

# “THE BLUE BOOK”

*A Guide to Planning  
Welcomes and Farewells*



*plus*

## “A TO Z”

*Quick Reference for Leader Spouses*

**3<sup>RD</sup> INFANTRY DIVISION  
2018**

*“People will forget what you said, forget what you did, but people will never forget how you made them feel.”*

*Mayo Angelou*

## Introduction

Hosting a Welcome or Farewell event for the spouse of an in-coming or out-going Commander or Command Sergeant Major is an important part of Army tradition and culture. The 3rd Infantry Division, Ft. Stewart and Hunter Army Airfield (HAAF) recognize the importance of these events. *For the purpose of this guide, the reference to the honoree as “her” is not exclusive. Commanders and Command Sergeants Major are men and women, and a Welcome or Farewell event for the spouse is not gender specific. “Brigade Level” includes MEDDAC, DENTAC and Ft. Stewart Garrison Commands. “Battalion Level” includes HAAF Garrison Command.*

*Welcomes and Farewells are events planned for incoming and outgoing command team spouses by the spouses of the unit. They should not be planned or hosted by active duty members of the unit.*

A gesture of friendship, a Welcome event warmly welcomes the new Commander’s or Command Sergeant Major’s spouse to the unit and gives her the opportunity to meet the other spouses from the unit as well as other command team spouses from within the community.

A Farewell event allows the out-going Commander’s or Command Sergeant Major’s spouse to say her goodbyes and offer thanks to the people she’s been working and socializing with during her time with the unit. Both events are a sign of goodwill and respect for the honoree.

At the writing of this guide, it is becoming more common to see combined ceremonies—Change of Command and Change of Responsibility. As long as the parties agree, a Welcome can include both new spouses. A Farewell can include both out-going spouses. Welcomes and Farewells are not to be combined events, however.

There are no set rules to adhere to but a certain level of protocol and etiquette should be followed, and that’s where the “who does what” and “who gets invited” come into play.

Planning a Welcome or Farewell event should be a fun and rewarding experience and offers a great opportunity for team-building. This guide contains “everything you need to know” about planning and executing this type of event—how to set the date, who to invite, how to fund the event, etc. The purpose of The Blue Book is to help you host a memorable event for the honoree with as little stress as possible while following Army tradition and 3<sup>rd</sup> Infantry Division, Ft. Stewart and Hunter Army Airfield protocol.

Wishing you a great event!

**“ROCK OF THE MARNE!”**

## GETTING STARTED

The Coordinator of the event depends upon who the honoree is:

<u>HONOREE/"SPOUSE OF"</u>	<u>GROUP RESPONSIBLE</u>	<u>COORDINATOR</u>
Division Commander	Div. Senior Command Team Spouses, Marne Community & Spouses' Club (MCSC -- Support Role)	CoS Spouse
Division Command Sergeant Major	Div. Senior Command Team Spouses, Marne Community & Spouses' Club (MCSC -- Support Role)	CoS Spouse*
Deputy Commanding General (M)	Brigade Command Team Spouses	CoS Spouse*
Deputy Commanding General (S)	Brigade Command Team Spouses	CoS Spouse*
Chief of Staff	Division Staff Coffee Group	Next Most Senior Staff Spouse
Brigade Commander	Brigade Battalion Command Team Spouses	BDE DCO, XO, S3
MEDDAC Commander	MEDDAC	Spouses of Deputy Commanders for Clinical Services; Nursing; and Administration
DENTAC Commander	DENTAC	DENTAC DCO/XO or CSM Spouses
Garrison Commander/FS	Ft. Stewart Garrison	Next-Most Senior Mil./Civ.
Brigade Command Sergeant Major	Brigade Battalion CSM Spouses	BDE CDR Spouse/ Sr. CSM Spouse
MEDDAC CSM	MEDDAC Sr. NCO Spouses	MEDDAC CO Spouse
DENTAC CSM	DENTAC Sr. NCO Spouses	DENTAC CO Spouse
Battalion Commander	Battalion	BN DCO, XO, S3 or CSM Spouse
Garrison Commander/HAAF	HAAF Garrison	Next-Most Senior Spouse Mil./Civ.
Battalion Command Sergeant Major	Battalion BN 1SG Spouses	BN CDR Spouse or Sr. 1 SG Spouse

\*with guidance from the Commanding General's spouse

## For the Coordinator

Form up a committee. If this is a battalion or brigade-level event, look within the battalion or brigade for assistance. The battalion staff spouses and/or company/battery command team spouses can assist with the event if it's for a battalion commander's spouse. Brigade staff spouses or battalion command team spouses can assist if the event is for a Brigade Commander's spouse.

If the event is for a Command Sergeant Major's spouse, once again draw from within the battalion or brigade for assistance. For a Battalion CSM spouse event, the 1SG spouses should be on the committee. Brigade CSM spouse event? Battalion CSM (or most-senior NCO) spouses should assist.

### COORDINATING THE EVENT

**Prior to your first planning meeting**, contact the Guest of Honor two to three months before the change of command or change of responsibility. Ideally, the event should take place within a month of the ceremony. Let her know your intentions in planning a welcome or farewell and coordinate three possible dates. *(Important: For brigade level events, contact the wives of the CG and DIV CSM to see which of the three dates work best with their schedules. Contact them directly or through the Chief of Staff's spouse. If this is a battalion level event, the Brigade Commander's spouse and Brigade CSM spouse should be contacted regarding dates.)*

#### Other things to discuss with Honoree:

**Level of formality**—whether or not she would like to have a receiving line or a “pouring” (formal—style pouring of coffee, tea and punch) at the event

**Guest Book** – does she have one she'd like to use?

**Color preference** for a corsage

Ask her to provide you with a **short biography** (family info; past assignments; interests/hobbies.

Ask her to provide you with a list of **special invitees** and their addresses (i.e. family or close friends). This is needed at least three weeks prior to the event.

## Ready? Set? Plan!

### FIRST COMMITTEE MEETING POINTS FOR DISCUSSION

**Type of function and formality.** Committee members should formulate tentative plans based upon the Honoree's preferences and affordability.

**Welcomes:** Welcomes generally involve a bit more formality—a morning coffee, an afternoon tea or an evening reception.

**Farewells:** This type of event can be as simple or as formal as the departing spouse wishes it to be. Whether she wants to have an evening reception or go out to lunch somewhere with a short list of friends, the basic plan

is up to her. Farewells are generally a bit more personal than welcomes. You already know the Honoree! It's up to the committee to execute the idea in an affordable way.

**Estimate number of guests based on the following guidelines:**

**Welcomes:** See Appendix A for the list of required invitees.

**Farewells:** Out-going spouse can invite whomever she wishes. She may prefer a small function including only her coffee group or a large affair attended by all unit spouses, special guests and senior spouses.

**Location Options** (Restaurants; Ft. Stewart/ HAAF facility; USO; museum or gallery; private home) taking Honoree's preferences into consideration. Sit-down meals for Welcome events are discouraged as a Welcome event should be a time for the Guest of Honor to meet and greet as many people as possible. Being seated for a meal will limit her opportunity to mingle with others. (If a meal is to take place, be sure there is time to mingle first and be sure that the Honoree's meal is paid for. She should not be handed a bill!)

If it's a farewell event and you've opted to do a dinner, be sure to keep an available seat at each table so that the guest of honor can spend time at each table talking with her guests.

**Theme/Invitation Format** (Coastal Georgia; formal; "Black 'n White"; seasonal, etc.)

**Consolidate anticipated costs by the next planning committee meeting.** Divide this number by the number of anticipated guests. (Do not include the Honoree or special guests in this figure.) Add \$1-2 per paying guest to give you the amount you will need to charge invitees. (The extra dollar or two is recommended to help offset any unanticipated or extra costs.)

It's important to keep the costs within reason. This means you may have to be clever/frugal in method of invitation, venue, food and gift.

Battalion level functions should cost no more than \$10 per guest.

Brigade level functions should cost no more than \$15 per guest.

Division level functions should cost no more than \$20 per guest unless event is for more than one person.

(A farewell event at a restaurant may be a "separate checks" event with a small, suggested donation toward the other expenses of the event [i.e. invitations; corsage; gift; and, meal for the Honoree] collected by the committee. In this case, the suggested donation should be within reason. Remember, the guests are already paying for their own meals.)

## **COMMITTEES**

"Many hands make light work." This is true when planning a Welcome and/or Farewell event. After initial contact with the Honoree, gather your committee together and divide up the tasks at hand. In addition to the Coordinator of the event, the following committees are recommended in planning a welcome or farewell:

Venue/Food  
Invitations  
RSVPs/Nametags  
Decorations/Set Up  
Entertainment/Music  
Finances  
Pouring Coordinator (if applicable)  
Gift/Guest Book/Corsage  
Escorts/Transportation  
Greeters (subcommittee)  
Photographer/Scrap Book (subcommittee)

Sometimes, the responsibilities of the committees will overlap, and it is sometimes necessary to chair more than one committee.

Each committee should estimate their expenses prior to the second planning meeting to help set the cost per head; in addition, save all receipts for submission and reimbursement after the event.

#### **COMMITTEE RESPONSIBILITIES:**

**Venue/Food:** Secures location for event and plans the food and refreshments based on the theme and formality of the event. (Note: If this is a function where the hosting group is preparing the food, it's nice to coordinate the table setting for the food (i.e. white dishes, Polish pottery, baskets, silver, etc.).

Arranges for necessary number of tables and chairs for the event and works closely with the Decorations/Set Up coordinator to determine what those specifications are. Have prices in writing prior to the second planning meeting.

Monitors the food and beverages at the event to be sure that items are being resupplied. (Don't assume that it will be done at a commercial venue. You may have to remind the wait staff.)

**Invitations:** Coordinates and sends out invitations. May/may not accept RSVPs. There are many "dos" and "don'ts" associated with invitations. The invitation sets the tone for the entire event and needs to be done correctly. Usually, an invitation for a Welcome is more formal than personal and includes the unit crest. A Farewell invitation is usually more personal and fitting to the out-going spouse's personality. **See Appendix B, Guidelines and Examples of Invitations.**

**RSVPs/Nametags:** Tracks RSVPs; makes nametags in coordination with RSVPs and theme of event. RSVPs may be taken over the phone, by email or by mail (with payment) if the invitation dictates it. If the person tracking the RSVPs is a spouse who is also a member of the military, RSVPs should be taken at a personal phone number or personal email account.

Adhesive-backed nametags are preferred to pins. Nametags should be available as soon as the guests arrive and pay (unless payment was a prerequisite). Set up a table with name tags on display in alphabetical order. Extra "blank" tags should be available at the event along with a dark marker to write in the guest's name. A small waste receptacle should be available for the backings. Be certain that the type or print is large and legible

enough for the Honoree to read at arm's length. Unit affiliation is helpful as well. Nametags are worn on the right side. The honoree does not wear a nametag.

**Decorations/Set Up:** Plans for decorations and event set up according to the theme of the event; (The Marne Community and Spouses' Club has decorations available for loan as well as silver items for a formal event.) Works with Facilities/Food coordinator to determine the number of tables and chairs necessary. This depends upon the event itself. Also, remember that tables will be needed in the reception area and for the guest book. Even if the event is primarily a stand-up event, it's nice to have some seats available for those people who may need to sit. Remember to also have some tables available for guests to deposit soiled dishes. Arrange for tablecloths to coordinate with the theme of event as well as table decorations (i.e. fresh flowers; candles if formal or evening event).

Arranges for a red carpet (through the venue chair or protocol office) if there is to be a receiving line.

Supervises the set up and decoration of the venue with assistance from the planning committee or other unit spouses. Removes decorations and returns borrowed items after the event.

**Escort/Transportation:** Makes prior arrangements with the guest of honor to pick her up from her home and get her to the event at least ten minutes before event begins. (Escort may bring the corsage to the home or wait and have the official hostess pin it on her upon arrival at the event.) After the event, drives the honoree home and helps her with gifts, flowers and food. (Military vehicles are not authorized!)

**Entertainment/Music:** Arranges for background music and featured entertainment, if applicable. If this is a Division-level event, members of the Division Band may be available. A woodwind or brass ensemble is always nice as is a pianist or keyboardist. The Division Band has quintets, quartets, trios and/or soloists that may be available for hire in their off hours. At a Division level event, they may play as part of their duties. (Check with JAG!) If this is the case, you should be prepared to feed them during the formal portion of the event—when they break from playing. (Remember to include the cost of this in the estimated expenses!) Decide ahead of time how long they'll play and what they expect in return.

For Battalion or Brigade level functions, a CD of piano or instrumental music played over a stereo system works well. If this is a farewell event, other types of entertainment may be warranted—skits, songs, etc.

**Finances:** Monitors expense estimates and helps determine the "per head" cost of the event. Collects all receipts; deposits funds into an account and makes necessary payments and reimbursements. A thorough, after-action financial report should be made, and shared with the planning committee. All receipts should be kept.

If needed, asks for payment for the "no-shows" by way of a friendly Email or note. (i.e. "We missed you at Sue Smith's farewell. The cost of our caterer was \$8 per person, and your rsvp was counted in our final numbers. Please make payment to . . . . as soon as possible. Thank you for your understanding.") Follow up by telephone if no payment is received within a week's time.

**Pouring:** If the event is a formal tea, spouses of senior leaders will be asked to pour the beverages for the event. There are usually two stations—one for coffee and tea and one for punch. See Appendix C, "Guidelines for Pouring List Coordinator" for details, advice and pouring station set-ups. Appendix D, "Guidelines for Pouring Coffee, Tea or Punch at a Welcome/Farewell Event" can be copied and shared with the spouses who have accepted the invitation to pour at the event.

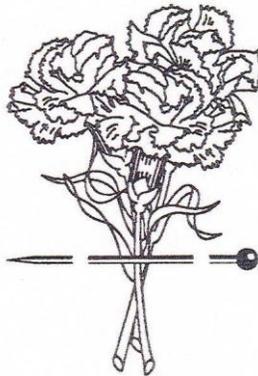
**Gift/Guest Book/Corsage:** It's a nice gesture to give a gift of welcome or farewell to the honoree on behalf of the group. A simple gift that incorporates the unit crest is a nice gesture of welcome to the unit. (i.e. stationery; a floral arrangement in an etched, glass vase). Check with JAG/Legal BEFORE purchasing or collecting money for Welcome and Farewell gifts for senior leaders and spouses.

A farewell gift can be more personal. A scrapbook or photo album is always appreciated. A nicely framed photograph or watercolor of the honoree's home is also a thoughtful idea, with guests signing the back. Just the group gift should be opened at the Welcome or Farewell. (Although providing a group gift, some individuals will inevitably bring a personal gift. Individual gifts should be opened at another time to spare others the awkward feeling of not having brought a gift too.)

The coordinator will know if the guest of honor owns or needs a guest book. If she does not have one, purchase one or make one. (Sometimes a picture book of the area is a nice alternative to a traditional guest book.) If using a traditional guest book, fill out the first available page with the date, time and place of event or glue in an invitation (one that does not indicate the cost of the event).

The book should be placed on a separate table—before or after the receiving line. Ask someone to sit or stand at the table with the guest book. Provide extra pens, just in case. Invite all guests to sign the guest book.

The coordinator will also know what colors the corsage should be based on her conversation with the honoree. (Sometimes it's nice to have the corsage or at least the ribbon be reflective of the type of unit [i.e. red and white for cavalry; light blue for infantry; or, blue and white for the Third Infantry Division].)



Pin a corsage through the fabric on either side of the stem portion of the corsage. The pin acts as a support for the corsage. (Two pins may be needed.) Pins do not go through the stems or flowers.

**Publicity/Photographer:** Arranges someone to photograph the event—especially the guest of honor, the table with pourers (if applicable); the receiving line as guests are being introduced, any special guests and the presentation of the guest book or any gifts.

If this is a brigade level (or higher) event, write and submit an article for publication (optional) in the post newspaper. Provide the guest of honor with selected pictures of the event. Deliver within a week of the event.

**Greeters:** Not everyone in attendance will know what to expect from an event like this. Having greeters at the door to welcome the guests is a nice touch. Have the greeters be prepared to receive special guests.

*(Remember, special guests should not be paying and should by-pass the line to check in at the nametag/payment table. Have their nametags set aside or in hand for them upon arrival.)*

Having additional greeters before and after the receiving line can be helpful in directing traffic.

**Other considerations:**

**Determine timeline/sequence of events.** Draft a “Sequence of Events” for the day of the function with a tentative time line to follow. Usually, the coordinator of the event speaks during the formal part of the event--welcoming guests, introducing senior spouses and special guests, introducing the Honoree and presenting her with a welcome gift. If the coordinator wants to divide this duty or defer to someone else, she is certainly welcome to do so! Upon the presentation of the Honoree with the gift, the Honoree should be given the opportunity to address the group. See Appendix E, Sample Sequence of Events.

**Follow up:** Write an After Action Report and share it with the committee for their reference and possible future use. Be sure to include an accounting of the funds as provided by the finance chairperson.

Remember to provide a list of names and addresses of the committee members to the guest of honor so she may follow up with thank you notes.

## APPENDIX A – RECOMMENDED INVITEES

(Note: “ Division Command Group” includes spouses of the Commanding General, Division Command Sergeant Major, Deputy Commanding Generals [Maneuver and Support] and Chief of Staff)

### HONOREE/“SPOUSE OF”

### INVITEES /“SPOUSES OF”

Commanding General

Division Command Group  
Brigade & Battalion Command Teams  
All Field Grade Officers  
to include DIV Primary Staff  
Plus: Marne Community Club Exec. Board  
Post Agency Representatives  
Off-Post Community Dignitaries\*  
Special Guests of Honoree

Division Command Sergeant Major

Division Command Group  
Brigade & Battalion Level Command Teams  
All DIV Sergeants Major  
DIV Primary Staff  
Plus: Marne Community Club Exec. Board  
Post Agency Representatives  
Off-Post Community Dignitaries\*  
Special Guests of Honoree

Deputy Commanding General (M) / (S)

Division Command Group  
Brigade & Battalion Level Command Team  
All Field Grade Officers  
to include DIV Primary Staff  
Plus: Marne Community Club Exec. Board  
Off-Post Community Dignitaries\*  
Special Guests of Honoree

Chief of Staff\*\*

Division Command Group  
DIV Primary Staff  
Brigade Level Command Teams  
Plus: Special Guests of Honoree

Brigade Commander/CSM

Division Command Group  
All DIV Brigade Level Command Teams  
All Officer/SGM within BDE  
Plus: Off-Post Community Dignitaries  
associated with Brigade\*  
Special Guests of Honoree

MEDDAC Commander/CSM

Division Command Group  
All Brigade Level Command Teams  
MEDDAC Deputy Commanders  
(Clinical Services; Nursing; and, Administration)  
WTB Commander & CSM  
All Department Chiefs  
Troop Commander  
All 1SG and up from:  
WINN Army Hospital  
Hawks Troop Clinic – FS  
Tuttle Health Clinic – HAAF  
Richmond Hill Med. Home

Plus: Off-Post Community Dignitaries  
(associated with MEDDAC)\*  
Special Guests of Honoree

DENTAC Commander

Division Command Group  
All Brigade Level Command Teams  
All DENTAC 1SGs & up  
Plus: Off-Post Community Dignitaries  
(associated with DENTAC)\*  
Special Guests of Honoree

Ft. Stewart Garrison Commander

Division Command Group  
All Brigade Level Command Teams  
HAAF Commander/CSMs  
Garrison Staff Officers  
Garrison NCOs  
Garrison Sr. Civilian Employees/Agency Reps.  
Plus: Off-post Civilian Dignitaries\*  
Special Guests of Honoree

Ft. Stewart Garrison CSM

Division Command Group  
All Brigade Level Command Teams  
HAAF Commander/CSM  
Garrison Staff Officers  
Garrison NCOs  
Plus: Off-post Civilian Dignitaries\*  
Special Guests of Honoree

Battalion Commander

Division Command Group  
Brigade Commander  
Brigade CSM  
Brigade DCO (if applicable)  
All Battalion Command Teams within BDE  
Unit "1SG and up"  
Plus: Off-post Community Dignitaries  
Associated with Battalion\*  
Special Guests of Honoree

Battalion Command Sergeant Major

Division Command Group  
Brigade CSM  
Battalion Commander  
All Battalion Command Teams within BDE  
Unit "1SG and up"  
Plus: Off-post Community Dignitaries  
Associated with Battalion\*  
Special Guests of Honoree

HAAF Garrison Commander

Division Command Group  
FS Garrison Commander/CSM  
HAAF Battalion Command Teams  
HAAF Garrison CSM  
HAAF Garrison Staff Officers  
HAAF Garrison NCOs  
HAAF Garrison Sr. Civilian Employees  
Plus: Post Agency Reps  
Off-post Civilian Dignitaries\*  
Special Guests of Honoree

HAAF Garrison CSM

Division Command Group  
FS Garrison Commander/CSM  
HAAF Battalion Command Teams  
HAAF Garrison Commander  
HAAF Garrison Staff Officers  
HAAF Garrison NCOs  
Plus: Off-post Civilian Dignitaries\*  
Special Guests of Honoree

\*Check with Division Protocol and Unit S1 for off-post civilian dignitaries.

\*\*Usually welcomed or farewelled at a DIV Coffee but can be included with DIV Command Group Spouses' Welcomes/Farewells.

## Appendix B – Guidelines for Invitations

Hard copy invitation should be mailed or hand-delivered to the spouses of the following: CG, DCG(M), DCG(S), DIV CSM, CoS or any O6 spouse three to four weeks in advance of the event. Army distribution is not recommended as there is no guarantee the invitation will make it to the invitee.

**Hand-deliver the invitation to the Guest of Honor with “To Remind” in place of the price and RSVP information. The cost is *not* included on invitations to special guests.**

A Welcome Invitation should be more formal and include the unit crest. A Farewell invitation is more personal in nature and should be reflective of the out-going spouse’s personality or theme of the event. **Important: Please remember to include the unit affiliation and reference the service person’s position in the unit (i.e. “Wife/Spouse of COL/LTC/CSM, Commander/CSM”!**

Hard copy invitations are always correct and proper. Often, “save the date” emails can be sent out prior to the invitation.

Electronic invitations and correspondence are becoming more and more common. Electronic invitations are often sent by email, via an attachment or through a website such as Evite.com. Using electronic invitations is easy, convenient, time-saving and cost-efficient; however, there are some disadvantages too. Email addresses may be incorrect and may not bounce back if misspelled. Some emails go into a spam folder, and some email addresses strip attachments from emails. Some computer systems are not compatible to downloading attachments, invitations or flyers.

For a large-scale event, it works well to make two invitations—one hard copy to be mailed to the Division Command Group Spouses and special guests and an electronic Word version that can be sent out as an attachment.

**Be specific with RSVP instructions for a large-scale event.** It is easy to change the RSVP portion of an electronic invitation as needed (i.e. For a Division level event, RSVPs may be taken by Battalion Command Team Spouses and passed along to the Brigade Command team spouses). Each Brigade would then pass along the RSVPs to the main point of contact for RSVPs.

Example of invitation for a welcome:

Example of farewell invitation:



The Spouses of the Third Sustainment Brigade  
cordially invite you to a Farewell Luncheon  
honoring

**Susan Gardener**

Wife of CSM Ronald Gardner  
3<sup>rd</sup> Sustainment Brigade

Tuesday, July 1<sup>st</sup>  
Eleven-thirty in the Morning

Third Sustainment Brigade Classroom  
1800 Gulick Avenue, Fort Stewart

RSVP by June 25<sup>th</sup>  
[maryjones@cox.net/912-320-4921](mailto:maryjones@cox.net/912-320-4921)

Cost \$10  
Casual

**Regarding RSVPs:**

“R.s.v.p.” is a French abbreviation meaning “Repondez s’il vous plait.” It means “please reply – one way or the other/‘yes’ or ‘no’”.

“Regrets only” means to reply only if you are not able to attend.

If some guests have not responded to the invitation, it is appropriate to call. Remember, there may be extenuating circumstances or they may not have received the invitation.

## Appendix C - Guidelines for Pouring List Coordinator

The first order of business is to list the invited guests according to their spouse's position and then by date of rank. (Sometimes spouses know this information but usually the S-1s from brigades or battalions can provide it. The recommended guidelines for pouring in the 3<sup>rd</sup> Infantry Division are as follows:

### HONOREE "SPOUSE OF"

### POURER "SPOUSE OF"

Commanding General

DCGs(M & S), 5 minutes per  
DCSM, 5 minutes  
CoS, 5 minutes  
Brigade COs (includes MEDDAC,  
DENTAC and Ft. Stewart Garrison),  
10 min per  
Brigade CSMs (includes MEDDAC,  
DENTAC and Ft. Stewart Garrison),  
10 min per  
Battalion COs (includes HAAF  
Garrison), 10-15 minutes per  
Battalion CSMs (includes HAAF  
Garrison), 10-15 minutes per  
All Officers within 3ID, 15 minutes  
All SGMs and 1SGs within 3ID, 15 minutes

DCGs (M or S)

CG, 5 minutes  
DCSM, 5 minutes  
CoS, 5 minutes  
Brigade COs (includes MEDDAC, DENTAC and Ft. Stewart Garrison), 10  
min per Brigade CSMs (includes MEDDAC, DENTAC and Ft. Stewart  
Garrison), 10 min per  
Battalion CSMs (includes HAAF Garrison), 10-15 minutes per  
All Officers within 3ID, 15 minutes  
All SGMs and 1SGs within 3ID, 15 minutes

Brigade Commander

CG, 5 minutes  
DCGs(M & S), 5 minutes per  
DCSM, 5 minutes  
CoS, 5 minutes  
Brigade Cos, 10 minutes per  
Brigade CSMs, 10 minutes per  
Battalion Cos (within BDE), 10-15 minutes per  
Battalion CSMs, (within BDE), 10-15 minutes per  
All Battalion Officers (within BDE), 15 minutes per  
All SGMs and 1SGs (within BDE), 15 minutes per

Battalion Commander  
Brigade Commander, 5 minutes

Brigade CSM, 10 minutes  
Battalion COs (within BDE), 5 minutes per  
Battalion CSMs (within BDE), 10 minutes per  
All BN Officers, 15 minutes per  
All SGMs and 1SGs (within BN), 15 minutes per

**Determine if coffee and tea will be served at the same station or separate stations.** This is based on the size of the event and the number of coffee/tea services available. Brigade/Battalion level functions can probably have both at one station. Functions for higher level ladies may require separate stations due to the number of guests attending.

**Remember, the Guest of Honor and Official Hostess do not pour.**

**Determine how many time slots need to be filled.**

Generally, a welcome/farewell should last two hours. Determine you're your committee, if formal pouring should last the entire two hours or the first hour of the event. For example, if you have two pouring stations—one for coffee/tea and the other for punch, for two hours, you will need approximately 12 pourers for each station for a total of 24 pourers. There are several ways to determine the pouring schedule (see A-C). In any event, the order of pouring should be in accordance with the spouse's position and rank.

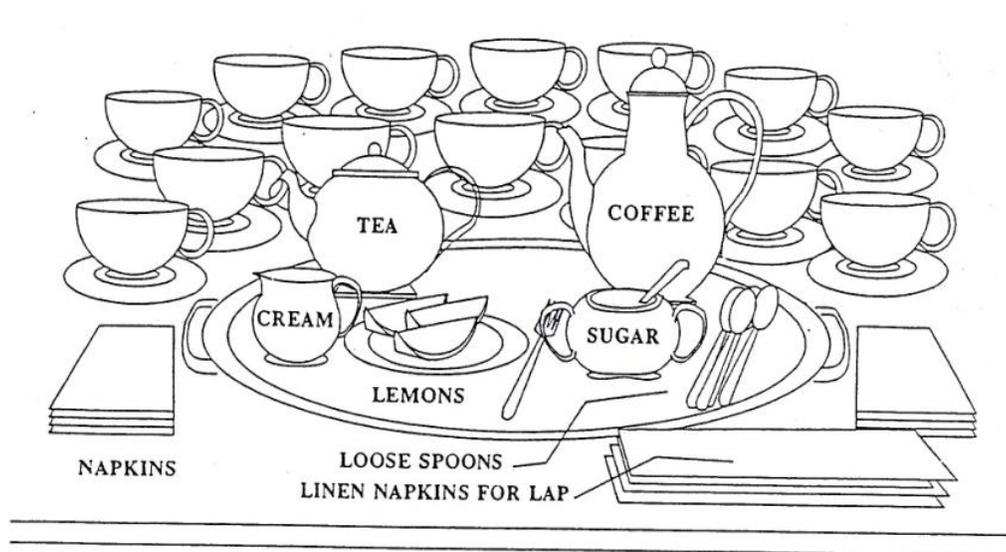
There are several ways to determine the schedule:

- A. Take the first 24 guests and divide list in half. The first half will pour at the coffee/tea station and the second half will pour at the punch station. (Note, if coffee and tea are served at separate stations, fill the coffee pouring time slots first with the first third of the list followed by tea with the second third of the list and finally punch, with the remaining third.)
- B. If there is a substantially large number of senior officer and NCO spouses, an alternative is two pouring lists incorporating both groups. The officer spouses would pour the coffee/tea, and the NCO spouses would pour the punch in the same precedence mentioned in the Pouring List Guidelines.
- C. If coffee and tea are served separately, assign four spouses at a time—one for coffee, one for tea, two for punch.

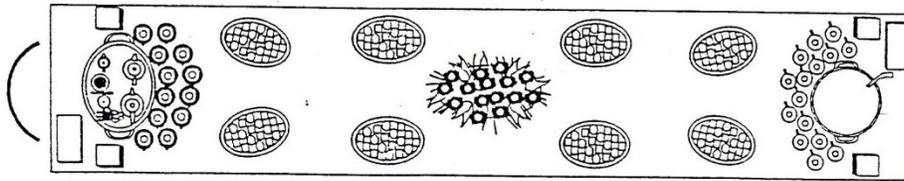
### **Finalizing the Pouring Schedule**

Upon receipt of the RSVPs and when you have identified the number of pourers needed, contact the senior spouses and request that they assist in pouring. "Would you do us the honor of pouring coffee/tea or punch a 2:15 at Mrs. Commander's Welcome Tea?" It is appropriate to send reminders of pouring times to the spouses who have agreed to pour with a "Thank you in advance for honoring us by pouring. . . ." It is nice to include some guidelines to pouring with the reminder. (See "Guidelines for Pourers", Appendix C.)

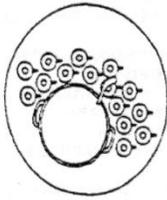
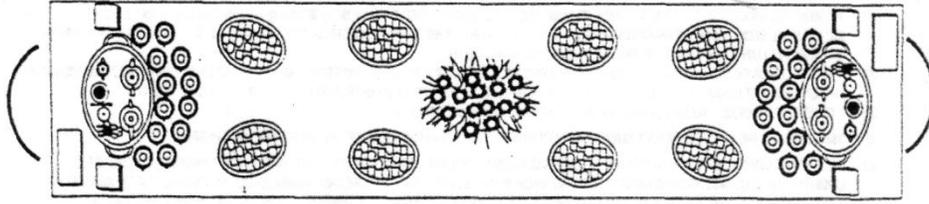
When setting up for the event, paperclip another reminder of the assigned time to the pourers' nametags. Keep an index card with the appropriate pouring schedule at each pouring station.



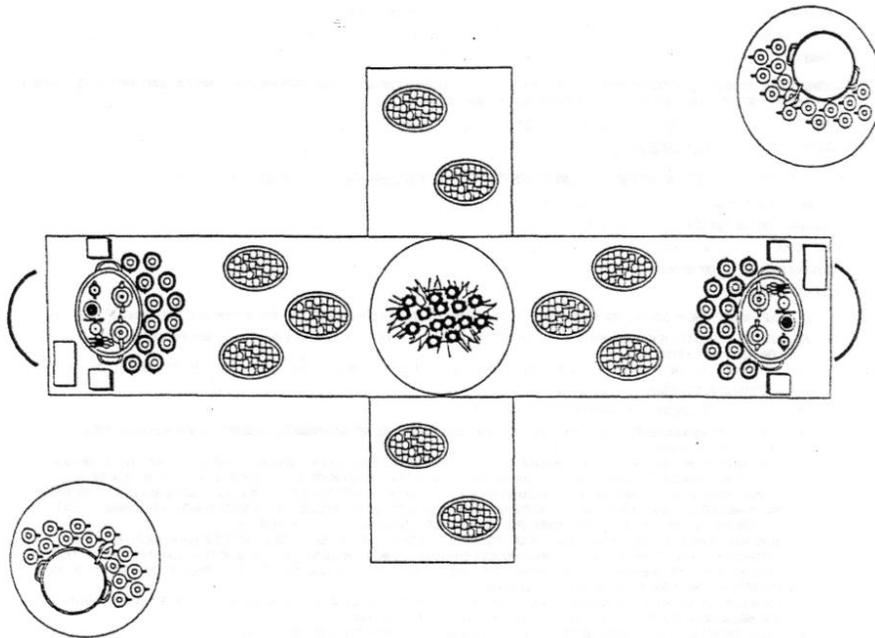
Proper set-up for coffee and tea tray



Coffee and tea on one end of table and punch on the other



Reception with two coffee and tea stations and a separate punch station



Large reception with two coffee and tea stations and two separate punch stations

## Appendix D

### Guidelines for Pouring Coffee, Tea, or Punch at a Welcome/Farewell

#### Pouring Coffee and Tea

1. Sit at the table in front of the coffee/tea service and place the cloth napkin in your lap. Place your purse on your lap, under your chair or under the table. (Do not hang your purse on the back of the chair.)
2. Coffee should be on the right side of the silver tray, tea on the left. Check to see if the coffee or tea pot lids are secure.
3. Greet guests as they approach and ask, "Would you care for coffee or tea?"
4. If tea is requested, ask, "With lemon?"
5. Pick up the cup and saucer. (If lemon is requested, place the lemon slice in the bottom of the tea cup, not on the saucer.) Pour coffee or tea.
6. Ask, "Would you care for cream or sugar?" "One lump or two?" (If cubed sugar is used). If granulated sugar is used, ask "One teaspoon or two?" Add sugar before cream. The pourer does not stir the coffee or tea if sufficient spoons are available for guests. If only one or two spoons are provided, then stir and place spoon on tray.
7. Spoons and napkins are usually placed so that guests can pick them up themselves. However, if napkins and spoons are within easy reach of the pourer, pick up a napkin along with the cup and saucer. The spoon is placed to the right of the cup on the saucer. (A spoon is not needed when cream, sugar or lemon are not used.)

#### Pouring Punch

1. Stand in front of the punch bowl. Place your purse on the floor under the table. (Make sure you know whether or not the punch contains alcohol. Guests will ask.)
2. When a guest approaches, hold the cup over the punch bowl and fill  $\frac{3}{4}$  full.
3. If punch spills on the outside of the cup, use the cloth napkin to wipe the edge of the punch cup.
4. Hand the cup to the guest with a napkin. Turn it so that the handle is free and in a position for the guest to take the cup easily.
5. Do not hesitate to engage in conversation with the guests as they approach your pouring station. This is a great opportunity to meet others.

6. Keep your eye on the supply of punch, cups and napkins. Make sure these are replenished before they run out.

\*\* A pouring schedule will be discreetly kept at the station.  
Please do not leave the station until your replacement has arrived.

## Appendix E

### Sample Sequence of Events for 2 p.m. Welcome Tea

- 9:00 a.m. Set up room (centerpieces, candles, receiving line, podium, and lighting). Decorate refreshment tables, name tag table, guest book table. If a pouring is taking place, set up the table for that.
- 1:15 p.m. Caterer/food providers deliver and set up food. Prepare beverages. If serving punch, put ice ring in just prior to start of event. (Punch cup handles should point toward pourer's right.)
- 1:30 p.m. Set up pouring stations (if applicable)—sugar and artificial sweetener, milk, lemon slices with small fork, coffee cups and saucers (handles pointed to the pourer's right) (do not stack cups); napkin.
- 1:40 p.m. All participants with responsibilities should be present. Light candles, if applicable. Photographers should take pictures of refreshment tables. Fill water goblets near receiving line or on tables, if applicable.
- 1:50 p.m. Guest of Honor arrives with escort and familiarizes herself with surroundings. Official hostess pins corsage on Guest of Honor as photographer takes pictures. Greeters/escorts should take places at entrance awaiting senior spouses and special guests. If applicable, fill silver services with hot coffee/tea. Place ice ring in punch bowl.
- 2:00 p.m. Guest of Honor and official hostess prepare to receive guests. Senior spouses go through the receiving line first. The hostess does not shake hands with the guests but makes the introduction to the Guest of Honor.  
(See Guide to Receiving Line, Appendix F.)
- If this is a Welcome for a Brigade Commander or brigade CSM spouse or higher, the senior spouse from each subordinate unit pins Guest of Honor with unit pin as she goes through the line. (It's nice but not always possible, for unit spouses to pass through line together.)
- 2:30 p.m. Receiving line ends. Allow Guest of Honor to freshen up, get something to drink, etc.
- 2:45 p.m. Official hostess welcomes guests and introduces senior spouses and special guests. If entertainment has been provided by a volunteer or an Army ensemble, she should mention and thank them with a round of applause. Next, she introduces the Guest of Honor. Presents gift (and possibly guest book). Offers guest of honor an opportunity to speak. After guest speaks, encourages guests to continue with refreshments and visiting.
- 4:00 p.m. Escort guest of honor home with gifts and samples of food to share with her family.
- 4:05 p.m. Caterer/food providers pick up remaining trays. Clean up.

Assemble rented or borrowed items for return.

Sit down, kick off your shoes and open a bottle of wine to celebrate a great event with your committee!

## **Appendix F – Guidelines for a Receiving Line**

A receiving line is a good idea because it gives each guest an opportunity to be introduced to the guest of honor.

The event coordinator/hostess is the first in line with the guest of honor next. The hostess makes the introduction by stating the name of the honored guest to the name of the guest coming through the line, then the name of the guest to the guest of honor. If there is a very special guest (i.e. mother or daughter of the honoree) she too may be included in the line, after the honoree. A “red carpet” is not required but may be available through the protocol office or venue. (See “Red Carpet” in the A to Z Quick Reference portion of this publication for specifics.)

Try to keep conversations to a minimum as there will be others waiting in line. Have a table nearby with water available so that the guest of honor and coordinator may have a quick drink/break as needed.

After going through the receiving line, have a greeter direct the guests to the food and drink area.

Once the receiving line is done, encourage the guest of honor to prepare a plate (or have someone make one for her as the line is thinning out), and encourage her to have a bite to eat prior to the formal portion of the event.

# 3ID Leader Spouses “A to Z” Quick Reference

## A

**Acronyms** - a set of letters (usually the first letter of each word in a phrase) that is used to simplify military terminology. Some common examples are: ACS-Army Community Services. MWR-Moral, Welfare and Recreation. DFAC-Dining Facility...

**Anthems** - For the United States National Anthem, it is customary to stand (if you are able), place your hand over your heart and keep eyes on the flag. This is especially important as our flag is being marched into a venue. Your soldier will turn his/her body towards the flag as it moves across the field or room and you may do the same. If the National Anthem of another country is being played, stand silently with your arms at your sides. Male audience members should remove hats when our National Anthem is played.

**Army Community Service (ACS)** - Deployment and Mobilization, Family Readiness, Employment Readiness, New Parent Support, Exceptional Family Member Programs and Survivor Outreach Services are just a few of the resources available to Soldiers and their families.

**Army Song** - The Army Song by John Phillips Sousa is a ceremonial melody heard at most official US Army functions. It doesn't take long to learn the words if you don't already know them!

**MARCH ALONG, SING OUR SONG, WE'RE THE ARMY OF THE FREE.  
COUNT THE BRAVE, COUNT THE TRUE, WHO HAVE FOUGHT TO VICTORY.  
WE'RE THE ARMY AND PROUD OF OUR NAME!  
WE'RE THE ARMY AND PROUDLY PROCLAIM**

**FIRST TO FIGHT FOR THE RIGHT,  
AND TO BUILD THE NATION'S MIGHT,  
AND THE ARMY GOES ROLLING ALONG.  
PROUD OF ALL WE HAVE DONE,  
FIGHTING TILL THE BATTLE'S WON,  
AND THE ARMY GOES ROLLING ALONG.**

**THEN IT'S HI! HI! HEY!  
THE ARMY'S ON ITS WAY.  
COUNT OFF THE CADENCE LOUD AND STRONG (TWO! THREE!) –**

**FOR WHERE E'ER WE GO,  
YOU WILL ALWAYS KNOW  
THAT THE ARMY GOES ROLLING ALONG.**

**Assumption of Command/Responsibility** – See “Change of Command” and “Change of Responsibility”.

**Attendance** - As the spouse of a senior leader (CDR/CSM), your attendance at ANY event within your unit (and your sister units!) is meaningful. It is a show of support for the soldiers and family members that your soldier serves with. When possible, take the time to attend Change of Command/Change of Responsibility ceremonies, Hails and Farewells, promotions and social events such as spouse coffees and/or FRG Meetings. You will likely be on the Protocol Office guest list as the spouse of a senior leader. Please respond (yes or no) to these electronic or hard copy invitations. They need accurate info for seating arrangements, name tags, and other official customs and courtesies.

**“Attention to Orders”**- You may hear this phrase during a promotion or awards ceremony. Traditionally, service members will stand at attention while orders are read. Although not required, civilians may stand as a show of respect. When in doubt, follow what the senior spouse does and follow suit.

**Attire** - A formal invitation will likely have the “suggested attire” printed on it. It may say *formal, casual, business casual, etc.* Typically, your attire as a civilian should complement those in uniform. “Formal” for a service member would mean Dress Mess/Dress Uniform and civilian attire would be formal gown/ball gown/cocktail length dress or black tie/suit. “Casual” can mean different things to different people and can even be specific to your location. You may see “Coastal Casual” here at Fort Stewart /HAAF (sundress or nice summer pants or capris with sandals). If you are unsure about attire, don't hesitate to call and ask the hostess or protocol office. Nobody wants you to feel uncomfortable! The chart at the end of this Guide will be helpful in figuring out “What should I wear?”!

**Audie Murphy** - a member of 3rd Infantry Division, he was the most decorated American soldier of World War II. Murphy enlisted in the Army in 1942. He was awarded 33 medals and decorations, many of them more than once. He starred in the 1955 movie “To Hell and Back”, based on his 1949 memoir.

**Award Ceremonies** - The Army likes to recognize achievements and hard work performed by soldiers and family members. Some Award Ceremonies are large monthly events and some are small and private by invitation only and may include family members. It may be routine for those who have spent years in the military, but for most, receiving an award is a once in a lifetime event. *It is an honor and a privilege to be invited as an awardee or a witness.* Your attendance at a soldier or volunteer awards ceremony is a sign of respect. Attendance is appreciated!

## **B**

**Ball (or Formal)** - Usually held at Battalion, Brigade or Division levels. These are official Army events and usually include ceremonial traditions, toasts, guest speakers, entertainment and dancing. Service members wear dress uniforms and civilians wear appropriate attire as designated on the invitation. These events are a great way to meet people from the unit and witness some wonderful Army traditions. Tickets and locations vary.

**Battle Buddy** - This may seem like an “old school” term, but the idea of having a fellow spouse, partner and confidant during your soldier’s command time is still relevant. If you are hoping to build unit cohesion and “team spirit” in your unit, it starts at the top. CDR/CSM spouses should work together.

**BOSS** - Better Opportunities for Single Soldiers, a service/social organization for single soldiers in the Division. Members of BOSS volunteer throughout our community and plan fun and adventurous trips for single soldiers. They are advised by the Garrison Command Sergeant Major.

**Bugle Calls** - Bugle calls are musical signals that announce scheduled and certain non-scheduled events on an Army installation. Some common bugle calls played over Ft. Stewart/HAAF loud speakers include: “First Call”, “Reveille”, “Assembly”, “Retreat”, “Taps” etc. On Sunday, “Call to Chapel” is played.

**Business Cards** - (sometimes known as Calling Cards) your soldier may have a business card with contact numbers and email addresses to make professional contact exchanges easy and quick. You may choose to purchase traditional Calling Cards, as well. This is a simple card with your name or both names (you and spouse). These cards can be useful to include with gifts, as a contact card to write your email or number on for a new acquaintance. Traditionally, a soldier might use a Calling Card at a Commanders Call when introducing him or herself to a new Commander. Business cards/Calling Cards are still welcome when invited to someone’s home or at a New Year’s Reception. A silver tray may be placed by the entryway as a nod to this tradition. You may also make note of a change of address or take the opportunity to leave a message of good cheer or thanks on the back of the card.

## C

**Calling Cards** - See Business Cards as that is the more current term used.

**Change of Command** - The Change of Command ceremony is the relinquishment of command from the outgoing commander to the incoming Commander. This is done at Company/Battery/Troop, Battalion/Squadron, Brigade and Division levels. At this ceremony, soldiers in the unit will be on the parade field and the guide-on/colors are passed from the outgoing Commander to the Command Sergeant Major (or First Sergeant at Company level) and then on to the new Commander to signify the transfer of authority.

The spouse, children and other family members will be guests of honor and usually seated on the front row to watch the ceremony. Flowers (or a gift for male spouse) are traditionally given to the incoming/outgoing spouses at a Change of Command ceremony. As the spouse, it is customary to stand as you receive this gift. Refreshments and reception following the ceremony are paid for by the incoming Commander. The outgoing Commander and family do not attend the reception after leaving command of a unit but say their goodbyes in a receiving line immediately following the ceremony. **Relinquishment of Command** is when the commander leaves command but doesn’t exchange the unit colors with an in-coming commander. The Commander may hand off the colors to a designee or interim person. **An Assumption of Command** may take place at a later date in which a new commander is put into place.

**Change of Responsibility** - This ceremony is to signify the transfer of responsibility between an outgoing and incoming Command Sergeant Major in a Battalion, Brigade or Division. Like the Change of Command ceremony described above, there is usually a gift for incoming and outgoing spouse and a reception following the ceremony. Refreshments and reception are paid for by the incoming Command Sergeant Major. The outgoing Command Sergeant Major and family do not attend the reception after leaving the unit but say their goodbyes in a receiving line immediately following the ceremony. **A Relinquishment of Responsibility** is when the unit Command Sergeant Major leaves the unit but does not pass the responsibility to another Command Sergeant Major. **An Assumption of Responsibility** may take place at a later date in which a new Command Sergeant Major is put into place.

**CLIF Meeting** - CLIF (Community Leader Information Forum) is a monthly meeting at Fort Stewart. Unit Leaders, Garrison staff members and other on-post organizations share upcoming events and activities on post and in the surrounding communities. FRG Advisors are encouraged to attend to gather information for dissemination to FRGs. This meeting is open to soldiers and family members and is held at Club Stewart.

**Coffees** - This is an opportunity for spouses of unit leadership; typically officers and senior NCOs (Non Commissioned Officers) to socialize. As the spouse of a Commander or CSM, you may be the unofficial "Coffee Group Leader" and you should use this opportunity to team build and help others in your unit get to know each other, find support and make friends. Don't assume that everyone is busy or not interested. Social gatherings and getting out of the house, especially during deployments, can positively impact one's experience and happiness with a duty station or unit. As the spouse of a senior NCO or Officer in a Battalion, you will be invited to these gatherings at various levels. Please try to join in and get to know the other spouses at your duty station. Most importantly, if you cannot attend, PLEASE RSVP YES or NO. Always! No explanations are needed when you can't make it, but the courtesy of an RSVP goes a long way!

**Coming and Going** - Please take a moment, when invited to an event, to say hello to the host and/or hostess upon arriving and a quick thank you and farewell upon your departure.

**Command Team Spouses** - Together, the spouses of the Commander and Command Sergeant Major (CSM) in a Battalion, Brigade or Division are called Command Team Spouses.

**Community Relations** - Often the Division hosts events for local community leaders and businesses. Please attend these when possible and make it a point to mingle and introduce yourself to others. The point of these events is to form and promote relationships with our community neighbors!

**Cottrell Field** - Located at the intersection of Gulick and 6<sup>th</sup> Avenues, this is the Division's main ceremonial field. It is used for Changes of Command/Responsibility ceremonies, Twilight Tattoos, concerts, etc. Flanked on both sides by the white Crape Myrtles of Warriors' Walk, the field is named after COL Joseph F. Cottrell who served in the Coast Artillery Corps and was a POW held by the Japanese during WW II.

**Cup and Flower Fund** - An informal fund set up using a standard operating procedure (SOP) in accordance with AR 600-29 for use by designated unit service members only. This fund is typically set up and maintained by the Adjutant (S1) in a unit to cover flowers (a welcome or farewell rose) and farewell gifts given by the unit. On some occasions, if all are in agreement, this fund can be used for baby gifts, flowers for funerals/memorials.

## D

**DFAC** - Dining Facility or “mess hall”. Cafeteria-style facility for soldiers (and family members) to eat breakfast, lunch and dinner. Family members or guests must pay for their meal with cash.

**Dining In** - Traditionally, a Dining-In is a SOLDIERS-ONLY event. Dining-Ins promote esprit de corps and educate young unit members to formal social traditions. They are extremely ceremonial with the President of the Dining-In, typically the Commanding Officer, and a “Mr. Vice/Madam Vice,” the emcee for the evening, usually selected for possessing wit and the ability to entertain.

A Spouses Dining-In (also known as a Mock Dining-In or Dining Inside Out) may be hosted by the Division senior spouses or the Marne Community and Spouses Club. Since 2012 at Fort Stewart, the “Best in Show” trophy is awarded to the winning unit, the most spirited team in the Division.

**Dining Out** - The tradition of the Dining-In, but spouses are invited to attend.

**Dog Face Soldier** - This is an endearing term for Soldiers of the Third Infantry Division. Originating from WWII, “Dogface” usually refers to a US Army foot soldier serving in the Infantry. Rocky, the Third Infantry Division mascot, was created with this in mind.

## E

**Electronic Invitations** - Electronic invitations such as Evite and Punchbowl are now used for coffees, FRG events, spouse Welcomes and Farewells, Changes of Command and Changes of Responsibility ceremonies. Our Protocol Office uses electronic invitations for official Army events. As a senior spouse, it is important to respond to these invitations!

Information is needed for seating arrangements and sometimes for nametags—depending upon the event.

**Esprit de Corps** - a feeling of pride, fellowship and common loyalty shared by the members of a particular group.

**Etiquette** - This is not special to the Army! Taking the time to thank someone, send a note of congratulations, greet a newcomer, invite someone to a meal or RSVP when invited to an event is just common courtesy. Some common practices can include:

*Cell Phone* - Turn your phone off or on vibrate when in conversation or at meetings and events. If you need to take a call or return a text, it is okay to excuse yourself and do that in private.

*Email* - A way to send out communication to one or multiple sources for coffee groups and FRGs. Please remember that messages can be forwarded. Do not send sensitive information via email and be aware that tone can be missed in writing. Phone calls are always better when delivering difficult or sensitive information. It is advised that you use the “bcc” (blind copy line) if sending out information to many individuals as to keep email addresses confidential. Please respond to emails when necessary!

*Invitations* - RSVPs are expected when you are invited. It is absolutely acceptable to not attend an event, but it takes such a very short amount of time to hit the RSVP button on an Evite or send your regrets by quick email.

*Thank You Notes* - Hand-written thank you notes are always appreciated! Phone calls, emails and texts may also be appropriate in some situations. The gracious hosts have spent many hours preparing for the event and a thank you of ANY KIND is better than none at all. When in doubt, send one!

## F

**Facebook** - Please check with your legal office and the Commander for guidance if you are an administrator on a unit or FRG Facebook page. All official unit Facebook pages must be approved by the Commander and in accordance with the US Army Social Media Policy.

**Fallen Soldier Table** - This is an important part of military tradition honoring Service Members who have fallen in the line of duty. At military balls, reunions and other formal occasions, one beautiful, thoughtful way to honor those who have died is a Fallen Soldier Table. Each element on the table symbolizes something specific and should be displayed in a place of prominence at your event. The Master of Ceremonies will read a script explaining these elements and the significance of the Fallen Soldier Table in preparation for a Silent Toast.

**Family Readiness Group (FRG)** - An official command-sponsored organization of family members, volunteers, and Soldiers belonging to a unit. The FRG provides a network of communication, mutual support and assistance among family members, the chain of command, and community resources. ACS offers training for key contacts, funds custodians, FRG Leaders and Advisors, care team training and more.

As an Advisor to the FRG, responsibilities include participation in unit activities, hosting team building events and supporting your volunteer FRG Leaders whenever possible.

**Family Readiness Liaison (FRL)** - A Soldier who assists the Commander in maintaining an active and effective FRG and overall Family Readiness Program. The unit FRL is trained to refer family members with issues or concerns to the applicable community and or military resources, coordinates supplies and logistical support for the FRG from the unit. Family Readiness Group Advisors work closely with the unit FRL.

**Farewells** - This can be a formal or informal event to say thank you and farewell to a senior spouse upon their departure from the unit. The Blue Book (Fort Stewart specific quick reference) has all the guidelines and planning tools you will need to host a Farewell. Unit Farewells for a service member are typically for CDR/CSM departures and may be held as a Hail and Farewell event.

**Field Grade**- a term used for those in the rank of MAJOR or higher. There are usually two Majors in a Battalion- the S3 and XO (Executive Officer). Sometimes there is also a DCO (Deputy Commanding Officer).

**Flag Etiquette** - When the National Anthem is played, it is customary to place your hand over your heart and to "follow" the flag as it enters and exits a room or parade field. During the movement of a flag-draped casket, it is appropriate for civilians to place their hands over their hearts as service members pay honors.

Flags should be flown from sunrise to sunset on flagpoles and properly illuminated if displayed at night. The US flag, when placed on a flagpole with other flags, such as state flags, will always be flown above all others. If

displaying a flag on a wall or hanging vertically, the blue field of stars will always be placed to the observer's upper left. When disposing of a worn flag, it should be done respectfully (and never thrown in the trash). Contact a local Boy Scout troop, American Legion or VFW to properly dispose of a worn flag.

During a dignified transfer of a fallen soldier, it is appropriate to pay honors to the flag-draped casket. Service members salute, civilians place their hands over their hearts and follow the flag.

**Funerals** - A funeral for a military service member is usually held in their home of record and where the service member will be interred. Funerals are typically held after a unit Memorial Ceremony has taken place. Funerals are planned by the family of the deceased service member and are not the same as a unit Memorial Ceremony.

## G

**Gift Giving** - Check with JAG/Legal BEFORE purchasing or collecting money for Welcome and Farewell gifts for senior leaders and spouses. Dollar amounts for gifts are specific and must be taken into consideration for active duty senior service members and their spouses! Traditional welcome and farewell gifts reflect the unit or area. Examples include books, afghan of the post or unit, unit crest jewelry, or an etched vase with flowers. A farewell gift may be a more personal gift such as a picture or painting of the out-going spouse's home, unique charms, or other such items within the legal gift limits. Many Coffee Groups have an informal fund for farewell gifts and this can be decided and voted on by those in the coffee group.

**Gold Star Families** - As defined on the Gold Star Wives' website, they are the "widows/widowers whose spouses died while serving in the Armed Forces of the United States, or as result of service-connected disabilities; the widows/widowers of service personnel of all armed conflicts involving the United States of America; the mothers and fathers of children whose parents gave their life in the service of the country; and the widows/widowers of service personnel of all ranks, races, and creeds". The Gold Star Lapel pin (Gold Star on a purple background) is presented to surviving spouses, parents and immediate family members of Armed Forces members *killed in combat* operations. Next of Kin Pins (Gold Star on Gold background) are presented to immediate family members of Armed Forces members who die while serving *outside combat operations*.

**"Green Suiter"** - A reference to a service member

**Grog Ceremony** - A grog bowl or punch bowl ceremony is usually conducted during unit balls or Dining-Ins/Outs with the unit history recited along with adding "spirits" depicting the campaigns/unit ribbons. This is all carried out with tradition, pomp and circumstance and very often an entertaining ceremony to witness!

**Guest Books** - Traditional guest books contain guest signatures and a place to record the date and occasion of your event. You may choose to purchase one to be used each time you host an event at your home. Guest books make great gifts for command team spouses.

## H

**Hail & Farewell** - A time-honored tradition to welcome incoming leaders and spouses and to say farewell to those departing. A Hail and Farewell is usually planned as a social gathering with remarks by the Commander to introduce the "Hails" and give thanks to the "Farewells". A Cup & Flower Fund usually covers flowers and farewell gifts as decided by the unit command team.

**Hosting** - It is always your prerogative to host an event in your home. The military community is well known for opening their homes for dinners, potlucks, coffees or other team building events. If you are uncomfortable doing that, it is acceptable to host something at a restaurant or other venue. Camaraderie is the strongest bond in the military and hosting or attending unit functions is a great way to get to know others outside of the work environment.

**Hostess Gifts** - Hostess gifts are simple tokens of gratitude – a bottle of wine, flowers, candy, homemade goodies, a box of soap, or candles. These are not necessary, but always a kind gesture for someone taking the time to invite you to their home. Some invitations will say “No hostess gifts, please.” and you should honor that request. A simple thank you note in the mail after the event would be appropriate in this case.

## I

### Invitations

*Receiving Invitations* - Spouses of senior leaders are commonly invited to attend many events on post. You may receive official invitations from the Protocol Office and some may be sent from other spouses or units. Please take the time to respond to each invitation.

*Sending Invitations* – Please reference “The Blue Book” for details on guest lists and timelines for sending invitations.

**Invocation** - Usually spoken by the Chaplain at official functions, invocations or blessings are words of comfort and encouragement included in ceremonies, gatherings and memorial ceremonies.

## J

**JAG** - Judge Advocate General. This is the Army’s legal office. The JAG office can help soldiers and family members with basic legal needs such as: wills, powers of attorney, legal advice and tax filings.

## L

**Legal Reviews** - As an FRG Advisor, you should be aware of the legalities of basic FRG activities. The Judge Advocate General’s office (JAG) can give guidance and briefings to your FRG Leaders and FRLs to ensure regulations are being followed. There are many rules regarding fundraising, bank accounts, etc. Family Readiness Groups are Commanders’ programs and Army regulations are there to protect all involved.

# M

**Marne Community and Spouses' Club (MCSC)** - A social/service organization open to any spouse of a soldier on Fort Stewart or Hunter Army Airfield. Luncheons are usually held once a month with different themes, activities and guest speakers. The club's mission is to fundraise for scholarships and community grants while fostering friendships across the Division. Attending luncheons or volunteering as a member of the MCSC Board is a great way to meet other spouses.

**Marne Gardens**—Located in front of the 3<sup>rd</sup> Infantry Division Headquarters a/k/a “Ware Hall”, Marne Gardens is a venue for smaller ceremonies. It is the home of one of our two “Rocky” statues and overlooks the Division flagpole.

**Marne Patch** - This square patch, outlined in green, with blue and white diagonal stripes is recognized throughout the world as the symbol of The Third Infantry Division, “The Rock of the Marne”.

**Marne Song** - The song of The Third Infantry Division. It is known by all Dog Face Soldiers and is played every morning after Reveille, prior to the start of PT. It can be heard at changes of command ceremonies, parades, promotion ceremonies and other events on Fort Stewart. The lyrics are usually printed in an event program, but it's not hard to learn the words to this great song!

**I WOULDN'T GIVE A BEAN TO BE A FANCY PANTS MARINE,  
I'D RATHER BE A DOG FACE SOLDIER LIKE I AM.**

**I WOULDN'T TRADE MY OLD O.D.'S FOR ALL THE NAVY'S DUNGAREES,  
FOR I'M THE WALKING PRIDE OF UNCLE SAM.**

**ON ARMY POSTERS THAT I READ IT SAYS “BE ALL THAT YOU CAN”,  
SO THEY'RE TEARIN' ME DOWN TO BUILD ME OVER AGAIN**

**I'M JUST A DOG FACE SOLDIER, WITH A RIFLE ON MY SHOULDER,  
AND I EAT RAW MEAT FOR BREAKFAST EVERY DAY.**

**SO FEED ME AMMUNITION, KEEP ME IN THE THIRD DIVISION,  
YOUR DOG FACE SOLDIER'S A-OKAY!**

**Memorial Ceremony** - A ceremony held by the Battalion to honor a fallen service member. Typically, the Battalion and Company leaders will say a few words about the fallen soldier and the Chaplain will provide words of comfort before the Final Roll Call, TAPS and a 21-gun salute. The family of the fallen soldier is invited to attend, as well as all soldiers in the unit. A *Memorial Ceremony* is different than a *Memorial Service*. A Memorial Service is usually held in the hometown (or location of family choice) of the deceased service member.

## N

**Nametags** - Most of us are meeting many new people when we arrive at a new duty station and nametags are a useful tool when hosting social events. Nametags are worn on the right side.

**National Anthem** - It is customary and honorable to stand, face the American flag and place your right hand over your heart. Service members will stand at attention and salute the flag. Civilian men should remove their hats.

**Newcomers' Reception** - All incoming soldiers at Fort Stewart must in process and attend the Newcomers Reception. Spouses of incoming soldiers are highly encouraged to attend. Spouses are invited to a breakout session with on-post agency highlights and small group question and answer opportunities with other spouses. Children are welcome. Currently, the break-out session for the spouses is run by the Garrison Command Team Spouses and the different Brigades take turns (monthly) in support of the event by recruiting unit spouse volunteers to help as group facilitators. Talking points are supplied.

**New Year's Receptions** - One of the Army's oldest traditions is an open house reception. These are typically held in December or January and meant to is held provide an opportunity for units to socialize outside of work. The Commander typically hosts the Reception in his or her home. Often, a reception/open house on a weekend afternoon with designated times for each unit to arrive as a group. Refreshments may be served and the host may extend a thank you to those he/she serves with. Attire will be designated on the invitation. Hostess gifts are not necessary.

**"*Nous Resterons La*"**- As German troops were approaching and French troops were retreating from the area near the Marne River outside of Paris during WWI, 3<sup>rd</sup> Division soldiers rushed to the scene to hold the line. The Division Commander, Major General Joseph Dickman, gave his famous orders in French so their allies would understand, "***Nous resterons la!***" – We shall remain here! They held the line and became known as "The Rock of the Marne"!

## O

**OPSEC**- Operational Security. Keeping potentially critical, secret information from public outlets is very important as a soldier or family member. Be aware of what you say in public or post on social media. This is also very important when you are an administrator of FRG or unit affiliated Facebook, twitter, or other online site. Consult the US Army Social Media Handbook for more information. <https://www.army.mil/socialmedia/>

## P

**Promotion Ceremonies** - Based on accomplishment and the Army's confidence that a Soldier is ready to perform at the next level of responsibility, he/she may be selected for promotion. Promotion ceremonies should be celebrated and one's attendance is appreciated. Receptions following a promotion are common, but not required. "Promotion parties" are a personal choice of the promoted soldier and his or her family.

## R

**Rank** - Rank denotes the level of authority (and usually pay grade) of a service member. It is helpful to be familiar with all ranks, but especially important to know the rank of your spouse for the many financial, housing, healthcare forms you will be required to fill out while in the Army. There are 13 enlisted ranks and 10 officer ranks in the US Army. An Army rank chart is provided at the back of this Guide.

**Receiving Lines** - A receiving line is a practical and efficient way to greet guests in a large setting or formal event. Receiving lines are frequently used to greet a new Command Team after Change of Command or Change of Responsibility ceremony, at traditional holiday receptions, and at unit balls. The Fort Stewart Protocol Office can assist with guidelines.

Typically, the receiving line is made up of the host and/or hostess of the event. For official and formal functions, it is customary to see the Commander and spouse as well as the CSM and spouse in the receiving line. Guests of Honor can also be included (such as a visiting dignitary, guest speaker, etc.) The first person in the receiving line is the unit Adjutant. *Do not shake the hand of the Adjutant.* The soldier will state his/her name and that of the spouse to the Adjutant to be passed along to the host. A typical order of a receiving line would be the unit Adjutant, CDR, CDR spouse, CSM, CSM spouse, etc.

**Relinquishment of Command/Responsibility** – See “Change of Command” and “Change of Responsibility”.

**RSVP (Repondez s’il vous plait)** - translation from French is: “Respond, if you please”. It means please reply one way or another- “yes” or “no”. “Regrets Only” on an invitation means to reply only if you are not able to attend. A response is appreciated and needed for planning purposes (i.e. food, drinks, nametags...). Failing to respond to invitations is poor form and shows a lack of maturity and consideration.

**Retirement Ceremonies** - an official ceremony to honor and celebrate the end of a service member’s career. On Fort Stewart, these ceremonies are held monthly for retiring service members and DOD civilian employees.

**Red Carpet** - Officials in a receiving line stand *on* the red carpet, while guests file in front it. The Protocol Office can give guidelines on red carpet use for formal and official use. Reference Department of the Army Pamphlet 600-60 paragraph 3-2(2).

**Retreat** - the Retreat bugle call is the signal marking the end of the official duty day. On Fort Stewart, all soldiers are expected to stop outdoor activities, including walking and driving for Retreat. If you are driving on Fort Stewart/HAAF, be prepared to stop safely, put the car in park and stand outside the vehicle during the playing of retreat. The music comes in two parts. As the first part of retreat plays, stand with your hands at your sides and face the Division Headquarters/main post flag. There is a pause before the second call and usually a cannon will fire. This signifies the lowering of the flag. You should place your hand over your heart for the second part of the bugle call. When the music is over, get back in your car or continue walking on your way.

On occasion, a *Retreat Ceremony* is held to mark special occasions such as a welcome for senior Division personnel or the casing of a unit’s colors prior to deployment. This ceremony is usually held at Marne Gardens and coincides with the end of the duty day and lowering of the flag.

**Reveille** - The Reveille Bugle Call is the signal for the start of the official duty day. At Fort Stewart, the duty day begins at 6:30 am. If the Commander desires, a Reveille Ceremony may accompany the raising of the flag. This

ceremony takes place in the vicinity of the Division Headquarters flagpole. Following Reveille is the playing of The Marne Song. Soldiers remain at attention and sing the song before PT each morning.

**Rock of the Marne** - The 3<sup>rd</sup> Infantry Division became known as “The Rock of the Marne” because they held the line at the Marne River outside of Paris in WW1 when others fled. This term is said at our gates and as our motto at ceremonies, etc.

**Rocky** - the official and beloved mascot of The Third Infantry Division. SGT Rocky, the bulldog, was designed by Walt Disney in 1965. The Division Commander asked Disney to create a mascot that embodied everything that the Division stood for. He was to be quick-witted and wise, confident and dignified, heroic, yet humble, gentle, yet fierce. Rocky was sold to the Division for \$1.00. The Division owns two large Rocky statues. One has a permanent home at Marne Gardens and is on a swivel base. The other one is portable and deploys along with the Division. When not deployed, you may find Rocky proudly keeping watch in the foyer of the 3<sup>rd</sup> Infantry Division Headquarters. Sometimes Rocky makes public appearances! You may see him at a Division Run or at Back to School night on post! You never know where you may bump into Rocky. Be prepared to “high five” him! He loves to pose for photos!

**Ruffles & Flourishes** - Ruffles and Flourishes are sounded to render honors and precede prescribed music for personnel being honored, usually heard at General Officer ceremonies. “Ruffles” are played by drums and “Flourishes” are played by bugles or a band and accompanied by cannon fire. Service members pay tribute to the honoree by standing at attention and saluting.

## S

**Service Banners** - a service flag or service banner in the US is an official banner that family members of service members can display. You may see these on small garden flagpoles or in the window of a home. The flag or banner is defined as a white field with a red border, with a blue star for each family member serving in the Armed Forces of the United States during any period of war or hostilities in which the Armed Forces of the United States are engaged. A gold star (with a blue edge) represents a family member that died during service, without specifying cause of death. The deceased might have been killed in action or died due to unrelated causes.

**Survivor Outreach Services (SOS)** - part of the Army Casualty Continuum of Care. It is designed to provide long-term support to surviving families of fallen soldiers. This program supports Gold Star families within our region and usually host events throughout the year to honor these families.

Usually, names of these special families are passed down from one command to the next. Many of them like to stay in touch with the unit and be invited to special unit events.

## T

**TAPS (Tragedy Assistance Program for Survivors)** - this organization offers compassionate care to all those grieving the loss of a military loved one. Since 1994, TAPS has provided comfort and hope 24/7 through a national peer support network and connection to grief resources, all at no cost to surviving families and loved

ones. TAPS also conducts regional survivor seminars for adults and youth programs at locations across the country, as well as retreats and expeditions around the world.

**Taps** - This is the last bugle call of the day. This bugle call is also heard at the completion of a military funeral or memorial ceremony. Civilians may wish to place their hands over their hearts as a sign of respect.

**Teas** - the more formal, traditional way to welcome or farewell a senior spouse. Usually includes a receiving line, Tea/Coffee/Punch Pouring, simple desserts, and a gift presentation. Tea pouring has a long history and specific guidelines. See "Pouring Guidelines" in the "Planning Welcomes and Farewells" portion of this booklet.

**Toasts** - Most formal dinners and balls involve toasting before the meal is served. Designated Toasts and Responses are typically found in the event program. If you are giving the toast, be bold and loud so everyone can hear and respond appropriately. If you are the one being toasted, you do not sip your drink. When toasting to Fallen Soldiers, the toast is not met with a response—just a raised glass and a sip.

**Thanksgiving Dinner at the Dining Facility** - It is tradition for the senior leaders of (Officers and NCOs) to serve the Thanksgiving meal to their Soldiers at the Dining Facility. The DFAC Thanksgiving meal is usually served a day or two before Thanksgiving. Families are welcome to attend.

## U

**Unit** - (i.e. Brigade, Battalion, Squadron...) knowing a soldier's unit is important for unit readiness. Help educate younger spouses about unit affiliation. It will be very beneficial for them to know this information.

**Unit Memorials** - (See "Memorial Ceremony") Held by the unit of the deceased soldier, these ceremonies are very important and require special care. As the spouse of a senior leader, consider attending your unit memorial ceremonies and those of the other units on your post. A token gift or card for the surviving family members is appreciated.

## V

**VMIS (Volunteer Management Installation System)** - VMIS is a system for Army soldiers and family members to track hours when volunteering to better our community. Hours include time spent volunteering for The Marne Community and Spouses' Club, unit FRGs, The American Red Cross, church groups, youth services, etc. VMIS assists the Army Volunteer Corps in calculating volunteer hours so that official awards, certificates, and promotion points for soldiers are accurate. Please encourage family members and soldiers to register and input volunteer hours. They may need to prove that they have volunteered in certain capacities for future employment, and VMIS can provide documentation.

**Volunteers** - Army volunteers play an integral role in the life of Soldiers and their families and are found throughout the military community. Take the time to thank those in your units that are giving their time to our Army families. Contact the Volunteer Coordinator at ACS for a list of opportunities on Fort Stewart.

**Volunteer Appreciation Month and Volunteer of the Year Ceremony** - April is traditionally the month to celebrate volunteers. Acknowledging volunteers for all the time and effort they give is so important. When possible, please attend these important ceremonies and especially those where volunteers from your unit are being celebrated. It's a unit's responsibility, but if you are a command team spouse, please ensure those who do volunteer are adequately honored and thanked. A small token of appreciation or certificate is always welcome and encourages others to volunteer as well.

## W

**Ware Hall** – The 3<sup>rd</sup> Infantry Division Headquarters is named for LTC Keith L. Ware. LTC Ware commanded 1st Battalion, 15<sup>th</sup> Infantry Regiment, 3<sup>rd</sup> Infantry Division during WWII. He was awarded the Medal of Honor for Heroism displayed on December 26, 1944. Although drafted into the War, he would later rise to the rank of Major General—one of the first draftees to become a general officer. Sadly, MG Ware was killed when the helicopter he was flying in was shot down in Vietnam. On October 25, 1968, he was posthumously awarded the Distinguished Service Cross.

**Warrant Officers** - Warrant Officers in the United States are classified as officers. They are technical leaders and specialists in specific fields. Chief warrant officers are commissioned by the President of the United States and take the same oath as regular commissioned officers.

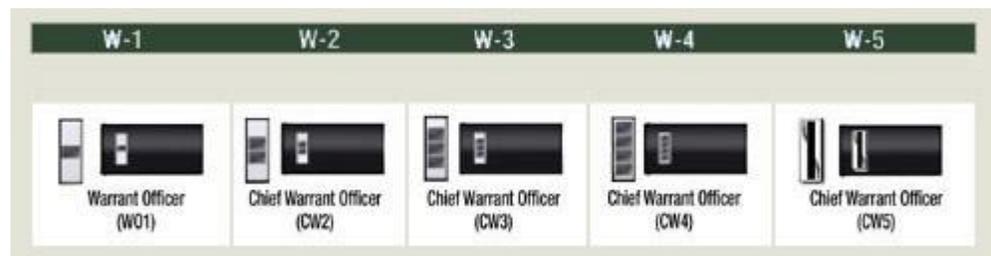
**Warriors' Walk** - Since 2011, tree-lined paths bordering Cottrell Field serve as a living memorial to soldiers serving in or with the Third Infantry Division who made the ultimate sacrifice while deployed to Iraq or Afghanistan. Tree Dedication Ceremonies are held as Memorial Ceremonies at Warriors' Walk for these fallen soldiers.

**Welcomes** - Welcomes are traditionally for the incoming Spouses of the Commander and Command Sergeant Major of a unit. Please reference "Planning Welcomes and Farewells" portion of this booklet.

## What to Wear Guide

Category	Army Personnel	Civilian Men	Civilian Ladies
Formal	Dress Mess with bow tie	Tuxedo, bow tie	Cocktail or Evening Formal gown; "Ball" – Ball Gown
Semiformal	Dress Mess or ASU with bow tie	Dark Dinner Jacket or Tuxedo	Long or short evening dress
Uniform Informal	ASU with four-in-hand tie	Business Attire	Dress
Duty Uniform	ACU (or local policy)	Business Attire	Business Attire; afternoon dress or suit
Business Casual	Refer to "Civilian" attire	Business suit or sport coat	Dress, business suit or pant suit
Casual	Refer to "Civilian" attire	Business Casual, Slacks, open collar shirt, jacket or sweater	Casual dress or blouse and simple skirt or pants (jacket optional)
Coastal Casual	Refer to "Civilian" attire	Open collar shirt and jeans / shorts	Sundress or casual skirt and blouse; nice pants/or capris

## Army Rank Structure





## Resources

3 ID Guidelines for Welcome and Farewells, July, 2010

3<sup>rd</sup> Infantry Division Army Spouse Protocol and Social Guide, March 2017

The Army Wife Handbook, A Complete Social Guide. Ann Crossley and Carol A. Keller, Published by ABI Press, Sarasota, FL.

Basics from the Barracks, Military Etiquette and Protocol, A Spouse's Quick Reference to its Unique Customs, Courtesies, and Traditions, AWC 2010-2011 Spouses, Army War College, Carlisle, PA

A Planning Guide for Welcomes and Farewells IIIrd Armored Corps Artillery Style

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