

Standard Operating Procedures

(Rev. 2016)

DUTIES PERFORMED BY THE COMMANDANT OF THE OLD GUARD

(SOP #1 – 10/17/16)

This Draft prepared by COL John A. Dietrichs, Commandant 2016, October 2016. This SOP is provisional, pending acceptance by the Constitution & By-Laws Committee, but is to be followed as guidance until then.

Constitution of the Old Guard Article IV

MILITARY COMMAND

Section 1. This organization shall be commanded by a **Commandant**, with the highest military rank he has held, or the rank of Colonel, whichever is higher, which office is hereby created. He shall be elected by the Command at its Annual Business Meeting, and inducted into office at an Installation and Change of Command Meeting, to follow the Annual Business Meeting. He shall serve from the conclusion of such Installation and Change of Command Meeting, at which he is inducted into office, through the Installation and Change of Command Meeting following the next Annual Meeting, at which his successor is inducted into office, or until his successor at a later date shall have been elected and inducted into office. Should the office of Commandment become vacant, the vacancy shall be filled by the Executive Committee, as created by this Constitution.

(COL JAD – As this is the only guidance in the Constitution or By-Laws of the Old Guard relating to the duties of the *Commandant*, it is deemed important for continuity and assistance to the *Commandant* going forward from the 2016 Command Year that the duties be more clearly spelled out for the sequence and actual duties the *Commandant* should prepare for going forward. This draft SOP is intended for that purpose.)

GUIDANCE FOR DUTIES PERFORMED BY THE COMMANDANT-ELECT OF THE OLD GUARD IN PREPARATION FOR ASSUMING THE ROLE OF COMMANDANT

Constitution of the Old Guard Article IV

MILITARY COMMAND

Section 2. The **Commandant-Elect** shall be nominated as such, one (1) year prior to election, by a (Nominating) Committee appointed by the *Commandant* consisting of at least five (5) active *Past Commandants*, and elected by the Membership at the Annual Meeting held on the first Monday of December immediately preceding the Installation and Change of Command Meeting held in January next following. All Members of the Command are eligible for nomination as *Commandant-Elect*, who have been Members of the Command for three (3) consecutive years as of the Annual Meeting at which elected, and providing such Member has attended at least eighty percent (80%) of all Meetings of the Executive Committee and Staff during the immediate preceding three (3) years prior to election, as well as other official functions of the Command. It is desirable, but not mandatory, that the *Commandant-Elect* shall have served as *Chief of Staff* of the Command prior to assuming the office of *Commandant-Elect* of the Command. Should the office of *Commandant-Elect* become vacant, the vacancy shall be filled by the Executive Committee, as created by this Constitution.

See SOP Guidance for *Commandant-Elect/Deputy Commandant* for full list of duties.

The following are some duties directly leading in to the position of *Commandant* that are listed here for clarity:

- (1) Request that copies of all official letters and notices from *Commandant, Chief-of -Staff, Secretary, Adjutant, Finance Officer, Chaplain, and Supply Officer* be sent to you during the Command Year.

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- (2) During the year you serve as *Commandant-Elect*, talk to the *Commandant, Past Commandant, Past Chief of Staff, Past Secretary, Past Treasurer, Editor, Chaplain, and J's* regarding any comments on performance of members under their command, or observance, as to performance of duties and participation. This will offer insight into individuals who may or may not be considered for higher responsibilities in the Command. During the year, observe performance of current members in positions of responsibility in the same light. Also note **attendance records** of all members.
- (2) During the **last three months of the year**, and before the R.E. Lee Banquet in January, you must have **all your staff appointments made, with their approval**, including *Chief-of-Staff, Deputy Chiefs-of-Staff, Secretary, Finance Officer, Aides, Deputy Aides, Liaisons with Gate City Guard and Ladies of the Old Guard, Executive Committee Chairman, and Board of Trustees Trust Fund Appointee for term expiring next cycle*. Note: *Chief-of-Staff* is usually the individual being groomed for *Commandant-Elect*, and the Nominations Committee will have input in to this selection. Have **certificates for all staff appointments** prepared in December if possible by the *Secretary* to be presented at the Robert E. Lee Banquet. May be framed or in presentation covers.
- (3) See duties of *Entertainment Committee Chair* to be performed by the *Commandant-Elect/Deputy Commandant*. Some relate directly to the Annual Business Meeting and the Robert E. Lee Banquet.

Transition Commandant-Elect to Commandant at R.E. Lee Banquet

- (4) At the R.E. Lee Banquet, upon installation as the new *Commandant*, the new *Commandant* will make his first remarks to the Command in his new position, including goals for the coming year, thoughts on the Old Guard Command, and any other appropriate remarks for the evening. (See (7) below)
- (5) The New *Commandant* will present documents appointing the new staff and commissions for the coming year to each present. Note: Experience has shown that it is best to call on each individual and have them come to the front of the gathering, in order, so Certificates can be delivered to each by the Secretary with a minimum of delay.
- (6) He will then make closing remarks, typically beginning with an appreciation to all who have served during the previous year, the Ladies of The Old Guard and individuals contributing to the banquet. Then a brief presentation of thoughts concerning his vision for The Old Guard in the coming year are made before adjourning the Banquet.

Guidance Note: It is highly recommended that the Commandant prepare a 3-ring notebook with Monthly dividers and clear sheet protectors to store documents by month as generated. This notebook will be given to the Command for storage and use in creating Chronicles at a later date. It will also serve to assist the Commandant in writing the Yearbook summary of activities and events during the year.

MONTHLY GUIDANCE FOR DUTIES PERFORMED BY THE COMMANDANT OF THE OLD GUARD

Note: In order to properly understand and carry out the duties of the Command during the year, the *Commandant* must carefully read the most current Constitution, By-Laws and Appendices of the Old Guard of the Gate City Guard before assuming command. From time to time Amendments may be instituted to the Constitution and By-Laws through standard procedures for such changes. They must be incorporated into the text, published, and distributed to all current active members of the Command during the year of any such changes.

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Commandant's Duties after Installation as *Commandant* at Robert E. Lee Banquet.

January Banquet to January 31

- (1) **Prepare new *Commandant's Message for Editor of the Old Guardsman* by Friday before the meeting week.** See that other announcements and articles by your staff are also in *Editor's* hand by same date, including copy of Historical Remarks from last date. This is for all regular meetings during this year.
- (2) **Request budget requirements/requests** from all Staff members and Committee Chairman and coordinate with the *Finance Officer* before the February meeting.
- (3) **Communicate with the *Yearbook Chairman*** and coordinate plans for collating and publishing the Yearbook with all information needed. (It is recommended that a list be prepared of all items requiring a yearly update so that all are completed in a timely manner.)
- (4) Plan for the Alexander H. Stephens birthday celebration and ceremonies in Crawfordville, Georgia.
- (5) Announce actual **dates of Confederate Memorial Events in April and National Memorial Day in May** of current yearly cycle. Encourage attendance.
- (6) **Publish and distribute any new Old Guard SOPs or guidance documents.**
- (7) Confirm status of **Centennial Legion medals (*Supply Officer*)** for presentation to City of Atlanta ROTC Units by Col. Ed Milam. (Check stocks with *Supply Officer*.)
- (8) Request that the **History Committee** plan to line up Historical Remarks for 10 to 15 minutes at each meeting during the year.
- (9) (If some appointments of Committee Chairmen, Vice Chairmen, and Committee Members have not yet been confirmed, as required in The Old Guard By-Laws, get their verbal approval and publish as soon as possible.)
- (10) Start preparing for all your staff and committee appointments copies of the sections of By-Laws and current SOPs effecting the operation of each, and distribute.
- (11) **Set and publish at your discretion the Goals & Objectives for your term of office.**
- (12) Direct the **Audit Committee to Audit the books of the Command** and report back to Executive Committee.

February 1 to February 28/29

- (1) Attend Alexander H. Stephens ceremony in Crawfordville, GA, in early February.
- (2) Working with the *Finance Officer*, receive all staff and committee budgets and forward to the Budget Committee.
- (3) **Plan the entire Schedule of Events for the year for publication in Year Book and Old Guardsman**, if not complete already. (It is understood that some dates will not be determined until later in the Command Year. Publish dates known and update with distribution to the Command as known during the year.) E-Mail to the full Command, and recommend having some copies of this to hand out to attendees at the March meeting.

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- (4) **Request bio from all members who have not submitted same to Memorials Committee for Memorial Records.** Remind Members this information will be used to preserve the history and events of their life.
- (5) Have **first Quarterly Staff Meeting in late February or as soon as convenient.** Staff attendees should include **Commandant-Elect, Chief-of-Staff, all Deputy Chiefs-of-Staff, the Secretary, and Finance Officer. Immediate Past Commandant** at the discretion of the Commandant.
- (6) (See that new **Commandant-Elect** organizes his Phone Calling Committee for Funeral Honor Guards, notifications of deaths, to determine attendance at meetings for reservations, etc., with close follow up for positive results. The reputation of Old Guard depends on this function working good and successfully. This is guidance pre-E-Mail, pre-1998.) The **Commandant, Commandant-Elect** and **Secretary** should have a complete list of Members E-Mail addresses and set up a group address for communications with the Command when needed, following guidance of pre-1998 text above.
- (7) **Keep Welfare Committee Chairman and Chaplain informed of Members' deaths, sicknesses, and accidents** when this information becomes known in order to notify members by e-mail and at monthly meetings.
- (8) Check with the **Veterans Affairs Committee Chairman** to keep Command informed of Veterans upcoming events.

March 1 to March 31

- (1) Announce date and location of **Centennial Legion Annual Meeting.**
- (2) Have **Awards Committee** request volunteers for presentations of ROTC Awards. (This will be led by the **Commandant-Elect** who is **Chairman of the Awards Committee.**)
- (3) Have **Confederate Memorial Day Committee** give dates of various ceremonies in Atlanta area, confirm volunteers for Color Guard, and solicit Attendees, preferably in dress uniform or Mufti for members without.
- (4) Have **Memorials Committee** start presenting memorials for recently deceased members. These should be **prepared and delivered within 12 months of their death.** Copy delivered to the Atlanta History Center for historical reference.
- (5) Have **Finance Officer (Treasurer)** prepare current annual budget for presentation to the Command by April meeting.
- (6) **Start scheduling special events for the year:**
 - (a) Quarterly Staff Meetings
 - (b) Picnic of the Ladies of the Old Guard – August, location.
 - (c) Fish fry (*former tradition, not done in recent years.*)
 - (d) Other special events. (*Recommend Field Trips to historical locations of buildings during Summer months, with appointed Officer in charge of choosing and planning such trips.*)

April 1 to April 30

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- (1) Remind members of **Confederate Memorial Day Services in April**, the date, and confirm volunteers for attendees and Color Guard and presentation wreaths. There are multiple events in Atlanta on that day – all should be well attended by the Command.
- (2) Same for **National Memorial Day** in May.
- (3) **Request members to recruit qualified and outstanding new members.** This should be done on a regular basis throughout the Command year.
- (4) At meeting, request volunteers to coordinate with the *Chairman of the Awards Committee (the Commandant-Elect)* for volunteers for ROTC/JROTC Awards Presentations – for April and May.
- (5) **Budget Committee** to present budget for Operational year (give dates of Fiscal Year)
- (6) Start considering date and place for **Commandant's Reception.**
- (7) Start considering date and place for Fish Fry (if it is to be held) and any other special event for Command.
- (8) **Marksmanship Committee** – Announce date and time of Pistol and Rifle Matches. Locate suitable range. Invite all members to participate, and extend an invitation to the Ladies of the Old Guard. *(It is better to have arrangements made earlier rather than later in the year for this event.)*
- (9) **Publish the Year Book by Year Book Committee.** *(Remember that it is the duty and obligation of the Committee Members to work on and produce this important document – not solely the Commandant.)* Distribute to all members. *(Yearbook 3-ring binder given out in 2013 was “Generic” in that the year was not noted on the cover insert. Hand out/mail only new printed text with section tabs for insertion in to old binder.)* Insure every key and required update is complete and included, such as the Seniority List, and Deceased Members.

May 1 to May 31

- (1) Remind Members of the **National Memorial Day** Celebration and location. Ask for Dress uniformed or Mufti dressed volunteers to attend as a large group for favorable recognition - **2 wreaths presented - Old Guard and Centennial Legion.**
- (2) Consider a public service act or service, by the Command, for generation of good will in the Community. Work with the **Public Relations Committee Chairman** for such projects.

June 1 to June 30 (Last meeting prior to summer recess.)

- (1) Remind Members once again of the **annual Centennial Legion Meeting - date and place.** Encourage attendance. Pre-registration and hotel reservations must be made well in advance.

- (2) Have **Committee Chairmen give brief, written status reports of accomplishments to date and aims of their Committees for the balance of the Command Year.** Give written reports to Secretary.

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- (3) **Announce dates, times and locations of all Old Guard events for next four months;** July & August will have no general monthly meetings. This should be a recapitulation of the previously published annual calendar.
- (4) Announce that there will not be Executive Committee Meetings during July and August, but will resume in September. *(In some years, the last Monday in August may be adopted in lieu of a September meeting due to Labor Day.)*

July 1 to July 31 - August 1 to August 31

NO OLD GUARD MONTHLY MEETINGS

During this time:

- (1) **Ladies of the Old Guard Picnic** - promote attendance with e-mail and phone call follow up for reservations.
- (2) Arrange and promote any **special event** during these months.
- (3) **Solicit qualified new members.** *(It is noted that in the past, potential Candidates were not to be approached in advance. This tradition may be modified at the discretion of the **Commandant**.)*
- (4) **Welfare Committee** to keep track of deaths and illness and call for Honor Guards when requested.
- (5) **Promote Commandant's Reception.**
- (6) **Make Plans for Peace Monument Ceremony – Note this is in the SOP By-Laws for the Memorials Committee and Chairman as follows:**

d. **The Memorials Committee** shall insure the proper care of all memorials relating to the Command, and shall during the first week of August each calendar year make all necessary arrangements for the ceremony in connection with the Peace Monument located on 14th Street in Piedmont Park, Atlanta, including the acquisition of a speaker for the occasion, a public address system, Atlanta Police protection, and a Wreath. This Committee shall have the continuing responsibility to prepare Testimonials, in quadruplicate as and when appropriate, and especially on the occasion of the death of an OLD GUARDSMAN. Such Testimonials shall be approved and passed on by the Executive Committee assembled, and spread upon the minutes of the Command; the original being sealed and forwarded to the next of kin and a copy sent to the Atlanta History Center.

- (a) Get permit from City of Atlanta (if required). See last year's file for office - name - police contact, Park contact and Piedmont Park Conservancy Contact - State Guard contact for chairs, table, and truck. Have our sound system checked out and ready to bring to monument with microphone. Power is available (?) through Park contact or you may use battery power.
- (b) Get Speaker for Ceremony – **Commandant-Elect** responsible for follow up refreshments on-site or seated lunch at selected venue. (Coordinate with Ladies of the Old Guard for on-site refreshments.)
- (c) Set up **Peace Monument rededication handout brochure**, confirm text and any photos/images to be included. Plan who will print and at what cost. (Currently in 2016 approximately 450 are printed for distribution in the next few years.)

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- (d) Involve **Chairman of Publicity & Public Relations Committee** in advance planning for publicity around event.

- (7) Start completing application papers for **Veterans Day Parade through Veteran's Day Parades Committee** - for two Color Guards - Four Colors - US/GA/Old Guard/ Centennial Legion. (Insure that only Members fit to walk & carry flags are selected to march in Parade.) Have two to three convertibles (or Jeeps) to carry Old Guardsmen not physically able to walk the route. All in Class A White Blouse Uniform for those that have them; Mufti for others.

- (8) You are also to see that the following is handled for the Robert E. Lee Birthday and Change of Command Banquet:
 - (a) Place, menu, and price for banquet. (Note: Reservation for venue must be made *at least one year in advance* by **Commandant-Elect**)
 - (b) List of special guests to be invited,
 - (c) Have invitations printed by **Secretary**; in practice, in recent years the invitations have been printed by other volunteer(s).
 - (d) Invitations addressed and mailed, (in recent years this has been done by the **Commandant**)
 - (e) Nearer to the ceremony date, finalize the program to be handed out at the ceremony)
 - (e) Arrange speaker system for banquet (typically handled by venue staff)
 - (f) Arrange for Guest Speaker and his introduction,
 - (g) Arrange for Invocation and Benediction by **Chaplain**,
 - (h) Arrange for Award Chairman's Table and Presentation.

Appoint any assistant(s) as you may need.

September 1 to September 30

- (1) Express appreciation for those attending **Commandant's Reception** and wives (if held during summer months)

- (2) Have **Awards Committee request all trophies be returned for cleaning and engraving.** (*In recent years this has been initiated by BG McCullough and later in the Command Year*)

- (3) **Nominating Committee to meet in November.**

- (4) **Veterans Affairs Committee** announce the **Veterans Day Proclamation Ceremony** scheduled for October and the Parade to be held – Saturday, November (?) - make plans to attend both.

- (5) Final arrangements made for **Peace Monument Ceremony** with reception to follow (on-site or seated function). Promote big escort and Full Color Guard. **Parking at Piedmont Driving Club (must coordinate with the Driving Club).**

- (6) Continue with Historic Remarks.

October 1 to October 31

- (1) **Peace Monument Ceremony** will take place on or around the October 10 Anniversary.

- (2) Encourage all to plan to attend the **Gate City Guard Annual Banquet.**

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- (3) Publically acknowledge and thank Peace Monument Speaker for his fine talk.
- (4) **Review budget figures with *Finance Officer*** to start preparing final statement for new Commandant by January 31, next year.
- (5) **Attend Veteran's Day Promotion Committee Meetings, as may occur.**
- (6) Announce time and place to meet for current year **Veteran's Day Parade**; confirm location and planning for **Annual Business Meeting**, including pricing and estimated number of attendees.
- (7) **Veteran's Day Parade**, Saturday, November ??, current year.
- (8) **Work with BG McCullough and any other advisors on Induction Ceremony, protocols and Program for Annual Business Meeting.**
- (8) Finalize arrangement for **Speaker at Robert E. Lee Banquet** and change of Command, if not confirmed previously.
- (9) **Meet with *Commandant-Elect/Deputy Commandant* and review all current SOPs for every key position.** Insure CE has a complete copy of current SOPs and an electronic copy on disc for his use, and impress upon him the importance of doing this with the new CE the following year to keep continuity of procedures and understanding of the Command leadership duties.

November 1 to November 30

- (1) Final planning for the **Annual Business Meeting – First week in December**. Only members attend – no wives or visitors. Preferred date will be first Tuesday of December, barring reasons to vary.
- (2) **Direct your *Chief of Staff, Deputy Chiefs, and Committee Chairs*** to complete their responsibilities and start preparing their final reports for the current year to be presented by January monthly Monday meeting (last monthly Meeting of the Command Year).
- (3) Make final arrangements for time, place, and price of Robert E. Lee Banquet and change of command, including **bakery to handle Birthday Cake of suitable size for all attendees, flowers for Head Table (request arrangements made by Ladies of the Old Guard?), plan for old and new *Commandants* to cut cake with sword, tables for Awards Presentation. Have Award Certificates made (and framed if appropriate).**
- (4) Select and invite Guest Speaker for Lee Banquet, if not already done, and make all arrangements for him and his wife or guest. Recommend covering reasonable bar tab for the two.
- (5) Once Speaker and pricing of tickets for Lee Banquet are finalized, **prepare and mail invitations**. Early invitations are especially important for invited guests who as current non-Members you wish to be available to attend.
- (6) Note that the *Commandant* may select up to **two deserving men of stature in the community to make Honorary Members of the Old Guard**. They should be invited with spouse or guest to attend at no charge, and insure they will have a prominent seating during the Banquet. It is customary to promote them to Colonel in the honorary membership certificate unless they have a higher earned rank.

December 1 to December 31

- (1) The **Annual Business Meeting** will take place on or near the first Tuesday of the month.

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- (2) Push to get your staff and **Committee Chairmen to have goals completed and reports being prepared**. This includes any SOP suggested changes or additions.
- (3) Complete all the goals to be ready for January meeting and Robert E. Lee Banquet and Change of Command, including the Speaker arrangements.
- (4) Have sword to cut cake and arrange to have cake delivered at appropriate time during the ceremony by waiters.
- (5) Distinguished Service Certificate to Special Member(s), if any.

January 1 to January (? Date of R.E. Lee Banquet), current year

- (1) Begin preparing your **Commandant's Report for your year's service**, collate, and have ready for publishing by the end of February.
- (2) Have prepared a personal questionnaire to be mailed or e-mailed to confirm or obtain correct name, rank, business, and home addresses, phone numbers (B) & (H), fax numbers, e-mail addresses, plus wife's name. This will be to update the new Roster for the coming Command Year.
- (3) Confirm plans will be carried out for Robert E. Lee cake for attendees, flowers for Head Table, prepare desired Head Table seating arrangements and Special Guest seating at table in front of Head Table at R.E. Lee venue. Those to be seated at Head Table will include: **Commandant** and wife, **Commandant-Elect** and wife, Speaker and wife or guest, **Chaplain** and wife.
- (4) **Have speaker system checked out for proper operation and adjustment by staff well before start of meeting.**
- (5) Have gift ready for Guest Speaker. (*Possibly Old Guard Certificate of Appreciation and Old Guard Peace Monument coffee mug.*)
- (6) **Complete program for Banquet and Ceremony and have printed at least one week prior to Banquet.**
- (7) **Prepare Commandant's Remarks.**
- (8) Any other details you wish to cover.
- (9) **Tables for Trophies and Awards to be arranged upon.**
- (10) Have sword to cut cake with **Commandant-Elect/Deputy Commandant**. Optional – in the past, the Current Commandant's wife has assisted the Commandant in the cake cutting.

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DUTIES PERFORMED BY AND GUIDANCE FOR THE COMMANDANT-ELECT (DEPUTY COMMANDANT) OF THE OLD GUARD (SOP #2 – Updated 2017)

Commandant-Elect of the Old Guard of the Gate City Guard

The **Commandant-Elect** is the Deputy Commandant, and shall perform the Duties of the Commandant in his absence. He shall also be Chairman of the Committee on Entertainment and Communications and Chairman of the Awards Committee. (By-Laws, App. 1)

The following text is taken from the first portion of the detailed Commandant's Standard Operating Procedures and copied here in italics.)

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- (7) *During the **last three months of the year**, and before the R.E. Lee Banquet in January, you must have **all your staff appointments made, with their approval**, including **Chief-of-Staff, Deputy Chiefs-of-Staff, Secretary, Finance Officer, Aides, Deputy Aides, Liaisons with Gate City Guard and Ladies of the Old Guard, Executive Committee Chairman, and Board of Trustees Trust Fund Appointee for term expiring next cycle**. Note: **Chief-of-Staff** is usually the individual being groomed for **Commandant-Elect**, and the Nominations Committee will have input in to this selection. Have **certificates for all staff appointments** prepared in December if possible by the **Secretary** to be presented at the Robert E. Lee Banquet. May be framed or in presentation covers.*
- (8) *See duties of **Entertainment Committee Chair** to be performed by the **Commandant-Elect/Deputy Commandant**. Some relate directly to the Annual Business Meeting and the Robert E. Lee Banquet.*

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Transition Commandant-Elect to Commandant at R.E. Lee Banquet

- (9) *At the R.E. Lee Banquet, upon installation as the new **Commandant**, the new **Commandant** will make his first remarks to the Command in his new position, including goals for the coming year, thoughts on the Old Guard Command, and any other appropriate remarks for the evening. (See (7) below)*
- (10) *The New **Commandant** will present documents appointing the new staff and commissions for the coming year to each present. Note: Experience has shown that it is best to call on each individual and have them come to the front of the gathering, in order, so Certificates can be delivered to each by the Secretary with a minimum of delay.*
- (11) *He will then make closing remarks, typically beginning with an appreciation to all who have served during the previous year, the Ladies of The Old Guard and individuals contributing to the banquet. Then a brief presentation of thoughts concerning his vision for The Old Guard in the coming year are made before adjourning the Banquet.*

Guidance Note: *It is highly recommended that the Commandant prepare a 3-ring notebook with Monthly dividers and clear sheet protectors to store documents by month as generated. This notebook will be given to the Command for storage and use in creating Chronicles at a later date. It will also serve to assist the Commandant in writing the Yearbook summary of activities and events during the year.*

During year you serve as Commandant-Elect (Deputy Commandant):

- (1) Request that copies of all official letters and notices from Commandant, Chief of Staff, Secretary, Adjutant, Finance Officer, Chaplain, and Supply Officer be copied to you. Recommend e-mailing this request in February to Officers listed above.
- (2) During the course of the year you serve as Commandant-Elect, talk to Immediate Past Commandant, previous year Chief of Staff, Secretary, Treasurer, Editor, Chaplain, and J-Staff Deputy Chiefs regarding any comments on performance of duties and participation of various Members under their command during their tenure. This will offer insight into individuals who may be considered for higher responsibilities in the Command during your Command year. Also note attendance records of all Members (Adjutant will have a record of this information.)
- (3) During the Command Year, the Commandant-Elect will be the Acting Commandant in the absence of the Commandant, for Meetings, Events and other official occasions as may occur. During Meetings, in the absence of the Chief-of-Staff, he will assume and conduct the duties of that office.
- (4) Commandant-Elect Duties under the Old Guard By-Laws as the Chairman of the Awards Committee: See J-1, Personnel & Administration, SOP for this Committee. This will be the most time-consuming and demanding duty of the Commandant-Elect during the Command year. Some of the duties are outlined below:

ROTC & JROTC MEDALS for distinguished service. An annual distinguished military service medal, ribbon and certificate shall be presented by THE OLD GUARD OF THE GATE CITY GUARD to the ROTC and JROTC cadet in each branch of the services (Army, Navy, Air Force) officially recognized, in each selected college, university, institute or school system (such as city, county high schools).

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The Award shall be presented to the most distinguished ROTC and JROTC cadet in each system's branch of service as enumerated above, based on distinguished military leadership, military competence, military academic achievement and personal character as determined by his military instructors during his cadet training program. The ROTC Award (college-university) to be presented during the senior year and the JROTC award (high-school) to be made during the Junior Year. The award is to be presented at a regular school awards presentation ceremony by a member of The Old Guard unless unusual circumstances exist. A partial list of the schools currently approved for presentation of medals are as follows:

(a) ROTC AWARDS (Number by School)

Georgia Institute of Technology	3
University of Georgia	2
North Georgia College	1
Georgia State University	1
Morehouse College	$\frac{1}{2}$
Subtotal	8

(b) JROTC AWARDS (Number by System)

Atlanta Public High School System	2
Fulton County Public High School System	1
Cobb County Public High School System	1
Decatur High School	1
Riverside Military Academy	$\frac{1}{2}$
Subtotal	7

Grand Total 15

(This information is incomplete in 2013. Actual medals given out total approx. 40.)

(c) The Award's Committee Chairman (Commandant-Elect) shall contact each of the above school's or system's ROTC or JROTC Tactical Officer during January to confirm number of awards for his school or system, date, time, place and type of awards ceremony (usually during April or May), name or school tactical officer. Some of the award ceremonies are held during the day on the parade field or in the gymnasium but others are held in the school cafeteria with a dinner with parents and friends present. Check with tactical officer for appropriate dress. **Dress white uniform is preferred**, but Mufti (blue jacket, gray pants, Old Guard ties and pocket emblem) may be worn by Old Guard members who do not yet have dress whites.

(d) The Award's Committee Chairman (Commandant-Elect) with the above information will request and call for Old Guard member volunteers to make all of these presentations as requested by the schools or school systems. He will also keep them fully informed of their responsibilities for this presentation. Calling and keeping in touch with the school tactical officer regarding the ceremony so that it will be handled in an appropriate manner.

(e) With this information, the Chairman shall prepare spread sheets (see spreadsheets from

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previous year) showing presentation school, number of medals, branches of service, date and time of presentation school, name of Old Guard presenter and phone numbers, name of school ROTC or JROTC tactical officer to contact with phone numbers, type of ceremony and location (parade ground, gymnasium or cafeteria dinner meeting with families, and is your wife expected?) Copies of these spread sheets are to be sent to the Commandant, Secretary, each of The Old Guard presenters and school system tactical officers at least 30 days before the ceremony in all cases practical. The presenter will follow the presentation methodology set by the chief tactical officer for this award presentation with a few congratulatory remarks to each cadet as you shake his/her hand.

Note: Substantial electronic spreadsheets, data and guidance have been separately prepared to assist in carrying out the ROTC Awards and should be used by the Chairman. Upon installation as new Commandant, it is critical that he pass all current data/information to the incoming Commandant-Elect.

- (5) Commandant-Elect Duties under the Old Guard By-Laws as the Chairman of the Entertainment & Communications Committee: See J-3, Internal Affairs SOP for this Committee.
- (6) During the last three months of the year, and before the R.E. Lee Banquet in January, the Commandant-Elect must identify those individuals he will appoint, communicate with them, get their approval and acceptance of the duties entailed, including Chief-of-Staff, Secretary, Finance Officer, Aides, Deputy Aides, Liaisons with Gate City Guard and Ladies of the Old Guard, Company Commanders, Executive Committee Chairman, and Board of Trustees Trust Fund Appointee for term expiring next cycle (see Old Guard Organizational Chart for complete list). The Commandant-Elect will be nominated by the Nominations Committee of The Old Guard, with a recommendation for the Chief of Staff. (Note: *The Chief of Staff is normally in line to be Commandant-Elect for the year following. The Commandant-Elect nomination will be made by the Nominations Committee Chair and voted upon by the Command at the Annual Business Meeting in December.*) Have certificates prepared in December if possible by the Secretary to be presented at the Robert E. Lee Banquet. Recommend economical framing for presentation (optional). The calligrapher used for this purpose is (in 2016):

Ms. Marcia Watt
5839 Stonehenge Dr.
Stone Mountain, GA 30087
770-469-7995
marcia.watt@pobox.com

- (7) The Robert E. Lee Banquet held in January is the Change-of-Command ceremony and the single most important formal event of the year for The Old Guard. There is a written protocol and agenda that must be followed. It is incumbent on both the Commandant and the Commandant-Elect to work closely together on the planning and rehearsing of this ceremony in advance of the event in order for it to be conducted well and smoothly. Key issues for pre-planning:
- The Commandant will write and present outgoing remarks appropriate for the occasion.
 - The incoming Commandant's wife will normally pin the Commandant's Medal and Burgess Medal on her husband. This will require practice in advance of the ceremony. Alternately – A Senior Member of the Command who is also a Past Commandant may perform this duty.

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- The new Commandant will write and make his first remarks to the Command in his new position. They may include a brief recitation of goals for the coming year, any thoughts on The Old Guard Command, and any other appropriate remarks for the evening.
- The new Commandant will present Commissions appointing the new Staff for the coming year to each who is present. Note: The Commission documents must be in proper order in advance, and it is recommended that the Adjutant or other Officer be appointed to call out the names in this proper order, request that those called line up in order as called before the Head Table, and the new Commandant hand the commissions to each. If any of these steps are not well planned, it will be a confused fire drill. (From experience.)
- The new Commandant will then make brief closing remarks, typically thanking all who have served during the previous year, appreciation for the activities of the Ladies of the Old Guard, and all who participated in making the evening a success.

The written protocol and agenda will be comprehensive – the above notes are for special consideration.

The new Commandant will now refer to the SOP for the Commandant....

This is the interim SOP as of September 4, 2014, (Minor updates 2017) until reviewed and accepted by the J-3 Constitution & By-Laws Committee.

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DUTIES PERFORMED BY THE FINANCE OFFICER OF THE OLD GUARD

*The **Finance Officer** shall keep the financial records of the Command, collect dues and other monies, and make disbursements authorized by the Executive Committee. Routine bills, not exceeding \$500, may be paid by the Finance Officer without the express approval of the Executive Committee. The Finance Officer shall report dues delinquent in writing to the Commandant and the Chairman of the Executive Committee without delay. (By-Laws App. 1)*

The Finance Officer reports jointly to the Commandant and Chairman of the Executive Committee.

The Finance Officer is responsible for:

1. Developing in concert with the Commandant and other Staff Officers a detailed projected annual Budget for the Command, along with a projected income statement, by the March Executive Committee Meeting each year.
2. Coordinating with the Commandant and Deputy Chiefs of Staff in projecting budget requests for each Committee or Command activity that will have expenses during the Command year. This shall be done in a timely manner to meet the March deadline for completion of the projected budget.
3. Provide a report on the current financial status of the Command at each Executive Committee Meeting (monthly meeting) using a format acceptable to the Commandant and Chairman of the Executive Committee.
4. Shall develop and keep the financial records of the Command, collect dues and other monies, and make disbursements authorized by the Executive Committee. Routine bills, not exceeding \$500, may be paid by the Finance Officer without the express approval of the Executive Committee. This \$500 limitation in the By-Laws is interpreted to not include monies collected by the Command from members specifically to pay for functions such as the Annual Business Meeting and Robert E. Lee Banquet. The Bank of America is currently the holder of the Old Guard Checking Account funds.
5. Shall report delinquent dues and the name of the delinquent Member verbally and in writing to the Commandant and the Chairman of the Executive Committee without delay. Upon non-payment of dues by the period of time specified in the Constitution and By-Laws of the Old Guard, that Member shall be dropped from the active rolls.
6. Shall maintain a P.O. Box in the name of the Command, pay the bill annually, and have ordered two keys for said Box. One key shall be provided for the Commandant, and one for another Staff Officer as selected by the Commandant. One of these two Officers shall periodically check the Box for mail. This P.O. Box is currently located at the Post Office at the intersection of Pharr Road and Piedmont Road in Buckhead: the box is no. 53121.
7. Reporting to the Command at the end of the fiscal year a recap of all expenses as they relate to each item in the budget submitted and approved at the beginning of the Command year, and detailing any budget surplus or deficit. It is intended that this recap will act as a basis for preparation of the following year budget.

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8. At the end of the Command's fiscal year, turning over all financial records as kept to the Audit Committee for verification of expenditures and all fiduciary responsibilities having been properly carried out.

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DUTIES PERFORMED BY THE SECRETARY OF THE OLD GUARD
(SOP #4 – 10/22/14)

The Secretary of the Old Guard of the Gate City Guard

The **Secretary** shall keep all of the written records of the Command as directed by the Commandant, the Chairman of the Executive Committee, and the Chief of Staff. He shall keep the minutes of all Meetings of the Staff and the Executive Committee. He shall insure that all Members of the Command are informed as early as appropriate of all Meetings of the Command, Staff and/or Executive Committee. He shall be the custodian of the Official Seal of the Command. **(By-Laws, App. 1)**

The Secretary reports to the Commandant.

The Secretary is responsible for:

1. Preparing an electronic draft of the previous month's Executive Committee Meeting minutes no later than 1 calendar week in advance of the next monthly meeting, and forwarding it to the Commandant for initial review, who will then forward to members of the Executive Committee for review. This process precludes reading previous meeting minutes at each meeting, and allows corrections to be made quickly and for an expeditious vote upon accepting the minutes as amended.
2. Preparing an electronic draft of Staff Meeting minutes no later than 2 calendar weeks after such meetings and forwarding to the Commandant for initial review, who will then forward to members of the Staff for review. The final document shall be included in the annual records.
3. Keeping a 3-ring binder with originals or copies of all documents generated during the Command Year chronologically by month or by category at his discretion. In addition, at year's end, downloading all files on a CD for storage in the binder as part of the historic record. The binder will be kept with historic Command records for safekeeping.
 - a. "All documents generated..." will include all Command correspondence, letters and e-mails as may be delivered to him by the Commandant or others from within the Command. This will include copies of *The Old Guardsman* published during the Command Year.
4. Preparing and mailing a timely notification/invitation to all active Members of the Command of the Annual Business Meeting held in December, to include location, date and time.
5. Sending official notification to newly elected Members of their acceptance in to the Command.
6. Serving as a resource to the Command on issues related to The Old Guard's meeting and business practices.
7. At the end of the Command Year, consolidate in chronological order all meeting minutes, correspondence, and any other relevant materials for use by the Commandant in writing the Chronicles for that year.
8. Custody of the Official Seal of the Command. Insure the Seal is properly transferred to the next Secretary at the end of his term.

SECRETARY

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DUTIES PERFORMED BY THE CHIEF OF STAFF OF THE OLD GUARD (SOP# 4 1/9/15 – Updated 4-6-18)

1. The Chief of Staff is responsible for leadership and coordination of the several "J" staff sections and their Deputy Chiefs of Staff to include (2018-2019):
 - J-1 – Personnel & Administration COL John Green
 - J-2 – External Affairs COL Robert Powers
 - J-3 – Internal Affairs COL Richard Daniel
 - J-4 – Logistics COL John Dietrichs
 - J-5 – Public Affairs MAK Martin Howley

Each of these "J" Staff sections includes appropriate Committees which report to the respective Deputy Chief of Staff

2. The Chief of Staff will monitor monthly the assignments of the various staff sections and committees to see that the written SOP for each is working in the manner designed. Work closely with each Deputy Chief of Staff to insure smooth and timely execution of the duties entrusted to each committee. Where problems are observed, to correct and bring to the attention of the Commandant.
3. The Chief of Staff, at the direction of and in coordination with the Commandant, will be responsible for reviewing and updating the Master SOP guidance for each Old Guard position on an annual basis as needed. This update will be accomplished prior to the January induction of the new Commandant. The Commandant-Elect (Deputy Commandant) will be kept apprised of these improvements and changes.
4. The Chief of Staff will be responsible for requesting from all "J" Staff sections and committees any changes which they deem necessary for the Master SOP in their section of responsibility no later than the November Executive (monthly) meeting.
5. The Chief of Staff will be responsible for the conduct of the "J" staff portion of the monthly Executive meetings of the command.
6. The Chief of Staff will be responsible to assure the collation and publication of the annual update to the Command directory in a timely manner before the February meeting. This will be

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among his first duties upon assuming the position at the R.E. Lee Banquet, and will include adding new members inducted at the R.E. Lee Birthday banquet; removing those members whose are two year in arrears in their dues; and those who passed during the year. Coordinate with appropriate Staff members who will have this information. This updated directory shall be incorporated in to the annual Old Guard Yearbook. The Finance Officer will have a complete list of all paid up members of the Command for inclusion in the following years' Yearbook.

7. The Chief of Staff will be responsible for all special assignments as may be assigned to him by the Commandant.
8. The Chief of Staff will act on behalf of the Commandant when he or the Commandant-Elect (Deputy Commandant) are not available.

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DUTIES PERFORMED BY THE ADUTANT OF THE OLD GUARD

The **Adjutant** of the Old Guard shall follow the guidance and job duties as described in the U.S. Army Staff Officers Field Manual (FM101-5) Staff Organization and Procedure. (**By-Laws Appendix 1**)

Meeting Responsibility:

1. Arriving at meeting early.
2. Make sure meeting place is set up, chairs, tables, flags, and speaker stand with PA system hooked up (if necessary).
3. Keep track of attendance list, making sure everyone signs as they arrive.
4. Provide a place for name tags and have new ones made as necessary.
5. Report as called on during meeting.
6. After meeting is over, secure all items used in the Lock Up closet, before leaving the meeting place.
7. During meeting, recognize new Members and those that have not been to the meetings lately.

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