



DEPARTMENT OF THE ARMY  
U.S. ARMY MANEUVER SUPPORT CENTER OF EXCELLENCE  
14000 MSCOE LOOP, SUITE 316  
FORT LEONARD WOOD, MISSOURI 65473-8300

ATZT-CS (360)

- 6 MAY 2021

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Memorandum of Instruction (MOI) for Battalion (BN) and Higher-Level Change of Command (COC)/Commandants (CMDTs) or Change of Responsibility (COR), Joint Service Color Guards (JSCGs), and Bi-Monthly Retirement Ceremonies

1. Reference. TC 3-21.5 (Drill and Ceremonies).
2. Purpose. This memorandum outlines the policy on BN and higher-level COC/Commandant and COR ceremonies, use of the JSCG, and MSCoE Retirement Ceremonies.
3. Applicability. This MOI applies to all U.S. Army Training and Doctrine Command (TRADOC), U.S. Army Installation Management Command (IMCOM), U.S. Army Forces Command (FORSCOM), 1st U.S. Army, Interservice Training Review Organization (ITRO), and tenant units on Fort Leonard Wood, Missouri.
4. Requirements for COC/COR ceremonies.
  - a. In light of the number of COCs/CORs, regimental events, graduations, and other ceremonies, the following parameters are established:
    - (1) A COC is a military tradition that represents a formal transfer of authority and responsibility from the outgoing commander (CDR) to the incoming CDR of the unit and to introduce the troops to the new CDR.
    - (2) COR ceremonies are to recognize the senior noncommissioned officer (NCO) of the unit and highlight the strength of the NCO Corps. In keeping with Army traditions as custodians of the unit colors, NCOs transitioning in COR ceremonies will pass the unit colors/guidon. Passing of the NCO sword is not authorized.
    - (3) All battalion and above COC/CORs dates will be approved by the Maneuver Support Center of Excellence (MSCoE) Chief of Staff (CoS) on behalf of the Commanding General. Any request to change an approved date must be approved by the CoS before that new date is locked in. All approved dates must be submitted for inclusion to the MSCoE Master Calendar for de-confliction of events and locations.



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(4) Change of CMDT/RCSM/NCOA CMDT ceremonies will be held on the Maneuver Support Center of Excellence Plaza (MCP) or Nutter Field House (NFH) for inclement weather. There will be no troops in formation, no pass and review, and no inspection of the troops. The formation will consist of brigade (BDE)/battalion (BN) CDR/Command Sergeant Major (CSM), BDE/BN colors, and company CDR/1SG with guidon or NCOA 1SGs for NCOA ceremonies, Commander of the Troops (COT) with staff, and school color guard. The COT will be appointed by the CMDT. RCSM COR will have a COT only - no staff.

(5) Conduct of the COC/COR ceremonies.

(a) All BDE/BN COC/COR ceremonies will be conducted on Gammon Field, except for 43d Adjutant General (AG) BN, Medical Department Activity (MEDDAC), and Dental Activity (DENTAC). These units may conduct their ceremony within their footprint. For inclement weather BDEs will use NFH, BN and below can use NFH, if available to reserve, or use their respective gym.

(b) The standard start time for a COC/COR is 0900 unless otherwise coordinated and approved. The outgoing CDR's/CSM's and spouse's award ceremony will begin NLT 15 minutes prior to the COC/COR ceremony start time.

(c) Speeches will be short and concise. The outgoing person's remarks will be no longer than 5 minutes, and the incoming person's speech will be no longer than 3 minutes. The length of the ceremony will not exceed 1 hour.

(d) Uniform for all COC and COR ceremonies will be the Operational Camouflage Pattern (OCP) with sleeves down. The color guard will wear pistol belts, with the pistol belt outside of the flag harness.

(1) General officers (GOs) participating in the ceremony have the option of wearing their GO belt.

(2) Ceremonies with no Soldiers-in-training in the formations will be in berets.

(3) Ceremonies with Soldiers-in-training in the formations will be in patrol cap.

(4) Unit ushers and Color guards will not wear gloves or ascots for a COC/COR ceremony. Ushers may wear stripped pistol belts and berets/patrol caps.



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(5) COC/COR in conjunction with retirement ceremony may be in Army Service Uniforms (ASUs).

(e) GO flags are displayed only if the GO is participating in the ceremony.

(f) Command bugle calls will be used only in BDE-level and higher COC/COR ceremonies. Sound-off will be used only in BN-level and higher COC ceremonies.

(g) Unit CSMs will be on the field with their Colors/Color guards.

(h) Static display vehicles will not participate in the pass and review.

(i) There will be no static display of vehicles on MCP.

(j) Only BDE-level and higher COC ceremonies will use a vehicle for the inspection of the troops. This is the only vehicle allowed on Gammon Field.

(k) BN-level and higher COC ceremonies will be planned and coordinated through the Directorate of Plans, Training, Mobilization, and Security (DPTMS) Installation Ceremonies, the G-33 and SGS with the CoS as the approving authority.

(l) Any deviation from TC 3-21.5 will be approved by the MSCoE CSM.

(m) All markings on Gammon Field, MCP and NFH will be removed after the ceremony.

(n) No permanent markings (such as spray paint) will be made on the black top on Gammon Field or MCP. Only temporary marking materials (such as 100-mph green tape or color-coded can lids) are authorized for use.

(o) For BN and higher-level ceremonies conducted on Gammon Field, units may request closure of Iowa Avenue at the intersection of Minnesota and Iowa and at the intersection of Kansas and Iowa. Closure will start at the start of the awards ceremony; if no awards ceremony, closure will start no earlier than 15 minutes before the start of the ceremony and will end not later than (NLT) 10 minutes after completion of the ceremony. Requests for closure of Iowa Avenue will be submitted to DPTMS NLT 30 days prior to the ceremony. DPTMS will coordinate the closure with the Directorate of Emergency Services (DES), the Civilian Personnel Advisory Center (CPAC) for Union notification, and G-33 for the weekly fragmentary order (FRAGO). BNs will be



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responsible for providing guards for the closure. Military police (MP) support for the closure can be requested for BDE and higher-level ceremonies. Request for MP support will be submitted to DES.

(p) All ceremonies conducted on the MCP will have 1st Street closed by DES from Missouri Avenue to Nebraska Avenue, to include Illinois Avenue at 1st Street, from 10 minutes prior to the ceremony until completion. The unit conducting the ceremony will be responsible to block MSCOE Loop and man all the street closures.

(q) Indoor ceremonies conducted at Nutter Field House (NFH) or a gym will be conducted as an outdoor ceremony, with or without troops in formation.

(r) All COC ceremonies will have (in the narration) the assumption of command orders read prior to the passing of the unit Colors/Guidon.

(s) MSCoE CSM will oversee the three school's COC/COR ceremonies as well as the NCOA COR ceremony. The RCSMs will oversee their BDE COC/COR ceremonies; BDE CSM will oversee BN COC/COR ceremonies; and BN CSMs will oversee their company COC/COR ceremonies.

(t) COR ceremonies will be conducted with troops in the formation, except MCSM/RCSM.

(u) There will be no changes to the permanent very important person (VIP) parking signs on Iowa. Additional VIP parking signs may be added at the south or north end of the permanent ones.

(v) See enclosure for information on specific items (fallouts, Adjutant, and host).

(6) Scheduling of Gammon Field/NFH for COC/COR and regimental ceremonies must be requested and scheduled in the Range Facility Management Support System (RFMSS).

(7) Gammon Field is NOT available on Mondays due to contracted scheduled maintenance, grass cutting, and grooming. Exceptions can be submitted to the G-3 NCOIC and DPTMS Ceremonies.

(8) Units using Gammon Field fixed latrine are responsible for cleaning and restocking it.



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(9) BNs and above are responsible for placing their COC/COR ceremonies on the Maneuver Support Center of Excellence Integrated Master Calendar (MIMC) once approved by the Chief of Staff.

(10) All units using Gammon Field and NFH need to contact the G6 help line (573-563-2527) for sound support.

5. Requirements for the JSCG. Due to the number of requests for JSCG from off the installation, the following guidelines have been put into place for when and where a JSCG can be used.

a. All requests from off the installation for JSCG will be forwarded to the Central Tasking Office (CTO).

b. The CTO will make the decision if the request can be supported with a JSCG or a Color guard consisting of the National Colors and two guards.

c. The JSCG will be used only if the Commanding General (CG) or his representative are participating in the event.

(1) The Noncommissioned Officer Academy (NCOA) will cover all requests for a JSCG. If ITRO units are unable to support, then NCOA will still support rather than changing the tasker.

(2) All requests for Color guards will be locked in NLT 4 weeks out. Normal planning period is 6 to 8 weeks. The only exception is GO events.

(3) National holiday events off the installation will be a three-Soldier Color guard.

6. Requirements for the bi-monthly retirement ceremony.

a. The bi-monthly retirement ceremony will be conducted IAW with MSCoE Operations Order (OPORD) 15-057 and the recurring tasking matrix.

b. The narrator will come from a list of narrators maintained by DPTMS Ceremonies and the G-3 SGM.

c. Colonel and below and SGM and below will participate in the bi-monthly retirement ceremony. MEDDAC may have a monthly retirement ceremony in their



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footprint. Exceptions for an individual ceremony, to include MEDDAC, can only be approved by the MSCOE CoS for officers and MSCOE CSM for NCOs on behalf of the CG; forward request for exception via FLW Form 1416 (MSCoE Staffing Paper) to the MSCoE SGS.

d. CDRs and CSMs may hold their retirement ceremony in conjunction with their COC/COR ceremony.

7. PROPONENT: The proponent for this MOI is the MSCoE G-3 NCOIC, 3-5501 and DPTMS Installation Ceremonies Section, 563-7138.

FOR THE COMMANDER:

  
RICHARD J. BALL  
Colonel, GS  
Chief of Staff

Encl

Appendix A. Information on specific items

Appendix B. Support Services

**DISTRIBUTION:**

All Schools, Brigades, Battalions,  
Companies, Detachments, Tenant Units,  
Directorates, General and Personal Staff Offices



1. Soldier fallouts.

- a. Units will have an evacuation plan in place in the event a Soldier passes out.
- b. Medics/Aid Station will be positioned at the rear of Gammon Field out of sight. (behind a display vehicle or under camouflage).
- c. Soldiers that feel faint will not just walk out of the formation. Soldiers that feel faint will be instructed to stay in place and take a knee, then if able return to their original position.
- d. Unit 1SG/PLT SGT will identify individuals to carry/escort Soldiers to the Medic if necessary. A Soldier who passes out will be moved to the rear of the formation, accessed by a Combat Lifesaver or Medic, and then moved to the Aid Station by Fireman's Carry or on a litter if necessary.

2. Specific Instructions for COC/COR.

- a. The COT and Staff (COC only), Reviewing officer, incoming CDR and outgoing CDR will enter from the left side of the VIP seating when facing the field on Gammon Field. On MCP or NFH the COT and Staff will already be in place.
- b. The Adjutant will March into position, no fast walk/run.
- c. For the Pass and Review on Gammon Field, markings for "Eye's Right and Ready Front" will be the units choice.
- d. Any deviation from TC 3-21.5 will be approved by the MCSM.

3. Chapter 10 Reviews, from TC 3-21.5.



## Appendix B; Support Services to the COC/COR MOI

All the below items will be placed in the MSCoE or Unit OPORD, in addition to calling the correct Directorate for help. The Unit needing the support is responsible for placing the work orders..

1. Sound support for Gammon Field and NFH can be made by calling the G-6, IT Support line, 563-2527.
2. Maintenance Support for Gammon Field is made by calling DPW Service Order Desk at 596-0333.
3. Bucket Truck Support on Gammon Field is also made by calling DPW Service Order Desk at 596-0333.
4. For Cannons and Ceremonial Jeep call LRC, 596-0874.



## PART TWO

# CEREMONIES

“A ceremonial parade, impeccably performed, can never fail to be a source of inspiration to those who watch it or take part in it. It is the noblest and proudest form of drill. Based on the ‘blunt whetstone’ of drill instruction to recruits it was for many hundreds of years the foundation of battle discipline in all Armies . . .

“Today, once the elements of discipline have been instilled through drill on the parade square, it develops, naturally, into various forms of crew drill, gun drill, and battle drill but the aim of discipline remains unchanged. This aim is the conquest of fear. Drill helps to achieve this because when it is carried out men tend to lose their individuality and are unified into a group under obedience to orders.

“If men are to give their best in war they must be united. Discipline seeks through drill to instill into all ranks this sense of unity, by requiring them to obey orders as one man. A Ceremonial parade, moreover, provides an occasion for men to express pride in their performance, pride in the Regiment or Corps and pride in the profession of Arms.”

*General Sir Harold Alexander, Ceremonial for the  
Army Ministry for Defense, Army Department  
November 1968*

**NOTE:** See Appendix J for a checklist for conducting a successful ceremony.

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## Chapter 10

# REVIEWS

*This chapter discusses the general history of the review and the different types of reviews used in the Army today.*

### 10-1. HISTORY

Reviews can be traced to the Middle Ages when rulers, as a way of showing their strength, were likely to have military ceremonies.

a. In the American Army, reviews were originally outlined in Baron Friedrich von Steuben’s Blue Book and practiced by revolutionary Soldiers. A review consisted of four stages: a formation of troops, presentation and honors, inspection, and a march in review. Today’s reviews have incorporated three additional stages: honors to the nation, remarks, and a conclusion. The presence of the band represents the significant role that the drum, fife, and other musical instruments have played throughout military history for signaling in camp or on the battlefield. The presence of the Colors at the center of the formation represents their presence at the forefront of the unit during the heat of battle.



b. At the beginning of the 17th century, armies throughout the world were adopting the regimental system. Regiments were assigned a specific color or number for ease of identification and position on the battlefield. In battle, the color (or flag) party marched at the front and center of its unit as a point for the unit to dress on. By leading the unit in battle, the Colors became prime targets, as victories in those days were expressed in terms of the number of enemy Colors captured; consequently, the Color party bore the brunt of the battle and suffered heavy casualties. Historically, in the American Army, the Colors have been placed in the center of the formation and have been considered to be a part of the company on the immediate right of the Colors. This company is still called the Color unit.

(1) In infantry regulations of 1812, the line up of companies from right to left was determined by the seniority of the company commander, with the senior on the right. The manual for U.S. infantry tactics in 1862 placed the senior commander on the right and the second senior on the left with the other eight companies in between. After they were lined up, the companies were then numbered first through tenth from right to left. In the infantry drill regulations of 1892, companies continued to be aligned by seniority. Between 1910 and 1970, companies were designated by letters of the alphabet and lined up from right to left: headquarters company, rifle companies in alphabetical order, then any combat support companies. The Colors, however, remained posted in the center of the formation.

(2) Musical elements (usually drums and fifes, and sometimes a band) were used during actual battle and marched 12 to 15 paces to the rear of the formation. By 1892, the infantry drill regulations posted bands and field music on the right of the formation or at the head of the formation when it moved in column.

c. Honors appear to have originated as musical fanfare and later a gun salute was added. The combination of the two now constitute military honors.

(1) The custom of announcing the arrival of royalty and heads of state with a fanfare of trumpets or drum rolls had its origin in England. It is ironic that drum *ruffles* and the two-note bugle call *flourishes*, used in this manner today, have all but disappeared in the British Commonwealth while the tradition is still carried on in the United States.

(2) The colonists brought many of the military customs of their mother country with them when they came to America. At the time of the French-Indian Wars, Soldiers were instructed to “*rest (present arms) and beat two ruffles*” for the Royal Governor of Virginia. In 1776, officers of the Continental Army were advised that “*the adjutant is to order a drum and fife to give two ruffles to a major general and one to a brigadier.*”

(3) When Baron von Steuben wrote his manual of discipline, he stated that there were to be “*certain ruffles*” for generals. It is interesting to note that General George Washington was not accorded ruffles. Instead, his arrival was announced by a march— more than likely “*Washington’s March*”—that is still played today. In time, this custom was extended to include governors of sovereign states and visiting foreign dignitaries.

(4) Ruffles were not considered elegant and were used exclusively by the military. In some cases they were even accorded to the officer of the day.

(5) It was some time before trumpets were added to the drum rolls; it is believed they were so used during the War of 1812. Honors for dignitaries were modified to include a flourish of trumpets called the “*Three Cheers*.” It is likely that this particular salute evolved into the *Ruffles and Flourishes* as they are played today.



(6) Navy records indicate that the regulations of 1876 stipulated there would be a ruffle of drums to announce the President's arrival but made no mention of the trumpet flourishes. A later regulation (1893) stated that the chief executive would receive four *Ruffles and Flourishes*.

(7) Gun salutes may be traced back to a period when it took a long time to reload guns. By firing all of its guns at once, the battery or fort was left defenseless. The number of guns fired as a salute to honor a U.S. President was not established until 1841. Before that, presidential honors included one gun for every state. It reached at least 24 guns before it was decided that any more guns would be unrealistic and the number of 21 was adopted in 1841. In 1875, the United States adopted 21 guns for the international salute and that number is currently used as honors for all dignitaries of rank equivalent to the President.

## 10-2. TYPES OF REVIEWS

A review is a military ceremony used to—

- Honor a visiting, high-ranking commander, official, or dignitary, and or permit them to observe the state of training of a command.
- Present decorations and awards.
- Honor or recognize unit or individual achievements.
- Commemorate events.

a. Normally, a review is conducted with a battalion or larger troop unit; however, a composite or representative element consisting of two or more platoons may serve the same purpose. A review consists of the following steps in sequence:

- Formation of troops.
- Presentation of command and honors (although primarily a characteristic of a parade, “sound off” may be included here to enhance the ceremony).
- Inspection. (The inspection stage may be omitted for decorations, awards, or individual recognition ceremonies.)
- Honors to the nation.
- Remarks.
- March in review.
- Conclusion.

**NOTE:** If retreat is conducted as part of the review, it occurs after presentation of the command and honors and before the inspection. Honors to the nation is omitted.

b. Other ceremonial activities, or combinations thereof, that may be incorporated within the framework of a review are:

- Review with decorations, awards, and individual retirement.
- Review with change of command, activation, or inactivation of units.
- Review with retreat.
- Review with retreat and retirement, decorations, and awards.
- Review with retreat and change of command, activation, or inactivation of units.



**NOTE:** Review with change of command should not be combined with an awards ceremony. Awarding a decoration to an outgoing command is accomplished separately from, and preferably before, a review at which the responsibility of command is transferred.

c. In order that he may review his own command or accompany a visiting reviewing officer, a commander normally designates an officer of his command as commander of troops. The commander of troops is responsible for the preparation of the troops for the review.

d. The ready line and final line on which the units are to form and the route of march are marked or designated before beginning the ceremony (Figure 10-1, page 10-6).

(1) The primary function of the ready line is to enable the unit commander to arrange his unit into the prescribed formation before movement to the final line. The ready line is to the rear of the final line. Flags or appropriate markings are used to designate the post of the reviewing officer and the points where **Eyes**, **RIGHT** and **Ready**, **FRONT** are to be commanded (6 steps to the reviewing officer's right and left and from 6 to 20 steps in front of the reviewing officer).

(2) Commanders should determine the length of their formation (steps) so that they know how far beyond the ready front marker (6 steps beyond the reviewing officer) they command **Ready**, **FRONT**. This ensures that the last members of their unit are six steps beyond the reviewing officer when the command is given.

(3) The command **Eyes** is given as the right foot strikes the marching surface, and the command of execution **RIGHT** is given the next time the right foot strikes the marching surface. The commands **Ready** and **FRONT** are given as the left foot strikes the marching surface.

**NOTE:** These commands are given when the commander reaches the guide marker. The guide marker is placed so that when the commander reaches it, the last element of his unit is abreast of the ready front marker.

e. Any of the formations described for the battalion or brigade may be used; however, the two recommended formations for conducting reviews are: battalion in line with companies in mass (Figure 10-2, page 10-7), or brigade in line with battalions in mass (Figure 10-3, page 10-7).

**NOTE:** When desired or more appropriate, commands may be substituted for directives. When desired or appropriate, the formation may perform mounted using the mounted drill outlined in Appendix K.

f. The formation selected is determined by space available and other desires of the commander. Commanders may alter the formation or prescribed distances to meet local situations. Each unit should be sized uniformly with the tallest men in front and on the right. Commanders should not cause the leaders to change positions because of their size. Officers and key noncommissioned officers, including squad leaders and others



equivalent by virtue of their rank and time in service, should participate in their deserved positions of dignity.

g. If possible, the reviewing officer should arrive at his post (Figure 10-4, page 10-8) after the staff of the commander of troops has reversed and the commander of troops has faced the reviewing stand. Upon arrival, the reviewing officer should immediately take his post and refrain from greeting distinguished spectators until after the review has terminated.

**NOTE:** In battalion mass formation, the platoon leaders form as the first rank of troops. The right flank platoon leader serves as the guide.

h. The reviewing officer, host or host commander, and distinguished persons invited to attend the review (but not themselves receiving the review), take positions facing the troops (Figure 10-4, page 10-8).

i. When a ceremony is conducted for an individual junior in rank to the host or host commander, the junior takes a position to the left of the host or host commander unless the commander yields the post of honor to him. In all cases, the honor position is the position on the right and is the reviewing officer's post. The host or host commander gives the appropriate directive, **PRESENT THE COMMAND** and **PASS IN REVIEW**, during the conduct of the review.

j. When a civilian or foreign dignitary receives the review, he takes the honor position to the right of the host. The host or host commander returns all *Salutes* when, in his judgment, it would be more appropriate. As a courtesy, the host or host commander should cue the dignitary and inconspicuously explain the procedures during the conduct of the ceremony. The position in which the flags are displayed at the rear of the reviewing party corresponds to the position taken by the individual in the front rank of the reviewing party.

k. When a ceremony is conducted honoring a foreign official or dignitary entitled to honors, equivalent honors (*Salutes*) are rendered in the manner prescribed in AR 600-25.

**NOTE:** If the honors of the dignitary include his or her nation's anthem, the honors are played in the following order: four *Ruffles and Flourishes*, the foreign anthem, an approximate 3-second drum roll, and the U.S. National Anthem.

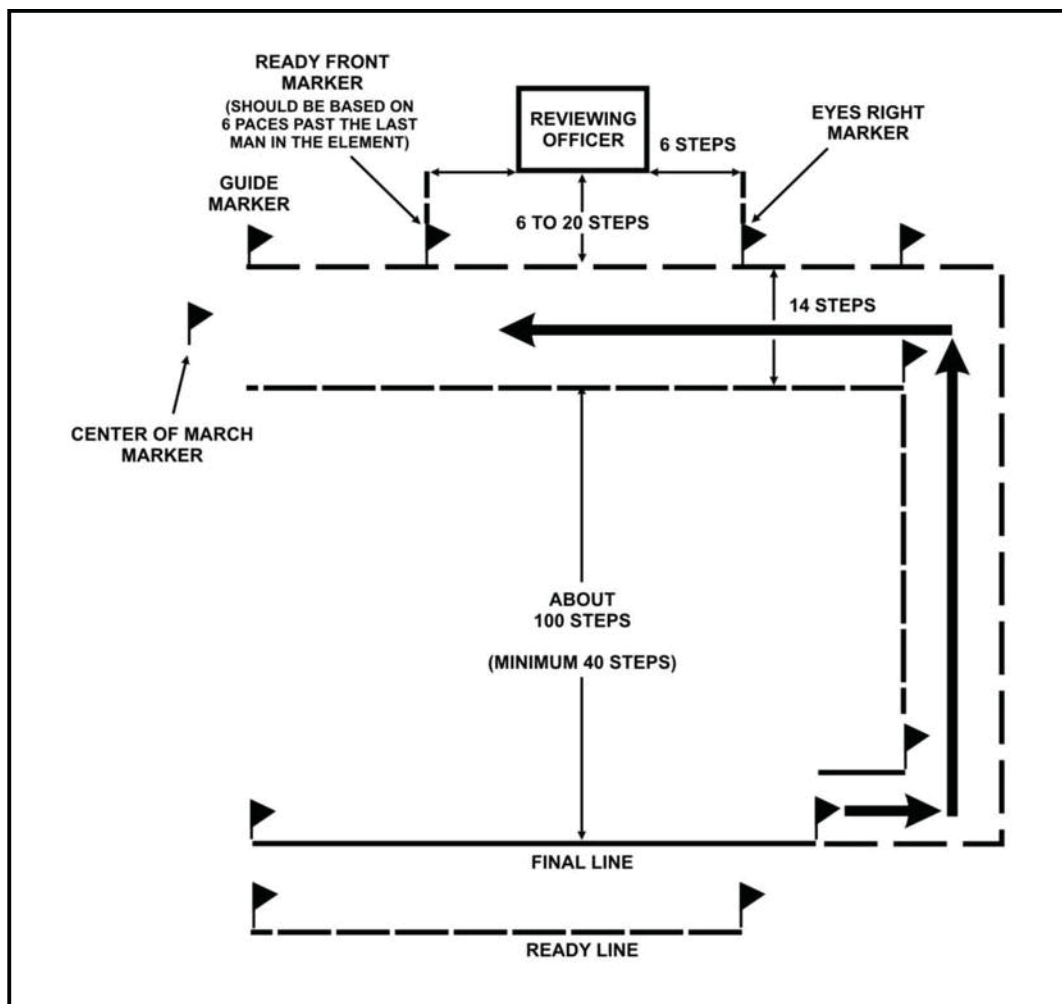
l. When the ceremony includes decorations, awards, or retirements, the host or host commander should be senior in rank or position to the highest ranking individual being honored.

m. An officer from the local staff is designated to escort and brief members of the reviewing party and to show them their positions.

n. Since all situations or eventualities relative to various services or units (military academies, special honor guard, active Army units, reserve components, Reserve Officer Training Corps, and training centers) cannot be foreseen, commanders may make minor changes to stated procedures. However, with a view toward preserving Army tradition and maintaining consistency, they should not alter or modify the sequence of events other than stated.



**NOTE:** Ceremonies may be conducted with sabers and swords. See Appendix F for the manual of arms for these weapons.



**Figure 10-1. Preparation for review**

**NOTE:** The ready front marker is always six steps to the right of the reviewing officer. The commander uses this point to estimate the placement of the guide marker. The guide marker is used as a visual reference to the commander so that when he gives the command of execution **FRONT** of *Ready, FRONT*, the last members of the unit are at the ready front marker.



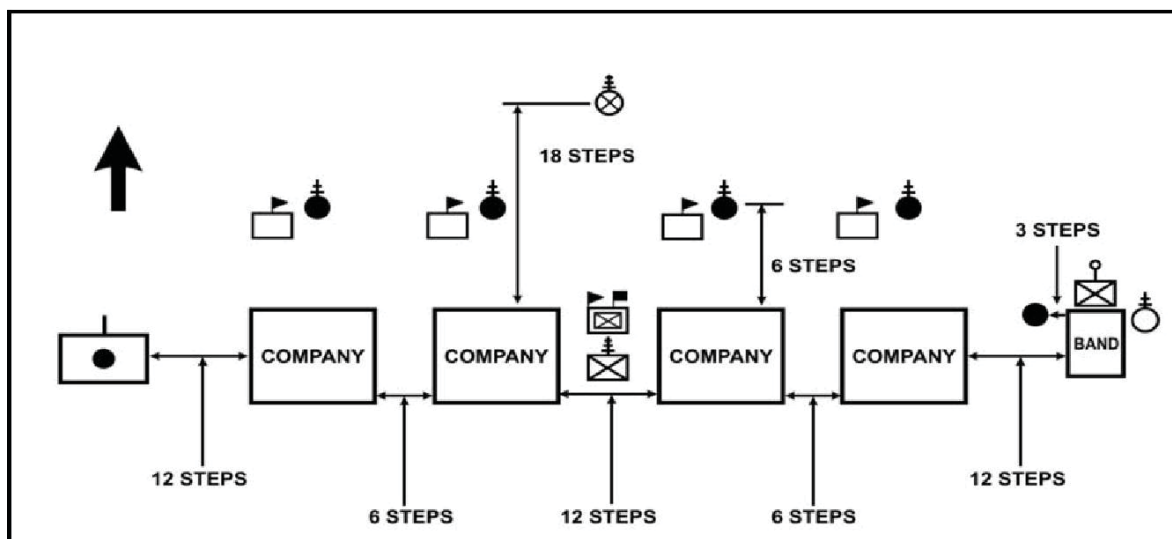


Figure 10-2. Battalion in line with companies in mass

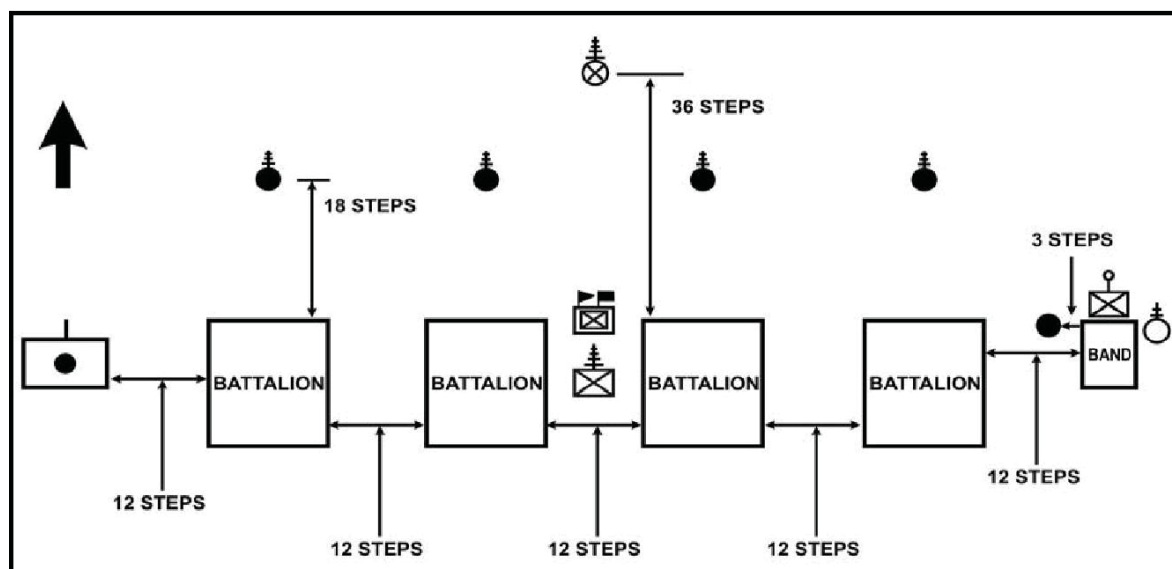


Figure 10-3. Brigade in line with battalions in mass



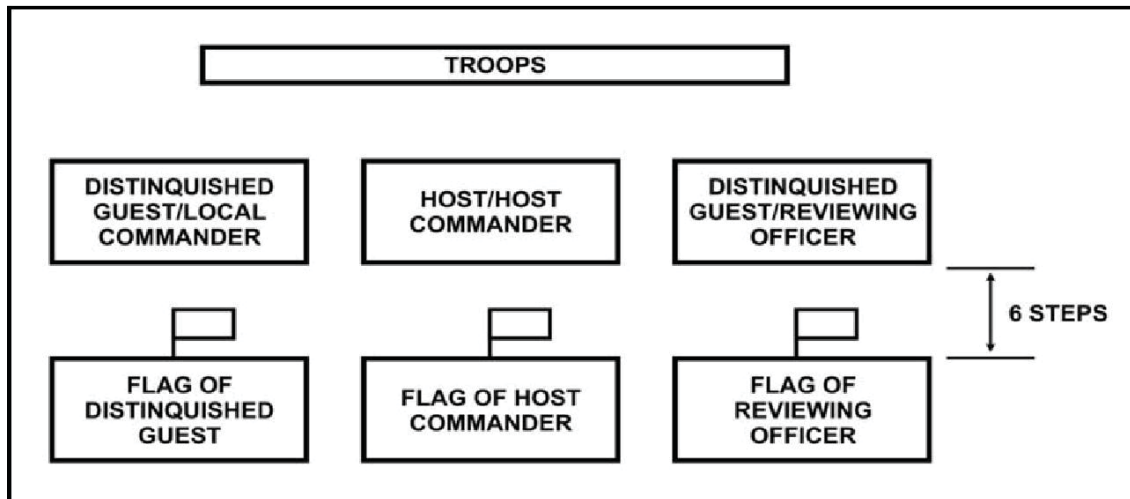


Figure 10-4. Reviewing party

### 10-3. SEQUENCE OF EVENTS AND INDIVIDUAL ACTIONS

The sequence of events in conducting a review and the individual actions that take place are described herein.

a. **Formation of Troops.** Units are moved to their positions on the ready line in the most convenient manner. For a large review, the commander of troops prescribes the routes, sequence, and time of arrival on the ready line.

**NOTE:** If the ready line is not used, the units form on the final line. They are aligned and given the command ***Parade, REST***. To alert the units that the ceremony is to begin, the adjutant (from his position near the band) directs **SOUND ATTENTION**. The band immediately sounds *Attention*. Unit commanders immediately face about and command their units (in sequence from right to left) to **ATTENTION** and then face about. When the last unit is at *Attention*, the adjutant directs **SOUND ADJUTANT'S CALL**. The band immediately sounds *Adjutant's Call*. The adjutant then moves to his post midway between the line of troops and the designated post of the commander of troops and faces the commander of troops. When the adjutant has halted at his post, the commander of troops marches his staff to their post midway between the line of troops and the reviewing officer's post. The ceremony then continues as prescribed in this paragraph.

(1) In motorized and mechanized units, occupants of vehicles form dismounted in a formation corresponding to that of the other units. Their vehicles remain to the rear of the formation.

(2) The band takes its position on the final line 12 steps to the right of the right flank unit's marker. The adjutant's initial post is three steps to the left of the band. After verification that all units are positioned on the ready line, the adjutant faces down the final line and over his right shoulder directs the band to **SOUND ATTENTION**.



(3) The band sounds *Attention*, pauses, and waits for the directive to **SOUND ADJUTANT'S CALL**.

(4) Upon hearing *Attention*, unit commanders *Face About*, bring their units to *Attention* and *Right Shoulder Arms*, when appropriate, and face to the front. (Supplementary commands are not given in mass formations.)

(5) When all units are at *Attention*, the adjutant directs **SOUND ADJUTANT'S CALL**.

(6) The band sounds *Adjutant's Call*, and (without pause) begins playing a march. It continues until the last unit halts on the final line.

(7) Immediately after *Adjutant's Call*, the following events take place simultaneously:

(a) All unit commanders immediately command **GUIDE ON LINE**. The guide of each unit double-times (*Port Arms*) to his position on the final line of markers, halts with his right foot on the marker, executes *Order Arms*, and then faces to the right.

(b) The adjutant aligns the guides (if necessary) and immediately marches to a position centered on the command and halfway between the post of the commander of troops and the final line. He halts and faces to the left, facing the line of troops.

(c) As soon as the guides are on line, the unit commanders (in sequence from right to left) command **Forward, MARCH**. As they approach the positions of the guides, commanders command **Mark Time, MARCH** so that the rank of squad leaders begins to *Mark Time* and is on line with the left shoulder of the guide. The commander allows the unit to mark time for about eight counts and then commands **Company (Battalion), HALT**. On the command of execution **HALT**, the guide executes left face, which places his right foot on the marker. If the unit is at *Right Shoulder Arms*, the unit commanders command **Order, ARMS**. The unit is then aligned by the command *At close interval, Dress Right, DRESS*. At the command of execution **DRESS**, the platoon leader of the right platoon moves by the most direct route to the right flank and verifies the alignment of as many ranks as necessary to ensure proper alignment. When he has completed verification, he returns to a position directly in front of his third squad leader, halts parallel to the formation, and faces to the right. Other platoon leaders, on the command of execution **DRESS**, position themselves directly in line with their third squad by executing one (15-inch) step to the right. The commander then commands **Ready, FRONT** and, immediately, **Parade, REST**. He faces about and assumes *Parade Rest*. For larger reviews, the command **AT EASE** may be substituted for **PARADE REST** throughout the ceremony.

**NOTE:** If a ceremony is conducted with a company formed in line with platoons in column, the commands **COVER** and **RECOVER** are given to align the platoons.

(8) When all units are on the final line and are at *Parade Rest*, the adjutant directs **BRING YOUR UNITS TO ATTENTION**.

(9) Unit commanders face about and (in sequence starting with the right flank unit) command **Company (Battalion), ATTENTION**. For larger formations, the commands



may start with the center or right center unit, working toward both flanks. The unit commander then faces about.

(10) When all units are at *Attention*, the adjutant faces about. That is the signal for the commander of troops and his staff to move from their positions near the reviewing stand to their posts midway between the line of troops and the reviewing stand and face the line of troops.

(11) When the commander of troops has halted at his post, the adjutant faces about and directs **BRING YOUR UNITS TO PRESENT ARMS**.

(12) Unit commanders face about and in sequence command *Present, ARMS*. They then face about and *Salute*.

(13) After all units are at *Present Arms*, the adjutant faces about, *Salutes*, and reports, "*Sir, the command is formed.*"

(14) The commander of troops returns the *Salute* of the adjutant and directs **TAKE YOUR POST**. (The members of the staff do not salute.) The adjutant takes his post by facing to the half left in marching, marches forward, halts at normal interval to the right of the right flank staff member, and faces about. When the adjutant is in position, the commander of troops directs **BRING YOUR UNITS TO ORDER ARMS**. Unit commanders terminate their *Salutes*; face about; command *Order, ARMS*; and then face about. When all units are at *Order Arms*, the left flank staff officer commands *Right, FACE; Forward, MARCH; Column Left, MARCH; Column Left, MARCH; Staff HALT*; and *Left, FACE*. At that time, the staff should be centered on, and two steps in front of, the commander of troops (Figure 10-5).

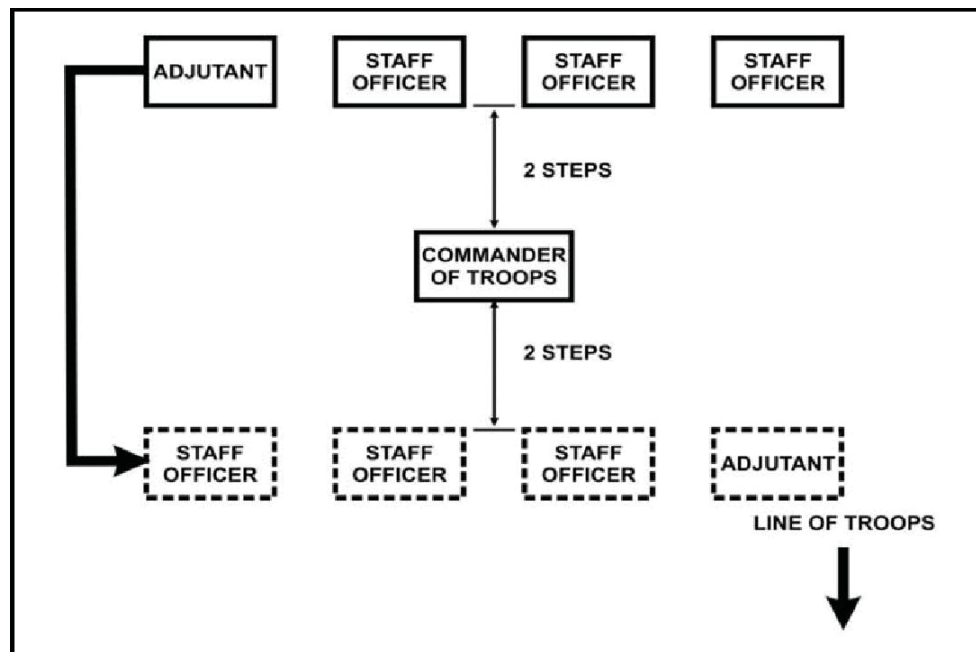


Figure 10-5. Movement of the staff to the rear of the commander of troops



(15) When the units have completed *Order Arms* and the staff has reversed, the commander of troops then faces the reviewing stand and waits for the reviewing officer to take his post. If, for some reason, the reviewing officer has been delayed, or if a delay is prearranged, the commander of troops directs the units to ***Parade, REST*** and then directs them to **ATTENTION** before the reviewing officer's arrival.

b. **Presentation and Honors.** Use the following procedures to execute presentation and honors during a review.

(1) When the reviewing officer has halted at his post, the commander of troops faces about and directs **BRING YOUR UNITS TO PRESENT ARMS**. Unit commanders face about; command ***Present, ARMS***; face to the front; and salute. When the units have completed this movement, the commander of troops faces about and commands his staff and himself to ***Present, ARMS***.

**NOTES:** 1. If the reviewing officer is entitled to honors (AR 600-25), the commander of troops should verify that the salute battery (executive officer's right arm is raised) and the band (band master's arms are at the ready-play position) are prepared to render honors before he faces the reviewing officer. The *Salute* of the commander of troops is the signal for the band and salute battery to render honors. The reviewing party, and all military personnel within sight or hearing, salute on the first note of the music and terminate their *Salute* when honors have been completed.

2. If the reviewing officer is not entitled to honors, only the reviewing officer returns the *Salute* of the commander of troops.

3. During a review, *Salutes* (honors) are directed to the reviewing officer's post. In some reviews, it is appropriate for a person (colonel) not entitled honors to participate as the reviewing officer, and a person (general) entitled honors to participate as host or distinguished guest. In that situation, honors (ruffles and flourishes and cannon salute) are not appropriate.

(2) Upon completion of the presentation and or honors, the commander of troops commands his staff to ***Order, ARMS***; faces about; and directs **BRING YOUR UNITS TO ORDER ARMS AND PARADE REST**.

(3) Unit commanders terminate their *Salutes*, face about, and command ***Order, ARMS*** and ***Parade, REST***. They then face to the front and execute *Parade Rest*.

(4) When all troops are at *Parade Rest*, the commander of troops faces about. He and his staff remain at *Attention*.

**NOTE:** When scheduled, retreat is integrated into the review at this point. Procedures are outlined in paragraph 10-6.

c. **Inspection.** Use the following procedures to conduct an inspection during a review.

**NOTE:** The inspection may be omitted for decorations, awards, or retirement ceremonies.



(1) When the commander of troops has faced the reviewing stand, the reviewing officer and the host or host commander moves forward and halts three steps in front of the commander of troops. Staffs, aides-de-camp, flag bearers, and orderlies do not normally accompany the inspecting party.

(2) The commander of troops salutes and reports "*Sir, the command is prepared for inspection.*" The band begins to play marching music on the *Salute* of the commander of troops and continues to play until the reviewing officer has returned to his post.

(3) The commander of troops guides the reviewing party to the right flank of the band. The commander of troops and the host or host commander march to the right of the reviewing officer. Whether marching or riding, the reviewing party passes between the line of brigade commanders and staffs, battalion commanders, and company commanders in division or similar-size reviews. In reviews for a battalion, or units of similar size, the inspecting party passes between the front rank of troops and the line of company commanders, or they pass immediately in front of the platoon leaders when companies are in a line formation.

(4) When the inspection is made by motor vehicle, the reviewing party enters the vehicle in front of the reviewing stand. The reviewing officer enters first and occupies the left rear position. The host or host commander occupies the right rear position. The vehicle, approaching from the left of the commander of troops, proceeds to the post of the commander of troops and stops. The commander of troops salutes, reports, and enters the vehicle, occupying the right front position.

(5) Upon the departure of the reviewing party, the senior staff officer commands the staff to **Parade, REST**. After the inspection has been completed, the senior staff officer commands **Staff, ATTENTION** before the return of the commander of troops.

(6) When the reviewing party approaches the right flank of each unit, the unit commander faces about and commands **Company, ATTENTION**. He then faces to the front and over his right shoulder commands **Eyes, RIGHT**. On the command **Eyes, RIGHT**, the company commander, executive officer, and platoon leaders execute *Eyes Right* and *Salute*. The guidon bearers execute *Eyes Right* and *Present Guidons*. Each Soldier turns his head to the right and, as the reviewing officer comes into his line of vision, each Soldier follows the officer with his head and eyes until the reviewing officer reaches the front. At that point, the head and eyes of each Soldier remain to the front. As soon as the reviewing officer has cleared the unit, the commander commands **Order, ARMS**. He then faces about and commands **Parade, REST**, assumes the position himself, and remains facing his unit. The left flank unit remains at *Attention* until the reviewing party has cleared the right rear of the unit. Other commanders remain facing to the rear and command their units to **ATTENTION** as the party passes to the rear of their units. They then command **Parade, REST**, face to the front, and assume *Parade Rest*.

**NOTES:** 1. Platoon leaders give the command **Eyes, RIGHT** and *Salute* when the company is in a line formation. The company commander faces his unit, but neither he nor his guidon bearer salute.

2. When in battalion mass formations, the battalion commander faces about and commands **Battalion, ATTENTION** and **Eyes, RIGHT**, but neither he nor his staff salute or execute *Eyes Right*. The unit commanders,



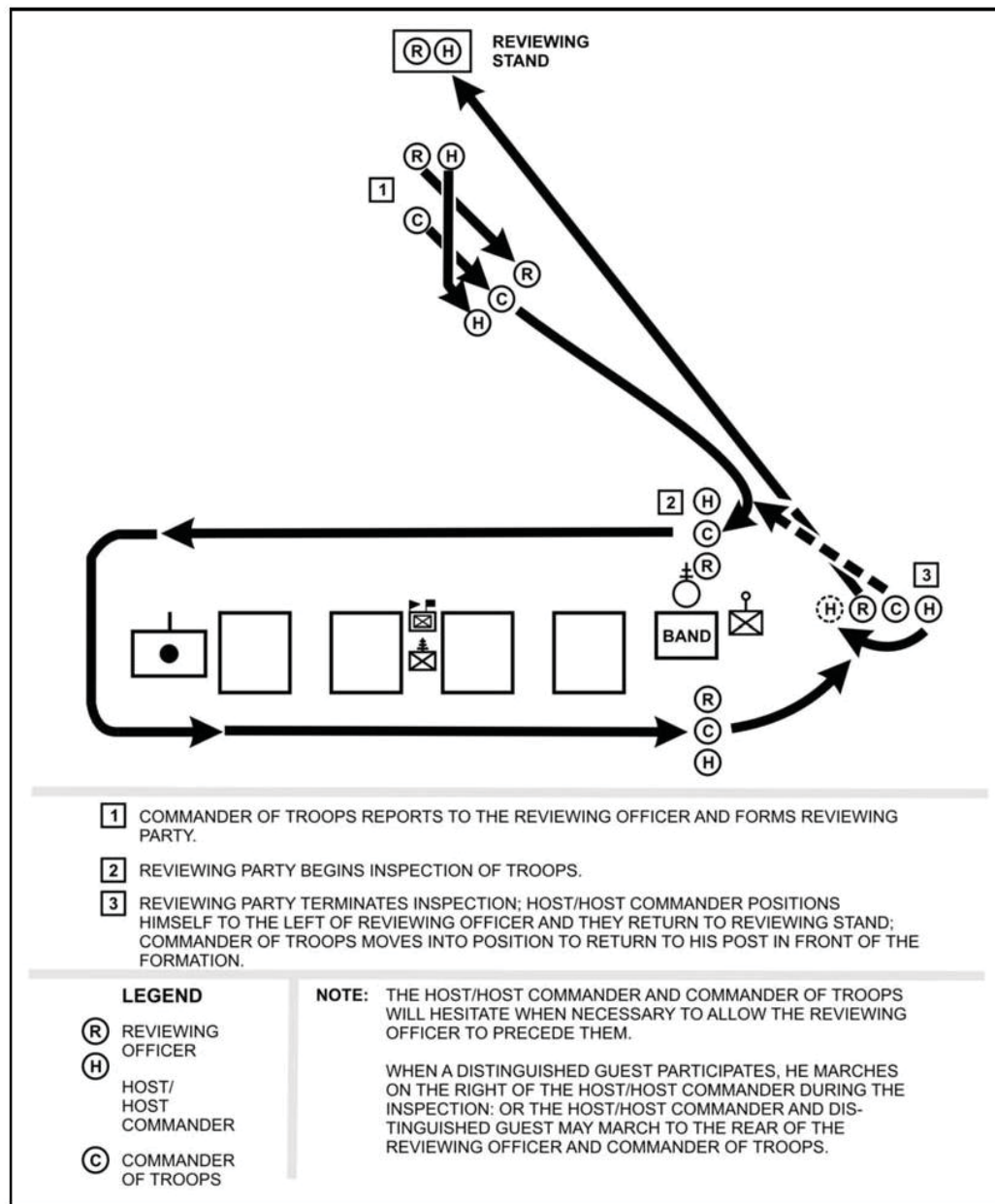
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executive officers, platoon leaders, and guidon bearers salute. The battalion commander remains facing his unit, until the reviewing officer has passed the left front of his unit, at which time he commands **Order, ARMS** and **Parade, REST**. He then commands his staff to **Parade, REST** but remains facing his unit.

(7) As the reviewing party approaches the Colors, the commander of troops inconspicuously commands **Present, ARMS** (six steps from the Colors) and **Order, ARMS** (six steps beyond the Colors). They do not salute when passing to the rear of the Colors. The Color guard and bearers execute *Eyes Right*. The organizational Color dips (salutes).

(8) After passing in front of the troops (to include the salute battery), the inspection continues along the rear of the troops and terminates at the right flank of the band. The commander of troops commands **Party, HALT**. The bandmaster has the band play softly until the reviewing party members begin marching back to their posts. The commander of troops faces to the half left in marching, takes two steps, halts, and faces about. The host or host commander repositions himself to the left of the reviewing officer. When the host or host commander is in position, the commander of troops and the reviewing officer exchange *Salutes*. Upon termination of the *Salutes*, the reviewing officer and host or host commander immediately face to the half left in marching and return to their posts. The commander of troops hesitates momentarily and then faces to the right in marching and returns to his post (Figure 10-6, page 10-14).





**Figure 10-6. Movement of the reviewing party**

d. **Honors to the Nation.** Use the following procedures to execute honors to the Nation when conducting a review.

(1) When the reviewing party members have returned to their posts, the commander of troops faces about and directs **BRING YOUR UNITS TO ATTENTION**. After all units are at *Attention*, the commander of troops gives the command **Colors Center** (pause), **MARCH**. On the preparatory command **Colors Center**, the staff faces to the right. On the command of execution **MARCH**, the staff begins marching forward to a position offset to the left front of the reviewing stand, halts, and faces to the left. The



Colors take seven steps forward and halt. The commander of troops marches forward until he is three steps in front of the color detail, halts, and then faces about.

(2) To move the Colors forward, the commander of troops commands **Colors Forward, MARCH**. On the command of execution **MARCH**, the commander of troops and the color detail march forward and then halt when the commander of troops has reached his original post. The commander of troops executes the *Hand Salute* and reports to the host commander, "**Sir, the Colors are present.**" The host commander then returns the *Salute* and directs the commander of troops **ASSUME YOUR POST AND PRESENT THE COMMAND**. On this directive the commander of troops faces to the right in marching and marches by the most direct route to his post two steps in front of and centered on his staff, halts perpendicular to his staff, then faces to the right. After facing to the right, the commander of troops directs **BRING YOUR UNITS TO PRESENT ARMS**.

(3) Unit commanders face about and command **Company (Battalion), Present, ARMS**. Each commander then faces about and salutes. When all units have completed these movements, the commander of troops faces about and commands **Present, ARMS** for himself, his staff, and the Colors detail. On the execution of the *Hand Salute* by the commander of troops, the band begins to play The National Anthem.

(4) The reviewing party and all military spectators salute while the National Anthem is being played (Appendix K).

(5) Upon completion of the National Anthem, the commander of troops, his staff, and the Colors detail terminate their *Salutes* on his command. He then faces about and directs **BRING YOUR UNITS TO ORDER ARMS AND PARADE REST**.

(6) Unit commanders terminate their *Salutes*; face about; command **Order, ARMS** and **Parade, REST**; face about; and execute *Parade Rest*.

(7) When the last unit has executed the directive, the commander of troops faces about and commands his staff and himself to **Parade, REST**.

**NOTE:** Other ceremonial activities may be integrated into the review at this point. The sequence of events and actions of individuals are discussed in paragraphs 10-4 and 10-5.

e. **Remarks.** After the commander of troops and his staff have assumed *Parade Rest*, the reviewing officer, the host or host commander, or the distinguished guest may address the command.

(1) Upon completion of the remarks, the commander of troops brings his staff to *Attention*, faces about, and directs **BRING YOUR UNITS TO ATTENTION**. Unit commanders face about and command **Company (Battalion), ATTENTION**, and then face about. The commander of troops faces about and commands **Detachment, POST** (pause), **MARCH**. On the command **POST**, the Colors *Reverse March* and halt.

(2) On the command **MARCH**, Colors step off, return to their original posts, and the band begins to play.

(3) As the Colors pass his position, the commander of troops and his staff face to the left. He marches his staff back to the center of the field and faces them to the right as he faces to the left. After the Colors are in position, the commander of troops then faces the reviewing officer.

f. **March in Review.** Use the following procedures to conduct a march in review.



(1) Upon completion of the remarks, the commander of troops commands his staff to **ATTENTION**, faces about, and directs **BRING YOUR UNITS TO ATTENTION**. Unit commanders face about and command *Company (Battalion)*, **ATTENTION** and face back to the front. When the units are at *Attention*, the commander of troops faces the reviewing officer.

(2) When the commander of troops has faced the reviewing officer, the host or host commander directs **PASS IN REVIEW**.

(3) The commander of troops faces about and directs **PASS IN REVIEW**. The band is then faced to the right and marched to a position that enables it to move straight forward onto the line of march without an initial turning movement, halts, and faces to the left. The left turn marker should be positioned to minimize the movement of the band (Figure 10-7).

**NOTE:** The commander takes no further action until the drum major turns his head and eyes and points his arm toward the commander.

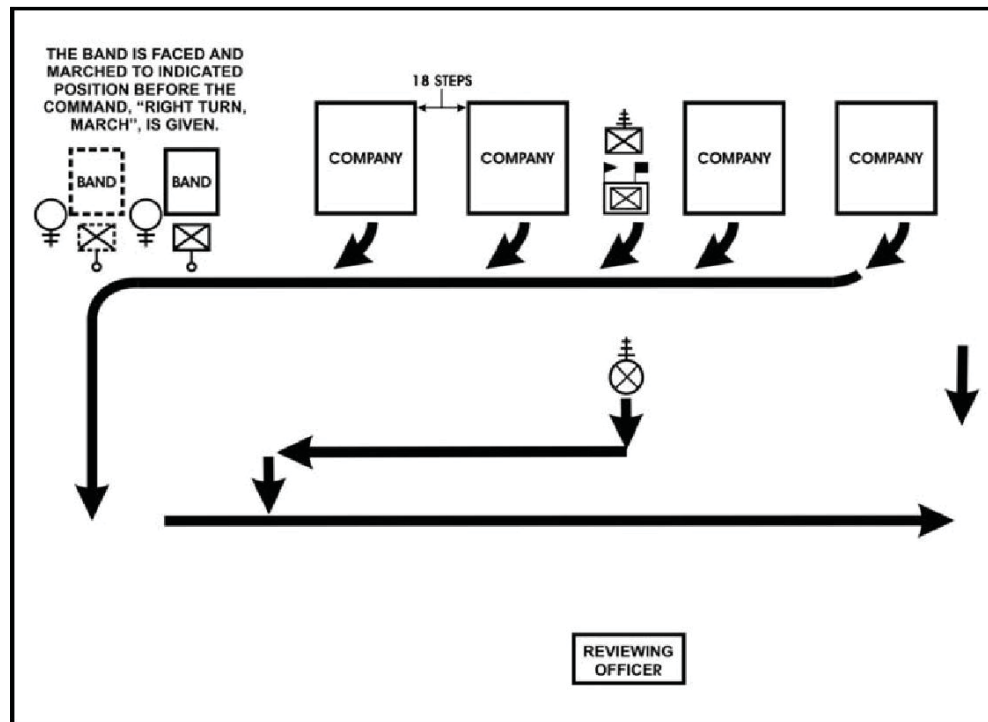


Figure 10-7. March in review in column with units in mass

(4) Unit commanders face to the right when the commander of troops directs **PASS IN REVIEW**. If weapons are to be carried at *Right Shoulder Arms*, the commander faces about and commands **Right Shoulder, ARMS**. He then faces to the left. The commander next to the band waits until the band moves into position. He then commands **Right turn, MARCH** loud enough for the band to hear. The band takes this command as its signal to begin playing and to march forward onto the line of march.



(5) Other units move out in procession in the same manner and follow in column at the prescribed distance (Figure 10-8). For larger reviews, commanders may command their units (in sequence) to *Parade Rest* while waiting their turn to move onto the line of march.

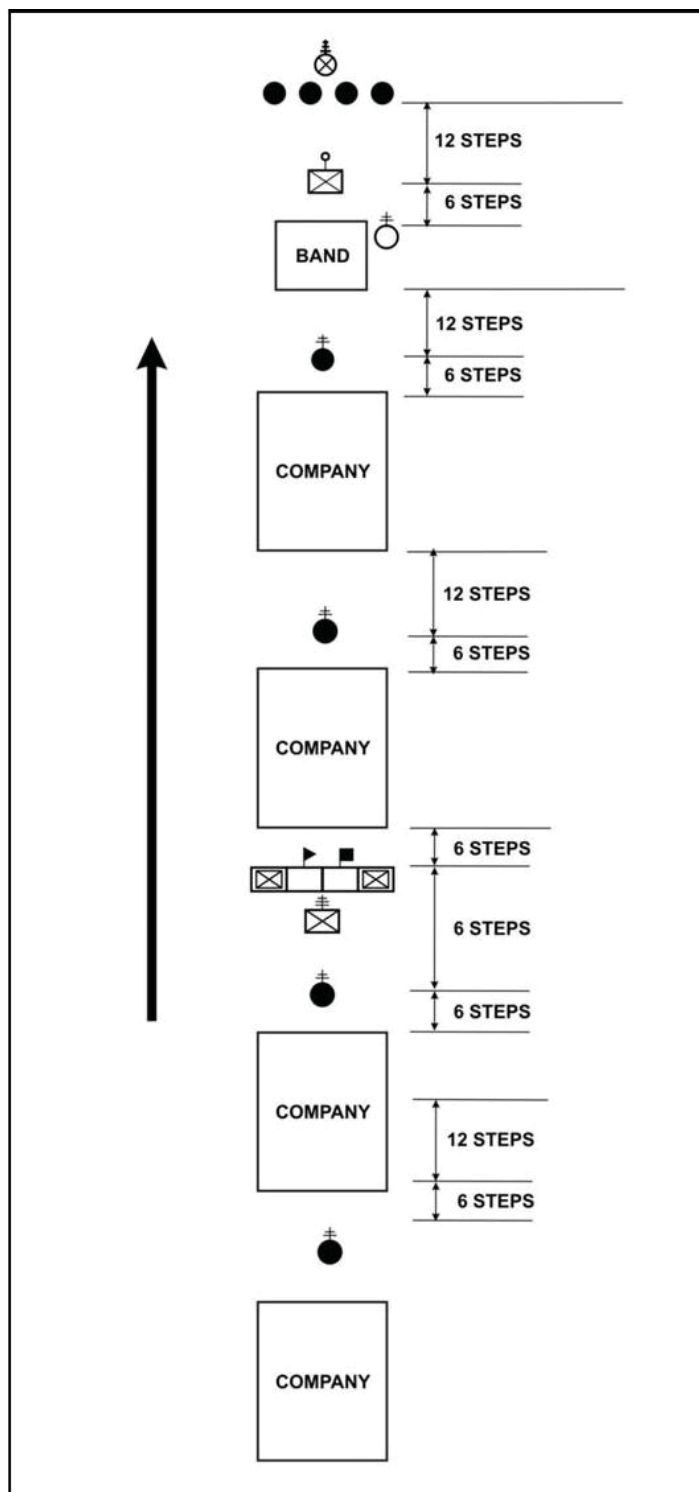


Figure 10-8. Battalion in column with companies in mass



(6) The band and each following unit change direction at points indicated by markers. The commander commands, ***Left turn, MARCH***. The commander faces about while marching as his unit is making the turn. When his unit has completed the turn, the commander commands, ***Forward, MARCH***, and faces back to the front.

(7) All commanders, except the commander of troops, move with their staff into positions in the column and at the head of their respective units just before turning onto the reviewing line (Figure 10-9).

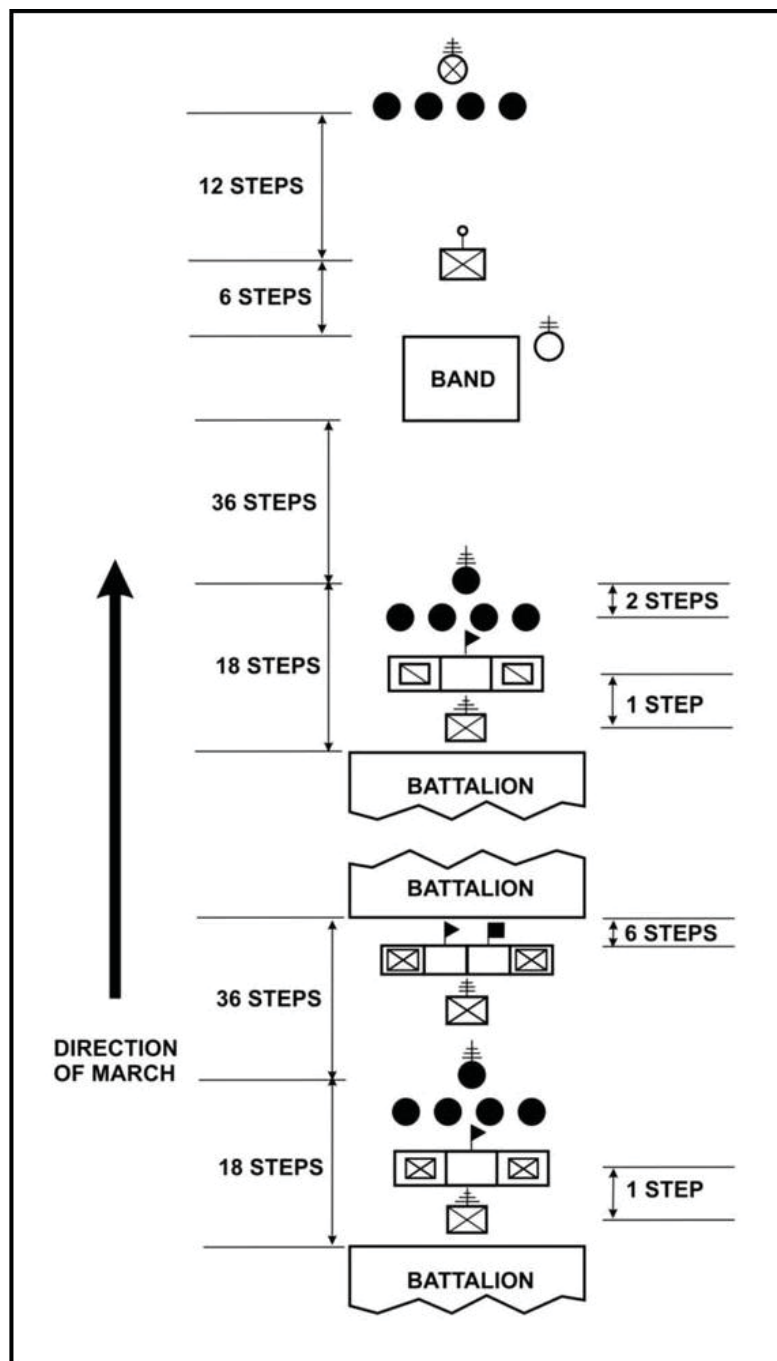


Figure 10-9. Brigade in column with battalions in mass



(8) The commander of troops and his staff move forward and execute turning movements to arrive at a position 12 steps in front of the drum major on the reviewing line.

(9) On command, the commander of troops, the brigade and battalion commanders, their staffs, and the command sergeant major execute *Eyes*, **RIGHT** and salute at the *Eyes Right* marker. The commander commands **Ready**, **FRONT** and terminates the *Salute* when the staffs have reached the *Ready Front* marker.

(10) The reviewing officer returns only the *Salute* of the commander of troops. (The return of the *Salute* by the reviewing officer represents the *Salute* for all subordinate commanders. This enables the reviewing officer to observe the review without being interrupted by frequent *Salutes*.) The reviewing officer, the host or host commander, their staffs, and military spectators salute the National Color when it passes.

(11) After terminating the *Salute*, the commander of troops and his staff (without command) execute three wheeling movements and take their post with the commander of troops on line with and to the right of the reviewing officer.

(12) Troop units execute *Eyes Right* on command from their company commander or from the center company commander when in battalion mass. Commanders give the preparatory command *Eyes* over their right shoulder two steps from the marker as the right foot strikes the marching surface. The command of execution **RIGHT** is given when the right foot strikes the marching surface again and on line with the marker. On the preparatory command, the guidon bearer executes *Raised Guidon*. On the command of execution, the company commander, executive officer, and platoon leaders execute *Eyes Right* and the *Hand Salute*. The guidon bearer executes *Eyes Right* and *Present Guidon*. The company first sergeant only executes *Eyes Right*. The right file continues to look straight forward and maintains correct distance. All other members execute *Eyes Right* and maintain alignment. When the rear of the unit has passed six steps beyond the reviewing officer, company commanders command **Ready** as the left foot strikes the marching surface and **FRONT** the next time the left foot strikes the marching surface. Unit personnel end their *Salutes* and turn their heads and eyes to the front. The guidon bearer executes *Raised Guidon* on the command **Ready** and returns to the *Carry* position on the command **FRONT**.

(13) When passing the reviewing officer, the bandmaster salutes and continues to look straight forward. Simultaneously, the drum major executes *Eyes Right* and salutes. The other members of the band continue to play marching music without interruption. When the band has passed the reviewing officer, the drum major has the band execute three left turns into a position in front of and facing the reviewing officer and at least 12 steps from the left flank of the marching troops. As the Colors pass, the bandmaster and drum major salute while the band continues to play marching music without interruption.

(14) As the Color guard passes the reviewing officer, each member, except the right flank man, executes *Eyes Right* on the command of the senior Color sergeant. The organizational color is dipped in *Salute*.

g. **Conclusion.** Follow these procedures to conclude a review.

(1) When the last troop element has passed the reviewing stand and has executed *Ready Front*, the band goes into an eight-bar drum cadence. On the first beat following the drum cadence, the band begins playing (in place) the official version of “The Army



Goes Rolling Along,” beginning at the introduction. At the appropriate time, the drum major has the band march forward and execute a left turn onto the reviewing line while continuing to play until the completion of the chorus.

**NOTE:** The band may play music representative of the command after the last troop element has passed the reviewing stand and before playing “The Army Goes Rolling Along.”

(2) At the completion of the Army song, the commander of troops and the reviewing officer face each other and exchange *Salutes*, thus officially terminating the ceremony.

(3) It is appropriate for spectators to rise, stand at *Attention*, and sing while “The Army Goes Rolling Along” plays.

#### **10-4. REVIEW WITH DECORATIONS, AWARDS, AND INDIVIDUAL RETIREMENT (SEQUENCE OF EVENTS)**

Unless otherwise specified, the sequence of events for a review with decorations, awards, and individual retirement is the same as described in paragraph 10-3. Only changes to the sequence of events are listed herein.

**NOTE:** The procedures mentioned provide latitude for recognition of one or a group of retirees of various grades. However, the host or host commander should consider it appropriate to have the review conducted in the retiree’s honor when only one distinguished individual is retiring and allow that individual to participate as the reviewing officer. When the Colors halt, the reviewing officer (retiree) positions himself in front of and centered on the Colors facing the reviewing stand. After awards are presented by the host, the retiree returns to the reviewing officer’s post. If there are several awardees and or retirees, it may be desirable to have the host or host commander act as the reviewing officer. In such case, the following sequence will apply.

a. **Formation of Troops.** Formation of troops is executed the same as described in paragraph 10-3.

b. **Presentation and Honors.** Presentation and honors is executed the same as described in paragraph 10-3.

**NOTE:** When scheduled, retreat is integrated into the review at this point. Procedures are outlined in paragraph 10-6.

c. **Inspection.** The inspection may be omitted for decorations, awards, or retirement ceremonies. If the inspection is omitted, the commander of troops (following *Order Arms* after the presentation and or honor, or after “To the Color” is played) commands ***Persons to be honored and Colors center*** (pause), **MARCH**. The ceremony then continues (as described in this paragraph). If the inspection is not omitted, use the procedures described in paragraph 10-3c to conduct an inspection during a review.

d. **Honors to the Nation.** (Omitted if retreat is conducted as part of the review.)



**NOTE:** Other ceremonial activities may be integrated into the review at this point.

e. **Remarks.** After the commander of troops and his staff have assumed *Parade Rest*, the reviewing officer, the host or host commander, or the distinguished guest may address the command.

(1) Upon completion of the remarks, the commander of troops brings his staff to *Attention*, faces about, and directs **BRING YOUR UNITS TO ATTENTION**. Unit commanders face about and command *Company (Battalion)*, **ATTENTION**, and then face about. The commander of troops faces about and commands *Detachment*, **POST** (pause), **MARCH**. On the command **POST**, the following actions occur simultaneously:

(a) Colors *Reverse March* and halt.

(b) Awardees and or retirees execute a *Right Face*; guidon bearers and or commanders execute an *About Face*.

(2) On the command **MARCH**, Colors and awardees step off and the band begins to play.

(a) Persons who were decorated march forward, execute two *Column Lefts*, halt on line (six steps to the left of the reviewing officer), and execute a *Left Face*. The commands **HALT** and **Left, FACE** are given by the last man in the file.

(b) Colors step off and return to their original posts.

(3) As the Colors pass his position, the commander of troops faces himself and his staff to the left, marches his staff back to the center of the field, and faces them to the right. The commander of troops faces to the left; when the Colors are in position he then faces the reviewing officer.

f. **March in Review.** March in review is executed the same as described in paragraph 10-3.

g. **Conclusion.** Conclusion is executed the same as described in paragraph 10-3.

## **10-5. REVIEW WITH CHANGE OF COMMAND, ACTIVATION, OR DEACTIVATION (SEQUENCE OF EVENTS)**

Unless otherwise specified, the sequence of events for a review with change of command, activation, or deactivation is the same as described in paragraph 10-3. Only changes to the sequence of events are listed herein.

a. **Formation of Troops.** Formation of troops is executed the same as described in paragraph 10-3.

b. **Presentation and Honors.** Presentation and honors is executed the same as described in paragraph 10-3.

c. **Inspection.** The inspection may be omitted for change of command, activation, or deactivation ceremonies. If the inspection is **not** omitted, use the procedures described in paragraph 10-3c to conduct an inspection during a review. When the reviewing officer has completed the inspection, the commander of troops faces about and directs **BRING YOUR UNITS TO ATTENTION**. Unit commanders face about and command *Company (Battalion)*, **ATTENTION**, then they face about. When the command has completed the movement, the commander of troops commands *Colors Center* (pause), **MARCH**. On that command, the Colors are brought forward in the same manner as described in paragraph 10-3d.



d. **Honors to the Nation.** (Omitted if retreat is conducted as part of the review.) On the completion of honors to the nation, the commander of troops commands *Detachment order, ARMS*, faces about, and directs **BRING YOUR UNITS TO ORDER ARMS AND PARADE REST**. Unit commanders terminate their *Salutes*, face about and command *Order, ARMS* and *Parade, REST*. They then face about and assume *Parade Rest*. The commander of troops faces about and commands *Parade, REST*; the commander of troops and his staff execute *Parade Rest*.

**NOTE:** Other ceremonial activities may be integrated into the review at this point.

e. **Remarks.** As soon as the commander of troops and his staff have executed *Parade Rest*, the reviewing party moves forward to within four steps of the Colors and halts. As the party marches forward, the senior commander positions himself between the old and the new commander. The command sergeant major moves from his post (at the rear of the reviewing party) by the most direct route and halts directly in front of the organizational color.

**NOTE:** At the beginning of the ceremony, the outgoing commander should assume the role of host or host commander. The senior official or commander designated to “pass the organizational Color” should assume the role of an honored guest or reviewing officer except during that brief portion of the ceremony wherein he may be called upon to act as a host or host commander for the purpose of passing the organizational Color. Since the inspection of troops normally occurs early in the ceremony, the incoming commander is also at that time treated as a guest, and is expected to accompany the outgoing commander and senior official during the inspection. After the organizational Color has been passed, the incoming commander should assume the role of host or host commander, and the senior official and outgoing commander both become honored guests or reviewing officers at this point and remain as such for the balance of the ceremony (Figure 10-10).

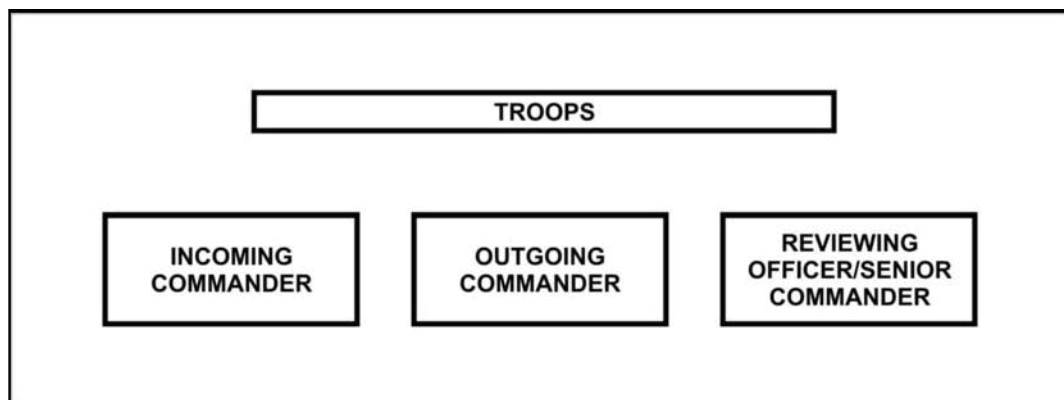


Figure 10-10. Reviewing party for change of command



(1) ***Change-of-Command Ceremonies.*** The outgoing commander positions himself four steps in front of his organizational Color; the senior commander is directly to his left. The old and new commanders then take one step forward and execute *Facing* movements so that they are facing each other.

(a) The command sergeant major removes the organizational Color from the Color bearer's sling (with his right hand above his left hand), and faces about. The narrator reads the assumption-of-command order.

(b) Upon completion of the reading, the command sergeant major steps forward and presents the organizational Color to the outgoing commander (1, Figure 10-11), who grasps the organizational Color with his left hand above his right hand. The outgoing commander passes the organizational Color to the senior commander (2, Figure 10-11), who grasps the Color with his right hand above his left hand and, in turn, passes the organizational color to the new commander (3, Figure 10-11), who grasps the organizational color with his left hand above his right hand. The incoming commander passes the organizational color to the command sergeant major (4, Figure 10-11) who grasps it with his right hand above his left hand, faces about and returns the organizational Color to the Color bearer's sling.

(c) As the command sergeant major faces about, both commanders then execute *Facing* movements back to their original direction facing the Colors. The command sergeant major and the reviewing party face about and return to their post. At this point, the commander makes his remarks.

**NOTES:** 1. This procedure allows the organizational Color to be over the heart of the incoming and outgoing commanders.

2. For a company level change of command, the reviewing party is lined up the same as in larger units. The guidon takes the place of the organizational Color and the first sergeant replaces the command sergeant major. The guidon is passed in the same manner as the organizational Color. The sequence of events remains the same with modifications made to fit available assets.

(d) Upon completion of the remarks, the commander of troops brings his staff to *Attention*, faces about, and directs **BRING YOUR UNITS TO ATTENTION**. Unit commanders face about and command ***Company (Battalion)*, ATTENTION**, and then face about. The commander of troops faces about and commands ***Detachment*, POST** (pause), **MARCH**. On the command **POST**, the following actions occur simultaneously:

- Colors *Reverse March* and *Halt*.
- Awardees and or retirees execute a *Right Face*; guidon bearers and or commanders execute an *About Face*.

(e) On the command **MARCH**, Colors and awardees (if present) step off and the band begins to play.

- Persons who were decorated march forward, execute two *Column Lefts*, halt on line (six steps to the left of the reviewing officer), and execute a *Left Face*. The commands **HALT** and ***Left*, FACE** are given by the last man in the file.
- Colors step off and return to their original posts.



- As the Colors pass his position, the commander of troops and his staff face to the left. He marches his staff back to the center of the field and faces them to the right as he faces to the left. After the Colors are in position, the commander of troops then faces the reviewing officer.

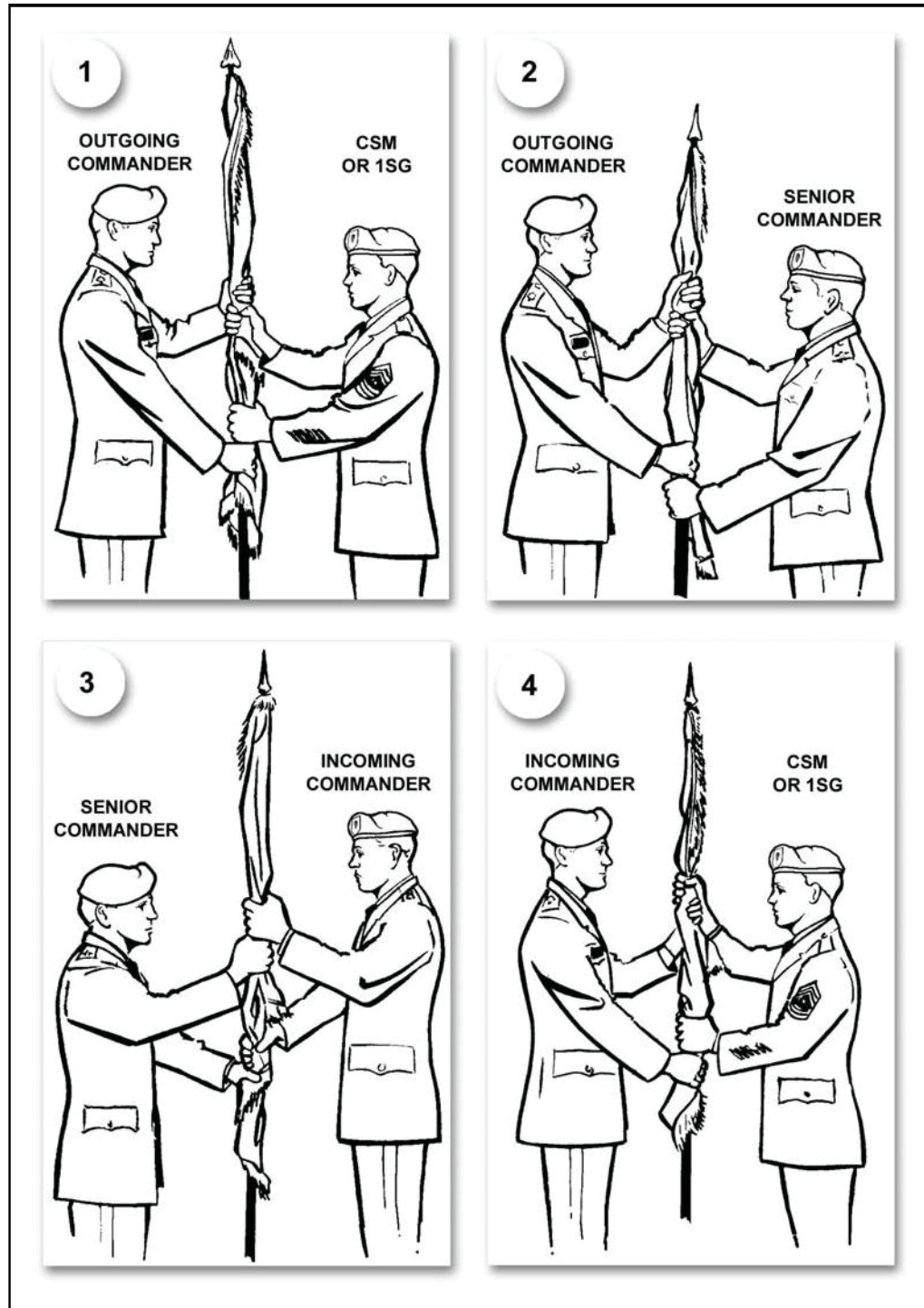


Figure 10-11. Passing of organizational Color for change of command



(2) **Activation Ceremonies.** The position of the senior commander is four steps in front of the Color bearer (with an empty sling for the organizational Color of the unit to be activated) with the unit commander to his left. The command sergeant major moves from his post with the cased organizational Color and positions himself in front of and facing the senior commander. The narrator reads the activation order.

(a) Upon completion of the reading, the command sergeant major presents the cased organizational Color to the senior commander and steps backward. The senior commander lowers the cased organizational Color to allow the command sergeant major to uncase it. The command sergeant major folds the case and places it inside the Color bearer's cartridge belt (rear center).

(b) With the organizational Color uncased, the senior commander rotates the staff to allow the organizational Color to unfurl and drape freely. The senior commander presents the organizational Color to the commander of the unit to be activated. The command sergeant major steps forward and accepts the organizational Color from the unit commander and places it in the Color bearer's sling.

(c) When the command sergeant major faces about, the reviewing party faces about and returns to the reviewing stand. The command sergeant major returns to his original post. Procedures from this point forward are the same as for change-of-command ceremonies.

(3) **Deactivation Ceremonies.** The position of the commander is four steps in front of the organizational Color. The command sergeant major moves from his post and positions himself in front of the organizational Color. He moves the organizational Color from the bearer's sling and faces about. The narrator reads the deactivation order.

(a) Upon completion of the reading, the command sergeant major presents the organizational Color to the commander and steps backward. The organizational Color is grasped by the commanders and the command sergeant major as described for change-of-command ceremonies. The commander rotates and lowers the organizational Color, allowing the command sergeant major to case the organizational Color.

(b) Upon completion of the casing, the commander presents the cased organizational Color to the senior commander and the command sergeant major steps forward and accepts the organizational Color from the senior commander. The reviewing party faces about and returns to the reviewing stand.

(c) The command sergeant major hands the cased organizational Color to a designated Soldier who marches from the field and the command sergeant major returns to his post. The Color bearer of the deactivated unit marches with the Color guard for the remainder of the ceremony with an empty sling. Procedures from this point forward are the same as for change-of-command ceremonies.

## **10-6. REVIEW WITH RETREAT (SEQUENCE OF EVENTS)**

Unless otherwise specified, the sequence of events and individual actions for a review with retreat are the same as described in paragraph 10-3. Only changes to the sequence of events are listed herein.

**NOTE:** Honors to the nation is omitted when retreat is conducted as part of a review.



a. **Formation of Troops.** Formation of troops is executed the same as described in Paragraph 10-3.

b. **Presentation and Honors.** Presentation and honors is executed the same as described in paragraph 10-3.

c. **Retreat.** Upon completion of the presentation and or honors, the commander of troops commands his staff to **Order, ARMS**; faces about; and directs **BRING YOUR UNITS TO ORDER ARMS AND PARADE REST**. Unit commanders terminate their *Salutes*, face about, and command **Order, ARMS** and **Parade, REST**. They then face to the front and execute *Parade Rest*. The commander of troops directs **SOUND RETREAT**, faces about, and commands his staff to **Parade, REST**. As soon as the commander of troops and his staff are at *Parade Rest*, the band sounds retreat. At the conclusion of retreat, the commander of troops commands his staff to **ATTENTION**, faces the troops, and directs **BRING YOUR UNITS TO ATTENTION AND PRESENT ARMS**. When the units have completed these movements, the commander then faces the reviewing officer and commands his staff to **Present, ARMS**. This is the signal for the band to play "To the Color."

(1) When the ceremony is held on an Army post, the cannon is fired on the last note of "Retreat," and the flag is lowered while "To the Color" is played. (See Appendix F regarding appropriate procedures.)

(2) The reviewing officer and his staff stand at *Attention* during the sounding of the retreat. On the first note of "To the Color," they salute and hold the *Salute* until the last note is played.

(3) On the last note of the music, the commander of troops commands **Order, ARMS** for himself and his staff, faces about, and directs **BRING YOUR UNITS TO ORDER ARMS AND PARADE REST**. When the units have completed these movements, the commander of troops then faces the reviewing officer.

(4) The review then proceeds with the inspection as in a normal review; if omitted, other parts are integrated into the review as described in paragraphs 10-4 and 10-5.

## 10-7. SPECIAL REVIEW

A special review is conducted by a composite or representative unit and serves the same purposes as a standard review when a larger formation is not practical. The composite unit normally consists of a band, Colors, two or more platoons, and a salute battery (when appropriate). The reduced formation is not a reason to eliminate any of the components of a review or change their sequence.

a. A special review is essentially the same as a battalion or larger unit review, except:

(1) The troops are formed on a final line.

(2) *Attention* and *Adjutant's Call* are not sounded.

(3) Neither the adjutant nor a staff participate.

(4) Unit guidons are not used in this formation. (Organizational Colors represent the unit conducting the review.)

(5) The commander of troops gives commands rather than directives.

(6) The band positions itself in front of the reviewing officer by executing a *Left Turn* at a point midway between the final line and the reviewing line, and then turns right when on line and centered on the reviewing officer.



(7) Platoons pass the reviewing stand in line formation rather than column formation.

(8) On the directive *Pass in review* the commander of troops commands **Right, FACE** (**Right Shoulder, ARMS**, if appropriate); **Forward, MARCH**. The band steps off playing a march on the command of **Forward, MARCH**. Platoon leaders remain six steps to the front of and centered on their platoons. Platoon sergeants remain one step to the rear of and centered on their platoon.

(9) Platoon leaders command **Column Left, MARCH** at the first turn marker and **Left Flank, MARCH** when centered on the reviewing line.

b. Indoor ceremonies retain the same sequence as a normal review, excluding elements that are precluded because of space. Generally, a pass in review cannot be conducted indoors.