

# Headquarters HELLRAISERS

## Board Study Guide



This board study guide is NOT designed to be the sole resource for Soldiers to study.

Soldiers still MUST dig into the regs and study that way as well.

This serves as a supplement for reading into the regs and will help guide a Soldiers in the right direction.

# Creed of the Noncommissioned Officer



No one is more professional than I. I am a Noncommissioned Officer, a leader of soldiers. As a Noncommissioned Officer, I realize that I am a member of a time honored corps, which is known as "The Backbone of the Army."

I am proud of the Corps of Noncommissioned Officers and will at all times conduct myself as to bring credit upon the Corps, the Military Service and my country regardless of the situation in which I find myself. I will not use my grade or position to attain pleasure, profit, or personal safety.

Competence is my watch-word. My two basic responsibilities will always be uppermost in my mind; accomplishment of my mission and the welfare of my soldiers. I will strive to remain tactically and technically proficient. I am aware of my role as a Noncommissioned Officer. I will fulfill my responsibilities inherent in that role. All soldiers are entitled to outstanding leadership; I will provide that leadership. I know my soldiers and I will always place their needs above my own. I will communicate consistently with my soldiers and never leave them uninformed. I will be fair and impartial when recommending both rewards and punishment.

Officers of my unit will have maximum time to accomplish their duties; they will not have to accomplish mine. I will earn their respect and confidence as well as that of my soldiers. I will be loyal to those with whom I serve; seniors, peers, and subordinates alike. I will exercise initiative by taking appropriate action in the absence of orders. I will not compromise my integrity, nor my moral courage. I will not forget, nor will I allow my comrades to forget that we are professionals.

**Noncommissioned Officers, Leaders!**

# SOLDIER'S CREED

I am an American Soldier.

I am a warrior and a member of a team.

I serve the people of the United States, and live the Army Values.

I will always place the mission first.

I will never accept defeat.

I will never quit.

I will never leave a fallen comrade.

I am disciplined, physically and mentally tough, trained and proficient in my warrior tasks and drills.

I always maintain my arms, my equipment and myself.

I am an expert and I am a professional.

I stand ready to deploy, engage, and destroy, the enemies of the United States of America in close combat.

I am a guardian of freedom and the American way of life.

I am an American Soldier.

## **Biography:**

Good morning (the rank of the president of the board) and members of the board, my name is (rank full name). I was born in (city and state) and am (age) years old. I have a (spouse) and (number of kids). I joined the army in (month and year). I went to Basic Combat Training at (duty station with state). Upon completion of Basic Combat Training, I went to Advanced Individual Training at (duty station with state) where I became a (MOS with nomenclature). I was then stationed at (duty station with state) where I (served or am serving as) a (MOS nomenclature) for the (unit). (Continue as necessary for each duty station you have been assigned to)

Some of my short-term goals are: (Add at least 2)

And some of my long-term goals are: (Add at least 2)

Pending any questions, this concludes my bio.

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## **Unit history:**

When was the 410<sup>th</sup> Military Police Company constituted?

May 15, 1945

What was the initial title of the company?

Bravo company

What was Bravo company's original mission?

They were called to active service to relieve the 175<sup>th</sup> infantry and was initially responsible for escorting prisoners from Australia. They established a POW stockade in New Guinea, conducted on order missions, VIP security, and crowd control operations.

Where did 410<sup>th</sup> MP CO serve in WWII, and the Korean War?

**Philippines and Japan**

When did Bravo company relocate to Fort Hood TX?

**February 21, 1955**

When was Bravo company re-designated as 410<sup>th</sup> MP CO?

**Bravo company was deployed in Vietnam from October 1966 to 1972 where upon, it was re-designated as 410<sup>th</sup> MP CO**

What are some other countries that 410<sup>th</sup> MP CO has deployed to?

**Panama, US Virgin Islands, Kuwait, Honduras, Bosnia, Cuba, Qatar, Iraq, Afghanistan, US Southwest Border, Poland.**

Some operations that the 410<sup>th</sup> Military Police Company were involved in are:

**Atlantic Resolve, Iraqi Freedom, Enduring Freedom, JTF Panama, JTF Bravo Honduras, Hawk Eye US Virgin Islands.**

Name the 410<sup>th</sup> lineage and honors (awards):

**Joint Meritorious Unit Award, Meritorious Unit Commendation with Streamer Iraq 2004, Meritorious Unit Commendation with Streamer Iraq 2006-2007, Army Superior Unit Award with Streamer with Streamer 1994-1996, and the Army Superior Unit Award 2020**

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## **Military Leadership:**

What ADP covers Army Leadership and The Profession?

**ADP 6-22**

What is the Army's definition of leadership?

**Leadership is the activity of influencing people by providing purpose, direction, and motivation to accomplish the mission and improve the organization.**

In your own words, what is the definition of leadership and what leadership is to you?

**Insert your definition of leadership and what it means to you.**

What are you doing to improve the organization?

Give your answer..

What is the Leadership Requirements Model?

The model identifies core competencies and attributes applicable to all types and echelons of Army organizations. It formulates the moral and ethical foundation of an Army leader.

What is the BE KNOW DO?

The BE KNOW DO is what creates the LRM.

BE: Character and Presence

Know: Intellect

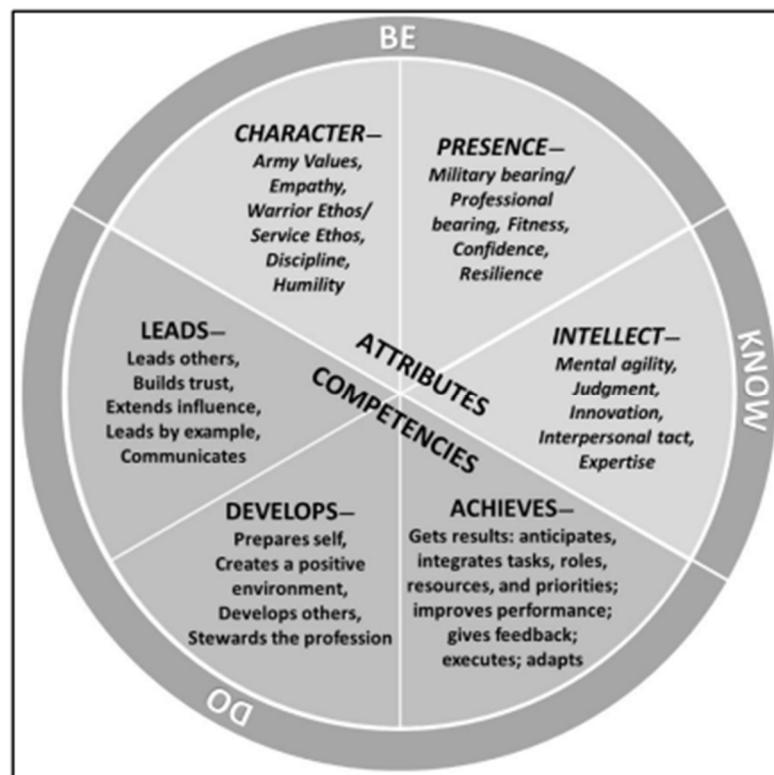
DO: Leads Develops and Achieves

What are the three leader Attributes?

Character, Presence and Intellect

What are the three leader Competencies?

Leads, Develops and Achieves

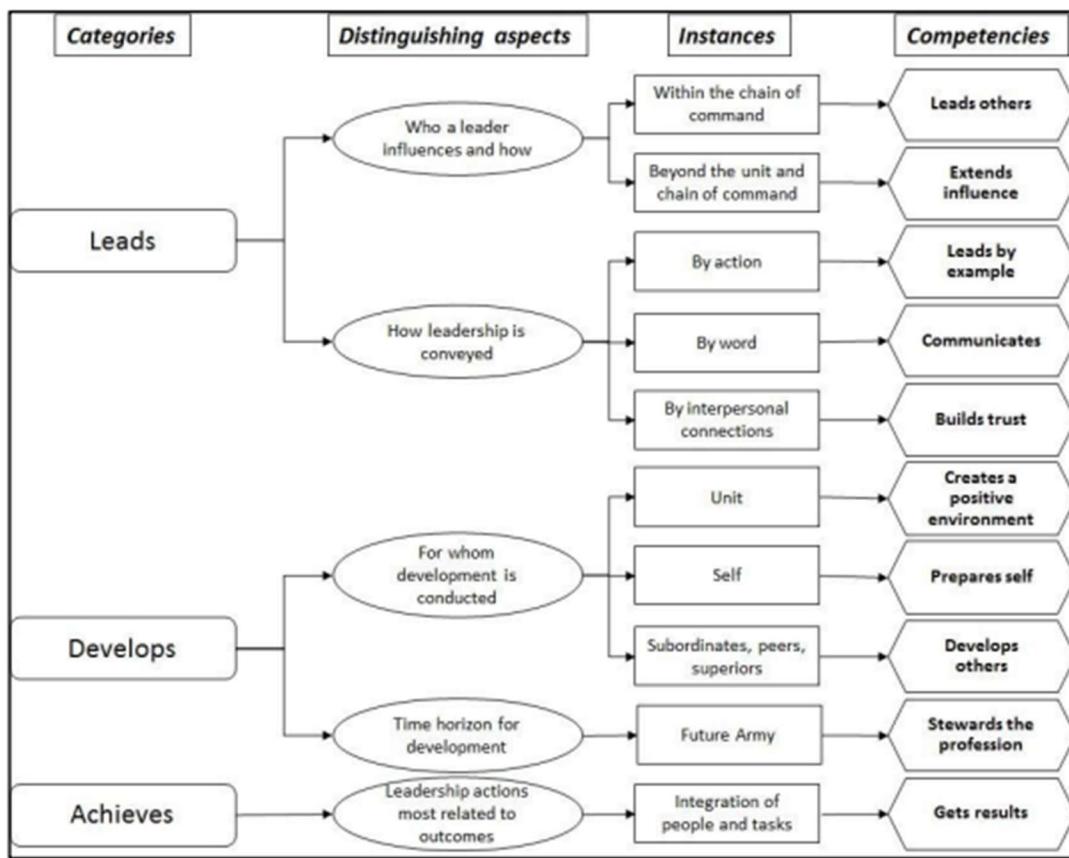


What is the most important Attribute?

(insert what Attribute, be able to justify your answer)

What is the most important Competency?

(insert what Competency, be able to justify your answer)



What are the 3 levels of Army leadership?

Direct, Organizational and Strategic

What is direct leadership?

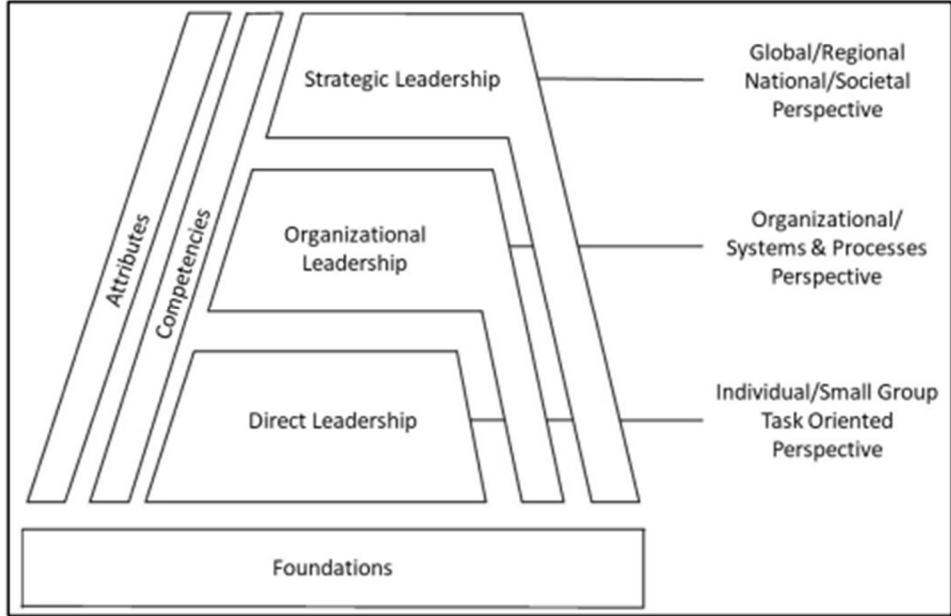
Individual small group and task oriented Direct leadership is face to face or first line leadership where subordinates most consistently interact with direct leaders

What is Organizational leadership?

Organizational systems and processes, Organizational leaders exercise leadership through subordinate leaders responsible for leading the various organizations that make up the larger organization

What is Strategic leadership?

Globa, Regional, National and Societal Strategic leaders include military and civilian leaders at the major command through DOD levels guides and integrates multiple organizational level units Influences several thousand to hundreds of thousands of people.



What are the Army Values?

Loyalty, Duty, Respect, Selfless Service, Honor, Integrity, Personal Courage

What is the Golden Triangle?

The Golden Triangle consists of Leaders, Family and Friends.

How do you build trust in your team/squad/platoon?

Give your answer..

What are the components of Character?

Army Values, Empathy, Warrior Ethos/Service Ethos, and Discipline. Fully supports SHARP, EO, and EEO

What are the components of Presence?

Military and professional bearing, Fitness, Confidence, Resilience

What are the components of Intellect?

Mental agility, Sound judgement, Innovation, Interpersonal tact, Expertise

What are the components of Leads?

Leads others, Builds trust, Extends influence beyond the chain of command, Leads by example, Communicates

What are the components of Develops?

Creates a positive command/workplace environment, Fosters esprit de corps, Prepares self, Develops others, Stewards the profession

What are the components of Achieves?

## Gets results

Leaders have three principal roles in developing others. What are they?

Counseling, Coaching, and Mentoring

What is Counterproductive Leadership?

Counterproductive leadership is the demonstration of leader behaviors that violate one or more of the Army's core leader competencies or Army Values, preventing a climate conducive to mission accomplishment.

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## Weapons:

What is your primary weapon?

M4

What is BRM2?

Basic Rifle Marksmanship 2, which is Engagement Skills Trainer

What are the four fundamentals of rifle marksmanship?

Sight picture, breathing, trigger squeeze, steady position

What Training Circular covers the rifle and carbine?

TC 3-22.9

What does PMI stand for?

Preliminary Marksmanship Instruction

What is the purpose of PMI?

To instruct Soldiers on how to employ their weapon to kill the enemy, ensure safety of allies and self.

What are the four rules of weapon safety?

1. Treat every weapon as if it is loaded
2. Never point the weapon at anything you do not intend to destroy
3. Keep finger straight and off the trigger until ready to fire
4. Ensure positive identification of the target and its surroundings

What are the three phases of shot process?

Pre shot, shot, post shot

|           |                           |
|-----------|---------------------------|
| Pre-shot  | Position                  |
|           | Natural Point of Aim      |
|           | Sight Alignment / Picture |
|           | Hold                      |
| Shot      | Refine Aim                |
|           | Breathing Control         |
|           | Trigger Control           |
| Post-shot | Follow-through            |
|           | Recoil management         |
|           | Call the Shot             |
|           | Evaluate                  |

What are immediate actions?

A quick fix in the event of a stoppage. Simple, rapid actions or motions taken by the Soldier to correct basic disruptions in the cycle of function of the weapon. Immediate action is taken when a malfunction occurs such that the trigger is squeeze and the hammer falls with an audible “click.”

TAPRR = Tap Rack Re-Assess.

Immediate action can correct rudimentary failures during the cycle of function:

- Failure to fire – is when a round is locked into the chamber, the weapon is ready to fire, the select switch is placed on SEMI or BURST / AUTO, and the trigger is squeezed, the hammer falls (audible click), and the weapon does not fire.
- Failure to feed – is when the bolt carrier assembly is expected to move return back into battery but is prevented from moving all the way forward. A clear gap can be seen between the bolt carrier assembly and the forward edge of the ejection port. This failure may cause a stove pipe or a double feed (see below).
- Failure to chamber – when the round is being fed into the chamber, but the bolt carrier assembly does not fully seat forward, failing to chamber the round and lock the bolt locking lugs with the barrel extension’s corresponding lugs.

- Failure to extract – when either automatically or manually, the extractor loses its grip on the cartridge case or the bolt seizes movement rearward during extraction that leaves the cartridge case partially removed or fully seated.
- Failure to eject – occurs when, either automatically or manually, a cartridge case is extracted from the chamber fully, but does not leave the upper receiver through the ejection port

What are remedial actions?

Effort to determine the cause of a stoppage or malfunction and attempt to clear the stoppage once it has been identified. A skilled technique that must be applied to a specific problem or issue with the weapon that will not be corrected by taking immediate action. Remedial action is taken when the cycle of function is interrupted where the trigger is squeezed and either has little resistance during the squeeze ("mush") or the trigger cannot be squeezed.

**SPORTS** = Slap upward on the magazine, Pull the charging handle to the rear, Observe the chamber, Release the charging handle – bolt in forward position, Tap the forward assist, Squeeze the trigger.

Remedial action requires the Soldier to quickly identify one of four issues and apply a specific technique to correct the malfunction. Remedial action is required to correct the following types of malfunctions or symptoms:

- Immediate action fails to correct symptom – when a malfunction occurred that initiated the Soldier to execute immediate action and multiple attempts failed to correct the malfunction. A minimum of two cycles of immediate action should have been completed; first, without a magazine change, and the second with a magazine change.

- Stove pipe – can occur when either a feeding cartridge or an expended cartridge case is pushed sideways during the cycle of function causing that casing to stop the forward movement of the bolt carrier assembly and lodge itself between the face of the bolt and the ejection port.
- Double feed – occurs when a round is chambered and not fired and a subsequent round is being fed without the chamber being clear.
- Bolt override – is when the bolt fails to push a new cartridge out of the magazine during feeding or chambering, causing the bolt to ride on top of the cartridge.
- Charging handle impingement – when a round becomes stuck between the bolt assembly and the charging handle where the charging handle is not in the forward, locked position.

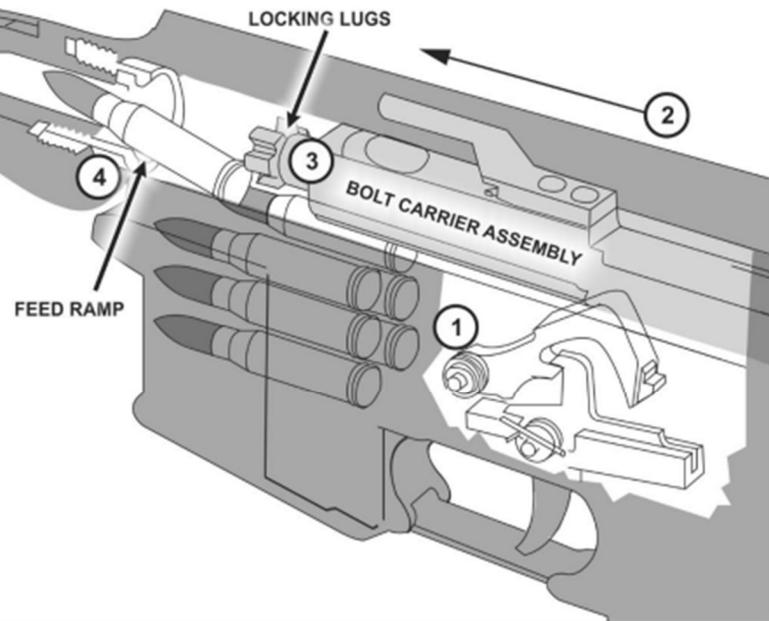
What is a malfunction?

Any break or failure in one of the eight cycles of function.

What are the 8 cycles of function?

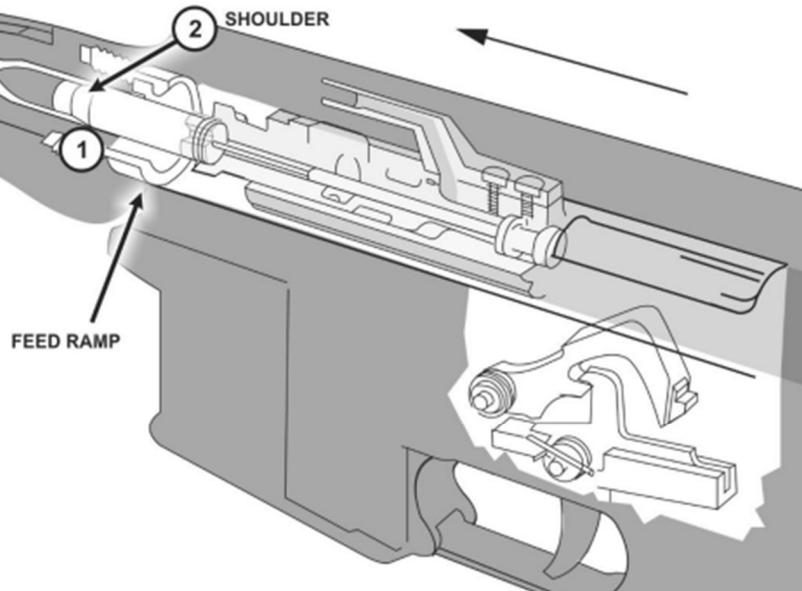
Feeding, Chambering, Locking, Firing, Unlocking, Extracting, Ejecting, Cocking.

**BOLT CATCH AND ACTION SPRING NOT SHOWN FOR CLARITY**



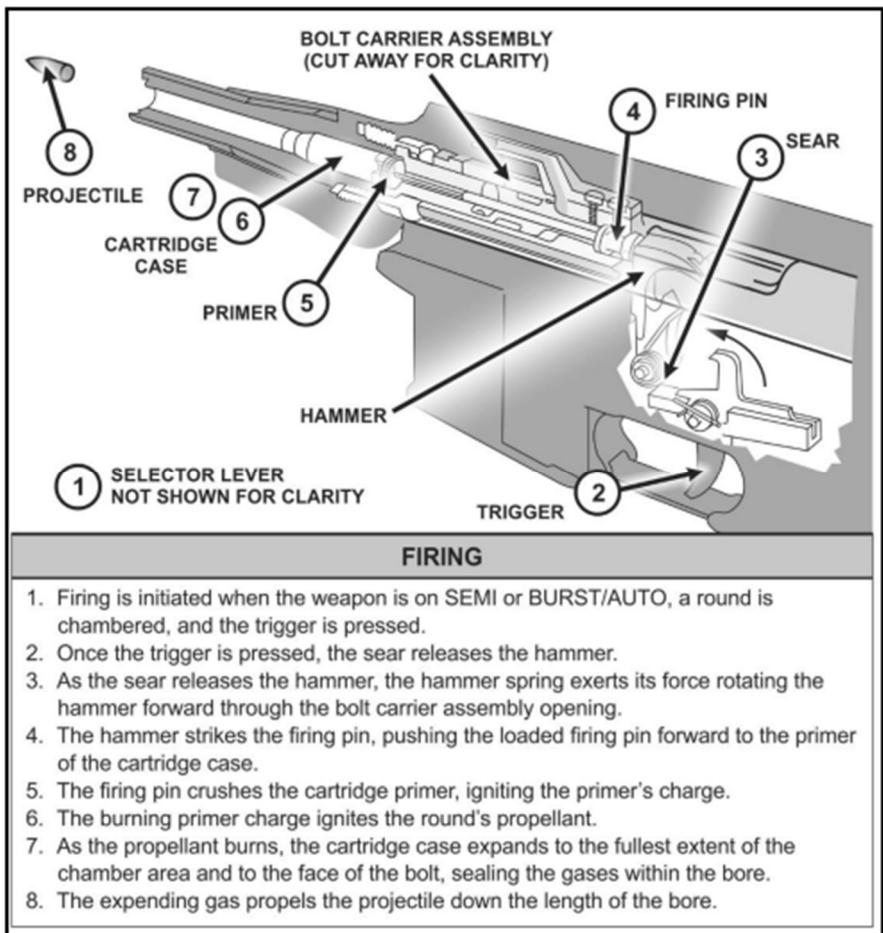
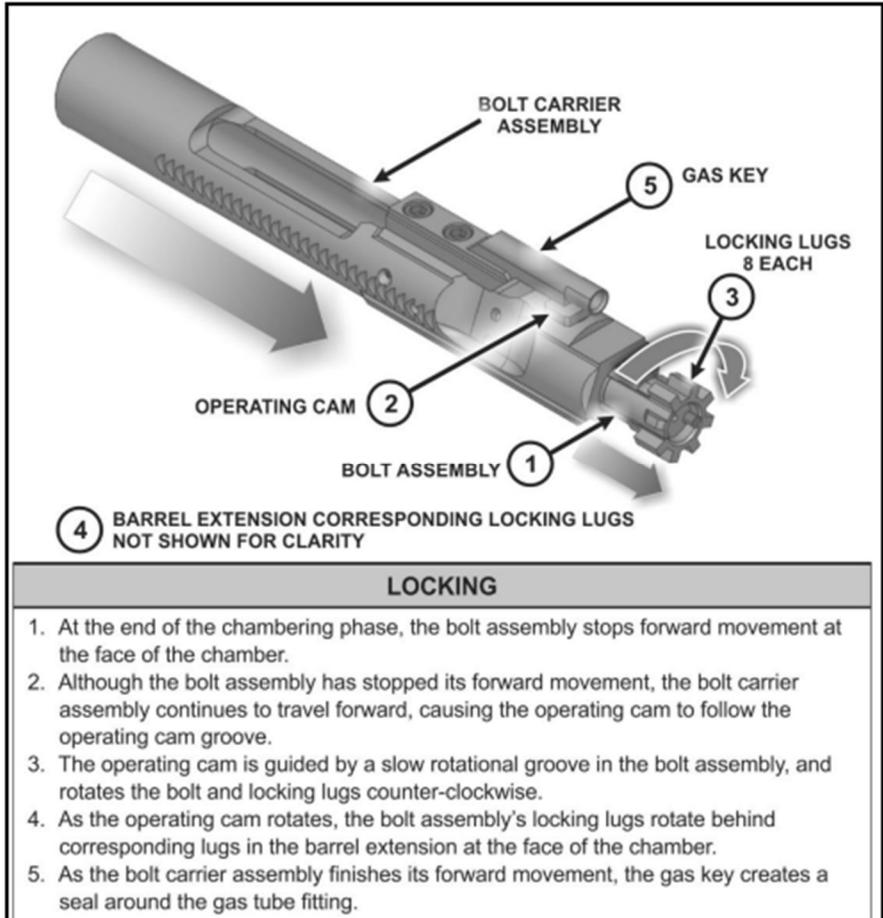
**FEEDING**

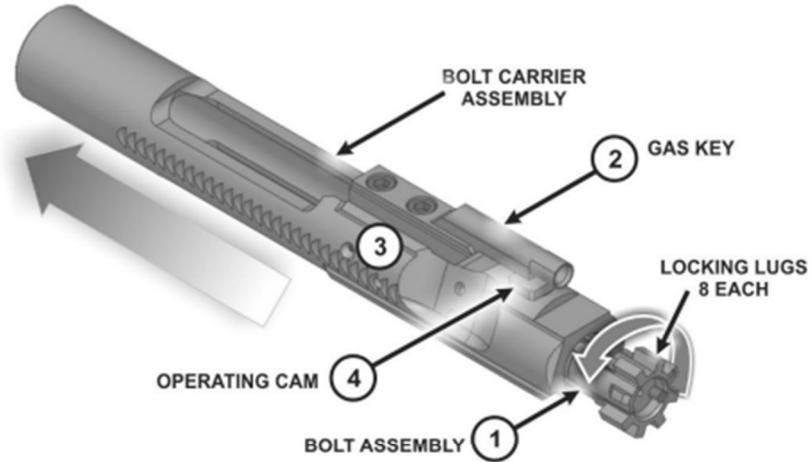
1. Bolt catch is released, either physically by the firer or automatically during operation.
2. The action spring exerts its force, pushing the bolt carrier assembly forward.
3. One of the two bottom locking lugs on the bolt face strike the uppermost round in the magazine, pushing it by the cartridge case head.
4. The front bottom edge of the bullet (projectile) is guided to the chamber area by following the corresponding feed ramp.



**CHAMBERING**

1. The cartridge is driven up the corresponding feed ramp and enters the chamber.
2. Chambering is completed when the shoulder of the cartridge (where the case tapers) and makes contact with the corresponding shoulder area of the chamber.

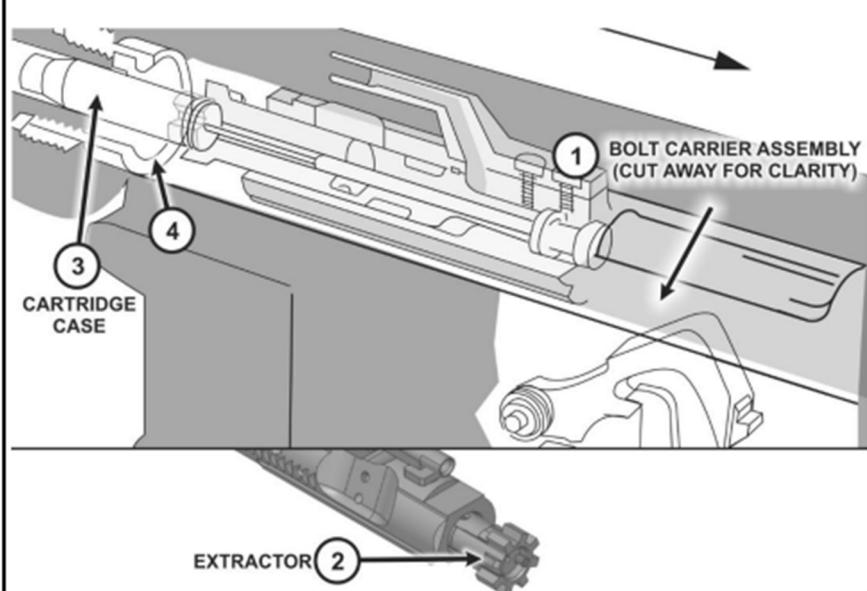




(1) GAS TUBE NOT SHOWN FOR CLARITY

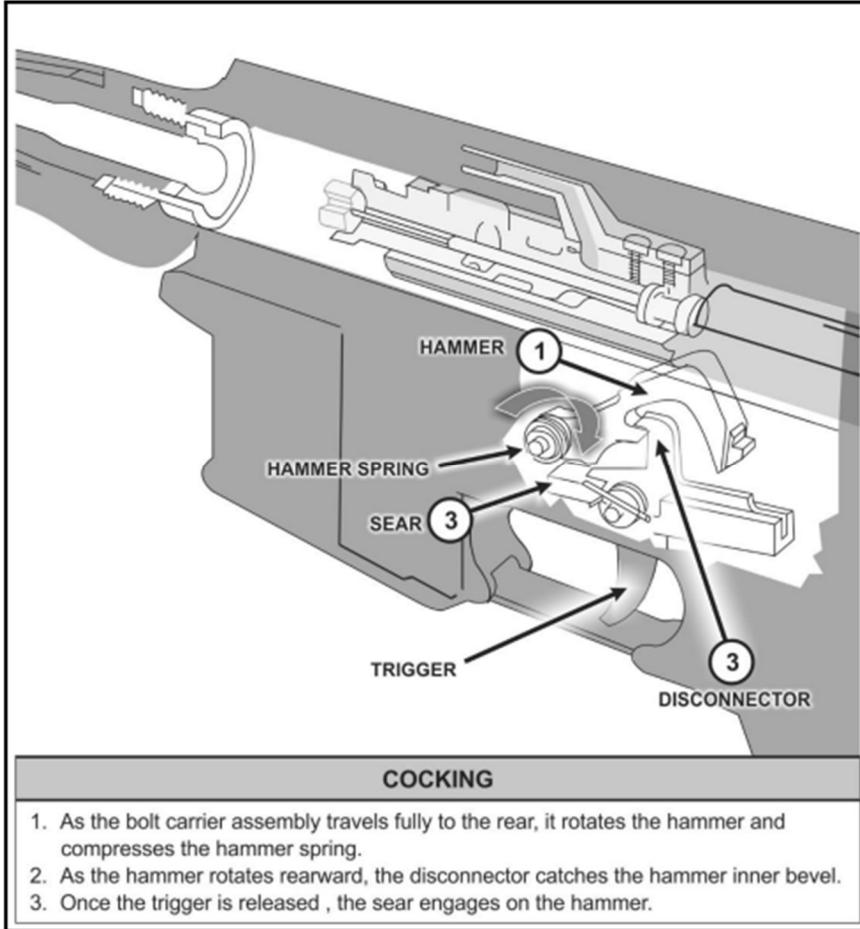
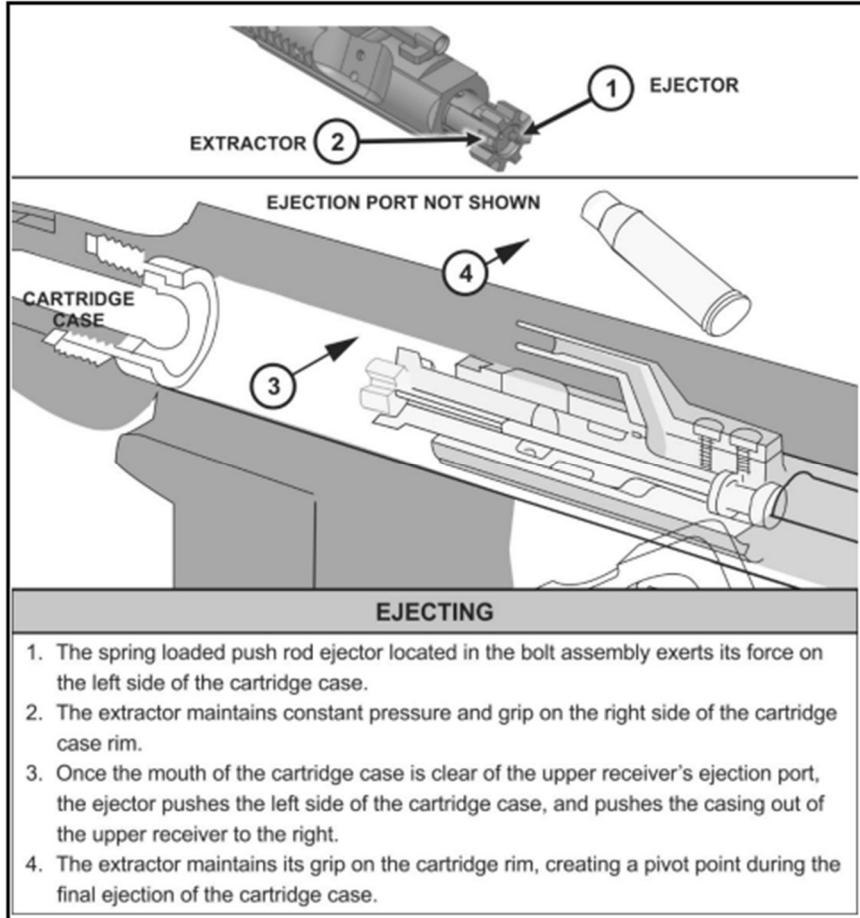
#### UNLOCKING

- Once the round has fired and the projectile passes the gas port inside the bore, the impinged gases follow the path of least resistance up and rearward down the gas tube.
- The rearward gases traveling down the gas tube apply their force through the gas key, filling the area inside the bolt carrier assembly behind the gas rings on the bolt assembly.
- The expanding gas pushes the bolt carrier assembly rearward while the gas seal rings retain the bolt forward.
- While the bolt carrier assembly moves rearward, the operating cam follows the operating cam groove, and rotates the bolt and its locking lugs clockwise.



#### EXTRACTING

- The bolt carrier assembly and bolt continue to move rearward.
- The extractor on the right side of the bolt pulls the expended cartridge case from the chamber using its grip on the cartridge rim.
- Initially, the extractor breaks the seal of the expended cartridge case from the chamber area.  
The extractor's spring loaded force maintains pressure on the cartridge rim while it continues to pull the cartridge out of the chamber.
- The extracting phase continues until the cartridge case is clear of the chamber area but has not exited the weapon.



What does ACOG stand for?

Advanced Combat Optical Gunsight

BUIS stands for?

Back-Up Iron Sights

What are the characteristics of an M4 carbine?

An M4 rifle is a magazine fed, gas operated, air cooled, shoulder fired weapon that fires 5.56mm ammunition. It weighs 7.5lbs. with a 30-round magazine

What is the Max range of an M4?

3600 meters

What is the Max effective range of an M4?

500 meters (target) 600 meters (area)

What is the Muzzle velocity of an M4?

2,970 FT/SEC

How do you get into the proper prone unsupported firing position?

Point, Post, Sprawl

What Training Circular covers M249?

TC 3-22.249

What are the characteristics of an M249?

The M249 is gas operated, air cooled, belt or magazine fed, automatic weapon that fires from the open bolt and fires 5.56mm ammunition.

What is the Maximum range of an M249?

3,600 meters

What is the Maximum effective range for an area (bipod, Tripod)?

Bipod 800 meters      Tripod 1000 meters

What is the Maximum effective range for a target or point (bipod, Tripod)?

Bipod 600 meters      Tripod 800 meters

What is the standard load for an M249?

1,000 rds. Five 200 rd. drums

M249 is cleared, loaded and fired from the open position

M249 is fired from 3 positions, what are they?

Shoulder, hip, and underarm

What are the components of an M249

Operating rod, barrel, handguard, buttstock, buffer, trigger, gas cylinder, bipod, receiver

**Table C-1. M249 series rate of fire**

|                  |  |
|------------------|--|
| <b>SUSTAINED</b> | 100 rounds per minute.<br>Fired in 6- to 9-round bursts.<br>4-5 seconds between bursts (barrel change every 10 minutes).   |
| <b>RAPID</b>     | 200 rounds per minute.<br>Fired in 10- to 12-round bursts<br>2-3 seconds between bursts (barrel change every two minutes). |
| <b>CYCLIC</b>    | 650-950 rounds per minute.<br>Continuous burst (barrel change every minute).   |

What Training Circular covers the M240?

TC 3-22.240

Describe the M240:

The M240 is a belt fed, air cooled, gas operated, fully automatic machine gun which fires 7.62mm from the open position.

What is the sustained rate of fire?

100 rounds per min fired at 6-9 round burst and 4-5 seconds between bursts

What is a rapid rate of fire for the m240?

200 rounds per min at 10-13 round burst with 2-3 seconds in between bursts

What is cyclic rate of fire?

650-950 rounds per min

What is the maximum range for an M240?

3725 meters with a maximum tracer burn-out of 900 meters

**Table 2-1. Technical data for the M240 series MMG**

| <b>MEDIUM MACHINE GUN</b> | <b>WEIGHT</b>   |                          |
|---------------------------|---|--------------------------|
| M240/M240C                | 10.34 kilograms/22.8 pounds   |                          |
| M240B                     | 12.29 kilograms/27.1 pounds   |                          |
| M240D                     | 10.39 kilograms/22.9 pounds   |                          |
| M240E1                    | 11.66 kilograms/25.7 pounds   |                          |
| M240H                     | 11.70 kilograms/25.8 pounds   |                          |
| M240L                     | 10.12 kilograms/22.3 pounds   |                          |
| M240N                     | 10.93 Kilograms/24.1 pounds   |                          |
| <b>RATE OF FIRE</b>       |   | <b>ROUNDS PER MINUTE</b> |
| Sustained                 | 100 rounds per minute (four to five seconds between bursts). Change barrel every 10 minutes.  |                          |
| Rapid                     | 200 rounds per minute (two to three seconds between bursts). Change barrel every two minutes.   |                          |
| Cyclic                    | 650 to 950 rounds per minute. Not intended to fire at 950 rounds per minute. This will cause accelerated wear/damage to the barrel and rest of weapon.<br>550 to 650 rounds per minute – M240B/M240L/M240N with hydraulic buffer. |                          |
| <b>RANGE</b>              | <b>METERS</b>   |                          |
| Maximum range             | 3725 meters.  |                          |
| Maximum effective area    | 1800 meters with M122A1 tripod or M192 tripod (M240B/M240L).  |                          |
| Maximum effective point   | 800 meters M122A1 tripod or M192 tripod (M240B/M240L).  |                          |
| Tracer burnout            | Approximately 900 meters.   |                          |

What is the maximum effective range for area or target?

Tripod 1100 meters bipod 800 meters

What is the maximum effective range for point target?

Tripod 800 meters bipod 600 meters

What is immediate action for the M240?

An effective memory aid is POPP, which stands for pull, observe, push, and press:

- Pull and lock the cocking handle to the rear
- Observe the ejection port to see if a cartridge case, belt link, or round ejects.  
Ensure that the bolt remains to the rear to prevent double feeding if a round or cartridge case is not ejected. If a cartridge case, belt link, or round ejects
- Push the cocking handle to its forward position, take aim on the target.

- Press the trigger. If the weapon does not fire, take remedial action. If a cartridge case, belt link, or round fails to eject, take remedial action
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## **Counseling:**

What Army publication covers counseling?

ATP 6-22.1

What are counselings used for?

Counseling is the process leaders use to guide subordinates to improve performance and develop potential. Counseling provides clear, timely, and accurate information concerning individual performance compared to established criteria. Also to bolster and encourage good behavior and discourage negative behavior. To set standards. To highlight good deeds and discipline/correct bad deeds.

What are the 3 types of counselings?

Event oriented, performance and professional growth

Give an example for each type of counseling:

Give your answer..

What are the four steps in conducting a counseling?

Identify, preparation, execution, follow up

What are the 3 approaches of counseling?

Directive, Non-Directive, Combined

Describe the components of the Directive approach to counseling:

- Quickest method.
- Good for those needing clear, concise direction.
- Allows counselors to use their experience.
- Can increase short-term compliance from subordinate

Describe the components of the Non-Directive approach to counseling:

- Encourages maturity.
- Encourages more communication from subordinate.

- Develops personal responsibility.
- Helps subordinate talk about difficult topics without a need for a solution.

Describe the components of the Combined approach to counseling:

- Moderately quick.
- Encourages maturity and development.
- Encourages open two-way communication.
- Allows leaders to use their experience.
- Can increase internal commitment from subordinate.

**Table 2-2. Counseling approach summary**

| Type                | Advantages   | Disadvantages  |
|---------------------|--|--|
| <b>Nondirective</b> | <ul style="list-style-type: none"> <li>• Encourages maturity.</li> <li>• Encourages more communication from subordinate.</li> <li>• Develops personal responsibility.</li> <li>• Helps subordinate talk about difficult topics without a need for a solution.</li> </ul>                 | <ul style="list-style-type: none"> <li>• More time-consuming.</li> <li>• Requires active listening skills.</li> </ul>  |
| <b>Combined</b>     | <ul style="list-style-type: none"> <li>• Moderately quick.</li> <li>• Encourages maturity and development.</li> <li>• Encourages open two-way communication.</li> <li>• Allows leaders to use their experience.</li> <li>• Can increase internal commitment from subordinate.</li> </ul> | <ul style="list-style-type: none"> <li>• May take too much time for some situations.</li> <li>• Requires leader to be intentional about directing conversation.</li> </ul>   |
| <b>Directive</b>    | <ul style="list-style-type: none"> <li>• Quickest method.</li> <li>• Good for those needing clear, concise direction.</li> <li>• Allows counselors to use their experience.</li> <li>• Can increase short-term compliance from subordinate.</li> </ul>                                   | <ul style="list-style-type: none"> <li>• Does not encourage subordinates to be part of the solution.</li> <li>• Treats symptoms, not issues.</li> <li>• Tends to discourage subordinates from talking freely.</li> <li>• Solution belongs to the leader, not the subordinate.</li> </ul> |

When you receive a new soldier into your unit/team/squad what should they receive?

### A reception and integration counseling

How long do you have as a leader to issue them a reception and integration counseling?

10 days

What are a few components that should be in a Reception and Integration (initial) counseling?

- Organizational history, structure, and mission.
- Organizational standards (such as discipline, maintenance, training, and fitness).
- Organizational policies.

- Chain of command familiarization.
- NCO support channel familiarization.
- Key leader contact information.
- Soldier programs within the organization, such as Soldier of the Month/Quarter/Year and educational and training opportunities.
- Security and safety issues.
- On- and off-duty conduct.
- Off-limits and danger areas.
- Personnel procedures.
- Initial and special clothing issue.
- On- and off-post recreational, educational, cultural, and historical opportunities.
- Support activities functions and locations.
- Foreign nation or host nation orientation, as applicable.
- IDPs (see AR 350-1 for requirements and FM 6-22 for ways and means to implement).
- Welcoming a team member back from any extended absence (reintegration).
- Other items of interest as determined by the leader or organization.

What form is used for Counseling?

DA Form 4856

What is an IDP? How is it important?

### Individual Development Plan

It is a performance improvement tool that outlines a service member's career goals and development. The IDP serves as a roadmap for professional growth.

Table 3-24. Suggested IDP Discussion Questions

| <i>As a coach, use these suggested discussion questions during the IDP process:</i>   |
|---|
| <ul style="list-style-type: none"> <li>• What strength(s) do you want in your IDP?</li> <li>• What developmental need(s) do you want in your IDP?</li> <li>• What might be a barrier preventing you from developing a different behavior?</li> <li>• What could you do to overcome this barrier to development?</li> <li>• May I offer some thoughts on some ideas for developmental activities, outcomes, and measurements to consider for your IDP?</li> <li>• What milestones are achievable?</li> <li>• How will you measure success?</li> <li>• What enables you to attain these goals?</li> <li>• How will you get feedback on how well you are doing?</li> <li>• What support will you need to accomplish your development objective?</li> </ul> |

What is OARS and how do you use it during counseling?

OARS forms the basis for a disciplined listening and speaking style – the building blocks of productive conversations.

Open questions

Affirmations

Reflections

Summaries

I use OARS to have a structured approach to counseling and to best facilitate conversation during the counseling.

What does SMART stand for when setting goals?

Specific

Measurable

Achievable

Realistic

Time-Bound

Give an example of a SMART goal?

Give your answer..

What do you believe is the most important part of the counseling process and why?

Give your answer..

What is Coaching?

Coaching is development technique used for a skill, task or specific behavior.

Coaching is a technique that relies primarily on guiding people through open-ended questions to enhance or advance their capabilities or specific behaviors.

What is Mentoring?

Mentorship is the voluntary developmental relationship that exists between a person of greater experience and a person of lesser experience that is characterized by mutual trust and respect. Mentoring occurs when the mentor provides a less experienced leader with advice and counsel over time to aid professional and personal growth.

What is a Performance Counseling?

Performance counseling is the review of a subordinate's duty performance during a specified period. Performance counseling communicates standards and is an opportunity for leaders to establish and clarify the expected values, attributes, and competencies. Leaders should always counsel subordinates for exceptional as well as substandard duty performance.

What is a Professional Growth Counseling?

Professional growth counseling includes planning for the accomplishment of individual and professional goals. During the counseling, leader and subordinate conduct a review to identify and discuss the subordinate's strengths and developmental needs and to create an IDP that builds upon those strengths and addresses the developmental needs.

What is an Event Oriented Counseling?

Event-oriented counseling involves a specific event or situation. It may precede events such as participating in promotion boards, attending training courses, preparing for parenthood, or preparing for deployment or redeployment.

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## **Physical Readiness Training & H2F:**

What FM covers Physical Readiness Training and H2F?

FM 7-22

What are the 3 principles of conducting Physical Training?

Precision, Progression, Integration

What are the 5 domains of physical training?

Physical Readiness, Mental Readiness, Sleep Readiness, Nutritional Readiness, and Spiritual Readiness.

What does H2F stand for?

Holistic Health and Fitness

**What is H2F?**

Designed to enhance Soldier readiness and lethality, optimizing their physical readiness and non-physical readiness while minimizing injury. The goal of H2F is to improve each Soldier's physical and nonphysical readiness to survive and win in any operational environment.

**What are the two phases of H2F?**

**Initial Phase**

**Sustaining Phase**

**What is the Initial Phase?**

Initial phase training builds foundational and fundamental skill in Soldiering tasks: shoot, move communicate, survive and protect or treat. Within these tasks are physical and mental skills that Soldiers must acquire before the completion of IMT.

Initial phase training includes the FSP, BCT, advanced individual training (AIT), one station unit training (OSUT), Warrant Officer Candidate School (known as WOCS), Warrant Officer Basic Course (known as WOBC), basic officer leader courses, and the time spent acclimating to the FUA.

**What is the Sustaining Phase?**

Sustaining phase H2F training builds upon the foundation established in initial phase. The sustaining phase creates mastery of the physical and mental attributes of occupational and combat tasks. Developing individualized programs for Soldiers will be the norm in sustaining phase.

**What is periodization?**

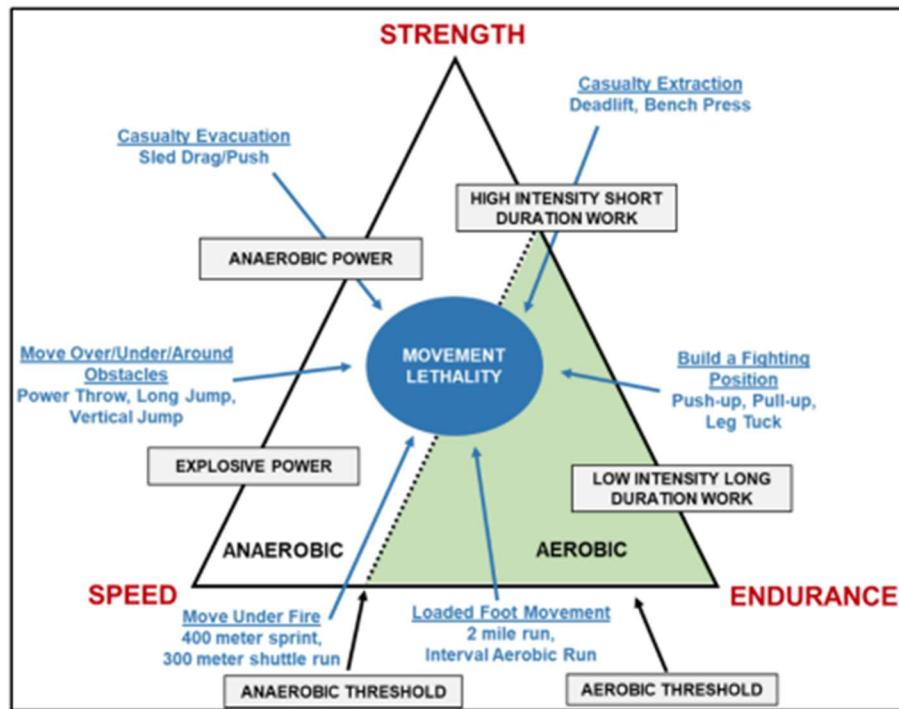
Planning of long and short-term readiness training with linear progression and testing in preparation for combat.

**What are the 6 components of physical readiness?**

Muscular strength, Hypertrophy, Muscular Endurance, Aerobic Endurance, Anaerobic Endurance, Power

**Table 3-1. Physical components and occupational tasks**

| <b>Physical Component</b> | <b>Occupational Tasks</b>                                     |
|---------------------------|---|
| Muscular strength         | Lift, drag, and carry heavy loads                             |
| Muscular endurance        | Execute sustained bouts of low intensity resistance           |
| Aerobic endurance         | Execute sustained bouts of low intensity movement             |
| Anaerobic endurance       | Execute short-duration, high intensity movement               |
| Power                     | Complete short-duration, explosive movements with heavy loads |



**Figure 3-1. Tasks and physical components of movement lethality**

What are the preparatory drills?

Bend And Reach, Rear Lunge, High Jumper, Rower, Squat Bender, Windmill, Forward Lunge, Prone Row, Bent Leg Body Twist, Pushup

How do you turn a rectangular formation into an extended rectangular formation?

Command of execution is bold

Fall in – Extend to the left **march** – arms downward **move** – left **face** - extend to the left **march** – arms downward **move** – right **face** – from front to rear count **off** – even numbers to the left **uncover**

What are the stretches of the recovery drill?

Overhead Arm Pull, Rear Lunge, Extend and Flex, Thigh Stretch, Single Leg Over, Groin Stretch, Calf Stretch, and Hamstring Stretch

You have a Soldier who is lagging during group PT, they just can't keep up even though they are trying their hardest. How would you address this situation?

Give your answer..

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## **Army Body Composition Program:**

What AR covers the ABCP?

**AR 600-9**

Where do you measure a male and female?

**Through the naval, level with the marching service**

What is considered month to month satisfactory progress within the ABCP?

**Loss of 1% body fat and or 3-8 lbs per month**

What if two female NCO's are not present when taping a female Soldier?

**There needs to be a female observer if they are not of the rank of SGT or above they will only observe and two male NCO's will conduct the measurements.**

Who is exempt from taping?

**Soldiers who score a 465 on the AFT, with an 80 or more in each event.**

How soon must the Commander flag a Soldier after failing HT/WT?

**3 working days**

How soon must the Commander give the flagged Soldier their Notification Counseling?

**2 working days from when the flag is initiated**

How soon must the flagged Soldier review and sign the Soldier Acknowledgement of Enrollment in the ABCP memorandum?

**2 working days after the flagged Soldier receives the Notification Counseling**

How soon must the flagged Soldier read USAPHC TG 358?

**14 days after the flagged Soldier receives the Notification Counseling**

After being placed onto the ABCP, how soon does the Soldier have to provide their Soldier Action Plan to the commander? What is a Soldier Action Plan?

**14 days**

**A Soldier Action Plan is a detailed, measurable, and progressive plan to get the Soldier off of the ABCP.**

After being placed onto the ABCP, how soon must the soldier meet with a PCM/Dietician?

**30 days**

What two documents must the Soldier have with them when meeting with the PCM/Dietician?

**Commander's request for counseling and the Soldier Action Plan**

How often must the flagged Soldier be weighed and taped once enrolled into the ABCP?

**Monthly – NCO must try to make HT/WTs 30 days apart**

You have a Soldier struggling to get off the ABCP, what would you do to ensure their success?

**Give your answer..**

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If a Soldier fails to get off the ABCP within 6 months, what must the Commander do?

**Initiate separation for the Soldier**

## **NCOERS:**

What AR and DA PAM cover NCOERS?

**AR 623-3 and DA PAM 623-3**

What form is a NCOER generated on?

**DA Form 2166-9-1 (E-5)**

**DA Form 2166-9-2 (E-6)**

**DA Form 2166-9-3 (E-7 and Above)**

How many different types of NCOER's are there?

**8**

What are the 8 types of NCOER's?

Annual, Extended Annual, Change Of Rater, 60-Day Rater Option, 60-Day Senior Rater Option, TDY NCOER, Relief For Cause, Complete The Record

Give an example for when an NCO would need each type of NCOER:

Give your answer..

How many non-rated codes are there?

16

What are some common nonrated codes?

A - Absent without leave (AWOL), desertion, or unsatisfactory participant (versus nonparticipant)

C - Confinement in military or civilian detention facility, assignment to military personnel control facility, or assignment to correctional training facility

E - Leave (30 or more consecutive days)

P - Patient (under doctor's care and unable to perform assigned duties; includes convalescent leave)

S - Student at military or civilian school

T - On TDY, SD, TCS less than 90 calendar days

Z – None of the above

What does the rating chain consist of?

Rated Soldier, Rater, Senior Rater, Supplementary Reviewer

When will a supplementary Reviewer be required?

When the raters in the rating chain are not in the rank of O-3 or higher /CW2 or higher/ CSM or SGM

What does the Senior Rater comments reflect?

Organizational perspective of the rated NCO's potential.

What does the Rater comments reflect?

The rated NCO's performance.

What is a DA Form 1059?

Service Schools Academic Evaluation Report

What is the DA Form 1059 used for?

DA Form 1059 is prepared to document the participation of Soldiers who take part in resident and nonresident training at professional military education (PME) and functional training courses

How many times must an NCO be counseled during their rating period?

Four times – Quarterly

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## **Equal Opportunity:**

What AR covers EO?

AR 600-20, Chapter 6

What are the 2 types of EO complaints?

Formal and Informal

What is an Informal complaint?

A complaint that a soldier or family member DO NOT wish to file in writing

What is a Formal complaint?

A complaint that a soldier or family member DO wish to file in writing

What form is used to conduct a Formal complaint?

DA Form 7279

How long does a soldier have to file a Formal complaint?

60 Days

What is the difference between an EOL and EOA?

An EOL is at the company level and acts as a liaison for the EOA. An EOA works at BDE level, can take formal complaints, and advises command teams.

What are the 6 protected categories of EO?

Race, Religion, skin color, Sex/Gender, national origin, sexual orientation

What is the difference between hazing and bullying?

Hazing: The act of negatively impacting a person to get them to be a part of a group, without violating the 6 protected categories of EO. \*Initiation rituals\*

Bullying: The act of ostracizing an individual to keep them out of a certain group, violating one of the 6 protected categories of EO.

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## **First Aid:**

What TC covers First Aid?

TC 4-02.1

What is TCCC?

Tactical combat casualty care

What are the three phases of TC3?

Care under fire, tactical field care, tactical evacuation care

What are the different types of burns?

Chemical, Thermal, Laser, Electrical

What steps are in care under fire?

Return fire - get to cover or go to prone – do your call outs (return fire, get to cover, perform self-aid), gain fire superiority - bound/move to the service member – perform a visual blood sweep - apply hasty tourniquet (if applicable) - get them off the X

What steps are in tactical field care?

Conduct MARCH

Massive Hemorrhaging - Conduct blood sweep, remove clothing, address gross hemorrhage

Airway – Perform a head tilt chin lift or jaw thrust, listening for irregular breathing while looking at their abdomen for a rise and fall with each breath - visual inspections of inside the mouth for blockage – address any airway complications

Respiratory – If clothing/gear is not removed yet, remove it from the torso – perform visual inspection for gross deformity – treat any immediate life threats – rake the torso – treat any immediate life threats – if required, apply pelvic binder - log roll the casualty – visually inspect and rake the back – treat any immediate life threats – roll casualty back down onto the hypothermia blanket and evac equipment

Circulation – Check bilateral radial pulses, if radial is not present, check carotid – convert hasty tourniquets to deliberate tourniquets and if able, to pressure dressings

Hypothermia – Ensure casualty is fully inside the blizzard blanket, use Ready Heat if available, cover all areas of the body with the Hypothermia Prevention and Management Kit (HPMK)

What are the 9 lines in the 9-Line MEDEVAC?

1. Location of pick-up site (L)
2. radio Frequency, call sign, and suffix (F)
3. number of patients by Precedence (P)
4. special Equipment required (E)
5. number of patients by Type (T)
6. Security of pick-up site (S)
7. method of Marking pick-up site (M)
8. patient Nationality and status (N)
9. NBC contamination/Terrain description (N)

Use the mnemonic “Low Flying Pilots Eat Tacos, Some Make Nasty Nachos”

You are operating in mountainous terrain with steep slopes. What type of special equipment will you require? What is its brevity code?

**Hoist / Bravo**

You are calling a 9-Line MEDEVAC for a patient. When you get to line 5 you must call up whether they are “Litter” or “Ambulatory”. What determines if they are one or the other?

Litter casualties cannot walk on their own power and require a litter to be moved to the EVAC platform / Ambulatory casualties are able to walk, even with assistance, to the EVAC platform

Using appropriate radiotelephonic procedures how would you transmit the following numbers? 0, 3, 4, 5

## **“Zero” “Tree” “Fower” “Fife”**

The precedence provides the supporting medical unit and controlling headquarters with information that is used in determining priorities for committing their evacuation assets.

For this reason, correct assignment of precedence cannot be overemphasized; over classification may result in an increase in evacuation which could burden the AHS.

What specifically merits the use of the URGENT designation?

**“Is assigned to emergency cases that should be evacuated as soon as possible and within a maximum of one hour in order to save life, limb, or eyesight and to prevent complications of serious illness and to avoid permanent disability”**

You and your squad are on patrol and take contact. Your point man is down and clearly bleeding. What is your first action?

**Return fire.**

You are in Tactical Field Care and are completing your casualty assessment. During your blood sweep, you find a large evisceration pouring out of their stomach. What do you do?

**Continue with my blood sweep and MARCH-PAWS assessment. It is a distracting injury.**

You gain fire superiority and rush to the fallen Soldier. You notice bleeding coming from the right leg. What do you do?

**Apply a hasty tourniquet.**

What is a hasty tourniquet?

**A hasty tourniquet is used on the “X”, it is as high and tight as possible, and over clothes.**

You suspect your patient has sustained a spinal injury, how would you open their airway?

**Jaw thrust method.**

What is your first action when treating burns?

**Stop the burning process:**

**If the burning source is WET or LIQUID, I will FLUSH WITH COPIOUS AMOUNTS OF WATER**

If the burning source is DRY, I will BRUSH THE DRY SOURCE OFF OF THE CASUALTY

If the burning source is a FIRE, I will REMOVE THE CASUALTY FROM THE FIRE / PUT OUT THE FIRE

If the burning source is ELECTRICAL, I will REMOVE THE CAUALTY FROM THE ELECTRICAL SOURCE WITH A NON-CONDCTIVE MATERIAL

If the burning source is LASER, I will REMOVE THE CASUALTY FROM THE LASER BEAM/SOURCE/GENERAL AREA

What is the difference between a CASEVAC and a MEDEVAC?

A CASEVAC is a non-medical evac platform that is being used for CASEVAC.

Ex: An NTV being used as evac platform

A MEDEVAC is a medical evac platform, outfitted with medical equipment, for the sole purpose of performing medical evacuations.

Ex: An FLA being used as evac platform

What is a CCP?

Casualty Collection Point

A CCP is where casualties are consolidated, triaged, and treated.

What are the 4 triage categories?

Immediate. This category is for a patient whose condition demands immediate resuscitative treatment. Approximately 20 percent of casualties are normally in this category.

Delayed. This category is for patients who can tolerate a delay prior to time-consuming operative treatment without compromising the likelihood of a successful outcome.

Approximately 20 percent of casualties are in this category.

Minimal. This category is for patients with relatively minor injuries and most of those in this category are ambulatory. Most casualties are in this category.

Expectant. This category includes patients where wounds are so extreme that even if they were the only patient and had all medical resources available, their survival would be unlikely. Expectant category patients should be separated from the others and kept as comfortable as possible but not abandoned. About 20 percent of casualties will be in this category.

Use the mnemonic “ID ME” to remember the triage categories in order.

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## **Operations:**

What does ADP 5-0 cover?

The Operations Process

What are the 8 Troop Leading Procedures?

1. Receive The Mission
2. Issue The WARNORD
3. Make Tentative Plan
4. Initiate Movement
5. Conduct Reconnaissance
6. Complete The Plan
7. Issue OPORD
8. Supervise And Refine

What are the METT-TC factors?

What is the **Mission**

What is known about the **Enemy**

How will the **Terrain** and weather affect the operation

What **Troops** are available

How much **Time** is available

**Civil** considerations

What is Risk?

Risk—the exposure of someone or something valued to danger, harm, or loss—is inherent in all operations. Because risk is part of all military operations, it cannot be avoided. Identifying, mitigating, and accepting risk is a function of command and a key consideration during planning and execution.

### What is Risk Management?

Risk management is the process to identify, assess, and control risks and make decisions that balance risk cost with mission benefits. Commanders and staffs use risk management throughout the operations process to identify and mitigate risks associated with hazards (to include ethical risk and moral hazards) that have the potential to cause friendly and civilian casualties, damage or destroy equipment, or otherwise impact mission effectiveness.

### What is the Strategic Level of Warfare?

The strategic level of warfare is the level of warfare at which a nation, often as a member of a group of nations, determines national or multinational (alliance or coalition) strategic security objectives and guidance, then develops and uses national resources to achieve those objectives. The focus at this level is the development of strategy—a foundational idea or set of ideas for employing the instruments of national power in a synchronized and integrated fashion to achieve national and multinational objectives. The strategic level of war is primarily the province of national leadership in coordination with combatant commanders.

### What is the Operational Level of Warfare?

The operational level of warfare is the level of warfare at which campaigns and major operations are planned, conducted, and sustained to achieve strategic objectives within theaters or other operational areas. Operational-level planning focuses on developing plans for campaigns and other joint operations.

### What is the Tactical Level of Warfare?

The tactical level of warfare is the level of warfare at which battles and engagements are planned and executed to achieve military objectives assigned to tactical units or task forces (JP 3-0). Tactical-level planning revolves around how best to achieve objectives and accomplish tasks assigned by higher headquarters.

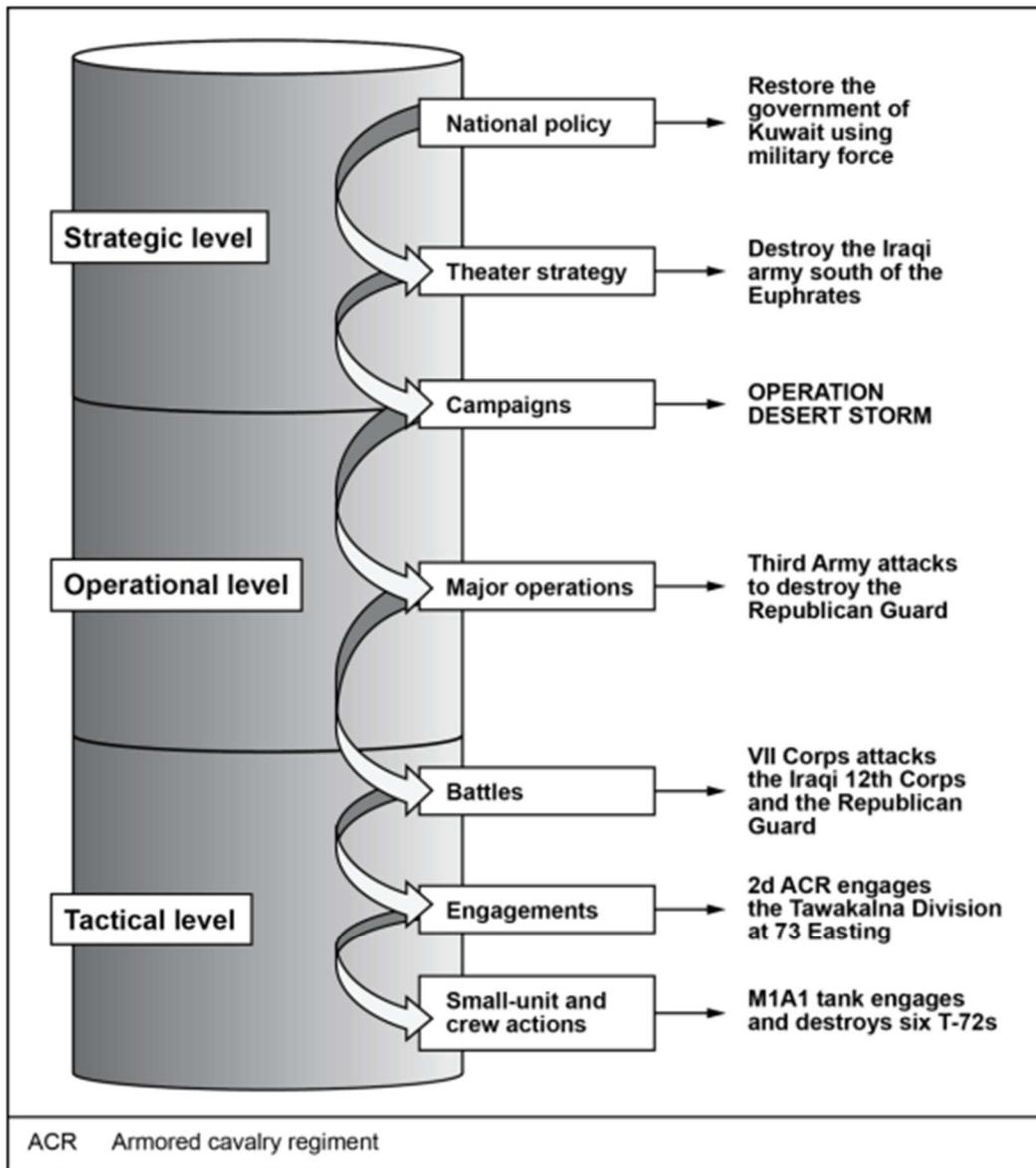


Figure 2-1. Levels of warfare

## What is the Military Decision-Making Process (MDMP)?

The military decision-making process is an iterative planning methodology to understand the situation and mission, develop a course of action, and produce an operation plan or order. It is an orderly, analytical process that integrates the activities of the commander, staff, and subordinate headquarters in the development of a plan or order. The MDMP helps leaders apply thoroughness, clarity, sound judgement, logic, and professional knowledge to develop situational understanding and produce a plan or order that best accomplishes the mission.

What are the steps of the MDMP?

1. Receipt of mission
  2. Mission analysis
  3. COA development
  4. COA analysis
  5. COA comparison
  6. COA approval
  7. Orders production, dissemination, and transition
- 
- 

### **The Total Army Sponsorship Program:**

What AR covers The Total Army Sponsorship Program?

AR 600-8-8

What is S-Gate?

S-Gate provides vital information for incoming soldiers ie: their sponsor contact info welcome letter, useful weblinks, and regulatory information

What DA Form is used for sponsorship?

DA Form 5434

Where is the DA Form 5434 filled out?

Army Career Tracker (ACT)

What section on the DA Form 5434 will the sponsor fill out?

Section 3

After being assigned as a Sponsor, how soon must the Sponsor fill out Section 3?

Within 3 business days

How many Soldiers may a Sponsor, sponsor for at the same time?

5

How soon after the DA Form is received should a sponsor be assigned?

10 days, unless the sponsorship is declined

What are the general rules for appointing a sponsor?

Equal rank/grade or higher, same sex, and familiar with the unit or activity and community

What are the elements of the sponsorship?

DA Form 5434

Welcome letter

ACS Relocation Readiness Services

Reception, Orientation, and In-processing

How many different types of sponsorship are there? What are they?

3

1. **Advanced arrival sponsorship.** This is the preferred type of sponsorship. The gaining command will assign a sponsor prior to the arrival of inbound personnel. This affords the gaining command and the sponsor time to become familiar with the specific needs of inbound personnel and to identify the resources required to support them and their Families.

2. **Out-sponsorship.** Every departing Soldier will be offered out-sponsorship assistance during out-processing.

(1) Departing individuals will out-process as much as possible on their own. Out-processing assistance will not include personal activities that should be done by the departing personnel (for example, cleaning quarters, providing childcare, or turning in vehicles).

3. **Reactionary sponsorship.** Reactionary sponsorship will be provided by the gaining command for unprogrammed arrivals, when the time between assignment and reporting date is too short, or due to other factors which prevent advanced arrival sponsorship. This form of sponsorship is the least effective and should be used as a last resort.

(1) A reactionary sponsor will be assigned within 24 hours for first-term and junior enlisted Soldiers upon arrival at the installation or as soon as the gaining command is made aware of the unprogrammed arrival.

(2) The duties of a reactionary sponsor are the same as those for a regular sponsor and will begin with the arrival and greeting of the unprogrammed arrival.

When will a Soldier be exempt from sponsorship duty?

If the Soldier is...

- Being replaced by the inbound Soldier.
  - Out-processing or within 90 days of PCS as of inbound Soldier's report date.
  - Pending unfavorable actions or undergoing administrative separation.
  - Projected to be absent during the first 60 days after the newcomer's arrival.
  - Pending medical or physical evaluation board
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## **Enlisted Separations:**

What AR covers Enlisted Separations?

**AR 635-200**

What grade is a soldier reduced to when being recommended for separation under other than honorable conditions?

**Reduction to the lowest enlisted grade – E-1**

What must happen before a soldier with access to sensitive material can be discharged?

When a Soldier has had access to sensitive compartmented information, special access programs, Nuclear Weapon Personnel Reliability Program, Single Integrated Operation Program—extremely sensitive information, or has been assigned to presidential support activities, and a discharge under other than honorable conditions is being considered, the action must be coordinated with the intelligence officer (S2/G2/J2), director of security, security manager, or designated security representative prior to initiation of the proposed separation. The following information will be reported to intelligence officer (S2/G2/J2), director of security, security manager:

name, grade, Social Security number (SSN), date and place of birth, length of service, and reason for proposed discharge.

What happens if the separation authority does not order separation?

Proceedings will be filled at that headquarters and the Soldier's commanding officer will be notified and the Soldier will PCS, if possible

What must be taken before initiating separation action against a soldier?

Adequate counseling and rehabilitation measures

What are some different types of chapters?

8 - Pregnancy

9 - Substance abuse

13 - Unsatisfactory performance

14 - Patterns of misconduct

18 - Failure to meet ABCP standards

When the notification procedures are used, how long will separation processing normally exceed?

15 working days

When administrative board procedures are used, how long will separation processing not normally exceed?

50 days

Suspended execution of an approved separation should not exceed how many months?

12 months

What sub-functions is the enlisted transfer/discharge process divided into?

Voluntary Release

Involuntary

Miscellaneous

Retirement

What paragraph within AR 635-200 covers counseling and rehabilitative requirements?

Paragraph 1-17

What does AR 635-200, Paragraph 1-17, state about counseling and rehabilitative requirements?

Army leaders at all levels must be continually aware of their obligation to provide purpose, direction, and motivation to Soldiers. It is essential that Soldiers who falter, but have the potential to serve honorably and well, be given every opportunity to succeed. Effective leadership is particularly important in the case of Soldiers serving their initial enlistments. Except as otherwise indicated in this regulation, commanders must make maximum use of counseling and rehabilitation before determining that a Soldier has no potential for further useful service and, therefore, should be separated. In this regard, commanders will AR 635-200 • 30 June 2025 8 ensure that adequate counseling and rehabilitative measures are taken before initiating separation proceedings for the following reasons:

- (1) Involuntary separation due to parenthood.
  - (2) Other designated physical or mental conditions.
  - (3) Entry-level performance and conduct.
  - (4) Unsatisfactory performance.
  - (5) Minor disciplinary infractions or a pattern of misconduct.
  - (6) Does not meet body composition standards.
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### **Wear and Appearance of the Military Uniform:**

What AR and DA PAM covers Wear and Appearance of the Military Uniform?

AR and DA PAM 670-1

What is the minimum length a female ponytail can be?

A females minimum ponytail length is 1 inch

What is the maximum length for a Female ponytail? Measured from where?

6 inches from the top of the collar

For a Female, what is the maximum width for braids?

**2 inches**

For Females with a “Short Sides with Long Top” haircut, how much hair bulk may be on the top of the head? Are buns, braids, twists, or ponytails authorized with this hairstyle?

**2 inches / No**

Are Females authorized to wear make-up in uniform?

**Yes, but must be conservative for even skin tone and natural complexion**

What types of lip gloss may Females wear?

**Only clear or skin-toned**

Are Females authorized to wear nail polish in the ACU?

**Yes, but only clear nail polish.**

What is the maximum length of hair for females who wear the Medium Length hairstyle?

**Not to pass the collar**

How wide may a female's bun be?

**Not to exceed the width of the head**

How much bulk is authorized for female buns?

**3 inches**

What color and width are authorized for hair securing devices?

**Color must be the color of the hair, not to exceed  $\frac{1}{2}$  inch.**

 CUE **Personal Appearance - Females**

**Trending Topics AD 2025-18**

**Hairstyle Techniques.** Female hairstyles involving shorter sides and back, with significantly longer hair on top, are authorized provided they adhere to the following standards:

- The top section will not exceed 2 inches in length when measured from the scalp and must blend smoothly into the shorter sides and back, avoiding a stark disconnect.
- Styles involving shorter sides and back will not incorporate buns, braids, twists, or ponytails.  
Styles involving shorter sides and back will not incorporate buns, braids, twists, or ponytails.  


**Note:** There is no change for medium length for females IAW AR 670-1 (2021). AD outlined changes to short and long lengths.

- Medium length. Medium hair is defined as hair length that does not extend beyond the lower edge of the collar and extends more than 1 inch from the scalp.
- Medium hair may fall naturally in uniform and is not required to be secured.

A gradual transition in length is required, creating a blended contrast instead of a sharply defined undercut. Asymmetrical (defined as unbalanced or lopsided) haircuts and hairstyles are prohibited.



## CUI Personal Appearance - Females

**Buns.** Buns will be worn on the back of the head and may extend a maximum of 3 inches from the scalp and no wider than the width of the head.

- Buns will be centered at the back of the head, positioned horizontally in line with the top of the ears when viewed from the side.
- The bottom portion of the bun may fall at or above the collar.



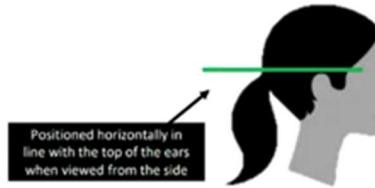
### Jewelry-Earrings

Female Soldiers are authorized to wear earrings in the ACU, dress, and service uniforms. No other facial or visible piercings, aside from authorized earrings worn on the earlobe, are permitted in any uniform.

- Must match, one per earlobe.
- Stud earrings: Gold, silver, clear diamond, white/ivory pearl, 6mm or  $\frac{1}{4}$  inch in diameter.
- plain, round, or square only
- not authorized during PT or tactical/field activities, APFU, deployment/combat

**Ponytails.** Female Soldiers are authorized to wear their hair in a single braided or a single unbraided ponytail while in the Army Combat Uniform (ACU) or the Army Physical Fitness Uniform (APFU). Hair must be neatly fastened and secured in a **single** ponytail.

- The bulk of the ponytail must not exceed the width of the head.
- The ponytail length must not exceed 6 inches from the **top of the collar**.
- The minimum length is at least 1 inch, measured from the base of the ponytail holder.
- The ponytail will be centered at the back of the head and positioned horizontally in line with the top of the ears when viewed from the side.



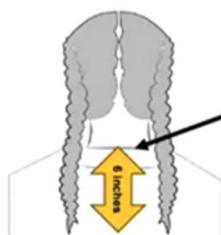
- Female Soldiers are not allowed to wear ponytails when in any variation of the dress uniform.



## CUI Personal Appearance - Females

**Braids, Locs, Twists, and Cornrows.** Multiple braids, locs, twists, or cornrows may be uniformly styled and gathered into braids or a single ponytail to ensure a cohesive appearance.

- Female Soldiers are allowed to wear up to two braids (must run down the center of the back, parallel to each other and in equal length and width), with no braid exceeding 2 inches in width, **and no longer than 6 inches when measured from the top of the collar**.



### No ruler? Easy Measuring Tips:

- A CAC is approx. 3x2
- A US dollar bill is approx. 6x2
- The pocket size blue book is approx. 6 inches in length

- The braids or braided ponytail cannot be worn over the shoulder or pulled in front of the body.

- Female Soldiers are not allowed to wear braided ponytails when wearing any variation of the dress uniform.

**Hair Color.** Hair color must present a professional and natural appearance (defined as any natural shade of hair that grows from the scalp without artificial coloring).

- Only natural shades of hair coloring are authorized, and must be applied in a **blended, subtle manner**.
- Hair color must be free of **abrupt or extreme artificial contrasts in shading**.

**Visible Hair-Holding Devices.** Devices will closely match the Soldier's hair color. Devices must blend naturally with the hair.

- Should be discreet and complement the overall appearance and be no larger than 1/2-inch thick.
- These devices include, but are not limited to, small plain scrunchies (elastic hair bands covered with material), barrettes, combs, pins, clips, rubber bands, and hair or head bands.
- Such devices should conform to the natural shape of the head.



## CUI Personal Appearance – Male and Female

### Cosmetics

*Defined as decorative preparations intended to enhance the appearance of the body, particularly the face.*

**Male Soldiers:** Cosmetics of any kind are not authorized for male Soldiers unless given a medical exemption. Male Soldiers may use clear lip moisturizers.

**Female Soldiers:** Authorized cosmetics to achieve an even, uniform skin tone that matches natural complexion on the face and neck.

- Applied in a conservative manner & will not be used to enhance or alter facial features by adding color that does not match complexion.
- Semipermanent makeup (fades overtime) is authorized given it complies to standards outlined in AD 2025-18.
- Tattooed makeup is permanent is not authorized.
- Lipstick not authorized; only clear or skin-tone gloss allowed, and lip liner is not authorized.
- Eyelash Extensions are only authorized through a medical profile to address a medical condition (will not exceed 9mm in length).

### Fingernail Grooming

*Fingernails should be clean and well-groomed to maintain a professional appearance and ensure safety.*

**Male Soldiers** are not authorized to wear nail polish of any kind, which includes clear nail polish, unless by medical exemption.

- Male fingernails will be kept trimmed and will not extend beyond the tip of the finger.
- Female Soldiers** are authorized to wear clear (no color) nail polish.
- Only square or rounded nail shapes are authorized for all Soldiers.
- Female Soldier fingernails will not exceed 1/4 inch in length as measured from the tip of the finger.

How much hair bulk may be on the top of a Male Soldier's head?

**2 inches**

How much hair bulk may be on the side of a Male Soldier's head?

**1 inch**

Are Males able to dye their hair?

**Yes, but must be natural colors and must be applied in a blended, subtle manner**



## CUI Clarifying Guidance

### Personal Appearance

#### Male Hairstyles

##### Bulk vs. Length:

**Bulk** (the distance hair protrudes from the scalp — **max 2 inches on top, 1 inch on the sides**). Bulk governs the overall shape and headgear compatibility.

\*Point of clarification - elaboration of how hair naturally falls without product (i.e. gel, mousse, etc.).

#### Army Body Composition Program Standards

#### 6-Month ABCP Timeline

The 6-month separation action (AD/AGR)/transfer (Compo 2/3) timeline for Soldiers exceeding body fat standards (per paragraph 1c and 2b, Army Body Composition Program Standards) began **12 September 2025**.

### Wear of Army Uniforms & Insignia Standards

#### Ike Jacket (para 1e)

Combat and special skill badges/tabs are worn in the same manner as the AGSU Class A; only one identification badge may be worn per side or pocket.

#### AGSU Class B/Tropical Dress (para 2f)

Badge wear rules in para 2f apply only to AGSU Class B and Tropical Dress Variations, not to the Ike Jacket

#### Windbreaker Heritage Green (para 1h)

Enlisted personnel will wear nonsubdued grade insignia on the collars refers to the **collar of the shirt, not the windbreaker itself**, and applies only to **junior enlisted Soldiers (PVT-SPC)**.

#### Nameplate Requirement-Female Personnel (para 1c)

What are the maximum fingernail lengths for males and females IAW AR 670-1?

All personnel will keep fingernails clean and neatly trimmed. Males will keep nails trimmed so as not to extend beyond the fingertip unless medically required and are not authorized to wear nail polish. Females will not exceed a nail length of 1/4 inch as measured from the tip of the finger.

What type of eyeglasses and sunglasses are permitted IAW AR 670-1? Be specific.

Conservative civilian prescription eyeglasses are authorized for wear with all uniforms.

Conservative prescription and nonprescription sunglasses are authorized for wear when in a garrison environment, except while indoors. Personnel will not wear lenses or frames that are so large or so small that they detract from the appearance of the uniform. Eyeglasses or sunglasses that are trendy or have lenses or frames with conspicuous initials, designs, or other adornments are not authorized for wear. Soldiers may not wear lenses with extreme or trendy colors, which include, but are not limited to, red, yellow, blue, purple, bright green, or orange. Lens colors must be traditional gray, brown, or dark green shades.

According to AR 670-1, “All personnel will maintain a high standard of professional dress and appearance.” And “Soldiers must project a military image that leaves no doubt that they live by a common military standard and uphold military order and discipline.” – this also encompasses jewelry while in uniform. Explain to me the specifications for common adornments and jewelry items such as watches, wristbands, rings, and earrings.

“Soldiers may wear a wristwatch, a wrist religious or identification bracelet, and a total of two rings (a wedding set is considered one ring) with Army uniforms, unless prohibited by the commander for safety or health reasons. Soldiers may also wear one activity tracker, pedometer, or heart rate monitor. Any jewelry or monitors Soldiers

wear while in uniform or civilian clothes on duty must be conservative... Soldiers are authorized to wear only one item on each wrist while in uniform or in civilian clothes on duty."

"Females only are authorized to wear earrings with the service, dress, mess, and evening mess uniforms... Earrings may be screw-on, clip-on, or post-type earrings in gold, silver, white pearl, or diamond. The earrings will not exceed 6 mm or 1/4 inch in diameter, and they must be unadorned and spherical. When worn, the earrings will fit snugly against the ear. Females may wear earrings only as a matched pair, with only one earring per ear lobe."

You have a Soldier who routinely breaches AR 670-1. They say they don't understand why it matters if they can still accomplish their job to standard. You must bring them into compliance and instill an understanding of why standards and discipline matter. How would you do that?

Give your answer..

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## **Military Awards:**

What AR covers Military Awards?

**AR 600-8-22**

What are the highest awards during peace and war time?

Peacetime – **The Soldiers Medal**

Wartime – **The Medal of Honor**

Second highest award – **Distinguished Service Cross**

What is the time frame for recommending a Soldier for an award?

**2 years**

Who is the approving authority for an AAM and ARCOM?

**AAM – BN CDR**

**ARCOM – BDE CDR**

What does a bronze oak leaf cluster represent?

One additional award

What does a Silver Oak leaf cluster represent?

5 additional awards

In order to qualify for the MOVSM a Soldier's actions must meet 5 requirements, what are they?

1. Be voluntary.
2. Serve the local civilian community, to include the military Family community.
3. Be significant in nature and produce tangible results.
4. Reflect favorably on the Army and DoD.
5. Be of a sustained and direct nature

What types of service would not qualify a Soldier for an MOVSM?

1. A single act or achievement, as this does not constitute sustained community service.
2. Merely attending membership meetings or social events of a community service group or organization, as this does not constitute significant and direct community service.
3. Service that is detailed or tasked or performed as part of a military mission as this service is not voluntarily in nature or is part of the command's mission.
4. Service that results in personal gain for the Soldier.

Who can recommend a Soldier for an award?

Anyone who witnessed the actions meriting the award

A member of a higher pay grade who was told about the actions meriting the award

When was the Medal of Honor established?

12 JULY 1862 by Joint Resolution of Congress

When was the Soldiers Medal established

02 JULY 1926 by act of Congress

What award is given to a Soldier after 3 years of good conduct?

Army Good Conduct Medal (AGCM)

How does a Soldier show they have earned more than one AGCM?

A clasp and subsequent clasps

How many devices may be displayed on a single ribbon?

4

If a Soldier has earned 10 AAMs, how will they be displayed on their dress uniform?

The Soldier will have 1 silver oak leaf and 3 bronze oak leaves and a 2<sup>nd</sup> ribbon following with no devices on it due to the fact that you can only display 4 devices on the ribbon

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### **Army Suicide Prevention Program:**

What are some early warning signs for suicide?

Selling precious possessions, recent financial issues/divorce/ legal trouble, odd behavior, expressions of hopelessness/trapped/shame, abrupt substance abuse, etc.

What AR covers the Army Suicide Prevention Program?

AR 600-63

Primary prevention and BH promotion are strategic opportunities to influence overall well-being and promote a healthy, ready force. Effective prevention strategies build awareness, increase efficiency, and reduce the need for psychiatric and psychological treatment, as well as improving overall well-being and often improving the outcomes of other medical conditions. What are the three cornerstones of effective strategies to promote optimal behavioral health?

Strengthening individuals, strengthening communities, reducing structural barriers to health

Your Soldier begins abruptly acting out of character and starts to have a decrease in job performance. You sit down to counsel the Soldier and they express suicidal ideations. How would you handle that?

Give your answer..

## **Sexual Harassment / Assault Response and Prevention:**

What does the “I A.M.” stand for in the I A.M. Strong program?

Intervene, Act, Motivate

What AR covers the SHARP program?

Effective 11FEB25, AR 600-52

If you witnessed a sexual harassment or assault, how would you respond?

Give your answer..

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## **Battle Drill 1A:**

What does Battle Drill 1A cover?

React to Direct Fire Contact While Dismounted – Squad

What Army publication covers Battle Drill 1A?

ATP 3-21.8

Where can you find the Battle Drill 1A Task Steps?

The Army Training Network (ATN)

What are the steps in Battle Drill 1A?

The squad reacts to direct fire contact while dismounted. The team in contact returns fire immediately and seeks cover. The team in contact locates the enemy and places well-aimed fire on known enemy positions. Leaders point out enemy positions and identify the types of weapons, such as small arms and light machine guns. The team not in contact assume the nearest covered and concealed position. The squad leader (SL) reports the contact.

1. The team in contact immediately returns well-aimed suppressive fire on known or suspected enemy positions while taking up a covered position.

2. The team not in contact assumes the nearest covered and concealed position.

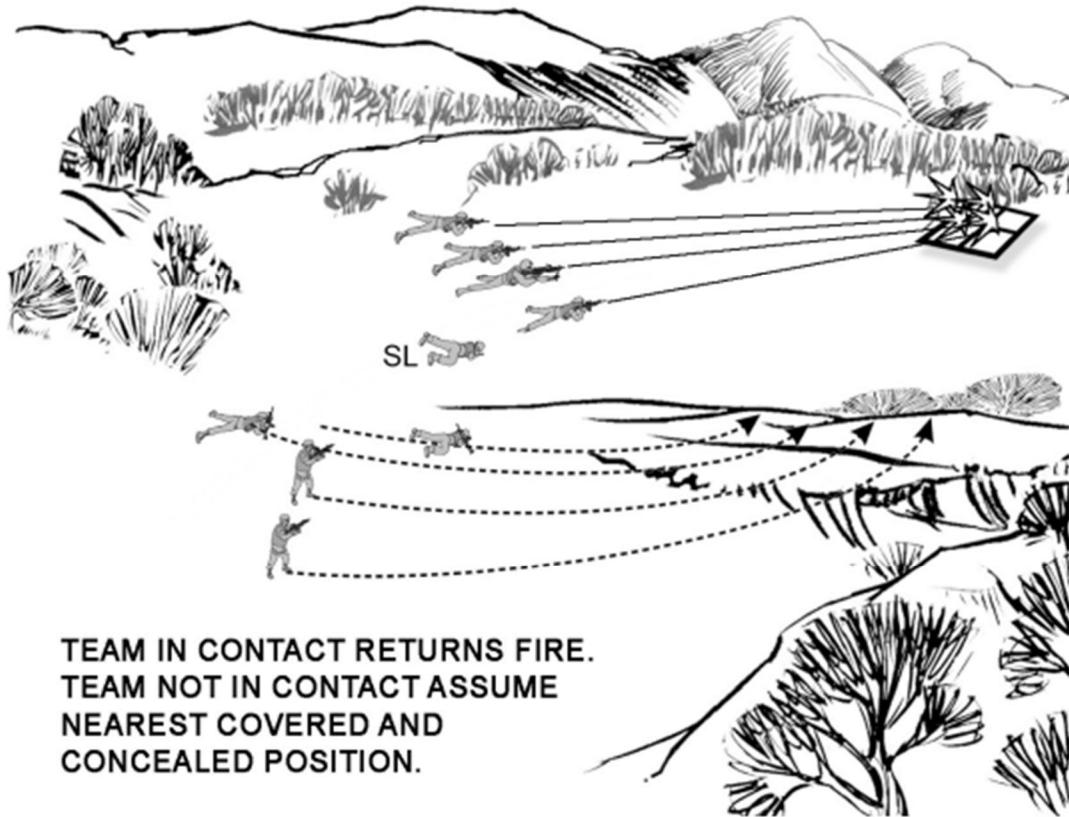
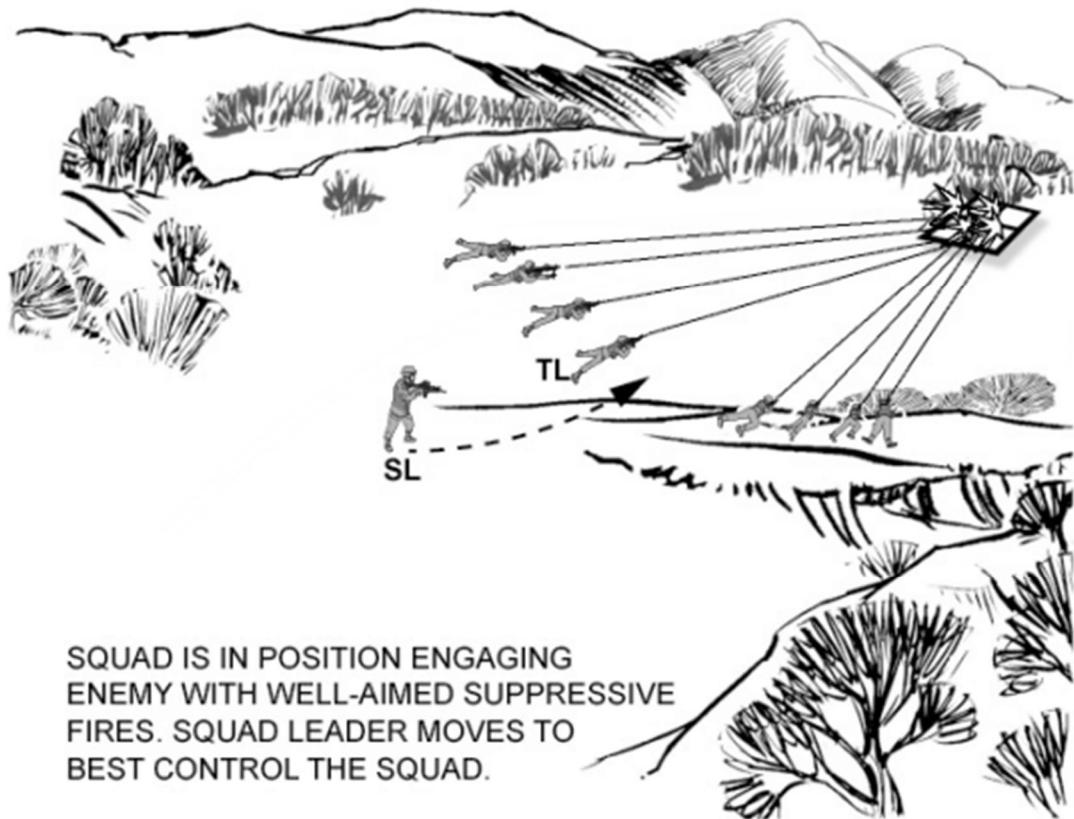


Figure 1. Return fire and nearest covered and concealed position

- 3.** The team leaders engage known or suspected enemy positions with well-aimed suppressive fire and report information to the squad leader.
- 4.** The team leaders control the fire of their teams by using appropriate fire commands (initial, subsequent, and supplemental)
  - a. Alert
  - b. Weapon and ammunition
  - c. Target description
  - d. Method
  - e. Location
  - f. Range
  - g. Controls
  - h. Execution
  - i. Effects
- 5.** Soldiers maintain visual or vocal contact with their team leader and the other Soldiers on their left or right (if applicable)

6. Soldiers maintain contact with the team leader and indicate the location of enemy positions.
7. Leaders visually or vocally check the status of their personnel.
8. The team leaders maintain visual contact with the squad leader.
9. The squad leader moves up to a covered and concealed position where best to observe, communicate, and control the engagement.



10. The squad leader determines whether the squad can gain and maintain suppressive fires with the team already in contact (based on the volume and accuracy of enemy fires against the team in contact)
11. The squad leader confirms the commander's criteria to disengage and determines whether the squad must move out of the engagement area.
12. The squad leader makes an assessment of the situation and identifies—
  - a. Location of the enemy position and obstacles.
  - b. Size of the enemy force engaging the team in contact. (The number of enemy automatic weapons, the presence of any vehicles, and the employment of indirect fires are indicators of enemy strength.)

- c. Vulnerable flanks
- d. Covered and concealed flanking routes to the enemy positions.

**13.** The squad leader decides whether to conduct an assault, bypass (if authorized by the platoon leader), or break contact.

**14.** The squad leader reports the situation and begins to maneuver the squad.

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### **Send a SALUTE Report:**

What is a SALUTE Report used for?

A SALUTE Report is for reporting enemy information to allow command to develop a clear picture of the opposing forces within an area.

What does SALUTE stand for?

Size

Activity

Location

Unit Identification

Time

Equipment

Conduct a SALUTE Report.

Participant will be given a scenario and will complete a SALUTE Report..

| SPOT REPORT/SALUTE |          |
|--------------------|----------|
| LINE               | ITEM     |
| 1                  | Size     |
| 2                  | Activity |
| 3                  | Location |

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## **Map Reading and Land Navigation:**

What TC covers Map Reading and Land Navigation?

TC 3-25.26

What is a map?

A map is a graphic representation of a portion of the earth's surface drawn to scale, as seen from above.

A map provides information on the existence of the location and the distance between ground features, such as populated places and routes of travel, and communication. It also indicates variations in terrain, heights of natural features, and the extent of vegetation cover.

How many types of map are there? What are they?

15

Planimetric

Topographic

Digital

Digital city graphic

Controlled image base

Compressed arc digitized raster graphic

Digital terrain elevation data

TalonView

Vector

Photomap

Joint operations graphics

Photomosaic

Terrain model

Military city

Special

Where is the scale found on a map?

The scale is found in the upper left margin after the series name and in the center of the lower margin. The scale note is a representative fraction that gives the ratio of a map distance to the corresponding distance on the earth's surface.

Where is the elevation guide found on a map?

The elevation guide is normally found in the lower right margin. It is a miniature characterization of the terrain shown.

How many colors are used on military maps? What do they represent?

- **Black**. Black indicates cultural (man-made) features such as buildings and roads, surveyed spot elevations, and all labels.
- **Red-Brown**. The colors red and brown are combined to identify cultural features, all relief features, non-surveyed spot elevations, and elevation such as contour lines on red-light readable maps.
- **Blue**. Blue identifies hydrography or water features such as lakes, swamps, rivers, and drainage.
- **Green**. Green identifies vegetation with military significance such as woods, orchards, and vineyards.
- **Brown**. Brown identifies all relief features and elevation such as contours on older edition maps, and cultivated land on red-light readable maps.
- **Red**. Red classifies cultural features such as populated areas, main roads, and boundaries on older maps.
- **Other**. Occasionally, other colors may be used to show special information. As a rule, these are indicated in the marginal information.

How do you get your pace count?

A pace is equal to one natural step, about 30 inches long. To use the pace count method accurately, a Soldier knows how many paces it takes to walk 100 m. To determine this, walk an accurately-measured course and count the number of paces it takes to reach 100 m. The pace course, regardless of length, is on similar terrain as that to be walked over.

What are some factors that could affect your pace count?

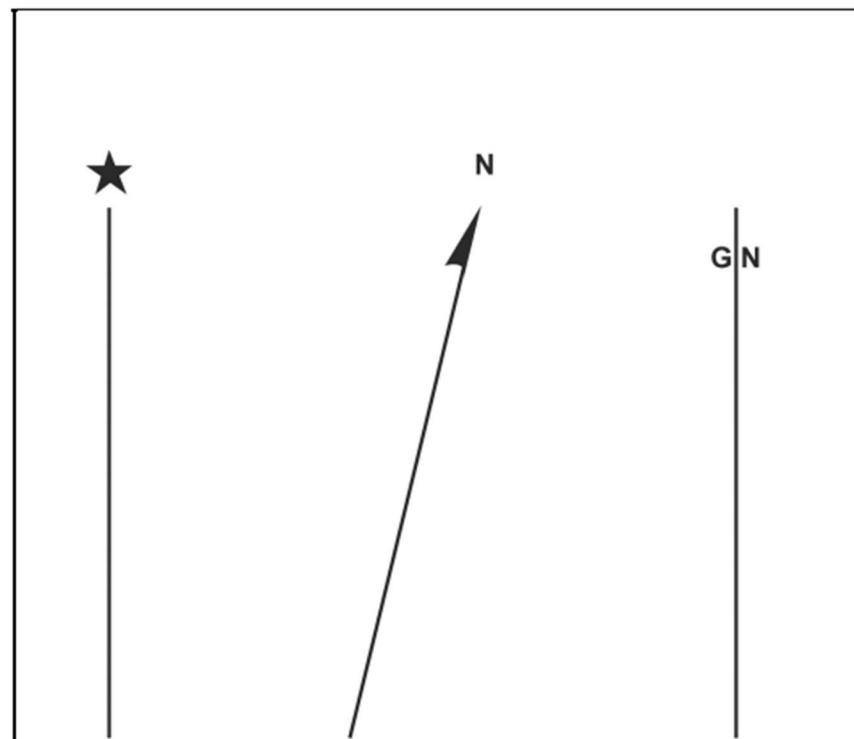
- Slopes. A pace lengthens on a down slope and shortens on an upgrade. Keeping this in mind, if it normally takes an individual 120 paces to walk 100 m, the pace count may increase to 130 or more when walking up a slope.
- Winds. A head wind shortens the pace and a tail wind increases it.
- Surfaces. Sand, gravel, mud, snow, and similar surface materials tend to shorten the pace.

- Elements. Falling snow, rain, or ice causes the pace to be reduced in length.
- Clothing. Excess clothing and boots with poor traction affect the pace length.
- Visibility. Poor visibility such as in fog, rain, or darkness, shortens the pace.

How many types of North are there? What are they? Describe them.

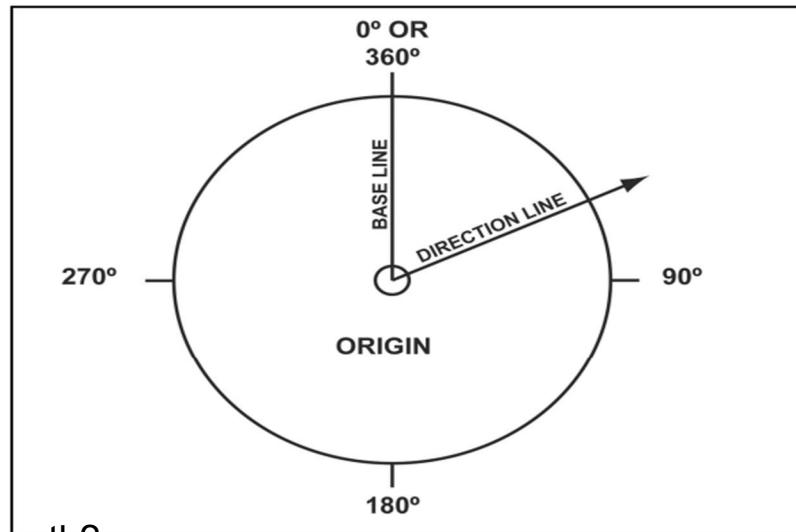
3

- **True North.** True north is defined as a line from a point on the earth's surface to the North Pole. All lines of longitude are true north lines. True north is usually represented by a star.
- **Magnetic North.** Magnetic north is the direction to the north magnetic pole, as indicated by the north-seeking needle of a magnetic instrument. The magnetic north is usually symbolized by a line ending with half of an arrowhead. Magnetic readings are obtained with instruments such as the lensatic and M2 compasses. It has been proven that the geomagnetic poles migrate over time. This means that the effect on the declination diagram varies depending on location.
- **Grid North.** Grid north is established by using the vertical grid lines on the map. Grid north may be symbolized by the letters GN or the letter "y."



## What is an Azimuth?

An azimuth is defined as a horizontal angle measured clockwise from a north base line. This north base line could be true north, magnetic north, or grid north. The azimuth is the most common military method to express direction. When using an azimuth, the point where the azimuth originates is the center of an imaginary circle.



## What is a Back Azimuth?

Figure 6-2. Origin of azimuth circle

This is the opposite direction of an azimuth. It is comparable to doing an “about face.” To obtain a back azimuth from an azimuth, add 180 degrees if the azimuth is 180 degrees or less; subtract 180 degrees if the azimuth is 180 degrees or more.

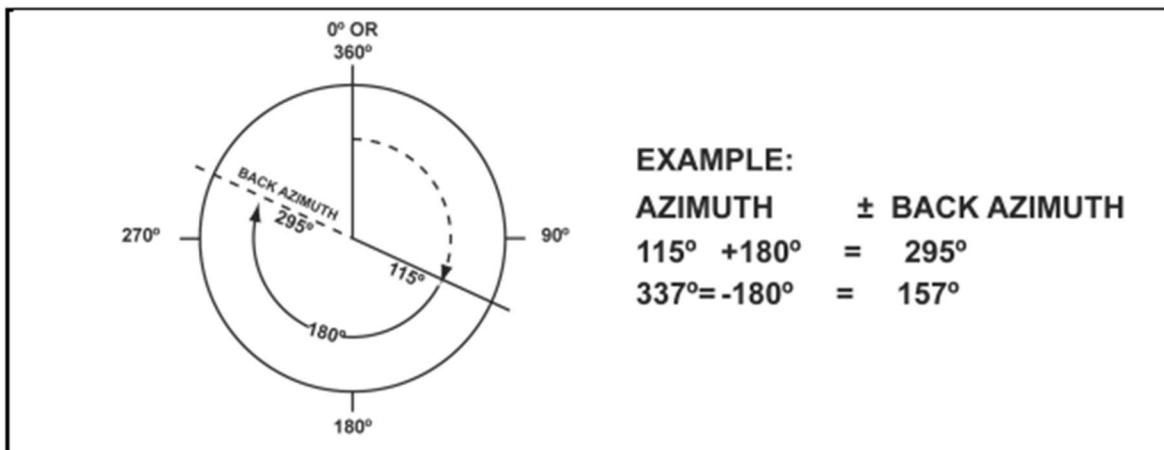


Figure 6-3. Back azimuth calculation with azimuth less than 180 degrees

## What is Intersection?

Intersection is finding the location of an unknown point by successively occupying at least two (preferably three) known positions on the ground, and then map sighting on the unknown location. It is used to locate distant or inaccessible points or objects such as enemy targets and danger areas.

How many methods of Intersection are there? How do you use each method?

### 2 – The map and compass method and the straightedge method

- When using the map and compass method—
  1. Orient the map using the compass
  2. Locate and mark the position on the map
  3. Determine the magnetic azimuth to the unknown position using the compass
  4. Convert the magnetic azimuth to grid azimuth
  5. Draw a line on the map from the position on this grid azimuth
  6. Move to a second known point and repeat the steps 1 through 5 above
  7. The location of the unknown position is where the lines cross on the map. Determine the grid coordinates to the desired accuracy

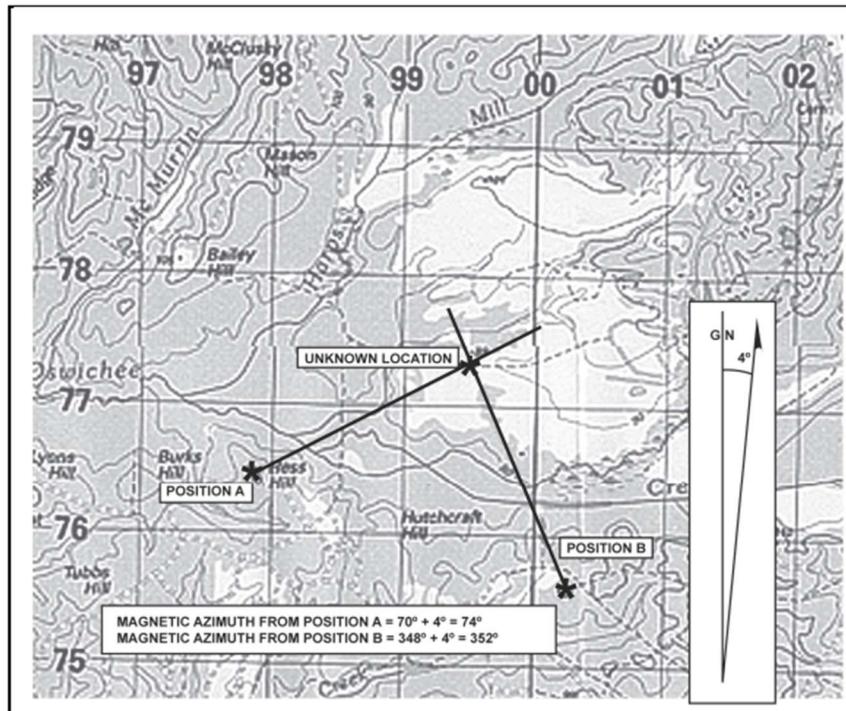


Figure 6-9. Intersection, using map and compass

- The straightedge method is used when a compass is not available. When using it—

1. Orient the map on a flat surface by the terrain association method.
2. From a known position (A). Locate and mark the position on the map.
3. Lay a straightedge on the map with one end at the user's position (A) as a pivot point; then, rotate the straightedge until the unknown point is sighted along the edge.
4. Draw a line along the straightedge 5. Repeat the steps at a second known position (B) and check for accuracy.

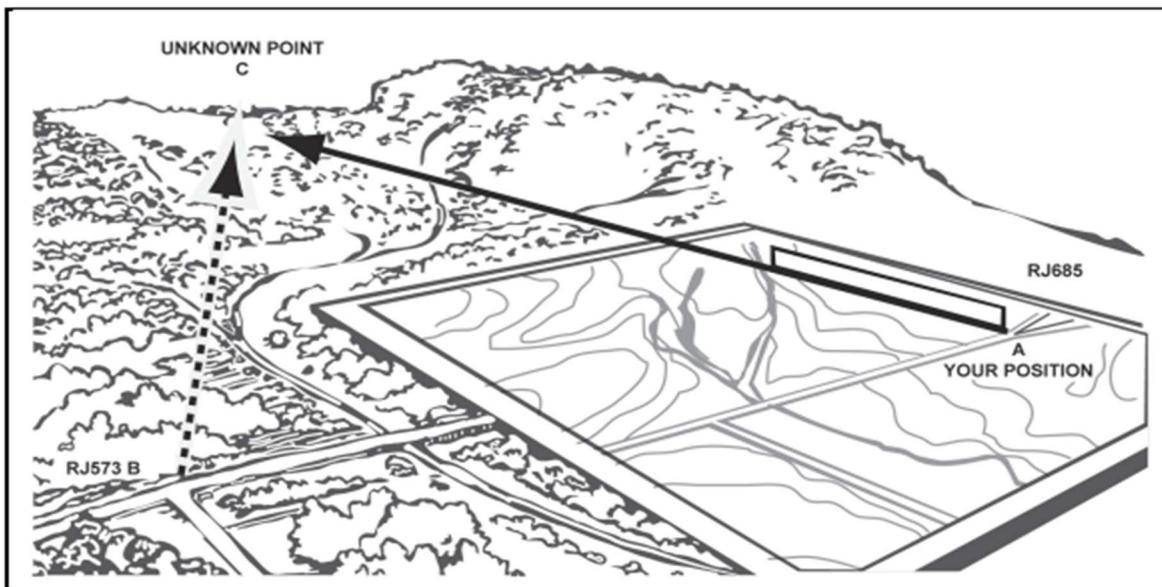


Figure 6-10. Intersection, using a straightedge

### What is Resection?

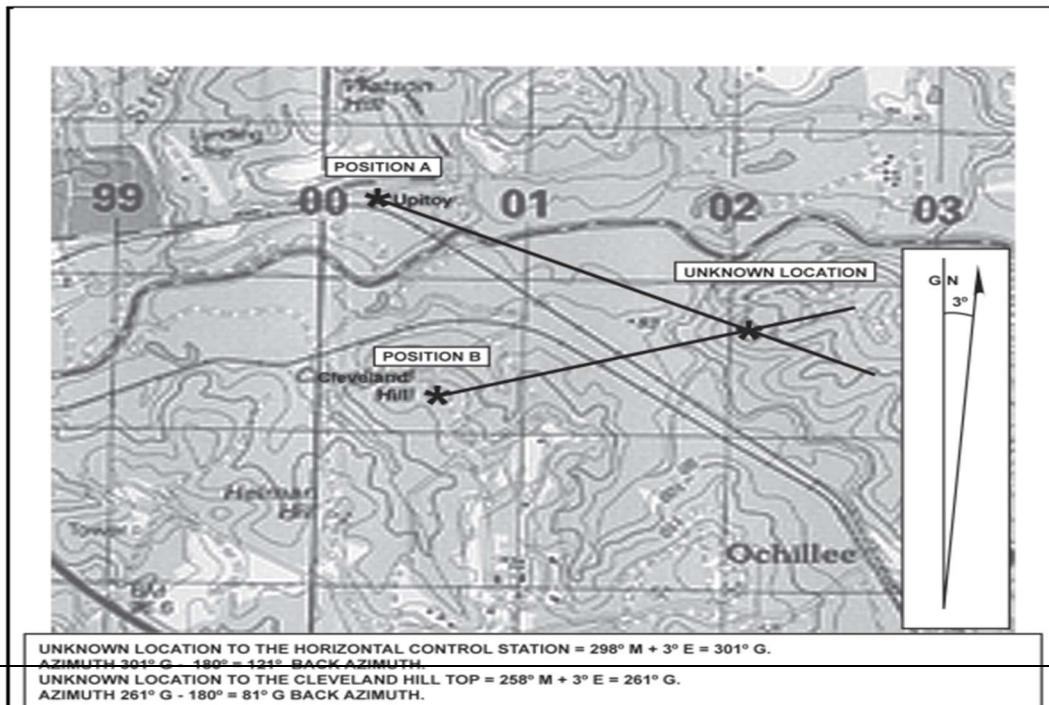
Resection is the method of locating one's position on a map by determining the grid azimuth to at least two well-defined locations that can be pinpointed on the map. For greater accuracy, the desired method of resection is to use three or more well-defined locations.

How many methods of Resection are there? How do you use each method?

### 2 – The map and compass method and the straightedge method

- When using the map and compass method —
1. Orient the map using the compass.

2. Identify two or three known distant locations on the ground and mark them on the map.
3. Measure the magnetic azimuth to one of the known positions from the location using a compass.
4. Convert the magnetic azimuth to a grid azimuth.
5. Convert the grid azimuth to a back azimuth. Using a protractor, draw a line for the back azimuth on the map from the known position back toward the unknown position.
6. Measure and convert the magnetic azimuth to a grid azimuth, and convert the grid azimuth to a back azimuth for a second position (and a third position, if desired).
7. The intersection of the lines is the location. Determine the grid coordinates to the desired accuracy.



When using the straightedge method —

1. Orient the map on a flat surface by the terrain association method.
2. Locate at least two known distant locations or prominent features on the ground and mark them on the map.
3. Lay a straightedge on the map using a known position as a pivot point. Rotate the straightedge until the known position on the map is aligned with the known position on the ground.
4. Draw a line along the straightedge away from the known position on the ground toward the position.
5. Lay a straightedge on the map and draw a line using a second known position.
6. The intersection of the lines on the map is the location. Determine the grid coordinates to the desired accuracy.

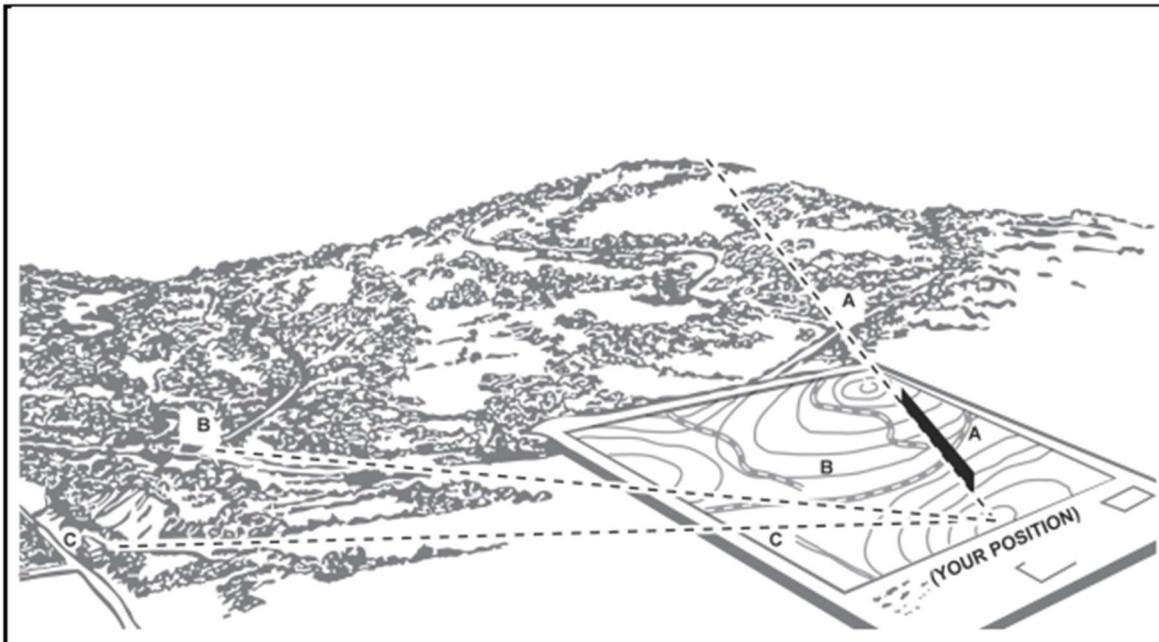


Figure 6-12. Resection with straightedge

What are the two methods for employing a compass?

**Centerhold technique and compass-to-cheek technique**

Which is the preferred method and why?

**Centerhold technique**

This preferred method offers the following advantages over the sighting technique:

1. It is faster and easier to use.
2. It can be used under all conditions of visibility.
3. It can be used when navigating over all types of terrain.
4. It can be used without putting down the rifle. However, the rifle is slung well back over either shoulder.
5. It can be used without removing eyeglasses.

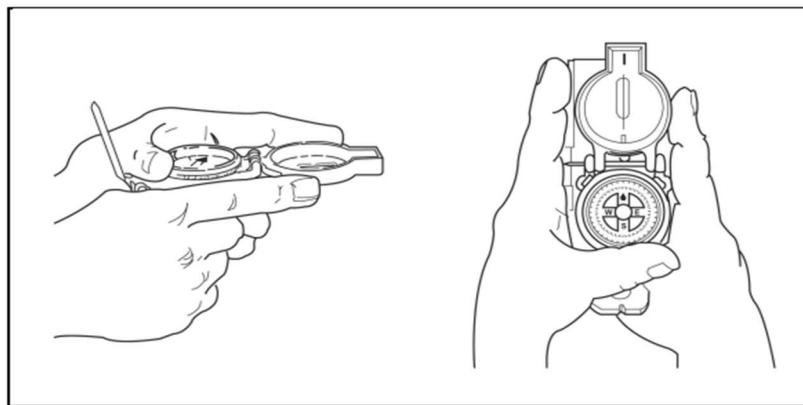


Figure 8-2. Centerhold technique

Which is the preferred method for sighting?

**Compass-to-cheek technique**



What does GPS stand for?

**Global Positioning System**

What is GPS?

The GPS is a space-based, global, all-weather, continuously available, radio positioning navigation system. It is highly accurate in determining position location derived from signal triangulation from a satellite constellation system.

What are Contour Lines?

Contour lines are the most common method of showing relief and elevation on a standard topographic map. A contour line represents an imaginary line on the ground, above or below sea level. All points on the contour line are at the same elevation. The elevation represented by contour lines is the vertical distance above or below sea level.

How many different types of contour lines are there? What are they? Describe them.

3

**Index**. Starting at zero elevation or mean sea level, every fifth contour line is a heavier line. These are known as index contour lines. Normally, each index contour line is numbered at some point. This number is the elevation of that line.

**Intermediate**. The contour lines falling between the index contour lines are called intermediate contour lines. These lines are finer and do not have their elevations given. There are normally four intermediate contour lines between index contour lines.

**Supplementary**. These contour lines resemble dashes. They show changes in elevation of at least one-half the contour interval. Supplementary lines are normally found where there is very little change in elevation, such as on fairly level terrain.



How many Major Terrain Features are there? What are they? Describe them.

5

1. Hill. A hill is an area of high ground. From a hilltop, the ground slopes down in all directions. A hill is shown on a map by contour lines forming concentric circles. The inside of the smallest closed circle is the hilltop.

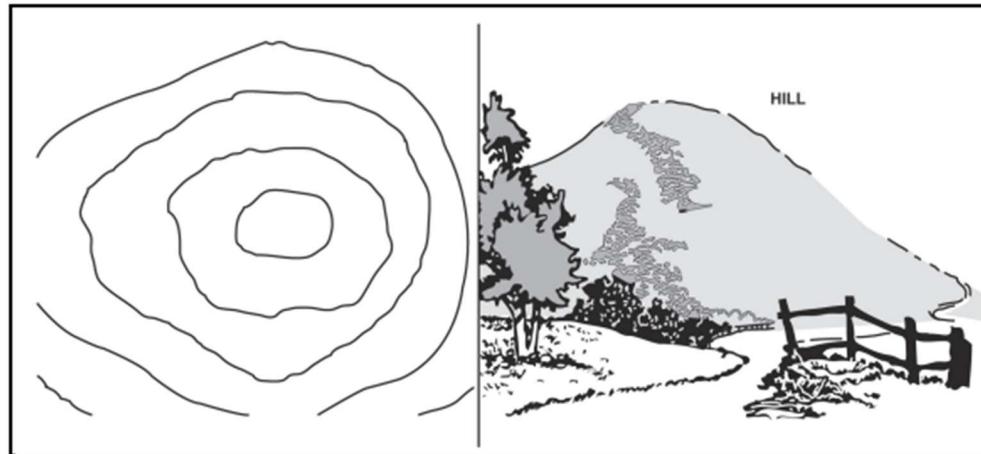


Figure 9-16. Hill

2. Saddle. A saddle is a dip or low point between two areas of higher ground. A saddle is not necessarily the lower ground between two hilltops; it may be simply a dip or break along a level ridge crest. If you are in a saddle, there is high ground in two

opposite directions and lower ground in the other two directions. A saddle is normally represented as an hourglass.

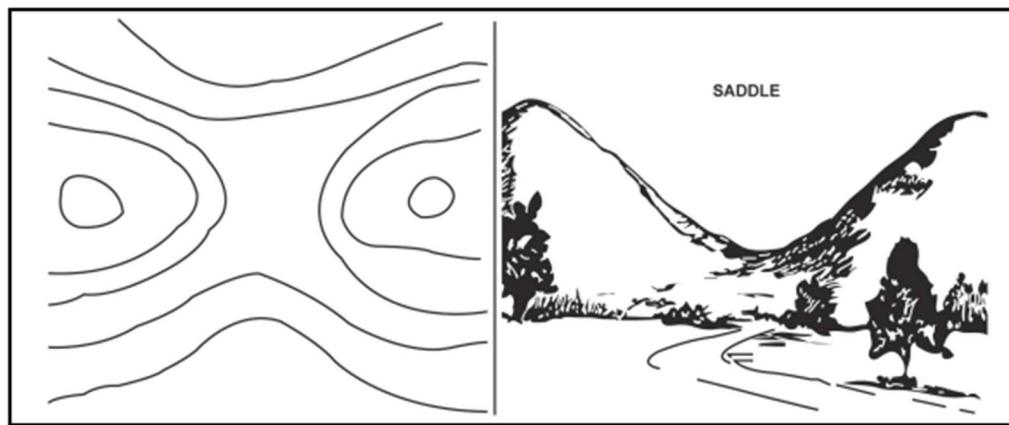


Figure 9-17. Saddle

3. **Valley**. A valley is a stretched-out groove in the land, usually formed by streams or rivers. It begins with high ground on three sides and usually has a course of running water through it. If standing in a valley, three directions offer high ground, while the fourth direction offers low ground. Depending upon its size and where a person is standing, it may not be obvious that there is high ground in the third direction, but water flows from higher to lower ground. Contour lines forming a valley are either U-shaped or V-shaped. To determine the direction water is flowing, look at the contour lines. The closed end of the contour line (U or V) always points upstream or toward high ground.

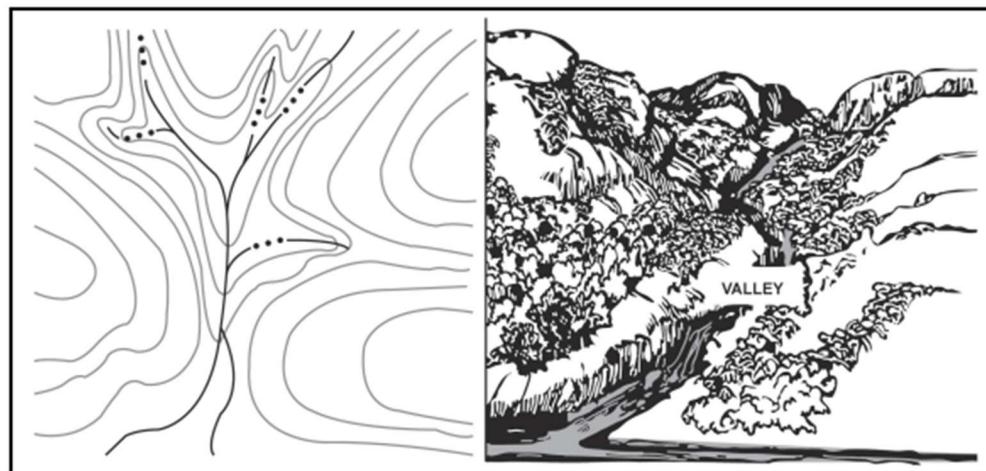


Figure 9-18. Valley

4. **Ridge**. A ridge is a sloping line of high ground. The centerline of a ridge normally has low ground in three directions and high ground in one direction, with varying degrees of

slope. If a ridge is crossed at right angles, a Soldier climbs steeply to the crest and then descends steeply to the base. When moving along the path of the ridge, depending on the geographic location, there may be either an almost unnoticeable slope or a very obvious incline. Contour lines forming a ridge tend to be U-shaped or V-shaped. The closed end of the contour line points away from high ground.

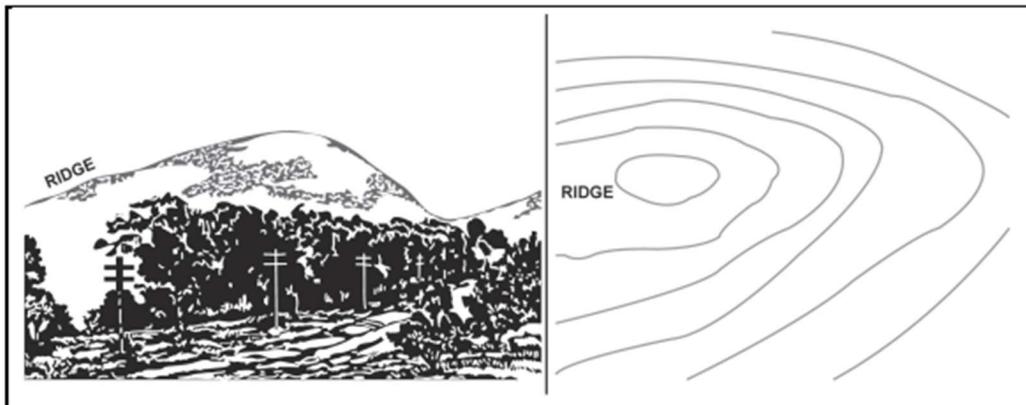


Figure 9-19. Ridge

5. **Depression**. A depression is a low point in the ground or a sinkhole. It could be described as an area of low ground surrounded by higher ground in all directions, or simply a hole in the ground. Usually, only depressions that are equal to or greater than the contour interval is shown. On maps, depressions are represented by closed contour lines that have tick marks pointing toward low ground.

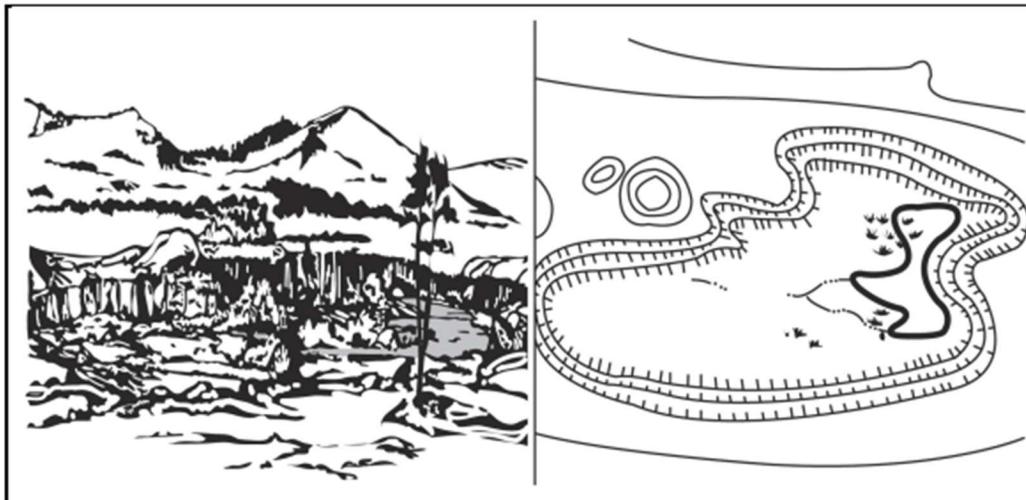


Figure 9-20. Depression

How many Minor Terrain Features are there? What are they? Describe them.

1. **Draw**. A draw is a stream course that is less developed than a valley. In a draw, there is essentially no level ground and little or no maneuver room within its confines. In a draw, the ground slopes upward in three directions and downward in the other direction. A draw could be considered as the initial formation of a valley. The contour lines depicting a draw are U-shaped or V-shaped, pointing toward high ground.



Figure 9-21. Draw

2. **Spur**. A spur is a short, continuous sloping line of higher ground normally jutting out from the side of a ridge. A spur is often formed by two roughly parallel streams cutting draws down the side of a ridge. The ground slopes down in three directions and up in one. Contour lines on a map depict a spur with the U or V pointing away from high ground.

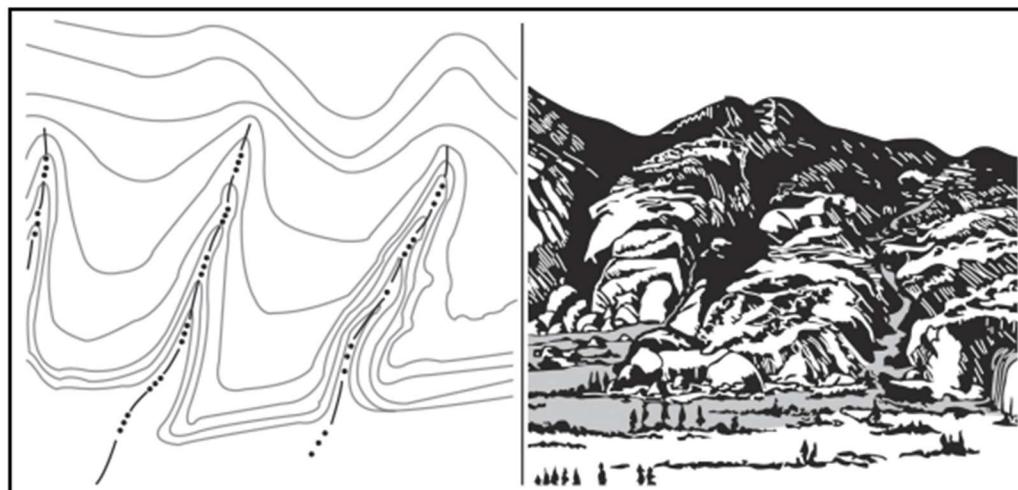


Figure 9-22. Spur

3. **Cliffs**. A cliff is a vertical or near-vertical feature that is an abrupt change of the land. When a slope is so steep that the contour lines converge into one “carrying” contour of

contours, this last contour line has tick marks pointing toward low ground. Cliffs are also shown by contour lines very close together and, in some instances, touching each other.

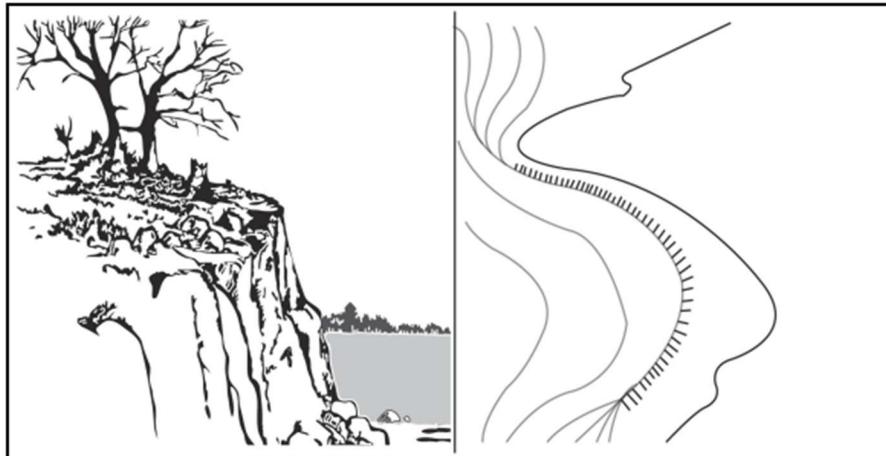


Figure 9-23, A. Cliff (with tick marks)



Figure 9-23, B. Cliff (without tick marks)

How many Supplementary Terrain Features are there? What are they? Describe them.

2

1. **Cut**. A cut is a man-made feature resulting from cutting through raised ground, usually to form a level bed for a road or railroad track. Cuts are shown on a map when they are at least 10 feet high, and they are drawn with a contour line along the cut line. This contour line extends the length of the cut and has tick marks that extend from the cut line to the roadbed, if the map scale permits this level of detail.

2. **Fill**. A fill is a man-made feature resulting from filling a low area, usually to form a level bed for a road or railroad track. Fills are shown on a map when they are at least 10 feet high, and they are drawn with a contour line along the fill line. This contour line

extends the length of the filled area and has tick marks that point toward lower ground. If the map scale permits, the length of the fill tick marks are drawn to scale and extend from the base line of the fill symbol.

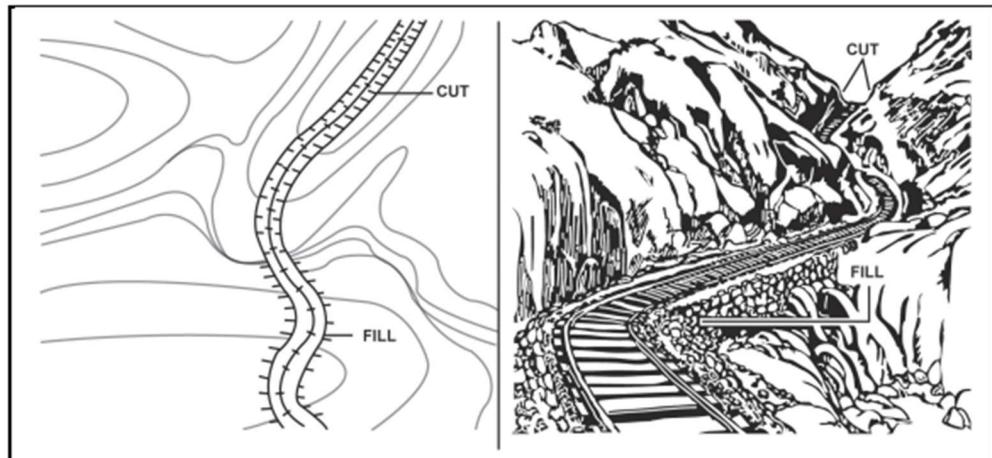


Figure 9-24. Cut and fill

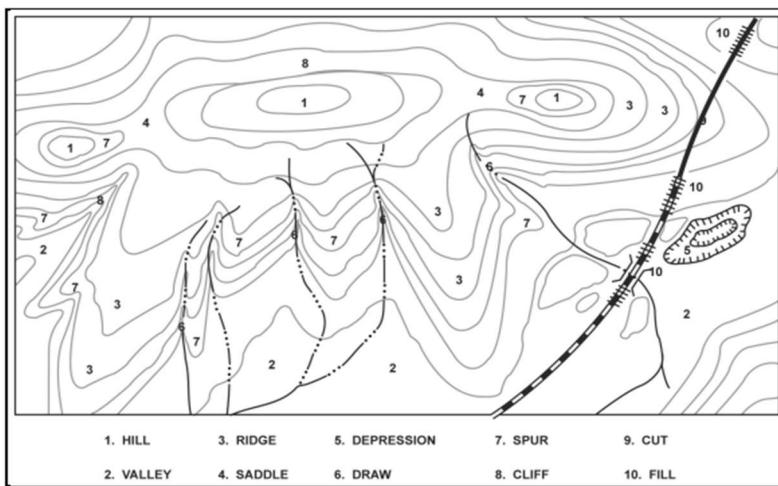


Figure 9-25. Terrain features

## **Movement Formations:**

What Manual covers Movement Formations?

FM 3-90, Chapter 2

How many movement formations are there? What are they?

1. **Column**. The column formation is a movement formation with elements arranged one behind another. A unit moves in column formation when the unit does not anticipate early contact, the objective is distant, and speed and control are critical.

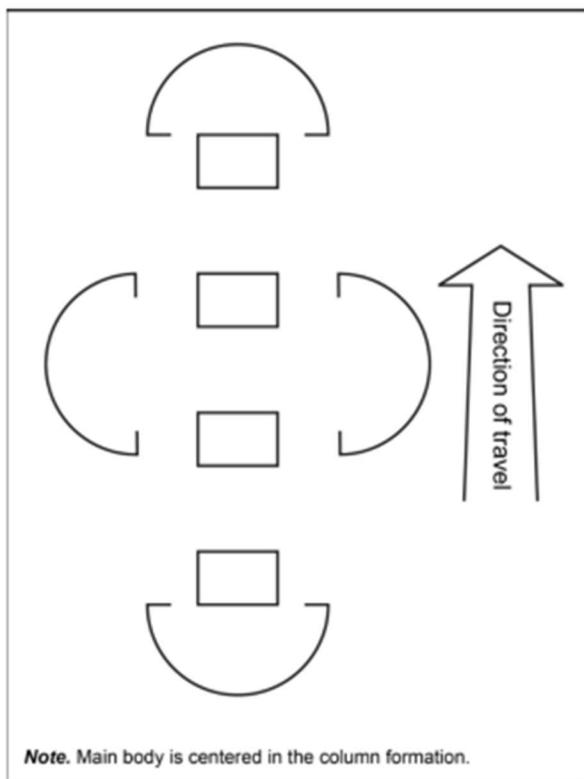
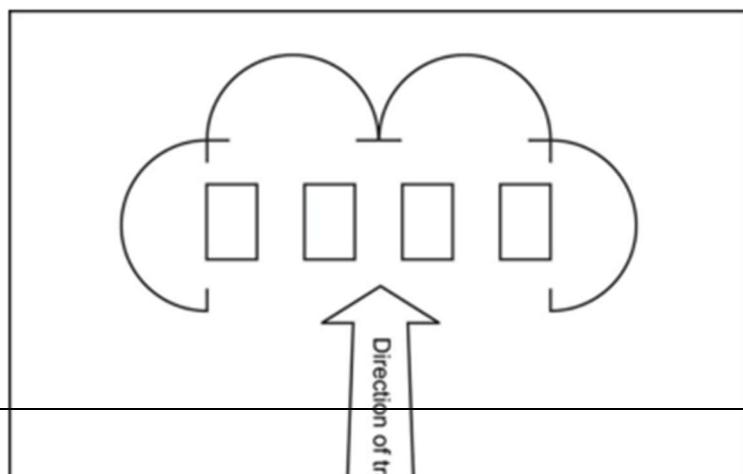


Figure 2-1. Column formation

2. **Line**. A line formation is a movement formation in which elements move abreast of each other. A unit typically employs this formation when assaulting an objective because it concentrates firepower to the front in the direction of movement.



3. **Wedge**. The wedge formation is a movement formation with one lead element and the trail elements are paired off abreast of each other on the flanks. Units use this formation to attack an enemy appearing to the front and flanks. Within the wedge, subordinate units employ the formation best suited to the terrain, visibility, and likelihood of contact.

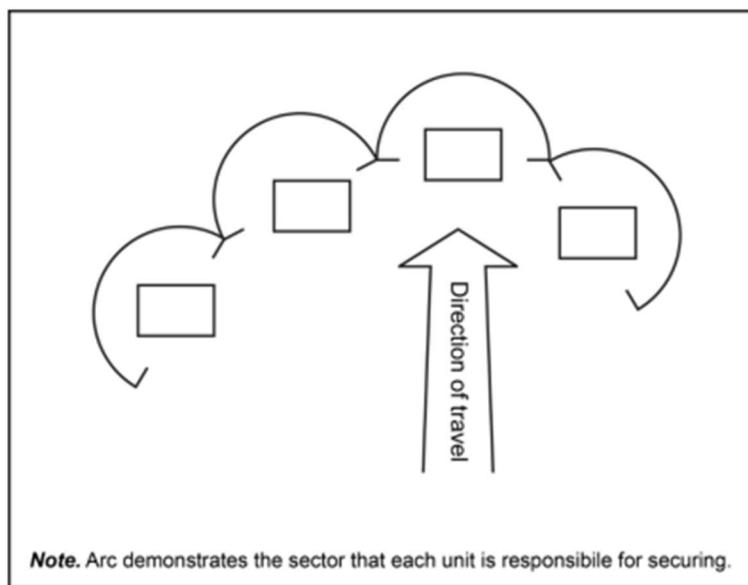
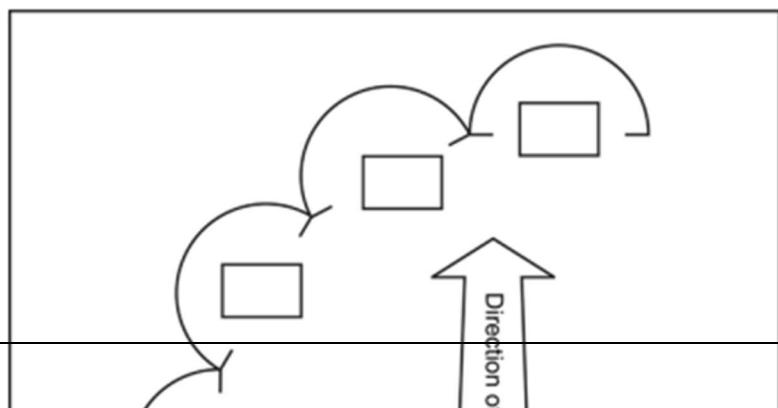
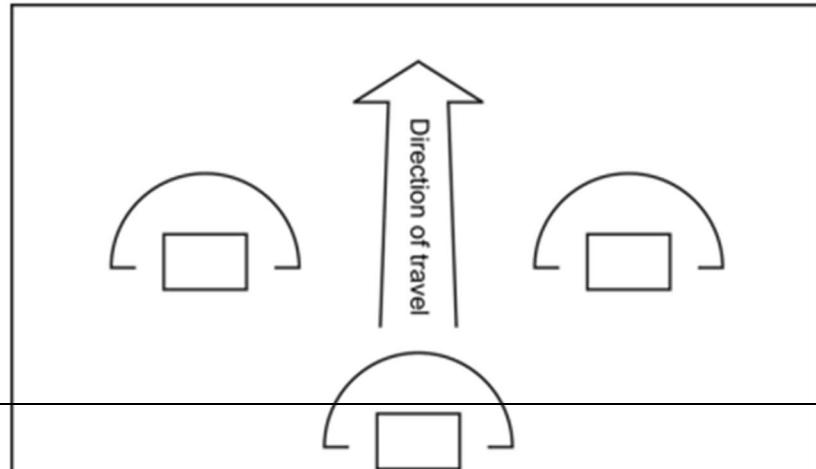


Figure 2-3. Wedge formation

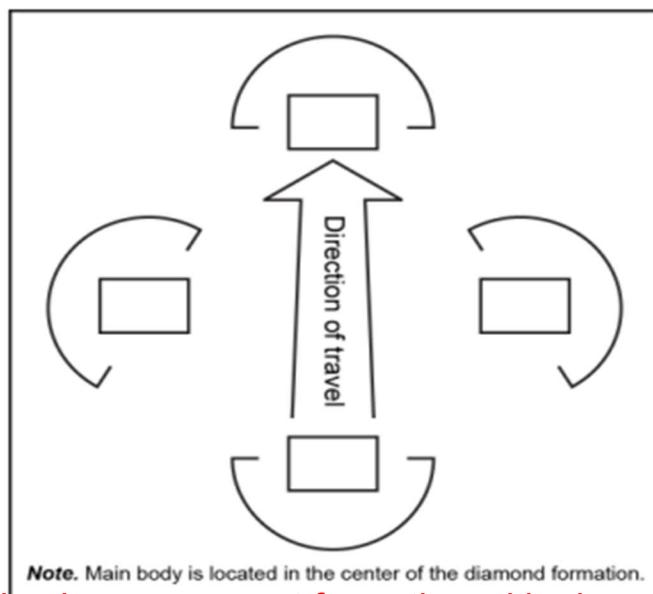
4. **Echelon** (left or right). An echelon formation is a movement formation with elements arranged on an angle to the left or to the right of the direction of attack (echelon left, echelon right). This formation provides focused firepower forward and to the flank of the direction of the echelon. It facilitates control in open areas.



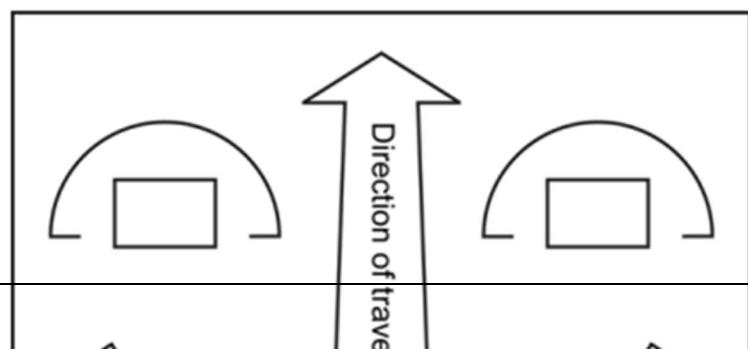
5. **Vee**. A vee formation is a movement formation with two elements abreast and one or more elements trailing. If there are more elements after the trail element in the vee formation, the trail elements can be in front or behind the main body. This arrangement is suited for an advance against a known threat to the front.



6. **Diamond**. A diamond formation is a movement formation with one element leading, one element positioned on each flank, and the remaining elements to the rear. The non-security units of the diamond usually move in a column formation inside of the diamond. It is most effective during approach marches, exploitations, or pursuits when the unit has only general knowledge about the enemy.



7. **Box**. The box formation is a movement formation with elements arranged in a box or square, or two elements up and two elements back. This formation is only used when the unit has four security or combat elements. It is a flexible formation providing equal firepower in all directions. This formation can cause up to 50 percent of the force becoming decisively engaged simultaneously, thereby limiting the combat power available to maneuver against an enemy force. The box formation arranges the unit with two forward and two trail maneuver elements.



What are the advantages and disadvantages of a column movement formation?

A column formation—

Advantages:

- Provides the best formation to move large forces quickly, especially with limited routes and limited visibility.
- Makes enemy contact with a small part of the total force while facilitating control and allowing the unit to quickly mass forces.
- Provides a base for easy transition to other formations.
- Works in restricted terrain

Disadvantages:

There are also disadvantages to using a column formation. These include—

- Units can only immediately apply the majority of the column's firepower on the column's flanks.
- The length of the column affects movement and terrain management.
- Possibly inadvertently bypassing enemy units or positions and exposing the unit's flanks.
- Running head-on into an enemy deployed perpendicular to the column's direction of movement. Restricted terrain may limit the ability of friendly forces to maneuver if contact is made to the front of the formation

What are the advantages and disadvantages of a line movement formation?

A line formation also—

Advantages:

- Facilitates speed and shock in closing with an enemy force.
- Allows the coverage of wide frontages.
- Facilitates the occupation of attack by fire or support by fire positions.

Disadvantages:

There are also disadvantages of a line formation:

- Provides less flexibility of maneuver than other formations since it does not distribute units in depth.
- Linear deployment allows a unit deployed on line to bring only limited firepower to bear on either flank.
- Provides limited or no reserve.
- Limits overwatch forces.
- Limits control of a unit using a line formation in restricted terrain or under conditions of limited visibility

What are the advantages and disadvantages of a wedge movement formation?

Employing a wedge formation—

Advantages:

- Provides maximum firepower forward and allows units to use a large portion of their firepower on the flanks.
- Allows rapid crossing of open terrain when enemy contact is not expected.
- Facilitates control.
- Allows for rapid changes in the direction of movement.
- Facilitates the rapid change to other movement formations.

Disadvantages:

The primary disadvantages to the wedge formation are that it—

- Requires sufficient maneuver space or multiple routes for dispersion laterally and in depth.
- Lacks ease of control in restricted terrain or poor visibility.

What are the advantages and disadvantages of an echelon movement formation?

Units operating on the flank of a larger formation commonly use this formation. An echelon formation—

Advantages:

- Facilitates control in open terrain.
- Allows the concentration of the unit's firepower forward and to the flank in the direction of the echelon.
- Allows forces not in contact to maneuver against known enemy forces because all elements will not simultaneously make contact.

Disadvantages:

The primary disadvantages of this formation are—

- Difficult to maintain control over the unit in restricted terrain.
- Lacks security or firepower on the opposite side of the echelon.

What are the advantages and disadvantages of a vee movement formation?

Units use this formation when they know the enemy force's location and disposition and expect enemy contact. It—

Advantages:

- Provides maximum firepower forward and good firepower to the flanks, but the firepower on the flanks is less than that provided by the wedge.
- Facilitates a continued maneuver after making contact and a rapid transition to the assault.
- Allows a unit to change quickly to a line, wedge, or column formation.

**Disadvantages:**

The primary disadvantages to this formation include:

- Reorientation in the direction of movement, such as a 90-degree turn, are more difficult than using the wedge.
- Control is difficult in restricted terrain and under limited-visibility conditions.
- Lead element masks fires of the trail element.
- Requires sufficient maneuver space for dispersion laterally and in depth.

What are the advantages and disadvantages of a diamond movement formation?

**Advantages of employing a diamond formation include—**

**Advantages:**

- Allowing units to maneuver to either flank immediately, regardless of which subordinate element makes enemy contact.
- Facilitates making enemy contact with the smallest possible force yet provides all around security.
- Provides firepower to the front and flanks.
- Changes easily and quickly to another formation.
- Facilitates speed of movement while remaining easy to control.
- Provides an uncommitted force for use as a reserve.

**Disadvantages:**

The primary disadvantages of this formation are that it—

- Requires sufficient maneuver space or multiple routes for dispersion laterally and in depth.
- Requires four subordinate maneuver elements.

What are the advantages and disadvantages of a box movement formation?

**Employing a box formation—**

**Advantages:**

- Allows a unit to change quickly and easily to any other formation.
- Facilitates rapid movement yet still provides all around security.

- Provides firepower to the front and flanks.
- Maintains control more easily than a line formation.

Disadvantages:

Using the box formation also has disadvantages. These include—

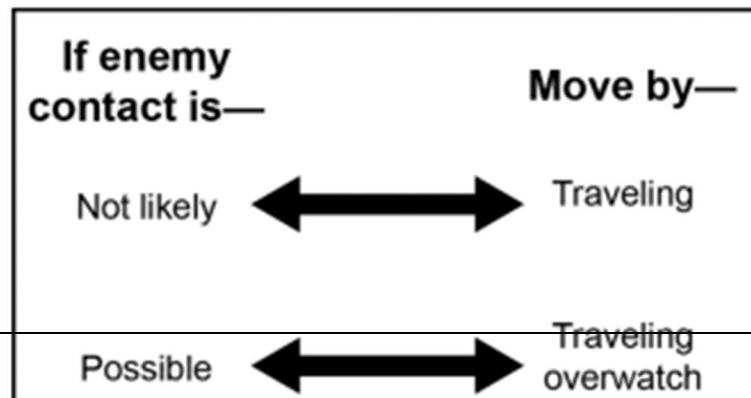
- The requirement for sufficient maneuver space or multiple routes for dispersion.
- At battalion and company echelons, the possibility exists of enemy units massing on one element at a time as the presence of other friendly forces can mask other element's direct fires.

What are the 3 movement techniques?

Traveling

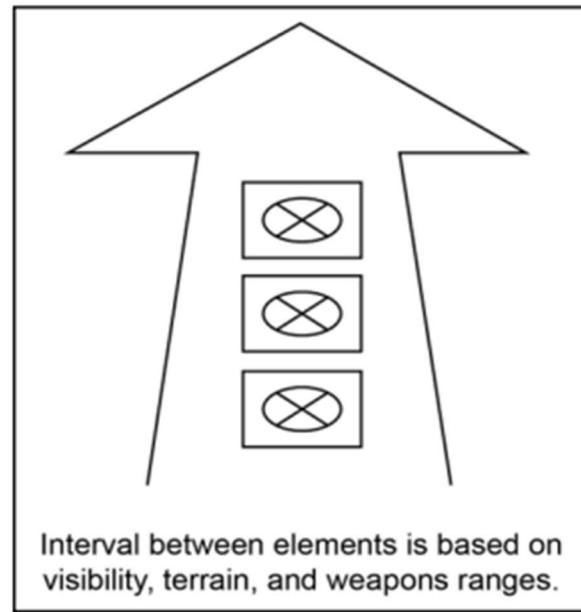
Traveling Overwatch

Bounding Overwatch



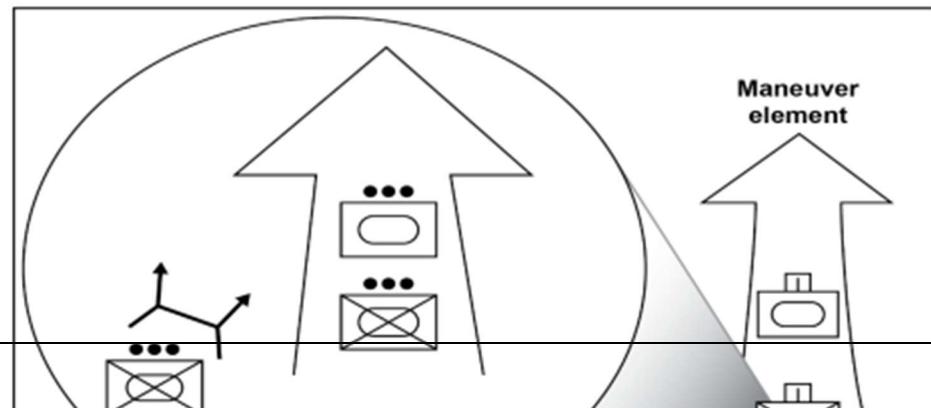
## What is Traveling?

Traveling is a movement technique used when speed is necessary and contact with enemy forces is **not likely**. All elements of the unit move simultaneously.



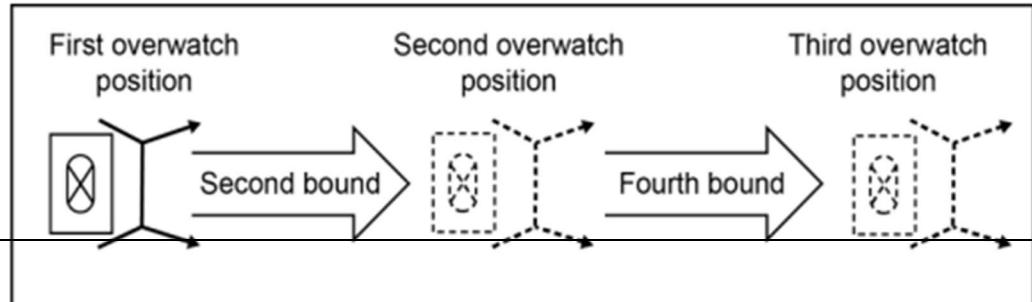
## What is Traveling Overwatch?

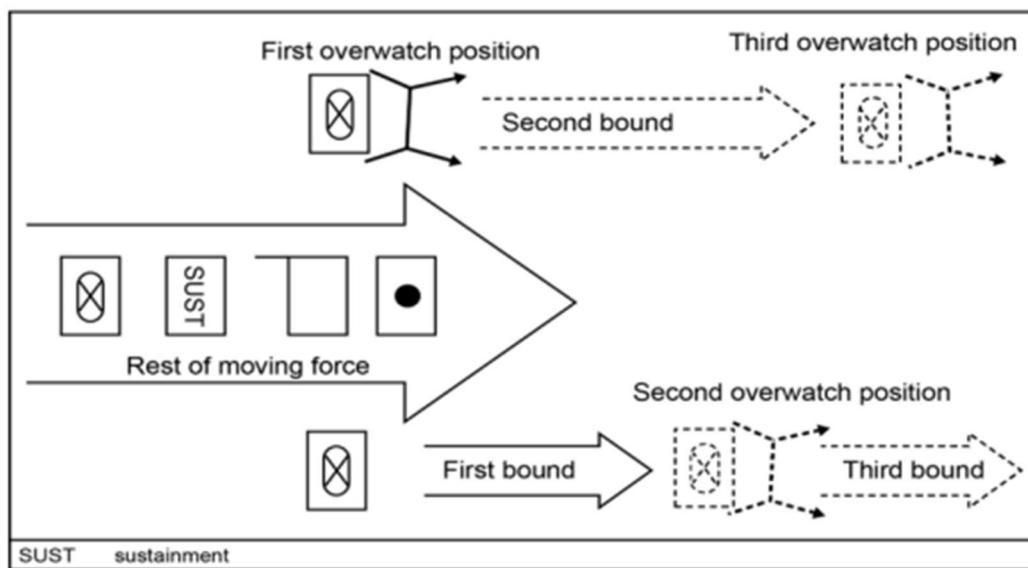
Traveling overwatch is a movement technique used when contact with enemy forces is **possible**. The trailing element moves at variable speeds and may pause for short periods to overwatch the lead element.



## What is Bounding Overwatch?

Bounding overwatch is a movement technique used when contact with enemy forces is **expected**. The unit moves by bounds. One element always halts in position to overwatch another element while it moves. The overwatching element positions to support the moving unit by fire or maneuver.





**Figure 2-13. Bounding overwatch movement technique (successive bounds)**

What are the 5 forms of maneuver?

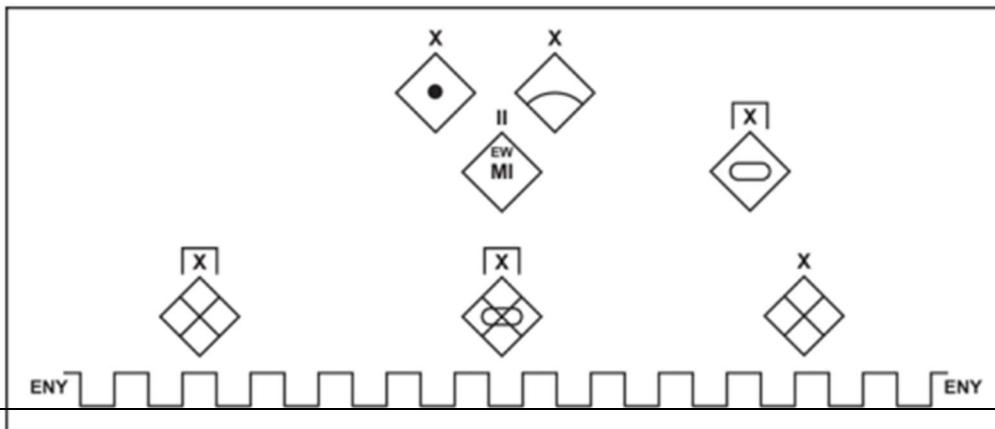
- Frontal Attack
- Penetration
- Envelopment
- Turning Movement
- Infiltration

**Table 2-1. Forms of maneuver and planning symbols**

| <i>Form of maneuver</i> | <i>Planning symbol</i> |
|-------------------------|------------------------|
| Frontal attack          |                        |

## What is a Frontal Attack?

A frontal attack is a form of maneuver in which an attacking force seeks to destroy a weaker enemy force or fix a larger enemy force in place over a broad front.



## What is a Penetration?

A penetration is a form of maneuver in which a force attacks on a narrow front.

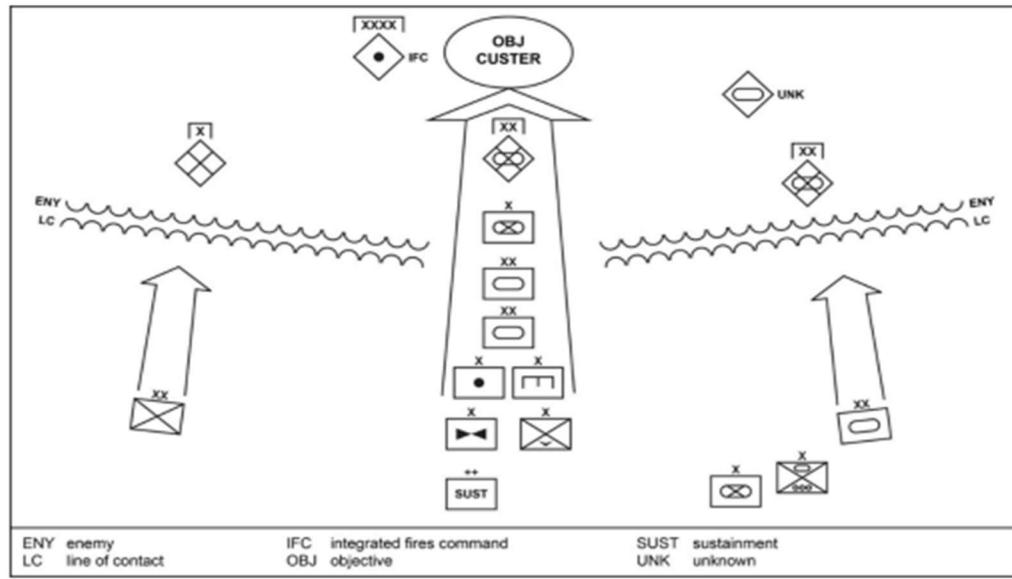
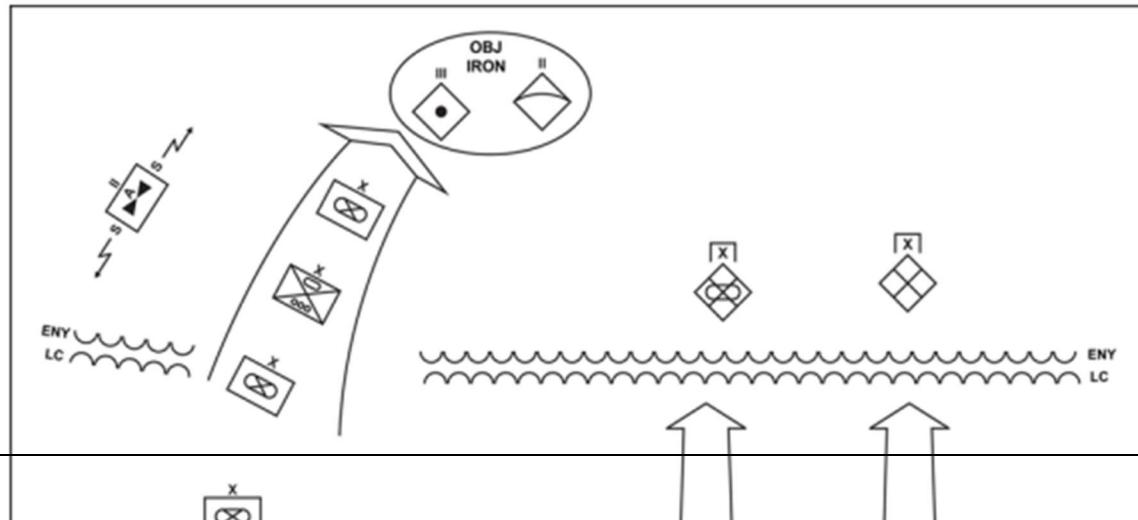


Figure 2-15. Penetration

## What is Envelopment?

Envelopment is a form of maneuver in which an attacking force avoids an enemy's principal defense by attacking along an assailable flank.



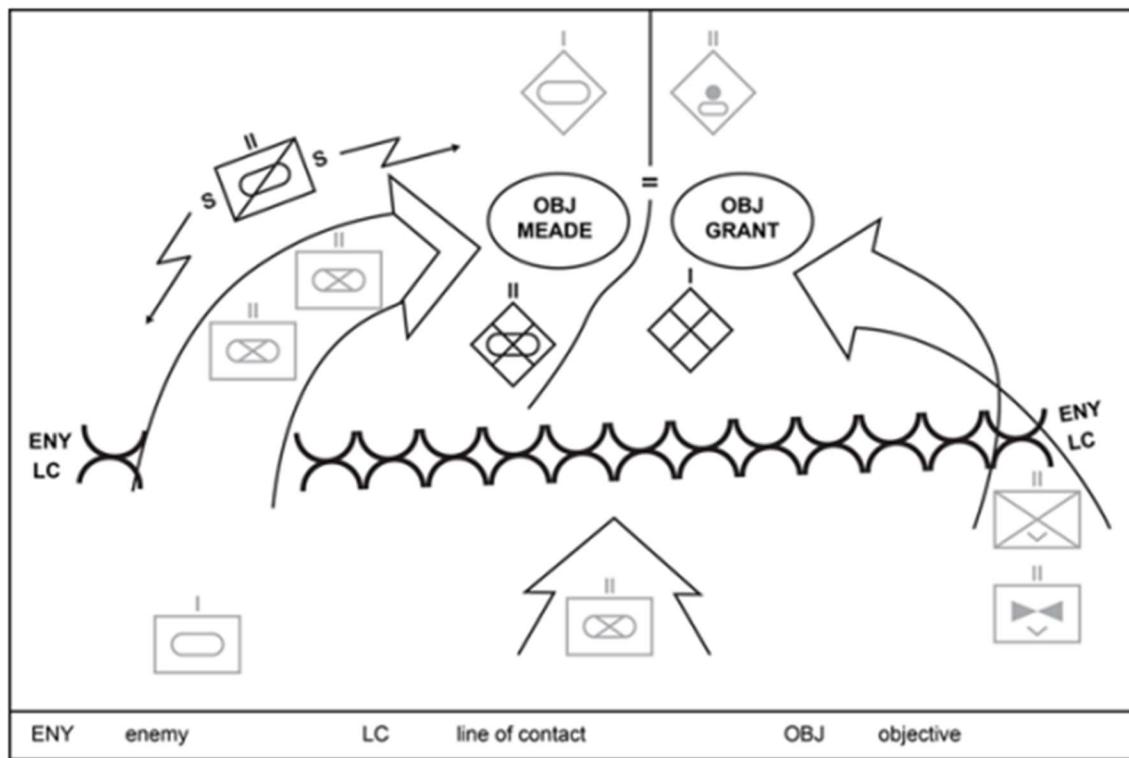
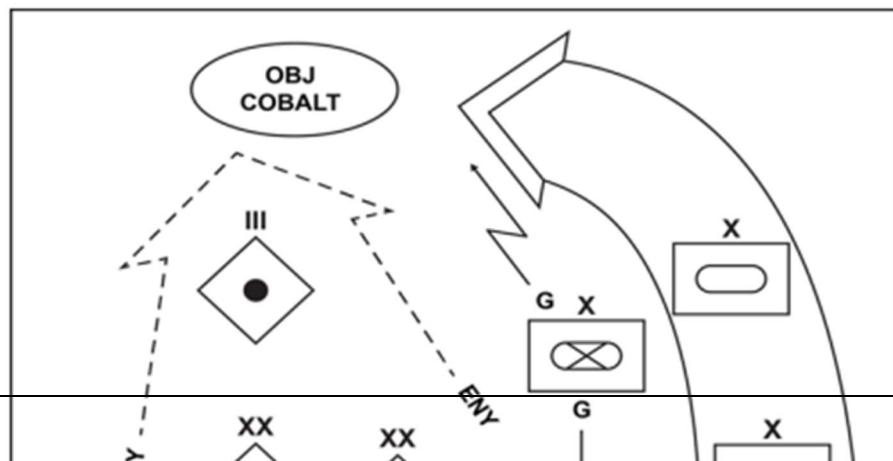


Figure 2-17. Envelopment control measures.

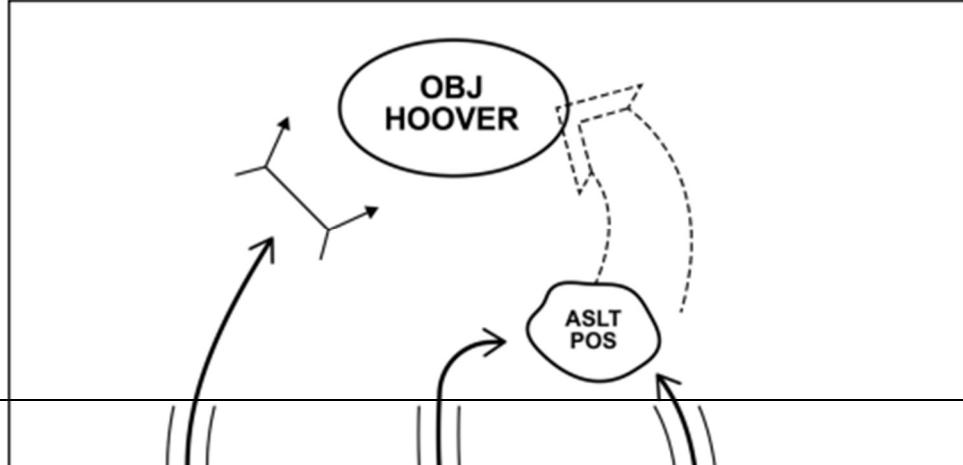
### What is a Turning Movement?

A turning movement is a form of maneuver in which the attacking force seeks to avoid the enemy's principal defensive positions by attacking to the rear of their current positions forcing them to move or divert forces to meet the threat.



## What is Infiltration?

An infiltration is a form of maneuver in which an attacking force conducts undetected movement through or into an area occupied by enemy forces.



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### **React to Indirect Fire While Dismounted - Squad:**

What publication covers the React to IDF Battle Drill?

ATP 3-21.8

What are the steps in the React to IDF Battle Drill?

1. A member of the squad hears or observes artillery impacting near the squad and alerts the squad with the announcement, INCOMING!
2. Soldiers immediately assume the prone position or immediately move to nearby available cover during initial impacts.



3. The squad leader orders the squad to move to a rally point by giving a direction and distance.
4. Soldiers move rapidly in the direction and distance to the designated rally point and reestablish security after the impacts.
5. Leaders regain accountability of their Soldiers, weapons, and equipment at the rally point and treat casualties as required.
6. The squad leader reports the contact.

What directions do you NOT direct your squad rally point when receiving IDF? Why?

3, 6, 9, and 12

For mortars, it takes only one movement change to get back on target. As opposed to the other numbers requiring two movements.

What is a LACE report used for?

The LACE Report provides mission critical information on the current status and well-being of the squad.

What does LACE stand for in a LACE report?

Liquids – How much water does each Soldier and squad have?

Ammunition – How much ammunition by type do you have?

Casualties – How many casualties do you have and what types?

Equipment – How has your equipment been impacted? Are there any NMC pieces of equipment?

Have the participant conduct a LACE report.

Conducts LACE report..