

Protocol Training

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Launch of the Protocol Guide

PROTOCOL GUIDE



⌘ TERRITORY OF GUAM ⌘

What is Protocol & its History

DEFINITION

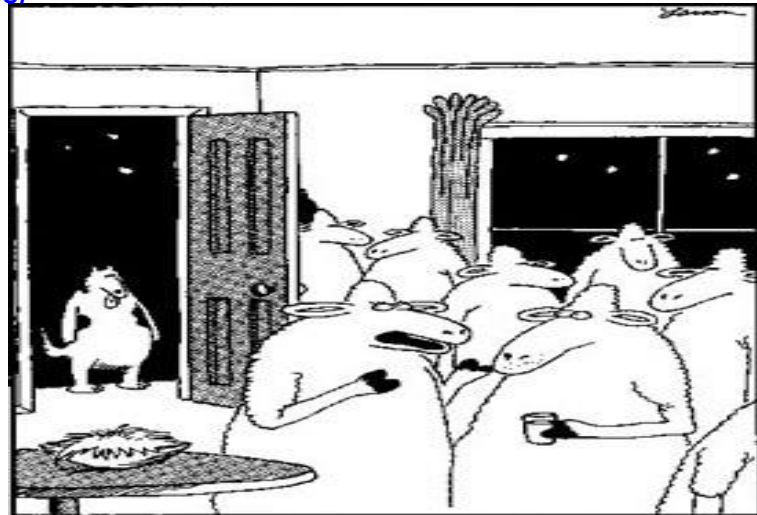
There are many definitions of the word 'protocol'. Merriam Webster provides the most applicable definition as it applies to branches of military service and government agencies. Protocol for the military, diplomatic or government agencies is defined as *'a code prescribing strict adherence to correct precedence, courtesy and etiquette in matters of military, diplomatic, official and celebratory ceremonies.'*

It is the application of rank and precedence used when rendering courtesies, honors and ceremony to certain persons or agencies for events having a defined agenda and sequence of events.

More formally, it consists of the rules prescribing the etiquette accorded to ceremonies of state. In the military, it is the knowledge and application of established service customs."

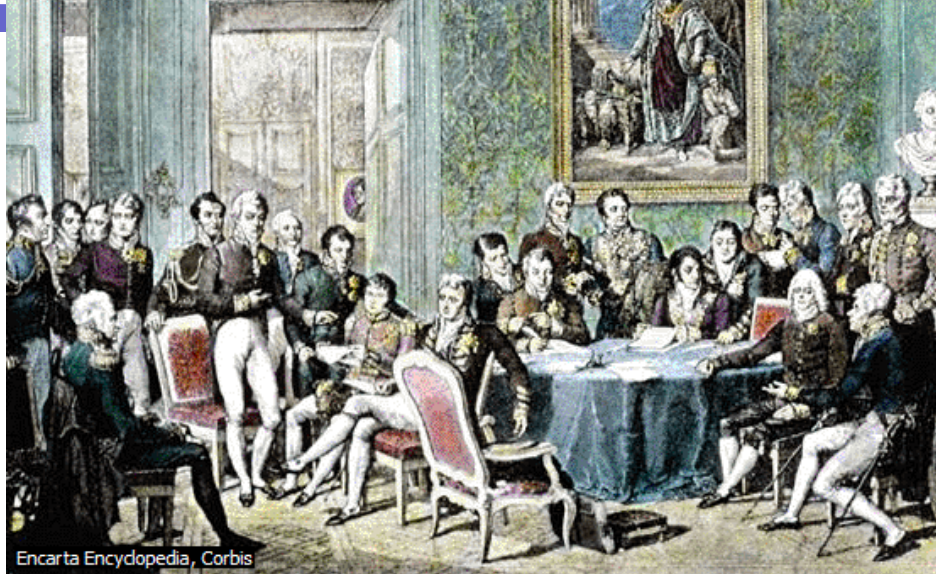
"I've learned that people will forget what you said, people will forget what you did, but people will never forget how you made them feel."

- Maya Angelou



"Henry! Our party's total chaos! No one knows when to eat, where to stand, what to... Oh. Thank God! Here comes Protocol!"

The Congress of Vienna – Sept 1814 – June 1815



Encarta Encyclopedia, Corbis

“Therefore, as an adjunct of the primary purpose of the Congress of Vienna, the Conference on Protocol was convened. More than 700 items were covered and stipulated to by the original conferees. One of the first rules of protocol agreed to was that which accords military and/or diplomatic honors to individuals based on rank, title, or seniority in a post. Thus, precedence was the first recorded rule of protocol. The second rule of protocol to be universally agreed to was taken from a biblical text of the day. It dealt with the Son of God ascending into heaven and from thence, He would sit to the Right Hand of the Father. Thus, came the rule that says a distinguished guest will ride, walk, or sit to the right of the hosting official. Other rules of protocol adopted at that conference dealt with travel, ceremonies, flags (size, staffs, unfurling, posting, salutes, and songs related to the flag) plus when and how to fly flag (s), meetings, hosting, being hosted, arrivals, departures, promotions, special awards, merit recognition, behavior at court, knighting, frocking and de-frocking, transfer of power, coronations, assumption of power, conquests, boundaries and mediation.”

What is Precedence?

What is Precedence?

Precedence is...

- System of order to what otherwise would be chaos
- Recognized system of international courtesy

Military:

Primarily established by Rank and Position

Civilian:

Primarily established by Position, not pay grade

- Precedence is determined at the discretion of the Current Administration
- Statute
- Creation of New Positions
- Abolishment/Reclassification

Official:

Custom and tradition have established the official order of precedence in the United States

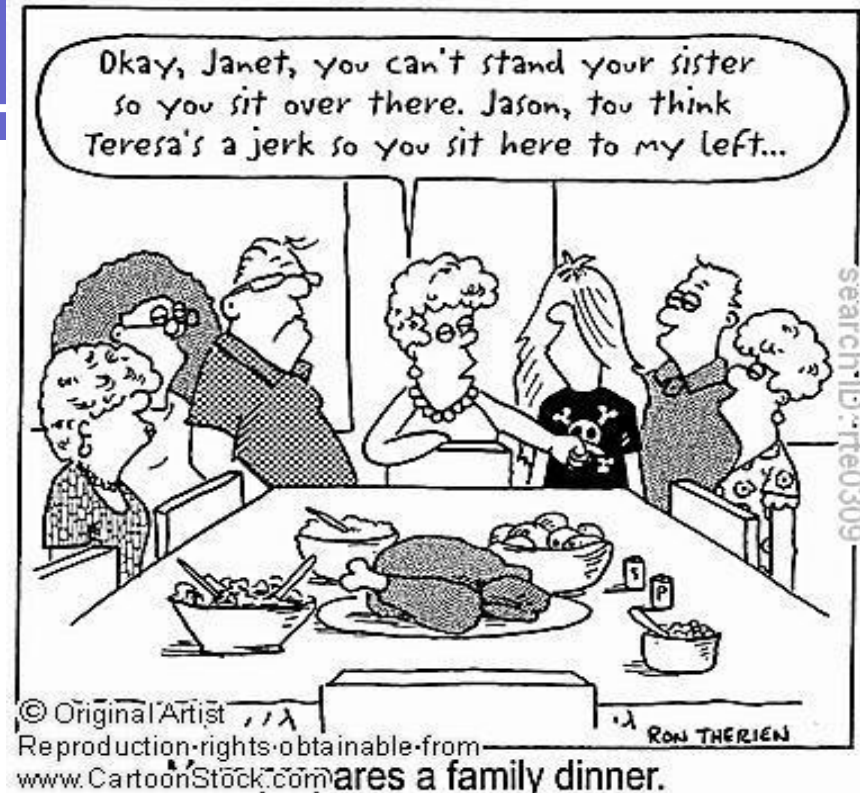
Generally based on position, rank, date of appointment, or length of service

Unofficial:

Precedence based on personal considerations such as age, closeness of friendship, and prominence of the individual

Special deference given to the clergy and for scholastic achievement

Situational Considerations



Types of Precedence

Individual precedence



Precedence based on grade or rank relative
Precedence based on a condition or specific situation
(e.g. guest of honor)

Military Service Branch precedence



Army
Marine Corps
Navy
Air Force
Coast Guard

Military Precedence

Determined by date of promotion within the ranks
Position can take precedence over rank

Example: The Chairman of the Joint Chiefs of Staff

Though part of the Department of the Navy, the Marine Corps is treated as a separate service for the purpose of precedence. The Coast Guard, because it belongs to the Department of Homeland Security and not DoD, is last among the services. During periods of declared war, the Coast Guard, at the pleasure of the President, can be placed under the control of the Navy. The Coast Guard then takes precedence immediately after the Navy and before the Air Force.

Flag precedence



National Flags
Flag of the President of the United States
State Flags
Organizational Flags
Positional Flags
Personal, Individual and SES flags
Other flags (Those not covered by agency directives)

Establishing Order of Precedence – The Pecking Order

TERRITORIAL ORDER OF PRECEDENCE

Governor

Lieutenant Governor

Speaker of the Guam Legislature

Chief Justice, Supreme Court of Guam

Delegate to the U.S. Congress

Former Governors (in order of seniority)

Consulates (in order of the presentation of their credentials)

Widows of Former Governors (in order of deceased husband's seniority)

Senators of the Guam Legislature

President, Mayor's Council

Military: Admiral/General, Active (by date of rank)

Clergy (led by the Archbishop of the Archdiocese of Agaña and the President of the Guam Ministerial Association)

Judge of the District Court of Guam (Federal)

Presiding Judge of the Superior Court of Guam

Mayors of Guam

*Public Auditor**

*Guam Attorney General**

*US Attorney General**

Governor's Cabinet (by line of succession, unless otherwise specified by the Governor) Note: Check with the Governor's office for desired arrangements, if any.

Former Lt. Governors (in order of seniority)

Former Speakers (in order of seniority)

Retired Presiding Judges (in order of seniority)

Former Delegates to the U.S. Congress (in order of seniority)

Former Senators

Former Judges

Former Mayors

Boards, Commissions, and Councils

****Defined by State Department but tailored for our Local Precedence***



Grade/Rank Comparison:



Position/Grade/Rank

Civilian Equiv.

1	None (President & heads of state)	None
2	General/Admiral (4-star – joint positions)	None
3	General/Admiral (4-star – service specific positions)	SL
4	Lieutenant General/Vice Admiral (3-star)	SES-DISES* (Tier 3)
5	Major General/Rear Admiral (UH) (2-star)	SES-DISES* (Tier 2)
6	Brigadier General/Rear Admiral (LH) (1-star)	SES-DISES (Tier 1)/ST/SL/HQE
7	Colonel/Captain (USN/USCG)	GS15 / NSPS 3 & 4
8	None	GS14 / NSPS 3
8	Lieutenant Colonel/Commander (USN/USCG)	GS13 / NSPS 2
8	Major/Lieutenant Commander (USN/USCG)	GS12 / NSPS 2
8	None	GS11 / NSPS 1
8	Captain/Lieutenant (USN/USCG)	GS10 / NSPS 1
8	First Lieutenant/Lieutenant(j.g.) (USN/USCG)	GS9 / NSPS 1
8	None	GS8 / NSPS 1
8	Second Lieutenant/Ensign	GS7 / NSPS 1



DISES – Defense Intelligence Senior Executive Service

ST – Scientific & Professional ***SL***-Senior Level

**** Specific positions designated by a service***

Invitations: Acceptance Criteria

- ❑ **Invitations to dinner, to Speak and Participate in Local Events are reviewed by Legal Counsel to ensure compliance with GOVGUAM Ethics Regulations**

- ❑ **Some Criteria for Acceptance of Social Invitations: (e.g. Dinner and Related Entertainment)**
 - **Community Relations Events**
Invitations from Government Leaders

 - **Observed Traditional Ceremonies**
 - **Village Events**

- ❑ **Some Criteria for Acceptance of Invitations to Speak at, or Participate in, Meetings/ Conferences:**
 - **Community Relations Events**
 - e.g. GovGuam events / Federal Agency Events, Veterans Groups

 - **Events of Interest and Benefit to Local Community**
 - GOVGUAM interest
 - Equal Treatment of Like Organizations
 - Not a political fundraiser or membership drive during work hours (Mini Hatch Act)



Invitations: How to Address

Appendix 2 Guide to Forms of Address

Official	Envelope Social	Salutation	Invitation	Place Card	Introduction	Conversation
<i>Governor of Guam</i>						
<i>The Honorable (Full Name) Governor of Guam Ricardo J. Bordallo Complex 513 West Marine Corps Drive Hagatña, Guam 96910</i>	<i>The Honorable _____ or The Governor of Guam and Mr./Mrs. _____ *</i>	<i>Dear Governor _____</i>	<i>The Governor of Guam and Mr./Mrs. _____ *</i>	<i>The Governor of Guam</i>	<i>Governor _____ or The Honorable _____ Governor of Guam</i>	<i>Governor _____</i>
<i>Lieutenant Governor</i>						
<i>The Honorable _____ Lieutenant Governor of Guam Ricardo J. Bordallo Complex 513 West Marine Corps Drive Hagatña, Guam 96910</i>	<i>The Honorable _____ and Mr./Mrs. _____ *</i>	<i>Dear Lt. Governor _____</i>	<i>Lt. Governor _____ and Mr./Mrs. _____ *</i>	<i>Lt. Governor of Guam</i>	<i>Lt. Governor _____ or The Honorable _____ Lieutenant Governor of Guam</i>	<i>Lt. Governor _____</i>
<i>Speaker of the Guam Legislature</i>						
<i>The Honorable _____ Speaker of the Guam Legislature Guam Congress Building 163 Chalan Santo Papa Hagatna, Guam 96910</i>	<i>The Honorable _____ and Mr./Mrs. _____ *</i>	<i>Dear Speaker _____</i>	<i>Speaker _____ and Mr./Mrs. _____ *</i>	<i>Speaker _____</i>	<i>The Speaker of the Legislature _____ or The Honorable _____ Speaker of the Legislature</i>	<i>Speaker _____</i>
<i>Chief Justice Supreme Court of Guam</i>						
<i>The Honorable _____ Chief Justice Supreme Court of Guam 120 West O'Brien Drive Hagatna, Guam 96910-5174</i>	<i>The Honorable _____ and Mr./Mrs. _____ *</i>	<i>Dear Judge _____</i>	<i>Judge _____ and Mr./Mrs. _____ *</i>	<i>Judge _____ or The Chief Justice of the Supreme Court of Guam</i>	<i>Judge _____ or The Honorable _____ Chief Justice of the Supreme Court of Guam</i>	<i>Judge _____ or Judge, or Sir, or Ma'am</i>
<i>Presiding Judge Superior Court of Guam</i>						

Invitations: How to Address

Official	Envelope Social	Salutation	Invitation	Place Card	Introduction	Conversation
<i>The Honorable _____ Presiding Judge Supreme Court of Guam 120 West O'Brien Drive Hagatna, Guam 96910-5174</i>	<i>The Honorable _____ and Mr./Mrs. _____ *</i>	<i>Dear Judge _____</i>	<i>Judge _____ and Mr./Mrs. _____ *</i>	<i>Judge _____ or Presiding Judge of the Superior Court of Guam</i>	<i>Judge _____ or The Honorable _____ Presiding Judge of the Superior Court of Guam</i>	<i>Judge _____ or Judge, or Sir, or Ma'am</i>
Delegate to the U.S. Congress						
<i>The Honorable _____, M.C. U.S. House of Representatives Washington, D.C. 20515</i>	<i>The Honorable _____, M.C. and Mr./Mrs. _____ *</i>	<i>Dear Delegate _____</i>	<i>Delegate _____ and Mr./Mrs. _____, M.C.</i>	<i>Delegate _____</i>	<i>Delegate _____ or The Honorable _____ Delegate of Guam to the U.S. House of Representatives</i>	<i>Delegate _____</i>
Senator, Guam Legislature						
<i>The Honorable _____ Guam Congress Building 163 Chalan Santo Papa Hagatna, Guam 96910</i>	<i>The Honorable _____ and Mr./Mrs. _____ *</i>	<i>Dear Senator _____</i>	<i>Senator _____ and Mr./Mrs. _____ *</i>	<i>Senator _____</i>	<i>Senator _____ or The Honorable _____ Guam Senator</i>	<i>Senator _____</i>
Admiral, U.S. Navy						
<i>Rear Admiral _____ Commander, U.S. Naval Forces Marianas PSC 489, BOX 7 FPO AP 96536-0051</i>	<i>Rear Admiral _____ and Mr./Mrs. _____ *</i>	<i>Dear Admiral _____</i>	<i>Rear Admiral _____ and Mr./Mrs. _____ *</i>	<i>Rear Admiral _____</i>	<i>Rear Admiral _____ or Rear Admiral _____ Commander, U.S. Naval Forces Marianas</i>	<i>Admiral _____</i>
General, U.S. Air Force						
<i>Major General _____ Commander, Thirteenth Air Force Andersen AFB, Guam APO AP 96543-5000</i>	<i>Rear Admiral _____ and Mr./Mrs. _____ *</i>	<i>Dear General _____</i>	<i>General _____ and Mr./Mrs. _____ *</i>	<i>General _____</i>	<i>General _____ or Major General _____ 13TH Air Force Commander, US Air Force</i>	<i>General _____</i>

Invitations: How to Address

Official	Envelope Social	Salutation	Invitation	Place Card	Introduction	Conversation
The Honorable _____ PO Box 786 Hagatna, Guam 96932	<i>The Honorable _____ and Mr./Mrs. _____ *</i>	<i>Dear Mayor _____</i>	<i>Mayor and Mr./Mrs. _____ *</i>	<i>Mayor _____</i>	<i>Mayor _____ or The Honorable _____, Village of _____ **</i>	<i>Mayor _____</i>
Archbishop of Agana Most Rev. _____, OFM Cap., D.D.*** Archbishop of Agana 207 Archbishop C. Flores St. Hagatna, Guam 96910	<i>His Excellency Archbishop _____</i>	<i>Dear Archbishop, or Your Excellency</i>	<i>Archbishop _____, OFM Cap., D.D.***</i>	<i>Archbishop _____</i>	<i>His (or Your) Excellency _____</i>	<i>Archbishop _____ or Your Excellency</i>

Introductions:

When the Party begins – how do you introduce your guest of honor?

Introductions:

There are **three** basic rules to remember when introducing two individuals:

- A man is introduced to a woman.
- A younger adult is introduced to an older adult of the same sex.
- An official of lower rank is introduced to one of higher rank.



In general, most introductions go wrong when a individual is too wordy. The following formats are best:

“Mrs. Smith – Mr. Jones” (directed to Mrs. Smith)

“Gov Leon Guerro – Capt White” (directed to Gov Leon Guerrero)

When formal introductions are necessary (high church, military, or government officials, royalty or guest speaker) the following is appropriate:

“Mrs. White, I have the honor to present Mr. Smith”

“Lt Gov Tenorio, may I present Mr. Borja”

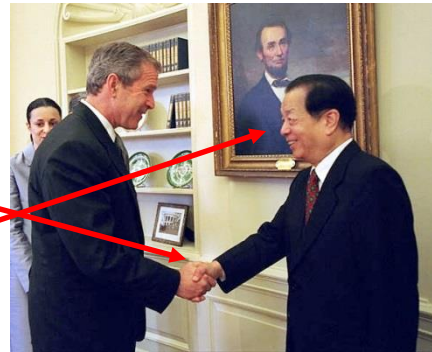
Introductions: Handshakes

Shaking Hands in our Culture

The Winning Way

- Web to Web
- Shake-Shake, release
- Eye contact
- Positive, smile with enthusiasm
- Repeat the name

"President Bush, it is a pleasure to meet you....."



The Importance of the Handshake

Kiss, Bow or Shake Hands – It is important to know which and when



It is a cultural form of initial greeting

Introductions: Handshakes Don'ts

The Bone Crusher



The Limp Fish

It sends the wrong message
Male or female – Don't shake with a wimpy grip!



**You are not Hulk Hogan –
Don't shake to dominate**



Suddenly Jim couldn't remember why he'd been so impressed with Mr. Fish's credentials.

Introductions: Business cards

A business card is a personal reflection of you or of the person presenting it

- Ensure it is clean and clear
- All contact/title information present
- The name should be the largest print on the card
- Use high quality paper and ink – professionally printed
- Don't 'deal' business cards – Present them
- When receiving a card from someone - comment on the card before putting away
- Have a nice carrying case for your business cards
- No stack with a rubber band around them
- Assigned abroad, print on both sides – English and local language
- Respect cards received from others!
- Don't put in wallet and then sit on it
- Don't toss carelessly into purse/briefcase
- Don't stick in a trouser or skirt pocket
- Don't write on it



Use of titles: If they earned it – use it

–First meeting – use the title and last name until told to do otherwise

When in doubt - ask for pronunciation (when possible, write it down and repeat it aloud for verification)

Use it in the conversation

–Respect regional and cultural differences for the order that the name is used

–Kim Dong-Ho is actually Dong-Ho Kim with Kim being the Korean sir or family name and Dong-Ho being the first/middle name

–Don't be shy – Ask how to introduce them and by what first name are they called

Flag Display:

The Flag of the United States

Should be displayed:

to speaker's right

to your visual left

higher than

in front of

or in the center of all other flags

Displayed as "*Stars and Stripes*"

to the observer



Flag Display: Indoor

- Standard sizes for indoor flags are 3' X 5' on 8' pole or 4' X 6' on a 9' pole
- Indoor flags have sewn fringe—outdoor flags don't
- Use stainless spade finials: US flag uses the eagle
- **Base**—Standard is a weighted stainless base with deep pole holder (Approx \$300)



Indoor Flag with Gold Fringe



Both flags on a an 8' pole with brass base: American flag has the Eagle top and the Guam flag has the Spade top

Flag Display: Order of Precedence

- US Flag
- Country Flags – Alphabetically – US/French Alphabet
- State Flags (by order of admission into union)
- City Flags
- Departmental Flags
- Service Flags (Army, Marine, Navy, Air Force, Coast Guard)
- Command Flags (AFSOC, 18th AF, ACC, etc)
- Wing & Unit Flags (11th Wing, 16 SOW, 919 SOW, etc)
- Positional Flags – Represent an office (not an individual) i.e., Secretary of the Air Force, Chief of Staff of Air Force
- Personal Colors - General Officer or SES flags
- International Organizations – by date of charter/founding
- National Organizations – by date of charter/founding
- Local Organizations – Schools, Churches, Sports Teams, etc.
- POW Flag



Flags:



- Using **Red** - White & **Blue** bunting or swags in conjunction with an official ceremony represents the National Colors



- *Should be hung the same as the national colors with the blue at the top, white in the middle and the red at the bottom*

Should NOT be used....

- as a covering for anything except a casket
- Not Worn in a negative way
- Used in any manner in which it will be defaced or thrown away – I.e., paper plates, napkins, bedspreads, door mats, towels etc.



Name tags



- Give guests their nametags after arrival & photo opportunity
- Assist as needed with placement

- Name tags are part of your dress and image at business and social functions
- Name tags are worn on the **RIGHT** side



Seating:

Importance of Seating

How important is seating for official events? Usually, it's fairly straight forward and accomplished without any significant problems.

Something as seemingly simple as seating can, however, turn an event upside down or cause it to not occur.

A recent news story about the upcoming health care summit to be held by Members of Congress. Forward progress, however, has been halted due to one usually minor issue: **SEATING**

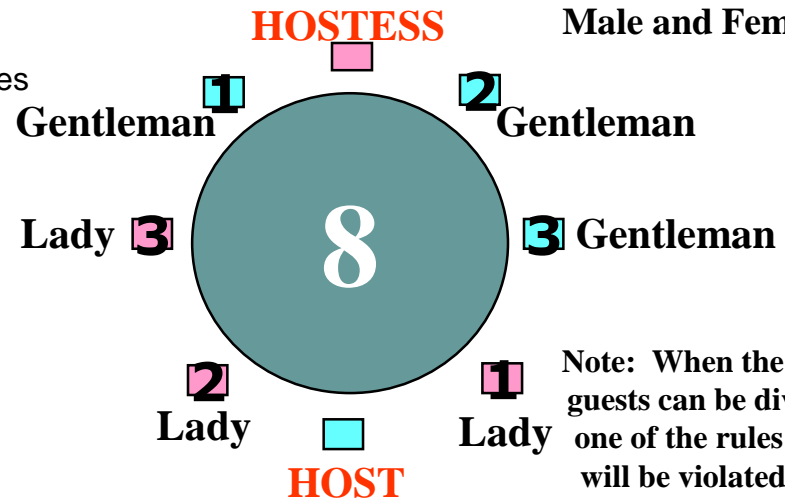
You're going to do seating using one or more of four methods :

- **By-Name** - everyone has an assigned seat
- **Open** - no one has an assigned seat
- **Block** - guests seated by groups, work centers or grades
- **Combination** - mixing two or more of the above

Situational Seating:

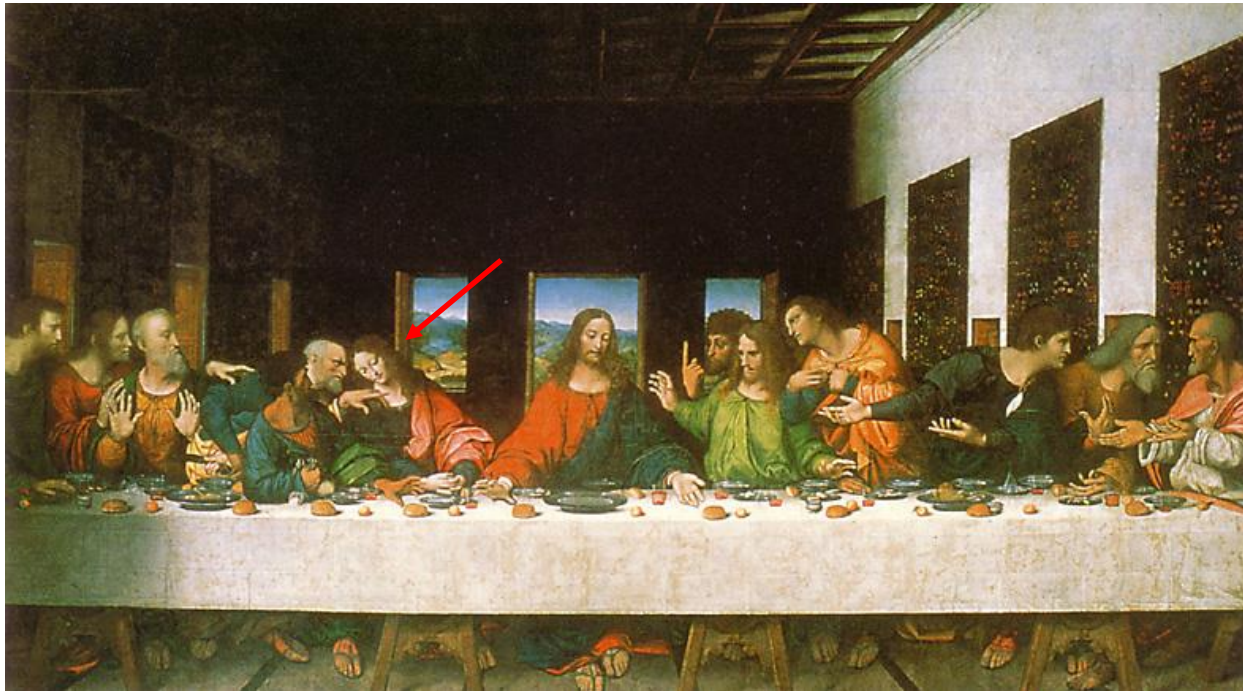
- **Social:**
 - Purpose: to facilitate discussion and socialize
 - Seat spouses together (CC Opt)
- **Business:**
 - Purpose: functional seating to conduct business
 - Seat spouses apart (CC Opt)
- **International:**
 - Opposite sides of the table

**Mixed Circular
Table for Eight – Equal
Male and Female**



Note: When the number of guests can be divided by 4, one of the rules of seating will be violated – i.e. two men or two women sitting next to each other

Seating Guest of Honor to the “Right” of the Host



Basic Seating Guidelines:

- Precedence forms the basis for seating Principal concurrence
- **Position of honor is normally to the right of the Host**
- In social situations, alternate men and women whenever possible

Military Attire/Civilian and Local

MILITARY EVENT DRESS DEFINITIONS CHART

OFFICIAL FORMAL EVENING FUNCTIONS, STATE OCCASIONS

- Army: Blue Mess/Evening Dress
- Marine Corps: Evening Dress "A"
- Navy: Formal Dress
- Air Force: Mess Dress
- Coast Guard: Formal Dress
- Civilian Attire Men: Tuxedo/White Tie
- Civilian Attire Women: Evening Gown

PRIVATE FORMAL DINNERS OR DINNER DANCES

- Army: Blue Mess/White Mess
- Marine Corps: Evening Dress "B"
- Navy: Dinner Dress Blue Jacket/Dinner Dress White Jacket
- Air Force: Mess Dress
- Coast Guard: Dinner Dress Blue Jacket/Dinner Dress White Jacket
- Civilian Attire Men: Tuxedo
- Civilian Attire Women: Evening Gown

LESS FORMAL OCCASIONS REQUIRING MORE FORMALITY THAN SERVICE UNIFORMS

- Army: Army Blue (bow tie)/Army White (bow tie)
- Marine Corps: Blue Dress "A" or Evening Dress "B"
- Navy: Dinner Dress Blue Jacket/Dinner Dress White Jacket
- Air Force: Mess Dress
- Coast Guard: Dinner Dress Blue/Dinner Dress White
- Civilian Attire Men: Tuxedo

Attire (continuation)

- Civilian Attire Women: Evening Gown/Cocktail Dress

PARADES, CEREMONIES, AND REVIEWS WHEN SPECIAL HONORS ARE BEING PAID, OR OFFICIAL VISITS OF OR TO U.S. OR FOREIGN OFFICIALS

- Army: Army Blue/Army White
- Marine Corps: Blue Dress "A"/ Blue/White "A"
- Navy: Full Dress Blue-Participants, Service Dress Blue Attendees/Full Dress White-Participants, Service Dress Blue-Attendees
- Air Force: Service Dress
- Coast Guard: Full Dress Blue/Full Dress White
- Civilian Attire Men: Civilian Informal
- Civilian Attire Women: Civilian Informal

Attire (continuation)

DRESS DEFINITIONS REFERENCE CHART

	WOMEN	MEN
WHITE TIE	<ul style="list-style-type: none">• Formal Floor Length Evening Gown• Long Gloves (optional)	<ul style="list-style-type: none">• Black Dress Coat (tailcoat), with matching pants with a single stripe of satin or braid• White Pique Wing-Collared shirt with a stiff front• Braces• Shirt Studs and Cuff Links• White Vest• White Bow Tie• White or Gray gloves• Black patent shoes and black dress socks

Attire (continuation)

BLACK TIE	<ul style="list-style-type: none"> • Evening Gown (floor length), or Cocktail Dress (ankle-length) 	<ul style="list-style-type: none"> • Black tie or bow tie, with a tuxedo or dinner jacket • Formal white shirt • Optional White cummerbund • Black shoes with black dress socks
FORMAL	<ul style="list-style-type: none"> • Ankle length cocktail dress, or short cocktail dress 	<ul style="list-style-type: none"> • Dark suit with tie, or Filipino Barong
ISLAND FORMAL/ SEMIFORMAL	<ul style="list-style-type: none"> • Long island dress/national dress, or cocktail dress • Long dressy skirt and top • Dress separates 	<ul style="list-style-type: none"> • Long sleeve shirt, sport coat, and slacks • Dark Business suit with dress shirt • Tie • Leather dress shoes and dark socks
ISLAND CASUAL/ BUSINESS CASUAL FOR WOMEN	<ul style="list-style-type: none"> • Dress, blouse, open-collar shirt, knit shirt, or sweater and skirt or slacks 	<ul style="list-style-type: none"> • Island Shirt, dress shirt, button down shirt, polo shirt • Slacks or khakis • Loafers or similar style, and socks
NATIONAL DRESS/FESTIVE ATTIRE	<ul style="list-style-type: none"> • Long island dress: mestiza; kimono; or other national dress • Cocktail dress, long dressy skirt and top, dress pants outfit • Featured holiday colors 	<ul style="list-style-type: none"> • Filipino barong or other nation dress • Seasonal coat or blazer and slacks • Tie- festive or with holiday theme

Cell Phone tips:

Emily Post

Top 10 Cell Phone Manners



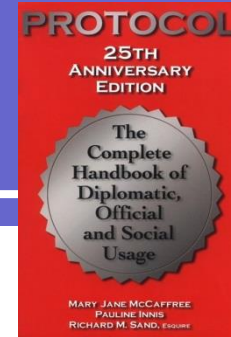
1. Be the master of your phone, not a slave to it!
2. Speak softly.
3. Be courteous to those you are with; turn off your phone if it will be interrupting a conversation or activity.
4. Watch your language, especially when others can overhear you.
5. Avoid talking about personal problems in a public place.
6. If it must be on and it could bother others, use the silent ring mode and move away to talk.
7. Don't make calls in a library, theater, church or from your table in a restaurant.
8. Don't text during class or a meeting at your job.
9. Private info can be forwarded, so don't text it.
10. NEVER drive and phone at the same time.



Cell phones are great—they keep us in touch with friends and family and can be life savers in an emergency. But they can also be annoying if not used thoughtfully. Remember, it doesn't have to be on all the time and you don't always have to answer it immediately. Learn to use your phone's features like silent ring, vibrate and voicemail to handle the times when your phone would be bothering others if it rang and you answered it. (By the way, we give this same advice to adults, too!)



Protocol Resources



Reference Books:

- Honor & Respect, The Official Guide to Names, Titles, and Forms of Address, by Robert Hickey
- Protocol, 25th Anniversary Edition, The Complete Handbook of Diplomatic, Official and Social Usage, by Mary Jane McCaffree, Pauline Innis and Richard M. Sand
- Service Etiquette, Fifth Edition, by Conetsco and Hart
- Dos and Taboos of Hosting International Visitors, By Roger E. Axtrell
- Kiss, Bow or Shake Hands, How to do Business in Sixty Countries, by Terri Morrison, Wayne A. Conaway and George A. Borden, Ph.D.
- Webster's New World Dictionary of Culinary Arts, by Steven Labensky, Gaye Ingram, and Sarah Labensky
- Complete Guide to the New Manners for the '90s, by Letitia Baldrige
- Emily Post on Invitations and Letters, by Elizabeth L. Post
- Gestures: The DO's and Taboos of Body Language, by Roger E. Axtell
- Flag by Marc Leepson
- United States Protocol: The Guide to Official Diplomatic Protocol, by Ambassador Mary Mel French

Military References:

- AF Policy Directive 34-12
- AFI 34-1201, Protocol Air Force
- AF Pamphlet 34-1202, Guide to Protocol Air Force
- DA Pamphlet 600-60, A Guide to Protocol & Etiquette Army
- OPNAVINST 1710.7, Social Usage and Protocol Handbook Navy