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AIR COMMAND AND STAFF COLLEGE

STUDENT REPORT

GUIDE FOR AIR FORCE
CHANGE OF COMMAND CEREMONIES

MAJOR GLENN C. EASTERLY 86-0770

"insights into tomorrow"

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GUIDE FOR AIR FORCE
CHANGE OF COMMAND CEREMONIES

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Submitted to the faculty in partial fulfillment of
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PREFACE

The primary purpose of a change of command ceremony is to allow subordinates to witness the formality of command change from one officer to another. Therefore, the ceremony should be official, formal, brief, and conducted with great dignity.

--AFR 50-14, Drill and Ceremonies

Counting squadron, group, wing, division, intermediate headquarters, and major command levels, there are hundreds of change of command ceremonies that take place throughout the Air Force each year. Although each individual ceremony has unique characteristics, the one thing common to all is that each entails the planning, coordination, and implementation of seemingly endless details. While the guidance contained in AFR 50-14 (Drill & Ceremonies) (above) for conducting ceremonies seems straightforward, the real trick is weaving those details together in a fashion that will produce a first-class event.

The outgoing commander is traditionally responsible for all change of command ceremony arrangements; however, the real "labor" is normally delegated to a project officer. His/her job is to transform the desires of the commander into an executable plan. This involves blending together the skills and knowledge of several other team members; i.e., Protocol, Public Affairs, Security Police, Transportation, Civil Engineering, Communications, etc. Together, they will develop the bit-and-piece details that must flow smoothly together for a successful ceremony.

This guide was designed with the project officer in mind. Hopefully, it can serve as a road map and "memory jogger" as he/she encounters the countless details that must be meshed together. This guide attempts to bring together much of the information required for planning and conducting change of command ceremonies in one convenient package. At times, additional regulatory or informational guidance may be required. This guide was composed, condensed, and edited from the reference materials listed in the bibliography and from the author's personal experiences. An annotated copy of all references is kept on file at ACSC/CC, Maxwell AFB AL. The author thanks Lt Col Donald K. Grandia and CMSgt George Millard for their valuable assistance in preparing this guide.



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[REDACTED] and received a Bachelor's Degree in Economics from Memphis State University in 1971. He received his Master's Degree in Management from Georgia College in 1975. Major Easterly is a 1986 graduate of the Air Command and Staff College at Maxwell Air Force Base in Montgomery, Alabama. He is also a graduate of the Air Command and Staff College correspondence program.

Major Easterly was commissioned a second lieutenant in February 1972, as a distinguished graduate of Officer Training School, Lackland AFB, Texas. Following that, he earned his wings as a navigator from Undergraduate Navigation Training School, Mather AFB, California, in October 1972. He was then assigned as a KC-135 crewmember with the 19 BMW at Robins AFB, Georgia, until December 1976. After completing Squadron Officers' School in residence, he was transferred to the 1st Combat Evaluation Group at Barksdale AFB, Louisiana. Following this flying assignment, he was selected to participate in the AFIT-sponsored Education With Industry Program at the McDonnell Douglas Corporation, St Louis, Missouri. In July 1981, he completed this program and was assigned to the Warner Robins Air Logistics Center, Robins AFB, Georgia, as a Contracting Officer. In May of 1982 he became the Aide-de-Camp to the Air Logistics Center Commander. He held that position until January 1984 when he became the Deputy Branch Chief, Engineering/Planning Branch of the Aircraft Division, Directorate of Maintenance. In June of 1984, he became the commander of the 2955th Combat Logistics Support Squadron. He was promoted to the grade of major in December 1983.

As the Aide-de-Camp, Major Easterly participated in the planning and execution of many change of command ceremonies and related protocol functions. As a squadron commander, he was responsible for the ceremony ending his tour as commander. Thus, his experience includes both supporting and primary participation roles.

Major Easterly is a senior navigator with over 1975 flying hours. His military decorations and awards include the Meritorious Service Medal with two oak leaf clusters, the Air Force Commendation Medal, and the Air Force Achievement Medal.

This guide is a book of reference for the project officer. It includes a list of suggested organizations, a list of suggested practices and procedures, a list of suggested equipment and a list of suggested personnel.

TABLE OF CONTENTS

Preface	iii
About the Author	iv
CHAPTER ONE--PROJECT OFFICER RESPONSIBILITIES	1
CHAPTER TWO--OTHER HELPFUL ORGANIZATIONS	
Protocol	4
Public Affairs	4
Security Police	4
MWR	5
Transportation	5
Services	5
HQ Squadron Section	5
Personnel	5
Civil Engineering	5
Hospital	5
Base Operations	5
Communications Squadron	5
CHAPTER THREE--TYPES OF CEREMONIES	6
CHAPTER FOUR--LOGISTICS	
Music	9
Invitations/Guest List	10
Programs	10
Practices	10
Contingency Plans	11
Reception	11
Transportation	11
Key Players	12
Public Address System	12
Flags	12
Security	13
Parking	13
Uniforms	13
Escort Officers	14
DV Handling	14
Seating Arrangements	15
Site Preparation	15
"G" Series Orders	16
Award Element	16
Flowers	16

CONTINUED

CHAPTER FIVE--PUTTING IT ALL TOGETHER	17
BIBLIOGRAPHY	27
APPENDICES:	
Appendix A--Sample Invitations	31
Appendix B--Sample Program Ceremony Sequence Insert	34
Appendix C--Sample Indoor Change of Command Ceremony with Award	35
Appendix D--Sample Outdoor Change of Command Parade with Award and Retirement Ceremonies	38
INDEX	48

Chapter One

PROJECT OFFICER RESPONSIBILITIES

So you're it! Your whole life flashed before you when you heard those infamous words "you have been selected as THE PROJECT OFFICER" for the change of command ceremony. What do you do? You have basically three choices: go to CBPO and "put in your papers", take on the project and muddle through (confirming "their" suspicions), or jump in with great gusto, miraculously pull it off, dazzle everyone, and launch your career on a meteoric rise towards Chief of Staff. After you come back to reality, you will quickly discount the first two choices and decide that alternative three is the way to go. Now a second question (after "why me?") will loom very large--how can I pull this off? The answer, of course, is the same answer to all Air Force challenges--through leadership, planning, teamwork, and organization. Hopefully, the chapters of this guide will give you a good fuzzy feeling that you can tie these four elements together, and that the task you face isn't impossible. So let's get on with perhaps the most important step--getting started!

Whether you're faced with a change of command for a squadron or a MAJCOM, the first step is the same--FIND OUT WHAT THE BOSS WANTS. By tradition and regulation (AFR 50-14), the outgoing commander is responsible for all arrangements of the change of command ceremony--so find out what his/her desires are:

1. Who (reviewing officer, guests, etc.).
2. What (type of ceremony, uniform preference, collateral events, other guidance).
3. Where (parade field, flight line, Officers' Club, base theater).
4. When (time and date).

Now that you know the basics of what the boss wants you're ready to start the "real" work--planning and organizing the details that will make or break the event. The following checklist isn't foolproof, but it should serve as a point of departure and roadmap for your planning/organizing step. (These items, when applicable, must be site/situation adapted. Many of the specifics will be elaborated in subsequent chapters.)

- *1. SELECT YOUR TEAM (You can't do it all alone, you will need the help of "experts" and "gophers" alike for a myriad of tasks and responsibilities that must be carried out.)
- *2. ESTABLISH AND RESERVE DATE, TIME, AND LOCATION (This applies to the ceremony itself and any other collateral functions such as meetings, dinners, and a reception.)
- *3. GUEST LIST AND INVITATIONS
- 4. PROGRAMS (if desired)
- *5. AGENDA (for key players)
- *6. KEY PLAYERS (reviewing officer, moderator, etc.)
- 7. SELECT UNIFORM AND DRESS REQUIREMENTS (for all events)
- 8. GET THE WORD OUT (Publicize the event in the base and local newspapers, daily bulletin, and via marquee notices.)
- 9. DISTINGUISHED VISITOR HANDLING (any special requirements)
- 10. ESCORT OFFICERS
- 11. TRANSPORTATION
- 12. BILLETING
- 13. PARADE/TROOP REQUIREMENTS (if desired)
- 14. SITE PREPARATION
- 15. SCRIPT
- 16. REHEARSALS (Establish dates and required participants.)
- 17. MUSIC (band or taped)
- 18. INCLEMENT WEATHER PLAN
- 19. MEDIA SUPPORT
- 20. PHOTOGRAPHIC COVERAGE
- 21. RECEPTION ARRANGEMENTS
- 22. FLAGS
- 23. PARKING

24. HONOR GUARD (if desired)
25. SEATING ARRANGEMENTS
26. FUNDING
27. AWARD ELEMENT AND RETIREMENT CERTIFICATE (if applicable)
28. FLOWERS AND CERTIFICATE FOR SPOUSE (if applicable)
29. PUBLIC ADDRESS SYSTEM
30. DV WELCOME PACKAGES
31. ARRANGE FLIGHT LINE QUIET TIME (if applicable)

Some of these checklist items (asterisked) are definitely time sensitive and must be accomplished pronto!

As you wade into these details you will soon discover that there isn't much regulatory guidance for you to refer. However, the following regulations and pamphlets should be helpful:

AFR 10-7, Administrative Orders. (Contains information on change of command orders.)

AFR 35-54, Rank, Precedence, and Command.

AFR 50-14, Drill and Ceremonies. (Contains information on the ceremony portion itself. This is the only regulation that specifically addresses the subject of change of command ceremonies.)

AFR 176-1, Nonappropriated Funds. (Contains helpful information on funds--especially useful for the reception.)

AFP 900-1, Guide to Air Force Protocol. (Contains a variety of useful information on many aspects of the project.)

AFR 900-3, Department of the Air Force Seal, Organizational Emblems, Use and Display of Flags, Guidons, Streamers, and Automobile and Aircraft Plates.

AFR 900-6, Honors and Ceremonies Accorded Distinguished Persons. (Contains information pertinent for handling high-level DVs.)

Now that you have a generic checklist and an idea of where to look up some of the answers to your questions you can forge ahead and put it all together! The remaining chapters will provide more detailed guidance to help you accomplish your mission.

Chapter Two

OTHER HELPFUL ORGANIZATIONS

You can't do it alone! A wealth of knowledge, experience, ideas, and help exists out there that can provide you invaluable assistance if you can just find the "right person" with whom to talk, or--better yet, put on your team. This chapter discusses some of those key agencies with whom you should interface and the type of help they can provide. Of course, organization structures can vary greatly, but chances are somebody at your location (or a phone call away) will have similar responsibilities, or will be able to provide the services of the following agencies:

PROTOCOL: Your first stop! These are the real professionals. They deal with ceremonial events, DVs, etc., on a daily basis. Chances are they also have the working files of previous change of command ceremonies. Protocol can help you draw up a game plan "from A to Z." Don't expect them to do all of your work, however, because they've usually got several irons in the fire at one time.

The type of direct help and advice they can give relates to: DV handling, billeting and transportation for DVs, reception planning, seating arrangements, flags, place cards, name tags, uniform recommendations, invitations, programs, determining precedence, advice on escort officers, advice on etiquette, and taking RSVPs. Because Protocol works so closely with the command section, they can normally provide you with one more thing of enormous value--insight into the commander's likes and dislikes.

PUBLIC AFFAIRS: Your link to the media and publicity! This organization may very well prove to be your second most important contact. Among the things that Public Affairs can provide or advise you on include: suggested remarks, script preparation, arrangement and supervision of media coverage, arrangement of photographic support, community relations, and publicity.

SECURITY POLICE: You can't control it without them! The Security Police will definitely form an integral part of your team. They can provide assistance in numerous ways: convenient access to the base for invited guests, special security precautions for DVs or DV aircraft, parking arrangements (including signs, pylons, and cordons), traffic and crowd control, escort vehicles to lead DV convoys, and dogs for bomb sweeps for key DV locations.

MWR: The money people! They may be able to provide you, or advise you, on the use of nonappropriated funds for the reception. They can also help with recreation ideas and/or equipment for guests (if spare time permits). In some cases, they can be a contact for club arrangements for the reception.

TRANSPORTATION: They can provide vehicles and drivers for DV movement (including "star plates"), buses for parade participants, DV buses/vans for invited guests and the media, command and control services, and baggage handling arrangements (if required).

SERVICES: The key to your billeting needs. They may also be your link for color/honor guard support.

HQ SQUADRON SECTION: They can provide/coordinate parade participants, details for chair setup/breakdown and cleanup, other escorts, ushers, and manpower as required.

PERSONNEL: They can provide the award element and citation, and the retirement documents and certificates (if applicable).

CIVIL ENGINEERING: They can provide the type of support necessary to make the event really first-class. Their assistance can include: repairs and/or construction of the reviewing stand and bleachers and the mowing, spraying, and preparation of the ceremony site.

HOSPITAL: If the event dictates, you will want them to provide an ambulance crew at all troop practices and for the ceremony itself.

BASE OPERATIONS: They are responsible for the parking and servicing of DV aircraft, publishing required NOTAMs for "quiet hours" during the time frame of the ceremony, and for overall coordination if the ceremony will take place on the flight line.

COMMUNICATIONS SQUADRON: They can furnish and install the primary and back up public address systems and provide qualified technicians for their operation.

Besides the organizations listed above, you may also require the services of other agencies. With this many players having a slice of the action, it is absolutely mandatory that you maintain effective control--you do this by aggressive follow-up and effective communication.

Chapter Three

TYPES OF CEREMONIES

According to AFR 50-14, "When practical, the former commander should relinquish command to a successor at a parade or other appropriate ceremony." The regulation further states: "It should be noted that the primary purpose of a change of command ceremony is to allow subordinates to witness the formality of command change from one officer to another. Therefore, the ceremony should be official, formal, brief and conducted with great dignity." This guidance seems straightforward enough, but for any number of reasons, many variations of change of command ceremonies are possible. You can have indoor or outdoor ceremonies, ceremonies that include an awards presentation, ceremonies that contain a retirement ceremony, ceremonies that encompass a parade or other troop formation, and almost any combination of the above. The two essential parts that must be included in all change of command ceremonies are the formal relinquishment of command by the outgoing commander, and the formal assumption of command by the incoming commander. This chapter will discuss several of the common variations and a suggested format for each. (Sample scripts are contained in the appendix.)

The simplest change of command ceremony is the indoor ceremony without troops. The suggested format is as follows:

1. Guests and family members are seated.
2. Three principals (higher echelon commander, outgoing commander, and incoming commander) enter area and take their appropriate positions.
3. Colors are posted (if not already in place).
4. "Ruffles and Flourishes" and "General's March" are played (if appropriate).
5. National Anthem is played.
6. Change of command order is read.
7. Outgoing commander formally relinquishes command.
8. Incoming commander formally assumes command.
9. Remarks by principals (if desired).

10. Narrator concludes event--traditionally "Air Force Song" is played.

Ideally, the ceremony site is collocated with the reception area and the two flow into one another.

The two common variations of the indoor ceremony are ceremonies that include an awards presentation and/or a retirement ceremony. The indoor ceremony adapts easily to both options. If an awards portion is to be included, it normally follows immediately after the playing of the National Anthem. The moderator reads the award citation, and the medal is pinned on the recipient. If the ceremony encompasses a retirement, traditionally the retirement portion follows immediately after the change of command portion. The moderator reads the retirement order and the retirement certificate is presented to the retiree. (Generally, a biography of the retiree is read prior to the reading of the retirement order.) Additionally, a certificate of appreciation is presented to the retiree's spouse after the retiree has received his/her retirement certificate. Remarks may precede or follow the retirement portion of the ceremony. Some indoor ceremonies may take place in a hangar, gymnasium, or other building large enough to encompass troop formations, inspections, and/or a pass in review. In these cases, the basic sequencing will be similar to that of an outdoor ceremony.

Outdoor ceremonies resemble the flow and sequencing of indoor ceremonies in most respects. The major difference between the two is that outdoor ceremonies usually encompass troop formations (with or without movement). The most complex type of change of command ceremony is the outdoor ceremony with a full parade (inspection of troops and pass in review), an awards ceremony, remarks, and a retirement ceremony. The suggested sequencing for this type of ceremony is as follows:

1. Troops form in appropriate formation.
2. Band plays introductory music.
3. Guests and spectators are seated on the reviewing stand and/or bleachers.
4. Moderator gives opening/welcoming remarks.
5. Reviewing party members arrive separately by automobile and take their respective places on the reviewing stand (officiating officer last).
6. "Ruffles and Flourishes" and "General's March" are played (if appropriate).
7. National Anthem is played (after colors are brought forward).

8. Inspection of troops is performed.
9. Awards ceremony (moderator reads citation and decoration is pinned on recipient).
10. Change of command order is read.
11. Outgoing commander formally relinquishes command.
12. Incoming commander formally assumes command.
13. Biography or other condensed narrative of retiree is read.
14. Retirement order and certificate are read (retiree is presented certificate).
15. Certificate of appreciation is read and presented to spouse (and flowers, if desired).
16. Remarks by senior commander are given (and by the outgoing and/or incoming commanders at the discretion of the senior commander).
17. Troops pass in review.
18. Moderator concludes event--traditionally, the "Air Force Song" is played while the reviewing party departs the area via automobile.

Other variations of the outdoor ceremony are easily adapted from this version. For instance, if your plan calls for a static troop formation, simply delete the "pass in review." (In this scenario, an inspection of the troops would be optional.) Other alternatives are simply the absence of the awards and/or retirement portions of the ceremony.

As you have seen, there are many sequencing options for both indoor and outdoor ceremonies. Either can be adapted to the desires of the participants. As long as the basic guidance and spirit of AFR 50-14 are followed--you can't go wrong!

Chapter Four

LOGISTICS

The battle will be won or lost depending upon your ability to successfully marshal the logistics effort. (Logistics, in this case, meaning all the minute details that must be planned and executed in synchronization.) This chapter will cover a variety of "logistics" subjects that may come into play for most change of command ceremonies. The list of subjects is not all-inclusive, but should form a solid frame of reference for the types of details that must be considered.

MUSIC: Live or taped? What should be played? If you have access to one of the several Air Force bands--by all means try to get them. Depending upon the magnitude and length of the ceremony, live music is far superior to taped. Live music is particularly important for ceremonies that encompass a parade or other formalized troop movement. A band gives several advantages:

1. A band gives a more "professional" touch.
2. The quality of the music is far superior.
3. A band can play appropriate "pre-ceremony" music.
4. Most importantly, a live band can eliminate the possible human or mechanical errors that may arise with taped music.

Typical music you will want played includes:

1. "Ruffles and Flourishes" and "General's March" (if general officer involvement).
2. National Anthem.
3. "Air Force Song".
4. Appropriate marching music (if held in conjunction with a parade).
5. "Auld Lang Syne" (if requested by retiree).

Special caution: If you use taped music, make sure the operator is completely familiar with the timing sequence for the music and the operation of the audio equipment.

INVITATIONS/GUEST LIST: You will want to get right on this. The outgoing commander has the responsibility for preparing and mailing invitations, so get with him/her quickly to draw up a guest list. You will need to bump this list against the list of the incoming commander so that duplications can be avoided. Each organization normally has an "official family" of positions from within the chain of command (including positions from other local units) that should automatically be invited.

Although you have great flexibility in the preparation of the invitations, there are many protocol conventions and nuances that should be taken into account. To be on the safe side, consult AFP 900-1, Guide to Air Force Protocol. Naturally, the invitation should include the date, time, location, dress, and RSVP instructions. You may also wish to include inserts with information on parking, seating, maps, agendas, etc. For RSVP convenience, a pre-addressed postcard or envelope is often included. In addition to preparing and mailing the invitations, make sure you have a centralized "fool proof" system for taking the RSVPs.

PROGRAMS: A first-class program can really give the event a nice polish. It will be the one thing that virtually all guests will focus on, and, as a consequence, will greatly influence their subjective judgment of the overall quality and preparation of the ceremony. Make sure the program is 100% accurate! As a minimum, the program should contain the schedule of events in sufficient detail to explain customs and courtesies and/or audience participation. The program may also include a photograph and biography of the outgoing and incoming commanders, and if desired, the reviewing officer. Other entries often include a brief narrative of the unit's mission, and a list of past commanders. You may wish to conclude with a suitable quotation, words to the poem High Flight or to the "Air Force Song."

PRACTICES: It is absolutely essential to schedule enough practice sessions so that all participants are comfortable with their roles. Practice sessions will also allow you to "fine tune" the timing, the narration, and the physical placement of troops, seating, sound equipment, podium, etc. If the ceremony involves a parade or other troop movement, you should have at least one practice session with only the key players so that you can work the bugs out of the script. Of course, you will have to make arrangements for transportation, audio support, and medical support for each practice session involving troops. Generally, the reviewing officer will not participate in practice sessions so be sure to prepare a briefing (with diagram and cue cards covering his/her movements and speaking parts). Remember, past experience has shown that it is better to schedule too many than too few practices.

CONTINGENCY PLANS: Make sure you have back up plans for the inevitable occurrences of "Murphy's Law" ("If it can go wrong, it will go wrong."). Among the things to consider:

1. If the ceremony is planned for outdoors, have a back up indoor location in case of inclement weather.
2. If you are using a live band for the music, have taped music available as a backup.
3. If you plan on using taped music, have two tapes and two players available.
4. If you plan on having stationary flags at an outdoor ceremony, consider having troops to hold them in their stands to preclude them from toppling over from wind gusts.
5. Always have a few extra seats, vehicles, and escort officers available.
6. Have extra troops and key players prepared to fill in at the last minute if you have a parade.

The above are just examples of the types of contingencies for which you should plan. The key to success is thorough planning and preparation and aggressive follow-up!

RECEPTION: Almost all change of command ceremonies will culminate with a reception. This gives guests and organizational members a chance to welcome the incoming commander and bid farewell to the outgoing commander if he/she attends. Generally, a reception will encompass a receiving line that includes an announcer (usually an aide or exec), the incoming commander, his/her spouse, and the outgoing commander and his/her spouse (if they are present). Flags will be placed directly behind the receiving line participants. Among other things to consider are refreshments (depending on time of day), decorations, guest flow, background music, and photographic support. You may also wish to have a guest book. Consult with MWR for possible funding of the reception.

TRANSPORTATION: This can be extremely simple or complex depending upon the magnitude of the ceremony. There are several things to consider:

1. Providing buses for troop movements to the ceremony site. (This will also facilitate roll-taking.)
2. Providing DV transportation for special guests and the media. (This will also simplify control.)

3. Providing separate automobile transportation to and from the ceremony area for the reviewing officer and the outgoing and incoming commanders and their spouses.
4. Scheduling suitable transportation for logistics needs, i.e., chairs, public address system, podium, awards table, setup and cleanup crews, etc.
5. Providing suitable drivers, clean vehicles, and general officer "star plates" when required.

A final word on transportation: Although most of these details are the responsibility of the base motor pool, remember, you are responsible for the overall conduct of the ceremony so make sure you feel comfortable with all of the arrangements.

KEY PLAYERS: For purposes of this discussion, the key players for the ceremony include: the reviewing officer, the outgoing and incoming commanders, the moderator, the aide (or someone to assist with the awards/certificate presentations), and the flag or guidon bearer. Additionally, if the ceremony encompasses a parade, the key players will include the commander of troops, the adjutant, formation commanders, guidon bearers, and first sergeants. Obviously, these players will need to be identified and prepared for their roles. It goes without saying that the moderator who is chosen must be comfortable in a speaking role and must present an exemplary appearance. (You may wish to audition several candidates.) Be sure to provide the moderator a script and copies of all citations, orders, and certificates, which must be read as quickly as possible. You will also need to have tailored scripts prepared for the reviewing officer and the outgoing and incoming commanders. The parade participants should be provided parade scripts and diagrams. It would be wise to schedule early a briefing for all of the key players so you can cover the "highlights", answer any questions, and discuss individual roles.

PUBLIC ADDRESS SYSTEM: Make sure you have an expert on this one! As a minimum, you will want to have the whole system set up and tested prior to the start of the event. Pay particular attention to echoes, feedback whine, and scratchiness. All wiring and cords should be taped down to preclude the possibility of an accident. Have a technician present during the ceremony, and consider having a redundant back up system. Finally, make sure the whole system is set up well in advance of the arrival of the guests or participants.

FLAGS: It is absolutely essential to display the correct flags in the correct order. Generally, you will have flags at both the ceremony and reception sites. (You may need two sets or a fast runner.) The flags normally incorporated (and their correct order) include: the United States flag, departmental flag, organizational flag, and personal flags in order of rank (if flag officer participation). AFR 900-3, Department of the Air Force

Seal, Organizational Emblems, Use and Display of Flags, Guidons, Streamers, and Automobile and Aircraft Plates, gives specific guidance on flag displays. Additionally, the Protocol Office and Base Color Guard can give you advice and guidance on this subject.

SECURITY: The level of security is primarily dependent upon the rank or prestige of DV guests or participants. Security considerations you may address include:

1. Security for arriving aircraft.
2. Performing a security sweep of billeting location, conference rooms, and the ceremony and reception sites.
3. Escorts for DV convoys.
4. Security of flight line area.
5. Base entry procedures for guests.
6. Routine security for traffic, parking, and crowd control.

As you implement your security plan, make sure that all of the individual elements are linked within an appropriate command and control network.

PARKING: The solutions to most parking problems don't require great innovation, but there are many issues to consider. For instance, if ample parking is a problem at the ceremony site, consider having a central parking location elsewhere and busing the guests and participants to and from the site. Mark off reserved parking for DVs, special guests, media, buses, ambulances, etc. You will also want to have ample signs and monitors strategically positioned throughout the base to direct guests to the parking areas.

UNIFORMS: Now you finally get a chance to wear the new ceremonial uniform! Check with the boss for his/her preference, but a change of command ceremony is the ideal forum for the wear of the new ceremonial uniforms. In some cases, you may wish to designate a different uniform for different categories of guests/participants. For example, a typical change of command ceremony may encompass the following uniform requirements:

1. White ceremonial uniform for the reviewing officer and outgoing and incoming commanders.
2. Service dress and service cap for the moderator, aide, escort officers, ushers, and reviewing stand members.

3. Short sleeve shirt with epaulet, open collar, ribbons, and service cap for parade participants (no sunglasses).
4. Non-designated uniform requirements for military observers viewing from the bleachers.

Special note: If you have troop formations involving females, be sure to designate whether they are to wear a skirt or slacks.

ESCORT OFFICERS: Escort officers can be of great assistance to the overall effort. Their duties typically revolve around the handling of DVs. Generally, they will meet their assigned DV upon arrival (regardless of transportation mode), coordinate and pre-register their guests with billeting, coordinate transportation, assist with recreational and dining needs, provide briefings and answer questions, and provide any other requested support. The role of an escort officer requires someone who can "think on their feet" and present a good image--so select them carefully. Be sure they understand their responsibilities and that they have a central contact point so they can stay abreast of the latest information, report problems, or have their questions answered. When they introduce themselves to their guest they should provide the guest a card with their name and phone numbers.

DV HANDLING: Taking care of DVs requires common sense and attention to detail. Some considerations include:

1. Assign each DV an escort officer.
2. Contact the DVs office early for any special requests and to exchange information. (Normally you will be working with an aide, exec, or secretary.)
3. Prepare them a welcome package with pertinent information; i.e., agendas, seating arrangements, menus, transportation arrangements, list of key personnel with phone numbers, recreational opportunities, dress requirements, biographies of key personnel, and the names of other guests.
4. Pre-register them with billeting. (The host commander may also wish to place a welcoming note and/or fruit basket in their room.)
5. Prior to their arrival, check the condition of their assigned quarters for cleanliness and general state of repair.
6. Provide a convenient method for payment of any fees or bills.
7. Provide appropriate honors upon arrival and departure.

8. Provide appropriate activities for accompanying spouses.
9. Provide appropriate security precautions (if required).

Coordinate closely with the Protocol Office for all matters concerning DV handling.

SEATING ARRANGEMENTS: Your considerations for seating arrangements will center around both DV precedence and the convenience of family members of the outgoing and incoming commanders. Seating arrangements will be necessary for either indoor or outdoor ceremonies. Protocol will normally assist with the seating arrangements. AFR 35-54, Rank, Precedence, and Command, can also provide guidance on the subject. A few more considerations for seating bear mentioning:

1. When possible, have more seating available than you anticipate needing.
2. Provide escort officers and ushers copies of the seating arrangements (with diagrams).
3. Have seats clearly marked with names.
4. Seat the media, photographers, escort officers, and ushers in convenient locations to facilitate the accomplishment of their duties.
5. Be flexible! Invariably, some guests will not arrive that have RSVPd positively, and others will show up that have previously sent their regrets.

SITE PREPARATION: Site preparation can involve numerous steps, particularly for outdoor ceremonies with a reviewing stand. Some items to consider when preparing the site include:

1. Build, or repair, and decorate the reviewing stand.
2. Clean and paint the bleachers, chairs, and reviewing stand as necessary.
3. Ensure the chairs are set up in accordance with the seating arrangement chart.
4. Have the parade area mowed, sprayed for insects, sprayed with water for dust control, and marked for key participant positions.
5. Have positions of key participants on reviewing stand marked.
6. Arrange for the placement of the awards table in a convenient location.

7. Ensure all awards, citations, certificates, and flowers are present (when required).
8. Have a podium with microphone for the speaker (include a paperweight and wind sock). (This podium may or may not be the same podium used by the moderator--if not, two podiums will be required.)
9. Perform a thorough operational check of the public address system.

"G" SERIES ORDERS: Don't forget them! These are the official orders directing the change of command. They will probably be read as part of the ceremony. Make sure that base DA prepares these orders in ample time. (AFR 10-7, Administrative Orders, covers the particulars.)

AWARD ELEMENT: As part of your overall ceremony preparation, make sure that you have the actual or a "dummy" medal for the reviewing officer to pin on the awardee. (Usually, to facilitate the actual pinning on, the back of the medal is rigged with a special hooking device or an alligator clip.) Also, double check to make sure that the medal has the appropriate number of oak leaf clusters.

FLOWERS: A small, but important element. You will want to consider providing corsages for the spouses of the outgoing and incoming commanders. Additionally, if the ceremony encompasses a retirement, it is traditional to present flowers to the spouse of the retiring officer.

Chapter Five

PUTTING IT ALL TOGETHER

This chapter will discuss how the loose ends should all be tied together. To show this, a generic Operations Order (OPORD) will be depicted which details typical organizational responsibilities, required tasks, and a time-phased sequencing of required actions. If your ceremony is large enough in scope, you should definitely consider publishing a similar OPORD.

* * * * *

(Sample OPORD for fictitious 999ABW starts on following page.)

999TH AIR BASE WING OPERATIONS ORDER 1

REFERENCE: AFR 50-14, Drill and Ceremonies

PROJECT OFFICER: Major Donald L. Harrison, 999ABW/CCE, has the overall responsibility for the execution of this order.

TASKED ORGANIZATIONS:

PROJECT OFFICER:

Protocol	Capt Jones
Public Affairs	Maj Evans
HQ Section Squadron	Capt Killian
Personnel	Capt Johnson
Civil Engineering	Maj Amos
Parade Project Officer	Capt Young
Transportation	Capt Silkwood
Base Operations	Lt Col Kelso
MWR	Maj Belk
Security Police	Maj Nichols
Communications Squadron	Capt Handy
Services	Capt Timmons
Hospital	1Lt Pritchard
Honor Guard	SMSgt Boyce
Band	CMSgt Simpson
Weather	1Lt Hector

1. SITUATION. A ceremony will be held for the change of command of the 999th Air Base Wing and for the retirement of the outgoing commander, Colonel Robert M. Alexander. The ceremony will be held at 0900, 31 July 1985, on the base parade ground.

2. MISSION. To provide a ceremony for the change of command of the 999th Air Base Wing and retirement of its commander and to promote teamwork and pride within participating units.

3. EXECUTION.

a. Concept of Operations:

(1) AFR 50-14, Chapter 7 is the primary guidance for the ceremony. Annex B contains the sequence of commands. Chapters 1 through 6 should be reviewed by participants for general guidance.

(2) A parade will be conducted at 0900L, 31 July 1985, on the base parade ground.

b. Troop Formation:

(1) Flight Commanders will have their flights formed on the parade ground not later than 0830, 31 July 1985.

(2) The formation will consist of two groups comprised of two squadrons and four flights each.

c. Alignment of Troops: Flights will be in place on the Ready Line not later than 0840.

d. Key Personnel:

(1) Commander of Troops - Col Thomas A. Edwards, 999BMW/CD.

(2) Adjutant - Capt Phillip A. Moore, 999BMW/DPM.

(3) Moderator - 1Lt Jane A. Chapman, 999ABW/AC.

(4) Aide-de-camp - Capt Brian D. Likens, HQ XXX/CCA.

(5) Flag Bearer for Maj Gen Keethler - Sgt William L. Duncan, Base Honor Guard.

(6) "A" Group Commander - Lt Col Rickey L. Garrison, 999CES/DO.

(7) "B" Group Commander - Lt Col Michael B. Cliff, 999ABW/AC.

(8) Group Staff, Squadron Commanders, Flight Commanders, Guidon Bearers, First Sergeants, Flight Sergeants, and Flight Guides will be provided by HQ Section Squadron.

e. Uniform: The uniform for the event will be the light blue shirt with short sleeves, epaulets, open collar, with ribbons worn. The service cap will be worn by all men. The light blue short overblouse with slacks and beret is the required uniform for women.

f. Attendance: All officer and enlisted personnel not participating in the parade and not on leave or TDY are encouraged to attend as spectators if duty requirements permit.

g. Arrangements and Procedures:

(1) Reviewing Officer: Major General Charles G. Keethler, Commander, HQ XXXX, will be the Reviewing Officer.

(2) Reviewing Party: Colonel Robert M. Alexander, outgoing Commander, 999th Air Base Wing; and Colonel Donald V. Cohen, incoming Commander, 999th Air Base Wing.

(3) Persons to be Decorated: Colonel Robert M. Alexander, Commander, 999th Air Base Wing.

(4) The Reviewing Officer and Party and their families will meet in the DV lounge at Base Operations at 0830, 31 July 1985. The Parade Project Officer will brief at that time.

h. Inclement Weather Plan: In the event of inclement weather, the change of command ceremony will take place at the original scheduled time, indoors, at the Officers' Club. A final decision will be made by Col Alexander not later than 0700L if this plan must be implemented.

i. Entry To Base And Parking:

(1) Invited guests and DVs will receive passes in advance which will ensure their ease of entry into the base and to the specially reserved parking areas adjacent to the parade field.

(2) All other guests and spectators will park in the large open area across the road on the west side of the parade field.

j. Termination: Immediately following the concluding remarks by the moderator, squadron commanders will take charge and dismiss their troops.

k. Press: Normal unrestricted press coverage is anticipated.

l. Reception: The reception will follow immediately after the conclusion of the ceremony at the Officers' Club. Due to limited room, only invited guests will be able to attend.

4. TASKS OF SUBORDINATE UNITS.

a. 999th Air Base Wing:

(1) Protocol Office will:

(a) Coordinate list of invited guests.

(b) Prepare and issue invitations to include reserved seating, parking and gate passes, appropriate maps, RSVP cards, and maintain an acceptance list.

(c) Make billeting arrangements for DVs.

(d) Provide hosts/hostesses and Security Police with list of invited guests for whom base entry, seating, and parking will be required.

(e) Coordinate arrival and departure honors for DVs.

(f) Coordinate a reception at the Officers' Club for all invited guests immediately after the ceremony.

(g) Arrange/coordinate escort officer duties for DVs.

(h) Arrange for XXXth Air Force Band.

(i) Provide transportation squadron with vehicle/driver requirements.

(j) Develop seating order for the reviewing stand, and place name tags on the guest's chairs.

(k) Coordinate with Honor Guard on flags for the ceremony and reception.

(l) Publish a change-of-command program.

(m) Determine number of ushers required to hand out programs and seat personnel at the ceremony. Brief ushers on their duties and responsibilities.

(2) Public Affairs will:

(a) Provide suggested remarks for Reviewing Officer.

(b) Provide biographical material as requested.

(c) Arrange and supervise all media representation and coverage.

(d) Coordinate with Overall Project Officer and Parade Project Officer for script development.

(e) Provide/coordinate publicity for event.

(f) Coordinate photographic coverage with base photo lab.

(g) Supervise/coordinate community relations aspects to include civilian guests.

(3) HQ Section Squadron will:

(a) Provide Parade Project Officer required parade participants from on-base organizations.

(b) Provide/coordinate with Protocol on required escort officers and ushers.

(c) Provide/coordinate with base transportation on required drivers and baggage handlers.

(d) Provide Parade Project Officer details for required setups, cleanups, and breakdowns of chairs and equipment.

(4) Personnel will:

(a) Ensure appropriate "G" series orders are published for the change of command.

(b) Provide the Overall Project Officer all required award elements, the citation, and retirement certificates no later than 29 July 1985.

(5) Civil Engineering will:

(a) Provide all required repairs and touch up painting of reviewing stand, podium, and bleachers.

(b) Mow parade field as required for practices and on 30 July 1985.

(c) Water and spray parade field for insects.

(d) Provide parade signs as required.

(e) Police the parade field, reviewing stand, and parking areas not later than 0800L, 31 July 1985.

(6) Parade Project Officer will:

(a) Develop and publish parade ceremony in accordance with AFR 50-14, Drill and Ceremonies.

(b) Coordinate all aspects of the parade portion of the ceremony with Overall Project Officer and the commander of troops.

(c) Schedule and conduct necessary parade rehearsals.

(d) Coordinate parade-related activities of all tasked agencies.

(e) Prepare reviewing stand as required; i.e., mark participants positions, provide table for award element and certificates, and ensure all required items are present.

(7) Transportation will:

(a) Coordinate a vehicle plan for all required transportation with Overall Project Officer.

(b) Provide automobiles, vans, buses, and trucks as required.

(c) Coordinate with Protocol on drivers of DV automobiles and on any baggage detail requirements.

(d) Provide transportation command/control arrangements.

(e) Allocate and control the employment of vehicles.

(8) Base Operations will:

(a) Publish a NOTAM in sufficient time designating quiet hours between 0830L - 1000L, 31 July 1985.

(b) Provide parking and support for DV aircraft.

(9) MWR will:

(a) Coordinate with Protocol for the funding of the reception.

(b) Coordinate with Protocol for recreation equipment/facilities required for DVs.

(c) Provide Parade Project Officer with 250 chairs not later than 30 July 1985.

(10) Security Police will:

(a) Provide access to the base to invited guests arriving by POV. Provide directions and parking instructions as required.

(b) Provide overall security, traffic control, "No Parking" signs, and cordons as required.

(c) Coordinate with Protocol on "reserved parking" requirements adjacent to the parade field and the Officers' Club.

(d) Ensure access to and from Base Operations for DVs through security police checkpoint.

(e) Provide patrol coverage and surveillance around the Officers' Club during the reception.

(f) Provide escort vehicle for DV convoys between the Officers' Club and parade field as required.

(g) Provide bomb dogs to sweep DV billeting area, parade field, and Officers' Club as required.

(11) Communications Squadron will:

(a) Provide public address system for the practices and the 31 July 1985 ceremony as scheduled by the Parade Project Officer.

(b) Provide a tape recorder and operator in the event a band is not available.

(c) Provide a microphone/loudspeaker system for the moderator and for the podium on the reviewing stand.

(d) Have a back up public address system available.

(e) Ensure public address system in Officers' Club is operational in case inclement weather plan is exercised.

(f) Have experienced technicians available at the ceremony and practices.

(12) Services will:

(a) Coordinate DV billeting requirements with Protocol.

(b) Provide required Honor/Color Guard team as required.

(13) Hospital will provide necessary ambulance support for practices and parade ceremony.

(14) Honor/Color Guard will:

(a) Provide team members for honoring arriving DVs.

(b) Provide flag holder for Gen Keethler's flag.

(c) Provide four (4) members to act as greeters at the front entrance of Officers' Club for reception.

(15) Band will:

(a) Provide band members for parade ceremony on 31 July 1985.

(b) Coordinate with Parade Project Officer for appropriate music to play at parade ceremony.

(c) Provide combo for music at reception.

(16) Weather will provide Overall Project Officer and 999ABW/CC a projected forecast for ceremony date on 30 July 1985. Update forecast at 0630L on 31 July 1985.

(17) Overall Project Officer will:

(a) Prepare, publish, coordinate, and implement OPORD.

(b) Direct and coordinate all aspects of change of command activities/roles with supporting members.

(c) Coordinate all required details/information with Reviewing Officer.

(d) Coordinate with Public Affairs and Parade Project Officer on script development.

(e) Obtain and brief Moderator on assigned duties.

(f) Prepare back up inclement weather plan.

(g) Provide briefings to participants as required.

5. COORDINATING INSTRUCTIONS.

a. Anyone knowing factors which will affect the practices or parade ceremony will notify the Parade Project Officer, Capt Young, 293-6247/6248.

b. Direct coordination with counterparts in other tasked organizations or friendly forces is authorized.

c. The Overall Project Officer, Maj Harrison, 999ABW/CCE, is the final authority on matters concerning this event and will be the central coordinating officer for all events.

6. ADMINISTRATION AND LOGISTICS. Normal.

7. COMMAND AND CONTROL.

a. Command:

(1) The Commander of Troops is Colonel Thomas A. Edwards.

(2) Key personnel should understand and be able to perform their duties prior to the first practice. Flight Commanders will designate alternate personnel from the ranks to fill key positions, as required.

(3) Flight Commanders will brief their troops on reporting times, uniforms, and duties prior to the first practice.

b. Ceremony: See Annexes A, B, and C.

c. Communications: Normal. See Annex E for directory of key personnel.

OFFICIAL

ROBERT M. ALEXANDER, Colonel, USAF
Commander

(Typically, there will be a separate annex for: Ceremony details, Sequence of Parade Commands, Narration of Parade Sequence, Incident Weather Plan, Directory of Key Personnel, and Distribution.)

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APPENDICES

APPENDIX A - SAMPLE INVITATIONS	A-1
APPENDIX B - SAMPLE PROGRAM CEREMONY SEQUENCE INSERT	B-1
APPENDIX C - SAMPLE INDOOR CHANGE OF COMMAND CEREMONY	C-1
WITH AWARD	
APPENDIX D - SAMPLE OUTDOOR CHANGE OF COMMAND PARADE	D-1
WITH AWARD AND RETIREMENT CEREMONIES	

APPENDIX A

SAMPLE INVITATIONS

Example of squadron-level change of command invitation:

*
You are cordially invited
to a Change of Command Ceremony
Conducted by
Major General -----
Commander, Warner Robins Air Logistics Center
where
Lieutenant Colonel -----
will assume Command of the
2955th Combat Logistics Support Squadron
from
Major -----
on
Thursday, the first of August 1985
at
Nine O'Clock in the morning
Base Operations
Robins Air Force Base, Georgia
Reception following ceremony at Robins Air Force Base
Noncommissioned Officers' Open Mess

R.S.V.P.:

926-5046/3010

by 26 July 1985

Military:

Uniform of the day

*Invitations are normally headed by a replica of the personal flag of the inviting officer, the personal flag of the officer being relieved, or the unit insignia.

A-2

Example of Air Base Group change of command invitation:

Major General -----

Commander

Warner Robins Air Logistics Center

cordially invites you to a

Change of Command Ceremony

Colonel -----

will assume command from

Colonel -----

Commander, 2853 Air Base Group

on Tuesday, the twenty-sixth of October 1985

at eleven o'clock in the morning

front of Building 215

Robins Air Force Base, Georgia

R.S.V.P.

926-2177

Reception immediately following

at the Officers' Open Mess

Military: Service Dress

Civilian: Business Suit

A-3

Example of general officer change of command invitation
incorporating a retirement ceremony:

General -----
Commander, Air Force Logistics Command
requests the pleasure of your company
at a Change of Command ceremony
marking the retirement of
Major General -----
and the assumption of command by
Major General -----
on Monday, the sixteenth of August 1985
at ten o'clock
Robins Air Force Base
Flight Line

Reception following ceremony
at the Officers' Open Mess
R.S.V.P. by 9 August

Military: Service Dress
Civilian: Coat and Tie

(912) 926-2137

APPENDIX B

SAMPLE PROGRAM CEREMONY SEQUENCE INSERT

SEQUENCE OF EVENTS

Pre-Ceremony Music by the Air Force Reserve Band

Narrator Welcomes Guests

Arrival of Reviewing Party

*"Ruffles and Flourishes" and "General's March"

Presentation of the Command

*National Anthem

Presentation of Award

Change of Command Ceremony

Remarks

Retirement Ceremony

Reviewing Party Departs

*"Air Force Song" is Played

Audience Departs After Reviewing Party

Troops Dismissed

Reception to be held at Officers' Club Following Ceremony

*Guests are requested to rise and render
appropriate honors

The program may also include a photograph and biography of reviewing party participants, narrative of the unit mission, list of past commanders, cover with unit insignia, and a concluding quotation or poem.

APPENDIX C

SAMPLE INDOOR CHANGE OF COMMAND CEREMONY WITH AWARD

* * * *

(0859) MODERATOR: "DISTINGUISHED GUESTS, LADIES, AND GENTLEMEN, WELCOME TO THE 2955TH COMBAT LOGISTICS SUPPORT SQUADRON'S AWARD AND CHANGE OF COMMAND CEREMONY. TODAY'S REVIEWING OFFICER WILL BE MAJ GEN -----, COMMANDER OF THE WARNER ROBINS AIR LOGISTICS CENTER, PLEASE RISE."

(0900) GEN -----, MAJ -----, AND LT COL ----- WALK FROM SIDE ENTRANCE TO POSITIONS ON STAGE, FACING AUDIENCE.

BAND/TAPE: PLAYS 2 "RUFFLES AND FLOURISHES" AND "GENERAL'S MARCH."

MODERATOR: (AFTER "GENERAL'S MARCH")
"LADIES AND GENTLEMEN, OUR NATIONAL ANTHEM."
GEN -----, MAJ -----, AND LT COL ----- FACE FLAGS ON THE FIRST NOTE OF NATIONAL ANTHEM.

BAND/TAPE: PLAYS NATIONAL ANTHEM.
ON THE LAST NOTE OF THE MUSIC, GEN -----, MAJ -----, AND LT COL ----- FACE ABOUT TO FACE THE AUDIENCE.

MODERATOR: (WHEN GEN -----, MAJ -----, AND LT COL ----- HAVE ABOUT FACED TOWARD THE AUDIENCE)
"PLEASE REMAIN STANDING. WE WILL NOW PROCEED WITH THE AWARDS PORTION OF OUR CEREMONY."

REVIEWING OFFICER: MOVES ABEAM AWARDEE.

MODERATOR: READS CITATION TO ACCOMPANY THE AWARD.

REVIEWING OFFICER: DECORATES, CONGRATULATES, MOVES BACK TO ORIGINAL POSITION.

MODERATOR: "LADIES AND GENTLEMEN, PLEASE BE SEATED: WE WILL NOW PROCEED WITH THE CHANGE OF COMMAND."

REVIEWING OFFICER: "OFFICERS, POST."
"GEN ----- FACES LEFT, MAJ ----- AND LT COL ----- FACE RIGHT, LT COL ----- STEPS UP TO THE LEFT OF MAJ -----."

MAJ ----- (WHEN LT COL ----- IS IN PLACE ON HIS LEFT, SALUTES GEN -----)
"SIR, I RELINQUISH COMMAND."

REVIEWING OFFICER: RETURNS SALUTE, RECEIVES THE SQUADRON FLAG FROM MAJ ----- AND HANDS THE FLAG BACK TO THE GUIDON.

MAJ ----- AFTER SQUADRON FLAG IS RETURNED TO GUIDON, TAKES TWO STEPS STRAIGHT BACKWARD INTO THE SPACE PREVIOUSLY OCCUPIED BY LT COL -----.

LT COL ----- (AFTER MAJ ----- MOVES BACK, TAKES TWO SIDE STEPS INTO THE SPACE PREVIOUSLY OCCUPIED BY MAJ -----, DIRECTLY IN FRONT OF AND FACING GEN -----, SALUTES.)
"SIR, I ASSUME COMMAND."

REVIEWING OFFICER: RETURNS THE SALUTE, RECEIVES THE SQUADRON FLAG FROM THE GUIDON AND PASSES IT TO LT COL -----.
"POST."

REVIEWING OFFICER: GEN ----- FACES RIGHT TO FACE AUDIENCE. LT COL ----- AND MAJ ----- FACE LEFT TO FACE AUDIENCE.
GEN ----- MOVES TO PODIUM TO MAKE COMMENTS.

MODERATOR: (UPON COMPLETION OF GEN -----'S COMMENTS).
"LADIES AND GENTLEMEN, THIS CONCLUDES OUR CHANGE OF COMMAND CEREMONY. PLEASE RISE FOR THE "AIR FORCE SONG."

BAND/TAPE: PLAYS THE "AIR FORCE SONG."
AS MUSIC IS BEING PLAYED,

GEN -----, LT COL -----, AND
MAJ ----- DESCEND FROM STAGE AND
EXIT BALLROOM.

MODERATOR:

(AFTER GEN -----,
LT COL -----, AND MAJ -----
EXIT)
"ON BEHALF OF GEN -----, WE THANK
YOU FOR YOUR ATTENDANCE. PLEASE JOIN
US FOR A RECEPTION IN THE REAR OF THE
BALLROOM."

APPENDIX D

SAMPLE OUTDOOR CHANGE OF COMMAND
PARADE WITH AWARD AND RETIREMENT CEREMONIES

* * * *

TROOPS AND BAND ASSEMBLE ON READY LINE

NARRATOR

"GOOD _____, LADIES AND GENTLEMEN,
AND WELCOME TO _____ AIR FORCE BASE.
IN A FEW MINUTES WE WILL BEGIN THE
CHANGE OF COMMAND PARADE, AWARDS, AND
RETIREMENT CEREMONY DURING WHICH
COL _____ WILL PASS COMMAND OF THE
_____ TO COL _____. GEN _____,
THE COMMANDER OF _____ WILL OFFICIATE
AT THE CEREMONY. FOR YOUR CONVENIENCE,
I WILL DESCRIBE THE MAIN EVENTS AS WE GO
ALONG. WE INVITE OUR CIVILIAN GUESTS TO
STAND WITH THE MILITARY WHEN THE BAND
PLAYS HONORS AND THE NATIONAL ANTHEM."

ARRIVAL OF REVIEWING PARTY

NARRATOR

"LADIES AND GENTLEMEN, PLEASE RISE."

REVIEWING PARTY TAKE THEIR POSITIONS

NARRATOR

"LADIES AND GENTLEMEN, PLEASE BE
SEATED."

ADJUTANT'S CALL

AS SOON AS THE WING ADJUTANT SEES THE COMMANDER OF TROOPS (COT)
COME TO ATTENTION, HE ISSUES THE COMMAND, "SOUND ADJUTANT'S CALL".
THE WING ADJUTANT IS ON THE FINAL LINE, SIX PACES TO THE RIGHT OF
THE FIRST A-GROUP MASS AND FACING DOWN LINE WHEN THE COMMAND IS
GIVEN. BOTH GROUP STAFFS ARE ALSO AT THE FINAL LINE.
THE FOLLOWING ACTIONS OCCUR AT THE COMMAND:

1. BAND PLAYS "ADJUTANT'S CALL" FOLLOWED BY A MARCH.
2. GROUP COMMANDERS CALL THEIR STAFFS (ALREADY IN POSITION) TO
ATTENTION AT THE FIRST NOTE OF MUSIC. THE GROUP COMMANDER DOES AN
ABOUT FACE (STAFF CONTINUES TO FACE FORWARD). AS SOON AS THE
GROUP COMMANDER'S GROUP IS ON THE FINAL LINE HE AGAIN FACES ABOUT
TOWARDS THE REVIEWING STAND.
3. GROUP ADJUTANTS COME TO ATTENTION, EXECUTE AN ABOUT FACE AND
MOVE AT ADJUTANT'S CADENCE (140 SPM) TO A POSITION THREE PACES TO
THE RIGHT FLANK OF THE FIRST MASS IN THEIR GROUP, ALIGN ON THE

WING ADJUTANT AND FACE TO THE RIGHT, DOWN LINE. THEY REMAIN IN THIS POSITION UNTIL ALL THEIR UNITS ARE HALTED ON THE FINAL LINE AND THEN RETURN TO THEIR STAFF POSITION AT ADJUTANT'S CADENCE.

4. SQUADRON COMMANDERS COME TO ATTENTION, EXECUTE AN ABOUT FACE, AND COMMAND, "SQUADRON, ATTENTION." WITH THE BEGINNING OF THE MUSIC AFTER ADJUTANT'S CALL, IN ORDER FROM RIGHT TO LEFT, (IN EACH GROUP), SQUADRON COMMANDERS ISSUE THE COMMAND, "GUIDE ON LINE." AS SOON AS THE GUIDE IS ON LINE, THE SQUADRON COMMANDER COMMANDS, "FORWARD, MARCH" AND MARCHES BACKWARD UNTIL THE CHEST OF THE FIRST INDIVIDUAL IN THE RIGHT FILE, TOUCHES THE SHOULDER OF THE GUIDE. THE SQUADRON SHOULD MARK TIME BRIEFLY SO AS TO OBTAIN PROPER INTERVAL AND DISTANCE. THEN THE COMMANDER COMMANDS, "SQUADRON, HALT" FOLLOWED BY THE COMMAND, "AT CLOSE INTERVAL, DRESS RIGHT, DRESS." AFTER THE A-FLIGHT COMMANDER HAS VERIFIED ALIGNMENT AND RETURNED TO POSITION IN FORMATION, THE COMMAND, "READY, FRONT" IS GIVEN, AFTER WHICH THE SQUADRON COMMANDERS FACE FORWARD AND ALIGN ON OTHER COMMANDERS TO THEIR RIGHT.

5. A-FLIGHT GUIDES DOUBLE TIME TO THE FINAL LINE, HALT, FACE TO THE RIGHT, AND ALIGN ON THE ADJUTANTS.

6. GUIDON BEARERS EXECUTE A RIGHT FACE WHEN THE SQUADRONS ARE BEING DRESSED AND POSITION THEMSELVES ON THEIR OWN SQUADRONS AND COVER ON GUIDON BEARERS TO THE RIGHT. THEY FACE THE FRONT AT THE COMMAND OF EXECUTION "FRONT."

7. A-FLIGHT COMMANDERS MOVE TO THE RIGHT FLANK OF THEIR SQUADRONS AND CHECK THE ALIGNMENT OF THE FIRST THREE RANKS AND RETURN TO POSITION IN THE FORMATION.

NOTE: THE COMMAND "GUIDE ON LINE" AS WELL AS OTHER COMMANDS THAT ARE INTENDED TO BRING THE TROOPS ONTO THE FINAL LINE ARE GIVEN WITHIN GROUPS FROM RIGHT TO LEFT, IN A RIPPLING FASHION.

GUIDES POST

AFTER ALL ELEMENTS COME ONTO LINE, THE BAND STOPS PLAYING AND THE ADJUTANT MARCHES AT 140 SPM TO A POINT BETWEEN THE COT AND THE FRONT LINE OF COMMANDERS. THE ADJUTANT HALTS FACING DOWN THE LINE OF TROOPS, EXECUTES A LEFT FACE, AND COMMANDS IN A LOUD AND DISTINCT VOICE, "GUIDES, POST." THE WORD "GUIDES" IS PROLONGED; "G-U-I-D-E-S, POST."

NOTE: AT THE COMMAND OF EXECUTION, "POST", ALL A-FLIGHT GUIDES EXECUTE A LEFT FACE AND TAKE ONE PACE FORWARD.

IN PLACE SOUND OFF

1. AFTER THE GUIDES HAVE POSTED, THE WING ADJUTANT DIRECTS, "GIVE YOUR GROUPS PARADE REST."

2. GROUP COMMANDERS FACE ABOUT AND COMMAND, "PARADE, REST."

3. AFTER THE MOVEMENT HAS BEEN COMPLETED, THE GROUP COMMANDER FACES BACK TO THE FRONT AND COMMANDS TO HIS STAFF "PARADE, REST", WHICH THEY PERFORM IN UNISON.

NOTE: IN FORMATIONS CONSISTING OF A WING WITH TWO OR MORE GROUPS, THE WING ADJUTANT AND THE COT RELAY THEIR COMMANDS THROUGH THE GROUP COMMANDERS, SUCH AS, "GIVE YOUR GROUPS PARADE REST." FROM RIGHT TO LEFT, THE GROUP COMMANDERS RESPOND, "PARADE, (PAUSING BETWEEN THE PREPARATORY COMMAND THE COMMAND OF EXECUTION ALLOWING SQUADRON COMMANDERS TIME TO ECHO THE PREPARATORY COMMAND, "PARADE") REST" OVER THEIR RIGHT SHOULDER. AFTER THE GROUP HAS COMPLIED WITH THE COMMAND, THE GROUP COMMANDER FACES THE FRONT AND GIVES HIS STAFF THE SAME COMMAND, WHICH ALL THREE PERFORM IN UNISON.

4. AFTER THE GROUPS ARE AT PARADE REST, THE WING ADJUTANT COMMANDS, "IN PLACE SOUND OFF."

NOTE: THE BAND PLAYS THE SOUND OFF OF THREE CHORDS, THEN PLAYS THE INTRODUCTION TO A MARCH, AND REPEATS THE THREE CHORDS OF SOUND OFF.

PRESENTATION OF COMMAND TO COT

1. AT COMPLETION OF MUSIC, THE WING ADJUTANT DIRECTS "GIVE YOUR GROUPS ATTENTION."

2. GROUP COMMANDERS COME TO ATTENTION, FACE ABOUT, AND COMMAND, "GROUP, ATTENTION." GROUP COMMANDERS THEN FACE ABOUT AND CALL THEIR STAFFS TO ATTENTION.

3. AFTER THE WING IS AT ATTENTION, THE WING ADJUTANT DIRECTS "GIVE YOUR GROUPS PRESENT ARMS."

4. GROUP COMMANDERS FACE ABOUT AND ORDER "PRESENT, ARMS."

5. WHEN BOTH GROUPS ARE AT PRESENT, THE WING ADJUTANT FACES ABOUT, SALUTES, AND REPORTS "SIR, THE PARADE IS FORMED."

6. THE COT RETURNS THE SALUTE AND ORDERS "TAKE YOUR POST." THE WING ADJUTANT DROPS HIS SALUTE AND MOVES DIRECTLY TOWARD THE COT, EXECUTES A 45-DEGREE LEFT FACE IN MARCHING A FORWARD MARCH, HALTS IN POSITION, AND EXECUTES AN ABOUT FACE (LEFT OBLIQUE THEN RIGHT OBLIQUE).

NOTE: THE COT'S STAFF DOES NOT SALUTE.

7. WHEN THE WING ADJUTANT HAS RETURNED TO HIS POST, THE COT DIRECTS, "GIVE YOUR GROUPS, ORDER ARMS."

8. GROUP COMMANDERS GIVE THEIR STAFFS, "ORDER, ARMS" AND THEY PERFORM IN UNISON. THE GROUP COMMANDER FACES ABOUT AND COMMANDS "ORDER, ARMS."

9. WHEN BOTH GROUPS ARE AT ORDER ARMS, THE COT DIRECTS THE WING ADJUTANT, "RECEIVE THE REPORT."

10. THE WING ADJUTANT ADVANCES (140 SPM) TO HIS POST MIDWAY BETWEEN THE COT AND THE GROUP COMMANDERS AND ISSUES THE COMMAND, "REPORT."

11. GROUP COMMANDERS SALUTE AND REPORT, "A-GROUP ALL PRESENT OR ACCOUNTED FOR, SIR"--REMAINING GROUPS REPORT FROM RIGHT TO LEFT.

12. AFTER EACH REPORT HAS BEEN RECEIVED BY THE WING ADJUTANT, HE WILL RETURN THE SALUTE OF THE GROUP COMMANDER. ONCE HE HAS RECEIVED ALL REPORTS, HE WILL FACE ABOUT AND SALUTE THE COT AND REPORT, "SIR, ALL PRESENT OR ACCOUNTED FOR."

13. THE COT RETURNS THE SALUTE AND COMMANDS THE WING ADJUTANT TO "PUBLISH THE ORDERS."

14. THE WING ADJUTANT DROPS HIS SALUTE, FACES ABOUT, AND PUBLISHES THE ORDERS: ATTENTION TO ORDERS, DETAIL(S) FOR TODAY, COMMANDER OF TROOPS, _____, STAFF DUTY OFFICER OF THE DAY, _____, NCO OF THE DAY, _____, BY ORDER OF _____."

OFFICERS CENTER

1. FOLLOWING THE PUBLISHING OF ORDERS, THE WING ADJUTANT IMMEDIATELY COMMANDS "OFFICERS, CENTER, MARCH" (PAUSE BETWEEN EACH ELEMENT TO ALLOW REQUIRED MOVEMENT BY AFFECTED PERSONNEL.) ON THE COMMAND OF EXECUTION "MARCH," THE WING ADJUTANT IMMEDIATELY FACES ABOUT AND RETURNS TO HIS POST ONE PACE TO THE RIGHT AND ONE AND ONE-HALF PACES TO THE REAR OF THE COT.

a. AT THE COMMAND "OFFICERS," THE FOLLOWING MOVEMENTS ARE EXECUTED SIMULTANEOUSLY:

- (1) SQUADRON COMMANDERS TAKE EIGHT PACES FORWARD.
- (2) GUIDON BEARERS TAKE FIVE PACES FORWARD.
- (3) A-FLIGHT COMMANDERS TAKE SIX PACES FORWARD.
- (4) B-FLIGHT COMMANDERS TAKE FOUR PACES FORWARD.
- (5) EVERYONE ELSE REMAINS IN POSITION.

b. AT THE COMMAND "CENTER," THE FOLLOWING MOVEMENTS ARE EXECUTED SIMULTANEOUSLY:

(1) A-GROUP OFFICERS AND THE GUIDON BEARERS WHO MOVED FORWARD AT THE COMMAND "OFFICERS," FACE TO THE LEFT.

(2) B-GROUP OFFICERS AND THE GUIDON BEARERS WHO MOVED FORWARD AT THE COMMAND "OFFICERS," FACE TO THE RIGHT.

c. AT THE COMMAND "MARCH," THE FOLLOWING ACTIONS ARE PERFORMED:

(1) THE FIRST SERGEANT OF EACH SQUADRON MOVES BY THE MOST DIRECT ROUTE AROUND THE FLANK OF HIS SQUADRON NEAREST THE COLORS AND HALTS ABREAST OF THE FIRST ELEMENT OF THEIR UNIT. THE FIRST SERGEANT REMAINS IN THIS POSITION UNTIL THE SENIOR OFFICER COMMANDS "MARCH" (AS IN 5 BELOW), AT WHICH TIME HE MOVES TO THE POSITION VACATED BY THE SQUADRON COMMANDER.

(2) THE BAND BEGINS TO PLAY A MARCH.

(3) A- AND B-GROUP OFFICERS AND GUIDON BEARERS MARCH TO THE CENTER OF THE FORMATION, HALT, AND FACE RIGHT AT CLOSE INTERVAL WITHOUT COMMAND.

(4) THE LAST PERSON IN FROM THE RIGHT AND LEFT SAY, "SIR, ALL IN FROM THE RIGHT (LEFT)."

(5) THE SENIOR OFFICER COMMANDS, "FORWARD, MARCH" AND MARCHES THE OFFICERS AND GUIDON BEARERS TO A POINT SIX PACES FROM THE COT, WHERE HE WILL COMMAND, "OFFICERS, HALT."

NOTE: "OFFICERS, HALT" IS FOLLOWED BY PRESENT ARMS WITHOUT COMMAND. THIS IS A THREE-COUNT MOVEMENT AND GUIDON BEARERS EXECUTE THE FIRST MANEUVER OF PRESENT GUIDON AT THE COMMAND "OFFICERS." THE BAND STOPS PLAYING AT THE COMMAND "HALT."

d. AFTER ALL HAVE HALTED AND SALUTED, THE COT RETURNS THE SALUTE AND COMMANDS, "ORDER, ARMS" (GUIDONS UP AT THE COMMAND "ORDER") THEN HE COMMANDS, "OFFICERS, POST, MARCH."

(1) AT THE COMMAND "OFFICERS," ALL STAND FAST. AT THE COMMAND "POST," THE OFFICERS, STAFF, GUIDON BEARERS AND FIRST SERGEANTS PERFORM AN ABOUT FACE.

(2) AT THE COMMAND "MARCH," ALL STEP OFF. (FIRST SERGEANTS RETURN TO THEIR POSITIONS IN RANK BY THE SAME ROUTE USED TO TAKE THE COMMANDER'S POSITION.)

(3) AT THE COMMAND "MARCH," THE BAND PLAYS A MARCH.

e. WHEN THE LEADING ELEMENT IS SIX PACES FROM THE FINAL LINE THE SENIOR COMMANDER COMMANDS, "OFFICERS, HALT." AFTER THE HALT IS COMPLETED, THE SENIOR COMMANDER COMMANDS, "POST, MARCH." AT THE COMMAND "POST," ALL OFFICERS AND GUIDON BEARERS FACE TOWARDS THEIR RESPECTIVE SQUADRONS. UPON HEARING THE COMMAND "MARCH,"

OFFICERS AND GUIDON BEARERS MOVE OUT IN SUCCESSION AT FOUR-PACE INTERVALS FOLLOWING THE PREVIOUS ELEMENT. ALL MARCH TO THEIR ORIGINAL POST BY PERFORMING A FLANKING MOVEMENT AND MARCHING TO THEIR ORIGINAL POSITION WITHIN RANKS FACING THE REAR. AT THIS POINT THE SQUADRON COMMANDER COMMANDS "POST," AT WHICH TIME ALL OFFICERS AND GUIDON BEARERS PERFORM AN ABOUT FACE.

f. AFTER ALL HAVE RETURNED TO THEIR ORIGINAL POSITIONS, FOLLOWING "OFFICERS CENTER," THE BAND STOPS PLAYING AND THE REVIEWING OFFICER STEPS FORWARD ON THE REVIEWING PLATFORM.

PRESENTATION OF COMMAND TO REVIEWING OFFICER

1. AS SOON AS THE BAND STOPS PLAYING (AFTER RETURNING FROM THE OFFICER CENTER MOVEMENT), THE COT DIRECTS, "GIVE YOUR GROUPS PRESENT ARMS."
2. GROUP COMMANDERS FACE ABOUT AND COMMAND, "PRESENT, ARMS" (REMEMBER, ECHO AND BY THE RIPPLE).
3. AFTER THE TROOPS ARE AT PRESENT ARMS, GROUP COMMANDERS DO AN ABOUT FACE AND COMMAND, "PRESENT, ARMS" TO THEIR STAFFS.
4. AS SOON AS ALL GROUPS ARE AT PRESENT ARMS, THE COT ORDERS HIS STAFF "CHANGE POST, MARCH". AT THE COMMAND "MARCH," BOTH STAFF OFFICERS MARCH FORWARD THREE PACES AND PERFORM AN ABOUT FACE WITHOUT COMMAND. THE COT WILL PERFORM AN ABOUT FACE AT THE SAME TIME AS HIS STAFF.
5. AT COMPLETION OF THE CHANGE POST MOVEMENT, THE COT COMMANDS "PRESENT, ARMS" AND HE AND HIS STAFF SALUTE. THE COT NOW REPORTS TO THE REVIEWING OFFICER, "SIR, I PRESENT THE COMMAND."
6. NARRATOR "LADIES AND GENTLEMEN, PLEASE RISE."
7. BAND PLAYS "RUFFLES AND FLOURISHES" AND "GENERAL'S MARCH."

PRESENTATION OF AWARD, CHANGE OF COMMAND, RETIREMENT

1. REVIEWING OFFICER STANDS, SALUTES, AND DIRECTS "HAVE THE PERSON TO BE DECORATED AND COLORS COME FORWARD."
2. THE COT RECEIVES THE ORDER, RETURNS THE SALUTE AND COMMANDS, "PERSONS TO BE DECORATED AND COLORS, CENTER, MARCH." THE COT NOW DOES AN ABOUT FACE AND MARCHES FORWARD HALTING THREE PACES IN FRONT OF AND CENTERED ON THE COLOR DETAIL, PERFORMS AN ABOUT FACE, AND MARCHES THE COLORS TO A POSITION FIVE PACES FROM THE REVIEWING OFFICER (OR OTHER APPROPRIATE POSITION).

3. AFTER THE COLOR DETAIL HAS HALTED, THE OUTGOING COMMANDER MOVES TO A POSITION MIDWAY BETWEEN THE COLORS AND THE COT AND FACES THE REVIEWING STAND.

4. THE COT SALUTES AND REPORTS TO THE REVIEWING OFFICER "SIR, PERSONS TO BE DECORATED AND COLORS ARE PRESENT."

5. REVIEWING OFFICER RETURNS THE SALUTE AND DIRECTS "PRESENT THE COMMAND."

6. THE COT DROPS HIS SALUTE, EXECUTES A RIGHT FACE AND MARCHES AROUND THE RIGHT FLANK OF THE DETACHMENT AND ASSUMES HIS ORIGINAL POST. HE THEN BRINGS THE TROOPS TO PRESENT ARMS. AFTER THE COMMAND IS AT PRESENT ARMS, THE COT DOES AN ABOUT FACE AND SALUTES.

7. NARRATOR ASKS AUDIENCE TO STAND, NATIONAL ANTHEM IS PLAYED, NARRATOR ASKS AUDIENCE TO TAKE THEIR SEATS AT THE END OF THE NATIONAL ANTHEM.

8. AFTER THE LAST NOTE OF MUSIC THE COT DOES AN ABOUT FACE AND BRINGS THE TROOPS TO ORDER ARMS FOLLOWED BY PARADE REST.

9. NARRATOR READS DECORATION CITATION.

10. REVIEWING OFFICER MOVES TO THE FRONT OF THE OUTGOING COMMANDER AS THE NARRATOR STARTS READING THE DECORATION CITATION (DECORATION AIDE FOLLOWS HIM OUT) AND PRESENTS THE MEDAL AT THE CONCLUSION OF THE CITATION. THE TWO OFFICERS EXCHANGE SALUTES.

11. AFTER THE EXCHANGE OF SALUTES THE INCOMING COMMANDER MOVES TO A POSITION TO THE LEFT OF AND ABREAST OF THE OUTGOING COMMANDER.

12. NARRATOR READS THE ORDER RELIEVING THE OUTGOING COMMANDER. AT ITS CONCLUSION THE OUTGOING COMMANDER SALUTES AND STATES, "SIR, I RELINQUISH COMMAND." THE REVIEWING OFFICER RETURNS THE SALUTE. AT THIS POINT THE OUTGOING COMMANDER TAKES TWO STEPS TO THE REAR AND THE INCOMING COMMANDER SIDE STEPS TO HIS RIGHT UNTIL HE OCCUPIES THE POSITION VACATED BY THE OUTGOING COMMANDER.

13. NARRATOR READS THE APPOINTMENT TO COMMAND ORDERS.

14. AT THE CONCLUSION OF THE ORDERS THE INCOMING COMMANDER SALUTES AND STATES, "SIR, I ASSUME COMMAND."

15. AFTER ASSUMING COMMAND, THE NEW COMMANDER RETURNS TO THE REVIEWING STAND AND THE OUTGOING COMMANDER MOVES INTO THE POSITION VACATED BY THE NEW COMMANDER.

16. NARRATOR READS THE RETIREMENT ORDER (AIDE ARRIVES WITH RETIREMENT CERTIFICATE).

17. REVIEWING OFFICER PRESENTS THE RETIREMENT CERTIFICATE.

18. ESCORT OFFICER BRINGS WIFE OF OUTGOING COMMANDER TO HER HUSBAND'S LEFT.

19. NARRATOR READS WIFE'S CERTIFICATE OF APPRECIATION (AIDE ARRIVES WITH ROSES ABOUT HALF WAY THROUGH THE READING).

20. REVIEWING OFFICER PRESENTS THE ROSES.

21. ALL THREE PRINCIPALS RETURN TO THEIR SEATS ON THE REVIEWING STAND AND AT THE SAME TIME THE COLOR DETAIL RETURNS TO THEIR ORIGINAL POSITION.

22. NARRATOR (AFTER THE COLORS ARE BACK INTO POSITION) INTRODUCES THE REVIEWING OFFICER WHO WILL MAKE HIS REMARKS.

23. NARRATOR WILL THEN INTRODUCE THE OUTGOING COMMANDER WHO WILL MAKE HIS REMARKS.

24. NARRATOR WILL THEN INTRODUCE THE INCOMING COMMANDER WHO WILL MAKE HIS REMARKS.

PASS IN REVIEW

AFTER THE REVIEWING OFFICER, OUTGOING COMMANDER AND INCOMING COMMANDER HAVE ADDRESSED THE AUDIENCE, THE COT WILL FACE THE REVIEWING OFFICER AND SALUTE WITHOUT REPORT. THE REVIEWING OFFICER WILL RETURN THE SALUTE AND COMMAND, "MARCH THE COMMAND IN REVIEW."

1. THE COT DROPS HIS SALUTE AND ORDER TO HIS STAFF, "CHANGE POST, MARCH." ONCE THE MOVE IS COMPLETED, THE COT COMMANDS, "PASS IN REVIEW."

2. UPON THE COMMAND "PASS IN REVIEW," GROUP COMMANDERS, IN ORDER FROM RIGHT TO LEFT, STARTING WITH A-GROUP, GIVE THE COMMAND, "COLUMN OF SQUADRONS, RIGHT SQUADRON, RIGHT TURN, MARCH." AT THE COMMAND "RIGHT SQUADRON," THE SQUADRON COMMANDERS FACE ABOUT. AT THE COMMAND "RIGHT TURN," EACH SQUADRON COMMANDER SOUNDS OFF WITH THE APPROPRIATE SUPPLEMENTARY COMMAND.

NOTE: THE BAND STARTS TO PLAY A MARCH AT THE COMMAND OF EXECUTION "MARCH" GIVEN BY THE A-GROUP COMMANDER. THE BAND MARCHES STRAIGHT FORWARD (IF IN THE CENTER OF FORMATION) OUT OF THE LINE OF MARCH, HALTS AT LEAST 12 PACES FROM THE LINE OF MARCH AND CONTINUES TO PLAY AS THE MASSES PASS IN REVIEW. FOLLOWING THE PASSING OF THE LAST MASS, THEY WILL MARCH OFF WHILE PLAYING.

3. EACH SQUADRON WILL BEGIN THE MARCH IN SUCCESSION STARTING WITH THE FIRST SQUADRON IN A-GROUP. AT EACH CHANGE OF DIRECTION, THE COMMANDER OF EACH SQUADRON, IN TURN, COMMANDS, "RIGHT/LEFT TURN,

MARCH." THE SQUADRON COMMANDER FACES THE FORMATION, MARCHES BACKWARD UNTIL THE TURN IS COMPLETED, AT WHICH TIME HE WILL FACE FORWARD AND COMMAND, "FORWARD, MARCH."

4. THE WING AND GROUP STAFFS MARCH INTO POSITION AT THE HEAD OF THEIR RESPECTIVE MASSES AFTER THE SECOND LEFT TURN WHILE MAINTAINING PROPER DISTANCE.

5. THE ENTIRE WING MAINTAINS PROPER INTERVAL AND DISTANCE WHILE MAINTAINING DRESS (DISTANCE BETWEEN MASSES IS 12 PACES).

6. THE COT, GROUP COMMANDERS, AND SQUADRON COMMANDERS COMMAND, "EYES, RIGHT" WHEN THEY ARE APPROXIMATELY SIX PACES FROM THE REVIEWING STAND. AT THE COMMAND "RIGHT," ALL MEMBERS OF THE MASS, WITH THE EXCEPTION OF THE BASE FILE, EXECUTE "EYES RIGHT" SIMULTANEOUSLY. THE SQUADRON COMMANDER AND FLIGHT OFFICERS IN THE FRONT RANK SALUTE. GUIDON BEARERS EXECUTE PRESENT GUIDON.

7. THE COT, GROUP COMMANDERS, AND SQUADRON COMMANDERS COMMAND, "READY, FRONT" WHEN THE MASS IS SIX PACES PAST THE REVIEWING STAND. AT THE COMMAND "FRONT" THOSE OFFICERS SALUTING DROP THEIR SALUTES AND FACE FORWARD. OTHER MEMBERS OF THE MASS WHO ARE LOOKING RIGHT WILL TURN THEIR HEAD AND EYES FORWARD SIMULTANEOUSLY WITH THE OFFICERS. THE GUIDON BEARER WILL EXECUTE CARRY GUIDON.

8. AFTER EXECUTING "READY FRONT," THE COT WITH STAFF AND THE GROUP COMMANDERS WITH STAFF TURN OUT OF THE LINE OF MARCH, HALT, AND PERFORM A "CHANGE POST MARCH" SO THAT THE VARIOUS COMMANDERS ARE CLOSEST TO THE LINE OF MARCH AND ON THE RIGHT SIDE OF THE REVIEWING OFFICER. AFTER THE LAST UNIT HAS PASSED, THE COT FACES THE REVIEWING OFFICER AND SALUTES. THE REVIEWING OFFICER TURNS TO HIS RIGHT AND SALUTES THE COT WHICH ENDS THE FORMAL PARADE.

9. THE REVIEWING OFFICER RETURNS THE SALUTES OF THE WING STAFF, GROUP STAFF, AND THE SQUADRON COMMANDERS. IN ADDITION, THE REVIEWING OFFICER AND THE ENTIRE AUDIENCE WILL SALUTE THE PASSING OF THE COLORS.

10. WHEN THE LAST UNIT HAS PASSED THE REVIEWING STAND, THE COT FACES REVIEWING OFFICER, SALUTES, AND REPORTS, "SIR, THIS COMPLETES THE CEREMONY."

11. REVIEWING OFFICER RETURNS SALUTE.

12. NARRATOR "LADIES AND GENTLEMEN, THIS CONCLUDES TODAY'S CEREMONY. PLEASE RISE FOR THE PLAYING OF THE "AIR FORCE SONG."

13. BAND PLAYS "AIR FORCE SONG."

14. REVIEWING PARTY DEPARTS AS "AIR FORCE SONG" IS PLAYED.

15. NARRATOR

"LADIES AND GENTLEMEN, ON BEHALF OF
GEN _____, WE THANK YOU FOR YOUR
ATTENDANCE."

16. COT DISMISSES HIS STAFF.

INDEX

Appendices, 30
Awards ceremony, 6-8
Award element, 16
Base operations, 5
Bibliography, 27-29
Checklist, 2-3
Civil Engineering, 5
Communications Squadron, 5
Contingency plans, 11
Distinguished visitor handling, 14-15
Escort officer, 14
Flags, 12-13
Flowers, 16
"G" series orders, 16
Headquarters Squadron Section, 5
Hospital, 5
Indoor ceremonies, 6-7
Indoor ceremony script, Appendix C
Invitations/guest list, 10
Invitations, sample, Appendix A
Key Players, 12
Logistics, 9-16
MWR, 5
Music, 9
Operations order, sample, Chapter 5
Outdoor ceremonies, 7-8
Outdoor ceremony script, Appendix D
Parade script, Appendix D
Parking, 13
Personnel, 5
Practices, 10
Programs, 10
Programs, sample, Appendix B
Project officer, 1-3
Protocol, 4
Public address system, 12
Public Affairs, 4
Reception, 11
Regulatory guidance, 3
Retirement ceremony, 6-8
Seating arrangements, 15
Security, 13
Security Police, 4
Services, 5
Site preparation, 15-16
Transportation, 5, 11-12
Uniforms, 13-14