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# **WISCONSIN EMS HONOR GUARD**

## **HONOR GUARD DRILL & CEREMONIAL MANUAL**

*Procedures and Standards for Ceremonial Excellence*

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### **Wisconsin EMS Honor Guard**

Honoring Our Profession and How Our Heroes Served

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### **PURPOSE**

This memorandum officially distributes the Wisconsin EMS Honor Guard Drill & Ceremonial Manual, Version 2.4. All members are required to review, understand, and adhere to the procedures and standards contained herein.

## OPERATIONAL EXPECTATIONS

This manual establishes the professional standards expected during all Honor Guard operations:

- **Precision:** Execute all commands, movements, and procedures with exact adherence to prescribed techniques
- **Discipline:** Maintain military bearing, appearance, and conduct at all times
- **Excellence:** Perform every duty with the highest standards of professionalism and respect
- **Unity:** Execute all movements as a synchronized, disciplined unit

## MANUAL CONTENTS OVERVIEW

The manual is organized into 15 major sections plus 5 comprehensive appendices:

**Sections 1-8:** Drill & Movements (Commands, Positions, Facing Movements, Salutes, Marching, Manual of Arms, Saber)

**Sections 9-12:** Flag Operations (Color Guard, Flag History, Protocols & Display, Flag Folding)

**Sections 13-15:** Ceremonial Duties (Pallbearers, Casket Detail/Watch, Bugler)

**Appendices:** Command Summaries, Position Guides, Checklists, Reference Index, Glossary

## COMMAND COMMITMENT

The Wisconsin EMS Honor Guard is committed to maintaining the highest standards of ceremonial excellence, professionalism, and respect. This manual represents our collective dedication to honoring those who have served and sacrificed.

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*Craig Nelson* Date: 3/31/2026

Commander Signature

Craig A Nelson, Commander

Print Name & Title

## DOCUMENT INFORMATION

### PURPOSE

This manual establishes comprehensive standards, procedures, and protocols for all Wisconsin EMS Honor Guard ceremonial operations. It serves as the authoritative reference for drill movements, flag ceremonies, funeral honors, and public presentations, ensuring consistency, professionalism, and excellence across all Honor Guard activities.

### SCOPE

This manual applies to all Wisconsin EMS Honor Guard members participating in:

- Funeral and memorial services
- Flag ceremonies and color guard operations
- Public presentations and community events
- Official state and organizational ceremonies
- Training and qualification activities

### AUTHORITY

This manual is issued under the authority of the Wisconsin EMS Honor Guard Command and is consistent with:

- United States Flag Code (4 U.S.C. §§ 4-10)
- Department of Defense ceremonial standards
- State of Wisconsin protocols
- National EMS Memorial Service guidelines

### EFFECTIVE DATE

This manual becomes effective on the date of publication and supersedes all previous versions and conflicting guidance.

### REVIEW AND REVISION SCHEDULE

- **Annual Review:** Conducted each January by Honor Guard leadership
- **Revision Cycle:** Updated as needed based on operational experience, regulatory changes, or command direction
- **Feedback:** All Honor Guard members are encouraged to submit recommendations for improvement through their chain of command

### DOCUMENT CONTROL

- **Version:** 2.4
- **Custodian:** Wisconsin EMS Honor Guard Command

## QUICK NAVIGATION GUIDE

### DRILL & MOVEMENTS (Sections 1-8)

Foundation skills for all ceremonial operations, including commands, positions, facing movements, salutes, marching, manual of arms, and saber procedures.

### FLAG OPERATIONS (Sections 9-12)

Comprehensive guidance on color guard procedures, flag history, protocols, display standards, and proper folding techniques.

### CEREMONIAL DUTIES (Sections 13-15)

Specialized procedures for pallbearing, casket watch, and bugler operations during funeral and memorial services.

### REFERENCE MATERIALS (Appendices A-E)

Quick-reference tools include command summaries, position guides, preparation checklists, a comprehensive index, and a glossary of terms.

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## Section 1: Introduction

### PURPOSE

The Honor Guard represents the highest standards of discipline, respect, and ceremonial precision. This manual establishes standardized procedures and expectations to ensure uniformity, professionalism, and excellence in all Honor Guard operations, including:

1. **Drill and Ceremony** – Standardized movements, commands, and formations
2. **Funeral Honors** – Dignified services honoring the fallen and supporting their families
3. **Public Presentations** – Professional representation during community and public events
4. **Official Ceremonies** – Execution of formal duties with precision and decorum

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**CORE VALUES. Honor** – Upholding dignity, integrity, and tradition in every action

1. **Respect** – Demonstrating the highest regard for the fallen, their families, fellow members, and ceremonial traditions
2. **Precision** – Executing every movement, command, and detail with accuracy and uniformity
3. **Professionalism** – Maintaining exemplary appearance, bearing, discipline, and conduct at all times

## Section 2: Commands

Commands are given in two distinct parts, allowing personnel to anticipate and execute movements with precision:

### 1. Preparatory Command

- Indicates the movement or action that is about to occur
- Prepares personnel mentally and physically to respond

### 2. Command of Execution

- Signals when the movement is to be carried out
- Delivered in a sharp, distinct tone to ensure immediate response

## Section 3: Positions

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### **POSITION OF ATTENTION. Command: “Honor Guard, ATTENTION.”**

1. On the command “ATTENTION,” bring the left heel smartly against the right heel.
2. Turn both feet outward evenly to form approximately a 45-degree angle, with heels touching and aligned.
3. Keep the legs straight, without locking the knees.
4. Position the arms straight at the sides:
  - Thumbs placed along the trouser seams.
  - Palms facing inward toward the legs.
  - Fingers naturally curled and joined.
5. Maintain proper upper body posture:
  - Stand erect with shoulders back and chest lifted.
  - Keep the head level, eyes straight to the front.
6. While at attention:
  - Remain completely still.
  - No talking or unnecessary movement is permitted.
  - Maintain full military bearing and discipline.

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### **PARADE REST. Command: “Parade, REST.”**

1. On the command “REST,” move the left foot approximately 12 inches to the left in a sharp, controlled manner.
  - Heels remain aligned.
  - Body weight is evenly distributed between both legs.
2. Simultaneously, bring both hands behind the back and clasp them together.
3. Position the hands as follows:

- Left hand placed in the small of the back.
  - Right hand placed over the left hand.
4. Keep all fingers extended and joined, with the palms facing outward (to the rear).
  5. Maintain proper posture:
    - Stand erect with shoulders back and chest lifted.
    - Keep the head level and eyes straight to the front.
  6. While at parade rest:
    - Remain completely still and silent.
    - No talking or movement is permitted.
  7. The only command that may be given while in this position is “ATTENTION.”
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**CEREMONIAL PARADE REST. Command: “Ceremonial, PARADE REST.”**

1. On the command “REST,” move the left foot approximately 12 inches to the left in a controlled manner.
    - Heels remain aligned.
    - Body weight is evenly distributed between both legs.
  2. Simultaneously, bring both hands to the front of the body and clasp them together.
  3. Position the hands at the center of the body, approximately at the navel (belt line) area.
  4. Hand placement:
    - Left hand placed over the right hand.
  5. Keep all fingers extended and joined, with the palms facing inward toward the body (natural hand position when clasped in front).
  6. Maintain proper posture:
    - Stand erect with shoulders back and chest lifted.
    - Keep the head level and eyes straight to the front.
  7. While in this position:
    - Remain completely still and silent.
    - No talking or unnecessary movement is permitted.
  8. The only command that may be given while in this position is “ATTENTION.”
- 

**AT EASE. Command: “AT EASE.”**

1. On the command “Ease,” move the left foot approximately 12 inches to the left in a controlled manner.
  - Heels remain aligned.
  - Body weight is evenly distributed between both legs.
  - This movement is less rigid than “Parade, Rest” and does not require sharp precision.

2. Simultaneously, bring both hands behind the back and clasp them together.
    - This action is also relaxed and not performed with exaggerated sharpness.
  3. Position the hands as follows:
    - Left hand placed against the back.
    - Right hand placed over the left hand.
  4. While at ease:
    - Personnel may move the head and eyes freely.
    - Quiet conversation is permitted in low tones.
    - Maintain overall military bearing and awareness at all times.
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**FALL OUT. Command: “FALL OUT.”**

1. On the command “Out,” personnel will leave their position in ranks in a controlled and orderly manner.
    - Do not rush or create unnecessary noise or confusion.
    - Maintain awareness of others while exiting the formation.
  2. Proceed directly to the predesignated area or as instructed by the commander.
    - Movement may be conducted at a normal walking pace unless otherwise directed.
  3. Once clear of formation:
    - You are no longer required to maintain formation alignment or strict military bearing.
    - Remain attentive for further instructions or recall.
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**DISMISSED. Command: “DISMISSED.”**

1. On the command “Dismissed,” take a 12-inch step backward with the left foot, followed by the right foot, returning briefly to the Position of Attention.
2. Execute an About Face in a controlled and disciplined manner.
3. After completing the movement, exit the area in an orderly fashion.
  - Maintain professionalism until clear of the formation area.

## Section 4: Facing Movements

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### **RIGHT FACE. Command: “Right, FACE” (*Two-count movement*)**

1. On the command “FACE,” pivot 90 degrees to the right by turning on the heel of the right foot and the ball of the left foot.
    - Keep the legs straight, but not locked.
    - Maintain upper body posture and arm position.
    - (*Count 1*)
  2. Bring the left foot smartly alongside the right foot, returning to the Position of Attention.
    - (*Count 2*)
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### **LEFT FACE. Command: “Left, FACE” (*Two-count movement*)**

1. On the command “FACE,” pivot 90 degrees to the left by turning on the heel of the left foot and the ball of the right foot.
    - Keep the legs straight, but not locked.
    - Maintain upper body posture and arm position.
    - (*Count 1*)
  2. Bring the right foot smartly alongside the left foot, returning to the Position of Attention.
    - (*Count 2*)
- 

### **ABOUT FACE. Command: “About, FACE” (*Two-count movement*)**

1. On the command “FACE,” move the right foot:
  - Place the ball of the right foot approximately half a foot-length behind and slightly to the left of the left heel.
  - Keep the left foot in place.
  - Distribute weight between the left heel and the ball of the right foot.
  - (*Count 1*)
2. Pivot 180 degrees to the right, turning on the left heel and the ball of the right foot, until facing the rear.
  - Maintain balance, posture, and alignment throughout the turn.
3. Bring the right foot smartly alongside the left, resuming the Position of Attention.
  - Knees remain straight, but not locked.
  - Thumbs remain on trouser seams throughout the movement. (*Count 2*)

## Section 5: Salute

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### **PRESENT ARMS. The Command is: “Present, ARMS” (*One-count movement*)**

1. On the command “ARMS,” raise the right hand smartly in the most direct manner until the tip of the forefinger touches the lower edge of the cover, slightly to the right of the right eye.
  2. Hand and arm position:
    - Fingers extended and joined, thumb aligned along the forefinger
    - Palm slightly angled, visible when looking straight ahead
    - Upper arm parallel to the ground (deck)
    - Elbow in line with the body
    - Forearm angled approximately 45 degrees
  3. Wrist and hand remain straight, forming a continuous line with the forearm.
  4. The remainder of the body stays in the Position of Attention.
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### **ORDER ARMS. The Command is: “Order, ARMS” (*One-count movement*)**

1. On the command “ARMS,” lower the right hand smartly and directly to the side, returning to the Position of Attention.
  2. Fingers return to a natural curl, aligned with the trouser seam.
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### **HONOR SALUTE. The Command is: “Honor, SALUTE” (*Two-count movement*)**

1. On the command “SALUTE,” raise the right hand slowly over a count of 3 seconds in the most direct manner until the tip of the forefinger touches the lower edge of the cover, slightly to the right of the right eye. (*Count 1*)
2. Hand and arm position (same as Present Arms):
  - Fingers extended and joined, thumb along the forefinger
  - Palm visible when looking straight ahead
  - Upper arm parallel to the ground
  - Elbow aligned with the body
  - Forearm at approximately 45 degrees
  - Wrist and hand straight
3. The body remains in the Position of Attention throughout.
4. After holding briefly, lower the right hand slowly over 3 seconds back to the side, returning to the Position of Attention.
  - Fingers resume natural curl (*Count 2 – movement complete*)

## Section 6: Marching Movements

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**FORWARD MARCH. The Command is:** “Forward, MARCH.”

1. On the preparatory command “**Forward,**” shift the **body weight to the right leg** without noticeable movement.
  2. On the command of execution “**MARCH,**” step off **smartly with the left foot**, moving straight ahead.
  3. Maintain the following marching standards:
    - **Step length:** 30 inches
    - **Cadence:** Quick time
    - **Arm swing:**
      - 6 inches forward
      - 3 inches to the rear
    - Arms swing **naturally**, without exaggeration
  4. Continue marching in the **direction of movement** until given another command.
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**HALT. The Command is:** “Honor Guard, HALT.”

- Both parts of the command are given as the **left foot strikes the ground.**
  - May be given from **Forward March, Mark Time, or Half Step.**
    - Both parts of the command are given as the **left foot strikes the ground.**
    - May be given from **Forward March, Mark Time, or Half Step.**
1. On the command “**HALT,**” take **one additional step with the right foot.**
  2. Bring the **left foot forward**, placing the heel against the right heel.
  3. Resume the **Position of Attention.**

### MARK TIME

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**From the Halt. The Command is:** “Mark Time, MARCH.”

1. On “**MARCH,**” begin marching **in place**, starting with the **left foot.**
2. Raise each foot:
  - **Ball of foot:** approximately 2 inches off the ground
  - **Heel:** approximately 4 inches off the ground
3. Maintain:
  - **Quick time cadence**
  - **Natural arm swing** (do not exaggerate)

- **Upper body at Attention**
  - 4. To change movement, commands include:
    - “Forward, MARCH.”
    - “Half Step, MARCH.”
    - “Honor Guard, HALT.”
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**From the March. The Command is:** “Mark Time, MARCH.”

- Given as the **left foot strikes the ground.**
  - Given as the **left foot strikes the ground.**
- 1. On “**MARCH,**” take **one more step with the right foot**, then halt forward movement.
- 2. Begin marching **in place**, starting with the **left foot**, maintaining proper foot lift and cadence.
- 3. Maintain **natural arm swing** and **Position of Attention.**
- 4. Resume or stop with appropriate commands.

#### **HALF STEP**

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**From the Halt. The Command is:** “Half Step, MARCH.”

1. On “**MARCH,**” step off with **15-inch steps** at a **quick time cadence.**
  2. Movement standards:
    - Balls of the feet strike before the heels
    - Arms swing **6 inches forward / 3 inches back**
    - Movements remain **controlled and natural**
  3. Maintain **Position of Attention** in the upper body.
  4. Transition commands:
    - “Forward, MARCH.”
    - “Mark Time, MARCH.”
    - “Honor Guard, HALT.”
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**From the March. The Command is:** “Half Step, MARCH.”

- Given as the **left foot strikes the ground.**
    - Given as the **left foot strikes the ground.**
  - 1. On “**MARCH,**” adjust to **15-inch steps** while maintaining cadence.
  - 2. Continue natural arm swing and proper posture.
  - 3. Resume or stop with appropriate commands.
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**SIDE STEP. Purpose:** To move the formation a **short distance left or right**.

1. **The Command is:** “Right (Left) Step, MARCH” (*Two-count cadence*)
  2. Movement begins from the **Position of Attention**.
  3. On “**MARCH,**”:
    - Step **12 inches** to the indicated side
    - Bring the trailing foot **smartly alongside** the lead foot
  4. Maintain:
    - **Legs straight, not stiff**
    - **Arms at sides (Attention position)**
    - **Quick, controlled cadence**
  5. **To Halt:** “Honor Guard, HALT.”
    - Given while stepping
    - On “**HALT,**” bring feet together and return to **Attention**
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**TO THE REAR. Purpose:** To reverse direction while marching.

1. **The Command is:** “To the Rear, MARCH.”
    - Given as the **right foot strikes the ground**.
  2. On “**MARCH,**”:
    - Take one more step with the **left foot**
  3. Pivot **180 degrees to the right** on the **balls of both feet**
  4. Immediately step off with the **left foot in the new direction** (to the rear), maintaining cadence.
  5. Feet should be approximately **15 inches apart during the turn**.
  6. Arms remain at the **Position of Attention** throughout.
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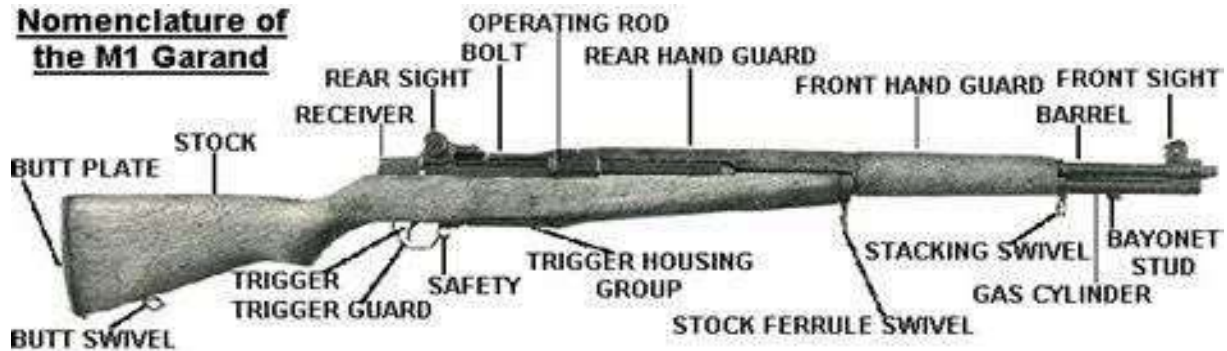
**CHANGE STEP. The Command is:** “Change Step, MARCH.”

- Given as the **right foot strikes the ground**.
    - Given as the **right foot strikes the ground**.
1. On “**MARCH,**”:
    - Take one more **30-inch step**
  2. As the **right foot moves forward**, place the **toe near the left heel**
  3. Step off again with the **left foot**, establishing the new cadence.
  4. This movement **changes step alignment**, not rhythm.
  5. Continue marching until given another command.
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## Section 7: Manual of Arms



### Nomenclature of the M1 Garand



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### GENERAL GUIDELINES. Definition of “At Balance.”

1. The term “**at balance**” refers to the point on the rifle **just forward of the trigger housing**.
  - This is the primary control point for most rifle movements.
2. **Diagonal Position Across the Body**
  - When a movement specifies the rifle is “**diagonally across the body**”:
    - The **barrel is oriented upward**
    - The **butt of the rifle rests in front of the right hip**
    - The barrel crosses the body at a point **near the junction of the neck and left shoulder**
  - The rifle is grasped **at the balance with the left hand**:
    - **Palm facing inward toward the body**
    - **Wrist straight**

- Grip remains **firm and controlled**

### 3. Cadence of Rifle Movements

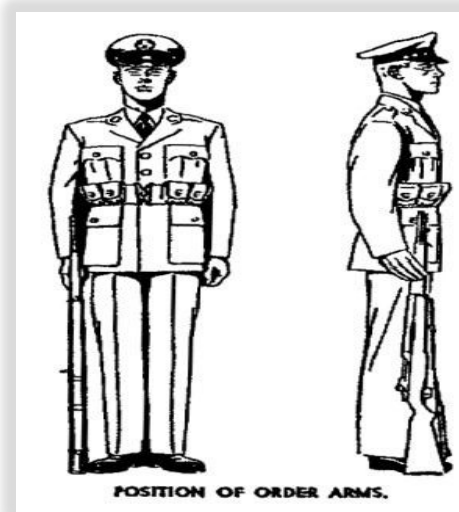
- All rifle movements are executed at a **quick, controlled cadence**.
- During early training:
  - Emphasis is placed on **precision and correct technique**, not speed
  - Cadence develops naturally with **repetition and proficiency**
- Instructors may require personnel to **count cadence aloud** to reinforce timing and uniformity.

### 4. Method of Instruction

- The **Manual of Arms is initially taught at the halt** to ensure proper technique and control.
- Movements may be executed **“By the Numbers”** during instruction:
  - Each count is performed **individually and deliberately**
  - Allows for **detailed correction and mastery of each phase**

### 5. Application During Marching

- To maintain engagement and prevent fatigue during extended movements, the following may be executed while marching at attention:
  - **Right Shoulder Arms ↔ Left Shoulder Arms**
  - **Port Arms**
- These movements must be performed with continuous cadence, alignment, and control.



#### 7.1 POSITION OF ORDER ARMS

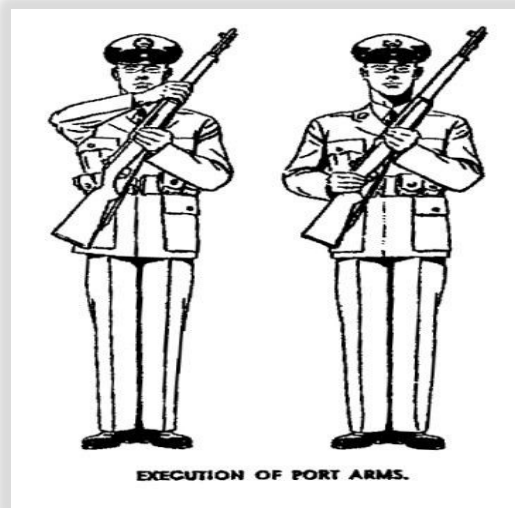
- Rest the butt of the rifle on the ground with the barrel to the rear. Hold the toe of the butt against the right shoe and in line with the toe.

- Hold the rifle between the thumb and fingers of the right hand, keeping the open part of the hand to the front and the hand and forearm behind the Rifle.
- Hold the left hand in the position of attention.

## 7.2 ORDER ARMS FROM TRAIL ARMS

- From trail arms, the command is “ORDER ARMS”. At the command “ARMS”, lower the rifle with the right hand and resume the order.

## 7.3 PORT ARMS FROM ORDER ARMS

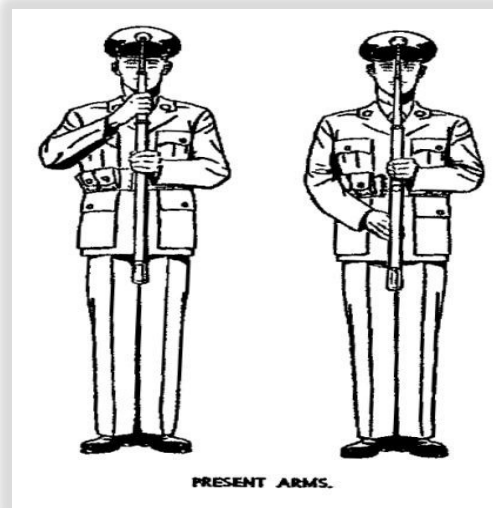


At order arms, **the command is** “PORT ARMS”.

- At the command “ARMS,” which is the count of (one) in this movement, raise the rifle with the right hand and carry it diagonally across the front of the body until the right hand is in front and slightly to the left of the face.
- The butt of the Rifle is in front of the right hip, with the barrel up.
- The barrel crosses a point opposite the junction of the neck and the left shoulder.
- At the same time, grasp the rifle at the balance with the left hand, palm toward the body with the wrist straight, and fingers joined.
- (Two) Move right hand to the small of the stock, grasping it, palm down, holding the right forearm horizontal; left elbow rests against the body.
- The rifle is held approximately 4 inches from the body and parallel to it.

## 7.4 PRESENT ARMS FROM ORDER ARMS

1. **The Command is:** “Present, ARMS” (*Two-count movement*) COUNT 1
2. On the command of execution “ARMS,” raise the rifle with the right hand and bring it directly in front of the center of the body.
3. Establish the following position:
  - Barrel vertical and to the rear
  - Rifle centered on the body’s midline
  - Right hand controls the movement smoothly and directly COUNT 2
4. Simultaneously, grasp the rifle at the balance with the left hand:
  - Forearm horizontal
  - Left elbow resting naturally against the body
  - Palm facing inward, wrist straight, fingers extended and joined



Move the right hand to the small of the stock, grasping firmly:

- - Palm facing inward/downward
  - Maintain control and alignment of the rifle
- 1. Final position:
  - Rifle held vertically, centered on the body
  - Approximately 3–4 inches from the body
  - Body remains at the Position of Attention

## 7.5 ORDER ARMS FROM PRESENT (OR PORT) ARMS

1. **The Command is:**“Order, ARMS” (*Three-count movement*) COUNT 1
2. *Maintain uniform cadence and precision throughout all counts.*
3. On the command of execution “ARMS,” move the right hand from the small of the stock and regrasp the rifle between the upper sling swivel and the stacking swivel.
  - Maintain control of the rifle’s vertical alignment
  - Body remains at the Position of Attention COUNT 2
4. Release the left hand from the balance and begin lowering the rifle to the right side.
5. Guide the rifle downward until the butt is approximately 3 inches above the ground:
  - Barrel remains to the rear and vertical
  - Left hand moves down along the rifle to steady and control descent
  - Fingers extended and joined
  - Forearm and wrist straight, angled naturally downward, COUNT 3
6. Lower the rifle *smoothly* to the final distance to the ground with the right hand, placing the butt gently on the deck beside the right foot.
7. Simultaneously, cut the left hand sharply back to the side, returning to the Position of Attention.
8. Final position:
  - Rifle at Order Arms
  - Right hand maintaining proper grip
  - Body fully aligned at Attention

## 7.6 ORDER ARMS FROM PRESENT (OR PORT) ARMS

1. **The Command is:** “Order, ARMS” (*Three-count movement*) COUNT 1
2. On the command of execution “ARMS,” move the right hand from the small of the stock and regrasp the rifle between the upper sling swivel and the stacking swivel.
  - Maintain full control and vertical alignment of the rifle
  - Body remains at the Position of Attention COUNT 2
3. Release the left hand from the rifle and begin lowering the Rifle to the right side.
4. Guide the rifle downward until the butt is approximately 3 inches above the ground:
  - Barrel remains vertical and to the rear
  - The left hand slides down the rifle to steady the movement
  - Fingers extended and joined
  - Forearm and wrist straight, inclined naturally downward, COUNT 3
5. Lower the rifle the remaining distance with the right hand, placing the butt gently on the ground beside the right foot.

6. Simultaneously, cut the left hand sharply to the side, returning to the Position of Attention.

**7. Final position:**

- Rifle at Order Arms, properly aligned
- Right hand in correct grip
- Body fully composed at Attention

**KEY NOTES**

- The rifle is lowered smoothly and under control—never forced or slammed.
- Maintain consistent cadence and sharp execution throughout all counts.
- Ensure the rifle remains vertical and properly aligned at all times.

**7.7 PRESENT ARMS FROM PORT ARMS**

**1. The Command is: “Present, ARMS”** (*One-count movement*)

**2.** On the command of execution “ARMS,” lower and rotate (twist) the rifle with the right hand, bringing it to a vertical position centered on the body.

**3.** Simultaneously, regrasp the rifle with the left hand just forward of the balance:

- Left forearm horizontal, resting naturally against the body
- Palm facing inward, wrist straight, fingers extended and joined

**4.** Final position:

- Rifle vertical, centered, barrel to the rear
- Body at the Position of Attention
- Movement completed in one count

**7.8 PORT ARMS FROM PRESENT ARMS**

**1. The Command is: “Port, ARMS”** (*One-count movement*)

**2.** On the command of execution “ARMS,” raise and rotate (twist) the rifle with the right hand, guiding the Rifle diagonally across the body.

**3.** Simultaneously, adjust and regrasp the rifle at the balance with the left hand:

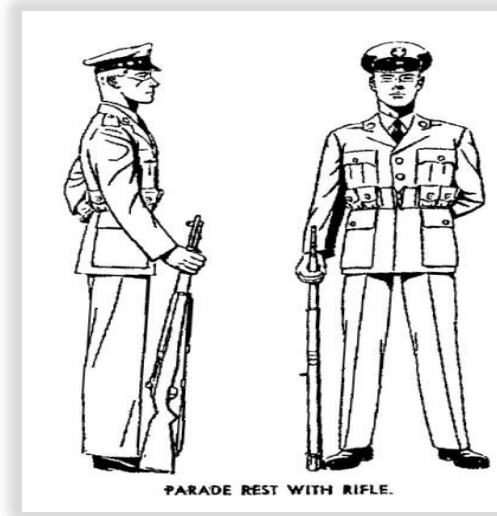
- Palm inward, wrist straight, fingers extended and joined

**4.** Establish the Port Arms position:

- Rifle held diagonally across the body
- Butt in front of the right hip
- Barrel angled upward, crossing near the left shoulder/neck junction
- Rifle approximately 3–4 inches from the body

**5.** Movement completed in one count, maintaining control and alignment.

## 7.9 PARADE REST FROM ORDER ARMS



### The Command is: “Parade, REST.”

1. On the command of execution “REST,” move the left foot 12 inches to the left:
  - Legs remain straight, not locked
  - Weight evenly distributed
2. Simultaneously, incline the muzzle of the rifle forward.
3. Extend the right arm downward, grasping the rifle just below the stacking swivel:
  - Rifle remains under control and properly aligned
4. Place the left hand behind the back:
  - Resting in the small of the back
  - Palm flattened and facing outward (to the rear)
  - Fingers extended and joined
5. Final position:
  - Rifle angled forward in a controlled position
  - Body erect, eyes forward
  - Silence and stillness maintained

## **7.10 ATTENTION FROM PARADE REST**

- 1. The Command is: “Team (Color Guard), ATTENTION.”**
2. On the command of execution “ATTENTION,”:
  - Bring the left foot smartly back to meet the right foot
  - Simultaneously, raise the rifle from Parade Rest to the Order Arms position
3. Resume the Position of Attention:
  - Body erect, eyes forward
  - Rifle properly aligned at the right side
  - Complete stillness and silence maintained

## **7.11 RIGHT SHOULDER ARMS FROM ORDER ARMS**

- 1. The Command is: “Right Shoulder, ARMS”** (*Four-count movement*) COUNT 1
2. On the command of execution “ARMS,” raise the rifle with the right hand and carry it diagonally across the body.
3. Simultaneously, grasp the rifle at the balance with the left hand:
  - Palm inward, wrist straight, Fingers extended and joined, COUNT 2
4. Regrasp the butt of the rifle with the right hand:
  - Heel of the butt between the thumb and first two fingers closed firmly around the stock COUNT 3
5. Without changing the right-hand grip, place the rifle onto the right shoulder:
  - Barrel up, inclined approximately 45 degrees
  - Rifle aligned in a vertical plane perpendicular to the front
6. Establish proper positioning:
  - Trigger guard rests in the hollow of the right shoulder
  - Right elbow against the side of the body
  - Right forearm horizontal
7. Simultaneously, guide the rifle into position with the left hand at the small of the stock:
  - Thumb and fingers extended and joined
  - The first joint of the left forefinger touches the rear of the receiver
  - Wrist straight, elbow down COUNT 4
8. Cut the left hand smartly to the side, returning to the Position of Attention.

## **FINAL POSITION**

- Rifle resting securely on the right shoulder
- Barrel elevated at approximately 45 degrees
- Body aligned and motionless at Attention

## 7.12 PORT ARMS FROM RIGHT SHOULDER ARMS

1. **The Command is: “Port, ARMS”** (*Two-count movement*) COUNT 1
2. On the command of execution “ARMS,” press the butt of the rifle downward with the right hand and simultaneously bring the rifle diagonally across the body.
3. As the rifle moves, rotate it clockwise approximately  $\frac{1}{4}$  turn to position the barrel upward. Smooth and controlled.
4. Maintain the right-hand grasp on the butt while simultaneously grasping the rifle at the balance with the left hand:
  - Palm facing inward, Wrist straight
  - Fingers extended and joined COUNT 2
5. Move the right hand to the small of the stock, establishing a firm and controlled grip:
  - Palm facing downward
  - Right forearm horizontal
6. Final position (Port Arms):
  - Rifle held diagonally across the body
  - Butt in front of the right hip
  - Barrel angled upward, crossing near the left shoulder/neck junction. Rifle approximately 3–4 inches from the body
7. Body remains at the Position of Attention throughout the movement.

## 7.13 ORDER ARMS FROM RIGHT SHOULDER ARMS

- **The Command is: “Order, ARMS”** (*Four-count movement*) COUNT 1
- On the command of execution “ARMS,” execute the first movement of Port Arms from Right Shoulder Arms:
  - Press the butt downward and bring the rifle diagonally across the body
  - Rotate the rifle to place the barrel upward
  - Left hand grasps the balance COUNTS 2–4
  - Execute the three-count movement of Order Arms from Port Arms:
    - Count 2: Regrasp the rifle with the right hand between the upper sling swivel and the stacking swivel
    - Count 3: Release the left hand and lower the rifle to the right side, controlling descent until the butt is approximately 3 inches above the ground
    - Count 4: Lower the rifle gently to the ground and cut the left hand smartly to the side, resuming the Position of Attention

## FINAL POSITION

- Rifle at Order Arms
- Body aligned at Attention
- Movement executed with controlled cadence and precision

## 7.14 RIGHT SHOULDER ARMS FROM PORT ARMS

- **The Command is:** “Right Shoulder, ARMS” (*Three-count movement*) (COUNT 1)
- On the command of execution “ARMS,” move the right hand to the butt of the rifle, establishing a firm grip. (COUNTS 2–3).
- Execute the final two movements of Right Shoulder Arms from Order Arms:
- Lift and position the rifle upward toward the right shoulder, maintaining proper alignment
- Seat the rifle firmly on the right shoulder:
- Barrel up at approximately 45 degrees,
- The trigger guard rests in the hollow of the shoulder
- Left hand guides the rifle, then prepares to release
- Cut the left hand smartly to the side, returning to Attention

### FINAL POSITION

- Rifle at Right Shoulder Arms
- Body erect, eyes forward
- Proper alignment and bearing maintained

### MANUAL OF ARMS WHILE MARCHING

The Manual of Arms is not normally executed while marching, except when marching at Attention. Authorized movements while marching include:

- Right Shoulder Arms ↔ Left Shoulder Arms
- Port Arms ↔ Shoulder Arms transitions
- These movements may be used to:
- Enhance visual presentation during drill
- Reduce fatigue during extended marches
- The command of execution is given as the foot in the direction of the movement strikes the ground.

Upon the command:

- Take one additional step
- Execute the movement in cadence with the march

Maintain throughout:

- Step cadence and interval
- Upper body control and alignment
- Precise Rifle handling

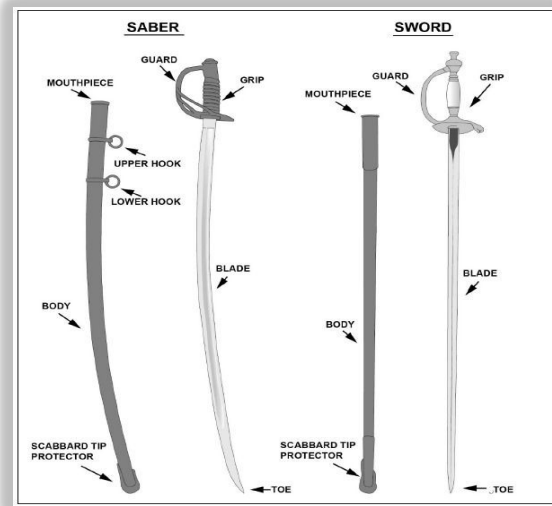
# Section 8: SABER — General Guidelines

## Manual of Arms – Saber and Sword

Officers wear the saber during ceremonies with troops under arms, or as directed. It is carried on the left side of the body, attached to the belt by the scabbard chain, with the guard of the saber to the rear. The sword is worn by all platoon sergeants and first sergeants while participating in ceremonies with troops under arms, or as directed. It is carried in the same manner as the officer's saber.

### Nomenclature

**8.1** The nomenclature for the saber is saber for all officers, model 1902. The blade is 31 inches long. The nomenclature for the sword is NCO's sword, model 1840. Figure E-1 on page E-2 shows the nomenclature for pertinent parts of the saber (sword) and scabbard.



**Figure 8-1. Nomenclature, saber, and sword**

## Standing Manual of Arms

8.2 Execute Standing with the saber (sword) using the following procedures.

### Attention

8.3 *Attention* is the position before the command **Draw, SABER (SWORD)**, and after the command **Return, SABER (SWORD)**. The hands are behind the trouser seams, and the thumbs touch the first joint of the forefingers (see figure E-2).

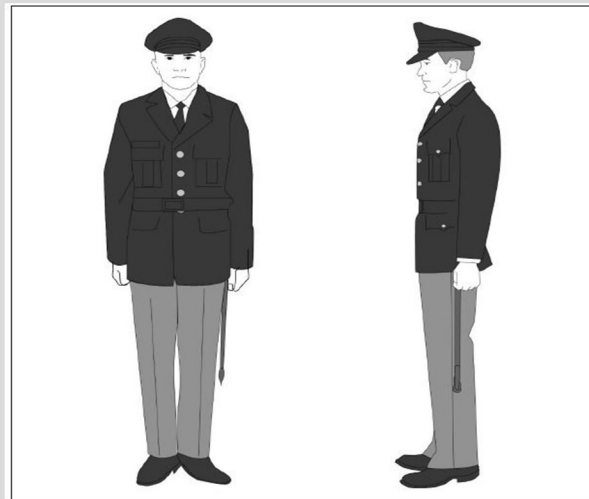
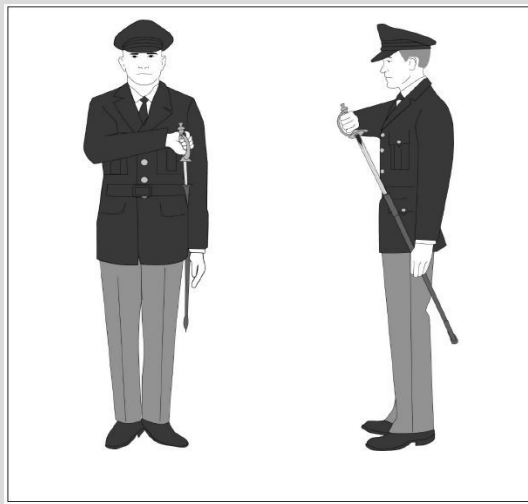


Figure 8.2 Position of Attention, saber, and sword

### Draw Saber (Sword)

8.4 To *Draw Saber (Sword)*, at the preparatory command **Draw**, grasp the scabbard with the left hand, turning the scabbard clockwise 180 degrees, tilting it forward to form an angle of 45 degrees with the ground. Take the saber (sword) grip in the right hand and pull the saber about 6 inches from the scabbard. The right forearm should now be roughly parallel to the ground as seen in figure E-3 on page E-4.

8.5 On the command of execution **SABER (SWORD)**, the saber (sword) is pulled out of the scabbard and held in the position of *Carry Saber (Sword)*. The saber (sword) should be held with the inner blade-edge riding in a vertical position along the forward tip of the right shoulder (see figure E-4 on page E-5).



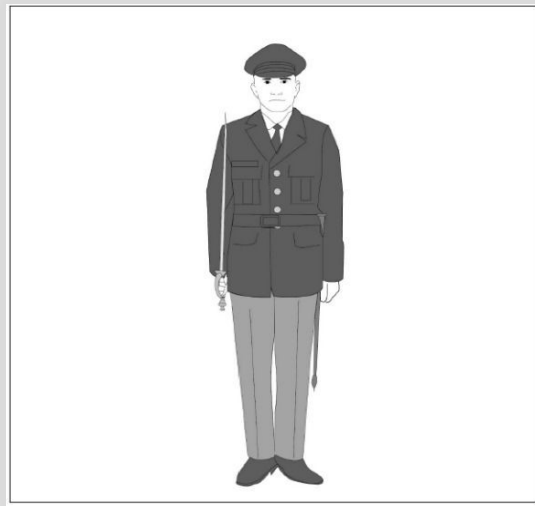
**Figure 8.4 Draw Saber (Sword)**

### **Carry Saber (Sword)**

**8.6** The *Carry Saber (Sword)* position is assumed under the following situations:

- To give commands.
- To change positions.
- By officers when officially addressing (or when officially addressed by) another officer, if the saber is drawn.
- By NCOs when officially addressing a Soldier, or when officially addressed by an officer, if the sword is drawn.
- Before returning the saber (sword) to the scabbard.
- At the preparatory command for (and while marching at) quick time.

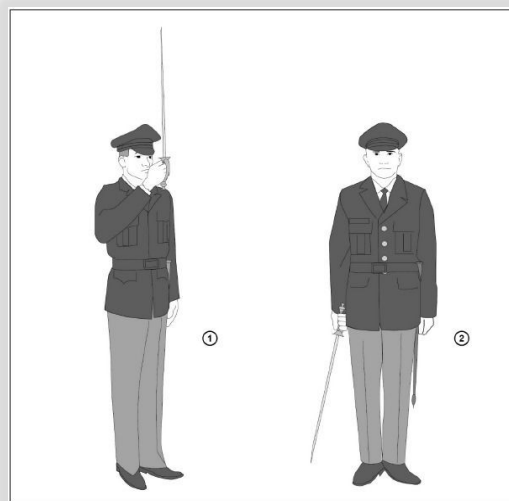
**8.7** At *Carry Saber (Sword)* (see figure E-4), the officer (NCO) is at the *Position of Attention*. The saber (sword) is held in the right hand; the wrist is as straight as possible with the thumb along the seam of the trouser leg. The point of the blade rests inside the point of the shoulder and not along the arm. The saber (sword) is held in this position by the thumb and forefinger grasping the grip, and it is steadied with the second finger behind the grip.



**Figure 8.6 Carry Saber**

### **Present Saber (Sword)**

**8.8** *Present Saber (Sword)* may be executed from the carry when serving in the capacity of COT or serving in a command that is not part of a larger unit. On the preparatory command of **Present**, the saber (sword) is brought to a position (at the rate of two counts) approximately 4 inches from the nose so that the tip of the saber (sword) is 6 inches from the vertical (see figure E-5, item 1 on page E-6). At the command of execution **ARMS**, the right hand is lowered (at the rate of two counts) with the flat of the blade upward, the thumb extended on the left side of the grip (see figure E-5, item 2 on page E-6), and the tip of the saber (sword) about 6 inches from the marching surface.



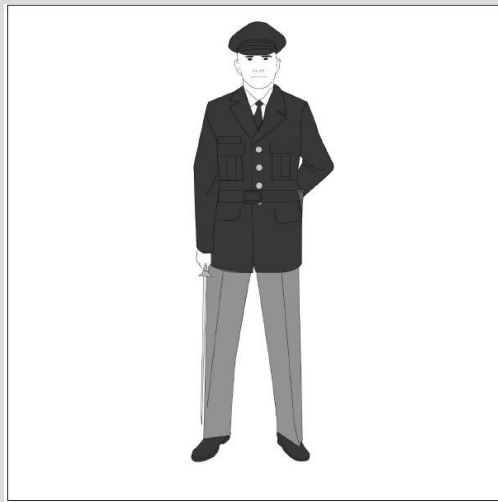
**Figure 8.8 Present Saber (Sword)**

## Order Arms

**8.9** On the command **Order ARMS**, the saber (sword) is returned to the position of *Carry Saber (Sword)*.

## Parade Rest

**8.10** This position is assumed without moving the saber (sword) from the *Order Arms* position. At the command of execution, the left foot is moved about 10 inches to the left (of the right foot), and the left hand is placed in the small of the back, fingers extended and joined, palm to the rear (see figure E-6). At the command of execution **ATTENTION**, the left hand and foot are returned to the *Position of Attention*.



**Figure 8.10 Parade Rest**

**Note.** Whenever the saber (sword) is at the *Order Arms* position, the saber (sword) is straight, not at an angle inward or outward in relationship to the body.

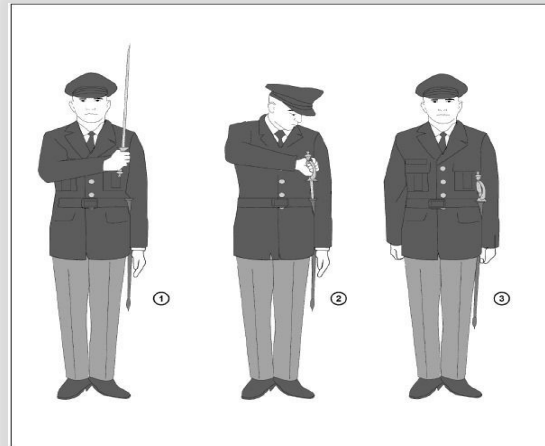
## Return Saber (Sword)

**8.11** *Return Saber* is executed from *Carry Saber (Sword)* in three counts. At the preparatory command **Return** of the command officers (NCOs), **Return, SABER (SWORD)**, the saber (sword) is brought to a vertical position (see figure E-7, item 1 on page E-8). The forearm (wrist) is held parallel to the marching surface about 3 inches from the body; the guard is pointed to the left.

**8.12** At the command of execution **SABER (SWORD)**, three actions take place simultaneously: the saber (sword) is pivoted downward toward the guard, and at the same time, the scabbard is grasped with the left hand just above the upper brass ring mounting. Tilt it forward and turn it clockwise 180 degrees. The scabbard should form a 45-degree angle with the ground, and the saber (sword) bearer turns their head to the left and looks down to observe the mouthpiece of the scabbard (the shoulders remain squared to the

front and level). As smoothly and as quickly as possible, the saber (sword) is inserted into the scabbard and stopped so that about 12 inches of the blade is showing; the right forearm (wrist) is horizontal to the marching surface and 3 inches from the body (see figure E-7, item 2).

**8.13** At the command of execution, **CUT** of the command **Ready, CUT**, the saber (sword) is thrust smartly into the scabbard. The scabbard is rotated so that its tip is forward, and the saber (sword) bearer comes to *Attention* (see figure E-7, item 3).



**Figure 8.12 Return Saber (Sword)**

### **Marching Manual of Arms**

**8.14** While marching, the saber (sword) is carried with the inner blade edge riding in a vertical position along the forward tip of the right shoulder (see figure E-8). The saber (sword) remains parallel with the right arm as the Soldier marches.

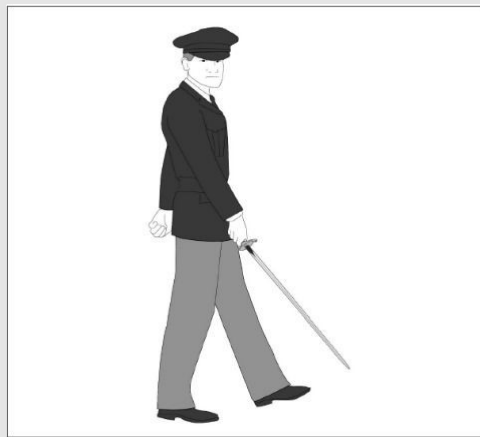


**Figure E-8. Marching position**

## Eyes Right While Marching

**8.15** The command **Ready, Eyes, RIGHT** is executed while marching at *Carry Saber (Sword)*. The command "**Ready**" is given when the right foot strikes the marching surface (no action is taken). The second time the right foot strikes the marching surface, the command **Eyes** is given, and the saber (sword) is brought to the position (count one position) of *Present Arms*. No action is taken the third time the right foot strikes the marching surface. The fourth time the right foot strikes the marching surface, the command **RIGHT** is given. As the foot strikes the marching surface, the head is turned sharply to the right at a 45-degree angle, and the saber (sword) is brought downward (see figure E-9 on page E-10).

**Note.** The initial preparatory command, "Ready," is used only when marching with a guidon bearer.



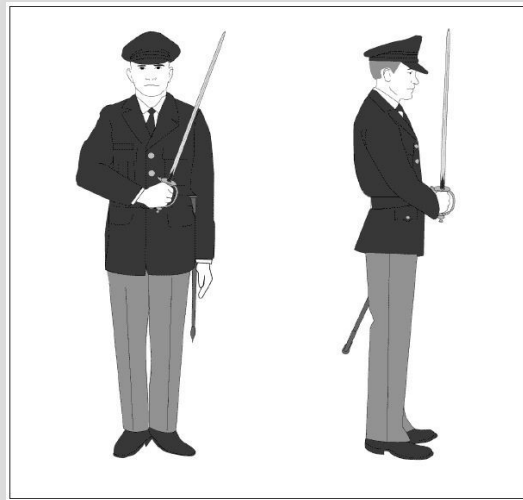
**Figure 8.15** Eyes right while marching

**8.16** While marching at *Present Saber (Sword)*, the right arm is swung naturally (9 inches to the front and 6 inches to the rear) in a vertical plane, flexing the wrist to keep the tip of the blade level (about 6 inches) above the marching surface. This requires extending the wrist on forward movement and elevating it on rearward movement.

**8.17** The command **Ready, FRONT** is executed as follows: The command **Ready** is given as the right foot strikes the marching surface (no action is taken). The second time the right foot strikes the marching surface, a second command **Ready** is given (again, no action is taken). The saber (sword) is returned to the *Order* position while maintaining the arm swing as the right foot strikes the marching surface the third time. The fourth time the right foot strikes the marching surface, the command **FRONT** is given. The head is turned sharply to the front as the right foot strikes the marching surface, and the saber (sword) is returned to the *Carry* position the next time the left foot strikes the marching surface.

## Port Arms

**8.18** *Port Arms* (see figure E-10) is executed on the preparatory command **Double Time** of the command **Double Time, MARCH**. This position is assumed only from the position of *Carry Saber (Sword)*. The right arm swings naturally across and 6 inches in front of the body. The saber (sword) is canted 45 degrees from the vertical with the guard pointed to the left. The left hand grasps the scabbard.



**Figure 8.18 Port Arms**

# Section 9: Color Guard/Flags

## THE COLORS

### 1. Classification of Colors

The flags carried by a Color Guard are designated as follows:

- National Color – The flag of the United States of America; the senior and most honored flag in all formations
- Organizational Colors – Flags representing a state, department, agency, or authorized organization (e.g., State, EMS, Fire, Law Enforcement, Honor Guard)

### 2. Terminology

Standardized terminology is essential for clarity in commands and execution:

- Color – Refers exclusively to the National Color when used in the singular form
- Colors – Refers collectively to all flags present within the formation

*Note: Commanders will use these terms precisely; misuse can result in improper movement or positioning.*

### 3. Order of Precedence

The order of precedence is absolute and will not be violated:

1. National Color (United States Flag)
2. State Flag(s) (if present)
3. Organizational/Agency Flags
  - No flag will ever equal or outrank the National Color
  - The National Color will always be in the most prominent and honored position

### 4. Positioning in Formation

Correct positioning is critical to maintaining ceremonial integrity:

- The National Color is carried on the marching right (unit's right when facing forward)
- All other Colors are positioned to the left of the National Color
- Colors are arranged from highest to lowest precedence, moving outward from the National Color

Example (left to right from the viewer's perspective):

Organizational → State → National Color (Position of Honor)

## **5. Display and Alignment Standards**

Uniformity is mandatory at all times:

- Only one National Color will be present in standard Color Guard formations
- All Colors will be maintained at:
  - Equal interval (spacing)
  - Perfect horizontal alignment
  - Consistent staff height and carry angle
- Staff will remain vertical unless executing a prescribed movement
- The formation must present a balanced, symmetrical, and disciplined appearance

## **6. Movement and Control Standards**

Control of the Colors is a direct reflection of unit discipline:

- Colors will never sway, dip, or drift unless required by regulation or command
- All movements must be executed:
  - Simultaneously
  - Smoothly
  - With deliberate precision
- The National Color will never be lowered except as authorized (e.g., rendering honors in accordance with regulation)

## **7. Ceremonial Conduct**

The Color Guard represents the highest level of ceremonial professionalism:

- Every movement must demonstrate:
  - Precision
  - Discipline
  - Confidence
  - Respect
- Bearing will remain rigid and professional at all times
- The Colors symbolize:
  - National honor
  - Service and sacrifice
  - Organizational pride

Failure to maintain proper standards reflects directly on the unit and is unacceptable.

## **SALUTES (DIPPING OF THE COLORS)**

### **1. National Color**

The National Color is the supreme symbol of the nation and will not render a salute under any circumstances.

- The National Color will never be dipped
- It will remain perfectly vertical, steady, and under complete control at all times
- No person, rank, honor, or ceremony authorizes deviation from this standard

This directive is absolute and without exception.

### **2. Organizational Colors**

State and Organizational Colors render a salute (dip) only when required by established ceremonial protocol.

#### **A. Musical Honors**

Organizational Colors will be dipped during:

- The playing of the National Anthem
- The sounding of "To the Color."
- The playing of a foreign national anthem when honoring a foreign nation or dignitary

#### **B. Rendering Honors**

Organizational Colors will be dipped when rendering honors to:

- A reviewing officer or designated commander
- An individual of higher rank or official authority
- Foreign dignitaries of higher grade

*The dip will occur at the moment honors are rendered and will remain in place for the duration of the honor.*

### **3. Execution of the Salute**

Precision in execution is mandatory:

- The salute is executed on command or at the prescribed ceremonial cue
- All applicable Colors will dip simultaneously and uniformly
- The staff is lowered forward to a controlled angle (approximately 45 degrees)
- The bearer will maintain:
  - Locked posture
  - Firm grip and control

- Eyes forward, bearing unchanged
- The Color is returned to the vertical position in unison upon completion

No movement will be abrupt, exaggerated, or uneven.

#### **4. Restrictions**

Strict control of saluting actions is required:

- Organizational Colors will not dip:
  - During routine marching or non-ceremonial movement
  - Without command or authorized cue
  - In any situation not specifically prescribed
- The National Color is never included in any dip
- Unauthorized or mistimed salutes are considered a breach of ceremonial discipline

#### **5. Command Integration**

Salutes are commonly executed in conjunction with formal commands:

- “Present, ARMS” – Organizational Colors execute the dip
- “Order, ARMS” – Colors return to the vertical carry

*Timing must align precisely with the music or honors being rendered.*

#### **6. Standard of Discipline**

The dipping of the Colors is a formal act of honor and must reflect the highest standards:

- Movements must demonstrate:
  - Absolute precision
  - Uniform timing
  - Controlled strength
- Any deviation in angle, timing, or control is unacceptable

The execution of a salute reflects directly on the unit, the organization, and the Nation itself.

## COLOR GUARD — FORMATION AND MOVEMENT

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**FORMATION.** The Color Guard forms in a single rank at Close Interval, with:

- Color bearers centered within the formation
  - Rifle guards positioned on the flanks
1. Alignment is maintained at all times:
    - Members remain abreast and evenly spaced
    - Dress and cover are preserved throughout all movements
- 

**GENERAL MOVEMENT.** The Color Guard marches at Right Shoulder Arms unless otherwise directed.

1. The Color Guard does not execute the following movements:
    - Rear March
    - About Face
  1. Directional changes are executed using wheeling movements only.
- 

**WHEELING MOVEMENTS.** Command: “Right (Left) Wheel, MARCH.”

---

**EXECUTION.** On the command of execution “MARCH,” the movement is performed as follows:

- The member on the side of the turn (pivot side):
    - Serves as the pivot point
    - Marches in place while gradually turning in the new direction
  - All other members:
    - Shorten their steps
    - Move in a controlled arc around the pivot
    - Maintain interval and alignment with the formation
- 

**COMPLETION OF MOVEMENT.** Upon completion of the wheel:

- All members automatically mark time (march in place)
  - Alignment and spacing are immediately reestablished
1. The formation remains in place until given one of the following commands:
    - “Forward, MARCH” (to resume movement)
    - “HALT” (to terminate movement)---

## KEY STANDARDS

- Movements must be smooth, synchronized, and controlled
- The formation must remain aligned and visually uniform at all times
- Pivot execution is critical to maintaining formation integrity
- No member should gain or lose position during the wheel

## COLOR GUARD — EYES RIGHT AND SALUTE PROCEDURES

### PASSING IN REVIEW — EYES RIGHT

1. When passing in review, the Color Guard executes Eyes Right at the prescribed saluting distance, on the command of the Color Sergeant.
  2. Commands:
    - “Eyes, RIGHT.”
    - “Ready, FRONT.”
- 
- 

**EXECUTION.** On the preparatory command “Eyes,” all members maintain alignment and continue marching at Right Shoulder Arms.

1. On the command of execution “RIGHT”:
    - All members turn their heads and eyes sharply to the right, except:
      - The right flank guard, who remains facing forward
    - The Organizational Color bearer executes a salute (dip):
      - Initiated precisely on “RIGHT.”
      - Performed in a controlled and deliberate manner
    - The National Color remains vertical and does not salute
- 
- 

**RETURN TO FRONT.** On the command “Ready, FRONT”:

- All members snap their heads and eyes forward
  - The Organizational Color bearer returns the color to the Carry position
  - Alignment and bearing are immediately reestablished
- 
- 

**CEREMONIAL POSTURE.** During ceremonies, the Color Guard maintains Right Shoulder Arms at all times except when:

- Executing Present Arms, as specifically directed by command or ceremony protocol---

## KEY STANDARDS

- Movements must be sharp, synchronized, and executed at the exact command
- The timing of the color dip must align precisely with the command of execution
- The right flank guard maintains forward focus to preserve formation integrity
- The National Color remains the focal point of honor and is never dipped

## COLOR GUARD — GENERAL CONDUCT AND COMMANDS

---

**SALUTE OUTSIDE CEREMONIES.** When not participating in a formal ceremony, and a situation warrants a salute by the Organizational Color:

- Command: “Color, SALUTE.”
1. On the command of execution “SALUTE,”:
    - The Organizational Color bearer executes a controlled dip (salute)
    - The National Color remains vertical and does not salute
  1. To resume the carry position:
    - Command: “Carry, COLOR.”
    - The Organizational Color is returned smoothly to the Carry position

### FORMATION WITH THE COLOR COMPANY (NON-CEREMONIAL)

1. When in formation with the Color Company, and not during a ceremony:
  - Color bearers may execute:
    - At Ease
    - Rest
    - While maintaining the staff's vertical at all times
1. The Color Guard (rifle guards) execute movements in unison with the unit, including:
  - Right Shoulder Arms
  - Order Arms
  - Present Arms

### DURING CEREMONIES (COLORS NOT FORWARD)

1. When the Colors are not in the forward position and remarks are to be made:
  - On command of the Color Company Commander:
    - Color Guard executes Order Arms
    - Color bearers and guards assume Parade Rest

---

---

**AT EASE DURING CEREMONIES.** During any ceremony when units are placed At Ease:

1. The Color Guard and Color bearers assume Parade Rest
2. Maintain:
  1. Staff vertical
  2. Proper bearing and alignment
3. Silence and discipline---

### **KEY STANDARDS**

- The National Color is never dipped and always maintains its position of honor
- The Organizational Color salutes only when appropriate and directed
- Staff control and vertical alignment are critical at all times
- All movements must remain uniform, controlled, and synchronized

### **POSTING AND RETIRING THE COLORS**

Formal indoor assemblies customarily begin with the Presentation of the Colors (also known as Posting the Colors) and conclude with the Retirement of the Colors. These procedures establish a tone of respect, order, and ceremonial dignity for the event.

---

---

**GENERAL GUIDANCE.** The following procedures provide standardized methods for:

- Posting the Colors
  - Retiring the Colors
  - Operations conducted with or without a head table
1. Due to variations in indoor environments, including:
    - Room size
    - Layout and configuration
    - Audience placement and purpose of the event
    - These procedures may require adaptation.
  1. Personnel responsible for planning and executing ceremonies shall:
    - Evaluate the physical space in advance
    - Adjust movement paths and positioning as needed
    - Maintain ceremonial integrity and professionalism regardless of modifications
  1. Any modifications must ensure:
    - The National Color retains its position of honor
    - Movements remain precise, controlled, and uniform
    - The ceremony reflects discipline, respect, and proper protocol---

## KEY PRINCIPLE

While procedures may be adapted to fit the environment, the standards of honor, precision, and respect must never be compromised.

## POSTING THE COLORS (INDOOR — WITH HEAD TABLE)

---

**FORMATION AND PREPARATION.** The Color Guard forms outside the entrance to the dining area, auditorium, or meeting hall in the prescribed formation.

1. Prior to entry:
    - The audience is directed to stand
    - If scheduled, the audience remains standing for:
      - National Anthem (or appropriate music)
      - Invocation
- 

**ENTRY AND MOVEMENT.** On command, the Color Guard enters in a line formation (preferred), or forms immediately inside the entrance.

1. The unit marches to a position:
    - Centered on the head table or lectern
    - Facing the audience/head table
  2. Movement is conducted with:
    - Controlled cadence
    - Proper alignment and spacing
    - Eyes forward and bearing maintained
- 

**POSTING THE COLORS.** Upon reaching the predesignated posting location, the command is given:

- “Post the Colors” (*executed in one continuous motion*)
1. On execution:
    - Color bearers step forward and secure the Colors into their stands
    - Ensure:
      - National Color is placed in the position of honor (right)
      - Organizational Color is placed to the left
-

**STEP BACK AND PRESENT ARMS.** After posting:

- Color bearers take two steps backward
  - Return to alignment with the formation (Together)
1. The command is given:
    - “Present, ARMS.”
  1. On the command:
    - The Color Guard executes Present Arms
    - Color bearers remain at attention (staffs secured in stands)
- 

**HONORS AND COMPLETION.** The salute is held for the duration of:

- National Anthem or music, if played
  - Or approximately a three-count pause if no music is present
1. On completion, the Color Guard returns to Order Arms (or directed position).
- 

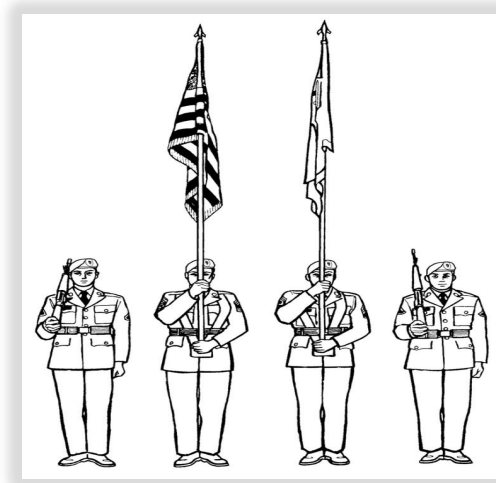
**RETURN TO FORMATION.** Color bearers step back into position within the formation.

1. The Color Guard prepares for:
  - Exit from the area, or
  - Remaining in position, as directed by the ceremony commander---

**KEY STANDARDS**

- Movements must be smooth, synchronized, and deliberate
- The National Color is always posted first or centered as the honor position dictates
- All personnel maintain strict ceremonial bearing
- Commands are executed precisely and without hesitation

## RETIRING THE COLORS



---

**GENERAL GUIDANCE.** In most ceremonies, the Colors are presented (posted) and remain in place throughout the event.

- In these cases, the Colors are not formally retired at the conclusion.
  - In these cases, the Colors are not formally retired at the conclusion.

**1.** The decision to retire the Colors is event-specific and based on:

- Ceremony type
- Venue requirements
- Direction of the Ceremony or Color Guard Commander

---

**COMMAND AUTHORITY.** When retirement of the Colors is required, the commander will provide explicit instructions, including:

- Whether the Colors will be formally retired
- The sequence of commands and movements
- The exit route and final disposition of the Colors

---

**EXECUTION CONSIDERATIONS.** When directed to retire the Colors, procedures should:

- Mirror the professional standards of posting in reverse sequence
- Maintain proper precedence (National Color retains position of honor)
- Ensure controlled, synchronized movements
- Preserve ceremonial dignity and discipline---

## KEY STANDARDS

- The National Color is never dipped and remains the focal point of honor
- All movements must be deliberate, uniform, and precise
- Personnel maintain bearing and awareness throughout the retirement---

## KEY PRINCIPLE

The retirement of the Colors, when conducted, must reflect the same level of honor, precision, and professionalism as their presentation.

## POSITION OF THE COLORS AT THE CARRY

---

**GENERAL POSITION.** At the Carry, the Color bearer assumes the Position of Attention while properly supporting the staff.

1. The ferrule (base of the staff) is placed securely into the socket of the sling:
    - The socket is positioned below the waist
    - Adjusted so that the finials of all Colors are aligned at equal height
- 

**HAND PLACEMENT.** The right hand grasps the staff:

- Positioned even with the mouth
  - Wrist straight, grip firm but controlled
  - Positioned even with the mouth
  - Wrist straight, grip firm but controlled
1. The staff is inclined slightly forward, maintaining a uniform and professional appearance
  2. The left hand is used to:
    - Secure the ferrule within the socket
    - Maintain stability and control of the staff
-

**WIND / ENVIRONMENTAL ADJUSTMENTS.** In conditions such as wind or instability:

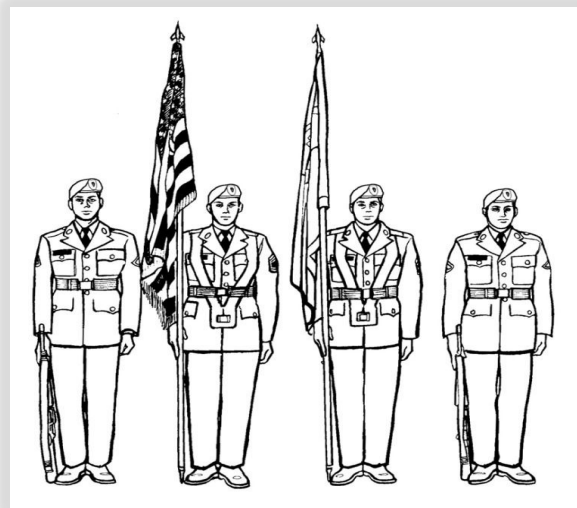
- The left hand may be repositioned immediately below the right hand
- This provides additional control and stabilization of the Color staff

### **FINAL POSITION**

- Staff properly seated in the sling socket
- Finials aligned evenly across all Colors
- Body at Attention, eyes forward
- Colors held steady, controlled, and uniform---

### **KEY STANDARDS**

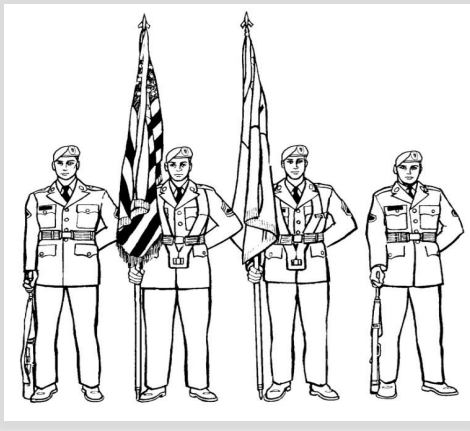
- Maintain vertical control and consistent forward incline
- Ensure uniform height and alignment across the formation
- Avoid excessive movement or sway of the Colors
- Adjust grip only as necessary to maintain stability and precision
- Firm control
- Body at Attention, eyes forward



---

**KEY STANDARDS.** Maintain vertical alignment and stability of the staff at all times

1. Ensure consistent placement relative to the right foot
2. Avoid unnecessary movement or sway of the Colors
3. Maintain uniform appearance across all Color bearers



### POSITION OF THE COLORS AT PARADE REST

---

**GENERAL POSITION.** At Parade Rest, the Color bearer assumes the position from Order Colors while maintaining control of the staff.

1. The staff remains vertical at all times:
    - Ferrule resting on the marching surface
    - Positioned beside the right foot, consistent with the Order position
- 

**EXECUTION.** On the command “Parade, REST”:

- Move the left foot approximately 12 inches to the left
  - Keep the legs straight, not locked
  - Distribute body weight evenly
1. Simultaneously, place the left hand in the small of the back:
    - Fingers extended and joined
    - Palm facing outward (to the rear)
  2. The right hand maintains control of the staff, ensuring:
    - Vertical alignment
    - Steady, controlled positioning
- 

**FORMATION INTEGRATION.** The Order and Parade Rest positions are executed in unison with the Color Company, except:

- During ceremonies, when the Colors remain at the Carry Position unless otherwise directed

## FINAL POSITION

- Staff vertical and stable
- Ferrule grounded at the right side
- Left hand positioned behind the back
- Body erect, eyes forward
- Silence and stillness maintained---

## KEY STANDARDS

- Maintain strict vertical control of the staff
- Ensure uniformity across all Color bearers
- Avoid any movement or sway of the Colors
- Execute all movements with precision and discipline

## POSITION OF THE ORGANIZATIONAL COLOR AT COLOR SALUTE

This position is assumed from the carry **POSITION OF THE ORGANIZATIONAL COLOR AT COLOR SALUTE**.

---

**GENERAL.** The **Color Salute (dip)** is executed **only by the Organizational Color**.

- The **National Color (United States flag) is never dipped**.
    - The **National Color (United States flag) is never dipped**.
1. This movement is normally executed from the **Carry position**, unless otherwise specified.

---

**EXECUTION FROM THE CARRY.** From the **Carry**, on the command of execution:

- Slide the **right hand upward approximately 4 inches** on the staff
  - **Simultaneously**, thrust the staff **forward and slightly downward**
1. Establish the following position:
    - **Right arm extended forward**, approximately **shoulder height**
    - **Arm straight and horizontal to the marching surface**
    - Staff angled forward at approximately a **45-degree angle**
    - Left hand maintains **control and stability** of the staff
-

**DURING PRESENT ARMS WITH TROOPS.** When Colors are saluting with a unit executing Present Arms from the Order:

- On the command “**ARMS,**” the Color bearer first brings the staff to the **Carry position**
- **Immediately executes the Color Salute (dip)** as described above

#### **CASING / UNCASING (INDOORS — FROM ORDER)**

1. When casing or uncasing the Organizational Color indoors (from **Order**):

- Slide the **right hand upward** on the staff
- Grasp firmly with the **forearm horizontal**
- Thrust the staff **forward until the arm is fully extended**

1. Maintain:

- **Control of the staff at all times**
  - **Smooth, deliberate movement without hesitation**
- 

**RETURN TO CARRY.** On the appropriate command (e.g., “**Carry, COLOR**” or “**Ready, FRONT**”):

- Return the staff **smoothly and directly** to the **Carry position**
- Reestablish proper hand placement and alignment---

#### **KEY STANDARDS**

- The **National Color is never dipped** under any circumstance
- Movements must be **precise, synchronized, and controlled**
- Maintain **uniform angle and extension** across all Organizational Color bearers
- Avoid **excessive motion or instability** during the dip---

#### **KEY PRINCIPLE**

- The Color Salute is a **formal rendering of honors.**
- It must be executed with **precision, uniformity, and disciplined control**, reflecting the **highest standards of ceremonial professionalism.**

## SALUTE (ORGANIZATIONAL COLOR)

---

**EXECUTION.** The **Color Salute (dip)** is executed from the **Carry position** unless otherwise directed.

1. On the command of execution:
    - Slide the **right hand upward approximately 4 inches** on the staff
    - **Simultaneously**, thrust the staff **forward and slightly downward**
  1. Establish the following position:
    - **Right arm extended forward**, shoulder-high, and horizontal to the marching surface
    - Staff inclined at approximately a **45-degree angle**
    - Left hand maintains **control and stability** of the staff
- 

**WITH TROOPS AT PRESENT ARMS.** When Colors salute with troops executing **Present Arms from the Order**:

- On the command **“ARMS,”** the Color bearer first assumes the **Carry position**
- Immediately executes the **Color Salute (dip)**

## CASING / UNCASING (INDOORS)

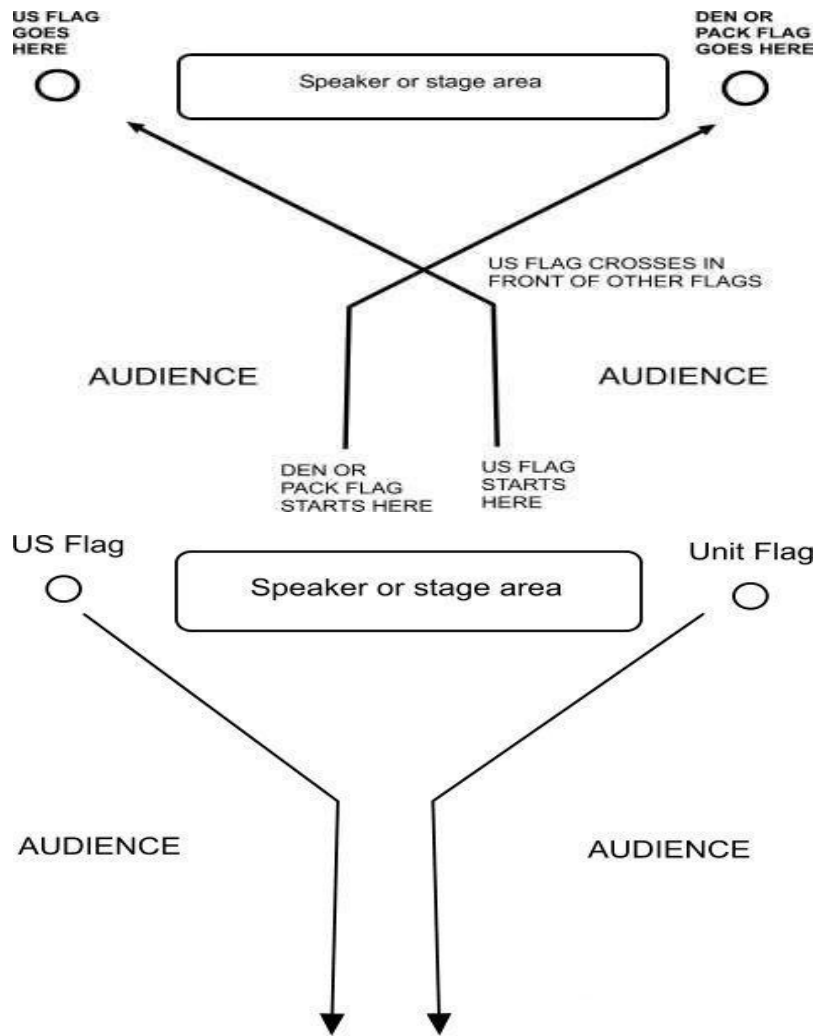
1. When casing or uncasing the Organizational Color indoors (from **Order**):
    - Slide the **right hand upward** and grasp the staff firmly
    - Maintain the **forearm horizontal**
    - Thrust the staff forward until the **arm is fully extended**
  1. Ensure the movement is:
    - Controlled and deliberate
    - Uniform in execution
- 

## KEY PRINCIPLE

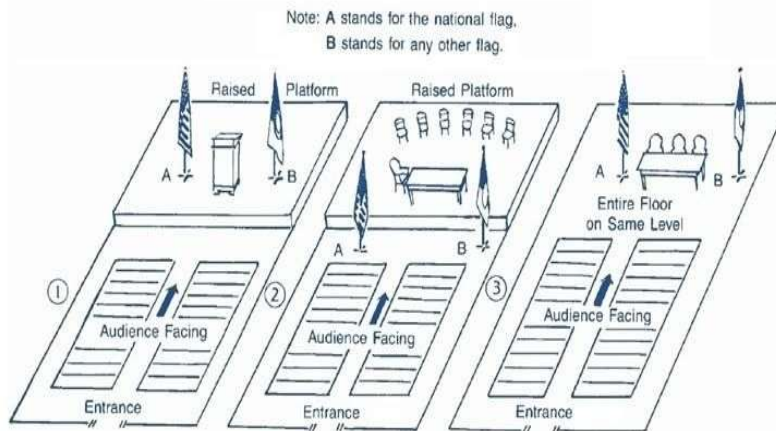
The Color Salute is a **formal rendering of honors** and must be executed with **precision, discipline, and uniformity**, while always preserving the **supreme position of the National Color**.

# 1. POSTING OR RETRIEVING THE FLAG AT CEREMONIES

## Posting flags Retrieve Flags



### Diagrams of Flag Positions



# Section 10: History of the American Flag

## EARLY ORIGINS OF FLAGS

Flags are nearly as old as civilization itself. Early empires—including Egypt, Babylon, Chaldea, and Assyria—carried banners and standards to represent authority and unity. References to such symbols appear throughout the Old Testament, demonstrating their long-standing role in identity, leadership, and allegiance.

## PRE-REVOLUTIONARY AMERICA

Prior to the American Revolution, the colonies displayed a variety of flags representing local identity and allegiance. As the movement for independence grew, the need for a single unifying symbol became essential—one flag to represent a united nation.

## THE GRAND UNION FLAG (1776)

The first flag carried by the Continental Army representing the United Colonies was the Grand Union Flag.

- First raised: January 2, 1776
- Location: Cambridge, Massachusetts
- Design:
  - 13 alternating red and white stripes
  - A blue canton containing the Crosses of St. George and St. Andrew (reflecting British heritage)

This flag symbolized both unity among the colonies and their transitional relationship with Great Britain.

## THE BIRTH OF THE STARS AND STRIPES (1777)

On June 14, 1777, the Continental Congress officially established the design of the United States flag:

- 13 stripes, alternating red and white
- A blue field (union) with 13 white stars, representing a “new constellation.”

This date is now recognized annually as Flag Day. The original resolution did not specify the arrangement of the stars, leading to multiple early designs.

## EARLY VARIATIONS AND EXPANSION

- One of the earliest known uses of the Stars and Stripes occurred at Fort Stanwix, New York, on August 3, 1777
- Early Army versions often arranged stars in a circle, symbolizing equality among the states

- Naval versions sometimes arranged stars in patterns resembling British crosses
- After Vermont and Kentucky joined, the flag was modified to 15 stars and 15 stripes

### **THE FLAG THAT INSPIRED A NATION (1814)**

The 15-star, 15-stripe flag flew over Fort McHenry, Maryland, during the War of 1812.

- Dates: September 13–14, 1814
- Witness: Francis Scott Key

Inspired by the sight of the flag enduring bombardment, he wrote the poem that became:

- The Star-Spangled Banner

This flag remains one of the most powerful symbols of American resilience and identity.

### **STANDARDIZATION OF THE FLAG (1818)**

Recognizing that adding a stripe for each new state would become impractical, Congress enacted a law in 1818:

- Stripes fixed permanently at 13 (representing the original colonies)
- One star added for each new state
- New stars become official on July 4th, following a state’s admission to the Union

### **EMERGENCE AS THE NATIONAL SYMBOL**

Although widely used, it was not until shortly before the Civil War that the Stars and Stripes **became** firmly established as the National Color of the United States.

### **WHY IT MATTERS**

The flag of the United States of America is more than a symbol—it represents democracy, courage, sacrifice, and freedom.

As civil servants and members of the Honor Guard, we bear a profound responsibility:

- To ensure the flag is treated with the highest respect and dignity
- To represent the values, it stands for through our conduct and precision
- To honor those who have served and sacrificed under it---

### **KEY PRINCIPLE**

The American flag is not merely displayed—it is represented through every movement, every ceremony, and every act of service.

## **5. FLAG PROTOCOLS**

### **PURPOSE AND RESPONSIBILITY**

While regulations provide guidance, the true importance of flag protocols lies in what they represent.

As Honor Guard members and civil servants, it is our responsibility to:

- Lead by example in all matters concerning the flag
- Uphold protocols not simply because they are written, but because they carry meaning and tradition
- Pass these values on to future generations

Flag protocols serve to:

- Teach our nation's history
- Honor the courage, sacrifice, and leadership upon which the United States was founded
- Provide each individual the opportunity to demonstrate respect for our nation and its allies

### **HISTORICAL FOUNDATION**

Prior to June 14, 1923, there were no standardized federal or state regulations governing the display of the United States Flag.

On that date:

- The National Flag Code was adopted during the National Flag Conference
- Attendees included representatives from:
  - The United States Army
  - The United States Navy
  - 66 national organizations

These groups had previously developed their own procedures for displaying and handling the flag.

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**DEVELOPMENT OF THE FLAG CODE.** The purpose of the conference was to:

- Establish uniform guidance for the display and handling of the U.S. Flag
- Resolve inconsistencies between existing military and civilian practices
- Provide a national standard rooted in tradition and respect

1. The agreed-upon guidelines were:

- Based largely on Army and Navy ceremonial procedures
- Adopted by all organizations in attendance as the National Flag Code

1. In 1924, minor revisions were made during a subsequent Flag Day Conference, further refining the guidance.---

### **KEY PRINCIPLE**

Flag protocols are not merely rules—they reflect our national identity, values, and respect for those who served under the flag.

# GENERAL GUIDELINES

- The flag should never be allowed to touch the ground.
- The flag should be clean, untattered, and fit for display.
- There should be no rips or tears, smudges, dirt, or any foreign substance on the flag itself when on display.
- The flag should be raised briskly and lowered reverently.
- Some US flags include gold fringe about the periphery of the flag; these are acceptable for indoor use only.
- The flag should never be flown or marched “flat” or horizontal.
- When raising and lowering flags, the US flag should be raised first and lowered last.

## INDOOR DISPLAYS — UNITED STATES FLAG

---

**GENERAL.** The United States flag is displayed in a wide range of indoor settings, including:

- Government buildings (city, state, and federal)
  - Schools and educational institutions
  - Places of worship
  - Public safety agencies (police, fire, EMS)
  - Arenas, auditoriums, and public venues
1. Regardless of location, the flag must always be displayed with proper dignity, respect, and adherence to established protocol.
- 

**PURPOSE.** This section guides:

- Proper indoor display and positioning of the U.S. flag
  - Maintaining uniformity and consistency across various environments
  - Eliminating confusion regarding precedence and placement among multiple flags
- 

**COMMON CHALLENGES.** Proper placement of the U.S. flag indoors often causes confusion, particularly when displayed with:

- Flags of other nations
  - State or territorial flags
  - Organizational or agency flags
1. Misplacement can result in:

- Improper precedence
  - Violation of flag etiquette
  - A diminished display of respect and professionalism
- 

**STANDARD PRINCIPLE OF POSITION.** The United States flag always holds the position of honor, which is determined as follows:

- The flag’s own right (observer’s left when facing the flag)
- The highest and most prominent position when displayed with other flags---

### **KEY STANDARDS**

- The U.S. flag must never be placed in a subordinate position
- All displays must reflect a clear hierarchy and proper alignment
- The flag should be fully visible, properly oriented, and unobstructed---

### **KEY PRINCIPLE**

The placement of the United States flag indoors must always reflect its status as the nation's primary symbol, ensuring it is displayed with clear precedence, dignity, and respect.

## **INDOOR FLAG PLACEMENT — PRACTICAL GUIDANCE**

### **UNDERSTANDING “THE FLAG’S RIGHT”**

1. The United States Code frequently references terms such as “the flag’s right,” which can be confusing.
  2. For practical application, this guide adopts the audience perspective:
    - Positioning is determined from the viewpoint of the audience facing the display
    - This approach ensures consistent and intuitive placement
- 

**DISPLAYING THE FLAG ALONE.** When the United States flag is displayed alone on a stage or in a room:

- It should be placed in the position of honor, which is:
    - Center of the stage, or
    - Audience’s left side (flag’s right)
1. The flag must remain:
    - Prominent and unobstructed
    - Properly oriented and clearly visible

## **DISPLAYING WITH OTHER FLAGS (EQUAL HEIGHT)**

1. When displayed with state, city, or organizational flags of equal height:
    - The United States flag is positioned furthest to the audience's left
    - All other flags are arranged to the right of the U.S. flag
  1. Additional requirements:
    - No flag may be placed higher than the United States flag
    - All flags should be of equal size and height when displayed together
- 
- 

**DISPLAY WITH A TALLER STAFF.** When the United States flag is displayed on a staff higher than all others:

- It may be positioned in the center of the group
  - The increased height establishes its position of honor
- 
- 

**LEGAL FOUNDATION.** These guidelines are derived from federal law:

- On June 22, 1942, Congress passed a joint resolution establishing national flag protocol
- Amended on December 22, 1942, and codified as:
  - Title 36, United States Code
- Public Law 829, 77th Congress, 2nd Session---

## **KEY STANDARDS**

- Always determine placement based on the position of honor
- Use the audience perspective for clarity and consistency
- Ensure the United States flag is never subordinate in height or position

## **FLAG PROTOCOL 3 — DISPLAY, POSITION, AND MOVEMENT**

### **PROCESSIONAL / PARADE DISPLAY**

- When carried in a parade or processional:
  - The United States flag always leads
  - It shall never dip or be lowered in relation to other flags
  - It maintains the position of honor at all times

### **WALL DISPLAY (FLAT / HORIZONTAL)**

- When displayed flat against a wall:
  - The union (blue field) must be positioned at the upper left, as viewed by the audience

- When displayed with other flags on the same wall:
- The U.S. flag is placed on the audience's left
- It must not be lower than any other flag

#### **WALL-MOUNTED STAFF DISPLAY**

- When displayed from a wall-mounted staff:
- The U.S. flag shall be either:
- Higher than all other flags, or
- Furthest to the audience's left
- The staff of the U.S. flag shall not be shorter than any other flagstaff.

#### **WINDOW DISPLAY**

- When displayed in or on a window:
- Consider both viewing perspectives (inside and outside)
- If permanently mounted:
- The union should be placed at the upper left from the primary audience's viewpoint
- When equal visibility exists, use professional judgment to maintain proper honor and orientation

#### **INTERNATIONAL FLAG DISPLAY**

- When flags of two or more nations are displayed:
- Each flag must be flown on a separate staff of equal height
- Flags should be of approximately equal size
- The U.S. flag is positioned on the audience's left
- Important restriction:
- No nation's flag may be displayed higher than another's in time of peace

#### **SPEAKER'S PLATFORM**

- When used on a speaker's platform:
- If displayed flat:
- Positioned above and behind the speaker
- Union at the upper left (audience perspective)
- When displayed on a staff:
- The U.S. flag occupies the position of honor:
- To the speaker's right (audience's left)
- Other flags are placed to the speaker's left

## **CHURCH / AUDITORIUM DISPLAY**

- In a church or public auditorium:
- The U.S. flag holds superior prominence
- Positioned:
- To the speaker's right (audience's left)
- Any other flags are placed:
- To the speaker's left

## **CORRIDOR / LOBBY DISPLAY**

- When suspended across a corridor or lobby:
- Display the flag vertically
- Orientation:
- With one main entrance:
- Union to the observer's left upon entering
- With multiple entrances:
- Entrances east/west → Union faces north
- Entrances north/south → Union faces east
- Entrances in multiple directions → Union faces---

## **KEY STANDARDS**

- The U.S. flag must always maintain a position of honor and proper orientation
- It shall never be dipped, lowered, or subordinated
- All displays must reflect uniformity, visibility, and dignity---

## **KEY PRINCIPLE**

- Regardless of setting—procession, display, or ceremony—the United States flag must always be presented in a manner that clearly reflects its supreme position of honor, respect, and national significance.

## FINIALS AND OUTDOOR DISPLAYS

### FINIALS

---

**GENERAL GUIDANCE.** Finials are decorative or symbolic devices attached to the **top of a flagstaff**.

1. The **United States Code does not prescribe** specific rules governing finials.
- 

**RECOMMENDED STANDARDS.** The following guidelines are recommended for ceremonial consistency:

- The **United States flag** should be the **only flag topped with an eagle finial**
- All other flags in the display should have **matching finials** to maintain uniformity

**1. Exception:**

- A **unit or department flag** may utilize a **distinct finial design**, when appropriate to its identity or tradition

#### KEY STANDARD

- Finials should contribute to a **clean, uniform, and professional appearance**, not distract from the Colors themselves

### OUTDOOR DISPLAYS

---

**GENERAL.** Many outdoor flag protocols follow the same **principles of precedence and honor** as indoor displays.

1. The **United States flag must always maintain the position of honor**, determined by **height, placement, or prominence**.
- 

**DISPLAY IN FRONT OF BUILDINGS.** When flown in front of a building on **separate staffs of equal height**:

- The U.S. flag is positioned on the **observer's left**
  - The intended audience is typically **approaching or viewing the building from the outside**
-

**SUSPENDED OVER ROADWAYS OR OPEN SPACES.** When the flag is suspended over a roadway or open area (e.g., between apparatus such as ladder trucks):

- Over an **east–west roadway** → Union faces **north**
- Over a **north–south roadway** → Union faces **east**
  - Over an **east–west roadway** → Union faces **north**
  - Over a **north–south roadway** → Union faces **east**

1. This ensures **consistent and proper orientation** regardless of viewing direction.

### **MULTIPLE FLAG DISPLAYS (SEPARATE STAFFS)**

1. When displayed among multiple flags on separate staffs:

- The U.S. flag may be placed in the **center of the group**, provided:
  - It is flown **higher than all other flags**

1. This elevation establishes its **position of honor**---

### **KEY STANDARDS**

- The U.S. flag must always be:
  - **Clearly distinguished**
  - **Properly oriented**
  - **Never subordinate in height or position**
- All displays must maintain:
  - **Uniformity**
  - **Visibility**
- **Dignity**---

### **KEY PRINCIPLE**

Whether displayed indoors or outdoors, the United States flag must always occupy a position that reflects its **national significance, honor, and precedence**

---

### **WORN ON UNIFORMS — UNITED STATES FLAG**

**GENERAL GUIDANCE.** Many public safety and service organizations incorporate the United States flag into their uniforms.

1. The United States Code provides guidance on appropriate use, emphasizing that:

- The flag represents a living nation
  - It must be treated with the highest level of respect and care
-

**AUTHORIZED WEAR.** The flag patch may be affixed to the uniforms of:

- Military personnel
- Firefighters
- Law enforcement officers
- Members of patriotic organizations

1. When worn as a lapel pin:

- It should be placed on the left lapel, near the heart
  - This placement symbolizes loyalty and respect
- 

**CARE AND RESPECT.** The U.S. Flag Code states:

- The flag should never be fastened, displayed, used, or stored in a manner that allows it to be:
    - Torn
    - Soiled
    - Damaged in any way
- 

**TURNOUT GEAR CONSIDERATION.** When considering the placement of a flag patch on firefighter turnout gear:

- The environment presents a high likelihood of damage, contamination, and wear

1. Based on Flag Code guidance:

- It is strongly recommended that flag patches not be affixed to turnout gear
- This recommendation is made to preserve the dignity and condition of the flag---

## **KEY STANDARDS**

- The flag must always be treated as a symbol of honor—not decoration alone
- Uniform placement must reflect respect, not convenience
- Any use that risks damage or degradation should be avoided---

## **KEY PRINCIPLE**

When worn on a uniform, the United States flag represents both the nation and the individual wearing it.

It must always be displayed in a manner that reflects honor, integrity, and respect.

Finally, regarding the display of the US flag on the right shoulder of public safety uniforms and on the right side of public safety vehicles, it is recommended that a reverse-field flag be used. The military explanation for wearing and displaying a reverse field flag on their right shoulder is twofold:

- First and foremost, the flag is never flown in a position of retreat. A reverse field flag on the right shoulder, or on the right side of a vehicle, gives the impression of a flag moving forward.
- Second, when wearing a reverse field flag on the right shoulder, it places the field of blue in the highest position of honor, nearest your heart.

## FLAG-DRAPED CASKETS AND MARCHING WITH FLAGS

### FLAG-DRAPED CASKETS

---

**GENERAL GUIDANCE.** The United States Code does not prohibit the use of a flag-draped casket for any individual.

1. Traditionally, this honor is extended to:
    - Members of the Armed Forces
    - Veterans
    - Public safety personnel and civil servants
- 

**PROPER PLACEMENT.** When draping the flag over a casket:

- The union (blue field) is positioned at the head of the casket
  - The union rests over the left shoulder of the deceased
1. The flag must be arranged:
    - Smoothly and evenly
    - Without excessive folds or distortion
    - Maintaining full visibility of the union
- 

**HANDLING STANDARDS.** The flag shall:

- Never be lowered into the grave
  - Never touch the ground
  - Be handled with constant care and control
-

**FLAG SPECIFICATIONS.** The appropriate flag for casket use:

- 100% cotton construction
- No fringe
- Standard size: approximately 9.5 feet by 5 feet---

### **KEY PRINCIPLE**

The flag-draped casket represents the highest level of honor and respect, symbolizing the service and sacrifice of the individual.

## **MARCHING WITH FLAGS**

### **FORMATION — LINE (ABREAST)**

1. When marching with multiple flags abreast:
  - The United States flag occupies the position of honor
  - This is defined as the flag's own right (typically the audience's left)
1. Practical application:
  - No flag shall be positioned to the right of the U.S. flag bearer
  - The U.S. flag remains visually dominant and properly aligned

### **FORMATION — COLUMN**

1. When marching in a column formation:
  - The United States flag leads the formation
  - All other flags follow in proper order of precedence

### **RETIRING THE COLORS (MOVEMENT CONSIDERATION)**

1. When retiring the Colors:
  - The formation must move along a route that ensures:
    - The United States flag leads the movement
  - Proper precedence and visibility are maintained---

### **KEY STANDARDS**

- The U.S. flag must always:
  - Maintain the position of honor
  - Be clearly visible and unobstructed
  - Never be subordinated to another flag
- Movements must be:
  - Deliberate and synchronized
- Respectful and precise---

## **KEY PRINCIPLE**

Whether honoring the fallen or marching in formation, the United States flag must always be presented in a manner that reflects honor, dignity, and national precedence.

# **FLAG FOLDING**

## **FOLDING THE UNITED STATES FLAG**

### **GENERAL GUIDANCE**

- This method of folding is reserved exclusively for the United States flag.
- All personnel shall:
- Wear clean white gloves when handling the flag
- Avoid direct skin contact with the flag whenever possible
- Maintain constant control and respect throughout the process
- Folding is conducted by two individuals, unless otherwise directed.

### **INITIAL POSITION**

- Begin by holding the flag:
- Waist-high
- Parallel to the ground
- Fully extended, with the surface flat and taut

### **FOLDING PROCEDURE**

- First Fold (Lengthwise):
- Fold the lower striped half lengthwise over the field of stars
- Align edges precisely and maintain tension
- Second Fold (Lengthwise):
- Fold the flag lengthwise again
- Ensure the blue field (union) remains on the outside
- Keep the flag horizontal and tightly aligned

### **TRIANGULAR FOLDS**

- Begin triangular folding:
- Bring the striped corner of the folded edge to meet the open edge, forming a triangle
- Continue folding:
- Turn the outer point inward, parallel to the open edge, forming the next triangle
- Repeat this process in consistent, even folds along the entire length

## **FINAL POSITION**

- Upon completion:
- The flag forms a tight triangular shape
- Only the blue field with stars is visible
- Edges are clean, aligned, and secure---

## **KEY STANDARDS**

- Movements must be slow, deliberate, and synchronized
- The flag must never touch the ground
- Maintain uniform tension and alignment throughout
- The final fold must present a clean, dignified appearance

## **COMMON MISCONCEPTION — “MEANING OF THE 13 FOLDS”**

There are many widely circulated interpretations assigning symbolic meaning to each of the thirteen folds.

However:

- There is no official reference within:
- The United States Code
- Military ceremonial manuals
- Official protocol publications
- While such readings may be used in ceremonial settings, they are:
- Traditional or interpretive in nature
- Not officially recognized doctrine---

## **KEY PRINCIPLE**

- The folding of the United States flag is a ceremonial act of respect and precision, not symbolism alone.  
Its importance lies in the care, discipline, and honor with which it is performed.

Step 1: Begin with the flag parallel to the floor. It is best to use two people when folding the flag.



Step 2: Fold the flag in half lengthwise, crossing the red stripes over the top of the blue square and stars.



Step 3: Holding the flag so that the side with the blue square is toward the ground, fold the flag in half again lengthwise, bringing the folded edge up to meet the open edge (as shown) so that the blue square and stars are on the outside.



Step 4: Starting with the striped end of the folded flag, fold the bottom corner up to meet the open edge of the flag creating a triangular shape.



Step 5: Fold the triangle section in towards the stars, aligning the outside edge along the top.



Step 6: Continue folding down and across in this manner until the final corner remains.



Your final shape should be a blue triangle with stars on both sides.



# Section 11: Flag Protocols

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**GENERAL GUIDANCE.** On occasion, a family may request that the Honor Guard serve as pallbearers during funeral services.

1. When the EMS Honor Guard is selected:
    - It is considered a significant honor and responsibility
    - Personnel must conduct themselves with the highest level of dignity, professionalism, and respect
- 

**PERSONNEL REQUIREMENTS.** A minimum of six (6) Honor Guard members is required to serve as pallbearers.

1. Additional personnel may be assigned for:
    - Alternate support
    - Coordination and movement control
    - Ceremonial alignment and command
- 

**COORDINATION AND PLANNING.** The NBP (Non-Commissioned Bearing Position / Detail Leader) will:

- Coordinate directly with the funeral director
  - Confirm all service details and timelines
  - Ensure alignment with:
    - Family wishes
    - Religious or cultural considerations
    - Funeral home procedures
- 

**PROFESSIONAL EXPECTATIONS.** All pallbearers shall:

- Maintain solemn bearing at all times
  - Execute movements with precision and uniformity
  - Remain silent and attentive unless directed otherwise
1. Special attention must be given to:
    - Handling of the casket
    - Timing and coordination of movements
    - Respect for the family and attendees---

## KEY PRINCIPLE

Serving as a pallbearer is a final act of honor for the deceased.  
Every movement must reflect respect, dignity, and unwavering professionalism.

General Rules

## PALLBEARER TEAM — SIX-PERSON CONFIGURATION

### TEAM POSITIONS AND ROLES

A standard pallbearer team consists of **six (6) personnel**, assigned as follows:

- **#1 — Hand-Off**
  - **#2 — Cross Mark**
  - **#3 — Fold**
  - **#4 — Carry**
  - **#5 — Mark**
  - **#6 — Command (NBP / Team Leader)**
- 

**HAND PLACEMENT AND GRIP.** Proper hand placement is critical for **control, balance, and uniform appearance.**

**NBP Side (Carry & Mark — #4 and #5):**

- **Left hand:** Palm **down** on the handle
- **Right hand:** Palm **up** beneath or supporting

**Fold Side (Cross Mark & Hand-Off — #2 and #1):**

- **Right hand:** Palm **down** on the handle
  - **Left hand:** Palm **up** beneath or supporting
- 

**POSTURE AND CARRY TECHNIQUE.** All pallbearers will maintain:

- Body upright and vertical
  - Shoulders rolled back
  - Head and eyes straight forward
1. Movement standards:
- Walk with **toes slightly outward (“duck walk”)**
  - Maintain **even, synchronized steps**
  - Prevent **side-to-side movement of the casket**

2. Safety requirement:

- **Do NOT lean away from the casket**
- **Do NOT rest the casket on the hip**
- Maintain **proper lifting posture** at all times to prevent injury

---

**URN TRANSPORT PROCEDURES.** When transporting an **urn (cremation container):**

- Maintain **suspended arm swing** (arms remain controlled, not rigidly pinned)

1. Assignments:

- **NBP (#6):** Carries the **flag**
- **Fold (#3):** Carries the **primary urn**
- **Cross Mark (#2):** Carries **additional urn**, if required

2. Additional urns:

- Positioned by the **funeral director** at the lowering device when exceeding team capacity

**DIRECTION OF MOVEMENT (CASKET ORIENTATION)**

1. Standard movement:

- The casket travels **feet-first**
- The **union (blue field)** remains toward the **rear**

---

**EXCEPTIONS. “UP and FACE” (Obstruction at Gravesite):**

- Casket may travel **head-first** due to terrain or equipment limitations
- Team maintains alignment and follows the **presiding Chaplain**

1. **Military Chaplain Funeral:**

- Casket travels **head-first** when entering or exiting a chapel
- Returns to **feet-first** for graveside transport

**COMMAND RESPONSIBILITIES (#6 — NBP / TEAM LEADER)**

1. The **Command position (#6)** is responsible for:

- **Accountability and discipline** of the team
- **Safety and execution** of all movements
- **Assignment of positions and roles**
- Overall **performance and coordination**

2. The NBP is accountable to the **OIC/NCOIC** for all team actions.

3. Selection of NBP:

- Based on **experience and qualification**, not rank alone
- In a **Standard Honors Funeral**, the NBP serves as the **OIC/NCOIC**

**PRE-CEREMONY RESPONSIBILITIES.** The NBP will:

- Conduct **graveside reconnaissance** (path of travel, positioning, obstacles)
  - Coordinate with the **funeral director**
  - Attend all **pre- and post-ceremony briefings**
1. Ensure all personnel are prepared for:
    - Warm-ups and rehearsal
    - Uniform inspection
    - Execution of all ceremonial procedures
- 

**COMMAND PRESENCE.** Commands issued by #6 must demonstrate:

- Proper volume and projection
  - Clarity and distinctness
  - Correct inflection and cadence
  - Sharp, authoritative delivery
- 

**FINAL PREPARATION AND QUALITY CONTROL.** Prior to movement:

- Verify the casket is **properly positioned in the hearse**
  - Ensure the flag is **correctly draped and aligned**
1. If corrections are required:
    - **Direct all adjustments through the funeral director or hearse driver**
    - Do not alter arrangements without proper coordination---

#### **KEY PRINCIPLE**

The pallbearer team performs a **final act of honor**.

Every movement must reflect **precision, discipline, safety, and unwavering respect for the deceased and their family**.

#### **PALLBEARING MOVEMENT — HANG STEP**

---

**GENERAL.** Pallbearer commands and movements follow standard drill and command structure.

1. The Hang Step is a specialized movement used to:
  - Precisely position the team behind the hearse
  - Maintain uniform spacing and controlled movement
  - Enhance ceremonial precision and appearance

**EXECUTION.** The Hang Step is initiated after the command “STEP.”

**1. On execution:**

- Arms remain naturally suspended at the sides
  - Do not pin arms tightly against the body
- 

**MOVEMENT SEQUENCE. Step 1 (Left Foot):**

- Move the left foot forward and slightly to the left of the right foot
- Allow the foot to “hang” approximately 1–2 inches above the ground
- Maintain balance and posture during the pause

**Step 2 (Glide Forward):**

- After a brief pause, the team glides forward in unison
- The elevated foot remains:
  - Level
  - Parallel to the ground
- Place the left foot approximately 12 inches forward of the stationary foot

**Step 3 (Right Foot):**

- Bring the right foot forward, placing it directly in front of and slightly to the right of the left foot
- Allow it to “hang” slightly above the ground in the same controlled manner

**1. Continuation:**

- Repeat the sequence in alternating steps
- Maintain synchronization and alignment across the team

**2. Continue until given a directional command such as:**

- “Left Flank.”
  - “Right Flank.”
  - Or other movement command
- 

**POSTURE AND CONTROL. Throughout the Hang Step:**

- Maintain upright posture
- Keep head and eyes forward
- Ensure smooth, gliding motion—no bouncing or abrupt steps---

**KEY STANDARDS**

- Movements must be slow, deliberate, and synchronized
- Feet must remain level and controlled during the “hang” phase

- Spacing and alignment must be maintained at all times
- The team must move as one uniform element---

## **KEY PRINCIPLE**

The Hang Step reflects the highest level of ceremonial control, ensuring precise positioning while maintaining dignity, uniformity, and professionalism.

## **PALLBEARING SEQUENCES — BEHIND THE HEARSE**

**APPROACH TO THE HEARSE.** The pallbearer team continues marching toward the rear of the hearse in formation.

1. When the team is approximately 1–2 feet (or one door-length) from the hearse, the NBP (#6) prepares to control spacing.
- 

**MARK TIME ADJUSTMENT.** The NBP commands:

- “MARK, TIME.”
1. Command timing:
    - “MARK” is called as the left foot strikes
    - “TIME” is called as the right foot strikes
  2. Execution:
    - The team begins marking time in place
    - NBP allows 4–6 steps to adjust spacing and alignment
- 

**HALT COMMAND.** The NBP commands:

- “BEARERS, HALT.”
1. On execution:
    - The team takes one additional step
    - Then halts in a controlled, synchronized manner
- 

**FACING AND ALIGNMENT.** After halting, the team:

- Executes a Center Face (facing inward toward the casket positions)
1. Immediately following:
    - All members (except Hand-Off #1) take one side step toward the hearse

## **CADENCE — STANDARD TEAM**

1. The cadence for this sequence is:

- “BEARERS, HALT.”
  - Step
  - Stop
  - Center (face inward)
  - Step down (toward the hearse)

## **HAND-OFF POSITION ADJUSTMENT (#1)**

---

**EXECUTION.** The Hand-Off (#1) executes a modified movement:

- On “HALT,” the Hand-Off:
  - Stops and stands fast (does not immediately side-step)
- 1. As the team completes the Center Face and side-step:
  - Hand-Off takes one diagonal step forward
  - Centers between both files
- 1. Final positioning:
  - Align shoulders with the Carry position (#4)
  - Ensure proper spacing and symmetry between files

## **CADENCE — HAND-OFF**

1. The cadence for Hand-Off is:

- “BEARERS, HALT.”
  - Step
  - Stop
  - Stand fast
  - Diagonal step
- Center on Carry---

## **KEY STANDARDS**

- Movements must be precise, synchronized, and deliberate
- Spacing from the hearse must be uniform and controlled
- All members must maintain proper posture and bearing
- The Hand-Off position must achieve perfect centering between files---

## **KEY PRINCIPLE**

The behind-the-hearse sequence establishes final alignment and control before casket handling.

Precision in this phase ensures a seamless, dignified transition into the next movement.

## **BEHIND THE HEARSE — CASKET REMOVAL**

**PREPARATION AND ALIGNMENT.** Once the team has completed the Behind the Hearse positioning sequence, all members (except Hand-Off #1) prepare for coordinated movement.

### **1. Each pallbearer:**

- Establishes eye contact with the member directly across from them
- Confirms alignment, spacing, and readiness

## **HEAD DROP (SILENT PREPARATORY SIGNAL)**

### **1. The team executes a three-second head drop to confirm synchronization and readiness.**

**EXECUTION.** The head drop is performed as follows:

- 1-second pause (establish stillness and control)
- On the NBP's cadence, all members (except Hand-Off) lower the head sharply and uniformly

### **1. The movement must be:**

- Simultaneous across the team
- Crisp and controlled
- Executed without disrupting posture or alignment

## **HAND-OFF POSITION (#1)**

### **1. The Hand-Off:**

- Maintains position and does not participate in the head drop
- Remains focused and prepared for the next command and movement

---

**POSTURE AND DISCIPLINE.** Throughout this sequence:

- Maintain upright body posture
  - Keep hands properly positioned
  - Ensure complete silence and stillness aside from the commanded movement
-

**PURPOSE.** The head drop serves to:

- Establish final synchronization prior to casket handling
- Provide a non-verbal confirmation of readiness
- Reinforce discipline and unity of movement---

### **KEY STANDARDS**

- Eye contact must be clear and deliberate
- Timing must be precise and consistent
- Movement must be uniform across all participating members
- No extraneous motion or noise is permitted---

### **KEY PRINCIPLE**

The head drop is a silent command of unity, ensuring the team moves as a single, disciplined element before performing the final act of honor.

### **PALLBAERS - COMMANDER DUTIES**

### **PALLBEARER OPERATIONS — FINAL PREPARATION, OVERSIGHT, AND PRESENTATION**

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**PRE-CEREMONY VERIFICATION.** Prior to execution, the **NBP / Team Leader (#6)** shall ensure:

- The casket is **properly positioned within the hearse**
  - The flag is **correctly draped and aligned**
  - All equipment and surroundings are **prepared for movement**
1. If any discrepancies are identified:
    - **Do not make adjustments independently**
    - Direct all corrections through the:
      - **Hearse driver, or**
      - **Funeral director**

### **SAFETY REQUIREMENT — BIER PIN**

1. Prior to the command **“Secure”**:
    - The **OIC/NCOIC** must verify that the **adjustable bier pin (“stopper”)** at the head of the casket has been **removed**
  2. This is a **critical safety check** to ensure:
    - Proper casket removal
    - Prevention of binding or obstruction during transfer
-

**POST-CEREMONY RESPONSIBILITIES.** Following the ceremony, the **NBP / Team Leader** shall:

- Conduct a **post-ceremony briefing**
- Address any:
  - **Discrepancies in execution**
  - **Timing or alignment issues**
  - **Opportunities for improvement**

1. This ensures:

- Continuous **training development**
- Maintenance of **ELITE-level performance standards**

## **FLAG PRESENTATION TO NEXT OF KIN (NOK)**

---

**PRESENTATION PROCEDURE.** The designated member (typically **NBP / OIC / NCOIC**) shall:

- Approach the **Next of Kin (NOK)** with dignity and composure
- Hold the folded flag with:
  - The **long fold facing the recipient**
  - The flag is **centered and level**

The flag is presented:

- With a **controlled, deliberate motion**
- Maintaining **eye contact and solemn bearing**

**PRESENTATION.** The following statement shall be delivered clearly and respectfully:

*“On behalf of the Governor of the State of Wisconsin, the Wisconsin EMS Honor Guard, and a Grateful Community, please accept this flag as a symbol of our appreciation for your loved one’s honorable and faithful service.”*

### **KEY STANDARDS**

- Presentation must be **slow, deliberate, and sincere**
- Voice must be **clear, steady, and respectful**
- Maintain **professional bearing before, during, and after delivery**

### **KEY PRINCIPLE**

---

The presentation of the flag is the **final and most personal act of honor**. It must reflect **gratitude, respect, and unwavering professionalism**.

# Section 12: CASKET WATCH/Visitation Procedure

---

## CASKET WATCH / VISITATION DETAIL PROCEDURES

*(Silent Posting and Relief Operations)*

### 1. Purpose

The Casket Watch is a solemn ceremonial duty performed to honor the deceased and provide a dignified, continuous presence during visitation or public viewing. All movements shall reflect precision, discipline, and reverence, without unnecessary attention or distraction.

---

### 2. General Rules

- All movements are conducted in silence.
  - No verbal commands are given during posting or relief.
  - Movement is initiated only by a visual cue (OIC nod).
  - All actions are executed on a controlled three-count cadence unless otherwise specified.
  - Bearing must remain solemn, deliberate, and respectful at all times.
  - Guards will avoid exaggerated or theatrical movement; simplicity and precision are paramount.
- 

### 3. Composition of Detail

- Officer in Charge (OIC)
  - Two (2) Honor Guard Members (HGM) per relief
- 

### 4. Posting the Guard (Initial Entry)

#### 4.1 Movement to Position

- The OIC initiates movement with a subtle nod.
- The detail (OIC + 2 HGMs) steps off simultaneously.
- The team proceeds down the aisle using appropriate facing or flanking movements, based on venue layout.

#### 4.2 Positioning

- The OIC halts approximately 6–10 feet from the casket, centered.
- HGMs continue past the OIC and move to the outside corners of the casket.
- HGMs:
  - Guide into position naturally (no exaggerated facing movements)
  - Align precisely on the corners
  - Face inward toward the casket

#### 4.3 Assumption of Post

- HGMs take one controlled side step outward, then angle inward.
- Both assume Ceremonial Parade Rest:
  - Hands placed left over right in front (or per organizational standard)
- The OIC exits the immediate casket area.

#### 4.4 Salute (If Applicable)

- A salute is rendered only if the United States flag is present or draped.
  - Salute is executed on a three-count sequence:
    - Count 1–3: Raise
    - Count 1–3: Hold
    - Count 1–3: Lower
- 

#### 5. Relief of the Guard (Change Over)

##### 5.1 Approach of Oncoming Guard

- Oncoming detail forms with OIC and two HGMs.
- The OIC nod initiates movement.
- The element proceeds quietly down the aisle.

##### 5.2 Key Movement Trigger

- The halt of the OIC signals all subsequent movement.
- 

##### 5.3 Actions of the outgoing guard

Upon OIC halt:

1. Off-going HGMs come to Attention
  2. Simultaneously face inward (toward each other)
  3. Step 1–3 paces toward the center, aligning at the midpoint of the casket
  4. Face toward the casket
- 

##### 5.4 Actions of Oncoming Guard

- HGMs continue to the outside corners of the casket
  - Align and face inward
  - At this point, all four HGMs are shoulder-to-shoulder, facing the casket
- 

##### 5.5 Joint Salute

- On silent cue (visual timing), all members, including OIC, render salute:
    - Three-count up
    - Three-count hold
    - Three-count down
- 

##### 5.6 Transfer and Departure

- Upon completion of salute:
    - Off-going guard executes About Face
    - Steps off and exits
  - The OIC:
    - Executes About Face
    - Leads off-going guard out of the aisle
    - Returns to the start/finish point
-

## 5.7 Establishment of New Guard

- Oncoming HGMs:
    - Execute About Face simultaneously
    - Take one side step outward
    - Angle inward into final position
    - Assume Parade Rest
  - Parade Rest position (front or rear) is determined by:
    - OIC discretion
    - Event type or facility considerations
- 

## 6. Completion of Relief

- Upon reaching the start/finish point:
    - OIC gives a final nod
    - Element halts in unison
  - All movement ceases until next relief cycle
- 

## 7. Final Relief (No Oncoming Guard)

- Off-going guard performs all movements as if relieved
  - After salute:
    - Guard executes About Face
    - Exits with OIC
  - No break in dignity or ceremonial flow
- 

## 8. Equipment Notes (Optional Enhancement)

- OICs may utilize heel click devices (commonly referred to as *cheater bars*) for subtle audible cadence if authorized.
  - Use must remain:
    - Minimal
    - Tasteful
    - Non-distracting
- 

## 9. Key Principles of Excellence

- Silence is command
- The halt controls the ceremony
- All motion must be continuous and fluid
- Every movement reflects respect for the fallen

## Section 13: Bugler

**GENERAL INFORMATION.** The Bugler is a critical component of military funeral honors, responsible for rendering musical honors with dignity and precision.

1. In accordance with federal requirements:
  - A minimum of two (2) members of the funeral honors detail must be active members of the Armed Forces (not in a retired status)
  - At least one (1) member must represent the branch of service of the decedent
1. The Bugler’s performance—typically “Taps”—serves as:
  - A final tribute to the deceased
  - A symbol of honor, sacrifice, and remembrance

### BUGLER LOCATION

**STANDARD POSITIONING.** The Bugler is positioned:

- Approximately 50 paces from the gravesite
  - At a diagonal angle to the casket
1. Placement should ensure:
    - The Bugler is clearly visible to the family, when possible
    - The sound carries clearly and respectfully across the ceremony **area**
- 

**COORDINATION WITH FIRING PARTY.** When a Firing Party is present:

- The Bugler is positioned on the opposite line of sight
  - Typically placed diagonal to the foot end of the casket
1. This positioning ensures:
    - Balanced ceremonial presentation
    - Clear distinction between rifle volleys and bugle call

### KEY STANDARDS

- The Bugler must maintain ceremonial bearing and stillness prior to and after performance
- Positioning must prioritize both visibility and acoustic effectiveness
- Coordination with the OIC/NCOIC and Firing Party is essential---

## KEY PRINCIPLE

The Bugler's call is the final audible honor rendered to the fallen.

It must be delivered with precision, dignity, and profound respect, leaving a lasting impression on all in attendance.

## BUGLER — EQUIPMENT AND PREPARATION

---

**GENERAL POLICY.** Every effort shall be made to provide “Taps” performed by a professional Bugler, whether:

- Military or civilian
  - Volunteer or contracted
1. If a professional Bugler is unavailable:
    - “Taps” will be performed using a ceremonial bugle
  2. If neither a live Bugler nor a ceremonial bugle is available:
    - A high-quality recorded version of “Taps” may be used
    - The family must be informed in advance

## AUDIO EQUIPMENT (RECORDED TAPS)

1. When recorded, “Taps” is utilized:
  - The Honor Guard detail will provide reliable audio equipment, if not otherwise available
  - Equipment must ensure:
    - Clear, uninterrupted sound at an appropriate volume and tone

## CEREMONIAL BUGLE — INSPECTION AND TESTING

1. The ceremonial bugle shall be:
    - Tested prior to departing the Honor Guard facility
    - Tested again on-site before the ceremony begins
  2. The Bugler must:
    - Be familiar with operating procedures
    - Confirm proper functionality and sound quality
  3. Battery requirement:
    - Ensure an extra set of batteries is available at all times
-

**PRACTICE AND SOUND DISCIPLINE.** When warming up or practicing:

- Ensure no sound carries into nearby ceremonies
- Maintain respect for surrounding services

Practice should:

- Avoid playing “Taps” prior to the ceremony
- Use alternate musical exercises when necessary

---

**INDOOR / OUTDOOR CONSIDERATIONS.** During memorial services, the Bugler may be positioned:

- Outdoors — prioritize projection and clarity
- Indoors — ensure acoustics are balanced and not overpowering

Adjust positioning and volume to maintain:

- Dignity of the ceremony
- Comfort of attendees---

**KEY STANDARDS**

- Always prioritize a live performance when possible
- Ensure equipment reliability and readiness
- Maintain strict sound discipline before the ceremony
- Coordinate with the OIC/NCOIC for timing and placement---

**KEY PRINCIPLE**

The rendering of “Taps” must be flawless, respectful, and uninterrupted, ensuring a final tribute worthy of the fallen and meaningful to their family.

1. Play Button – Taps will start in five seconds and the bugle should be placed near the mouth.  
2. Green Operating Light- The green light will illuminate once the “play” button is pressed. When Taps is complete the green light will go out.  
3. Volume Control- The volume control knob can be set from normal to extra loud.  
4. Red Battery Light- This light indicates if the ceremonial bugle is turned on/off. If the red light flashes it is a warning that the batteries need to be replaced.  
5. On/Off Switch.



**Ceremonial Bugle Operating Diagram**



**Parade Rest**

**Present/ Order Arms**



**TAPS — COMPLETION PROCEDURE**

**POST-PERFORMANCE ACTIONS.** Upon completion of “Taps,” the Bugler will:

- Return the ceremonial bugle smartly to the Position of Attention
- Maintain proper posture and bearing

**SALUTE.** After assuming the Position of Attention:

- The Bugler will render a salute
- The salute is executed with precision and held as appropriate to the ceremony

**EQUIPMENT SECURING.** Following the salute:

- Ensure the selector switch on the ceremonial bugle is turned to “OFF”
- Confirm the device is secured and no longer active

---

**POSTURE AND DISCIPLINE.** Throughout this sequence:

- Maintain complete stillness and composure
- Keep eyes forward and bearing solemn
- Avoid any unnecessary movement or distraction---

**KEY STANDARDS**

- Movements must be deliberate, controlled, and dignified
- The transition from performance to salute must be smooth and precise
- Equipment must be properly secured immediately following use---

**KEY PRINCIPLE**

The conclusion of “Taps” marks the final audible tribute.

The Bugler’s actions immediately following must reflect the same level of honor, precision, and respect as the performance itself.

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-

## GLOSSARY OF MILITARY TERMS

**At Balance** — The position where the rifle is held vertically alongside the body with the butt resting on the ground, maintained during certain stationary positions such as Order Arms.

**At Ease** — A relaxed position where personnel may move but must remain standing in place and silent. The right foot may be moved, but the left foot remains in position.

**Bier Pin** — A specialized fastening device used to secure the flag to a casket, ensuring it remains properly positioned throughout ceremonial movements.

**Cadence** — The rhythmic count or beat that regulates the timing and pace of marching movements, typically counted in steps per minute (standard: 120 steps per minute).

**Carry (Rifle Position)** — A general term for holding the rifle in various positions while marching or standing, including Right Shoulder Arms, Left Shoulder Arms, and Port Arms.

**Casket Watch** — A ceremonial duty where Honor Guard members stand vigil over a casket during visitation or lying in state, maintaining complete stillness and bearing.

**Ceremonial Conduct** — The standard of behavior, bearing, and precision expected during formal Honor Guard operations, emphasizing dignity, respect, and military discipline.

**Color Guard** — A ceremonial unit responsible for carrying and protecting the national and organizational colors (flags) during ceremonies and events.

**Colors** — The flags carried by the Color Guard, including the National Color (U.S. flag) and organizational or state flags.

**Command of Execution** — The second part of a two-part command that signals the precise moment to execute the movement (e.g., "MARCH" in "Forward, MARCH").

**Dip** — The act of lowering a flag or organizational color as a salute or sign of respect, performed by tilting the staff forward. The U.S. flag is never dipped.

**Ferrule** — The metal cap or tip at the bottom of a flagstaff that protects the staff and provides a finished appearance.

**Finial** — The ornamental top piece of a flagstaff, often an eagle, spear point, or other decorative element.

**Formation** — The organized arrangement of personnel in specific positions and spacing for drill or ceremonial purposes.

**Hang Step** — A specialized pallbearer movement where the team pauses momentarily with one foot raised before continuing, used to maintain synchronization during casket carry.

**Head Drop** — A silent preparatory signal given by the team leader (typically a nod) to indicate the team should prepare to execute the next movement.

**Honor Salute** — A formal salute rendered during ceremonies, held for an extended duration to show respect during specific moments such as the playing of "Taps" or presentation of colors.

**Mark Time** — A marching movement where personnel march in place, lifting feet to the standard cadence without moving forward.

**NBP (Non-Commissioned Bearing Position)** — Position #6 in the pallbearer team, typically occupied by the team leader or senior NCO who commands the detail.

**OIC (Officer in Charge)** — The commissioned officer responsible for overall command and supervision of an Honor Guard detail or ceremony.

**NCOIC (Non-Commissioned Officer in Charge)** — The senior enlisted member responsible for direct supervision and execution of Honor Guard operations under the OIC.

**Order Arms** — The basic position where the rifle butt rests on the ground beside the right foot, with the rifle held vertically along the right side of the body.

**Organizational Color** — A flag representing a specific unit, organization, or agency, displayed alongside the National Color during ceremonies.

**Parade Rest** — A formal rest position where feet are shoulder-width apart, hands clasped behind the back, and eyes remain forward. Movement and talking are not permitted.

**Port Arms** — A rifle position where the weapon is held diagonally across the body at chest level, typically used during certain movements or inspections.

**Posting the Colors** — The ceremonial act of placing the colors in their designated position, typically at the beginning of a ceremony.

**Preparatory Command** — The first part of a two-part command that alerts personnel to the upcoming movement and indicates what action will be taken (e.g., "Forward" in "Forward, MARCH").

**Present Arms** — A salute position with the rifle, or the command to render a salute, used to show respect during ceremonies.

**Ready Position** — The preparatory stance assumed before executing specific movements, particularly in color guard procedures.

**Rest** — The most relaxed authorized position where personnel may move, talk quietly, and shift weight, but must remain standing in place.

**Retiring the Colors** — The ceremonial act of removing the colors from their posted position, typically at the conclusion of a ceremony.

**Right Shoulder Arms** — A rifle position where the weapon is carried on the right shoulder, used during marching movements.

**Salute** — A formal gesture of respect rendered by military personnel, executed by raising the right hand to the forehead or by presenting arms with a weapon.

**Trail Arms** — A rifle position where the weapon is held at the side with the muzzle elevated and the butt near the ground, used during certain ceremonial movements.

**Union** — The blue field containing stars on the U.S. flag, representing the states of the nation. Proper positioning of the union is critical in flag display and folding.

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## APPENDIX A: COMMAND SUMMARY

### POSITION COMMANDS

| Command                        | Execution  |
|--------------------------------|--|
| <b>Attention</b>               | Assume the position of attention: heels together, feet at a 45-degree angle, body erect, arms at sides, eyes forward     |
| <b>Parade, REST</b>            | Move the left foot 12 inches to the left, clasp hands behind the back at waist level, maintain silence, and forward gaze |
| <b>Ceremonial, PARADE REST</b> | Execute parade rest with rifle: move left foot, bring rifle to left side, maintain vertical position.                    |
| <b>At Ease</b>                 | Relax the right foot while keeping the left foot in place, maintain silence, and keep the general position               |
| <b>Rest</b>                    | Relax while remaining standing in place, may talk quietly and move, but do not leave position.                           |

### MOVEMENT COMMANDS

| Command                           | Execution  |
|-----------------------------------|--|
| <b>Forward, MARCH</b>             | Step off with the left foot, march at 120 steps per minute, and maintain proper posture and cadence.                   |
| <b>HALT</b>                       | On right foot strike, take one more step with left foot, bring right foot alongside left, assume position of attention |
| <b>Mark Time, MARCH</b>           | March in place, lifting feet 2 inches off the ground, maintain cadence without forward movement                        |
| <b>Half Step, MARCH</b>           | Reduce step length to 15 inches while maintaining a 120-step-per-minute cadence.                                       |
| <b>Side Step, MARCH</b>           | Step 12 inches to the right (or left), bring trailing foot alongside, repeat as commanded.                             |
| <b>Column Left (Right), MARCH</b> | Execute a 90-degree turn while marching, pivot on the ball of the foot, and continue forward in a new direction        |
| <b>Left (Right) Flank, MARCH</b>  | Execute a 90-degree turn while marching, all personnel turn simultaneously, continue in the new direction              |

### FACING COMMANDS

| Command            | Execution  |
|--------------------|--|
| <b>Right, FACE</b> | Pivot 90 degrees to the right on the right heel and left toe, bring the left foot alongside the right. |
| <b>Left, FACE</b>  | Pivot 90 degrees to the left on the left heel and right toe, bring the right foot alongside the left.  |

| <b>Command</b>     | <b>Execution</b>  |
|--------------------|---|
| <b>About, FACE</b> | Pivot 180 degrees to the right on the right toe and left heel, bring the left foot alongside right. |

## **SALUTE COMMANDS**

| <b>Command</b>       | <b>Execution</b>   |
|----------------------|--|
| <b>Present, ARMS</b> | Render salute with rifle or hand, hold position until "Order Arms" is commanded.                 |
| <b>Order, ARMS</b>   | Return to order arms position from present arms, execute in two counts                           |
| <b>Honor Salute</b>  | Render and hold salute for extended duration during ceremonial moments (Taps, flag presentation) |

## **RIFLE MANUAL OF ARMS COMMANDS**

| <b>Command</b>              | <b>Execution</b>   |
|-----------------------------|--|
| <b>Order, ARMS</b>          | Lower the rifle to a position alongside the right side, butt on the ground, and maintain vertical alignment. |
| <b>Right Shoulder, ARMS</b> | Bring the rifle to the right shoulder in four counts, maintain proper grip and position.                     |
| <b>Left Shoulder, ARMS</b>  | Transfer rifle to left shoulder, reverse of right shoulder arms movement.                                    |
| <b>Port, ARMS</b>           | Bring the rifle diagonally across the body at chest level, hold with both hands.                             |
| <b>Trail, ARMS</b>          | Lower rifle to trail position at right side, muzzle elevated, butt near ground                               |
| <b>Present, ARMS</b>        | Execute a salute with a rifle from the order or port arms position.  |

## **SABER COMMANDS**

| <b>Command</b>                | <b>Execution</b>  |
|-------------------------------|---|
| <b>Draw, SABER (SWORD)</b>    | Remove the saber from the scabbard, bring to the carry position in prescribed counts      |
| <b>Carry, SABER (SWORD)</b>   | Hold the saber at the right side, blade vertical, approximately 6 inches from the ground. |
| <b>Present, SABER (SWORD)</b> | Execute salute with saber, bring hilt to chin level, blade vertical                       |
| <b>Order, ARMS</b>            | Lower the saber to the order position from the present saber                              |
| <b>Return, SABER (SWORD)</b>  | Return the saber to the scabbard in the prescribed manner                                 |

## COLOR GUARD COMMANDS

| <b>Command</b>           | <b>Execution</b>  |
|--------------------------|---|
| <b>Ready, TWO</b>        | Color guard assumes ready position, prepares for movement.                    |
| <b>Post the Colors</b>   | Color guard advances and places colors in the designated position             |
| <b>Retire the Colors</b> | Color guard retrieves colors and returns to formation                         |
| <b>Eyes, RIGHT</b>       | All personnel except color bearers turn heads 45 degrees right while marching |
| <b>Ready, FRONT</b>      | Return eyes to the forward position after eyes right.                         |

## PALLBEARER COMMANDS

| <b>Command</b>            | <b>Execution</b>  |
|---------------------------|---|
| <b>Left (Right) Flank</b> | Pallbearer team executes 90-degree turn while carrying casket             |
| <b>Hang Step</b>          | Team pauses with one foot raised, maintains synchronization during carry. |
| <b>Head Drop</b>          | Silent signal (nod) from the team leader to prepare for the next movement |

# APPENDIX B: POSITION REFERENCE GUIDE

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## BASIC POSITIONS

### POSITION OF ATTENTION

- **Command:** "Attention" or "Detail, Attention."
- **Key Characteristics:**
  - Heels together, feet at a 45-degree angle
  - Body erect, weight evenly distributed
  - Arms straight at sides, fingers naturally curled
  - Head and eyes forward, chin level
  - Silent and motionless
- **Related Movements:** Starting position for all drill movements

### PARADE REST

- **Command:** "Parade, REST."
- **Key Characteristics:**
  - Left foot moves 12 inches to the left
  - Hands clasped behind the back at the waist
  - Arms straight, fingers interlaced
  - Weight evenly distributed
  - Eyes forward, silence maintained
- **Related Movements:** Return to attention on command

### CEREMONIAL PARADE REST (WITH RIFLE)

- **Command:** "Ceremonial, PARADE REST."
- **Key Characteristics:**
  - Left foot moves 12 inches to the left
  - Rifle brought to the left side, butt on the ground
  - Right hand grasps rifle at balance point
  - Left hand behind back
  - Rifle remains vertical
- **Related Movements:** Return to attention with rifle

## AT EASE

- **Command:** "At Ease."
- **Key Characteristics:**
  - The right foot may be moved
  - Left foot remains in place
  - Silence maintained
  - General position of attention preserved
- **Related Movements:** More relaxed than parade rest, but still formal

## REST

- **Command:** "Rest."
- **Key Characteristics:**
  - May move and talk quietly
  - Must remain standing in place
  - Left foot remains in position
- **Related Movements:** Return to attention on command

# RIFLE POSITIONS

## ORDER ARMS

- **Command:** "Order, ARMS."
- **Key Characteristics:**
  - Rifle butt on ground beside right foot
  - Rifle vertical along the right side
  - Right hand at balance point
  - Left arm at side
- **Related Movements:** Basic rifle position, starting point for most movements

## RIGHT SHOULDER ARMS

- **Command:** "Right Shoulder, ARMS."
- **Key Characteristics:**
  - Rifle on right shoulder
  - Butt in the palm of the right hand
  - Forearm horizontal
  - Left arm at side
- **Related Movements:** Standard marching position with rifle

## LEFT SHOULDER ARMS

- **Command:** "Left Shoulder, ARMS."
- **Key Characteristics:**
  - Rifle on left shoulder
  - Butt in the palm of the left hand
  - Forearm horizontal
  - Right arm at side
- **Related Movements:** Alternate marching position

## PORT ARMS

- **Command:** "Port, ARMS."
- **Key Characteristics:**
  - Rifle diagonal across body at chest level
  - Both hands gripping the rifle
  - Muzzle elevated to the left
  - Elbows close to body
- **Related Movements:** Inspection position, transition position

## PRESENT ARMS (RIFLE)

- **Command:** "Present, ARMS."
- **Key Characteristics:**
  - Rifle vertical in front of body
  - Right hand at the small of the stock
  - Left hand supporting rifle
  - Salute position with rifle
- **Related Movements:** Ceremonial salute with weapon

## TRAIL ARMS

- **Command:** "Trail, ARMS."
- **Key Characteristics:**
  - Rifle at the right side
  - Muzzle elevated
  - Butt near ground
  - Right hand gripping rifle
- **Related Movements:** Used during certain ceremonial movements

## SABER POSITIONS

### CARRY SABER (SWORD)

- **Command:** "Carry, SABER (SWORD)"
- **Key Characteristics:**
  - Saber at the right side
  - Blade vertical
  - Point approximately 6 inches from the ground
  - Right hand gripping the hilt
- **Related Movements:** Standard position when the saber is drawn

### PRESENT SABER (SWORD)

- **Command:** "Present, SABER (SWORD)"
- **Key Characteristics:**
  - Hilt at chin level
  - Blade vertical
  - Arm extended
  - Salute position with saber
- **Related Movements:** Ceremonial salute with saber

### ORDER ARMS (SABER)

- **Command:** "Order, ARMS."
- **Key Characteristics:**
  - Saber lowered to the side
  - Point near ground
  - Blade along right leg
- **Related Movements:** Rest position with saber drawn

## **APPENDIX C: CEREMONY PREPARATION CHECKLISTS**

### **PRE-CEREMONY PLANNING CHECKLIST**

#### **Mission Briefing (24-48 Hours Prior)**

- Confirm ceremony date, time, and location
- Identify ceremony type (funeral, memorial, flag ceremony, etc.)
- Determine required personnel (color guard, pallbearers, bugler, etc.)
- Assign team leader/OIC
- Review special requests or considerations
- Confirm uniform requirements
- Identify any religious or cultural protocols
- Obtain site layout and parking information

#### **Equipment Verification (24 Hours Prior)**

- Inspect all rifles for cleanliness and function
- Check saber/sword condition and scabbard
- Verify flag condition (no tears, fading, or damage)
- Inspect flagstaves and finials
- Test ceremonial bugle (if applicable)
- Verify availability of white gloves (all personnel)
- Prepare backup equipment

#### **Personnel Coordination (12-24 Hours Prior)**

- Confirm all team members are available
- Identify backup personnel if needed
- Distribute ceremony details to all participants
- Review roles and responsibilities
- Schedule rehearsal time if needed
- Confirm transportation arrangements
- Provide contact information for all team members

#### **Final Preparation (Day of Ceremony)**

- Arrive at the location 45-60 minutes early
  - Conduct site walkthrough
  - Identify entry/exit routes
  - Locate staging area
  - Verify casket/flag positioning
  - Conduct final uniform inspection
  - Review the ceremony sequence with all personnel
  - Establish communication protocols
  - Confirm timing with ceremony coordinator
-

## **COLOR GUARD SETUP CHECKLIST**

### **Equipment Preparation**

- Inspect National Color (U.S. flag) for damage
- Inspect organizational/state colors
- Verify flagstuffs are clean and undamaged
- Check finials are secure
- Ensure ferrules are in good condition
- Verify flag precedence order
- Prepare flag stands (if posting colors)

### **Personnel Assignments**

- Assign National Color bearer
- Assign organizational color bearer(s)
- Assign guards (typically 2-4 personnel)
- Designate team leader
- Confirm all personnel know their positions
- Review entry and exit routes

### **Formation and Movement**

- Review posting procedure
- Practice color salute (if required)
- Confirm "Eyes Right" execution
- Review retiring procedure
- Verify spacing and alignment
- Practice transitions (if multiple movements required)

### **Pre-Ceremony Checks**

- Conduct uniform inspection
- Verify white gloves are clean
- Check that all personnel are at attention
- Confirm flags are properly attached to staffs
- Review commands and timing
- Establish eye contact with the ceremony coordinator

## **PALLBEARER TEAM PREPARATION CHECKLIST**

### **Team Organization (Minimum 6 Personnel)**

- Assign Position #1 (Head, Right)
- Assign Position #2 (Head, Left)
- Assign Position #3 (Center, Right)
- Assign Position #4 (Center, Left)
- Assign Position #5 (Foot, Right)
- Assign Position #6 (Foot, Left / NBP / Team Leader)
- Confirm all personnel understand their positions.
- Verify height compatibility for balanced carry

### **Equipment and Uniform**

- Inspect white gloves (must be pristine)
- Verify uniform cleanliness and proper wear
- Check that all personnel have removed jewelry
- Ensure proper footwear (polished, non-slip)
- Verify bier pins are available
- Prepare flag presentation case

### **Movement Rehearsal**

- Practice approach to casket
- Review lifting procedure
- Practice hang step
- Review turning movements (flanks)
- Practice lowering the casket
- Review flag folding procedure
- Practice flag presentation

### **Safety Considerations**

- Verify casket weight and balance
- Identify any obstacles in the movement path
- Check floor/ground surface conditions
- Confirm adequate clearance (doorways, aisles)
- Review emergency procedures
- Establish non-verbal communication signals

### **Pre-Ceremony Coordination**

- Meet with funeral director/ceremony coordinator
- Confirm casket positioning (head/foot orientation)
- Verify movement route and distances
- Identify staging positions
- Review timing with other ceremony elements
- Conduct final team briefing

## CASKET DETAIL PREPARATION CHECKLIST

### Personnel Requirements

- Assign minimum 2 guards (4 preferred for full detail)
- Designate relief team (if extended watch)
- Assign OIC/NCOIC for coordination
- Confirm all personnel understand watch procedures

### Equipment Preparation

- Inspect rifles for cleanliness and function
- Verify white gloves are available
- Check that all equipment is silent (no rattling)
- Prepare relief markers (if applicable)

### Watch Procedures Review

- Review posting procedure
- Practice position of attention at casket
- Review relief sequence
- Confirm watch duration (typically 30 minutes)
- Practice silent communication signals
- Review emergency procedures

### Positioning and Timing

- Identify guard positions (head/foot or corners)
- Verify adequate space for posting and relief
- Confirm watch schedule and rotation
- Establish timing signals with ceremony coordinator
- Review transition to pallbearer duty (if applicable)

### Pre-Watch Checks

- Conduct uniform inspection
  - Verify all personnel are physically prepared
  - Review expectations for stillness and bearing
  - Confirm relief team is ready
  - Establish communication with OIC/NCOIC
-

## **BUGLER/TAPS PREPARATION CHECKLIST**

### **Equipment Preparation**

- Inspect the ceremonial bugle for cleanliness
- Test electronic bugle function (if applicable)
- Verify battery level (electronic bugle)
- Check volume settings
- Ensure selector switch functions properly
- Prepare backup equipment
- Verify bugle strap/sling is secure

### **Performance Preparation**

- Review "Taps" melody and timing
- Practice breath control and tone
- Verify proper embouchure
- Test acoustics at the ceremony location
- Identify optimal positioning for sound projection
- Practice the salute sequence after the performance

### **Positioning and Timing**

- Confirm bugler position (typically elevated or distant)
- Verify line of sight to the ceremony coordinator
- Establish timing signal for "Taps."
- Review approach and departure routes
- Confirm the position of the attention location

### **Pre-Performance Checks**

- Conduct uniform inspection
- Verify white gloves are clean
- Test bugle one final time (away from ceremony area)
- Confirm selector switch is in the correct position
- Review post-performance procedures
- Establish eye contact with OIC/NCOIC

### **Post-Performance Procedures**

- Return to the position of attention
  - Render salute
  - Turn the selector switch to "OFF."
  - Secure equipment
  - Maintain bearing until dismissed
-

## POST-CEREMONY DEBRIEF CHECKLIST

### Immediate Actions (Within 30 Minutes)

- Account for all personnel
- Collect all equipment
- Conduct a quick equipment inspection
- Secure flags and rifles
- Return to staging area or vehicle

### Equipment Accountability

- Verify all rifles are accounted for
- Check flags for damage
- Inspect white gloves for cleanliness
- Secure ceremonial bugle
- Return bier pins and presentation case
- Document any equipment damage or loss

### Team Debrief (Within 24 Hours)

- Gather all participants
- Review ceremony execution
- Identify what went well
- Discuss areas for improvement
- Address any safety concerns
- Document lessons learned
- Recognize outstanding performance

### Administrative Actions

- Complete ceremony report
- Document attendance
- Submit any required paperwork
- Update training records
- Schedule equipment maintenance (if needed)
- File ceremony documentation

### Follow-Up

- Send thank-you notes (if appropriate)
- Coordinate with family (if requested)
- Schedule additional training (if needed)
- Update standard operating procedures (if necessary)
- Prepare for the next ceremony

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## END OF DOCUMENT

**Reference:** See Constitution and Bylaws for governing authority.

### **1. Purpose**

The Wisconsin Emergency Medical Services Honor Guard Association, Inc. (“the Association”) is a nonprofit corporation organized under Section 501(c)(3) of the Internal Revenue Code and the laws of the State of Wisconsin.

The Association exists to:

- Represent Emergency Medical Services personnel in a professional and dignified manner at official functions;
- Provide ceremonial and operational support to EMS agencies, families, and communities;
- Assist in honors and services related to line-of-duty deaths and funerals;
- Promote training, professionalism, and statewide coordination of EMS Honor Guard activities.

---

## **2. Governance Structure**

### **2.1 Executive Board**

The Executive Board shall consist of:

- State Commander
- Executive Officer
- Secretary/Treasurer

#### **Authority and Responsibilities:**

The Executive Board is responsible for:

- Managing the affairs, property, and operations of the Association;
- Establishing and implementing strategic direction and long-range goals;
- Maintaining financial oversight and stability;
- Developing, adopting, and enforcing policies;
- Reviewing and proposing amendments to the Bylaws (subject to Full Board approval);
- Acting as a Review Board when necessary.

#### **Voting and Quorum:**

- Each Executive Board member shall have one (1) vote.
- A quorum shall consist of three (3) members.

#### **Vacancies:**

- Any vacancy on the Executive Board shall be filled by appointment of the remaining Executive Board members, subject to ratification by the Full Board.

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### **2.2 Full Board of Directors**

The Full Board shall consist of:

- All Executive Board members;
- State Training Officer (Advisor);
- State Chaplain (Advisor);
- District Directors (one per District).

#### **Authority and Responsibilities:**

The Full Board shall:

- Provide oversight and representation of the statewide membership through District leadership;
- Receive reports of all Executive Board activities at regular (at minimum quarterly) meetings;
- Vote on the following matters:
  - Amendments to the Bylaws;
  - Adoption or modification of formal policies;
  - Addition or restructuring of Districts;
  - Removal of officers;
  - Member discipline or termination (if applicable);
  - Election or confirmation of Executive Board officers;
  - Ratification of appointments made to fill vacancies or leadership roles.

Each Full Board member shall have one (1) vote unless otherwise specified in the Bylaws.

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### **3. District Structure**

#### **3.1 Establishment of Districts**

- The State of Wisconsin shall be divided into geographic or operational Districts.
  - The number, boundaries, and organization of Districts shall be determined and may be modified by the Executive Board, subject to Full Board approval where required.
- 

#### **3.2 District Leadership**

##### **District Director**

- A District Director shall lead each District.
- Initial appointments shall be made by the State Commander.
- Subsequent elections shall occur in staggered terms (odd/even years) based on District designation, in accordance with the Bylaws.

##### **District Appointed Officers**

The District Director shall appoint:

- District Executive Officer
- District Training Officer
- District Chaplain

Appointments shall be made in accordance with Association policy and subject to oversight by the Executive Board.

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#### **3.3 District Responsibilities**

District leadership shall:

- Recruit, train, and maintain a roster of qualified Honor Guard members;
  - Ensure readiness for District and statewide deployments;
  - Conduct regular training consistent with Association standards;
  - Support and participate in statewide missions as directed by the State Commander;
  - Uphold all policies, procedures, and standards established by the Association.
- 

### **4. Command and Operational Authority**

- The State Commander retains overall command authority for statewide operations and deployments.
- Districts operate under the authority and direction of the State Commander and Executive Board.

- All members and officers shall comply with established policies, procedures, and the governing Bylaws of the Association.

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### **5. Supremacy of Bylaws**

This policy is subordinate to the Constitution and Bylaws of the Association.  
In the event of any conflict, the Bylaws shall prevail.