

# WELCOME TO THE VERMONT DEPARTMENT OF CORRECTIONS

---



**Congratulations!** You will soon be off to training at the Vermont Correctional Academy. The enclosed material is designed to provide you with some basic information before your arrival. Please look through the material and become familiar with its content. It is provided to guide you through the Academy process.

The remainder of this section contains information to help you understand the process you will be undergoing shortly. The contents of this orientation packet are subject to change without immediate notice to the trainee during their pre-Academy time in their facility. Any updates of information will be completed at the Academy.

---

**VISION, MISSION, VALUES, AND PROFESSIONAL PRINCIPLES**

**VISION**

To be valued by the citizens of Vermont  
as a partner in the prevention, research, control  
and treatment of criminal behavior

**MISSION**

In partnership with the community, we support safe communities by providing leadership in crime prevention, repairing the harm done, addressing the needs of crime victims, ensuring offender accountability for criminal acts, and managing the risk posed by offenders.

This is accomplished through a commitment to quality services and continuous improvement while respecting diversity, legal rights, human dignity, and productivity.

**VALUES**

Responsibility, Commitment, Integrity,  
Judgment, Creativity, Enthusiasm, Compassion

**PROFESSIONAL PRINCIPLES**

We believe:

That people can change.

That community participation and support are essential for the successful delivery of correctional services.

In the inherent worth and dignity of all individuals.

In treating people with respect and dignity.

In teamwork and the process of continuous improvement.

In professional self-improvement.

In the placement of offenders in the least restrictive environment consistent with public safety and offense severity.

In fairness throughout all decision making.

In respect for the liberty interest, rights, and entitlements of the individual.

In individual empowerment.

In non-violent conflict resolution.

In maintaining a safe and secure environment.

In the value of individual, cultural, and racial diversity.

That victims have the right to have an active role in determining how their needs can best be met.

That offenders are responsible, to the extent possible, to repair harm done to victims and the community.

**AN INTRODUCTION TO THE VERMONT CORRECTIONAL ACADEMY**

The current form of the Vermont Correctional Academy graduated its first class in 1993. At that time, it was located at the Vermont Criminal Justice Training Council site in Pittsford, Vermont. The Academy relocated to the College of St. Joseph in Rutland, Vermont in 2003. As of July 2009, we were located at the State Office Complex in Waterbury Vermont, at the former Dale State Correctional Facility on 103 South Main St. Waterbury, VT 05671. With the flooding in Waterbury, from hurricane Irene, we are now holding academies in Lyndonville VT.

Before attending the academy, you will do a week of shadowing at your home facility. Shadowing is you working side by side with a seasoned officer. This will give you a chance to see the job, talk to staff and inmates, and get a real feel for your new career. Next, you will start the five-week academy. You will stay at the academy during the week and will go home on the weekends.

The Academy is an intensive educational experience that includes traditional classroom and hands-on training in a structured environment to prepare the trainee for the role of the Correctional Officer. The Academy is a "model for the job." Training is structured to provide the Trainee with the basic knowledge of the job i.e. key control, logbooks, headcounts, Advanced Communication Techniques, etc.

After the Academy training experience, there is a formal graduation; an important rite of passage into your new position in the Department. You will be instructed on when to report to your facility at or before graduation.



For the next two weeks, you will be doing on the job training (OJT). This is you working one on one with a Field Training Officer (FTO) at your home facility. Your FTO will verbally go over and then show you how to do tasks. They will then have you do them to make sure you are proficient in that task. This process is done to make sure you are proficient in all aspects of your new career and helps you learn your facility's local policy and procedures. Your FTO is assigned to you and is there to help you during and after your two weeks of OJT.

### **WHAT TO BRING AND NOT TO BRING**

#### **ITEMS SUPPLIED BY THE CORRECTIONAL ACADEMY:**

- Duty belt with gear (returned at end of Academy)
- Physical Training (PT) uniform (yours to keep if you graduate)
- One pair of black boots, yours to keep.

#### **ITEMS TO BRING WITH YOU:**

- State of VT DOC uniform, long sleeve shirt (Supplied by your Facility)
- Sneakers (For Running and PT)
- Black shoes or boot (Academy will provide a pair of Black Duty boots)
- Socks (Black pair for standard uniform, white pair for PT uniform)
- Black belt
- Water Bottle (Clear Plastic)
- Ear Buds or Headphones to use with your assigned IPAD (3.5MM jack)
- White T-shirt's to wear under standard uniform (No V-necks)

- Outdoor clothing items to wear for PT and drill & ceremony i.e. sweatshirt, hat, gloves, coat. Dress for the season and weather conditions.
- Make sure you bring toiletries and enough clothes and supplies for the week.

## **ITEMS NOT TO BRING WITH YOU:**

- Weapons of any kind
- Alcoholic beverages
- Illegal drugs
- Personal Cuff Keys (Not allowed at the Academy or in Facilities)
- Nothing of great personal worth (i.e. valuable jewelry, large amount of cash)

In other words, don't bring something you can't afford to lose.

## **DAILY SCHEDULE**

*YOU SHOULD BE CHECKED IN AND IN FORMATION BEFORE 0800!*

*IF YOU'RE ON TIME YOU'RE LATE!*

0800 –Roll call

0830 –Classroom instruction

1200 –Lunch

1230 –Classroom instruction

1545 –Wellness

1630 –Dismissed (subject to change)

## **ACADEMY LOCATION**

The Academy is being held at the Carter Center 1713 Industrial Parkway Lyndonville, VT. The Hotel is the Comfort Inn located at 703 US Route 5, Saint Johnsbury VT, (802)748-1500.

## **HOTELS/LODGING**

Trainees will be assigned a Hotel room, Monday through Thursday night only, upon reporting to the Academy. The only people allowed in these rooms are the trainees assigned to them; no one else should be in the room. This is state property and falls under academy rules and regulations. At the discretion of the Academy staff, these quarters may be changed during the training period. Living quarters are subject to inspection at any time. No trainee is allowed in any living quarters other than the one they are assigned. If trainees wish to converse with each other, study together, etc., they can do so in a common area.

## **TRAINEE EXPECTATIONS FOR DAY ONE AND DRILL & CEREMONY**

### **TOBACCO USE**

Tobacco may only be used with the academy staff's permission (If time permits). Trainees will only use tobacco in designated areas. Other periods when trainees can smoke will be discussed during orientation.

### **DRY CAMPUS**

The Vermont Correctional Academy is a dry campus. No alcoholic beverages or illegal drugs are allowed. This includes all property used for training, classrooms on or off-site, and any lodging paid for by DOC.



**EMERGENCY**

In the event of an emergency, call 911. Following the chain of command, you should contact your Training Assistant and then contact Jonathan Leibold at (802) 272-6849 or James Rice at (802)661-8452) as soon as possible to report the emergency.

**NOTIFICATION**

In the event you need assistance that is not an emergency, contact your Training Assistant and then if needed contact Jonathan Leibold at the number listed above.

**DAY ONE REPORTING FOR DUTY**

**REPORT TO THE ACADEMY AT 0745 HOURS, IN UNIFORM.**

**CELL PHONES AND PAGERS**

Do not have a cell phone, smartwatch, or pager in your possession when reporting for duty.

**PARKING**

Lyndonville Academy parking, park behind the building against the bank or on the left side of the building, if more parking is required park in front of the building, but not next to the stairs. Further instructions for parking will be discussed during orientation.

**MEALS**

Lunch will be provided each day, Breakfast will be provided at the hotel, speak to your hiring site about being reimbursed for Dinner.

**ACADEMY STAFF CONTACT INFORMATION**

Leibold, Jonathan: 802-272-6849, [Jonathan.Leibold@vermont.gov](mailto:Jonathan.Leibold@vermont.gov)

Rice, James 802-661-8452, [James.Rice@vermont.gov](mailto:James.Rice@vermont.gov)

Fortier, Nick 802-274-5158, [Nicholas.Fortier@vermont.gov](mailto:Nicholas.Fortier@vermont.gov)

The schedule is subject to change without advanced notice to trainees.

**RULES AND REGULATIONS INTRODUCTION**

Consistent with the professional principles of the Vermont Department of Corrections, the Vermont Correctional Academy (VCA) believes in the inherent worth and dignity of all individuals. This Academy strives to create a learning environment that promotes the trainees' ability to assess themselves about all they learn. The VCA will provide instruction that is fundamental to success as a correction professional.

While this Academy will encourage ambitious goals and challenge conventional thinking, every job has its boundaries. There are rules and boundaries in the Vermont Department of Corrections that the corrections professional must operate within. The learning associated with operating within those rules is a very real part of the Academy experience. These rules serve two major purposes:

1. VCA staff essentially believes the only rule obeyed is one that has been internalized. This Academy is committed to a high set of professional standards that are manifested through behavior. The rules represent a road map to professionalism. It is the trainee's job to give these rules personal meaning. It is the Academy staff's task to assist the trainee as necessary in adopting a high standard of professional principles.

2. Because the trainee will be asked to supervise offenders, holding them accountable for rule violations, we intend to model the skills associated with this function. We wish to create an environment in which we model professional supervision skills in rule interpretation and enforcement.

### **THE HONOR SYSTEM**

Honor is the guiding principle of every endeavor involving the corrections profession. *Integrity* is the accepted basic attribute of every Corrections professional. Consistent with the principle of integrity, it is always assumed that trainees' work and reports are true and correct. Any action or conduct contrary to those principles will be considered conduct unbecoming a professional and will result in corrective action.

### **SUPERVISORY PRACTICES**

Employees of the Department of Corrections administer systems designed to correct behavior and restore circumstances through reparation of the harm done.

In this context, corrective action directed toward trainees at the Vermont Correctional Academy always includes consideration of harm done to the community. In a residential program, the community generally refers to other trainees, VCA staff, and the community at large. Based on the nature and extent of a trainee's behavior and/or performance, there are varying levels of corrective action that may be directed toward the individual.

### **MINOR DISCREPANCIES**

**Active Addressing:** Academy staff will utilize the skill of active addressing to provide routine feedback. You will be given feedback to assure performance expectations are met. Where your performance is exceeding expectations, we will provide feedback as well.

**Supervisory Notes:** Academy staff creates and maintains a supervisory file on each participant. Notes are placed in this file consistent with any feedback provided. The file follows the new officer to the job where the practice is maintained forming the basis for annual performance review. The trainee can review his or her supervisory file at any time simply by making a request to an Academy staff member.

**Letter of Supervisory Feedback:** In some cases, Academy staff will utilize a letter of supervisory feedback documenting the performance issue and how to improve the trainee's performance in the future. The letter is placed in the supervisory file.

### **MAJOR DISCREPANCIES**

The 13 Work Rules of the Vermont Department of Corrections serve as your guide to professional conduct. They also serve as the basis for corrective action. The following actions (not necessarily progressive) may be taken if necessary.

**A Written Reprimand** copy to the local appointing authority.

**Suspension** from the Correctional Academy pending an internal investigation

**Dismissal** from the Correctional Academy

### **GRIEVANCE/COMPLAINT PROCEDURE**

Any trainee who wishes to file a grievance/complaint regarding the administration or conduct of any training program instructor or VCA staff shall immediately contact the Corrections Training Center Administrator. Depending on the nature of the grievance/complaint, the trainee may be required to submit the grievance/complaint in writing. If the trainee is not satisfied with the action taken by the Corrections Training Center Administrator, he/she may then appeal to the Corrections Employee Development Director.

## CHAIN OF COMMAND

A chain of command structure is applied throughout the VCA training curriculum. Trainees are expected to practice drill and ceremony and answer staff appropriately (e.g., "yes sir/ma'am", "no sir/ma'am," etc.). Trainees will stand at their assigned seats until given the command to sit. Trainees should expect to follow orders as given and perform duties as assigned by Academy staff or Instructors. Trainees will always "make way" for others. "Making way" is demonstrated by the trainee loudly saying "Make way." The trainee will then put their back against a wall of turn their body to allow someone to pass by the trainee.

Squad Leader:	As assigned
Class Leader:	As assigned
Training Assistant:	As assigned
Training Coordinator(s):	Jonathan Leibold
Corrections Training Center Administrator:	James Rice
Corrections Employee Development Director:	Heather Simons

## COMPETENCY ASSESSMENT

Academy staff and trainers through testing and skill proficiencies evaluations will assess trainee competence.

## TESTING

Tests will be given periodically. A minimum passing score of 80 percent is required on all tests. Tests might be given in any of the subjects taught here at the Correctional Academy.

If a trainee scores below 80 percent on any test, they will be allowed to retake the test. If the trainee is successful on the remedial test, they will receive the original score, regardless of the retest score. The original grade will be included in determining the trainee's course average. If a trainee fails three or more tests, he/she will be placed on academic probation. The failure of any additional tests can result in the trainee's dismissal from the Academy. The Vermont Correctional Academy reserves the right to place a trainee on academic probation for reasons other than stated above.

## ACADEMIC DISHONESTY/CHEATING

Trainees will not cheat, attempt to cheat, copy, or crib during any written test, project assignment, or practical exercise. Doing so is grounds for suspension or dismissal from employment. During a test, trainees may leave the classroom when finished if authorized by the instructor.

## SKILL PROFICIENCIES

As part of the testing process, trainees will be asked to demonstrate physical skills. It is vital to the safety of the trainee, fellow staff, and inmates that the trainee becomes as proficient as possible in the subject areas. Skills may be tested in any of the subjects taught at the VCA.

## BEHAVIOR ASSESSMENT

The Behavior Assessment is a tool used by academy staff to quantify the professional behavior of trainees and if needed provide further training or corrective action in their professional development. Trainees will earn up to 20 points each day for their attention to detail. Violations will result in a failure to earn points for that day of the academy. Trainees must earn at a minimum 80 points a week; Failing Behavior Assessment is grounds for separation from the Department.

1. **Timeliness**, As stated in the rules and regulations trainees are expected to be timely i.e. be on time for duty, on-time returning from break.

2. **Class participation/completion of assignments**, Failure to earn points will result in Incomplete or late work, Failure to participate, sleeping on duty. This list is not inclusive.
3. **Interpersonal Interactions**, Trainees will earn points through demonstrating pro-social and professional behavior. Trainees will experience conflict and are expected to deal with that conflict in an appropriate manner. Trainees should seek out academy staff for assistance and training if needed.
4. **Accountability**, Trainees are responsible to follow lawful orders of academy staff and report any of the following:( list is not inclusive)Trainee was unprepared for class or is missing equipment, Omitting facts, failure to take responsibility for behavior, failure to complete assigned tasks i.e. general housekeeping of classroom, Not following chain of command.
5. **Uniform**, As stated in the Rules and Regulations trainees are expected to wear the uniform of the day to standard, the uniform standard includes personal hygiene and grooming. If a trainee needs assistance in meeting this standard, they should contact the academy staff.

### **FINAL GRADE POINT AVERAGE**

Academy staff track grades and produce a report card at the end of an Academy on each trainee. All trainees must have a final grade point average of 80% or higher to graduate. Failure to obtain at least an 80% will result in non-certification of the trainee and could affect their employment status with the department.

### **ACADEMY UNIFORM/LIVING QUARTER STANDARDS**

All trainees participating in the Academy will work with the assigned Training Assistant (TA) to establish and maintain a system of supervising the following standards.

#### **JEWELRY**

Trainees can wear a wristwatch and wedding band throughout the training program as well as Medic Alert ID bracelet if needed. **Any other form of jewelry (e.g., rings, bracelets, anklets, necklaces, neck chains, earrings), piercing of any kind, and any other adornments may not be worn during training.** Jewelry will not be worn during any physical activity outside of designated work hours. This includes, but is not limited to, lifting weights, volleyball, or basketball. If a trainee has any jewelry that is not approved by the Academy, the trainee must secure that jewelry or leave it at home. The VCA is not responsible for trainees' personal items.

#### **HAIRCUT/SHAVE/FINGERNAILS**

##### **MALES:**

Hair shall be worn short and off the ears and neck (no ponytails) and well-groomed. Sideburns and mustaches will be well-trimmed. Sideburns shall be short, no longer than the middle of the ear. Mustaches will not extend beyond the edge of the mouth and will be neatly trimmed (not below the top lip). No other facial hair (goatees, beards, etc.) is allowed.

##### **FEMALES:**

Hair shall be well-groomed and short in length. Alternatively, if long, shall be rolled up to be as short as possible, in a bun and will not touch the collar, and will be out of the face.

All trainees will keep their fingernails clean and short. Paint or Polish, as well as Makeup, are not allowed.

#### **UNIFORM**

Uniform (provided by your facility); White crew neck T-shirt (owned by the trainee); Duty belt (provided by the Academy) [see Appendix A]; Black shoes/boots (issued at Academy); Black socks (owned by the trainee); Shirts shall be kept buttoned except at the collar, and tucked into pants; and Belt will be black and provided by the trainee.



Trainees shall not appear with toothpicks, matchsticks, or other similar objects protruding from the mouth at any time. No chewing gum or tobacco is permitted in the classroom.

## **PHYSICAL FITNESS UNIFORMS**

Correctional Academy t-shirt (provided by Academy); Correctional Academy sweatpants (provided by Academy); Correctional Academy sweatshirt (provided by Academy); Athletic socks (provided by the trainee); and Good pair of sneakers (provided by the trainee)

## **LIVING QUARTERS (HOTEL ROOMS)**

Trainees will be assigned a Hotel room upon reporting to the Academy. The Department provides housing Monday night thru Thursday night only. The only people allowed in these rooms are the trainees assigned to them; No one else should be in the room. This is state property and falls under Academy rules and regulations. At the discretion of the Academy staff, these quarters may be changed during the training period. Living quarters are subject to inspection at any time. No trainee is allowed in any living quarters other than the one assigned. If trainees wish to converse with each other, study together, etc., they can do so in a common area.

## **INSPECTIONS**

Personal inspections will be held every day during training. Trainees are responsible for the following during inspections:

Uniform [including shoes]; Appearance (e.g., haircuts, shave, and general cleanliness); and Living quarters, assigned classroom, kitchen/cafeteria, and any other area designated by Academy staff.

(Note: Trainees and VCA are subject to inspection at any time).

## **SCHEDULE**

Each trainee will be given a class schedule. This schedule is subject to change and revisions will be announced as soon as practical. Trainees are required to read and study all handouts. Work assignments, oral presentations, and/or reading assignments must be completed as scheduled.

## **ABSENCES**

Only an Academy staff member may excuse a trainee from any class. Trainees will contact Academy staff at least one hour before class starts to report an unexpected absence due to illness, etc. Absence from training will be authorized on a case-by-case basis. Anticipated absences from training must be approved by Academy staff. Requests for absences must be submitted in writing to the Academy Staff. Trainees must present a subpoena or a letter from a court to be excused from training for court-related activities.

## **CURFEW**

Trainees will be in their assigned rooms by 2200 hours and lights out by 2300. Failure to return to your assigned hotel room by 2200 hours will be considered an unauthorized absence and could result in disciplinary action.

## **EQUIPMENT**

All instructional, facility, and athletic equipment will be handled with care and safety. Lost or damaged equipment will be reported immediately. Equipment will be returned to its proper storage position when trainees are finished. Trainees may be held responsible for any equipment negligently damaged, destroyed, or lost. Unauthorized use or theft of any Academy property or that of any other person shall result in dismissal and may result in criminal prosecution.

**REGULATED DRUGS AND/OR ALCOHOLIC BEVERAGES**

Possession of any regulated drug without a doctor's prescription and/or alcoholic beverages on the grounds is forbidden. At no time shall any trainee be found to have an odor of intoxicating beverages on his/her breath. Being under the influence of alcohol and/or a drug not prescribed by a doctor could result in immediate termination from employment.

**INJURY**

Injuries must be reported immediately to the Academy staff. Arrangements will be made for transportation to the doctor or hospital as required. Trainees reporting an injury will complete incident reports as required by the Department of Human Resources or Buildings and General Services. Injuries incurred during non-Academy related activities are not covered by worker's compensation insurance i.e. after hour's activities such as weightlifting, basketball, volleyball, running.

**FIRE DRILLS**

Fire drills may be conducted at any time. When a fire alarm sounds, leave the building by the designated route and gather in the designated area as quickly as possible.

**REQUESTS**

Requests to operate outside the standard operating procedure of the Academy must be made in writing to VCA staff using the Academy Request Form. The request will be reviewed and answered in a timely manner.

**WEAPONS**

Weapons of any kind are not allowed on the grounds of the Vermont Correctional Academy or any site where the trainees are working or visiting, **including in your vehicle**. Weaponry includes, but is not limited to:

Guns [of any kind]; Knives [of any kind]; Swords; Martial arts weaponry; or Ammunition of any kind.

If the trainee has arrived at the Academy with a weapon of any kind, he/she must inform VCA staff and secure the weapon in their vehicle. The trainee shall not bring the weapon back on-site once it is removed.

**GENERAL RULES****FRATERNIZATION**

Trainees will limit their contact with other state staff or visitors during training hours. Trainees will respond appropriately when spoken to. Romantic and/or sexual relationships between trainees are prohibited on the site of the Vermont Department of Corrections Training Center and/or any Academy training.

**TOBACCO USE**

While at Academy, tobacco use is only permitted after breakfast and lunch (if time allows); during off-duty hours and when otherwise permitted by a VCA staff member. Trainees will only use tobacco products in designated areas. No chew, snuff, etc. is allowed in any building. Only the Corrections Training Center Administrator or designee may authorize tobacco use other than stated above.

**MAINTENANCE**

Report any maintenance issues to the Academy Staff as soon as they are noticed.

**CLEANING**

All training areas will be cleaned daily, including sweeping and mopping the floors.

**CELL PHONES/PAGERS**

Trainees are not allowed to possess a cell phone, smartwatches, or pagers while on-duty regardless of the location of the training. Cell phones are not to be used during Academy hours; this includes breaks.

## **PROFANITY**

Trainees will not use profanity on or off duty.

## **TARDINESS**

Trainees must be punctual; tardiness is unacceptable behavior in the facility and at the academy. Trainees are expected to be on time to all scheduled activities. This type of behavior will result in disciplinary action, up to and including termination, regardless of the circumstances. Late arrivals will be documented.

## **CLASSROOM BEHAVIOR**

Trainees will sit at attention when Academy staff or visitors enter the classroom. Sitting at attention is defined as the trainee sitting straight up in their chairs looking straight forward and not moving the head or eyes. The trainee's forearms will be on the table in front of them at shoulder width. Trainees are expected to announce Academy staff or visitors entering the room bringing the class to attention in their chairs. Trainees will remain at attention until an order is given putting them at "At ease" or "As you were".

Trainees may have water on their tables for consumption during class. Coffee, Soda, and other beverages are not allowed at the tables. Food is not allowed at the tables and may only be digested during breaks in the back of the classroom.

Trainees are expected to remain seated during instruction unless they need to use the restroom or are falling asleep. If the trainee is sleepy, they may stand in the back of the classroom to help them stay alert. The trainee is not allowed to lean against an object such as a wall or chair.

Trainees will raise their hand to answer or ask questions. An instructor can change the above direction during their class at their discretion.

## **MEALS (BREAKFAST IS PROVIDED AT THE HOTEL, LUNCH IS PROVIDED AT THE ACADEMY)**

Trainees are expected to take one serving of each item at the beginning of the meal i.e. one entrée, one salad, one milk, one condiment packet. After all, trainees have been served their meal if there is additional food left a trainee may help themselves within reason be sure to share as necessary.

## **HOTEL AMENITIES**

The hotel has a pool, gym, Wi-Fi, game room, and laundry facilities these can be used by VCA. Be respectful of hotel guests and staff, clean up after you're self, and report any issues or concerns.

## **EXPECTATIONS**

Any trainee failing to meet the above standards will be provided with the necessary feedback and will be expected to complete some kind of physical exercise requirement i.e. push-ups, squats, jumping jacks (the list is not all-inclusive) to build their attention to detail and their wellness. This physical requirement will most likely include the whole class as trainees enjoy their success together in learning, so shall they exercise together to reinforce a concept.

## **CHANGES TO VCA RULES AND REGULATIONS**

The Rules and Regulations of the Vermont Correctional Academy are subject to change at any time without immediate additions, deletions, or edits to the student manual section. Additions, deletions, or edits can be made in writing utilizing memos, letters, etc. The Vermont Correctional Academy reserves the right to make these changes as necessary for the benefit of the trainee, Academy, Department of Corrections, and the State of Vermont.

**Lyndonville Academy/Hotel Address** the Lyndonville academy is being held at the Carter Center 1713 Industrial Parkway Lyndonville, VT. The Hotel is the Comfort Inn 703 US Route 5, Saint Johnsbury VT (802)748-1500.

## CORRECTIONS OFFICER TRAINEE DUTY BELT



Figure 1. Orientation

---

# DRILL AND CEREMONY FOR VCA

---

## Individual Drill

### STATIONARY MOVEMENTS

#### GENERAL

This section contains most of the individual positions and stationary movements required in the drill. These positions and the correct execution of the movement, in every detail, should be learned before proceeding to other drill movements.

Movements are initiated from the position of *attention*. However, some *rest* movements may be executed from other *rest* positions.

The explanation of a movement that may be executed toward either *flank* is given for only one *flank*. To execute the movement toward the opposite *flank*, substitute *left* for *right*, or *right* for *left*, in the explanation.

#### POSITION OF ATTENTION

Assume the position of *attention* on the command **FALL IN** or the command *Squad (Team), ATTENTION*.

To assume this position, bring the heels together sharply online, with the toes pointing out equally, forming an angle of 45 degrees. Rest the weight of the body evenly on the heels and balls of both feet. Keep the legs straight without locking the knees. Hold the body erect with the hips level, chest lifted and arched, and the shoulders square.

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

Let the arms hang straight without stiffness. Curl the fingers so that the tips of the thumbs are alongside and touching the first joint of the forefingers. Keep the thumbs straight along the seams of the trouser leg with the first joint of the fingers touching the trousers.

Remain silent and do not move unless otherwise directed.

#### REST POSITIONS AT THE HALT

**NOTE:** Any of the positions of *rest* may be commanded and executed from the position of *attention*.

**Parade Rest.** *Parade rest* is commanded only from the position of *attention*. The command for this movement is *Parade, REST*. On the command of execution **REST**, move the left foot about 10 inches to the left of the right foot. Keep the legs straight without locking the knees, resting the weight of the body equally on the heels and balls of the feet. Simultaneously, place the hands at the small of the back and centered on the belt. Keep the fingers of both hands extended and joined, interlocking the thumbs so that the palm of the right hand is outward. Keep the head and eyes as in the position of *attention*. Remain silent and do not move unless otherwise directed. *Stand at ease*, *at ease*, and *rest* may be executed from this position.

**Stand At Ease.** The command for this movement is *Stand at, EASE*. On the command of execution **EASE**, execute *parade rest*, but turn the head and eyes directly toward the person in charge of the formation. *At ease* or *rest* may be executed from this position.

**At Ease.** The command for this movement is **AT EASE**. On the command **AT EASE**, the team member may move; however, he must remain standing and silent with his right foot in place. *Rest* may be executed from this position.



**Rest.** The command for this movement is **REST**. On the command **REST**, the team member may move, talk, smoke, or drink unless otherwise directed. He must remain standing with his right foot in place. *At ease* may be executed from this position.

**NOTE:** On the preparatory command for *attention*, immediately assume *parade rest* when at the position of *stand at ease*, *at ease*, or *rest*. If for some reason, a subordinate element is already at *attention*, the members of the element remain so and do not execute *parade rest* on the preparatory command, nor does the subordinate leader give a supplementary command.

### **FACING AT THE HALT**

*Facing* to the flank is a two-count movement. The command is **Left (Right), FACE**. On the command of execution **FACE**, slightly raise the right heel and left toe, and turn 90 degrees to the left on the left heel, assisted by a slight pressure on the ball of the right foot. Keep the left leg straight without stiffness and allow the right leg to bend naturally. On the second count, place the right foot beside the *left* foot, resuming the position of *attention*. Arms remain at the sides, as in the position of *attention*, throughout this movement.

*Facing* to the rear is a two-count movement. The command is **About, FACE**. On the command of execution **FACE**, move the toe of the right foot to a point touching the marching surface about half the length of the foot to the rear and slightly to the left of the left heel. Rest most of the weight of the body on the heel of the left foot and allow the right knee to bend naturally. On the second count, turn to the right 180 degrees on the left heel and ball of the right foot, resuming the position of *attention*. Arms remain at the sides, as in the position of *attention*, throughout this movement.

**NOTE:** Throughout these movements, the remainder of the body remains as in the position of *attention*.

### **HAND SALUTE**

The *hand salute* is a one-count movement. The command is **Present, ARMS**. When wearing headgear with a visor (with or without glasses), on the command of execution **ARMS**, raise the right hand sharply, fingers and thumb extended and joined, palm facing down, and place the tip of the right forefinger on the rim of the visor slightly to the right of the right eye. The outer edge of the hand is barely canted downward so that neither the back of the hand nor the palm is clearly visible from the front. The hand and wrist are straight, the elbow inclined slightly forward, and the upper arm horizontal.

When wearing headgear without a visor (or uncovered) and not wearing glasses, execute the *hand salute* in the same manner as previously described in subparagraph a, except touch the tip of the right forefinger to the forehead near and slightly to the right of the right eyebrow.

When wearing headgear without a visor (or uncovered) and wearing glasses, execute the *hand salute* in the same manner as described in subparagraph a, except touch the tip of the right forefinger to that point on the glasses where the temple piece of the frame meets the right edge of the right brow.

*Order arms* from the *hand salute* is a one-count movement. The command is **Order, ARMS**. On the command of execution **ARMS**, return the hand sharply to the side, resuming the position of *attention*.

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

The *hand salute* may be executed while *marching*. When *double timing*, a team member must come to *quick time* before *saluting*.

**NOTE:** When a formation is *marching* at *double time*, only the individual in charge assumes *quick time* and *salutes*.

**STEPS AND MARCHING****GENERAL.**

This section contains all of the steps in *marching* for the individual team member. These steps should be learned thoroughly before proceeding to unit drill.

All marching movements executed from the *halt* are initiated from the position of *attention*.

Except for *route step march* and *at ease march*, all marching movements are executed while *marching at attention*. *Marching at attention* is the combination of the position of *attention* and the procedures for the prescribed step executed simultaneously.

When executed from the *halt*, all steps except *right step* begin with the left foot.

For short-distance marching movements, the commander may designate the number of steps forward, backward, or sideward by giving the appropriate command: ***One step to the right (left), MARCH;*** or, ***Two steps backward (forward), MARCH.*** On the command of execution **MARCH**, step off with the appropriate foot, and *halt* automatically after completing the number of steps designated. Unless otherwise specified, when directed to execute steps forward, the steps will be 30-inch steps.

All *marching* movements are executed in the cadence of *quick time* (120 steps per minute), except the 30-inch step, which may be executed in the cadence of 180 steps per minute on the command ***Double time, MARCH.***

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

All 15-inch steps are executed for a short distance only.

**THE 30-INCH STEP**

To *march* with a 30-inch step from the *halt*, the command is ***Forward, MARCH.*** On the preparatory command ***Forward***, shift the weight of the body to the right foot without noticeable movement. On the command of execution **MARCH**, step forward 30 inches with the left foot and continue *marching* with 30-inch steps, keeping the head and eyes fixed to the front. The arms swing in a natural motion, without exaggeration and without bending at the elbows, approximately 9 inches straight to the front and 6 inches straight to the rear of the trouser seams. Keep the fingers curled as in the position of *attention* so that the fingers just clear the trousers.

To *halt* while *marching*, the command ***Squad (Team), HALT*** is given. The preparatory command ***Squad (Team)*** is given as either foot strikes the marching surface as long as the command of execution **HALT** is given the next time that foot strikes the marching surface. The *halt* is executed in two counts. After **HALT** is commanded, execute the additional step required after the command of execution and then bring the trail foot alongside the lead foot, assuming the position of *attention* and terminating the movement.

**NOTE:** When *marching*, there are five steps: (1) preparatory command step, (2) intermediate step or thinking step, (3) command of execution step, (4) additional step after command of execution, (5) execution of the movement that was commanded.

**CHANGE STEP**

To *change step* while *marching*, the command ***Change step, MARCH*** is given as the right foot strikes the marching surface. On the command of execution **MARCH**, take one more step with the left foot, then in one count place the right toe near the heel of the left foot and step off again with the left foot. The arms swing naturally.

This movement is executed automatically whenever a team member finds himself out of step with all other members of the formation.

**REST MOVEMENT, 30-INCH STEP**

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

**Route Step March.** *Route step* is executed exactly the same as *at ease march* except that the team member may drink from his canteen and talk.

**NOTE:** To change the direction of march while *marching at route step* or *at ease march*, the commander informally directs the lead element to turn in the desired direction. Before precision movements may be executed, the unit must resume *marching* in cadence. The troops automatically resume *marching at attention* on the command *Quick time, MARCH*, as the commander reestablishes the cadence by counting for eight steps.

**THE 15-INCH STEP, FORWARD/HALF STEP**

To *march* with a 15-inch step from the *halt*, the command is *Half step, MARCH*. On the preparatory command *Half step*, shift the weight of the body to the right foot without noticeable movement. On the command of execution **MARCH**, step forward 15 inches with the left foot and continue *marching* with 15-inch steps. The arms swing as in *marching* with a 30-inch step.

To alter the *march* to a 15-inch step while *marching* with a 30-inch step, the command is *Half step, MARCH*. This command may be given as either foot strikes the marching surface. On the command of execution **MARCH**, take one more 30-inch step and then begin *marching* with a 15-inch step. The arms swing as in *marching* with a 30-inch step.

To resume *marching* with a 30-inch step, the command *Forward, MARCH* is given as either foot strikes the marching surface. On the command of execution **MARCH**, take one more 15-inch step and then begin *marching* with a 30-inch step.

The *halt* while *marching* at the *half step* is executed in two counts, the same as the *halt* from the 30-inch step.

While *marching* at the *half step*, the only commands that may be given are: *Mark time, MARCH; Forward, MARCH; Extend, MARCH; and HALT*.

**MARCHING IN PLACE**

To *march* in place, the command *Mark time, MARCH* is given as either foot strikes the marching surface and only while *marching* with a 30-inch or 15-inch step forward. On the command of execution **MARCH**, take one more step, bring the trailing foot alongside the leading foot, and begin to *march* in place. Raise each foot (alternately) 2 inches off the marching surface; the arms swing naturally, as in *marching* with a 30-inch step forward.

**NOTE:** While *marking time* in formation, the team member adjusts position to ensure proper alignment and cover.

To resume *marching* with a 30-inch step, the command *Forward, MARCH* is given as either foot strikes the marching surface. On the command of execution **MARCH**, take one more step in place and then step off with a 30-inch step.

The *halt* from *mark time* is executed in two counts, basically the same as the *halt* from the 30-inch step.

**THE 15-INCH STEP, RIGHT/LEFT**

To *march* with a 15-inch step right (left), the command is ***Right (Left) step, MARCH***. The command is given only while at the halt. On the preparatory command of ***Right (Left) step***, shift the weight of the body without noticeable movement onto the left (right) foot. On the command of execution ***MARCH***, bend the right knee slightly and raise the right foot only high enough to allow freedom of movement. Place the right foot 15 inches to the right of the left foot, and then move the left foot (keeping the left leg straight) alongside the right foot as in the position of *attention*. Continue this movement, keeping the arms at the sides as in the position of *attention*.

To *halt* when executing *right* or *left step*, the command is ***Squad (Team), HALT***. This movement is executed in two counts. The preparatory command is given when the heels are together the command of execution ***HALT*** is given the next time the heels are together. On the command of execution ***HALT***, take one more step with the lead foot and then place the trailing foot alongside the lead foot, resuming the position of *attention*.

**THE 15-INCH STEP, BACKWARD**

To *march* with a 15-inch step backward, the command is ***Backward, MARCH***. The command is given only while at the *halt*. On the preparatory command ***Backward***, shift the weight of the body without noticeable movement onto the right foot. On the command of execution ***MARCH***, take a 15-inch step backward with the left foot and continue *marching* backward with 15-inch steps. The arms swing naturally.

The *halt* from *backward march* is executed in two counts, basically the same as the *halt* from the 30-inch step.

**THE 30-INCH STEP, DOUBLE TIME**

To *march* in the cadence of 180 steps per minute with a 30-inch step, the command is ***Double time, MARCH***. It may be commanded while at the *halt* or while *marching* at *quick time* with a 30-inch step.

When at the *halt* and the preparatory command ***Double time*** is given, shift the weight of the body to the right foot without noticeable movement. On the command of execution ***MARCH***, raise the forearms to a horizontal position, with the fingers and thumbs closed, knuckles out, and simultaneously step off with the left foot. Continue to *march* with 30-inch steps at the cadence of *double time*. The arms swing naturally to the front and rear with the forearms kept horizontal. (When armed, team members will come to *port arms* on receiving the preparatory command of ***Double time***.) Guides, when at *sling arms*, will *double time* with their weapons at *sling arms* upon receiving the directive ***GUIDE ON LINE***.

When *marching* with a 30-inch step in the cadence of *quick time*, the command ***Double time, MARCH*** is given as either foot strikes the marching surface. On the command of execution ***MARCH***, take one more 30-inch step at *quick time*, and step off with the trailing foot, *double timing* as previously described.

To resume *marching* with a 30-inch step at *quick time*, the command ***Quick time, MARCH*** is given as either foot strikes the *marching* surface. On the command of execution ***MARCH***, take two more 30-inch steps at *double time*, lower the arms to the sides, and resume *marching* with a 30-inch step at *quick time*.

**NOTE:** *Quick time*, *column half left (right)*, and *column left (right)* are the only movements that can be executed while *double timing*. Armed troops must be at either *sling arms* or *port arms* before the command ***Double time, MARCH*** is given.

**FACING IN MARCHING**

*Facings* in *marching* from a *halt* are important parts of the following movements: alignments, column movements, inspecting team members in ranks, and changing from *normal interval* to *double interval* or *double interval* to *normal interval*. For instructional purposes only, the command **Face to the right (left) in marching**, **MARCH** may be used to teach the individual to execute the movement properly. On the preparatory command **Face to the right (left) in marching**, shift the weight of the body without noticeable movement onto the right foot. On the command of execution **MARCH**, pivot to the right (left) on the ball of the right foot (90 degrees) and step off in the indicated direction with the left foot. Execute the pivot and step in one count and continue *marching* in the new direction.

*Facing to the half-right (half-left) in marching* from the *halt* is executed in the same manner as *facing to the right (left) in marching* from a *halt*, except the facing movement is made at a 45-degree angle to the right (left).

The *halt* from *facing in marching* is executed in two counts, the same as the *halt* from the 30-inch step.

**FORMATIONS AND MOVEMENTS****GENERAL**

Individual drill movements and the manual of arms are executed (as previously prescribed) while performing as a squad member.

The squad has two prescribed formations--line and column.

When the squad is in line, squad members are numbered from right to left; when in column, from front to rear.

The squad normally *marches* in column, but for short distances, it may *march* in line.

When the squad drills as a separate unit, the squad leader carries his weapon at *sling arms*. When the squad is in a line formation, the squad leader assumes a post three steps in front of and centered on the squad; when in a column, three steps to the left and centered on the squad.

When the squad drills as part of a larger unit, the squad leader occupies the number one (base) position of the squad. He carries his weapon in the same manner as prescribed for other team members in the squad.

**FORMING THE SQUAD**

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

(1) To form at *normal interval*, the squad leader comes to the position of *attention* and commands **FALL IN**. On the command **FALL IN**, the following actions occur simultaneously:

- (a) Each member *double times* to his position in the formation.
- (b) The right flank man positions himself so that when the squad is formed it is three steps in front of and centered on the squad leader.
- (c) The right flank man comes to the position of *attention* and raises his left arm laterally at shoulder level, elbow locked, fingers and thumb extended and joined, and palm facing down. He ensures that the left arm is in line with the body.
- (d) The man to the immediate left of the right flank man comes to the position of *attention*, turns his head and eyes to the right, and raises his left arm in the same manner as the right flank man. He obtains proper alignment by taking short steps forward or backward until he is on line with the right flank man. He then obtains *exact interval* by taking short steps left or right until his shoulder touches the extended fingertips of the right flank man. As soon as the man to the left has obtained *normal interval*, each man individually lowers his arm to his side, sharply turns his head and eyes to the front and assumes the position of *attention*.

- (e) The right flank man then sharply returns to the position of *attention*.



(f) All other members of the squad form in the same manner except that the left flank man does not raise his left arm.

**NOTE:** The right flank man raises his arm and looks straight to the front unless the squad is to align on an element to its right.

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

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

When armed, Members *fall in* at *order arms* or *sling arms*.

### **COUNTING OFF**

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

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

When the squad is in column formation, the counting is executed from front to rear. On the command of execution **OFF**, the team member at the head of the column turns his head and eyes to the right and counts over his shoulder, "ONE." After counting off his number, he immediately comes to the position of *attention*. All other members count their numbers in sequence in the same manner as the number one man; the last man in the file does not turn his head and eyes to the right.

### **CHANGING INTERVAL WHILE IN LINE**

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

To obtain *close interval* from *normal interval*, the command is **Close Interval, MARCH**. On the command of execution **MARCH**, the right flank man (number one man) *stands fast*. All men to the left of the number one man execute *right step march*, take one step less than their number (for example, number five man takes four steps), and *halt*.

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

To obtain *normal interval* from *close interval*, the command is **Normal interval, MARCH**. On the command of execution **MARCH**, the right flank man *stands fast*. All men to the left of number one man execute *left step march*, take one step less than their number (for example, number nine man takes eight steps), and *halt*.

To obtain *double interval* from *normal interval*, the command is **Double interval, MARCH**. On the command of execution **MARCH**, the right flank man *stands fast*. All men to the left of number one man *face* to the left as in *marching*, take one 30-inch step less than their number (for example, number seven man takes six steps), *halt*, and execute *right face*.

To obtain *normal interval* from *double interval*, the command is **Normal interval, MARCH**. On the command of execution **MARCH**, the right flank man *stands fast*. All men to the left of the number one man *face* to the right as in *marching*, take one 30-inch step less than their number (for example, number three man takes two steps), *halt*, and execute *left face*.

### **ALIGNING THE SQUAD**

**NOTE:** The squad leader commands the squad to the appropriate interval prior to giving the command for alignment.

To align the squad at *normal interval*, the commands are **Dress right, DRESS** and **Ready, FRONT**. These commands are given only when armed team members are at *order arms* or *sling arms*. On the command of execution **DRESS**, the right flank man *stands fast*. Each member, except the right flank man, turns his head and eyes to the right and aligns himself with the man on his right. Each member, except the left flank man, extends his left arm laterally at shoulder level, elbow locked, fingers and thumb extended and joined, palm facing down. He ensures his left arm is in line with his body and positions himself by short steps right or left until his right shoulder touches the fingertips of the man on his right. On the command of execution **FRONT**, each member returns sharply to the position of *attention*.

**NOTE:** If the squad leader wants exact alignment, on the command of execution **DRESS**, he faces to the *half left* in *marching* and *marches* by the most direct route to a position on line with the squad, *halts* one step from the right flank man, and *facing* down the line. From his position, he verifies the alignment of the squad, directing the men to move forward or backward, as necessary, calling them by name or number: "**TM Jones,**

**Forward two inches; Number Eight, Backward four inches.**" The squad leader remains at *attention*, taking short steps to the right or left as necessary to see down the squad. Having aligned the squad, he centers himself on the right flank man by taking short steps left or right. He then *facing* to the *half right* in *marching*, returns to his position (center of the squad), *halts* perpendicular to the formation, *facing* to the *left*, and commands **Ready, FRONT**. These procedures also apply when aligning the squad at *close* or *double interval*.

To align the squad at *close interval*, the commands are **At close interval, Dress right, DRESS** and **Ready, FRONT**. The movement is executed in the same manner prescribed for alignment at *normal interval* except that the squad members obtain *close interval*.

To align the squad at *double interval*, the commands are **At double interval, Dress right, DRESS** and **Ready, FRONT**. These commands are given only when the troops are unarmed or at *sling arms*. On the command of execution **DRESS**, each member (except the right flank man) turns his head and eyes to the right and aligns himself on the man on his right. At the same time, each member (except the right and left flank men) extends both arms and positions himself by short steps right or left until his fingertips are touching the fingertips of the members on his right and left. (The right flank man raises his left arm; the left flank man raises his right arm.)

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

### **MARCHING THE SQUAD**

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

When *marching* long distances, the squad is *marched* in column.

To form a column formation from a line formation, the command is **Right, FACE**.

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

#### **CHANGING THE DIRECTION OF A COLUMN**

From the *halt*, the command to start the squad in motion and simultaneously change the direction of march 90 or 45 degrees is **Column right (left), MARCH** or **Column half right (left), MARCH**. On the command of execution **MARCH**, the lead man *faces* in the commanded direction and steps off, as in *marching*. All other members *march* forward and pivot on the ball of the lead foot in the commanded direction and step off with the trailing foot. As the members approach the pivot point, they shorten or lengthen their steps as necessary to pivot at the approximate point that the lead man pivoted.

To change the direction of march 90 or 45 degrees when *marching*, the preparatory command **Column right (left) or Column half right (half left)** is given as the foot in the desired direction strikes the marching surface. The command of execution **MARCH** is given the next time the foot in the desired direction strikes the marching surface. On the command of execution **MARCH**, the lead man takes one additional step, pivots in the commanded direction as the pivot foot strikes the marching surface and continues to *march* in the new direction. Other members continue to *march* forward and execute the pivot as prescribed from the *halt*.

To *march* in the opposite direction, the command is **Rear, MARCH**. The preparatory command **Rear** is given as the right foot strikes the marching surface. The command of execution **MARCH** is given the next time the right foot strikes the marching surface. On the command of execution, all members take one more step with their left foot, pivot on the balls of both feet, turn 180 degrees to the right, and step off in the new direction. The arms are not allowed to swing outward while turning.

To avoid an obstacle in the line of march, the squad leader directs **INCLINE AROUND \_\_\_\_\_**. The lead man *inclines around* the obstacle and resumes the original direction. All other members follow the lead man.

#### **MARCHING TO THE FLANK**

The squad may be *marched* to the flank (for short distances only) when *marching* in column.

The command for this movement is **Right (Left) flank, MARCH**. The preparatory command is given as the foot in the desired direction strikes the marching surface, and the command of execution is given the next time the foot in the desired direction strikes the marching surface. On the command of execution **MARCH**, all members take one more step, pivot 90 degrees in the commanded direction on the ball of the lead foot and step off in the new direction with the trailing foot. As the members begin to *march* in the new direction, they glance out of the corner of the right eye and dress to the right.

#### **FORMING A COLUMN OF TWOS AND RE-FORMING**

Forming a column of twos from a file is executed only from the *halt*. The command is **Column of twos to the right (left), MARCH**. On the preparatory command, the lead team leader commands **STANDS FAST**. The trailing team leader commands **Column half right (left)**. On the command of execution **MARCH**, the trailing team leader executes a *column half right (left)*, *inclines to the left or right* when the correct interval is obtained, and commands **Mark time, MARCH** and **Team, HALT** so as to *halt* abreast of the lead team leader.

Forming a file from a column of twos is executed only from the *halt*. The command is *File from the left (right)*, **MARCH**. On the preparatory command, the lead team leader commands *Forward*. The trailing team leader commands *Stand fast*. On the command of execution **MARCH**, the lead team *marches* forward. The trailing team leader commands *Column half left (right)* when the second man from the rear of the lead team is abreast. He gives the command **MARCH** when the last man of the lead team is abreast of him and his right foot strikes the marching surface. He then *inclines right or left* to follow the lead team at the correct distance.

### **RESTING THE SQUAD**

The squad members in formation execute the *rest* positions in the same manner as prescribed in.

When the situation warrants a greater degree of relaxation than the *rest* positions, the squad leader may command **FALL OUT**. Squad members may leave their position in formation, but they remain in the immediate area. The command **FALL OUT** will not be used to terminate a formation.

### **DISMISSING THE SQUAD**

The squad is *dismissed* with the members at *attention*.

The command is **DISMISSED**.

Unless otherwise stated (by the person in charge in his instructions prior to the command *dismissed*), the command *dismissed* terminates only the formation, not the duty day.

## **TEAM DRILL**

### **FORMATIONS**

#### **GENERAL**

Individual drill movements and the manual of arms are executed (as previously described) while performing as a squad member during the conduct of Team drill.

For the most part, Team drill merely provides the procedures for executing drill movements in conjunction with other squads formed in the same formation.

The Team has two prescribed formations--line and column. However, the Team may be formed into a file or a column of twos from a column formation.

When in a line formation, the elements (squads) of a Team are numbered from front to rear; in a column formation, from left to right.

During all drill and ceremonies, the Team leaders carry their batons at *sling arms*.

When the Team drills in a line formation, the post for the Team leader is six steps in front of and centered on the Team; when in a column formation, the Team leader is six steps on the left flank and centered on the Team.

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

**NOTE:** When the files (columns) are uneven, the Team Leader normally directs the men in longer files to move to another file to balance the formation.

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

### **FORMING THE TEAM**

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

The Team forms basically the same as a squad. The Team Leader assumes the position of *attention* and commands **FALL IN** (*At close interval, FALL IN* or *In column, FALL IN*). On the command **FALL IN** (*At close interval, FALL IN*), the squad leader and the first squad (when formed) is three steps in front of and centered on the Team Leader. Other squad leaders cover on the first squad leader at the correct distance, which is obtained by estimation. The members of the first squad *fall in* on their squad leader as prescribed for squad drill. Members of the other squads *fall in* on their squad leader, assume the position of *attention*, and turn their heads and eyes to the right. They obtain correct distance by taking short steps forward or backward and align themselves on the man to their right. They then sharply turn their heads and eyes to the front as in the position of *attention* and obtain proper interval by taking short steps left and right to cover on the man to their front. Members of all squads, other than the first squad, will not raise their left arms unless the man to their immediate left has no one to his front in the formation on which to cover.

When armed, members fall in at *order arms* or *sling arms*.

When a report is appropriate, the Team Leader commands **REPORT**. The squad leaders, in succession from front to rear, turn their heads and eyes toward the Team Leader and *salute* (holding the *salute* until returned) and report. For example:

**Situation 1.** When all squad members are in formation, the report is "**All present.**"

**Situation 2.** When squad members are absent, the team members and reasons for absence are reported:

**TM Smith—CQ runner TM Jones—sick call TM Williams—AWOL**

After receiving the report from the squad leaders, the Team Leader *faces about* and awaits the arrival of the Chief. When the Chief has *halted* at his post, the Team Leader *salutes* and reports, "**Sir, All present**"; or "**Sir, All accounted for**"; or "**Sir, (so many) men absent.**" The Chief returns the *salute*. After the *salute* has been returned, the Team Leader *faces* to the right in *marching*, *inclines around* the squad leaders, *halts* at his post, and *faces* to the right.

If the Chief is not present for the formation, the Team Leader steps forward three steps (after receiving the squad leader's report) and assumes the duties of the Chief.

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

## **BREAKING RANKS**

When the situation requires one or more individuals to leave the formation or to receive specific instructions from the Team leader, the Team leader directs: "**TM Doe (pause), Front and center**"; or, "**The following personnel front and center--TM Doe (pause), TM Smith.**"

When the individual's name is called, he assumes the position of *attention* and replies, "**Here, Sir.**" He then takes one (15-inch) step backward, *halts, faces* to the right (left) in *marching*, and exits the formation by *marching* to the nearest flank. Once the individual has cleared the formation, he begins to *double time* and *halts* two steps from and centered on the Team leader.

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

## **COUNTING OFF**

The Team counts off in the same manner as the squad.

When in a line formation, the squads count in unison from right to left each squad leader sounds off, "**ONE.**"



When in a column formation, the men abreast of each other count in unison from front to rear each squad leader sounds off, "ONE."

## CHANGING INTERVAL

The Team changes interval in a line formation in the same manner as the squad.

To change interval when the Team is in a column at the *halt*, the right file *stands fast* and serves as the base. All other members (abreast of each other) execute the movement as previously described. To obtain *close interval* from *normal interval*, the third squad takes one *right step*, the second squad takes two *right steps*, and the first squad takes three *right steps*. To obtain *normal interval*, the procedures are the same except that the squads execute the same number of *left steps*.

To change interval when the Team is *marching* in a column, the preparatory command **Close interval** is given as the right foot strikes the marching surface, and the command of execution **MARCH** is given the next time the right foot strikes the marching surface. On the command of execution **MARCH**, the base squad (right file) takes one more 30-inch step and then executes the *half step*. All other men take one more step, simultaneously execute a *column half right*, and *march* until *close interval* is obtained. They execute a *column half left* and assume the *half step* when abreast of the corresponding man of the base squad. On the command **Forward, MARCH**, all men resume *marching* with a 30-inch step. The commands **Mark time, MARCH** and **Team, HALT** may also be given.

To resume *marching* at *normal interval*, the preparatory command **Normal Interval** is given as the left foot strikes the marching surface, and the command of execution **MARCH** is given the next time the left foot strikes the marching surface. On the command of execution **MARCH**, the Team members obtain *normal interval* in the same manner prescribed for *close interval* except that they each execute *column half left* and then *column half right*.

To obtain *double interval* from *normal interval*, the procedures are the same as from *close interval* to *normal interval*.

To obtain *normal interval* from *double interval* (closing the formation in column from *open ranks*), the procedures are the same as obtaining *close interval* from *normal interval*.

## ALIGNING THE TEAM

The Team is aligned similar to the squad.

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

If the Team leader wants exact alignment, he *faces* to the half left (half right) in *marching* and *marches* (on the command of execution **DRESS**) by the most direct route to a position on line with the first squad, *halts* one step from the squad leader or left flank man, and *faces* down the line. From this position, he verifies the alignment of the first squad, directing the men to move forward or backward, as necessary, calling them by name or number: "**TM Jones, Forward two inches; Number eight, Backward four inches.**" The Team leader remains at *attention*, taking short steps to the right or left as necessary, to see down the squad. Having aligned the first squad, the Team leader, after centering himself on the first squad, *faces* to the left (right) in *marching*, taking

two (three if at open ranks) short steps to the next squad, *halts*, *faces* down the line, and aligns the squad in the same manner. After the last squad is aligned, the Team leader centers himself on the squad leader by taking short steps left or right, *faces* to the right (left) in *marching*, returns to his position (centered on the Team), *halts* perpendicular to the formation, *faces* to the left (right), and commands **Ready, FRONT**.

- To align the Team in column, the commands are **COVER** and **RECOVER**. On the command **COVER**, the fourth squad leader *stands fast* and serves as base. The squad leaders with the exception of the left flank squad leader raise their arms laterally and turn their heads and eyes to the right. The members of the fourth squad raise their left arms horizontally (as in squad drill) to the front and cover the man to their front at correct distance. Squad members of the third, second, and first squads raise their left arms horizontally to the front (for uniformity only), cover on the man to their front, and, at the same time, glance out of the corner of their right eyes aligning on the man to their right. To resume the position of *attention*, the command is **RECOVER**. On this command, each man sharply returns to the position of *attention*.

### **OPENING AND CLOSING RANKS**

*Open ranks*, **MARCH** is executed from a line formation while at the *halt*. It may be executed while at any of the prescribed intervals. The commands for these movements are *Open ranks*, **MARCH** and *Close ranks*, **MARCH**.

On the command of execution **MARCH**, the front rank takes two steps forward, the second rank takes one step forward, the third rank *stands fast*, and the fourth rank takes two steps backward. If additional ranks are present, the fifth rank takes four steps backward, and the sixth rank takes six steps backward.

**NOTE:** After taking the prescribed steps, the men do not raise their arms. If the Team leader wants exact interval or alignment, he commands *At close Interval (At double Interval)*, *Dress right*, **DRESS**.

To *close ranks*, the command is *Close ranks*, **MARCH**. On the command of execution **MARCH**, the first rank takes four steps backward, the second rank takes two steps backward, the third rank *stands fast*, and the fourth rank takes one step forward.

On the command of execution **MARCH**, the Team leader and Team sergeant take the appropriate number of steps to maintain their posts.

### **RESTING THE TEAM**

The Team *rests* in the same manner prescribed for the squad.

### **DISMISSING THE TEAM**

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

The Chief commands **TEAM LEADER**. The Team Leader *faces* to the right in *marching* and *inclines around* the squad leaders, *halts* three steps in front of and centered on the Team, and *faces* to the right. The Team leader then commands **TAKE CHARGE OF THE TEAM**, and *salutes* are exchanged. The Team leader is no longer part of the formation. The Team sergeant takes three steps forward, *halts*, *faces about*, and carries out the Team leader's instructions.

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

**NOTE:** Without leaving their positions, the squad leaders then command **FALL OUT**, move to a position in the immediate area, and command **FALL IN**. Then, they carry out the previous instructions and/or give any instructions for actions before the next duty formation.

### **MOVEMENTS**

#### **GENERAL**

The Team *marches* in the same manner prescribed for the squad.

When the Team is *marching* in a line, the first squad leader serves as the guide, and when the Team is *marching* in a column, the fourth squad leader serves as the guide.

When *marching* in line, each member of each squad (glancing out of the corner of his right eye) maintains alignment on the man to his right. When *marching* in column, each member of the first, second, and third squads maintains alignment on the man to his right.

## EYES RIGHT

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

At the *halt*, all men (on the command of execution, **RIGHT**), while keeping their shoulders parallel to the front; turn their heads and eyes to the right at a 45-degree angle. They focus on and follow the person passing to the front until they are again looking forward, at which time their heads and eyes remain fixed to the front. Only the Team leader renders the *hand salute*.

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

## CHANGING THE DIRECTION OF A COLUMN

The Team changes the direction of *marching* basically the same as the squad.

During a column movement, the base element is the squad on the flank in the direction of the turn.

To change the direction 90 degrees, the command is *Column right (left)*, **MARCH**. On the command of execution **MARCH**, the base squad executes the movement as in squad drill except that the squad leader takes one 30-inch step and then takes up the *half step*. The squad leader continues *marching* with the *half step* until the other squad leaders come abreast. The other squad leaders, while maintaining correct (offset) interval, execute a 45-degree pivot and continue *marching* in an arc. As they come on line (abreast) with the base squad leader, they take up the *half step*. When all squad leaders are abreast, they step off with a 30-inch step without command. All other Team members *march* forward on the command of execution and execute the column movement at approximately the same location as their squad leaders and in the same manner.

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

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

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

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

When space is limited and the Team leader wants to *march* his unit in the opposite direction (reverse), with the squad leaders at the head of their squads, he commands **Counter column, MARCH**. On the command of execution **MARCH** (at the *halt*), the first squad *marches* forward three steps, executes a *column right, marches* across the front of the Team, and executes another *column right* just beyond the fourth squad. The second squad steps forward one step, executes a *column right, marches* forward, and execute another *column right* between the third and fourth squads. The third squad executes two short *column lefts* from the *halt* and *marches* between the remainder of the third squad and the second squad. The fourth squad *marches* forward two steps, executes a *column left, marches* across the front of the Team, and executes another *column left* between the first and second squads.

**NOTE:** When there are only three squads, the first squad takes two steps before executing *column right*.

- As the third squad leader *marches* past the last man in the third squad, he and his squad begin to *march* at the *half step*. After *marching* past the last man in each file, all other squads *incline* to the right and left as necessary, obtain *normal interval* on the third squad, and begin to *march* with the *half step*. When all squads are abreast of each other, they begin *marching* with a 30-inch step without command.
- During the movement, the Team leader *marches* alongside the first squad and the Team sergeant *marches* one step to the rear and centered between the second and third squads.
- When *marching*, the preparatory command **Counter column** is given as the left foot strikes the marching surface and the command of execution **MARCH** is given the next time the left foot strikes the marching surface. On the command of execution **MARCH**, the Team executes the movement basically the same as from the *halt*, except that the squad takes one additional step to ensure that the pivot foot is in the correct position to execute the movement.

### **MARCHING TO THE FLANKS**

The Team *marches* to the flank in the same manner as the squad.

### **FORMING A FILE AND RE-FORMING**

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

On the preparatory command, the squad leader of the designated squad gives the supplementary command **Forward**. The other squad leaders command **STAND FAST**. On the command of execution **MARCH**, the lead squad *marches* forward. The squad leader next to the lead element (or as designated) looks over the shoulder nearest the moving element and commands **Column half left (right)** when the second from the last man is on line with him. The squad leader gives the command of execution **MARCH** as the right foot of the last man strikes the marching surface when abreast of him. On the command of execution, the squad leader executes the *column half left (right)*, then inclines without command to the right (left) and follows the last man of the preceding squad at correct distance. Other members of the squad *march* forward and execute the same movements as the squad leader. The remaining squads form the file in the same manner as the squad immediately behind the lead element.

The Team may form a file and execute a column movement simultaneously from a column formation. The command for this movement is **File from the left (right), Column left (right), MARCH**. Following the Team leader's preparatory command, the squad leader of the lead element commands **Column left (right)**, instead of *forward*. The other squad leaders command **STAND FAST**. On the Team leader's command of execution **MARCH**, the lead squad executes the *column left (right)*. The other squad leaders command **Column left (right)** at the appropriate time as stated in subparagraph b. They give the command of execution **MARCH** as the right foot of the last man strikes the marching surface at the pivot (*column left*), or the first time the last man's right foot strikes the marching surface after the pivot (*column right*).

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

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

On the preparatory command, the squad leader of the base squad commands **STAND FAST**. All other squad leaders command ***Column half right (left).*** On the Team leader's command of execution **MARCH**, the base squad *stands fast* all other squads execute the *column half right (left)* simultaneously. As each of the moving squad leaders reach a

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

#### **FORMING A COLUMN OF TWOS AND RE-FORMING**

The Team forms a column of twos from the right or left when in a column of fours at the *halt*. The command is ***Column of twos from the left (right), MARCH.***

On the preparatory command, the squad leaders of the two lead squads command **Forward**. The other two squad leaders command **STAND FAST**. On the Team leader's command of execution **MARCH**, the two lead squads *march* forward. The squad leader (second or third) next to the lead element gives the command to start both of the remaining squads in motion. Looking over the shoulder nearest the moving elements, the squad leader gives the preparatory command ***Column half left (right)*** (when the second from the last man is abreast of him) and then gives the command of execution **MARCH** as the right foot of the last man strikes the marching surface abreast of him. On the Team leader's command of execution, both squad leaders execute the *column half left (right), incline* to the right (left) without command, and follow the last men of the preceding squads. at correct distance (do not close the space if the files of the two leading squads are not even). Other members of the remaining squads *march* forward and execute the same movements as their squad leaders.

The Team may form a column of twos and execute a column movement simultaneously from a column formation. The command for this movement is ***Column of twos from the left (right), Column left (right), MARCH.*** The squad leaders of the lead squads command ***Column left (right)*** instead of *forward*. The squad leader of the second (third) squad gives the command ***Column left (right)***; however, he executes *column half left (right)*. The remaining two squad leaders command **STAND FAST**. On the Team leader's command of execution **MARCH**, the lead squads execute the *column left (right)*. The squad leader (second or third) next to the lead elements gives the command to start both squads in motion. Looking over the shoulder nearest the moving elements, the squad leader gives the preparatory command ***Column left (right)*** when the second from the last man is abreast of him; then he gives the command of execution **MARCH** as the right foot of the last man strikes the marching surface at the pivot (*column left*) or the first time the last man's right foot strikes the marching surface after the pivot (*column right*). Although the command is ***Column left (right)***, the outside squads (fourth or first) execute *column half left (right)*.

The Team *re-forms* to the original column formation only from the *halt*. The command is ***Column of fours to the right (left), MARCH.*** On the preparatory command, the squad leaders of the base squads command **STAND FAST**. The trailing squad leaders command ***Column half right (left).*** On the Team leader's command of execution **MARCH**, the base squads stand fast. The trailing squad leaders execute slightly more than the *column half right (left)* simultaneously. As the trailing squad leaders reach a point (line) that will ensure correct interval on the element to their left (right), they automatically *incline to the left (right)*. The squad leader nearest the stationary squads (second or third) commands **Mark time, MARCH** and **Squads, HALT**.



**MANUAL OF THE GUIDON****GENERAL**

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

When armed with a baton, the Guidon bearer slings the weapon at his side.

When the unit is formed, the Guidon bearer is one step in front of and two (15-inch) left steps to the right of and *facing* the person forming the unit (the person forming the unit is *facing* the unit.)

To *face* with the Guidon, raise the ferrule one inch off the marching surface by bending the right elbow slightly. After executing the movement, automatically lower the ferrule to the *order* position. Keep the staff vertical throughout the movement.

Execute *facing* movements, *marching* movements, *present arms* (*present Guidon*), and *rest* movements with the unit. During manual of arms movements, remain at *order Guidon* except for *present arms*.

When in a line formation and the company is *faced* to the right for a *marching* movement, *face* to the right in *marching*, assume the *double time* position and *double time* from that position to a position five steps forward of and centered on the squad leaders of the first Team.

**NOTE:** Execute *raised Guidon* only on the preparatory commands for ***Present, ARMS; Eyes, RIGHT;*** and on the preparatory command ***Order of Order, ARMS*** following the execution of *present arms* and *eyes right*. Also execute *raised Guidon* on the preparatory command ***Ready of Ready, FRONT.***

**ORDER GUIDON**

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

**REST POSITIONS**

On the preparatory command ***Parade***, move the right hand up the staff until the forearm is horizontal and grasp the staff. On the command of execution ***REST***, thrust the staff straight forward keeping the ferrule on the marching surface until the arm is fully extended, and at the same time, execute *parade rest* as in individual drill.

*Stand at ease* is the same as *parade rest*, except that the eyes and head are turned toward the commander.

Execute *at ease* and *rest* with the Guidon from the *order Guidon* position.

**CARRY GUIDON**

On the preparatory command for *marching* movements, execute *carry Guidon* from *order Guidon* by grasping the staff with the right hand and raising it vertically six inches off the marching surface. At the same time, reach across the body (forearm horizontal) and grasp the staff with the left hand. Hold the staff in position with the left hand while sliding the right hand down six inches, re-grasping the staff. On the command of execution ***MARCH***, return the left hand smartly to the left side and simultaneously *step off*.

To resume *order Guidon* from *carry Guidon*, let the staff slide through the right hand until the ferrule touches the marching surface.

When *double timing*, carry the Guidon diagonally across the body in the same manner as *port arms*.

## RAISED GUIDON

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

## PRESENT GUIDON

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

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

On the command *Order* of *Order*, **ARMS** or *Ready* of *Ready*, **FRONT**, re-grasp the staff with the left hand at its original position and execute *raised Guidon*. On the command of execution **ARMS** or **FRONT**, lower the Guidon back to the *carry* or *order* position.

## GUIDON BEARER'S SALUTE

When the Guidon bearer (not in formation) has to *salute* from the *order* or *carry* position, the *salute* is given with the left hand. Move the left hand sharply to a position so that the first joint of the forefinger is touching the staff. The fingers and thumb are extended and joined, palm down, wrist straight, and forearm horizontal.

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

When at *double time* (not in formation), return to *quick time*, returning the Guidon to the *carry* position and render the *Guidon salute* as previously described in subparagraph a. Upon completing the *salute* return to the *carry* position and resume *double time*.

## ACADEMY OFFICERS

During an Academy, trainees are formed into squads. These squads have squad leaders and they are appointed by VCA staff. After appointment squad leaders are responsible to report through the chain of command to the Class Leader. The class leader then reports to the Training Assistant (TA). The class leader is appointed by the VCA staff or the TA. The class leader will generally be chosen to improve the performance of that trainee. The class leader will practice leadership, team building, and assertiveness. Below you will find a series of situations calling for commands from the class leader to the class. Trainees will be expected to know these situations and those commands as any trainee could be called upon to be the class leader at any time.

As all trainees are expected to know the commands.....when a class leader gives a command that is not correct the class is expected to inform that class leader of their error by saying the following, "As you were." The class leader will then be expected to use the correct command.

SITUATION	COMMAND
Calling class into formation	Class, Fall-in
March class to the athletic center for wellness	Class Leader will utilize standard D&C commands to accomplish a task.
PT Formation for wellness activities	Class Extend to the left, March Arms down, Move Class Left, Face Extend to the left, March Arms down, Move

# The VT Dept. of Corrections Training Center

# Rules and Regulations

	Class Right, Face Squads count off front to rear Even numbers uncover, Move
Class Leader Reports Class ready for wellness	Sir/Mame, the class is ready for wellness
Post wellness commands	Class upon my command, we will fall out to the dorms to prepare for uniform and room inspection. Class, Fallout
March Class to the cafeteria for breakfast	Class Leader will utilize standard D&C commands to accomplish a task.
March Class to pad/athletic center for open ranks inspection	Class Leader will utilize standard D&C commands to accomplish a task.
Order Class to Open Ranks	Class Leader will utilize standard D&C commands to accomplish a task.
Order Class to Close Ranks	Class Leader will utilize standard D&C commands to accomplish a task.
Post Open Ranks Inspection	Class upon my command, we will fall out and report to the classroom for instruction. Class, Fallout
Class Leader morning report	From the position of "Ease". Sir/Mame, the class headcount is -----. The Class Leader will report trainees absent.
Pre-lunch command	Class upon my command, we will fall out of the classroom and fall-in on the pad.
March Class to cafeteria	Class Leader will utilize standard D&C commands to accomplish a task.
Post-lunch-March Class to classroom for afternoon instruction.	Class Leader will utilize standard D&C commands to accomplish a task.
End of day command, pre-dinner	Class upon my command, you will be dismissed until 1650 hours upon which you will report for formation to proceed to the cafeteria for dinner. Class dismissed.
March Class to the cafeteria for dinner	Class Leader will utilize standard D&C commands to accomplish a task.
**Giving direction to class-based upon situation or orders given by VCA staff**	Class Leader will utilize standard D&C commands to accomplish a task.