MEMORANDUM FOR 1ST ARCTIC BATTALION CADETS

SUBJECT: 1ST Arctic Battalion Army ROTC Handbook

1. Welcome to the 1st Arctic ROTC Battalion headquartered at MTU.

2. The ROTC program prepares students to become commissioned officers in the United States Army active component, the Army Reserve or Army National Guard. The key goals of the program are:

   - to develop leadership skills
   - to develop character and inculcate the Army values
   - to ingrain in Cadets what an officer should be, know and do
   - to encourage academic excellence in the belief that lifelong learning is a key attribute of a leader

3. Any student who shows sincere commitment to reach these goals will be successful in the program and will be commissioned an officer in the United States Army.

4. This handbook is a reference for all cadets in the entire ROTC Battalion. While the handbook does not answer all questions, it does address the fundamental aspects of being a successful Army ROTC Cadet. It is in no way a substitution for the numerous Cadet Command regulations, Army regulations and Field Manuals the information contained in this handbook was pulled from. We will continue to update the handbook periodically to keep the information current. Any comments or suggestions regarding the Cadet Handbook should be directed to the battalion’s Senior Military Instructor or the Professor of Military Science.

5. The POC for this memorandum is the undersigned @ 906-487-3436 or dleubank@edu.mtu.

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PART I
WHAT EVERY CADET SHOULD KNOW

General Information

1. High personal and professional standards of conduct are expected of cadets at all times. This handbook provides the basic information you need to assist you in developing those standards.

2. The 1st Arctic Battalion is made up of Active Army, Active National Guard Cadre, Civilian Staff, students, and cadets enrolled in military science courses. The 1st Arctic Battalion functions as both an active duty military organization and as an academic department of MTU. Students and cadets enrolled in Military Science make up the 1st Arctic Battalion. Students become Cadets when they contract with the ROTC program.

3. The mission of the 1st Arctic Battalion is to commission the future officer leadership of the U.S. Army, U.S. Army Reserve, and the National Guard.

4. The Cadre and Staff of the 1st Arctic Battalion are always available to assist you. Office hours are Monday through Friday from 0900 hours to 1700 hours. If you need assistance or have questions, contact your instructor or see the ROTC Administration Secretary.

5. All contracted Cadets are assigned a mailbox located in the basement hallway of the ROTC building in front of the cadet classroom. Mailboxes should be checked before Lab on Thursday.

6. The Cadet lounge and computer labs are located in the basement of the ROTC building and are available for any Cadet to use. Inquire with upperclassmen for the lock combination. It is important that when using the Cadet lounge you don’t leave it unsecured.

CREEDS/CODES TO LIVE BY

1. **Standard of Conduct:**
   We will hold all cadets to the standard of a professional Army officer. This will be exemplified on campus, in public, in ROTC events and anywhere the public can see or hear about your actions.

2. **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 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.*

**Warrior Ethos**

Found in the Soldiers’ Creed, the Warrior Ethos is the fighting spirit of the Soldier. Being a Soldier or Cadet requires us to live this ethos.

3. **Soldiers Creed**

I am an American Soldier.
I am a Warrior and a member of a team. I serve the people of the United States and live the Army Values.

*I will always place the mission first.*
*I will never accept defeat.*
*I will never quit.*

*I will never leave a fallen comrade.*
I am disciplined, physically and mentally tough, trained and proficient in my warrior tasks and drills. I always maintain my arms, my equipment and myself.
I am an expert and I am a professional.
I stand ready to deploy, engage, and destroy the enemies of the United States of America in close combat.
I am a guardian of freedom and the American way of life.
I am an American Soldier.

4. **Army Values:**

- **Loyalty**- Bear true faith and allegiance to the U.S. constitution, the Army, and other soldiers. Be loyal to the nation and its heritage.

- **Duty**- Fulfill your obligations. Accept responsibility for your own actions and those entrusted to your care. Find opportunities to improve oneself for the good of the group.

- **Respect**- Treat others as you would wish to be treated. How we consider others reflects upon each of us, both personally and as a professional organization.
Selfless Service- Put the welfare of the nation, the Army, and your subordinates before your own. Selfless service leads to organizational teamwork and encompasses discipline, self-control and faith in the system.

Honor- Live up to all the Army values.

Integrity- Do what is right, legally and morally. Be willing to do what is right even when no one is looking. It is our "moral compass" an inner voice.

Personal Courage- Our ability to face fear, danger or adversity; both physical and moral courage.

5. General Orders

a. I will guard everything within the limits of my post and quit my post only when properly relieved.

b. I will obey my special orders and perform all my duties in a military manner.

c. I will report violations of my special orders, emergencies, and anything not covered in my instructions to the commander of the relief.

6. ROTC Cannonade

An integral part of Cadet Command’s reviews and ceremonies, including National Advanced Leadership Camp, is the firing of a three-volley cannonade saluting the pillars of service to our Nation - Duty, Honor, and Country.

a. DUTY - Obedience and disciplined performance. Despite difficulty or danger, duty requires self-responsibility and selfless devotion.

b. HONOR - Encompassing integrity and dedication. Honor is the thread which holds together the fabric of our Army.

c. COUNTRY - For which men and women have given their lives. Our country shines as the light of freedom and dignity to the world.

ROTC HISTORY

ARMY ROTC - PAST TO PRESENT

The tradition of military instruction on civilian college campuses began in 1818 when Captain Alden Partridge, former superintendent at West Point, established the American Literary, Scientific, and Military Academy, which later became Norwich University. The idea of military instruction in civilian colleges soon spread to other institutions, including Virginia Military Institute, The University of Tennessee, and The Citadel. The Land Grant Act of 1862 (Morrill Act) reinforced this tradition by specifying that courses in military tactics should be offered at the colleges and universities established.
Although 105 colleges and universities offered this instruction by the turn of the century, the college military instruction program was not directly associated with Army needs. The National Defense Act of 1916 turned away from the idea of an expandable Regular Army and firmly established the traditional American concept of a citizen’s Army as the keystone of our defense forces. It merged the National Guard, the Army Reserve, and the Regular Army into the Army of the United States. Officers for this expanded citizen’s Army were to be given military instruction in colleges and universities under a Reserve Officers’ Training Corps. Army ROTC was firmly established in the form in which it is known today.

By the beginning of World War I, ROTC had placed some 90,000 officers in the reserve pool. In 1917 and 1918, the majority of these were called to active duty.

At the outbreak of World War II, more than 56,000 Army ROTC officers were called to active duty within a six-month period. By the end of World War II, more than 100,000 had served. Since 1945, more than 328,000 men and women have received commissions through Army ROTC.

In 1945, Congress passed the ROTC vitalization Act, which made the ROTC program more effective by establishing an attractive scholarship program, introducing the two-year program and providing monthly financial assistance to Advanced Course Students.

Today, the importance of the ROTC program to national security is highlighted by the fact that about 75% of all officers commissioned each year come from ROTC sources. The national resurgence of interest in ROTC is also clearly evident by the involvement of over 70,000 college students in ROTC courses and by the more than 270 college institutions and 600 cross-enrolled schools that offer the ROTC program on their campuses.
A shield arched at top and bottom, 3 1/2 inches in height and 2 1/2 inches in width, consisting of a field divided quarterly yellow and black and thereon at upper right a yellow lamp of knowledge inflamed, at lower left a yellow Trojan helmet, and diagonally across the yellow quarter a black sword point up, all between two yellow panels outlined black and inscribed in black letters 5/16 inch in height, "LEADERSHIP" at top and "EXCELLENCE" below, all within a 1/8 inch black border.

Symbolism
The shield symbolizes the Army mission of national defense and is divided into quarters representing the four traditional military science courses comprising the Senior ROTC curriculum. The sword signifies courage, gallantry and self-sacrifice intrinsic to the profession of arms. The lamp denotes the pursuit of knowledge, higher learning, and the partnership of Army ROTC with American colleges and universities. The Trojan helmet is symbolic of the ancient civilization concept of the warrior scholar. The motto Leadership Excellence expresses the ultimate responsibility of Army ROTC in the discharge of its moral responsibility to the nation.

History of Military Science at MTU
The history of the Michigan Tech is closely interwoven with that of the United States Army Corps of Engineers. In 1917, over 300 men of the 1st Battalion, 107th Engineers, were mobilized on the campus. Every officer of this battalion was a graduate of Michigan Tech. In addition, many students of the college and faculty members joined Company "G", 125th Infantry, 32nd Division.

In the summer of 1928, the War Department authorized the formation of an Engineer Unit of the Reserve Officers Training Corps at the Michigan College of Mining and Technology. Establishment of this unit was accomplished largely through the effort of Professor Julius T. Natchazel, a past member of the academic faculty and a former Army officer. On 26 October 1928, the first Federal Inspection was conducted on the campus, and by November, the unit included approximately 100 cadets and the required courses were under way. Although the program was voluntary, this initial enrollment included the entire freshman class. As a result of the first year's work and the annual inspection, the members of the unit were authorized to wear a blue star on the sleeve of their uniforms, denoting the designation of the unit as an honor unit.

In 1930, it was decided that more color was desired in the uniform, and a committee of cadet officers, working with the military staff, designed a shoulder patch to be worn on the uniforms of ROTC cadets. The patch, shield-shaped showing the name of MCM&T; has a golden background for the upper portion, with a "husky" dog's head superimposed. The stamina and sturdiness of the husky and his prowess in the North Country is traditional, and Michigan Technological University, a far-north college within the United States, has taken the silver husky as its symbol. Its athletic teams are known as "Huskies". The lower part of the patch is scarlet on the left and white on the right - the colors of the Corps of Engineers. Thus, the patch not only contains the college colors of silver and gold, but indicates the fact that this is a unit of the Corps of Engineers. The effectiveness of this engineer ROTC unit has been proven by the records of its former members, and great credit is due to its original organizers who foresaw its eventual value. The Tech ROTC was maintained by the capable and enthusiastic Army
officers who functioned as Professor of Military Science and Tactics. During the decade of the 1930's the college enrollment of male students gradually increased to 900, while the strength of the ROTC unit reached approximately 400 just prior to the outbreak of World War II. In 1934, the uniform was changed to the dark whipcord cap and blouse and light shade elastic trousers (commonly known as "pinks and greens"). The Sam Browne belts and sabers were retained. Two years later, a new indoor range was constructed by the college to replace the range in the storage attic of the gymnasium (later known as the "Clubhouse" and presently as the "ROTC Building"). Supply facilities were also established in the building which housed the new range. Civilian Pilot Training (later Civilian Aeronautics Authority, (CAA)), was included under the ROTC program in 1939. By the end of World War II, approximately 300 students had completed work under these programs.

In 1943, the advanced course ROTC was discontinued throughout the country, and the basic course greatly reduced in strength. However, the introduction of the Army Specialized Training Program (ASTP) in August of that year brought the Military Department and the staff of the department to its all-time peak strength of 10 officers and 13 enlisted men. It resulted in the training of some 2,650 students prior to its termination in 1946. The major curriculum changes during the period 1943 to 1946 were the dropping of the ROTC program and its replacement by the 98th College Training Detachment, the Army Specialized Training Reserve Program (ASTRP). All in all, there were 1,248 trainees in various Army programs and 1,402 trained by the Army Air Corps. During this period, the students enrolled in the college under this program constituted as much as 80 percent of the total regularly enrolled male students. In 1946, the Army Engineer ROTC program was reestablished and an Air Corps ROTC program initiated. All basic course students were in a common class, instructed by both Engineer and Air Corps personnel. Students of the advanced courses received the prescribed technical instruction from personnel of the respective services. The experiences of the Armed Forces during World War II were incorporated into the doctrine being taught. After an enrollment of only six students in 1946, the combined Air and Engineer ROTC enrollment approximated 300 by the fall of 1948. In February 1947, Michigan Tech Squadron No. 1, a branch ROTC unit (basic course only) was begun with 34 students at the College's Sault Ste. Marie Branch (today, Lake Superior State University) enrolled as cadets. In the fall of 1947, the ROTC Department moved into its present quarters on the main campus in the building previously known as the "gymnasium" and more recently as the "Clubhouse".

In 1949, the United States Air Force attained separate autonomy under the Department of the Defense, and the Air Force ROTC was set up as a separate entity in the college. The ranking Air Force officer on the ROTC staff was designated by the President of the college, Dr. Grover C. Dillman, as the Professor of Air Science and Tactics. From that time on, the Air Force (AFROTC) has been a separate department of the college and has become distinct as to course content, uniform and administration. Entering freshman have free choice between the two programs, both of which are voluntary. The facilities placed at the disposal of the ROTC have been steadily improved since the initiation of the program. Classrooms have been modernized, numerous training aids have been provided including projection equipment and models, and office and storage space has been expanded as needs have arisen. A drill team, known as "MacArthur's Engineers", was established in 1950. A Military Ball is held annually in the spring; the Army ROTC
small-bore rifle team participates in many matches; the Corps of Cadets has marched in street parades on National holidays and at numbers college exercises. During 1960, a new Army ROTC curriculum involving 1/3 less hours was adopted. Dean Frank Kerekes, the MCM&T; Dean of Faculty was honored by the presentation of a letter of commendation which conferred a distinguished civilian service certificate signed by the Honorable Wilber Brucker, then Secretary of the Army. It was this year when the title of Professor of Military Science and Tactics was changed to Professor of Military Science. During the school year 1962-63, the curriculum for juniors was changed to add a course in tactics since all juniors would go to a General Military Science summer camp rather than Engineer branch summer camp. On the 25th of March 1974, the status of the unit was changed from an Engineer Branch Material ROTC Program to a General Military Science Program. The curriculum was changed from one in which all graduated were commissioned in the Corps of Engineers, to one in which the students could request to enter any suitable Army branch. As a result, MTU graduates enter the Engineers, Infantry, Ordnance, Armor, Field Artillery, Air Defense Artillery and other Corps. This allows the students to request assignments closely related to their academic fields. Starting with the fall semester of school year 1975-76, a cross-town ROTC program agreement was signed between Suomi College of Hancock, and the Michigan Technological University. Students from Suomi would enroll at Suomi, and the ROTC staff would provide the instruction at that college. Effective 30 June 1976, the Senior ROTC unit at the Lake Superior State College at Sault Ste. Marie, Michigan, a sub-unit of this Detachment, was disestablished. A new era began when the MTU ROTC program was opened to enrollment of women students. Participation by women in the course is about seven percent.

**Curriculum**

**The Military Science I and II** classes are usually taken during the first two years of college. They require No Military Obligation and cover such subjects as customs, traditions, organization of the service, national defense, military history, small unit tactics and leadership development. In addition to the class a lab is required which develops such skills as leadership, rappelling, marksmanship, land navigation, and physical fitness. A variety of outside social and professional enrichment activities are also available.

The Military Science courses are leadership courses. You should expect to find yourself placed in leadership positions where you and your team will be challenged by internal and external stresses. Learning to lead under these conditions will prepare you to be a leader on today’s contemporary battlefield and in some of society’s most stressful jobs.

The Cadet organization includes a battalion headquarters with a staff for overall coordination. The Cadets are further organized into companies, platoons and squads. This is a Cadet-run organization with all leadership positions filled by Cadets.

**Lab:** Labs place students in leadership positions, teaches and provides practical experience in military drill and ceremonies, troop leading procedures, small unit tactical
operations, rappelling, and water survival. Labs are held during the week and run for approximately two hours. The schedule for labs and the uniform required is posted on the battalion web site.

**Physical Fitness Training:** Physical fitness training builds physical conditioning, teamwork, self-confidence and esprit de corps. Physical fitness training sessions are scheduled for one-hour and the frequency, intensity, time and type of exercises varies. The physical fitness schedule is also posted on the battalion web site.

**CADET BATTALION LEADERSHIP**

**MSIV POSITIONS**

**BATTALION COMMANDER (BN CDR):**

- Commands and controls the battalion.
- Uses staff to manage battalion activities.
- Responsible for health, welfare, morale, and discipline of the battalion.
- Provides training objectives for subordinate commands.
- Disseminates command guidance/issues orders.
- Executes the orders of the PMS and cadre.
- Inspects and ensures orders and policies are followed.

**BATTALION EXECUTIVE OFFICER (XO):**

- Supervises all tasks assigned to the staff.
- Directs the efforts of special staff officers.
• Ensures staff is rendering assistance to subordinate commands.
• Supervises the implementation of risk management.
• Serves as Battalion Commander in his/her absence.
• Ensure the class room is prepared for the Battalion Orders Process
• Ensure all required cadets in leadership positions are at the Battalion Orders Process and ON-TIME.

BATTALION PERSONNEL OFFICER (S-1):
• Monitors unit strength and reports attendance to cadre.
• Supervises morale support activities including recreational and fitness activities.
• Supervises awards program.
• Supervises administration of discipline.
• Advises the commander on personnel and administration policies.
• Sponsorship of MS II with MS I.

BATTALION OPERATIONS OFFICER (S-3/AS3):
• Prepares monthly/weekly training schedules.
• Develops Mission Essential Task List (METL).
• Supervises the execution of training.
• Determines requirements and priorities for the allocation of resources.
• Prepares, Coordinates, Authenticates, Publishes, and Distributes OPORDs, WARNOs, FRAGOs.
• Compiles training records and reports such as After Action Reviews (AARs).

BATTALION LOGISTICS OFFICER (S-4):
• Coordinates the use of all classes of supply.
• Determines maintenance requirements.
• Coordinates transportation requirements.
• Coordinates the distribution of TA-50 and personal clothing.
• Coordinates field sanitation requirements.

MS III Positions

COMPANY COMMANDER (CO):
• Commands and controls the company.
• Executes tactical officer/NCO instructions.
• Executes the daily training plan.
• Disseminates information/issues orders.
• Exercises command through the chain of command.
• Inspects and follows-up on instructions.
• Accepts responsibility for all unit actions.
FIRST SERGEANT (1SG):

- Accounts for personnel; prepares personnel reports.
- Conducts company formations.
- Issues orders/instructions through the NCO chain of command
- Ensures personal appearance standards are met by all Cadets.
- Conducts drill and ceremonies at the company level.
- Supervises and controls field mess provisions.
- Supervises maintenance and control of equipment through the NCO chain.
- Supervise sponsorship of MS II with MS I.

PLATOON LEADER (PL):

- Commands and controls the platoon.
- Executes the CO's instructions/orders.
- Conducts troop leading procedures and renders reports to the chain of command.
- Inspects and follows-up on instructions.
- Prepares and issues Platoon Orders.
- Controls tactical movements.
- Conducts platoon offensive, defensive and patrolling operations.

PLATOON SERGEANT (PSG):

- Controls and accounts for personnel and equipment.
- Ensures personal appearance of Cadets meet standards.
- Supervises the issue of equipment, rations, and ammunition to the squads of the platoon.
- Conducts platoon formations.
- Conducts drill and ceremonies at the platoon level.
- Performs duties directed by the Platoon Leader.
- Conducts pre-combat inspections.
- Supervises occupation of assembly areas, defensive positions and patrol bases.
- Assists the PL in tactical movements/battle drills; assists in the conduct of the platoon attack/defense.
- Conducts re-supply/redistribution activities.
- Supervises construction of individual and crew-served fighting positions.
- Supervises and controls maintenance and turn-in of equipment.

SQUAD LEADER (SL):

- Controls and accounts for personnel and equipment.
- Ensures personal appearance of his Cadets meet standards.
- Supervises distribution of equipment, rations, and ammunition.
- Controls squad formations and movements.
- Conducts troop leading procedures.
- Prepares and issues Squad Orders.
MSII POSITIONS

TEAM LEADER (TL):

- Controls and accounts for personnel and equipment.
- Ensures personal appearance of his Cadets meet standards.
- Supervises distribution of equipment, rations, and ammunition.
- Controls team formations and movements.
- Conducts troop leading procedures
- Assists the squad leader.

PT TESTS AND REQUIREMENTS

a. Each cadet will be tested in the Army Physical Fitness Test. It will be the Cadets' responsibility to maintain the proper physical conditioning, and to stay within the Army weight standards. Refer to FM 21-20 for APFT standards.

b. Physical training will be a part of the Army ROTC Program throughout the school year. All cadets should take it upon themselves to stay in good physical condition.

c. The Army Physical Fitness Test that will be given to each cadet consists of three events. Scholarship cadets must be able to score 60 points in each event to pass the Physical Fitness Test. There are 100 points possible for each event with 300 points being a perfect score on the test. For a more complete description of the Army Physical Fitness Test refer to FM 21-20.

(1) The Push-up: Cadets start in the front leaning rest position and will have two minutes to complete this exercise. The arms and back must be straight in the starting position. On the command of “GO”, begin your push-ups by bending at the elbow and lowering your body until the upper arms are aligned parallel to the ground. You will then return to the up or starting position. This will count as one (1) push-up. You may rest, but your body cannot touch the ground. The minimum number of repetitions is listed here but no Cadet should ever attempt to just meet the minimum.

PUSHUP

START POSITION (1 repetition) (2nd repetition)

AGE 17-21

(1) Minimum Male - 42 Push-ups; 60 points
(2) Maximum Male - 71 Push-ups; 100 points

(3) Minimum Female - 19 Push-ups; 60 points

(4) Maximum Female - 42 Push-ups; 100 points

(2) The Sit-up: The start position is flat on your back, knees bent at a 90 degree angle, fingers interlocked behind your head. You have two minutes to complete this test. On the command of “GO”, begin curling your body forward to the vertical position. The vertical position means that the base of your neck is parallel to the base of your spine. Return to the down or starting position to complete one repetition. During the exercise, another cadet will hold your feet down to the ground. The hands must remain interlocked behind your head throughout the exercise. You may rest only in the up position.

SIT-UP

START POSITION       (1 repetition)  (2nd repetition)

AGE 17-21

(a) Minimum Male - 53 Sit-ups: 60 Points
(b) Maximum Male - 78 Sit-ups: 100 Points
(c) Minimum Female - 53 Sit-ups: 60 points
(d) Maximum Female - 78 Sit-ups: 100 points

(3) The Two Mile Run: The minimum and maximums are as listed below:

AGE 17-21

(a) Minimum Male - 15:54: 60 points
(b) Maximum Male - 13:00: 100 points
(c) Minimum Female - 18:54: 60 points
(d) Maximum Female - 15:36: 100 points
WEIGHT CONTROL PROGRAM

Meeting the Army height and weight standard is as much a part of being a leader as wearing the uniform properly. Excess weight is not only detrimental to one's health, but it also can prevent a cadet from entering the Advanced Program. Any cadet whose weight does not meet the military acceptable weight standards cannot be contracted and cannot attend Warrior Forge (LDAC). Cadets who exceed this height/weight will be evaluated for body fat percentage. 17-20 year old males may not exceed 20% body fat. 17-20 year old females may not exceed 30% body fat.

REQUIREMENTS FOR COMMISSIONING

To be eligible for commissioning, you must:

1. Complete or receive constructive credit for the Basic Course (Basic Training/AIT or Leadership Training Course).

2. Complete all of the Advanced Level Courses. The Advanced Course consists of four courses and Warrior Forge (LDAC- Leadership Development and Assessment Course). They must be taken in sequence: AR3001, AR3002, LDAC, AR4001, AR4002 and a Military History course SS3505. The PMS must approve exceptions.

3. Meet the Army height/weight standards and pass the Army’s Physical Fitness Test (APFT).

4. Receive a baccalaureate degree and complete all Professional Military Education (PME) requirements prior to commissioning. We will try to keep you on track academically. We do this by using a CC 104-R. This form must be filled out every semester and signed by your professors. The 104-R will then be reviewed by your Military Science Instructor and the PMS every semester. A properly filled out CC 104-R is in the appendix.

Scholarships

Cadets with a GPA of 2.5 or higher are eligible to compete for a 3 or 4-year scholarship. These scholarships include a monthly stipend pay and textbook allowance. These Cadets must pass the Army Physical Fitness Test and pass a physical. Ask the cadre Recruiting Officer for more details pertaining to available scholarships.

Service Obligations

Active Duty Service Obligations
After the freshman year, scholarship students incur a service obligation of eight years, which may be met by four years on active duty and four years in the Inactive Ready Reserve, the Army National Guard, and the US Army Reserve options, which is served 1 weekend per month and an annual 2-week training (AT) during the summer.

**Guaranteed Reserve Forces Duty**

In order to adequately man the reserve force a limited number of scholarship students may receive a guarantee for reserve forces duty. This option requires the student to enter the simultaneous membership program (SMP) by joining a local reserve component unit while in school.

**Non-Scholarship Student Obligations**

Contracted students without scholarship have a four-year active duty service obligation.

**Leader’s Training Course (LTC)**

The Leader’s Training Course is the Army’s 2-year ROTC Program entry point. Through the Leader’s Training Course, students can examine the Army without incurring an obligation, and qualify for Advanced Course entry. The Army observes these students and determines their officer potential in a leadership oriented, challenging, and motivating 5-week training program at Fort Knox, Kentucky.

**CADET REGULATIONS**

1. **Honor Code** - “A cadet will not lie, cheat, steal, or tolerate those who do.” Throughout the history of the Armed Forces, the officer’s word has been his bond, to lie, cheat, steal, or tolerate those who do is a violation of the ethics of the military profession. Any such violation on the part of those who aspire to be leaders in our profession will automatically be considered grounds for dismissal from the Corps of Cadets.

2. **Chain of Command** - Whenever possible, cadets will use the chain of command for official matters. For example, a cadet who wishes to lodge a complaint or make a suggestion to the Professor of Military Science (PMS) will bring the matter to the attention of his immediate cadet supervisor/leader, who will in turn run the action through cadet and cadre channels. The purpose of this procedure, which is the same kind of procedure used in the military, is to ensure that actions are taken and problems resolved at the lowest possible level. However, all cadets must understand that protocol should never take precedence when a matter demanding immediate attention of the ROTC cadre arises. The PMS and all other members of the cadre are available to all cadets for consolation on any such matter day or night.
3. **Discipline** - It is imperative in the military that a high degree of discipline exists within command. The overriding purpose of discipline in the military is to ensure that all members of a unit live the Seven Army Values day in and day out. Living the Army Values means we live a disciplined life style where we do the right thing because it is the right thing to do. **One should not do something for fear of repercussion; he should do it because it is expected of him and right.** We are not trying to replicate an active Army organization in the MTU ROTC department, but one of our missions is to instill in each Cadet a level of military discipline that will allow him to perform effectively as a commissioned officer upon graduation. Every Cadet must meet the standards of discipline set by the department.

4. **Attendance** - Cadets are required to attend class and participate in other mandatory ROTC activities such as labs. Scholarship cadets are also required to attend physical training, all FTXs during the year, and activities outlined in their syllabuses for their classes. All requests for absences from mandatory activities will be considered on a case-by-case basis.

5. **Majors** - Contracted cadets who have signed a contract for a specified major will not change their major without prior written approval from the Professor of Military Science. It is important to stay academically aligned with your major so you will commission on schedule. This could have a dramatic impact on your scholarship.

6. **Appearance** - The Army is a uniformed service and when in uniform a neat and well-groomed appearance is mandatory. This applies whether you are in the Basic or Advance Course. Appearances in and out of uniform for all contracted cadets will be in accordance with Cadet Command Regulation 670-1 and Army Regulation 670-1. It is the responsibility of the leaders to ensure that Cadets under their command present a neat and Soldierly appearance.

7. **Safety** - The importance of complying with established safety procedures in the ROTC program cannot be overemphasized. It is the responsibility of each cadet and cadre member to insure that regardless of the level of individual proficiency or type of training being conducted, established safety procedures will never be compromised or ignored. To eliminate the chance for unfortunate accidents, ROTC personnel are trained and become totally proficient in safety awareness. The PMS and the ROTC cadre will develop and implement approved safety policies and guideline to prevent training accidents, with special emphasis on controls over injury producing hazards during high-risk training. Each ROTC Cadet is required to comply with these safety policies and procedures and to immediately report any unsafe acts they may observe during training.

**Accountability**
Property accountability is critical. A cadet is issued uniforms, books, and other equipment belonging to the ROTC unit. You are responsible for all items of equipment issued to you. Uniform items must be returned to the supply room if you are disenrolled from the program and at the end of each semester. The cost of equipment, uniform and texts, considered damaged through causes other than fair wear and tear or items, which are lost, will be reimbursed to the U.S. government and grades will be withheld until this is accomplished. Each cadet will visit unit supply and clear all supply records with the Supply Officer/NCO at the end of their participation in ROTC. All issued uniforms, books or other equipment will be accounted for before commissioning, or before departing on a leave of absence.

HOURS OF OPERATION - SUPPLY ROOM

1. The supply room is open for all student business from 0900-1200 and from 1300-1600 hours, Monday-Friday.
2. Other times may be available with a scheduled appointment with the Supply Sergeant.

MILITARY COURTESY

Military courtesy has developed over the years from earlier customs and traditions. They are often very similar to the courtesies found in civilian organizations and in daily life. In the military, courtesies help to recognize the respect from junior to senior ranking member. When rendering a military courtesy, always do so with pride. The following are some guidelines of common military courtesies.

Addressing an Officer, Non-Commissioned Officer

When speaking to a senior officer you should stand at the position of attention; that is, feet together with hands at your side. The term “Sir” or “Ma’am” precedes the conversation. It is also appropriate to use the persons rank and proper name, i.e. “Captain Jones, I have a question.” Non-Commissioned Officers are addressed by rank and proper name. Cadets should stand at parade rest when addressing an NCO. Parade rest is a modified position of attention where your feet are approximately ten inches apart and hands interlocked behind your back. Cadets are referred to as Cadet or by rank and proper name.

The Hand Salute

One of the most important courtesies is the hand salute. The hand salute is a greeting rendered between military personnel and should be given willingly, properly, and with pride. The following are some key points on when and how to render the hand salute:

1. Salute when reporting to an officer in or out of uniform.
2. Salute all officers when outdoors and both parties are in uniform. The salute is initiated six paces from the officer. As you salute the officer you should greet him or her with the greeting of the day, “Good morning sir.”

3. When in formation, the person in charge shall command the formation to attention and then render the hand salute.

4. When an officer approaches a group of cadets not in formation, the first cadet to see the officer will either command the group to attention and the hand salute is rendered by all present or he will address the senior cadet present and inform him that an officer is approaching. When the group is part of a detail, only the cadet in charge of the detail will come to attention and render the salute. All other members will continue to work.

5. When indoors, salutes are not exchanged except when reporting.

6. The hand salute is rendered by all personnel when the National Colors pass by, the National Anthem is played outdoors, or when the National Colors are being raised or lowered.

7. Salutes between enlisted personnel and cadets are not exchanged although the proper military greeting is given, i.e. “Good Morning Sergeant Smith”.

8. If you are in uniform and recognize an officer who is not in uniform, you may salute.

9. Cadets are not required to salute other cadets unless they are in formation.

**When Passing Uncased Colors or Uncased Colors Pass By:**

Military personnel in uniform and formation execute Present Arms (when colors are within 6 paces of flank) and Order Arms (when colors are past 6 paces of flank) at command of the officer or NCO in charge. When not in uniform then stand at attention and face the flag.

**In and Around the Unit**

Cadets will treat the ROTC Building as an operating military installation during Lab or while in uniform. This means that any cadet entering this building must meet appropriate standards for bearing and appearance, which includes facial hair, ear/body piercings, offensive clothing in accordance with Cadet Command and Army Regulation 670-1 and the SOP below.

**Personal Appearance**
When wearing the uniform (duty uniform, Class A uniform or PT uniform) you represent yourself, the unit and the United States Army. Your personal appearance must be in compliance with the following guidelines.

**Males**

**Hair** - The hair on top of the head will be neatly groomed. The length and bulk will not be excessive or present a ragged, unkempt, or extreme appearance. When combed, hair will present a tapered appearance and not fall over ears or eyebrows or touch the collar except for the closely cut hair at the back of the neck. The block cut fullness in back is permitted in moderate degree as long as the tapered look is maintained. Hair will not interfere with the normal wear of headgear or protective masks. Sideburns will be neatly trimmed and not extend below the lowest part of the exterior ear opening.

**Face** - The face will be clean-shaven, though mustaches are permitted. If a mustache is worn, it will be kept neatly trimmed, tapered, and tidy without a chopped-off appearance. No portion of the mustache will cover the upper lip line or extend sideways beyond a vertical line drawn upward from the corner of the mouth.

**Females**

**Hair** - Hair will be neatly groomed. The length and bulk of the hair will not be excessive or present a ragged, unkempt, or extreme appearance. Hair will not fall over the eyebrows or extend below the bottom edge of the collar. Hairstyles will not interfere with proper wearing of military headgear or protective masks. Hair holding ornaments, if used, must be unadorned and plain and must be transparent or similar in color to the hair, and will be inconspicuously placed.

**Cosmetics** - Cosmetics are authorized if applied conservatively and in good taste. Lipstick and nail polish may be worn with all uniforms as long as the color is conservative and complements the uniform.

**Jewelry/Religious Items/Eyeglasses**

**Jewelry**: A wristwatch, wrist identification bracelet, and no more then two rings are authorized. No Jewelry, watch chains, or similar items, to include pens and pencils will appear exposed on uniforms. Female Cadets are authorized optional wear of screw-on, clip-on, or post-type earrings, with the service, dress, and mess uniforms. Earrings with the service dress, and mess uniforms will not exceed 6mm or ¼” diameter. They will be unadorned and spherical. Only one earring per ear lobe is allowed.

**Religious Items**: Religious apparel, articles, and jewelry that are not visible or apparent are authorized for wear. Visible or apparent religious articles, symbols, and jewelry, fall under the same circumstances as jewelry for nonreligious reasons unless they are being utilized in a religious ceremony.
Eyeglasses: Conservative civilian prescription eyeglasses are authorized for wear. Conservative civilian prescription and non-prescription sunglasses are authorized for wear when in a garrison environment except when in formation and while indoors.

UNIFORMS

Wearing of Insignia and Uniforms

1. The Army uniform is a symbol of pride, tradition and discipline. The uniform will always be worn properly and displayed in a manner in keeping with the finest traditions of the Army. Each Cadet is responsible to take pride in their appearance at all times and make corrections on other Cadets to ensure they do not lessen the honor of putting on the uniform. Your Army uniform identifies you as a member of the Army ROTC and there must be no doubt that we live by a common standard as a proud organization.

2. During the ROTC lab/class days, enrolled Cadets must wear the Army Battle Dress Uniform (BDU) or Army Combat Uniform (ACU) the entire day. This is a great opportunity to display pride in your unit and uniform. If you have not been issued a complete uniform, the uniform will not be worn until lab begins. All special skills badges (Airborne, Air Assault, Ranger, etc.) are highly encouraged to be worn by Cadets who have earned them. Special skills badges display the professionalism achieved by the individual Cadet wearing them. How you look to include proper grooming standards and hygiene is someone else’s perception of your ROTC program.

3. BDUs: The Battle Dress Uniform is the primary uniform for ROTC Cadets during labs and classes. This uniform is issued to all Cadets and will be worn IAW AR 670-1 and CC 670-1. All nametapes will be sewn on as soon as possible upon receiving them. The Cadets will turn in one BDU blouse to supply to get the name tape sewn on and either hand-sew the other or pay to have it professionally done. When the supply blouse comes back Cadets may turn in the second blouse to be sewn at government cost.

4. ACUs: The Army Combat Uniform is the future uniform of ROTC and is allowed to be worn by Cadets in the ROTC program. Cadets must wear the uniform IAW AR 670-1. If the Cadet does not have the proper name and US Army tapes, patches, rank, ACU patrol cap or boots the uniform should not be worn. Cadet rank will be worn on the ACUs and the ACU patrol cap. The rank can be pin-on rank attached to the pile tape of the ACU uniform or to a blank ACU pattern pile tape attached to the hook tape or the rank can be the Velcro insignia purchased at cost to the Cadet. Cadets will be issued ACUs on a “funding available” basis. Cadets will not be pressured to buy ACUs unless they have been issued.
5. **PT uniform**: Appropriate running shoes will be worn. Court shoes are unacceptable for most PT sessions. White ankle length or mid-calf length socks without visible logos, markings, or attachments will be worn. Cadets may wear black or gray spandex shorts under the Improved Physical Fitness Uniform (IPFU) shorts. The length must end at the knee or higher. The spandex shorts must be plain with no patterns, logos, or obtrusive markings. Cadets will not be required to purchase spandex shorts.

   a. Fair weather: Uniform will consist of the IPFU black shorts and short sleeve gray shirt.

   b. Inclement/Cold weather: The Cadet chain of command, with cadre oversight, will specify the uniform as far in advance as possible. It may consist of any combination of the IPFU, to include black knit cap, black gloves, black running pants and gray and black running jacket. Regardless of the uniform, the black shorts and gray shirt will ALWAYS be worn underneath the pants and jacket. Cadets may mix uniforms in order to stay warm while traveling to and from PT sessions (i.e. field jacket, gortex parka). Once a PT session begins, everyone will be in proper uniform.

   c. Notification of uniform changes will be issued as far in advance as practical, but some common sense will generally prevent you from being in the wrong uniform at formation. The same standards of dress and appearance apply during PT as they do at any other time. For example, don’t forget to shave and brush your teeth.

6. **The Army Green Service Uniform**: The Class A uniform is one of the Army’s dress uniforms. The Army green service uniform may be worn to formal events and can be worn as a formal dress uniform by wearing a white shirt and bow tie in place of the army green AG 415 shirt and four in hand tie. The Army green uniform will be worn to formal events such as commissioning and military balls conducted by the ROTC battalion. This uniform will be worn with all appropriate badges and awards IAW AR 670-1.

   a. Class A Uniform: The Class A Uniform consists of cap with ROTC insignia, black tie, green shirt, green jacket with appropriate insignia, belt with brass buckle, green trousers black socks black shoes (Low Quarters). Raincoat may be worn in inclement weather. Females have the option of wearing the skirt and nylon stockings in place of the trousers and black socks.

   b. Uniform for Formal/Social Functions: During Dining-Ins/Outs, Military Balls, etc., which normally occur after 1800 hours, the Class A uniform is worn with white shirt and bow tie. Low Quarters are worn at all formal occasions.
For placement of rank insignia, ribbons, badges and special insignia on Army Uniforms refer to the appropriate figure:

*Note:* For more information on uniform wear and appearance, see Army Regulation 670-1, Wear and Appearance of Army Uniforms and Insignia and Cadet Command Regulation 670-1, Uniform Wear and Appearance.

ROTC Insignia Branch Insignia

*Figure 1* Placement of ROTC and branch insignia on the male Army Green Coat
ROTC insignia is centered on both lapels of the coat, parallel to the inside edge of each lapel, with the lower edge of the insignia 5/8 inch above the notch of the lapel. Branch Insignia is 5/8 inch below notch and centered on ROTC insignia (branch insignia is only worn by MS IVs after they have received their branch assignment).

*Figure 2* Placement of ROTC and branch insignia on the female Army Green Classic Uniform
ROTC insignia are worn on both collars, are lined horizontally, centered 1 inch
from lower edge of collar and parallel to the floor. Branch insignia is 5/8 inch below notch and centered on ROTC and parallel to the inside of lapel.

Figure 3  Cadet Officer and Enlisted Insignia of Grade  When wearing more than one disk or lozenge, they will be spaced 1/4 inch apart.

Lieutenant Colonel  Major  Captain  First  Second  Lieutenant

Figure 4  Wearing of Cadet Insignia of Grade and MTU Crest (Distinctive Unit Insignia)

a. Cadet grade insignia will be worn as shown above on the shoulder loop of the Army Green coat, the AG 415 green shirt (when worn as an outer garment), and the black raincoat, positioned with the bottom edge of insignia 5/8 inch from edge of outer seam.
b. MTU Crest (DUI) will be worn by all cadets on the shoulder loops of the Army Green Uniform centered between the bottom edge of the button and top edge of insignia of grade.

![Diagram of Army Green Coat (Male)](image)

Figure 5 Wearing of Badges, Ribbons, Nameplate and Special Insignia on the Army Green Coat (Male)

A. Non-Subdued Officer or Enlisted Rank: Is 5/8 inch from shoulder seam on both shoulder loops. When wearing more than one disk or lozenge there will be 1/4 inch space between them.

B. Distinctive Unit Insignia (Unit Crest): Centered on shoulder loops midway between the insignia of grade and outer edge of the button.

C. Academic Achievement Insignia: Centered immediately above the right breast pocket.

D. Distinguished Military Student Badge: Centered 1/8 inch above the right breast pocket or 1/8 inch above the Academic Achievement Wreath.

E. Nameplate: Is worn on the right breast pocket flap centered between the top of the button and the top of the pocket.
G. Parachutist/Air Assault Badge: Centered 1/4 inch above the left breast pocket or 1/4 inch above ribbons.

H. Ribbons: Laterally centered 1/8 inch above the left breast pocket. If more than one ribbon has been awarded, precedence will be from left to right, top row taking precedence over bottom row, no more than four ribbons to a row. Subsequent rows are flush or 1/8 inch above the previous row.

I. Marksmanship Badge: Centered on left breast pocket flap 1/8 inch below the pocket seam. If additional badge is worn, it will be laterally centered on the pocket flap with one inch between badges.

J. RECONDO Badge: Centered on the left breast pocket between the bottom of the pocket and the bottom of the pocket flap.

K. Cadet Command Shoulder Sleeve Insignia: Worn centered on the left sleeve 1/2 inch below the top of the shoulder seam. When the Ranger Challenge Tab is worn, the tab will be placed 1/2 inch below the top of the shoulder seam. The shoulder sleeve insignia will be worn 1/4 inch below the tab.
Example of Wearing Badges, Ribbons, Nameplate and Special Insignia on the Army Green Classic Uniform (Female)

1. **Non-Subdued Officer or Enlisted Rank:** Is 5/8 inch from shoulder seam on both shoulder loops. When wearing more than one disk or lozenge, there will be 1/4 inch space between them.

2. **Distinctive Unit Insignia (Unit Crest):** Centered on shoulder loops midway between the insignia of grade and outer edge of the button.

3. **Academic Achievement Insignia:** Is 1/4 inch and centered above the nameplate.

4. **Distinguished Military Student Badge:** Centered 1/4 inch above any other insignia and/or nameplate worn on right coat front.

5. **Nameplate:** Is worn 1 to 2 inches above the top of the button centered horizontally on the wearer’s right side.

6. **Parachutist/Air Assault Badge:** Centered 1/4 inch above top row of ribbons.

7. **Ribbons:** Centered on left side, with the bottom row positioned parallel to the bottom edge of the nameplate.

8. **Marksmanship Badge:** Will be worn on the left side 1/4 inch below the bottom ribbon row or in a similar location if ribbons are not worn. Placement of badges maybe adjusted to conform to individual figure differences.

9. **RECONDO Badge:** Centered on left side. The top of the insignia is worn one inch below bottom of second button.

10. **Cadet Command Shoulder Sleeve Insignia:** Worn centered on the left sleeve 1/2 inch below the top of the shoulder seam.

**ROTC and Cadet Officer Insignia on Collar**

*Figure 6 Placement of Rank, ROTC Insignia and Branch Insignia on the Battle Dress Uniform (BDU)*
Insignia of grade will be worn as follows on the BDU uniform. When more than one rank disk or lozenge is worn, they will be spaced 1/4 in apart.

![Insignia of Branch on Collar](image)

Insignia of Branch on Collar

![Enlisted Insignia on Collar](image)

Enlisted Insignia on Collar

*Figure 7 Garrison Cap Insignia Placement, Basic Course*

![Garrison Cap (Male) Garrison Cap (Female)](image)

Garrison Cap (Male) Garrison Cap (Female)

Insignia for the garrison cap is centered on left curtain, one inch from the front crease.

*Figure 8 Garrison Cap Insignia Placement, Advanced Course*
AWARDS

The Cadet Awards Program is to recognize merit and performance, develop morale and esprit de corps, and provide incentive to strive for personal excellence. You have the opportunity throughout the year to earn many of these awards. The Cadet Battalion Commander is responsible for the cadet awards system to effectively recognize cadet merit and performance. The Battalion Adjutant will administer the awards program with the Military Science class advisors, ensuring cadets are nominated for appropriate awards and decorations.

a. Awards will be presented during the Fall and Spring semesters at appropriate award ceremonies.

b. The award descriptions are contained in paragraph one with further descriptive information to be found in Cadet Command Regulation 672-5-1.

1. AWARD DESCRIPTIONS.

a. Department of the Army (DA) AWARDS. (Ref: Cadet Command Regulation 672-5-1, para. 4-2)
1) **ROTC MEDAL FOR HEROISM** - Presented to cadets who distinguish themselves for acts of heroism performed on or off campus.

2) **DA CADET DECORATION AWARD** - Presented annually to the outstanding ROTC cadet in each year of MS.

b. **MISCELLANEOUS CADET AWARDS** - (Ref: Cadet Command Regulation 672-5-1, para 4-3)

1) **LEGION OF VALOR BRONZE CROSS FOR ACHIEVEMENT** - Awarded by Region Commander to outstanding MS III's for achievement of scholastic excellence in military and academic subjects.

2) **NATIONAL DEFENSE TRANSPORTATION ASSOCIATION (NDTA) AWARD** - Awarded to 20 MS III cadets nationally for outstanding scholastic achievement whose courses are of particular interest in the Transportation Corps to include Engineering and Computer Science majors.

3) **SOCIETY OF AMERICAN MILITARY ENGINEERS (SAME) AWARD** - Awarded to outstanding Junior or Senior Engineering cadets. Selection is based on nationwide competition.

4) **AMERICAN LOGISTICS ASSOCIATION (ALA) AWARD** - Awarded to 10 MS III and 10 MS IV cadets nationwide majoring in a course of instruction of particular interest in the Quartermaster Corps for excellence in scholastic achievement.

5) **NATIONAL DEFENSE INDUSTRIAL ASSOCIATION (NDIA) AWARD** - Awarded to an MS IV cadet who has demonstrated excellence in both military science and scholastics.

6) **ASSOCIATION OF THE UNITED STATES ARMY (AUSA) AWARD** - Awarded annually to the MS III cadet who contributes the most toward advancing the standing of the Military Science Department on campus.

7) **ARMED FORCES COMMUNICATION AND ELECTRONICS ASSOCIATION (AFCEA) HONOR CERTIFICATE AWARD** - Presented annually to a Junior cadet majoring in electronics, communications engineering, electrical engineering, mathematics, computer technology or information management systems who has demonstrated excellence in leadership and academics.

8) **RESERVE OFFICERS' ASSOCIATION (ROA) AWARD** - Awarded annually to an outstanding MS II, III, and IV cadet for excellence in leadership, moral character, and high aptitude for military science.
9) AMERICAN LEGION GENERAL MILITARY EXCELLENCE AWARD - Presented annually to MS III and IV cadets for demonstrating outstanding qualities in military leadership, discipline, character and citizenship.

10) AMERICAN LEGION SCHOLASTIC EXCELLENCE AWARD - Presented annually to MS III and IV cadets for demonstrating outstanding achievements in scholastic endeavors.

11) VETERANS OF FOREIGN WARS (VFW) AWARD - Presented annually to a cadet for outstanding excellence in military science or an ROTC program activity.

12) AMERICAN VETERANS OF WW II (AMVETS) AWARD - Awarded annually to an MS III or IV cadet for diligence in the discharge of duty and the willingness to serve God and country.

13) THE NATIONAL SOJOURNERS AWARD - Awarded annually to an MS II or MS III cadet who has contributed the most to encourage and demonstrate Americanism within the Corps of Cadets and on campus.

14) SONS OF THE AMERICAN REVOLUTION (SAR) AWARD - Presented annually to an MS I cadet who shows a high degree of merit with respect to qualities, soldierly bearing, and excellence.

15) MILITARY ORDER OF THE WORLD WARS (MOWW) AWARD - Presented annually to an MS I, II and III cadet for outstanding performance in military and scholastic studies during the entire school year.

16) DAUGHTERS OF THE AMERICAN REVOLUTION (DAR) AWARD - Awarded annually to the MS IV cadet who has demonstrated qualities of loyalty and patriotism, dependability and good character, adherence to military discipline, leadership ability, and a fundamental and patriotic understanding of the importance of ROTC training.

17) DAUGHTERS OF THE FOUNDERS AND PATRIOTS OF AMERICA AWARD - Awarded annually to the MS I or II cadet who has excelled in a specific MS course or related activity.

18) PALLAS ATHENE AWARD - Awarded annually to the outstanding graduating MS IV female cadet in each Region.

19) THE RETIRED OFFICERS' ASSOCIATION (TROA) MEDAL - Presented annually to an MS III cadet who demonstrates exceptional potential for military leadership.

20) AUSA MILITARY HISTORY AWARD - Presented to a cadet who demonstrates excellence in the study of military history.
21) **SOCIETY OF THE WAR OF 1812 AWARD** - Awarded annually to an MS II cadet who demonstrates excellence in academics and high moral character.

22) **GEORGE C. MARSHALL ROTC AWARD** - Awarded annually to the outstanding MS IV.

23) **UNITED STATES CAVALRY ASSOCIATION ROTC AWARD** - Awarded annually to 10 cadets who have made a contribution to the preservation of the United States Cavalry history and esprit.

c. **CADET COMMAND AWARDS. (Ref: Cadet Command Regulation 672-5-1)**

1) **DISTINGUISHED MILITARY STUDENT (DMS) BADGE** - The Distinguished Military Student certificate and badge is awarded to those cadets who have demonstrated outstanding qualities of leadership, high moral character, and academic proficiency. They must attain an overall academic standing in the upper half of the university or college class, and attain a Military Science standing in the upper third of their ROTC class, and be ranked in the upper third by Order of Merit List by the PMS.

2) **SMP ACTIVATION AWARD** - Presented to cadets who are activated in a presidential Reserve Unit call-up for 30 days or more. This includes MS I's and MS II's.

3) **CTLT RIBBON** - Presented to cadets who successfully participate in CTLT.

4) **ADVANCED CAMP GRADUATE** - Awarded to each cadet who graduates from Advanced Camp.

5) **BRIGADE RANGER CHALLENGE WINNER** - Awarded to all members of the Ranger Challenge team that wins the Brigade competition.

6) **RANGER CHALLENGE TEAM MEMBER** - Awarded to members of the Ranger Challenge Team.

7) **SGT YORK AWARD** - Presented to the cadet who does most to support the ROTC program.

8) **COLOR GUARD RIBBON** - Awarded to members of the Color Guard.

9) **CADET RECRUITING RIBBON** - Awarded to any enrolled cadet to recognize a cadet's recruiting excellence.

10) **BATTALION COMMANDER'S RECRUITING RIBBON** - Awarded by the Battalion Commander for a cadet's recruiting efforts.

d. **CADET COMMAND ACADEMIC RIBBONS. (Ref: Cadet Command Regulation 672-5-1)**
1) **DEAN'S LIST AWARD** - Presented to cadets who achieve a quarter/semester GPA of 3.50-4.00.

2) **CADET HONORS AWARD** - Presented to cadets who achieve a quarter/semester GPA of 3.20-3.49.

3) **CADET SCHOLAR AWARD** - Presented to cadets who achieve a quarter/semester GPA of 2.90-3.19.

4) **MOST IMPROVED GRADES** - Presented to cadet who has received the highest jump on quarter/semester GPA.

5) **ROTC HONORS** - Presented to cadets who achieve a quarter/semester ROTC GPA of 4.0.

e. **CADET COMMAND AWARDS** (Ref: Cadet Command Regulation 672-5-1)
1) **PLATINUM MEDAL ATHLETE** - Presented to cadets who score 300 on record APFT.

2) **GOLD MEDAL ATHLETE** - Presented to cadets who score 290-299 on record APFT.

3) **SILVER MEDAL ATHLETE** - Presented to cadets who score 280-289 on record APFT.

4) **BRONZE MEDAL ATHLETE** - Presented to cadets who score 270-279 on record APFT.

5) **MOST IMPROVED AWARD** - Presented to the cadet who shows most improvement in score since last record APFT. A cadet may only receive this award once.

f. **LDAC Awards.** (Ref: Cadet Command Regulation 672-5-1, para 4-4.)
1) **REGION COMMANDER'S LEADERSHIP AWARD** - Provided by the Region Commander to the most outstanding cadet in each regiment.

2) **CAMP COMMANDER'S LEADERSHIP AWARD** - Awarded to the number one cadet in each company as determined by their total camp evaluation scores.

3) **PLATOON LEADERSHIP AWARD** - Awarded to the number one cadet training platoon in each cycle as determined by their total camp evaluation scores.

4) **PHYSICAL PROFICIENCY AWARD** - Awarded to each cadet at Advanced Camp who scores in the top 10 percentile of points on the record physical fitness test as prescribed by HQ, Cadet Command.
5) MILITARY PROFICIENCY AWARD - Awarded to the top 5 percent of all cadets in each camp cycle according to the individual's combined military proficiency scores as prescribed by HQ, Cadet Command.

6) ROTC RECONDO - Awarded to those cadets who successfully completed the RECONDO phase of training at Advanced Camp.

7) RIFLE MARKSMANSHIP QUALIFICATION BADGE - Cadets receive appropriate badge based on qualification score for record fire.

8) AUSA MEDAL FOR ROTC ADVANCED CAMP ACHIEVEMENT - Presented annually to the most outstanding cadet in each regimental size unit at Advance Camp.

9) ONE-SHOT-ONE-KILL AWARD - Cadets who score 40 out of 40 during Basic Rifle Marksmanship either at Basic/Advanced Camp.

Outside organization awards

1) ASSOCIATION OF THE UNITED STATES ARMY (AUSA) AWARD FOR MILITARY EXCELLENCE - Awarded to the top cadet in each Battalion who has demonstrated exceptional leadership, professional performance, consistent attainment of high scores and has displayed a high degree of teamwork and initiative.

2) THE RESERVE OFFICERS’ ASSOCIATION AWARD FOR MILITARY EXCELLENCE - Presented to one cadet in each Battalion who has demonstrated outstanding qualities of leadership, moral character, and a high aptitude for military service.

3) NATIONAL SOJOURNERS' AWARD FOR AMERICANISM AND MILITARY EXCELLENCE - Presented to one cadet in each Battalion who has demonstrated a potential for outstanding leadership abilities.

4) THE MILITARY ORDER OF THE WORLD WARS AWARD - Presented to one cadet in each Battalion who has demonstrated those leadership and personal attributes consistent with exceptional achievements in the honored traditions of the U.S. Army.

5) THE RESERVE OFFICERS' ASSOCIATION AWARD FOR MILITARY EXCELLENCE - Presented to one cadet in each Battalion who has demonstrated exceptional leadership and skills performance ability as measured through the achievement in basic military skills.

6) MILITARY ORDER OF PURPLE HEART - Presented to the cadet who has demonstrated the greatest improvement in overall performance during camp.
7) SOCIETY OF AMERICAN MILITARY ENGINEERS (SAME) AWARD - Presented to one cadet per Battalion who is enrolled in an engineering curriculum and who has demonstrated outstanding military performance.

8) OUTSTANDING CADET AWARD - Presented to one outstanding cadet in each company who has best demonstrated discipline, physical conditioning, knowledge of fundamentals of soldiering and leadership ability as evidenced by achievement at camp.

9) HIGH APFT AWARD - Presented to one male and female per Battalion for the highest APFT score.

10) HIGH RIFLE MARKSMANSHIP AWARD - Presented to one cadet per Battalion for the highest score for record fire.

11) MARKSMANSHIP BADGES - Presented to all cadets who qualify expert, sharpshooter or marksman.

12) BASIC CAMP COMPLETION RIBBON - Presented to each cadet who successfully completes Basic Camp.

MILITARY RANK STRUCTURE

It is very important in the military that you understand to whom you are speaking. When no rank is visible or you are unsure of what rank the individual is address them as sir or ma’am. In writing any official military correspondence, you need to utilize abbreviations throughout the text in order to reduce redundancy and in the address of the letter. The Following are the official abbreviations for all enlisted and officer ranks within the United States Army. Note, that all cadet ranks are denoted by a (C/) placed in front of the appropriate title.

ARMY AND ROTC RANK INSIGNIA

OFFICER RANK INSIGNIA

<table>
<thead>
<tr>
<th>GRADE</th>
<th>Army</th>
<th>ROTC CADET</th>
</tr>
</thead>
<tbody>
<tr>
<td>General of the Army</td>
<td><img src="image" alt="Star Insignia" /></td>
<td>No equivalent</td>
</tr>
<tr>
<td>Cadet rank</td>
<td><img src="image" alt="Star Insignia" /></td>
<td>Cadet rank</td>
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**CLUBS AND ACTIVITIES**

1. Clubs
**Ranger Challenge:** Ranger Challenge is the Varsity sport of Army ROTC. A Ranger Challenge Team is made up of nine and five-man teams of Cadets. They compete against other colleges throughout the nation in events such as: patrolling, weapons assembly, one-rope bridge, Army Physical Fitness Test, Land navigation, and a ten kilometer road march. This is both a physically and mentally grueling competition. Participating in Ranger Challenge PT will put you in position to make the cut and be part of the team.

**Color Guard:** Open to anyone in the battalion. Color Guard is responsible for posting the colors for ceremonial events (football games, Dining In/Out, Mil Ball, Commencement), as well as cannon detail at football games, in order to show honor towards flag and country.

2. Activities

**Field Training Exercise (FTX):** The Battalion conducts a minimum of one FTX each semester. The purpose of this training is to teach cadets the fundamentals of field operations, and teach them skills they will later use at LDAC. The MSIIIs are evaluated on their performance in leadership positions and how well the unit performs as a team. In addition, FTXs provide the MS IVs an opportunity to plan and execute field training. FTXs are normally conducted on Friday afternoon until Sunday afternoon at our Baraga Plains training grounds.

**Military Ball:** A formal event held every year for the entire Battalion. These social events are designed to allow Cadets to experience the type of social gathering and military etiquette they can expect as future commissioned officers. Cadets are encouraged to bring spouses/dates. Many dignitaries are invited, including the school president, certain university officials, and representatives of veterans’ societies, parents and relatives.

**Intramural Teams:** The 1st Arctic Battalion participates in intramural events throughout the year. Look on the cadet bulletin board in the cadet lounge for details on signing up and game times/practices.

**Cadet Professional Development Training**

Cadets may compete for training opportunities conducted at Active Army Schools. This training is usually conducted during the summer months but some allocations are available during the winter holidays. Cadets are selected to attend this excellent training based on their overall standing within the program. Since the number of allocations are limited, selection for schools is competitive and based on factors including ROTC grades, academic grades, participation in ROTC activities, APFT scores and advisor recommendations. Cadets should request consideration for attendance at these schools early in the fall quarter/semester by contacting their cadre advisor.
Air Assault School (AA)

Cadets are trained in airborne operations, including rappelling from helicopters, airborne tactics and rigging mobile cargo. This is a two-week course taught at Fort Campbell, KY or Fort Rucker, AL. Upon successful completion, the cadet is awarded the Air Assault Badge.

Airborne School (ABN)

Army paratrooper training is conducted for three weeks at Fort Benning, GA. Upon successful completion cadets are awarded the Parachutist Badge. This training qualifies the Cadet to be a US Army Paratrooper.

Cadet Field Training (CFT)

This is an 8-week program of instruction executed by the United States Military Academy to develop the leadership skills of sophomore cadets. Seven weeks of CFT will be at Camp Buckner, with one week at Fort Knox, KY for Mounted Maneuver Training (MMT). CFT consists of basic skill level training ending with Maneuver Light Training where the cadets train on how to defend and attack an opposing force.

The Cadet Intern Program (CIP)

An initiative of ASA/MRA, allows cadets to work with Department of the Army (DA), OCAR, NGB, and OSD for 3 weeks.

Cadet Troop Leadership Training (CTLT)

Cadet Troop Leadership Training is an optional program for MSIII cadets during the summer following completion of LDAC. This three week CONUS or 4 week OCONUS program trains Cadets in lieutenant positions with active Army and Reserve component units. Assignments are available in nearly all branches and with units world wide.

Northern Warfare Training Course (NW)
This is a three-week course covering tactical operations in a cold weather climate. The course is taught at Fort Greeley, AK. Cadets will be trained in winter survival techniques, skiing, snowshoeing and cold weather patrolling.

Mountain Warfare School

This course is taught at the Ethan Allen Firing Range in Jericho, VT. It is taught in two phases, each lasting two weeks. The summer phase teaches and tests Cadets on military mountaineering operations including rock climbing, rappelling and orienteering. The winter phase teaches and tests on similar tasks but in the winter environment. It includes ice climbing, cross-country skiing and cold weather operations.

COMMUNICATION

1. **GENERAL** - The three primary means of communication available to the infantry platoon are radio, wire, and messenger. Normally, the platoon uses one or all of these during an operation. Additionally, the platoon leader plans an alternate means of communication in case the primary means fails.

   a. **Radio** - Radio is the least secure means of communication. Radio is susceptible to interception and jamming. Proper radio procedures must be used to reduce the enemy’s opportunity to hamper radio communications.

      (1) **Radio procedures**:

      (a) Change frequencies and call signs IAW unit SOI (Signal Operating Instructions)

      (b) Use established formats to expedite transmissions such as SALUTE

**Army Alphabet**

Good communication is important to any organization. To the Army, the need is vital. Any message that isn't understood correctly can have critical consequences. When you're monitoring a crackling radio transmission, you can't think twice about whether that was "C Company" or "G Company" you heard. Therefore, the Army relies on the phonetic alphabet to clarify communications. There are several versions of the phonetic alphabet. This is the approved Army version.

<table>
<thead>
<tr>
<th>Letter</th>
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<tbody>
<tr>
<td>A</td>
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1: Wun  6: Siks
2: Too  7: Seven
3: Tree 8: Ait
4: Fower 9: Niner
5: Fife 0: Zeero
**Messenger** - Messenger is the most secure means of communications. Messengers should vary their routes and schedules. Platoon leaders weigh the risk associated with using messengers. Although secure, messengers are the slowest form of communication.

2. **CODE WORDS AND SIGNALS**

   a. **Code Words** – Code words are used for a multitude of reasons:
      
      (1) To speed up communications
      (2) Add a degree of security
      (3) Help with command and control
      (4) Code words are usually established during tactical operations for (but not limited to) objectives, phase lines, check points, link ups, and so forth.

   b. **Signals** – Signals can be used in many forms on any operation. Signals are usually either audio or visual. The key to the use of signals is ensuring **everyone** is aware of the signal and it’s meaning. (See FM 21-60 extracts below, figure numbers correspond directly to FM 21-60)

   c. **HAND AND ARM SIGNALS**

      (1) **DISPERSE** - Extend either arm vertically overhead; wave the arm and hand to the front, left, right, and rear with the palm toward the direction of each movement.
(2) **ASSEMBLE or RALLY** – Raise the arm vertically overhead, palm to the front, and wave in large, horizontal circles. NOTE: Signal is normally followed by the signaler pointing to the assembly or rally site.

(3) **JOIN ME, FOLLOW ME, or COME FORWARD** – Point toward person(s) or unit(s); beckon by holding the arm horizontally to the front, palm up, and motioning toward the body.

(4) **INCREASE SPEED, DOUBLE TIME, or RUSH** – Raise the fist to the shoulder; thrust the fist up-ward to the full extent of the arm and back to shoulder level, do this rapidly several times.
(5) **QUICK TIME** – Extend the arm horizontally sideward, palm to the front, and wave the arm slightly downward several times, keeping the arm straight. Do not move the arm above the horizontal.

(6) **ENEMY IN SIGHT** - Hold the rifle in the ready position at shoulder level. Point the rifle in the direction of the enemy.

(7) **TAKE COVER** – Extend the arm at a 45-degree angle from the side, above the horizontal, palm down, and then lower the arm to the side.

(8) **WEDGE** – Extend arms downward and to the sides at an angle of 45-degrees below the horizontal, palms to the front.

(9) **VEE** – Raise the arms and extend them 45-degrees above the horizontal.
(10) **LINE** – Extend the arms parallel to the ground.

(11) **ECHELON LEFT** – Extend the right arm and raise it 45-degrees above the shoulder. Extend the left arm 45-degrees below the horizon and point toward the ground.

(12) **ECHELON RIGHT** – Extend the left arm and raise it 45-degrees above the shoulder. Extend the right arm 45-degrees below the horizon and point toward the ground.

(13) **COLUMN** – Raise and extend the arm overhead. Move it to the right and left. Continue until the formation is executed.
(14) **TRAVELING** – Extend the arm overhead and swing it in a circle from the shoulder.

(15) **TRAVELING OVERWATCH** – Extend both arms and raise them up and down.

(16) **BOUNDING OVERWATCH, COVER MY MOVE** – Extend one arm to a 45-degree angle. Bend the arm and tap the helmet. Repeat.

(17) **MOVE TO LEFT** – Extend the arm to the left and raise it up and down.
(18) **MOVE TO RIGHT** – Extend the arm to the right and raise it up and down.

(19) **ACTION (FRONT, RIGHT, LEFT, or REAR), FIGHT ON FOOT, or ASSAULT FIRE (DISMOUNTED TROOPS)** – Raise the fist to shoulder level and thrust it several times in the desired direction of action.

(20) **NUCLEAR, BIOLOGICAL, CHEMICAL ATTACK** – Extend the arms and fists. Bend the arms to the shoulders. Repeat.

(21) **MAP CHECK** – Point at the palm of one hand with the Index finger of the other hand.
(22)  **PACE COUNT** – Tap the heel of boot repeatedly with an open hand.

(23)  **RADIOTELEPHONE OPERATOR FORWARD** – Raise the hand to the ear with the thumb and little finger extended.

(24)  **HEAD COUNT** – Tap the back of the helmet repeatedly with an open hand.

(25)  **DANGER AREA** – Draw the right hand, palm down, across the neck in a throat-cutting motion from left to right.

(26)  **FREEZE** – Raise the fist to head level.
MOVEMENT

1. MOVEMENT

   a. **Formation** - Leaders choose the formation based on their analysis of METT-T and likelihood of enemy contact.

      (1) **Fire team formations** - All soldiers in the team must be able to see their leader.

         (a) **Wedge** - This is the basic fire team formation; it will be used unless modified because of terrain, dense vegetation, terrain or mission.

         (b) **File** - Used in close terrain, dense vegetation, limited visibility.

      (2) **Squad formations** - Squad formations describe the relationships between fire teams in the squad.

         (a) **Column** –

            1. The squad column is the squad's most common formation.
            2. It provides good dispersion laterally and in depth without sacrificing control, and facilitates maneuver.
            3. The lead fire team is the base fire team.
            4. When the squad moves independently or as the rear element of the platoon, the rifleman in the trail fire team provides rear security.

         (b) **Line** –

            1. The squad line provides maximum firepower to the front.
            2. When a squad is acting as the base squad, the fire team on the right is the base fire team.
(c) File –
   1. When not traveling in a column or line, squads travel in file.
   2. The squad file has the same characteristics as the fire team file.
   3. If the squad leader desires to increase his control over the formation, exert greater morale presence by leading from the front, and be immediately available to make key decisions, he will move forward to the first or second position.
   4. Additional control over the rear of the formation can be provided by moving a team leader to the last position.

(3) Platoon formations - METT-T will determine where crew-served weapons move in the formation. They normally move with the platoon leader so he can quickly establish a base of fire.
   (a) Column - Primary platoon formation, used unless METT-T dictates otherwise.
   (b) Platoon line, squads on line - Used when the platoon leader wants all soldiers on line for maximum firepower forward. Used when the enemy situation is known.
   (c) Platoon line, squads in column - Used when the platoon leader does not want everyone forward, but wants to be prepared for contact such as near the objective.
   (d) Platoon Vee - Used when enemy situation is vague, but contact is expected to the front.
   (e) Platoon wedge - Used when enemy situation is vague and contact is not expected.
   (f) Platoon file - Used when visibility is poor due to terrain or light.

b. Movement Techniques - Leaders choose a movement technique based on their mission analysis of METT-T and likelihood of enemy contact.
   (1) Traveling - Used when contact is not likely and speed is important.
   (2) Traveling overwatch - Used when contact is possible but speed is important.
   (3) Bounding overwatch - Used when contact is likely or imminent and speed is not important.
c. **Foot Marches.** When moving along a road in a relatively secure area, the platoon will move with one file on each side of the road. Fire teams are not split up. There will be 3 to 5 meters between soldiers and 25 to 50 meters between platoons.

(1) The normal rate of marching for an 8-hour march is 4 mph. The interval and rate of marching depends on the length of the march, time allowed, likelihood of enemy contact, terrain and weather, condition of the soldiers, and the weight of the soldiers' load.

(2) A 15-minute rest will be conducted at the end of the first 45 minutes of a road march. During this halt, the PLT Medic and squad leaders will check the soldiers' feet and report the physical condition of the soldiers to the platoon leader and platoon sergeant. Thereafter, a 10-minute rest is conducted every 50 minutes.

2. **ACTIONS AT HALTS** - During halts, security is posted and all approaches into the platoon's area are covered by key weapons. The platoon sergeant moves forward through the platoon, checking security as he goes, and meets the platoon leader to determine the reason for the halt.

   a. During halts of 30 seconds or less, the soldiers drop to one knee and cover their assigned sector.

   During halts longer than 30 seconds, a cigar-shaped perimeter is formed, and the soldiers assume the prone position.

**DUTIES AND RESPONSIBILITIES**

1. **PLATOON LEADER.** The platoon leader is responsible for accomplishing the platoon's mission. They are responsible for positioning and employing all assigned and attached crew-served weapons. They must also know how to employ supporting weapons.

   a. Leads the platoon in support of company and battalion missions
   b. Informs their commander of his/her actions at all times
   c. Plans missions with the help of the platoon sergeant, squad leaders, and other key personnel
   d. Stays abreast of the situation and goes where they are needed to supervise, issue FRAGOs, and accomplish the mission
   e. Requests support for the platoon from the company commander to perform its mission
   f. Directs the platoon sergeant in planning and coordinating the platoon's CSS effort
   g. During planning, they receive on-hand status reports from the platoon sergeant and squad leaders
   h. Reviews platoon requirements based on the tactical plan
   i. Develops the casualty evacuation plan
j. During execution, they check the work of the platoon sergeant and the squad leaders
k. Ensures the soldier's load is reasonable

2. **PLATOON SERGEANT** - The platoon sergeant is the senior NCO in the platoon and second in command.
   a. Supervises the logistics, administration, and maintenance activities of the platoon.
   b. Organizes and controls the platoon alternate CP
   c. Trains the crews and employs the platoon's machine guns IAW the platoon leader's orders
   d. Receives the squad leaders' requests for rations, water, and ammunition
   e. Works with the company XO and first sergeant to request resupply. Also directs the routing of supplies and mail
   f. Maintains platoon strength information, consolidates and forwards the platoon's casualty reports and receives replacements
   g. Monitors the morale, discipline, and health of platoon members
   h. Commands task-organized elements in the platoon during tactical operations.
      This can include, but is not limited to, quartering parties, security forces in withdrawals, support elements in raids or attacks, and security patrols.
   i. Coordinates and supervises company directed platoon resupply operations.
   j. Ensures that ammunition and equipment are evenly distributed. (This is a critical task during consolidation and reorganization.)
   k. Ensures that the casualty evacuation plan is complete and executed properly by directing the platoon's Medic, and aid and litter teams.

3. **SQUAD LEADER**. The squad leader is responsible for the squad.
   a. Controls the maneuver of his/her squad and its rate and distribution of fire
   b. Exercises command through the fire team leaders
   c. Manages the logistical and administrative needs of his/her squad
   d. Requests and issues ammunition, water, rations, and special equipment
   e. Maintains accountability of his/her soldiers and equipment
   f. Completes casualty feeder reports and reviews the casualty reports completed by squad members
   g. Supervises the maintenance of the squad's weapons and equipment
   h. Conducts inspections of his/her soldiers, their weapons and their equipment
   i. Keeps the platoon sergeant and platoon leader informed on his squad's supply status and equipment readiness
   j. Ensures that supplies and equipment are internally cross-leveled
   k. Designates and supervises special teams
   l. Ensures compass and pace count duties are assigned

4. **TEAM LEADER**. The team leader is a fighting soldier who leads by personal example and helps the squad leader as required.
   a. Controls the movement of his/her fire team
b. Controls the rate and placement of fire by leading from the front and using the proper commands and signals

c. Maintains accountability of his/her soldiers and equipment

d. Ensures his/her soldiers maintain the unit standards in all areas

e. Responsible for one Automatic Rifleman, one Rifleman, and one Grenadier

f. Ensures that his/her Specialty Teams are trained to standard

5. SPECIAL TEAMS. Special teams perform specific tasks in accordance with the Platoon Leader’s guidance and mission requirements. Special teams generally perform their tasks after security is established and the enemy threat is minimized (win the fight first). Special teams should rehearse before the mission.

a. Enemy Prisoner of War (EPW) Team: Responsible for searching dead or wounded enemy combatants, EPW’s, and noncombatants as directed by the Platoon Leader or Squad Leader. When searching and detaining EPW’s or noncombatants, EPW teams follow the Law of Land Warfare, and use the “Five S’s.”

   (1) Search
   (2) Silence
   (3) Segregate
   (4) Safeguard
   (5) Speed EPWs to collection points

b. Aid & Litter Team: Responsible for treating friendly wounded and moving friendly dead and wounded to the casualty collection point as directed by the Platoon Leader or Platoon Sergeant. Wounded enemy or noncombatants may be treated at the direction of the Platoon Leader, after friendly wounded are treated. The following tasks, that the Aid and Litter Team must know, can be found in the Soldiers’ Manual for Common Tasks:

   (1) Evaluate A Casualty
   (2) Administer First Aid to a Nerve Agent Casualty
   (3) Perform Mouth to Mouth Resuscitation
   (4) Put on a Field or Pressure Dressing
   (5) Prevent Shock
   (6) Give First Aid for Burns, Heat Injuries, Frostbite
   (7) Transport a Casualty using a Litter to Collection Points
   (8) Transport a Casualty using a Two-Man Carry to Collection Points
PART II

LEADERSHIP. The art of influencing others to accomplish a mission by providing purpose, motivation, and direction while operating to improve the organization.
TROOP LEADING PROCEDURES

1. ASSUMPTION OF COMMAND - When it is necessary for a new leader to assume command of the platoon, if and when the situations allows it, they will accomplish the following tasks:
   a. Inform higher headquarters of the change
   b. Reestablish the platoon chain of command and ensure all subordinates are made aware of changes
   c. Check the platoon's security and the emplacement of key weapons
   d. Check the platoon's equipment and personnel status
   e. Pinpoint the platoon's location
   f. Assess the platoon's ability to continue the mission
   g. Inform higher command of assessment
   h. Continue the mission / Initiate Troop Leading Procedures

2. TROOP LEADING PROCEDURES (see Operations for more details)
   a. Receive the Mission
      (1) Conduct a Confirmation Brief to understand:
          (a) Commander’s intent
          (b) Specific tasks and purposes
          (c) The relationship of tasks to those of other elements conducting the operation
          (d) The important coordinating measures
   b. Issue a Warning Order
   c. Make a Tentative Plan
   d. Start Necessary Movement
   e. Reconnoiter (5 point contingency plan or GOTWA)
(1) Where the leader is **Going**
(2) Others going with the leader.
(3) Amount of **Time** the leader plans to be gone
(4) What to do if the leader does not return.
(5) Unit’s and leaders **Actions** on chance contact while the leader is gone

**Complete the Plan**

**Issue the Complete Order**

**Supervise** - The best plan may fail if it is not managed right. **Rehearsals** (Five types: Confirmation brief, backbrief, combined arms, support, and battle drill or SOP), inspections, and continuous coordination of plans must be used to supervise and refine troop-leading procedures.

(1) Confirmation briefs and backbriefs – are used to ensure that all subordinates understand the operation completely (see TLP, Para a, Receive the Mission) and review to the commander how they intend to accomplish the mission (backbrief).

(2) All other rehearsals - Focus on mission execution.
   (a) They are essential to ensure complete coordination and subordinate understanding.
   (b) The warning order should provide subordinate leaders with sufficient level of detail for them to schedule and conduct rehearsals of drills/SOPs before receiving the OPORD
   (c) Rehearsals conducted after the OPORD can then focus on mission specific tasks
   (d) Rehearsals should be conducted in a training area as much like the objective as possible
   (e) Mock-ups of the objective should be used for these practices
   (f) Rehearsals include holding soldier and leader backbriefs of individual tasks and using sand tables or sketches to talk through the execution of the plan
   (g) These are followed by walk through exercises and then full speed blank-fire or live-fire rehearsals
   (h) The leader should establish a priority for rehearsals based on available time. The priority of rehearsals flows from the decisive point of the operation. Thus the order of precedence is:
      a. actions on the objective
      b. battle drills for maneuver
      c. actions on enemy contact
      d. special teams
      e. movement techniques
      f. others as required
   (i) Security must be maintained during the rehearsal.

(3) **Inspections** –
   (a) Squad leaders should conduct initial inspections shortly after receipt of the WARNING
   (b) The PSG should conduct spot checks throughout the preparation
   (c) The PL and PSG conduct final inspections
   (d) Inspections should include:
      a. Weapons and ammunition
      b. Uniforms and Equipment
      c. Mission-essential equipment
d. Soldier’s understanding of the mission and their specific responsibilities

e. Communications

f. Rations and water

g. Camouflage

h. Deficiencies noted during earlier inspections

**ESTIMATE OF THE SITUATION**

1. **MISSION ANALYSIS**
   
a. Mission and intent of commander two levels up

b. Mission and intent of immediate commander

c. Assigned tasks (specified and implied)

d. Constraints and limitations

e. Mission-essential tasks

f. Restated mission

g. Tentative time schedule

2. **ESTIMATE OF THE SITUATION AND DETERMINE COURSES OF ACTION**
   
The Military Decision Making Process (MDMP) takes several factors into consideration. All tactical decisions are made using the following information, when it is available.

   a. **Terrain and weather**
      
      (1) **Terrain** – OCOKA or OAKOC  
          Observation and Fields of Fire  
          Cover and Concealment  
          Obstacles-natural and manmade  
          **Key Terrain**-terrain that must be controlled to hold a decisive edge in the upcoming battle.  
          **Avenues of Approach**

      (2) **Weather**  
          Visibility  
          Mobility  
          Survivability

   b. **Enemy situation and most probable courses of action**
      
      (1) Composition

      (2) Disposition

      (3) Recent activities

      (4) Capabilities

      (5) Weaknesses

      (6) Most probable course of action (enemy use of METT-TC)

      (7) Most dangerous course of action (plan for the worst)
c. **Friendly Situation.**
   (1) METT-TC
       Mission
       Enemy
       Terrain (OCOKA)
       Troops available
       Time available
       Civilian constraints

d. **Friendly Courses of Action** (Develop at a minimum two courses of action.) When developing courses of action remember the 5 principles of patrolling and never violate them.
   i. Planning
   ii. Control
   iii. Security
   iv. **Reconnaissance**
   v. **Common Sense**

3. **ANALYSIS OF COURSES OF ACTION**
   a. Significant factors
   b. **War game**

4. **COMPARISON OF COURSES OF ACTION**

5. **DECISION-** When making the final decision it is important, in many cases, to do so quickly. Avoid over analyzing the situation and courses of action. A poor decision made in a timely manner and well executed is better than a good decision made too late.

**COMBAT ORDERS**

We use orders in the military to disperse information in a standardized format. This format ensures that all information is covered in enough detail to assist lower units plan their operations successfully. It provides brevity and clarity in a language that is universal in the Army. It prevents any subordinate unit from misinterpreting the higher commander’s intent for an operation and helps them achieve the desired end state.

1. **ORDERS GROUP**
   a. **Platoon orders** – at a minimum, the following individuals will attend platoon orders:
      (1) Platoon leader
      (2) Platoon sergeant
      (3) Squad leaders
      (4) Platoon FO
      (5) PLT Medic
      (6) Attachment leaders
   
   b. **Squad orders** – at a minimum, the following individuals will attend squad
      (1) Squad leader
      (2) Team leaders

2. **ORDERS FORMATS**
a. **Warning order (WARNO)**
   (1) Situation
   (2) Mission
   (3) Execution
      (a) Concept
      (b) Time Schedule
      (c) Rehearsal
      (d) Tasks to Subordinates
   (4) Service Support
   (5) Command and Signal

b. **Fragmentary order (FRAGO)** - The format for a FRAGO is that portion of the current OPORD that has changed. If significant changes have occurred since the last OPORD, a new OPORD should be prepared.

c. **Squad Operation Order**
   (1) Situation
      (a) Enemy
      (b) Friendly
      (c) Attachments and Detachments
   (2) Mission
      (a) Who, What, When, Where, Why
   (3) Execution
      (a) Concept of the Operation
         1. Scheme of Maneuver
         2. Fire Support
      (b) Fire Team Tasks
      (c) Coordinating Instructions
      (d) Safety
   (4) Service Support
   (5) Command and Signal

d. **Platoon Operation Order**
   (1) Situation
      (a) Enemy Forces
         1. Disposition, composition, and strength
         2. Capabilities
         3. Most probable course of action
      (b) Friendly Forces
         1. Higher Unit-mission and intent
         2. Left Unit’s Mission
         3. Right Unit’s Mission
         4. Forward Unit’s Mission
         5. Mission of Unit in Reserve or Following
         6. Units in Support or Reinforcing Higher Unit
      (c) Attachments and Detachments
   (2) Mission Task and Purpose (Who, What, When, Where, Why)
(3) Execution – Intent (Expanded Purpose – Key Tasks – End state)
   (a) Concept of the Operation - How unit will accomplish the mission.
       1. Maneuver - Designate main effort (decisive effort) and ID tasks
       2. Fires - Concept of fire support, address priority of fires, priority targets, and restrictive control measures.
       3. Additional combat support elements - Concept of employment and priority of effort.
   (b) Tasks to Maneuver Units - Tasks and purpose for each.
   (c) Tasks to combat support units
   (d) Coordinating Instructions
       1. Priority intelligence requirements and report tasks
       2. MOPP level
       3. Troop safety and operational exposure guide
       4. Engagement and disengagement criteria and instructions
       5. Fire distribution and control measures
       6. Consolidation and reorganization instructions
       7. Reporting requirements
       8. Specified tasks that pertain to more than one
       9. Rules of engagement
       10. Order of march and other MMNT procedures
   (e) Safety
       1. Risk Assessment

(4) Service Support
   (a) General - Provide trains location, Casualty and damaged equipment collection points, and routes to and from them.
   (b) Material and services
       1. Supply
          a. --Class I – Subsistence
          b. --Class II - Clothing, individual equip., tools and tent packages
          c. --Class III - Petroleum, oil, and lubricants
          d. --Class IV - Construction Materials
          e. --Class V – Ammunition
          f. --Class VI - Personal demand items
          g. --Class VII - Major end items
          h. --Class VIII - Medical Supplies
          i. --Class IX - Repair parts
       2. Transportation - Schedule and distribution
       3. Services - Type, designation, location.
       4. Maintenance
       5. Medical evacuation (See appendix 3 Annex J)
   (c) Personnel - EPW collection point and handling instructions.
   (d) Miscellaneous

(5) Command and Signal
   (a) Command
       1. Location of higher unit commander and CP
       2. Location of unit leader or CP
       3. Location of second in command or alternate CP
4. Succession of command - During combat, any member of the platoon may be required to assume command. Frequently, the platoon FO or RATELO may need to continue operations and direct the operation until the chain of command can be reestablished. Under normal conditions, the platoon succession of command will be:
   a. Platoon leader
   b. Platoon sergeant
   c. Main effort squad leader
   d. Supporting effort squad leaders by rank

(b) Signal
   1. SOI index in effect
   2. Listening silence if applicable
   3. Methods of communication in priority
   4. Emergency signals
   5. Code words

REPORTS

1. SALUTE –
   a. Size
   b. Activity
   c. Location
   d. Unit/uniform
   e. Time
   f. Equipment

2. SITREP - (situation report) given IAW OPORD

3. ACE - normally, team leaders give ACE reports to the squad leader and the squad leaders give them to the platoon sergeant after contact with the enemy. Team leaders go man to man and receive the report from their team. Once they have gathered the information they must adjust ammunition and/or equipment from the casualties amongst their team so the squad leader can balance between the teams before the platoon can redistribute.
   a. Ammunition
   b. Casualty
   c. Equipment

4. Logistics - team leaders and squad leaders report twice daily up the chain of command

5. Sensitive item - status reported by team leaders and squad leaders up the chain of command twice daily

6. Personnel status - team leaders and squad leaders report twice daily. Normally, reports are given at stand-to and before nightfall.

7. AAR - After Action Report

An After Action Review (AAR) is a professional discussion of training which focuses on unit performance set against the Army standard for the tasks being trained. AARs maximize training
benefits by allowing soldiers, regardless of rank, to learn from each other and the overall situation. AARs are most effective when the discussion is: dynamic, candid, insightful, and focused. Everyone can and should participate if they have an insight, observation or question that will help the unit identify and/or correct deficiencies or maintain strengths. An AAR is NOT a critique. No one, regardless of rank, position, or strength of personality, has all of the information or answers. The AAR is NOT a means of “grading” success or failure nor is it a “whine” session. The AAR should be conducted immediately following a training event so that the information and experience is fresh in the minds of the participants; it is best if conducted within four hours of training. All of the participants should be present. Maximum participation fosters the best discussion. The Rules and Agenda should be reviewed prior to each AAR session. Soldier participation is directly related to the atmosphere created during the introduction. Someone must be designated to take notes and to follow up with the proper filing requirements.

Facilitators must be on hand to keep the review focused and professional. AAR leaders should make a concerted effort to draw in and include soldiers who seem reluctant to participate. Facilitators should enter the discussion only when necessary. They also reinforce the fact that it is permissible to disagree and focus on learning. Facilitators encourage people to give honest opinions and use open-ended/leading questions to guide the discussion of soldier, leader and unit performance.

a. **Key Points** –
   (1) Are conducted during or immediately after each event.
   (2) Focus on intended training objectives.
   (3) Focus on soldier, leader, and unit performance.
   (4) Involve all participants in the discussion.
   (5) Use open-ended questions.
   (6) Are related to specific standards.
   (7) Determine strengths and weaknesses.
   (8) Link performance to subsequent training.

b. **Format**
   (1) Introduction and rules.
   (2) Review of training objectives.
   (3) Commander's mission and intent (what was supposed to happen).
   (4) Opposing force (OPFOR) commander's mission and intent (when appropriate).
   (5) Relevant doctrine and tactics, techniques, and procedures (TTPs).
   (6) Summary of recent events (what happened).
   (7) Discussion of key issues (why it happened and how to improve).
   (8) Discussion of optional issues.
   (9) Discussion of force protection issues (discussed throughout).
   (10) Closing comments (summary).

**TYPES OF PATROLS**

1. **RECONNAISSANCE PATROL**
   a. Area Reconnaissance – to obtain information about specified location and the area around it. The platoon or squad uses surveillance or vantage-points around the objective from which to observe it and surrounding area.
b. Zone Reconnaissance – to obtain information on enemy, terrain, and routes within a specified zone. Techniques include the use of moving elements, stationary teams, or a series of area reconnaissance actions.

2. COMBAT PATROLS

   a. Ambush - a surprise attack from a concealed position on a moving or temporarily halted target.
   b. Hasty Ambush – when visual contact is made with an enemy force and you have enough time to establish an ambush without being detected.
   c. Deliberate Ambush – conducted against a specific target at a predetermined location.
   d. Point Ambush – soldiers deploy to attack an enemy in a single location.
   e. Area Ambush – soldiers deploy to attack the enemy in two or more related point ambushes.
   f. Anti-armor Ambush - to destroy one or two armor vehicles
   g. Raid – operation to attack a position or installation followed by a planned withdrawal.

ASSEMBLY AREAS, PATROL BASES, AND LINKUP

1. ASSEMBLY AREA* –When directed to occupy an assembly area, the platoon leader designates a quartering party. Each squad will provide two men for the quartering party. The platoon sergeant or selected NCO will be in charge of the quartering party.

   a. The quartering party reconnoiters the assembly area to ensure no enemy are present and to establish initial security.
   b. The quartering party determines initial positions for all platoon elements.
   c. The quartering party provides security by forcing enemy reconnaissance probes to withdraw and providing early warning of an enemy attack.
   d. As the platoon clears the release point, quartering party members, waiting in covered and concealed positions, move out and guide the platoon to its initial position without halting.
   e. The platoon establishes and maintains local security. The platoon leader assigns each squad a sector of the perimeter to ensure mutual support and to cover all gaps by observation and fire. The platoon leader designates OPs and squad leaders select OP personnel. OPs have communications with the platoon CP. OPs warn the platoon of enemy approach before the platoon is attacked.
   f. The platoon leader establishes a priority of work
      (1) Positioning of crew-served weapons, chemical agent alarms, and designating PDF, FPL, and FPFs.
      (2) Constructing individual and crew served fighting positions.
(3) Setting up wire communications between the squads and the platoon CP.  
   (Radio silence is observed by the platoon)  
(4) Preparing range cards.  
(5) Camouflaging positions  
(6) Clearing fields of fire  
(7) Distributing ammo, rations, water, supplies, and special equipment.  
(8) Conducting preventative checks and services on weapons and equipment.  
(9) Inspecting platoon members and equipment.  
(10) Rehearsing critical aspects of the upcoming mission.  
(11) Test firing small - arms weapons (As tactical situation permits).  
(12) Conducting personal hygiene and field sanitation.  
(13) Instituting a rest plan.  
(14) Completing the work priorities as time permits.  
g. The platoon leader conducts adjacent unit coordination.  The platoon leader assigns  
   security patrols, if applicable.  The platoon leader establishes responsibility for the  
   overlapping enemy avenues of approach between adjacent squads and platoons.  The  
   leaders ensure there are no gaps between elements.  The platoon leader exchanges  
   information on OP locations and signals.  The platoon leader coordinates  
   counterattacks.  
h. The platoon leader forwards a copy of the sector sketch to the company commander  
   and keeps one for platoon use.  

2. PATROL BASE** – is a position set up when a squad or platoon conducting a patrol halts  
   for an extended period.  Patrol bases should be occupied no longer than 24 hours, except in an  
   emergency.  The platoon or squad never uses the same patrol base twice.  Platoons and squads  
   use patrol bases –  
   a. To stop all movement to avoid detection.  
   b. To hide during a long, detailed reconnaissance of an objective area.  
   c. To eat, clean weapons and equipment, and rest.  
   d. To plan and issue orders.  
   e. To reorganize after infiltrating an enemy area.  
   f. To have a base from which to conduct several consecutive or concurrent operations  
      such as ambush, raid, reconnaissance, or security.  

3. LINKUP*** - A linkup is a meeting of friendly ground forces.  Linkups depend on  
   control, detailed planning, and stealth.  Linkup procedures begin as the unit moves to  
   the linkup point.  The steps of this procedure are:  
   a. If using radio communications, the platoon reports its location using phase lines,  
      checkpoints, or other control measures.  
   b. The first squad at the site stops and sets up a linkup rally point about 300 meters from  
      the linkup point.  
   c. The first squad sends a security team to find the exact location of the linkup point.
d. The security team clears the immediate area around the linkup point. It then marks the linkup point with the coordinated recognition signal. The team moves to a covered and concealed position and observes the linkup point and immediate area around it.

e. The next unit approaching the site repeats steps one through three when its security team arrives at the site and spots the coordinated linkup point recognition signal, it gives the far recognition signal.

f. The first security team responds, and the second team advances to the first team's location. The teams exchange near recognition signals.

g. If entire units must link up, the second team returns to its unit's rally point and brings the unit forward to the linkup point. The first security team guides the entire second unit to the linkup rally point. Both teams are integrated into the security perimeter.

h. When more than two units use the same linkup point, the first unit leaves a security team at the linkup point. They repeat the linkup procedure as other units arrive.

**LAND NAVIGATION**

1. Back Azimuth
   a. Greater than 180 degrees subtract 180
   b. Less than 180 degrees add 180

2. G-M Angle Conversion
   a. Westerly G-M Angle
      (1) Grid to Magnetic - Add G-M Angle
      (2) Magnetic to Grid - Subtract G-M Angle
   b. Easterly G-M Angle
      (1) Grid to Magnetic - Subtract G-M Angle
      (2) Magnetic to Grid - Add G-M Angle

3. INTERSECTION: To Locate an Unknown Point
   a. Orient Map Using Compass
   b. Locate and Mark Your Position on the Map
   c. Determine Magnetic Azimuth From Your Position to Unknown Point Using Compass
   d. Convert the Magnetic Azimuth to a Grid Azimuth
   e. Plot the Grid Azimuth From Your Position in the Direction of the Unknown Point
   f. Move to a Second Known Position and Repeat Steps c, d, e.
   g. The Unknown Point is Where the Lines Intersect on the Map

4. RESECTION: To Locate Your Own Position
   a. Orient Map Using Compass
   b. Locate two Known Points on the Ground and Mark Them on Your Map
   c. Measure the Magnetic Azimuth to one of the Known Locations
   d. Convert the Magnetic Azimuth to a Grid Azimuth
   e. Convert the Grid Azimuth to a Back Azimuth
   f. Use a Protractor to Plot the Azimuth and Draw a Line From the Known Point to Your Location
g. Repeat Steps c, d, e, f For the Second Known Point
h. Your Location is Where the Lines Cross

-INDIRECT FIRE SUPPORT

1. TARGETING - During mission planning, the platoon leader makes adjustments to the company's indirect fire support plan. Possible targets include—
   a. Known or suspected enemy locations not targeted by higher.
   b. Dead space not covered by organic weapons.
   c. Gaps between adjacent units not targeted by higher.
   d. Likely mounted and dismounted avenues of approach and withdrawal.
   e. Key terrain or obstacles not targeted by higher.

2. FIRE SUPPORT IN THE OFFENSE TARGETS:
   a. In front of and on the objective to support the platoon's approach, deployment, and assault during the attack.
   b. Beyond the objective to support the platoons consolidation and reorganization after the attack.
   c. All known or suspected enemy positions.
   d. Likely enemy withdrawal and counterattack routes.
   e. Key terrain features throughout the platoon area of operations.
   f. Smoke is planned to obscure the platoon's movement through or across danger areas.

3. FIRE SUPPORT IN THE DEFENSE TARGETS:
   a. All known or suspected enemy positions.
   b. Along likely enemy avenues of approach.
   c. In front of, on top of, and behind the platoon battle position.
   d. An FPF is planned along the enemy's most dangerous avenue of approach.
   e. Smoke is planned to screen the platoon’s withdrawal to alternate or supplementary positions.
   f. Illumination is planned BEHIND THE ENEMY. This exposes the enemy without exposing the platoon.

4. INDIRECT FIRE CONTROL
   a. Before the start of any operation, the platoon leader ensures the FO knows the following:
      (1) Target locations and descriptions.
      (2) The effects required or purpose of the target.
      (3) The priority of targets.
      (4) Target engagement criteria.
      (5) The method of engagement and control for the target.
      (6) The location of all TRPs, trigger lines, and any other fire control measure used by the platoon leader.

5. CALL FOR FIRE. A call for fire is a message prepared by an observer. It has all the information needed to deliver indirect fires on the target. Any soldier in the platoon can request indirect fire support by use of the call for fire. Calls for fire must include—
   a. Observer identification and warning order: adjust fire, fire for effect, suppress, immediate suppression (target identification).
   b. Target location methods: grid, polar, shift from a known point.
c. Target description. A brief description of the target using the acronym SNAP is
given: Size/shape, Nature/nomenclature, Activity, Protective/posture.

6. FORMAT

**Grid mission:**

“__________this is _______adjust fire over” - adjust fire out  
“Grid_______, direction_______over” - grid____, direction___out.

Description of target “______(tank in open) over” - tank in open out.

**Polar mission:**

“_____this is ____ adjust fire polar over” -adjust fire polar out

“my position is ____ over” -your position___out.

“direction_____distance____meters over” -direction___distance___out.

Description of target”____(troops in open) over” -description out.

**Shift from a known point:**

“__this is ___adjust fire shift __(target number) over” - adjust fire shift KS0001 out.

“direction___, Left/Right____meters over” -direction___, L/R___M out.

Description of target”____(troops in open) over” -description out.

**MEDEVAC**

Line 1 - Location of the pick-up site. –6 digit grid

Line 2 - Radio frequency, call sign, and suffix.

Line 3 - Number of patients by precedence:
A - Urgent  
B - Urgent Surgical  
C - Priority  
D - Routine  
E - Convenience

Line 4 - Special equipment required:
A - None  
B - Hoist  
C - Extraction equipment  
D - Ventilator
Line 5 - Number of patients:
A - Litter
B - Ambulatory

Line 6 - Security at pick-up site:
N - No enemy troops in area
P - Possible enemy troops in area (approach with caution)
E - Enemy troops in area (approach with caution)
X - Enemy troops in area (armed escort required)
* in peacetime - number and types of wounds, injuries, and illnesses

Line 7 - Method of marking pick-up site:
A - Panels
B - Pyrotechnic signal
C - Smoke signal
D - None
E - Other

Line 8 - Patient nationality and status:
A - US Military
B - US Civilian
C - Non-US Military
D - Non-US Civilian
E - EPW

Line 9 - NBC Contamination:
N - Nuclear
B - Biological
C - Chemical
* In peacetime - terrain description of pick-up site

DATE TIME GROUP

When stating a date-time group in a report or order it is important to format it correctly to avoid confusion and ensure clarity. Start with the two-digit day of the month and then the military time followed by the month and year; for example the 11th of November 2006 at 1245 would look as follows: 111245NOV2006.

BRANCHES OF THE ARMY

A. GENERAL

The following information provides a brief glimpse at the branches offered to a newly commissioned lieutenant in the United States Army. The Home Station refers to the location of the respective branches’ Officer Basic Course (OBC) and other professional education courses. Cadets are encouraged to log onto the homepage to gather more information concerning branch
choices. All information is derived from http://www.branchorientation.com/. Cadre are another valuable resource to draw on for branch-specific information.

B. BRANCHES OF THE ARMY

Each Army officer is assigned to one of the Army's branches. Each cadet requests assignment to a branch of preference. Every effort is made to assign new officers to a branch of their choice. The Initial Assignment Opportunities outline the typical “entry-level” positions that a Second Lieutenant will hold within a given branch.

C. COMBAT ARMS:

**INFANTRY**

*Home Station:* Fort Benning, Georgia

*Initial Assignment Opportunities:* Rifle Platoon Leader (Mechanized, Light, Air Assault, Stryker, or Airborne), Specialty Platoon Leader (Mortar, Anti-Armor, or Scout)

*Homepage:* http://www.benning.army.mil/

The job of the Infantry officer is to command the ground forces, which must be ready to destroy enemy forces through close ground combat. Infantry Officers lead by example and will be found in the thick of any military conflict. (MALES only).

**ARMOR**

*Home Station:* Fort Knox, Kentucky

*Initial Assignment Opportunities:* Tank Platoon Commander, Cavalry Platoon Commander, Specialty Platoon Leader (Mortar or Scout)
Commanding the finest tanks and related mechanized equipment in the world, the Armor Officer controls some of the most lethal assets on the modern battlefield. Officers in this branch of service can trace their roots to the colorful mounted cavalry of an earlier era. (MALES only).

FIELD ARTILLERY

Home Station: Fort Sill, Oklahoma

Initial Assignment Opportunities: Platoon Leader (Cannon or MLRS), Fire Support Officer (FSO), Target Acquisition Detachment Commander (Radar), Fire Direction Officer (FDO)

Field Artillery Officers control the devastating arsenal of weapons, which bring long-range fire to bear on enemy targets. Officers in this specialty manage the missile and cannon weapons, which stand ready to deliver payloads on enemy targets. Traditionally the artillery delivers the majority of fire-power on the battlefield. (FEMALES only assigned to Rocket Artillery.)
AVIATION

Home Station: Fort Rucker, Alabama

Initial Assignment Opportunities: Platoon Leader (Attack, Assault, Heavy Lift, or Cavalry)

Homepage: http://www-rucker.army.mil/

Commanding the diverse aviation assets of the Army-- both fixed-wing and rotary (helicopters)--are officers of the Aviation Branch. After extensive and demanding flight training, officers in this branch pilot the combat and support aviation assets, which ensure the fighting agility of our forces.

AIR DEFENSE ARTILLERY

Home Station: Fort Bliss, Oklahoma

Initial Assignment Opportunities: Platoon Leader (Stinger, Linebacker, or Avenger), Radar Platoon Leader (Sentinel), Patriot Platoon Leader (Launcher, Maintenance, or Fire Control)

Homepage: http://www.airdefenseartillery.com/

Taking the fight to the third dimension of the modern battlefield--the airspace above--is the mission of Air Defense Artillery. Officers in this branch employ the sophisticated radar, missile, and gun systems, which protect our ground forces from the hostile action of aircraft and allow units freedom of maneuver.
CORPS OF ENGINEERS

Home Station: Fort Leonard Wood, Missouri

Initial Assignment Opportunities: Platoon Leader (Combat, Construction, Bridging, Prime Power or Geospatial-Terrain Analysis)

Homepage: http://www.wood.army.mil/eschool/

The peacetime mission of the Corps of Engineers includes construction of Military office buildings, barracks and environmental and ecological projects such as dams, bridges, and harbors. During combat operations, engineers construct obstacles, which are used to impede the enemy and clear obstacles implanted by the enemy, which hinder the movement of friendly forces.

D. COMBAT SUPPORT:

CHEMICAL CORPS

Home Station: Fort Leonard Wood, Missouri

Initial Assignment Opportunities: Platoon Leader (NBC, Reconnaissance, Smoke, Decontamination, or Detection)

Homepage: http://www.wood.army.mil/usacmls/

The Chemical Corps Officer advises the commander on the best way to counter the chemical, biological, and nuclear hazards, which may be encountered by our forces on the battlefield. Officers in this specialty also provide technical expertise on the employment of nuclear and chemical weapons by friendly forces.
MILITARY INTELLIGENCE

Home Station: Fort Huachuca, Arizona
Initial Assignment Opportunities: Direct Support Platoon Leader (Analysis or Operations), General Support Platoon Leader (Electronic Warfare, Collection, or Jamming)

The Military Intelligence Officer plans and supervises the collection, analysis, and dissemination of information collected about the area of operations.

MILITARY POLICE

Home Station: Fort Leonard Wood, Missouri
Initial Assignment Opportunities: Platoon Leader (Light, Heavy, Airborne, or Air Assault), Internment/Resettlement Platoon Leader, Guard Platoon Leader
Homepage: http://www.wood.army.mil/usamps/

Military Police Corps Officers are trained in critical aspects of law enforcement such as traffic control, crime prevention, and criminal investigative procedures prior to assuming their duties. Other functions include prevention of sabotage and the supervision of prisoners of war.
SIGNAL CORPS

Home Station: Fort Gordon, Georgia

Initial Assignment Opportunities: Platoon Leader (MSE, Tri-Tac, Tropo, or TACSAT)

Homepage: http://www.gordon.army.mil/

The Signal Corps are a vital member of the Combined Arms Team. Advise commanders on the employment of cable, switching, radio computer network and satellite communications. If you can't communicate, you can't shoot and move. Keeping the Army in touch with the Army is a demanding and challenging job.

E. COMBAT SERVICE SUPPORT:

ADJUTANT GENERALS CORPS

Home Station: Fort Jackson, South Carolina

Initial Assignment Opportunities: PERSCOM Staff Officer, Platoon Leader (Personnel, Replacement, or Postal)

Homepage: http://www.jackson.army.mil/

In many ways, the Adjutant General Corps runs the Army. It administers the Army's post office, its archives, its publications and even the Army's band. It plans and develops the Army's personnel, administrative and community activities support system.
FINANCE CORPS

Home Station: Fort Jackson, South Carolina

Initial Assignment Opportunities: Disbursing Officer, Finance Detachment Commander

Homepage: http://www.finance.army.mil/

Officers entering the Finance Corps learn all aspects of military and civilian pay operations. These include disbursement of public funds, payment of travel and transportation allowances, processing commercial transactions, and other related payment activities.

ORDNANCE CORPS

Home Station: Aberdeen Proving Ground (APG), Maryland

Initial Assignment Opportunities: Platoon Leader (Ordnance Ammunition or Maintenance, Electronics Maintenance, Forward Support, or EOD)

Homepage: http://www.apg.army.mil/

Maintaining and servicing the complex arsenal of weapons in the Army inventory is the job of the Ordnance Corps. To accomplish this mission, Ordnance Corps Officers must be skilled at handling equipment, munitions and, most importantly, be able to lead the civilian technicians and soldiers assigned to these units.

TRANSPORTATION CORPS
Home Station: Fort Eustis, Virginia

Initial Assignment Opportunities: Motor Transport Platoon Leader (Light, Heavy, Airborne, or Air Assault), Terminal, Platoon Leader (Terminal Service or Watercraft)

Homepage: http://www.transchool.eustis.army.mil/

Moving equipment, soldiers, and supplies throughout the world effectively and efficiently is the job of the Transportation Corps. Using wheeled vehicles, aircraft, and watercraft, officers in this specialty accomplish such tasks as traffic management, the movement of personal property, and the management of military seaports.

QUARTERMASTER CORPS

Home Station: Fort Lee, Virginia

Initial Assignment Opportunities: Platoon Leader (Support, Petroleum, Airdrop, Mortuary)

Homepage: http://www.quartermaster.army.mil/

Officers choosing the Quartermaster Corps receive extensive training in supply operations. Armed with the latest data processing equipment, Quartermaster Officers ensure that the immense quantities of equipment required to support a modern Army is available worldwide as needed.
MEDICAL SERVICE CORPS

Home Station: Fort Sam Houston, Texas

Initial Assignment Opportunities: Medical Platoon Leader

Homepage: http://fshtx.army.mil/

Opportunities in the Medical Service Corps include working in the specialties of optometry, podiatry, and pharmacy as well as medical supply and administration.

F. SPECIAL BRANCHES:

ARMY NURSE CORPS

Home Station: Fort Sam Houston, Texas

Initial Assignment Opportunities: Nurse (Army Community Hospitals or Army Medical Centers), Combat Support Hospital Platoon Leader

Homepage: http://armynursecorps.amedd.army.mil/

Army Nurse Corps Officers practice nursing at its best throughout a wide and varied clinical spectrum. Working in an environment that encourages independence and responsibility, Nurse Corps Officers receive opportunities to advance their careers with
new clinical experiences and progressive educational programs. Army nursing offers valuable training experiences and challenges not often duplicated in civilian nursing.

**MEDICAL SPECIALIST CORPS**

**Home Station**: Fort Sam Houston, Texas

**Initial Assignment Opportunities**: Varies

**Homepage**: http://www.amsc.amedd.army.mil/

The Army Medical Specialist Corps includes the specialties of dietetics, occupational therapy, and physical therapy.

G. Not all branches are pictured. Those not pictured are not available as ROTC accession specialties. Branches not pictured include: Special Forces, Civil Affairs (RC Only), Chaplain, Dental Corps, Veterinary Corps, Medical Corps, and Acquisition Corps.

**JUDGE ADVOCATE GENERAL CORPS**

**Home Station**: Charlottesville, VA

**Initial Assignment Opportunities**: JAG Attorney

**Homepage**: http://www.jagcnet.army.mil/
The Judge Advocate General Corps has responsibility for administering the Army's legal system. Areas of specialization administered by Judge Advocate General Corps Officers include labor relations, international law, tax and contract, and criminal justice.

LEADERSHIP DEVELOPMENT AND ASSESSMENT COURSE (LDAC)/WARRIOR FORGE

LDAC is the single most important block of training in the career of an Army ROTC cadet. It is often the cadet’s first exposure to the Active Army lifestyle and it is the only arena where cadets from various college campuses undergo a common, high quality training experience. LDAC is an intensive 5-week training experience, held during the summer months at Fort Lewis, Washington.

It is intentionally tough and introduces stress to challenge leaders. The days are long with a considerable amount of night training and little to no time off. Throughout the five weeks, cadets encounter physical and mental obstacles, which challenge them as both a soldier and leader. Cadets gain self-confidence through accomplishment of tough training. Platoon competition develops collective cohesion from individual performance.

Training at camp uses small unit tactical training as the vehicle for evaluation of cadet potential to serve as a commissioned officer. Training is sequenced at LDAC in a logical, building-block manner. The cadet regiments report to camp on separate dates. This "tiered" approach allows an ideal flow of training, which is maintained for each cycle. The training covers the basic military skills that are needed for the tactical exercises at individual and squad levels and culminates with tactics instruction at the platoon level.

Evaluation is constant and begins shortly after the cadet arrives. The tactical officers and NCOs advise, coach, and ultimately, render an official evaluation of the cadet’s potential to serve as an officer. Many cadets follow LDAC with additional CPDT opportunities. Training requirements for LDAC are located in Cadet Command Regulation 145-3, Pre-commissioning Training and Leadership Development.

EVALUATION AND SELF-ASSESSMENT CARDS

Yellow Card: The Yellow card is a self-assessment of each cadet while they are in a leadership position. Upon completion of the leadership position, each cadet will complete a yellow card on themselves and turn it into their evaluator. It is important to record every positive action that you perform during your leadership floor. Since your evaluator will not always be present to see all of the tasks that you accomplish, a detailed yellow card is important crucial in letting them know how hard you have worked. Be factual and accentuate the positive. (See Annex J for example)
**Blue Card**: The Blue card is an assessment of each cadet while they are in a leadership position. The primary evaluation will focus on the leadership dimensions. It will also list leadership dimensions to sustain and improve upon. The blue cards are used to evaluate cadets in a Garrison environment. (See Annex K for example)

**Green Card**: The Green card is the same as the blue card, however they are primarily used to evaluate leadership in a tactical environment.

**LEADERSHIP DIMENSIONS**

Cadets may be evaluated in all or some of the dimensions during a leadership opportunity. An evaluated dimension will receive one of the following: E – Excellent / S – Satisfactory / N – Needs Improvement. (See Annex L – Leadership Performance Indicators for the difference between E’s and S’s.)

**Leadership Dimensions**

1. A dimension is an observable trait that can gauge an individual's potential to perform a future action. The Army has identified 23 dimensions to measure the potential of an individual to serve as a junior military officer. These dimensions are used to evaluate ROTC cadets throughout their on- and -off-campus military training. It is therefore important that each cadet understands the indicators by which he or she will be assessed. The dimensions are divided into the following categories: values, attributes, skills and actions.

a. **Values** are core ideas beliefs held by an individual. The Army stresses values as a basis for ethical understanding and behavior. A leader’s values include:

   (1) **Loyalty** (LO) establishes the correct ordering of our obligations and commitments, starting with the Constitution, but also including the U.S. Army, the unit, the family, friends, and finally the self. Loyalty works both ways, up and down, and is a pre-condition for trust, cooperation, teamwork, and camaraderie.

   (2) **Duty** (DU) is the sense of commitment an individual feels toward the laws and rules that make up organizational, civic, and moral obligations. Our values originate with duty because we expect all members of the Army to fulfill their obligations, at a minimum. We often expect individuals to exceed their duty, especially in ethical matters.
(3) **Respect** (RE) is the regard and recognition of the absolute dignity that every human being possesses. Respect is indicated in compassion, consideration of others, sensitivity to and regard for the feelings and needs of others and an awareness of the effect of one’s own behavior on them. Respect also involves the notion of fairness.

(4) **Selfless Service** (SS) signifies the proper ordering of priorities. Think of it as service before self. The welfare of the nation and the organization come before that of the individual. While the focus is on service to the nation, the idea also requires that the person properly takes care of family and self.

(5) **Honor** (HO) is a measure of an individual’s motivation to act and for the greater good, and is characterized by a strong sense of right and wrong. Honor circumscribes the complex set of all the values that make up the public code for the Army (or for any organization). Honor includes integrity, courage, loyalty, respect, selfless-service, and duty. Honor and moral identity stand together because the honorable individual identifies with the group values. Honor provides the motive for action. An honorable person feels bound to a public moral code rather than protection of a reputation.

(6) **Integrity** (IT) requires steadfast adherence to a set of values, encompassing the sum total of a person’s set of values and his or her private moral code. Integrity can also be expressed as reliability under all conditions.

(7) **Personal Courage** (PC) is the military virtue that enables us to face fear, danger, or adversity, whether in physical or moral contexts. Courage includes the notion of accepting responsibility for decisions and actions and involves the ability to perform critical self-assessment, confront new ideas, and to change.

b. **Attributes** are personal characteristics that are more-or-less permanent (or long standing), yet can develop over time through correct and habitual practices. Attributes include mental, physical, and emotional.

(1) **Mental** (ME) attributes are intellectual aptitudes or capacities for learning that leaders possess and can develop. These attributes include will, self-discipline, initiative, judgment, confidence and intelligence. Will is the readiness and determination to support the everyday mission and goals of the Army in peace. Will is also the preparation in
peace to get ready to fight when necessary and the determination to win in war. It also is the indispensible motivation to persevere in the face of adversity when others prefer to quit, "though I be the lone survivor". The leader’s will must be contagious; tapping hidden potential to inspire soldiers to reach beyond their own expectations. The best way for leaders to build will in their soldiers is through confidence and skill. Self-discipline is the ability to do the right thing on your own. Self discipline enables clear thinking and reasonable action during combat with its periods of isolation, potential for high leader casualties, continuous stress and critical need for independent action based on the commander’s intent. Good leaders do not wait for orders when something must be done. They encourage initiative tempered by judgment. Will, self-discipline, initiative, and judgment build confidence. Confidence is self esteem developed through competence. Intelligence is the ability to acquire and apply knowledge tempered with judgment and confidence.

(2) **Physical** (PH) attributes include health, physical fitness and military professional bearing. Health includes taking routine physical examinations, maintaining good dental hygiene, maintaining deployability, and taking care of personal health needs concerning personal hygiene, grooming, and cleanliness. Physical Fitness is the stamina to perform sustained operations with reduced rest and recovery time and is a part of enhanced combat readiness. Paraphrasing Patton, fatigue makes cowards of us all. The goal of an individual physical fitness program is more than high achievement on the Army Physical Fitness Test (APFT). The APFT is merely a yardstick to measure progress toward the goal of better physical fitness. When a leader approaches the APFT in this manner, physical fitness is a part of enhanced combat readiness. Leaders must have the stamina to fight and win successive battles with reduced rest and recovery time. Military/professional bearing is maintaining high standards of appearance, manner, behavior and courtesy.

(3) **Emotional** (EM) attributes are self-control, balance and stability. They are central to emotional maturity and leading by example. A leader must have the ability to exercise self-control, to balance emotion with competing demands, and to remain stable in the face of adversity. They also form the basis for developing a reciprocal bond between leaders and soldiers that sustains them in time of mortal danger.
c. **Skills** are demonstrations of competence in four dimensions. Interpersonal, conceptual, technical, and tactical. Interpersonal skill is skill with people. Conceptual skill is skill with ideas. Technical skill is skill with things. Tactical skill is the combination of all three of the other skills applied to train for and win wars. We can add some definition to these skill dimensions by listing some representative skills appropriate at cadet (and lieutenant) level.

(1) **Interpersonal skills** (IP) Skills at the junior leader level include communicating, counseling, teaching, motivating, listening, supervising, team-building, persuading, building interdependence and mediating conflict.

(2) **Conceptual skills** (CN) Skills at the junior leader level include critical (careful, deliberate) reasoning, moral reasoning, judging, taking or gaining perspective, and problem solving.

(3) **Technical skills** (TE) Skills at the junior leader level include setting-up, maintaining, or operating equipment or demonstrating proficiency in applying training received.

(4) **Tactical skills** (TA) Tactical skills are a combination of skills with people, ideas, and things, applied to fight and win wars in ways defined in other doctrinal manuals.

d. **Actions** are grouped into 3 broad types: influencing actions, operating actions and improving actions. Each leadership dimensions:

(1) **Influencing** is taking action to positively direct the behavior of people and units. The three influencing dimensions are communicating, decision making, and motivating.

(a) **Communicating** (CO) Is expressing oneself effectively in individual and group situations, either orally or in writing, whether or not given adequate time to prepare. Communicating includes using proper grammar, gestures, and nonverbal communications.

(b) **Decision Making** (DM) Providing clear direction by reaching sound, logical conclusions based on analysis of factual information and prudent assumptions, and then commit people and units to take appropriate actions based on those conclusions.
(c) **Motivating people** (MO) Understand and use an individual's wants and needs to influence how the individual thinks and what he does. Motivating uses appropriate incentives and methods that reinforce individuals or groups as they work toward accomplishing tasks or toward resolving conflicts or disagreements. Motivating involves empowering subordinate leaders to achieve organizational goals and properly rewarding their efforts as they achieve the goals.

(2) **Operating** Action leaders take to operate effectively with people and units in order to accomplish missions. The three operating dimensions are Planning, Executing and Accessing.

(a) **Planning and organizing** (PL) Planning establishes courses of action for people and units to accomplish goals, set priorities, allocate resources, and entrust specific tasks to subordinates.

(b) **Executing** (EX) Executing establishes procedures for monitoring and regulating processes, tasks, or activities; taking actions to monitor and influence the results of delegated tasks or projects; and coordinating actions and activities of subordinates, fulfilling duty requirements and responsibilities.

(c) **Assessing** (AS) Assessing is the deliberate action to monitor progress and results conducted as the action unfolds. Assessing uses in-progress and after-action reviews to determine how well goals are being accomplished and to identify areas to sustain or improve.

(3) **Improving** actions are those taken by leaders to enhance future performance of individuals and units. The three improving dimensions are Developing, Building and Learning.

(a) **Developing people** (DE) Developing people means enhancing the competence and self-confidence of subordinates through role modeling and/or training and developmental activities related to current or future duties.

(b) **Building teams** (BD) Building teams is accomplished by enhancing the performance of the unit; showing commitment to the achievement of group or organizational goals;
striving for and positively reinforce timely and effective discharge of duties; promoting
the benefits of working effectively with others; and promoting compliance with and active
support of organizational goals, rules and policies.

(c) Learning from experience (LR) Learning from experience is demonstrated by a
willingness to test experience; examine and challenge how individuals and organizations
do things; apply lessons identified both during the assessment of current activities and
from earlier experience; transform lessons into knowledge so that individuals and
organizations will adopt changes and perform better in the future.

ACCESSIONS

The Accessions Process is used by Cadet Command to fill the anticipated requirements of the
Army each year. Cadets are accessed into either the Active Duty (AD) or Reserve Duty (RD –
Army Reserve or Army National Guard) and into a particular Branch. The Accession Process
normally takes place between the MSL III and MSL IV years when each cadet submits their duty
status (AD or RD) and branch choices along with a complete Accession Packet in the early fall.

Each cadet will list all the branch choices they are qualified for up to sixteen (16) in order of
priority for AD and six (6) branch choices in order of priority for RD duty. The Army uses a
complex point system based upon academic (GPA), ROTC program (class ranking, PT, Campus
and Warrior Forge Cadet Evaluation Reports, RECONDO, etc.) and other performance
(Extracurricular Activities, Athletics, etc.) to assign each cadet a numeric value. Cadets are then
ranked within a National Order of Merit List (OML).

Although the Army takes each cadet's desires for component and branch choice into
consideration, each cadet's position within the OML ultimately determines their selection for duty
and branch status. Those cadets enrolled in the Guaranteed Reserve Forces Duty (GRFD)
program follow a slightly different process. They list their six (6) branch choices in order of
priority but can influence their branch selection by securing a letter of acceptance into a particular
branch coded slot with an Army Reserve or National Guard unit.

As a cadet, you should take the time to fully understand this accession process and what you can
do affect your position on the OML. A block of instruction will be provided at the beginning of
the MSL II year to describe the process in greater detail.
“Whole Person”
Evaluation

Well Rounded (Scholar/Athlete/Leader)

Academic

LDAC Performance

PMS Evaluation

Athletics

APFT

Cadet Training

Swimming

Extracurricular Activities

The OML Model is subject to change over the years but this model should give you a good indicator of what you need to do in the ROTC program to get your branch of choice in the accessions process.
COMBAT ARMS:
- INFANTRY (NOT OPEN TO FEMALES)
- ARMOR - (NOT OPEN TO FEMALES)
- AVIATION (AFAST SCORE OF 90+)
- FIELD ARTILLERY
- AIR DEFENSE ARTILLERY

COMBAT SERVICES SUPPORT:
- ADJUTANT GENERAL CORPS
- ARMY NURSE CORPS
- FINANCE
- ORDNANCE
- TRANSPORTATION
- QUARTERMASTER
- MEDICAL SERVICES

COMBAT SUPPORT:
- CHEMICAL CORPS
- MILITARY INTELLIGENCE
- SIGNAL CORPS
- MILITARY POLICE

EDUCATION DELAY CHOICES:
- ADVANCED LAW, MEDICAL OR SEMINARY DEGREE - EX - LAWYER, CHAPLAIN, DIETETIAN, PHYSICAL THERAPY, OCCUPATIONAL THERAPIST.

ALL CADETS SELECTED FOR EDUCATION DELAY WILL ACCEPT ACTIVE DUTY UPON TERMINATION OR COMPLETION OF DELAY. CADETS WHO FAIL TO GAIN ADMITTANCE, OR TERMINATE DELAY PRIOR TO COMPLETION WILL FULFILL THEIR OBLIGATION THROUGH AD OR RD BASED ON THE NEEDS OF THE ARMY.

FY 06 ROTC OML Model

**Academic Program (40%)**
(40.00%) Cumulative GPA of all academic subjects (includes ROTC GPA) (Spring Semester, most current)

**Military (45%)**
- (6.75%) 15% WF Performance (quantify E/S/N)
  - Leadership positions
  - Leadership attributes/skills/actions
- (11.25%) 25% WF PLT TAC Evaluation (quantify E/S/N)
- (6.75%) 15% PMS MSIII CER OML
- (4.50%) 10% PMS Accessions OML
- (4.50%) 10% PMS Accessions Cmnts-Quantified
- (6.75%) 15% Cadet Trng / Extracurricular Activities
- (4.50%) 10% WF Land Navigation (1st score)

**Leader Program (60%)**
- Warrior Forge Platoon Top Five = 1 point added to final OMS
- RECONDO = 0.5 points added to final OMS

**Physical (15%)**
- 85% APFT
- (1.2750%) - 10%, Campus (fall semester, most current)
- (1.9125%) - 15%, Campus (spring semester, most current)
- (9.5625%) - 75%, WF (1st score)
- 5% Swimming
- (0.3750%) - 50%, Campus Cadet Cmd Swim Test
- (0.3750%) - 50%, WF CWST
- (1.5000%) 10% Varsity, Intramural, Community Team Athletics

*Green numbers are percents of sub-category scores applied to the OMS (out of 100 points)
*Red highlights denote model modifications for FY 06
FY 06 ROTC OML Model (Cont’d)

Suppose a cadet earns the maximum score of a 100 points in each sub-category. The cadet’s distribution of the resulting OMS score out of a 100 points (not including WF Plt Top Five or RECONDO) is displayed below:

Branch Detail Program

Developed to account for the shifting demand for officers within the CA and CS/CSS branches between the ranks of 2LT and CPT.
1. **TRAINING SAFETY LIST**

   a. Incorporate the buddy system into all training and other events. Ensure buddy teams understand the importance of individual safety overwatch. (e.g. recognition and first aid for heat/cold injuries)

   b. Designate safety officers to assist in the planning and execution of training.

   c. Use training SOPs that include the use of the Risk Assessment Management Program (RAMP). Continuously update them.

   d. Check appropriate qualifications for instructors, trainers, drivers, lifeguards, etc.

   e. Require special or preliminary training prior to engaging in medium or high risk training. (e.g. PMI)

   f. Establish/enforce appropriate uniform and equipment requirements and prohibitions.

   g. Make known the dangers inherent in a training event (risks associated with terrain, off-limits areas, weather, animals, vegetation, water, vehicles, equipment, weapons, ammunition and pyrotechnics.)

   h. Make known the location and responsibilities of safety personnel.

   i. Make known the location/use of safety equipment/materials.

   j. Make known the type of medical support, evacuation plans and medical facility to be used if evacuation is needed. Make known emergency radio frequencies/call-signs and telephone numbers.

   k. Conduct safety briefings for all participants prior to and during training as needed.

   l. Establish reporting procedures for unsafe acts/conditions and accidents.
Integrate sensitive items (weapons, night vision equipment, COMSEC, etc.) in RAMP and incorporate appropriate operational and security safeguards.

PLANNING AND LEADING PT

PLANNING-

1. When developing a PT schedule it is important to know and understand the 7 principles of exercise. All seven must be followed to find the maximum benefit a program can provide. The principles are easier to remember by using the acronym PROVRBS.
   a. Progression-It is important to have a program that will consistently become more challenging as each individual gets into better physical condition.
   b. Regularity-PT must be conducted regularly to be effective. Without regular rigorous conditioning your muscles will atrophy.
   c. Overload-Reach temporary muscle failure (TMF) is the best way to get maximum benefit from a work out. Decide which component or components of fitness you want to work then isolate and overload the muscles you wish to work.
   d. Variety-vary the types of workouts you conduct. Change it up and keep it from getting stale. Good variety makes it fun.
   e. Recovery-When you work muscles you tear them. A muscle takes 48 hours to recover from TMF. When the muscle heals it forms scar tissue (more muscle) making it larger and stronger then before. It is important to let the muscle rest for the full 48 to complete the healing process and become stronger. After 72 hours of non-use however, the muscle begins to atrophy.
   f. Balance-Keeping a good balance of the Frequency, Intensity, Time and Type (FITT Factors) of exercise you do is important. You must work all of the components of fitness and FITT factors.
   g. Specificity- Training must be geared toward specific goals. For example, soldiers become better runners if their training emphasizes running. Although swimming is great exercise, it does not improve a 2-mile-run time as much as a running program does.

2. The five components of fitness-
Physical fitness is the ability to function effectively in physical work, training, and other activities and still have enough energy left over to handle any emergencies which may arise. We break physical fitness into 5 separate but intertwined components.

- **Cardiorespiratory (CR) endurance**- the efficiency with which the body delivers oxygen and nutrients needed for muscular activity and transports waste products from the cells.
- **Muscular strength**- the greatest amount of force a muscle or muscle group can exert in a single effort.
- **Muscular endurance**- the ability of a muscle or muscle group to perform repeated movements with a sub-maximal force for extended periods of time.
- **Flexibility**- the ability to move the joints (for example, elbow, knee) or any group of joints through an entire, normal range of motion.
- **Body composition**- the amount of body fat a soldier has in comparison to his total body mass.

Improving the first three components of fitness listed above will have a positive impact on body composition and will result in less fat. Excessive body fat detracts from the other
fitness components, reduces performance, detracts from appearance, and negatively affects one's health.

Factors such as speed, agility, muscle power, eye-hand coordination, and eye-foot coordination are classified as components of "motor" fitness. These factors affect a soldier's survivability on the battlefield. Appropriate training can improve these factors within the limits of each soldier's potential. The Army's fitness program seeks to improve or maintain all the components of physical and motor fitness through sound, progressive, mission-specific physical training for individuals and units.

**Leading PT-**

1. Have a good coordinated plan for your session. Writing down the names of the stretches and exercises you are going to conduct is perfectly fine. Ensure you take the time to rehearse your plan. It is important that you appear organized and in charge. A PT session will quickly deteriorate into an unorganized event if you lose control. You must be loud and confident in what you are doing. This comes through multiple rehearsals if necessary.

2. PT in ROTC is normally only conducted three times per week so it is important that you plan is able to challenge everyone, every day. Working in ability groups is good for large formations but when working in smaller groups timed sets with a minimum goal normally allow everyone to work to their maximum ability better. Be inventive and use your imagination. Keep it fun but keep it organized.

   a. There are two formations that are used to assemble a unit for physical training, extended rectangular and circular.

   (1) Extended Rectangular Formation.

   The extended rectangular formation is the traditional formation for most physical training activities. The instructor positions a platoon in line formation; the platoon is centered on the instructor and five paces away.

   **Extend to the left, MARCH.** Cadets in the right flank file stand fast with their arms extended to the sides at shoulder level. All other cadets extend to the left. The distance between fingertips is about 12 inches and dress is right. After taking a sufficient number
of steps all cadets face the front; each has both arms extended to the sides at shoulder level.

Arms downward, **MOVE**. The cadets lower their arms smartly to their sides.

Left, **FACE**. Cadets execute the left-face movement.

Extend to the left, **MARCH**. Cadets in the right flank file stand fast with their arms extended to the sides. All other cadets extend to the left. Spacing is the same as above and dress is right.

Arms downward. **MOVE**. Cadets lower their arms smartly to their sides.

Right, **FACE**. Cadets execute the right-face movement.

From front to rear, **COUNT OFF**. The leading cadet in each column turns head to the right rear. Calls off, "one", and faces the front. Successive cadets in each column call off in turn "two," "three," "four," and so on. The last cadets in each column will not turn the head to the right while sounding off.

Even numbers to the left, **UNCOVER**. All even-numbered cadets step to the left squarely in the center of the interval, bringing their feet together. The unit is now ready for stretching and warm-up exercises.

Assemble to the right, **MARCH**. Cadets double-time to their original positions in column or line formation.

(2) Circular Formation.

The circle formation is recommended for guerilla drills, grass drills and various circuits. This formation's advantage over the extended rectangular formation is that supervising all cadets is easier; and the moving formation permits effective control. More informal than the rectangular formation, the circle formation is excellent for small groups.

When more than 30 cadets exercise, separate circles should be used. Concentric circles may be used to accommodate more cadets. If concentric circles are formed, a squad is
designated for each. Each additional circle requires more cadets than the one inside it. For example, squads form the outer circle. When concentric circles are employed, the circles rotate in opposite directions.

Circle formation, **FOLLOW ME**. This command is used when a platoon is to form a circle. The left flank squad of the column moves forward at double time. The platoon gradually forms a circle in counterclockwise direction. Each succeeding file falls in behind that on the left. Then the rough outline of the circle is formed.

**PICK UP A 5-YARD INTERVAL.** This command ensures that the intervals between cadets are uniform. The group may be halted and faced toward the center for instruction. If instruction is not necessary, the exercise may be executed without stopping the platoon.

b. Physical training sessions are broken into three sections, Warm Up, Exercises, and Cool Down. The following explains each element in detail.

(1) **Warm Up**

The instructor gives the command **AT EASE**

Then announces the warm up/stretching exercise; states the starting position, and then commands **READY, STRETCH**. At the end of each warm up/stretching exercise they command the formation to **RELAX** and **CHANGEOVER** as appropriate.

Below is a typical set of warm up/stretching exercises:

Jog in place for 1 to 2 minutes.

Neck Rotation - hands at hips, feet shoulder width apart. Start clockwise then switch.

Arm and Shoulder Rotation - stand with back straight and feet shoulder width apart. Extend arms outward to shoulder height. Make forward circular motion with your arms then switch direction.
Hip Rotation - stand same as for Neck Rotation. Rotate hips clockwise then change direction.

Knee and Ankle Rotation - feet and knees together, bend at waist and knees, put hands on knees. Rotate legs clockwise then switch. (At this point, add appropriate stretching exercises found in FM 21-20, working from head to toe.

End stretches with one more calisthenics exercise such as Side Straddle Hop.

(2) Exercises

The instructor commands Group/Platoon/Company, ATTENTION - This brings the group to attention.

The instructor announces, "The next exercise will be (state exercise)." "I will count the cadence, you will count the repetition." (when appropriate)

Then commands start position, MOVE, in cadence, EXERCISE. (command BEGIN when not in a cadence exercise)

The instructor starts by commanding "1, 2, 3" group says "ONE" then "1, 2, 3" group says "TWO", etc.

The last repetition of the exercise is signified by an inflection in the voice of the instructor. After the last "1, 2, 3" the group says HALT and the instructor commands Position of attention, MOVE.

REST (optional) then back to ATTENTION.

Then keep repeating above steps for the remaining exercises.

(3) Cool Down

Conduct cool down in same manner as Warm Up, but without ending calisthenics. Cool down is when the best flexibility training is conducted as the muscles are warmed up.
This is the best time to fulfill that component of fitness. Hold the stretches longer 15-30 seconds each and encourage Cadets to stretch to discomfort but not to pain.

**APPENDIX**

I. **Common Military Acronyms**

<table>
<thead>
<tr>
<th>Acronym</th>
<th>Description</th>
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<tbody>
<tr>
<td>ACU</td>
<td>Army Combat Uniform.</td>
</tr>
<tr>
<td>AO</td>
<td>Area of Operation.</td>
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<tr>
<td>ADMIN</td>
<td>Administration. Also, term used to describe a pause in on-going training at which time informal discussion is permitted.</td>
</tr>
<tr>
<td>AG</td>
<td>Army Greens or Adjutant General.</td>
</tr>
<tr>
<td>AGO</td>
<td>Adjutant General’s Office (National Guard).</td>
</tr>
<tr>
<td>AI</td>
<td>Assistant Instructor, or Area of Interest.</td>
</tr>
<tr>
<td>AIT</td>
<td>Advanced Individual Training. Specialized training enlisted soldiers receive generally following completion of Basic training.</td>
</tr>
<tr>
<td>APMS</td>
<td>Assistant Professor of Military Science.</td>
</tr>
<tr>
<td>APFT</td>
<td>Army Physical Fitness Test. An administered test of physical strength consisting of three events: the pushup, sit-up, and two-mile run.</td>
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<tr>
<td>AR</td>
<td>Army Regulation. Prescribes responsibilities of staff agencies, units, and individuals on specific topics and includes how and by whom policy is implemented.</td>
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<tr>
<td>ARTEP</td>
<td>Army Training and Evaluation Program. Lists the specific tasks and missions a unit should be able to accomplish. It is used to develop, conduct and evaluate training readiness.</td>
</tr>
<tr>
<td>ASAP</td>
<td>As Soon As Possible.</td>
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<tr>
<td>AUSA</td>
<td>Association of the United States Army. The professional organization for the Army and the Army’s lobbying force in the United States Congress.</td>
</tr>
<tr>
<td>AWOL</td>
<td>Absent Without Leave.</td>
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<tr>
<td>BDU</td>
<td>Battle Dress Uniform (Class “C” Uniform)</td>
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<tr>
<td>BC</td>
<td>Battalion Commander</td>
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<tr>
<td>BCT</td>
<td>Basic Combat Training or Brigade Combat Team.</td>
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<tr>
<td>BN</td>
<td>Battalion.</td>
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<tr>
<td>BOLC</td>
<td>Basic Officer Leader Course</td>
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<tr>
<td>BRM</td>
<td>Basic Rifle Marksmanship.</td>
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<td>Abbreviation</td>
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<tr>
<td>CA</td>
<td>Combat Arms. Includes the branches of Infantry, Field Artillery, Armor, Air Defense Artillery Engineering, and Aviation. Or Civil Affairs.</td>
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<tr>
<td>CDT</td>
<td>Cadet.</td>
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<tr>
<td>CEOI</td>
<td>Communications Electronics Operating Instructions. An instruction book used to encode and decode messages sent by electronic communication devices.</td>
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<tr>
<td>CH</td>
<td>Chaplain.</td>
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<tr>
<td>CO</td>
<td>Commanding Officer.</td>
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<tr>
<td>COC</td>
<td>Commandant of Cadets (This is the cadre operations officer)</td>
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<tr>
<td>COL</td>
<td>Colonel (0-6).</td>
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<tr>
<td>CONUS</td>
<td>Continental United States. Excludes Alaska and Hawaii.</td>
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<tr>
<td>CPL</td>
<td>Corporal (E-4)</td>
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<tr>
<td>CPT</td>
<td>Captain (0-3).</td>
</tr>
<tr>
<td>CS</td>
<td>Combat Support. Includes the branches of Signal Corps, Military Police Corps, Military Intelligence, and Chemical Corps.</td>
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<tr>
<td>CSM</td>
<td>Command Sergeant Major (E-9)</td>
</tr>
<tr>
<td>CSS</td>
<td>Combat Service Support. Includes the branches of Adjutant General Corps, Finance Corps, Ordnance Corps, Quartermaster Corps, and Transportation Corps.</td>
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<tr>
<td>CTLT</td>
<td>Cadet Troop Leadership Training. A program that allows a cadet, after graduating from advance camp, the opportunity to serve in a leadership position at a selected Army unit.</td>
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<tr>
<td>CTO</td>
<td>Company TAC Officer.</td>
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<td>DA</td>
<td>Department of the Army</td>
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<td>DOD</td>
<td>Department of Defense.</td>
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<td>DEPT</td>
<td>Department.</td>
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<tr>
<td>DMG</td>
<td>Distinguished Military Graduate.</td>
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<tr>
<td>DMS</td>
<td>Distinguished Military Student.</td>
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<td>DMZ</td>
<td>Demilitarized Zone.</td>
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<td>FM</td>
<td>Field Manual. A manual that provides doctrine for training and operational tactics. FM’s are less directive in nature than regulations.</td>
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<td>FORSCOM</td>
<td>Forces Command (Continental United States)</td>
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<tr>
<td>FTX</td>
<td>Field Training Exercise.</td>
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<tr>
<td>GPA</td>
<td>Grade Point Average.</td>
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HQ   Headquarters.
HQDA  Headquarters, Department of the Army.
INSTR Instructor.
ITT  Individual Tactical Training.
JROTC Junior ROTC (High School Level).
KP    Kitchen Patrol.
LBE   Load Bearing Equipment. Web gear used to comfortably carry ammunition pouches, first aid kits, canteens, etc.
LCE   Load Carrying Equipment (Same as LBE).
LDP   Leadership Development Program
LOI   Letter of Instruction. A letter used to disseminate information and instructions to personnel.
LOD   Line of Duty.
LRC   Leadership Reaction Course. A course with a series of obstacles and situations which challenge participants to think, react, work as a team, and solve problems in a predetermined period of time. Also called FLRC (field)
LTC   Lieutenant Colonel (O-5).
LT    Lieutenant (O-1 or O-2).
MAJ   Major (O-4).
METTT-C Mission Enemy Terrain Troops Time – Civilian (used in mission analysis)
MOS   Military Occupational Specialty. An alphanumeric code used to designate a soldier’s occupational specialty.
MILPERCEN Military Personnel Center. The Army’s central personnel center located in Alexandria, Virginia.
MRE   Meal Ready to Eat.
MS    Military Science
MQS   Military Qualification Standards. Standardized education and training requirement for officers.
NCO   Non-Commissioned Officer.
NCOICNCO in Charge.
NG    National Guard.
NGB   National Guard Bureau.
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<th>Abbreviation</th>
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<tr>
<td>OBC</td>
<td>Officer Basic Course. A basic course of instruction attended by officers after receiving a branch assignment.</td>
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<tr>
<td>OCS</td>
<td>Officer Candidate School (Fort Benning, Georgia).</td>
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<tr>
<td>OD</td>
<td>Olive Drab (a mixture of green and black).</td>
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<tr>
<td>OIC</td>
<td>Officer in Charge.</td>
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<tr>
<td>OML</td>
<td>Order of Merit List. A list of MS IV Cadets in a ranked order based on selected performance criteria.</td>
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<td>OPFOR</td>
<td>Opposing Forces.</td>
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<tr>
<td>PAC</td>
<td>Personnel Administration Center.</td>
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<tr>
<td>PCS</td>
<td>Permanent Change of Station.</td>
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<td>PFC</td>
<td>Private First Class (E-3)</td>
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<td>PMS</td>
<td>Professor of Military Science. The officer assigned to be in charge of the ROTC program at a specific college or university.</td>
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<td>PVT</td>
<td>Private (E-1)</td>
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<td>PV2</td>
<td>Private (E-2)</td>
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<td>RA</td>
<td>Regular Army.</td>
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<td>ROA</td>
<td>Retired Officers Association.</td>
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<td>ROTC</td>
<td>Reserve Officers Training Corps.</td>
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<td>RTO</td>
<td>Radio Telephone Operator. Also, Rail Transportation Office.</td>
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<tr>
<td>SDT</td>
<td>Skill Development Test.</td>
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<td>SF</td>
<td>Special Forces.</td>
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<td>SFC</td>
<td>Sergeant First Class (E7)</td>
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<tr>
<td>SGM</td>
<td>Sergeant Major (E-9)</td>
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<td>SMP</td>
<td>Simultaneous Membership Program.</td>
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<td>SGT</td>
<td>Sergeant (E5)</td>
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<td>SOP</td>
<td>Standard Operating Procedures. An established way of performing tasks, usually distributed at the local level.</td>
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<td>SSG</td>
<td>Staff Sergeant (E-6)</td>
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<td>STX</td>
<td>Situation Training Exercise. A simulated combat situation, which requires reaction and teamwork.</td>
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<td>SY</td>
<td>School Year.</td>
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<td>TA-50</td>
<td>Field Gear.</td>
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<td>TBA</td>
<td>To Be Announced.</td>
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<tr>
<td>Acronym</td>
<td>Definition</td>
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<td>TBD</td>
<td>To Be Determined.</td>
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<tr>
<td>TBP</td>
<td>To Be Published.</td>
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<tr>
<td>TDY</td>
<td>Temporary Duty. A duty assignment with a duration of 90 days or less.</td>
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<tr>
<td>TF</td>
<td>Training Film or Task Force.</td>
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<tr>
<td>TRADOC</td>
<td>Training and Doctrine Command.</td>
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<tr>
<td>UCMJ</td>
<td>Uniform Code of Military Justice.</td>
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<tr>
<td>USAR</td>
<td>United States Army Reserve.</td>
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<tr>
<td>USAREUR</td>
<td>United States Army, Europe.</td>
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<tr>
<td>USARPAC</td>
<td>United States Army, Pacific.</td>
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<tr>
<td>USMA</td>
<td>United States Military Academy. The Army’s military academy located at West Point, New York.</td>
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<tr>
<td>USO</td>
<td>United Service members Organization.</td>
</tr>
<tr>
<td>WO</td>
<td>Warrant Officer.</td>
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### II. PT STANDARDS

#### PUSH-UP STANDARDS

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### Scoring Standards

Scoring standards are used to convert raw scores to point scores after test events are completed. Male point scores are indicated by the M at the top and bottom of the shaded column. Female point scores are indicated by the F at the top and bottom of the unshaded column. To convert raw scores to point scores, find the number of repetitions performed in the left-hand column. Next, move right along that row and locate the intersection of the soldier's appropriate age column. Record that number in the Push-Up points block on the front of the scorecard.
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Note: Time in minutes and seconds.
III. LCE/LBE SETUP

IV. WRITING YELLOW CARDS

1) The Yellow card is a self-assessment of each cadet while they are in a leadership position. Upon completion of the leadership position, each cadet will complete a yellow card on themselves and turn it into their evaluator. It is important to record every positive action that you perform during your leadership floor. Since your evaluator will not always be present to see all of the tasks that you accomplish, a detailed yellow card is important crucial in letting them know how hard you have worked. Be factual and accentuate the positive.

2) Yellow Card Format: The Situation, Tasks, and Results will remain relatively the same for every position. The Action statements are what will change for your individual positions. Also, don't forget to include some event Times. Note the use of adjectives and adverbs. Don't just tell your evaluator what you did. Tell them how you did it and why.
3) On the back of your yellow cards, list at least two strong and two dimensions to improve. Also, tell your evaluator why they are your strongest and weakest dimensions. List bullets comments following those dimensions.

4) Your Name, Unit, Unit Position, Length, and Date will be written in black pen. The rest of your yellow card will be written in pencil.
My Strongest Dimensions: (list 1, 2 or 3)

Dimensions I Need to Improve: (list 1, 2 or 3)

Complete self-assessment to this point and turn it in prior to counseling

Cadet Summary of Counseling

My Strong Dimensions (As Noted by Evaluator):

Dimensions to Improve (As Noted by Evaluator):

Actions I Plan to Take:

Cadet’s Signature

Date

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V. WRITING BLUE CARDS

The Blue card is an assessment of each cadet while they are in a leadership position. The primary evaluation will focus on the leadership dimensions. It will also list leadership dimensions to sustain and improve upon.
LEADERSHIP ASSESSMENT REPORT

PART I – RECORD OF OBSERVATIONS AND COUNSELING

a. SUMMARY OF OBSERVATION: Summarize most significant observed leadership behaviors. Use sufficient detail to support summary ratings in Parts II and III. Use Continuation Card if necessary.

b. COUNSELING: Comment on at least 1 “SUSTAIN” and 1 “IMPROVE” dimension as identified in Part I. “IMPROVE” comments are required for each “N” entry in Part II. Not required for Spot Report.

SUSTAIN:

IMPROVE:

PART II - CHARACTER:
Disposition of the leader: combination of values, attributes, and skills affecting leader actions

a. ARMY VALUES

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b. LEADER ATTRIBUTES / SKILLS / ACTIONS:
Mark “E”, “S”, or “N” for each observed dimension. IMPROVE comments in Part II are mandatory when rating of “N” is indicated.

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<th>Dimension</th>
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PART III - OVERALL NET ASSESSMENT (Circle one)

E  S  N
LEADERSHIP: 101