

**UNIFORMED SERVICE  
OFFICERSHIP & PROTOCOL  
FOR PHS OFFICERS**

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CAPT Alice Knoblen

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*Sponsored by*

USPHS MINORITY OFFICERS LIAISON COUNCIL

2015

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*Presentation is based upon*

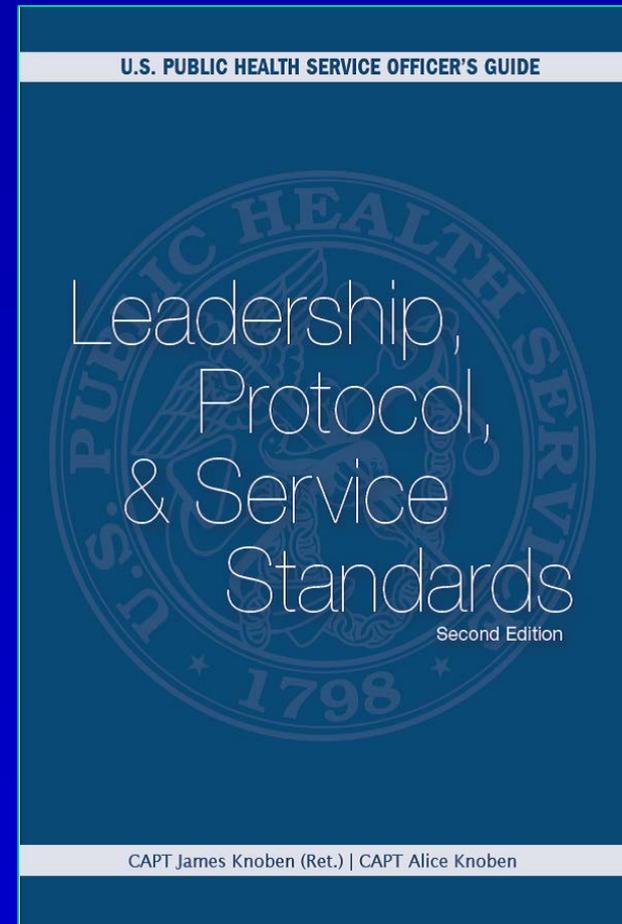
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**PHS OFFICER'S GUIDE**  
2<sup>nd</sup> EDITION

***LEADERSHIP, PROTOCOL, &  
SERVICE STANDARDS***

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for the Advancement of Public Health*



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## TOPICS FOR TODAY'S SESSION

### » Uniformed Service Essentials

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Communications

Meetings

Table Protocol

U.S. Public Health Service

Uniformed Service Organizations





## *Introduction to Presentation*

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Greetings and welcome, fellow officers. I want to take a moment to introduce today's presentation on *Officership and Protocol*. The vital work of the US Public Health Service Commissioned Corps advances the health and well-being of Americans and people throughout the world. In performing our responsibilities, it is important that we observe uniformed service protocol, because PHS officers are judged by how they conduct themselves and relate to others, as well as their professional competence. I invite you to view this presentation and continue to represent our Service with pride, while holding true to our traditions, customs, and protocols.

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*RADM Boris D. Lushniak, MD, MPH*  
*Deputy Surgeon General, USPHS*



# U.S. PUBLIC HEALTH SERVICE

## WORLD CLASS

Unique

Public Health **LEADERSHIP**

Vital  
Mission



Dedicated  
**SERVICE**

Global  
Impact

Highest  
**INTEGRITY**

Renowned Heritage

Professional  
**EXCELLENCE**

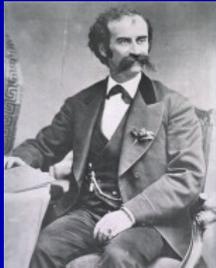
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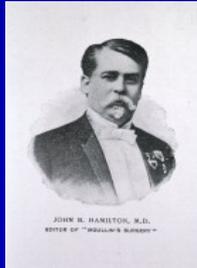
**PHS MISSION:**

**Protect, Promote, and Advance Health and Safety**

# U.S. SURGEONS GENERAL



John Woodworth  
1871-1879



John Hamilton  
1879-1891



Walter Wyman  
1891-1911



Rupert Blue  
1912-1920



Hugh Cumming  
1920-1936



Thomas Parran  
1936-1948



Leonard Scheele  
1948-1956



Leroy Burney  
1956-1961



1798 – Act for the Relief of Sick and Disabled Seamen



Luther Terry  
1961-1965



William Stewart  
1965-1969



Jesse Steinfeld  
1969-1973



Julius Richmond  
1977-1981



1889 – Act to Regulate Appointments in the Marine Hospital Service of the U.S.



C. Everett Koop  
1982-1989



Antonia Novello  
1990-1993



Joycelyn Elders  
1993-1994



David Satcher  
1998-2002



Richard Carmona  
2002-2006

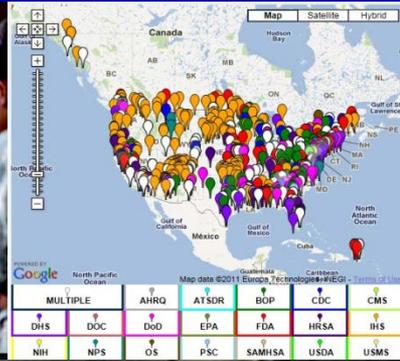


Regina Benjamin  
2009-2013

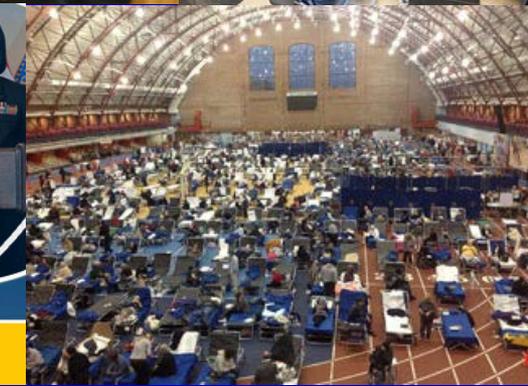


Vivek Murthy, 19<sup>th</sup> SG  
2014-Present

# USPHS – America's Health Responders



**AMERICA'S  
HEALTH  
RESPONDERS**  
**COMMISSIONED  
CORPS**  
U.S. PUBLIC HEALTH SERVICE



Commissioned Corps of the United States Public Health Service  
Leadership | Service | Integrity | Excellence

*UNIFORMED SERVICE PROTOCOL  
FOR PHS OFFICERS*

**OFFICERSHIP**





# *USPHS OFFICERSHIP*

## **WHAT DO YOU THINK?**

- Never go to a doctor whose office plants have died.
- While boarding an airplane, you notice that the fuselage is scraped and very worn looking and, onboard, the tray table is broken and dirty – should/do you wonder about the plane's mechanical condition?
  - A PHS authority on infectious disease appears on the PBS NewsHour and responds poorly to the interviewer's questions regarding HHS strategy to address the threat of drug-resistant bacteria. What might that suggest to viewers about PHS effectiveness in counteracting this growing public health crisis?



# USPHS OFFICERSHIP

## IMPORTANCE OF PERCEPTION

- Perception is an interpretation/understanding of something
  - Perception is subjective, based not only upon the information received through one's senses, but on other factors that may influence interpretation
  - Perception can significantly impact your conclusion about something – your belief may or may not be objective and, in fact, may be very inaccurate
    - The *perception* others have about **YOU** – your “upbringing,” professionalism, technical competence, the organization you represent, is influenced by your behavior, comportment, dress – i.e., your officership, observance of protocol, service and social standards.



# USPHS OFFICERSHIP

THE QUALITIES OF OFFICERSHIP,  
AND KNOWLEDGE OF UNIFORMED SERVICE PROTOCOL,  
SERVICE STANDARDS, CULTURAL AND SOCIAL ETIQUETTE  
HAVE CRITICAL IMPORTANCE FOR COMMISSIONED OFFICERS

- You are an officer of the USPHS and an official representative of the Federal government
- Interoperability with other uniformed personnel and health diplomacy requires such knowledge
- Your actions directly reflect upon you *and* the U.S. Public Health Service



# USPHS OFFICERSHIP

CULTURAL COMPETENCE IS A DEVELOPMENTAL PROCESS THAT INVOLVES LEARNING ABOUT, UNDERSTANDING AND INTERACTING WITH PERSONS OF ANOTHER CULTURE, WHILE BEING AWARE OF OUR OWN CULTURAL VALUES AND BIASES – WHY IS THIS IMPORTANT?

- The world is connected like never before – in today’s global community, socio-cultural competence is increasingly necessary for institutions and individuals to operate most effectively
- PHS officers are stationed in numerous countries, worldwide; cultural understanding is a prerequisite to their mission success
- The increasing threat of natural and manmade disasters compels the PHS to address public health challenges on both a national and global scale; these responsibilities involve a greater level of preparedness, knowledge about providing health-related care and expertise in differing circumstances and diverse cultures



# USPHS OFFICERSHIP

THE QUALITIES OF OFFICERSHIP INCLUDE  
CERTAIN PERSONAL AND LEADERSHIP ATTRIBUTES  
THAT ARE IMPORTANT IN A COMMISSIONED OFFICER

*OFFICERSHIP CAN GENERALLY BE DESCRIBED AS*

The essence of being an officer –  
an expectation that all Officers are leaders,  
use professional judgment,  
have high ethical values that instill trust,  
and understand the relationship of the Corps  
and its role in service to society.



# USPHS OFFICERSHIP

CHARACTERISTICS OF OFFICERSHIP INCLUDE THE FOLLOWING:

*Competence as a*  
**Professional Expert and Professional Officer**

*Knowledge, skills, and expertise as a*  
**Public Health Professional**

*Practice of*  
**PHS Core Values**

*Commitment to a*  
**Common Mission**

*Ability as a*  
**Manager and Leader**



# USPHS OFFICERSHIP

## CHARACTERISTICS OF OFFICERSHIP INCLUDE THE FOLLOWING:

*Competence as a*

### **Professional Expert and Professional Officer**

- Highly competent in chosen profession
- Maintain high level proficiency throughout career
  - Incorporate PHS organizational values, including a commitment to “service before self”
- Adhere to PHS core values; you are accountable and take personal responsibility for actions
  - Show leadership in the performance of duty



# USPHS OFFICERSHIP

## CHARACTERISTICS OF OFFICERSHIP INCLUDE THE FOLLOWING:

*Knowledge, skills, and expertise as a*  
**Public Health Professional**

- PHS officers need a holistic public health mindset, and understand their contribution to the public health mission
  - Seek opportunities and positions that enhance public health expertise
- Broaden knowledge and experience through the acceptance of new challenges, including areas that might not directly relate to your chosen profession



# USPHS OFFICERSHIP

CHARACTERISTICS OF OFFICERSHIP INCLUDE THE FOLLOWING:

*Practice of*  
**PHS Core Values**



*LEADERSHIP, SERVICE, INTEGRITY, EXCELLENCE*

- Core values form the foundation of the corporate culture
  - The agreed upon values provide guidance to group members on personal conduct and performance of duties
- Core values are essential for the credibility and sustained viability of an organization, its operations and management



# USPHS OFFICERSHIP

CHARACTERISTICS OF OFFICERSHIP INCLUDE THE FOLLOWING:

*Practice of*  
**PHS Core Values**



- |                   |  |
|-------------------|--|
| <b>LEADERSHIP</b> | Provides public health vision and purpose through inspiration, dedication, and loyalty                     |
| <b>SERVICE</b>    | Shows public health commitment through compassionate actions and stewardship of time, resources and talent |
| <b>INTEGRITY</b>  | Exemplifies uncompromising ethical conduct, and is responsible and accountable                             |
| <b>EXCELLENCE</b> | Exhibits superior performance and continuous improvement in knowledge and expertise                        |



# USPHS OFFICERSHIP

## CHARACTERISTICS OF OFFICERSHIP INCLUDE THE FOLLOWING:

### *Commitment to a* **Common Mission**

- Uniformed service is operationally best and most successful with a teamwork approach
- Personnel need to cooperate and be respectful of one another, be ready to help other officers succeed in their duty roles, and work together for the common good
  - Approach challenges with a positive, can-do attitude to competently accomplish tasks
- Complete the mission by performance of duty with excellence



# USPHS OFFICERSHIP

## CHARACTERISTICS OF OFFICERSHIP INCLUDE THE FOLLOWING:

*Ability as a*

**Manager** and Leader

- Managerial and leadership roles are both important, complementary, and may overlap, but they are different
- A manager plans, budgets, staffs, implements and oversees operations, and ensures a successful outcome or end product
  - Typically, officers learn managerial skills through performance-based career progression and training
- It is essential that the USPHS, like all organizations, have effective managers



# USPHS OFFICERSHIP

## CHARACTERISTICS OF OFFICERSHIP INCLUDE THE FOLLOWING:

*Ability as a*  
Manager and **Leader**

- Uniformed services expect all officers to be leaders
  - A leader inspires others by strength of character and personal vision to achieve common goals
  - Generally, successful leadership is a learned skill
- There is ongoing development of core leader competencies within the uniformed services
- Officers should seek training and leadership opportunities that expand and enrich their career experience

# *UNIFORMED SERVICE PROTOCOL FOR PHS OFFICERS*

## MODULES

- I. OFFICERSHIP
- II. CUSTOMS AND PROTOCOL
- III. LEADERSHIP PRINCIPLES
- IV. SPECIAL DUTY [AIDE]
- V. CEREMONIAL PROTOCOL



*UNIFORMED SERVICE PROTOCOL  
FOR PHS OFFICERS*

**CUSTOMS &  
PROTOCOL**





# *USPHS CUSTOMS AND PROTOCOL*

- I. HERITAGE, TRADITION, PROTOCOL
- II. TITLES OF RANK, POSITION
- III. COMING TO ATTENTION
- IV. POSITION OF HONOR
- V. RENDERING HONORS
- VI. SALUTING
- VII. FLAG ETIQUETTE



# *HERITAGE*

HERITAGE REFLECTS PROFOUNDLY ON CORPORATE IDENTITY,  
INCLUDES TANGIBLE AND INTANGIBLE INHERITANCE –  
INSTITUTIONS, INFRASTRUCTURE, TRADITION, CUSTOMS.  
IMPARTS ESPRIT DE CORPS AND PRIDE  
IN BEING A MEMBER OF THE UNIFORMED SERVICE

- **Experiences** relating to the institution or environment in which it operates
- **Individual or Group Feats** of noteworthy accomplishment or heroism
- **Historical Record** of the institution in carrying out its mission



## EARLY HISTORY



**1798 – ACT FOR THE RELIEF OF SICK AND DISABLED SEAMEN**  
signed into law July 16, 1798 by John Adams, second President of the US. The Act led to construction of a network of marine hospitals.



**1870** – Hospitals were administratively centralized with creation of the **Marine Hospital Service (MHS)**. MHS activities greatly expanded over subsequent years; in 1912, name changed to PHS.

**1871** – **John Maynard Woodworth** appointed Supervising Surgeon (later Surgeon General) to administer the Marine Hospital Service, adopting a military model as part of reform initiatives.



**1889 – ACT TO REGULATE APPOINTMENTS IN THE MARINE HOSPITAL SERVICE OF THE U.S.**

The Commissioned Corps was formalized, establishing the Corps along military lines, provision for appointment standards, and officer assignment to meet the needs of the MHS.



# TRADITION & PROTOCOL

## UNIFORMED SERVICES PLACE GREAT EMPHASIS ON THE OBSERVANCE OF TRADITION AND PROTOCOL

- **Tradition** (Latin *tradere*, or “handing down/over”) represents accumulated experiences of the service and its members that are highly valued, stand the test of time, and are passed forward
- **Protocol** includes uniformed service courtesies and customs that show respect for others; courtesies and customs foster good human relationships

***Courtesy*** – considerate behavior

***Custom*** – an act or ceremony consistently followed by service members



# *COURTESIES & CUSTOMS*

UNIFORMED SERVICE CUSTOMS AND COURTESIES  
INCLUDE THE FOLLOWING EXAMPLES

- ***Courtesies, Honors***

*Titles of Rank*

*Position of Honor*

*Coming to Attention, Saluting*

*Rendering Honors, Taps*

- ***Ceremonies & Social Protocol***

*Awards, Promotion, Retirement, Funeral*

*Change of Command*

*Dining-Out, Official Receptions*



# *HERITAGE, TRADITION, CUSTOMS*

THE HERITAGE OF THE US PUBLIC HEALTH SERVICE  
COMMISSIONED CORPUS IS FAR REACHING AND EXTRAORDINARY  
IN TERMS OF ITS PUBLIC HEALTH IMPACT  
ON THE WELL-BEING OF AMERICANS AND PEOPLE  
THROUGHOUT THE WORLD.

PHS heritage, tradition, protocol and customs,  
when taken together, enrich an officer's personal life,  
professional and service career,  
and provide a foundation and an inspiration  
for present-day service members  
to meet challenges with resolve



# TITLES OF RANK

PAY GRADE	NAVY/COAST GUARD NOAA/PHS	ARMY	AIR FORCE MARINE CORPS
O-1	<b>Ensign</b> ENS	<b>Second Lieutenant</b> 2LT	<b>Second Lieutenant</b> 2nd Lt.
O-2	<b>Lieutenant Jr Grade</b> LTJG	<b>First Lieutenant</b> 1LT	<b>First Lieutenant</b> 1st Lt.
O-3	<b>Lieutenant</b> LT	<b>Captain</b> CPT	<b>Captain</b> Capt.
O-4	<b>Lieutenant Commander, LCDR</b>	<b>Major</b> MAJ	<b>Major</b> Maj.
O-5	<b>Commander</b> CDR	<b>Lieutenant Colonel</b> LTC	<b>Lieutenant Colonel</b> Lt. Col.
O-6	<b>Captain</b> CAPT	<b>Colonel</b> COL	<b>Colonel</b> Col.
O-7	<b>Rear Admiral</b> Lower Half, RDML	<b>Brigadier General</b> BG	<b>Brigadier General</b> Brig. Gen.



# TITLES OF RANK

PAY GRADE	NAVY/COAST GUARD NOAA/PHS	ARMY	AIR FORCE MARINE CORPS
O-8	<b>Rear Admiral</b> Upper Half, RADM <b>Director,</b> <b>NOAA Corps</b>	<b>Major General</b> MG	<b>Major General</b> Maj. Gen.
O-9	<b>Vice Admiral</b> VADM <b>Surgeon General,</b> <b>USPHS</b>	<b>Lieutenant General</b> LTG	<b>Lieutenant General</b> Lt. Gen.
O-10	<b>Admiral</b> ADM <b>ASH, PHS</b> <b>Chief of Naval Ops</b> <b>Commandant of CG</b>	<b>General</b> GEN <b>Army Chief of Staff</b>	<b>General</b> Gen. <b>AF Chief of Staff</b> <b>Commandant of MC</b>
O-11	<b>Fleet Admiral</b> FADM [Wartime only]	<b>General of the Army</b> [Wartime only]	<b>General of the Air Force</b> [Wartime only]



# TITLES OF RANK

**RANK ALWAYS PRECEDES AN OFFICER'S SURNAME**

**U.S. COAST GUARD, NAVY, NOAA, PHS**

*In conversation and greetings:*

Coast Guard, Navy officers below rank of commander may be addressed as "Mr./Ms. (surname)"

All lieutenants (LTJG, LT) are addressed "Lieutenant"

All commanders (LCDR, CDR) are addressed "Commander"

All admirals (Rear, Vice, Admiral, Fleet) are addressed "Admiral"



# TITLES OF RANK

**RANK ALWAYS PRECEDES AN OFFICER'S SURNAME**

**U.S. AIR FORCE, ARMY, MARINE CORPS**

*In conversation and greetings:*

All lieutenants (Second, First) are addressed "Lieutenant"

All colonels (Lt. Colonel, Colonel) are addressed "Colonel"

All generals (Brigadier, Major, Lieutenant, General) are addressed "General"



## *TITLES OF POSITION*

- “Sir”/“Ma’am” – proper forms of address for superior officer
- The officer who commands a ship is addressed “Captain” regardless of rank
- The commander of an Army, Air Force, or Marine Corps unit may be referred to as “the Commanding Officer” or “CO”
- Other important positional titles may be used in place of rank; for example, Surgeon General (surname)
- Descriptive position titles may be used in place of rank; for example, dentists and physicians may be addressed “Doctor”, and clergy as “Chaplain” [“Father,” “Rabbi”], regardless of rank [exception: flag officers]



## COMING TO ATTENTION

- When called to attention by the officer in charge
- When rendering a salute  
*Do not stop and come to attention when approaching, or being approached by, other uniformed personnel*
- When the National Anthem is played indoors  
*Note that uniformed personnel do not salute*
- When the Pledge of Allegiance is recited indoors  
*Note that uniformed personnel do not salute, do not recite the Pledge, do not place the right hand over their heart*
- When an officer of superior rank enters a room and the command "Attention" or "Attention on Deck" is given



# *POSITION OF HONOR*

## **ALWAYS TO THE RIGHT**

- **Automobile**
  - Right rear seat. Officers enter in inverse order of rank; junior officer enters right rear door first, slides to left side
  - Safety permitting, junior officer opens and closes right rear door for senior officer, then enters left rear door
  - If three officers in rear seat, junior sits in middle or moves to front passenger seat
- **Seating**
  - Head table: right of the chairperson, host, or center podium
  - Most desirable seats in all settings (dining table; auditorium)
- **Walking**
  - Senior officer walks on right; junior officer walks on left and should open a door and allow senior officer to pass first



# *RENDERING HONORS*

## TRADITIONAL HONORS PROVIDED TO FLAG OFFICERS AND SENIOR GOVERNMENT OFFICIALS DURING CEREMONIAL OCCASIONS, AND OFFICERS OF ALL RANKS AT RETIREMENT

- Based upon Naval custom of “Tending the Side” piping ceremony, with sideboys hoisting visitors aboard ships using a boatswains’ [deck seaman; bōs’n’s] chair
- Today, officers/officials may be honored with piping courtesy, combined with sounding of a ceremonial “ship’s bell,” with number of gongs and corresponding number of officers [sideboys] determined by the honored officer’s rank
- Honors are rendered during officer/official arrival and departure from ceremony



## *RENDERING HONORS*

- Upon entering the room, the bell is rung, the officer/official is announced by rank/position, followed by arriving/departing;

*“Captain, United States Public Health Service, Arriving”*

The boatswain’s pipe is sounded as the officer (holding salute)/official begins to pass through two facing ranks of officers, who hold their salutes throughout the passage

- The bell is rung a prescribed number of times, with each gong sounded as a pair of two rings in quick succession

8 Gongs – Senior HHS official, Admiral/Vice Admiral (O-10, O-9)

6 Gongs – Rear Admiral (O-8, O-7)

4 Gongs – Captain or Commander (O-6, O-5)

2 Gongs – Lieutenant Commander and below (O-4 and below)



# *RENDERING HONORS*





# *SALUTING*

## **A GESTURE OF GREETING AND RESPECT AMONG SERVICE PERSONNEL**

### *THE SALUTE IS RENDERED TO*

- All commissioned and warrant officers
  - The President of the U.S.
- Senior government officials of the U.S.
  - Medal of Honor recipients
- Officers of friendly foreign nations



# *SALUTING*

## **Forms of Salute**

Hand salute

Rifle salute (under arms)

Saber/sword salute

Cannon salute

## **Basics**

- Salute is initiated by enlisted or junior rank officer and held until after return salute by officer who is senior rank
- Head and eyes are turned to person being saluted or to the colors
- If standing, junior salutes from position of attention
- If walking, initiate salute in sufficient time to allow response by senior officer (between 6-10 paces)
- Courtesy to accompany salute with a verbal greeting



# SALUTING

## How to Salute

- Raise right hand smartly
- Fingers extended and joined
- Palm down and slightly turned toward face
- Tip of forefinger/middle finger touches right front corner of headdress
- If non-billed cap, lightly touch forehead above and to right of eye/right front corner of glasses
- Upper arm horizontal, elbow slightly forward, forearm at an angle
- Hand and wrist straight
- Hand is dropped smartly to position of attention

Incorrect



Circa 2005

Correct





# *SALUTING*

## **When to Salute**

### *ONLY WHEN COVERED, OUTDOORS*

- When approaching a senior officer in uniform
- When saluted by officers junior in rank or enlisted personnel
- When passing a senior officer walking in the same direction (“By your leave, sir/ma’am”; senior reply “Carry on” or “Very well”)
- During “Honors” (morning and evening colors), and, playing of National Anthem, the bugle call “To the Colors,” “Hail to the Chief,” or a foreign national anthem
- During recitation of Pledge of Allegiance
- To a mounted national color on flagstaff, holding salute 6 paces before and after it passes by, or before and after passing it
- Upon the command, “Present, arms”



# *SALUTING*

## **When to Salute – Ships**

- When boarding, stop at top of gangway, turn toward stern and salute national ensign
- Then, turn to face and salute the officer of the deck (“Sir/ma’am, permission to come aboard”), setting foot on deck only after salute is returned and permission granted
- When disembarking, reverse order (OOD, ensign)

## **When *Not* to Salute**

- When officers of equal rank approach each other (optional salute)
- When impractical (e.g., carrying items in both hands)
- When at large public gatherings (e.g., sporting events)
- Indoors and in a “covered” area
- When subordinate or senior is in civilian attire (optional salute)
- When uncovered (without headgear)



# *FLAG ETIQUETTE*

## **RAISING AND LOWERING THE U.S. FLAG**

*THE TERMS FLAG, COLOR, STANDARD, OR ENSIGN  
MAY BE USED TO DESIGNATE THE NATIONAL FLAG*

Morning Colors and Evening Colors (Navy, CG)  
Reveille and Retreat (Army, Air Force)

- Daily ceremony
- Flag is displayed only between sunrise and sunset, unless illuminated
- Flag is raised briskly and lowered ceremoniously
- Uniformed personnel come to attention and hold a salute until the last note of music or bugle call, or flag is removed from halyard, whichever is longer



# FLAG ETIQUETTE

## DISPLAYING THE U.S. FLAG INDOORS

*U.S. FLAG IS PLACED IN POSITION OF HONOR,  
THE FLAG'S OWN RIGHT (OBSERVER'S LEFT)*

- All other flags arranged to the left in decreasing order of precedence (organizational, then distinguishing flag)
- No other flag is displayed to the right or above U.S. flag
- For receptions and dinners, a flag line is used
- For a podium, U.S. flag is placed to right of the staging area, other flags to left of the podium



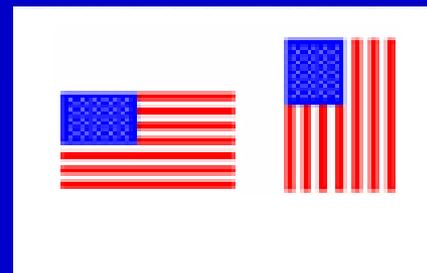


# FLAG ETIQUETTE

## DISPLAYING THE U.S. FLAG INDOORS

*U.S. FLAG IS PLACED IN POSITION OF HONOR,  
THE FLAG'S OWN RIGHT (OBSERVER'S LEFT)*

- Among several flags displayed together on staffs, U.S. flag is centered and its staff is placed vertically at highest point. When staffs are crossed with another flag, U.S. flag is on its own right with its staff positioned in front of the other
- When U.S. flag is displayed flat against a wall (indoor/outdoor), the flag's union is positioned at top and flag's own right





# *FLAG ETIQUETTE*

## **DISPLAYING THE U.S. FLAG OUTDOORS**

*U.S. FLAG IS PLACED IN POSITION OF HONOR,  
THE FLAG'S OWN RIGHT (OBSERVER'S LEFT)*

- No other flag may be larger in size, nor displayed higher than the U.S. flag
- U.S. flag is first to be raised and last to be lowered
- When flown on the same pole, U.S. flag is positioned at top
- When displayed on a car, U.S. flag is affixed to the front right
- When flown with flags of other nations, each flag is same size, displayed on a separate pole of the same height, and all are raised and lowered simultaneously



# FLAG ETIQUETTE

## THE U.S. FLAG IN MOURNING

- Only the President or a state governor can order the U.S. flag be lowered to half-staff (*half-mast* in Navy)
  - the flag is first hoisted to peak for an instant, then lowered to one-half the distance between top and bottom of staff
  - the flag is raised to peak, before being lowered for the day
  - on Memorial Day, the flag is displayed at half-staff until noon, at which time it is raised to full staff
- When used to cover a casket
  - union is positioned at the head, over left shoulder
  - flag should not touch ground
  - flag is not lowered into the grave



# FLAG ETIQUETTE

## FOLDING THE U.S. FLAG

*Step 1.* Two persons hold flag parallel to the ground, waist-high, and fold the lower striped half of flag over the blue field of stars



*Step 2.* Fold flag again lengthwise; begin with the folded edge and bring it up to meet the open edges, with the blue field on the outside

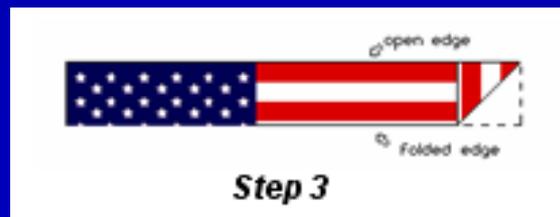




# FLAG ETIQUETTE

## FOLDING THE U.S. FLAG

*Step 3.* Start a triangular fold by bringing the striped corner of folded edge to meet the open edge of the flag; then, turn the outer point inward, parallel with the open edge, to form a second triangle; the triangular folding is continued until only the blue field and margin are visible



*Step 4.* Fold down the square into a triangle and tuck the margin inside the folds



# *UNIFORMED SERVICE PROTOCOL FOR PHS OFFICERS*

## MODULES

- I. OFFICERSHIP
- II. CUSTOMS AND PROTOCOL
- III. LEADERSHIP PRINCIPLES
- IV. **SPECIAL DUTY [AIDE-DE-CAMP]**
- V. CEREMONIAL PROTOCOL



*UNIFORMED SERVICE PROTOCOL  
FOR PHS OFFICERS*

**SPECIAL  
DUTY**

**AIDE-DE-CAMP**





# *AIDE-DE-CAMP*

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# AIDE-DE-CAMP

## DEFINITIONS

- **Aide-de-Camp** (French: *camp assistant*)  
A PHS officer who is a fulltime or temporary duty confidential assistant to a flag rank officer or high level government official
- **Escort Officer**  
A local area PHS officer who is temporarily assigned to accompany a flag officer, official or dignitary, aka “the principal” or “distinguished visitor” (e.g., when that person is arriving from out-of-town)
- **Protocol Officer**  
An civilian or officer who provides fulltime management and support service to a command officer or ranking government official regarding official proceedings and ceremonial protocol; this person represents the officer/official and command, and is not a personal assistant



# *AIDE-DE-CAMP*

## **RESPONSIBILITY**

The primary responsibility of an Aide-de-Camp is to assist the flag officer or the principal in the performance of their duties, in an efficient and skillful manner. An Aide-de-Camp is an important position that often carries significant responsibility, with little actual authority. This can involve a myriad of tasks, all of which the Aide is expected to complete competently and on time, as seamlessly as possible.

An Aide must be especially knowledgeable, professional, and resourceful in order to be successful. The Aide's level of proficiency in carrying out duties will directly impact the principal's ability to achieve his/her objectives, and will reflect upon the principal in a positive or negative way. The perception or impression of others about you, as an Aide, can greatly influence their assessment of the principal and the U.S. Public Health Service. It is therefore imperative that an Aide display outstanding officership and capability in the performance of duty.



# AIDE-DE-CAMP

## AIGUILLETTE

- **Aiguillette**

Two types: Service and Dress Aiguillette

No. of loops corresponds to principal's rank:

Four gold loops, aide to ASH

Three gold loops, aide to SG

Two gold loops, aide to RADM

- **Aide-de-Camp**

Aide-de-Camp wears aiguillette on left shoulder, signifying official position

- **Escort Officer**

Escort officers may wear an aiguillette only while serving in an official capacity





# *AIDE-DE-CAMP*

## **PERSONAL QUALITIES**

- **Knowledgeable**  
Must have a comprehensive knowledge of uniformed service courtesies, customs, protocol, and social etiquette. Has knowledge of HHS/PHS components and personnel with whom the flag officer will regularly interact
- **Self-Reliant, Resourceful**  
Must be able to organize, prioritize, and perform a range of tasks competently and with good judgment, with and without guidance
- **Interpersonal Abilities**  
Should have exceptional verbal and written communication skills, and be adept at dealing appropriately and with integrity with people at all levels
- **Uniformed Service Appearance**  
Must have exemplary grooming, dress, proper uniformed service bearing



# *AIDE-DE-CAMP*

## **BASICS**

- **Preparation**

Always be thoroughly prepared before meeting the principal – knowledgeable about the principal's daily itinerary and anticipated needs

- **Appearance**

Always be well groomed, wear a clean and pressed uniform, and be knowledgeable about proper dress/uniform components for self and the principal

- **Readiness**

Always be on time, earlier if possible. Subordinate personal desires to needs of the principal

- **Confidentiality**

Always maintain confidentiality with respect to discussions of the principal and others



# *AIDE-DE-CAMP*

## **PROTOCOL**

- Always practice uniformed service courtesy, adhere to official protocol, and maintain a professional bearing while in public view
- Address principal with rank/title, or “Sir”/“Ma’am”
- When walking, stay to left and ½ pace behind principal
- Carry any materials needed by principal
- Position yourself at a distance from principal, but near enough to support the principal when needed
- Be ready to tactfully move people along so no one monopolizes principal’s time
- Be prepared to call “Attention on Deck” when proper
- Be mindful that an aide-de-camp should always conform to protocol that is expected of a subordinate, and position does not confer command status



# *ESCORT OFFICER*

## **ADVANCE WORK**

- Upon notification, obtain the principal's detailed itinerary, travel information, and special needs well in advance; if distinguished visitor (DV) is the SG or DSG, also contact the aide-de-camp
- Confirm ground reservations – car, lodging, restaurant
- Review the schedule of events and locations with the local point of contact/event coordinator
  - Visit event location and identify parking area and entrance
  - Know where proceedings will occur, seating and stage arrangements
  - Learn who will be the official greeters
  - Review schedule to ensure it allows for meet and greet, photo ops, coffee breaks, meals, rest periods, transport
  - Confirm dress required for all scheduled activities



# ESCORT OFFICER

## ARRIVAL OF PRINCIPAL/DV

- A full sized vehicle should be used
- Be waiting at the arrival gate at least 15 minutes early
- Greet and introduce yourself to the principal:  
*“Good morning (afternoon, evening) Admiral Williams. I am (rank, first and last name) and I will be your escort officer during your visit.”*
  - Assist with luggage, open/close car’s right rear door for principal; if not driving, enter right rear door first (safety permitting, enter left rear door)
  - Give description of the day’s itinerary, and provide a folder with program, itinerary, names of event principals, contact information
  - If stopping at the hotel first, assist with luggage and accompany DV to the hotel registration area
  - Inspect the DV’s uniform in a private area before proceeding to event; plan to arrive about 30 minutes beforehand and introduce event greeter

*UNIFORMED SERVICE  
OFFICERSHIP & PROTOCOL  
FOR PHS OFFICERS*

*COMMENTS, QUESTIONS*

*THANK YOU!*

For further information, please refer to the

**USPHS OFFICER'S GUIDE**

2<sup>nd</sup> EDITION

**LEADERSHIP, PROTOCOL, & SERVICE STANDARDS**

