Infantry Unit Training Management

A PME for Company Commanders

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"The definition of military training is *success in battle.* In my opinion, that is the only objective of military training."

- LtGen Lewis B. Puller, USMC

Overview

- Common Questions
- Review the Planning Process
- Review the Training Week
- Thoughts on Training

What is Training Management?

- Training supports *warfighting*
  - Each unit defines its warfighting tasks: METL
- Training is *standards* based
  - MCO 3501.34 *Infantry T&R Manual*
- Guidelines:
  - MCRP 3-0A *Unit Training Management...*
  - MCRP 3-0B *How to Conduct Training*
  - FM 25-101 *Battle Focused Training*

Why *Manage* Training?

- Well-executed training is the result of well-planned training
- Planning training is a lot of work

What is Required of *Us*?

- Warfighting focus
- Desire to train well
- Knowledge of processes
- Knowledge of standards

The **company commander** is the primary trainer. He *trains* his officers, *evaluates* platoons and sections, *designs* and *executes* training plans, and *knows* T&R standards.

What Does *that* Mean?

- METL   Mission Essential Task List
- T&R   Training & Readiness Manual
- CTS   Collective Training Standard
- ITS   Individual Training Standard
- QTP   Quarterly Training Plan
- TEEP   Training Exercise Employment Plan
- ATP   Annual Training Plan
- Battle Drills and SOPs
- Prime Training Time

"The best form of welfare for the troops is *first class training*, for this saves unnecessary casualties."

- Field Marshal Erwin Rommel

Review the Planning Process

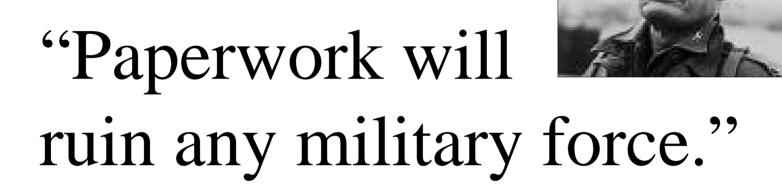1. Read HHQ Annual Training Plan / METL
2. Read HHQ Quarterly Training Plan

3. Write METL *annually*
4. Write **Quarterly Training Plan** *quarterly*
5. Write Weekly Training Plan *weekly*

How Do I Create a METL?

- Mission Essential Task List
- All Units need a METL
- Your METL supports HHQ METL
- Training is tied to the METL
- **Build a METL Pyramid**
  – Collective Tasks and Individual Tasks
- Handout: **"How to Generate a METL"**

Battalion METL

1. GCE of MEU(SOC)

2. Conduct an Attack

3. Defend

4. Conduct an Amphibious Assault

5. Conduct a Helicopterborne Operation

6. Muster at SPOE or APOE to Deploy

7. Conduct Relief Operations

"Paperwork will ruin any military force."

- LtGen Lewis B. Puller, USMC

How Do I Build a Company QTP?

- Read Battalion QTP and METL
  - Pull: Company training days allocated
  - Pull: Assigned Tasks
- Select slice of Company METL as goal
  - "Begin with the end in mind"
  - "By June 30, Company will execute…"
- Insert training goals in prime time slots
- 'Handout: **"How to Write a QTP"**

How to QTP (continued)

- Post three-month Quarterly Calendar
- Block out holidays, leave, most weekends
- Block out HHQ events
- Highlight **Prime Training Days** allocated as **Company Training Time** = ~24 per quarter
  - Post goals per week and separate days
  - 'F' or 'G' by week: Field or Garrison
- Backfill: "To Be Scheduled" checklist events
- Backfill: required training events

Marine Corps Philosophies

- Train as you fight
- Train with who you have
- Commanders lead training
- Execute standards-based training
- Execute performance-oriented training
- Execute mission-oriented training
- Train as combined-arms teams
- Train to sustain proficiency
- Train to challenge

Marine Corps Training Priorities

- **METL Training**
  - **Warfighting Tasks**
- Formal Training
  - School courses, Rifle Range
- Ancillary Training
  - SGLI, annual briefs

Battalion Training SOP

- **Prime Training Time: Tue-Wed-Thu**
- Maintenance Standown Week = Non-Supported Training Week
- A Monday 72 means Tuesday *is* Monday
- Monday: Training Schedules / Training Meeting / Synch Meeting / Planning Conference
- Current Week is Week 0

Battalion Training SOP (continued)

- Quarters are progressive during cycle
- The TEEP is *not* the plan. The TEEP is the *result* of the plan.
- The *event* is not the training. The specific *standard* is the training.
- HHQ needs to support training management processes
- *Specificity* is the key to good training
- Handout: **"Battalion Training SOP"**

How Do I Plan Weekly Training? MONDAY

- CO: Company Training Meeting – 1 hour
  - Step through weeks 4, 3, 2, 1, 0
  - XO writes Week-2 training schedule
- XO: Attends Battalion Training Meetings
- Admin Day
- Orders / Prepare for Field
- Squad Leaders brief ITS / CTS to Marines

How Do I Plan Weekly Training? FRIDAY

- Battalion Event / PME

- Company PMEs

- Plan for next week
  - Company Order
  - Platoon Orders

- **Train the Trainer: Squad Leaders**

Thoughts on Unit Training

- Marines learn by *doing*, not watching
- All training is evaluated
  - SL *trains* ITS, Plat Commander *evaluates*
  - Evaluations are binary: Meets standards or not
- Never give up an opportunity for competition
- Train to standard, not to time
- Subordinates need *time* too
- *Commanders* train

The Bottom Line:

- Well-Trained Units win Battles
- It takes a lot of work to build a well-trained unit

"We must remember that one man is much the same as another, and that he is best who is trained in the severest school."

- Thucydides

Tasks for Company Commanders

- Write a METL – October
- Write a QTP – One month *before* quarter
- *Execute* the schedule: *Train* your Marines

- Handouts
  - *Company Training SOP*
  - *Battalion Training SOP*
  - *How to Write a QTP*

Key Training References

- MCRP 3-0A *Unit Training Management…*
- MCRP 3-0B *How to Conduct Training*
- FM 25-101 *Battle Focused Training*

- MCO 3501.34 *Infantry T&R Manual*

- *Battalion Training SOP*

www.2ndbn5thmar.com/TrainM/ trainingmanagement.htm

- How to QTP
- How to METL

- Bn QTP
- Co QTP

- Bn Training SOP
- Co Training SOP

- Company Field Training Plans