



2024

City of Atlanta

Protocol Manual

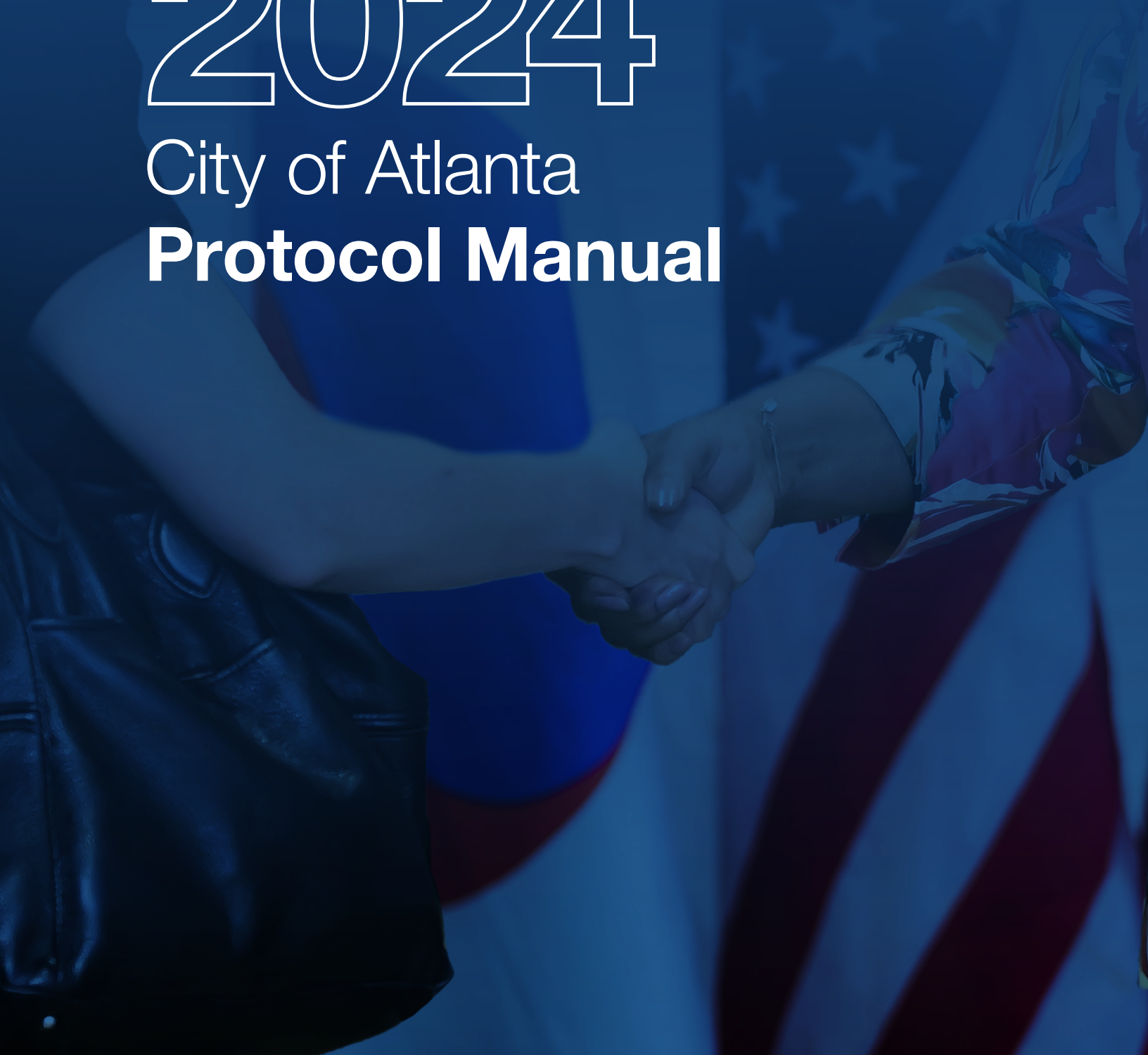


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What is Protocol?

What exactly is protocol? Protocol is a set of guidelines and procedures for social behavior, a framework for how to interact and communicate with one another. Protocol is interwoven in our personal lives. From walking (staying to the right on a sidewalk), to eating (table settings), and to celebrations (invitations and toasts), protocol establishes the culturally agreed upon rules of engagement.

In a professional setting, protocol can dictate seating, greetings, and dress code. In government, protocol sets the stage for diplomacy, laying out a road map for every exchange, big or small, between diplomats and leaders. In every scenario, relationships are built, and agreements are made within the defined and carefully curated structure of protocol.



Why is Protocol Important?

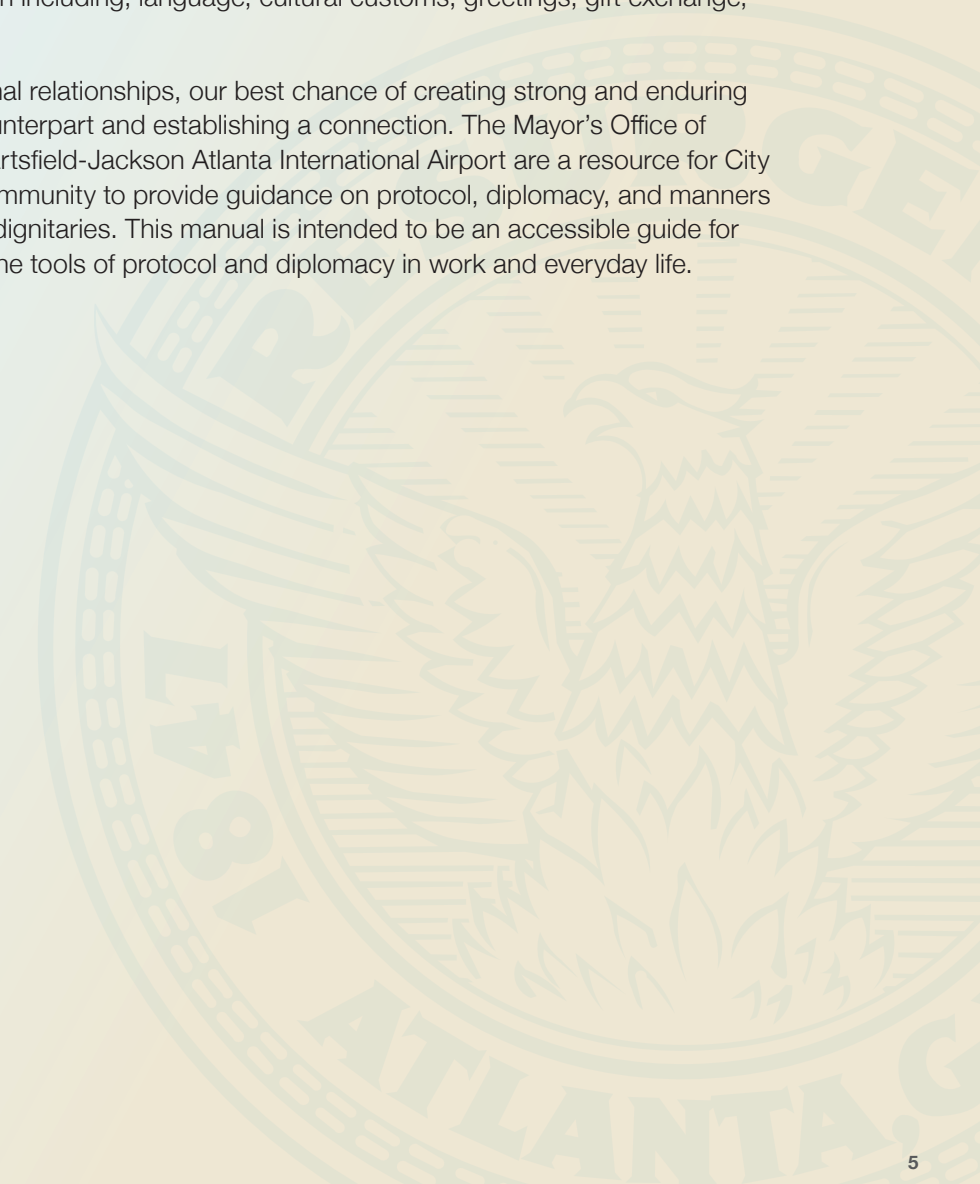
Why is it so important to have a road map for diplomacy, guidelines for welcoming delegations, and process for exchanging gifts? No matter what your goal is in interaction, you first have to establish a connection, and you cannot do that to the best of your ability without the elements of protocol.

Atlanta is renowned as the most vibrant, culturally significant international city in the Southeast, and the anchor of America's tenth-largest metropolitan region, is testament to our unique spirit of collaboration and attitude towards establishing connections. Atlanta is home to Hartsfield-Jackson Atlanta International Airport, the world's busiest and most efficient airport, which offers service to more than 75 international destinations in 50 countries.

Our global ecosystem is supported by a dynamic community of international representatives and organizations, which includes more than 70 consular and trade offices, 31 bi-national chambers of commerce, and 17 sister city partnerships. Since 2013, the Mayor's Office of International and Immigrant Affairs (MOIIA) has welcomed over 1,000 international delegations ranging from high-ranking diplomats, businesses, city representatives, and educators and students seeking exchange of best practices.

Atlanta's diversity and vitality has been built on the strength of being a welcoming and inclusive city. In the world of protocol, we see that differences in culture and nationality have an enormous influence on the manner in which social interactions are conducted. It is important to make international guests and immigrant populations feel welcome and supported. In order to accomplish this, we must learn to respect differences and educate ourselves on the complexities of interaction including, language, cultural customs, greetings, gift exchange, attire, forms of address, and more.

For governments, businesses, and personal relationships, our best chance of creating strong and enduring relationships lies in understanding our counterpart and establishing a connection. The Mayor's Office of International and Immigrant Affairs and Hartsfield-Jackson Atlanta International Airport are a resource for City of Atlanta officials and members of our community to provide guidance on protocol, diplomacy, and manners of procedure for international guests and dignitaries. This manual is intended to be an accessible guide for anyone who wants to be empowered by the tools of protocol and diplomacy in work and everyday life.



Mayor's Office of International and Immigrant Affairs

Welcoming International Visitors

Every year the City of Atlanta welcomes approximately 100 international delegations from over 65 countries. The delegations can range from 10 to over 50 people and can span from a variety of focus areas—from exchanging best practices to exploring Atlanta's key industries. It is critical that hosts are appropriately prepared with the knowledge and resources necessary to welcome international visitors. When we interact with people in a welcoming, dignified way, we are encouraging communication and setting the stage for productive engagement.

The Mayor's Office of International and Immigrant Affairs (MOIIA) provides protocol services and trainings to equip City departments and partner organizations with the necessary tools to welcome foreign delegates. This guide will provide a framework for welcoming international visitors and delegations and will cover the following protocol elements: order of precedence, forms of address, greetings, special events, seating, flag etiquette, meals, interpreters, and gift exchanges. The checklist below highlights key priorities to be conscious of when preparing for an international visitor, but the guide in its entirety will provide the tools you will need to engage in diplomacy and relationship building.

Checklist

- 1 Do your homework:** In international dealings, preparation is key. Educate yourself on customs and cultural details. Familiarize yourself with the latest news from their countries to be privy to points of conversation or subjects to avoid. Read through the biography or background of your international visitor.
- 2 Plan ahead:** The benefits of proactive planning allows you to foresee issues or roadblocks that may come your way. Creating to-do lists and outlining a plan of action will provide you with the ability to manage your time and energy of yourself, your counterparts, and your principals, as well as react smartly to a surprise opportunity or unforeseen situation.
- 3 Communication is key:** In the realm of event planning and coordinating an international delegation, effective communication is a must. It allows you and everyone involved to have clear expectations of their tasks and increases productivity. It is always helpful to provide a "brief" or agenda, updated schedule, contact information, and delegation list in advance to all individuals involved in planning.
- 4 Know your contacts:** It is essential that you acquire the email, phone number, and personal cell number of the delegation coordinator or leader, or "back-up" contact. It is critical that you are able to get in touch with your visitors to inform them of any emergencies or changes in the itinerary.
- 5 Don't come empty handed:** This applies to not only gift-giving, but also to items that make visitors and your principals feel comfortable and prepared. This could include anything from refreshments to spare business cards to an extra notepad and pen.

If you are expecting an international delegation or are traveling abroad for city-related matters and are interested in our country specific manuals and protocol training, contact the Mayor's Office of International and Immigrant Affairs and email Paulina Guzman at paguzman@atlantaga.gov or 470-303-9589.

For additional information on the Mayor's Office of International and Immigrant Affairs, please visit the Office's website at www.atlinternationalaffairs.com





Order of Precedence

Hierarchy and precedence are central components in diplomacy. Who is first to enter the room? Where does each person sit? Who will be presented with a gift? These are important questions that address hierarchy protocols in international diplomacy and business negotiations. Precedence determines the highest honor in situations where multiple people hold positions of power or respect. To get it wrong may be seen as an insult to the individual and the country they serve. With that said, it is critical to treat each person with the same cultural courtesies, but certain guidelines should be adhered to when planning an event or hosting an international delegation.

Unlike the federal government, states and cities have no fixed order of precedence, though they generally follow the same rules. Suggested guidelines for precedence and forms of address can be found in the following pages or by referring to the [State of Georgia Protocol Guide](#).

Forms of Address

When addressing a foreign dignitary, it is important to take into consideration title and order of precedence. In some cultures, people are quick to go by a first name basis after initial instructions. In other cultures, titles and last names are seen as part of a person's identity. Forms of address may vary between cultures, so it is essential to have the appropriate information on honorifics and courtesy titles, as well as instructions on addressing written correspondence.

Below you will find a table explaining forms of address for local, state, national, and international officials.

Federal Officials

| Federal Official | Address | Salutation | In Conversation | Place Card |
|--|--|--|------------------------------------|--|
| President of the United States | The President The White House | Dear Mr. President/Dear Madame President | Mr. President/ Madame President | The President |
| Former Presidents of the United States | The Honorable John Smith | Dear Mr. Smith | Mr. Smith | Mr. Smith |
| Vice President of the United States | The Vice President United States Senate | Dear Mr./Madame Vice President | Mr./Madame Vice President | The Vice President |
| Cabinet Secretaries | The Honorable John Smith Secretary of Cabinet Name | (Official) Dear Mr. Secretary (Unofficial) Dear Mr. Smith | Mr. Secretary Or Mr. Smith | The Secretary of (Cabinet Name) or Mr. Smith |
| The Attorney General | The Honorable Jane Smith Attorney General | Dear Madame Attorney General | Madame Attorney General | The Attorney General |
| The Chief Justice | The Chief Justice The Supreme Court | Dear Chief Justice | Chief Justice | The Chief Justice |



Forms of Address (continued)

Federal Officials (continued)

| Federal Official | Address | Salutation | In Conversation | Place Card |
|---|---|--------------------|-----------------|---------------|
| Judge of a Court | The Honorable Jane Smith Judge of the United States District Court for (District) | Dear Judge Smith | Judge Smith | Judge Smith |
| Representative | The Honorable John Smith United States House of Representative | Dear Mr. Smith | Mr. Smith | Mr. Smith |
| Senator | The Honorable Jane Smith United States Senate | Dear Senator Smith | Senator Smith | Senator Smith |
| The Speaker of the House of Representatives | The Honorable John Smith The Speaker of the House of Representatives | Dear Mr. Speaker | Mr. Speaker | Mr. Speaker |

State Officials

| State Official | Address | Salutation | In Conversation | Place Card |
|---|--|--------------------------------|---------------------------------------|---|
| Governor | The Honorable John Smith Governor of Georgia | Dear Governor Smith | Governor Smith | The Governor* |
| Former Governor | The Honorable John Smith Street Address | Dear Mr. Smith | Governor Smith or Governor | Mr. Smith |
| Lieutenant Governor | The Honorable Jane Smith Lieutenant Governor of Georgia | Dear Lieutenant Governor Smith | Mrs./Ms. Smith or Lieutenant Governor | The Lieutenant Governor |
| Attorney General | The Honorable John Smith The Attorney General of Georgia | Dear Mr. Smith | Mr. Smith or Mr. Attorney General | The Attorney General** |
| Speaker of the Georgia House of Representatives | The Honorable Jane Smith Speaker of the Georgia House of Representatives | Dear Madame Speaker | Madame Speaker | The Speaker |
| President Pro Tempore of the Georgia Senate | The Honorable John Smith President Pro Tempore of the Senate of Georgia | Dear Senator Smith | Senator Smith | The President Pro Tempore of the Georgia Senate |
| State Senator | The Honorable Jane Smith | Dear Senator Smith | Senator Smith | Senator Smith |
| Former State Senator | The Honorable Jane Smith | Dear Mrs./Ms. Smith | Mrs./Ms. Smith | Mrs./Ms. Smith |
| Member of the House of Representatives | The Honorable John Smith | Dear Mr. Smith | Mr. Smith | Mr. Smith |
| Former Member of the House of Representatives | The Honorable John Smith | Dear Mr. Smith | Mr. Smith | Mr. Smith |

* Outside of own state - The Governor of (State) ** Outside of own state – The Attorney General of (State)

Forms of Address (continued)

Diplomatic Officials

| Diplomatic Official | Address | Salutation | In Conversation | Place Card |
|--|---|---------------------------------------|----------------------------------|--|
| Ambassador of the United States (at post) | The Honorable John Smith The American Ambassador | Dear Mr. Ambassador/ Ambassador Smith | Mr. Ambassador/ Ambassador Smith | The American Ambassador |
| Ambassador of the United States (away from post) | The Honorable Jane Smith The American Ambassador to (Country) | Dear Madame Ambassador | Madame Ambassador | Ambassador Jane Smith |
| Consul General | Mr. John Smith The Consul General of (Country) | Dear Consul General Smith | Consul General Smith | (First Name, Last Name) Consul General of (Country) |
| Honorary Consul General | Ms. Jane Smith The Honorary Consul General of (Country) | Dear Ms. Smith | Ms. Smith | (First Name, Last Name) Honorary Consul General of (Country) |

Foreign Leaders and Officials

| Foreign Official | Address | Salutation | In Conversation | Place Card |
|--------------------|---|---------------------------------------|---|---|
| King/Queen | His/Her Majesty John/ Jane IX King/Queen of (Country) | Your Majesty* | Your Majesty** | His/Her Majesty The King/Queen of (Country) |
| Prince/Princess | His/Her Royal Highness John/Jane Smith The Prince/Princess of (Country) | HRH The Prince/ Princess (Surname) | Your Royal Highness** | His/Her Royal Highness The Prince/Princess of (Country) |
| Prime Minister | His/Her Excellency John/Jane Smith The Prime Minister of (Country) | Dear Ms./Madame Prime Minister | Ms./Madame Prime Minister | The Prime Minister of (Country) |
| Foreign Ambassador | His/Her Excellency John/Jane Smith Ambassador of (Country) | Dear Mr. Ambassador/ Ambassador Smith | Mr./Madame Ambassador/ Ambassador Smith | The Ambassador of (Country) |

*His/Her Royal Highness (HRH) can be used when a prince holds another title such as duke (or a princess, the title of duchess) by which he or she would normally be addressed.

**For prolonged conversations, use Your Majesty/Your Royal Highness when first addressing and Sir/Ma'am afterword.



Greetings

Greetings will be the first impression international delegates have of your department and will set the tone for your meeting. Greetings will depend on the customs and traditions of your delegation and will vary depending on the country. You may be expected to bow, offer a handshake, or make no physical contact at all. In addition to cultural customs, you must take into consideration gender, religious beliefs, age, and hierarchy within the delegation. Greetings will normally follow order of precedence, where the person of highest status of the host country extends their hand first, but customs may vary.

- **Body language/expressions differs from place to place.** Our gestures and expressions can have different connotations in different regions. In one culture, looking someone in the eye while speaking to them is natural, while in others it might be unusual.
- **Gestures:** Certain hand gestures like the “okay” or “peace” sign, etc. can be unintentionally offensive and crossing your arms or legs can be seen as too informal. Again, the best way to determine appropriate interactions is to do your research, communicate with your counterpart, be observant, and use your best judgment.
- **Personal Space:** Understanding cultural space limits can help you avoid sending the wrong message or being misinterpreted. Personal space also depends on individual preference.

*These are recommendations based upon observation and general research. Please be mindful that not every individual follows these customs and behaviors. The best gauge is to tune in to cues sent by your host and use your best judgment.



Religious Practices

It is important to show respect to the religion practiced by the delegates. Prior to their arrival, be mindful of any specific accommodations that would need to be made to honor their religious practices. For example, Salat is the obligatory prayer, performed five times each day by individuals who practice the Muslim faith. During such prayers, the guests will need to have access to a private, quiet space, while facing in the direction of Mecca, the birthplace of the Prophet Muhammad.¹

¹ <https://www.learnreligions.com/islamic-prayer-timings-2003811>



Cultural Competency

Cultural competency is the ability of a person to effectively interact, work, and develop meaningful relationships with people of various cultural backgrounds.

Culture is based on concepts, values, and assumptions, which vary greatly across the world. People are not uniform, so when we practice cultural competency, we are better able to understand the values that differ across cultures, and to consider and respond appropriately to these differences.

By acknowledging common aspects of others' culture, we can ensure we make every effort to serve and welcome them effectively.

Often, there are culturally specific barriers that one must navigate to best serve and develop trust within immigrant communities and visitors from abroad.

Some of these barriers may include: language, implicit or explicit biases, lack of awareness or limited exposure to different cultures, stereotypes, ethnocentrism (judging others' cultures and customs through the lens of one's own), and differences in values.

For example, "Familisimo" is a core cultural value in the Latinx community in which dedication, loyalty, and respect for immediate and extended family are essential. Family is often viewed as an extension of one's own identity, and the well-being of the family or community often supersedes individuality.

In Latinx communities, the family is a vital part of culture and decision-making, whereas American culture tends to be more individualistic. There is nothing fundamentally "wrong" with either of these values – they are simply different.

In order to effectively communicate with individuals within this culture, it can be important to speak through the lens of the family unit, presenting solutions and opportunities as they relate to the family and community. This can help better engage and build trust with communities who share these values.

The most important part of cultural competency is to acknowledge that everyone's culture, background, and identity make them who they are. Each person's heritage, customs, and values offer strengths and solutions that make our society better as a whole. One culture is not inherently "better" or "worse" than another; instead, cultural differences grant the opportunity to learn from each other.

Cultural competency involves continuous learning and growth. It is a life-long journey that involves understanding, respecting, and effectively interacting with people from diverse backgrounds. Here are some practical tips to help you enhance your cultural competency:

Educate Yourself

Research the customs, traditions, and values of the culture of the person you're meeting. You will not learn every detail, but going in with basic knowledge and a curiosity to learn will set you up for successful interactions.

Listen Actively and Ask Questions

Active listening means listening to understand what a person is saying, rather than listening to respond yourself. It also involves asking follow-up questions and listening more than you speak. Show empathy and be open to understanding other viewpoints without judgment. If you're unsure about cultural practices or norms, use the opportunity to ask questions and clarify any misconceptions.

Reflect on Your Own Biases

Even the most self-aware individuals have implicit and explicit biases. Aim to address your own biases and stereotypes by respectfully seeking feedback about the misconceptions you may hold and researching the way our implicit biases can impact our perceptions.

Adapt Your Communication Style

Though it may seem uncomfortable at first, it is important to adapt to different communication styles and norms. Be attentive to non-verbal cues and etiquette, and continue to actively listen. Eventually, you will learn how others are interpreting your communication, and you can adjust accordingly.

Be Open to Feedback

Self-reflection and the willingness to learn from mistakes are key to successful cross-cultural communication. Be receptive to feedback and constructively improve your approach to different cultural contexts.

Transportation/Accommodations

Preparing for transportation and accommodation requests are essential for a successful visit in the host country or for an incoming delegation. It is important to inquire on specific transportation and/or accommodation needs and become familiar with local transportation services (i.e. metro subway, train, taxis, streetcar, etc.) if visiting a foreign country. Be prepared to provide a list of recommended hotels and private transportation services and be sure to notify the delegates to download ride-sharing applications. This will be essential if the group is separated.

Police Escort: There will be certain delegates or dignitaries that will request protective services and/or motorcade from local police authorities or private security firms. Depending on diplomatic precedence, a motorcade or police escort may be warranted. Contact your public safety authorities to determine capacity and cost to provide these services. It is also recommended to provide the incoming delegation with a list of private security firms in the area.

Local Attractions

As an “ambassador” to your City or State, it is important you highlight local attractions and provide resources for the foreign delegation so they feel welcome and take the opportunity to explore their host City. The most memorable moments are those that take place outside of the meetings. Be sure to share restaurant recommendations, sports arenas, local neighborhoods, and other local attractions.

Visit [Atlanta Convention and Visitors Bureau](#) and [Metro Atlanta Chamber ChooseATL](#) for ideas and resources.

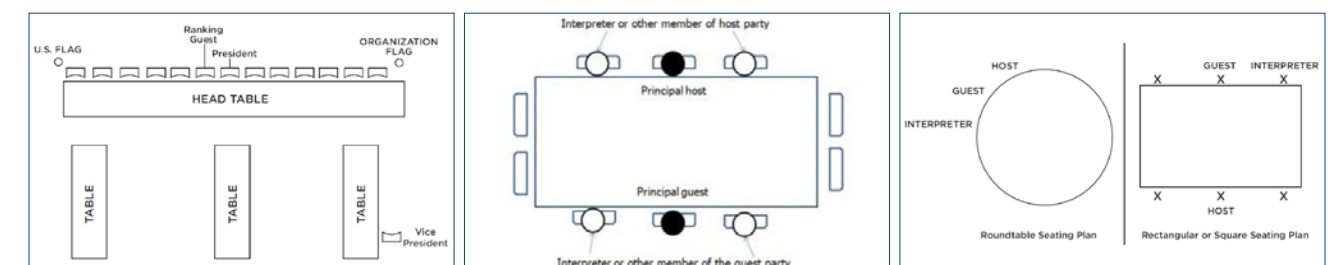


Seating Arrangements

Table seating for special events and meetings is a necessary procedure when hosting government officials, foreign dignitaries and other distinguished persons. Precedence, based on a delegate’s official position or rank order, should be the determining factor of seating arrangements for all official functions. In the absence of clear rank of precedence, seating arrangements can reflect common interest, languages spoken, guests of honor, and host preference.

When foreign delegations are present, linguistic ability may be a deciding factor in the seating, particularly if there is an interpreter. After the guests of honor and second ranking officials have been placed, non-ranking officials may be seated between or around those of official rank. A well-considered seating arrangement can make a tangible contribution to an event or meeting’s overall success.

Seating Arrangement Examples



Flag Etiquette

Flag Precedence

1. The United States of America flag
2. State of Georgia flag
3. City of Atlanta flag
4. Military flag
5. Other flags of the country

The United Nations uses alphabetical order when presenting a national flag. U.N. flag etiquette ensures that no one country's flag has precedence over another country's flag. The U.S. flag should never be flown above another national flag on the same staff as this would suggest superiority or inferiority of one flag, or nation, over another. A country's flag should never be allowed to drag along the ground. The flags also must be at equal heights.

Positioning of the Flag

1. **Order of Priority:** your country's flag should be hoisted first and lowered last.
2. **Placement:** international flag use forbids the display of the flag of one nation above that of another nation in time of peace.
3. **Half-staff:** The flag is hoisted to half the potential height of the flag pole to denote grief and mourning. This is performed by raising the flag to the top, then lowering it halfway.
4. **Distress:** denoted by flying the flag upside down.
5. **Manner of Hoisting:** the flag should be hoisted briskly and lowered ceremoniously.
6. **Disrespect:** no disrespect should ever be shown to the flag.
7. **Defacement:** the flag should never have placed upon it, nor any part of it, or attached to it, any mark, insignia, letter, word, figure, design, picture, or drawing of any nature.
8. **Storage and Care:** the flag should never be fastened, displayed, used, or stored in such a manner as to permit the flag to be easily torn, soiled, or damaged.


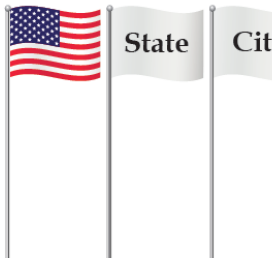

Flying Flags at Half-Staff (Half-Mast)

Flags may be flown at half-staff to denote mourning. The flag can be flown at half-staff each year on memorial holidays (Memorial Day, Patriot Day, etc.). The governor of Georgia may also order flags on state property flown at half-staff to honor the death of an influential individual or government official.

Flying national flags at half mast should officially follow these guidelines:

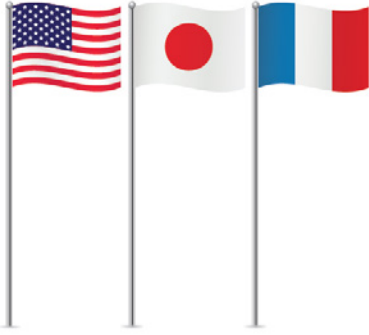



- The flag should first be raised to the top, and then lowered approximately between halfway to two thirds of the way up the flagpole. The flag should then be fastened.
- When lowering the flag, it should first be raised to the top and then lowered.

The U.S., State, City Flag Codes: Displaying a U.S. flag, state flag, and city flag

| | |
|--|--|
| <p>The flag of the United States of America should be at the center and at the highest point of the group when a number of flags of States or localities or pennants of societies are grouped and displayed from staffs.</p> |  |
| <p>When the flags are flown from adjacent staffs, the flag of the United States should be hoisted first and lowered last. No such flag or pennant may be placed above the flag of the United States or to the United States flag's right.</p> |  |
| <p>When flags of States, cities, or localities, or pennants of societies are flown on the same halyard with the flag of the United States, the latter should always be at the peak.</p> |  |



International Flag Code: Displaying a U.S. flag with international country flags

| | |
|--|--|
| <p>When flags of two or more nations are displayed, they are to be flown from separate staffs of the same height. The flags should be of approximately equal size. International usage forbids the display of the flag of one nation above that of another nation in time of peace. The flag of honor, which is the nation's flag in most cases, is flown on the center mast if possible. It is also correct to fly the flag on its own right. To an observer it would be on the far left. If more than three flags are used, the proper position is as far left from the point of view of an observer. An additional flag may be placed on the right side, but is not necessary.</p> |  |
| <p>When two poles are crossed, the position of honor is the flag that ends on the left side from the point of view of an observer (the pole will therefore end on the right).</p> |  |
| <p>In a semicircle, the position of honor is the center. If a full circle is used outside an entrance to an arena or stadium, the position of honor is directly over the entrance. If used to line the walls of the arena, the flag should be placed directly opposite the entrance</p> |  |
| <p>When arranging a meeting it is important to note that the U. S. flag is always to be on the right and the guest country flag is on the left.</p> |  |

Beverages and Food

As appropriately stated by former Secretary of State Hillary Clinton, "Food diplomacy was really the first kind of diplomacy." Food can bring people together and can serve as an important tool of diplomacy and negotiation. The food and beverages offered sets the tone for your meeting and/or event and can be a creative way to represent local cuisine and impress your guest(s).

Consider the time limit and scope of the discussion, as well as the formality required for a luncheon and/or dinner gathering. Providing refreshments is an appreciated gesture for most meetings and gatherings. Although this may not be expected, it makes for a positive impression when the delegation sees the effort and detail of the items you have provided.

It is also important to look into dietary preferences. In certain cultures, tea or coffee may be expected. Also, in certain countries, pork is not to be served due to religious reasons. Allergies are also important to inquire about. It is important to inquire with delegation organizers about any dietary restrictions before selecting food items.

Religious calendars also need to be taken into consideration. During Ramadan, a holy month of fasting, practicing Muslims will not eat or drink until sunset. Some Christians observe Lent and choose to abstain from eating meat on Fridays. Yom Kippur is considered the holiest day of the year in the Jewish faith. During the observance, Jews do not eat or drink anything for 25 hours.

The following guidelines should be taken as a cursory introduction to several sets of complex rules: it is strongly recommended to ask your guests for specifics.

- Buddhism: vegetarian
- Hinduism: vegetarian
- Islam: no pork, no alcohol and halal meat
- Judaism: kosher includes no pork, no shellfish and rules governing food combinations and preparation





Interpreter & Translation Services

Interpreter

Interpreters are an essential resource and serve as the voices of their leaders. Often, delegations will bring their own interpreters, but it is important to first inquire with the delegation's coordinator in case other arrangements need to be made. The interpreter should sit close to the dignitary and the person for whom he/she is interpreting. It is important to determine how the interpretation will be facilitated: simultaneously with headsets or asynchronously (pauses between sentences). This is an important factor for scheduling and coordination purposes. You may need to provide presentations, remarks, and talking points in advance to ensure the meeting runs smoothly and the interpreter is able to accurately translate the content.

iSpeak ATL (Translation Services)

The City of Atlanta iSpeakATL, offers free, timely, and efficient language services to the City's Limited English Proficient (LEP) population. Constituents will be able to receive excellent service in all City buildings and offices, no matter what language they speak. For more information, please visit: <https://www.welcomingatlanta.com/ispeakatl/>

Gift Exchanges

In protocol, we use gift exchange to forge and reinforce relationships between individual dignitaries and the countries they represent. Gift giving is a powerful way to convey respect and invoke intimacy in a natural way. Be sure to pay attention to religious or cultural norms when selecting a gift.

Gift Selection

In diplomacy, a gift has to be carefully chosen for the occasion, context, and culture. A gift acceptable in one country may be considered inappropriate in another. It is important to do your research and carefully select a gift prior to presenting it. When selecting a gift, keep in mind travel restrictions, size, cultural requirements, and other potential issues. These gifts are more than just an item but represent a special bond between the principals and the countries they represent.

Be mindful of the recipient of the gift. Inquire on their specific interests or hobbies to ensure that the gift is unique and personable. The gift will make an impact and be more meaningful if it is personalized and reflects their interests.

Gift Wrapping

In certain cultures, such as Japan, wrapping is just as important as the gift itself. From the quality to the color of the paper, these are measures to take into consideration to avoid misunderstanding or misrepresentation.

Who to Gift

It is essential to identify the gift recipient. The recipient within the delegation may be identified by age, education or seniority within the organization, business or department. Depending on the culture, the delegation leader may receive a gift on behalf of all delegation participants or if small gifts are provided to each delegation participant.

When to Gift

Although gifts can be exchanged at any point during the visit, in protocol, they are typically presented after the main meeting. Depending on the country's customs, the gift may be presented at the beginning or towards the end of the meeting. In diplomacy, gifts are exchanged in public to broadcast the appreciation of the relationship. However, consider whether to make the exchange public or private. Not all gifts are meant for public consumption.



Hartsfield-Jackson Atlanta International Airport (ATL) Protocol Services

In order to better serve the needs of the metropolitan Atlanta international community, Hartsfield- Jackson Atlanta International Airport's Department of Aviation is pleased to announce changes to its protocol services and procedures.

ATL operates within guidelines established in the Airport Security Plan, a document whose statutes fall within guidelines set by the U.S. government as it pertains to transportation safety and security. These guidelines outline the rules and regulations that are implemented and enforced by the U.S. Department of Homeland Security's Transportation Security Administration (TSA) and Customs and Border Protection (CBP) units. In addition to federal compliance, the Airport's gate-pass protocols fall within the purview of the Airport's Safety and Security Department, which ensures compliance to its safety and security plan.

Because TSA regulations do not allow unticketed persons entry to gate areas, the protocol team provides a valuable service for those having an official need to meet or accompany travelers to or from gate areas. Protocol employees will provide security checkpoint passes, called gate passes, to permit access to the gate areas to escort passengers. In certain cases, the office can provide an escort to allow entrance to the International Arrivals gate area to meet and assist arriving international dignitaries.

Requesting a Gate Pass

To request a pass, submit an official email at least 48 hours in advance of the flight time. Gate passes are subject to Department of Homeland Security screening and require time to process.

Please email all requests to protocol@atl.com. This protocol mailbox is monitored by Airport staff to ensure your request is reviewed and processed. The following information is required for all requests:

- The names, titles and affiliation of those being met
- The date, departing city, airline and flight number
- The name, title and affiliation of the greeter
- Copy of the greeter's official identification (e.g., state-issued ID, driver's license)
- The greeter's mobile phone number

Additionally, please ensure that those using a gate pass bring the same official identification to the Airport and that the names on the identification card are identical to the names indicated on the request.

Security Checkpoint Clearance

For admission to the checkpoint, present your gate pass and photo ID to the document reviewer at any of the Domestic TSA security checkpoints or at the International checkpoint located on the Departures level of Maynard H. Jackson Jr. International Terminal. Please note that the Plane Train operates within the secured area between the Domestic and International terminals, allowing for quick travel between the two.



Meet-and-Greet Protocol Courtesies: Domestic Arrivals and Departures

Access to flights arriving to Atlanta from U.S. domestic locations or pre-cleared international destinations, as well as all departing flights, fall under the purview of TSA. Due to security requirements, entry into the Airport's post-security areas is restricted. TSA guidelines dictate that for all arriving and departing domestic flights, only two representatives can access the TSA sterile areas, regardless of the size of the delegation that is arriving or departing.

Persons Eligible for Domestic Flight Meet-and-Greet Courtesies:

- Heads of State
- Cabinet Secretaries and Deputies
- Ambassadors
- Members of Congress
- Parliamentarians
- Government Ministers and Deputies
- Consuls and Consuls General
- Trade Commissioners
- Mayors
- Scholars
- Clergymen
- Directors of Tourism
- Trade Mission Members
- U.S. State Department International Visitors
- Governors
- Family Members of anyone on this list



Meet-and-Greet Protocol Courtesies: International Arrivals and Departures

Due to security requirements, entry to the International Arrivals area is highly restricted and controlled by U.S. Customs and Border Protection (CBP). Those passengers arriving from a foreign country will need to be escorted by a Customs and Border Protection officer. An escort will be arranged by protocol staff during the gate pass request process. Per CBP and TSA guidelines, for all flights arriving from international destinations, only two representatives can access the secured Customs clearance area, regardless of the size of the delegation that is arriving.

Persons Eligible for International Flight Meet-and-Greet Courtesies:

- Heads of State
- Cabinet Secretaries and Deputies
- Ambassadors
- Ecclesiastical Leaders
- Foreign Ministers and Deputies
- Members of Congress
- Parliamentarians
- Heads of Government Agencies
- Consuls
- Governors
- Family Members of anyone on this list

All other arriving international passengers may be met in the International Arrivals lobby of Maynard H. Jackson Jr. International Terminal. No escort is necessary in this instance.

Entry to International Arrivals Area

Hartsfield-Jackson Atlanta International Airport has two concourses for international flight arrivals: Concourse E and Concourse F. Your Customs and Border Protection escort will meet you inside the Global Entry-Customs and Border Protection office, located on the lower Arrivals level of Concourse F. Exact escort arrangements will be made at the time of gate pass issuance.

To reach the International Arrivals lobby at the Maynard H. Jackson Jr. International Terminal (Concourse F), take the escalator down to the lower level of the Arrivals area. The Global Entry office is located next to CNN and Starbucks.



Escort Screening Services

Government officials of ministerial rank and higher may be escorted through the security checkpoint without search when escorted by a U.S. State Department diplomatic security escort. This courtesy is also extended to the accompanying spouse and their children under 12 years of age. Members of an entourage of lesser rank will be screened in an expeditious manner. Requests for escort screening courtesies must be made directly by your embassy to the U.S. State Department 48 hours in advance (the State Department will not accept escort courtesy requests from consulates).

Check Flight Information Prior to Traveling to ATL

Long-haul flights often arrive off schedule, and any flight can occasionally be early or delayed. Arriving after a flight has landed creates the risk of the passenger getting lost in the crowd. Weather delays may also cause you to wait longer than expected for a flight to arrive. To better assist you as you manage these issues, we offer ATL Trak-a-Flight, a home page feature on the Airport's website (www.atl.com) that tracks a flight's arrival time, departure time and gate assignment. Alternatively, you can obtain flight status information by calling the airline's reservations number or visiting the airline's website (e.g., www.delta.com).



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Customs and Border Protection (CBP)



**U.S. Customs and
 Border Protection**

Office Number: +1 (404) 765-5702

Email address to contact all CBP Managers: ATLMANAGERS-HFA002A@cbp.dhs.gov

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 Professionalism Standards Manager
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Chief Kethamara Lopez
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 Tel: +1 (678) 399-4908
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Transportation Security Administration (TSA)



**Transportation
 Security
 Administration**

TSA Coordination Center (Atlanta Airport):
 Phone: +1 (404) 763-6016
 Phone: +1 (866) 289-9673
 Email: TSAGACoordinationCenter@dhs.gov
 Hours: 24/7/365

Charles S. Beaver Jr.
 Stakeholder Manager
Charles.Beaver@tsa.dhs.gov
 Tel: +1 (404) 460-2281



Sample Gate Pass



GATEPASS

Security Checkpoint Clearance

Valid Month xx, xxxx – Only

Government Issued Photo ID Required

Issued to: (Name of greeter and title), of the Consulate of (country), to meet and greet (name and title of the dignitary traveling), who will be departing/arriving on (airline and flight no.) on (date of the flight).

All individuals are subject to normal screening procedures when going through the checkpoint.

(Electronic signature)

Name

Senior Director of Public & International Affairs City of Atlanta, Dept. of Aviation

Office: (xxx) xxx-xxxx

Note: Present your gate pass and photo ID to the document reviewer at any of the Domestic TSA security checkpoints (excluding TSA Pre-Check and Clear lines) or at the International TSA checkpoint located on the departures level of Maynard H. Jackson Jr. International Terminal.

If you are meeting an arriving international flight at the gate, escorting must be arranged through the Department of Aviation or Customs and Border Protection (CBP).

Resource Library

Military Protocol

As with diplomatic and business protocol, military protocol encompasses a body of manners and forms of interaction prescribed by custom, usage, or authority. There are protocol areas that pertain specifically to service men and women and interactions with civilian and/or military personnel. For more information, please visit the links below or request information from the Mayor's Office of International and Immigrant Affairs.

- [Army Protocol Directorate](#)
- [Salutes, Honors, and Courtesy](#)

Websites/Blogs

- [The CPD Blog](#)
- [Georgia Protocol Guide](#)

Social Media/Podcasts

- [Awesome Etiquette](#)
- [Schmanners](#)
- [The Global Advocate Career Podcast](#)
- @the_psow

Books

- [Kiss, Bow, Or Shake Hands:](#) The Bestselling Guide to Doing Business in More Than 60 Countries by Terri Morrison, Wayne A. Conaway
- [Protocol: The Power of Diplomacy and How to Make It Work for You](#) by Capricia Penavic Marshall
- [An Experts' Guide to International Protocol:](#) Best Practices in Diplomatic and Corporate Relations by Gilbert Monod de Froideville
- [Honor & Respect: The Official Guide to Names, Titles, and Forms of Address](#) by Robert Hickey
- [The Protocol Red Book: 35th Anniversary Edition](#) by Mary Jane McCaffree



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