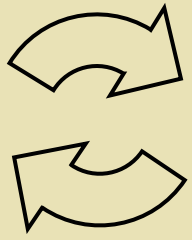


A collection of military medals and a compass on a wooden surface. The medals include a red ribbon medal, a blue ribbon medal, and two silver star-shaped medals. A pair of glasses and a thin rod are also visible. A compass is in the bottom left corner.

# Learn to See Waste in Recruit Training

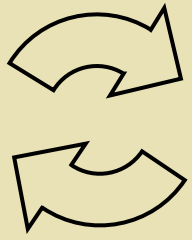
Most of our time does  
*not* make Marines.  
Where are our efforts wasted?



# Seven Types of Waste

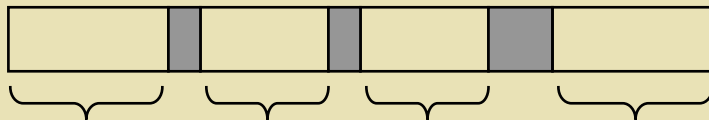
1. Transportation Unnecessary movement of recruits.
2. Inventory Recruits waiting to train.
3. Motion Unnecessary movement of instructors.
4. Waiting Instructors waiting to train.
5. Over-Processing Unnecessary training.
6. Over-Production Excess recruits trained.
7. Defects Under-trained recruits.



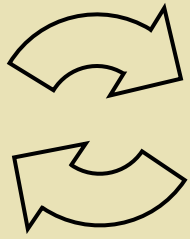


# What is Waste?

- ◆ Actions that do *not* make Marines:
  - Eating, Sleeping, Laundry, Washing
  - Movement, Waiting
  - Medical, Dental, Haircuts, Clothing
  - Admin, Legal, Urinalysis, Check-out
- ◆ *Entire* non-training events are waste  
Inside *each* training event is hidden waste



$$\frac{95\text{m training}}{1440\text{m / day}} = 6.6\%$$



# What is Value ?

## Value = The Voice of the Corps

- ◆ What type of Marine do we need?
  - NAVMC 3500.18 is MCCS = POI
- ◆ Value can *only* be defined by Marine units
  - Value is distorted by training organizations
- ◆ Capturing input takes effort
  - How well do our Marines meet unit needs?
  - What operating force needs are *not* being met?

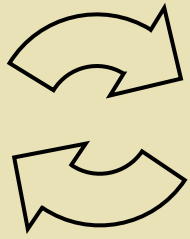




# Some Processes are *Value-Added*

	<b>Value Added</b>	Non Value Added	
◆ Sleeping		√	(8) hours per day
◆ Eating		√	(2.25) hours per day
◆ <b>PT</b>	√		
◆ <b>COD</b>	√		
◆ Free Time		√	(1) hour per day
◆ <b>MCMAP</b>	√		
◆ Haircuts		√	
◆ <b>Instruction</b>	√		





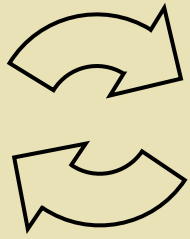
## Define *Value-Added*

- ◆ The customer – our units – really *wants* it
- ◆ The activity *transforms* the recruit
- ◆ The activity is done *correctly* the first time

## Define *Non-Value-Added*

- ◆ NOT valued by our Corps or our units
- ◆ NOT transforming
- ◆ NOT correctly done



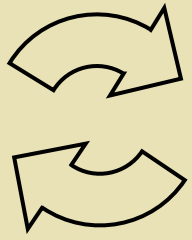


# 1. Transportation

## *All movement is waste*

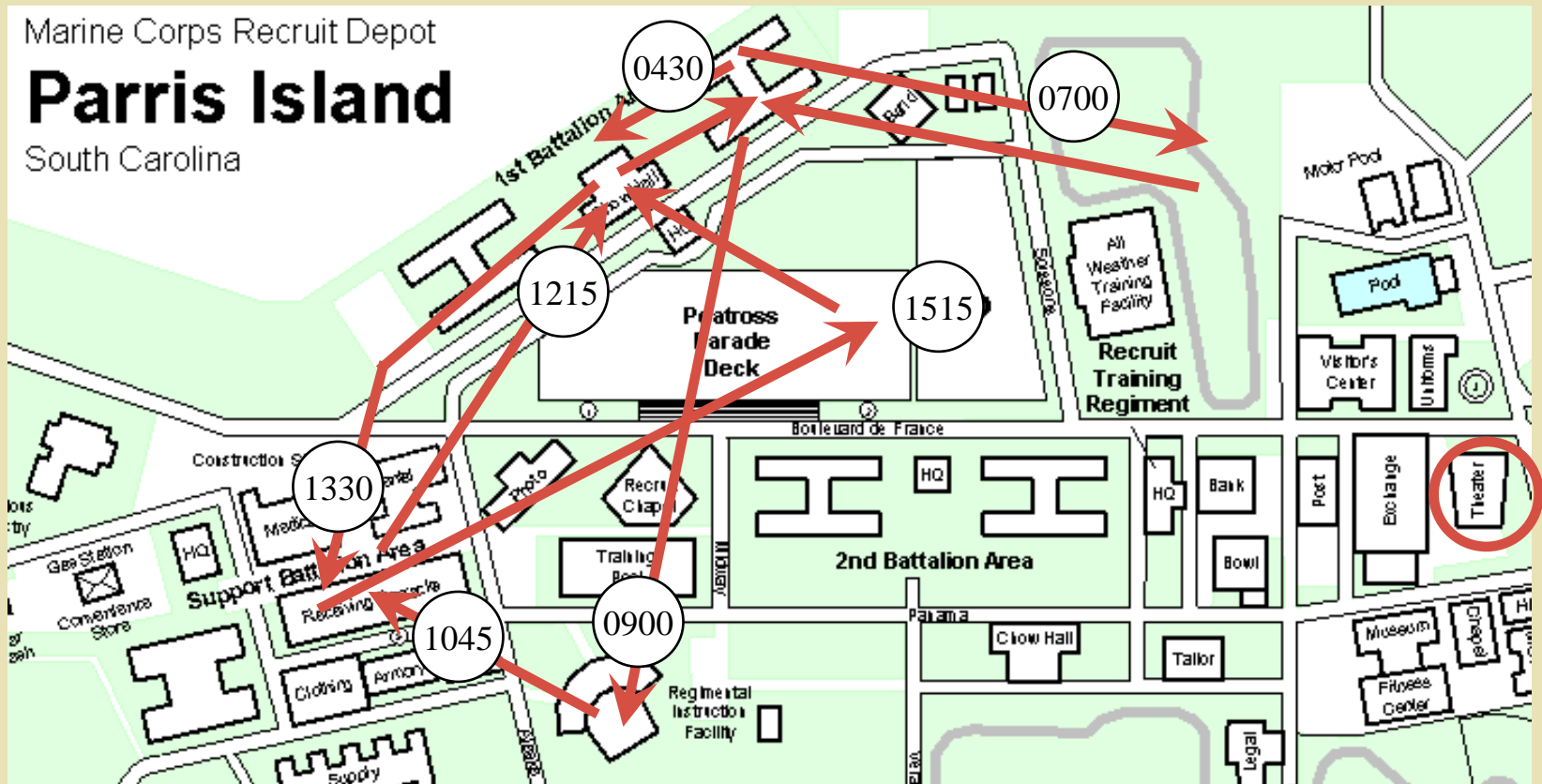
- ◆ Examples: *All buses are waste*
  - Zig-zag walk from LNS – chow hall – RTF: 2h
  - PFT at DI bridge, bus return: 2h
  - 20h of movement in Week-2
- ◆ Actions:
  - Schedule should minimize movements
  - Move *facilities* to minimize movements
  - Change venue to minimize movements
  - Bring instructors, bring chow: to recruits



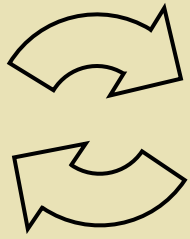


# All Movement is Waste

- ◆ Moving and Transporting recruits is waste
  - Distant central facilities *increase* movement
  - Poor schedules *increase* movement





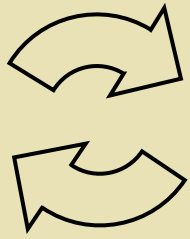


## 2. Inventory

*All waiting is waste*

- ◆ Examples: *All lines are waste*
  - Rappel tower: 40m of training in 4h
  - Swimming, land nav, team week
  - Photos, armory, inoculations, travel, clothing
  - *Serial events* train two or three recruits at a time
- ◆ Actions: *Smaller units, more rotations*
  - Round-robin multiple events / multiple units
  - Shrink unit size from company / series / platoon
  - Increase capacity of events: (2) travel clerks?
  - Build multiple, smaller, local facilities





# 5. Over-processing

*All “nice-to-haves” are waste*

## ◆ Examples

- CWS-3, CWS-2
- “John Glenn is a famous Marine”
- “Stack arms” / “Column of files from the left.”

## ◆ Actions

- Update NAVMC 3500.18. Execute order.
- Curriculum Discipline. Rein in instructors.
- Observe training. Schedule only time needed.

## ◆ If we *were* at war, what would you cut?



# 7. Defects

*Under-trained recruits = wasted time*

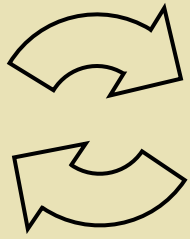
## ◆ Examples:

- MTP: Marksmanship Training Platoon effort
- MCMAP leniency
- Battalion Commander's Inspection results

## ◆ Actions: *Improve training effectiveness*

- Hold trainers accountable for performance
- Evaluate more strictly: written and prac app
- Use separate evaluators, not trainers
- Flunk. Schedule time for re-evaluations





# Learn to See Waste


## Find Non-Value-Added Activities

- ◆ Some are needed:
  - Sleep, Chow, Free Time, BDR
  - Some *seem* important: Admin, Reports
- ◆ Some are pure waste:
  - Movement, Waiting, Defects
- ◆ *Streamline* the needed activities  
*Cut* the pure waste  
*Train* effectively on critical tasks.





# Handouts For Further Information

- 
- ◆ *Only 24% of Week-2 is Training?*
  - ◆ *Lean Training Ideas*
  - ◆ The concepts of *waste* and *value-added* are part of the *Lean Manufacturing* discipline:
    - *Lean Thinking*
    - *Lean for Dummies*
    - *Lean Six Sigma for Service*

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