

UNITED STATES MARINE CORPS
Logistics Operations School
Marine Corps Combat Service Support Schools
Training Command
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F107

STUDENT OUTLINE

MANAGEMENT OF A TRAINING PROGRAM

LEARNING OBJECTIVES

1. Terminal Learning Objectives: Given the Commander's guidance, manage a training program per the references.
2. Enabling Learning Objectives: Given the billet of a maintenance management chief, the references, and a requirement to establish maintenance/maintenance management training, identify the following:
 - a. Six training priorities.
 - b. Maintenance Management Officer's responsibilities.
 - c. Types of training to be conducted.
 - d. Elements of the annual training plan.
 - e. Training that must be mentioned in the Major Subordinate Command (MSC) maintenance management standing operating procedures (MMSOP).
 - f. Individual Training Standards (ITS).

OUTLINE

1. **PERSONNEL**. The success of the unit's maintenance effort rests on its personnel strength comprised of quantity and quality.
 - a. The numbers, grades, and allocations of the unit's personnel are the primary staff responsibilities of the G-1/S-1 and are determined by the unit's T/O as modified by manning (staffing goals) levels. Annually the MMO is responsible for coordinating a review of the T/O by equipment commodity section and advising the commanding officer and G-1/S-1 of recommended changes. Further, when logistics capability statement, concepts of employment, or capability statements

are changed, the MMO will coordinate the review of these changes by equipment commodity section to determine the impact. The MMO will submit to the G-1/S-1 any recommendation for personnel changes necessitated by these changes to the T/O cover page.

b. Within a unit, there are also personnel requirements which impact on maintenance personnel availability. (See MCO P4790.2_, pg 2-4, para 2002.2.a) The MMO's role in this area is two-fold.

(1) The MMO advises the commander and G-1/S-1 on assignment and use policies for maintenance and maintenance management personnel.

(2) The MMO assists the commodity officers and subordinate commanders with implementing management techniques to reduce the impact of personnel requirements for nonmaintenance functions.

2. MAINTENANCE TRAINING. Maintenance training is a command responsibility at all levels. The responsibility for training new personnel rests with every leader, from the detachment to the force level. Training can take many forms ranging from the highly formal classroom type to a shop floor demonstration.

a. MCO 1500.40 sets training definitions and establishes six training priorities. The first two priorities are mission-orientated training and skill progression MOS training. The remaining training priorities, in descending order are: functional training, professional development education, battle skills training, and MOS related training.

b. The unit MMO will ensure maintenance and maintenance management training requirements are included in the unit's annual training plan. An equipment operator is the key element in equipment readiness, since the equipment operator performs first echelon PMCS and identifies equipment defects. It is essential that both mission and MOS training requirements recognize the need for operator training. In addition to operator training, it is also necessary that training be conducted for supervisors. Supervisor training may address the same topics, with emphasis placed on the implementation, direction, control, and review of the program.

c. The annual training plan will include the commander's

policy on maintenance and maintenance management training. Further, it will include the minimum maintenance and maintenance management training requirements.

d. The MMO will coordinate with the G-3/S-3 and the commodity officers in the development of unit training schedules, preparation of standard lesson plans, documentation of training, and identification of qualified instructors to effect the most efficient use of the available training hours; for example, a class on tool control can be given to all commodity areas at the same time.

e. Maintenance personnel, maintenance management personnel, and their supervisors are highly encouraged to complete Marine Corps Institute (MCI) courses dealing with maintenance and maintenance management. One method of structured training would be to conduct group training, using MCI courses as a base.

f. Newly joined and inexperienced personnel must be teamed with skilled and experienced maintenance personnel.

3. FORMAL SCHOOLS. Formal schools augment the unit's training and improve the skills of personnel in the unit's maintenance program. The MMO will coordinate with the G-3/S-3 in requesting and assigning formal school quotas.

4. MANAGED-ON-THE-JOB TRAINING (MOJT). While MOJT was discussed in general terms as part of the unit's training program, it must be noted that MOJT can be a practical valuable training technique when properly used. MOJT accomplishes training and work simultaneously. As an example, every operator must receive MOS training in first echelon maintenance. An opportunely scheduled MOJT class on PMCS will accomplish both the PMCS and training requirement at the same time.

5. LICENSING

a. All equipment operators who operate mobile, self-propelled equipment will normally be licensed. The license will be issued and recorded in the individual's service record book on the administrative remarks page.

b. Equipment operators of the types of equipment not included in the provisions of paragraph 2003.5a may require

licensing because of the special requirements of that type of equipment. The licensing requirement will be specified in operator-level technical manuals (TM) or appropriate Marine Corps directives.

6. **TMDE**. Training in the use of TMDE must be given special consideration in the unit's training program. Although mechanics and technicians attend formal schools, the TMDE and equipment used in the various schools are not always the same as that held by the unit. New TMDE and equipment, while performing the same function, might require different techniques. Proper use of TMDE during troubleshooting procedures will reduce fault location time, and improve serviceable components.

7. **SAFETY**. In all maintenance operations, a comprehensive, effective, and continuous safety program will be employed. The layout of a shop or maintenance facility has a large impact on shop safety. MCO 5100.8 is the primary reference for safety matters. Safety must be a key element in training. Continuous vigilance by all maintenance personnel is required to ensure that operating procedures and work methods do not expose personnel to injury, or property to loss or damage.

8. **ALLOCATION OF MAINTENANCE TRAINING/PERFORMANCE TIME**. The MSC MMSOP must:

a. Contain a policy statement equating emphasis on maintenance training to that given to tactical training.

b. Contain a policy requiring allowance of adequate time for maintenance following deployments, tactical exercises, or training.

c. Contain a policy for conducting PMCS and supervision of personnel. Time, distance between the organizations, available personnel, and quantity and nature of the equipment involved are factors to be considered in determining if the owner or the intermediate maintenance activity will perform PMCS's.

9. **TRAINING REQUIREMENTS**. MSC MMSOP must:

a. State the minimum time requirements of higher headquarters for both maintenance management and maintenance

training in the MSC's and subordinate unit's annual training plan.

b. State the policy and procedures for maintenance schools or classes and assign staff responsibility for them.

c. State the policy and procedures for :

(1) Applications for service school quotas.

(2) Prerequisites for selection of individuals for service school training.

(3) The requirement that quotes when procured be met unless an exception is authorized.

d. State the policy and procedures for subordinate commanders and staff officers to ensure that only qualified personnel are sent to service schools.

10. FIELD TRAINING. The MSC MMSOP should:

a. List the minimum number of hours of training in the designated training period to be devoted to maintenance training in the field.

b. List the requirement to conduct field training using only T/E equipment.

c. List the requirement to conduct field training exercises including recovery, evacuation, and use of field maintenance expedients.

11. ON-THE-JOB TRAINING (MOJT). The MSC MMSOP must:

a. State the requirement that MOJT be scheduled and recorded and that trainees be periodically tested to determine progress.

b. State the policy and procedures for obtaining training assistance from support maintenance activities.

c. Emphasize the availability of maintenance-oriented correspondence courses and the desirability of participation in such courses.

d. State the policy and procedures for unskilled personnel to be provided supervision by skilled personnel.

12. TECHNICAL TRAINING. The MSC MMSOP must:

a. Specify that technical training be conducted whenever new equipment is introduced or new maintenance personnel are introduced to the subordinate unit's equipment.

b. Specify the requirement for testing the technical knowledge of maintenance personnel and presentation of refresher training, as necessary.

c. Specify the requirement for training in the use of the various tools and TMDE used within the MSC and subordinate units.

13. CROSS-TRAINING. The MSC MMSOP must:

a. State policy and procedures for cross-training of mechanics and technicians, both within that individual's field and related occupational fields.

b. State policy and procedures for maintaining records of the personnel who have been cross-trained.

14. INDIVIDUAL TRAINING STANDARDS (ITS)

a. ITS Designator. Each ITS has a unique three-part identifier that represents the specific task, the duty area under which that task is included, and the MOS (or billet) with which it is associated. Each part is separated by periods. An example of an ITS Designator is 0411.02.08.

(1) The first four positions ("0411" in the example above) represent the MOS or billet.

(2) The middle two positions ("02" in the example above) represent the duty or functional area.

(3) The last two positions ("08" in the example above) represent a specific task.

b. ITS Components. There are six basic components of an ITS, five of which are mandatory.

(1) Task. The task describes a specific and necessary behavior expected of a Marine in a particular MOS or job. It

is clearly stated, performance-oriented action requiring a learned skill.

(2) Condition. This portion of the ITS describes the equipment, manuals, assistance/supervision, special physical demands, environmental conditions, and location affecting a Marine's performance of the task under real world circumstances.

(3) Standard. This portion of the ITS describes the level of proficiency to which the individual must perform the task.

(4) Performance Steps. Collectively, the performance steps represent the logical sequence of actions required of the Marine to perform the task to standard. These actions are typically detailed in the references.

(5) References. References are doctrinal publications, technical manuals, and other publications upon which the ITS and its performance steps are based. They should be readily available and provide detail to the procedures that are only summarized in the performance steps.

(6) Administrative Instructions (Optional). Administrative instructions provide the trainer/instructor with special required or recommended circumstances, including safety precautions, relating to the training or execution of the task. These instructions may also clarify the meaning of the task.

c. ITS Training

(1) Initial Training Setting. All ITSs are assigned an Initial Training Setting that includes a specific location for initial instruction (Formal School or MOJT), level of training required at that location (Standard or Preliminary), a sustainment factor (number of months between evaluation or retraining to maintain the proficiency required by the standard), and a "Required By" rank (the lowest rank at which task proficiency is required).

(2) Optional Information. Training material, Ammunition, and Current MCIs.

d. Summary/Index of Individual Training Standards.

(1) Format. The columns are as follows:

(a) SEQ. Sequence Number. This number dictates the order in which the tasks for a given duty area are displayed.

(b) Task. ITS Designator. This is the permanent designator assigned to the task when it is created.

(c) Title. ITS Task Title.

(d) FS. Formal School. A mark appears in this column when the Formal School is designated as the initial training setting. An "S" indicates the task is taught to "standard" at the formal school. A "P" indicates that the formal school provides only "preliminary" instruction and it is up to the unit to provide follow-on MOJT instruction to teach the task to standard.

(e) MOJT. Managed On-The-Job Training. An "S" appears in this column when MOJT is designated as the initial training setting. Instruction is always to "standard."

(f) MCI. Current MCI Publication (s). An "X" in this column indicates that at least one MCI publication addresses this task.

(g) SUS. Sustainment Training Period. An entry in this column represents the number of months within the unit is expected to train or retrain this task to standard provided the task supports the unit's Mission Essential Task List (METL).

(h) Req By. Required By. An entry in this column depicts the lowest rank required to demonstrate proficiency in the task.

(i) Page. Page Number. This column list the number of the page in enclosure (6) that contains detailed information concerning the task.

REFERENCE:

1. MCO P4790.2_
2. MCO 1510.61_
3. MCO P1200.7_