

**THE MERCENARY GUILD:  
THE OFFICIAL FOUR HORSEMAN UNIVERSE FAN ASSOCIATION**



# **MEMBERSHIP MANUAL**

v. 4.2.2

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## **PREFACE**

Welcome from the Colonel.

Greetings Mercs!

And welcome to the Mercenary Guild: The Official Four Horseman Universe Fan Association.

You have an opportunity to join a new Fan Association on the ground floor as we establish companies based in the Four Horseman Universe (4HU). Together we are about to embark on a journey building something beautiful.

We are different from other organizations of which you may be been (or heck, even still *are*) a member. We are based on a collective of Mercenary Companies. Because of this, you will find much more freedom of expression for the company you form or join. Based on what your company wants to do, be, and what activities they want to focus on, you can tailor your involvement to be just what you want. The Companies will belong to the members. There will, of course, be guidelines, but your chapter will be ... *yours*.

My philosophy is to enhance the fans' **and** the authors' experience. Together we can play in the sandbox provided and really get a chance to immerse ourselves in the fun. And that is the operative word: **fun**. We are here to have fun. The leadership here is a servant leadership model where the leaders will look at things and say, "Why not?" and "Can we do it without harming the org?"

I will have an open-door policy. If you have a question or concern IM me, or my Chief of Staff. Together we will build something amazing! The Horsemen for EARTH!

Colonel Tom Coonradt  
President, the Mercenary Council

## INTRODUCTION

The Mercenary Guild: The Official Four Horseman Universe Fan Association is a fan organization for the series of books set in the Four Horseman Universe (4HU) published by Chris Kennedy Publishing (CKP). In this handbook, this association will commonly be referred to as “The Mercenary Guild”, abbreviated TMG, occasionally it will be referred to as simply “the Guild”. Likewise, the terms “Chapter” and “Unit” are synonymous.

## CODE OF CONDUCT

Every organization has to have some form of rules, including this one. As such, we will require a certain baseline of behavior. We must keep in mind that we represent the Authors of the 4HU at all times when in uniform or when interacting with the public. Our status as the official fan association depends on this. Therefore, these are the *minimum* standards we expect and will require to be upheld.

- We are all adults. Act like one. Treat others as you would want to be treated. Respect everyone.
- We are all **equals**. This organization does have rank and structure, but, at the end of the day, we are all people trying to have a good time.
- We will not insult, bully, belittle, or otherwise intentionally make anyone feel less.
- We will praise in public, and criticize in private. We will also remember that all feedback is a gift to be considered.
- We will remember that much of the emotional context of a conversation is missing while communicating with words on a screen. We will therefore give the benefit of the doubt to the writer.
- At conventions we will dress to the convention minimum uniform while representing the Guild. While working a recruiting table or other convention operations we will remember that we represent the authors and that our behavior must be above reproach.
- We will always try to defuse problems and offer solutions, not cause them.
- This list is not all inclusive. There may be other standards set elsewhere. We will, however, try to ensure that all members of the Guild will have free access to any standards defined in any official document.

## **MEMBERSHIP**

Membership in the Guild is, and will continue to be, completely free.

### **MINIMUM AGE**

All members shall be a minimum of 18 years old. Children of members may participate with direct parental supervision but are not actual members and therefore will not be able to obtain rank or status in the organization until their 18<sup>th</sup> birthday.

### **REQUIRED INFORMATION**

Membership in the Guild is a privilege, extended by the Mercenary Council (“Council”) to any eligible person regardless of race, religion, sexuality, gender identity, ethnic background, or any other protected class. The following information is required to become a member of the Guild:

- Legal Name (pseudonyms can be used with the express approval of the Council if a distinct need is shown for them).
- Year of Birth
- Valid mailing address
- Unique Email address. This is used to access the “members-only” portion of our web site, and also the TMG forums (once established), as well as online list-servers.

In normal circumstances, when an individual joins the Guild, they will automatically be enrolled in the Cadre (see Cadre section, below). Once you have joined the Guild you may seek out existing units or start your own. At that time, you will be transferred from Cadre to your requested unit.

### **DUAL MEMBERSHIP**

The Guild *will not* discourage membership with other science fiction fan groups. Who you associate with is your choice. However, membership may be removed if information covered under the Classified Information Policy (see below) is shared with an outside group.

## SUSPENSION OR REMOVAL OF MEMBERSHIP

The Council reserves the right to suspend or deny membership to any person for any cause it deems just. This will never be done lightly or frivolously. This includes, but is not limited to, commission of a crime, being placed on probation or parole, violations of protective orders, dangerous behavior to other members or non-members, or actively and knowingly working to damage the Guild financially, physically, or by reputation. The Council reserves the right to tailor suspensions or denials to the circumstances presented and may issue suspensions or denials it feels appropriate given the particulars of any complaint brought before it.

## THE MEMBERSHIP PACKET

When your membership is processed, you will receive an email from the Lieutenant Colonel commanding the Membership Division of the Council. This email will list your member number (referred to as your “TMG number”), as well as a brief synopsis of the origin and organization of the Guild.

In addition to this official email, you may receive an email from your unit commander (or from the Cadre staff if you do not immediately join a unit). You will also receive links to our Facebook group(s), as well as our Discord server. If your unit has an independent Discord server (and many do), you should also receive an invitation to that server.

Forms, this handbook, Council Orders, applications to VOWS training, the Company Registry, and any other information, will be found on our website. Eventually, there will also be a “members-only” section on this website that will give each member the ability to review their awards, contracts, Promotion Point (PP) totals, and other information. This list of items may grow as time passes and more functionality is added to our website.

## CLASSIFIED INFORMATION POLICY

The following documents, databases, and the information therein, are to be considered CLASSIFIED by the Guild and are not to be distributed to **anyone** without the right or authority to view them:

- The online membership database. Only the Council and Membership database staff will have full access to this database. Company commanders will get access to perform their duties. Certain staff, such as the staffs of Membership, VOWs, and the JAG, will also be given



access to the database as dictated by their needs. All members will have access to view their own information.

- Financial documentation: only the Colonel of the Guild, Finance Officer and staff, Logistics, and, as necessitated by legal requirements, the JAG, shall have access to this information.
- VOWS (exams): All exams are controlled items and are covered by this policy. Completed answers or exams are not to be shared with any member who has not successfully completed said exam.
- Documents provided to the Guild by the Horsemen, Chris Kennedy Publishing, the Authors, or their representatives.
- Any additional documents relative to membership records or member finances deemed to require extra protection to ensure the safety and security of this information.
- Any additional documents, systems, data, or deliberations of the Council as voted on by the Council.

Dissemination of any documents, databases (or the data therein), or systems covered by the Classified Information Policy is grounds for immediate termination of membership.

## **ORGANIZATIONAL LEADERSHIP**

### **THE MERCENARY COUNCIL**

Every organization needs a ruling body, a group to put together the rules and roles for the members of the organization. In the Guild, the Mercenary Council assumes this role.

The Council is organized with three subsets of members: Voting Members, Non-Voting Members, and staff. As a whole the group will discuss issues, rules, and the general business of the Guild. Each member, whether voting, non-voting, or staff, has an equal voice in the discussions. When time comes to vote, the voting members will each cast a vote on the subject under consideration. The Colonel of the Guild will hold their vote and only cast it in the case of the vote needing a tie-breaking vote. To have a vote in any council meeting there must be a quorum present. A “quorum”, in this sense, is that there must be a simple majority of the voting members present for the vote to occur.

If a voting member cannot be present, either physically or by virtual means, to any council meeting, they may deputize a member of their staff to act on their behalf. To do so, they must send a message to either the Guild Command

Sergeant Major (CSM) or the Colonel's Chief of Staff (CoS) notifying them they cannot attend and identifying the person on their staff that will have their proxy in the case there needs to be a vote. No member of the Council (either non-voting or staff) may act as the deputy for a voting member unless there has been prior notification sent to the CSM/CoS. If a voting member will be absent for some time, whether due to Real Life™ events or any other reason, they must appoint a deputy who can and will be responsible for the day-to-day running of that division in their absence. Voting members who are finding it difficult to perform their essential tasks due to time conflicts or other reasons, should consider stepping down to allow another member of their staff (or other interested party) to step up and fulfill their role.

The voting members may meet in executive session, if necessary, for particularly sensitive matters that must be covered under the Classified Information Policy. In those cases, only those non-voting or staff members required to offer testimony or information germane to the subject will be allowed in the meeting. Meetings may be on-line via the Council's private Discord server, or in person whenever possible.

The CSM and CoS, jointly, have the authority and permission to call a meeting of the Council, if so requested by the Colonel or any voting member of the council. If a meeting is scheduled, they will post a notification in the Council Discord server as well as send an email notification (as much as possible) to the voting members. Voting members have the responsibility to alert their staff and deputies to any council meetings. If no member of a department (i.e., Membership, Contracts, Awards, Companies, etc.) is present for a meeting and no prior notification was made to the CSM/CoS about their absence, a formal reprimand will be issued to that department. If a department receives three such reprimands in one (1) calendar year, the Council may, at their discretion, call for the removal of the existing department head and the appointment of another. We understand Real Life™ is important, and that this is a hobby, but we likewise agree that taking on the authority for a given command position brings with it certain responsibilities and one of the most important of those is to be responsive to the needs of the membership.

The following is the list of permanent voting members:

- Colonel of the Guild (and Council President)
- Guild Command Sergeant Major
- LTC for Company Affairs
- LTC for Contracts
- LTC for Membership
- LTC for Recognition
- LTC for Client Affairs

- LTC for Logistics
- LTC for VOWS

The following is the list of permanent non-voting members:

- Guild Judge Advocate General (JAG)
- Guild Finance Officer
- Guild Public Relations Officer
- Guild Technology Officer
- Guild Historian

Other non-voting members positions may be added or removed by the voting members as needed.

## **VOTING MEMBERS OF THE COUNCIL**

### **The Colonel of the Guild**

This position is responsible for the day-to-day operations of the Guild and is the President of the Guild, as well as the Chairman of the Council. This position is a voting member of the Council; however, they will abstain from voting except in cases of a tie.

Duties include, but are not limited to:

- Day-to-day running of the organization
- The issuing of regulations, in the form of Council Orders
- Appointment of officers to senior leadership positions
- The official media contact for the Guild
- Responsible for calling and chairing the bimonthly Council (executive board) meeting; holds a tie-breaking vote in that council
- Responsible for chairing the annual membership meeting
- Responsible for overall roleplay coordination
- The official legal contact through the JAG office of the Guild.
- Coordinates the various civilian offices of the Guild should any be implemented.

These duties may be expanded as necessary by Council Orders, or delegated as appropriate to a staff member.

### **Guild Command Sergeant Major (Guild CSM)**

This position is responsible as the Member Ombudsman of the Guild and Vice President of Enlisted and New Member affairs for the Guild. This is a voting member of the Council.

First and foremost, the Guild CSM should do everything possible to enhance the fan experience of the members. This includes all enlisted and even junior officers. The CSM should make sure they find what they are looking for in the fan environment.

Duties include, but are not limited to:

- Be the voice of the new members and all enlisted members within the Guild and to the Council, and assist those members as needed.
- Act as an ombudsman to the Guild to resolve conflicts.
- Create a bi-annual State of the Enlisted report to be presented to the Council.
- Work closely with the LTC of Company Affairs to coordinate transfers and other company-member affairs.
- Encourage member participation in the Guild.
- Work with each chapter's senior enlisted about their member's desired level of involvement and assist them in getting their members to participate and have fun.
- Help to train and educate senior enlisted personnel of chapters.
- Encourage and mentor enlisted members to assume greater responsibilities within their chapters and the Guild as a whole.
- Promote roleplay and cosplay within the Guild.

These duties may be expanded as necessary by Council Orders, or delegated as appropriate to a staff member.

### **LTC for Company Affairs**

This position is responsible for assisting in the day-to-day operations of the Guild and is the Senior Vice-President of the Guild, as well as Vice-Chairman of the Council. This is a voting member of the Council.

Duties include, but are not limited to:

- Assists in the day-to-day operations of the Guild.
- Issues regulations in the form of Company Directives.
- Recommends members for senior leadership positions.
- Oversees the Cadre and appoints the Commanding Officer (CO) of the Cadre.

- Ensures Cadre member needs are met.
- Supplies quick, effective, and proper support to members looking to form chapters.
- Assists members in acquiring the requisite vetting tests for leadership; advise and guide in the initial set-up of their chapters; and on-going support as they grow.
- Be a sounding board for issues and problems and offer solutions to same.

These duties may be expanded as necessary by Council Orders, or delegated as appropriate to a staff member.

### **LTC for Contracts**

This position is responsible for coordinating the Contract Program of the Guild and is the Vice-President for Contracts on the Council. This is a voting member of the Council.

Duties include, but are not limited to:

- Assists in the day-to-day operations of the Guild.
- Organizes and coordinates the Contracts Department and its programs.
- Assigns Promotion Points to Contracts based on established criteria.
- Assists chapter commanders in finding fun and exciting contracts for their chapter members to complete.
- Reports results of Guild-wide contracts (such as Garrison Contracts) in a timely and accurate fashion.

These duties may be expanded as necessary by Council Orders, or delegated as appropriate to a staff member.

### **LTC for Membership**

This position is responsible for coordinating the Membership of the Guild and is the Vice-President for Membership on the Council. This is a voting member of the Council.

Duties include, but are not limited to:

- Assists in the day-to-day operations of the Guild.
- Liaises with Recruiting, Company Affairs, and Recognition departments.
- Adds new member to the rolls in an expedient manner.
- Keeps the member and chapter databases up to day; including modifications, retirements, and removals of personnel and chapters.

- Coordinate with chapters who have members that have gone “missing in action” (i.e., are inactive) and assists the chapters in reactivating the member or removing them from the rolls.

These duties may be expanded as necessary by Council Orders, or delegated as appropriate to a staff member.

### **LTC for Recognition**

This position is responsible for coordinating the Recognition Program of the Guild and is the Vice-President for Recognitions on the Council. This is a voting member of the Council.

Duties include, but are not limited to:

- Assists in the day-to-day operation of the Guild.
- Organizes and coordinates the Recognition Department and the Guild Recognition/Awards programs.
- Maintains a central repository of award procedures and requirements (including documentation) for the bestowing of awards.
- Coordinates with awarding authorities to ensure the prompt recognition of members when deserved.
- Assists chapter COs in recognizing deserving members.
- Assists in vetting candidates for awards.

These duties may be expanded as necessary by Council Orders, or delegated as appropriate to a staff member.

### **LTC for Client Affairs**

This position is responsible for coordinating communication and interactions with the Authors (known as “the Horsemen”) of the 4HU and is the Vice-President for Client Affairs on the Council. This is a voting member of the Council.

Duties include, but are not limited to:

- Assists in the day-to-day operations of the Guild.
- Acts as the primary liaison between the Authors and the members of the Guild.
- Speaks on behalf of the Authors to the Guild.
- Acts as a gatekeeper to the Authors.

These duties may be expanded as necessary by Council Orders, or delegated as appropriate to a staff member.

### **LTC for Logistics**

This position is responsible for coordinating the physical supplies, patches, and other materiel as well as the logistics of the Guild and is the Vice-President for Logistics on the Council. This is a voting member of the Council.

Duties include, but are not limited to:

- Assists in the day-to-day operations of the Guild.
- Coordinates with vendors to provide items to members to augment their cosplay.
- Coordinates with the creation of recruitment materials and items (swag) for membership recruiting.
- Assists members in locating cosplay items (for specific uniforms).
- Safeguards the Authors' rights to royalties on their creative content.

These duties may be expanded as necessary by Council Orders, or delegated as appropriate to a staff member.

### **LTC for VOWS**

This position is responsible for coordinating the VOWS (i.e., the education/testing component) of the Guild and is the Vice-President for VOWS on the Council. This is a voting member of the Council.

Duties include, but are not limited to:

- Assists in the day-to-day operations of the Guild.
- Organizes and coordinates the VOWS Academy and its training programs.
- Oversees the creation of exams (VOWS) for use within the Guild
- Assigns the PP value for each exam based on established criteria.
- Appoints instructors to the VOWS Academy.
- Assists with the Command Vetting Training Program.

These duties may be expanded as necessary by Council Orders, or delegated as appropriate to a staff member.

## **NON-VOTING MEMBERS OF THE COUNCIL**

The Non-Voting members of the Council provide advice and services specific to the position's purview.

### **Judge Advocate General (JAG)**

This position is a non-voting member of the Council and may not be a Commander of a chapter.

Duties include, but are not limited to:

- Provides legal services to the Colonel of the Guild and the Council on matters relating to the operation of the Guild.
- Provides legal services to the Guild in order to ensure protection of the proprietary aspects of the 4HU.
- Ensures each member of the Guild is treated fairly and equally within the organization. Provides for the enjoyment of the fan base and ensures fairness to the members by providing timely and competent legal advice to allow for correct decision-making while protecting the organization from legal challenge.

These duties may be expanded as necessary by Council Orders, or delegated as appropriate to a staff member.

### **Guild Finance Officer**

This position is a non-voting member of the Council and may not be a Commander of a chapter. The Guild Finance Officer shall be bonded and insured.

Duties include, but are not limited to:

- Maintains the financial records of the Guild.
- Maintains and audits the financial accounts of the Guild
- Authorizes expenditures for Guild business.

These duties may be expanded as necessary by Council Orders, or delegated as appropriate to a staff member, providing that staff member is also bonded and insured.

### **Public Relations Officer**

This position is a non-voting member of the Council. Duties include, but are not limited to:

- Oversees and maintains the social media presence of the Guild.
- Maintains a blog about the Guild to keep members posted about developments and changes.



- Coordinates publication of a Guild Newsletter
- Provides press releases as necessary.

These duties may be expanded as necessary by Council Orders, or delegated as appropriate to a staff member.

### **Guild Technology Officer**

This position is a non-voting member of the Council. Duties include, but are not limited to:

- Maintains the digital platforms and services used by the Guild.
- Provides communication support to the Council.
- Maintains the Guild Wiki.

These duties may be expanded as necessary by Council Order, or delegated as appropriate to a staff member.

### **Guild Historian**

The Guild Historian is responsible for the establishment and maintenance of a historical archive of the Guild. This archive will include all events that help to establish the culture of our body, and acts as a backup to preserve personnel records as a hedge against accidental loss. Additionally, all unit heraldry and uniform designs will be archived to prevent a loss of individual identity. This position is a non-voting member of the Council.

Duties include, but are not limited to:

- Maintains a registry of significant dates and documents including, but not limited to:
  - Establishment and Disbanding of Chapters
  - Membership Dates
  - Registry of Warrants for Promotions
  - Issuance of Heraldry Certificates
  - Archive of Inactive/Retired/Deceased personnel records
  - Record of Guild-related conventions and events.
- Assists member in accessing appropriate Guild historical information and documents.

These duties may be expanded as necessary by Council Order, or delegated as appropriate to a staff member.

## **THE HORSEMEN**

The Horsemen are a council of core authors tasked with overseeing the integrity of the 4HU. This group of authors guards canon, advises the Council of the Guild, and safeguards the vision of the authors. The Horsemen shall have the final decision on all canon or issues dealing with the authors and books. Each member of this council shall hold the Guild Rank of O-6 (Colonel) and are the only members authorized to wear the “Horseman” designation on their uniform. The Leadership of the Guild serves at the discretion of this council.

## **CHAPTER ADMINISTRATION**

The Guild is very different from many other military-based fan organizations with which you may be familiar. The simple truth is that we are not a military. We are a collection of Mercenary Companies brought together for the good of all humanity, some aliens, and credits. Because of this, chapter leaders (i.e., COs) have a lot more freedom than in other organizations in how they want to organize, run, and administer their chapters. Consider the chapter like a semi-independent franchise. Within the bounds of the guidance of the Council, and some basic minimum requirements and standards, chapters have a great deal of opportunity to make it truly right and unique for their members. Also, unlike other organizations, units within the Guild are not necessarily restricted to geographic location. Members of a given unit may be from different areas, and even different nations. It is their joint love of the universe and their interests that make each unit special for its members.

Chapters (aka “Units”) will be built on several tiers, depending on how many members they have. The size of the unit will also determine the minimum CO’s rank (COs may possess higher rank depending on their position within the guild, but should never have a lower rank than the minimum shown in the table, below). Having a minimum rank also gives units room to grow. The title for a unit’s CO may differ based on how the unit decides to name their ranks (see the *Companies’ Manual* for more information on this). However, regardless of the actual rank held, the CO will be considered to have the highest position within a given unit. The “generic” terms “Commander” (for ground units) or “Captain” (for naval units) may be used for simplification in this document.

**Table 1 Chapter Levels and CO Minimum Ranks**

	# of Members	Chapter Leadership Starting Ranks	Ground Forces Echelon Size	Naval Forces Echelon Size
<b>Level 1</b>	3-5 members	CO: NCO (E-4) XO: Junior Enlisted (E-3)	Fireteam	Corvette
<b>Level 2</b>	6-10 members	CO: NCO (E-6) XO: NCO (E-5)	Squad	Frigate
<b>Level 3</b>	11-20 members	CO: Officer (O-2) XO: Officer (O-1) SE: Senior NCO (E-7)	Platoon	Cruiser
<b>Level 4</b>	21+ members	CO: Officer (O-3) XO: Officer (O-1) SE: Senior NCO (E-8)	Company	Heavy Cruiser
CO: Commanding Officer; XO: Executive Officer (2 <sup>nd</sup> in charge); SE: Senior Enlisted				

Currently, the highest rank a new starting CO can have is O-3 (presuming they do not possess a higher rank from either a council position, or from prior service in another unit).

## **ESTABLISHMENT AND ORGANIZATION OF CHAPTERS**

### **Four Horsemen Universe Chapters**

The Four Horsemen universe would be nothing without the actual Four Horsemen Mercenary Companies. These companies are Cartwright's Cavaliers, Asbaran Solutions, Winged Hussars, and The Golden Horde. It is to be considered a fact that these companies really do exist in our roleplay. However, these units are not *joinable* at this time. Official membership is reserved for those people that have been mentioned (i.e., "tuckerized") in the actual *books* as members of these companies. That is not to say that you cannot "cosplay" as belonging to one of these units. You certainly may. But, when representing the Guild, your membership shall be as a member of an official Guild chapter or as a part of Cadre.

### **Chapter Formation and Regulations**

Chapters are "associated units" within the Guild. Roleplay wise, chapters represent an independent mercenary company as seen in the 4HU. As such, they gain the benefits of support from the Guild as well as access to materials such as recruiting packets and manuals. However, in the "Real World", they are treated as direct affiliates. If a chapter wishes to conduct "Real World" business on behalf of the Guild, they will be required to apply to the Mercenary Council for use of the Guild's Tax Identification Number ("TIN"). If they wish to

set up their own real world bank account, however, a chapter will need to acquire their own TIN for legal purposes.

The first step in setting up a new chapter is to assemble your crew. In this case, you will need a minimum of three (3) people: A Commanding Officer (CO), an Executive Officer (XO), an at least one other member. All people wishing to form a new chapter **must** already belong to the Guild or join prior to submitting the new chapter request. Chapters forming at Tier 3 or higher (11 or more initial members) will also require a Senior Enlisted Advisor (SEA) as part of the command team. The CO is in overall command of the chapter. Regardless of this person's rank, or the ranks of any members in the unit, they are considered to be "in charge." The XO assists the CO in the operation of the chapter and fills in in the CO's absence. The SEA is appointed as the senior enlisted member of the chapter (regardless of actual ranks within the unit). They advise the CO on matters pertaining to the chapter's members and are a full member of the command team.

Each member of the command team will be required to complete the Vetting requirements as given by the LTC of Company Affairs. The command team and all other chapter members shall be listed on the Company Formation Request Form (including name and Guild ID number). This form, when completed, is then sent to the LTC for Company Affairs or their designee for processing.

#### *The "Missing Man" Rule*

If the chapter cannot find a person to fill a required role (i.e., CO, XO, etc.), then the role may be temporarily filled by a person designated by the Council or the LTC for Company Affairs.

### **Leadership Vetting Process**

The command team of a prospective chapter will be required to take two training sessions that will teach them how the Guild functions and which lay out clearly our "servant-based leadership" style. These courses are mandatory for chapter leadership. They are structured like exams, but there is no failing grade. Leaders who do not understand or who fail to answer the questions correctly will be mentored and trained until they do. These will be the only required "Exams" for leadership and should be turned in at the same time as the Company Formation Request Form or with any change of command request.

### **Chapter Operations**

The chapter shall convene a meeting of its membership, whether in person or electronically, at least three (3) times in a calendar year. Of course, we encourage all units to collaborate and enjoy the fellowship of their fellow unit

members as often as possible. To that end, there are public “chapter rooms” for each unit on the Guild’s Discord server.

### *Reporting Criteria*

There is no mandatory reporting required by the Council. It will be the responsibility of the LTC for Company Affairs (or their designee) to contact each chapter and ask about the on-going operations (i.e., “health”) of that unit. At this time, they should also inquire as to whether there is any need of support or whether the unit has any special requests. If Company Affairs feels the members of a unit are not being adequately served by their command team, they may at that time request a detailed report from the command team of that unit. While there is no official “chain of command” in the Guild, members should first reach out to their unit’s command team for questions or problems prior to contacting Company Affairs.

### **Disbanding A Chapter**

There may come a time when a unit must be disbanded, either from loss of membership, loss of command staff, or other reasons. A unit may be disbanded at the request of the unit CO or the majority wish of the members of that unit. This is done by sending a request to the Council through Company Affairs, who will review and vote on the matter. With notice, the Council can also call for the disbandment of a unit by majority vote for various reasons including (but not limited to): lack of command staff, no contact with any member of the unit for a given period of time, or the unit actively working against the Guild.

## **VOWS ACADEMY**

The Training Academy and the VOWS program is forthcoming and will be addressed in an additional manual. This training shall be entirely voluntary. No requirements will be established that any given VOWS exam will be mandatory for any position or rank within the Guild (with the exception of the two vetting exams for unit command team members). The sole purpose of the VOWS Academy and exams is to enhance the fan experience by giving insight into the authors’ inspirations and the history of the books.

## **THE CADRE**

Every member who joins the Guild will be initially enrolled in Cadre. This is the permanent membership unit within the Guild. Members of the Guild who either do not join or start their own unit (chapter) within the Guild will remain

in Cadre. The CO of Cadre is considered a part of Company Affairs' staff and will hold the Guild rank of O-4 (Major). The Guild Command Sergeant Major (CSM) shall serve as Cadre's Senior Enlisted Advisor. The Cadre CO will be responsible for sponsoring activity within Cadre, ensuring timely promotions of all Cadre members, and ensure that contact is not lost with members. Uniform and promotion criteria for the Cadre can be found in Appendix C of this handbook.

## **RANKS & PROMOTIONS**

### **RANKS EXPLAINED**

Every organization needs structure; military-style organizations (of which the Guild is one) use "grade" to help define where a person is within that structure. "Grade" is a term used to define the category and rank for a given individual. In the Guild, we separate category into two levels: Enlisted and Officer. Enlisted personnel perform jobs specific to their own job specialty (often referred to as an "MOS" or "Military Occupational Specialty"). Officers tend to have more generalized command responsibilities. The Guild will maintain Enlisted and Officer (also known as "Commissioned Officer") grades. We will not have a Warrant Officer category.

For reference, each grade is divided into ranks. These ranks are identified by a rank code. The code uses a letter prefix and a number to identify the rank. The Enlisted rank prefix is "E" and the Officer prefix is "O". Regardless of the *title* applied to the rank (i.e., Commander vs. Lt. Colonel), the *code* is the same for all equivalent ranks.

Enlisted ranks range from E-1 (a new enlistee) through E-9 (the most senior enlisted rank). Officer ranks range from O-1 (an Ensign or 2<sup>nd</sup> Lieutenant) through O-6 (Naval Captain or Colonel). Using a rank *code* rather than a *title* allows the Guild to support different rank structures used by different forces to determine equivalency. An example is the US ground forces use "Captain" as a company-level commanding officer, whereas the current German ranks use the term "Hauptmann". In the Guild these two titles are equivalent and both would use the code O-3.

### **RANK IN THE MERCENARY GUILD**

Rank in the Guild is earned in many ways. Through service, time spent, awards, and other factors. Service to the Guild as a whole (for example, by

serving on the Council or as staff to the Council), may bring higher rank. The rank is earned because of the amount of work and responsibility required of a member volunteer. As we are not based on an actual governmental military, but rather as a collection of Mercenary Companies, it should be clear that, while they are given guidelines and rules they have to follow as part of the overall organization, each company is “owned” but the Commanding Officer/members of that company. As a result, how they structure their ranks, the titles used, and other minutia are wholly within the purview of each company’s CO.

It should be made clear, however, that the *highest rank* in any given chapter/company is **“Commanding Officer”** (or **“Captain”** if a navel structured company). This is the title given to any CO, no matter the size of the chapter, or the permanent rank of the CO. Members who accept positions outside of companies (for example, on the Council Staff) may join or even form companies, with certain limitations. A member that is not the CO but who holds an *organizational rank* (i.e., a rank given due to their position within the Guild) higher than the company CO will remain outside the “chain of command” for that company. For example, they may not serve as XO or Senior Enlisted Advisor and will hold no more authority than any other member of the company. They may not “pull rank” and over-rule the decisions made by the CO, even if that CO is an E-5 and the member is a Council LTC (O-5).

Cadre uses the Ground Forces rank structure shown in Table 3, below. Rank titles used by Cadre are listed in Appendix B, Table B-1, Guild Cadre Ranks. While Cadre provides an example of a rank structure, Companies are free to customize their rank structure within the guidelines listed herein (i.e., no warrant officer ranks). The tables in Appendix D give some examples of common rank structures used in the “Real World™” today.

## PROMOTION POLICIES

### Time-in-Service vs. Time-in-Grade

One of the areas where there is some confusion is the difference between Time-in-Service (TiS) and Time-in-Grade (TiG). Time-in-Service (TiS) is the amount of time a person has been a member of the Guild, regardless of whether they were a member of Cadre, a company, or both. Time-in-Grade (TiG) is the amount of time a person has had their current rank. For example, Joe Mercy joined the Guild on 1/1/2020. If today’s date is 2/16/2022, his TiS is 777 days. If he promoted from E-1 to E-2 on 4/1/2020, and then again from E-2 to E-3 on 1/1/2022, his TiG for E-3 is 46 days. Theoretically, the sum of each TiG should add up to his total TiS.



**Table 2 TiS vs. TiG Example**

1/1/2020	2/16/2022	777	TiS
1/1/2020	4/1/2020	91	TiG as E-1
4/1/2020	1/1/2022	640	TiG as E-2
1/1/2022	2/16/2022	46	Current TiG as E-3

777 Sum of TiG

**Promotion Points**

Each rank has a requirement for a given number of “Promotion Points” (PPs). These points are used to determine eligibility for promotion. They represent the amount of “work” (i.e., Contracts, Awards, VOWS, etc.) that an individual has performed while a member of the Guild. The primary method of earning PPs is through the Contracts System. Completion of contract activities (i.e., reading books, helping out at a convention, performing charitable service, etc.) earn PPs. Think of PPs as a “checking account” representing the activities each member participates in while in the Guild. Please note, participation is not *required* to join the Guild. However, without participation, it will be a slow process to acquire sufficient PPs to “buy” a promotion.

Please see the Contracts Manual for the specifics on what contracts are available and how many PPs each contract awards as well as the requirements for recording and reporting activities under each contract. Other methods for acquiring PPs include receiving an award, as well as taking VOWS exams. Each award and each exam award specific numbers of PPs just like Contracts. Please refer to the Awards Manual and the VOWS Manual for specifics on these values. Time-in-Service also generates 1 PP per three (3) months.

PPs act as a checking account for promotions. Once you earn a PP it remains in your “account” until you choose to “spend” it to “buy” a promotion. Just like writing a check, the amount of PPs required to buy a promotion is deducted from your PP total. Once spent, the points are gone forever. However, any additional PPs beyond those required to “buy” the promotion remain in your PP “account”. For example, Joe Mercy has 83 PPs he has earned from Contracts, Awards, VOWS, etc. He wishes to be promoted from E-3 to E-4. He has spent the requisite Time-in-Grade (TiG) as an E-3 (6 months) and elects to “spend” the 60 PPs on his promotion. The 60 PPs will be deducted from the 83 he possesses leaving a balance of 23 PPs still in his “account”. If he earns an additional 37 PPs and once he has spent six months as an E-4, he can request a promotion to E-5. At no time will PPs be deducted from a member’s PP account without their permission and at no time will more PPs be deducted from their account than is required for a given promotion.



## Baseline Guild Promotion Requirements

The baseline standard for promotions in the Guild will be based on two criteria: TiG and PPs. **This standard will be used by the Cadre and is the *minimum* for determining promotions in Companies as well.**

Every member of the Guild begins with a rank of E-1 when they join. Therefore, there is no TiG or PP requirement for this rank.

**Table 3 Baseline Guild Promotion Criteria**

<i>Rank Promoting To</i>	<i>Time-in-Grade (TiG) Requirement</i>	<i>Promotion Points (PPs) Requirement</i>
<i>ENLISTED GRADES</i>		
E-2	3 months (90 days) as E-1	10 PPs
E-3	3 months (90 days) as E-2	25 PPs
E-4	6 months (180 days) as E-3	60 PPs
E-5	6 months (180 days) as E-4	60 PPs
E-6	8 months (240 days) as E-5	80 PPs
E-7	8 months (240 days) as E-6	80 PPs
E-8	10 months (300 days) as E-7	80 PPs
E-9	By appointment only	
<i>OFFICER</i>		
O-1	6 months (180 days) as E-3+	100 PPs
O-2	10 months (300 days) as O-1	100 PPs
O-3	12 months (360 days) as O-2	120 PPs
O-4	18 months (540 days) as O-3	180 PPs
O-5	By appointment only	
O-6	By appointment only	

## Company Promotion Policy

Promotion policies within a company will be up to the discretion of the CO with a few caveats:

- The CO of a company may only promote up to one rank below the CO's current rank. For example, if the company CO holds a rank of O-3, the highest rank they may promote a member to is O-2.
- Time-in-Grade (TiG) requirements will be standard TMG wide. There will be **no** exceptions to this.
- The Cadre Promotion Criteria (i.e., TiG, PPs required, etc.) will be the **minimum** standard. No Company may make it "easier" than this standard, although they may elect to make promotions more difficult or apply more stringent rules (for example, they may add a requirement for fulfilling contracts, or taking certain exams, etc.). However, they may **not** require longer TiG *nor* can they require more PPs than the amount shown in the table above. They may add *other* requirements (such as completing a project, performing some service, or passing a test), but may not require more PPs or TiG. Period.

- The CO is free to use the Guild Baseline Promotion Criteria as shown above. As part of its Company Formation process, the CO of the company will share their promotion plan and guidelines with the LTC of Company Affairs for approval. It is also strongly urged that COs make these plans and guidelines freely available to all current and prospective members of their company.

***Note: While COs manage their own company's ranks and promotions, promotions or the lack thereof may be grounds for review or oversight by the LTC for Company Affairs to ensure all members of the Guild are being treated fairly.***

Company COs do not earn promotions through PPs and TiG (although they may accrue the same as all members of the Guild. Instead, they are promoted either due to merit or length of service by the LTC for Company Affairs, or when the company they command is upgraded in level. The maximum rank a CO may hold, except for Council brevets, is O-4.

### **Commissioning Officers**

Commissioning is the term used when one promotes from Enlisted to Officer. There are basically four methods of being commissioned:

1. Accepting a brevet promotion for a position on the Guild Council or an officer position on the Council Staff.
2. Being awarded the Wandrey Star and accepting the commission.
3. Starting a Mercenary Company that has 11 or more members or increasing the size of your existing company to 11 or more members.
4. Requesting assignment to "OCS" (Officer's Candidate School) from the Cadre CO or your company CO. The requirements for this are described below.

Once you have reached the rank of E-3, and have passed the TiG (180 days) as an E-3, you may request assignment to OCS. The cost for OCS is 100PPs. Once accepted, you must pass the OCS VOWS exam (this is identical to the vetting exam all company COs must pass). However, before you can be accepted to OCS your company CO (or Cadre CO) must determine whether they possess an "officer billet" for you.

Because the Guild is focused more on enlisted ranks than officers, it desires to restrict commissioning within reason. To that end, in addition to the CO and XO, each company (and Cadre) may have 1 officer billet for every 10 members (rounding down). For example, if a company has 30 members (including command triad), they have five officer billets: one each for CO/XO, and three additional billets. Please note, not all companies will seek to fill all of their officer billets. This is the *maximum* they may have; they may elect to have

fewer officers with the approval of the LTC for Companies. Remember that a Company CO can only promote a unit member to one rank *lower* than their own. So, any company whose CO is an O-1 (or enlisted) cannot submit members to OCS.

Once accepted to OCS and having passed the OCS VOWS exam, your CO will deduct the 100PPs from your “bank” of PPs and you will be promoted to O-1. From that point on, you will use the Officer promotion schedule as shown in the table above. If you do not have sufficient PPs your application to OCS will be put on hold until you do. If there is no billet available or if your CO elects not to utilize one of their officer billets, your OCS request will be denied and the PPs will not be “spent”. It is strongly recommended that each member communicate their desire to be commissioned to their COs in a timely fashion so that the CO can plan ahead and ensure success in the application.

### **Brevet Promotions vs. Permanent Promotions**

Certain positions require a rank advancement commensurate with the position held. This includes appointment to the Mercenary Council, Council Staff, a leadership or instructor position in the VOWS academy, command of a chapter, etc. Brevets are granted by Council Department leadership. Members holding a brevet may *not* be used in company positions except where otherwise noted and with the permission of the LTC of Companies or their designee.

Brevet promotions, because they bypass the standard requirements of PP cost and TiG requirements, have special restrictions. Brevet ranks become permanent rank after one year (365 days) of service to the Guild in that position. If the person leaves the position which granted the brevet prior to completing this period, their rank reverts back to the rank they held prior to the brevet. This includes Company COs whose companies no longer have sufficient personnel to justify their rank.

For example, The Devil Dogs is started with six (6) individuals. This means that the CO and XO will have the breveted ranks of E-6 and E-5, respectively. If the Devil Dogs retain this level of membership, after one year, these ranks become permanent. If, after they attain this permanent rank, they lose members such that their company personnel count drops below six, they will still maintain their ranks. If, however, they lose members *prior* to the 1-year anniversary, they will revert to the lower rank (E-4/E-3, respectively) for which the company now qualifies. If they recruit additional members such that their personnel count increases back above six, they will, again, be breveted to E-6/E-5 and the 1-year brevet period begins again.

Until the breveted rank has been held for the “1-year” probationary period and becomes permanent, the individual’s TiG is “frozen”. Once they have passed

the 1-year point, they begin to accrue TiG again. For example, Joe Mercy is offered a position as a staff member to a Council department. They have a “permanent” rank of E-3 at the time of the appointment. They are breveted to E-5 as a part of this appointment. Even though the TiG to promote from E-5 to E-6 is “8 months” (see Table 2, above) they cannot use the 1-year probationary period to fulfill this requirement. They must pass the 1-year mark and *then* begin to accrue TiG for a promotion to E-6.

There is one exception to this: if the individual accepting the brevet promotion has the requisite PPs, they can elect to “spend” those PPs once they meet the minimum TiG for the position. For example, in the above example Joe Mercy was breveted from E-3 to E-5. He has, effectively, been “promoted outside schedule” because he has not yet passed the TiG for the promotion. If he is willing to spend the requisite PPs to “pay off” the brevet to convert the brevet to a permanent promotion then the 1-year waiting period is waived. If the brevet jumped the individual more than a single rank, they must be both willing and able to “pay off” the brevet in its entirety prior to the end of the yearlong probation.

For example, Joe Mercy is breveted from E-3 to E-5. He is one month away from fulfilling the TiG requirement for a promotion from E-3 to E-4. After he has been in his position for a month, he may elect to spend the PPs required and move his “permanent rank” from E-3 to E-4. However, he must also be willing and able to spend the PPs and TiG (60 PPs and 6 months, respectively) from E-4 to E-5 to end the probationary period of 1 year. In this case, the requirements favor him spending the PPs to ensure his brevet promotion becomes permanent. If he does not have the requisite PPs to pay for his promotion from E-3 to E-4 and E-4 to E-5, his only option is to wait out the 1-year period until his E-5 promotion becomes permanent.

It is up to each member accepting a brevet promotion to determine if they are best suited for waiting the year-long probation period or spending the PPs and passing the TiG to “pay off” the brevet. Some brevets, like any going from enlisted to officer, will probably be “cheaper” for the individual to wait out the 1-year probation period. But it is, and shall remain, at the discretion of the individual whether to spend PPs etc.

As discussed earlier in the paragraphs on Commissioning Officers, a company has a limit on the number of officer billets they may fill. Brevetted officers count against a company’s officer billets *once their rank becomes permanent*. A company can temporarily exceed their number of officer billets if members of that company are awarded Council or Guild brevets. However, once their rank becomes permanent, it will use up an available OCS slot for the company. If there are no available officer billets once the rank become permanent, then the

unit is considered “officer heavy” and may not select any members for OCS until such time as either until the company increases in size such that it would award an additional OCS slot, or one or more of the officers leave the unit either to start their own or to join another unit.

For example, the Rabid Rabbits company has 23 members. In addition to the CO and XO, their size gives the two officer billets they can fill. However, three other members of the Rabid Rabbits hold brevet ranks granted by Council positions. Once those ranks are permanent, that would “use up” the two officer billets and, in fact, exceed that number by one. The Rabid Rabbits may retain those officers but they may not send any other members to OCS until they either increase in size sufficient to cover the “overage” of officers, or two officers move to a different company.

Companies should consider their “enlisted-to-officer” ratios when accepting transfers. If the company being transferred to (referred to as the “gaining” unit) does not have any officer billets available, they may be unable to accept the transfer of someone who already holds a commission. Permission to exceed this ratio may be granted on a case-by-case basis by the LTC for Company Affairs.

The following should be used as a guideline for brevet promotions to Council members and staff:

- O-6 (Colonel): For the Colonel of the Guild/Council President;
- O-5 (LTC): For Voting Members of the Council and Chief of Staff for the Colonel;
- O-4 (Major): For senior Non-Voting Members of the Council, Mercenary Council Staff, Deputies to Voting Members of the Council, and at the discretion of the LTC or Colonel;
- O-3 (Captain): For senior staff members of Voting Members of the Council. Also, the highest rank for initial chapter CO appointments.
- O-1 (2<sup>nd</sup> Lieutenant): As assigned by Cadre for Cadre Company commands/staff members;
- E-9 (CSM): By appointment by the Colonel;
- E-5 (Sgt): For junior staff members of the Mercenary Council.

### **Companies and Acting Ranks**

While company COs may *not* brevet members to any rank higher than their official Guild rank, they *may* appoint members to a higher *acting* rank. Once a person has an acting rank they may not be promoted until the normal promotion requirements (including PPs and TiG) have “caught up” to the acting rank. If an acting rank member leaves the company from which they have

received this acting promotion, they will revert to their highest Guild rank held prior to this.

### **Demotions**

Once a rank has been permanently awarded, only a gross violation of another member's rights or the Code of Conduct will be cause for involuntary demotion. Demotion is only to be used in the most extreme cases and *only* the Council can remove a member's rank. If disciplinary action of this kind is requested/required, the Council will discuss the matter and a majority vote will be required to confirm the demotion. A chapter CO may petition the Council, through the LTC for Company Affairs, for the demotion of a member.

## **VALHALLA COMPANY**

Should a member of Cadre or any Company in the Guild die, the appropriate CO will notify the Command Sergeant Major (CSM) of the Guild and the LTC for Companies (LTC/C) to inform them of this fact. The CSM or LTC/C will advise the Colonel of the Guild who will transfer the member to the Valhalla Company. If he so wishes, the Colonel may promote the deceased member to an honorary rank or grade on a case-by-case basis. The highest-ranking member of Valhalla Company will be named the honorary CO of the unit.

## **UNIFORM POLICIES**

Within the 4HU, there is no standardized uniform between the different mercenary companies. As a result, each company, when they are created, will design their own uniform and create their own uniform policy document. This document is then submitted to the LTC/C for final approval. There is one universal rule for all uniforms: all uniforms for any company/unit must display a full-colored (non-subdued) Mercenary Guild patch on the right sleeve or chest of the uniform. Once a unit has created their own, unique, uniform policy document, if they wish to amend or add to their uniform document they must submit an revised uniform policy guideline to Company Affairs for approval.

Cadre uniforms may also be worn by any member of the Guild regardless of unit affiliation.

## CADRE UNIFORM

There are two types of Cadre uniforms: The Utility/Working Uniform and the Service (Dress) Uniform. Each is available to all members of the guild. There is also a third option called “Guild Minimum” which may be worn by any member (either of Cadre or a specific unit) in places where they may be representing the Guild officially, such as conventions, recruiting tables, etc. The specifics for each type of uniform are described in detail below.

In all cases, wherever the term “Mercenary Guild patch” or “Guild patch” is mentioned this references the full-color patch. Unless expressly mentioned, the subdued version of the Guild Patch is not to be worn on Cadre uniforms.

### Utility/Working Uniform

The Utility Uniform for Cadre is based on a Battle Dress Uniform (BDU) shirt (or “coat”) and trousers. The preferred pattern is the Rothco brand’s “Subdued Urban Digital Camo”, but similar alternatives are authorized. Cadre displays the ranks and insignia used by the Guild as shown in Appendix B.

#### *Headwear:* (Optional)

A black, tactical ball cap, a subdued urban digital ball cap, or a subdued urban digital “boonie hat” may be worn. A metal or cloth large-size rank pin is centered on the front. Optionally, a nametape with the member’s last name, all capital letters using army gold lettering<sup>1</sup> on a black background may be attached to the back.

		
Black Tactical Cap	Subdued Urban Digital Ball Cap	Subdued Urban Digital Boonie Hat



#### *Upper Body:* BDU-style shirt or “combat shirt”.

- Some vendors refer to the BDU-style shirt as a “coat”.
- Shiny metal rank insignia worn centered on collars

<sup>1</sup> The Colonel of the Guild, the Cadre Commander, and chapter (Company/Unit) Commanders may wear name tapes with silver lettering instead of Army gold.



- The Mercenary Guild patch is worn on the right shoulder on a Velcro panel or sewn directly onto the sleeve and centered on sleeve 2-inches below the shoulder seam. This patch must be the full-color patch and may not be the subdued variety of this patch.
- Depending on the nature of the individual wearing the uniform, various Rockers and/or Tabs can optionally be worn above or below the Guild patch as desired. In all cases, they must be full-color (i.e., non-subdued) rockers and/or tabs. Please see the section on Rockers and Tabs, below.
- OPTIONAL: If a member is part of a company/unit, the patch for the unit may be worn on the left sleeve (on a Velcro panel or sewn directly onto the sleeve 2-inches below the shoulder seam).
- A black name tape (1-inch height) with Army gold<sup>2</sup> lettering is worn above the right chest pocket (Velcro or sew-on). The name should be the member's last name in all capital letters. If necessary to distinguish, a first initial may be added to the last name. The name tape may be applied with Velcro or sewn directly onto the shirt.
- The BDU-style shirt is worn untucked. The member is allowed to neatly roll up the sleeves to above the elbow for comfort in warmer temperatures.
- A black or khaki brown crew-neck t-shirt is worn beneath the BDU-style shirt.
- OPTIONAL: A combat shirt may be worn in lieu of a BDU style shirt. This is effectively a black T-shirt with BDU-colored sleeves.



### ***Cadre Combat Shirt***

- The Mercenary Guild Patch is worn on the right sleeve Velcro panel (if there is no Velcro panel it should be sewn centered on the sleeve 2-inches below the shoulder seam).
- A name tape is worn below the Guild patch. If the shirt has a different Velcro panel layout, use your best judgment in patch

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<sup>2</sup> As with the nametape on the cap, the Colonel of the Guild, the Cadre Commander, and any unit commanders may wear a nametape with silver lettering instead of Army gold.



arrangement. The format of this nametape is, in all respects, identical to the nametape worn on the front of a BDU-style shirt.

- If the member is a part of a company/unit, the patch for that unit may be worn on the left sleeve (either on a Velcro panel or sewn directly onto the sleeve) 2-inches below the shoulder seam.
- **OPTIONAL:** A black cloth tactical vest (or “flak vest”) may be worn over the BDU-style shirt or the combat shirt. One preferred model is the Rothco brand’s “Ranger Vest” but similar alternatives are authorized.



- A black nametape identical in all respects to the nametape worn on the BDU shirt is worn above the right chest pocket of the vest. It should just touch the top of the pocket. If no pocket exists, it should be put in the same approximate location where the top of a pocket would be. The nametape may be adhered using Velcro or sewn directly onto the vest.
- A metal or cloth large-size rank pin is centered below the nametape, on the pocket flap if one exists. Again, it may be attached using Velcro or sewn on, although Velcro is recommended to make rank advancements easier to accommodate.

*Lower Body:* BDU-style pants. They may be worn bloused into the member’s boots, or unbloused (not tucked into the boots).

*Belt:* A black or khaki web belt should be worn with a subdued buckle. A black leather belt is an acceptable alternative.

*Footwear:* Combat boots or closed-toe shoes, black.

## Service Uniform

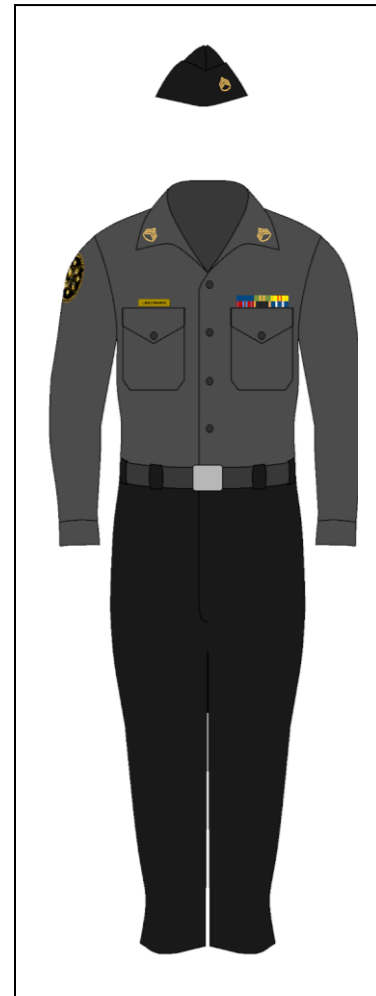
The service uniform represents a more formal or business-like attire.

### *Headwear (OPTIONAL):*

- Garrison cap (side cap), black. This is also called a “side cap”. The US Navy model is preferred.
- A large-size metal rank insignia is worn on the left side, centered vertically 2-inches from the front edge. See Appendix B, below, for the rank insignia worn by Cadre.

*Upper Body:* Dress/uniform shirt, button down, dark grey.

- Long sleeve or short sleeve as temperatures dictate. The shirt is “law enforcement” or “tactical” style, with two chest pockets and epaulets. This is also sometimes referred to as a “pilot’s shirt”. A preferred style is the Propper brand’s “Long Sleeve or Short Sleeve Tactical Dress Shirt”, but similar alternatives are authorized. Make sure that the color is “Dark grey” not “Grey”.
- Shiny metal smaller size (sometimes referred to as “miniature”) rank insignia are worn centered on collars
- A metallic name plate made of metal or plastic, approximately 5/8” tall, (gold<sup>3</sup> with black text) is worn centered 1/8 inch above the right pocket. The format of the name for this pin is the member’s last name in black capital letters. If necessary for distinguishing in common names, the first initial may be added following the last name (“LAST NAME, I”).
- A ribbon rack with the member’s earned award ribbon bars is worn centered 1/8 inch above the left pocket. The rack should be three ribbons wide but may be worn four-wide if the member has many awards. See the Mercenary Guild Awards Manual for information about award ribbons.



<sup>3</sup> The Colonel of the Guild, the Cadre Commander, and chapter/unit Commanders may wear a metallic silver name plate (made of metal or plastic) instead of gold.

- The Mercenary Guild patch is worn on the right shoulder sewn centered on sleeve 2-inches below the shoulder seam. As with all situations where the Guild patch is worn on a uniform item, the appropriate Tabs and Rockers may be worn (see information on Tabs and Rockers, below).
- OPTIONAL: If the member is part of a company/unit, the patch for that unit may be worn on the left sleeve centered 2-inches below the shoulder seam.

#### *T-Shirt:*

- A white, crew-neck t-shirt is worn underneath the uniform shirt.

#### *Lower Body:*

- Slacks or BDU-style tactical pants, black. They should be worn unbloused (i.e., not tucked into combat boots)

#### *Belt:*

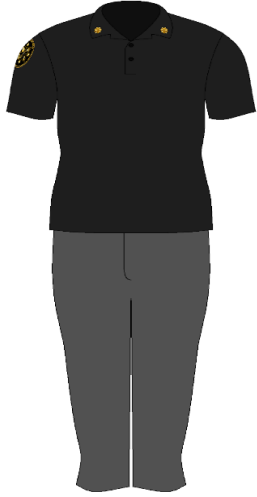
- A black or dark grey web belt with a shiny silver buckle should be worn. A black leather belt is an acceptable alternative.

#### *Footwear:*

- Boots or closed-toe shoes, black

## **GUILD MINIMUM**

The Guild “minimum” uniform is to be worn whenever representing the Guild in any official capacity if the individual does not possess a unit or Cadre uniform, or where a more relaxed atmosphere is appropriate. The following shows an example of this “con minimum”:



*Headwear:*

- OPTIONAL: A black garrison cap, a black tactical ball cap, or the subdued urban digital ball cap may be worn. Rank insignia should be worn as described in the “Utility” and “Service” uniform sections, above. All Cadre will use the appropriate rank designation as shown in Appendix B.

*Upper Body:*

- Polo shirt, Black
- Smaller sized (i.e., “miniature”) shiny metal rank insignia is worn centered on collar points.

- No name plate or nametape is worn.
- A full-color Mercenary Guild patch is worn on the right sleeve centered 2-inches below the shoulder seam. The appropriate tabs and rockers are worn immediately above or below the Guild patch. See the section on Tabs and Rockers, below for details.
- OPTIONAL: If the member is also a member of a chapter/unit, they may also wear that unit’s patch on their left sleeve, centered on the sleeve and 2-inches below the shoulder seam.

*T-Shirt:*

- OPTIONAL. Any color is allowed.

*Lower Body:*

- Pants (trousers/slacks/cargo pants), dark color. The BDU-style pants from the Utility uniform may also be worn.
- They are worn unbloused (i.e., not tucked into combat boots).

*Footwear:*

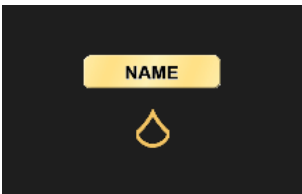
- Any closed-toe footwear may be worn, appropriate to the temperature. Combat boots may also be worn, but pants should not be bloused into them.

*Jacket: (OPTIONAL)*

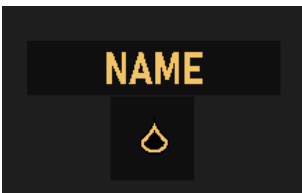
- There is an optional day jacket that can be worn with the Guild Minimum uniform as well:



w/ Nameplate



w/ Name Tape

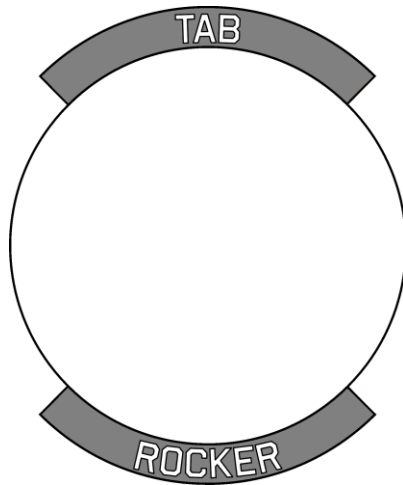


- Softshell jacket, Black
- A metallic gold<sup>4</sup> name plate (made of metal or plastic and approximately 5/8" tall) is worn on the right upper chest, located as appropriate for body type. It should be formatted as described above on the Service Uniform (i.e., member's last name in all capital letters). If a metal rank insignia pin is worn, it is centered ½ inch below the nameplate.
- Alternatively, in lieu of a name plate, a 1-inch high name tape may be worn on the right upper chest, located as appropriate for body type. An embroidered rank patch is worn centered and touching below the name tape. It is recommended the name tape be sewn on and the rank patch use Velcro or other non-permanent attachment to provide for potential promotions.
- The Mercenary Guild patch with CADRE tab is worn on the right shoulder. sewn centered on sleeve two (2) inches below the shoulder seam.
- As with all uses of the Guild Patch, the appropriate Tabs and Rockers should be applied around the Guild patch as described below.
- OPTIONAL: If the member is also part of a chapter/unit, they may wear their unit's patch on their left shoulder, centered on the sleeve and two (2) inches below the shoulder seam.

<sup>4</sup> As with the name plate on the Service Uniform, this may be metallic silver for the Colonel of the Guild, the Commander of Cadre, and chapter/unit commanders, as desired.

## TABS AND ROCKERS

Tabs and rockers are arched patches displaying text denoting a special distinction. Currently, the Guild only uses tabs and rockers around the Guild patch. When the Guild Patch is worn on any uniform, the member should include the appropriate rocker and/or tab. A tab is worn *over* the main Guild patch and a rocker is worn *below* the main Guild patch (see below).



There are currently four tabs and three rockers used in the Guild. Each has a specific restriction on their use.

**“HORSEMAN” Tab:** Only the official 4HU authors or council designees may wear the HORSEMAN tab (if they so desire).

**“MERCENARY COUNCIL” Tab:** Any member of the Council or their staffs are authorized to wear a MERCENARY COUNCIL tab during their service on the Council.

**“CADRE” Tab:** All members currently assigned to Cadre are authorized to wear the CADRE tab.

**“PEACEMAKER” Tab:** All members currently attached to Peacemaker Force ALPHA are authorized to wear the PEACEMAKER tab.

**“ALPHA COMPANY” Rocker:** The ALPHA COMPANY rocker is a special patch authorized to be worn as a rocker by Guild members who are part of the first units formed in 2019. Also, members who are mentioned (i.e., “Tuckerized”) in the books as being one of the Four Horsemen companies (i.e., Cartwright’s Cavaliers, Asbaran Solutions, Winged Hussars, and The Golden Horde) are authorized to wear this rocker.

**“FORCE ALPHA” Rocker:** All members currently attached to Peacemaker Force ALPHA are authorized to wear the FORCE ALPHA rocker if it is worn in combination with the PEACEMAKER tab.

**“PEACEMAKER” Rocker:** If the member is eligible for the PEACEMAKER tab, *and* is also eligible for either the Council, Horseman, or Cadre tab, they may elect to use the PEACEMAKER Rocker instead of the FORCE ALPHA Rocker while wearing the other tab to which they are eligible. For example, if a member is both on the Council *and* a Peacemaker, they would wear the MERCENARY COUNCIL tab and the PEACEMAKER rocker.

## **AWARDS AND RECOGNITIONS**

Awards are given to members who have performed meritorious or outstanding service or have received special achievements. The Order of Precedence of all awards is the sequential order in which award status is ranked. It represents the order in which all decorations (i.e., ribbons, medals, etc.) are worn on the member's ribbon rack. The decorations are worn with the award having the lowest Precedence Number (i.e., highest "rank") on the upper left most position on an award's mounting bar. Lower precedent awards are worn to the right, then below, on the ribbon rack. Ribbons should be centered on the rack so that if a member has an odd number of awards, the highest ranking award will be centered on the top of the rack (see below).



***Example Ribbon Rack***

A unit (company) in the Guild is allowed up to three award ribbons specifically for members of that unit. They are worn after/below Guild awards on a member's ribbon rack.

Additional information on awards, including a full list identifying the precedence order, images of the ribbon used, requirements for each award, and ribbon sources, is available in the Mercenary Guild Awards Manual.

## APPENDIX A: REFERENCES

### THE HORSEMEN (AUTHORS) AND BOOKS

Putting a list of existing and current books and authors into this document would be an exercise in futility. New books are being added on a nearly weekly schedule. However, a current listing of all of the Four Horsemen Universe books as well as reading order and other important information can be found here: <https://chriskennedypublishing.com/the-four-horsemen-books/>

### AUTHOR PAGES

Likewise, new authors are being added to the 4HU constantly. However, two remain paramount: the originators (Mark Wandrey and Chris Kennedy). Their webpages may be found here:

Chris Kennedy Publishing: <https://chriskennedypublishing.com/>

Mark Wandrey: <http://www.worldmaker.us/>

### LEADERSHIP

In order to facilitate and promote leadership in the Guild, the Colonel (Tom Coonradt) provides a “Colonel’s Reading List” every quarter. Please check on the main Guild Facebook page (<https://www.facebook.com/groups/469402930466832>) for this quarter’s reading list.

There is also a “Professional Reading Program” provided by the various branches of the US Armed Forces, presented by the US Naval Institute. It can be found here: <https://www.usni.org/press/military-readin-lists>

### UNIFORMS AND ACCESSORIES

Most of the suppliers of uniform articles and accessories can be found with a simple Google search for “Military Surplus”. However, to make it easier, a list of suppliers is provided below. **All suppliers so listed are strictly suggestions and are not required to be used for any purpose.** Also, if you belong to a specific unit, there will usually be a logistics contact who can point you in the right direction for anything you need for that unit’s uniform.



**Covers:**

- Ball cap: Too many places to list.
- Cadet/patrol Cap: Amazon ([example](#)), mil surplus stores.
- Boonie Hat: Amazon ([example](#)), mil surplus stores.
- Garrison Cap: Ebay, Internet. You can look for US Navy Garrison caps

**Polo Shirt:** Too many places to list.

**Softshell Jacket:**

- Look for plain black jackets without brand labels, accent or trim colors.
- Many retailers carry softshell jackets: Amazon (surprise! [Example search](#)).
- Example of common brands: Target C9, Costco (seasonal, usually autumn). Port Authority.

**Utility Blouse and Trousers:**

- Rothco brand is good color palette and is inexpensive.
- Amazon.com and Ebay have lots of stuff, Try searching for “[Urban Digital Camo](#)”.

**Service Shirt:**

- Dark grey or charcoal button-down shirt with two chest pockets.
- Amazon, Police uniform/supply stores, local department store.

**Footwear:**

Too many places to list. Most important is finding boots that are comfortable to wear.

**Guild Patch:**

Creative Jems ([Etsy store](#)) is the official supplier of Guild patches & tabs.

**Name tapes:**

There are many sources for name tapes.

- Creative Jems ([Etsy](#)) can make these also
- [1800NameTape](#) makes both sew-on and Velcro name tapes
- Local military/police uniform stores

**Rank Insignia:**

There are multiple sources for rank insignia

- Metal insignia: Amazon, Ebay, military & police uniform stores.
- Embroidered insignia: Creative Jems ([Etsy listing](#)) is an easy for insignia patches (especially if ordering Guild patches at the same time)

**Name Plate:**

The name plate uses US Army style (gold with black engraved text).

- Amazon, military & police uniform stores.
- [1800NameTape](#) is an example

**Ribbons:**

Currently, we use a variety of ribbons. Mostly from Vanguard. However, your best option is to purchase the ribbons from Creative Jems (<https://www.etsy.com/shop/CreativeJemsGA>)

**Ribbon Mounting Bars:**

- Amazon, Ebay, military & police uniform stores.

## **APPENDIX B: THE CADRE**

Cadre is the “unit” that all Guild members are assigned to when they first join. While originally envisioned as a temporary holding spot for new members, it has proven to be a durable option for membership. It possesses its own uniform (detailed above) and offers the same awards, contracts, VOWS, and other participatory events as belonging to a distinct unit. The only thing that members of Cadre cannot participate in are the unit-level awards.



### **CADRE LEADERSHIP**







The Cadre Commander is appointed by the LTC for Company Affairs. The Guild Command Sergeant Major serves as the Cadre’s Senior Enlisted Advisor.

### **CADRE RANK STRUCTURE AND INSIGNIA**



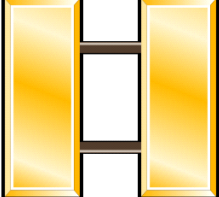
#### **Enlisted Ranks and Insignia**




The table, below, lists the rank titles and insignia for Cadre.

E-1 Recruit (RCT)	E-2 Private (PVT)	E-3 Private 1 <sup>st</sup> Class (PFC)
No insignia		

E-4 Corporal (CPL)	E-5 Sergeant (SGT)	E-6 Staff Sergeant (SSG)
		
E-7 1 <sup>st</sup> Sergeant (1SG)	E-8 Sergeant Major (SGM)	E-9 Command Sergeant Major (CSM)
		

### Officer Ranks and Insignia

O-1 2 <sup>nd</sup> Lieutenant (2LT)	O-2 1 <sup>st</sup> Lieutenant (1LT)	O-3 Captain (CPT)
		

O-4 Major (MAJ)	O-5 Lieutenant Colonel (LTC)	O-6 Colonel (COL)
		

## **APPENDIX C: TABLES OF COMMON RANKS**

The tables of ranks used by various militaries provided below are for quick reference. More details can be found on-line at sites like Wikipedia or via a Google search.

***Table C-1 Common Ranks - US Enlisted***

Guild Ground Forces Rank	Rank Code	Category	US Army	US Marine Corps	US Air Force	US Navy
Recruit	E-1	Enlisted	Private	Private	Airman Basic	Seaman Recruit
Private	E-2	Enlisted	Private	Private 1 <sup>st</sup> Class	Airman	Seaman Apprentice
Private 1 <sup>st</sup> Class	E-3	Enlisted	Private 1 <sup>st</sup> Class	Lance Corporal	Airman 1 <sup>st</sup> Class	Seaman
Corporal	E-4	NCO	Corporal	Corporal	Senior Airman	Petty Officer 3 <sup>rd</sup> Class
Sergeant	E-5	NCO	Sergeant	Sergeant	Staff Sergeant	Petty Officer 2 <sup>nd</sup> Class
Staff Sergeant	E-6	NCO	Staff Sergeant	Staff Sergeant	Technical Sergeant	Petty Officer 1 <sup>st</sup> Class
1 <sup>st</sup> Sergeant	E-7	Senior NCO	Sergeant 1 <sup>st</sup> Class	Gunnery Sergeant	Master Sergeant	Chief Petty Officer
Sergeant Major	E-8	Senior NCO	Master Sergeant/1 <sup>st</sup> Sergeant	Master Sergeant/1 <sup>st</sup> Sergeant	Senior Master Sergeant	Senior Chief Petty Officer
Command Sergeant Major	E-9	Senior NCO	Sergeant Major	Master Gunner Sergeant/Sergeant Major	Chief Master Sergeant	Master Chief Petty Officer

***Table C-2 Common Ranks - US Officer***

Guild Ground Forces Rank	Rank Code	Category	US Army	US Marine Corps	US Air Force	US Navy
2 <sup>nd</sup> Lieutenant	O-1	Junior Officer	2 <sup>nd</sup> Lieutenant	2 <sup>nd</sup> Lieutenant	2 <sup>nd</sup> Lieutenant	Ensign
1 <sup>st</sup> Lieutenant	O-2	Junior Officer	1 <sup>st</sup> Lieutenant	1 <sup>st</sup> Lieutenant	1 <sup>st</sup> Lieutenant	Lieutenant (Junior Grade)
Captain	O-3	Officer	Captain	Captain	Captain	Lieutenant
Major	O-4	Officer	Major	Major	Major	Lieutenant Commander
Lt. Colonel	O-5	Senior Officer	Lt. Colonel	Lt. Colonel	Lt. Colonel	Commander
Colonel	O-6	Senior Officer	Colonel	Colonel	Colonel	Captain

***Table C-3 Common Ranks - Commonwealth Enlisted***

Guild Ground Forces Rank	Rank Code	Category	British Army	Canadian Army	Royal Air Force (UK)	Royal Navy (UK)
Recruit	E-1	Enlisted	Private	Private (Recruit)	Aircraft (man/woman)	No Equivalent
Private	E-2	Enlisted	Private	Private (Basic)	Leading/Senior Aircraft (man/woman)	Able Rate
Private 1 <sup>st</sup> Class	E-3	Enlisted	Lance Corporal	Private (Trained)	Lance Corporal	No Equivalent
Corporal	E-4	NCO	Corporal	Corporal	Corporal	Leading Rate

Guild Ground Forces Rank	Rank Code	Category	British Army	Canadian Army	Royal Air Force (UK)	Royal Navy (UK)
Sergeant	E-5	NCO	No Equivalent	Master Corporal	No Equivalent	No Equivalent
Staff Sergeant	E-6	NCO	Sergeant	Sergeant	Sergeant	Petty Officer
1 <sup>st</sup> Sergeant	E-7	Senior NCO	Staff/Colours Sergeant	Warrant Officer	Chief Technician	Chief Petty Officer
Sergeant Major	E-8	Senior NCO	Warrant Officer Class 2	Master Warrant Officer	Flight Sergeant	Warrant Officer Class 2
Command Sergeant Major	E-9	Senior NCO	Warrant Officer Class 1	Chief Warrant Officer	Warrant Officer	Warrant Officer Class 1

**Table C-4 Common Ranks - Commonwealth Officer**

Guild Ground Forces Rank	Rank Code	Category	British Army	Canadian Army	Royal Air Force (UK)	Royal Navy (UK)
2 <sup>nd</sup> Lieutenant	O-1	Junior Officer	2 <sup>nd</sup> Lieutenant	2 <sup>nd</sup> Lieutenant	Pilot Officer	Midshipman
1 <sup>st</sup> Lieutenant	O-2	Junior Officer	Lieutenant	Lieutenant	Flying Officer	Sub Lieutenant
Captain	O-3	Officer	Captain	Captain	Flight Lieutenant	Lieutenant
Major	O-4	Officer	Major	Major	Squadron Leader	Lieutenant Commander
Lt. Colonel	O-5	Senior Officer	Lt. Colonel	Lt Colonel	Wing Commander	Commander
Colonel	O-6	Senior Officer	Colonel	Colonel	Group Captain	Captain

**Table C-5 Common Ranks - Other NATO Enlisted**

Guild Ground Forces Rank	Rank Code	Category	French Army	French Navy	German Army	German Navy
Recruit	E-1	Enlisted	Soldat	Matelot	Soldat	Matrose
Private	E-2	Enlisted	Soldat de première classe	Matelot breveté	Gefreiter	Gefreiter
Private 1 <sup>st</sup> Class	E-3	Enlisted	Coporal	Quartier-maître de 2e class	Obergefreiter	Obergefreiter
Corporal	E-4	NCO	Coporal-chef	Quartier-maître de 1re class	Oberstabgefreiter	Oberstabgefreiter
Sergeant	E-5	NCO	Segent	Second-maître	Unterofficier	Maat
Staff Sergeant	E-6	NCO	Sergent-chef	Maître	Oberfeldwebel	Bootsmann
1 <sup>st</sup> Sergeant	E-7	Senior NCO	No Equivalent	No Equivalent	Hauptfeldwebel	Hauptbootsmann
Sergeant Major	E-8	Senior NCO	Adjudant	Premier-maître	Stabsfeldwebel	Stabbootsmann
Command Sergeant Major	E-9	Senior NCO	Adjudant-chef	Maître-principal	Oberstabsfeldwebel	Oberstabsbootsmann

**Table C-6 Common Ranks - Other NATO Officer**

Guild Ground Forces Rank	Rank Code	Category	French Army	French Navy <sup>i</sup>	German Army	German Navy
2 <sup>nd</sup> Lieutenant	O-1	Junior Officer	Sous-Lieutenant	Ensigne de vaisseau de 2e classe	Leutnant	Leutnant zur See
1 <sup>st</sup> Lieutenant	O-2	Junior Officer	Lieutenant	Ensigne de vaisseau de 1re classe	OberLeutnant	Oberleutnant zur See
Captain	O-3	Officer	Capitaine	Lieutenant de vaisseau	Hauptmann	Stabskapitän-leutnant
Major	O-4	Officer	Commandant	Capitain de corvette	Major	Korvetten-Kapitän
Lt. Colonel	O-5	Senior Officer	Lieutenant-Colonel	Capitain de frégate	Oberstleutnant	Fregatten-Kapitän
Colonel	O-6	Senior Officer	Colonel	Capitain de vaisseau	Oberst	Kapitän zur See

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<sup>i</sup> “de première classe” (abbr: 1re classe) translates to “first class”