

## INFORMATION PAPER

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Subj: COMMANDER'S TRAINING AND GUIDANCE

Issue: Analysis of Commander's Training Guidance (CTG) related to Marine [REDACTED] Helicopter Squadron [REDACTED].

Facts:

1. Unit Mission Statement.

a. As the Maintenance Material Control Chief (MMCC) for [REDACTED], my fundamental role is to coordinate maintenance department personnel and equipment to perform concurrent maintenance on all [REDACTED] aircraft assigned to the unit. In doing so, my ultimate goal is to provide full-mission-capable aircraft to support the squadron's assault support mission for Marine Expeditionary Force operations.

b. To support the overall mission, I must develop and deliver training to both senior and subordinate Marines within the maintenance department. I must additionally ensure that the Marines of my section are trained according to their Functional Area Individual Training Standards. Finally, I must collect, analyze, and distribute maintenance data to assist my seniors in the development of the department's scheduled maintenance plans.

2. Commander's Training Assessment.

a. Outside of the annual training requirements common to all Marines, the individual technicians and mechanics of the maintenance department do not fall under specific Training and Readiness (T & R) requirements. Instead, we use Individual Training Standards (specialized syllabi published by the Marine Corps Training and Education Command). Supervisors and system administrators monitor these training processes through a web-based application (Advance Skills Management). Together, these tools are utilized to meet specific squadron Mission Essential Tasks Lists (METLs).

b. The CTG accurately reflects my units T & R requirements.

3. Training Goals.

a. I must ensure that my Marines receive all of their required Functional Area Military Occupational Specialty training (both technical training and on-the-job training), Naval Aviation Maintenance Program training, Naval Occupational Safety and Health training, mission-oriented training, ancillary training, Professional Military Education (PME), and Pre-Deployment Training.

4. Training Priorities.

a. According to the CTG, my Commander's training goals are to simplify training and focus on mission accomplishment. My Commander is

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focused on conducting live-fire training and obtaining 100% equipment readiness. We always attempt to streamline our training in the interest of simplicity and effectiveness. My squadron is currently scheduled to conduct live-fire exercises during a Detachment for Training to [REDACTED], [REDACTED] from [REDACTED].

b. My Commander's priorities (as outlined in the CTG) and the maintenance department's priorities are currently in sync with one another. We should be well prepared to deploy to [REDACTED] at the completion of our unit's work-ups later next year.

5. Strategy to Improve METL Proficiency.

a. My section and element are following the strategy outlined in the CTG; we keep our training simple but also make it challenging and stressful in order to test and strengthen our Marines.

b. We could improve our METL proficiency by opening additional lines of communication between the squadron's operations department and maintenance department. Friction between these two elements restricts training through the misallocating of time and valuable resources.

c. My Commander is aware of the friction between these two departments and has been taking steps to build and foster collaborative relationships between the two elements.

6. Formal and Ancillary Training.

a. Marines attend many of their needed schools within realistic fiscal and time constraints. Some personnel routinely attend formal schools that address specific administrative and technical functions within their areas of responsibility (e.g., Maintenance Control Administration Course, Maintenance Logs and Records, Corrosion Control and Paint School, and the System Analyst Database Administration Course).

b. While not all of the Marines in the unit are PME complete, their training is continuous. I am currently one of three Marines attending resident PME. There is also a staff sergeant and sergeant enrolled in their respective courses.

7. Individual and Collective Event Training.

a. Unfortunately, my unit does not use the "crawl/walk/run" approach. We routinely sacrifice needed maintenance at the expense of flight hours used to "pad" internal training requirements. The routine inclusion of "pop-up" (unscheduled) frags and sorties additionally impacts the readiness and morale of maintenance personnel.

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