Clothing Sizes and Preferences](#) of the general.



Maintenance Of General Officer Uniforms

Shoes and Boots - Perform the following steps when caring for the general's shoes/boots.

- Remove the sand, dirt, and grit from shoes after each wear.
- Clean shoes with a clean cloth, if necessary, use saddle soap.
- Select and use a good brand of shoe polish for polishing shoes. A very soft cotton cloth is necessary for this step.
- Place shoe trees in the shoes to retain their shape.
- Position shoes neatly in appropriate storage area.

Ribbons, Decorations, and Rank Insignia

- Replace ribbons, decorations, and rank insignia per regulations set forth in [AR 670-1](#).
- Inspect items for torn, worn, or soiled areas.
- Repair or if necessary, replace torn/worn, items with new ones.
- Clean and re-place items, always clean/buff silver and brass accoutrements and awards.

Note: It will not be necessary to break down a uniform and send it to the cleaners each time it has been worn. Most times you will be able to steam or press the back of the blouse and perform a spot check of the ribbons and accoutrements. Always check with the general officer before removing items. As a back-up, check with the Aide de Camp to insure there are no scheduling conflicts before breaking down a uniform.

Dress Uniforms - Army Blue Dress and Mess Dress

Because of less frequent wear, use particular care when cleaning or storing dress uniforms.

- Clean uniforms according to manufacturer's label instructions; when they are to be professionally dry cleaned, request the lapels not be pressed into the body of the blouse.
- Gold braid on dress uniforms may deteriorate if improperly handled; special care must be taken to ensure these surfaces do not endure rough treatment.
- High humidity or sharp temperature changes will also cause tarnishing if the uniform is not adequately protected.
- An airtight plastic clothing bag with a packet of desiccant (drying agent) enclosed will give greatest protection; use the dry cleaners plastic sleeve at a minimum.
- Place the uniform carefully on a substantial hanger and store in a dry, cool, well-ventilated closet.

Service Uniforms - Army Green Class A and Class B

Service uniforms use the same care required for dress uniforms. However, due to more constant use, some additional measures may benefit. As heat, friction, and pressure have a deteriorating effect on materials, service uniforms generally show more wear at creased areas. This may be partially offset by investing in a steamer which can rid the article of wrinkles and not press the crease needlessly. Sleeve cuffs and trousers/slacks/skirt hems should be periodically examined and turned if material permits. Dry-cleaning preserves the original appearance and finish of wool and polyester/wool garments and is recommended over hand laundering. Uniform items manufactured of polyester/cotton should not be bleached or starched.

Utility Uniforms – ACUs and DCUs

To preclude shrinking of the ACUs, use the lowest possible temperature setting so at no time will the garment be exposed to temperatures greater than 130°F.

Note: The use of starch or sizing is not authorized for ACUs.



Undershirts

- Wash in cold or warm water.
- Do not use bleach or detergents which contain bleaching agents.
- Tumble dry on the permanent press cycle but do not over dry.
- Lightly press the undershirt and fold as appropriate, place in designated area.

Preparation of General Officer Uniforms

Introduction - One of your primary functions will be to prepare the general officer uniform to include matching head gear and shoes. Accessories and rank insignia must be placed in the appropriate places. A complete copy of uniform regulations ([AR 670-1](#)) will be supplied as a supplement to this handbook. [Documenting](#) the placement of the general's awards on his uniform will assist in developing your continuity book and serve as a useful training tool.

Medals, Ribbons, and Rank Insignia

- It is key to know the general's preference for particular spacing requirements.
- Document the placement of the general's uniform accoutrements.
- Attach rank, medals and ribbons to the uniform. A seamstress's ruler will insure the greatest accuracy for spacing and placement.
- Hang and display uniform in dressing area.
- Recheck the retaining clasps and placement of ribbons and medals to ensure proper placement.

Note: When placing the rank, place the "Head" or "Ray" of each star pointing toward the top of the cap; on the blouse the stars will point toward the neck.

Regulations - For assistance in all matters pertaining to uniform regulations, refer to the current edition of [AR 670-1](#).

Trip Preparation

Itinerary and Checklist

Check the general's itinerary and determine uniforms, accessories, and clothing items required for the travel period. Always check with the general officer for specific instructions by either preparing a [Packing List](#) of clothing and present it to the general officer for approval or pack the day prior and leave it out for inspection. If necessary, make requested changes received from the general officer.

- Select the appropriate uniforms and clothing required.
- Pack electrical adapters when traveling to a foreign country.
- Check availability and quality of comfort items to include towels, pillows and bathroom tissue.
- Select the luggage needed and pack in such a manner as to prevent wrinkling but insure as little movement within the bag as possible.

Staging Clothing

Lay clothing out in categories (shirts, trousers, shoes, socks, etc.)

- Count items to ensure the appropriate quantities.
- Check for tears, missing buttons, and worn socks. Replace items if necessary.
- Place shirts, field scarves, and underwear where they are easily attainable.
- Fold or roll clothing neatly to keep wrinkle free.
- Place uniforms sets separately and use tags to easily identify them without having to open garment bags. Use a rubber band or twist tie to secure all hangers in a garment bag together to prevent any one from falling to the bottom of the bag.
- Wrap shoes in older undershirts with shoe trees in them.
- Pack a lint roller, iron, sewing kit, shoe polish, brushes, and extra buttons and retaining clasps.
- Label the luggage with the general officer's name and office information.



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

Staging Luggage

Carry luggage to designated area for pickup. If, for purposes of expediting movement, luggage is placed outside of quarters, stay with the luggage until the authorized individual removes it.

Table of Service Equivalent Uniforms

EVENT WHEN WORN	ARMY	MARINE CORPS	NAVY			AIR FORCE		COAST GUARD	CIVILIAN ATTIRE	
			FORMAL & DINNER DRESS UNIFORMS						Gentlemen	Ladies
Official formal evening functions, State occasions	Blue Mess/Evening Dress	Evening Dress "A"	Formal Dress	Mess Dress	Formal Dress	Tuxedo / White Tie	Evening Gown			
Private formal dinners or dinner dances	Blue Mess	Evening Dress "B"	Dinner Dress Blue Jacket	Mess Dress	Dinner Dress Blue Jacket	Tuxedo	Evening Gown			
	White Mess	Evening Dress "B"	Dinner Dress White Jacket	Mess Dress	Dinner Dress White Jacket	Tuxedo	Evening Gown			
Less formal occasions requiring more formality than service uniforms	Army Blue (bow tie)	Blue Dress "A" or Evening Dress "B"	Dinner Dress Blue	Mess Dress	Dinner Dress Blue	Tuxedo	Evening Gown/ Cocktail Dress			
	Army White (bow tie)	Blue/White Dress "A" or Evening Dress "B"	Dinner Dress White	Mess Dress	Dinner Dress White	Tuxedo	Evening Gown/ Cocktail Dress			
CEREMONIAL UNIFORMS										
Parades, ceremonies, and reviews when special honors are being paid, or official visits of or to U.S. or foreign officials	Army Blue	Blue Dress "A"	Full Dress Blue	Service Dress	Full Dress Blue	Civilian Informal	Civilian Informal			
	Army White	Blue/White "A"	Full Dress White	Service Dress	Full Dress White	Civilian Informal	Civilian Informal			
SERVICE UNIFORMS										
Business and informal social occasions as appropriate to local customs	Army Green/Class A	Service "A"/Blue Dress "B"	Service Dress Blue	Service Dress	Service Dress Blue "A" / "B"	Civilian Informal	Civilian Informal			
	Army White	Service "A" or Blue/White "B"	Service Dress White	Service Dress	Service Dress White	Civilian Informal	Civilian Informal			
	Army Green/Class B	Service "C"/Blue Dress "D"	Summer Khaki	Class B	Tropical Blue Long	Civilian Informal	Civilian Informal			
	Army Green/Class B	Blue Dress "D"/Service "C"	Summer White	Class B	Tropical Blue Long	Civilian Informal	Civilian Informal			
	Army Green/Class B	Service "B"	Winter Blue	Class B	Winter Dress Blue	Civilian Informal	Civilian Informal			
WORKING UNIFORMS										
Working in field or plant environment where soiling of clothing is expected	Battle Dress	Utility	Aviation Working Green	BDU	Undress Blue/Working Blue	Civilian Casual	Civilian Casual			
	Battle Dress	Utility	Coveralls/Dungaree/Utility	BDU	Undress Blue/Working Blue	Civilian Casual	Civilian Casual			
	Battle Dress	Utility	Working Khaki/ Dungaree	BDU	Undress Blue/Working Blue	Civilian Casual	Civilian Casual			

Note: Some uniforms are optional, seasonal or required for specific pay grades only. Check each Service's uniform regulations for specific guidelines.

Attire:

Civilian Informal: Business Suit for gentlemen; Dress or Suit for ladies

Civilian Casual: Sports Coat open collar for gentlemen; Dress or Suit for ladies

Washington DC Specific Attire:

Civilian Informal: Business Suit for gentlemen; Dress or Suit for ladies.

Civilian Casual: Sports Coat & Open Collar for gentlemen; Dress or Suit for ladies.

Smart Casual: Open Collar with Sports Coat or Jacket for gentlemen; Dress or Suit for ladies

As of 23 Jan 03; Col Merri Uckert, OCJCS Protocol, DSN 227-6606

Military Courtesy and Customs

Introduction

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

Customs and Courtesies of the Service

General - A custom is an established usage. Customs include positive actions - thing to do, and taboos - things to avoid doing. Much like itself, the customs that we observe are subject to a constant and slow process of revision. Many of those customs that were commonplace a generation or two ago have passed into a period of declining observance. New customs arise to replace those that have declined. Others live on and on without apparent change. To an astonishing degree, people are eager to follow established practices. The realization that they are following a course has been successful for others in similar circumstances bolsters their confidence, thus encouraging him or her to adhere to his/her course. Whether a custom is ancient or new, its influence is profound. For it is mankind's attempt to apply to the solution of his immediate problems, the lessons of the past. It follows, that, as a long established social organization, the Army observes a number of customs that add appreciably to the interests, their pleasures, and the graciousness of the Army life. This section is intended to explain and to help perpetuate those Army customs that have enriched many lives for many years. In knowing and practicing these customs you will be rewarded with practicing these customs you will be rewarded with enjoyable experiences and new friendships formed, all strengthening the purposeful service which our mission requires.

Use of Sir or Ma'am

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

Saluting - This traditional military greeting is one of the more important forms of military courtesy. The manner in which a salute is rendered or returned tells much about an individual soldier and his unit. Detailed instructions on proper saluting are contained in FM 22-5, Drill and Ceremonies.

Senior's Place of Honor - Another ancient military custom dictates that you should always walk or sit to the left of your superiors. During the life of the United States there have been firearms, but this was not always the case. For century's men fought with swords, and because most men are right handed, the heaviest fighting occurred on the right. The shield was on the left arm, and the left side becomes defensive. Soldiers and units who preferred to carry the battle to the enemy, and who were proud of their fighting ability, considered the right of a battle line to be a post of honor. Therefore, when an officer walks or sits on your right, he is symbolically filling the post of honor.

No Excuses

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



Standards of Ethical Conduct

(Excerpt from - [USAREC Reg 27-2](#), 31 July 1996)

1. Introduction

a. On 3 February 1993, the OGE published, Standards of Conduct for Employees of the Executive Branch, 5 CFR 2635. It applies to the Army and is your primary source of guidance for ethics and standards of conduct. On 25 March 1996, DOD 5500.7-R, Change 2, was signed by the Secretary of Defense. It supplements the OGE standards and covers additional topics. This is a punitive regulation applicable to all members of Department of Defense (DOD). This is only a summary of the provisions in these regulations. If you have any questions, you should ask your EC.

b. A violation of the regulatory standards may be cause for corrective action or for disciplinary action against an employee or UCMJ actions against military personnel. There are criminal penalties for violations of criminal statutes referred to in the regulations. Employees are encouraged to seek the advice of their EC. Disciplinary action for violations of regulatory standards will not be taken against an employee who relies on such advice.

c. All references to “employee” includes officers, enlisted personnel, and civilian government employees.

2. Gifts from outside sources

An employee shall not solicit or accept a gift given because of his or her official position or from a prohibited source.

a. A prohibited source is any person, including any organization more than half of whose members are persons: Seeking official action by DOD; doing or seeking to do business with DOD; regulated by DOD; or substantially affected by the performance of his or her duties.

b. The term “gift” includes almost anything of monetary value. However, it does not include:

- (1) Coffee, donuts, and similar modest items of food and refreshments when offered other than as part of a meal;
- (2) Greeting cards and most plaques, certificates, and trophies;
- (3) Prizes in contests open to the public;
- (4) Commercial discounts available to the general public or to all Government or military personnel;
- (5) Commercial loans, and pensions and similar benefits;
- (6) Anything paid for by the Government, secured by the Government under Government contract or accepted by the Government in accordance with a statute;
- (7) Anything for which the employee pays market value.

c. Subject to the limitations noted below, there are exceptions which will permit an employee to accept:

- (1) Unsolicited gifts with a market value of \$20 or less per occasion, aggregating no more than \$50 in a calendar year from any one source (this exception does not permit gifts of cash or investment interest);

(2) Gifts when clearly motivated by a family relationship or personal friendship;

(3) Commercial discounts and similar benefits offered to groups in which membership is not related to Government employment or, if membership is related to Government employment, where the same offer is broadly available to the public through similar groups, and certain benefits offered by professional associations or by persons who are not prohibited sources.

(4) Certain awards and honorary degrees;

(5) Gifts resulting from the outside business activities of employees and their spouses;

(6) Travel and entertainment in connection with employment discussion;

(7) Certain gifts from political organizations;

(8) Free attendance provided by the sponsor of a widely-attended gathering of mutual interest to a number of parties where the necessary determination of agency interest has been made;

(9) Invitations to certain social events extended by persons who are not prohibited sources, if no one is charged a fee to attend the event;

(10) Certain gifts of food and entertainment in foreign areas;

(11) Gifts accepted by the employee under a specific statute, such as 5 USC 4111 and 7342, or pursuant to supplemental agency regulation.

d. An employee may not use any of the exceptions noted above to solicit or coerce the offering of a gift or to accept gifts: For being influenced in the performance of official duties; in violation of any statute; so frequently as to appear to be using public office for private gain; or in violation of applicable procurement policies regarding participation in vendor promotional training.

e. When an employee cannot accept a gift, the employee should pay the donor its market value. If the gift is a tangible item, the employee may instead return the gift. Subject to approval, perishable items may be donated to a charity, destroyed, or shared within the office.

3. Gifts between employees

An employee shall not: Give or solicit for a gift to an official superior; or accept a gift from a lower-paid employee, unless the donor and recipient are personal friends who are not in a superior-subordinate relationship.

a. The term “gift” has the same meaning as in paragraph C-2. However, carpooling and similar arrangements are excluded where there is a proportionate sharing of the cost and effort involved.

b. The term “official superior” includes anyone whose official responsibilities involve directing or evaluating

the performance of the employee's official duties. The term is not limited to immediate supervisors but applies to officials up the supervisory chain.

c. Subject to a limitation on using any exception to coerce a gift from a subordinate, exceptions to the ban on gifts include:

(1) On an occasional basis, including birthdays and other occasions when gifts are traditionally exchanged, items other than cash aggregating \$10 or less per occasion; food and refreshments shared in the office; personal hospitality at a residence; appropriate hostess gifts; and leave sharing under Office of Personnel Management regulations may be given or accepted.

(2) On infrequent occasions of personal significance, such as marriage, and on occasions that terminate the superior-subordinate relationship, such as retirement, permit giving and accepting gifts appropriate to the occasion; and permit voluntary contributions of nominal amounts to be made or solicited for gifts of food and refreshments to be shared in the office or for group gifts on occasions such as marriage or retirement. Gifts may not exceed \$300 per occasion or \$10 donation per individual.

4. Conflicting financial interests

a. Under the criminal conflict of interest statute, 18 USC 208, an employee is prohibited from participating in an official capacity in any particular matter in which to his or her knowledge, he or she or certain other persons have a financial interest, if the particular matter will have a direct and predictable effect on his or her own or that person's financial interests.

b. In addition to matters that affect his or her own financial interests, this prohibition applies to particular matters that affect the financial interests of: The employee's spouse, minor child, or general partner; or any person the employee serves as officer, director, trustee, general partner, or employee. The prohibition also applies to particular matters that affect the financial interest of a person with whom the employee is negotiating for or has an arrangement concerning future employment.

c. Disqualification can be accomplished simply by not participating in the matter. An employee should notify the person responsible for his or her assignment of the need to disqualify. A written disqualification statement is necessary only if required by an ethics agreement or requested by the EC or the person responsible for the employee's assignment.

d. Disqualification is not required if the financial interest is the subject of a statutory waiver or if the employee has sold or otherwise divested the conflicting interest.

e. Employees may acquire and hold financial interests subject only to the disqualification requirement imposed by 18 USC 208. DOD may prohibit an individual employee from holding financial interests where

disqualification would impair the employee's ability to perform the duties of this position or adversely affect DOD's mission.

5. Impartiality in performing duties

Even though his or her disqualification may not be required under paragraph C-4, an employee should not participate in an official capacity in certain matters without first obtaining specific authorization if, in his or her judgment, persons with knowledge of the relevant facts would question his or her impartiality in those matters.

a. The matters covered include a particular matter involving specific parties if the employee knows that it is likely to affect the financial interest of a member of his or her household or that one of the following persons is a party or represents a party in the matter:

(1) A person with whom the employee has or seeks a business or other financial relationship;

(2) A member of the employee's household or relative with whom the employee has a close relationship;

(3) A person the employee's spouse, parent, or child serves or seeks to serve as officer, director, trustee, general partner, agent, attorney, consultant, contractor, or employee;

(4) A person the employee has, in the past year, served as officer, director, trustee, general partner, agent, attorney, consultant, contractor, or employee; or

(5) An organization, other than a political party, in which the employee is an active participant. b.

Disqualification can be accomplished in the same manner as when required under paragraph 4 for disqualifying financial interests.

c. Notwithstanding the employee's determination that his or her impartiality would be questioned, the agency designee can authorize the employee to participate in the matter based on a determination that the Government's interest in the employee's participation outweighs the concern that a reasonable person would question the integrity of agency programs and operations. The authorization permitted by this paragraph cannot be given, however, if the employee's disqualification is also required by paragraph 4.

d. Employees are urged to use the process set forth in this paragraph to decide whether they should or should not participate in other matters in which their impartiality is likely to be questioned.

e. An employee is disqualified for 2 years from participating in any matter in which his or her former employer is a party or represents a party if, prior to entering Federal service, that employer gave him or her an extraordinary payment in excess of \$10,000. A routine severance and other payment made under an established employee benefits plan would not be an extraordinary payment. There is authority to waive all or part of this disqualification requirement.

6. Seeking other employment

An employee is prohibited from participating in an official capacity in any particular matter that, to his or her knowledge, has a direct and predictable effect on the financial interests of a person with whom he or she is seeking employment. For this purpose, “employment” means any form of non-Federal employment or business relationship involving the provision of personal services.

a. The term “seeking employment” includes bilateral negotiations with another, mutually conducted with view to reaching an agreement regarding possible employment. It also includes conduct short of negotiations, such as sending an unsolicited resume or other employment proposal. It can include employment contacts by or through an agent or intermediary. It does not include simply: Rejecting an unsolicited employment overture; requesting a job application; or sending an unsolicited resume or other employment proposal to a person affected by performance of the employee duties only as a member of an industry or other discrete class.

b. Having once begun, an employee generally continues to be seeking employment until he or she or the prospective employer rejects the possibility of employment and all discussions end. However, an employee is no longer seeking employment with the recipient of his or her unsolicited resume or other employment proposal after 2 months with no indication of interest in employment discussions from the prospective employer.

c. Disqualification can be accomplished in the same manner as under paragraph 4 for disqualifying financial interests.

d. If the employee’s conduct in seeking employment amounts to negotiations, the employee can participate in the matter affecting his or her prospective employer only if granted an individual waiver described in paragraph 4. If his or her conduct falls short of negotiations, the employee may be authorized to participate using the procedures set forth in paragraph 5.

e. An employee may not participate in a particular matter that, to his or her knowledge, has a direct and predictable effect on the financial interests of anyone with whom he or she has an arrangement concerning future employment. In this case, an employee may be able to participate in a particular matter affecting a prospective employer only if he or she has received an individual waiver described in paragraph 4.

7. Misuse of position

An employee shall not use his or her public office for his or her own private gain or for private gain of friends, relatives, or persons with whom he or she is affiliated in a nongovernment capacity, or for the endorsement of any product, service, or enterprise. In particular, an employee shall not use his or her Government position, title, or authority:

- a. In a manner intended to induce another to provide any benefit to himself or herself or to friends, relatives, or affiliated persons;
- b. In a manner that could be construed to imply that DOD or the Government sanctions or endorses his or her personal activities or those of another; or
- c. To endorse any product, service, or enterprise except in furtherance of statutory authority to do so.
- d. An employee shall not engage in a financial transaction using nonpublic information, or allow the improper use of nonpublic information to further his or her own private interest or those of another. Information that is “nonpublic” includes information the employee knows or reasonably should know: Is routinely exempt from disclosure under the FOIA or protected from disclosure by statute; is designated as confidential by an agency.
- e. An employee has a duty to protect and conserve Government property. He or she may use Government property only for authorized purposes. Authorized purposes are those for which Government property is made available to the public or those purposes authorized in accordance with law or regulation.
- f. Unless authorized in accordance with law or regulation to use such time for other purposes, an employee shall use official time in an honest effort to perform official duties. An employee shall not encourage, direct, coerce, or request a subordinate to use official time to perform activities other than those required in the performance of official duties or those authorized in accordance with law or regulation.

8. Outside activities

In addition to the standards set forth in paragraph 6, an employee’s outside employment and other activities must comply with all ethical requirements set forth in this appendix, including the requirement to avoid even the appearance of using public office for private gain. For example, the prohibition against use of Government property for unauthorized purposes would prohibit an employee from using the agency photocopier to reproduce documents for his or her outside organization.

- a. An employee’s outside employment and other activities must comply with applicable laws other than the Standards of Ethical Conduct. Outside activities frequently raise questions about the following:
- (1) The restrictions in 18 USC 203 and 205 on employees engaging in representational activities before the United States;
 - (2) The constitutional prohibition against accepting any office, title, or compensation from a foreign government; and
 - (3) The Hatch Act, which prohibits most employees’ participation in certain partisan political activities.
- b. An employee shall obtain approval before engaging in outside employment in accordance with paragraph 8b.

c. An employee shall not engage in outside employment or activities prohibited by statute or by Army regulation, or that would materially impair the ability to perform his or her official duties by requiring his or her disqualification under paragraphs 4 or 5.

d. In the absence of specific authorization, an employee shall not represent anyone other than the United States as an expert witness in any proceeding before a court or agency of the United States if the United States is a party or has a direct and substantial interest. The restriction applies even though no compensation is received.

e. An employee shall not receive compensation for teaching, speaking, or writing that is related to his or her official duties. Teaching, speaking, or writing is “related to an employee’s official duties” if:

(1) The activity is undertaken as part of his or her official duties;

(2) The invitation to engage in the activity was extended primarily because of his or her official position;

(3) The invitation or the offer of compensation was extended by a person whose interests may be affected by the employee’s official duties;

(4) The information draws substantially on nonpublic information; or

(5) For most employees, the subject of the teaching, speaking, or writing deals in significant part with any matter presently assigned to the employee, any matter to which the employee had been assigned in the previous 1-year period, or to any ongoing or announced policy, program, or operation of DOD. Before accepting any honorarium for writing or speaking, he or she should consult with his or her EC.

f. Provided that he or she does not otherwise violate the Standards of Ethical Conduct, an employee may engage in charitable fundraising activities in a personal capacity if he or she does not use his or her official title, position, or authority to further that effort or personally solicit funds or other support from subordinates or from anyone known to him or her to be a prohibited source for purposes of the gift restrictions in paragraph 2.

g. Employees shall satisfy in good faith all just financial obligations.

9. Conclusion

Employees shall apply the general principles of ethical conduct in weighing conduct not otherwise addressed in regulations. Employees shall judge whether circumstances will violate the appearance principle, from the perspective of a reasonable person with knowledge of the relevant facts.



TJAGSA Practice Notes

Faculty, The Judge Advocate General's School

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

Ethics Note

The General Officer Aide and the Potential for Misuse

attorneys in protecting their general officers from allegations of unethical conduct.

Introduction

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

The Selection of Personal Aides

The Army authorizes general officers to have the assistance of a personal staff, to include an officer aide de camp (1) and enlisted soldiers. (2) Although 10 U.S.C. § 3543 permits more than one officer aide contingent upon the general officer’s grade, (3) the Army has traditionally limited general officers to one officer aide de camp. (4) The actual number of enlisted aides authorized is determined by the U.S. Total Army Personnel Command (PERSCOM) using a complex statutory formula. (5) Regulations explicitly establish the entitlement to aides for a few general officers, (6) but “budget constraints” and the general officer’s specific requirements determine the entitlement for most general officers. (7)

1. U.S. DEP’T OF ARMY, FIELD MANUAL 101-5, STAFF ORGANIZATION AND OPERATIONS 4-29 (31 May 1997) [hereinafter FM 101-5] (establishing the aide de camp as a member of the general officer’s personal staff).

2. U.S. DEP’T OF ARMY, ARMY REG. 614-200, ENLISTED ASSIGNMENTS AND UTILIZATION MANAGEMENT para. 8-10 (31 Oct. 1997) [hereinafter AR 614-200].

3. See 10 U.S.C. § 3543 (2000).

§ 3543. Aides: detail; number authorized.

(a) Each major general of the Army is entitled to three aides selected by him from commissioned officers of the Army in any grade below major.

(b) Each brigadier general of the Army is entitled to two aides selected by him from commissioned officers of the Army in any grade below captain.

Id.

4. See U.S. DEP’T OF ARMY, ARMY REG. 614-16, PERSONAL STAFF FOR GENERAL OFFICERS para. 1-2 (7 June 1974) [hereinafter AR 614-16, 1974 version]. *Army Regulation (AR) 614-16* was superceded on 15 December 1981 by the then current version of *AR 614-200*. General officers “occupying a modification table of organization and equipment (MTOE) position” and general officers “in command of troops may be assigned an aide de camp.” U.S. DEP’T OF ARMY, ARMY REG. 614-16, PERSONAL STAFF FOR GENERAL OFFICERS para. 1-1 (C1, 7 Nov. 1975).

5. The congressionally established formula is found in 10 U.S.C. § 981, as follows:

§ 981. Limitation on number of enlisted aides.

(a) Subject to subsection (b), the total number of enlisted members that may be assigned or otherwise detailed to duty as enlisted aides on the personal staffs of officers of the Army, Navy, Marine Corps, Air Force, and Coast Guard (when operating as a service of the Navy) during a fiscal year is the number equal to the sum of (1) four times the number of officers serving on active duty at the end of the preceding fiscal year in the grade of general or admiral, and (2) two times the number of officers serving on active duty at the end of the preceding fiscal year in the grade of lieutenant general or vice admiral.

(b) Not more than 300 enlisted members may be assigned to duty at any time as enlisted aides for officers of the Army, Navy, Air Force, and Marine Corps.

10 U.S.C. § 981.

6. See, e.g., AR 614-200, *supra* note 2, para. 8-10a (establishing the Army Chief of Staff’s entitlement to four enlisted aides); see also AR 614-16, 1974 version, *supra* note 4, para. 2-3. “General of the Army is authorized three enlisted aides, and generals and lieutenant generals in public quarters are authorized three and two aides respectively. General officers in selected O8 and O7 positions (when incumbent is in public quarters) will be authorized aides by separate HQDA (ODCSPER) letter.” *Id.* Table 2-1 of the 1974 version of *AR 614-16* indicates that major generals and brigadier generals who are specifically authorized an enlisted aide by HQDA (ODCSPER) may each have one enlisted aide in the grade of E-7 and E-6, respectively. *Id.* tbl. 2-1.

7. AR 614-200, *supra* note 2, para. 8-10a.

These soldiers normally work directly for the general officer. (8)

In most cases, the general officer personally selects the soldiers who will serve as aides. General officers may select an aide “from within their command or request aide nominations from the Officer Personnel Management Directorate (OPMD), PERSCOM.” (9) Whoever chooses the junior officer, selection as an aide de camp commonly distinguishes young officers from their peers.

The coveted aide de camp and enlisted aide positions bring laurels to those selected to serve a general officer. “There are few more subjective honors in the Army than being chosen as aide de camp, the personal assistants who cater to scores of the service’s top generals.” (10) The reason is clear. “The post is a strong indicator of success: one-third of the Army’s top generals were aides early in their careers.” (11)

The selection of enlisted aides is equally subjective. Enlisted soldiers may volunteer for enlisted aide duty, provided they meet certain eligibility requirements. (12) The “Sergeant Majors Branch, Enlisted Personnel

Management Branch (EPMB), PERSCOM, nominates qualified soldiers for such positions,” and the General Officer Management Office “manages the authorizations,” (13) but the individual general officer often chooses his own aides.

The Role of Personal Aides

There is little official published guidance on the role of general officer aides. Aides may look to *Army Regulation (AR) 614-200* for guidance; however, *AR 614-200* pertains only to enlisted soldiers and does not contain any provisions that regulate aides de camp. *Army Regulation 614-16* regulated both officer and enlisted aides until 1975, when it was superseded by *AR 614-200*, which omits the provisions governing aides de camp. (14) Consequently, no current Army regulation covers aides de camp. (15) Nonetheless, a section in the General Officer Policies pamphlet provides guidance. (16) This guidance instructs aides de camp to “remain flexible” and that their “actual duties depend upon the personality of the general” for whom they work. (17)

While aides de camp fulfill a more public role, enlisted aides are normally less visible. The sole mission of enlisted aides is to assist the general in the performance of military and official duties.

8. *Field Manual 101-5* establishes the aide de camp as a member of the general officer’s personal staff. FM 101-5, *supra* note 1, at 4-29. It is not uncommon, however, for enlisted aides to work directly under the supervision of the aide de camp. General Officer Policies, General Officer Management Office (GOMO), October 1995, at 10 (unpublished, on file with GOMO and with author) [hereinafter GOMO Handbook].

9. GOMO Handbook, *supra* note 8, at 10.

10. Dana Priest, *A Male Prototype for Generals’ Protégés; In Choosing Aides de Camp, Army’s Leaders Nearly Always Exclude Female Officers*, WASH. POST, Dec. 29, 1997, at A1.

11. *Id.*

12. The prerequisites include the possession of a current food-handler’s certificate, at least twelve months of remaining active service, a minimum general technical score of ninety, a valid driving permit, and a Single-Scope Background Information (SSBI) or no information on record that may preclude a favorable SSBI. *AR 614-200*, *supra* note 2, para. 8-10d.

13. GOMO Handbook, *supra* note 8, at 10.

14. *See supra* note 4.

15. *Army Regulation 611-101, COMMISSIONED OFFICER CLASSIFICATION SYSTEM* (26 June 1995), contains a brief description of the aide de camp role, but does not outline required or permissible duties. Similarly, *AR 614-200*, *supra* note 2, contains brief coverage of enlisted aides’ duties. In the mid-70s, the Quartermaster’s School at Fort Lee, Virginia, produced an informational booklet entitled *The Enlisted Aide*. Efforts to obtain a copy have proven fruitless.

16. A section entitled “Aide de Camp Handbook” is included in the GOMO Handbook, *supra* note 8. This section is the only “official” written guidance available for aides de camp.

17. *Id.* at 33. The pamphlet states the aide de camp’s duties succinctly: “Your primary mission is simply to assist the general in the performance of his or her duties, a simple definition, but a monumental task.” *Id.* More practical guidance is outlined under the heading “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, and sundry surface transportation . . . , 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 bosses steak or roast beef ought to be cooked . . . always look fresh, always know what uniform to wear, what is happening a week from today, have the latest weather report and in their spare time study to maintain military proficiency.

Id.

They are “authorized for the purpose of relieving general and flag officers of those minor tasks and details which, if performed by the officers, would be at the expense of the officers’ primary military and official duties.”(18)

There are several limitations on enlisted aides’ duties, however. First, officers are prohibited by statute from using “an enlisted member of the Army as a servant.” (19) This generally precludes requiring an enlisted aide to perform duties that personally benefit the officer, as opposed to duties that professionally benefit the officer. Second, the duties of enlisted aides must “relate to the military and official duties of the [general officer] and thereby serve a necessary military purpose.” (20) The language of Department of Defense Directive (DODD) 1315.9 more specifically prohibits the use of enlisted soldiers for “duties which contribute only to the officer’s personal benefit and which have no reasonable connection with the officer’s official responsibilities.” (21) Finally, the Standards of Ethical Conduct for the

Executive Branch, (22) or the *Joint Ethics Regulation (JER)*, (23) further limit interaction between officers and their subordinates. Under the *JER*, subordinates’ official time may only be used for official duties. (24)

The types of authorized duties that a superior may assign to an enlisted aide are diverse. *Army Regulation 614-200* outlines a “not all inclusive” list of “official functions” or duties, including cleaning the officer’s quarters, uniforms, and personal equipment; shopping and cooking; and running errands. (25) Many of the enumerated duties seem personal in nature. But, “[t]he propriety of the duties is determined by the official purpose they serve, rather than the nature of the duties.” (26) In *United States v. Robinson*, (27) the Court of Military Appeals asserted that a different interpretation “which would apply the proscription to the kind of work done, and not to its ultimate purpose,

18. DEP’T OF DEFENSE, DIR. 1315.9, UTILIZATION OF ENLISTED PERSONNEL ON PERSONAL STAFFS OF GENERAL AND FLAG OFFICERS para. III.A (26 Feb. 1975) [hereinafter DOD DIR. 1315.9].

19. 10 U.S.C. § 3639 (2000). This provision was originally part of the Army Appropriations Act of 15 July 1870, and was codified at § 14, 16 U.S. Stat. 319: “Sec. 14. And be it further enacted, That it shall be unlawful for any officer to use any enlisted man as a servant in any case whatever.” *Id.* The language was changed somewhat in 10 U.S.C. § 608 (1956): “§ 608. Officers using enlisted men as servants. No officer shall use an enlisted man as a servant in any case whatsoever.” *Id.* In *United States v. Robinson*, 20 C.M.R. 63 (C.M.A. 1955), the Court of Military Appeals determined that the real purpose of the enactment was to prevent the use of enlisted men in assignments that contributed only to the convenience and personal benefit of individual officers which had no reasonable connection with the efficient employment of the armed services as a fighting force. The word “servant” has a myriad of meanings, but as used in the context of the original act, we conclude that Congress intended to give it the meaning of one who labors or exerts himself for the personal benefit of an officer. Certainly, it could not have intended to prevent an enlisted man from laboring for officers in furtherance of their official duties. As enacted originally, the Act suggests that Congress was interested in having the enlisted men of the Army earn their pay in the performance of military duties, and not as personal servants attending to the physical comforts of their individual superior officers. *Id.* at 68.

20. AR 614-200, *supra* note 2, para. 8-10b.

21. DOD DIR. 1315.9, *supra* note 18, para. III.B. *But see* AR 614-200, *supra* note 2 (stating that the “no reasonable connection” language of DODD 1315.9 was not included in the proscriptions of AR 614-200).

22. STANDARDS FOR ETHICAL CONDUCT FOR THE EXECUTIVE BRANCH, 5 C.F.R. § 2635 (1993) [hereinafter STANDARDS FOR ETHICAL CONDUCT].

23. DEP’T OF DEFENSE, DIR. 5500.7-R, JOINT ETHICS REGULATION (30 Aug. 1993).

24. STANDARDS FOR ETHICAL CONDUCT, *supra* note 22, § 2635.705b. This provision states that “[a]n employee shall not encourage, direct, coerce, or request a subordinate to use official time to perform activities other than those required in the performance of official duties or authorized in accordance with law or regulation.” *Id.*

25. The list is included in both AR 614-200, *supra* note 2, and DODD 1315.9, *supra* note 18. The following provisions are found at AR 614-200, paragraph 8-10b: In connection with military and official functions and duties, enlisted aides may perform the following (list not all inclusive, provided only as a guide):

- (1) Assist with care, cleanliness, and order of assigned quarters, uniforms, and military personal equipment.
- (2) Perform as point of contact (POC) in the GO’s quarters. Receive and maintain records of telephone calls, make appointments, and receive guests and visitors.
- (3) Help plan, prepare, arrange, and conduct official social functions and activities, such as receptions, parties and dinners.
- (4) Help to purchase, prepare and serve food and beverages in the GO’s quarters.
- (5) Perform tasks that aid the officer in accomplishing military and official responsibilities, to include performing errands for the officer, providing security for the quarters, and providing administrative assistance.

26. 10 U.S.C. § 3639 (2000). Paragraph 8-10b of AR 614-200 repeats this language verbatim. *Cf.* AR 614-200, *supra* note 2, para. 8-10b.

would so circumscribe the military community that the preparation for, or the waging of, war would be impossible.” (28) The duties assigned to an enlisted aide only need to have a “reasonable connection” to the military duties of the general officer. (29)

The general officer himself often determines what duties his aides are to perform and whether the duties are reasonably connected to the general’s official duties. Aides perform many of these assigned duties inside the officer’s quarters. Consequently, little or no monitoring of the enlisted aides’ activities occurs. Whether the duties actually are official is seldom questioned or known. Enlisted aides would unlikely protest if the rules were bent. After all, working for the general is a privilege and the position is highly sought. Consequently, a Specialist, or even a Master Sergeant, is unlikely to tell a general officer, “No, sir. I think that assignment crosses the ethical line.” Even if the aide knows that the task is personal, rather than official, the aide may perform the assignment loyally without ever considering a complaint.

The Potential for Misuse

Aides often develop very close relationships with their general officers. (30) The benefits of these long-term relationships did not go unnoticed by the military, which authorizes enlisted aides to transfer with the general’s “household.” (31) Consequently, enlisted aides

often develop close relationships with the officer’s family, as well. In such a relationship, it is not difficult to envision situations in which a general officer assigns “unofficial” duties to or asks “favors” from an aide. The general officer must remain mindful that he only assigns duties reasonably connected to the officer’s military duties. (32) Moreover, the general officer must take care to avoid requesting favors. Favors conjure the concept of personal, rather than official, requests. While requested favors may include chores reasonably related to the officer’s military duties, it may be more appropriate for the general to direct or order the performance of such official duties.

Favors may also require legal and ethical analysis. While an aide may voluntarily perform a favor, the nature of the aide’s willingness may be an issue. Whether a Specialist could freely decline to perform a requested favor is questionable. (33) Additionally, if in performance of the favor the aide “labors or exerts himself for the personal benefit of an officer,” (34) then the officer may be in violation of the prohibition against using a subordinate as a servant. (35)

Moreover, favors may be improper for other reasons. Aides may only perform official duties during official time. To the degree that it is improper to use official time for personal purposes, (36) it may be unethical for an aide to perform favors during duty hours. (37)

27. United States v. Robinson, 20 C.M.R. 63 (C.M.A. 1955).

28. *Id.* at 68.

29. DOD DIR. 1315.9, *supra* note 18, para. III.B (requiring a nexus between the duties and the officer’s official responsibilities).

30. “This relationship is one of slaps on the back, of genuine warmth.” Priest, *supra* note 10, at A1 (quoting a general officer explaining his relationship with his enlisted driver).

31. Paragraph 8-10e of AR 614-200 outlines the following guidance: Enlisted aides serving on the GO’s staff may be reassigned with the GO provided—

- (1) The GO so desires.
- (2) The enlisted aide is authorized in the new assignment.
- (3) PERSCOM’s clearance is obtained.

AR 614-200, *supra* note 2, para. 8-10e.

32. *Id.* para. 8-10b.

33. Only enlisted soldiers who volunteer for duty as a general officer aide are assigned as such. *See id.* para. 8-10d. Volunteering to serve as an aide, however, does not necessarily imply that the aide volunteers to perform any particular duty.

34. United States v. Robinson, 20 C.M.R. 63, 68 (C.M.A. 1955).

35. 10 U.S.C. § 3639 (2000).

36. The prohibition against using official time for personal purposes is not absolute.

(a) Use of an employee’s own time. Unless authorized in accordance with law or regulations to use such time for other purposes, an employee will use official time in an honest effort to perform official duties. An employee . . . has an obligation to expend an honest effort and *reasonable proportion* of his time in the performance of official duties.

STANDARDS FOR ETHICAL CONDUCT, *supra* note 22, § 2635.705a (emphasis added).

37. The regulation does not define “reasonable proportion.” Therefore, while it may be permissible for aides to perform unofficial favors during duty hours, it does not follow that such activities are expedient.

Furthermore, it follows that a supervisor may also violate ethical rules by allowing a subordinate to use official time for unofficial duties. (38) Cognizant of the proscription against using official time for unofficial duties, an aide may volunteer to perform personal duties after duty hours. (39)

An aide's "off-duty" performance of a "favor," however, could also be subjected to the Standards for Ethical Conduct's gift analysis. As a general rule, subordinate employees may not give gifts to superiors, and superiors may not directly or indirectly accept gifts from subordinates.(40) Although the Standards for Ethical Conduct provide several exceptions to the general rule, (41) these exceptions do not apply to the "gift" of services. As most people realize, time is money; people do not normally undertake responsibilities without some sort of compensation. Therefore, the time an aide spends conducting the general officer's unofficial or personal chores could be viewed as compensable. To the extent that the aide receives no remuneration, the favor may be a gift. That an aide conducts the service secretly should not affect the analysis. (42) Consequently, both aides and general officers must be vigilant to ensure that aides' duties are official, rather than personal, in nature.

Another potential "gift" situation bears mention. General officers should also periodically ensure that their subordinates have not improperly subsidized either the general's personal or official expenses. Aides de camp often handle the general officer's petty cash fund. (43) The general officer routinely provides advance money (44) for the purchase of small items, like stamps or uniform accessories, or other small expenses, like lunches. Aides de camp are instructed to keep accurate records of such expenses, both for the general officer's income taxes and to avoid commingling funds. It is not unthinkable that an aide may "absorb" expenses for which a receipt was lost. Such a practice is comparable to the giving of a "gift" by the subordinate officer, however, and is prohibited by the Standards for Ethical Conduct. (45)

The aide's close relationship with and proximity to the officer's family may create other ethical problems. While transporting the general's unaccompanied spouse or children on personal errands is clearly inappropriate for the general's aide or driver, other problem areas are less obvious. For instance, it is not uncommon for an aide, who routinely performs official household chores for the general, to perform "unofficial" duties or "favors" for the general officer's spouse. One particularly troublesome

38. See STANDARDS FOR ETHICAL CONDUCT, *supra* note 22, § 2635.705b.

(b) Use of a subordinate's time. An employee shall not encourage, direct, coerce, or request a subordinate to use official time to perform activities other than those required in the performance of official duties or authorized in accordance with law or regulation.

Id. This proscription is more definite than the guidance found in section 2635.705a, which includes a "reasonable proportion" proviso.

39. Based upon the disparity between the ranks of the parties, an unbiased observer may question the "voluntary" nature of any service provided by an enlisted soldier for a general officer.

40. See STANDARDS FOR ETHICAL CONDUCT, *supra* note 22, § 2635.302. The Standards for Ethical Conduct generally prohibit subordinates from giving gifts to superiors. Moreover, the regulation makes it unlawful for a superior to solicit a gift from a subordinate.

41. The rule has both general and special exceptions:

(a) General exceptions. On an occasional basis, including any occasion on which gifts are traditionally given or exchanged, the following may be given to an official superior or accepted from a subordinate or other employee receiving less pay:

- (1) Items, other than cash, with an aggregate market value of \$10 or less per occasion;
- (2) Items such as food and refreshments to be shared in the office among several employees;
- (3) Personal hospitality provided at a residence which is of a type and value customarily provided by the employee to personal friends;
- (4) Items given in connection with the receipt of personal hospitality if of a type and value customarily given on such occasions; and
- (5) Leave transferred

(b) Special, infrequent occasions. A gift appropriate to the occasion may be given to an official superior or accepted from a subordinate or other employee receiving less pay:

- (1) In recognition of infrequently occurring occasions of personal significance such as marriage, illness, or birth or adoption of a child; or
- (2) Upon occasions that terminate a subordinate-official superior relationship, such as retirement, resignation, or transfer.

Id. § 2635.304(a)-(b).

42. An aide may undertake inappropriate duties on his or her own volition without the general officer's direction, knowledge or approval. This, however, does not diminish the inappropriate nature of the conduct.

43. GOMO HANDBOOK, *supra* note 8, at 44.

44. In addition to other authorized pay and allowances, 37 U.S.C. § 414 grants a "personal money allowance to general officers." 37 U.S.C. § 414 (2000).

45. See generally STANDARDS FOR ETHICAL CONDUCT, *supra* note 22, § 2635.302.

situation arises when an enlisted aide performs services for the Officers' Spouses Club when that private organization meets in the general officer's quarters. Less obvious, but equally improper, is the use of enlisted aides to assist an officer's spouse with Family Readiness Groups. Despite the fact that Army regulations authorize logistical support to Family Readiness Groups, (46) use of the general officer's aides to assist the general's spouse with organizational chores is inappropriate. The aides' statutory duties are to assist with the general officer's military and official duties, rather than that officer's spouse's "official" obligations.

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

Discerning whether an aide's assigned duties are reasonably connected to a general officer's military duties often meets with great difficulty. Having an aide "run" an official errand is obviously related to the officer's duties. Having that aide hand carry a general officer's household goods shipment claim is also

reasonably related to military duty. The determination becomes much more questionable when the aide's duties relate to what would otherwise be considered personal matters. Cooking, cleaning, and personal errands may fall into this category. Ostensibly, if there is a nexus between grocery shopping for a general officer and that officer's military duty, one could argue that a similar nexus exists between the same chore and a brigade commander's duties, or a battalion commander's, or a company commander's. If an enlisted soldier's completion of an officer's personal time-consuming tasks permits the officer more time to concentrate on his official duties, isn't the required nexus established? Is it permissible then for general officers to lawfully and ethically order soldiers to complete tasks that would be unlawful or unethical if performed for a more junior officer? The answer may simply be that rank has its privileges. Both *AR 614-200* (47) and *DODD 1315.9* (48) authorize enlisted aides to perform duties for general officers that would otherwise be prohibited if performed for lower ranking officers. There is, however, an overarching principle that cannot be violated: generals' aides are to perform official, rather than personal, duties. (49)

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

46. See generally U.S. DEP'T OF ARMY, PAM. 608-47, A GUIDE TO ESTABLISHING FAMILY SUPPORT GROUPS (16 Aug. 1993). On 1 June 2000, the Department of the Army's Community and Family Support Center (CFSC) redesignated Family Support Groups (FSG) as Family Readiness Groups (FRG). Although this change purports to alter the status of FSGs/FRGs, the CFSC did not withdraw *Department of the Army 608-47*. Telephone Interview with Ms. Holly Gifford, Mobilization and Deployment Program Manager, Army Community Services (July 29, 2002); see also Memorandum, Department of the Army Community and Family Support Center (CFSCSFA), to Family Readiness Groups, subject: Implementing Guidance for Transitioning from Family Support Groups (15 June 2000) (on file with author); U.S. DEP'T OF ARMY, REG. 210-22, PRIVATE ORGANIZATIONS ON DEPARTMENT OF THE ARMY INSTALLATIONS (22 Oct. 2001).

47. *AR 614-200*, *supra* note 2, para. 8-10b.

48. *DOD DIR. 1315.9*, *supra* note 18, para. III.A.

49. *Id.* para. III.B.

What does “official” really mean? Can a duty be both official and personal? (50) Is it proper to permit “official” duties that result in significant personal benefits? How does one determine whether a benefit that may be both personal and official is more of one than the other? After all, isn’t the aides’ purpose to perform time-consuming, lesser duties that enable the officer to attend to the more significant chores of managing the Army’s affairs? No definitive interpretation of the term “official” assists in this analysis. Nonetheless, some nexus must exist between the aides’ duties and the officer’s military duties. Simply freeing-up the general officer’s time to concentrate on official business is not enough. Maybe a more fitting question is when is it ever appropriate for a subordinate to perform tasks for a general officer that could otherwise be considered inappropriate if performed for a lower ranking officer?

The Standards for Ethical Conduct also explicitly prohibit the use of public office for private gain. (51) Undoubtedly, in drafting this provision, the authors primarily contemplated financial gain. However, it is conceivable that an officer might “lawfully” use subordinates (to assist with or decrease the officer’s “official” work) for the sole purpose of increasing the officer’s personal free time. While this use of subordinates may not constitute a violation of the Standards for Ethical Conduct’s prohibition against using one’s office for private gain, it may be inappropriate for no other reason than it creates the appearance of a violation. (52) Put simply, if a reasonable person would believe that an action violates the law or the standards of conduct, then most likely the action violates the Standards for Ethical Conduct. Applied to the facts in this scenario, this principle should

serve to deter general officers from using subordinates in any questionable manner.

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

Conclusion

Many questions may remain regarding the proper duties of general officer aides. There truly is little guidance in this area, and the guidance that does exist is very “loose.” Skeptics may argue that general officers would like to keep it that way so as to maximize the privileges of rank, but the truth is that the overwhelming majority of general officers are only interested in the full utilization of the assets or privileges lawfully afforded to them. While few detailed rules exist, detailed rules may not be necessary. Although thin, the present regulations provide sufficient guidance, while retaining sufficient flexibility for officers to mold their aides’ duties to the fluid needs of the military. General officers are entrusted to do the right thing, (53) and previous promotions are generally proof that the officer has acted ethically and responsibly. Rank may indeed have its privileges, but it also has significant responsibilities.

Major Tuckey

50. The Court of Military Appeals posited that the test was “whether these services were to be performed in the capacity of a private servant to accomplish a private purpose, or in the capacity of a soldier, i.e., to accomplish a necessary military purpose.” *United States v. Robinson*, 20 C.M.R. 63, 69 (C.M.A. 1955) (quoting *United States v. Semioli*, 53 BR 65).

51. STANDARDS FOR ETHICAL CONDUCT, *supra* note 22, § 2635.702; *see also id.* § 2635.502; Exec. Order No. 12,674, 3 C.F.R. § 215 (1990).

52. STANDARDS FOR ETHICAL CONDUCT, *supra* note 22, § 2635.101(b)(14). This section of the Standards of Conduct was drafted to provide guiding principles to apply in situations not otherwise covered by the regulation.

Employees shall endeavor to avoid any actions creating the appearance that they are violating the law or the ethical standards set forth in this part. Whether particular circumstances create an appearance that the law or these standards have been violated shall be determined from the perspective of a reasonable person with knowledge of the relevant facts.

Id.

53. The regulations that do exist appear to have been written with deference to the common sense that generals and aides have shown in the past. More guidance may not be needed simply because general officers and their aides have heretofore acted responsibly, or that the parties have had the wisdom to make proper choices, or maybe that few complaints of abuse have been made. Regardless of the reason, more regulation may not be needed. In fact, this may be one reason why the aide de camp provisions, included in the former *AR 614-16*, were never reissued as part of a new regulation.



Protocol

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

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

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



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

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

Official Entertaining

1. Army customs

a. Foreign and local etiquette. Often the Army officer is required to deal officially and socially with distinguished officials of his/her own country, as well as those of foreign countries. A knowledge of the correct protocol and etiquette for all occasions makes him/her feel at ease in these relationships. When a guest in a foreign country, the officer conforms with its customs. When a host in a foreign country, he/she observes the social customs and formalities of his/her own country.

b. The host. Normally, the senior local commander is the host when foreign dignitaries are visiting Army installations. When senior officials of the Army and officials of other governmental agencies or foreign governments are visiting at the same time, the senior Army official is the host for the Army.

c. Guest of honor.

(1) When the guest of honor is a high-ranking official, the custom is to let him choose the date for the occasion and to consult personal staff about the guest list and general arrangements.

(2) After these steps, a formal invitation with "To remind" written on it is sent to the guest of honor.

2. Formal receptions and receiving lines

a. Formal reception. The formal reception is used more within military circles than in the private sector.

(1) The formal reception has provided a means by which military and civilian personnel get to meet the honoree upon his/her selection to a position or departure from the same.

(2) Formal receptions are also convenient for other special events, such as a wedding reception honoring a newly married couple, or introducing a group of newly arrived individuals and spouses to other members of the organization.

b. Planning the reception. An aide or protocol officer responsible for the arrangements for a reception must carefully plan for it. Here are some points to keep in mind:

(1) In addition to flowers and potted plants, decorations may include the flags of the nations whose representatives are guests, as well as the personal flags of high-ranking officials in the receiving line.

(2) A carpet runner is often laid in front of the receiving line. The carpet is only for the official party to stand on. Carpet runners are not mandatory and may be excluded for reasons of safety.

(3) It is thoughtful to provide nearby seating so that those receiving guests may rest occasionally.

(4) If there is a band, the acoustics are checked, and the musical selections are discussed with the bandmaster.

(5) Arrangements are made for appropriate photographs.

(6) The bar and buffet tables are separated to avoid congestion at either end of the room. The buffet tables are attractively decorated with flowers or a novel centerpiece.

(7) Soft drinks are made available for guests who do not drink alcoholic beverages.

(8) A group of junior personnel (officers, NCOs, and enlisted) may be stationed at the entrance to the building to greet and escort distinguished guests to the receiving line.

c. The receiving line.

(1) Formal luncheons, receptions, and dinners usually have a receiving line to afford each guest the opportunity to greet the host, hostess, and honored guest. The receiving line should be kept as small as possible.

(2) Suggested arrangements for receiving lines for official functions are listed below. These are only guides. The guest of honor is positioned based upon the host's preference.

(a) Host Guest of honor Hostess Spouse of guest of honor

(b) Host Guest of honor Spouse of guest of honor Hostess

(3) When a head of state is the guest of honor, the host and hostess relinquish their positions, and the line forms with the head of state, spouse of the head of state, the host, and hostess. At the head of the line there is an aide-de-camp or an adjutant to announce the guests.

(4) Guests should not shake hands with the aide or staff officer receiving the name of the guest. Guests give only their official titles or "Mr. (Mrs.) (Miss) (Ms.)" Jones.

The aide presents the guest to the host who, in turn, presents him or her to the guest of honor. The guest, in proceeding down the line, simply shakes hands and greets each person with a "How do you do?" or, in the case of a friend or acquaintance, "Good evening, Sir John," or "It is good to see you again, Sir John."

Because names do not travel well, the guest should repeat his or her name to any person in the line to whom it has obviously not been passed. The receiving line is no place for lengthy conversation with either the host or the honored guest.

(5) One rule remains unchanged and should not be broken: Do not receive guests or go through a receiving line holding a cigarette or a drink.

(6) It is acceptable for a female to stand at the end of the line. However, some hosts invite a man closely associated with the occasion to stand at the end of the line so that a female need not be in this position. Other hosts feel that this is incorrect, since a reception is to honor certain individuals only. If a man of sufficient seniority who has an important connection with the function is not present, it is better not to have any man at all at the end of the line. It is not proper to station a randomly selected junior officer who has no connection with the guest of honor at the end of the line.

(7) When does the man precede his lady in going through a receiving line? The old rule of “ladies first” should be followed upon all occasions other than White House or diplomatic visits. At the White House, for instance, the man goes down the line first. Many of the guests will have official titles, and it is easier for an aide to recognize the official and to announce, “The Secretary of State,” as the aide presents the Cabinet officer, quickly followed by, “and Mrs. Smith.” The relationship of the couple is clarified more easily than when the procedure is reversed.

(8) Unless the function is very large, hosts usually receive for 30 minutes from the time given on the invitation and then join their guests. Therefore, it is necessary for guests to be punctual. Otherwise, they are not announced and will have to seek out their host and apologize for their tardiness. At a large function it may not be possible for latecomers to be introduced to the guests of honor. In any case, this is a matter for the discretion of the host.

d. Positioning the receiving line. Sometimes the question arises whether the receiving line should be on the guest’s right or left as they enter the reception area. While it is preferable to position the receiving line to the left as you enter the room, consideration must be given to the layout of the room. If positioning the receiving line to the left side would adversely impact the buffet or dinner tables then use the right side. The line should be stationed so that the guests may pass smoothly and conveniently to the gathering of the other guests.

3. Display of flags at military receptions and dinners

a. Placement. At military receptions and dinners, especially when general officers are present, the custom is to display appropriate national colors and distinguishing flags in the “flag line.”

(1) The flag line is centered behind the receiving line and/or the head table.

(2) Flags displayed behind the receiving line or head table are arranged in order of precedence. The flag of the United States is always located at the place of honor, that is, the flag’s own right (the observer’s left), regardless of the order or location of individuals in the receiving line. When a number of flags are grouped and

displayed from a radiating stand, the flag of the United States is in the center and at the highest point of the group.

b. Order of precedence.

(1) The flag of the United States is always displayed when foreign national flags, State flags, positional flags, individual flags, the United States Army flag, or other organizational flags are displayed or carried.

(2) The order of precedence of flags is as follows:

(a) The flag of the United States.

(b) Foreign national flags. Normally, these are displayed in alphabetical order (English alphabet).

(c) Flag of the President of the United States of America.

(d) Normally, the State flags are displayed in order of admittance to the Union. The territorial flags are displayed after the State flags in order of entry into the Union (see app B).

(e) Military organizational flags in order of precedence or echelon.

(f) Positional flags in order of precedence.

(g) Personal flags in order of rank.

(3) The order of precedence of Service Flags is as follows:

(a) United States Army.

(b) United States Marine Corps.

(c) United States Navy.

(d) United States Air Force.

(e) United States Coast Guard.

(f) Army National Guard.

(g) Army Reserve.

(h) Marine Corps Reserve.

(i) Naval Reserve.

(j) Air National Guard of the United States.

(k) Air Force Reserve.

(l) Coast Guard Reserve.

c. General officer flags.

(1) For each general officer present at the head table of a reception or dinner, only one general officer “star” flag for each grade may be displayed, regardless of the number present for each grade.

(2) If two or more service general officers are participating in an event, star flags for each Service are displayed. The star flag of the senior officer precedes the others.

(3) Positional flags take precedence over personal flags. It is incorrect to display a four-star personal flag for the Chief of Staff or Vice Chief of Staff of the Army. When these individuals visit an installation or agency, someone in the official party normally carries a positional flag for this purpose. Keep in mind that the host’s flags are always displayed/flown.

(4) While AR 840–10 does not address the issue of the display of positional or personal flags of guests attending military functions, the HQDA procedure is to display the positional or personal flags of individuals participating

in the function. Positional or personal flags of guests in attendance but not participating are not displayed.

(5) Personal colors for retired general officers are not authorized for public display (AR 840–10, para 3–32), except when the officer is being honored at an official military ceremony. Also, if the officer is in attendance on the reviewing stand in an official ceremony and the flag displaying his or her rank is not already on display.

d. Flags of other nations. When flags of two or more nations are displayed, they are to be flown from separate staffs of the same height. The flags should be of approximate equal size. International usage forbids the display of the flag of one nation above that of another nation in time of peace (4 USCS 7 (2000)). The exception to this is when the President directs that the flag of the United States be flown at half-staff. In this instance the flag of the United States will be flown at half-staff whether or not the flag of another nation is flown at full staff alongside the United States flag.

4. Seating arrangements

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

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

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

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

(3) In completing the table plan, the second ranking man sits at the left of the hostess; the second ranking woman at the host's left. The third ranking lady sits at the right of the first ranking man; the fourth ranking lady at the left of the second highest-ranking man. This continues until all guests are seated. An exception to this arrangement would be if the guest of honor was an international visitor and language capabilities are in question, raising the need for a translator.

(4) If strict observance of rank would seat a wife next to her husband, one of them is moved. Pick that person to be moved and his new position carefully. Cause as little disruption of rank as possible.

(5) The host and hostess do not give up their positions at the head and foot of the table unless a guest is the

president, king, or queen of a country. When this situation occurs, then the visiting dignitary sits at the head of the table and his wife at the other end. To avoid making themselves the “guests of honor” by sitting to the right of the distinguished visitors, the hostess sits to the left of the visitors and the host sits to the left of the visitor's wife. The highest ranking remaining guests would then be seated to the right of the dignitary and his wife. This rule does not apply to the President of the United States and the First Lady. They do not relinquish their places at the head and foot of the table when they are host and hostess.

(6) The plan in figure 2 is for large official dinners.

(7) When there is an equal number of males and females, some females must sit at the outside places on one side of the table. In the past this has been considered undesirable. To avoid this, two places may be set at each end of the table. Another way is to seat two females together; that is, move the third and seventh females together, and move the fifth male to the position of the seventh female at the end of the table, or make similar changes with the fourth and eighth female and the sixth man.

(8) When there are more males than females, there will be fewer places on one of the sides of the table, and men will occupy the last positions. Place settings must be spaced farther apart on that side to balance the table.

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

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

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

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

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

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

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

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

e. Gentlemen—dinners and luncheons. Figures 8 through 11 show plans for seating guests at gentlemen only parties or luncheons.

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

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

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

(4) The arrangement of the host and co-host at a round table is in figure 11.

f. Ladies' luncheons. The plans in figures 8 through 11 may be used for seating ladies at luncheons. A member of the hostess' family or a close friend, other than the guest of honor, may act as a co-hostess.

5. Formal dinners

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

a. Dinner partners. At formal dinners, each man escorts the dinner partner, who sits on his right, to the dinner table.

(1) Each man may learn his partner's name from cards in small envelopes arranged on a silver tray in the entrance hall (see sample card in fig 12). At large dinners in hotels or clubs, a tray of name cards is usually placed in the room where cocktails are served.

(2) Each man opens his envelope or card in time to meet his dinner partner. The host makes certain that every man either knows or is presented to his dinner partner. At large official dinners, the aides make the introductions.

(3) After noting the name of his dinner partner on his card, each man checks the seating chart. The chart is usually displayed near the tray of name cards. It is

generally a table-shaped board that shows the location of each guest's seat at the table.

(4) The host leads the way to the dining room. He escorts the ranking female and seats her at his right. The hostess comes next with the ranking male, unless the guest of honor is of a very high position. In this case, the host (hostess) and guest of honor enter the dining room first. The host or hostess and ranking female (male) enter next. All other guests follow in pairs, in no particular order of precedence.

b. Place cards.

(1) The place cards most generally used are heavy white cards about 2 inches high and 3 inches long. The flag of the hosting official or general officer or a unit crest may be embossed or stamped in the upper left corner or top center. The title or rank and surname are handwritten in black ink. If two people of the same rank and last name are present, a first initial may be used.

(2) Sergeants through master sergeants are referred to as "sergeant." Sergeants major and command sergeants major as, "Sergeant Major." Second lieutenant and a first lieutenant are referred to as "Lieutenant," and lieutenant colonels and colonels as "Colonel," and all general officers as "General."

c. Smoking at the table. Smoking between courses or before the toasts is frowned upon at dinners. The safest rule to follow is, when there is the slightest doubt about smoking, don't. Remember, too, that most dinner guests do not appreciate the aroma of pipe and cigar smoke.

d. Interpreters. An interpreter may be required at a dinner for a foreign dignitary. The interpreter should sit close to the dignitary and the person for whom he/she is interpreting. Typical seating plans for an event requiring an interpreter are shown at figures 13 and 14. The interpreter's duties are so demanding that he or she will find it difficult to eat and interpret effectively at the same time. However, this does not preclude the interpreter from being seated at the table to the right of the foreign dignitary and being served as are the other dinner guests.

6. Toasts

a. Toasts are given upon various occasions—at wedding receptions, dinners, birthday parties, anniversaries, and dining-ins/outs. Today we honor individuals and/or institutions by raising our glasses in a salute while expressing good wishes and drinking to that salute. Etiquette calls for all to participate in a toast. Even non-drinkers should at least raise the glass to the salute.

b. Those offering a toast, male or female, should stand, raise the glass in a salute while uttering the expression of good will. Meanwhile, the individual(s) being toasted should remain seated, nod in acknowledgment, and refrain from drinking to one's own toast. Later, they may stand, thank the others, and offer a toast in return. A

female may respond with a toast or she may remain seated, smile at the person who toasted her and raise her glass in a gesture of “Thanks, and here’s to you.”

c. At a formal event, the host initiates the toasting, Mr. Vice/Madame Vice at a Dining-in/out, or any guest when the occasion is informal. The subject of the toast is always based upon the type of occasion. General toasts would be “to your health,” or to “success and happiness,” although special occasions such as weddings or birthdays would require toasts more specific in nature such as, “to Mary and John for a lifetime of happiness and love” in the case of a wedding, or on a birthday, “may your next 25 years be as happy and as successful as your first 25 years.”

d. When you are the one making the toasts at a formal occasion, you must be well prepared. You must have advance information about the person or persons to be toasted in order that your remarks are pertinent, related

to the individual, and are accurate. If he or she is a close friend, you may make a more personal remark.

e. Toasts are generally given at the end of a meal, during or after dessert as soon as the wine or champagne is served and before any speeches are made. Toasts at dining-ins or dining-outs are often presented just prior to being seating for the meal.

f. At a small dinner a toast may be proposed by anyone as soon as the first wine has been served, and guests stand only if the person giving the toast stands. More than one toast may be drunk with the same glass of wine.

g. When toasting Prisoners of War water should be used as the toasting beverage.

h. For toasts to foreign guests or to heads of state, see appendix C (DA Pam 600-60, 11 December 200) or contact HQDA (SAUS-IA-FL), Foreign Liaison Protocol, at (703) 697-4762 or DSN: 227-4762.

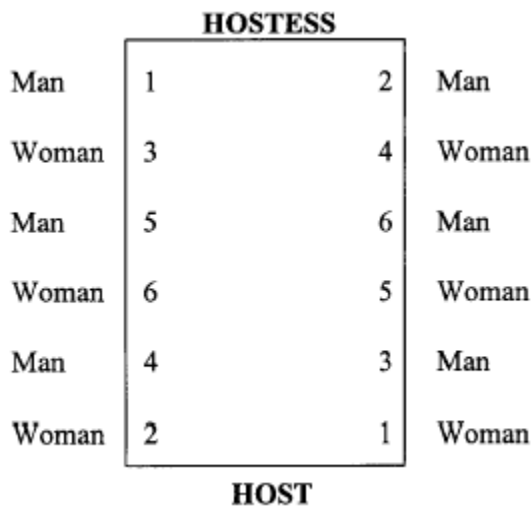


Figure 1

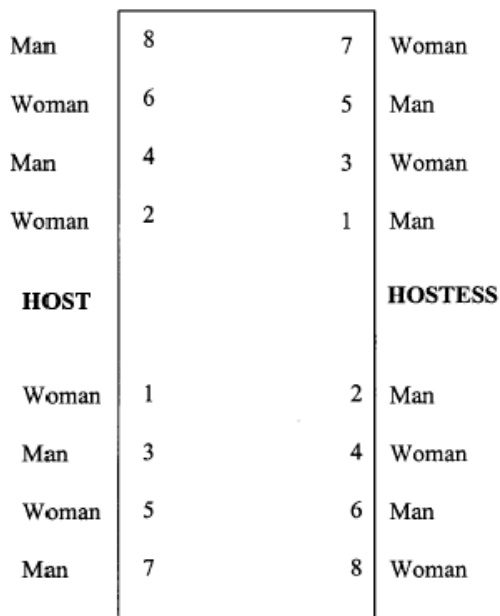


Figure 2

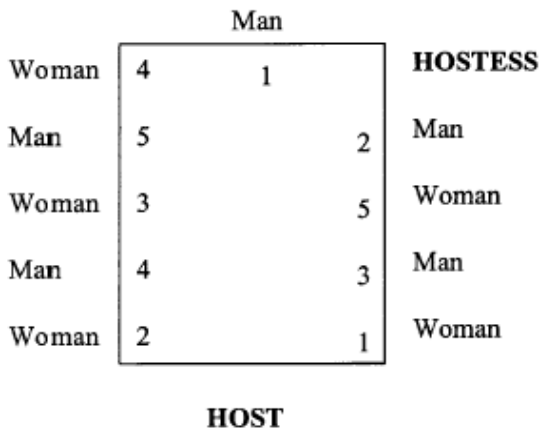


Figure 3

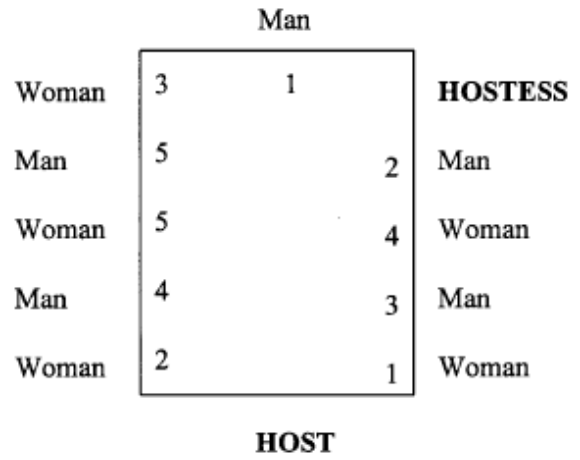


Figure 4

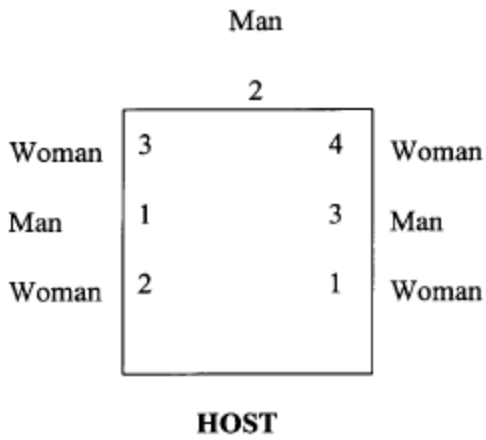


Figure 5

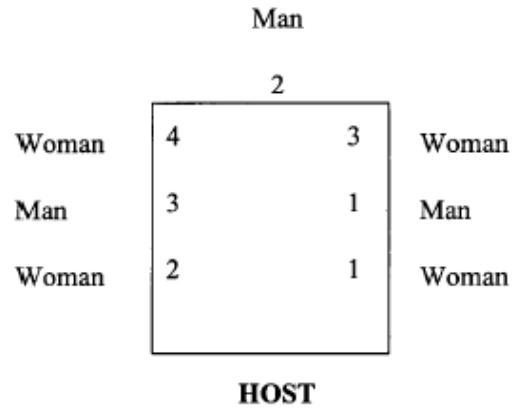


Figure 6

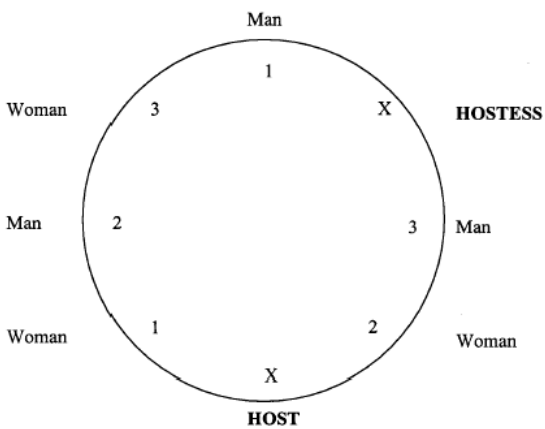


Figure 7

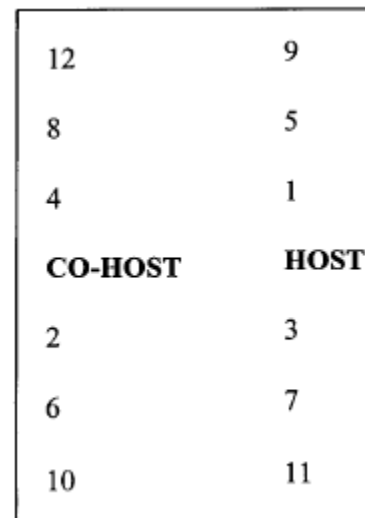
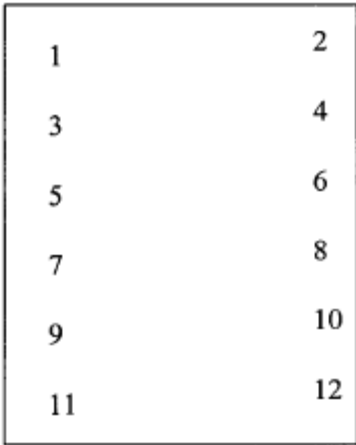


Figure 8

HOST



13

Figure 9

3 1 H 2 4

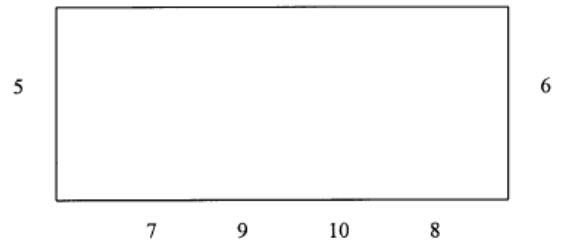
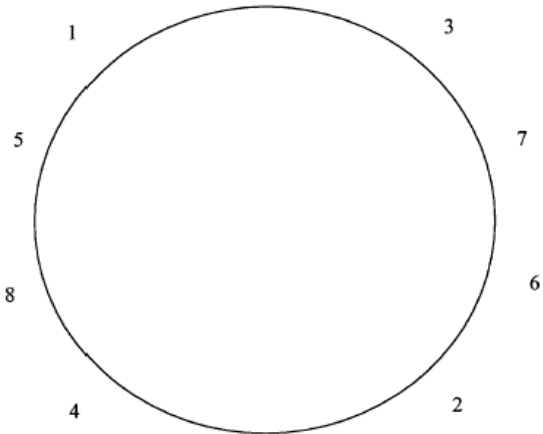


Figure 10

HOST



CO-HOST

Figure 11

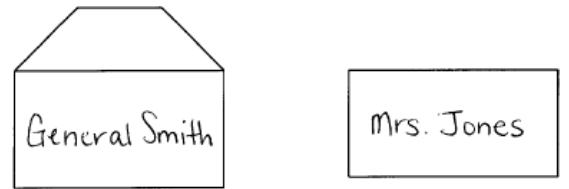
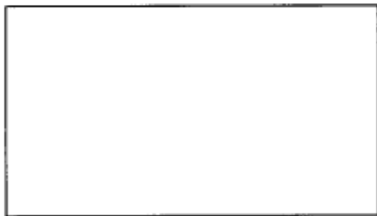


Figure 12

GUEST INTERPRETER

X X X



X X X

HOST

Figure 13

HOST

GUEST

INTERPRETER

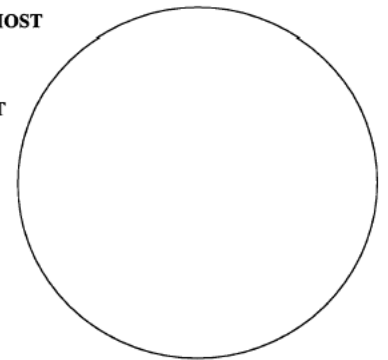


Figure 14

Entertaining and Planning

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

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

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

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

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



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

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

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

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

- Menu cards
- A [Seating Chart](#)
- Place cards (first name printed on the back)
- Guest book card
- Points of contact for entertainment

Menu Planning - The host/hostess should give you specific requirements and instructions on the type of menu required. The type of function will dictate the menu. The important factors are:

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

Guidelines

- Select recipes from reliable sources.
- Compare recipes with similar recipes from different sources.
- Determine availability of ingredients.
- Determine if the recipe can be prepared with existing kitchen facilities.
- Convert the recipes to the amount of portions that will best be suited to the operation or occasion.
- Test the recipes.
- Prepare and cook the food items according to the recipe directions.
- Evaluate the preparation capability of the equipment, cooking methods used, and experience of the staff.
- During the evaluation, make notes and corrections in procedures and methods used.
- Determine if the recipe is cost effective in terms of preparation and cooking time.
- Evaluate the prepared food item for desired quality and appearance to determine whether the item can be prepared and served within constraints.



Note: Acquire alternate or supplemental equipment and facilities when existing kitchen facilities are not adequate.

Inventory - Conduct an on-hand inventory of food items and other required items.

- Record and make note of items that are "below" stock levels for planned menus.
- Record these items on your shopping list.
- Purchase quality items through post or local commissary as is practical before seeking outside retail purchases.
- Shop as early as possible to ensure availability of goods. Shop as late as possible to ensure freshness of perishables.

Compile a Purchase List

- Prepare a complete shopping list of items to be purchased.
- Determine and select place to purchase items.
- Maintain an index card listing of particular retailers as a reminder for any future purchases including items purchased, quality, and timeliness of delivery.
- When shopping, compare labels for content, freshness, and quality.
- Always check with host/hostess for recommendations.

Arrange Seating

- Review the seating arrangements.
- Select appropriate seating arrangements for the particular occasion.
- Arrange seating for the occasion.

Note: Check with host/hostess for preferences.

Set Table

- Select the appropriate table setting.
- Review the table settings.
- Select the appropriate table setting for the particular occasion.
- Select and place appropriate (matching) table linen, place mats, and napkins on the table.
- Arrange the table setting correctly for the particular occasion.

Prepare Decorations

- Ensure that centerpiece conforms to the theme of the occasion.
- Ensure that the colors in the centerpiece or arrangement harmonize with the colors of the table service, tablecloth, and napkins.
- Ensure the centerpiece container is as much a part of the picture in quality, texture, and color as the chinaware, crystal, and silverware.
- Place the centerpiece where it contributes to the interest and charm of the complete setting. The size of the centerpiece depends on the size and shape of the table, but it should not be so tall or large that guest cannot see over it.
- Make the arrangement in proportion to the length and size of the table.
 - Buffet Table: Use any height arrangement.
 - Sit-Down Affair: Recommend low arrangement.
 - Coffee/Tea: Recommend tall arrangement.
- **Serve Meal** - Follow the correct procedures for service. Always serve from left, remove from the right.



Serving Tips for Plated Service

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

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

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

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

Types of Occasions

Brunch - A brunch is similar to any formal luncheon or dinner. It is usually served between 1100 and 1300 and consists of a combination of breakfast and lunch. Items typically found on a brunch menu consist of; ham, quiche, fruit compote, muffins or scones, sweet rolls or pastries, fruit juice, coffee or tea.

Coffee - A coffee is an informal entertainment that is popular for spouses of a unit and held on a weekday. It provides an opportunity for spouses to get acquainted informally. A coffee is usually held between 1000 and 1130 and the menu is similar to breakfast. Items typically found at a coffee consist of Coffee, Tea and Punch, Pastries -sweet and savory, a variety of finger foods, fresh fruit platter, or a special dessert may be served.



Luncheon - Most luncheons are official occasions frequently held in honor of a visiting dignitary at your base, post, or station.

- Luncheons usually start at noon or 1300.
- Formal luncheons have three or four courses.
- Informal luncheons can only have two courses.
- Cocktails are offered approximately 30 minutes before the meal is served.
- One wine is customarily served at the luncheon table if that is the desire of the host. Light wines are usually served at luncheons.
- Menus are simple, such as; quiche with a salad, salads and sandwiches, fruit, or a special dessert may be served.

Tea - A tea is a "get together" given to meet a house guest or a special person. Often a special person is honored and the guests greet that person in a receiving line.

- Teas for a few or many guest usually start at 1600. They may also be held at a time designated by the host; any time between the hours of noon and 1600 may be appropriate.
- The tea table is always covered with a lace or an elaborate cloth.
- The food served at a tea varies could consist of; tea, punch, dainty finger foods, sandwiches and small cakes, small rolls or biscuits filled with hot creamed chicken, small tarts, pastries, cake, nuts, and mints.

Formal Dinner - Follow all procedures for formal dining.

- Review a formal place setting in an etiquette book, if necessary.
- Designate dinner partners and tables by seating charts or escort cards.
- Put place cards on the tables.
- Serve several courses by stewards, waiters, waitresses, or aides.
- Serve hors d'oeuvres between 1900 and 1930.
- Serve dinner between 1930 and 2000.

Menu for Formal Dinner

Menus for formal dinners vary. The following example provides courses with the wines that accompany each course and may be changed to three, four, or five course menus by omitting certain courses.

Sequence of Courses and Course Wine

- Shrimp cocktail, oysters or clams on the half shell, or fruit cup --White Burgundy.
- Soup (usually clear) -- Sherry.
- Fish, hot or cold --White wine.
- Main course of meat and vegetables -- Claret.
- Main course of game and vegetables -- Burgundy.
- Salad -- No new wine.
- Dessert -- Champagne.
- Fresh fruit -- Champagne.

Formal Dinner Examples

- A five-course dinner could be soup, fish, main course, salad, and dessert.
- A four-course dinner could be soup, main course, salad, and dessert.
- A three-course dinner could be soup, main course (with asparagus instead of salad), and dessert.
- Note: Red, white, pale, or rust wine is appropriate, depending on main meat entree.
- Serve rolls with the meal only if requested by the host/hostess.
- Serve coffee after dinner.
- Serve mints after the final course (optional).
- Serve liqueurs, but not at the dining table.

Buffet - A buffet meal is a favorite form of serving many guests in a small space with or without help. Guests serve themselves from a buffet table and eat at designated locations throughout the house. The host or hostess may choose to pass the foods again or ask the guests to return for seconds. Most often the Aide de Camp, executive officer, or specific friends assist.

- The time of the buffet varies depending on the desire of the host or hostess.
- Buffet menus varies, but may include roast beef, turkey, or ham; salad and dessert; a main course of meat and vegetables, with or without salad and dessert; or a casserole, salad, and dessert. The meat dish, such as chicken a' la king or any of the curries that are favored, can usually be prepared in advance.
- Coffee is passed or served in the dining area.

Cocktail Party - This is a type of party to say hail and farewell, to entertain special guests, or just to visit socially. Cocktail parties vary in size from a handful to many people. These parties are customarily held during or near the close of daylight hours as desired by the host or hostess. A choice of drinks should be made available. Finger foods and heavy or light hors d'oeuvres may also be served.

- Drinks may be served from a bar or passed around on a tray.
- At small cocktail parties, the host may act as a bartender.

Reception - Formal and informal receptions are large parties held to honor individuals, couples, or groups. At formal receptions, such as the ones held by the commanding general, guests go through a receiving line.

- Receptions are held at various hours, according to their nature, with less formal affairs frequently held from 1800 to 2000.
- Foods served at receptions are as simple or as elaborate as the host desires and the occasion requires.
- One room is usually set aside for food, but more rooms may be needed at large receptions.

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

Special Note - Foreign Countries

Some of the following customs are observed in foreign countries:

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

Table Settings

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

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



Table Linens and Coverings

- The traditional formal dinner table is covered with a white or ivory damask tablecloth. The modern white or pastel colored cloth of damask, lace, or linen may be used. Place mats of the same materials may also be used.
- The tablecloth should not hang over the table more than 18 inches, nor less than 12 inches. A silence pad should fit the top of the table, flush to the edges, with the table cloth placed over the pad. Ensure the tablecloth hangs evenly on all sides.
- Matching napkins should be placed for each guest. Lace, linen tablecloth or placemats may be used for the formal luncheon table. Cocktail napkins are used before the luncheon or dinner and may be cloth or paper.

Candles - If candles are chilled for several days before use, they will drip less and burn longer.

Place Settings - The place settings are as important if not more important than the table settings. The diagrams will show the preferred method for the place settings for most occasions. As always, check with the host/hostess for their preferences. Listed below are the most preferred linens and coverings. Always check with host or hostess for preferences and recommendations.

Occasion	Linens and Coverings
Breakfast	Silence pad under tablecloth linen Tablecloth Colored placemats
Luncheon/Dinner (Informal)	Silence pad under tablecloth linen Linen or lace placemats Damask tablecloth (always over silence pad) Sheer tablecloths laid directly over the table top Placemats with matching napkins Attractive table runners suitable for the occasion
Formal Dinner	White damask tablecloth over a silence pad Linen tablecloth over a silence pad Lace placemats with matching napkins
Buffet	Tablecloth over a silence pad Placemats with matching napkins
Teas	Floor length tea cloth on a small round tea table (This presents a graceful appearance for formal teas.) Tablecloth with matching napkins, matching or harmonizing with the tea cloth



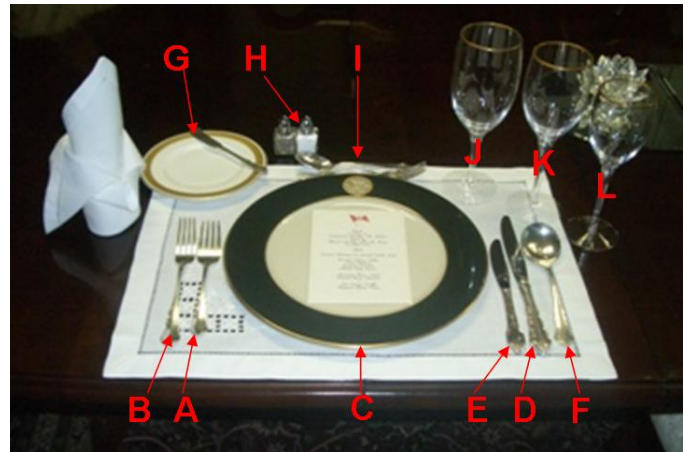
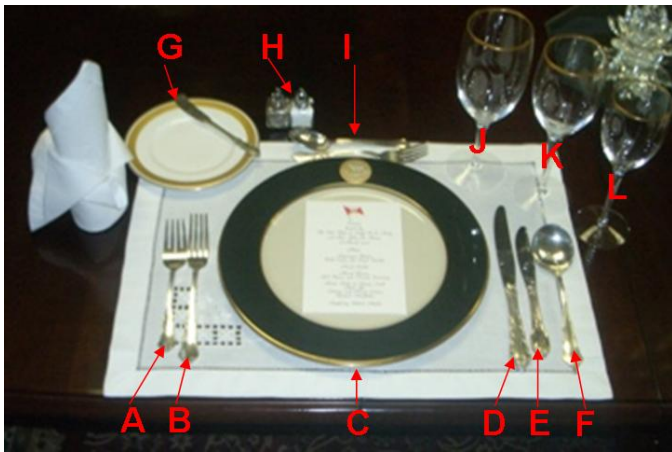
The diagrams below are for the buffet service.



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

Formal Meal Service

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



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

Record Expenditures

General - You must maintain official records and receipts of expenditures for official events or functions, related to the general's official duties. Record entries accurately in a ledger and annotate required forms to show proper use of funds. Spending funds from an official account must be approved by your local Protocol Office and reconciled by their designee immediately following (or at least by the next day) any event using those funds. Receipts must accompany the [Official Entertainment Balance Sheet](#) (sample provided at the end of this handbook.) If official liquor inventories are used, the [0012 Liquor Inventory Control Sheet](#) must accompany this package.

Receipts - Submit official expense records to designated office for accountability. Organize the official expenditure documents, party expense sheet, store receipts, and commissary and/or store purchase itemized list.

- Add each subtotal on the party expense sheet to gain an overall total.
- Attach all originals, copies, and receipts of purchases.

Recheck all figures to ensure the receipt totals equal the total amount actually spent so that the balance to be turned in is accounted for. Assemble completed documents in logical order and annotate for clarification and justification as necessary. Forward documents to designated office or individual as required.

Official Records

- Maintain duplicate copies of all official expenditures and receipts.
- Establish files according to directives received from your local Protocol Office, Budget Analyst, or NCOIC.
- Copies of all paperwork submitted are not required but are recommended.



Quarters 1, Fort Myer, VA

Stocking and Setting Up a Bar

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

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

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

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

Liquor

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

Wines

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

After Dinner Liquors

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

Beer - Beer should be placed in an ice chest and iced down at least 4 hours prior to the start of the function. A selection of Light and Full Bodied Brews should be considered.

Non-Alcoholic Beverages - Non-alcoholic beverages consist of:

- Sodas- Coke, Diet Coke, Sprite, etc.
- Juices- Orange, grapefruit, cranberry, pineapple, and tomato.
- Club soda.
- Tonic water.
- Sparkling mineral water.

Garnishes - Garnishes are vital to flavor and eye appeal of the drink. Generally the kinds of garnishes used are lemon and lime wedges, cocktail onions and olives for martinis, and cherries. Cut the lemon or lime in half lengthwise. Cut into ¼ -inch slices, and then cut those slices in half.

Maintenance and Service Items - You should have the following items when maintaining your bar and serving your guests.

- Bar towels.
- Trash cans.
- Trash bags.
- Beverage napkins.
- Bar spoon.
- Measuring devices.
- Ice scoop.
- Bottle opener, corkscrew, and can opener.

Placement of Items - The trick to running a smooth bar operation is the placement of the items being used. The table below lists the items and placement for a smooth operation. The location of the bar must be taken into consideration; it should be accessible to the guests but away from the food table. It should not be so large for the room that it dominates the area.

Item	Placement
Bar	Centered but out of the congested area
Tables	Directly behind the bar, but leave enough walking space
Glasses	Wine glasses – On the top shelf inside the bar Highball – On the second shelf inside the bar Rock glasses – Next to the highball glasses inside the bar Pilsners – On the third shelf, inside the bar Liquors Place on top of the bar, to the left or right
Wine	Decant into carafes, on top of the bar opposite the liquors
Beer	Place in ice chest with ice, set on table behind the bar
Sodas	Place on table behind the bar and place one can of each soda on the top of the bar to allow guest to see the selection
Juices, sodas	Place one of each on top of the bar, and then place the extra supplies on the table behind the bar
Garnishes	Place on top the bar next to the liquors
Service Items	Place on top the bar, in an area where they are accessible
Trash cans	Place on both sides of the bar, with a tablecloth wrapped around it
Scoop	Place with ice

Bar Equipment - The checklist below is only a guide; items may be added or deleted to suite your needs.

Cocktail shaker with top	Lemon-lime squeezer
Bottle opener	Stainless-steel knife
Corkscrew	Ice bucket
Set of ice tongs	Long handled mixing spoon
Bar strainer	Cutting board
Large mixing picture	Coasters
Jigger (1 ½ ounces)	Stirrers
Muddler (stir sticks)	Napkins



1.5 oz Shot glass



4 oz Cognac



5.5 oz Champagne



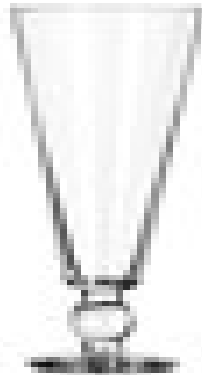
6oz Brandy Snifter



10 oz Pilsner



10 oz Rock Glass



Pilsner



12 oz Beer Mug



11 oz Wine Glass



14 oz Specialty Glass



Cocktail / Martini Glass



8oz Highball

Quarters Operations

Introduction - The quarter's operations are very important day-to-day responsibilities. There are many tasks to be performed and time management is a must. The enlisted aide is required to clean and maintain the general's quarters while properly preparing uniforms and nutritious meals.

Reporting Damage

Constantly and consistently look for damaged or deteriorating surfaces and areas. Check for and report any places where loose or cracked plaster, missing roof tiles, or leaks in the basement may indicate general decay of the foundations. Be sure to scan the ceiling for stains that may indicate a leak from the floor above or other invasive water problems and report any decay or damage to NCOIC of quarters or authorized personnel. Track these deficiencies using the [Work Order](#) Tracking Form.

Maintaining Linens

General - Clean linens (damask napkins, table cloths, and doilies) using washer set on a delicate cycle, or send them to the laundry. Ensure linens are not damaged during cleaning and pressing process if they are done in quarters. Linens used for formal meals should be stored separately from those used every day. Only clean, dry linens should be stored.



Washing Linens

- Maintain labels and refer to manufacturer's cleaning instructions.
- Wash in HOT water and detergent, if linen is pre-shrunk.
- If you do not know whether the linen is pre-shrunk, use COLD water and cold water detergent.
- Avoid chlorine bleach and enzyme products when washing linens.
- Sort linens by type and size stack them and then roll them in a lint free towel.
- Linens can be stored in a designated refrigerator for up to one week in this manner.

Pressing Linens

- Separate linens by category (napkins, tablecloths, and doilies).
- Iron damp linens on the back side to keep the embroidery full, one at a time with a hot iron.
- Fold linens.
- Check with Host/Hostess for any special folding requirements.

Linen Storage

- Separate everyday linens from those that are used for formal meals.
- Place linens in appropriate storage areas by category.
- ONLY store clean, dry linens.

Maintaining Lead Crystal

General - Maintain and wash lead crystal using recommended procedure. Handle only one piece of crystal at a time. Wash in warm soapy water using a mild product, rinse in hot water. Dry with one cloth and polish with another. *Never hold stemware by the stem and twist the bowl, it will likely snap the stem off.*

Washing Crystal

- Prepare warm soapy water using synthetic detergent.
- A rubberized pad may be placed in the bottom of the washing sink.
- A capful of vinegar may be used in the wash water.
- Do not use ammonia on crystal that has a decorative trim; it can fade the color.
- Prepare hot rinse water.
- Lift crystal by the stem, one piece at a time, to prevent breaking.
- Wash each piece by holding crystal by its cup and using a lint-free cloth or sponge.

Rinsing Crystal

- Dip crystal, one piece at a time in hot rinse water.
- Place rinsed crystal upside down on a soft cloth to drain and avoid chipping.

Drying Crystal

- Use lint-free cloth to dry crystal.
- Lift each piece of crystal by the stem.
- Dry crystal one piece at a time by holding its cup firmly to ensure it does not slip out of your hands.
- Place dried crystal on a flat surface.

Polishing Crystal

- Use clean, dry lint-free cloth to polish crystal.
- Polish one piece of crystal at a time.
- Place on a flat surface after polishing.

Storing Crystal

- Separate crystal according to use.
- Place the crystal in its designated storage area in the upright position.
- Ensure that crystal is stored in a neat, orderly manner, and not touching each other.



Window Cleaning

General - Use the appropriate cleaning supplies to remove all spots and dirt from panes and picture windows. Remove all dust and lint from the frames and window sills.

To clean windows

- Spray cleaner on window or wipe on with a sponge.
- Wipe the glass clean with soft paper towels, window wipes or newspaper.
- Dry glass thoroughly.

WARNING: DO NOT mix any chemicals together; use only one in each washing solution! Ammonia solutions and solutions containing alcohol or bleach should be handled carefully because they may damage painted, lacquered, and varnished surfaces and **will cause severe physical impairment**.

When cleaning window panes or glass do not

- Scrub glass with dirty cloth.
- Work on windows when the sun is shining directly on them.
- Use soap, ever.
- Sit on window sill with your body extended outside the window to clean exterior windows.

Ceiling and Wall Cleaning

General - Dust and spider-webs present a constant cleaning requirement and inspections for them should be included in your daily walk through of the quarters. Chair rails, baseboards, and window sills will stand out when regularly maintained.

Ceiling Dusting - Use a cloth-covered broom or other appropriate equipment to dust entire ceiling, especially in all corners and around light fixtures.

Using a Preservative on chair rails, baseboards, window sills

Follow the steps below for adding a preservative to the surfaces.

- Carefully apply approved wax, lemon oil or polish.
- Buff or rub wax or polish in thoroughly.
- Be sure to wipe up excess wax or polish to avoid dust-catching, slippery surfaces.

Light Fixtures - Follow the steps below to dust and clean light fixtures.

- Regularly dust light fixtures.
- Carefully clean light bulbs by unscrewing them and allowing them to cool and then clean with an appropriate cleaner, dry completely to get a brighter glow.
- Periodically remove the parts of fixtures that can be removed for deep cleaning.
- Wash in warm, mildly soapy water.
- Rinse fixture parts and dry completely.
- Replace cleaned fixture parts properly.



Cleaning the Bathroom

General - The bathroom is part of the community area used by guests. Replace soiled towels and washcloths with clean ones. Empty and clean wastebaskets. Remove dust from baseboards, windows, and draperies. Clean and dust specified areas with the proper equipment, solutions, and techniques. Remove mildew and mineral deposits from ceramic tile.

Bathroom Accessories

- Check for dust on doors, baseboards, windows, window sills, and draperies/curtains.
- Remove dust with damp cloth or other approved dusting/cleaning solution.
- Check mirrors for smudges, stains, and other marks.
- Spray mirrors with appropriate glass cleaner.
- Wipe mirrors with dry, lint-free cloth or paper.

Sink

- Use damp cloth or sponge with an approved commercial cleaner.
- Wash entire area around the item.
- Rinse the sink thoroughly.
- Dry the sink with a clean (lint-free) dry cloth.

Toilet Bowl

- Use damp cloth or sponge with an approved commercial cleaner.
- Clean the entire area, inside and out.
- Rinse item thoroughly.
- Dry item with clean (lint-free) dry cloth.

Mildew

- Use chlorine bleach (1 cup to each gal of water), or another approved commercial cleaner to wash mildew areas.
- Use a small stiff brush to scrub the area.
- Rinse thoroughly.
- Dry completely.

Floor Areas - Use the following steps to mop the floor areas.

- Use soap, detergent, or another approved commercial cleaner mixed with the proper amount of water to clean floors.
- Using mop, wet the floors thoroughly with solution.
- Mop in corners, around doors, and around toilet bowls.
- Change water solution, when necessary.
- Wring out excess water from mop.
- Dry mop floor completely.
- Let the floor air dry.

Tissue Rollers and Dispensers -Check tissue rollers/dispensers. Fill tissue rollers/dispensers as necessary.

Floors

Carpet Maintenance

General - Operate the vacuum cleaner and carpet shampooer properly according to the manufacturer's instructions and requirements. Maintain and clean carpets using the appropriate cleaning supplies to remove any spots, stains, or odors.

Vacuuming the Carpet

- Use slow forward and backward motions, vacuum entire carpet area.
- Slow movements result in the most effective soil removal.
- Vacuum slower and more often in "traffic lanes."
- Carpet becomes soiled at an uneven rate due to the "traffic lanes" accumulating more soil than the surrounding carpet.

Immediate Action for Spilled Substances or Wet Spots

WARNING: Never pour a solvent or undiluted cleaner directly on the carpet/rug.

- Blot up any liquid with a paper towel or cloth.
- Dampen a sponge or cloth in lukewarm water or approved commercial cleaner for the particular spot or stain.
- Sponge the stain with the dampened sponge or cloth.

Note: Do not scrub roughly; wipe and pat to avoid disturbing the pile. A soft, bristled brush or fingertips may be used to work the cleaning solution into the soiled carpet area.

- Use another clean, dry cloth; wipe up excess moisture.
- If necessary, place another clean, dry cloth over the spot and stand on the cloth about 30 seconds.
- Remove the cloth.
- Repeat steps 2 through 6 until spot is removed from carpet or rug.

Note: Club soda or tonic water used directly on spots and wiped dry will usually remove the spots completely.

Carpet Cleaning - Room Preparation

Follow the steps below to prepare a room for carpet cleaning.

- Remove furniture and area rugs from room, or place to one side of the room until the other side is vacuumed, cleaned, and dried.
- If furniture must be left in place, protect base of furniture legs by placing small plastic bags under/around legs and secure in place with masking tape or rubber bands.



Shampooing the Carpet

- Read and follow manufacturer's instructions carefully when using an approved commercial cleaner and shampooer to clean carpet or rug. (Maintain a file folder with manufacturer's suggestions for cleaning and maintaining carpets.)
- Allow the carpet to dry completely.
- Vacuum the carpet to remove any carpet fibers that may have been loosened.
- Return furnishings to their original location.

When it is necessary to move furniture to open a room up for a function, ice placed into the divots left by the furniture will revive the carpet and bring the pile back in 12 to 24 hours.

Finally some Do's and Don'ts

- DO** Place folded wax paper or plastic bags under table and chair legs to prevent stains when shampooing carpets.
Lift and remove furniture that can be moved before shampooing carpets.
Turn area rugs around every 2 weeks or so to distribute wear and tear.
Air manageable rugs in the sunshine occasionally.
Snip off fiber ends that may be hanging or have pulled loose.
- DO NOT** Wet carpets excessively.
Let furniture stand on wet carpet if it can be avoided.
Walk on a dampened carpet or rug.
Shove furniture across a rug.

Hardwood Floor Maintenance

Floor Dusting - Dust floors by mopping entire area with dampened mop to remove dust and other loose particles. A vacuum may be used and is especially helpful with pet hair, but it must be set to its lowest setting so it will not rise or blow dust. It is preferred to use a push broom or "Swiffer" to clean the floor, especially if the area is large.

Buffing a Wood Floor -It may become necessary to polish/buff the floor to bring back its luster. If you have a buffer available, read and follow manufacturer's instructions carefully. As you polish the floor, let your motions follow the grain of the wood. Remove spills promptly with a damp cloth.

Cleaning Furniture

General - All designated items (within the official entertaining area) must be cleaned with proper supplies, cleaning solutions, and equipment. The appropriate techniques must be followed in cleaning furniture. Always maintain labels from furniture and refer to manufacturer's instructions when cleaning. Check with host/hostess for preferences of polishes, waxes, or oils to be used on furniture.

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

Polishing Wooden Furniture

- Select and use the appropriate polish, wax, or oil for the particular furniture.
- Apply polish, wax, or oil sparingly; rub with the grain of the wood using a soft cloth.
- Rub with a soft cotton flannel cloth to polish.

Note: Too much polish (whether oil or wax) makes the polishing job difficult.

Furniture Treatment - Check with the General, spouse, or NCOIC on proper maintenance policies and procedures before attempting to treat furniture.

Furniture Recommended Treatment

Leather	To keep from cracking, condition with a commercial leather conditioner. Do not use waxes or mineral oil.
Vinyl	Clean with a solution of mild dishwashing liquid and warm water. Rinse with a damp sponge. Polish at least once a year with a creamy furniture polish after cleaning.
Wickerwork	Dust regularly with a soft brush dampened with furniture oil or water. Moisten once a year with a fine spray of water to keep fibers from drying out, or shrinking. Dry in the sun, if possible.

Food and Beverage

Food and Beverage Procurement

General - The purchases of food items must be made with regard to providing menus with variety and adequate nutrition. Attention must be paid to seasonal and locally produced food items and special emphasis is placed on predetermined budgetary constraints. Personal preferences for dietary or religious requirements must also be taken into consideration. Coordinating a [Shopping List](#) will make this process easier.

Obtain Funds - The method used to obtain funds and the manner in which they are spent encompasses a set of issues which is personal in nature and can only be determined by the general.

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

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

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

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



Personal Accounts - For accounting purposes, it is best to group these deposits and expenditures by month and year. Reconciliation of this ledger must be performed with the general or their spouse as frequently as deemed necessary. The [Monthly Household Cost Report](#) can simplify this process and may serve well to post in an easily accessible location, such as on the side of the refrigerator.

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

Reimbursements For Expenditures - If applicable, you may want to establish an account whereby you can be reimbursed for the mileage you accumulate while driving your POV in the performance of your official duties. The [SF 1164](#), Claim for Reimbursement for Expenditures on Official Business, is the form you will need for this procedure.

Record Expenditures

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

Receipts – Regularly submit expense records to the general or spouse for accountability. Organize the store receipts, commissary, and itemized purchase lists.

- Add each subtotal on the party expense sheet to get a total.
- Attach all originals, copies, and receipts of purchases.
- Assemble completed documents in logical order and annotate for clarification and justification as necessary.

Petty Cash Fund

The general and spouse will establish the amount of cash to be maintained in the quarter's petty cash fund. These monies are for family personal needs that include laundry, dry cleaning, and related personal household items. Keep monies in a secure lock box in a designated location. When requested by the general or spouse to make specified purchases from petty cash, make a note of instructions given. Remove the appropriate amount from the cash box.

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

- Date of transaction.
- Locations of purchases.
- Amount of money subtracted from the balance.
- New or running balance.
- Maintain purchase receipts in designated file or ledger.
- Place change in the lock box and secure it.
- On a regular basis, count the cash in the lock box to ensure the ledger balance and the lock box monies are equal.
- Upon request from the general or his spouse, provide the current balance of the petty cash fund.
- Replenish petty cash fund upon instructions from the general or spouse.



Food and Beverage Storage

Food Items - A "First-In and First-Out" (FIFO) policy must always be used.

Refrigerated items should be stored as follows.

Category	Temperature Range
Meats and poultry	34° -38° F
Fish and shellfish	33° -38° F
Dairy products	34° -38° F
Fruits and vegetables	36° -39° F
Frozen foods -	10° - 0° F



Beverages - Wine bottles must be stored on their sides. White wine should not be exposed to sunlight. Storage temperatures for beverages must be maintained as follows.

Beverage	Temperature Range
Spirits	60° - 68° F
Beer	38° - 45° F
Red wine	55° - 60° F
White & Rose wine	40° - 45° F

Semi-Perishable Items

- Move the oldest stock from the back to the front of the storage area.
- Remove old stock from shelves.
- Ensure that storage area is clean. Wipe dust and food spillage from the shelves.
- Check availability of storage space.
- Place new stock on shelves.
- Date all new stock before storing it.
- Place old stock in front of new stock.
- Store cases or large bags on pallets that is at least 4 inches above the floor level.
- Place the opened bags of flour or sugar, in their original containers, into stainless steel or plastic containers as required.
- Cover the food containers with tightly fitting lids.
- Place containers in storage area in a neat and orderly fashion.

Perishable Items - Routinely check the refrigerator and freezer cabinet temperatures. Keep refrigerator and freezer temperature log to record temperatures, if necessary.

- Ensure the air temperature of the refrigerators is 32 ° to 38 ° F (0 ° - 5 ° C.)
- Ensure the air temperature of the freezer is 0 ° F or below (-18 ° C or below.)
- Report refrigerator and freezer temperatures that are not within these limits to proper authorities.

Storage of Frozen Food Items

- Remove old stock from refrigerator or freezer.
- Place the old stock in a second freezer or refrigerator, if available.

Note: Clean the freezer from which you removed the old stock before replacing food items.

- Date all new stock before placing in storage.
- Place the new stock to the rear of the clean freezer.
- Remove the old stock from the second freezer or refrigerator.
- Place the old stock in front of the new stock, grouped by type, in the clean freezer.

Foods Requiring Refrigeration

- Remove the old stock from the refrigerator.
- Place the old stock in a second refrigerator, if available.

Note: Clean the refrigerator from which you removed the old stock before replacing food items.

- Place new stock to the rear of the clean refrigerator.
- Remove the old stock from the second refrigerator, if required.
- Place the old stock in front of the new stock in the clean refrigerator.
- Avoid odor-imparting and odor-absorbing foods within the same refrigerator.
- Place in separate refrigerators if available.
- Space or stack items to allow air to circulate around them.
- Check the refrigerators and freezers periodically to ensure the proper temperatures are maintained after cleaning and restocking.

Inspection of Food and Beverages

General - When purchasing goods for the general and his family you are entrusted with their funds to provide items of the highest quality. You need to be prepared to select items, detecting leaks, holes, cracks, and swelling in canned goods; grease, moisture, discoloration, and insect or rodent activity in dry storage items; offensive odors or the slimy condition of meat, fish, and poultry; molded or rotten fruits and vegetables; firmness or excess ice build up on frozen items to determine if thawing has occurred; and expiration dates on dairy products must be checked.

Inspection of Perishables - Perishables consist of meats, fruits, vegetables, poultry, seafood, milk, butter, cheese, eggs (fresh, frozen, or cured meats, and fresh or frozen fruits and vegetables.) Check perishable items for signs of spoiling.

- Check meat, poultry, and fish to make sure they do not have an offensive odor.
- Check fresh fruits and vegetables to make sure there is no mold or rot.
- Inspect frozen foods for signs of thawing and refreezing.
- Press the package with your fingers to ensure that it is firm.
- Make sure that the package is not hard on one side and soft on the other.
- Check frozen meat products to make sure that there is no frozen blood in the containers.
- Check the expiration date on dairy products to ensure it has not expired.
- Look for signs of insect or rodent infestation.

Inspection of Semi-Perishables

Semi-perishables consist of dried fruits and vegetables, canned goods, and packaged goods such as sugar, flour, or pasta products. Check containers or packages of dry storage items for discoloration that indicates:

- Exposure to greasy substances.
- Exposure to moisture.
- Evidence of insect or rodent activity.
- Inspect canned goods for leaks, holes, cracks, rust, or swelling.
- Check the expiration dates on items.

Refuse Disposal

Garbage and refuse must be kept in durable fly and rodent proof containers. Lids shall cover containers at all times. Containers used indoors shall be periodically cleaned. Outside containers shall be stored on or above a smooth surface or nonabsorbent material that is kept clean, graded to prevent accumulation of liquid waste, and maintained in good repair.

Installations Housing Management

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

Special command position

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

Public entertainment area

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

Chapter 9 Furnishings

9-23. National flags for family housing at Forts Myer and McNair

- a. Family housing residents at Forts Myer and McNair will be issued national flags (NSN 8345-00-656-1434) to be displayed on six-foot aluminum flag poles appropriately attached to the front of their DUs.
- b. Flags will be affixed to DUs and displayed per installation directives.
- c. Installation housing offices will establish procedures for issue and accountability of flags and requests for replacements.

9-25. Provision of household equipment

- a. *Ranges and refrigerators.*
 - (1) Government-procured ranges and refrigerators will be provided in Army-controlled family housing and in private rental housing in foreign areas occupied by eligible personnel.
 - (2) Ranges will be free standing or slide-in, and white in color. Ranges not conforming to sizes authorized in CTA 50-909 may be procured only when space is inappropriate for the specified sizes.
 - (3) Refrigerators will be free standing and white in color.
- b. *Clothes washers and dryers.*
 - (1) Clothes washers and dryers will not be provided in CONUS family housing except for CONUS housing occupied

by foreign personnel who are in this country on an exchange basis and for special command positions (para 13-14).

(2) In overseas areas, clothes washers and dryers are authorized for Army-controlled housing and private rental housing occupied by eligible personnel when determined by economic analysis to be more cost effective than shipment of personally-owned washers and dryers. Commercial-type washers and dryers will be procured for use in structures having common laundry rooms. Stacked washer/dryers or dryers may be procured and installed in those laundry rooms where space is restricted.

c. *Portable dishwashers.* Portable dishwashers may be provided in housing instead of installed dishwashers where it is considered impractical to provide permanently installed dishwashers.

d. *Household equipment.* Items of household equipment currently in use but not authorized under the above criteria may be retained until no longer serviceable but will not be replaced.

e. *Ancillary items for utility support in foreign areas.*

(1) When not provided by the landlord, issue and installation of necessary light fixtures and other components of utility systems are authorized for leased housing (Government or privately-leased) occupied by eligible personnel. Costs associated with the procurement, installation, removal, and maintenance and repair are chargeable to AFH maintenance or leasing funds, as appropriate. These costs include expenses for installing and removing light fixtures provided by eligible personnel.

(2) Portable electrical transformers necessary to allow the operation of personal appliances on foreign electrical power systems will not normally be provided by the Government. However, a MACOM may authorize their provision in hardship cases subject to the availability of funds.

f. *Microwaves and freezers.* In USAREUR, commanders in the grade of lieutenant colonel(05) and above and all general officers are authorized microwaves and freezers per CTA 50-909.

9-26. Draw curtains

a. Draw curtains, with or without valance, may be provided for windows as an alternate to window shades or venetian blinds and may be used on sliding glass doors. If, when providing draw curtains for a sliding door, there are one or more adjacent windows, matching curtains may be provided for the windows.

b. Draw curtains will be unlined and made of fire retardant synthetic cloth. They will be washable, shrink-safe, and designed to control radiant heat, light, and glare. Material should be heavy enough to provide privacy when closed, day or night.

c. Draw curtains may be cleaned at Government expense every 12 months or on change of occupancy. Draw curtains may be replaced when they become unserviceable.

- d. Cost of material, fabrication, and installation of draw curtains should be comparable to that normally expended for venetian blinds or shades.
- e. Draw curtains when installed to replace existing window coverings which are beyond economical repair are chargeable to maintenance funds. In cases, where there is no existing window covering, installation of draw curtains is categorized as an improvement to the dwelling unit and the cost of installing draw curtains may be charged as incidental improvements or construction improvements.

9-27. Wall-to-wall carpeting

- a. Carpeting installed as a prime floor finish is classified as installed real property. As such, initial procurement and installation may be done with construction funds. Replacement may be done with construction improvements or maintenance funds.
- b. Carpeting will be suitable for the level of traffic expected. It will be of a neutral shade. Bright colors, prominent patterns, white, off-white, pile, and shag carpeting will be avoided.
- c. Carpeting placed over another prime floor in good condition is classified as EIP. Its use in this manner is reserved for the public entertainment areas of GFOQ and installation commanders quarters (ICQ) (para 13-15).
- d. Carpeting may be placed over another unserviceable prime floor when an economic analysis justifies this use.

9-28. Resident-owned equipment

- a. Residents will not replace Government ranges and refrigerators with personal equipment without specific approval of the installation commander (may be delegated).
- b. Where Government equipment is provided OCONUS, the overseas shipment of similar personal items of household equipment is prohibited.
- c. Requests for installation of resident-owned equipment must contain information on the type of equipment, make, model, and characteristics pertinent to installation. Requests will be submitted in writing to the housing office.
- d. Resident-owned items will be installed, maintained, and removed and the premises restored to their original condition at the expense of the resident and subject to inspection by the housing office.
- e. The installation of resident-owned equipment will not be used as justification for improvements to the utilities distribution systems.
- f. All work necessary for the installation of resident-owned items will be approved by the installation commander (may be delegated). Payments for any work performed by the installation will be made to the appropriate FAO.
- g. The following items will not be installed by or for residents:
 - (1) Air conditioning units which require duct work or fixed water or drain connections.
 - (2) Attic or wall-type fans requiring permanent attachment to the building and structural modifications.
 - (3) Evaporative coolers requiring duct work.
 - (4) Domestic water heaters.
 - (5) Electric or gas wall heaters.
 - (6) Water beds. Permission must be obtained from the housing office before a resident may install a water bed. Normally, water beds will be installed only on slab-on-grade floors.

- (7) Hot tubs. Permission must be obtained from the housing office before a resident may install a hot tub inside or outside the DU. Hot tubs may be installed at resident expense when installation would not create a significant increase in utility costs to the Government. The DPW will ensure installation of the hot tub meets all building and safety codes.

9-29. Resident-owned window air conditioning units

Window air conditioning units are not considered furnishings. Paragraph 7-26 sets forth the policy on the use of resident-owned window air conditioning units.

Chapter 13

General/Flag Officer's Quarters

Section I, General

13-3. General policies for general/flag officer's quarters

- a. GFOQ will be managed economically considering the age and condition of the housing and the representational responsibilities of the residents. In general, decisions should be made using the "prudent landlord" concept; that is, would a prudent landlord in the private sector accomplish the proposed action? This policy applies to the maintenance, repair, and improvement of the DU and associated grounds and other real property, and to the provision, maintenance, repair, and replacement of furnishings.
- b. The high O&M costs associated with GFOQ demand special attention to assure all reasonable economies. While an alternative to high cost is replacement, the criteria for replacing such housing are restrictive. Thus, it is essential that all who have a role in the operation and maintenance of such housing exert maximum effort on preserving these housing facilities, particularly those linked to our heritage.
- c. Self-help by GFOQ residents is in concert with the "prudent landlord" concept. It is encouraged.
- d. O&M costs will be monitored. Where such costs are consistently above the average for all GFOQ, alternatives such as disposal, diversion, reallocation, conversion, re-designation, major repair, modernization, revitalization, improvement, or replacement should be considered. An economic analysis should be used to aid in determining the preferred alternative. The recommendations accompanying the analysis should discuss considerations given to non-economic factors such as size, location, and historic or architectural significance.
- e. GFOQ reports will be prepared for those DUs which meet the requirements set forth in paragraph 16-10.

Section II

Responsibilities for General/Flag Officer's Quarters

13-7. Housing resident

The GFOQ resident will comply with the following:

- a. Be aware of the contents of the applicable excerpt or summary of this regulation provided by the installation commander.
- b. Be generally familiar with the operations, maintenance, and improvement costs for the assigned DU, associated other real property, and designated grounds.

c. Personally sign hand receipts for furnishings provided by the Government. No one other than the spouse of the resident may sign hand receipts for furnishings on behalf of the resident without having a DA Form 1687 for that purpose on file in the housing office.

d. Be familiar with cost limitations and approval authority levels.

e. Cooperate to allow work to be done so that the accumulation of deferred work will be avoided.

f. Conserve utilities by the judicious use of heating and cooling in all rooms including those not used for family living.

g. Not request painting of a decorative nature or to satisfy personal taste.

h. Not request procurement of replacement furniture, carpets, or draperies, tiles, wall coverings, or other work on the basis of compatibility with personal furnishings or personal preference.

i. Be liable for damage to assigned housing, or damage to or loss of related equipment or furnishings, as set forth in paragraph 8-8.

j. Be familiar with the maintenance, repair, and improvement work planned and programmed for assigned housing.

k. Be familiar with the SYGP (para 13-28), the annual O&M budget estimate (para 13-29), and the quarterly O&M obligation report (para 16-10) for assigned housing.

l. Concur in the SYGP developed in accord with paragraph 13-28. Once MACOM approval is obtained, further approval by the GFOQ resident for work requests included in the plan is not required. Only major changes (paras 13-24 and 13-28) to the approved SYGP must be addressed with the GFOQ resident.

m. Personally sign the SYGP and any request for the following when not addressed in the approved SYGP:

(1) Incidental improvements when requested by the resident.

(2) M&R work (excluding all SO work).

(3) Disapproval of M&R work considered essential to the continued and long-term use of the DU. (See para 13-25.)

(4) Services in excess of the installation's levels for DUs. An example is a request for 3 weekly trash pickups when the standard is 2 weekly pickups.

(5) Special allowance items (special command positions only). (See para 13-18.)

(6) Waivers of limitations on furnishings cost and ages for furnishings replacements.

(7) Furnishings that require exceptions to policy.

Section III

Designated Housing

13-8. Designation of housing

a. The installation commander designates housing by pay grade groups in accord with paragraph 3-4. GFOQ are so designated.

b. The installation commander may also designate specific DUs for assignment to the incumbents of specific general and flag officer positions.

13-9. Special command positions

a. The Director of Administration and Management, OSD, has the authority to designate new special command positions and cancel old ones. Approved special command positions for which the Army is responsible are listed in table 13-1. (See glossary.)

b. To the maximum extent possible, a specific DU will be permanently designated for each special command position. ATTN DAIM-FDH, ACSIM, 600 Army Pentagon, Washington, DC 20310-0600 will be informed of such designation and has the authority to approve changes in the designated special command position DUs.

Table 13-1

Special command positions

Code: 01 Special Command Position:

Chairman, Joint Chiefs of Staff (JCS)

Code: 02 Special Command Position:

Director, Joint Staff, JCS, if Army

Code: 03 Special Command Position:

Commander-in-Chief (CINC), US European Command

Code: 04 Special Command Position:

Deputy CINC, U.S. European Command

Code: 05 Special Command Position:

CINC, Southern Command

Code: 06 Special Command Position:

CINC, Allied Forces Southern Europe

Code: 07 Special Command Position:

Deputy Commander, Allied Land Forces (ALF), Southeastern Europe

Code: 08 Special Command Position:

Chief of Legislative Liaison, Army

Code: 09 Special Command Position:

Director, Defense Security Assistance Agency, if Army

Code: 10 Special Command Position:

Defense Advisor, U.S. Mission, NATO

Code: 11 Special Command Position:

U.S. Representative, NATO Military Committee

Code: 12 Special Command Position:

Deputy Chairman, NATO Military Committee

Code: 13 Special Command Position:

CINC, United Nations Command and Combined Forces

Command/Commander, U.S. Forces, Korea

Code: 14 Special Command Position:

Chairman, Inter-American Defense Board, if Army

Code: 15 Special Command Position:

President, National Defense University

Code: 16 Special Command Position:

Director, Inter-American Defense College, if Army

Table 13-1

Special command positions—Continued

Code: 17 Special Command Position:

Director, Defense Special Weapons Agency, if Army

Code: 18 Special Command Position:

Director, Defense Information Systems Agency, if Army

Code: 19 Special Command Position:

Director, Defense Intelligence Agency, if Army

Code: 20 Special Command Position:

Director, Defense Logistics Agency, if Army

Code: 21 Special Command Position:

Director, National Security Agency/Chief, Central Security Service

Code: 22 Special Command Position:

Director, Defense Mapping Agency, if Army

Code: 23 Special Command Position:

Deputy General Manager, NATO Airborne Warning and Control System

(AWACS) Program Management Agency

Code: 24 Special Command Position:

Chief of Staff, Army

Code: 25 Special Command Position:

Vice Chief of Staff, Army

Code: 26 Special Command Position:
CINC, USAREUR

Code: 27 Special Command Position:
Commanding General (CG), TRADOC

Code: 28 Special Command Position:
CG, FORSCOM

Code: 29 Special Command Position:
CG, EUSA

Code: 30 Special Command Position:
CG, AMC

Code: 31 Special Command Position:
CG, U.S. Army, Japan (USARJ)

Code: 32 Special Command Position:
Superintendent, USMA

Code: 33 Special Command Position:
Deputy Chief of Staff for Intelligence (DCSINT)

Code: 34 Special Command Position:
Commandant, Command and General Staff College

Code: 35 Special Command Position:
Commandant, Army War College

Code: 36 Special Command Position:
(Chief of Staff, Air Force)

Code: 37 Special Command Position:
Chief, National Guard Bureau, if Army

Code: 38 Special Command Position:
AWACS Commander (if U.S.)

Code: 39 Special Command Position:
Deputy Defense Advisor for Research, Engineering and Acquisition, NATO (if U.S.)

Code: 40 Special Command Position:
Chief of Engineers/Commander, USACE

Code: 41 Special Command Position:
CG, USARPAC

Code: 42 Special Command Position:
Director for Strategic Plans and Policy, Joint Staff, JCS

Code: 43 Special Command Position: (Not used)

Code: 44 Special Command Position:
CG, U.S. Army Information Systems Command (ISC)

Code: 45 Special Command Position: (Not used)

Code: 46 Special Command Position:
Vice Chairman, JCS

Code: 47 Special Command Position: (Not used)

Code: 48 Special Command Position:
Director, Defense Commissary Agency

Code: 49 Special Command Position:
Commandant, National War College

Code: 50 Special Command Position:
Commandant, Industrial College of the Armed Forces

* Incumbents who are members of the United States Army will be provided appropriate housing by the Army. Responsibility for special allowance items for these positions has been assigned to the Department of the Air Force.

c. Incumbents of special command positions are entitled to residential housing with amenities appropriate to the level of official entertaining. These amenities include special allowances for table linen, dishes, glassware, silver, and kitchen utensils. Details are contained in section IV below and appendix J of this regulation.

d. Requests to establish new special command positions will be sent through the MACOM with full justification to ATTN DAIMFDH, ACSIM, 600 Army Pentagon, Washington, DC 20310-0600. Justification will include the following:

- (1) Title of position.
- (2) Normal grade for position.
- (3) Present incumbent of position.
- (4) Identification of DU proposed for such designation.
- (5) Reason for a special command position requirement. (Include magnitude of official public entertainment responsibilities.)
- (6) Impact if not approved.

Section IV

Furnishings for General/Flag Officer's Quarters

13–11. Furnishings management

Policy and procedures for managing furnishings are set forth in Chapter 9. This section covers the unique requirements for furnishings in DUs designated and used as GFOQ and ICQ.

13–12. Furnishings

a. *General.* Furnishings consist of furniture, household equipment, and miscellaneous items procured under special authority.

b. *Supplementary Furnishings.* Supplementary Government furnishings may be provided in Army-controlled housing designated for and occupied by a general or flag officer or an installation commander in the grade of colonel(O-6). Supplemental furniture support will be restricted to the public entertainment areas of the DU and will not replace personal furniture normally expected in relation to grade and family size.

c. *Public entertainment areas.*

(1) Areas, which are intended to accommodate public as well as private entertainment, include the entrance foyer, living room(s), dining room, and interconnecting stairways and hallways. Upstairs hallways (unless there is no bathroom available for guest use on the first floor) and other areas of the DU are not considered as part of the public entertainment area. Guest bedrooms in the DU of a special command position may be included if overnight accommodation of official visitors is required.

(2) Installation commanders will maintain an approved supplementary furnishings plan which defines the approved public entertainment areas for GFOQ and ICQ.

d. *Supplementary furnishings plan.* Each GFOQ and ICQ provided supplementary furnishings will have a current supplementary furnishings plan. This plan will consist of the following:

(1) A floor plan, with net lineal footage, to scale which—
(a) Depicts the area(s) designated as public entertainment area(s), and

(b) Indicates where window treatments will be used. Identify window treatments by their type(s), for example, drapes, curtains, sheers, venetian blinds, shades, and so forth.

(2) A listing of the supplementary furnishings items referenced to their line item numbers in Common Table of Allowances (CTA)50-909. Where an exception has been granted for specific furnishings items, reference those items to their approval document.

e. *GFOQ and ICQ diverted to UOPH.* Restrictions concerning the provision of supplementary furnishings do not apply when the GFOQ or ICQ is diverted to UOPH. In such cases, the DU will be appropriately furnished, if requested, according to size, to include the provision of a washer and dryer.

f. *Supplementary furnishings approval authorities.* Approval authorities and limitations are at table 13-2. Paragraph 13-20 contains waiver guidance.

Table 13–2
Supplementary furnishings approval authorities

Furnishings: Initial issue of carpeting, draperies and sheers
Special Command Positions—
Age Limit: NA
Cost Limit: NA
Approval Authority: MACOM

Other than Special Command Positions—
Age Limit: NA
Cost Limit: NA
Approval Authority: MACOM

Furnishings: Replacement of carpeting, draperies and sheers
Special Command Positions—
Age Limit: 10 years or more
Cost Limit: NA
Approval Authority: Installation Commander
Age Limit: Less than 10 years
Cost Limit: NA
Approval Authority: HQDA

Other than Special Command Positions—
Age Limit: 10 years or more
Cost Limit: NA
Approval Authority: Installation Commander
Age Limit: Less than 10 years
Cost Limit: NA
Approval Authority: MACOM Commander or his or her General Officer representative. For MACOM Commander, HQDA is approval authority.

Furnishings: Initial issue and replacement furniture items authorized by CTA 50-909 for use in approved public entertainment area
Age Limit: NA
Cost Limit: NA
Approval Authority: Installation Commander
Furnishings: Initial issue of authorized special allowance items for Special Command Positions (app J)
Age Limit: NA
Cost Limit: \$11,500
Approval Authority: HQDA

Furnishings: Maintenance, repair, and replacement of authorized special allowance items for Special Command Positions (app J)
Age Limit: NA
Cost Limit: \$1,000 per FY
Approval Authority: Installation Commander

Notes:
Furnishings (to include special allowance items) not authorized by CTA must be approved by HQDA. Installations may accomplish maintenance and repair of carpeting, draperies, sheers and furniture as required.

g. Disposition of furnishings upon housing re-designation. Where representational housing is redesignated for other use or is assigned to a resident who is not eligible for Government-provided supplementary furnishings, the provisions of paragraph 9-17g apply.

13–13. Furniture

a. The procurement, repair, and replacement of furniture for GFOQ and for housing occupied by an installation commander in the grade of colonel (O-6) are restricted to

supplementary furniture for the public entertainment areas. Excepted are the following:

- (1) Those overseas areas where complete furnishings are provided.
- (2) Those overseas areas where shipment of household goods is limited or optional.
- (3) Those GFOQ and ICQ diverted to UOPH (para 13-12e).
b. The determination of specific supplementary furniture items to be provided by the Government will be made by the installation commander based on the resident’s request and the supplementary furnishings plan for the DU. Such items must be authorized by CTA 50-909 or by an exception obtained in accord with paragraph 13-20. Such items may be issued from the installation’s current furniture inventory. If unavailable from this inventory, or available but not suitable for their intended use, such items may be procured from GSA sources. Draperies, however, may be procured from local sources.
c. When requested and available for issue, quantities of furniture authorized by CTA 50-909 may be increased for DUs of unusual size, design, and layout. The installation commander may approve such requests.
d. Where weight limitations on shipment of household goods have been imposed, or shipment of household goods is optional, additional furniture will be provided to the extent applicable for the geographic location. Furniture issued for other than the public entertainment areas will be from the installation’s current inventory.
e. Generally, one-time repair on authorized items will not exceed 75 percent of current replacement cost. No Government funds will be expended to repair, replace, move, or handle unauthorized furniture except for one-time moving and handling costs to property disposal.

13–14. Household equipment

- a.* The following items are authorized for GFOQ and the housing of installation commanders in the grade of colonel (O-6):
- (1) One double oven cooking range.
 - (2) Two refrigerators (one with icemaker, 17-22 cubic feet).
 - (3) One food freezer.
 - (4) One portable dishwasher in the absence of a built – in dishwasher.
 - (5) One washer and dryer in those cases where a GFOQ or an ICQ is diverted to UOPH (para 13-12e).
 - (6) One carpet shampooer.
 - (7) One microwave oven (only for GFOQ and ICQ in USAREUR and, upon written request, for special command positions).
 - (8) Fireplace ensemble (per open fireplace).
- b.* Installed dishwasher and garbage disposal will be provided as part of the DU when feasible.
- c.* Procurement, repair, and replacement of clothes washer, dryer, microwave oven, and patio set (consisting of 1 table, dining without umbrella; 4 chairs, dining; 1 table, coffee; 2 tables, end; 2 chairs, rocker; and 1 loveseat) are authorized only for special command positions and for other GFOQ and ICQ in overseas areas, and for GFOQ and ICQ diverted to UOPH.

13–15. Area rugs or wall-to-wall carpeting

a. The provision of suitable area rugs or wall-to-wall carpeting as furnishings is authorized for the public entertainment areas of GFOQ and housing occupied by installation commanders in the grade of colonel (O-6). Wall-to-wall carpeting installed over prime floors is considered equipment-in-place (EIP) and is accounted for on furnishings records. Carpeting installed as the prime flooring is considered installed real property (IRP) and is accounted for on real property records. Wall-to-wall carpeting for public entertainment areas should be installed only after considering the advantages and disadvantages of area rugs. In instances where wall-to-wall carpeting is determined to be the most economical primary floor covering, it will be considered IRP and accomplished using either M&R funds or improvement funds, as appropriate. For additional information see CTA 50-909, appendix F.

b. Only high-quality area rugs and/or GSA equivalent carpeting will be used. The type of area rugs or carpeting selected will be suitable for the expected level of traffic. It shall be of a neutral shade, such as beige, so as to be acceptable to a succession of residents having furnishings of various decors. Bright colors and prominent patterns will be avoided. Selection of white, off-white, deep pile, or shag carpeting should also be avoided.

c. Area rugs or carpeting may not be replaced at intervals less than 10 years without the specific approvals cited in table 13-2 and paragraph 13-20. In no case will age or color be the sole determinant in deciding whether to replace area rugs or carpeting.

d. Wear specifications are set forth in the GSA Federal Supply Schedule, FSC Group 72.

e. Area rugs or carpet must comply with one of the following fire safety criteria:

(1) American Society for Testing Material (ASTM) E-84 (Steiner Tunnel Test), flame spread rating of 75 or less.

(2) Underwriters Laboratories (UL) 992 (UL Chamber Test), flame propagation index of 4.0 or less.

(3) Federal Test Method Standard No. 372 (Flooring Radiant Panel Test), criteria radiant flux of 0.25 watts or higher per square centimeter.

f. The following information will be included in requests for area rugs or carpeting and submitted to the proper authority. (See table 13-2 and para 13-20.)

(1) Identification of the GSA Federal Supply Schedule special item number or national stock number.

(2) Color selection.

(3) Number of square yards required.

(4) Separate cost for area rug or carpeting, padding, and installation.

(5) Whether requirement is initial issue or replacement. If replacement, date of previous installation and condition of existing area rug or carpeting. Photographs showing the deteriorated condition may be required for approval authority review. If age of existing area rug or carpeting is less than 10 years, justification for early replacement will be submitted to the proper approval authority identified in table 13-2.

Justification will include a copy of the report of survey, when required, or note that either a statement of charges has been issued or a cash collection voucher completed.

(6) Floor plan of the DU, as described in paragraph 13-12d, indicating public entertainment area, area(s) to be carpeted, and dimensions of each area.

g. Wall-to-wall carpeting may be installed in other living areas as a primary floor finish when economic analysis demonstrates that such carpeting is the most economical primary floor finish. Such carpeting shall be compatible with the standards for the construction of new housing. (See para 7-17g.)

13–16. Draperies and sheers

a. Draperies and sheers are authorized for the public entertainment areas of GFOQ and housing occupied by an installation commander in the grade of colonel (O-6).

b. Draperies and sheers will be of a neutral shade so as to be acceptable to a succession of residents having furnishings of various decors. Draperies of an extravagant or ostentatious nature will be avoided.

c. Draperies and sheers will not be replaced at intervals less than 10 years without the specific approvals cited in table 13-2 and paragraph 13-20.

d. Draperies must meet the flame retardant requirements of the National Fire Protection Association (NFPA).

e. The following information will be included in requests for draperies and submitted to the proper approval authority.

(1) Number of yards of materials required. Sheers will be identified separately. Cornices, swags, and other treatments, if applicable, will also be identified separately.

(2) Separate costs of material, lining, related subitems and installation.

(3) Floor plan, as described in paragraph 13-12d, showing public entertainment areas and location and dimensions of each window area. If applicable, also indicate wall areas where draperies are to be used and window and valance treatment.

(4) Whether requirement is initial issue or replacement. If replacement, date of previous installation and condition of existing draperies. If age of existing draperies is less than 10 years, justification for early replacement is required. Justification will include a copy of the report of survey, when required, or note that either a statement of charges has been issued or a cash collection voucher completed.

13–17. Draw curtains

a. Draw curtains may be provided as an alternative to window shades or blinds and used on sliding glass or glass doors.

b. Draw curtains will be unlined and made of fire retardant synthetic cloth, washable, shrink safe, and designed to control radiant heat, light, and glare. Material should be heavy enough to provide privacy when closed, day or night.

c. Cost of material, fabrication, and installation of draw curtains should be comparable to that normally expended for the provision of venetian blinds and shades. The normal life expectancy of draw curtains is 6 years.

d. When installed to replace existing window coverings beyond economical repair, draw curtains are chargeable to maintenance funds. In all other cases, installation is chargeable to construction.

e. Procurement of draw curtains requires installation commander approval.

13–18. Special allowances

a. Incumbents of special command positions are authorized special allowances of table linen, china, glassware, silver, and kitchen utensils. Special allowance items are listed at appendix J.

b. Expenditures for these items will not exceed \$11,500 for the initial outfitting and \$1,000 in any one subsequent fiscal year for maintenance, repair, and replacement for any individual special command position. Where a larger inventory has been acquired under special authority, augmentation is not authorized. Concerted effort should be made to inspect items annually or upon change of occupancy. Annual allowances should be used to the extent necessary to maintain items in usable condition and eliminate large onetime purchases.

c. Items of china, glassware, and silver will not be decorated with crests or other insignia and should be selected in accord with appendix J. Service stocks for other branches of service will continue in accord with their established standards. *d.* Funding for initial issue, replacement, and maintenance of special allowance items will be borne by the military department responsible for operation and maintenance of the housing except for rotational positions in Joint Commands and Defense agencies headquartered in the Washington, DC area where successive incumbents are usually from different military services. These general and flag officers will be housed by their respective services without permanently designating specific DUs. Responsibility for managing and financing the procurement, issue, receipt, storage, and repair of special allowance items supporting special command positions in the Washington, DC area, for which housing is not permanently designated, has been assigned to the Department of the Air Force.

e. Responsibility for the acquisition and management of special allowance items (except china, crystal, and flatware) for Army controlled, permanently designated special command position housing is assigned to the MACOM commanders. The U.S. Army Military District of Washington (MDW), ATTN: ANMY-PWH, Fort Myer, VA 22211-5050, is responsible for the acquisition and management of china, crystal, and flatware for all Army-controlled special command position housing. These authorities may not be re-delegated.

13–19. Furnishings report

Furnishings provided in representational housing will be included in the family housing furnishings reports. (See para 16-14.)

13–20. Waivers

Requests for early replacement (that is prior to 10 years) of area rugs, wall-to-wall carpeting, and draperies or issuance of furnishings items that are not authorized by CTA 50-909 or this chapter should be infrequent. If an exception is deemed necessary, however, requests will be submitted in accord with the following guidance:

a. Special command positions. Requests from incumbents of special command position housing in NATO/SHAPE will be forwarded through the Executive Officer, SACEUR, for review and validation of official representational needs. Requests from incumbents in special command position housing in MDW and other MACOMs will be forwarded

through the MACOM with appropriate comments. All requests will be sent to ATTN DAIM-FDH, ACSIM, 600 Army Pentagon, Washington, DC 20310-0600. Exceptions have to be approved by the office of the ASA (IL&E).

b. Non-special command positions. Requests will be forwarded to the MACOM commander. The MACOM commander (unless he or she is the requestor) or his or her designated general officer representative has approval authority for early replacement of area rugs, wall-to-wall carpeting, and draperies. All other requests will be forwarded to HQDA(DAIM-FDH). All requests must include a justification signed by the general officer resident.

Section V

Operation and Maintenance for General/Flag Officer's Quarters

13–21. Priorities

All DUs will compete equally for maintenance, repair, and services. (See also chap 7, sections I and II.) GFOQ residents should make an effort to discourage well-meaning but overzealous subordinates from requesting maintenance or services beyond that which is clearly essential or seeking unreasonable response time to routine requests for their superiors' GFOQ.

13–22. High-cost housing

Many GFOQ are large with some ranging 4,000 to 10,000 square feet or more. By the very nature of their sizes they incur high annual O&M costs. Many GFOQ are old, having been built before energy conservation became a national concern. Old housing units have finite lives with systems and components that are wearing out and failing. These need to be replaced. All of these factors lead to higher costs. High-cost housing is defined as those GFOQ whose combined annual O&M costs exceed \$25,000 in a fiscal year for 3 consecutive FYs. High costs demand special attention and prudent management to optimize the use of scarce resources.

13–23. Special M&R requirements

Congress requires the Services to assure that effective management controls are utilized for GFOQ. (See app B.)

a. M&R for GFOQ.

(1) By congressional mandate, the total of all M&R obligations, excluding costs for asbestos and lead-based paint removal, on each GFOQ is limited to \$25,000 (absolute) per FY unless specifically reported to and approved by the Congress. Such reporting will be done by including detailed justification material with the annual AFH budget submittal. For purposes of ensuring that funding limitations are not exceeded, all costs directly associated with the GFOQ including associated other real property (ORP) intended for the exclusive use of the GFOQ resident, must be captured for inclusion in the quarterly obligations report (para 16-10).

(2) After the budget submittal has been congressionally - approved, Congress must receive prior notification for out-of-cycle work as follows:

(a) When the M&R cost for a GFOQ will exceed the congressionally-approved cost by \$5,000 or more.

(b) When the M&R cost for a GFOQ will exceed \$25,000 (absolute) for a DU not previously reported.

(3) Except for emergency or safety-related requirements, Congress will accept only one out-of-cycle submission per year. Requests for out-of-cycle requirements must be submitted over the signature of the Secretary of the Army.

(4) Emergency requirements and those necessary to ensure the health and safety of residents should be submitted by the most expeditious means to HQDA(DAIM-FDH) for processing through the ASA(IL&E) to Congress.

(5) When a single major M&R project for a GFOQ is estimated to cost \$15,000 or more, send the project to ATTN DAIM-FDH, ACSIM, 600 Army Pentagon, Washington, DC 20310-0600. Prior congressional approval is not required provided the total M&R costs for the GFOQ does not exceed \$25,000 (absolute), excluding costs for asbestos and lead-based paint removal, for the FY. Design costs for M&R projects involving GFOQ are chargeable to the GFOQ. Where a major M&R project addresses multiple units, including one or more GFOQ, a pro rata share will be assessed for each GFOQ (design cost divided by number of DUs equals pro rata share). The same criterion applies to the cost for supervision and administration (S&A).

(6) Where asbestos and/or lead-based paint removal costs cause the \$25,000 threshold to be exceeded after approval, HQDA will provide Congress with after-the-fact notification on a semiannual basis.

b. O&M for GFOQ.

(1) To ensure effective management of GFOQs, the ASA(IL&E) requires submission for approval those GFOQs whose O&M will exceed \$50,000 in a FY. MACOM commanders may approve O&M costs estimated at less than \$50,000 per GFOQ per FY provided that total M&R costs do not exceed \$25,000 (absolute). Installation commanders may approve O&M costs estimated at less than \$25,000 per GFOQ per FY provided that total M&R costs are less than \$25,000 (absolute).

(2) To meet the directives from Congress and the ASA(IL&E), installations will prepare an annual O&M budget estimate for each GFOQ in accord with paragraph 13-29. These estimates will be forwarded to the MACOM. MACOM will send those estimates whose O&M exceeds \$50,000 to ATTN DAIM-FDH, ACSIM, 600 Army Pentagon, Washington, DC 20310-0600.

(3) The budget estimate will include all O&M costs to the DU, appurtenant structures, and all other related areas and facilities intended for the exclusive use of the GFOQ resident.

(4) Changes to budget estimates will be done in accord with paragraph 13-29c.

c. Project documentation. Documentation to support the requirements described in a(5) above are found in AR 420-10, appendix C.

13-24. Work authorization

a. M&R work for GFOQ may be authorized for accomplishment per paragraph 7-5.

b. GFOQ resident approval is not required for SOs.

c. GFOQ resident approval in writing is required for all IJOs when the work covered by the IJO is not included in the SYGP. (See para 13-28.)

d. M&R projects initiated for GFOQ must be submitted either as individual projects independent of non-GFOQ projects or

as separate bid items in an omnibus project. In either case, each GFOQ must be specifically identified with its own separate cost estimate.

13-25. Disagreements on maintenance and repair work

Where the GFOQ resident disapproves any major M&R work essential to protect the Government's investment in the DU, he or she will be required to sign a formal disapproval. When the GFOQ resident disagrees with the scope of work or disapproves the project and the matter cannot be resolved at the installation, it will be forwarded to the MACOM for resolution. Should the MACOM not resolve the matter, the issue will be forwarded to the OACSIM for resolution.

Section VI

Construction for General/Flag Officer's Quarters

13-26. New construction

a. The number of general and flag officers authorized is relatively constant. Many are assigned to key and essential positions which require that they reside on installations. Most of these positions have Government-provided housing designated for their incumbents. Hence, the requirement to construct new GFOQ should occur only infrequently.

b. New construction of GFOQ could be expected when—

(1) A key and essential general or flag officer position is permanently added at an installation.

(2) Security of a general or flag officer and his or her family demands housing on a military installation rather than in local communities.

(3) A decision is made to replace existing high cost GFOQ or GFOQ completely destroyed by fire or other disaster.

(4) An existing GFOQ can no longer be economically maintained.

c. Requests for construction of GFOQ must be accompanied by economic analyses using life cycle considerations which examine all feasible alternatives. Where redesignation of existing housing among grade categories is not feasible, a strong justification must be submitted with the request.

d. See also chapter 10, sections I, II, and IV.

13-27. Reprogramming post acquisition construction

Although HQDA may reprogram (per para 10-8 and app B) a post acquisition construction project within the annual appropriation and authorization except for individual dwelling units costing \$50,000 (\$60,000 to support the disabled) or more (\$35,000 for foreign source DU), no such projects will be done for GFOQ through reprogramming action. All such projects must be planned for, programmed, and included in the annual budget submittal to Congress.

Section VII

Planning, Programming, and Budgeting for General/Flag Officer's Quarters

13-28. Planning and programming

a. In accord with paragraph 2-11, family housing at installation level will have a current, integrated series of plans associated with its sustainment. Additionally, each GFOQ will also have an individual Six-year GFOQ Plan.

b. The SYGP will be—

- (1) Signed by the GFOQ resident.
- (2) Developed for the program execution year plus the 5 subsequent years and updated prior to the start of each fiscal year.
- (3) Synthesized from the AWP, LRWP, FYP, the President's budget and congressional action on the President's budget so as to reflect the most current information on O&M and construction.
- (4) Interrelated with the four plans (AWP, LRWP, FYP, and, when prepared, CIS) identified in paragraph 2-11. (The SYGP provides opportunities for prudent management decisions and may elicit changes in one or more of the four related plans. The interrelationship of these plans as well as both budget execution and budget formulation are shown in figure 13-1.
- (5) Estimated from the O&M costs developed in accord with allocation guidelines cited in paragraphs 13-34 and 13-35.
- (6) Used as the basis for preparing the annual budget estimate (para 13-29).

c. A suggested format for a SYGP is at figure 13-2. Users should adjust the format to meet their needs for specific GFOQ. Data entered in the SYGP should correspond to the type of data on DA Form 4939-R (General/Flag Officer's Quarters Quarterly Obligation Report). (See para 16-10.)

d. Review of plans. A detailed review of the five plans discussed in paragraph 2-11 and b above will provide a complete perspective of each GFOQ's funding requirements. This will aid the resident, the housing manager, and the installation commander in making sound, sensible management decisions on the long-term and immediate requirements for the housing.

e. Disposition of the SYGP.

- (1) The SYGP will be developed as a coordinated effort with the GFOQ resident and submitted to the MACOM. All SYGP must be concurred with by the GFOQ resident and approved by the installation and the MACOM on an annual basis prior to the start of the program execution year. Once the plan is concurred with by the resident, further concurrence on individual tasks is not required; only major changes to the plan require resident concurrence.
- (2) SYGP for those GFOQ whose O&M costs are expected to exceed \$50,000 will be forwarded to ATTN DAIM-FDH, ACSIM, 600 Army Pentagon, Washington, DC 20310-0600 concurrent with the budget estimate for that GFOQ.

13-29. Budgeting for general/flag officer's quarters operation and maintenance

a. Requirement.

- (1) An annual budget estimate will be prepared for each GFOQ to reflect its estimated cumulative O&M costs. An annual budget estimate will be prepared in the first year of the biennial budget cycle for each of the two years in that cycle. In the second year of the cycle an updated budget estimate will be prepared when there is a change to the previously submitted estimate.
- (2) The budget estimate identifies and justifies estimated costs and, where applicable, serves as a request for HQDA approval to exceed the O&M cost limitations set forth in appendix B.
- (3) Budget estimates for GFOQ will be developed locally in accord with AFH budget guidance published by HQDA.

Round estimated costs to the nearest dollar. Figure 13-3 presents a suggested format for a GFOQ budget estimate. The suggested format is derived from the O&M cost account structure contained in DA PAM 37-100-FY and corresponds to the type of data on DA Form 4939-R. (See para 16-10.) This format should be modified to meet individual needs. Users should use only those stub entries in figure 13-3 which accommodate the specific requirements of their individual GFOQ.

b. Disposition of budget estimates.

- (1) All estimates will be reviewed and concurred in by the GFOQ resident (if the SYGP has not been signed by the GFOQ resident), validated by the installation commander, and submitted to the MACOM for approval or forwarding to HQDA. Review should be done in conjunction with the SYGP.
- (2) O&M estimates which exceed \$50,000 in a FY and those O&M estimates whose M&R component exceeds \$25,000 in a FY will be forwarded by the MACOM to ATTN DAIM-FDH, ACSIM, 600 Army Pentagon, Washington, DC 20310-0600. Such estimates will be submitted so as to arrive not later than concurrent with the CBE, or equivalent, submission.

c. Changes to budget estimates.

- (1) Every effort should be made to anticipate O&M expenditures far enough in advance so that they can be included in the annual budget estimate. If, during the execution year emergent requirements make it necessary to exceed the previously approved budget estimate, a revised budget estimate will be submitted to the MACOM. Revised estimates will be submitted as soon as possible after the need for a change has been identified.
- (2) Revised O&M estimates which exceed \$50,000 will be forwarded by the MACOM to ATTN DAIM-FDH, ACSIM, 600 Army Pentagon, Washington, DC 20310-0600, for reapproval action.
- (3) When the M&R component of the O&M revised estimate exceeds \$25,000 for the first time or is \$5,000 or more above the congressionally-approved threshold, prior congressional approval must be obtained for an out-of-cycle M&R requirement. Except for emergency or safety-related M&R, each Service is limited to one such notification submission per year. MACOMs will be notified of the submission schedule. Out-of-cycle M&R notification must be signed by the Secretary of the Army.
- (4) Revised budget estimates will include the following:
 - (a) The approved budget amount, amount of change, and newly estimated amount for each subordinate detailed cost account.
 - (b) A complete narrative description and cost of the work and/or service which will cause the cost increase and the reason that the work and/or service must be done in that fiscal year. (This may be done by footnoting the change amounts in the revised budget estimate.)
- (5) Revised budget estimates will also include a statement that all known repairs for the DU are included. If not included, give the reason.
- (6) Approval of an annual O&M budget estimate in excess of \$50,000 constitutes a new O&M limitation for that GFOQ in

that fiscal year. Any further increases will require reapproval by HQDA.

d. Carry over of congressional approval.

(1) There may be occasions when, for cogent reasons, the congressionally approved amount of M&R for a specific GFOQ cannot be fully obligated in the FY for which approval was obtained (for example, a programmed change of occupancy did not take place). The amount, approved for an express purpose, which could not be obligated, may be carried over to the following FY, if approved by HQDA.

(2) Requests to carry over approval from one FY to the following FY must be sent through the MACOM to ATTN DAIM-FDH, ACSIM, 600 Army Pentagon, Washington, DC 20310 - 0600. Requests will include the amount to be carried over, reasons why funds could not be obligated, and the following FY's M&R program for the GFOQ. DA Form 4939-R must be annotated to reflect the carry over of congressional approval. (See para 16-10.)

(3) Approval to carry over will be authorized only for GFOQ that were previously reported to Congress for M&R over \$25,000.

Section VIII

Costing General/Flag Officer's Quarters

13-30. General

a. Installations that are responsible for the O&M of GFOQ will maintain separate subordinate cost accounting records at the detail activity and performance level for each GFOQ. These cost records will be maintained for special reporting purposes to provide an analysis of the directly identifiable costs for the O&M of GFOQ.

b. Costs should be charged to individual GFOQ to the extent that they are directly and practically identifiable and measurable to the given DU and to that associated other real property which is for the sole use of the general or flag officer who occupies the given DU. Summary costs charged to the family housing program which cannot be identified or directly chargeable to a specific GFOQ should be allocated to that DU through the use of standards, estimates, or prudent allocation guidelines outlined in this section.

13-31. Factors influencing costs

a. The costs of operating and maintaining a specific DU are dependent upon a very large array of factors. These include the following:

- (1) Age.
- (2) Size.
- (3) Design.
- (4) Types of materials.
- (5) Quality of construction.
- (6) Condition.
- (7) Location.
- (8) Weather.
- (9) Climate.
- (10) Topography.
- (11) Site Layout.
- (12) Kinds of utilities.
- (13) Family size.
- (14) Ages of family members.
- (15) Life style of family.

(16) Turnover experience.

(17) Energy efficiency of household equipment.

b. Every DU is affected differently by these and other factors. The number of variables makes it impossible to derive a formula that will allocate costs to individual DUs with any degree of accuracy. Hence, simple allocation rules are used to distribute among specified DUs those wider program costs not identifiable directly to them. These allocation rules are addressed below.

13-32. Operation and maintenance cost account structure

The O&M cost account structure is set forth in DA PAM 37-100-FY. It identifies the cost categories and their immediate subordinate detailed accounts under which costs are chargeable.

13-33. Direct costs for general/flag officer's quarters

a. Direct costs for GFOQ are essentially the same as for all other family housing and are described in paragraph 2-24.

b. Direct costs will be allocated to GFOQ according to the allocation guidelines specified in paragraphs 13-34 and 13-35 for the work and services provided.

c. For GFOQ, direct costs will be reported separately from indirect support costs. (See para 16-10 for reporting requirements.)

13-34. Operations costs (Budget Projects 191000,193000, and 194000)

a. General. The operations account includes management, services, furnishings, miscellaneous, utilities, and leasing costs. Any direct costs that can be readily identified to GFOQ should be so charged. Costs which cannot be identified as directly chargeable to a GFOQ on a service or job order basis, such as management, services, and utilities, should be allocated to individual GFOQ as indicated below.

b. Management.

(1) *Housing Office.* Prorate according to the following proportion: total family housing cost of this account divided by the total number of Government DU.

(2) *Programming and studies.* Charge to GFOQ concerned only where effort was solely and exclusively for one or more GFOQ and of direct benefit to the GFOQ. Prorate among GFOQ affected.

(3) *Environmental studies.* (See (2) above.)

(4) *Records.* Records will be established and maintained for the management account.

c. Services.

(1) *Refuse collection and disposal.* Prorate according to the following proportion: total family housing cost of this account divided by the total number of Government DU served.

(2) *Fire protection.* Prorate according to the following proportion: total family housing costs of this account divided by the total number of Government DU protected.

(3) *Police protection.* (See (2) above.)

(4) *Entomology services.* This is a directly identifiable cost. Charge to the specific GFOQ.

(5) *Custodial services.* Charge to specific GFOQ only if there is a directly identifiable cost.

(6) *Municipal-type services.* (See (1) above.)

d. Furnishings.

- (1) *Furniture purchase.* Charge to specific GFOQ only if there is a directly identifiable cost.
- (2) *Equipment purchase.* (See (1) above.)
- (3) *Control, moving, and handling, furniture.* (See (1) above.)
- (4) *Control, moving and handling, equipment.* (See (1) above.)
- (5) *Maintenance and repair, furniture.* (See (1) above.)
- (6) *Maintenance and repair, equipment.* (See (1) above.)
- (7) *Records.* Records will be established and maintained for each individual furnishings account.

e. Miscellaneous expenses.

- (1) *Permit payments.* Charge to specific GFOQ only if there is a directly identifiable cost.
- (2) *German land taxes.* (See (1) above.)
- (3) *United Kingdom (UK) accommodation charges.* (See (1) above.)
- (4) *Fire insurance.* Prorate according to the following proportion: total family housing cost of this account divided by the total number of DU covered by the insurance.

f. Utilities (BP 193000).

- (1) Since not all DU are individually metered, the following guidelines (designators) have been established for costing utilities to GFOQ:
 - (a) *Metered (M).* Where GFOQ are individually metered, use actual consumption and attendant costs.
 - (b) *Used (U).* Where fuels (such as oil, coal, liquid propane) are delivered to individual GFOQ, use quantities delivered or consumed and attendant costs.
 - (c) *Simple Proration (P).* Where master metered housing areas with GFOQ contain like size and type dwelling units with similar occupants, prorate consumption and attendant costs.
 - (d) *Sampling (S).* Where there are no individual or area meters associated with a specific GFOQ, but there are other GFOQ of similar size and type, assign the metered GFOQ consumption rate to the un-metered GFOQ. The consumption rate assigned may be from individually metered GFOQ or from proration based on an area metering system.
 - (e) *Comparison (C).* Where there are no reasonably comparable consumption data such as that in (c) and (d) above available on an installation, use consumption data for comparable dwelling units from a nearby installation or local communities. Local utility companies can supply consumption data from local communities. Derive individual GFOQ costs from comparable consumption data and costs per unit measure of the utility.
 - (f) *Factored (F).* Where sewage metering or contract provisions do not enable measuring or computing sewage quantities, use the applicable engineering standard (if available) or use 70 percent of the water consumed as the sewage quantity.
- (2) Records will be set up and maintained for each individual utility account. Records will be structured so that both the costs and consumption for each utility are captured.

13–35. Maintenance costs (Budget Project 192000)

The maintenance account includes recurring M&R, major M&R, incidental improvements, M&R of exterior utilities, M&R of other real property, self-help, and design costs of M&R projects.

a. Recurring M&R. Charge directly identifiable costs to GFOQ.

b. Major M&R. This is a directly identifiable cost. Charge to specific GFOQ.

c. Incidental improvements (that is, alterations and additions). Charge directly identifiable costs to GFOQ.

d. M&R of exterior utilities. M&R costs beginning at the 5-foot line and ending at a point where the utility system joins a main or terminates are directly identifiable costs and should be charged to GFOQ.

e. M&R of other real property.

- (1) Other real property costs will be charged to GFOQ only if they can be clearly identified with the dwelling unit as associated real property such as garages, driveways and grounds which are for the exclusive use of the GFOQ resident.
 - (2) Costs for common use areas and common facilities will not be charged to individual GFOQ.
- f. Self-help program.* This is a directly identifiable cost. Charge to specific GFOQ.
- g. Design costs.* Charge directly identifiable costs to GFOQ.

13–36. Approval authorities and cost limitations

Approval authorities are established at various cost levels to ensure appropriate before-the-fact management of those types of actions which contribute to unusually high costs. (See table 13-2 and app B.)

Section IX

General/Flag Officer's Quarters Review and Analysis

13–37. General

The O&M costs associated with many GFOQ warrant intensive oversight by those responsible for housing management. A report has been designed for use by management at all levels to assist in management cost analysis, developing standards or norms, and special management and cost studies as necessary. This report, which plays a key role in justifying and defending the Army's resource needs to support GFOQ before OSD and the Congress, is prescribed in paragraph 16-10.

13–38. Change of occupancy orientation

The incoming general or flag officer will schedule an orientation on his or her GFOQ within 30 days after occupying the GFOQ. Ideally, this orientation should include the spouse and take place at the GFOQ at the earliest possible time.

a. Orientation packet. This packet will be presented to the GFOQ resident at the orientation. It should include the following:

- (1) Resident handbook.
- (2) A copy of AR 210-50 or an excerpt or summary of the regulation.
- (3) A list of installation information and important telephone numbers.
- (4) Copies of the plans described in paragraphs 2-11 and 13-28.
- (5) The last quarterly obligations report.
- (6) The furnishings plan (if applicable).
- (7) A floor plan with highlighted official entertainment areas.

(8) A list of furnishings items which may have been provided to the DU as an exception to policy.

(9) Any additional information and material considered appropriate by the housing manager.

b. Orientation topics. The housing manager's orientation should focus on the following topics:

(1) *Funding limitations.*

(a) Identify funding limitations and approval authorities.

(b) Describe procedures for obtaining approval beyond the installation's authority.

(c) Delineate the time frame for submitting M&R projects estimated to exceed \$25,000 in a FY.

(d) Describe what is involved in out-of-cycle requests to Congress.

(e) Discuss incidental improvement limitations in terms of funds and types of work which can and cannot be done.

(f) Explain that there is no separate funding for GFOQ.

(2) *Six-year GFOQ Plan.*

(a) Explain how the SYGP is developed, point out significant projects, and emphasize the importance of doing the work.

(b) Discuss the importance of the GFOQ resident's participation in developing the SYGP, their commitment, and pros and cons of making changes to the SYGP.

(c) Point out that requests for non-routine work not included in the plans require written approval of the general officer resident, just as requests for exception to policy or unauthorized items must be signed personally by the general officer resident. Emphasize that the signatures of the spouse, an aide, or executive officer are not acceptable.

(3) *Quarterly obligation report.*

(a) Provide a summary of the average cost to operate and maintain the GFOQ.

(b) Discuss significant expenses during the past year and explain "normal" operating costs.

(c) Inform the resident of the approximate time frame of distribution of the report and who reviews and approves the report (not the resident).

(4) *Miscellaneous.*

(a) As applicable, discuss the GFOQ's furnishings plan, replacement of carpeting and drapes, and frequency of maintenance.

(b) If the resident occupies a special command position, address special allowances, current inventory, replacements, annual funding limitations, requests, and approval authorities.

(c) Inform the resident that, while hand receipt signature authority may be delegated in writing, this does not extend to requests for furnishings.

13-39. Review and analysis

a. Review and analysis should provide managers at all levels with sufficient information and data to serve as a basis for measuring performance and focusing management effort on a priority basis against those areas where performance is weakest.

b. HQDA(DAIM-FDH) will—

(1) Analyze those annual GFOQ O&M budget estimates which exceed \$50,000 and provide to Congress with the

annual AFH budget submittal those whose M&R estimates exceed \$25,000.

(2) Analyze DA Form 4939-R.

(3) Compare costs worldwide.

(4) Assess validity of costs.

(5) Ensure costs are within approval levels and do not exceed cost limitations.

(6) Ensure necessary waivers/exceptions have been received and are documented.

(7) Identify cost trends and explain reasons they occur.

(8) Submit analysis of GFOQ management to OSD as required.

c. MACOMs will—

(1) Review the SYGP for each GFOQ.

(2) Analyze annual O&M budget estimates for each GFOQ and forward those which exceed \$50,000 and those whose M&R component is \$25,000 or more to HQDA.

(3) Analyze installations' DA Forms 4939-R.

(4) Compare costs across the MACOM and by region.

(5) Assure validity of costs.

(6) Ensure costs are within approval levels and do not exceed cost limitations.

(7) Ensure necessary waivers/exceptions have been requested, documented, and approved.

(8) Identify cost trends and assess reasons therefore.

(9) Provide installations with comparative summaries on cost averages and trends.

d. Installations will—

(1) Keep a separate cost data file for each GFOQ. (DPW will provide detailed cost data to the housing manager as costs occur.)

(2) Prepare a SYGP for each GFOQ.

(3) Prepare an annual O&M budget estimate for each GFOQ and provide to GFOQ resident and MACOM.

(4) Complete DA Form 4939-R and provide it to GFOQ residents for their information and comment.

(5) Provide copy of DA Form 4939-R for the second and fourth quarters to MACOM.

(6) Establish and maintain cost and performance data.

(7) Measure and analyze performance in each of the GFOQ cost accounts, particularly in the utilities account where quantity consumed is as important, if not more so, than costs.

(8) Compare costs of goods and services for GFOQ against other family housing.

(9) Check validity of charges and accuracy of prorations or assignments of costs.

(10) Ensure costs are within approval levels and do not exceed cost limitations.

(11) Ensure waivers/exceptions are approved before proceeding.

(12) Ensure GFOQ residents have signed hand receipts for furnishings.

(13) Identify cost trends and evaluate causative factors.

Special Allowances

J-1. General

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

J-2. China, glassware, and silver

a. The initial outfitting and replacement of china, crystal, and silver will consist of items in table J-1.

b. The following patterns have been standardized:

(1) Tuxedo pattern by Lenox for china.

(2) Service plate with Army Seal (Mansfield No. 3828) by Lenox.

(3) Firelight patterns by Lenox for crystal.

(4) Falmouth patterns by International for flatware.

(5) Windsor pattern by International for flatware serving pieces.

c. All other authorized items should be selected from open stock manufactured in the United States and procured locally.

J-3. Table linen

An allowance list is not established for table linen.

However, representative kinds of items which may be procured include table pads, tablecloths, napkins, and place mats. The variables affecting requirements such as different table sizes preclude specifying sizes and types of items and necessitate local procurement from commercial sources.

J-4. Kitchen utensils

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

J-5. Funds

Only AFH funds will be used to purchase the initial issue or to replace special allowance items for the designated special command positions.

J-6. Exceptions

Items and quantities listed in table J-1 may be adjusted by the ASA (IL&E) on a case-by-case basis.

Table J-1

China, glassware, and silver allocations for special command positions

China

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

Crystal

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

Silver flatware

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

Silver hollowware (See note.)

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

Note:

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



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

Security

Crime Prevention, Counter-Terrorism and Comsec

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

Telephone Etiquette, Messages and Threats

- As an enlisted aide you will be the primary point of contact for the general officer's quarters. Inherent in that is the volume of telephone traffic you will need to manage. While it is important to be polite and professional is equally important to safeguard the privacy of the general and his family. By the same token, just as important is the documentation and delivery of messages. It is recommended to establish an SOP for these actions.
- We have been trained to answer the telephone with a greeting that leaves little doubt as to whom the call has come. In some instances, this could be viewed as a security breach. "Good morning, General Smith's quarters, Sergeant Strack speaking, may I help you sir or ma'am? -- I'm sorry; the general went to do some Christmas shopping, but he should be back before noon. May I take a message?" How much information was just put out?
- To start, a good greeting would be something like, "Good morning, Sergeant Strack speaking, may I help you?" This greeting would not give the caller any more information than to whom he is speaking. So far the caller does not know if he reached an office or a private residence. From here you will need to use your best judgment to answer the caller's questions without giving away personal or sensitive information.
- Taking a message is always an appropriate course of action. In a message you should capture: who called; when (time and date); the message; and what action is requested -- no action, please call back or they will call again. It is also necessary to extract as much information as possible, sometimes a caller may not want to be a bother, but you need to document each call with all pertinent information. Never assume the general has the caller's number, writing it down puts the number right where he can find it. Establish a specific place for posting messages so they can be easily seen.
- If a caller needs to speak to the general and he is unavailable, you will need to know where to refer the caller. In some instances it may be best for the caller to call the general's office, while other callers may need to be referred to call the Public Affairs Office. Always be on guard for relinquishing too much information. A caller may claim to be a relative, be polite and professional. Take their message and do not relay any personal information. Deliver the message promptly and once that person is correctly identified you may provide any information deemed appropriate by the general or spouse.

Handling a Telephone Threat

General - You must be aware of types of threats that may come into quarters by telephone. Respond calmly and attempt to record all information concerning the individual that is calling. Use the format provided to assist you. Check with local/base military police, crime prevention section, and local security manager to ensure that you adhere to the correct procedures, or for more information regarding additional procedures available.

Make a Record - Attempt to keep verbatim record of the conversation.

- Stay calm, be courteous, and listen.
- Do not interrupt the caller.
- Make a written record of the conversation using an authorized form provided by your local security manager.

Recording the Information

Listen for and determine any code words used, if appropriate.

The form on the next page can be duplicated and placed under or near your telephones for use, if necessary.

Bomb Threat Card

<p><u>PLACE THIS CARD UNDER YOUR TELEPHONE</u></p> <p>Questions to ask:</p> <ul style="list-style-type: none"> • When is the bomb going to explode? • Where is it right now? • What does it look like? • What kind of bomb is it? • What will cause it to explode? • Did you place the bomb? • WHY? • What is your Address? • What is your name? <p>EXACT WORDING OF THE THREAT:</p>	<p style="text-align: center;"><u>CALLERS VOICE</u></p> <table style="width: 100%; border: none;"> <tr> <td><input type="checkbox"/> Calm</td> <td><input type="checkbox"/> Nasal</td> </tr> <tr> <td><input type="checkbox"/> Angry</td> <td><input type="checkbox"/> Stutter</td> </tr> <tr> <td><input type="checkbox"/> Excited</td> <td><input type="checkbox"/> Lisp</td> </tr> <tr> <td><input type="checkbox"/> Slow</td> <td><input type="checkbox"/> Raspy</td> </tr> <tr> <td><input type="checkbox"/> Rapid</td> <td><input type="checkbox"/> Deep</td> </tr> <tr> <td><input type="checkbox"/> Soft</td> <td><input type="checkbox"/> Ragged</td> </tr> <tr> <td><input type="checkbox"/> Loud</td> <td><input type="checkbox"/> Deep</td> </tr> <tr> <td><input type="checkbox"/> Crying</td> <td><input type="checkbox"/> Raspy</td> </tr> <tr> <td><input type="checkbox"/> Normal</td> <td><input type="checkbox"/> Disguised</td> </tr> <tr> <td><input type="checkbox"/> Distinct</td> <td><input type="checkbox"/> Accent</td> </tr> <tr> <td><input type="checkbox"/> Slurred</td> <td><input type="checkbox"/> Familiar</td> </tr> <tr> <td><input type="checkbox"/> Whispered</td> <td><input type="checkbox"/> Muffled</td> </tr> </table> <p>If the voice sounds familiar, whom did it sound like?</p>	<input type="checkbox"/> Calm	<input type="checkbox"/> Nasal	<input type="checkbox"/> Angry	<input type="checkbox"/> Stutter	<input type="checkbox"/> Excited	<input type="checkbox"/> Lisp	<input type="checkbox"/> Slow	<input type="checkbox"/> Raspy	<input type="checkbox"/> Rapid	<input type="checkbox"/> Deep	<input type="checkbox"/> Soft	<input type="checkbox"/> Ragged	<input type="checkbox"/> Loud	<input type="checkbox"/> Deep	<input type="checkbox"/> Crying	<input type="checkbox"/> Raspy	<input type="checkbox"/> Normal	<input type="checkbox"/> Disguised	<input type="checkbox"/> Distinct	<input type="checkbox"/> Accent	<input type="checkbox"/> Slurred	<input type="checkbox"/> Familiar	<input type="checkbox"/> Whispered	<input type="checkbox"/> Muffled
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<hr style="border: 1px solid black;"/> <p>Sex of Caller _____ - Race _____</p> <p>Age _____ - Length of call _____</p> <p>Number at which call is received</p> <p>_____</p> <p>Time _____ Date ____ / ____ / ____</p> <p style="text-align: center; font-size: 1.2em; font-weight: bold;">BOMB THREAT</p>	<p style="text-align: center;">BACKGROUND SOUNDS</p> <table style="width: 100%; border: none;"> <tr> <td><input type="checkbox"/> Street Noise</td> <td><input type="checkbox"/> Factory machinery</td> </tr> <tr> <td><input type="checkbox"/> Crockery</td> <td><input type="checkbox"/> Animal noises</td> </tr> <tr> <td><input type="checkbox"/> Voices</td> <td><input type="checkbox"/> Clear</td> </tr> <tr> <td><input type="checkbox"/> P.A. System</td> <td><input type="checkbox"/> Static</td> </tr> <tr> <td><input type="checkbox"/> Music</td> <td><input type="checkbox"/> Local</td> </tr> <tr> <td><input type="checkbox"/> House Noise</td> <td><input type="checkbox"/> Long distance</td> </tr> <tr> <td><input type="checkbox"/> Motor</td> <td><input type="checkbox"/> Office machinery</td> </tr> <tr> <td></td> <td><input type="checkbox"/> Other</td> </tr> </table> <p style="text-align: center;">THREAT LANGUAGE</p> <table style="width: 100%; border: none;"> <tr> <td><input type="checkbox"/> Well spoken</td> <td><input type="checkbox"/> Incoherent</td> </tr> <tr> <td><input type="checkbox"/> Foul</td> <td><input type="checkbox"/> Taped</td> </tr> <tr> <td><input type="checkbox"/> Irrational</td> <td><input type="checkbox"/> Message read by threat maker</td> </tr> </table> <p>REMARKS:</p> <hr style="border: 1px solid black;"/> <p>Report call immediately to:</p> <hr style="border: 1px solid black;"/> <p>PHONE NUMBER :</p> <hr style="border: 1px solid black;"/> <p>DATE: _____</p> <p>RANK: _____</p> <p>PHONE NUMBER: _____</p>	<input type="checkbox"/> Street Noise	<input type="checkbox"/> Factory machinery	<input type="checkbox"/> Crockery	<input type="checkbox"/> Animal noises	<input type="checkbox"/> Voices	<input type="checkbox"/> Clear	<input type="checkbox"/> P.A. System	<input type="checkbox"/> Static	<input type="checkbox"/> Music	<input type="checkbox"/> Local	<input type="checkbox"/> House Noise	<input type="checkbox"/> Long distance	<input type="checkbox"/> Motor	<input type="checkbox"/> Office machinery		<input type="checkbox"/> Other	<input type="checkbox"/> Well spoken	<input type="checkbox"/> Incoherent	<input type="checkbox"/> Foul	<input type="checkbox"/> Taped	<input type="checkbox"/> Irrational	<input type="checkbox"/> Message read by threat maker		
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Recognizing Crime Indicators

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

Nothing is more important to us than the security of our family and home. As an enlisted aide you are the first line of defense in the security of that general officer's home. It is imperative that you have a working relationship with the Physical Security Manager and the Military Police at your duty station. These are the people who can assist with enhancing the level of security at the general's quarters and who you will need to coordinate safety procedures through.

There will undoubtedly be a combination of property managers and owners within the general officer's quarters. Securing that property and maintaining accurate record of its disposition will prove to be a beneficial exercise, most importantly in the maintenance and repair or replacement of government property.

Possible Indicators - Identify and be cautious of possible intrusion of government quarters or facilities. The information included in this section will identify likely intrusion or crime indicators to be aware of in and around public quarters. You must become thoroughly familiar with established local policy covering threat and crime prevention.

- Location of unknown/ unauthorized automobiles around the quarters.
- Alarm system - Become thoroughly familiar with instructions and follow operating procedures. Read manufacturer's guide and seek assistance from your Security Manager on operating instructions.
- Grounds around quarters - Scan the area for obvious signs of intrusion (disturbed mulch, trampled bushes, shrubs, footprints in flower beds, or loose or disturbed crawl space doors).
- Report actual or suspected incidents to proper authority.

Prevention Measures - You should be knowledgeable of crime prevention measures and consciously demonstrate an anticipation, recognition, and appraisal of a crime risk. Take necessary action that would tend to remove or reduce that risk.

- Collect and turn in keys, papers, and tools found on grounds.
- Keep windows and doors locked.
- Remove mail and newspapers promptly from their boxes or yard/porch. Never leave these items in their boxes overnight. Check address for correctness or suspect of tampering.
- Keep storage sheds, garages, and outbuildings locked, and check areas daily/weekly to ensure items have not been disturbed.
- Ensure shrubs covering windows are trimmed regularly.
- Avoid discussing VIP functions with unauthorized personnel.
- Do not violate the right to privacy of VIP functions by admitting to or discussing household matters or your job position with anyone.
- Inspect refuse (trash) before discarding for sensitive information.
- Dispose of sensitive information according to regulation and local SOPs.
- Ensure backup lighting meets the needs of the quarters.
- Maintain interior safe room, if applicable and stock with emergency supplies and communications.

Screen Contractors

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

Obtaining a [Security Clearance](#) & [Official Passport](#)

Where and when was your mother born? What is the address of your residence five years ago and who can you identify as a reference now that knew you well then? On the SF 86, Questionnaire for National Security Positions, these are the easy questions. As an enlisted aide you may be exposed to items, equipment and information that is sensitive in nature and therefore may be required to obtain a security clearance.

Additionally, it may become necessary for you to travel in support of the operations the general officer is participating in. For OCONUS travel it may be necessary for you to obtain an Official Government Issued Passport. For travel into some countries you may need additional clearance in the form of a Visa and need to be cleared medically, necessitating updated vaccinations.

- A copy of the SF-86 can be obtained through the web link above and can be used to facilitate initial entries into the ESPQ.
- A copy of the DS-11 can be obtained through the web link above and can be used to facilitate passport application.



Forms

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



Sample Work Schedule

WEEK OF:	MON	TUE	WED	THUR	FRI
CLEAN COMMON AREAS					
FOOD PREPARATION (Breakfast/Lunch Dinner)					
UNIFORMS:					
LAUNDRY					
IRONING					
DRY CLEANING					
SHINE/CLEAN SHOES/BRASS					
ERRANDS:					
COMMISSARY					
SHOPPETTE/PACKAGE STORE					
EXCHANGE					
SERVICE STATION					
POST OFFICE					
MILITARY CLOTHING SALES					
LAWN CARE:					
WATER PLANTS					
MOW/EDGE					
PRUNE HEDGES					
WEED/MULCH FLOWER BEDS					
MISCELLANEOUS OUTDOOR DUTIES:					
WASH WINDOWS					
SWEEP GARAGE/WALKS					
SWEEP/WASH PATIO					
CLEAN FIREPLACE					
OTHER:					
OIL WOOD FURNITURE					
POLISH SILVER					

Shopping List

FRUITS	MEATS	DELI
Apples, Red or Green	Roast Beef / Pot Roast	Ham
Bananas	Brisket	Prosciutto
Cantaloupe	Tenderloin	Roast Beef
Grapes, Red/Green	Chicken Breast Boneless	Turkey
Kiwi	Chicken Legs, Thighs,	Brie
Lemons	Corned Beef	Colby
Limes	Ground Beef	Monterey Jack
Mango	Hot Dogs	Mozzarella
Oranges	Lobster	Pepper Cheese
Peaches	Pepperoni	Provolone
Pears	Pork Chops	Sharp Cheddar
Pineapple	Pork Tenderloin	Swiss Cheese
Raspberries	Salmon, Cod, Tuna	
Strawberries	Sausage	DRINKS
Watermelon	Scallops	Bottled Water
	Shrimp	Cranberry juice
VEGETABLES	STEAK-	Tomato Juice
Asparagus		Sodas
Avocado	DAIRY	Diet Soda
Peppers-Green, Red, Yellow	Cheese Slices	Tonic
Broccoli	Coffee Creamer Dairy	Soda Water
Mushrooms	Cottage Cheese Low Fat	
Cabbage Green, Red	Eggs/Egg Beaters	CONDIMENTS
Carrots	Margarine Sticks	Balsamic Vinegar
Cauliflower	Ricotta Cheese	Coffee Filters
Celery	Shredded Cheddar	Coffee, Reg, Decaf
Cucumbers	Shredded Mozzarella	Creamer Non-Dairy
Garlic	Skim Milk	Crisco
Green Beans	Sour Cream / FF / Lite	Dijonaise
Lettuce Leaf, Iceberg	Yogurt	Salad Dressing
Onions, Yellow, Red		Jam, Jelly
Potatoes, Red, Yukon Gold	DRY GOODS	Tabasco
Shallots	Artichoke Hearts	Mayonnaise, Light, FF
Peas	Beets	Mustard Dijon/Country
Tomatoes, Lg. or Cherry	Corn	Olive Oil
Zucchini	Beans, Green, Kidney, Garbanzo	Olives, Sliced, Whole
FRESH HERBS	Pasta, Lasagna, Pene	Pam Oil Spray
Basil	Mushrooms Canned	Peanut Butter
Cilantro	Sauce- Spaghetti, Pizza	Pineapple Slices/Crushed
Garlic	Salsa	Syrup, Lite Aunt Jemima
Ginger	Sauerkraut	Tea Bags
Mint	Tomato Paste	Vegetable Oil
Parsley	Tomato Sauce	Pickles
Rosemary	Tomatoes Canned, Diced, Whole	
Thyme	Tuna	

Shopping List

BREAD	FROZEN	SNACKS, CEREAL
Rolls	OJ	Cookies
Hot Dog Buns	Corn	
Bagels	Peas	
Hamburger Buns	Green Beans	Crackers
Italian Bread	Broccoli	
White Bread	Mixed Vegetables Ff	
Whole Wheat	Stir Fry Vegetables	Chips
	Waffles Frozen	
CLEANING SUPPLIES	Pie Crust	
Aluminum Foil	Puff pastry	Cold Cereals
Plastic Wrap	Phyllo	
Wax Paper	Ice Cream	
Zip Lock Bags 1 Gal, 1 Qt.		Oatmeal
Paper Towels, Bounty		Snack Cakes
Dishwasher Soap	SPICES	
Liquid Dish Soap	Thyme	Popcorn
Kitchen Bags, 13 Gal.	Dill	Mints
Kleenex cube box	Caraway Seed	Nuts
Napkins	Fennel Seed	
Light Bulbs	Ground Cumin	
Toilet Paper	Garlic Powder, Salt	
Lysol Bathroom Cleaner	Chili Powder	
Pledge	Italian Seasoning	
Furniture Polish	Lawry's Seasoning Salt	
Fabric Softener	Pepper	
Dryer Sheets	Salt	
Bleach	Other Spices	
Cheer Laundry Detergent		
Starch		
Sponges		
BAKING PRODUCTS	SOUPS	PERSONAL CARE
Flour	Beef Bouillon cubes	
Sugar	Chicken Bouillon cubes	
Brown Sugar	Chicken Broth FF	
Corn Starch	Chicken Noodle	
Baking Powder	Cream of Celery	
Baking Soda	Cream of Chicken	
Bisquick	Cream of Mushroom	
Brownie Mix	Tomato Soup	
Cake Mix		
Chocolate Chips		
Bakers Choc. Semi-Sweet		
Sweetened Condensed Milk		

Packing List

Required Uniforms

A's: _____
B's: _____
ACU'S: _____

MESS DRESS: _____
DRESS BLUES: _____

CIVILIAN CASUAL: _____
CIVILIAN INFORMAL: _____
FLIGHT JACKET _____

ACU's

- _____ ACU's (# OF SETS)
- _____ TAN T-SHIRTS
- _____ UNDER SHORTS
- _____ SOCKS
- _____ BOOTS
- _____ BELT, RIGGER
- _____ SOFT CAP
- _____ GORTEX JACKET W/ GLOVES
- _____ BERET
- _____ KEVLAR
- _____ LBE w/ PISTOL & LANYARD
- _____ G.O. Belt

PHYSICAL TRAINING GEAR DAYS

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

TOILETRIES

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

ARMY GREENS

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

BLUES

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

MESS DRESS

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

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

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

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

CHECKED BY: ___ SSG STRACK ___ MAJ JONES

Clothing Size / Preference List

ACU's

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

ARMY GREENS

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

PHYSICAL TRAINING GEAR

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

BLUES & MESS DRESS

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

TOILETRIES

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

ALLERGIES

CIVILIAN CLOTHES

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

MEDICATIONS

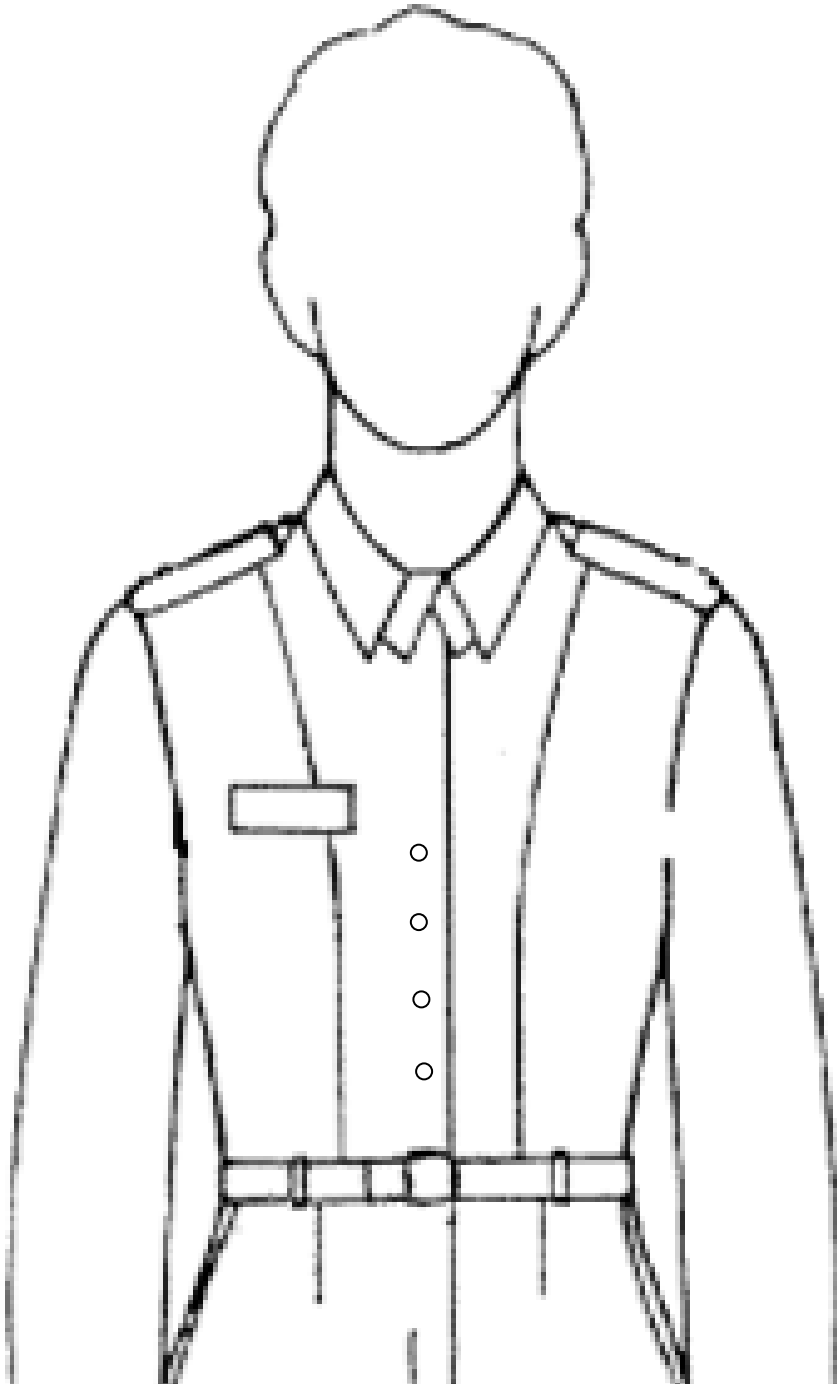
MEDICAL INFORMATION

BLOOD TYPE _____

ACU Template



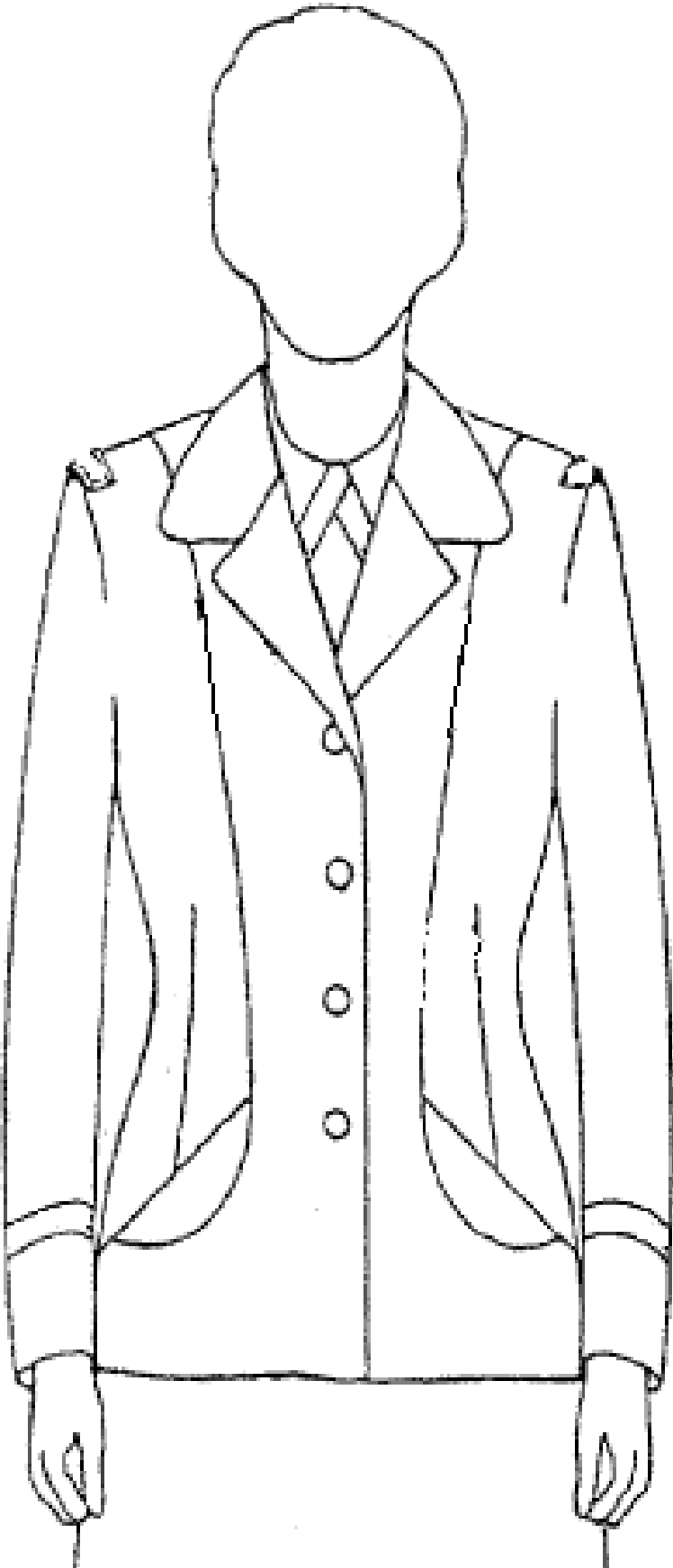
Class B Template, Female



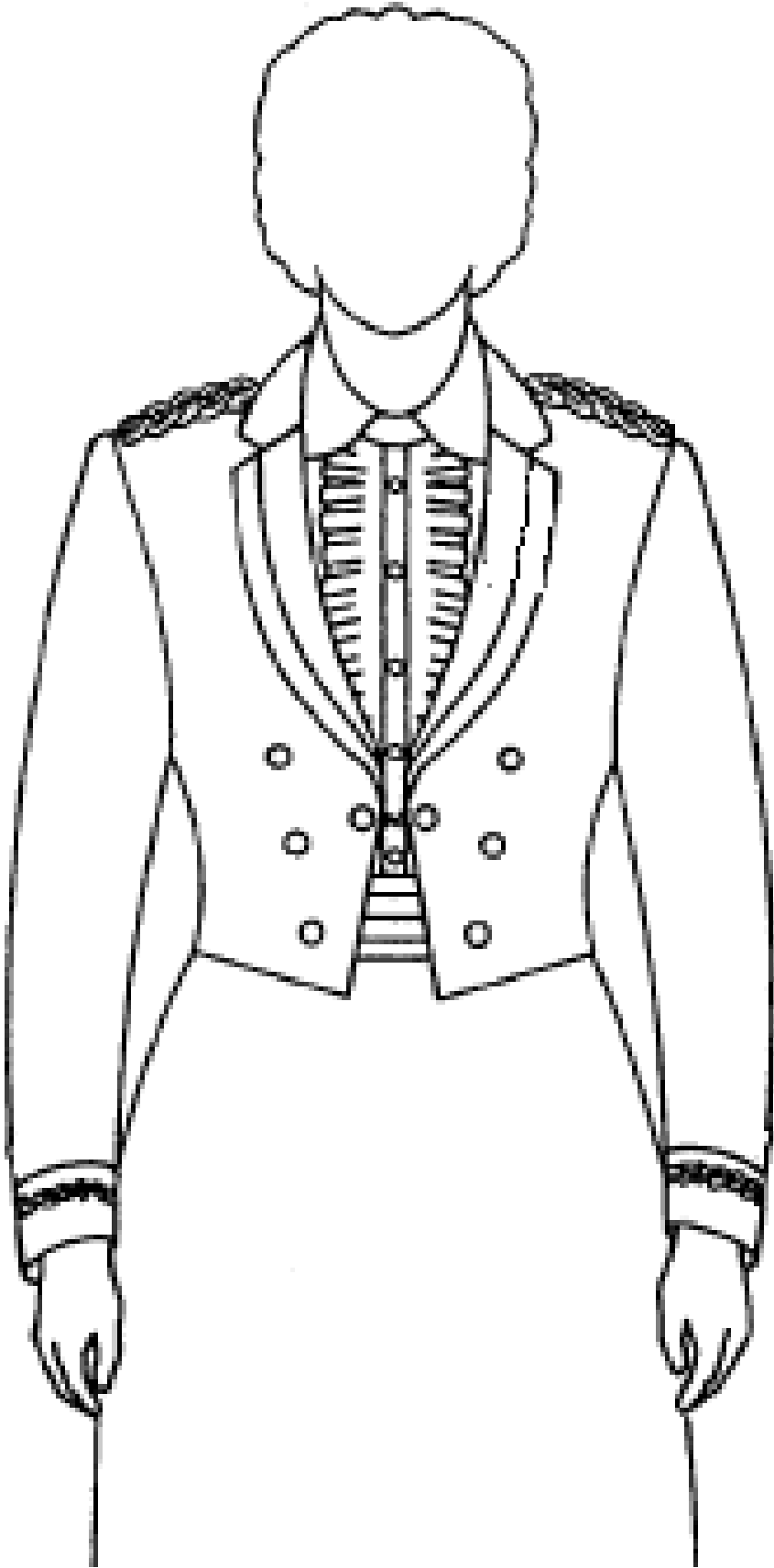
Class A Template, Female



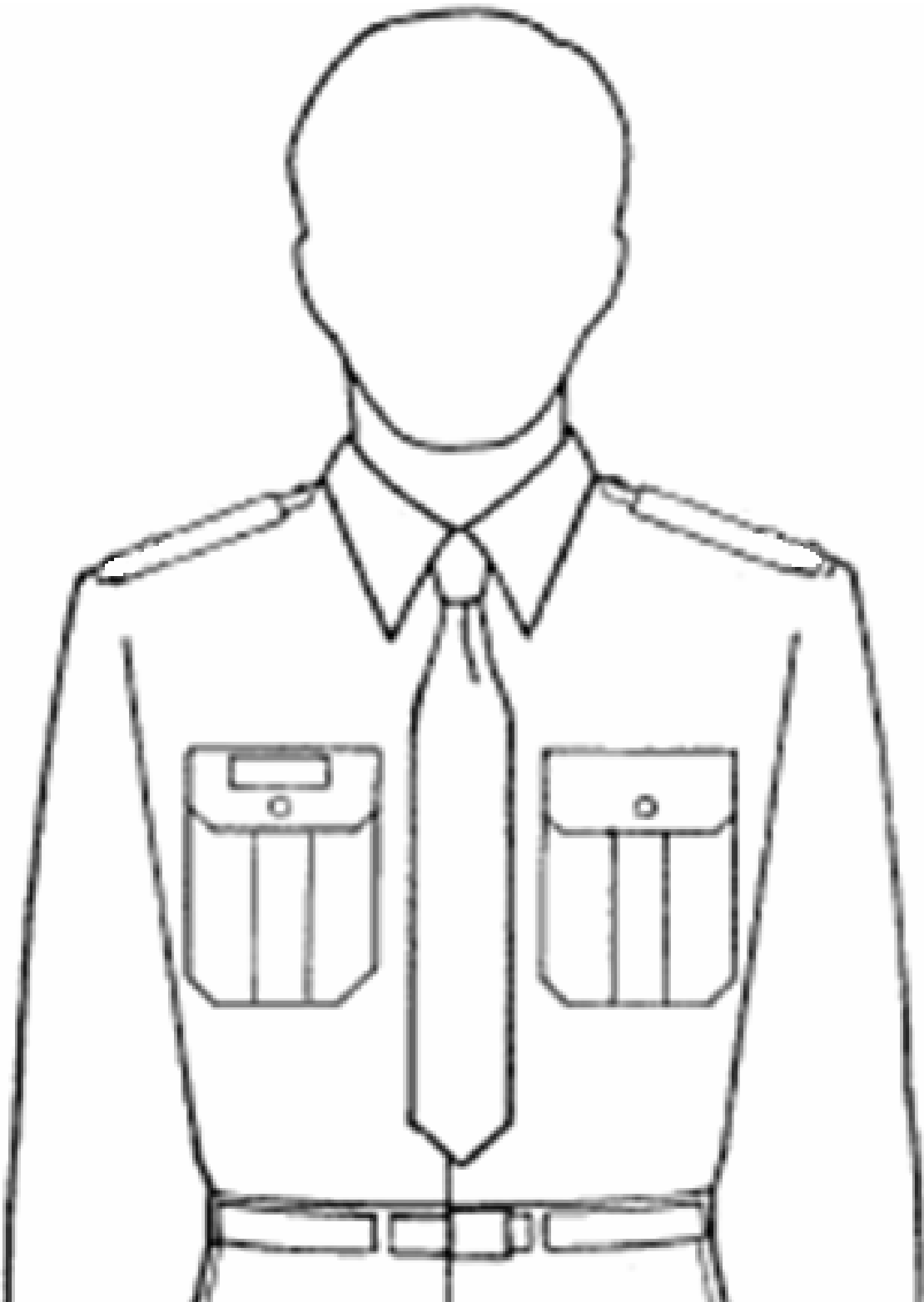
Army Blue Uniform Jacket, Female



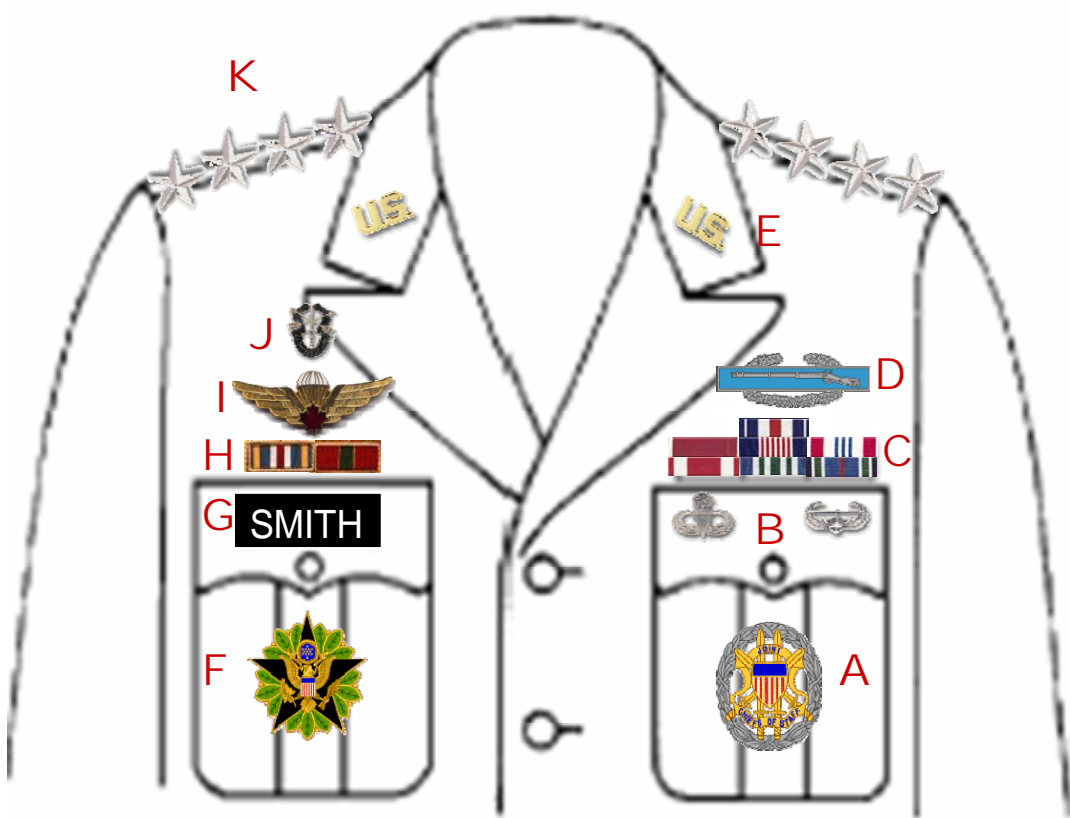
Mess Dress Template, Female



Male Class B Template, Male



Class A Template, Male

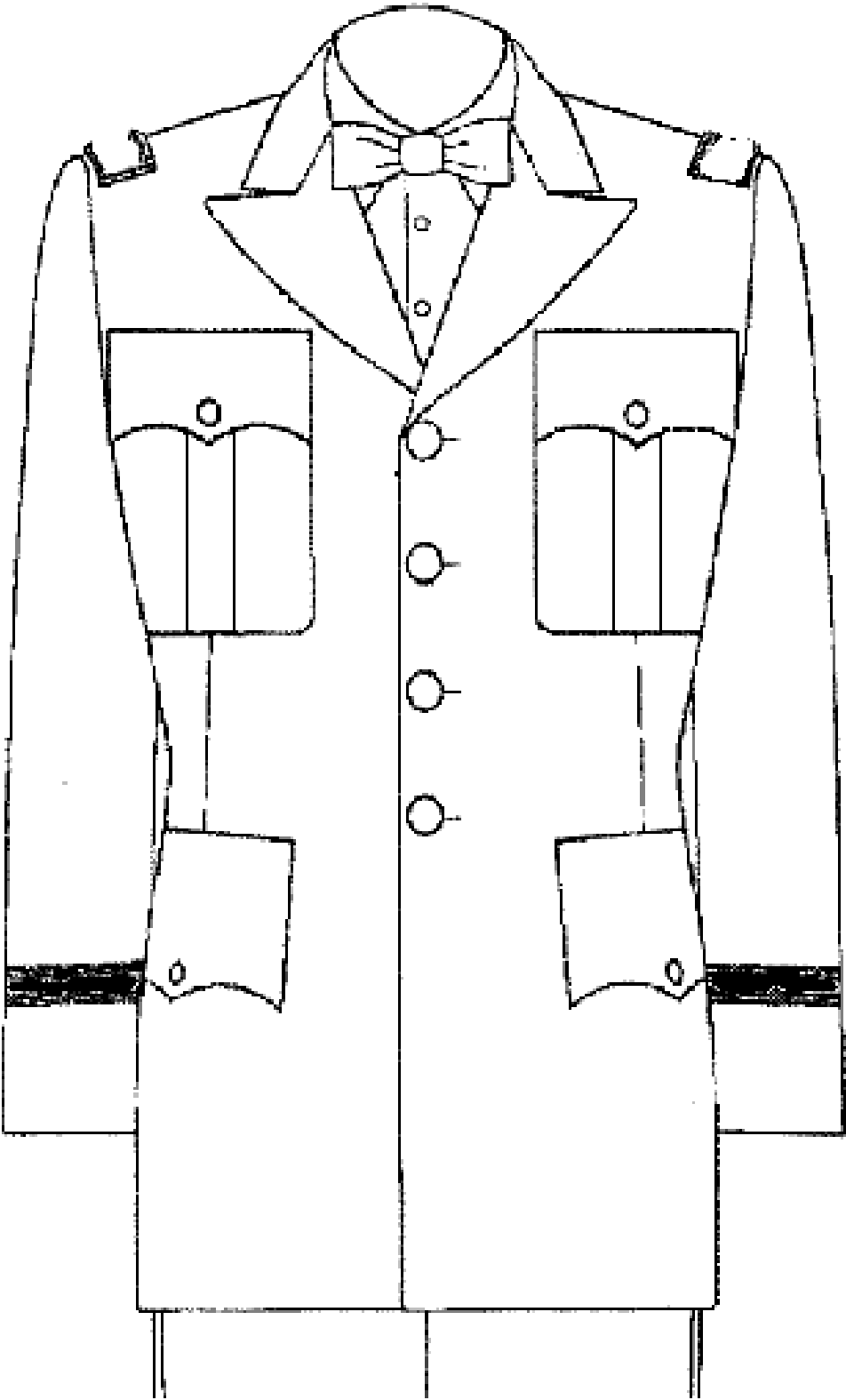


Uniform Documentation

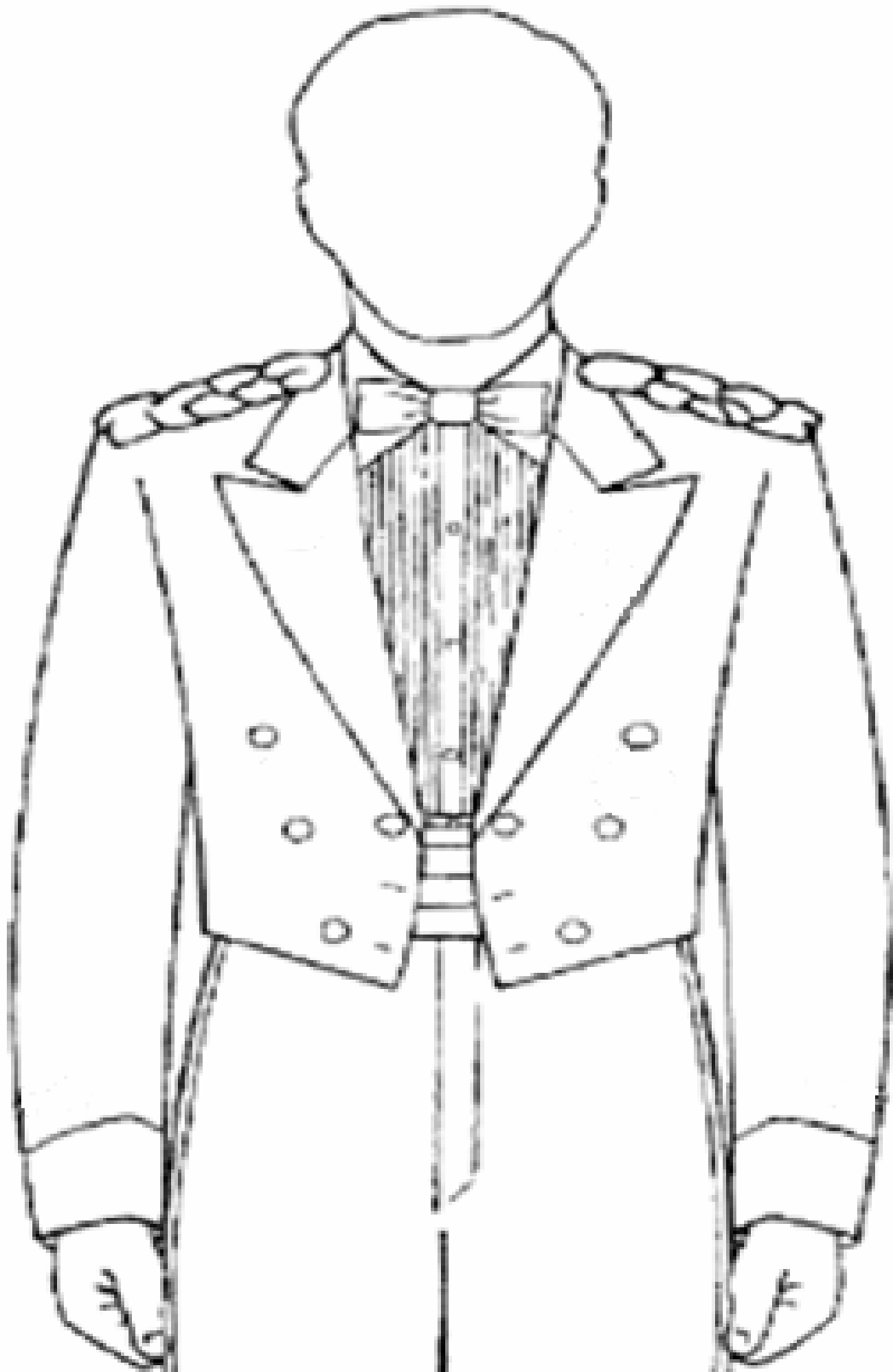
General Smith's Class A Jacket

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

Army Blue Uniform Jacket, Male



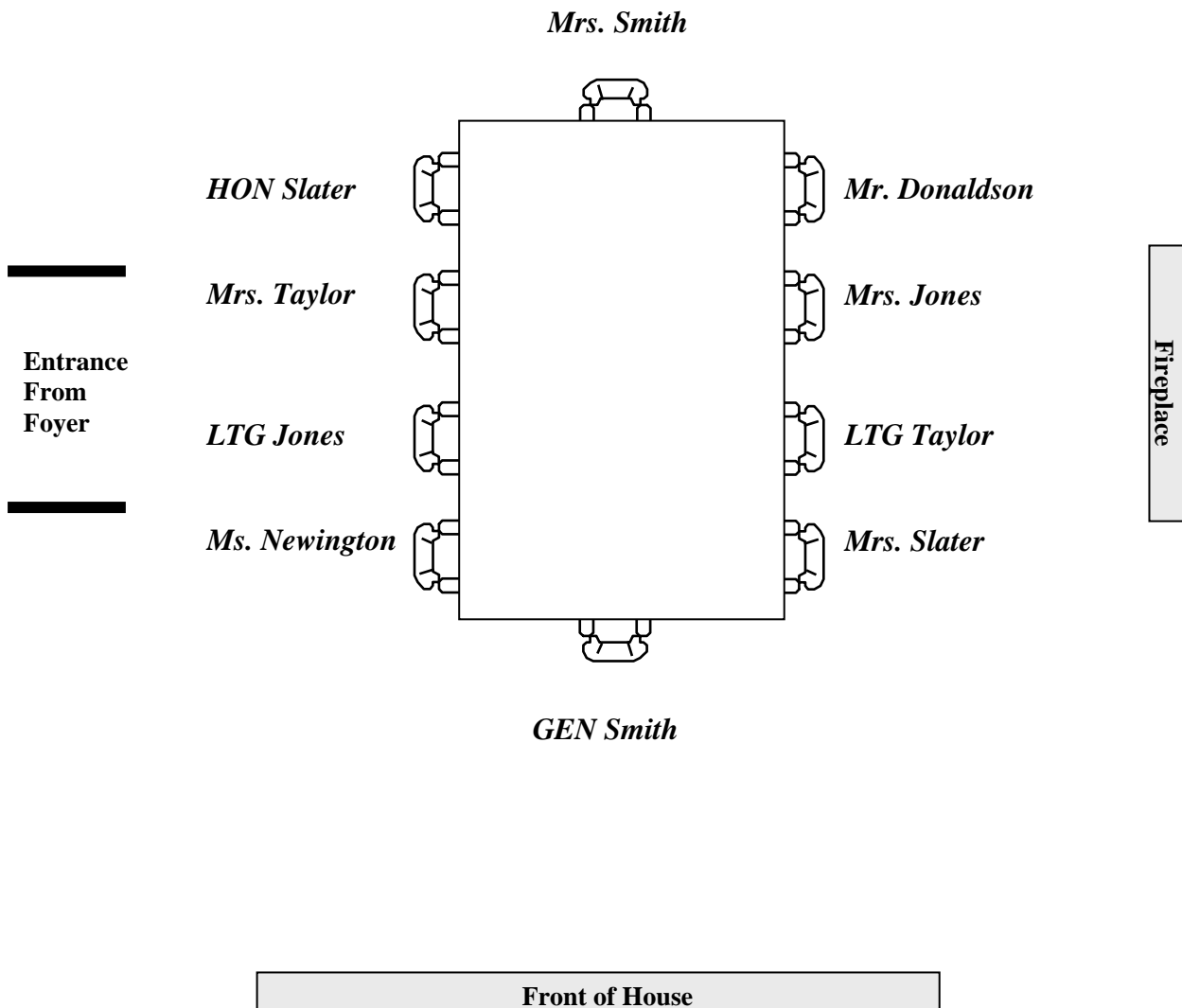
Mess Dress Template, Male



Seating Chart

DINNER
Hosted by
THE VICE CHIEF OF STAFF OF THE ARMY
1 APRIL 2006

DINNER SEATING



Monthly Household Cost Report

APRIL 2006

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

**GEN Smith, Quarters 8
Fort McNair, Washington, D.C.
Official Entertainment Balance Sheet**

EVENT: Dinner	DATE: 1 April 2006	
IN HONOR OF: HON Slater		
FOOD VENDOR	COST	RECEIPT #
Fort Myer Commissary	\$ 152.79	1
Fort Myer Commissary	\$ 74.36	2
Sutton Place Gourmet	\$ 64.23	3
TOTAL FOOD COST	\$ 291.38	
TABLE ARRANGEMENTS		
Royal Floral Designs	\$ 50.00	4
BEVERAGES		
Fort Myer Class 6	\$ 63.20	5
ADDITIONAL HELP	\$ 100.00	6
TIPS	\$ 4.00	7
TOTAL COST OF GOODS	\$ 508.58	
NUMBER OF GUESTS SERVED	12	
TOTAL COST PER GUEST	\$ 42.38	
<i>FOOD COST PER GUEST</i>	\$ 24.28	

.0012 Liquor Inventory Control

.0012 SECAR Contingency Fund		Liquor Inventory					
	QTY	QTY	COST	USED	AMOUNT	TOTAL	CURRENT
Brand Name	START	ADDED	(per bottle)	(in tenths)	ON HAND	COST	VALUE
Smirnoff Vodka	1	0	\$ 8.90	0	1		\$ 8.900
Beefeater Gin	0.6	0	\$ 20.15	0.1	0.5	\$ 2.02	\$ 10.008
Glenfiddich	0.9	0	\$ 28.00	0.1	0.8	\$ 2.80	\$ 22.400
Chivas Regal	1.3	0	\$ 24.50	0	1.3		\$ 31.805
Barcardi White Rum	0.3	0	\$ 8.80	0	0.3		\$ 2.604
Jack Daniels	1.2	0	\$ 13.99	0.1	1.1	\$ 1.40	\$ 15.309
Drambuie	0.8	0	\$ 29.50	0	0.8		\$ 23.600
Grand Marnier	0.9	0	\$ 30.50	0.1	0.8	\$ 3.05	\$ 24.400
Courvoisier VSOP	0.4	0	\$ 37.00	0	0.4		\$ 14.800
Remy Martin	1	0	\$ 33.95	0.1	0.9	\$ 3.40	\$ 30.506
DOM B & B	0.5	0	\$ 26.50	0	0.5		\$ 13.205
Myers Dark Rum	0.2	0	\$ 18.00	0	0.2		\$ 3.600
Amaretto Di Saronno	1	0	\$ 19.00	0	1		\$ 19.000
Baileys Irish Cream	0.5	0	\$ 18.05	0.1	0.4	\$ 1.81	\$ 7.202
Noilly Pratt	0.4	0	\$ 6.70	0	0.4		\$ 2.608
Pernod	0.9	0	\$ 19.90	0	0.9		\$ 17.901
Black Forest Brandy	0.8	0	\$ 30.80	0	0.8		\$ 24.604
Schonauer Apfel Schnapps	0.8	0	\$ 13.00	0	0.8		\$ 10.400
Chambord	0.7	0	\$ 22.45	0	0.7		\$ 15.702
Sandeman Madeira	0.4	0	\$ 11.45	0	0.4		\$ 4.508
Sandeman Founders Reserve Porto	1.1	0	\$ 10.75	0	1.1		\$ 11.803
Savory & James "Fino" Dry Sherry	0.4	0	\$ 7.65	0.1	0.3	\$ 0.77	\$ 2.300
Cuvee de Bord Languedoc	2	0	\$ 7.35	0	2		\$ 14.700
Robert Mondavi Cabernet Sauvignon	3	3	\$ 6.70	4	2	\$ 26.80	\$ 13.400
Beringer Merlot	2	0	\$ 8.95	0	2		\$ 17.900
Georges DuBoeuf Chardonnay	2	3	\$ 4.75	2	3	\$ 9.50	\$ 14.205
Beaulieu Vineyards Merlot	2	3	\$ 7.95	3	2	\$ 23.85	\$ 15.900
Beaulieu Vineyards Chardonnay	1	0	\$ 7.95	0	1		\$ 7.905
Beaulieu Vineyards Sauvignon Blanc	1	3	\$ 7.95	3	1	\$ 23.85	\$ 7.905
Korbel Brut	0	3	\$10.35	2	1	\$ 20.70	\$ 10.305
Heineken	3	12	\$ 1.00	3	12	\$ 2.99	\$ 11.905
TOTALS						\$122.92	\$432.07

Outside Employment Request Form

REQUEST FOR PERMISSION TO ENGAGE IN OFF-DUTY EMPLOYMENT				
<ul style="list-style-type: none"> Soldiers may require prior approval of outside employment or activities, and may prohibit such activities if they will detract from readiness or pose a security risk. This authority is derived from Secretary of Defense's Title 10 authority to maintain military readiness and must be tied to a legitimate military mission requirement. Soldiers may not engage in outside activities that conflict with their official duties if such activities are prohibited by statute or regulation, or would require their disqualification from matters critical to their office. 				
Last Name – First Name – Middle Name		Grade	SSN	
Unit		Duty Position		
Employer Data				
Name of Proposed Employer		Nature of Business		Product or Services Sold, Manufactured, or Provided
Place of Employment (list all sites where work will be performed)			Anticipated Hours	
			Day	Start Time
			End Time	Number of Hours
			Sun	
			Mon	
			Tue	
			Wed	
			Thu	
			Fri	
			Sat	
			Total Hours	
<p>I understand that permission to engage in this outside employment may be revoked by the approval authority or higher authority upon determination that the employment is prohibited by statute or regulation. Permission may also be revoked if my duty performance falls below acceptable standards or for other reasons in the best interest of the U.S. Army. I understand that my official duty requirements are to be my first focus and that I can be disciplined if I fail in my official duty requirements. I understand that I may be ordered to cease outside employment if my official duty requirements are not maintained and that I am required to schedule a minimum 6-hour rest period. I understand that I must seek advance approval using the directed chain of command and that I agree to cooperate fully and willfully with my chain of command.</p>				
SIGNATURE OF INDIVIDUAL SEEKING OUTSIDE EMPLOYMENT				Date
COMMENTS OF SUPERVISOR: () Approved () Disapproved				
SIGNATURE OF SUPERVISOR				Date
I have personally reviewed this report. I do not believe that this individual's outside employment will detract from unit readiness or pose a security or a safety risk. Accordingly, I see no reason to prohibit this individual from performing the proposed outside employment.				
TYPED NAME, GRADE AND SIGNATURE OF APPROVING OFFICIAL				Date



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

