

GHS JROTC Promotion Board Study Guide



How to Report to the Board and What to do During the Board

1. Reporting to the Board

- a. Knock loudly on the door of the board room and enter when told to do so.
- b. Approach the president of the board using proper facing movements and position yourself 3 steps in front of the president of the board.
- c. Halt at attention, render a hand salute, and report to the president of the board as follows: "Sir," or "Sergeant, Cadet (Smith) reports. Hold your salute until the president returns it. This is the proper way to report.
- d. If being seated, look over shoulder, step to the rear with your left foot, and be seated. While seated, sit straight with both feet flat on the floor and approximately one foot apart. Place your hands, fingers outstretched, but comfortable, on your knees or thighs.

2. Opening statement

- a. Be prepared to give a brief summation of your cadet career. Include positions held, jobs performed, education, and significant accomplishments. Do not try to memorize dates.
- b. Be clear and concise, and use this as an opportunity to relax. Address the president, looking directly at him, and at least once, look directly at all board members during the your opening statement.

3. Answering the Board Member's Questions

- a. Do your best not to show nervousness and listen very carefully to questions being directed at you. Begin all statements to the board members by title with "Sergeant Major," "First Sergeant," "Sergeant," or with whatever salutation is appropriate.
- b. Speak loudly enough so that all board members will hear you and distinctly enough so that you will not be misunderstood. If you feel your voice start to waiver because of nervousness, raising your voice will help to steady it.
- c. Direct your answer to the person asking the question, maintaining eye-to-eye contact at all times.
- d. Don't give answers you do not know or try to fake an answer. If you do not know an answer, simply say "Title of board member (i.e., Sergeant Major, etc.), I do not know the answer. If you do not understand the question, ask the board member to please repeat or rephrase it.
- e. Don't mumble or begin your reply with "uh", "oh", "I think", or "I believe". This indicates indecisiveness. Never say "I'm sorry", if you don't know the answer. It is helpful and impressive to repeat the question as part of your answer. For example, "Sergeant, the five colors of the map are...
- f. When asked your opinion, be sure it is your opinion. Board members do not penalize you for an opinion they do not agree with. They only want to evaluate your knowledge, speaking ability, and ability to intelligently present an opinion.

4. Departing the Board

- a. Come to attention in front of the board president.

- b. Render a hand salute to the president of the board and hold your salute until it has been returned.
- c. Leave the room using proper facing movements and close the door unless directed otherwise.

Drill & Ceremonies

Reference: Field Manual 22-5

1. At what angle is the head turned when the command EYES RIGHT is given at the halt?

45 degrees.

2. What are the commands for the two rest movements while marching?

AT EASE, MARCH and ROUTE STEP, MARCH.

3. If you are drilling troops, should you be at the position of attention or parade rest?

Attention.

4. On what foot would you give the command halt?

As either foot strikes the ground.

5. What command is given to revoke a preparatory command that was given?

AS YOU WERE.

6. What direction do you turn in rear march?

To the right.

7. What command is given to turn the element 90 degrees to the left or right while marching?

LEFT or RIGHT FLANK MARCH.

8. You are marching troops, you have given the command of AT EASE, MARCH, you approach a smooth level area, how do you get the troops back in step?

Give the command QUICK TIME, MARCH and count cadence for eight steps.

9. What command is given for marching backwards?

BACKWARD, MARCH.

10. How many counts does it take to move from order arms to inspection arms?

Seven.

11. From order arms, how many counts does it take to move to port arms?

Two.

12. At what command do you assume the position of attention?

FALL IN or ATTENTION.

13. What body position is assumed on the command STAND AT, EASE?

On the command of execution, EASE, execute parade rest, but turn your head and eyes to the individual giving the command.

14. What are the rest positions from the halt?

- Parade rest - it may be given from the command of attention only
- Stand at ease - it may be given from the command of attention or parade rest
- At ease - it may be given from the command of attention, parade rest stand at ease, or rest
- Rest - it may be given from the command of attention, parade rest, stand at ease, or at ease

15. What command is given to align the squad, platoon, or other element?

To align a squad, platoon, or other element at normal intervals, the commands are DRESS RIGHT, DRESS and READY, FRONT with the command of execution being DRESS and FRONT.

16. How many counts does it take to execute facing to the flank from the halt?

Two.

17. What is the difference between interval and distance?

- Distance is the space between elements when the elements are one behind the other
- Interval is the lateral space between soldiers or elements in a formation, measures from left to right

18. On what side of a formation is a guide always positioned in a column formation?

On the right side front corner of formation.

19. What command is given to obtain close interval from normal interval while marching?

CLOSE INTERVAL, MARCH.

20. What are the two prescribed formations for a squad?

- Squad line
- Squad column

21. Why do we have drill and ceremony?

To move units or individuals in a uniform manner with precision, to instill discipline and esprit de corps, to render honors, and to preserve tradition.

22. What are the seven parts of review?

- Formation of the troops
- Presentation and honors
- Inspection
- Honors to the nation
- Remarks
- March in review
- Conclusion

23. When is the command halt given while doing the left step?

When heels come together.

24. Which foot do you turn on when executing rear march?

You pivot on the balls of both feet.

25. What is the definition of parade rest, stand at ease, at ease, and rest?

These are all rest positions at the halt.

26. How do you close ranks?

On the command close ranks, march, the first rank takes four 15 inch steps to the rear, the second rank takes two 15 inch steps to the rear, the third rank remains in place, and the fourth rank takes one 30 inch step forward.

27. What is the post for the guidon bearer in a company mass formation when the commander is present?

Two 15-inch steps to the rear and two 15-inch steps to the left of the commander.

28. What are the two pieces of music played at a retreat ceremony and in what order are they played?

"Retreat" and "To the Colors".

29. When marching to the flank, the preparatory command for a right flank is given when which foot strikes the ground?

The right foot.

30. The platoon leader commands a column formation, FILE FROM THE RIGHT, what are the supplementary commands for the squad leaders?

Fourth squad leader commands FORWARD while the other squad leaders give the command STAND FAST.

31. What command is given to retrieve stacked arms?

TAKE, ARMS.

32. How do you change a line formation to a column formation?

Give the command RIGHT, FACE.

33. What is meant by the term "post"?

Post refers to the correct place for an officer or noncommissioned officer to stand in a prescribed formation.

34. What is meant by the term "guide"?

"Guide" refers to the person responsible for the prescribed direction and rate of march.

35. What are supplementary commands?

Oral orders by a subordinate leader that reinforce and complement a commander's order which ensures proper standing and execution of a movement.

36. How would you dismiss a company formation of armed troops?

Give the commands:

1. INSPECTION, ARMS
2. READY, PORT, ARMS
3. SLING, ARMS
4. ORDER, ARMS
5. DISMISSED

37. How would you dismiss a formation of unarmed troops?

Give the command DISMISSED.

38. What command do you give when changing direction and a column movement is not applicable?

INCLINE AROUND LEFT (RIGHT).

39. In which directions, for short distances only, may the unit commander have the unit move in a designated number of steps?

Forward or backward or sideways.

40. What commands are given to align the squad in column?

COVER, and RECOVER.

41. At what position does a squad stack arms?

In a line formation at normal interval.

42. In what position is the individual soldier in when executing the manual of arms while at the halt?

Order Arms or Sling Arms.

43. What is meant by the term "cover"?

"Cover" is aligning yourself directly behind the man to your immediate front while maintaining correct distance.

44. What are the two elements of a two-part command?

The preparatory command and the command of execution.

45. What is meant by the term "inflection"?

The rise and fall in pitch of the voice of the individual giving commands.

46. How many steps are in quick time and how long are the steps?

120 steps per minute with a 30-inch step.

47. How many steps are in double time and how long are the steps?

180 steps per minute with a 30-inch step.

48. What is a rank?

A line which has only one element in depth.

49. Define a file.

A column which has only one element at its front.

50. What is the first step in stacking arms?

The squad leader commands COUNT, OFF and then designates the stackmen by numbers.

51. Define a column.

A formation in which the elements are one behind the other.

52. If a ranking officer enters the mess hall, what action do you take?

Call AT EASE and remain seated.

53. What is the prescribed publication for Drill and Ceremonies?

Field Manual 22-5.

54. During "MARK TIME", how many inches should the feet be lifted?

Two inches.

55. What is the length of the arm swing while marching at quick time?

Nine inches to the front, six inches to the rear.

56. How many steps are in half step and how long are the steps?

120 steps per minute with a 15 inch step.

57. What is a step?

The measured distance from heel to heel of a marching element.

58. What are the three commands to change interval while in line?

- CLOSE INTERVAL, MARCH
- NORMAL INTERVAL, MARCH
- DOUBLE INTERVAL, MARCH

First Aid

1. What is the definition of first aid?

First aid is the emergency care given to the sick, injured or wounded before medical treatment can be administered by medical personnel.

2. Who carries the first aid pack in combat?

Every soldier.

3. Why is individual training in first aid of such a great importance?

In the event of an emergency, medical personnel may not be readily available.

4. What are the four life-saving measures in order?

1. Open the airway and restore breathing and heartbeat
2. Stop the bleeding
3. Protect/treat the wound
4. Treat for shock

5. What methods of carrying a casualty can one man use?

- Fireman's carry Cradle drop drag
- Supporting carry Pistol-belt carry
- Arms carry Pistol-belt drag
- Saddleback carry Neck drag
- Pack-strap carry

6. What is the most effective method of preventing disease?

Cleanliness.

7. What military publication covers first aid?

Field Manual 21-11.

8. When you discover an individual's heart has stopped beating, what action must be taken immediately?

External Chest Compression: One rescuer will perform CPR using a 15 to 2 ratio (15 compressions followed by 2 quick but full long inflations). Two rescuers - 1 compression each second with the second rescuer giving 1 breath every 5 compressions.

9. What is the best way to give artificial respiration?

Mouth to mouth artificial respiration.

10. What is the principal danger of small wounds such as cuts and scratches?

Infection from contamination as these wounds bleed very little.

11. When administering mouth to mouth or mouth to nose, how many times per minute should you repeat the cycle?

12 times per minute.

12. How do you treat a casualty who has fainted?

Lie the person down, elevate the feet six to eight inches, if available, place an ample amount of ammonia near the casualty's nose for a few seconds, and loosen clothing and apply a cool wet cloth to his face.

13. What is the ratio of heart compressions to breaths when administering CPR using the one-rescuer method?

15 to 2 Ratio - 15 heart compressions followed by 2 quick but full lung inflations. This cycle is repeated (15:2) 4 times, then check the casualty for breathing and pulse.

14. What are the three methods that can be used to clear an obstruction from the throat of a conscious victim?

- Back blows
- Abdominal thrusts
- Chest thrusts

15. Describe mouth-to-mouth artificial respiration.

- Clear the mouth and throat of mucus, food, or foreign matter
- Tilt the head back, grasp lower jaw and lift
- Pinch nostrils, take a deep breath, place your mouth around soldier's mouth and blow forcefully until the chest rises
- Listen and look for signs of throat obstruction or clogged passages. Repeat this process twelve times per minute

16. What kind of artificial respiration is used in contaminated areas?

Chest pressure arm lift method.

17. How long do you continue the heart massage and mouth-to-mouth resuscitation?

Until the casualty starts to breathe on his own and his pulse is detected, or until rescuer is relieved by another person, or until he is too tired to continue.

18. When must mouth to nose respiration be used?

Mouth to nose respiration must be used when the casualty has a severe mouth or jaw wound or when the jaws are tightly shut by muscle spasms.

19. What is the purpose of splinting and why?

To immobilize or fix bone fragments. Broken fragment may cause blood vessel and nerve damage which may lead to shock and increased pain.

20. What is a fracture?

A broken bone.

21. What are the two types of fractures?

- Compound or open fracture (bone through the skin)
- Simple or closed fracture

22. What are the principles of splinting?

- All fractures and long bones should be splinted "where they lie"
- Immobilize the joint above and below the fracture
- Do not interfere with blood circulation
- Pad the splint

23. How is an open fracture treated prior to splinting?

Stop the bleeding, then apply a dressing and bandage.

24. What is a closed fracture?

A break in the bone without a break in the overlying skin.

25. What are the five signs of a fracture?

- Bone protruding through the skin
- Unnatural position
- Tenderness or pain when slight pressure is applied
- Swelling of the injured area
- Discoloration of the skin at the injury

26. What equipment can be used as a splint?

Rifles, boards, tree limbs, or anything flat.

27. How should a patient with a fractured spine be transported?

Soldier should be transported on a litter or a straight board maintaining the natural arch in the back.

28. When should a patient not be placed in the shock position?

When the patient has a head injury.

29. What is the minimum amount of ties used in immobilizing a limb?

Four ties, minimum, 2 above and 2 below the fracture.

30. What may result if an unsplinted fracture is moved?

Pain, can increase shock, may further damage nerve, muscles and blood vessels.

31. What are the signs of carbon monoxide poisoning?

Headache, dizzy, yawn, nausea, ears ring and heart flutters.

32. How do you treat a carbon monoxide casualty?

Move the casualty to fresh air, immediately administer artificial respiration if required, keep quiet and get him to a medical treatment-facility as soon as possible.

33. There are seven symptoms of mild nerve agent poisoning, name them.

- An unexplained runny nose
- Unexplained sudden headache
- Sudden drooling
- Difficulty seeing
- Tightness in chest or difficulty breathing
- Localized sweating or twitching
- Stomach cramp
- Nausea

34. There are ten symptoms of severe nerve agent poisoning, name them.

- Strange or confused behavior
- Wheezing, difficulty in breathing, and coughing
- Severely pinpointed pupils
- Red eyes with tearing
- Vomiting
- Severe muscular twitching and general weakness
- Loss of bladder/bowel control
- Convulsions
- Unconsciousness
- Stoppage of breathing

35. If you have a major eye injury, which eye should be bandaged?

Both.

36. If a casualty has an open chest wound, after the wound is bandaged air-tight, should he be allowed to sit up if he is more comfortable?

Yes.

37. If a casualty with an open chest wound chooses to lie down after the wound is air-tight, which side should he lie on?

His injured side.

38. Should a casualty with an abdominal wound be allowed to drink water or eat anything?

No.

39. Name two important things you shouldn't do when treating a person with abdominal wounds.

- Touch or try to push protruding organs into the wound
- Apply dressing or bandages too tightly because it can cause additional injury

40. In what position do you place a casualty with a stomach wound?

On his back with his knees flexed.

41. Explain how to treat a snake bite.

- Reassure soldier and keep him/her quiet. Immobilize bitten limb in a position lower than the heart
- Place an improvised lightly constricting band (shoestring, bootlace, strip of cloth) between bite site and heart, 2 to 4 inches above the bite
- Remove all jewelry from bitten limb, continue to reassure the soldier
- Send someone for assistance; if a litter or a vehicle is available, transport the soldier to nearest medical facility. The snake should be killed (if possible without damaging the head and taken along for identification)
- Observe casualty closely for signs of difficult breathing and be ready to initiate artificial respiration

42. To stop bleeding, should pressure be applied between the wound and heart, or between the wound and end of the extremity?

Between the wound and the heart.

43. How do you identify a person that is in shock?

A person in shock may tremble and appear nervous, may be thirsty, may become very pale, wet with sweat, and may pass out.

44. What preventive measures can be taken to prevent heat injuries?

Drinking plenty of water.

45. If pressure has been applied to a bleeding wound and the bleeding wound doesn't stop, what method should you use in stopping the bleeding?

Tourniquet.

46. When treating for or trying to prevent shock, you are suppose to give the casualty, provided he is awake and does not have a belly wound, a stimulant. Would you consider alcohol a stimulant?

No, it's a depressant.

47. When don't you elevate the injured part of the body above the heart to lessen bleeding?

When there is a broken bone in the injured part.

48. Name three types of bleeding.

- Arterial
- Venous

- Capillary

49. Name the four methods used to stop bleeding.

- Pressure dressing (the preferred method)
- Field dressing
- Manual pressure
- As a last resort, tourniquet

50. How is arterial bleeding recognized?

Spurts of bright red blood.

51. If you have a severe cut on the inside of your wrist, which is bleeding badly, where would you apply a tourniquet?

Directly above the elbow.

52. Where are the pressure points in the facial area?

- Below the ear lobe at the rear of the jaw bone
- Above the ear in the vicinity of the temple

53. When do you use a tourniquet?

Only when pressure over the wound area, pressure over the appropriate pressure point and elevation of the wounded part fail to control the bleeding.

54. What is found in the first aid packet that each individual carries?

Field dressing.

55. What does the word "hemorrhage" mean?

Excessive bleeding.

56. What usually causes bleeding to stop in the case of a very mild hemorrhage?

It stops itself due to the coagulation or clotting of the blood.

57. What are the three types of blood vessels?

Veins, arteries and capillaries.

58. Describe the appearance of bleeding from a vein.

Dark red and a steady flow.

59. In an emergency situation what is the choice method for controlling the bleeding?

The use of the pressure dressing.

60. After a tourniquet is used to stop bleeding, who is authorized to remove it?

A doctor or medically qualified person.

61. What is a dressing?

A sterile pad, compress or sponge applied directly to a wound for the promotion of healing.

62. Give five uses of dressings.

- Control bleeding
- Apply medication
- Absorb excess moisture
- Conserve local heat
- Protect the wound

63. What are the four types of burns?

- Thermal burns
- Electrical burns
- Chemical burns
- Laser burns

64. What are three types of classification of burn and describe?

- 1st degree: reddening of the skin
- 2nd degree: blistering
- 3rd degree: charred flesh.

65. What are the five steps in treating a blister?

- Wash the area with soap and water
- Sterilize a needle by heating until red
- Puncture the outside edge as close to the lower edge as possible
- Roll the needle from the top edge to the bottom edge draining the blister of any fluid
- Apply and secure a compress dressing

66. How do you treat burn wounds?

Expose the burn, apply a field dressing, If casualty is conscious and not nauseated, give him small amounts of water, treat for shock and seek medical aid.

67. What is "self aid in relation to the Armed Forces"?

The emergency treatment one applies to oneself.

68. What are the signs of dehydration?

Dark yellow urine, sluggish, no appetite, nausea, drowsy, higher temperature, dizzy and dry mouth.

69. What first aid measures should be given to a person suffering from heat stroke?

- Move the casualty to a cool, shady area of improvised shade and loosen his clothing
- Immerse him in cool water, if he cannot be immersed, the arms and legs should be massaged with cool water, pour water on him and fan him

- If conscious have him slowly drink at least one canteen full of water
- Seek medical aid and evacuate as soon as possible

70. What is the amount of water given a person suffering from heat stroke or heat exhaustion?

Slowly drink at least one canteen full of water.

71. What are the symptoms of heat stroke?

Clammy skin, does not perspire, hot and dry skin, extreme high temperature, unconsciousness nearly always results.

72. How do you treat a casualty for heat cramps?

- Move the casualty to a shady area or improvised shade and loosen his clothing -Give large amounts of cool water slowly
- Monitor and give more water as tolerated
- Seek medical aid if the cramps continue

73. What are the symptoms and treatment for heat exhaustion?

Symptoms:

- Loss of appetite
- Headache
- Excessive sweating
- Weakness or faintness
- Dizziness
- Skin is pale, cool, moist and clammy

Treatment: Move to a cool, shady area or improvised shade, loosen clothing, pour water on him and fan him, have casualty slowly drink at least one full canteen of water, elevate casualty's legs, seek medical aid if symptoms continue.

74. What are the two types of frostbite?

- Superficial
- Deep

75. If another person has possible frostbite on his feet, how would you help him?

Take off his socks, put dry ones on, and place his feet inside your field jacket.

76. What are two types of wet weather injuries and how would you prevent them?

- Immersion foot: exposure to dampness and heat; change socks daily (between changing allow 5 minutes for air to get to feet) and keep moisture out of footgear
- Trench foot: exposure to dampness and cold; treatment is the same as above

77. What are the signs of deep frostbite?

Numbness and skin appears yellowish or waxy "wooden" or solid to the touch.

78. Where should a deep frostbite be treated?

At the aid station.

79. How do you treat superficial frostbite?

Warm at body temperature, hands on cheeks (don't rub), fingers under armpits, and feet on buddy's belly under clothing.

80. What is trench foot?

Trench foot is when the feet are exposed to wet conditions, generally at temperatures from freezing to 50 degrees F., and the feet are inactive for a long period of time..

81. What are the signs of snow blindness?

Eyes feel gritty, get red, painful and they water.

82. Name four principles to remember in psychological first aid.

- Respect everyone's right to have his own feelings
- Accept emotional disability as being just as real as physical disability
- Realize that every physically injured person has some emotional reaction to the fact that he/she is injured
- Realize there is more strength in most disturbed soldiers than appears at first glance

83. What is rabies?

Rabies is a disease of warm-blooded animals transmitted to humans by bites and scratches.

84. What should you do if you are bitten by a stray, domestic or wild animal?

Try to impound the animal but not kill it, unless it is a last resort. If the animal has to be killed, it should be done without injuring the head.

85. What are some of the most common causes of blisters and abrasions?

Ill-fitting footwear and socks, improperly maintained footwear and heat and moisture

86. How do you treat a casualty for a severe electrical shock?

Treatment for severe electrical shock is to turn off the power, if possible; use a dry wooden pole or any other non-conductive material to remove the casualty from the live wire; administer artificial respiration, if required; and send for medical aid.

Flags, Guidons, Streamers, Automobile and Aircraft Plates

References: Army Regulation 840-10, Field Manual 22-5

1. What are the names, sizes and occasions for the display of the Flag of the United States?

- Garrison: 20 ft x 38 ft; flown on Holidays and other important occasions as designated by Presidential Proclamation
- Post: 8 ft and 11 3/8 in x 17 ft; flown daily
- Field: 6ft 8 in x 12 ft; displayed with the Positional Flag
- Storm: 5ft x 9ft 6in; flown in inclement weather
- Internment: 5ft x 9ft 6in; for deceased military personnel and veterans
- Grave Decoration: 7 in x 11 in

2. Where can the National Flag be flown at night?

As of 1966 the National Flag is flown at night by special legal authority in the following places:

- US Capital - Washington, D.C.
- Fort McHenry - National Monument
- Historical Shrine, Flag Square - Baltimore, MD
- Francis Scott Key's grave
- World War Memorial - Worcester, MA
- Moon
- Tomb of the Unknown Soldier

3. How many stripes does the flag have and how are they arranged?

13 stripes, 7 red and 6 white, the first and last stripes are red.

4. How are the stars arranged on the flag?

Four (4) rows of five (5) and five (5) rows of six (6)

5. What are the three (3) other names used in the military services for the flag?

- Colors: flag carried by dismounted troops, Supreme Commanders, and certain General Officers
- Standard: flag carried by mounted or motorized units
- Ensign - flag flown on ships, small boats, and airships

6. What is known as the hoist of the flag?

The length of a flag.

7. What is known as the fly of the flag?

The width.

8. How is the National flag disposed of when worn out?

When a flag is no longer suitable for display, it will not be cast aside or used in any way that may be viewed as disrespectful. If not preserved, it will be destroyed privately, preferably by burning or by some other method which lacks in any way irreverence or disrespect to the flag.

9. How is the National Flag posted at half-mast?

The flag is raised all the way to the top of the mast then lowered to the halfway point.

10. While you are standing and watching a military parade, while in uniform, and the flag is approaching, what do you do?

When the flag is about six (6) paces away, come to the position of attention and salute. When the flag is about six (6) paces past me, drop the salute.

11. What is known as the halyard?

The rope.

12. What is known as the truck (pronounced truck)?

The ball at the top of the mast.

13. What is known as the mast?

The flagpole.

14. When can the flag be flown upside down?

Only in time of National Distress or in an emergency.

15. How is the National Flag lowered from the half-mast position?

The flag is raised to the top of the mast and then lowered.

16. Who is responsible to ensure that National Flags on display are presentable?

Commanders.

17. What do the colors of the flag represent?

- Red: Blood, hardiness and valor
- White: Purity and innocence
- Blue: Honor for vigilance, perseverance and justice

18. What is the height of the flag pole on which the National Flag is flown?

The height will be fifty (50), sixty (60), or seventy-five (75) feet.

19. What is a Guidon?

A company, troop, or battalion identification flag.

20. What flags can be flown above the US flag?

The church pennant (during church services conducted by naval chaplains at sea) and the United Nations Flag (Note: Information not confirmed).

21. How is the flag displayed on the casket of a deceased military person?

The union is at the head and over the left shoulder.

22. Is the flag lowered into the grave?

No.

23. How is the flag removed from a casket of a deceased military person and what is its disposition?

It is carefully folded into a triangle with the union up and presented to the next of kin.

24. After the flag has been lowered, (for retreat) how is it folded?

Never let it touch the ground and folded into a triangle with the union up (known as the cocked hat).

25. What do we mean by the flag is "cased"?

When inserted in a special canvas cover.

26. How is the United States Flag displayed in a rostrum or stage?

It will be placed above and behind the speakers stand.

27. What do the red and white stripes of our flag stand for?

The thirteen original colonies.

28. What is another name given to the blue field of our flag?

The Union.

29. When can the flag be displayed at half-staff?

Memorial Day and upon the death and funeral of military personnel and high civilian dignitaries.

30. What three places is the American Flag flown at half-mast at all times?

- Arlington National Cemetery
- Tomb of the Unknown Soldier
- USS Arizona Battleship at Pearl harbor

31. In a parade, where is the unit guidon carried?

One step to the rear and two steps to the left of the company commander.

32. When did we begin to use the 50 star flag?

4 July 1960.

33. What are some of the legal holidays when the Garrison Flag is displayed (weather and military operations permitting)?

- New Year's Day (1 January)
- Washington's Birthday (22 February)
- Memorial Day (30 May)
- Independence Day (4 July)
- Labor Day (1st Monday in September)
- Columbus Day (2nd Monday in October)
- Veterans Day (11 November)
- Thanksgiving Day (4th Thursday in November)
- Christmas Day (25 December)

34. What is the difference between a Flag, Colors, and a Standard?

- The Flag is the emblem of our country and displayed on flag poles at Post and other Headquarters authorized to display them
- The Colors is the flag when carried in formation by dismounted troops
- The Standard is the flag when carried in formation by mounted or mechanized troops

35. In a parade, where are the organizational colors carried?

Always to the left of the national colors.

36. Who is authorized a Distinguished Flag, Boat Flag, and Automobile Flag?

- Flag officers in the rank of Brigadier General and above
- Civilian officials of cabinet rank (e.g., Secretary of Defense)

37. What is the birthday of the US Flag?

14 June 1777.

38. When and by whom was the US Army Flag approved?

12 June 1956, by Executive Order 10670. It is the senior flag of the US Army.

39. How many campaign streamers does the US Army Flag have?

173.

40. What are the four colors of the Army Flag?

Scarlet, Blue, White, & Yellow.

41. When are Guidons displayed?

Guidons will be carried by units participating in parades and reviews or displayed as directed by the Commander.

42. Where are the streamers attached in a guidon?

Below the spearhead of the flagstaff.

43. How many personnel are required by a detachment or separate platoons in order to have a guidon?

20 or more military personnel.

Leadership Counseling

1. What is the definition of counseling?

A process of listening, communicating advice, instruction, or judgment with the intent of influencing a person's attitude or behavior.

2. What manual pertains to Leadership Counseling?

Field Manual 22-101.

3. What are the three approaches to counseling?

Directive, nondirective, and combined.

4. What is directive counseling?

When the counselor assumes the dominant role.

5. What is nondirective counseling?

When the counselor causes the counselee to take complete responsibility for solving his own problem.

6. What is meant by the combined approach?

In the combined approach to counseling, the leader uses parts of directive and nondirective approaches.

7. What are the reasons for counseling?

Reception and Integration, Discipline, Performance, Professional Growth and Guidance, and Personal.

8. Is performance counseling limited to bad performance?

No, counseling should be for good performance as well.

9. What are the four learning steps an individual must take to further develop his counseling skills?

- The leader as counselor
- Approaches to counseling
- Counseling skills and procedures
- The art of communicating

10. What type of personal counseling is most effective?

Personal counseling which encourages the person to arrive at their own solution.

11. What are some nonverbal signs that a soldier may be in need of counseling?

- A good performer consistently begins to perform below par
- A normally attentive person suddenly displays a lack of attentiveness or concentration
- A soldier performs deliberate acts of misconduct or refuses to follow instructions or orders
- A normally outgoing soldier becomes withdrawn and a loner
- The soldier's general appearance is not in compliance with standards

12. What are the five steps in preparing to counsel?

- Notify the soldier
- Schedule the best time
- Choose a suitable place
- Decide the right atmosphere
- Plan the discussion

13. During a counseling session, should the leader spend more time at talking or listening?

A counselor should listen more than he speaks with emphasis on making comments or responding by asking questions as necessary.

14. What should you do with information concerning a criminal act obtained during a counseling session in confidence?

A leader who gains information concerning a criminal act during counseling has a responsibility to report it to the proper authorities. The counselee has a right to be informed of this limitation on confidentiality before session reveals possible criminal activity.

15. What is performance counseling?

Performance counseling is the process of communicating to a subordinate the leader's assessment of the strong aspects of the subordinate's performance of duty and ways in which that performance may be improved.

16. Is it an absolute requirement that leaders regularly counsel their soldiers?

Yes. The leader who neglects to counsel his subordinates is negligent in his performance of duty.

17. What DA Form is used for counseling?

DA Form 4856-R, General counseling form.

18. What is meant by reward power?

Based on the perception that the leader controls rewards that the soldier values and believes will be given for satisfactory performance.

19. What must a leader recognize about himself when conducting personal counseling?

A leader must recognize his limitations and offer only that kind of help for which he is trained and qualified.

20. What is Active Listening?

Active listening involves concentrating on what the soldier is saying and letting him know that he is being heard and understood.

21. Is extra training punishment?

No, when effectively utilized, extra training corrects deficiencies related to inefficiency rather than misconduct. Improved performance is the goal. It requires concerned and caring leadership.

22. What is the key to getting results from counseling?

Performing leader follow-up measures.

23. What are the leader follow-up measures?

- Let the chain of command know the results of the counseling
- Take action or make referrals agreed upon during the counseling
- Continue to evaluate the situation
- Recognize positive results
- Take corrective measures for poor results

Map Reading

In most cold weather environments, accurate up-to-date maps may not be available, landmarks may be few or nonexistent and, when the terrain is snow covered, one piece of ground can look exactly like the other. Whatever the circumstances, you must be able to find your way. If you can't do it by map reading, you must do it by some means of navigation.

- Problems associated with Land Navigation:
- Poor or nonexistent road nets
- Sparse population
- Long nights, falling or blowing snow, fog, all limit visibility
- Magnetic disturbances are common, making compass readings unreliable
- Large scale maps are either nonexistent or unreliable
- Numerous small lakes, ponds, and creeks are not indicated on maps
- Size and location of waterways may vary from season to season and year to year

Distance and Direction:

If you travel from "A" to "B", it's necessary before you start, to know the distance and direction from "A" to "B".

Measuring distances (methods):

- Pacing
- Use of field wire
- Estimation

Determining direction (methods):

- Compass
- The sun
- Signs of nature
- The stars
- Navigation by dead reckoning

Hints for the Navigator:

- Keep the compass warm to speed up taking bearings.
- When no steering marks exist to your front, march on a back azimuth. Your steering mark may be some natural or man-made structure to your rear.
- When visibility is poor, only close-in steering marks will be available. Under these conditions, you should try to pick up further steering marks along the correct azimuth as you approach each one. This can only be done accurately when the route to each steering mark follows a straight line. You should take frequent compass checks to insure that the correct azimuth is being followed. The compass should also be set for a night course
- A steady, upshifting wind will also aid you in maintaining direction.

1. What is a map?

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

2. Why is it necessary to learn to read a map?

- To assist in locating and determining exact locations
- To assist in maintaining direction
- To assist in determining routes to follow

3. What colors are used on military maps?

- Blue: water
- Green: vegetation
- Red-Brown: cultural features, all relief features, and elevation
- Red: main roads and populated areas
- Black: man-made objects
- Brown: relief features & elevation

4. What does the color yellow represent on an overlay?

A contaminated area.

5. How do you orient a map?

By placing it in a horizontal position with its north pointing to the north.

6. Why are colors used on a map?

To facilitate the identification of features on a map, the topographical and cultural information.

7. What is a representation fraction?

A numerical scale. Indicates the relationship map to ground distance.

8. What is the declination diagram?

The declination diagram is the angular difference of magnetic north and grid from true north.

9. What is dead reckoning?

A technique of following a set route or line for a determined distance.

10. What is meant by the scale of a map?

Scale is expressed as a fraction and gives the ratio of map distance to ground distance.

11. What are three norths on a military map?

- Magnetic
- True
- Grid

12. What are the symbols for the three norths?

- Magnetic: Arrow
- True: Star
- Grid: Vertical Line

13. What is the legend of a map?

Illustrates and identifies the topographic symbols used to depict the more prominent features of the map.

14. Are the legend symbols always the same on every map?

No.

15. What field manual covers map reading?

Field Manual 21-26.

16. What is modified resection?

The method of locating one's position on the map when the person is located on a linear feature on the ground, such as a road or canal.

17. How can you identify the map you want to use?

By sheet name and numbers.

18. What are the two methods used for finding an azimuth using a compass?

- Centerhold method
- Compass to cheek

19. What are the three field expedient methods of determining direction?

- Shadow tip method
- Watch method

- Star method

20. What are the 5 major and 5 minor terrain features found on a military map?

- Major: hill; saddle; valley; ridge; depression
- Minor: Draw; spur; cliff; cut; fill

21. What is a military symbol?

Graphic aids which accurately identify items of operational interest.

22. What is a NEAT line?

It is the outer line of a map that you align other maps with.

Military Courtesy

1. What is meant by military courtesy?

Military courtesy is the respect and consideration shown to others.

2. What is considered the most important of all courtesies?

The Salute.

3. When do you salute?

- When you hear the National Anthem, To the Colors, and Hail to the Chief
- When the National Colors or Standard passes by
- On ceremonial occasions
- In all official greetings
- At reveille, within sight of the flag or sound of the music
- During the rendering of Honors
- When passing by uncased colors out of doors
- When reporting to a board
- When reporting to an officer
- When Pledging Allegiance

4. What should you do when the National Anthem of a foreign country is played?

Come to attention and salute.

5. When in formation or on detail, who salutes?

The person in charge.

6. Who salutes in a group of soldiers not in formation or on detail?

The first person to see the officer approach should call attention and everyone should salute.

7. At what distance do you normally salute an officer?

Normally within six (6) paces, but can be recognized distance and saluted.

8. When do you salute inside a building?

When you are called to report, when rendering honors, or reporting for pay.

9. When is a military member not required to salute?

When he is a prisoner.

10. When riding in a military vehicle and the National Anthem or "To the Colors" is played, what action should be taken?

Stop the vehicle and the senior person in the vehicle should dismount and salute; the other personnel should remain in the vehicle seated in the position of attention.

11. When walking with someone senior to you. Which side should you walk on?

The junior should walk on the left side of the senior.

12. How is a member of the armed service addressed when the rank is not known?

Soldier.

13. Who enters a military vehicle first?

The junior member enters first and others follow order of rank; the driver enters last.

14. Who leaves a military vehicle first?

The most senior member.

15. When a person is running and encounters a situation where a salute is required, what should the individual do?

- Halt if the flag is involved and then salute
- Walk if an officer's presence requires rendering of honor

16. How many gun salutes is the Commander in Chief entitled to?

On arrival - 21; on departure - 21.

17. How does a soldier report to the Commanding Officer or President of the Board?

- Remove headgear
- Knock
- Enter when told to do so
- Halt two paces in front of the person to whom report
- Salute (the salute is held as long as you are reporting or until the salute is returned)
- Address the president, state your rank and full name, and report (Example: Sergeant Major, Sergeant Smith reports)

18. What was the original purpose of retreat?

Retreat has always been at sunset and its purpose was to notify sentries to start challenging until sunrise and to tell the rank and file to go to their quarters and stay there.

19. What holiday is the National Flag displayed at half staff from reveille until noon?

Memorial Day: at 1200 hours the national salute (21 guns) will be fired and the flag hoisted to the top of the staff and will so remain until retreat.

20. What ceremony takes place at 1200 hours on Independence Day?

A salute to the Union (50 guns will be fired).

21. What is the purpose of Unit or Organization Day?

That day is a holiday (unit's birthday); and the traditions of the outfit are kept in the spotlight all day.

22. When is a salute considered obviously inappropriate?

When a person is carrying articles with both hands or being otherwise so occupied as to make saluting impractical.

23. Do you salute when driving a vehicle?

No.

24. Is an officer required to return a hand salute?

Yes. except when he is pay officer.

25. What is the proper action when observing an approaching staff car displaying a plaque with stars?

Come to attention and render the hand salute until the salute is returned or the car passes.

26. What do you do when in doubt of saluting?

Salute.

27. In a military funeral procession, when should military personnel salute?

During the passing of the caisson or hearse bearing the remains.

28. Does a unit resting along the road come to attention and salute an approaching officer?

No.

29. What action is taken when the flag is lowered?

When the flag is lowered, all soldiers will assume the position of attention. If in military attire, they will render a hand salute. If in civilian attire, the hand is placed over the heart.

30. If you are in a vehicle and see an officer. Who renders the hand salute?

If in a vehicle, the front right hand passenger will render a hand salute to an officer passing by.

31. What does the guidon placed in front of the orderly room indicate?

The guidon placed in front of the orderly room indicates that the unit commander is in and designates the unit.

32. What is the difference between military courtesy and customs of the service.

The difference between military courtesy and customs is that military courtesy are the Rules of Conduct required of military personnel either by regulation or tradition. Customs of the service are practices and procedures not prescribed by law or regulation, but by tradition and practice have become of a binding force.

33. Who was the first military commander to lead troops under the flag of the United Nations?

General Douglas MacArthur.

34. If you are in a room and an officer enters the room, what actions should you take?

If an officer enters the room while I am in the room, I would come to attention and give the greeting of the day.

35. When retreat is sounded, what position is assumed?

When retreat is sounded, the position of attention is assumed.

36. What actions do a person in charge of a formation take when Retreat and To The Colors are played?

The person in charge of a formation will first give the command to execute parade rest at the first note of "Retreat". At the last note of "Retreat" he will bring the formation to attention and at the first note of "To the Colors" he will give the command present arms followed by order arms on the last note of the music. The rendering of honors while in formation will be executed only after the completion of proper movements to face the formation in the direction of the flag or music if the flag is not visible.

37. What action does a soldier take when reveille is played?

While in military uniform, the soldier not in formation at the first note of music, faces the flag (or the music if the flag is not in view) and renders a hand salute. The salute is ended on the last note of the music. While in civilian attire, the soldier, at the first note of music, faces the flag (or the music if the flag is not in view), stands at attention and holds his right hand over his heart. This position is held until the last note of music has been played.

38. What actions do soldiers take when participating in sports when retreat is played?

When retreat is played, soldiers participating in sports upon hearing the first note of music will face the flag or music, if the flag is not in sight, and stand at attention. Hold this position until the last note of music is played.

39. What is retreat?

Retreat is a ceremony in which the unit pays honors to the National Flag when it is lowered in the evening.

40. What is "To The Colors?"

"To The Colors" is the Old Cavalry Call "To the Standard", in use from about 1835.

41. How does the hand salute differ when you are reporting or rendering courtesy and when in formation?

When reporting or rendering courtesy, the head and eyes are turned to the person addressed. When in formation, your head and eyes are directly to the front.

42. Describe the hand salute.

The hand salute is executed on the command of execution of "arms". On the command of execution, raise the right hand to the forehead and with the tip of the forefinger, touch the rim of the visor slightly to the right of the eye. The fingers and thumb are extended and joined, palm down. The outer edge of the hand is barely slanted downward so that neither the palm nor the back of the hand is visible to the front. The upper arm is horizontal with the elbow inclined slightly forward and the hand and wrist are straight.

43. Do you normally salute indoors?

No, you do not normally salute indoors

44. The Secretary of Defense receives how many gun salutes?

The Secretary of Defense receives a 19 gun salute.

45. Do you render a hand salute while double timing?

While double timing, you do not render a hand salute. You must come to a quick time before rendering a hand salute.

46. How did the custom of saluting originate?

The custom of saluting originated in early Roman times when it was a way of showing that you had no weapons in your hands in medieval times knights lifted their visor on their suit of armor.

47. Where did the custom of walking to the left of a superior originate?

The custom of walking to the left of a superior originated during the Middle Ages when a person carries his weapon in his right hand and was considered the right to be a part of honor; the person to his left protected the unguarded side.

48. What are the terms of respect when speaking to male and female officers and civilian officials?

When addressing male and female officers and civilian officials, the terms sir and ma'am will be used.

49. Why should you salute proudly?

You should salute proudly because it shows you have pride in yourself and your outfit and that you have confidence in your abilities as a soldier.

50. When is it appropriate to salute a noncommissioned officer?

It is appropriate to salute a noncommissioned officer when you are a squad leader and giving your report to the platoon sergeant in a formation, or when you are a platoon sergeant giving your report to the first sergeant or the noncommissioned officer receiving the platoon reports in formation.

51. Who is entitled to a salute?

Persons entitled to a salute are all commissioned officers and warrant officers, male and female. It is also customary to salute the officers of allied nations when you recognize them as such.

52. When reporting, who salutes first, the person reporting or the person reported to?

When reporting, the person reporting is required to salute first.

53. What is meant by under arms?

Under arms refers to the carrying of arms or having them attached to the person by slings or holsters.

54. How is the salute rendered by sentries posted with a rifle?

The salute is rendered from the HALT and when armed with a rifle, PRESENT ARMS is rendered.

55. Describe the actions of the individual in charge of a group of troops riding in a military vehicle when the National Anthem is played.

When riding in a military vehicle and the National Anthem is heard, the vehicle pulls over to the side. The individual in charge dismounts and renders the hand salute; persons in the vehicle will sit at the position of attention.

56. Who salutes, when necessary, during a formation?

During a formation, the individual in charge salutes, when necessary.

57. What is tattoo and when is it played?

Tattoo means lights out and quiet in the barracks and is played at 2100 hours.

58. At 1200 hours on 4 July, a salute to the union is rendered in commemoration of the Declaration of Independence. What does this salute consist of?

At 1200 hours on 4 July, a salute to the union is rendered in commemoration of the Declaration of Independence consisting of a gun salute with the amount of guns fired equal to the amount of states in the union.

59. Why are the boots reversed in the stirrups of the riderless black horse in a military funeral procession?

The boots are reversed in the stirrups of the riderless black horse to denote that the honored deceased is a fallen warrior.

60. Who wrote the "Star Spangled Banner"?

The "Star Spangled Banner" was written by an American POW, Francis Scott Key, of Baltimore, Maryland on 14 September 1814 during the British bombardment of Fort MCHenry.

61. How many volleys are fired over the grave at a military funeral and why?

Three volleys are fired over the grave at a military funeral. The custom dates back to old Roman customs of saying farewell three times to their dead soldiers.

62. How does the individual report indoors with a rifle?

The individual knocks, does not uncover and enters when to do so carrying the rifle at trail or sling arms. He renders the salute prescribed for the weapon with which he is armed.

63. When outdoors and you meet an officer, when should you salute?

Salute as soon as you recognize that he or she is an officer (when approximately six steps away).

64. When do you salute officers in vehicles?

Salute all officers (recognized by rank) in official vehicles identified by special plates or flags.

66. When do you salute in formation?

Salute only on command when in formation.

67. What actions should be taken when in a group and an officer approaches?

If in a group and an officer approaches, the first soldier to recognize the officer calls the group to attention and all personnel salute.

68. What should you do when approaching an officer while double-timing alone?

If you approach an officer while you are double-timing alone, assume quick time march and render the hand salute. When the salute is returned, execute order arms and resume double-timing.

69. Who initiates a salute?

The salute is always initiated by the subordinate and terminated only after acknowledgment by the individual being saluted.

70. What should accompany a salute?

The salute should be accompanied with an appropriate greeting, such as, "Good morning/afternoon, sir/ma'am."

71. Are salutes required to be rendered by or to personnel who are driving or riding in privately owned vehicles?

No.

72. Do enlisted personnel exchange salutes?

It is not customary for enlisted personnel to exchange salutes, except in some ceremonial situations.

73. When is saluting not required?

- Indoors, except when reporting to an officer or when on duty as a guard.
- When a prisoner
- When it is obviously inappropriate (officer has articles in his/her hands or otherwise occupied)

Military History

1. Who demanded, "Send me men who can shoot and salute"?

General Pershing, First World War.

2. Who was the first General to lead an American Army?

General George Washington.

3. What is the date 7 December 1941 known for?

The Japanese unprovoked attack at 0730 hours on Pearl Harbor.

4. Who wrote the first field manual on Drill and Ceremonies?

Major General Baron Von Steuben.

5. Who was the leader of the famous Third Army during WWII?

General George Patton.

6. Who said "I shall return" and where?

General Douglas MacArthur in the Philippines.

7. What was General Douglas MacArthur's rank when he retired?

General of the Army.

8. Name three officers who held the rank of General of the Army.

- Douglas MacArthur
- Dwight D. Eisenhower
- Omar Bradley
- George C. Marshall

9. Who held the highest rank in the US Army?

General John J. Pershing - General of the Armies.

10. What service is the oldest (Army, Navy or Air Force)?

US Army: established 14 June 1775.

11. How many five star Generals were there and who are they?

- Eisenhower
- Bradley
- MacArthur
- Marshall
- Pershing

12. When was the Korean Conflict?

From 25 June 1950 to 27 July 1953.

13. Who won the Korean Conflict?

No one, an Armistice was declared.

14. Which has the largest population, North or South Korea?

South Korea.

15. When and where was the US-ROK Status of Forces Agreement signed?

On 9 July 1966 in Seoul, Korea.

16. What does SOFA stand for?

Status of Forces Agreement.

17. The first field manual was entitled, "The Regulations for the Order and Discipline to the Troops of the United States", and commonly known as the Blue Book. When and why was it written?

Written in 1779 to ensure continuity and uniformity of discipline in the US Army.

18. Who was a member of the 35th Division in WWI and later became president?

Harry S. Truman.

19. Who was the first person to be assigned a serial number?

General Pershing.

20. Where is Headquarters FORSCOM located?

It is located at Fort McPhearson, Georgia.

21. When was the Constitution of the United States written?

1787.

22. What does the Congress of the United States consist of?

- Senate
- House of Representatives (A resident Commissioner of Puerto Rico serves also)

23. What Article designates the creation of the Congress of the United States?

Article 1 of the Constitution.

24. What is the composition of the Senate?

- Composed of 100 members, 2 from each state
- Elected to serve a six (6) year term

25. How much of the Senate is elected every two (2) years?

One-third.

26. How many members are in the House of Representatives?

The House of Representatives has 435 members. The number representing each state is determined by population, but every state is entitled to at least one.

27. The resident Commissioner from Puerto Rico is elected to serve how many years?

Four. He takes part in discussions but has no vote.

Military Leadership

1. What is military leadership?

Military leadership is the process of influencing others to accomplish the mission by providing purpose, direction, and motivation.

2. What manual pertains to Military Leadership?

Field Manual 22-100.

3. What is meant by command?

Command is the authority a person in the military service lawfully exercises over subordinates by virtue of his rank and assignment or position.

4. What are the basic responsibilities of a leader?

Accomplishment of the mission and the welfare of the soldiers.

5. What is the most fundamental and important organizational technique used by the Army?

The chain of command.

6. What is the chain of command?

The sequence of commanders in an organization who have direct authority and primary responsibility for accomplishing the assigned unit mission while caring for personnel and property in their charge.

7. Describe the NCO support channel.

The NCO support channel parallels and complements the chain of command. It is the channel of communication and supervision from the command sergeants major to the first sergeants and then to other NCOs and enlisted personnel of the units.

8. What are the three types of duties that each NCO has?

- Specified duties
- Directed duties
- Implied duties

9. What is the Professional Army Ethic?

- Loyalty to the nation, the Army, and the unit
- Duty
- Selfless service

10. What is meant by selfless service?

Putting the needs and goals of the nation, the army, your unit and your soldier ahead of your personal needs and interest.

11. What are the four individual values that all soldiers are expected to possess, and what do they mean?

- Courage: overcoming fears of bodily harm and doing your duty (physical courage), and overcoming fears of other than bodily harm (moral courage) while doing what ought to be done
- Candor: is being frank, open, honest, and sincere with your soldiers, seniors and peers
- Competence: is proficiency in required professional knowledge, judgment, and skills
- Commitment: means the dedication to carry out all unit missions and to serve the values of the unit, Army, and the country

12. What are the four actions that should be taken in assuming a new leadership position?

- Determine what is expected of your unit
- Determine what is expected of you
- Determine the strengths and weaknesses of your subordinates
- Determine what other key people whose willing support is necessary to accomplish your job

13. List four indicators of unit effectiveness and give a short definition of each.

- Morale: A person's state of mind
- Esprit de corps: Pride in unit, enthusiasm for unit, and loyalty to unit
- Discipline: Prompt obedience to orders and initiation of action in the absence of orders
- Proficiency: The unit's ability to accomplish the mission

14. What are the factors of leadership?

The Led, the Leader, the situation, and communications.

15. What are the 23 Traits of Character?

Bearing, Confidence, Courage, Integrity, Decisiveness, Justice, Endurance, Tact, Initiative, Coolness, Maturity, Improvement, Will, Assertiveness, Candor, Sense of humor, Competence, Commitment, Creativity, Self-discipline, Humility, Flexibility, Empathy/Compassion.

16. What are the eleven principles of good leadership?

- Be tactically and technically proficient
- Know yourself and seek self-improvement
- Know your soldiers and look out for their welfare
- Keep your soldiers informed
- Set the example
- Ensure the task is understood, supervised and accomplished
- Train your soldiers as a team
- Make sound and timely decisions
- Develop a sense of responsibility in your subordinates
- Employ your unit in accordance with its capabilities
- Seek responsibility and take responsibility for your actions

17. What are Leadership Principles used for?

They are general rules which have guided the actions and conduct of successful leaders in the past.

18. What is meant by the decision-making process?

It is a conscious process for selecting a course of action from two or more alternatives for the purpose of achieving a desired result.

19. What are the principle forces you should consider when making an ethical decision?

- Legal standards
- Basic national values
- Traditional Army values
- Actual Army values
- Individual values
- Institutional Pressures

20. In order, what are the seven steps in the decision-making process?

- Identify the problem
- Gather information
- List courses of action
- Analyze and compare courses of action
- Make a decision; Select a course of action
- Make a plan
- Implement the plan

21. What are the three major steps in backwards planning?

- Determine the basics: what, how, and when
- Identify tasks you want to accomplish and establish a sequence for them
- Develop a schedule to accomplish the tasks you have identified. Start with the last task to be accomplished and work back to the present time

22. Why is professionalism important in the military?

There are two significant reasons. First, the military leader is a public servant responsible for the defense of the nation. Second, the military organization is often responsible for the life of its soldiers

23. What are the four leadership indicators?

Morale, Esprit de Corps, Discipline, and Proficiency

24. What are three different styles of leadership?

Directing, Participating, and Delegating

25. What are the actions good leaders avoid?

Violation of dignity to individuals, mass punishment or ridicule of the troops, hurry-up and wait formations and similar drills that waste time, resting before his men, shirking the responsibility of checking his men's position, blaming the next higher in command for a rough and unsuccessful mission, blaming subordinates for a squad's failure in satisfactorily completing a specific mission, eating before his men have eaten, favoritism and moral weakness.

26. A good leader must have a thorough knowledge of command essentials. What are the command essentials?

Command policies, authority, responsibility, chain of command and other channels, military rank, military discipline and conduct, and the enlisted aspects of command.

27. Explain what a leader must **be**, **know** and **do**.

A leader must **be**:

- A person of strong and honorable character
- Committed to the professional army ethic
- An example of individual values
- Able to resolve complex ethical dilemmas

A leader must **know**:

- The four factors of leadership and how they affect each other
- Standards
- Him/Herself
- Human nature
- His/Her job
- His/Her unit

A leader must **do**:

- Provide direction
- Provide purpose
- Provide motivation

28. How does a leader provide direction?

- Knowing and maintaining standards
- Setting goals

- Planning
- Making decisions and solving problems
- Supervising and evaluating

29. What does it mean to seek responsibility and take responsibility for your actions?

It means to take the initiative in the absence of Orders and accept the responsibility for your actions.

30. How can a leader stop the spread of a rumor?

Give the troops as many facts as possible with security requirements and attempt to eliminate conditions creating uncertainty before they accumulate.

31. Name three factors which tend to shape personality.

Heredity, Environment, Experience.

32. What is supervision?

It is keeping a grasp on the situation and ensuring that plans and policies are implemented properly, including giving instructions and continuously inspecting the accomplishment of a task.

33. What is the danger of too little supervision?

It can lead to miscommunications, lack of coordination, disorganization or the perception by subordinates that the leader does not care.

34. What is the danger of too much supervision?

It stifles the initiative, breeds resentment, and lowers morale and motivation.

35. What is morale?

Morale is the mental, emotional, and spiritual state of mind of an individual. It is how a soldier feels. High morale strengthens courage, energy and the will to fight.

36. What is Esprit?

Esprit is the spirit, the soul, and the state of mind of a unit that the soldier identifies with.

37. What is bearing?

An individual's posture, overall appearance and manner physical movement. It is an outward display to others of the state of your inner feelings, fear and overall inner confidence.

38. What is integrity?

It is the utter sincerity, honesty and candor. It is the avoidance of any kind of deceptive, shallow, or expedient behavior.

39. What is justice?

It is the fair treatment of all people regardless of race, religion, color, sex, age, or national origin.

40. What is tact?

It is a sensitive perception of people, their values, feelings, and views which allows positive interaction..

41. What is an unselfish leader?

One who avoids providing for his own comfort and advancement at the expense of others.

42. Define the word "proficiency" as it applies to military leadership?

The technical, tactical, and physical ability of the individual and the unit.

43. What are ethics?

Rules or standards that guide a individual or a group to do the moral or right thing.

44. What are some of the pressures to be unethical?

- Pressure from self-interest
- Pressure from peers
- Pressure from subordinates
- Pressure from a senior

45. What are formal norms?

They are official standards or laws that govern behavior.

46. What are informal norms?

They are unwritten rules or standards that govern the behavior of group members.

47. What is the meaning of the term Military Discipline?

The prompt and effective performance of duty in response to orders or taking the right action in the absence of orders. A disciplined unit forces itself to do its duty in any situation.

48. What are the principles that help ensure good discipline?

- Ensure norms which contribute to discipline are established and strengthened
- Set high, but realistic, standards in all things that relate to the success of your unit in training and war
- When your standards are not met, analyze the situation and decide on a course of action for handling the situation

49. What are values?

Values are attitudes about the worth or importance of people, concepts or things.

50. What are beliefs?

Beliefs are assumptions or convictions that an individual knows to be true regarding people, concepts or things.

51. How can you, as a leader, influence the beliefs and values of your soldiers?

By setting the example; by rewarding behavior that supports professional beliefs, values, and norms, and by planning and conducting tough individual and collective training.

52. What must you do and have in order to influence the beliefs and values of your soldiers?

You must respect your soldiers and have their respect.

53. What four emotions must you, as a leader, inspire in yourself and your soldiers that will combat fear, panic and stress?

Confidence, purpose, meaning, and self-respect.

54. What is communication?

It is the exchange or flow of information and ideas from one person to another.

55. How many motivational principles are there? Give two examples of these.

Fourteen (14):

- Make the needs of individuals in your unit coincide with the unit tasks and missions
- Reward individual and team behavior that support unit tasks and missions
- Counsel or punish soldiers who behave in a way that is counter to unit tasks, missions and standards
- Set the example in all things
- Develop morale and esprit in your unit
- Give your subordinates tough problems and challenge them to wrestle with them
- Have your subordinates participate in the planning of upcoming events
- Alleviate causes of the personal concerns of your soldiers so that soldiers can concentrate on their jobs
- Ensure your soldiers are properly cared for and have the tools they need to succeed
- Keep your soldiers informed about mission and standards
- Use positive peer pressure to work for you and your unit
- Avoid using statistics as a major method of evaluating units and motivating subordinates
- Make the jobs of your subordinates as challenging, exciting and meaningful as possible
- Do not tolerate any form of prejudicial talk or behavior in your unit

56. What are the two types of authority?

Command authority and general military authority.

57. What are the nine leadership competencies?

- Communications
- Supervision
- Teaching and counseling
- Soldier team development
- Technical and tactical proficiency
- Decision making
- Planning
- Use of available systems
- Professional ethics

Physical Fitness

1. What are the seven principals of exercise?

- Progression
- Regularity
- Overload
- Variety
- Recovery
- Balance
- Specificity

2. What are the four FITT factors?

- Frequency
- Intensity
- Time
- Type

3. What groups of soldiers may need special fitness programs?

- APFT failures who do not have medical profiles
- Overweight personnel according to AR 600-9
- Those who have permanent or temporary profiles

4. Why are ability group runs more effective than a unit formation run?

An ability group run allows soldiers to train in groups of soldiers with near ability. Each group runs with the intensity to produce a training effect for that group.

5. Who is responsible for training the event supervisors, scorers, and demonstrators for the Army Physical Fitness Test (APFT)?

The OIC or NCOIC.

6. Who makes rulings on questions or scoring for each event in the APFT?

The event supervisor.

7. May the event supervisor for an event on the APFT also be a scorer?

No.

8. What does the push-up measure?

Endurance of the chest, shoulder, and triceps muscles.

9. If a mat is used for the push-up or sit-up event on the APFT, what should the scorer observe?

That the entire body is on the mat.

10. If the fingers are not interlocked during a repetition of a sit-up, is the repetition not counted, or is the event terminated?

Only that repetition is not counted.

11. May the scorer stand while scoring the push-up event?

No, the scorer must kneel or sit about three feet from the tester's hip.

12. Is it legal to pace a soldier during the 2-mile run on the APFT?

Yes, as long as there is no contact.

13. What alternate aerobic events are there for the APFT?

- 800 yard swim test
- 6.2 mile stationary bicycle ergometer test
- 6.2 mile bicycle test
- 2.5 mile walk test

14. What is the recommended sequence of warm-up activities for a physical fitness session?

- Slow jogging in place or walking 1-2 minutes
- Slow joint rotation exercises 5-10 seconds for each major joint
- Slow static stretching of the muscles to be used 10-15 seconds for each stretch
- Calisthenics exercises enough to increase intensity level
- Slowly mimic activities to be performed

15. What considerations are taken for the cool-down period?

- Gradually bring the body back to the resting state
- Repeat stretches done during the warm-up, holding the stretch for 30 seconds or more
- Be careful not to over-stretch