

CHAPTER 1

INTRODUCTION TO DRILL

1000. GENERAL

1. The Navy Junior Reserve Officers Training Corps Drill Manual is designed to provide uniformity and standardization for all NJROTC organizations. This manual prescribes procedures for all close order drill and military ceremonial evolutions.
- *2. The NJROTC Drill Committee conducted a review of all drill concerning NJROTC to standardize the way drill is conducted for cadets. As a result, this manual was developed to mirror Marine Corps Order (MCO) P5600.20, Marine Corps Drill and Ceremonies Manual (MCDCM) but was tailored to meet the needs of NJROTC at the company and battalion level. Effective immediately, this manual is the primary source document for all NJROTC drill issues at the company and battalion level, including area drill competitions and NJROTC national competition. In cases involving regimental units, such units may need to refer to the MCDCM. Instructors will only deviate from prescribed procedures when expressly authorized.
- *3. **Online Access**
 - a. MCO P5060.20.
Units may access the MCDCM at http://www.marines.mil/Portals/59/Publications/MCO%20P5060.20%20W%20CH%201_4.pdf.
 - b. NJROTC Drill Manual.
Units may access this drill manual at <https://sites.google.com/a/navyjrotc.us/curriculum-download/>. This website not only contains an electronic version of this manual, but also sample Letters of Instruction (LOIs) for the various ceremonies described in this manual.
- *4. **Changes to this manual**
Your recommendations/comments to improve this manual are welcome. Please forward any recommendations to the Curriculum Director via your Area Curriculum Advisory Board Representative and Area Manager.
5. **Training Time Out**
During military drill exercises, a Training Time Out (TTO) should be called if cadets and/or instructors are concerned for their personal safety or safety of others. When a TTO is called, the military drill exercise must stop, the discrepancy must be corrected, and then training continues, if possible. The TTO is an appropriate means for a cadet to obtain relief if experiencing pain, heat stress, or other serious discomfort during military drill.

1001. PURPOSE OF DRILL

1. Commanders use drill to:

- a. Move units from one place to another in a standard, orderly manner.
- b. Teach discipline by instilling habits of precision and automatic response to orders.
- c. Increase the confidence of cadets through the exercise of command, by the giving of proper commands, and by the control of drilling troops.
- d. Give cadets an opportunity to handle individual weapons.

2. The purpose of formations is:

- a. To build unit cohesion and esprit de corps by recognizing cadets during award and promotion ceremonies.
- b. To maintain continuous accountability and control of personnel.
- c. To provide frequent opportunities to observe the appearance and readiness of the uniforms, arms, and equipment of the individual cadet.
- d. To keep the individual cadet informed by providing the means to pass the word.
- e. To develop command presence in unit leaders.
- f. To instill and maintain high standards of military bearing and appearance in units and in the individual cadet.
- g. To add color and dignity to the daily routine by reinforcing the traditions of excellence associated with close order drill.

3. Scope

This manual prescribes drill for general use. Diagrams shown must be adapted to the strength of the unit and available space. Unless otherwise stated, whenever the masculine gender is used, both male and female gender is implied.

1002. DEFINITIONS

The following definitions are standard terms used throughout this manual.

- AlignmentThe dressing of several elements on a straight line.
- Assembly Area.....A designated location for forming units of platoon size or larger in preparation for a parade, review or ceremony.
- ArmsA term used to normally designate the service rifle but can refer to any weapon. When in formation and a mix of weapons is carried, the term includes all types of weapons.
- Base.....The element on which a movement is regulated.
- Cadence.....A rhythmic rate of march at a uniform step.
- Center.....The middle element of a formation with an odd number of elements (see figure 1-1a) or the left center element of a formation with an even number of elements. (See figure 1-1b.)
- CeremonyA formal military formation designated to observe a specific occasion.
- Column.....A formation in which elements are placed one behind the other. A section or platoon is in column when members of each squad are one behind the other with the squads abreast of each other.
- Commander of Troops (COT).....The COT is the senior cadet taking part in the ceremony.
- Depth.The space from head to rear of an element or a formation. (See figure 1-1a.)
The depth of an individual is considered to be 12 inches.

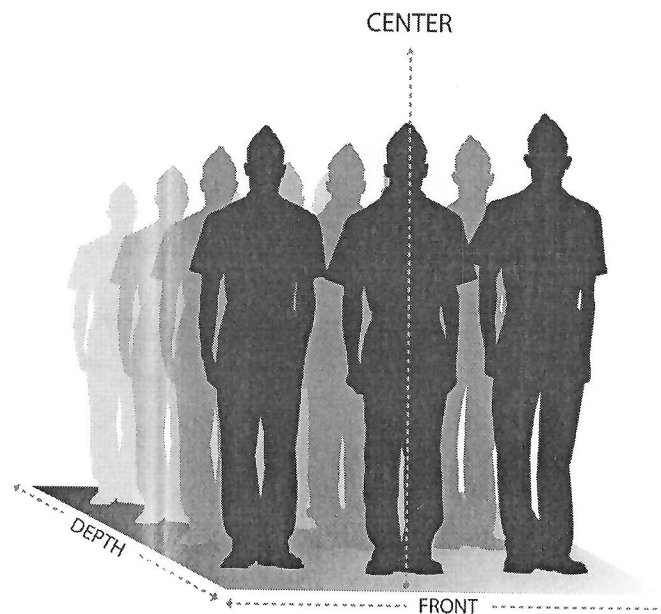


Figure 1-1a. Center (Odd Number of Elements), Depth, and Front

Left center element of a formation with an even number of elements

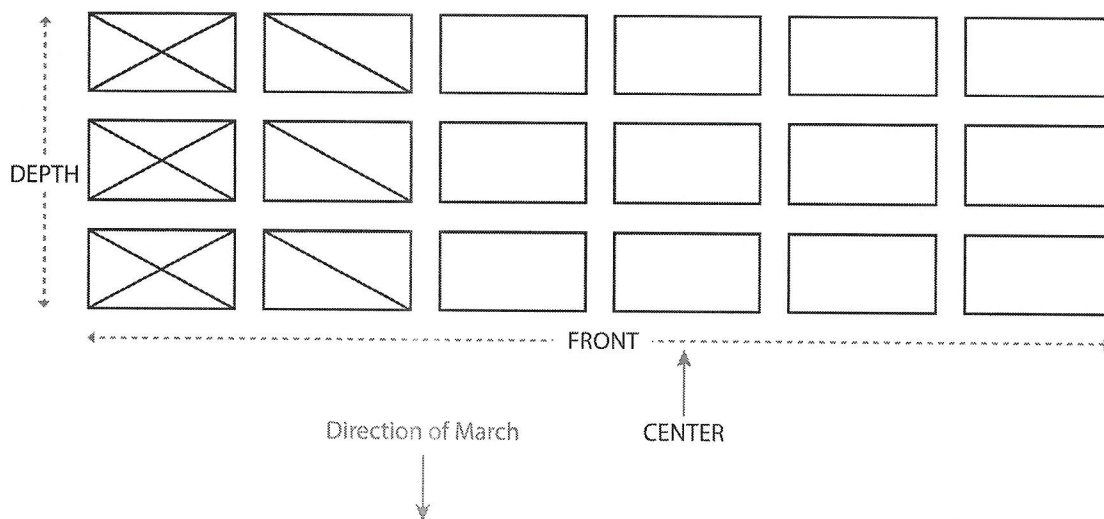


Figure 1-1b. Center, Even Number of Elements

DistanceThe space between elements in the direction of depth. Between individuals, the space between your chest and the person to your front. Between cadets in formation, the space from the front of the rear unit to the rear of the unit in front. Platoon commanders, guides, and others whose positions in a formation are 40 inches from a rank are, themselves, considered a rank. Otherwise, commanders and those with them are not considered in measuring distance between units. The color guard is not considered in measuring distance between subdivisions of the unit with which it is posted. In cadet formations, the distance between ranks is 40 inches. (See figure 1-2.)

Double TimeCadence at 180 steps (36 inches in length) per minute.

ElementAn individual, squad, section, platoon, company, or other unit that is part of a larger unit.

Extended Mass FormationThe formation of a company or larger unit in which major elements are in column at close or normal interval and abreast at a specified interval greater than normal interval.

FileA single column of cadets one behind the other.

FlankThe right or left extremity of a unit, either in line or in column. The element on the extreme right or left of the line. A direction at a right angle to the direction an element or a formation is facing.

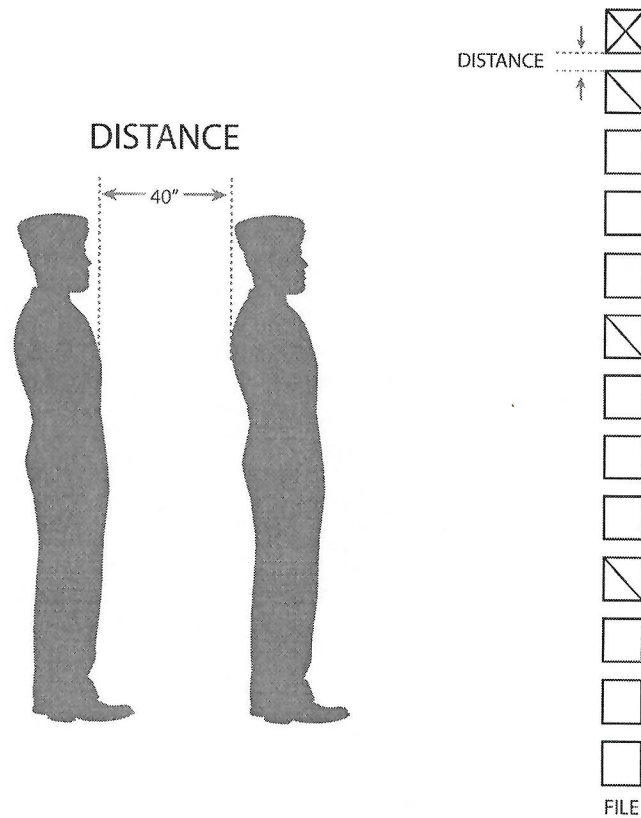


Figure 1-2. Distance and File

- Formation.....Arrangement of elements of a unit in line, in column, or in any other prescribed manner.
- Front.....The space occupied by an element or a formation, measured from one flank to the other. (See figure 1-1a.) The front of an individual is considered to be 22 inches.
- Guide.....The individual (base) upon whom a formation, or other elements thereof, regulates its march. To guide: to regulate interval, direction, or alignment; to regulate cadence on a base file (right, left, or center).
- Head.....The leading element of a column.
- *Interval.....The lateral space between elements on the same line. (See figure 1-3.) Interval is measured between individuals from shoulder to shoulder. It is measured between elements other than individuals and between formations from flank to flank. Unit commanders and those with them are not considered in measuring interval between elements of the unit. Normal interval between individuals is one arm's length. Close interval is the horizontal distance created when the heel of the hand is placed on the hip with the fingers extended and joined and thumb along the hand (fingers pointed down).

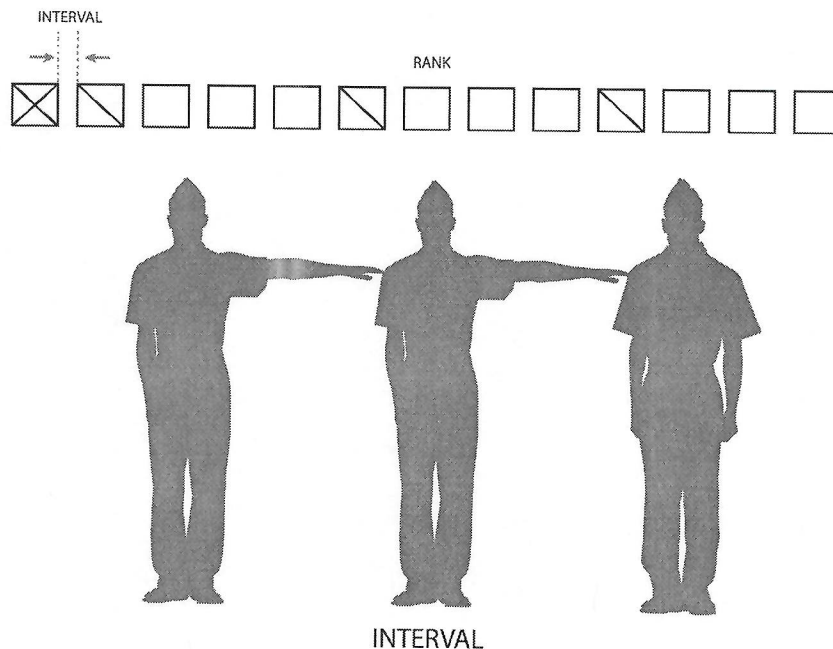


Figure 1-3. Interval and Rank

- Left (Right)Extreme left (right) element or edge of a body of cadets.
- LineA formation in which the elements are side by side or abreast of each other.
A section or platoon is in line when its squads are in line and one behind the other.
- Line of MarchThe line on which individuals or units are to march.
- Line of Troops.....The line on which cadets are to form when in formation.
- Loosened SlingIndicates a sling adjusted for the movement sling arms.
- Mass FormationThe formation of a company or larger unit in which the major elements are in column at close interval and abreast at close interval.
- MufflingThe procedure of draping colors for mourning with a mourning streamer or black bunting. It also refers to the process of muffling the musical instruments of a band for specific types of ceremonies.
- PaceThe length of a full step in quick time, 30 inches.
- Parade.....A ceremony that involves the movement of marching units.
- Parade SlingA sling that has all excess slack removed and is taut. The keeper is adjusted and locked in a position next to the sling tip.
- Piece.....An individual firearm such as a rifle.

- Point of Rest.....The point toward which all elements of a unit establish their dress or alignment.
- Quick TimeCadence at 112 to 120 steps (12, 15, or 30 inches in length) per minute. It is the normal cadence for drills and ceremonies.
- Rank.....A line of cadets placed side by side.
- ReviewA type of ceremony that omits certain elements found in a parade but includes an inspection (trooping the line) not found in a parade.
- Rigged.....The condition when uniforms and equipment are properly fitted out in the manner for which they were intended for use. Swords are considered rigged when attached to the sword sling. A cadet is rigged when wearing the prescribed uniform or equipment.
- Slow TimeCadence at 60 steps per minute. Used for funerals only.
- Snap.....In commands or signals, the quality that inspires immediate response. In drill, the immediate and smart execution of a movement.
- StepThe distance from heel to heel between the feet of a marching individual. The half step and back step are 15 inches. The right and left steps are 12 inches. The steps in quick and double time are 30 and 36 inches, respectively.
- Unit LeaderThe individual drilling the unit. This can be any individual who is conducting drill or can be those assigned a specific billet such as squad leader, mustering petty officer, platoon commander, etc.
- Strong GripThe strong grip is when the thumb is wrapped around the front of the staff with the fingers wrapped to the rear. (See figure 1-4.)
- “V” GripThe “V” grip is with the staff placed in the “V” formed by the thumb and forefinger with the fingers extended and joined. (See figure 1-5.)

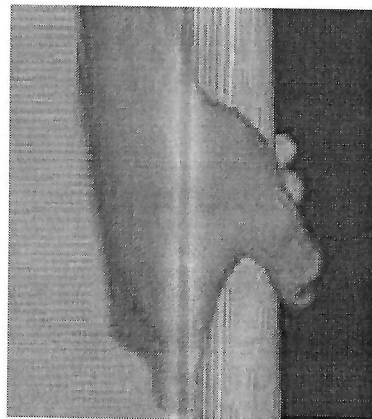


Figure 1-4. Strong Grip



Figure 1-5. “V” Grip

1003. INSTRUCTING DRILL

1. Training cadets in drill is an important duty. From the beginning of their assignment as leaders, cadets should take pride in being considered efficient in teaching drill. If they know the drill regulations and how to instruct, they will gain the respect and confidence of those they command.
2. In addition, good leaders must:
 - a. Follow regulations strictly, as an example to the cadets under instruction.
 - b. Have energy, patience, and spirit.
 - c. Have military neatness and bearing.
 - d. Observe cadets closely, immediately correcting any mistakes noted.
3. When instructing drill movements, the system described by the acronym PCWC will be used to ensure all required information is provided. PCWC stands for:
 - (P) Purpose of the movement.
 - (C) Number of counts involved in its execution.
 - (W) When the movement may be executed.
 - (C) Commands to cause the movement to be executed.
4. When instructing drill movements for unit movement, the system described by the acronym PFWC will be used to ensure all required information is provided. PFWC stands for:
 - (P) Purpose of the movement.
 - (F) Formation from which the movement is executed.
 - (W) When the movement may be executed.
 - (C) Commands to cause the movement to be executed.
5. When the leader corrects a movement, the individual or unit should immediately be required to repeat the movement properly.
6. Before a drill period, a leader should thoroughly study the movements to be executed.
7. When teaching drill, leaders may place themselves wherever they can best control the cadets, make corrections, and ensure proper performance.
8. The leader briefly explains and demonstrates each new movement prior to its execution by the cadets. The cadets should take proper positions unassisted. Each position or movement must be thoroughly understood before another is attempted.
9. Drill periods should be short but frequent. Snap should be required in every movement.

1004. INSTRUCTION GROUPS

1. The basic instruction group is the squad. Its size facilitates individual instruction.
2. Cadets who learn slowly should be placed in special squads. The best leaders available should drill these squads.

1005. COMMANDS AND THE COMMAND VOICE

1. There are four types of commands: preparatory commands, commands of execution, combined commands, and supplementary commands. All commands in this manual are shown in quotation marks and **bold print** (e.g., “**Present, ARMS.**”).
 - a. The preparatory command indicates a movement is to be made and may also indicate the direction of the movement. In this manual, preparatory commands are shown beginning with a capital letter followed by lower case letters. The comma indicates a pause between the preparatory command and the command of execution. Examples would be “**Forward,**” “**Left,**” “**Platoon,**” “**About,**” etc.
 - b. The command of execution causes the desired movement to be executed. In this manual, commands of execution are shown in **CAPITAL LETTERS**. Examples would be “**MARCH,**” “**FACE,**” “**ATTENTION,**” etc.
 - c. With the combined command, the preparatory command and the command of execution are combined. In this manual, combined commands are shown in **UNDERLINED CAPITAL LETTERS**. Examples would be “**AT EASE,**” “**REST,**” “**FALL IN,**” etc.
 - d. Supplementary commands are commands that cause the component units to act individually. An example would be the commands squad leaders give to their individual squads following the platoon commander’s preparatory command “**Column of Files From the Right,**” and before the command of execution “**MARCH.**” In this manual, supplementary commands may be shown as preparatory commands, commands of execution, or combined commands, depending on the movement.
2. When giving commands, commanders face their cadets.
 - a. For company formations or larger, when commanding marching cadets from the head of a column or massed formations, commanders march backward while giving commands.
 - b. When commanding a unit that is part of a larger unit, commanders turn their heads to give commands but do not face about except when the unit is halted and the smaller units are in line. In this case, the leader faces about to give all commands except to repeat preparatory commands, for which turning the head is sufficient.
3. Commanders of platoons and larger units, when drilling as a part of a still larger unit, repeat all preparatory commands or give the proper new command or warning. There are three exceptions to this.
 - a. The first is that no repetition is necessary for combined commands such as “**FALL IN,**” “**FALL OUT,**” “**REST,**” or “**AT EASE.**”
 - b. The second is that no repetition of command is necessary when a unit is in mass formation.

- c. The third exception is that no repetition of command is necessary during parades and ceremonies where the commander of troops, adjutant, etc., may be clearly heard by all hands or the commander of troops and adjutant give combined commands and subordinate unit commanders cause their units to execute the command independently (e.g., when the regimental commander gives the combined command to “Port, ARMS” subordinate battalion commanders would give the command of “Port, ARMS,” so that their battalion would execute the command as an independent unit of the regiment).
4. If at a halt, the commands for movements, which involve marching at quick time in a direction other than to the direct front, such as “**Column Right, MARCH,**” are not prefaced by the preparatory command “**Forward.**”
5. The only commands that use unit designations such as “**Battalion**” or “**Company**” as preparatory commands are “**ATTENTION**” and “**HALT.**” Such commands shall have no further designation added (e.g., “First Battalion, **ATTENTION**” or “**Company C, HALT**”). Commands shall be given only as stated herein.
6. A command must be given loud enough to be heard by all members of a unit.
 - a. Good posture, proper breathing, and the correct use of throat and mouth muscles help develop a commander’s voice.
 - b. Projecting the voice enables one to be heard at maximum range without undue strain. To project a command, commanders must focus their voices on the most distant individuals. Good exercises for voice projection are:
 - (1) Yawning to get the feel of the open mouth and throat.
 - (2) Counting and saying the vowel sounds “oh” and “ah” in a full, firm voice.
 - (3) Giving commands at a uniform cadence, prolonging each syllable.
 - (4) When practicing, stand erect, breathe properly, keep the mouth open wide, and relax the throat.
 - c. The diaphragm is the most important muscle in breathing. It is the large horizontal muscle that separates the chest from the abdomen. It automatically controls normal breathing but must be developed to give commands properly. Deep breathing exercises are one good method of developing the diaphragm. Another is to take a deep breath, hold it, open the mouth, relax the throat muscles, and snap out a series of fast “hats” or “huts.” Expelling short puffs of air from the lungs should make these sounds. If properly done, you can feel the stomach muscles tighten as the sounds are made.
 - d. The throat, mouth, and nose act as amplifiers. They give fullness to and help project the voice. In giving commands, the throat should be relaxed. The lower jaw and lips should be loose. The mouth should be open wide and the vowel sounds (a, e, i, o, u) should be prolonged. Consonants (letters other than vowels) and word endings should be curt and sharply cut off.
 - e. The position of attention is the proper position for giving commands. A leader who demonstrates exceptional bearing will be imitated by other cadets, and those cadets will be inspired to respond to commands with snap and precision. All cadets commanding armed troops will be armed. When giving commands, drilling troops, or making reports, the rifle will be carried at right shoulder arms, and the sword will be carried at the carry sword position. Facing movements by commanders of armed troops may be executed while at right shoulder arms (see figure I-6b).

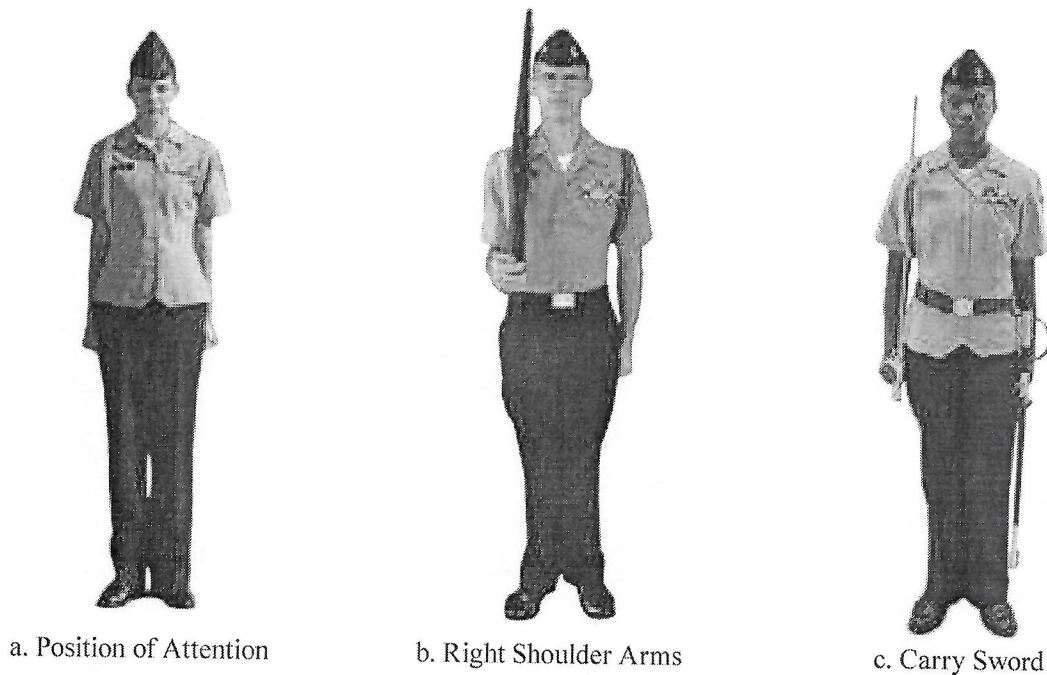


Figure 1-6 Correct Position for Giving Commands

- f. Distinct commands inspire cadets. Muffled or unclear commands confuse them. All commands can be given correctly without loss of effect or cadence. To give distinct commands, you must emphasize enunciation; make full use of the tongue, lips, and lower jaw; practice giving commands slowly, carefully, and in cadence; and increase the rate of delivery until the proper rhythm (112 to 120 beats per minute) is reached and each syllable is distinct. Raising the hand to the mouth to aid in projecting commands is not proper.
- g. Inflection is the rise and fall in pitch, the tone changes of the voice.
 - (1) Preparatory commands should be delivered with a rise and inflection in the voice (e.g., “BaaaTALion,” “PlaaaTOON,” “FoorWARD,” “TO the REAR,” etc.). In particular, those preparatory commands that cause supplemental movements should be heavily accentuated on the last syllable (e.g., the command “**Present, ARMS,**” the preparatory command “Preee(pause) ZENT” causes those armed with swords to execute the first count of the movement and the national color to go to the carry.) Another example is “**Officers, Center, MARCH.**” On the preparatory command of “OffICERS,” those armed with swords go to the carry, on the preparatory command of “CennnTER,” the officer’s step and/or face.
 - (2) A command of execution is given in a sharper and higher pitch than the tone of the preparatory command’s last syllable. A good command of execution has no inflection, but it must have snap. It should be delivered with sharp emphasis, ending like the crack of a whip. If properly given, troops will react to it with snap and precision.
 - (3) Combined commands such as “**FALL IN**” are delivered without inflection. They are given in the uniform high pitch and loudness of a command of execution.

1006. GENERAL RULES FOR DRILL

1. Certain drill movements may be made toward either flank. This manual explains such movements in one direction only. To move to the other direction, it is necessary to substitute the word “left” for “right” as shown in parentheses.
2. The command “**AS YOU WERE**” cancels a movement or order started but not completed. At this command, troops should resume their former positions.
3. While marching, alignment is maintained toward the right, except:
 - a. Upon the command “**GUIDE LEFT**” or “**GUIDE CENTER**,” alignment is maintained toward the left or center until the command “**GUIDE RIGHT**” is given.
 - b. Regardless of the direction in which alignment is established, at the command of execution for a drill movement involving marching, the direction of alignment is toward direction of the movement (e.g., if the command of “**Column Left, MARCH**” is given, the unit aligns to the left until the column movement is completed). Upon completion of the drill movement, alignment will be in the direction established prior to commencing the movement.
 - c. In a column of platoons, the guide of the leading platoon controls direction and distance, and maintains the cadence counted by the commander. Guides of the following platoons control distances and follow the direction and cadence set by the leading guide.
4. Slight changes in direction are made by:
 - a. Adding “**Half**” to the preparatory command for turning or column movements; for example, “**Column Half Right (Left), MARCH**,” changes direction 45 degrees.
 - b. At the command “**INCLINE TO THE RIGHT (LEFT)**,” guides change their direction of march slightly to the right (left).
5. Platoons in a company and individuals in a squad are numbered from right to left in line, and from front to rear in column. Squads in a platoon are numbered from front to rear in line and from left to right in column.
6. Posts of officers, noncommissioned officers, guidon bearers, and special units are shown in figures or explained later in this manual.
 - a. Changes of post are made by the most direct route, unless specifically prescribed. The movement is made as soon as possible after the command of execution. Persons who have duties in connection with the movement take their new posts after those duties have been performed. Individuals moving from one post to another or aligning units must maintain military bearing. All necessary facings and changes of direction must be made as if drilling.
 - b. After the initial formation, guidon bearers and special units maintain their positions with respect to the flank or end of the organization with which they were originally posted.
 - c. Refer to chapter 8, article 8001 (FORMATIONS) of this manual for proper positions.

7. Whenever drill movements are executed while cadets are marching, the command of execution is given as the left foot strikes the deck if the movement is to the left, and as the right foot strikes the deck if the movement is to the right. The one exception is when executing left shoulder arms from port arms; the command of execution will be given on the right foot. See table 1-1 for the suggested foot to give commands on while marching.
8. The cadence of commands should be that of quick time, even though no marching is involved. The pause between preparatory commands and commands of execution should be adapted to the size and formation of the unit.

- a. The best pause to allow for a squad or platoon while marching is one count or step between the two commands. See table 1-1 for the suggested foot to give commands on while marching.

- (1) To develop the proper cadence for commands at a halt, count ONE, TWO, THREE, FOUR in quick time. Then give commands, such as “Right, FACE,” without interrupting the cadence:

ONE	TWO	THREE	FOUR
“Right,	(Pause)	FACE”	

- (2) Marching commands, such as “**By the Right Flank, MARCH,**” must be started so the preparatory command will end as the foot in the desired direction of movement strikes the deck. There is then a full count before the command of execution, which is given on the same foot. See table 1-1 for the suggested foot to give commands on while marching.

- b. For a company or larger unit, the intervals must be longer. This is necessary for leaders of component units to repeat preparatory commands or give warning or supplementary commands. The following example shows the proper cadence for the command “Right, FACE” to a company:

ONE	TWO	THREE	FOUR
(Company Commander)	(Platoon Commander)		(Company Commander)
“Right,	{“Right”}		FACE”

- c. Cadets commanding armed troops will be armed. When giving commands, drilling troops, or making reports, the rifle will be carried at right shoulder arms, the sword will be carried at the carry sword position. Facing movements by commanders of armed troops may be executed while at right shoulder arms.

1007. DRILL BY THE NUMBERS

- Drill movements may be divided into individual motions for instruction. When drill is executed by the numbers, the first motion is made on the command of execution. Subsequent motions are made in proper order on the commands TWO, THREE, FOUR; the number of counts depend the number of motions in the movement. To use this method, the command “**BY THE NUMBERS**” precedes the preparatory command. All movements are then executed by the numbers until the command “**WITHOUT NUMBERS**” is given.

RIGHT	LEFT	RIGHT	LEFT	RIGHT	LEFT	WHEN GIVEN
		“Squad,	(Step)	HALT”		From column or flank
	“Pla	toon,	(Step)	HALT”		From column or flank
	“Com	pany	(Step)	HALT”		From column or flank
	“Right	Turn,	(Step)	MARCH”		While marching in company mass the color guard or staff
“Left	Turn,	(Step)	MARCH”			While marching in company mass the color guard or staff
“Counter	March,	(Step)	MARCH”			For color guards
“Mark	Time,	(Step)	MARCH”			May be given as either foot strikes the deck from line, column or oblique
	“Mark	Time,	(Step)	MARCH”		
“Half	Step,	(Step)	MARCH”			May be given as either foot strikes the deck from line, column or oblique
	“Half	Step,	(Step)	MARCH”		
“For	Ward,	(Step)	MARCH”			From mark time or half step in column or flank
“By The	Right	Flank,	(Step)	MARCH”		From column or flank
	“By The	Left	Flank,	(Step)	MARCH”	From column or flank
	“Column	Right,	(Step)	MARCH”		From column
“Column	Left	(Step)	MARCH”			From column
“Column	Half	Right,	(Step)	MARCH”		From column
	“Column	Half	Left,	(Step)	MARCH”	From column
	“To The	Rear,	(Step)	MARCH”		From column or flank
	“Right O	blique	(Step)	MARCH”		From column
“For	ward,	(Step)	MARCH”			From right oblique
“Pla	toon,	(Step)	HALT”			From right oblique
	“In	Place,	(Step)	HALT”		To halt in the right oblique while marching at quick time, mark time or half step.
“Re	sume,	(Step)	MARCH”			To resume marching in the left/right oblique from in place halt, mark time or half step
Left O	blique	(Step)	MARCH”			
	“For	ward,	(Step)	MARCH”		From left oblique
	“Pla	toon,	(Step)	HALT”		From left oblique
	“In	Place,	(Step)	HALT”		To halt in the left oblique while marching at quick time, mark time or half step.
“Close,	(Step)	MARCH”				To close the interval in column marching
“Ex	tend,	(Step)	MARCH”			To extend the interval in column marching

COMMANDS FOR THE MANUAL OF ARMS WHILE MARCHING

RIGHT	LEFT	RIGHT	LEFT	RIGHT	LEFT	WHEN GIVEN
"Port,	(Step)	ARMS"				From the left shoulder
"Left	Shoul,	der,	(Step)	ARMS"		From port arms
	"Left	Shoul	der,	(Step)	ARMS"	From right shoulder
"Right	Shoul,	der,	(Step)	ARMS"		From left shoulder or port
	"Port,	(Step)	ARMS"			From right shoulder

Table 1-1. Suggested Foot to Give Marching Commands On

1008. MASS COMMANDS AND INDIVIDUAL COMMANDS FROM RANKS

1. Mass Commands

The use of mass commands in drill develops confidence and team spirit. It also teaches cadets to give and execute commands properly.

- a. The initial command is "**At Your Command.**" The leader then gives a preparatory command that describes the movement, for example, "**At Your Command, Face the Platoon to the Right, COMMAND.**" After this, all members of the platoon command "**Right, FACE**" together and execute it. Another mass command example is "**At Your Command, Call the Platoon to Attention, COMMAND.**" The cadets command "**Platoon, ATTENTION.**"
- b. Marching movements may be conducted in a similar manner as follows: "**ALL MOVEMENTS UNTIL FURTHER NOTICE WILL BE AT YOUR COMMAND.**"
 - (1) LEADER: "**Call the Platoon to Attention, COMMAND.**"
TROOPS: "**Platoon, ATTENTION.**"
 - (2) LEADER: "**Forward, COMMAND.**"
TROOPS: "**Forward, MARCH.**"
 - (3) LEADER: "**By the Right Flank, COMMAND.**"
TROOPS: "**By the Right Flank, MARCH.**"
- c. Only simple movements with short preparatory commands are used for mass commands. Preparatory commands that require supplemental commands by subordinate leaders are not used.
- d. To return to normal drill methods, the instructor orders "**At My Command.**"

2. Individual Commands From Ranks

As an aid in training cadets to give commands properly, cadets in ranks may be designated to give individual commands. This should be done only after a unit has learned to execute commands and give mass commands. The leader designates the cadet who is to give the command by name or place in ranks. He may be designated while the unit is marching or halted. The leader describes the movement to be made, as in mass commands, but does not add "**COMMAND.**" The designated cadet remains in position and gives the appropriate command, executing the command with the unit.