

Chapter 2

Marine Corps Unit Training Management

Overview

The Marine Corps' traditional versatility and adaptability are being challenged by demands for a more frugal approach to operational excellence. To confront this challenge effectively, Marine Corps training programs must pursue warfighting requirements while meeting personnel and fiscal requirements. High personnel tempo, increased operational tempo, and decreased funding combine to present commanders with real challenges that directly impact unit readiness. Regardless of the challenges, commanders must continue to meet their mission requirements. In order to meet these requirements, commanders must first identify exactly what a unit must do to accomplish its wartime mission. Once a unit's wartime capabilities are identified, commanders then apply UTM principles to the unit's training program. UTM focuses training on the tasks that are essential to a unit's wartime capabilities. UTM is the use of the systems approach to training (SAT) (see chap. 3) and Marine Corps training principles in a manner that maximizes training results and focuses the training priorities of the unit on its wartime mission.

*"In no other profession are the penalties for employing untrained personnel so appalling or so irrevocable as in the military."*²

General Douglas MacArthur

UTM governs the major peacetime training activity of the Marine Corps and applies to all echelons of the Total Force. It guides commanders in the development of a METL, which details the specific tasks a unit **must** accomplish. It is also the process that combines Marine Corps training principles with SAT to ensure that essential tasks are incorporated into the unit's training plan. This process maximizes training results by focusing a unit's training priorities on the accomplishment of its wartime mission.

For UTM to succeed in the Marine Corps, it requires an environment that is receptive to change. This requires a departure from our traditional training philosophy and a re-education of the Fleet Marine Force in how to focus training in order to obtain the benefits offered by UTM. The following points are critical to the Marine Corps' understanding and future application of UTM:

Ensuring that every level of command understands the benefits that UTM provides to its training effort.

Understanding that the principle force behind UTM is motivation and its principle message is that **all** Marines are a part of the process.

Understanding that UTM is a top-down process that starts with the Commandant and that commanders at all levels must energize and sustain the process.

Ensuring that the Marine Corps' UTM effort meets its present needs and stays head of its future needs; that training corrects deficiencies that could undermine short-term, midterm, and long-term success; and that training remains the most important peacetime activity.

Reducing the need for inspections by correcting deficiencies as they surface.

Implementing managed on-the-job training at the unit level by using professionally-prepared job aids, teaching materials, training aids and devices, "train the trainer" mobile training teams, and doctrinal support.

Breaking down barriers among staff areas to enhance the selection of training priorities and allocation of assets. This is applied vertically within the chain of command and horizontally within all supporting commands.

Commanders' Responsibilities

Commanders at all levels are responsible for all of their units' training needs. To meet specific training needs, commanders develop overall unit training programs based on the best combination of available resources, materials, guidance, and time. Commanders must—

- Provide clear commander's intent/guidance throughout the process.

- Identify training objectives clearly.

- Plan training events and activities.

- Arrange for support.

- Ensure that the resources needed to conduct training are available.

- Ensure that training is conducted.

- Supervise and evaluate individual and unit proficiency.

- Supervise and evaluate training sessions, instructional quality, and UTM procedures.

Subordinate leaders are responsible for training Marines under their command. Battalion-, squadron- and company-level training is best planned and conducted by the leadership at the responsible level. Therefore, higher-level commanders must coach and critique subordinate commanders in order to help them achieve their training objectives. Higher headquarters commanders should not assume the training or training management responsibilities of their subordinate commanders. Instead, they must train their subordinate leaders to prepare and implement effective training programs. Commanders of higher headquarters provide guidance, approve plans, allocate funds and other resources, and inspect or evaluate training to ensure that subordinate programs comply with command guidance.

Commanders and their staffs manage unit training along with other

programs to ensure that they are mutually supporting. All command programs must work together to accomplish a common set of goals. Maintenance, logistics, quality of life, base support, and other programs must be effectively managed so they do not disrupt the training program and consume funds/resources allocated for training.

Implementation

The Marine Corps' program to develop UTM skills consists of:

- Providing UTM instruction within the resident professional military education (PME) schools of the Marine Corps University and within the nonresident Marine Corps Institute (MCI) correspondence courses.

- Providing UTM training programs designed to share training management concepts and ideas as a Total Force effort to enable more effective and efficient use of training time and resources.

- Conducting mobile training teams to discuss UTM concepts, ideas, METL development, and related processes.

- Evaluating the UTM program as a whole and revising portions when necessary.

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