

## **Recruit Training Company Size Should be Standardized**

Encl: Company Performance Indicators, 1st RTBn, (35) cycles, 2004-2006

**1. Recruit Training Company size should be standardized at 360: six platoons of sixty recruits each, with four DIs per platoon.**

- a. **Large company training performance is below average.** Recruits in 500 and 600-man companies are under-trained. In the enclosure, all eleven over-500 companies displayed low levels of training performance. "A" Company's lowest performing cycle had 601 recruits. ["A" 7 Oct 05]. Comparatively, the nine best-performing cycles averaged 301 recruits. Small size does not guarantee performance, but of all the variables, size is the best performance predictor and the easiest to control.
- b. **Large companies overwhelm the Crucible.** At the CG's targeted recruit-to-DI ratio of 15:1, (24) DIs train **360** recruits. A short staff of (20) DIs can still maintain an 18:1 ratio with **360** recruits. At 18:1, (24) DIs train **432** recruits. Augmenting the Crucible with other DIs hurts cohesion, weakens the role of the DI, and affects other training units. To improve the Crucible, and improve recruit training overall, company size should be standardized below **432**.
- c. **Large companies do not shoot well.** In the enclosure, the lowest first-time qual rates are the largest companies. Of the eleven over-500 companies, eight shot below average, two shot the average. The low, 70.8%, was shot by a 490-recruit company. ["C" 14 Jun 05]
- d. **Large companies exceed range capacity.** Range Officer WO1 F.T. Keeney: "450 recruits is ideal. Two ranges, 225 each, five relays. Seven relays, 600 recruits, kills us. Coaches are overwhelmed. Recruits don't get the instruction they deserve. Company limit should be **450**."
- e. **Large companies exceed barracks capacity.** MCO P11000.22, para 2104.2. mandates 72 square feet of space per recruit. The RTO, DepO 1513.6A, para 2008.5.d applies this to 1st and 2nd RTBn barracks 589, 591, 599, and 601, to define 88 recruits per platoon, or 528 per company.

The RTO numbers, however, add laundry, heads, and offices. Army FM 8-250, para 19-2.a. is clear on measuring living space: "To minimize disease transmission, the sleeping space...is 72 square feet...per individual, exclusive of stairs, halls, latrines, utility rooms."

The squad bay area of barracks 589, 591, 599, and 601, is 5243 sq ft, which supports 73 recruits each. Company limit should be **438** recruits.

By listing bed space as 552, the FY 2007 Master Projection Plan is in violation of MCO P11000.22, para 2104.2, by pre-planning for a continuous waiver of the minimum space standards. The RTO should require a preventive medicine consult when standards are waived.

- f. **Large companies suffer more health problems.** Crowding increases infectious disease. 1996 CDC guidelines recommend 36 inches between infectious and susceptible patients. Barracks 589, 591, 599, and 601,

with lengths of 108.66 feet, should contain eighteen 36-inch double racks a side. 72 recruits per squad bay limits company size to **432**.

- g. **Large companies exceed T/O.** In the enclosure, 11% of cycles fielded seven platoons. This required separate barracks space and sometimes stretched DI teams down to two men. T/O 7322A, dtd 5 Feb 1987, is out-of-date. It reflects an eight-platoon company organization. In the enclosure, the average company fielded 19.2 DIs, 3.2 DIs for each of six platoons. Of the 201 platoons in the enclosure, 65% (131) were manned by three DIs. 33% (67) were manned by four or five DIs.
- h. **Large companies prevent training improvements.** No depot activities - medical, uniforms, transportation, classroom training, field training, the Crucible - can be optimized without a targeted company size. Quality suffers. Standards suffer. Throughput suffers. Industry has found that variation must be held in check before quality improvement can be initiated. This is a foundation lesson of Lean Six Sigma.

Large fluctuations in company size generate additional variables: numbers of platoons, numbers of DIs, platoon sizes, student-instructor ratios, and series or company track training schedules. These variables, in turn, inhibit our ability to optimize schedules, facilities, personnel, or resources, and lead to training inconsistencies, lower recruit performance, and wasted time.

Training recycles and lost training days require enormous amounts of additional time and energy and cause ripple effects throughout MCRD. Standardized company size is a prerequisite for quality improvements.

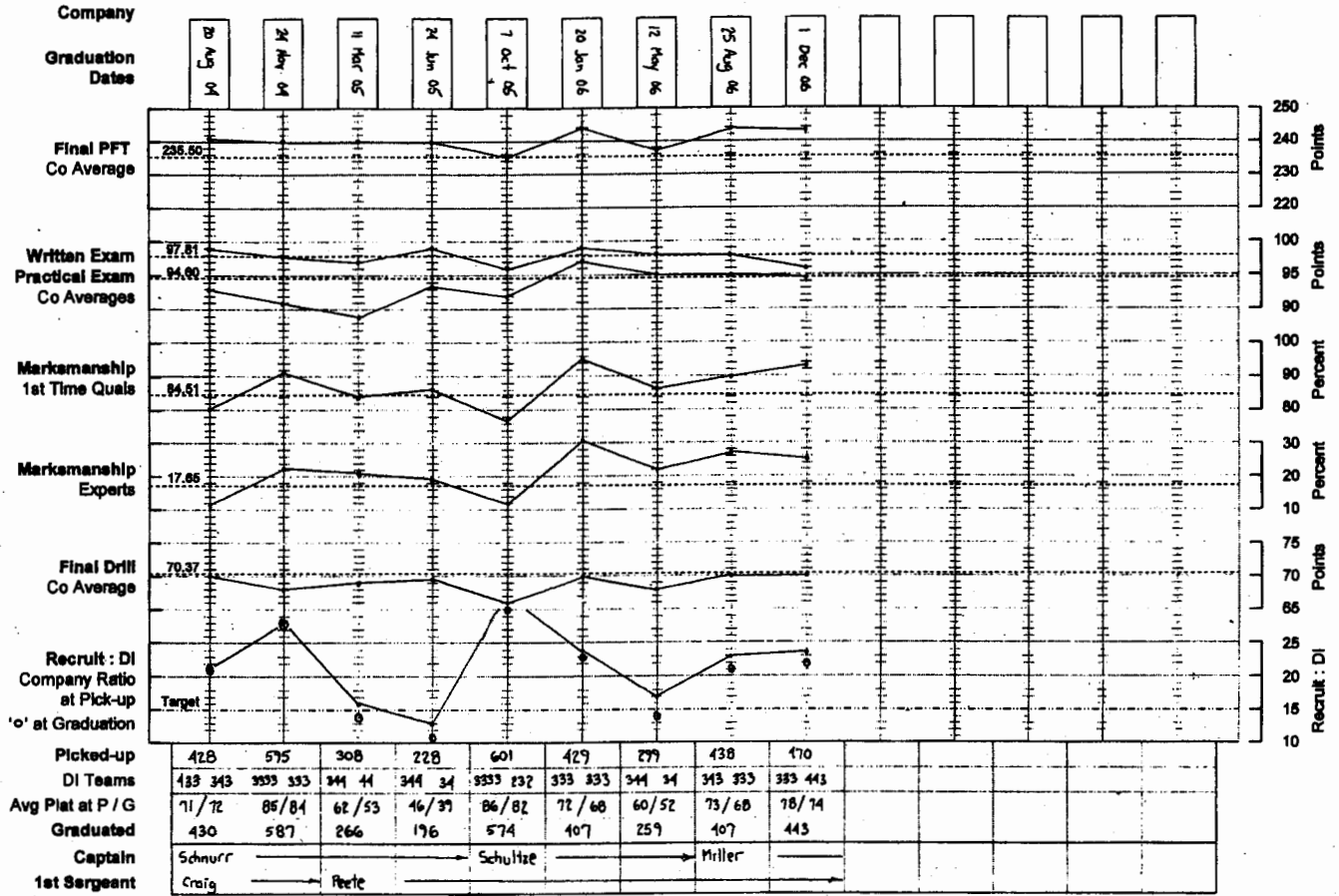
2. The future Marine Corps will need increased training standards in less time. This will require more efficient and effective training practices. A standard company size can increase training efficiencies and quality.
3. Company size should be driven by Marine Corps training effectiveness requirements NOT barracks space. New buildings should be sized to maximize the effectiveness of recruit training.
4. In the enclosure, 1st RTBn two-year average company size was **407**. The FY 2007 Master Projection Plan projects (1) over-600 company and (5) over-500 companies for 1st RTBn, (13) for the depot. Balanced across the year, however, 1st RTBn average will be **454**. This should be the standard.
5. **Recommendations.** CG PISC / ERR should standardize recruit training company size at **360**, waiverable to **420**. 600-recruit companies and seven-platoon companies should be prohibited. Since recruiting cannot be balanced across the year, RTR should be manned with sufficient capacity to train a continuous stream of 360-recruit companies. T/O 7322A should be updated to reflect twenty-four DIs per six-platoon company. Weaknesses in our organization should not be shouldered by DIs. Recruits and DIs deserve low recruit-to-DI ratios. The future Marine Corps will require it.

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Company Performance Indicators, 1st RTBn, Companies "A", "B", "C", and "D", (35) cycles, 2004 - 2006

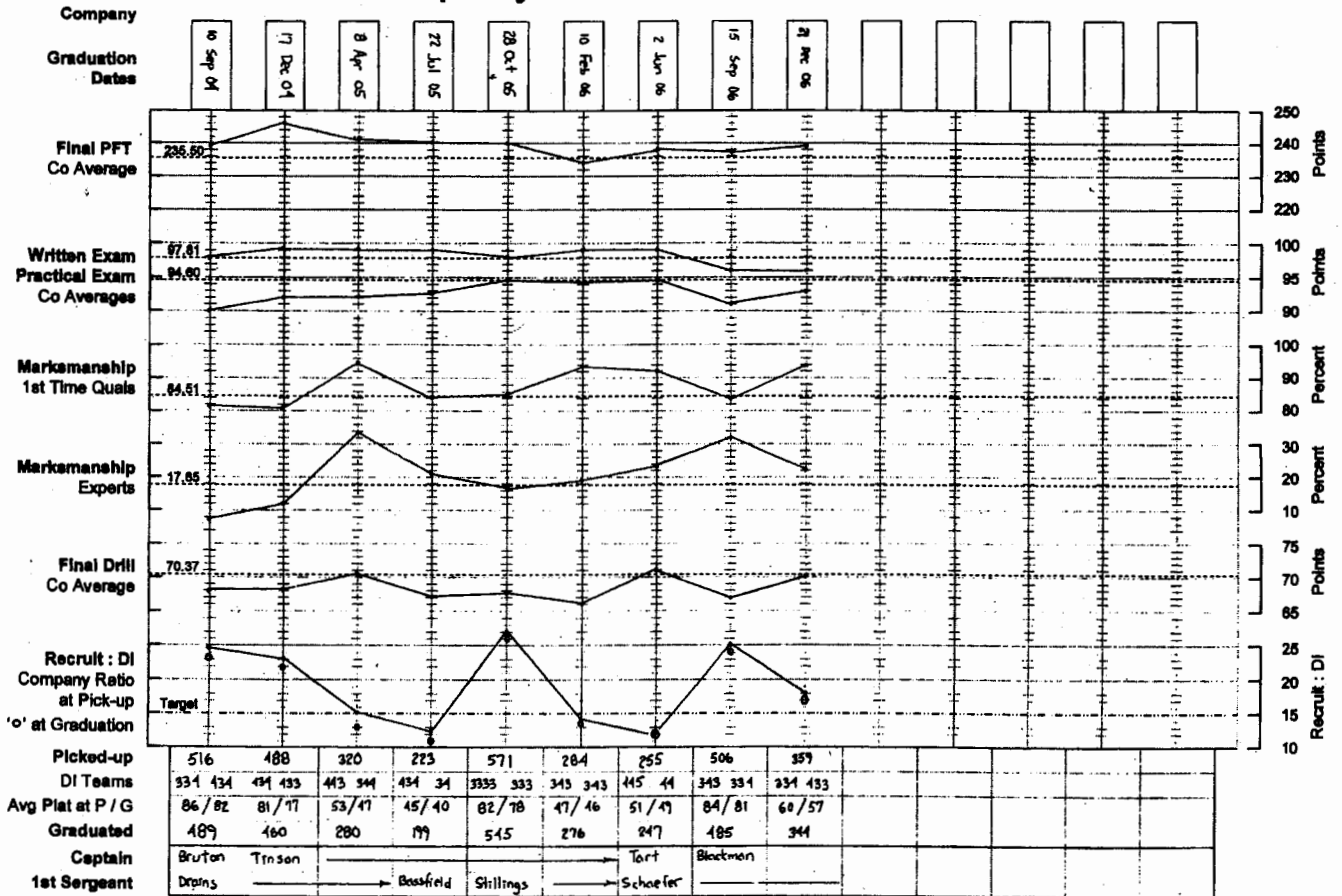
**A**

**Company Performance Indicators**



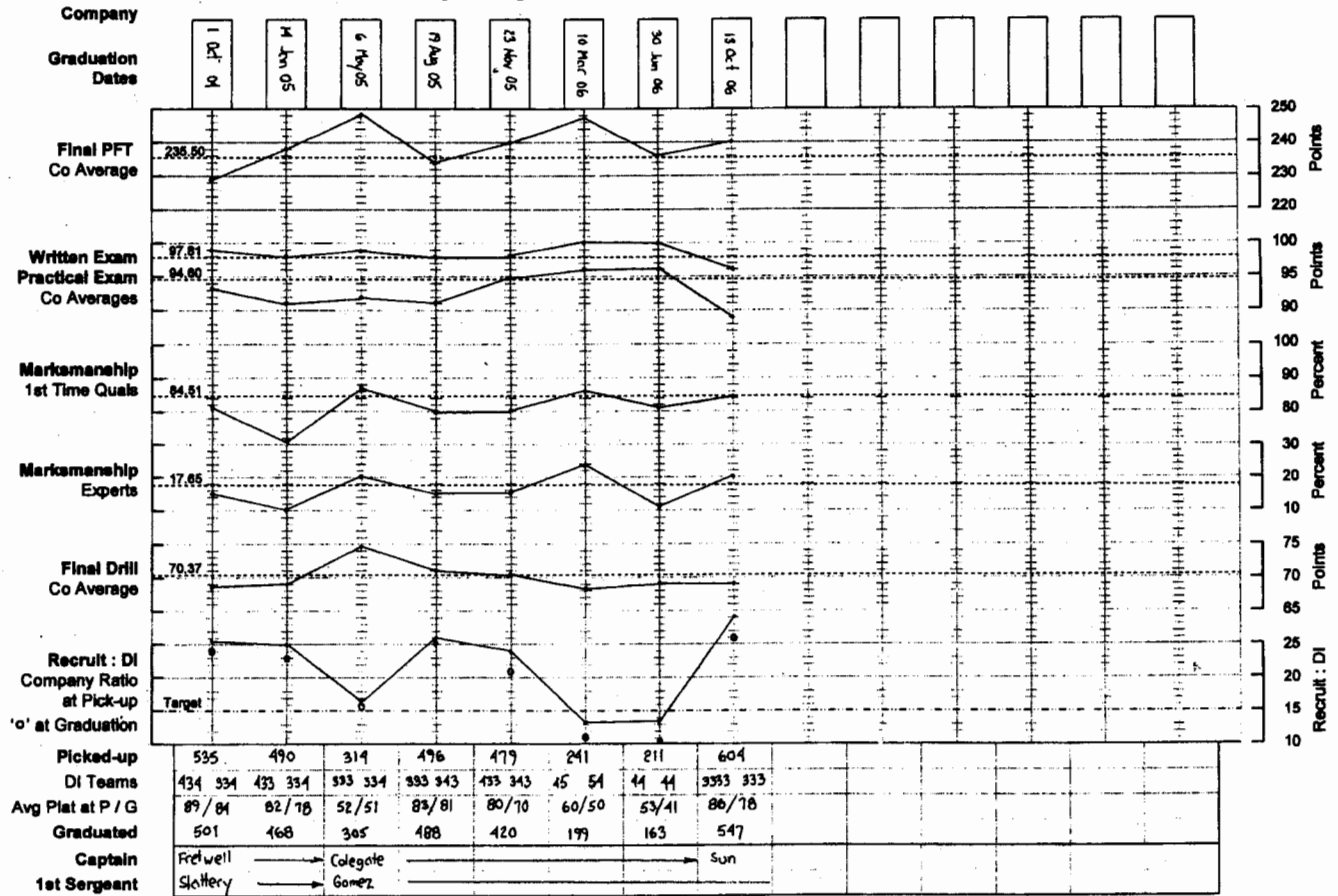
**B**

**Company Performance Indicators**



# C

## Company Performance Indicators



# D

## Company Performance Indicators

