

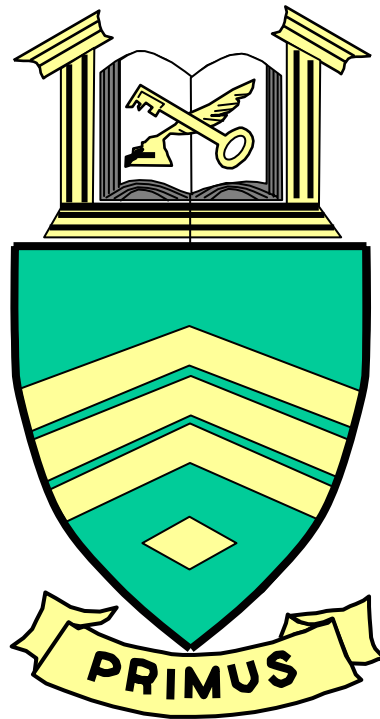
U.S. ARMY SERGEANTS MAJOR ACADEMY (FSC-TATS)

L651

Jun 06

DRILL AND CEREMONY REVIEW

PRERESIDENT TRAINING SUPPORT PACKAGE



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PRERESIDENT TRAINING SUPPORT PACKAGE (TSP)

TSP Number / Title	L651 / DRILL AND CEREMONY REVIEW
Effective Date	01 Jun 2006
Supersedes TSP(s) / Lesson(s)	L651, Drill and Ceremony Review, Jun 05.
TSP Users	521-SQIM (DL), First Sergeant Course
Proponent	The proponent for this document is the Sergeants Major Academy.
Improvement Comments	<p>Users are invited to send comments and suggested improvements on DA Form 2028, <i>Recommended Changes to Publications and Blank Forms</i>. Completed forms, or equivalent response, will be mailed or attached to electronic e-mail and transmitted to:</p> <p>COMDT USASMA ATTN ATSS DCF BLDG 11291 BIGGS FIELD FORT BLISS TX 79918-8002</p> <p>Telephone (Comm) (915) 568-8875 Telephone (DSN) 978-8875</p> <p>E-mail: atss-dcd@bliss.army.mil</p>
Security Clearance / Access	Unclassified
Foreign Disclosure Restrictions	FD5. This product/publication has been reviewed by the product developers in coordination with the USASMA foreign disclosure authority. This product is releasable to students from all requesting foreign countries without restrictions.

PREFACE

Purpose

This Training Support Package provides the student with a standardized lesson plan for presenting instruction for:

Task Number

Task Title

071-990-0006

Conduct Drill and Ceremonies

This TSP
Contains

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**DRILL AND CEREMONY REVIEW
L651 / Version 1
01 Jun 2006**

SECTION I. ADMINISTRATIVE DATA

All Courses Including This Lesson	<u>Course Number</u>	<u>Version</u>	<u>Course Title</u>
	521-SQIM (DL)	1	First Sergeant Course

Task(s) Taught(*) or Supported	<u>Task Number</u>	<u>Task Title</u>
	071-990-0006	Conduct Drill and Ceremonies

Reinforced Task(s)	<u>Task Number</u>	<u>Task Title</u>
	None	

Academic Hours	The academic hours required to teach this lesson are as follows:	
		<u>Distance Learning Hours/Methods</u>
		1 hr / Study Assignment
	Test	0 hrs
	Test Review	0 hrs
	Total Hours:	1 hr

Test Lesson Number	<u>Hours</u>	<u>Lesson No.</u>
	Testing (to include test review) 3 hrs	E651 version 1

Prerequisite Lesson(s)	<u>Lesson Number</u>	<u>Lesson Title</u>
	None	

Clearance Access
Security Level: Unclassified
Requirements: There are no clearance or access requirements for the lesson.

Foreign Disclosure Restrictions
FD5. This product/publication has been reviewed by the product developers in coordination with the USASMA foreign disclosure authority. This product is releasable to students from all requesting foreign countries without restrictions.

References	<u>Number</u>	<u>Title</u>	<u>Date</u>	<u>Additional Information</u>
	FM 3-21.5	DRILL AND CEREMONIES	07 Jul 2003	Chap 8, 10, and App G, H, and I (SH-1)

- Student Study Assignments**
- Study FM 3-21.5 (SH-1).

Instructor RequirementsNone

Additional Support Personnel Requirements

<u>Name</u>	<u>Stu Ratio</u>	<u>Qty</u>	<u>Man Hours</u>
MSG, FSC graduate, ITC, and SGITC graduate (Enlisted)	1:14	1	1 hr

Equipment Required for Instruction

<u>Id Name</u>	<u>Stu Ratio</u>	<u>Instr Ratio</u>	<u>Spt</u>	<u>Qty</u>	<u>Exp</u>
None					

* Before Id indicates a TADSS

Materials Required**Instructor Materials:**
None**Student Materials:**

- TSP.
 - Pen or pencil and writing paper.
-

Classroom, Training Area, and Range RequirementsNone

Ammunition Requirements

<u>Id</u>	<u>Name</u>	<u>Exp</u>	<u>Stu Ratio</u>	<u>Instr Ratio</u>	<u>Spt Qty</u>
None					

Instructional GuidanceNone

Proponent Lesson Plan Approvals

<u>Name</u>	<u>Rank</u>	<u>Position</u>	<u>Date</u>
McGough, Elliott T.	GS09	Training Specialist	

Smith, Sandra	SGM	Chief Instructor, FSC	
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Graham, Kevin L.	SGM	Chief, FSC	
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Collins, Curtis R.	SGM	Chief, SMC	
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Bennett-Green, Agnes D.	SGM	Chief, CMDD	
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SECTION II. INTRODUCTION

Method of Instruction: <u>Study Assignment</u>
Technique of Delivery: <u>Individualized, self-paced Instruction</u>
Instructor to Student Ratio is: <u>1:14</u>
Time of Instruction: <u>5 mins</u>
Media: <u>None</u>

Motivator

In February 1778, Baron von Steubon wrote drill movements and regulations at night and taught them during the day to 120 selected personnel. Discipline was the way of life for these select Soldiers as they learned to respond to command without hesitation. This new discipline instilled in the individual a sense of alertness, urgency, and attention to detail. As they mastered the art of drill, they started to work as a team and a sense of pride in themselves and their unit developed. The art and mastery of drill and ceremonies are the most effective means to instill discipline and unit cohesiveness available to the United States Army. That is why it is important that you learn how to be proficient in drill and ceremony functions. As a leader, you must aid in disciplinary training by instilling habits of precision and response to the leader's order. You must provide a means, through ceremonies, of enhancing the morale of the troops, and presenting traditional, well-executed military parades. You must also provide for the development of all Soldiers in the practice of commanding troops.

Terminal Learning Objective

At the completion of this lesson, you [the student] will:

Action:	Identify the elements of unit level drill and ceremonies.
Conditions:	As a first sergeant in a self-study environment given extracted material from FM 3-21.5 (SH-1).
Standards:	Identified the elements of unit level drill and ceremonies IAW FM 3-21.5 (SH-1).

Safety Requirements

None

Risk Assessment Level

Low

Environmental Considerations

NOTE: It is the responsibility of all Soldiers and DA civilians to protect the environment from damage.

None

Evaluation

At the end of your Phase I training and before entering Phase II, you will take an on-line, multiple-choice examination. It will test your comprehension of the learning objectives from this and other lessons in Phase I. You must correctly answer 70 percent or more of the questions on the examination to receive a GO. Failure to achieve a GO on the examination will result in a retest. Failure on the retest could result in your dismissal from the course.

**Instructional
Lead-In**

None

SECTION III. PRESENTATION

A. ENABLING LEARNING OBJECTIVE

ACTION:	Identify the procedures used and personnel required to conduct company drill.
CONDITIONS:	As a first sergeant in a self-study environment given extracted material from FM 3-21.5 (SH-1).
STANDARDS:	Identified the procedures used and personnel required to conduct company drill IAW FM 3-21.5 (SH-1).

1. Learning Step / Activity 1. Drill Procedures

Method of Instruction: Study Assignment
Technique of Delivery: Individualized, self-paced Instruction
Instructor to Student Ratio: 1:14
Time of Instruction: 5 mins
Media: None

Try to complete the questions in this practical exercise without referring to the student handout. Write your answers on a separate sheet of paper.

To complete this learning step activity, you are to--

- Read the above ELO.
- Study FM 3-21.5 (SH-1), pp SH-1-3 thru SH-1-8.
- Complete questions 1 thru 5, p C-2.
- Compare your responses with the solutions on p C-5.
- For any incorrect responses, review the appropriate reference/lesson material.

CHECK ON LEARNING: The practical exercise (questions 1 thru 5) serves as the check on learning for ELO A.

B. ENABLING LEARNING OBJECTIVE

ACTION:	Identify the formations and movements used in conducting company drill.
CONDITIONS:	As a first sergeant in a self-study environment given extracted material from FM 3-21.5 (SH-1).
STANDARDS:	Identified the formations and movements used in conducting company drill IAW FM 3-21.5 (SH-1).

1. Learning Step / Activity 1. Company Formations and Movements

Method of Instruction: Study Assignment
Technique of Delivery: Individualized, self-paced Instruction
Instructor to Student Ratio: 1:14
Time of Instruction: 10 mins
Media: None

Try to complete the questions in this practical exercise without referring to the student handout. Write your answers on a separate sheet of paper.

To complete this learning step activity, you are to--

- Read the above ELO.
- Study FM 3-21.5 (SH-1), pp SH-1-8 thru SH-1-15.
- Complete questions 6 thru 12, pp C-2 and C-3.
- Compare your responses with the solutions on p C-5 thru C-7.
- For any incorrect responses, review the appropriate reference/lesson material.

CHECK ON LEARNING: The practical exercise (questions 6 thru 12) serves as the check on learning for ELO B.

C. ENABLING LEARNING OBJECTIVE

ACTION:	Identify the procedures used to conduct an in-ranks inspection.
CONDITIONS:	As a first sergeant in a self-study environment given extracted material from FM 3-21.5 (SH-1).
STANDARDS:	Identified the procedures used to conduct an in-ranks inspection IAW FM 3-21.5 (SH-1).

1. Learning Step / Activity 1. In-Ranks Inspection

Method of Instruction: Study Assignment
 Technique of Delivery: Individualized, self-paced Instruction
 Instructor to Student Ratio: 1:14
 Time of Instruction: 10 mins
 Media: None

Try to complete the questions in this practical exercise without referring to the student handout. Write your answers on a separate sheet of paper.

To complete this learning step activity, you are to--

- Read the above ELO.
- Study FM 3-21.5 (SH-1), pp SH-1-15 thru SH-1-20.
- Complete questions 13 thru 18, p C-3.
- Compare your responses with the solutions on p C-7.
- For any incorrect responses, review the appropriate reference/lesson material.

CHECK ON LEARNING: The practical exercise (questions 13 thru 18) serves as the check on learning for ELO C.

D. ENABLING LEARNING OBJECTIVE

ACTION:	Identify the types of reviews.
CONDITIONS:	As a first sergeant in a self-study environment given extracted material from FM 3-21.5 (SH-1).
STANDARDS:	Identified the types of reviews IAW FM 3-21.5 (SH-1).

1. Learning Step / Activity 1. Types of Reviews

Method of Instruction: Study Assignment
Technique of Delivery: Individualized, self-paced Instruction
Instructor to Student Ratio: 1:14
Time of Instruction: 10 mins
Media: None

Try to complete the questions in this practical exercise without referring to the student handout. Write your answers on a separate sheet of paper.

To complete this learning step activity, you are to--

- Read the above ELO.
- Study FM 3-21.5 (SH-1), pp SH-1-21 thru SH-1-43.
- Complete questions 19 thru 24, pp C-3 and C-4.
- Compare your responses with the solutions on pp C-8 and C-9.
- For any incorrect responses, review the appropriate reference/lesson material.

CHECK ON LEARNING: The practical exercise (questions 19 thru 24) serves as the check on learning for ELO D.

E. ENABLING LEARNING OBJECTIVE

ACTION:	Identify basic guidon positions and how to assume them.
CONDITIONS:	As a first sergeant in a self-study environment given extracted material from FM 3-21.5 (SH-1).
STANDARDS:	Identified basic guidon positions and how to assume them IAW FM 3-21.5 (SH-1).

1. Learning Step / Activity 1. The Manual of the Guidon

Method of Instruction: Study Assignment
Technique of Delivery: Individualized, self-paced Instruction
Instructor to Student Ratio: 1:14
Time of Instruction: 5 mins
Media: None

Try to complete the questions in this practical exercise without referring to the student handout. Write your answers on a separate sheet of paper.

To complete this learning step activity, you are to--

- Read the above ELO.
- Study FM 3-21.5 (SH-1), pp SH-1-45 thru SH-1-52.
- Complete questions 25 thru 27, p C-4.
- Compare your responses with the solutions on p C-9.
- For any incorrect responses, review the appropriate reference/lesson material.

CHECK ON LEARNING: The practical exercise (questions 25 thru 27) serves as the check on learning for ELO E.

SECTION IV. SUMMARY

Method of Instruction: <u>Study Assignment</u>
Technique of Delivery: <u>Individualized, self-paced Instruction</u>
Instructor to Student Ratio is: <u>1:14</u>
Time of Instruction: <u>5 mins</u>
Media: <u>None</u>

Check on Learning

PE-1 serves as the check on learning for this lesson.

Review / Summarize Lesson

Commanders, first sergeants, and supervisors are responsible for ensuring all Soldiers in their company are proficient in the execution of company drill and ceremonies. How your company performs reflects on the company's discipline and esprit de corps. Well-conducted ceremonies and execution of company drill will enhance the unit's sense of pride and the unit will function proficiently in other areas.

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SECTION V. STUDENT EVALUATION

**Testing
Requirements**

At the end of your Phase I training and before entering Phase II, you will take an on-line, multiple-choice examination. It will test your comprehension of the learning objectives from this and other lessons in Phase I. You must correctly answer 70 percent or more of the questions on the examination to receive a GO. Failure to achieve a GO on the examination will result in a retest. Failure on the retest could result in your dismissal from the course.

**Feedback
Requirements**

NOTE: Feedback is essential to effective learning. Please complete the student questionnaire and mail to USASMA.

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STUDENT QUESTIONNAIRE L651

Directions

- Enter your name, your rank, and the date you complete this questionnaire.

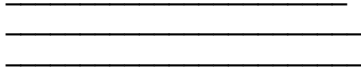
Rank: _____ Name: _____ Date: _____

- Answer items 1 through 6 below.
- Fold the questionnaire, so the address for USASMA is visible.

Print your return address, add postage, and mail.

NOTE: Your response to this questionnaire will assist the Academy in refining and improving this course. When completing the questionnaire, answer each question frankly. Your assistance helps build and maintain the best curriculum possible.

Item 1	Do you feel you have met the learning objectives of this lesson?
Item 2	Was the material covered in this lesson new to you?
Item 3	Which parts of this lesson were most helpful to you in learning the objectives?
Item 4	How could we improve the format of this lesson?
Item 5	How could we improve the content of this lesson?
Item 6	Do you have additional questions or comments? If you do, please list them here. You may add additional pages if necessary.



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Appendix A - Viewgraph Masters (N/A)

Appendix B - Test(s) and Test Solution(s) (N/A)

Appendix C

PRACTICAL EXERCISE 1

Title	DRILL AND CEREMONY REVIEW						
Lesson Number / Title	L651 version 1 / DRILL AND CEREMONY REVIEW						
Introduction	None						
Motivator	None						
Terminal Learning Objective	At the completion of this lesson, you [the student] will: <table border="1"><tr><td>Action:</td><td>Identify the elements of unit level drill and ceremonies.</td></tr><tr><td>Conditions:</td><td>As a first sergeant in a self-study environment given extracted material from FM 3-21.5 (SH-1).</td></tr><tr><td>Standards:</td><td>Identified the elements of unit level drill and ceremonies IAW FM 3-21.5 (SH-1).</td></tr></table>	Action:	Identify the elements of unit level drill and ceremonies.	Conditions:	As a first sergeant in a self-study environment given extracted material from FM 3-21.5 (SH-1).	Standards:	Identified the elements of unit level drill and ceremonies IAW FM 3-21.5 (SH-1).
Action:	Identify the elements of unit level drill and ceremonies.						
Conditions:	As a first sergeant in a self-study environment given extracted material from FM 3-21.5 (SH-1).						
Standards:	Identified the elements of unit level drill and ceremonies IAW FM 3-21.5 (SH-1).						
Safety Requirements	None						
Risk Assessment	Low						
Environmental Considerations	None						
Evaluation	Check your responses with the solutions on pp C-5 thru C-9. If your responses do not match the responses in the solution, you should study the appropriate references as indicated.						
Instructional Lead-In	None						
Resource Requirements	Instructor Materials: None Student Materials: <ul style="list-style-type: none">• Pen or pencil and writing paper.						
Special Instructions	Write your answers to the questions on a separate sheet of paper. Do not use any reference material or refer to the solutions while you complete the questions in this practical exercise.						

Procedures

- This is a self-graded exercise.
 - It should take you approximately one hour to complete this lesson. Write your answers to the questions on a separate sheet of paper. Use the solutions on pp C-5 thru C-9 to self-grade your responses to the questions.
1. Company drill provides the opportunity for executing platoon drills. For drill purposes, what does a company consist of?
 2. Which platoon serves as the base platoon when in a line or mass formation?
 3. What are the four prescribed formations for company drill and which one is the primary formation for ceremonies?
 4. If a company is in a line formation, where are the key personnel posts located?
 5. Where are the key personnel posts when a company is in a column or company mass formation?
 6. On the command **FALL IN** or (**At Close Interval**), **FALL IN**, how does the company form?
 7. Where are the platoon leaders' posts when the noncommissioned officers form the company?
 8. After the first sergeant forms the company and receives the report from the platoon sergeants, the company commander decides not to take the company. What are the steps that follow?
 9. IAW FM 3-21.5, what is the procedure for aligning a company in a line formation?
 10. When the platoon leader to the left of the base platoon commands **VERIFY INTERVAL**, what is the correct distance between platoons?
-

Procedures,
continued

-
11. IAW FM 3-21.5, what is the procedure for correcting distance between platoons when the company is marching in column?
 12. What are the other types of movements and formations?
 13. What is the prescribed formation for a company personnel and equipment in-ranks inspection?
 14. With the company in line formation, the first sergeant directs **PREPARE FOR INSPECTION**. On that directive, what actions do the platoon sergeants take?
 15. What is the executive officer's and the first sergeant's position when they accompany the commander during the inspection?
 16. During the inspection, what is the command given when the first sergeant and the platoon sergeant halt in front of the first two Soldiers?
 17. When does the platoon sergeant command the second squad to attention?
 18. During an in-ranks inspection with weapons, what action does an inspected Soldier take after the first sergeant inspects and returns his weapon?
 19. What is the purpose of military reviews?
 20. What are the other ceremonial activities within the framework of a review?
 21. Who is responsible for the preparation of the troops for a review?
 22. At what point during the change of command does the senior commander position himself between old and the new commanders?
-

Procedures,
continued

23. What is the procedure that follows in order to complete the change of command?

24. What is the purpose of the hand positioning during the exchange of the Colors?

25. What is a guidon?

26. When does the guidon bearer execute raised guidon?

27. How does the guidon bearer resume *order arms* from *carry guidon*?

Feedback
Requirements

None

SOLUTION FOR PRACTICAL EXERCISE 1

1. Company drill provides the opportunity for executing platoon drills. For drill purposes, what does a company consist of?

For drill purposes, a company consists of a company headquarters and two or more platoons.

Ref: FM 3-21.5 (SH-1), p SH-1-3, para 8-1c

2. Which platoon serves as the base platoon when in a line or mass formation?

When in a line or mass formation, the right platoon serves as the base.

Ref: FM 3-21.5 (SH-1), p SH-1-3, para 8-1d

3. What are the four prescribed formations for company drill and which one is the primary formation for ceremonies?

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 (used primarily for ceremonies), and company mass formation.

Ref: FM 3-21.5 (SH-1), p SH-1-3, para 8-1j

4. When the company is in a line formation, where are the key personnel posts located?

The commander is normally 12 steps in front of the front rank of troops and centered on the company; the guidon bearer is two 15-inch steps to the rear and two 15-inch steps to the left of the company commander; the executive officer is two steps to the rear of the first sergeant; platoon leaders are six steps in front of and centered on the platoon; the first sergeant's post is three steps to the rear of the last rank and centered on the company; platoon sergeants are one step to the rear and centered on the platoon; and additional officers form evenly on the left and right of the executive officer.

Ref: FM 3-21.5 (SH-1), pp SH-1-4 and SH-1-5, para 8-2a thru f, and Fig 8-1

5. Where are the key personnel posts when a company is in a column or company mass formation?

The commander is six 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; the guidon bearer's post is the same as in the line formation; the executive officer is three steps to the rear of the last rank and off center (one 15-inch step to the right) of the company; platoon leaders post in a column formation with the platoons in column or the company is in column with the platoons in line is one step in front of and centered on the platoon. The post for platoon leaders when the company is in mass formation is one step in front of and evenly spaced across the company front; the first sergeant is three steps to the rear of the last rank and off center (one 15-inch step to the left) of the company; platoon sergeants are one step to the rear of the company and evenly spaced across the frontage.

Ref: FM 3-21.5 (SH-1), pp SH-1-4 and SH-1-5, para 8-2a thru f, and Fig 8-2 and 8-3

6. On the command **FALL IN** or (**At Close Interval**), **FALL IN**, how does the company form?

On the command to **FALL IN** or (**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.

Ref: FM 3-21.5 (SH-1), pp SH-1-8 and SH-1-9, para 8-3b

7. Where are the platoon leaders' posts when the noncommissioned officers form the company?

The platoon leaders normally observe the procedures from a position to the rear of their platoons.

Ref: FM 3-21.5 (SH-1), p SH-1-9, para 8-3d

8. After the first sergeant forms the company and receives the report from the platoon sergeants, the company commander decides not to take the company. What are the steps that follow?

When the first sergeant forms the company and the commander decides not to take the company, the first sergeant and platoon sergeants remain at their posts and execute company drill from their posts.

Ref: FM 3-21.5 (SH-1), p SH-1-9, para 8-3d(1)(c), NOTE

9. IAW FM 3-21.5, what is the procedure for aligning a company in a line formation?

The first sergeant directs **HAVE YOUR PLATOONS DRESS RIGHT.**

(1) All platoon sergeants *face about*. The right flank platoon sergeant commands **Dress right, DRESS** and aligns his platoon as 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**, *faces* half right in marching, moves to a position on line and one step to the left of the left flank man of the first rank, and *faces (Left Face)* down the line.

(2) 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 and executes a *left face and* aligns the second rank. The third and fourth ranks are aligned in the same manner as the second rank.

(3) 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.

Ref: FM 3-21.5 (SH-1), p SH-1-11, para 8-6a(1) thru (3)

10. When the platoon leader to the left of the base platoon commands **VERIFY INTERVAL**, what is the correct distance between platoons?

The correct distance between platoons is five steps.

Ref: FM 3-21.5 (SH-1), p SH-1-11, para 8-6a, NOTE

11. IAW FM 3-21.5, what is the procedure for correcting distance between platoons when the company is marching in column?

The first sergeant directs **CORRECT ON LEADING PLATOON.**

(1) 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.

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

Ref: FM 3-21.5 (SH-1), p SH-1-13, para 8-10b and c

12. What are the other types of movements and formations?

Other types of movements and formations are--

- Forming a column of twos and re-forming.
- Forming a company mass.
- Aligning a company mass.
- Changing the direction of march of a mass formation.
- Forming a column from a company mass.
- Forming a company in column with platoons in line and re-forming.
- Dismissing the platoon.

Ref: FM 3-21.5 (SH-1), pp SH-1-13 thru SH-1-15, para 8-11 thru 8-17

13. What is the prescribed formation for a company personnel and equipment in-ranks inspection?

Company in line with platoons in line.

Ref: FM 3-21.5 (SH-1), p SH-1-16, para 8-18a

14. With the company in line formation, the first sergeant directs **PREPARE FOR INSPECTION**. On that directive, what actions do the platoon sergeants take?

On that directive, the platoon sergeants face about, open ranks, and align the company as in paragraphs 8-6 and 8-7 of FM 3-21.5.

Ref: FM 3-21.5 (SH-1), p SH-1-18, para 8-19a

15. What is the executive officer's and the first sergeant's position when they accompany the commander 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.

Ref: FM 3-21.5 (SH-1), p SH-1-18, para 8-19a, NOTE

16. During the inspection, what is the command given when the first sergeant and the platoon sergeant halt in front of the first two Soldiers?

The platoon sergeant commands **Second, Third, and Fourth Squads, AT EASE**.

Ref: FM 3-21.5 (SH-1), p SH-1-18, para 8-19b, NOTE

17. When does the platoon sergeant command the second squad to attention?

As the first sergeant begins to inspect the rear of the first squad, the platoon sergeant commands the second squad to attention.

Ref: FM 3-21.5 (SH-1), p SH-1-18, para 8-19b, NOTE

18. During an in-ranks inspection with weapons, what action does an inspected Soldier take after the first sergeant inspects and returns his weapon?

He then executes *Ready, Port Arms; Order Arms*.

Ref: FM 3-21.5 (SH-1), p SH-1-19, para 8-19c

19. What is the purpose of military reviews?

We use military reviews 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.

Ref: FM 3-21.5 (SH-1), p SH-1-22, para 10-2

20. What are the other ceremonial activities within the framework of a review?

Other ceremonial reviews are--

- Review with decorations, awards, and individual retirement.
- Review with change of command, activation, or inactivation of units.
- Review with retreat.
- Review with retreat and retirement, decorations, and awards.
- Review with retreat and change of command, activation, or inactivation.

Ref: FM 3-21.5 (SH-1), p SH-1-23, para 10-2b

21. Who is responsible for the preparation of the troops for the review?

The commander of troops.

Ref: FM 3-21.5 (SH-1), p SH-1-23, para 10-2c

22. At what point during the change of command does the senior commander position himself between the old and the new commanders.

As soon as the commander of troops and his staff executes parade rest, the reviewing party moves forward to within four steps of the Colors and halts. As the party marches forward, the senior officer positions himself between the old and new commander.

Ref: FM 3-21.5 (SH-1), p SH-1-39, para 10-5e

23. What is the procedure that follows in order to complete the change of command?

(a) The CSM takes the color from the bearer (right hand above left hand) and faces about. The narrator reads the assumption of command orders.

(b) Upon completion of the reading, the CSM steps forward and presents the organizational Color to the outgoing commander who grasps the organizational Color with his left hand above his right hand. The outgoing commander passes the organizational Color to the senior commander, who grasps the Color with his right hand above his left hand and, in turn, passes the organizational Color to the new commander who grasps the organizational Color with his left hand above his right hand. The incoming commander passes the organizational Color to the CSM who grasps it with his right hand above left hand, faces about, and returns the organizational Color to the Color bearer's sling.

(c) As the CSM faces about, both commanders then execute *Facing* movements back to their original direction facing the Colors. The command sergeant major and the reviewing party face about and return to their post. At this point, the commander makes his remarks.

Ref: FM 3-21.5 (SH-1), p SH-1-40, para 10-5e(1)(a) thru (c), Fig 10-11(1) thru (4)

24. What is the purpose of the hand positioning during the exchange of the Colors?

This allows the organizational Color to be over the heart of the outgoing and incoming commanders.

Ref: FM 3-21.5 (SH-1), p SH-1-40, para 10-5e(1) NOTE 1

25. What is a guidon?

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

Ref: FM 3-21.5 (SH-1), p SH-1-45, top of page, 1st sentence

26. When does the guidon bearer execute raised guidon?

The guidon bearer executes 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**.

Ref: FM 3-21.5 (SH-1), p SH-1-45, para H-1, NOTE

27. How does the guidon bearer resume *order arms* from *carry guidon*?

The guidon bearer reaches across the body with the left hand (forearm horizontal) and grasps the staff. He lets the staff slide through the hands until the ferrule touches the marching surface.

Ref: FM 3-21.5 (SH-1), p SH-1-48, para H-4b

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Appendix D

HANDOUTS FOR LESSON 1: L651 version 1

This appendix contains the items listed in this table--

Title/Synopsis	Pages
SH-1, Extracted Material from FM 3-21.5, Drill and Ceremonies	SH-1-1 thru SH-1-54

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Student Handout 1

This student handout contains 52 pages of material from the following publication:

FM 3-21.5, Drill and Ceremonies, 7 July 2003

Chapter 8, Company Drill

Section I, Procedures and Personnel	
Basic Information	SH-1-3
Posts for Key Personnel	SH-1-4 thru SH-1-8
Section II, Formations and Movements	
Basic Information	SH-1-8 thru SH-1-10
Changing Interval	SH-1-10
Change Distance	SH-1-10
Aligning the Company	SH-1-11
Opening and Closing Ranks	SH-1-11
Changing the Direction of March of a Column	SH-1-11 and SH-1-12
Closing the Distance Between Platoons	SH-1-12
Correcting the Distance Between Platoons	SH-1-13
Forming a Column of Twos and Re-forming	SH-1-13
Forming a Company Mass	SH-1-13
Aligning a Company in Mass	SH-1-13 and SH-1-14
Changing the Direction of March of A Mass Formation	SH-1-14
Forming a Column from a Company Mass	SH-1-14
Forming a Company in Column with Platoons In Line and Re-forming	SH-1-14 and SH-1-15
Dismissing the Company	SH-1-15
Section III, Inspections	
Basic Information	SH-1-16 thru SH-1-18
In-Ranks Inspection (Line Formations)	SH-1-18 thru SH-1-20
In-Quarters Inspection (Stand By)	SH-1-20

Chapter 10, Reviews

History	SH-1-21 and SH-1-22
Types of Reviews	SH-1-22 thru SH-1-27
Sequence of Events and Individual Actions	SH-1-27 thru SH-1-37
Review with Decorations, Awards, and Individual Retirement (Sequence of Events)	SH-1-38
Review with Change of Command, Activation, or Deactivation (Sequence of Events)	SH-1-39 thru SH-1-42
Review with Retreat (Sequence of Events)	SH-1-42 and SH-1-43
Special Review	SH-1-43

<u>Appendix G, Symbols</u>	SH-1-44
<u>Appendix H, Manual of the Guidon</u>	SH-1-45 thru SH-1-52
<u>Appendix I, Ceremony Checklist</u>	SH-1-53 and SH-1-54

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CHAPTER 8

COMPANY DRILL

“The fundamentals of drill are established daily ... If these maneuvers are all accurately observed and practiced every day then the army will remain virtually undefeatable and always awe inspiring...”

Frederick the Great: “History of My Own Times,” trans. 1789

Section I. PROCEDURES AND PERSONNEL

The procedures used and personnel required to conduct company drill are described in this section. (Appendix G contains an explanation of the symbols used in figures.)

8-1. BASIC INFORMATION

This paragraph discusses basic information that applies to conducting company drill.

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

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

c. For drill purposes, a company consists of a company headquarters and two or more platoons. The company headquarters personnel are attached to the platoons to equalize platoon strength without interfering with the permanent squad organization; however, the commander may form the headquarters personnel into a separate platoon at either flank of the company. When headquarters personnel form as a separate element, the senior sergeant serves as the platoon sergeant, and the company executive officer serves as the platoon leader.

d. 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.

e. 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.

f. 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 command of the platoon sergeants and not on the directives of the first sergeant. The platoon sergeants command the movement in sequence beginning with the base platoon.

g. During all drills and ceremonies, the first sergeant and executive officer carry their weapons at *Sling Arms*. They remain at *Sling Arms* during all manual of arms movements except when they execute the *Hand Salute* while at *Sling Arms*.

h. The members of a company break ranks 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.

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

j. 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 (used primarily for ceremonies); and company mass formation. However, the company may be formed into a column of twos in the same manner as the platoon.

c. **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 15-inch step to the right) of the company.

d. **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 for the platoon leader is one step in front of and centered on the platoon. 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.

e. **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 15-inch step to the left) of the company (Figure 8-2, p SH-1-6).

(1) 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.

(2) When marching the company in mass formation with the commander at his post, the first sergeant remains at his post to provide cadence and control.

f. **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.

(1) 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.

(2) 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.

(3) 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.

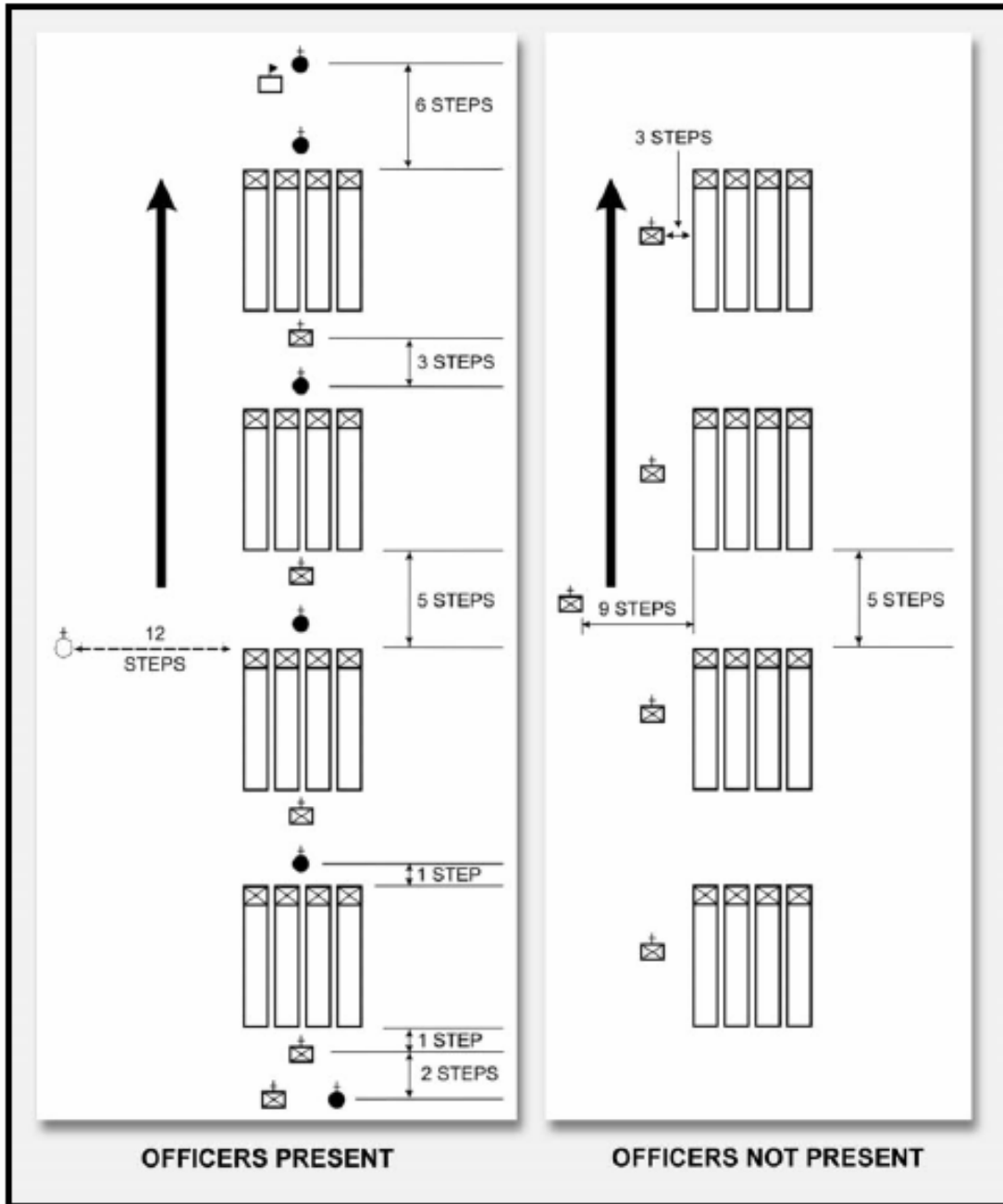


Figure 8-2. Company in column with platoons in column.

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 (Figure 8-3). 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 (Figure 8-4, p SH-1-8).

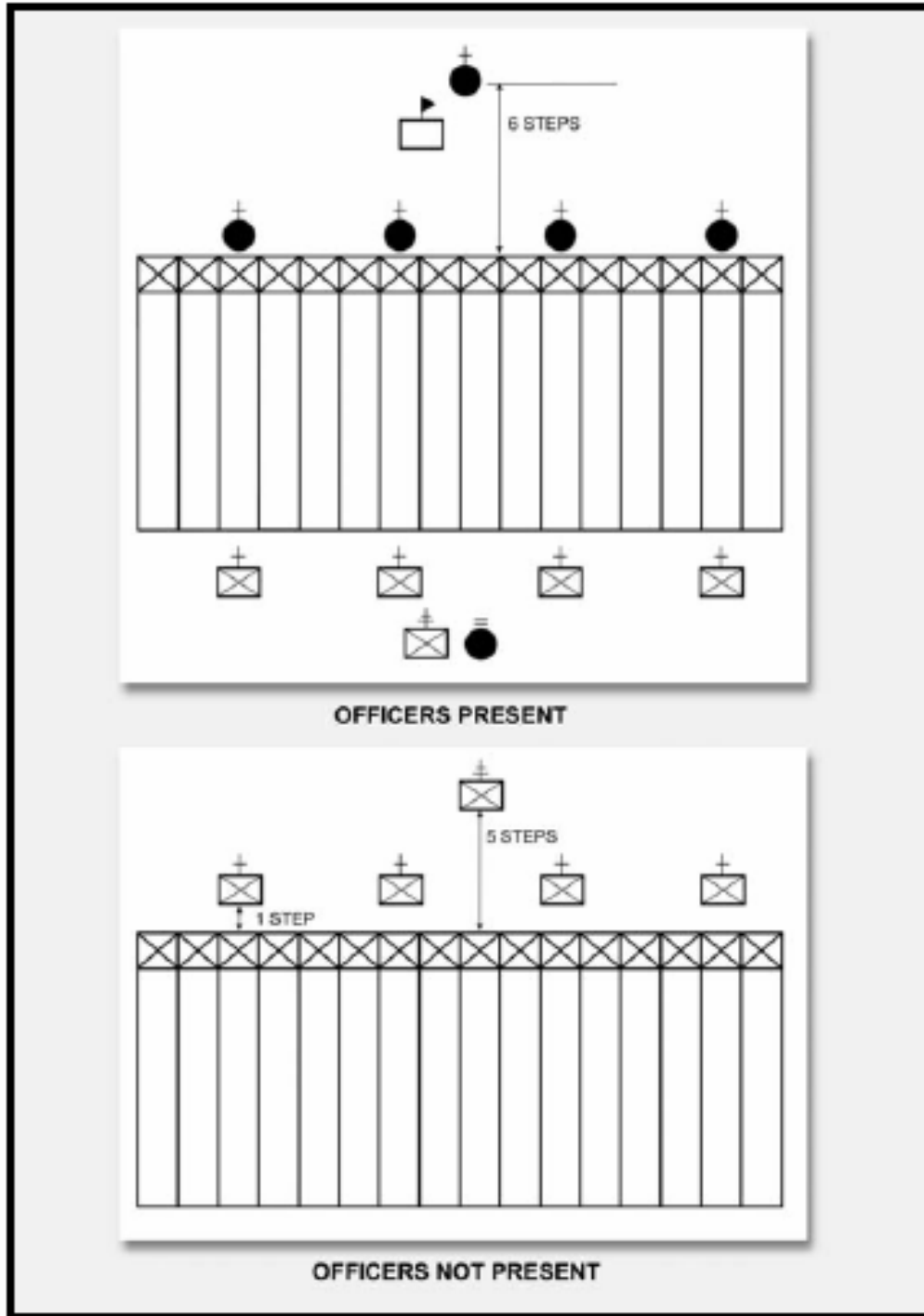


Figure 8-3. Company in mass.

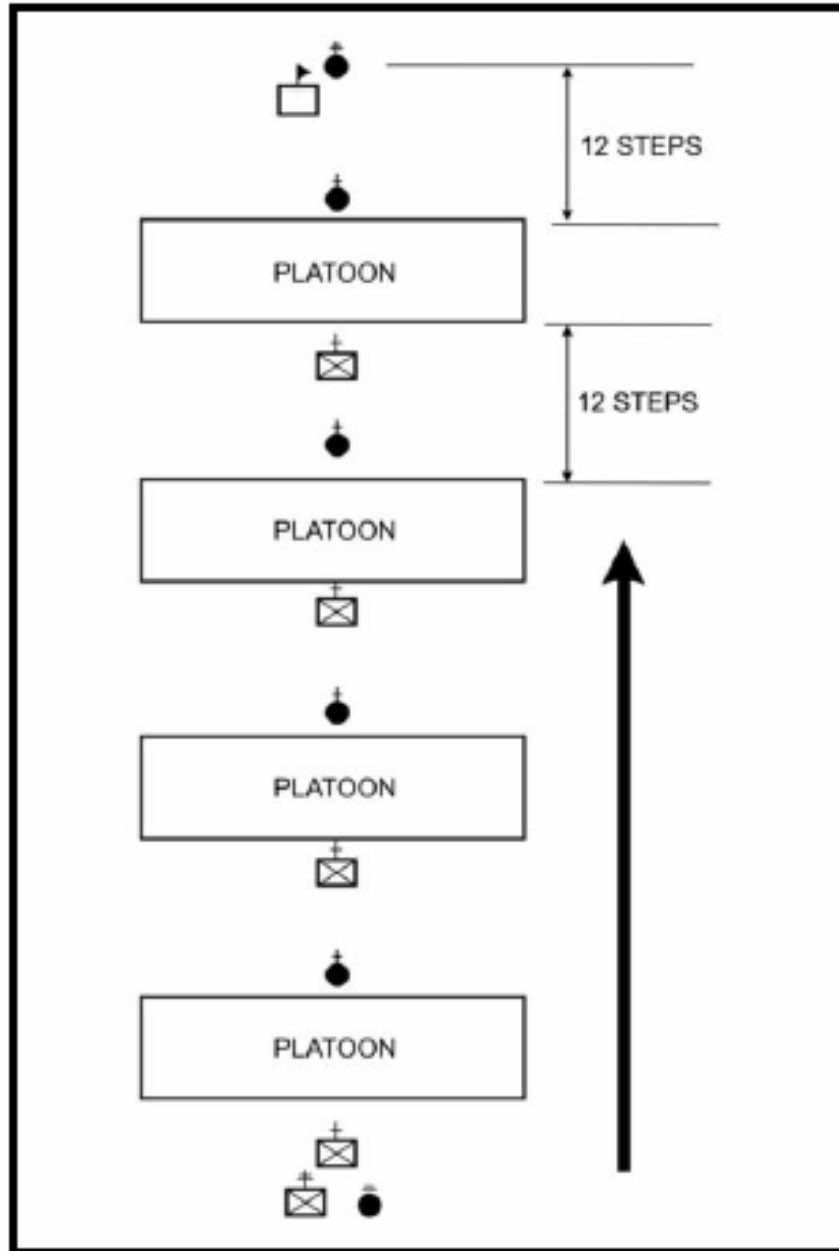


Figure 8-4. Company in column with platoons in line.

g. **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 (Figure 8-4).

Section II. FORMATIONS AND MOVEMENTS

This section discusses the formations and movements used in conducting a company drill.

8-3. BASIC INFORMATION

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

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

b. 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 man. 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.

c. When armed, members fall in at *Order (Sling) Arms*. For safety, the person forming the unit commands **Inspection, ARMS; Ready, Port, ARMS; Order (Sling), ARMS** at the initial formation of the day, or when the last command is **DISMISSED**.

d. 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.

(1) When the company is formed by the noncommissioned officers, the following procedures apply.

(a) 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**.

(b) 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 (as described in paragraph 8-5). 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.

(c) When all of the platoon sergeants are facing to the front, the first sergeant commands (if appropriate) **Inspection, ARMS; Ready, Port, ARMS; Order (Sling), ARMS**. He then directs (if appropriate) **RECEIVE THE REPORT**. The platoon sergeants face about and command **REPORT**. The squad leaders report as previously described in Chapter 7. 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 (as previously described in Chapter 7) in succession from right to left. 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.

NOTE: 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.

(d) When the company commander has halted at his post, the first sergeant salutes and reports, **“Sir, all present,”** or **“Sir, all accounted for,”** or **“Sir, (so many) men 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.

(2) 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 (Figure 8-1, p SH-1-4). 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.

8-4. CHANGING INTERVAL

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

a. When the first sergeant wants the company to obtain close interval in a line formation while maintaining a five-step interval, he 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 30-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 30-inch step, the second platoon sergeant commands **Extend, MARCH**. The remaining platoons execute the directive in the same manner as the second platoon.

b. 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 the note of paragraph 8-6.

8-5. CHANGING DISTANCE

To increase the distance between elements of a company (or larger unit) while marching in column to 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.

a. To increase the distance between elements of a company (or larger unit) while marching in column at the half step to normal distance, the command is **Extend, MARCH**. On the preparatory command **Extend** of **Extend, MARCH**, the 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 15-inch step, then steps off with a 30-inch step. All other ranks continue to march with a 15-inch step until the rank to their front has stepped off with a 30-inch step and has obtained normal distance (40 inches).

b. 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 30-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 30-inch step. All other ranks step off with a 15-inch step and execute the movement in the same manner as previously described.

8-6. ALIGNING THE COMPANY

To align the company, use the following procedures:

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

(1) 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 man of the first rank, and faces (*Left Face*) down the line.

(2) 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.

(3) 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.

b. 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 other platoon sergeants command **STAND FAST**. 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.

8-7. OPENING AND CLOSING RANKS

To open and close ranks, use the following procedures:

a. 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 8-6. 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.

b. 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.

8-8. CHANGING THE DIRECTION OF MARCH OF A COLUMN

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

a. 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**.

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

c. 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.

d. 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**.

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

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

(1) 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.

(2) When the movement is executed while marching, the command of execution is given as the left foot strikes the marching surface. 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*.

(3) 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.

(4) 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.

8-9. CLOSING THE DISTANCE BETWEEN PLATOONS

This movement is only executed when the company is in column with the platoons in column and has been faced to the right for marching with the first sergeant and platoon sergeants at their posts.

a. 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.

b. 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 soldier in the leading platoon so that the soldiers of the succeeding platoon begin marching in place at the correct distance.

c. While *Marking Time* in formation, the soldiers adjust position to ensure proper alignment and cover. The proper distance between soldiers 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.

d. 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.

e. 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**.

f. 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.

8-10. 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**.

a. 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.

b. 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.

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

8-11. FORMING A COLUMN OF TWOS AND RE-FORMING

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.

a. 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.

b. 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.

8-12. 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.

a. 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 man to their right. The platoon sergeants allow their platoons to *Mark Time* for about eight counts and then command **Platoon, HALT**.

b. On the preparatory command **Company Mass Left** while marching, given as the left foot strikes the marching surface, 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.

8-13. ALIGNING A COMPANY IN MASS

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

a. As soon as the company has formed in mass, the first sergeant gives the command **Order, ARMS**

(if appropriate) and then commands **At Close Interval, Dress Right, DRESS**.

b. 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 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.

8-14. 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.

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

(1) 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.

(2) The right (left) guide (the base squad leader in the direction of turn) faces to the right (left) in marching, takes one 30-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.

(3) 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.

b. 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.

8-15. FORMING A COLUMN FROM A COMPANY MASS

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

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

b. To execute the movement when marching, the company commander commands **Port, ARMS** (unless at *Sling Arms*), and then commands **Column of Platoons, Right Platoon, Double Time, MARCH**. On the preparatory command, the right platoon leader gives the supplementary command **Double Time**, and the other platoon leader gives the supplementary command **Continue to March**. On the command of execution **MARCH**, the right platoon marches in *Double Time*. Other platoon leaders (in sequence) command **Column Half Right, Double Time, MARCH** and **Column Half Left, MARCH** to bring the succeeding platoons in column with the leading platoon.

c. The platoon leader and the platoon sergeant reposition themselves after the supplementary command but before the command of execution.

8-16. 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. 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**.

a. 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, 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.

b. 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 marching surface. 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*.

c. 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, (Column Left [Half Left])**. 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.

8-17. DISMISSING THE COMPANY

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

a. 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.

b. 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.

(1) 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.

(2) The platoon sergeants step forward three steps, face about, and dismiss the platoons as in platoon drill.

Section III. INSPECTIONS

This section discusses the procedures used to conduct inspections for a company drill.

8-18. BASIC INFORMATION

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

a. The company has one prescribed formation for inspecting personnel and equipment in ranks—company in line with platoons in line. When inspecting crew-served weapons and vehicles, the personnel are normally positioned to the rear of the formation with the operator (gunner) standing by his vehicle (weapon).

NOTES:

1. 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.
2. Manual of arms movements for soldiers armed with the M249, shotgun, or pistol are outlined in Appendix E.

b. The first sergeant may conduct an in-quarters (barracks) inspection to include personal appearance, individual weapons, field equipment, displays, maintenance, and sanitary conditions.

c. When field equipment is to be inspected, it should be displayed as shown in Figure 8-5, pp SH-1-17 and SH-1-18, (as a guide). Additional equipment not shown, or different models of the equipment, should be arranged in a uniform manner established by the local commander.

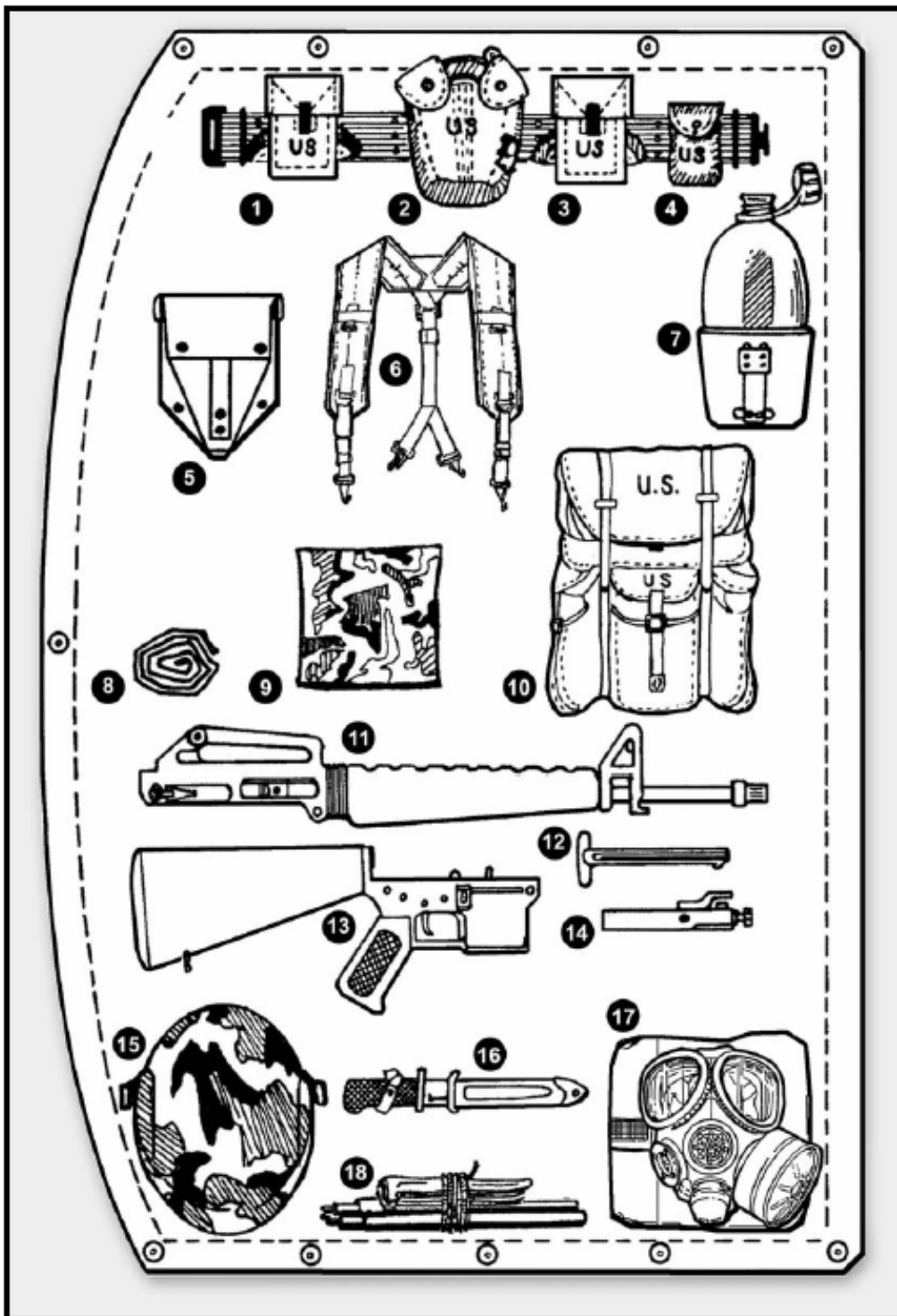


Figure 8-5. Equipment display (guide).

1. PISTOL BELT	10. RUCK SACK
2. AMMUNITION POUCH	11. UPPER RECEIVER
3. CANTEEN COVER	12. CHARGING HANDLE
4. AMMUNITION POUCH	13. LOWER RECEIVER
5. ENTRENCHING TOOL AND CARRIER	14. BOLT CARRIER GROUP
6. FIELD SUSPENDERS	15. HELMET
7. CANTEEN	16. BAYONET AND SCABBARD
8. SLING	17. PROTECTIVE MASK
9. PONCHO	18. TENT STAKES, POLES, AND ROPE

Figure 8-5. Equipment display (guide) (continued).

8-19. IN-RANKS INSPECTION (LINE FORMATIONS)

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

a. With the company in line formation, the first sergeant directs **PREPARE FOR INSPECTION**. On that directive, the platoon sergeants face about, open ranks, and align the company as in paragraphs 8-6 and 8-7. When all platoon sergeants are facing the front, the 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 (they do not execute inspection arms). 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.

b. The first sergeant begins the inspection by stepping forward and inspecting the guidon bearer. He then faces to the half left in marching and proceeds to the right of the line. As he approaches the right flank platoon, the platoon sergeant commands (over his right shoulder) **Platoon, ATTENTION**. When the first sergeant has halted directly in front of him, he reports, **“First Sergeant, the platoon is prepared for inspection.”** (If the commander is inspecting, *Salutes* are exchanged.) The first sergeant inspects the platoon sergeant. The first sergeant then directs the platoon sergeant to lead him 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 first sergeant faces to the half left in marching, the platoon sergeant faces to the right in marching, inclines, and halts directly in front of the second man in the first squad and on line with and at *Normal Interval (Close Interval)* to the right of the first sergeant. The other platoon sergeants execute the same actions as the first sergeant approaches their platoons.

NOTE: As soon as the platoon sergeant and first sergeant have halted in front of the first two men, the platoon sergeant commands **Second, Third, and Fourth Squads, AT EASE**. When moving from man to man during the inspection, the first sergeant and platoon 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 man in the front rank, the platoon sergeant hesitates momentarily and allows the first sergeant to precede him as he inspects the front rank from the rear. As the first sergeant begins to inspect the rear of each rank, the platoon sergeant commands the next squad to *Attention*. As they begin to inspect the next rank, the platoon

sergeant commands the last rank inspected to stand *At Ease*. Normally, when inspecting the rear of each rank, the first sergeant conducts a walking inspection. As the first sergeant inspects the rear of the last man in each rank, he turns and halts directly in front of the squad leader of the next rank. The platoon sergeant turns and halts directly in front of the second man. If the commander is inspecting, the executive officer and first sergeant march past (behind) the company commander and assume their positions to his left.

c. As the first sergeant halts and is directly in front of and facing the individual being inspected, the individual executes *Inspection Arms*. If the first sergeant wants to inspect the individual's weapon, he inspects the weapon first, then the individual's uniform and appearance. As soon as the first sergeant grasps the weapon, the individual releases the weapon and resumes the *Position of Attention*. When the first sergeant has finished inspecting the weapon, he returns it in the same manner as it was received. The individual receives the weapon by grasping the center of the handguard just forward of the slip ring with the left hand and the small of the stock with the right hand. He then executes *Ready, Port Arms; Order Arms*.

NOTE: In the event the first sergeant does not want to inspect the weapon, the individual remains at *Inspection Arms* until the first sergeant has halted in front of and is facing the next man. The individual then executes *Ready, Port, Arms* and *Order Arms*. As the first sergeant moves to the rear of the rank being inspected, each man, as the first sergeant approaches, unfastens the snap of his scabbard, grasps the point of the scabbard with the left hand, and moves the point slightly forward. The scabbard is held in position until the bayonet has been replaced or, if the bayonet is not inspected, until the first sergeant has moved to the next man. At that time, the securing straps are fastened and the *Position of Attention* is resumed.

d. The correct method of manipulating a rifle for inspection is as follows:

(1) When receiving the rifle from the inspected individual, reach forward and grasp the rifle at the upper portion of the handguard with the right hand. Lower the rifle diagonally to the left, twist the rifle slightly, insert the tip of the little finger of the left hand into the ejection port (do not twist the rifle but insert the thumb into the receiver of the M14-series rifle), and look into the barrel. The finger reflects sufficient light for the inspection of the barrel.

(2) Grasp the small of the stock with the left hand and raise the rifle to a horizontal position (sights up) with the muzzle to the right. The rifle is centered on the body with the forearms horizontal and the palms up. Move the rifle horizontally to the left and inspect the upper portion of the rifle beginning with the flash suppressor. Move the rifle slowly to the right inspecting the butt. Return the rifle to the center of the body.

(3) Keeping the rifle horizontal, rotate it 180 degrees (sights toward the body) so that the sights point toward the marching surface. Move the rifle horizontally to the left and inspect the muzzle. Move the rifle slowly to the right and inspect the butt. When moving the rifle across the body, twist the rifle as necessary and inspect the movable parts on the sides of the receiver. Having completed the inspection of the lower parts of the rifle, return it to the center of the body.

(4) Keeping the rifle horizontal, rotate the rifle 180 degrees (sights away from the body) so that the sights are up. Release the left hand and return the rifle in the same manner as received.

(5) When inspecting a weapon other than a rifle, the inspector receives the weapon with his right hand and inspects it in the most convenient manner. Having completed the inspection, the weapon is returned with the right hand in the same manner as received.

e. When the first sergeant has completed the inspection of the platoon, the platoon sergeant commands the platoon to *Attention* and overtakes the first sergeant en route back to the front of the platoon. The platoon sergeant halts at his post facing to the front (*Salutes* are exchanged if the commander is inspecting). The 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 first sergeant has cleared the first platoon, the platoon sergeant faces about, commands **Close Ranks, MARCH** and **AT EASE**, and then faces about and executes *At Ease*. When the first sergeant has completed the inspection of the last platoon (exchanged *Salutes* with the platoon sergeant), he returns to his post at the center of the company and commands the company to *Attention*. He then dismisses the company, as previously described.

f. When the company is inspected by an officer of a higher command, on the approach of the inspecting officer, the company commander commands **Company, ATTENTION**. He then faces about, salutes, and reports, "**Sir, 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.

8-20. IN-QUARTERS INSPECTION (STAND BY)

When the first sergeant wants to conduct an in-quarters inspection, the members are positioned on line with their equipment (or as near it as possible).

a. The platoon sergeant positions himself in the path of the inspecting officer at a point near his area of responsibility. At the approach of the inspecting officer, the platoon sergeant commands **Platoon, ATTENTION**, salutes, and reports, "**Sir, the platoon is prepared for inspection.**"

NOTE: When the situation dictates, the platoon sergeant may report to the inspecting officer outside of the quarters. A designated individual commands the members to *Attention* as the inspector enters the quarters (bay).

b. The platoon sergeant then guides the inspector along a route dictated by the physical arrangement of the personnel and equipment. Upon entering the area, the highest ranking soldier present commands **AT EASE**. As the inspector approaches each individual or his equipment, the individual automatically assumes the *Position of Attention*. When the inspector has moved to the next man, the last man inspected resumes the position of *At Ease*. As the inspector begins to exit the area after completing the inspection, **CARRY ON** is commanded.

NOTE: When inspecting soldiers' rooms, *Attention* is not commanded. The individuals automatically assume the *Position of Attention* as the inspector enters the room. The inspector then commands **AT EASE**. As the inspector approaches each soldier, the soldier assumes the *Position of Attention* and resumes *At Ease* after he has been inspected.

CHAPTER 10

REVIEWS

This chapter discusses the general history of the review and the different types of reviews used in the Army today.

NOTE: See Appendix I, pp SH-1-53 and SH-1-54 for a checklist for conducting a successful ceremony.

“A ceremonial parade, impeccably performed, can never fail to be a source of inspiration to those who watch it or take part in it. It is the noblest and proudest form of drill. Based on the ‘blunt whetstone’ of drill instruction to recruits it was for many hundreds of years the foundation of battle discipline in all Armies . . .

“Today, once the elements of discipline have been instilled through drill on the parade square, it develops, naturally, into various forms of crew drill, gun drill, and battle drill but the aim of discipline remains unchanged. This aim is the conquest of fear. Drill helps to achieve this because when it is carried out men tend to lose their individuality and are unified into a group under obedience to orders.

“If men are to give their best in war they must be united. Discipline seeks through drill to instill into all ranks this sense of unity, by requiring them to obey orders as one man. A Ceremonial parade, moreover, provides an occasion for men to express pride in their performance, pride in the Regiment or Corps and pride in the profession of Arms.”

General Sir Harold Alexander, Ceremonial for the
Army Ministry for Defense, Army Department,
November 1968

10-1. HISTORY

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

a. 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 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.

b. 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.

(1) In infantry regulations of 1812, the line up 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.

(2) 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.

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

(1) 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.

(2) 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.”

(3) 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.

(4) 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.

(5) 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.

(6) 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.

(7) 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.

10-2. 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.

a. 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.

b. Other ceremonial activities, or combinations thereof, that may be incorporated within the framework of a review are:

- Review with decorations, awards, and individual retirement.
- Review with change of command, activation, or inactivation of units.
- Review with retreat.
- Review with retreat and retirement, decorations, and awards.
- Review with retreat and change of command, activation, or inactivation of units.

NOTE: Review with change of command should not be 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.

c. In order that he may review his own command or accompany a visiting reviewing officer, a commander normally designates an officer of his command as commander of troops. The commander of troops is responsible for the preparation of the troops for the review.

d. 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 (Figure 10-1, p SH-1-25).

(1) 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).

(2) 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.

(3) The command **Eyes** is given as the right foot strikes the marching surface, and the command of execution **RIGHT** is given the next time the right foot strikes the marching surface. The commands **Ready** and **FRONT** are given as the left foot strikes the marching surface.

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 unit is abreast of the ready front marker.

e. 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 (Figure 10-2, p SH-1-26), or brigade in line with battalions in mass (Figure 10-3, p SH-1-26).

NOTE: When desired or more appropriate, commands may be substituted for directives. When desired or appropriate, the formation may perform mounted using the mounted drill outlined in Appendix K.

f. 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 men 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 deserved positions of dignity.

g. If possible, the reviewing officer should arrive at his post (Figure 10-4, p SH-1-27) 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 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.

h. 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 (Figure 10-4, p SH-1-27).

i. 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.

j. 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.

k. When a ceremony is conducted honoring a foreign official or dignitary entitled to honors, equivalent honors (*Salutes*) are rendered in the manner prescribed in AR 600-25.

NOTE: If the honors of the dignitary include his or her nation's anthem, the honors are played in the following order: four ruffles and flourishes, the foreign anthem, an approximate 3-second drum roll, and the U.S. National Anthem.

l. 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.

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

n. Since all situations or eventualities relative to various services or units (military academies, special honor guard, active Army units, reserve components, Reserve Officer Training Corps, and training centers) 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 for the manual of arms for these weapons.

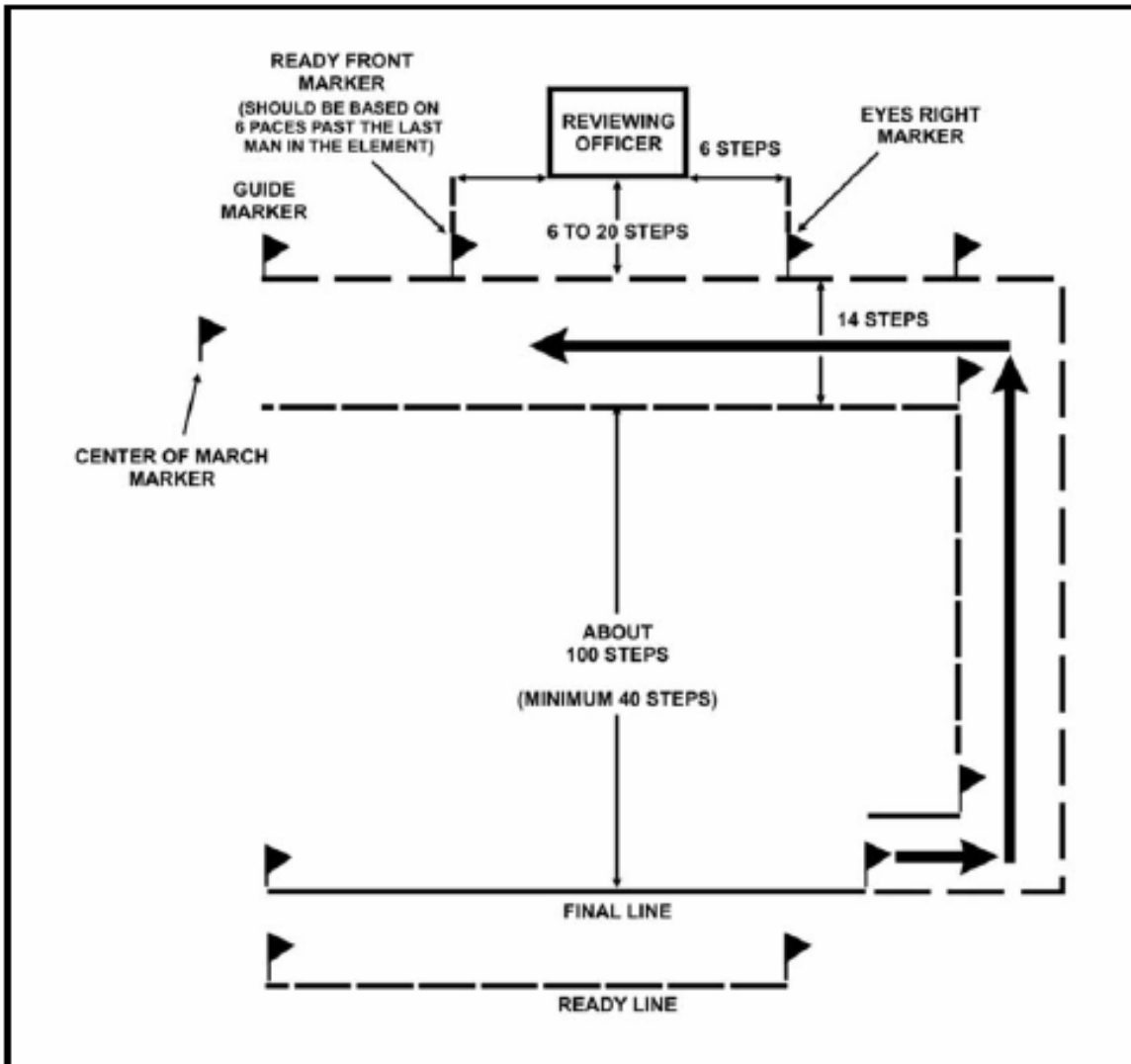


Figure 10-1. Preparation for review.

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 gives the command of execution **FRONT of Ready, FRONT**, the last members of the unit are at the ready front marker.

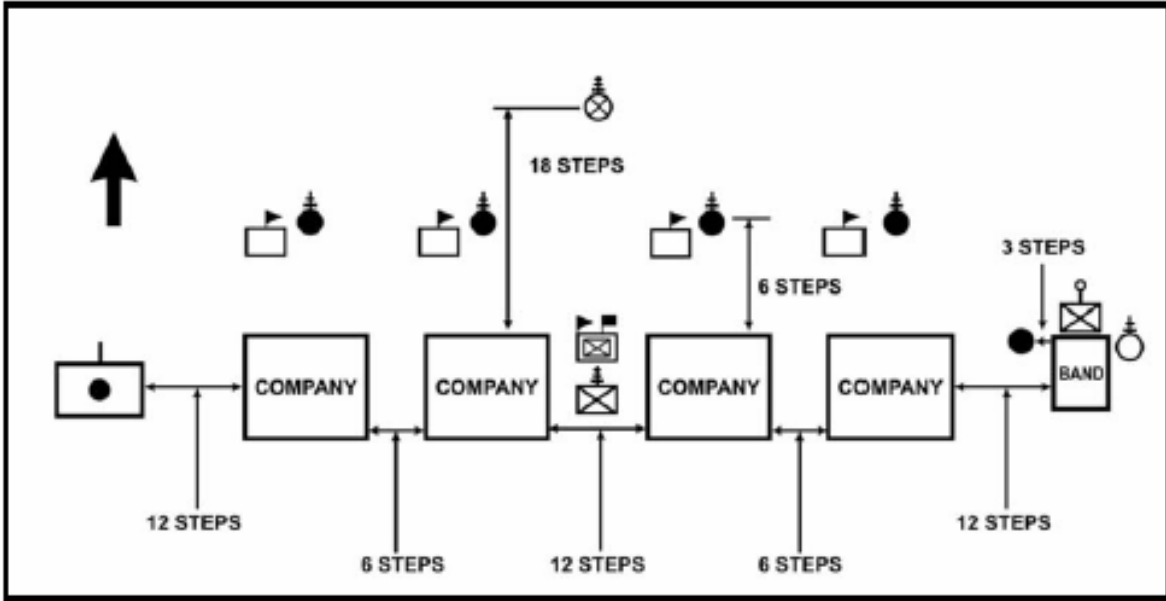


Figure 10-2. Battalion in line with companies in mass.

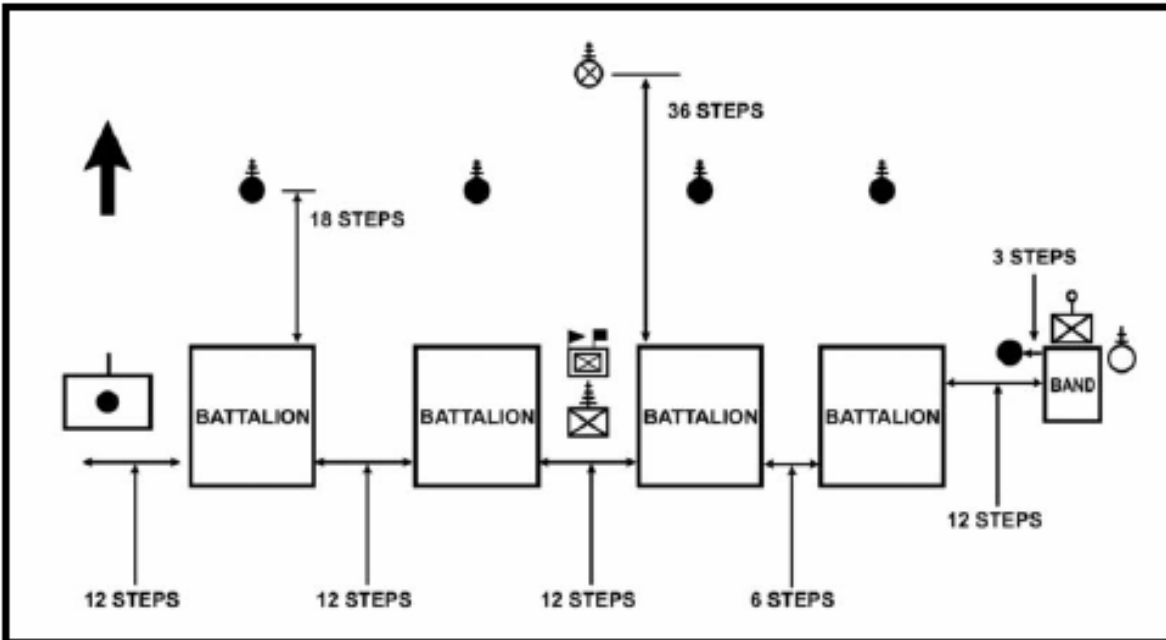


Figure 10-3. Brigade in line with battalions in mass.

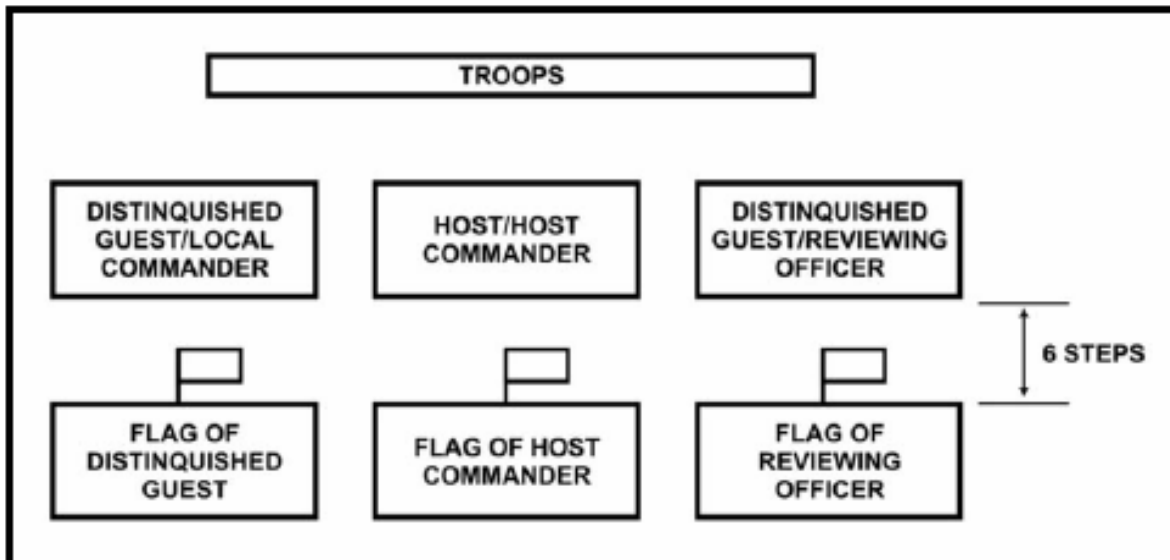


Figure 10-4. Reviewing party.

10-3. SEQUENCE OF EVENTS AND INDIVIDUAL ACTIONS

The sequence of events in conducting a review and the individual actions that take place are described herein.

a. **Formation of Troops.** Units are moved to their positions on the ready line in the most convenient manner. For a large review, the commander of troops prescribes the routes, sequence, and time of arrival on the ready line.

NOTE: If the ready line is not used, the units form on the final line. They are aligned and given the command **Parade, REST**. To alert the units that the ceremony is to begin, the adjutant (from his position near the band) directs **SOUND ATTENTION**. The band immediately 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*. The adjutant then moves to his post midway between the line of troops and the designated post of the commander of troops and faces the commander of troops. When the adjutant has halted at his post, the commander of troops marches his staff to their post midway between the line of troops and the reviewing officer's post. The ceremony then continues as prescribed in this paragraph.

(1) In motorized and mechanized units, occupants of vehicles form dismounted in a formation corresponding to that of the other units. Their vehicles remain to the rear of the formation.

(2) The band takes its position on the final line 12 steps to the right of the right flank unit's marker. The adjutant's initial post is three steps to the left of the band. After verification that all units are positioned on the ready line, the adjutant faces down the final line and over his right shoulder directs the band to **SOUND ATTENTION**.

(3) The band sounds *Attention*, pauses, and waits for the directive to **SOUND ADJUTANT'S CALL**.

(4) Upon hearing *Attention*, unit commanders *Face About*, bring their units to *Attention* and *Right Shoulder Arms*, when appropriate, and face to the front. (Supplementary commands are not given in mass formations.)

(5) When all units are at *Attention*, the adjutant directs **SOUND ADJUTANT'S CALL**.

(6) The band sounds *Adjutant's Call*, and (without pause) begins playing a march. It continues until the last unit halts on the final line.

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

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

(b) 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.

(c) 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 (Battalion), HALT**. On the command of execution **HALT**, the guide executes left face, which places his right foot on the marker. If the unit is at *Right Shoulder Arms*, the unit commanders command **Order, ARMS**. 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 directly in front of his third squad leader, halts parallel to the formation, and faces to the right. Other platoon leaders, on the command of execution **DRESS**, position themselves directly in line with their third squad by executing one (15-inch) step 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.

(8) When all units are on the final line and are at *Parade Rest*, the adjutant directs **BRING YOUR UNITS TO ATTENTION**.

(9) Unit commanders face about and (in sequence starting with the right flank unit) command **Company (Battalion), ATTENTION**. For larger formations, the commands may start with the center or right center unit, working toward both flanks. The unit commander then faces about.

(10) 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.

(11) When the commander of troops has halted at his post, the adjutant faces about and directs **BRING YOUR UNITS TO PRESENT ARMS**.

(12) Unit commanders face about and in sequence command **Present, ARMS**. They then face about and *Salute*.

(13) After all units are at *Present Arms*, the adjutant faces about, *Salutes*, and reports "**Sir, the command is formed.**"

(14) 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 (Figure 10-5).

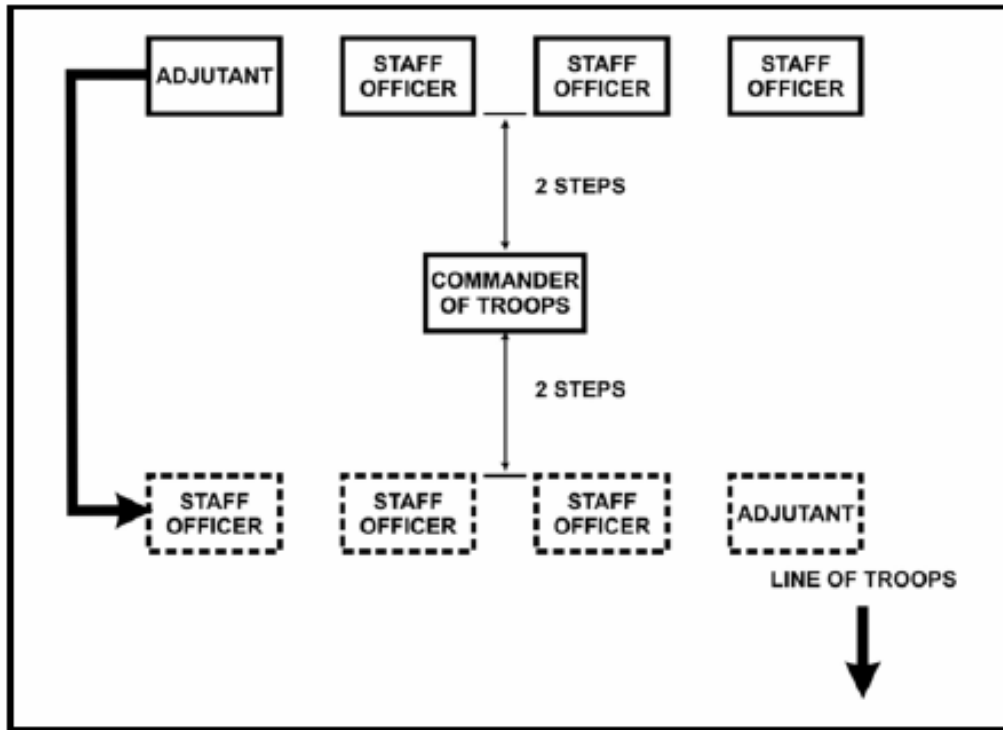


Figure 10-5. Movement of the staff to the rear of the commander of troops.

(15) 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.

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

(1) 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 (AR 600-25), the commander of troops should verify that the salute battery (executive officer's right arm is raised) and the band (band master's arms are at the ready-play position) are prepared to render honors before he faces the reviewing officer. The *Salute* of the commander of troops is the signal for the band and salute battery 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 some reviews, it is

appropriate for a person (colonel) not entitled honors 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 and cannon salute) are not appropriate.

(2) 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**.

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

(4) When all troops are at *Parade Rest*, the commander of troops faces about. He and his staff remain at *Attention*.

NOTE: When scheduled, retreat is integrated into the review at this point. Procedures are outlined in paragraph 10-6.

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

NOTE: The inspection may be omitted for decorations, awards, or retirement ceremonies.

(1) 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.

(2) 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.

(3) The commander of troops guides the reviewing party to the right flank of the band. 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 brigade commanders and staffs, battalion commanders, and company commanders in division or similar-size reviews. 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.

(4) 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.

(5) 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.

(6) 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 soldier turns his head to the right and, as the reviewing officer comes into his line of vision, each soldier follows the officer with his head and eyes until the reviewing officer reaches the front. At that point, the head and eyes of each soldier remain to the front. As soon as the reviewing officer has cleared the unit, the commander commands **Order, ARMS**. He 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.

(7) 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 and bearers execute *Eyes Right*. The organizational Color dips (salutes).

(8) After passing in front of the troops (to include the salute battery), the inspection continues along the rear of the troops and terminates at the right flank of the band. The commander of troops commands **Party, HALT**. The bandmaster has the band play softly until the reviewing party members begin marching back to their posts. 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 commander of troops hesitates momentarily and then faces to the right in marching and returns to his post (Figure 10-6, p SH-1-32).

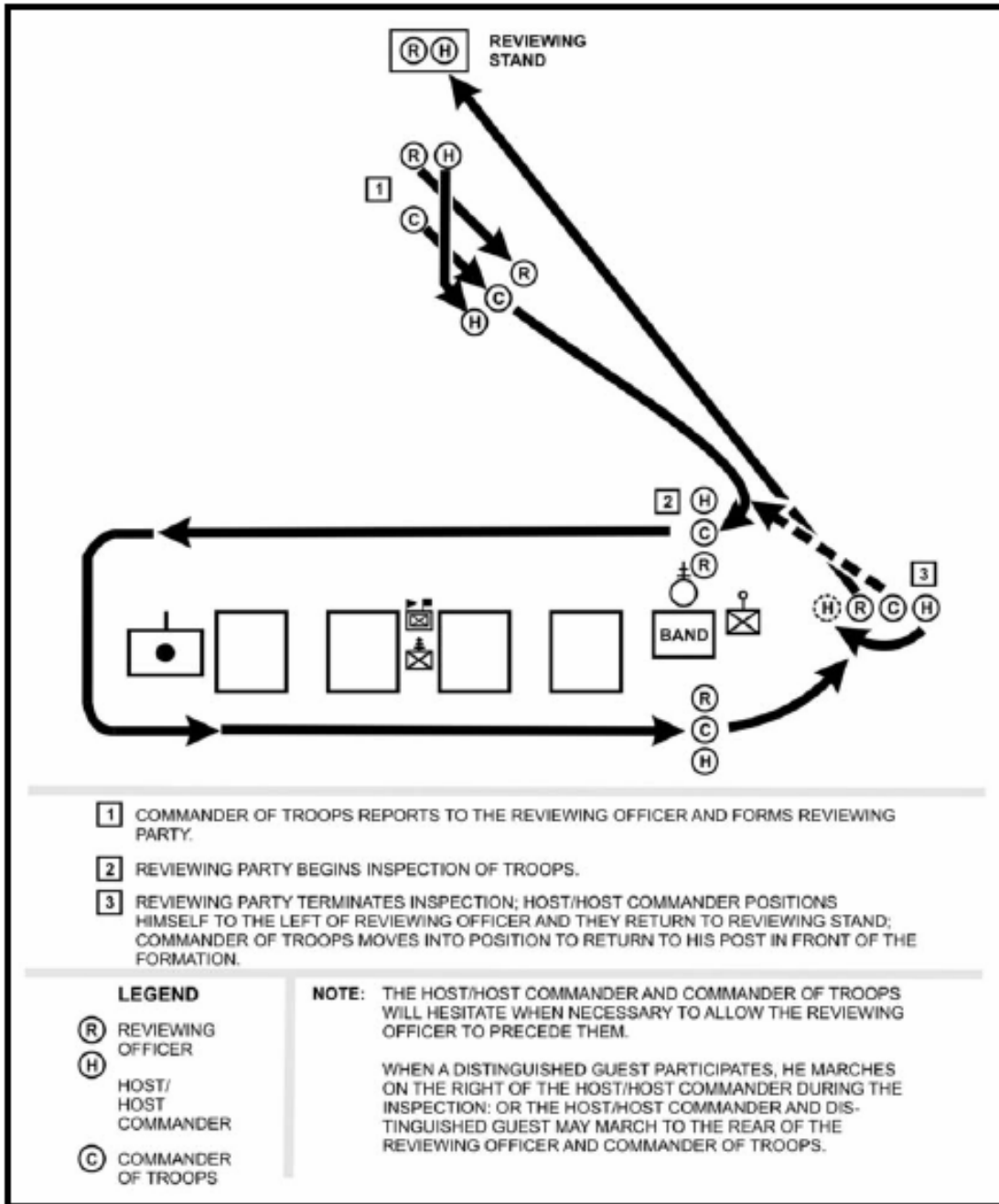


Figure 10-6. Movement of the reviewing party.

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

(1) 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. The commander of troops marches forward until he is three steps in front of the color detail, halts, and then faces about.

(2) To move the Colors forward, the commander of troops commands **Colors 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 original post. The commander of troops executes the *Hand Salute* and reports to the host commander, "**Sir, the Colors are present.**" The host commander then returns the *Salute* and directs the commander of troops **ASSUME YOUR POST**. 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 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**.

(3) Unit commanders face about and command **Company (Battalion), ATTENTION and 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 himself, his staff, and the Colors detail. On the execution of the *Hand Salute* by the commander of troops, the band begins to play the National Anthem.

(4) The reviewing party and all military spectators salute while the National Anthem is being played (Appendix K).

(5) Upon completion of the National Anthem, the commander of troops, his staff, and the Colors detail terminate their *Salutes* on his command. He then faces about and directs **BRING YOUR UNITS TO ORDER ARMS AND PARADE REST**.

(6) Unit commanders terminate their *Salutes*; face about; command **Order, ARMS and Parade, REST**; face about; and execute *Parade Rest*.

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

NOTE: Other ceremonial activities may be integrated into the review at this point.

The sequence of events and actions of individuals are discussed in paragraphs 10-4 and 10-5.

e. **Remarks.** After the commander of troops and his staff have assumed *Parade Rest*, the reviewing officer, the host or host commander, or the distinguished guest may address the command.

(1) Upon completion of the remarks, the commander of troops brings his staff to *Attention*, faces about, and directs **BRING YOUR UNITS TO ATTENTION**. Unit commanders face about and command **Company (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.

(2) On the command **MARCH**, Colors step off, return to their original posts, and the band begins to play.

(3) As the Colors pass his position, the commander of troops and his staff face to the left. He marches his staff back to the center of the field and faces them to the right as he faces to the left. After the Colors are in position, the commander of troops then faces the reviewing officer.

f. **March in Review.** Use the following procedures to conduct a march in review.

(1) Upon completion of the remarks, the commander of troops commands his staff to **ATTENTION**, faces about, and directs **BRING YOUR UNITS TO ATTENTION**. Unit commanders face about and command **Company (Battalion), ATTENTION** and face back to the front. When the units are at *Attention*, the commander of troops faces the reviewing officer.

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

(3) The commander of troops faces about and directs **PASS IN REVIEW**. The band is then faced to the right and marched to a position that enables it to move straight forward onto the line of march without an initial turning movement, halts, and faces to the left. The left turn marker should be positioned to minimize the movement of the band (Figure 10-7).

NOTE: The commander takes no further action until the drum major turns his head and eyes and points his arm toward the commander.

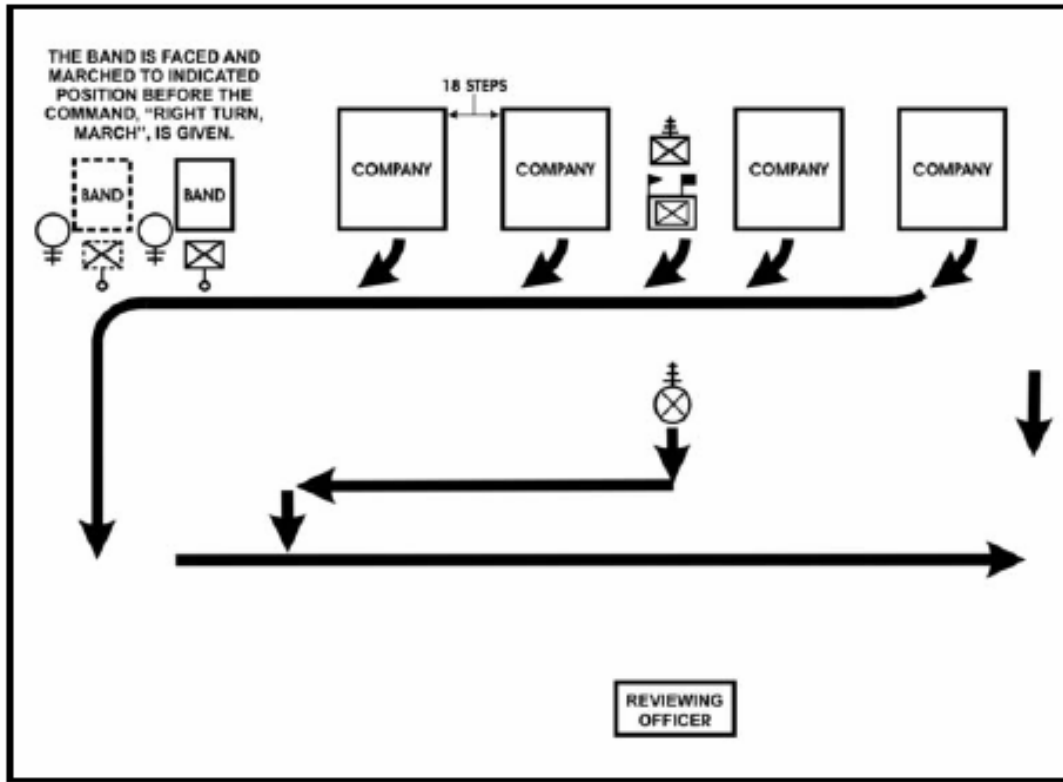


Figure 10-7. March in review in column with units in mass.

(4) Unit commanders face to the right when the commander of troops directs **PASS IN REVIEW**. If weapons are to be carried at *Right Shoulder Arms*, the commander faces about and commands **Right Shoulder, ARMS**. He then faces to the left. The commander next to the band waits until the band moves into position. He then commands **Right turn, MARCH** loud enough for the band to hear. The band takes this command as its signal to begin playing and to march forward onto the line of march.

(5) Other units move out in procession in the same manner and follow in column at the prescribed distance (Figure 10-8). For larger reviews, commanders may command their units (in sequence) to *Parade Rest* while waiting their turn to move onto the line of march.

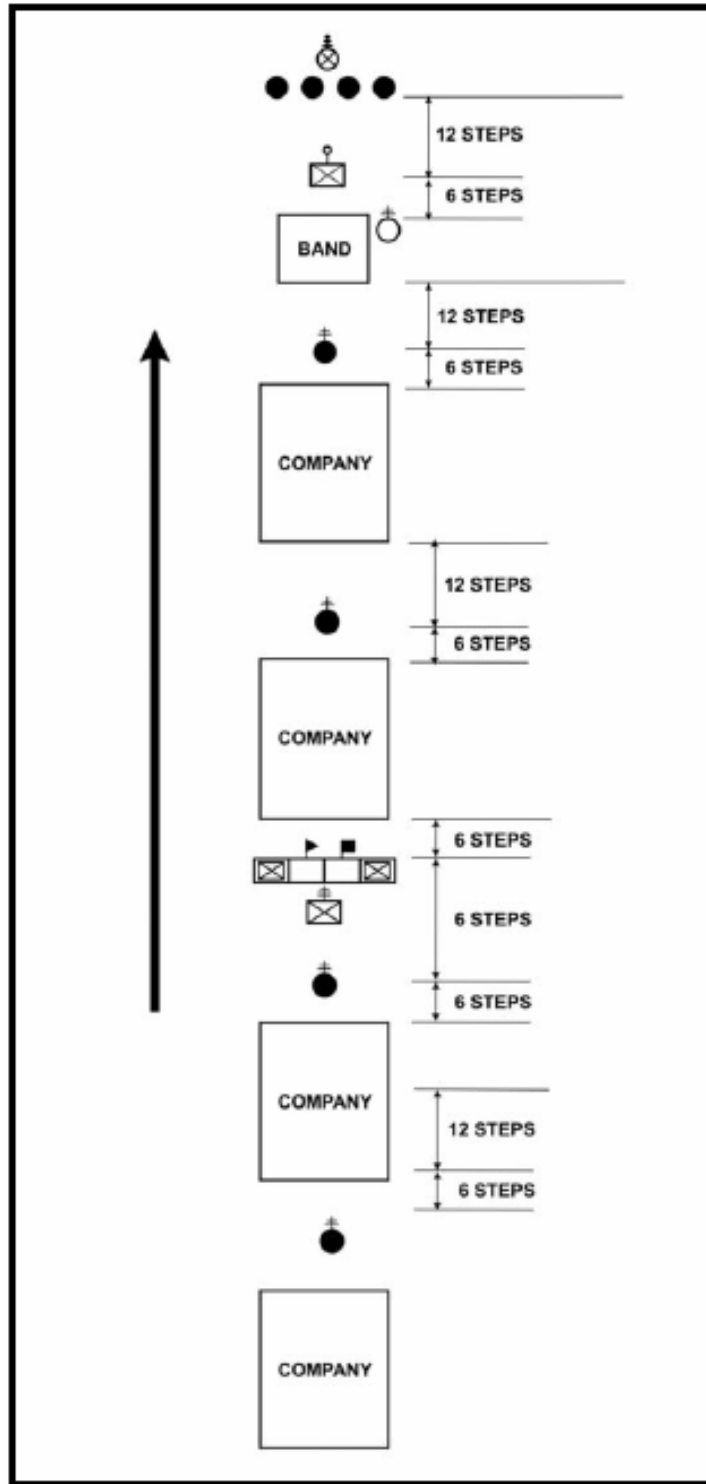


Figure 10-8. Battalion in column with companies in mass.

(6) The band and each following unit change direction at points indicated by markers. The

commander commands, **Left turn, 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.

(7) 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 (Figure 10-9).

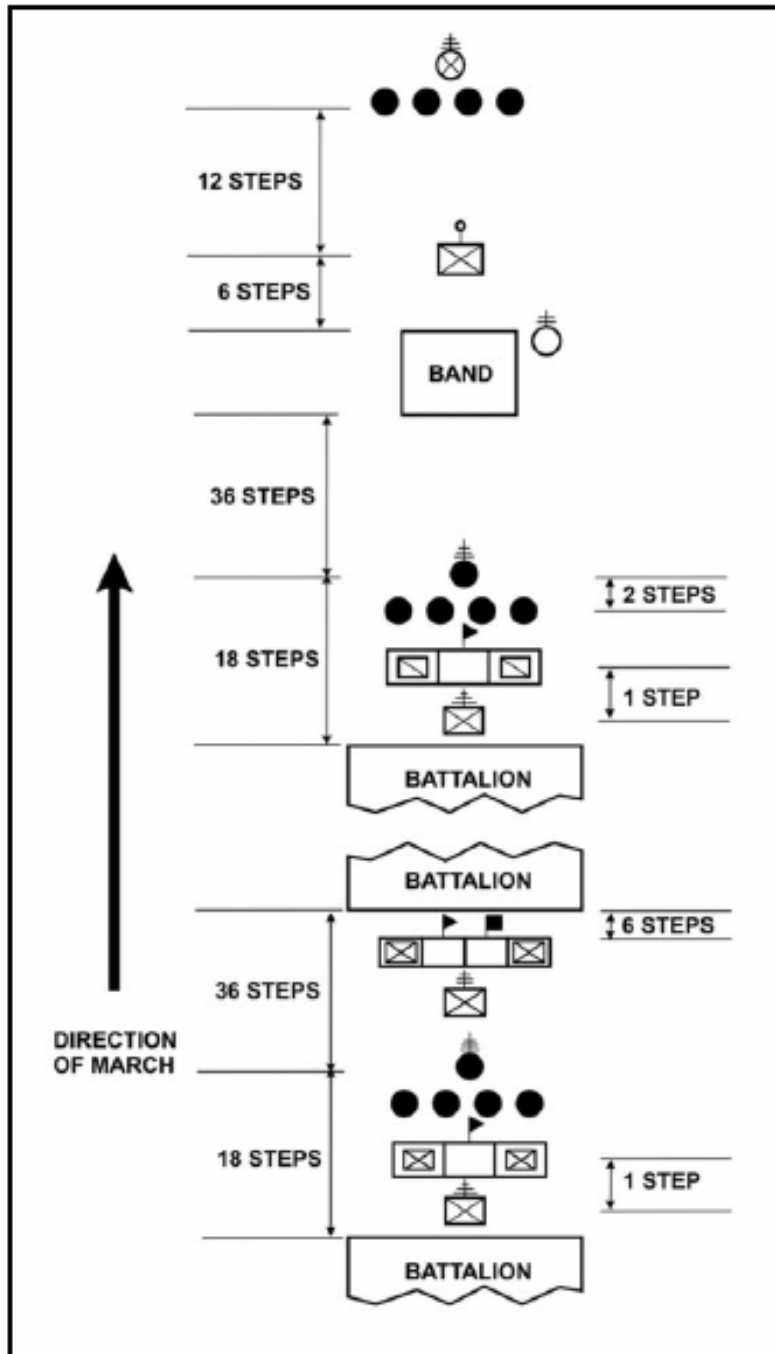


Figure 10-9. Brigade in column with battalions in mass.

(8) The commander of troops and his staff move forward and execute turning movements to arrive at a position 12 steps in front of the drum major on the reviewing line.

(9) 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.

(10) 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.

(11) 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.

(12) Troop units execute *Eyes Right* on command from their company commander or from the center company commander when in battalion mass. Commanders give the preparatory command **Eyes** over their right shoulder two steps from the marker as the right foot strikes the marching surface. The command of execution **RIGHT** is given when the right foot strikes the marching surface 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 *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 marching surface and **FRONT** the next time the left foot strikes the marching surface. 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**.

(13) When passing the reviewing officer, the bandmaster salutes and continues to look straight forward. Simultaneously, the drum major executes *Eyes Right* and salutes. The other members of the band continue to play marching music without interruption. When the band has passed the reviewing officer, the drum major has the band execute three left turns into a position in front of and facing the reviewing officer and at least 12 steps from the left flank of the marching troops. As the Colors pass, the bandmaster and drum major salute while the band continues to play marching music without interruption.

(14) As the Color guard passes the reviewing officer, each member, except the right flank man, executes *Eyes Right* on the command of the senior Color sergeant. The organizational color is dipped in *Salute*.

g. **Conclusion.** Follow these procedures to conclude a review.

(1) When the last troop element has passed the reviewing stand and has executed *Ready Front*, the band goes into an eight-bar drum cadence. On the first beat following the drum cadence, the band begins playing (in place) the official version of "The Army Goes Rolling Along," beginning at the introduction. At the appropriate time, the drum major has the band march forward and execute a left turn onto the reviewing line while continuing to play until the completion of the chorus.

NOTE: The band may play music representative of the command after the last troop element has passed the reviewing stand and before playing "The Army Goes Rolling Along."

(2) At the completion of the Army song, the commander of troops and the reviewing officer face each other and exchange *Salutes*, thus officially terminating the ceremony.

(3) It is appropriate for spectators to rise, stand at *Attention*, and sing while "The Army Goes Rolling Along" is being played.

10-4. REVIEW WITH DECORATIONS, AWARDS, AND INDIVIDUAL RETIREMENT (SEQUENCE OF EVENTS)

Unless otherwise specified, the sequence of events for a review with decorations, awards, and individual retirement is the same as described in paragraph 10-3. Only changes to the sequence of events are listed herein.

NOTE: The procedures mentioned provide latitude for recognition of one or a group of retirees of various grades. However, the host or host commander should consider it appropriate to have the review conducted in the retiree's honor when only one distinguished individual is retiring and allow that individual to participate as the reviewing officer. When the Colors halt, the reviewing officer (retiree) positions himself in front of and centered on the Colors facing the reviewing stand. After awards are presented by the host, the retiree returns to the reviewing officer's post. If there are several awardees and or retirees, it may be desirable to have the host or host commander act as the reviewing officer. In such case, the following sequence will apply.

a. **Formation of Troops.** Formation of troops is executed the same as described in paragraph 10-3.

b. **Presentation and Honors.** Presentation and honors is executed the same as described in paragraph 10-3.

NOTE: When scheduled, retreat is integrated into the review at this point. Procedures are outlined in paragraph 10-6.

c. **Inspection.** The inspection may be omitted for decorations, awards, or retirement ceremonies. If the inspection is omitted, the commander of troops (following *Order Arms* after the presentation and or honor, or after "To the Color" is played) commands **Persons to be honored and Colors center** (pause), **MARCH.** The ceremony then continues (as described in this paragraph). If the inspection is **not** omitted, use the procedures described in paragraph 10-3c to conduct an inspection during a review.

d. **Honors to the Nation.** (Omitted if retreat is conducted as part of the review.)

NOTE: Other ceremonial activities may be integrated into the review at this point.

e. **Remarks.** After the commander of troops and his staff have assumed *Parade Rest*, the reviewing officer, the host or host commander, or the distinguished guest may address the command.

(1) Upon completion of the remarks, the commander of troops brings his staff to *Attention*, faces about, and directs **BRING YOUR UNITS TO ATTENTION.** Unit commanders face about and command **Company (Battalion), ATTENTION,** and then face about. The commander of troops faces about and commands **Detachment, POST** (pause), **MARCH.** On the command **POST,** the following actions occur simultaneously:

(a) Colors *Reverse March* and halt.

(b) Awardees and or retirees execute a *Right Face*; guidon bearers and or commanders execute an *About Face*.

(2) On the command **MARCH,** Colors and awardees step off and the band begins to play.

(a) Persons who were decorated march forward, execute two *Column Lefts*, halt on line (six steps to the left of the reviewing officer), and execute a *Left Face*. The commands **HALT** and **Left, FACE** are given by the last man in the file.

(b) Colors step off and return to their original posts.

(3) As the Colors pass his position, the commander of troops faces himself and his staff to the left, marches his staff back to the center of the field, and faces them to the right. The commander of troops faces to the left; when the Colors are in position he then faces the reviewing officer.

f. **March in Review.** March in review is executed the same as described in paragraph 10-3.

g. **Conclusion.** Conclusion is executed the same as described in paragraph 10-3.

10-5. REVIEW WITH CHANGE OF COMMAND, ACTIVATION, OR DEACTIVATION (SEQUENCE OF EVENTS)

Unless otherwise specified, the sequence of events for a review with change of command, activation, or deactivation is the same as described in paragraph 10-3. Only changes to the sequence of events are listed herein.

a. **Formation of Troops.** Formation of troops is executed the same as described in paragraph 10-3.

b. **Presentation and Honors.** Presentation and honors is executed the same as described in paragraph 10-3.

c. **Inspection.** The inspection may be omitted for change of command, activation, or deactivation ceremonies. If the inspection is **not** omitted, use the procedures described in paragraph 10-3c to conduct an inspection during a review. When the reviewing officer has completed the inspection, the commander of troops faces about and directs **BRING YOUR UNITS TO ATTENTION**. Unit commanders face about and command **Company (Battalion), ATTENTION**, then they face about. When the command has completed the movement, the commander of troops commands **Colors Center** (pause), **MARCH**. On that command, the Colors are brought forward in the same manner as described in paragraph 10-3d.

d. **Honors to the Nation.** (Omitted if retreat is conducted as part of the review.) On the completion of honors to the nation, the commander of troops commands **Detachment 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 about and assume *Parade Rest*. The commander of troops faces about and commands **Parade REST**; the commander of troops and his staff execute *Parade Rest*.

NOTE: Other ceremonial activities may be integrated into the review at this point.

e. **Remarks.** As soon as the commander of troops and his staff have executed *Parade Rest*, the reviewing party 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 reviewing party) 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. 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 (Figure 10-10).

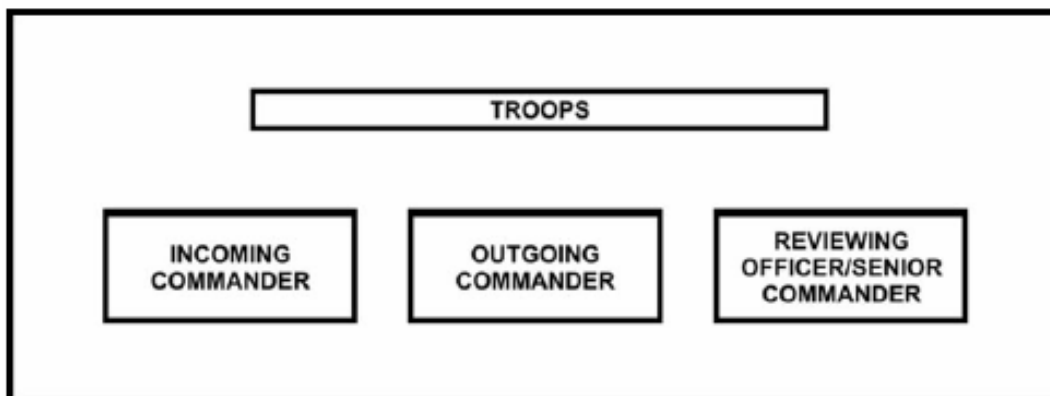


Figure 10-10. Reviewing party for change of command.

(1) **Change-of-Command Ceremonies.** The outgoing commander positions himself four steps in front of his organizational Color; the senior commander is directly to his left. The old and new commanders then take one step forward and execute *Facing* movements so that they are facing each other.

(a) The command sergeant major removes the organizational Color from the Color bearer's sling (with his right hand above his left hand), and faces about. The narrator reads the assumption-of-command order.

(b) Upon completion of the reading, the command sergeant major steps forward and presents the organizational Color to the outgoing commander (1, Figure 10-11), who grasps the organizational Color with his left hand above his right hand. The outgoing commander passes the organizational Color to the senior commander (2, Figure 10-11), who grasps the Color with his right hand above his left hand and, in turn, passes the organizational color to the new commander (3, Figure 10-11), who grasps the organizational color with his left hand above his right hand. The incoming commander passes the organizational color to the command sergeant major (4, Figure 10-11) who grasps it with his right hand above his left hand, faces about and returns the organizational Color to the Color bearer's sling.

(c) 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 face about and return to their post. At this point, the commander makes his remarks.

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.

(d) Upon completion of the remarks, the commander of troops brings his staff to *Attention*, faces about, and directs **BRING YOUR UNITS TO ATTENTION**. Unit commanders face about and command **Company (Battalion), ATTENTION**, and then *face about*. The commander of troops faces about and commands **Detachment, POST** (pause), **MARCH**. On the command **POST**, the following actions occur simultaneously:

- Colors *Reverse March* and *Halt*.
- Awardees and or retirees execute a *Right Face*; guidon bearers and or commanders execute an *About Face*.

(e) On the command **MARCH**, Colors and awardees (if present) step off and the band begins to play.

- Persons who were decorated march forward, execute two *Column Lefts*, halt on line (six steps to the left of the reviewing officer), and execute a *Left Face*. The commands **HALT** and **Left, FACE** are given by the last man in the file.
- Colors step off and return to their original posts.

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



Figure 10-11. Passing of organizational Color for change of command.

(2) **Activation Ceremonies.** The position of the senior commander is four steps in front of the Color bearer (with an empty sling for the organizational Color of the unit to be activated) with the unit commander to his left. The command sergeant major moves from his post with the cased organizational Color and positions himself in front of and facing the senior commander. The narrator reads the activation order.

(a) Upon completion of the reading, the command sergeant major presents the cased organizational Color to the senior commander and steps backward. The senior commander lowers the cased organizational Color to allow the command sergeant major to uncase it. The command sergeant major folds the case and places it inside the Color bearer's cartridge belt (rear center).

(b) With the organizational Color uncased, the senior commander rotates the staff to allow the organizational Color to unfurl and drape freely. The senior commander presents the organizational Color to the commander of the unit to be activated. The command sergeant major steps forward and accepts the organizational Color from the unit commander and places it in the Color bearer's sling.

(c) When the command sergeant major faces about, the reviewing party faces about and returns to the reviewing stand. The command sergeant major returns to his original post. Procedures from this point forward are the same as for change-of-command ceremonies.

(3) **Deactivation Ceremonies.** The position of the commander is four steps in front of the organizational Color. The command sergeant major moves from his post and positions himself in front of the organizational Color. He moves the organizational Color from the bearer's sling and faces about. The narrator reads the deactivation order.

(a) Upon completion of the reading, the command sergeant major presents the organizational Color to the commander and steps backward. The organizational Color is grasped by the commanders and the command sergeant major as described for change-of-command ceremonies. The commander rotates and lowers the organizational Color, allowing the command sergeant major to case the organizational Color.

(b) Upon completion of the casing, the commander presents the cased organizational Color to the senior commander and the command sergeant major steps forward and accepts the organizational Color from the senior commander. The reviewing party faces about and returns to the reviewing stand.

(c) The command sergeant major hands the cased organizational Color to a designated soldier who marches from the field and the command sergeant major returns to his post. The Color bearer of the deactivated unit marches with the Color guard for the remainder of the ceremony with an empty sling. Procedures from this point forward are the same as for change-of-command ceremonies.

10-6. REVIEW WITH RETREAT (SEQUENCE OF EVENTS)

Unless otherwise specified, the sequence of events and individual actions for a review with retreat are the same as described in paragraph 10-3. 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.

a. **Formation of Troops.** Formation of troops is executed the same as described in paragraph 10-3.

b. **Presentation and Honors.** Presentation and honors is executed the same as described in paragraph 10-3.

c. **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."

(1) When the ceremony is held on an Army post, the cannon is fired on the last note of "Retreat," and the flag is lowered while "To the Color" is played. (See Appendix F regarding appropriate procedures.)

(2) 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.

(3) 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.

(4) The review then proceeds with the inspection as in a normal review; if omitted, other parts are integrated into the review as described in paragraphs 10-4 and 10-5.

10-7. SPECIAL REVIEW

A special review is conducted by a composite or representative unit and serves the same purposes as a standard review when a larger formation is not practical. The composite unit normally consists of a band, Colors, two or more platoons, and a salute battery (when appropriate). The reduced formation is not a reason to eliminate any of the components of a review or change their sequence.

a. A special review is essentially the same as a battalion or larger unit review, except:

(1) The troops are formed on a final line.

(2) *Attention* and *Adjutant's Call* are not sounded.

(3) Neither the adjutant nor a staff participate.

(4) Unit guidons are not used in this formation. (Organizational Colors represent the unit conducting the review.)

(5) The commander of troops gives commands rather than directives.

(6) The band positions itself in front of the reviewing officer by executing a *Left Turn* at a point midway between the final line and the reviewing line, and then turns right when on line and centered on the reviewing officer.

(7) Platoons pass the reviewing stand in line formation rather than column formation.

(8) On the directive ***Pass in review*** the commander of troops commands ***Right, FACE (Right Shoulder, ARMS***, if appropriate); ***Forward, MARCH***. The band steps off playing a march on the command of ***Forward, MARCH***. Platoon leaders remain six steps to the front of and centered on their platoons. Platoon sergeants remain one step to the rear of and centered on their platoon.





























(9) Platoon leaders command ***Column Left, MARCH*** at the first turn marker and ***Left Flank, MARCH*** when centered on the reviewing line.

b. Indoor ceremonies retain the same sequence as a normal review, excluding elements that are precluded because of space. Generally, a pass in review cannot be conducted indoors.

APPENDIX G

SYMBOLS

This appendix contains an explanation of the symbols used in the figures in this manual.

	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.

APPENDIX H

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. When armed with a rifle, the guidon bearer slings the weapon behind his back with the sling diagonally across his chest and the muzzle end up and to the right.

H-1. BASIC GUIDON POSITIONS

This paragraph describes basic guidon positions and how to assume them.

a. When the unit is formed, the guidon bearer is one step in front of and two 15-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**.

b. To face with the guidon, raise the ferrule 1 inch off the marching surface 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.

c. 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* (Figure H-1, p SH-1-46).

d. 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 (Figure H-7, p SH-1-52) 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.

e. 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 15-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, the bearer's post is one step to the rear and two 15-inch steps to the left of the platoon leader.

f. 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**.

H-2. ORDER GUIDON

At *Order Guidon (Position of Attention)*, keep the ferrule on the marching surface 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 (Figure H-1).



Figure H-1. Order Guidon.

H-3. REST POSITIONS

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

- a. 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 marching surface until the arm is fully extended, and at the same time, execute *Parade Rest* as in individual drill (2, Figure H-2).
- b. *Stand At Ease* is the same as *Parade Rest*, except that the eyes and head are turned toward the commander.
- c. Execute *At Ease* and *Rest* with the guidon from the *Order Guidon* position.

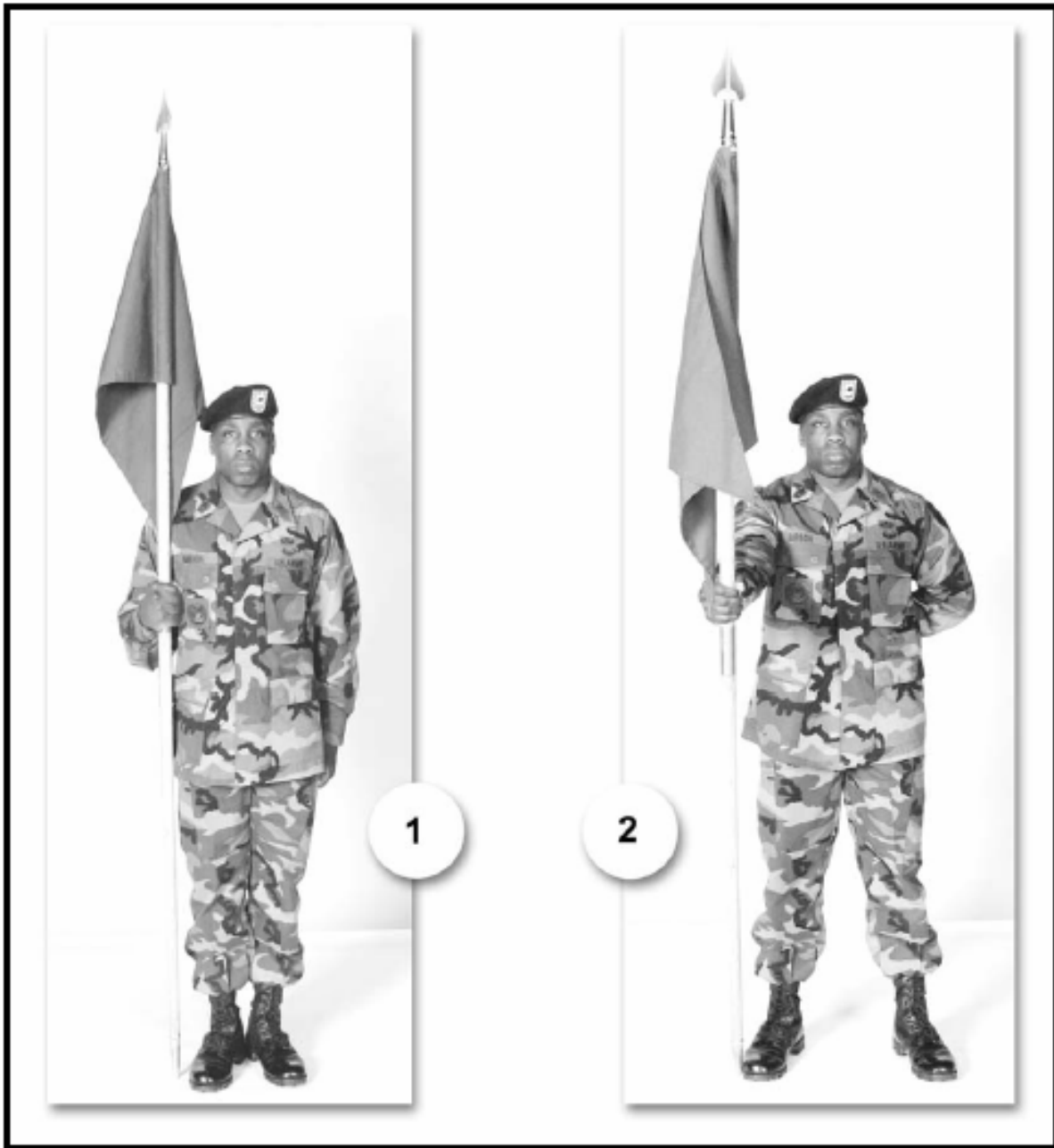


Figure H-2. Parade Rest.

H-4. CARRY GUIDON

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

a. 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 (1, Figure H-3). 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 (2, Figure H-3).

b. 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 marching surface. 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.

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

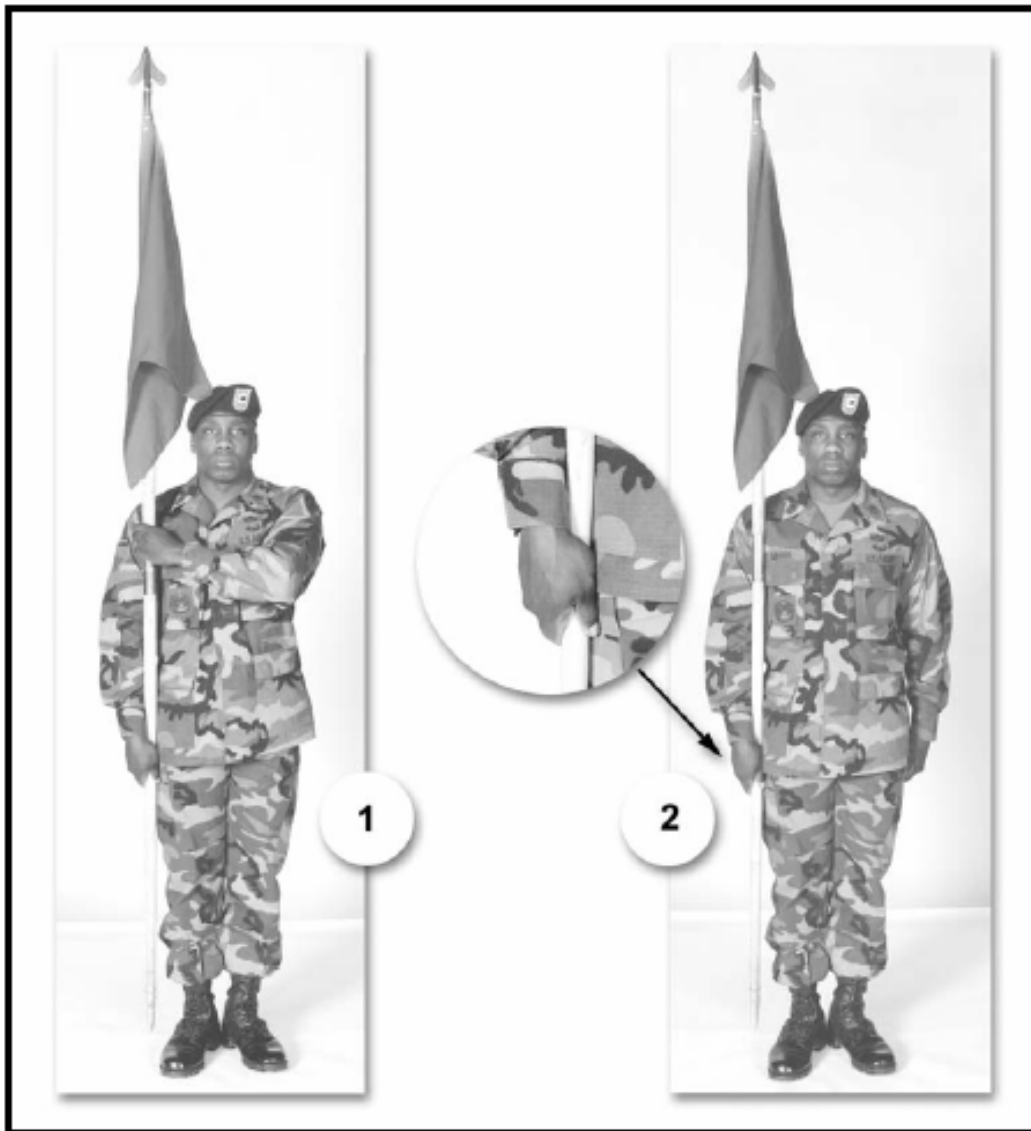


Figure H-3. Carry position.

H-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, Figure H-4). 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 (2, Figure H-4).

NOTE: When executing *Raised Guidon* from *Carry 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 paragraph H-4.



Figure H-4. Raised Guidon.

H-6. PRESENT GUIDON

To assume this position, execute the following actions.

a. 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 (Figure H-5).

b. During a review, execute *Eyes 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**.

c. On the command **Order of Order, ARMS** or **Ready of Ready, FRONT**, 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.



Figure H-5. Present Guidon.

H-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.

a. 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 (Figure H-6).

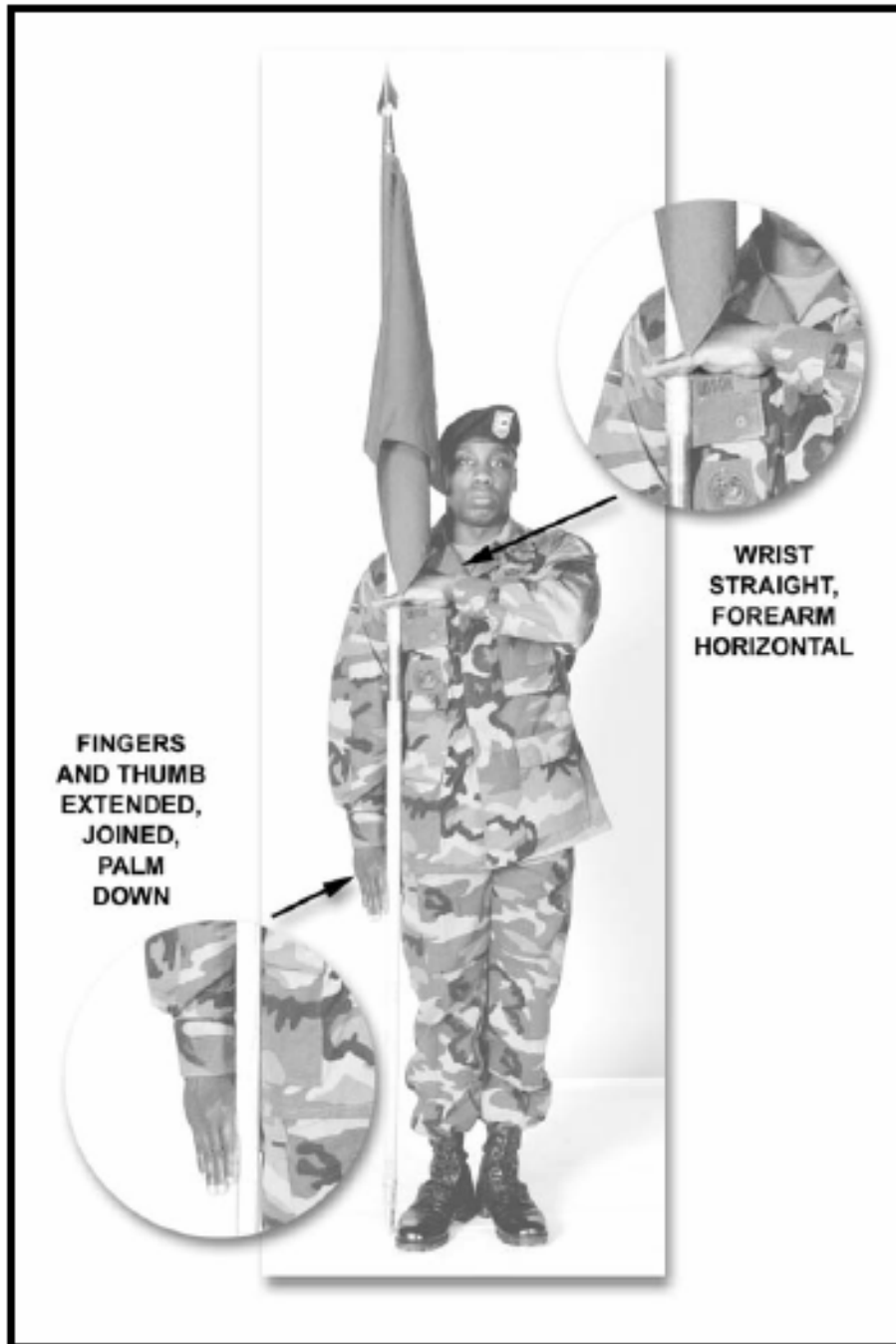


Figure H-6. Guidon Bearer's Salute.

b. After the *Salute* is acknowledged, return the left hand sharply to the side.

c. 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* (Figure H-7).



Figure H-7. Double Time.

APPENDIX I

CEREMONY CHECKLIST

This appendix contains a checklist for successfully conducting military ceremonies. It also shows the sequence of events for a change-of-command ceremony.

I-1. CHECKLIST

Figure I-1 shows a checklist for conducting military ceremonies.

<input type="checkbox"/>	DETERMINE DATE/LOCATION
<input type="checkbox"/>	PREPARE/MAIL INVITATIONS
<input type="checkbox"/>	SUBMIT EXTERNAL SUPPORT REQUIREMENTS
<input type="checkbox"/>	Sound/podium
<input type="checkbox"/>	Seating
<input type="checkbox"/>	Programs
<input type="checkbox"/>	Coordinate with battalion staff
<input type="checkbox"/>	PREPARE INTERNAL MOI
<input type="checkbox"/>	Troop formation
<input type="checkbox"/>	Uniform/equipment
<input type="checkbox"/>	Mark field
<input type="checkbox"/>	Rehearsals
<input type="checkbox"/>	Ushers/seating plan
<input type="checkbox"/>	Guides/road guards
<input type="checkbox"/>	Flowers
<input type="checkbox"/>	Reception
<input type="checkbox"/>	Inclement weather plan
<input type="checkbox"/>	Guest list
<input type="checkbox"/>	Guidon and staff

Figure I-1. Military ceremony checklist.

I-2. CHANGE OF COMMAND SEQUENCE OF EVENTS

Use the following sequence of events for a change-of-command ceremony.

- Prelude music.
- Formation of troops.
- Welcome (narrator).
- Introduction of official party (narrator).
- COT moves guidon forward.
- Official party moves to four steps from guidon.
- Official party/first sergeant takes position.
- Narrator reads assumption of command orders.
- Guidon is passed.
- COT returns guidon.
- Reviewing officer comments.
- Outgoing, then incoming, commander comments.
- Infantry/Army song.
- Narrator announces conclusion and administrative remarks.
- COT dismisses troops.