

AFROTC 25TH CADET WING IMT CADET TRAINING MANUAL



Fall 2012

PREFACE

“Discipline is the training which makes punishment unnecessary”

-- 25th Cadet Wing Operations Group Training Motto

Welcome to Detachment 025, *Home of the Flying Devils*, and to the Initial Military Training (IMT) Course. This IMT Cadet Training Manual contains information that you are expected to know and demonstrate competency in during your first year in the 25th Cadet Wing. Everything you need to know as an IMT cadet can be found in this manual, *AFI 1-1*, *AFI 36-2903(w/AFROTC Supplement)*, *AFMAN 36-2203*, and any official publications located on the Cadet Link. This information will be supplemented and trained during Leadership Laboratory (LLAB), therefore **it is required that you bring, and have this manual with you for every LLAB training session**. Failure to do so will result in a formal counseling from your flight commander. Your flight commander will dictate what information needs to be studied before each LLAB.

Ultimately, you are responsible for this manual, all the content in this manual, and will hold yourself to the standard set by your cadet leadership – there are no exceptions!

TABLE OF CONTENTS

CHAPTER 1: WARRIOR KNOWLEDGE

Airman’s Creed.....	4
ASU Fight Song.....	4
Air Force Song.....	5
Air Force Core Values	6
Air Force Birthday.....	6
Air Force Mission	6
Holm Center Mission.....	6
Air Force ROTC Mission	6
Cadet Honor Code	6
Codes of Conduct	7
Oath of Office	8
Air Force Core Capabilities	8
Air Force Core Competencies.....	8
Air Force Vision 2020	8
Phonetic Alphabet.....	9
Chain of Command.....	10
United States Air Force Major Commands.....	11
Officer Rank Structure and Insignia	12
Enlisted Rank Structure and Insignia.....	13
AFROTC Cadet Rank Structure and Insignia.....	14
Field Training Manual Quotes	15

CHAPTER 2: PROCEDURES/STANDARDS

Cadre/POC Interaction.....	17
Seven Basic Responses	18
Reporting	18
Saluting.....	19
Reveille/Retreat/United States Flag.....	21
Flight Room and Auditorium Protocol	22
Building Entrance and Departure Procedures	23
Guidon Procedures.....	24
Road Guard Procedures	25

CHAPTER 3: BASIC DRILL

Reasons for Drill.....	26
Terms	26
Commands	28
Formations	30
General Guidance for Flight Marching.....	31
Falling In a Flight	31
Falling Out and Dismissing a Flight	32
Open Ranks Inspections.....	33

CHAPTER 1: WARRIOR KNOWLEDGE

This chapter contains basic knowledge every cadet should be able to recite from memory in order to become a successful IMT cadet and airman. You should not treat this as an all-inclusive list of Air Force knowledge; however it is a good starting point.

AIRMAN'S CREED

I am an American Airman.
I am a Warrior.
I have answered my Nation's call.

I am an American Airman.
My mission is to fly, fight, and win.
I am faithful to a proud heritage, a tradition of honor, and a legacy of valor.

I am an American Airman.
Guardian of Freedom and Justice.
My nation's sword and shield, its sentry and avenger. I defend my country with my life.

I am an American Airman.
Wingman, Leader, Warrior.
I will never leave an Airman behind, I will never falter, and I will not fail.

ARIZONA STATE UNIVERSITY FIGHT SONG

Fight, Devils Down The Field
Fight With Your Might and Don't
Ever Yield
Long May Our Colors Outshine All
Others
Echo From The Buttes, Give 'Em
Hell Devils!
Cheer, Cheer For A-S-U
Fight For The Old Maroon
For it's Hail, Hail, The Gang's All
Here
And It's Onward to Victory!

AIR FORCE SONG

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

Minds of men fashioned a crate of thunder,
Sent it high into the blue;
Hands of men blasted the world asunder;
How they lived God only knew! (God only knew!)
Souls of men dreaming of skies to conquer
Gave us wings, ever to soar!
With scouts before And bombers galore. Hey!
Nothing'll stop the U.S. Air Force!

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

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

**Always sung at the position of attention*
***If not singing, stand at attention from first note to last note*

AIR FORCE CORE VALUES

Integrity First
Service Before Self
Excellence in All We Do

AIR FORCE BIRTHDAY

September 18, 1947

AIR FORCE MISSION

To fly, fight and win...in air, space and cyberspace.

HOLM CENTER MISSION

Develop the best Air Force leaders and citizens of character dedicated to serving the nation.

AIR FORCE RESERVE OFFICER TRAINING CORPS MISSION

Develop quality leaders for the Air Force.

CADET HONOR CODE

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

CODES OF CONDUCT

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

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

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

Article IV: If I become a prisoner of war, I will keep faith with my fellow prisoners. I will give no information or take part in any action which might be harmful to my comrades. If I am senior, I will take command. If not, I will obey the lawful order of those appointed over me and will back them up in every way.

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

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

OATH OF OFFICE

"I, (full name), having been appointed a (rank) in the United States Air Force, do solemnly swear (or affirm) that I will support and defend the Constitution of the United States against all enemies, foreign and domestic; that I will bear true faith and allegiance to the same; that I take this obligation freely, without any mental reservation or purpose of evasion; and that I will well and faithfully discharge the duties of the office on which I am about to enter. So help me God."

AIR FORCE CORE CAPABILITIES

Air and Space Superiority
Global Attack
Rapid Global Mobility
Precision Engagement
Information Superiority
Agile Combat Support

AIR FORCE CORE COMPETENCIES

1. Developing Airmen
2. Technology to Warfighting
3. Integrating Operations

AIR FORCE VISION 2020

Global Vigilance, Reach and Power.

PHONETIC ALPHABET

A - Alpha
B - Bravo
C - Charlie
D - Delta
E - Echo
F - Foxtrot
G - Golf
H - Hotel
I - India
J - Juliet
K - Kilo
L - Lima
M - Mike
N - November
O - Oscar
P - Papa
Q - Quebec
R - Romeo
S - Sierra
T - Tango
U - Uniform
V - Victor
W - Whiskey
X - X-ray
Y - Yankee
Z - Zulu

CHAIN OF COMMAND

PRESIDENT OF THE UNITED STATES
Barack H. Obama

SECRETARY OF DEFENSE
Leon E. Panetta

SECRETARY OF THE AIR FORCE (SAF/OS)
Michael B. Donley

AIR FORCE CHIEF OF STAFF (AF/CC)
Gen Mark. A Welsh, III

COMMANDER, AIR EDUCATION AND TRAINING COMMAND
(AETC/CC)
Gen Edward A. Rice Jr.

COMMANDER, AIR UNIVERSITY (AU/CC)
Lt Gen David S. Fadok

COMMANDER, AIR FORCE OFFICER ACCESSION & TRAINING
SCHOOLS (Holm Center/CC)
Brig Gen Robert D. Thomas

COMMANDER, AIR FORCE RESERVE OFFICER TRAINING CORPS
(AFROTC/CC)
Col Jefferson S. Dunn

COMMANDER, AFROTC SOUTHWEST REGION
Col Mark D. Mattison

COMMANDER, PROFESSOR OF AEROSPACE STUDIES, DET 025
Lt. Col Michael J. Halick

OPERATIONS FLIGHT COMMANDER, DET 025
Capt Michael J. Millard

UNITED STATES AIR FORCE MAJOR COMMANDS

Air Education and Training Command – Joint Base San Antonio-Randolph, Texas
(Formerly known as Randolph AFB, Texas)

Air Combat Command - Joint Base Langley – Eustis, Virginia (Formerly known
as Langley AFB, Virginia)

Air Force Space Command - Peterson AFB, Colorado

Air Force Global Strike Command - Barksdale AFB, Louisiana

Air Force Reserve Command - Robins AFB, Georgia

Air Force Material Command - Wright-Patterson AFB, Ohio

Air Mobility Command - Scott AFB, Illinois

Air Force Special Operations Command - Hurlburt Field, Florida

Pacific Air Forces - Joint Base Pearl Harbor-Hickam, Hawaii (Formerly known as
Hickam AFB, Hawaii)

United States Air Forces in Europe - Ramstein Air Base, Germany

OFFICER RANK STRUCTURE AND INSIGNIA

O-1 - Second Lieutenant



O-2 - First Lieutenant



O-3 - Captain



O-4 - Major



O-5 - Lieutenant Colonel



O-6 - Colonel



O-7 - Brigadier General



O-8 - Major General



O-9 - Lieutenant General



O-10 - General



ENLISTED RANK STRUCTURE AND INSIGNIA

E-1 - Airman Basic (AB)

No insignia

E-2 - Airman (Amn)



E-3 - Airman First Class (A1C)



E-4 - Senior Airman (SrA)



E-5 - Staff Sergeant (SSgt)



E-6 - Technical Sergeant (TSgt)



E-7 - Master Sergeant (MSgt)



E-8 - Senior Master Sergeant (SMSgt)



E-9 - Chief Master Sergeant (CMSgt)



E-9 - Command Chief Master Sergeant (CCM)



E-9 - Chief Master Sergeant of the AF (CMAF)



AFROTC CADET RANK STRUCTURE AND INSIGNIA

AS100 (IMT) - Cadet Fourth Class (C/4C)



AS200 (FTP) - Cadet Third Class (C/3C)



AS300 (ICL) - Cadet Second Lieutenant (C/2d Lt)



AS300 (ICL) - Cadet First Lieutenant (C/1st Lt)



AS300/400 (ICL/SCL) - Cadet Captain (C/Capt)



AS400 (SCL) - Cadet Major (C/Maj)



AS400 (SCL) - Cadet Lieutenant Colonel (C/Lt Col)



AS400 (SCL) - Cadet Colonel (C/Col)



FIELD TRAINING QUOTES

This section lists the quotes that are in the 2012 Field Training Manual. These quotes may be required knowledge from your flight commander, however it is not expected that you know these until you are a Field Training Preparation (FTP) cadet. It is a good idea to start memorizing these quotes now.

“War makes extremely heavy demands on the soldier's strength and nerves. For this reason, make heavy demands on your men in peacetime exercises.”

-- German Field Marshall Erwin Rommel

“Duty then is the sublimest word in the English language. You should do your duty in all things. You can never do more. You should never wish to do less.”

-- General Robert E. Lee

“The American people rightly look to their military leaders to be not only skilled in the technical aspects of the profession of arms, but to be men of integrity.”

-- General Joseph L. Collins

“Leadership is intangible; therefore no weapon ever designed can replace it.”

-- General Omar Bradley

“If our air forces are never used, they have achieved their finest goal.”

-- General Nathan Twining

“If I didn't have air supremacy, I wouldn't be here.”

-- General Dwight D. Eisenhower

“I don't mind being called tough, because in this racket, it's tough guys who lead the survivors.”

-- General Curtis E. LeMay

“In every battle, there comes a time when both sides consider themselves beaten; then he who continues the attack wins.”

-- General Ulysses S. Grant

“Victory smiles upon those who anticipate the changes in the character of war, not upon those who wait to adapt themselves after the changes occur.”

-- Italian Air Marshal Guilio Douhet

“Integrity is a fundamental premise for military service in a free society. Without integrity, the moral pillars of our military strength, public trust, and self-respect are lost.”

-- General Charles A. Gabriel, Chief Of Staff, USAF

“The discipline which makes the soldier of a free country reliable in battle is not to be gained by harsh or tyrannical treatment. On the contrary, such treatment is far more likely to destroy than to make an army. It is possible to impart instructions and give commands in such a manner and in such a tone of voice as to inspire in the soldier no feeling, but an intense desire to obey, while the opposite manner and tone of voice cannot fail to excite strong resentment and a desire to disobey. The one mode or the other of dealing with subordinates springs from the corresponding spirit in the breast of the commander. He who feels the respect which is due to others cannot fail to inspire in them respect for himself while he who feels, and hence manifests disrespect towards others, especially his subordinates, cannot fail to inspire hatred against himself.”

-- Major General John M. Schofield (Graduation address to the graduating class of 1879 at WestPoint)

“War is an ugly thing, but not the ugliest of things. The decayed and degraded state of moral and patriotic feeling, which thinks that nothing is worth war, is much worse. The person, who has nothing for which he is willing to fight, nothing which is more important than his own personal safety, is miserable creature and has no chance of being free unless made and kept so by the exertions of better men than himself.”

-- John Stuart Mill

“It is the soldier, not the reporter, who has given us the freedom of the press. It is the soldier, not the poet, who has given us the freedom of speech. It is the soldier, not the campus organizer, who has given us the freedom to demonstrate. It is the soldier who salutes the flag, who serves beneath the flag, and whose coffin is draped by the flag, who allows the protestor to burn the flag.”

-- Father Denis Edward O'Brien, Sergeant, USMC

“War, once declared, must be waged offensively, aggressively. The enemy must not be fended off; but smitten down. You may then spare him every exaction, relinquish every gain, but 'til then he must be struck incessantly and remorselessly.”

-- Alfred Thayer Mahan

“There is only one sort of discipline- PERFECT DISCIPLINE. Men cannot have good battle discipline and poor administrative discipline.”

-- General George S. Patton, Jr., USA

“The power of excellence is overwhelming. IT is always in demand, and nobody cares about its color.”

-- General Daniel S. "Chappie" James, USAF

CHAPTER 2: PROCEDURES/STANDARDS

This chapter contains basic protocol, procedures, and standards used around the 25th Cadet Wing. It also defines certain procedures and standards that are in effect during LLAB training time to meet training objectives.

MILITARY DECORUM. The rules of military decorum are founded on customs and traditions. The responsibility for military decorum is a mutual one in which the junior initiates the act of courtesy and politeness and the senior responds with like courtesy and politeness. Appropriate military decorum will **ALWAYS** be used around cadre members and **WILL ONLY BE REQUIRED** with Professional Officer Corp (POC) Cadets during scheduled LLAB Practical Military Training (PMT) hours.

UNIFORM WEAR. The Uniform of the Day (UOD) is required while on ASU campus or community college campuses on Thursday's with scheduled LLABs. The UOD will be worn for the entire duty day (0630 to 1630) while on campus. Exceptions to this rule will be determined by your flight commander, which may include work or a specific class that interferes with your uniform wear.

a. Cadre/POC Interaction

(1) Use appropriate military courtesies when greeting cadre members and POC cadets. Always use full rank and last name if you recognize the member or by **"Sir/Ma'am"** as appropriate.

(2) When passing, addressing, or being addressed by cadre members, the proper greeting of the day is **ALWAYS** given. The proper greetings of the day are defined by the time of day: **"Good Morning, Sir/Ma'am"** from 0000 until 1159, **"Good Afternoon, Sir/Ma'am"** from 1200 until 1659 and **"Good Evening, Sir/Ma'am"** from 1700 until 2359.

(3) Cadets will **IMMEDIATELY** come to their feet and stand when a commissioned officer enters the cadet lab, cadet lounge, or any of the offices in the Social Sciences building.

(4) When approaching a group of individuals, the greeting of the day will be rendered to the highest ranking individual(s) first. If the individuals are of the same rank, greet the female(s) first (e.g. A female Captain walking with a male Captain will be greeted with **"Good morning Ma'am, Good morning Sir"**). If all individuals are of the same gender, greet them as a group with "Ladies" or "Gentlemen" (e.g. A male Major walking with a male Captain will be greeted with **"Good morning, Gentlemen"**). If rank is indeterminable, greet the female(s) first (e.g. A group of four males and two females in PT gear will be greeted with **"Good Morning Ladies, Good Morning Gentlemen"**).

(5) Use one of the following **SEVEN BASIC RESPONSES** as appropriate to begin speaking to, rendering a greeting to, respond to a direct question from or as instructed by a cadre member:

- (a) **"Yes, Sir (Ma'am)."**
- (b) **"No, Sir (Ma'am)."**
- (c) **"No excuse, Sir (Ma'am)."**
- (d) **"Sir (Ma'am), I do not know."**
- (e) **"Sir (Ma'am), I do not understand."**
- (f) **"Sir (Ma'am), may I make a statement?"** (not necessary when responding to a direct question)
- (g) **"Sir (Ma'am), may I ask a question?"** (not necessary when you are called upon by raising your hand)

(6) If you give an incorrect response to a question or make an inaccurate statement, you should correct yourself by stating, **"Correction please, Sir (Ma'am)"** and begin again.

(7) If you need to excuse yourself to pass by or through an individual or group of individuals, politely state, **"Pardon me please, Sir (Ma'am)."**

b. Reporting

Reporting procedures will be accomplished for commissioned officers and **at times for POC cadets**. These procedures are only applicable while in uniform.

(1) For a single cadet ordered into an office, reporting procedures are as follows:

(a) Center on the door or cubicle entrance and knock once (loud enough to be heard in an average size room). Do not knock on the door or cubicle wall if a conversation is taking place in the office.

(b) When given the order, enter, close the door (if you opened it), march using the most direct route to the cadre member, perform the appropriate facing movement, (if on carpet, turn in a crisp, military manner), center yourself two paces away from the individual, salute and state: **"Sir/Ma'am, Cadet (last name) reports as ordered."**

(c) The reporting cadet will hold the salute until the individual drops their salute and remain at the position of attention until told otherwise.

(d) At the end of a conversation, cadets will stand and assume the position of attention (if at a different position) and ask, "**Will that be all sir/ma'am?**" If so, take one step backwards, salute and render the proper greeting of the day, perform the appropriate facing movement to leave, and take the most direct route out of the office or cubicle. (If on carpet, turn in a crisp, military manner.)

(2) When multiple cadets are ordered into an office, reporting procedures are as follows:

(a) A selected cadet will center on the door or cubicle entrance and knock once (loud enough to be heard in an average size room). Do not knock on the door or cubicle wall if a conversation is taking place in the office.

(b) When given the order, enter, close the door (if you opened it or are directed to do so), march using the most direct route to the individual, perform the appropriate facing movement, (if on carpet, turn in a crisp, military manner), all cadets will center two paces away from the individual with a selected cadet standing on the right, and salute. This cadet will state on behalf of the others, "**Sir/Ma'am, Cadets (give last names of the whole party) report as ordered.**"

(c) All cadets will hold the salute until the individual drops their salute and remain at the position of attention until told otherwise.

(d) At the end of the conversation, all will stand and assume the position of attention (if at a different position) and the selected cadet will ask, "**Will that be all sir/ma'am?**" If so, all cadets will take one step backwards, salute and the selected cadet will render the proper greeting of the day. All cadets will perform the appropriate facing movement to leave, and take the most direct route out of the office or cubicle. (If on carpet, turn in a crisp, military manner.)

(3) If a cadet is not ordered to report, but needs to see a cadre member in their cubicle or office to make a statement or ask a question, the cadet will use the preceding procedures with the following exception: instead of using the above reporting statement, use the appropriate remarks: "**Sir/Ma'am, Cadet (last name) reports.**" Once acknowledged by the staff member, the cadet will continue with the question or statement.

c. Saluting

(1) The salute is one of the oldest military traditions. It is a courtesy exchanged between members of the armed forces as both a greeting and a symbol of mutual respect. The uniform hat is worn and salutes are rendered in all outdoor areas, unless specifically indicated otherwise. **Cadets are only required to salute when**

rank is visible; therefore it is not required to salute in the Physical Training Uniform (PTU). Although inappropriate at certain times, it is never incorrect to salute a senior officer outdoors as a courtesy and a greeting. Do not salute indoors unless formally reporting in to a cadre member's office or upon receiving an award at an awards ceremony. Do not salute when reporting to enlisted cadre members.

(2) In detail formations (two to four cadets), all will extend military courtesies as appropriate. In normal formations (5 or more cadets in a flight), the cadet in charge renders the military courtesies for the formation.

(3) Cadets will initiate the salute in time to allow the officer/POC cadet to return it, but not from such a distance as to hinder communication. To prescribe an exact distance for all circumstances is not practical, but good judgment indicates when salutes will be exchanged. (**NOTE:** A standard rule of thumb is to use the same distance prescribed for rendering a salute to the Colors—**approximately six paces.**) At no time will a cadet turn their upper body to salute someone behind them nor will they salute someone they approached from the rear. If marching, they will continue as needed. If stationary, they will use appropriate facing movements

(4) Cadets passing an officer engaged in conversation will render a salute but not interrupt with the greeting of the day. If the officer does not return the salute, the cadet will continue and then drop the salute once abreast of the officer.

(5) If at double-time, execute quick-time, render a salute and verbal greeting and then resume double-time once your salute is returned. All cadets not in formation will salute and greet officers and POC cadets. If in formation and at double-time, the formation commander may simply render a verbal greeting rather than bring the formation to quick-time to salute.

(6) If called to receive an award, proceed in a crisp, military manner and stand approximately one arm's length in front of the presenter. Extend the right hand and shake the presenter's hand while taking the award with the left hand. Then render a salute if the presenter is a commissioned officer. Exit the area in a crisp, military manner. If there are multiple award presenters, side step down the line repeating the same procedure of shake, take, and salute, unless the ceremony is indoors. If indoors, only salute the presenter of the award, but shake the hands of everyone else on the line.

(7) Cadets will render proper customs and courtesies even if participating in scheduled training or athletic events. The only exceptions to this are if cadets and cadre members are actively participating in events where cadets are actively "encumbered" and cadre members actively engaged in safety-spotting or evaluating performance. **In these situations, safety and common sense should always prevail.**

(8) **No-salute areas.** Saluting is not required in the following locations: the atrium of the Social Sciences building, and the Student Recreation Field (during instruction only). Upon completion of instruction all cadets will resume rendering salutes at the SRC Field.

d. Reveille/Retreat/United States Flag

(1) The 25th Cadet Wing works jointly with the Navy, Marines, and Army for reveille and retreat. The flag is raised every duty day (Monday to Friday) before the first scheduled training event (PT or LLAB) and is lowered at close of business (COB), which is 1630. At some point this semester, you will be required by your Flt/CC to either raise or lower the flag after you receive instruction during LLAB #4. **YOU WILL SHOW RESPECT FOR THE FLAG AT ALL TIMES!**

(2) During Reveille or Retreat

- (a) In uniform and National Anthem or To the Colors is played
 - i. Stand at attention
 - ii. Face the flag (or music, if flag is not visible)
 - iii. Render military salute (begins on first note of music and held until last note)

- (b) In uniform and no music is played
 - i. Stand at attention
 - ii. Face the flag
 - iii. Render the military salute (begins as soon as flag is lowered)

- (c) In civilian clothes and National Anthem or To the Colors is played
 - i. Stand at attention
 - ii. Face the flag (or music, if flag is not visible)
 - iii. Place right hand over heart
 - *Male - removes hat and holds in right hand places over heart*
 - **Female - does not need to remove hat*

(3) An Escorted United States Flag

- (a) In uniform and uncased (flying free) flag such as in parade, folded flag being carried after retreat or flag draped coffin passes by you.
 - i. Stand at attention
 - ii. Face front
 - iii. Render appropriate salute
 - * Rendered six paces before flag is even with you and held until flag has passed six paces beyond you.*
 - **Always salute each US flag carried past you—not just the first one (if multiples).*

- (b) In civilian clothes and uncased (flying free) flag such as in parade, folded flag being carried after retreat or flag draped coffin passes by you
 - i. Same as in uniform except remove hat and/or put right hand over heart.
- (c) Flag on a stationary flagstaff
 - i. Not saluted except during reveille and retreat.

e. Flight Room and Auditorium Protocol

(1) Hallway Guidance. **The following hallway guidance is only applicable while in the Social Science Building during scheduled LLAB PMT hours and is used for practice purposes only.** Cadets will walk (not march or run) in a military manner, with a sense of purpose, and with hands cupped, single file, on the right side of the hallway. It's not necessary to halt at every doorway or intersection, but they will watch for people coming out of offices/around corners. In order to prevent undue carpet wear, cadets will not square corners in carpeted areas. Cadets may not speak unless making on-the-spot corrections to other cadets, addressing or being addressed by cadre members, POC cadets, or ASU staff.

(2) Auditorium (mass lecture) procedures. When class is not in session, Murdock Hall will be called when the highest ranking officer enters and/or leaves the auditorium. Cadets will sit according to assigned seating arrangement. After taking their seat, they will maintain good order, discipline and posture. During the lecture, cadets may not talk, sleep or move unnecessarily (i.e., stretching, gathering notes before dismissal, etc.), and will not engage in any activity not directly related to the current lesson.

(3) Flight Room Procedures. When using the flight room during LLAB training hours the following procedures will be followed. Once all cadets have entered the flight room the Cadet Flt/CC will stand at the front of the room and command, **“CLASS, PREPARE FOR INSTRUCTION.”** At this time, cadets will stand at parade rest in front of their seats. As the instructor breaks the plane of the door, **ALL** cadets will command, **“ROOM, ATTENTION.”** The Cadet Flt/CC (posted at the front of the flight room) will then turn to the instructor, salute and report, **“SIR/MA’AM, _____ FLIGHT IS READY FOR INSTRUCTION.”** The instructor will return the salute, and direct the class to take their seats, and the lesson will begin. Once the instructor indicates they are ready to close class, the Cadet Flt/CC will stand and command, **“CLASS, PREPARE FOR DISMISSAL.”** At this time, cadets will set aside class materials and be ready to stand. Next, the Cadet Flt/CC will issue the command, **“CLASS, ATTENTION”**, upon which cadets will move to the position of attention. The Cadet Flt/CC will then turn to the instructor salute and report, **“SIR/MA’AM, _____ FLIGHT IS READY FOR DISMISSAL.”** When exiting, if the officer or POC cadet commands "CARRY ON," all cadets will echo, **"CARRY ON SIR/MA'AM."** If

the “**CARRY ON**” command is not issued, the Cadet Flt/CC will command “**CARRY ON**” once the instructor has left the room.

(4) Asking/Answering Questions. When cadets wish to ask a question or provide an answer during a class lecture, they will remain seated and raise a hand. When the lecturer recognizes a cadet, the cadet will stand up, state their name and flight and ask the question/give the answer, unless directed to do otherwise by the lecturer. Proper military customs and courtesies, including “**SIR/MA‘AM**” will be used.

(5) When class is open, the flight room, auditorium, PE West, and the SRC Field will not be called to attention for visitors regardless of rank. **This is an academic session and will continue uninterrupted.** When class is stopped for a break and the same lesson will resume upon conclusion of the break, cadets will not call the room to attention when the instructor enters or exits the room.

g. Building Entrance and Departure Procedures

(1) Entrance and departure procedures are necessary in order to promote good order and discipline among cadets while entering or exiting any permanent structure, including the Social Sciences building, Murdock Hall, or PE West. These procedures apply to squadron, flight and detail formations. If a door becomes propped in the open position, the last cadet entering will close it.

(2) Upon halting a flight near an entrance in which entry is required, the Cadet Flt/CC will command, "**COLUMN OF FILES FROM THE RIGHT (LEFT).**" On the informational command, the guide will take the position in front of the selected element. Once the guide is in position and at order guidon, the Cadet Flt/CC will command, "**FORWARD.**" Upon the Cadet Flt/CC’s command of "**FORWARD,**" the element leader of the selected element turns his/her head 45 degrees to the right (left) and echoes the Flt/CC's command of “**FORWARD**”. The guide will go to the carry position (if carrying a guidon) as the element leader echoes the command. At the same time the remaining element leader(s) turns his/her head 45 degrees to the right (left) and commands, "**STAND FAST.**" Their heads stay turned until they step off. After all element leaders have echoed the appropriate command, the Cadet Flt/CC will command, "**MARCH.**"

(3) Upon the Cadet Flt/CC’s command of "**MARCH**" the guide and all remaining members of the element will step off. Once the guide has reached the door, he/she will hold it until the last flight/element member has entered. The element leader of the selected element will step off toward the appropriate entrance. The element leader of each remaining element will command, "**FORWARD, MARCH**" as the last cadet in each preceding element has passed. Giving the command as the left foot strikes the ground will ensure their element is in step with the preceding element. All elements will incline in the appropriate direction, following the leading element in successive order.

(4) If carrying a guidon, the guide will place the guidon in the guidon stand (if available). The Cadet Flt/CC will be the last person from his/her flight to enter the building.

(5) While marching as a detail, the cadet in charge will command, "**DETAIL HALT,**" followed by the command of "**FALL OUT.**" The cadets will then enter the building.

(6) The Cadet Flt/CC will be the first member of the flight to depart the building and will designate the position for forming the flight. The flight will exit the building and form up on the guide, in line formation, three elements, facing the Cadet Flt/CC. When departing as a detail, cadets will exit the building in an orderly manner and form up on the sidewalk. There will be no talking in formation. Cadet Flt/CCs will take care to not block traffic into or out of the building. The last cadet in a formation will ensure building doors close behind them.

h. Guidon Procedures

(1) Each flight of six or more cadets will carry their guidon from start to end of the LLAB session while marching from one location to another on ASU campus, except when specifically instructed to do otherwise, or due to weather advisories.

(2) If there is no guidon holder at the event, the guidon bearer will make every effort to ensure the guidon is stored/displayed properly and will not become a safety hazard. Guidons will not be posted by jamming them into the ground.

(3) Guidon Bearer. The flight guide will carry the guidon with the right hand. The guide will position the ferrule of the staff six inches from the ground when the flight is marching and resting on the ground when the flight is halted. **Until the flight's pennant is awarded, flights will carry the guidon without the pennant.** When the guidon is carried by a detail or a formation too small to be a flight, the guidon is carried by the individual on the front right.

(4) Storage of the Guidon. Flight guides are responsible for storing the guidon in the appropriate rack when not in use. Guidons shall not be placed with the tip of the ornament on the ground or with the pennant wrapped tightly around the staff. When entering a building with a guidon, cadets will announce "**GUIDON**" in order to alert others in the area to the hazard.

(5) Refer to *AFMAN 36-2203* for more information regarding the guidon.

i. Road Guard Procedures

(1) For safety reasons, flights will always be halted prior to entering a hazard area so the Cadet Flt/CC can ensure the safety of the posting road guards. The Cadet Flt/CC will ask permission of the instructor escorting them to cross road or enter the hazard area.

(2) The Cadet Flt/CC will move forward, post in front of the flight at the sidewalk/hazard edge.

(3) The Cadet Flt/CC will wave traffic past OR motion for the traffic to stop by extending either arm and displaying the palm of the hand with the fingers pointed upward.

(4) The Cadet Flt/CC will then march into the intersection and post in the middle of the road, perform an about face (so they're facing the flight), ensure traffic is stopped and command, "**ROAD GUARDS OUT.**"

(5) On the command, "**ROAD GUARDS OUT,**" the left road guard will go to the closest lane, and the right road guard will go to the farthest lane, face oncoming traffic at parade rest with the right arm up, palm flat with the fingers pointed upward.

(6) The Cadet Flt/CC will command the flight to march across the intersection and perform the necessary facing movements so they can observe the flight at all times.

(7) Once the flight is through the intersection, the Cadet Flt/CC will halt the flight and command, "**ROAD GUARDS IN.**"

(8) The Cadet Flt/CC will remain in the intersection and continue to halt existing traffic while the road guards return to the rear of the flight.

(9) The Cadet Flt/CC does not give further commands (e.g., "**FORWARD MARCH**") until rejoining the flight.

CHAPTER 3: BASIC DRILL

This chapter reviews and defines some basic concepts of drill. This section of your IMT Cadet Training Manual should only be used as a reference to supplement your LLAB training and should not be used in lieu of AFMAN 36-2203(Drill and Ceremonies Manual). It is recommended that you obtain a pocket-sized edition of AFMAN 36-2203 to carry with you.

a. Reasons for Drill

(1) Part of your Leadership Laboratory (LLAB) experience is the training you will receive in drill and ceremonies. Drill and ceremonies provide a means of exercising control over a group in a leader-follower situation. As a follower, you will develop your skills through practice under the guidance of your cadet leaders and drill instructors. As you advance from mastering the basic skills to assuming positions of command, you will find drill and ceremonies offer you the opportunity to develop your capability to be an effective leader. Leadership education is the focus of LLAB. Although drill is only one method of practicing leadership in LLAB, it offers some distinct advantages for GMC cadets. From learning drill you will learn **teamwork, self-discipline, leadership, and military bearing.**

b. Terms

Attention. Heels together, on line and feet at a 45-degree angle. Legs straight, but not stiff -- DO NOT lock knees. Body erect, shoulders square, head and eyes straight ahead. Arms will hang naturally, hands cupped with thumbs along the seams of the trousers or skirt. Maintain silence and immobility.

Base. The element on which a movement is planned, regulated, or aligned.

Cadence. The uniform step and rhythm in marching; that is, the number of steps marched per minute.

Slow Time: 60 steps per minute (used in funerals)

Quick Time: 100 - 120 steps per minute

Adjutant's Time: 140 steps per minute

Double Time: 180 steps per minute

Cadence is given in sets of two as follows: **HUT, TOOP, THREEP, FOURP; HUT, TOOP, THREEP, FOURP. Odd numbers are given when the left foot strikes the ground, even numbers when the right foot strikes the ground.*

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

Depth. The total space from front to rear of any formation. An individual's depth is considered to be 12 inches.

Detail. Formation of two to four cadets, including the cadet in charge. In formations with three or four cadets, the formation is properly sized and the cadet in the right rear position will lead the formation. When in details of two the detail leader marches on the right. When in a detail to retrieve a guidon, the cadet on the right will carry it, regardless of their assigned duty for that day.

Distance. The space from front to rear between units. The distance between individuals in formation is 40 inches as measured from their chests to the backs of individuals directly in front of them. Flight commanders, guides, and others whose positions in formation are 40 inches from a rank are themselves considered a rank.

Dress. Alignment of elements side by side or in line maintaining proper interval.

Element. The basic formation; that is, the smallest drill unit comprised of at least 3, but usually 8 to 12 individuals, one of whom is designated the element leader.

File. A single column of persons placed one behind the other

Flank. The extreme right or left (troops right or left) side of a formation in line or in column.

Flight. A formation of five or more cadets (including the cadet flight commander). At least two, but not more than four, elements.

Formation. An arrangement of units.

Front. The space occupied by a unit, measured from flank to flank. The front of an individual is considered to be 22 inches.

Guide. The airman designated to regulate the direction and rate of march. Marches in front of the highest numbered element leader (front-right corner in column formation).

In Column. The arrangement of units side by side with guide and element leaders to the head.

In Line. The arrangement of units one behind the other with the guide and element leader to the extreme right flank.

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

Inverted Column. The arrangement of units side by side with guide and element leaders to the rear.

Inverted Line. The arrangement of units one behind the other with the guide and element leaders to the extreme left flank.

Line of March. A line followed by troops as they pass in review.

Mark Time. Marching in place at a rate of 100 to 120 steps per minute. Feet are raised 4 inches above ground with normal arm swing.

Mass Formation. The formation of a squadron or group in which the component units are in column, abreast of each other, and at close interval.

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

Parade Rest. Raise the left foot from the hip just enough to clear the ground and move it smartly to the left so the heels are 12 inches apart, as measured from the inside of the heels. Keep the legs straight, but not stiff, and the heels on line. As the left foot moves, bring the arms, fully extended, to the back of the body, uncapping the hands in the process; and extend and join the fingers, pointing them toward the ground. The palms will face outwards. Place the right hand in the palm of the left, right thumb over the left to form an “X”. Keep head and eyes straight ahead, and remain silent and immobile.

Rank. A single line of persons placed side by side.

Road Guard. Cadet designated to stop traffic when cadets cross a road or parking lot.

Step. The distance measured from heel to heel between the feet of an individual marching.

c. Commands

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

(2) A drill command is an oral order. Most drill commands have two parts, the preparatory command and the command of execution.

(a) The preparatory command explains what the movement will be. When calling a unit to attention or halting a unit’s march, the preparatory command includes the unit’s designation. In the command **Flight, HALT**, the word **Flight** is the preparatory command. At the same time, it designates the unit.

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

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

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

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

(4) The following are some basic commands you will encounter as an IMT cadet and how to properly inflect/pronounce them:

Flight, Attention. Pronounced “**FLIGHT, TENCH HUT**”

Parade, Rest. Pronounced “**PARADE, HEST**”

Dress Right (Left), Dress. Pronounced “**DRESS RIGHT (LEFT), HESS**”

Present, Arms Pronounced “**PRE-SENT, HARMS**”

Order, Arms Pronounced “**OR-DER, HARMS**”

About, Face. Pronounced “**ABOUT, HACE**”

Right (Left), Face. Pronounced “**RIGHT (LEFT), HACE**”

Forward, March. Pronounced “**FORWARD, HARCH**”

Forward, Halt. Pronounced “**FLIGHT, HAWLT**”

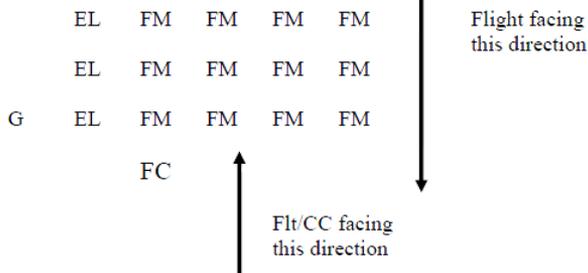
Right (Left) Flank, March. Pronounced “**RIGHT (LEFT) FLANK, HARCH**”

To the Rear, March. Pronounced “**TO THE REARP, HARCH**”

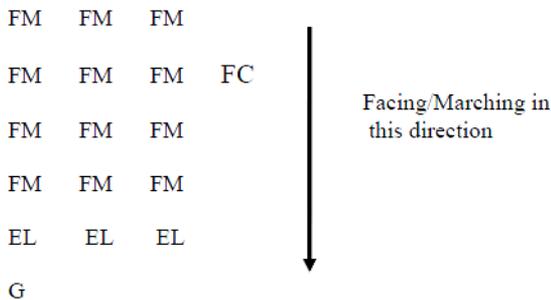
Column Right (Left), March. Pronounced “**COLUMN RIGHT (LEFT), HARCH**”

d. Formations

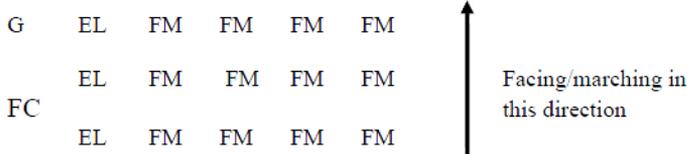
Line Formation



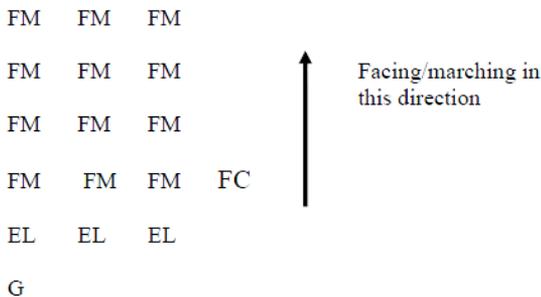
Column Formation



Inverted Line Formation



Inverted Column Formation



e. General Guidance for Flight Marching

- (1) The Cadet Flt/CC's first responsibility is the safety of the formation. Therefore, situational awareness of the surroundings is critical and must be maintained at all times, even when stationary.
- (2) Cadets will not talk while in formation.
- (3) Cadets will not double time a flight during LLAB, unless instructed otherwise.
- (4) All cadets will move on sidewalks, and other improved surfaces. Flights will march on the right side of sidewalks when possible. When there are none available, use unimproved surfaces with caution and while marching at ease. If marching in a roadway march against the flow of traffic.
- (5) Cadets do not have the authority to place flights *"at ease"* or *"at rest"* at any time unless instructed to do so. If a flight member wishes to address the flight, he/she must first request permission from the Cadet Flt/CC to address the flight and then do so from the position of attention. The flight will also be at the position of attention. Individual flight members cannot address the flight while the flight is in transit. However, flight members may request from the Cadet Flt/CC permission to ask a question or to make a statement in order to address a safety concern.

f. Falling In a Flight

- (1) Once the command of **"FALL IN"** has been given, there will be no running or talking. Cadets will move briskly with a sense of urgency to get into positions. The guide takes a position to the left of the flight commander, so that the front of the formation is centered on and three paces from the flight commander.
- (2) The center of the flight is determined from flank to flank excluding the guide. On an odd numbered front, the center is the center person. On an even numbered front, it will be the person immediately right of center. Right and left is determined from within the flight.
- (3) The guide will extend his/her left arm laterally to shoulder height with the palm down, fingers extended and joined. The guide will not move.
- (4) The first element leader will take a position to the guide's left, extend the left arm, and at the same time snap the head 45 degrees to the right. Interval and dress will be attained with short choppy steps.
- (5) The second and third element leaders will take their respective positions behind the first element leader, extend their left arm, cover, and visibly establish a 40-inch distance by taking short choppy steps.

(6) The remainder of the flight will fall into any open position to the left of the element leaders. Each flight member will extend their left arm and snap the head and eyes 45 degrees to the right. Dress, cover, and interval will be obtained by taking short choppy steps.

(7) **EXCEPTIONS:** The guide and the second and third element leaders look straight ahead, not 45 degrees to the right since no one is to their right. The flight members at the end of an element do not have to extend their left arm no one will be to their left.

(8) The first element will establish interval by making sure their shoulder touches the person's fingers to their right. The second and third element will attain dress by aligning themselves on the person to their right and will attain cover by looking out of the corner of their eyes and aligning themselves on the person in front of them.

(9) As the last person in each element falls in, it will not be necessary to raise the left arm since no one is to their left. They will, however, snap their head and eyes to the right and obtain dress and cover. The left flank of the flight must be squared. This is accomplished by extra persons filling in spaces from the third element to the first element.

(10) Once they have obtained proper dress, cover, interval and distance, each individual will snap their head and eyes to the front. Each individual will simultaneously drop their arms to their sides without command, and remain at attention. This is done on an individual basis.

(11) Remember, in line formation, the flight commander should be six paces away and centered on the flight. From a fall in command, after the entire flight has fallen in and members have dropped their arms to their sides, the flight is three paces away from the flight commander. Therefore, the flight commander will do an about face, take three paces, and do another about face. This repositions the flight commander to be centered and six paces away.

g. Falling Out and Dismissing a Flight

(1) On the command **FALL OUT**, individuals may relax in a standing position or break ranks. They must remain in the immediate area, and no specific method of dispersal is required. Moderate speech is permitted.

(2) On the command **DISMISSED**, airmen break ranks and leave the area.

h. Open Ranks Inspections.

(1) Open ranks inspections focus on military bearing and personal appearance. You will be expected to follow these instructions for open ranks inspections.

(2) Flights being inspected will march to the inspection area, position themselves at the proper location, and stand at parade rest. The Cadet Flt/CC will be posted six paces to the front of, centered on, and facing away from the flight. When the inspector approaches, the Cadet Flt/CC will call the flight to attention, salute the inspector, and offer a verbal greeting. The inspector will direct the Cadet Flt/CC to prepare the flight for inspection at which time the Cadet Flt/CC salutes the inspector and does an about face. The Cadet Flt/CC then gives the command **“Open ranks, March,”** and then immediately walks at a 45-degree angle to position him/herself one pace to the guidon bearer’s right side and then faces down the line. The Cadet Flt/CC then proceeds to align the flight starting with the First Element and ending with the Third Element.

(3) Once the flight is aligned, the Cadet Flt/CC positions him/herself 3 paces in front of the guidon bearer’s right side, facing down the line. The first element will now be three paces to the left of the Cadet Flt/CC. The Cadet Flt/CC will command **“Ready front.”**

(4) The Cadet Flt/CC takes one step forward, conducts a right face, and salutes the inspector (who has positioned him/herself immediately in front of the Cadet Flt/CC) and reports, **“Sir (Ma'am), ___ Flight is prepared for inspection.”** The inspector returns the salute and begins to inspect the Cadet Flt/CC.

(5) While the Cadet Flt/CC is being inspected, the Cadet Flt/CD takes one step to the rear, conducts a right face, and marches to a position one pace to the right and one pace to the front of the guide. He/she faces down line and prepares to record the inspection results.

(6) Once completed inspecting the Cadet Flt/CC, the inspector asks the Cadet Flt/CC to accompany him/her on the inspection. Both the Cadet Flt/CC and Cadet Flt/CD will accompany the inspector; the Cadet Flt/CD documents discrepancies on the ORI Discrepancy Roster.

(7) After being inspected, the Cadet Flt/CC executes a left face (down line) and commands, **“Second and third elements, parade rest.”** The inspector takes the necessary steps forward to inspect the guidon bearer. The Cadet Flt/CD, who is still positioned in front of the guidon bearer, continues to face down the line. The Cadet Flt/CC executes a half left in marching without arm swing and halts one pace to the right and one pace to the rear of the inspector. (This causes the Cadet Flt/CC to precede the inspector and the Cadet Flt/CD to follow the inspector.) Cadet Flt/CD continues to face the inspector during the inspection, documenting any discrepancies. These positions are maintained throughout the inspection of the

front of each respective rank. After completing the front inspection of each cadet, the inspector looks to the right to signal to the Cadet Flt/CC he/she is ready to move. When moving from individual to individual during the inspection, the inspector and Cadet Flt/CC simultaneously execute a facing movement to the right in marching and an in-place halt as described in section 7 below. (Cadet Flt/CD faces the inspector and simply takes one step forward for each inspector and Cadet Flt/CC movement)

(8) The movement is executed by pivoting 90 degrees to the right on the ball of the right foot, simultaneously stepping over the right foot with the left foot and placing the left foot parallel to the rank being inspected. Then advance one short step with the right foot, and place the right foot pointed toward the flight. Next bring the left heel into the right heel, and once again reassume the position of attention. The upper portion of the body remains at the position of attention, and the arm swing is suspended throughout when inspecting the front of each rank.

(9) These movements should place the inspector directly in front of the next individual to be inspected, still preceded by the Cadet Flt/CC and followed by the Cadet Flt/CD. After the inspector has inspected the last individual in the front rank, the Cadet Flt/CC hesitates momentarily and allows the inspector and Cadet Flt/CD to precede him or her as the inspector inspects the front rank from the rear. During the inspection of the rear of each rank, the Cadet Flt/CD follows the inspector approximately two paces to the rear, halting when the inspector halts. The Cadet Flt/CC will follow approximately two paces behind the Cadet Flt/CD, also halting with the inspector. After inspecting the rear of each rank, the inspector halts and turns in front of the element leader of the next rank. The Cadet Flt/CD marches past the rear of the inspector and reassumes the position following the inspector while the Cadet Flt/CC will halt and turn in front of the second person in the next rank (the Cadet Flt/CC is once again preceding the inspector). (These procedures are used to inspect the front and rear of subsequent ranks.)

(10) When the inspection party finishes inspecting the first element and before the inspector halts in front of the first person of the second element, the second element leader assumes the position of attention. The element leader turns his or her head approximately 45 degrees down line and commands, **“Second element, Attention.”** When the first element leader can see the inspector out of the corner of his or her eye, the element leader turns his or her head down line and commands, **“First element, parade rest.”** This procedure is repeated throughout the remaining elements.

(11) After the last element has been inspected from the rear, with the Cadet Flt/CD and Cadet Flt/CC following the inspector, the inspector will halt and execute an about face. The Cadet Flt/CD will halt while the Cadet Flt/CC will position him/herself one pace to the right of the Cadet Flt/CD, halt, and record the inspection results of the Cadet Flt/CD. The inspector inspects the Cadet Flt/CD and commands **“POST”**. The Cadet Flt/CD will return to his/her position in the

flight. The inspector marches off to the right flank (element leaders) of the flight while the Cadet Flt/CC proceeds directly to a position three paces beyond the front rank, halts, faces to the left (down line), and commands, **“Flight, attention.”** The Cadet Flt/CC then takes one step forward with arm swing and faces to the right. The inspector marches to a position directly in front of the Cadet Flt/CC and gives comments. After receiving comments, the Cadet Flt/CC will salute and greet the departing official appropriately, **“Good morning (afternoon or evening), Sir (Ma'am)”**. The inspector then executes the appropriate facing movement to depart. To conclude the activity, the Cadet Flt/CC will command, **“Close ranks, march”** before posting three paces in front of and centered on the flight. The flight will then be ready for the next scheduled activity.