

## CADET CREED

I am an Army Cadet. Soon I will take an oath and become an Army Officer committed to DEFENDING the values which make this Nation great. HONOR is my touchstone. I understand MISSION first and PEOPLE always.

I am the PAST: the spirit of those WARRIORS who have made the final sacrifice.

I am the PRESENT: the scholar and apprentice soldier enhancing my skills in the science of warfare and the art of leadership.

But above all, I am the FUTURE: the future WARRIOR LEADER of the United States Army. May God give me the compassion and judgment to lead and the gallantry in battle to WIN.

I WILL do my duty.

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The words he, his, man, and men, when used in this publication, represent both the masculine and feminine gender, unless otherwise specifically stated.

## CHAPTER 1

### "MEET THE CHALLENGE"

1. Chapter I acquaints you with the objectives, cadet organization, and regulations governing the conduct of cadets during Camp Challenge, and provides information regarding services and facilities available to you.

#### 2. Camp Challenge Objective .

a. Provide a program which will develop you to a level of basic military training and competency which, when satisfactorily completed, qualifies you for enrollment in the 2-year Advanced ROW Program.

b. More specifically, the training will:

- (1) Develop you into a well-disciplined, highly motivated, physically-conditioned cadet who is familiar with fundamental soldier skills.
- (2) Acquaint you with the physical and mental characteristics required of an Army officer.
- (3) Provide you an opportunity to participate in intensive, physically demanding training.
- (4) Acquaint you with group living in a military environment and the need for discipline and teamwork.
- (5) Assist your Professor of Military Science in determining your ability and potential for enrollment in the 2-year Advanced ROTC Program.

#### 3. Scope of Training.

a. Training includes general military subjects, physical training, familiarization with individual and crew-served weapons, individual and small unit tactics, and an introduction to leadership. (In accordance with Basic Camp Program of Instruction (POI) RCS ATTG-29 [RI ] and CC Regulation 145-3.

b. Formal training is conducted 7 days per week. In addition to this scheduled training, you may be required to perform duties such as assistant charge of quarters and fire/security guard. Such duty will be rotated within the unit.

c. Training is intensive with emphasis on hands-on practical work rather than classroom instruction.

d. Techniques of firing the basic individual weapon are introduced.

e. The physical fitness program is well-balanced and includes conditioning exercises, a daily run, road marches, and obstacle/confidence courses. The objective of this progressive program is to

both physically and mentally challenge you so you are able to complete the Army Physical Fitness Test (APFT).

f. All cadets are assigned to a number of leadership positions, such as company commander, company executive officer, first sergeant, platoon leader, platoon sergeant and squad leaders.

#### 4. Organization for Training .

a. Camp Organization. Camp Challenge consists of a camp headquarters and two battalions and a total of 7 companies. In addition to its normal cadre, each company has an ROTC officer as a company tactical officer (CTO) and ROTC platoon leader and platoon tactical noncommissioned officer (PTNCO) who monitor and evaluate each cadet's progress.

b. Company Organization. Each company is a training and administrative unit consisting of a company headquarters and four platoons. Army Drill Sergeants supervise each cadet platoon.

(1) Cadet Chain of Command. The chain of command, which you will follow (from the bottom up), is:

- (a) Cadet squad leader.
- (b) Cadet platoon sergeant.
- (c) Cadet platoon leader.
- (d) Platoon drill sergeant and Platoon tactical NCO.
- (e) Platoon leader
- (f) Company first sergeant.
- (g) Company commander and Company TAC officer.
- (h) Battalion commander and Regimental TAC officer.
- (i) Commandant of Cadets.
- (j) Camp Commander.

(2) Platoon Organization. Cadet platoons are organized as follows for training and appropriate ceremonies:

CADRE

Platoon Drill Sergeant  
and Tactical Cadre

CADET

Cadet Platoon Leader  
Cadet Platoon Sergeant  
Cadet Squad Leader  
Cadet Squad Members

(3) Assignments to cadet leadership positions are rotated to provide maximum opportunities for leadership experience. Platoon leaders and platoon tactical NCOs conduct orientations for new cadet leaders as early as possible before changing leadership positions.

5. Cadet Conduct.

a. As potential Army officers, you are expected to maintain high standards of courtesy, self-discipline, neatness, integrity, punctuality, and military bearing. These standards are explained to you upon your arrival and during your orientation. Your conduct at Camp Challenge requires nothing less than a display of the qualities that mark you as future members of the Officer's Corps of the U.S. Army.

b. Throughout the duration of Camp Challenge, your character, conduct, aptitude, and attitude will be continually assessed. Those military personnel (cadre) with whom you will come into contact are bound by the same obligation of professional conduct as you.

c. A part of this obligation concerns fraternization. Fraternization occurs when a relationship exists between cadets and cadre which involves or gives the appearance of partiality, preferential treatment, favoritism, or the improper use of rank or position. Fraternization must be avoided because of its adverse impact on discipline, authority and morale. Examples of fraternization are attending private parties or consuming alcohol with cadre and engaging in any form of sexual activity with cadre. You have the right, and requirement, as do cadre members, to report to the chain of command any incident of fraternization.

d. Sexual harassment is forbidden. Cadets must ensure they do not engage in such activity. Sexual harassment involves unwelcomed sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature. Report any incident of sexual harassment to the chain of command. Examples of sexual harassment include:

(1) Using or condoning implicit or explicit sexual behavior to control or influence a cadet.

(2) Making deliberate or repeated unwelcomed verbal comments, gestures, or physical contact of a sexual nature.

e. Another part of this obligation concerns with the consumption of alcohol. In the state of Kentucky, and on Fort Knox, a person must be 21 years of age to purchase Or consume alcoholic beverages. Therefore, a cadet under 21 years of age is prohibited from purchasing and

consuming alcoholic beverages. Cadets over 21 may purchase and consume alcoholic beverages only in authorized and designated places on weekends. Consuming alcohol in the evening, prior to strenuous physical training the next day, will make you more susceptible to serious heat injuries. Drinking in public places which do not cater to alcohol drinking clientele, in private or public conveyance as passenger or operator, is prohibited.

6. Discipline. While attending Camp Challenge, you are not subject to military law (the Uniform Code of Military Justice), but are subject to federal statutes. Violations of good order and discipline may constitute sufficient cause for administrative actions, to include dismissal from camp. In addition, the Camp Commander may authorize, upon request, the delivery of a cadet to the civil authorities when a cadet is accused of a crime or offense made punishable by laws of the jurisdiction making the request.

7. Evaluation of Cadets. You are closely observed during the entire camp period to evaluate leadership potential and job performance. This evaluation reflects your military aptitude, proficiency, and leadership ability during all phases of camp. The platoon leaders or NCO's consider observations by all cadre members in their comprehensive and continuing evaluations.

a. Demonstrated Leadership. This rating, given by the platoon leader and platoon tactical NCO reflects the manner in which you perform in all types of jobs, both as a leader and a follower. While in a leadership position, you are judged on your demonstrated supervisory capabilities and trooleading procedures.

b. Military Proficiency Rating. This rating reflects your performance in physical fitness, Cadet Common Task Test (CCTT), basic rifle marksmanship, and land navigation. It covers all instruction presented at camp.

c. Scholarships. Scholarships will not be offered at Camp Challenge. If you were awarded a scholarship prior to arrival at camp, the ratings and score you receive at camp along with your academic GPA, determine whether you validate the scholarship. A score of 600 of 1000 points is required to validate a previously awarded scholarship. In addition, if you qualify, but were not awarded a campus-based scholarship, you may be offered one, if additional scholarships become available, after you return to campus.

8. Evaluation Program. Immediately upon completion of each leadership position, you are counseled by your platoon leader or platoon tactical NCO. You receive a rating, an evaluation of strong and weak points, and ways to improve performance. To ensure you are completely familiar with the factors used to determine both daily and final camp ratings and the methods employed to arrive at the ratings, your CTO will give an explanation of the rating system during the first week of camp. In addition, samples of all rating forms are posted on platoon bulletin boards., You receive a final evaluation report based on your total performance at camp to include all leadership positions held.

9. Board Actions. A cadet who has consistently failed to demonstrate leadership ability, good judgment, ability to maintain himself/herself in proper physical condition, or who has become a disciplinary problem may be considered for dismissal from Camp Challenge. He/she may be brought before a board of commissioned officers who review the facts and circumstances and

recommend whether or not the cadet should be dismissed. Recommendations of the board are subject to further review and approval of the Camp Commander.

10. Withdrawals/EarlyRelease/Dismissal from Camp. The following procedures are followed for outprocessing of cadets who withdraw from camp or are medically disqualified.

a. Voluntary. A cadet is allowed to voluntarily withdraw under the provisions of CC Regulation 145-5, following a series of interviews by the chain of command.

b. Early Releases. You will not be released from camp prior to completion of 80 percent of all scheduled training and achieving at least 600 points in the Cadet Evaluation System (CES). Consequently, requests for early release from camp for admission to summer school or civilian employment are strongly discouraged. When an early release is absolutely necessary, submit appropriate requests with substantiating documents (to include verification of school schedule by Professor of Military Science through the appropriate region LNO) through the cadre chain of command

c. Medical. A cadet may be dismissed for medical reasons from Camp Challenge, following an evaluation by qualified medical personnel.

11. Awards. The following awards are presented at the cadet graduation.

a. Association of the United States Army Award (distinguished cadet) \*(one award per cycle)

b. Reserve Officer's Association Award \*(one award per regiment).

c. National Sojourners' Award \*(one award per regiment).

d. The Retired Officers' Association Award \*(one per regiment).

e. Military Order of the World Wars Award \*(one per regiment).

f. Society of American Military Engineers' Award \*(one per regiment).

g. Outstanding Cadet Award (one award per company).

h. High Physical Fitness Test Award (two awards per regiment--highest male APFT score and highest female APFT score).

i. High Rifle Marksmanship Award (highest score each regiment).

j. The Military Order of the Purple Heart Award \*(one award per regiment).

k. Bold Leader Warrior Spirit Award \*(one award per regiment).

l. High Company APFT \*(male and female award per company).

m. Gauntlet Award--Awarded to any cadet who meets the following criteria.

- (1) APFT--score 270 or above.
- (2) BR--score of 38 out of 40 w/M-16.
- (3) CCTT -1st time GO.

n. Iron Leader Award--Awarded to any cadet who meets the following criteria:

- (1) Place in top 10 percent of platoon OML
- (2) Score 270 or better on APFT.
- (3) Qualify with a M-16 score of 38 out of 40.
- (4) Score 90 or better on the Land Navigation course.

o. Bold Challenge Participation Award--This ribbon is presented to each cadet who successfully completes the Bold Challenge field training exercise.

p. Cadet Common Tasks Test Ribbons--Ribbons of achievement are awarded to any cadet who achieves a score of 270. Those achieving a score between 282-290 receive a ribbon with a bronze torch. Those achieving 291-300 will receive a ribbon with a silver torch. Highest score possible is 300~

q. Camp Challenge Ribbon/Certificate--Awarded to all cadets who complete ca

\*A regiment consists of two or three companies.

## 12. Safety.

a. General. Safety is both an individual and command responsibility. Valuable training time may be lost through inadvertent mishaps caused by horseplay, lack of alertness, or a disregard for official instructions. Safety awareness is one sign of a good leader.

b. Heat Injuries. Generally, the summer months at Fort Knox are hot and humid with an average high of approximately 85 degrees for the months of June and July. Cadets who are not accustomed to exertion in hot, humid weather are susceptible to heat injury. Most heat injuries can be prevented by drinking adequate quantities of water throughout the day.

c. Duds. A dud is a projectile or shell containing explosive material which has been fired but has failed to detonate. It can kill or injure. Be suspicious of any unfamiliar objects you encounter in the training areas, and do not touch, pick up, poke, or disturb any ammunition you find in the field Report it to the drill sergeant.

d. Fire Prevention. Unit fire plans, fire evacuation routes, and fire guard instructions are posted on unit bulletin boards. In addition, classes and fire drills will be conducted shortly after your arrival in the unit. Smoking in bed is not permitted and under no circumstances will gasoline or similar flammables be used for cleaning purposes. It is your responsibility to be continuously on the alert for fire hazards. To report a fire, dial "911 ", phones are located in all company orderly rooms.

e. Reporting Injuries. Should you sustain an injury during camp, you must report it to your drill sergeant or company administrative NCO, who will complete the forms necessary for the Office of Workmen's Compensation.

#### 14. Passes and Leaves of Absence.

a. Passes. Passes may be granted for emergency reasons at the discretion of the RTO providing you are not scheduled for training, make-up training, administrative processing, or fatigue details.

b. Leaves. Leaves of absence from training are granted for emergency reasons only. Conditions warranting a leave are death or critical illness of a member of the immediate family. Exceptions to this policy must be obtained from the camp commander.

c. All travel associated with a pass or leave will be at your personal expense

15. Medical Services. You are provided all essential medical treatment. Dental treatment is limited to emergencies only. Cadets who are sick report to their company orderly rooms Monday through Saturday to obtain sick slips. On Sundays and holidays, cadets report to the company charge of quarters. The sick call schedule is posted on each unit bulletin board. Emergencies are treated at Ireland Army Community Hospital.

16. Pay and Travel. Your pay is \$18.61 per day. During inprocessing, you receive a \$20 partial payment. During the second week, you receive another partial payment of \$100. Finance will deduct from you total pay federal income tax, social security tax, In addition to your final pay, you receive transportation to and from camp at government expense or you are reimbursed by the government at 30 cents per mile for the official round trip distance. Your unit cadre can provide additional information. Your W-2 form is sent to your ROTC battalion.

#### 17. Services.

##### a. Mail.

(1) Mailboxes are located in each company area. Pick up hours are posted on each mailbox. Additional mailboxes (red, white and blue in color) are located throughout Fort Knox.

(2) Mail call is held everyday except Saturday, Sunday and holidays in each company.

(3) Correct mailing address:

Cadet (Full Name)  
Camp Challenge

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Platoon/Company/Battalion  
Fort Knox, KY 40121-5610

b. Laundry, Dry cleaning .

(1) Linen exchange is made at the company supply rooms weekly as scheduled by the company commander

(2) Individual laundry and dry cleaning may be handled through civilian concessions located in the cadet area. These services are on a cash basis. Individuals are responsible for turn-in and pick-up of their own items.

(3) Washers and dryers for cadet use are available in the cadet barracks which may be used at no cost. Also, coin-operated Laundromats are located on post. Issued uniforms are "wash and wear" fabric

c. Telephone Calls (Personal) .

(1) You may receive incoming telephone calls only in emergency situations and on a prepaid basis. If there is an emergency, you are contacted immediately.

(2) For returning or placing outgoing calls, use the public phones located throughout the Camp Challenge area

18. Recreation Services. You have the opportunity to participate in both organized athletics and individual sports. Cadets are encouraged to participate to the maximum extent possible in the athletic program.

19. Religious Services. Religious services representing all faiths are conducted during the camp by Fort Knox chaplains. Chaplains are also available for counseling and guidance. You are urged to attend religious services and to take part in religious activities. A schedule of services is posted on all company bulletin boards.

a. Limitations and Restrictions

(1) In the state of Kentucky, the legal drinking age is 21 years old. Fort Knox is located in Hardin County, which is a dry county (Sale of liquor, beer and wine is prohibited).

(2) Cadets will not enter trainee barracks. Cadets will not enter any building, room or area marked "Off Limits". In company barracks housing both male and female cadets, the billeting areas for females are "Off Limits To Male Cadets" and the billeting areas for males are "Off Limits To Female Cadets". An exception to this policy is authorized for cadet leaders whose duties require entrance into these areas for official duty functions (e.g., inspection, reports, CQ duties). Female cadet leaders conducting inspection in male barracks require a male escort. Male cadet leaders conducting inspections in female barracks require a female escort.

(3) There are no restrictions on the use of cameras.

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(4) The use of personal firearms is prohibited in the performance of military training. Cadets are specifically prohibited from having personal firearms on the Fort Knox reservation

(5) Cadets are specifically prohibited from having in their possession, wearing , or concealing any knife

with a blade in excess of three inches in length or any type of ammunition, or any other dangerous or deadly weapon (e.g., "switch blades", brass knuckles, air guns, sling shots).

(6) The use, possession, or sale of cannabis sativa (marijuana) or any other controlled substance is forbidden on Fort Knox reservation and in the state of Kentucky. A cadet who violates this statute may be bound over to federal authorities for prosecution.

b. Unit Bulletin Boards. You are required to read your unit bulletin board daily. You are held responsible for reading all information and complying with all directives appearing there.

c. Suggestion. Suggestions are welcomed for any phase of camp life: administration, training or recreation. Suggestions may be made to the drill sergeant or company commander, either orally or in writing.

d. Visitors. While attending Camp Challenge, you are encouraged to invite your families, friends and other guests to visit you. These visits should be planned for Sundays, which there is no training, to allow you to spend the maximum amount of time with your guests. Guesthouse facilities on post are available for short periods by reservation, which must be made in advance. Limited motel accommodations are available in the local communities. Private transportation is a necessity for visitors staying off post.

e. Club Use. All cadets are afforded the opportunity to join the Fort Knox Brick Mess Leaders' Club. Cadets will not visit the NCO or enlisted clubs on post. Cadets will abide by customs and traditions associated with the Brick Mess Leaders' Club. The following will not be tolerated: inappropriate behavior and dress, wearing of hats/caps of any kind, T-shirts and tank tops, sandals, and flip flops.

f. Security. Each cadet is responsible for the security and safeguarding of personal belongings to include any issued military equipment issued. Cadets will pay for any items of government clothing or equipment lost or destroyed through neglect.

The United States Army has a history of which every American can be proud. The Army is even older than our nation, having been created on 14 June 1775, by the Second Continental Congress. George Washington became the first Commander in Chief of the Continental Army on 3 July 1775.

The Continental Army fought with great courage and endured many hardships, including lack of funds, rations, clothing, and equipment. During the winter of 1778 at Valley Forge, the Army had its first real training under the former Prussian officer, Baron Friedrich von Steuben. Von Steuben drilled soldiers in the manual of arms and infantry tactics, and the Army became a disciplined as well as a determined fighting force.

With its victories over the British, the Army played a major role in bringing the United States into being. After the Revolutionary War, the Army helped extend the national territory by policing and governing vast areas of the west.

In 1898, with the outbreak of the Spanish-American War, the United States emerged as a world power. With the change in the role of our country, there was a change in the role of the Army as well. The Army became a tool for promoting American interests overseas as well as protecting the nation from foreign and domestic enemies.

Since World War II, the United States has been the leader of the free world, and the Army has assumed more responsibilities as a result. The Army is now expected to defend not only our own nation, but our allies as well. Soldiers must cope with complex technology and with weapons that could destroy civilization as we know it.

## 2. ARMY ORGANIZATION

The United States Army is made up of three parts -- The Active Army, the Army National Guard, and the U.S. Army Reserve. The members of the Active Army are on full-time duty. The reserve components, including the National Guard and the Reserve, receive military training and are ready to be called to active duty if necessary.

Army units can be organized in a number of different ways. The following organization is fairly typical.

The squad is the smallest unit. It is usually made up of 8 to 10 soldiers. A noncommissioned officer is the leader.

The platoon consists of the platoon leader who is a lieutenant, a platoon sergeant who is a sergeant first class, and two or more squads.

The company consists of a company commander who is usually a captain, although it can be a lieutenant, a first sergeant, a headquarters and two or more platoons.

The battalion includes the battalion commander who is a lieutenant colonel, his staff and headquarters, a command sergeant major, and several companies.

The regimen includes the regimental commander who also is normally a colonel, his staff and headquarters, a regimental command sergeant major, and several battalions. (In some cases this known as a Brigade. This configuration exists in all actuality only in Cavalry units. However, in Cavalry units "Companies" are known as "Troops" and, "Battalions" are known as "Squadrons".)

## 3. RANK INSIGNIA

You must be able to immediately recognize the ranks of Army personnel.

a. Officers. The highest officers rank is the five-star general (General of the Army) and the lowest is the second lieutenant. The ranks with their insignia are shown in Figure 1.

General of the Army  
(Currently not in Service)

General

Lieutenant General

Major General

Brigadier General

Colonel  
(Silver)  
(Black Subdued)

Lieutenant Colonel  
(Silver)  
(Black Subdued)

Major  
(Gold)  
(Brown Subdued)

Captain  
(Silver)  
(Black Subdued)

1st Lieutenant  
(Silver)  
(Black Subdued)

2nd Lieutenant  
(Gold)  
(Brown Subdued)

## OFFICER INSIGNIA

Figure 1

2-3

All personnel with the rank of general are addressed as "General (last name)" regardless of the number of stars. likewise, both colonels and lieutenant colonels are addressed as "Colonel (last name); and first and second lieutenants are addressed as "lieutenant (last name)".

Warrant Officers are addressed as "Mr. (last name)" or Ms. (last name)". There are five Warrant Officer ranks. (Figure 2)

Master Warrant Officer (MW4)	Chief Warrant Officer (W4)	Chief Warrant Officer (W3)	Chief Warrant Officer (W2)	Warrant Officer(W1)
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ALL WARRANT OFFICERS  
(Silver & Black)  
(Green & Black Subdued)  
Figure 2

b. Enlisted. Enlisted ranks range from E1 to E9, from private to the Sergeant Major of the Army (Figure 3).

The Sergeant Major of the Army	Command Sergeant Major	Sergeant Major	1st Sergeant
Master Sergeant	Sergeant First Class	Staff Sergeant	Sergeant
Corporal	Specialist	Private First Class	Private E2
Private E1 (NONE)			

ENLISTED INSIGNIA

### Figure 3

Privates E1 and E2 and privates first class are addressed as "Private (last name)".

Specialists four are addressed as "Specialist (last name)". Sergeants, staff sergeants, sergeants first class and master sergeants are all addressed as "Sergeant (last name)". The CSM's and SGM's are addressed by Sergeant Major in conjunction with their names. And 1SG's are addressed by First sergeant in conjunction with their names.

## 4. COURTESIES AND HONORS

a. Salutes. The origin of the hand salute is uncertain. Some historians believe it began in late Roman times when assassinations were common. A citizen who wanted to see a public official had to approach with his right hand raised to show that he did not hold a weapon. Knights in armor raised visors with the right hand when meeting a comrade. This practice gradually became a way of showing respect; and in early American history, sometimes involved removing the hat. By 1820, the motion was modified to touching the hat, and since then it has become the hand salute used today. During your time in the Army, you will salute to show respect toward an officer, flag, or our country. The proper way to salute with or without a weapon is described in paragraph 5b, "Drill and Ceremonies". The rules of saluting are:

- (1) When you meet someone outside, salute as soon as you recognize that he/she is an officer (when approximately six steps away).
- (2) Salute all officers (recommend by rank) in official vehicles identified by special plates or flags.
- (3) Salute only on command in formation.
- (4) If in a group and an officer approaches, the first soldier to recognize the officer calls the group to attention and all personnel salute.
- (5) Salutes are rendered while at the halt or when marching at quick time.
- (6) If you approach an officer while double timing as an individual, assume quick time march and render the hand salute. When the salute is returned, execute order arms and resume double timing.
- (7) The salute is always initiated by the subordinate and terminated only after acknowledgment by the officer.
- (8) Accompany the salute with your regiments greeting, "Lead to Victory, Sir/Ma'am".
- (9) Salutes are not required to be rendered by or to personnel who are driving or riding in privately owned vehicles.
- (10) It is not customary for enlisted personnel to exchange salutes, except in some ceremonial situations.

(11) Never render a salute with a object in you mouth or right hand.

(12) If you are on detail and an officer approaches, salute if you are in charge of the detail. Otherwise, continue to work. If you are spoken to, then come to attention.

(13) Salute when the Colors are within six paces. Hold the salute until the colors have passed six paces. When walking, turn your head in the direction of the Colors and salute within six paces. Terminate the salute when you are six paces past the Colors.

(14) When "The Star-Spangled Banner", "To The Colors", and "Reveille" are played and you are not in formation, assume the position of attention on the first note of the music.

(a) Salute the flag if you are able to see it.

(b) Face the source of the music and salute if unable to see the flag.

(c) If in a vehicle, stop, get out and render the salute.

(d) If in civilian clothing, stand at attention and place your right hand over your heart, standing at attention. Men should remove their headdress with their right hand and hold it over the left shoulder, the hand being over the heart.

NOTE: THE ABOVE HONORS (a through d) ALSO APPLY TO THE NATIONAL ANTHEMS OF FOREIGN COUNTRIES DURING CEREMONIES OR PARTIES.

b. Courtesies. The following rules will help you conduct yourself appropriately in the presence of officers and anyone senior to you in rank.

(1) When talking to an officer, stand at attention unless given AT EASE. When you are dismissed, or when the officer departs, come to attention and salute.

(2) When an officer enters a room, the first cadet to recognize the officer calls personnel to attention, but does not salute; a salute indoors is rendered only when one is reporting.

(3) When accompanying a senior in rank, walk on his/her left.

(4) When entering or exiting a vehicle, the junior ranking person is the first to enter, and the senior in rank is the first to exit

(5) When an officer enters a dining facility, unless he/she directs otherwise or unless a more senior officer is present, the diners will be given AT EASE by the first person who sees the officer. You will remain seated at ease and continue eating unless the officer directs otherwise. If you are directly addressed, you should rise to attention if seated in a chair. If seated on a bench, stop eating and sit at attention until the conversation is ended.

(6) When an officer or noncommissioned officer enters a crowded hallway or similar area where troops are taking a break or standing in a waiting line, the first person to see the officer or

noncommissioned officer should call AT EASE and MAKE WAY so those present will move to the sides of the hallway and allow passage.

NOTE: The officer or noncommissioned officer may give the direction "CARRY ON". This means the cadet or cadets should continue with whatever they were doing previously. This same directive may be used in many other situations outside of formations, i.e., in the barracks and break areas.

(7) When outdoors and approached by an NCO, you should stand (if seated) and greet the NCO by saying, "Good morning, Sergeant", "Good afternoon, Sergeant", or "Good evening, Sergeant (last name)".

c. Rendering Honor to the Flag. The flag of the United States is the symbol of our nation. The union, white stars on the field of blue, is the honor point of the flag, the right being the place of honor. The union of the flag and flag itself, when in company with other flags, is always given the honor position; i.e., the marching right, the flags own right, or an observer's left facing the flag. When the flag is being raised in the morning or lowered in the evening, you should stand at attention on the first note of the National Anthem or "To The Colors". (Colors refer to the Flag of the United States and can also include the unit flag). Give the required salute. If you are involved in some duty that would be hampered by your saluting, you do not need to salute. You normally face the flag when saluting, unless duty requires you to face in some other direction. At the conclusion of the ceremony, resume your regular duties. Whenever the National Anthem or "To The Colors" is played, and you are not in formation and not in a vehicle, come to attention at the first note, face the flag, and give the required salute. If no flag is near, face the music and salute. If you are in formation, salute only on the order PRESENT ARMS. Vehicles in motion should stop. If you are in a car or on a motorcycle, dismount and salute. If you are with a group in a military vehicle or bus, remain in the vehicle. The individual in charge will dismount and salute. When you are passing or being passed by Colors which are being presented, paraded, or displayed, you should salute when the Colors are six paces from you. Hold the salute until the colors are six paces beyond you. Following are the words to the National Anthem:

THE STAR-SPANGLED BANNER  
National Anthem

O say can you see by the dawn's early light  
What so proudly we hail at the twilight's last gleaming  
Whose broad stripes and bright stars through the perilous fight  
Over the ramparts we watched, were so gallantly streaming,  
And the rocket's red glare, the bombs bursting in air,  
Gave proof through the night that our flag was still there.  
O say does that star-spangled banner yet wave  
Over the land of the free and the home of the brave

On the shore dimly seen through the mist of the deep  
Where the foe's haughty host in silence reposes,  
What is that which the breeze, over the towering steep,  
As it fitfully blows, half conceals, half discloses,  
Now it catches the gleam of the morning's first beam  
In full glory reflected now shines in the stream  
'Tis the star-spangled banner -- O long may it wave  
Over the land of the free and the home of the brave.

O thus be it ever where free men stand  
Between their loved home and the war's desolation!  
Blest with victory and peace, may the heaven rescued land  
Praise the power that has made and preserved us a nation!  
Then conquer we must, when our cause it is just.  
An this be our motto -- "In God is our Trust".  
And the star-spangled banner in triumph shall wave  
Over the land of the free and the home of the brave.

e. The Army Song. "The Army Goes Rolling Along" is the official Army song, and is played on many occasions. You should stand at attention when it is played or sung. The song was dedicated on Veterans Day, 11 November 1956. The music was composed in 1908 by Lieutenant (later Brigadier General) Edmund L. Gruber and was known originally as the "Caisson Song". The words follow:

"THE ARMY SONG"

Verse:           March along, sing our song  
                  With the Army of the free.  
                  Count the brave, count the true  
                  Who have fought to victory  
                  We're the Army and proud of our name!  
                  We're the Army and proudly proclaim:

First Chorus:  First to fight for the right  
                  And to build the nation's might,  
                  And THE ARMY GOES ROLLING ALONG.  
                  Proud of all we have done,  
                  Fighting till the battle's won  
                  And THE ARMY GOES ROLLING ALONG.

Refrain:        Then it's hi, hi, hey!  
                  The Army's on its way.  
                  Count off the cadence loud and strong,  
                  For wherever we go, you will always know  
                  That THE ARMY GOES ROLLING ALONG.

Second Chorus: Valley Forge, Custer's ranks,  
                  San Juan Hill and Patton's tanks,  
                  And the Army went rolling along,  
                  Minutemen from the start,  
                  Always fighting from the heart,  
                  And the Army keeps Tolling along.

Refrain:

Third Chorus: Men in rags, men who froze,  
                  Still that Army met its foes,  
                  And the Army went rolling along.  
                  Faith in God, then we're right  
                  And we'll fight with all our might  
                  As the Army keeps rolling along.

Refrain:

That THE ARMY GOES ROLLING ALONG!

(Keep it rolling)  
And THE ARMY GOES ROLLING ALONG!

## ROTC CADET COMMAND SONG

### A BAR OF GOLD ON ARMY GREEN

Listen up, you brave young men  
The battle's loomin' near  
You have to take the hill by morning light  
Do you read me loud and clear?

Yes sir, they nod, every man  
Though their eyes are flecked with fear  
For they've come to know the man in charge  
and the cause he holds so dear

#### CHORUS:

A bar of gold on Army Green  
A bar of gold on Army Green  
When you're looking for a leader  
One who's heard as well as seen  
Look to the man who's earned respect  
And a bar of gold on Army green

He took the point way back when  
The nation was still new  
And he led us through the first world war  
And the one they numbered two

When Korea called and the nights grew cold  
We leaned on what he knew  
Even through the dark of Viet Nam  
That bar of gold shown through

#### CHORUS:

A bar of gold on Army Green  
A bar of gold on Army Green  
When you're looking for a leader  
One who's heard as well as seen  
Look to the man who's earned respect  
And a bar of gold on Army green

day. For example, 8 minutes after midnight (12:08 a.m.) is written in military time as 0008. Thirty three minutes after 2 o'clock in the afternoon (2:33 p.m.) is written as 1433 (Figure 4).

<u>CIVILIAN</u>	<u>MILITARY TIME</u>
12:01 a.m.	0001
1:00 a.m.	0100
2:00 a.m.	0200
3:00 a.m.	0300
4:00 a.m.	0400
5:00 a.m.	0500
6:00 a.m.	0600
7:00 a.m.	0700
8:00 a.m.	0800
9:00 a.m.	0900
10:00 a.m.	1000
11:00 a.m.	1100
12:00 a.m. (noon)	1200
1:00 P.M.	1300
2:00 p.m.	1400
3:00 p.m.	1500
4:00 p.m.	1600
5:00 P.M.	1700
6:00 p.m.	1800
7:00 p.m.	1900
8:00 p.m.	2000
9:00 P.M.	2100
10:00 P.M.	2200
11:00 P.M.	2300
12:00 p.m. (midnight)	2400

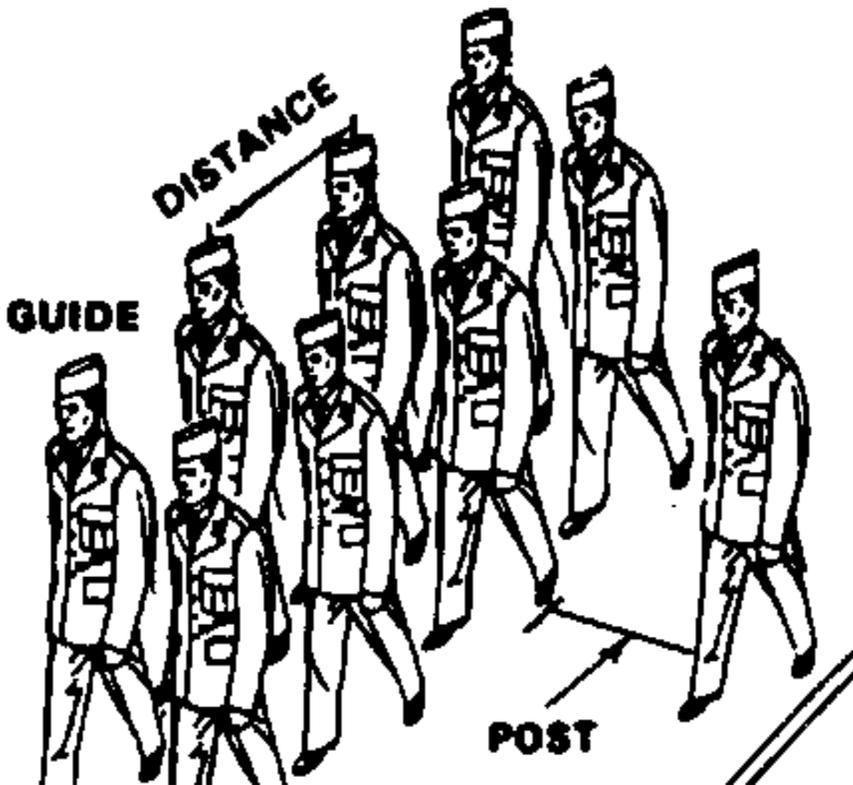
#### TIME CONVERSION CHART

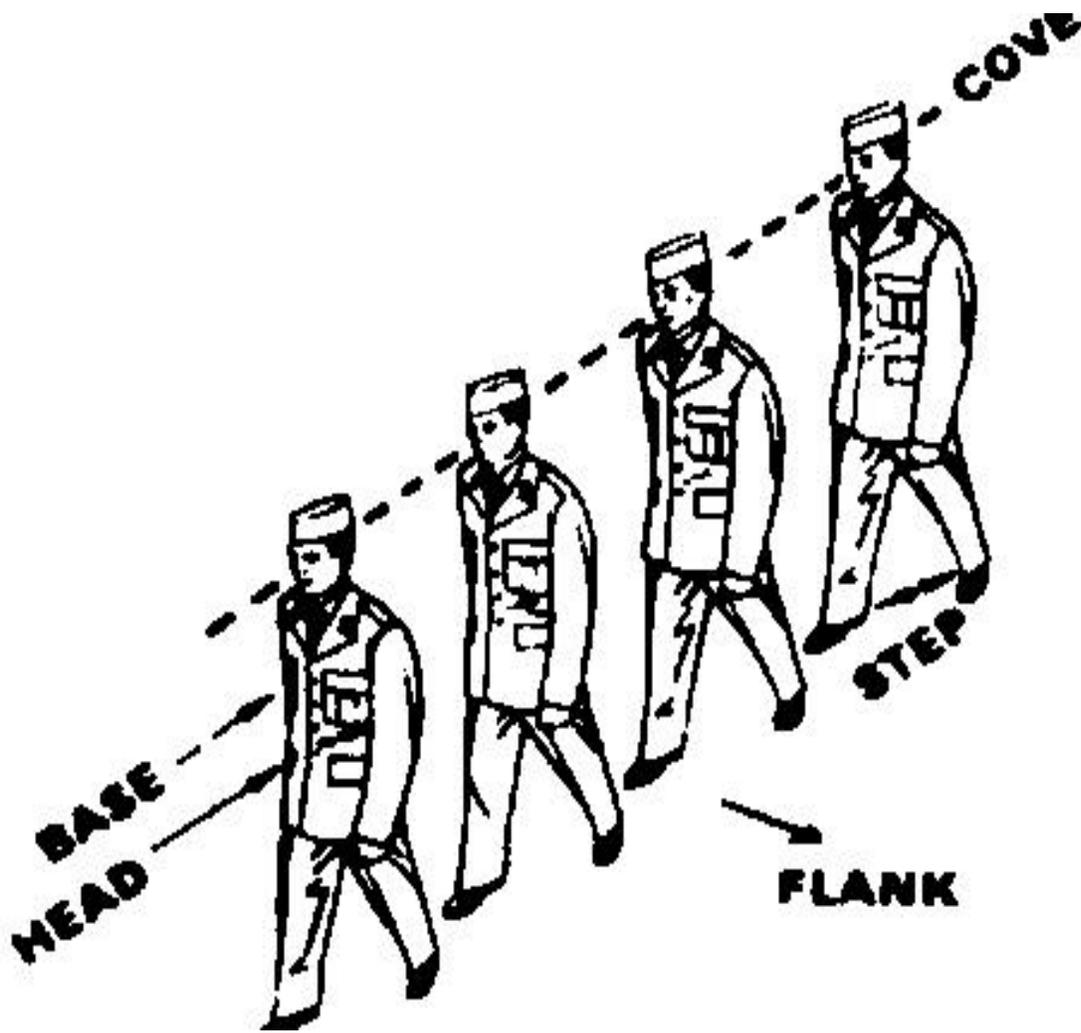
Figure 4

## 5. DRILL AND CEREMONIES

a. Drill Procedures. Many drill procedures used by the United States Army today were developed during the Revolutionary War. The purpose of drill then was to instill discipline in American Soldiers. As these soldiers mastered the art of drill, they began to work as a team and to develop a sense of pride in themselves and in their unit. In today's Army, the same objectives -teamwork, confidence, pride, alertness, attention to detail, esprit de corps and discipline -- are accomplished by drill.

Drill consists of a series of movements by which a unit or individuals are moved in an orderly, uniform manner from one formation to another or from one place to another. Units vary in size, but during Camp Challenge you will ordinarily be part of a squad, section, platoon, or company. Some drill formations and terms you need to be familiar with are illustrated in Figure 5.

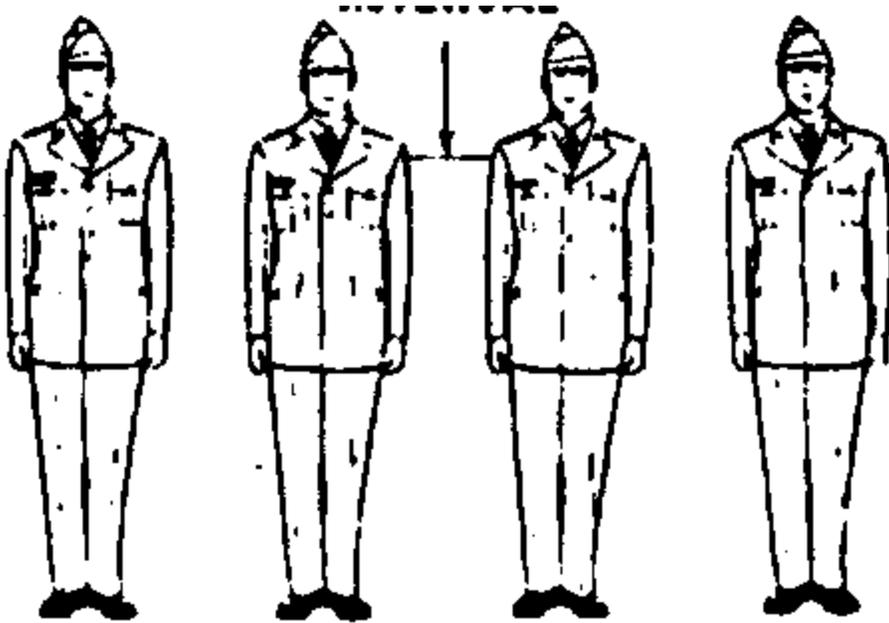




COLUMN OF TWO'S

SQUAD COLUMN (FILE)

CLOSE  
INTERVAL



**WITHOUT WEAPONS**

SQUAD LINE (RANK)

DRILL FORMATIONS

## Figure 5

Some drill terms that you will need to know are:

- (1) Element. Individual, squad, section, platoon, company or larger unit forming as part of the next higher unit.
- (2) Formation. Arrangement of the unit elements in a prescribed manner.
  - (a) Line Formation. Formation in which the elements are side by side.
  - (b) Column Formation. Formation in which the elements are one behind the other. In a platoon column, the members of each squad are one behind the other with the squads abreast of each other.
- (3) Front. Space from side to side of a formation including the right and rear elements.
- (4) Depth. Space from front to rear of a formation including the front and rear elements.
- (5) Distance. Space between elements that are one behind the other. The distance between individuals in an arm's length plus 6 inches or approximately 36 inches, measured from the chest of one soldier to the back of the soldier immediately to his/her front.
- (6) Interval. Space between elements which are side by side.
- (7) Rank. Line which is only one element in length.
- (8) File. Column that has a front of one element.
- (9) Guide. Person responsible for maintaining the prescribed direction and rate of march.
- (10) Post. Correct place for an officer or noncommissioned officer to stand in a prescribed formation.
- (11) Head. The leading element of a column.
- (12) Base. Element on which a movement is planned or regulated.
- (13) Cadence. A uniform rhythm/number of steps or counts per minute.
  - (a) Quick Time. A cadence of 120 counts or steps per minute.
  - (b) Double Time. A cadence of 180 counts or steps per minute.

Drill commands are oral orders by your commander or leader, usually given in two parts. The preparatory command states the movement to be carried out and gets you ready to execute the order. In the command FORWARD, MARCH, the preparatory command is FORWARD.

2-14

The command of execution tells when the movement is to be carried out. In FORWARD, MARCH, the command of execution is MARCH.

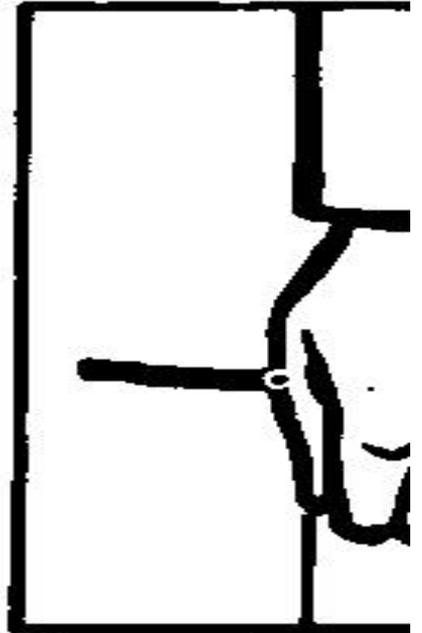
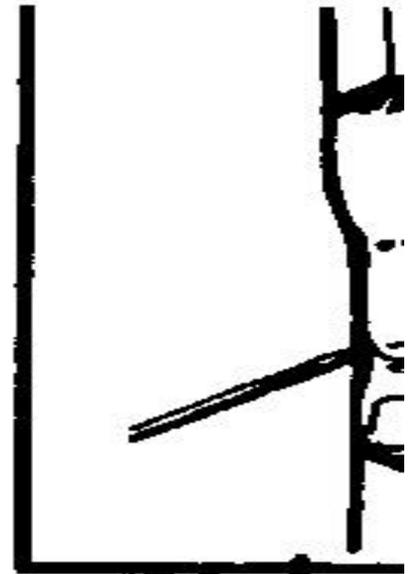
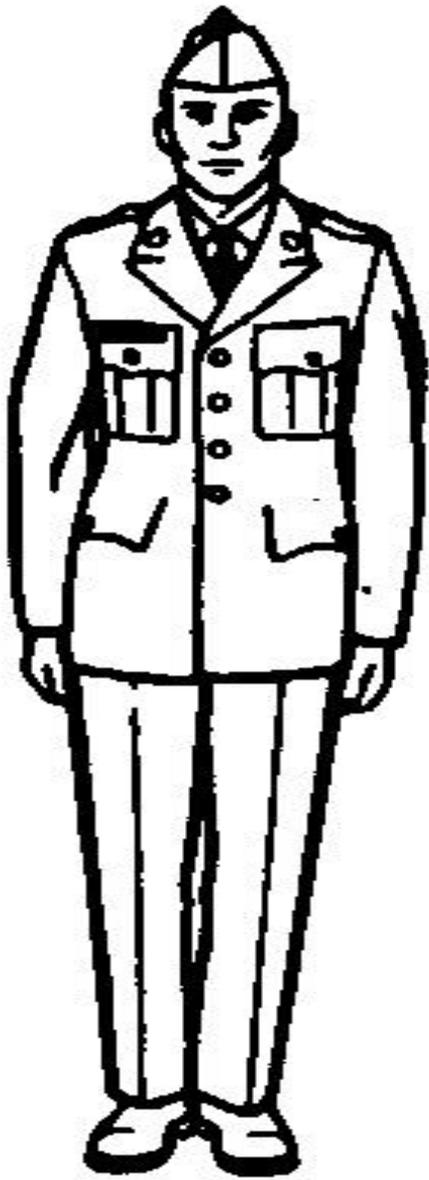
In some commands, the preparatory command and the command of execution are combined; for example, FALL IN, AT EASE, AND REST. These commands are given without inflection and at a uniformly high pitch and loudness comparable to that of a normal command of execution.

b. Stationary Movement.

(1) ATTENTION. The position of attention is illustrated in Figure 6a. You should assume this position on the command FALL IN or the command SQUAD (PLATOON), ATTENTION.

(a) Your weight should be distributed equally on the heels and balls of your feet. When you come to attention, you should bring your heels together smartly with the toes forming a 45 degree angle, as shown on Figure 6a. Keep your legs straight without locking the knees. Hold your body erect with you hips level, chest lifted, and your shoulders square and even. Your arms should hang straight, but not stiff, with the back of the hand outward. Curl your fingers so that the tips of the thumbs are alongside and touching the first joint of your forefingers. Your thumbs should be straight and along the seams of your trousers or skirt with the first joint of the forefingers touching the trousers or skirt. Your head should be erect, and you should look straight to the front.

(b) Practice assuming the position of attention so you can do it silently. All movements except rest movements start from this position.



**Figure 6a**

Figure 6b

STATIONARY POSITIONS

(2) Parade Rest. The parade rest position is also illustrated in Figure 6b. Parade rest is commanded from the position of attention only. The command to assume this position is PARADE, REST. On the command of execution, REST, move your left foot 10 inches to the left of your right foot. Rest your weight equally on the heels and balls of both feet, keeping your legs straight without locking your knees. At the same time you move your feet, place your hands at the small of your back, centered on you belt. Keep the fingers of both hands extended and joined, interlocking your thumbs as shown in figure 6b inset, se that the palm of your right hand is outward. Hold your head erect and look straight to the front. Remain silent and do not move. You should assume the parade rest position on the preparatory command for attention if you are at the position of at ease, stand at ease, or rest.

(3) Stand at Ease. The stand at ease position is like parade rest, but with your bead and eyes turned directly toward the commander. The command for this position is STAND AT EASE. At ease or rest may be commanded from this position.

(4) At Ease. The command for this movement is AT EASE. On the command AT EASE, the soldier may move; however, he/she must remain standing and silent with his/her right foot in place.

(5) Rest. The command for this movement is REST. On the command REST, the soldier may move, talk, smoke, or drink (from a canteen) unless otherwise directed. He must remain standing with his right foot in place. AT EASE may be executed from this position,

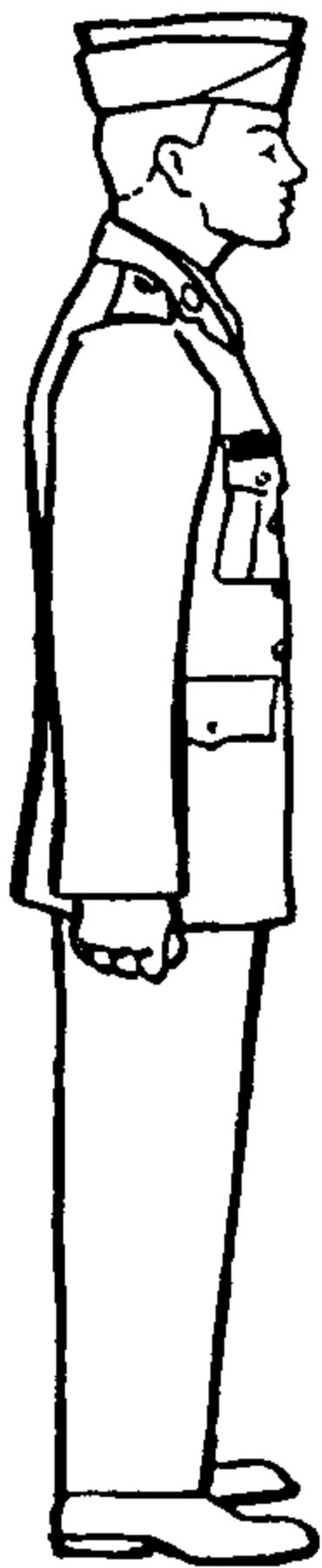
FACE TO THE FLANK

## Figure 7

(6) Facing to the flank is a two-count movement for turning to one side or the other. The command is LEFT, FACE or RIGHT, FACE. Left face is illustrated in Figure 7. On the command of execution, FACE, slightly raise your right heel and left toe and turn 90 degrees to the left on the left heel. A slight pressure on the ball of your right foot will help you do this correctly. Keep your right leg straight but not stiff. On the second count, place your foot beside your left foot, and resume the position of attention. Hold your arms as at attention while you execute this movement. Right face will be executed in the very same way as left face, simply substituting right for left and left for right in the above description.

(7) Facing to the rear is also a two-count movement, and is illustrated in Figure 8





FACE TO THE REAR  
Figure 8

The command is ABOUT, FACE. On the command of execution, FACE, move the toe of your right foot to a position touching the ground approximately one-half the length of your foot to the rear and slightly to the left of the left heel. Rest most of your weight on the heel of your left foot, and allow your 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. Hold your arms as at attention when executing this movement.

Figure 9

Figure 10a

Figure 10b

Figure 11

(8) 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 slightly 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 (Figure 9).

(a) When wearing headgear without a visor (or uncovered) and not wearing glasses, execute the hand salute in the same manner as previously described except touch the tip of the right forefinger to the forehead near the right eyebrow slightly to the right of the right eye (Figures 10a and 10b).

(b) When wearing headgear without a visor (or uncovered) and wearing glasses, execute the hand salute in the same manner as previously described except touch the tip of the right forefinger to that point on the glasses where the frame meets the bow (Figure 11).

(c) 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.

(d) 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.

(e) The hand salute may be executed while marching. When double timing, a soldier 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.

c. Steps and Marching. All steps in marching are variations of 30-inch steps or 15-inch steps. You must learn these well before you can proceed to unit drill. All marching movements executed from the halt are begun from the position of attention. All marching movements, except for ROUTE

STEP, MARCH and AT EASE, MARCH are executed from the halt. All steps except right step begin with the left foot.

(1) 30-inch Step. The command to march with a 30-inch step from the halt is FORWARD, MARCH. When you hear FORWARD, shift your weight to the right leg without noticeable movement. On the command of execution, MARCH, step forward with your left foot and continue marching with 30-inch steps, keeping your head and eyes forward. Your arms should swing in a natural motion, without bending at the elbows, approximately 9 inches straight forward and 6 inches to the rear of the seams of the trousers or skirt. Keep the fingers curled as in the position of attention.

(2) Change Step. The command CHANGE STEP, MARCH is given as the right foot strikes the ground. When you hear MARCH, take one more step with your left foot, then in one count, place your right toe near the heel of your left foot and step off again with your left foot. You should execute this movement without command if you find yourself out-of-step with other members in your formation.

(3) Rest Movement (30-Inch Step). When you hear command AT EASE, MARCH, you do not have to march in cadence. You must remain silent and maintain the same interval and distance as before. The command ROUTE STEP, MARCH, means the same as AT EASE, MARCH, except that you may talk.

(4) 15-inch Step (Half-step). The command for marching with a 15-inch step is HALF STEP, MARCH. This command may be given from the halt, or it may be given to change a 30-inch step to a 15-inch step while marching. If the command is given from the halt, proceed as for marching with the 30-inch step except take only 15-inch steps. If the command is given while you are marching with 30-inch steps, you will hear the command of execution, MARCH. Take one more 30-inch step and then begin marching with a 15-inch step. Allow your arms to swing naturally.

(5) Halt. To halt while marching, the command SQUAD (PLATOON), HALT is given as either foot strikes the ground. The movement is executed in two counts. On hearing HALT, take one more step and then bring your trailing foot alongside your leading foot, resuming the position of attention.

(6) Marching in Place. To march in place, the command is MARK TIME, MARCH. When you hear MARCH, take one more step and then bring the trailing foot alongside the leading foot and begin marching in place. To do this, raise each foot alternately 2 inches off the ground. Your arms should continue to swing naturally,

(7) 15-Inch Step (Right/Left). To march with a 15-inch step right or left, you must begin from the halt. The command is RIGHT STEP, MARCH. On hearing MARCH, bend your right knee slightly and raise your right leg only high enough to allow freedom of movement. Place your right foot 15 inches to the right of the left foot, and then move the left foot (keeping the left knee straight) alongside the right foot temporarily assuming the position of attention. To march to the left, go through the same movements in response to the command LEFT STEP, MARCH, except replace right with left and left with right in the instructions. To halt when you hear HALT, take one

more step with your lead foot, then place your trailing foot alongside your lead foot and resume the position of

attention.

(8) 15-Inch Step (Backward). The command to march with 15-inch step backward is BACKWARD, MARCH. When you hear MARCH, take a 15-inch step backward with your left foot and continue to march backward with 15-inch steps. Allow your arms to swing naturally.

(9) 30-Inch Step (Double Time). The command to march at 180 steps per minute is DOUBLE TIME, MARCH, and can be given at halt or while marching at quick time. When you are at halt and you hear DOUBLE TIME, shift your weight to the right leg without noticeable movement. When you hear MARCH, raise your forearms to a horizontal position with fingers and thumbs closed, knuckles out, and at the same time step off with your left foot. Continue to march with 30-inch steps at the cadence of double time. Let your arms swing naturally to the front and rear, while keeping your forearms horizontal.

When marching with a 30-inch step in the cadence of quick time, and you hear DOUBLE TIME, MARCH, take one more step at quick time upon hearing MARCH. Step off with your trailing foot, double timing as previously described.

To resume quick time marching from double time marching, you respond to the command QUICK TIME, MARCH. When you hear MARCH, take two more 30-inch steps at double time, lowering your hands to your side, and resume marching with a 30-inch step at quick time.

d. Manual of Arms --M16 SERIES Rifle. All soldiers must be able to execute the drill movements, called the manual of arms, with the M16 rifle, both at halt and marching. The magazine is not carried in the weapon when you are drilling. If you are performing duty which requires the use of the magazine, carry the weapon at sling arms. Figure 12 shows the parts of the rifle referred to in the manual of arms.

HEEL	SMALL OF THE STOCK	CARRYING HANDLE	EJECTION PORT COVER AND EJECTION PORT	FRONT SIGHT ASSEMBLY
				BARREL
TOE	PISTOL GRIP	MAGAZINE RELEASE BUTTON	SLING KEEPER	SLING BAYONET STUD
FLASH SUPPRESSOR	HANDGUARD	SPLITRING	REAR RIGHT ASSEMBLY	CHANGING HANDLE
				BUTT
UPPER SLING SWIVEL	MAGAZINE WELL	TRIGGER	BOLT CATCH	SELECTOR LEVER

Figure 12

(1) Order Arms . Assume order arms on hearing the command FALL IN; or, if at parade rest, on hearing the command of execution, ATTENTION. Order Arms is pictured in Figure 13. it is the position of attention with the rifle. Place the butt of the weapon on the ground, centered on the right foot, with sights to the rear. The toe of the butt should touch the foot so the rear sight and pistol grip form a line straight to the front. Hold the weapon with your right hand in a "U" formed by extending joined fingers and your thumb. Hold the weapon above the sight with the right thumb and forefinger pointed downward and on line with the flat surface of the handguard. Keep your right hand and arm behind the rifle so that your thumb is along the seam of your trousers or skirt.



**PARADE REST**

ORDER ARMS  
Figure 13



**PARADE REST (REAR)**

PARADE REST  
Figure 14

(2) Rest position with the Rifle. Rest positions with the rifle are done the same as without it, with the following additions:

(a) On the command PARADE, REST, grasp the barrel with the right hand and thrust the muzzle forward, keeping the right arm straight (Figure 14).

(b) Execute stand at ease in the same manner as parade rest with the rifle, except turn your head and eyes

toward the commander.

(c) On the command AT EASE or REST, keep the butt of the rifle in place.

(3) Port Arms. From order arms is a two-count movement. The command is PORT, ARMS. On the command of execution ARMS, grasp the rifle barrel with the right hand and raise the rifle diagonally across the body, keeping the right elbow down (without strain). With the left hand, simultaneously grasp the handguard just forward of the sling so that the rifle is about 4 inches from the belt. On the second count, regrasp the rifle at the small of the stock with the right hand. Hold the rifle diagonally across the body about 4 inches from the belt with the right forearm horizontal, and the elbows close to the sides (Figure 15).





START



COUNT TWO

COUNT ONE

PORT ARMS  
Figure 15

(4) Present Arms. Present arms from order arms is a three-count movement. The command is PRESENT, ARMS. On the command of execution ARMS, execute port arms in two counts. On the third count, twist the rifle with the right hand so that the magazine well is to the front, and move the rifle to a vertical position with the carrying handle about four inches in front of and centered on the body. Lower the rifle until the left forearm is horizontal; keep the elbows in at the sides (Figure 16a).

## INFORMATION/ INDIVIDUAL

## COURTESY-REPORTING

### PRESENT ARMS

2-22

Figure 16a

Figure 16b

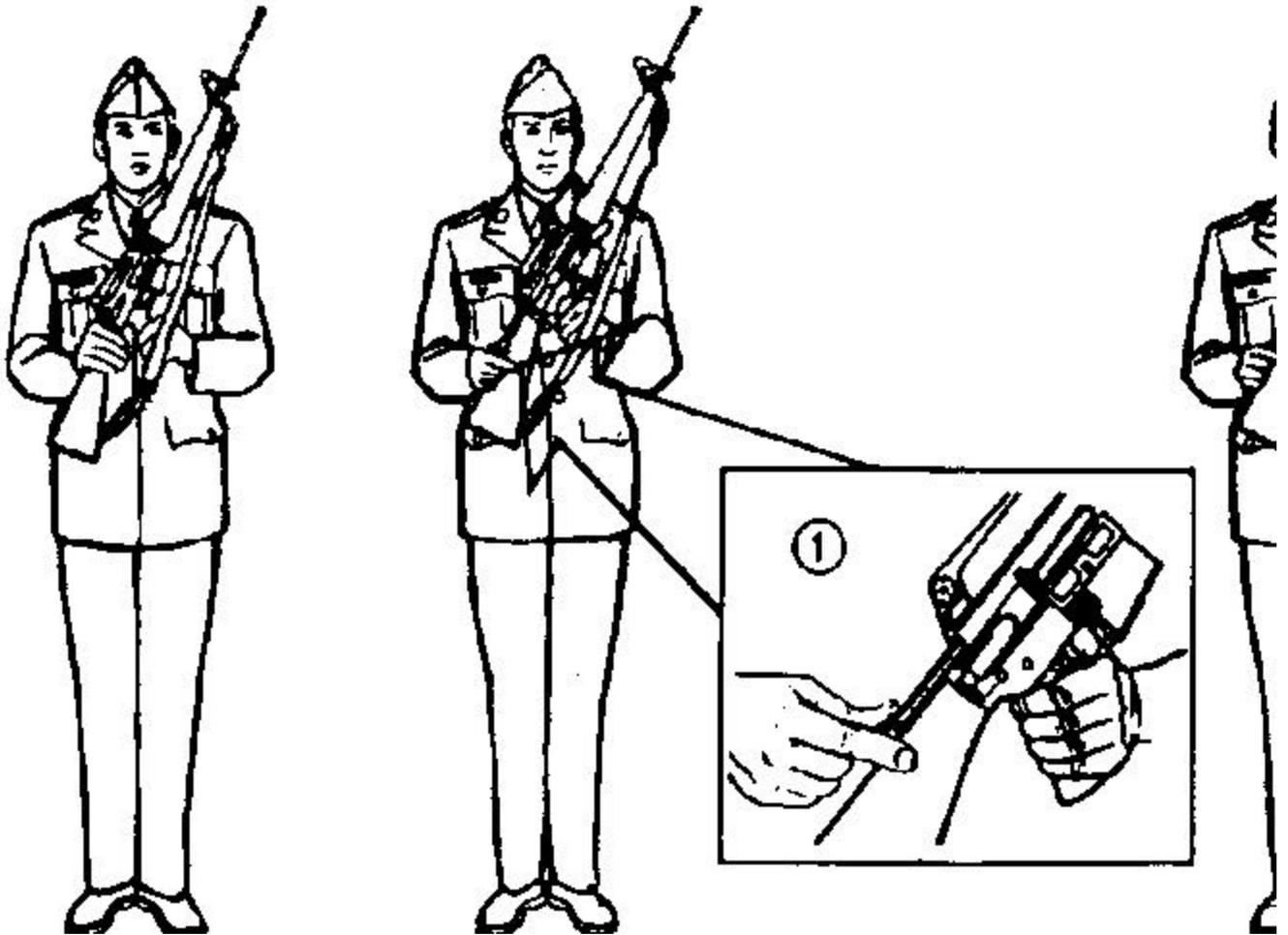
To render reports or courtesy to an individual from order arms, execute present arms as mentioned above, except turn your head and eyes toward the individual addressed (Figure 16b).

(5) Inspection Arms. Inspection arms from order arms is a seven-count movement. The command is INSPECTION, ARMS. On the command of execution ARMS, execute port arms in two counts. On the third count, move the left hand from the handguard and grasp the pistol grip, thumb over the lower portion of the bolt catch. On the fourth count, release the grasp of the right hand, unlock the charging handle with the thumb, and sharply pull the charging handle to the rear with the thumb and forefinger. At the same time, apply pressure on the lower portion of the bolt catch, locking the bolt to the rear. On the fifth count, without changing the grasp of the right hand, sharply push the charging handle forward until it is locked into position; then regrasp the rifle with the right hand at the small of the stock. On the sixth count, remove the left hand, twist the rifle with the right hand so that the ejection port is skyward, regrasp the handguard with the left hand just forward of the slipping, and visually inspect the receiver through the ejection port (Figure 17). On the seventh count, with right hand, twist the rifle so that the sights are up and come to inspection arms.





arms.



INSPECTION ARMS

Figure 17

READY, PORT, ARMS is the only command given from inspection arms. On the command READY, move the left hand and grasp the rifle with the thumb (without pressure) on the upper part of the bolt catch. On the command PORT, press the bolt catch and allow the bolt to go forward. With the fingertips, push upward, and close the dust cover. Grasp the pistol grip with the left hand and place the left thumb on the trigger. On the command ARMS, pull the trigger and resume PORT ARMS.

(6) Right Shoulder Arms. Right shoulder arms form order arms is a four-count movement. The command is RIGHT SHOULDER, ARMS. On the command of execution, ARMS, grasp the barrel of the weapon with the right hand and raise it diagonally across the body. With the left hand, grasp the handguard just in front of the sling. On the second count, release the barrel with the right hand and the butt, positioning the rifle as shown in Figure 18. On the third count, twist the

rifle and place it on the right shoulder; at the same time, move the left hand to the small of the stock and guide the weapon to your shoulder. You should be placed as shown in Figure 18 with the first joint of your left forefinger touching the rear of the charging handle. On the fourth count, move your left hand to your side at attention (Figure 18).



RIGHT SHOULDER ARMS  
Figure 18



LEFT SHOULDER ARMS  
Figure 19



Order arms from right shoulder arms is a four-count movement. The command is ORDER, ARMS. On hearing ARMS, press down quickly on the butt and guide the rifle diagonally across the body. At the same time, turn the butt to keep the sight up. Grasp the rifle at the handguard, just in front of the sliring with the left hand while keeping your right hand on the butt of the rifle. On the second count, move your right hand up and across your body and grasp the barrel. The third and fourth counts are the same as from port arms to order arms.

(7) Left Shoulder Arms. Left shoulder arms from order arms is a four-count movement, the command being LEFT SHOULDER, ARMS. On the command of execution, ARMS, execute port arms in two counts, then proceed as shown in Figure 19.

Order arms from left shoulder arms is a five-count movement, the command being ORDER, ARMS. On hearing ARMS, move your right hand up and across the body and grasp the small of the stock, keeping the elbow down. On the second count, move the rifle diagonally across your body with your right hand while regrasping the handguard just in front of the sliring with your left hand. Counts three, four, and five are the same as order arms from port arms.

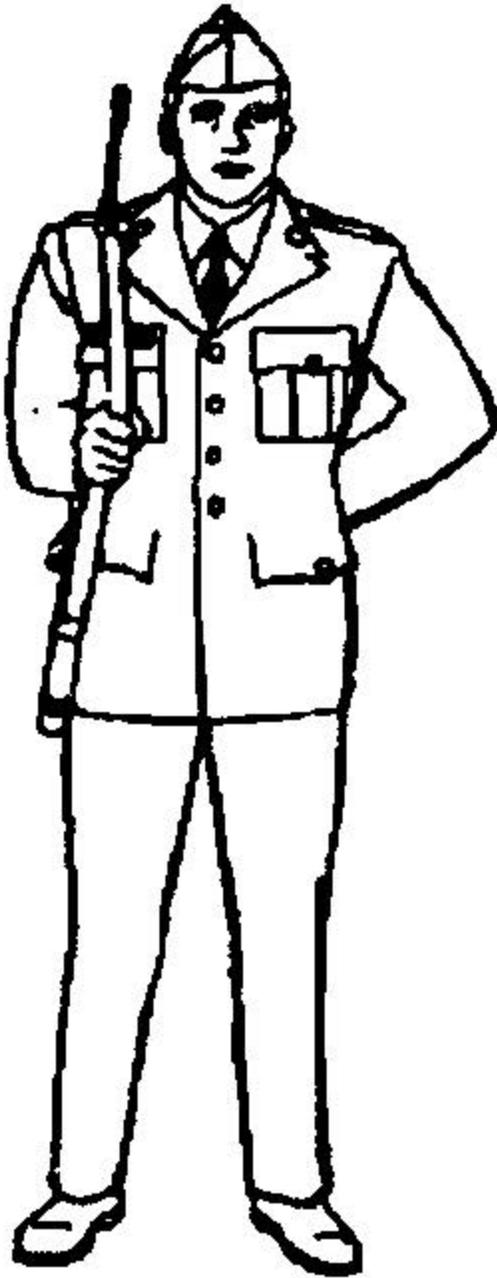
(8) Sting Arms-M16 SERIES Rifle. From the order arms position (sling tight), the command is SLING, ARMS. On the command of execution, ARMS, raise the weapon vertically and with the left hand, place the butt on the right hip. Cradle the weapon with the right arm, loosen the keeper, and adjust the sling with both hands. Then sling the weapon on the right shoulder in the most convenient manner (Figure 20a).

To return the weapon to order arms, the command is UNSLING, ARMS. On hearing ARMS, reach across your body with your left hand and grasp the sling at the shoulder. Unsling the weapon.

(a) Salute at Sling Arms. The command for saluting while at sling arms is PRESENT, ARMS. When you hear ARMS, reach across your body with your left hand and grasp the sling just

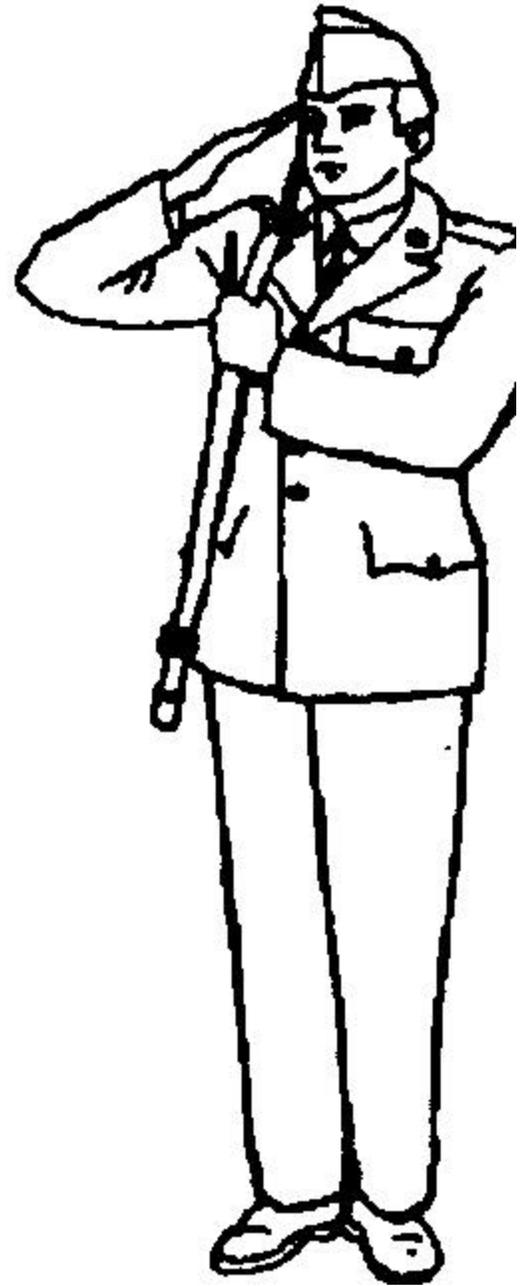
above the right hand. Release your right hand and execute the salute as shown in Figure 20b. If rendering reports or courtesies to an individual, execute the salute without an order.





**SLING ARMS**

Figure 20a



**PARADE REST**

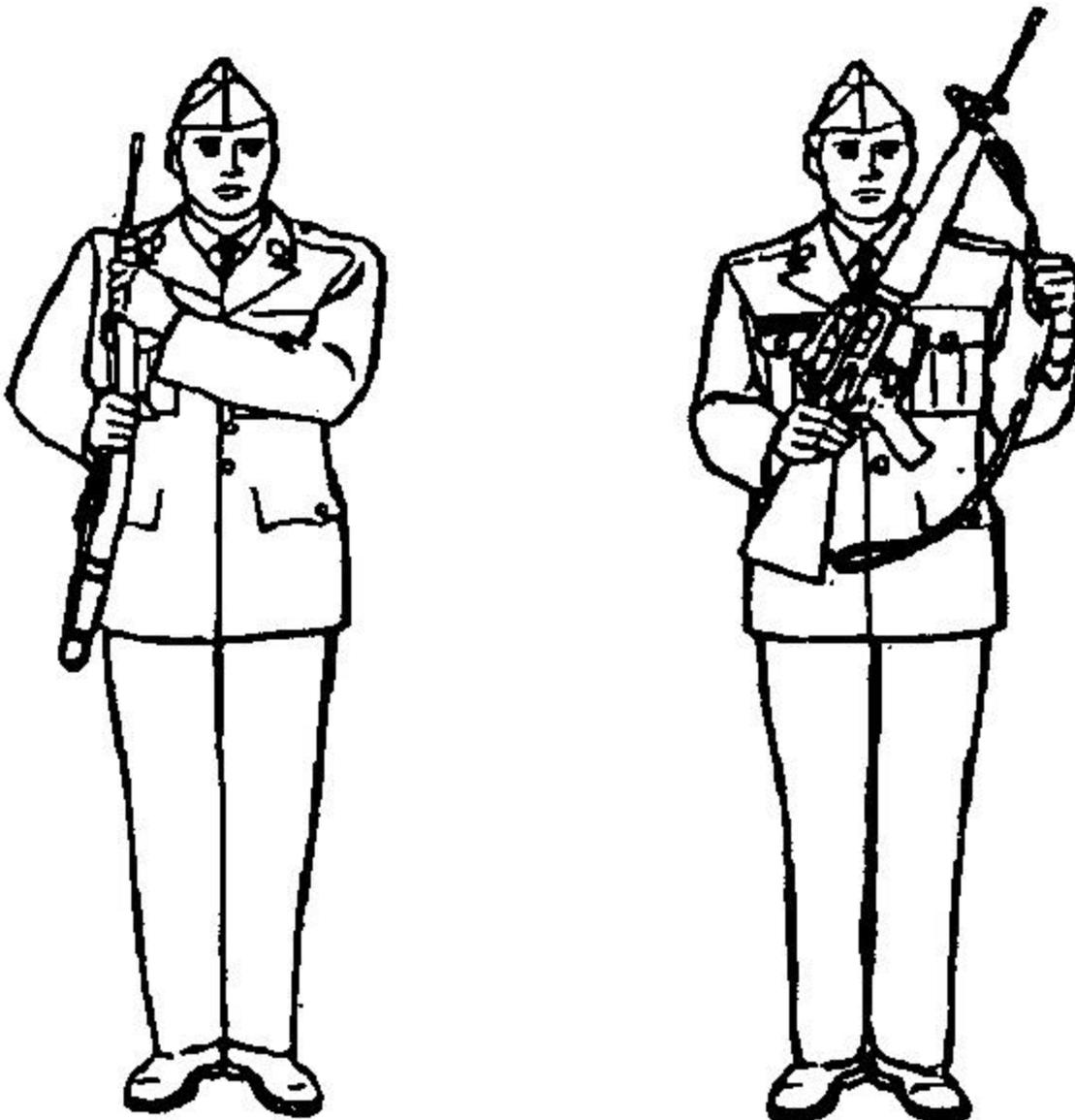
**PRESENTARMS  
(HAND SALUTE)**

Figure 20b

(b) Order Arms at Sling Arms. To terminate the hand salute, the command is ORDER, ARMS. On the command of execution ARMS, lower the right hand sharply to the side as in the position of attention and then regrasp the sling at the original position. After grasping the sling with the right hand, release the left hand and return it sharply to the left side as in the position of attention.







2 - 25

2 - 25

### PORT ARMS FROM SLING ARMS

Figure 21

(c) Port Arms from Sling Arms. The command for this movement is PORT, ARMS. On hearing ARMS, reach across your body with your left hand and grasp the sling at the shoulder (Figure 21). Lift the weapon by the sling, swing it to the front of your body, and grasp the small of the stock with your right hand (Figure 21).

Release the sling and regrab the weapon just in front of the slipping with the left hand. Take the third position shown in Figure 21.

To resume sling arms, upon hearing ARMS in the command SLING, ARMS, grasp the sling near the upper sling swivel with your left hand. Release your right hand and swing the weapon back onto your shoulder by inserting your right arm through the sling, immediately resuming the position of sling arms.

(d) Inspection Arms from Sling Arms. The command for this movement is INSPECTION, ARMS. On the command execution, ARMS, execute port arms as described above, then execute counts three through seven in the same manner as inspection arms from order arms (Figure 17).

(e) In-Ranks Inspection. With the company in line formation, the company commander directs, PREPARE FOR INSPECTION. The platoon leaders give various orders so that soldiers are aligned as in company drill open ranks. When platoon leaders are facing the front, the commanding officer commands AT EASE. The company commander steps forward and inspects the guidon bearer. He/she then faces the half left in marching and proceeds to the right of the line. As he approaches the right flank platoon, the platoon leader commands (over the right shoulder), PLATOON, ATTENTION. When the company commander has halted directly in front of the platoon leader, the platoon leader salutes and reports, "Sir/Ma'am, the First Platoon is prepared for inspection". The company commander returns the salute, inspects the platoon leader, faces to the half left in marching, and halts directly in front of the squad leader of the first squad. The platoon leader and company commander inspect each person in the front rank and then turn and inspect the rear of the front rank. They proceed through the ranks with the platoon leader commanding each squad as the commander approaches. As the company commander halts and is directly in front of and facing the person being inspected, the person executes inspection arms. The commander inspects the person's appearance and then with his right hand grasps the person's rifle and inspects it. As soon as the commander grasps the weapon, the person releases it and resumes the position of attention. When the commander has finished inspecting the weapon, he returns it. The person receives the weapon by grasping the center of the handguard with the right hand. He then allows the bolt to go forward, pulls the trigger and executes order arms. If the commander does not choose to inspect the weapon, the person remains at inspection arms until the commander has moved on and halted in front of the next person. Then the person returns to order arms as above. The rear of each rank is usually inspected by the company commander conducting a walking inspection.

## 6. GUARD DUTY

Pulling guard duty is one of the most important duties you will perform in the Army. An alert, cautious guard can make the difference between life and death in a combat zone. However, guards are important everywhere because of the terrorist threats which can happen anywhere.

Interior Guard. An interior guard is set up by the commander of the military installation to protect property and to enforce specific military regulations. The main guard is a combination of patrols and fixed guard posts. Special guards are to protect parks, boats, aircraft and other places or property.

a. A guard on post is governed by two sets of orders: general orders and special orders. General orders outline the basic responsibilities of all guards, while special orders give details on how to perform a particular post.

b. All interior guards must memorize, understand and comply with the three general orders:

(1) General Order Number 1: I will guard everything in the limits of my post and quit my post only when properly relieved.

(2) General Order Number 2: I will obey my special orders and perform all my duties in a military manner.

(3) General Order Number 3: I will report violations of my special orders, emergencies and anything not covered in my instructions to the commander of the relief.

(a) General Order Number 1 gives you responsibility for everything that occurs within the limits of your post while you are on duty. You must investigate immediately any unusual occurrence on or near your post provided you do not have to leave your post to do so. You must apprehend all suspicious persons, using only necessary force to overcome resistance. If you should require relief for any purpose, you must contact the commander of the relief for instructions.

(b) General Order Number 2 requires you to become thoroughly familiar with the special orders before you are actually posted. In addition to the special orders connected with your post, you are required to obey and carry out any orders or instructions from the commanding officer, field officer of the day and officers and noncommissioned officers of the guard. No other persons are authorized to give orders to soldiers on guard duty. You should pass instructions and special information to your relief when appropriate. An example, you are a guard on duty at an ammunition dump who discovers a hole in the fence, which you report to the commander of the relief. You also pass the information on to your relief so that special attention can be paid to the part of the fence until the hole is repaired. General Order Number 2 also requires you to perform your duties in a military manner, to be courteous to all and to speak to no one, except in the line of duty. You must maintain an erect and soldierly bearing, carrying your weapon as instructed by the commanding officer or commander of the guard. You must salute individuals according to Army regulations. The special orders will tell you whether and when to challenge.

(c) General Order Number 3 requires you to report all special order violations and emergencies. In case of a fire on or near your post, you should call, "Fire, post number (2)". You should alert the occupants if it is an occupied building and give the alarm or make sure one is given. If possible, extinguish the fire. Help direct firefighting apparatus to the fire. If a disturbance occurs that requires assistance, call, "Sergeant of the Guard post number (4)". If danger is great, fire your weapon into the air three times in rapid succession.

c. When you, as a guard, are asked by an inspecting officer, "What are your orders?", the proper answer is, "Sir/Ma'am, my orders are of two classes, general and special. My general orders are, Number 1, I will guard everything within limits.....," continue until stopped by the officer or until you recite all the general orders. You should be able to answer any questions concerning the special orders for your post.

d. Guard Mount. Uniform, arms, and equipment for guard mounts are prescribed by the commanding officer. If armed, you must have completed training with the weapon to be used on guard duty. The sergeant of the guard will organize the soldiers making up the guard into a formation, using commands and movements described in "Drill and Ceremonies". The commander of the guard then prepares the guard for inspection. The officer of the day inspects the guards and orders those found unsatisfactory to fall out to the rear of the formation and await further instructions. The guards then move to the guardhouse and the commander of the first relief prepares the relief to be posted. At the appropriate time, the old guard will be relieved by the new guard. The changing of the guard is accomplished through a ceremony conducted by the two commanders.

## 7. MAINTENANCE OF INDIVIDUAL EQUIPMENT

a. Web Gear and Canvas Equipment. Soiled canvas items should be cleaned by washing them vigorously in a container of warm water containing soap or detergent. Scrub stubborn spots with a white or colorfast cloth using warm soapy water. Do not use chlorine bleach, yellow issue soap or cleaning fluids. Stretch the web gear back to its original shape while it dries. Dry the equipment inside or in the shade. Direct sunlight will discolor it. Never wash or dry web gear in commercial or home automatic laundry equipment.

b. Mess Gear. Your mess gear consists of the mess kit pan and the field mess knife, fork and spoon. Before you use this gear, clean it and kit it in boiling water for at least 3 seconds. Eating with mess gear on which food particles or grease have been left may cause serious illness. Clean gear with hot soapy water. Rinse thoroughly for about 30 seconds in clean boiling water and air-dry by swinging it back and forth. Never wipe mess gear with a cloth or towel.

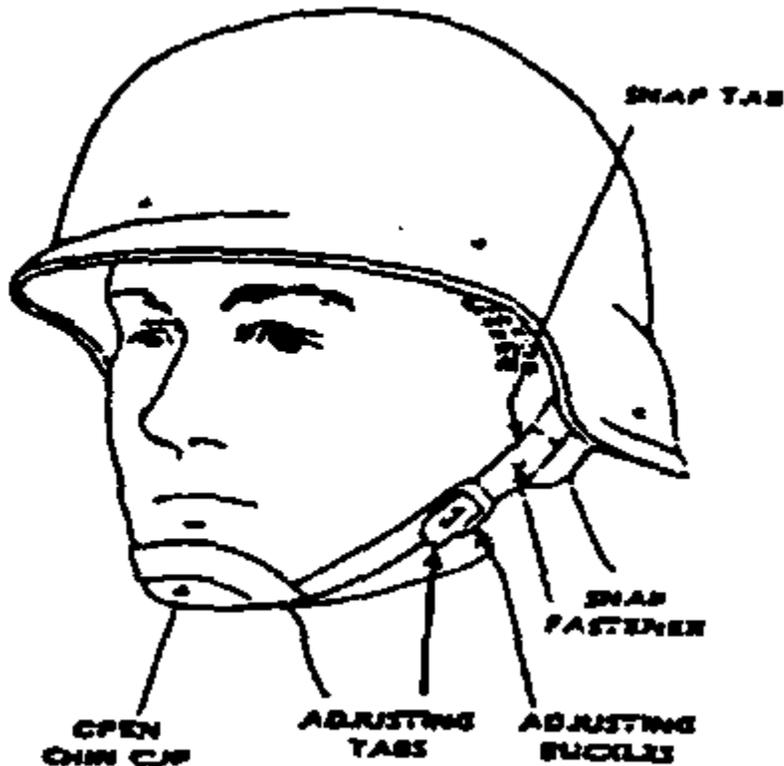
c. Canteen and Cup. Your canteen and cup should be washed with warm soapy water and rinsed thoroughly before use. They should be kept drained and dry when not in use. Do not force the cap on the canteen. It may split.

d. Protective Clothing. You will be provided with special clothing for cold-wet, cold-dry and hot climate conditions. This clothing will help protect you from the weather, insects and other effects. In addition to this special clothing, you will have the following:

e. Helmet. Wear the ballet helmet to protect yourself against artillery fire, grenades, and ricocheting bullets. You may wear the helmet over the cotton utility cap or over the poncho hood. Do not use your helmet as a cooking pot. Do not use the helmet as a seat, shovel, or hanuner.

(1) Chinstrap The chinstrap holds the helmet in place during rigorous activities. Place and center the chinstrap on your chin and adjust the tension until it feels comfortable (Figure 22). The chin strap consists of the following:

- (a) Web straps with open cup,
- (b) Two adjusting buckles and tabs.
- (c) One Lift-The-Dot snap fastener and tab.



should be cleaned with warm water and soap  
dried

The chinstrap  
and air

Figure 22

(2) Helmet Camouflage Cover. The camouflage cover can be attached to your helmet so that the end marked 'front', covers the bill of the helmet. Pull cover over back and sides of helmet and thread each end of chin strap through slits on the sides of the cover. Extend the six cover retaining tabs down and around the fixed web strap of the suspension system (not the headband), fasten the tab onto itself using the book and pile closure. Now place the elastic helmet band over the helmet and cover (Figure 23).

**„-- CAMOUFLAGE COVER**

**CHIN  
STRAP**

**COVER  
RETAINING  
TABS**

**CAMOUFLAGE COVER**

Figure 23

(3) Headband- The headband is a padded leather-lined web strap. Fitted around it are six metal clips and at its rear a buckle for adjusting to the fit of your head size. The clips are used to attach the headband to the fixed web strap in the helmet. Assembling and fitting headband are as follows (Figure 24):

(a) Make headband larger than your head size.

2-30

(b) Put headband on your head as you would a hat.

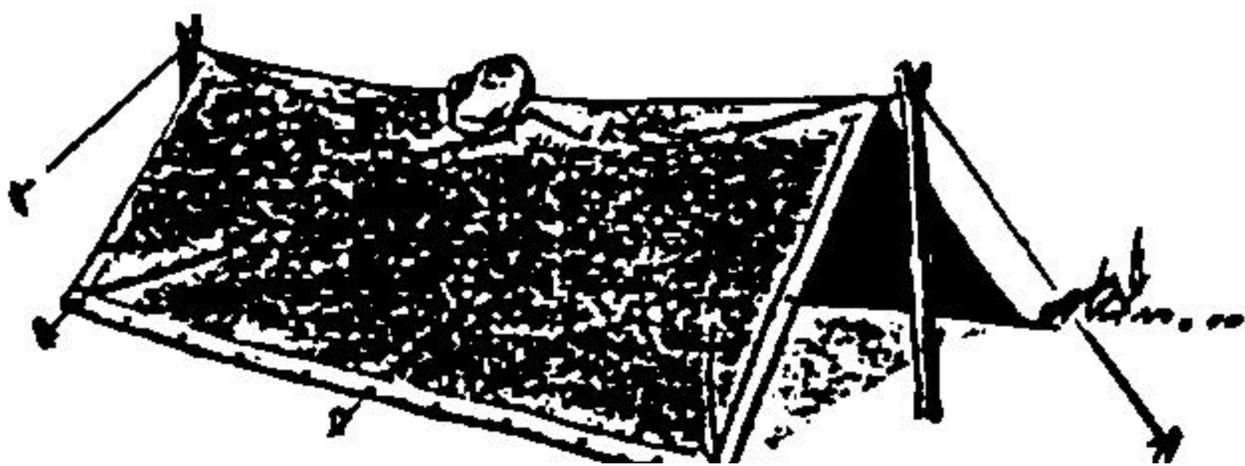
(c) Make sure that leather is against head, buckle is at back, and clip closures face down.

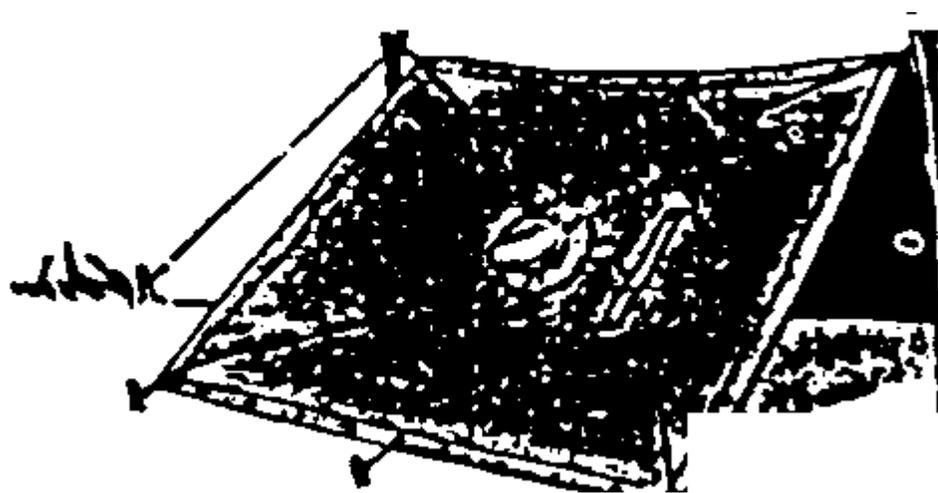
## HEADBAND

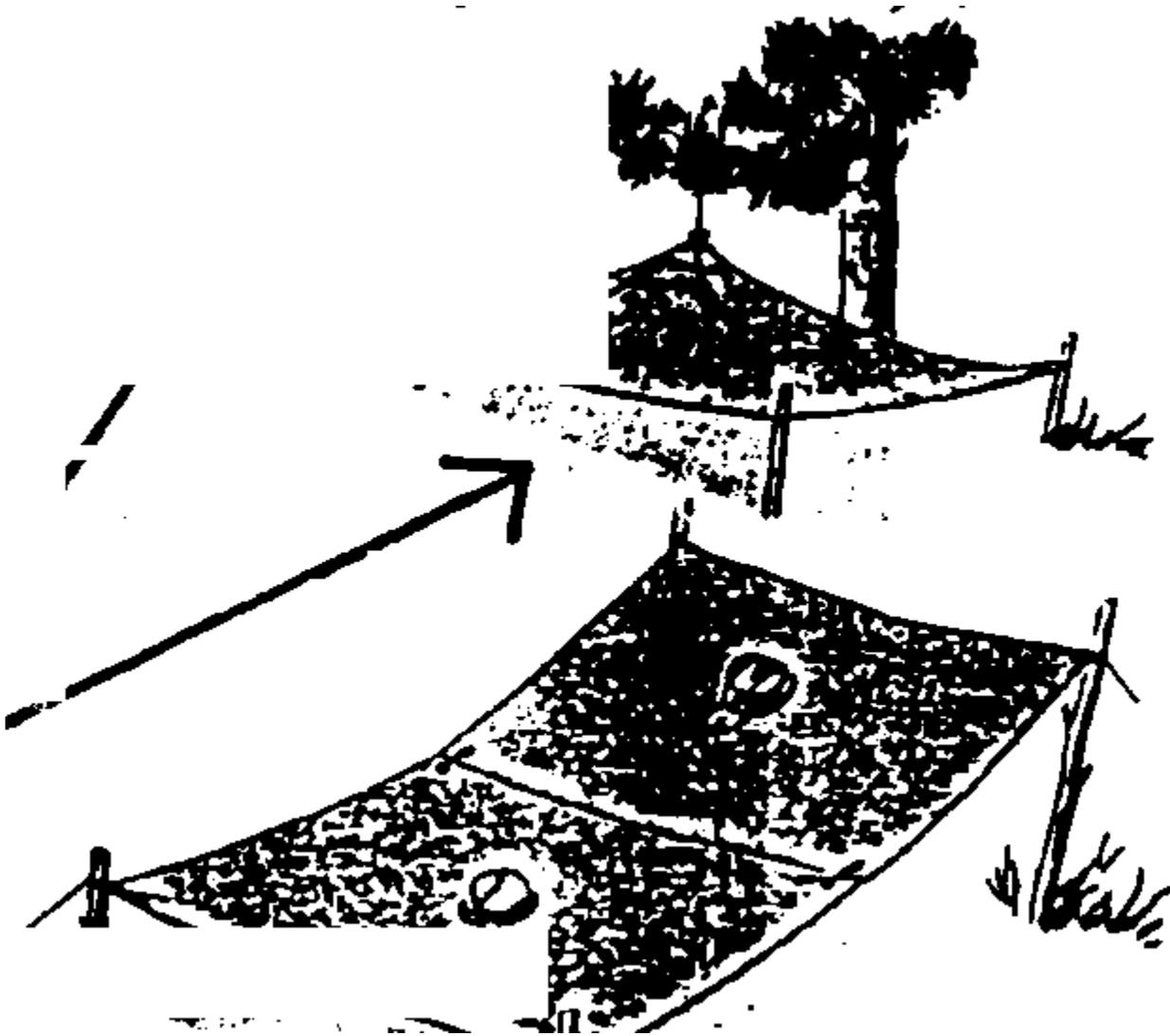
Figure 24

### f, Bivouac Equipment.

(1)Poncho. The poncho is made of coated nylon and is waterproof. It can be used as a rain garment, shelter, ground cloth, or sleeping bag. Two ponchos can be snapped together to make a two-person shelter, as shown in the diagram (Figure 25).







## PONCHO SHELTERS

## PONCHO SHELTERS

2-31

Figure 25

If possible, air dry the poncho before folding it up.

(2) Poncho Liner. The liner is a light-weight, padded panel about the same size and shape as the poncho. It can be attached to the poncho with its tie tapes and snap fasteners. It can also be used as a blanket. The liner can be handwashed with warm soapy water. It should not be dry cleaned.

(3) Shelter Half. The shelter half is made of water-repellent, mildew-resistant material. It is issued to you with tent pins, a guyline, and a three-section pole. Two shelter halves jointed together can make a two-person shelter as shown (Figure 26).

SHELTER HALVES

FIGURE 26

2-33

(4) Load-carrying Equipment. The all-purpose light-weight carrying equipment (ALICE) is made of components for the fighting load and additional components for the existence load. You can use these components in all environments (Figure 27).

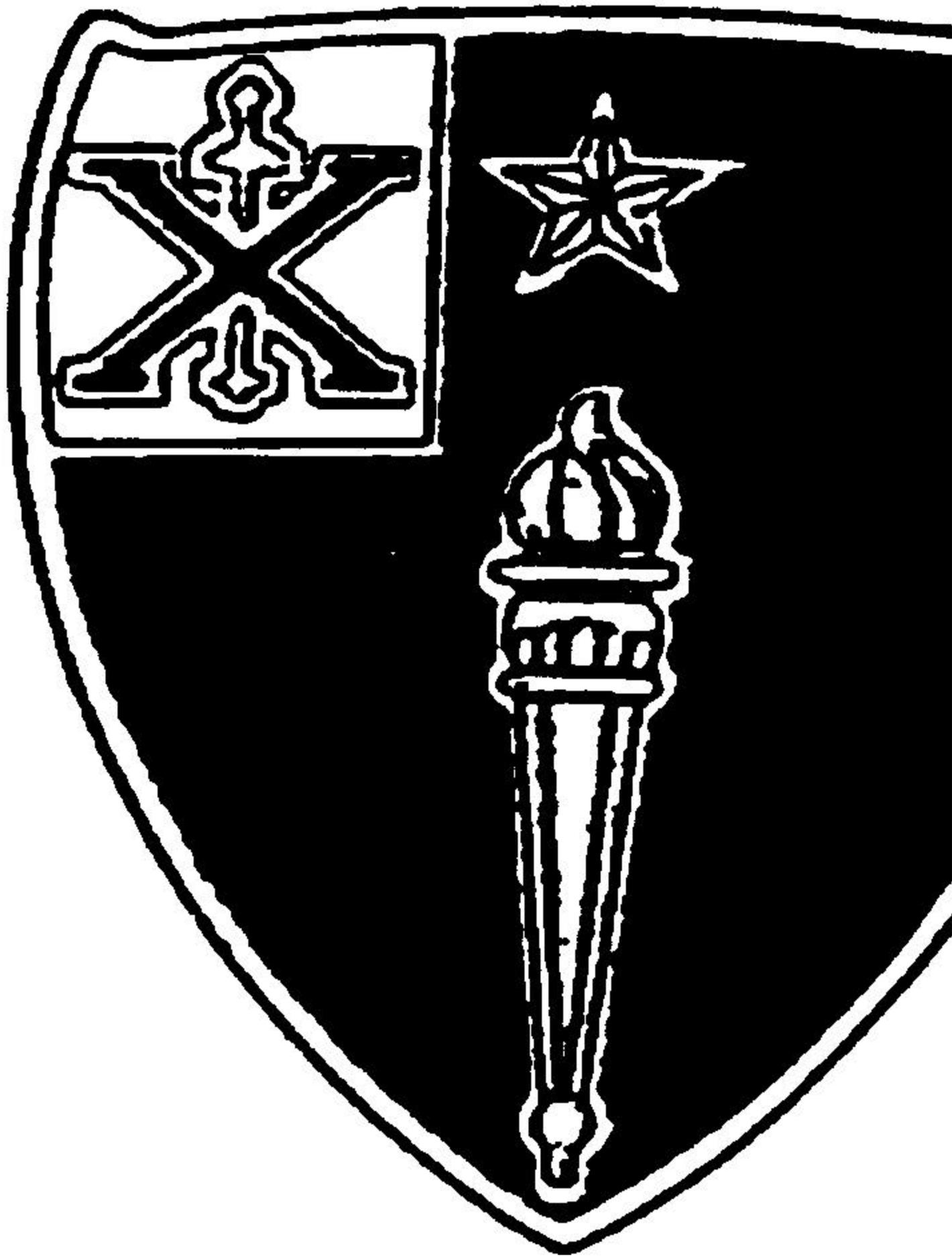
## LOAD CARRYING EQUIPMENT

Figure 27

2-34  
CHAPTER 3

HISTORY, CUSTOMS,  
AND TRADITIONS  
OF THE  
46TH ARMORED INFANTRY REGIMENT





**LEAD TO VICTORY**

## REGIMENTAL AFFILIATION

Camp Challenge battalions are affiliated with the 46th Armored Infantry Regiment. The following is an excerpt of a booklet on the history and traditions of the 46th Infantry, which is given to each Camp Challenge cadet.

### PREFACE

From the beginning of military history, the soldier, who has ridden into battle, whether on horseback or in an armored vehicle, has been preeminent in warfare. More often than not, he has been the decisive factor on the battlefield -- the difference between victory and defeat. Many armies have risen to greatness on the strength of their mounted arm, and the American Armored Infantryman ranks as one of the greatest mounted soldiers to appear on any battlefield. His story has been told time and time again, but it is a story that is never complete. New chapters are being written even today -- by you, the officers, and soldiers of the 46th Armored Infantry Regiment.

Although this publication has been prepared specifically to familiarize the individual soldier, noncommissioned officer, and officer with the history, customs, and traditions of the Regiment, any person, whether civilian or military, with an interest in, or knowledge of, military history will find this booklet interesting reading. For many soldiers, this will be your first assessment to the 46th Armored Infantry Regiment. For others, it will be a return to a previous duty assignment. In either case, the information contained within these pages will impress upon you the fact that you are now not just a member of any other unit, but soldiers of the 46th Armored Infantry Regiment. The Regiment has a long and distinguished record of faithful service to our country, including nearly every type of duty that a combat unit has ever called upon perform. The Regiment has participated in 18 campaigns in both World War II and Vietnam and has served with distinction at home and abroad for over 70 years.

While the uniforms, weapons, and equipment of the Regiment have changed dramatically over the course of its history, one thing has not -- the individual soldier, noncommissioned officer, and officer. He is the person who made the Regiment what it is today. The uniforms, weapons, and equipment are nothing without the person who wears and uses them. The elan and dash of the armored infantry has not ended because of the advances that modern technology has made on the battlefield. On the contrary, modern experience has taught us that infantry and armor are most effective when blended together to maximize the advantages of both. You are today, as your predecessors were before you, members of a proud group of soldiers whose esprit and professionalism are unequalled anywhere in any other Army.

The spirit of the armored infantryman lives on in the 46th Armored Infantry Regiment and with you. This is your REGIMENT. It is sometimes easy to forget with the day-to-day activities and missions of training soldiers that history is an ongoing process.

The activities that you are engaged in today, no matter how small and inconsequential they seem at the time, will be of great interest to the military historian many years from now. Take pride in the achievements of the Regiment, both past and present. Honor and uphold its customs and traditions. If they are ignored and unused, they will be lost forever. Many of those who have served before you in the Regiment suffered extreme hardship or sacrificed their lives, never realizing that by doing so

they would be passing down to future generations the reputation that we enjoy today. From you predecessors, you have gained your heritage. As the heirs to this legacy, it is your duty and responsibility to preserve and perpetuate the magnificent record of the Regiment for those soldiers who will follow on after you. If nothing else, that is your debt to the past. Finally, do not forget that you are now a member of the 46th Armored Infantry Regiment.

## HERALDIC ITEMS

### REGIMENTAL COAT OF ARMS

The Regimental Coat of Arms for the 46th Armored Infantry Regiment was originally approved for the 46th Infantry on 27 January 1921 by letter 424.5 Coat-of-Arms, the Office of The Adjutant General. The Coat of Arms was 421.7LO, the Office of The Adjutant General. On 9 March 1942, the Coat of Arms was once again redesignated, this time for the 46th Armored Infantry by letter AG421.7LO, the Office of The Adjutant General.

### BLAZON

Shield. Azure, in pale, a mullet and a flaming torch or; on a canton argent, a Roman numeral 'W' of the first super imposed on a Roman sword in scabbard palewise point down or firribriated of the field.

Crest. On a wreath and/or azure between two pine trees eradicated gules a spear issuant from base of the first charged on the point with a fleur-de-lis of the second and enfiled by a castle tower sable masoned of the first charged with a lion rampant argent.

Motto. Victory's Point.

### SYMBOLISM

This regiment was originally organized at Fort Benjamin Harrison, Indiana, with personnel from the 10th Infantry. The Field is blue, the infantry color. The charge, a gold torch and star, is taken from the flag of the state of Indiana, while the badge of the 10th Infantry is shown on the canton. The spearhead bearing a fleur-de-lis represents the units participation in the drive from the Normandy Peninsula through Northern France. The black castle signifies the penetration of the Siegfried Line. The operations of Luxembourg, for which the unit received the Croix de Guerre, are noted by the white lion rampant (adopted from the arms of the town of Diekirch). The red pine trees represent the bitter, arduous fighting in the area of the Hurtgen Forest of Germany. The braided cord of blue and gold horizontal above the shield represents the marriage of armor and infantry.

### REGIMENTAL DISTINCTIVE UNIT INSIGNIA

The Distinctive Unit Insignia (metal type from wear on the shoulder loops) consists of the shield of the coat of arms for this organization, which was originally approved for the 46th Armored Infantry Regiment by letter AG 421.7LO, the Office of The Adjutant General. on 24 February 1942.

### CERTIFICATES OF LINEAGE AND HONORS

The certificates attesting to a unit's lineage and honors are probably the single most important documents relating to the history of a unit. Issued by the Department of the Army's Center of Military History, they are the unit's birth certificate, its deed to organizational properties, and its service record. While the original copies are stored at the National Archives in Washington, D.C., the information contained on them has been reproduced here to aid you in tracing the history of the Regiment.

The 46th Armored Infantry Regiment has received credit of participation in 18 campaigns against the enemy during the course of its history. It has been awarded a battle streamer for each one of the 18 campaigns. These battle streamers are affixed to the top of the flagstaff on which the Regimental Citation streamer embroidered HURTGEN FOREST, the Luxembourg Croix de Guerre streamer embroidered LUXEMBOURG, and the Valorous Unit Award Streamer embroidered QUANG TIN PROVINCE.

## DEPARTMENT OF THE ARMY LINEAGE AND HONORS

### 46TH INFANTRY (THE PROFESSIONALS)

Constituted 15 May 1917 in the Regular Army as the 46th Infantry.

Organized 4 June 1917 at Fort Benjamin Harrison, Indiana.

Inactivated 16 November 1921 at Camp Travis, Texas.

Demobilized 31 July 1922.

Reconstituted 1 January 1942 as the 46th Armored Infantry, an element of the 5th Armored Division. Activated 1 October 1941 at Fort Knox, Kentucky.

Redesignated 1 January 1942 as the 46th Armored Infantry.

Regiment broken up 20 September 1943, reorganized and redesignated elements of the 5th Armored Division as follows:

46th Armored Infantry (less 1st and 2d Battalion) as the 46th Armored Infantry Battalion; inactivated 13 October 1945 at Camp Myles Standish, Massachusetts.

1st Battalion as the 47th Armored Infantry Battalion; inactivated 8 October 1945 at Camp Myles Standish, Massachusetts.

2d Battalion as the 15th Armored Infantry Battalion; inactivated 8 October 1945 at Camp Myles Standish, Massachusetts.

46th, 47th, and 15th Armored Infantry Battalions activated 6 July 1948 at Camp Chaffee, Arkansas; activated 1 February 1950 at Camp Chaffee, Arkansas; activated 1 September 1950 at Camp Chaffee, Arkansas; inactivated 16 March 1956 at Camp Chaffee, Arkansas; relieved 15 February 1957 from assignment to the 5th Armored Division.

46th, 47th (less Company A and Company B) and 15th Armored Infantry Battalions consolidated and reorganized 1 July 1959 to form the 46th Infantry, a parent regiment under the Combat Arms Regimental Systems (Company A, 47th Armored Infantry Battalion redesignated 15 February 1957 as Headquarters and Headquarters Company, 1st Armored Rifle Battalion, 46th Infantry, assigned to the 1st Armored Division, and activated at Fort Polk, Louisiana; Company B, 47th Armored Infantry Battalion redesignated 1 October 1957 as Headquarters and Headquarters Company, 2d Armored Rifle Battalion, 46th Infantry, assigned to the 3d Armored Division, and activated in Germany).

## CAMPAIGN PARTICIPATION CREDIT

### WORLD WAR II

Normandy  
Northern France  
Rhineland  
Ardennes-Alsace  
Central Europe

### VIETNAM

Counteroffensive, Phase III  
Tet Counteroffensive  
Counteroffensive, Phase IV  
Counteroffensive, Phase V  
Counteroffensive, Phase VI  
Tet 69 / Counteroffensive  
Summer -- Fall 1969  
Winter -- Spring 1970  
Sanctuary Counteroffensive  
Consolidation I  
Consolidation II  
Cease-Fire

## DECORATIONS

- \*Presidential Unit Citation (Army), Streamer, embroidered HURTGEN FOREST.
- \* Luxembourg Croix de Guerre, Streamer embroidered LUXEMBOURG.
- \*Valorous Unit Award, Streamer embroidered QUANG TIN PROVINCE.

1ST BATTALION, 46TH INFANTRY  
(THE PROFESSIONALS)

LINEAGE

(23D INFANTRY)

Constituted 15 May 1917 in the Regular Army as Company A, 46th Infantry. Organized 4 June 1917 at Fort Benjamin Harrison, Indiana. Inactivated 16 November 1921 at Camp Travis, Texas. Demobilized 31 July 1922.

Reconstituted 28 August 1941 in the Regular Army as Company A, 46th Infantry (Armored), an element of the 5th Armored Division. Activated 1 October 1941 at Fort Knox, Kentucky.

Redesignated 1 January 1942 as Company A, 46th Armored Infantry. Reorganized and redesignated 20 September 1943 as Company A, 47th Armored Infantry Battalion, an element of the 5th Armored Division. Inactivated 8 October 1945 at Camp Myles Standish, Massachusetts.

Activated 6 July 1948 at Camp Chaffee, Arkansas. Inactivated 1 February 1950 at Camp Chaffee, Arkansas. Activated 1 September 1950 at Camp Chaffee, Arkansas. Inactivated 16 March 1956 at Camp Chaffee, Arkansas.

Redesignated 15 February 1957 Headquarters and Headquarters Company, 1st Armored Rifle Battalion, 46th Infantry, relieved from assignment to the 5th Armored Division, assigned to the 1st Armored Division, and activated at Fort Polk, Louisiana (organic elements concurrently constituted and activated). Inactivated 23 December 1957 at Fort Polk, Louisiana. Relieved 25 February 1958 from assignment to the 1st Armored Division. Activated 1 April 1958 in Germany.

Reorganized and redesignated 3 February 1962 as the 1st Battalion, 46th Infantry and assigned to the 1st Armored Division. Relieved 12 May 1967 from assignment to the 1st Armored Division and assigned to the 198th Infantry Brigade. Relieved 15 February 1969 from assignment to the 198th Infantry Brigade and assigned to the 23d Infantry Division. Relieved 1 November 1971 from assignment to the 23d Infantry Division and assigned to the 196th Infantry Brigade. Relieved 13 September 1972 from assignment to the 196th Infantry Brigade and assigned to the 1st Armored Division. Inactivated 1 August 1984 in Germany and relieved from assignment to the 1st Infantry Division.

CAMPAIGN PARTICIPATION CREDIT

WORLD WAR II

- \* Normandy
- Northern France
- Rhineland
- Ardennes-Alsace
- Central Europe

VIETNAM

- Counteroffensive, Phase III
- Tet Counter offensive
- Counteroffensive, Phase IV
- Counteroffensive, Phase V
- Counteroffensive, Phase VI
- Tet 69 / Counteroffensive
- Summer - Fall 1969
- Winter -- Spring 1970
- Sanctuary Counteroffensive
- Counteroffensive, Phase VII
- Consolidation I

- \*Consolidation II
- \*Cease-Fire

## DECORATIONS

- \* Presidential Unit Citation (Army), Streamer embroidered HURTTGEN FOREST.
- \* Valorous Unit Award, Streamer embroidered QUANG TIN PROVINCE.
- \* French Croix de Guerre with Silver Star, World War 11, Streamer embroidered WALLENDORF.
- \* Luxembourg Croix de Gueffe, Streamer embroidered LUXEMBOURG.
- \* Cited in the Order of the Day of the Belgian Army for the action in the ARDENNES.
- \* Republic of Vietnam Cross of Gallantry with Palm, Streamer embroidered VIETNAM 1969.
- \* Republic of Vietnam Cross of Gallantry with Palm, Streamer embroidered VIETNAM 1969-4970.
- \* Republic of Vietnam Cross of Gallantry with Palm, Streamer embroidered VIETNAM 1971.

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2D BATTALION, 46TH INFANTRY

LINEAGE

(1ST ARMORED DIVISION)

Constituted 15 May 1917 in the Regular Army as Company B, 46th Infantry. Organized 4 June 1917 at Fort Benjamin Harrison, Indiana. Inactivated 16 November 1921 at Camp Travis, Texas. Demobilized 31 July 1922.

Reconstituted 28 August 1941 in the Regular Army as Company B, 46th Infantry (Armored), an element of the 5th Armored Division. Activated 1 October 1941 at Fort Knox, Kentucky. Redesignated 1 January 1942 as Company B, 46th Armored Infantry. Reorganized and redesignated 20 September 1943 as Company B, 47th Armored Infantry Battalion, an element of the 5th Armored Division. Inactivated 8 October 1945 at Camp Myles Standish, Massachusetts. Activated 6 July 1948 at Camp Chaffee, Arkansas. Inactivated 1 February 1950 at Camp Chaffee, Arkansas. Activated 1 September 1950 at Camp Chaffee, Arkansas. Inactivated 16 March 1956 at Camp Chaffee, Arkansas. (47th Armored Infantry Battalion relieved 15 February 1957 from assignment to the 5th Armored Division).

Redesignated 1 October 1957 Headquarters and Headquarters Company, 2d Armored Rifle Battalion, 46th Infantry, assigned to the 3d Armored Division, and activated in Germany (organic elements concurrently constituted and activated). Reorganized and redesignated 3 February 1962 as the 2d Battalion, 46th Infantry; concurrently, relieved from assignment to the 3d Armored Division and assigned to the 1st Armored Division. Inactivated 13 September 1972 in Germany.

## CAMPAIGN PARTICIPATION CREDIT

### WORLD WAR 11

- Normandy
- Northern France
- Rhineland
- Ardennes-Alsace
- Central Europe

## DECORATIONS

- \*Presidential Unit Citation (Army), Streamer embroidered HURTGEN FOREST.
- \*Presidential Unit Citation (Army), Streamer embroidered MEUSE RIVER.
- \*French Croix de Guerre with Silver Star, World War 11, Streamer embroidered WALLENDORF.
- \*Luxembourg Croix de Guerre, Streamer embroidered LUXEMBOURG.

## 46TH ARMORED INFANTRY REGIMENT

### HISTORY AND BACKGROUND

The 46th Armored Infantry Regiment was constituted on 15 May 1917 at Fort Benjamin Harrison, Indiana. On 5 July 1918, the unit was assigned to the 9th Division and ultimately relieved from the 9th Division on 15 February 1919. During World War I, the unit was tasked with the mission of guarding bases in the Continental United States. Although the unit was not shipped overseas to participate in any action, the unit's role was very critical to the security of our nation. The unit was inactivated for the first time in its history on 16 November 1921 at Camp Travis, Texas.

The 46th Armored Infantry Regiment, consisting of two battalions, was reactivated on 1 October 1941 at Fort Knox, Kentucky as a part of the 5th Armored Division. Its first commander was Lieutenant Colonel John H. Ringe. Colonel Floyd W. Waltz arrived in January 1942 and took the Regiment to Camp Cook, California, which is now Vandenberg Air Force Base. Colonel Harry L. Reeder succeeded Colonel Waltz during desert maneuvers, August -- November 1942. Colonel Glen H. Anderson became the permanent commander in December 1942 and continued until 20 September 1943 when the 46th Regiment was broken up into three separate battalions.

On 20 September 1943, the 5th Armored Division went from a heavy armored division to a light armored division. This meant that the two armored regiments and the armored infantry regiment were broken up into separate numbered battalions. The armored divisions lost about 3,000 men; but out of these units three fairly established combat commands, CCA, CCB, and CCR, were formed. Each combat command, as a team, had a tank battalion, an armored infantry battalion, an armored field artillery battalion, an armored engineer company, a cavalry reconnaissance troop, a medical company, and an ordnance maintenance company.

The 46th Armored Infantry Regiment was broken into three separate numbered battalions consisting of a Headquarters and Headquarters company, three rifle companies, a service company, and a medical detachment. The third battalion became the 46th Armored Infantry Battalion; the second battalion the 15th Armored Infantry Battalion; and the first battalion the 47th Armored Infantry Battalion. The commanders of the 15th and 47th led these battalions into combat in August 1944. In England, Major William H. Burton, Jr. assumed command of the 46th Armored Infantry Battalion and led throughout combat except for a few days when he was hospitalized for wounds.

The 46th was assigned to CCA, the 15th to CCB, and the 47th to CCR. Campaign credits are NORMANDY, NORTHERN FRANCE, RHINELAND, ARDENNES-ALSACE, and CENTRAL EUROPE.

To better understand the role that the 46th Armored Infantry Regiment has played, it is beneficial to understand the history of the unit to which it was assigned. The 5th Armored Division was activated at Fort Knox, Kentucky on 1 October 1941, under the command of Brigadier General Jack W. Heard, later promoted to Major General. The first 4 months of training were at Fort Knox, then the Division was ordered to Camp Cooke, California. Here the Division received a full complement of recruits fresh from the induction centers, and training was conducted until the first week in August 1942 when it moved to the Mojave Desert training area. After 4 months of desert

training and maneuvers, the division moved back to Camp Cooke, where it concentrated on combat firing, and platoon and company problems.

In early March 1943, the "Victory" Division received a new commander, Major General Lunsford E. Oliver, fresh from the battlefield of North Africa and orders to proceed to the Tennessee Maneuver Area for more training. After the close of this training, the division moved to Pine Camp, in upper New York State (now Fort Drum). More training for combat duty followed. There was a major overhaul on the division's organization on 20 September. The tank regiments were broken up into battalions as was the armored infantry regiment. With other changes, the strength was lowered from 15,000 to about 10,500, thus becoming a light armored division. In early December, the division moved once more to Indiantown Gap Military Reservation, Pennsylvania, which was then considered a part of the Port of Embarkation. Final preparations for overseas shipment were completed, and the division sailed from the Port of New York on 10 February 1944, arriving in Liverpool, England on 24 February. From there the division was moved to the Salisbury Plain occupying two British camps. There final preparations for combat took place.

On 22 and 23 July, the 5th moved to Southampton and embarked for Normandy, assembling in the vicinity of St. Sauveur Le Vicomte, being attached to the XV Corps, Third United States Army. The Division moved south on 3 August, assembling new St. James in XV Corps Reserve. On 6 August, it was ordered south through Vitre, then to wheel east for its destination LeMans, which was captured on 8 August. On Cops order, the division turned north the next day leading the attempt to encircle the German Seventh Army. After crossing the Ome River on 10 August, resistance stiffened and elements of the Division were fighting around Sees on the evening of the 11th. On 12 August, the Division reached the Argantangace Line and established road blocks after being halted on 12th Army Group order just 15 miles south of Falaise. At 1700 on 15 August, the Division turned east toward Objective Dreux and the crossings over the Eure River before retreating Germans could establish a defensive line. Dreux fell on the afternoon of 16 August. 'Me 5th then turned northeast to reach the Seine River at Mantes and then followed it to destroy the enemy who had escaped through the Falaise Gap and to capture any bridges that might be over the river. Resistance ceased on 24 August. From the assembly area at St. Sauveur Le Vicomte, the Division logged over 405 miles.

The 5th Armored Division was transferred to V Corps First Army, and crossed the Seine in Paris on 30 August, and was fighting in the Compeigne Forest the next day. On I September, it was given the Corps objective, Conde on the Belgian border. After an 85-mile dash on 2 September, leading elements reached the objective at 2215. Early on 4 September, the Division turned southeast to secure crossings over the River Meuse at Mazieres and Sedan.. After a 96-mile march in slightly over eight hours, CCR was fighting for a crossing at Mazieres. Fighting ceased at noon on the 5th. At Treadway Bridge, the first built by Allied forces across the Meuse, fighting ceased by 1700. On 6 September, driving north of the river toward Sedan, the German LXXX Corps Headquarters was destroyed. Now the shortage of fuel became acute; and on order of V Corps, the Division halted.

The offensive resumed on 9 September with the Victory Division striking toward the Grand Duchy of Luxembourg: CCA stopped for the night 4 miles west of Luxembourg City. At 0930 on 10 September, General Oliver escorted Prince Felix of Luxembourg into the city. The advance continued and Radio Luxembourg, the second most powerful in Europe, was captured intact. By

dark, the 5th had closed up to the West Wall, the Siegfried Line of Germany. The next day, 11 September, a patrol from the 85th Cavalry Reconnaissance Squadron crossed the border into Germany and penetrated 1 1/2 miles into the Siegfried Line. The pillboxes were empty. However, the next day the Germans began to occupy the line. At 1100 on 14 September, CCR, reinforced by an infantry battalion and two artillery battalions, crossed the Our River into Germany at Wallendorf. By nightfall on the 15th, this combat command was through the pillboxes, but there were reports of Germans infiltrating behind them from the north. CCB was ordered into the bridgehead on the 16th to widen the base and prevent infiltration behind the combat units. Resistance increased on all sides of the bridgehead on the 17th, and an attack toward Bitburg had to be cancelled. Resistance continued to build on the 18th and 19th with heavy concentrations of artillery and tank fire. Numerous counterattacks were beaten back, and CCR was ordered to withdraw into Lux - embourg under cover of darkness. CCB was withdrawn during the night of 22 September. During the period of 23 September to 2 October, the division patrolled the Luxembourg border south to the Third Army area and performed maintenance of equipment and vehicles.

The 5th moved 40 miles north on 3 October, and was placed in First Army Reserve and tasked to patrol the Belgian-German border south of Aachen. Several attacks were planned during this period, but all were called off due to bad weather.

On the night of 24 November, CCR, attached to the 8th Infantry Division, moved into the Hurtgen Forest with the mission of taking the town of Hurtgen on the following day. Mines and fierce German resistance, as well as weather, prevented the unit from accomplishing that mission. Casualties in both men and equipment were extremely heavy. One infantry company had only 80 men left out of 255 by 1400 on the 25th. The attack was called off late that night. On the 29th, task force passed through the 8th Infantry Division and captured Kleinhaus during the afternoon.

Two days later, Brandenburg, which was 3 miles away, fell to the same task force. Bergstein was captured on 5 December, with moderate losses. This force defended against counterattacks the next 4 days until being relieved. The CCR strength was 70 infantrymen fit for duty out of 750 and 8 operational tanks out of the 58 that the unit started with. CCA, attached to the 4th Infantry Division on 30 November, attacked and captured Hill 401 to the right of Kleinhaus and continued the attack to the east through heavy forest. The fighting against fierce resistance lasted through 3 December, when the command was ordered back in a different direction toward the Roer River capturing several small towns until being relieved on 22 December.

CCB moved into the Hurtgen Forest on 9 to 10 December to clear the Germans from the area of Kleinhaus to Winden on the Roer River. The attack began the next morning toward the high ground to the east. Fire was heavy and progress slow. By nightfall, the line company commanders had all been killed or wounded. For the next 3 days, the advance was slow and casualties continued to be heavy; the companies reported a strength of 4 officers and 170 enlisted men. Having reached the edge of the woods, 1,200 yards of fire-swept open ground faced the command before the next objective could be reached. On the morning of the 15th, the infantry was mounted on the tank decks and the attack began. The high ground was taken and the attack toward Winden continued slowly. On 24 December, CCB; was relieved and pulled out of the Hurtgen Forest. Two days later, the division moved back into the assembly areas in Belgium and was placed in the 21st Army Group Reserve on 2-hour alert, ready to move south against the northern edge of the German "Bulge". The call never came.

January 1944 was quiet with new reinforcements coming in to fill in the casualty-depleted ranks and new tanks and half-tracks received to replace those lost during the Hurtgen Forest fighting. On 27 January, the 5th Armored Division was assigned to the U.S. Ninth Army. It moved into Holland the next day. The Roer to the Rhine campaign in early March was the kind of war armored divisions were designed. Speed and fire power were maximized, and German defenses crumbled.

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The 5th Armored's fight from the Rhine to the Elbe was the type it knew best, attack and push on. The tanks and half-tracks kept running off their maps as the division spearhead the XIII Corps 260 miles into enemy territory in 13 days. Before it stopped rolling, the Division had reached the Elbe at 3 points and was only 45 miles from Berlin. Crossing the Rhine on 31 March, CCR and CCB raced abreast to the Weser River while CCA fought large groups of by-passed enemy in the rear areas. Across the Weser, CCR headed for the Elbe and reached it on 12 April, in the northern half of the division zone. CCA, after crossing the Weser, headed for the Elbe reaching the southern half of the division zone at Tangermaunde slightly ahead of CCR. CCB reached the river between the other two combat commands. The lead tanks of CCR were less than 800 yards from the bridge at Wittemberge when it was blown.

CCA was fighting Tangermaunde when the bridge across the Elbe went into the water. Later, more than 100,000 soldiers and German civilians would cross on this destroyed bridge to escape the Russians. On 15 April, supply lines to the division were cut by German units moving south out to deal with this situation. In the fighting that followed, the Von Clausewitz Panzer Division was identified and destroyed on 21 April. On 20 April, CCR was ordered north and west into the British zone to clean the area of scattered German forces and captured the town of Dennenburg. The town was captured the morning of 23 April, which ended the fighting by the 5th Armored Division 15 days before VE Day.

Thus, ends the saga of the 5th Armored Division which had traveled more than 1,900 miles since their landing in Normandy on 25 July 1944. It was the first American Division to reach the Seine, the first on German soil, and the first to breach the Siegfried Line. It led the drive to close the Falaise Gap and was the closest American division to Berlin, 45 miles away, when it was stopped on orders, not by the enemy. The 46th Armored Infantry Regiment, in its different configuration, was there the whole journey making the history that we can now take pride in.

During the Vietnam War, the 1st Battalion, 46th Infantry served with the 198th Infantry Brigade, being officially transferred to the 23d Infantry Division (AMERICAL) on 15 February 1969. In August 1971, the battalion joined the 196th Infantry Brigade where it served until it departed Vietnam. The AMERICAL Division battled the strong enemy influence in both Quang Nam and Quang Tri Province from 11 November 1967 to 11 November 1968 in Operation WHEELER/WALLOWA with two of its brigades. Another brigade was sent to Quang Ngai Province in early 1968. During 1969 and 1970, the division continued to fight in the Duc Pho,

Chu Lai and Tam Ky areas along the coast. Once again units of the 46th were a part of the history that makes our country the greatest in the World.

Regimental Motto. The regimental motto is VICTORY'S POINT".

Regimental Greeting. The regimental greeting is rendered by all soldiers to officers and by junior officers to senior officers. The greeting is executed as follows:

Individual junior in grade exclaims: "LEAD TO VICTORY, SIR

Individual senior in grade responds: "ATTACK"

Regimental Color. The regimental color is infantry blue.

Regimental Colors. The organizational flag of an armored infantry unit has traditionally been referred to as the "COLORS", as opposed to the term "Standard", which has been used to refer to organizational flags of mounted units. The regimental colors are the single most visible symbolic representation of the Regiment. The regimental colors and its companion set of national colors are displayed in the regimental commander's office, and they are carried in all regimental ceremonies and formations.

Regimental Color Guard and Color Bearers. The regimental color guard members are selected from different units in the Regiment by the color guard NCOIC who is supervised by the regimental command sergeant major.

Organizational Day. Each year, the Regiment celebrates its birthday with a series of activities and events designed to memorialized its history, customs, and traditions. The celebration typically includes a field day in which units of the Regiment compete against each other in a series of military and athletic competitions, officer and NCO formal balls, and a regimental formation. At this formation, the regimental commander may give a short address to the soldiers followed by a summation of the regimental history, battle honors, and medal of honor winners. The Regiment holds organization day in June of each year in celebration of the anniversary of the formation of the unit in June of 1917 at Fort Knox.

Regimental Pass in Review. The command to pass the Regiment, or any element thereof, in review during a parade ceremony is given in the following manner:

Reviewing Officer: "PROFESSIONALS -- PASS IN REVIEW!"

Change of Command. A change of command is a formal ceremony conducted within the Regiment whenever a new commander takes over a unit. Change of command ceremonies for company-sized units are normally conducted at a company formation. A battalion change of command is also normally done at a battalion-sized formation, and when the Regiment changes command, the entire Regiment is turned out. After the ceremony, it is also customary for the officers of the Regiment and their ladies to hold a reception for the new regimental commander and his wife. As soon as possible following his assumption of command, the new colonel addresses, in separate assemblies, usually at battalion level, all assigned members of the Regiment.

Reporting For Duty and Departing the Regiment. Immediately after an officer or NCO is assigned to the Regiment, it is customary for a letter of welcome to be dispatched from the Regiment to the individual. In case of an officer, the letter is sent by the regimental commander, while the letter of welcome to an NCO is sent by the regimental command sergeant major. This letter usually encloses such information as may be desirable for orienting the individual and facilitating his or her immediate adjustment to his probable duties and new station. All new officers normally report to the regimental adjutant and then are addressed at an appropriate time by the regimental commander, who will orient the new officers as to the missions and organization of the Regiment, the new officer's probable duty assignments, and the history, customs, and traditions of the Regiment. When departing the Regiment, whether for civilian life or for a new duty assignment, it is customary for all officers to pay their respects in person to the regimental commander.

Regimental Song. The regimental song is "The Forty-Sixth", which is played to the tune of "The Darktown Strutters' Ball". The song, which was composed during World War I, was sung on most occasions when the men of the unit got together for whatever reasons. The regimental song goes as follows:

(Tune of "The Darktown Strutters' Ball")

"We're the 46th, and we'll be ready  
When Uncle Sammy sets the date;  
Now Uncle, don't be late;  
We want to get there before the shows all over.  
We'll fight like Hell with the gun and the bayonet;  
We want to get a stab at a Hun or two;  
One good jab at Fritz,  
In the place whereon he sits,  
Or on his dome, or any old place, will do".

Regimental Awards. Soldiers departing the Regiment who have distinguished themselves during their period of service and who are recommended by their unit commanders are eligible to receive a Certificate of Recognition from the regimental commander. Awards are also presented to those individuals selected as Soldier or NCO of the Quarter and Soldier or NCO of the Year. Selection of personnel who qualify in these categories is conducted under the supervision of the regimental command sergeant major. A Counsel of Elders will select honorary members of the Regiment.

Formal Mess Night. Approximately once a year, the officers and selected noncommissioned officers of the Regiment meet for a formal mess night or dining-in. Instituted as a custom in the Regiment, the formal mess night provides an opportunity for the officers in the Regiment to participate in the ceremony and tradition integral to the life of an armored infantry unit.

Regimental Prayer. It is normally presented by the regimental chaplain at the conclusion of a formal mess night. The prayer was written in 1986 by Jon Eric Lamert, the 3d Armored Rifle Battalion Chaplain, and reads as follows:

Almighty God., we enter your presence through the  
matchless name of Jesus, asking you to incline

your ear and hear our prayer.

We give you thanks for the honor you have bestowed on the 46th Armored Infantry Regiment in past victory. We plead for your help and grace to lead us to victory in future conflict and for the same honor to our colors as we pray for guidance through the Word of your grace.

Lord, we count our might not in numbers or weapons, but in our allegiance to you, for, "The Battle is the Lord's". Help us to respect our enemies in conflict and in peace, and by your grace we will preserve a just and lasting peace. May all who serve you be faithful to your Name.

And Lord, as we prepare for war, we pray earnestly for peace, as we wait for the Prince of Peace; for it is in Jesus' name we pray. Amen.

Births in the Regiment. Following the birth of a son or daughter to an officer of the Regiment and his lady, the event is commemorated by presenting a silver baby cup appropriately engraved and inscribed with the regimental distinctive unit insignia to the couple.

Deaths in the Regiment. When the Regiment is in garrison and one of its officers or soldiers die, memorial services are held in the chapel by the unit to which the individual was assigned. The battalion chaplain conducts the services and honors are rendered according to the rank of the deceased. It is customary for the regimental colors to be present at the services and for the regimental commander, regimental command sergeant major, respective battalion commander, and battalion command sergeant major to be in attendance.

Wedding in the Regiment. At wedding ceremonies for officers of Regiment, it is customary for an arch of sabers to be formed by the groomsmen outside the chapel entrance, under which the newlymarried couple passes when departing the chapel. It is also customary for the officer and his bride to be presented with a wedding tray inscribed with the regimental distinctive unit insignia.

Holidays. On New Year's Day, it is customary for officers of the Regiment and their ladies to call on their respective battalion commanders and the regimental commanders at their quarters at a specified time. On Thanksgiving all dining facilities hold an open house for officers, soldiers, their families, and their guest.

MAJ Kern W. Dunagan, Company A, 1st Battalion, 46th Infantry, American Division. For service in Quang Tin Province, Republic of Vietnam, 13 May 1969.

Major (then Captain) Dunagan was cited for conspicuous gallantry and intrepidity in action at the risk of his life above and beyond the call of duty. MAJ Dunagan distinguished himself during the period 13 and 14 May 1969, while serving as Commanding Officer, Company A. On 13 May 1969, MAJ Dunagan was leading an attack to relieve pressure on the battalion's forward support base when his company came under intense fire from a well-entrenched enemy battalion. Despite continuous hostile fire from a numerically superior force, MAJ Dunagan repeatedly and fearlessly exposed himself in order to locate enemy positions, direct friendly supporting artillery, and position the men of his company. In the early evening, while directing an element of his unit into perimeter guard, he was seriously wounded during an enemy mortar attack, but he refused to leave the battlefield and continued to supervise the evacuation of dead and wounded and to lead his command in the difficult task of disengaging from an aggressive enemy. In spite of painful wounds and extreme fatigue, MAJ Dunagan risked heavy fire on two occasions to rescue critically wounded men. He was again seriously wounded. Undaunted, he continued to display outstanding courage, professional competence, and leadership and successfully extricated his command from its untenable position on the evening of 14 May. Having maneuvered his command into contact with an adjacent friendly unit, he learned that a six-man party from his company was under fire and had not reached the new perimeter. MAJ Dunagan unhesitatingly went back and searched for his men. Finding one soldier critically wounded, MAJ Dunagan, ignoring his wounds, lifted the man to his shoulders and carried him to the comparative safety of the friendly perimeter. Before permitting himself to be evacuated, he ensured all of his wounded received emergency treatment and were removed from the area. Throughout the engagement, MAJ Dunagan's actions gave great inspiration to his men and were directly responsible for saving the lives of many of his fellow soldiers. MAJ Dunagan's extraordinary heroism, above and beyond the call of duty, are in the highest traditions of the U.S. Army and reflect great credit on him, his unit, and the U.S. Army.

## 1. General.

- a. Cadets will be evaluated on their ability to perform or failure to perform the duties listed below.
- b. A list of these duties will be maintained in the company and platoon area available to all cadets.
- c. Cadets scheduled for leadership positions should familiarize themselves with their responsibilities, ascertain the missions/scheduled training for that day and conduct advanced planning and coordination as necessary.

## 2. Responsibilities.

### a. Company Commander.

- (1) Control and discipline the company during your tour of duty.
- (2) Properly utilize and supervise you subordinates.
- (3) Ensure the company area of responsibility is policed and inspection ready at all times.
- (4) Be familiar with the daily training schedule.
- (5) Maintain an accurate and current list of absentees. Submit absentee reports as required
- (6) Move the company to the designated instructional area at the proper time in the correct uniform with the required equipment. With the company at the position of attention, report to the principal instructor, "Sir/Ma'am, Cadet (last name ), Cadet Company Commander, (unit), reports \_\_\_\_\_cadets present, \_\_\_\_\_cadets absent". When the principal instructor indicates the end of the period, you will call the company to attention and report to the principal instructor for directions or instructions.
- (7) Control breaks between classes. Ensure that the company is properly and timely assembled for the next period of instruction.
- (8) Report to all inspecting officers, "Sir/Ma'am, Cadet (last name ), Cadet Company Commander, (unit) reports". Accompany the inspecting officer and salute him when he leaves.
- (9) Ensure that all weapons and equipment are cleaned and secured at the end of training.
- (10) Keep your subordinate leaders informed of the mission, and changes

b. Executive Officer.

- (1) Ensure all safety regulations are complied with in the range and in garrison.
- (2) Supervise safety precautions when entrucking and detrucking.
- (3) Ensure that road guard equipment is issued properly to each platoon.
- (4) Coordinate with each platoon to ensure that request for building maintenance is submitted to the supply sergeant.
- (5) Coordinate with issuance of supply items with each platoon.
- (6) Supervise the turn-in and pick-up of laundry and bedding.
- (7) Supervise the dining hall to ensure all cadets move through the serving line smoothly and quickly. Ensure that the proper order of mess is followed and that cadet servers report promptly to the mess line.
- (8) Inform the cadre executive officer of any problems in safety, supply, or dining hall.
- (9) Supply cadre with necessary evaluation forms as needed.
- (10) Assist the cadet company commander as required.
- (11) Keep subordinate leaders informed of requirements and changes.

c. First Sergeant.

- (1) Form the company as directed by the cadet company commander. Signal first call for all formations by two whistle blasts 5 minutes before assembly time. One whistle blast will denote "fall out".
- (2) Maintain an accurate and current list of absentees by name and reason of absence.
- (3) Keep the cadet company commander informed of cadet status.
- (4) Supervise sick call.
- (5) Coordinate with cadre first sergeant daily.
- (6) Supervise the police of the company area and correct deficiencies as required.
- (7) Assist the cadet company commander in the control of the company.

(8) Keep subordinates informed of requirements and changes.

d. Platoon Leader.

(1) Control and discipline your platoon during your tour of duty.

(2) Ensure that your cadets are in the prescribed uniforms with the proper equipment and materials for training.

(3) Know the status of your cadets at all times.

(4) Supervise the cleaning and security of weapons and equipment within your platoon.

(5) Ensure the platoon area of police is inspection ready at all times.

(6) Report the presence of any unauthorized personnel in the barracks to the drill sergeant or charge of quarters.

(7) Keep subordinate leaders informed of requirements and changes.

e. Platoon Sergeant.

(1) Form the platoon as required.

(2) Know the status of your cadets. Report the return of an absentee to the cadet first sergeant at the first opportunity. Submit a daily status report (sick call, K.P., appointments, etc.) to the platoon tactical NCO.

(3) Ensure the mess line servers arrive at the dining hall at the proper time.

(4) Coordinate with the cadet executive officer on any problem in building maintenance, supply or dining hall.

(5) Assist the platoon leader in the control of the platoon.

(6) Keep subordinates informed of requirements and changes.

f. Squad Leader.

(1) Maintain control and discipline of your squad.

(2) Know the status of your cadets at all times. Report all absentees by name to the cadet platoon sergeant. required.

(3) Ensure that squad members wear the prescribed uniform and the proper equipment as

(4) Supervise the security of weapons within your squad.

(5) Ensure proper alignment of equipment when grounded.

(6) Keep subordinates informed of requirements and changes.

### 3. Leadership Principles.

a. Be Technically and Tactically Proficient. Know your job thoroughly and the technical aspects of the operation.

b. Know Yourself and Seek Self Improvement. Know your strengths and weaknesses. Take constructive criticism on your limitations and work on improving them.

c. Keep Your Subordinates Informed. Persons not informed will perform blindly and without purpose, whereas keeping them informed promotes initiative. All persons want to know what's expected of them and if they have done well.

d. Set the Example. Instinctively persons look to their leader for examples to follow or use as an excuse for their own shortcomings.

e. Ensure the Task is Understood, Supervised and Accomplished. The leader must give clear, concise orders that cannot be misunderstood. However, once an order is issued, the leader must supervise, and use his subordinates to see that the order is completed. Supervision is the key.

f. Train Your Cadets as a Team. Teamwork is essential to any successful mission. Each person must know where he/she fits into the mission and that their role is important to the group.

g. Make Sound and Timely Decisions. The ability to make a rapid estimate of the situation and arrive at a sound logical decision is essential to a leader. A quick decision is sometimes required in order to take advantage of an opportunity.

h. Develop a Sense of Responsibility Among Subordinates. A leader should encourage initiative in his subordinate and hold them responsible for the results. Give a subordinate a clearly defined task but do not tell him/her how to accomplish it unless requested or, as a result of your supervision, required.

i. Employ Your Command In Accordance With Its Capabilities. The leader must know what his/her organization is capable of and assign jobs to match that ability (i.e., don't send a squad to do a platoon job). Assignment of a task beyond capabilities destroys efficiency and collapses morale.

j. Seek Responsibility and Take Responsibility for Your Actions. The leader must take the initiative in the absence of orders. Ultimately the leader is responsible for everything his unit does or fails to do!

### 4. The ROTC Basic Camp "Golden Rule".

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"React to those in leadership positions as you would have them react to you".

### 5. Human Relations.

6 Most Important Words -  
"I admit I made a mistake"

5 Most Important Words -  
"You did a good job"

4 Most Important Words -  
"What is your opinion"

3 Most Important Words -  
"If you please"

2 Most Important Word -  
"Thank You"

1 Most Important Word -  
"WE"

Least Important Word -  
"I".

4 - 5  
CHAPTER 5

CADET COMMON TASK TEST (CCTT)

1. The CCTT is designed to evaluate each cadet's proficiency in the performance of basic military skills, i.e., first aid, land navigation, communications, NBC, and function of the M16A2 rifle. The CCTT is a "head to

head" competition which identifies the best platoon in each company by the highest platoon average score. (Quality not quantity). The best platoon is awarded a streamer to signify its accomplishment. Ribbons of achievement are awarded to any cadet who achieves a score of 270. Those achieving a score between 282-290 receive a ribbon with a bronze torch. Those achieving a score between 291-300 will receive a ribbon with a silver torch.

2. Each tested skill is subdivided into performance measures/steps. Each step is a "standard of excellence" and is assigned a point value. Correct performance earns the cadet that point; incorrect performance at each step results in minus points from the total value of the tested skill. The point break-out for each skill is as follows:

- Evaluate a casualty. = 30 Points
- Report enemy information (SALUTE). = 30 Points
- Determine a magnetic azimuth. = 25 Points
- Clear an object from the throat of a conscious casualty. = 20 Points
- Install and operate a radio set AN/PRC-77. = 30 Points
- Load, unload, and correct malfunctions of an M 16A2 rifle. = 30 Points
- Orient a map to the ground by map terrain association. = 20 Points
- Splint a suspected fracture. = 35 Points
- Put on a field or pressure dressing. = 30 Points
- Identify terrain features on a map. = 20 Points
- Wear and remove your 40A I series protective mask with hood. = 30 Points

TOTAL = 300 Points

3. Conduct of CCTT. The test is conducted using 4 testing lanes, with I squad assigned to test within a lane. One platoon will test on the site during a 2-hour test window. A platoon has completed the course when all members have completed all the test stations. The course is approximately 150 meters in length and divided into 4 test stations. There will be no re-tests.

4. The following pages may be used as a study guide during your training at Camp Challenge.

5-1

EVALUATE A CASUALTY

( 081-831-1000 )

PERFORMANCE MEASURES

RESULTS

1. Checks for responsiveness.

3 Points

2. Checks for breathing, if necessary. 3 Points
3. Checks for bleeding. 3 Points
4. Checks for shock. 3 Points
5. Checks for fractures and immobilizes neck or back injuries, if found. 3 Points
6. Checks for burns. 3 Points
7. Checks for head injury. 3 Points
8. Performs all necessary steps in sequence. 3 Points
9. Seeks medical aid as soon as possible. 3 Points
10. Identifies all wounds and/or conditions. 3 Points

Point Value: 30 Points

#### FEEDBACK

Score the soldier GO if all steps are passed. Score the soldier NO-GO if any steps are failed. If the soldier scores NO-GO, show what was done wrong and how to do it correctly.

REFERENCE: FM 21-11

## REPORT ENEMY INFORMATION (SALUTE)

(071-331-0803)

### PERFORMANCE MEASURES

### RESULTS

Submit report (oral or written) using the key word SALUTE.

1. S --size.	5 Points
2. A-- activity.	5 Points
3. L-- location.	5 Points
4. U-- unit.	5 Points
5. T-- time.	5 Points
6. E-- equipment.	5 Points
	Point Value: 30 Points

REFERENCES: FM 21-75  
TEC Lesson 935-071-1026-F

DETERMINE A MAGNETIC AZIMUTH

(071-329-1003)

PERFORMANCE MEASURES

RESULTS

1. Determine correct azimuth. 15 Points

a. To within three degrees using compass-to-cheek method.

-OR-

10 Points

b. To within 10 degrees using center-hold method.

2. Use correct center-hold method or compass-to-cheek method.

Point Value: 25 Points

REFERENCES: FM 21-26

TEC Lesson 930-071-0017-F

## CLEAR AN OBJECT FROM THE THROAT OF A CONSCIOUS CASUALTY

(081-831-1003)

### PERFORMANCE MEASURES

### RESULTS

1. Determine if the casualty needs help.

8 Points

a. If the casualty has good air exchange (able to speak, coughs forcefully, may be wheezing between coughs), do not interfere except to encourage the casualty.

b. If the casualty has poor air exchange (weak coughing with high-pitched noise between coughs, signs of shock), continues with step 2.

c. If the casualty has a complete airway obstruction (cannot speak, breathe, or cough at all; may be clutching neck and moving erratically), continues with step 2.

2. Shows the correct positioning for giving abdominal or chest thrusts and tells how he or she would give them.

NOTE: Abdominal thrusts should be used unless the casualty is in the advanced stages of pregnancy, is very obese, or has a significant abdominal wound.

a. Abdominal thrusts.

4 Points

(1) Stands behind the casualty and wraps his or her arms around the casualty's waist.

(2) Makes a fist with one hand and places the thumb side of the fist against the abdomen slightly above the navel and well below the tip of the breastbone.

(3) Grasps the fist with the other hand and gives quick backward and upward thrusts.

NOTE: Each thrust should be a separate, distinct movement. It may be necessary to repeatedly thrust to clear the airway.

b. Chest thrusts.

(1) Stands behind the casualty and wraps his or her arms under the casualty's armpits and around the chest,

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(2) Makes a fist with one hand and places the thumb side of the fist on the middle of the breastbone.

(3) Grasps the fist with the other hand and gives backward thrusts.

NOTE: Each thrust should be given slowly, distinctly, and with the intent of relieving the obstruction.

4 Points

3. Continues giving abdominal or chest thrusts, as required.

4 Points

NOTE: Although not evaluated, the cadet would continue giving thrusts as stated in the task standard. If the casualty becomes unconscious, the cadet would perform a finger sweep and then start mouth-to-mouth resuscitation procedures. If the obstruction is cleared, the cadet would watch the casualty closely and check for other injuries, if necessary.

Point Value:

20 Points

REFERENCE: FM 21-11

PERFORMANCE MEASURES

RESULTS

- 1. Prepare radio for operation.
  - a. Turn the radio on. 2 Points
  - b. Adjust volume. 2 Points
  - c. Set squelch switch. 2 Points
  - d. Set band switch. 2 Points
  - e. Set the frequency tuning control to the required frequency 2 Points
  - f. Connect required earphones or hand set. 2 Points
  - g. Check the connection and mounting of the antenna. 2 Points
  - h. Completes a thru g in 2 minutes or less 1 Points
- 2. Operate the radio.

RESULTS

- a. Listen to the operating frequency to ensure that the channel is clear. 3 Points
- b. Push the "push-to-talk" switch to key the radio for transmitting 3 Points
- c. Use the correct radio telephone procedures and authorized call signs to call another station on the net. 3 Points
- d. When finished transmitting, turns the power switch(es) to OFF.

Point Value: 30 Points

REFERENCE: FM 24-18

## LOAD, UNLOAD, AND CORRECT MALFUNCTIONS

### OF AN M I 6A2, RIFLE

(071-311-2027),(071-311-2028),(071-311-2029)

#### PERFORMANCE MEASURES

#### RESULTS

1. Load an MI6A2 rifle and, fire the weapon.

a. Load the M I 6A2 for semi-automatic fire.

- |                                                                                                  |          |
|--------------------------------------------------------------------------------------------------|----------|
| (1) Point the muzzle of the rifle in a safe direction.                                           | 1 Points |
| (2) Cock the rifle and return the charging handle to the forward position.                       | 1 Points |
| (3) With the rifle cocked and bolt open, place the selector lever on safe.                       | 1 Points |
| (4) Look into the chamber to ensure that it is clear.                                            | 1 Points |
| (5) Insert the magazine and push upward until the magazine catch engages and holds the magazine. | 1 Points |
| (6) Tap upward on the bottom of the magazine to make sure it is seated                           | 1 Points |

NOTE: Magazine may be loaded with bolt open or closed.

NOTE: Chamber a round. When the bolt assembly is open

1. Depress the upper portion of the bolt catch to release the bolt.

2. Tap the forward assist to ensure that the bolt is fully forward and locked

b Fires the weapon.

- |                                                       |          |
|-------------------------------------------------------|----------|
| (1) Place the selector switch on semi-automatic fire. | 1 Points |
| (2) Take up a good sight picture.                     | 1 Points |

(3) Apply BRAS:

5-8

1 Points

Breath  
Relax  
Aims  
Squeeze

- (4) Place weapon on safe 1 Points
2. Correct malfunctions of an M16A2 rifle.
- a. Slaps upward on the magazine. 2 Points
  - b. Pulls the charging handle. 2 Points
  - c. Observes the ejection port. 2 Points
  - d. Releases the charging handle. 2 Points
  - e. Taps the forward assist. 1 Points
  - f. Shoots the rifle. 1 Points

NOTE 1: The performance measure will be sequence scored.

NOTE 2: The scorer will collect all unexpelled ammunition and clear all weapons after testing.

3. Unload an M I 6A2 rifle,
- a. Places the selector lever on SAFE 2 Points
  - b. Removes the magazine. 1 Points
  - c. Locks the bolt open. 2 Points
  - d. Returns the charging handle forward. 1 Points
  - e. Checks the receiver and chamber. 2 Points
  - f Allows the bolt to go forward. 2 Points

Point Value: 30 Points

REFERENCES: TM 9-1005-249-10  
TM 9-1005-319-10  
TEC Lesson 939-071-0009-F

ORIENT A MAP TO THE GROUND BY MAP TERRAIN ASSOCIATION

(071-329-102)

PERFORMANCE MEASURES

RESULTS

1. Identifies prominent terrain features.	10 Points
2. Orients the map to within 30 degrees of north.	10 Points
Point Value:	20 Points

FEEDBACK

Score the soldier GO if all steps are passed. Score the soldier NO-GO if any steps are failed. If the soldier scores NO-GO, show what was done wrong and how to do it correctly.

REFERENCE: I'M 21-26

(081-831-1034)

PERFORMANCE MEASURES

RESULTS

- |                                                                                                                    |          |
|--------------------------------------------------------------------------------------------------------------------|----------|
| 1. Use splints that reach beyond the joints above and below the fracture.                                          | 5 Points |
| 2. Check circulation below the fracture both before and after applying the splints.                                | 5 Points |
| 3. Apply padding between splints and all bony areas.                                                               | 5 Points |
| 4. Use at least four ties (two above and two below the fracture) to secure the splints, if possible.               | 5 Points |
| 5. Tie nonslip knots on the splint which is away from the injury.                                                  | 5 Points |
| 6. Immobilize the splinted arm or leg using a sling and/or swatches, as required, so that it does not move easily. | 5 Points |
| 7. Do not cause further injury.                                                                                    | 5 Points |
| a. Does not try to reposition or straighten the fracture.                                                          |          |
| b. Does not place ties or swatches directly over the fracture.                                                     |          |
| c. Does not impair circulation.                                                                                    |          |

Point Value:

35 Points

REFERENCE: FM 2 1 -11

## PUT ON A FIELD OR PRESSURE DRESSING

(081-831-1016)

### PERFORMANCE MEASURES

### RESULTS

1. Uncovers the wound unless clothing is stuck to the  
or a chemical environment exists.

2 Points

NOTE: Evaluator will indicate:

a. Whether clothing is stuck; if so, soldier should not attempt  
to remove it.

b. If chemical environment exists; if so, soldier should not uncover  
the wound.

2. Applies the casualty's field dressing

a. Applies the dressing, white side down, directly over the wound.

2 Points

b. Wraps the tails so that the dressing is covered and both  
sides are sealed.

2 Points

c. Ties the tails into a nonslip knot over the outer edge of the  
dressing; not over the wound.

2 Points

d. Checks to make sure that it is tied firmly enough to prevent  
slipping without causing a tourniquet-like effect.

2 Points

3. Applies manual pressure and elevates the arm or leg, if necessary.

a. Applies firm manual pressure over the dressing for 5 to 10 minutes.

3 Points

b. Elevates the injured part above the level of the heart, unless  
a fracture is suspected and has not been splinted.

3 Points

4. Applies a pressure dressing, if necessary, keeping the injured  
part elevated.

a. Places a wad of padding directly over the wound.

2 Points

b. Places an improvised dressing over the wad of padding and  
wraps it tightly around the wound.

2 Points

c. Ties a nonslip knot directly over the wound.

2 Points

5-12

d. Checks to make sure that the dressing is tight enough so  
that only the tip of one finger can be inserted between the dressing

2 Points

and the knot.

**WARNING**

**THE PRESSURE DRESSING SHOULD NOT HAVE  
A TOURNIQUET-LIKE EFFECT. IT MUST BE  
LOOSENED IF THE SKIN BEYOND THE INJURY  
BECOMES COOL, BLUE, OR NUMB.**

NOTE: (Not evaluated). If the bleeding stops, the soldier would watch the casualty closely and check for injuries. (See the task Evaluate a Casualty, task number, 081-831-1000). If the bleeding continues, he or she might have to apply a tourniquet. (See the task Put on a Tourniquet, task number, 081-831-1017).

5. Performs all necessary steps in sequence.

6 Points

Point Value:

30 Points

**FEEDBACK**

Score the soldier GO if all steps are passed. Score the soldier NO-GO if any steps are failed. If the soldier scores NO-GO, show what was done wrong and how to do it correctly.

REFERENCE: FM 2 1 -11

PERFORMANCE MEASURES

RESULTS

The soldier identifies the following.

- |                |          |
|----------------|----------|
| 1. Hill.       | 2 Points |
| 2. Ridge.      | 2 Points |
| 3. Valley.     | 2 Points |
| 4. Saddle.     | 2 Points |
| 5. Depression. | 2 Points |
| 6. Draw.       | 2 Points |
| 7. Spur.       | 2 Points |
| 8. Cliff.      | 2 Points |
| 9. Cut.        | 2 Points |
| 10. Fill.      | 2 Points |

Point Value: 20 Points

REFERENCE: FM 21-26

PUT ON AND WEAR THE M40AI PROTECTIVE MASK WITH HOOD

(031-503-1025)

PERFORMANCE MEASURES

RESULTS

- |                                                                                                                                                                                                                     |          |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|
| 1. Stops breathing and closes eyes.                                                                                                                                                                                 | 2 Points |
| 2. Removes helmet and puts it between legs.<br>(Removes glasses if worn)                                                                                                                                            | 2 Points |
| 3. Opens carrier and removes mask.                                                                                                                                                                                  | 2 Points |
| 4. Puts chin in chin pocket and presses face piece snugly against face.                                                                                                                                             | 2 Points |
| 5. Grasps tab and pulls head harness over head. Be sure ears<br>are between temple and cheek straps and head harness are pulled<br>far enough over that forehead straps are tight.                                  | 2 Points |
| 6. Maintains seal while holding head harness pad centered on<br>the back of the head with one hand. hand and with other hand<br>tightens cheek straps one at a time.                                                | 2 Points |
| 7. Covers openings at bottom of outlet valve with palm of hand and<br>breathes out hard so that air escapes around edges of face piece.                                                                             | 2 Points |
| 8. Covers inlet port of canister with palm and breathes in; if face<br>piece collapses against face, it is on tight. If it does not, check for hair,<br>clothing, or other obstruction between face piece and face. | 2 Points |
| 9. Resumes breathing.                                                                                                                                                                                               | 4 Points |
| 10. Completes steps I through 9 in sequence in 9 seconds or less.                                                                                                                                                   | 2 Points |
| 11. Using both hands, grasps the elastic gathering around the<br>neck of the hood, stretches, and carefully pulls the hood over the<br>head so that it covers the head, neck, and shoulders.                        | 2 Points |
| 12. Fastens and adjusts the underarm straps.                                                                                                                                                                        | 2 Points |
| 13. Puts on helmet,                                                                                                                                                                                                 | 2 Points |
| 14. Closes carrier, and continues mission.                                                                                                                                                                          | 2 Points |
| 10. Completes steps 11 through 14 in sequence.                                                                                                                                                                      | 2 Points |

Point Value: 30 Points

5-15

REFERENCE: TM 3-4240-339-10



## CHAPTER 6

### FIELD TACTICAL EXERCISE

1. General. The Field Tactical Exercise (FTX), better known as Operation Bold Challenge, will expose cadets to squad level operating, assess the cadets leadership ability in a field environment, and develop and evaluate cadet leadership. Tactical training produces stress conditions similar to those found in combat. Everything a cadet has learned prior to this training event is put together in this capstone exercise.

2. Scope. The following references will aid cadets during training as a ready reference for tasks which they will encounter during the FTX:

- a. Camouflage self, individual equipment, and position.
- b. Conduct a squad in the offense.
- c. Defend a squad/platoon position.
- d. Conduct a combat patrol.
- e. Use a map overlay.
- f. Prepare squad/platoon combat orders.
- g. Control movement techniques
- h. Use challenge and password.
- i. Practice noise, light, and litter discipline
- j. Conduct a field leadership reaction course.
- k. Protect yourself against heat.
  1. Give first aid for heat injuries.
- in. Protect yourself against biting insects.
- n. Protect yourself against diarrhea and dysentery.
- o. Practice personal hygiene to maintain fitness.
- p. Place a radio set, AN/PRC-77 into operation.
- q. Place a telephone set, TA-312/PT or TA-I/PT into operation.

r. React to flares.

s. React to indirect fire.

## LEADERSHIP

### DUTIES AND RESPONSIBILITIES

To complete all assigned tasks, every soldier in the platoon must do his job. Each soldier Must accomplish his specific duties and responsibilities and be a part of the team.

a. Rifle Platoon Leader. He is responsible for all that the platoon does or fails to do. This includes the tactical employment, training, administration, personnel management, and logistics of his platoon. He must know his men and how to employ the platoon's weapons. He is responsible for positioning and employing all assigned or attached crew-served weapons. He must also know how to employ supporting weapons. The rifle platoon leader

- (1) Sets the example and the standards.
- (2) Leads the platoon in support of company and/or battalion missions.
- (3) Informs his commander of his actions when operating without orders.
- (4) Plans with the help of the platoon sergeant, squad leaders, and other key personnel (FO, leaders of attachments, and so on).
- (5) Stays abreast of the situation and goes where he is needed to supervise, issue FRAGOs, and accomplish the mission.
- (6) Requests more support for his platoon from the company commander to perform its mission, if needed.
- (7) Assists the platoon sergeant in planning and coordinating the platoon's CSS effort.
- (8) During planning, receives on-hand status reports from the platoon sergeant, squad leaders, or both.
- (9) Reviews platoon requirements based on the tactical plan.
- (10) Develops a casualty evacuation plan.
- (11) During execution, checks the work of the platoon sergeant and squad leaders.
- (12) Ensures the soldier's load is reasonable.

b. Rifle Platoon Sergeant. This soldier is the senior NCO in the platoon and second in succession of command. He helps and advises the platoon leader, and leads the platoon in the platoon leader's absence. He supervises the platoon's administration, logistics, and maintenance. He may prepare and issue paragraph 4 of the platoon OPORD. The rifle platoon sergeant is responsible for individual training. He must ensure that soldiers can perform their individual MOS tasks. He advises the platoon leader on appointments, promotions and reductions, assignments, and discipline of NCOs and enlisted soldiers in the platoon. The rifle platoon sergeant -

(1) Organizes and controls the platoon CP IAW the unit SOP, platoon leader guidance, and METT-T factors.

(2) Trains the crews and employs the platoon's machine guns IAW the platoon leader's orders, appropriate field manuals, unit SOP, and METT-T factors.

(3) Receives squad leaders' requests for rations, water, and ammunition. Works with the company's first sergeant or XO to request resupply. He also directs the routing of supplies and mail.

(4) Directs the platoon aidman and platoon aid and litter teams in moving casualties to the rear.

(5) Maintains platoon strength information, consolidates and forwards the platoon's casualty reports (DA Forms 1155 and 1156), and receives and orients replacements.

(6) Monitors the morale, discipline, and health of platoon members.

(7) Takes charge of task-organized elements in the platoon during tactical operations. This can include, but is not limited to, the following:

- o Quartering parties.
- o Security forces in withdrawals.
- o Support elements in raids or attacks.
- o Security patrols in night attacks.

(8) Coordinates and supervises company-directed platoon resupply operations

(9) Ensures that supplies are distributed IAW the platoon leader's guidance and direction.

(10) Ensures that ammunition, supplies, and loads are properly and evenly distributed (a critical task during consolidation and reorganization).

(11) Ensures the casualty evacuation plan is complete and executed properly.

c. Rifle Squad Leader. This soldier is responsible for all that the rifle squad does or fails to do. He is a tactical leader and, as such, leads by example. The rifle squad leader -

(1) Controls the maneuver of his squad and its rate and distribution of fire.

6-3

(2) Trains his squad on the individual and collective tasks required to sustain combat effectiveness.

(3) Manages the logistical and administrative needs of his squad. He requests and issues ammunition, water, rations, and special equipment.

(4) Maintains accountability of his soldiers and equipment members.

(5) Completes casualty feeder reports and reviews the casualty reports completed by squad

(6) Submits requests for awards and decorations.

(7) Directs the maintenance of the squad's weapons and equipment.

(8) Inspects the condition of soldier's weapons, clothing, and equipment.

(9) Ensures that material and supplies are distributed to soldiers in the squad.

(10) Keeps the platoon sergeant/leader informed on squad supply status and squad requirements.

(11) Ensures supplies and equipment are internally cross-leveled within the squad.

d. Team Leader. This soldier is a fighting leader who leads by personal example and helps the squad leader as required. He controls the movement of his fire team and the rate and placement of fire by leading from the front and using the proper commands and signals. He maintains accountability of his soldiers and equipment. He ensures his soldiers maintain the unit standards in all areas.

## TROOP LEADING PROCEDURES

### PLANS AND OPERATIONS

Troop leading is the process a leader goes through to prepare his unit to accomplish a tactical mission. It begins when he is alerted for a mission. It starts again when he receives a change or a new mission. The troop leading procedure comprises the steps listed below. Steps 3 through 8 may not follow a rigid sequence. Many of them may be accomplished concurrently. In combat, rarely will leaders have enough time to go through each step in detail. Leaders must use the procedure as outlined, if only in abbreviated form, to ensure that nothing is left out of planning and preparation, and that their soldiers understand the platoon's and squad's mission and prepare adequately. They continuously update their estimates throughout the preparation phase and adjust their plans as appropriate.

STEP 1: Receive the mission.

STEP 5: Reconnoiter.

STEP 2: Issue a warning order.

STEP 6: Complete the plan.

STEP 3: Make a tentative plan.

STEP 7: Issue the complete order.

STEP 4: Start necessary movement.

STEP 8: Supervise.

a. STEP 1. Receive the Mission. The leader may receive the mission in a warning order, an operation order (OPORD), or a fragmentary order (FRAGO). He immediately begins to analyze it using the factors of METT-T:

- o What is the MISSION?
- o What is known about the ENEMY?
- o How will TERRAIN and weather affect the operation?
- o What TROOPS are available?
- o How much TIME is available?

(1) The leader should use no more than one third of the available time for his own planning and for issuing his operation order. The remaining two thirds is for subordinates to plan and prepare for the operation. Leaders should also consider other factors such as available daylight and travel time to and from orders and rehearsals. In the offense, the leader has one third of the time from his receipt of the mission to the unit's LD time. In the defense, he has one third of the time from mission receipt to the time the squad or platoon must be prepared to defend.

(2) In scheduling preparation activities, the leader should work backwards from the LD or defend time. This is reverse planning. He must allow time for the completion of each task.

b. STEP 2: Issue a Warning Order. The leader provides initial instructions in a warning order. The warning order contains enough information to begin preparation as soon as possible. SOPs should prescribe who will attend all warning orders and the actions they must make upon receipt; for example, drawing ammunition, rations and water, and checking communications equipment. The

warning order has no specific format. One technique is to use the five-paragraph OPORD format. The leader issues the warning order with all the information he has available at the time. He provides updates as often as

necessary. The leader never waits for information to fill a format. If available, the following information may be included in a warning order.

- o The mission or nature of the operation.
- o Who is participating in the operation.
- o Time of the operation.
- o Time and place for issuance of the operation order.

c. STEP 3. Make a Tentative Plan. The leader develops an estimate of the situation of use as the basis for his tentative plan. The estimate is the military decision making process. It consists of five steps: detailed mission analysis, situation analysis and course of action development, analysis of each course of action, comparison of each course of action, and decision. The decision represents the tentative plan. The leader updates the estimate continuously and refines his plan accordingly. He uses this plan as the start point for coordination, reconnaissance, task organization (if required), and movement instructions. He works through this problem solving sequence in as much detail as time available allows. As the basis of his estimate, the leader considers the factors of METT-T.

(1) Mission. The leader considers his mission as given to him by his commander. He analyzes it in light of the commander's intent two command levels higher, and derives the essential tasks his unit must perform in order to accomplish the mission.

(2) Enemy. The leader considers the type, size, organization, tactics, and equipment of the enemy he expects to encounter. He identifies their greatest threat to his mission and their greatest vulnerability.

(3) Terrain. The leader considers the effect of terrain and weather on enemy and friendly forces using the guidelines below (OCOKA):

(a) Observation and fields of fire. The leader considers ground that allows him observation of the enemy throughout his area of operation. He considers fields of fire in terms of the characteristics of the weapons available to him; for example, maximum effective range, the requirement for grazing fire, and the arming range and time of flight for antiarmor weapons.

(b) Cover and concealment. The leader looks for terrain that will protect him from direct and indirect fires (cover) and from aerial and ground observation (concealment).

(c) Obstacles. In the attack, the leader considers the effect of restrictive terrain on his ability to maneuver. In the defense, he considers how he will tie in his obstacles to the terrain to disrupt, turn, fix, or block an enemy force and protect his own forces from enemy assault.

(d) Key terrain. Key terrain is any locality or area whose seizure or retention affords a marked advantage to either combatant. The leader considers key terrain in his selection of objectives, support positions, and routes in the offense, and on the positioning of his unit in the defense.

(e) Avenues of approach. An avenue of approach is an air or ground route of an attacking force of a given size leading to its objective or key terrain in its path. In the offense, the leader identifies the avenue of approach that affords him the greatest protection and places him at the enemy's most vulnerable spot. In the defense, the leader positions his key weapons along the avenue of approach most likely to be used by the enemy.

(f) Weather. In considering the effects of weather, the leader is most interested in visibility and trafficability.

(4) Troops available. The leader considers the strength of subordinate units, the characteristics of his weapon systems, and the capabilities of attached elements as he assigns tasks to subordinate units.

(5) Time available. The leader refines his allocation of time based on the tentative plan and any changes to the situation.

d. STEP 4. Start Necessary Movement. The squad may need to begin movement while the leader is still planning or forward reconnoitering. The assistant squad leader may bring the squad forward. This step could occur at any time during the troop leading procedures.

e. STEP 5. Reconnoiter. If time allows, the leader makes a personal reconnaissance to verify his terrain analysis, adjust his plan, confirm the usability of routes, and time any critical movements. When time does not allow, the leader must make a map reconnaissance. The leader must consider the risk inherent in conducting reconnaissance forward of friendly lines. Some times the leader must rely on others (for example, scouts) to conduct the reconnaissance if the risk of contact with the enemy is high.

f. STEP 6. Complete the Plan. The leader completes his plan based on the reconnaissance and any changes in the situation. He should review his mission, as he received it from his commander, to ensure that his plan meets the requirement of the mission and stays within the framework of the commander's intent.

g. STEP 7. Issue the Complete Order. Platoon and squad leaders normally issue oral operation orders.

(1) To aid subordinates in understanding the concept for the mission, leaders should issue the order within sight of the objective or on the defensive terrain. When this is not possible, they should use a terrain model or sketch.

(2) Leaders must ensure that subordinates understand the mission, the commander's intent, the concept of the operation, and their assigned tasks. Leaders may require subordinates to repeat all or part of the order or demonstrate on the model or sketch, their understanding of the operation. They should also quiz their soldiers to ensure all Soldiers understand the mission.

h. STEP 8. Supervise. The leader supervises the unit's preparation for combat by conducting rehearsals and inspections,

(1) Rehearsals. The leader uses rehearsals to -

- o Practice essential tasks (improve performance).
- o Reveal weaknesses or problems in the plan.
- o Coordinate the actions of subordinate elements.
- o Improve soldier understanding of the concept of the operation (foster confidence in soldiers).

(a) Rehearsals include the practice of having team leaders brief their planned actions in execution sequence to the platoon leader.

(b) The leader should conduct rehearsals on terrain that resembles the actual ground and similar light conditions.

(c) The squad may begin rehearsals of battle drills and other SOP items before the receipt of the operation order. Once the order has been issued, it can rehearse mission specific tasks.

(d) Some important tasks to rehearse include -

- o Actions on the objective.
- o Assaulting a trench, bunker, or building.
- o Actions at the assault position.
- o Breaching obstacles (mine and wire).
- o Using special weapons or demolition's.
- o Actions on unexpected enemy contact.

(2) Inspections. Team leaders should conduct initial inspections shortly after receipt of the warning order. The leader spot checks throughout the unit's preparation for combat. The squad leader makes a final inspection:

- o Weapons and ammunition.
- o Uniforms and equipment.
- o Mission-essential equipment.
- o Soldier's understanding of the mission and their specific responsibilities.
- o Communications.
- o Rations and water.
- o Camouflage.
- o Deficiencies noted during earlier inspections.

### OPERATION ORDER FORMAT

An operation order (OPORD) is a directive issued by the leader to his subordinate leaders in order to effect the coordinated execution of a specific operation.

a. The leader briefs his OPORD orally from notes that follow the five-paragraph format below:

b. The leader uses a fragmentary order (FRAGO) to change an existing order. He normally uses the OPORD for those elements that have changed. The leader should make his instructions brief, simple, clear, and specific.

c. Annexes provide the instructions for conducting specific operations (such as air assault, boat, and truck movements, establishing patrol bases, and airborne insertions), if they are so detailed that a platoon SOP is insufficient for a platoon SOP format is the same as the five-paragraph OPORD.

d. An operation overlay is a tracing of graphic control measures on a map. It shows boundaries, unit positions, and control measures. It helps to clarify the operation order. Platoons normally trace their overlays from the company leaders transfer control measures on to their maps as needed. The subordinate's need for higher unit graphics must be met to prevent the enemy from obtaining this information.

e. When possible, the leader uses the actual terrain or a terrain model to brief his OPORD. He may also use control drawings of the objective areas to show the flow of events and actions clearly.

(1) Concept sketch. The sketch shows the locations and positions of objectives, control measures, and key terrain. It is not necessarily drawn to scale.

(2) Terrain model. A terrain model is a three-dimensional scale model of the terrain. It is effective for briefing the platoon on the objective. It may depict the entire mission area. However, for offense missions, priority should be given to the objective area.

(a) It should be built oriented to the ground (north on the model is north on the ground) and should show the entire area.

(b) The next step after orienting the model to the ground is the construction of grid squares. The leader should show that the model will show. These ensure a more accurate model.

(c) The terrain model should depict key terrain, friendly control measures, and enemy dispositions.

(d) Material for constructing the model includes string, yarn (various colors), chalk (colored), 3 x 5 cards, tar

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"This is a warning order. Hold your questions until the next meeting."

<b>SITUATION</b>	Brief description of the enemy and friendly situations. Point out key locations on the ground, map, or sketch. Attachments and detachments to do squad/platoon	"The scouts have identified a rifle platoon with at least two squads on Hill 876, via GL123456. They are moving south. It looks like they plan to defend Hill 876. The rest of the platoon is located further to the west around Hill 899."  "Captain Williams just issued a warning order for the company to prepare for an attack on Hill 876 on 11 July to seize Hill 876. In the event of suppressive fires for the battle on Hill 899."
<b>MISSION</b>	Concise statement of the task and purpose (who, what, when, where, and why). If not all information is known, state which parts of the mission statement are tentative.	"There are two attachments to the mission statement:  "3rd Plt attacks Hill 876 on 11 July 0200. 1st Plt attacks Hill 876 (GL123456) in order to seize Hill 876 in support of the attack on Hill 899 in support of the attack on Hill 876."
<b>EXECUTION</b>	Brief statement of the tentative concept of the operation.	"We will be one of the two platoons attacking Hill 876 with 2nd Plt. 1st Plt will be the main effort. The company mortars and DPs will be in support of the attack on Hill 876."

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Examples of platoon warning order

FORMAT	ANNOTATED FORMAT	EXAMPLE, ORAL (ATTACK)
<b>EXECUTION</b> (continued)	Time schedule: Ear time of move. Time and place of OPORD. Probable execution time. Inspection times and items to be inspected minutes of the order to do so. different from GOP Rehearsal time, location. and actions to be rehearsed,	"Time schedule is as follows: LD time is 0200. The earliest we will have to move After 2330, we have to be ready to My final inspection will be at 23W, We have a company rehearsal for at 1600 at the company CP. We w and move together. I want a platoon leaders, squad leaders, the platoon course, SFC Fowler (the PSG) he We will do a full platoon rehearsal do it at least once in the dark. Platoon be for actions at the objective. Squad breaching and react to contact drill My OPORD will be here at the platoon
	Tasks to subordinate key personnel: Platoon sergeant Squad leaders RATELO Aldman Attachments To soldiers helping prepare OPORD. As needed to others	"SFC Fowler, talk to me about rehearsal warning order. I want you to plan for evacuation and to give paragraph "SSG Crawford, you and your squad squad. Make sure you recon the route to the LD. "SGT Brown (FO), I need you to give the <i>FIST</i> ASAP so we "see what additional we need. "SSG Steele. send SGT White and In 20 minutes to begin making the the objective.

Example of platoon warning order(continued)

Additional general instructions,

**SERVICE  
SUPPORT**

CSS tasks to be accomplished that are different from the TACSOP

"Each squad will carry four AT4s t  
against the BTRs or any bunkers 1

**COMMAND  
AND SIGNAL**

Location of CP succession of command  
(If not SOP).  
S01 In effect.  
Signals/code words.

"No change to platoon organizatio  
The platoon CP will stay here.  
SOI we have Is still In effect.

"The time Is now 0620. What are your qu

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Examples of platoon warning order(continued)

6-12

**FORMAT**

**ANNOTATED FORMAT**

**EXAMPLE, ORAL  
(ATTACK)**

**EX/**

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<b>TASK ORGANIZATION</b>	Task Organization: Explain how the unit is organized for the operation. If there is no change to previous task organization, indicate "no change."	Task organization is 1st Squad with two of the platoon's machine guns, 2nd Squad, 3rd Squad.	Task org 2nd Squ: team, 3rd gun team
<b>1. SITUATION</b>	1. SITUATION: Provide information essential to the subordinate leader's understanding of the situation.	"Situation:	"Situati
<b>a. Enemy Forces.</b>	a. Enemy Forces Refer to the overlay at sketch. Include pertinent Intelligence provided by higher HO and other facts and assumptions about the enemy. This analysis is stated as conclusions and addressed-- (1) Disposition, composition, and strength. (2) Capabilities. A listing of what the enemy is able to do and how well. (3) Most probable course of action.	"Enemy forces: The scouts have confirmed a full strength motorized rifle squad on our portion of the company objective. They are dug in and expected to fight hard to retain this terrain. Their approximate, positions and orientation were as reflected on the terrain model.	"Enem battalic expect paralle Comar 12 Jun of a req anticip reconn 12 Jun

FORMAT	ANNOTATED FORMAT	EXAMPLE, ORAL (ATTACK)	EXAMI (DE
<b>b. Friendly Forces.</b>	<p>b. Friendly Forces. Provide Information that subordinates need to accomplish their tasks.</p> <p>(1) Higher unit A verbatim statement of the higher unit commander's mission statement from paragraph 2 and concept of the operation statement from paragraph 3a.</p>	<p>"Friendly form: Company C seizes OBJ FOX. vicinity of OLIMO27 to prevent enemy from concentrating combat power against the battalion main effort Company A on OBJ COW. The CO's Intent is to isolate the northern portion of the objective preventing the MRP main effort from concentrating against our breach in the south. He wants to execute the breach and pass through the main attack as quickly as possible. This will prevent enemy from affecting the battalion attack.</p>	<p>"Friendly force NLT 12100 enemy, vicinity (EA FOX) to prevent Company A. The CO's intent is with one platoon any recon platoons will FOX. The platoon will prevent effort. Once elements are destroyed suppress enemy Battalion commander into EA PL</p>
	(2) Left unit's mission.	<p>"On our left, 1st Platoon fix enemy on OBJ FOX to allow 2nd Platoon to establish a breach.</p>	<p>"On our lot the high ground vicinity of (</p>

Example of operation order

6-14

FORMAT	ANNOTATED FORMAT	EXAMPLE, ORAL (ATTACK)	EXAMI (DEI
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	(3) Right unit's mission.	"On our right; 2nd Platoon establish a breach, vicinity of GL163826 to allow main attack to clear OBJ FOX.	"On our right : main effort de destroy enem
	(4) Forward units mission.		"Scout Plt scr company BP through 2nd F
	(5) Mission of the unit In reserve or following.	"To our rear, Company mortars suppress enemy on OBJ FOX to screen breaching effort.	
	(6) Units In support or reinforcing the higher unit.		
<b>c. Attachments and Detachments</b>	c. Attachments and Detachments. When not shown under Task Organization list here or in an annex, units attached or detached from the platoon, together with the effective times.	"Attachments and Detachments: The platoon has three Dragons attached, which will remain under platoon control until seizure of objective.	"Attachments none.
<b>2. MISSION</b>	2. MISSION: Provide a clear, concise statement of the task to be accomplished and the Purpose for doing it (WHO, WHAT ,WHEN, WHERE, AND WHY). The leader derives the mission from his mission analysis.	"Mission:: 3rd Platoon attacks 140200Jun91 to seize western edge of Hill 652(OBJ CAT), vicinity of GL170834 preventing disruption of battalion main attack.	"Mission: 1st   202 (BP 2) NI destroy enem GL123456 to of 2nd platoon

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Example operation order (continued)

<b>FORMAT</b>	<b>ANNOTATED FORMAT</b>	6-15 <b>EXAMPLE, ORAL (Attack)</b>	<b>EXAMI (DI</b>
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**3. EXECUTION**

**Intent.**

3. EXECUTION:  
Intent. Give the stated vision that defines On purpose of the operation and the relationship among the force, the enemy, and the terrain.

“Execution:  
“Concept of the operation:My intent is to penetrate OBJ CAT from the northeast.Then we will move through the breach site.One squad will suppress the trench line allowing main attack to maneuver and enter the trench.Once the foothold is established, we will clear the trench line from east to west. Key to this mission is speed in establishing the foothold (decisive point) and providing suppressive fires allowing main attack access to trench line. This should keep them busy and keep them from disrupting the battalion main attack.

“Execution:  
"Concept of to occupy B forward and destroy forc prevent env One squad c forces, vicini them to move into I then destroy (decisive poi 2nd platoon.

**a Concept of the operation**

a. Concept of the Operation. Refer to the operation overlay and concept sketch. Explain, in general terms. how the platoon, as a whole, will accomplish the mission. Identify the most important task for the Platoon (mission-essential task) and any other essential tasks. If applicable, designate the decisive point form of maneuver of defensive techniques, and any other significant factors or Principles. Limit this paragraph to six sentences.

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Example operation order (continued)

FORMAT	ANNOTATED FORMAT	EXAMPLE, ORAL (ATTACK)	EXAMPLE, ORAL (DEFEND)
<b>(1) Maneuver.</b>	(1) Maneuver. Address all squads and attachments by name, giving each of them an essential task. Designate the platoon's main effort; that is, who will accomplish the most important task. All other tasks must relate to the main effort. Give mission statements for each subordinate element.	"Maneuver: 1st Squad suppress trench line to allow 2nd Squad to enter the trench line. 2nd Squad, the main effort clears trench line preventing disruption of battalion attack. 3rd Squad establish" foothold in trench line allowing 2nd Squad to enter trench line.	"Maneuver: 1st Squad suppress trench line to allow 2nd Squad to enter the trench line. 2nd Squad, the main effort clears trench line preventing disruption of battalion attack. 3rd Squad establish" foothold in trench line allowing 2nd Squad to enter trench line.
<b>(2) Fires</b>	(2) Fires. Refer to the fire support overlay and target list. Describe the concept of fire support to synchronize and complement the scheme of maneuver. If applicable, address priority of fires (Include changes), priority targets (who controls fires on them), and any restrictive control measures on the use of fires.	"Fires": Purpose of fires is to screen observation of breaching operation. 1st Squad has priority of 60-mm mortar fire. During consolidation, 3rd Squad will have priority of fires. Battalion will fire a three-minute preparatory fire on OBJ COW to disrupt enemy command and control.	"Fires: Priority of fires is to screen observation of breaching operation. 1st Squad has priority of 60-mm mortar fire. During consolidation, 3rd Squad will have priority of fires. Battalion will fire a three-minute preparatory fire on OBJ COW to disrupt enemy command and control.

Example operation order (continued)

FORMAT	ANNOTATED FORMAT	EXAMPLE, ORAL (ATTACK)	EXAMPLE, ORAL (DEFEND)
	<p>(3) Additional combat support assets (engineer, ADA). State to concept of employment of any combat support attachments or who gets priority of their use, how they are to be used (priority of effort), and how they will be controlled and by whom. (Do not include Information that belongs in the Coordinating instructions subparagraph.)</p>		
<p><b>b. Tasks to Maneuver Units.</b></p>	<p>b. Tasks to Maneuver Units. Specify tasks, other than those listed in paragraph 3a(1), and the purpose of each, for squads and attachments. List each in separate numbered subparagraphs. Address the reserve last. State any priority or sequence.</p>	<p>"Tasks to maneuver units: 1st Squad, shift fires to contact point 1 allowing 2d Platoon your a clear approach into the trench line. "2d Squad, prepare satchel charges for bunkers 3d Squad, be prepared to assist main attack.</p>	<p>"Tasks to maneuver units: 1st Squad, shift fires to contact point 1 allowing 2d Platoon your supplementary flank attack. F struct obstacle 2B. construct one man to clearing this mine report to the 1st Squad. GLI 119445, 2 "3rd Squad or BP. 2C, prepare obstacle 3.</p>

Example operation order (continued)