



**Research Product 2021-02**

**Informational Playing Cards on Army History,  
Traditions, Customs, and Courtesies**

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**U.S. Army Research Institute  
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Training Technology

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INFORMATIONAL PLAYING CARDS ON ARMY HISTORY, TRADITIONS, CUSTOMS,  
AND COURTESIES

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## **INFORMATIONAL PLAYING CARDS ON ARMY HISTORY, TRADITIONS, CUSTOMS, AND COURTESIES**

Organizational culture is the pattern of shared basic values, beliefs, and assumptions of an organization (Ehrhart, Schneider, & Macey, 2014; Schein, 2010; Vijayakumar & Padma, 2014). The physical manifestations of organizational culture can be symbolic or behavioral. Adopting common symbols and language, practicing rituals, customs, and traditions, and sharing organizational history and stories function to reinforce shared meaning, forge and strengthen interpersonal bonds, and foster feelings of belonging and closeness (Bolman & Deal, 2017; Ehrhart et al., 2014; Fiese et al., 2002; Karathanos, 1998; Ta Park et al., 2017; Trice & Beyer, 1984; Vaughn, 1995). When the beliefs, values, and principles practiced by an organization become a part of an individual's identity, the individual has identified with the organization (Ashforth, Harrison, & Carley, 2008; Pratt, 1998). Strong organizational identification is associated with positive organizational outcomes: employees who strongly identify with their organization are more likely to be involved in, speak positively about, and remain in their organization (Arnett, German, & Hunt, 2003; Mael & Ashforth, 1992; Woodruff, 2017). Among U.S. Soldiers, those who identified with the Army had higher levels of satisfaction and retention (Woodruff, 2017).

In the Army, the importance of history, traditions, customs, and courtesies is evident across Doctrine, Organization, Training, Materiel, Leadership and Education, Personnel, Facilities, and Policies (DOTMLPF-P). When new recruits join the Army, they are taught the basics in Army history, traditions, customs, and courtesies and are expected to conduct themselves professionally and to achieve the set standards. When they move on to their first and subsequent assignments, leaders and noncommissioned officers (NCOs) at those units are likely the most influential people to directly or indirectly further Soldiers' organizational socialization into the Army.

Despite history, traditions, customs, and courtesies being fundamental aspects of Army life, some concerns have been raised about their current perceived importance (Ellis, 2018). In an online survey of 523 Soldiers and NCOs, Ellis (2018) found that less than half responded "yes" when asked whether their unit: (a) conducts in ranks inspections (23.5%), (b) conducts military formals (ball/dining-in) (25.2%), (c) conducts NCO calls (25.5%), (d) focuses on Army history and traditions (34.8%), and (e) conducts NCO induction ceremonies (48.0%). For the remaining four questions asked, the percentages who responded "yes" were moderate, but not particularly high. Specifically, the questions and percentages who responded "yes" were: (a) whether NCOs enforce discipline and standards (59.7%), (b) whether their organization enforces customs and courtesies (66.0%), (c) whether their organization conducts Noncommissioned Officer Development Program (NCOPDs) (66.0%), and (d) whether their organization practices drill and ceremony (69.0%). Such findings suggest that there may be gaps in knowledge among NCOs and Soldiers on Army history and traditions and that NCO professional development is not perceived to be conducted widely across units. Further, it appears that some traditions that instill and reinforce discipline, courtesy, pride, and esprit de corps are not being "handed down" and acculturated.

## **Playing Cards as Tools for Education**

The use of playing cards for education dates back to the mid-17th century in France (Goggin, 2004). Since the early days of the U.S. military, playing card companies have produced war-themed cards to commemorate famous events and people and to inform troops of their enemy capabilities (Bicycle Cards, n.d.). During World War II, the U.S. military issued “spotter cards” as educational tools for military personnel and civilian personnel to recognize allied and enemy aircrafts, ships, and tanks (Malone, 2008). In 2003, the U.S. Defense Intelligence Agency distributed “personality identification playing cards” to help coalition forces identify the “most wanted” members of Saddam Hussein’s regime (Burgess, 2003; Kozaryn, 2003). More recently, the U.S. Army created playing cards depicting weapons of foreign nations (Correll, 2019).

The use of informational playing cards as tools for educating Soldiers have primarily been for tactical-related information, such as, foreign weapons, assets, and high value targets. In a previous (Foo & Wisecarver, 2021) and current effort, we are using informational playing cards in a novel way to impart non-tactical information. Previously, we developed a template and exemplar set of informational playing cards for 1st Squadron, 7th Cavalry Regiment (Foo & Wisecarver, 2021). In the current effort, the focus is to develop a template and exemplar playing cards on general Army history, traditions, customs, and courtesies. The aims of the templates and exemplars are to provide junior NCOs training tools to develop their Soldiers on Army customs, courtesies, traditions, and history as well as a method for junior NCOs to develop their own sets specific to their unit needs.

### **Method and Results**

To develop the content for the cards, we followed the approach of the Heritage Resource Preservation cards (Eugene, 2008) and selected a theme for each suit. Table 1 shows the theme for each suit and topic for each card. The completed cards are shown in Appendix A. The topics for each card were chosen based on a series of interviews, focus groups, and a survey that were conducted with Soldiers to learn about their perceptions of Army customs, courtesies, traditions, and history (U.S. Army Research Institute for the Behavioral and Social Sciences, 2019). The text for each card was developed using Army publications and online resources. The box design (see Appendix B) shows Soldiers at a Basic Leader Course folding the flag to emphasize the traditions taught and the development of junior NCOs. A blank white section is included as part of the box design to allow personalization and ownership of the item. The images used on the cards and on the box were obtained via public domain, Department of Defense sites and from other sources. The sources for the images used are listed in Appendix C.

#### **Table 1**

*Theme for Each Suit and Topic for Each Card*

Card	Suits			
	Spades (History)	Diamonds (Traditions)	Clubs (Customs)	Hearts (Courtesies)
<b>A</b>	Formation of U.S. Army	Unit Designations and Mottos	Pride in Appearance	Courtesies: A Foundation of Trust
<b>2</b>	Von Steuben's Blue Book	Unit Awards	Using the Chain of Command	Flag Courtesies
<b>3</b>	Professional Military Education	Individual Awards	Leading Others	The Hand Salute
<b>4</b>	Army Emblem and Seal	Change of Command and Responsibility Ceremonies	Military Bearing	When to Salute
<b>5</b>	Army Flag	NCO Induction Ceremony	Teaching Customs	Cannon Salutes
<b>6</b>	Campaign Streamers	Competitive Events	Taking Responsibility	Reveille & Retreat
<b>7</b>	Eras of Conflict	Traditional Army Events	Uniforms	Rendering Respect
<b>8</b>	Army Music	Special Unit Events	Inspections	Position of Honor
<b>9</b>	Military Horses	Formal Social Events	Insignias, Designations, and Mottos	Attention and Parade Rest
<b>10</b>	Military Working Dogs (MWDs)	Informal Social Events	Military Colors	Respect and Courtesies
<b>J</b>	NCOs in the Army	The Old Guard	Music	Etiquette at Formal Events
<b>Q</b>	Women in the Army	POW/MIA	Reviews, Parades, and Honor Guards	Etiquette at Informal Events
<b>K</b>	Army Commanders	The Ultimate Sacrifice	Funeral Customs	Special Courtesies

### Discussion

Strong organizational identification and culture build support for the underlying values of an organization and can increase important organizational outcomes such as satisfaction, retention, and commitment to the organization (Ehrhart et al., 2014; Jandeska & Kraimer, 2005; Schein, 2010; Sengupta & Sinha, 2005; Woodruff, 2017). The informational playing cards presented here are a resource for junior NCOs to further socialize their Soldiers into the Army by improving their knowledge regarding Army history, traditions, customs, and courtesies.

Alternatively, junior NCOs can use the template presented in Table 1 to create their own set of playing cards more suited to the knowledge gaps and needs of their Soldiers. Blank playing cards are widely available online in Microsoft PowerPoint or Adobe format. Information on Army customs, courtesies, traditions, and history can be found on Army sites, such as, the U.S. Army Center of Military History (<https://history.army.mil/>) and the Institute of Heraldry (<https://tioh.army.mil/>). The Army Museum Enterprise

(<https://history.army.mil/museums/index.html>) and Army historians and museum personnel are also rich sources for obtaining relevant information.

The playing card format offers junior NCOs an alternative medium for presenting information on Army customs, courtesies, traditions and history to Soldiers. Informational playing cards can be used in innovative and engaging ways to facilitate learning (Gutierrez, 2014; Su, Cheng, & Lin, 2014). The cards are versatile in several ways - they can be used for individual or unit-based training, formal or informal learning, either in or outside of the classroom, and can be easily integrated into daily activities such as physical training. They are also not dependent on technology or any other equipment, making them easily accessible when opportunities for “hip-pocket” (unplanned) training arise. The cards are also collaborative and engaging because their content provides questions and discussion points that can be used interactively for team building activities. The versatility of the playing cards will provide junior NCOs and Soldiers with a resource that facilitates learning about Army history, traditions, customs, and courtesies in a collaborative, engaging, and time-efficient way.

Future research could be conducted to determine if the informational playing cards have a positive impact on junior NCOs’ ability to train and develop their Soldiers. Given that junior NCOs have limited time to train their Soldiers, the research could also examine the most time efficient and most effective ways to use informational playing cards as a tool for educating Soldiers on Army customs, courtesies, traditions, and history in order to enhance knowledge, pride, and discipline and to build unit morale and esprit de corps.

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# Appendix A

## History, Traditions, Customs, and Courtesies Playing Cards

### Spades: History

**A**  
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**Formation of U.S. Army**

*"Pursuant to the provisions of the National Security Act of 1947 (Public Law 253 – 80<sup>th</sup> Cong.), it is announced that the Department of War is designated the Department of the Army..."*  
Army General Order 1947-01, 13 September 1947

The Continental Army was formed on 14 June 1775, which predates the Declaration of Independence and the Constitution. This date is officially recognized as the birth date of the Army. The official birth date of the Army National Guard is 13 December 1636, the day that the Massachusetts colonial legislature directed the organization of three regiments. The current 181st Infantry, 182nd Infantry, 101st Field Artillery, and 101st Engineer Battalion have lineages that can be traced back to these regiments. The official birth date of the Army Reserve is 23 April 1908.

What is the difference between the National Guard and the Army Reserve?

What are the proportions of Soldiers in the Active (Compo 1), the National Guard (Compo 2) and the Reserve (Compo 3)?

What are the other branches of the U.S. Armed Forces?

*Reference: ADP 1 The Army*  
*Websites: 1, 2, 3, 4*

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**Von Steuben's Blue Book**



U.S. Steuben's Blue Book. Photo: www.history.army.mil

In the early days, noncommissioned officer (NCO) duties and responsibilities were not standardized. This changed in 1778 when Friedrich von Steuben, a former Prussian Army officer, wrote the "Regulations for the Order and Discipline of the Troops of the United States" (also known as the "Blue Book").

At that time, there were five NCO ranks: corporal, sergeant, first sergeant, quartermaster sergeant, and sergeant major. The Blue Book specified duties for Soldiers in each rank. For example, first sergeant duties included maintaining duty rosters with details on every enlisted Soldier in the unit. Sergeant and corporal duties included instructing recruits on military training, neatness, and sanitation.


What are the seven regulations in the Blue Book that are still relevant today?

*References: TC 7-22.7 The Noncommissioned Officer Guide, TC 7-21.13 Soldier's Guide*

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**Professional Military Education**



C. Bence, West Point Cadet. Photo: Matthew Brady, The U.S. National Archives

The Army's Professional Military Education (PME) program began at the U.S. Military Academy at West Point (established 1802). The benefits of PME were reflected by the excellent performances of West Point trained officers during the Mexican-American War.

Key milestones in PME development included:

- 1862:** Land Grant Act mandated the teaching of military science at universities
- 1916:** National Defense Act (1916) resulted in college-based military training falling under one federally controlled entity - the Reserve Officers' Training Corps
- 1920:** Citizen Military Training Camp created under the National Defense Act (1920) - provided voluntary pre-enlistment military training
- 1942:** Replacement and School Command under control of Army Ground Forces to teach individual basic training
- 1955:** Continental Army Command created
- 1973:** U.S. Army Training and Doctrine Command (TRADOC) created

*Websites: 5, 6, 7, 8*

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**Army Seal and Emblem**

*"By direction of the President, the seal previously designated for the Department of War is hereby redesignated as the seal of the Department of the Army in accordance with the provisions of the National Security Act of 1947 (Public Law 253 – 80th Cong.)."*  
Army General Order 1947-01, 13 September 1947

From 1778-1947, a seal with the designation "War Office" was used to authenticate Army documents. In 1947, the seal was redesignated the Seal of the Department of the Army and a Department of the Army emblem was approved.

**Symbolism**

- Roman cuirass: strength and defense
- Phrygian cap: "Cap of Liberty"
- Sword, espartón, musket, bayonet, cannon, cannon balls, mortar, and mortar bombs: implements used by the Army
- Drum and drumsticks: public notification of the Army's purpose and intent to serve the nation


Look up the Army seal and emblem. How are they different? How are the War Office and Army seals different?

What is the significance of the rattlesnake holding in its mouth a scroll inscribed "This We'll Defend"?

*Website: 9*

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**5** **Army Flag**



A commanding general presents the Army field flag with a CDR and CSM during an induction ceremony. Photo: Ellen Crown, AMCG, U.S. Army

The Army Ceremonial flag was approved on 12 June 1956. The Army Field flag was approved on 12 April 1962. Both flags have yellow fringe on three sides and the device of the Department of the Army seal in the center. A scroll inscribed "UNITED STATES ARMY" is centered between the device and numerals "1775." The Ceremonial flag is always displayed with all or a representative number of streamers depending on weather and conditions. The Field flag has no streamers. AR 840-10 lists the streamer display and arrangement.


How do the Army Ceremonial and Field flags differ?

How is the Army flag displayed or carried in relation to the National Color?

References: ADP 1 The Army, AR 840-10 *Heraldic Activities: Flags, Guidons, Streamers, Tabards, and Automobile and Aircraft Plates.*

**5**

**6** **Campaign Streamers**



The 2d Armored Brigade Combat Team marks the start of a deployment with a colors raising ceremony. Photo: SSG Michael West, U.S. Army

- Civil War: Names of battles were embroidered on organizational colors.
- 1890: Silver bands with engraved battle names were placed around the staffs of organizational colors.
- WW1: Small ribbons were authorized to be used instead of the silver bands.
- 1921: Large campaign streamers were authorized; currently still in use.


Each campaign streamer is embroidered with the designation of a campaign and the year(s) in which it occurred. As of 2020, there are 190 campaign streamers authorized for display on the Army flag. Individual units may be authorized additional streamers to reflect war service in engagements outside of these campaigns.

How many named campaigns are there?  
How many streamers are associated with each campaign?

Reference: ADP 1 The Army  
Website: 10

**6**

**7** **Eras of Conflict**



Officers in Saragasso, France. Photo: Army Reserve History Office, U.S. Army

Since 1789, Congress has formally declared war 11 times, against 10 countries, during the War with Great Britain (1812), Mexico (1846), Spain (1898), WWI (1917), and WW II (1941-42). 'Undeclared Wars' are military conflicts that do not involve a formal declaration of war.

The following periods are used for VA pension eligibility:

- Mexican Border Period (1916 – 1917, for veterans who served in or near Mexico)
- WW I (1917 – 1918)
- WW II (1941 – 1946)
- Korean conflict (1950 – 1955)
- Vietnam era (1961 - 1975 for service in, and 1964 –1975 for service outside, the Republic of Vietnam)
- Gulf War (1990 – a future date set by law or Presidential proclamation)

Which war had the greatest number of American casualties?  
Give three examples of undeclared wars.  
Select an Army Historical Vignette (Appendix D, The Soldier's Blue Book) and discuss.

Websites: 11, 12, 13

**7**

**8** **Army Music**



U.S. Army band marches. Photo: SSG Christopher S. Mancy, U.S. Army

In 1777, Army musicians led troops into battle at the Battle at Bennington (NY). In 1781, Congress approved selection of drummers and fifers from enlisted personnel.

In the early years, drummers and buglers were used to provide signals. Up to today, bugle calls are used to signal reveille and retreat. In the past and present, larger ensembles played music during ceremonial functions and other events. Music is considered to support resilience, provide motivation, boost morale and build esprit de corps among Soldiers.

When was The Old Guard Fife and Drum Corps formed?  
The Fife and Drum Corps supports the President in what events?

Reference: ATP 1-19 *Army Music*  
Website: 14

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### Military Horses



Soldiers with the Horse Cavalry Detachment of the 1st Cavalry Division. Photo: SGT Ken Starr, U.S. Army, DVIDS. The appearance of U.S. Department of Defense (DOD) photos may vary from what you see in print or on a computer. DOD endorsement.

In the early years of the Army, horses transported Soldiers and equipment in cavalry and horse artillery units. Chief, the last cavalry mount, was assigned to the 10th and then the 9th Cavalry Regiment at Fort Riley. He retired and died at Fort Riley in 1968. Chief was buried upright, to signify a readiness to ride again, in a marble vault at the foot of the "Old Trooper Monument."

Other famous Army horses are Comanche and Black Jack. Comanche is considered the only U.S. survivor of the Battle of Little Bighorn. Black Jack was a caparisoned horse in thousands of funerals at Arlington National Cemetery. At present, Army horses are used for ceremonial, educational, and equestrian functions. They are maintained by Horse Cavalry Detachments and Field Artillery Half Sections.

To what unit was Comanche assigned?  
Black Jack took part in the funerals of three Presidents and one general – who were they?

Websites: 15, 16, 17

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### Military Working Dogs (MWDs)



Stubby on the cover of an American newspaper. Photo: https://www.ingramspic.com/stock-images/594224/1182611988-1000-1000-201. The Times Daily World

Animals have played vital roles in military operations. During WWI, dogs served as sentries, messengers, and as 'mercy dogs' to locate wounded Soldiers. It was only in 1942 that the U.S. Army Quartermaster Corps started training military dogs under the War Dog Program ("K-9 Corps"). Currently, MWDs in the Army are trained by Military Police and Engineers. Famous war dogs include Sergeant Stubby (WWI), Chips (WWII), Nemo (Vietnam), Cairo (GWOT), and Conan (GWOT). By tradition, every MWD is an NCO and is always one rank higher than its handler.

Why are Cairo and Conan famous?

What types of missions do MWDs support?

Why is each MWD of higher rank than their handler?

Reference: AR 190-12 Military Working Dog Program  
Websites: 18, 19

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### NCOs in the Army



SMA William O. Wooldridge. Photo: https://www.army.mil/arc/751721. U.S. Army

In 1778, NCO duties and responsibilities were described in Friedrich Von Steuben's "Blue Book." In 1909, NCO duties and responsibilities and their role to uphold customs and courtesies were specified in the 417-page Noncommissioned Officers Manual.

NCO ranks have changed over time. In 1966, the Sergeant Major of the Army (SMA) was created. The SMA serves to advise the Chief of Staff of the Army on all issues relating to enlisted Soldiers. The first SMA was William O. Wooldridge. In 1967, the Command Sergeants Major program was formed.

Who were the five most recent SMAs?  
When is the SMA not the most senior enlisted member of the Army?

Reference: TC 7-22.7 The Noncommissioned Officer Guide  
Website: 20

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### Women in the Army



Dr. Mary Edwards Walker in uniform. Photo: National Library of Medicine

During the American Revolution and Civil War, women "camp followers" provided basic support (e.g., cooking) to Soldiers. Some women disguised themselves as men to serve as Soldiers, and others served in unconventional roles, such as doctors and spies.

In 1901, female nurses could serve formally with the formation of the Army Nurse Corps (ANC). During WWI, women's roles expanded to the Quartermaster, Signal, and Ordnance Corps. During WWII, the Women's Army Auxiliary Corps (WAAC) was formed and then converted to the Women's Army Corps (WAC). In 1978, the WAC was disestablished to further integrate women into the Army. In 2013, the ban of women in direct combat roles was lifted. In 2016, all military occupations and positions, without exceptions, were opened to women.

Who was the first female four-star General?  
Who was the first female Command Sergeant Major?  
Who is the only female Medal of Honor recipient?  
Who is SGT Leigh Ann Hester?


Websites: 21, 22

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## Diamonds: Traditions

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### Army Commanders



George Washington, Photo: [https://www.libraryofcongress.org/ead/ead2014/ead2014484\\_5188/](https://www.libraryofcongress.org/ead/ead2014/ead2014484_5188/), Library of Congress

The Constitution states "The President shall be Commander in Chief of the Army and Navy of the United States, and of the Militia of the several states, when called into the actual Service of the United States." Several presidents served in the Army prior to taking office: Washington, Monroe, Jackson, Taylor, Johnson, Grant, Hayes, Garfield, Harrison, McKinley, Roosevelt, Truman, Eisenhower, and Reagan. Fifteen other presidents served in other military services, primarily the U.S. Navy and various state militias. Only one U.S. president, Theodore Roosevelt, was awarded the Medal of Honor (posthumously) for his acts of bravery on 1 July 1898, near Santiago de Cuba, Republic of Cuba.

Two Army generals were "General of the Armies" (six-star): George Washington and John J. Pershing.

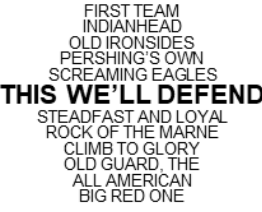
Which four officers were five-star Generals?

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Websites: 23, 24, 25

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### Unit Designations and Mottos



Examples of Army unit mottos. Image: <https://www.history.mil/>, U.S. Army Research Institute

Unit mottos are used to reflect a unit's values and traditions. The Army motto, "This We'll Defend," signifies the Army's readiness to defend and preserve our country. It was first used by the Continental Army on the War Seal during the Revolutionary War. A unit's motto is recorded by The Institute of Heraldry.

Army units can request a special designation ("nickname") from the U.S. Army Center of Military History. Designations honor the lineage of the unit and the selfless service of past Soldiers in the unit.


What is the history behind your unit's motto?  
What is the difference between a motto and a special designation?

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Websites: 26, 27

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### Unit Awards



Leaders from 1st Space Battalion attack the U.S. Army Superior Unit Award streamer during a ribbon ceremony. Photo: U.S. Army

Military unit awards and decorations recognize heroic accomplishments of the unit during combat and non-combat related duties.

Domestic unit awards and decorations include:

- Army Presidential Unit Citation
- Joint Meritorious Unit Award
- Army Valorous Award
- Army Meritorious Unit Award

Units may receive foreign awards and decorations. Some examples are:

- United Nations Service Medal
- NATO Campaign and Service Medals
- Multinational Force and Observers Medal
- Kuwait Liberation Medal (Saudi Arabia and Kuwait)


What domestic and foreign awards and decorations has your unit received?

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Reference: AR 600-8-22 Military Awards

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### Individual Awards



1SG made the Medal of Honor during an environment ceremony. Photo: SSG Teddy Wade, U.S. Army

There are five categories of individual awards:

- Decorations
- Army Good Conduct Medal
- Campaign and service medals
- Service ribbons, badges, and tabs
- Certificates and letters

The highest military award for valor is the Medal of Honor (MOH). It is approved and normally presented by the President. MOH recipients receive special entitlements such as a special pension, MOH travel card, and burial honors. MOH day is celebrated on 25 March. The Soldier's Medal is awarded for acts of heroism not involving actual conflict with an enemy.

Who was the first double recipient of the MOH? In which years did he receive the medals?  
What are the second and third highest military combat decorations for an individual?  
Select a MOH recipient and recount their act of valor.

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Reference: AR 600-8-22 Military Awards

Websites: 28, 29, 30

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### Change of Command and Responsibility Ceremonies



The 14th MEB CDR passes the organizational Color to the CSM during a change of command ceremony. Photo: SGT Ryan Wilcox, U.S. Army, DIVOS. The appearance of U.S. Department of Defense (DoD) visual information does not imply or constitute DoD endorsement.

The organizational Color symbolizes the soul, lineage, and honors of the unit, and the loyalty and unity of its Soldiers.

As the organizational Color is passed during a change of command, the responsibility and authority for the unit passes from the outgoing to the incoming commander. The command sergeant major (CSM) is the custodian of the organizational Color and principal advisor to the commander. The CSM passes the organizational Color to the outgoing commander, who passes it to the senior commander. The senior commander then passes it to the incoming commander who passes it back to the CSM. This ritual symbolizes the responsibility and authority placed on the commander and CSM.

What is an Assumption of Command?  
What is an Assumption of Responsibility?

References: TC 7-22.7 *The Noncommissioned Officer Guide*, AR 600-20 *Army Command Policy*, TC 3-21.5 *Drill and Ceremonies*



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### NCO Induction Ceremony



NCOs of the 2d ABCT walk under swords during an NCO induction ceremony. Photo: SGT Brian Johnson, U.S. Army, DIVOS. The appearance of U.S. Department of Defense (DoD) visual information does not imply or constitute DoD endorsement.

Promotion to corporal or sergeant marks the passage of a Soldier into the NCO Corps. The NCO Induction Ceremony is a tradition that honors and recognizes the new leaders earning their "sergeant stripes."

Key elements of NCO Induction Ceremonies:

- Held at the battalion level.
- New NCO inductees read the NCO Creed.
- Inductees receive a copy of *TC 7-22.7, The Noncommissioned Officer Guide*.
- Three candles are lit: a red candle for valor; a white candle for purity, honesty and integrity; and a blue candle for perseverance.
- Inductees pass through an NCO arch and crossed sabers to symbolize becoming an NCO Corps member.
- New NCOs are often sponsored by senior NCOs.

During NCO Induction Ceremonies, Soldiers might stand for symbolic watches.

What is the significance of the four watches?

Reference: TC 7-22.7 *The Noncommissioned Officer Guide*  
Websites: 31, 32, 33



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### Competitive Events



Leaders from B Troop, Spawken, 1st Cavalry Division earn the coveted Draper Armor Leadership Award. Photo: SSG Lindsey Kiser, U.S. Army, DIVOS. The appearance of U.S. Department of Defense (DoD) visual information does not imply or constitute DoD endorsement.

It is an Army tradition to hold individual or team competitive events to test and recognize Soldier excellence and accomplishments. Often, such events are named in honor of significant individuals.

The Gainey Cup, a Best Scout Squad Competition, is named after CSM(R) William "Joe" Gainey – the first Senior Enlisted Advisor to the Chairman of the Joint Chiefs of Staff. The David E. Grange, Jr. Best Ranger Competition is named after LTG (R) Grange, a veteran of 20 campaigns across three wars as an infantryman. This competition determines the best two-person Ranger team.

The annual Best Warrior competition determines the Army's Soldier of the Year and NCO of the Year.

Who is the most renowned Soldier from your unit?  
Read the biographies of the current Soldier and NCO of the Year.

Websites: 34, 35, 36, 37



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### Traditional Army Events



Brigade leaders serve Soldiers and families Thanksgiving meal at DFAC. Photo: SSG Regina R. Materna, U.S. Army

The Army's birthday falls on 14 June. Traditionally, the oldest and youngest Soldiers present join in cutting the birthday cake. The birthday is a time to remember the past, celebrate the future, and honor achievement and sacrifice. Another tradition is for senior leaders to serve the Thanksgiving meal at dining facilities (DFACs) in their dress uniforms. When possible, deployed troops are also served a traditional Thanksgiving meal. During Vietnam, Soldiers in the field received Thanksgiving meals in "Mermite cans" delivered by helicopters.

Some traditions are at a divisional or regimental level, such as the 82d Airborne Division's All-American Week. During these events, competitive and non-competitive activities are held to celebrate heritage, to build unit cohesion, pride, and esprit de corps and to connect Soldiers with Veterans and the community.

What is a tradition at your division/regiment?  
What is the Bataan Memorial Death March?

Websites: 38, 39, 40



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### Special Unit Events



Soldiers of the 2d Engineer Battalion burn their unit colors during the Flag Burning Ceremony at the 2d Engineer Battalion Messes Range Public Affairs, U.S. Army, DVIDS. The appearance of visual information does not imply or constitute DOD endorsement.

Units develop traditions to honor the legacy, courage, and sacrifice of their Soldiers.

The 9th Infantry Regiment holds an annual "Manchu Mile" march to honor Soldiers from the unit who marched 85 miles to subdue the "Boxer" uprising in China (1899-1901). Soldiers rescued foreign diplomats and missionaries and earned the title "Manchus" - a term reserved for superior Chinese warriors. In 1902, the Liscum Bowl set, made from sterling silver recovered from the "Boxer" rebellion, was presented to the regiment by order of a Chinese statesman who had the set commissioned. The Liscum Bowl set is one of the most valuable items given to a unit.

Where is the Liscum Bowl set on display?  
Why do the Soldiers of the 2d Engineer Battalion burn their unit colors every year?  
Does your unit have a special event it celebrates?

Website: 41



### Formal Social Events

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Addition to the grog bowl during the Joint Tactical Ground Station Japan Spring Formal. Photo: U.S. Army

Military balls are typically hosted annually at the battalion level or above. Soldiers wear a "mess dress" uniform and civilians wear formalwear. Events include a cocktail hour; greeting the commanding officers, senior NCOs, and their spouses in the receiving line; presentation of the Colors; the invocation; toasts; grog bowl; dinner; a guest speaker; cake; the color guard retiring the Colors; and dancing. During the grog bowl ceremony, leaders take turns adding symbolic ingredients to the bowl. For example, hot sauce may symbolize a desert where the unit was deployed.

Dining Out is a formal dinner for Soldiers and their spouses and other guests. Specific traditions are associated with Dining Out and Dining In. The commanding officer is called "President" and the person responsible for the event is "Mister/Madam Vice."

What traditions occur during Dining Out/Dining In?  
What is another formal social unit event?

Reference: DA PAM 600-60 A Guide to Protocol and Etiquette for Official Entertainment  
Website: 42



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### Informal Social Events



Soldiers enjoy a game of bocce ball during Right Arm Night. Photo: C.-J. Lovelace, U.S. Army

Informal social events can be used to build camaraderie and esprit de corps. NCO Calls are informal social gatherings of NCOs on an installation, typically held after work. This provides an opportunity for senior NCOs to visit with lower ranking NCOs, to talk informally and to share information.

Another tradition is Right Arm Night, where leaders (e.g., commanders), and their "right arm" (e.g., sergeant major or first sergeant) socialize after work, giving officers an opportunity to show appreciation for their "right arm."

Informal social events allow leaders to get to know one another better outside of work, to strengthen their personal relationships and trust, and to build camaraderie.

Where is a New Year's Reception held and what happens at the reception?

Website: 43



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### The Old Guard



Tombs sentries in The Old Guard participate in the Changing of the Guard ceremony at the Tomb of the Unknown Soldier. Photo: Elizabeth Frazer, U.S. Army, DVIDS. The appearance of U.S. Department of Defense (DOD) visual information does not imply or constitute DOD endorsement.

The 3d Infantry Regiment ("The Old Guard") was formed in 1784. It is the oldest active duty Infantry unit and the Army's official ceremonial unit.

Soldiers in this prestigious unit conduct military ceremonies at the White House, the Pentagon, and national memorials; maintain a 24-hour vigil at the Tomb of the Unknown Soldier; provide military funeral escorts at Arlington National Cemetery; perform dignified transfers, and provide security for Washington, D.C. in times of national emergency or civil disturbance.

The Old Guard is authorized to wear a black-and-tan "buff strap" on their left shoulder, replicating the knapsack used by Soldiers in the 19th century.

What are the minimum and maximum height requirements for male and female Soldiers assigned to The Old Guard?  
Name three specialty platoons in The Old Guard.


Websites: 44, 45



## Clubs: Customs

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### POW/MIA



Soldiers from the Defense POW/MIA Accounting Agency escort the remains of a service member to a casket. Photo: Sgt William LaChar, U.S. Marine Corps

A Prisoner of War/Missing in Action (POW/MIA) table is set at military dining facilities and at traditional dining events to memorialize the fallen.

Each item on the table has a meaning:

- Round table: our everlasting concern
- White tablecloth: purity of motives in answering the call to serve
- Red rose: lost lives and loved ones and friends who keep the faith while seeking answers
- Yellow ribbon: continued uncertainty, hope for their return and determination to account for them
- Lemon slice: their bitter fate, captured or missing
- Pinch of salt: tears of the missing and the families
- Lighted candle: hope for their return
- Inverted glass: their inability to share a toast
- Empty chair: they are missing


What is the National POW/MIA Recognition Day? Which agency recovers military POWs/MIAs from designated past conflicts?

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Website: 46

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### The Ultimate Sacrifice



Show files on Section 60 of Arlington National Cemetery. Photo: Ruzar Larat, Arlington National Cemetery

Military funerals are the final measure of respect and honor for Soldiers. All military funerals include the presentation of the flag and the playing of "Taps."

Other traditions for active duty Soldiers include a rifle detail, color guard, and uniformed Soldiers to present the burial flag. At Arlington National Cemetery, a caisson may transport the casket.

Appropriate times to salute during a funeral are:

- When the hearse passes in front of you
- Any time the casket is moved
- During the playing of Taps
- During the gun salute
- While the casket is lowered into the ground

What is a caisson?  
What is the significance of the three shell casings in a burial flag?

Reference: TC 3-21.5 Drill and Ceremonies  
Websites: 47, 48

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### Pride in Appearance



Soldiers with the 3d Infantry Regiment prepare to participate in a Joint Armed Forces Color Guard presentation. Photo: SGT Nicolas T. Harris, U.S. Army

It is customary for Soldiers to take pride in their personal appearance in and out of uniform. Wearing the uniform is regulated by DA PAM 670-1.

*PFC Langley arrived late to morning formation with an APFU shirt untucked, APFU jacket sleeves pushed up, and black spandex shorts under the APFU shorts. What parts of PFC Langley's appearance need to change? Discuss reasons why PFC Langley did not follow Army regulations on uniform and appearance?*

Soldiers who follow and respect Army customs build and reinforce trust and professionalism. When Soldiers show professionalism in their personal appearance and actions on and off duty, it reflects on themselves, their unit, and the Army.


Why is it important to wear the uniform with pride? What message does an unkempt appearance give?

Reference: DA PAM 670-1 Guide to the Wear and Appearance of Army Uniforms and Insignia

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### Using the Chain of Command



The raising of the sword back to the leader symbolizes dedication to Soldiers and the continuity of the Army. Photo: SGT Michael N. Leonard, U.S. Army

When an issue arises for Soldiers, they should take it up to their first line leader - the first person in their chain of command. This process allows problem solving to occur at the lowest echelon of leadership. While the "open door policy" (AR 600-20) gives Soldiers direct access to the commander, it is customary to solve problems using the chain of command.

*SGT Williams' request for leave was denied due to a unit tasking. When the SGT arrived at the unit a few months ago, the company commander informed the SGT of the unit's open door policy and said to freely approach the commander if any problems arose. SGT Williams decided to speak to the commander about the denial of leave.*

Is this an appropriate use of the open door policy? Discuss what SGT Williams would say to the commander and what the commander is likely to ask the SGT.

Reference: AR 600-20 Army Command Policy

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### Leading Others



Soldiers in the 75<sup>th</sup> Ranger Regiment scale cliffs to commemorate the 75<sup>th</sup> anniversary of D-Day. Photo: Magnus Hanssonberg, U.S. Army

As Soldiers move up in rank, they take on more responsibilities to lead, mentor, and develop others. In addition to mission accomplishment, Soldiers are stewards of the military profession. This includes performing duties with discipline, striving for excellence, upholding the Army ethic, developing and inspiring excellence in others, and strengthening esprit de corps by cultivating Army customs, courtesies, traditions, and history.

It is customary that Army leaders "lead one down" and "mentor two down" - a platoon sergeant is expected to lead squad leaders and mentor team leaders. Another Army custom is always speaking with one's own voice; not "wearing" a senior's rank by saying, "The first sergeant needs you to..."

Discuss formal and informal ways to find mentors and mentees.

Reference: TC 7-22.7 The Noncommissioned Officer Guide

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### Military Bearing



Soldiers in The Old Guard honor the memory of the Unknown Soldier. Photo: Avington National Cemetery, U.S. Army

Military bearing means having a professional military demeanor. Military bearing shows character, competence, and commitment, and sets an example of upholding standards. Soldiers with strong military bearing pay attention to detail and uphold standards in the appearance and conduct of their missions. Soldiers who meet uniform and grooming standards demonstrate discipline and build confidence in self and others that they can achieve more complex tasks.

A good way to build and maintain military bearing in others is to model the standards consistently. Common challenges include Soldiers having hands in pockets while in uniform, not going to parade rest when required, walking and talking on a cell phone, and having hair, nails, or uniform out of regulation.

Why are Soldiers not allowed to talk on a cell phone while walking?  
How should you approach a Soldier who has hair or nails that are out of regulation?

Reference: ADP 6-22 Army Leadership and the Profession

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### Teaching Customs



Soldiers from 1st Cavalry Division participate in a Soldier of the Month board. Photo: SPC Cody Wolging Keum, U.S. Army National Guard, DIVS. The appearance of U.S. Army uniforms and insignia and visual information does not imply or constitute DoD endorsement.

"Customs and Courtesies are important to our NCO Corps as well as the rest of the Army to ensure we remain a professional, self-disciplined, strong, relevant and ready force; full of pride, resourceful and out of the box thinkers" (Smith, 2013, p.28).

Leading by example is an effective way to teach Soldiers the practice and enforcement of customs and courtesies. Enforcing customs and courtesies may require making corrections. While making corrections, treat the other person with dignity and respect and communicate with candor and tact.

Discuss the roles of team leaders, squad leaders, first sergeants, and sergeants major in enforcing and modeling customs and courtesies.

Discuss how you would correct a PFC who was wearing the uniform incorrectly? What would you do differently if it was an NCO or officer?

Reference: DA PAM 670-1 Guide to the Wear and Appearance of Army Uniforms and Insignia Website: 49

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### Taking Responsibility



Soldiers attending the ARNG Joint Training NCO Course. Photo: SSG Jim Heaton, U.S. Army National Guard, DIVS. The appearance of U.S. Army uniforms and insignia and visual information does not imply or constitute DoD endorsement.

Soldiers are expected to always take responsibility for their actions, to speak truthfully and confidently, and to act professionally. Army professionals take responsibility for their own competence, character, and commitment.

*PFC Riddell had a tough morning; got up late, had frost on the car windshield, was stuck in traffic on the way to post, and ended up 10 minutes late for formation.*

Discuss what PFC Riddell should say to the team leader and squad leader upon arrival at the unit.

What are the five characteristics of the Army profession?  
What are the Army leadership attributes?  
What are the Army leadership competencies?

Reference: TC 7-22.7 The Noncommissioned Officer Guide

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### Uniforms



Soldier Models the Park and Green daily service uniform rendering salute to the National Guard. Photo: Ron Lee, U.S. Army DVIDS. The appearance of U.S. Department of Defense (DoD) visual information does not imply or constitute DoD endorsement.

Uniforms represent unity among Soldiers and maintain shared symbols of unit identity and unique individual accomplishments. Uniform types include combat, service/dress, and mess. The service/dress and mess uniforms are typically worn for official functions. Maintaining uniform standards shows discipline, military bearing, and pride in being a Soldier.

In 1779, the Army uniform was blue with regional colored facings: white for New England, red for the Mid-Atlantic, and blue for the South. When blue wool was short in 1812, black, brown, and gray colors were allowed. Branch insignia was introduced in 1833, with an eagle and hunting horn for Infantry, eagle and crossed gun tubes for Artillery, and eagle on a sunburst for Dragoons. Corps badges were introduced in 1863 and worn on the cap or left breast of the coat.

What are the regulations for Soldiers carrying bags, purses, or backpacks while in uniform? Why is the flag worn backwards on the uniform?

Reference: DA PAM 670-1 Guide to the Wear and Appearance of Army Uniforms and Insignia Website: 50

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### Inspections



Guardians of Standards. Image: Department of Defense. Photo: Ron Lee, U.S. Army

Leaders can use in-quarters and in-ranks inspections to emphasize the importance of attention to detail, discipline, and readiness.

During an in-quarters inspection, the platoon or company leaders inspect the condition and safety of the barracks, Soldiers' personal appearance, and the condition of their weapons and field gear.

A platoon in-ranks inspection begins with the platoon sergeant commanding "Count, OFF." After the platoon is counted off, the platoon sergeant commands "Open Ranks, MARCH." After the prescribed number of steps, the platoon is ready for inspection. Typically, squads are inspected by their squad leaders, but may also be inspected by the platoon sergeant or platoon leader.

What should leaders look for during in-quarters and in-ranks inspections? Describe the standards for inspections.

Reference: TC 3-21.5 Drill and Ceremonies

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### Insignias, Designations, and Mottos



Rock is at NTC Ft. Rucker, Fla. Photo: D. H. Haggerty, Fox, U.S. Army Research Institute

Symbols are a source of unit identity and can be used to build pride, cohesion, and esprit de corps. The use of coats of arms dates back to Greek warriors, who displayed their city's crest on their shields.

In the U.S., certain Union Army Corps started adopting distinctive badges during the Civil War to identify members of their unit. The first shoulder sleeve insignia is attributed to the 81st Division during WWI. While traveling to France in 1918, their wildcat shoulder sleeve insignia was officially approved via a telegram sent to the division's commanding general. The practice then spread to other units. Wearing symbols such as badges and insignia promotes pride and esprit de corps.

The Institute of Heraldry (TIOH) is responsible for unit insignias and mottos, while the Center of Military History is responsible for units' designations ("nicknames").

What does your unit insignia mean?

What is your unit designation and unit motto?

Websites: 51, 52, 53, 54

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### Military Colors



Graduates of the U.S. Army Sergeants Major Academy. Photo: U.S. Army

Color symbolism is used on flags and unit insignias, and to identify different military and Army branches. The colors on the U.S. flag are red for hardiness and valor, white for purity and innocence, and blue for vigilance, preservation, and justice. The Army colors are black for knowledge and jurisprudence, and gold for achievement and honor.

Branch colors are often used in unit and shoulder sleeve insignias. For example, the 1st Armored Division distinctive unit insignia is an equilateral triangle with yellow, blue, and red sections to represent the Armor/Cavalry (yellow), Infantry (Blue), and Artillery (Red).

What do the colors on your unit insignia symbolize?

Why is purple the color that symbolizes all branches of the military?

Website: 51

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# Hearts: Courtesies

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**Music**



A Soldier from The Old Guard participates in an Army Fall Honor Parade at Arlington National Cemetery. Photo: SGT Cody W. Tomlinson, U.S. Army

Music is a part of Army life. The day starts with "Reveille" and ends with "Retreat" and "To the Color." During the Civil War, musicians performed in forward positions to motivate Soldiers. In the 1920s, General of the Armies John J. "Black Jack" Pershing expanded the numbers and size of Army bands. The U.S. Army Band has the special designation of "Pershing's Own."

In 1908, 1LT (later BG) Edmund L. Gruber and his fellow lieutenants wrote, "The Caissons Go Rolling Along" to recount their difficult march through Luzon Island, Philippines. In 1917, John Philip Sousa converted it to the "U.S. Field Artillery March." In 1956, Dr. H. W. Arberg crafted new lyrics to the tune to create the official Army song "The Army Goes Rolling Along," which is played at the end of every Army ceremony.


Describe the role of the Army bands in different eras of conflict.  
What should U.S. Soldiers in uniform do when foreign national anthems are played?

Websites: 55, 56, 57

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**Reviews, Parades, and Honor Guards**



The 3d Infantry Regiment Caisson Platoon during dress rehearsal of the presidential inaugural parade. Photo: SPC David M. Sharp, U.S. Army

Reviews, parades, and honor guards are types of military ceremonies. Reviews are typically conducted at the battalion level or higher and used to honor a visiting official, present decorations and awards, recognize unit or individual achievements, or commemorate events.

In the days of the Continental Army, the term "parade" could mean to form, march, or drill. During "parade" commanders made announcements and gave instructions. Today, annual parades occur on significant days (e.g., Memorial Day, Veterans Day).

In the Continental Army, honor guards protected the troops. Soldiers in the honor guard were likely selected based on their size and strength. Today, the honor guard is used for special events such as providing a courtesy to visiting dignitaries. Members of the honor guard are selected for their soldierly appearance and superior discipline (TC 3-21.5, p. 12-1).  
What are the four "elements" of an honor guard?

Reference: TC 3-21.5 Drill and Ceremonies

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**Funeral Customs**



Soldiers from The Old Guard perform military funeral honors in Arlington National Cemetery. Photo: Elizabeth Frazer, U.S. Army

For military funeral honors, the U.S. flag is placed on the casket as a symbol of the Soldier's service to their country. For full honors, the graveside service includes six active duty pallbearers who also serve as the firing party, a military clergy, an officer in charge (OIC) or NCO in charge (NCOIC), and a casualty assistance officer (CAO). After the chaplain service, the OIC/NCOIC presents arms to initiate the rifle volley. The firing party then fires three volleys of blank cartridges and assumes the position of Present Arms until the conclusion of "Taps." The firing party comes to Order Arms, restacks their weapons, and forms into two ranks for the ceremonial folding of the interment flag. The pallbearers raise the flag from the casket and complete the folding sequence.

The flag is presented to the next of kin with the words: "Sir/Ma'am, this flag is presented on behalf of a grateful nation as an expression of appreciation for the honorable and faithful service rendered by your loved one."


Who is eligible for a funeral with full military honors?  
Who is entitled to cannon salutes?

References: TC 3-21.5 Drill and Ceremonies, AR 600-25 Salutes, Honors, and Courtesy  
Website: 58

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**Courtesies: A Foundation of Trust**



Recruitment. Photo: SPC Ezra Canasano, U.S. Army

*"...It is a proud privilege to be a soldier - a good soldier... [with] discipline, self-respect, pride in his unit and his country, a high sense of duty and obligation to comrades and to his superiors, and a self-confidence born of demonstrated ability." -- George S. Patton Jr.*

For the Army to succeed, Soldiers must have mutual trust and work as a cohesive unit. Loyalty, duty, and respect build trust. The courtesies shown by Soldiers to each other provide a reminder of trust, self-discipline and mutual respect. The hand salute is a sign of mutual respect and trust between Soldiers.

What other courtesies are a gesture of respect, trust, or loyalty?

References: TC 7-22.7 The Noncommissioned Officer Guide, TC 7-21.13 Soldier's Guide  
Website: 59

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### Flag Courtesies



Service members salute the U.S. flag at a formal retreat ceremony. Photo: 1st Class Harry Brown, U.S. Air Force

The U.S. flag is a symbol of our nation and a reminder of those who fought and died for our freedom. Soldiers show respect and honor the flag by rendering a hand salute. A salute is always rendered:

- To an uncased National Color outdoors
- During reveille and retreat
- When pledging allegiance to the U.S. flag outdoors

The "National Color" or "Color" (singular) refers to the U.S. flag alone. "Colors" refers to the national and positional or organizational Colors. The National Color should always be on the right when displayed with other flags. The Army flag is an organizational Color.

When the U.S. flag, the Army flag, and a general officer's flag are flown together, how are they displayed? Only four types of units are authorized an organizational Color – what are they? Which enlisted personnel are authorized positional flags?

References: TC 3-21.5 Drill and Ceremonies, AR 840-10 Flags, Guidons, Streamers, Tabards, and Automobile and Aircraft Plates



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### The Hand Salute



2LT James R. Jolly receives his first salute as an officer from SFC Jason Bessie, who is a cadre member of the 101st Airborne Division. Photo: SGT Ken Sear, U.S. Army. Photo: SGT James Estrada, U.S. Army. Information does not imply or constitute DoD endorsement.

Saluting is thought to have originated in Roman or medieval times to show that a person was unarmed. When meeting comrades, knights in armor raised their right hands to their heads to lift their visors. This gesture became a sign of respect. By 1820, the salute was modified to the current version used in the U.S. Army where the right hand is raised to the hat.

When an enlisted Soldier initiates a salute as a sign of respect to an officer, the officer returns salute to signal mutual respect and recognition of the Soldier. The "Silver Dollar Salute" is an officer's first salute. When a 2LT is commissioned, they get their shoulder boards pinned and receive their first salute as an officer.

What does the officer give to the person who renders the first salute? Who is the person generally selected to render the first salute and why?

Reference: TC 3-21.5 Drill and Ceremonies  
Website: 60



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### When to Salute



Leadership of 1st ID and 1st CMB salute the General during the 1st CMB Command Ceremony at Fort Cavazos, Texas. Photo: SGT Patrick Jolley, U.S. Army. Photo: SGT James Estrada, U.S. Army. Information does not imply or constitute DoD endorsement.

Test your knowledge on saluting:

In which of the following situations is a salute rendered? When you see an officer....

- In the Division Headquarters building
- At the airport
- When you are driving around post
- At the PX
- From an Allied nation
- Outdoors
- When you are walking and a Colonel passes in an official vehicle
- When you are walking and a General Officer passes in a privately owned vehicle
- When you see a Medal of Honor recipient who is a sergeant

What are the different types of salutes used by foreign militaries?

References: TC 3-21.5 Drill and Ceremonies, AR 600-25 Salutes, Honors, and Courtesy



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### Cannon Salutes



Paratroopers fire artillery during a commissioning ceremony for USS Anchorage. Photo: SGT James Estrada, U.S. Army

Cannons originated in the 14th century and were used for combat and to render salute to the country, flag, or an individual. Since the cannons were single projectile, the discharge was equivalent to rendering them "unarmed."

Which of the following are true about cannon salutes?

- A commissioned officer should be present when a cannon salute is fired.
- Cannon salutes should not be fired between retreat and reveille.
- Cannon salutes can be fired on Sundays at the discretion of the commander.
- The cannon salute to the Union or National Color consist of 21 guns.
- Cannon salutes are typically only rendered to officers and officials of 4 star or equivalent and higher.
- The cannon salute to the President and Vice-President are 21 guns.
- If two people entitled to receive honors arrive or depart from an installation at the same time, only the senior visitor will receive honors.
- Gun salutes are always given in odd numbers.

Reference: AR 600-25 Salutes, Honors, and Courtesy



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### Reveille and Retreat



Soldiers from 7th Infantry Brigade Combat Team prepare to raise the American flag. Photo: SGT Mike Am McCormick, U.S. Army

Reveille and retreat have existed for hundreds of years. Historically, retreat was sounded at sunset to notify Soldiers to return to quarters and sentries to start challenging. Reveille was originally a call for Soldiers to rise and sentries to stop night challenging.

In current times, reveille marks the start of the official duty day. The National Color is raised at the first note of reveille. For uniformed personnel not in formation, at the first note of music, face the flag and render hand salute until the last note of music. Retreat marks the end of the duty day when the flag is lowered. At the first note of music, face the flag and stand at attention. At the last note of retreat, the gun (cannon) is fired followed by the playing of the national anthem or "To the Color." Remain at attention until last note of music has been played.

The sequences for ceremonial reveille and retreat are described in TC 3-21.5. What do the terms "command reveille" and "command retreat" mean?

References: TC 3-21.5 Drill and Ceremonies, AR 600-25 Salutes, Honors, and Courtesies

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### Position of Honor



A group of responsibility ceremony is held in honor of the outgoing Chief of Staff and SMA. Photo: Ebon L. Everson Myatt, U.S. Army

Soldiers in one rank group must avoid undue familiarity with Soldiers in other rank groups in order to maintain respect and order. Another way of showing proper rank-level respect is to follow courtesy protocols for position of honor, such as seating at formal events and positions to take when walking or entering and exiting military vehicles or aircrafts.

The position of honor is on the right or in the lead. Some examples are:

- The superior walks on the right of the subordinate(s).
- A subordinate steps aside for the superior to enter a room first.
- The superior enters the vehicle last, sits in the right rear seat and leaves the vehicle first.

If a commander is conducting a review ceremony of U.S. troops for a civilian or foreign dignitary, where should the guest stand during the review?

References: TC 7-21.13 Soldier's Guide; TC 3-21.5 Drill and Ceremonies Website: 60

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### Rendering Respect



A Special Forces Soldier greets World War II veterans during a ceremony at Fort Bragg. Photo: SGT Henry Vitarana, U.S. Army, DVIDS. The appearance of U.S. Department of Defense (DOD) visual information does not constitute DOD endorsement.

*"Respect for others is treating everyone with consideration, dignity and honor. It is a form of discipline and is demonstrated on a daily basis by deference to the chain of command, mutual respect between senior and subordinate personnel, and fair treatment of all Soldiers at all times."* - MG Robert Brown

#### Greeting of the Day

Offering a greeting of the day is a mutual courtesy that shows respect to each other. Many units use their motto as the greeting of the day - reinforcing their unit history, pride, and camaraderie.

What is your unit's motto?

#### Addressing other Soldiers

Addressing others by their rank and last name is a way of rendering respect. How should you address a warrant officer? How should you address a group of Soldiers with more than one rank?

Reference: TC 7-22.7 Noncommissioned Officer Guide Website: 61

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### Attention and Parade Rest



Soldiers stand at parade rest during a ceremony at Fort Bragg. Photo: Gunnery Sergeant James SPC Ezra Caranena, U.S. Army, DVIDS. The appearance of U.S. Department of Defense (DOD) visual information does not constitute DOD endorsement.

Standing at attention or parade rest and calling a room to attention or at ease are gestures of respect for an officer or higher-ranking NCO. Standing at attention symbolizes loyalty, duty, and respect.

When speaking to an NCO of higher rank, enlisted Soldiers stand at parade rest until ordered otherwise.

When is it impractical to stand at parade rest?

Discuss when it might be inappropriate for NCOs to enforce having Soldiers stand at attention.

What impact, if any, does the lack of enforcement of this courtesy have on a unit?

Reference: TC 7-22.7 Noncommissioned Officer Guide

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### Respect and Courtesies



A Soldier stands at attention during a change of command ceremony. Photo: Francis S. Trumbull, U.S. Army

Consider the following scenario:

*A new private, PV2 Smith, was in the unit's area of operation when the first sergeant arrived in the morning. The private quickly called "At ease." The first sergeant and the other Soldiers looked around and realized that it was the new private who announced it. After the first sergeant left, the squad leader said, "No need to be so formal here, Smith, you're not at Basic anymore."*

Discuss this scenario taking the perspective of the first sergeant, the squad leader, and PV2 Smith.

Why is it important to be courteous?

How does being courteous contribute to the profession of arms?

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### Etiquette at Formal Events



The colors are presented to members present at a cake-cutting ceremony during an Army ball. Photo: Arman Irt-Claus Randall-Moore, U.S. Air Force

Formal Army events offer opportunities to celebrate unit history and traditions and to build esprit de corps. Such events include military balls which are often held annually either around the holiday season, upon a unit's redeployment, or on a date of significance to the unit.

Key etiquette at formal events may include:

- Dress is mess dress for service members and formal dresses and suits/ties for spouses or dates.
- Arrive 10-15 minutes early.
- In the receiving line, the woman is received first. Hands should be free of drinks and food.
- Remain standing at your table in preparation for the presentation of the Colors.
- After honors are rendered, an invocation and a series of toasts are made.
- After dinner, there is typically a speech, a cake-cutting ceremony and retiring of the Colors.
- Dancing and an open bar may follow.

What is required before approaching the grog bowl? What does a 'viola' do at the grog bowl?

Reference: DA PAM 600-60 A Guide to Protocol and Etiquette for Official Entertainment

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### Etiquette at Informal Events



Soldiers conduct formation during their unit organizational day. Photo: SGT Stephen J. Schmitt, U.S. Army DVIDS. The Department of Defense (DoD) visual information does not imply or constitute DoD endorsement.

Informal social events such as Organizational ("Org") Day or Family Day allow units to develop their own traditions, customs, and courtesies. Often units hold competitive sporting events (e.g. football), other fun activities, and a meal on Org Day. On Family Day, units host activities such as live and static displays to demonstrate the unit's capabilities. For most informal social events, civilian attire is worn.

While there is generally no requirement for saluting and parade rest at informal social events, all are expected to act professionally and be courteous. *"Being a professional Soldier means conducting yourself at all times to bring credit upon you, the Army, and the Nation"* (TC 7-21.13, p. 3-4).

In what ways should enlisted Soldiers, NCOs, and officers interact differently at informal social events than they do at work?

In what ways are the interactions the same?

Reference: TC 7-21.13 Soldier's Guide

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### Special Courtesies



MOH recipient SSG David G. Barak and other MOH recipients at the White House. Photo: SGT Kevin Roy, U.S. Army DVIDS. The Department of Defense (DoD) visual information does not imply or constitute DoD endorsement.

#### Medal of Honor Recipients

The Medal of Honor (MOH) is the highest military award a Soldier can receive for valor in action against an enemy force. MOH recipients receive salute from the President and all uniformed service members. They also receive a DoD identification card that authorizes special privileges on post, such as honorary club membership without dues and billeting privileges.

#### Sergeant Major of the Army

The Sergeant Major of the Army (SMA) position was created in 1966 to provide an enlisted advisor to the Chief of Staff of the Army on all issues relating to the enlisted force. Protocol places the SMA higher in rank than most Lieutenant Generals and equivalent to a General for formal courtesies, seating, parking, billeting, and transportation.

There is only one Lieutenant General who is higher ranking than the SMA – who is this person?

Reference: DA PAM 600-60 A Guide to Protocol and Etiquette for Official Entertainment  
Websites: 62, 63

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- 2: <https://www.usar.army.mil/ArmyReserveBirthday/>
- 3: <https://www.army.mil/1775/>
- 4: <https://www.goarmy.com/about/serve-in-the-army.html>
- 5: <https://home.army.mil/westpoint/index.php/about/history>
- 6: [https://www.armyupress.army.mil/Portals/7/military-review/Archives/English/MilitaryReview\\_20180830\\_art017.pdf](https://www.armyupress.army.mil/Portals/7/military-review/Archives/English/MilitaryReview_20180830_art017.pdf)
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- 8: <https://catalog.archives.gov/id/542449>
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NOTE: These playing cards are an educational and informational tool for military personnel and are not for sale.

August 2020

Soldier from the 3d U.S. Infantry Regiment (The Old Guard) places U.S. flags at headstones as part of Flags-In at Arlington National Cemetery. Elizabeth Fraser, National Arlington Cemetery, U.S. Army <https://www.dvidshub.net/image/6218453/flags-2020>  
The appearance of U.S. Department of Defense (DoD) visual information does not imply or constitute DoD endorsement



# Appendix B

## Playing Cards Box Cover

### Box Design

Blue Lines are Cut Lines

Red Lines are Score or Fold lines



## Appendix C

### Playing Cards Image Source List

<b>Spades</b>	<b>Theme</b>	<b>Source</b>	<b>Copyright Information/ Photo by</b>
Ace	Formation of U.S. Army	<a href="https://armypubs.army.mil/ProductMaps/PubForm/Details.aspx?PUB_ID=100971">https://armypubs.army.mil/ProductMaps/PubForm/Details.aspx?PUB_ID=100971</a>	U.S. Army
2	Von Steuben's Blue Book	<a href="https://www.army.mil/article/29717/after_230_years_the_blue_book_still_guides_ncos">https://www.army.mil/article/29717/after_230_years_the_blue_book_still_guides_ncos</a>	U.S. Army
3	Professional Military Education	<a href="https://www.flickr.com/photos/usnationalarchives/4209398848/">https://www.flickr.com/photos/usnationalarchives/4209398848/</a>	Mathew Brady, U.S. National Archives
4	Army Seal and Emblem	<a href="https://armypubs.army.mil/ProductMaps/PubForm/Details.aspx?PUB_ID=100971">https://armypubs.army.mil/ProductMaps/PubForm/Details.aspx?PUB_ID=100971</a>	U.S. Army
5	Army Flag	<a href="https://www.amlc.army.mil/News/Photos/igphoto/2002185822/">https://www.amlc.army.mil/News/Photos/igphoto/2002185822/</a>	Ellen Crown, AMLC
6	Campaign Streamers	<a href="https://www.army.mil/article/233271/iron_brigade_colors_casing_ceremony">https://www.army.mil/article/233271/iron_brigade_colors_casing_ceremony</a>	SSG Michael West, U.S. Army
7	Eras of Conflict	<a href="https://www.usar.army.mil/WWI/ImageGallery/igphoto/2001791728/">https://www.usar.army.mil/WWI/ImageGallery/igphoto/2001791728/</a>	Army Reserve History Office, U.S. Army
8	Army Music	<a href="https://www.defense.gov/observe/photo-gallery/igphoto/2001479042/">https://www.defense.gov/observe/photo-gallery/igphoto/2001479042/</a>	SSG Christopher S. Muncy, U.S. DoD
9	Military Horses	<a href="https://www.dvidshub.net/image/1318755/1st-cavalry-division-horse-cavalry-detachment">https://www.dvidshub.net/image/1318755/1st-cavalry-division-horse-cavalry-detachment</a>	SGT Ken Scar, U.S. Army
10	Military Working Dogs (MWDs)	<a href="https://chroniclingamerica.loc.gov/lccn/sn85042345/1921-07-17/ed-1/seq-28/">https://chroniclingamerica.loc.gov/lccn/sn85042345/1921-07-17/ed-1/seq-28/</a>	Library of Congress
J	NCOs in the Army	<a href="https://www.army.mil/article/75153/">https://www.army.mil/article/75153/</a>	U.S. Army
Q	Women in the Army	<a href="https://cfmedicine.nlm.nih.gov/gallery/photo_325_1.html">https://cfmedicine.nlm.nih.gov/gallery/photo_325_1.html</a>	Library of Congress
K	Army Commanders	<a href="https://www.loc.gov/item/2014645183/">https://www.loc.gov/item/2014645183/</a>	Library of Congress

<b>Diamonds</b>	<b>Theme</b>	<b>Source</b>	<b>Copyright Information/ Photo by</b>
Ace	Unit Designations and Mottos	Dr. Hayley Foo	Dr. Hayley Foo, ARI U.S. Army
2	Unit Awards	<a href="https://www.army.mil/article/223863/global_command_earns_army_superior_unit_award">https://www.army.mil/article/223863/global_command_earns_army_superior_unit_award</a>	U.S. Army
3	Individual Awards	<a href="https://www.army.mil/yearinphotos/2013/september.html">https://www.army.mil/yearinphotos/2013/september.html</a>	SSG Teddy Wade, U.S. Army
4	Change of Command and Responsibility Ceremonies	<a href="https://www.dvidshub.net/image/6177654/midst-covid19-149th-brigade-conducts-change-command">https://www.dvidshub.net/image/6177654/midst-covid19-149th-brigade-conducts-change-command</a>	SGT Ryan Wilhoit, U.S. Army
5	NCO Induction Ceremony	<a href="https://www.dvidshub.net/image/4729146/nco-induction">https://www.dvidshub.net/image/4729146/nco-induction</a>	SGT Brian Johnston, U.S. Army
6	Competitive Events	<a href="https://www.dvidshub.net/image/1209862/scouts-earn-coveted-draper-armor-leadership-award">https://www.dvidshub.net/image/1209862/scouts-earn-coveted-draper-armor-leadership-award</a>	SSG Lindsey Kibler, U.S. Army
7	Traditional Army Events	<a href="https://www.flickr.com/photos/35703177@N00/11086506113/">https://www.flickr.com/photos/35703177@N00/11086506113/</a>	SSG Regina R. Machine, U.S. Army
8	Special Unit Events	<a href="https://www.dvidshub.net/image/493679/2nd-engineers-burning-colors-2011">https://www.dvidshub.net/image/493679/2nd-engineers-burning-colors-2011</a>	U.S. Army
9	Formal Social Events	<a href="https://www.army.mil/article/38482/jtags_shares_spring_formal_with_japanese_military_leaders">https://www.army.mil/article/38482/jtags_shares_spring_formal_with_japanese_military_leaders</a>	U.S. Army
10	Informal Social Events	<a href="https://www.amlc.army.mil/News/Photos/igphoto/2002244806/">https://www.amlc.army.mil/News/Photos/igphoto/2002244806/</a>	C.J. Lovelace, U.S. Army
J	The Old Guard	<a href="https://www.dvidshub.net/image/5649662/embassy-colombia-participates-public-wreath-laying-ceremony-tomb-unknown-soldier">https://www.dvidshub.net/image/5649662/embassy-colombia-participates-public-wreath-laying-ceremony-tomb-unknown-soldier</a>	Elizabeth Fraser, U.S. Army
Q	POW/MIA	<a href="https://www.army.mil/yearinphotos/2015/june.html">https://www.army.mil/yearinphotos/2015/june.html</a>	SGT Eric M. LaClair, U.S. Marine Corps
K	The Ultimate Sacrifice	<a href="https://www.arlingtoncemetery.mil/Photo-of-the-Week/Term/17/Snow">https://www.arlingtoncemetery.mil/Photo-of-the-Week/Term/17/Snow</a>	Rachel Larue, U.S. Army

<b>Clubs</b>	<b>Theme</b>	<b>Source</b>	<b>Copyright Information/ Photo by</b>
Ace	Pride in Appearance	<a href="https://www.flickr.com/photos/theoldguard/49507915898/in/album-72157713030245542/">https://www.flickr.com/photos/theoldguard/49507915898/in/album-72157713030245542/</a>	SGT Nicholas T. Holmes, U.S. Army
2	Using the Chain of Command	<a href="https://www.dvidshub.net/image/5168588/inspecting-sword">https://www.dvidshub.net/image/5168588/inspecting-sword</a>	SGT Melissa N. Lessard, U.S. Army
3	Leading Others	<a href="https://www.flickr.com/photos/soldiersmediacenter/48013847761/in/photostream/">https://www.flickr.com/photos/soldiersmediacenter/48013847761/in/photostream/</a>	Markus Rauchenberger, U.S. Army
4	Military Bearing	<a href="https://www.army.mil/yearinphotos/2014/december.html">https://www.army.mil/yearinphotos/2014/december.html</a>	U.S. Army
5	Teaching Customs	<a href="https://www.dvidshub.net/image/6098936/1st-infantry-division-forward-hosts-soldier-month-board">https://www.dvidshub.net/image/6098936/1st-infantry-division-forward-hosts-soldier-month-board</a>	SPC Cody Wolfgang Kellum, U.S. Army National Guard
6	Taking Responsibility	<a href="https://www.dvidshub.net/image/5563252/training-ncos-take-responsibility">https://www.dvidshub.net/image/5563252/training-ncos-take-responsibility</a>	SSG Jim Heuston, U.S. Army National Guard
7	Uniforms	<a href="https://www.dvidshub.net/image/4022436/army-shows-off-pinks-and-greens">https://www.dvidshub.net/image/4022436/army-shows-off-pinks-and-greens</a>	Ron Lee, U.S. Army
8	Inspections	<a href="https://history.army.mil/html/artphoto/pripos/prponco.html">https://history.army.mil/html/artphoto/pripos/prponco.html</a>	U.S. Army
9	Insignias, Designations, and Mottos	Dr. Hayley Foo	Dr. Hayley Foo, ARI, U.S. Army
10	Military Colors	<a href="https://www.army.mil/article/127590/class_64_students_don_black_and_gold_in_college_graduation_ceremony">https://www.army.mil/article/127590/class_64_students_don_black_and_gold_in_college_graduation_ceremony</a>	U.S. Army
J	Music	<a href="https://www.army.mil/yearinphotos/2016">https://www.army.mil/yearinphotos/2016</a> and <a href="https://www.flickr.com/photos/theoldguard/26144123732/in/photostream/">https://www.flickr.com/photos/theoldguard/26144123732/in/photostream/</a>	SGT Cody W. Torkelson, U.S. Army
Q	Reviews, Parades, and Honor Guards	<a href="https://www.flickr.com/photos/soldiersmediacenter/8386754794/in/photostream/">https://www.flickr.com/photos/soldiersmediacenter/8386754794/in/photostream/</a>	SPC David M. Sharp, U.S. Army
K	Funeral Customs	<a href="https://www.army.mil/yearinphotos/2019">https://www.army.mil/yearinphotos/2019</a>	Elizabeth Fraser, U.S. Army

<b>Hearts</b>	<b>Theme</b>	<b>Source</b>	<b>Copyright Information/ Photo by</b>
Ace	Courtesies: A Foundation of Trust	<a href="https://www.defense.gov/observe/photo-gallery/igphoto/2002245093/">https://www.defense.gov/observe/photo-gallery/igphoto/2002245093/</a>	SPC Ezra Camarena, U.S. Army
2	Flag Courtesies	<a href="https://www.af.mil/News/Photos/igphoto/2000947866/">https://www.af.mil/News/Photos/igphoto/2000947866/</a>	Airman 1st Class Harry Brexel, U.S. Air Force
3	The Hand Salute	<a href="https://www.dvidshub.net/image/1920355/salute">https://www.dvidshub.net/image/1920355/salute</a>	SGT Ken Scar, U.S. Army
4	When to Salute	<a href="https://www.dvidshub.net/image/5597420/1st-cab-changes-command-germany">https://www.dvidshub.net/image/5597420/1st-cab-changes-command-germany</a>	SGT Patrick Jubrey, U.S. Army
5	Cannon Salutes	<a href="https://www.army.mil/yearinphotos/2013/may.html">https://www.army.mil/yearinphotos/2013/may.html</a>	SGT Eric-James Estrada, U.S. Army
6	Reveille and Retreat	<a href="https://www.army.mil/yearinphotos/2013/august.html">https://www.army.mil/yearinphotos/2013/august.html</a>	SGT Jessi Ann McCormick, U.S. Army
7	Rendering Respect	<a href="https://www.dvidshub.net/image/5423144/green-beret-greets-world-war-ii-veteran">https://www.dvidshub.net/image/5423144/green-beret-greets-world-war-ii-veteran</a>	SGT Henry Villarama, U.S. Army
8	Position of Honor	<a href="https://www.armyupress.army.mil/Journals/NCO-Journal/Archives/2017/October/Leader-Development/">https://www.armyupress.army.mil/Journals/NCO-Journal/Archives/2017/October/Leader-Development/</a>	Eboni L. Everson Myart, U.S. Army
9	Attention and Parade Rest	<a href="https://www.dvidshub.net/image/6160605/hg20-2-krabi-opening-ceremony">https://www.dvidshub.net/image/6160605/hg20-2-krabi-opening-ceremony</a>	SPC Ezra Camarena, U.S. Army
10	Respect and Courtesies	<a href="https://www.defense.gov/observe/photo-gallery/igphoto/2002233770/">https://www.defense.gov/observe/photo-gallery/igphoto/2002233770/</a>	Francis S. Trachta, U.S. Army
J	Etiquette at Formal Events	<a href="https://www.goodfellow.af.mil/Newsroom/Art/igphoto/2001553769/">https://www.goodfellow.af.mil/Newsroom/Art/igphoto/2001553769/</a>	Airman 1st Class Randall Moose, U.S. Air Force
Q	Etiquette at Informal Events	<a href="https://www.dvidshub.net/image/973419/21st-signal-brigade-org-day">https://www.dvidshub.net/image/973419/21st-signal-brigade-org-day</a>	SGT Stephen J. Schmitz, U.S. Army
K	Special Courtesies	<a href="https://www.dvidshub.net/image/5528711/staff-sgt-david-bellavia-post-moh-ceremony">https://www.dvidshub.net/image/5528711/staff-sgt-david-bellavia-post-moh-ceremony</a>	SSG Kevin Ro, U.S. Army

<b>Other Cards</b>	<b>Theme</b>	<b>Source</b>	<b>Copyright Information/ Photo by</b>
Back of card	Flags-In at ANC	<a href="https://www.dvidshub.net/image/6218453/flags-2020">https://www.dvidshub.net/image/6218453/flags-2020</a>	Elizabeth Fraser, U.S. Army
Box	Soldiers train in tradition	<a href="https://www.dvidshub.net/image/6140063/soldiers-train-tradition">https://www.dvidshub.net/image/6140063/soldiers-train-tradition</a>	SPC Khylee Woodford, U.S. Army Reserve