



## DCMA Manual 4502-14

### Protocol

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**Office of Primary Responsibility**

**Corporate Governance Capability**

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**Approved by:**

David H. Lewis, VADM, USN, Director

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**Purpose:** In accordance with the authority in DoD Directive 5105.64, "Defence Contract Management Agency (DCMA)," this Manual implements policies and defines procedures as defined in DCMA Instruction 4502.

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## **SECTION 1: GENERAL ISSUANCE INFORMATION**

**1.1. APPLICABILITY.** This issuance applies to all DCMA organizational elements unless higher-level regulations, policy, guidance, or agreements take precedence.

**1.2. POLICY.** It is DCMA policy to:

a. Observe the appropriate honors, customs, ceremonies and traditions befitting the DCMA organization, its people, and its guests.

b. Execute this Manual in a safe, efficient, effective, and ethical manner.

## SECTION 2: RESPONSIBILITIES

**2.1. DIRECTOR, DCMA.** The Director, DCMA will provide adequate funding and personnel to establish and support an effective DCMA Protocol Program.

**2.2. COMPONENT HEADS AND CAPABILITY MANAGERS.** Component Heads and Capability Managers are responsible for the planning and implementation of proper protocol throughout the activities and operations within their responsibility.

**2.3. EXECUTIVE DIRECTOR, CORPORATE OPERATIONS.** In addition to the requirements of paragraph 2.2., the Executive Director, Corporate Operations (DC) will:

a. Provide oversight for the Protocol Program through the Director of Strategic Communication.

b. Make available to the Director of Strategic Communication the dates of rank for all DCMA military personnel.

**2.4. EXECUTIVE DIRECTOR, HUMAN CAPITAL.** In addition to the requirements listed in paragraph 2.2., the Executive Director, Human Capital (HC) will make available to the Director, Strategic Communication the dates of appointment for all DCMA members of the Senior Executive Service (SES).

## SECTION 3: GENERAL GUIDELINES

**3.1. OVERVIEW.** DoD and its military services follow a formal system of traditions, courtesies, ceremonies, standards, and expectations. It can appear daunting because most civilians and many military members are not frequently called upon to know and exercise its more complex facets. Although there are many specific guidelines, others are often too general in nature or apply to only a few situations found in the highest levels of protocol situations. To further complicate the issues of protocol and etiquette, research on any given subject will inevitably result in conflicting guidance and recommendations. Protocol leaves enough leeway to defer in many cases to a leader's preferences and/or desire to achieve certain effects during meetings, visits, ceremonies, and other events. This Manual is not intended as an all-inclusive compendium on protocol. Rather, it provides a vehicle for guidance on protocol-related matters and a logical way-point to protocol resources, such as checklists, templates, and scripts used by DCMA and other organizations.

**3.2. PROTOCOL TASK PRIORITIZATION.** The number of people formally assigned to the protocol function in DCMA will normally be very limited. The major focus of DCMA Agency protocol resources is in direct support to the Director and Deputy Director. Workload will often severely limit how much support can be provided by DCMA Protocol. The Resource Page for this Manual includes a categorization of seniority levels within the Agency and prioritizes those levels for support. The emphasis within each of the categories of seniority will be on maximizing the number of parties who can be helped over the amount of assistance for any one particular party.

**a. Director and Deputy Director.** This includes occasions such as hosting a distinguished visitor (DV), convening a major meeting, and participating in a ceremony or other event in which the Director or Deputy will have an official role.

**b. SES Component Heads and Senior Enlisted Advisor.** Support will be provided for DCMA members of the SES and the Senior Enlisted Advisor (SEA), primarily through the provision of guidance, advice, flags, other supplies, templates and planning resources to their staff. Direct and more specific support may be provided when the SES or SEA is attending a formal event on behalf of the Director.

**c. Non-Component Head SES.** Support will be provided for DCMA members of the SES, primarily through the provision of guidance, advice, flags, other supplies, templates and planning guides to their staff. Direct and more specific support may be provided when the SES is attending a formal event on behalf of the Director.

**d. Non-SES Component Heads.** Support will be provided for non-SES component heads, primarily through the provision of guidance, advice, flags, other supplies, templates and planning guides to their staff. Direct and more specific support may be provided when the non-SES is attending a formal event on behalf of the Director.

**e. Contract Management Office Commanders/Directors.** Support will be provided for Contract Management Office (CMO) Commanders/Directors, primarily through the provision of guidance, advice, flags, other supplies, templates and planning guides to their staff.

**f. Other DCMA Personnel.** Support will be provided primarily through the provision of guidance, advice, flags, other supplies, templates and planning guides.

**3.3. EXAMPLES OF PROTOCOL RESOURCES AVAILABLE.** Although specific reference will be made throughout this Manual to information available on the Resource Page and elsewhere, examples of the type of information available from DCMA Protocol is provided here as good customer service.

- Biography samples
- Ceremony and event planning checklists, scripts, programs, templates
- Flags, types and proper use of
- Honors and Courtesies
- Maps
- Music
- Name tags, name tents, and seat tags
- Official photograph guidelines
- Order of Precedence for DCMA
- Seating management
- Visits

## SECTION 4: SENIORITY AND PRECEDENCE

**4.1. ORDER OF PRECEDENCE.** In the government and military, precedence is initially fixed by rank, grade and/or organizational position. Deviations from this normal order of precedence may be made after careful consideration and clear identification of the purposes for which the deviations are made.

**a. DCMA Order of Precedence.** The official DCMA Order of Precedence is on the Resource Page for this Manual.

**b. Reasons for Deviating From the Order of Precedence.** There are some common reasons for deviation from rank precedence.

(1) An individual's organizational position and responsibilities. A Chief of Staff, for example, may not be the next senior-most person to a Commander/Director, but proximity to the Commander/Director during the occasion is in the best interests of the organization.

(2) An individual's role in the occasion. Meetings called by or led by an individual may require the attendance of people who are senior to that person. It can be in the best interests of accomplishing the meeting's objectives for the more junior person to be seated where a more senior person would normally be located.

(3) The senior attendee may wish to show deference to a visitor or organization member of lesser rank as a matter of hospitality or honor.

(4) The senior attendee's professional preferences can also lead to a deviation from a normal order of precedence.

**4.2. ASSUMPTION OF RANK OR POSITION.** Seating assignments for many events and senior-level meetings are pre-established based on order of precedence and the preferences of the principal hosting the event or leading the meeting. It is sometimes necessary for senior personnel to send a representative to attend such events or meetings on their behalf. It is often proper for the representative to assume their senior's rank or position for seating purposes, especially for routine meetings.

### 4.3. MILITARY AND CIVILIAN EQUIVALENCIES.

a. There are general guidelines for determining military and civilian rank/grade equivalence, but there is not an exact standard. For example, an officer in the grade of O-6 and a civilian in the grade of General Schedule (GS)-15 or Defense Acquisition Workforce Demonstration Project (AcqDemo) Level-IV may or may not be considered equivalent. The position the individual serves in is an important discriminator. They will usually be considered equivalent if they hold a similar type of position in DCMA, such as a Component Head. A GS-15 or AcqDemo Level-IV Division Director would not be the equivalent of an O-6, GS-15 or AcqDemo Level-IV Component Head.

b. Determining some equivalencies may require even more examination. A frequent gray area is the GS-14 and GS-14 equivalent grades. Under differing circumstances, the GS-14 has been considered an O-5 equivalent or an O-6 equivalent. The individual's job position is the best discriminator in determining equivalency. An AcqDemo Level-IV division director position that was formerly a GS-14 position is considered equivalent in position to an O-6 in a division director position. In distinguishing between the two; however, the O-6 is considered senior in grade.

**4.4. RANK AND POSITION FLAGS.** In addition to the U.S. flag, several flags are routinely used in DCMA spaces. Most notable among the flags denoting rank or grade are the three-star flag, service-dependent, for the Director, and the SES flag for DCMA SESs. The other flags in common use are the DCMA flag and the Service flags. There are also positional flags representing DoD officials. They are the Assistant Secretary of Defense, Under Secretary of Defense, Deputy Secretary of Defense, and Secretary of Defense flags. These flags are only displayed when one of those officials is present. When more than one of those officials are present, the senior-most person's flag is displayed.

#### **4.5. LEADERSHIP PHOTOGRAPHS AND BIOGRAPHIES.**

**a. DCMA Leadership.** Protocol will maintain biographies and official photographs of the Director, Deputy Director, Chief of Staff, and all Component Heads. The applicable staff for each of those persons is responsible for getting the photograph taken and having the biography written. Protocol will advise them in the effort.

**b. Non-DCMA Leadership.** Protocol will maintain official photographs for leaders in the chain of command who are senior to the Director. This will include, at a minimum, The President, Secretary of Defense, and Under Secretary of Defense for Acquisition and Sustainment.



## SECTION 5: CEREMONIES AND EVENTS

**5.1. GENERAL.** Successful performance during ceremonies and other events are a hallmark of excellence. It is important for an organization to demonstrate respect for itself, its people, and its guests. Upholding positive traditions and honoring key events increase employee engagement, improve organizational and individual morale, and enhance DCMA's reputation.

**5.2. TYPES OF CEREMONIES AND EVENTS.** There are many types of ceremonies and events conducted by organizations such as DCMA, but most common are as follows. The execution of these may be formal or informal, depending on the type and the circumstances involved.

**a. Retirement.** Honoring an employee's many years of service recognizes their commitment and contributions to the nation's defense. It also has a highly positive impact on morale within an organization. Retirements range from a formal ceremony to an offsite luncheon, and can even include informal gatherings at Agency facilities.

**b. Awards.** Recognizing individual and team accomplishments is vital to thanking the awardees and further motivating them and other employees. It also fosters pride within the Agency and can enhance its reputation externally.

**c. Change of Command or Office.** Changes of command or office are traditionally meant to clearly establish the transfer of authority, responsibility, and accountability from one person to another. These are most often formal ceremonies, especially with changes of command, but may be more informal depending on tradition, circumstances, or the preferences of leaders or the individuals involved.

**d. Special Observances.** These events recognize historic events, an organization's birthday, special emphasis programs such as Women's History Month, and others as desired.

**e. Promotion and Advancement.** Promotions and advancements are not formal events, usually, but are valuable in recognizing the accomplishment and career progression of DCMA civilian employees and military personnel.

**5.3. PLANNING AND EXECUTION.** The resource page for this Manual includes checklists, scripts, templates, and a wide variety of other items to support the planning and execution of ceremonies and events.

**5.4. PROTOCOL SUPPORT.** DCMA Protocol is available to support and advise ceremony and event planners, consistent with the priorities stated in paragraph 3.2.

## SECTION 6: VISITS

**6.1. GENERAL.** Successful hosting of visitors is a hallmark of excellence. It is important for an organization to demonstrate respect for its guests and to ensure visits achieve their intended effects. Upholding positive traditions and honoring visitors as appropriate support mission accomplishment and enhance DCMA's reputation.

**6.2. TYPES OF VISITS.** All visits to DCMA from non-Agency people include elements of hospitality, but only a few types in particular include formal protocol considerations. This program should ensure that proper courtesy, military customs and traditions are observed when DVs, foreign or domestic, visit DCMA. The DCMA leadership will be apprised of scheduled arrivals, departures and recommend personal involvement with DVs.

**a. DVs based on rank or grade.** Any government Flag Officer General Officer/SES/Congressional Delegate, or Staff Delegate equivalent officials with rank equivalent to a Brigadier General or higher.

**b. DVs from the private sector.** Any civilian equivalent stature (mayor, chief executive officer, chairman of chamber of commerce, etc.).

**c. DVs based on purpose of visit.** Speaker for special event, special guest for special event, etc.

**d. Special group visits.** Veterans, local community group, students, military group (without high ranking officer).

**6.3. VISIT PLANNING AND EXECUTION.** The resource page for this Manual includes checklists, scripts, templates, and a wide variety of other items to support the planning and execution of ceremonies and events.

a. Determine the purpose of the visit and if it requires the visibility and attention of DCMA senior leaders.

b. Provide a DCMA Protocol/DCMA Security DV notification form no later than 3 business days before the visit.

c. Assign an Action Officer to coordinate the visit to serve as the primary point of contact.

**6.4. FOREIGN VISITORS.** All visits of foreign personnel to DCMA activities must be executed pursuant to DCMA Manual (DCMA-MAN) 4201-19, "Foreign Visits and Assignments."

**6.5. PROTOCOL SUPPORT.** DCMA Protocol is available to support and advise ceremony and event planners, consistent with the priorities stated in paragraph 3.2.

## SECTION 7: MISCELLANEOUS PROTOCOL TOPICS

### 7.1. DISPLAY OF THE U.S. FLAG.

a. In accordance with DoD Instruction (DoDI) 1005.06, “Display of the National Flag of the United States at Half-staff:”

(1) On the death of present and former principal officials of the Federal Government.

(2) During national days of mourning.

(3) When directed by proclamation by the President of the U.S., governor of any State, territory, or U.S. possession, or the Mayor of the District of Columbia in accordance with Section 7 of Title 4, United States Code (U.S.C.), “Position and manner of display,” or by the Secretary of Defense in accordance with Presidential Proclamation 3044, “Display of the flag of the United States of America at half-staff upon the death of certain officials and former officials.”

b. It is DoD policy that the national flag will be flown at half staff:

(1) Worldwide on all DoD buildings, grounds, and naval vessels.

(2) On Memorial Day until noon, then raised to the top of the staff.

(3) On Peace Officers Memorial Day, May 15 of each year, in accordance with Section 136 of Title 36, USC, “Peace Officers Memorial Day,” unless that day is also Armed Forces Day.

(4) On Patriots’ Day, September 11 of each year, in accordance with Section 144 of Title 36, U.S.C., “Patriot Day.”

(5) On National Pearl Harbor Remembrance Day, December 7 of each year, in accordance with Section 129 of Title 36, U.S.C., “National Pearl Harbor Remembrance Day.”

(6) Each year in honor of the National Fallen Firefighters Memorial Service in accordance with Public Law 107-51, “Joint resolution memorializing fallen firefighters by lowering the American flag to half- staff in honor of the National Fallen Firefighters Memorial Service in Emmitsburg, Maryland.” This date is usually the first Sunday in October and is announced annually by Presidential proclamation.

(7) On the death of individuals listed in DoDI 1005.06, on receipt of notification of death from any reliable source, including news media.

(g) When so directed by the President or the Secretary of Defense.

### c. RESPONSIBILITIES.

(1) The Principal Deputy Under Secretary of Defense for Personnel and Readiness, under the Under Secretary of Defense for Personnel and Readiness, is responsible for policies and procedures governing the conduct of flying the national flag at half-staff for all DoD Components.

(2) The Heads of the DoD Components shall ensure implementation of this Manual and compliance with its provisions.

## SECTION 8: ETHICS

### 8.1. GIFTS.

a. No DCMA employee may request, or otherwise encourage, the offer of a gift from a foreign government pursuant to DCMA Instruction (DCMA-INST) 903, "Foreign Government Gifts and Decorations." DCMA employees may accept gifts and decorations from foreign governments under limited authorized circumstances, after getting Agency approval.

b. Decorations from a foreign government awarded for outstanding or unusually meritorious performance may be accepted and retained by the recipient only when approved in advance by the Component Head or for members of the Armed Forces, pursuant to DoDI 1348.33 and DoD 1348.33-M, "DoD Military Decorations and Awards Program." Decorations accepted without meeting these conditions are deemed to have been accepted on behalf of the United States Government.

c. When a gift of more than minimal value or a foreign decoration not approved in advance by the recipients DCMA Component. Minimal value is the retail value in the U.S. at the time of acceptance not in excess of the amount specified by the Administrator of General Services under Section 7342 of Title 5, USC. Specific guidance in regard to accepting gifts and decorations from foreign governments is set forth in DoDD 1005.13, "Gifts and Decorations from Foreign Governments," which may be found on the Resource Page of this Manual.

**8.2. MEMENTOS.** Table favors, mementos, remembrances, or other tokens bestowed at official functions, and other gifts of minimal value received as souvenirs or marks of courtesy from a foreign government (e.g., plaques or paper certificates) may be accepted and retained by the recipient. Decorations from a foreign government awarded for outstanding or unusually meritorious performance may be accepted and retained by the recipient only when approved in advance by the Director, DCMA in coordination with the Office of General Counsel, DCMA. Decorations accepted without meeting these conditions are deemed to have been accepted on behalf of the U.S. Government.

**8.3. MEALS AND REFRESHMENTS.** In general, an agency may not use appropriated funds to purchase items considered personal expenses, such as food, without specific authority. Directorates are responsible for the ordering of meals and refreshments (i.e., breakfast snacks, box lunches). Order forms can be obtained from Protocol.

## GLOSSARY

### G.1. DEFINITIONS.

**Decoration.** An order, devices, medal, badge, insignia, emblem, or award.

**DoD civilian flags.** Positional, SES, and Military Department-specific SES flags authorized for use by DoD civilian officials.

**Foreign Government.** Includes any unit of a foreign governmental authority, including any foreign national, State, local, and municipal government; any international or multinational organization whose membership is composed of any unit of foreign government; and any agent or representatives of any such unit or organization while acting as such.

**Gift.** Anything of tangible or intangible value, except for educational scholarships or medical treatment.

**Minimal Value.** A retail value in the U.S. at the time of acceptance not in excess of the amount specified by the Administrator of General Services under Section 7342 of Title 5 U.S.C. (currently \$285.00).

**Order of Precedence.** A sequential hierarchy of relative importance of people or items. In the government and military, it is usually defined by rank, grade and/or organizational position, and is often used to determine seating, order of speakers, and other protocol-related decisions. Circumstances specific to an event, meeting or other occasion, however, can effect an order of precedence, depending on custom and decisions made by organizational leaders.

**SES Flag.** The official U.S. Government SES flag approved by the Office of Personnel Management for use by all Federal Government senior executives in 1989 (two-sided, 3' x 4', gold-fringed flag features the SES keystone logo applied in gold, encircled by 13 five-point gold stars on a field of navy blue).

## GLOSSARY

### G.2. ACRONYMS.

AcqDemo	Defense Acquisition Workforce Demonstration Project
DCMA-INST	DCMA Instruction
DCMA-MAN	DCMA Manual
DoDD	DoD Directive
DoDI	DoD Instruction
DoDM	DoD Manual
DV	Distinguished Visitor
FOGO	Flag Officer/General Officer
GS	general schedule
SEA	Senior Enlisted Advisor
SES	Senior Executive Service
U.S.C.	United States Code

## REFERENCES

- DCMA Instruction 903, “Foreign Government Decorations and Gifts,” December 17, 2013
- DCMA Manual 4201-19, “Foreign Visits and Assignments,” October 9, 2018
- DoD Directive 1005.13, “Gifts and Decorations from Foreign Governments,” February 19, 2002, as amended
- DoD Directive 5105.64, “Defense Contract Management Agency (DCMA),” January 10, 2013
- DoD Instruction 1005.06, “Display of the National Flag at Half Staff,” July 17, 2015
- DoD Instruction 1348.33, “DoD Military Decorations and Awards Program,” December 21, 2016, as amended
- DoD Manual 1348.33, Volume 1, “Manual of Military Decorations and Awards: Medal of Honor (MOH),” December 21, 2016, as amended
- DoD Manual 1348.33, Volume 2, “Manual of Military Decorations and Awards: DoD Service Awards – Campaign, Expeditionary, and Service Medals,” December 21, 2016, as amended
- DoD Manual 1348.33, Volume 3, “Manual of Military Decorations and Awards: DoD-Wide Personal Performance and Valor Decorations,” December 21, 2016
- DoD Manual 1348.33, Volume 4, “Manual of Military Decorations and Awards: DoD Joint Decorations and Awards,” December 21, 2016, as amended
- Public Law 107-51, “Joint resolution memorializing fallen firefighters by lowering the American flag to half- staff in honor of the National Fallen Firefighters Memorial Service in Emmitsburg, Maryland”
- United States Code, Title 4, Flag and Seal, Seat of Government, and the States”
- United States Code, Title 5, “Government Organization and Employees”
- United States Code, Title 36, “Patriotic and National Observances, Ceremonies, and Organizations”