

Dining-In – Army

Army Field Circular 21-1, Formal Dining-In

THE FORMAL DINING-IN

2D TRAINING BATTALION (IOBC)

The School Brigade

United States Army Infantry School

Fort Benning, Georgia 31905

The Formal Dining-In

1. PURPOSE: To familiarize the newly commissioned lieutenant with the procedures and customs of the Formal Dining-In.
2. GENERAL: The Formal Dining-In is an assemblage of the officers of a unit on a social basis, fostering esprit de corps and unit pride. Normally each unit holds at least one Formal Dining-In a year.
3. SCOPE: This booklet provides and insight into the historical background, organization, ceremony and etiquette that accompanies the Formal Dining-In.



DEPARTMENT OF THE ARMY
HEADQUARTERS, 2D TRAINING BATTALION, TSB
FORT BENNING, GEORGIA 31905

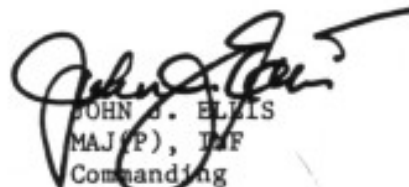
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SUBJECT: Standing Operating Procedure for Formal Dining-In

ALL IOBC STUDENTS ASSIGNED OR ATTACHED TO THE SECOND TRAINING BATTALION

1. This brochure is designed to be used as a reference for the proper method of conducting a formal Dining-In. This brochure describes in detail the procedures used here at Fort Benning by the Second Training Battalion, TSB, to conduct the Dining-In. Many other units in the Army conduct Dinings-In as well. Therefore this brochure should provide you a guideline in conducting this old time honored tradition.
2. The formal Dining-In has several purposes. First, it brings together the unit officers on a social basis. Second, it fosters a spirit of team-work in the unit as the officers get to know each other better. Finally, each officer has an opportunity to see his place in the unit history. He learns that many brave and capable men have gone before him and have left him a legacy of valor and efficiency. He also learns that his own day-to-day activities become a part of the unit's history which encourages higher standards of performance from him. It is to this end that the Dining-In should be conducted.
3. Upon graduation, officers of the Infantry Officers Basic Course are assigned world-wide within the Army. The ideas and concepts you take to a unit are given close attention and careful evaluation. Because of this only a small percentage of a graduating IOBC class may stimulate and encourage the conducting of a formal Dining-In in a unit or organization to which they are assigned and the overall impact on Army tradition will be great. It is intended that this SOP will serve as a guide for the conduct of the formal Dining-In.


JOHN S. ELLIS
MAJ (P), INF
Commanding

JMAR Management & Training note: please use the paragraph ('PARA') references below and not the page numbers.

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CHAPTER 1

INTRODUCTION

1. The purpose of this booklet is to familiarize the junior officer with an old custom that has begun to experience a resurgence of popularity after a period of considerable decline. This custom is known as the Dining-In. Simply stated, the Dining-In is the assemblage of all the officers of a particular unit for a formal dinner. There is of course much more involved in conducting the Dining-In than just sitting down to dinner. It is a rather complex affair that can and often does include a receiving line, cocktail hour, a ceremonial posting of the colors, a punch ceremony, ceremonial toasts, etc. All of these will be discussed in detail later in this booklet.
2. The formal Dining-In has several purposes. First, it brings together the unit officers on a social basis. Second, it fosters a spirit of team work in the unit as the officers get to know each other better. Finally, each officer has an opportunity to see his place in the unit history. He learns that many brave and capable men have gone before him and have left him a legacy of valor and efficiency. He also learns that his own day-to-day activities become a part of the unit's history which encourages higher standards of performance from him. It is to this end that the Dining-In should be conducted.
3. The Dining-In should be compared to an officers' call as far as its purpose and function are concerned. Therefore, when invited you should consider your attendance as obligatory and your absence should occur only for those reasons for which you would be excused from any military formation.

CHAPTER 2

BACKGROUND ON THE DINING-IN

1. GENERAL. Conduct of the British Officers' Mess over the years has had great influence on many of the procedures practiced today by US organizations in the formal Dining-In. The British mess was a source of solemn formality; a cause for living above one's means; and a source of long-lasting customs and traditions.

2. THE OFFICERS' BILLET

a. Today's colorful British officers' dinners continue a custom which arose in the eighteenth century. In those days there were no barracks. Consequently, officers and men were billeted wherever lodging was available. When a battalion entered a town the Quartermaster would select billets for the unit. Then the unit would hold a parade and group the colors at the officers' billet. This billet became known as the officers' mess and was the central meeting place for officers.

b. The custom of dining together was especially useful in large units where many officers did not normally come in contact with one another. However, during dinners they were brought together in a fraternal atmosphere. The mess, besides entertaining guests in the surroundings of traditions and customs of the regiment, served to make the officers aware of the social amenities. Young officers received training which enabled them to give formal entertainment later as senior officers.

c. While the mess served a functional purpose it also served as a constant source of satire and junior officer horseplay. Additionally, they served as a method of transmitting the histories and traditions of the Regiment to junior officers.

CHAPTER 3

BACKGROUND ON US ARMY REGIMENTAL MESS

1. GENERAL:

a. US Army Dining-In traditions are related directly to those of the British Army prior to the American Revolution, and in many instances, more modern British Army Mess procedure has been incorporated into our unit social events. The oldest recorded American Dining-In occurred in September 1776.

b. In the regimental mess of the 1920's the colonel or senior officer presided and sat at the head of the table with the lieutenant colonel to his right and the adjutant to his left. The other officers were seated on both sides of the table according to rank. Dinner was a formal meal with everyone wearing the uniform prescribed. The officers of the mess assembled and upon arrival of the presiding officer followed him into the mess and took seats when he had taken his. In general, the US Army Dining-In has been more formal and restrained than its usual British Army counterpart.

c. The importance of the mess as related to the image of the officer corps was evidenced by the recommendation that all newly commissioned officers should carefully make arrangements for messing to enable them to "live with the quiet dignity becoming their station." It was sufficient for expenses, and he owed it to the service to "dress and live, though simply, yet always like a gentleman."

2. TRADITION: As with the British Mess, the US Army Dining-In has served as a vehicle for transmitting the histories and traditions to junior officers. This is particularly true in our Army where rotation between units is quite frequent. As an example of this tradition, the punch bowl for 1st Battalion, 9th Infantry (MANCHU) reflects upon each of the major battles and wars in which that fine regiment fought.

CHAPTER 4

ORGANIZATION AND SEQUENCE FOR THE DINING-IN

1. Principal officers of the mess are listed below. Their duties and responsibilities are also listed.

a. **PRESIDENT OF THE MESS.** The Presiding Officer is the company commander. He is the President of the Mess. It is his responsibility to oversee the entire organization and operation of the Dining-In. His operational techniques will follow those of any formal dinner affair and will include appointment of a host and persons or committees to take care of the arrangements, food, and protocol. The President will appoint a Vice-President, Mr. Vice, who is one of the senior trainers of the company; open the mess and close the mess; and call upon Mr. Vice for performance of any duty deemed appropriate during the conduct of the affair.

b. **MR. VICE.** Mr. Vice opens the lounge at the appointed time. When the dinner chimes are to be used, he sounds them as appropriate. He may be called upon to provide items of unit history, poems, or witticisms in good taste relating to particular personalities present. He is seated at the opposite end of the dining room to permit the President of the Mess to face him easily during the dinner.

c. **THE COMMANDER.** The formal Dining-In is the one occasion when the battalion commander is a guest. Planning by the President and Mr. Vice should be so thorough that the commander may relax and enjoy a smooth, efficiently run dinner. He may participate actively or remain an observer. The option is and should be his.

d. **THE ESCORT OFFICER.** Escorts should be appointed for each guest attending the dinner to act as personal hosts.

(1) The Escort should welcome his guest upon his arrival and join his guest immediately after the receiving line.

(2) The Escort should familiarize himself with the guest's background prior to the night of the Dining-In.

(3) It is the Escort's job to make the guest feel at home explaining the different portions of the Dining-In and its history.

(4) He should introduce the guest to the members of the mess during the cocktail hour and be sure that the guest understands the Punch ceremony procedure.

(5) The Escort has a large responsibility. Many of the guest's impressions of the unit will be formed due to the actions of the Escort.

(6) The Escort's duties terminate when the guest leaves the Officers' Club, or place of the Dining-In.

2. **APPROPRIATE DRESS.** Black tie is the appropriate dress for a formal Dining-In and is

the designation used on invitations. Civilians wear the tuxedo while military personnel wear the black bow tie with one of four appropriate uniforms, Army Blue, Army Blue Mess, Army White, or Army White Mess. The black tie designation also implies the wearing of miniature decorations on the Army Blue Mess or Army White Mess uniforms and the wearing of ribbons, miniature or full size, on the Army Blue or Army White uniforms. The term military black tie may appear on invitations directed to a predominately military group, but the same uniform implications apply.

3. SEQUENCE OF EVENTS.

a. The major portions of the evening are the assembly, dinner, and social activities periods. Each of these periods is subdivided into appropriate parts.

b. During the assembly period cocktails are served, the receiving line formed, and unit ceremonies take place. Such ceremonies may include the mixing of a special punch or the installation of a unit trophy, insignia, or emblem in a place of honor.

c. The dinner includes the serving of the meal, the toasts, and after-dinner remarks scheduled by Mr. Vice. Its beginning and ending are marked by the invocation and benediction as well as the posting and retirement of the unit colors.

d. The social activities period is limited to after-dinner drinks, guest speaker comments, and the departure of the commander.

e. The sequence of events shown at Figure 1 is the designated sequence used in the IOBC Dinings-In.

5. RECEIVING LINE.

a. The formal Dining-In is embellished by use of a receiving line immediately before the cocktail period. The rules of etiquette for the conduct of the receiving line are clearly defined.

b. Arrive some minutes prior to the time announced so that your headgear and coat, if appropriate may be put away. At the Dining-In you will proceed through the receiving line with your platoon.

c. The receiving line is formed from right to left. It is formed in order of rank with the guest or guests of honor immediately to the left of the Presiding Officer. The Presiding Officer is on the right of the receiving line and the guest of honor is on his left. The Adjutant is positioned to the right of the Presiding Officer as shown at Figure 2. As you proceed through the line and come abreast of the Adjutant announce your name to him but do not shake hands with him. Never assume that the Adjutant will automatically remember your name. The Adjutant will in turn introduce you to the Presiding Officer, whereby you exchange handclasps and greetings. The Presiding Officer will then introduce you to the person to his left and the procedure will be repeated through the receiving line. Should your name become lost in the process, repeat it to the person being greeted. Always face the person being greeted and move promptly to the next person. Engage in conversation with the members of the receiving line

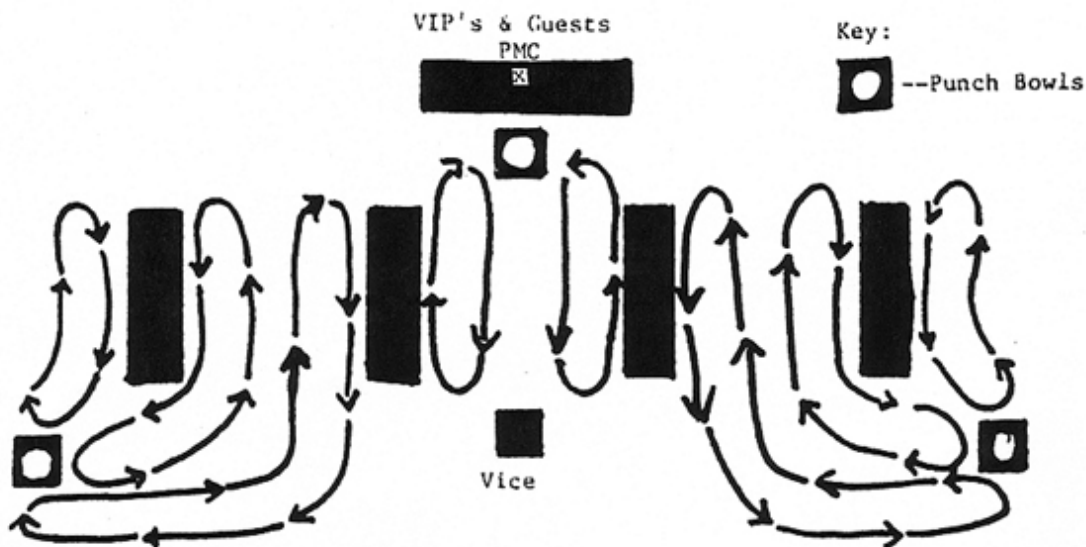
only should your progress be delayed.

5. COCKTAIL PERIOD. During the cocktail portion of the Dining-In conversation should be light and of short duration. Attempt to talk with as many of your comrades and other guests as possible, remembering that the cocktail period is for lighthearted conversation and entertainment. You may smoke during this period but do not take a lighted cigarette to the dining room. Make a point to speak to each guest in the mess.

6. CEREMONIES. A punch ceremony utilizing three punch bowls is used during the IOBC Dining-In to highlight the Infantry's history. In the ceremony an alcohol beverage is used to represent each significant event.

a. As each beverage is mentioned by the narrator, the officer in charge of the liquors takes the bottle to the President of the Mess for approval. After approval the officer turns to the punch bowl at the head of the table and pours the contents into the bowl (the other punch bowls follow suit). As soon as all the beverages have been poured, the narrator then presents the first cup to the President of the Mess for the official nod. Upon approval, each of the official party is given a cup of the punch. All other officers then approach the punch bowls in equal lines (as indicated below) and each received a cup with a portion of the punch. Once everyone is back in his original position the President of the Mess will propose a toast, followed by other toasts. All officers will leave their punch cups on the table when toasts are concluded.

b. While the narrator and officer in charge of the liquors serve each VIP and guest at the head table, the platoons file by the designated tables and obtain punch as indicated by the arrows below.



c. The narrative at Appendix F is the IOBC Dining-In punch narration.

d. During the Punch Ceremony, all bars are closed and only punch consumed.

7. SEATING ARRANGEMENT.

a. At the formal Dining-In tradition requires use of a head table. The President of the Mess sits in the center with the most distinguished guest at his right. The next most distinguished person is on his left and so on alternately across the head table until all are accounted for in order of relative rank as shown in Figure 3.

b. Strict protocol dictates governmental, ecclesiastical, and diplomatic precedence. Official protocol precedence is outlined in Chapter 5, DA Pamphlet, Army Protocol and Social Usage. Military officers are positioned by grade and date of rank. The guest of honor is seated in the ranking position.

c. To prevent confusion and endless wandering, a diagram of tables and seats showing the place of each guest is prepared and positioned at the entrance of the dining room. During the cocktail hour each officer should check the seating arrangement to locate his seat. This prevents crowds around the diagram at the last moment.

8. TABLE ARRANGEMENT. The table arrangement will depend upon the number of persons attending the Dining-In.

9. DISPLAY OF FLAGS. At the Dining-In appropriate national colors and distinguished flags will be positioned in the flag line arranged in a centered position behind the receiving line and the head table. Flags are displayed in a row, arranged in order of precedence with the flag of the United States at the right of the line (observer's left). Order of precedence:

- a. Flag of the United States.
- b. Foreign national flags (displayed in English alphabetical order).
- c. Military organizational flags in order of precedence or echelon.
- *d. Personal flags in order of rank.

* Only one general officer "star" flag per grade is displayed regardless of the number of general officers actually present in that grade.

10. PERSONNEL SUPPORT. The number of military personnel required to support the Dining-In is as follows: Battalion Sergeant Major, drummer, color bearers, and color guard. The drummer plays as the colors are being presented and is available later to provide appropriate accompaniment upon termination of the dinner at the retirement of the colors. All enlisted men who support the Dining-In are guests of the mess.

a. Uniform: the formality of the occasion is maintained even for support personnel. Consequently, enlisted personnel supporting the Dining-In wear the Army Green uniform with blue scarf. The Battalion Sergeant Major also wears white gloves. The color guard will wear stripped pistol belts and be armed with the rifle. Polished chrome helmets will be worn.

b. **Composition and Organization of Color Guard:** The color guard is composed of two color bearers and two color guards. It is commanded by the Battalion Sergeant Major. From the right of the color guard its organization is as follows: first guard; flag of the United States; Battalion colors, and second guard.

c. **Posting the Colors:** At the Dining-In all flags are initially displayed to the rear of the receiving line. The flag line is arranged in order of precedence with the flag of the United States at the right of the receiving line. Upon completion of the receiving line the Protocol Representative will cause all flags, except those to be posted by the color guard, to be moved to the rear of the head table in the dining room. Flags to be posted by the color guard are the flag of the United States and battalion colors. The Sergeant Major places the color guard in a rank formation, the colors at port arms, and the guards at right shoulder arms. Upon signal from the President of the Mess to post the colors, the rank advances at half step to the front of the head table while the drummer plays. "Mark Time" is given followed by the command "halt" when the color guard is aligned. The Sergeant Major reports, "Sir, the colors are formed." The President acknowledges his salute and replies "Post the colors." The Sergeant Major salutes and the President acknowledges the salute. The color guard is then marched to the stands, halts, faces toward the flag stands. "Present Arms" is given and the color bearers are commanded to "post the colors" by the Sergeant Major. Guards are given "port arms" and faced toward the left. Following the command "right shoulder arms" all personnel are then marched back the way they entered. At Appendix B is more detail on the organization and requirements for the Color Guard.

d. **Retiring the Colors:** Upon signal of the President of the Mess, the Sergeant Major moves the color guard (reverse order) to the front of the head table. The President commands, "Retire the colors." The Sergeant Major salutes and the president acknowledges the salute. The Sergeant Major then moves to the color guard to secure the colors. The guard is halted and given "present arms." The color guard secures the colors, is given "port arms," then "right shoulder arms," and marched at half step back to the center of the of the mess, dressed and centered on the head table. The Sergeant Major salutes and the President acknowledges the salute. The Sergeant Major reverses the color guard and marches at half steps out of the mess. The colors are then cased.

11. **WELCOMING REMARKS.** After the invocation the President of the Mess seats the mess and proceeds with welcoming remarks. The President of the Mess remains standing while speaking and upon conclusion directs that dinner be served.

12. **POINT OF ORDER.** During the dinner a member of the mess may wish to be recognized for some appropriate reason; however, business is usually reserved until after the meal. In such a case the member will stand and ask to be recognized by saying, "Mr. Vice, I have a Point of Order." The Vice responds by calling the individual's rank and name at which time the member, in a polite and forthright manner, cites his Point of Order. Mr. Vice may then solicit the recommendation or action of the President of take appropriate action on his own.

13. **MENU.**

a. Dining-In is meant to be a dignified, formal occasion, but not a cold and formidable affair. Emphasis is placed on the careful preparation of the most delicious food possible.

b. IOBC Dining-In custom dictates the serving of a seven-course meal. Cost and the capability of the mess is considered and the total cost of the meal will be no more than \$15.00 per person. The very formal seven-course meal consists of the following:

- (1) First Course: Shrimp cocktail, oysters, or clams.
- (2) Second Course: Soup, usually clear.
- (3) Third Course: Fish, hot or cold.
- (4) Fourth Course: Main course of meat or game and vegetables.
- (5) Fifth Course: Salad.
- (6) Sixth Course: Dessert.
- (7) Seventh Course: Fruit.

14. CEREMONIAL TOASTS. The offering of ceremonial toasts is a traditional Army custom at a formal Dining-In. The IOBC traditions dictate the procedures used are as follows:

a. Toasts are offered at the beginning of the meal at the conclusion of the punch ceremony before sitting down for the meal. Toasts to the President of the United States, the United States Army, etc. (Appendix A) When officers from other countries are present, propose a toast to the head of state of the guest's country immediately following the toast to the President. All present drink to a ruler or country but no one drinks to himself. It cannot be stressed enough that toasts are previously planned to preclude error. Alternately, the toasts may be offered in turn in order of rank of the guests; or if all guests are the same rank, the toasts may be offered in alphabetical order of the countries in English. Toasts are an important and often ambassadorial part of the formal Dining-In. Great care is taken to insure that they are properly conducted.

b. Official titles and forms of address for distinguished Americans and foreigners are outlined in Chapter 6, DA Pamphlet, Army Protocol and Social Usage, and in Webster's Dictionary.

15. SMOKING LAMP. There will be no smoking until the entire meal is completed. To indicate when smoking is authorized, a single candelabra with a new white candles is used. This candelabra is placed on Mr. Vice's table visible to the entire mess. When the President of the Mess directs that the smoking lamp be lit, Mr. Vice lights the candles.

16. ENTERTAINMENT.

a. Speeches: The Dining-In is not a testimonial dinner and there are no speeches as such. The guest speaker makes comments on an appropriate subject.

b. Following the formal portion, the mess will adjourn to allow the dining room to be cleared and prepared for the guest speaker comments. Each time the mess is adjourned and reassembled, members allow the persons at the held table to be seated and to depart before them.

17. DEPARTING THE MESS. During the evening each member attempts to pay his respects to the guest of honor. After the mess is adjourned, members remain until the guest of honor and the President of the Mess have departed. If there is to be an extensive delay in their leaving, the President of the Mess will allow members to leave at his discretion. Mr. Vice should be the member to leave.

IOBC DINING-IN SEQUENCE

1800	Lounge Opens/Receiving Line/Cocktail Hour
1845	Dinner Chimes
1850	Mess Formally Opened
1855	Posting of the Colors
1900	Invocation
1905	Infantry Punch Ceremony
1920	Toasts
1925	President Seats the Mess/Welcome Remarks/ Introduction of Guest(s)
1930	Dinner Served
2105	Mess Breaks/Tables Cleared/Bars Open/ Coffee Served/Cigars
2120	Introduction of Guest Speaker
2125	Comments by Guest Speaker
2145	President of the Mess Remarks/Toast Guest Speaker
2150	Benediction
2155	Retiring of Colors
2200	Mess Officially Closes/Bars Re-Open/ After Dinner Drinks

FIGURE 1

RECEIVING LINE NOTES

1. Once all the VIP's have arrived, the announcement to take positions for the receiving line should be made after coordination with the Presiding Officer.
2. The personnel in the receiving line should total no more than five, consisting of honored guests, the Presiding Officer, the Commander, and others determined by the Presiding Officer.
3. No drinks should be carried through the receiving line.
4. No smoking should be done in the receiving line.
5. The guests' escorts should link-up with their guests immediately following the receiving line.

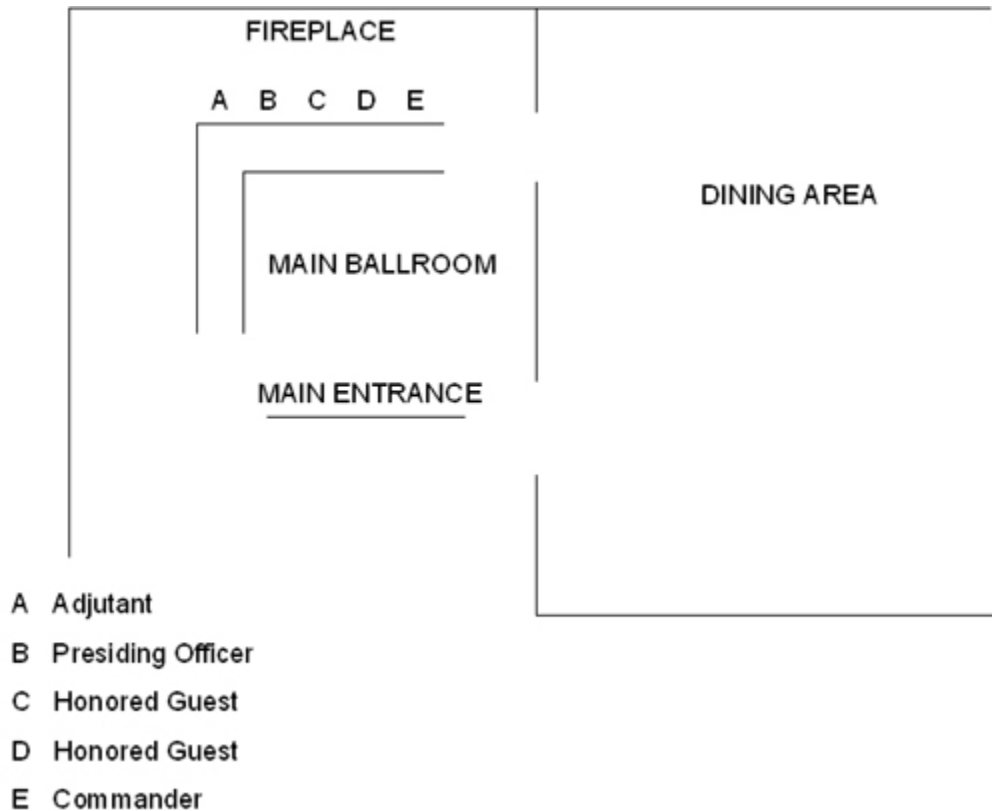
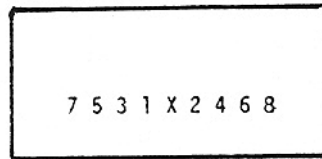
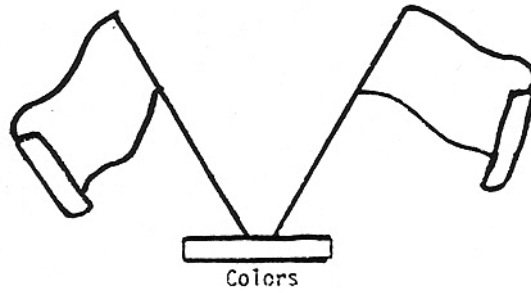


FIGURE 2

SEATING AT HEAD TABLE



- X Presiding Officer
- 1 Guest of Honor
- 2 Next most distinguished guest
- 3 Next most distinguished guest
- 4 Order
- 5 of
- 6 Rank
- 7
- 8 Chaplain

FIGURE 3

FORMAL TOASTS, PUNCH BOWL CEREMONY

1. PMC: "Mr. Vice, I propose a toast to the President of the United States."
MR. VICE: "Gentlemen, to the President of the United States."
OFFICERS: "To the President."
2. CPT "Mr. Vice, I propose a toast to His Majesty King Khalid of Saudia Arabia."
MR. VICE: "Gentlemen, to His Majesty the King."
OFFICERS: "To His Majesty the King."
3. 2LT "Mr. Vice, I propose a toast to the President of the Arab Republic of Egypt."
MR. VICE: "Gentlemen, to the President."
OFFICERS: "To the President."
4. 2LT "Mr. Vice, I propose a toast to the President, Republic of Senegal."
MR. VICE: "Gentlemen, to the President."
OFFICERS: "To the President."
5. CPT "Mr. Vice, I propose a toast to the United States Army."
MR. VICE: "Gentlemen, to the United States Army."
OFFICERS: "To the United States Army."
6. CPT "Mr. Vice, I propose a toast to the United States Air Force."
MR. VICE: "Gentlemen, to the United States Air Force."
OFFICERS: "To the United States Air Force."
7. LT "Mr. Vice, I propose a toast to the Infantry."
MR. VICE: "Gentlemen, to the Infantry."
OFFICERS: "To the Infantry."
8. LT "Mr. Vice, I propose a toast to our guests."
MR. VICE: "Gentlemen, to our guests."
OFFICERS: "To our guests."
9. MR. VICE: "Mr. President, I propose a toast to our fallen comrades."
PMC: "Gentlemen, to our fallen comrades."
OFFICERS: "To our fallen comrades."

NOTE: After the comments by the guest speaker the following will occur:

- PMC: "Mr. Vice."
MR. VICE: "Yes, Mr. President."
PMC: "A toast to our distinguished speaker."

(MEMBERS RISE)

- MR. VICE: Appropriate toast ending with "To our distinguished speaker."
RESPONSE: "Hear, hear."

APPENDIX A

THE COLOR GUARD

1. The drummer: Provided by the Infantry Center Band. Requested as a normal troop request through battalion operations. He should be requested early since the band often has evening requirements. The drummer is used for the posting and retrieving of the colors.
2. The colors: The United States colors and those of Second Battalion are kept at the battalion headquarters and can be obtained through the SGM. Any other national colors or unit colors are requested through Protocol. (Don't forget cases and stands).
3. Color Guard: The Color Guard comes from the battalion. The SGM is in charge of the Color Guard. The requirement is four men, two with rifles.
4. Weapons: Weapons are requested by the SGM from the AMU.
5. Rehearsal: At least one rehearsal will be held prior to the Dining-In. The Color Guard usually presents no problem. It is the drummer who is difficult to obtain for the rehearsal. All should be rehearsed at the Club. This rehearsal will include the Punch Ceremony.
6. Only the United States colors and the Second Battalion colors are posted. If other colors are used they are positioned prior to the ceremony.

PLANNING GUIDE

1. As soon as the date can be set the Officers' Club should be reserved. (The Officers' Club requires reservations to insure facilities at least three months in advance.)
2. Request the drummer.
3. Three weeks prior:
 - a. Information letter sent to all members of the unit.
 - b. Menu selected and final club coordination made.
 - c. Programs and place cards ordered.
 - d. Club set-up arranged.
 - e. Check with Presiding Officer on guests and Chaplain. Issue invitations three weeks in advance.
 - f. Coordinate with SGM for colors. He will arrange for weapons.
 - g. Coordinate with protocol on the seating board and colors for guests, if appropriate.
4. Two weeks prior:
 - a. Check with the Club on progress and problems.
 - b. Select a Mr. Vice (a captain trainer).
5. One week prior:
 - a. Collect chits for Club.
 - b. Pick up programs and place cards.
 - c. Plan seating arrangement with Club.
 - d. Meet with and brief guest escorts.
 - e. Purchase liquor thru Officers' Club.
6. Two days prior:
 - a. Make seating board (typed) for display during cocktail hour.

- b. Make reminder cards for Presiding Officer and personnel giving toasts.
- c. Make last minute check with Club on all coordinations.
- d. Make last check on the drummer.
- e. Rehearsals: Colors, drummer, punch ceremony, dinner toasts and remarks.

7. Day of the event:

- a. Arrive at the Club by 1300 hours to supervise the setup.
- b. Set out the programs and place cards.
- c. Set out the seating chart.
- d. Meet with waiters (especially the VIP bar).
- e. Set up the centerpiece.
- f. Supervise throughout.

8. Day after the event:

- a. Check cleanup.?
- b. Turn in the chits and prorate costs.
- c. Turn in the after-action report as necessary.

APPENDIX C

COORDINATION WITH THE CLUB

1. The mess is reserved through Catering and is a very simple process. You go to the Club and set up the date as planned. This should be done as soon as a date is determined since this is a first-come-first-served basis.
2. The Club will do the table setting and they are knowledgeable in this area.
3. At least two rooms are needed to give a good break between the assembly and the dinner. The size depends on the number of officers attending. The Officers' Club Ballroom and Supper Club will be used (this is preferred).
4. The colors are obtained through the Battalion SGM.
5. The menu must be the best the Club can offer. It will be one of the four seven-course meals planned for the IOBC Dinings-In.
6. There are three bars required for a 100-man size function. These are pay-as-you-go bars with one as a VIP bar for guests. This requires three bartenders. The VIP bar keeps a tally of VIP drinks and the cost is added to the entire bill.
7. Cigars are passed around after the meal. These are to be smoked during the guest speaker remarks. However, they are never lit until the President of the Mess lights his cigar. Cigars should be of good quality and should be purchased through the Commissary.
8. Waiters for the dinner are figured by the Club according to the number of people.
9. The Punch Ceremony: There are three punch bowls for a 100-man group, each with the appropriate ingredients. Liquors are ordered from the Club.
10. Request the podium and microphones.
11. Two red carpets are needed for the receiving line. They are arranged in the shape of an "L" for the receiving line.

ETIQUETTE

THE FORMAL DINNER. As the name implies, the most complex of dinner parties, the formal dinner party, is to be conducted. During the cocktail or informal period each participant examines the seating chart to determine the location of his place at the table. When the serving of dinner is sounded and announced, the Presiding Officer and his most senior guest proceed to the dining room first, followed by other guests with no order of precedence. Each place will be marked by individual place cards. Seats will not be taken until permission to do so has been announced.

PLACE SETTING.

a. The place setting will be set up by the Club. Only coordination is required—be sure to specify exactly what is required.

b. Once seated, engage in conversation with those individuals nearby. Each person will find before him a place setting similar to the one shown at Figure 1. Folded on top of the plate is a dinner napkin. On the left of your plate you will find, from left to right, a fish fork, meat fork, and salad fork. On the right side of the plate you will find, from right to left, an oyster fork, soup spoon, fish knife, meat knife, and salad knife. Located to the upper right wide of the setting will be the glasses. They are identified as follows, from left to right: water glass, white and red wine glass. Directly in front of the plate you may find either a menu card and/or name card. It is customary for the servants to remove each set of knives and forks, used or unused, and each glass as the course for which they were set is finished. A service plate will be part of the table setting, but it is not intended for use. A butter plate is provided when served bread, lay it on the butter plate.

c. No more than three forks (not counting the oyster fork) and three knives are placed on the table when it is set.

d. The type wine glass depends upon the menu, but their arrangement will be according to size so that the small ones are not hidden behind large ones. The water glass is placed directly above the knives or to the right of the plate; in front of this glass is the red wine glass and the white wine glass. The glasses are placed in a straight row slanting downward from the water glass at the upper left.

e. The waiter will always serve the dishes from your left and the beverages from your right. After the table is completely cleared, dessert will be served. At the conclusion of the dinner, coffee will be served.

TIPS ON TABLE MANNERS.

a. Selection of Silver. Silver is arranged to allow use of utensils farthest from the plate first, so take the next item in order with each succeeding course.

b. When to start eating. Do not start eating until the Presiding Officer has started.

APPENDIX E

c. Use of the Knife. Do not place the knife on the table once you have used it. When you have finished with the knife, never place the handle on the table with the blade resting on the plate, simply place it on the upper right rim of the plate with the blade resting on the plate. Use your knife for cutting salad only when iceberg lettuce has been served. (All other salads are cut with the fork only).

d. Use of the Spoon. When used to eat soup, dip the spoon away from you and then place the side of the spoon to your lips. When finished with the soup course, place the spoon in the soup plate with the bowl up, handle resting on the right rim of the plate. Do not place the soup spoon on the under plate unless a light soup or consommé has been served in a cup or bowl at which time the spoon bowl is placed up on the right side of the under plate. When you have used a spoon with coffee or tea, place the spoon bowl up on the right side of the saucer.

e. Chicken and Other Fowl. At a formal dinner no part of the bird is picked up with your fingers. Hold the meat on your plate with the fork and strip off the meat with your knife. (Frog lets are eaten in the same fashion.)

f. Olive Pits, Seeds, and Fishbones. Remove pits, seeds, or bones from the mouth with the thumb and forefinger and place them to one side of your dinner plate.

g. Long-Stemmed Glasses. Long-stemmed water glasses or wine glasses are held with the thumb and first two fingers of your right hand at the base of the bowl or on the stem. Do not hold the bowl of the glasses.

h. Fresh Fruits. Halve, quarter, stone the fruit with the knife and fork, but with the exception peaches do not skin it. The fruit is then eaten with a fork. Fresh grapes and cherries are eaten whole; pits removed with the fingers and inconspicuously placed on the side of the plate. Grapefruits and oranges are served in halves. They are never squeezed, but are eaten with a fruit spoon or teaspoon.

PLACE SETTING

1. The Menu Card
2. Fish Fork
3. Meat Fork
4. Salad Fork
5. Plate
6. Napkin and Place Card
7. Salad Knife
8. Meat Knife
9. Fish Knife
10. Spop Spoon
11. Oyster Fork
12. Champagne Glass
13. White Wine Glass
14. Sherry Glass
15. Red Wine Glass
16. Water Goblet

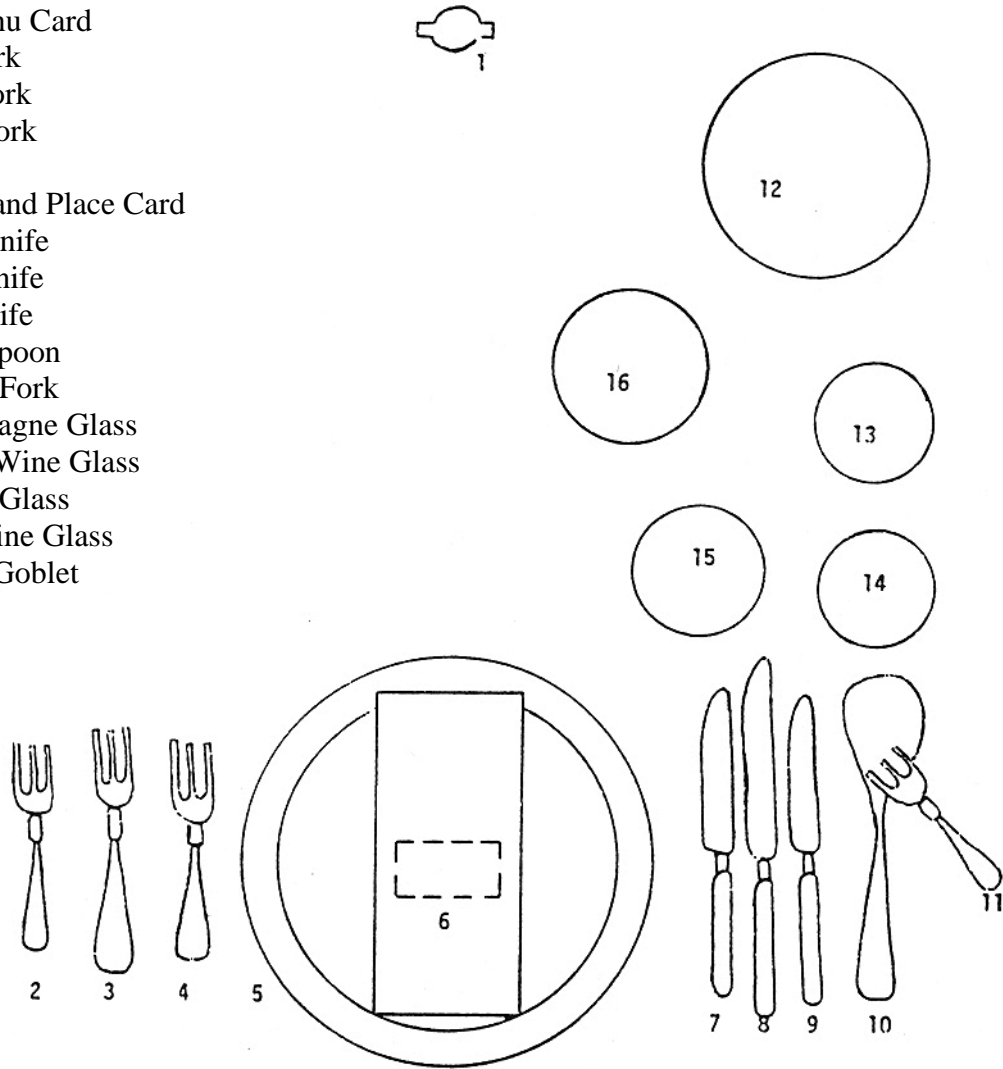


FIGURE 1

PUNCH BOWL CEREMONY

A HISTORY OF THE AMERICAN INFANTRY IS A HISTORY OF AMERICA—FROM HER REVOLUTION, THROUGH THE ROUGH PIONEER DAYS TO HER MODERN ROLE AS LEADER OF THE WESTERN WORLD. WHEN AMERICA OR HER ALLIES HAVE BEEN THREATENED THE INFANTRY HAS ALWAYS BEEN THERE. THIS CEREMONY, THEN, WHILE DESIGNED AND DEDICATED TO THE AMERICAN INFANTRYMAN, IS IN FACT EQUALLY RESPONDENT TO THE BLOOD AND SWEAT, DREAMS AND HOPES THAT HAVE BUILT AMERICA.

AMERICAN SOLDIERS FIRST WAS WAR DURING THE REVOLUTION. IT WAS HERE THAT AMERICAN INGENUITY, INDIVIDUALITY, STEALTH, AND STEADFAST DETERMINATION CARRIED THE DAY. THESE CHARACTERISTICS WERE TO SERVE THE INFANTRYMAN THROUGHOUT AMERICA'S HISTORY. IN HONOR OF THE INFANTRYMAN AT VALLEY FORCE, YORKTOWN AND SARATOGA, WE FIRST POUR IN PORT WINE, NOTED FOR AGE AND CLARITY.

PORT WINE

THE YEARS AFTER THAT WAR WERE LEAN. EXPANSION AND BUILDING WERE OUR TRADE IN THOSE DAYS, BUT OCCASIONALLY THE INFANTRYMAN HAD TO FIGHT TO MAKE THE AMERICAN DREAM COME TRUE. FOR THESE BUILDERS, PIONEERS, AND EXPLORERS, WE ADD BLACKBERRY WINE, SWEET BUT TART, REMINDING US OF THE FABULOUS WOODLAWNS AND FORESTS WHEN AMERICA WAS YOUNG.

BLACKBERRY WINE

SLOWLY AT FIRST AND THEN RAPIDLY OUR NATION HURLED TOWARDS CIVIL WAR. DIPLOMACY AND POLITICS FAILED AND THEN INFANTRY FROM BOTH THE NORTH AND SOUTH WERE CALLED FORWARD TO FIGHT EACH OTHER IN THE WAR BETWEEN THE STATES. THIS WAR OF BROTHER AGAINST BROTHER AND FATHER AGAINST SON WAS AN UNMEASURABLE TRAGEDY FOR OUR NATION—MILLIONS SUFFERED—AND YET THE CAUSE WAS ONE WHICH INFANTRYMEN EVERYWHERE UNDERSTAND EVEN TODAY--THAT “ALL MEN ARE CREATED EQUAL AND ENDOWED WITH CERTAIN INALIENABLE RIGHTS—LIFE, LIBERTY AND THE PURSUIT OF HAPPINESS.” FOR THE BRAVE MEN ON BOTH SIDES OF THIS TERRIBLE CONFLICT WE ADD KENTUCKY BOURBON, MADE APPROPRIATELY IN A BORDER STATE CLAIMED AND FOUGHT OVER BY BOTH SIDES.

BOURBON

THE INDIAN WARS FOLLOWED AS THE INFANTRY LEARNED TO RESPECT THE MOST MAGNIFICENT MOUNTED INFANTRYMAN IN HISTORY—THE INDIAN WARRIOR. BITTER WERE THE WARS IN THIS TRUE LIFE AND DEATH STRUGGLE. LATER THE SPANISH WAR AGAIN BROUGHT US IN CONTACT WITH A EUROPEAN POWER. REMEMBERING THE MAIN—INFANTRYMEN WENT FORWARD TO SAN JUAN HILL AND MINLA TO CARRY OUT THE WILL OF THEIR NATION—REMEMBERING

THAT THERE WAS AND STILL IS NOTHING GLORIOUS ABOUT WAR EXCEPT OUR SOLDIERS. TO THE SPANISH-AMERICAN WAR WHERE INFANTRYMEN BLED AND DIED, WE AND RUM, THE DRINK OF THE CARIBBEAN.

RUM

FROM THE SPANISH-AMERICAN WAR UNTIL WWI, AMERICAN INFANTRYMEN FOUGHT BRAVELY IN THE PACIFIC. IN THE PHILIPPINES THE 23D INFANTRY FOUGHT AND FINALLY CONQUERED THE MORO'S. THE BOXER REBELLION WAS STOPPED IN TIENTSIN BY THE MAGNIFICENT 9TH INFANTRY EARNING THEM THE NICKNAME, "MANCHU." WITH WORLD WAR I THE DOUGHBOY WENT TO FRANCE WITH PARIS IN MIND, SOON TO DISCOVER THE TERRORS OF TRENCH WARFARE. AMERICAN INGENUITY AND THE INFANTRYMAN'S STALWART COURAGE BROUGHT THE KAISER TO HIS KNEES AND ENDED THE WAR TO END ALL WARS. IN THEIR HONOR FRENCH RED WINE IS ADDED FOR THOSE THAT STILL LIE IN CEMETERIES "OVER THERE."

FRENCH RED WINE

THE YEARS BETWEEN THE WARS WERE LEAN ONES. THESE WERE THE CRUCIBLE YEARS FOR THE GREAT LEADERS OF THE WAR YET TO COME. MARSHALL, BRADLEY, STILWELL AND PATTON, ALL FOUND THEIR WAY TO THE NEWLY FOUNDED SCHOOL OF INFANTRY AT FORT BENNING. DESPITE AMERICAN ATTEMPTS OTHERWISE, WAR WAS SOON UPON US. DECEMBER 7, 1941—A TRULY GLOBAL WAR, SPANNING THE WORLD FROM THE EAST TO THE WEST. THE GERMAN WEHRMACHT UNCHALLENGED IN EUROPE AND AFRICA AND IN THE EAST THE WAR MACHINE OF THE RISING SUN CHALLENGED WORLD DEMOCRACY. BUT AMERICA FOUGHT BACK—FIRST IN NORTH AFRICA, THEN THE PACIFIC, UP THE SHORE OF ITALY AND FINALLY ACROSS THE CHANNEL. IT WAS THE AMERICAN INFANTRYMAN WHETHER AIRBORNE, RANGER, MECHANIZED, OR STRAIGHT LEGGED THAT FOUGHT HIS WAY ACROSS THESE LANDS TO THE DOORSTEP OF THE ENEMY ACHIEVING ULTIMATE VICTORY. SUFFICE IT TO SAY THAT THOSE SAME QUALITIES WHICH SHOCKED THE BRITISH IN 1780 WERE PRESENT A THOUSAND FOLD DURING WWII, COURAGE—TENACITY—STEALTH. THEN LET US ADD GERMAN WINE TO OUR BOWL, FOR THE AMERICAN INFANTRYMEN OF 1945, THAT YESTERDAY CRUSHED THE 3D REICH AND THE AMERICAN INFANTRYMEN OF 1980 THAT TODAY AID OUR STRONG WEST GERMAN ALLY AGAINST THE SOVIET THREAT TO WORLD PEACE.

GERMAN WINE

IN 1950 NORTH KOREA INVADED THE REPUBLIC OF SOUTH KOREA. FOR THE NEXT 3 YEARS INFANTRY FROM THE UNITED STATES FOUGHT THE AGGRESSOR FROM THE YALU TO PUSAN. THE AMERICAN INFANTRYMAN ONCE AGAIN DEMONSTRATED HIS SUPERIORITY ON THE BATTLEFIELD FROM THE BLEAK DAYS OF PUSAN TO THE HEADY DAYS OF THE PUSH TO THE YALU TO THE UNCERTAINTY OF THE CHINESE ATTACK. THESE MEN AND THEIR UNITES WILL SURVIVE AS AN EXAMPLE OF WHAT FIGHTING FOR A JUST CAUSE CAN

ACCOMPLISH AGAINST INSURMOUNTABLE ODDS. TO THEIR MEMORY AND THE MEMORY OF THEIR COMRATES IN ARMS WE ADD RICE WINE—GENTLE, TRUSTING BUT VERY STRONG.

RICE WINE

AFTER KOREA, AMERICA ENJOYED POST WAR PEACE AND PROSPERITY. BUT BY 1963 DIPLOMACY HAD FAILED AND THE INFANTRY WAS CALLED UPON TO STOP AN AGGRESSOR IN A SMALL SOUTHEAST ASIAN NATION CALLED VIETNAM. A BITTER AND CONFUSING WAR TO THE SOLDIERS, AND THOUGH LARGELY UNSUPPORTED AT HOME, THE INFANTRYMAN DISPLAYED THE INCREDIBLE BRAVERY FOR WHICH HE HAS ALWAYS BEEN KNOWN. THE MEMORY OF VIETNAM STILL LINGERS TODAY. BUT LET US NOT DWELL ON THE AGONIES, BUT RATHER THE GLORIES OF WHAT OUR SOLDIERS ACCOMPLISHED.

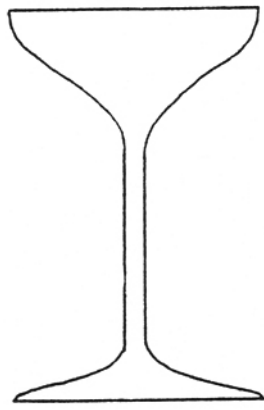
TODAY, THE AMERICAN INFANTRYMAN WAITS—IN KOREA, IN GERMANY, IN PANAMA, READY TO DO AGAIN WHAT WE HAVE BEEN CALLED UPON SO OFTEN BEFORE TO ACCOMPISH. TODAY, UNCHANGED THROUGH THE MARCH OF HISTORY, STANDS THE INFANTRYMAN, YOUNG, OFTEN FRIGHTENED, USUALLY NOT READY FOR THE WAR HE HAS TO FIGHT, NEVERTHELESS, MAGNIFICENTLY BRAVE AND COURAGEOUS. TO HIM AND HIS COMRADES OF INFANTRYMEN OF THE FUTURE, WE ADD OUR FINAL INGREDIENT—CHAMPAGNE, THE NOBLEST PRODUCE OF THE VINE.

CHAMPAGNE

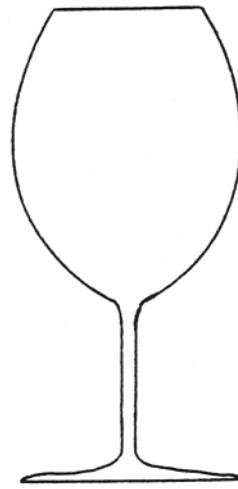
TODAY, AS YOU APPROACH THE CULMINATION OF YOUR INITIAL BRANCH TRAINING, YOU MUST ALL REMEMBER THAT ONLY BY BECOMING PROFICIENT IN THE ART OF WAR CAN WE MAINTAIN THE PEACE FOR WHICH WE ALL SO DESPERATELY HOPE AND PRAY. ALWAYS PREPARED TO SHOULDER THE HEAVY RESPONSIBILITY OF FREEDOM IF CALLED ON IN THE FUTURE—AND AS THE PACK STRAPS DIG INTO OUR TIRED SHOULDERS—WE TURN TO BRAVE MEN EVERYWHERE WITH THE PERPETUAL BATTLECRY—

I AM THE INFANTRY—FOLLOW ME!

CHAMPAGNE GLASSES



A



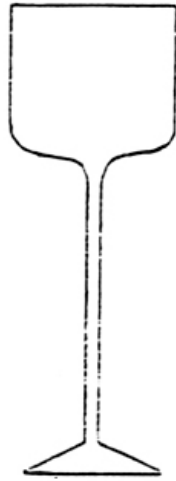
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FIGURE 2

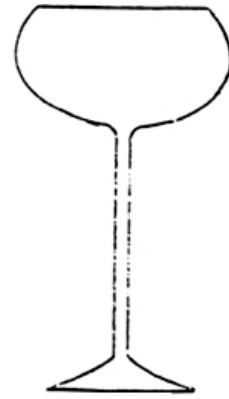
WINE GLASSES



Flute
Sherry



German



Alsace

White Wine



Bordeaux



Burgundy

Red Wine

FIGURE 3