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Personnel-General A Guide to Protocol

By Order of the Secretary of the Army:

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History. This publication is an expedited revision. The portions affected by this expedited revision are listed in the summary of change.

Applicability. This pamphlet applies to the Regular Army, the Army National Guard/Army National Guard of the United States, and the U.S. Army Reserve, unless otherwise stated. During mobilization, procedures in this publication may be modified by the proponent.

Proponent and exception authority. The proponent for this pamphlet is the Chief of Staff of the Army. The proponent has the authority to approve exceptions or waivers to this pamphlet that are consistent with controlling law and regulations. The proponent may delegate this approval authority, in writing, to a division chief within the proponent agency or its direct reporting unit or field operating agency in the grade of colonel or the civilian equivalent. Activities may request a waiver to this pamphlet by providing justification that includes a full analysis of the expected benefits and must include formal review by the activity's senior legal officer. All waiver requests will be endorsed by the commander or senior leader of the requesting activity and forwarded through their higher headquarters to the policy proponent. Refer to AR 25–30 for specific requirements.

Suggested improvements. Users are invited to send comments and suggested improvements on DA Form 2028 (Recommended Changes to Publications and Blank Forms) directly to Director of the Army Staff (DACS–DSP), 200 Army Pentagon, Washington, DC 20310–0200 and usarmy.pentagon.hqda-vdas.mbx.army-protocol@army.mil.

Distribution. This publication is available in electronic media only and is intended for Regular Army, U.S. Army National Guard, and the United States Army Reserve.

*This publication supersedes DA Pam 600–60, dated 14 September 2022.

SUMMARY of CHANGE

DA PAM 600–60
A Guide to Protocol

This expedited revision, dated 15 September 2023—

- Removes reference to flag spreaders (formerly para 6–10c).
- Moves the summary of change to the front of the publication, below the title page.

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Glossary of Terms

Chapter 1

Introduction

1–1. Purpose

This publication conveys the Army standards of protocol customs and courtesies for distinguished visitors during official events, ceremonies, visits, conferences, official social functions, and meals.

1–2. References, forms, and explanation of abbreviations

See appendix A. The abbreviations, brevity codes, and acronyms (ABCAs) used in this electronic publication are defined when you hover over them. All ABCAs are listed in the ABCA directory located at <https://armypubs.army.mil/>.

1–3. Associated publications

This section contains no entries.

1–4. Records management (recordkeeping) requirements

The records management requirement for all record numbers, associated forms, and reports required by this publication are addressed in the Records Retention Schedule–Army (RRS–A). Detailed information for all related record numbers, forms, and reports are located in Army Records Information Management System (ARIMS)/RRS–A at <https://www.arims.army.mil>. If any record numbers, forms, and reports are not current, addressed, and/or published correctly in ARIMS/RRS–A, see DA Pam 25–403 for guidance.

Chapter 2

Role of the Protocol Office and Executive Services

2–1. Role of protocol

The local protocol office or executive services is responsible for implementing the protocol needs in support of their leadership at an official function, such as a meeting, ceremony, meal, or reception. Protocol should be familiar with military and diplomatic customs and courtesies, as well as local traditions when supporting leadership and official events. The tasks and responsibilities of a specific Army protocol office may vary. Knowledge of the protocol practices and tasks of higher headquarters such as the Headquarters, Department of the Army (HQDA) Protocol Office should also be observed.

2–2. Guidance to leadership

The local protocol office or executive services is responsible for providing guidance to leadership on military and diplomatic courtesies and customs, as well as historical knowledge on events repeated over the years. Protocol offices may also provide guidance to subordinate offices who do or do not have their own protocol staff.

2–3. Pre-execution tasks

Protocol offices may provide a range of support before an event hosted by their leadership, to include the following: coordinating funding or collection of money from guests; sending out an invitation; collecting RSVPs; coordinating event support to include music or chaplain; creating seating charts; creating event scripts; and producing event products such as seat tags, place cards, name tags, table tents, menu cards, and so forth.

2–4. Execution tasks

Protocol offices may provide a range of support during an event hosted by their leadership, to include the following: event location set-up and flag support (unless coordinated by another office); usher and greeting, reading of narration, and any other protocol support during event execution, as defined by the coordination team.

2-5. Distinguished visits

The protocol representative will work with a coordination team to support distinguished visits. The protocol tasks may include coordinating transportation, lodging, escorts, and the exchange of gifts.

2-6. Official events

Work with the local staff judge advocate to determine which events are official and should be supported by protocol.

Chapter 3 Invitations

3-1. Extending invitations

- a. The Army standard is to use electronic invitations for the majority of events; however, a small quantity of formal invitations may be printed for guests who do not have email or for keepsakes from the event.
- b. All invitations should include at a minimum the following information:
 - (1) Name and/or title of host.
 - (2) Name of event or honoree.
 - (3) Date and time.
 - (4) Location.
 - (5) Attire.
 - (6) RSVP information.
- c. Invitations should be sent to a guest list approved by the host, guest of honor, or event coordination team. The guest list could include a standard invitee "A-list"; a personal guest list of the guest of honor, or a group of community non-Department of Defense (DoD) leaders, depending on the specific event.
- d. Invitations are emailed or mailed out 3 or 4 weeks in advance. If the function is extremely large, 5 or 6 weeks may be more suitable.
- e. A "save the date" can also be sent to notify the invitee of a future event, if it is appropriate. This way, the date and time can be "saved" months ahead of time, followed up by an invitation issued at a date closer to the event.

3-2. Electronic invitations

- a. Electronic invitations should be sent for the majority of events.
- b. HQDA Protocol uses the eInvitation system provided by the Air Force Institute of Technology (<https://einvitations.afit.edu/generator/index.cfm>). When using this system, format the invitation to reflect the formality of a hard copy invitation with a similar font and look.
- c. A PDF copy of the invitation may be emailed to the guest list, if the eInvitation system does not work or a PDF is more appropriate.
- d. Figure 3-1 is an example of an electronic invitation from the eInvitation system.

3-3. Printed invitations

- a. Printed invitations are the most formal invitation and are issued for very special occasions. They are printed with black ink on a good quality white or cream colored vellum card stock.
- b. Printed invitations often include an insert to be shown at the door. If inserts or seating cards are enclosed, they should be brought to the function.
- c. Figure 3-2 is an example of a printed invitation.

3-4. Replies to an invitation

- a. The invitation should provide an email, phone number, or electronic button (on the eInvitation system) for guests to RSVP for each event.
- b. The RSVP information should go directly to the protocol or executive services office, aide, or host's executive assistant.
- c. A reply to an invitation should be given 48 hours after receiving an invitation or by the RSVP date provided on the invitation.

3–5. Withdrawing an invitation or acceptance

a. To recall an invitation, an email can be sent or phone call made to each guest planning to attend. The host may choose to share why the event is no longer happening, and whether the event is being cancelled or postponed.

b. If the event is postponed, a new invitation is sent out and RSVPs should be collected again.

c. To recall an acceptance of an invitation, an email can be sent or phone call made to the host's staff, and an explanation of the absence should be provided. There are few valid reasons to withdraw the acceptance of an invitation: serious illness, a death in the family, absence due to an upcoming transfer, official duty, or very important business elsewhere.



***The Chief of Staff of the Army
requests the pleasure of your company at a
Promotion Ceremony
in honor of
Major Jane Doe
on Thursday, the seventeenth of March
two thousand twenty-two
at nine o'clock
The Hall of Heroes, Room 2D1040
The Pentagon
Washington, DC***

***R.S.V.P. by 10 March
ArmyProtocol@mail.mil***

***Duty Uniform
Business Attire***

Figure 3–1. Electronic invitation



*The Chief of Staff of the Army
requests the pleasure of your company
at a Promotion Ceremony
in honor of
Major John Doe
on Friday, the twenty-eighth of January
two thousand twenty-two
at three o'clock
The Patriot Room, Room 3D710
The Pentagon, Washington, DC*

*R.S.V.P. by 21 January
ArmyProtocol@mail.mil*

*Duty Uniform
Business Suit*

Figure 3–2. Printed invitation

Chapter 4 Precedence

4–1. Determining precedence order

- a. This chapter contains general rules that should be followed when determining precedence order. Protocol governs the precedence of government, ecclesiastical, and diplomatic personnel.
- b. The State Department is responsible for the official precedence list. The DoD and the Department of the Army update their respective lists accordingly. For the most current precedence list, please contact Army Protocol at usarmy.pentagon.hqda-vdas.mbx.army-protocol@army.mil.
- c. For a ceremony or event, the guest of honor and host will take precedence.
- d. In the United States, an official position is determined by election or appointment to an office. Official positions and their precedence can be found in the State Department and DoD precedence lists.

4–2. Military precedence

- a. Date of rank often determines precedence within the military and DoD ranks.
- b. Retired military officers and former leadership.
 - (1) Retired officers are ranked following active duty officers of the same grade.
 - (2) Former leadership should be ranked immediately following the current.

(a) Positions such as a retired Chief of Staff of the Army (CSA) or retired Vice Chief of Staff of the Army (VCSA) can be ranked using their CSA or VCSA very important person (VIP) code (Army Precedence List), with the earlier title holders receiving precedence.

(b) Positions such as former command leadership: A former senior commander would be seated after the current senior commander. If there is more than one 'former', the officer who served longest ago (earlier title holders) would receive precedence.

c. At Army official and social functions, conferences, meetings, and ceremonies, the Sergeant Major of the Army (SMA) is accorded protocol ranking equivalent to a general officer (GO). For Army exclusive events only, the SMA has precedence over all other lieutenant generals except the Director of the Army Staff. Outside the National Capital Region, the SMA may be positioned after the senior GO present. When the SMA and one or more former SMAs are present, the serving SMA takes precedence, and the former SMAs are ranked by date of rank as SMA, with the earliest serving SMA in precedence. For Joint Service events, former service senior enlisted advisors of any Service should be placed in front of other retired members of the same grade (E-9).

d. Frocked individuals are entitled to all honors, courtesies, and benefits of the higher grade except for pay and allowances. They are, therefore, seated ahead of others in their actual pay grade but behind all individuals actually holding the rank to which frocked. When more than one frocked person is present (frocked to the same rank), effective date of frocking will dictate precedence.

e. Individuals on approved promotion lists: Such individuals differ from those who are frocked to the next higher grade in that they continue to wear the insignia of rank of the current pay grade. There is no requirement to allow their seating above others in the same rank and grade.

4-3. Military official calls

a. *General.* Arrival calls, courtesy calls, and departure calls are types of official calls. When able, the would be made at the office of the person visited, but virtual calls may be appropriate also.

b. *Arrival calls.* Made by a subordinate to an immediate superior and then on that officer's superior; for example, a new major to a battalion sets a courtesy introduction call with the battalion commander and brigade commander. Another method is to have the newcomer escorted to the various offices, introduced to fellow workers, then at a time convenient to superiors, by appointment, courtesy calls are made. Historically, official calls were made within the first week after arrival at the new location.

c. *Departure calls.* The official procedures for leaving a unit, post, or installation may vary. Custom requires that an officer departing make an official call with the immediate commanding officer as an act of courtesy.

4-4. United States and foreign precedence

a. An ambassador accredited in May 2021 precedes another accredited in January 2022. An ambassador, however, always precedes a minister.

b. Diplomatic precedence has been established by international agreement dating from the Regulation of Vienna of 19 March 1815. Their service length decides the precedence of the various chiefs of mission in the receiving country. The sending country's size, date of independence, and importance in international affairs usually are not considered when establishing precedence.

c. Below the rank of charge d'affaires, precedence is established according to the position in the mission. For example, when the British Ambassador outranks the Danish Ambassador, the British First Secretary precedes the Danish First Secretary at dinners. A change of ambassador or ministers alters the relative positions of the entire staff. An ambassador traveling on leave or visiting his or her home country does not have the same status as when "on post."

d. Although other officials may concede their positions on certain occasions, the Chief of the Mission, as the representative of the government, never yields his or her place.

e. Protocol and precedence vary from country to country. For the proper protocol to observe in a foreign country, contact the protocol service in that country's ministry of foreign affairs or the U.S. embassy in the foreign country.

Chapter 5

Seating

5-1. Determining seating

a. This chapter contains general rules to be followed when determining a seating arrangement for various events, to include ceremonies, dinners, meetings, and conferences. The Army standard for seating for an event will be based on precedence, the purpose of the event, and the host's intent.

b. Seating at ceremonies is an important way to show deference to VIPs and personal guests. Oftentimes, the seating of guests is based on whether the ceremony has troop movement involved, or no troop movement. When seating at a ceremony, there are several areas that need to be considered:

- (1) Seating of the official party to include host, reviewing officer, or guest of honor.
- (2) Seating of VIP guests.
- (3) Seating of family and personal guests.

5-2. Seating at a ceremony with troop movement

a. For seating at a ceremony with troop movement, the Army standard for host and reviewing official is as follows:

(1) The reviewing officer will be seated on the reviewing stand (dais) to the right of the host of the event.

(2) Training Circular (TC) 3-21.5 points out the positions of the official party and should be followed in preparation of the ceremony.

b. For seating at ceremony with troop movement, the Army standard for VIP guests is:

(1) VIPs will sit on the left rear of the reviewing stand.

(2) It is important to remember that for purposes such as seating at official ceremonies, the spouses of officials assume the rank of their spouses when attending with that official. Spouses do not individually have precedence unless they also hold an office or position to which precedence is prescribed. However, if the spouse attends without the official, generally, the spouse should be seated according to the official's rank as a courtesy.

c. For seating at ceremony with troop movement, the Army standard for personal guests is as follows:

(1) The personal guests of the reviewing officer are seated to the rear of the reviewing stand on the right side facing the line of troops.

(2) For a Change of Command, the guests of the outgoing officer are on the right side of the audience (behind the outgoing officer on the reviewing stand) and the guests of the incoming officer are on the left of the audience (behind the incoming officer on the reviewing stand).

5-3. Seating at a ceremony without troop movement

a. For seating at a ceremony without troop movement, the ceremony will be on a stage or designated area at the front of the room. The Army standard for seating the host and guest of honor is:

(1) The host will sit in the first seat, front row of the section to the left (in front of the stage).

(2) The guest of honor will be seated in the first seat, in the front row of the section to the right (in front of the stage).

b. Army standard for VIP guests.

(1) VIP guest seating begins in the front row of the left section, directly after the host (and spouse, if applicable), facing the stage or event area.

(2) If the leadership prefers to seat command team first, the command team (group defined by your leadership) would be seated first, and the remaining VIPs in rank order following.

(3) For official events, if a VIP is not attending but their spouse or partner is, the spouse/partner will be seated in the place of the VIP.

c. Seating of personal guests.

(1) Immediate family (to include spouse, children, and parents/grandparents, if appropriate) will be seated after the guest of honor, on the right of the audience.

(2) Extended family and personal guests are seated in the remaining rows, on the right side of the audience.

5-4. Seating at a dinner by precedence

- a. Seating at a dinner may be based on precedence or purpose of the dinner.
 - b. Seating by precedence at a dinner. The plan in figure 5-1 is an example of a dinner seating with guests seated in precedence order, with host and host spouse being at the ends of the table. Figure 5-2 is an example of a dinner with guests seated in precedence order, with host and host spouse sitting in the middle of the table.
- (1) Organize the guest list in precedence order, with the host and host spouse or partner being placed in the first spot. Precedence for the rest of the guests may be based solely on their VIP code. Within the Army, HQDA Protocol establishes a precedence list that assigns a VIP code for high-level positions within the government to help with precedence placement of individuals. Contact HQDA Protocol for the latest copy of this list: usarmy.pentagon.hqda-vdas.mbx.army-protocol@army.mil.
 - (2) Spouses are seated at dinners according to their sponsor's ranks unless they personally hold official positions.
 - (3) If strict observance of rank would seat spouses next to each other, one of them is moved. Select the person to be moved and the new position carefully, cause as little disruption of rank as possible.
 - (4) Using precedence and purpose as the foundation of seating at a dinner may result in a woman being seated at the end of the table. Army standard is that a woman at the end of the table is acceptable, if rules of precedence and purpose have been followed.
-

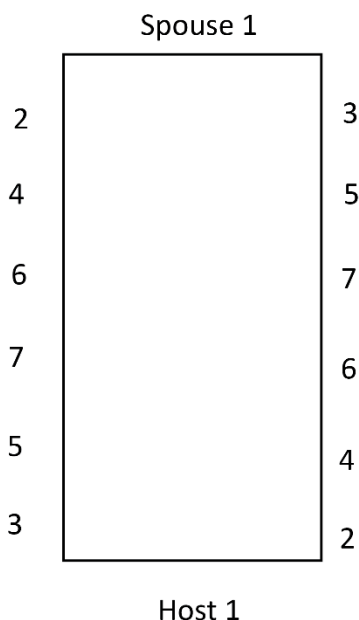


Figure 5-1. Dinner seating by precedence, host and spouse at the ends of the table

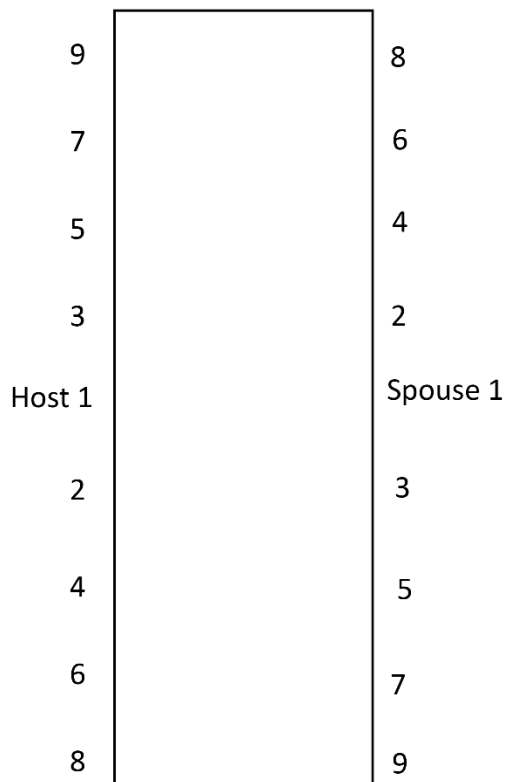


Figure 5–2. Dinner seating by precedence, host and spouse in the middle of the table

5–5. Seating at a dinner with guest of honor or awardee

a. A dinner with a guest of honor, awardee, or counterpart may require the aforementioned guests be given the second place of honor, after the hosts.

(1) The guest of honor, awardee, or counterpart (and their spouses) for a dinner should be seated to the right and left of the host and host spouse. An example of an awardee dinner, with the host and spouse seated at the ends of the table (see fig 5–3).

(2) The main awardee and spouse should be seated to the host and spouse’s right. If there is an additional awardee and spouse, they can be seated to the left of the host and spouse.

b. If the nature of the dinner means there are community outreach guests as well, intersperse the military guests with the community guests.

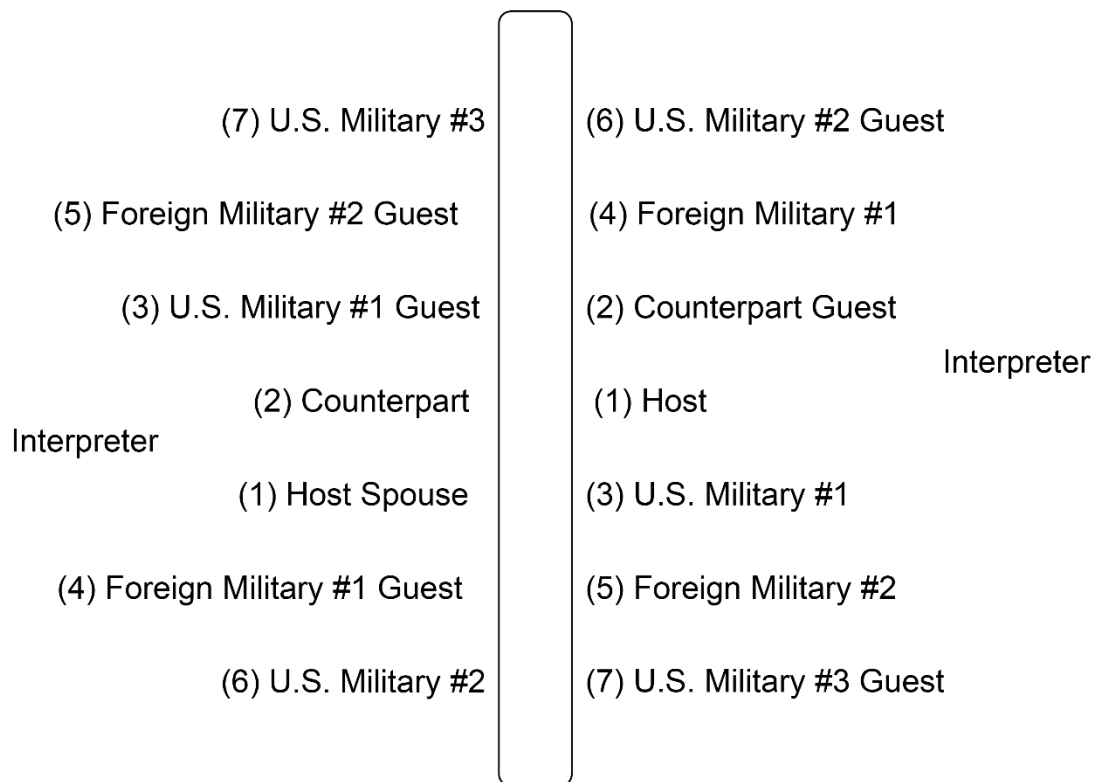


Figure 5–3. Awardee dinner seating with host and spouse at ends of table

5–6. Seating at a dinner with a foreign counterpart and interpreter

a. An example of a dinner with a counterpart, with the host and spouse seated in the center of the table (see fig 5–4). The counterpart and counterpart spouse sit to the right of the host and host spouse. The rest of the counterpart party should sit interspersed with the host party, regardless of rank. This may mean that a U.S. Armed Forces two-star GO will sit next to a foreign country colonel, U.S. Armed Forces one-star GO will sit next to a foreign country lieutenant colonel, and so forth. A foreign party should not be seated at the ends of the table, because their ranks are junior. Linguistic ability may also be a deciding factor when foreign guests are present.

b. Seating plans for an event requiring an interpreter (see figs 5–5 and 5–6). While the Army standard is that the interpreter not be seated at the table, State Department interpreters might request a seat at the table. An example of the interpreter sitting directly at a rectangular dinner table (see fig 5–5). An example for a round table with an interpreter (see fig 5–6). The interpreter's duties are demanding that he or she may 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 left of the foreign dignitary and being served with other dinner guests or seated behind the guest.

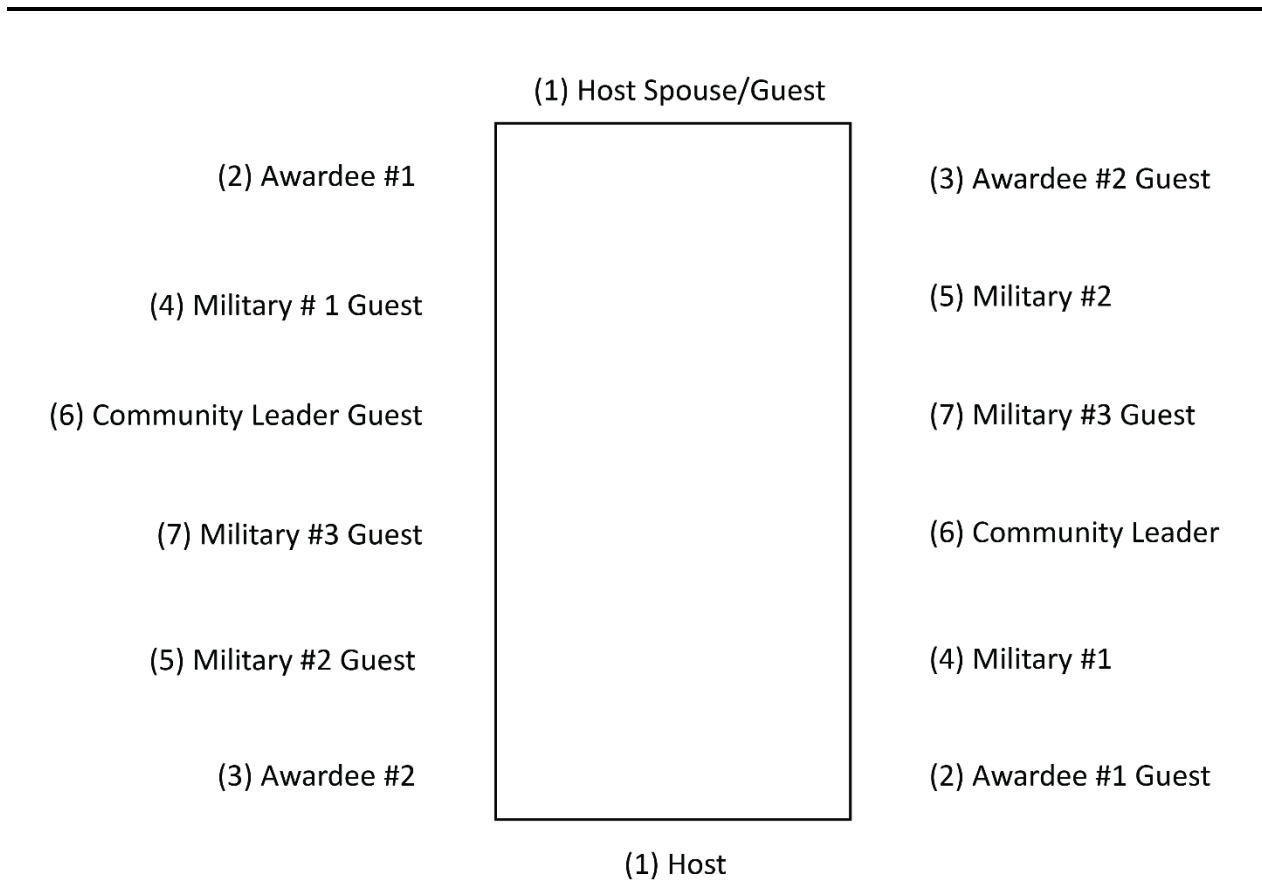


Figure 5–4. Counterpart dinner seating with host and spouse in middle of table

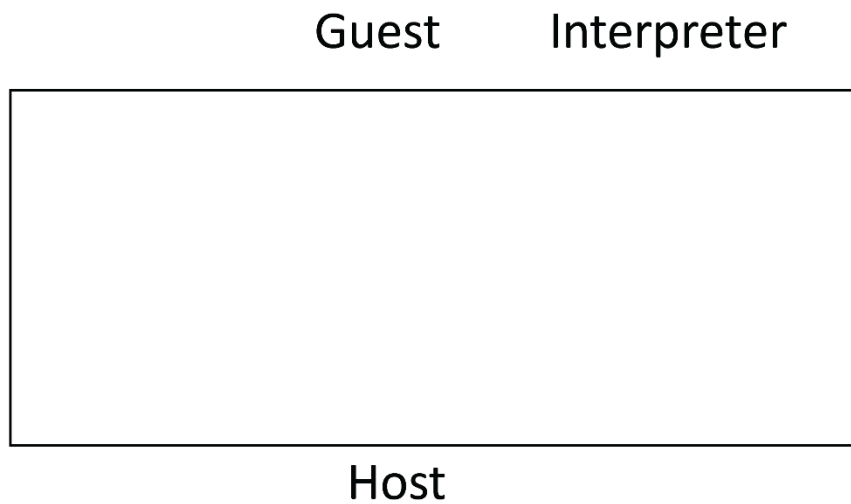


Figure 5–5. Dinner with interpreter seated at table, rectangular table

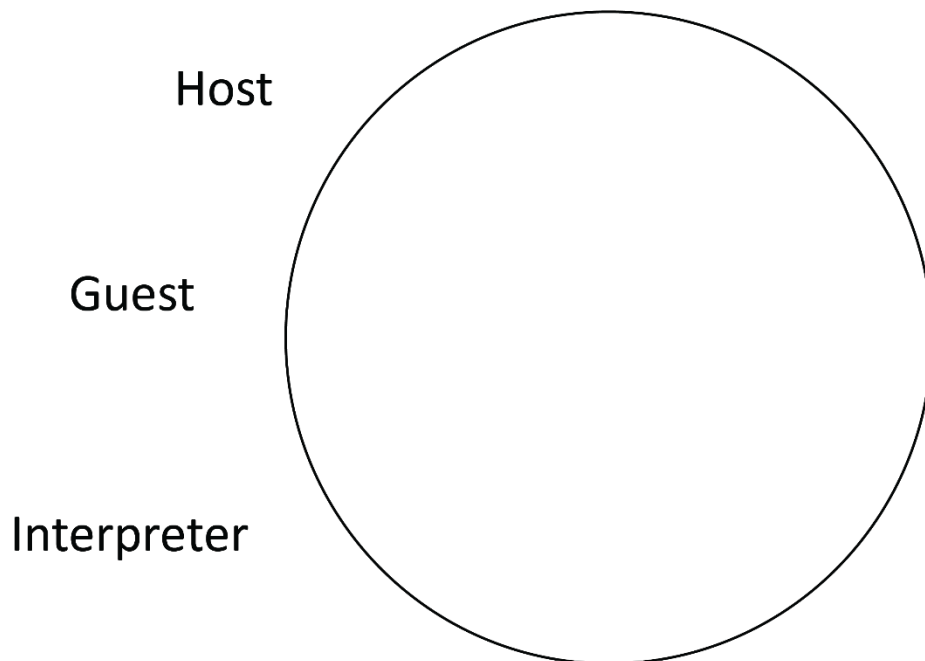


Figure 5–6. Dinner with interpreter seated at table, round table

5-7. Seating at a round table

a. A lunch or dinner may require a round table format. An example of seating at a round table (see fig 5-7).

b. The host or highest-ranking person at the table, and the guest of honor (if applicable) have the best seats at the table.

(1) This might mean the best view of the front of the room, the podium, the screen, and so forth.

(2) Guests will then be placed in precedence order to the right of the host, left of the host, alternating back and forth.

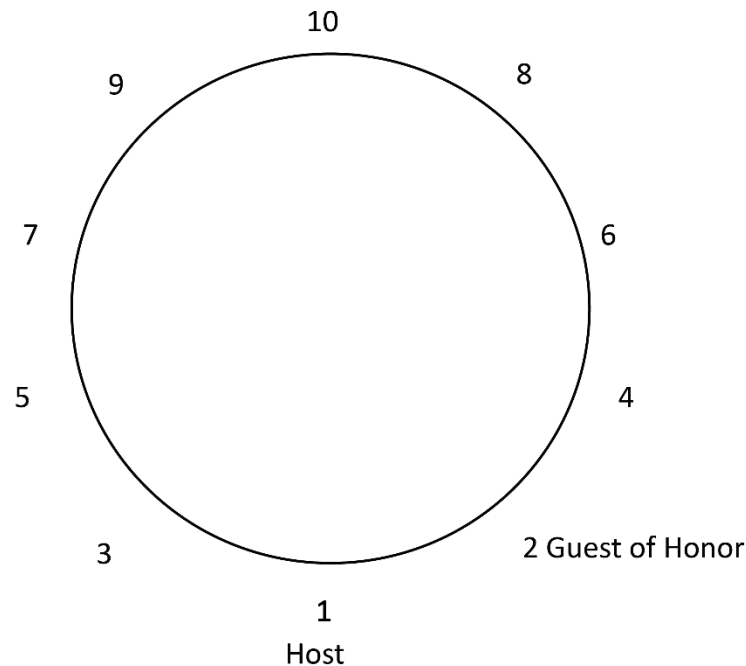


Figure 5-7. Lunch or dinner at round table

5-8. Seating at a meeting and conference

a. There are many different table configurations used for conferences and meetings, but determining seating arrangements is the same. The Army standard is to seat the meeting and conference participants by VIP code and purpose of the event. HQDA Protocol establishes a precedence list that assigns a VIP code for high level positions within the government to assist with precedence placement of individuals. Contact HQDA Protocol for the latest copy of this list: usarmy.pentagon.hqda-vdas.mbx.army-protocol@army.mil.

b. Begin any seating plan by placing the host at the best seat (the end, middle, and so forth) that meets the meeting requirements. Place the guest of honor or first ranking attendee to the host's right. The second ranking attendee should be placed to the host's left. The remainder of attendees should follow and be placed at the right and left of the host in rank order.

c. Options for seating arrangements for meetings and conferences (see plans in figs 5-8, 5-9, and 5-10).

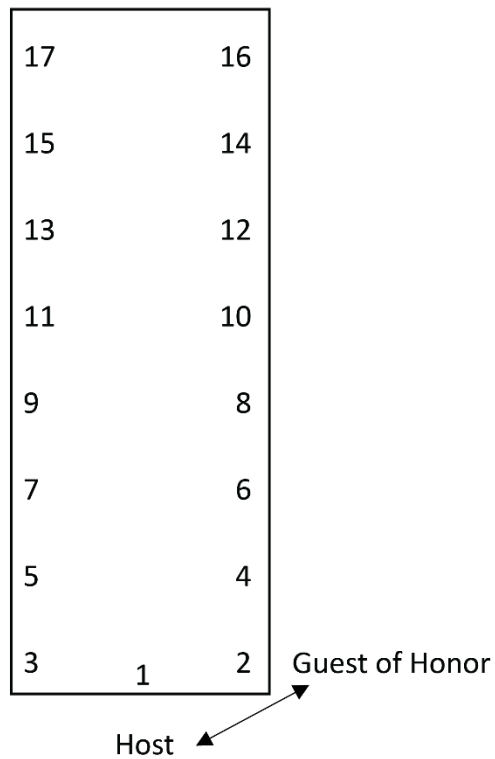


Figure 5–8. Meeting with host and guest of honor at head of table

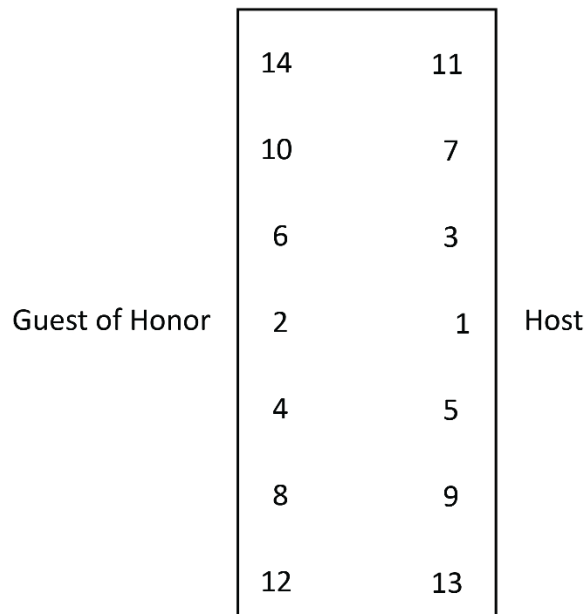


Figure 5–9. Meeting with host and guest of honor in the middle of the table

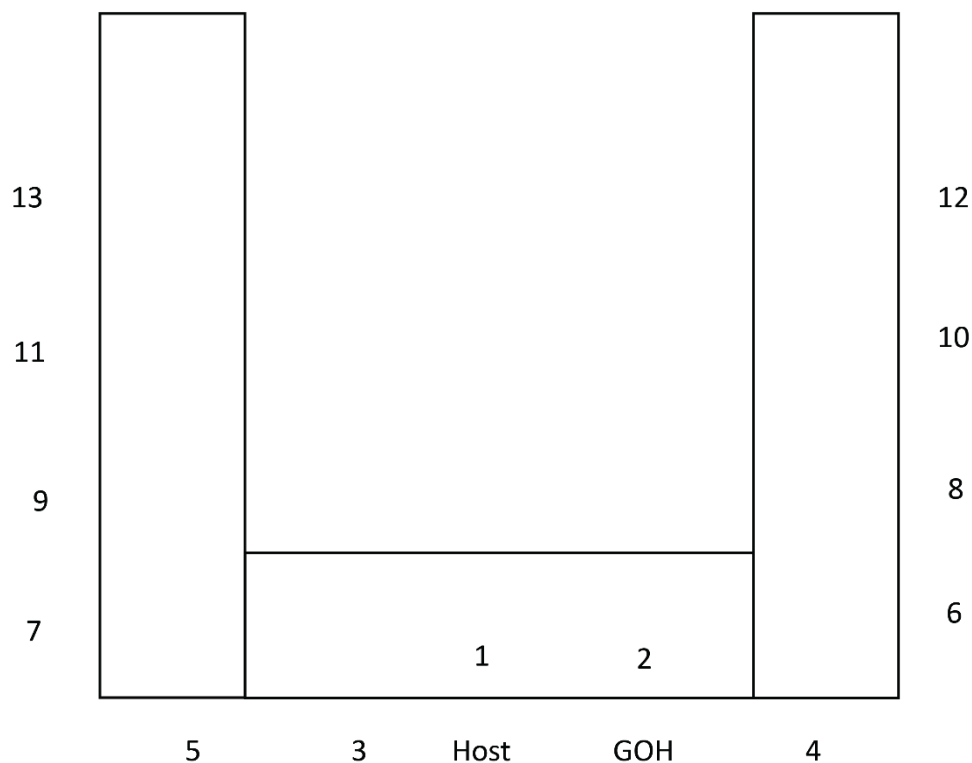


Figure 5–10. Meeting with host and guest of honor at u-shaped table

Chapter 6 Flags

6–1. Purpose

The following information refers to the display of flags, and flags in relation to protocol and ceremonies. For additional information regarding flags, please refer to AR 840–10.

6–2. Order of precedence of flags

The following is the order of precedence of flags:

- a. The flag of the United States.
- b. Foreign national flags. (Normally, these are displayed in alphabetical order using the English alphabet.)
- c. Flag of the President of the United States of America.
- d. Flag of the Vice President of the United States of America.
- e. State and territorial flags. Normally, state flags are displayed in order of admittance of the state to the Union (see table B–1). However, they may also be displayed in alphabetical order using the English alphabet. Territorial flags are displayed after the state flags either in the order they were recognized by the United States or alphabetically.
- f. Military organizational flags of the Services in order of precedence.
 - (1) United States Army.
 - (2) United States Marine Corps.
 - (3) United States Navy.
 - (4) United States Air Force.
 - (5) United States Space Force.

(6) United States Coast Guard.

g. Military organizational and distinguishing flags within a Service by echelon. The flag for the regimental corps will have precedence immediately before the regimental proponent's command flag. The regimental corps flag will never have precedence above an Army Command flag.

h. Individual and positional flags in order of rank. For the purpose of order of precedence, the term "individual flags" includes the Department of the Army senior executive service (SES) flag.

6-3. Display of the United States flag

a. Ceremonies and parades.

(1) The flag of the United States will be carried on all ceremonial occasions when two or more companies or an appropriate honor guard participates. It is always displayed in the position of honor.

(2) When the flag of the United States is carried in a procession with other flags, the place of the flag of the United States is on the marching right; or, if there is a line of other flags, in front of the center of that line (see fig 6-1).

(3) The flag should never be carried flat or horizontally but always aloft and free.

(4) When the flag of the United States is displayed from a vehicle, the staff of the flag will be clamped firmly to the right front fender.

(5) For additional information on display of the U.S. flag, refer to Section 7, Title 4, United States Code (4 USC 7).

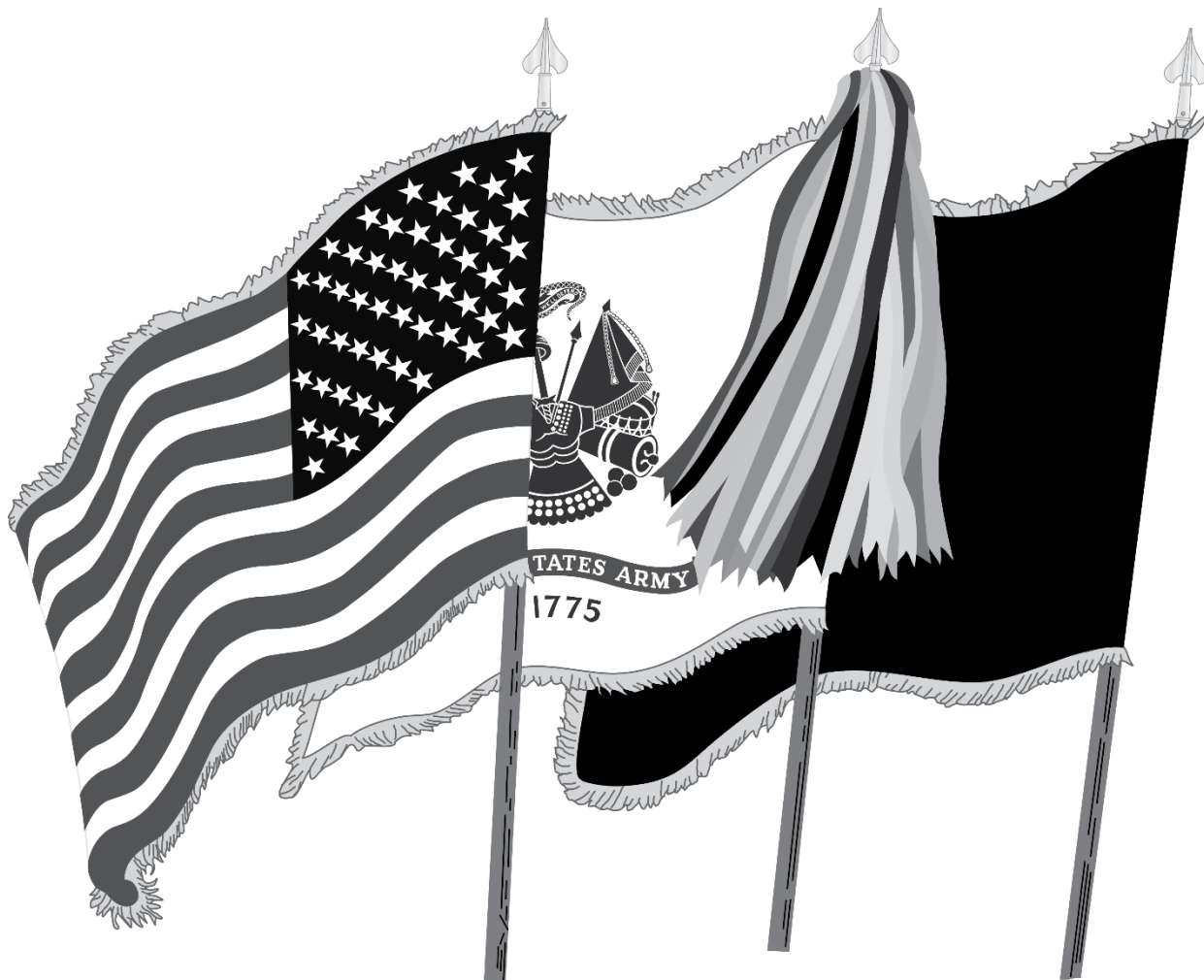


Figure 6–1. U.S. flag carried with other flags

b. With foreign national flags. When the flag of the United States is displayed with foreign national flags, all flags will be comparable in size. The flagstaves or flagpoles on which they are flown will be of equal height. The tops of all flags should be of equal distance from the ground.

c. From staffs.

(1) When a number of flags are grouped and displayed from staffs radiating from a central point, and no foreign flags are involved, the flag of the United States will be in the center and at the highest point of the group (see fig 6–2).

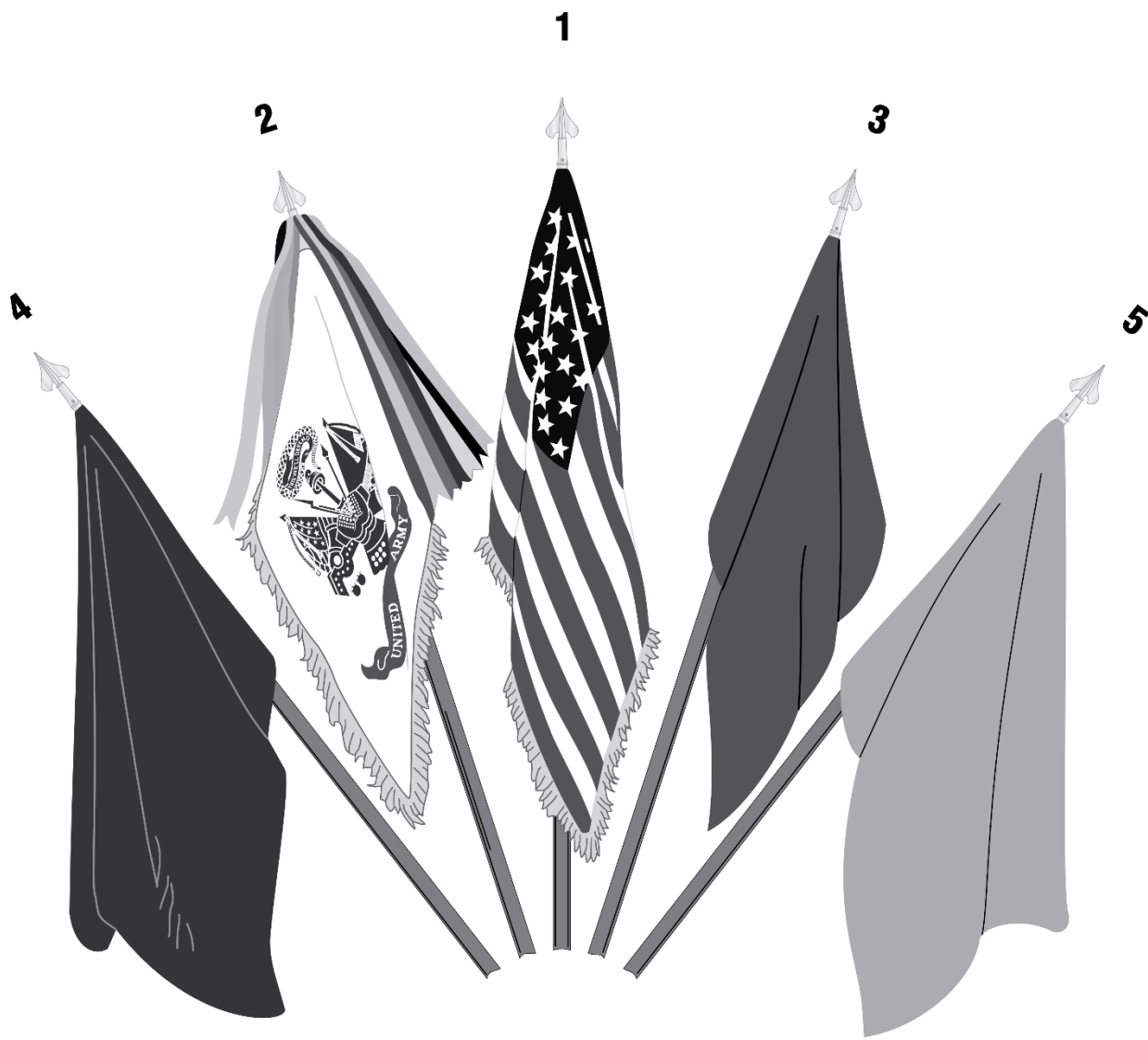


Figure 6–2. U.S. flag displayed in groups with staffs radiating

(2) When a number of flags are displayed from staffs set in a line, the flag of the United States will be at the right; that is, to the left of an observer facing the display. However, if no foreign national flags are involved, the flag of the United States may be placed at the center of the line providing it is displayed at a higher level (see fig 6–3).

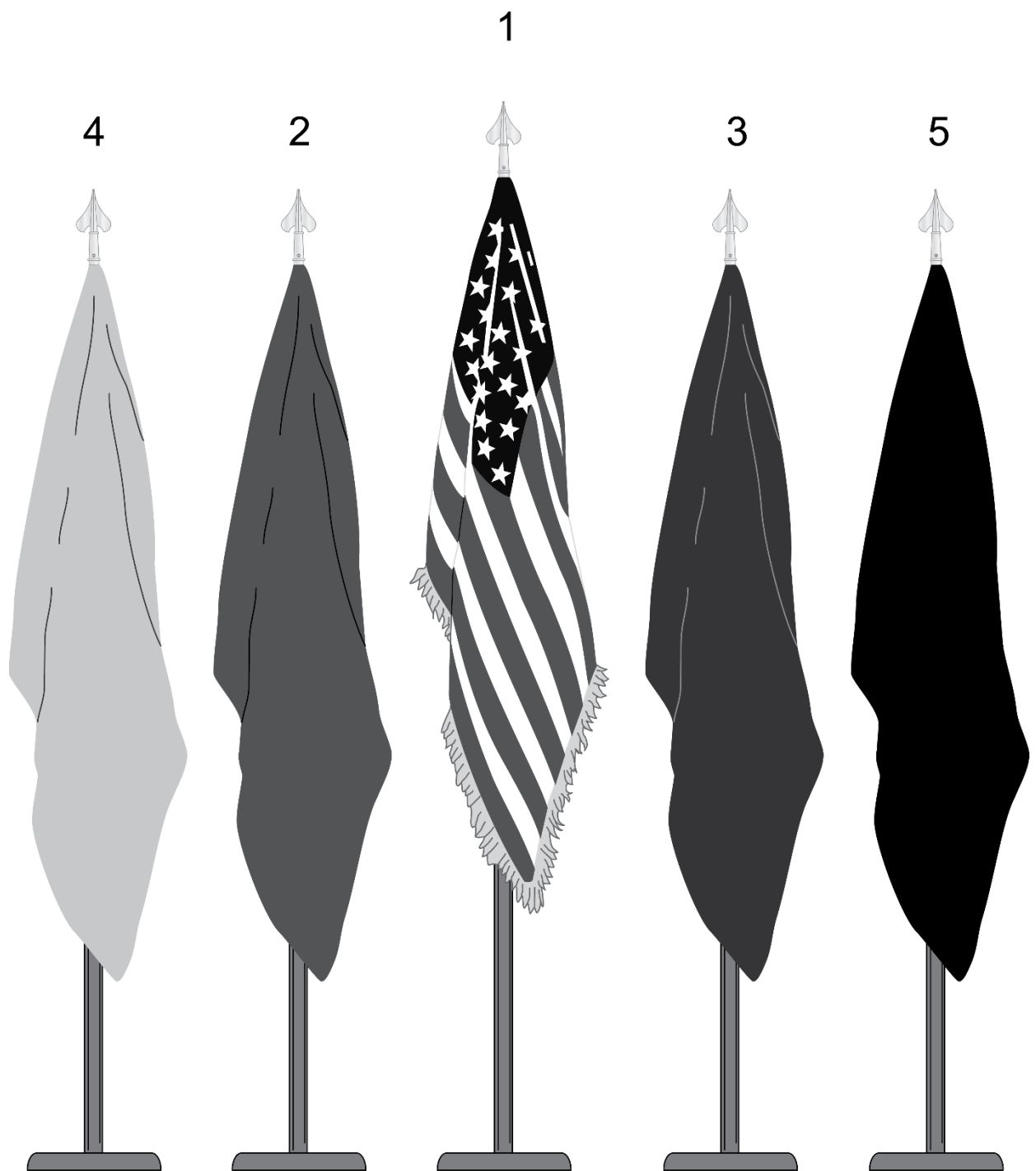


Figure 6-3. U.S. flag displayed in center of line

d. With state flags. When the flag of the United States is displayed with state flags, all of the state flags will be of comparable size. They will be displayed from separate flagstaffs of equal height set on the same level.

e. Against a wall.

(1) The flag of the United States, when it is displayed with another flag against a wall from crossed staffs, should be on the right, the flag's own right, and its staff should be in front of the staff of the other flag (see fig 6-4).



Figure 6-4. U.S. flag displayed crossed with another flag

(2) When the flag of the United States is displayed either horizontally or vertically against a wall, the union will be uppermost and to the flag's own right, that is to the observer's left facing the display (see fig 6-5).

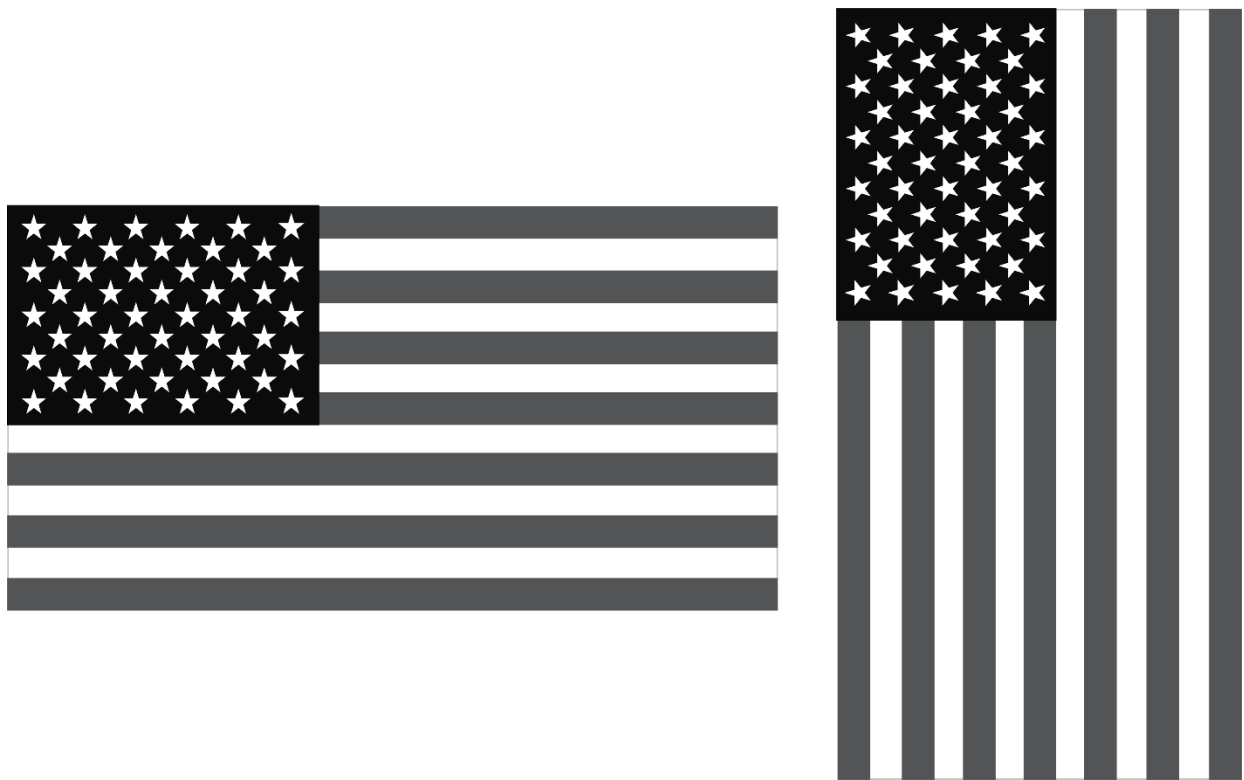


Figure 6–5. U.S. flag displayed against the wall

(3) When displayed on the wall of a stage, it will be placed above and behind the speaker's stand (see fig 6–6).

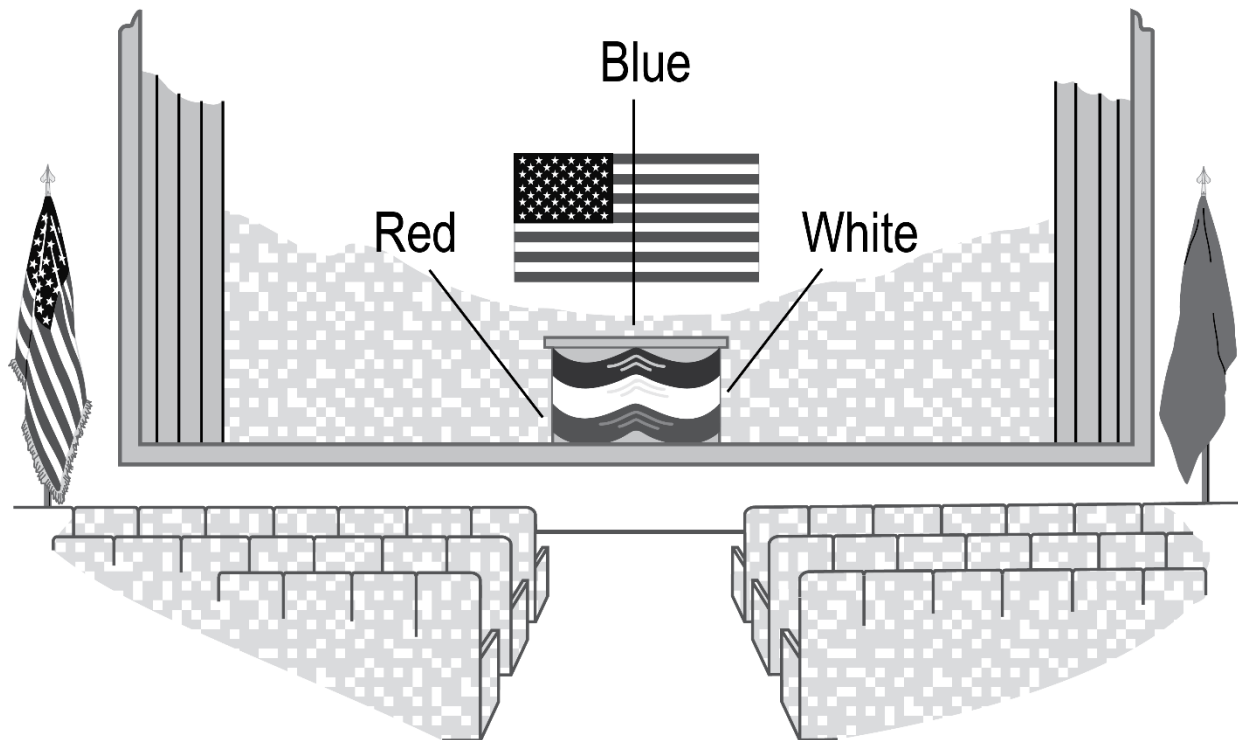


Figure 6–6. U.S. flag displayed on the wall of a rostrum and on a staff in an auditorium

f. In an auditorium, meeting hall, or chapel. When the U.S. flag is displayed from a staff in an auditorium meeting hall, or chapel, whether on the same floor level or on a platform, it should be in the position of honor at the speaker's or chaplain's right facing the audience or congregation in accordance with 4 USC 7. Other flags should be placed on the left of the speaker or chaplain; that is, to the right of the audience (see fig 6–7).

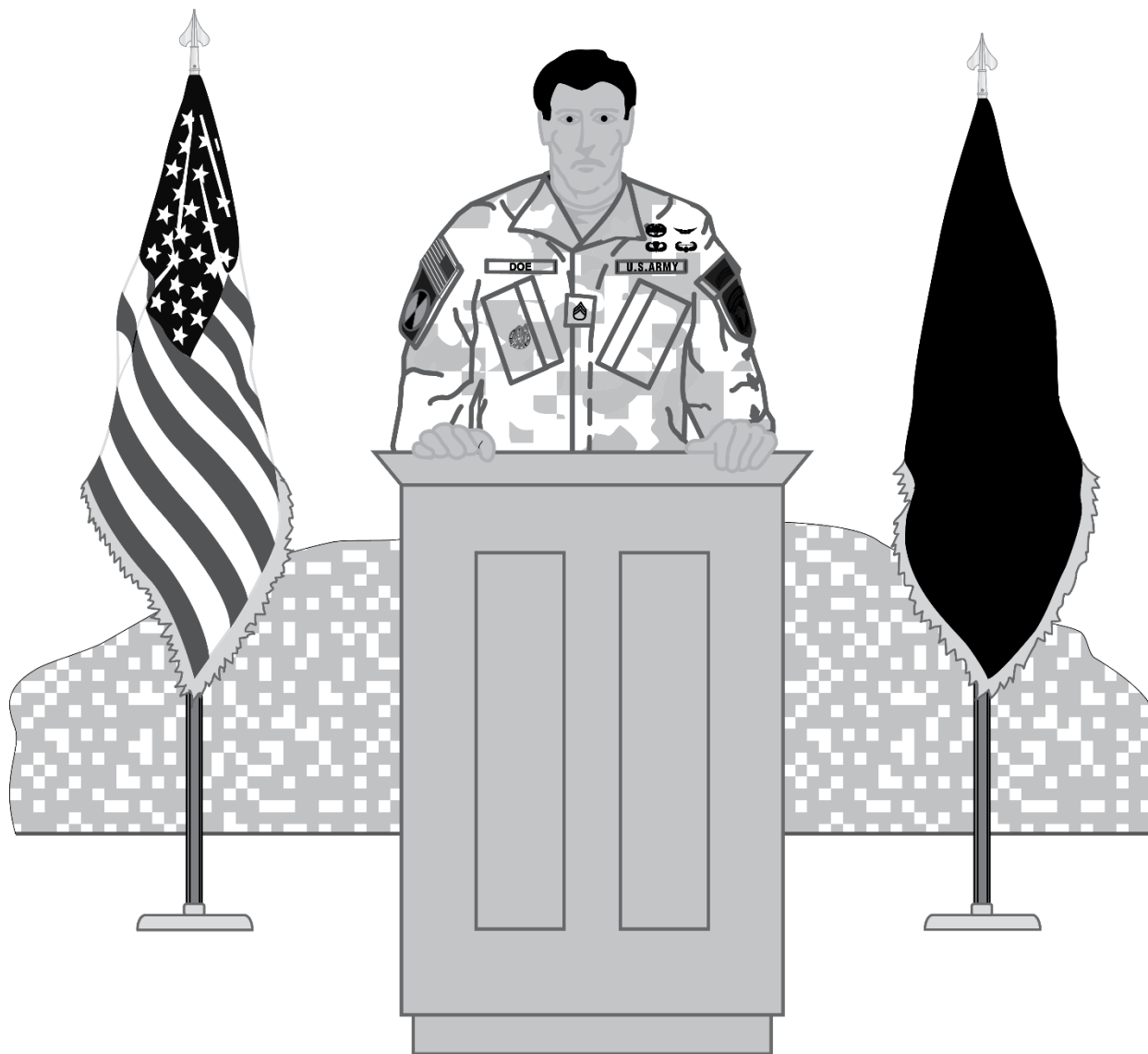


Figure 6–7. U.S. flag displayed with chancel

g. Half-staff.

- (1) For occasions and durations of half-staff display of the flag of the United States, see AR 600–25.
- (2) When the flag of the United States is displayed at half-staff, it is first hoisted to the top of the staff for an instant, and then lowered to the half-staff position. The flag should again be raised to the top of the staff before it is lowered for the day.
- (3) The flag is in a half-staff position when it is in any position below the top of the pole. Generally, the position of the flag is at half-staff when the middle point of the hoist of the flag is halfway between the top of the staff and the bottom. In the case of a flagpole with crosstree or guy cable, the flag should be half-way between the top of the pole and the top of the crosstree or point of attachment of the guy cables (see fig 6–8).
- (4) In accordance with the provisions 4 USC 7, when the President directs that the flag be flown at half-staff at military facilities, naval vessels, and stations abroad, it will be so flown whether or not the flag of another nation is full staff alongside the U.S. flag.

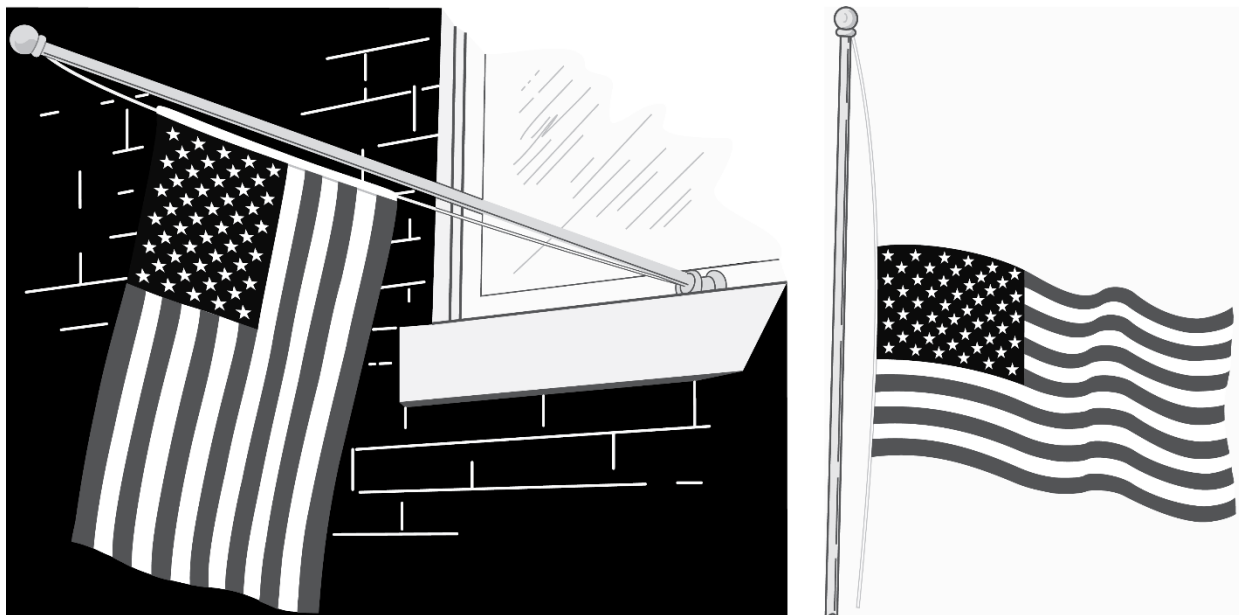


Figure 6–8. U.S. flag displayed at half-staff

h. Placed in mourning. Flags carried by troops will not be placed in mourning unless ordered by the President or the Secretary of the Army (SECARMY). When so ordered, a streamer of black crepe 7 feet long and 1 foot wide will be attached to the staff at the center of the streamer immediately below the spearhead of the U.S. flag and the organizational flag (see fig 6–9).



Figure 6–9. U.S. flag with crepe streamer

i. Lowering and folding.

(1) While the flag of the United States is being lowered from the staff and folded, no portion of it should be allowed to touch the ground. The flag should be folded in the triangular shape of a cocked hat (see fig 6–10).

(2) For the ceremonies of hoisting and lowering, see TC 3–21.5.

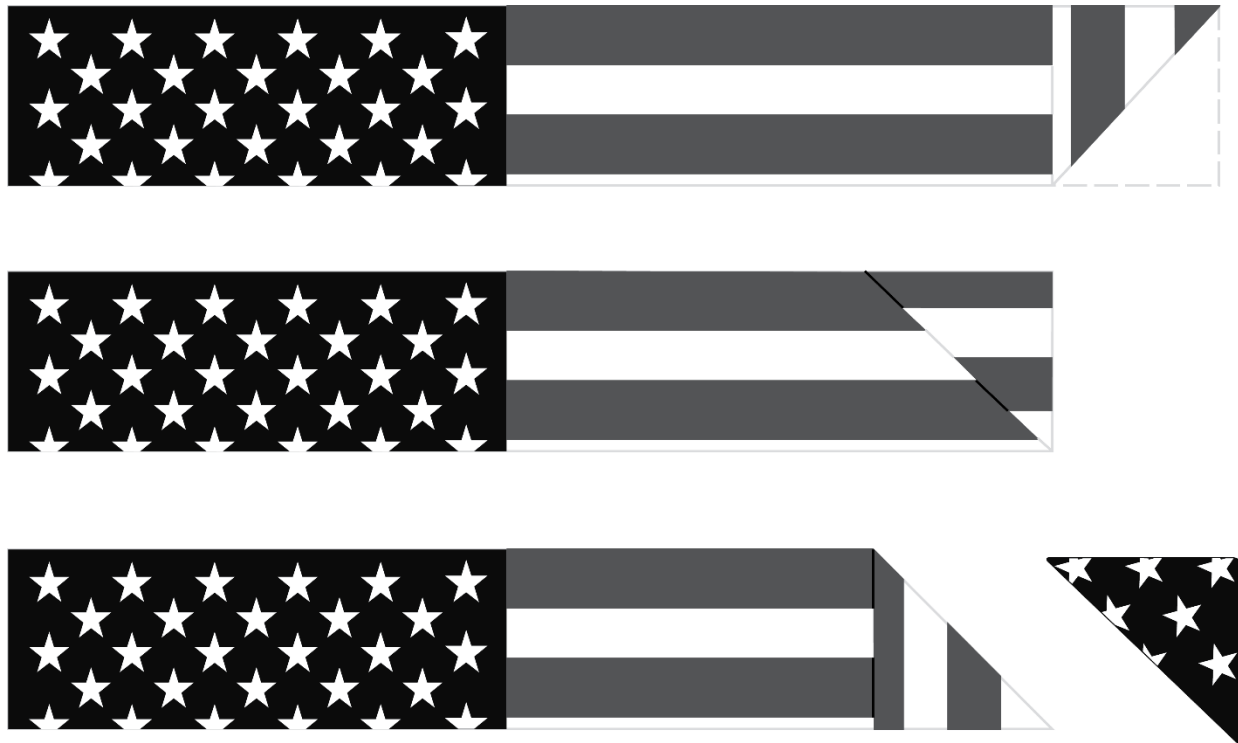


Figure 6–10. Folding of the U.S. flag

j. At military funerals.

- (1) The interment flag covers the casket at the military funeral of any of the following:
 - (a) Members of the active military force.
 - (b) Members of the Army National Guard (ARNG).
 - (c) Members of the U.S. Army Reserve (USAR).
 - (d) Honorably discharged veterans.
 - (e) Retired military personnel.
- (2) On a closed casket, the flag will be placed lengthwise, with the union at the head and over the left shoulder of the deceased. When a full-couch casket is opened, the flag will be removed, folded to the triangular shape of a cocked hat and placed in the lid at the head end of the casket and just above the decedent's left shoulder. When a half-couch casket is opened, the flag will be folded on the lower half of the casket in the same relative position as when displayed full length on a closed casket. The flag will not be lowered into the grave, and it will not be allowed to touch the ground. The interment flag may be given to the next of kin at the conclusion of the interment (see figs 6–11 and 6–12).

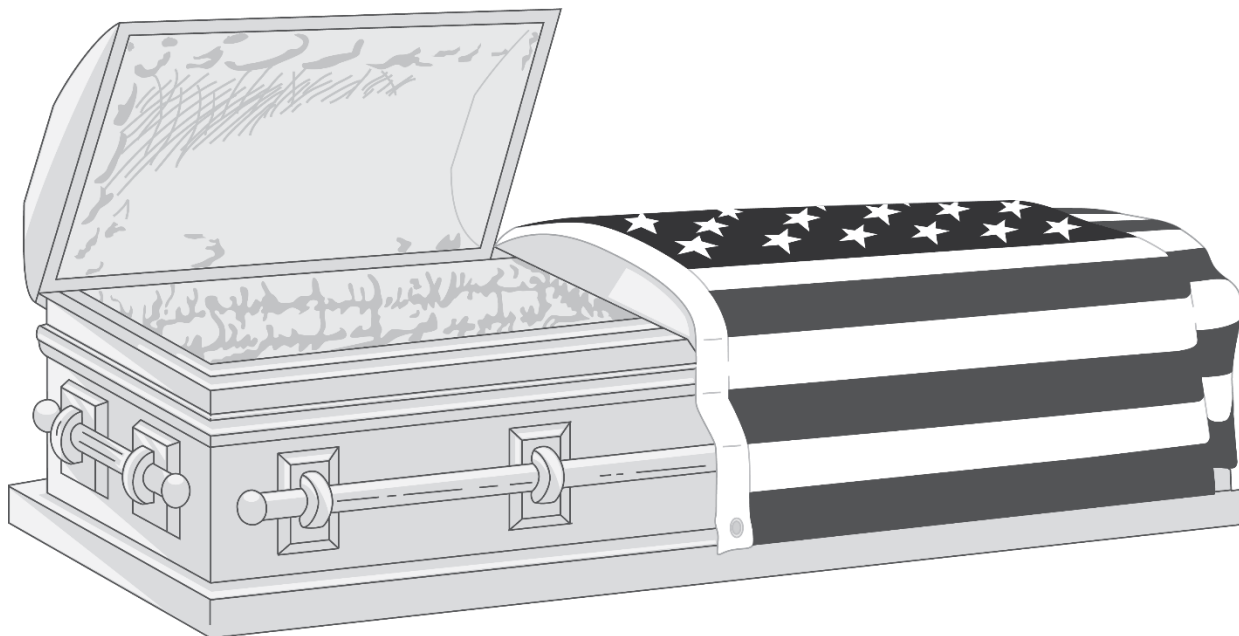


Figure 6–11. U.S. flag placed on an open casket



Figure 6–12. U.S. flag placed on a closed casket

6–4. Prohibitions regarding the U.S. flag

The following rules will be observed:

- a. No lettering or object of any kind will be placed on the flag of the United States.
- b. No other flag or pennant will be placed above the flag of the United States or, if on the same level, to the right of the flag.
- c. The flag of the United States, when flown at a military post or when carried by troops, will not be dipped by way of salute or compliment (see AR 600–25).
- d. The flag of the United States will always be displayed flat or hanging free. It will not be festooned over doorways or arches, tied in a bow knot, or fashioned into a rosette.
- e. The flag will not be used to cover a speaker's stand or to drape the front of a platform. Bunting of the national colors, arranged with the blue above, white in the middle, and red below, should be used for this purpose and for general decoration.

6–5. Display of state and territorial flags

a. A set of state and territorial flags contains a flag for each state, the District of Columbia, Commonwealth of Puerto Rico, Virgin Islands, Guam, American Samoa, and Northern Marianas. All flags are comparable in size by area, to 3-foot hoist by 4-foot fly, or 4-foot, 4-inch hoist by 5-foot, 6-inch fly.

b. State and territorial flags may be displayed, when approved by commands, on special occasions and holidays. Such displays must consist of all state and territorial flags. These flags are not authorized for display by individuals on military vehicles or in personal areas to include billets, bunkers, and tents. (No individual is prohibited from the private possession of a flag. However, its display is not authorized in any manner that can be interpreted as representing the United States, its military units, or individuals as members of the Army.)

6–6. Display of the U.S. Army flag

a. The U.S. Army flag (ceremonial or display) has precedence over all other Army flags. Its display with streamers, by Army organizations, is encouraged on all appropriate occasions. Organizations authorized the U.S. Army Ceremonial flag or the U.S. Army Display flag, or subordinate units of these organizations, are governed by the following:

(1) *Indoor display.* Display inside offices or headquarters buildings on occasions directed by the commander of the organization authorized the flag.

(2) *Parade and review.* Carry in parades and reviews in which other Armed Forces participate when flags of these Services are carried. Whenever possible, carry in all parades and reviews of organizations authorized the flag.

(3) *Other official occasions and ceremonies.* Display or carry on occasions when heads of departments or agencies or other distinguished representatives of the U.S. Government or foreign governments are present. The U.S. Army Ceremonial flag may be displayed or carried at public ceremonies.

(4) *Community relations.* Display as determined by commanders to support community relations activities when Army participation is authorized.

(5) *Other occasions.* Carry or display on suitable occasions not specified above, as determined by the commander of the organization authorized the flag.

(6) *Precedence.*

(a) When displayed or carried with flags of Army echelons and no foreign national flags or state flags are displayed or carried, the U.S. Army flag (ceremonial or display) will be at the marching left of the U.S. flag. Other organizational flags according to echelon will be to the left of the U.S. Army flag (ceremonial or display). Distinguishing flags for regimental corps will have precedence over the command flag of the regimental proponent. If the flag of the United States is carried or displayed in front of the center of a line of other flags, the U.S. Army flag (ceremonial or display) will be on the marching right of the line that is behind the flag of the United States.

(b) When displayed or carried with flags of U.S. Army echelons, foreign nationals, or state flags, the order of precedence is the U.S. flag, foreign national flags, state flags, U.S. Army flag (ceremonial or display), and flags of Army echelons.

(c) When a number of flags (excluding foreign national and state flags) are grouped and displayed from staffs radiating from a central point, the flags are arranged alternatively on each side of the U.S. flag in order of precedence to the right and left (observer's left and right facing flag). The U.S. Army (ceremonial or display) flag will be displayed on the immediate right (observer's left facing) of the U.S. flag, the next ranking flag on the immediate left (observer's right) and so on, alternating right and left.

(d) In parades, ceremonies, and displays in which members of the Armed Forces participate, the order of precedence outlined in paragraph 2–5 applies, that is, precedence is given the U.S. Army Ceremonial flag over the flags of the Marine Corps, Navy, Air Force, Space Force, Coast Guard.

(7) *Dipping the flag.* The U.S. Army Ceremonial flag is an organizational color and is therefore dipped while the U.S. National Anthem, "To the Color," or a foreign national anthem is played. The U.S. Army Ceremonial flag is also dipped when rendering honors to the Chief of Staff of the U.S. Army, his or her direct representative, or an individual of higher grade, including a foreign dignitary of equivalent or higher grade.

b. The U.S. Army Ceremonial flag will not be dipped under any other circumstances.

6–7. Display of the garrison flag

a. The garrison flag may be flown on the following holidays and special occasions:

- (1) New Year's Day, 1 January.
 - (2) Inauguration Day, 20 January every fourth year.
 - (3) Martin Luther King, Jr's Birthday, third Monday in January.
 - (4) Washington's Birthday, third Monday in February.
 - (5) Easter Sunday (variable).
 - (6) Loyalty Day and Law Day, USA, 1 May.
 - (7) Mother's Day, second Sunday in May.
 - (8) Armed Forces Day, third Saturday in May.
 - (9) National Maritime Day, 22 May.
 - (10) Memorial Day, last Monday in May.
 - (11) Flag Day, 14 June.
 - (12) Juneteenth, 19 June.
 - (13) Father's Day, third Sunday in June.
 - (14) Independence Day, 4 July.
 - (15) National Korean War Veterans Armistice Day, 27 July.
 - (16) National Aviation Day, 19 August.
 - (17) Labor Day, first Monday in September.
 - (18) Constitution Day and Citizenship Day, 17 September.
 - (19) Gold Star Mother's Day, last Sunday in September.
 - (20) Columbus Day, second Monday in October.
 - (21) Veterans Day, 11 November.
 - (22) Thanksgiving Day, fourth Thursday in November.
 - (23) Christmas Day, 25 December.
 - (24) Important occasions as designated by Presidential Proclamation or HQDA.
 - (25) Celebration of a regional nature when directed by the senior commander.
- b. The post flag may be flown in lieu of the garrison flag.

6–8. Display of general officer flags at events and ceremonies

- a. For ceremonies and event flag lines, display only the GO flags of those GOs actively participating in the event, such as the host or presiding official, or speaker.
- b. If there is more than one GO or SES participating of the same rank (of the same Service), display only one flag of the rank. Flags will not be displayed in a flag line for GOs just in attendance.
- c. If there is more than one GO or SES participating in the event, and they are from different Services, both flags are displayed.
- d. The Surgeon General 3 star flag is maroon and the chaplain GO flag is purple.
- e. Positional flags take precedence over personal flags. It is incorrect to display a four-star personal flag for the CSA or VCSA. When these individuals visit an installation or agency, someone in the official party normally carries a positional flag for use if the principal is hosting, or actively participating, in a ceremony while on the installation.

6–9. Display of retired general officer flags

Retired GOs of the Regular Army, ARNG, and USAR may display their personal flags privately in their homes. Public display of personal flags is prohibited except when the officer is being honored at an official military ceremony or the officer has an official role in the ceremony and another flag depicting his or her rank is not already displayed. Display of individual flags to represent other than the GO participating in the ceremony is prohibited.

6–10. Flag lines at events and ceremonies

- a. When displayed in a line, flags may be set up in one of two ways: from the flag's right to left (the most common method) or with the highest precedence flag in the center if no foreign national colors are present. When set up from right to left, the preferred method, the highest precedence flag always goes on the right of all other flags. In other words, as you look at the flag display from the audience, the highest precedence flag (normally the U.S. flag) is on your far left, other flags extend to your right in descending precedence.
- b. The flag line is centered behind the receiving line, podium, head table, or where awards will be presented.

c. When the U.S. flag is displayed with foreign national flags, all flags will be comparable in size. The flagstaves or flagpoles on which they are flown will be of equal height. The tops of all flags should be of equal distance from the ground.

d. Ensure the U.S. flag is always the same height than all other flags on display, making sure that the U.S. flag is never lower than the rest of the flags. This also holds true for other national colors being used in the same display.

e. The flagstaff head (finial) is the decorative ornament at the top of a flagstaff. The spearhead is the only finial to be used on a flag in a ceremonial flag line.

f. When displaying the Army flag, the Lexington 1775 and Abeyance (or most recent approved campaign streamer) streamers are always positioned at the center-facing forward (see AR 840–10). The Lexington streamer is front-right and the remaining approved campaign streamers are attached counterclockwise in order of campaign, ending in the Abeyance streamer (or most recent approved) which will be front-left (see AR 840–10).

g. Ensure that GO personal flags are hung on the staff right side up. When properly displayed, the single point of the star is up, two points to either side, and two points facing down (see AR 840–10).

h. 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 (see 4 USC 7). 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 U.S. flag.

i. Flags for Virtual ceremonies. In accordance with the normal flag practices, you may post the standard flags in your flag line for the event and include the personal flags of the active participants in the ceremony, whether they are participating virtually or in-person. The display of multiple flags at multiple locations is not required.

6–11. Display of the Medal of Honor Flag

a. The Medal of Honor flag is a ceremonial flag for indoor use and is considered a personal flag that recipients may display in their home or office.

b. The Medal of Honor flag may be displayed publicly when the individual is being honored at an official military ceremony or the individual has an official role in the ceremony. If the flag is displayed on a flagstaff, the flagstaff will be 8 feet tall, but not be higher than the U.S. flag if displayed at the same time.

c. When the flag is displayed with the flag of the U.S., the U.S. flag will hold the precedence and position of honor on the right. The Medal of Honor flag will be placed to the left of the U.S. flag. When viewed from an audience the U.S. flag will be on the left and the Medal of Honor flag will be on the right.

d. The flag should always be displayed in an attractive, dignified, and secure manner.

6–12. Flagstaves and flagstaff heads (finials)

The flagstaff is the staff on which a color, distinguishing flag, or guidon is carried or displayed. Authorized flagstaff lengths for the following size flags are as follows:

a. Flagstaves for President of the U.S. flag are 10 feet, 3 inches and 7 feet, 9 inches.

b. Flagstaves for positional colors, distinguishing flags, and organizational colors are 9 feet, 6 inches or 8 feet. The flagstaff for all flags in a display will be the same length.

c. Flagstaves for GOs flags are 8 feet.

d. Flagstaves for guidons are 8 feet.

e. Flagstaves for markers and marking pennants are 7 feet.

f. Flagstaves for automobile flags are of sufficient height that when mounted the lower edge of the flag will fly about one inch higher than the crest of the automobile's hood. Flagstaves are normally mounted on the inside of the right bumper support. When this is not possible, the nearest location that does not interfere with the right headlight beam is used. Automobile flagstaves are not stocked by the Army and are to be improvised locally.

6–13. Flagstaff head (finial)

a. The flagstaff head (finial) is the decorative ornament at the top of a flagstaff. The spearhead is the only finial to be used on a flag in a ceremonial flag line. The only exception would be if there is a state and territorial flag line, and a state displays a different, authorized finial. (for instance, Maryland).

- b. Ensure all finials are positioned in the same direction. For most Army flags, this means that the flat portion of the finial is facing forward.
 - c. The finial to be displayed at the top of an installation flagpole is the ball.
 - d. Eagle (Presidential flagstaffs) (see fig 6–13).
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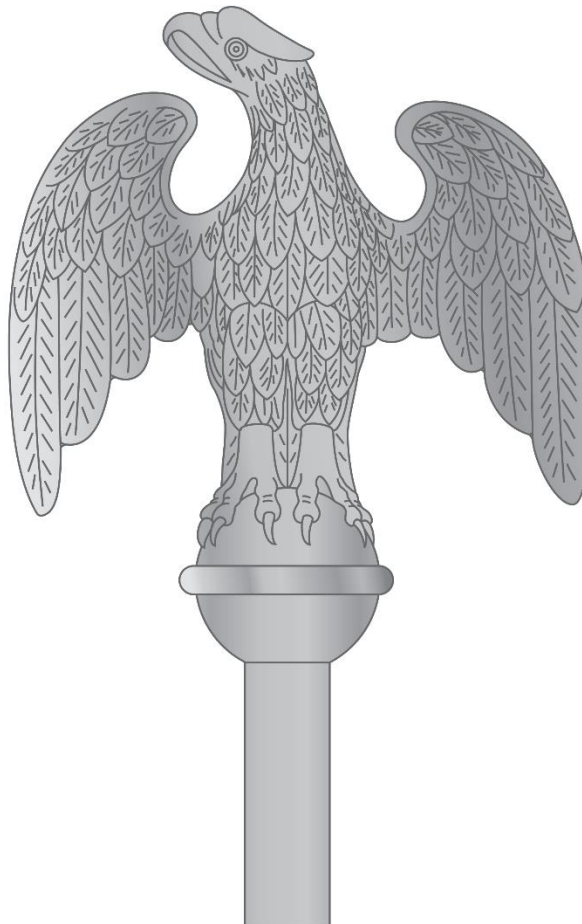


Figure 6–13 Finial (eagle)

- e. Spearhead (the spearhead is the only device used in an Army event flag line) (see fig 6–14).

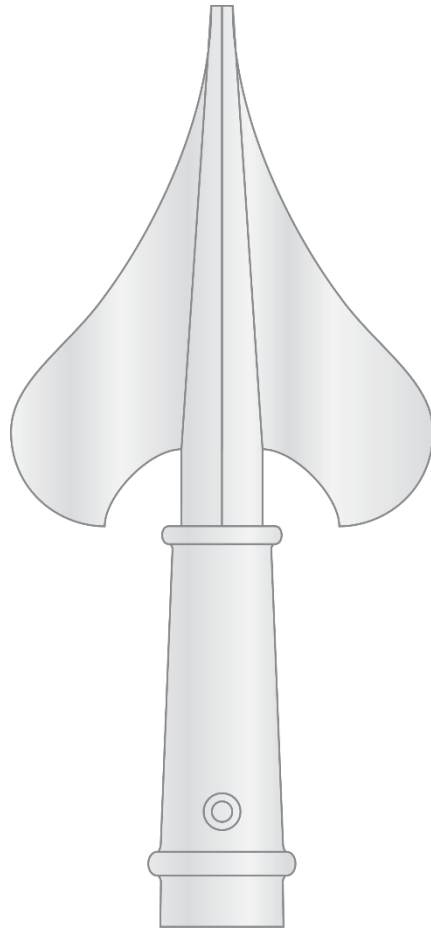


Figure 6–14. Finial (spearhead)

f. Acorn (markers and marking pennants flagstaffs) (see fig 6–15).



Figure 6–15. Finial (acorn)

g. Ball (outdoor wall mounted for advertising or recruiting) (see fig 6–16).

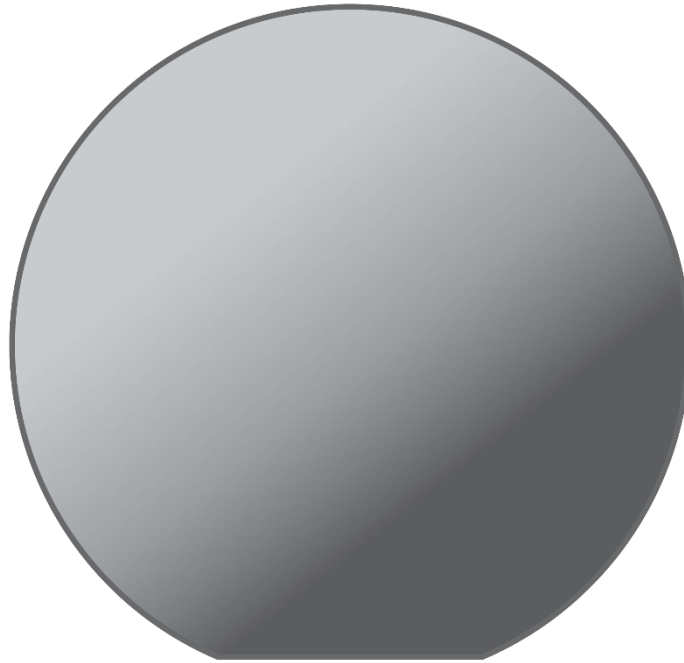


Figure 6–16. Finial (ball)

Chapter 7

Ceremonies

7–1. Ceremony sequence of events

The following are examples of sequence of events for standard ceremonies. For more details, please refer to the TC 3–21.5.

a. A standard ceremony with troop movement:

- (1) Pre-review concert.
- (2) Formation of troops.
- (3) March on.
- (4) Arrival of the reviewing official.
- (5) Invocation.
- (6) Honors (National Anthem).
- (7) Sound off.
- (8) Inspection.
- (9) Honors to the Nation.
- (10) Presentation of award, promotion, retirement.
- (11) Remarks.
- (12) March in review.

b. A standard promotion ceremony:

- (1) Official party is announced.
- (2) National Anthem.
- (3) Invocation.
- (4) Remarks by host.
- (5) Promotion orders read.
- (6) Rank insignia pinned.
- (7) Flag presentation.
- (8) Reaffirmation of oath.
- (9) Remarks by honoree.
- (10) Presentations by honoree.
- (11) Army song.

- (12) Receiving line.
- (13) Elements not required.
- c. A standard retirement ceremony, with no troop movement:
 - (1) Official Party is announced.
 - (2) National anthem.
 - (3) Invocation.
 - (4) Remarks by host.
 - (5) Official Army awards.
 - (6) Retirement.
 - (7) U.S. flag.
 - (8) Spouse award.
 - (9) Spouse certificate of appreciation.
 - (10) Army song.
 - (11) Receiving line.
 - (12) Elements not required.
- d. A standard retirement ceremony, with troop movement:
 - (1) March on.
 - (2) Honors.
 - (3) Invocation.
 - (4) Sound off.
 - (5) Inspection.
 - (6) Colors advanced.
 - (7) Honors to the Nation.
 - (8) Presentation of award (if applicable) then retirement certificate to the retiree.
 - (9) Presentation of award (if applicable) then certificate of appreciation to spouse.
 - (10) Colors posted.
 - (11) Remarks by:
 - (a) Host.
 - (b) Retiree.
 - (12) March in review.
 - (13) Final musical salute.
 - (14) Receiving line.
 - (15) Elements not required.
- e. An award ceremony follows the standard sequence of events:
 - (1) Ceremony.
 - (2) Official party is announced.
 - (3) Remarks by host (award presenter).
 - (4) Presentation of award.
 - (5) Remarks by award recipient.
 - (6) Receiving line.

7-2. Virtual ceremonies

Due to travel restrictions, social distance precautions, or other uncontrollable circumstances, the guest of honor may livestream a ceremony.

a. Flags for virtual ceremonies. Per the normal flag practices, you may post the standard flags in your flag line for the event and include the personal flags of the active participants in the ceremony, whether they are participating virtually or in-person. The display of multiple flags at multiple locations is not required.

b. Sequence of Events for Virtual ceremonies. The sequence of events for a virtual ceremony should be similar to those listed (above) for a standard live ceremony, with applicable changes due to the virtual environment.

c. Videoconferencing/software medium for virtual ceremonies. The determination of which videoconferencing software to use should be based on the cyber security guidelines of your organization.

d. Socially distanced seating for virtual ceremonies. If audience members need to be distanced for safety, the Army standard is to seat guests apart and in accordance with federal, state, or local guidance.

e. *Guidelines and measures.* Follow current Centers for Disease Control and Prevention guidelines/installation health protection condition measures. If couples or families attend together, they may sit together, but with recommended space between them and the next couple or family.

Chapter 8

Rendering Honors

8–1. Overview of rendering honors

Proper protocol during ceremonies includes standing and saluting, or for civilians, hand over heart.

a. The intent of this section is to provide general information about the rendering of honors by military and civilian participants and attendees at military ceremonies. For this publication, *participants* are defined as anyone participating in a ceremony and who would normally be on the reviewing stand or located with the ceremony's host. Attendee is defined as anyone attending a ceremony as a guest and who is not located on the reviewing stand or with the host. Neither definition applies to units participating in a ceremony (platoons, companies, batteries, troops, color guards, and so forth).

b. For information on the actual conduct of ceremonies, see TC 3–21.5, and obtain additional guidance on parades and reviews from Commander, Military District of Washington (ANC&SE), Fort Lesley J. McNair, Washington, DC 20319.

8–2. Rendering honors define rendering honors

a. *Cannon salute accompanied by musical honors.*

(1) *Participants.*

(a) Military in uniform—render the hand salute.

(b) Military and civilians in civilian attire—stand at attention, and if wearing a head covering, remove it.

Note. Individuals being honored will salute as well.

(2) *Attendees.*

(a) Military in uniform—face the ceremonial party and render the hand salute.

(b) Military and civilians in civilian attire—face the ceremonial party and stand at attention and if wearing head covering, remove it.

b. *During the National Anthem.* For additional information regarding the National Anthem, see 36 USC 301.

(1) *Participants.* While outdoors, military in uniform stand at attention and render the hand salute, while indoors they stand at attention. While outdoors or indoors, civilians stand at attention with their right hand over the heart. While outdoors or indoors, military in civilian attire and veterans may render the hand salute. Persons not in uniform should remove their head covering with their right hand and place it over their left shoulder, with their right hand over heart.

(2) *Attendees.* Same as for participants.

c. *During foreign national anthems.*

(1) *Participants.* While outdoors, military in uniform stand at attention and render the hand salute, while indoors they stand at attention. While outdoors or indoors, civilians stand at attention and remove head covering.

(2) *Attendees.* Same as for participants.

d. *During passing of colors.*

(1) *Participants.*

(a) Military in uniform—(outdoors) stand at attention and render the hand salute when the colors come within six paces and hold the salute until the colors are six paces beyond; (indoors) stand at attention six paces before and after the colors.

(b) Civilians—(outdoors) stand at attention holding head covering with the right hand over the left shoulder and with the right hand over the heart (if no head covering, hold the right hand over the heart); (indoors) stand at attention.

(2) *Attendees.* Same as for participants.

e. *During a military funeral (flag-draped casket).* One may follow behind the casket with the mourners; it is not necessary to stay in place when the casket moves. If one is not following behind the casket, and the casket is being moved outdoors, stand at attention with the right hand over the heart if wearing civilian

clothes or salute if in uniform. If the casket is being moved indoors, stand at attention whether wearing civilian clothes or in uniform.

Note. For more definitive guidance see TC 3–21.5.

8–3. Receiving and deferring honors

a. Who can and cannot receive honors. There are no honors for military members lower than the rank of brigadier general. There are no honors for members of the SESs. There are no honors for retired GOs. (See AR 600–25, which specifically lists who can and cannot receive honors.)

b. Deferring honors. If the Host of the event defers their honors to the guest of honor, the guest of honor is placed to the right and the number of ruffles and flourishes played and gun salutes fired that are authorized to the guest of honor, not the number authorized to the host.

Chapter 9

Official Representation Funds

9–1. Proper usage of official representation funds

a. Official representation funds (ORF) can be used as a funding source if your event meets the requirements as stated in AR 37–47.

b. Expenditures of ORF must be modest, and funding must be approved in advance of the event.

c. Examples of authorized guests for whom ORF may be used to extend official courtesies include:

- (1) Foreign government officials.
- (2) Senior U.S. government officials.
- (3) State and local government officials.
- (4) Distinguished citizens who have made a substantial contribution to DoD and Army.

d. Examples of an authorized guest may be:

- (1) Member of Congress.
- (2) Foreign attaché.
- (3) Prominent citizen who has contributed significantly to DoD and its mission.

9–2. Ratio of invitees for funding approval packet

a. For events with fewer than 30 invitees, a minimum of 20 percent of the invitees must be authorized guests, 1 authorized guest to up to 4 DoD guests.

b. For events with 30 or greater than 30 invitees, a minimum of 50 percent of invitees must be authorized guests, 1 authorized guest to 1 DoD guest.

9–3. Official representation funds prohibition

Examples of expenses where the use of ORF is prohibited include:

a. Payment for cost of meals or refreshments for DoD employees in conjunction with routine working meetings.

b. Payment for purely social events intended primarily for the entertainment of DoD officials and employees.

c. Retirement receptions or farewell dinners.

d. Gifts to DoD personnel.

9–4. Official representation funds gifts

a. A gift paid for by ORF will be a maximum of \$415 as of January 2020. Because this amount is subject to change, consult the General Services Administration (GSA) bulletins for the most recent authorized amount (see GSA Bulletin FMR B–50).

b. Authorized to give an ORF gift.

(1) SECARMY, CSA, USA, VCSA, SMA, HQDA principal officials, commanders, and other officials who receive a letter of authority from the Office of the Assistant Secretary of the Army (Financial Management & Comptroller) may present gifts on behalf of the U.S. Government.

(2) Officials, other than the designated official, may present gifts and mementos only in extenuating circumstances with written permission. Generally, the official will be a subordinate SES or GO under a presenting official's command or supervision. In lieu of an SES or GO, when the situation warrants, the

authority may be delegated to a GS-15 equivalent or O-6 level of leadership. If an event involves a base commander, the level of leadership can be delegated to an O-5 or O-6. The authority may not be further delegated.

Chapter 10

Dinners

10-1. Dinner event products

a. Place cards. The place cards most generally used are heavy white cards about 2 inches high and 3 inches long.

(1) The flag of the hosting official or GO or a unit crest may be printed onto the cardstock in the upper left corner or on the top, center of place card.

(2) Display name.

(a) The title or rank and surname are printed in black ink. If two people of the same rank and last name are present, a first initial may be used.

(b) Sergeants through sergeants first class are referred to as "sergeant."

(c) First sergeant is referred to as "first sergeant" and master sergeant is referred to as "master sergeant."

(d) Sergeants major and command sergeants major are referred to as "sergeant major."

(e) Second lieutenants and first lieutenants are referred to as "lieutenant."

(f) Lieutenant colonels and colonels as "colonel."

(g) All GOs as "general."

b. Menu cards. Menu cards are for seated meals.

(1) Menu cards are usually on heavy white or cream card stock.

(2) The flag of the hosting official or GO or a unit crest may be printed at the top center.

(3) The menu should describe the food served at the table, not the food from the reception beforehand (passed hors d'oeuvres or cocktail hour).

(4) The location and date of the dinner can be printed at the bottom of the card.

c. Name tags. Name tags can be used for dinners, receptions, meetings, or conferences.

(1) Name tags can have the following elements:

(a) Rank.

(b) Go-by name and last name.

(c) Title and/or organization.

(2) Name tags are placed on the right side of the body.

(3) Name tags can be clip, magnetic, sticky, or lanyard.

10-2. Dinner seating

Seating for information and examples of dinner seating, to include seating of interpreters (see chap 5).

10-3. Toasts

a. On various occasions, toasts are given at dinners and dining-ins/outs. 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 those guests with non-alcoholic beverages should at least raise the glass to the salute.

b. Those offering a toast should stand, raise the glass in a salute while uttering the expression of goodwill. 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.

c. At a formal event, traditionally the host initiates the toasting, Mr. Vice/Madam 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".

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 so that your remarks are pertinent, related to the individual, and accurate. If the person 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 seated 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 rendered with the same glass of wine.

g. When toasting Prisoners of War, water is used as the toasting beverage.

h. For toasts to Foreign guests or to heads of state, contact, Foreign Liaison Protocol, at (703) 692-1457 or DSN 312-222-1457.

10-4. Dinner etiquette

a. *Arrival and departure time.* It is always best to arrive to a dinner on time, and not too early or late. If the departure time is not indicated on the invitation, follow the social and sequence cues of the host and other guests to know when to depart.

b. *Thank you notes.* A thoughtful guest will send a thank you note to the host/host spouse. It is generally unnecessary to write a thank you note for large official functions, such as a reception to which hundreds of guests have been invited.

c. *Introductions.* Brevity and accuracy are two requirements that must be kept in mind when introducing people. The person making the introduction is completely in charge of the situation for the length of time it takes. There are a few simple rules to remember, as shown below:

- (1) The honored/higher ranking person's name is stated first, then the person's name being presented.
- (2) Young people are presented to older people.
- (3) A single person is introduced to a group.

Chapter 11

Receptions and Receiving Lines

11-1. Reception overview

a. The reception provides an opportunity for personnel to meet honorees on his or her on arrival or departure from their position.

b. Receptions are convenient for other special events, such as introducing a group of newly-arrived individuals and spouses to other members of the community, such as a holiday or New Year's Eve reception.

11-2. Reception set-up

The protocol office or executive services are responsible for the arrangements of an official reception.

a. A group of personnel will be stationed at the building entrance to greet and escort distinguished guests to the receiving line.

b. Decorations should be appropriate to the event.

c. Non-alcoholic beverages are available for guests.

d. The bar and buffet tables are separated to avoid congestion at either end of the room and are appropriately decorated.

e. If there is a band, the acoustics are checked before the event, and the musical selections are discussed with the bandmaster before the reception.

f. Arrangements are made for appropriate photographs.

11-3. Receiving line set-up

Formal receptions, dinners, balls, and ceremonies usually have a receiving line to allow each guest to greet the host, host spouse, and honored guest. The receiving line should be as small as possible.

a. *Flags.* Include any flags of the nations of foreign honorees, and the positional or personal flags of the officials in the receiving line as appropriate.

b. *Carpet runner.* A carpet runner is often laid in front of flags for a 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.

c. *Positioning of line.* The line should be stationed so that the guests may pass smoothly and conveniently to the gatherings.

11-4. Receiving line arrangement

a. 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.

- (1) Host, guest of honor, spouse of host, spouse of the guest of honor.
- (2) Host, guest of honor, spouse of the guest of honor, spouse of host.
- (3) It is acceptable for a person of any gender to stand at the end of the receiving line.

b. At the head of the line, there may be an aide-de-camp or an adjutant to announce the guests.

11-5. Guest etiquette for receiving lines

When entering a receiving line, guests should follow the guidelines below:

a. As guests proceed through the line, the main invitee should go first and then introduce their spouse/guest to the principals in the receiving line.

b. Guests should not shake hands with the aide or staff officer receiving the name of the guest.

c. Guests give only their official titles or "Mr. (Mrs.) (Miss) (Ms.) (Dr.) (LTC)" Jones. The aide presents each attendee to the host, who then presents each attendee to the guest of honor.

d. 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, General Smith," or "It is good to see you again, General Smith."

e. 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.

f. The receiving line is no place for lengthy conversations with either the host or the honored guest.

g. Do not receive guests or go through a receiving line holding a cigarette or a drink.

h. 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, guests must be punctual. If a guest misses the receiving line, he or she may want to seek the host out, introduce himself or herself, and apologize for his or her tardiness. It may not be possible for latecomers to be introduced to the guests of honor at a large function. In any case, this is a matter for the discretion of the host.

11-6. Social calls and other receptions

The practice of making social calls has significantly declined. Today's more common approach is to have a "Hail and Farewell" to introduce newcomers and say goodbye to those leaving. However, upon arrival at the new location, one should inquire about which method the commander prefers.

a. *Making social calls.* Some general rules for making social calls:

- (1) Calls can be made at the officer's residence.
- (2) The visit is planned at a time convenient to the officer visited.
- (3) If the commander is married and the commander's spouse is present, the visiting officer's spouse should also attend.
- (4) Social calls should last no less than 10 minutes and no more than 15 unless the caller is requested to stay longer.

b. *Commander's reception.* The custom at many installations is for the senior officer to periodically entertain assigned officers and their spouses at a reception or series of receptions, such as a Hail and Farewell.

c. *New Year's Day call.* Historically, it was customary in many organizations for the unit officers to call the commanding officer on New Year's Day. One should inquire about the local policy and how the commander desires to have people call, for example, alphabetical: A-M 1300-1415, M-Z 1430-1545.

Chapter 12

Arranging Visits for Foreign Dignitaries

12-1. Planning

a. At the HQDA level, a representative from Army Foreign Liaison Directorate, Deputy Chief of Staff, G-2 is designated to plan the visit of a foreign dignitary. At other levels, the respective protocol offices

may execute the planning for the visit of a dignitary with guidance and specific requests from the dignitary. An aide for a U.S. dignitary will coordinate with the local protocol action officer. Often the itinerary has been clearly defined by higher authority. Careful consideration must also be given to security requirements in the early planning stages of the visit.

b. The names of all persons in any way associated with the visit, their exact duties and schedules, rank and the transportation of persons and luggage should all be coordinated well in advance.

c. Planning should include, but not be limited to, the elements below:

- (1) Ensure that all arrangements, including reservations for hotels and restaurants, are in writing.
- (2) Provide for special dietary needs required by national custom, religion, or individual dietary restrictions.
- (3) Ensure that dignitaries are met and seen off by officers of equal rank whenever possible. As a general rule, this requires that a GO be present at the arrival and departure of a GO on an official visit.
- (4) Ensure that all drivers of the official party are briefed regarding their schedules and are given exact directions so that they can operate independently if they become separated from the other vehicles.
- (5) Ensure a welcome packet is prepared for each member of the visiting party. The packet should contain, as a minimum, a map of the area, the local itinerary, and lists of room assignments and telephone numbers.
- (6) Provide billeting for the escort officer in the same building as the dignitary when possible. If not, make suitable transportation available to the escort.
- (7) Set aside enough time in the schedule for meetings, calls, meals, changes of clothes, coffee breaks, occasional rest periods, and transportation. The planner should actually time the travel from place to place and allow extra time for boarding vehicles and transferring baggage.
- (8) Aide and other personnel staff living accommodations should be in close proximity or as close as possible to the foreign dignitary they are supporting. Room assignments should be in keeping with their status as members of a dignitary's party rather than their rank.
- (9) Carefully plan the schedules for spouses of guests, especially those of foreign guests. Determine their interests and make plans for the following:
 - (a) *Sights*. Sightseeing trips to places of historical interest, scenic views, or local attractions.
 - (b) *Luncheons*. When a dignitary's schedule includes a staff lunch, recommend coordinating a lunch for the dignitary's spouse. Spouse luncheons should be hosted by his or her American counterpart's spouse or another appropriate official's spouse. Coordinate for other American spouses to attend, along with notable local citizens, personnel of the same national origin as the guest, and the spouses of consular officials in the area.

12-2. The escort officer

a. The event escort officer is in charge of the entire visit. It may be advisable to appoint an additional local escort officer who is familiar with the local installation or activity that the dignitary is visiting.

b. The local escort officer should be chosen carefully and briefed on the local schedule. All escort officers must be knowledgeable on:

- (1) Schedule, point of contacts and routes and transportation.
- (2) Uniform requirements for all attendees at all planned activities. Escorts should be in the same uniform as the guests.
- (3) Emergency and support facilities (examples: urgent care facility, hospital, dry cleaners, and shoe repair).
- (4) Event specifics, such as toasts offered at formal luncheons and dinners and for the correct responses to them. Speeches or press interviews.

c. When applicable, provide an escort for a foreign spouse. When choosing the escort, consider the spouse's language, age, and position. Escorts can be officers, preferably the same gender of the spouse they are escorting, or Service spouses whose language capabilities, travel, or position would make them valuable to the guest.

12-3. Entertaining foreign dignitaries

Use distinctive local resources to vary the guests' exposure to American entertainment. By sharing the responsibility of host with different groups, visitors are exposed to larger social circles. Although many prefer to invite persons of equal position to a dinner or small party, some variety may improve larger

functions such as receptions. When possible, include guests of the same national origin as the guest of honor, as well as a representative selection of junior personnel.

a. Menus. The menu should be planned at the same time the invitations are sent. Dietary restrictions are the most important aspect in planning menus for foreign guests. Individual dietary restrictions may vary. Guests may communicate that they will conform to local customs once they are outside their country. It is best, when in doubt, to contact the State Department Office of Protocol or the embassy of the foreign country.

b. Beverages. Many foreign guests do not drink alcoholic beverages. The host should provide a complete range of drinks, from non-alcoholic beverages (such as soft drinks, bottled water, and fruit juices) to light alcoholic beverages (such as wine and beer) to heavier alcoholic drinks (such as liquor and cocktails).

c. Aids to entertainment. Biographic notes on guests and country information sheets are invaluable in aiding conversation. Sending foreign guest lists to U.S. guests helps them become familiar with foreign guests. Names that have pronunciations unfamiliar to English-speaking persons may be spelled phonetically as well. The same courtesy may be extended to foreign guests.

d. Gifts. Gift exchanges are an important part of foreign visits so choosing an appropriate gift and method of presentation is essential. Refer to the State Department website for guidance on appropriate gifts, wrapping, and so forth.

Chapter 13

Forms of Address

13–1. Overview

As part of their official duties, Army personnel and their spouses may be required to take part in social functions in the United States and overseas. This chapter provides general rules that will be helpful. The use of Mrs. or Ms. is based completely on the preference of the female. If you are unsure whether a female is married, the safest choice is “Ms.”

13–2. High ranking officials

Address high-ranking officials such as presidents, ambassadors, and Cabinet members by their titles only, never by name. When addressing the spouse of the President, alone or together with the President, use only the surname, never his or her full name or initials. Spouses of high-ranking officials, including the Vice President and Cabinet members, do not share their spouse's official titles; therefore, write and address them in the usual way.

13–3. Elected officials

Address all Presidential appointees and federal and state elected officials as “The Honorable.” As a general rule, do not address county and city officials (excluding mayors) as “The Honorable.” In the United States, an official retains “The Honorable” title after leaving office. In other words, once an Honorable, always an Honorable.

13–4. Use of “His/Her Excellency”

Although the courtesy title “His/Her Excellency” is accorded to high-ranking foreign officials, it is rarely used in addressing officials of the United States. However, some governors within their own States are accorded this title.

13–5. Distinguished officials

The State Department is responsible for the official precedence list. The DoD and the Department of the Army update their respective lists accordingly. For the most current precedence list, please contact Army Protocol at usarmy.pentagon.hqda-vdas.mbx.army-protocol@army.mil. (See table 13–1 for titles and forms of address for some distinguished officials of the United States.)

Table 13–1
Titles and forms of address for U.S. officials

Official	Form of address
<i>The President of the United States</i>	
Invitation or letter envelope:	
Principal only	The President The White House Washington, DC 20500
Principal and spouse	The President and Mrs. Doe (surname only) Or The President and Mr. John Doe (full name)
Spouse of President	Mrs. Doe (surname only) Mr. John Doe (full name) Or preferred name
Salutation	Dear Mr./Madam President Dear Mr. President and Mrs. Doe Or Dear Madam President and Mr. John Doe
Introductions	Same as above
Spouse of President	The First Lady, Mrs. Doe (surname only) The First Gentleman, Mr. John Doe (full name)
Conversation	Mr./Madam President Or, in prolonged conversation: Sir, Ma'am
<i>The Vice President of the United States</i>	
Invitation or letter envelope:	
Principal only	The Vice President Old Executive Office Building Washington, DC 20501
Principal and spouse	The Vice President and Mrs. Smith (Surname only) The Vice President and Mr. John Smith (full name) [home address]
Spouse of Vice President	The Second Lady, Mrs. Jane Smith (or Mrs. Brian Smith) Or preferred name The Second Gentleman, Mr. Brian Smith (full name) Or preferred name
Salutation	Dear Mr. Vice President Dear Madam Vice President Dear Mr. Vice President and Mrs. Smith Dear Madam Vice President and Mr. Brian Smith
Conversation	Mr./Madam Vice President Or, in prolonged conversation: Sir or Ma'am
<i>United States Senator</i>	
Invitation or letter envelope:	
Principal only	The Honorable John/Jessica Doe United States Senate Washington, DC 20510
Principal and spouse	The Honorable John Doe and Mrs. Doe The Honorable Jessica Doe and Mr. Joseph Doe
Salutation	Dear Senator Doe

Table 13–1
Titles and forms of address for U.S. officials—Continued

Official	Form of address
Place card	Senator Doe Mrs. (Ms.) Doe/Mr. Doe
Introductions	Senator Doe Or The Honorable John/Jessica Doe, United States Senator from (State)
Conversation	Senator Doe or Senator
<i>United States Representative</i>	
Invitation or letter envelope:	
Principal only	The Honorable John/Jessica Doe House of Representatives Washington, DC 20515
Principal and spouse	The Honorable John Doe and Mrs. Doe The Honorable Jessica Doe and Mr. Joseph Doe
Salutation	Dear Mr. Doe/ Mrs. (Ms.) Doe
Place card	Mr./Ms. Doe
Introductions	Mr./Mrs. (Ms.) Doe Or The Honorable John/Jessica Doe Representative from [State]
Conversation	Mr./Mrs. (Ms.) Doe
<i>Secretary of Defense</i>	
Invitation or letter envelope:	
Principal only	The Honorable John/Jane Doe Secretary of Defense Washington, DC 20301
Principal and spouse	The Honorable John Doe The Secretary of Defense and Mrs. Doe The Honorable Jane Doe The Secretary of Defense and Mr. Joseph Doe
Salutation	Dear Mr. Secretary and Mrs. Doe Dear Madam Secretary and Mr. Joseph Doe
Place card	The Secretary of Defense Mr./Mrs. (Ms.) Doe
Introductions	Secretary Doe Or The Secretary of Defense, Mr./Mrs. (Ms.) Doe Or The Honorable John/Jane Doe, Secretary of Defense
Conversation	Mr./Madam Secretary Or Mr./Mrs. (Ms.) Doe Or Sir/Ma'am
<i>Secretaries of the Armed Military Departments</i>	
Invitation or letter envelope:	
Principal only	The Honorable Jason Doe Secretary of the Army (Navy, Air Force)

Table 13–1
Titles and forms of address for U.S. officials—Continued

Official	Form of address
Principal and spouse	The Honorable Jason Doe Secretary of the Army (Navy, Air Force) and Mrs. Doe The Honorable Jennifer Doe Secretary of the Army (Navy, Air Force) and Mr. John Doe
Salutation	Dear Mr./Madam Secretary
Place card	The Secretary of the Army (Navy, Air Force) Mrs. (Ms.) Doe/Mr. John Doe
Introductions	Secretary Doe Or The Secretary of the Army (Navy, Air Force) Or The Honorable Jason/Jennifer Doe, Secretary of the Army (Navy, Air Force)
Conversation	Mr./Madam Secretary Or Mr./Ms. Doe
<i>Governor of a state</i>	
Invitation or letter envelope:	
Principal only	The Honorable John/Jane Doe Governor of California [City, State]
Principal and spouse	The Honorable The Governor of California and Mrs. Doe The Governor of California and Mr. John Doe
Salutation	Dear Governor Doe
Place card	The Governor of California
Introductions	Governor Doe Or The Honorable John/Jane Doe, Governor of California (or the State of California)
Conversation	Governor Doe Or Governor Or Sir/Ma'am
<i>Mayor</i>	
Invitation or letter envelope:	
Principal only	The Honorable John Doe Mayor of San Francisco (State, ZIP)
Principal and spouse	The Honorable John Doe and Mrs. Doe The Honorable Mary Helen Doe and Mr. John Doe
Salutation	Dear Mayor Doe
Place card	Mayor Doe
Introductions	Mayor Doe Or The Honorable John/Mary Helen Doe Mayor of San Francisco (or the city of)

Table 13–1
Titles and forms of address for U.S. officials—Continued

Official	Form of address
Conversation	Mayor Doe Or Mr./Madam Mayor Or Sir/Ma'am
<i>Assistant Secretaries</i>	
Invitation or letter envelope:	
Principal only	The Honorable John Doe Assistant Secretary of the Army for Washington, DC 20310
Principal and spouse	The Honorable John Doe and Mrs. Doe The Honorable Jane Doe and Mr. John Doe
Salutation	Dear Mr./Mrs. (Ms.) Doe
Place card	Mr./Mrs. (Ms.) Doe
Introductions	Mr./Mrs. (Ms.) Doe Or The Honorable John/Jane Doe, Assistant Secretary of the Army for
Conversation	Mr./Mrs. (Ms.) Doe
<i>Officers</i>	
Invitation or letter envelope:	
Principal only	[full rank] John Charles Doe, USA (USMC, USN, USAF, USSF, USCG)
Principal and spouse	[full rank] and Mrs. John Charles Doe <i>When the officer is a female:</i> [full rank] Mary Smith Doe and Mr. John Smith
Salutation	Dear General, Colonel, Major, Captain, Lieutenant Doe (Use General for all grades of general, Colonel for colonel and lieutenant colonel, and Lieutenant for all grades of lieutenant)
Place card	General, Colonel, Major, Captain, Lieutenant Doe
Conversation	General, Colonel, Lieutenant Doe [full rank] [full name] [position title]
<i>Warrant Officer (man or woman)</i>	
Salutation	Dear Mr. (Mrs.) (Miss) Jones
Invitation	Chief Warrant Officer (and Mrs.) Doe Chief Warrant Officer (and Mr.) Doe Or Mr./Mrs. Doe
Place card	Mr. (Ms.) Doe
<i>Enlisted personnel</i>	
Invitation or letter envelope:	
Principal only	[full rank] John Charles Doe, USA (USMC, USN, USAF, USSF, USCG)

Table 13–1
Titles and forms of address for U.S. officials—Continued

Official	Form of address
Principal and spouse	[full rank] and Mrs. John Charles Doe <i>When the Soldier is a female:</i> [full rank] Mary Smith Doe and Mr. John Smith
Salutation	
Sergeant Major of the Army	Dear Sergeant Major of the Army
Command Sergeant Major Sergeant Major	Dear Sergeant Major
First Sergeant	Dear First Sergeant
Master Sergeant	Dear Master Sergeant
Sergeant First Class Staff Sergeant Sergeant	Dear Sergeant
Place card	
Sergeant Major of the Army	Sergeant Major of the Army
Command Sergeant Major	Sergeant Major Doe
Sergeant Major	Sergeant Major Doe
First Sergeant Master Sergeant Sergeant First Class Staff Sergeant Sergeant	Sergeant Doe

Appendix A

References

Section I

Required Publications

AR 37–47

Official Representation Funds of the Secretary of the Army (Cited in para 9–1a.)

AR 600–25

Salutes, Honors, and Courtesy (Cited in para 6–3g(1).)

AR 840–10

Flags, Guidons, Streamers, Tabards, and Automobile and Aircraft Plates (Cited in para 6–1.)

GSA Bulletin FMR B–50

Foreign Gift and Decoration Minimal Value (Cited in para 9–4a.) (Available at <https://www.gsa.gov/reference>.)

TC 3–21.5

Drill and Ceremonies (Cited in para 5–2a(2).)

4 USC 7

Position and manner of display (Cited in para 6–3a(5).) (Available at <https://uscode.house.gov/>.)

36 USC 301

National anthem (Cited in para 8–2b.) (Available at <https://uscode.house.gov/>.)

Section II

Prescribed Forms

This section contains no entries.

Appendix B

Lists of States and Territories and Date of Entry into the Union

B–1. State and territory entry into the Union

A state and territory precedence list is presented in table B–1.

B–2. Use of the state and territory dates of entry into the Union

Use state and territory dates of entry into the Union to determine placement of state and territorial flags in relation to other flags that are present.

Table B–1
State and territory dates of entry into the Union

State	Date	Order
Alabama	14 December 1819	22
Alaska	3 January 1959	49
Arizona	14 February 1912	48
Arkansas	15 June 1836	25
California	9 September 1850	31
Colorado	1 August 1876	38
Connecticut	9 January 1788	5
Delaware	7 December 1787	1
Florida	3 March 1845	27
Georgia	2 January 1788	4
Hawaii	21 August 1959	50
Idaho	3 July 1890	43
Illinois	3 December 1818	21
Indiana	11 December 1816	19
Iowa	28 December 1846	29
Kansas	29 January 1861	34
Kentucky	1 June 1792	15
Louisiana	30 April 1812	18
Maine	15 March 1820	23
Maryland	28 April 1788	7
Massachusetts	6 February 1788	6
Michigan	26 January 1837	26
Minnesota	11 May 1858	32
Mississippi	10 December 1817	20
Missouri	10 August 1821	24
Montana	8 November 1889	41
Nebraska	1 March 1867	37
Nevada	31 October 1864	36
New Hampshire	21 June 1788	9
New Jersey	18 December 1787	3
New Mexico	6 January 1912	47

Table B–1
State and territory dates of entry into the Union—Continued

State	Date	Order
New York	26 July 1788	11
North Carolina	21 November 1789	12
North Dakota	2 November 1889	39
Ohio	1 March 1803	17
Oklahoma	16 November 1907	46
Oregon	14 February 1859	33
Pennsylvania	12 December 1787	2
Rhode Island	29 May 1790	13
South Carolina	23 May 1788	8
South Dakota	2 November 1889	40
Tennessee	1 June 1796	16
Texas	29 December 1845	28
Utah	4 January 1896	45
Vermont	4 March 1791	14
Virginia	25 June 1788	10
Washington	11 November 1889	42
West Virginia	20 June 1863	35
Wisconsin	29 May 1848	30
Wyoming	10 July 1890	44
<i>Territory</i>		
American Samoa		54
Commonwealth of Northern Marianas		55
District of Columbia		51
Guam		53
Puerto Rico		52
Virgin Islands		56

Glossary of Terms

This section contains no entries.

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