

# LEARN TO LEAD (L2L)

AFJROTC CADET PROGRAMS



## CADET DRILL GUIDE



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## **Chapter 1**

### **HISTORY OF DRILL**

Drill is an essential part of military history, a prominence that rests on the fact that its fundamental purpose was to prepare troops for battle. For the most part, drill procedures practiced in the past were identical to the tactical maneuvers employed on the battlefield. It was this aspect of drill, which made it such an important part of training. Even today, drill remains a necessary and useful training activity for instilling discipline and esprit de corps.

Two hundred years ago, General Washington enlisted the assistance of Baron Von Steuben, a distinguished Prussian officer, to help instill discipline in his fledgling army. Baron Von Steuben arrived at Valley Forge in February of 1778, facing an army of several thousand undisciplined, half-starved, men in rags.

To correct these conditions, he set to work immediately and wrote regulations designed to teach the discipline of drill to a model company of 120 selected men. Discipline became a part of the military for these individuals as they learned to respond to commands without hesitation.

As they mastered the art of drill and began to work as a team, this group developed a collective sense of pride in themselves and in their unit. Watching this model company perform, observers were amazed to see how quickly and efficiently the troops could be massed and maneuvered into different battle formations.

Later, members of this model company were assigned throughout the regular army to teach drill. It was through this simple emphasis on drill that the effectiveness and efficiency of Washington's Continental Army was improved.

In 1789, baron von Steuben wrote the American army's first field manual, the regulations for the order and discipline of the troops of the United States. The drill procedures placed into effect at valley forge were not changed for over 85 years, and many of these same procedures are still in use today.

### **INTRODUCTION TO DRILL**

Drill consists of certain movements by which the flight or squadron is moved in an orderly manner from one formation to another or from one place to another. Standards such as the 24-inch step, cadence of 100 to 120 steps per minute, distance, and interval have been established to ensure movements are executed with order and precision. The task of each person is to learn these movements and execute each part exactly as described. Individuals also must learn to adapt their own movements to those of the group. Everyone in the formation must move together on command.

### **INTRODUCTION TO CEREMONIES**

Ceremonies are special, formal, group activities conducted to honor distinguished persons or recognize special events. Ceremonies also demonstrate the proficiency and training state of the troops.





Ceremonies are an extension of drill activities. The precision marching, promptness in responding to commands, and teamwork developed on the drill field determine the appearance and performance of the group in ceremonies.

## DRILL INSTRUCTION

For drill instruction, movement of troops, and other formations, the senior member present will assume the leadership position. When possible, do not place persons of higher grade in positions subordinate to the instructor or person in charge of the drill or formation.

Use the following step-by-step procedures to teach drill movements:

- ✧ State the name of the movement to be executed and explain its purpose.
- ✧ Demonstrate the movement to the formation, using cadence and commands.
- ✧ Explain and demonstrate the movement in detail.
- ✧ Ask questions on the movement, then demonstrate the movement again as in when further clarification is needed.
- ✧ Have the formation perform the movement and make on-the-spot corrections.
- ✧ Critique the performance of the movement and review important areas before moving on to the next exercise.





## Chapter 2

### COMMANDS

A drill command is a verbal order. Most drill commands have two parts, the preparatory command, and the command of execution.

- ✧ The preparatory command explains what the movement will be. In the command **FLIGHT, HALT**, the word **FLIGHT** is the preparatory command.
- ✧ The command of execution follows the preparatory command. The command of execution explains when the movement will be conducted. In **FLIGHT, HALT**, the command of execution is **HALT**.
- ✧ In certain commands, the preparatory command and the command of execution are combined, for example: **FALL IN, AT EASE**, and **REST**.

### GENERAL RULES FOR COMMANDS

When giving commands, the leader is at the position of attention. Good military bearing is necessary for good leadership. While marching, the leader must be in step with the formation at all times.

The commander faces the formation when giving commands except when the element is part of a larger drill element or when the commander is relaying or echoing commands in a ceremony.

Use the command **AS YOU WERE** to revoke a preparatory command.

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

### COMMAND VOICE AND CHARACTERISTICS AND CADENCE

The command voice is essential for a flight commander to “control” the movements of the flight while performing drill. Commands given should come from the diaphragm and not come from the throat. The following characteristics will help in creating the command voice required of flight commanders when calling commands for the flight to respond.

Use the acronym of **DLIPS**.

- ✧ **Distinctness:** use of the tongue, lips, and teeth to form the separate sounds of a word and to group those sounds to force words. Distinct commands are effective. Emphasize clear enunciation.
- ✧ **Loudness:** is the volume used in giving a command. It should be adjusted to the distance and number of individuals in the formation. Speak loudly enough for all to hear, but do not strain the vocal cords.
- ✧ **Inflection:** is the change in pitch of the voice.



- ✪ **Projection:** is the ability of your voice to reach whatever distance is desired without undue strain. To project the command, focus your voice on the person farthest away.
- ✪ **Snap:** is that extra quality in a command demanding immediate response. It expresses confidence and decisiveness. It indicates complete control of yourself and the situation.

## COMMAND VOICE CHART

Voice inflection should be raised as command verbiage travels left to right.

Highlighted words are the **preparatory command**, followed by a *natural pause*, then the **command of execution**. Think of it as counting to 4 in time/cadence - 1 2 3 4.

The following are two examples of how it applies to cadence:

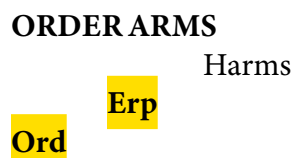
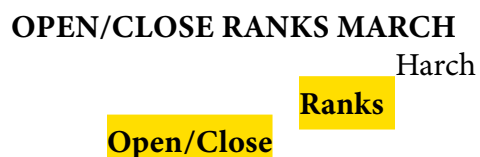
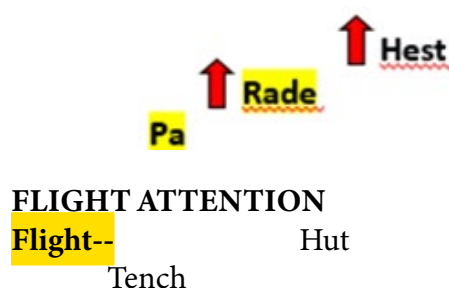
Command given: **Forward** (pause) March

Cadence or Tempo: 1 2 3 4

Command given: **Flight** (pause) Tench-Hut

Cadence or Tempo: 1 2 3 4

## VOICE INFLECTION EXAMPLES





## LEFT FACE

Hace

**Left**

## RIGHT FACE

Hace

**Right**

## ABOUT FACE

Hace

**A**

**Bout**

## COUNT OFF

Hoff

**Count**

## FORWARD MARCH

Harch

**For**

**Ward**

## CHANGE STEP MARCH

Harch

**Change**

**Step**

## FLIGHT HALT

Halt

**Flight**

## TO THE REAR MARCH

Harch

**To The**

**Rearp**

Commands called as the heel of left/right foot strikes the ground

## COLUMN LEFT MARCH

Harch

**Column**

**Left**

## LEFT FLANK MARCH

Harch

**Left Flank**

## COLUMN RIGHT MARCH

Harch

**Column**

**Right**

## RIGHT FLANK MARCH

Harch

**Right Flank**

Combined Commands (no preparatory command required)

**AT EASE**

**FALL IN**

**FALL OUT**

**COVER**

**DISMISSED**

## CADENCE:

Cadence is the uniform step and rhythm in marching; that is, the number of steps marched per minute. Commanders must match the rhythm of their commands with the cadence of their unit. The interval producing the best effect in a movement is the one allowing one step between the preparatory command and the command of execution.

**NOTE:** Cadence is between 100-120 beats per minute (think of a dump truck backing up and the "beeping noise" that is heard).





## Chapter 3

### DRILL COMMANDS AND WHAT TO LOOK FOR

**NOTE: ALL** "Stationary Drill" Commands are given from Position of Attention and **ALL** "Transitory Drill" Commands are given while Marching at Attention.

#### ATTENTION (FIGURE 1)

- ✧ Heels are together and on-line with feet forming a 45-degree angle.
- ✧ Hands to the sides and cupped.
- ✧ Cup hands so thumbs rest along the first joint of the forefinger with palms facing the legs.
- ✧ Place thumbs along seam of the trousers.
- ✧ Arms hang straight (no chicken wings) alongside the body with wrists straight with forearm.
- ✧ Body is erect with hips level, chest lifted, back arched, shoulders square and even.
- ✧ Legs are straight, knees unlocked.
- ✧ Eyes are straightforward.
- ✧ Maintain silence and immobility.



FIGURE 1: ATTENTION

#### FALL IN (COMBINED COMMAND)

- ✧ Guidon Bearer (GOB) takes a position to the left and facing the Flight Sergeant, so the flight is centered on and approximately three paces from the Flight Sergeant.





- ✧ Guide is the basis for this formation; once in position, do not move.
- ✧ Once halted at Attention, execute an automatic Dress Right Dress.
- ✧ Once you feel the shoulder of the first element leader on your fingertips, execute an automatic Ready Front.
- ✧ First element leader Falls In directly to the left of the Guide, once halted, executes an automatic Dress Right Dress.
- ✧ Second, third, and fourth element leaders Fall In behind the first element leader, establishing an approximate 40-inch distance. Once halted, execute an automatic Dress Right Dress.
- ✧ Remaining cadets Fall Into any open position to the left of the element leaders, once halted, execute an automatic Dress Right Dress.

### ***Exceptions***

- ✧ GOB, second, third, and fourth element leaders do not turn their head and eyes.
- ✧ The last cadet in each element does not raise their left arm.
- ✧ Once fingertip to shoulder contact is made between all cadets, execute an automatic “Ready Front”.

**NOTE: FALL IN** can be executed at both “normal” interval or “close” interval. If Flight Sergeant wants the formation to **FALL IN AT CLOSE INTERVAL** the command given **must** be “**AT CLOSE INTERVAL, FALL IN.**”

### **CLOSE INTERVAL FALL IN (FIGURE 2)**

- ✧ Fall In at close interval as Fall In at normal interval using the following procedures:
  - Raise their left hand so the heel of the hand rests on the left hip.
  - Fingers are extended and joined, thumb is along the forefinger.
  - Fingertips point toward the ground, and the elbow in line with the body.



**FIGURE 2: CLOSE INTERVAL**

**NOTE: AT CLOSE INTERVAL, Dress Right, DRESS** is not given to a flight at normal interval, and **Dress Right, DRESS** is not given to a flight at close interval. Flights must be given **FALL OUT and remain in the immediate area** then ordered to **FALL IN** using the correct command.



## DRESS RIGHT DRESS (FIGURE 3 AND 4)

- ✧ Raise and extend left arm laterally from the shoulder with snap.
- ✧ At approximately waist level, uncup hand, extend and join fingers, and place thumb along the forefinger.
- ✧ Keep palm facing down.
- ✧ Continue raising the arm until it's parallel to the ground.
- ✧ Simultaneously, turn head and eyes 45-degrees to the right, with snap.
- ✧ Second, third, and fourth element leaders take short choppy steps to:
  - Cover directly behind the cadet in front of them.
  - Establish an approximate 40-inch distance.
- ✧ Leading cadet in each file takes short choppy steps to:
  - Establish normal interval by obtaining shoulder-to-fingertip contact with the cadet to their immediate right.
  - Dress to the right.
- ✧ Remaining cadets in the second, third, and fourth elements take short choppy steps to:
  - Dress to the right.
  - Cover directly behind the cadet in front of them using peripheral vision.



**FIGURE 3: DRESS RIGHT DRESS**

## LONG ARM-SHORT ARM RULE (APPLIED DURING FALL IN AND OPEN RANKS)

- ✧ If arm is too long, place hand behind cadet to the left, arm parallel to the ground.
- ✧ If arm is too short, leave arm and hand extended, parallel to the ground.



**FIGURE 4: LONG ARM - SHORT ARM RULE**



## SIZING OF THE FLIGHT

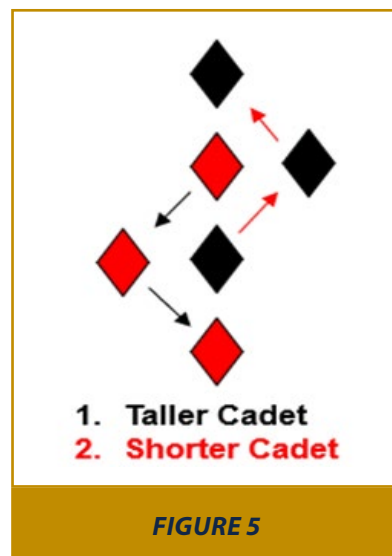
### (PERFORMED AFTER FALL IN OR WHEN FLIGHT IS FIRST FORMED)

- ✪ Once all cadets are back at the position of Attention, the Flight Sergeant will **Size the Flight**.
  - From “Line Formation” command **Right Face**.
  - Cadets will be in *Column* Formation and have the cadets behind the element leaders “Taller Tap.” **See “Taller Tap” Procedures below.**
  - After all cadets have finished “Taller Tap,” command **Right Face** (cadets will be in *Inverted Line* Formation).
    - Have the cadets “Taller Tap” again.
  - After all cadets have finished “Taller Tap,” command **Left Face** (cadets are back in *Column* Formation).
    - Command “Taller Tap” one last time.

**NOTE:** “Taller Tap” will be conducted three times (Column formation, Inverted Line Formation, Column Formation). Beginning with the Flight in Column Formation, use the following verbiage: **“With the exception of the Guide or Guidon Bearer (if applicable), and the element leaders, if you are taller than the cadet in front of you, tap them on the shoulder and move forward.”** Repeat this step two more times (Inverted Line, Column Formation).

### ✪ Perform “Taller Tap” using the following steps (*Figure 5*):

- The Taller cadet will tap the right shoulder of the cadet in front of them.
  - Return to attention, step forward and to the **right** at a 45-degree angle.
  - Then step forward to the **left** at a 45-degree angle to get behind the cadet in front of you.
  - Repeat this until you are no longer taller than the cadet in front of you.
- ✪ If you are tapped on the shoulder, perform the following steps:
- While remaining at attention, step backwards at a 45-degree angle to the **left**.
  - Then step backwards and to the **right** at a 45-degree angle to get behind the cadet in front of you.
  - Repeat this process until you are no longer tapped on the shoulder.







## COUNT OFF (IN LINE OR COLUMN FORMATION)

### ★ From **Line Formation**:

#### ★ On **Count**, mentally prepare yourself

#### ★ On **OFF**:

- All members of the formation, except the guide (if applicable) and element leaders, turn their head and eyes 45 degrees to the right.
- The element leaders call out **ONE** in a **normal tone** of voice.
- After the element leaders call out **ONE**, cadets in the next file turn their heads and eyes in unison to the front and call out **TWO**.
- This procedure continues in quick time until all files, full or partial, are numbered.
- All movements are made in a precise manner with snap.

### ★ From **Column Formation**:

#### ★ On **Count**, mentally prepare yourself

#### ★ On **OFF**:

- Guidon bearer takes no action
- Element leaders:
  - Turn heads 45-degrees to the right and, in unison, call out “ONE” in a **normal tone** of voice.
  - Once number is sounded, turn heads back to the front with snap.
- Second rank:
  - Once the heads of the element leaders return to the front, turn heads 45-degrees to the right and in unison call out “TWO” in a **normal tone** of voice.



- Once the number is called, turn heads back to the front with snap.
- This procedure continues in quick time and in numerical sequence until all ranks (full or partial) are numbered.

## FALL OUT

- ✧ Upon receiving the command **FALL OUT**
  - Relax in a standing position or break ranks.
  - *You must remain in the immediate area.*
  - No specific method of dispersal is required.
  - You may speak in a moderate tone.
  - The only command that can be given from **FALL OUT** is **FALL IN**.

## DISMISSED

- ✧ On the command **DISMISSED**, service members break ranks *and leave the area*.

## PARADE REST (FIGURE 6)

- ✧ On **REST**, Raise the left leg from the hip just enough for the foot to clear the ground.
- ✧ Keeping legs straight but not stiff, smartly move left foot to the left and place it down 22 ½-degrees off center line of the body. Heels are on line and approx. 12 inches apart as measured from inside the heel.
- ✧ Simultaneously, bring hands to the back of the body, uncupping them in the process.
- ✧ Extend and join your fingers pointing them toward the ground; palms out.
- ✧ Place the back of the right hand into palm of the left hand and with right thumb over left so thumbs form an “X”, pointing down.
- ✧ Keep arms fully extended.
- ✧ Keep head and eyes forward, maintaining silence and immobility until given further commands.



**FIGURE 6:** PARADE REST

## AT EASE

- ✧ Relax in a standing position while keeping the right foot in place.
- ✧ Your position in the formation will not change.



✧ No speaking allowed.

✧ The only command you may receive while At Ease is Flight Attention.

## REST

✧ Same requirements for at ease apply and moderate speech is permitted.

## LEFT FACE: (FIGURE 7)

✧ On *Left*, mentally prepare yourself.

✧ On **FACE**:

- This is a two-count movement.  
To complete count one:
  - Slightly raise the toes of left foot and heel of right foot.
  - Keeping legs straight but not stiff, pivot 90-degrees to the left assisted by slight pressure on the ball of right foot.
  - Place left foot 22 ½-degrees off the centerline of the body.
  - Upper body remains at Attention throughout the movement.
- To complete count two:
  - Smartly bring the right heel together with the left heel so heels are on line and feet form a 45-degree angle.
  - Body is back at Attention.



**FIGURE 7: LEFT FACE**

## RIGHT FACE (FIGURE 8)

✧ On *Right*, mentally prepare yourself.

✧ On **FACE**:

- This is a two-count movement.  
To complete count one:
  - Slightly raise the toes of right foot and heel of left foot.



**FIGURE 8: RIGHT FACE**





- Keeping legs straight but not stiff, pivot 90-degrees to the right assisted by slight pressure on the ball of left foot.
- Place right foot 22 ½-degrees off the centerline of the body.
- Upper body remains at Attention throughout the movement.
- To complete count two:
  - Smartly bring the left heel together with the right heel so heels are on line and feet form a 45-degree angle.
  - Body is back at Attention.

## ABOUT FACE (FIGURE 9)

★ On **About**, mentally prepare yourself.

★ On **FACE**:

- This is a two-count movement.  
To complete count one:
  - Raise right leg from hip just enough for the foot to clear the ground.
  - Without bending knees, place ball of right foot approx. ½ shoe length behind and slightly to the left of left heel.
  - Distribute weight of body on ball of right foot and heel of left foot to establish the pivot points.
  - Keep your legs straight but not stiff; upper body remains at Attention.
- To complete count two:
  - Keeping your hands at your sides, pivot 180-degrees to the right with a twisting motion from hips.
  - The upper body remains at Attention throughout the movement.
  - Upon completion of the pivot, heels are together and online, and feet form a 45-degree angle.
  - Body is back at Position of Attention.





## PRESENT ARMS (FIGURE 10)

★ On **Present**, mentally prepare yourself

★ On **ARMS**:

- Bring right hand smartly up the front and centerline of the body, uncupping the hand as it passes the waist.
- Extend and join fingers placing thumb along forefinger; keep palm flat, forming a straight line between the fingertips and elbow.
- Tilting palm slightly toward your face, hold upper arm horizontal, slightly forward, and parallel to the ground.
- Ensure the tip of middle finger touches one of the following contact points:
  - If wearing a billed cap, with or without glasses, the contact point is the right front corner of the cap.
  - If wearing a non-billed cap or no cap, without glasses, the contact point is the outside corner of right eyebrow.
  - If wearing a non-billed cap or no cap, with glasses, the contact point is the right front corner of eyeglasses.
- Remainder of the body remains at Attention.
- Hold position until given Order Arms.



FIGURE 10: PRESENT ARMS

## ORDER ARMS

★ On **Order**, mentally prepare yourself

★ On **ARMS**:



- Smartly lower hand, retracing path used to raise it.
- Cup hand as it passes the waist, returning hand to the side of the body.

**NOTE:** The command “**Hand Salute**” is used *only* for training purposes. On the command of “**Salute**,” the cadet will raise their right arm as performed in Present Arms and hold the salute. This is count one. To perform count two, lower the right arm in the same manner as Order Arms.

While outdoors, Hand Salutes will be exchanged between enlisted cadets and officers, enlisted cadets and officer cadets, and officer cadets to officer cadets (junior cadet should initiate the salute and in time for the senior officer to return the salute). Salutes will also be exchanged when told to **formally** report to an officer indoors or when receiving an award.

### EYES, RIGHT / READY, FRONT (FIGURE 11)

- ✧ *The preparatory command and the command of execution is given on the right foot.*
- ✧ On **Eyes**, mentally prepare yourself.
- ✧ On **Right**:
  - Flight Sergeant will smartly turn their head 45 degrees to the right and salute.
  - All cadets, *except for the cadets in the far-right element*, smartly turn their heads 45 degrees to the right (**cadets will not salute**).
  - Continue to march.



**FIGURE 11:** EYES, RIGHT

### READY FRONT

- ✧ *The preparatory command and the command of execution is given on the left foot.*
- ✧ On **Ready**, mentally prepare yourself.
- ✧ On **Front**:
  - Flight Sergeant will smartly turn their head to the front and drop their salute.
  - All cadets will smartly turn their heads back to the front.
  - Continue to march.

**NOTE:** Between the preparatory command and the command of execution, there is “only” one 24-inch step for both **Eyes Right** and **Ready Front** (e.g., **Eyes, 24-inch step, Right**).





## OPEN RANKS, MARCH/CLOSE RANKS, MARCH (ONLY IN “LINE” FORMATION) INCLUDING INSPECTION PROCEDURES (FIGURE 12)

- ✧ On **Open Ranks**, mentally prepare yourself
- ✧ The *Guidon Bearer (GOB)* goes to carry guidon on the preparatory command (if applicable).

### ✧ On **MARCH**:

- Fourth element stands fast and executes an automatic Dress Right Dress and establishes DCID.
- Third element takes one 24-inch step starting with the left foot using coordinated arm swing, halts, and executes an automatic Dress Right Dress and establishes DCID.
- Second element takes two 24-inch steps starting with the left foot using coordinated arm swing, halts, and executes an automatic Dress Right Dress and establishes DCID.
- GOB and first element take three 24-inch steps starting with the left foot using coordinated arm swing, halts, and executes an automatic Dress Right Dress and establish DCID.
- Once the Element Leaders halt, they will establish a 64-inch distance.
- Hold position until Flight Sergeant aligns the flight and gives the command Ready Front.



**FIGURE 12: OPEN RANKS**

### **Exceptions**

- ✧ GOB, second, third, and fourth element leaders do not turn their head and eyes.
- ✧ The last cadet in each element does not raise their left arm.

## **INSTRUCTION – READY, FRONT**

- ✧ On **Ready, FRONT**:
- ✧ Everyone will execute a Ready Front.
- ✧ Your body is back at the Position of Attention.
- ✧ GOB goes to order guidon.

## **INSTRUCTION - INSPECTION PROCEDURES**

- ✧ Flight Sergeant commands, second, third, and fourth elements, **Parade, REST**.
- ✧ Second element leader watches for the inspection party out of the corner of their left eye.



- ✪ Before they halt in front of you, assume the position of Attention, turn head down line (left), command **Second Element, ATTENTION**, and turn head to the front with snap.
- ✪ First element leader watches out of the corner of their left eye for the inspection party to make its way down the second element.
- ✪ Once you see them out the corner of your eye, turn your head down line (left) and command **First Element, Parade, REST**. Respond to your own command while simultaneously bringing your head and eyes back to front with snap.
- ✪ Third element leader watches for the inspection party out of the corner of their left eye.
- ✪ Before they halt in front of you, assume the position of Attention, turn head down line (left), command **Third Element, ATTENTION**, and turn head to the front with snap.
- ✪ Second element leader watches out of the corner of left eye for the inspection party to make its way down the third element.
- ✪ Once you see them, turn your head down line (left) and command **Second Element, Parade, REST**. Respond to your own command while simultaneously bringing your head and eyes back to front with snap.
- ✪ Fourth element leader watches for the inspection party out of the corner of left eye.
- ✪ Before they halt in front of you, assume the position of Attention, turn head down line (left), command **Fourth Element, ATTENTION**, and turn head to the front with snap.
- ✪ Third element leader watches out of the corner of left eye for the inspection party to make its way down the fourth element.
- ✪ Once you see them, turn your head down line (left) and command **Third Element, Parade, REST**. Respond to your own command while simultaneously bringing your head and eyes back to front with snap.
- ✪ Fourth element leader watches out of the corner of right eye for the inspection party to pass on their right side.
- ✪ Once they pass by, turn head down line (left) and command, **Fourth Element, Parade, REST**. Respond to your own command while simultaneously bringing your head and eyes back to front with snap.
- ✪ After the inspection, Flight Sergeant calls the flight to **Attention** and closes the ranks.

## CLOSE RANKS, MARCH

- ✪ On *Close Ranks*, mentally prepare yourself
- ✪ On **MARCH**:
  - The GOB and first element standfast; GOB remains at order guidon.



- The second element takes one 24-inch step, starting with the left foot using coordinated arm swing, and then halts.
- The third element takes two 24-inch steps, starting with the left foot using coordinated arm swing, and then halts.
- The fourth element takes three 24-inch steps, starting with the left foot using coordinated arm swing, then halts.

## FORWARD, MARCH AND FLIGHT, HALT

★ On **Forward**, mentally prepare yourself.

★ On **MARCH**:

- Starting with the left foot, begin taking 24-inch steps measured from heel to heel; place the heel of the foot down first.
- Simultaneously, begin using natural and coordinated arm swing.
  - Natural and coordinated means the arms swing naturally; the right arm is forward with the left leg while the left arm is behind with the right leg; and vice-versa.
  - Arms hang straight, but not stiff; hands cupped with thumbs pointing down.
  - Arms swing 6-inches to the front measured from rear of hand to front of thigh and 3-inches to the rear measured from front of hand to back of thigh.
- Cadence is given in sets of two (e.g., *Hut, Twoop, Threep, Fourp, Hut Twoop, Threep, Fourp*).
  - Counts one and three are given as the left heel strikes the ground.
  - Counts two and four are given as the right heel strikes the ground.

## FLIGHT HALT

★ *Commands may be given on either foot, provided both are given on the same foot.*

★ On **Flight**, mentally prepare yourself, but continue to march.

★ On **HALT**:

- Take one more 24-inch step and place the lead foot 22 ½-degrees off the center line of the body.
- As weight of the body comes forward, suspend arm swing to your sides.
- Bring the trailing foot forward so heels come together with snap.
- Place the trailing foot 22 ½-degrees off the center line of the body; ensure heels are together, on line, and feet form a 45-degree angle.
- Body is back at the Position of Attention.





## RIGHT FLANK, MARCH

- ✧ *Commands are given as the heel of the right foot strikes the ground.*
- ✧ On **Right Flank**, mentally prepare yourself, but continue to march.
- ✧ On **MARCH**, everyone takes one more 24-inch step with the left foot.
  - As weight of the body comes forward on the ball of the left foot, suspend arm swing and pivot 90-degrees to the right.
  - Starting with the right foot, begin taking 24-inch steps and resume coordinated arm swing.
  - Maintain DCID throughout the movement.

## LEFT FLANK, MARCH

- ✧ *Commands are given as the heel of the left foot strikes the ground.*
- ✧ On **Left Flank**, mentally prepare yourself, but continue to march.
- ✧ On **MARCH**, everyone takes one more 24-inch step with the right foot.
  - As weight of the body comes forward on the ball of the right foot, suspend arm swing and pivot 90-degrees to the left.
  - Starting with the left foot, begin taking 24-inch steps and resume coordinated arm swing.
  - Maintain DCID throughout the movement.

## TO THE REAR, MARCH (FIGURES 13 - 15)

- ✧ *Commands are given as the heel of the right foot strikes the ground.*
- ✧ On **To the Rear**, mentally prepare yourself, but continue to march
- ✧ On **MARCH**:
  - Each cadet takes one 12-inch step with the left foot and places it in front of and in line with the right foot (**Figure 13**).
  - Distribute weight of the body on the balls of both feet and suspend arm swing.
  - Pivot 180-degrees to the right without forcing the body up or leaning forward (**Figure 14**).



**FIGURE 13: TO THE REAR (INLINE)**



**FIGURE 14: TO THE REAR (PIVOT)**



- Take one 12-inch step with the left foot and resume coordinated arm swing (**Figure 15**).
- Begin taking 24-inch steps with the right foot.

### CHANGE STEP, MARCH (**FIGURE 16 AND 17**)

- ✧ *Commands are given as the heel of the right foot strikes the ground.*
- ✧ On **Change Step**, mentally prepare yourself, but continue to march.
- ✧ On **MARCH**:
  - Take one 24-inch step with the left foot.
  - In one count:
    - Place the ball of the right foot alongside the heel of the left foot and suspend arm swing, without raising up or leaning forward (**Figure 16**).
    - Transfer weight of the body to the right foot and immediately step off with the left foot in a 24-inch step and resume arm swing (**Figure 17**).
  - Upper body remains at Attention throughout the movement.



**FIGURE 15:** TO THE REAR (12-INCH STEP)



**FIGURE 16 - 17:** CHANGE STEP)

### RIGHT STEP, MARCH

- ✧ On **Right Step**, mentally prepare yourself
- ✧ On **MARCH**:
  - Raise the right leg from the hip just enough for the foot to clear the ground.
  - Keeping legs straight but not stiff, and your heels on line, move the right foot approximately 12 inches to the right of the left foot as measured from inside the heels, and place it 22 ½-degrees off the center line of the body.
  - Without scraping the ground, bring the left heel together with the right heel with snap, so heels are on line and feet form a 45-degree angle.
  - Upper body remains at Attention throughout the movement.
  - Cadence: counts one and three given as the right foot strikes the ground; counts two and four given as the heels come together.
  - Continue taking steps until given Flight Halt.





✪ **Flight Halt** - commands are given as the heels come together.

✪ On **Flight**, mentally prepare yourself, but continue taking steps.

✪ On **HALT**:

- Take one more 12-inch step with the right foot and place it 22 ½-degrees off the center line of the body.
- Smartly bring the left heel together with the right heel so heels are on line and feet form a 45-degree angle.





- ✧ Body is back at the Position of Attention.

## LEFT STEP, MARCH

- ✧ On **Left Step**, mentally prepare yourself

- ✧ On **MARCH**:

- Raise the left leg from the hip just enough for the foot to clear the ground.
- Keeping legs straight but not stiff, and your heels on line, move the left foot approximately 12 inches to the left of the right foot as measured from inside the heels, and place it 22 ½-degrees off the center line of the body.
- Without scraping the ground, bring the right heel together with the left heel with snap, so heels are on line and feet form a 45-degree angle.
- Upper body remains at Attention throughout the movement.
- Cadence: counts one and three given as the left foot strikes the ground; counts two and four given as the heels come together.
- Continue taking steps until given Flight Halt.

- ✧ **Flight Halt** - commands are given as the heels come together.

- ✧ On **Flight**, mentally prepare yourself, but continue taking steps.

- ✧ On **HALT**:

- Take one more 12-inch step with the right foot and place it 22 ½-degrees off the center line of the body.
- Smartly bring the left heel together with the right heel so heels are on line and feet form a 45-degree angle.

- ✧ Body is back at the Position of Attention.

## COLUMN RIGHT, MARCH (MARCHING) (FIGURE 18)

- ✧ Commands are given as the heel of the right foot strikes the ground.

- ✧ On **Column Right**, mentally prepare yourself, but continue to march.

- ✧ On **MARCH**:

- **Fourth element leader:**
  - Take one more 24-inch step with the left foot and as weight of the body comes forward on the ball of the left foot, suspend arm swing and pivot 90-degrees to the right.
  - Take one 24-inch step with the right foot and resume coordinated arm swing.
  - Starting with the left foot, begin taking 12-inch steps.
- **Remaining members of the fourth element:**
  - Continue marching to the approximate pivot point of the fourth element leader.



- As weight of the body comes forward on the ball of the left foot, suspend arm swing and pivot 90-degrees to the right.
- Take one 24-inch step with the right foot and resume coordinated arm swing.
- Starting with the left foot, begin taking 12-inch steps and reestablish cover and distance.
- **Third element leader:**
  - Take one more 24-inch step with the left foot and as weight of the body comes forward on the ball of the left foot, pivot 45-degrees to the right, with coordinated arm swing.
  - Take two 24-inch steps and as weight of the body comes forward on the ball of the left foot, pivot 45-degrees to the right with coordinated arm swing.
  - Take 24-inch steps until abreast of the fourth element leader.
  - Begin taking 12-inch steps and reestablish dress and interval.
- **Remaining members of the third element:**
  - Continue marching to the approximate pivot point of the third element leader.
  - As weight of the body comes forward on the ball of the left foot, pivot 45-degrees to the right, with coordinated arm swing.
  - Take two 24-inch steps and as weight of the body comes forward on the ball of the left foot, pivot 45-degrees to the right with coordinated arm swing.
  - Take 24-inch steps until abreast of the cadet that was marching on your right prior to the pivots.
  - Begin taking 12-inch steps and reestablish dress and cover.
- **Second element leader:**
  - Take one more 24-inch step with the left foot and as weight of the body comes forward on the ball of the left foot, pivot 45-degrees to the right, with coordinated arm swing.
  - Take four 24-inch steps and as weight of the body comes forward on the ball of the left foot, pivot 45-degrees to the right with coordinated arm swing.
  - Take 24-inch steps until abreast of the third element leader.
  - Begin taking 12-inch steps and reestablish dress and interval.
- **Remaining members of the second element:**
  - Continue marching to the approximate pivot point of the second element leader.
  - As weight of the body comes forward on the ball of the left foot, pivot 45 to the right, with coordinated arm swing.
  - Take four 24-inch steps and as weight of the body comes forward on the ball of the left foot, pivot 45-degrees to the right with coordinated arm swing.
  - Take 24-inch steps until abreast of the cadet that was marching on your right prior to the pivots.
  - Begin taking 12-inch steps and reestablish dress and cover.



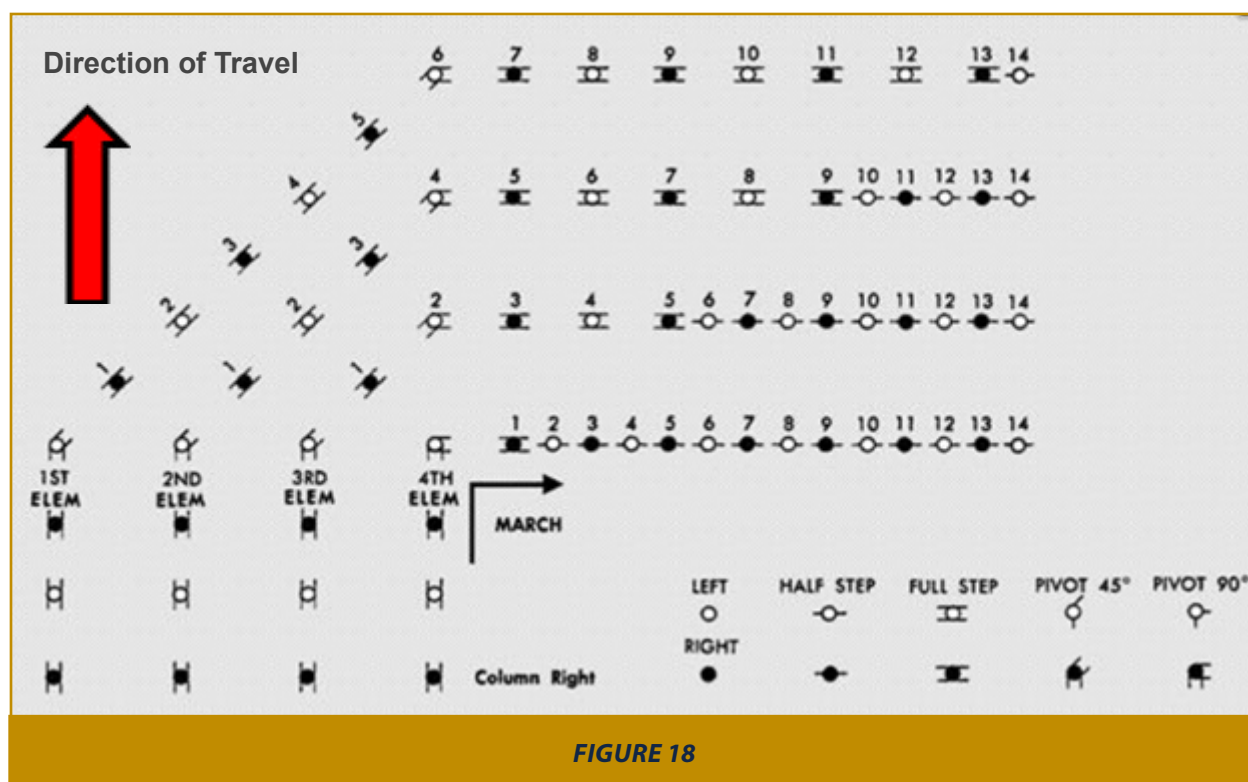
- **First element leader:**
  - Take one more 24-inch step with the left foot and as weight of the body comes forward on the ball of the left foot, pivot 45-degrees to the right, with coordinated arm swing.
  - Take six 24-inch steps and as weight of the body comes forward on the ball of the left foot, pivot 45-degrees to the right with coordinated arm swing.
  - Take 24-inch steps until abreast of the second element leader.
  - Begin taking 12-inch steps and reestablish dress and interval.
- **Remaining members of the first element:**
  - Continue marching to the approximate pivot point of the first element leader.
  - As weight of the body comes forward on the ball of the left foot, pivot 45-degrees to the right, with coordinated arm swing.
  - Take six 24-inch steps and as weight of the body comes forward on the ball of the left foot, pivot 45-degrees to the right with coordinated arm swing.
  - Take 24-inch steps until abreast of the cadet that was marching on your right prior to the pivots.
  - Begin taking 12-inch steps and reestablish dress and cover.
- **GOB (if applicable)** executes the movement in the same manner as the fourth element leader.
  - Continue taking 24-inch steps until ahead of the fourth element leader.
  - Pivot 45-degrees to the right on the ball of the left foot and take as many 24-inch steps as necessary to obtain a position in front of the fourth element leader.
  - Pivot 45-degrees to the left on the ball of the right foot and starting with the left foot, begin taking 12-inch steps.
  - Once DCID is reestablished, the only command allowed is Forward March.



## INSTRUCTION – FORWARD, MARCH

- *Commands are given as the heel of the left foot strikes the ground.*
- On **Forward**, mentally prepare yourself, but continue to march in 12-inch steps.
- On **MARCH**:
  - Take one more 12-inch step with the right foot.
  - Starting with the left foot, begin taking 24-inch steps.





## COLUMN LEFT, MARCH (MARCHING)

- ✪ *Commands are given as the heel of the left foot strikes the ground.*
- ✪ *On **Column Left**, mentally prepare yourself, but continue to march. The first element becomes the base file; therefore, **dress is to the left**.*
- ✪ **On MARCH:**
  - **First element leader:**
    - Take one more 24-inch step with the right foot and as the weight of the body comes forward on the ball of the right foot, suspend arm swing and pivot 90-degrees to the left.
    - Take one 24-inch step with the left foot and resume coordinated arm swing.
    - Starting with the right foot, begin taking 12-inch steps.
  - **Remaining members of the first element:**
    - Continue marching to the approximate pivot point of the first element leader.
    - As weight of the body comes forward on the ball of the right foot, suspend arm swing and pivot 90-degrees to the left.
    - Take one 24-inch step with the left foot and resume coordinated arm swing.
    - Starting with the right foot, begin taking 12-inch steps and reestablish cover and distance.



- **Second element leader:**
  - Take one more 24-inch step with the right foot and as the weight of the body comes forward on the ball of the right foot, pivot 45-degrees to the left, with coordinated arm swing.
  - Take two 24-inch steps and as the weight of the body comes forward on the ball of the right foot, pivot 45-degrees to the left with coordinated arm swing.
  - Take 24-inch steps until abreast of the first element leader.
  - Begin taking 12-inch steps and reestablish dress and interval.
- **Remaining members of the second element:**
  - Continue marching to the approximate pivot point of the second element leader.
  - As the weight of the body comes forward on the ball of the right foot, pivot 45-degrees to the left, with coordinated arm swing.
  - Take two 24-inch steps and as the weight of the body comes forward on the ball of the right foot, pivot 45-degrees to the left with coordinated arm swing.
  - Take 24-inch steps until abreast of the cadet that was marching on your left prior to the pivots.
  - Begin taking 12-inch steps and reestablish dress and cover.
- **Third element leader:**
  - Take one more 24-inch step with the right foot and as the weight of the body comes forward on the ball of the right foot, pivot 45-degrees to the left, with coordinated arm swing.
  - Take four 24-inch steps and as the weight of the body comes forward on the ball of the right foot, pivot 45-degrees to the left with coordinated arm swing.
  - Take 24-inch steps until abreast of the second element leader.
  - Begin taking 12-inch steps and reestablish dress and interval.
- **Remaining members of the third element:**
  - Continue marching to the approximate pivot point of the third element leader.
  - As the weight of the body comes forward on the ball of the right foot, pivot 45-degrees to the left, with coordinated arm swing.
  - Take four 24-inch steps and as the weight of the body comes forward on the ball of the right foot, pivot 45-degrees to the left with coordinated arm swing.
  - Take 24-inch steps until abreast of the cadet that was marching on your left prior to the pivots.
  - Begin taking 12-inch steps and reestablish dress and cover.
- **Fourth element leader:**
  - Take one more 24-inch step with the right foot and as the weight of the body comes forward on the ball of the right foot, pivot 45-degrees to the left, with coordinated arm swing.



- Take six 24-inch steps and as the weight of the body comes forward on the ball of the right foot, pivot 45-degrees to the left with coordinated arm swing.
- Take 24-inch steps until abreast of the third element leader.
- Begin taking 12-inch steps and reestablish dress and interval.
- **Remaining members of the fourth element:**
  - Continue marching to the approximate pivot point of the fourth element leader.
  - As the weight of the body comes forward on the ball of the right foot, pivot 45-degrees to the left, with coordinated arm swing.
  - Take six 24-inch steps and as the weight of the body comes forward on the ball of the right foot, pivot 45-degrees to the left with coordinated arm swing.
  - Take 24-inch steps until abreast of the cadet that was marching on your left prior to the pivots.
  - Begin taking 12-inch steps and reestablish dress and cover.
- **GOB (if applicable)** executes the pivot and steps in the same manner as the fourth element leader.
  - Continue taking 24-inch steps until ahead of the fourth element leader.
  - Pivot 45-degrees to the left on the ball of the right foot and take as many 24-inch steps as necessary to obtain a position in front of the fourth element leader.
  - Pivot 45-degrees to the right on the ball of the left foot and starting with the right foot, begin taking 12-inch steps.
  - Once DCID is reestablished, the only command allowed is Forward March.

## **INSTRUCTION – FORWARD, MARCH**

- ✪ *Commands are given as the heel of the left foot strikes the ground.*
- ✪ On **Forward**, mentally prepare yourself, but continue to march in 12-inch steps.
- ✪ On **MARCH**:
  - Take one more 12-inch step with the right foot.
  - Starting with the left foot, begin taking 24-inch steps.

## **COLUMN OF FILES FROM THE RIGHT, FORWARD, MARCH (HALTED) (FIGURE 19)**

- ✪ *“Column of Files from the Right” is an informational command followed by the preparatory command “Forward”.*
- ✪ On **Column of Files from the Right, Forward** (given by the Flight Sergeant), mentally prepare yourself
  - Guide (if applicable) will *stand fast* (and go to “carry guidon” on **Forward** if carrying the staff).





- Element Leader directly behind the Guide will turn head 45 degrees to the right and repeats the command **Forward**.
- Remaining Element Leaders turn their heads 45 degrees to the right and command **Stand Fast** (keeping their heads to the right until they step off).
- *Forward and Stand Fast are called at the same time.*
- On **March**:
  - Guide begins marching forward.
  - Element Leader behind guide and remaining element marches forward.
  - After the last cadet in the file passes, the next element leader commands **Forward March**, stepping off, snapping head forward, and all elements then incline to the right (left), following the leading elements in successive order.
  - Remaining element leaders will execute as above until the entire formation is marching in a single column.

## COLUMN OF FILES FROM THE LEFT, FORWARD, MARCH (HALTED)

- ✪ “Column of Files from the Left” is an informational command followed by the preparatory command “**Forward**”.
- ✪ On **Column of Files from the Left, Forward** (given by the Flight Sergeant), mentally prepare yourself
  - Guide (if applicable) will post in front of the furthestmost Element Leader to the left then execute a Right Face.
    - *Flight Sergeant waits to give “Forward” until the Guide finishes posting and completing the Right Face.*
    - *Guide posts (if applicable, goes to “carry guidon”) on the informational command of “Column of Files from the Left”.*
  - Element Leader directly behind the Guide will turn head 45 degrees to the left and repeats the command **Forward**.
  - Remaining Element Leaders turn their heads 45 degrees to the left and command **Stand Fast** (keeping their heads to the left until they step off).
  - *Forward and Stand Fast are called at the same time.*
- ✪ On **March**:
  - Guide begins marching forward.
  - Element Leader behind guide and remaining element marches forward.
  - After the last cadet in the file passes, the next element leader commands **Forward March**, stepping off, snapping head forward, and all elements then incline to the right (left), following the leading elements in successive order.
  - Remaining element leaders will execute as above until the entire formation is marching in a single column.

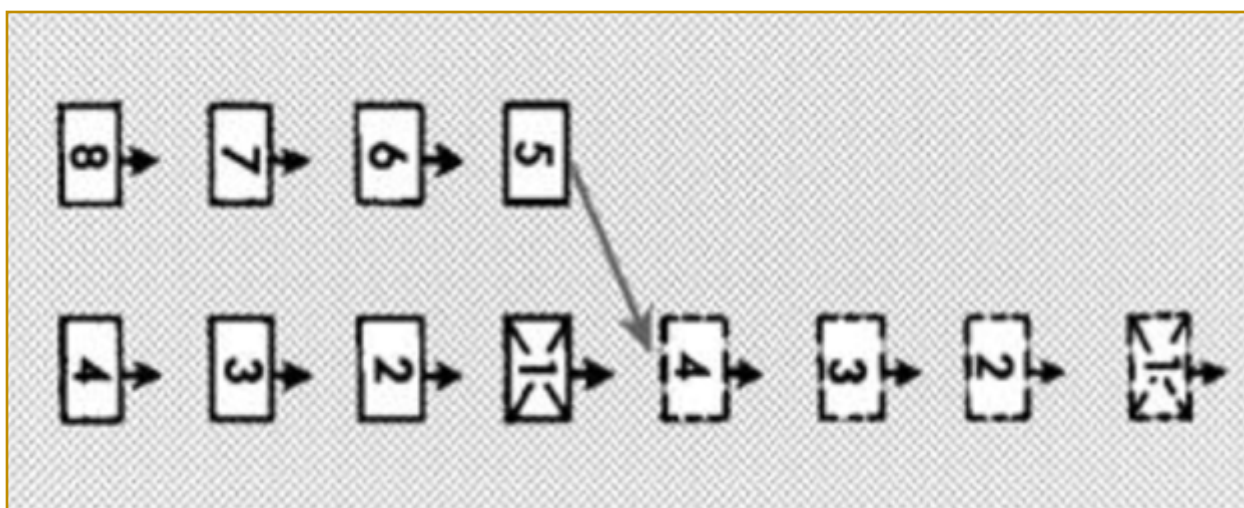


FIGURE 19

## EXTEND, MARCH (HALTED)

★ On *Extend*, mentally prepare yourself

★ On MARCH:

- Guide (if applicable) and fourth element stand fast.
- 3rd element takes two Left Steps.
  - Raise the left leg from the hip just enough for the foot to clear the ground.
  - Keeping legs straight but not stiff, and your heels on line, move the left foot approximately 12 inches to the left of the right foot as measured from inside the heels, and place it 22 ½-degrees off the center line of the body.
  - Without scraping the ground, bring the right heel together with the left heel with snap, so heels are on line and feet form a 45-degree angle.
  - Upper body remains at Attention throughout the movement.
- Second element will perform the movement in the same manner as the third element but take four Left Steps.
- First element will perform the movement in the same manner as the third element but take six Left Steps.

**HINT:** One step looks like this: \*\*\*Heels start together and end together\*\*\* (1 step). Count in your head *Step-Heel, Step-Halt* equals (2) steps etc.

## CLOSE, MARCH (HALTED)

★ On *Close*, mentally prepare yourself

★ On MARCH:



- GOB and fourth element stand fast.
- Third element takes two Right Steps.
  - Raise the right leg from the hip just enough for the foot to clear the ground.
  - Keeping legs straight but not stiff, and your heels on line, move the right foot approximately 12 inches to the right of the left foot as measured from inside the heels, and place it 22 ½-degrees off the center line of the body.
  - Without scraping the ground, bring the left heel together with the right heel with snap, so heels are on line and feet form a 45-degree angle.
  - Upper body remains at Attention throughout the movement.
- Second element will perform the movement in the same manner as the third element but take four Right Steps.
- First element will perform the movement in the same manner as the third element but take six Right Steps.

## EXTEND, MARCH (*MARCHING*)

★ *Used to Extend the Flight to Normal Interval from Close Interval.*

★ *Commands are given as the heel of the left foot strikes the ground.*

★ On **Extend**, mentally prepare yourself.

★ On **MARCH**:

- The entire **fourth element** and guide take one more 24-inch step with the right foot and beginning with the left foot, the fourth element and guide will then assume a half-step.
- The **third element** obtains normal interval as the weight of the body comes forward on the ball of the right foot and pivots 45-degrees to the left with coordinated arm swing.
  - The entire third element will take one 24-inch step with the left foot, as the weight of the body comes forward on the ball of the left foot pivot 45-degrees to the right with coordinated arm swing.
  - The original direction of march is resumed; the half step is taken up once normal interval and DCID is obtained.
- The **second element** obtains normal interval as the weight of the body comes forward on the ball of the right foot and pivots 45-degrees to the left with coordinated arm swing.
  - The entire second element will take three 24-inch steps with the left foot, as the weight of the body comes forward on the ball of the left foot pivot 45-degrees to the right with coordinated arm swing.
  - The original direction of march is resumed; the half step is taken up once normal interval and DCID is obtained.
- The **first element** obtains normal interval as the weight of the body comes forward on the ball of the right foot and pivots 45-degrees to the left with coordinated arm swing.





- The entire first element will take five 24-inch steps with the left foot, as the weight of the body comes forward on the ball of the left foot pivot 45-degrees to the right with coordinated arm swing.
- The original direction of march is resumed; the half step is taken up once normal interval and DCID is obtained.
- Once the whole flight obtains dress, cover, interval and distance the next command can be given.

## **INSTRUCTION – FORWARD, MARCH**

★ *Commands are given as the heel of the left foot strikes the ground.*

★ On **Forward**, mentally prepare yourself

★ On **MARCH**:

- The entire flight takes one more half step with the right foot and then steps off with 24-inch step and continues marching forward awaiting the next command.

## **CLOSE, MARCH (MARCHING)**

★ *Used to Close the Flight to Close Interval from Normal Interval.*

★ *Commands are given as the heel of the right foot strikes the ground.*

★ On **CLOSE**, mentally prepare yourself

★ On **MARCH**:

- The entire **fourth element** and guide take one more 24-inch step with the right foot and beginning with the left foot the fourth element and guide will then assume a half-step.
- The **third element** obtains close interval as the weight of the body comes forward on the ball of the left foot and pivots 45-degrees to the right with coordinated arm swing.
  - The entire third element will take one 24-inch step with the right foot, as the weight of the body comes forward on the ball of the right foot pivot 45-degrees to the left with coordinated arm swing.
  - The original direction of march is resumed; the half step is taken up once close interval and DCID is obtained.
- The **second element** obtains close interval as the weight of the body comes forward on the ball of the left foot and pivots 45-degrees to the right with coordinated arm swing.
  - The entire second element will take three 24-inch steps with the right foot, as the weight of the body comes forward on the ball of the right foot pivot 45-degrees to the left with coordinated arm swing.
  - The original direction of march is resumed; the half step is taken up once close interval and DCID is obtained.



- The **first element** obtains close interval as the weight of the body comes forward on the ball of the left foot and pivots 45-degrees to the right with coordinated arm swing.
  - The entire first element will take five 24-inch steps with the right foot, as the weight of the body comes forward on the ball of the right foot pivot 45-degrees to the left with coordinated arm swing.
  - The original direction of march is resumed; the half step is taken up once close interval and DCID is obtained.
- Once the whole flight obtains dress, cover, interval, and distance the next command can be given.

## INSTRUCTION – FORWARD, MARCH

☼ *Commands are given as the heel of the left foot strikes the ground.*

☼ On **Forward**, mentally prepare yourself.

☼ On **MARCH**:

- The entire flight takes one more half step with the right foot and then steps off with 24-inch step and continues marching forward awaiting the next command.

## INDIVIDUAL GUIDON BEARER PROCEDURES (FIGURES 20 - 24)



**FIGURE 20: ORDER GUIDON**

**Order Guidon (Figure 20).** The guidon bearer holds the guidon in a vertical position and keeps the ferrule on the ground beside the right foot. The guidon bearer holds the staff with the right hand in the “V” formed by the thumb and the fingers extended and joined. The right hand and arm behind the staff with the arm bent naturally and the staff resting against the hollow of the shoulder.

### Carry Guidon (Figure 21).

The guidon bearer grasps the staff with the left hand while at the same time loosening the grip of the right hand on the staff. The guidon is raised vertically with the left hand, letting the staff slide upward through the right hand until the ferrule is approximately

6 inches from the ground. The guidon bearer then regrips the staff with the right hand and cuts the left hand away smartly to the left side. **Execute Carry Guidon on all preparatory commands except Parade Rest, Flight Attention, Present Arms, Extend and Close March (Halted), Count Off and Close Ranks.**



**FIGURE 21: CARRY GUIDON**



**FIGURE 22:**  
PARADE REST



**FIGURE 23:** PRESENT ARMS



**FIGURE 24:**  
INDIVIDUAL SALUTE

**Parade Rest (Figure 22).** Execute by sliding the hand up the staff while inclining the staff of the guidon forward at arm's length with the hand at waist level.

**Present Arms (Figure 23).** On the preparatory command, smartly raise the guidon vertically until the right arm is fully extended. At the same time, bring the left hand smartly across the chest to guide the staff. On the command of execution, the guidon bearer lowers the guidon straight to the front with the right arm extended and the staff resting in the pit of the arm, cutting the left hand away smartly to the left side.

**Order Arms** – The guidon bearer executes order guidon after bringing the guidon to the carry position, the staff is permitted to slide through the right hand. The staff is steadied with the left hand until the guidon is in the position of order guidon and the left hand is then cut smartly away to the left side.

**Individual Salute (Figure 24).** The guidon bearer executes the salute with the left hand in a two-count movement. On first count, the left arm is moved horizontally across the body with forearm and wrist straight and fingers and thumb extended and joined with the palm down. The first joint of the forefinger touches the staff. On the second count, the left hand is cut smartly away to the side. The salute at carry guidon (**shown**) is executed in the same manner except the ferrule is approximately 6 inches from the ground.

## **DRESS, COVER, INTERVAL, DISTANCE (DCID) (FIGURES 25 - 28)**

**Dress (Figure 25).** Alignment of elements side by side or in line maintaining proper interval.



**FIGURE 25:** DRESS

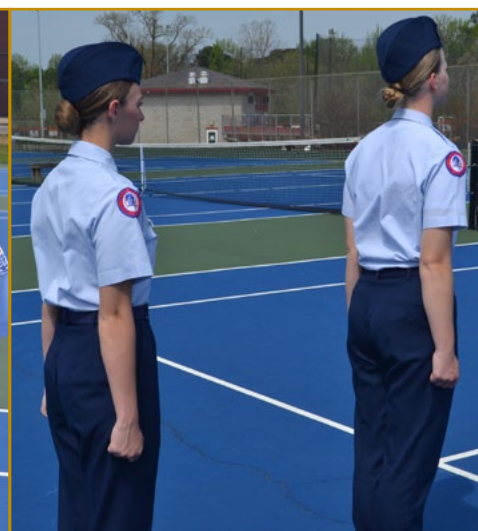




**FIGURE 26:** COVER



**FIGURE 27:** INTERVAL



**FIGURE 28:** DISTANCE

**Cover (Figure 26).** Individuals aligning themselves directly behind the person to their immediate front while maintaining proper distance.

**Interval (Figure 27).** The space between individuals placed side by side. A normal interval is an arm's length. A close interval is 4 inches.

**Distance (Figure 28).** The space from front to rear between units. The distance between individuals in formation is 40 inches as measured from their chests to the backs of individuals directly in front of them.







**INTEGRITY FIRST, SERVICE BEFORE SELF,  
AND EXCELLENCE IN ALL WE DO**