

DEPARTMENT OF THE AIR FORCE
DETACHMENT 025
ARIZONA STATE UNIVERSITY



Annex P- DET 025 Cadet Manual

Table of Contents

Table of Contents	2
Warrior Knowledge	5
USAF and AFROTC Chain of Command	5
USAF Major Commands	5
Mission Statements	6
The Air Force Code of Conduct	7
The Air Force Core Values	8
The Cadet Honor Code	8
7 Basic Responses	8
The Air Force Song	8
The Airman's Creed	9
Reporting in/out Procedures	10
Reporting In	10
Reporting Out	11
PT and Classroom Procedures	11
PT Verbiage and Procedures	11
Wing Stretches	11
Squadron/Flight Stretches	12
Classroom Procedures	12
Calling The Room or Area	12
Reveille and Retreat	12
Reveille	12
Retreat	15
Individual Drill and Detail Marching	18
Stationary Drill	18
Attention	19
Parade Rest	20
At Ease	21
At Rest	21
Fall Out	21
Facing movements	21
Saluting	23
Posting on a Wall	24
Transitory Drill	24
Forward March and Halt	24

AFROTC Det 025 Training Manual

	3
Mark Time	24
Half Step	25
Right and Left Step	25
Change Step	26
To the Rear March	26
Flanking Movements	26
Detail Marching	27
Forming the Detail	27
Guidons in a Detail	27
Marching	27
Drill of the Flight	27
Positions in the Flight	27
Flight Commander (Flt/CC)	27
Deputy Flight Commander (Flt/CD)	28
Flight Academics Officer(Flt/AO)	28
Flight Standardization Officer(Flt/STANDO)	28
Flight Physical Fitness Officer(Flt/PFO)	28
Mechanics of the Flight	28
Flight Formations	30
Line Formation	30
Column Formation	30
Inverted Line Formation	31
Inverted Column Formation	32
Commands of the Flight	32
Forming the Flight	32
Sizing the Flight	33
Close Interval and Aligning the Flight	33
Cover	34
Open Ranks	35
Close Ranks	35
Marching and Halting	36
Close and Extend March	36
Column Movements	37
Column Half Movements	39
Eyes Right and Left	40
Building Entry Procedures	40
Route Step, Incline Movements, and Double Time	44
Flanking Movements	45

AFROTC Det 025 Training Manual

	4
Drill of the Guide/Guidon Bearer	45
Order Guidon	45
Posting and Retrieving the Guidon	45
Carry Guidon	46
Parade Rest	46
Present	46
Guidon Procedures in Formation	47
Drill of the Squadron	48
Positions in the Squadron	48
Mechanics of the Squadron	48
Formations of the Squadron	49
Line Formation	49
Column Formation	49
Commands of the Squadron	50
Forming and Dismissing the Squadron	51
Column Movements	51
Open Ranks Inspection	52
ORI Guide	52
Flight Drill Evaluation	62
FDE Guide	62
i. Step 1	62
ii. Step 2	62

I. Warrior Knowledge

a. USAF and AFROTC Chain of Command

- President: _____
- Sec of Defense: _____
- Sec of the Air Force: _____
- USAF Chief of Staff: _____
- AETC/CC: _____
- AU/CC: _____
- Holm Center/CC: _____
- AFROTC/CC: _____
- SW Region/CC: _____
- Det 025/CC: _____
- Operations Flt/CC: _____

b. USAF Major Commands

- Air Combat Command: Joint Base Langley-Eustis, Virginia
- Air Education and Training Command: Joint Base San Antonio-Randolph, Texas
- Air Force Global Strike Command: Barksdale AFB, Louisiana
- Air Force Material Command: Wright-Patterson AFB, Ohio
- Air Force Reserve Command: Robins AFB, Georgia
- Air Force Special Operations Command: Hurlburt Field, Florida
- Air Mobility Command: Scott AFB, Illinois
- Pacific Air Forces: Joint Base Pearl Harbor-Hickam, Hawaii
- United States Air Forces in Europe -- Air Forces Africa: Ramstein AB, Germany

c. Mission Statements



AIR FORCE MISSION:

TO FLY, FIGHT AND WIN IN AIR, SPACE,
AND CYBERSPACE



HOLM CENTER MISSION:

WE BUILD LEADERS



AFROTC MISSION:

DEVELOPING LEADERS OF
CHARACTER FOR TOMORROW'S
AIR FORCE AND SPACE FORCE

AFROTC FIELD TRAINING MISSION:

TRAIN AND EVALUATE CADETS IN AF INSTITUTIONAL COMPETENCIES
PREPARING THEM FOR THE PROFESSIONAL OFFICER COURSE

SPACE FORCE MISSION:

THE U.S. SPACE FORCE IS A MILITARY SERVICE THAT ORGANIZES,
TRAINS, AND EQUIPS SPACE FORCES IN ORDER TO PROTECT U.S. AND
ALLIED INTERESTS IN SPACE AND TO PROVIDE SPACE CAPABILITIES TO
THE JOINT FORCE. USSF RESPONSIBILITIES INCLUDE DEVELOPING
MILITARY SPACE PROFESSIONALS, ACQUIRING MILITARY SPACE
SYSTEMS, MATURING THE MILITARY DOCTRINE FOR SPACE POWER, AND
ORGANIZING SPACE FORCES TO PRESENT TO OUR COMBATANT
COMMANDS.

d. The Air Force Code of Conduct

I.

I am an American, fighting in the forces which guard my country and our way of life. I am prepared to give my life in their defense.

II.

I will never surrender of my own free will. If in command, I will never surrender the members of my command while they still have the means to resist.

III.

If I am captured, I will continue to resist by all means available. I will make every effort to escape and aid others to escape. I will accept neither parole nor special favors from the enemy.

IV.

If I become a prisoner of war, I will keep faith with my fellow prisoners. I will give no information nor take part in any action which might be harmful to my comrades. If I am senior, I will take command. If not I will obey the lawful orders of those appointed over me and back them up in every way.

V.

When questioned, should I become a prisoner of war, I am required to give name, rank, service number, and date of birth. I will evade answering further questions to the utmost of my ability. I will make no oral or written statements disloyal to my country and its allies or harmful to their cause.

VI.

I will never forget that I am an American, fighting for freedom, responsible for my actions, and dedicated to the principles which made my country free. I will trust in my God and in the United States of America.

e. The Air Force Core Values

Integrity first.
Service before self.
Excellence in all we do.

f. The Cadet Honor Code

We will not lie, steal or cheat, nor tolerate among us anyone who does.

g. 7 Basic Responses

Yes, Sir/Ma'am.

No, Sir/Ma'am.

No excuse, Sir/Ma'am.

Sir/Ma'am, I do not know.

Sir/Ma'am I do not understand.

Sir/Ma'am, may I make a statement?

Sir/Ma'am, may I ask a question?

h. The Air Force Song

Off we go into the wild blue yonder,
Climbing high into the sun;
Here they come zooming to meet our thunder,
At 'em now, Give 'em the gun!
Down we dive, spouting our flame from under,
Off with one helluva roar!
We live in fame or go down in flame. Hey!
Nothing'll stop the U.S. Air Force!

Brilliant minds fashioned a crate of thunder,
Sent it high into the blue;
Valiant hands blasted the world asunder;
How they lived God only knew!
Boundless souls dreaming of skies to conquer
Gave us wings, ever to soar!
With scouts before and bombers galore. Hey!
Nothing'll stop the U.S. Air Force!

(Verse III sung at a whisper until “rainbow’s pot of gold”)

Here's a toast to the host
Of those who love the vastness of the sky,
To a friend we send a message of the brave who serve on high.
We drink to those who gave their all of old,
Then down we roar to score the rainbow's pot of gold.
A toast to the host of those we boast, the U.S. Air Force!

Off we go into the wild sky yonder,
Keep the wings level and true;
If you'd live to be a grey-haired wonder
Keep the nose out of the blue!
Fly to fight, guarding the nation's border,
We'll be there, followed by more!
In echelon we carry on.
Oh, nothing'll stop the U.S. Air Force!

i. **The Airman’s Creed**

I AM AN AMERICAN AIRMAN.
I AM A WARRIOR
I HAVE ANSWERED MY NATION’S CALL.

I AM AN AMERICAN AIRMAN.
MY MISSION IS TO FLY, FIGHT AND WIN.
I AM FAITHFUL TO A PROUD HERITAGE,
A TRADITION OF HONOR
AND A LEGACY OF VALOR

I AM AN AMERICAN AIRMAN,
GUARDIAN OF FREEDOM AND JUSTICE,
MY NATION’S SWORD AND SHIELD,
ITS SENTRY AND AVENGER.
I DEFEND MY COUNTRY WITH MY LIFE

I AM AN AMERICAN AIRMAN:
WINGMAN, LEADER, WARRIOR.
I WILL NEVER LEAVE AN AIRMAN BEHIND,
I WILL NEVER FALTER, AND I WILL NOT FAIL

II. Reporting in/out Procedures

a. Reporting In

A cadet will approach a doorway of a room they are reporting in at. If the door is shut, the cadet will knock once firmly on the door. If the door is open, the cadet will knock once firmly on the door frame. If no response from inside is heard, the cadet will wait a reasonable amount of time (10 seconds) until knocking firmly once more. The cadet/officer holding the meeting will respond “enter”. If the door is closed, once inside the room, the cadet will shut the door without facing the door, unless told otherwise. The cadet will march into the room/area via the most direct route and position themselves two paces away from the cadet/officer they are reporting to, or one pace in front of the chair if a chair is present. When on carpet, there are no facing movements done. The reporting cadet will stand at attention with their eyes posted 15° above the horizon, render a proper salute, and say “**Sir/ma’am, Cadet ____ reports as ordered.**” The cadet/officer receiving the report will return the salute and respond along the lines of “be seated.” The reporting cadet will sit at the position of attention until told “at ease.” Sometimes the reporting cadet will be told to stand at attention or at parade rest while they meet with the cadet/officer receiving the report. If the reporting cadet is not told to report for a meeting and reports on their own, when they salute, the reporting cadet will say “**Sir/ma’am Cadet _____ reports**”.

b. Reporting Out

The cadet will ask “**will that be all?**” when they feel a lull in the meeting. If the cadet/officer holding the meeting has no further questions or statements they will respond along the lines of “**yes, that will be all**”, or if they are not finished they will respond “no, that will not be all” and continue the meeting. If the cadet/officer holding the meeting says “**that will be all**” or something similar, the cadet WILL NOT ask “will that be all?” as the cadet/officer holding the meeting has said that they are finished. The reporting cadet will then stand up at attention, take one step to the side (left or right side is dependent on the layout of the office/reporting area) and one step to the rear with coordinated arm swing (when stepping to the rear, the cadet will step back with their right foot, and swing their right hand forward 6 inches and their left hand backwards 3 inches to simulate stepping forward with their left foot), render a salute and say “**Good morning/afternoon/evening (rank and name)**”. Once the cadet/officer holding the meeting returns the salute and greeting, the reporting cadet will drop their

salute and take the most direct route out of the office/area. When on carpet, there are no facing movements done. If the door is shut, the cadet will open the door and shut the door after they exit, unless told otherwise.

III. PT and Classroom Procedures

a. PT Verbiage and Procedures

i. Wing Stretches

The PT stretcher will center themselves within the Wing, stand at attention and say “**Standby**”. When this is called, the wing will go to parade rest and the PT stretcher will continue with “**Good morning wing, I am Cadet _____ and I will be leading you in stretches this morning.**” If this is at the beginning of PT, the next line the cadet says is “**The first exercise of the day is _____. This is a ___ count exercise that will be performed for ___ repetitions. Position of the exercise, move. Ready, begin.**” Each exercise done after will be the “next exercise”, including stretches after PT. Jumping jacks, for example, are a 4 count exercise, usually performed for 10 repetitions. For the standing quad stretch, it is a 10 count exercise performed for 2 repetitions. When counting for an exercise, ONLY the PT stretcher counts, and the wing will count the repetition number. For jumping jacks, the stretcher will call a 4-count and upon completion the wing will respond with “1”, and will continue until all the repetitions are performed. If a stretch requires switching left/right legs, arms, etc. the stretcher will direct which limb the wing starts out on and will call the respective directions for performing the stretch. For the personal stretch, the verbiage is “**The first exercise (next exercise) of the day is the personal stretch. This is a timed exercise that will be performed for _____ minutes. The position of the exercise will be at your own discretion. Position of the exercise, move. Ready, begin.**” After each exercise, the PT stretcher will call “**standby**” and after the final stretch they will call “**Standby. Recover**” where the wing will go back to attention and shout “**AIR POWER!**”.

When performing an exercise requiring large movements, the members of a Flight will automatically turn 45° to the right when “position of the exercise, move” is called (e.g. jumping jacks)

ii. Squadron/Flight Stretches

The Squadron/Flight PFO will center themselves in front of the Squadron/Flight and will follow the verbiage of the Wing Stretches.

b. Classroom Procedures

i. Calling The Room or Area

When an officer approaches the room, a cadet that is positioned outside the room will call the room to attention by saying “**Room, STAND BY**”, then immediately saying “**Room, ATTENTION**”. Once the officer enters the room, they may have the room stay at attention while being addressed, or they may say “**Carry on**” or something similar where the room takes their seats. If the room does not have a cadet stationed outside to call the room, the nearest cadet to the door that sees the officer enter will call the room to attention.

When an officer approaches an area, the nearest cadet will call the area to attention using the same verbiage as calling a room to attention, but will say “**Area**” instead of “**Room**”.

If the highest ranking cadre member arriving is enlisted, the cadet will only call “**Room(Area), STAND BY**”. The cadet WILL NOT call the area to attention.

IV.Reveille and Retreat

a. Reveille

The detail will fall in across from the flagpole, shoulder to shoulder with the detail Commander in the center and two guards on either side, depicted in diagram 1.

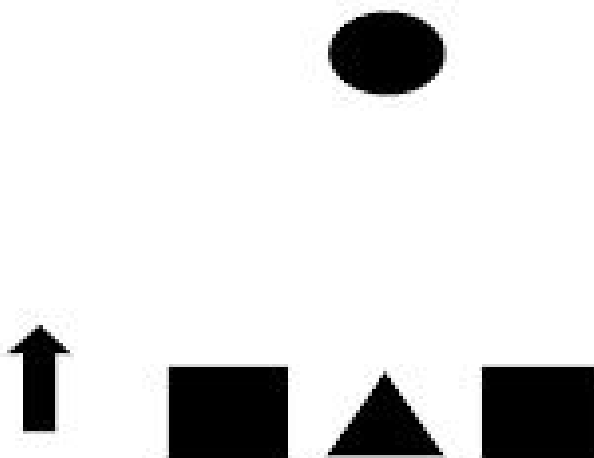


Diagram 1: The detail falls in across from the flagpole (oval), the commander (triangle) centered on the flagpole with 2 guards (squares) on either side

The Commander holds both flags during reveille. The Commander will call “**Forward, MARCH**” and the detail will march forward WITHOUT arm swing. The

Commander will call “**Detail, HALT**” to be 1-2 paces away from the flagpole, depicted in diagram 2.

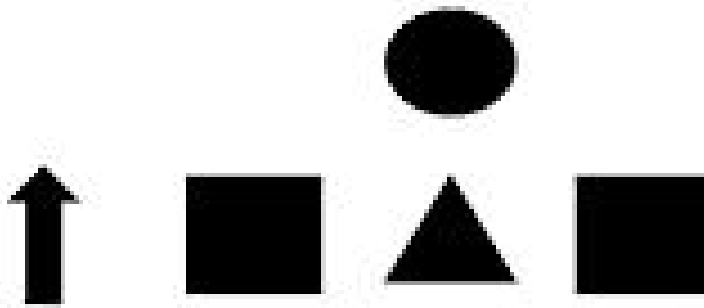


Diagram 2: The detail is now 1-2 paces away from the flagpole

The detail Commander will then call “**Guards, POST**”. Both guards will take one pace forward, halt, and the left guard will perform a right face and the right guard will perform a left face simultaneously, so that each detail member is now facing the flagpole, depicted in diagram 3.

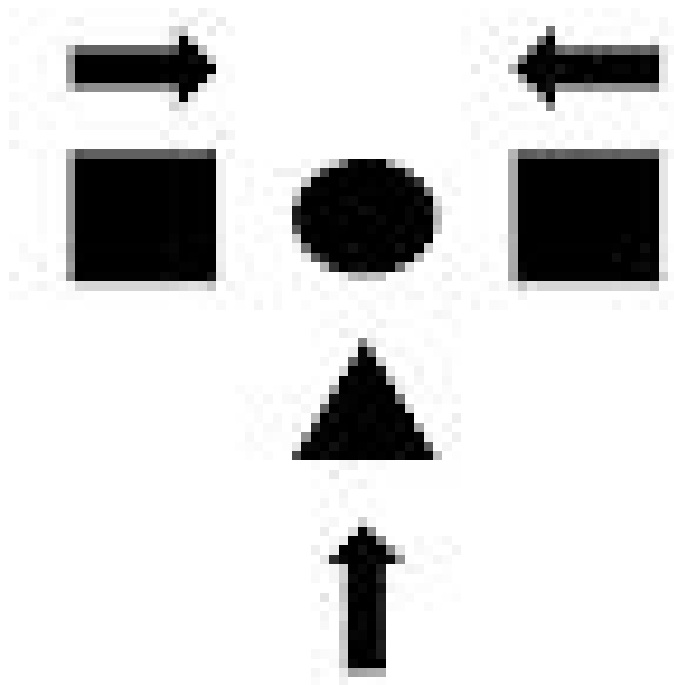


Diagram 3: Each member is now facing the flagpole

The guards will then unwrap the rope from the anchor point and bring the hooks down from the top. The Commander will begin attaching the flags to the hooks on the

rope. Once the flags are attached, the detail Commander will call “**Present, ARMS**”. The Commander will render a salute towards the flagpole and the guards will bring the flags to the top of the flagpole. If the flag is at half staff, the guards will raise the flag to the top of the flagpole then slowly lower the flag to half-staff. Once the flags are at their proper height for the day, the Commander will go back to the position of attention and call “**Order, ARMS**”, then the guards will secure the rope back to the anchor point. The commander will call “**Guards, POST**”. The left guard will perform a right face and the right guard will perform a left face simultaneously, then they both take one pace forward while the Commander performs an about face. At this point, the entire detail will face away from the flagpole, depicted in diagram 4.

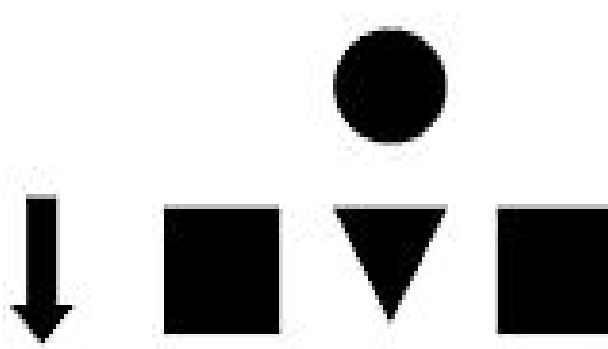


Diagram 4: The detail faces away from the flagpole after the flags are up

The detail Commander will then call “**Forward, MARCH**” and march away from the flagpole WITHOUT arm swing, halting across from the flagpole and falling out, depicted in diagram 5.

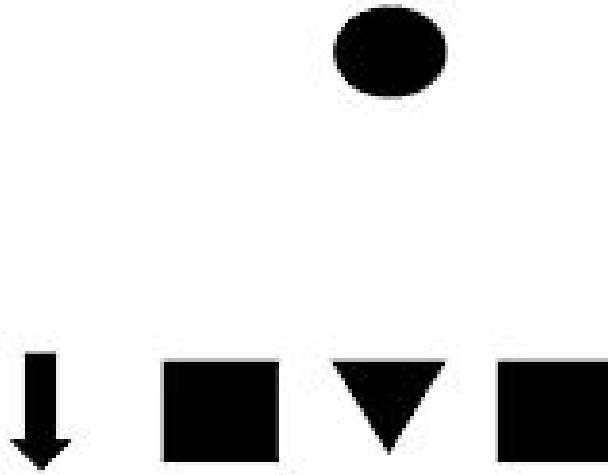


Diagram 5: The detail is halted away from the flagpole and falls out of formation

b. Retreat

The detail will fall in across from the flagpole, shoulder to shoulder with the Commander in the center and two guards on either side, depicted in diagram 6.

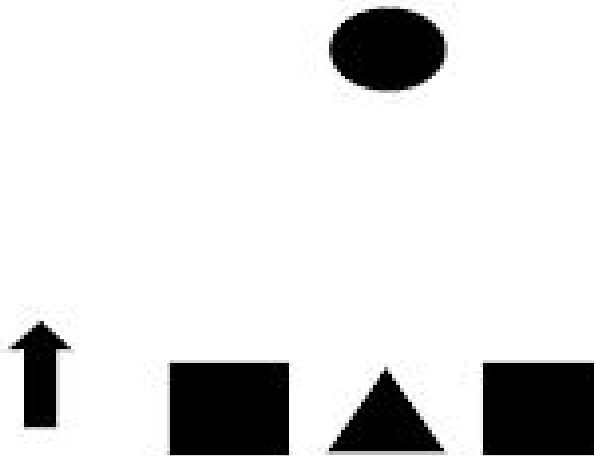


Diagram 6: The detail falls in across from the flagpole (oval), the commander (triangle) centered on the flagpole with 2 guards (squares) on either side

The Commander does not have any flags at the beginning of retreat, but holds both flags after they are taken down from the flagpole. The Commander will call “**Forward, MARCH**” and the detail will march forward WITHOUT arm swing. The Commander

will call “**Detail, HALT**” to be 1-2 paces away from the flagpole, depicted in diagram 7.

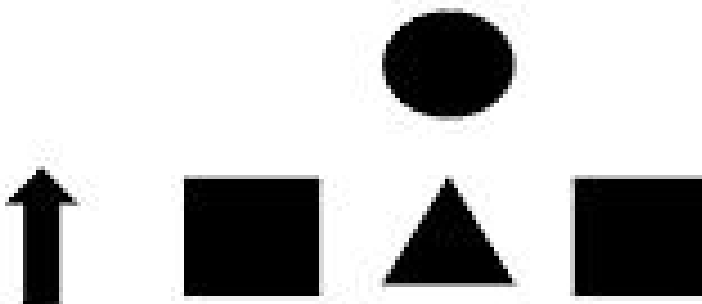


Diagram 7: The detail is now 1-2 paces away from the flagpole

The detail Commander will then call “**Guards, POST**” and the guards will take one pace forward, and the left guard will perform a right face and the right guard will perform a left face simultaneously, so that each detail member is now facing the flagpole, depicted in diagram 8.

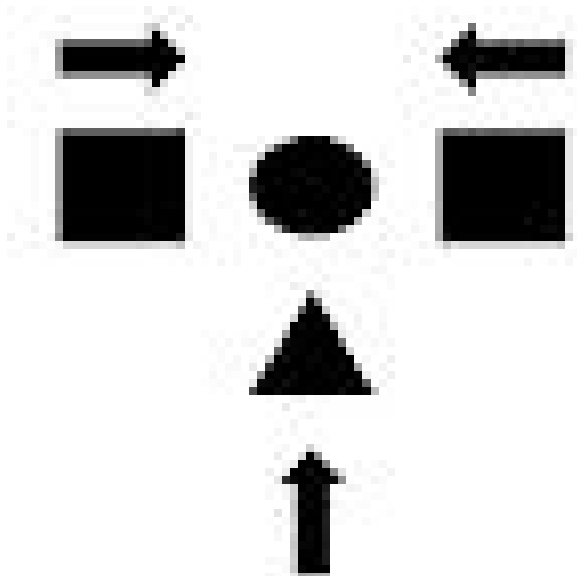


Diagram 8: Each member is now facing the flagpole

The guards will then unwrap the rope from the anchorpoint and prepare to lower the flags. The detail Commander will then call “**Present, ARMS**” and render a salute towards the flagpole. The guards will start lowering the flags slowly. If the flags are at half-staff, they will slowly raise the flags to the top of the flagpole then slowly lower it all the way down. The Commander will then go back to attention, and call “**Order,**

ARMS". The Commander will unclip the Air Force flag and have the right guard help fold it into a square, while the left guard holds the rope and US flag so that it does not touch the ground.

Once folded, the Air Force flag is held by the right guard. The detail Commander will unclip the US flag and has the left guard help fold it into triangles. The Commander then takes hold of the folded US flag and faces the right guard. The right guard places the Air Force flag on top of the US flag. The Commander holds both flags with crossed arms, the US flag facing the front with the Air Force flag behind it. The guards then run the hooks to the top of the flagpole and secure it to the anchorpoint.

The Commander will call "**Guards, POST**". The left guard will perform a right face and the right guard will perform a left face simultaneously, then they both take one pace forward while the commander performs an about face. At this point, the entire detail will face away from the flagpole, depicted in diagram 9.

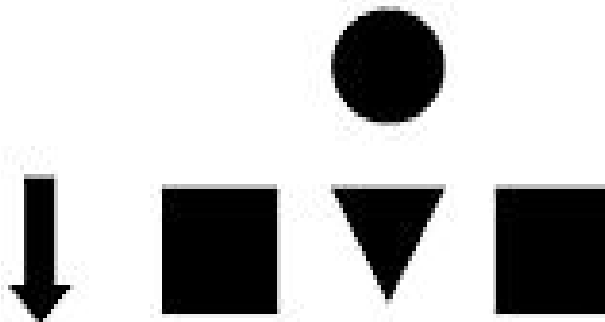


Diagram 9: The detail faces away from the flagpole after the flags are up

The detail Commander will then call "**Forward, MARCH**" and march away from the flagpole WITHOUT arm swing, halting across from the flagpole and falling out, depicted in diagram 10.

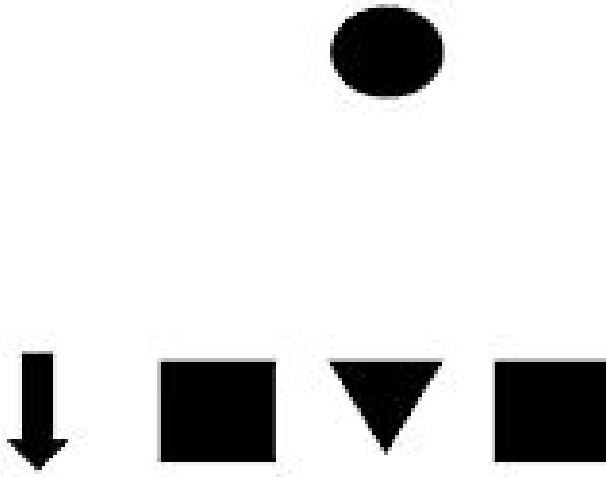


Diagram 10: The detail is halted away from the flagpole and falls out of formation

V. Individual Drill and Detail Marching

a. Stationary Drill

Stationary drill movements are those executed while staying in the same relative position. These commands can be called in any formation.

i. Attention

The position of attention is the default position when falling into a Flight, reporting in or out, or when speaking to an officer in a formal setting. To come to attention, bring the heels together smartly and in line with one another. Place the heels as near each other as the conformation of the body permits, and ensure the feet are turned out equally, forming a 45-degree angle. Keep the legs straight without stiffening or locking the knees. The body is erect with hips level, chest lifted, back arched, and shoulders square and even. Arms hang straight down alongside the body without stiffness, and the wrists are straight with the forearms. Place thumbs, which are resting along the first joint of the forefinger, along the seams of the trousers or sides of the skirt. Hands are cupped (but not clenched as a fist) with palms facing the leg as if you are holding a roll of quarters in your hand (Figure 1). The head is kept erect and held straight to the front with the chin drawn in slightly so the axis of the head and neck is vertical; eyes are to the front, with the line of sight 15° above the horizon. The weight of the body rests equally on the heels and balls of both feet, and silence and immobility are required.



Figure 1: The position of attention

The command called to bring a Flight, detail, or other formation to attention is “**Flight (Detail/Squadron/etc.), ATTENTION**”. The word “**ATTENTION**” is pronounced “*Tench-hut*”. When calling commands, the cadet must be at the position of attention.

To sit at the position of attention, the cadet will face forward, back straight, eyes 15 degrees above the horizon, sitting on the front six inches of the chair. The cadet’s feet will form a 45 degree angle with their heels touching. The arms will be straight but not stiff, with their hands cupped like the position of attention, and their knuckles resting on their knee caps, palms facing down.

ii. Parade Rest

The position of parade rest is more relaxed than that of attention, however cadets must stay where they are without movement or speaking. If at parade rest and a superior cadet or officer comes up to a cadet, the cadet will come to the position of attention unless told otherwise. The command is “**Parade, REST**”. The word “**REST**” is pronounced “*Hest*”. On the command “**REST**”, raise the left foot from the hip just enough to clear the ground and move it smartly to the left so the heels are 12 inches apart (shoulder width), as measured from the inside of the heels. Keep the legs straight, but not stiff, and the heels on line. As the left foot moves, bring the arms, fully extended, to the back of the body, uncupping the hands in the process; and extend and join the fingers, pointing them toward the ground. The palms will face outwards. Place the right hand in the palm of the left, right thumb over the left to form an “X” (Figure

2). Keep head and eyes straight ahead, and remain silent and immobile. While at the position of parade rest, no other command may be called until the cadet(s) is back at the position of attention. To do this, the Flight Commander will go back to the position of attention, then call “**Flight, ATTENTION**”. Only then can other commands be called.



Figure 2: The position of parade rest

iii. At Ease

The command is “**AT EASE**”. On the command “**AT EASE**”, relax in a standing position, but keep the right foot in place. Position in the formation will not change, and silence will be maintained.

iv. At Rest

The command is “**REST**”. On the command “**REST**”, the same requirements for at ease apply, but quiet talking is permitted.

v. Fall Out

The command is “**FALL OUT**”. On the command “**FALL OUT**”, cadets may relax in a standing position and/or break ranks. They must remain in the same area and quiet talking is permitted unless told otherwise.

vi. Facing movements

Facing movements are called in two counts. The commands are “**Right (Left), FACE**”. The word “**FACE**” is pronounced “*Hace*”. 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 (Figure 3). This completes count two of the movement.



Figure 3: a Right Face

About face is a 180 degree turn to the right, and is also done in two counts. 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 or excessive leg swing, 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 (Figure 4). This completes count two of the movement.



Figure 4: an about face

When on an unimproved surface (grass, gravel, etc.), the cadets will rotate X degrees to the right/left instead of facing movements so that they do not injure themselves. The command is “**Rotate 45/90/180 degrees, TO THE RIGHT (LEFT)**”. Upon hearing the execution command “**TO THE RIGHT (LEFT)**”, the cadet will take small choppy steps until they have rotated the number of degrees indicated by the Flight Commander.

vii. Saluting

The command used to have your Flight/Detail/Squadron salute is “**Present, ARMS**”. The word “**ARMS**” is pronounced “*Harms*”. On the command “**ARMS**”, 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 (Figure 5). 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 non-billed 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.



Figure 5: a salute being performed

The command to go back to attention from present arms is “**Order, ARMS**”. Upon the command “**ARMS**”, the cadet will perform these movements in the opposite order as present arms. Upon completion of order arms, the cadet will be back at attention. When a cadet is at present arms, they may not perform any other movements or commands until order arms is called and the cadet is back at attention.

When exchanging salutes, the junior cadet will initiate the salute and issue the greeting of the day. Saluting is reserved for outdoor areas that are not ‘no salute’ areas when both individuals are in uniform. When both hands of the senior cadet/officer are full, the junior cadet will still greet and salute, the senior officer does not have to salute but will return the greeting. If the junior cadet has both hands full, they do not have to render a salute, but should still greet the senior cadet/officer. If carrying one item, the item should be in the left hand so that the cadet can still render a salute. There is no saluting indoors unless the cadet is doing a formal reporting, or is participating in a ceremony. In formation, the Commander of the formation will salute for their formation, and should instruct the formation to greet the senior cadet/officer.

viii. Posting on a Wall

When posting on a wall, the cadet should maintain the five points of contact: the heels, the buttocks, the elbows, the shoulders, and the back of the head. The cadet’s eyes should be 15° above the horizon. There should not be any door or hanging object behind the cadet. The cadet should not post on a wall where they may be hit by an opening door. Cadets in a Flight should not post around a corner where they are not visible, unless directed to do so. The cadets should not post on a wall that will not allow them to maintain the five points of contact.

b. Transitory Drill

i. Forward March and Halt

To march forward from a halt, the command is “**Forward, MARCH**”. The word “**MARCH**” is pronounced “*Harch*”. On the command “**MARCH**”, step off with the left foot taking a 24-inch step (measured from heel to heel), and place the heel on the ground first. When stepping off and while marching, use coordinated arm swing (right arm forward when the left foot hits the ground, and left arm forward when the right foot hits the ground). Cup the hands with the thumbs pointed down, arms straight but not stiff. The swing should reach 6 inches to the front and three inches to the rear measured from the part of the hand closest to the thigh at each point.

To halt, the command is “**Flight, HALT**”, given as either foot strikes the ground. On the command “**HALT**”, the cadet 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.

To march short distances forward, the Flight Commander will call “**__ paces forward, MARCH**”. This verbiage is only used if taking four or fewer paces forward, if taking more than four, forward march should be used.

ii. Mark Time

The command is “**Mark Time, MARCH**”. When marching, the command “**MARCH**” is given as either foot strikes the ground. The cadet takes one more step with the foot opposite the one the command was called on. They then bring the trailing foot to a position so both heels are on line. The cadence is then 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.

At a halt, on the command “**MARCH**”, the cadet 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.

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

iii. Half Step

The command “**Half step, MARCH**” is given as either foot strikes the ground. On the command “**MARCH**”, the cadet takes one more 24-inch steps followed by a 12-inch step (measured from heel to heel) in quick time, setting the heel down first

without scraping the ground. The cadet maintains coordinated arm swing and continues the half step until marched forward or halted.

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 cadet takes one more 12-inch step with the right foot and then steps out with a full 24-inch step with the left foot.

iv. Right and Left Step

The command is “**Right (Left) Step, MARCH**”, given only from a halt and for moving short distances. On the command “**MARCH**”, the cadet 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. Cadence is called if right (left) step is called, but is not called if executing four or less steps to the right/left. Counts one and three are called as the right (left) foot strikes the ground, and counts two and four are called as the heels come together. To execute four or less steps to the right (left), the Flight Commander will call “**__ steps to the right/left, MARCH**”.

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.

v. Change Step

The command is “**Change step, MARCH**”. On the command “**MARCH**”, given as the right foot strikes the ground, the cadet 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.

vi. 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 cadet 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.

vii. **Flanking Movements**

The command is “**Right (Left) flank, MARCH**”, given as the heel of the right (left) foot strikes the ground. On the command “**MARCH**”, the cadet takes one more 24-inch step, pivoting 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.

c. **Detail Marching**

i. **Forming the Detail**

The detail is formed when between two and four cadets need to transit. This is one of the most common formations used at FT. In details of 2, the detail Commander marches on the right. In details with 3 or 4 cadets, the detail is sized, placing the taller cadets in the rear of the formation. In this formation, the cadet in the right rear position is the detail Commander. The detail Commander will render all greetings, just as they would if they were a Flight Commander, however all members of the detail will salute.

ii. **Guidons in a Detail**

When a detail retrieves a guidon, the cadet on the right (or right front in formations of 3 to 4 cadets) will carry the guidon, regardless of their assigned duty for that day.

iii. **Marching**

When on improved surfaces, the detail commander will command “**Detail, FALL IN.**” Once the detail is in the proper formation, the detail commander will give proper commands to move his/her detail from one location to the next as quickly as possible. When on unimproved surfaces, the detail commander will command “**Detail, FALL IN.**” Once the detail is in the proper formation, the detail commander will command

“**Route step, MARCH,**” at which time the detail will take one 24-inch step and assume route step. While at route step, the only command that may be given is Incline to the Right (Left). The detail must be at attention to call any other commands.

VI. Drill of the Flight

a. Positions in the Flight

During ROTC training, there are many different positions that cadets can hold while they are in their Flights. No one cadet should have multiple jobs at the same time within a Flight. These positions change frequently so it is a good idea to get exposed to each of them to gain experience.

Flight Commander (Flt/CC)

The Flt/CC is the leader of the Flight and is responsible for directing the members of the Flight in order to accomplish their objectives. Their tasks often include marching the Flight to get to destinations, selecting cadets in the Flight for various Flight positions, and receiving and executing objectives from their POC Flight Commanders.

Deputy Flight Commander (Flt/CD)

The Flt/CD is the second-in-command of the Flight and is primarily responsible for reporting the Flight’s accountability to the Flt/CC. The verbiage for reporting accountability is “**Cadet ____, __ Flight’s accountability is __ of __ present or accounted for**”. If cadets are absent or elsewhere, they should include “**Cadet __ is (sick, with Cadet __, etc.)**”. They should have the Flight’s accountability at any given moment, and should report any changes to the Flt/CC when changing locations. They are also responsible for taking control of the Flight in the event that the Flt/CC is absent, and they should appoint their own Flt/CD until the Flt/CC returns.

Flight Academics Officer(Flt/AO)

The Flt/AO is responsible for the academic concepts of the Flight. For detachment level training, this primarily consists of leading the Flight in Warrior Knowledge as instructed by the Flt/CC. However, at Field Training, they may also be asked to perform other tasks such as collecting all Flight memos or receiving specific information from FT staff or FT Cadet Group Staff to relay to the Flight.

Flight Standardization Officer(Flt/STANDO)

The Flt/STANDO is responsible for ensuring that the Flight’s members stay as close to standardized as possible. This typically involves making sure the Flight

members' water bottles, notebooks, etc. are all in the same place with respect to the Flight member or being held in the same hand. It may also involve ensuring the Flight's memos are all written in a standardized format.

Flight Physical Fitness Officer(Flt/PFO)

The Flt/PFO leads the Flight in stretching, and other group exercises. The exercises to be carried out will generally be assigned by POC Flight Commanders, and will be announced by the PFO using the standardized verbiage (refer to Section III).

b. Mechanics of the Flight

A Flight consists of no less than two and no more than four Elements (rows in the diagram below). Therefore, a Flight can only be formed with five or more cadets. In an instance with four or less cadets, a Detail will be formed (refer to section IV). Typically during normal detachment training, Flights will consist of three Elements. However, at Field Training it is much more common to have the Flight march in two Elements, as narrow walkways make marching in three Elements difficult. The Flight Commander is centered on and 3 paces away from the Flight. When marching, the Flight Commander should always be at the rear third of the Flight on the side where danger is more prevalent (if on a sidewalk, the Flight Commander would march on the side that is next to the road).

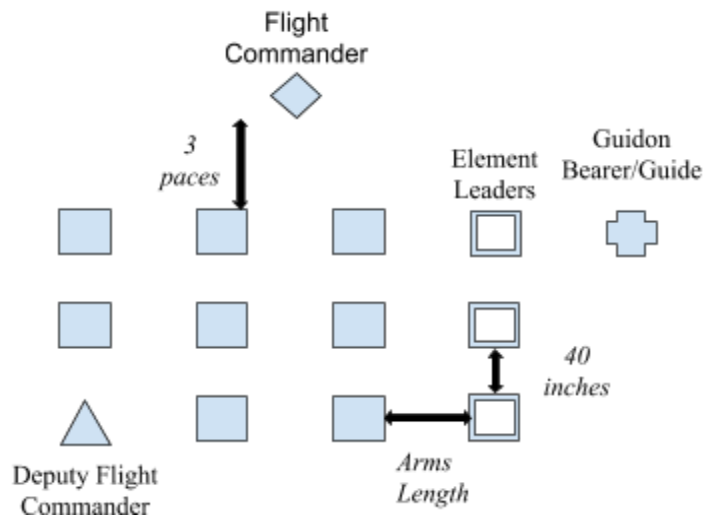


Diagram 1: An overhead view of a Flight with 3 elements and a guidon bearer

The Deputy Flight Commander must always be in the rear-leftmost position when in line formation. If they are not, the Flight Commander must put the Flight in column formation and call “**Deputy Flight Commander, POST**”, where they will move to

their proper position. The Flight Commander should always call “**COVER**” after they post the Deputy Flight Commander.

When calling cadence as a Flight Commander, they will remain monotone throughout, and will call cadence in an 8-on-8-off manner. Cadence should be monotone, and the count is pronounced: “**Hut, two-p, three-p, four-p, hut, two-p, three-p, four-p**”. They will start the cadence on their left foot with “**Hut**”, continuing with odds on left steps, evens on with right steps, until the cadence has been called for eight steps. The next eight steps will not have cadence called. If the Flight Commander cannot complete a full 8-count cadence before halting or giving other commands, they will not interrupt their cadence, but instead will not call cadence until they can call a full 8-count.

When a cadet wants to fall into an already formed Flight, they will march to a position in front of the Flight Commander, salute, and state “**Cadet ___, Cadet ___ requests permission to fall into the Flight**”. The Flight Commander will return the salute and command “**Fall into the flight**”. The cadet will then drop their salute, march to the left-frontmost open position in the Flight from the perspective of Diagram 1. When there are multiple cadets that need to fall into the Flight at the same time, they will march up in a single-file line and face the Flight Commander. From right to left in the perspective of Diagram 1, they will be in alphabetical order. The cadet on the far right will be directly in front of the Flight Commander, with all other cadets falling in to the left of the first cadet. The first cadet will call “**Present, ARMS**”, and use the verbiage above, but will list all cadets falling in, in alphabetical order. Once the Flight Commander says to fall in and drops their salute, the first cadet will drop their salute and command “**Order, ARMS**”. The cadets will fall in as described above.

Note: This can only occur while the Flight is at attention and in line formation.

c. Flight Formations

There are four different formations that a Flight can be in at any given time. Facing movements and flanking movements are called in order to transition into these different formations.

i. Line Formation

Line formation is the formation that Flights naturally fall into. From the perspective of the Flight, the Element Leaders are on the right of the formation, the Guidon Bearer/Guide is right of the first Element Leader (refer to Section VI), and the Deputy Flight Commander is in the rear-leftmost position, as depicted in diagram 2.

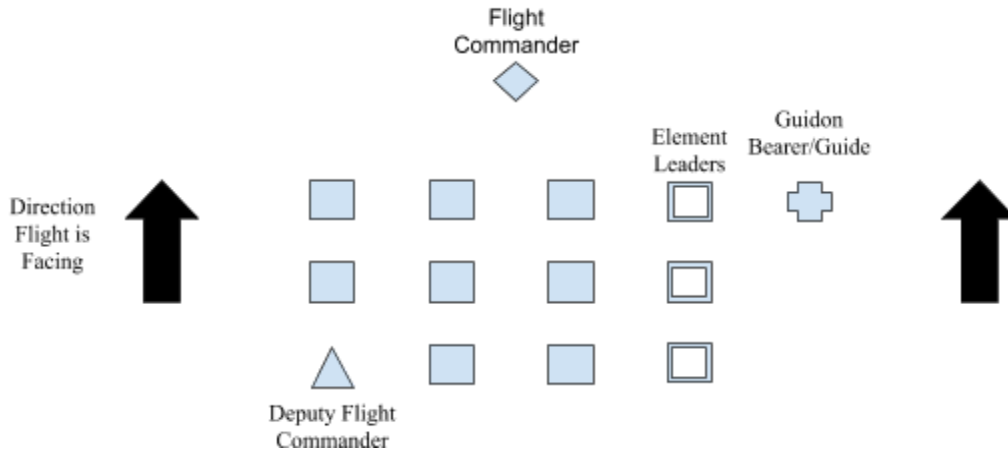


Diagram 2: Line Formation, the “default” formation that a Flight falls into

ii. Column Formation

Column Formation is the formation that is best utilized for transitory marching. From the perspective of the Flight, Element Leaders are in the front of their Elements while the Deputy Flight Commander is in the rear-rightmost position. When put into this position, the Guidon Bearer/Guide transitions to the front of the rightmost element (refer to Section VII), as depicted in diagram 3.

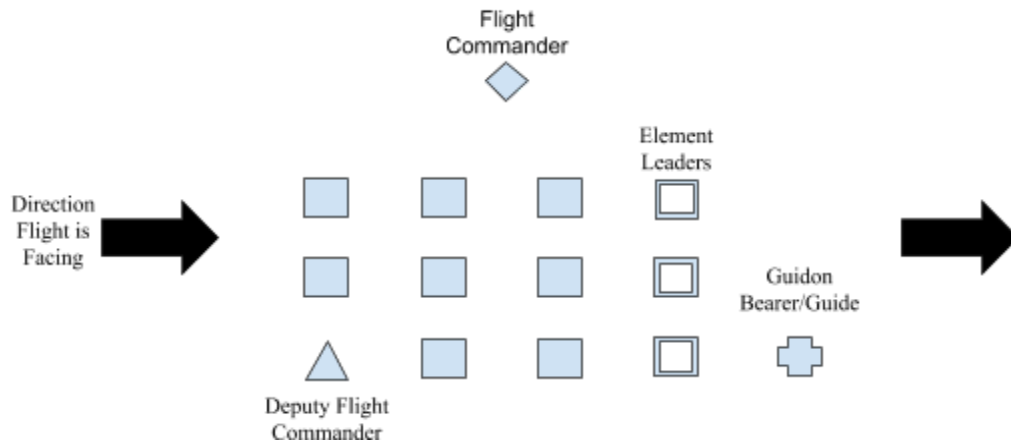


Diagram 3: Column Formation, the “default” formation a Flight will march in

Note: This is the only formation in which column movements can be called.

iii. Inverted Line Formation

Inverted Line Formation is the opposite of Line Formation in the sense that the Element Leaders and Guidon Bearer/Guide are now to the left of the Flight in the Flight members’ perspectives while the Deputy Flight Commander is in the front-rightmost position. The Guidon Bearer/Guide is in the same relative position as in Column Formation (refer to Section VII).

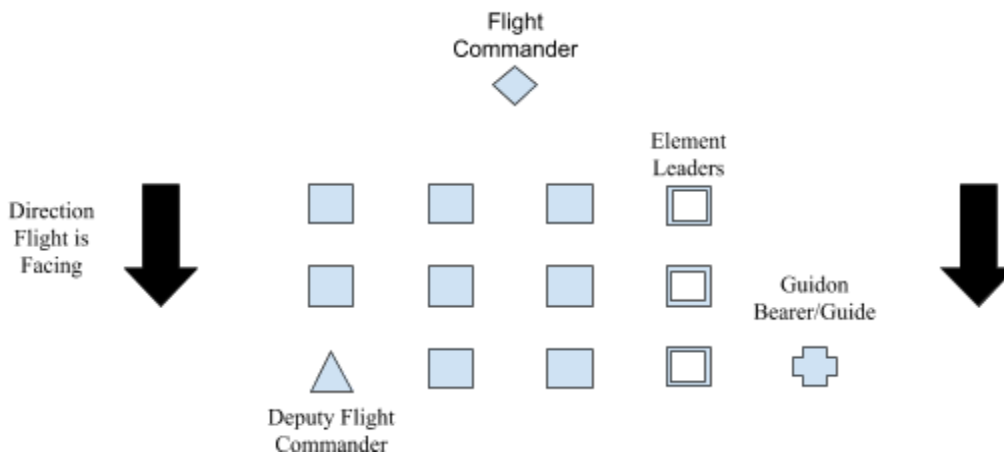


Diagram 4: Inverted Line Formation

iv. Inverted Column Formation

Inverted Column Formation is the opposite of Column Formation in the sense that the Element Leaders and Guidon Bearer/Guide are now in the rear of the Flight while the Deputy Flight Commander is in the front-leftmost position. The Guidon Bearer is again, in the same position relative to the Flight as in Column Formation (refer to Section VII).

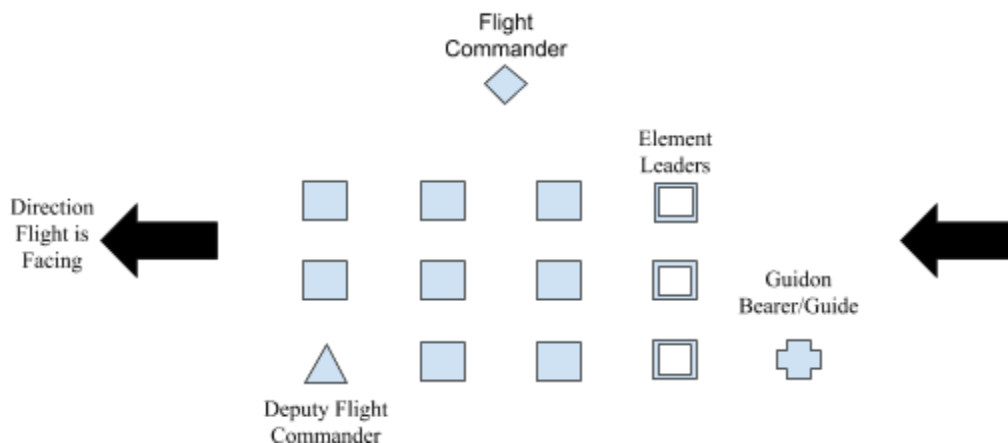


Diagram 5: Inverted Column Formation

d. Commands of the Flight

All commands can be called in a Flight formation, however some commands can only be called when the Flight is in a certain formation (e.g. cannot call column

movements when in line formation). For this manual, all Flight commands and procedures will be explained with a Flight of three Elements. Flights with either two or four Elements can use the same techniques following the patterns found in the commands.

i. Forming the Flight

A Flight forms in at least two, but not more than four, Elements in line formation. The command is “**Flight, FALL IN**”. The Guidon Bearer/Guide will fall in facing the Flight Commander, three paces from the Commander and several paces to the Commander’s left. The First Element Leader will then fall in directly to the left of the Guidon Bearer with one arm's length (shoulder to fingertip) between them. The Second and Third Element Leaders will then fall in behind the First Element Leader at one arm's length. Each cadet will then fill in from the last Element on the left of the Element Leaders. The Deputy Flight Commander will always occupy the leftmost rear position in the Flight. Once the Flight is formed, the Flight Commander will center themselves on the Flight three paces from the First Element.

ii. Sizing the Flight

The Flight Commander will give the Flight a right face so that they are in column formation. They will give the command “**with the exception of the Guidon Bearer, Element Leaders, and the Deputy Flight Commander, if you are taller than the cadet in front of you, tap them on the shoulder and move forward**”. If the cadet is taller than the cadet in front of them, they will tap them on their right shoulder and both cadets will perform a box-step maneuver depicted in diagram 6.

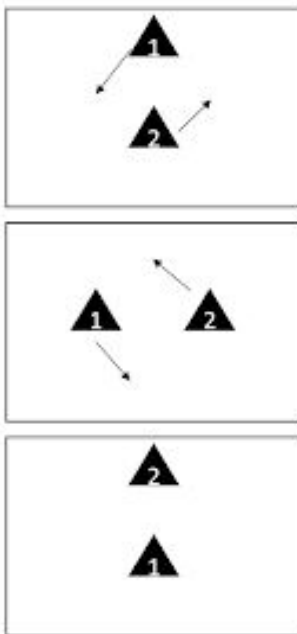


Diagram 6: Cadet 2 is taller than Cadet 1, so they tap Cadet 1 on the shoulder. Cadet 1 takes a diagonal step back to the left while Cadet 2 takes a diagonal step forward to the right. They pause, then Cadet 1 takes a diagonal step back to the right while Cadet 2 takes a diagonal step forward to the left. Cadet 2 is now directly in front of Cadet 1

The Flight Commander will then give a right face so that the Flight is in inverted line formation, and size the Flight again, only giving the exception of the Deputy Flight Commander, as the Element Leaders will stay Element Leaders and nobody is behind the Guidon Bearer to take their place. Once the Flight is sized in this formation, the Commander will give a left face so the Flight is in column formation and repeat the first command. If the Flight is not sized, these steps can be repeated until it is.

iii. Close Interval and Aligning the Flight

To fall in at close interval, the Flight Commander will call “**At close interval, FALL IN**” where the procedure will be identical to falling in at regular interval, except instead of shoulder to fingertip distance, the cadets will place their left palm on their hip with their fingers extended, and their right hand placed as if they were at attention. Cadets will fall in at elbow to elbow length. The only commands that may be given are “**At close interval, dress right, DRESS**”, “**Ready, FRONT**”, “**AT EASE**”, “**Flight, ATTENTION**”, “**FALL OUT**”, and “**DISMISSED**”.

For aligning the Flight, the commands are “**Dress right, DRESS**” and “**Ready, FRONT**”. On the command “**DRESS**”, everyone except the last cadet in each Element raises and extends the left arm laterally from the shoulder with a snap so the arm is parallel with the ground. As the arm is raised, un-cup 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 their head and eyes 45 degrees to the right with a snap.

The leading individual of each file establishes a 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. The command “**Ready, FRONT**” is pronounced “*Red-up, Hunt*”. On this command, cadets whose arms are up will lower their arms with a snap to their sides (without slapping their sides) and re-cup their hands when their arm is at approximately waist level. As the arm is lowered, cadets whose heads are turned will return their heads to the front with snap. The body is now back to the position of attention.

iv. Cover

To align the Flight in column formation, the command is “**COVER**”. On this command, everyone except the Guidon Bearer adjusts by taking small choppy steps if needed and establishes dress, cover, interval, and distance. The Element Leader of each Element (excluding the base Element) obtains the proper interval (normal or close). The base Element, the Element on which a movement is planned, regulated, or aligned, establishes and maintains a 40-inch distance based on the Guidon Bearer. All others align themselves beside the individual to their right and behind the individual in front of them.

To align the Flight in inverted column formation, the same command and procedures used to reestablish dress, cover, interval, and distance while in column formation are used. The exception to this is the leading individual of the base Element (the Deputy Flight Commander) does not move and everyone else establishes dress, cover, interval, and distance based on this individual.

v. Open Ranks

The command is “**Open ranks, MARCH**”. It is only given to a formation when in line at normal interval. On the command MARCH, the rear Element stands fast and automatically executes dress right dress at normal interval. Each succeeding Element in front of the rear Element takes the required number of paces (the number of Elements behind them, i.e. in a Flight of three Elements, the Second Element takes 1 step, and the First Element takes 2 steps), stepping off with the left foot and a coordinated arm swing, halts, and automatically executes dress right dress. The Second Element takes one pace forward and the First Element takes two paces forward. Once halted, the distance between Elements will be 64 inches. The Flight Commander proceeds and aligns the Flight. Once the Flight is aligned, the Flight Commander commands “**Ready, FRONT**”. For open ranks inspections, refer to Section IX.

vi. Close Ranks

To close ranks when at open ranks, the command is Close Ranks, MARCH. On the command MARCH, the First Element stands fast. The Second Element takes one pace forward with coordinated arm swing and halts at the position of attention. The Third takes two paces forward and halts at attention. The number of steps an Element takes is the number of Elements in front of them.

vii. Changing Flight Commanders

To begin the process of changing Flight Commanders, the current Flight Commander will call the cadet who is to be the new Flight Commander to the front of the Flight by using the command “**Cadet ___, FRONT AND CENTER**”. The cadet will then fall out of the Flight, march in front of the Flight Commander, salute, and state “**Cadet ___, Cadet ___ reports as ordered**”. The current Flight Commander will return the salute and state “**Take control of the flight**”. The new Flight Commander will then take one pace forward with their left foot while the previous Flight Commander simultaneously takes one pace backward with their right foot. The previous Flight Commander will then salute the new Flight Commander and state “**Cadet ___, Cadet ___ requests permission to fall into the flight**”. The new Commander will return the salute and command “**Fall into the flight**”. The previous Flight Commander will then fall into the Flight.

viii. Marching and Halting

To start marching, the Flight Commander will call “**Forward, MARCH**”. On the command march, each cadet in the Flight will take a 24-inch step forward with their left foot and coordinated arm swing. They will continue marching in this manner until

another command is called changing direction, changing the pace of marching, or halting. The Flight Commander will ensure they give the Guidon Bearer enough time between the preparatory and execution command to raise the Guidon off the ground and secure it.

When the Flight Commander calls “**Flight, HALT**”, they will ensure “**Flight**” and “**HALT**” are called on same consecutive foot (call “**Flight**” when the left foot hits the ground, step with the right foot, and call “**HALT**” when the left foot hits the ground again, can start on either foot). After the Flight comes to a halt, the next command given by the Flight Commander will always be “**COVER**”.

When marching a Flight, the Flight should never be marching in the middle of a walkway, road, or other path, unless there is no excess room or it would be unsafe to do so. The Flight Commander will call “**Guidon Bearer, GUIDE RIGHT (LEFT) TO THE RIGHT(LEFT) SIDE OF THE TROOPWALK**”. The Guidon Bearer will continue to march forward but will be moving to the right(left) until they are to the right(left) side of the path. The Element Leaders and the rest of the Flight will follow the Guidon Bearer. The direction the Guidon Bearer needs to guide does NOT need to be the same side as the troopwalk they are guiding to. The Guidon Bearer can guide left to the right side of the troopwalk (e.g. if the Flight Commander makes a mistake and the Flight is on the right of the path in the grass, they can direct the Guidon Bearer to guide left to the right side of the troopwalk). Guiding to the side of the troopwalk should be used sparingly and column half movements should be used when possible.

ix. Close and Extend March

To go to close interval between Elements when in column at normal interval at a halt or while marching, the command is “**Close, MARCH**”. To get to normal interval from close interval, the command is “**Extend, MARCH**”.

When 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.

When 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 arm swing) 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. Extend march procedures are identical to close march, but opposite.

x. Column Movements

The commands for column movements are “**Column right, MARCH**”, “**Column left, MARCH**” and “**Forward, MARCH**”.

On the command “**Column right/left, MARCH**”, the Third (First) Element Leader takes one more 24-inch step, pivots 90 degrees to the right (left) on the ball of the left (right) foot, and suspends arm swing during the pivot. Following the pivot, step off in a 24-inch step and resume coordinated arm swing. Beginning with the second step after the pivot, take up the half step. Each succeeding member of the Third (First) Element marches to the approximate pivot point established by the person in front of him or her and performs the same procedures as the Element Leader.

The Second Element Leader takes one 24-inch step, (maintaining coordinated arm swing throughout) pivots 45 degrees to the right (left) on the ball of the left (right) foot, and takes two 24-inch steps prior to pivoting 45 degrees to the right (left) on the ball of the left (right) foot. Continue marching in 24-inch steps until even with the person who marches on the right (left). Then begin half stepping and establish interval and dress. Each succeeding member of the Second Element marches to the approximate pivot point established by the person in front of him or her and performs the same procedures as the Element Leader.

The First (Third) Element Leader takes one more 24-inch step, (maintaining coordinated arm swing throughout) pivots 45 degrees to the right (left) on the ball of the left (right) foot, and takes four 24-inch steps prior to pivoting 45 degrees to the right (left) on the ball of the left (right) foot. Continue marching in 24-inch steps until even with the person who marches on the right (left). Then begin half stepping, and establish interval and dress. Each succeeding member of the First (Third) Element marches to the approximate point established by the person in front of him or her and performs the same procedures as the Element Leader.

The Guidon Bearer performs the pivots and steps exactly as the Third Element Leader. Following completion of the pivots, the Guidon Bearer continues in a 24-inch step until they are ahead of the Third Element Leader. The Guidon Bearer pivots 45 degrees to a position in front of the Third Element Leader; then they pivot 45 degrees again toward the front and begins half stepping.

Once the entire formation has changed direction and dress, cover, interval, and distance are reestablished, “**Forward, MARCH**” will be given. On the command **MARCH**, take one more 12-inch step with the right foot, and then step off with a full 24-inch step with the left foot. When performing column left, the responsibility of dress reverts to the First Element on the preparatory command **Column left**. The

responsibility remains with the First Element until the command “**Forward, MARCH**” is given; then it reverts to the base Element.

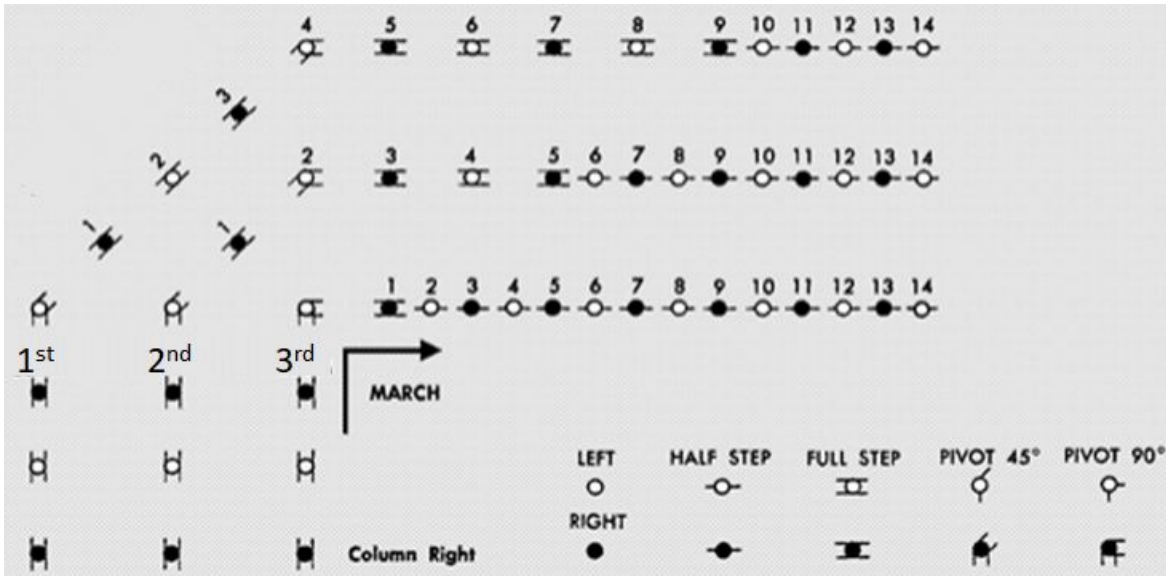


Diagram 7: An overview of how to do a column right from each Element at normal interval

Column right (left) at close interval is performed in the same manner as at normal interval except the Second Element takes two 12-inch steps between pivots and the First (Third) Element takes four 12-inch steps between pivots.

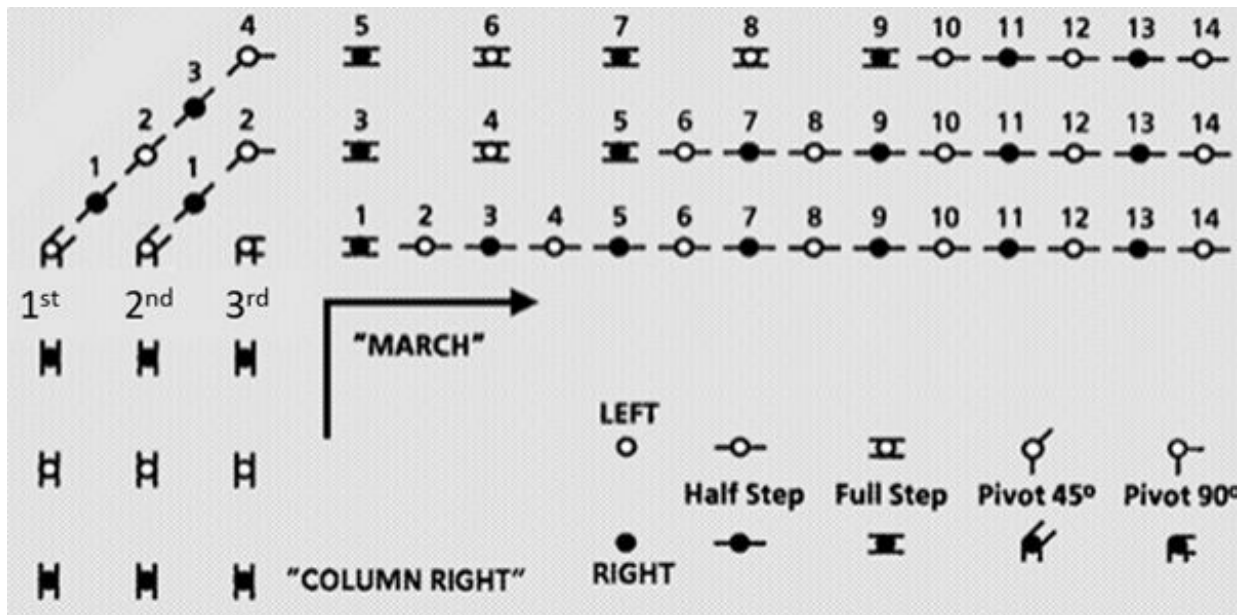


Diagram 8: An overview of how to do a column right from each Element at close interval

When column movements are executed from a halt are similar to that of a column movement while marching. For a column left, the Element Leaders will immediately execute a left or half left face and begin the rest of the column movement. For a column right, Element Leaders take one 24-inch step forward, then execute the column movement.

xi. Column Half Movements

To change the direction of a column by 45 degrees, the command is “**Column half right (left), MARCH**”. On the command “**MARCH**”, the leading cadet of the right (left) Element 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 arm swing. The cadet 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 arm swing and without changing the interval, and continue marching in full 24-inch steps until they are abreast of the base Element. At this point, they conform to the step of the individual in the right (left) Element and establish the proper interval. The remaining cadets in each Element 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.

When executed from a halt, the procedures are the same as a regular column movement done from a halt.

xii. Eyes Right and Left

Eyes right (left) is typically used when passing in review during ceremonies. 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 rightmost (leftmost) Element, turn their heads and eyes smartly 45 degrees to the right (left). 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.

xiii. Building Entry Procedures

To enter a building, Flights need to form a single-file line. To do this, they use column of files. For this manual, the ‘Flight’ will be entering a doorway on their right in column formation.

The Flight Commander will position their element leaders one pace away from the doorway. The Flight Commander will post their Guidon Bearer and Deputy Flight Commander at the door. The verbiage they will use is “**Guidon Bearer, secure the guidon and post the door. Deputy Flight Commander post the door.**” If there is no door, they will use “**entryway**” instead of “**door**”. The Guidon Bearer will secure the guidon and then post the door with the Deputy Flight Commander. The Deputy Flight Commander is posted at the door so that they can count the members of the Flight to ensure all cadets are present to report to the Flight Commander.

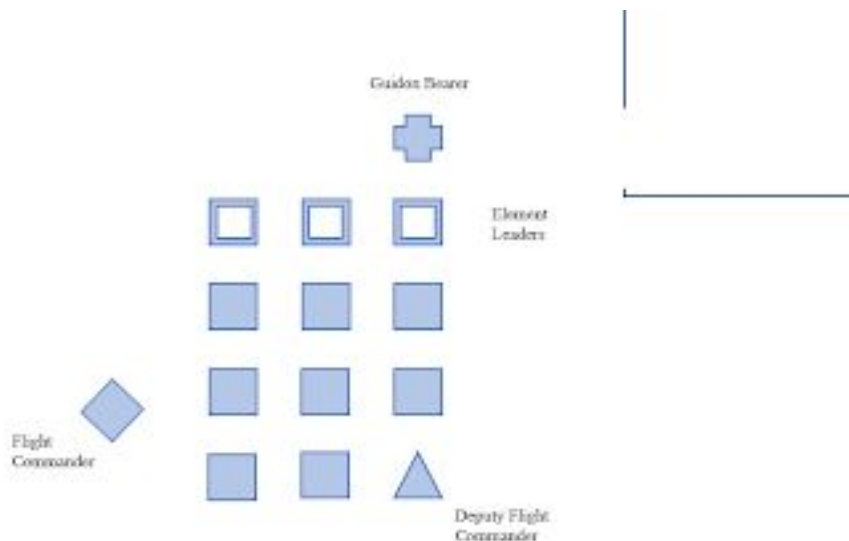


Diagram 9: An overhead view of the Flight going into a building

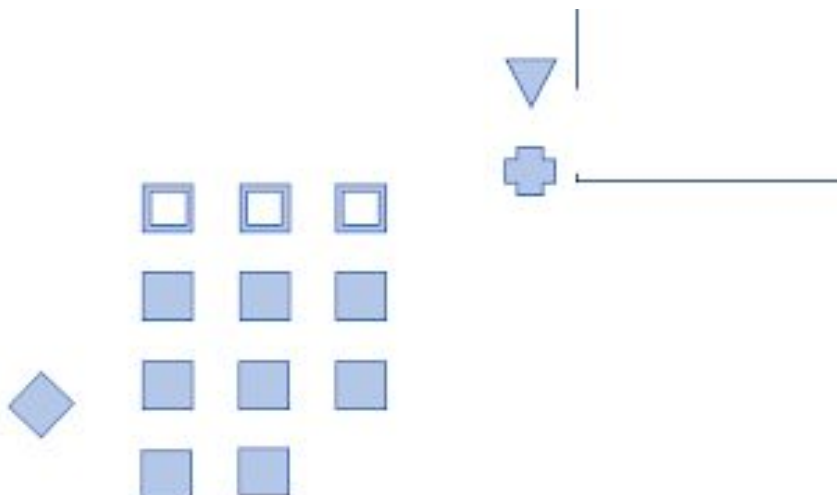


Diagram 10: The Guidon Bearer and Deputy Flight Commander posting the door.

Next, the Flight Commander will say “**Column of files, from the right, column right**”. The Flight Commander can say either from the right or left, depending on where the doorway is in relation to the Flight. It is more advantageous to have the Element closest to the doorway go inside first. For this example, the doorway is on the right, so the Third Element will go in first, followed by the Second and First Element. The Flight Commander can also call any command after they give the direction, e.g. “**...from the right, forward**” for unconventional situations.

After the Flight Commander calls “**... column right**”, the Third Element Leader will turn their head 45 degrees to the right and echo the command “**Column right**”. At the same time as the Third Element Leader, the First and Second Element Leaders will turn their heads 45 degrees to the right and say “**Stand fast**”. The direction they turn their heads is the same direction the Flight Commander says. If they say “**...from the right...**” the Element Leaders will turn their heads 45 degrees to the right, and if they say “**...from the left...**” the Element Leaders will turn their heads 45 degrees to the left.

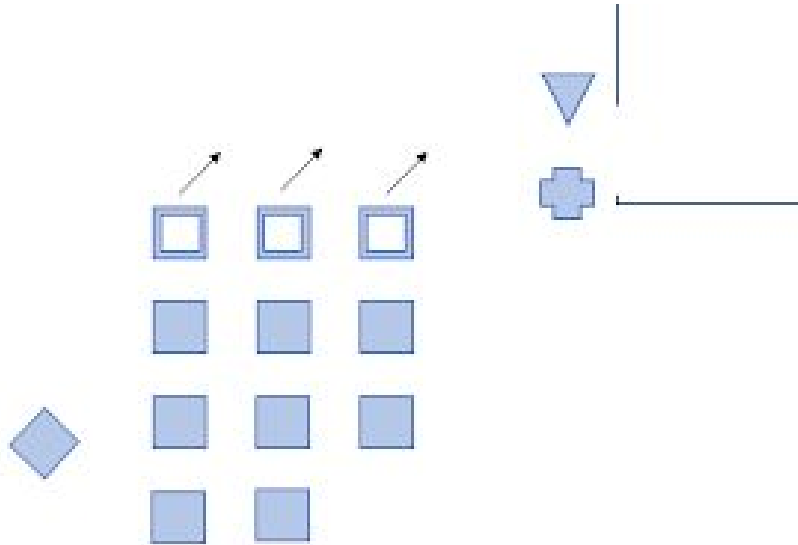


Diagram 11: The Element Leaders turn their heads 45 degrees to the right after the Commander calls “Column of files, from the right, column right”

After the Element Leaders echo the command or say “**Stand fast**”, the Flight Commander will say “**MARCH**”. When they give the execution command, the Third Element Leader will execute a column right and the rest of the element will follow. The Third Element Leader is now in charge of the Element and getting them to the destination inside the building. They may call any additional column movements or other necessary movements to get to their destination. They are also in charge of calling cadence for their Element and greeting and saluting senior cadets/officers.

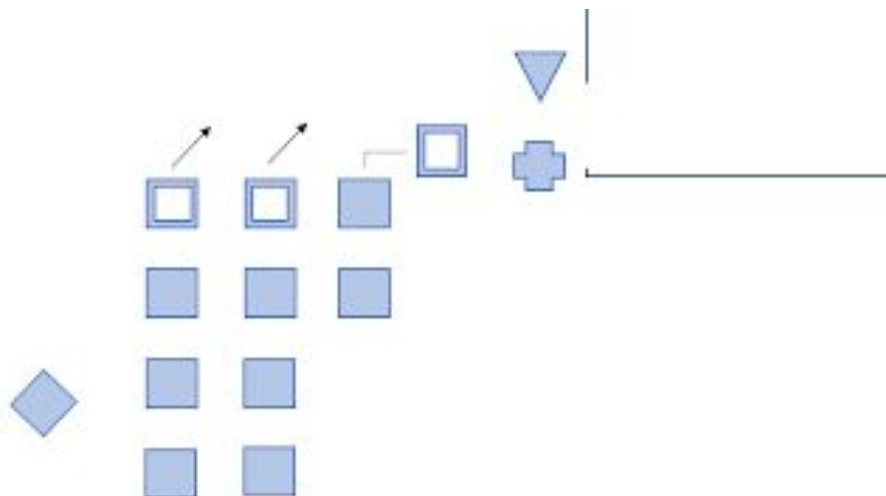


Diagram 12: The Third Element is executing the column right movement called by the Flight Commander

Once the second to last person in the Element is next to the Second Element Leader, they will repeat the command given by the Flight Commander “**Column right, MARCH**”, and execute the column right, followed by their Element.

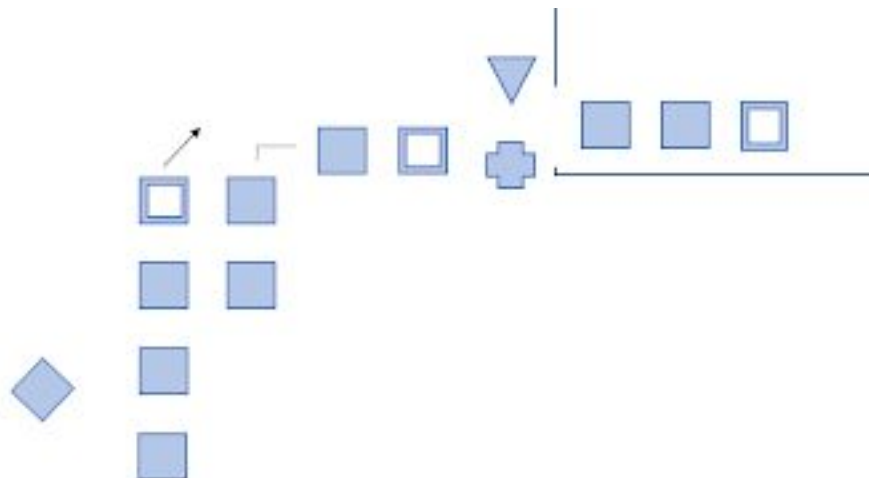


Diagram 13: The First Element is inside the building and the Second Element is executing the column right

Once the second to last person in the Second Element is next to the First Element Leader, they will repeat the command given by the Flight Commander “**Column right, MARCH**”, and execute the column right, followed by their Element.

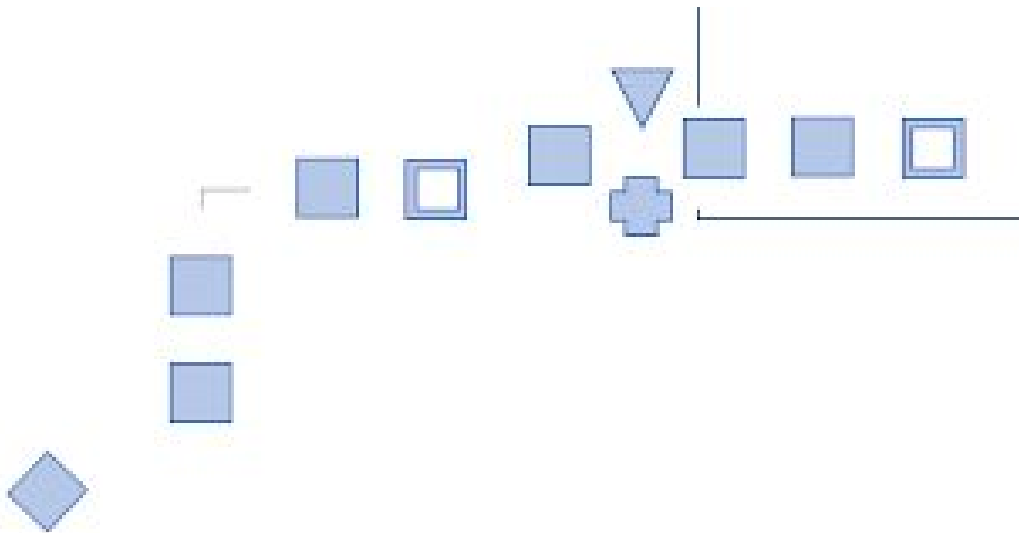


Diagram 14: The Second and Third Elements are in the building and the First Element is executing the column right

The Flight Commander will follow the last Element into the building, however the Flight Commander will always be the last person inside, and will let the Deputy Flight Commander and Guidon Bearer get inside before them, so that no cadet is left behind.

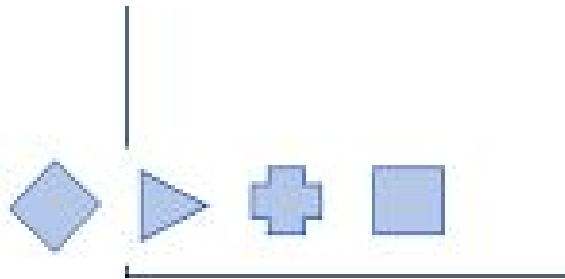


Diagram 15: All cadets are now inside the building and the Flight Commander is the last cadet inside

xiv. Route Step, Incline Movements, and Double Time

Route step is used for unimproved terrain where a cadet would need to watch where they are stepping to avoid injury. The Commander will call “**Route step, MARCH**” and the Flight will take one more 24-inch step and assume route step, where their eyes may look at the ground to see where they are stepping. Cadence is not given, but cadets must stay in dress, cover, interval, and distance. The Flight Commander may then call incline movements to march at route step. The Command for calling incline movements is “**Incline 90/45 degrees, TO THE RIGHT (LEFT)**”, and the Element Leaders and Guidon Bearer will perform a column-like movement without pivoting and rounding the corner. Dress, cover, interval, and distance must be maintained.

To move quicker than standard cadence, the Flight Commander may use double time. The Flight Commander can only call this while at quick time (standard cadence) after calling a forward march, or at a halt. The command is “**Double time, MARCH**”. The Flight will then quicken their pace to 180 steps per minute, with 30 inch steps. It should be a light jog, but can be faster if needed. To resume quick time from double time, the command is “**Quick time, MARCH**” with four steps between the preparatory and execution command. The Flight will take two more steps at double time, two steps at quick time and resume marching with arm swing. To halt from double time, the command is “**Flight, HALT**” with four steps between the preparatory and execution command. The Flight will take two more steps at double, and halt after two steps at quick time.

To do incline movements at double time, the verbiage above is used.

Note: the only commands that can be given at double time are incline movements, quick time march, and flight halt

xv. Flanking Movements

When the Flight Commander calls a flanking movement, upon the command “**MARCH**”, every member of the Flight will execute the flanking movement at the

same time, so that the orientation of the Flight does not change, but the direction the Flight is marching in changes.

VII. Drill of the Guide/Guidon Bearer

a. Order Guidon

This is the position of attention for the Guidon Bearer. The guidon will be held vertically, with the lower point of the guidon as close to the pinky toe of the right foot as possible while maintaining alignment. The fingers and thumb are extended, forming a V shape in which the guidon is held. The hand and arm are kept behind the staff, with the arm bent as necessary in order for the guidon to rest against the shoulder.

b. Posting and Retrieving the Guidon

To post the guidon, the cadet will position themselves one pace away from the wall, corner, guidon stand, or other secure place the guidon will be posted. They will set the tip of the guidon on the ground several inches away from the ground, or in the guidon stand, then lay the spade against the wall if applicable. The cadet will ensure the guidon is secured and will not fall. Once the guidon is secure on the wall or stand, the cadet will salute the guidon and state loudly “**Guidon posted**”. They will then go back to the position of attention. The guidon is now posted.

To retrieve the guidon, the cadet will position themselves once pace away from the guidon. They will grab the guidon with two hands and secure it across their body diagonally. The cadet will then state loudly “**Guidon retrieved**”. They may then go to carry guidon and go about their tasks.

c. Carry Guidon

The guidon must be in this position in order for the guidon bearer to move. The bearer begins moving into the Carry position when a preparatory command is given.

In order to transition from the Order position to the Carry position, the guidon bearer will move their left hand across their body, forming the same V grip used to hold the guidon. The left hand will then be used to raise the guidon approximately 6 inches above the ground, while the right hand remains in the same position, loosening its grip on the guidon. Once the guidon is raised, the right hand will again be used to secure the guidon in place while the left hand is smoothly moved back to the bearer’s left side.

To transition from the Carry position to the Order position, after Flight movement has ceased, the guidon bearer will smoothly release their grip on the guidon with their

right hand, allowing it to slide until the bottom piece of the staff is again resting on the ground.

While marching, in order to maintain vertical alignment of the guidon, the bearer may use an alternative grip with their hand wrapped around the guidon, palm facing inward and index finger extended down the length of the guidon towards the ground.

d. Parade Rest

To go to parade rest, the guidon bearer raises their right hand along the guidon's staff, and extends their arm forward so that the hand is at waist level. The bottom of the staff remains in place, while the upper portion is leaned forwards.

e. Present

The Present position may be entered whether marching or at a halt. On the preparatory command of "**Present**" or "**Eyes**" the guidon bearer will grab the guidon with their right hand, raising the staff vertically until the right arm is fully extended. Simultaneously, the left hand will be moved across the chest and used to guide the staff and maintain its alignment. On the command of execution either "**Arms**" or "**Right**" the bearer will lower their right arm until it and the guidon are parallel to the ground, adjusting grip in order to maintain control. If the command "**Right**" was given, the bearer will perform this while also turning their head and eyes as other members of the formation do. At this point, the left arm is lowered to the guidon bearer's left side.

In order to go back to the order position from present, at the preparatory command "**Ready**" the guidon bearer will raise the guidon vertically until the right arm is fully extended. While doing this the left hand is brought across the chest in order to guide the guidon. At the command "**Front**" the guidon is lowered, with the left hand returning to the bearer's side once the movement is completed.



f. Guidon Procedures in Formation

In a Flight, the Guidon Bearer has extra movements to perform to ensure they are in the correct position in formation. When falling into line formation, the Guidon Bearer will be to the right of the First Element Leader. When the Flight Commander calls a command, they will give enough time to allow the Guidon Bearer to secure the guidon between the preparatory and execution commands.

When a right face is given from line formation, the Guidon Bearer will do the right face as instructed. They then will perform another right face, march in front of the Third Element Leader, and perform a left face. The Guidon Bearer is now in the proper position for column formation. The Guidon Bearer will remain in this position while in inverted column and inverted line formation.

The Guidon Bearer may become out of line with the rest of the Flight or the spade may become crooked. It is the job of the Third Element Leader to call quiet directions to the Guidon Bearer to ensure they stay in line and the spade stays flat.

VIII. Drill of the Squadron

a. Positions in the Squadron

Squadron positions are the same as Flight positions with the big difference being that they apply to an entire Squadron rather than the Flight. To report accountability of the Squadron, each of the Flt/CD's should report the accountability for their Flight to their Flt/CC. The SQ/CD will call "**Flight Commanders, REPORT**". Each Flt/CC will

face/rotate towards the SQ/CD, salute, and say “Cadet __, __ Flight’s accountability is __ of __”. The SQ/CD will return the salute and rotate to the other Flight/CC(s) and repeat. Once the SQ/CD has the accountability of the Squadron, they will face/rotate towards the SQ/CC, salute, and say “__ Squadron’s accountability is __ of __”. The SQ/CC will then return the salute and report the Squadron accountability to the POC in charge of the Squadron.

b. Mechanics of the Squadron

A Squadron consists of two or more Flights that are formed up in line by a Squadron Commander.

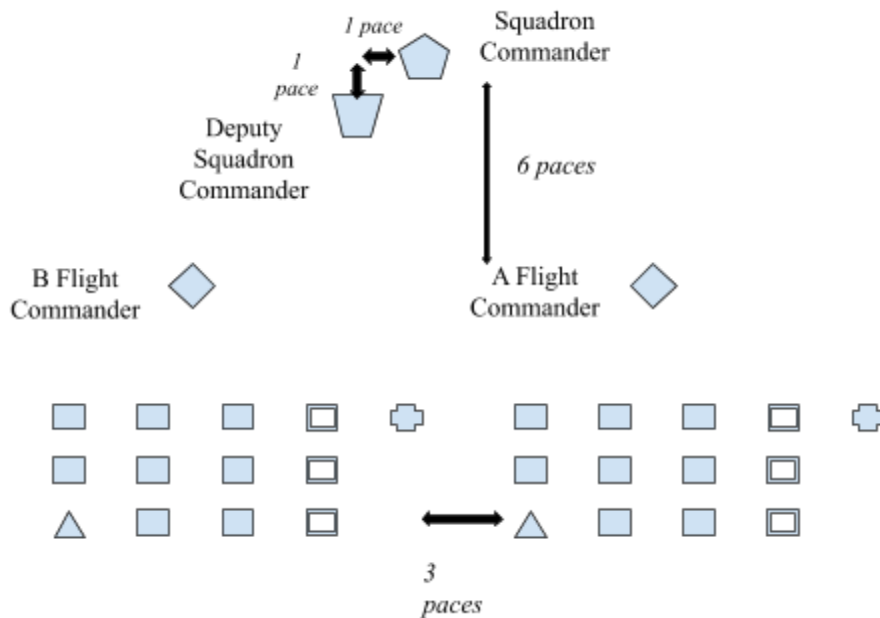


Diagram 1: Overhead view of a Squadron of two Flights

The Squadron Commander is centered on the Squadron and positioned six paces away from the Flight Commanders. The Deputy Squadron Commander is positioned one pace in front of and one pace to the right (from the Squadron Commander’s perspective) of the Squadron Commander. The Flights are positioned with three paces between the Guidon Bearer of Flight B and Deputy Squadron Commander of Flight A, where the First Element of each Flight is aligned.

When calling cadence, the Squadron Commander will do so in the same manner as if they were commanding a Flight. If the Squadron Commander wishes, they may initiate a rolling cadence, where the two Flight Commanders will call a continuous cadence switching back and forth. This is done by the Squadron Commander calling “**Initiate, Rolling, CADENCE**”. Each word is said on consecutive left feet (*left strikes* “**Initiate**” *right strikes**left strikes* “**Rolling**” *right strikes**left strikes*

“**CADENCE**”). The front Flight Commander will then wait for the next left foot to call an 8-count cadence. When they are finished, and are taking their 8-count off, the rear Flight Commander will call an 8-count cadence, and when taking their 8-count off, the front Flight Commander will do another 8-count cadence. This continues until the Squadron Commander calls “**Cease, Rolling, CADENCE**” also called on consecutive left feet in the same manner as they called to initiate the rolling cadence.

When a cadet wants to fall into an already formed Squadron, they will march to a position in front of the Squadron Commander, salute and state “**Cadet ____, Cadet ____ requests permission to fall into the Squadron**”. The SQ/CC will return the salute and command “**Fall into the Squadron**”. The cadet will then drop their salute, march in front of their Flight Commander, and request permission to fall into the Flight, (refer to Section 6). When there are multiple cadets that need to fall into the Squadron at the same time, they will march up in a single-file line and face the SQ/CC. From right to left in the perspective of Diagram 1, they will be in alphabetical order. The cadet on the far right will be directly in front of the SQ/CC, with all other cadets falling in to the left of the first cadet. The first cadet will call “**Present, ARMS**”, and use the verbiage above, but will list all cadets falling in, in alphabetical order. Once the SQ/CC says to fall in and drops their salute, the first cadet will drop their salute and command “**Order, ARMS**”. The cadets will then march in front of their respective Flight Commanders and request permission as described in Section 6.

Note: This can only occur while the Squadron is at attention and in line formation.

c. Formations of the Squadron

The formations that a Squadron can be in are the same as for Flights with a few key differences with where certain Squadron positions are placed.

i. Line Formation

Line formation is virtually the same for the Squadron as the Flight except that it applies to multiple Flights instead of one.

ii. Column Formation

If the Squadron is remaining stationary, column formation is the same as Flight column formation, except applied to multiple Flights. However, if the Squadron Commander decides they need to march the Squadron, the Flight Commanders and Deputy Squadron Commander must be posted before the Squadron can start moving. The command for this is “**Deputy Squadron Commander and Flight Commanders, POST**”. The Flight Commanders then march and fill the position in front of the First Element Leader of their respective Flight. The Deputy Squadron Commander fills the position behind the First Element in the rear Flight.

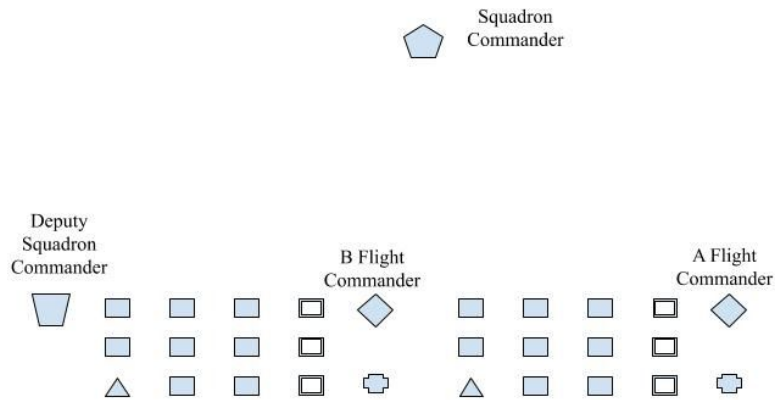


Diagram 2: Overhead view of a Squadron of two Flights with the Flight Commanders and Deputy Squadron Commander posted

Note: This is the only formation in which column movements can be called.

If the Squadron Commander wants to put the Squadron back into line formation, they must again post the Flight Commanders and Deputy Squadron Commanders. Once this is done, the Squadron Commander can then call the left face in order to get the Squadron into line formation. When the Flight Commanders are posted in front of the First Element Leader, the Guidon Bearer will remain in front of the Third Element Leader until the Flight Commander is posted in front of their Flights in the “normal” position. Only then can the Guidon Bearer move to their proper position when in line formation.

d. Commands of the Squadron

The same commands that are used for a Flight can also be used for a Squadron with the main difference being how these commands are given. For this manual, all Squadron commands and procedures will be explained with a Squadron of two Flights of three Elements, and Squadrons with three or more Flights of either two or four Elements can use the same techniques following the patterns found in the commands.

i. Forming and Dismissing the Squadron

In order to form the Squadron, the Squadron Commander must call “**Squadron, FALL IN**”. Once this occurs, the Flight Commanders must then move to their positions with respect to the Squadron Commander in line formation and call “**Flight, FALL IN**”.

When dismissing the Squadron, the Squadron Commander must give the Squadron the ‘orders of the day’. Usually it will be “**Flight Commanders, the orders of the day are**

as follows: ____”. Then they will say “**Flight Commanders, take control of your Flights and carry out the orders of the day**”. Then, the Flight Commanders will face or rotate towards the Squadron Commander, salute, and give the greeting of the day “**Good morning/afternoon/evening Cadet ____**” and the Squadron Commander will return the greeting and salute. Then, the Squadron Commander and Deputy Squadron Commander must fall into their respective Flights before the Flight Commander can carry out the orders of the day and/or fall out their Flights.

ii. Calling Commands

One fundamental difference between Flight and Squadron marching is how commands are called. When the Squadron Commander wants to call a command, they must first just call the preparatory command(e.g. “**Right**”, “**Forward**”). They must then wait for the Flight Commanders to echo that preparatory command. Once this is done the Squadron Commander may then call the execution command(e.g. “**FACE**”, “**MARCH**”). For example, if a Squadron Commander wants to call a right face, they will first call “**Right**”, to which the Flight Commanders will repeat the command and call “**Right**”. The Squadron Commander will then call “**FACE**”, and the entire Squadron will perform a right face. The exception to this is when the command “**COVER**” is called.

Note: Whenever the preparatory command is “**Squadron**”(e.g. “**Squadron, HALT**”), the Flight Commanders will echo “**Flight**” instead.

iii. Column Movements

In Flight marching it takes 4 paces to perform a column movement, while in squadron marching it will take 6 paces. This is due to the required echo of the commands by the Flight Commanders. Therefore, it is important to remember to call the command earlier than it would be called when Flight marching.

In order to perform a column movement, the Squadron Commander will call “**Column Left/Right**”. The Flight Commander of the front Flight will then call “**Column Left/Right**” the next time their left/right foot strikes the ground while the Flight Commander(s) of the remaining Flight(s) will call “**CONTINUE THE MARCH**”. The Squadron Commander will then complete the command by calling “**MARCH**” the next time their left/right foot strikes the ground. The front Flight will then perform the column movement and enter Half Step. When the next Flight is four paces away from the pivot point of the first Flight, the Flight Commander of that Flight will call “**Column Left/Right, MARCH**” and perform the column movement to remain behind the first Flight and enter Half Step. When the entire squadron has

completed the column movement, the Squadron Commander will call a “**Forward, MARCH**”(with proper echoing procedures).

If the column movement is called from standstill, the same procedures apply with the exception that the rear Flight Commander(s) will call “**Forward**” instead of “**CONTINUE THE MARCH**”.

IX. Open Ranks Inspection

a. ORI Guide

i. Step 1

The Flight has arrived at the open ranks inspection and will be positioned according to diagram 1. Cadets will be properly spaced at 40 inch intervals, in all directions, and the Flight Commander will be 3 paces from the front of the Flight and centered.

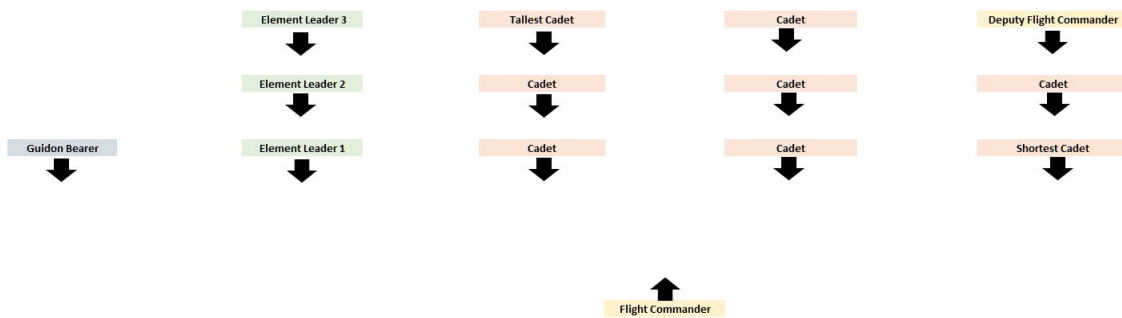


Diagram 1: Black arrows indicate where the front of the body will be facing.

The Flight Commander will give the Flight the command “**Right, FACE**”. All Flight members, at the execution command of “**FACE**” will perform a right face with no arm swing. After the command has been given, the Flight will be in column formation.

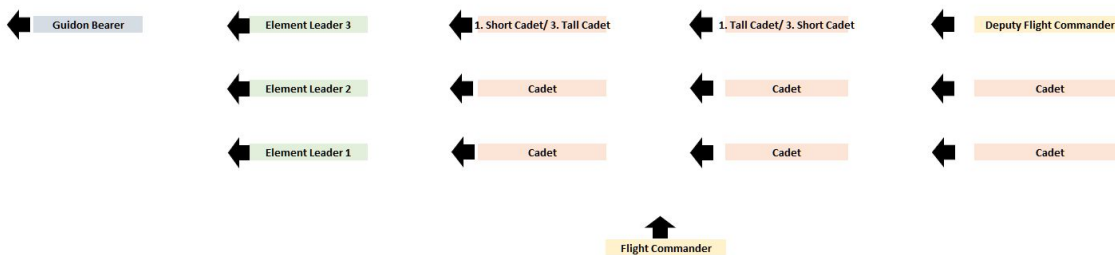


Diagram 2: Black arrows indicate where the front of the body will be facing.

ii. Step 2

The Flight Commander will then size the Flight (refer to Section VI). Once the Flight has finished taller tapping in column formation, the Flight Commander will issue the command “**Right, FACE.**” After the execution command “**FACE**” the Flight will now be in inverted line formation. The Flight Commander will continue to size the Flight. The Flight will now resemble diagram 3.

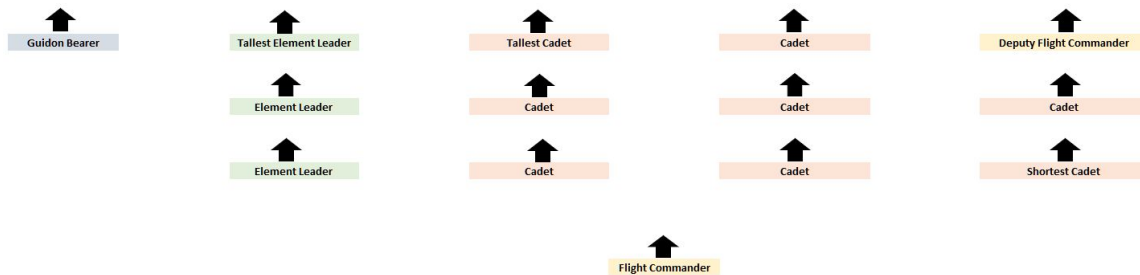


Diagram 3: Cadets are in inverted column formation

The Flight Commander will then give the command “**Left, FACE**” and the Flight will return to column formation. The Flight Commander will continue to size the Flight until the tallest cadet is behind the Third Element Leader (when in column formation) and the shortest cadet is at the rear-leftmost position (when in column formation). Once sized, the Flight Commander will command “**Left, FACE**” if in inverted line formation, or if in column formation, continue to Step 3.

iii. Step 3

The Flight Commander will then give the command “**Count, OFF.**” The first row which includes all three of the Element Leaders will simultaneously turn their head 45 degrees to the right and yell “**ONE**” then their heads will immediately return to facing forward. The next row of cadets behind the Element Leaders will follow suit after the previous row’s heads snap back to the forward position. Then the row will simultaneously turn their heads 45 degrees to the right and yell “**TWO.**” Each subsequent row will continue increasing the count until the final row with the Deputy Flight Commander where the count will finish.

Note: the Guidon Bearer will remain silent during this procedure.

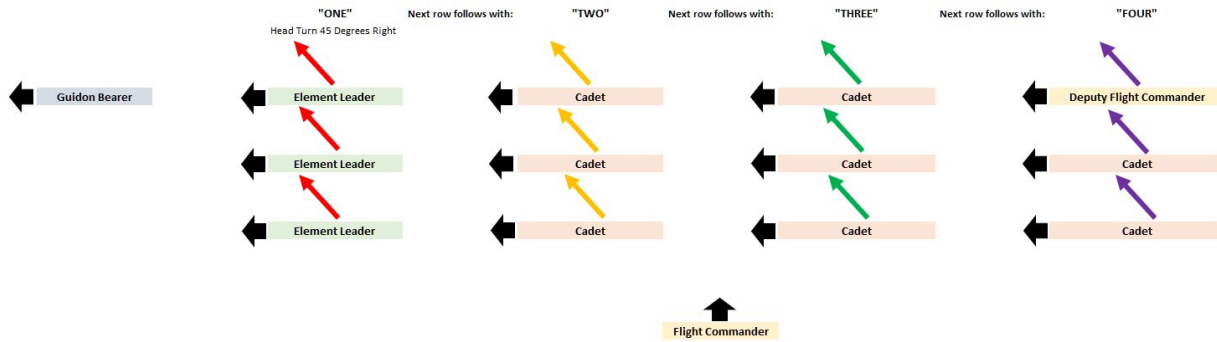


Diagram 4: Colored arrows represent the 45 degree head turn to the right during the count off procedure

iv. Step 4

The Flight Commander will now give the command “**Left, FACE**” and the Flight will return to the line formation as in diagram 1. The Flight Commander will give the command “**Parade, REST**” and then position himself 6 paces from the center of the Flight. The Flight Commander will wait at parade rest until the Inspector is 6 paces away. The Flight Commander will then come to attention and turn their head over their right shoulder giving the command “**Flight, ATTENTION.**” The Flight Commander will then salute and greet the inspector with the greeting of the day. The Inspector will return the greeting and follow with, “**Prepare your flight for inspection.**”

v. Step 5

After receiving the instructions from the Inspector and rendering salutes, the Flight Commander will conduct an about face and give the command “**Open Ranks March.**” The First Element will take two 40 inch steps forward and Element Two will take one 40 inch step forward. After reaching the destination all cadets will raise their left arm if they have a cadet to the left, ensuring their arm is parallel to the ground. If a cadet cannot straighten their arm without touching the cadet next to them, they will still place their arm parallel to the ground, but behind the right shoulder of the cadet to their left. If a cadet cannot straighten their arm and touch the shoulder of the cadet to their left, they will simply hold it parallel to the ground. If there is no cadet to the left then the cadet will not raise their arm. Additionally, all cadets with a cadet on their right will turn their heads 45 degrees to the right.

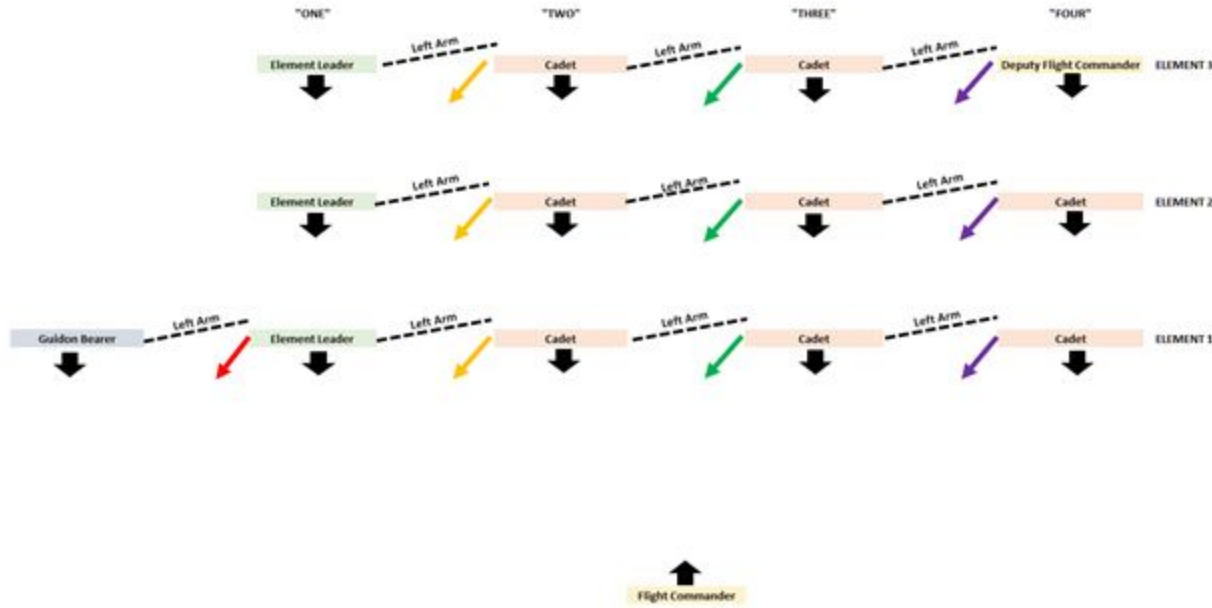


Diagram 5: Colored arrows indicate 45 degree head turn, black arrow indicates body direction, black-dashed line is left arm placement.

vi. Step 6

Upon giving the command, “**Open Ranks March,**” the Flight Commander will immediately make a 45 degree turn to the left and march to the first element of the Flight. The Flight Commander will ensure the element is aligned with the Element Leader, moving their body, taking side steps if necessary to visually inspect each Element. The Flight Commander will never “bend” their body to freely look. If there's a discrepancy with the Element, the Flight Commander will give the command “**One, take one step forward/backwards.**” The Flight Commander will indicate to whom they are issuing a command by using the number assigned during the “**Count, OFF**” procedure.

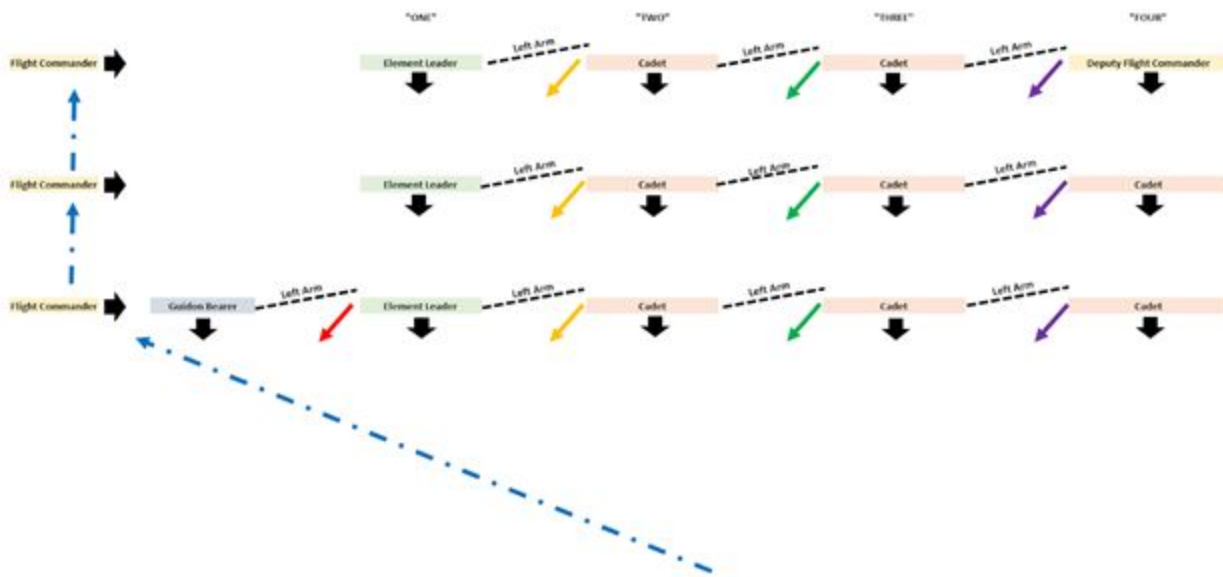


Diagram 6: Blue-dashed line indicates Flight Commander path

vii. Step 7

After ensuring the final Element is aligned, the Flight Commander will take three paces forward from the Guidon Bearer, perform a left face, and then issue the command “**Ready, FRONT.**” All cadets will return their heads facing forward and their left arm to their side at the position of attention without slapping their hands on their legs. This is shown in diagram 7a The Flight Commander will then take one pace forward, centering on the Guidon Bearer, then perform a right face in preparation for the inspector, depicted in diagram 7b.

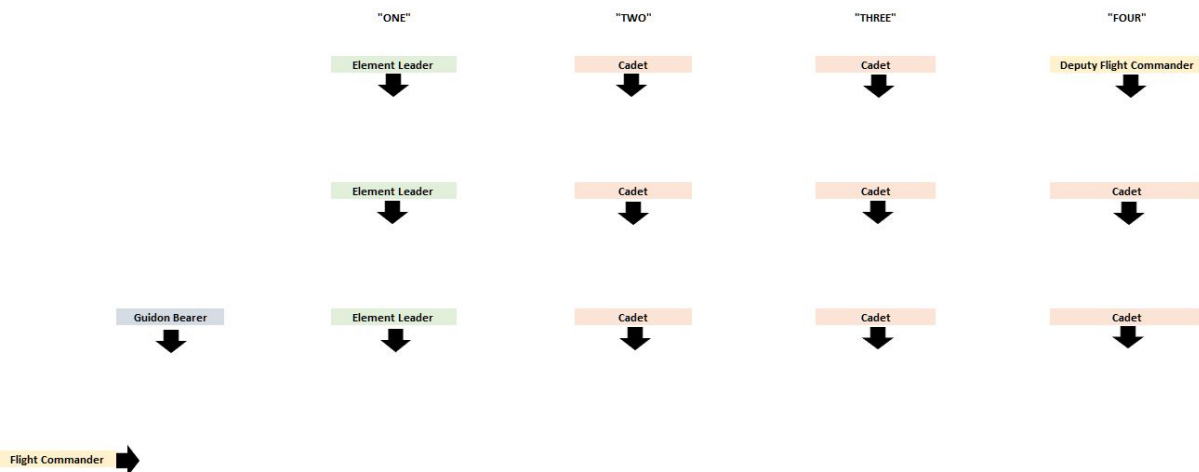


Diagram 7a

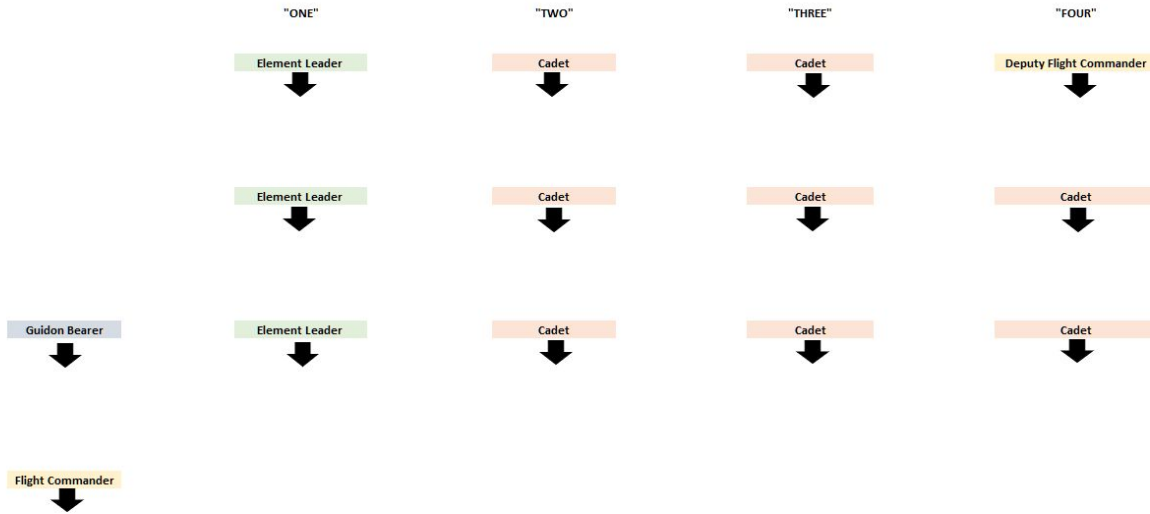


Diagram 7b

viii. Step 8

The Inspector will approach, a salute will be rendered and the Flight Commander will respond with **“Sir/Ma’am, ___ Flight is prepared for inspection.”** The Inspector will return the salute and begin to inspect the Flight Commander. Initiating the salute to the inspector will signal the Deputy Flight Commander to march to the scribe position. To transition to the scribe position, the Flight Deputy Commander will take one step backwards with their left foot, then march to a position one pace to the Guidon Bearer’s right and one pace in front of the Flight. The Deputy Flight Commander will perform a left face once in the proper position. The Inspector will either issue recording documents the Deputy Flight Commander or the Deputy Flight Commander will be notified before to have note taking equipment.

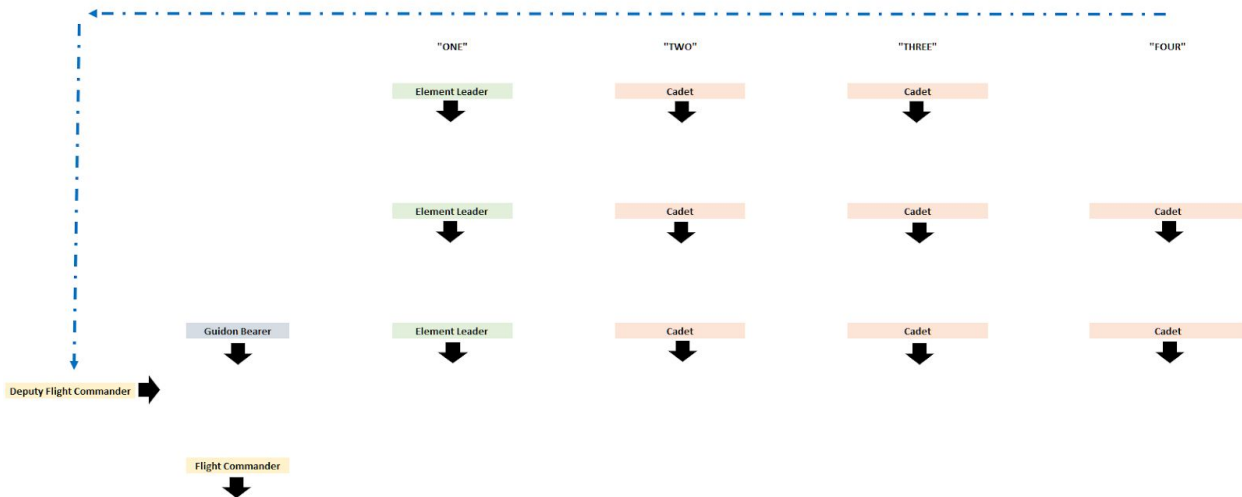


Diagram 8: Blue-dashed line indicates Deputy Flight Commander path

ix. Step 9

After inspecting the Flight commander, the Inspector will issue the command, **“Accompany me on the inspection.”** The Flight Commander will perform a left face and issue the command, **“Second and Third Elements, Parade Rest.”** The Inspector will then inspect the Guidon Bearer after the Guidon Bearer issues the greeting of the day to the Inspector. The Flight Commander will take the most direct path to the right of the Inspector, one pace to the right and one pace to the rear of the Inspector. These positions are maintained during the inspection process. When moving from individual to individual during the inspection, the Inspector and Flight Commander simultaneously execute a right face in marching and an in-place halt (also known as a duck walk), reference AFMAN 36-2203 section 4.5.3.1. The Inspector will notify the Flight Commander to move to the next cadet with either a nod or a verbal indication. Each cadet will greet the Inspector with the greeting of the day.

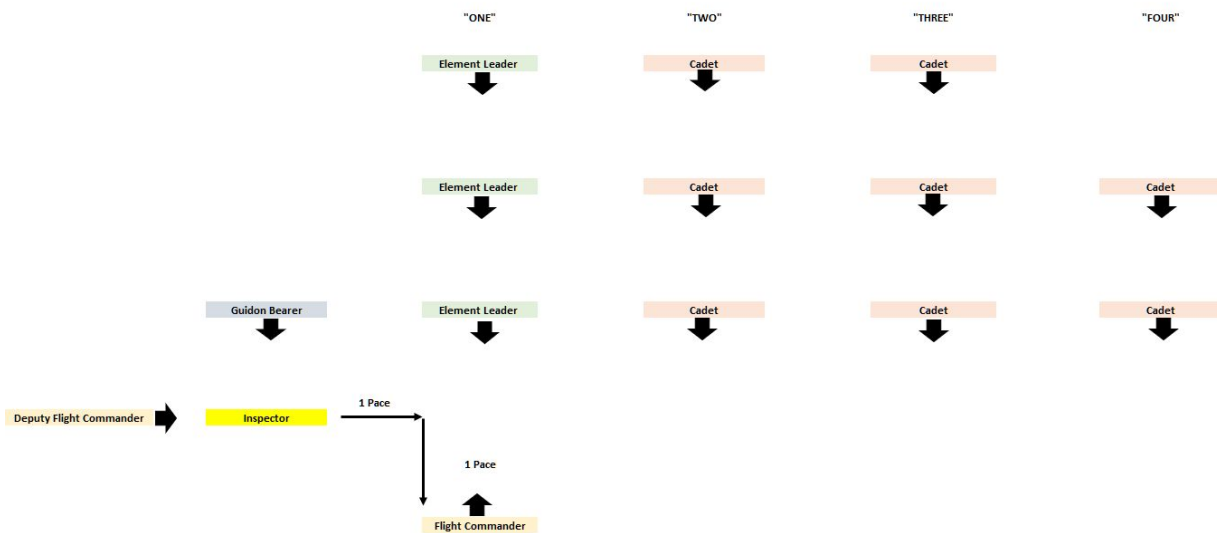


Diagram 9: Positioning of the Deputy Flight Commander and Flight Commander in relation to the Inspector

x. Step 10

When reaching the end of an Element, the Flight Commander will continue to move one pace to the right allowing the Inspector and the Deputy Flight Commander to pass in order to inspect the rear of the Element.

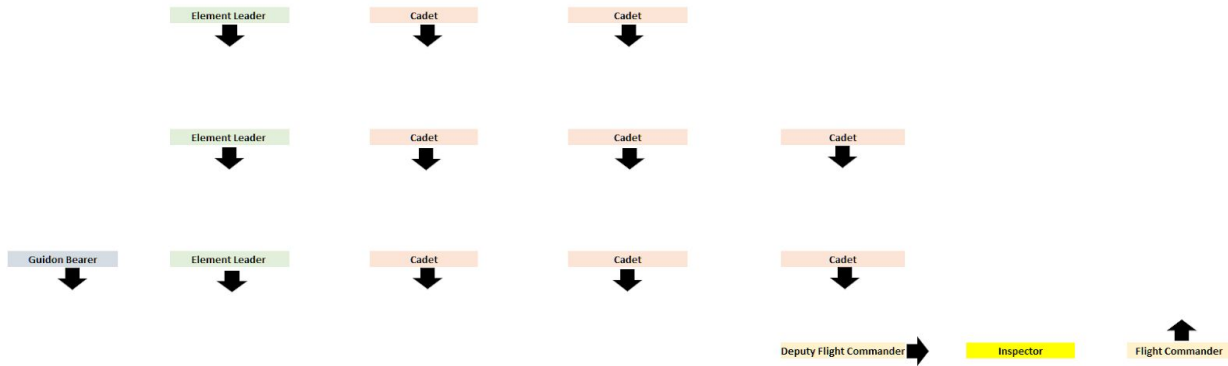


Diagram 10

xi. Step 11

The Inspector will then begin inspecting the rear of the last cadet in the First Element and so forth until the inspector reaches the Guidon Bearer. As the Inspector finishes inspecting the front of the First Element the Second Element Leader will assume the position of attention, turn their head 45 degrees to the left, and call their Element to attention. The Deputy Flight Commander will position himself behind the Inspector as the Inspector inspects the rear of the First Element, the Flight Commander will follow the Deputy Flight Commander. The Deputy Flight Commander will reposition themselves on the left side of the Inspector as the Inspector begins inspecting the Second Element. The Flight Commander will conduct a right face to position himself in front of the next cadet to be inspected. The First Element Leader will command his Element to parade rest as soon as the cadet hears the second Element Leader issue the greeting of the day to the Inspector.

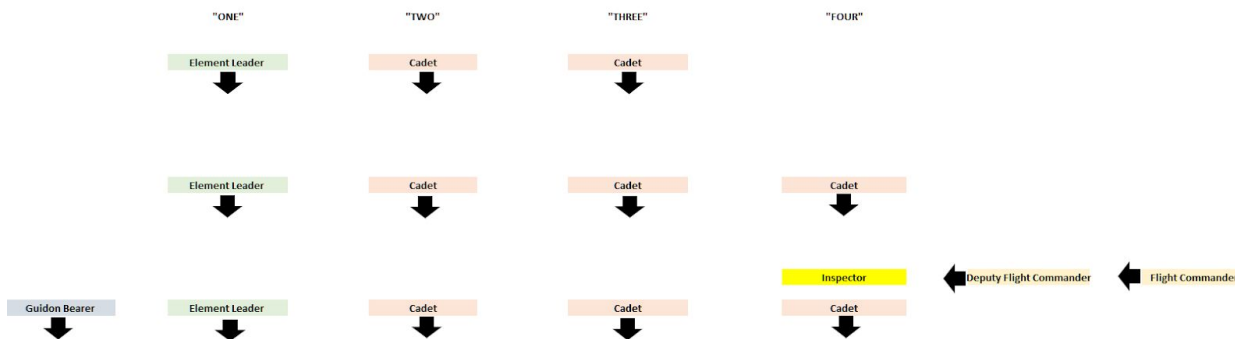


Diagram 11

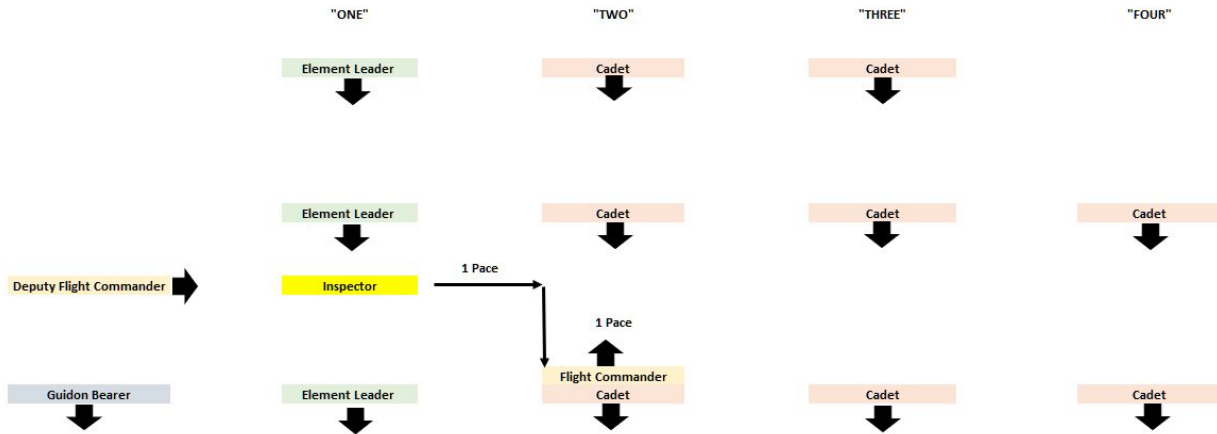


Diagram 12

xii. Step 12

After the inspection of the Second Element, the Third Element Leader will call his Element to attention following the same procedure as the Second Element Leader. Once the Second Element Leader hears the Third Element Leader issue the greeting of the day to the Inspector, the Second Element Leader will give the command “**Second element, Parade, REST.**” Once the Third Element has been inspected the Third Element will remain at attention. After inspecting the rear of the Third Element, the Inspector will conduct an about face and begin inspecting the Deputy Flight Commander. The Flight Commander will position himself one pace to the right, centered between the Inspector and the Deputy Flight Commander and facing the Deputy Flight Commander as pictured in diagram 13. The Deputy Flight Commander will hand all documents to the Flight Commander. After the Inspector is finished with the Deputy Flight Commander the Inspector will issue the command, “**POST.**” This is when the Deputy Flight Commander will return to ranks by conducting an about face and marching back into the Deputy Flight Commander position in diagram 1. The Inspector and the Flight Commander will then march along the right flank of the Flight. The Flight Commander will position himself three paces in front of the Guidon Bearer and perform a left face, then issue the command “**Flight, ATTENTION.**”

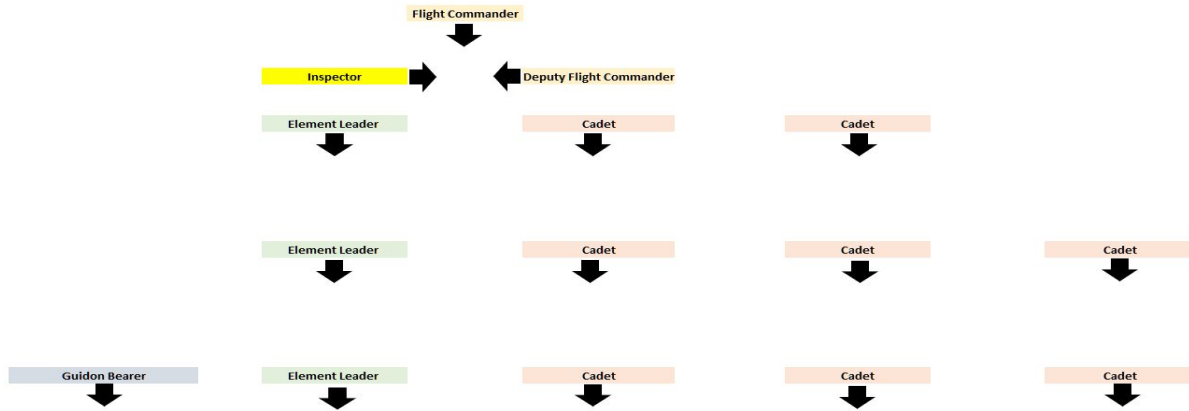


Diagram 13

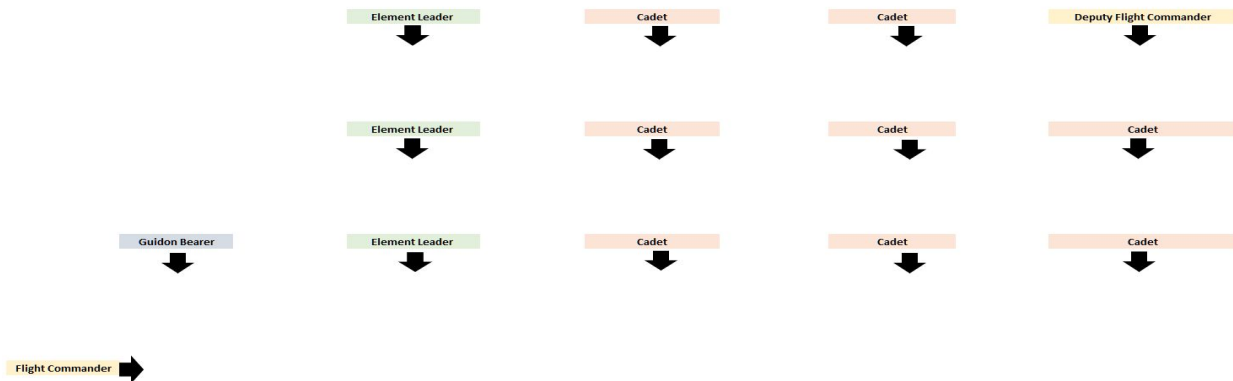


Diagram 14

xiii. Step 13

The Flight Commander will then take one pace forward, positioning himself in front of the Guidon Bearer, and performs a right face. The Inspector will conclude with final comments. When the Inspector has concluded, the Flight Commander will salute and render the greeting of the day. The Inspector will depart and the Flight Commander will perform a left face and issue the command “Close Ranks, MARCH.” The Flight Commander will then center himself on the Flight and give the command to either put the Flight at parade rest or at ease. The Flight Commander will make this decision using their best judgment. The Open Ranks Inspection has concluded and the Flight Commander will debrief the Flight on what adjustments and/or improvements need to be made.

X. Flight Drill Evaluation

a. FDE Guide

i. Step 1

The Flight will form up outside the drill pad and the Flight Commander will size their Flight. It is recommended the Flight Commander has their Flight at close interval for the duration of the Flight Drill Evaluation. They will then put their Flight in column formation and march their Flight to the border of the drill pad.

ii. Step 2

The Flight Commander will salute the Inspector from outside the drill pad and say **“Sir/Ma’am, ___ Flight requests permission to enter the drill pad.”** The Inspector will salute and respond **“Enter the drill pad.”** The Commander will command **“Forward, MARCH”** and march their Flight inside the drill pad and halt the Flight. Once ready, the Flight Commander will march to the Inspector, salute, and say **“Sir/Ma’am, ___ Flight is prepared for the Flight Drill Evaluation.”** The Inspector will return the salute, hand the Flight Commander a paper with a list of commands on it and instruct the Flight Commander that they will have 30 seconds to read the paper, then have five minutes (amount of time varies) to execute the commands on the paper. The Flight Commander must read the paper at the position of attention, and may not read the paper while marching. The Flight Commander may execute commands between the instructed commands, but must complete all the instructed commands in the order they are listed.

The Flight Commander will receive deductions if the Flight goes out of the 25’x25’ boundaries, if the Flight Commander does not execute all the instructed commands, if the Flight Commander gives a command on the incorrect foot, if the instructed commands are executed out of order, and/or if the Flight Commander turns their back on their Flight. During the Flight Drill Evaluation, it is recommended that the Flight Commander not call cadence and that they use **“Mark time, MARCH”** instead of **“Flight, HALT.”**

iii. Step 3

Once the Flight Commander has executed all the commands instructed, they will halt the Flight and march to the Inspector, salute, and say **“Sir/Ma’am, ___ Flight has completed the Flight Drill Evaluation and requests permission to exit the drill pad.”** The Inspector will return the salute and say **“Exit the drill pad.”** The Flight Commander will then march their Flight off the drill pad quickly and in the most direct route.