



US Public Health Service Commissioned Corps Surgeon General's Honor Guard Drill and Ceremonies Manual

FIRST ISSUE 01.01

November 6, 2017

COMPLIANCE WITH THIS PUBLICATION IS MANDATORY

Supersedes USPHS Honor Guard Protocol November 1, 2016

SUBJECT: Surgeon General's Honor Guard Drill and Ceremonies Manual

1. **PURPOSE.** This Drill and Ceremonies Manual, in accordance with the authority in Commissioned Corps Instruction (CCI) 421.01 and in accordance with CCI 421.02 and CCI 512.01, establishes United States Public Health Service (USPHS) Commissioned Corp (CC) policy to outline the roles and responsibilities of the Surgeon General's Honor Guard (SGHG).
2. **APPLICABILITY.** This Manual applies to all officers assigned to the SGHG and shall serve as the operational guidelines for all officers assigned to assist with or participate in ceremonial events.
3. **POLICY.** It is USPHS CC policy that all members of the SGHG will uphold the proper procedures and responsibilities of rendering honors with distinction. Uniform regulations will be held to high standards at all times during presentation of the Colors. Procedures must be followed to the exact to maintain exemplary appearances and services.
4. **RESPONSIBILITIES.** Executive leadership, Operational leadership, and Officer in Charge (OIC) will ensure compliance with the provision of the instruction.
5. **EFFECTIVE DATE.** This Manual is effective immediately.

Sylvia Trent-Adams, PhD, RN
Deputy Surgeon General
RADM, USPHS

Chapter 1: UNIFORM GUIDANCE

1.1. Dress and Appearance Philosophy	5
1.2. Ceremonial Uniform	5
1.3. Medals and Ribbons	5
1.4. Identification badges	7
1.5. Field Medical Readiness Badge (FMRB)	8
1.6. White Gloves	8
1.7. Flag Harness	8
1.8. Unauthorized items	8

Ref: DODI 1334.01, Wearing of the Uniform, 26 October 2005.

Ref: DODI 1348.33, DOD Military Decorations and Awards Program, 21 December 2016.

Ref: Commissioned Corps Directive 131.01 (CC46.3.1), Uniform Regulations

Ref: AFI 34-1201, Services Protocol, 09 June 2017.

Chapter 2: STANDING MANUALS

2.1. Introduction	9
2.2. Position of Attention	9
2.3. Facing Movements	10
2.4. Halt	10

Ref: MCO P5060.20, Marine Corps Drill and Ceremonies Manual, 04 October 2006.

Ref: ARMY FM 3-21.5 (FM 22-5), Drill and Ceremonies, 12 April 2006.

Ref: AFMAN 36-2203, Personnel Drill and Ceremonies, 20 November 2013.

Chapter 3: MARCHING

3.1. Introduction	12
3.2. General Commands	12
3.3. Mark Time, MARCH	12
3.4. Forward, MARCH	13
3.5. Colors, HALT	13
3.6. Left About, MARCH	14
3.7. Present, ARMS	14
3.8. Order, ARMS	15
3.9. Parades	15

Ref: MCO P5060.20, Marine Corps Drill and Ceremonies Manual, 04 October 2006.

Ref: ARMY FM 3-21.5 (FM 22-5), Drill and Ceremonies, 12 April 2006.

Ref: AFMAN 36-2203, Personnel Drill and Ceremonies, 20 November 2013.

Chapter 4: COLORS

4.1. Background	16
4.2. Protocol	16
4.3. Requirements	17
4.4. At-Ease	17
4.5. Position of Attention	17
4.6. Present, ARMS	18
4.7. Order, ARMS	20
4.8. Musical Honors	20
4.9. Performances in Locations with Low Ceilings (Trail, ARMS)	20

Ref: DOD Directive 1005.8, 31 October 1977, Certified current as of 21 November 2003

Ref: MCO P5060.20, Marine Corps Drill and Ceremonies Manual, 04 October 2006.

Ref: ARMY FM 3-21.5 (FM 22-5), Drill and Ceremonies, 12 April 2006.

Ref: AFMAN 36-2203, Personnel Drill and Ceremonies, 20 November 2013.

Ref: AFPAM 34-1202, Guide to Protocol, 09 September 2016.

Chapter 5: SABER MANUALS

5.1. Introduction	23
5.2. Position of Attention	23
5.3. Marching	23
5.4. Present, ARMS	23
5.5. Order, ARMS	25
5.6. Hand, SALUTE	25
5.7. Saber Cordon	26

Ref: MCO P5060.20, Marine Corps Drill and Ceremonies Manual, 04 October 2006.

Ref: ARMY FM 3-21.5 (FM 22-5), Drill and Ceremonies, 12 April 2006.

Ref: AFMAN 36-2203, Personnel Drill and Ceremonies, 20 November 2013.

Chapter 6: BOATSWAIN (BOS'N), SIDE BOYS, AND PIPING THE SIDE

6.1. Introduction	27
6.2. Uniforms	28
6.3. Boatswain (Bos'n)	28
6.4. Bos'n Pipe	28
6.5. Honors Rendered	28
6.6. Arrival of the Official Party	29
6.7. Ruffles and Flourishes	30
6.8. Bos'n Hand Positions	30
6.9. Piping the Side	31

Ref: OPNAVINST 1710.71, Social Usage and Protocol Handbook, 15 June 2001.

Ref: NAVEDTRA 1434A, Boatswain's Mate, May 2003.

Ref: US Navy Regulations, Chapter 10, Article 1003.

Ref: United States Navy Band, Ceremonial Music: Piping the Side

Chapter 7: FUNERAL HONORS & 2-PERSON FLAG FOLD

7.1. Introduction	32
7.2. Flag fold	32
7.3. Presentation of the Flag	38
7.4. Sample Message of Condolence	38
7.5. Active Duty and Retired Funeral Honors	38
7.6. Active Duty and Retired Funeral (Pallbearers)	40

Ref: DODI 1300.15, Military Funeral Support, 22 October 2007.

Ref: MCO P5060.20, Marine Corps Drill and Ceremonies Manual, 04 October 2006.

Ref: ARMY FM 3-21.5 (FM 22-5), Drill and Ceremonies, 12 April 2006.

Ref: AFI 34-1201, Services Protocol, 09 June 2017.

Ref: AFPAM 34-259, Services Escorting Deceased Air Force Personnel, 11 April 2011.

Attachment 1 — REFERENCES, ACRONYMS, AND ABBREVIATIONS

References	45
Acronyms and Abbreviations	46

Attachments 2a and 2b — SCRIPT: RETIREMENT CEREMONY**Retirement Ceremony of 15 June 2016****Retirement Ceremony Event Overview**

CAPTAIN, Sr. Clinical Advisor and Sr. Advisor, Bureau of Primary Health Care
Health Resources and Service Administration

Ref: DOD Directive 1005.8, 31 October 1977, Certified current as of 21 November 2003

Ref: DODI 1348.34, Presidential Recognition on Retirement from Military Service, 01 September 2011.

Ref: OPNAVINST 1710.71, Social Usage and Protocol Handbook, 15 June 2001.

Ref: MCO P5060.20, Marine Corps Drill and Ceremonies Manual, 04 October 2006.

Ref: ARMY FM 3-21.5 (FM 22-5), Drill and Ceremonies, 12 April 2006.

Ref: AFPD 36-3203, Personnel Service Retirements, 01 March 2010.

Ref: AFMAN 35-106, Public Affairs Ceremonial Music, 12 August 2014.

Ref: AFPAM 34-1202, Guide to Protocol, 09 September 2016.

Attachments 3a, 3b, and 3c — SCRIPT: PROMOTION, SWEARING-IN CEREMONIES**Joint Promotion Ceremony of 20 July 2017**

Office of the Secretary
Administration for Children and Families
Federal Occupational Health
National Oceanic and Atmospheric Administration
Department of Defense
National Park Service
United States Department of Agriculture

3-Flag Promotion Ceremony of 15 May 2017: Indian Health Service

CAPTAIN, Acting Director, Indian Health Service
CAPTAIN, Acting Chief of Staff, Indian Health Service
CAPTAIN, Director, Sanitation Facilities Construction, Indian Health Service

Promotion & Swearing-In Ceremony of 26 October 2015:

REAR ADMIRAL, Deputy Surgeon General

Ref: DOD Directive 1005.8, 31 October 1977, Certified current as of 21 November 2003

Ref: OPNAVINST 1710.71, Social Usage and Protocol Handbook, 15 June 2001.

Ref: MCO P5060.20, Marine Corps Drill and Ceremonies Manual, 04 October 2006.

Ref: ARMY FM 3-21.5 (FM 22-5), Drill and Ceremonies, 12 April 2006.

Ref: AFMAN 35-106, Public Affairs Ceremonial Music, 12 August 2014.

Ref: AFPAM 34-1202, Guide to Protocol, 09 September 2016.

Attachment 4 — SCRIPT: CHANGE OF COMMAND CEREMONY**Chief Nurse Officer Change of Command Ceremony of 16 September 2016**

Ref: DOD Directive 1005.8, 31 October 1977, Certified current as of 21 November 2003

Ref: OPNAVINST 1710.71, Social Usage and Protocol Handbook, 15 June 2001.

Ref: MCO P5060.20, Marine Corps Drill and Ceremonies Manual, 04 October 2006.

Ref: ARMY FM 3-21.5 (FM 22-5), Drill and Ceremonies, 12 April 2006.

Ref: AFMAN 35-106, Public Affairs Ceremonial Music, 12 August 2014.

Ref: AFPAM 34-1202, Guide to Protocol, 09 September 2016.

Chapter 1

UNIFORM GUIDANCE

- 1.1. **Dress and Appearance Philosophy:** The Surgeon General's Honor Guard (SGHG) is an individual of good reputation having integrity, ethical conduct and exhibiting standards which merit respect; responsible for protecting and overseeing the maintenance of standards on and off duty. The corner stone to this reputation is outstanding dress and appearance. Honor Guard personnel must exceed the United States Public Health Service (USPHS) standards and present a flawless image to the public.
- 1.2. **Ceremonial Uniform:** Members will wear the full dress blues and full dress whites in accordance with Commissioned Corps Instruction (CCI) 421.01 (Uniforms for Male Officers), CCI 421.02 (Uniforms for Female Officers), and CCI512.01 (Wear of Awards and Badges).
- 1.3. **Medals and Ribbons:** Members will wear the full size medals and corresponding ribbons in accordance with CCI 512.01. Medals will be worn on the left breast in the order of precedence from top down and from inboard to outboard within rows. Upper rows of medals are mounted so that these medals cover the suspension ribbons of the medals. Ribbons that have no corresponding medal are worn centered on the right breast in the same relative position as the holding bar of the lowest row of medals. The order of precedence is from top down and inboard to outboard.
 - 1.3.1. **Medals:** Medals will be worn on the left breast in the order of precedence from top down and from inboard to outboard within rows. Upper rows of medals are mounted so that these medals cover the suspension ribbons of the medals.
 - 1.3.1.1. When more than one medal is worn, they are suspended from a holding bar of metal or other material to support the weight of the medals. The holding bar of the lowest row of medals is located in the same position as the lowest corresponding ribbon(s) appearing on the right breast. The bar is 4 1/8 inches wide and each row of medals is 3 1/4 inches long from top of ribbons to bottom of medals, so that the bottom of each medal constitutes a horizontal line.
 - 1.3.1.2. When more than one row is worn, no row is to contain a lesser number of medals than the row above. Except for the uppermost row, all rows shall contain the same number of medals, three medals side by side or up to five medals overlapping. Overlapping is equal, and right or inboard medal shall show in full.
 - 1.3.1.3. Upper rows of medals, if worn, are mounted so that these medals cover the suspension ribbons of the medals as shown in **FIGURE 1.1**.



FIGURE 1.1. More than one row of full size medals on service dress blues

1.3.2. **Ribbons:** Ribbon(s) that have no corresponding medal(s) are worn centered on the right breast in the same relative position as the holding bar of the lowest row of medals. The order of precedence is from top down and inboard to outboard.



FIGURE 1.2. One row of full size medals with corresponding ribbons

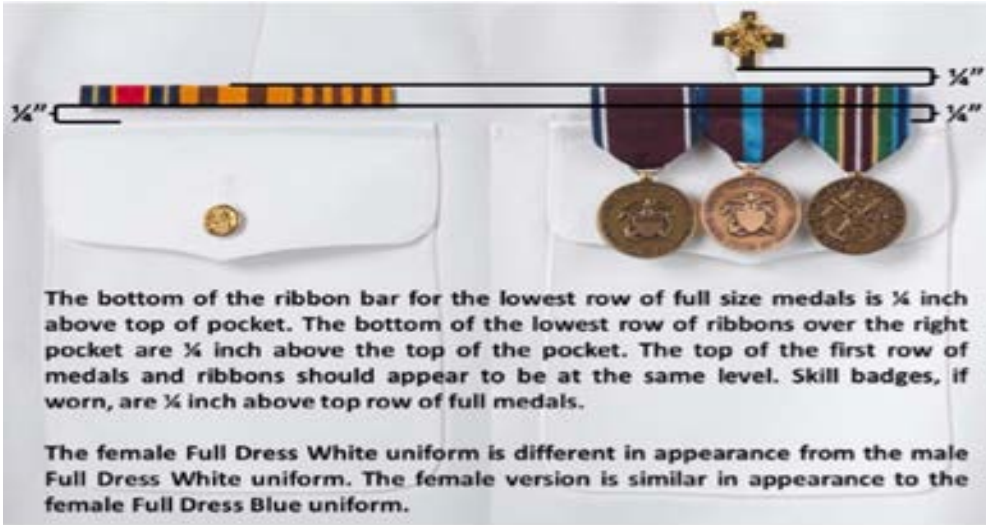


FIGURE 1.3. Male Full Dress White Uniform



FIGURE 1.4. Ceremonial Uniform depicting proper use of full size medals, corresponding ribbons, Field Medical Readiness Badge (FMRB) and one authorized identification badge.



FIGURE 1.5. Ceremonial Uniform with corresponding ribbons where no full size medals were awarded to the officer serving as a member of the Honor Guard.

1.4. Identification badges: Members will wear authorized identification badges which will include but are not limited to the Department of Health and Human Services (HHS), Office of the Joint Chiefs of Staff, and Office of the Secretary of Defense. As seen in **FIGURE 1.4.**, the use of a single authorized identification badge appears beneath the full size medals. The HHS ID badge is worn on the left side ¼ inch above the left pocket or medals regardless of duty station. If an HHS identification badge is already in this location, the non-HHS badge may be placed on the right side. No more than two identification badges are worn at any time.

- 1.4.1. **ID Badges for Male officers:** Male officers wear the full size HHS ID badge centered $\frac{1}{4}$ inch below the left pocket tab or below the lowest row of full sized medals on the left chest. If a second identification badge is authorized, male officers may wear the non-HHS badge centered below the nametag centered on the right side corresponding to the left pocket tab of the service dress blue uniform.
- 1.4.2. **ID Badges for Male officers:** Female officer may wear the full size HHS ID badge centered $\frac{1}{4}$ inch above the left pocket tab or $\frac{1}{4}$ inch above the left pocket or medals. If a second identification badge is authorized, the non-HHS badge may be placed on the right side $\frac{1}{4}$ inch above the ribbons.
- 1.5. **Field Medical Readiness Badge (FMRB):** Members will wear authorized FMRB on the left breast of the uniform $\frac{1}{4}$ inch above the left pocket or medals. For female officers only, if worn with an identification badge, the officer may wear the FMRB on the right side of the uniform $\frac{1}{4}$ inch above the ribbons.
- 1.6. **White Gloves:** Members will perform in ceremonies with white gloves. Gloves will be removed when greeting others such as a hand shake. If there is additional material around the wrist, the extra material should be tucked in for a professional appearance as demonstrated in **FIGURE 1.5**.



FIGURE 1.5. Right Hand glove tucks extra material in for a professional appearance

- 1.7. **Flag Harness:** Flag harnesses will be worn for outdoor events or ceremonies with high ceilings. Harnesses will not be worn for ceremonies with low ceilings. Black harnesses will be worn with the Full Dress Blues, and white harnesses will be worn with the Full Dress Whites.
- 1.8. **Unauthorized Items:** While performing Honor Guard ceremonies, unauthorized items include sunglasses (unless prescription), earrings, and watches.

Chapter 2

STANDING MANUALS

- 2.1. **Introduction:** This chapter explains the basic movements which must be mastered before attempting to accomplish drill and ceremonies with a saber or during presentation of colors. Standing Manuals will be performed at the cadence of slow time (60 bpm) unless executing a movement that is or contains a facing movement, in which case the manual will be performed at the cadence of quick time (100-120 bpm). Further clarification is provided when necessary for manuals that deviate from this rule.
- 2.2. **Position of Attention:** The command of execution is ATTENTION and will be preceded by a preparatory command (i.e. Colors). To come to Attention, bring the feet together smartly, the heels and balls of feet are together and touching. Keep the legs straight without stiffening or locking the knees. The body is erect with hips level, chest lifted, and shoulders square and even. Arms hang straight down alongside the body and wrists are not bent, and knuckles are parallel to the ground. Place middle finger along the seams of the trousers. Hands are cupped with palms facing the leg. Head is erect, neck is vertical with the body, and eyes are facing forward with the line of sight parallel to the ground. The weight of the body rests equally on the heels and balls of both feet, and silence and immobility are required.



FIGURE 2.1. Position of Attention (front and side view)

2.3. **Facing Movements:** The command for the movement is Left (Right), FACE. This is a two-count movement. The move will be executed on the execution command of FACE. To complete count one of the movement, from the position of Attention, lift the left (right) foot and place it down 90 degrees to the right (left) foot forming an "L". The corner of the heel of the left (right) foot should be against the corner of the heel of the right (left) foot. The head is perpendicular to the shoulders throughout the movement (head and shoulders will follow the foot that is turning). The rest of the body remains at the position of ATTENTION at a 45-degree angle. To complete count two of the movement, distribute the weight of the body to the left (right) foot. Lift the right (left) foot and, with snap, bring it alongside the left (right) foot. Simultaneously the body will finish 90 degrees from the original position. The rest of the body remains at the position of ATTENTION.



FIGURE 2.2. Facing movement is a two count movement (left and right view)

2.4. **Halt:** To halt, the command is Colors, HALT. Colors is called on the left foot and HALT on the following left foot. Upon the command of execution HALT, take one more step with the right foot and close with the left.



FIGURE 2.3. Position following the command of Colors, HALT.

Chapter 3

MARCHING

- 3.1. **Introduction:** Marching is the foundation of the performance. There are several ways to march the Colors, depending on the set up of the room. One option is a single file down the middle aisle or down the side aisle. Another option is four or five officers shoulder to shoulder down the middle aisle. Regardless of the formation, the National Ensign will be the leading flag upon arrival and departure of the opening ceremonies.
- 3.2. **General Commands:** The general commands for ceremonies are listed below:
- 3.2.1. **Colors, ATTENTION**
 - 3.2.2. **Mark Time, MARCH**
 - 3.2.3. **Forward, MARCH**
 - 3.2.4. **Colors, HALT**
 - 3.2.5. **Left About, MARCH**
 - 3.2.6. **Colors, HALT**
 - 3.2.7. **Left (Right), FACE**
 - 3.2.8. **Present, ARMS**
 - 3.2.9. **Order, ARMS**
 - 3.2.10. **Forward, MARCH** (after USPHS March)
 - 3.2.11. **Colors, HALT**
- 3.3. **Mark Time, MARCH:** The purpose of this movement is to march in place. The command for this movement is Mark, Time, MARCH. Upon the command of execution, lift the left leg and begin marching in place, lifting each foot letting the toes dangle. Lift the feet so the dangling toes are approximately 4-6 inches off the ground. Keep the arms suspended at the side. The rest of the body remains at the position of Attention. From a march, the command is Mark, TIME. Upon the command of execution, take one more 24-inch step and then mark time ensuring to suspend the arms to the side.



FIGURE 3.1. Mark Time, MARCH, (forward and left view)

- 3.4. **Forward, MARCH:** The command is Forward, MARCH. Upon the command of execution MARCH, step off with the left foot sliding your heel for the first step. March with 24-inch steps as measured between the heels. When marching, place one foot in front of the other, in a straight line versus toes pointing inward or outward. Regarding the use of cadence while marching; the USPHS SGHG does not call cadence while conducting the ceremonial march. However, under special circumstances when noise levels negatively impact formation and cohesion, the OIC in charge of the detail may elect to maintain good order and discipline by calling cadence. Note: Forward, March can be given in incremental steps by using the command Two Paces (thereby specifying the number of steps to take) Forward, MARCH. Upon the command of execution MARCH, step off with the left foot and march forward the number of steps commanded. On the last step, simply bring the feet together and resume the position of Attention. This movement is executed when there is not enough room to execute a Colors, HALT.
- 3.5. **Colors, HALT:** To halt, the command is Colors, HALT. Colors is called on the left foot and HALT on the following left foot. Upon the command of execution HALT, take one more step with the right foot and close with the left. The final closed position is depicted at the top of **FIGURE 3.2.**

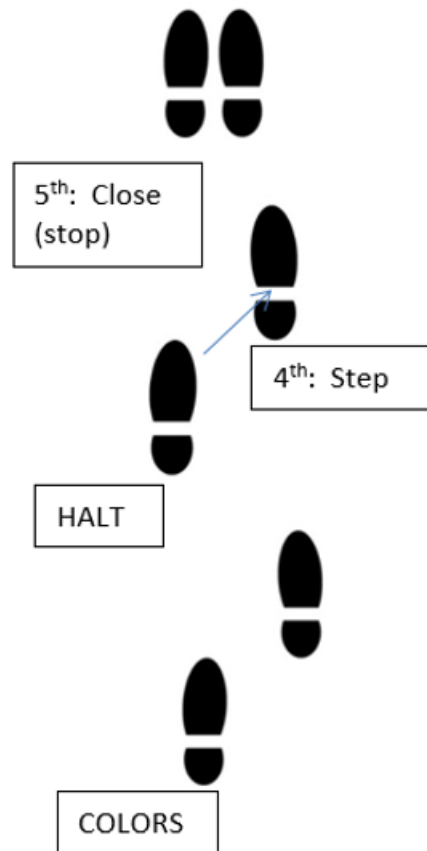


FIGURE 3.2. Steps required to complete the command Colors **HALT**.

- 3.6. **Left About, MARCH:** The command “Left about, MARCH” is used to turn the Honor Guard 180 degrees to face the audience. On the command of “MARCH” the turn is executed by marking time for four steps and pivoting on the fifth step. The first four steps are to coordinate timing and adjust spacing as needed among the officers. The fifth step is an automatic cue to start pivoting. The pivot point will be determined by the number of flag bearers. When there are four flag bearers, the pivot point is between the two flags. The National Ensign Flag bearer and Front/Right Saber will march forward while the organizational flag bearer and Back/Left Saber will march backwards. When there are five flag bearers, the pivot point is the middle flag. The middle flag will pivot, essentially turning 180 degrees in place. The National Ensign bearer and Front/Right Saber will march forward while the organizational flag and Back/Left Saber will march backwards.
- 3.7. **Present, ARMS:** The command is Present, ARMS. Upon the command of execution ARMS, from the position of Attention, raise the right hand up the centerline of the body, start un-cupping the hand and extending the fingers and thumb at approximately waist level. Continue to raise the right hand until the bicep is parallel with the ground and slightly forward of the body. The line between the middle finger and elbow should be

straight (do not bend your wrist or cup your hand) and the palm is slightly tilted toward the face. Touch the middle finger to the right front corner of the brim of the hat, the outer right point of the eyebrow, or the right outer point on the eyeglasses, depending on what is worn. Fingers are extended and joined, thumb along the forefinger (do not tuck thumb).

- 3.8. **Order, ARMS:** To return to the position of Attention, the command is Order, ARMS. Upon the command of execution ARMS, simply retrace your steps backward from Present Arms re-cupping your hand at approximately waist level. During Present Arms, silence and immobility are required. When performing this movement Present Arms and Order Arms are completed as three-count movements.
- 3.9. **Parades:** For a parade formation, the officers will be positioned shoulder-to-shoulder with the flags placed in the harness. When the reviewing officer of a parade is entitled to a salute by the organizational colors, the salute is executed by the command “Eyes, RIGHT (LEFT)” depending on the location of the reviewing stand. The purpose for taking this action is to render honors to the dignitaries stationed on or within the reviewing stand. As such **all** eyes, with exception of the National color bearer will execute a cohesive turn upon command and face/honor the reviewing stand.
- 3.9.1. **Eyes, RIGHT (LEFT):** The command is “Eyes, RIGHT (LEFT).” The preparatory command “Eyes” is given as the left heel touches the ground. As the right heel touches the ground, the sword bearers will raise the right hand to the level of 6 inches in front of the neck, forming a 45 degree angle by slightly bending the wrist, and inner foreman against the body.
- The command of execution “RIGHT” or “LEFT” is called on the next left step. On the command “RIGHT,” **all** members of the color guard with exception of the National color bearer will execute a cohesive head-turn resulting in a 45 degree turn to the right. On the command “LEFT,” **all** members of the color guard with exception of the National color bearer will execute a cohesive head-turn resulting in a 45 degree turn to the left.
- 3.9.2. **Sword and Flag Bearer, Honors Rendered while on parade:** As the left heel strikes the ground, the sword bearers will bring their sword points down (without whipping) to a position 3 inches above the ground. The organizational flag bearer(s) will dip their flag(s) with a 45 degree angle while performing the cohesive head-turn articulated above.
- 3.9.3. **Ready, FRONT:** The command is “Ready, FRONT.” When marching at parade, at the command “Ready,” if the organizational colors saluted, it resumes to the vertical upright position. At the command “FRONT,” all members of the color guard who executed Eyes, RIGHT (LEFT) will return their head and eyes smartly to the front.

Chapter 4

PRESENTING COLORS

- 4.1. **Background:** Throughout history, the Colors, otherwise known as flags, standards, banners, and pennants, were used to represent countries, distinguished governmental subdivisions, agencies, military units, officials, and functioned as forms of signaling devices. In times of battle, the position of flagbearer was awarded to those who possessed supreme levels of bravery, confidence, and loyalty. The flagbearer's mission was to carry the Colors, rally the forces, lead the charge, and protect the flags with their lives, if necessary. Armed guardsmen were often assigned a position flanking the flagbearer to ensure the defense of the flag, forming a color guard. Today, these color teams serve a significant ceremonial purpose and forever hold a place in America's history, traditions, and protocol.
- 4.2. **Protocol:** Title 36, United States Code Chapter 10, governs flag etiquette and protocol. This law is intended to always maintain the U.S. National Flag in the position of honor, whenever exhibited. Military tradition has added its own customs in addition to that outlined in the U.S. Code. The presentation of Colors is performed in a variety of ceremonies such as promotions, retirements, awards, and changes of command. Regardless of the ceremony or venue, the Colors will be in the order of precedence/establishment. Admiral's Flag will be pre-posted on the stage, not presented. The Order of Precedence for DHHS and USPHS ceremonies is listed as follows: (1) National Ensign, (2) State flags are displayed in order of admittance to the Union (if applicable), (3) DHHS, (4) USPHS, (5) Agency (if applicable), and (6) Admiral flag and/or SES flag for each member of official party.



FIGURE 4.1. Order of Precedence (left to right): National Ensign, DHHS, and USPHS.

If the ceremony is a joint service ceremony where the Reserve and National Guard is not present, the Order of Precedence of the United States uniformed services formation is listed as follows: (1) United States Army, (2) United States Marine Corps, (3) United

States Navy, (4) United States Air Force, (5) United States Coast Guard, (6) USPHS, and (7) NOAA.



FIGURE 4.2. Example of a Joint Services Ceremony depicting the following flags: National Ensign, US Army, US Marine Corps, US Navy, US Air Force, US Coast Guard, US Public Health Service, National Oceanic and Atmospheric Administration, and Tricare.

- 4.3. **Requirements:** It is the duty of all color team members to ensure the safety and security of the colors they are carrying. Every precaution feasible should be taken to ensure this. Never dip the National flag. Only dip non-national flags at the appropriate times (i.e. during the playing of national anthems). Never allow a flag to touch the ground. Take care when handling flags/flag staffs around doors, ceilings, people and other obstacles. The height of the team members should be as closely matched as possible. If there is a noticeable difference in members' height, the team should be arranged in an aesthetically pleasing manner (depending on the rank and experience level).
- 4.4. **At-Ease:** The position of "At-Ease" is used prior to the presentation of Colors. While at-ease, the flag is in the harness and the feet are shoulder width apart. The right hand will be on the upper flag staff and the left hand will be on the lower flag staff near the harness cup.
- 4.5. **Position of Attention:** On the command of "Colors, ATTENTION," the Colors will come to attention. At the position of attention, the flag is in the harness with the right hand on the upper flag staff and left hand on the lower flag staff. The staff is vertical with the flat side of the spearhead facing front.



FIGURE 4.3. Position of Attention

4.6. **Present, ARMS:** Upon the command “Present, ARMS” the organizational colors will salute on the execution command of “ARMS” with a three second dip to form a 45 degree angle. The National Ensign does not salute. Upon the last note of the National Anthem, the organizational colors will be returned to the vertical position on the command Order, ARMS.



FIGURE 4.4. Present ARMS (step 1: front and side view)



FIGURE 4.5. Present ARMS (step 2: front and side view)



FIGURE 4.6. Present/Order ARMS: Complete Sequence (side view)

- 4.7. **Order, ARMS:** Upon the command of “Order, ARMS”, the organizational colors will be returned to the vertical position (reference **FIGURE 4.6.**).
- 4.8. **Musical Honors:** When musical honors are played, the organizational colors will salute on the command Present, ARMS with a three second dip to form a 45 degree angle, ensuring the flag does not touch the ground. The National Ensign does not dip. Following the last note of the National Anthem, the command Order, ARMS (Reference **FIGURE 4.6.**) will be given at which point, the organizational colors will be returned to the vertical position.
- 4.9. **Performances in Locations with Low Ceilings (Trail, ARMS):** When performing indoor ceremonies in a location with low ceilings, the Colors will be carried with both hands and without harnesses (at Trail, ARMS) as pictured in **FIGURE 4.7.** The flag staff will be held in the right hand, with the right palm placed on the front of the flag staff with the right index finger extended down the flag staff. The left hand will hold the flag staff, forming a 90-degree angle with the elbow.



FIGURE 4.7. Flag Carry (front view): Low Ceiling conditions

When musical honors are played, the organizational colors will salute on the command “Present, ARMS” with a three second dip to form a 45-degree angle, ensuring the flag does not touch the ground as represented in **FIGURE 4.6.** and **FIGURE 4.8.**



FIGURE 4.8. Present ARMS (side view): Low Ceiling conditions

Chapter 5

SABER MANUALS

- 5.1. **Introduction:** Sabers are in position to protect the National Ensign.
- 5.2. **Position of Attention:** While in the position of attention, the saber is held in the right hand (at the level just below the pelvic bone) with the blade resting on the shoulder blade. The saber will be held in the right hand for both saber officers.



FIGURE 5.1. Position of Attention (front view with close-up-view)

- 5.3. **Marching:** While presenting Colors, the arm swing is suspended.
- 5.4. **Present, ARMS:** There is a two-count movement to Present, ARMS. On the command “Present”, raise the right hand six inches in front of the neck forming a 45 degree angle and rotating wrist until the blade is flat. On the command “ARMS”, bring the saber down three inches above ground and slightly right of the right foot. At no point should the saber touch the ground.



FIGURE 5.2. On the command “Present” (front and side view)



FIGURE 5.3. On the command “ARMS” (front and side view)

- 5.5. **Order, ARMS:** Sabers come back to the position of attention in two distinct movements. On the command “Order,” the first movement is to rotate the wrist until the blade is perpendicular, facing downward to the ground. On the command “Arms,” the officer will come back to the position of attention by bringing the saber back to the shoulder.



FIGURE 5.4. Complete sequence: Order, ARMS (front and side view)

- 5.6. **Hand, SALUTE:** The hand salute is used when sabers are not available. The hand salute is executed on the command of “Present, Arms” and “Order, Arms.” This movement is a three second movement, opening the hand at the waist level.



FIGURE 5.5. Hand, SALUTE (front view)

5.7. Saber Cordon: Saber cordons are comprised of six or eight officers and can be used for weddings, awards, and other events. To form the arch, the command is a two count movement, Present, ARMS. On the command “Present” the saber will come to chin level with the blade flat. On the command ARMS, the right arm is extended with the saber at a 45 degree upward angle, forming a straight line. To bring the arch back to the position of attention, on the command “Order” the saber will come back to the chin level with the blade flat. On the command ARMS, the officer will come back to the position of attention.

Chapter 6

BOATSWAIN (BOS'N), SIDE BOYS, & PIPING THE SIDE

6.1. **Introduction:** Piping the Side is a long-standing Naval tradition conducted to honor the arrival and departure of dignitaries. As a sea service, the USPHS Commissioned Corps will continue this tradition at ceremonies. Piping the side includes a Bos'n, Side Boys, and bell.



FIGURE 6.1. US Navy and Marine Corps combine to render honors: “Shipmate going Ashore”



FIGURE 6.2. US Navy Vice Admiral John Totushek passes through the Side Boys at his Retirement and Change of Command ceremony.

- 6.2. **Uniforms:** Uniformity for the Side Boys is critically important. Side Boy uniforms will include white gloves in Full Dress Blues or Whites and will adhere to CCI 421.01 and CCI 421.02. In keeping with strict order and discipline rendering appropriate honor and dignity to the uniform and uniformity, the Bos'n and Side Boys will not be authorized use or wear of the following: moustaches, skirts, berets, earrings, and heels.
- 6.3. **Boatswain (Bos'n):** The Bos'n (phonetically pronounced as BOH-sun) is the key leadership position that oversees the Navy tradition of Piping the Side.
- 6.4. **Bos'n Pipe:** The Bos'n Pipe (originally termed a call) dates back to the days of sail when only the shrill sound of the pipe could be heard over the roar of battle and during gale force winds. It had definite practical uses in those days, many of which have now ceased to exist. Sailors high on the royal and top gallant yards could hear the pipe under weather conditions that would cause the human voice to be inaudible or unintelligible. Although those days are gone, the Bos'n Pipe is still very much part of the Sea Services and carries with it a tradition that continues across the Continental United States on shore installations today be they Naval or USPHS.

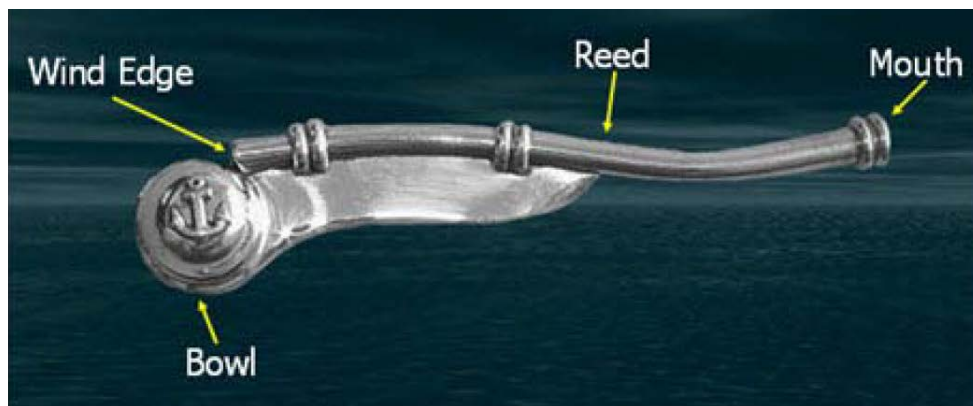


FIGURE 6.3. Bos'n Pipe (side view)

- 6.5. **Honors Rendered:** U.S. Navy Regulations, Chapter 10, Article 1003 wherein the Relative rank of grades of officers in the Army, Navy, Marine Corps, Air Force, and Coast Guard, whether on the active or retired lists and of the National Oceanic and Atmospheric Administration and Public Health Service is indicated in **TABLE 6.1**. Additionally, OPNAVINST 1710.7A articulates that the Surgeon General's grade correspondence to that of Surgeon General of the Army. As depicted within **TABLE 6.1**, the Surgeon General of the Public Health Service is equivalent to a Rear Admiral (Navy, Coast Guard, National Oceanic and Atmospheric Administration) or Major General (Marine Corps, Army, Air Force). As such, the honors rendered (i.e. Side Boys, Bells, etc.) is equivalent to a Rear Admiral (Navy, Coast Guard, National Oceanic and Atmospheric Administration) or Major General (Marine Corps, Army, Air Force). Traditionally, the United States Public Health Service has chosen to sound 8 bells for the

USPHS Surgeon General thereby rendering honors equivalent to a Vice Admiral (Navy, Coast Guard, National Oceanic and Atmospheric Administration) as depicted within **TABLE 6.2.** and as seen within Attachment 3c and Attachment 4.

Navy	Marine Corps	Army and Air Force	Coast Guard	National Oceanic and Atmospheric Administration	Public Health Service
Admiral	General	General	Admiral		
Vice Admiral	Lieutenant General	Lieutenant General	Vice Admiral		
Rear Admiral	Major General	Major General	Rear Admiral	Rear Admiral	Surgeon General ¹ Deputy Surgeon General
Rear Admiral (Lower Half)	Brigadier General	Brigadier General	Rear Admiral (Lower Half)	Rear Admiral (Lower Half)	Assistant Surgeon General ²
Captain	Colonel	Colonel	Captain	Captain	Medical Director ³
Commander	Lieutenant Colonel	Lieutenant Colonel	Commander	Commander	Senior Surgeon ³
Lieutenant Commander	Major	Major	Lieutenant Commander	Lieutenant Commander	Surgeon ³
Lieutenant	Captain	Captain	Lieutenant	Lieutenant	Senior Assistant Surgeon ³
Lieutenant Junior Grade	First Lieutenant	First Lieutenant	Lieutenant Junior Grade	Lieutenant Junior Grade	Assistant Surgeon ³
Ensign	Second Lieutenant	Second Lieutenant	Ensign	Ensign	Junior Assistant Surgeon ³

¹ Surgeon General’s grade corresponds to that of Surgeon General of the Army.

² May hold grade corresponding to Major General or Brigadier General.

³ And other officers of same grade, within titles appropriate to their duties.

TABLE 6.1. Relative Rank and Precedence of Officers of Different Services
U.S. Navy Regulations (Article 1003)
OPNAVINST 1710.71 (Table 1)

6.6. Arrival of the Official Party: The Official Party arrives at the beginning of the ceremony. As each member of the Official Party parades through the Side Boys, the Bos’n and Side Boys render honors to each dignitary by performance of a Hand SALUTE during the call of the Pipe. The arriving order of the Official Party begins with the lowest in rank and continues until the last member of the Official Party has arrived thereby completing the sequence of the traditional “boarding of the ship” prior to the commencement of the ceremony and the presentation of colors. **TABLE 6.2** depicts the

requisite number of Side Boys to be present and the appropriate number of Bells to be sounded for each dignitary listed.

Dignitary	Side Boys - Bells
President	8
Vice President	8
Speaker of the House	8
Senator	8
Secretary of HHS	8
Admiral	8
Vice Admiral	8
Rear Admiral	6
Rear Admiral (lower half)	6
CAPTAIN	4

TABLE 6.2. Dignitaries with corresponding Side Boys and Bells

6.7. Ruffles and Flourishes: The rank of the senior officer rates the number of Ruffles and Flourishes played following the arrival of the dignitary. The playing of Ruffles and Flourishes in honor of the arrival of the dignitary begins only **after** the dignitary passes through the Side Boys and positions himself/herself on stage facing the audience at the stance of Attention. At the first sounding of Ruffles and Flourishes, all uniformed service members on stage and in attendance including the senior officer and/or dignitary being honored will salute. It is preferred that all service members bring their covers to each ceremony so that they might be prepared to return salute while covered. However, should service members forget to bring covers, they would not be remiss in returning the salute while uncovered.

Stars	Ruffles and Flourishes
1	1
2	2
3	3
4	4

TABLE 6.3. Ruffles and Flourishes due based upon rank of the Flag Officer arriving

6.8. Bos'n Hand Positions: The four correct positions of the hand for using the boatswain's pip are open, curved, closed, and clinched as shown in the figure/picture below. The lung force or blowing pressure varies with each position. As a rule the open hand requires the least pressure for a clear note, and the clinched position demands the greatest pressure in

making the note shrill and clear. Low notes are made with the open hand position, and high notes, with the clinched position.

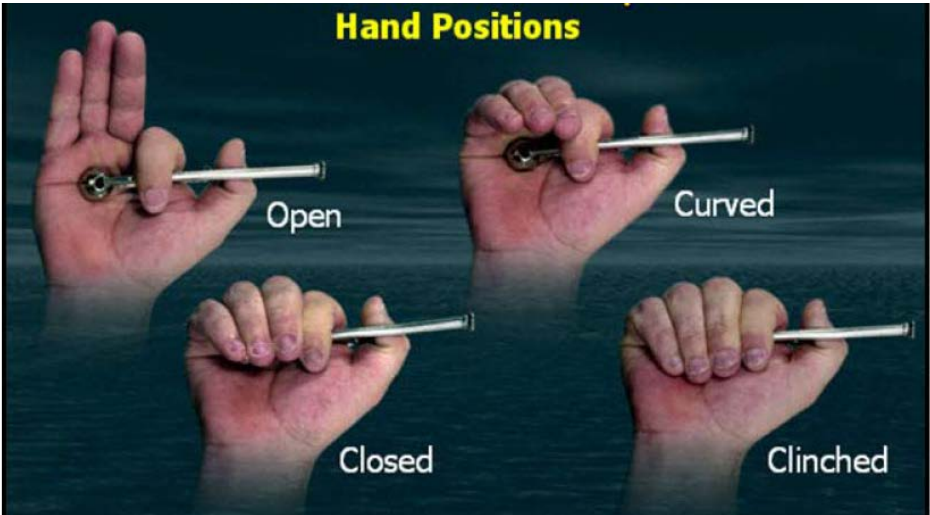


FIGURE 6.3. Bos'n Pipe: Hand Positions

6.9. **Piping the Side:** While the Bos'n "Pipes the Side" all Side Boys and Bos'n stand at attention, perform a Hand SALUTE. The Bos'n utilizes the open and clinched hand positions for this call.

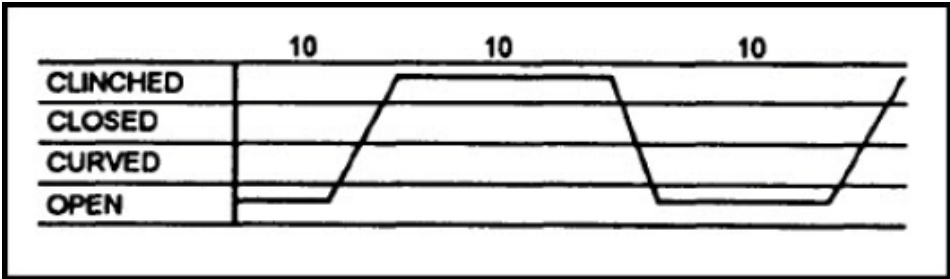


FIGURE 6.4. Piping the Side

Chapter 7

FUNERAL HONORS & 2-PERSON FLAG FOLD

- 7.1. **Introduction:** Funeral Honors Ceremony shall be provided to eligible beneficiaries, upon request whenever the U.S. Public Health Service SGHG is available to serve in this capacity. Commanders at all levels must support paying a final tribute on behalf of a grateful Nation to comrades in arms, and must respond expeditiously and sensitively to requests for funeral support. Rendering funeral honors reflects the high regard and respect accorded to Active Duty Service and demonstrates Public Health professionalism to the Nation and the world. Personnel selected for military funeral honors details shall be appropriately trained and equipped for this duty. Funeral Honors will provide at a minimum a 2-person flag fold, presentation of the folded flag to the next of kin (NOK), and playing of Taps.



FIGURE 7.1. Presentation of the Folded Flag

- 7.2. **Flag Fold:** A properly folded flag does not have any red corners. To properly fold the flag, begin by holding it waist-high with another person so that its surface is parallel to the ground and forms a “table top” as shown below in the sequence of steps:

- 7.2.1. Step 1: Drawn Flag (Table Top) held parallel to the deck.



FIGURE 7.2. Step 1: Drawn flag (Table Top)



FIGURE 7.3. 2-Person flag fold: Initiating the first fold (Step 2)

7.2.2. Step 2: Bring the two open ends of the flag together, align the flag ends, which is halfway of the top stripe



FIGURE 7.4. Step 2: Flag halved once



FIGURE 7.5. First Fold

7.2.3. Step 3: Bring the hand not securing the established border back to opposite corner.



FIGURE 7.6. Step 3: Flag halved again (second time)

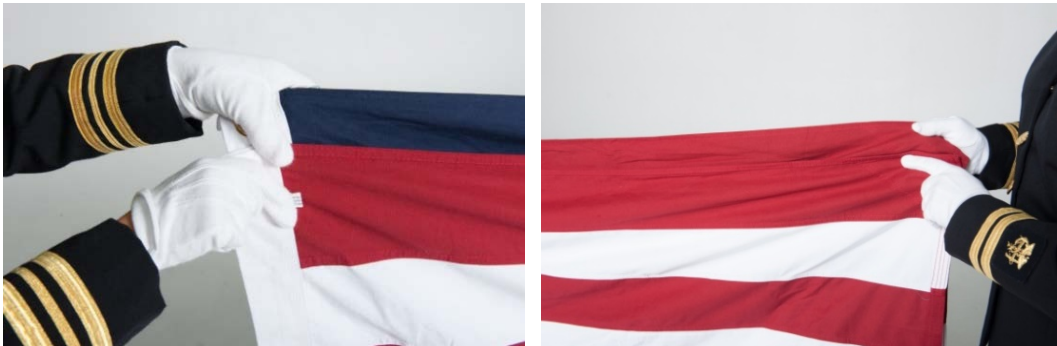


FIGURE 7.7. Bring the two open ends of the flag together to the halfway mark of the top stripe.

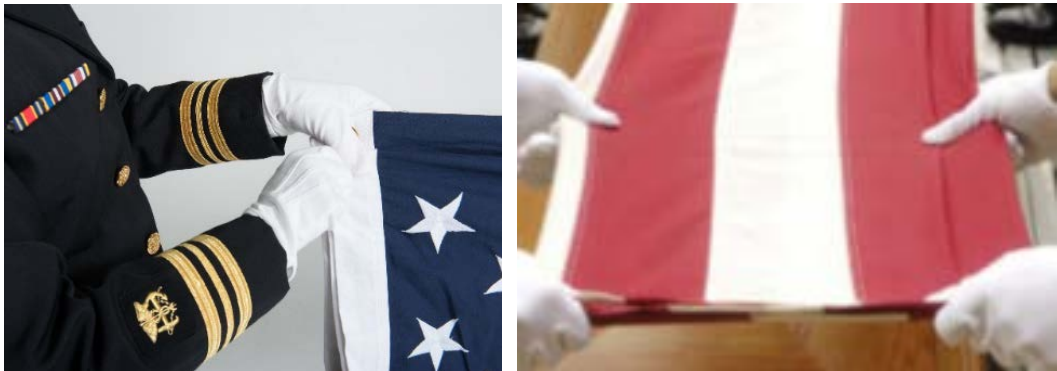


FIGURE 7.8. Flair the fingers of the bottom hand and slowly guide down the edge of the flag thereby bringing the two open ends of the flag together.

7.2.4. Step 4: The folder begins by making a triangular fold bringing the striped corner of the folded edge to the open edge. Ensure the outside edge of the fold forms a 90-degree angle.



FIGURE 7.9. Step 4: Flag fold (first fold)



FIGURE 7.10. The folder begins by making a triangular fold bringing the left corner to the inner edge. Ensure the outside edge of the fold forms a 90-degree angle.

7.2.5. Step 5: Fold the outer point inward, parallel with the open edge, to form second triangle.



FIGURE 7.11. Step 5: Flag fold (second fold)



FIGURE 7.12. Fold the outer point inward, parallel with the open edge, to form the second triangle and then continue folding.

7.2.6. Step 6: Continue folding the flag until reaching the blue field of stars.



FIGURE 7.13. Step 6: Flag fold (continued)



FIGURE 7.14. Arriving at the first landmark (triangular fold tip nears blue field).



FIGURE 7.15. Wrap red tip with blue field.

- 7.2.7. Step 7: The folder reaches underneath the flag with the right hand, lifts up the flap, and cradles it with the left arm. The folder must also pinch the right corner of the flag to ensure the flag is taut. The flag assistant makes a 90-degree fold with the right side of the flag, ensuring the thumb is placed in between the fold

and the flag. Crease the excess portion of the flag and neatly tuck it in the pocket formed by the folded flag.



FIGURE 7.16. Step 7: Preparing to tuck in the final fold.



FIGURE 7.17. Step 8: Tucking in the final fold and “hiding the red.”

- 7.3. **Presentation of the Flag:** The ceremonial folding and presentation of the flag is a moving tribute of lasting importance to the veteran's family. After Taps is played, the flag is carefully folded into the symbolic tri-cornered shape. A properly proportioned flag will fold 13 times on the triangles, representing the 13 original colonies. The folded flag is emblematic of the tri-cornered hat worn by the Patriots of the American Revolution. When folded, no red or white stripe is to be evident, leaving only the blue field with stars. When presenting the flag, white gloves will be worn. The Honor Guard member selected to perform the presentation will take possession of the flag and stand facing the flag recipient and hold the folded flag waist high with the straight edge facing the recipient. The flag bearer will then lean toward the flag recipient and solemnly present the flag to the recipient. The flag is then presented as a keepsake to the NOK or the designated family member.



FIGURE 7.18. Proper presentation: Straight edge facing the recipient.

- 7.4. **Sample Message of Condolence:** Effective April 17, 2012, the Department of Defense standardized the flag presentation verbiage for military funeral honors ceremonies. The following verbiage will be used when presenting the American flag during a funeral service for a USPHS active duty or retired member: *“On behalf of the President of the United States, the United States Public Health Service, and a grateful Nation, please accept this flag as a symbol of our appreciation for your loved one's honorable and faithful service.”*
- 7.5. **Active Duty and Retired Funeral Honors:** The following honors will be rendered for those U.S. Public Health Service officers who pass while on active duty status or for those who pass from the retired roster.
- 7.5.1. **March on Sequence:** Once the Surgeon General's Honor Guard (SGHG) ensures the entire team is prepared, they will fall into column formation. The SGHG will

then command Forward, MARCH and the right Saber Guard will lead the team to the predetermined position (previously decided during gravesite check, one hour prior to the ceremony start time). As soon as the team becomes centered on the foot of the casket, the SGHG will call MARK, TIME. The SGHG will pick up a Mark Time and adjust positioning and distance. Once the SGHG is ready, they will call for a Colors TURN. Once halted, the SGHG will command Order, ARMS then Colors, Ready CUT. Automatically the SGHG will then command Colors, Stand At, EASE.

- 7.5.2. Gravesite Service: Colors are positioned approximately 10 to 15 paces (depending on any obstructions) away from the foot of the casket. The Surgeon General's Honor Guard always take their cues from the Officer in Charge (OIC).
- 7.5.2.1. Upon arrival of the hearse, the SGHG commands Stand by, Colors, ATTENTION. Once the hearse has stopped, the OIC will step off to dress the casket, then immediately return to their position and go to Stand At, EASE. SGHG will then command Colors, Stand At, EASE.
- 7.5.2.2. Once the funeral director has given the "go ahead" or "head nod" to the OIC they will then go to ATTENTION and the SGHG will command Stand by, Colors, ATTENTION. The Pallbearers will then conduct the "Behind the Hearse Sequence" and begin to pull the remains out of the vehicle. Once the remains are in motion, the OIC will salute. Upon the salute of the OIC, the SGHG commands Present, ARMS.
- 7.5.2.3. Colors remain at that position until the OIC drops the salute at the gravesite. At this time the SGHG will command Order, ARMS then Colors, Ready, CUT.
- 7.5.2.4. The team will wait at Attention until the flag is at table top or the OIC goes to Stand At, EASE. Once this is complete, the SGHG will then command Colors, Stand At, EASE (all are in a normal, conversational tone).
- 7.5.2.5. After the committal service is complete, the OIC of the ceremony assumes the position of ATTENTION and Presents ARMS; the funeral director asks the family to rise for the rendering of military honors. This is the cue for the Colors to Present ARMS. The SGHG commands: Stand-by Colors, ATTENTION; Present, ARMS (in a loud enough voice to get the attention of the family).
- 7.5.2.6. After Taps is complete, the SGHG commands Order, ARMS; Colors Ready, CUT (two-count Ready Cut) and remains at the position of ATTENTION waiting for the flag to be folded and handed off to the NOK.
- 7.5.2.7. After the flag has been presented to the NOK, the Pallbearers start their departure sequence, which is when the Pallbearer team faces toward the

predetermined direction of travel and then steps off. This is the cue for the Colors to leave the gravesite. The SGHG commands Port, ARMS; Colors, Colors Turn, MARCH, or the team departs using Every Other Left, proceeding directly to the transportation site.

- 7.5.2.8. Upon arrival at the transportation site, the SGHG commands Colors, Fallout, MARCH. This command is called on every heel strike. For example, the command, “Colors” will be called on the left foot, “Fallout” will be called on the right and “MARCH” is called on the left foot. The Colors team will take one more step and close. The Saber Guards and **ONLY** the Saber Guards will execute an automatic two-count About FACE. Note: The SGHG will not call the About FACE command for the team.
- 7.6. **Active Duty and Retired Funeral (Pallbearers):** Pallbearers carry the remains of the deceased service members and/or their dependents whenever they are moved, except during the funeral procession, when remains are placed in a hearse. Pallbearers will not hand carry remains during procession under any circumstances. Pallbearers may be utilized but are not required for use following the demise of an active duty and/or retired officer who was serving or retired from service in the United States Public Health Service. Should the use of Pallbearers be requested, the SGHG will work with those requesting the service to ensure appropriate protocol is followed.
- 7.6.1. Pallbearers should reposition themselves approximately 10 paces from where the hearse is to be stopped (adjacent to the Officer in Charge (OIC)), facing gravesite. The Pallbearers will conduct, “warm-ups” by executing Stand At, EASE and ATTENTION, then the “Behind the Hearse Sequence”, and form up at the position of Stand At, EASE no later than five (5) minutes prior to the ceremony start time.
- 7.6.2. When the Chaplain’s vehicle approaches (if one is requested by family), Pallbearer Officer in Charge (PBOIC) will command “Bearers, ATTENTION”. Whichever Pallbearer is closest to the approaching vehicle will render a salute to the Chaplain (only if the Chaplain is a military officer). Once the vehicle has passed the team, PBOIC will give the command “Stand At, EASE”.
- 7.6.3. When a member within the team notices that the funeral procession is arriving, they will notify the rest of team using the subdued command, “FAMILY”.
- 7.6.4. When the hearse is app. 10 paces away, the PBOIC commands “Bearers, ATTENTION”.
- 7.6.5. As the hearse passes in front of the team, Carry or Hand-Off (whoever is closest to the route of the hearse) will render a three-second hand salute. Note: *In case the funeral representative/director does not stop the funeral procession, Hand-Off or Carry (whoever is on the corner of the team closest to the approaching*

vehicles) will use their outside hand to signal the vehicles to stop before they impede the Pallbearers route.

- 7.6.6. Once the procession has stopped and the hearse is in park, the PBOIC will command “STEP”. This initiates the “Hang Step” to reposition the team behind the hearse.
- 7.6.7. Once the team has repositioned and taken three hang steps towards the hearse and halted (no heel clicks), the PBOIC will command “Stand At, EASE”. Note: “Stand At, EASE” may not be called if the OIC is at the position of Attention. If the OIC is at the position of “Stand At, EASE” then the PBOIC will call the team to “Stand At, EASE”.
- 7.6.8. The PBOIC waits for the OIC to snap to the position of Attention and command, “SECURE”. This indicates the remains are ready to be transferred to gravesite.
- 7.6.9. The POIC commands, “Bearers, ATTENTION” then “STEP”. The team marches towards the back of the hearse with 24 inch steps and coordinated arm swing.
- 7.6.10. Next the Pallbearer team will perform the “Behind the Hearse Sequence”, and carry the casket to gravesite. Upon arrival to gravesite, the PBOIC will give the command of “HALT”, to stop the Pallbearers when they are less than one pace away from the lowering device. Then the PBOIC will give the command “CENTER”, to get the team ready to carry the casket onto the lowering device. Then the PBOIC will give the command “STEP”, to side step the casket onto the lowering device.
- 7.6.11. When the entire team is on the lowering device and the casket is centered on the lowering device, PBOIC commands, “HALT”. After the team has halted, POIC and Hand-Off take hold of the corner of the flag with their right hand and hold it away from the casket. Simultaneously, Fold and Carry will secure the flag with their left hands and hold it away from the casket. This is done to prevent the flag from touching the ground and/or being pinned under the casket.
- 7.6.12. At this point, Mark and Cross Mark extend their arms to compensate for the other team members’ weight. PBOIC commands in a subdued tone “DOWN”. The team extends their arms down, then squat and slowly lower the casket down onto the lowering device. Note: *PBOIC will allow enough time for team members to grab hold of the corners of the flag before calling “Down”. Ensure the Pallbearers bend at the knees and not at the waist when lowering the casket onto the lowering device.*
- 7.6.13. Next, the Pallbearers will start the “2-Person Flag Fold” and Fold the flag to “table top”. Once the committal service, Firing Party sequence, and the playing of Taps are complete and the OIC has ordered arms; Pallbearers finish the six-person flag folding and appropriate Dressing sequences. Note: *Reference section*

6.7.4. for the six-person flag folding sequence and Chapter 9 for OIC Responsibilities and Active Duty Funeral sequence.

- 7.6.14. The OIC presents the flag to the Next of Kin (NOK), recites the message of condolence and salutes the flag. An example of the message of condolence is:

“On behalf of the President of the United States, the United States Public Health Service, and a Grateful Nation, please accept this flag as a symbol of our appreciation for your loved one’s honorable and faithful service”.

- 7.6.15. After the OIC or Chaplain has presented the flag to the NOK, and has returned to their position, OIC will command in a normal conversational tone, “Bearers, POST”.

- 7.6.16. POIC then commands “Face, ME” or “Face, AWAY”, and the Pallbearers march off of the lowering device. As soon as the last person (PBOIC or Hand-Off) clears the lowering device, they will call “STEP” on the left heel strike in a subdued tone. The Pallbearers will take one more step then step off in a normal marching cadence with coordinated arm swing.

- 7.6.17. Once the team reaches the transportation site, PBOIC will command, “Bearers, Fallout, MARCH”. This command is called on every heel strike. For example, the command, “Bearers” will be called on the left foot, “Fallout” will be called on the right and “March” is called on the left foot. The Pallbearer team will take one more step and close. When the team performs the automatic two-count About, Face and an OIC was present, the entire Pallbearer team will render a hand salute to the OIC. If no OIC is present, a two-count About, Face will still be executed, but with no hand salute.

(Page intentionally left blank)

ATTACHMENTS

Attachment 1

REFERENCES, ACRONYMS, AND ABBREVIATIONS

References

Title 4, United States Code, *The Flag and Seal, Seat of Government and the States*.

Title 10, United States Code, *The Armed Forces*.

Title 18, United States Code, Section 702, *Uniform of Armed Forces and Public Health Service*.

Title 36, United States Code, *Patriotic and National Observances and Organizations*, Subtitle 1, Part A, Chapters 1 and 3.

Title 38, United States Code, Section 2402, *Persons eligible for interment in National Cemeteries*.

Title 38, United States Code, Section 2411, *Prohibition against interment or memorialization in the National Cemetery Administration or Arlington National Cemetery of persons committing Federal or State capital crimes*.

Title 42, United States Code, Section 216(a), *Regulations, Prescription by President: Appointments, Retirement, ETC*.

Title 42, United States Code, Section 216(b), *Regulations, Promulgation by Surgeon General Administration of Service*.

Title 42, United States Code, Section 217, *Use of Service in Time of War or Emergency*.

Title 42, United States Code, Section 228(g), *Wearing of Uniforms*.

Executive Order 11140, *Delegating Certain Functions of the President Relating to the Public Health Service*.

Federal Register, Volume 68, 70507, *Statements of Organizations, Functions, and Delegations of Authority*.

Commissioned Corps Directive 131.01 (CC46.3.1), *Uniform Regulations*.

DOD Directive 1005.8, 31 October 1977, Certified current as of 21 November 2003.

DODI 1300.15, *Military Funeral Support*, 22 October 2007.

DODI 1300.17, *Accommodation of Religious Practices Within the Military Services*, 10 February 2009.

DODI 1334.01, *Wearing of the Uniform*, 26 October 2005.

DODI 1348.33, *DOD Military Decorations and Awards Program*, 21 December 2016.

DODI 1348.34, *Presidential Recognition on Retirement from Military Service*, 01 September 2011.

MCO P5060.20, *Marine Corps Drill and Ceremonies Manual*, 04 October 2006.

SECNAVINST 5060.22, *Drill and Ceremonies Manual*, 26 May 1981.

OPNAVINST 1710.71, *Social Usage and Protocol Handbook*, 15 June 2001.

US Navy Regulations, Chapter 10, Article 1003, *Relative Rank and Precedence of Officers of Different Services*,

NAVEDTRA 1434A, *Boatswain's Mate*, May 2003.

United States Navy Band, *Ceremonial Music: Piping the Side*, Retrieved on September 7, 2017 from: http://www.navyband.navy.mil/ceremonial_music.html

ARMY FM 3-21.5 (FM 22-5), *Drill and Ceremonies*, 12 April 2006.

AFI 34-1201, *Services Protocol*, 09 June 2017.

AFPD 36-29, *Personnel Military Standards*, 24 September 2014.

AFPD 36-3203, *Personnel Service Retirements*, 01 March 2010.

AFMAN 35-106, *Public Affairs Ceremonial Music*, 12 August 2014.

AFMAN 36-2203, *Personnel Drill and Ceremonies*, 20 November 2013.

AFPAM 34-259, *Services Escorting Deceased Air Force Personnel*, 11 April 2011.

AFPAM 34-1202, *Guide to Protocol*, 09 September 2016.

Acronyms and Abbreviations

AF – Air Force

AFI – Air Force Instruction

AFPD – Air Force Policy Directive

AFMAN – Air Force Manual

AFPAM – Air Force Pamphlet

ARMY FM – Army Field Manual

BOS’N - Boatswain (phonetically pronounced as BOH-sun)

CC - Commissioned Corps

CCI - Commissioned Corps Instruction

DODI – Department of Defense Instruction

FMRB - Field Medical Readiness Badge

HHS - Health and Human Services

MCO – Marine Corps Order

NAVEDTRA – Naval Education and Training

NOK - Next of Kin

OIC - Officer in Charge

OPNAVINST - Operational Naval Instruction

PBOIC - Pallbearer Officer in Charge

SECNAVINST – Secretary of the Navy Instruction

SGHG - Surgeon General’s Honor Guard

USMC - United States Marine Corps

USPHS CC - United States Public Health Service Commissioned Corps

(Page intentionally left blank)



SCRIPT: RETIREMENT CEREMONY

CAPT _____ Retirement Ceremony
Wednesday June 15, 2016, 1pm – 3pm ET
5th Floor Pavilion, 5600 Fishers Lane, Rockville, MD 20857
PROGRAM & SCRIPT

PROGRAM (90 min)

Prelude Music – America the Beautiful	PHS Chorale Ensemble
Masters of Ceremonies (6 min)	Ms. _____ & CDR _____
Arrival of the Official Party (4 min)	
Presentation of the Colors (5 min)	Surgeon General’s Honor Cadre
National Anthem/PHS March	PHS Choral Ensemble
Invocation (2 min)	CDR _____
Welcome (3 min)	Ms. _____
Guest Speakers (30 min, at ~5 min each)	Mr. _____ RADM _____ CAPT _____ CAPT _____ CAPT _____ Ms. _____ & _____
Presentation of Gifts & Recognitions (12 min)	PHS – RADM _____ Nurse Category – _____ RDF-1 – _____ BPHC – _____ Shadowbox – CDR _____
Old Glory Ceremony (8 min)	
Reading of Retirement Orders (3 min)	RADM _____ Retiree
Remarks (10 min)	CAPT _____
Benediction (2 min)	CAPT (Ret.) _____
Departure of official party (4 min)	
Reception	

SCRIPT

**Retirement Ceremony for CAPT _____
Senior Clinical Advisor/Senior Advisor, BPHC, HRSA**

Date: Wednesday, June 15, 2016

Start: 1300 (1:00 pm)

End: 1500 (3:00 pm)

Location: Pavilion on 5th Floor

Master of Ceremonies: _____ & CDR _____

(12:45 PM – Family members are seated by a uniformed escort front row center in the Pavilion.)

(12:50 PM – Ensemble sings Prelude music – *America the Beautiful*)

Seats reserved for VIPs, flag officers, speakers & presenters (front rows, closer to the podium)

12:55 PM – Official Party assemble outside of the Pavilion.

CAPT _____, U.S. Public Health Service

RADM _____, Chief Nurse Officer, U.S. Public Health Service

RADM _____, Deputy Surgeon General, U.S. Public Health Service

Mr. _____, Acting Administrator, Health Resources and Services

Administration (Seating on Stage –Right to Left (in speaking order):

Mr. _____, Acting Administrator, Health Resources and Services

Administration RADM _____, Deputy Surgeon General, U.S. Public Health

Service RADM _____, Chief Nurse Officer, U.S. Public Health Service

CAPT _____, U.S. Public Health Service

12:58 - MC – “Ladies and gentlemen, please take your seats and ensure that all cell phones are either turned off or set to silent mode. The ceremony will begin in approximately 2 minutes.”

1:00 – MC: “Good afternoon Ladies and Gentlemen and welcome to the PHS Commissioned Corps Retirement Ceremony of CAPT _____. I am _____ and I am honored and pleased to serve as today’s Mistress of Ceremony. Beside me is CDR _____ who is serving as the Master of Ceremony, as well.

The PHS Commissioned Corps traces its origins to the earliest days of the Republic and we have always cherished our maritime roots in the Marine Hospital Service. Early in our history, we provided medical care to the U.S. Navy and we continue to provide healthcare services to the U.S. Coast Guard to this day.

I mention this by way of background to explain some portions of the ceremony and traditions the Commissioned Corps has adopted. Before the Navy and Coast Guard adopted fitness standards,

officers tended to increase their *displacement* as they increased in rank. Better food, less activity = more displacement.

Thus, the more senior an officer, the less able to climb a rope ladder from a pitching boat and clamber over the ship's side without assistance. Senior officers were seated in a Bos'n chair and hauled up and over the side. The more senior the officer, the greater the expected *displacement* and the more seamen required to haul away on the lines lifting the chair. Over time, this practice evolved into traditional arrival honors for visiting dignitaries. The more seamen tending the side, the more important the visitor. For the record, we note that the visitor's displacement is no longer a factor.

When a visitor's gig or barge approached the ship, the watch would hail "Boat Ahoy" and the boat coxswain would signal the rank of his passenger. Officers in command would be identified by the name of their command. The Secretary, for example, would be hailed as "Department of Health and Human Services." This would alert the ship to the number of side boys required to haul him or her up and the ship's bell was used to summon the requisite number. Four strikes of the boat gong for a Captain, six strikes of the gong for a Rear Admiral.

Sailing ships were noisy places. Underway, the wind whistling through the rigging, sails slapping, and the roar of the sea combined to make communicating orders a challenge. Ship's bos'n, who was charged with passing the word and relaying orders developed the bos'n pipe – a shrill whistle whose call pierced the sound of wind and wave and called the crew to attention. To a landlubber, the bos'n piping all sounds the same – mostly annoying. But to a seaman, each call is distinct in sound and meaning. One such call was "Over the Side" used to alert captain and crew that a dignitary was arriving or departing – being hauled over the side by those hearty seamen side boys.

We will use these arrival and departure honors today both to show respect for the principals in this morning's event, but also to remind our Commissioned Corps officers of their proud history and heritage as we reflect on our legacy to better prepare for our future.

Now that concludes our history lesson for today.

CDR _____ - During portions of the ceremony today, the ceremonial officers and members of the Honor Cadre will be covered; audience please remain uncovered.

Ceremonial Officers, please cover.

Ladies and Gentlemen, please rise for the arrival of the official party and remain standing for the presentation of the Colors, National Anthem, USPHS March and Invocation."

"Bos'n, Post Side Boys"

(After two minutes)

(CAPT _____ (retiree) enters the entrance of the Room (center aisle) and waits to be announced)

CDR _____ - "Sound four bells."

(Bell is rung 4 times)

CDR _____ - "Captain, United States Public Health Service, Arriving."

(CAPT _____ moves to within a few steps of the Side Boys (the Side Boys will be “lining” the aisle - prepositioned). CAPT _____ pauses just in front of the Side Boys, the Boatswain’s Whistle is sounded. The Side Boys snap to attention and salute as CAPT _____ moves forward through the Side Boys saluting and continues down center aisle to front of stage, and turns right to climb to the stage and moves to her chair (stage left). At the last sound of the Whistle, the Side Boys drop their salute.)

(RADM _____ enters the room and waits to be announced – she will be announced as CAPT _____ clears the Side Boys.)

CDR _____ - “Sound six bells.”

(Bell is rung 6 times)

CDR _____ - “Rear Admiral and Chief Nurse Officer, U.S. Public Health Service, arriving.”

(RADM _____ moves to within a few steps of the Side Boys (the Side Boys will be “lining” the aisle - prepositioned). RADM _____ pauses just in front of the Side Boys, the Boatswain’s Whistle is sounded. The Side Boys snap to attention and salute as RADM _____ moves forward through the Side Boys saluting and continues down center aisle to front of stage. At the last sound of the Pipe, the Side Boys drop their salute. RADM _____ will stand at attention and wait for Ruffles and Flourishes, then proceed to her seat [stage left].)

(RADM _____ enters the room and waits to be announced – she will be announced as RADM _____ clears the Side Boys.)

1 Ruffle and Flourish

CDR _____ - “Sound six bells.”

(Bell is rung 6 times)

CDR _____ - “Rear Admiral and Deputy Surgeon General, U.S. Public Health Service, arriving.”

(RADM _____ moves to within a few steps of the Side Boys (the Side Boys will be “lining” the aisle - prepositioned). RADM _____ pauses just in front of the Side Boys, the Boatswain’s Whistle is sounded. The Side Boys snap to attention and salute as RADM _____ moves forward through the Side Boys saluting and continues down center aisle to front of stage. At the last sound of the Pipe, the Side Boys drop their salute. RADM _____ will stand at attention and wait for Ruffles and Flourishes, then proceed to her seat [stage left].)

(Mr. _____ enters the room and waits to be announced – he will be announced as RADM _____ clears the Side Boys.)

2 Ruffles and Flourishes

CDR _____ - “Acting Administrator, Health Resources and Services Administration, arriving.”

(Mr. _____ walks down the center between the Side Boys and proceeds to his seat [stage left]. NO SALUTE)

CDR _____ - Honor Cadre, Advance the Colors!”

(Honor Cadre marches down the center aisle and present the Colors. When Colors are presented, USPHS Music ensemble sings the National Anthem.)

CDR _____ - “Please join us in the singing of the Public Health Service March. The words can be found on the back of your program.”

(PHS Music ensemble begins singing the USPHS March)

*“The mission of our Service
Is known the world around.
In research and in treatment
No equal can be found.
In the silent war against disease
No truce is ever seen.
We serve on the land and the sea
For humanity.
The Public Health Service Team.”*

CDR _____ - “Honor Cadre, Retire the Colors”

(Honor Cadre leaves the room)

CDR _____ - Side Boys, escorts, at ease. PHS Music ensemble, dismissed.”

(Side Boys and escorts stand at ease. Music Ensemble leaves the room)

_____ (Mistress of Ceremony) – “CDR _____ will now provide the invocation.”

(CDR _____ - approaches the podium and provides the invocation)

_____ (Mistress of Ceremony) – “Thank you CDR _____! Ladies and Gentlemen, please be seated.”

(Note – Side Boys and escorts will uncover as they sit down with the audience.)

_____ (Mistress of Ceremony): Ladies and gentlemen, welcome to the retirement ceremony of CAPT _____ and thank you for joining us on this important day where we recognize not only the completion of a uniformed service career, but the beginning of new chapter in the life of CAPT _____ and her family. CAPT

_____ currently serves as the Senior Clinical Advisor and Senior Advisor with the Bureau of Primary Health Care in HRSA and today we acknowledge CAPT _____ exemplary performance of duty and welcome her into the ranks of the RETIRED Commissioned Corps cadre.

We are honored to have a number of distinguished guests in attendance today. There are also individuals who have come from across the United States and represent several Federal Departments, and various professional organizations to which CAPT _____ belongs. There are simply too many to name each of you, but we do want to thank you all for joining us today for this celebration. (leads applause)

I do want to introduce members of CAPT _____'s family seated in the front row – her husband, _____ and her children, _____ & _____. Welcome to you all! (leads applause)

Now, I would like to invite Ms. _____ to the podium, to provide welcoming remarks for today's ceremony.

(_____ goes up to the podium and provides her remarks)

CDR _____ -Thank you Ms. _____!

CDR _____ - "It is now my pleasure to introduce the Mr. _____, Acting HRSA Administrator.

Mr. _____ became acting administrator for the U.S. Department of Health and Human Services' Health Resources and Services Administration (HRSA) in April 2015.

Previously, as head of the Bureau of Primary Health Care (BPHC), Mr. _____ managed a \$5 billion budget that supports the health care safety net for many underserved people across the country. Most of these funds support more than 1,300 health center sites. Located in communities nationwide, these sites provide comprehensive, culturally competent, quality primary health care to nearly 23 million people.

Mr. _____ also served as associate administrator for HRSA's Office of Performance Review (OPR) from 2000 to 2006, where he oversaw the work of staff in regional divisions across the country. OPR was previously the agency's focal point for reviewing and improving the performance of HRSA-supported programs in states and communities.

Please welcome Mr. _____."

(CDR _____ moves to sit down; _____ moves to podium.)

_____ – presents prepared remarks (5 minutes)

Ms. _____ (MC) – "Thank you Mr. _____. It is now my pleasure to introduce RADM _____"

As Deputy Surgeon General, Rear Admiral (RADM) _____ advises and supports the Surgeon

General regarding operations of the U.S. Public Health Service (USPHS) Commissioned Corps and in communicating the best available scientific information to advance the health of the nation. Previously, RADM _____ served as the 10th Chief Nurse Officer of the USPHS where she advises the Office of the Surgeon General and the U.S. Department of Health and Human Services (HHS) on the recruitment, assignment, deployment, retention, and career development of Corps nurse professionals.

RADM _____ has held various positions in HHS, working to improve access to care for poor and underserved communities. As a clinician and administrator, she has had a direct impact on building systems of care to improve public health for marginalized populations domestically and internationally.

Please welcome RADM _____.”

(Ms. _____ (MC) moves to sit down; RADM _____ moves to podium.)

RADM _____ - (Prepared remarks 5 minutes).

CDR _____ - Thank you RADM _____. “It is now my pleasure to introduce CAPT _____ (Ret).

CAPT _____ (Ret) is a retired PHS officer. In PHS she first served with Immigration Health Services and CAPT _____ interviewed and brought her into PHS and was her first supervisor in PHS. Can you believe that she still stayed in PHS after having a supervisor like CAPT _____!! She went on to serve as the Chief Nurse Officer of the DMAT team and was with the first group of PHS officers deployed to 911. Her other assignments with PHS included working at NIH, serving as a Medical officer with the U.S. Coast Guard in Norfolk, VA, then as the Medical Officer on a US Coast Guard Ice Breaker that went to Antarctica, then with HRSA with their Hospital program and CAPT _____ (Ret)’s last assignment in PHS was working with the Bureau of Prisons. She has continued to be a great friend of CAPT _____, like her little sister as CAPT _____ refers to her.

(CDR _____ moves to sit down; CAPT _____ (Ret) moves to podium.)

CAPT _____ (Ret) - (Prepared remarks 5 minutes).

Ms. _____ – Thank you CAPT _____ (Ret). “It is now my pleasure to introduce CAPT (Ret) _____,

CAPT _____ (Ret) came into PHS about the same time as CAPT _____ and they have remained lifelong friends. He is retired from PHS now but spent his career in Immigration Health Services in various leadership capacities, including improving the medical escort program, arranging for Immigration Nurses to attend the U.S. Air Force Flight Training Program and creating Immigration Health

Services Special Operations. His last assignment was as Chief of Special Operations.

(Ms. _____ (MC) moves to sit down; CAPT _____ moves to podium.)

CAPT _____ - (Prepared remarks 5 minutes).

CDR _____ - Thank you CAPT _____ . “It is now my pleasure to introduce CAPT _____ (Ret),

(CDR _____ moves to sit down; CAPT _____ moves to podium.)

CAPT _____ - (Prepared remarks 5 minutes).

CAPT _____, served as CAPT _____’s supervisor and mentor for about 11 years. She served in PHS at Immigration Health Services in various leadership capacities including as their Medical Director for many years. She spearheaded Immigration Health Services first Joint Commission Accreditation Certification among many other important initiatives. Her last assignment was with the Bureau of Prisons in San Juan, Puerto Rico. CAPT _____ refers to her as the type of leader you have full confidence in – you would follow her into a battle if necessary. She is a lifelong friend also.

Ms. _____ (MC) – “Thank you CAPT _____. Now, I would like to invite CAPT _____’s daughters, Ms. _____ and Ms. _____, to say a few words.”

(Ms. _____ (MC) moves to sit down; _____ and _____ offer remarks.)

Ms. _____ (MC) – “Now, for the next portion of our ceremony, I would like to invite our first recognition presenter, RADM _____, to the stage for the present their gifts”

(RADM _____ and CAPT _____ move towards the stage. RADM _____ moves towards the podium, award will be handed to RADM _____ by CAPT _____ or LCDR _____. Ms. _____ (MC) moves to position (chair).

RADM _____ – presents CAPT _____ with PHS Award.

(After award is presented – a photograph is taken with CAPT _____ and RADM _____ moves to her seat. Certificate is handed back to CAPT Young or LCDR _____. CAPT _____ moves to podium)

CAPT _____ – presents CAPT _____ with gift from Nurse Category

(After gift is presented – a photograph is taken with CAPT _____ and CAPT _____ moves to her seat. CDR _____ moves to podium)

CDR _____ – presents CAPT _____ with gift from RDF-1

(After gift is presented – a photograph is taken with CAPT _____ and CDR _____ moves to her seat. Ms. _____ moves to podium)

Ms. _____ – presents CAPT _____ with gift from BPHC

(After award is presented – a photograph is taken with CAPT _____ and Ms. _____ moves to her seat. CDR _____ moves to podium)

CDR _____ – presents CAPT _____ with Shadowbox

(After award is presented – a photograph is taken with CAPT _____. CAPT _____ and CDR _____ remains on stage. Ms. _____ (MC) moves to the podium.)

CDR _____ - “CDR _____, please commence the presentation of Old Glory.” [Old Glory Ceremonial Detail rise and move to center stage].

CDR _____ -

Title 42 of the US Code, the Public Health Service Act, specifically provides that officers retiring from the PHS Commissioned Corps shall be presented with a United States flag as an expression of the Nation’s appreciation for their service. The presentation is often marked by the Old Glory Ceremony.

A folded American flag is ceremoniously passed through the ranks – representing the progression of that officer from their beginnings as a young public health professional into a seasoned public health leader.

Ultimately, the most-senior officer in the line presents the flag to the retiring officer as a symbol of gratitude for his or her dedicated and selfless service to the Department, to the Commissioned Corps, and to the Nation.

Ladies and Gentlemen, the Old Glory Ceremony.

CDR _____ - I am the Flag of the United States of America. My Name is OLD GLORY. (PAUSE)

LT _____ - I fly atop America’s tallest Buildings.

(PAUSE)

I wave proudly beside our Nation’s monuments. (PAUSE)

I stand watch over families at home, over children at school, and over America's sick and weary. (PAUSE)

I lead the procession of flags representing the Department and the Commissioned Corps. Look up and see me. (PAUSE)

I stand for FREEDOM. (PAUSE)

I am confident. I am Proud. I bow to no one. (PAUSE)

When flown alongside my fellow banners, my head is held a little higher...my colors shine a little truer. (PAUSE)

In times of stress and duress, I am a symbol of hope. (PAUSE)

LCDR _____ - I am saluted — I am respected. I am recognized all over the world. (PAUSE)

I am revered – I am loved – I am determined and fearless. (PAUSE)

I have been present during every battle of every war for more than two centuries.

Those who serve beneath my stars and stripes fight disease and injury - they protect public health.

They conquered yellow fever, rubella, and smallpox – they are masters of disease prevention.

I lead health professionals of many disciplines. I comfort and encourage them when they are overwhelmed. I proudly lead them forward to triumph.

CDR _____ - I served with our Commissioned Corps officers through 9-11, through Hurricanes Katrina, Rita, Wilma and Sandy.

I served in the Gulf Region, in Iraq and Afghanistan, in Indonesia and the Pacific Basin, in Central and South America – all over the world.

My health care leaders love me – they cheer me, and I am proud.

I have been soiled, burned, torn and trampled in the streets of those cities and countries that I have helped.

It does not hurt me, for I am invincible.

I protect, promote, and advance the health and safety of our great Nation.

CAPT _____ - I stand up for the underserved.

I have witnessed the heroic efforts of my warriors on the battlefield and in the trenches of the silent war against disease.

I weep with those who weep when I fly at half-mast to honor those who have died in service, I weep when I lie in the trembling arms of a grieving mother, father, wife, husband, and child at the graveside of their lost loved one.

I bear witness to all of America's finest hours. But MY finest hour comes when we stand side by side as members of one unified Nation.

It is the freedom that we fiercely defend, through both words and actions, and your love of this Nation that keeps me standing tall. I will not wither, I will not fall. I will not lay down the trust you have placed in me.

CAPT _____ - I am bold. I am proud. My name is OLD GLORY. God Bless America. Long may I wave.

Ladies and gentleman, you have just witnessed the Old Glory Ceremony. Please join us in a round of applause.”

[CDR _____ leads applause as the Old Glory officers complete a Right Face maneuver and exit stage. Upon completion of applause, CAPT _____ returns to her seat]

CDR _____ - “Ladies and Gentlemen, please rise for a few words, and the reading of the retirement orders by RADM _____:

RADM _____: (offers a few remarks)

“Attention to orders:

Pursuant to Personnel Order Number 2016130.0006 CAPT _____, Regular Corps, is permanently retired under the provisions of Section 211 A 3 of the PHS Act, effective 1 July 2016, executed by the Division of Commissioned Corp Personnel and Readiness. Permission to retire is granted.”

CDR _____ - “It is now my pleasure to invite our guest of honor, CAPT _____ “Retired” to the podium for remarks.”

CAPT _____ – (prepared remarks).

Ms. _____ (MC) – “Ladies and Gentlemen it is time to say “Fair Winds and Following Seas” to an outstanding officer, a true patriot, and my friend. CAPT _____ will now depart from this pavilion symbolically reflecting her new assignment as a Retired USPHS CC Officer”

I now welcome CAPT _____ (Ret.) to offer the Benediction.

CAPT _____ met and worked with CAPT _____ (Ret) at Immigration Health Services headquarters in Washington, DC. They used to ride the Metro to work together and then walk to the office. On their walk to the office, they encountered many homeless persons and started handing out sandwiches to them and even provided medical care at times. They became good friends and remain good friends.

(CAPT _____ (Ret) offers benediction)

CDR _____ - Ladies and Gentlemen, please rise for the departure of the official party.”

CDR _____ - “Acting Administrator, Health Resources and Services Administration, departing” (Mr. _____ walks down the center between the Side Boys and proceeds to exit.) Ms. _____ (MC) - **“Rear Admiral and Deputy Surgeon General, United States Public Health Service departing”**

2 Ruffles and Flourishes

(RADM _____ will walk down the stairs (stage left) and stop before the Side Boys at center aisle. RADM _____ will stand at attention and wait until Ruffles and Flourishes has been played, then proceed through the Side Boys. The Boatswain’s Pipe is sounded. The Side Boys salute as RADM _____ proceeds through the line. As she clears the Side Boys, the Pipe stops and the Side Boys drop their salute.)

CDR _____ - “Sound 6 bells.”

(Bell is rung 6 times)

CDR _____ - “Rear Admiral and Chief Nurse Officer, United States Public Health Service departing”

1 Ruffle and Flourish

(RADM _____ will walk down the stairs (stage left) and stop before the Side Boys at center aisle. RADM _____ will stand at attention and wait until Ruffles and Flourishes has been played, then proceed through the Side Boys. The Boatswain’s Pipe is sounded. The Side Boys salute as RADM _____ proceeds through the line. As she clears the Side Boys, the Pipe stops and the Side Boys drop their salute.)

CDR _____ - “Sound 4 bells.”

(Bell is rung 4 times)

CDR _____ - “Captain, Retired, United States Public Health Service departing”

(CAPT _____ will walk down the stairs (stage left) and pause just in front of the Side Boys. The Boatswain’s Whistle is sounded. The Side Boys snap to attention and salute as CAPT _____ moves forward through the Side Boys saluting and continues down center aisle to exit. At the last sound of the Whistle, the Side Boys drop their salute.)

Ms. _____ (MC) – **“Ladies and Gentlemen, this concludes today’s ceremony. Please allow family members to leave first and join them in the next room for refreshments. During the reception you will have an opportunity to congratulate CAPT _____. Thank you very much for attending.”**

Ms. _____ (MC) – **“Side Boys, escorts, dismissed.”** Ms. _____

(MC) – **Announce Reception.**

(Page intentionally left blank)



EVENT OVERVIEW

FOR VOLUNTEERS

Retirement Ceremony for CAPT _____

Wednesday, June 15, 2016

*Thank
you*





Acknowledgements: Planning Committee

- Mrs. _____
- CAPT _____
- CAPT _____
- CDR _____
- CDR _____
- CDR _____
- CDR _____
- CDR _____

- CDR _____
- LCDR _____
- LCDR _____
- LCDR _____
- LCDR _____
- LCDR _____
- LCDR _____
- LCDR _____



Key Dates

- Orientation: **June 13, 2016**, 1300-1400 (Webinar)
- Rehearsal: **June 14, 2016**, 1600-1800
 - Aide-de-Camp training
 - Program & Old Glory rehearsal
 - Room layout
- Day of Event: **June 15, 2016**, 1200-1600
 - 1200: Volunteer huddle
 - 1200-1300: On-site preparations
 - 1300-1630: Program
 - 1530: Reception
 - 1600: Clean up

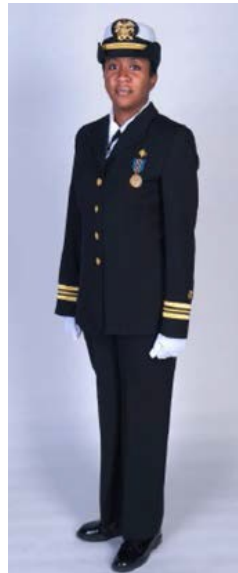


Uniform of the Day

Full Dress Blue

- Honor Cadre
- Side Boys
- Old Glory

Large medals, ribbons (right side, reverse order), cover, & white gloves.



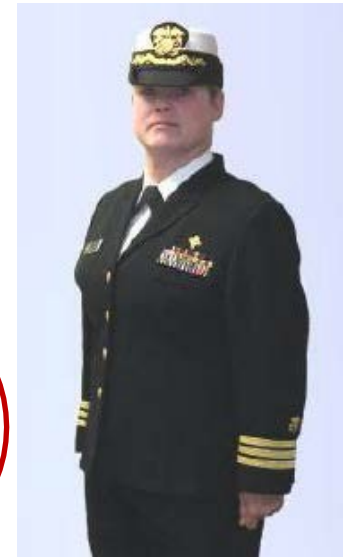
Full Dress Blue Uniform



Service Dress Blue

- MC & ushers
- Speakers
- Other ceremony participants

Name tag, ribbons.

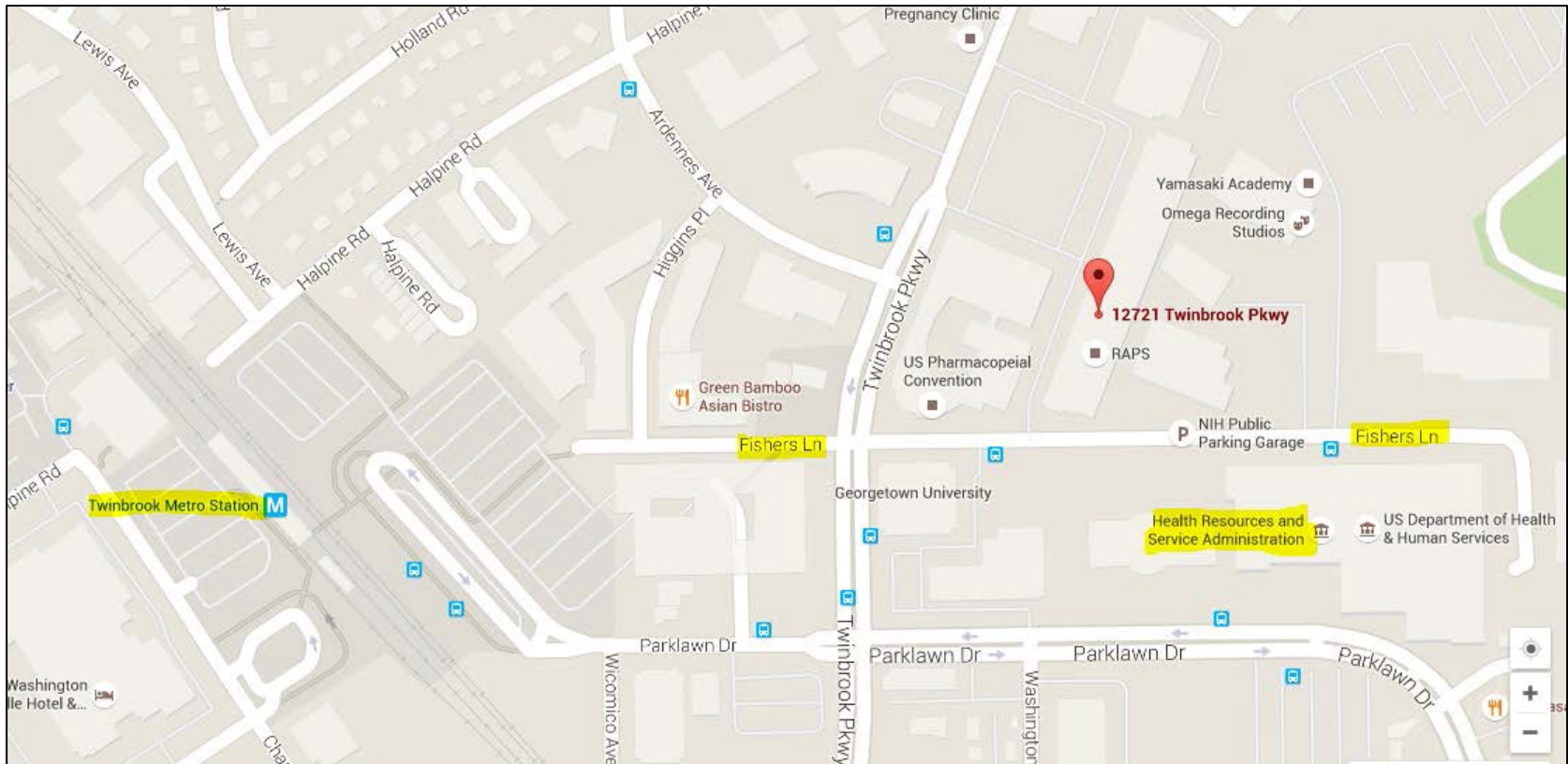


Uniform inspections will be conducted prior to the ceremony.



Location & Parking

- Ceremony: 5600 Fishers Lane, Rockville, MD
- Parking: Atlantic Parking, 12721 Twinbrook Parkway, Rockville or 1150 Higgins Place (near Twinbrook Metro Station), Rockville





When you get there

- Getting through Security
 - **Bring a photo ID**, you will need it to sign in at the Security desk
 - **Arrive early** to allow yourself time to check in
- Greeters and signs will help guide you
- Staging Rooms
 - Room 5E45: Volunteers
 - Room 5E49: Chorale & Honor Cadre/Side Boys
 - Room 5W46: Official Party & family

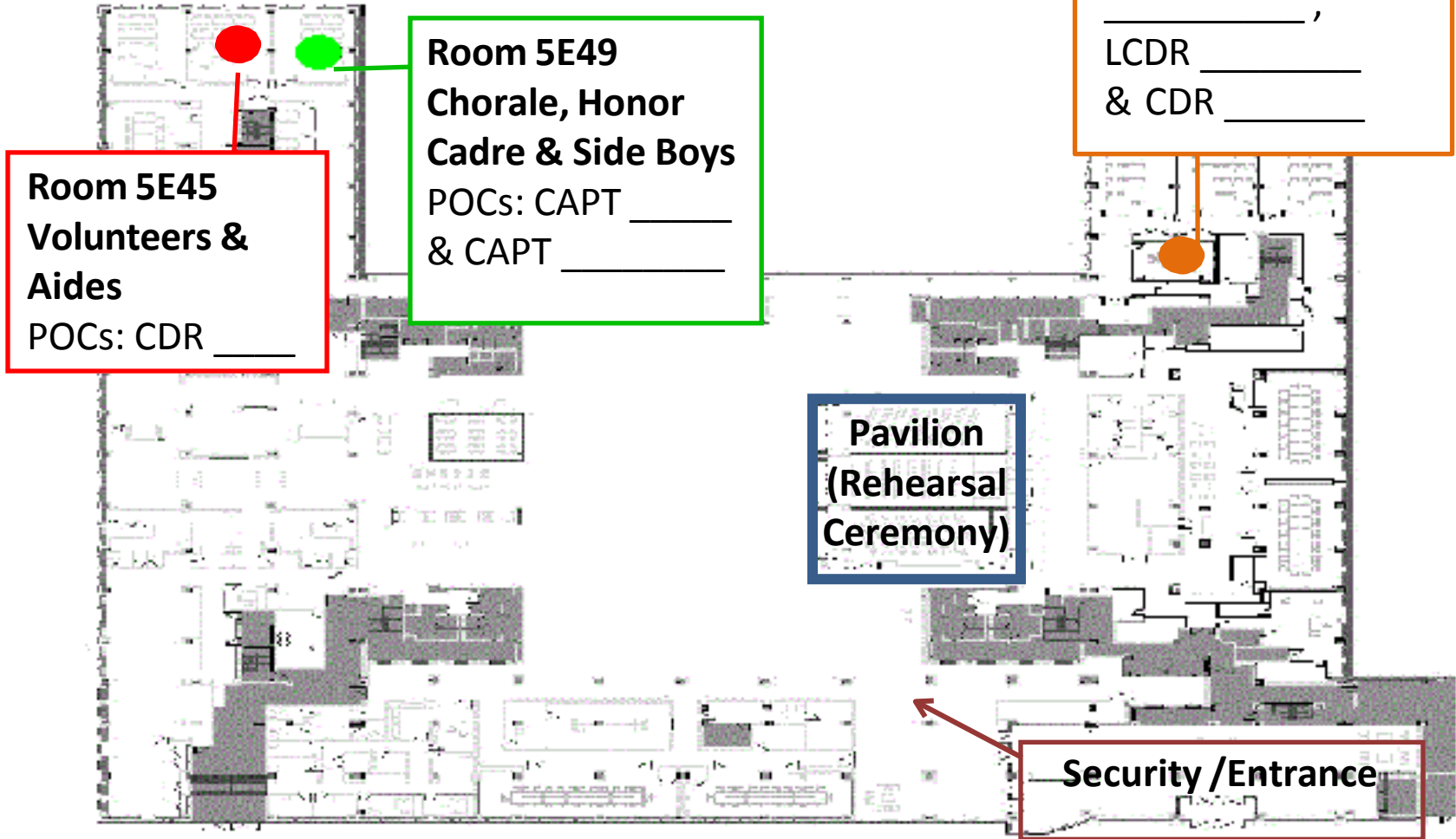


Boxes will be available to drop off your non-perishable food item (in lieu of a gift)



Staging Rooms

PARKLAWN DRIVE



Room 5E45
Volunteers & Aides
POCs: CDR _____

Room 5E49
Chorale, Honor Cadre & Side Boys
POCs: CAPT _____
& CAPT _____

Room 5W46
Official Party & Family
POCs: LCDR _____,
LCDR _____
& CDR _____

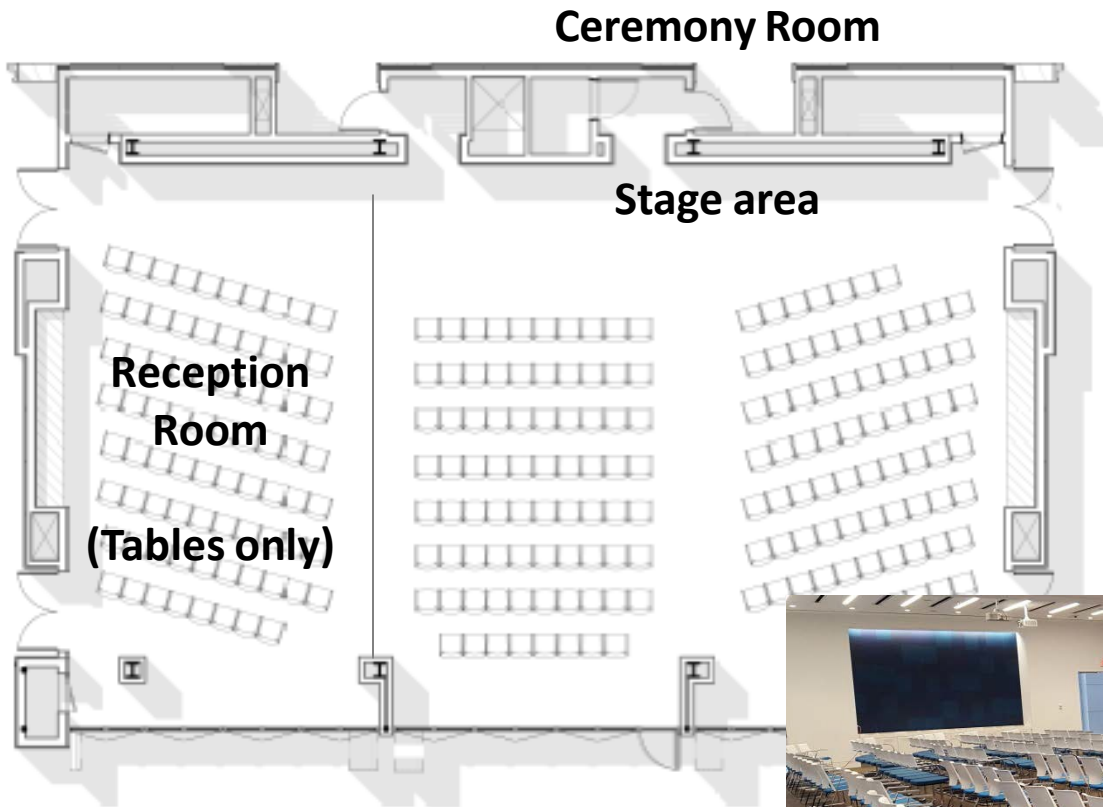
Pavilion
(Rehearsal Ceremony)

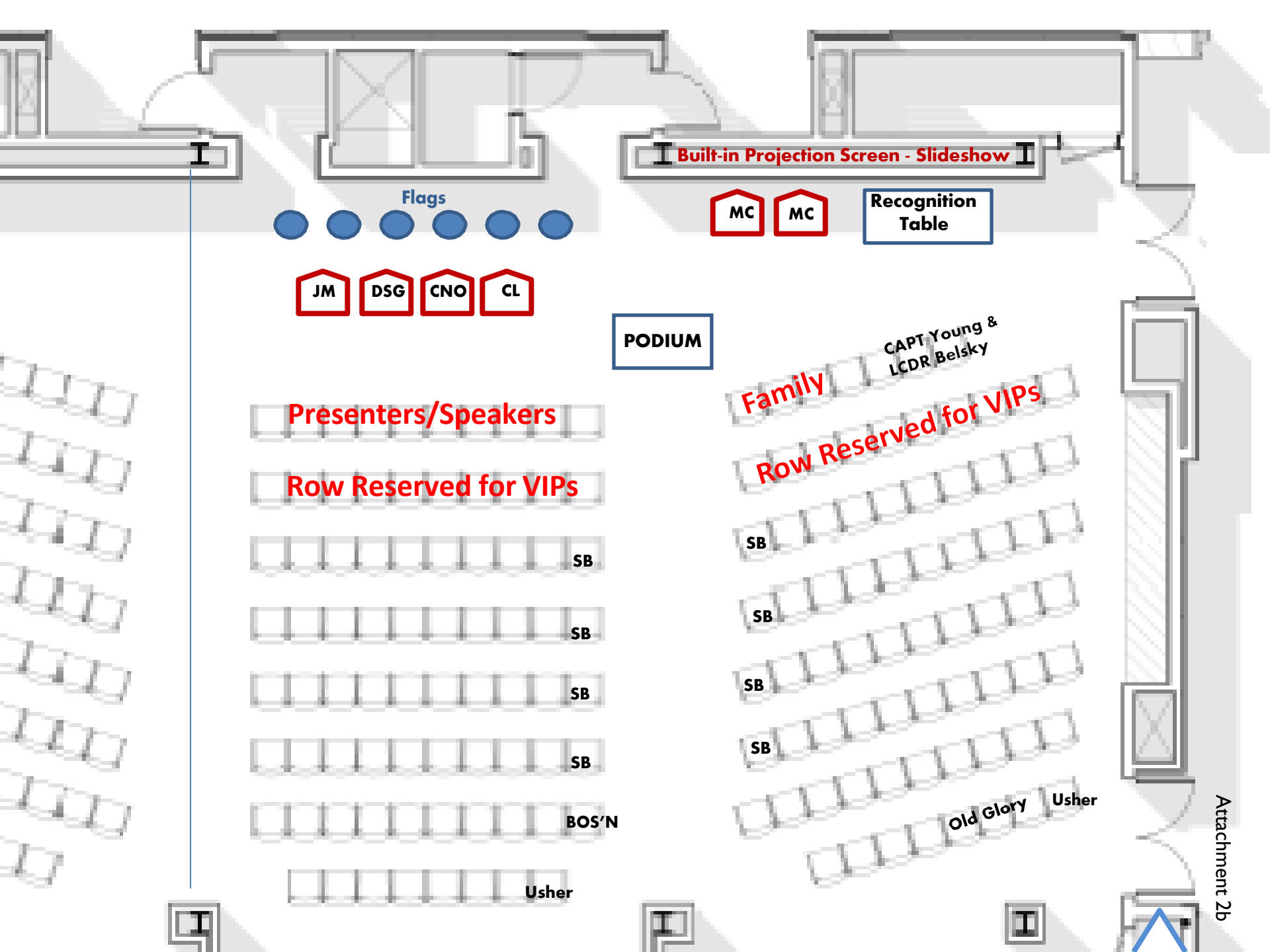
Security / Entrance

FISHERS LANE



Pavilion – Room Layout







Program

Retirement Ceremony (90 min)

Prelude Music – America the Beautiful

PHS Chorale Ensemble

Masters of Ceremonies (6 min)

Ms. _____ & CDR _____

Arrival of the Official Party (4 min)

Presentation of the Colors (5 min)

Surgeon General's Honor Guard

National Anthem/PHS March

PHS Choral Ensemble

Invocation (2 min) - CDR _____

Welcome (3 min) - Ms. _____

Guest Speakers (5 min each)

Mr. _____, *HRSA Administrator*

RADM _____, *Deputy Surgeon General*

CAPT (Ret.) _____

CAPT (Ret.) _____

CAPT (Ret.) _____

Ms. _____ & Ms. _____

Presentation of Shadowbox/Recognitions (12 min)

PHS – RADM _____

Nurse Category – CAPT _____

RDF-1 – CDR _____

BPHC – _____

Shadowbox – CDR _____

Old Glory Ceremony (8 min)

Reading of Retirement Orders (3 min)

RADM _____

Retiree Remarks (10 min) - CAPT _____

Benediction (2 min)

CAPT(Ret.) _____

Departure of official party (2 min)

Reception



Times for Pre-event staging

12:30 – Set-up & rehearsals complete; Slideshow begins.

12:45 – Family members escorted to seats; Side Boys & Bos'n seated.

12:50 – Ensemble sings prelude music.

- 12:55 – Official party & Honor Cadre assembles outside of the Pavilion.
- 12:58 – MC will ask participants to take seats.
- 1:00pm Ceremony commences.



Notes for VIPs & Speakers

- Seats will be reserved for you in the front row.

VIPs

- An Attendant/Aide-de-Camp will assist you.

Speakers

- You will be introduced by the MC.
- There are many speakers - please adhere to allotted time (5 minutes each).



Notes for Recognition Presenters

- **POCs:** CAPT _____
& LCDR _____
 - Place item on table that is on-stage, in front of room.
 - They will hand the item to you for you to present to CAPT _____ (retiree).
 - After presentation & photo is complete, hand the recognition back to them to place back on the table.
- Reserved seating in front rows.
- Please adhere to allotted time (2 minutes each).
 - *Move to stage*
 - *Very short statement (2-3 sentences)*
 - *Present CAPT _____ with Recognition*
 - *Handshake/hug & take photo*
 - *Exit stage*



Key Points of Contact

- VIP support

LCDR _____

& CDR _____

- PHS & Civilian VIPs

LCDR _____

- Official Party

- Protocol

CAPT _____

LCDR _____

LCDR _____

- Volunteer Coordinators

CDR _____

- Ushers
- Set up/clean up
- Reception

CDR _____

- Greeters

LCDR _____

Aide-de-Camps



Key Points of Contact (cont.)

- Choral Ensemble
CAPT _____
- Honor Cadre & Side Boys; Old Glory
CAPT _____
- Recognitions & Gifts
CAPT _____ &
LCDR _____
- A/V
CDR _____,
LCDR _____
- Food Donations (in lieu of gifts)
LCDR _____
- Timekeeper
CDR _____



Questions?



(Page intentionally left blank)



SCRIPT: JOINT PROMOTION CEREMONY

Promotion Ceremony Script (*direction to MC/Adjunct in italics*)

1055

LCDR _____:

Ladies and Gentlemen, please take your seats. We will begin in 5 minutes. Ushers, please help our guests find their seats. I'd like to take this opportunity to remind you to please silence your cell phones.

(Pause)

1100

Ladies and Gentlemen, if you are able, please rise for the arrival of the Official party.

(Official party will be prepositioned at the bottom of the stairs stage left and will wait to be announced.)

Boatswain, Post the Side Boys.

(Boatswain and Side Boys will be prepositioned stage left awaiting the arrival of the official party. Boatswain gives orders to post the Side Boys).

BOS'N: Side Boys, Post!

LCDR _____: Sound Six Bells.

(Bell is rung 6 times.)

LCDR _____: Rear Admiral, Director of Commissioned Corps Personnel & Readiness, arriving.

(RADM _____ walks through the Side Boys after she is announced. The Boatswain's Pipe is sounded. The Side Boys salute as aSG proceeds through the line and to her seat at center stage. At the last sound of the Pipe, the Side Boys drop their salute.)

LCDR _____: Sound Six Bells.

(Bell is rung 6 times.)

LCDR _____: Rear Admiral, Acting United States Surgeon General, arriving.

(aSG walks through the Side Boys after she is announced. The Boatswain's Pipe is sounded. The Side Boys salute as aSG proceeds through the line and to her seat at center stage. At the last sound of the Pipe, the Side Boys drop their salute.)

LCDR _____: Sound Eight Bells.

(Bell is rung 8 times.)

LCDR _____: Acting Assistant Secretary, Health and Human Services, arriving.

(aASH walks through the Side Boys after he is announced. The Boatswain's Pipe is sounded. The Side Boys salute as aASH proceeds through the line and to his seat at center stage. At the last sound of the Pipe, the Side Boys drop their salute.)

LCDR _____:

Ladies and Gentlemen, please remain standing for the presentation of the Colors by the Surgeon General's Honor Guard, for the singing of the National Anthem and the United States Public Health Service March. Honor Guard, Advance the Colors!

(Honor Guard enters through stage left and proceeds down the stairs to the auditorium floor stopping stage right. On the first note of the National Anthem, Honor Cadre present arms. On the last note of the National Anthem, the Honor Cadre order arms.)

LCDR _____:

Please join with us in singing the United States Public Health Service March, the words are found in your program.

(CAPT _____ begins singing the PHS March. Honor Guard remains in place at attention. At the conclusion of the march, _____ instructs the honor guard to retire the colors.)

LCDR _____:

Honor Guard, Retire the Colors! *(After the Colors have been retired, then state the following...)*

Boatswain, Side Boys, dismissed. Ladies and Gentlemen, I am LCDR _____, Special Assistant to the Acting Surgeon General. I am honored to serve as Adjunct for the ceremony today.

(Honor Guard exits stage right. Boatswain and Side Boys take their seats on the auditorium floor.)

(Reverend _____ stands, comes forward from auditorium floor and waits at the steps stage left).

LCDR _____:

Reverend _____ will now come forward to provide the invocation. Please remain standing.

(_____ steps to the side of the podium as Rev. _____ approaches the podium from stage left and provides Invocation.)

(RADM _____ moves from her seat to podium as Rev. _____ returns to his seat on the auditorium floor. _____ () takes her seat on stage.)

RADM _____:

Please be seated. Thank you for the invocation Reverend _____. Ladies and Gentlemen, welcome to the 2017 Promotion Ceremony for Office of the Surgeon General of the U.S. Public Health Service. My name is RADM _____ and it is my honor and privilege to serve as the Mistress of Ceremonies for today's event. (pause)

First, I want to thank CAPT _____ for her lovely rendition. Your time and talents are both greatly appreciated. Also, I would like to recognize the members of the Surgeon General's Honor Guard for their part in making such a memorable occasion. Thank you very much.

I would now like to re-introduce our official party:

- **Dr. _____, Acting Assistant Secretary for Health, United States Department of Health and Human Services**
- **RADM _____, Acting Surgeon General, United States Public Health Service**

There are several dignitaries that have joined us today and I would like to recognize them as well. Please hold all applause until all dignitaries are recognized:

- **Active duty and retired Flag Officers and Chief Professional Officers from the U.S. Public Health Service Commissioned Corps. Present with us today are**
 - **RADM _____, Chief Medical Officer**
 - **RADM _____, Former Chief Nurse Officer**

- CAPT _____, Chief Therapist Officer
- We would also like to acknowledge any member of our sister services (Army, Navy, Air Force, Marine Corps, Coast Guard and NOAA Commissioned Corps), who are in attendance today. Thank you for your support of the U.S. Public Health Service

RADM _____:

Thank you for joining with us on this important day where we recognize our promoted officers from the following agencies:

- **Department of Health & Human Services**
 - **Office of the Secretary,**
 - **Administration for Children and Families, and**
 - **Program Support Center/Federal Occupational Health**
- **Department of Commerce/National Oceanic and Atmospheric Administration**
- **Department of Defense, specifically**
 - **Fort Sam Houston, and**
 - **Fort Detrick**
- **Department of the Interior/National Park Service**
- **Department of Agriculture/Food Safety and Inspection Service**

This is a day of celebration and we are so glad that you could be here with us to partake in this event.

I am going to provide you with a brief history of the Commissioned Corps of the U.S. Public Health Service. The Commissioned Corps of the Marine Hospital Service was formalized in 1889. At first, the service was open only to physicians, but over the course of the twentieth century expanded to include dentists, dieticians, engineers, environmental health officers, health service officers, nurses, pharmacists, scientists, therapists, and veterinarians, 11 categories. And in 1912, Congress changed the name to what we know today, the U.S. Public Health Service Commissioned Corps.

The legacy of our Commissioned Corps began with the treatment of sick and injured seamen, including the screening of immigrants arriving at Ellis Island. On its busiest day, Ellis Island official processed 11,747 immigrants. We oversaw the eradication of contagious diseases such as smallpox and yellow fever. Today we provide health care to underserved populations and continue to respond to medical and public health crisis in this nation and around the world. This legacy has solidified the Commissioned Corps as a corner stone of public health for this Nation.

The PHS flag consists of a blue PHS seal on a yellow background. This evolved out of the yellow quarantine flag used by the Service to quarantine vessels which we evaluated for contagious diseases. The blue and yellow colors of the PHS flag represent our service's roots.

We have four Core values: Leadership, Service, Integrity and Excellence.

RADM _____:

It is now my pleasure to introduce Dr. _____, Acting Assistant Secretary for Health. It is truly an honor to be here today to introduce the Acting Assistant Secretary for Health, Dr. _____. As the Assistant Secretary for Health (ASH), Dr. _____ oversees the USPHS Commissioned Corps, by providing strategic and policy direction. Dr. _____ oversees the OSG and is the primary advisor to the HHS Secretary on matters involving the Nation's public health and science.

(Leads applause.)

(RADM _____ moves to her position (chair) and sits; Dr. _____ moves to the podium)

Dr. _____: prepared remarks

(at close of remarks, applause. Dr _____ exits ceremony, stage right. RADM _____ returns to podium to introduce aSG)

RADM _____: Thank you Dr. _____. Next, we have remarks from RADM _____, Acting Surgeon General, United States Public Health Service. As our now Acting Surgeon General, she leads the operations of the U.S. Public Health Service (USPHS) Commissioned Corps and is my boss. Under her leadership, our officers provide the best scientific information available, to protect, promote, and advance the health and safety of our Nation.

In addition, RADM _____ is a former Chief Nurse Officer of the USPHS. She held that position from November 2013 through May 2016.

Prior to joining the USPHS, RADM _____ was a nurse officer in the U.S. Army. Army's loss = PHS' gain!

(RADM _____ moves to her position (chair) and sits; aSG moves to the podium)

RADM _____: prepared remarks

(at close of remarks, applause. RADM _____ remains standing, moves toward center stage. LCDR _____ (MC) moves to podium)

LCDR _____:

Ladies and Gentlemen, please rise for the reading of the orders.

(Promotees and family/guest will line up in alphabetical order stage right in beginning with CAPT)

ATTENTION TO ORDERS:

Pursuant to the authority of the Acting Assistant Secretary for Health and Acting U.S. Surgeon General; the following officers are hereby promoted to the temporary rank of CAPTAIN in the United States Public Health Service.

(After the reading of the orders, the first promotee and family/guest move up the steps to center stage facing the audience. aSG rises to meet the officer at center stage. Promotee is stage right facing the audience at a 45 degree angle, aSG is right of promotee.)

LCDR _____:

Please be seated.

It is customary that senior leaders, family, colleagues, senior officers, or close friends assist in placing the appropriate rank markings on the promoted officer.

[Promotee] has asked [Individuals name] and [his/her family] to do so; they will place the markings of [Rank] on [Officer's Name] shoulders.

(_____ reads individual bio as boards are placed)

(Promotee will stand between the SG/Guest and his/her family. Officer will provide the RIGHT soft shoulder board to the SG/Guest and the LEFT shoulder board to Family. They will slide the shoulder boards standing by to assist.

(customs and courtesies)

*(Each officer and family stand for photo and **will** return to seat post board exchange)*

(After last CAPT has completed board exchange and moved to seat on auditorium floor)

LCDR _____:

Congratulations to our promoted CAPTAINS! *(leads applause)*

LCDR _____:

Ladies and Gentlemen, please rise for the reading of the orders.

(Promotees and family/guest will line up in alphabetical order stage right for CDR)

ATTENTION TO ORDERS:

Pursuant to the authority of the Acting Assistant Secretary for Health and Acting U.S. Surgeon General; the following officers are hereby promoted to the temporary rank of COMMANDER in the United States Public Health Service.

(After the reading of the orders, the first promotee and family/guest move up the steps to center stage facing the audience. aSG rises to meet the officer at center stage. Promotee is stage right facing the audience at a 45 degree angle, aSG is right of promotee.

LCDR _____:

Please be seated.

[Promotee] has asked [Individuals name] and [his/her family] to do so; they will place the markings of [Rank] on [Officer's Name] shoulders.

(_____ reads individual bio as boards are placed)

(Promotee will stand between the SG/Guest and his/her family. Officer will provide the RIGHT soft shoulder board to the SG/Guest and the LEFT shoulder board to Family. They will slide the shoulder boards standing by to assist.

(customs and courtesies)

(Each officer and family stand for photo and will return to seat post board exchange)

(After last CDR has completed board exchange and moved to seat on auditorium floor)

LCDR _____:

Congratulations to our promoted Commanders! *(leads applause)*

LCDR _____:

Ladies and Gentlemen, please rise for the reading of the orders.

(Promotees and family/guest will line up in alphabetical order stage right for LCDR)

ATTENTION TO ORDERS:

Pursuant to the authority of the Acting Assistant Secretary for Health and Acting U.S. Surgeon General; the following officers are hereby promoted to the temporary rank of LIEUTENANT COMMANDER in the United States Public Health Service.

(After the reading of the orders, the first promotee and family/guest move up the steps to center stage facing the audience. aSG rises to meet the officer at center stage. Promotee is stage right facing the audience at a 45 degree angle, aSG is right of promotee.

LCDR _____:

Please be seated.

[Promotee] has asked [Individuals name] and [his/her family] to do so; they will place the markings of [Rank] on [Officer's Name] shoulders.

(_____ reads individual bio as boards are placed)

(Promotee will stand between the SG/Guest and his/her family. Officer will provide the RIGHT soft shoulder board to the SG/Guest and the LEFT shoulder board to Family. They will slide the shoulder boards standing by to assist.

(customs and courtesies)

(Each officer and family stand for photo and will return to seat post board exchange)

(After last CDR has completed board exchange and moved to seat on auditorium floor)

LCDR _____:

Congratulations to our promoted Lieutenant Commanders! *(leads applause)*

(aSG returns to seat on stage)(Last officer and family return to seat)

LCDR _____:

Ladies and Gentlemen, thank you for attending today's ceremony. I know we can all agree that it has been quite a celebration. Please remain standing for the departure of the Official party.

Bos'n, Post Side Boys.

(Side Boys get into position in anticipation for the departure of the official party. Acting Surgeon General, and CPOs remain standing on stage and then move off stage left as their departure is announced.)

BOS'N: Side Boys, Post!

LCDR _____: Sound 6 Bells.

(Bell is rung 6 times.)

LCDR _____:

Rear Admiral, Acting United States Surgeon General, departing.

(aSG walks towards stage left and through the Side Boys. The Bos'n Pipe sounds. The Side Boys salute as the aSG proceeds through the line. As she clears the Side Boys, the Pipe stops and the Side Boys drop their salute. aSG will proceed to the green room.)

LCDR _____: Sound 6 Bells.

(Bell is rung 6 times.)

LCDR _____: Rear Admiral, Director of Commissioned Corps Personnel & Readiness, departing.

(RADM _____ walks through the Side Boys after she is announced. The Bos'n Pipe sounds. The Side Boys salute as RADM _____ proceeds through the line and to her seat at center stage. At the last sound of the Pipe, the Side Boys drop their salute.)

LCDR _____:

Side Boys, you are relieved. Ladies and Gentlemen, this concludes today's ceremony. If you would like to join us for the reception, please head to the East Wing, which located behind you. Thank you for attending.

(Ushers move into position and direct guests and promotees to reception.)

(Page intentionally left blank)



SCRIPT: FLAG PROMOTION CEREMONY

CAPT _____

CAPT _____

CAPT _____

Flag Promotion Ceremony

Date: May 15, 2017

Start: 10:00 AM

End: 12:00 AM

Master of Ceremonies: RADM _____

Location: Headquarters Indian Health Service (IHS), 5600 Fishers Lane, 5th Floor Pavilion Conference Center, Rockville, MD 20852

(9:50 am (estimated) –Will play 2 prelude pieces from the USPHS Choral Ensemble.)

(9:55 am – Family members are seated by a uniformed escort in the front row of the conference room. Ushers/escorts take seats.)

(10:00 pm – Official party (RADM _____, RADM (Ret) _____, CAPT _____, CAPT _____, and CAPT _____) will assemble in the hallway outside of conference room.)

RADM _____ – *“Ladies and gentlemen, please take your seats and ensure that all cell phones are either turned off or set to silent mode. The ceremony will begin in approximately 2 minutes.”* (at approximately 10:02 am)

“Ladies and gentlemen welcome to this morning’s ceremony. On behalf of CAPTs _____, _____, and _____, I thank you for coming to share in this special moment in their careers.” I am **RADM _____**, U.S. Public Health Service, your Master of Ceremonies for today’s event. In a moment, I will ask you to please rise for the arrival of our official party, and the presentation of our national ensign which will be preceded by the honor and flag songs. Some brief notes before we start:

Due to the formality of our ceremony, we will have several moments to stand in respect of the flag, during presentation of the colors, singing of our national anthem, the formal promotion, and the arrival and departure of the official party. Due to the length of the standing portions of the ceremony, if anyone in the audience needs to sit down at any time for whatever reason, please feel free to do so.

Once we conclude the formal ceremony, please remain standing momentarily while the official party departs. Once the ceremony is adjourned, we will invite you to share your congratulations with CAPTs _____, _____, _____, as well as their family and friends in attendance.

Along with the Admirals and their families, we are honored to have as our official party guests:

RADM _____ , Acting Surgeon General of the United States

RADM _____ (ret), Director, Office of Environmental Health and Engineering and Assistant Surgeon General of the United States Public Health Service (Ret)

Also in our audience, we would like to recognize the long list of colleagues that have supported these officers throughout their careers, as well as the senior leadership and Chief Professional Officers who are in attendance today.

RADM _____: *Before we bring in the official party, I would like to briefly describe one of the events you will be witnessing in the ceremony today.*

For more than 200 years, men and women have served on the front lines of our nation's public health in what is today called the Commissioned Corps of the U.S. Public Health Service. The Commissioned Corps traces its beginnings back to the U.S. Marine Hospital Service protecting against the spread of disease from sailors returning from foreign ports and maintaining the health of immigrants entering the country.

Being that we are traditionally a sea service, we use sea service traditions in our ceremonies. An important tradition on board ships has been the ship's bell. This was historically used to mark the passage of time on board a vessel. They were also employed as warning devices to inform the ship's personnel that senior officials were boarding the vessel. Today when we introduce the official party (our senior officials), we will "ring the bell" upon their arrival.

Another important tradition is that of piping officials aboard the ship. The Boatswain's pipe or whistle was originally used to give orders on ships when shouted orders could not have been heard. The piping was done by the ship's boatswain and therefore the instrument is known as the boatswain's Pipe or boatswain's call. It is also used in a ceremonial way, i.e., to "pipe" someone aboard the ship — usually captains, including the ship's captain, and more

senior officers. Today we will be piping our official party on board.

“Ladies and Gentlemen please rise for the arrival of the official party. Remain standing for the Presentation of the Colors by the IHS Color Guard and, the performing of the National Anthem by the USPHS Ensemble.

RADM _____ - *“Bos’n, Post Side Boys –!”*

[Six Side Boys will turn to face aisle where official party will enter –The Bos’n will give command to have Side Boys come to center face and come to attention]

[CAPT _____ enters the back of the conference room and waits to be announced]

RADM _____ – *“Sound Four bells.”*

[Bell is rung 4 times]

RADM _____ - *“Captain, Acting Director, Indian Health Service, arriving.”*

[CAPT _____ moves to within a few steps of the Side Boys (the Side Boys will be “lining” the aisle). CAPT _____ pauses just in front of the Side Boys; the Boatswain’s Whistle is sounded. The Side Boys salute as CAPT _____ moves forward through the Side Boys saluting as he continues down the middle aisle, drops his salute at the end of the aisle, and walks onto the stage to his chair. At the last sound of the Whistle, the Side Boys drop their salute.]

[CAPT _____ enters the back of the conference room and waits to be announced – she will be announced as CAPT _____ clears the Side Boys.]

RADM _____ – *“Sound Four bells.”*

[Bell is rung 4 times]

RADM _____ - *“Captain, Acting Chief of Staff, Indian Health Service, arriving.”*

[CAPT _____ moves to within a few steps of the Side Boys (the Side Boys will be “lining” the aisle). CAPT _____ pauses just in front of the Side Boys; the Boatswain’s Whistle is sounded. The Side Boys salute as CAPT _____ moves forward through the Side Boys saluting as she continues down the middle aisle, drops her salute at the end of the aisle, and walks onto the stage to her chair. At the last sound of the Whistle, the Side Boys drop their salute.]

[CAPT _____ enters the back of the room and waits to be announced – he will be announced as CAPT _____ clears the Side Boys.]

RADM _____ – *“Sound four bells.”*

[Bell is rung 4 times]

RADM _____ - *“Captain, Director, Sanitation Facilities Construction, Indian Health Service, arriving.”*

[CAPT _____ moves to within a few steps of the Side Boys (the Side Boys will be “lining” the aisle). CAPT _____ pauses just in front of the Side Boys; the Boatswain’s Whistle is sounded. The Side Boys salute as CAPT _____ moves forward through the Side Boys saluting as he continues down

the middle aisle, drops his salute at the end of the aisle, and walks onto the stage to his chair. At the last sound of the Whistle, the Side Boys drop their salute.]

[RADM _____ (Ret) enters the back of the conference room and waits to be announced – he will be announced as CAPT _____ clears the Side Boys.]

RADM _____ – “*Sound six bells.*”

[Bell is rung 6 times]

RADM _____ - “Rear Admiral (retired), *Director, Office of Environmental Health and Engineering and Assistant Surgeon General of the United States Public Health Service, arriving.*”

[RADM _____ (Ret) moves to within a few steps of the Side Boys (the Side Boys will be “lining” the aisle). RADM _____ (Ret) pauses just in front of the Side Boys; the Bos’n Whistle is sounded. The Side Boys salute as RADM _____ (Ret) moves forward through the Side Boys saluting as he continues down the middle aisle, drops his salute at the end of the aisle, and walks onto the stage to his chair. At the last sound of the Whistle, the Side Boys drop their salute.]

[RADM _____ enters the back of the conference room and waits to be announced – he will be announced as RADM _____ clears the Side Boys.]

RADM _____ – “*Sound six bells.*”

[Bell is rung 6 times]

RADM _____ - “Rear Admiral, *Acting Surgeon General of the United States Public Health Service, arriving.*”

[RADM _____ moves to within a few steps of the Side Boys (the Side Boys will be “lining” the aisle). RADM _____ pauses just in front of the Side Boys; the Boatswain’s Whistle is sounded. The Side Boys salute as RADM _____ moves forward through the Side Boys saluting as she continues down the middle aisle, drops her salute at the end of the aisle, and walks onto the stage to her seat. At the last sound of the Whistle, the Side Boys drop their salute.]

RADM _____ - *“To officially open the promotion ceremony, please remain standing as the Indian Health Service Color Guard presents the colors. Advance the Colors!”*

[Honor Guard marches down the middle aisle and present the Colors. After Colors are presented, the National Anthem and PHS March are played, then the Color Guard is dismissed]

RADM _____ – *“Ladies and Gentlemen, please remain standing and join us in the singing of our National Anthem and PHS March.”*

[Side boys remove covers, walk to their seats, but remain standing and come to attention for the national anthem]

RADM _____ – *“Retire the Colors”*

RADM _____ – *“Mr. _____ will provide the invocation. Will you please join me at the podium?”*

[RADM _____ moves to position (chair); _____ moves to podium.]

Mr. _____ – *(Provides invocation)*. _____ will also sing a native song in honor of the event.

[_____ returns to seat. RADM _____ returns to podium].

RADM _____ – *“Ladies and Gentlemen, Please be seated” “Thank you Mr. _____. I would also like to thank the IHS Color Guard for presenting the colors and the PHS Ensemble for their singing of the National Anthem and PHS March (Leads applause). (Note – Side Boys and escorts will sit down with the audience).*

RADM _____: *“Good morning. It is a pleasure having you all with us today. The Public Health Service has a proud history; our origins may be traced to the passage of an act in 1798 that provided for the care and relief of sick and injured merchant seamen.*

If you look on the your program’s cover, you will see in the Public Health Service Seal, a crossed fouled anchor and a winged caduceus, the mariner connection. The caduceus is not, as is commonly believed, the traditional symbol of medicine, but rather the attribute of Mercury, the Roman messenger of the gods and the

god of commerce. The caduceus refers to the importance of the Public Health Service's mission to the conduct of maritime trade.

As for the anchor, it not only represents the maritime nature of the service's original mission, but also, in being fouled, in having the chain wrapped around the stock and flukes, indicates a ship on which there is a mariner ill or in distress.

And the PHS flag, consisting of a blue PHS seal on a yellow background, evolved out of the yellow quarantine flag used by the Service on quarantine vessels and stations. The blue and yellow colors of the PHS represent the service's roots in maritime and quarantine activities.

From this proud history, we have continued to evolve and grow, expanding programs in research and applied public health, in mental and behavioral health and prevention, and we have grown from a small collection of hospitals supporting the merchant mariners to the largest public health program in the world.

Our Corps is represented by four Core values: Leadership, Service, Integrity and Excellence.

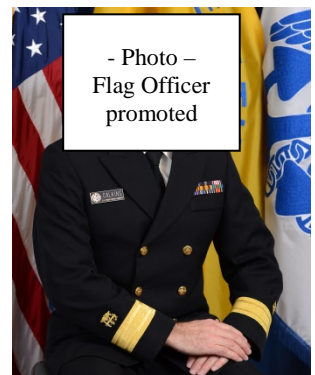
Each day, Corps officers of all ranks and disciplines carry forward the heritage and values of our great service and today we

are gathered to promote three of its finest officers, CAPT _____, CAPT _____, and CAPT _____ for a job well done.

[Bios of the promoted Officers]

RADM _____: *All of us here today received a personal invitation to share in this celebration because CAPT _____, CAPT _____, and CAPT _____ could not have achieved this promotion without your guidance, mentoring, praise, discipline, partnership, friendship and fellowship.*

CAPT _____ is the Director of the Office of Environmental Health and Engineering Division of Sanitation and Facilities Construction (DSFC) program, the largest engineering program in the Public Health Service, with a staff of over 500 engineers and support personnel. Through his leadership, the program has provided water supply and waste disposal facilities to over 17,000 homes annually throughout Indian Country. He started his career with the Indian Health Service in 1991 as a Field Engineer in Fresno, California, and in 1996 transferred to the California Area Office in Sacramento as a Senior Field Engineer. In 1999 CAPT _____



transferred to the Tucson Area Office, Tucson, Arizona as a Senior Field Engineer and was later promoted to an Environmental Engineer Consultant. In February 2006 transferred to the Great Plains Area, Aberdeen, South Dakota, as the Director of the Division of Sanitation Facilities Construction program for the Great Plains Area, and in August 2014 CAPT _____ was selected as the Director DSFC at the Headquarters level in Rockville, MD. CAPT _____ holds a Bachelor of Science degree in Civil Engineering from North Dakota State University in Fargo and a Master of Science degree in Civil Engineering from the University of New Mexico in Albuquerque. CAPT _____ is a registered Professional Engineer in the State of North Dakota. He completed the Office of Personnel Management's Federal Executive Institute, Leadership for a Democratic Society in 2016.

In his 25 years, 10 months in the Commissioned Corps he has received several Public Health Service honors and awards, including an Exceptional Proficiency Promotion to the rank of Captain.

CAPT _____, a member of the Choctaw Nation of Oklahoma, is the Acting Chief of Staff for Indian Health Service.



In this position, CAPT _____ oversees the coordination of key Agency activities and works to improve overall Agency responsiveness. She works closely with HHS and supports the Office of the Director in a broad range of managerial duties related to the development and implementation of IHS initiatives and priorities.

CAPT _____ began her career with Indian Health Service 27 years ago as a Service Unit Sanitarian in Pine Ridge, South Dakota. She also served as an Environmental Health Specialist in Albuquerque, New Mexico, and as the Director of the IHS Albuquerque Area Office Division of Environmental Health Services.

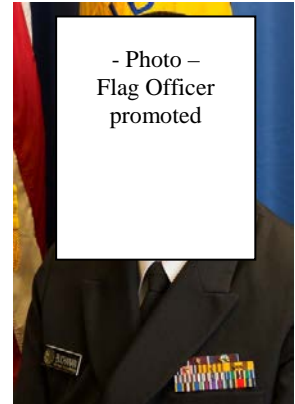
CAPT _____ was selected as the National Injury Prevention Program Manager in IHS Headquarters, and then was selected to serve in her position of record as the Director of the Division of Environmental Health Services, where she provided leadership and direction to the 12 IHS Area environmental health programs and technical expertise to IHS leadership on all environmental health issues affecting American Indians and

Alaska Natives. Her most recent assignment was Acting Director, Office of Clinical and Preventive Services.

CAPT _____ currently represents IHS on the Centers for Disease Control and Prevention's Board of Scientific Counselors, which advises the DHHS Secretary, CDC Director and the National Center for Injury Prevention and Control Director regarding policies, strategies, objectives, projects, and priorities in injury prevention. She also served on two international workgroups between the U.S. Department of Health and Human Services and Health Canada, where she coordinated a multi-year staff exchange between the U.S. and Canada.

CAPT _____ has a Bachelor of Science degree from the University of Arkansas and a Master of Science degree in Environmental Health from Colorado State University. She completed the Office of Personnel Management's Federal Executive Institute, Leadership for a Democratic Society in 2013, is a graduate of the IHS Injury Prevention Specialist Fellowship program, and has been a registered Environmental Health Specialist since 1992.

CAPT _____, an enrolled member of the Seminole Nation of Oklahoma, is Acting Director of the Indian Health Service.



As Acting Director, CAPT _____ administers a nationwide health care delivery program that is responsible for providing preventive, curative, and community health care to approximately 2.2 million American Indians and Alaska Natives in hospitals, clinics, and other settings throughout the United States.

CAPT _____ previously served as the IHS Deputy Director, leading and overseeing IHS operations to ensure delivery of quality comprehensive health services. He also previously served in 2016 as Acting Area Director for IHS Great Plains Area, with administrative responsibility for 19 service units serving 130,000 people and 17 Tribes through 7 hospitals, 10 health centers and 2 Urban Indian Health Programs, overseeing a complex health care program during a period of change. Prior to that, he served as Director of the IHS Office of Direct Services and Contracting Tribes.

An Environmental Health Officer in the U.S. Public Health Service Commissioned Corps with more than 24 years of active duty, CAPT _____ began his IHS career in 1993

serving in various environmental health positions in the Phoenix, Albuquerque, and Oklahoma City Areas of IHS. From 2005 through 2010, he held management positions in the Oklahoma City Area, including serving as the Administrative Officer for Lawton Indian Hospital and the Chief Executive Officer for Haskell Health Center. In 2010, he served as the Administrative Officer of Clinical Services for the Chickasaw Nation’s Division of Health in Ada, Oklahoma.

CAPT _____ has served on several national IHS workgroups and deployed to several natural disasters. He has received numerous professional awards, including the IHS Luana Reyes Leadership Award and the National Council of Chief Executive Officer’s Rookie of the Year. He earned a Bachelor of Science degree in Environmental Health and a Master of Public Health degree in Health Policy and Administration from the University of North Carolina at Chapel Hill.

It is not without the support of family, friends, and colleagues that these officers have achieved such success. So to CAPTs _____, _____, _____, and to you Audience, “job well done”.

RADM _____: *Now, it is with great honor that I introduce our first speaker, RADM _____, Acting Surgeon General of the United States.*

RADM _____ is the Acting Surgeon General. She began her career in the Commissioned Corps of the USPHS in 1992.

RADM _____ has held various positions in the DHHS, working to improve access to care for poor and underserved communities. As a clinician and administrator, she has had a direct impact on building systems of care to improve public health for marginalized populations domestically and internationally.

RADM _____ was the Deputy Associate Administrator for the HIV/AIDS Bureau HAB, Health Resources and Services Administration. During her time as Deputy Surgeon General, RADM _____ was an advisor to USPHS Commissioned Corps operations and communicated the best available scientific information to advance the health of the nation. And she served as the Chief Nurse Officer of the USPHS.

Prior to joining the USPHS, RADM _____ was a nurse officer in the U.S. Army. She also served as a research nurse at the University of Maryland and completed two internships in the U.S. Senate.

RADM _____ earned her Bachelor of Science in Nursing from Hampton University, Hampton, VA, a Master of Science in Nursing and Health Policy from the University of Maryland, Baltimore, and a Doctor of Philosophy from the University of Maryland, Baltimore County. She became a Fellow in the American Academy of Nursing in 2014.

RADM _____ has published numerous articles, participated in research studies, and presented to a variety of domestic and international organizations and professional groups. She has been a guest lecturer at the University of Maryland and Hampton University. She has also served as the Chair of the Federal Public Health Nurse Leadership Council, and the Federal Nursing Service Council. Please welcome Acting Surgeon General

RADM _____ (Lead applause)

RADM _____ gives his remarks: 5-7 minutes

RADM _____: *Now, it is with great honor that I introduce our second speaker, RADM _____ (ret), Director, Office of Environmental Health and Engineering, Indian Health Service.*

RADM _____ (ret.) is the Director of the Office of Environmental Health and Engineering (OEHE), IHS. He began

his career with IHS in 1971 as an Engineer in Tohatchi, NM then transferred to Ketchikan, AK with responsibilities throughout Southeast Alaska. Following long-term training he was transferred in 1977 to IHS Headquarters, Rockville, MD where he was promoted to positions of increasing responsibility within the OEHE. The OEHE oversees health care facilities and staff quarters construction, facility maintenance and operations, realty, DSFC, and DEHS. He is also the Chief Sustainability Officer, and the Designated Agency Safety and Health Official.

RADM _____ has served numerous special assignments including: Technical Training Director for the Moroccan Peace Corps Volunteer Skill Training Unit in Morocco and stateside; Self-Governance negotiator and multi-year Ratifier for the Alaska Compacts; Acting Director, Office of Public Health, IHS; Acting Deputy Director, IHS; U.S. representative to the World Health Organization to finalize the Third Edition of the WHO Guidelines for the Safe Use of Wastewater, Excreta, and Greywater; and an IHS witness before numerous congressional committees addressing budget and technical issues.

RADM _____ earned his Bachelor of Science in Civil Engineering from the University of North Dakota, Grand Forks,

ND and Master of Science in Civil Engineering: Construction Engineering and Management, Stanford University, Palo Alto, CA. He also has completed postgraduate studies in business and administration at Syracuse University. He is a registered Professional Engineer in the State of Alaska and a Board Certified Environmental Engineer with the American Academy of Environmental Engineers and Scientists, and completed advanced training at the Federal Executive Institute in addition to the Senior Managers in Government program, John F. Kennedy School of Government, Harvard University.

RADM _____ is the recipient of numerous awards and honors including the Surgeon General Award for Exemplary Service, the Distinguished Service Medal, and the National Society of Professional Engineers DHHS Federal Engineer of the Year Award. Please welcome RADM _____ (Lead applause)

RADM _____ gives his remarks: 5-7 minutes

RADM _____ : We are now ready to begin the formal promotion part of our ceremony. “CAPT _____, will you please come forward?”

[“CAPT _____ rises and comes to the center stage.”]

RADM _____: *Ladies and Gentlemen, please rise for our formal promotion....*

[CAPT _____ positioned center stage]

RADM _____: Reads the official orders, beginning with the statement:

“Officers, Attention to orders.....”

Personnel Order # 2016336.0018

Effective Date: 12-01-2016

By virtue of and pursuant to the authority delegated to me by Secretary _____, I hereby designate the following position in the grade of Rear Admiral Lower Half (O-7) as authorized by Section 205(c), Public Health Service Act, as amended.

RADM _____: *Officers as you were.*

RADM _____: *Ladies and Gentlemen, you may be seated. Next RADM _____ (Ret), will administer the oath of office. RADM _____, would you please come center stage? RADM _____ (Ret) joins the center stage and turns to new RADM's.*

RADM _____: *I would also like to ask RADM _____'s wife, Ms. _____, and their son _____ and _____ to join RADM _____ and RADM _____ for the Oath of Office.*

RADM _____: *I would like to ask Ms. _____ to present the Bible for the Oath of Office.*

[_____ and _____ will walk from the back of the aisle and hand the Bible to Mrs. _____ and take their places back with their father].

[RADM _____ is positioned on right shoulder; his wife positioned center rear between RADM _____ and RADM _____; Jonathan and Morgan will stand to the left of RADM _____. Mrs. _____ will hold the Bible for the Oath of Office; RADM _____ places left hand on Bible and raises right hand.]

RADM _____: Please repeat after me:

I, [state your name,]

Do solemnly affirm

That I will support and defend

The Constitution of the United States

Against all enemies, foreign and domestic;

That I will bear true faith
and allegiance to the same;
That I take this obligation freely,
Without any mental reservation
Or purpose of evasion;
That I will well and faithfully discharge
The duties of the office
On which I am about to enter,
So help me God.

[RADM _____ will return to his seat after oath]

[RADM _____ will turn to audience for pinning]

RADM _____: *It is traditional that relatives, friends, colleagues, or Senior Officers assist in placing the appropriate rank markings on the promotee. RADM _____'s two children, _____ and _____ will place the ranking of Rear Admiral (Lower Half) on RADM _____ shoulders, and his wife Ms. _____ will formally don his "jacket."*

RADM _____: *I would like to request LT _____ to deliver Admiral's soft shoulder marks for presentation.*

[Shoulder Boards will be presented to _____ and _____ by LT _____ they will have shoulder boards delivered on silver platter. The Bible will be handed to RADM _____ by Ms. _____.]

RADM _____: _____ and _____ please pin the soft shoulder marks on Admiral _____.

RADM _____: Next, I would like to request CAPT _____ to deliver the Admiral's jacket for presentation.

[CAPT _____ will give the jacket to Ms. _____ and return to his place)]

[After shoulder boards have been replaced and jacket donned, family members return to seats.]

RADM _____ – *“Ladies and gentlemen, Rear Admiral (Lower Half) _____, Director of Sanitation Facilities and Construction and Assistant Surgeon General of the United States Public Health Service.”* [Leads applause]

RADM _____ – *“Let's give the family a big round of applause; again without their support this promotion would not be possible.”*

Congratulations RADM (Lower Half) _____, Assistant U.S. Surgeon General, we are proud and honored to share this moment with you, sir. This is the time in the ceremony for us to hear from you. Please take the podium for your remarks.

[RADM _____ takes his seat. RADM _____ takes the podium]

RADM _____ – (Provides Remarks)

[RADM _____ takes seat. RADM _____ returns to podium]

**RADM _____ – “Thank you, RADM _____,
for your remarks, on behalf of the Indian Health Service, Job well
done. Congratulations to you again”.**

**RADM _____: “CAPT _____, will you
please come forward?”**

“ CAPT _____ rises and comes Center Stage.”?

**RADM _____: Ladies and Gentlemen, please rise for
our formal promotion....**

[CAPT _____ positioned center stage]

**RADM _____: Reads the official orders, beginning
with the statement:**

“Officers, Attention to orders.....”

Personnel Order # 2016336.0017

Effective Date: 12-01-2016

By virtue of and pursuant to the authority delegated to me by Secretary _____, I hereby designate the following position in the grade of Rear Admiral Lower Half (O-7) as authorized by Section 205(c), Public Health Service Act, as amended.

RADM _____ : *Officers as you were.*

RADM _____ : *RADM _____, Please administer the oath of office.*

[RADM _____ joins the front stage and turns to new RADM].

RADM _____ : *I would also like to ask CAPT _____'s Sister, Ms. _____, to join RADM _____ and CAPT _____ for the Oath of Office.*

RADM _____ : *I would like to ask Ms. _____ to present the Bible for the Oath of Office.*

[RADM _____ will hand the Bible to Ms. _____.]

[RADM _____ is positioned on Right Shoulder; Her Sister positioned center rear between RADM _____ and RADM _____. Ms. _____ will hold the Bible for the Oath of Office; RADM _____ places left hand on Bible and raises right hand.]

RADM _____ : Please repeat after me:

I, [state your name,]
Do solemnly affirm
That I will support and defend
The Constitution of the United States
Against all enemies, foreign and domestic;
That I will bear true faith
and allegiance to the same;
That I take this obligation freely,
Without any mental reservation
Or purpose of evasion;
That I will well and faithfully discharge
The duties of the office
On which I am about to enter,
So help me God.

[RADM _____ will return to his seat after oath]

[RADM _____ will turn to audience for pinning]

RADM _____: *Next, RADM _____'s Sister Ms. _____ will place the ranking of Rear Admiral (Lower Half) on RADM _____'s shoulders, and formally don her "jacket."*

RADM _____: *I would like to request LT _____ to deliver Admiral's soft shoulder marks for presentation.*

[Shoulder Boards will be presented to Ms. _____ by LT _____, they will have shoulder boards delivered on silver platter. The Bible will be handed to RADM _____ by Ms. _____.)]

RADM _____: Ms. _____ please pin the soft shoulder marks on Admiral _____.

RADM _____: *I would like to request CAPT _____ to deliver the Admiral's jacket for presentation.*

[CAPT _____ will give the jacket to Ms. _____ and return to his place)]

RADM _____: *[After shoulder boards have been replaced and jacket donned, family members return to seats.*

RADM _____ – *“Ladies and gentlemen, Rear Admiral (Lower Half) _____, Acting Chief of Staff and Assistant Surgeon General of the United States Public Health Service.”*

[Leads applause]

RADM _____ – *“Let's give the family a big round of applause; again without their support this promotion would not be possible.*

Congratulations RADM (Lower Half) _____, Assistant U.S. Surgeon General, we are proud and honored to share this moment with you, mam. This is the time in the ceremony for us to hear from you. Please take the podium for your remarks.

[RADM _____ takes his seat. RADM _____ takes the podium]

RADM _____ – (Provides Remarks)

[RADM _____ takes seat. RADM _____ returns to podium]

RADM _____ – “Thank you, RADM _____, for your remarks, on behalf of the Indian Health Service, Job well done. Congratulations to you again.

RADM _____: “CAPT _____, will you please come forward?”

“CAPT _____ rises and comes to the podium.”?

RADM _____: Ladies and Gentlemen, please rise for our formal promotion....

[CAPT _____positioned center stage]

RADM _____: Reads the official orders, beginning with the statement:

“Officers, Attention to orders.....”

Personnel Order # 2017025.0018

Effective Date: 01-25-2017

By virtue of and pursuant to the authority delegated to me by Secretary _____, I hereby designate the following position in the grade of Rear Admiral Lower Half (0-7) as authorized by Section 205(c), Public Health Service Act, as amended.

RADM _____: *Officers as you were.*

RADM _____: *Ladies and Gentlemen, you may be seated. RADM _____, Please administer the oath of office.*

RADM _____: *I would like to ask Ms. _____ to join RADM _____ and RADM _____ for the Oath of Office. I would also like to invite RADM _____'s wife, Mrs. _____ and his two sons, _____ and _____, to join us at the stage at this time.*

RADM _____: *I would like to ask Ms. _____ (_____) to present the Bible for the Oath of Office.*

[RADM _____ will hand the Bible to Ms. _____.]

[RADM _____ is positioned on Right Shoulder; Ms. _____
_____ positioned center rear between RADM _____ and RADM
_____; Mrs. _____, _____ and
_____ will stand to the left of RADM _____.
_____ will hold the Bible for the Oath of Office; RADM _____
places left hand on Bible and raises right hand.]

RADM _____: Please repeat after me:

I, [state your name,]

Do solemnly affirm

That I will support and defend

The Constitution of the United States

Against all enemies, foreign and domestic;

That I will bear true faith

and allegiance to the same;

That I take this obligation freely,

Without any mental reservation

Or purpose of evasion;

That I will well and faithfully discharge

The duties of the office

On which I am about to enter,

So help me God.

[RADM _____ will return to his seat after oath]

[RADM _____ will turn to audience for pinning]

RADM _____ : *RADM _____'s two sons, _____ and _____ will place the ranking of Rear Admiral (Lower Half) on RADM _____'s shoulders. Then Mrs. _____ will assist him with formally donning his "jacket."*

RADM _____ : *I would like to request LT _____ to deliver Admiral's soft shoulder marks for presentation.*

[Shoulder Boards will be presented to _____ and _____ by LT _____, they will have shoulder boards delivered on silver platter. The Bible will be handed to RADM _____ by Ms. _____.]

RADM _____ : _____ *and _____ please pin the soft shoulder marks on RADM _____.*

RADM _____ : *Next, I would like to request CAPT _____ to deliver the Admiral's jacket for presentation.*

[CAPT _____ will give the jacket to Mrs. _____ and return to their place]

[After shoulder boards have been replaced and jacket donned, family members return to seats.]

RADM _____ – *“Ladies and gentlemen, Rear Admiral (Lower Half) _____, Acting Director, Indian Health Service and Assistant Surgeon General of the United States Public Health Service.”* [Leads applause]

Congratulations RADM (Lower Half) _____, Assistant U.S. Surgeon General, we are proud and honored to share this moment with you, sir. This is the time in the ceremony for us to hear from you. Please take the podium for your remarks.

[RADM _____ takes his seat. RADM _____ takes the podium]

RADM _____ – **(Provides Remarks)**

[RADM _____ takes seat. RADM _____ returns to podium]

RADM _____ – *“Thank you, RADM _____, for your remarks, on behalf of the Indian Health Service, Job well done and we are ready to serve. Congratulations to you again.*

RADM _____ – *“Let’s give the family a big round of applause; again without their support this promotion would not be possible. Before we conclude, I would like to draw your attention to an item of significance. “The flag of the Assistant Surgeon General combines a white background with the blue Public Health Service Corps device centered on the flag and a blue fringe. This flag will be displayed when these Admirals are in their office or at*

official functions. These flags will be displayed with pride, as they are yet another symbol of all these Officers, and those who support them, have accomplished.

RADM _____ – *I again want to thank everyone for spending the morning with us and taking the time to attend today’s ceremony. Today we were all promoted as RADM _____, RADM _____, and RADM _____ would be the first to say that each of you had some positive impact on today’s events. Today we celebrate not only an individual promotion, but team accomplishments.*

RADM _____: *Ladies and Gentlemen, please stand for the departure of the official party.*

RADM _____ – *“Sound six bells.”*

[Bell is rung 6 times]

RADM _____ - *“Rear Admiral, Acting Surgeon General of the United States Public Health Service, Departing.”*

[RADM _____ moves to within a few steps of the Side Boys (the Side Boys will be “lining” the aisle). RADM _____ pauses just in front of the Side Boys; the Boatswain’s Whistle is sounded. The Side Boys salute as RADM _____ moves forward through the Side Boys saluting and continues down the middle aisle. At the last sound of the Whistle, the Side Boys drop their salute.]

RADM _____ – “*Sound six bells.*”

[Bell is rung 6 times]

RADM _____ - “*Rear Admiral (retired), Director Office of Environmental Health and Engineering and Assistant Surgeon General of the United States Public Health Service (Ret), Departing.*”

[RADM _____ (Ret) moves to within a few steps of the Side Boys (the Side Boys will be “lining” the aisle). RADM _____ (Ret) pauses just in front of the Side Boys; the Boatswain’s Whistle is sounded. The Side Boys salute as RADM _____ (Ret) moves forward through the Side Boys saluting and continues down the middle aisle. At the last sound of the Whistle, the Side Boys drop their salute.]

RADM _____ – “*Sound six bells.*”

[Bell is rung 6 times]

RADM _____ - “*Rear Admiral, Director, Sanitarian Facilities Construction, Indian Health Service and Assistant Surgeon General, United States Public Health Service, Departing.*”

[RADM _____ moves to within a few steps of the Side Boys (the Side Boys will be “lining” the aisle). RADM _____ pauses just in front of the Side Boys; the Boatswain’s Whistle is sounded. The Side Boys salute as RADM _____ moves forward through the Side Boys saluting and continues down middle aisle. At the last sound of the Whistle, the Side Boys drop their salute.]

RADM _____ – “*Sound six bells.*”

[Bell is rung 6 times]

RADM _____ - “*Rear Admiral, Acting Chief of Staff, Indian Health Service and Assistant Surgeon General, United States Public Health Service, arriving.*”

[RADM _____ moves to within a few steps of the Side Boys (the Side Boys will be “lining” the aisle). RADM _____ pauses just in front of the Side Boys; the Boatswain’s Whistle is sounded. The Side Boys salute as RADM _____ moves forward through the Side Boys saluting and continues down middle aisle. At the last sound of the Whistle, the Side Boys drop their salute.]

RADM _____ – “*Sound six bells.*”

[Bell is rung 6 times]

RADM _____ - “*Rear Admiral, Acting Director, Indian Health Service and Assistant Surgeon General of the United States Public Health Service, Departing.*”

[RADM _____ moves to within a few steps of the Side Boys (the Side Boys will be “lining” the aisle). RADM _____ pauses just in front of the Side Boys; the Boatswain’s Whistle is sounded. The Side Boys salute as RADM _____ moves forward through the Side Boys saluting and continues down the middle aisle. At the last sound of the Whistle, the Side Boys drop their salute.]

RADM _____ – *“Please remain standing for the departure of RADM _____, RADM _____, and RADM _____ family.”*

RADM _____ – *“Ladies and Gentlemen, this concludes today’s ceremony. Again, I would like to thank you for spending some time with use today. To celebrate our promotion, refreshments are being served in the pavilion just outside this room, Please join our newly promoted Rear Admirals and their families for some refreshments. Also, if you have not already signed the guest book, please stop by and sign. During the reception you will have an opportunity to congratulate the promoted officers. I would like to thank the planning committee and fellow colleagues for your hard work and making this event possible. Thank you and you are dismissed.”*

The Bos’n will dismiss Side Boys.

(Page intentionally left blank)



SCRIPT

Promotion and Swearing-In Ceremony for RADM _____ Deputy Surgeon General

Date: October 26, 2015

Start: 2:00pm

End: 3:00pm

Mistress of Ceremonies:

RADM _____, Senior Advisor for HIV/AIDS Policy
Health Resources and Services Administration

- *Musical Prelude – PHS Ensemble*
- *Color Guard takes position at the rear of the center aisle.*
- *Official Party takes position at the rear of the ballroom*
- *RADM _____ family seated*
- *Boatswain (BOS'N) and Side Boys assume their positions*

RADM _____ (MC) – *“Ladies and Gentlemen, please take your seats. We will begin in 5 minutes. Ushers, please help our guests find their seats.”*

(Pause)

(BOS'N and Side Boys will be prepositioned stage left awaiting the arrival of the official party. BOS'N gives orders to post the Side Boys)

RADM _____ (MC): *“BOS’N, Post Side Boys.”*

BOS’N: *“Side Boys, Post!”*

RADM _____ (MC): *“Ladies and Gentlemen, if you are able, please rise for the arrival of the Official party.”*

(Official party will be prepositioned at the bottom of the stairs stage left and will wait to be announced)

RADM _____ (MC) – *“Sound Six Bells.”*
(Bell is rung 6 times)

RADM _____ (MC) - *“Chief Nurse Officer, U.S. Public Health Service arriving.”*

(After RADM _____ is announced, she will render salute while proceeding through the first two Side Boys and drop the salute after passing by last two Side Boys. The BOS’N Pipe sounds and the Side Boys salute as RADM _____ proceeds through the center aisle. At the last sound of the Pipe, the Side Boys drop their salute. RADM _____ will stand at attention on the carpet, wait for Ruffles and Flourishes, then proceed to her seat on stage

1 Ruffle and Flourish

RADM _____ (MC) – *“Sound Eight Bells.”*
(Bell is rung 8 times)

RADM _____ (MC) - *“United States Surgeon General, arriving.”*

(After VADM _____ (Surgeon General) is announced, he will render salute while proceeding through the first two Side Boys and drop the salute after passing by last two Side Boys. The BOS'N Pipe sounds and the Side Boys salute as VADM _____ (Surgeon General) proceeds through the center aisle. At the last sound of the Pipe, the Side Boys drop their salute. VADM _____ (Surgeon General) will stand at attention on the carpet, wait for Ruffles and Flourishes, then proceed to his seat on stage).

3 Ruffles and Flourishes

RADM _____ (MC) – “Sound Eight Bells.”
(Bell is rung 8 times)

RADM _____ (MC) - “Acting Deputy Secretary, Health and Human Services, arriving.”

(Dr. _____ walks through the Side Boys after she is announced. The Boatswain’s Pipe is sounded. The Side Boys salute as Dr. _____ proceeds through the center aisle. At the last sound of the Pipe, the Side Boys drop their salute. Dr. _____ will stand on the carpet, wait for Ruffles and Flourishes, then proceed to her seat on stage).

4 Ruffles and Flourishes

RADM _____ (MC) - “Ladies and Gentlemen, please remain standing for the presentation of the Colors by the PHS Honor Guard and for the singing of the National Anthem and the United States Public Health Service March. Honor Guard, Advance the Colors!”

(Honor Guard enters through stage left and proceeds down the stairs to the auditorium floor stopping stage right. On the first note of the National Anthem, Honor Cadre present arms. On the last note of the National Anthem, the Honor Cadre order arms)

RADM _____ (MC) - *“Please join with us in singing the United States Public Health Service March, the words are found on the back of your program.”*

(USPHS Music Ensemble begins singing the PHS March. Honor Guard remains in place at attention. At the conclusion of the march, RADM _____ instructs the honor guard to retire the colors.)

RADM _____ (MC) – *“Honor Guard, Retire the Colors! (After the Colors have been retired, then state the following...)”*

RADM _____ (MC) – “Reverend _____ will now come forward to provide the invocation. Please remain standing.

(Rev. _____ approaches the podium.)

Rev. _____ – [Provides Invocation]

(Rev. _____ returns to seat)

RADM _____ (MC) – *“Everyone please be seated. Thank you Rev. _____ for the*

invocation...Ladies and Gentlemen, welcome to the Swearing-In and Promotion Ceremony for the Deputy Surgeon General of the U.S. Public Health Service, Rear Admiral _____ . My name is RADM _____ (MC) and it is my honor and privilege to serve as the Mistress of Ceremonies (MC) for today's event. (pause)

First, I want to thank the members of the USPHS Music Ensemble for those lovely renditions. Your time and talents are both greatly appreciated.

Also, I would like to recognize the members of the Surgeon General's Honor Cadre for their part in making This such a memorable occasion. Thank you very much.

I would now like to re-introduce our official party:

Our Acting Deputy Secretary, the Honorable Dr. _____, and Our Surgeon General, Vice Admiral _____

There are several dignitaries that have joined us today and I would like to recognize them as well. Please hold all applause until all dignitaries are recognized

- Our Principal Deputy Assistant Secretary for Health,

- Acting Administrator for the Health Resources and Services Administration, Mr. _____,
- Active duty and retired Flag Officers and Chief Professional Officers from the U.S. Public Health Service Commissioned Corps
- Flag Officers from our sister services (Army, Navy, Air Force, Marines, and Coast Guard)

RADM _____ (MC) - *Thank you for joining with us on this important day where we recognize an outstanding, dedicated public health professional as she begins a new role in her service to the Nation. This is a day of celebration and we are so glad that you could be here with us to partake in this event.*

I am going to provide you with a brief overview of the U.S. Public Health Service Commissioned Corps history. The Commissioned Corps of the Marine Hospital Service was

formalized in 1889. At first, the service was open only to physicians, but over the course of the twentieth century expanded to include dentists, dieticians, engineers, environmental health officers, health service officers, nurses, pharmacists, scientists, therapists, and veterinarians. And, just as the number of professions comprising the service grew, the scope and breadth of activities of the Marine Hospital Service also increased, which led Congress to change the name to the Public Health Service in 1912.

The legacy of our Commissioned Corps began with the treatment of sick and injured seamen, including the screening of immigrants arriving at Ellis Island. We oversaw the eradication of contagious diseases such as smallpox and yellow fever, led the way in providing health care to underserved groups, and responded with medical and public health assistance in the aftermath of natural and manmade disasters. This legacy has solidified the Commissioned Corps as a corner stone of public health in this Nation.

The PHS flag consists of a blue PHS seal on a yellow background. This evolved out of the yellow quarantine flag used by the Service on quarantine vessels and stations. The blue and yellow colors of the PHS flag

represent the service's roots in maritime and quarantine activities.

Our Corps is represented by four Core values Leadership, Service, Integrity and Excellence.

RADM _____ (MC) – *“It is now my pleasure to introduce our first distinguished speaker. Ladies and Gentlemen, please welcome the 19th Surgeon General of the United States, VADM _____.”*

(leads applause)

(RADM _____ moves to her position (chair) and sits; VADM _____ moves to the podium.)

VADM _____ (Surgeon General) – (prepared remarks)

(At close of remarks, applause, VADM _____ (Surgeon General) introduces Dr. _____. Waits at podium until she arrives.)

(VADM _____ (Surgeon General) moves to position (chair) and sits; Dr. _____ moves to the podium.)

Dr. _____ - *(Prepared remarks)*

(At the close of remarks, [wait for applause], then begin reading of orders and oath):

“Ladies and Gentlemen, please rise for the reading of the orders. RADM _____, please proceed to center stage.”

ATTENTION TO ORDERS:

“Pursuant to the authority of the Acting Assistant Secretary for Health and U.S. Surgeon General; RADM _____ is hereby designated as Deputy Surgeon General of the United States Public Health Service, effective 1 October 2015.”

Dr. _____ – “Will the family please come forward to join me and Rear Admiral _____ for the reading of the oath.”

(Cue to turn on Dr. _____ and RADM _____ lavalier microphone. RADM _____ stays at podium.)

(RADM _____ family rise and move to center stage facing the audience. RADM _____ is stage right facing the audience at a 45 degree angle. Her family will be center stage holding the Bible. Dr. _____ is stage left facing the audience at a 45 degree angle. RADM _____ raises her right hand and places her left hand on the bible, while Dr. _____ administers the oath. Dr. _____ and VADM _____ (Surgeon General) will be standing at their seats.)

Dr. _____ – “Please repeat after me:

**I, _____
Do solemnly swear
That I will support and defend
The Constitution of the United States**

**Against all enemies,
foreign and domestic;
That I will bear true faith
and allegiance to the same;
That I take this obligation freely,
Without any mental reservation
Or purpose of evasion;
That I will well and faithfully discharge
The duties of the office
On which I am about to enter,
So help me God.**

**Congratulations,
Rear Admiral _____.”**

(Dr. _____ shakes RADM _____’ hand and begins
applause)

(RADM _____ moves to the podium. Dr. _____
returns to seat.)

**(Cue to turn OFF Dr. _____ lavalier
microphone)**

RADM _____ (MC) – *“It is customary that
senior leaders, family, colleagues, senior officers, or close
friends assist in placing the appropriate rank markings on the
promoted officer. RADM _____ has asked the
Surgeon General and immediate family to do so; they will
place the markings of Rear Admiral Upper Half on our new
Deputy Surgeon General’s shoulders”.*

(SG moves to join RADM _____ at center stage. RADM _____ will stand between the SG and the family. LCDR _____ will provide the RIGHT soft shoulder board to the SG and the LEFT shoulder board to _____ and _____ (children) Family. They will slide the shoulder boards on with LCDR _____ standing by to assist. After shoulder boards are in place, LCDR _____ will provide Mr. _____ with RADM _____' blouse.)

RADM _____ (MC) – *“At this time, Mr. _____ will assist Rear Admiral _____ in donning the blouse.”*

(RADM _____ will be standing center stage facing the audience. Mr. _____ will don RADM _____' blouse and return to his chair and sit.)

RADM _____ (MC) – *“The flag of the Deputy Surgeon General combines a white background with the blue Public Health Service device centered on the flag with blue fringe and a white and blue tassel. The Public Health Service device consists of a caduceus, an attribute of Mercury, the Roman messenger of the Gods and the God of commerce. It refers to the historic importance of the Public Health Service’s mission to the conduct of maritime trade. As for the anchor, not only does it represent the maritime nature of the service’s original mission, but in having the chain wrapped around the*

stock and flukes, indicates a ship on which there is someone who is ill or in distress. In the U.S. Public Health Service and the Department of Health and Human Services, this flag is a visible symbol of the Deputy Surgeon General. It will be proudly displayed when Rear Admiral _____ is in her office and at official functions.....Rear Admiral _____, we stand ready for your orders.”

RADM _____ (MC) – “Post my colors.”

(Member of the Honor Guard brings in the DSG colors from stage left and places the flag in the empty stand with the remaining flags on stage. Member of the Honor Guard dresses the flag, takes a ½ step back and then salutes the flag, then moves to face RADM _____ and renders a salute, which RADM _____ will return, then the Honor Guard member ceremoniously moves off the stage through the stage left exit on the auditorium floor.)

(Cue to turn OFF Deputy Surgeon General’s lavalier microphone**)**

RADM _____ (MC): “Ladies and Gentlemen – Rear Admiral _____, Deputy Surgeon General of the United States Public Health Service.” (leads applause)

(RADM _____ moves to her seat and RADM _____ moves to the podium)

RADM _____ – (Prepared remarks)

(Applause from audience; RADM _____ moves to her seat on and RADM _____ moves to podium.)

RADM _____ (MC) – “Please rise for the benediction provided by Reverend _____.”

(Rev. _____ approaches the podium.)

Rev. _____ – [Provides Benediction]

(Rev. _____ returns to seat)

RADM _____ (MC) – *“Ladies and Gentlemen, thank you for attending today’s ceremony. I know we can all agree that it has been quite a celebration. Please remain standing for the departure of the Official party.”*

RADM _____ (MC): *“BOS’N, Post Side Boys.”*

BOS’N: *“Side Boys, Post!”*

(Side Boys get into position in anticipation of the departure of the official party)

(Acting Deputy Secretary, Surgeon General, and Deputy Surgeon General remain standing on stage and then move off stage left as their departure is announced.)

RADM _____ (MC) – *“Sound Eight Bells.”*
(Bell rings 8 times)

RADM _____ (MC) - “Acting Deputy Secretary, Health and Human Services, departing.”

(Dr. _____ will walk down the stairs (stage left) to the carpet and stop before the Side Boys at center aisle. Dr. _____ will stand at attention and wait until Ruffles and Flourishes has been played, then proceed through the Side Boys. The Bos'n Pipe sounds. The Side Boys salute as Dr. _____ proceeds through the line. As she clears the Side Boys, the Pipe stops and the Side Boys drop their salute).

RADM _____ (MC) – “Sound Eight Bells.”
(Bell is rung 8 times)

RADM _____ (MC) - “United States Surgeon General, departing.”

3 Ruffles and Flourishes

(SG will walk down the stairs (stage left) to the carpet and stop before the Side Boys at center aisle. SG will stand at attention and wait until Ruffles and Flourishes has been played, then proceed through the Side Boys. The Bos'n Pipe sounds. The Side Boys salute as the SG proceeds through the line. As he clears the Side Boys, the Pipe stops and the Side Boys drop their salute.).

RADM _____ (MC) – “Sound Six Bells.”
(Bell rings 6 times)

RADM _____ (MC) - “Deputy Surgeon General, United States Public Health Service, departing.”

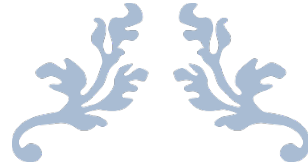
(RADM _____ will walk down the stairs (stage left) to the carpet and stop before the Side Boys at center aisle. RADM _____ will stand at attention and wait until Ruffles and Flourishes has been played, then proceed through the Side Boys. The Bos'n Pipe sounds. The Side Boys salute as RADM _____ proceeds through the line. As she clears the Side Boys, the Pipe stops and the Side Boys drop their salute.).

2 Ruffles and Flourishes

RADM _____ (MC) – *“Side Boys, you are relieved. Ladies and Gentlemen, that concludes today’s ceremony. I would like to ask our guests who plan to join us for the reception to remain seated for just a moment. We will be forming a receiving line for those who want to briefly greet and take pictures with our new Deputy Surgeon General. Please follow the guidance and instruction from CDR _____ and CDR _____. Lastly, guests who are unable to stay and wish to depart the building can do so at this time. Thank you for attending.”*

END

(Page intentionally left blank)



11TH CHIEF NURSE OFFICER CHANGE OF COMMAND CEREMONY

From the Commissioned Corps of the United States Public Health Service



SEPTEMBER 30, 2016

Table of Contents

Ceremonial Roles.....	3
Preparation.....	4
Opening Honors.....	5
CAPT _____ (New Chief Nurse Officer).....	5
Dr. _____ (Guest Speaker).....	7
RADM _____ (Presiding Officer/Officiant).....	8
Dr. _____ (Guest Speaker).....	9
RADM _____ (Guest of Honor).....	9
VADM _____ (Surgeon General, USPHS).....	10
National Anthem and USPHS March.....	11
Presiding Officer’s Speech.....	12
Invocation.....	12
Acknowledgment of Distinguished Guests.....	12
History of Public Health Service.....	13
Guest Speeches.....	15
Dr. _____ (Guest Speaker).....	15
Dr. _____ (Guest Speaker).....	16
VADM _____ (SG, USPHS).....	17
Thank you, VADM _____.....	17
RADM _____ (DSG, USPHS).....	17
CAPT _____ Promotion Ceremony.....	18
Oath of Office.....	19
Presentation of RADM _____’s flag.....	21
Change of Command Ceremony.....	21
RADM _____ Passage of the lamp Ceremony.....	22
Relieved of Command.....	24
11 th CNO Remarks.....	25
Benediction.....	26
Departure of official party.....	26
VADM _____ (SG, USPHS).....	27
RADM _____ (DSG, USPHS).....	27
Dr. _____ (Guest Speaker).....	28
RADM _____ (Presiding Officer/Officiant).....	29

Dr. _____ (Guest Speaker)..... 29

RADM _____ (Promotee, New Chief Nurse Officer) 30

Reception 31

DRAFT

Ceremonial Roles

Role	Name
Guest of Honor	RADM _____ (DSG, USPHS)
Guest of Honor	CAPT/RADM _____ (Promotee)
Presiding Officer/Officiant	RADM _____
Mistress of Ceremonies	CAPT _____
Invocation & Benediction	Invocation - _____, USPHS, Rear Admiral (Ret.) (confirmed), Benediction – Pastor _____ (confirmed)

Role	Name
Guest Speaker	Dr. _____ (invited, Denied)
Guest Speaker	Dr. _____ (invited)
Guest Speaker	Dr. _____ (confirmed)
Guest Speaker	VADM _____ (SG, confirmed)

Role	Name
Person/Officer holding the SDB Jacket and ranks	LT _____

Role	Name
Reader of the passage of the lamp	RADM _____ (confirmed)
Passage of the lamp	RADM _____ (confirmed)
Passage of the lamp	RADM _____ (confirmed)
Passage of the lamp	RADM _____ (confirmed)
Passage of the lamp	RADM (Ret.) _____ (confirmed)
Passage of the lamp	RADM (Ret.) _____ (confirmed)
Passage of the lamp	RADM (Ret.) _____ (invited/pending)
Passage of the lamp-place on Table at end	CAPT _____
Passage of the lamp- 1 st to carry	LTJG _____
Passage of the lamp	LTJG _____ (COSTEP Backup)

Preparation

CAPT _____ (MC):

Ladies and Gentleman, the ceremony will begin in approximately 5 minutes. Kindly silence all electronic devices you may have in your possession.

- [Official party lines up outside Natcher Auditorium](#)

Line Order	Role	Name
•	Side Boys, Boatswain (Bos'n)	Numerous
•	Guest of Honor	CAPT/RADM _____
•	Guest Speaker #2	Dr. _____
•	Presiding Officer/Officiant	RADM _____
•	Guest Speaker #1	Dr. _____
•	Guest of Honor	RADM _____
•	Guest Speaker #3	VADM _____
•	SG's Color Guard	Numerous

- [CAPT _____ \(MC\) walk to the podium from seats behind podium](#)

Opening Honors

Color Guard takes position at the rear of the center aisle.

- Official Party takes position at the rear of the ballroom

- RADM _____ family seated

- Side Boys in position

CAPT _____ (MC):

Distinguished guests, ladies and gentlemen, welcome to the promotion and Change of Command ceremony for CAPT _____ who will serve as the 11th United States Public Health Service Chief Nurse Officer. My name is CAPT _____ and I serve as the Senior Clinical Information Manager for the Defense Health Agency, and it is my honor to be your Mistress of Ceremonies today.

– “Ladies and Gentlemen, please take your seats. We will begin in 5 minutes. Ushers, please help our guests find their seats.”

CAPT _____ (MC):

We are privileged to have senior leadership from the U.S. Public Health Service Commissioned Corps and esteemed colleagues from our sister services in attendance to honor CAPT _____ on her special day. Today, we also recognize the leadership and contributions of RADM _____ (DSG, USPHS), and execute the official orders of Captain _____, as the in-coming Chief Nurse Officer.

CAPT _____ (MC):

Ladies and gentlemen, please rise for:

- The arrival of the official party
- The Presentation of the Colors by the Surgeon General’s Honor Cadre and
- The Singing of the National Anthem and the Public Health Service March led by the Surgeon General’s Own Music Ensemble

CAPT _____

CAPT _____ **(MC):**

ATTENTION ON DECK!

Bos'n, Post Side Boys.

BOS'N: "Side Boys, POST!"

- Side Boys march in and post to predetermined spots
- Bell Ringer stands at attention at the Bell
- Trumpet Players and Singers file onto stage

BOS'N: Side Boys, Halt

Center Face

CAPT _____ **(MC):**

Sound 4 bells

- Bell Ringer double-rings the bell 2 times

CAPT _____ **(MC):**

Captain, United States Public Health Service, arriving

- CAPT _____: enters the auditorium, proceeds to the "X" on the floor and stops there before she enters the Side Boy formation
- BOS'N: sounds pipes or Present Arms
- Side Boys: render a salute at the first note
- CAPT _____: return and hold the salute while proceeding through the Side Boys. Stops abeam last Side Boy
- CAPT _____ and Side boys: order arms on last note
- CAPT _____:
 - Proceeds to stage (via the steps on the right side of the auditorium by the podium) in front of her chair
 - Faces audience

Dr. _____

CAPT _____ **(MC):**

Sound 6 bells

- [Bell Ringer](#) double-rings the bell 3 times

CAPT _____ **(MC):**

Rear Admiral, retired, United States Public Health Service, and Director, National Institute of Allergy and Infectious Diseases, arriving

- [Dr. _____](#): enters the auditorium, proceeds to the “X” on the floor and stops there before he enters the Side Boy formation
- [BOS’N](#): sounds pipes and Presents Arms
- [Side Boys](#): render a salute
- [Dr. _____](#):
 - [Proceeds through the Side Boys at first note](#)
 - [Stops abeam last Side Boy](#)
- [Dr. _____](#) and Side Boys: [On last note Order Arms](#)
- [Dr. _____](#):
 - [Proceeds to stage \(via the steps on the right side of the auditorium by the podium\)](#) in front of his chair
 - Faces audience

RADM _____

CAPT _____ **(MC):**

Sound 6 bells

- Bell Ringer double-rings the bell 3 times

CAPT _____ **(MC):**

Rear Admiral, United States Public Health Service, arriving

- RADM _____: enters the auditorium, proceeds to the “X” on the floor and stops there before she enters the Side Boy formation
- BOS’N: sounds pipe and Presents Arms
- Side Boys: render a salute at the first note
- RADM _____: return and hold the salute while proceeding through the Side Boys.
- Music Ensemble: Two “Ruffles and Flourishes” and “Admiral's March”
- RADM _____:
 - Stops abeam last Side Boy, drops salute, and stands at attention salute until music ends
 - At the end of the music RADM _____ proceeds to stand on stage (via the steps on the right side of the auditorium by the podium), in front of her chair, facing audience

Dr. _____

CAPT _____ **(MC):**

Sound 6 bells

- [Bell Ringer](#) double-rings the bell 3 times

CAPT _____ **(MC):**

Director, National Institutes of Health, arriving

- [Dr. _____](#): enters the auditorium, proceeds to the “X” on the floor and stops there before he enters the Side Boy formation
- [BOS’N](#): Sounds Pipes and Presents Arms
- [Side Boys](#): render a salute
- [Dr. _____](#):
 - [Proceeds through the Side Boys at first note](#)
 - [Stops abeam last Side Boy](#)
- [BOS’N](#): On last note or Order Arms
- [Dr. _____](#):
 - Proceeds to stage (via the steps on the right side of the auditorium by the podium) in front of his chair
 - Faces audience

RADM _____ **(DSG, USPHS)**

CAPT _____ **(MC):**

Sound 6 bells

- [Bell Ringer](#) double-rings the bell 3 times

CAPT _____ **(MC):**

Deputy Surgeon General of the United States and Chief Nurse Officer, arriving

- RADM _____ (DSG, USPHS): enters the auditorium, proceeds to the “X” on the floor and stops there before she enters the Side Boy formation
- BOS’N: sounds pipe and Presents Arms
- Side Boys: render a salute at the first note
- RADM _____ (DSG, USPHS): return and hold the salute while proceeding through the Side Boys
- Music Ensemble: Two “Ruffles and Flourishes” and “Admiral’s March”
- RADM _____ (DSG, USPHS):
 - Stops abeam last Side Boy, drops salute, and stands at attention until music ends
 - At the end of the music, RADM _____ proceeds to stand to the stage (via the steps on the right side of the auditorium by the podium), in front of her chair, facing audience

VADM _____ (SG, USPHS)

CAPT _____ (MC):

Sound 8 bells

- Bell Ringer double-rings the bell 4 times

CAPT _____ (MC):

Surgeon General of the United States, arriving

- VADM _____ (SG, USPHS): enters the auditorium, proceeds to the “X” on the floor and stops there before he enters the Side Boy formation
- BOS’N: sounds pipe and Presents Arms

- Side Boys: render a salute at the first note
- VADM _____ (SG, USPHS): return and hold the salute while proceeding through the Side Boys
- Music Ensemble: Three “Ruffles and Flourishes” and “Admiral’s March”
- VADM _____ (SG, USPHS):
 - Stops abeam last Side Boy, drops salute, and stands at attention until music ends
 - At the end of the music, VADM _____ proceeds to stand on stage, (via the steps on the right side of the auditorium by the podium), in front of his chair, facing audience

National Anthem and USPHS March

CAPT _____ (MC):

Color Guard, ADVANCE THE COLORS

- Color guard: positions themselves in front of the stage and faces audience

Honor Guard Commander:

PRESENT ARMS

- Music Ensemble: National Anthem

Honor Guard Commander:

ORDER ARMS

- Music Ensemble: USPHS March

CAPT _____ (MC):

RETIRE THE COLORS

- Color Guard exits

Presiding Officer's Speech

CAPT _____ (MC):

It is now my great pleasure to introduce the Presiding Officer for today's ceremony, RADM _____.

NEED SHORT BIOGRAPHY- Check w/ _____-she may not desire a bio.

RADM _____:

- RADM _____: takes center stage

Invocation

RADM _____:

I now invite _____ Rear Admiral (Ret.), USPHS, to deliver the invocation.

- _____ takes podium, delivers the invocation and returns to her seat

RADM _____:

Thank you for that moving invocation, _____. Audience, you may now be seated.

Please join me in thanking The Surgeon General's Honor Cadre and The USPHS Commissioned Corps Music Ensemble for providing today's opening honors with such *Esprit de Corps*.

- RADM _____: leads applause
- Everyone on stage: sits

Acknowledgment of Distinguished Guests

RADM _____:

We are honored to have in attendance today several distinguished guests, both here on stage and seated in the audience. Let me take a moment to welcome our senior

leadership and please hold all applause until all the distinguished guests are recognized

Distinguished Leadership from HHS and OSG

LIST NAMES HERE

Distinguished Leadership from NIH

LIST NAMES HERE

Our distinguished colleague from the Uniformed Services University of the Health Sciences

LIST NAMES HERE

Distinguished PHS Flag Officers

Other distinguished guests representing our sister services from the Army, Navy, Air Force, Marines, Coast Guard, and NOAA.

Former PHS Chief Nurse Officers

LIST NAMES HERE

Leaders from National Nursing Organizations, State Representatives, and Universities.

Families and friends of CAPT _____ and RADM _____ (DSG, USPHS)

History of Public Health Service

The Public Health Service has a proud history that traces to the passage of an act in 1798 that provided for the care and relief of sick and injured merchant seamen.

The Public Health Service Seal contains a crossed fouled anchor and a winged caduceus which is the mariner connection. The caduceus is not the traditional symbol of medicine; rather it is the attribute of Mercury, the Roman messenger of the gods and the god of commerce. The caduceus refers to the importance of the Public Health Service's mission to the conduct of maritime trade.

The anchor represents the maritime nature of the service's original mission. Moreover, the anchor is fouled which means it has a chain wrapped around the stock and flukes which indicates a ship on which there is a mariner ill or in distress.

The PHS flag consists of a blue PHS seal on a yellow background. This evolved out of the yellow quarantine flag used by the Service on quarantine vessels and stations. The blue and yellow colors of the PHS flag represent the service's roots in maritime and quarantine activities.

From this proud history, we have continued to evolve and grow, expanding programs in research and applied public health and in mental and behavioral health. We have grown from a small collection of hospitals supporting the merchant mariners to the largest public health program in the world.

Our Corps is represented by four Core values: Leadership, Service, Integrity and Excellence.

Since the inception of the Public Health Service, nurses have been a key component to the provision of health care to the American people.

Nurses make up the largest category of the PHS with over 1650 officers and over 3500 civilian and tribal nurses. Nurses play an important role in the overall

mission of the Corps to protect, promote and advance the health and safety of our nation.

The Chief Nurse Officer (CNO) position was created in 1949 as a Rear Admiral in the Office of the Surgeon General (OSG) with the goal of representing all nurses. Every four years, a new CNO is selected to represent the Nurses of the United States and the Public Health Service (USPHS).

The CNO is responsible for providing leadership and coordination of nursing professional affairs for the Department of Health and Human Services and the OSG.

Today, we are here to acknowledge the accomplishments of RADM _____ (DSG, USPHS) as our tenth Chief Nurse and congratulate CAPT _____ on the career achievement of becoming our eleventh Chief Nurse Officer.

Guest Speeches

Dr. _____

RADM _____ :

NEED SHORT BIOGRAPHY

Ladies and gentlemen, it gives me great pleasure to introduce to you the 16th Director of the National Institutes of Health, Dr. _____.

- [Dr. _____](#): takes center stage and delivers 5 minute speech

RADM _____:

Thank you, Dr. _____.

Dr. _____

RADM _____:

Dr. _____ is director of the National Institute of Allergy and Infectious Diseases at the National Institutes of Health. Since his appointment as NIAID director in 1984, Dr. _____ has overseen an extensive research portfolio devoted to preventing, diagnosing, and treating infectious and immune-mediated diseases. Dr. _____ also is chief of the NIAID Laboratory of Immunoregulation, where he has made numerous important discoveries related to HIV/AIDS and is one of the most-cited scientists in the field. Dr. _____ serves as one of the key advisors to the White House and Department of Health and Human Services on global AIDS issues, and on initiatives to bolster medical and public health preparedness against emerging infectious disease threats such as Ebola and pandemic influenza. He was one of the principal architects of the President's Emergency Plan for AIDS Relief (PEPFAR), which has already been responsible for saving millions of lives throughout the developing world.

Dr. _____ is a member of the US National Academy of Sciences and is the recipient of numerous prestigious awards for his scientific and global health accomplishments, including the National Medal of Science, the Mary Woodard Lasker Award for Public Service, and the Presidential Medal of Freedom. He has been awarded 43 honorary doctoral degrees and is the author, coauthor, or editor of more than 1,290 scientific publications, including several major textbooks.

Ladies and gentlemen, it now gives me great pleasure to introduce to you the Director of the National Institute of Allergy and Infectious Diseases, Dr.

_____.

- [Dr. _____](#): takes center stage and delivers 5 minute speech

RADM _____:

Thank you, Dr. _____.

VADM _____ (SG, (USPHS)

RADM _____ :

NEED SHORT BIOGRAPHY

Ladies and gentlemen, it is my honor to introduce the 19th Surgeon General,
VADM _____ (SG, (USPHS).

- VADM _____ (SG, (USPHS): takes center stage and delivers 5 minute speech

RADM _____ :

Thank you, VADM _____

RADM _____ (DSG, USPHS)' Speech

RADM _____ :

It is my great honor to present to you the 10th Chief Nurse Officer, RADM
_____ (DSG, USPHS).

NEED SHORT BIOGRAPHY

RADM _____ :

- RADM _____ : takes her seat

RADM _____ (DSG, USPHS):

- RADM _____ : delivers her parting speech
- RADM _____ : takes her seat once she delivers her parting speech

RADM _____ :

- RADM _____ : approaches the podium after RADM _____ ' parting remarks

RADM _____ :

Thank you RADM _____ (DSG, USPHS) for those inspiring remarks!

CAPT _____ Promotion Ceremony

RADM _____:

CAPT _____, will you please come forward?

**LT _____ WILL BE HOLDING CAPT _____'s SDB
JACKET (RADM RANK)**

- **CAPT _____: rises and positions herself to the center of the stage**

RADM _____:

Ladies and Gentlemen, please rise for our formal promotion ceremony

VADM _____ (SG, (USPHS):

- **Moves to the podium**

VADM _____ (SG, (USPHS):

“Attention to orders……”

Personnel Order # **NEED INFO**

Effective Date: **NEED INFO**

By virtue of and pursuant to the authority delegated to me by Secretary _____, I hereby designate the following position in the grade of Rear Admiral Lower Half (0-7) as authorized by Section 205(c), Public Health Service Act, as amended.

Oath of Office

RADM _____:

- VADM _____ (SG, (USPHS) will now administer the Oath of Office. I ask that RADM _____'s family to come up on the stage to join her for the Oath of Office.
- RADM _____'s family will go up the stage via the steps next to the podium

RADM _____:

Ladies and Gentlemen, please be seated.

VADM _____ and RADM _____ are positioned facing each other. _____ will pass the Bible to Mr. _____. Mr. _____ will hold the Bible for the Oath of Office; RADM _____ places left hand on Bible and raises right hand.

VADM _____ (SG, (USPHS) (RADM _____

holds the microphone):

Please repeat after me:

I, [state your name,]

Do solemnly affirm

That I will support and defend

The Constitution of the United States

Against all enemies, foreign and domestic;

That I will bear true faith

and allegiance to the same;

That I take this obligation freely,

Without any mental reservation

Or purpose of evasion;

That I will well and faithfully discharge

The duties of the office

On which I am about to enter,

So help me God.

RADM _____:

It is customary that relatives, friends, colleagues, or Senior Officers to assist in placing the appropriate rank markings on the promotee. RADM

_____’s family, and Rear Admiral (ret) _____ will now place the rank Rear Admiral (Lower Half) on RADM _____’s shoulders.

- LT _____ will pass the shoulder boards to _____ and Rear Admiral (ret) _____;
- Anderson _____ will hand the Bible to LT _____.
- LT _____ gives jacket with the Admiral stripe to RADM _____ and _____ to place on RADM _____ after both shoulder boards are in place.
- Vice Admiral _____ assists RADM _____ with donning said jacket.
- *After shoulder boards have been replaced and jacket donned, RADM _____ remain on stage, but the _____ family returns to their seats.*
- VADM _____ returns to his seat
- LT _____ position herself to the rear of the stage with the CPO badge.

RADM _____:

Ladies and Gentlemen, it is my pleasure to present to you, RADM _____, United States Public Health Service.

- Leads applause

Congratulations RADM _____, Assistant U.S. Surgeon General, we are proud and honored to share this moment with you. Please remain where you are standing.

Presentation and posting of RADM _____'s flag

RADM _____ :

Post the RADM's colors

- Honor Guard member proceeds down the middle aisle with RADM _____'s flag furled up
- Honor Guard member steps up on the stage via the steps (next to the podium)
- Honor Guard member unfurls the flag in front of RADM _____
- Honor Guard member posts the flag on the stage
- Honor Guard member proceeds down the stage and exits the auditorium

Change of Command Ceremony

RADM _____ :

Ladies and Gentlemen, please rise for the reading of the Orders

ATTENTION TO ORDERS:

“Pursuant to the authority of the Surgeon General, including CCPM 23.4.6, RADM _____ is hereby designated as Chief Nurse Officer of the United States Public Health Service, effective **May 13, 2016.**”

[LT _____ passes the CPO Badge to RADM _____ with the backings and the pin separate. RADM _____ will pin the CPO Badge on RADM _____'s lapel. RADM _____ initiates salute; RADM _____ returns the salute. RADM _____ and RADM _____ will shake hands.]

RADM _____ :

- Leads applause

RADM _____ and RADM _____ remain on stage.

RADM _____ :

I now invite RADM _____, USPHS, to the podium

- RADM _____ takes podium, and RADM _____ returns to her seat
- **SOMEONE (NEED INFO) will signal and guide the past Chief Nurse Officers to exit the auditorium door on the right, next to the staircase to line them up and get them ready for the passage of the lamp ceremony**

RADM _____ Passage of the lamp Ceremony

We will now begin the passage of the lamp ceremony. May I have the prior Chief Nurse Officers- RADM (ret) _____, _____ and _____, and RADM _____ join me on stage.

- **Past CNOs will enter the stage via a side door and position themselves in the following order:**

- RADM (ret.) _____, RADM (ret.) _____, RADM (ret.) _____, and RADM _____
- Once the past CNOs are in line, RADMs _____ and _____ will position themselves next to the past Chief Nurse Officers

The nursing lamp dates back to the work of Florence Nightingale, an English nurse and pioneer reformer, who made history during the Crimean War.

Because of her selfless duty, Nightingale became known as the "lady with the lamp."

- [LT _____ [needs gloves] walks slowly carries the lamp to the stage]

She walked in the silence and darkness of the night with her lamp, to relieve human suffering, and bring the light of knowledge and caring to the injured victims of war.

She lay the foundations for the profession of nursing. She understood the consequences of social, political, and economic factors on public health and she shaped policy.

Her legacy challenges all nurses to be the proactive conscience for the health of humanity.

The lamp is the ancient symbol of knowledge and learning. It represents the light of HOPE that nurses bring to the darkness of ignorance, illness and disease.

Where there is HOPE, there is the fire of life.

Florence Nightingale lit her beacon of light to comfort the wounded.

The light of her lamp has blazed a path of service and knowledge across a century to nurses today. Nurses inherit her social responsibility to transform the health of individuals, families, communities, environments and nations. The Chief Nurse Officer of the US Public Health Service serves as a voice and leader for all nursing.

- RADM _____ passes CAPT _____ the lamp

- CAPT _____ places the lamp on the small table (on stage), exits the stage, and returns to his seat.

RADM _____ rejoins the stage

RADMs return to seats except RADM _____ and _____ remain standing.

- Past Chief Nurse Officers should exit the stage in the following order, using the same side door they entered
- RADM _____ followed by RADM (ret.) _____ RADM (ret.) _____, and RADM (ret.) _____

Relieved of Command

RADM _____ :

RADM _____, are you ready to be relieved of command?

RADM _____ (DSG, USPHS):

I am ready to be relieved, Ma'am

RADM _____ :

I relieve you, Ma'am

- RADM _____ approaches RADM _____ and initiates salute. RADM _____ returns the salute.
- The two RADMs shake hands

RADM _____ (DSG, USPHS):

- Returns to her seat

11th CNO Remarks

RADM _____:

Ladies and gentlemen, it is now my great honor to welcome to the podium the 11th Chief Nurse Officer of the US Public Health Service, Rear Admiral

_____.

- RADM _____ approaches the podium

RADM _____:

- Speech
- Returns to her seat upon conclusion of speech

RADM _____:

Thank you RADM _____ for that inspiring and heartfelt speech

Benediction

RADM _____:

Ladies and gentlemen, please rise for the benediction and remain standing for the departure of the official party.

Pastor _____ will now deliver the benediction.

- Pastor _____ walks to the podium

Pastor _____:

Delivers benediction

- Pastor _____ returns to seat

Departure of official party

CAPT _____ (MC) returns to the stage

CAPT _____ (MC):

ATTENTION ON DECK

Bos'n Post Side Boys!

BOS'N: Side Boys, Center Face

VADM _____ (SG, (USPHS))

CAPT _____ (MC):

Sound 8 bells

- [Bell Ringer](#) double-rings the bell 4 times

CAPT _____ (MC):

Surgeon General of the United States, departing

- [VADM _____ \(SG, \(USPHS\)\)](#): proceeds down center aisle and stops before he enters the Side Boy formation, standing at attention until the end of ruffles and flourishes.

[Music Ensemble](#): Three “Ruffles and Flourishes” and “General’s March”

- [BOS’N](#): sounds pipe
- [Side Boys](#): render a salute at the first note
- [VADM _____ \(SG, \(USPHS\)\)](#): return and hold the salute while proceeding through the Side Boys and exits the room.

RADM _____ (DSG, USPHS)

CAPT _____ (MC):

Sound 6 bells

- [Bell Ringer](#) double-rings the bell 3 times

CAPT _____ (MC):

Deputy Surgeon General of the United States, departing

- [RADM _____ \(DSG, USPHS\)\)](#): proceeds down center aisle and stops before she enters the Side Boy formation, standing at attention until the end of ruffles and flourishes.

Music Ensemble: Two “Ruffles and Flourishes” and “Admiral’s March”

- BOS’N: sounds pipe
- Side Boys: render a salute at the first note
- RADM _____ (DSG, USPHS): return and hold the salute while proceeding through the Side Boys, then proceeds to exit the room.

Dr. _____

CAPT _____ (MC):

Sound 6 bells

- Bell Ringer double-rings the bell 3 times

CAPT _____ (MC):

Director, National Institutes of Health, departing

- Dr. _____: proceeds down center aisle and stops before he enters the Side Boy formation
- BOS’N: sounds pipe
- Side Boys: render a salute
- Dr. _____:
 - Proceeds through the Side Boys at first note
 - Stops abeam last Side Boy
- Boatswain: Order Arms
- Dr. _____:

- Proceeds to exit the room

RADM _____

CAPT _____ **(MC):**

Sound 6 bells

- Bell Ringer double-rings the bell 3 times

CAPT _____ **(MC):**

Rear Admiral, United States Public Health Service, departing

- RADM _____: proceeds down center aisle and stops before she enters the Side Boy formation, standing at attention until the end of ruffles and flourishes.

Music Ensemble: Two “Ruffles and Flourishes” and “Admiral's March”

- BOS'N: sounds pipe
- Side Boys: render a salute at the first note
- RADM _____: return and hold the salute while proceeding through the Side Boys, then proceeds to exit the room.

Dr. _____

CAPT _____ **(MC):**

Sound 6 bells

- Bell Ringer double-rings the bell 3 times

CAPT _____ **(MC):**

Rear Admiral, retired, United States Public Health Service, Director, National Institute of Allergy and Infectious Diseases, departing

- [Dr. _____](#): proceeds down center aisle and stops before he enters the Side Boy formation
- [BOS'N](#): sounds pipe
- [Side Boys](#): render a salute
- [Dr. _____](#):
 - [Proceeds through the Side Boys at first note](#)
 - [Stops abeam last Side Boy](#)
- [Dr. _____](#):
 - Proceeds to exit the room

RADM _____

CAPT _____ **(MC):**

Sound 6 bells

- [Bell Ringer](#) double-rings the bell 3 times

CAPT _____ **(MC):**

Chief Nurse Officer, United States Public Health Service, departing

- [RADM _____](#): proceeds down center aisle and stops before she enters the Side Boy formation, standing at attention until the end of ruffles and flourishes.

[Music Ensemble](#): One “Ruffle and Flourish” and “Admiral's March”

- [BOS'N](#): sounds pipe
- [Side Boys](#): render a salute at the first note

- RADM _____: return and hold the salute while proceeding through the Side Boys, then proceeds to exit the room.

Reception

CAPT _____ (MC):

Ladies and gentlemen, this concludes the formal portion of today's ceremony – the reception will follow shortly upstairs in the first floor atrium.

Have a great day! Thank you.

DRAFT