California Cadet Corps Drill & Ceremonies

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SUMMARY OF CHANGE

CR 3-21.5
California Cadet Corps Drill & Ceremonies

* This is a minor update to the regulation dated 1 January 2019.
* Adds Ceremony for Disposition of Unserviceable Flags (previously in CR 5-1)
* Makes minor grammatical and formatting corrections throughout, including diagrams
* Clarifies cadets should suspend arm swing (pin arms to side) during a 90-degree pivot
* Clarifies that cadets should maintain normal arm swing during a Face in Marching
* Clarifies that in dismissing the platoon after the platoon leader departs, the platoon sergeant does not take 3 steps forward
* Clarifies details of conducting a change of command during a review
* Gives options for arm raising in the Extended Rectangular Formation, per Army publications
* Adds a format for a Ceremony for Disposition of Unserviceable Flags

CALIFORNIA CADET CORPS DRILL AND CEREMONIES

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History. This is a minor update to the 1 January 2019 version of this regulation.

Summary. This regulation provides guidance for the conduct of drill and ceremonies and physical training formations within all units and events sponsored by the California Cadet Corps.

Applicability. This regulation applies to all units organized within the California Cadet Corps.

Proponent and exception authority. The proponent of this regulation is the Executive Officer, CACC. The proponent has the authority to approve exceptions or waivers to this regulation that are consistent with controlling law and regulations. The proponent may delegate this approval authority, in writing, to a field-grade man- day staff officer or State Projects Officer. Activities or units may request a waiver to this regulation by providing full justification that includes a full analysis of t h e expected benefits. All waiver requests will be endorsed by the senior commandant officer of the requesting activity or unit and forwarded through their higher headquarters to the policy proponent.

Supplementation. Supplementation of this regulation and establishment of command and local forms are prohibited without prior approval, in writing, from the Executive Officer, California Cadet Corps. Send a draft copy of each supplement to – HQ, California Cadet Corps, ATTN: Executive Officer, 10 Sonoma Avenue, Building 1301, San Luis Obispo, CA.

Suggested improvements. Users are invited to send comments and suggested improvements in memorandum form directly to the address listed above, or by email to the CACC Executive Officer.

Distribution. This publication is available in electronic media only and is intended for all levels of the California Cadet Corps organization and is authorized for public distribution. Printed copies of this publication may be provided, within budget limitations, at the discretion of the Joint Force Headquarters.
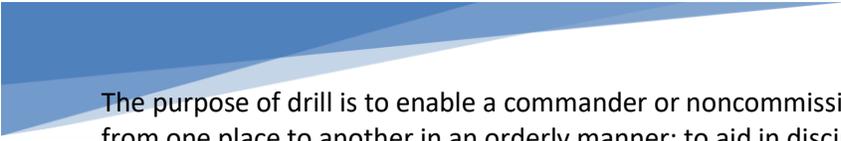
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Chapter 1: Individual Drill

1-1. Introduction to Drill

> The purpose of drill is to enable a commander or noncommissioned officer to move his unit from one place to another in an orderly manner; to aid in disciplinary training by instilling habits of precision and response to the leader's orders; and to provide for the development of all Soldiers (Cadets) in the practice of commanding troops.
>
> TC 3-21.5 Drill & Ceremonies

This quote is at the beginning of the Introductory Chapter of the Army Drill & Ceremonies Manual, TC 3-21.5. It tells us why the Army teaches its soldiers Drill & Ceremonies. As a Cadet, we could say that we learn Drill & Ceremonies because the Army does, but to us it's much more important than it is to the Army. Drill is one of the main tools we use to develop leadership in Cadets.

On the drill field, the individual learns to participate as a member of a team, and to appreciate the need for discipline. The Cadet learns to respond to authority and to follow orders promptly and precisely. In a drilling unit, individuals learn that their actions affect the success of the unit.

Drill and ceremonies allows us to progress from the simple to the complex. In a very deliberate way, we start with the position of Attention, and add layer upon layer of individual, squad, platoon, company, and higher maneuvers to your capabilities. Once you master the foundations of drill, you can then build your leadership toolbox. Along the way, you learn to lead by example, to look out for your peers and subordinates and guide them to what right looks like. You gradually become a leader by progressing to higher positions of responsibility. As a squad leader, you must lead by example, know how to perform the commands that are given, and be the 'front' of your squad. When commanding your squad outside of the platoon, you must learn how to give commands properly, to correct errors and to praise what's done right. You learn to teach others and to bring them up to your standard. As a platoon sergeant, you take reports, give commands, teach your platoon, and supervise subordinate (squad) leaders. As you move up in the chain of command, you keep learning more complex movements, and are in charge of more and more Cadets. If you are the top of your peer group, you end up as a Brigade Commander, running an entire review ceremony. Drill and ceremonies allows you to keep learning as you build your skills and capabilities, and to use what you learn to lead others on the drill field.

For most Cadets, drilling is fun. It gives Cadets something to work together on, to have to practice to get better, and to compete against other units. It's different from what other students in school are doing, and it's a great way to show off what you know and can do!

Why We Drill:
- ✓ Ceremonial purposes
- ✓ Teamwork
- ✓ Discipline (Immediate Response to Orders)
- ✓ Confidence
- ✓ Pride
- ✓ Attention to Detail
- ✓ Esprit de Corps
- ✓ Leadership

Drill is not intended to be an academic class. Drill is done on the drill field, not in the classroom. Take the information outside, or to an indoor area where you can form into units, and practice and learn it hands-on!

Reference Materials:

Instructors and Cadets are encouraged to access the source documents that lay out the standards for Army drill. Only by knowing what the actual manual says will you become an expert in drill. Take some time to read the standards and watch what (and how) the Army Drill Instructors teach:

- TC 3-21.5. Drill and Ceremonies (US Army). https://cacadets.org/Regulations
- Fort Jackson Army Individual Drill Videos: https://vimeo.com/channels/524805

1-2. Some Rules and Background

Here are some things you need to know about drill before you even start:

Most individual drill movements are done from the position of Attention, but rest movements may be executed from other rest positions.

Two-part commands. Most drill commands have two parts: the Preparatory Command and the Command of Execution. Neither part is a command by itself.

- The **Preparatory Command** states the movement to be carried out and prepares the Cadet for its execution – it tells the Cadet what he/she is going to do. In *Right*, **FACE**, the Preparatory Command is *Right*. No other command starts with *Right* as a Preparatory Command, so Cadets know they'll be executing a *Right Face*, and can mentally prepare to do that.

- The **Command of Execution** tells when the movement is to be done. In *Right*, **FACE**, the Command of Execution is **FACE**. When the command **FACE** is given, Cadets execute a *Right Face*.

The instructor gives the command **AS YOU WERE** to revoke a preparatory command that he/she has given. The command **AS YOU WERE** must be given before the command of execution. The instructor cannot cancel the command of execution with **AS YOU WERE** once it's been given. If the instructor gives an improper command (for example, *Right*, **FACE** when the Cadet are <u>not</u> at the position of Attention), Cadets execute the movement in the best manner possible (quickly come to Attention and execute a Right Face).

Combined Commands. In some commands, the Preparatory Command and the Command of Execution are combined. For example, **FALL IN, AT EASE**, and **REST** are Combined Commands. The Cadet executes the command as soon as it is given.

Cadence. Cadence is the timing of commands and marching. Different cadences have names and a designated number of steps per minute. There are more, but we commonly use a couple of cadences:

- **Quick Time** is the most common cadence. It is used for drill commands, and for executing most movements. Quick Time is 120 steps per minute, or two steps per second.

- **Double Time** is used in running. It is 180 steps per minute.

The cadence of a command is Quick Time. The commander gives the preparatory command, pauses, then gives the command of execution. The timing is always the same (Quick Time), so Cadets know when the command of execution is coming, and a unit is able to execute the command together at the same time. Understanding the timing of commands is an important part of drilling.

Left (pause),	FACE	(*immediately do first count – ONE*)	(*then second count – TWO*)
Seconds:			
<u>*One*</u> and	<u>*Two*</u> and		<u>*Three*</u>
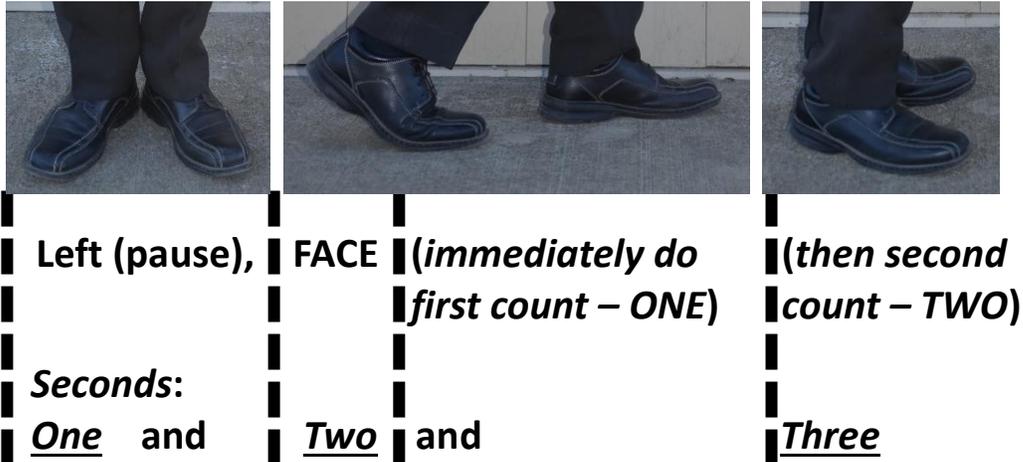
Cadence of a Two-Part Command

By-the-Numbers is used when Cadets are first learning to drill, particularly with stationary commands. By-the-Numbers can also be used very effectively for multiple-step commands with the manual of arms. It is not usually done with marching commands. It is a training tool that helps the instructor ensure that Cadets are performing the command correctly. The command to start By-the-Numbers is ***By-the-Numbers***. The instructor then pauses, then gives the command he/she wants the Cadets to execute. For example: ***By-the-Numbers, Left***, **FACE**

On the command of execution (**FACE**), the Cadets execute Count One of *Left FACE* (the pivot – shown above in the middle photo). The instructor views the Cadets who are frozen in this intermediate position and makes any corrections necessary. **NOTE**: Some instructors <u>incorrectly</u> give the command followed by ***Ready***, **ONE** for the first count. If that's how you learned By-the-Numbers, you need to re-learn it correctly! <u>The first count of the movement is executed at the command of execution</u>.

Once the instructor is satisfied that all necessary corrections have been made, he/she commands: ***Ready***, **TWO**

On the command of execution **TWO**, the Cadets execute the second step of the movement. Any further steps are done in this same way (i.e. **Ready, THREE**).

KEY POINT: **<u>All</u>** commands are done at *By-the-Numbers* <u>until</u> the command **Without-the-Numbers** is given. You do NOT keep giving the command **By-the-Numbers**.

When the instructor wants to end doing the movements step-by-step, he/she gives the command *Without-the-Numbers* (pause), and the next command.

In Cadence is another training tool instructors can use to help Cadets execute movements together at the correct cadence. Like By-the-Numbers, it is best used with stationary movements and the rifle manual of arms. The command to start In Cadence is *In Cadence* (pause), followed by the drill command. For example: **In Cadence, Left, FACE**

In quick time, Cadets execute the command on the command of execution and simultaneously (at the same time) count out loud (we call this Sounding Off) **ONE**; as Cadets execute the second count, they sound off **TWO**. The instructor will generally practice the commands using In Cadence until the unit starts executing the movement and sounding off together as one team. NOTE: In some places (including in the Fort Jackson drill videos), the instructor has the students sound off with "In Cadence" when the command is given, and each time the command is given. This may be common, but it is not by the book. California Cadet Corps Cadets won't repeat that command. They're confusing it with the command "In Cadence, Exercise during PT, where you DO repeat "In Cadence".

Like *By-the-Numbers*, Cadets continue doing all commands *In Cadence* until the instructor gives the command to stop: **Without Cadence**. The instructor does NOT keep repeating the command **In Cadence** for each command he/she gives. To stop *In Cadence*, the instructor commands **Without Cadence** (pause), then the next command. Cadets execute the command without sounding off.

Instructors can use both *By-the-Numbers* and *In Cadence* together if they want to check performance and bring the execution of the team together. The instructor would command **By-the Numbers and In Cadence, Left,** **FACE**. Cadets would execute step one of *Left Face* and sound off **ONE**. After making any necessary corrections, the instructor commands **Ready**, **TWO**. Cadets execute step two and sound off **TWO**. The instructor could stop both at the same time with **Without-the-Numbers and Without Cadence**, (pause), then the next command; or he/she could stop one or the other. If the instructor says *Without-the Numbers, Right*, **FACE**, Cadets would execute a Right Face at quick time, sounding off the steps **ONE, TWO**. The instructor has to give the command to end either or both methods for the Cadets to stop doing it.

1-3. Attention and Rests

ATTENTION

There are two commands used to put Cadets at the *Position of Attention*:

- **FALL IN** is used to assemble a formation (you'll learn more about this in Squad Drill)
- The two-part command for *Attention* is used to bring Cadets to Attention from a rest position. The preparatory command is the element that is drilling. For example, *Squad*, **ATTENTION**.

1ST JOINT
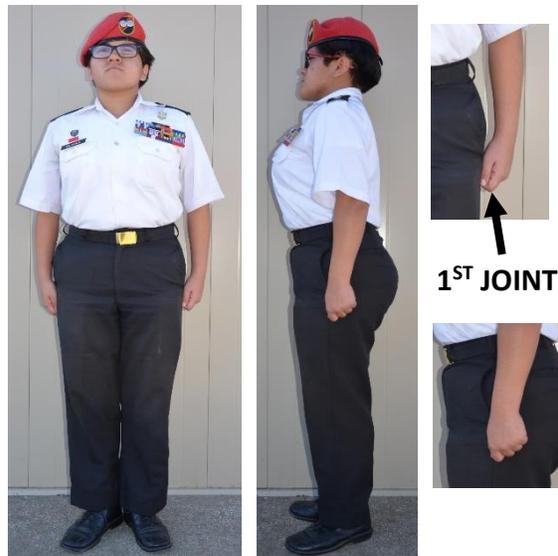
- To assume the position of Attention, bring the heels together sharply on line, with the toes pointing out equally, forming a 45-degree angle. Rest the weight of the body evenly on the heels and balls of both feet. Keep the legs straight without locking the knees. Hold the body erect with the hips level, chest lifted, and arched, and the shoulders square.

- Keep the head erect and face straight to the front with the chin drawn in so that alignment of the head and neck is vertical.

- Let the arms hang straight without stiffness. Curl the fingers so that the tips of the thumbs are alongside and touching the first (counted from the knuckle) joint of the index fingers. Keep the thumbs straight along the seams of the trouser leg with the first joint of the fingers touching the trousers.

- Remain silent and do not move unless otherwise directed.

NOTE: Be careful not to "lock" your knees. This means putting them in full extension, so they are completely straight. This can impede proper blood flow from the legs and cause you to faint.

REST POSITIONS AT THE HALT

There are four rest positions:
- *Parade Rest*
- *Stand At Ease*
- *At Ease*
- *Rest*

All the rest positions can be commanded from the *Position of Attention*. *Parade Rest* and *Stand At Ease* are only executed from the *Position of Attention*. *At Ease* or *Rest* may be executed from the *Position of Attention*, *Parade Rest*, *Stand At Ease*, or from each other.

PARADE REST. The command for this movement is *Parade*, **REST**. It is commanded only from the *Position of Attention*. On the command of execution **REST**, move the left foot about 10 inches to the left of the right foot. Keep the legs straight without locking the knees, resting the weight of the body equally on the heels and balls of the feet.

Simultaneously, pace the hands at the small of the back and centered on the belt. Keep the fingers of both hands extended (straight) and joined (all together with no gaps between them), interlocking the thumbs so that the palm of the right hand is outward.

STAND AT EASE. The command for this movement is *Stand at*, **EASE**. It is commanded only from the *Position of Attention*. On the command of execution EASE, execute *Parade Rest*, but turn the head and eyes directly toward the person in charge of the formation. Other than following the movements of the
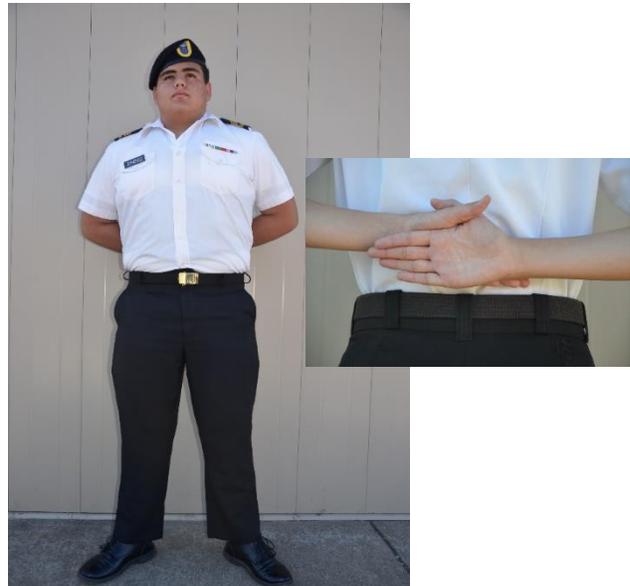
instructor/commander, no other movement is allowed – it's like being at *Parade Rest* with your head turned.

AT EASE. The command for this movement is **AT EASE** (a combined command). It is commanded from the *Position of Attention, Stand At Ease,* or *Rest*. On the command **AT EASE**, the Cadet may move; however, he/she must remain standing and silent with his/her right foot in place. The Cadet usually assumes a relaxed form of *Parade Rest* (feet about 10 inches apart, hands clasped behind back, sometimes relaxed and lower than belt level) unless otherwise moving.

REST. The command for this movement is **REST** (a combined command). It is commanded from the *Position of Attention, Stand At Ease,* or *At Ease*. On the command **REST**, the Cadet may move, talk, or drink unless otherwise directed. He/she must remain standing with his/her right foot in place. If not otherwise engaged, Cadets usually assume a relaxed form of *Parade Rest* when at *Rest*.

When at the positions of *Stand At Ease, At Ease*, or *Rest*, and given the preparatory command for the *Attention*, Cadets immediately assume **Parade Rest.** If you're already at *Attention*, stay there.

1-4. Facing Movements

FACING AT THE HALT. Five facing movements can be executed from the *Position of Attention*: *Left (Right), FACE, Half Left (Half Right), FACE*, and *About, FACE*. **NOTE:** *Half Left (Half Right), FACE* should only be used in situations when a 90-degree facing movement would not face an element in the desired direction (for example, for a stationary element to face the direction of the flag to render honors reveille or retreat]).

Facing to the Flank is a two-count movement. The command is *Left*, **FACE** or *Right*, **FACE**.

The FLANK is the left or right side of the formation.

For *Left Face*: On the command of execution **FACE**, slightly raise the right heel and left toe, and turn 90 degrees to the left on the left heel, assisted by a slight pressure on the ball of the right foot. Keep the left leg straight without stiffness and allow the right leg to bend naturally.

On count two, place the right foot beside the left foot, resuming the *Position of Attention*. Arms remain at the sides, as in the Position of Attention, throughout this Movement.

For *Right Face*, slightly raise the left heel and right toe, and turn 90 degrees to the right on the right heel, assisted by a slight pressure on the ball of the left foot. Keep the right leg straight without stiffness and allow the left leg to bend naturally.

ABOUT FACE. Facing to the Rear is a two-count movement. The command is *About,* **FACE**. On the command of execution **FACE**, move the toe of the right foot to a point touching the ground about half

<u>the length of the foot to the rear and slightly to the left</u> of the left heel. Rest most of the weight of the body on the heel of the left foot and allow the right knee to bend naturally.

On count two, turn to the right 180 degrees on the left heel and ball of the right foot, resuming the Position of Attention. Arms remain at the sides, as in the *Position of Attention*, throughout this movement.

1-5. Saluting

The *Hand Salute* is a one-count movement. The command is ***Present,* ARMS.** The *Hand Salute* may be executed while marching. When marching, only the Cadet in charge of the formation salutes and acknowledges salutes. When double-timing, an individual Cadet must come to *Quick Time* before saluting.

When wearing a hat with a visor, like a ball cap, utility cap, or service cap (with or without glasses), on the command of execution **ARMS,** raise the right hand sharply, fingers and thumb extended and joined, palm facing down, and place the tip of the right index finger on the rim of the visor slightly to the right of the right eye. The outer edge of the hand is barely canted downward so that neither the back of the hand nor the palm is clearly visible from the front. The hand and wrist are straight, the elbow inclined slightly forward, and the upper arm horizontal.

When wearing headgear without a visor, or no hat, and not wearing glasses, execute the *Hand Salute* in the same manner as previously described, except touch the tip of the right index finger to the forehead near and slightly to the right of the right eyebrow.

When wearing a hat without a visor, or no hat, and wearing glasses, execute the *Hand Salute* in the same manner as previously described, except touch the tip of the right index finger to the right front edge of the glasses.

Order Arms from the *Hand Salute* is a one-count movement. The command is ***Order,* ARMS.** On the command of execution **ARMS,** return the hand sharply to the side, resuming the *Position of Attention.*

When reporting or rendering courtesy to an individual, turn the head and eyes toward the person addressed and simultaneously salute. In this situation, the actions are executed without command. The *Salute* is initiated by the subordinate at the appropriate time (six paces) and terminated upon acknowledgment.

1-6. Basic Marching

This basic marching information pertains to all marching movements. In this section, unless explained otherwise, assume you're marching as part of a Squad.

You must be at the *Position of Attention* to initiate all marching movements executed from the *Halt.*

Except for *Route Step March* and *At Ease March,* all marching movements are executed while marching at *Attention.* Marching at *Attention* is the combination of the *Position of Attention* and being in step.

When executed from the *Halt,* all movements except *Right Step* and *Close Interval March* begin with the left foot.

For short-distance marching movements, the instructor may designate the number of steps forward, backward, or sideward by giving the appropriate command: ***One step to the right (left),* MARCH;** or, ***Two steps backward (forward),* MARCH.** On the command of execution **MARCH,** step off with the appropriate foot, and halt automatically after completing the number of steps designated. Unless otherwise specified, when directed to execute steps forward, the steps will be 24-inch steps.

> **NOTE**: The Army marches at a 30-inch step. For most Cadets, this is not feasible due to body size and length of leg; therefore, the ***California Cadet Corps sets the standard step as 24-inches, and the half step, side step, and backward steps to 12-inches.***

All marching movements are executed in the cadence of *Quick Time* (120 steps per minute), except the 24-inch step, which may also be executed in the cadence of 180 steps per minute on the command ***Double Time,* MARCH.**

A step is the prescribed distance from one heel to the other heel of a marching Cadet.

All 12-inch steps are executed for a short distance only.

When executing 90-degree turns, or pivots, cadets will suspend their arm swing, pinning their arms to their sides as at the position of Attention.

1-7. The 24-Inch Step

To march with a 24-inch step from the *Halt,* the command is ***Forward,* MARCH.** On the preparatory command ***Forward,*** shift the weight of the body to the right foot without noticeable movement. On the command of execution **MARCH,** step forward 24 inches with the left foot and continue marching with 24-inch steps, keeping the head and eyes fixed to the front. The arms swing in a natural motion, without exaggeration and without bending at the elbows, approximately 9 inches straight to the front and 6 inches straight to the rear of the trouser seams. Keep the fingers curled as in the *Position of Attention so* that the fingers just clear the trousers.

To halt while marching, the command ***Squad,* HALT** is given. The preparatory command ***Squad*** is given as either foot strikes the ground, and the command of execution **HALT** is given the next time that **same foot** strikes the ground. The *Halt* is executed in two counts. After **HALT** is commanded, take one more

step and then bring the trailing foot alongside the lead foot, assuming the *Position of Attention* and terminating the movement.

1-8. Change Step

This movement is executed automatically whenever a Cadet finds him/herself out of step with all other members of the formation. It is only commanded while marching forward with a 24-inch step. To change step, the command **Change Step, MARCH** is given as the right foot strikes the ground. On the command of execution **MARCH,** take one more step with the left foot, then in one count place the right toe near the heel of the left foot and step off again with the left foot. The arms swing naturally. Don't skip, and keep your body at the *Position of Attention*, without perceptively hopping or dipping.

1-9. Marching to the Rear

This movement is used to change the direction of a marching element 180 degrees. It is only executed while marching forward with a 24-inch step. To *March to the Rear*, the command **Rear,** MARCH is given as the right foot strikes the ground. On the command of execution **MARCH**, take one more step with the left foot, pivot 180 degrees to the right on the balls of both feet, and step off in the new direction taking a 24-inch step with the trail foot. Do not allow the arms to swing outward while turning.

1-10. Rest Movement, 24-Inch Step

Rest movements with the 24-inch step include *At Ease March* and *Route Step March*.

At Ease March. The command *At Ease,* MARCH is given as either foot strikes the ground. On the command of execution **MARCH,** the Cadet is no longer required to retain cadence; however, silence and the approximate interval and distance are maintained. *Quick Time,* **MARCH** and *Route Step,* **MARCH** are the only commands that can be given while marching at ease.

> Interval is the amount of space between individuals side by side.
>
> Distance is the amount of space between individuals from front to rear.

Route Step March. *Route Step March* is executed exactly the same as *At Ease March* except that the Cadet may drink from his canteen and talk.

NOTE: To change the direction of march while marching at *Route Step* or *At Ease March*, the commander informally directs the lead element to turn in the desired direction. Before precision movements may be executed, the unit must resume marching in cadence. The troops automatically

resume marching at *Attention* on the command **Quick Time,** **MARCH**, as the commander reestablishes the cadence by counting for eight steps. If necessary, Cadets individually execute change step to get back in step with the unit.

1-11. The 12-Inch Step, Forward/Half Step

Because we have adjusted the standard step for Cadets to 24-inches, we have also adjusted the H*alf Step*; instead of using the Army's 15-inch *Half Step*, we use a 12-inch *Half Step*. Use the following procedures to execute the 12-inch step, forward/half step.

To march with a 12-inch step from the *Halt,* the command is **Half step,** **MARCH.** On the preparatory command **Half Step***,* shift the weight of the body to the right foot without noticeable movement. On the command of execution **MARCH,** step forward 12 inches with the left foot and continue marching with 12-inch steps. The arms swing as in marching with a 24-inch step. Don't stomp your feet while marching at *half step*.

To alter the march to a 12-inch step while marching with a 24-inch step, the command is **Half Step***,* **MARCH.** This command may be given as either foot strikes the ground. On the command of execution **MARCH,** take one more 24-inch step and then begin marching with a 12-inch step. The arms swing as in marching with a 24-inch step.

12-inch steps heel to heel

To resume marching with a 24-inch step, the command **Forward,** **MARCH** is given as either foot strikes the ground. On the command of execution **MARCH,** take one more 12-inch step and then begin marching with a 24-inch step.

The *Halt* while marching at the *Half Step* is executed in two counts, the same as the *Halt* from the 24-inch step.

While marching at the *Half Step,* the only commands that may be given are: **Mark Time,** **MARCH;** **Forward,** **MARCH;** **Normal Interval***,* **MARCH;** and **HALT.**

1-12. Marching in Place

To march in place, use the following procedures.

To march in place, the command **Mark Time,** **MARCH** is given as either foot strikes the ground and only while marching with a 24-inch or 12-inch step forward. On the command of execution **MARCH**, take one more step, bring the trailing foot alongside the leading foot, and begin to march in place. Raise each foot (alternately) 2 inches off the ground; the arms swing naturally, as in marching with a 24-inch step forward. Take care not to speed up the cadence while marching in place – it's still 120 steps per minute.

2 inches

NOTE: While marking time in formation, the Cadet adjusts position to ensure proper alignment. The proper distance from front to rear between Cadets while marching is one arm's length plus 6 inches (approximately 36 inches). The proper interval between Cadets from side to side is one arm's length (or 4-inches when at *Close Interval*).

To resume marching with a 24-inch step, the command *Forward,* **MARCH** is given as either foot strikes the ground. On the command of execution **MARCH**, take one more step in place and then step off with a 24-inch step.

The *Halt* from *Mark Time* is executed in two counts, the same as the *Halt* from the 24-inch step.

> **Alignment** is the arrangement of elements in a straight line. In drill, it consists of *Dress and Cover*.
>
> **Dress** is the alignment of elements side by side (usually to the right).
>
> **Cover** is the alignment of elements from front to rear.

1-13. The 12-Inch Step, Right/Left

To keep in line with adjusting the size of our steps to meet the shorter legs of our Cadets, we also adjust the sidestep to 12-inches. To march with a *12-Inch Step to the Right or Left*, use the following procedures:

To march with a *12-Inch Step Right*, the command is *Right Step,* **MARCH**. The command is given only while at the halt. On the preparatory command of *Right Step,* shift the weight of the body without noticeable movement onto the left foot. On the command of execution **MARCH**, bend the right knee slightly and raise the right foot only high enough to allow freedom of movement. Place the right foot 12 inches to the right of the left foot, and then move the left foot (keeping the left leg straight) alongside the right foot as in the *Position of Attention.* Do not scrape the left foot across the ground while moving it. Continue this movement, keeping the arms at the sides as in the *Position of Attention*. To march to the left, execute the same movements starting with the left foot.

To move a unit sideways for a small number of steps, you may give the command **# Steps to the Left/Right, MARCH**. Cadets take the designated number of steps to the left or right, and automatically halt at the *position of Attention*.

To h*alt* when executing *Right* or *Left Step,* the command is *Squad,* **HALT**. This movement is executed in two counts. The preparatory command is given when the <u>heels are together</u>; the command of execution **HALT** is given the <u>next time the heels are together</u>. On the command of execution **HALT**, take one more step with the lead foot and then place the trailing foot alongside the lead foot, resuming the *Position of Attention.*

1-14. The 12-Inch Step, Backward

To keep in line with adjusting the size of our steps to meet the shorter legs of our Cadets, we also adjust the backward step to 12-inches. To march backward using the 12-inch step, use the following procedures:

To march with a *12-Inch Step Backward*, the command is *Backward,* **MARCH**. The command is given only while at the *Halt.* On the preparatory command *Backward,* shift the weight of the body without

noticeable movement onto the right foot. On the command of execution **MARCH**, take a 12-inch step backward with the left foot and continue marching backward with 12-inch steps. The arms swing naturally. **NOTE**: Correct arm swing while marching backward does not come easily to some. 'Natural' means that when the left foot is back, the right arm is back, and vice versa. You may have to practice this, or focus on it during training.

The *Halt* from *Backward March* is executed in two counts, the same as the *Halt* from the 24-inch step.

To adjust position in formation, you may give the command **# Steps Backward, MARCH**. Cadets start with the left foot, and execute the designated number of steps, and automatically halt at the *position of Attention.*

1-15. The 24-Inch Step, Double Time

To keep in line with adjusting the size of our steps to meet the shorter legs of our Cadets, we also adjust the Double Time step; to 24-inches. To *Double-Time* using the 24-inch step, use the following procedures:

To march in the cadence of 180 steps per minute with a 24-inch step, the command is ***Double Time,*** **MARCH**. It may be commanded while at the *Halt* or while marching at *Quick Time* with a 24-inch step.

When at the *Halt* and the preparatory command ***Double Time*** is given, shift the weight of the body to the right foot without noticeable movement. On the command of execution **MARCH**, raise the forearms to a horizontal position, with the fingers and thumbs closed, knuckles out, and simultaneously step off with the left foot. Continue to march with 24-inch steps at the cadence of ***Double Time****.* The arms swing naturally to the front and rear with the forearms kept horizontal. When armed with rifles, Cadets must be at *Port Arms* to execute *Double Time*. If not at *Port, ARMS*, Cadets will go to *Port Arms* automatically on their own upon hearing the preparatory command of *Double Time*. Guides, when at *Sling Arms,* will *Double-Time* with their weapons at *Sling Arms* upon receiving the directive **GUIDE ON LINE.**

When marching with a 24-inch step in the cadence of *Quick Time,* the command ***Double Time,*** **MARCH** is given as either foot strikes the ground. On the command of execution **MARCH**, take one more 24-inch step at *Quick Time,* and step off with the trailing foot, double-timing as previously described.
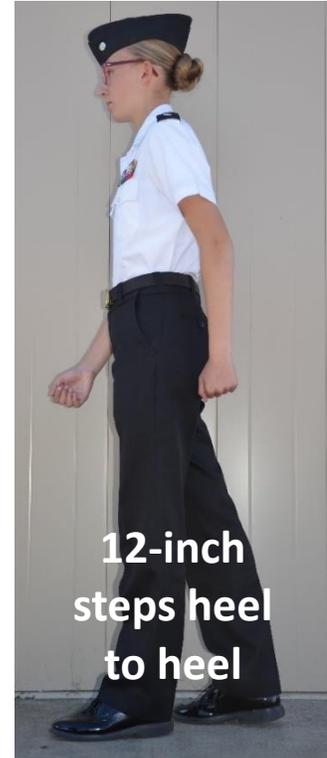
To resume marching with a 24-inch step at *Quick Time,* the command ***Quick time,*** **MARCH** is given as either foot strikes the ground. On the command of execution **MARCH**, take two more 24-inch steps at *Double Time,* lower the arms to the sides, and resume marching with a 24-inch step at *Quick Time.*

NOTE: *Quick Time, Column Half Left (Right)*, *Column Left (Right),* and *Incline Left/Right* are the only movements that can be executed while double-timing. Armed troops must be at *Port Arms* before the command ***Double Time,*** **MARCH** is given.

1-16. Facing in Marching

Facing in Marching from the *Halt* is an important part of the following movements: alignments, column movements, inspecting Cadets in ranks, and changing from *Normal Interval* to *Double Interval* or *Double Interval* to *Normal Interval.*

For instructional purposes only, the command *Face to the Right in Marching,* **MARCH** or *Face to the Left in Marching, MARCH* may be used to teach the individual to execute the movement properly. On the preparatory command *Face to the Right in Marching,* shift the weight of the body without noticeable movement onto the right foot. On the command of execution **MARCH**, pivot to the right on the ball of the right foot (90 degrees) and step off to the right with the left foot. Execute the pivot and step in one count by swinging the left foot over the stationary right foot, and continue marching in the new direction. On the preparatory command *Face to the Left in Marching,* shift the weight of the body without noticeable movement onto the right foot. On the command of execution **MARCH**, pivot to the left on the ball of the right foot (90 degrees) and step off to the left with the left foot. Execute the pivot and step in one count, and continue marching in the new direction. Arms swing naturally during the pivot.

Facing to the *Half-Right or Half-Left in Marching* from the *Halt* is executed in the same manner as *Facing to the Right or Left in Marching* from a *Halt,* except the facing movement is made at a 45-degree angle to the right or left.

Left: Right:

Chapter 2: Individual Drill with Weapons

2-1. Basic Procedures

Reference Materials:

- TC 3-21.5. Drill and Ceremonies (US Army). https://cacadets.org/Regulations
  Chapter 5 and Appendix D
- Fort Jackson Army Individual Drill Videos: https://vimeo.com/channels/524805

The Army Drill and Ceremonies Manual, TC 3-21.5, covers the Manual of Arms in Chapter 5 for the M-16 series rifle. Other types of weapons are covered in Appendices B through F. Units of the California Cadet Corps usually use M1903 Springfield or M1 Rifles, or replicas that are similar to these. Appendix D, Manual of Arms for the M1903 or M1917 Rifle most closely matches most of the equipment Cadets use to drill with weapons. Appendix F covers the Manual of the Saber for those units whose leaders carry sabers during ceremonies. This chapter is based on the standards set in Appendix D, with some basic rules taken from Chapter 5.

Basic Rules:
- At the halt, all movements are initiated from Order Arms or Sling Arms, which are the *Positions of Attention* with the rifle.
- All precision movements are executed in *quick time* cadence.
- The command ***Port*, ARMS** must be given before the command for *Double Time*.
- Facings, alignments, and short-distance marching movements are executed at *Order Arms* or *Sling Arms*. When these movements are commanded while at *Order Arms*, automatically raise the rifle about 1 inch off the ground on the command of execution. When the movement has been completed, automatically return the rifle to *Order Arms*.
- Facing movements are executed only while at *Order Arms* or *Sling Arms*. When you're going to execute *Right Face* and *Forward March*, the facing movement is executed before the command for the manual of arms. After a marching movement has been completed, *Order Arms* or *Sling Arms* is commanded before the command for the facing movement. In other words, **YOU CANNOT EXECUTE FACING MOVEMENTS WHEN THE RIFLE IS AT ANY POSITION OTHER THAN *ORDER ARMS* OR *SLING ARMS***.
- ***Ready, Port*, ARMS** must be commanded following *Inspection Arms* before any other movements can be commanded.
- *Port Arms* is the key position assumed in most manual of arms movements from one position to another except *Right Shoulder Arms* from *Order Arms* and *Order Arms* from *Right Shoulder Arms.*
- Manual of arms movements are a combination of the *Position of Attention* and the procedures for the prescribed movement. Most manual of arms movements are executed with the head, eyes, and body stationary as in the *Position of Attention*.

The parts of the drill rifle that you should know are:

- Butt
- Stock
- Sling
- Bolt Handle
- Balance
- Receiver Group
- Handguards
- Stacking Swivel
- Front Sight
- Muzzle

2-2. Order Arms
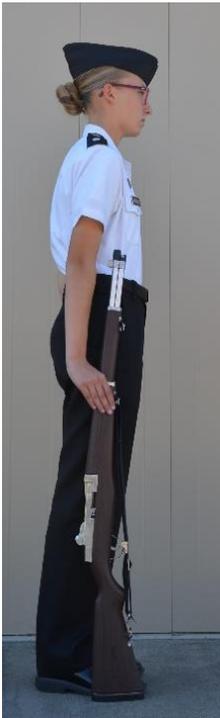
Execute *Order Arms* using the following procedures:

Assume *Order Arms* on the command **FALL IN** or from *Parade Rest* on the command of execution **ATTENTION**.

At *Order Arms*, maintain the *Position of Attention* with the rifle. Place the butt of the rifle on the ground touching the right foot with sights to the rear. Place the toe of the butt on line with the front of the right foot. Secure the rifle with the right hand in a "U" formed by the fingers (extended and joined) and thumb. Keep the right arm as in the *Position of Attention* and hold the rifle with the right thumb and fingers with the fingers pointed generally downward and touching the sides of the handguards. Keep the right hand and arm behind the rifle so that the fingers don't protrude beyond the handguard.

2-3. Rest Positions

The rifle *Rest* positions are commanded and executed the same as individual drill with the following additions:

On the command of execution **REST** of *Parade,* **REST**, thrust the muzzle forward keeping the toe of the butt on line with the front of the right foot and the right arm straight. Grasp the rifle firmly around the handguard.
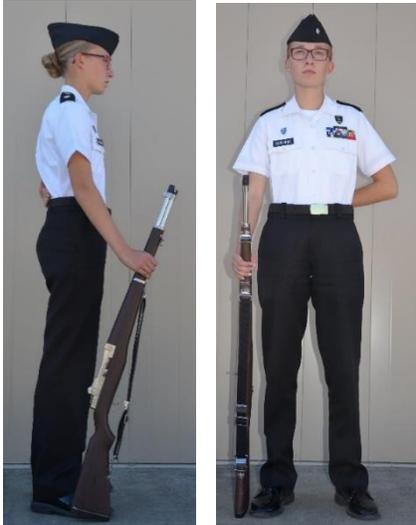
Execute *Stand at Ease* with the rifle in the same manner as *Parade Rest* except turn the head and eyes toward the commander/instructor.

On the command **AT EASE** or **REST**, keep the butt of the rifle in place as in *Parade Rest*.

2-4. Port Arms

Execute *Port Arms* from *Order Arms* using the following procedures:

Port Arms from *Order Arms* is a two-count movement. The command is *Port,* **ARMS**. On the command of execution **ARMS**, grasp the rifle with the right hand and raise the rifle diagonally across the body, keeping the right elbow down alongside the rifle (without strain). With the left hand, simultaneously grasp the rifle at the balance (grasping the wood stock right above the receiver) so that the rifle is about 4 inches (a fist) from the body. On count two, regrasp the rifle at the small of the stock with the right hand. Hold the rifle diagonally across the body, about 4 inches from the body, the right forearm horizontal, and the elbows close to the sides.

Order Arms from *Port Arms* is executed in three counts. The command is *Order,* **ARMS**. On the command of execution **ARMS**, move the right hand up and across the body and firmly grasp the rifle on the upper stock (handguard) without moving the rifle, and keep the right elbow aligned alongside the rifle. On count two, move the left hand from the balance and lower the rifle to the right side until it is about 1 inch from the ground next to your right foot. Guide the rifle to the side by placing the index
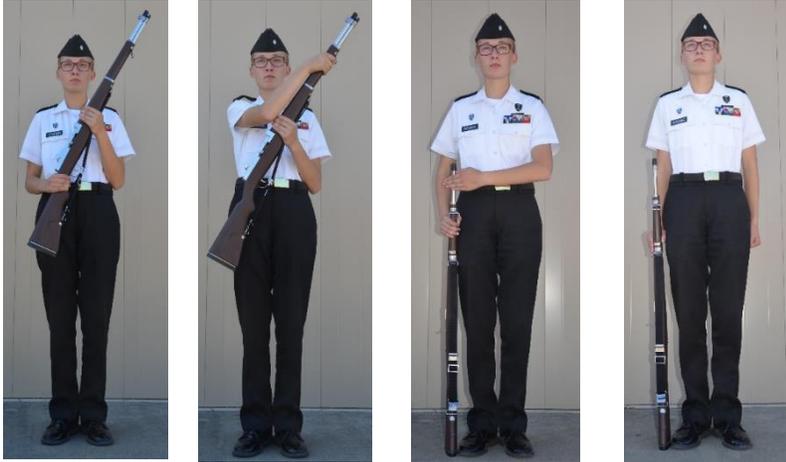
finger of the left hand at the top of the rifle near the stacking swivel, fingers and thumb extended and joined, palm to the rear. On count three, move the left hand sharply to the left side, gently lower the rifle to the ground next to your right foot, and resume the position of *Order Arms*.

2-5. Present Arms

Execute *Present Arms* using the following procedures:

Present Arms from *Order Arms* is a three-count movement. The command is ***Present,* ARMS**. On the command of execution **ARMS**, execute *Port Arms* in two counts. On count three, twist the rifle with the right hand so that the sights are to the rear, and move the rifle to a vertical position about 4 inches in front of and centered on the body. Lower the rifle until the left forearm is horizontal; keep the elbows in at the sides. Keep the left thumb wrapped around the rifle and touching the right side of the handguard right above the receiver.

NOTE: Incline the barrel slightly backward to ensure that the weapon is vertical.

Order Arms from *Present Arms* is a four-count movement. The command is ***Order,* ARMS**. On the command of execution **ARMS,** return the rifle to *Port Arms*. Counts two, three, and four are the same as *Order Arms* from *Port Arms*.

Port Arms is assumed en route to or from *Present Arms* when going to or from *Right Shoulder* or *Left Shoulder Arms*. *Present Arms* from or to *Port Arms* is a one-count movement.

When rendering reports or courtesy to an individual from *Order Arms*, execute *Present Arms* and turn the head and eyes toward the individual addressed. *Order Arms* is executed automatically upon acknowledgment of the *Salute*.

2-6. Inspection Arms

Many replica rifles used in the CA Cadet Corps don't have functioning bolts, and those that do are often cheap and easily broken. It is not recommended that Cadets practice Inspection Arms unless they have access to actual (demilitarized) rifles. In that case, follow the instructions in TC 3-21.5, Appendix D.

2-7. Right Shoulder Arms

Execute *Right Shoulder Arms* using the following procedures:

Right Shoulder Arms from *Order Arms* is a four-count movement. The command is **Right Shoulder, ARMS**. Execute count one, the command of execution **ARMS,** the same as in executing *Port Arms*. On count two, release the grasp of the right hand and grasp the heel of the butt between the first two fingers with the thumb and forefinger touching (NOTE: Do NOT put your right hand on the small of the stock as in *Port Arms*. Move it <u>directly</u> from the handguard to the butt of the rifle.) On count three (without moving the head), release the grasp of the left hand (without changing the grasp of the right hand), twist the rifle so that the sights are up, and place the weapon onto the right shoulder, moving the left hand to the small of the stock to guide the rifle to the shoulder. Keep the fingers and thumb (left hand) extended and joined with the palm turned toward the body. The first joint of the left forefinger touches the top of the bolt handle.

Keep the left elbow down, and keep the right forearm horizontal (parallel to the ground) with the right upper arm touching the body and elbow on line with the back. On count four, sharply move the left hand back to the left side as in the *Position of Attention*.

Right Shoulder Arms from **Order Arms**
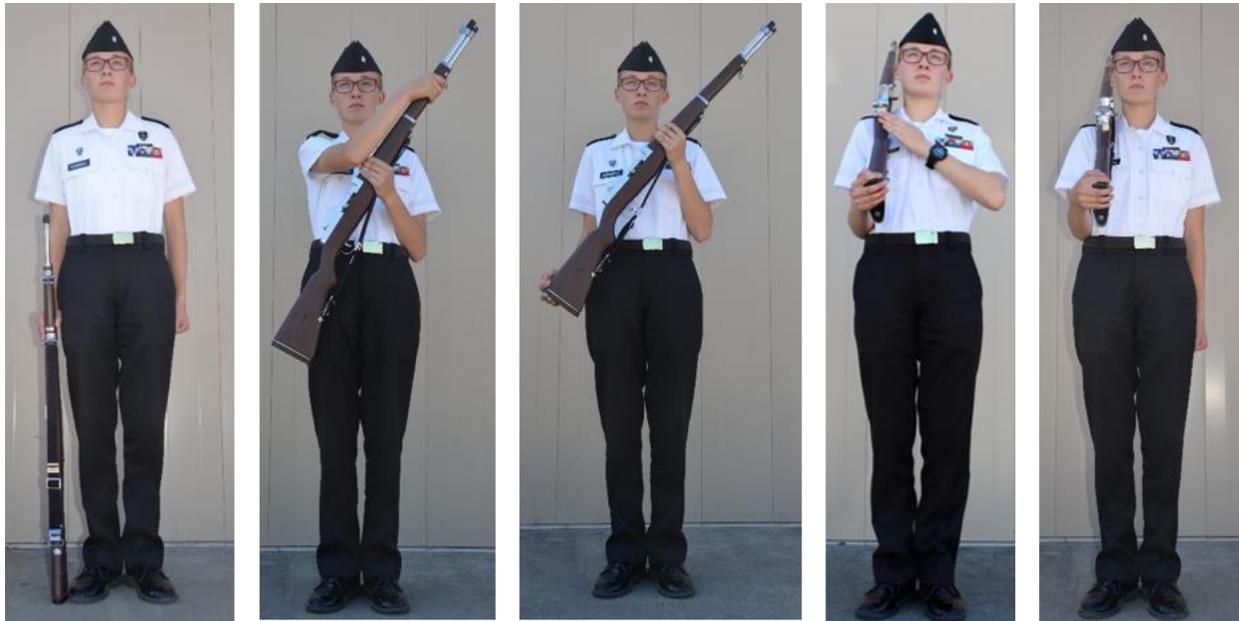
NOTE: It's very specific how you hold the butt of the rifle at Right and Left Shoulder Arms. Touch the tip of your index finger to the tip of your thumb, forming an oblong. The thumb and index finger go on the front of the rifle. The other three fingers go on the bottom of the rifle butt.
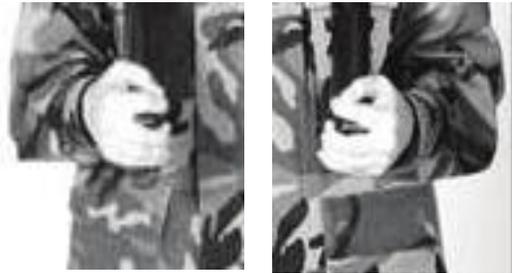
Order Arms from *Right Shoulder Arms* is a four-count movement. The command is ***Order,*** **ARMS.** On the command of execution **ARMS**, without moving the head and without changing the grasp of the right hand, press down quickly and firmly on the butt of the rifle with the right hand and twist the weapon (with the sights up), guiding it diagonally across the body and about 4 inches from the waist. Grasp the rifle with the left hand at the balance. On count two, move the right hand up and across the body and firmly grasp the rifle on the upper stock (handguard) without moving the rifle; keep the right elbow down without strain. Counts three and four are the same as from *Port Arms* to *Order Arms*.

Order Arms* from *Right Shoulder Arms
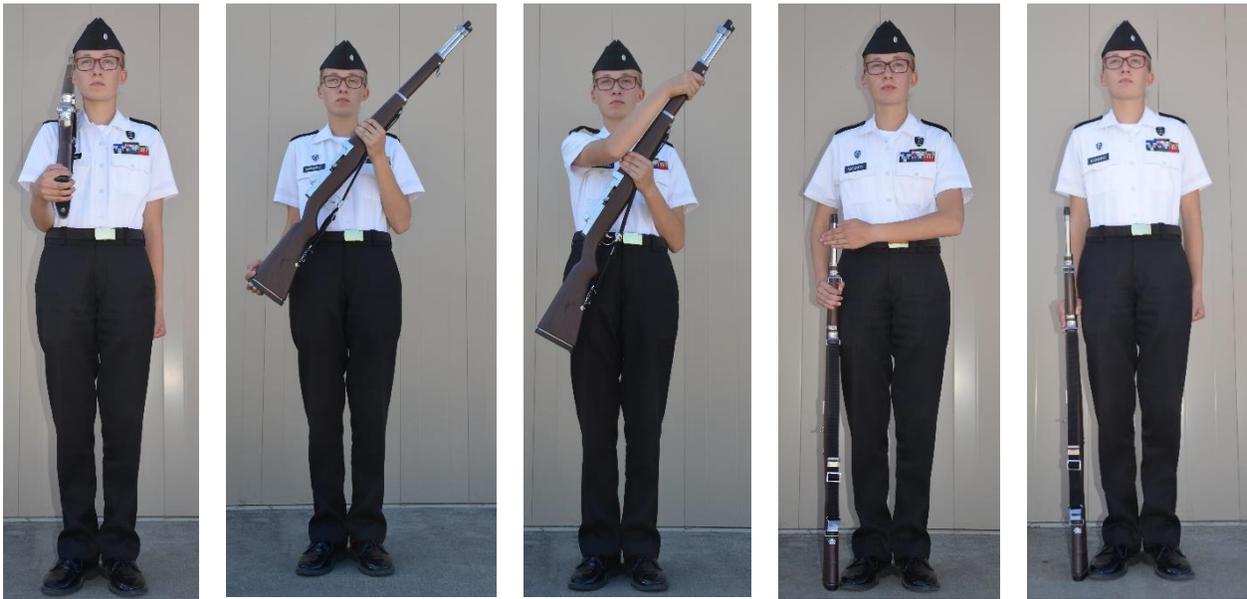
2-8. Left Shoulder Arms

Execute *Left Shoulder Arms* using the following procedures:

Left Shoulder Arms from *Order Arms* is a four-count movement. The command is **Left Shoulder, ARMS**. On the command of execution **ARMS**, execute *Port Arms* in two counts. On count three, release the grasp of the left hand and (without moving the head) place the rifle on the left shoulder with the right hand (with the sights up), keeping the right elbow down. At the same time, regrasp the rifle with the left hand with the heel of the butt between the first two fingers and with the thumb and forefinger touching. The left forearm is horizontal (parallel to the ground), and the left upper arm is against the side and on line with the back. On count four, move the right hand sharply to the right side as in the *Position of Attention*.

Left Shoulder Arms from Order Arms

Order Arms from *Left Shoulder Arms* is a five-count movement. The command is **Order, ARMS**. On the command of execution **ARMS,** move the right hand up and across the body and grasp the small of the stock, keeping the right elbow down. On count two (without moving the head), release the grasp of the left hand and with the right hand move the rifle diagonally across the body (sights up) about 4 inches from the body. At the same time, regrasp the rifle at the balance with the left hand, and resume *Port Arms*. Counts three, four, and five are the same as *Order Arms* from *Port Arms*.

Order Arms from Left Shoulder Arms

2-9. Changing Positions

To change position with the M1903 rifle use the following procedures:

Right Shoulder Arms from *Port Arms* is a three-count movement. The command is **Right Shoulder, ARMS.** On the command of execution **ARMS,** release the grasp of the right hand and regrasp the rifle with the heel of the butt between the first two fingers, with the thumb and forefinger touching. Counts two and three are the same as counts three and four from *Order Arms.* When marching, the command is given as the right foot strikes the ground; your right hand moves to the butt of the rifle when your left foot strikes the ground, immediately after the command.

Port Arms from *Right Shoulder Arms* is a two-count movement. The command is **Port, ARMS.** On the command of execution **ARMS,** execute count one of *Order Arms* from *Right Shoulder Arms.* On count two, release the grasp of the right hand and regrasp the rifle at the small of the stock and come to *Port Arms.* When marching, the command is given as the right foot strikes the ground; your first movement, taking the rifle off your shoulder, is the next time your left foot strikes the ground.

Left Shoulder Arms from *Port Arms* is a two-count movement. The command is **Left Shoulder, ARMS.** On the command of execution **ARMS,** execute *Left Shoulder Arms* in the same manner as counts three and four from *Order Arms.* When marching, the command is given as the left foot strikes the ground; your first movement, putting the rifle on your left shoulder, takes place when your left foot strikes the ground, so you skip a beat after the command is given.

Port Arms from *Left Shoulder Arms* is a two-count movement. The command is **Port, ARMS.** On the command of execution **ARMS,** execute the first two counts of *Order Arms* from *Left Shoulder Arms.* When marching, the command is given as the left foot strikes the ground; your first movement, taking the rifle off your shoulder, takes place when your left foot strikes the ground, so you skip a beat after the command is given.

Left Shoulder Arms from *Right Shoulder Arms* is a four-count movement. The command is **Left Shoulder, ARMS.** On the command of execution **ARMS,** execute the first count the same as executing *Order Arms.*

On count two, remove the right hand from the butt of the rifle and re-grasp the small of the stock *(Port Arms).* Counts three and four are the same movements as from *Port Arms.* When marching, the command is given as the left foot strikes the ground; your first movement, taking the rifle off your right shoulder, is when your left foot strikes the ground - skipping a beat after the command.

Right Shoulder Arms from *Left Shoulder Arms* is a five-count movement. The command is ***Right Shoulder,* ARMS.** On the command of execution **ARMS,** execute *Port Arms* in two counts. Counts three, four, and five are the same as from *Port Arms.* When *marching,* the command is given as the right foot strikes the ground; your first movement, putting your right hand on the small of the stock, is when your left foot strikes the ground, immediately after the command.

Present Arms from *Right Shoulder Arms* or *Left Shoulder Arms,* while in formation, is executed from the *Halt* only, NOT while marching. The command is ***Present,* ARMS.** On the command of execution **ARMS,** come to *Port Arms* from either shoulder and then execute *Present Arms* (in one count) from *Port Arms.* Cadets who might salute during *Eyes Right* while marching in a ceremony (Platoon Leaders and above), if carrying rifles, should be at *Sling Arms*.

To resume *Right (Left) Shoulder Arms* from *Present Arms,* the command is ***Right (Left) Shoulder,* ARMS.** On the command of execution **ARMS,** execute *Port Arms* in one count and then execute the counts as prescribed from *Port Arms.*

NOTE: Experienced Cadets should be able to execute the *15-count manual of arms* in unison from *Order Arms*, to *Right Shoulder Arms,* to *Left Shoulder Arms,* to *Present Arms,* to *Order Arms*. The command is **Fifteen-Count Manual, ARMS.** An alternative is the *16-count manual of arms*, which goes from *Order Arms* to *Left Shoulder Arms*, to *Right Shoulder Arms* to *Present Arms*, to *Order Arms*. The command is **Sixteen-Count Manual, ARMS**.

Chapter 3: Drill Instruction

3-1. Drill Terms

Drill Terms define the basics of drill, and are used as a common vocabulary to establish the precise alignments, measurements, and formations of drill.

Alignment: Forming a straight line. Dress and Cover.
Base: The element around which a movement is planned, regulated, or aligned.
Cadence: A uniform rhythm or number of steps or counts per minute.
Cover: Alignment of elements front-to-rear.
Depth: The space from the front to the rear of a formation, including the front and rear elements.
Distance: The space between elements that are one behind the other. The distance between individuals is an arm's length plus 6 inches, or approximately 36 inches, measured from the chest of one Cadet to the back of the Cadet immediately to his front.
Double Time: A cadence of 180 steps per minute.
Dress: Alignment of elements side-by-side.
Element: An individual, squad, section, platoon, company, or larger unit formed as part of the next higher unit.
File: A line of Cadets placed front to rear.
Formation: An arrangement of the unit's elements in a prescribed manner. Examples are the line formation, in which the elements (squads) are arranged front-to rear, column formation, in which the elements are side-by-side, and mass formation, in which elements (platoons and squads) are side by side in column, but at close interval. As formations get larger, they become more complex, with subordinate elements in different configurations.
Front: The space from one side to the other side of a formation and includes the right and left files.
Guide: The person responsible for maintaining the prescribed direction and rate of march.
Head: A column's leading element.
Interval: The space between side-by-side elements. Normal Interval is one arm's length. Close Interval is measured by placing the left hand, palm open, on the hip. It's about 4-inches between shoulders once the Cadet is back at Attention.
Post: The correct place for an officer or noncommissioned officer to stand in a prescribed formation.
Quick Time: A cadence of 120 steps per minute.
Rank: A line of Cadets placed side-by-side.

3-2. The Drill Instructor

A drill command is an oral order of a commander, instructor, or leader. The precision with which a movement is executed is affected by the manner in which the command is given.

TC 3-21.5, Chapter 2

The quality of a unit's drill is directly related to the commander/instructor. If the leader teaches correctly, demands attention to detail and performance to a high standard, and gives commands correctly and with authority, it is highly likely the unit will perform well. If the leader is unsure of himself, teaches movements wrong, or gives commands poorly (poor command voice, not on the correct foot, not following the rules of drill), the unit will perform poorly.

You have everything you need to be a great drill commander – it's in Cadet Corps curriculum and in this manual. You need to master your material so you know the details of how movements are executed; you need to train yourself to teach drill properly and by the book; and you need to be confident in your presentation. You improve by practice and with feedback.

Note that the Drill Instructor's Creed says nothing of drill and ceremonies. It's about attitude, excellence, adhering to standards, and motivating other Cadets. Add those values to excellence in drill, and you have a powerful leadership tool.

I am a Cadet Drill Instructor.

I will assist each individual in their efforts to become a highly motivated, and well disciplined, physically and mentally fit Cadet.

I will instill pride in all I train. Pride in self, in the California Cadet Corps, and in Country.

I will insist that each Cadet meets and maintains the Cadet Corps standards of military bearing and courtesy, consistent with the highest traditions of the California Cadet Corps.

I will lead by example, never requiring a Cadet to attempt any task I would not do myself.

But first, last, and always, I am an example of the finest in the California Cadet Corps. Honor, Duty, Country.

I AM A CADET DRILL INSTRUCTOR.

3-3. Instructional Methods

A unit's success at learning drill is greatly affected by the methods of instruction and the thoroughness of the instructor.

To ensure that a Cadet develops satisfactory proficiency during the time allotted, and to ensure a complete and consistent presentation by the drill instructor, each movement (regardless of the method used) should be presented using three teaching stages: **explanation, demonstration, and practice**.

We remember these stages using **NAME & EXPLAIN, DEMONSTRATE, AND PRACTICE**.

STAGE 1: EXPLANATION.

In the explanation stage, the instructor must:
- Give the name of the movement
- Give the practical use for the movement
- Give the command(s) for the movement and explain its elements
  - Preparatory Command
  - Command of Execution

The instructor must also discuss any requirements for the movement, the command(s) necessary to terminate the movement, and discuss Supplementary Commands where appropriate.

This is how an instructor teaches a marching movement using the first teaching stage.

"*Platoon*, **ATTENTION. AT EASE.** The next movement (position), which I will name, explain, and have demonstrated, and which you will conduct practical work on, is the *24-Inch Step from the Halt*. This movement is used to march an element from point A to point B in a uniform manner. The command to execute this movement is *Forward*, **MARCH**. This is a two-part command: *Forward* is the preparatory command, and **MARCH** is the command of execution. You must be at the position of Attention to execute this command. The command to terminate this movement is **HALT**. **HALT** is also a two- part command when preceded by a preparatory command such as *Squad* or *Platoon*. I will use *Demonstrator* as the preparatory command and **HALT** as the command of execution. When given, these commands are as follows: *Forward*, **MARCH;** *Demonstrator,* **HALT."**

STAGE 2: DEMONSTRATION.

There are three *methods of instruction* used in the demonstration stage to teach drill:
- Step-by- Step
- Talk-through
- By-the-Numbers

The character of the movement being taught will indicate the most effective method to use. As a rule, marching movements are taught using the step-by-step method. Movements that require numerous or simultaneous actions by an individual or unit are best taught using the talk-through method. Movements that have two or more counts are taught using the by-the-numbers method.

For Cadet Drill Instructors, the Talk-Through Method is the most useful, followed by the By-the-Numbers Method. The Step-by-Step Method requires a large amount of memorization, and is generally used only by Army Drill Instructors. However, it is a Cadet Drill Instructor's option which to use. Sometimes a drill instructor will combine methods; for example, using the Talk-Through Method, but during the explanation, demonstrating using By-the-Numbers.

NOTE: The instructor *may* demonstrate the movement himself, modifying his position when necessary to maintain eye-to-eye contact with personnel being instructed. It is encouraged to use another Cadet or Cadets as a demonstrator so the instructor can focus on the instruction.

Step-by-Step Method of Instruction. In the step-by-step method of instruction, the explanation and demonstration are combined, and the movements are taught one step at a time.

The instructor explains that for the demonstration, on the command of execution, the demonstrator takes only one step and then stops in position until the command *Ready, STEP* (for the next step) is given. While the demonstrator is stopped in position, the instructor makes on-the-spot corrections and explains the actions to be taken on the next step. Once complete with going through step-by-step, the instructor then has the demonstrator execute the movement at normal cadence.

This is how an instructor teaches the demonstration stage when using the **step-by-step** method of instruction:

• "*Demonstrator*, **POST.** I will use the step-by-step method of instruction. On the preparatory command *Forward* of *Forward*, **MARCH**, without noticeable movement, shift the weight of the body onto the right foot. *Forward*."
• "On the command of execution **MARCH** of *Forward*, **MARCH,** step forward 24 inches with the left foot. The head, eyes, and body remain as in the *Position of Attention*. The arms swing in natural motion, without exaggeration and without bending the elbows, about 9 inches straight to the front and 6 inches straight to the rear of the trouser seams. The fingers and thumbs are curled as in the *Position of Attention*, just barely clearing the trousers. **MARCH**."
• "On the command of execution **STEP** of *Ready, STEP*, execute a 24-inch step with the trail foot. Once again, ensure that the head, eyes, and body remain as in the *Position of Attention*, and that the arms swing naturally, without exaggeration and without bending the elbows, about 9 inches straight to the front and 6 inches straight to the rear of the trouser seams. The fingers and thumbs are curled, as in the *Position of Attention*, barely clearing the trousers. *Ready, STEP*. Notice that there are two steps explained: one from the *Halt* and one while marching."
• "The command to terminate this movement is **HALT.** The preparatory command *Demonstrator* of *Demonstrator,* **HALT,** may be given as either foot strikes the ground. However, the command of execution **HALT** of *Demonstrator,* **HALT,** must be given the next time that same foot strikes the ground. The *Halt* is executed in two counts."
• "On the command of execution **STEP** of *Ready,* **STEP,** execute a 24-inch step with the trail foot. When that foot strikes the ground, the demonstrator will receive the **preparatory** command *Demonstrator* of *Demonstrator,* **HALT**. *Ready*, **STEP**. *Demonstrator*."
• "On the command of execution **STEP** of *Ready*, **STEP**, execute a 24-inch step with the trail foot. This is the **intermediate** (or thinking) step required between the preparatory command and the command of execution. *Ready*, **STEP**."
• "On the command of execution **STEP** of *Ready*, **STEP**, execute a 24-inch step with the trail foot. When the foot strikes the ground, the demonstrator will receive the **command of execution HALT** of *Demonstrator,* **HALT**. *Ready*, **STEP. HALT**. The *Halt* is executed in two counts."
• "On the command of execution **STEP** of *Ready*, **STEP**, execute a 24-inch step with the trail foot, this being the **additional** step required after the command of execution. *Ready*, **STEP**."
• "On the command of execution **STEP** of *Ready*, **STEP**, bring the trail foot alongside the lead foot, reassuming the *Position of Attention*, thus terminating this movement. (*Ready*, **STEP. RE-FORM**.) At normal cadence, this movement would look as follows: *Forward*, **MARCH**. *Demonstrator,* **HALT**. **AT EASE**."
• "Platoon, what are your questions pertaining to this movement when executed at normal cadence or when using the step-by-step method of instruction? (Clarify all questions.)"
• "*Demonstrator*, **ATTENTION**. You will now become my assistant instructor. **FALL OUT**."

Talk-Through Method of Instruction. Demonstrations are combined. Each movement is orally described. In this method the explanation and action by the individual is executed as:

(1) The instructor simply tells the demonstrator how and what he wants him to do. The demonstrator executes the movement as the instructor describes it. Then the instructor has the demonstrator execute the movement at normal cadence.

(2) This is a sample of how an instructor teaches the demonstration stage when using the talk-through method of instruction to teach the command *Column Right March*:

• "We have seen the diagram on the white board of how this movement is executed. Now we will demonstrate it. The squad leaders have practiced, and will be my demonstrators. Imagine that a platoon of Cadets is lined up in column formation behind them."

• "***Demonstrators*, POST.** I will use the talk-through method of instruction. On the command of execution MARCH, the base squad, or fourth squad executes the movement as in squad drill, except that the squad leader takes one 24-inch step and then takes up the *Half Step*. The squad leader continues marching with the Half Step until the other squad leaders catch up to him. The other squad leaders, while maintaining correct interval, execute a 45-degree pivot and continue marching in an arc. As they come on line with the 4th Squad Leader, they take up the *Half Step*. When all squad leaders are abreast of each other, they step off with a 24-inch step without command. All other platoon members march forward on the command of execution and execute the column movement at approximately the same place as their squad leader and in the same manner."

• "**Demonstrators, Forward, MARCH. Column Right, MARCH.** Note the fourth squad's pivot is 90-degrees, while all the other pivots are 45-degrees. **Column Right, MARCH.** Note that the first, second, and third squad leaders arc around after they pivot –they don't take a second pivot. **Column Right, MARCH. C**adets are marching at attention, staying in step, and keeping their dress, cover, interval and distance. **Column Right, MARCH. Demonstrators, HALT. At Ease."**

• "Platoon, what are your questions pertaining to *Column Right March*? Does anyone need to see a demonstration of only one squad at a time, or step-by-step?" (Clarify all questions.)

• "**Demonstrators, ATTENTION.** You will be my assistance instructors. **FALL OUT."**

NOTE: Individuals are talked into position rather than through the position. With a moving demonstration, it isn't realistic to make anything but brief comments once the demonstration has started. Explain the details of the movement so that the Cadets know what to look for, and have the demonstrator(s) repeat the movement several times.

By-the-Numbers Method of Instruction. *By-The-Numbers* is the command used to begin instructing one count at a time. *Without-The-Numbers* is the command used to terminate single-count instruction and return to normal cadence. The explanation and demonstration are combined. Movements are explained and demonstrated one count at a time. The instructor has the demonstrator execute the movement **by the numbers** (one count at a time). The instructor then has the demonstrator execute the movement at normal cadence.

This is how an instructor teaches the demonstration stage using the by-the-numbers method of instruction:

• "***Demonstrator,* POST**. I will use the by-the-numbers method of instruction. *Port Arms* from *Order Arms* is a two-count movement. On the command of execution **ARMS** of Port, **ARMS**, this being count one, grasp the rifle with the right hand and raise the rifle diagonally across the body, keeping the right elbow down alongside the rifle (without strain). With the left hand, simultaneously grasp the rifle at the balance (grasping the wood stock right above the receiver) so that the rifle is about 4 inches (a fist) from the body. **By-the-numbers, Port, ARMS**."

• "On count two, release the grasp of the rifle with the right hand and regrasp the rifle at the small of the stock. Keep the rifle held diagonally across the body, about 4 inches from the belt, elbows drawn in at the sides, and ensure the right forearm is horizontal, thus assuming the position of *Port Arms*. **Ready, TWO**."

• "*Order Arms* from *Port Arms* is a three-count movement. On the command of execution **ARMS** of **Order, ARMS**, this being count one, release the grasp of the rifle with the right hand and move the right hand up and across the body, approaching the front sight assembly from the right front, and firmly grasp the handguard without moving the rifle. Ensure the right elbow remains down without strain. **Order, ARMS**."

• "On count two, release the grasp of the rifle with the left hand, and with the right hand lower the rifle to the right side until it is about 1 inch off the ground. At the same time, guide the rifle into place with the left hand at the front sight, fingers and thumb extended and joined, palm facing the body. **Ready, TWO**."

• "On count three, sharply move the left hand to the left side as in the *Position of Attention* and, at the same time, gently lower the rifle to the ground with the right hand, assuming the position of *Order Arms*. **Ready, THREE**."

• "At normal cadence, these commands (movements) are as follows: **Without-the-numbers, Port, ARMS**. **Order, ARMS**. **AT EASE**"

• "Platoon, what are your questions pertaining to *Port Arms* from *Order Arms* and *Order Arms* from *Port Arms* when executed at normal cadence or when executed by-the-numbers?" (Clarify all questions.)

• "**Demonstrator, ATTENTION**. You will be my assistant instructor. **FALL OUT**."

(Notice that there is no **Ready, ONE** command.)

STAGE 3: PRACTICE
The practice stage is executed in the same manner as the demonstration stage except that the instructor uses the proper designator for the size of his element. The instructor does not have his element execute the movement at normal cadence until his element has shown a satisfactory degree of proficiency executing the movement using the selected method of instruction.

Remember: NAME & EXPLAIN, DEMONSTRATE, and PRACTICE.

3-4. Instructional Techniques

A drill instructor must know and understand the techniques that are effective in teaching drill. You want to give your Cadets every advantage to learn drill movements correctly the first time, and offer them practice that allows them to perform to standard together as one unit.

FORMATIONS

TC 3-21.5 outlines the U-Formation, the Line Formation, and the Extended Rectangular Formation. You may use any of these to teach drill. It is important to select a formation that allows every Cadet to see and hear your instruction, and gives them appropriate practice opportunity to ensure they complete the instruction session understanding what you have taught and able to perform it.

We don't use the U-Formation much in the Cadet Corps. You're welcome to research it in TC 3-21.5, paragraph 2-4a. We normally use the Line Formation, as it is the normal formation Cadets are used to assuming when they fall in, and they can immediately start practicing movements without changing

formation. When using the Line Formation, it can be useful to adjust so that all Cadets can see the instructor and demonstrator. It is recommended that the first rank kneels (right knee), second rank executes one *12-Inch Step to the Left* and kneels (left knee), third rank stands fast, and the fourth rank takes one *12-Inch Step to the Left*. The instructor adjusts any additional ranks as necessary to ensure they are uncovered. This formation can quickly be formed by commanding **Instructional Formation, MARCH**. To re-form the unit into a line formation, the command is **FALL IN**. The members of the platoon execute in the reverse manner as prescribed above.

NOTE: When conditions do not warrant kneeling, Cadets may be directed to remain standing and to uncover. To assemble the unit, the command **FALL IN** is given.

An alternative formation is the Extended Rectangular Formation, which you should be familiar with from doing Physical Training.

 (1) To form the extended rectangular formation, the instructor commands **Extend to the left, MARCH**. All right flank Cadets stand fast and extend their arms at shoulder level, elbows locked, fingers and thumbs extended and joined, palms facing down. All other Cadets turn to the left and double-time forward. After taking a sufficient number of steps, the Cadets stop and face to the front and extend their arms in the same manner as the right flank Cadets, ensuring that there is about 12 inches between fingertips of all Cadets. Dress is to the right and cover is to the front. The remainder of the body is in the position of attention.

NOTE: It is unclear in Army publications whether the cadets on the flanks extend both arms, or just the arm toward the interior of the platoon (TC 3-21.5 para 2-4.c.1 or FM 7-22 para 7-7). Traditionally, soldiers have put up both arms regardless of position, but it now varies. A unit should determine how they want to do it, and stick to one method.

 (2) The instructor then commands **Arms downward, MOVE**. The Cadets lower their arms sharply to the sides as in the position of attention.

 (3) The instructor then commands **Left, Face**. All Cadets execute a left face.

 (4) The instructor then commands **Extend to the left, MARCH**. All Cadets execute as previously described.

 (5) The instructor then commands **Arms downward, MOVE**. All Cadets execute as previously described.

 (6) The instructor then commands **Right, FACE**. All Cadets execute a right face.

 (7) The instructor then commands **From front to rear, COUNT OFF**. (**COUNT OFF** is the entire command of execution). Each member of the first rank turns their head and eyes to the right and counts off with "**ONE**," then faces back to the front. The remaining ranks execute in the same manner as the first rank counting off in the same manner as the first rank until the entire formation has counted off. The members of the last (rear) rank do not turn their head and eyes.

 (8) The instructor then commands **Even numbers to the left, UNCOVER**. All even numbered Cadets jump squarely in the center of the interval, resuming the position of attention. The formation is now prepared for instruction.

 (9) To return the formation to the original configuration, the instructor commands **Assemble to the Right, MARCH**. All Cadets double-time to their original position in formation.

d. The instructor may find the circular formation more suitable for training. This works great for PT, but can also be used in teaching individual drill movements or the manual of arms.

 (1) The instructor positions himself in front of the lead Cadet in the lead squad and commands **Circle formation, FOLLOW ME**. The instructor double-times in a circle large enough for the formation and moves to the center of the circle. The members of the lead squad follow at an arm's length plus 6 inches

(approximately 36 inches total). The squad leaders of the following squads begin double-timing at the correct distance from the last Cadet in the preceding squad without command. After the entire formation is in a circle, the instructor comes to the position of attention and commands **Quick time, MARCH**. The Cadets begin marching normally. The instructor then gives directives to individual Cadets and corrects the distance between them until each member is at approximately double arm interval.

   (2) The instructor then commands the formation to *Halt* using the appropriate preparatory command.

   (3) The instructor then commands **Left, FACE**. All personnel face toward the instructor. The formation is now ready for instruction.

   (4) To return the formation to its original configuration, the instructor commands the formation to attention and commands **FALL OUT**, and then **FALL IN**. On the command **FALL IN**, all Cadets return to their original position in a line formation.

INSTRUCTORS

When acting as instructors or assistant instructors, officers and noncommissioned officers go wherever they are needed. They correct mistakes and ensure steadiness and proper performance in ranks. When an individual shows that he is unable to execute the proper movements or assume the proper position, the instructor may physically assist the Cadet. Sometimes the Cadet needs more individual guidance than a quick correction takes. It is appropriate for an assistant instructor to take the Cadet out of the formation, work with them until they have the movement down correctly, then have them return to the formation.

CADENCE COUNTING

To enable Cadets to learn or maintain cadence and develop rhythm, the instructor should have them count cadence while marching. To count cadence while marching at quick time, the instructor gives the preparatory command, **Count Cadence**, as the left foot strikes the ground, and the command of execution, **COUNT**, the next time the left foot strikes the ground. The Cadet begins to count the next time the left foot strikes the ground and counts as each foot strikes the ground—**ONE, TWO, THREE, FOUR; ONE, TWO, THREE, FOUR**. To count cadence while double-timing, the procedures are basically the same, except the Cadet only counts each time the left foot strikes the ground. To maintain cadence when marching, Cadets will be allowed to sing, or a drummer's beat may provide cadence.

Instructors should ensure the unit is marching in step, but should not spend all their time calling cadence. Only call cadence if your unit is out of step. Your time as an instructor is better spent giving feedback to the unit on how they can improve in all aspects of marching (not just staying in step). It's important to give feedback on both what the unit is doing well and what they can improve on.

As Cadets begin to master the art of drill, instructors try to create a spirit of competition among individuals and between units. Although repetition is necessary when teaching drill, instructors use competitive drill exercises to ensure that drill does not become boring or monotonous. Drill games can be fun, but be careful not to lose control of the formation. The purpose of drill is to meet a standard; if you can engage in chase-type drill games while still meeting that standard, great. If the Cadets can't control their enthusiasm and start cutting corners, then drill games are destructive to learning drill.

3-5. Rules

The following rules for giving commands apply to the commander when the unit drills as a separate unit and not as part of a larger formation.

1. When at the *Halt,* the commander faces the troops when giving commands. The leader gives commands from the *Position of Attention*. When the unit is in a rest position, present arms, or executing positions other than the *Position of Attention*, the leader returns to the position of attention to give the next command. It is not necessary to execute stationary commands with the unit (present arms, rest positions, facing movements, etc.). When drilling the unit, the commander should focus on the Cadets and give feedback as to their performance (good or bad).

2. On commands that set the unit in motion (marching from one point to another), the commander moves simultaneously with the unit to maintain correct position within the formation. The commander marches in step with the unit.

3. When executing commands with the unit while facing the unit, the commander mirrors the unit; in other words, if the command is *Left Face*, the commander executes *Right Face* (if he chooses to execute the command with the unit). If the command is *Right Step March*, the commander executes *Left Step March*.

4. When marching*,* the commander turns his head in the direction of the troops to give commands.

5. When elements drill as part of a larger unit, the rules for supplementary commands apply.

6. The commander gives the command **AS YOU WERE** to revoke a preparatory command that he has given. The command **AS YOU WERE** must be given before the command of execution. The commander cannot cancel the command of execution with **AS YOU WERE**. If an improper command is not revoked, the personnel execute the movement in the best manner possible.

7. The preparatory command and the command of execution are given as the heel of the foot corresponding to the direction of the movement strikes the ground.

3-6. Commands

We covered the basics of Two-Part Commands and Combined Commands in Chapter 1. Other types of commands that a drill commander needs to know are Supplementary Commands and Directives.

SUPPLEMENTARY COMMANDS
Supplementary commands are oral orders given by a subordinate leader that reinforce and complement a commander's order. They ensure proper understanding and execution of a movement. For company formations, supplementary commands are given by the platoon leaders/sergeants. For battalion formations, supplementary commands are given by the company commanders/first sergeants. Brigade commanders usually give directives, not commands; the battalion commander then gives the command, with supplementary commands given by the company commanders.

A supplementary command may be a preparatory command, a portion of a preparatory command, or a two-part command. It is normally given between the preparatory command and the command of execution. However, when a command requires an element of a unit to execute a movement different from other elements within the same formation, or the same movement at a different time, subordinate leaders give their supplementary commands at the time prescribed by the procedures covering that particular movement.

EXAMPLE:
The platoon is in column formation, and the platoon leader commands *File from the Left* (pause), **MARCH.** The first squad leader commands *Forward;* the second, third and fourth squad leaders command **STAND FAST**. On the command of execution **MARCH**, the first squad marches forward. At the appropriate time, the second squad leader commands *Column Half Left,* **MARCH**. The second squad executes a column half left, then inclines to the right to follow the first squad. At the appropriate time, the third and fourth squad leaders do the same as the second squad, following the squad in front of them with the proper distance (36 inches) between Cadets.

A subordinate leader gives all supplementary commands over his right shoulder except when his command is based on the actions of an element on his left or when the sub element is to execute a *Column Left (Half Left)* or *Left Flank.* Giving commands over the left shoulder occurs when changing configuration or a formation, such as forming a file or a column of fours and re-forming.

EXAMPLE:
The platoon is in column formation and is executing *File from the Left*, **MARCH**. The left flank squad leader will give the supplementary command *Forward* over the left shoulder, since the movement will be to the left. The other squad leaders will give the supplementary command **STAND FAST** over the left shoulder as their movement will be to the left and is based on an element to the left.

NOTE: When in formation at present arms and the preparatory command *Order* of *Order,* **ARMS** is given, subordinate leaders terminate their salute before giving their supplementary command.

Supplementary commands are not given by a subordinate leader for the combined commands **FALL IN, AT EASE, REST** or for mass drill when his element forms as part of a massed formation. However, supplementary commands are given when forming a mass or when forming a column from a mass.

In company drill. except for commands while in mass formation or combined commands, platoon leaders give supplementary commands following all preparatory commands of the commander. When the preparatory command is *Company,* the platoon leaders immediately come to *Attention* and command *Platoon.* The company commander allows time for all supplementary commands before giving the command of execution.

When no direction is given, the response is understood to be *Forward*; when no rate of march is given, the response is *Quick Time*. Normally, when a direction or rate of march is included in the preparatory command, only the direction or rate of march is given as a supplementary command. Examples are *Forward (Forward),* **MARCH.** *Column Right (Column Right or Continue to March),* **MARCH.** *Double Time (Double Time),* **MARCH.** *Continue to March* is the supplementary command given to the units that don't execute the movement on the command of execution. For example, the platoon leader commands *Continue to March*, then when the platoon reaches the point where the platoon in front of them turned, he/she gives the command *Column Right*, **MARCH** for his/her platoon.

DIRECTIVES
Directives are oral orders given by the commander that direct or cause a subordinate leader to take action. The commander gives directives rather than commands when it is more appropriate for subordinate elements to execute a movement or perform a task as independent elements of the same formation. Directives are given in sentence form and are normally prefaced by the terms **HAVE YOUR UNITS** or **BRING YOUR UNITS**.

EXAMPLES:
HAVE YOUR UNITS OPEN RANKS AND STACK ARMS
BRING YOUR UNITS TO PRESENT ARMS
HAVE YOUR PLATOONS DRESS RIGHT

TAKE CHARGE OF YOUR UNITS is the <u>only</u> directive on which a commander relinquishes his command and on which salutes are exchanged.

3-7. The Command Voice
A correctly delivered command will be understood by everyone in the unit. Correct commands have a tone, cadence, and snap that demand willing, correct, and immediate response.

VOICE CONTROL
The loudness of a command is adjusted to the number of Cadets in the unit. Normally, the commander is to the front and center of the unit and speaks facing the unit so that his voice reaches everyone.

The voice must have carrying power, but excessive exertion is unnecessary and harmful. A typical result of trying too hard is the almost unconscious tightening of the neck muscles to force sound out. This produces strain, hoarseness, sore throat, and worst of all, indistinct and jumbled sounds instead of clear commands. Ease is achieved through good posture, proper breathing, correct adjustment of throat and mouth muscles, and confidence.

The best posture for giving commands is the position of *Attention.* Cadets in formation notice the posture of their leader. If his posture is unmilitary (relaxed, slouched, stiff, or uneasy), the subordinates will imitate it.

The most important muscle used in breathing is the diaphragm—the large muscle that separates the chest cavity from the abdominal cavity. The diaphragm automatically controls normal breathing and is used to control the breath in giving commands.

The throat, mouth, and nose act as amplifiers and help to give fullness (resonance) and projection to the voice.

DISTINCTIVENESS
Distinctiveness depends on the correct use of the tongue, lips, and teeth, which form the separate sounds of a word and group the sounds into syllables. Distinct commands are effective; indistinct commands cause confusion. All commands can be pronounced correctly without loss of effect. Emphasize correct enunciation (distinctiveness). To enunciate clearly, make full use of the lips, tongue, and lower jaw.

To develop the ability to give clear, distinct commands, practice giving commands slowly and carefully, prolonging the syllables. Then, gradually increase the rate of delivery to develop proper cadence, still enunciating each syllable distinctly.

INFLECTION
Inflection is the rise and fall in pitch and the tone changes of the voice.

The preparatory command is the command that indicates movement. Pronounce each preparatory command with a rising inflection. The most desirable pitch, when beginning a preparatory command, is near the level of the natural speaking voice. A common fault with beginners is to start the preparatory command in a pitch so high that, after employing a rising inflection for the preparatory command, it is impossible to give the command of execution with clarity or without strain. A good rule to remember is to begin a command near the natural pitch of the voice.

The command of execution is the command that indicates when a movement is to be executed. Give it in a sharper tone and in a slightly higher pitch than the last syllable of the preparatory command. It must be given with plenty of snap. The best way to develop a command voice is to practice.

In combined commands, such as **FALL IN** and **FALL OUT**, the preparatory command and command of execution are combined. Give these commands without inflection and with the uniform high pitch and loudness of a normal command of execution.
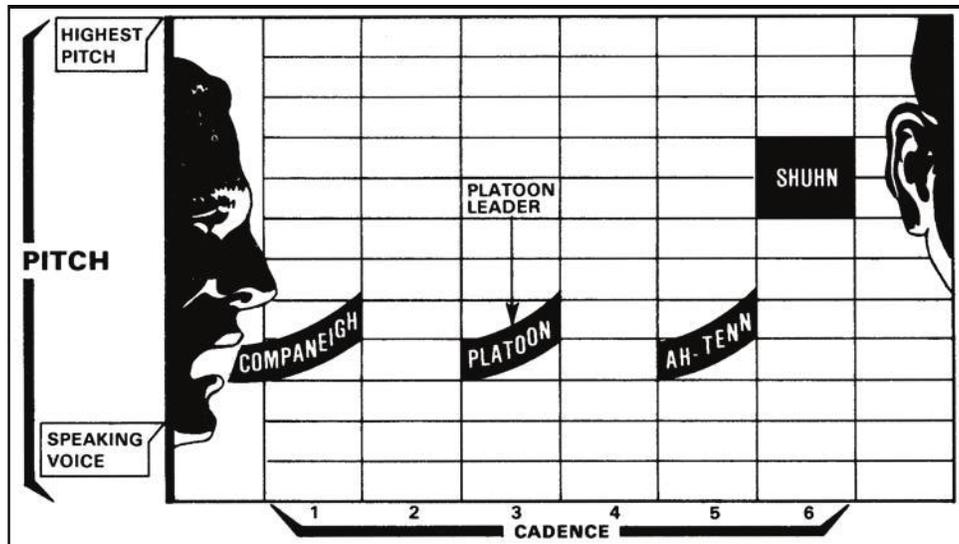
Figure 3-1. Diagram of a command

CADENCE

Cadence, in commands means a uniform and rhythmic flow of words. The interval between commands is uniform in length for any given troop unit. This is necessary so that everyone in the unit will be able to understand the preparatory command and will know when to expect the command of execution.

Left (*pause*),   **FACE** (*immediately do first count – ONE*)   (*then second count – TWO*)

Seconds:
One and   *Two* and   *Three*
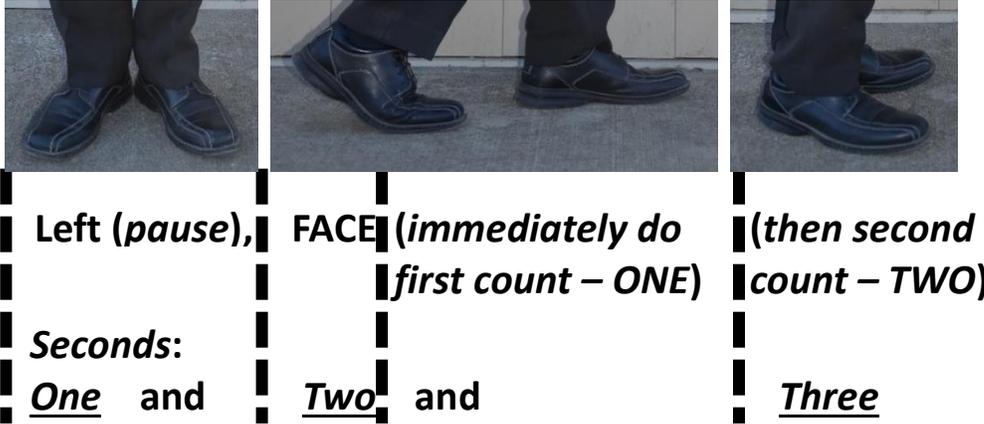
For the squad or platoon *marching,* except when supplementary commands need to be given, the interval of time is that which allows one step (or count) between the preparatory command and the command of execution. The same interval is used for commands given at the *Halt.* Longer commands, such as **Right Flank,** MARCH, must be started so that the preparatory command will end on the proper foot, and leave a full count between the preparatory command and command of execution. A good rule of thumb is for the *LAST WORD OF THE PREPARATORY COMMAND* to fall when the appropriate foot strikes the ground.

When supplementary commands are necessary, the commander should allow for one count between the preparatory command and the subordinate leader's supplementary command, and an additional count after the subordinate command but before the command of execution.

Co Cdr:
MARCH

Plt Ldr:
Column Right

Co Cdr:
Column Right

Start here and move up

Pivot Cadet:
Right Squad Ldr
in 1st Plt
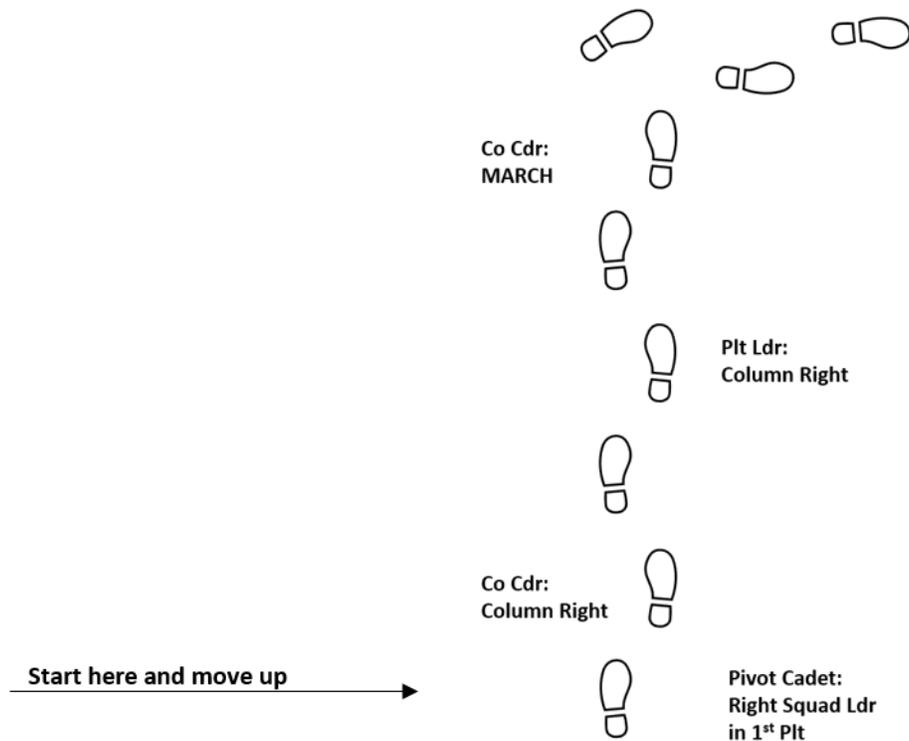
Cadence of Column Right, MARCH with Supplementary Command

Chapter 4: Squad Drill

4-1. Basic Information

The squad has two prescribed formations - **line and column.** The squad may be formed into a column of twos from a column formation. When the squad is in line, squad members are numbered from right to left; when in column, from front to rear. The squad normally marches in column, but for short distances it may march in line.

SQUAD IN LINE (RANK)

SQUAD COLUMN (FILE)
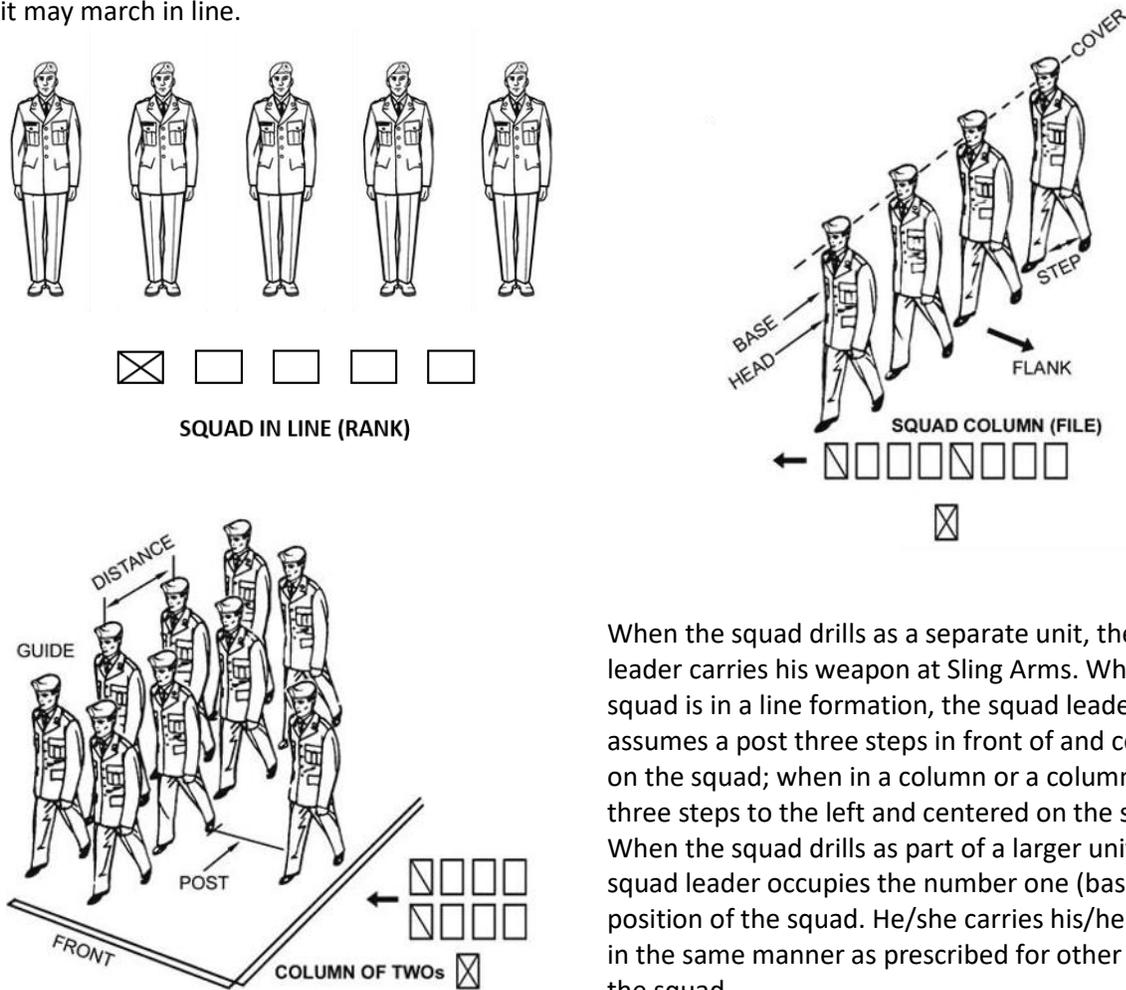
COLUMN OF TWOs

When the squad drills as a separate unit, the squad leader carries his weapon at Sling Arms. When the squad is in a line formation, the squad leader assumes a post three steps in front of and centered on the squad; when in a column or a column of twos, three steps to the left and centered on the squad. When the squad drills as part of a larger unit, the squad leader occupies the number one (base) position of the squad. He/she carries his/her weapon in the same manner as prescribed for other cadets in the squad.

4-2. Forming the Squad

The squad normally forms in a line formation; however, it may re-form in column when each member can identify his exact position (equipment grounded) in the formation.

To form at normal interval, the squad leader comes to the *Position of Attention* and commands **FALL IN.** On the command **FALL IN,** the following actions occur simultaneously:

Each member double-times to his/her position in the formation.

The right flank Cadet positions himself/herself so that when the squad is formed it is **three steps in front of and centered on the squad leader**.

The right flank Cadet comes to the *Position of Attention* and **raises his/her left arm laterally at shoulder level, elbow locked, fingers and thumb extended and joined, and palm facing down.** He/she ensures that the left arm is in line with the body.

The person to the immediate left of the right flank Cadet comes to the *Position of Attention,* turns his/her head and eyes to the right, and raises his/her left arm in the same manner as the right flank person. He/she obtains proper alignment by taking short steps forward or backward until he/she is on line with the right flank person. He/she then obtains exact interval by taking short steps left or right until his/her shoulder touches the extended fingertips of the right flank person**. As soon as the Cadet to the left has obtained *Normal Interval,* each Cadet individually lowers his/her arm to his/her side, sharply turns his/her head and eyes to the front, and assumes the *Position of Attention.***

All other members of the squad form in the same manner except that the **left flank cadet does not raise his/her left arm**.

NOTE: The right flank Cadet raises his/her arm and looks straight to the front unless the squad is to align on an element to its right. If he/she is to align on an element to the right he/she turns his/her head and eyes to the right and aligns himself with that element.

To form at *Close Interval,* the formation is completed in the manner prescribed for **Normal Interval,** except that the command is ***At Close Interval,*** **FALL IN**. Squad members obtain *Close Interval* by placing the heel of the left hand on the left hip even with the waist, fingers and thumb joined and extended downward, and with the elbow in line with the body and touching the arm of the person to the left.

> **Interval** is the amount of space between individuals side by side. One arm's length (normal) or 4" (close)
>
> **Distance** is the amount of space between individuals from front to rear. 36" or one arm's length + 6"

To form in column*,* the squad leader faces the proposed flank of the column and commands ***In Column,*** **FALL IN**. On the command of execution **FALL IN**, squad members double-time to their original positions (grounded equipment) in formation and cover on the cadet to their front.

NOTE: *ALIGNMENT* **i**s important at all times, whether standing in formation or while marching. The distance between cadets from front to rear is approximately 36 inches (one arm's length plus 6 inches), whether in line or column formation. While marching, cadets must use their peripheral vision to keep alignment to their left and right and maintain distance to their front.

When armed, squad members fall in at ***Order Arms***. Normally, the command ***Inspection***, **ARMS** is given at the beginning and end of the day. Because the Cadet Corps uses replica weapons that do not fire, many of which don't have operating bolts or receiver groups, and those which do are easily broken, the requirement to execute ***Inspection Arms*** is waived.

4-3. Counting Off

The squad may count off in line or column formation. The command is *Count,* **OFF**.

When the squad is in a **line formation**, the counting is **executed from right to left.** On the command of execution **OFF**, each squad member, except the right flank Cadet, turns his/her head and eyes to the right, and the right flank Cadet counts off **"ONE."** After the Cadet on the right counts off his/her number, the Cadet to his/her left counts off with the next higher number while simultaneously turning his/her head and eyes to the front. All the other members execute count off in the same manner until the entire squad has counted off.

When the squad is in **column formation**, the counting is **executed from front to rear.** On the command of execution **OFF,** the Cadet at the head of the column turns his/her head and eyes to the right and counts over his/her shoulder, **"ONE,"** then immediately returns to the *Position of Attention*.

All other squad members count their numbers in sequence in the same manner as the number one Cadet; the last Cadet in the file does not turn his/her head and eyes to the right when sounding off.

4-4. Changing Interval While in Line

To change interval while in line, use the following procedures:
NOTE: To ensure that each member understands the number of steps to take, the squad leader should command *Count,* **OFF** before giving any commands that cause the squad to change interval**. Squad members do not raise their arms when changing interval.**

To obtain *Close Interval* from *Normal Interval,* the command is ***Close Interval,*** **MARCH.** On the command of execution **MARCH,** the right flank person (number one Cadet) stands fast*.* All personnel to the left of the number one Cadet execute *Right Step March,* take one step less than their number (for example, number five Cadet takes four steps), and *Halt.*

NOTE: The squad leader takes the correct number of steps to maintain his/her position of three steps in front of and centered on the squad.

To obtain *Normal Interval* from *Close Interval,* the command is ***Normal Interval****,* **MARCH.** On the command of execution **MARCH,** the right flank Cadet stands fast*.* All Cadets to the left of number one Cadet execute *Left Step March,* take one step less than their number **(for example, number nine Cadet takes eight steps), and** *Halt.*

To obtain *Double Interval* from *Normal Interval,* the command is ***Double Interval,*** **MARCH.** On the command of execution **MARCH,** the right flank person stands fast*.* All Cadets to the left of number one Cadet face to the left as in marching*,* take one 30-inch step less than their number **(for example, number seven Cadet takes six steps),** *Halt,* **and execute** *Right Face.*

To obtain *Normal Interval* from *Double Interval,* the command is ***Normal Interval,*** **MARCH.** On the command of execution **MARCH,** the right flank Cadet stands fast*.* All Cadets to the left of the number one Cadet face to the right as in marching*,* take one 24-inch step less than their number **(for example, number three Cadet takes two steps),** *Halt,* **and execute** *Left Face.*

To align the squad in line at Normal Interval, the commands are **Dress Right, Dress** and **Ready, FRONT**.

NOTE: When Cadets are armed, **t**hese commands are given only when Cadets are at Order Arms or Sling Arms.

On the command of execution **DRESS**, the right flank Cadet stands fast. Each squad member, except the right flank Cadet, sharply turns his/her head and eyes to the right and aligns himself/herself with the Cadet on his/her right. Each squad member except the left flank Cadet extends his/her left arm laterally at shoulder level, elbow locked, fingers and thumb extended and joined, palm facing down. He/she ensures his/her left arm is in line with his body and positions himself/herself by short steps right or left until his/her right shoulder touches the fingertips of the Cadet on his/her right. On the command of execution **FRONT,** each squad member returns sharply to the **Position of Attention.**

To align the squad in line at *Close Interval,* the commands are ***At Close Interval, Dress Right,*** **DRESS** and ***Ready,* FRONT.** The movement is executed in the same manner prescribed for alignment at *Normal Interval* except that the squad members obtain *Close Interval* by placing the heel of the left hand on the left hip even with the waist, fingers and thumb joined and extended downward, and with the elbow in line with the body and touching the arm of the person to the left.

To align the squad in line at *Double Interval,* the commands are ***At Double Interval, Dress Right,*** **DRESS** and ***Ready,* FRONT.** These commands are given only when the troops are unarmed or at *Sling Arms.* On the command of execution **DRESS,** each squad member (except the right flank Cadet) turns his/her head and eyes to the right and aligns himself/herself on the Cadet on his right. At the same time, each squad member (except the right and left flank Cadets) extends both arms and positions himself/herself by short steps right or left until his/her fingertips are touching the fingertips of the squad members on

his/her right and left. The right flank Cadet raises his/her left arm; the left flank Cadet raises his right arm.

To align the squad in column, the commands are **COVER** and **RECOVER.** On the command **COVER**, each member (except the number one Cadet) raises his/her left arm to a horizontal position, elbow locked, fingers and thumb extended and joined, palm facing down, and obtains an arm's length plus about 6 inches (from the fingertips) to the back of the Cadet to his/her front. At the same time, each Cadet aligns himself/herself directly behind the Cadet to his/her front. To resume the *Position of Attention,* the command **RECOVER** is given. On this command, each squad member sharply returns to the *Position of Attention.*

NOTE: This command may **not** be given while in line; **only in column formation**.

4-6. Marching the Squad

To march the squad, use the following procedures:

The command is *Forward*, **MARCH**. It is executed as describe for individual drill. The command to stop marching is *Squad*, **HALT**.

For short distances only, the squad may be marched forward while in a line formation.

When marching long distances, the squad is marched in column. To form a column formation from a line formation, the command is **Right, FACE**.

When a column formation is originated from a line formation at Close Interval, the squad may be marched for short distances at the Half Step with less than correct distance. To obtain correct distance while marching with less than correct distance, the command is *Extend,* **MARCH**. On the command of execution **MARCH**, the number one Cadet takes one more 15- inch step and then steps off with a 30-inch step. Each squad member begins marching with a 30-inch step at the approximate point where the number one Cadet stepped off, or as soon as correct distance has been obtained.

4-7. Changing the Direction of a Column

To change the direction of a column, use the following procedures:

From the *Halt,* the command to start the squad in motion and simultaneously change the direction of march 90 or 45 degrees is *Column Right (Left),* **MARCH** or *Column Half Right (Left),* **MARCH**. On the command of execution **MARCH**, the lead Cadet faces to the right (left) as in marching by pivoting to the right (left) on the ball of the right foot and stepping off in the indicated direction taking a 24-inch step with the left foot, and continues to march. Arms are pinned to the side during the 90-degree pivot.

 The number two Cadet adjusts his/her step by lengthening or shortening as necessary to reach the approximate pivot point of the lead person. When he/she reaches the approximate pivot point of the lead person, he/she pivots to the right (left) on the ball of the lead foot taking a 24-inch step with the trail foot in the new direction.

All other squad members step off with the left foot and continue to march forward taking 24-inch steps and execute in the same manner as the number two Cadet in approximately the same place until the entire squad has executed the column movement.

To change the direction of march 90 or 45 degrees <u>when marching</u>, the preparatory command *Column Right (Left)* or *Column Half Right (Half Left)* is given as the foot (in the desired direction) strikes the ground. The command of execution **MARCH** is given the next time the foot in the desired direction strikes the ground. On the command of execution **MARCH**, the lead person takes one additional step, pivots in the commanded direction as the pivot foot strikes the ground, and continues to march in the new direction. Other members continue to march forward and execute the pivot as prescribed from the *Halt.* Arms are pinned to the side during the 90-degree pivot.
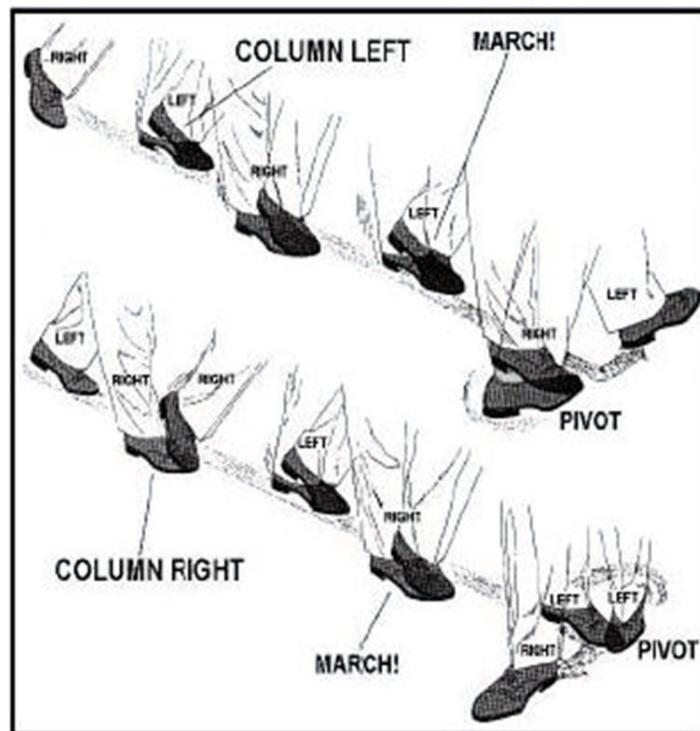
To avoid an obstacle in the line of march, the squad leader directs, **INCLINE LEFT (RIGHT).** The lead person inclines left (right) around the obstacle and resumes the original direction. **All other members follow the lead person.**

4-8. Marching to the Flank

The squad may be marched to the flank (for short distances only) when marching in column. The command for this movement is *Right (Left) Flank,* **MARCH**. The preparatory command is given as the foot in the desired direction strikes the ground, and the command of execution is given the next time the foot in the desired direction strikes the ground.

On the command of execution **MARCH**, all squad members take one more step, **pivot** 90 degrees in the commanded direction on the ball of the lead foot, and step off in the new direction with the trailing

foot. Arms are pinned to the sides during the pivot. As the squad members begin to march in the new direction, **they glance out of the corner of the right eye and dress to the right, maintaining proper dress, cover, interval and distance.**

The pivot in both column and flanking movements should always be sharp, crisp, and precise.

4-9. Forming a Column of Twos and Reforming

To form a column of twos and re-form, use the following procedures:

Forming a column of twos from a file is executed only from the *Halt.* The command is ***Column of Twos to the Right (Left),*** **MARCH.** On the preparatory command, the <u>lead team leader</u> commands **STAND FAST.** The <u>trailing team leader</u> commands ***Column Half Right (Left).***
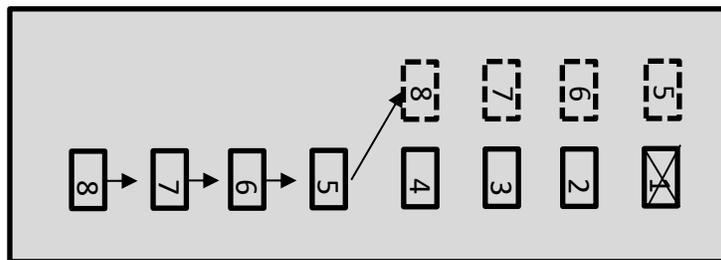
On the command of execution **MARCH,** the <u>trailing team leader</u> executes a *Column Half Right (Left),* inclines to the left or right when the correct interval is obtained, and commands ***Mark time,*** **MARCH** and ***Team,*** **HALT** to *Halt* abreast of the lead team leader.

Forming a file from a column of twos is executed only from the *Halt.* The command is ***File from the Left (Right),*** **MARCH.** On the preparatory command, the lead team leader commands **FORWARD**. The trailing team leader commands **STAND FAST**. On the command of execution **MARCH,** the <u>lead team</u> marches forward. The <u>trailing team leader</u> commands ***Column Half Left (Right)*** when the second Cadet from the rear of the lead team is abreast. He/she gives the command **MARCH** when the last Cadet of the lead team is abreast of him/her and his/her <u>right</u> foot strikes the ground. The trailing team leader, followed by the Cadets in his/her team, then inclines right or left to follow the lead team at the correct distance.
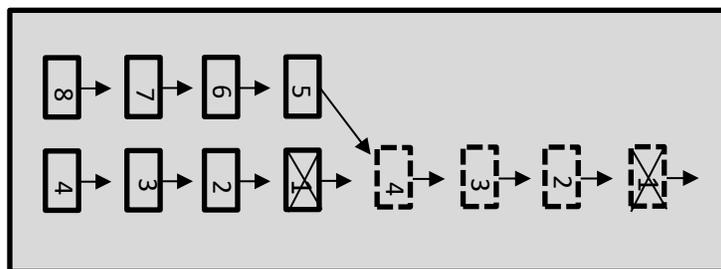
Commands are given over the team leader's right shoulder if the direction of movement is to the right or if the team is following an element to its right. Commands are given over the left shoulder if the direction of movement is to the left or if the team is following an element to its left.

4-10. Dismissing the Squad

The squad is dismissed with the members at *Attention.* With unarmed troops, the command is DISMISSED. Unless otherwise stated (by the person in charge in his instructions before the command DISMISSED), the command DISMISSED terminates only the formation, not the duty day.

The command **FALL OUT** may be used; the squad members stay in the immediate area, but not in formation. They remain prepared to **FALL IN** when commanded to do so.

Chapter 5: Platoon Drill

5-1. Basic Information

The platoon has two prescribed formations—line and column. However, the platoon may be formed into a file or a column of twos from a column formation. When in a line formation, the squads of a platoon are numbered from front to rear; in a column formation, from left to right.

PLATOON IN LINE
(FOUR SQUADS)

PLATOON IN COLUMN
(FOUR SQUADS)

PLATOON IN LINE
(THREE SQUADS)

PLATOON IN COLUMN
(THREE SQUADS)

PLATOON IN LINE
(FOUR SQUADS)
(WITHOUT PLATOON LEADER

PLATOON IN LINE
(FOUR SQUADS)
(WITHOUT PLATOON LEADER
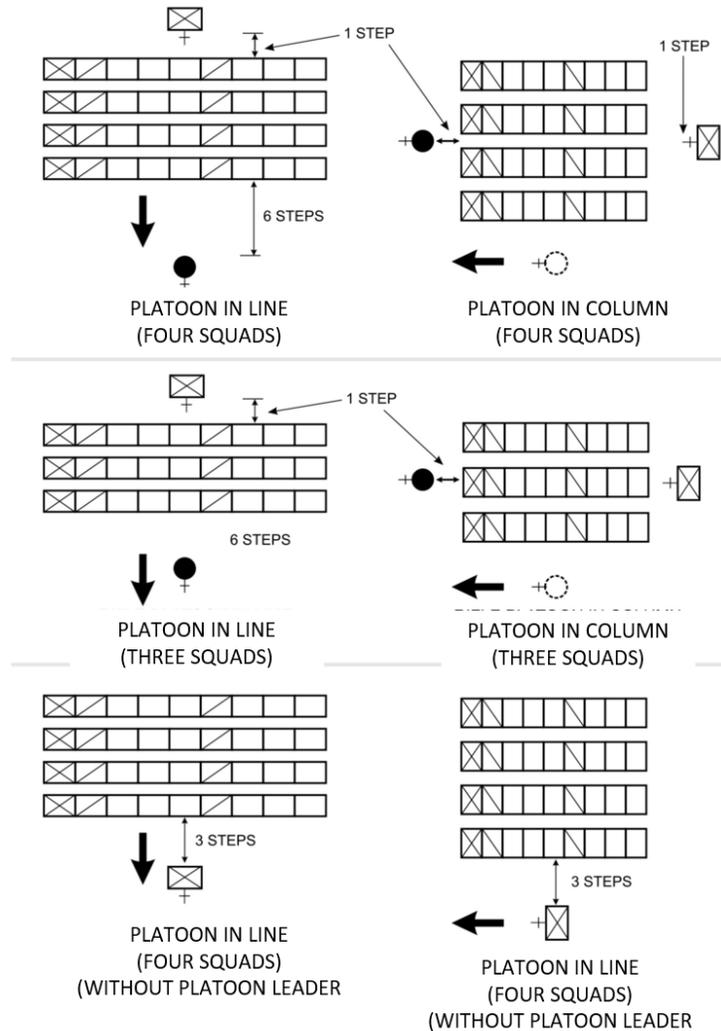
For the most part, platoon drill merely provides the procedures for executing drill movements in conjunction with other squads formed in the same formation. Individual drill movements and the manual of arms are executed as previously described while performing as a squad member during the conduct of platoon drill. For continuity purposes in this chapter, "platoon sergeant" may also denote "platoon leader" when the platoon sergeant is executing his drill from his post behind the platoon.

The leader of the first squad serves as the base when the platoon is in a line formation. The leader of the last squad serves as the base when the platoon is in a column formation.

The platoon marches in the same manner prescribed for the squad. When the platoon is marching in a line, the first squad leader serves as the guide, and when the platoon is marching in a column, the fourth squad leader serves as the guide. When marching in line or column, each member of each squad (glancing out of the corner of his right eye) maintains alignment on the Cadet to his/her right, while covering on the Cadet in front of him/her.

During all drill and ceremonies, if the platoon is armed, the platoon leader and platoon sergeant carry their rifles at *Sling Arms.* When the platoon drills as part of a larger unit, the platoon leader and platoon sergeant remain at *Sling Arms* during all manual of arms movements*.*

Platoon Sergeant's Post.

When the platoon drills as a separate unit or as part of a larger unit in a line formation, without officers present, the post for the platoon sergeant is three steps in front of and centered on the platoon. When in column formation, the post for the platoon sergeant is three steps to left flank of and centered on the platoon. The post for the platoon sergeant with the platoon leader present is one step to the rear and centered on the platoon in line or column formation.

When assuming his post in column from a line formation with the platoon leader present, the platoon sergeant faces to the left in marching (on the command of execution **FACE**) and marches in the most direct route to his post. He then halts and faces to the right. When assuming his post in line from a column formation, he faces to the right in marching (on the command of execution **FACE**) and marches in the most direct route to his post, halts centered on the platoon, and faces to the left.

NOTE: When the files (columns) are uneven, the platoon sergeant normally directs the Cadets in longer files to move to another file to balance the formation; or he may fill the vacancy himself as the last Cadet in the right file. Fill in from the front in a line formation, so vacant positions are in the rear squads.

When control of the formation is being exchanged between the platoon sergeant and the platoon leader, the platoon sergeant will **always** travel around the **right flank** (squad leader) of the formation when marching from post to post. The platoon leader will **always** travel around the **left flank** of the formation when marching post to post.

On the command *Open Ranks,* **MARCH;** *Backward,* **MARCH**; *Right (Left) Step,* **MARCH;** *Forward,* **MARCH** and on commands that cause the platoon to change interval in line, he moves at the same time (with the appropriate step) so as to maintain proper position centered on the platoon.

Platoon Guidon Bearer's Post.

If for some reason the platoon is authorized a guidon, the bearer's post is one step in front of and two 12-inch steps to the right of and facing the person forming the platoon. When the formation is faced to the right for a marching movement, he faces to the right as in marching, double times to his post three steps in front of and centered on the squad leaders. If the platoon leader is present and at his post, the bearer's post is one step to the rear and two 12-inch steps to the left of the platoon leader.

Platoon Leader's Post.

When the platoon drills as a separate unit, in a line formation, the post for the platoon leader is six steps in front of and centered on the platoon; when in a column formation, the platoon leader is six steps to the left flank and centered on the platoon. When marching as part of a larger formation, his post is one

step in front of and centered on the squad leaders. If the platoon marches in column with a platoon guidon bearer, the platoon leader's post is three steps in front of the squad leaders.

When the platoon leader commands *Open Ranks,* **MARCH;** *Backward,* **MARCH;** *Right (Left) Step,* **MARCH;** *Forward,* **MARCH** or causes the platoon to change interval, he moves at the same time (with the appropriate step) so as to maintain proper position.

When assuming his post in column from a line formation (as part of a larger formation), the platoon leader faces to the right in marching (on the command of execution **FACE**) and marches in the most direct route to his post, halts*,* and faces to the left.

When assuming his post in line from a column formation (as part of a larger formation), the platoon leader faces to the left in marching (on the command of execution **FACE**) and marches in the most direct route to his post, halts perpendicular to the formation, and faces to the right.

5-2. Forming the Platoon

The platoon normally forms in a line formation; however, it may re-form in a column when each cadet can identify his exact position in the formation.

The platoon forms basically the same as a squad. The platoon sergeant assumes the *Position of Attention* and commands **FALL IN (**or *At Close Interval***, FALL IN** or *In Column***, FALL IN)**. On the command **FALL IN**, the first squad leader determines where to stand so that the first squad (when formed) is three steps in front of and centered on the platoon sergeant. The first squad leader takes his/her post and raises his/her left arm so that the Cadet next to him/her can establish normal (close) interval. Other squad leaders cover on the first squad leader at the correct distance (36 inches), which is obtained by estimation. The members of the first squad fall in on their squad leader as prescribed for squad drill. Members of the other squads fall in on their squad leader, assume the *Position of Attention*, and turn their heads and eyes to the right. They obtain correct distance by taking short steps forward or backward and align themselves on the cadet to their right. They then sharply turn their heads and eyes to the front as in the *Position of Attention* and obtain proper interval by taking short steps left and right to cover on the cadet to their front. Members of all squads, other than the first squad, will not raise their left arms unless the cadet to their immediate left has no one to his/her front in the formation on which to cover.

When a report is appropriate, the platoon sergeant commands **REPORT**. The squad leaders, in succession from front to rear, turn their heads and eyes toward the platoon sergeant and salute (holding the Salute until returned) and report. The squad leaders do not state the unit. For example:
Situation 1. When all squad members are in formation, the report is **"All present."**
Situation 2. When squad members are absent, the Cadets and reasons for absence are reported:
        C/CPL Smith – Flag Detail
        CFC Jones – Sick Call
        CDT Williams - Unknown

The platoon sergeant turns his head and eyes toward the reporting squad leader, receives the report, and returns the salute. After receiving the report from the squad leaders, the platoon sergeant faces about and awaits the arrival of the platoon leader or a directive from the first sergeant to **REPORT**. When the platoon leader has halted at his post (facing the platoon), the platoon sergeant (facing

forward) salutes and reports, **"Sir/Ma'am, All present";** or **"Sir/Ma'am, All accounted for";** or **"Sir/Ma'am, (so many) Cadets absent."**

The platoon leader returns the salute. After the salute has been returned, the platoon sergeant faces to the right in marching, inclines around the squad leaders, halts at his post, and faces to the right. If reporting to the first sergeant, the platoon sergeant turns his head and eyes toward the first sergeant, salutes, and reports **"First Sergeant, All present" or "First Sergeant, All accounted for" or "First Sergeant, # Cadets absent."**

If the platoon leader is not present for the formation, and the commander is in charge of the formation, the platoon sergeant steps forward three steps (after receiving the squad leader's report) and, on the command **POST**, assumes the duties of the platoon leader.

When appropriate, the platoon may be formed by the platoon leader rather than by the platoon sergeant. The procedures are the same as previously described except that the first squad forms six steps in front of and centered on the platoon leader, and the platoon sergeant forms at his post to the rear of the platoon.

5-3. Breaking Ranks

When the situation requires one or more individuals to leave the formation or to receive specific instructions from the platoon sergeant, the platoon sergeant directs**: "Cadet First Class Doe (pause), front and center"; or, "The following personnel front and center—Cadet First Class Doe (pause), Cadet Smith."** When the individual's name is called, he/she assumes the position of attention and replies, **"Here, Sergeant (Sir/Ma'am)."** He/she then takes one (12-inch) step backward, halts, faces to the right (left) in marching, and exits the formation by marching to the nearest flank. The Cadet does not look left or right. Once the individual has cleared the formation, he begins to double-time and halts two steps in front of and centered on the platoon sergeant.

NOTE: When a group of individuals are called from the formation, the group forms centered on the platoon sergeant. The platoon sergeant should direct (point) the first cadet into position so that the rank will be centered when the last cadet has joined the group.

5-4. Counting Off

The platoon counts off in the same manner as the squad. When in a line formation, the squads count in unison from **right to left**; all the squad leaders sound off together, **"ONE."** When in a column formation, the Cadets abreast of each other (each rank) count in unison from **front to rear**; the squad leaders sound off, **"ONE."**

5-5. Changing Interval

The platoon changes interval in a <u>line formation</u> in the same manner as the squad.

To change interval when the platoon is in a **<u>column</u>** at the **Halt**, the right file stands fast and serves as the base. All other members (abreast of each other) execute the movement as previously described. To obtain **Close Interval** from Normal Interval in a platoon of four squads, the third squad takes one right

step, the second squad takes two right steps, and the first squad takes three right steps. To obtain **Normal Interval**, the procedures are the same except that the squads execute the same number of left steps.

In platoons with fewer than four squads, the right squad remains the base file, and stands fast. The squad next to the base file takes one right step, the next squad (if the platoon has three squads) takes two right steps.

To change interval when the platoon is <u>marching</u> in column, the preparatory command *Close Interval* is given as the right foot strikes the ground, and the command of execution **MARCH** is given the next time the right foot strikes the ground. On the command of execution **MARCH**, the base squad (right file) takes one more 24-inch step and then executes the *Half Step*. All other cadets take one more step, simultaneously execute a *Column Half Right*, and march until *Close Interval* is obtained. They execute a *Column Half Left* and assume the Half Step when abreast of the corresponding cadet of the base squad. To come out of Half Step, the command *Forward*, **MARCH** is given, and all cadets resume marching with a 24-inch step. The commands *Mark Time*, **MARCH** and *Platoon*, **HALT** may also be given from *Half Step*. There is not a designated number of steps to take between the half-right and half-left pivots, but all members of each squad should take the same number of steps, and pivot together simultaneously.

To resume marching at **Normal Interval**, the preparatory command *Normal Interval* is given as the left foot strikes the ground, and the command of execution **MARCH** is given the next time the left foot strikes the ground. On the command of execution **MARCH**, the platoon members obtain **Normal Interval** in the same manner prescribed for **Close Interval** except that they each execute *Column Half Left* and then *Column Half Right*, with all members of each squad pivoting simultaneously.

To obtain **Double Interval** from **Normal Interval**, the procedures are the same as from **Close Interval** to **Normal Interval.**

To obtain **Normal Interval** from **Double Interval** (i.e. if you were at Open Ranks, did a right face, and wanted to get to normal interval), the procedures are the same as obtaining **Close Interval** from **Normal Interval.**

5-6. Aligning the Platoon

The platoon is aligned similar to the squad.
On the command of execution **DRESS,** the first squad leader stands fast and serves as the base. Other squad leaders obtain correct distance by estimation. The members of the first squad execute in the same manner as in squad drill to obtain exact interval. All other squads execute as the first squad (putting their left arms up and turning heads to the right), except that each squad member raises the left arm only for uniformity, actually covering (glancing out the corner of the left eye) on the cadet to the front.

If the platoon sergeant wants exact alignment, he faces to the **Half Left (Half Right)** in marching and marches (on the command of execution **DRESS**) by the most direct route to a position on line with the first squad, halts one step from the squad leader or left flank cadet, and faces down the line. From this position, he/she verifies the alignment of the first squad, directing the cadet to move forward or backward, as necessary, calling them by name or number: **"Cadet Jones, forward 2 inches; Number**

eight, backward 4 inches." The platoon sergeant remains at **Attention,** taking short steps to the right or left as necessary, to see down the squad.

Having aligned the first squad, the platoon sergeant, after centering himself/herself on the first squad, faces to the **left (right) in marching**, taking two (three if at open ranks) short steps to the next squad, halts, faces down the line, and aligns the squad in the same manner.

After the last squad is aligned, the platoon sergeant centers himself/herself on the squad leader by taking short steps left or right, faces to the **right (left) in marching**, returns to his/her position (**centered on the platoon**), halts perpendicular to the formation, faces to the **left (right),** and commands **Ready, FRONT**.

NOTE: <u>When the platoon dresses as part of a larger formation, all squad leaders turn their heads and eyes to their right and align themselves on the unit to their right. The platoon sergeant aligns the platoon from the left flank rather than from the right flank when his platoon is not formed as the right flank platoon.</u>

To align the platoon <u>**in column**</u>, the commands are **COVER** and **RECOVER**. On the command **COVER**, the fourth squad leader stands fast and serves as base. The squad leaders with the exception of the left flank squad leader, raise their arms laterally to the left and turn their heads and eyes to the right. The members of the right squad raise their left arms horizontally (as in squad drill) to the front and cover on the Cadet to their front at correct distance (one arm's length plus 6 inches). Squad members of the third, second, and first squads raise their left arms horizontally to the front **(for uniformity only)**, cover on the cadet to their front, and, at the same time, glance out of the corner of their right eyes aligning on the cadet to their right. To resume the Position of Attention, the command is **RECOVER**. On this command, each cadet sharply returns to the **Position of Attention**.

NOTE: *Dress Right***, DRESS** is not given to a platoon in column formation. **COVER** is not given to a platoon in line formation.

NOTE: When the platoon is aligned in column as part of a larger unit but is not the lead platoon, the squad leaders do not raise their arms or turn their heads and eyes but cover on the squad to their front. The platoon leader/sergeant must wait until the platoon to his front has been given the command **RECOVER** before giving the command **COVER**.

5-7. Opening and Closing Ranks

To open or close ranks, use the following procedures

Open Ranks March is executed from a line formation while at the halt. It may be executed while at any of the prescribed intervals. The command for this movement is ***Open Ranks,* MARCH**. On the command of execution **MARCH**, the front rank takes **two steps forward**, the second rank takes **one step forward**, the third rank **stands fast**, and the fourth rank takes **two 12-inch steps backward**. If additional ranks are present, the fifth rank takes **four 12-inch steps backward**, and the sixth rank **takes six 12-inch steps backward**. **<u>For platoons with fewer than four squads, the rear squad is the base, and stands fast. The squad in front of them takes one step forward. If there's a squad in front of THEM (i.e. 1st Squad in a three-squad platoon), they take two steps forward.</u>**

NOTE: After taking the prescribed steps, the Cadets do not raise their arms. If the platoon sergeant wants exact interval or alignment, he commands (At Close Interval/At Double Interval), ***Dress Right, DRESS***. If the platoon is to align on an element to the right, the squad leaders turn their head and eyes to the right and align themselves with that element.

To Close Ranks, the command is Close Ranks, **MARCH**. On the command of execution **MARCH**, the first rank takes **four 12-inch steps backward**, the second rank takes **two 12-inch steps backward**, the third rank **stands fast**, and the fourth rank takes **one 24-inch step forward**. On the command of execution **MARCH**, the platoon leader and platoon sergeant take the appropriate number of steps to maintain their posts. **In platoons of fewer than four squads, the squads/ranks take two steps backward for every one step they took forward at *Open Ranks March*.**

5-8. Resting the Platoon

The platoon rests in the same manner prescribed for the squad.

5-9. Dismissing the Platoon

The procedures for dismissing the platoon are basically the same as prescribed for the squad.

If the platoon sergeant so desires, the squads may be released to the control of the squad leaders. The platoon sergeant commands **TAKE CHARGE OF YOUR SQUADS**, and Salutes are exchanged. The platoon sergeant is no longer part of the formation.

NOTE: Without leaving their positions, the squad leaders turn their heads and eyes over the left shoulder and command FALL OUT. The squad leaders move to a position in the immediate area, and command FALL IN. Then, they carry out the previous instructions and or give any instructions for actions before the next duty formation.

At times the platoon sergeant may want to turn the formation over to a subordinate; for example, to have the subordinate march the platoon to a different location.

The platoon sergeant calls on an individual and the individual breaks rank. The designated Cadet posts two steps from and facing the platoon sergeant. The platoon sergeant passes on any additional instructions and Salutes are exchanged. After exchanging Salutes, the platoon sergeant moves to a position where he can observe, or he may resume his post at the rear of the formation.

The subordinate steps forward two steps and assumes the post of the platoon sergeant. The platoon sergeant is no longer part of the formation; however, he/she may march alongside of, or behind, the formation to make any corrections or to give further guidance, if necessary.

If the platoon leader is at his post, he commands **PLATOON SERGEANT**. The platoon sergeant faces to the left in marching and inclines around the squad leaders' left flank, halts three steps in front of and centered on the platoon and faces to the right. The platoon leader then commands **TAKE CHARGE OF THE PLATOON**, and Salutes are exchanged. The platoon leader is no longer part of the formation. The platoon sergeant remains at his/her post, faces about, and carries out the platoon leader's instructions.

5-10. Eyes Right

The platoon renders courtesy during ceremonies or when marching past the Colors by executing **Eyes Right**. The commands for this movement are *Eyes*, **RIGHT** and *Ready*, **FRONT.**

At the Halt in line, all cadets (on the command of execution, **RIGHT**), while keeping their shoulders parallel to the front, turn their heads and eyes to the right at a 45-degree angle. They focus on and follow the person passing to the front until they are again looking forward, at which time their heads and eyes remain fixed to the front. **Only the platoon leader renders the Hand Salute.**

When marching in column, the preparatory command **Eyes** is given as the right foot strikes the ground and the command of execution **RIGHT** is given the next time the right foot strikes the ground. On the command of execution **RIGHT**, all cadets, except the right file, turn their heads and eyes to the right and align themselves on the right file while continuing to march. Cadets in the right file do not turn their heads and eyes but continue looking straight to the front and maintain correct distance. **Only the platoon leader salutes.** To terminate the courtesy, the preparatory command **Ready** is given as the left foot strikes the ground, and the command of execution **FRONT** is given the next time the left foot strikes the ground. On the command of execution, the cadets turn their heads and eyes sharply to the front and the platoon leader terminates the Hand Salute.

5-11. Changing the Direction of a Column

The platoon changes the direction of marching basically the same as the squad.

During a column movement, the base element is the squad on the flank in the direction of the turn. **(If turning to the right, it is the right flank squad, if turning to the left it is the left flank squad).**

To change the direction 90 degrees, the command is *Column Right (Left),* **MARCH**. On the command of execution **MARCH**, the base squad executes the movement as in squad drill except that the squad leader takes one 24-inch step and then takes up the *Half Step*. The squad leader continues marching with the *Half Step* until the other squad leaders come abreast. The other squad leaders, while maintaining correct interval, execute a 45-degree *pivot* and continue marching in an arc. As they come on line (abreast) with the base squad leader, they individually take up the Half Step. When all squad leaders are abreast, they step off with a 24-inch step without command. All other platoon members march forward on the command of execution and execute the column movement at approximately the same location as their squad leaders and in the same manner.

NOTE: When the platoon sergeant is marching his platoon as a separate unit or when the company is marching without officers in charge, the platoon sergeant stays centered on his platoon. When the platoon leader and platoon sergeant are marching at their post in column as part of a larger formation, they execute a *Column Half Right (Left)* rather than a 90-degree column movement. After executing the *Column Half Right (Left)*, they continue marching in an arc, incline as necessary, and resume their correct positions. After sensing that the squad leaders are abreast of each other, the platoon leader resumes the 24-inch step. At times, the platoon leader may find it necessary to shorten or lengthen his step in order to maintain correct distance from the unit to his front.

To change the direction 45 degrees, the command is ***Column Half Right (Left),*** **MARCH.** On the command of execution **MARCH**, the platoon executes the movement in the same manner as a 90-degree turn except that the base squad leader, as well as the other squad leaders, execute a **Column Half Right (Left).**

NOTE: When executing a column movement at Double Time, elements adjust the length of their steps so that interval and distance are maintained through and beyond the *pivot point.*

The platoon marches in the opposite direction (***Rear***, **MARCH)** in the same manner as the squad.

The platoon inclines in the same manner as the squad. The squad nearest the direction of the turn serves as the base. To avoid an obstacle in the path of the march, the platoon leader directs **INCLINE AROUND LEFT (RIGHT).**

When space is limited, and the platoon sergeant wants to march his unit in the opposite direction (reverse), with the squad leaders at the head of their squads, he commands ***Counter Column***, **MARCH.** On the command of execution **MARCH** (at the Halt), the first squad marches forward three steps, executes a **Column Right**, marches across the front of the platoon, and executes another **Column Right** just beyond the fourth squad. The second squad steps forward one step, executes a **Column Right**, marches forward, and executes another **Column Right** between the third and fourth squads. The third squad executes two short **Column Lefts from the Halt** and marches between the remainder of the third squad and the second squad. The fourth squad marches forward two steps, executes a **Column Left,** marches across the front of the platoon, and executes another **Column Left** between the first and second squads.
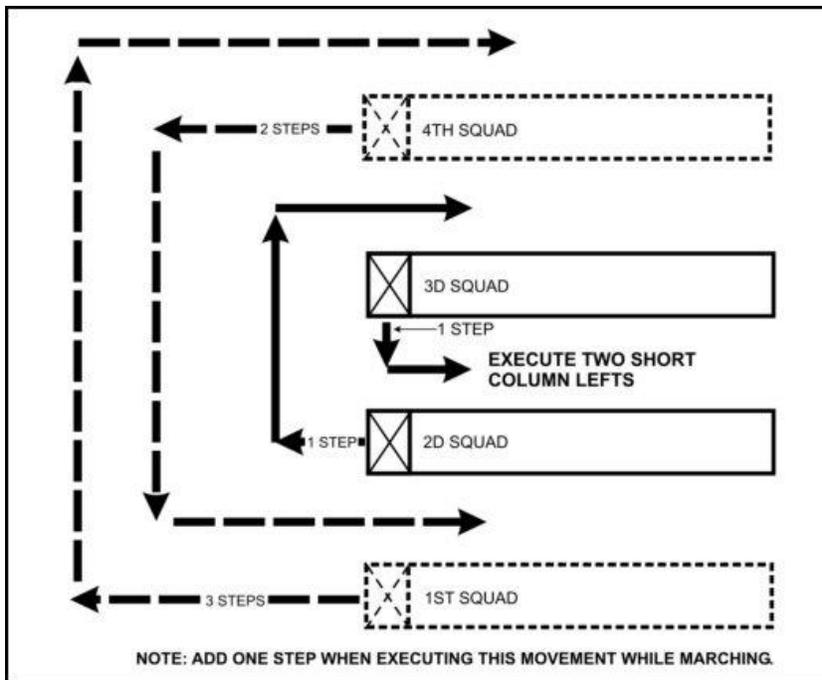
As the third squad leader marches past the last cadet in the third squad, he/she and his/her squad begin to march at the **Half Step**. After marching past the last cadet in each file, all other squads **incline** to the right and left as necessary, obtain Normal Interval on the third squad, and begin to march with the **Half**

Step. When all squads are abreast of each other, they begin marching with a 30-inch step without command.

During the movement, without the platoon leader present, the platoon sergeant marches *alongside the first squad*. With the platoon leader present, the platoon sergeant marches one step to the rear and centered between the second and third squads and the platoon leader marches alongside the first squad.

When marching, the preparatory command ***Counter-Column*** is given as the left foot strikes the ground and the command of execution **MARCH** is given the next time the left foot strikes the ground. On the command of execution **MARCH**, the platoon executes the movement basically the same as from the Halt, except that the squad takes one additional step to ensure that the **pivot foot** is in the correct position to execute the movement.

For platoons of fewer than four squads, follow the diagrams below:
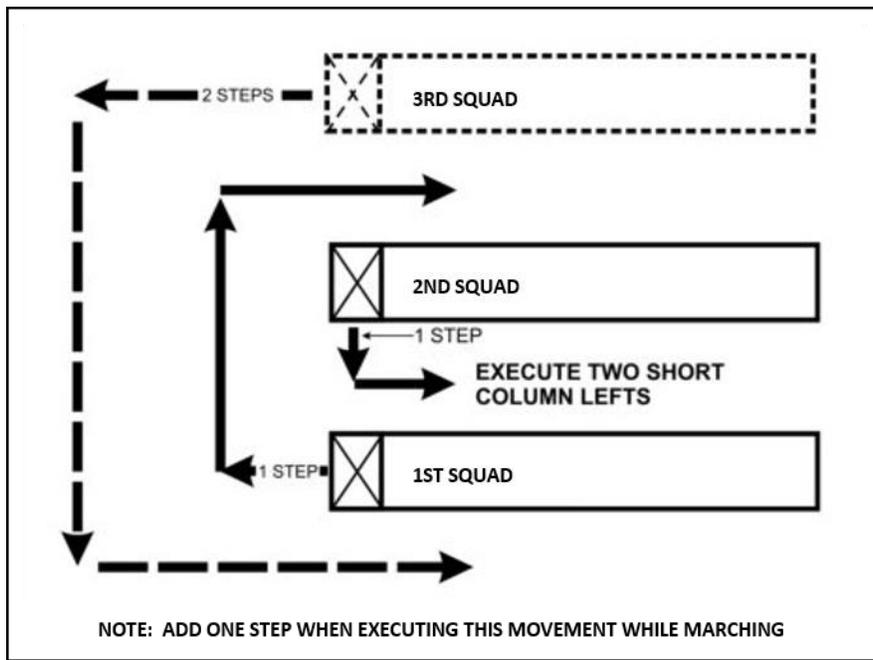
Counter Column, March **with 3-Squad Platoon**
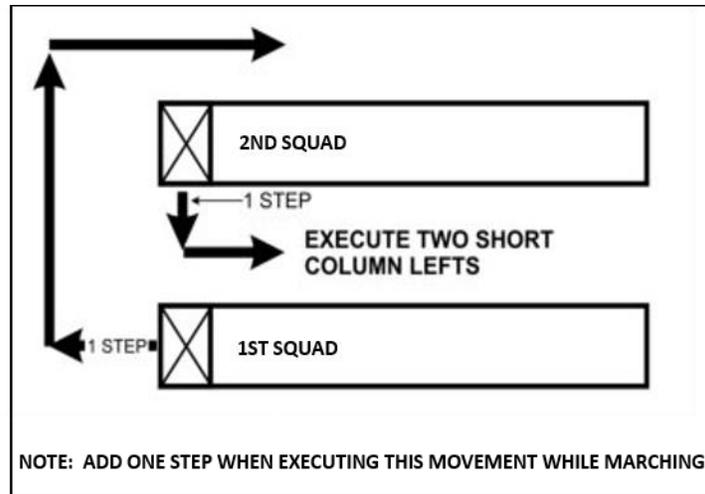
Counter Column March **with 2-Squad Platoon**

5-12. Marching to the Flanks

The platoon marches to the flank in the same manner as the squad.

5-13. Forming a File and Reforming

The platoon forms a single file, from the right, left, or as designated, only when in column and at the Halt. The commands are *File from the left (right), MARCH* or *File in sequence three-two-four-one, (or the sequence you want) MARCH.*

NOTE: If the command is *File from the Left*, all supplementary commands are given over the left shoulder. If the command is *File from the Right*, all supplementary commands are given over the right shoulder. The squad leaders give the appropriate command so that they are following the last Cadet in the preceding squad at the correct distance.

On the preparatory command, the squad leader of the designated squad gives the supplementary command **Forward**. The other squad leaders command **STAND FAST**. On the command of execution **MARCH** (given by the platoon sergeant), the lead squad marches forward. The squad leader next to the lead element (or as designated) looks over the shoulder nearest the moving element and commands *Column Half Left (Right)* when the second from the last cadet is abreast of him/her and his/her right foot strikes the ground. The squad leader gives the command of execution **MARCH** as the right foot of the last cadet strikes the ground when abreast of him/her. On the command of execution, the squad leader executes the *Column Half Left (Right),* then inclines without command to the **right (left)**, and follows the last cadet of the preceding squad at correct distance. Other members of the squad march forward and execute the same movements as the squad leader. The remaining squads form the file in the same manner as the squad immediately behind the lead element.
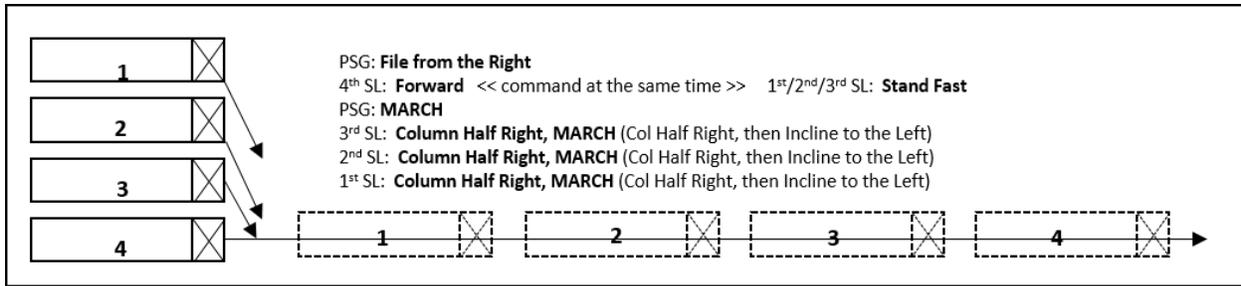
The platoon may form a file and execute a column movement simultaneously from a column formation. The command for this movement is ***File from the Left (Right), Column Left (Right),*** **MARCH**. Following the platoon sergeant's preparatory command, the squad leader of the lead element commands ***Column Left (Right),*** instead of *Forward*. The other squad leaders command **STAND FAST**. On the platoon leader's command of execution **MARCH**, the lead squad executes the *Column Left (Right).* The other squad leaders command ***Column Left (Right),*** **MARCH** at the appropriate time.
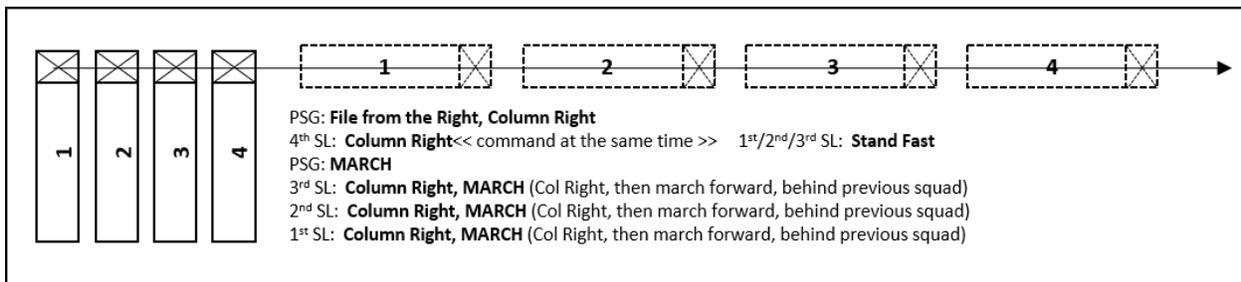
NOTES:
At this point the platoon is executing platoon drill. The platoon sergeant will not release control of the squads to the squad leaders. The platoon sergeant will rest personnel on an as needed basis; for example, when filing into a building.

The squad leaders give the command of execution **MARCH** as the right foot of the last cadet strikes the ground at the pivot (***Column Left***), or the first time the last cadet's right foot strikes the ground after the pivot (***Column Right***).

The platoon re-forms to the original column formation only from the Halt. The command is ***Column of fours to the right (left),*** **MARCH.**

NOTE: To re-form the platoon to its original column formation when the file was formed on the command ***In sequence***, **MARCH**, the commands **FALL OUT** and **FALL IN** must be given.

On the preparatory command, the squad leader of the base squad commands **STAND FAST**. All other squad leaders command **Column Half Right (Left)**. On the platoon sergeant's command of execution **MARCH**, the base squad stands fast; all other squads execute the ***Column Half Right (Left) simultaneously.***

As each of the moving squad leaders reach a point (line) that ensures correct interval on the element to their left (right), they automatically incline to the left (right) and command ***Mark Time***, **MARCH** and ***Squad***, **HALT** so that their squad is abreast of the base (other) squad when halted.

PSG: **Column of Threes to the Left**
3rd SL: **Stand Fast** <<command at the same time>> 1st & 2nd SL: **Column Half Left**
PSG: **MARCH**
1st & 2nd SL: (Col Half Left, then Incline to the Right). Mark Time, MARCH. Squad, HALT
 NOTE: 1st & 2nd Squads move simultaneously

This may be done as a Column of Twos, Threes, or Fours, depending on # of Squads in Platoon
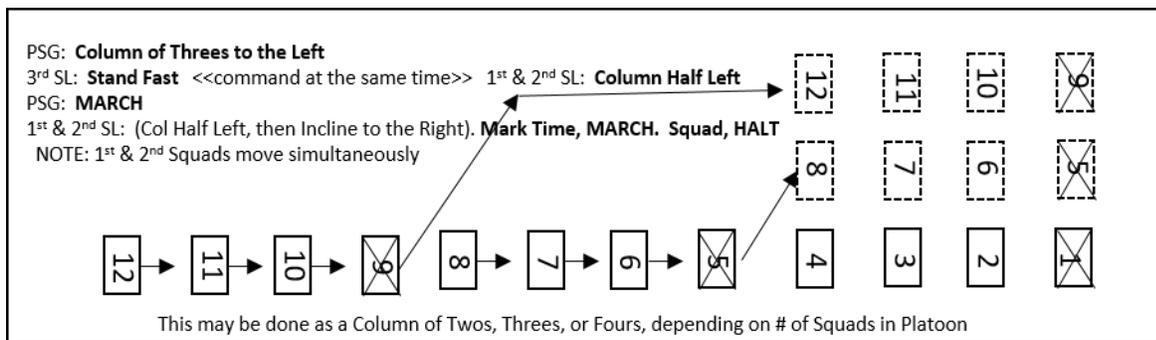
5-14. Forming a Column of Twos and Reforming

The platoon forms a column of twos from the right or left when in a column of fours at the Halt. The command is *Column of Twos from the Left (Right),* **MARCH.**

On the preparatory command, the squad leaders of the two lead squads command **Forward.** The other squad leaders command **STAND FAST.**

On the platoon sergeant's command of execution **MARCH**, the two lead squads march forward. The squad leader (second or third) next to the lead element gives the command to start both of the remaining squads in motion. Looking over the shoulder nearest the moving elements, the squad leader gives the preparatory command *Column Half Left (Right)* (when the second from the last cadet is abreast of him/her) and then gives the command of execution **MARCH** as the right foot of the last cadet strikes the ground abreast of him/her.

On the platoon sergeant's command of execution, both squad leaders execute the *Column Half Left (Right),* incline to the right (left) without command, and follow the last cadets of the preceding squads at correct distance **(do not close the space if the files of the two leading squads are not even)**. Other members of the remaining squads march forward and execute the same movements as their squad leaders.

PSG: *Column of Twos to the Right*
3rd & 4th SL: *Forward* <<command at the same time>> 1st & 2nd SL: *STAND FAST*
PSG: MARCH
3rd & 4th Squads march forward.
2nd SL: *Column Half Right,* MARCH (over right shoulder)
1st & 2nd Squads execute Col Half Right, then automatically incline into position behind 3rd & 4th Squads
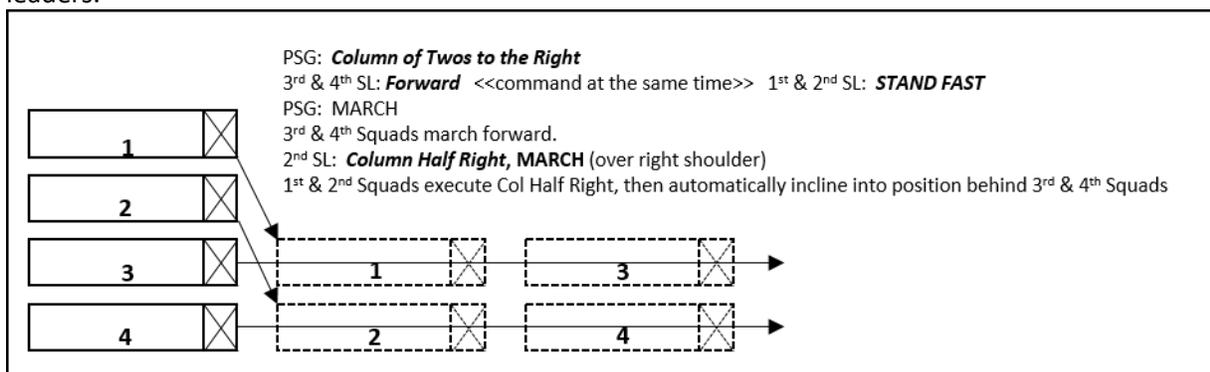
The platoon may form a column of twos and execute a column movement simultaneously from a column formation. The command for this movement is *Column of Twos from the Left (Right), Column Left (Right),* **MARCH.**

The squad leaders of the lead squads command ***Column Left (Right)*** instead of ***Forward.*** The squad leader of the *second (third) squad* gives the command ***Column Left (Right);*** however, he/she executes ***Column Left (Right)*** as the outer file (executing a 45-degree pivot, then arcing around). The remaining two squad leaders command **STAND FAST**.

On the platoon sergeant's command of execution **MARCH**, the lead squads execute the ***Column Left (Right).*** The <u>squad leader (second or third) next to the lead elements</u> gives the command to start both squads in motion. Looking over the shoulder nearest the moving elements, the squad leader gives the preparatory command ***Column Left (Right)*** when the second from the last cadet is abreast of him/her. Then he/she gives the command of execution **MARCH** a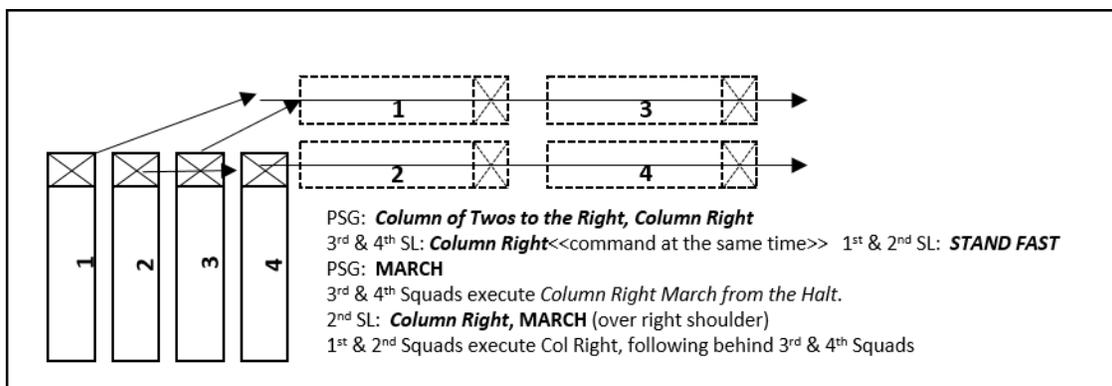s the right foot of the last cadet strikes the ground at the pivot ***(Column Left)*** or the first time the last cadet's right foot strikes the ground after the pivot ***(Column Right)***. The outside squads (fourth or first) execute a 45-degree pivot then arc as normal in a column movement for a platoon.

The platoon re-forms to the original column formation only from the Halt. The command is ***Column of Fours to the Right (Left),*** **MARCH**.

When re-forming into a column of fours without the platoon leader present, the platoon sergeant remains at his post centered on the platoon. When re-forming into a column of fours with the platoon leader present, the platoon leader faces as in marching and resumes his original position in the column. The platoon sergeant follows the rear element and resumes his post in the formation when the element has halted.

On the preparatory command, the squad leaders of the base squads command **STAND FAST**. The trailing squad leaders command ***Column Half Right (Left)*.** On the platoon sergeant's command of execution **MARCH**, the base squads stand fast. The trailing squad leaders execute *slightly* more than the *Column Half Right (Left) simultaneously*. As the trailing squad leaders reach a point (line) that will ensure correct interval on the element to their left (right), *they automatically incline to the left (right).* The squad leader nearest the stationary squads (second or third) commands ***Mark Time*,** **MARCH** and ***Squads*,** **HALT.**

PSG: *Column of Fours to the Left*
3rd & 4th SL: *STAND FAST* <<command at the same time>> 1st & 2nd SL: *Column Half Left*
PSG: **MARCH**
1st & 2nd Squads execute *Col Half Left*, then automatically incline into position next to 3rd Squad
2nd SL: *Mark Time*, **MARCH. Squads**, **HALT**.

When executing Column of Fours to the Right, the 3rd Squad Leader gives the commands *Mark Time March* and *Squad Halt*.
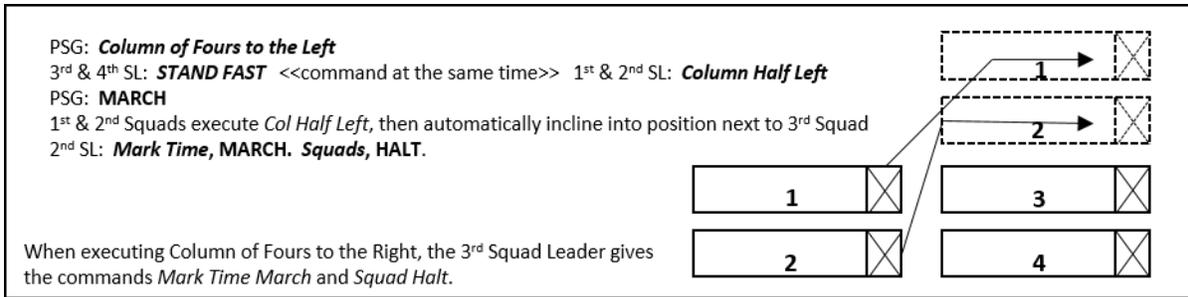
5-15. Inspections: Basic Information

Inspections at platoon level are typically conducted by the platoon sergeant. If the platoon leader wants to inspect, he/she conducts the inspection from his/her post. For continuity purposes, this section will address the platoon sergeant's actions only. We're only covering in-ranks inspections here, not barracks inspections.

The platoon has one prescribed formation for inspecting personnel and equipment in ranks—the line formation.

To conduct in-ranks inspections, use the following procedures:

With the platoon in line formation, the platoon sergeant commands **Count, OFF.** The platoon executes Count Off in the manner described in Platoon Drill (B4).

After the platoon has counted off, the platoon sergeant **commands *Open Ranks*, MARCH.** The platoon opens ranks as described for Platoon Drill (B7), and *Dress Right Dress* if checking alignment is desired.

At this point, the platoon is ready to be inspected. Typically, the squads are inspected by the squad leaders; however, they may be inspected by the platoon sergeant or platoon leader.

5-16. Squad Leader's Inspection:

If the platoon sergeant wants the squad leaders to inspect their squads, he/she will direct **INSPECT YOUR SQUADS**. *Salutes* are not exchanged.

The squad leader marches forward and to the left, inclines as necessary until he is at a point 15 inches in front of and centered on the first Cadet.

The squad leader remains at a *modified Position of Attention* moving his/her head and eyes only. After inspecting at the center position, he/she takes a short step forward and to the left and inspects, returns to the center and steps forward and to the right and inspects, and returns to the center position.

Having inspected the first cadet, the squad leader **faces to the right as in marching** and takes one (two if at normal interval) step, halts, and faces the next cadet at the appropriate distance. The squad leader conducts the inspection for the rest of the Cadets in the squad.

After inspecting the last Cadet in the squad, the squad leader **faces to the right as in marching** and marches around behind the squad, inclining as necessary. While the squad leader marches back to his post, he/she inspects the squad from the rear.

After resuming his post, the squad leader turns his/her head and eyes over his/her left shoulder and commands his/her squad to assume **At Ease**.

The platoon sergeant remains at his/her post (inspects the Guidon Bearer if appropriate). After the last squad has been inspected and is at *At Ease*, the platoon sergeant commands the platoon to **Attention**.

After commanding the platoon to *Attention*, the platoon sergeant commands **Close Ranks**, **MARCH**. The platoon executes per paragraph 5-7.

If the platoon is being inspected as part of a larger formation and control of the platoon has not been turned over to the platoon sergeant, he/she faces about, executes *At Ease*, and awaits further instructions from the first sergeant.

5-17. Platoon Leader's/Platoon Sergeant's Inspection:

If the platoon sergeant is not going to inspect the entire platoon, he/she directs the squad leaders of the appropriate squads to inspect their squads. All others will be inspected by the platoon sergeant.

The platoon sergeant faces to the *Half Left* as in marching and marches by the most direct route to a point 15 inches in front of and centered on the first squad leader (or the squad leader of the squad to be inspected). As soon as the platoon sergeant halts in front of the squad leader, he/she commands the other squads to *At Ease* and inspects the squad leader.

The platoon sergeant remains at a *modified Position of Attention* moving his/her head and eyes only. After inspecting at the center position, he/she takes a short step forward and to the left and inspects, returns to the center and steps forward and to the right and inspects, and returns to the center position.

Having inspected the squad leader, the platoon sergeant faces to the right as in marching and takes one (two if at normal interval) steps, halts, and faces the next cadet at the appropriate distance. After the platoon sergeant steps off, the squad leader takes a half step forward and faces about. When moving from cadet to cadet, the squad leader and platoon sergeant move *simultaneously*.

Having inspected the last Cadet in the squad, the platoon sergeant faces to the right as in marching and marches around behind the squad, inclining as necessary, and inspects the squad from the rear.

As the platoon sergeant begins to inspect the first squad from the rear, he/she commands the next squad to *Attention*. The squad leader returns to his/her post. After the platoon sergeant arrives in front of the next squad leader, he/she commands the first squad to *At Ease* over the *right shoulder*.

The platoon sergeant and squad leader execute in the same manner as in inspecting the first squad until the entire platoon has been inspected. After inspecting the rear of the last squad, the platoon sergeant marches by the most direct route to his post, halts, faces to the left and commands the platoon to **Attention**.

After commanding the platoon to *Attention*, the platoon sergeant commands ***Close Ranks*, MARCH**, executed per paragraph 5-7.

If the platoon is being inspected as part of a larger formation and control of the platoon has not been turned over to the platoon sergeant, he/she faces about, executes *At Ease*, and awaits further instructions from the first sergeant.

Chapter 6: Company Drill

6-1. Basic Information

This section discusses basic information that applies to conducting company drill. Many of the movements described here will never be used in the Cadet Corps (or in the Army!). If you're a senior cadet and you think you know everything about drill, challenge yourself with the information in this section. Paragraph 6-19 is the basic standard for company in-ranks inspections during the California Cadet Corps Annual General Inspection (AGI).

Individual drill movements, manual of arms, and squad and platoon drills are executed as previously described while conducting company drill.

For the most part, company drill provides the procedures for executing platoon drill in conjunction with other platoons in the same formation.

When in a line or a mass formation, the right platoon serves as the base; when in a column formation, the lead platoon serves as the base.

> *Base*: In drill, the base is the element around which a movement is planned, regulated, or aligned

The company may be formed by the commander and the platoon leaders or the first sergeant and the platoon sergeants. If the commander is not scheduled to receive or inspect the company, the first sergeant and platoon sergeants remain at their posts and execute company drill from their posts. For continuity purposes, the term "first sergeant" may be used to denote "commander," just as "platoon sergeant" may be used to denote "platoon leader" when the first sergeant and platoon sergeants are conducting company drill from their posts.

When the first sergeant **directs** that the company open or close ranks, align, stack or take arms, extend march, close on the leading platoon, or prepare for inspection, the movements are executed on the <u>command of the platoon sergeants</u> and <u>not on the directives of the first sergeant</u>. The platoon sergeants command the movement in sequence beginning with the base platoon. Directives in company drill don't use supplementary commands to execute the movement - the subordinate element issues the command. You should know which commands are given by the Commander or First Sergeant in a company (or larger) formation, and which are issued as directives for execution by the platoon.

> **Directives**, a type of command, are oral orders given by the commander that direct or cause a subordinate leader to take action.

During all drill and ceremonies when armed, the first sergeant and executive officer carry their weapons at *Sling Arms*. This is normally true for all Platoon Sergeants and above. They remain at *Sling Arms* during all manual of arms movements.

The members of a company break ranks (*Cadet So-and-So, Front and Center*) in the same manner as in platoon drill except that the individuals called from the formation form on the first sergeant rather than on the platoon sergeant.

The company marches, rests, and executes *Eyes Right* in the same manner as the platoon.

The company has four prescribed formations: company in line with platoons in line; company in column with platoons in column; company in column with platoons in line; and company mass formation. See the figures in paragraph 6-2. The company may be formed into a column of twos in the same manner as the platoon.

6-2. Posts for Key Personnel

Key personnel in a formation are depicted with these symbols:

Symbol	Personnel	Symbol	Personnel
●	BATTALION COMMANDER	◻	FIRE TEAM LEADER
⊗	COMMANDER OF TROOPS	▭	SQUAD MEMBER
●	COMPANY COMMANDER	⚲	PERSONAL FLAG (IF APPROPRIATE)
●	EXECUTIVE OFFICER (COMPANY)	▭	GUIDON OR ORGANIZATIONAL COLOR(S) BEARER
●	PLATOON LEADER	▭	COLOR OR FLAG BEARER
⊠	COMMAND SERGEANT MAJOR	⊠	COLOR GUARD
●	STAFF OF UNIT COMMANDER	⊠	COLOR GUARD W/ NATIONALS
○	BAND MASTER	⊠	COLOR GUARD W/O NATIONALS
⊠	DRUM MAJOR	○	FLAG POLE
⊠	FIRST SERGEANT	⊡	SALUTE BATTERY
⊠	PLATOON SERGEANT	⚑	PARADE GROUND MARKER
⊠	PLATOON SERGEANT (ALTERNATE POSITION)*	➡	DIRECTION TROOPS ARE FACING OR MARCHING
⊠	SQUAD LEADER	▪▪▶	NEW DIRECTION
⊠	SECTION LEADER	†	CLERGY

* NOTE: ALL DASH LINE SYMBOLS INDICATE ALTERNATE POSITIONS.

Company Commander. The company commander's post is normally 12 steps in front of the front rank of troops and centered on the company. The only exceptions to this rule are when the company forms as part of a larger unit in a column formation (with the company and platoons in column) or when the company is formed in a mass formation. In these situations, the company commander's post is 6 steps in

front of and centered on the front rank of troops and 12 steps behind the last rank of troops of the element to his front.

Guidon Bearer. The guidon bearer's post is two 12-inch steps to the rear and two 12-inch steps to the left of the company commander (using the Cadet Corps' reduced step).

Company in Line

OFFICERS PRESENT

OFFICERS NOT PRESENT
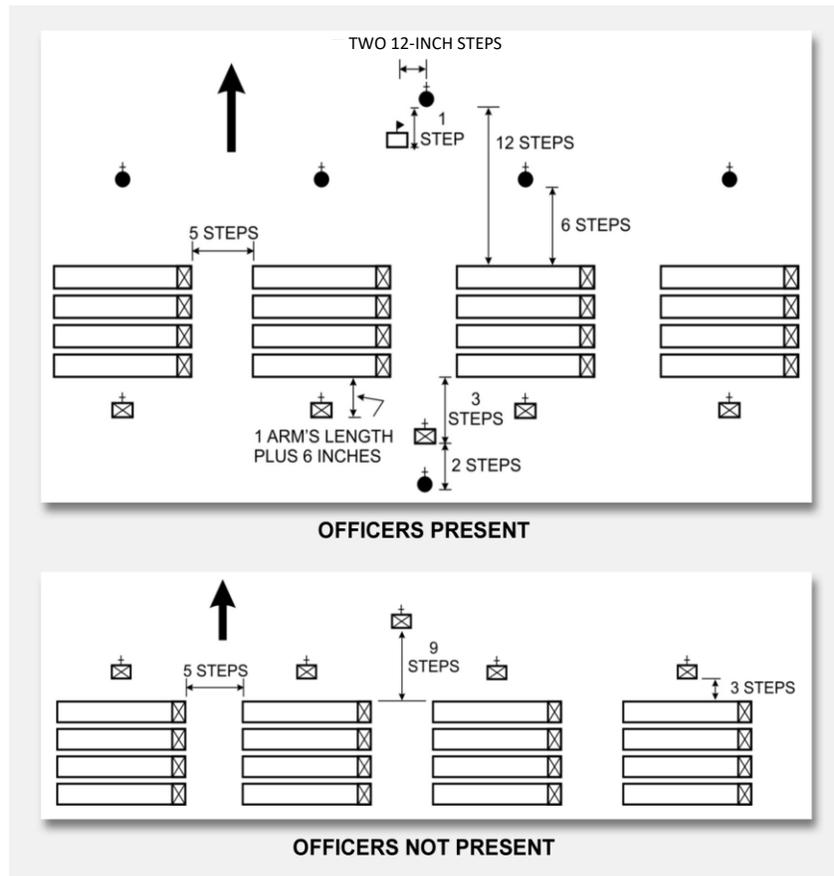
NOTE: The company commander should inconspicuously direct the guidon bearer to remain in position and move with the commander when the company is to be faced to the right and marched for only a short distance.

Executive Officer. When the company is in a line formation, the executive officer's post is two steps to the rear of the first sergeant; in a column or a mass formation, he is three steps to the rear of the last rank and off center (one 12-inch step to the right) of the company.

Platoon Leaders. When the company is in line formation with the platoons in line, the post for the platoon leader is six steps in front of and centered on his platoon. When the company is in column formation with the platoons in column or the company is in column with the platoons in line, the post of the platoon leader is one step in front of and centered on the platoon. If the platoon carries a guidon for some reason, the platoon leader is three paces in front of and centered on the squad leaders; the guidon bearer is one 24-inch pace behind the platoon leader and two 12-inch paces to the left. When

the company is in mass formation, the post for the platoon leaders is one step in front of and evenly spaced across the company front. If the commander is not present, the platoon leaders are not part of the formation.

First Sergeant. When the company is in a line formation, the first sergeant's post is three steps to the rear of the last rank and centered on the company; in a column or a mass formation, he is three steps to the rear of the last rank and off center (one 12-inch step to the left) of the company.
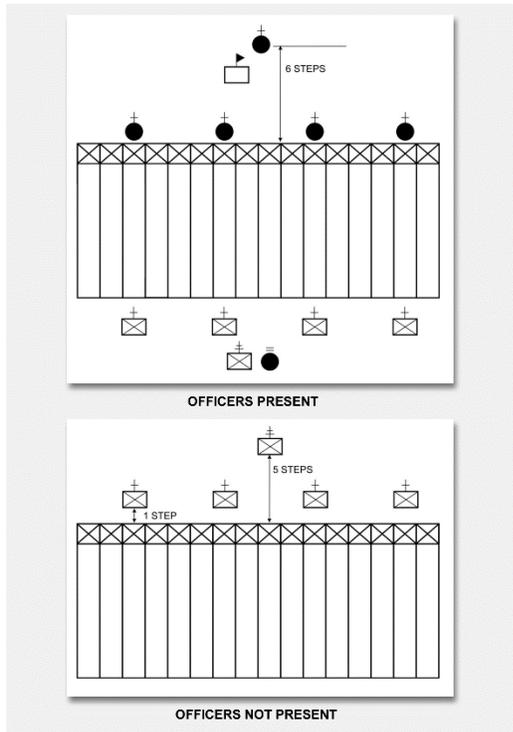
- When the company is in mass formation *without the commander present,* the post for the first sergeant is five steps in front of and centered on the formation. When the company is in line formation with the platoons in line *without the commander present*, the post for the first sergeant is nine steps in front of and centered on the company. When the company is in column formation with the platoons in column *without the commander present*, the post for the first sergeant is nine steps to the left flank of and centered on the company.
- When marching as part of the company in mass formation with the commander at his post, the first sergeant remains at his post to provide cadence and control.

Platoon Sergeant. When the company is in any of the four formations and the officers are present, the platoon sergeant's post is one step to the rear and centered on his platoon.
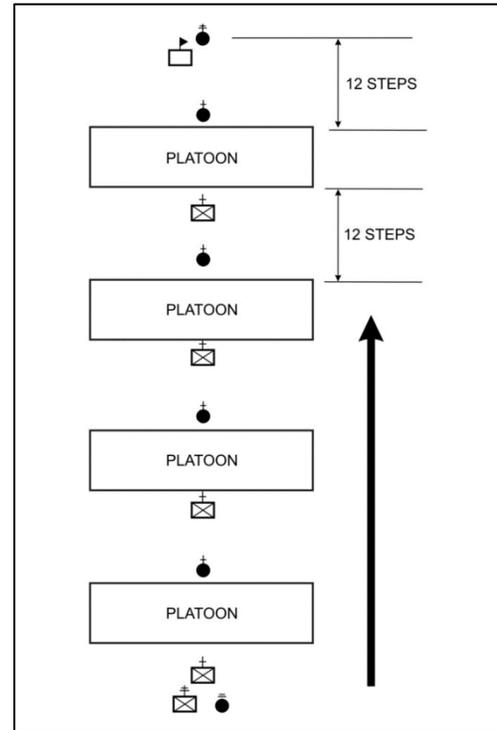
- When the company is in mass formation, the post for the platoon sergeants is one step to the rear of the company and evenly spaced across the frontage. When the company is in mass formation, *without the officers present*, the post for the platoon sergeants is one step in front of and evenly spaced across the front.
- When the company is in line formation with the platoons in line *without the officers present*, the post for the platoon sergeant is three steps in front of and centered on his platoon. When the company is in column formation with the platoons in column *without the officers present*, the post for the platoon sergeant is three steps to the left flank of and centered on his platoon.
- When marching the company *without the officers present*, and the company is in column formation with the platoons in column, the platoon sergeants remain at their posts and provide for cadence and control of their platoons.

NOTE: The executive officer inconspicuously gives the necessary commands (March, Column Half Left, Halt, and Facings) for himself and the first sergeant when changing from one post to another. Once in motion, they incline as necessary and march to their new posts. When the company changes from a line formation to column formation, the first sergeant and executive officer face with the company but do not march forward. They remain in position until the last platoon has passed. If the company marches forward (column formation) for a short distance only, or if it closes on the base platoon (line formation) at close interval, the first sergeant and executive officer march forward or face to the right in marching and resume their posts. When the company changes from a column (platoons in column) to a line formation, they face to the right in marching and assume their posts in line. When the company forms a company in column with platoons in line, as the unit is faced, they face to the right in marching and assume their posts to the rear of the last platoon. When the company is formed in mass, they face to the right in marching and assume their posts at the center of the company immediately after halting with the last platoon. The off-center position explained for the first sergeant and executive officer should place them at normal interval from each other while covering a file to their front. If either one is not present during a formation, the one present changes posts without command and assumes the post at the center of the company rather than off center.

Company in Column with Platoons in Column

6 STEPS

3 STEPS

3 STEPS

5 STEPS

5 STEPS

12 STEPS

9 STEPS

1 STEP

1 STEP

2 STEPS

OFFICERS PRESENT

OFFICERS NOT PRESENT

Additional Officers. Other officers assigned or attached, who have no prescribed position within the formation, form evenly to the right and left of the executive officer in a line formation; they fall out and form in one or two ranks at correct distance to the rear of the first sergeant and executive officer when the company forms in column.

Company in Mass   **Company in Column with Platoons in Line**

6 STEPS

OFFICERS PRESENT

5 STEPS

1 STEP

OFFICERS NOT PRESENT

12 STEPS

PLATOON

12 STEPS

PLATOON

PLATOON

PLATOON

6-3. Basic Formation Information

This section discusses basic information that applies to the formations and movements used in conducting company drill.

The company normally forms in a line formation; however, it may re-form in column when each cadet can identify his/her exact position in the formation. The company forms basically the same as the platoon. On the command **FALL IN**; *(At Close Interval),* **FALL IN**, the platoons form in line, centered on and facing the person forming the unit, with five-step intervals between platoons.

NOTE: To have the company assemble in a company mass formation the command is ***Mass Formation, FALL IN***. Before giving the commands, the person forming the unit announces the interval and the number of personnel in the front and designates the base cadet. In this situation, the first sergeant and platoon sergeants travel around the right flank of the formation when moving from post to post. The commander and platoon leaders travel around the left flank of the formation when moving from post to post.

When armed, members fall in at *Order Arms (Sling Arms for leaders)*. Normally, the command ***Inspection*, ARMS** is given at the beginning and end of the day. Because the Cadet Corps uses replica weapons that do not fire, many of which don't have operating bolts or receiver groups, and those which do are easily broken, the requirement to execute ***Inspection Arms*** is waived.

The company may be formed by the first sergeant and platoon sergeants or by the company commander and platoon leaders. When possible, the platoons assemble near the formation site before

the arrival of the first sergeant or company commander. If the company is formed by the noncommissioned officers, the platoon leaders normally observe the procedures from a position to the rear of their platoons.

When the company is formed by the noncommissioned officers, the following procedures apply:
- The first sergeant posts himself nine steps in front of (center) and facing the line where the front rank of each platoon is to form. He then commands **FALL IN**; *(At Close Interval),* **FALL IN**.
- On the command of execution, the platoons form in the same manner prescribed in platoon drill. Each platoon sergeant faces his platoon while the platoons are forming and directs his platoon to adjust (if necessary) and align on the platoon to its right at the correct interval. Once the platoon is formed, the platoon sergeants face about.
    > **NOTE:** If the command *At Close Interval*, **FALL IN** is given, the members of the platoon form at close interval; however, the five-step interval between platoons is maintained.
- When all the platoon sergeants are facing to the front, the first sergeant then directs (if appropriate) **RECEIVE THE REPORT**. The platoon sergeants face about and command **REPORT**. The squad leaders report as previously described in paragraph 5-2. Having received the report, the platoon sergeants face about.
- When all platoon sergeants are facing to the front, the first sergeant commands **REPORT**. The platoon sergeants turn their head and eyes toward the first sergeant, salute and report in succession from right to left **"First Sergeant, All present";** or **"First Sergeant, All accounted for";** or **"First Sergeant, # Cadets absent"**. Note that the commonly heard "First Sergeant, 1st Platoon, 15 assigned, 15 present" or similar is not a regulation-based report. The first sergeant turns his head and eyes toward the reporting platoon sergeant and returns each *Salute* individually. Having received the report from the platoon sergeants, the first sergeant faces about and awaits the arrival of the company commander if the commander is scheduled to receive the company.

If the commander is not scheduled to receive or inspect the company, the first sergeant and platoon sergeants remain at their posts and execute company drill from their posts. For continuity purposes, the term commander may also be used to denote the first sergeant, just as platoon leader may be used to denote the platoon sergeant when the commander and platoon leaders are conducting company drill from their posts.

When the company commander (with guidon bearer) has halted at his post, the first sergeant salutes and reports, **"Sir, all present,"** or **"Sir, all accounted for,"** or **"Sir, (so many) Cadets absent."** The company commander returns the *Salute* and commands **POST**. The first sergeant faces about and marches to his post three steps to the rear and at the center of the company, halts, and faces about. The guidon bearer steps forward three steps. The platoon sergeants face to the right in marching and assume their posts to the rear of their platoons (if the platoon leader is not present, they step forward three steps). The platoon leaders march around the left flank of their platoons and assume their posts by inclining facing to the front. The company executive officer assumes his post two steps to the rear of the first sergeant.

When the company is formed by the company commander, the procedures are the same as forming with the noncommissioned officers except that the platoon leaders form their platoons and the first sergeant, platoon sergeants, and guidon bearer fall in at their posts. The command **POST** is not necessary. If a platoon sergeant is to fill the post of platoon leader, he takes a position six steps in front of and centered on the platoon.

6-4. Changing Interval

The company changes interval in the same manner as prescribed for the platoon.

When the first sergeant wants the company to obtain close interval in a line formation while maintaining a five-step interval between platoons, he/she directs **CLOSE ON THE BASE PLATOON AT CLOSE INTERVAL**. The platoon sergeants face about and command *Count,* **OFF**. After the platoons have counted off, the platoon sergeants command *Close Interval,* **MARCH**. The second, third, and fourth platoon sergeants command *Right,* **FACE** and in succession command *Half Step,* **MARCH**. They halt at the five-step interval and face the platoon to the left. If the directive **CLOSE ON THE THIRD PLATOON AT CLOSE INTERVAL** is given, the platoon sergeants on the right of the designated platoon have their platoons obtain close interval, face their platoons to the left, march (*Half Step*) forward until the five-step interval is obtained, and then halt and face their platoons to the right.

NOTE: When the company is at close interval (line formation), the first sergeant may march the company (in column with less than correct distance) at the Half Step for short distances. If he wants to march with a 24-inch step while marching with less than correct distance, he commands *Extend,* **MARCH**. The first platoon sergeant commands *Extend,* **MARCH**. The other platoon sergeants command **CONTINUE TO MARCH**. As the first platoon begins to march with a 24-inch step, the second platoon sergeant commands *Extend,* **MARCH**. The remaining platoons execute the directive in the same manner as the second platoon.

When the first sergeant wants the company to obtain normal interval from close interval in a line formation while maintaining a five-step interval, he directs **EXTEND ON THE BASE PLATOON AT NORMAL INTERVAL**. The platoon sergeants face about and march (*Half Step*) their platoons to a position that ensures the five-step interval between platoons after they have obtained normal interval. After halting and facing the platoons to the left, the platoon sergeants command *Count,* **OFF**. The platoon sergeants then command *Normal Interval,* **MARCH**. If necessary, the platoon sergeant can verify interval as described in paragraph 6-6.

6-5. Changing Distance

To increase the distance between elements of a company (or larger unit) while marching in column with normal distance, use the following procedures.

NOTE: This movement is only executed from the half step when a company or larger size element is marching in column at less than normal distance.

To increase the distance between elements of a company (or larger unit) while marching in column at the half step with normal distance, the command is *Extend,* **MARCH**. On the preparatory command *Extend* of *Extend,* **MARCH**, the first platoon sergeant echoes the preparatory command and all subsequent platoon sergeants issue the supplementary command **CONTINUE TO MARCH**. On the command of execution **MARCH** of *Extend,* **MARCH**, the front rank of the lead element takes one more 12-inch step, then steps off with a 24-inch step. All other ranks continue to march with a 12-inch step until the rank to their front has stepped off with a 24-inch step and has obtained normal distance (40 inches).

Subsequent platoon sergeants issue the command *Extend*, **MARCH** after the entire element to their front has obtained normal distance and has begun marching forward with a 24-inch step.

NOTE: From the *Halt*, the first sergeant directs **HAVE YOUR PLATOONS EXTEND MARCH**. The lead platoon sergeant gives the command *Extend*, **MARCH**. All subsequent platoon sergeants give the command *Half Step*, **MARCH**. On the command of execution **MARCH** of *Extend*, **MARCH**, the front rank steps off with a 24-inch step. All other ranks step off with a 12-inch step and execute the movement in the same manner as previously described.

6-6. Aligning the Company

To align the company, use the following procedures:

To align the company in a line formation, the first sergeant directs **HAVE YOUR PLATOONS DRESS RIGHT**.

- On the directive, all platoon sergeants face about. The right flank platoon sergeant commands *Dress Right*, **DRESS** and aligns his platoon as described in platoon drill. When the alignment of the first rank of the right platoon has been verified (the platoon sergeant has stepped off to align the second rank), the platoon sergeant to the left commands *Dress Right*, **DRESS**. He then faces to the half right in marching, moves to a position on line with and one step to the left of the left flank cadet of the first rank, and faces (*Left Face*) down the line.
- After aligning the first rank, the platoon sergeant centers himself on the first rank, faces to the right in marching, takes two short steps, halts, executes *Left Face*, and aligns the second rank. The third and fourth ranks are aligned in the same manner as the second rank.
- After aligning the fourth rank, the platoon sergeant faces to the left in marching; returns to his position, center of the platoon; halts perpendicular to the formation; faces to the right; commands *Ready*, **FRONT**; and faces about. All platoon sergeants to the left of the second platoon take the same actions as the second platoon sergeant.

  NOTE: If necessary, the platoon sergeants to the left of the base platoon command **VERIFY INTERVAL** before commanding *Dress Right*, **DRESS**. On the command **VERIFY INTERVAL**, the base (squad leader of the first squad) faces to the right in marching and moves to the left flank member (first squad) of the platoon to the right, halts, faces about, steps forward five steps, halts, faces to the right, and aligns himself on the element to his right.

To align the company in column, the first sergeant directs **HAVE YOUR PLATOONS COVER**. On this directive, the first platoon sergeant faces about and commands **COVER**. The first platoon covers as in platoon drill. The other platoons then execute the movement in succession as soon as the platoon to their front has completed the movement.

6-7. Opening and Closing Ranks

To open and close ranks, use the following procedures:

To *Open Ranks*, the first sergeant directs **HAVE YOUR PLATOONS OPEN RANKS AND DRESS RIGHT**. On the directive, all platoon sergeants face about. The right flank platoon sergeant commands *Open Ranks*, **MARCH**. When the platoon has completed the movement, he then commands *Dress Right*, **DRESS** and aligns the platoon the same as in platoon drill. When the first rank of the right platoon has been aligned,

the platoon sergeant to the left commands ***Open Ranks*, MARCH** and then commands ***Dress Right*,**
DRESS. Then he aligns his platoon in the same manner described in paragraphs 7-6 and 8-5. All platoon
sergeants to the left of the second platoon take the same actions as the second platoon sergeant.

NOTE: When clearing grounded equipment, the company may march in column (right face) from open
ranks (*Double Interval*) for short distances. Having cleared the equipment, the first sergeant commands
***Normal Interval*, MARCH**. When returning to the equipment while marching at normal interval, the
command ***Double Interval*, MARCH** is given. If the company is marching in reverse order, the commands
FALL OUT and **FALL IN** should be given.

To *Close Ranks*, the first sergeant directs **HAVE YOUR PLATOONS CLOSE RANKS**. On the directive, all
platoon sergeants face about and in sequence from right to left command ***Close Ranks*, MARCH**. The
platoons execute the movement the same as in platoon drill. After the platoons have completed the
movement, the platoon sergeants face about.

6-8. Changing the Direction of March of a Column

To change the direction of march of a column, use the following procedures.

The company changes the direction of march basically the same as the squad and platoon. The
commands are ***Column Right (Left), Column Half Right (Left)*, MARCH**.

The base element during a column movement is the lead platoon and the squad on the flank in the
direction of turn.

When at the *Halt*, the leading platoon sergeant repeats the first sergeant's preparatory command.
Succeeding platoon sergeants give the supplementary command ***Forward***. On the command of
execution **MARCH**, the leading platoon executes the movement as described in platoon drill; succeeding
platoons execute the movement on their platoon sergeant's command at approximately the same
location.

While marching, the movement is executed as described from the *Halt* except that the succeeding
platoon sergeants give the supplementary command ***Continue to March*** rather than ***Forward***.

The company executes *Rear March* and inclines in the same manner as the platoon.

When executing *Counter-Column March* from the *Halt*, the leading platoon sergeant repeats the
preparatory command. Succeeding platoon sergeants give the supplementary command ***Forward***.

- On the command of execution **MARCH**, the leading platoon executes the movement as
  described in platoon drill, and marches through the other platoons. Succeeding platoons
  execute the movement on the platoon sergeant's command at approximately the same location.
- When the movement is executed while marching, the command of execution is given as the left
  foot strikes the ground. The movement is executed basically the same as from the *Halt* except
  that the succeeding platoon sergeants give the supplementary command *Continue to March*
  rather than *Forward*.

- The guidon bearer faces to the left in marching from the *Halt* or executes a *Column Left* in marching, marches by the most direct route outside of the formation, and repositions himself in front of the lead platoon as it clears the rear of the company.
- If the first sergeant gives the command from his post in a separate unit, he moves in the most convenient manner to his new position at the left flank of the unit. If he gives the command while at the head of the company, he moves in the same direction as the guidon bearer.

6-9. Closing the Distance between Platoons

This movement is only executed when the company is in column with the platoons in column with the first sergeant and platoon sergeants at their posts. It is used to combine the platoons from a company in column formation (in separate platoons) to one large platoon commanded by the first sergeant (*not a company in mass, as that would be at close interval with platoons next to each other*).

The first sergeant directs **CLOSE ON THE LEADING PLATOON**. The leading platoon sergeant commands **STAND FAST**. The leading platoon sergeant then faces to the left as in marching and marches, inclining as necessary, to the trail of the company.

The succeeding platoon's platoon sergeant marches his platoon forward and commands *Mark Time,* **MARCH**. He ensures that he gives the command of execution **MARCH** when the squad leaders are three steps from the last Cadet in the leading platoon so that the Cadets of the succeeding platoon begin marching in place at the correct distance, right behind the platoon in front of them.

While *Marking Time* in formation, the Cadets adjust position to ensure proper alignment and cover. The proper distance between Cadets while marching is one arm's length plus 6 inches (approximately 36 inches). If necessary, the squad leaders take the appropriate number of steps to close any gaps should the trail of the leading platoon be uneven. The rest of the formation adjusts as necessary.

After sensing that the members of the platoon have obtained proper alignment and cover, the platoon sergeant commands *Platoon*, **HALT**. After commanding the platoon to *Halt*, the platoon sergeant faces to the left as in marching and marches, inclining as necessary, to the trail of the company.

The remaining platoons execute in the same manner as the succeeding platoon in order from front to rear. The platoon sergeants wait until the platoon sergeant to their front gives the command *Mark Time*, **MARCH**, before giving the command *Forward*, **MARCH**.

The platoon sergeants form at the trail of the company one step to the rear and evenly spaced. The platoon sergeants are now part of the formation. If the first sergeant wants exact cover and alignment, he commands **COVER**. The first sergeant remains at his post and marches the company.

6-10. Correcting the Distance between Platoons

To obtain correct distance (five steps) when the company is marching in column or is in column at the *Halt*, the first sergeant directs **CORRECT ON LEADING PLATOON**.

When at the *Halt*, on the directive **CORRECT ON LEADING PLATOON**, the platoon sergeant of the leading platoon commands (over the right shoulder) **STAND FAST**.

The succeeding platoon sergeants command (over the right shoulder) *Forward*, **MARCH** and then command *Mark Time*, **MARCH** and *Platoon*, **HALT** when correct distance is obtained.

While marching, on the directive **CORRECT ON LEADING PLATOON**, the platoon sergeant of the leading platoon commands (over the right shoulder) *Half Step*, **MARCH**. The succeeding platoon sergeants command (over the right shoulder) **CONTINUE TO MARCH**, and then command *Half Step*, **MARCH** as soon as the correct distance is obtained.

The first sergeant commands *Forward*, **MARCH**; (**HALT**) as soon as all platoons have obtained the correct distance and are marching at the half step.

6-11. Forming a Column of Twos and Reforming

The company forms a column of twos basically the same as the platoon. The first sergeant must allow sufficient time for the platoon sergeants, and the squad leaders of the lead platoon, to give their supplementary commands before giving the command of execution.

The command for this movement is *Column of twos from the right (left)*, **MARCH**. The leading platoon sergeant repeats the preparatory command. Other platoon sergeants give the supplementary command *Stand Fast*. On the first sergeant's command of execution **MARCH**, the leading platoon executes the movement as in platoon drill. Other platoons execute the movement on their platoon sergeant's command. Succeeding platoon sergeants give their commands so as to follow with the prescribed five-step distance between platoons.

The result is a column of twos of the whole company, still separated by platoon.

Re-forming into a column of fours is executed only at the *Halt*. The command for this movement is *Column of fours to the left (right)*, **MARCH**. On the first sergeant's command of execution, all platoons execute the movement simultaneously as described in platoon drill. As soon as the platoons are re-formed, the platoon sergeants automatically march the platoons forward and obtain the five-step distance between platoons.

6-12. Forming a Company Mass

The company may form in mass from a company in column (platoons in column) when halted or while marching. The company must be at *Close Interval* (*Close Interval*, **MARCH**) before the command *Company Mass Left*, **MARCH** is given.

On the preparatory command *Company Mass Left*, given at the *Halt*, the leading platoon sergeant commands *Stand Fast*. The platoon sergeants of the succeeding platoons command *Column Half Left*. On the command of execution **MARCH**, the leading platoon *stands fast*. The other platoons execute the *Column Half Left* and then execute a *Column Half Right* on the command of the platoon sergeants to a point (line) that ensures the platoons will be at *Close Interval* alongside the platoon to their right when halted. As the platoons come abreast of the base platoon, the platoon sergeants command *Mark Time*, **MARCH**. While the platoon is marking time, the members adjust their positions to ensure alignment on the cadet to their right. The platoon sergeants allow their platoons to *Mark Time* for about eight counts

and then command *Platoon*, **HALT**.

On the preparatory command *Company Mass Left* while marching, given as the left foot strikes the ground, the leading platoon sergeant gives the supplementary command *Mark Time*. The succeeding platoon sergeants command *Column Half Left*. On the command of execution **MARCH**, the leading platoon begins to march in place. After marking time for about eight counts, the lead platoon sergeant commands *Platoon*, **HALT**. The other platoons form in the same manner as from the *Halt*.

NOTES:
1. If the commander is in charge of the formation, on the command of execution **MARCH**, the first sergeant and guidon bearer halt and immediately face to the right (left) in marching and reposition themselves centered on the company.
2. If the platoon sergeants are marching at their posts on the left flank of their platoons, they must wait until the platoon sergeants to their front have commanded **HALT** and have moved to the front of the company before moving into position.

6-13. Aligning a Company Mass

To align a company in mass, use the following procedures:

As soon as the company has formed in mass, the first sergeant gives the command *Order,* **ARMS** (if the unit is armed) and then commands *At Close Interval, Dress Right*, **DRESS**.

On the command of execution **DRESS**, the platoon sergeant of the right platoon marches by the most direct route to the right flank and verifies the alignment of as many ranks as necessary to ensure proper alignment in the same manner as aligning the platoon. When he/she has finished the verification, the platoon sergeant returns to a position one step in front of and centered on the third squad, halts, and faces to the right. When the platoon sergeant has returned to his position, the first sergeant commands *Ready*, **FRONT**. Platoon sergeants align themselves to the right. The first sergeant directs the platoon sergeants to move left or right to ensure the platoon sergeants are evenly spaced across the front. If officers are at their posts, the commander gives the command, and the first platoon leader checks alignment.

6-14. Changing the Direction of March of a Mass Formation

The company changes the direction of march in mass basically the same as a platoon column movement. This movement is normally executed with the commander at his post. For clarity purposes, the term "commander" is used, though it may be executed by the first sergeant and platoon sergeants.

When executed from the *Halt*, the commander has the unit execute *Right Shoulder Arms* (if armed), then faces in the desired direction of march, turns his head toward the formation, and commands *Right (Left) Turn*, **MARCH**.

- On the command of execution **MARCH**, the platoon leaders face to the half right (left) in marching and continue to march in an arc until parallel to the new direction of march. Then they

begin marching with the *Half Step*, dressing on the right (left) flank platoon leader until the command *Forward*, **MARCH** is given.

- The right (left) guide (*the base squad leader in the direction of turn*) faces to the right (left) in marching, takes one 24-inch step in the indicated direction, and then takes up the *Half Step*. All other squad leaders (front rank) face to the half right (left) in marching and continue to march in an arc until they come on line with the guide.

- At this time, they begin marching with the *Half Step* and dress (glancing out of the corner of the eye) in the direction of the turn until the command *Forward*, **MARCH** is given. On that command, the dress is automatically to the right. All other members march forward and execute the movement in the same manner as their squad leaders.

When executed while marching, the movement is the same as from the *Halt* except that the company commander faces about (marching backward) to give the command *Right (Left) Turn*, **MARCH**. He then faces about and completes the turning movement himself. After the company has completed the turn, he faces about, commands *Forward*, **MARCH**, and again faces about.

6-15. Forming a Column from a Company Mass

This movement is similar in concept to a platoon executing File from the Left/Right, with platoons moving instead of squads. Though it may be executed while marching as described in TC 3-21.5, cadet units should execute it only from the halt.

This movement is normally executed with the commander at his post. For clarity purposes, the term "commander" is used, though it may be executed by the first sergeant and platoon sergeants. To form a company in column from a company mass at the *Halt*, the command is *Column of Platoons, Right Platoon, Forward (or Column Right or Column Half Right)*, **MARCH**. The right platoon leader gives the supplementary command of *Forward (or Column Right or Column Half Right)*, and the other platoon leaders command *Stand Fast*.

On the command of execution **MARCH**, the right platoon marches in the direction indicated. All other platoons follow (in sequence) in column, initiating movement with *Forward*, **MARCH**, then executing *Column Half Right March* and then *Column Half Left March* on the commands of the platoon leaders.

Note that your column formation will be at close interval because you're coming from a formation in mass. Commanders may give the command *Normal Interval*, **March** to assume normal interval.

If commanders want platoon leaders and platoon sergeants to march at the flank of their platoon instead of their posts in the front and rear of the platoon, the commander should direct the leaders to do that separately from execution of this command. Leaders can assume positions on the flank of the column formation once the platoon is marching in column. In parade/review ceremonies, the leaders stay in their position at the front (commanders) and rear (sergeants) of their unit.

6-16. Forming a Company in Column with Platoons in Line and Re-Forming

This movement is normally executed with the commander at his post. For clarity purposes, the term "commander" is used, though it may be executed by the first sergeant and platoon sergeants. To form a

company in column with platoons in line from a column formation at the *Halt*, the command is ***Column of platoons in line***, **MARCH**. The platoon leader of the leading platoon gives the supplementary command ***Stand Fast***. The second platoon leader gives the supplementary command ***Column Right***. All other platoon leaders give the supplementary command ***Forward***.

On the command of execution **MARCH**, the leading platoon *Stands Fast*, and the second platoon executes a *Column Right*, marches 12 steps past the right file of the first platoon, and executes a *Column Left*. As they come on line with the base platoon, the platoon leader commands ***Mark Time***, **MARCH**. After the platoon has marched in place for eight counts (while squad leaders ensure they're aligned with the squad leaders of the preceding platoon), the platoon leader commands ***Platoon***, **HALT**. The succeeding platoons execute a *Column Right* at approximately the same location as the platoon to their front and execute a *Column Left* and then halt in the same manner as the second platoon. When the platoons have halted in position, the company commander commands ***Left***, **FACE**. On that command, the platoon leaders and platoon sergeants face in marching and assume their posts.

When executed while marching, the movements are basically the same as from the *Halt* except that the commander gives the command of execution as the right foot strikes the ground. The leading platoon leader commands ***Mark Time***. On the preparatory command, the second platoon leader commands ***Column Right***, and the succeeding platoon leaders command ***Continue to March***. On the command of execution **MARCH**, the leading platoon executes *Mark Time* and marches in place (approximately eight counts) until the platoon leader commands ***Platoon***, **HALT**. The other platoons execute the movement in the same manner as from the *Halt*.

To re-form in column with platoons in column, the company commander commands ***Right, Face; Column of Platoons, Left Platoon***, **MARCH**. On the command ***Right, Face***, the platoon leaders and platoon sergeants face in marching and resume their posts in column. On the preparatory command ***Column of Platoons, Left Platoon***, the left platoon leader commands ***Forward***. All other platoon leaders command ***Column Half Left***. On the command of execution **MARCH**, the left platoon executes the movement. The other platoon leaders give the appropriate commands so as to follow the lead platoon at correct distance.

NOTE: If necessary, the platoons following the second platoon automatically adjust the length of their step to ensure correct distance from the platoon to their front.

6-17. Dismissing the Company

The company is dismissed while at *Attention*. It is usually dismissed by the first sergeant.

The first sergeant commands **TAKE CHARGE OF YOUR PLATOONS**. The platoon sergeants salute. The first sergeant returns all *Salutes* with one *Salute*. After *Salutes* are exchanged, the first sergeant and guidon bearer leave the formation. The platoon sergeants then dismiss their platoons as in platoon drill.

When the company is dismissed by the company commander, he commands **TAKE CHARGE OF YOUR PLATOONS**. The platoon leaders salute. The company commander returns all *Salutes* with one *Salute*. After the *Salutes* are exchanged, the company commander, guidon bearer, first sergeant, and executive officer leave the formation.

- The platoon leader(s) faces about and commands **PLATOON SERGEANT**. The platoon sergeant faces to the right in marching and marches (inclines) around the squad leader(s), halts three steps in front of and centered on the platoon leader, and faces to the right. Each platoon leader then directs **TAKE CHARGE OF THE PLATOON**. *Salutes* are exchanged. The platoon leaders leave the formation.
- The platoon sergeants face about and dismiss the platoons as in platoon drill.

6-18. Company Inspections

The following basic information applies to conducting inspections for a company drill.

The company has one prescribed formation for inspecting personnel and equipment in ranks—company in line with platoons in line.

NOTES: If the commander is not scheduled to receive or inspect the company, the first sergeant and platoon sergeants remain at their posts and execute company drill from their posts. For continuity purposes, the term "first sergeant" may also be used to denote the commander, just as "platoon sergeant" may be used to denote the platoon leader when they are executing drill from their posts. If the commander is inspecting, he and the platoon leaders execute the same as described below.

6-19. In-Ranks Inspection (Line Formations)

Use the following procedures to conduct an in-ranks inspection (line formation), as during the AGI.

With the company in line formation, the commander (first sergeant) directs **PREPARE FOR INSPECTION**. On that directive, the platoon leaders/sergeants face about, open ranks, and align the company as in paragraphs 6-5 and 6-6. When all platoon leaders/sergeants are facing the front, the commander/first sergeant commands **AT EASE**.

NOTE: During the inspection, the guidon bearer, officers, and noncommissioned officers not in ranks assume the position of attention as the inspecting officer approaches their positions and resume the at ease position after they have been inspected. The company commander may direct the first sergeant and executive officer to accompany him during the inspection. When so directed, the executive officer and first sergeant take a position at normal interval (close interval if the company is at close interval) to the left of the company commander.

The commander/first sergeant begins the inspection by stepping forward and inspecting the guidon bearer. He/she then faces to the half left in marching and proceeds to the right of the line. As he/she approaches the right flank platoon, the platoon leader/sergeant commands (over his/her right shoulder) *Platoon*, **ATTENTION**. When the commander/first sergeant has halted directly in front of him/her, he/she reports, "***Sir/Ma'am/First Sergeant, the platoon is prepared for inspection.***" (If the commander is inspecting, *Salutes* are exchanged.) The commander/first sergeant inspects the platoon leader/sergeant. The commander/first sergeant then directs the platoon leader/sergeant to lead him/her through the inspection, faces to the half left in marching, and halts directly in front of the squad leader of the first squad. As the commander/first sergeant faces to the half left in marching, the platoon leader/sergeant faces to the right in marching, inclines, and halts directly in front of the second cadet in the first squad

and on line with and at *Normal Interval (Close Interval)* to the right of the commander/first sergeant. The other platoon leader/sergeants execute the same actions as the commander/first sergeant approaches their platoons.

NOTE: As soon as the platoon leader/sergeant and commander/first sergeant have halted in front of the first two cadets in the squad, the platoon leader/sergeant commands ***Second, Third, and Fourth Squads*, AT EASE**. When moving from cadet to cadet during the inspection, the commander/first sergeant and platoon leader/sergeant (executive officer and first sergeant if the commander is inspecting) simultaneously face to the right in marching, take two short steps (one step if the company is at close interval), halt, and face to the left. After the first sergeant has inspected the last cadet in the front rank, the platoon leader/sergeant hesitates momentarily and allows the commander/first sergeant to precede him/her as he/she inspects the front rank from the rear. As the commander/first sergeant begins to inspect the rear of each rank, the platoon leader/sergeant commands the next squad to *Attention*. As they begin to inspect the next rank, the platoon leader/sergeant commands the last rank inspected to stand *At Ease*. Normally, when inspecting the rear of each rank, the commander/first sergeant conducts a walking inspection. As the commander/first sergeant inspects the rear of the last cadet in each rank, he/she turns and halts directly in front of the squad leader of the next rank. The platoon leader/sergeant turns and halts directly in front of the second cadet. If the commander is inspecting, the executive officer and first sergeant march past (behind) the company commander and assume their positions to his/her left.

The Cadet Corps does not normally conduct company inspections with arms. In the event you want to do so, see TC 3-21.5, paragraph 8-19.

When the commander/first sergeant has completed the inspection of the platoon, the platoon Leader/sergeant commands the platoon to *Attention* and overtakes the commander/first sergeant en route back to the front of the platoon. The platoon leader/sergeant halts at his post facing to the front (*Salutes* are exchanged if the commander is inspecting). The commander/first sergeant (or commander with or without the inspecting party) faces to the right in marching and moves to the next platoon. As soon as the commander/first sergeant has cleared the first platoon, the platoon leader/sergeant faces about, commands ***Close Ranks*, MARCH** and **AT EASE**, and then faces about and executes *At Ease*. When the commander/first sergeant has completed the inspection of the last platoon (exchanged *Salutes* with the platoon leader/sergeant), he/she returns to his/her post at the center of the company and commands the company to *Attention*. He/she then dismisses the company, as previously described.

When the company is inspected by an officer of a higher command, such as during the Annual General Inspection, on the approach of the inspecting officer, the company commander commands ***Company*, ATTENTION**. He/she then faces about, salutes, and reports, **"*Sir/Ma'am, the company is prepared for inspection.*"** The inspection is conducted as previously described except that the company commander takes a position immediately to the left of the inspecting officer. The inspection is terminated by the company commander in the same manner prescribed for a platoon sergeant.

Chapter 7: Manual of the Guidon

The guidon is a company, battery, or troop identification flag. It is present at all unit formations unless otherwise directed by the commander.

7-1. Basic Guidon Positions

When the company is formed, the guidon bearer is one step in front of and two 12-inch left steps to the right of and facing the person forming the unit (the person forming the unit is facing the unit.) If the first sergeant forms the unit, the guidon bearer steps forward three steps on the command **POST** (this puts them in the correct position with the Company Commander).

To face with the guidon, raise the ferrule 1 inch off the ground by bending the right elbow slightly. After executing the movement, automatically lower the ferrule to the *Order* position. Keep the staff vertical throughout the movement.

Execute facing movements, marching movements, *Present Arms (Present Guidon)*, and *Rest* movements with the unit. During manual of arms movements, remain at *Order Guidon* except for *Present Arms*.

When in a line formation and the company is faced to the right for a marching movement, face to the right in marching, assume the *Double-Time* position and double-time from that position to a position five steps forward of and centered on the squad leaders of the first platoon. If the company commander joins the formation at the head of the column (six steps in front of and centered on the squad leaders), execute two left steps.

If a **platoon** is authorized a guidon or phase banner (in training units, for example), the bearer's post is one step in front of and two 12-inch steps to the right of and facing the person forming the platoon. When the formation is faced to the right for a marching movement, the bearer executes in the same manner as explained above, except that his post is three steps in front of and centered on the squad leaders. If the platoon leader is present and at his post in front of the platoon in column formation, the bearer's post is one step to the rear and two 12-inch steps to the left of the platoon leader.
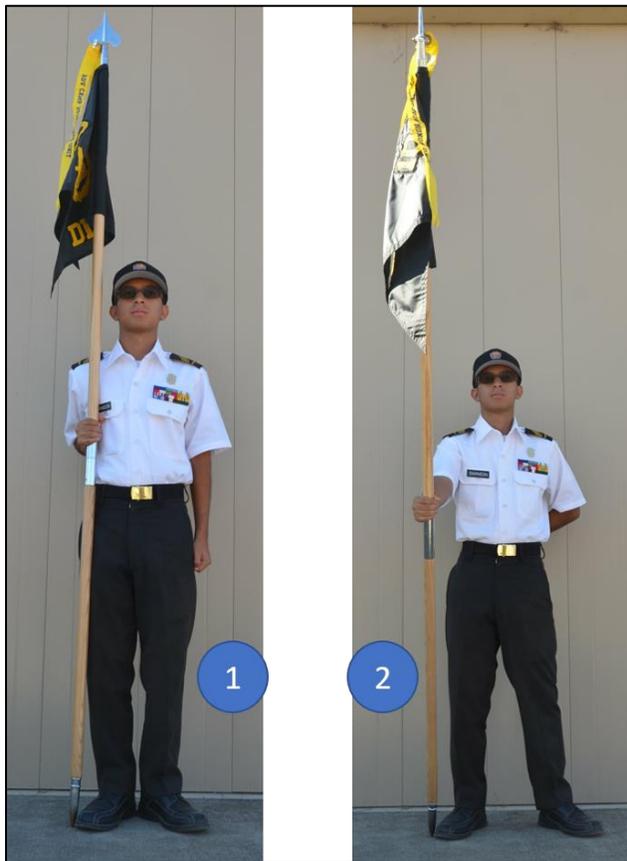
When the guidon bearer is marching at his post in a column formation during a *Column Left (Right)*, he executes a *Column Half Left (Right)* on the command of execution and inclines as necessary to maintain his post.

NOTE: Execute raised guidon only on the preparatory commands for ***Present,* ARMS*; Eyes,* RIGHT**; and on the preparatory command ***Order*** of ***Order,* ARMS** following the execution of *Present Arms* and *Eyes Right*. Also execute *Raised Guidon* on the preparatory command ***Ready*** of ***Ready,* FRONT** (from *Eyes*, *Right*, not from *Dress Right Dress*).

7-2. Order Guidon

At *Order Guidon* (*Position of Attention*), keep the ferrule on the ground and touching the outside of the right foot, opposite the ball of the right foot. Hold the staff in the right hand in the "U" formed by the fingers (extended and joined pointing downward) and thumb. Keep the right hand and arm behind the staff. Rest the staff against the hollow of the shoulder.
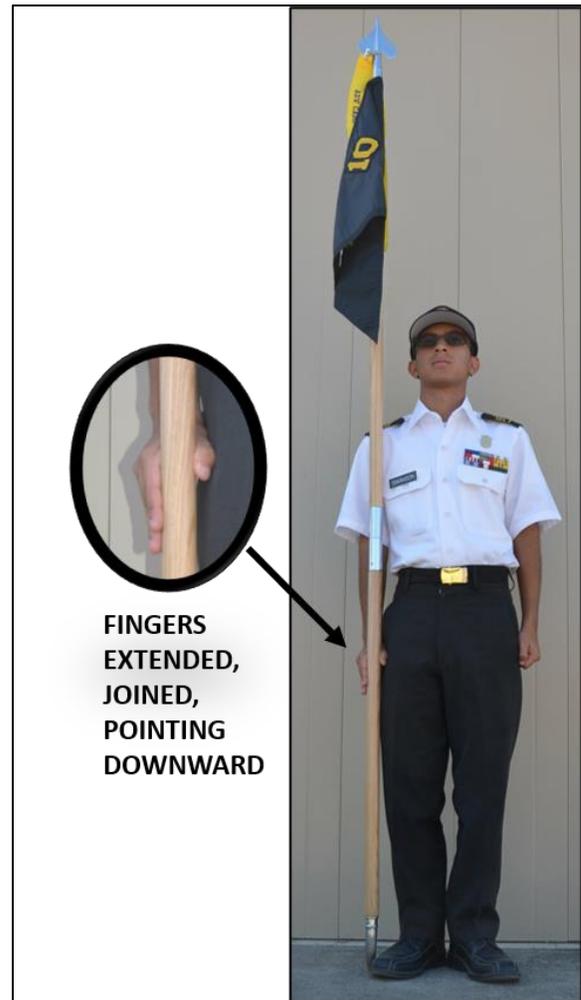
Order Guidon

FINGERS EXTENDED, JOINED, POINTING DOWNWARD

Parade Rest

7-3. Rest Positions

To assume *Rest* positions, execute the following actions.

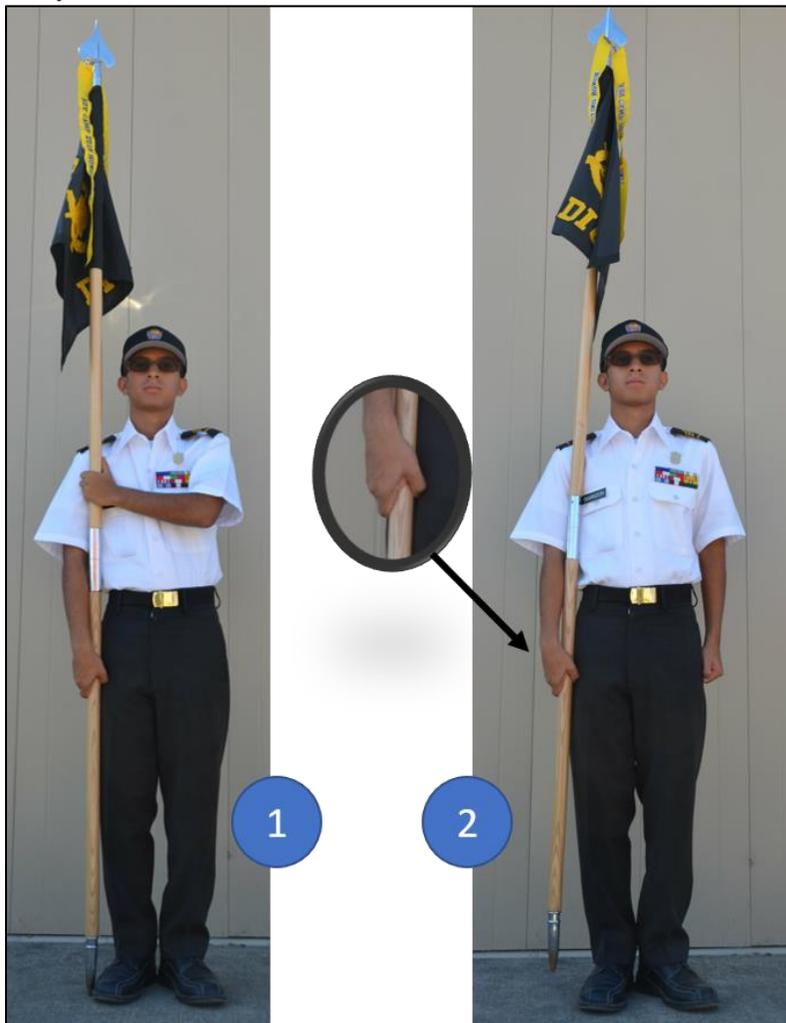On the preparatory command *Parade,* slide the right hand up the staff until the forearm is horizontal and grasp the staff (1, Figure H-2). On the command of execution **REST**, thrust the staff straight forward keeping the ferrule on the ground until the arm is fully extended, and at the same time, execute *Parade Rest* as in individual drill.

Stand At Ease is the same as *Parade Rest,* except that the eyes and head are turned toward the commander.

Execute *At Ease* and *Rest* with the guidon from the *Order Guidon* position the same as *Parade Rest*.

To assume the position of *Carry Guidon,* execute the following actions.

On the preparatory command for marching movements, execute *Carry Guidon* from *Order Guidon* by reaching across the body with the left hand (forearm horizontal) and grasping the staff. Raise the staff vertically 6 inches allowing the staff to slide through the right hand. While the staff is sliding through the right hand, release the grasp and regrasp the staff with right thumb to the front, pointed downward and on line with the seam of the trousers. On the command of execution **MARCH**, return the left hand smartly to the left side and simultaneously step off.

To resume *Order Guidon* from *Carry Guidon,* reach across the body with the left hand (forearm horizontal) and grasp the staff. Let the staff slide through the hands until the ferrule touches the ground. Regrasp the staff in the same manner as in *Order Guidon* and then return the left hand sharply to the side as in the position of attention.

Carry Guidon

When double-timing, carry the guidon diagonally across the body in the same manner as *Port Arms.*

7-5. Raised Guidon

On the preparatory command **Present** of **Present, ARMS** and **Eyes** of **Eyes, RIGHT**, raise the guidon vertically, by grasping the staff with the right hand. Raise the guidon with the right hand while simultaneously moving the left hand (with palm to the rear) across the body to guide the guidon (1, below). Keep raising the guidon until the right hand is on line with the right shoulder. Keep the right elbow into the side. Hold the guidon in this position until the command of execution is given.

NOTE: When executing *Raised Guidon* from *Carry Guidon* instead of *Order guidon*, the bearer changes his grip to the *Order Guidon* position when he grasps the staff with his left hand. He then executes *Raised Guidon* as previously described. The bearer returns to *Carry Guidon* from *Raised Guidon* as described in the Carry Guidon paragraph.

Raised Guidon
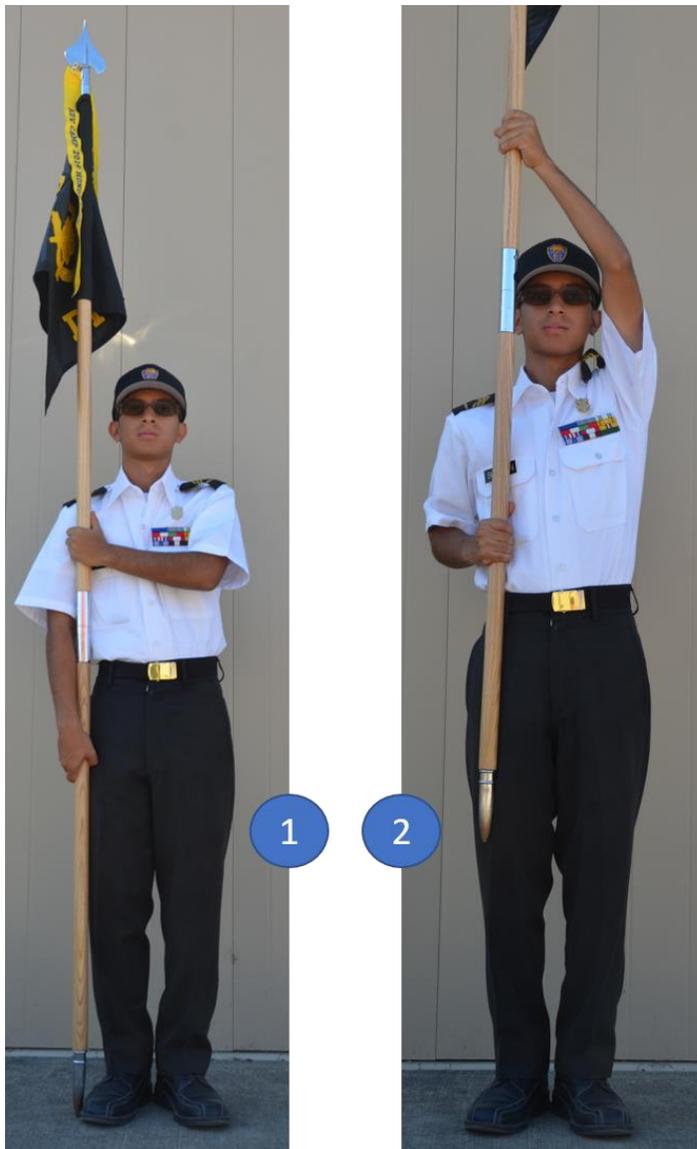
7-6. Present Guidon

To assume this position, execute the following actions.

On the preparatory commands for *Present,* **ARMS** and *Eyes,* **RIGHT**, execute *Raised Guidon.* On the command of execution, lower the guidon to the front using the right hand, keeping the left hand in the same position as *Raised Guidon* until the guidon is in the horizontal position resting under the arm pit. As soon as the staff is horizontal, return the left hand sharply to the left side.

During a review, execute *Eyes Right* by turning the head and eyes to the right as the guidon is presented on the command of execution **RIGHT**. Move the head and eyes to the front as the guidon is raised on the command *Ready* of *Ready,* **FRONT**.

On the command *Order* of *Order,* **ARMS** or *Ready* of *Ready,* **FRONT** (from *Eyes Right*), regrasp the staff with the left hand at its original position and execute *Raised Guidon.* On the command of execution **ARMS** or **FRONT**, lower the guidon back to the carry or order position.

Present Guidon

7-7. Guidon Bearer's Salute

When the guidon bearer (not in formation) has to salute from the order or carry position, the *Salute* is given with the left hand. To achieve this position, execute the following actions.

Move the left hand sharply to a position so that the first joint of the forefinger is touching the staff. The fingers and thumb are extended and joined, palm down, wrist straight, and forearm horizontal.

Individual Salute by Guidon Bearer

WRIST STRAIGHT, FOREARM HORIZONTAL

FINGERS EXTENDED, JOINED, POINTING DOWNWARD
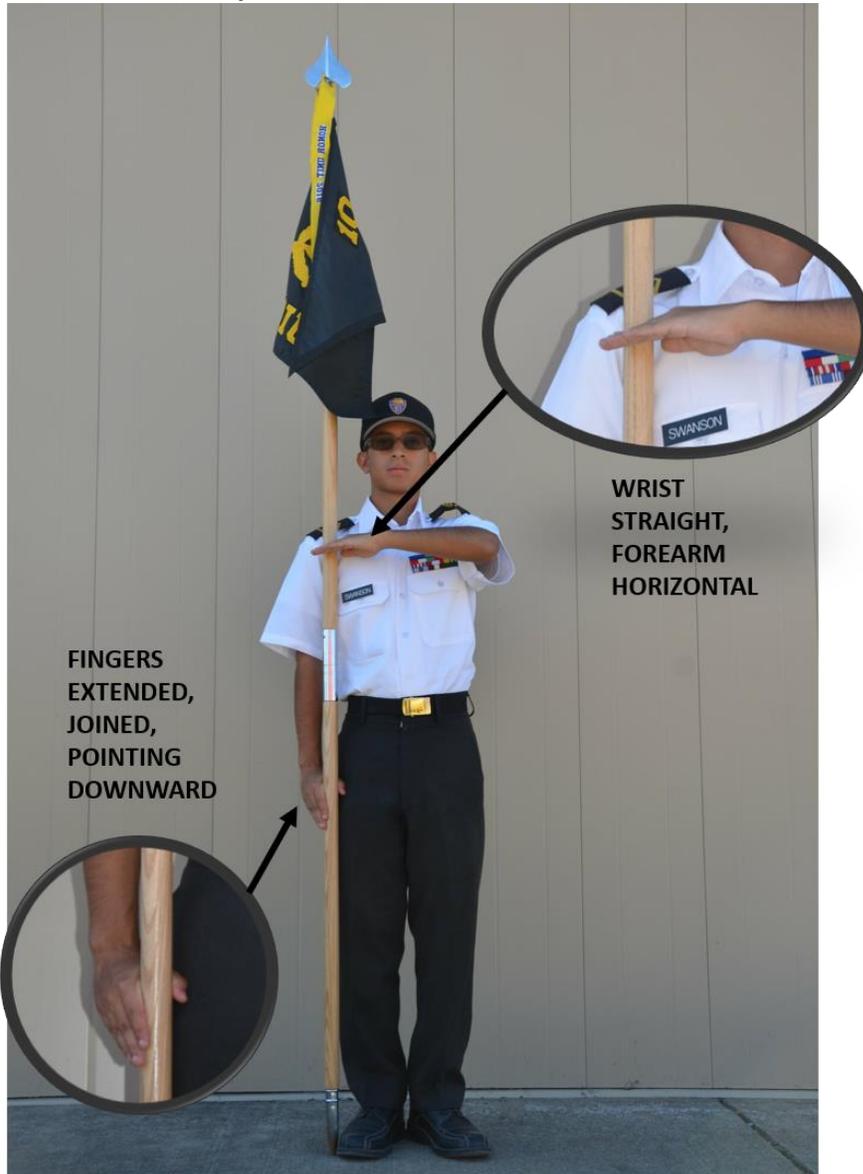
After the *Salute* is acknowledged, return the left hand sharply to the side.

When at *Double Time* (not in formation), return to *Quick Time,* returning the guidon to the carry position and render the guidon *Salute* as previously described. Upon completing the *Salute* return to the carry position and resume *Double Time*.

7-8. Double Time with the Guidon

To assume this position, execute the following actions.

On the preparatory command **Double** of **Double Time, MARCH**, raise the guidon so that the right forearm is parallel to the ground. Keep the right elbow close to the body. Let the pole fall so that the left hand grasps it at shoulder level with the elbow down. The guidon should be diagonally across the body with the pennant above the left shoulder.

Double Time

Chapter 8: Battalion and Brigade Drill

8-1. Battalion Formations

The battalion has three basic formations—line, column, and mass. Separate elements may be arranged in several variations within a formation: the battalion may be formed in line with the companies in line with platoons in line, or battalion in line with companies in column with platoons in line. From those formations, the battalion may be positioned in a battalion in column with companies in column, or companies in mass, or companies in column with platoons in line. Battalions in mass is a formation you're not as likely to use in the Cadet Corps, but you will see battalions in line with companies in mass. You generally select the type of formation you're going to use based on the size of the field, the size of the unit, and the purpose of the ceremony. Sometimes you need to be innovative and arrange your units in a unique fashion to fit the units into the space you have. In all cases, the steps given here are guidelines - you may adjust them to meet your needs.
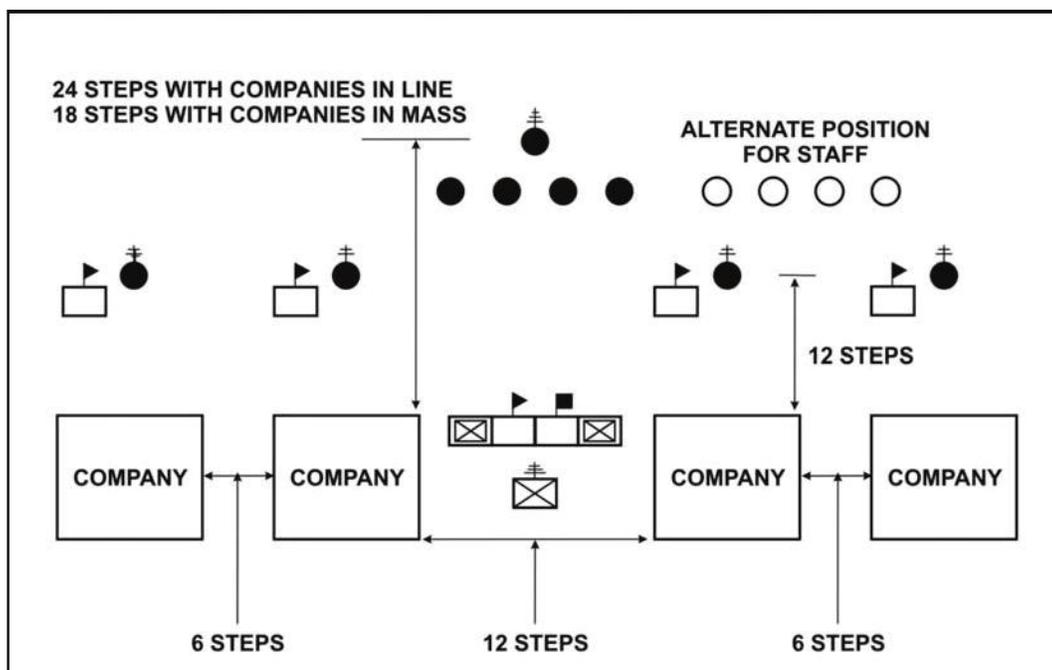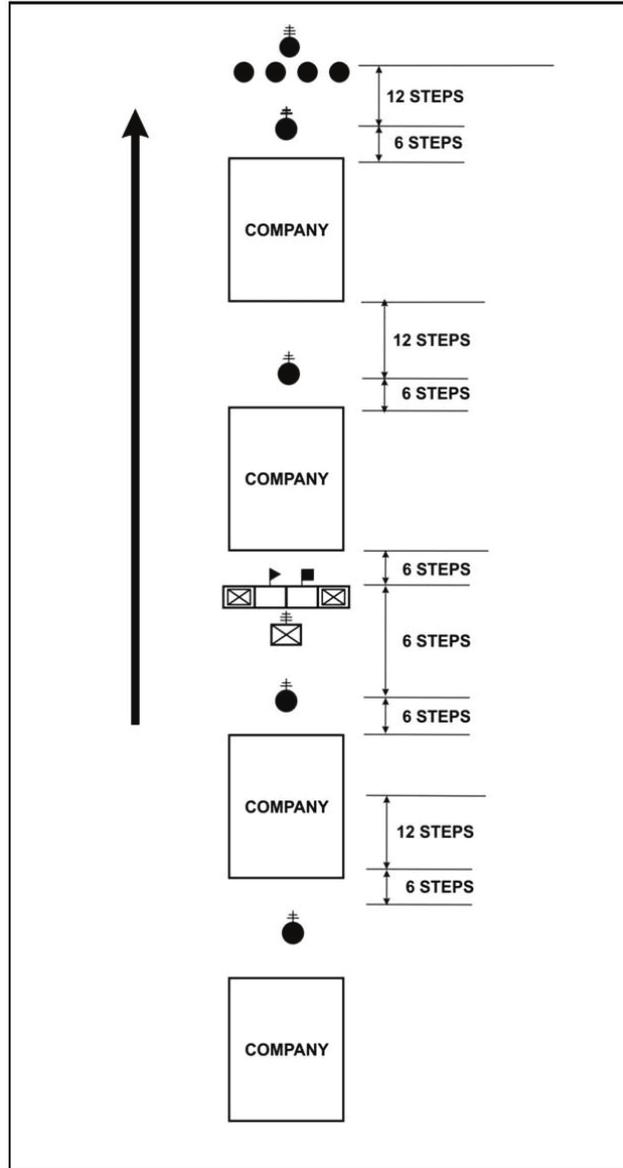

**Battalion in Line with Companies in Line or Mass**

Forming the Battalion. To facilitate the forming of a battalion, the commander normally alerts the companies as to the desired formation, time, place, route, uniform, and the sequence in which the units will form. Unless the right guide's position at the formation site has been previously marked, the guides report to the site and receive instructions before the arrival of the troops.

The commissioned staff (S1 thru S6 if available) forms in one rank, at normal interval and centered on the commander. Staff members are normally arranged in their numerical order from right to left. When enlisted staff personnel form as part of the officer staff, they form two steps to the rear of their respective staff officer (not recommended). The command sergeant major forms one step to the rear of and centered on the Colors.

When the battalion participates as a separate element of a larger formation, or when space is limited, it is normally formed in a mass formation in the same manner as forming a company mass.
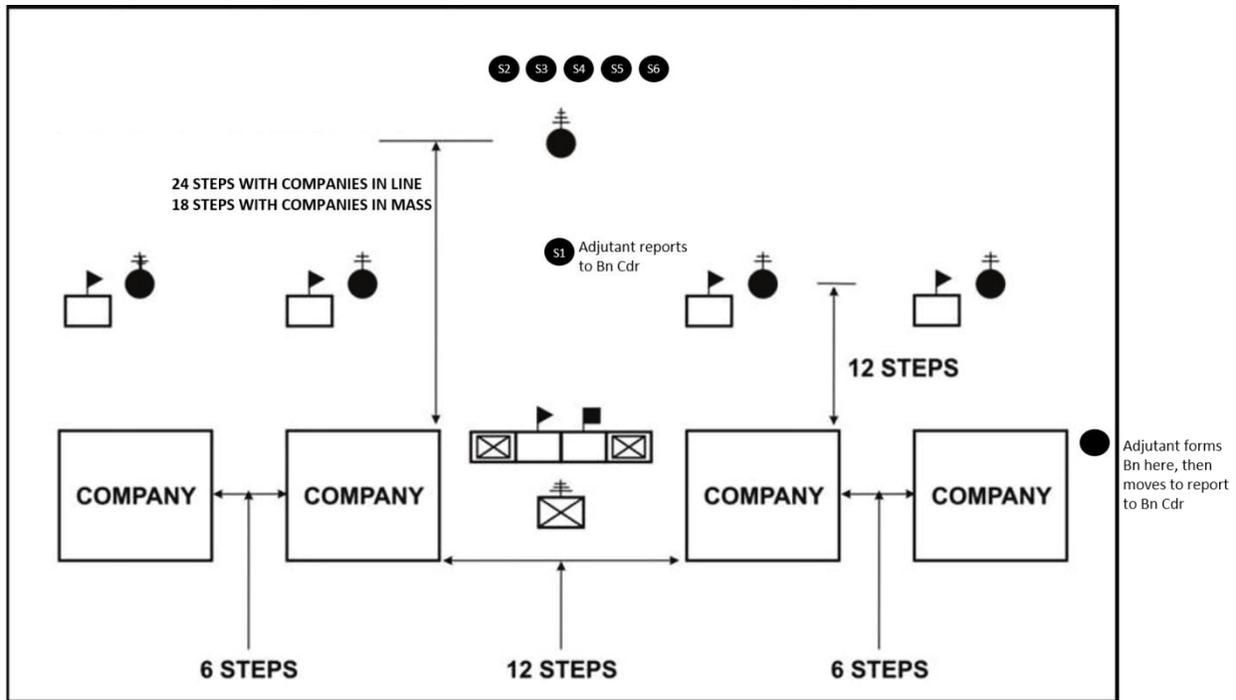

Battalion in Column with Companies in Column or Mass
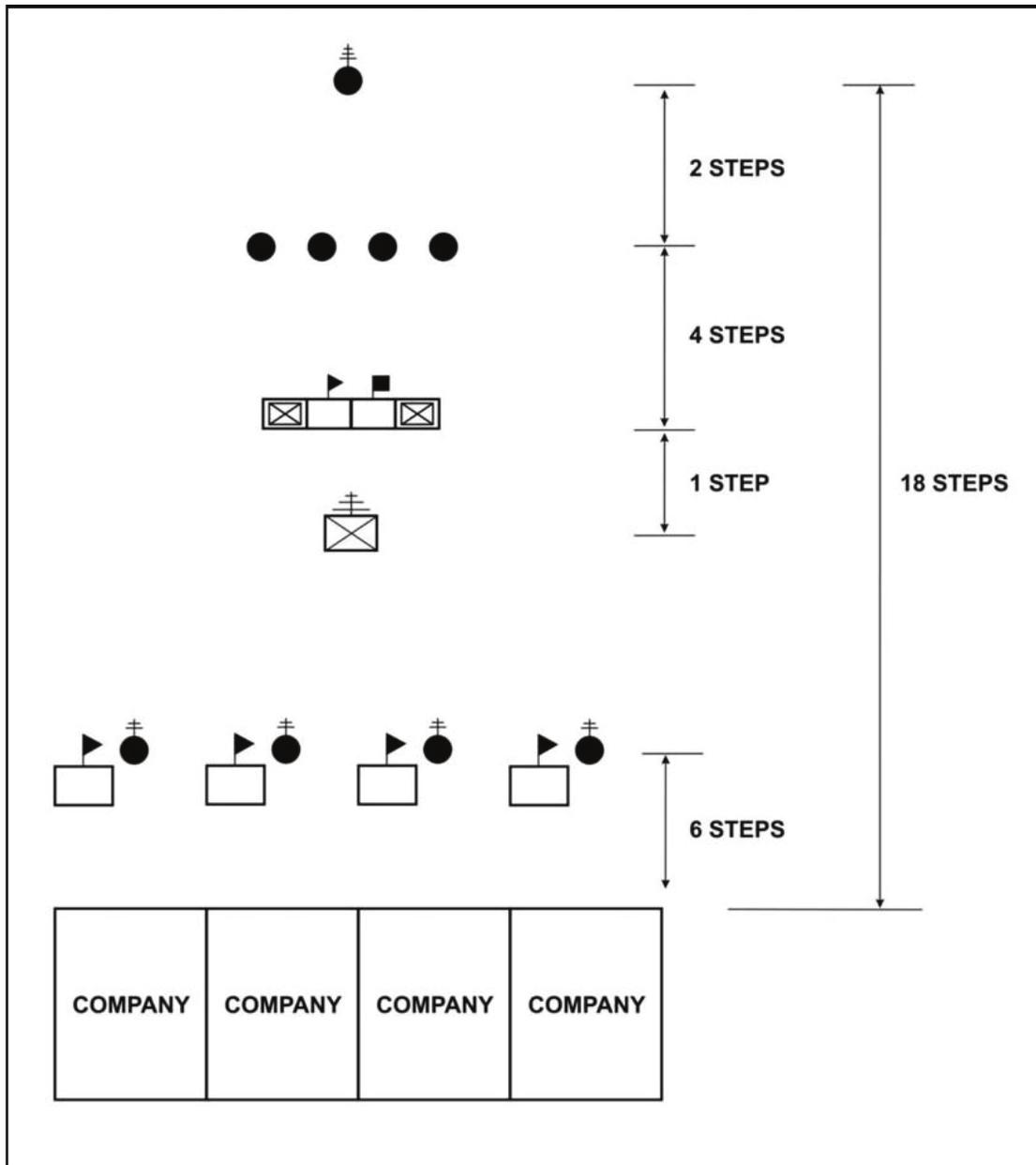
Battalion in Mass Formation

The adjutant is responsible for the formation of troops. He/she takes a position at the right flank of the line on which the units are to form and faces down the line. He/she remains facing down the line until all units are formed and then marches to his/her post midway between the line of troops and the proposed position of the commander. As the commander and his staff approach, the adjutant commands (directs) the units to **ATTENTION,** faces the commander, salutes, and reports, **"*Sir, the battalion is formed.*"**

NOTE: If guides are used, the adjutant takes his post as soon as the guides have been aligned.

24 STEPS WITH COMPANIES IN LINE
18 STEPS WITH COMPANIES IN MASS

12 STEPS

Adjutant reports to Bn Cdr

Adjutant forms Bn here, then moves to report to Bn Cdr

COMPANY   COMPANY   COMPANY   COMPANY

6 STEPS   12 STEPS   6 STEPS

The commander returns the *Salute* and commands **POST.** The adjutant marches forward, passes to the commander's right, halts at his post as the right flank staff officer, and faces about. The commander then commands or directs such actions as he desires.

For ceremonies, the Colors are positioned at the center of the battalion when formed in line or column, and four steps to the rear of the staff when formed in mass. For normal battalion formations, the colors may or may not be present. With an odd number of companies, the Colors are to the center right (so with 3 companies, A Company is on the right with the Colors to their left, then B and C Companies to the left of the Colors).

Dismissing the Battalion. To dismiss the battalion, the commander commands **TAKE CHARGE OF YOUR UNITS.** The company commanders and battalion commander exchange *Salutes.* The battalion commander returns all *Salutes* with one *Salute.* He then dismisses his staff.

NOTE: In a battalion mass formation, the platoon leaders form as the first rank of troops. The right flank platoon leader serves as the guide.

Inspecting the Battalion. When the battalion is to be inspected, the adjutant forms the battalion in line with companies in line and platoons in line. Other formations may be used as necessary, but you can't conduct an inspection in mass formation; platoons must be in line (they may be at close interval). Companies in column with platoons in line works well.

The adjutant forms the troops, reports, and takes his position with the staff (as previously described). When the adjutant has joined the staff, the battalion commander directs **PREPARE FOR INSPECTION.** Unit commanders face about and give the same directive. The platoon leaders prepare their platoons for inspection in the same manner as in company drill. When all of the platoons in each company have

completed opening ranks and have dressed right, the company commander faces the battalion commander. When all company commanders are again facing him/her, the battalion commander commands **AT EASE**.

NOTE: Because of the time involved in inspecting a battalion, the commander normally directs his staff to inspect the companies while he inspects the Colors and makes a general inspection of the battalion. The Color Guards do not execute *Inspection Arms*.

As the battalion commander (or his/her designated staff officer) approaches the company, the company commander faces about, calls the company to *Attention*, faces forward, salutes, and reports, **"Sir/Ma'am, _____ Company is prepared for inspection."** The inspecting officer then proceeds to the first platoon to be inspected. The company commander takes a position to the left of the inspecting officer. The platoons are inspected in the same manner as explained in company drill. In the event a platoon has already been inspected by a staff officer, or is waiting to be inspected by a staff officer, and the battalion commander approaches, the battalion commander is invited to inspect the platoon.

When the inspection has been completed and the battalion commander is en route back to his post, the company commanders bring their units to *Attention* and *Close Ranks* and *At Ease*. When the battalion commander has returned to the front of the formation and all staff officers have completed their inspection, the battalion commander commands **Battalion, ATTENTION** and dismisses the battalion (as previously described).

If the battalion is being inspected by a higher commander and his staff, such as for the Annual General Inspection (AGI), the battalion commander reports to the inspecting officer in the same manner as the company commanders. The battalion commander's staff takes a position to the left of the higher inspecting staff and escorts them to the unit. The battalion commander escorts the chief inspector.

Generally, we don't march in battalion formations, except for passing in review. If a battalion is formed and the commander wants to move to another place, he/she will generally tell the company commanders where to go, and let them march as a company. If you do march a battalion, you need to consider the size, and the ability of subordinate commanders to hear your commands. Marching a battalion in mass is generally too wide; you may be successful marching a battalion in column with companies in mass. That's generally how we march for a Pass in Review at a parade or review ceremony.

Whether you give a **two-part command** or a **directive** will depend on your formation. In a battalion in line with companies and platoons in line, the battalion commander or CSM or Adjutant uses directives. Examples are:
- Bring your units to Attention
- Bring your units to Present Arms
- Bring your units to Order Arms and Parade Rest

When your battalion is in line with companies in mass, you give two-part commands:
- **Battalion (Company), ATTENTION**
- **Present (Present), ARMS**
- **Parade (Parade), REST**

You don't give supplementary commands more than one level down from the commander who gives the preparatory command.

- *Company (Platoon),* **ATTENTION**
- *Battalion (Company),* **ATTENTION**
- <u>NOT</u> *Battalion (Company)(Platoon),* **ATTENTION**

8-2. Brigade Formations

The brigade, like the battalion, has three basic formations – line, column, and mass. The battalions may be arranged in several variations within a formation: the brigade may be formed with battalions in mass, or battalions in line with companies in mass. From those formations, the brigade may be positioned in column with battalions in mass, companies in mass, or battalions in column with companies in column. The formation selected is normally dictated by the space available and the desires of the commander.
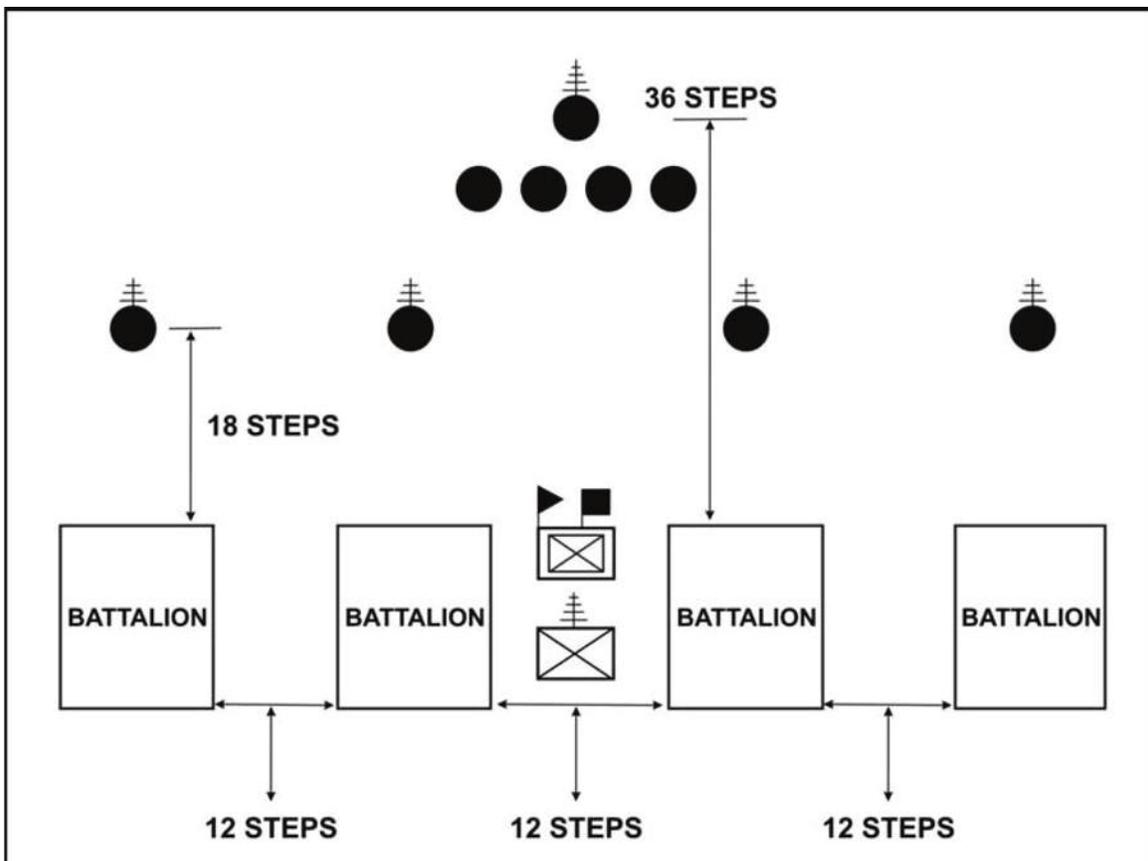

Brigade in Line with Battalions in Mass

The brigade is formed and dismissed in the same manner as the battalion.

Normally, the brigade Color is positioned at the center of the brigade. Subordinate Color-bearing organizations position their Colors to the center of their formation when in a line or column formation, or four steps to the rear of their staff when in a mass formation.

In brigade formations, you use directives to give commands to the formation. For example, "**Bring your Units to Attention**," or "**Bring your Units to Present Arms,**" instead of *Brigade*, **ATTENTION** or *Present*, **ARMS**.
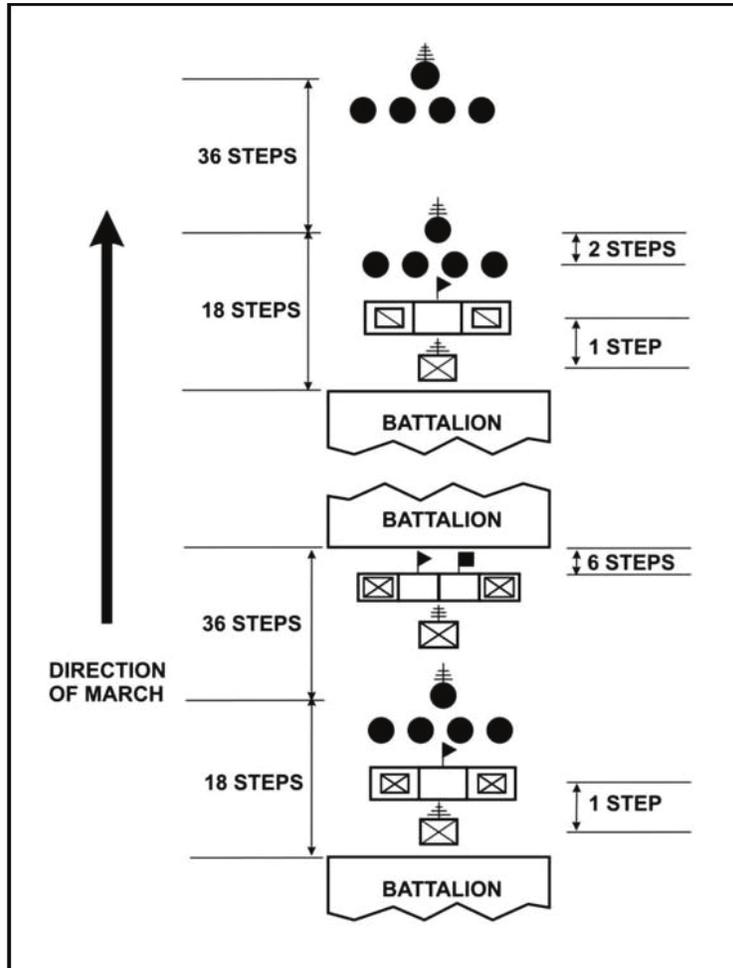
Brigade in Column

Chapter 9: Reviews and Parades

9-1. History of Reviews

Reviews can be traced to the Middle Ages when rulers, as a way of showing their strength, were likely to have military ceremonies.

In the American Army, reviews were originally outlined in Baron Friedrich von Steuben's Blue Book and practiced by revolutionary soldiers. A review consisted of four stages: a formation of troops, presentation and honors, inspection, and a march in review. Today's reviews have incorporated three additional stages: honors to the nation, remarks, and a conclusion. The presence of the band or military music represents the significant role that the drum, fife, and other musical instruments have played throughout military history for signaling in camp or on the battlefield. The presence of the Colors at the center of the formation represents their presence at the forefront of the unit during the heat of battle.

> *What we in the Cadet Corps often refer to as a "Pass in Review" is actually either a Review or Parade, depending on the reason for the ceremony and the elements included. The Pass in Review is just one part of a Review or Parade, where the units march past the reviewing stand and salute the Reviewing Officer.*

At the beginning of the 17th century, armies throughout the world were adopting the regimental system. Regiments were assigned a specific color or number for ease of identification and position on the battlefield. In battle, the color (or flag) party marched at the front and center of its unit as a point for the unit to dress on. By leading the unit in battle, the Colors became prime targets, as victories in those days were expressed in terms of the number of enemy Colors captured; consequently, the Color party bore the brunt of the battle and suffered heavy casualties. Historically, in the American Army, the Colors have been placed in the center of the formation and have been considered to be a part of the company on the immediate right of the Colors. This company is still called the Color unit.

In infantry regulations of 1812, the lineup of companies from right to left was determined by the seniority of the company commander, with the senior on the right. The manual for U.S. infantry tactics in 1862 placed the senior commander on the right and the second senior on the left with the other eight companies in between. After they were lined up, the companies were then numbered first through tenth from right to left. In the infantry drill regulations of 1892, companies continued to be aligned by seniority. Between 1910 and 1970, companies were designated by letters of the alphabet and lined up from right to left: headquarters company, rifle companies in alphabetical order, then any combat support companies. The Colors, however, remained posted in the center of the formation.

Musical elements (usually drums and fifes, and sometimes a band) were used during actual battle and marched 12 to 15 paces to the rear of the formation. By 1892, the infantry drill regulations posted bands and field music on the right of the formation or at the head of the formation when it moved in column.

Honors appear to have originated as musical fanfare and later a gun salute was added. The combination of the two now constitute military honors.

The custom of announcing the arrival of royalty and heads of state with a fanfare of trumpets or drum rolls had its origin in England. It is ironic that drum *ruffles* and the two-note bugle call *flourishes*, used in this manner today, have all but disappeared in the British Commonwealth while the tradition is still carried on in the United States.

The colonists brought many of the military customs of their mother country with them when they came to America. At the time of the French-Indian Wars, soldiers were instructed to "*rest (present arms) and beat two ruffles*" for the Royal Governor of Virginia. In 1776, officers of the Continental Army were advised that "*the adjutant is to order a drum and fife to give two ruffles to a major general and one to a brigadier*."

When Baron von Steuben wrote his manual of discipline, he stated that there were to be "*certain ruffles*" for generals. It is interesting to note that General George Washington was not accorded ruffles. Instead, his arrival was announced by a march— more than likely "*Washington's March*"—that is still played today. In time, this custom was extended to include governors of sovereign states and visiting foreign dignitaries.

Ruffles were not considered elegant and were used exclusively by the military. In some cases, they were even accorded to the officer of the day.

It was some time before trumpets were added to the drum rolls; it is believed they were so used during the War of 1812. Honors for dignitaries were modified to include a flourish of trumpets called the "*Three Cheers*." It is likely that this particular salute evolved into the *Ruffles and Flourishes* as they are played today.

Navy records indicate that the regulations of 1876 stipulated there would be a ruffle of drums to announce the President's arrival but made no mention of the trumpet flourishes. A later regulation (1893) stated that the chief executive would receive four *Ruffles and Flourishes*.

Gun salutes may be traced back to a period when it took a long time to reload guns. By firing all of its guns at once, the battery or fort was left defenseless. The number of guns fired as a salute to honor a U.S. President was not established until 1841. Before that, presidential honors included one gun for every state. It reached at least 24 guns before it was decided that any more guns would be unrealistic and the number of 21 was adopted in 1841. In 1875, the United States adopted 21 guns for the international salute and that number is currently used as honors for all dignitaries of rank equivalent to the President.

9-2. Types of Reviews

A review is a military ceremony used to—
- Honor a visiting, high-ranking commander, official, or dignitary, and or permit them to observe the state of training of a command.
- Present decorations and awards.
- Honor or recognize unit or individual achievements.
- Commemorate events.

Why do we have reviews? They're a great way to publicly celebrate graduations (such as the completion of a summer encampment), awards, or the end of the school year. They're useful for unit competitions

in larger school programs (if you conduct an inspection as part of your review, you can use the results in company or platoon competitions for Honor Unit). Reviews are great learning events for battalion or brigade staffs - the planning process helps develop the staff.

Normally, a review is conducted with a battalion or larger troop unit; however, a composite or representative element consisting of two or more platoons may serve the same purpose. A review consists of the following steps in sequence:
- Formation of troops.
- Presentation of command and honors (although primarily a characteristic of a parade, "sound off" may be included here to enhance the ceremony).
- Inspection. (The inspection stage may be omitted for decorations, awards, or individual recognition ceremonies.)
- Honors to the nation.
- Remarks.
- March in review.
- Conclusion.

NOTE: If retreat is conducted as part of the review, it occurs after presentation of the command and honors and before the inspection. Honors to the nation is omitted.

Other ceremonial activities, or combinations thereof, that may be incorporated within the framework of a review are:
- Review with decorations and awards.
- Review with change of command, activation, or inactivation of units.
- Review with retreat.
- Review with retreat and decorations and awards.
- Review with retreat and change of command, activation, or inactivation of units.

NOTE: In the Army, a review with change of command is not combined with an awards ceremony. Awarding a decoration to an outgoing command is accomplished separately from, and preferably before, a review at which the responsibility of command is transferred. In the Cadet Corps, you may include final awards for outgoing commanders as part of your review.

In order that he/she may review his own command or accompany a visiting reviewing officer, a commander normally designates an officer of his command as commander of troops. This duty usually falls to the XO, but a unit with a Deputy Commander may have that officer as the commander of troops. The commander of troops is responsible for the preparation of the troops for the review.

The ready line and final line on which the units are to form, and the route of march are marked or designated before beginning the ceremony.
- The primary function of the ready line is to enable the unit commander to arrange his unit into the prescribed formation before movement to the final line. The ready line is to the rear of the final line. Flags or appropriate markings are used to designate the post of the reviewing officer and the points where *Eyes*, **RIGHT** and *Ready*, **FRONT** are to be commanded (6 steps to the reviewing officer's right and left and from 6 to 20 steps in front of the reviewing officer).
- Commanders should determine the length of their formation (steps) so that they know how far beyond the ready front marker (6 steps beyond the reviewing officer) they command **Ready,**

FRONT. This ensures that the last members of their unit are six steps beyond the reviewing officer when the command is given.

- The command *Eyes* is given as the right foot strikes the ground, and the command of execution **RIGHT** is given the next time the right foot strikes the ground. The commands *Ready* and **FRONT** are given as the left foot strikes the ground.

    NOTE: These commands are given when the commander reaches the guide marker. The guide marker is placed so that when the commander reaches it, the last element of his/her unit is abreast of the ready front marker.

Any of the formations described for the battalion or brigade may be used; however, the two recommended formations for conducting reviews are: battalion in line with companies in mass or brigade in line with battalions in mass.

    NOTE: When desired or more appropriate, commands may be substituted for directives.

The formation selected is determined by space available and other desires of the commander. Commanders may alter the formation or prescribed distances to meet local situations. Each unit should be sized uniformly with the tallest cadets in front and on the right. Commanders should not cause the leaders to change positions because of their size. Officers and key noncommissioned officers, including squad leaders and others equivalent by virtue of their rank and time in service, should participate in their earned positions of dignity.

If possible, the reviewing officer should arrive at his post after the staff of the commander of troops has reversed and the commander of troops has faced the reviewing stand. Upon arrival, the reviewing officer should immediately take his/her post and refrain from greeting distinguished spectators until after the review has terminated.

NOTE: In battalion mass formation, the platoon leaders form as the first rank of troops. The right flank platoon leader serves as the guide.

The reviewing officer, host or host commander, and distinguished persons invited to attend the review (but not themselves receiving the review), take positions facing the troops.

When a ceremony is conducted for an individual junior in rank to the host or host commander, the junior takes a position to the left of the host or host commander unless the commander yields the post of honor to him. In all cases, the honor position is the position on the right and is the reviewing officer's post. The host or host commander gives the appropriate directive, **PRESENT THE COMMAND** and **PASS IN REVIEW**, during the conduct of the review.

When a civilian or foreign dignitary receives the review, he takes the honor position to the right of the host. The host or host commander returns all *Salutes* when, in his judgment, it would be more appropriate. As a courtesy, the host or host commander should cue the dignitary and inconspicuously explain the procedures during the conduct of the ceremony. The position in which the flags are displayed at the rear of the reviewing party corresponds to the position taken by the individual in the front rank of the reviewing party.

When the ceremony includes decorations, awards, or retirements, the host or host commander should be senior in rank or position to the highest-ranking individual being honored.

An officer from the local staff is designated to escort and brief members of the reviewing party and to show them their positions.

Since all situations or eventualities relative to various services or units (there are many differences between military academies, "normal" CACC battalions and brigades, summer encampments, etc.) cannot be foreseen, commanders may make minor changes to stated procedures. However, with a view toward preserving Army tradition and maintaining consistency, they should not alter or modify the sequence of events other than stated.

NOTE: Ceremonies may be conducted with sabers and swords. See Appendix F of TC 3-21.5 for the manual of arms for these weapons.
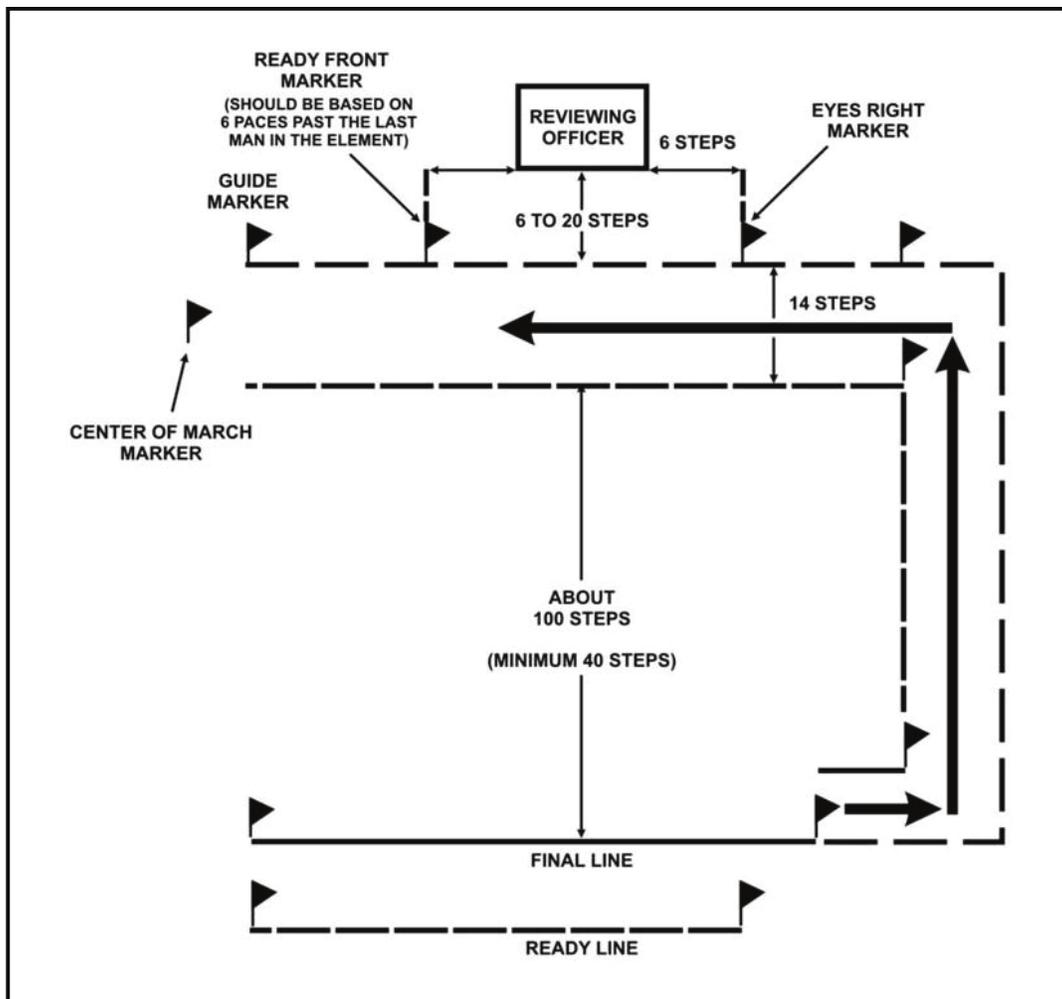
NOTE: The ready front marker is always six steps to the right of the reviewing officer. The commander uses this point to estimate the placement of the guide marker. The guide marker is used as a visual reference to the commander so that when he/she gives the command of execution **FRONT** of *Ready,* **FRONT**, the last members of the unit are at the ready front marker.
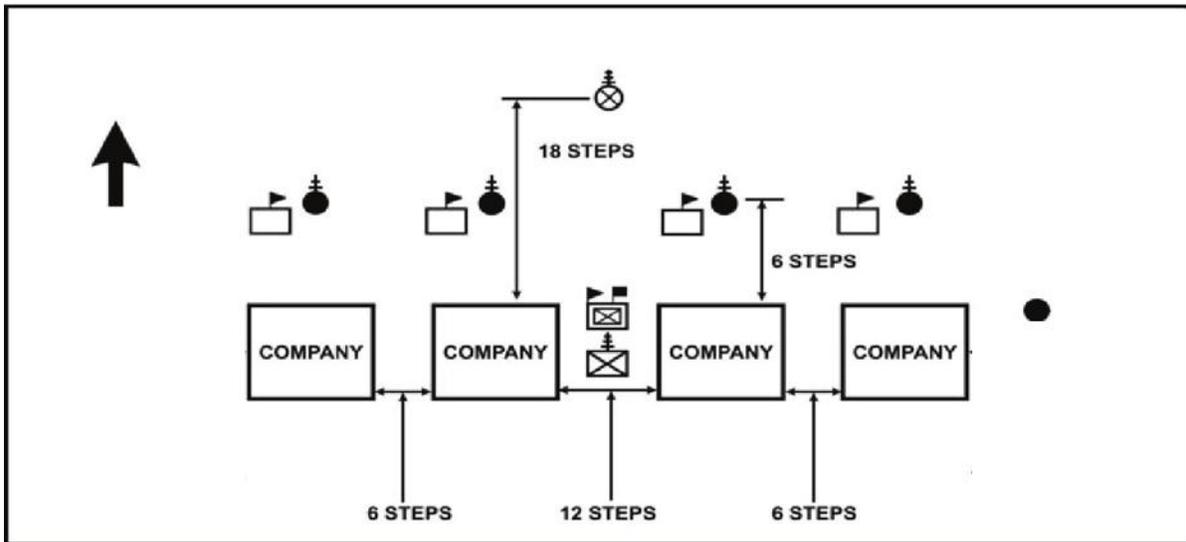
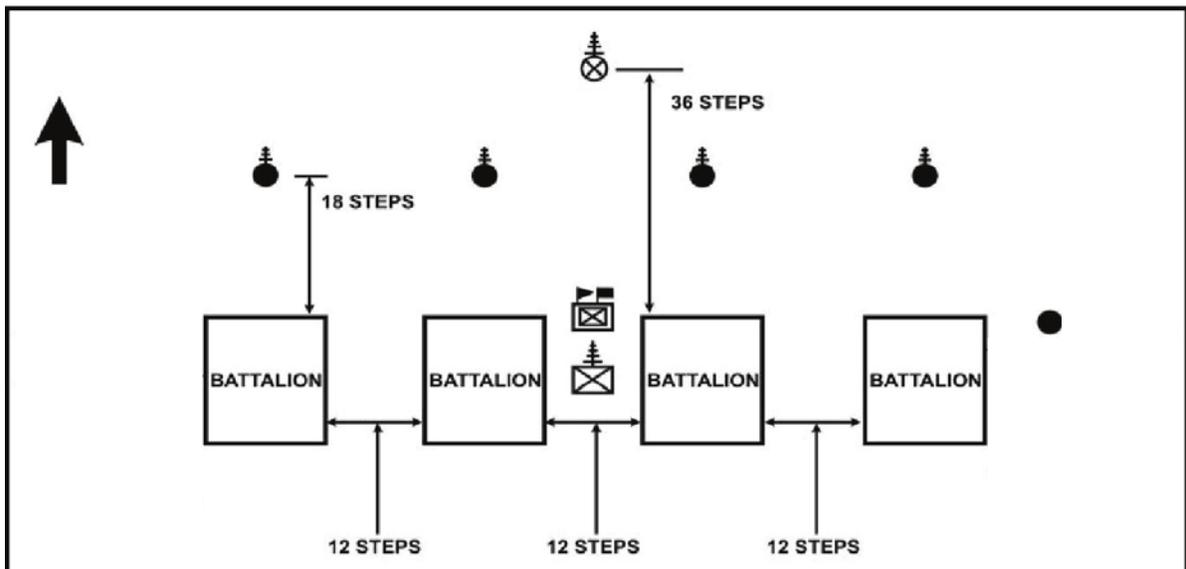Figure. Battalion in line with companies in mass

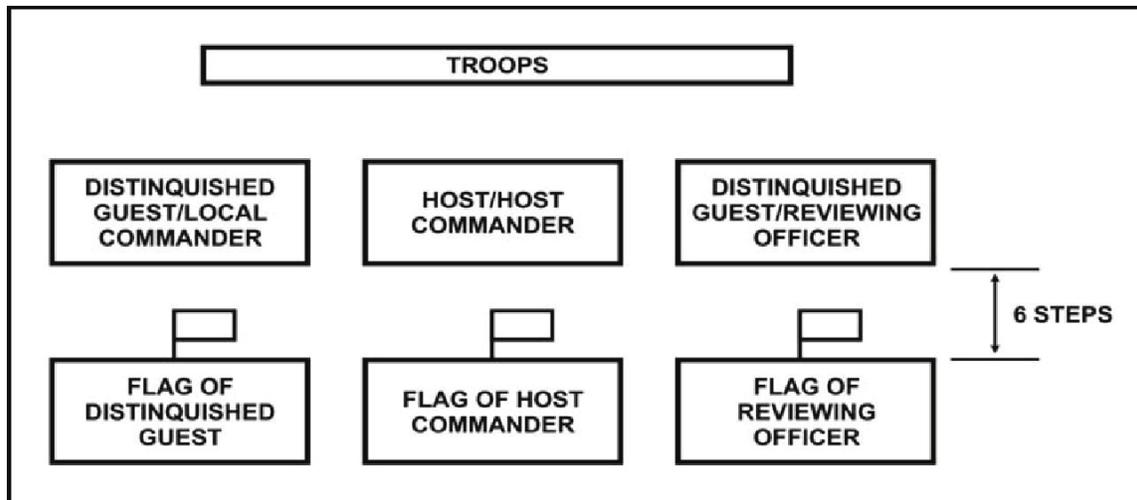Figure. Brigade in line with battalions in mass

Figure. Reviewing Party

9-3. Sequence of Events and Individual Actions for a Review

Here is a basic sequence of events in conducting a review and the individual actions that take place that you can use to develop the plan for your own review. In order to synchronize all the information presented in different paragraphs in TC 3-21.5, this sequence includes reviews with Awards and a Change of Command Ceremony embedded. If your review doesn't contain those elements, simply take them out of the sequence.

Formation of Troops. Determine whether you'll have units line up in order and march to parade field, or have units meet there and fall in on their own.

If the ready line is not used, the units form on the final line. They are aligned and given the command *Parade*, REST.

The adjutant's initial post is three steps to the left of the band, or 9 steps to the right of the right flank unit. After verification that all units are positioned on the ready line, the adjutant faces down the final line and over his right shoulder (no need to turn head if no band) directs the band to **SOUND ATTENTION**. The band sounds *Attention*

Unit commanders immediately face about and command their units (in sequence from right to left) to **ATTENTION** and then face about.

When the last unit is at *Attention*, the adjutant directs **SOUND ADJUTANT'S CALL**. The band immediately sounds *Adjutant's Call* followed by marching music.

Immediately after *Adjutant's Call*, the following events take place simultaneously:

- All unit commanders immediately command **GUIDE ON LINE**. The guide of each unit double-times to his position on the final line of markers, halts with his right foot on the marker, and then faces to the right.

- The adjutant aligns the guides (if necessary) and immediately marches to a position centered on the command and halfway between the post of the commander of troops and the final line. He halts and faces to the left, facing the line of troops.
- As soon as the guides are on line, the unit commanders (in sequence from right to left) command *Forward*, **MARCH**. As they approach the positions of the guides, commanders command *Mark Time*, **MARCH** so that the rank of squad leaders begins to *Mark Time* and is on line with the left shoulder of the guide. The commander allows the unit to mark time for about eight counts and then commands *Company (or Battalion, in a brigade review)*, **HALT**. On the command of execution **HALT**, the guide executes left face, which places his right foot on the marker.
- The unit is then aligned by the command *At Close Interval, Dress Right*, **DRESS**. At the command of execution **DRESS**, the platoon leader of the right platoon moves by the most direct route to the right flank and verifies the alignment of as many ranks as necessary to ensure proper alignment. When he has completed verification, he returns to a position in the front rank where all platoon leaders are evenly dispersed, halts parallel to the formation, and faces to the right.
- The commander then commands *Ready*, **FRONT** and, immediately, *Parade*, **REST**. He faces about and assumes *Parade Rest*. For larger reviews, the command **AT EASE** may be substituted for **PARADE REST** throughout the ceremony.

NOTE: If a ceremony is conducted with a company formed in line with platoons in column, the commands **COVER** and **RECOVER** are given to align the platoons. If platoons are in line at normal interval, the commands are *Dress Right*, **DRESS** and *Ready*, **FRONT**.

- When all units are on the final line and are at *Parade Rest*, the adjutant directs **BRING YOUR UNITS TO ATTENTION**.
- Units in mass formations don't use supplementary commands. Units in line do.
- Unit commanders face about and (in sequence starting with the right flank unit) command *Company (or Battalion)*, **ATTENTION**. The unit commander then faces about.
- When all units are at *Attention*, the adjutant faces about. That is the signal for the commander of troops and his staff to move from their positions near the reviewing stand to their posts midway between the line of troops and the reviewing stand and face the line of troops.
- When the commander of troops has halted at his post, the adjutant faces about and directs **BRING YOUR UNITS TO PRESENT ARMS**.
- Unit commanders face about and in sequence command *Present,* **ARMS**. They then face about and *Salute*.
- After all units are at *Present Arms*, the adjutant faces about, *Salutes*, and reports, **"Sir/Ma'am, the command is formed."**
- The commander of troops returns the *Salute* of the adjutant and directs **TAKE YOUR POST**. (The members of the staff do not salute.) The adjutant takes his post by facing to the half left in marching, marches forward, halts at normal interval to the right of the right flank staff member, and faces about. When the adjutant is in position, the commander of troops directs **BRING YOUR UNITS TO ORDER ARMS**. Unit commanders terminate their *Salutes*; face about; command *Order,* **ARMS**; and then face about. When all units are at *Order Arms*, the left flank staff officer commands *Right*, **FACE**; *Forward*, **MARCH**; *Column Left*, **MARCH**; *Column Left*, **MARCH**; *Staff* **HALT**; and *Left*, **FACE**. At that time, the staff should be centered on, and two steps in front of, the commander of troops (see figure).

When the units have completed *Order Arms* and the staff has reversed, the commander of troops then faces the reviewing stand and waits for the reviewing officer to take his post. If, for some reason, the reviewing officer has been delayed, or if a delay is prearranged, the commander of troops directs the units to *Parade*, **REST** and then directs them to **ATTENTION** before the reviewing officer's arrival.
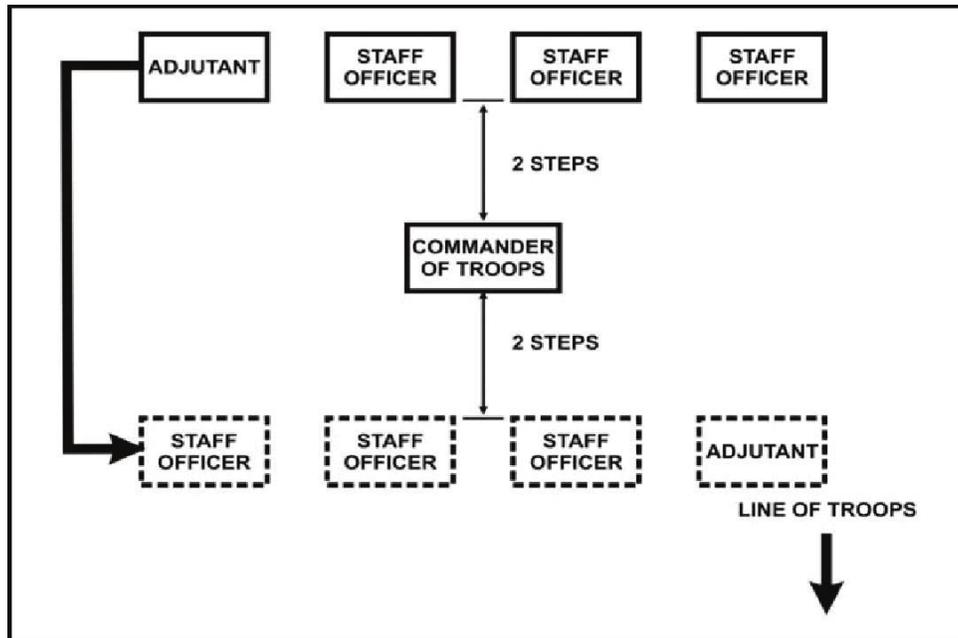

Figure. Movement of the staff to the rear of the commander of troops

Presentation and Honors. Use the following procedures to execute presentation and honors during a review.

When the reviewing officer has halted at his post, the commander of troops faces about and directs **BRING YOUR UNITS TO PRESENT ARMS**. Unit commanders face about; command *Present,* **ARMS**; face to the front; and salute. When the units have completed this movement, the commander of troops faces about and commands his staff and himself to *Present,* **ARMS**.

NOTES:
   1. If the reviewing officer is entitled to honors (general officers), the commander of troops should verify that the band or music master is prepared to render honors before he faces the reviewing officer. The *Salute* of the commander of troops is the signal for the music to render honors. The reviewing party, and all military personnel within sight or hearing, salute on the first note of the music and terminate their *Salute* when honors have been completed.
   2. If the reviewing officer is not entitled to honors, only the reviewing officer returns the *Salute* of the commander of troops.
   3. During a review, *Salutes* (honors) are directed to the reviewing officer's post. In many Cadet Corps reviews, it is appropriate for a person not entitled honors (not a general officer) to participate as the reviewing officer, and a person (general) entitled honors to participate as host or distinguished guest. In that situation, honors (ruffles and flourishes) are not appropriate.

Upon completion of the presentation and or honors, the commander of troops commands his staff to *Order,* **ARMS**; faces about; and directs **BRING YOUR UNITS TO ORDER ARMS AND PARADE REST**.

Unit commanders terminate their *Salutes*, face about, and command *Order,* **ARMS** and *Parade*, **REST**. They then face to the front and execute *Parade Rest*.

When all troops are at *Parade Rest*, the commander of troops faces about. He/she and the staff remain at *Attention*.

NOTE: When scheduled, retreat is integrated into the review at this point. Procedures are outlined in paragraph 9-4.

Inspection. Use the following procedures to conduct an inspection during a review.

NOTE: The inspection may be omitted for awards ceremonies. Proceed to honors to the Nation.

When the commander of troops has faced the reviewing stand, the reviewing officer and the host or host commander moves forward and halts three steps in front of the commander of troops. Staffs, aides-de-camp, flag bearers, and orderlies do not normally accompany the inspecting party.

The commander of troops salutes and reports **"*Sir, the command is prepared for inspection.*"** The band begins to play marching music on the *Salute* of the commander of troops and continues to play until the reviewing officer has returned to his post.

The commander of troops guides the reviewing party to the right flank of the band or formation. The commander of troops and the host or host commander march to the right of the reviewing officer. Whether marching or riding, the reviewing party passes between the line of battalion commanders and company commanders. In reviews for a battalion, or units of similar size, the inspecting party passes between the front rank of troops and the line of company commanders, or they pass immediately in front of the platoon leaders when companies are in a line formation.

When the inspection is made by motor vehicle, the reviewing party enters the vehicle in front of the reviewing stand. The reviewing officer enters first and occupies the left rear position. The host or host commander occupies the right rear position. The vehicle, approaching from the left of the commander of troops, proceeds to the post of the commander of troops and stops. The commander of troops salutes, reports, and enters the vehicle, occupying the right front position.

Upon the departure of the reviewing party, the senior staff officer commands the staff to *Parade*, **REST**. After the inspection has been completed, the senior staff officer commands *Staff*, **ATTENTION** before the return of the commander of troops.

When the reviewing party approaches the right flank of each unit, the unit commander faces about and commands *Company*, **ATTENTION**. He then faces to the front and over his right shoulder commands *Eyes*, **RIGHT**. On the command *Eyes*, **RIGHT**, the company commander, executive officer, and platoon leaders execute *Eyes Right* and *Salute*. The guidon bearers execute *Eyes Right* and *Present Guidons*. Each Cadet turns his head to the right and, as the reviewing officer comes into his line of vision, each Cadet follows the officer with his head and eyes until the reviewing officer reaches the front. At that point, the

head and eyes of each Cadet remain to the front. As soon as the reviewing officer has cleared the unit, the commander commands *Order,* **ARMS**. He/she then faces about and commands *Parade,* **REST**, assumes the position himself, and remains facing his unit. The left flank unit remains at *Attention* until the reviewing party has cleared the right rear of the unit. Other commanders remain facing to the rear and command their units to **ATTENTION** as the party passes to the rear of their units. They then command *Parade,* **REST**, face to the front, and assume *Parade Rest*.

NOTES:

1. Platoon leaders give the command *Eyes,* **RIGHT** and *Salute* when the company is in a line formation. The company commander faces his unit, but neither he nor his guidon bearer salute.

2. When in battalion mass formations, the battalion commander faces about and commands *Battalion,* **ATTENTION** and *Eyes,* **RIGHT**, but neither he nor his staff salute or execute *Eyes Right*. The unit commanders, executive officers, platoon leaders, and guidon bearers salute. The battalion commander remains facing his unit, until the reviewing officer has passed the left front of his unit, at which time he commands *Order,* **ARMS** and *Parade,* **REST**. He then commands his staff to *Parade,* **REST** but remains facing his unit.

3. In brigade reviews where battalions have a small number of cadets (company size) that are massed together, consider this to be a battalion in line with companies in mass or line, as appropriate.
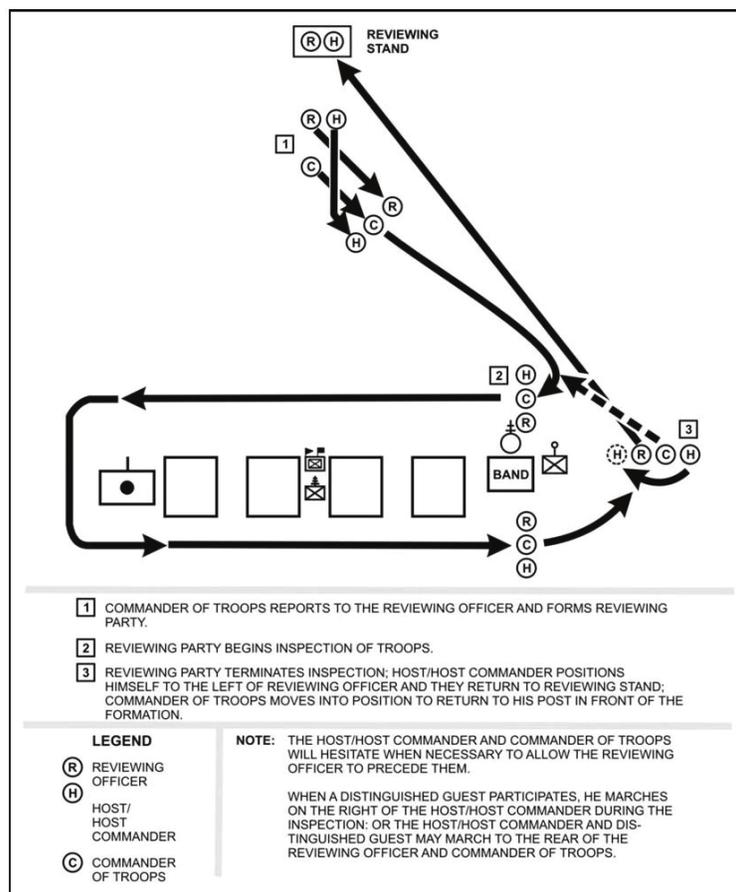

Figure 10-6. Movement of the reviewing party

As the reviewing party approaches the Colors, the commander of troops inconspicuously commands *Present,* **ARMS** (six steps from the Colors) and *Order,* **ARMS** (six steps beyond the Colors). They do not salute when passing to the rear of the Colors. The Color Guard executes *Eyes Right* in the same way the units do, following the reviewing party by turning their heads until they remain facing forward. The organizational Color dips (salutes).

After passing in front of the troops, the inspection continues along the rear of the troops and terminates at the right flank of the formation. The commander of troops commands *Party,* **HALT**. The commander of troops faces to the half left in marching, takes two steps, halts, and faces about. The host or host commander repositions himself to the left of the reviewing officer. When the host or host commander is

in position, the commander of troops and the reviewing officer exchange *Salutes*. Upon termination of the *Salutes*, the reviewing officer and host or host commander immediately face to the half left in marching and return to their posts. The music fades as the reviewing party members begin marching back to their posts. The commander of troops hesitates momentarily and then faces to the right in marching and returns to his/her post.

d. **Honors to the Nation**. Use the following procedures to execute honors to the Nation when conducting a review.

When the reviewing party members have returned to their posts, the commander of troops faces about and directs **BRING YOUR UNITS TO ATTENTION**. After all units are at *Attention*, the commander of troops gives the command *Colors Center* (pause), **MARCH**. On the preparatory command *Colors Center*, the staff faces to the right. On the command of execution **MARCH**, the staff begins marching forward to a position offset to the left front of the reviewing stand, halts, and faces to the left. The Colors take seven steps forward and halt (if you have reduced the depth of the review, you may shorten the number of paces taken). The commander of troops marches forward until he is three steps in front of the color detail, halts, and then faces about.

NOTE: If you are giving awards during the review, or promoting newly commissioned cadet officers, they are given after the National Anthem is done and units are at Parade Rest. Instead of *Colors Center*, **MARCH**, the commander of troops commands *Persons to be honored and Colors Center (pause)*, **MARCH.** The awardees leave their units in a military manner and gather behind the Colors. If you're commissioning OCS candidates, they march their formation to join the Colors, forming behind and centered on them. If awardees are on the reviewing stand, they join the other awardees and/or the Colors once they're at the front of the formation. If there are more than one, they gather and march out to where the awardees and/or Colors are posted and form a line in front of the Colors.

To move the Colors forward, the commander of troops commands *Colors Forward*, **MARCH**. If awardees are present, the command is *Detachment, Forward*, **MARCH**. On the command of execution **MARCH**, the commander of troops and the color detail march forward and then halt when the commander of troops has reached his/her original post. The commander of troops executes the *Hand Salute* and reports to the host commander, **"Sir/Ma'am, the Colors are present"** or **"Sir/Ma'am, the persons to be honored and Colors are present."** The host commander then returns the *Salute* and directs the commander of troops **ASSUME YOUR POST AND PRESENT THE COMMAND**. On this directive the commander of troops faces to the right in marching and marches by the most direct route to his post two steps in front of and centered on his/her staff, halts perpendicular to his staff, then faces to the right. After facing to the right, the commander of troops directs **BRING YOUR UNITS TO PRESENT ARMS**.

Unit commanders face about and command *Present,* **ARMS**. Each commander then faces about and salutes. When all units have completed these movements, the commander of troops faces about and commands *Present,* **ARMS** for him or herself, the staff, and the Colors detail.

On the execution of the *Hand Salute* by the commander of troops, the music begins to play The National Anthem*.*

The reviewing party and all military spectators salute while the National Anthem is being played.

Upon completion of the National Anthem, the commander of troops, staff, and the Colors detail terminate their *Salutes* on command from the commander of troops. He/she then faces about and directs **BRING YOUR UNITS TO ORDER ARMS AND PARADE REST**. Unit commanders terminate their *Salutes*; face about; command ***Order,* ARMS** and ***Parade,* REST**; face about; and execute *Parade Rest*.

When the last unit has executed the directive, the commander of troops faces about and commands his staff and himself to ***Parade,* REST**.

After the commander of troops and his staff have assumed *Parade Rest*, you may give awards, promote newly commissioned cadet officers, conduct a change of command ceremony, and/or the reviewing officer, the host or host commander, or the distinguished guest may address the command. The sequence of events, if you're also presenting awards and commissioning OCS candidates (as we do during the Summer Encampment Review), is:
- Honors to the Nation
- Place troops at Parade Rest or At Ease
- Awards
- OCS Commissioning
- Change of Command
- Remarks by guest speaker or Reviewing Officer

Awards and Promotions. If you're giving awards or commissioning cadet officers, the awardees march around the Colors to form in front of the Colors. The awards/promotions are given, and the awardees or unit march back to their position behind the Colors.

Change of Command Ceremony. If you are conducting a Change of Command Ceremony during your review, insert it here. The reviewing party (the Senior Commander and Incoming and Outgoing Commanders) moves forward to within four steps of the Colors and halts. As the party marches forward, the senior commander positions himself between the old and the new commander. The command sergeant major moves from his post (at the rear of the Colors) by the most direct route and halts directly in front of the organizational color.

NOTE: At the beginning of the ceremony, the outgoing commander should assume the role of host or host commander. The senior official or commander designated to "pass the organizational Color" should assume the role of an honored guest or reviewing officer except during that brief portion of the ceremony wherein he may be called upon to act as a host or host commander for the purpose of passing the organizational Color. Since the inspection of troops normally occurs early in the ceremony, the incoming commander is also at that time treated as a guest, and is expected to accompany the outgoing commander and senior official during the inspection (if you do one). After the organizational Color has been passed, the incoming commander should assume the role of host or host commander, and the senior official and outgoing commander both become honored guests or reviewing officers at this point and remain as such for the balance of the ceremony. If the incoming commander is in command of a major unit in the ceremony (company, battalion, or regiment), he/she should be given the option to command his unit one last time or be treated as a guest on the reviewing stand. Alternately, the unit's Deputy Commander or XO may lead the unit through the ceremony.
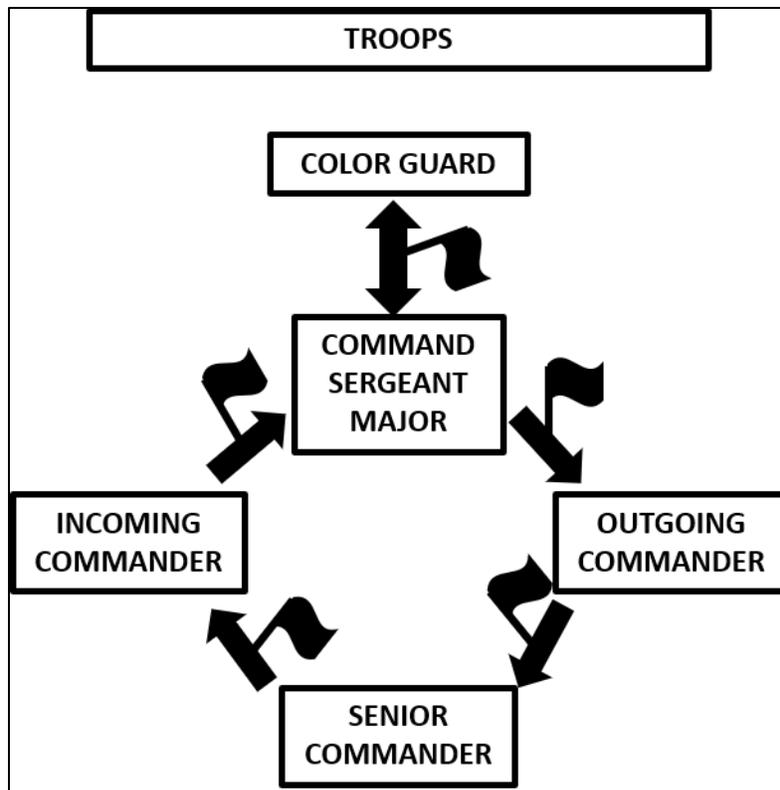
Key Positions for Change of Command

The senior, incoming and outgoing commanders march from the reviewing stand to a position four steps in front of the organizational color. The command sergeant major repositions him/herself from behind the color guard to in front of the organizational color. The old and new commanders then take one step forward and execute *Facing* movements so that they are facing each other. They may execute this together by way of a quiet command.

The command sergeant major removes the organizational Color from the Color bearer's sling (with his/her right hand above his/her left hand), and faces about. At this point, the narrator explains the traditions of the change of command ceremony, ending with the reading of the assumption-of-command order.

Upon completion of the reading, the command sergeant major steps forward and presents the organizational Color to the outgoing commander, who grasps the organizational Color with his/her left hand above his/her right hand. The outgoing commander passes the organizational Color to the senior commander, who grasps the Color with his/her right hand above his/her left hand and, in turn, passes the organizational color to the new commander, who grasps the organizational color with his/her left hand above his/her right hand. The incoming commander passes the organizational color to the command sergeant major, who grasps it with his/her right hand above his/her left hand, faces about and returns the organizational Color to the Color bearer's sling.

NOTES:
1. This procedure allows the organizational Color to be over the heart of the incoming and outgoing commanders.

2. For a company level change of command, the reviewing party is lined up the same as in larger units. The guidon takes the place of the organizational Color and the first sergeant replaces the command sergeant major. The guidon is passed in the same manner as the organizational Color. The sequence of events remains the same with modifications made to fit available assets.
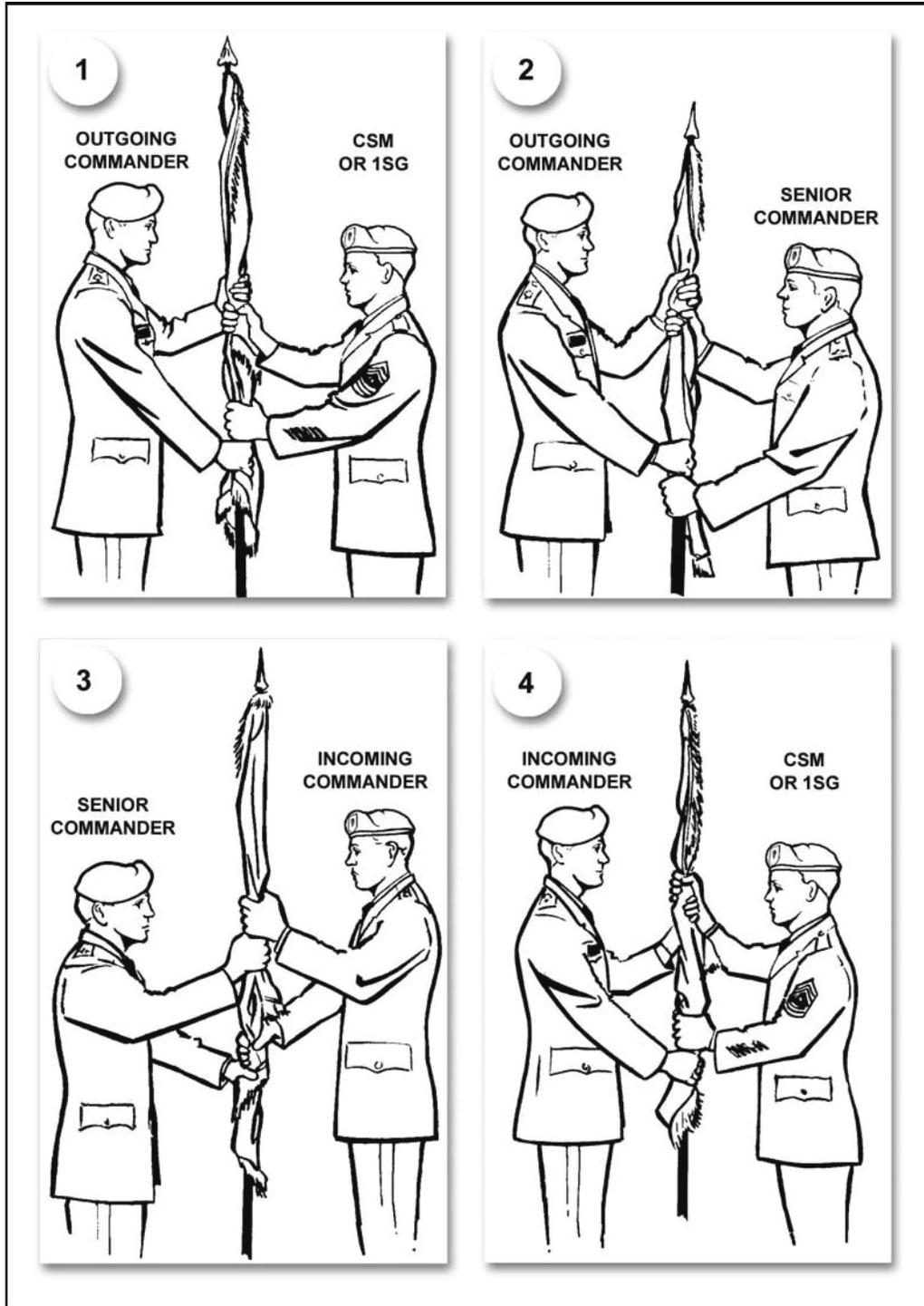

Figure. Passing of organizational Color for change of command

As the command sergeant major faces about, both commanders then execute *Facing* movements back to their original direction facing the Colors. The command sergeant major and the reviewing party then return to their posts. While they're proceeding to the reviewing stand, the new and old commanders switch position so the new commander is in the position of Host Commander on the reviewing stand. At this point, the commanders make their remarks.

Upon completion of the remarks, the commander of troops brings the staff (and awardees, if present) to *Attention*, faces about, and directs **BRING YOUR UNITS TO ATTENTION.** Unit commanders face about and command *Company (or Battalion)***, ATTENTION**, and then face about. The commander of troops faces about and commands *Detachment***, POST** (pause), **MARCH**. On the command **POST**, the Colors *Reverse March* and halt. The awardees, if present, face about.

On the command **MARCH**, music begins to play, and the Colors and awardees step off, and both return to their original post. The Colors execute a Colors Reverse March to line up with the front line of troops.

As the Colors pass his/her position, the commander of troops and his staff face to the left. The commander of troops marches the staff back to the center of the field and faces them to the right as he/she faces to the left. After the Colors are in position, the commander of troops then faces the reviewing officer.

March in Review.

Once the Colors are back in position, the commander of troops faces the reviewing officer.

When the commander of troops has faced the reviewing officer, the host or host commander directs **PASS IN REVIEW**.

The commander of troops faces about and directs **PASS IN REVIEW**. Unit commanders execute a *Right Face*.

The commander on the right flank commands *Right turn***, MARCH**. The music master starts playing marching music.

NOTE: If the formation is in line, the command is *Right***, FACE** and *Forward***, MARCH**.

NOTE: To pass in review with companies in column after a ceremony where companies are in mass, command Column of Platoons, Right Platoon, Column Right, MARCH (see para 6-15). Assume normal interval with Normal Interval, MARCH (para 5-5).

Other units move out in procession in the same manner and follow in column at the prescribed distance. For larger reviews, commanders may command their units (in sequence) to *Parade Rest* while waiting their turn to move onto the line of march.

Each unit changes direction at points indicated by markers. The commander commands, *Left turn***, MARCH (**or *Column Left***, MARCH)**. The commander faces about while marching as his unit is making the turn. When his unit has completed the turn, the commander commands, *Forward,* **MARCH**, and faces back to the front.
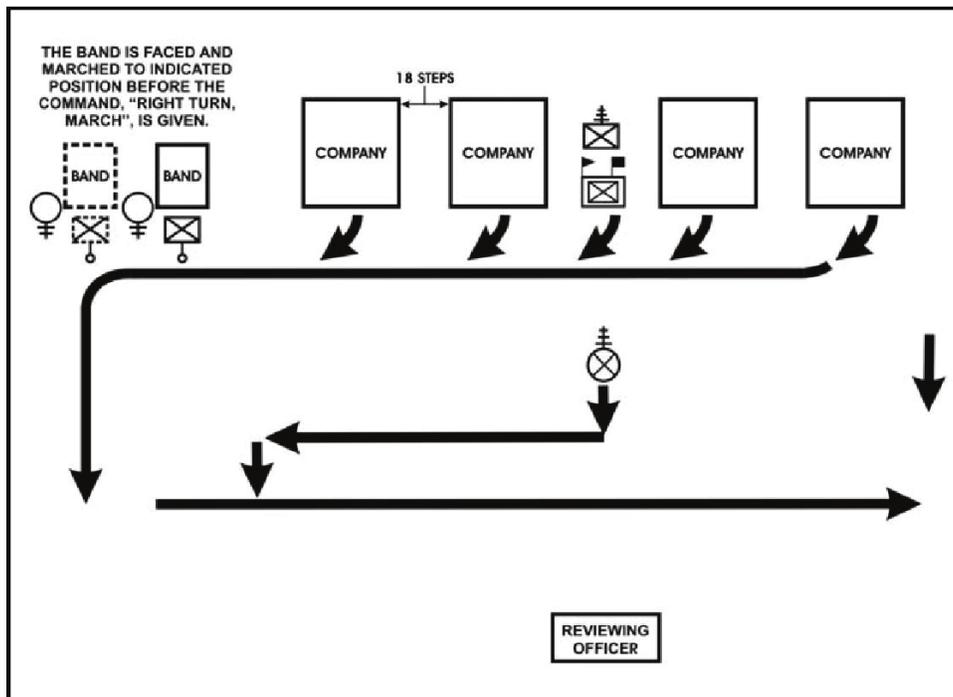
March in review in column with units in mass

All commanders, except the commander of troops, move with their staff into positions in the column and at the head of their respective units just before turning onto the reviewing line.

The commander of troops and his staff move forward and execute turning movements to arrive at a position 12 steps in front of the lead unit on the reviewing line.

On command, the commander of troops, the brigade and battalion commanders, their staffs, and the command sergeant major execute *Eyes*, **RIGHT** and salute at the *Eyes Right* marker. The commander commands *Ready*, **FRONT** and terminates the *Salute* when the staffs have reached the *Ready Front* marker.

The reviewing officer returns only the *Salute* of the commander of troops. (The return of the *Salute* by the reviewing officer represents the *Salute* for all subordinate commanders. This enables the reviewing officer to observe the review without being interrupted by frequent *Salutes*.) The reviewing officer, the host or host commander, their staffs, and military spectators salute the National Color when it passes.

After terminating the *Salute*, the commander of troops and his staff (without command) execute three wheeling movements and take their post with the commander of troops on line with and to the right of the reviewing officer.

Troop units execute *Eyes Right* on command from their company commander. Commanders give the preparatory command *Eyes* over their right shoulder two steps from the marker as the right foot strikes the ground. The command of execution **RIGHT** is given when the right foot strikes the ground again and on line with the marker. On the preparatory command, the guidon bearer executes *Raised Guidon*. On the command of execution, the company commander, executive officer, and platoon leaders execute

Figure. Battalion in column with companies in mass
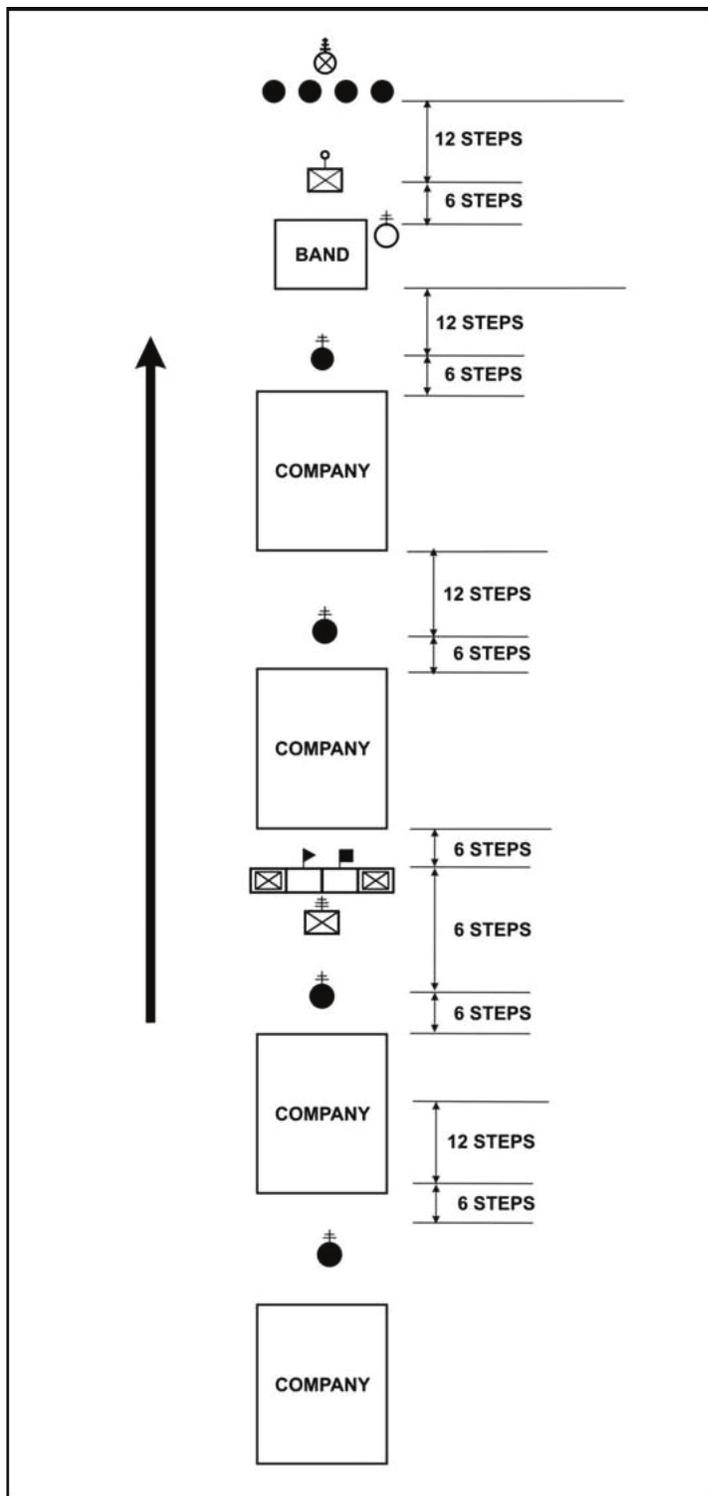
Your battalion may not have a staff, a band, or a color guard. If that's the case, just remove them from this formation, and position your companies accordingly. If there's no color guard, the Battalion Command Sergeant Major marches at the rear of the battalion.

Eyes Right and the *Hand Salute*. The guidon bearer executes *Eyes Right* and *Present Guidon*. The company first sergeant only executes *Eyes Right*. The right file continues to look straight forward and maintains correct distance. All other members execute *Eyes Right* and maintain alignment. When the rear of the unit has passed six steps beyond the reviewing officer, company commanders command

Ready as the left foot strikes the ground and **FRONT** the next time the left foot strikes the ground. Unit personnel end their *Salutes* and turn their heads and eyes to the front. The guidon bearer executes *Raised Guidon* on the command ***Ready*** and returns to the *Carry* position on the command **FRONT**.

NOTE: If marching companies in column with platoons in column, the platoon leaders give supplementary commands. For *Eyes Right*, platoon leaders command ***Eyes*** and ***Continue to March***; subsequent platoon leaders command ***Eyes,*** **RIGHT** when they reach the marker.

As the Color Guard passes the reviewing officer, each member, except the right flank cadet, executes *Eyes Right* on the command of the senior Color Guard Commander. The organizational color is dipped in *Salute*.

Conclusion. Follow these procedures to conclude a review.

When the last troop element has passed the reviewing stand and has executed *Ready Front*, the music is faded. It is optional to play the Cadet Corps Hymn at this point.

At the completion of the Cadet Corps Hymn, or if that's not played, then when the music fades out, the commander of troops and the reviewing officer face each other and exchange *Salutes*, thus officially terminating the ceremony.

9-4. Review with Retreat

Unless otherwise specified, the sequence of events and individual actions for a review with retreat are the same as described in paragraph 9-3. Only changes to the sequence of events are listed herein.

NOTE: Honors to the nation is omitted when retreat is conducted as part of a review.

Formation of Troops. Formation of troops is executed the same as described in paragraph 9-3.

Presentation and Honors. Presentation and honors is executed the same as described in paragraph 9-3.

Retreat. Upon completion of the presentation and or honors, the commander of troops commands his staff to ***Order,*** **ARMS**; faces about; and directs **BRING YOUR UNITS TO ORDER ARMS AND PARADE REST**. Unit commanders terminate their *Salutes*, face about, and command ***Order,*** **ARMS** and ***Parade,*** **REST**. They then face to the front and execute *Parade Rest*. The commander of troops directs **SOUND RETREAT**, faces about, and commands his staff to ***Parade,*** **REST**. As soon as the commander of troops and his staff are at *Parade Rest*, the band sounds retreat. At the conclusion of retreat, the commander of troops commands his staff to **ATTENTION**, faces the troops, and directs **BRING YOUR UNITS TO ATTENTION AND PRESENT ARMS**. When the units have completed these movements, the commander then faces the reviewing officer and commands his staff to ***Present,*** **ARMS**. This is the signal for the band to play "To the Color."

The reviewing officer and his staff stand at *Attention* during the sounding of the retreat. On the first note of "To the Color," they salute and hold the *Salute* until the last note is played.

On the last note of the music, the commander of troops commands **Order,** **ARMS** for himself and his staff, faces about, and directs **BRING YOUR UNITS TO ORDER ARMS AND PARADE REST**. When the units have completed these movements, the commander of troops then faces the reviewing officer.

The review then proceeds with the inspection as in a normal review; if omitted, other parts are integrated into the review as described in paragraph 9-3.

9-5. Special Review

A special review for Cadet Corps units is conducted by a composite or representative unit (the cadets who are present represent all the cadets in the assigned command) and serves the same purposes as a standard review when a larger formation is not practical. Many brigade reviews in the Cadet Corps fall into this category when they can't get the majority of cadets assigned to the brigade on the same field together. The composite unit normally consists of Colors and two or more platoons. The reduced formation is not a reason to eliminate any of the components of a review or change their sequence. The Cadet Corps Special Review has some differences from that described in TC 3-21.5, paragraph 10-7.

A special review is essentially the same as a battalion or larger unit review, except:
- The troops are formed on a final line.
- *Attention* and *Adjutant's Call* are not sounded.
- Generally, CACC Special Reviews do use an adjutant and staff.
- Unit guidons may be used to represent the different units that fall within the command, whether or not any cadets from those units are actually present. The unit hosting the Special Review forms a small platoon that represents that unit for the review. Actual commanders may be present, or may be represented by others as well (the presence of actual commanders is desired).
- The commander of troops may give commands rather than directives.

Indoor ceremonies retain the same sequence as a normal review, excluding elements that are precluded because of space. Sometimes a pass in review cannot be conducted indoors, but all other elements of the review are not omitted.

9-6. History of Parades and the Differences Between Reviews and Parades

The parade long ago was a daily formation where orders were read, information put out, and announcements made. The parade is now basically the same as the review except that it has retained its original intent—a method whereby unit commanders could inspect troops, present awards, and issue information. A parade may be the ideal format to use in a Military Institute on a regular basis, or may be used as the evening formation at Encampment. The sequence of a parade is shown below, along with a comparison to the review:

Parade:
- Formation of Troops
- Sound Off by a Band
- Honors to the Nation
- Presentation
- Manual of Arms
- Report
- Orders Published,
- Officers Center
- Pass in Review
- May include Retreat

Review:
- Formation of Troops
- Presentation of Command & Honors
- Inspection
- Honors to the Nation
- Remarks
- March in Review
- Conclusion
- May add Awards, Retirement, Change of Command Ceremony, Inactivation, or Retreat

The appearance and movement of troops in formation are the primary characteristics of a parade. The preparation and organization of troops for a parade are similar to that for a review. In a parade, since the commander of troops is also the reviewing officer, the distance between the troops and the commander is greater than that for a review. Other differences are that the band conducts *Sound Off*, the inspection is omitted, a report is rendered, orders are published, and officers and guidons are marched forward and centered on the commander. If retreat is scheduled, honors to the nation are conducted concurrently with retreat.

9-7. Ceremonial Battalion Parade

The procedures for conducting a ceremonial battalion parade are discussed herein.

Formation of Troops. Units are moved to their positions on the ready line in the most convenient manner. The commander prescribes the routes, sequence, and time of arrival on the ready line. He and his staff take their posts before adjutant's call. The procedure for moving from the ready line to the final line is the same as for a review.

Sound Off. After the battalion has been formed, aligned, and given *Parade Rest* on the final line, the adjutant directs **SOUND OFF** and assumes the position of *Parade Rest*. He remains facing the formation.

At the directive *Sound Off*, the band plays three sound off chords. At the conclusion of the third chord, the band moves forward playing a march in quick time. The band executes a left turn to march across the front of the troops. At the left of the line of troops, the band countermarches and returns over the same ground to the right of the line. After the band has passed beyond the right of the troops, it executes a right turn, countermarches again, and halts in its original position.

When the band has halted, it ceases playing at the next convenient place in the music and again plays the three sound off chords. Trooping the line by the band may be eliminated when ceremonies are conducted indoors during inclement weather and space is limited, or if the unit is using recorded music.

NOTE: Retreat, when scheduled, is integrated at this point. Upon completion of the sound off chords, the band pauses briefly and then plays retreat (by the trumpet section) without a command from the adjutant. Upon completion of retreat, the adjutant comes to *Attention* and directs **BRING YOUR UNITS**

TO ATTENTION AND PRESENT ARMS. The commander and his staff assume *Parade Rest, Attention, Present Arms*, and *Order Arms* with the adjutant. The adjutant faces about and salutes. The adjutant's *Salute* is the signal for the band to play "To the Color" or the National Anthem. At the conclusion of "To the Color" or the National Anthem, the adjutant comes to *Order Arms*, faces about, and directs **BRING YOUR UNITS TO ORDER ARMS**. After the last unit comes to *Order Arms*, the adjutant faces about.

Honors to the Nation. If retreat is not conducted, the adjutant (after the band has completed *Sound Off*) assumes the position of *Attention* and directs **BRING YOUR UNITS TO ATTENTION AND PRESENT ARMS**. Unit commanders assume the position of *Attention,* face about, and command *Company***, ATTENTION, Present,** **ARMS**. They face about **and** salute. When all units are at *Present Arms*, the adjutant faces about and salutes. This is the signal for the band to play the National Anthem. The battalion commander and his staff execute *Present***, ARMS** on his command on the first note of the music.

Presentation. Upon completion of the National Anthem, the battalion commander and his staff execute *Order,* **ARMS** on his command. The adjutant terminates his *Salute*, faces about, and directs **BRING YOUR UNITS TO ORDER ARMS**. Unit commanders terminate their *Salute*, face about, command *Order,* **ARMS**, and then face (back) to the front. When all units are at *Order Arms*, the adjutant faces about, salutes, and reports **"Sir, the parade is formed."** The battalion commander returns the *Salute* and commands **POST**. The adjutant marches forward, passes by the battalion commander's right, and takes his post as the right flank member of the staff.

Manual of Arms. After the adjutant has joined the staff, the battalion commander commands such movements in the manual of arms as he may desire. When desired, the commander may direct, rather than command, **HAVE YOUR UNITS EXECUTE THE MANUAL OF ARMS**. The unit commanders, in sequence from right to left, command *Right Shoulder,* **ARMS**; *Port***, ARMS**; *Left Shoulder,* **ARMS**; *Order,* **ARMS**. When the unit on the right has completed all of the movements, the next unit then begins and so on until the last unit has completed the movements. If you don't have enough rifles for the entire unit to carry arms, you could include this in a monthly parade, rotating the unit that is armed.

Report. When all units have completed the manual of arms, the battalion commander then directs **RECEIVE THE REPORT**. The adjutant returns to his position at the center of the command and commands **REPORT**. Unit commanders in succession, from right to left, salute and report **"_____ *Company, all present or accounted for.***"** The adjutant returns each commander's *Salute*. After receiving the report, the adjutant faces about, salutes, and reports **"Sir, all present or accounted for."**

Publishing of Orders. The battalion commander returns the *Salute* and directs **PUBLISH THE ORDERS**. The adjutant faces about and directs **ATTENTION TO ORDERS** (he then reads the orders).

Officers Center March. After reading the orders, the adjutant directs **BRING YOUR UNITS TO PARADE REST**.

Unit commanders face about and command *Parade***, REST**. They then face about and come to *Parade Rest*. When all units are at *Parade Rest*, the adjutant commands (loud enough for the band to hear) *Officers* (pause), *Center* (long pause), **MARCH**. He then faces about and takes his post with the staff.

On the command *Officers*, all officers come to *Attention* and guidon bearers come to *Carry Guidon*.

On the command *Center*, when companies are in mass formation, the company commanders and guidon bearers face to the center. Officers commanding platoons move one step forward and face to the center. Executive officers move through the interval between units nearest to the center and take their posts in the column formed by the platoon leaders.

At the command **MARCH**, the band plays marching music and continues to play until the officers have halted in front of the commander. Officers and guidon bearers close to the center, halt, and individually face to the front. Company commanders, when moving to the center, face half right or half left in marching, march to the front, and close on a line four steps in advance of the line of guidon bearers. The guidon bearers close on their own line, each taking a post to the rear of his company commander. All other officers close on the line of platoon leaders.
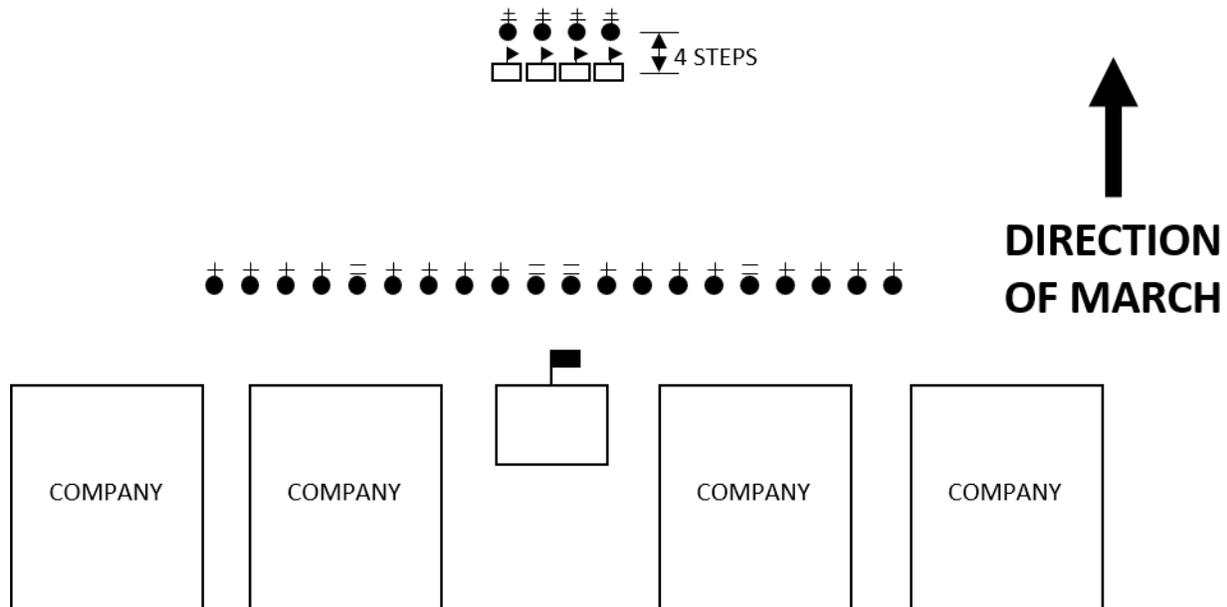
After the officers and guidon bearers have closed and faced to the front, the senior company commander commands *Forward*, **MARCH**. The center officer of the leading rank is the guide. The officers and guidon bearers are halted with the leading rank six steps from the battalion commander, and they salute. The senior company commander commands **HALT** and *Present*, **ARMS**. The battalion commander returns the *Salute*. On the command *Order,* **ARMS** by the senior company commander, the officers execute *Order Arms* and the guidon bearers execute *Carry Guidon*.

The battalion commander gives such instruction as he deems necessary and then commands *Officers, Post* (pause), **MARCH**.

- At the command *Post*, all officers and guidon bearers face about.
- At the command of execution **MARCH**, the band begins to play and officers and guidon bearers step off.
- The senior commander commands *Officers*, **HALT**. He halts the leading rank in line, three steps from the line of companies. He then commands *Post* (pause), **MARCH**.
- At the command *Post*, the officers and guidon bearers face outward.

- At the command **MARCH**, the officers and guidon bearers step off and return to their posts and come to *Parade Rest*. The music ceases when the last officer has taken his post and come to *Parade Rest*.
- During the execution of *Officers Center* and *Officers Post*, except when saluting, all guidon bearers remain at *Carry Guidon*.

Pass in Review. When all officers have returned to their posts and the band has stopped playing, the battalion commander directs **BRING YOUR UNITS TO ATTENTION**. Unit commanders assume the position of *Attention*, face about, and command **Company**, **ATTENTION**. Then they face about. When all units are at *Attention*, the battalion commander directs **PASS IN REVIEW**. The battalion passes in review in the same manner as prescribed for a review except the units render honors when six steps to the left of the commander of troops and staff, and terminate honors when the unit is six steps to the right of the commander of troops and staff. The commander of troops and staff then assumes the role of the reviewing party—at their location on the field.

Conclusion. When the last troop element has passed the reviewing stand and has executed *Ready Front*, the music is faded. It is optional to play the Cadet Corps Hymn at this point.

At the completion of the Cadet Corps Hymn, or if that's not played, then when the music fades out, the commander of troops and the reviewing officer face each other and exchange *Salutes*, thus officially terminating the ceremony.

9-8. Ceremonial Brigade Parade

The brigade ordinarily is formed in line with battalions in mass formations. The parade is the same as the ceremonial battalion parade with the following exceptions:

The brigade commander is substituted for battalion commander, and brigade for battalion, in the description.

In moving across the front of the brigade, the band passes in front of the line of battalion commanders during the *Sound Off*.

The battalions execute *Present Arms*, *Order Arms*, *Parade Rest*, and come to *Attention* on the command of execution of their respective commanders. Reports are made by the battalion commanders instead of company commanders.

At the command of execution **MARCH**, of **Officers, Center**, **MARCH**, the battalion commanders, their staffs, and Colors close on the line of battalion commanders and staffs. The company commanders face to the half right or half left in marching and close on a line four steps to the rear of the battalion Color. The guidon bearers face half right or half left in marching and close on a line four steps back of the company commanders. The other officers face half right or half left in marching and close on a line four steps in back of the guidon bearers. The command sergeant major remains in place and assumes command of the battalion.

The officers, guidon bearers, and Colors having closed and faced to the front, the senior battalion commander commands **Forward**, **MARCH**. The center officer of the leading rank is the guide. On the command of the senior battalion commander, the officers, guidon bearers, and Colors are halted with

the leading ranks six steps from the brigade commander. They salute the brigade commander; he/she returns the *Salute*. The commands **Present,** ARMS and **Order,** ARMS are given by the senior battalion commander.

The brigade commander commands **Officers, Post** (pause), **MARCH**. On the command **Post**, the Colors execute *Reverse March*. All others execute *About Face*. On the command of execution **MARCH**, the officers, Colors, and guidon bearers march forward. The senior battalion commander commands **Officers,** **HALT** so that the rank of battalion commanders is on line with its original position. The senior battalion commander then commands **Post** (pause), **MARCH**. On the command **Post**, the battalion commanders and staffs face outward, the battalion Color Guard executes wheeling movements, and on the command of execution **MARCH**, the Color Guard marches back to its original position. The company commanders, guidon bearers, and other officers face to the half right or half left in marching and move back to their original positions.

9-9. Street Parades

For street parades, troops are formed and marched in the most convenient manner.

Practical formations for street parades are:
- Columns of threes and fours.
- Two or more columns of threes and fours abreast.
- Mass formation.

Many units that march in parades often (all Cadet Corps units should!) have banners that identify their organization. This banner may be carried by cadets at the front of the marching unit.

It is common for a unit to have a Color Guard march in a parade, either by itself, or ideally accompanied by a marching unit. The Color Guard should lead the marching unit; it may follow the banner described above if used.

In order to keep military units in the same cadence, units should not march between two bands.

Chapter 10: Retreat and Reveille Ceremonies

10-1. Retreat History

> *Retreat is a ceremony in which the unit honors the U.S. flag when it is lowered in the evening. This ceremony is conducted at the direction of the unit commanders. The installation commander sets the time for sounding retreat. Reveille is a ceremony in which a unit honors the U.S. flag as it is raised in the morning. This ceremony is conducted at the direction of the commander. The installation commander sets the time for sounding Reveille.*

The term "retreat" is taken from the French word "retraite" and refers to the evening ceremony. The bugle call sounded at retreat was first used in the French army and dates back to the Crusades. Retreat was sounded at sunset to notify sentries to start challenging until sunrise, and to tell the rank and file to go to their quarters. The ceremony remains as a tradition. The old cavalry call "To the Standard," in use from about 1835, has been replaced by the present call of "To the Color." This remains as music honoring the flag as it is lowered in the evening.

10-2. Retreat Sequence of Events

The unit is formed facing the flag five minutes (if possible) before the sounding of retreat. Four minutes before the sounding of retreat, the adjutant or other appointed officer takes his position centered on and facing the line of troops and commands ***Battalion*, ATTENTION** and then ***Parade*, REST**.

The adjutant faces about and executes *Parade Rest*. On the last note of retreat, the evening gun is fired. The adjutant then comes to *Attention*, faces about, and commands ***Battalion*, ATTENTION** and ***Present, ARMS*** so that the unit is at *Present Arms* when the first note of "To the Color" or National Anthem is sounded. The adjutant then faces about and executes *Present Arms*. The adjutant's *Salute* is the signal for the band to begin playing "To the Color."

At the last note of "To the Color" or the National Anthem, the adjutant faces about, commands ***Order, ARMS***, and then directs **TAKE CHARGE OF YOUR UNITS**. Unit commanders render the *Hand Salute*. The adjutant returns all *Salutes* with one *Salute*. This terminates the retreat formation.

NOTE: When subordinate units stand retreat, not as a part of a major command, the sequence is the same except the unit commander gives the commands. This would normally be the case in the Cadet Corps.

10-3. Command Retreat History

Command retreat is a ceremony conducted with all members of the command present. Normally, it is conducted by a battalion or larger unit. In the 18th century, command retreat was a daily occurrence, not to honor the flag but as a signal for units to call the roll as a final accounting before reveille the following morning. Honoring retreat is a significant part of the event, but it is also used as an

opportunity to get the command together, report presence, and (though not listed in the sequence of events) make announcements.

10-4. Command Retreat Sequence of Events

The unit is formed in line formation facing the flag (if possible). Subunits may be in mass formation. Subunits are brought to *Attention* at the approach of the commander and his staff, or at a predesignated signal.

The commander of troops forms his staff in line, takes his position two steps in front of the staff, and marches them to a position centered on and in front of the line of troops. He gives the proper commands to have himself and his staff facing the line of troops when halted.

The adjutant, as soon as the staff is halted and without command, moves from his position with the staff to a position midway between the commander of troops and the line of unit commanders. The adjutant commands **REPORT**. All unit commanders salute and report in succession from right to left *"Sir/Ma'am, _____ company all present or accounted for."* The adjutant returns each *Salute*. The adjutant then commands *Present,* **ARMS**, faces about, salutes, and reports to the commander of troops *"Sir/Ma'am, all present or accounted for."*

The commander of troops returns the *Salute* and directs **POST**. The adjutant moves to his position with the staff. The commander of troops commands *Order,* **ARMS**.

The left flank member of the staff gives the commands to move the staff from behind the commander of troops to a position two steps in front of the commander of troops. The commander of troops commands *Parade,* **REST**. If a band or field music is to be used, the commander comes to *Attention* at the appointed time and commands **SOUND RETREAT**. He then returns to *Parade Rest*.

On the last note of "Retreat," the evening gun is fired and the commander of troops commands *Battalion,* **ATTENTION** and *Present,* **ARMS**. He then executes *About Face* and commands himself and his staff to *Present,* **ARMS**. The commander's *Salute* is the signal for the band to begin playing "To the Color" or the National Anthem as the flag is lowered.

After the last note of music, the commander of troops commands himself and his staff to *Order,* **ARMS**, faces about, commands *Order,* **ARMS** and directs **TAKE CHARGE OF YOUR UNITS**. The unit commanders render the *Hand Salute*. The commander of troops returns all *Salutes* with one *Salute*. The commander of troops marches his staff away or dismisses them at this time.

10-5. Reveille History

Reveille was not originally intended as honors to the flag. In 1812, it was a drum call to signify that Soldiers should rise for day duty and sentries should leave off night challenging. As time passed, reveille came to denote when the flag was raised in the morning and honors paid to it.

10-6. Reveille Sequence of Events

The unit is formed facing the flag five minutes (if possible) before the sounding of reveille. Four minutes before the sounding of reveille, the adjutant or other appointed officer (normally the duty officer) takes

his/her position centered on the line of troops, commands the unit to **ATTENTION**, and commands **REPORT**.

All subunits (companies, batteries, or troops) report in succession from right to left, *"Sir/Ma'am, _____ Company, all present or accounted for,"* or *"Sir/Ma'am, _____ Company, _____ cadets absent."* *Salutes* are exchanged with each report.

The adjutant commands *Parade,* **REST** and then assumes *Parade Rest* himself. If a band is present, about 30 seconds before reveille, the adjutant commands **ATTENTION**, directs **SOUND REVEILLE**, commands *Present,* **ARMS**, and then faces about. The adjutant's *Salute* is the signal for the band to sound reveille. When reveille is sounded by a recording, the call **ATTENTION** is sounded about 30 seconds before reveille. This ensures that the adjutant has sufficient time to command the units to *Present,* **ARMS** before the first note of reveille.

After the last note of reveille has sounded, the adjutant terminates his/her *Salute*, faces about, commands *Order,* **ARMS**, and then directs **TAKE CHARGE OF YOUR UNITS**. The adjutant returns all *Salutes* with one *Salute*. This terminates the ceremony.

NOTE: When a unit conducts the reveille ceremony not as a member of a major command, battalion, or company, the sequence of events remains the same except the unit commander gives all commands. This is normally the case for a Cadet Corps unit.

10-7. Command Reveille History

Command reveille is conducted with all members of the command present. Normally, Command Reveille is conducted by a battalion or larger unit. Command Reveille was conducted as "Troop" in 1812 and was used to muster the unit or for roll call.

10-8. Command Reveille Sequence of Events

The unit is formed in line formation facing the flag, if possible. Subunits may be in mass formation. Subunits are commanded to *Attention* at the approach of the commander and his staff.

The commander of troops takes his post two steps in front of and centered on his staff, commands *Forward*, **MARCH**, and marches his staff to a position centered on and in front of the line of troops. The commander of troops gives the proper commands to halt his staff in a position facing the line of troops.

As soon as the staff is halted by the commander of troops, the adjutant moves (without command) from his position with the staff to a position midway between the commander of troops and the line of unit commanders. The adjutant commands *Present,* **ARMS**, faces the commander of troops, salutes, and reports *"Sir, the battalion (or regiment or brigade) is formed."*

The commander of troops returns the *Salute* and directs the adjutant to receive the reports. The adjutant faces about and commands *Order,* **ARMS** and **REPORT**.

Unit commanders salute and report, in succession from right to left, *"Sir, _____ Company, all present or accounted for."* The adjutant returns each unit commander's *Salute*. After all unit commanders have

reported, the adjutant faces the commander of troops, salutes, and reports *"Sir, all present or accounted for."* The commander of troops returns the *Salute* and directs the adjutant to publish the orders.

The adjutant faces about without saluting and commands **ATTENTION TO ORDERS**. The adjutant then reads any orders or makes any announcements the commander of troops wishes to publish. The adjutant, on completion of the publishing of orders, faces about and takes his post with the staff without saluting.

When the adjutant is in position, the left flank staff member commands *Right***, FACE**; *Forward*, **MARCH**; *Column Left***, MARCH**; *Column Left***, MARCH**. When the staff is centered on the commander of troops, he then commands *Staff***, HALT**; *Left***, FACE**. About 30 seconds before the sounding of reveille, the commander of troops commands *Present***, ARMS**, executes *About Face* and commands *Staff, Present,* **ARMS**. Reveille is then sounded either by record, field music, or band as the flag is raised.

After the last note of music, the commander of troops commands *Staff, Order,* **ARMS**, executes *About Face*, and commands *Order,* **ARMS**; he then directs, **TAKE CHARGE OF YOUR UNITS**. The unit commanders salute. The commander of troops returns all *Salutes* with one *Salute*. He then marches his staff away or dismisses them. This terminates the ceremony.

10-9. Flags and Colors

Normally, a flag detail consists of one noncommissioned officer in charge (NCOIC), two halyard pullers, and two to eight flag handlers. The purpose of the flag handlers is to ensure correct folding (unfolding) of the flag and to ensure that the flag does not touch the ground. As a guide, two flag handlers are needed when raising or lowering the storm (small) flag, six handlers for the post (medium) flag, and eight handlers for the garrison (large) flag.

The members of the flag detail are equipped according to local standing operating procedure and or letter of instructions.

The NCOIC inconspicuously gives the necessary commands or directives to ensure proper performance by the flag detail. On windy days, he may assist the flag handlers to secure or fold the flag. In most other situations, it is inappropriate for the NCOIC to touch the flag when it is being folded or unfolded.

NOTE: When the flag is to be flown at half-staff, it is first hoisted to the top of the flagpole and then lowered to the half-staff position. Before lowering the flag, it is again raised to the top of the flagpole and then lowered.

10-10. Raising the Flag (Reveille)

Execute the following actions when raising the flag:

The NCOIC forms the detail in a column of twos at Double Interval between files. He/she secures the flag from its storage area and positions him/herself between the files and on line with the last two men. S/he then marches the detail to the flagpole.

The detail is halted in column, facing the flagpole on the downwind side or as appropriate. They are halted so that the flagpole is centered between the halyard pullers. The NCOIC commands **POST**. On this command, the halyard pullers immediately move to the flagpole and ensure that the halyards are free of the pole. The flag handlers face to the center. The NCOIC then directs **UNFOLD THE FLAG**. On this directive, the two flag handlers nearest the NCOIC begin to (carefully) unfold the flag lengthwise, passing the freed end to the other handlers. When the two handlers nearest the flagpole have firmly secured the flag, the other handlers move away from the flagpole (as necessary) until the flag is fully extended. The flag is not unfolded widthwise. The flag handlers hold the flag waist high with their forearms horizontal to the ground.
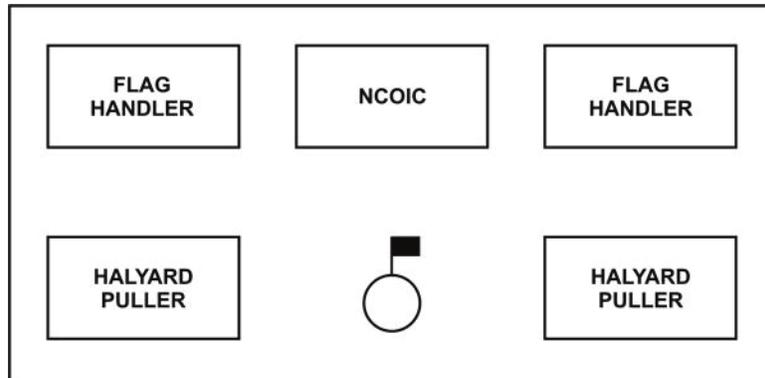
At the appropriate time, the NCOIC directs ATTACH THE FLAG. On this directive, all flag handlers take one side step toward the flagpole. The two handlers nearest the flagpole immediately attach the top of the flag to the halyard. The halyard pullers raise the flag until the bottom of the flag can be attached. NOTE: When raising the larger flags, the NCOIC may command Ready, STEP while the halyard pullers raise the halyard until the lower portion of the flag is attached.

At the first note of the music, the halyard pullers rapidly raise the flag. The NCOIC salutes. As the flag is raised from the handlers' hands, they face the flagpole and salute. (*Reveille* is about 20 seconds in duration.) At the last note of the music, the NCOIC commands **Order, ARMS** for himself and the flag handlers while the pullers secure the halyards. The NCOIC then positions himself between the halyard pullers, executes an *About Face*, and commands **Ready, FACE**. The detail will face in the appropriate direction to depart the flagpole. The NCOIC then marches the detail from the site.

10-11. Lowering the Flag (Retreat)

Execute the following actions when lowering the flag:

The detail is marched and positioned at the flagpole in the same manner as when raising the flag. On the command **POST**, the halyard pullers free the halyards, untangle them, ensure that they are free from the pole, and then temporarily resecure them; the flag handlers do not face to the center. The NCOIC then commands **Parade, REST**.

At the last note of "*Retreat*", each halyard puller immediately frees the halyards. The NCOIC commands himself and the flag handlers to ATTENTION and Present, ARMS. At the first note of "*To the Color,*" the flag is lowered slowly and with dignity.

The call, "*To the Color*," is approximately 40 seconds in duration. As the flag is lowered to within reach, the two flag handlers farthest away from the flag terminate their salute, move forward rapidly, secure the flag, and move back from the flagpole between the columns.
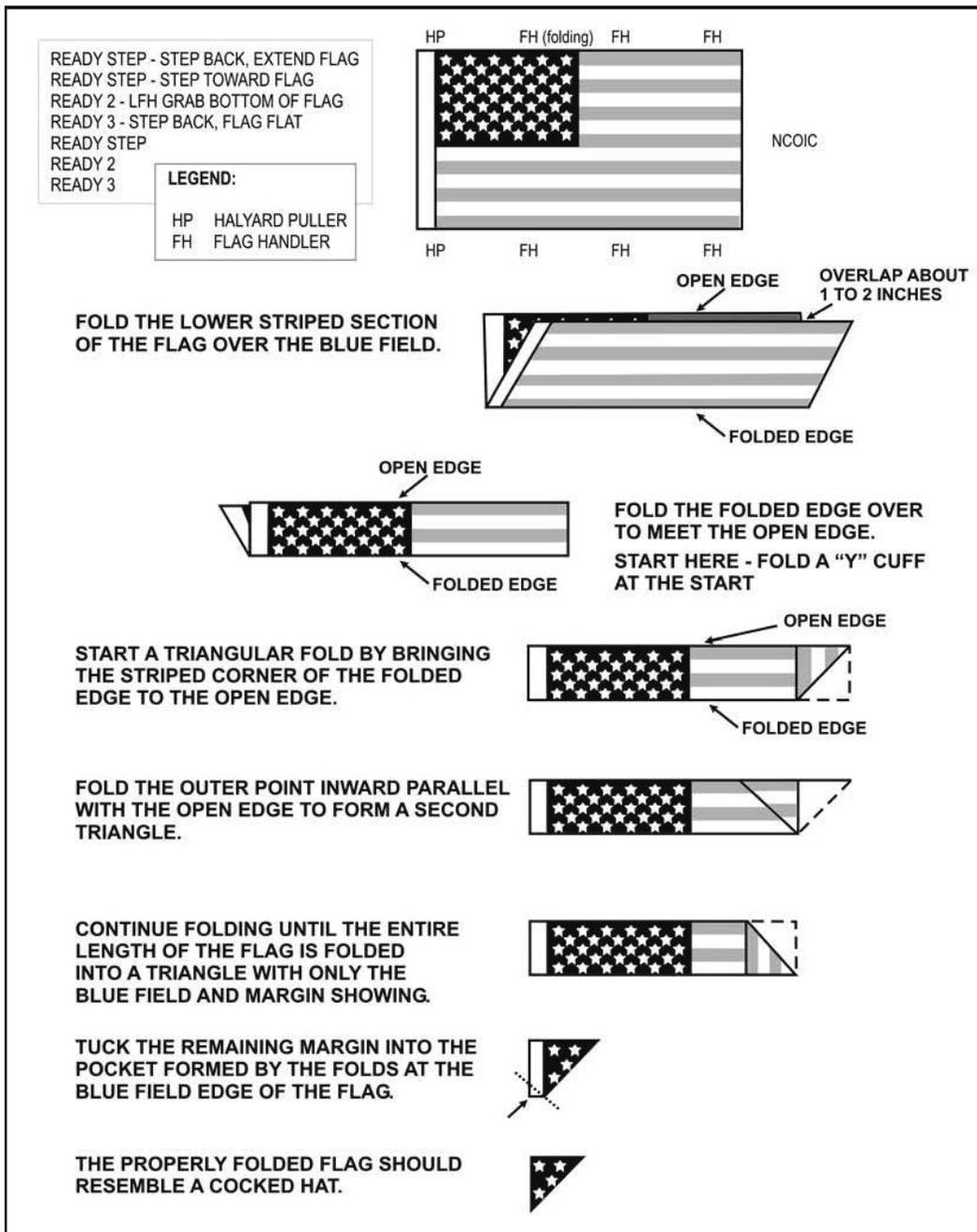
As the flag passes each handler, he terminates his Salute and assists in securing the flag. The flag is held palms down, fingers and thumb extended and joined, forearms horizontal. The NCOIC terminates his Salute at the last note of the music.

Once the flag is detached, it is then folded. (see diagram for correct folding techniques.) After securing the halyard, the handlers assist in the folding.

NOTE: When taking steps forward or backward to fold the flag, the members of the detail always step off with the left foot and always bring the trail foot alongside the lead foot as in the *Position of Attention*.

- To fold the flag the NCOIC commands Ready, STEP. All personnel take the appropriate number of steps backward to ensure that the flag is horizontal, wrinkle free, and centered on the flagpole.
- The NCOIC then commands Ready, STEP. The flag handlers take the appropriate number of steps toward each other, making the first fold lengthwise. The members on the NCOIC's right ensure that their edge of the flag is overlapping the left side by about inch, which prevents any red from showing when the folding is complete. The NCOIC ensures that the flag is straight.
- The NCOIC then commands Ready, TWO. The members of the column on the NCOIC's left reach down and secure the fold with the fingers pointing upward and the palms facing away.
- The NCOIC then commands Ready, THREE. The members take the appropriate number of steps backward to ensure that the flag is horizontal, wrinkle free, and centered on the flagpole.
- Ready, STEP, Ready, TWO, and Ready, THREE are commanded and executed one more time to get the flag completely folded lengthwise.
- The flag handlers nearest the NCOIC then fold a 4-inch cuff and begin folding the flag, starting with the corner on the NCOIC's left. When folding the flag, the handlers are careful to keep the edges straight and to not bend the flag.
- After the flag has reached the position of honor (at the head of the right column), the NCOIC marches by the most direct route to a position directly in front of the flag handler and inspects the flag. The NCOIC then receives the flag and carries it held against his chest with his forearms with the point up.
- After the flag has been folded and received by the NCOIC, he positions himself between the halyard pullers and faces the storage site. The NCOIC then commands Ready, FACE. The members of the detail make the appropriate Facing movement toward the storage site. The detail is then marched to the storage site.

NOTE: Once the flag has been folded (cocked hat), it is treated as a cased Color and not saluted by persons meeting the flag detail. The flag will be treated with the utmost dignity and respect but not be rendered any sort of honors.

READY STEP - STEP BACK, EXTEND FLAG
READY STEP - STEP TOWARD FLAG
READY 2 - LFH GRAB BOTTOM OF FLAG
READY 3 - STEP BACK, FLAG FLAT
READY STEP
READY 2
READY 3

LEGEND:
HP   HALYARD PULLER
FH   FLAG HANDLER

HP   FH (folding)   FH   FH
NCOIC
HP   FH   FH   FH

FOLD THE LOWER STRIPED SECTION OF THE FLAG OVER THE BLUE FIELD.

OPEN EDGE   OVERLAP ABOUT 1 TO 2 INCHES
FOLDED EDGE

OPEN EDGE
FOLDED EDGE

FOLD THE FOLDED EDGE OVER TO MEET THE OPEN EDGE.

START HERE - FOLD A "Y" CUFF AT THE START

START A TRIANGULAR FOLD BY BRINGING THE STRIPED CORNER OF THE FOLDED EDGE TO THE OPEN EDGE.

OPEN EDGE
FOLDED EDGE

FOLD THE OUTER POINT INWARD PARALLEL WITH THE OPEN EDGE TO FORM A SECOND TRIANGLE.

CONTINUE FOLDING UNTIL THE ENTIRE LENGTH OF THE FLAG IS FOLDED INTO A TRIANGLE WITH ONLY THE BLUE FIELD AND MARGIN SHOWING.

TUCK THE REMAINING MARGIN INTO THE POCKET FORMED BY THE FOLDS AT THE BLUE FIELD EDGE OF THE FLAG.

THE PROPERLY FOLDED FLAG SHOULD RESEMBLE A COCKED HAT.

Correct method of folding United States flag

10-12. Display

- The flag of the United States represents the living country and is considered a living thing. Rules and customs for displaying the U.S. flag, adopted by an act of Congress in 1942 and amended in 1976, are found in Title 36 of the United States Code.

NOTE: No other flag or pennant should be placed above or, if on the same level, to the right of the flag of the United States of America except during church services conducted by naval chaplains at sea, when the church pennant may be flown above the flag, and except as required by multinational agreements to which the United States is a signatory.

- The union, the field of blue with the grouping of stars representing the individual states, is the honor point and is the flag's right. When the flag is displayed, the union is always to the top and to the flag's own right (the left of the observer). When carried, the flag is always free, never stretched flat or carried horizontally. In the company of other flags, the U.S. flag is always on the marching right (the flag's own right), or, if there is a line of other flags, in front of the center of that line. When a number of flags of states, or localities, or pennants of societies are grouped and displayed from staffs, the U.S. flag is in the center and at the highest point of the group. If all flags are displayed from staffs of the same height, the flag of the United States is placed in the honor position, to the right of the other flags (to the left of the observer). When flags of two or more nations are displayed, they are flown from separate staffs of the same height, they are of approximately equal size, and the U.S. flag is to the right of the others.

NOTE: When the U.S. flag is flown in conjunction with other national flags, care must be taken to ensure that the foreign national flag is correct and properly displayed.

- The flag of the United States is never used as drapery. It is displayed hung flat against a wall or flown free from a staff. It is not festooned over doorways or arches, tied in a bow, or fashioned into a rosette. It is not used to cover a speaker's desk or draped over the front of a platform. For those purposes, bunting may be used, giving the blue of the bunting the place of honor at the top of the arrangement or in the center of the rosette. Traditionally, there is one permissible departure from the rules for display of the flag of the United States: in a dire emergency, the flag may be flown upside down as a distress signal.

10-13. Classification

A flag, as distinguished from a Color, is not saluted except during the ceremonies of raising and lowering the flag.

U.S. flags used by the Army are classified by size as follows:

- **Garrison Flag**. The garrison flag is 20 feet hoist by 38 feet fly of nylon wool and is displayed on holidays and important occasions.
- **Post Flag**. The post flag is 8 feet 11 3/8-inch hoist by 17 feet fly of nylon and is used for general display, and flown daily.
- **Field Flag**. The field flag is 6 feet 8 inches hoist by 12 feet fly of nylon wool and is used for display with the positional field flag.
- **Storm Flag**. The storm flag is 5 feet hoist by 9 feet 6 inches fly of nylon and is flown during inclement weather.
- **Interment Flag**. The interment flag is 5 feet hoist by 9 feet 6 inches fly of cotton bunting.

A Color is the U.S. flag trimmed on three sides with golden yellow fringe 2 ½ inches wide. The Color is primarily for indoor display. U.S. Colors used by the Army are classified by size as follows:

• 4 feet, 4 inches hoist by 5 feet, 6 inches fly displayed with the U.S. Army flag, positional Colors, the Corps of Cadets Colors, 1st Battalion 3rd Infantry Colors, and the chapel flag.
• 3 feet hoist by 4 feet fly displayed with the Army field flag, distinguishing flags, organizational Colors, institutional flags, and the chapel flag.

Other types of military flags include:

- **Colors**. These are flags of organizations and certain civilian and military officials.
- **Standards**. Flags of mounted units were formerly called standards.
- **Distinguished Flags**. These flags identify headquarters, offices, general officers, and organizations, none of which is authorized organizational or individual Colors.
- **Ensign**. An ensign is a rectangular flag flown from aircraft, ships, and boats.
- **Guidon**. A guidon is a swallow-tailed flag carried by companies, batteries, troops, and certain detachments.
- **Pennant**. A pennant is a triangular flag used for various utility purposes.

Dismounted organizations traditionally carried the Color while mounted organizations (cavalry, mechanized, and motorized) traditionally carried the standard. Colors were larger than standards. Under present regulations, both are called Colors.

The organizational Color is dipped in Salute during the playing of the United States National Anthem, "To the Color," "Taps" (funerals only), and during the ceremony at reveille. It is dipped in Salute when rendering honors to the organization's commander or to a person of higher grade, but at no other time. The U.S. flag is never dipped in Salute.

Until 1813, the Colors of an infantry regiment were carried by ensigns, who were the lowest ranking officers of the regiment. In that year, the regulations were changed, and the work was entrusted to Color sergeants. Noncommissioned officers carry them today.

Chapter 11: Color Guard

From the earliest times, warriors used a banner or other symbol to identify specific units and to serve as a rallying point for troops. In medieval days, the standard or banner was used to signal a general assault, which was generated by a cry of "Advance your banners." Until comparatively recent years, the flags that identified nations usually were based on the personal or family heraldry of the reigning monarch or ruling nobleman. As autocracies faded or disappeared, dynastic colors were no longer popular and national flags, as thought of today, came into being. These national flags, such as the Union Jack of Great Britain, the Tricolor of France, and the Stars and Stripes, are relatively new to history.

11-1. History

Flags are almost as old as civilization itself. Imperial Egypt as well as the armies of Babylon, Chaldea, and Assyria followed the colors of their kings. The Old Testament frequently mentions banners and standards. Many flags of different designs were present in parts of the American colonies before the Revolution. When the struggle for independence united the colonies, the colonists wanted a single flag to represent the new nation. The first flag borne by the Army as a representative of the 13 colonies was the Grand Union flag. It was raised over the Continental Army at Cambridge, Massachusetts, on 2 January 1776. That flag had the familiar 13 stripes (red and white) of the present flag, but the blue square contained the Crosses of St. George and St. Andrew from the British flag.

The Stars and Stripes was born on 14 June 1777, two years to the day after the birth of the Army. On that date, Congress resolved that the flag of the United States be 13 stripes, alternate red and white, and that the union be 13 stars, white in a blue field, representing a new constellation. The arrangement of the stars on the blue field was not specified.

According to some historians, the Stars and Stripes was first raised over Fort Stanwix, New York, on 3 August 1777. In that Army version of the flag, the stars were arranged in a circle. (The Navy version had the stars arranged to form crosses similar to the British flag.)

When Vermont and Kentucky joined the Union, the flag was modified so that there were 15 stars and 15 stripes. It was that flag, flying triumphantly over Fort McHenry, Maryland, on 13 and 14 September 1814, which inspired Francis Scott Key to compose the verses of "The Star-Spangled Banner." That flag was the national banner from 1795 until 1818. Thus, when it was raised over Tripoli by the Marines in 1805, it was the first United States flag to be hoisted over conquered territory in the Old World. Later, it was flown by General Andrew Jackson at the Battle of New Orleans.

Realizing that adding a stripe for each new state would soon spoil the appearance of the flag, Congress passed a law in 1818 fixing the number of stripes at 13 and providing for the addition of a star in the Blue Union for each new state. The star is to be added and the new flag to become official on the Fourth of July following the admission of the new state to the Union.

It was not until shortly before the Civil War that the Stars and Stripes actually became the National Color.

Before the Civil War, in lieu of a National Color, the U.S. Soldiers carried a blue silk color on which was embroidered the arms of the United States, and an American eagle bearing a shield on its breast, and in its talons an olive branch and arrows, signifying peace and war. After the National Color was authorized, the organizational color with the eagle became the regimental color. Because of the high casualty rate among the members of the Color party, plus the advent of modern weapons, the time-honored practice of carrying the Colors in battle was discontinued. Today, the Colors, with battle streamers attached, join their unit in formations during ceremonies to signify their presence during past battles.

11-2. The Color and Colors

The National and organizational flags carried by Color-bearing units are called the National Color and the organizational Color. The California Cadet Corps flag and Battalion and Brigade flags are often carried in CACC Color Guards as organizational Colors. When used singularly, the term Color implies the National Color. The plural term Colors means the national and positional or organizational Colors. By regulation, the organizational Color is not authorized a Salute; however, in the past some organizations have observed the custom of saluting the organizational Color.

Individuals or units passing or being passed by uncased Colors out of doors require honors. Individuals, not part of a formation, salute six steps distance from the Colors and hold the salute until they have passed six steps beyond the Colors. The individual in charge of a formation calls the formation to **ATTENTION** and *Present,* **ARMS**.

The Colors may be carried in any formation in which two or more companies, honor guards, or representative elements of a command participate.

Traditionally, the command sergeant major is responsible for the safeguarding, care, and display of the organizational Color. He/she is also responsible for the selection, training, and performance of the Color bearers and Color guards.

During a review or parade, ordinarily only one National Color is present. The National Color is given the honor position and is carried on the marching right of the organizational Colors. The California flag, if present, is carried to the immediate left of the National Color. The organizational Color of the senior headquarters sponsoring the ceremony is carried to the immediate left of the California flag, if present. The Colors belonging to the headquarters conducting the ceremonies are positioned on line with and centered on the command (i.e. between the two center companies in a battalion formation). Subordinate Color-bearing organizations ordinarily carry only their organizational Colors (four steps to the rear of their cadet staff).

11-3. Salutes

The National Color renders no salute (dip).

The organizational Color salutes (dips) in all military ceremonies while the National Anthem, "*To the Color,*" or a foreign national anthem is being played, and when rendering honors to the organizational commander or an individual of higher grade including foreign dignitaries of higher grade, but in no other case.

When marching, organizational Colors salute when six steps from the person entitled to the *salute*. They are returned to the *Carry* position when six steps beyond the person.

11-4. Color Guard

The Color Guard normally consists of four cadets. It is an honor to be selected as a member of the Color Guard. The Color Guard Commander carries the National Color and commands the Color Guard. He/she gives the necessary commands for the movements and for rendering honors. Because cadets are all officers in training (the definition of *cadet*), there is no limitation to the rank structure within the Color Guard. The ideal would be to have cadet NCOs serve as the color bearers and junior cadets serve as the guards, but cadet officers may serve on a Color Guard if needed. The senior ranked cadet will normally serve as the Color Guard Commander.

The default Color Guard for Cadet Corps events is the four-cadet color guard carrying the National Color and the Cadet Corps flag. When there is a need to carry other flags, the color guard can grow to five or six cadets. In some parades, color guards may contain a long line of flags, such as when there is a desire to carry and honor the flags of all the US Armed Services.

When battalions or brigades carry their organizational Colors in a ceremony as part of a larger command, the battalion or brigade Color is carried four steps to the rear of the staff. The senior cadet acts as Color bearer and two experienced junior cadets, selected by the battalion or brigade command sergeant major, act as members of the Color Guard.

The uniform for Color Guards should be the same type as prescribed for participating troops. If cadets in the formation are in Class B, the Color Guard should be in Class B. Commanders may make an exception and have the Color Guard in Class A uniform if the unit only issues Class A's to the Color Guard. Uniform for the Color Guard may include helmets, ascots, spats, pistol belts, or other appropriate accoutrements.

11-5. Casing and Uncasing the Colors

Use the following procedures to case and uncase the Colors.

The Color Guard forms in a line formation with the cased Colors at the *Carry Position* (*Order Position* when indoors). The command sergeant major (or his direct representative) positions himself six steps in front of and centered on the formation. He then commands ***Sling,* ARMS**.

(1) The Color Guards immediately adjust their slings and assume *Sling Arms*. The command sergeant major commands **POST**. The Color Guards face to the *Half Left (Right)* in marching, take four steps, halt, and execute *About Face*.

(2) The command sergeant major then directs **UNCASE THE COLORS**. The Color bearers lower the Colors (same as *Present Guidon*). The two guards move forward and untie and uncase the Colors. The Color bearers unfurl and immediately return the Colors to the *Carry (Order) Position*. While the Colors are being unfurled, the guards fold the cases and secure them in their left hand.

(3) When the Colors are in the *Carry Position*, the command sergeant major commands ***Present,* ARMS**. The command sergeant major, Color Guards, and the organizational Color salute.

(4) The command sergeant major commands *Order,* **ARMS**, and then commands **POST**. On the command of execution **POST**, the Color Guards place the folded canvas cases inside the cartridge belts (center rear) of the Color bearers. The Color Guards assume their original positions, adjust their slings, and return to *Right Shoulder Arms*.

(5) If the command sergeant major or his representative is not present, the senior Color Guard Commander gives the necessary commands.

To case the Colors, the procedures are basically the same except *Present Arms* is given before the Colors are lowered.

When casing or uncasing the Colors with the command present, the commander directs **UNCASE (CASE) THE COLORS**. The command sergeant major and Color Guards execute the movement (as previously stated) except that they execute *Present Arms* and *Order Arms* with the Color company. When the Colors are uncased and returned to the *Carry Position*, the commander directs **BRING YOUR UNITS TO PRESENT ARMS**. After the units have executed this directive, he then directs **BRING YOUR UNITS TO ORDER ARMS**.

If the Colors are to be cased or uncased during the receiving or dismissing by the Color company, the Color Guards execute *Present Arms* and *Order Arms* on command of the company commander.

The command sergeant major uncases the organizational Color when it is displayed by itself. He may also assist the Color Guards when uncasing more than two Colors.

11-6. Position of the Colors at the Order

At the *Order,* rest the ferrule of the staff on the ground touching the outside of the right footgear opposite the ball of the right foot. Hold the staff in the right hand with the back of the hand facing outward and the fingers wrapped around the staff. Rest the staff against the hollow of the shoulder.
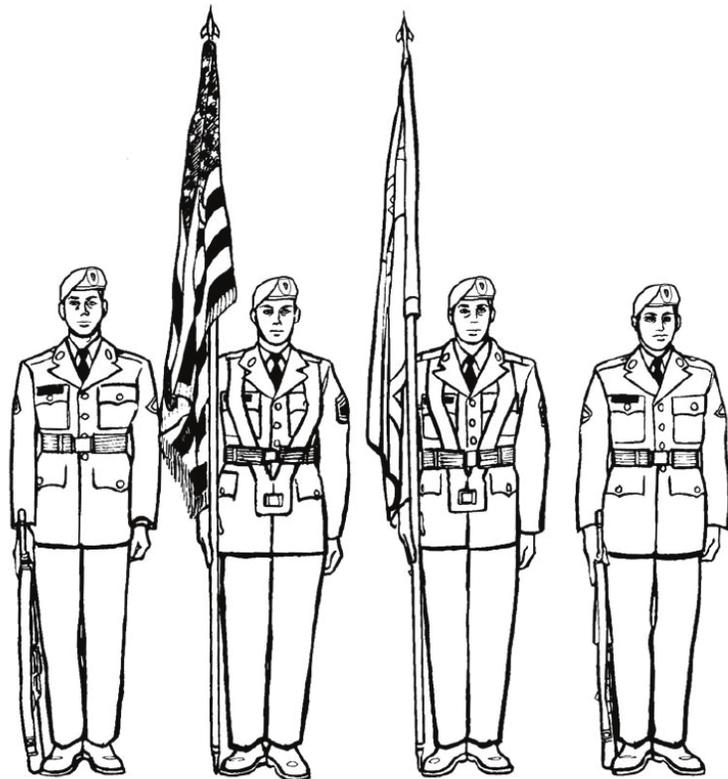
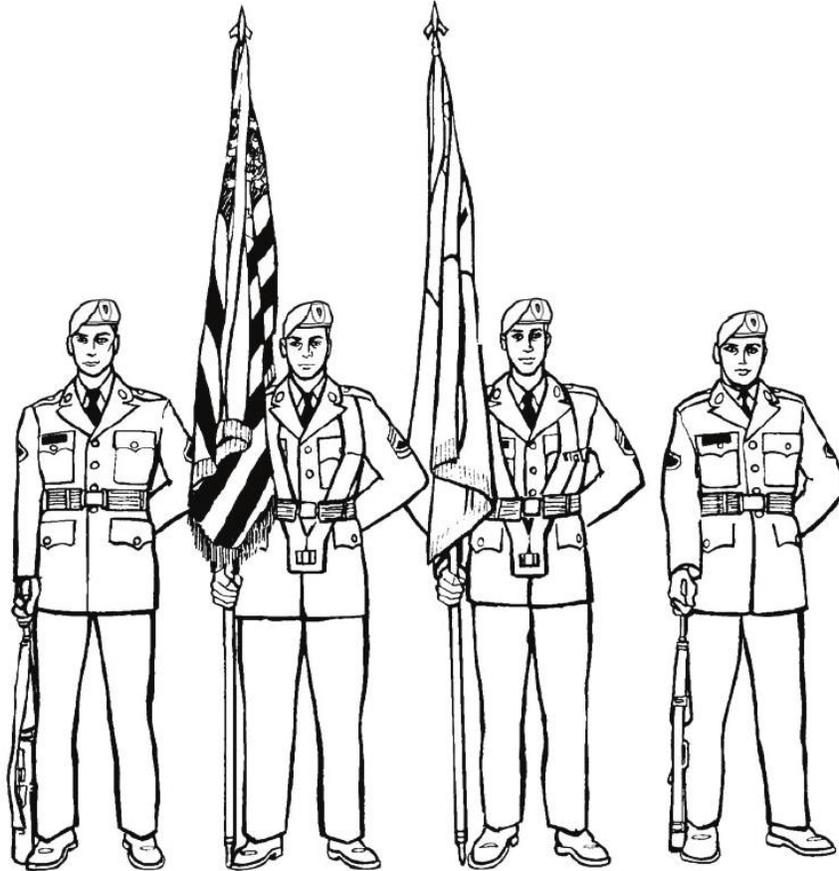## 11-7. Position of the Colors at the Carry

At the *Carry*, rest the ferrule of the staff in the socket of the sling. The socket is below the waist and adjusted to ensure that the finials of all Colors are of equal height. Grasp the staff with the right hand (even with the mouth) and incline it slightly to the front with the left hand securing the ferrule in the socket. The left hand may be positioned immediately below the right hand to more firmly secure the Colors on windy days.
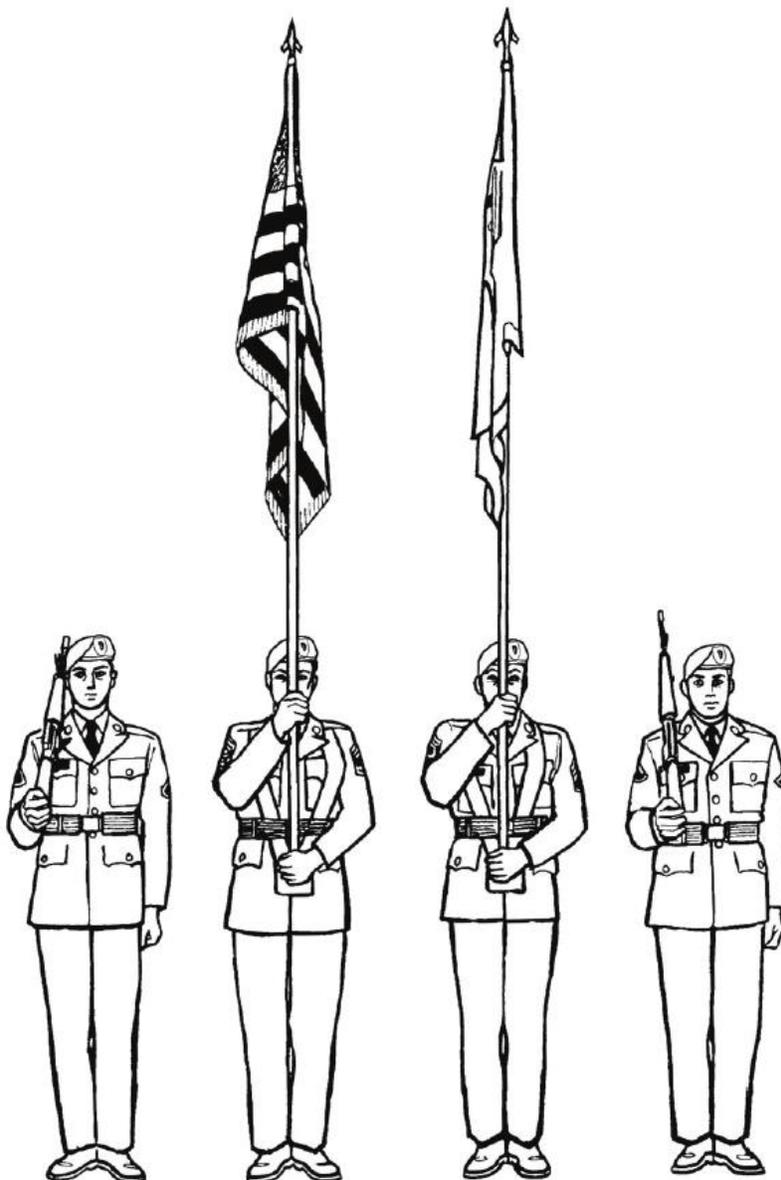
Position of the Colors at the Carry

11-8. Position of the Colors at Parade Rest

Parade Rest with the Colors is executed with staffs vertical. The *Order* and *Parade Rest* are executed with the Color company except during ceremonies when the Colors remain at the *Carry Position*.

Position of the Colors at Parade Rest

11-9. Position of the Organizational Color at Color Salute

This position is assumed from the carry by slipping the right hand upward about 4 inches and then thrusting the arm forward shoulder high and horizontal to the ground forming an approximate 45-degree angle. When the Colors salute with troops who execute *Present Arms* from the *Order,* the Color bearers assume the position of *Carry* at the command **ARMS** and then execute the Color *Salute*. When casing or uncasing Colors indoors (at the *Order*), the organizational Color bearer salutes (dips) by slipping his right hand upward and grasping the staff firmly, with the forearm horizontal and the staff thrust forward until the arm is fully extended.
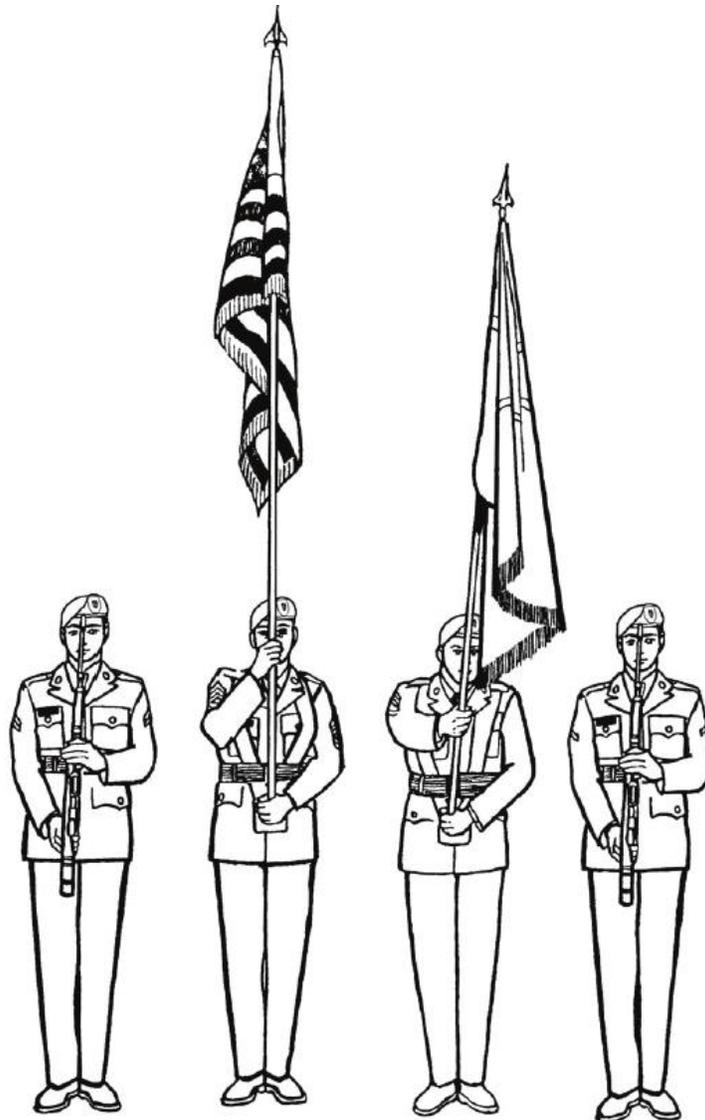
Position of the organizational Color at Color Salute

11-10. Marching the Color Guard

The Color Guard is formed and *marched* in one rank at *Close Interval*, the bearers in the center. They do not execute *Rear March* or *About Face*. The Color Guard marches at *Right Shoulder Arms* and executes *Facing* movements by wheeling to the right or left. The command for a *Facing* movement is **Right (Left) Wheel**, **MARCH**. To execute a *Wheeling* movement, the guard nearest the direction of turn serves as the pivot point and executes the movement by marching in place and simultaneously turning in the new direction. Other members shorten their steps and turn in an arc keeping abreast of each other to maintain alignment. When the movement has been completed, each member automatically marches in place until the command **HALT** or *Forward*, **MARCH** is given.

When passing in review, the Color Guard executes *Eyes Right* at the prescribed saluting distance on the command of the Color Guard Commander. The commands are **Eyes**, **RIGHT** and **Ready**, **FRONT**. The organizational color salutes at the command **RIGHT**, and resumes the *Carry* at the command **FRONT**. The

guard on the right flank of the Color Guard does not execute *Eyes Right*. All other cadets turn their head and eyes sharply to the right during *Eyes Right*. Guards remain at *Right Shoulder Arms*.

During ceremonies, the Color Guard remains at *Right Shoulder Arms* except when executing *Present Arms*).

When not participating in a ceremony and a situation occurs that warrants a *Salute* by the organizational Color, the Color Guard Commander commands **Color**, **SALUTE**. The return to the *Carry* is made at the command **Carry**, **COLOR**.

When in formation with the battalion but not during a ceremony, the Color bearers execute *At Ease* and *Rest* when the battalion is given those commands, keeping the staffs of the Colors vertical. The Color Guard executes *Right Shoulder Arms*, *Order Arms*, and *Present Arms* with the battalion. During ceremonies when the Colors are not forward and remarks are to be made, the Color Guards and Color bearers may execute *Order Arms* and *Parade Rest* on command of the Color Guard Commander. During any ceremony when the units are *At Ease*, the Color Guard and Color bearers are at *Parade Rest*.

11-11. Movement of the Three-Cadet Color Guard to the Rear

To face a three-cadet Color Guard to the rear, the command is **Colors Reverse**, **MARCH**, and each cadet simultaneously executes the following movements:

Number 1 faces left while marking time, takes two steps forward, and faces to the left while marking time.

Number 2 takes one full step forward, executes *About Face* while marking time, and takes one full step in the new direction, marking time.

Number 3 takes one full step and two half steps forward, faces to the right while marking time, takes two full steps, faces to the right in marching, takes two full steps, and marks time.

When all are abreast of each other, they step off together or halt, as commanded.
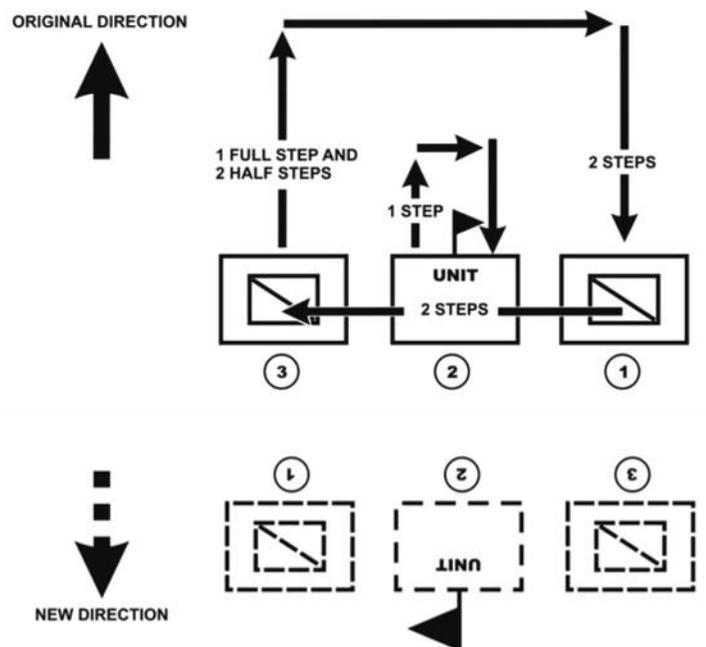
Movement of Three-Cadet Color Guard to the Rear

11-12. Movement of Four-Cadet Color Guard to the Rear

To face a four-cadet Color Guard to the rear, the command is *Colors reverse*, **MARCH**. At the command **MARCH**, each cadet simultaneously executes the following movements:

Number 1 takes two steps forward, pivots to the left in marching, takes one full step and three half steps, faces to the left in marching, and takes two steps in the new direction.

Number 2 faces to the left in marching and faces to the left while marking time.

Number 3 takes one step forward, faces to the right in marching, takes two half steps, faces to the right in marching, and takes one step in the new direction.

Number 4 takes one step forward, faces to the right in marching, takes one full step and three half steps, faces to the right in marching, and takes one step forward in the new direction.

When all are abreast of each other, they step off together or halt, as commanded.

NOTE: This command may be given while marching, in which case the commands are given when the left foot strikes the ground.
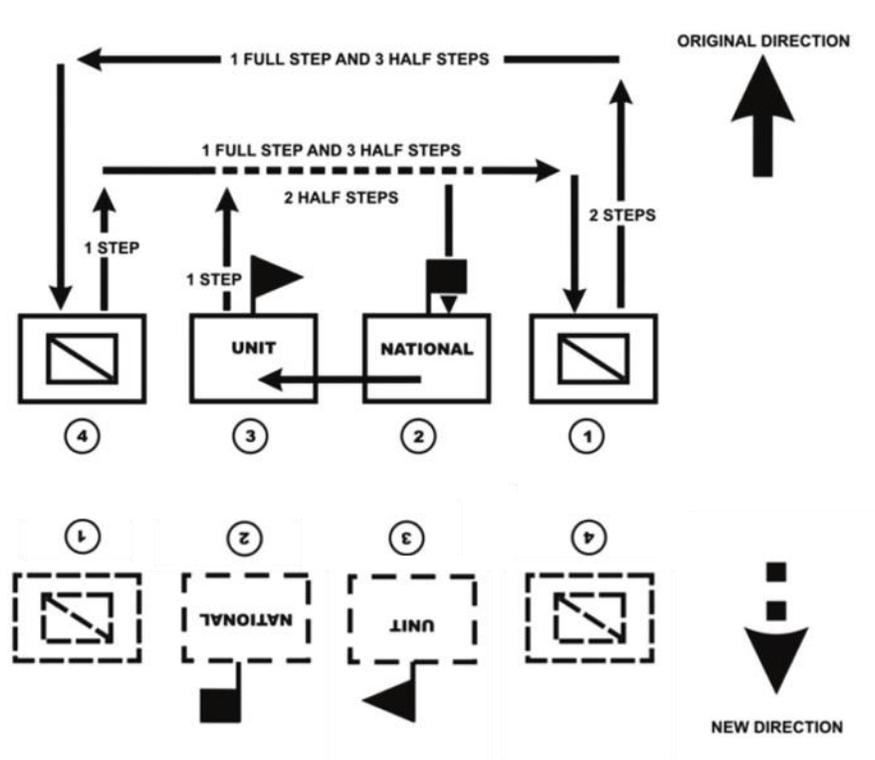
Movement of four-cadet Color Guard to the rear

NOTE: *Left About* may be used in lieu of *Colors Reverse*. The command for this movement is *Left About*, **MARCH**. The left guard is the pivot cadet for the movement. On the command of execution, the left

guard marches in place and turns to the left. Other members shorten or lengthen their step and turn in an arc keeping abreast of each other and maintaining alignment. When the movement has been completed, each cadet marches in place until the command **HALT** or *Forward*, **MARCH** is given. This movement may be executed from the **HALT** or while marching.

11-13. Movement of Five-Cadet Color Guard to the Rear

To face a five-cadet Color Guard to the rear, the command is *Colors Reverse*, **MARCH**. At the command **MARCH**, each cadet simultaneously executes the following movements:
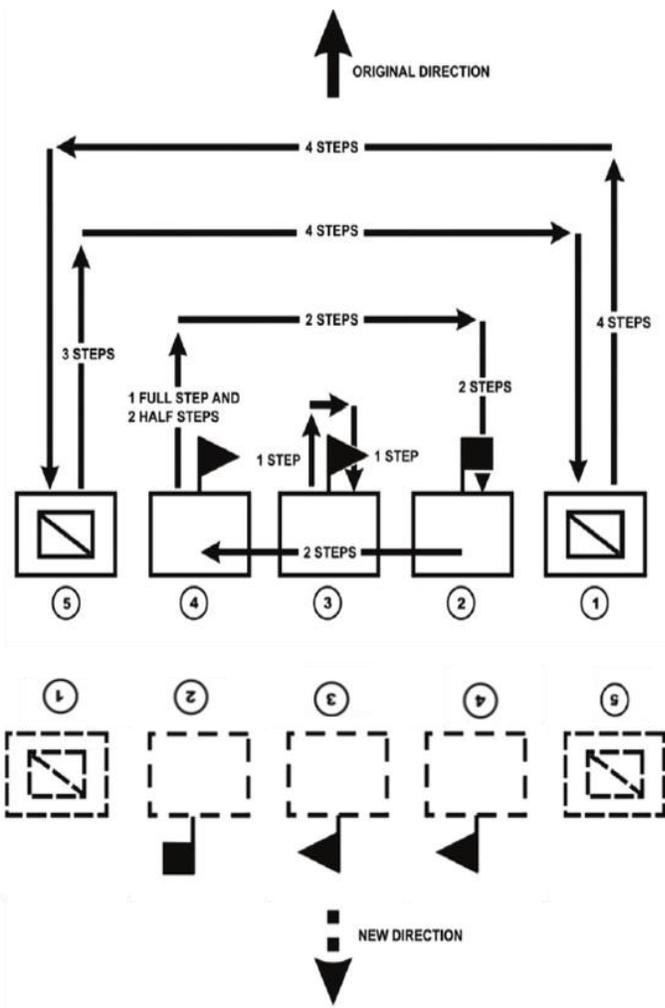
Number 1 takes four steps forward, faces to the left in marching, takes four full steps forward, faces to the left in marching, takes four full steps in the new direction, and marks time.

Number 2 faces left while marking time, takes two steps forward, and faces to the left while marking time.

Number 3 takes one full step forward, executes about face while marking time, takes one full step in the new direction, and marks time.

Number 4 takes one full step and two half steps, faces to the right while marching, takes two full steps, faces to the right in marching, takes two full steps, and marks time.

Number 5 takes three full steps forward, faces to the right in marching, takes four full steps forward, faces to the right in marching, takes three full steps forward, and marks time.

When all are abreast of each other, they step off together or halt, as commanded.

Movement of five-cadet Color Guard to the rear

NOTE: *Left About* may be used in lieu of *Colors Reverse*. The command for this movement is ***Left about,* MARCH**. The Color Guard Commander is the pivot cadet for the movement. On the command of execution, the Color Guard Commander marches in place and turns to the left. Other members shorten their step and turn in an arc keeping abreast of each other and maintaining alignment. When the

movement has been completed, each cadet marches in place until the command **HALT** or *Forward,* **MARCH** is given. This movement may be executed from the **HALT** or while marching.

11-14. Movement of Six-Cadet Color Guard to the Rear

To face a six-cadet Color Guard to the rear, the command is ***Colors Reverse*, MARCH**. At the command **MARCH**, each cadet simultaneously executes the following movements:

Number 1 takes five steps forward, faces to the left in marching, takes six full steps forward, faces to the left in marching, takes five full steps in the new direction, and marks time.

Number 2 faces left while marking time, takes three full steps forward, and faces to the left in the new direction, while marking time.

Number 3 takes two full steps forward, faces to the left while marching, takes two half steps forward, faces to the left while marching, takes two full steps in the new direction, and Marks time.

Movement of six-cadet Color Guard to the rear

Number 4 takes one full step forward, faces to the right while marching, takes two half steps forward, faces to the right in marching, takes one full step in the new direction, and marks time.

Number 5 takes three full steps forward, faces to the right in marching, takes three full steps forward, faces to the right in marching, takes three full steps in the new direction, and marks time.

Number 6 takes four full steps forward, faces to the right in marching, takes six full steps forward, faces to the right in marching, takes four full steps in the new direction, and marks time.

When the movement has been completed, each cadet marches in place until the command **HALT** or *Forward,* **MARCH** is given. This movement may be executed from the **HALT** or while marching.
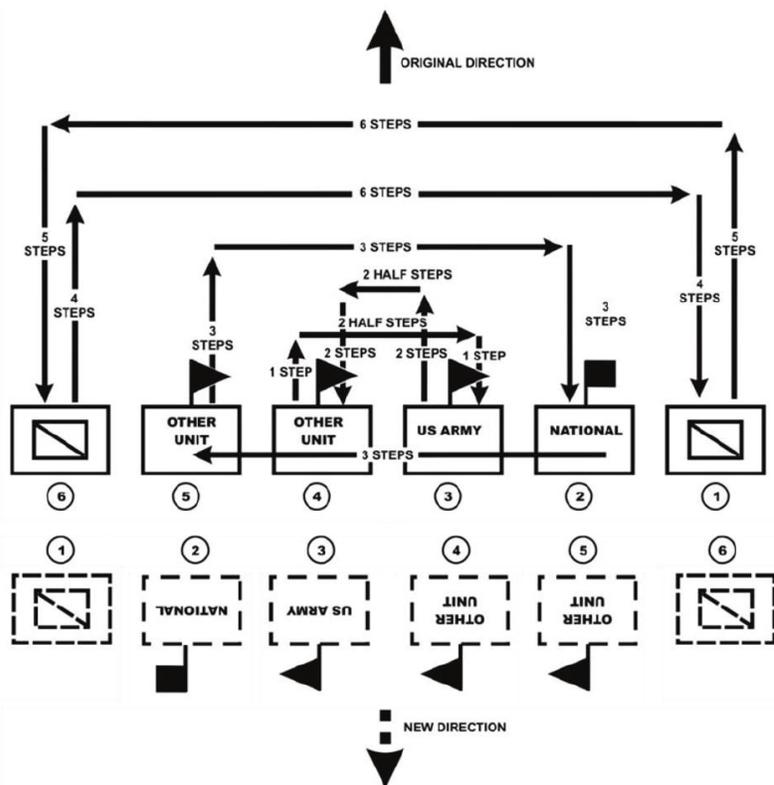
11-15. Posting and Retiring the Colors

Formal assemblies conducted indoors begin with the presentation of the Colors, referred to as posting the Colors, and end with the retirement of the Colors. The following instructions outline the procedures for posting and retiring the Colors, with a head table and without head table. Since indoor areas vary in size, configuration, and intended purpose, these instructions do not apply to all situations. Therefore, persons planning an indoor ceremony can modify these instructions based on their specific floor plan.

Posting the Colors. The Color Guard forms outside the entrance to the dining area, auditorium, or meeting hall. The audience is directed to stand until the Colors are posted. If the playing of "The Star-Spangled Banner" (or other appropriate music) and the invocation are scheduled, the audience will remain standing until they are completed.

When the arrangements include a head table, the Color Guard enters in a line formation, preferably, or forms in a line immediately inside the room and moves to a position centered on and facing the head table.

When the Colors arrive at the predesignated position, the Color Guard Commander commands *Colors*, **HALT**, and *Present*, **ARMS**; and reports *"Sir/Ma'am, The colors are present."* The host acknowledges the report and directs **POST THE COLORS**. The area should be arranged to allow adequate space for the Color Guard to move between the head table and the flag stand.
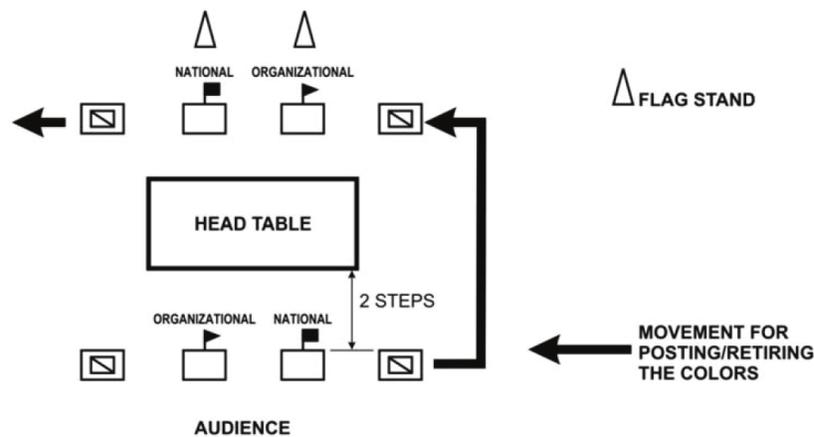
The Color Guard Commander then commands *Order*, **ARMS**; *Right*, **FACE**; and *Forward*, **MARCH**. On the command of execution **MARCH**, the Color Guard marches to the rear of the head table. The National Color always leads, and may not be to the left of other flags. Arrange your approach to post the colors so this is always the case.

Once the Color Guard is centered on the flag stand, they *mark time* and the Color Guard Commander commands *Colors*, **HALT** and *Right*, **FACE**. The Color Guard should approach the flag stands from the right to position the National Color bearer in front of the flag holder on the right (as facing the audience).

The Color bearers, <u>without command</u>, place the colors in the stand, simultaneously if possible.

When the Colors are in the stand, the Color Guard Commander commands *Present*, **ARMS** and *Order,* **ARMS**. The guards return to *Right Shoulder Arms*; the Color Guard Commander commands *Left*, **FACE** and *Forward*, **MARCH**; and the Color Guard exits the area.

When a head table is not used, the Color Guard enters and moves to a predesignated position centered on and facing the audience. This may require the Color Guard to move in a column and use *Facing* movements. The movement must be planned so that the National Color is **always** on the right when in line and is leading when in column.

When the Colors arrive at the predesignated position, the Color Guard Commander commands *Colors*, **HALT**; *Left (Right)*, **FACE**; and *Present,* **ARMS**. Any scheduled music or the Pledge of Allegiance occurs at this time. The Color Guard Commander then commands *Order,* **ARMS**.

The Color Guard Commander commands *Right (Left)*, **FACE** and *Forward*, **MARCH**. On the command of execution **MARCH**, the Color Guard marches to the flag stand where the actions of the Color Guard are the same as previously described.

When the flag stands are separated (i.e. on opposite sides of a stage, etc.), the Color Guard Commander determines the best way to post the colors. An option is for a guard to accompany each color bearer. Another option is for the guards to remain in place while the color bearers move to the flag stands; they post the flags, then return to their positions between the guards, then march out. The color bearers may not execute About Face when departing the guards, and the National Color must lead if they proceed together. The color bearers may exit the color guard in opposite directions to appropriately approach the flag stands.

Retiring the Colors. The audience is directed to stand for the retiring of the Colors.

When a head table is used, the Color Guard Commander moves the Color Guard to the head table.

The Color Guard Commander commands *Color Guard,* **HALT**; *Present*, **ARMS**, and reports to the host, ***"Sir, request permission to retire the colors."*** The host acknowledges the report and directs **RETIRE THE COLORS**.

The Color Guard Commander commands *Order,* **ARMS**; *Right*, **FACE**; *Forward*, **MARCH**; and moves the Color Guard until they are centered on the flag stand where they mark time.

The Color Guard Commander commands *Color Guard*, **HALT**; *Right*, **FACE**; *Present,* **ARMS**; and *Order,* **ARMS**. Upon completion of *Order Arms,* the color bearers, without command, retrieve the colors and assume the *Carry Position*.

The Color Guard Commander commands *Left ,* **FACE** and *Forward*, **MARCH**. The Color Guard exits the area.

When the head table is not used, the Color Guard moves directly to the flag stands where the Colors are retrieved. The Color Guard exits as previously described.

NOTE: These procedures will vary when the command sergeant major is in charge of the Colors during a formal dining-in.

Chapter 12: Physical Fitness Formations and Drills

12-1. Execution of PT Training

The key to success in PT execution is skillful leadership with trained Assistant Instructors (AIs) who employ command presence, command voice, and organized instruction in the extended rectangular formation. This includes proper commands, formations, positions, and counting cadence. PT performance reflects the quality of its commands. Indifferent commands produce indifferent performance. When a command is given distinctly, concisely, with energy, and with proper regard to rhythm, cadet performance will reflect it. See Chapter 3 for detailed information of command voice, posture, and presence.

When the PT leader addresses the formation and is commanding movement or announcing the name of an exercise, he does so from the position of attention.

When exercises are performed, Cadets assume the proper starting position of each exercise on the command "Starting position, MOVE." When conducting exercises, Cadets are commanded to return to the position of attention from the terminating position of the exercise before they are commanded to assume the starting position for the next exercise. PT leaders use the command "Position of Attention, MOVE", to bring Cadets to the position of attention from an exercise terminating position. PT leaders move to the position of attention themselves before giving this command.

For example, this is how the PT leader would conduct exercise 4, thigh stretch, in the RD.
- From the position of attention, the PT leader commands, "**THE THIGH STRETCH**."
- Cadets respond, "**THE THIGH STRETCH**."
- From the position of attention, the PT leader commands, "**Starting Position, MOVE**."
- The PT leader and Cadets assume the starting position for the thigh stretch.
- From the starting position, the PT leader commands, "**Ready, STRETCH**."
- To change position, the PT leader first commands, "**Starting Position, MOVE**."
- From the starting position, the PT leader commands, "**Change Position, Ready, STRETCH**."
- Upon termination of the exercise, the PT leader commands, "**Starting Position, MOVE**."
- The PT leader assumes the position of attention and commands, "**Position of Attention, MOVE**."

12-2. Extended Rectangular Formation

The Army's traditional formation for PT activities is the extended rectangular formation. It is best for platoon- to company-size formations because it is simple and easy to assume.
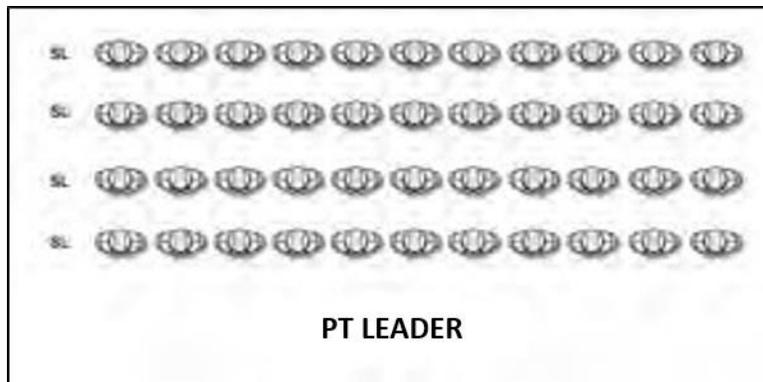
PLATOON ASSEMBLY:

The PT leader will position a platoon-size unit in a line formation so that the unit is centered and five paces away from the PT platform or PT leader after they have assumed the rectangular formation. The PT leader gives the following commands:
- "**Extend to the left, MARCH**." Cadets in the right flank file stand fast with their left arm extended sideward with palm down, fingers and thumbs extended and joined. All other Cadets turn to the left and double-time forward. After taking the sufficient number of steps, all Cadets

face the front and extend both arms sideward with palms down, fingers and thumbs extended and joined. The distance between fingertips is about 12 inches and dress is to the right.

NOTE: It is unclear in Army publications whether the cadets on the flanks extend both arms, or just the arm toward the interior of the platoon (TC 3-21.5 para 2-4.c.1 or FM 7-22 para 7-7). Traditionally, soldiers have put up both arms regardless of position, but it now varies. A unit should determine how they want to do it, and stick to one method.

- "**Arms downward, MOVE**." The Cadets lower their arms smartly to their sides. Cadets in the right flank file lower their left arms to their sides.
- "**Left, FACE**." Cadets execute the left face.
- "**Extend to the left, MARCH**." Cadets in the right flank file stand fast with their left arms extended sideward with palm down, fingers and thumbs extended and joined. All other Cadets turn to the left and double-time forward. After taking the sufficient number of steps, all Cadets face the front and extend both arms sideward with palms down, fingers and thumbs extended and joined. The distance between fingertips is about 12 inches and dress is to the right.
- "**Arms downward, MOVE**." Cadets lower their arms smartly to their sides. Cadets in the right flank file lower their left arms to their sides.
- "**Right, FACE**." Cadets execute the right face.
- "**From front to rear, COUNT OFF**." The front Cadet in each column turns his head to the right rear, and then calls off, "ONE," and faces the front. Successive Cadets in each column call off in turn "TWO," "THREE," "FOUR," and so on. The last Cadet in each column will not turn his head and eyes to the right while sounding off.
- "**Even numbers to the left, UNCOVER**." Even-numbered Cadets sidestep to the left squarely in the center of the interval, bringing their feet together.

Platoon rectangular formation

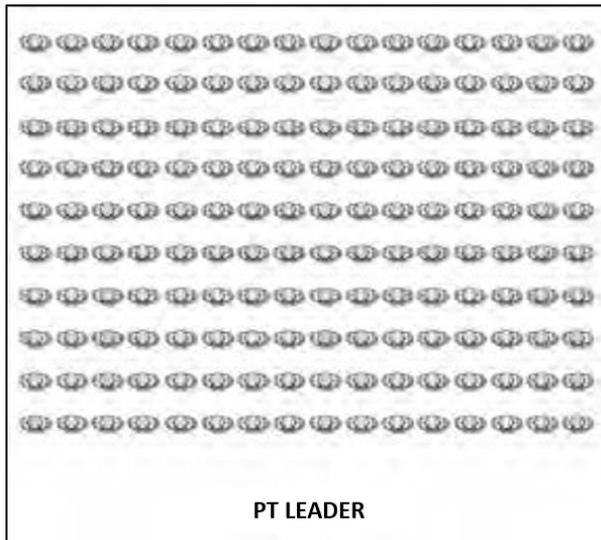**Platoon rectangular formation extended and uncovered**

PLATOON REASSEMBLY

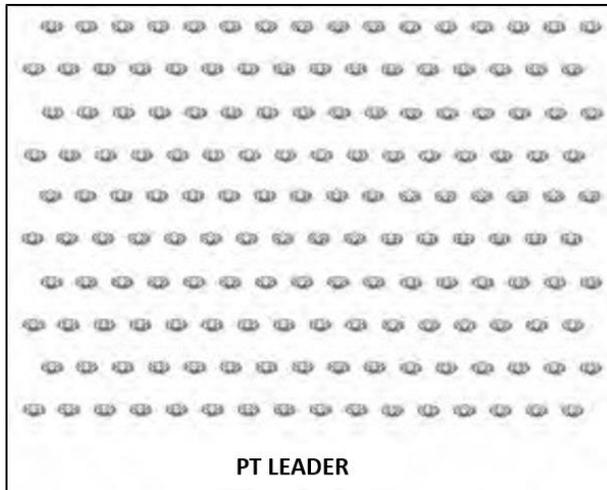To reassemble the formation, the PT leader commands:
"**Assemble to the Right, MARCH**." All Cadets double-time to their original positions in the formation.

COMPANY FORMATION EN MASSE:

The PT leader will position a company-size unit in a rectangular formation. He first adjusts the base platoon so that the company will be centered and five paces away from the PT platform (or leader) after they have assumed the rectangular formation. The PT leader gives the commands specified previously to extend the formation.

Formation of Company En Masse

Company En Mass Extended and Uncovered

To reassemble the formation, the PT leader commands:

"**Assemble to the right, MARCH**." All Cadets double-time to their original positions in the formation.

12-3. Positions

When a set of conditioning exercises is employed, Cadets assume the proper *starting position* of each exercise on the command "**Starting Position, MOVE**." When conducting exercises, Cadets are commanded to return to the *position of attention* from the terminating position of the exercise, before commanded to assume the *starting position* for the next exercise.

SQUAT POSITION

To assume the squat position from the position of attention, lower the body by bending the knees and place the hands with palms down and fingers spread, shoulder width in front of the body, and in between the bent legs. Raise the heels, supporting the body weight on the balls of the feet and hands. Direct the head and the eyes to a point about three to four feet in front of the body.

Squat Position

FRONT LEANING REST POSITION

The Cadet assumes the front leaning rest position by performing two movements. First, the Cadet moves from the position of attention to the squat position, then thrusts the feet backward to the front leaning rest position. If he has trouble with the squat thrust, he can step back with his left leg—then with his right leg—to get into the front leaning rest position. In the front leaning rest position, maintain straight body alignment from his head to his heels. He supports his body weight on his hands (shoulder width) and on the balls of his feet. He keeps his feet and legs together.

Front Leaning Rest Position

SIX-POINT STANCE

Assume the six-point stance by dropping to the knees from the front leaning rest position. Maintain a straight line from the head to the knees.

Six-Point Stance

STRADDLE STANCE

Assume the straddle stance position by standing with the feet straight ahead and aligned with the shoulders.


Straddle Stance

FORWARD LEANING STANCE

Assume the forward leaning stance by bending the trunk forward 45 degrees, knees bent 45 degrees, with the heels flat on the ground, and the feet aligned with the shoulders. Keep the back straight, maintaining a straight line from the head to the hips.

Forward Leaning Stance

PRONE POSITION

Assume the prone position by performing three movements: 1) From the position of attention, move to the squat position, 2) thrust the feet backward to the front leaning rest position, and then 3) lower the body slowly to the ground. Keep the elbows close to the body and pointed directly to the rear.
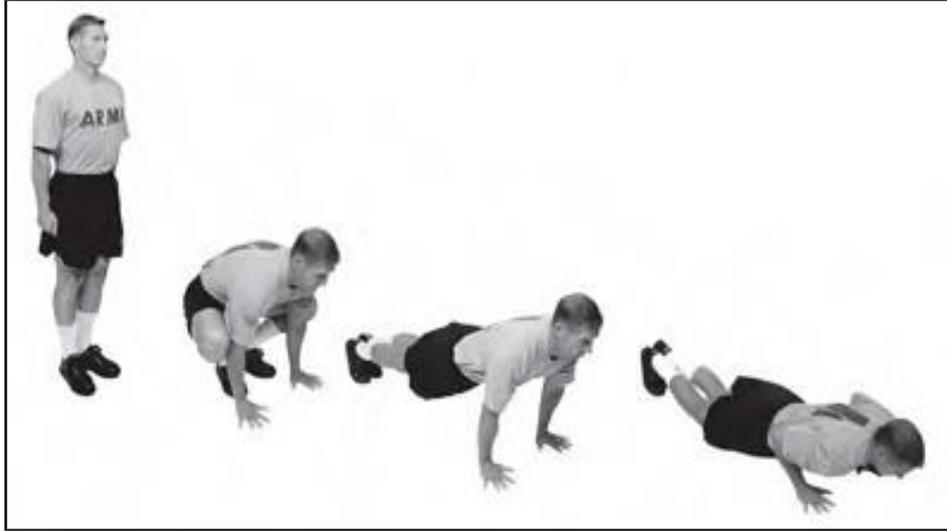
Prone Position

SUPINE POSITION

To assume the supine position without using the hands, from the standing position, place one foot behind the other and slowly lower the body until the rear knee touches the ground. Sit back onto the buttocks and then lay on the back with feet and legs together. When returning to the standing position, sit up and rock forward on one knee. From this position, step up with the other leg and stand without using the hands for assistance.
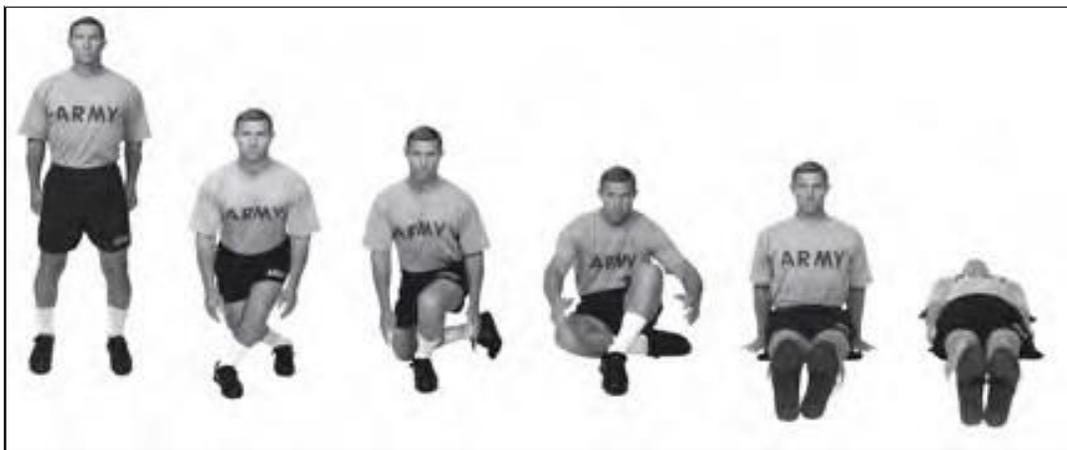
Supine Position

If the Cadet has difficulty assuming this position, he can place his hands on the ground as he slowly lowers his body to the seated position. If he cannot attain the standing position without using his hands, he can place them on the ground to either side of his body and push up while standing from the seated position. To return to a standing position from the supine position, he performs the actions in reverse order.

Hands Down Assist to Supine Position

12-4. Cadence and Exercise Name

Cadence speed is described in PT as SLOW or MODERATE. The speed of each cadence is listed below:
- SLOW–50 counts per minute.
- MODERATE–80 counts per minute.

Once Cadets have learned the names of the exercises, the PT leader merely needs to say the exercise name, command the Cadets to assume the starting position and start them exercising to cadence. For example, this is how the PT leader begins exercise 1 of preparation, bend, and reach to cadence:
- The PT leader states, "**the Bend and Reach**."
- The Cadets respond, "**the Bend and Reach**."
- The PT leader commands, "**Starting Position, MOVE**" (Cadets assume the starting position).
- The PT leader commands, "**In Cadence** (Cadets respond, "**In Cadence**"), **EXERCISE**."
- The command, "**EXERCISE**" initiates movement to the position of count 1.

This command sequence is also used in the conduct of preparation and recovery exercises.

Counting cadence ensures that exercises are performed at the appropriate speed. The cadence count indicates termination of movement to each position. The cumulative count is a method of indicating the number of repetitions of an exercise on the fourth count of a 4-count exercise. The use of the cumulative count is required for the following reasons:
- It provides the PT leader with an excellent method of counting the number of repetitions performed.
- It serves as motivation. Cadets like to know the number of repetitions they are expected to perform.
- It prescribes an exact amount of exercise for any group.

This paragraph describes the conduct of cadence counts:

Four-Count Exercise
- The PT leader counts, "**One, two, three**."
- The Cadets respond, "**One**."
- The PT leader counts, "**One, two, three**."
- The Cadets respond, "**Two**."
- The PT leader counts, "**One, two, three**."
- The Cadets respond, "**Three**," and so forth.

Eight-Count Exercise
- The PT leader counts, "**One, two, three, four, five, six, seven**."
- The Cadets respond, "**One**."
- The PT leader counts, "**One, two, three, four, five, six, seven**."
- The Cadets respond, "**Two**."
- The PT leader counts, "**One, two, three, four, five, six, seven**."
- The Cadets respond, "**Three**," and so forth.

To terminate an exercise, the PT leader will raise the inflection of his voice while counting out the cadence of the last repetition. The Cadets and PT leader respond with "**HALT**" upon returning to the starting position.

Four-Count Exercise
- The PT leader counts, "**One, two, three**."
- The Cadets respond, "**Nine**."
- The PT leader counts, "**One, two, three**" (with voice inflection).
- The Cadets and PT leader respond, "**HALT**."
- The PT leader commands "**Position of attention, MOVE**."
- The Cadets assume the position of attention.

Eight-Count Exercise
- The PT leader counts, "**One, two, three, four, five, six, seven**."
- The Cadets respond, "**Four**."
- The PT leader counts, "**One, two, three, four, five, six, seven**" (with voice inflection on counts <u>five, six, and seven</u>).
- The Cadets and PT leader respond, "**HALT**."
- The PT leader commands, "**Position of attention, MOVE**."
- The Cadets assume the position of attention.

CONDITIONING DRILLS

Conditioning drills have four-count and eight-count exercises.

RUNNING ACTIVITIES

Running activities have different sets of commands. Sustained running begins when the PT leader states, "**Double time, MARCH**," and terminates the run with the commands, "**Quick Time, MARCH**."

When conducting 30:60s or 60:120s, the PT leader begins the activity with slow jogging for ¼-mile on the commands of "**Double Time, MARCH**," and terminates the ¼-mile run with the commands, "**Quick Time, MARCH**." 30:60s and 60:120s begin with the PT leader signaling the start of each work interval (30 or 60 seconds) with <u>one short whistle blast</u>. <u>Two short whistle blasts</u> are used to signal the end of each work interval and the start of the rest intervals (60 or 120 seconds). Upon completion of the scheduled number of repetitions of 30:60s or 60:120s, the PT leader will command the formation to continue to walk for at least three minutes before performing additional activities or the Recovery Drill (RD).

RECOVERY DRILL

The RD exercises require no verbal cadence. Cadets move in and out of the starting position and each exercise position on the PT leader's commands. Cadets hold each exercise position for 20 seconds during recovery. The leader does not count the seconds aloud. This is how he conducts recovery exercise 1, overhead arm pull:

- The PT leader commands, "**THE OVERHEAD ARM PULL**." Each Cadet responds, "**THE OVERHEAD ARM PULL**."
- The PT leader commands, "**Starting Position, MOVE**." Each Cadet moves into the starting position, straddle stance with hands on hips.
- The command to begin the stretch is, "**Ready, STRETCH**." Each Cadet raises his left arm overhead and places his left hand behind his head and grasps above his left elbow with his right hand. He then pulls to the right, leaning his body to the right. He holds this position for 20 seconds.
- The PT leader commands, "**Starting Position, MOVE**." Each Cadet moves into the starting position.
- The PT leader gives the command to stretch the other side of the body: "**Change Position, Ready, STRETCH**." Each Cadet raises his right arm overhead and places his right hand behind his head and grasps above his right elbow with his left hand. He then pulls to his left, leaning his body to the left. He holds this position for 20 seconds.
- The PT leader commands, "**Starting Position, MOVE**." Each Cadet assumes the starting position.
- The PT leader assumes the position of attention and commands, "**Position of Attention, MOVE**." Each Cadet assumes the position of attention.

MIRROR EFFECT

When leading an exercise in front of the formation, the PT leader begins the movements in count 1 to the right. He continues to mirror the Cadet's movements while facing them throughout the exercise.

12-5. Preparation Drill (PD)

The purpose of preparation is to ready the Cadet for PT activities. The PD is performed at the beginning of every PT session. The PD consists of ten exercises performed for 5-10 repetitions at a <u>slow</u> cadence, with the exception of the high jumper and push-up (which are performed at a <u>moderate</u>

cadence). When conducted to standard, preparation will last about 15 minutes. Since PT sessions are generally limited to one hour or less, preparation must be brief, yet thorough. The objectives of preparation are to:
- Increase body temperature and heart rate.
- Increase pliability of joints and muscles.
- Increase responsiveness of nerves and muscles.

The PT leader must be familiar with the method of teaching these exercises, the commands, the formations, and the use of AIs as described in paragraph 12-1, Execution of Training. The callisthenic exercises that comprise the PD are always given in cadence. Cadets begin and terminate each exercise at the starting position, then move to the position of attention. The goal is to complete the entire drill with only enough pauses between exercises for the PT leader to indicate the next one by name. This continuous method of conducting the PD intensifies the workload and conserves time. Cadets should memorize the exercises by name and movement.

Preparation loses much of its value unless performed exactly as prescribed. During preparation, the focus is always on quality of movement, not quantity of repetitions or speed of movement. A callisthenic cadence that is too fast will not allow Cadets to achieve a full range of movement and may not adequately prepare them for the activities that follow. Assistant instructors will help to maintain the ranks at the appropriate pace and offer feedback on form.

Preparation is always performed in all phases of PT. When Cadets are in fairly poor shape, the PD consists of 5 repetitions of 10 exercises performed at a slow cadence, with the exception of the high jumper and the push-up, which are performed at a moderate cadence. Once Cadets are in better physical condition, they progress from performing 5 repetitions to 10 repetitions of each exercise in the PD.

The commands used to conduct preparation are described in paragraph 12-1 and 12-4.

PREPARATION DRILL

The 10 callisthenic exercises that comprise the PD are listed below, and described in subsequent paragraphs. These 10 exercises are always performed in the order and at the cadence shown.

Preparation Drill

1. Bend and Reach	5-10 repetitions, slow
2. Rear lunge	5-10 repetitions, slow
3. High jumper	5-10 repetitions, moderate
4. Rower	5-10 repetitions, slow
5. Squat bender	5-10 repetitions, slow
6. Windmill	5-10 repetitions, slow
7. Forward lunge	5-10 repetitions, slow
8. Prone row	5-10 repetitions, slow
9. Bent-leg body twist	5-10 repetitions, slow
10. Push-up	5-10 repetitions, moderate

**EXERCISE 1: BEND AND REACH**

Purpose: This exercise develops the ability to squat and reach through the legs. It also serves to prepare the spine and extremities for more vigorous movements, moving the hips and spine through full flexion.

Starting Position: Straddle stance with arms overhead, palms facing inward, fingers and thumbs extended and joined.

Cadence: SLOW

Count:
1. Squat with the heels flat as the spine rounds forward to allow the straight arms to reach as far as possible between the legs.
2. Return to the starting position.
3. Repeat count one.
4. Return to the starting position.
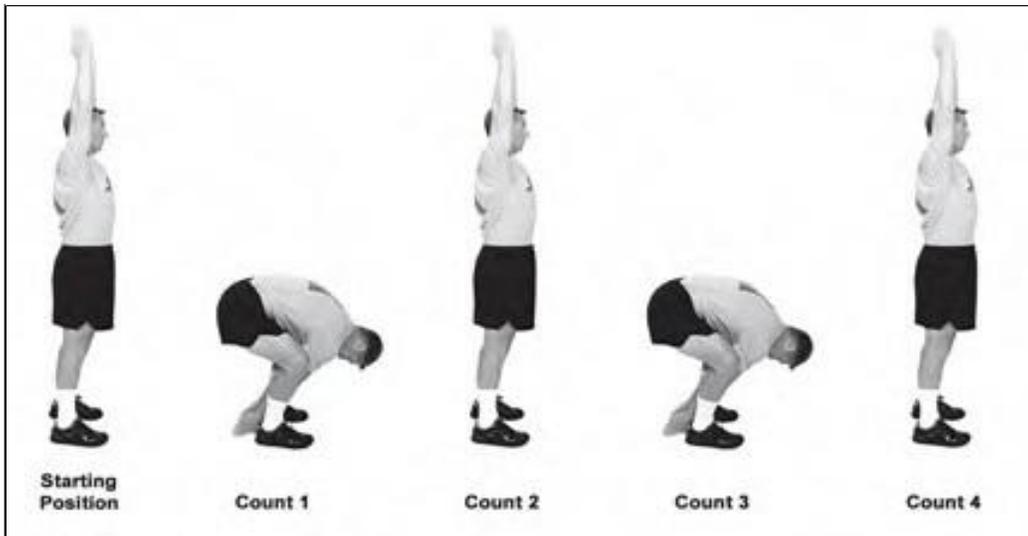
Bend and Reach

Check Points:

- From the starting position, ensure that Cadets have their hips set, their abdominals tight, and their arms fully extended overhead.
- The neck flexes to allow the gaze to the rear. This brings the head in line with the bend of the trunk.
- The heels and feet remain flat on the ground.
- On counts 2 and 4, do not go past the starting position.

Precautions: This exercise is always performed at a slow cadence. To protect the back, move into the count one position in a slow, controlled manner. Do not bounce into or out of this position in a ballistic manner, as this may place an excessive load on the back.

EXERCISE 2: REAR LUNGE

Purpose: This exercise promotes balance, opens up the hip and trunk on the side of the lunge, and develops leg strength.

Starting Position: Straddle stance with hands on hips.

Cadence: SLOW

Count:

1. Take an exaggerated step backward with the left leg, touching down with the ball of the foot.
2. Return to the starting position.
3. Repeat count one with the right leg.
4. Return to the starting position.
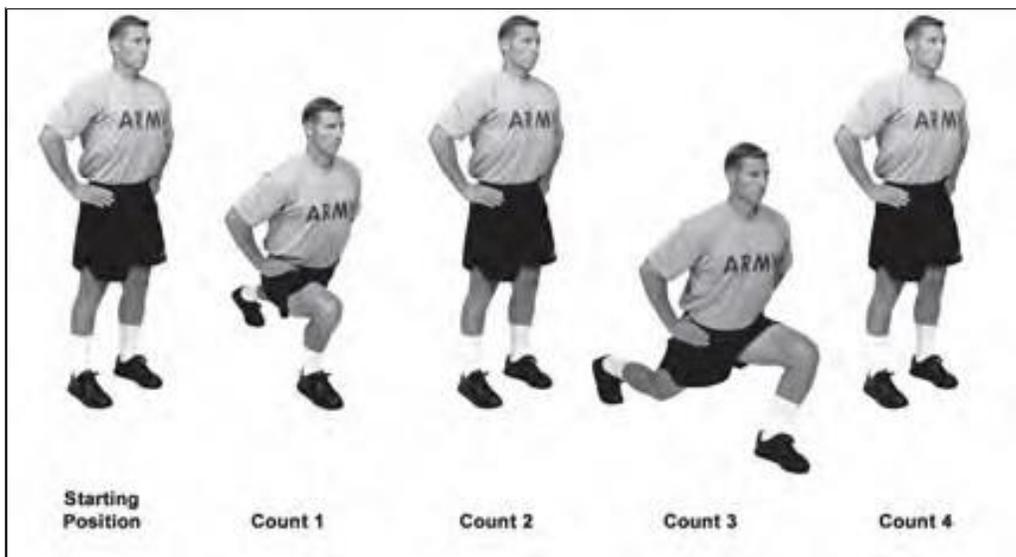
Rear Lunge

Check Points:

- Maintain straightness of the back by keeping the abdominal muscles tight throughout the motion.
- After the foot touches down, allow the body to continue to lower. This promotes flexibility of the hip and trunk.
- On counts 1 and 3, step straight to the rear, keeping the feet directed forward. When viewed from the front, the feet maintain their distance apart both at the starting position and at the end of counts 1 and 3.
- Keep the rear leg as straight as possible but not locked and the rear heel off the ground.

Precautions: This exercise is always performed at a slow cadence. On counts 1 and 3, move into position in a slow, controlled manner. If the cadence is too fast, it will be difficult to go through a full range of motion.

EXERCISE 3: HIGH JUMPER

Purpose: This exercise reinforces correct jumping and landing, stimulates balance and coordination, and develops explosive strength.

Starting Position: Forward leaning stance, palms facing inward, fingers and thumbs extended and joined.

Cadence: MODERATE

Count:
1. Swing arms forward and jump a few inches.
2. Swing arms backward and jump a few inches.
3. Swing arms forward and vigorously overhead while jumping forcefully.
4. Repeat count 2. On the last repetition, return to the starting position.
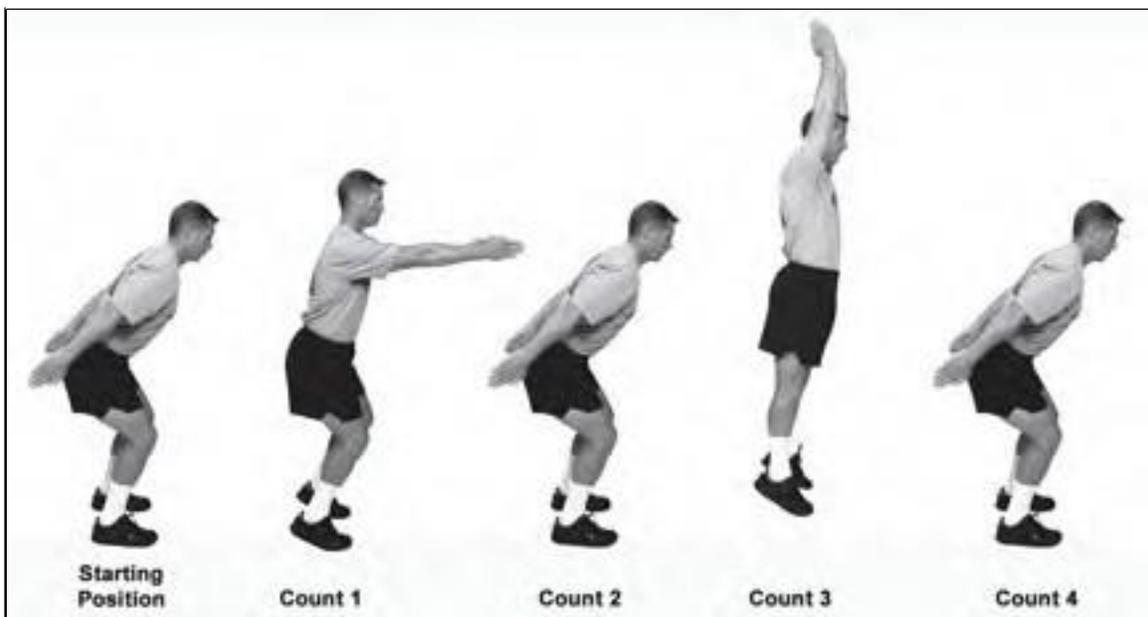
High Jumper

Check Points:

- At the starting position, the shoulders, the knees, and the balls of the feet should form a straight vertical line.
- On count 1, the arms are parallel to the ground.
- On count 3, the arms should be extended fully overhead. The trunk and legs should also be aligned.
- The Cadet is jumping on each count. On counts 1, 2, and 4, the jumps are only 4-6 inches off the ground. On count 3, the Cadet jumps higher (6-10 inches) while maintaining the posture pictured in Figure 8-3.
- On each landing, the feet should be directed forward and maintained at shoulder distance apart. The landing should be "soft" and proceed from the balls of the feet to the heels. The vertical line from the shoulders through the knees to the balls of the feet should be demonstrated on each landing.

EXERCISE 4: ROWER

Purpose: This exercise improves the ability to move in and out of the supine position to a seated posture. It coordinates the action of the trunk and extremities while challenging the abdominal muscles.

Starting Position: Supine position, arms overhead, feet together and pointing upward. The chin is tucked and the head is 1-2 inches above the ground. Arms are shoulder-width, palms facing inward with fingers and thumbs extended and joined.

Cadence: SLOW

Count:

1. Sit up while swinging arms forward and bending at the hip and knees. At the end of the motion, the arms will be parallel to the ground with palms facing inward.
2. Return to the starting position.
3. Repeat count 1.
4. Return to the starting position.
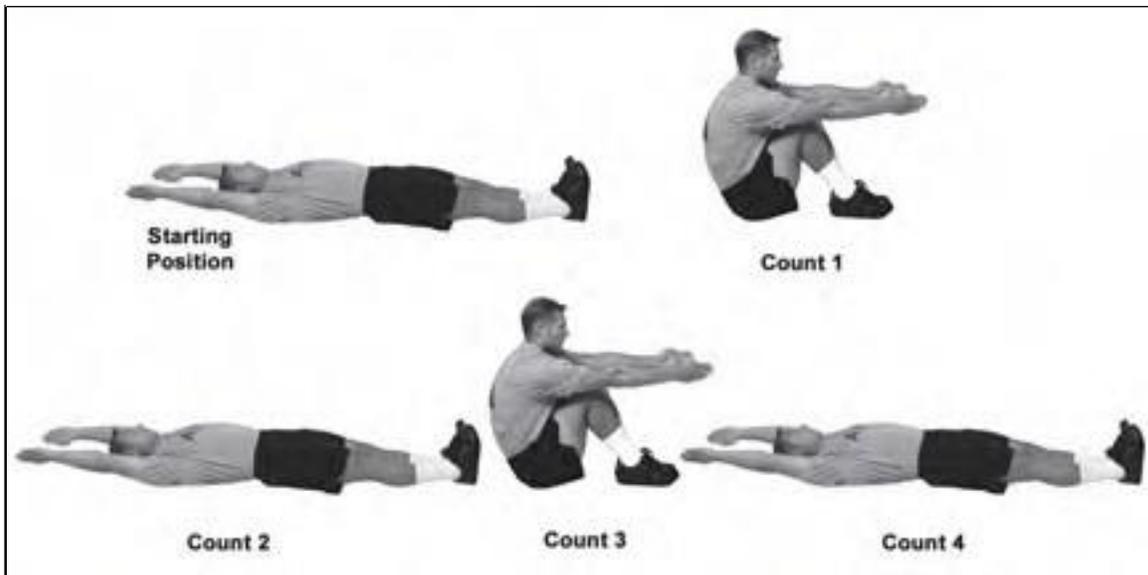
Rower

Check Points:

- At the starting position, the low back must not be arched excessively off the ground. To prevent this, tighten the abdominal muscles to tilt the pelvis and low back toward the ground.
- At the end of counts 1 and 3, the feet are flat and pulled near the buttocks. The legs stay together throughout the exercise and the arms are parallel to the ground.

Precautions: This exercise is always performed at a slow cadence. Do not arch the back to assume counts 1 and 3.

EXERCISE 5: SQUAT BENDER

Purpose: This exercise develops strength, endurance, and flexibility of the lower back and lower extremities.

Starting Position: Straddle stance with hands on hips.

Cadence: SLOW

Count:

1. Squat while leaning slightly forward at the waist with the head up and extend the arms to the front, with arms parallel to the ground and palms facing inward.
2. Return to the starting position.
3. Bend forward and reach toward the ground with both arms extended and palms inward.
4. Return to the starting position.
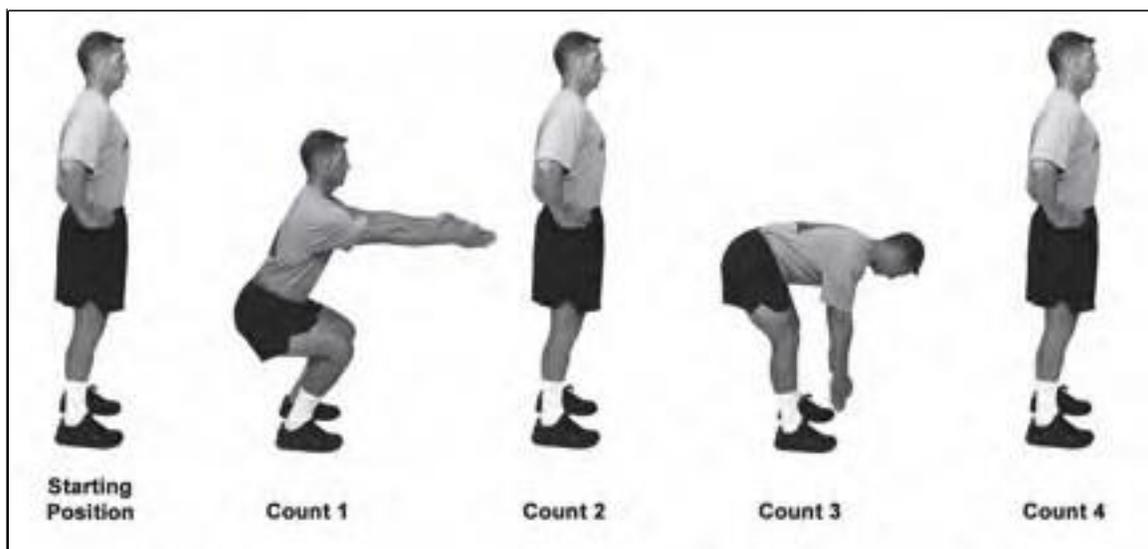
Squat Bender

Check Points:

- At the end of count 1, the shoulders, knees, and the balls of the feet should be aligned. The heels remain on the ground and the back is straight.
- On count 3, bend forward, keeping the head aligned with the spine and the knees slightly bent.
- Attempt to keep the back flat and parallel to the ground.

Precaution: This exercise is always performed at a slow cadence. Allowing the knees to go beyond the toes on count 1 increases stress to the knees.

EXERCISE 6: WINDMILL

Purpose: This exercise develops the ability to safely bend and rotate the trunk. It conditions the muscles of the trunk, legs, and shoulders.

Starting Position: Straddle stance with arms sideward, palms facing down, fingers and thumbs extended and joined.

Cadence: SLOW

Count:
1. Bend the hips and knees while rotating to the left. Reach down and touch the outside of the left foot with the right hand and look toward the rear. The left arm is pulled rearward to maintain a straight line with the right arm.
2. Return to the starting position.
3. Repeat count 1 to the right.
4. Return to the starting position.
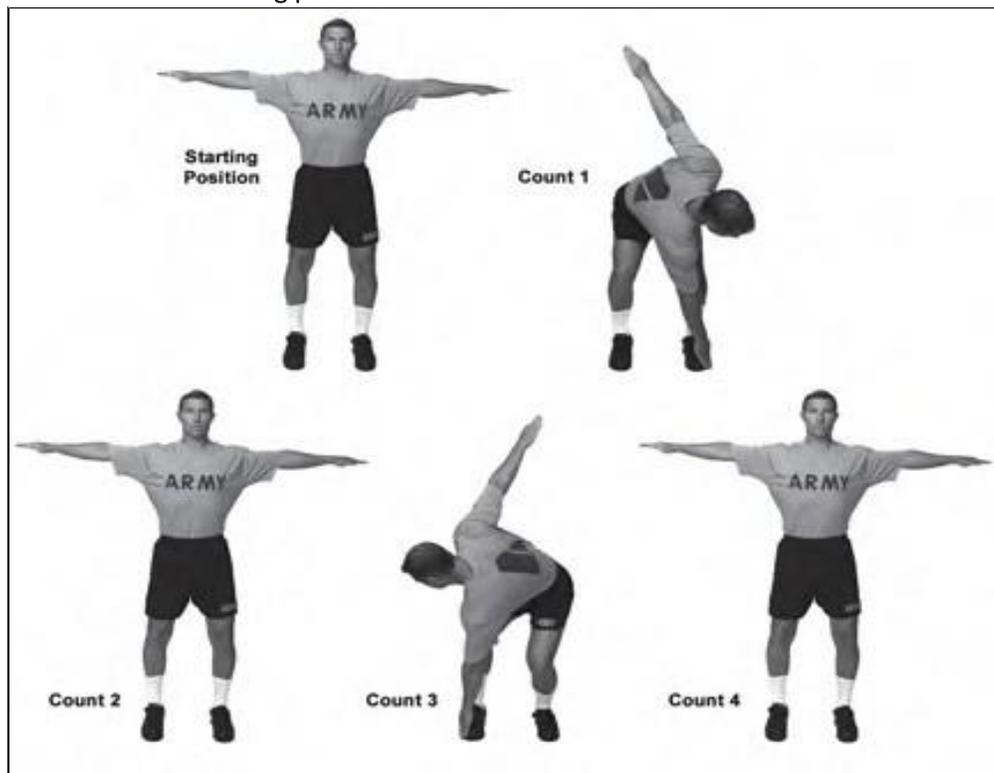
Windmill

Check Points:
- From the starting position, feet are straight ahead, arms parallel to the ground, hips set, and abdominals tight.
- On counts 1 and 3, ensure that both knees bend during the rotation. Head and eyes are directed to the rear on counts 1 and 3.

Precaution: This exercise is always performed at a slow cadence.

EXERCISE 7: FORWARD LUNGE

Purpose: This exercise promotes balance and develops leg strength.

Starting Position: Straddle stance with hands on hips.

Cadence: SLOW

Count:
1. Take a step forward with the left leg (the left heel should be 3 to 6 inches forward of the right foot). Lunge forward, lowering the body and allow the left knee to bend until the thigh is parallel to the ground. Lean slightly forward, keeping the back straight.
2. Return to the starting position.
3. Repeat count one with the right leg.
4. Return to the starting position.

Starting Position   Count 1   Count 2   Count 3   Count 4
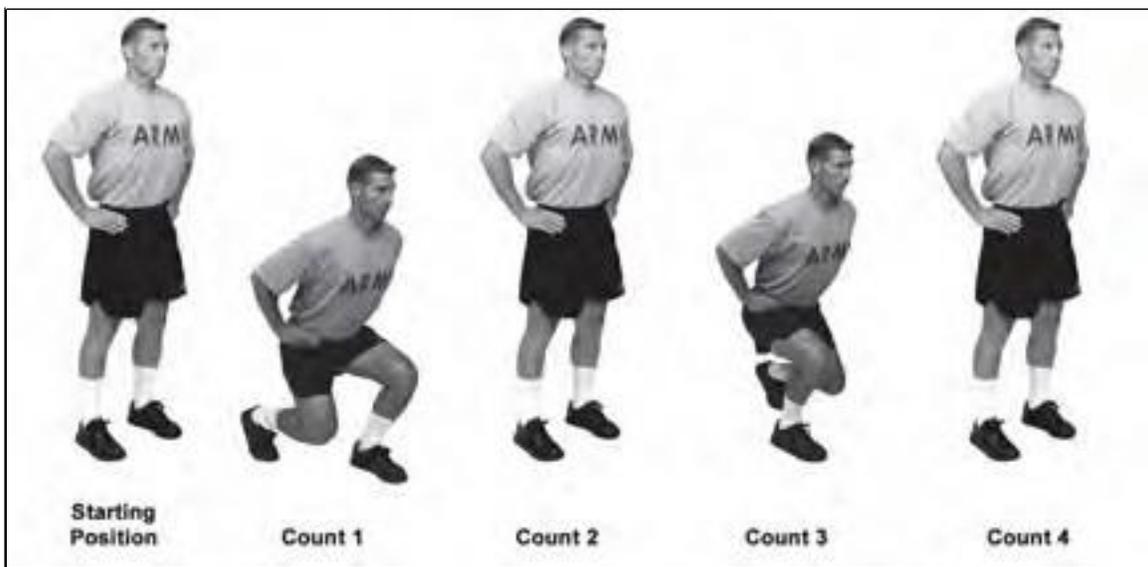
Forward Lunge

Check Points:

- Keep the abdominal muscles tight throughout the motion.
- On counts 1 and 3, step straight forward, keeping the feet directed forward. When viewed from the front, the feet maintain their distance apart both at the starting position and at the end of counts 1 and 3.
- On counts 1 and 3, the rear knee bends, but does not touch the ground. The heel of the rear foot should be off the ground.

Precautions: This exercise is always performed at a slow cadence. On counts 1 and 3, move into position in a controlled manner. Spring off of the forward leg to return to the starting position. This avoids jerking the trunk to create momentum.

EXERCISE 8: PRONE ROW

Purpose: This exercise develops strength of the back and shoulders.

Starting Position: Prone position with the arms overhead, palms down, fingers and thumbs extended and joined, 1 to 2 inches off the ground and toes pointed to the rear.

Cadence: SLOW

Count:
1. Raise the head and chest slightly while lifting the arms and pulling them rearward. Hands make fists as they move toward the shoulders.
2. Return to the starting position.
3. Repeat count 1.
4. Return to the starting position.
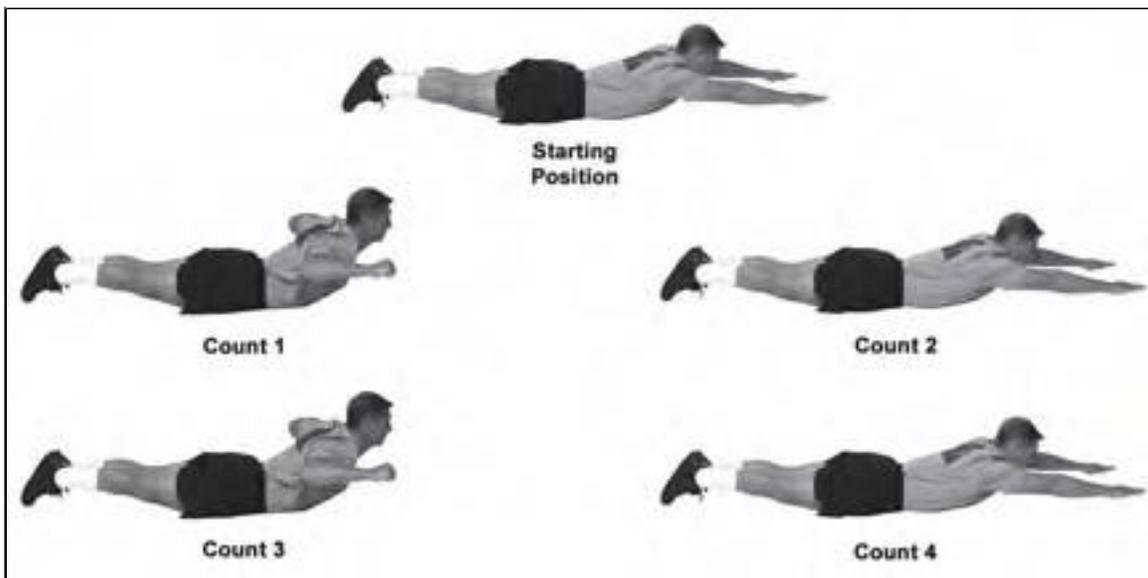
Prone Row

Check Points:

- At the starting position, the abdominal muscles are tight and the head is aligned with the spine.
- On counts 1 and 3, the forearms are parallel to the ground and slightly higher than the trunk.
- On counts 1 and 3, the head is raised to look forward but not skyward.
- Throughout the exercise, the legs and toes remain in contact with the ground.

Precautions: This exercise is always performed at a slow cadence. Prevent overarching of the back by maintaining contractions of the abdominal and buttocks muscles throughout the exercise.
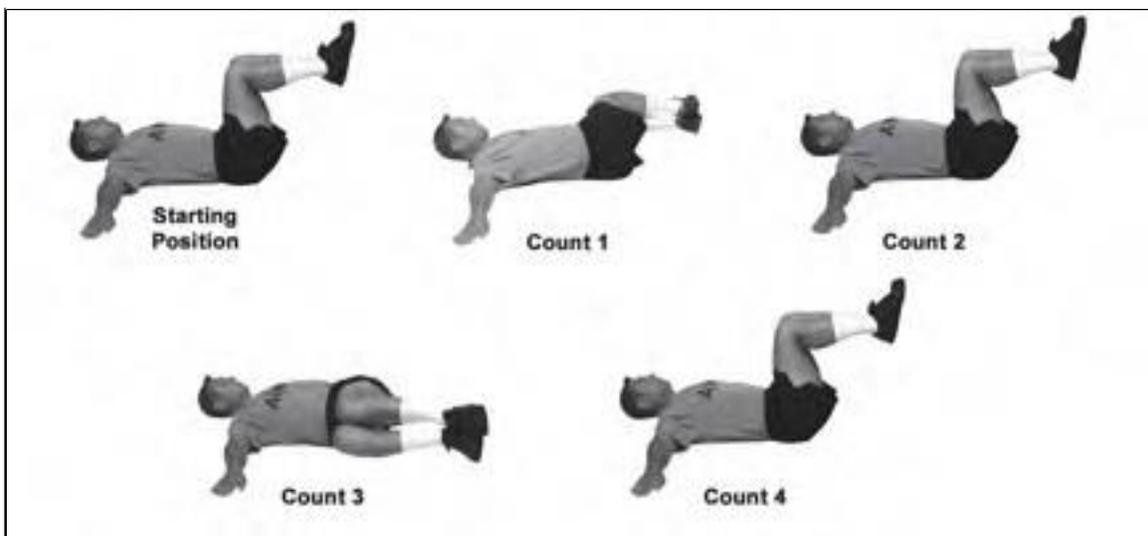
EXERCISE 9: BENT-LEG BODY TWIST

Purpose: This exercise strengthens trunk muscles and promotes control of trunk rotation.

Starting Position: Supine position with the hips and knees bent to 90-degrees, arms sideward and palms down. The knees and feet are together.

Cadence: SLOW

Count:
1. Rotate the legs to the left while keeping the upper back and arms in place.
2. Return to the starting position.
3. Repeat count 1 to the right.
4. Return to the starting position.

Bent-Leg Body Twist

Check Points:

- Tighten the abdominal muscles in the starting position and maintain this contraction throughout the exercise.
- The head should be off the ground with the chin slightly tucked.
- Ensure that the hips and knees maintain 90-degree angles.
- Keep the feet and knees together throughout the exercise.
- Attempt to rotate the legs to about 8 to 10 inches off the ground. The opposite shoulder must remain in contact with the ground.

Precautions: This exercise is always performed at a slow cadence. Do not rotate the legs to a point beyond which the opposite arm and shoulder can no longer maintain contact with the ground.
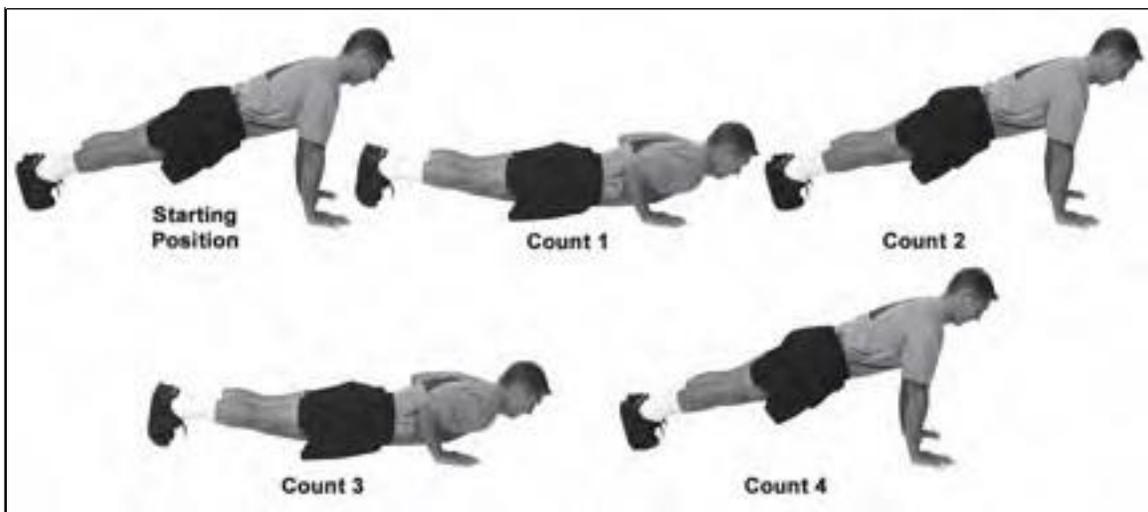
EXERCISE 10: PUSH-UP

Purpose: This exercise strengthens the muscles of the chest, shoulders, arms, and trunk.

Starting Position: Front leaning rest position.

Cadence: MODERATE

Count:
1. Bend the elbows, lowering the body until the upper arms are parallel with the ground.
2. Return to the starting position.
3. Repeat count 1.
4. Return to the starting position.

Push-Up

Check Points:

- The hands are directly below the shoulders with fingers spread (middle fingers point straight ahead).
- On counts 1 and 3, the upper arms stay close to the trunk, elbows pointing rearward.
- On counts 2 and 4, the elbows straighten but do not lock.
- To prevent the trunk from sagging, tighten the abdominal muscles while in the starting position and maintain this contraction throughout the exercise.

EXERCISE 10A: PUSH-UP USING THE SIX-POINT STANCE

Purpose: Cadets should assume the six-point stance on their knees, when unable to perform repetitions correctly to cadence.

Push-Up Using the Six-Point Stance

12-6. Recovery Drill (RD)

The five two-position exercises that comprise the RD are listed below. These five exercises are always performed in the order listed and held for about 20 seconds. The recovery exercises are not given in cadence. Cadets move in and out of the starting position and exercise positions on the PT leader's command. The seconds are not counted out loud.

1. OVERHEAD ARM PULL	HOLD 20 SECONDS
2. REAR LUNGE	HOLD 20 SECONDS
3. EXTEND AND FLEX	HOLD 20 SECONDS
4. THIGH STRETCH	HOLD 20 SECONDS
5. SINGLE-LEG OVER	HOLD 20 SECONDS

EXERCISE 1: OVERHEAD ARM PULL

Purpose: This exercise develops flexibility of the arms, shoulders, and trunk muscles.

Starting Position: Straddle stance with hands on hips.

Position 1: On the command, "**Ready, STRETCH**," raise the left arm overhead and place the left hand behind the head. Grasp above the left elbow with the right hand and pull to the right, leaning the body to the right. Hold this position for 20 seconds.

Starting Position: On the command "**Starting Position, MOVE**," assume the starting position.

Position 2: On the command "**Change Position, Ready, STRETCH**," raise the right arm overhead and place the right hand behind the head. Grasp above the right elbow with the left hand and pull to the left, leaning the body to the left. Hold this position for 20-30 seconds.

Starting Position: On the command "**Starting Position, MOVE**," return to the starting position.
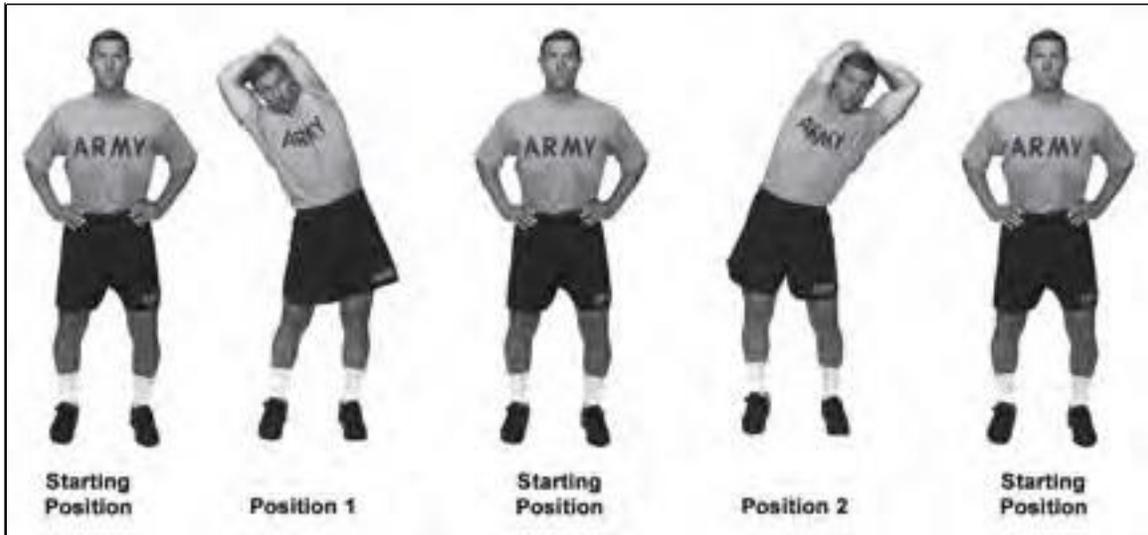
Overhead Arm Pull

Check Points:

- Throughout the exercise, keep the hips set and the abdominals tight.
- In positions 1 and 2, lean the body straight to the side, not to the front or back.

Precaution: N/A

EXERCISE 2: REAR LUNGE

Purpose: This exercise develops flexibility of the hip flexors and trunk muscles.

Starting Position: Straddle stance, hands on hips.

Position 1: On the command "**Ready, STRETCH**," take an exaggerated step backward with the left leg, touching down with the ball of the foot. This is the same position as count 1 of the rear lunge in the PD. Hold this position for 20-30 seconds.

Starting Position: On the command "**Starting Position, MOVE**," assume the starting position.

Position 2: On the command "**Change Position, Ready, STRETCH**," take an exaggerated step backward with the right leg, touching down with the ball of the foot. This is the same position as count 3 of the rear lunge in the PD. Hold this position for 20-30 seconds.

Starting Position: On the command "**Starting Position, MOVE**," return to the starting position.
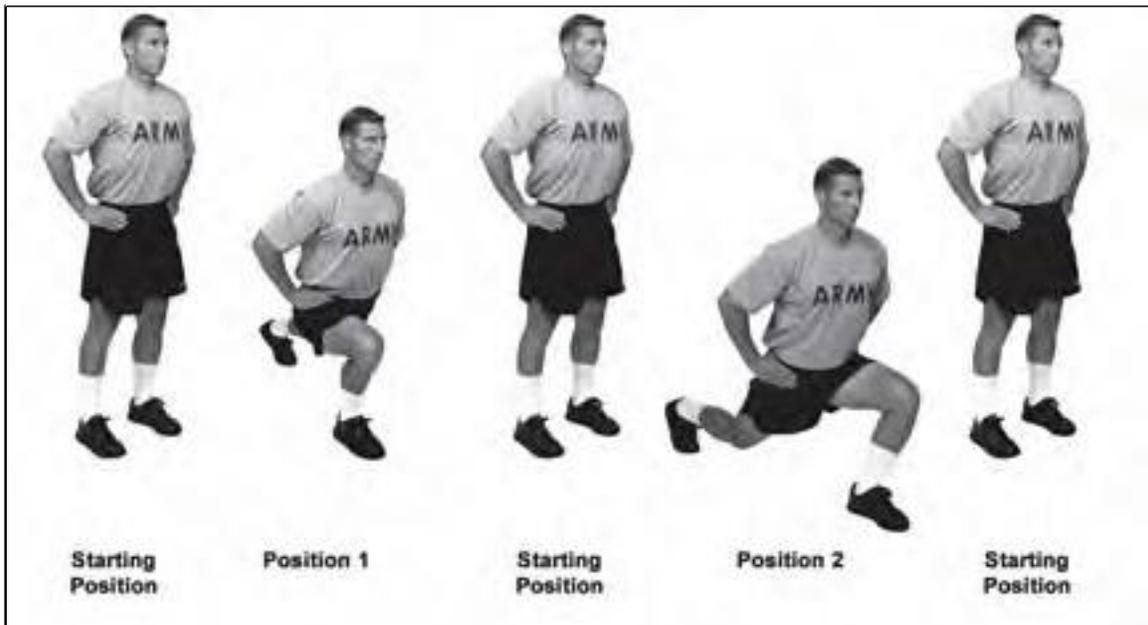

Figure 8-13. Rear lunge

Check Points:

- Maintain straightness of the back by keeping the abdominal muscles tight throughout the motion.
- After the foot touches down on positions 1 and 2, allow the body to continue to lower.
- Lunge and step in a straight line, keeping the feet directed forward. Viewed from the front, the feet are shoulder width apart, both at the starting position and at the end of positions 1and 2.
- Keep the forward knee over the ball of the foot on positions 1 and 2.
- Ensure the heal of the rear foot does not touch the ground.

Precaution: When lunging to the left or right, do not let the knee move forward of the toes.

EXERCISE 3: EXTEND AND FLEX

Purpose: This exercise develops flexibility of the hip flexors, abdominals, hip (position 1–extend), and the low back, hamstrings, and calves (position 2–flex).

Starting Position: The front leaning rest position.

Position 1: On the command "**Ready, STRETCH**," lower the body, sagging in the middle, keeping the arms straight and look upward. Hold this position for 20-30 seconds.

Starting Position: On the command "**Starting Position, MOVE**," assume the starting position.

Position 2: On the command "**Change Position, Ready, STRETCH**," slightly bend the knees and raise the hips upward. Straighten the legs and try to touch the ground with the heels. Move the head in line with the arms, forming an "A" with the body. Keep the feet together and hold this position for 20-30 seconds.

Starting Position: On the command "**Starting Position, MOVE**," return to the starting position.
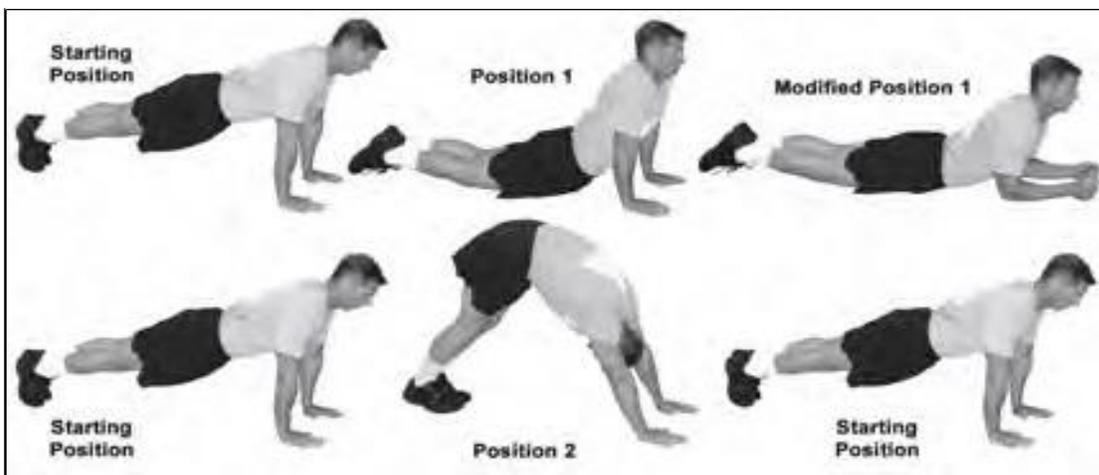
Extend and Flex

Check Points:

- In position 1, the thighs and pelvis rest on the ground. Relax the back muscles while bearing the bodyweight through the straight arms. Toes point to the rear.
- In position 2, the legs are straight and the arms are shoulder width apart, palms down on the ground.
- Relax the shoulders and push to the rear with the hands, forming an "A" with the body. Try not to round the shoulders.
- Feet are together throughout the exercise.

Precaution: N/A

Variation: Cadets, who are unable to extend the trunk in position 1 while keeping the arms straight and hips on the ground, may assume the modified position 1 shown above.

EXERCISE 4: THIGH STRETCH

**Purpose**: This exercise develops flexibility of the front of the thigh and the hip flexor muscles.

Starting Position: Seated position, arms at sides and palms on the floor.

Position 1: On the command "**Ready, STRETCH**," roll onto the right side and place the right forearm on the ground, perpendicular to the chest. The right hand makes a fist on the ground with the thumb side up. Grasp the left ankle with the left hand and pull the left heel toward the buttocks and pull the entire leg rearward. Push the left thigh further to the rear with the heel of the right foot. Hold this position for 20-30 seconds.

Starting Position: On the command, "**Starting Position, MOVE**," assume the starting position.

Position 2: On the command "**Change Position, Ready, STRETCH**," lie on the left side and place the left forearm on the ground, perpendicular to the chest. The left hand makes a fist on the ground with the thumb side up. Grasp the right ankle with the right hand and pull the right heel toward the buttocks pulling the entire leg rearward. Push the right thigh further to the rear with the heel of the left foot. Hold this position for 20-30 seconds.

Starting Position: On the command, "**Starting Position, MOVE**," return to the starting position.
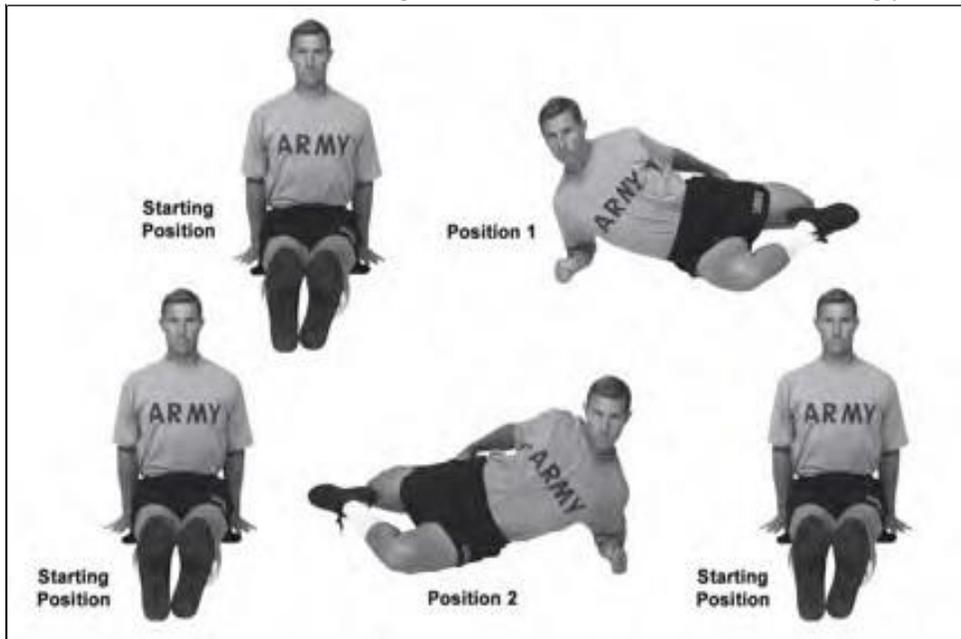
Thigh Stretch

Check Points:

- Keep the abdominal muscles tight throughout this stretch in order to keep the trunk straight.
- Do not pull the heel forcefully to the buttock if there is discomfort in the knee joint.

Precaution: N/A

EXERCISE 5: SINGLE-LEG OVER

Purpose: This exercise develops flexibility of the hips and lower back muscles.

Starting Position: Supine position with arms sideward, palms down, and feet together and head on the ground.

Position 1: On the command, "**Ready, STRETCH,**" turn the body to the right, bend the left knee to 90-degrees over the right leg, and grasp the outside of the left knee with the right hand and pull toward the right. Hold this position for 20-30 seconds.

Starting Position: On the command, "**Starting Position, MOVE**," assume the starting position.

Position 2: On the command, "**Change Position, Ready, STRETCH**," turn the body to the left, bend the right knee to 90-degrees over the left leg, and grasp the outside of the right knee with the left hand and pull toward the left. Hold this position for 20-30 seconds.

Starting Position: On the command, "**Starting Position, MOVE**," return to the starting position.
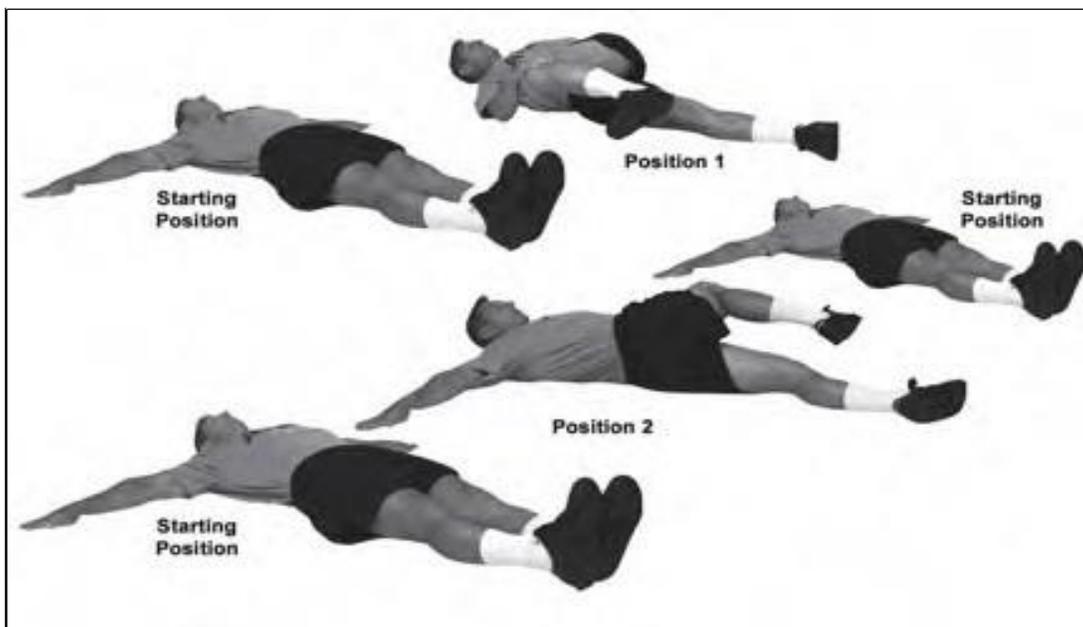
Single-Leg Over

Check Points:

- At the starting position, the arms are directed to the sides at 90-degrees to the trunk; the fingers and thumbs are extended and joined.
- In position 1, keep the left shoulder, arm, and hand on the ground.
- In position 2, keep the right shoulder, arm, and hand on the ground.
- Head remains on the ground throughout the exercise.

Precaution: N/A

Appendix A - Ceremony for Disposition of Unserviceable Flags

Cadets assemble in an appropriate formation (generally a "U" formation is most appropriate), out-of-doors. The audience, if any, faces the cadets in formation. A small fire is burning at the center of the "U" formation. A Color Guard carrying the unserviceable flags is at the opposite end of the "U" formation. A cadet Sergeant Major or First Sergeant directs the color guard. The cadet commander stands at the front of the "U" formation with his/her back to the audience.

A Master of Ceremonies assembles the audience in silence and begins with the following explanation:

"A set of rules of civilian flag courtesy popularly known as The Flag Code was first formulated by the National Flag Conference meeting in Washington, D. C., June 14-15, 1923. The Flag Code was an attempt by prominent patriotic organizations to collect together in one instrument: Statutes, executive orders, and rules of established custom and usage relating to the Flag of the United States. On December 22, 1942, Public Law 829 (77th Congress, 2nd Session) was approved, giving official sanction to most of the provisions of The Flag Code. This Public Law established The Flag Code in Title 36, United States Code, Chapter 10, Sections 173-178, including The Flag Code Paragraph 176(k) on disposal of unserviceable flags. We are gathered here today to pay tribute to the flags which have served our city, state, and nation and which have, through the normal course of their activities, become unserviceable. Today's ceremony is commanded by Cadet (rank and name) and the color guard is directed by Cadet (rank and name). Your respectful silence during today's brief ceremony is appreciated.

Sergeant Major from his/her post: "Sir/Ma'am (to the cadet commander), we wish to present a number of unserviceable Flags of our Country for inspection and disposal."

Commander: "Sergeant Major, advance with your detail and present the Flags for disposal and inspection." (Sergeant Major calls his/her detail to attention. They take the Flags which are to be inspected and march abreast down center until opposite the Commander, and halt two paces in front of the Commander. The Sergeant Major salutes.)

Sergeant Major: "Sir/Ma'am, we present these unserviceable Flags for your inspection."

Commander: "Is the present condition of these Flags the result of their usual service as the Emblem of our Country?"

Sergeant Major: "Indeed, these Flags have become faded and worn over the course of their duty flying above our schools and other public buildings."

Commander: "Have any of these Flags served any other purpose?"

Sergeant Major: "Some of these Flags have adorned the caskets of the brave soldiers, airmen, marines, and seamen who have served our country honorably."

Commander: "Sergeant Major, what does your inspection show and what do you recommend?"

Sergeant Major: "Sir/Ma'am, since these Flags have become unserviceable in a worthy cause and have become faded and worn in a tribute of service and love, I recommend that they be honorably retired from further service and fittingly destroyed."

Master of Ceremonies: "Cadets and guests, we have presented here these Flags of our Country which have been inspected and condemned as unserviceable. They have reached their present state in a proper service of tribute, memory and love.

"A Flag may be a flimsy bit of printed gauze, or a beautiful banner of finest silk. Its intrinsic value may be trifling or great; but its real value is beyond price, for it is a precious symbol of all that we and our comrades have worked for and lived for, and died for - a free Nation of free people, true to the faith of the past, devoted to the ideals and practice of Justice, Freedom and Democracy.

"Let these faded Flags of our Country be retired and destroyed with respectful and honorable rites and their places be taken by bright new Flags of the same size and kind, and let no grave of our soldier or sailor dead be un-honored and unmarked. Audience, please rise.

Commander: Sergeant Major, escort the detail bearing the Flags and destroy these Flags by burning. (Color Guard detail marches down center to the fire which is burning low.)

Commander: "Present, ARMS."

(All present arms. Members of the Flag detail dip the condemned Flags in kerosene and place them on a rack over the fire).

(Music is played "To the Colors.") If necessary, additional appropriate music may be played.

Commander: (at conclusion of "To the Colors") "Order, ARMS and DISMISSED."

Master of Ceremonies: Thank you for your participation in today's ceremony. We wish you all a safe trip home/(all depart in silence)

NOTES:
1. Because images of flag burning are highly sensitive, CACC units are discouraged from posting photographs or videos of flag retirement ceremonies on social media, web sites, etc.

2. Units that don't have cadet officers in command or senior NCOs may still conduct this ceremony if the senior cadets are experienced and professional enough to do it well. If cadets are used in lieu of cadet officers and senior NCOs, replace the titles Sir/Ma'am and Sergeant Major with Cadet.