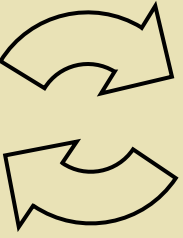



A collection of military medals and a compass on a wooden surface. The medals include a red ribbon medal, a blue ribbon medal, and two silver star-shaped medals. A pair of glasses and a compass are also visible.

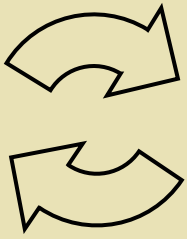
Only 24% of Week-2 is *Training*?

76% of our time does
not make Marines.
Schedules, facilities and
capacities must improve.



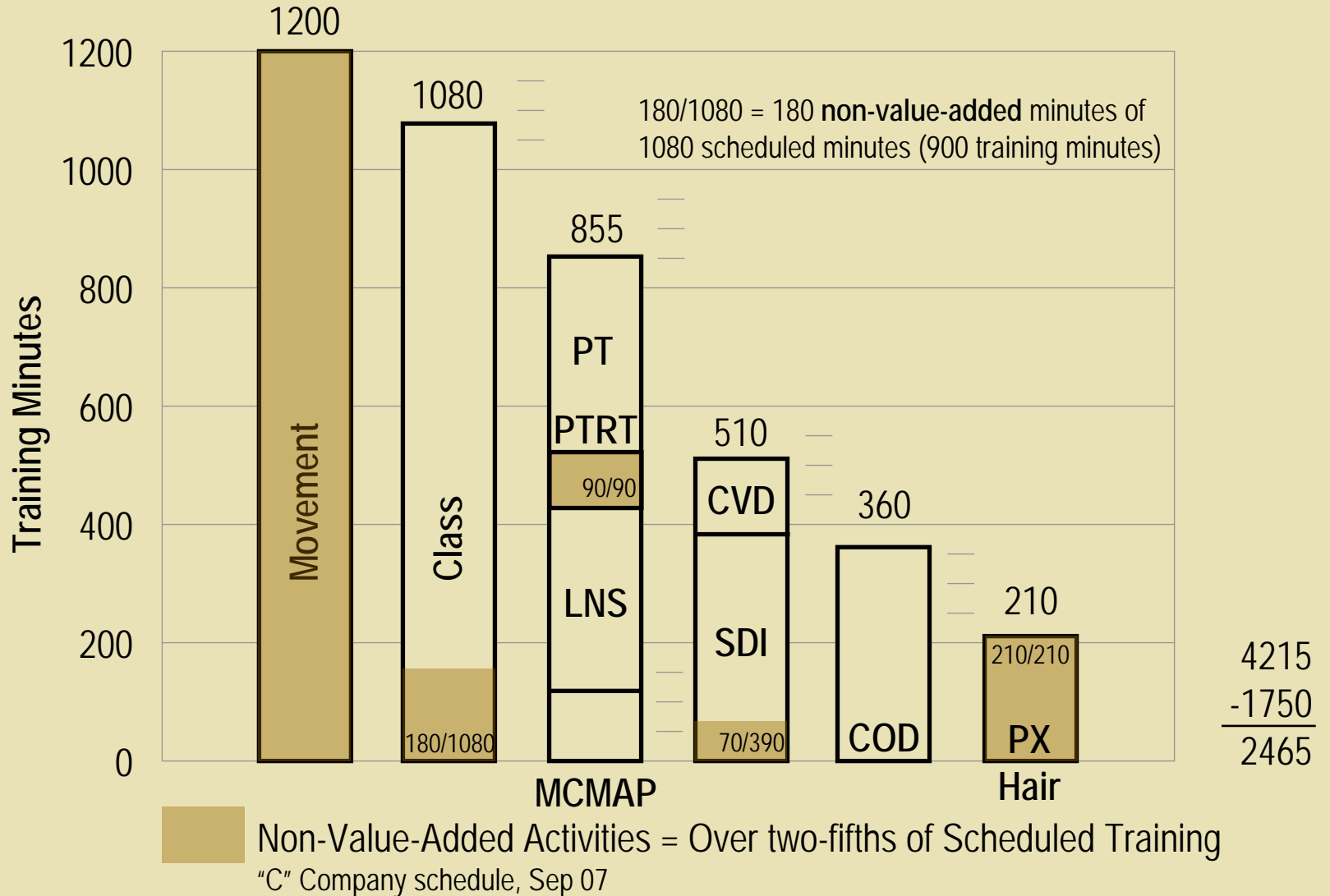
“There’s not enough training time” is a myth

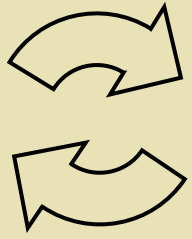
- 
- ◆ The 12-week Schedule is a strategic gift.
 - ◆ We waste most of the time we have.
 - In Week-2, only **24%** of time is training.
 - In Week-5, only **14%** of time is training.
 - Week-6, -7, and -8 are equally low
 - ◆ *Schedule* decisions are critical.
Facilities decisions are training decisions.
Capacity decisions are haphazard.



Week-2: 4215 Training Minutes of 10,080

Only 2465 minutes make Marines: 24%

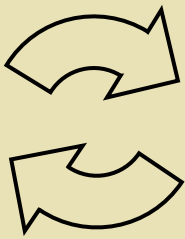




Week-2: Insights

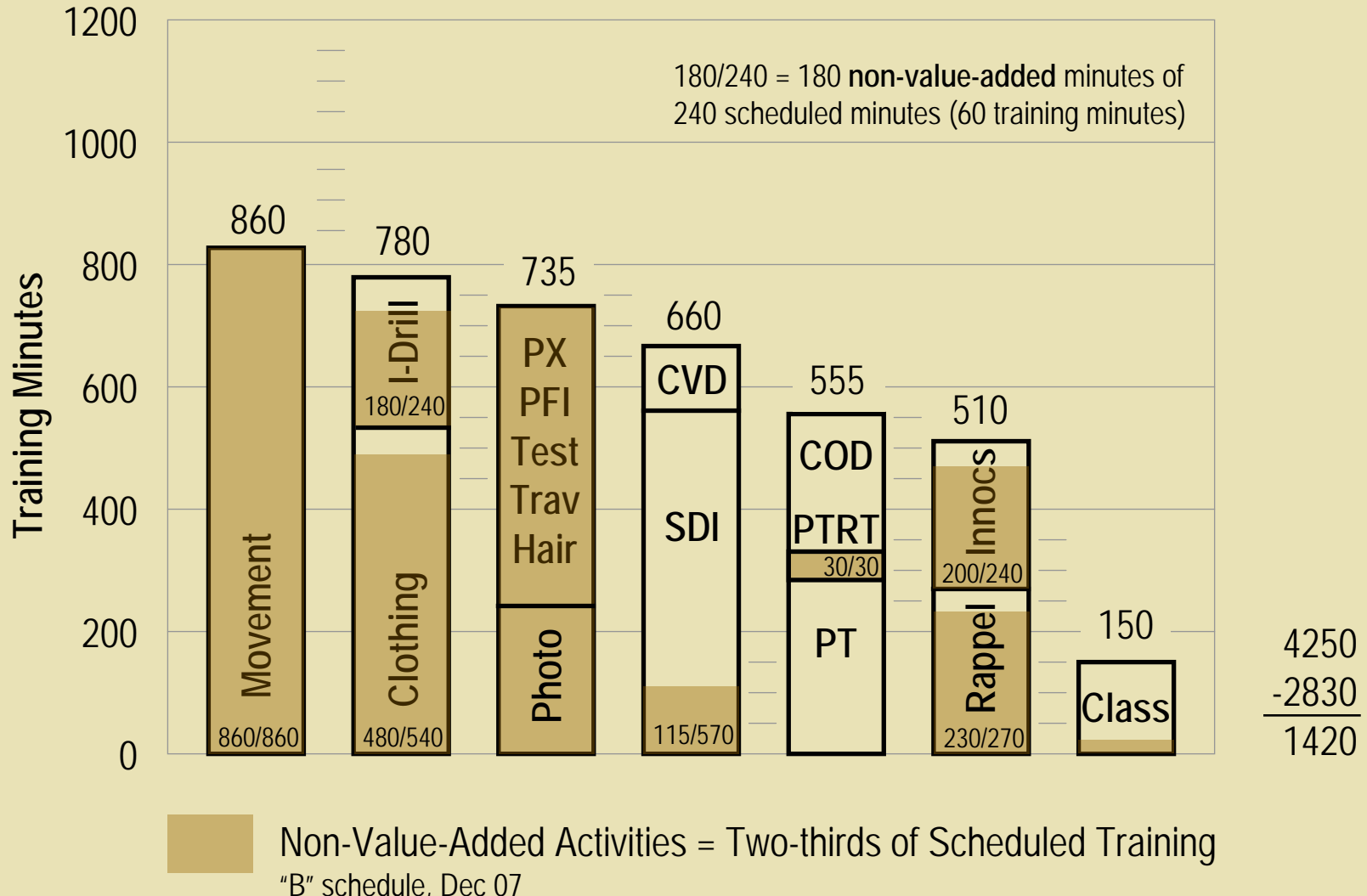
- ◆ *Movement: (20) hours of non-training*
- ◆ *All movement is waste. All buses are waste.*
 - Distant central facilities *increase* movement
 - Poor schedule decisions *increase* movement
 - Zig-zag: classroom to haircuts to theater
 - Once you go somewhere, *stay there*: Bring the trainers and the chow to the recruits.
- ◆ Recruit Jones was transformed during 2465 minutes of Week-2: **24%**

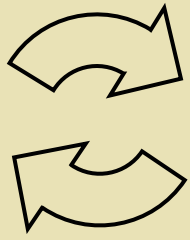




Week-5: 4250 Training Minutes of 10,080

Only 1420 minutes make Marines: 14%

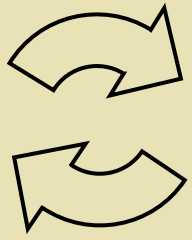




Week-5: Insights

- ◆ *Serial Events* train two or three recruits at a time: Over (30) hrs of non-training.
- ◆ *All waiting is waste. All lines are waste.*
 - Inoculation, Rappelling, Clothing, Initial Drill: (200) minutes versus (1290) scheduled
 - Serial Event execution *increases* waiting
 - Large size of units *increases* waiting
 - Capacity of event *increases* waiting
- ◆ Movement: (14) hours of non-training
- ◆ Recruit Jones was transformed during 1420 minutes of Week-5: **14%**






What is to be Done?

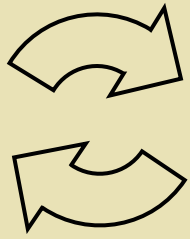
- ◆ Analyze one week to find *movement* waste
 - Schedule less movements, more effectively
 - Use facilities more effectively
 - Decentralize training facilities and instructors
 - *Stay put*: bring trainers, bring chow, to recruits
- ◆ Execute *serial events* more effectively
 - Standardize: **Smaller units, more rotations**
 - Increase and standardize capacity of each event:
 - “Pool: 40 recruits qualify in one hour.”
 - “Armory: 25 recruits per window per hour.”





Train 20% more Recruits on 20% More Tasks with 20% Less People in 20% Less Time

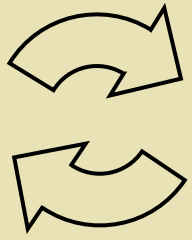
- 
- ◆ Re-Design Swimming. 85% pass in 4 hours.
 - ◆ Re-Design Team week. Cut Overtraining.
 - ◆ Schedule fewer turnovers to cut delays.
 - ◆ Find waste *inside* events. Combine events.
 - ◆ Increase DI instructor responsibilities.
 - ◆ Use local classrooms to cut movements.
 - ◆ Standardize unit size and event throughput.
 - ◆ Cut non-training events and visits.
 - ◆ Train leaders to recognize waste.



Why Save Hours?

- ◆ *More* quality training for the Marine Corps
 - Recruits are better-trained on existing tasks
 - New tasks, new instruction can be added
 - More recruits can be trained
- ◆ Less ad-hoc, off-schedule, irregular events
- ◆ Saves Marine instructor man-hours
- ◆ Save money, Saves Civilian FTE
- ◆ Stronger entry-level training process






(1) Hour = Half a Million Dollars

- ◆ (1) recruit training hour costs ~\$25.00
 - \$52,326 training cost per recruit / 86 days =
\$608 per day / 24 hours =
\$25 / hour
- ◆ (1) training hour x 19,500 recruits per year
= **\$487,500**



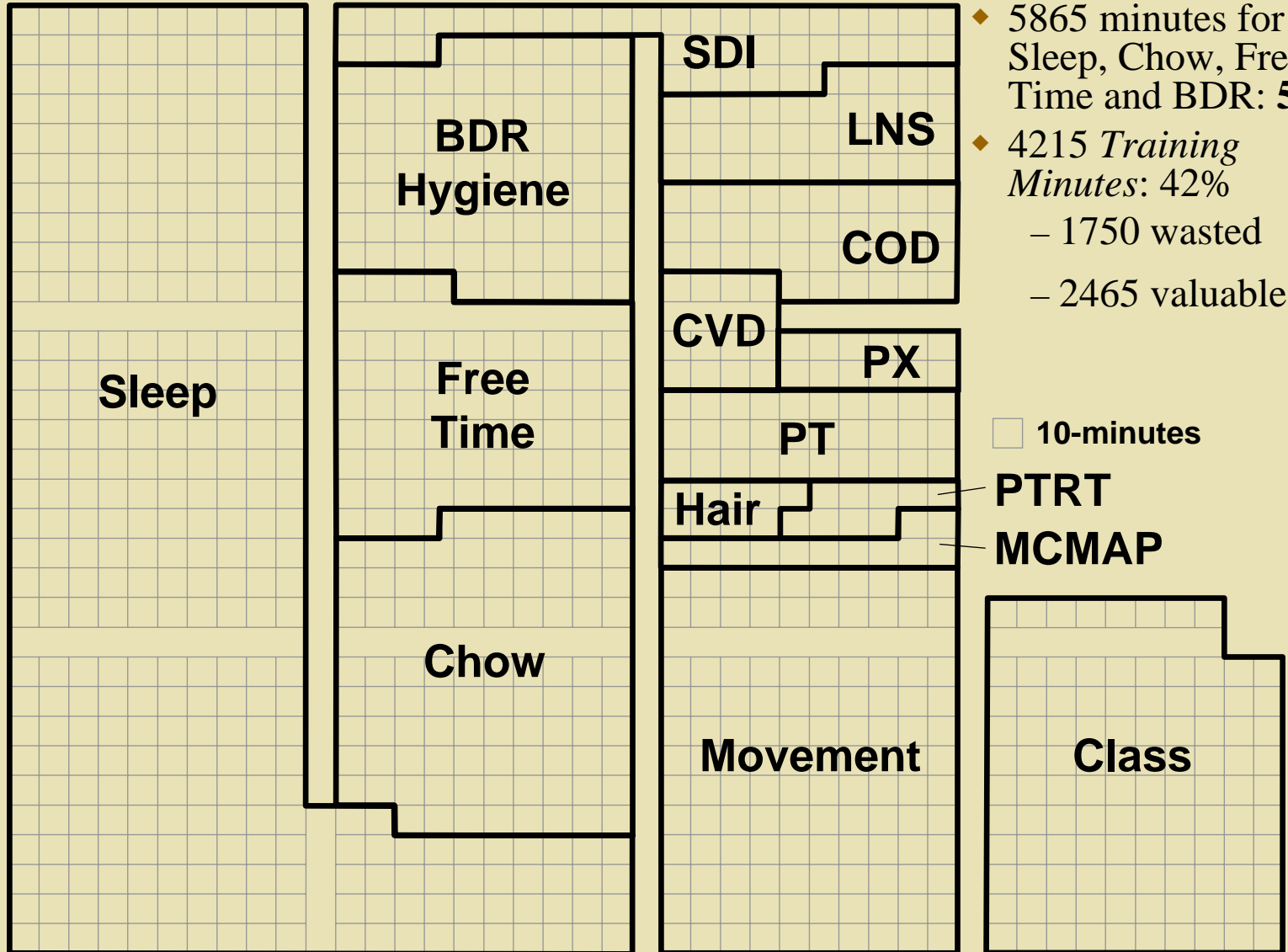
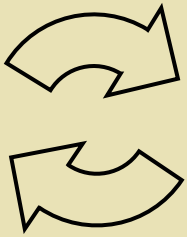


Handouts For Further Information

- 
- ◆ *Learn to See Waste*
 - ◆ *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*

Outlines available: brendan.mcbreen@usmc.mil
or online at: <http://www.2ndbn5thmar.com>

Week-2: 10,080 Minutes



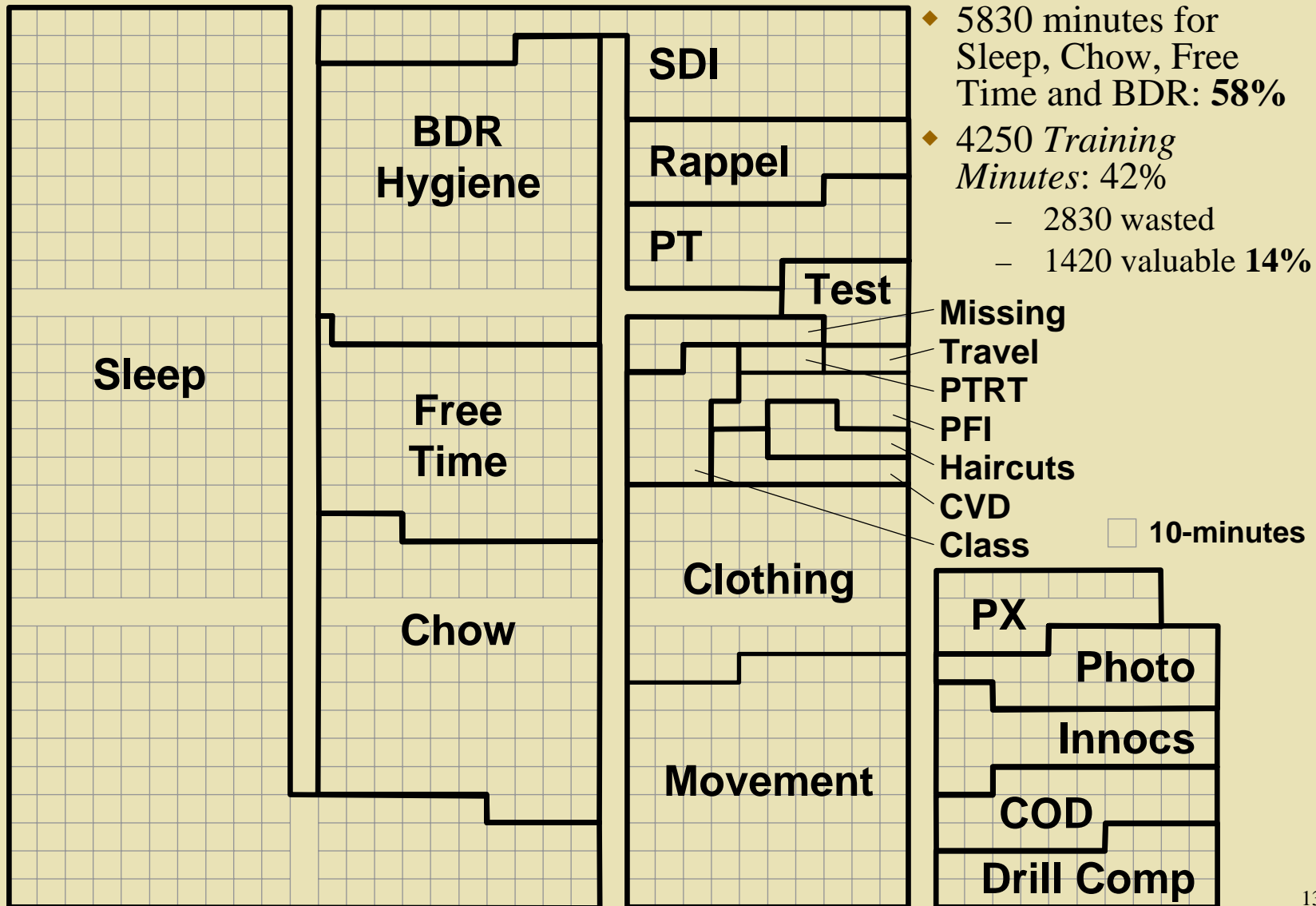
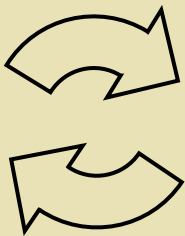
- ◆ 5865 minutes for Sleep, Chow, Free Time and BDR: **58%**
- ◆ 4215 *Training Minutes*: 42%
 - 1750 wasted
 - 2465 valuable **24%**

□ 10-minutes

PTRT

MCMAP

Week-5: 10,080 Minutes



All Transportation is Waste

- ◆ FY07: SOI-E drove 550,881 vehicle miles
 - At 15mph average on-base:
 - 550,881 miles = 2,203,524 minutes *driving*
- ◆ 36,725 Hours of wasted time
 - Plus waiting, loading, and unloading
- ◆ How many man-hours?
- ◆ How much *training* could have been done?



Low Percentage Training Days at Parris Island
 Extracts from Series Commander's Log Books, 1st RTBn 2007

T-Day	Date	Unit	Training Event	Scheduled	Actual	Percent Training	Notes on Individual Rct Training Time
TD-10	070330	D	Shots / Haircuts / Remedial Training	0530-1200			Shots 11m + Haircuts 1m = 12m of training in 300m [4%] then 90m of non-value-added remedial training
TD-10	070330	D	COD / SDI Time	1230-1630			120m of COD in the afternoon 232m training this day in 600m [35%]
TD-13	080603	C	Movement / Chow	1130-1230	1030-1230	None	Finish MCMAP at 1030. Move <i>past</i> RTF to chow hall, then back. Move 20m + chow 20m in 120m.
TD-17	070407	D	History IV	1030-1200	1030-1110		40m of class 50m of COD
TD-20	070411	D	Pool: Brief / CWS-4	1300-1700		25%	Majority of Rcts ~85% qualify in 60m Remediation goes 24 more hours through TD-25
TD-23	070414	D	SDI Time / Core Values	1330-1630		33%	Actually 60m CV, 2h COD
TD-24	071217	B Lead	Gas Chamber	180m	105m	58%	Individual Rct training much less
TD-24	071217	B Lead	Rappel Tower	270m	150m	55%	Individual Rct 1m on Rappel tower + instruction
TD-24	071217	B Foll	Haircuts	60m	14m	23%	(Move 10m), Wait 19m, Haircuts 14m 1m per Rct [2%]
TD-24	071217	B Foll	Gas Chamber	180m	219m	Exceeded Schedule	(Move 44m), Wait 67m, Gear issue 29m, Class 86m, Gas 37m. 100m per Rct
TD-24	071217	B Foll	Rappel Tower	255m	82m	32%	(Move 9m), Gear issue 9, Class 40m, Wait 99m, Rappel Entire Series 42m (1m per Rct x 4 stations)
TD-26	071219	B Foll	Photos	240m	176m	73%	Entire Series 176m, Each Rct 11m [5%]
TD-26	070418	D	Photos	1300-1700 240m	1300-1500 120m	50%	11m per Rct [5%] 120m COD to fill time
TD-26	070419	D	O-2 Clothing	0700-1700	0700-1700		33m per Rct [6%]
TD-27	071220	B Lead	O-2 Clothing	540m	240m	44%	300m unused
TD-27	071220	B Foll	PX Call	120m	0941-1015 34m	28%	(Move 10m), Wait 29m, PX Call 34m
TD-27	071220	B Foll	Photo	240m	84m	35%	Each Rct 11m [5%]

T-Day	Date	Unit	Training Event	Scheduled	Actual	Percent Training	Notes on Individual Rct Training Time
TD-28	071221	B Lead	Inoculations	240m	75m	31%	Unused 165m Each Rct 11m [5%]
TD-28	071221	B Foll	PFI	90m	24m	27%	(Move 19m), Wait 49m, PFIs 24m
TD-28	071221	B Foll	Inoculations	240m	53m	22%	(Move 9m), Wait 81m, Inoculations 53m Each Rct 11m [5%]
TD-50	070516	D	Table 2	0600-1630	0845-1200	31%	Done five hours early
TD-51	070517	D	BWT: Combat Moves	0700-1700	0700-1500	80%	Done two hours early Wait five hours (including chow) for night class
TD-52	070518	D	BWT: IA Drills / Assault	0700-1630 570m	0700-1430 450m	79%	Done two hours early
TD-63	070531	D	Performance Testing	0700-1100 240m	0700-0830 90m	38%	Done 2.5 hours early Each Rct 16m [6%]

"B" Series Commanders' Notes on TD-24 through TD-28	Trends
<p>"B" Lead (5) Events: TD-24 through TD-28, December 2007:</p> <p>Total Training Time Scheduled: 24:30 1470m Total Time Training 10:00 600m [41%] Total Time Wasted 14:30 870m [59%]</p> <p>"B" Follow: 182 Recruits (9) Events: TD-24 through TD-28, December 2007:</p> <p>Total Training Time Scheduled: 1785m Total Time Used 1242m Total Time Wasted 543m</p> <p>Training Activities 843 [47%] Waiting 399 [22%]</p> <p>Movement Time 117m</p>	<p>1. Serial Events, where 1 recruit trains at each of a limited number of stations, are the worst time-wasters:</p> <p>Haircuts = 1m Pugil Sticks = 19m Rappel = 51m Inoculations = 11m Photo = 11m Prac App Test = 16m SAW = 5m AT-4 = 6m O-Course = 4m</p> <p>Also Confidence Course, Orders, Pay Bills, and Travel. Recruits train during small slice of multi-hour training blocks. Reduce the scheduled unit to platoon (not company), increase the capacity of each event, and repeat the event multiple times.</p> <p>2. Waiting, for units, for instructors, for transportation, wastes time. Complex schedules, with too many organizations, are the fault.</p>