WHAT IS THIS MANUAL?

During Winter semester of 2009, I, Cadet Andrew Villagran, served as a training officer in our detachment’s Field Training Preparation program. To prepare for that role, I read the entire Drill and Ceremonies manual, AFMAN 36-2203. As I read from that manual, the more and more I disliked it. It was long (119 pages), the organization of the manual was difficult to follow, the wording was inconsistent throughout, and many of the directions were made specifically for active duty members, not ROTC cadets.

I wanted my field training preparation cadets to read the manual, but I didn’t think many would in its current state. Therefore, I sat down for a few days and created Drill and Ceremonies for Dummies. I cut out all the parts that did not pertain to ROTC, I changed all the active duty terms to words that we in ROTC are familiar with (for example, I changed every instance of first sergeant to deputy squadron commander, and every instance of flight sergeant to flight commander), I reordered the sections of the manual into an order that I felt made more sense, I standardized the image sizes and formats, and last but not least, I condensed everything that you need to know about drill and ceremonies from 119 pages to 25 pages.

At the end of the manual is a 102 question test, testing your knowledge of the contents of this manual, along with the answers. In addition, I made a series of 13 exercises that you can test your ability to effectively march a flight or a squadron in small areas.

I left each section with its original numbers. For example, 1.5.10 Dress in the next section. This is so that you can find it quickly in the real Drill and Ceremonies manual if you don’t believe what you’re reading and want to confirm that it is in fact correct. Good luck!

TERMS

You will often hear, “Dress, cover, interval, distance!” when marching. Here’s what they mean:

1.5.10. **Dress.** Alignment of elements side by side while maintaining proper interval.

1.5.22. **Interval.** The space between individuals placed side by side. A normal interval is an arms length. A close interval is 4 inches.

1.5.6. **Cover.** Individuals aligning themselves directly behind the person to their immediate front while maintaining proper distance.

1.5.8. **Distance.** The space from front to rear between units. The distance between individuals in formation is 40 inches as measured from their chests to the backs of individuals directly in front of them.
1.5.4. **Cadence.** The uniform step and rhythm in marching; that is, the number of steps marched per minute.

1.5.28. **Pace.** A step of 24 inches. This is the length of a full step in quick time.

1.5.34. **Slow Time.** The rate of marching at 60 steps per minute (used in funeral ceremonies).

1.5.26. **Mark Time.** Marching in place at a rate of 100 to 120 steps per minute.

1.5.30. **Quick Time.** The rate of marching at 100 to 120 steps (12 or 24 inches in length) per minute.

1.5.9. **Double Time.** The rate of marching at 180 steps (30 inches in length) per minute.

1.5.18. **Guide.** The airman designated to regulate the direction and rate of march. (Also called a guidon bearer).

### TYPES OF COMMANDS

2.1.1. A drill command is an oral order. Most drill commands have two parts, the preparatory command and the command of execution. In this manual, the first letter of preparatory command is capitalized and printed in boldface (Squadron), and the command of execution is printed in all caps and boldface (ATTENTION).

2.1.1.1. The preparatory command explains what the movement will be. The only exception is when calling a unit to attention or halting a unit’s march. In those cases, the preparatory command is the unit’s designation. For example, in the commands Flight, ATTENTION and Flight, HALT, the word Flight (the unit’s designation) is the preparatory command.

2.1.1.2. The command of execution follows the preparatory command. The command of execution explains when the movement will be carried out. In Forward, MARCH, the command of execution is MARCH.

2.1.1.3. In certain commands, the preparatory command and the command of execution are combined, for example: FALL IN, AT EASE, and REST. These commands are given at a uniformly high pitch and a louder volume than that of a normal command of execution.

2.1.2. Supplementary commands are given when one unit of the element must execute a movement different from the other units or must execute the same movement at a different time. Two examples are CONTINUE THE MARCH and STAND FAST.

2.1.3. Informational commands have no preparatory command or command of execution, and they are not supplementary. Two examples are PREPARE FOR INSPECTION and DISMISS THE SQUADRON.

### GENERAL RULES FOR COMMANDS

2.2.1. When giving commands, the leader is at the position of attention. Good military bearing is necessary for good leadership. While marching, the leader must be in step with the formation at all times.
2.2.2. The commander faces the troops when giving commands except when the element is part of a larger drill element or when the commander is relaying commands in a ceremony. (Usually turning the head in the direction of the flight/squadron is sufficient).

2.2.7. The preparatory command and the command of execution are given as the heel of the foot strikes the ground. Give commands for executing movements to the right when the right foot strikes the ground, and give commands for executing movements to the left when the left foot strikes the ground.

2.4.2. In commands containing two or more words, place the point of emphasis on the last word. For example, in Right Flank, give the command Flank as the right foot hits the ground.

2.2.5. Use the command AS YOU WERE to revoke a preparatory command. If you called the wrong command by accident, but did not catch it until after the command of execution has been given and the movement has begun, simply give other appropriate commands to bring the element to the desired position. If a command is improperly given, the individuals execute the movement to the best of their ability (interesting…).

2.2.6. When giving commands, flight commanders may add the letter of their flight to the command, such as A Flight, HALT or B Flight, Forward, MARCH.

**GENERAL RULES FOR MARCHING**

4.9.1. The normal formation for marching is a column of at least two, but no more than four, elements abreast. The element leaders march at the head of their elements. (For convenience, we always march in 3 elements, both at Det 855 and at field training).

3.9.1. When executed from a halt, all steps and marchings begin with the left foot, except right step and close march.

4.9.2. The flight marches in line only for minor changes of position.

**CADENCE**

2.4.1. Cadence is the measure or beat of movement. Commanders must match the rhythm of their commands with the cadence of their unit. In some instances, you should lengthen the interval enough to permit proper understanding of the movement to be executed and allow for supplementary commands when necessary. Measure the interval exactly in the beat of the drill cadence.

2.4.3. For a squadron or larger unit, the interval between the squadron or group commanders preparatory command and the command of execution should be long enough to allow the marching elements to take three steps between commands.

**COUNTING CADENCE**

Because unit members are marching at the position of attention, counting cadence helps keep them in step.
2.5.1. Cadence is given in sets of two as follows: **HUT, TOOP, THREEP, FOURP; HUT, TOOP, THREEP, FOURP.**

If marching as a flight, a member of the flight will call cadence as stated above, then will take 8 steps without calling cadence, then will call cadence again, repeated indefinitely. This is sometimes referred to as “8 on, 8 off.”

If marching as a squadron, a member of one flight will call cadence in the manner described above: **HUT, TOOP, THREEP, FOURP; HUT, TOOP, THREEP, FOURP.** At that point, a member of the second flight will call out cadence the same. They will continue alternating in this manner indefinitely. In other words, cadence is always being called.

**Command Voice**

2.3. Voice Characteristics. The way a command is given affects the way the movement is executed. A correctly delivered command is loud and distinct enough for everyone in the element to hear. It is given in a tone, cadence, and snap that demand a willing, correct, and immediate response. A voice with the right qualities of loudness, projection, distinctness, inflection, and snap (Little People Die in Space) enables a commander to obtain effective results, as shown below.

2.3.1. **Loudness.** This is the volume used in giving a command. It should be adjusted to the distance and number of individuals in the formation. Speak loudly enough for all to hear, but do not strain the vocal cords.

2.3.2. **Projection.** This is the ability of your voice to reach whatever distance is desired without undue strain. To project the command, focus your voice on the person farthest away. Counting in a full, firm voice and giving commands at a uniform cadence while prolonging the syllables are good exercises. Erect posture, proper breathing, relaxed throat, and open mouth help project the voice.

2.3.3. **Distinctness.** This depends on the correct use of the tongue, lips, and teeth to form the separate sounds of a word and to group those sounds to force words. Distinct commands are effective; indistinct commands cause confusion. Emphasize clear enunciation.

2.3.4. **Inflection.** This is the change in pitch of the voice. Pronounce the preparatory command—the command that announces the movement—with a rising inflection near or at the end of its completion, usually the last syllable. When beginning a preparatory command, the most desirable pitch of voice is near the level of the natural speaking voice. A common fault is to start the preparatory command so high that, after employing a rising inflection, the passage to a higher pitch for the command of execution is impossible without undue strain. A properly delivered command of execution has no inflection. However, it should be given at a higher pitch than the preparatory command.

2.3.5. **Snap.** This is that extra quality in a command that demands immediate response. It expresses confidence and decisiveness. It indicates complete control of yourself and the situation. To achieve this quality, you must have a knowledge of commands and the ability to voice them effectively. Give the command of execution at the precise instant the heel of the
proper foot strikes the ground while marching. Achieve snap in giving commands by standing erect, breathing without effort, and speaking clearly.

**FALL IN, AT CLOSE INTERVAL FALL IN, FALL OUT, DISMISSED**

4.3.1. A flight forms in at least two, but no more than four, elements in line formation (as shown in the following figure) (Again, ROTC has standardized 3 elements when in formation. I have removed all references to the fourth column in this section with the exception of the picture). The command is **FALL IN**.

![Diagram showing flight formation](image)

4.3.1.1. On this command, the guide takes a position facing the flight commander and to the flight commander’s left so the first element will fall in centered on and three paces from the flight commander. Once halted at the position of attention, the guide performs an automatic dress right dress. When the guide feels the presence of the first element leader on his or her fingertips, the guide executes an automatic ready front. Once positioned, the guide does not move.

4.3.1.2. The first element leader falls in directly to the left of the guide and, once halted, executes an automatic dress right dress. The second and third element leaders fall in behind the first element leader, execute an automatic dress right dress, visually establish a 40-inch distance, and align themselves directly behind the individual in front of them. The remaining airmen fall into any open position to the left of the element leaders and execute an automatic dress right dress to establish dress and cover.

4.3.1.3. To establish interval, the leading individual in each file obtains exact shoulder-to-fingertip contact with the individual to his or her immediate right (see following figure). As soon as dress, cover, interval, and distance are established, each airman executes an automatic ready front on an individual basis and remains at the position of attention.

![Image showing interval establishment](image)
4.3.1.4. The left flank of the formation will be squared off with extra airmen filling in from the third to the first element. For example, if there is one extra airman, he or she will be positioned in the third element; if there are two extra airmen, one will be positioned in the second element and one will be positioned in the third element; and so forth. The deputy flight commander will occupy the last position in the third element.

4.3.2. Once it is formed, the flight will be squared off prior to sizing. To size the flight, the flight commander faces the flight to the right (from line to column formation) and has taller personnel (except the guide, element leaders, and deputy flight commander) move to the front of the flight according to height. The flight commander then faces the flight to the right (from column to inverted line formation) and again has taller personnel (except the deputy flight commander) move to the front of the flight according to height. The flight commander faces the flight back to the left (column formation) and continues this procedure until all members are properly sized.

4.3.3. Each member of the flight has a number except the guide. Numbering of individual members of a flight is from right to left (when in line formation) and from front to rear (when in column formation). The element leader is always number one (see following figure).

4.3.4. To form at close interval, the command is At Close Interval, FALL IN. On the command FALL IN, the movement is executed as prescribed in paragraph 4.3.3 above except close interval is observed (see following figure). The only commands that may be given while the flight is in this formation are At Close Interval, Dress Right, DRESS; Ready, FRONT; AT EASE; ATTENTION; FALL OUT; and DISMISSED (This is a mistake in the Drill and Ceremonies Manual. You can call almost all of the commands at close interval than can be called from normal interval). Reference section 4.4.2.1 (the section on Cover) – it says that Cover can be called from close interval. Also in section 4.11.2 and 4.11.3 (the sections on column left/right, it says that those commands can be called from close interval also).
3.3.1.4. **Fall Out.** The command is FALL OUT. On the command FALL OUT, individuals may relax in a standing position or break ranks. They must remain in the immediate area, and no specific method of dispersal is required (i.e. you don’t have to take a step back and about face or anything). Moderate speech is permitted.

4.3.5. On the command DISMISSED, airmen break ranks and leave the area.

### Left/Right Face, Half Left/Right Face, About Face

**3.4. Facings Movements.** Execute facing movements from a halt, at the position of attention, and in the cadence of quick time. Perform facing movements in two counts.

3.4.1. **Right (Left) Face.** The commands are Right (Left), FACE. On the command FACE, raise the right (left) toe and left (right) heel slightly and pivot 90 degrees to the right (left) on the ball of the left (right) foot and the heel of the right (left) foot, assisted by slight pressure on the ball of the left (right) foot. Keep legs straight, but not stiff. The upper portion of the body remains at attention. This completes count one of the movement. Next, bring the left (right) foot smartly forward, ensuring heels are together and on line. Feet should now be forming a 45-degree angle, which means the position of attention has been resumed. This completes count two of the movement.

3.4.3. **Half Right (Left) Face.** When instructions are given for 45-degree movements, the command Half Right (Left), FACE may be used. The procedures described in paragraph 3.4.1 are used except each person executes the movement by facing 45 degrees to the right or left.

3.4.2. **About Face.** The command is About, FACE. On the command FACE, lift the right foot from the hip just enough to clear the ground. Without bending the knees, place the ball of the right foot approximately half a shoe length behind and slightly to the left of the heel. Distribute the weight of the body on the ball of the right foot and the heel of the left foot. Keep both legs straight, but not stiff. The position of the foot has not changed. This completes count one of the movement. Keeping the upper portion of the body at the position of attention, pivot 180 degrees to the right on the ball of the right foot and heel of the left foot, with a twisting motion from the hips. Suspend arm swing during the movement, and remain as though at attention. On completion of the pivot, heels should be together and on line and feet should form a 45-degree angle. The entire body is now at the position of attention. This completes count two of the movement.

### Present Arms, Order Arms, Hand Salute

**3.5. Hand Salute.** This is used for training purposes only. The command is Hand, SALUTE, and it is performed in two counts. On the command SALUTE, the individual raises the right hand smartly in the most direct manner while at the same time extending and joining the fingers. Keep the palm flat and facing the body. Place the thumb along the forefingers, keeping the palm flat and forming a straight line between the fingertips and elbows. Tilt the palm slightly toward the face. Hold the upper arm horizontal, slightly forward of the body and parallel to the ground. Ensure the tip of the middle finger touches the right front corner of the headdress. If wearing a nonbilled hat, ensure the middle finger touches the outside corner of the right eyebrow or the front corner of glasses. The rest of the body will remain at the position of attention. This is count one of the movement. To complete count two of the movement, bring the arm smoothly and
smartly downward, retracing the path used to raise the arm. Cup the hand as it passes the waist, and return to the position of attention.

3.7. Present Arms and Order Arms. The commands are Present, ARMS and Order ARMS. On the command Present, ARMS, the airman executes the first count of hand salute. Count two of hand salute is performed when given the command Order, ARMS.

**Front And Center, Return To Ranks**

4.7.1. In line formation, when calling individuals out of ranks, the command is (Rank and Last Name), (pause) FRONT AND CENTER. Upon hearing his or her name, the individual assumes the position of attention. On the command FRONT AND CENTER, the individual takes one step backward (with coordinated arm swing), faces to the left or right, proceeds to the closest flank, and then proceeds to the front of the formation by the most direct route. Next, he or she halts one pace in front of and facing the person in command, salutes, and reports as directed.

4.7.2. To direct the individuals return, the command is RETURN TO RANKS. The individual salutes, faces about, and returns by the same route to the same position in the ranks.

**Forward March, Flight Halt**

3.10.1. To march forward in quick time from a halt, the command is Forward, MARCH. On the command MARCH, the airman smartly steps off straight ahead with the left foot, taking a 24-inch step (measured from heel to heel), and places the heel on the ground first. When stepping off and while marching, the airman will use coordinated arm swing; that is, right arm forward with the left leg and left arm forward with the right leg. The hands will be cupped with the thumbs pointed down, and the arms will hang straight, but not stiff, and will swing naturally. The swing of the arms will measure 6 inches to the front (measured from the rear of the hand to the front of the thigh) and 3 inches to the rear (measured from the front of the hand to the back of the thigh). If applicable, proper dress, cover, interval, and distance will be maintained; and cadence will be adhered to. Count cadence as follows: counts one and three are given as the heel of the left foot strikes the ground, and counts two and four are given as the heel of the right foot strikes the ground.

3.10.2. To halt from quick time, the command is Flight, HALT, given as either foot strikes the ground. On the command HALT, the airman will take one more 24-inch step. Next, the trailing foot will be brought smartly alongside the front foot. The heels will be together, on line, and form a 45-degree angle. Coordinated arm swing will cease as the weight of the body shifts to the leading foot when halting.

**Mark Time March, Quick Time March, Double Time March**

3.12.1. The command is Mark Time, MARCH. When marching, the command MARCH is given as either foot strikes the ground. The airman takes one more 24-inch step. He or she then brings the trailing foot to a position so both heels are on line. The cadence is continued by alternately raising and lowering each foot. The balls of the feet are raised 4 inches above the ground. Normal arm swing is maintained.
3.12.2. At a halt, on the command **MARCH**, the airman raises and lowers first the left foot and then the right. Mark time is executed in quick time only. The halt executed from mark time is similar to the halt from quick time.

3.12.3. To resume marching, the command **Forward, MARCH** is given as the heel of the left foot strikes the ground. The airman takes one more step in place and then steps off in a full 24-inch step with the left foot.

3.11.1. To march in double time from a halt or when marching in quick time, the command is **Double Time, MARCH**.

3.11.2. When halted and on the command **MARCH**, the airman begins with the left foot, raises the forearms to a horizontal position along the waistline, cups the hands with the knuckles out, and begins an easy run of 180 steps per minute with 30-inch steps, measured from heel to heel. Coordinated motion of the arms are maintained throughout (see following figure).

3.11.3. When marching in quick time and on the command **MARCH** (given as either foot strikes the ground), the airman takes one more step in quick time and then steps off in double time.

3.11.4. To resume quick time from double time, the command is **Quick Time, MARCH**, with four steps between commands. On the command **MARCH** (given as either foot strikes the ground), the airman advances two more steps in double time, resumes quick time, lowers the arms to the sides, and resumes coordinated armswing.

3.11.5. To halt from double time, the command **Flight, HALT** is given as either foot strikes the ground, with four steps between commands. The airman will take two more steps in double time and halt in two counts at quick time, lowering the arms to the sides.

3.11.6. The only commands that can be given while in double time are **Incline To The Right (Left); Quick Time, MARCH; and Flight, HALT**.

**AT EASE MARCH, ROUTE STEP MARCH**

3.19. **Marching Other Than at Attention.** The commands below may be given as the heel of either foot strikes the ground as long as both the preparatory command and command of
execution are given on the same foot and only from quick time. The only command that can be given when marching at other than attention is **Incline to the Right (Left)**. Otherwise, the flight must be called to attention before other commands may be given.

3.19.1. **Route Step March.** The command is **Route Step, MARCH**. On the command **MARCH**, the airman takes one more 24-inch step and assumes route step. Neither silence nor cadence is required, and movement is permitted as long as dress, cover, interval, and distance are maintained.

3.19.2. **At Ease March.** The command is **At Ease, MARCH**. On the command **MARCH**, the airman takes one more 24-inch step and assumes at ease. Cadence is not given, and movement is permitted as long as silence, dress, cover, interval, and distance are maintained.

**COLUMN RIGHT/LEFT MARCH**

If you don’t know how to do these two commands, just ask someone. The explanation in the D&C manual is way too verbose to post here.

**COLUMN HALF RIGHT/LEFT MARCH**

4.12.1. To change the direction of a column by 45 degrees, the command is **Column Half Right (Left), MARCH**. On the command **MARCH**, the leading airman of the right (left) flank advances one full 24-inch step, pivots 45 degrees to the right (left) on the ball of the left (right) foot, and advances another full 24-inch step, maintaining coordinated armswing. The airman then takes up the half step and continues in a half step until each member in his or her rank is abreast of each other. Then all members of that rank resume a full 24-inch step. In the meantime, the remaining individuals of the leading rank pivot 45 degrees to the right (left), with coordinated armswing and without changing the interval, and continue marching in full 24-inch steps until they are abreast of the base file. At this point, they conform to the step of the individual in the right (left) flank and establish the proper interval. The remaining airmen in each file march to the approximate pivot point established by the element leader and perform the movement in the same manner. They then dress to their right and cover directly behind the person in front of them.

4.12.2. The flight commander and guide pivot 45 degrees in the direction of the movement. Then they pivot 45 degrees back to their original positions in front of the column.

4.12.3. When column half right (left) is executed from a halt, the procedures are the same as described in paragraphs 4.12.1 and 4.12.2 above except, on the command of execution, the element leaders begin the movement by executing a face in marching to the indicated direction.

4.12.4. To execute a slight change of direction, the command **INCLINE TO THE RIGHT (LEFT)** is given. The guide or guiding element moves in the indicated direction, and the rest of the element follows. There is no pivot in this movement.

**RIGHT/LEFT FLANK MARCH**

3.17. **Flanking Movement.** The command is **Right (Left) Flank, MARCH**, given as the heel of the right (left) foot strikes the ground. On the command **MARCH**, the airman takes one more 24-inch step (this implies that you must already be marching), pivots 90 degrees to the right (left)
on the ball of the left (right) foot, keeping the upper portion of the body at the position of attention. Then step off with the right (left) foot in the new direction of march with a full 24-inch step and coordinated arm swing. Arm swing is suspended to the sides as the weight of the body comes forward on the pivot foot. The pivot and step off are executed in one count. This movement is used for a quick movement to the right or left for short distances only. Throughout the movement, maintain proper dress, cover, interval, and distance.

3.18. Face in Marching. The command is Right (Left) Flank, MARCH. On the command MARCH, the airman executes a 90-degree pivot on the ball of the right (left) foot and, at the same time, steps off with the left (right) foot in the new direction with coordinated arm swing. The pivot and step are executed in one count, and proper dress, cover, interval, and distance are maintained. (This is how you call a left or right flank from the position of attention – you pivot like you’re doing a Right or Left Face and step off at the same time).

**Right/Left Step March**

3.14.1. The command is Right (Left) Step, MARCH, given only from a halt and for moving short distances. On the command MARCH, the airman raises the right (left) leg from the hip just high enough to clear the ground. The leg will be kept straight, but not stiff, throughout the movement. The individual places the right (left) foot 12 inches, as measured from the inside of the heels, to the right (left) of the left (right) foot. Transfer the weight of the body to the right (left) foot, then bring the left (right) foot (without scraping the ground) smartly to a position alongside the right (left) foot as in the position of attention. This movement is continued in quick time; the upper portion of the body remains at attention and arms remain at the sides throughout.

3.14.2. Cadence may be counted during this movement. Counts one and three are given as the right (left) foot strikes the ground. Counts two and four are given as the heels come together.

3.14.3. To halt from the right (left) step, the preparatory command and command of execution are given as the heels come together. The halt from the right (left) step is executed in two counts. On the command HALT, one more step is taken with the right (left) foot and the left (right) foot is placed smartly alongside the right (left) foot as in the position of attention.

**Half Step March, Change Step March, To The Rear March**

3.13.1. The command Half Step, MARCH is given as either foot strikes the ground. On the command MARCH, the airman takes one more 24-inch step followed by a 12-inch step (measured from heel to heel) in quick time, setting the heel down first without scraping the ground. The airman maintains coordinated arm swing and continues the half step until marched forward or halted.

3.13.2. To resume a full 24-inch step, the command Forward, MARCH is given as the heel of the left foot strikes the ground. On the command MARCH, the airman takes one more 12-inch step with the right foot and then steps out with a full 24-inch step with the left foot.

3.13.3. The halt executed from half step is similar to the halt executed from a 24-inch step. The half step is not executed from the halt nor are changes of direction made from the half step. It is executed only in quick time, and normal arm swing is maintained.

3.15. Change Step. The command is Change Step, MARCH. On the command MARCH, given as the right foot strikes the ground, the airman takes one more 24-inch step with the left foot. Then in one count, place the ball of the right foot alongside the heel of the left foot, suspend
arm swing, and shift the weight of the body to the right foot. Step off with the left foot in a 24-inch step, resuming coordinated arm swing. The upper portion of the body remains at the position of attention throughout.

3.16. To the Rear March. The command is To the Rear, MARCH, given as the heel of the right foot strikes the ground. On the command MARCH, the airman takes a 12-inch step with the left foot, placing it in front of and in line with the right foot and distributes the weight of the body on the balls of both feet. Then pivot on the balls of both feet, turning 180 degrees to the right, and take a 12-inch step with the left foot in the new direction, with coordinated arm swing, before taking a full 24-inch step with the right foot. While pivoting, do not force the body up or lean forward. The pivot takes a full count, and the arm swing is suspended to the sides as the weight of the body comes forward while executing the pivot, as if at the position of attention.

DRESS RIGHT/LEFT DRESS, READY FRONT

4.4.1. Dress Right (Left) Dress (Line/Inverted Line Formation, at either Normal or Close Interval):

4.4.1.1. Normal Interval. The commands are Dress Right, DRESS and Ready, FRONT. On the command DRESS, everyone except the last airman in each element raises and extends the left arm laterally from the shoulder with snap so the arm is parallel with the ground. As the arm is raised, uncup the hand at approximately waist level, keeping the palm down. Extend and join the fingers and place the thumb along the forefinger. At the same time as the left arm is raised, each individual (except the guide and second and third element leaders) turns head and eyes 45 degrees to the right with snap. The leading individual of each file establishes normal interval (by taking small choppy steps and aligning with the base file) and establishes exact shoulder-to-fingertip contact with the individual to the immediate right. The second and third element leaders align themselves directly behind the person in front of them (using small choppy steps) and visually establish a 40-inch distance. As the remaining members align themselves behind the individual in front of or to the right of them, their shoulders may or may not touch the fingertips of the individual to their right. If the arm is too long, place the extended hand behind the shoulder of the individual to the left. If the arm is too short, leave it extended toward the individual to the left and parallel to the ground. Once dress, cover, interval, and distance have been established, the command Ready, FRONT will be given. On this command, airmen whose arms are up will lower their arms with snap to their sides (without slapping their
sides) and recup their hands when their arm is at approximately waist level. As the arm is lowered, airmen whose heads are turned will return their heads to the front with snap. The body is now back to the position of attention.

**AT CLOSE INTERVAL DRESS RIGHT/LEFT DRESS**

4.4.1.2. Close Interval. The command is **At Close Interval, Dress Right, DRESS.** On this command, all airmen except the last one in each element will raise their left hand so the heel of the hand rests on the left hip, fingers are extended and joined, thumb is along the forefinger, fingertips point toward the ground, and the elbow in line with the body (See figure on page 6 of this document). At the same time the left hand is raised, all airmen except the guide and second and third element leaders will turn their head and eyes 45 degrees to the right. First element airmen establish the interval by ensuring their upper right arm touches the extended elbow of the individual to their right. The same procedures used to establish dress, cover, interval, and distance for normal interval will be used for close interval. **At Close Interval, Dress Right (Left), DRESS** is not given to a flight at normal interval, and **Dress Right (Left), DRESS** is not given to a flight at close interval.

4.4.1.3. Dress Left Dress. When giving the command **Dress Left, DRESS** or **At Close Interval, Dress Left, DRESS,** use the procedures for dress right dress except the flight must be in inverted line formation, the right arm/hand raised, and the head turned left.

**COVER**

4.4.2.1. Column Formation. To align the flight in column, the command is **COVER.** On this command, everyone except the guide adjusts by taking small choppy steps if needed and establishes dress, cover, interval, and distance. The leading individual of each file (excluding the base file) obtains the proper interval, normal or close. The base file (meaning the elements leaders) establishes and maintains a 40-inch distance (remember, distance is the space from the back of one cadet to the chest of the cadet behind him/her). All others align themselves beside the individual to their right and behind the individual in front of them.

4.4.2.2. Inverted Column Formation. The same command and procedures used to reestablish dress, cover, interval, and distance while in column formation are used in inverted column. The exception to this is that the leading individual of the base element does not move and everyone else establishes dress, cover, interval, and distance based on this individual. (That’s right, you can call cover from inverted line formation).

(Note that the D&C manual says nothing about the command “At close interval, COVER.” All it says is **COVER** for both normal and close intervals).

**EYES RIGHT/LEFT, READY FRONT**

3.8. Eyes Right (Left) and Ready Front. The commands are **Eyes, RIGHT (LEFT) and Ready, FRONT.** These commands may be given at a halt or while marching. The preparatory command and command of execution are given on the right (left) foot while marching. On the command **RIGHT (LEFT),** all persons, except those on the right (left) flank, turn their heads and eyes smartly 45 degrees to the right (left) (see following figure). To return their heads and eyes to the front, the command **Ready, FRONT** is given as the left (right) foot strikes the ground. On the command **FRONT,** heads and eyes are turned smartly to the front.
OPEN/CLOSE RANKS MARCH, COUNT OFF

For Open/Close Ranks March and open ranks inspections, see the PowerPoint presentation made by Cadets Scott and Gombio, or pages 91-92 of the FTM, or pages 37-39 of the drill and ceremonies manual.

4.8. Count Off. For drill purposes, count off is executed only from right to left in line and from front to rear in column or mass (we never go over Mass formation in this abridged manual. It’s a squadron formation thing, it’s confusing, and you will never use it). Flight commanders and guides do not count off in line, column, or mass.

4.8.1. In Line. The command is Count, OFF. On the command OFF, all airmen, except the guide and element leaders, turn their head and eyes 45 degrees to the right, and the element leaders call out ONE in a normal tone of voice. After the element leaders call out ONE, airmen in the next file turn their heads and eyes in unison to the front and call out TWO. This procedure continues in quick time until all files, full or partial, are numbered. All movements are made in a precise manner with snap. (Although you can call Count, OFF from line formation, I know of no practical time to do so).

4.8.2. In Column. The command is Count, OFF. On the command OFF, the element leaders turn their heads 45 degrees to the right and in unison call out ONE over their right shoulder in a normal tone of voice. Once the number is sounded, the element leaders turn their heads back to the front. Once the heads of the individuals of the previous rank are turned back to the front, individuals in the next rank turn their heads 45 degrees to the right and call out the subsequent number. This procedure continues in quick time until all ranks (full or partial) have been numbered. Except when calling out their number, individuals remain at the position of attention.

CLOSE MARCH, EXTEND MARCH (HALTED OR MARCHING)

(All references to having 4 elements have been removed)

4.10. Close or Extend March. To obtain close interval between files when in column at normal interval at a halt or while marching at quick time, the command is Close, MARCH. To obtain normal interval from close interval, the command is Extend, MARCH.
4.10.1. **Close March (Halted).** On the command **MARCH**, the third element stands fast. The remaining elements take the required number of right steps, all at the same time, and halt together. The second element takes two steps and the first element takes four steps.

4.10.2. **Close March (Marching).** On the command **MARCH**, which is given on the right foot, the third element takes up the half step (beginning with the left foot) following the command of execution. The second element obtains close interval by pivoting 45 degrees to the right on the ball of the left foot, taking one 24-inch step (with coordinated armswing) toward the third element, and then pivoting 45 degrees back to the left on the ball of the right foot. The first element takes three steps between pivots. The original direction of march is resumed; the half step is taken up once close interval is obtained; and dress, cover, interval, and distance are reestablished. On the command **Forward, MARCH**, all elements resume a 24-inch step.

4.10.3. **Extend March (Halted).** Reverse the procedures used to obtain close interval to obtain normal interval.

4.10.4. **Extend March (Marching).** The same procedures and steps used to obtain close interval are used except the command is given on the left foot and the pivots are made on the right foot.

**COUNTER MARCH**

(All references to having 4 elements have been removed)

4.16. **Counter March.** This is not a precise movement, but it is used to permit flexibility in the movement of units where space is limited. The command is **Counter, MARCH**.

4.16.1. **Marching.** On the command **MARCH** (given on the left foot), execute the following:

4.16.1.2. The first element leader takes two 24-inch steps forward and executes a 90-degree pivot to the right with suspended armswing. He or she continues to march and executes another 90-degree pivot to the right (with suspended armswing) after passing the second and third elements. Each succeeding member marches to the pivot points established by the person in front of him or her and performs the same procedures as the first element leader. (all references in this paragraph were changed from the “second” element to the “first” element).

4.16.1.3. The second element leader takes one 24-inch step forward and then executes two 90-degree pivots to the left (with suspended armswing during the pivots). Each succeeding member marches to the approximate pivot points established by the person in front of him or her and performs the same procedures as the second element leader. (all references in this paragraph were changed from the “third” element to the “second” element).

4.16.1.4. The third element leader takes three 24-inch steps forward and executes a 90-degree pivot to the left with suspended armswing. The element leader then marches across the front of the flight and executes another 90-degree pivot to the left after passing the first and second elements, suspending armswing during the pivot. Each succeeding member marches to the approximate pivot points established by the person in front of him or her and performs the same procedures as the third element leader. (all references in this paragraph were changed from the “fourth” element to the “third” element).
4.16.1.5. The guide performs this movement in approximately the same manner as the third element leader, staying in front of the fourth element leader in the most practical manner. (all references in this paragraph were changed from the “fourth” element to the “third” element).

4.16.2. **Halted.** This movement is performed in the same manner as if marching, but with the following exceptions: prior to executing the movement, the first element leader takes three paces forward, the second element leader takes two paces forward, and the third element leader takes four paces forward.

**COLUMN OF FILES FROM THE LEFT/RIGHT, STAND FAST**

4.13. **Forming a Single File or Multiple Files.** These are not precise movements, but they are practiced in drill so, when necessary, the movements can be executed smoothly and without delay. These movements are executed only from the halt.

4.13.1. **Column of Files.** To form a single file when in a column of two or more elements, the command is **Column of Files From the Right (Left), Forward, MARCH.** On the preparatory command, the guide takes a position in front of the file that will move first. The element leader of the right (left) element turns his or her head 45 degrees to the right (left) and commands **Forward.** At the same time, the remaining element leaders turn their heads 45 degrees to the right (left) and command **STAND FAST.** Their heads are kept to the right (left) until they step off. On the command **MARCH,** the extreme right (left) element steps off. The element leader of each remaining element commands **Forward, MARCH** as the last airman in each element passes, ensuring the leaders element is in step with the preceding element. All elements then incline to the right (left), following the leading elements in successive order (see following figure).

4.13.2. **Column of Files, Column Right (Left).** In conjunction with forming single files, column movements may be executed at the same time. The command is **Column of Files From the Right (Left), Column Right (Left), MARCH.** On the preparatory command, the guide executing a face in marching takes a position in front of the file that will move first. The element leader of the right (left) element commands **Column Right (Left).** The remaining element leaders command **STAND FAST.** On the command **MARCH,** the element leader and guide execute a face in marching to the right (left), and the element leader continues marching in the new direction with 24-inch steps. The guide marches to a position ahead of the element leader, then pivots 45 degrees to a position 40 inches in front of the element leader. The remaining individuals in the base file march forward on the command of execution, pivot in approximately the same location as their element leader, and maintain a 40-inch distance. The element leaders of the remaining elements command **Column Right (Left), MARCH,** at which time all airmen perform the movement in the same manner as the base element. The element leaders follow the leading elements in successive order. The commands **Column of Files From the Left, Column Right, MARCH** and **Column of Files From the Right, Column Left, MARCH** are not given.
Although the D&C only mentions Column of Twos (Fours) From a Single File, calling Column of Threes is the only command that will ever be applicable in ROTC since we always march with three elements.

4.13.3. Column of Twos (Fours) From a Single File (Multiple Elements). To form a column of two or more files when in a single file of more than one element, the command is Column of Twos (Fours) to the Left (Right), MARCH. On the preparatory command, the leading element leader turns his or her head 45 degrees to the right (left) and commands STAND FAST. At the same time, the remaining element leaders turn their heads 45 degrees to the right (left) and command Column Half Left (Right). On the command MARCH, the leading element stands fast, and the element leader returns his or her head back to the front. The remaining element leaders turn their heads back to the front and step off, executing a column left (right) simultaneously, and incline and form to the left (right) of the leading element. The remaining members of each element march to the approximate pivot point established by the element leaders and perform the movement in the same manner as the element leaders. Each element is halted by its element leader turning his or her head 45 degrees to the left (right) and commanding the element to halt so his or her element is abreast of, and even with, the leading element (see following figure).

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**Squadron Marching**

2.2.3. When a command requires a unit to execute a movement different from other units (or the same movement at a different time), the subordinate commander gives a supplementary command over the right shoulder. Supplementary commands are given between the element commander’s preparatory command and command of execution. When the squadron commander’s preparatory command is Squadron, the flight commander’s preparatory command is Flight.

2.2.4. When flights of a squadron are to execute a movement in order, such as a column movement, the flight commander of A Flight repeats the squadron commander’s preparatory command. The commanders of the other flights give a supplementary command, such as CONTINUE THE MARCH. When the squadron commander gives the command of execution, A Flight executes the movement; and, at the command of the appropriate flight commander, each of the following flights executes the movement at approximately the same location and in the same manner as A Flight.
FORMING A SQUADRON IN LINE FORMATION, 1-4 PACES FORWARD MARCH, 1-4 STEPS BACKWARD MARCH, REPORT

(All references to first sergeants have been replaced with deputy squadron commander, and all references to flight sergeants have been replaced with flight commander)

5.3. Forming the Squadron in Line:
5.3.1. The squadron is formed in line with flights in line by the deputy squadron commander, who takes an initial post nine paces in front of the point where the center of the squadron is to be, faces that point, and commands FALL IN. On the command FALL IN, the squadron forms in two or more flights with normal interval between individuals (unless close interval is directed) and a three-pace interval between flights. The following figure indicates key positions:

![Diagram showing key positions](image)

5.3.2. While positioning units in an area, the command is _____ Paces Forward, MARCH or _____ Steps Backward, MARCH. (In backward march, the airman takes 12-inch steps backward (starting with the left foot) and maintains normal armswing.) These commands are used for short distances only of four paces (steps) or less. (Notice that one command uses the word “Paces” and the other uses “Steps.” Weird…)

5.3.3. Each deputy flight commander takes a post three paces in front of and centered on the flight. The flights then form as prescribed under the supervision of the deputy flight commanders. (You’ll probably just have the flight commander fall in the flight at camp, but technically, this is how it’s supposed to be done)

5.3.4. The deputy flight commanders then command REPORT. Remaining in position, the element leaders in succession from front to rear of each flight salute and report _____ Element, all present or _____ Element, (number) person(s) absent. The deputy flight commanders then face about. (You probably won’t be assigned an element at camp, so the flight commander just needs to know somehow if his/her whole flight is accountable. In my flight, we assigned everyone a number, then whenever our cadet flight commander called Count, OFF (our
modified command) cadet 1 would shout “1!”, cadet 2 would shout “2!”, etc. If all numbers were said, then we knew everyone was present)

5.3.5. The deputy squadron commander then calls REPORT, and the deputy flight commanders, beginning with the right flight, successively salute and report ____ Flight, all present or accounted for or ____ Flight, (number) persons absent. After all flights have reported, the deputy squadron commander commands POST. The deputy flight commanders face about and move by the most direct route to their positions in the ranks. The squadron commander takes a position 12 paces in front of, centered on, and facing the squadron to receive the report of the deputy squadron commander. The guidon bearer of the squadron assumes a position with the commander. The deputy squadron commander faces the squadron commander, salutes, and reports Sir (Ma’am), all present or accounted for or (number) persons absent. Without a command, the deputy squadron commander faces about and moves by the most direct route to the appropriate position within his/her flight.

(If the deputy flight commander falls in the flight, the D&C does not say where the flight commander is supposed to be standing. He/she could probably just stand next to the deputy flight commander, and then at the command of POST, move in a direct route to his position to the front of and centered on the flight).

5.3.6. Flight commanders immediately take their posts after the deputy squadron commander has reported, as shown in the following figure: (This must be a mistake – flight commanders can’t take their position until the deputy has actually moved out of his/her spot at the front of the flight)

(To begin marching, the squadron commander calls, Right, FACE, followed by Flight Commanders, POST. Forward, MARCH).

5.3.7. In forming the squadron, any individual required to make a report salutes while reporting and holds the salute until it is returned. The individual receiving the report does not return the salute until the report is completed.
NOTE: The instructions given above are in the drill and ceremonies manual, however, the way we did it at field training last year and the way we taught it to you during FTP was as follows: Squadron commander calls, “Squadron, FALL IN,” followed by the two flight commanders calling, “Flight, FALL IN.” Flight commanders about face and report accountability to the squadron commander and salute. Squadron commander calls a right face followed by, “Flight commanders, POST; Deputy Squadron Commander, POST” at which point the FLT/CC’s and the SQ/CD move to their designated positions.

However, if you do it the way the D&C manual says to do it, you’ll probably be the only one who knows how to do it and that’ll give you the opportunity to teach it to your squadron, and you’ll probably impress your leaders and peers. However, use judgment, don’t be a prick.

**MARCHING A SQUADRON**

5.6. **The Squadron in Column.** The squadron moves from one place to another in column of flights as shown in the following figure. The guidon bearer is one pace to the rear and two paces to the left of the squadron commander. To view and control the squadron, the squadron commander may take a position on the flank (this is how you will normally march at field training, with the squadron commander on the flank, i.e. in the top and center part of the picture below, not at the front of the column). When this occurs, the guidon bearer is at the head of the column, not to the rear and two paces of the left of the squadron commander.

5.2.1. In squadron drill the individuals in the unit are to execute a movement together, the flight commanders repeat the preparatory commands of the squadron commander for facings, steps, and marchings except when the preparatory command of the squadron commander is Squadron. In this case, the flight commanders give the preparatory command Flight. When flights of the squadron are to execute a movement in successive order, such as a column movement while marching, the commander of Flight A repeats the squadron commander’s preparatory command, and the commanders of the other flights give a supplementary command, such as CONTINUE THE MARCH. The flight commanders of the other flights repeat the squadron commander’s
preparatory command and command of execution so their flights execute the movement in approximately the same location as the first flight.

5.2.2. If the squadron in column is at the halt when the squadron commander commands Column Right, the leading flight commander will supplement the command with COLUMN RIGHT. At the same time, the remaining flight commanders command Forward. When the squadron commander commands MARCH, the leading flight executes column right, and the remaining flights march forward and execute the column movement on the command of their appropriate flight commanders. Each flight executes the movement at approximately the same location and in the manner as the first flight.

5.2.4. When the squadron is in column and it is desired to obtain the correct distance between flights, the command is CLOSE ON LEADING FLIGHT. On this command, the leading flight commander commands the flight to take up the half step. As soon as the correct distance has been obtained, each succeeding flight takes up the half step at its commanders command. When all flights have obtained the correct distance, the squadron commander gives Forward, MARCH, and all flights step off with a 30-inch step.

5.2.5. When commands are given in which one flight is to stand fast or continue to march while other flights do not, the appropriate flight commander commands STAND FAST or CONTINUE THE MARCH.

5.2.6. In giving commands, flight commanders may include the letter of their flights; for example, A Flight, HALT or B Flight, Forward, MARCH. Flight commanders do not repeat the squadron commanders combined commands.

**COLUMN OF FLIGHTS**

5.9.1. From a halt, the command is Column of Flights, Right Flight, Forward, MARCH. On the preparatory command, the right flight commander commands Forward, and the other flight commanders command STAND FAST. On the command MARCH, the right flight marches forward. Each of the remaining flights follows in column in its normal formation, executing column half right and column half left upon the commands of its commander.

5.9.2. While marching, the squadron commander gives the same commands as in the previous movement except double time is given instead of forward, and commanders of flights other than the right flight command CONTINUE THE MARCH. On the command MARCH, the right flight marches out in double time. At the appropriate time, other flight commanders give Double Time, MARCH and INCLINE TO THE RIGHT (LEFT) to bring their flights into the column and align them behind the preceding flight. (I have no idea why two flights, side by side in column formation, would ever be marching forward).

Although it’s never said, go ahead and call Column Right or Left March instead of just Forward March, just like in Column of Files.

**DISMISSING THE SQUADRON**

5.11. Dismissing the Squadron. The squadron is in line at attention. The squadron commander directs the deputy squadron commander to dismiss the squadron. The command is Deputy Squadron Commander, (pause) DISMISS THE SQUADRON. On this command, the deputy
squadron commander takes the most direct route to a position three paces from the squadron commander, who is nine paces in front of and centered on the squadron. The deputy squadron commander halts and salutes. The squadron commander returns the salute and commands **DISMISS THE SQUADRON.** The deputy squadron commander salutes and the squadron commander returns the salute and falls out. At the same time, flight commanders and the guidon bearer fall out. The deputy squadron commander executes an about face, and the deputy flight commanders take their posts three paces in front of and centered on their flights. The deputy squadron commander then orders the deputy flight commanders to dismiss their flights by giving the command **DISMISS YOUR FLIGHTS.** The deputy squadron commander then falls out. The deputy flight commanders face about and command **DISMISSED.** Individuals break ranks and leave the formation.

**This is how we did it at camp:** From line formation the squadron commander calls, Flight Commanders, POST. Deputy Squadron Commander, POST. Then he/she instructs the flight commanders to dismiss their squadrons and carry out the orders of the day. They exchange salutes, and then the flight commanders about face and use column of files to get into the dorms/officer training school/whatever.

**ROAD GUARD PROCEDURES**

See page 57 of the FTM. Here’s what the FTM leaves out:

Four cadets will be assigned road guard vests, probably on the first or second day. They will know that they are the road guards because they have the vests; in other words, you won’t have to assign new road guards every time you need to cross the road.

On the command “Road guards, POST,” 2 road guards will post 6 paces to the front of the flight, and 2 road guards will post 6 paces to the rear of the flight. You may call this command at any time, but is best to only call “Road guards, POST” when you are 6 paces from the road. If you call it earlier, the road guards need their own commands -- so, for example, if you were calling a column left, you would say “Column left, MARCH,” quickly followed by a “Road guards, incline left.” That gets really old really fast, so if you have to call complicated moves, just have the road guards return to the flight and call the commands like normal. The command is “Road guards, secure your gear and post the rear of the flight,” at which time, they do not return to their original spots, but instead fall in at the rear of the flight. This is one of those rare times when cadets can fall into the flight when it’s not in line formation.

After calling “Road guards, OUT,” say and point, “One here, one here.” Although it’s not in the FTM, just say that until you’re told not to.

If at a 3 way intersection, have the four cadets post to the front and rear of the flight as usual, except this time, when you call, “Road guards, OUT,” say and point “One here, one here, one here,” thus calling out three road guards. Since only one is left, only 1 cadet will get tapped out. Then when you say “Road guards, IN,” the 3 road guards will return to 6 paces to the front and rear of the flight.

The correct order of commands is as follows: “Road guards, POST,” “Road guards, OUT, one here, one here (one here)” “Road Guards, IN,” and “Road guards, secure your gear and post the rear of the flight.”
DINING FACILITY PROCEDURES

See pages 62-67 of the FTM.

RULES FOR THE GUIDE

4.2.1. The guide sets the direction and cadence of the march. The guide of the leading flight of a squadron marching in column sets the direction and cadence of march for the squadron. (This means that when you’re in squadron formation, there is a guide for both flights, but also one at the head of the squadron)

4.2.2. When a flight in line is commanded to face to the right, the guide executes right face with the flight. The guide then performs a face in marching to the right, marches to a position in front of the right file, halts, and executes a left face.

4.2.3. When a flight marching in column is commanded to flank to the left or right or march to the rear, the guide executes the movement. The relative position of the guide does not change within the flight except when the flight is halted in line in such a manner that the guide is not abreast of the front rank. The guide then moves to a position abreast of the front rank.

4.2.4. Unless otherwise announced, the position of the guide within a flight, in line or in column, marching or halted, is right. When it is desired to change the base for a movement, the new position of the guide is assigned preceding the preparatory command for the movement. The dress is always to the base element. (I don’t know of any instances when you’ll have to give the guide a command to move him/her to a new position).

4.2.5. When the flight is in column and it is desired to position the guide to the left, the command GUIDE LEFT is given. On this command, the guide and flight commander exchange positions by passing right shoulder to right shoulder. To return the guide to the normal position, GUIDE RIGHT is given. The guide and flight commander return to their normal positions by again passing right shoulder to right shoulder. The movement can be made either at a halt or while marching. (I know of no time when making this call is necessary)

4.2.6. Normally, the flight is marched with the element leaders and the guide at the head of the column. (Hmm…. I’m not sure why they even put this sentence in this manual. Where else would the element leaders be?).

HOW TO HOLD THE GUIDON

5.13. Order Guidon. Order guidon is the position of attention. The guidon bearer holds the guidon in a vertical position and keeps the ferrule (the bottom tip) on the ground beside the right shoe. The guidon bearer holds the staff in the right hand in the “V” formed by the thumb and by the fingers extended and joined. The right hand and arm are kept behind the staff with the arm bent naturally and the staff resting against the hollow of the shoulder.

5.14. Carry Guidon. Carry guidon is the position in which the ferrule is approximately 6 inches from the ground.
5.14.1. Facings, alignments, and formal marchings require carry guidon. The guidon bearer keeps the staff in a vertical position throughout the movements and brings it to carry guidon on the preparatory command for the movement.

5.14.2. When marching at route step or at ease, the guidon bearer may hold the guidon in either hand at the carry position.

5.14.3. Parade rest is executed by sliding the hand up the staff and inclining the staff of the guidon forward at arms length with the hand at waist level.

5.14.4. At double time, the guidon bearer holds the guidon diagonally across the body. The guidon bearer grasps the staff with the right hand at the position used at the carry, with the right forearm horizontal and the elbow near the body. The staff is grasped with the left hand opposite the left shoulder.

5.14.5. When executing column movements and turns, the guidon bearer executes the movement on the command of execution and then moves at 45-degree angles to a position in front of the base file. (In other words, pivot when you’re supposed to, but then autopilot until you’re in front of the third element leader like you’re supposed to be)

5.14.6. When the squadron is in column with the squadron commander on the flank, the guidon bearer’s position is five paces in front of and centered on the front rank of the leading flight.

**Drill and Ceremonies Myths and Det-isms**

Nowhere in the drill and ceremonies manual does it say...

-to take a step back and about face on the command of DISMISSED. However, it does say that on the command FRONT AND CENTER, the individual takes one step backward (with coordinated arm swing), faces to the left or right, proceeds to the closest flank, and then proceeds to the front of the formation by the most direct route.

-that if you’re at close interval and the command COVER is given, then you need to return to normal interval, nor does it say that the command At Close Interval, COVER is necessary, or even exists for that matter. It simply states that when the command COVER is given, the leading individual of each file (excluding the base file) obtains the proper interval, normal or close.

-that on the command of COVER you only have 3 seconds to move.

-that when you are double timing, and want to incline to the left or the right, that you need to say, Incline to the Left 90 degrees, or Incline to the Right 45 degrees, etc. All it says is INCLINE TO THE LEFT or INCLINE TO THE RIGHT. So I’m not sure if inclining 45 degrees or any other degree is actually legal, but almost all cadets say it anyways.

-that when you are giving the guidon to another cadet that the cadet is supposed to grasp the guidon with both hands, say “truce,” shake the guidon, and then you let go and he/she has it. You just give it to him/her.
THE INCLINE TO THE LEFT/RIGHT CONTROVERSY IN QUICK TIME

In the past, some cadets have cited the following as the command to call when you want to generically incline to the side of a sidewalk or path:

4.12.4. To execute a slight change of direction, the command **INCLINE TO THE RIGHT (LEFT)** is given. The guide or guiding element moves in the indicated direction, and the rest of the element follows. There is no pivot in this movement.

At first glance, it *seems* legit. However, the problem with them doing this is this: 4.12 is **Column Half Left/Right March**. That makes 4.12.4 a *subsection* of Column Half Left/Right March. That leads me to believe that **INCLINE TO THE RIGHT/LEFT** can only be called after calling a Column Half Left/Right. But seeing as the unit is in column formation after calling a Column Half Left/Right, I see no reason why you shouldn’t be able to call this command at *any* time when in column formation.

So make a decision on which side of the controversy you side with and be ready to defend your stance if questioned.

At my encampment, my CTA told my flight to say, “Guide, incline to the right/left side of the sidewalk/troop walk/road/path/whatever you were marching on.” I think that’s a basic standard that many detachments have adopted.
1. This word means the alignment of cadets side by side:

2. What is the length of a normal interval?

3. What is the length of a close interval?

4. This word means the alignment of a cadet behind another:

5. What is the distance from one cadet to another?

6. What is a pace?

7. What is the length of a full step in quick time?

8. What is the length of a full step in mark time?

9. How high above the ground does one raise the ball of each foot in mark time?

10. What is the length of a full step in double time?

11. T/F Cadets should march approximately 2 steps per second in mark time and quick time.

12. T/F Cadets should march 4 steps per second in double time:

13. In the command Forward, MARCH, the command of execution is:

14. Name three commands that have the preparatory command and the command of execution combined:

15. Name two commands that are given when one unit of the element must execute a movement different from the other units or must execute the same movement at a different time:

16. T/F When giving commands, flight commanders may add the name of their flight to the command, such as Alpha Flight, HALT:

17. T/F You will sometimes march in column formation with 2 or 4 elements at field training:

18. T/F Cadence is called in the following manner: HUP, TOOP, THREEP, FOURP; HUP, TOOP, THREEP, FOURP:
19. T/F When in squadron formation, the cadets calling cadence in both flights will alternate calling cadence so that cadence is always being called:

20. What does the acronym Little People Die In Space stand for?

21. On the command of FALL IN, how many paces away from the flight commander should the flight fall in?

22. T/F On the command of FALL IN, the guide performs an automatic dress right dress until he/she feels the presence of the first element leader on his/her fingertips, at which point the guide executes an automatic ready front:

23. T/F On the command of FALL IN, cadets are to fall into any open position to the left of the element leaders, execute an automatic dress right dress to establish dress and cover, and then execute an automatic ready front:

24. Who occupies the last position in the third element?

25. What is the command to fall in at close interval?

26. How are FALL IN and DISMISSED the same?

27. How are FALL IN and DISMISSED different?

28. T/F Facing movements are performed in 4 counts:

29. What does it mean to perform facing movements in the cadence of quick time?

30. T/F An easy way to check if your feet are 90 degrees is to do the following: make a 90 degree angle with your feet, close the angle halfway, and then memorize what this looks/feels like:

31. How many degrees does one turn at the command of About, FACE?

32. T/F You may use the command Hand, SALUTE for training purposes only:

33. T/F A cadet may “return to ranks” following a different path from the one he/she took left when the command FRONT AND CENTER was called:

34. How many inches to the front and rear of the cadet should the armswing be?

35. On what foot is Flight, HALT called from?

36. On the command Flight, HALT, the airman will take how many more 24-inch steps before stopping?

37. On what foot is Mark Time, MARCH called from?
38. On the command Mark Time, MARCH, the airman will take how many more 24-inch steps before marching in place?

39. On the command Mark Time, MARCH, how many inches above the ground are the feet raised?

40. During mark time, do individuals maintain normal armswing or do arms remain stationary at the sides?

41. The halt in mark time is similar to the halt in _____ (quick or double) time.

42. The airman, when executing mark time from a halt, raises and lowers first the ____ (left or right) foot and then the ____ (left or right).

43. T/F When marching in quick time and on the command MARCH (given as either foot strikes the ground), the airman takes one more step in quick time and then steps off in double time:

44. What command is called to resume quick time from double time?

45. When calling Quick Time, MARCH from Double Time, how many steps are between “Quick Time” and “MARCH”?

46. To halt from double time, the command Flight, HALT is given as either foot strikes the ground, with four steps between commands. The airman will take ____ (2,3, or 4) more steps in double time and halt in ____ (2,3, or 4) counts at quick time, lowering the arms to the sides.

47. Name the only 4 commands that can be given to a flight in double time:

48. At Ease, MARCH and Route Step, MARCH are both called on what foot?

49. At Ease, MARCH and Route Step, MARCH are both the same except for this one difference:

50. Column Left March and Column Right March are easy:

51. When the command Column Half Right, MARCH is given, the leading airman of the right flank advances ____ (1,2, or 3) full ____ (12, 24, 48) inch steps, maintaining coordinated armswing, pivots 45 degrees to the ____ (right or left) on the ball of the ____ (right or left) foot. The airman then takes up the half step and continues in a half step until each member in his or her rank is ________________.

52. When all members of the above mentioned rank are abreast of each other they ________________.

53. T/F In the meantime (following the above scenario), the remaining individuals of the leading rank pivot 45 degrees to the right, with coordinated armswing and without changing the interval, and continue marching in full 12-inch steps until they are abreast of
the base file. At this point, they conform to the step of the individual in the right flank and establish the proper interval:

54. Explain what this means: 4.12.3. When column half right (left) is executed from a halt, the procedures are the same as described in paragraphs 4.12.1 and 4.12.2 above except, on the command of execution, the element leaders begin the movement by executing a face in marching to the indicated direction:

55. On the command Left Flank, MARCH, the airman will take how many more 24-inch steps before pivoting 90 degrees to the left?

56. Can Left Flank March be called from a halt?

57. When Right Flank March is called from a halt, does the cadet take 1 step forward with the left foot then pivot?

58. How wide should steps be in Right/Left Step March?

59. To halt from the right (left) step, the preparatory command and command of execution are given as the heels __________ (separate, come together).

60. Half Step, March is called on which foot?

61. The 12 inches in half-steps are measured from what to what?

62. T/F Forward, March can be called from either foot when in half-steps:

63. T/F When Forward, March is called when in half-steps, on the command MARCH, the airman takes one more 12-inch step with the right foot and then steps out with a full 24-inch step with the left foot:

64. T/F The halt executed from a half step is similar to the halt executed from a 24 inch step.

65. T/F The half step can be executed from the halt:

66. T/F Changes of direction can be made from the half step:

67. T/F Half Step March can be executed only from quick time:

68. T/F During Half Step March, normal arm swing is maintained:

69. What foot is change step called on?

70. T/F Armswing is not suspended during Change Step March.

71. What series of steps are taken during To the Rear March?
72. T/F For Dress Right, DRESS, on the command DRESS, everyone in each element raises and extends the left arm laterally from the shoulder with snap so the arm is parallel with the ground:

73. During Dress Right, Dress, at what point is the hand uncapped when raising it?

74. During Dress Right, Dress, when the arm is extended, the palm should be facing which direction?

75. During Dress Right, Dress, cadets are to turn their head and eyes 45 degrees to the right with snap. Are the head and eyes facing the same direction (i.e. 45 degrees to the right?

76. T/F During Dress Right, Dress, the second and third element leaders align themselves directly behind the person in front of them (using small choppy steps) and visually establish a 30-inch distance:

77. T/F During Dress Right, Dress, the remaining members align themselves behind the individual in front of or to the right of them:

78. T/F During Dress Right, Dress, cadets who raise their left arms may or may not reach the shoulders of the person to their left:

79. During Dress Right, Dress, if the arm is too long, the extended hand is placed ___________ of the individual to the left. If the arm is too short, leave it extended ______ the individual to the left and parallel to the ground.

80. During Dress Right, Dress, when Ready, FRONT is called, at what point is the hand recupped?

81. What is the difference between Dress Right Dress and At Close Interval, Dress Right Dress?

82. If a flight is in normal interval, can they call At Close Interval, Dress Right, DRESS to get the flight into close interval?

83. Can either Dress Right Dress or At Close Interval, Dress Right Dress be called from column or inverted column formation?

84. When giving the command Dress Left, DRESS or At Close Interval, Dress Left, DRESS, use the procedures for dress right dress except ________, ________, and__________.

85. Is the command At Close Interval, COVER real?

86. If a flight in column formation at close interval needs to cover, what command is given?

87. Is there a 3 second rule when covering?

88. Can Cover be called from inverted line formation?
89. Eyes Right is given on which foot?

90. T/F On the command of Eyes, RIGHT, all persons turn their heads and eyes smartly 45 degrees to the right:

91. T/F The command Ready, FRONT is also called on the right foot:

92. T/F You should review the Open Ranks Inspection PowerPoint presentation made by Cadets Scott and Gombio:

93. After the command Count, OFF is given, do flight commanders or guides say count off?

94. After the command Count, OFF is given, cadets sound off in a _______ (normal, loud, screeching) tone of voice.

95. After the command Count, OFF is given, how do cadets in ranks 2, 3, etc know when they are to turn their heads and say their number?

96. T/F The only way to go from normal to close interval and vice verse is to call Close or Extend March:

97. From a halt, when Close, MARCH is called, the third element _________, the second element _________, and the first element __________.

98. From a halt, when Extend, MARCH is called, the third element _________, the second element _________, and the first element __________.

99. Close and Extend March, when called while marching, are called on which foot?

100. The second element obtains close interval by pivoting 45 degrees to the _____ on the ball of the _____ foot, taking one 24-inch step (with coordinated armswing) toward the third element, and then pivoting 45 degrees back to the _____ on the ball of the _____ foot.

101. The first element takes _____ steps between pivots.

102. T/F The half step is taken up once close interval is obtained:
1. This word means the alignment of cadets side by side: (dress)

2. What is the length of a normal interval? (an arms length)

3. What is the length of a close interval? (4 inches)

4. This word means the alignment of a cadet behind another: (cover)

5. What is the distance from one cadet to another? (40 inches as measured from the rear individual’s chest to the back of the individual directly in front of him/her)

6. What is a pace? (a step of 24 inches)

7. What is the length of a full step in quick time? (24 inches)

8. What is the length of a full step in mark time? (0 inches)

9. How high above the ground does one raise the ball of each foot in mark time? (4 inches)

10. What is the length of a full step in double time? (30 inches)

11. T/F Cadets should march approximately 2 steps per second in mark time and quick time. (True - 100 to 120 steps per minute)

12. T/F Cadets should march 4 steps per second in double time: (False - 180 steps per minute = 3 steps per minute)

13. In the command Forward, MARCH, the command of execution is: (March)

14. Name three commands that have the preparatory command and the command of execution combined: (FALL IN, AT EASE, REST)

15. Name two commands that are given when one unit of the element must execute a movement different from the other units or must execute the same movement at a different time: (CONTINUE THE MARCH, STAND FAST)

16. T/F When giving commands, flight commanders may add the name of their flight to the command, such as Alpha Flight, HALT: (False – flight commanders may add the letter only, i.e. A Flight, HALT)

17. T/F You will sometimes march in column formation with 2 or 4 elements at field training: (False - you will always march with 3 elements)
18. T/F Cadence is called in the following manner: HUP, TOOP, THREEP, FOURP; HUP, TOOP, THREEP, FOURP: (False – it’s HUT, TOOP, THREEP, FOURP; HUT, TOOP, THREEP, FOURP)

19. T/F When in squadron formation, the cadets calling cadence in both flights will alternate calling cadence so that cadence is always being called: (True)

20. What does the acronym Little People Die In Space stand for? (Loudness, Projection, Distinctness, Inflection, Snap)

21. On the command of FALL IN, how many paces away from the flight commander should the flight fall in? (3 paces)

22. T/F On the command of FALL IN, the guide performs an automatic dress right dress until he/she feels the presence of the first element leader on his/her fingertips, at which point the guide executes an automatic ready front: (True)

23. T/F On the command of FALL IN, cadets are to fall into any open position to the left of the element leaders, execute an automatic dress right dress to establish dress and cover, and then execute an automatic ready front: (True)

24. Who occupies the last position in the third element? (deputy flight commander)

25. What is the command to fall in at close interval? (At Close Interval, FALL IN)

26. How are FALL IN and DISMISSED the same? (both allow cadets to break rank, i.e. move around and talk)

27. How are FALL IN and DISMISSED different? (FALL OUT - individuals must remain in the immediate area; DISMISSED – individuals may leave the area)

28. T/F Facing movements are performed in 4 counts: (False – 2 counts)

29. What does it mean to perform facing movements in the cadence of quick time? (The rate of marching at 100 to 120 steps per minute – in other words, 2 counts will take you 1 second or less)

30. T/F An easy way to check if your feet are 90 degrees is to do the following: make a 90 degree angle with your feet, close the angle halfway, and then memorize what this looks/feels like: (True – just don’t do this in formation)

31. How many degrees does one turn at the command of About, FACE? (180 degrees)

32. T/F You may use the command Hand, SALUTE for training purposes only: (True)

33. T/F A cadet may “return to ranks” following a different path from the one he/she took left when the command FRONT AND CENTER was called: (False – cadets are supposed to follow the same path, but no one probably knows about this or cares)
34. How many inches to the front and rear of the cadet should the armswing be? (6 inches to the front (measured from the rear of the hand to the front of the thigh) and 3 inches to the rear (measured from the front of the hand to the back of the thigh))

35. On what foot is Flight, HALT called from? (either foot)

36. On the command Flight, HALT, the airman will take how many more 24-inch steps before stopping? (1 step)

37. On what foot is Mark Time, MARCH called from? (either foot)

38. On the command Mark Time, MARCH, the airman will take how many more 24-inch steps before marching in place? (1 step)

39. On the command Mark Time, MARCH, how many inches above the ground are the feet raised? (4 inches)

40. During mark time, do individuals maintain normal armswing or do arms remain stationary at the sides? (normal armswing)

41. The halt in mark time is similar to the halt in _____ (quick or double) time. (quick)

42. The airman, when executing mark time from a halt, raises and lowers first the _____ (left or right) foot and then the _____ (left or right). (left, right)

43. T/F When marching in quick time and on the command MARCH (given as either foot strikes the ground), the airman takes one more step in quick time and then steps off in double time: (True)

44. What command is called to resume quick time from double time? (Quick Time, MARCH)

45. When calling Quick Time, MARCH from Double Time, how many steps are between “Quick Time” and “MARCH”? (4 steps)

46. To halt from double time, the command Flight, HALT is given as either foot strikes the ground, with four steps between commands. The airman will take _____ (2, 3, or 4) more steps in double time and halt in _____ (2, 3, or 4) counts at quick time, lowering the arms to the sides. (2, 2)

47. Name the only 4 commands that can be given to a flight in double time: (Incline to the Right; Incline to the Left; Quick Time, MARCH; and Flight, HALT)

48. At Ease, MARCH and Route Step, MARCH are both called on what foot? (either as long as both the preparatory command and command of execution are given on the same foot and only from quick time)
49. At Ease, MARCH and Route Step, MARCH are both the same except for this one difference: (for At Ease March you can’t talk, but for Route Step March you can – so you probably can’t use Route Step March at field training)

50. Column Left March and Column Right March are easy: (True)

51. When the command Column Half Right, MARCH is given, the leading airman of the right flank advances _____ (1, 2, or 3) full _____ (12, 24, 48) inch steps, maintaining coordinated armswing, pivots 45 degrees to the ____ (right or left) on the ball of the ____ (right or left) foot. The airman then takes up the half step and continues in a half step until each member in his or her rank is ________________. (1, 24, right, left, abreast of each other)

52. When all members of the above mentioned rank are abreast of each other they _______________. (resume a full 24-inch step)

53. T/F In the meantime (following the above scenario), the remaining individuals of the leading rank pivot 45 degrees to the right, with coordinated armswing and without changing the interval, and continue marching in full 12-inch steps until they are abreast of the base file. At this point, they conform to the step of the individual in the right flank and establish the proper interval: (False – the 12-inch steps should be 24-inch steps)

54. Explain what this means: 4.12.3. When column half right (left) is executed from a halt, the procedures are the same as described in paragraphs 4.12.1 and 4.12.2 above except, on the command of execution, the element leaders begin the movement by executing a face in marching to the indicated direction: (It means that when you hear MARCH, the element leaders execute the facing movement (Half Left Face), but instead of bringing the heels together after pivoting they step off and continue marching)

55. On the command Left Flank, MARCH, the airman will take how many more 24-inch steps before pivoting 90 degrees to the left? (1 step)

56. Can Left Flank March be called from a halt? (Yes)

57. When Right Flank March is called from a halt, does the cadet take 1 step forward with the left foot then pivot? (No – for both right and left flanks, on the command MARCH, the airman executes a 90-degree pivot on the ball of the right (left) foot and, at the same time, steps off with the left (right) foot in the new direction with coordinated arm swing. The pivot and step are executed in one count, and proper dress, cover, interval, and distance are maintained)

58. How wide should steps be in Right/Left Step March? (Place the right (left) foot 12 inches, as measured from the outside of the heels, to the right (left) of the left (right) foot)

59. To halt from the right (left) step, the preparatory command and command of execution are given as the heels _______________ (separate, come together). (Come together)

60. Half Step, March is called on which foot? (Either)
61. The 12 inches in half-steps are measured from what to what? (Measured from heel to heel)

62. T/F Forward, March can be called from either foot when in half-steps: (False – called only from the left foot)

63. T/F When Forward, March is called when in half-steps, on the command MARCH, the airman takes one more 12-inch step with the right foot and then steps out with a full 24-inch step with the left foot: (True)

64. T/F The halt executed from a half step is similar to the halt executed from a 24 inch step. (True)

65. T/F The half step can be executed from the halt: (False)

66. T/F Changes of direction can be made from the half step: (False)

67. T/F Half Step March can be executed only from quick time: (True)

68. T/F During Half Step March, normal arm swing is maintained: (True)

69. What foot is change step called on? (Right foot)

70. T/F Armswing is not suspended during Change Step March. (False – try this one while moving your arms and see how difficult it is)

71. What series of steps are taken during To the Rear March? (half step, turn, half step, full step)

72. T/F For Dress Right, DRESS, on the command DRESS, everyone in each element raises and extends the left arm laterally from the shoulder with snap so the arm is parallel with the ground: (False - everyone except the last airman)

73. During Dress Right, Dress, at what point is the hand uncapped when raising it? (at approximately waist level)

74. During Dress Right, Dress, when the arm is extended, the palm should be facing which direction? (Down towards the ground)

75. During Dress Right, Dress, cadets are to turn their head and eyes 45 degrees to the right with snap. Are the head and eyes facing the same direction (i.e. 45 degrees to the right? (No – the eyes need to be turned 45 degrees, and because the head is already 45 degrees, that means the eyes are now looking over your right shoulder)

76. T/F During Dress Right, Dress, the second and third element leaders align themselves directly behind the person in front of them (using small choppy steps) and visually establish a 30-inch distance: (False – 40-inch distance)
77. T/F During Dress Right, Dress, the remaining members align themselves behind the individual in front of or to the right of them: (True)

78. T/F During Dress Right, Dress, cadets who raise their left arms may or may not reach the shoulders of the person to their left: (True)

79. During Dress Right, Dress, if the arm is too long, the extended hand is placed _________ of the individual to the left. If the arm is too short, leave it extended _______ the individual to the left and parallel to the ground. (behind the shoulder, toward)

80. During Dress Right, Dress, when Ready, FRONT is called, at what point is the hand recupped? (at approximately waist level)

81. What is the difference between Dress Right Dress and At Close Interval, Dress Right Dress? (For At Close Interval, Dress Right Dress, all airmen except the last one in each element raise their left hand so the heel of the hand rests on the left hip, fingers extended and joined, thumb along the forefinger, fingertips pointed toward the ground, and the elbow in line with the body)

82. If a flight is in normal interval, can they call At Close Interval, Dress Right, DRESS to get the flight into close interval? (No, Dress Right (Left), DRESS is not given to a flight at normal interval, and Dress Right (Left), DRESS is not given to a flight at close interval)

83. Can either Dress Right Dress or At Close Interval, Dress Right Dress be called from column or inverted column formation? (No, only from line/inverted line formation)

84. When giving the command Dress Left, DRESS or At Close Interval, Dress Left, DRESS, use the procedures for dress right dress except ________, ________, and________. (the flight must be in inverted line formation, the right arm/hand raised, and the head turned left)

85. Is the command At Close Interval, COVER real? (No, it does not exist in the D&C)

86. If a flight in column formation at close interval needs to cover, what command is given? (Cover)

87. Is there a 3 second rule when covering? (No, it’s nowhere to be found in the D&C)

88. Can Cover be called from inverted line formation? (Yes, though I know of no occasion when this would be necessary/beneficial)

89. Eyes Right is given on which foot? (Right foot)

90. T/F On the command of Eyes, RIGHT, all persons turn their heads and eyes smartly 45 degrees to the right: (False - all persons except those on the right flank)

91. T/F The command Ready, FRONT is also called on the right foot: (False – it’s always called on the left foot)
92. T/F You should review the Open Ranks Inspection PowerPoint presentation made by Cadets Scott and Gombio: (True)

93. After the command Count, OFF is given, do flight commanders or guides say count off? (No)

94. After the command Count, OFF is given, cadets sound off in a ________ (normal, loud, screeching) tone of voice. (normal)

95. After the command Count, OFF is given, how do cadets in ranks 2, 3, etc know when they are to turn their heads and say their number? (Once the heads of the individuals of the previous rank are turned back to the front, individuals in the next rank turn their heads 45 degrees to the right and call out the subsequent number)

96. T/F The only way to go from normal to close interval and vice verse is to call Close or Extend March: (True)

97. From a halt, when Close, MARCH is called, the third element ________, the second element ________, and the first element ________. (stands fast, takes two steps right, takes 4 steps right)

98. From a halt, when Extend, MARCH is called, the third element ________, the second element ________, and the first element ________. (stands fast, takes two steps left, takes 4 steps left)

99. Close and Extend March, when called while marching, are called on which foot? (Left foot)

100. The second element obtains close interval by pivoting 45 degrees to the _____ on the ball of the _____ foot, taking one 24-inch step (with coordinated armswing) toward the third element, and then pivoting 45 degrees back to the _____ on the ball of the _____ foot. (right, left, left, right)

101. The first element takes _____ steps between pivots. (Three)

102. T/F The half step is taken up once close interval is obtained: (True)
For the following exercises, see if you can figure out what series of commands to call to get your flight or squadron from the starting point to the ending point. Calling FALL OUT and FALL IN to rearrange the formation is unacceptable and is in poor taste. I spent hours talking to cadets asking them about how their flight/squadron was arranged on the reveille/retreat pad, and their answers varied significantly. It seems the formations are dependent on the Field Training Unit and whether or not anyone in the group staff chooses to standardize the parking arrangements. The answers are posted at the end of the exercises and the series of calls correspond to the numbers on each picture.
Exercise 3
- Begin in column formation as a squadron
- End in line formation as a squadron

Exercise 4
- Begin in column formation as a squadron
- End as a squadron with both flights in column formation side by side

Exercise 5
- Begin and end in column formation
- Get around the obstacle.

Obstacle in your path
Exercise 6
- Begin in column formation as a squadron
- End in line formation as a squadron

Exercise 7
- Begin in column formation as a squadron
- End as a squadron with both flights in column formation side by side

Exercise 8
- Begin in line formation as a squadron
- End in column formation as a squadron
Exercise 9
- Begin as a squadron with both flights in column formation side by side
- End in line formation as a squadron

Exercise 10
- Begin in column formation as a squadron
- End as a squadron with both flights in column formation side by side

Exercise 11
- Begin in column formation as a squadron
- End as a squadron with both flights in column formation side by side
Exercise 12
- Begin in column formation as a flight
- End in column formation as a flight

Exercise 13
- Begin in column formation as a flight
- End in column formation as a flight
**EXERCISE 1**
1. Forward, MARCH
2. Column Left, MARCH
3. Forward, MARCH
4. Counter, MARCH
5. Forward, MARCH
6. Flight, HALT
7. COVER
8. Left, FACE

**EXERCISE 2**
1. Forward, MARCH
2. Left Flank, MARCH
3. Flight, HALT
4. COVER
5. Right, FACE

**EXERCISE 3**
1. Squadron (Flight) Forward, MARCH
2. Column Left (Column Left), MARCH
3. Forward (Forward), MARCH
4. Counter (Counter), MARCH
5. Forward (Forward), MARCH
6. Squadron (Flight), HALT

Alternate Option:  
At point 1: Squadron commander dismisses the squadron and instructs them to march as individual flights into their spots on the reveille/retreat pad. Squadron commander falls into his/her flight.

**EXERCISE 4**
1. Squadron (Flight) Forward, MARCH
2. Column Left (Column Left), MARCH
3. Forward (Forward), MARCH
4. Squadron (Flight), HALT
5. Until further notice, B Flight Standby. Column Right (Column Right), MARCH.
6. Forward (Forward), MARCH
7. Squadron (Flight), HALT
8. A Flight Standby. Column Right (Column Right), MARCH
9. Forward (Forward), MARCH
10. Squadron (Flight), HALT

Although not a legal command in this formation, squadron commanders might choose to call Flight Commanders, POST to have the flight commanders post to the front and centers of their flights.

Alternate Option:  
At point 1: Squadron commander dismisses the squadron and instructs them to march as individual flights into their spots on the reveille/retreat pad. Squadron commander falls into his/her flight.

**EXERCISE 5**
1. Left Step, MARCH
2. Flight, HALT
3. Forward, MARCH
4. Column Half Right, MARCH
5. Column Half Left, MARCH

**EXERCISE 6**
1. Column Left (Column Left), MARCH
   ( ) = Flight commanders echoing commands
2. Forward (Forward), MARCH
3. Counter (Counter), MARCH
4. Forward (Forward), MARCH
5. Squadron (Flight), HALT
6. Left (Left), FACE

This time, calling the flight commanders to post before calling Left Face is appropriate without question since the squadron wants to end up in line formation.

Alternate Option:
At point 1: Squadron commander dismisses the squadron and instructs them to march as individual flights into their spots on the reveille/retreat pad. Squadron commander falls into his/her flight.

**EXERCISE 7**
1. Column Left (Column Left), MARCH
   ( ) = Flight commanders echoing commands
2. Forward (Forward), MARCH
3. Until further notice, B Flight Standby. Column Right (Column Right), MARCH.
4. Forward (Forward), MARCH
5. Squadron (Flight), HALT
6. A Flight Standby. Column Right (Column Right), MARCH
7. Forward (Forward), MARCH
8. Squadron (Flight), HALT

Although not a legal command in this formation, squadron commanders might choose to call Flight Commanders, POST to have the flight commanders post to the front and centers of their flights.

Alternate Option:
At point 1: Squadron commander dismisses the squadron and instructs them to march as individual flights into their spots on the reveille/retreat pad. Squadron commander falls into his/her flight.

**EXERCISE 8**
1. Right (Right), FACE
   ( ) = Flight commanders echoing commands
2. Flight commanders, POST.
3. Forward (Forward), MARCH
4. Column Right (Column Right), MARCH
5. Forward (Forward), MARCH

**EXERCISE 9**
Again, although not a legal command in this formation, squadron commanders might choose to call Flight Commanders, POST to have the flight commanders return to their spots within the flights.

1. Column of Flights, Left Flight, Column Right (Column Right) (STAND FAST), MARCH
2. Forward (Forward), MARCH
3. Column Right (Column Right), MARCH
4. Forward (Forward), MARCH

**EXERCISE 10**
1. Column Left (Column Left), MARCH
2. Forward (Forward), MARCH
3. Squadron (Flight), HALT
4. Until further notice, A Flight Standby. Right Step, MARCH
5. Squadron (Flight), HALT
6. Forward (Forward), MARCH
7. Squadron (Flight), HALT

Or, you can reverse the order of the two flights with the following:
4. Until further notice, B Flight Standby. Right Step, MARCH
5. Squadron (Flight), HALT
6. Until further notice, A Flight Standby
7. Forward (Forward), MARCH
8. Squadron (Flight), HALT

**EXERCISE 11**
1. Forward (Forward), MARCH
2. Squadron (Flight), HALT
3. Until further notice, B Flight Standby
4. Right (Right), FACE
5. Forward (Forward), MARCH
6. Squadron (Flight), HALT
7. Left (Left), FACE
8. Until further notice, A Flight Standby
9. Right (Right), FACE
10. Forward (Forward), MARCH
11. Left (Left), FACE
12. Forward (Forward), MARCH
13. Squadron (Flight), HALT

Compare this method with that presented in exercise 10. I prefer the steps in exercise 10.

**EXERCISE 12**
1. At Close Interval, FALL IN
2. Column Right, MARCH
3. Forward MARCH
4. At Ease, MARCH
5. Flight, ATTENTION (yes, you can call this while the flight is marching to bring them back to attention)
6. Column Left, MARCH
7. Forward, MARCH
8. Guide, incline to the right side of the troop walk
9. Column Left, March
10. Flight, HALT
11. COVER

**EXERCISE 13**
1. Forward, MARCH
2. Guide, incline to the right side of the troop walk (There is no time to column right, then forward march, then call a column half right, especially if you’re in squadron formation)
3. Flight, HALT