Training Philosophy

Ref:  
(a) FM 25-101 Battle Focused Training, September 1990  
(b) MCRP 3-0A Unit Training Management Guide  
(c) MCRP 3-0B How to Conduct Training  
(d) MCO 1553.1B The Marine Corps Training and Education System

"Train adults by instilling pride. Make them want to learn by motivating journeymen to become masters in the ancient guild of soldiering."

– Von Steuben

1. Training Overview

- A unit has only two purposes: to fight, and to prepare to fight. All else is distraction.
- The army with the best-trained small units will prevail.
- In the MC, training individual and unit tasks, is different from education.
- Individual Tasks are for individuals. Collective Tasks are for units.

a. Commanders train one level down and evaluate two levels down. Commanders:

- Communicate a vision of the unit’s mission. Set expectations.
- Train the trainers
- Accept mistakes
- Protect units from distracters

b. Training Principles

- **Train as a combined arms team.** Maintain habitual relationships with attachments. Train as units, even during field days and working parties.

- **Train as you fight.** Train with who you have. Casualties, loss of leaders, night, extended periods of time, and jamming.
  – Night and adverse weather training is key to success in combat
  – Night training is the only way to learn NVG equipment.

- **Use doctrine.** MCO 1510.35C sets infantry individual standards. MBST does NOT apply. Where no standards exist, write your own. Focus on fundamentals

- **Use performance-oriented training.** Marines learn best this way. All standards are binary. All hands know the standard. Use and modify the reference. Leaders demand that standards are achieved. *Train to standard, not to time.* Times on training schedules are only a guide. Plan time for retraining. Train longer on fewer tasks to higher standards. Later, increase conditions, maintain standard. Focus on the performance of a task.

- **Train to challenge.** Tough, realistic and safe. Realism attempts to recreate the stress, unpredictability and high pressure of actual combat.

- **Train using multiechelon techniques.** Simultaneously train more than one echelon on different tasks. Multiechelon training must occur during all collective training. Specific individual tasks must be planned. When training is not yours, prepare to train to your needs. Avoid wasted time during HHQ events.
• **Train to maintain.** Maintenance is on the schedule: Marine, gear, barracks, weapons, vehicles.

• **Make Commanders the primary trainers.** Train leaders, train units. The leader is part of the unit. The leader is the unit’s trainer.
  - Train the leader with the unit, even in schools.
  - Officers teach collective tasks, NCOs teach individual tasks.
  - Squad Leaders train squads. Need standards, time and assets.

c. **Battle Focus.** All peacetime training is derived from wartime missions and requirements. Essential linkage between unit METL collective tasks and individual tasks must be understood by all hands. *Selection and training of individual tasks is an NCO responsibility.*

d. **Training Management.** Wartime Mission defines METL. Cycle: **Assessment to Planning to Training to Evaluation** (to Assessment)

2. **Training Standards.** The Commander determines unit METL from plans and publications. HHQ approves METL. All standards form a pyramid in support of a mission.

a. Subordinate commanders select collective tasks to support METL.

b. Subordinate commanders select Battle Drills. Battle Drills are small unit collective tasks which are executed instinctively on short command: weapons drill, vehicle drills, IA drills.

c. **NCOs are the primary trainers of Marines.** NCOs select individual tasks (MCO 1510.35C is *not* MBST) to support METL. Use MC standards. Write stricter standards.

d. Setting a standard consists of two parts:
   1. Writing or referencing a measurable standard (Task, Condition, Standard).
   2. Writing an evaluation plan

e. Prioritize those tasks which support more than one METL.

f. **Training Objectives are tasks to be mastered.**

3. **Planning**

a. Assessment. Commanders use subordinates to assess unit capabilities. Pre-test units and individuals. **Assessment is binary.** Standard is ‘Y’ or ‘N’. If ‘N’, ‘needs practice’ is different from ‘untrained’.

b. **Battalion does long range training plan.**

c. **Time Management.** All hands need to know the system in place. One system is Green (Prime Training) - Amber (Mission) - Red (Support) cycle. Another is the system of ‘seasons’, Platoon season, Company season, Bn season.

d. **Planning Calendar**
   - Post time-management system cycles
   - Post required training
   - Schedule outside requirements
• Schedule Unit training

e. Short Range Planning. Write commander’s guidance
• Quarterly training briefing set goals. All leaders, attachments, SNCOs attend.
• Weekly training meeting is conducted by the commander, following standard agenda. Training Meeting converts training deficiencies into training events. All leaders attend. Meeting is principal tool to provide input into the training schedule.

f. Training Schedule. A signed training schedule is an order.
• A locked-in training schedule is prerequisite for trainer preparation: references, multiechelon training, support equipment.
• Prep time needs to be on the schedule. Both leaders and unit need prep time. Marines need to know when and where training will occur and what will be expected. Marines who pre-test out of training can be used as trainers or opfor.
• Should include mandatory NCO’s training time.

4. Execution. A unit executes training the same way it executes a mission. The chain of command is present, in charge, and responsible. Commanders must enforce the training schedule, provide resources and time to subordinates. NCOs must prepare, inspect, and move units IOT execute the training schedule.

a. Pre-Combat Checks. One hour for infantry company. This SOP must be done by NCOs prior to training as well as combat.
• Order briefed. Questions answered. Attachments briefed.
• Safety checks and maintenance checks.
• Marines, weapons and equipment inspected.
• Mission-specific gear issued.
• Comm checks completed.
• Ammunition drawn and issued.
• Rations and water drawn and issued.

b. Presentation of Training.
• Whenever possible, training must be done by chain of command.
• Do not use Marines as training aids. Train leaders with rehearsals or TEWTs prior to training units.
• Practice. No one learns anything by doing it once.
• After training, performance of task is evaluated. Evaluation time must be included.

c. Drills are limited to situations requiring instantaneous response. Two types - battle drill and crew drill.

d. Lane Training. Use STX to create realistic combat scenarios. Practice multiple times.

e. Use Competition.

f. Post-Operation SOP should be executed after training as well. Final training event should be training (Land Nav back by squads, call for fire on Bn CP).

5. Assessment. Always give feedback. Evaluate everything. Identify how a Marine will be evaluated before training begins.
a. Training is evaluated by credible observer, senior or equal to the leader being evaluated.

b. AAR should focus on training objectives and standards, allowing individuals to discover lessons. AAR is NOT a critique, and should NOT focus on events outside training standard of the day. AAR is four steps:
   - What was supposed to happen?
   - What happened?
   - What was right or wrong?
   - How will we do it next time?

c. AARs must be planned. Select and brief observers on purpose of training.

d. Record task completion for tracking.
Inspections

“A unit does well those things the commander inspects.”

1. Inspections are a tool to support training.
   
   Set Goal - Train - Inspect.
   
   a. Commander issues standard to be inspected. Standard must be clear and well-understood.
   
   b. Commander provides time in schedule and due date to meet standard.
   
   c. When dictated by Commander (or when unit is ready) Commander inspects unit.
      
      • Unit leader reports, “Sir, Unit is formed. Standards 1, 2, and 3 are ready to be inspected. Standard 4 is NOT.”
         
         – Leader is responsible for unit preparation.
         
         – Commander does NOT inspect standard 4. A declared discrepancy by the unit leader is better than lying “All ready” and then failing.
   
   • Inspection is binary: Pass or Fail. If three standards are being inspected, each is separate: PASS, PASS, PASS.
   
   • Inspector does not keep a discrepancy list, inspectee does.
   
   • Inspections are spot checks. Every man does not need to be inspected. If one man’s gear is not marked, unit fails inspection. Again, unit leader has already reported unit ready, so someone has already checked. When a unit leader reports “All ready” maybe no one needs to be inspected.

2. Well-defined goals allow sub-units to train outside limitations of schedule.
**Competition**

1. Competition is catalyst for training. Encourage junior leaders to train well in order to compete well.

2. Examples

   a. Gurka ‘Quietest Man’ competition. Each platoon holds internal competition to nominate one man for company competition. Company competition: In pitch blackness, each competitor completes seven events: eat MRE, load / unload weapon, build poncho hooch, assemble ranger roll, change radio batteries, transmit radio call, dress / undress gear, find PLGR position, low crawl toward judges. One judge from each platoon sits 50m away acting as ‘ears’. Man with least number of identified activities wins.

   b. South African Army 78k two-day squad competition. South African Army races around Table Mountain. Teams that lose a member go in to the ‘social’ category, i.e. allowed to finish, but their time will place them AFTER the keen competitors.

   c. US Army ‘Air Assault Challenge.’ Eight events done by two-man teams: Obstacle course, Forced March (19k in 3 hours), AirAssault Sling Load, AirAssault Mark LZ, AirAssault Written Test, PFT, AirAssault Swiss Seat / Rappel Tower.

   d. Night Training Field Meet. Squad versus squad. Twelve events, each marked with a chem-light around the perimeter of an LZ. Each event is ‘run-throughable’ if the squad in front of you is not finished, you can complete event and pass them. Map problem, shoot azimuth, call for fire, assemble radio, tie a bowline anchor, weapons problem, casualty evacuation.

   e. Field Meet. Events should reflect current training objective and standards. Either individual or collective tasks or drills. Resupply run - pull cart full of water jugs to top of hill, map problem - elevation, azimuths, back azimuths, resection or intersection, PLGR problem, NBC problem, Radio problem, SALUTE report, recognize friendly and enemy equipment, SOP problem. Each event should reference standard training orders.

   f. Squad Trophy Competition. Hybrid competition based on:
      - US Army Expert Infantryman’s Badge
      - 75th Ranger Regiment ‘Best Ranger’ competition.
      - Royal Marine Commando Events

   **Day One**
   
   0500-0800  Squad Physical Readiness Test  
   0800-1200  Combat Subjects I  
               First Aid, NBC, Map Reading, Comm, Challenge, SALUTE  
   1200-1800  Emplace Squad Defensive Position  
   1200-1800  Combat Subjects II  
               Camouflage, range card, MG maint, claymore, AT-4, grenade  
   1800-2400  Land Navigation  
   001-0500  Bivouac

   **Day Two**
   
   0500-1100  Combat Transition Course: 15k route of obstacles, CFF, drills  
   1100-1600  Weapons Proficiency Live Fire (M16, M203, M249)  
   1600-2100  Bivouac  
   2100-0300  Bivouac  
   0300-0800  24k foot march to finish line.
g. US Army 'Best Ranger' Competition. Two-man teams.
   - M240G, M249, M16A2 Assembly - all parts mixed together
   - Army PFT
     - 52 pushups in 2 minutes (MAX is 82)
     - 62 situps in 2 minutes (MAX is 92)
     - 2 mile run in 14:54 (MAX is 11:54)
   - M16A2 Marksmanship. 50 rounds at pop-ups, 50 to 300m. 50% hits.
   - M136 AT-4 Competition
   - Rappel / Fast Rope
   - Canoe Race
   - Forced March. 30k in 6 hours.
   - Ranger Stakes Round Robin. Weapons assembly, non-elec demo, PRC-77, NBC, First Aid, Grenades, Knots, Moving under fire, RC-292, Claymore, Range estimation, CFF, Adjust Fire, Obstacles Course
   - Prusik climb and Rappel
   - Night Land Nav. 12 hours to find 6 of 11 boxes. (11 boxes = 30k)
   - 2k Obstacle (25 events) Course
   - Water Confidence Course
   - Helocast
   - Poncho Raft
   - 2.7 Buddy Run: Gear & Weapon in 24 minutes
Training Matrix

1. Matrix is a tool for company training planning. Training Matrix assists in identification, preparation and integration of tasks. Focus on tasks prevents focus on events.

2. Matrix is used during company training meetings. If meeting is done on Fridays, previous week can be reviewed as well as next week coordinated.

3. Row 1 is primary training to be done during the week.
   - Blocks 1 and 2. Training week and training year week.
   - Block 3. Collective tasks for company and platoons. Stick to the METL. During support cycles, tasks are usually limited to leader and individual tasks.
   - Block 4. Critical leader tasks to support collective tasks.
   - Block 5. Individual tasks to support collective tasks.
   - Block 6. Drills to support collective tasks.

4. Row 2 is secondary training done to prepare for upcoming training.

5. Row 3 is retraining. On reviewing the past week’s training, add those tasks which required retraining. Retraining time must be put into training schedule. There is no retraining for collective tasks.

6. Blocks 9, 10, 12 & 13 are NCO time.

7. Company Training Meetings should cover six weeks of matrices. Matrices especially help orient observers for evaluation plan.
Colonel Hans Gotthard Pestke  
Wehrmacht, FRG Heer  

Notes on Training - Interview May 1982  

1. 5 Points to an outstanding Army  
   a. Mission Type Orders. The capability of a soldier to act, especially under extreme circumstances, completely and totally self-sufficiently.  
   b. The soldier must feel superior to the enemy.  
   c. The soldier must trust the commanders.  
   d. The soldier needs excellent equipment and logistics.  
   e. The soldier needs to receive excellent training. The soldier must be trained to make his own decisions on the battlefield, not wait for orders.  

2. To evaluate decision making skills, provide people a chance to make decisions. See how they react in stressful situations: Wargames, mapex, sand tables. Praise the man who makes the decision, again and again. This is how to train NCOs.  

3. Combat realism is never possible. Do not spend money to attempt to recreate it. Put people under stressful circumstances if you want to see their capabilities. The ‘eye and mouth’ of a critical umpire is more important than ten simulated detonations.  

4. The quality and effectiveness of the German NCO in WWII was due to the fact that he was not just able to lead his squad, but he could also make a valuable contribution - think himself into the position of the platoon or even the company commander. We asked squad leaders, “Answer me! What are the intentions of the next higher unit!” If he knows this, he is able to fulfill his mission orders.  

5. Selectively use history. Cite examples of how soldiers and NCOs turned the battle in the decisive moment by being able to make a decision on their own. Do not use great generals or heroes. The man needs to know that his decision, and the decisions of his peers, are important and crucial in combat. This is the teaching point. The German Army publishes a journal, NCOs Decide the Outcome of Combat. Examples are given were NCOs made decisions, on their own, which were crucial to the outcome of the battle.  

6. Combat decisions are always made by the one who is able to see the situation right there on the battlefield. The general might be a lot smarter, but in a situation like that, the lieutenant is much more important than the general.  

7. The training of the German squad leader was based on three areas: weapons, combat drills and the self-confidence borne of decisionmaking ability. Even recruits are praised if capable of making independent decisions - having the courage to take action. We look for this ability.  

8. Frederick the Great said “His majesty the King did not make you a staff officer because your knew how to obey. He made you a staff officer because you knew when not to obey. This principle of knowing when to obey and not to obey (to make an independent decision) is key. We call it ‘civilian’ courage. It should be called ‘soldier’s’ courage.  

9. We do not teach our soldiers to disobey. The mission is sacred. The ‘what’ and ‘when’ remain unchanged. But how to carry out the mission should be practiced at least once a day.  

10. Prior to WWII, tactical exercises took up half the training time.
Notes on Training

"Training Priorities of the German Army in North Africa"

1. Exercises of all types in MARCHING and COMBAT in open, sandy terrain.
2. COVER and CAMOUFLAGE in open terrain.
3. AIMING and FIRING of all WEAPONS in open terrain and at long ranges.
4. RECOGNITION of TARGETS without instruments. AIMING and FIRING in DAYLIGHT, at NIGHT, in glaring SUN, during twilight facing the sun, with the back to the sun, with the sun shining from one side, by moonlight and with artificial lighting.
5. Exercises in extreme heat.
6. Long duration exercises with no billeting.
7. Shelter construction in sandy terrain.
8. Night driving and over sand.
10. Orientation by compass and stars.
11. Driving by compass.
13. Laying and removing mines in sand.
Battle Drills

Encl:  (1) Squad and Team Battle Drills
      (2) Sample Platoon Proficiency Chart

1. **Battle Drills** are small-unit collective tasks that a unit executes automatically on a single command.

2. Because no orders are given and the drill is executed the same way each time, Battle Drills can only cover simple, repetitive combat tasks.
   a. The same Marines execute the same task each time the drill is run: BOF, Security, Recon.
   b. The same signals are used each time.
   c. Time standards are set after numerous rehearsals.

3. Crew-served weapons drills, vehicle drills and Immediate Action (IA) Drills are examples of Battle Drills.

4. Commanders select Battle Drills to support the Mission Essential Task List. The smaller the unit, the more tasks that can be standardized by Battle Drill training.
2604. Squad and Team Battle Drills

b. Movement to Contact

Battle Drill 2 Conduct Movement Techniques
Battle Drill 3 React to Enemy Fire
   - Direct
   - Indirect
Battle Drill 4 Cross a Danger Area
Battle Drill 5 React to an Ambush
Battle Drill 6 React to an Air Attack
Battle Drill 7 React to Artillery / Mortar Attack
Battle Drill 8 Break Contact
Battle Drill 9 Establish a Hasty Fighting Position
Battle Drill 10 Acquire Targets and Distribute Fire
Battle Drill 11 Conduct Fire and Movement
Battle Drill 12 Perform Offensive Actions at the Objective
Battle Drill 13 Knock out a Bunker
Battle Drill 14 Clear a Trenchline
Battle Drill 15 Conduct Initial Breach of a Mined Wire Obstacle
Battle Drill 16 Breach a Mined Wire Obstacle
Battle Drill 17 Breach a Minefield
Battle Drill 18 Clear a Minefield
Battle Drill 19 Consolidate and Reorganize
Battle Drill 20 Occupy, Prepare and Defend a Defensive Position
Battle Drill 21 Occupy, Prepare and Defend a MOUT Defensive Position
Battle Drill 22 Clear a Building

2605. Squad Combat Patrol Battle Drills

a. Prepare for Combat

Battle Drill 1 Prepare for Combat
   - Receive Order
   - Issue Warning Order
   - Plan and Coordinate Patrol Actions / Route / Support
   - Issue Patrol Order
   - Conduct Rehearsal
   - Conduct Inspections
   - Non-tactical Movement to IRP

b. Enroute to Objective

Battle Drill 2 Move to Objective
   - Establish AA
   - Establish IRP
   - Conduct a Passage of Lines
   - Conduct Movement Techniques
     - Halts
     - Passing of Count
     - Night Formations
     - Close Terrain Formations
     - Open Terrain Formations
     - Sectors of Observation
     - Silent Hand and Arm Signals
     - Security Halts
Immediate Action Drills (IA Drills)
Indirect Fire, Direct Fire, Near Ambush,
Far Ambush, Chance Contact, Freezes, Snipers
- React to Enemy Fire or Contact (IA Drills)
- Cross Danger Area
- Establish Rally Points (initial, en-route, tentative, nearside/farside, & objective)
- Establish Rendezvous Points
- Establish Clandestine Assembly Areas (CAA)

Battle Drill 3 Conduct a Hasty Ambush
Battle Drill 4 Conduct a Harassing Ambush or Destruction Ambush (Point / Anti-armor)

c. Actions at the Objective

Battle Drill 5 Establish an Objective Rally Point
Battle Drill 6 Conduct Leader's Reconnaissance / Reconnaissance of the Objective
Battle Drill 7 Perform Offensive Actions at the Objective
  - Secure
  - Make Contact
  - Conduct a Raid
  - Conduct an Ambush
Battle Drill 8 Secure Objective
Battle Drill 9 Consolidate, Reorganize and Reconstitute
Battle Drill 10 Establish a Rendezvous Point
Battle Drill 11 Withdraw
Battle Drill 12 Establish a Patrol Base
Battle Drill 13 Conduct a Stand-to Alert
Battle Drill 14 Conduct a Zone Reconnaissance
Battle Drill 15 Conduct an Area Reconnaissance

d. Enroute to Friendly Positions

Battle Drill 16 Establish Recovery Points (Primary, Secondary, Tertiary)
Battle Drill 17 Initiate Escape and Evasion Procedure
Battle Drill 18 Initiate Breaking Contact Procedure
Battle Drill 19 Initiate Infiltration Procedure
Battle Drill 20 Initiate Contact with Friendly Position
Battle Drill 21 Re-enter Friendly Lines

e. Return to Base Camp

Battle Drill 22 Conduct Initial Patrol Debriefs
Battle Drill 23 Conduct Patrol Inspection
Battle Drill 24 Conduct Final Patrol Defrief
Battle Drill 25 Prepare Patrol Report for S-2
### Unit Training Proficiency Chart

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**Figure B-4. Example of a Locally-Produced PPC.**

**Figure B-4. Example of a Locally-Produced PPC—Continued.**