Training and Education 2030

January 2023

"Our country requires warfighting leaders and staff officers capable of waging war and leading in a dynamic, globally integrated environment. We cannot simply rely upon mass or the best technology. In the future, that technology may be in the hands of our opponents. Our job is to learn how to apply our capabilities better and more creatively. These requirements increase the demands on our leadership development continuum that we are not yet meeting. Put plainly, ***we require leaders at all levels who can achieve intellectual overmatch against adversaries.*** *To achieve this, we must continue to adapt and innovate throughout our PME programs and talent management efforts to shift our policies, behaviors, and cultures to keep pace with the changing character of war. The cognitive capabilities these leaders bring to globally integrated operations are not solely the output of a 10-month course; they are the product of a deliberate career long professional development ethos and learning continuum."*

- JCS Vision & Guidance for Professional Military Education, May 2020

BOTTOM LINE UPFRONT

Over the past few years, we made considerable progress in re-imagining the future force via our collective Force Design 2030 efforts. Those efforts have prioritized organizing and equipping our Fleet Marine Forces (FMF) and combined-arms teams in ways that ensure Marines maintain a competitive warfighting advantage against any potential adversary, in any potential area of operation. Last year we published Talent Management 2030, charting a new course for our personnel system that will ensure we can recruit, develop, and retain the Marines we will need to fight and win.

To fully realize our envisioned warfighting advantages, we must make a similar commitment to modernizing our training and education system. The United States Marine Corps enjoys a well-deserved reputation as a learning organization. The previous three years of service-level training exercises, along with other large and small exercises, wargames, and live force experiments, establish a sound foundation for Force Design 2030-related organizational learning. Collectively, they provide evidence that change is required. Simply put, the changing character of war demands more of today's Marines on tomorrow's all-domain battlefield. Our training and education (T&E) continuum must evolve to continue preparing individual Marines and units to fight and win.

This report sets a new direction, describing how we will transform T&E for the future force. It incorporates best aspects of our time-tested process of making Marines, feedback from Marines in the FMF, and lessons learned from years of force-on-force (FoF) exercises into explicit guidance for improvements to T&E. This report explains the lessons we have learned and how those lessons will be used to make improvements. The report also identifies areas requiring further study so that we can broaden the scope of our organizational learning across the entire training and education enterprise.

Our learning over the past three years reinforces the timeless wisdom of our foundational maneuver warfare doctrine – the human dimension is central in war. Warfighting advantage on the modern battlefield springs first from the people involved. The emphasis on the individual Marine, and the value we place on their professional development, their families, and their personal interests reflects a simple but powerful conclusion, widely accepted by Marines: **a warfighting capability is only as effective as the Marines employing it**.

INTRODUCTION

Progress in the initial phases of the Force Design 2030 (FD2030) modernization effort has enabled some warfighting areas to transition from force design to force development. As a result, we must increasingly focus and dedicate the necessary effort and resources to train and educate the force that will man, operate, and sustain those new units and capabilities. As has always been the case, the individual Marines operating the new systems are the true source of our relative advantage – not the systems themselves. The foundation of our Corps is and has always been the individual Marines that fill its ranks. Continuously modernizing and adapting T&E to account for technological advancements and emerging concepts, as well as societal changes with how individuals best receive and process information, will ensure continued warfighting success long into the future.

From entry-level training through advanced professional military education (PME), our T&E continuum has been and will continue to be grounded in our core values, warrior ethos, bias for action, and inculcation of maneuver warfare. While those things will not change, others must and will. As with previously released Force Design 2030 reports, Training & Education 2030 (T&E 2030) identifies key tasks and highlights issues requiring further analysis. As our force design experimentation continues, we will adapt or change course as necessary. Some of those course changes will require additional adaptation and change across the training and education system.

BACKGROUND

In 2018, the 37th Commandant commissioned an enterprise-wide review and assessment of T&E across the Marine Corps that continues to this day. That assessment team made the following conclusions:

- The Marine Corps should further emphasize T&E in order to drive individual, unit, and collective readiness.
- Defense Readiness Reporting System – Marine Corps (DRRS-MC) is inadequate to identify and act on systemic training readiness degraders and assess training readiness for combat.
- The manpower system is not designed to support operating forces' training readiness.
- The Marine Corps force structure process does not support Commandant's Planning Guidance employment requirements.
- There is insufficient FoF training in the Marine Corps.
- Marine Corps Schools of Infantry are insufficiently organized, equipped, or resourced for their mission.
- Synthetic training capabilities are major combat multipliers that are severely underdeveloped and under-resourced.
- **The current T&E system is not preparing the Marine Corps for the future operating environment.**

These conclusions, along with the assessment team's recommendations, informed much of what follows in this report.

ROLES OF TECOM

Our first step in prioritizing and modernizing T&E is to authorize the Commanding General of Training and Education Command (CG, TECOM) to serve concurrently as a Deputy Commandant (DC). This change will address the "up and out" role, focusing primarily on staff coordination with the Commandant, Assistant Commandant, and other DCs, as well as the Department of the Navy staff. As with other DCs, this includes participation in Headquarters, Marine Corps (HQMC) staff meetings and representing the Commandant of the Marine Corps where appropriate within and outside the Department of Defense (DoD). The "down and in" role as CG, TECOM continues with the full legal authorities of a 3-star Commanding General. Wearing these two "hats" concurrently empowers CG, TECOM to not only exercise directive authority within TECOM, but also to serve in co-equal status with existing DCs as a standing member of the Commandant's most senior staff at HQMC. CG, TECOM executes the following mission essential tasks:

- Transform civilians into Marines.
- Provide initial and advanced military occupational specialty (MOS) training.
- Provide PME and the tools for leaders to sustain the transformation.
- Develop training standards; assess individual and collective training readiness; and report Marine Corps training readiness to commanders and the Commandant of the Marine Corps (CMC).

- Support service-level training exercises (SLTE).
- Transform TECOM into a three-star command that is capable of implementing and sustaining the guidance and direction contained in this document.

Underlying TECOM's foundational mission essential tasks is the concept of shaping the force by developing Marines who are cognitively agile, intuitive problem solvers, capable of rapidly making bold and consequential decisions in an uncertain environment per our maneuver warfare philosophy. Marines must have the knowledge and range of skills required to thrive in a complex multi-domain battlespace. Through the course of their career, Marines require additional education and training. Success will depend upon our ability to better leverage technology, become more data-driven, and improve how we utilize available resources. In some situations, CG, TECOM will be the supporting commander to Marine Forces (MARFOR) and Marine Expeditionary Force (MEF) commanders. In others, however, roles will be reversed and MARFOR and MEF commanders will act in support of CG, TECOM.

Directed Actions

1. NLT 1 Mar 2023, CG, TECOM will complete a review of TECOM contracting, procurement, and acquisition processes and provide recommendations to the Assistant Commandant of the Marine Corps (ACMC).

DOCTRINE

Marine Corps Doctrinal Publication (MCDP) 1 tells us that doctrine "establishes a particular way of thinking about war and a way of fighting. It also provides … a mandate for professionalism, and a common language." Our doctrine, including its bedrock in *Warfighting* itself, has given us a solid grounding in the essential elements of maneuver warfare, upon which we expect our philosophy of warfare to remain anchored for the foreseeable future. This is not enough, however. As the character of warfare continues to evolve, as it always has, under the pressure of technological, social, and geopolitical change, we may find ourselves compelled to reexamine assumptions we were able to take for granted when we formed our warfighting philosophy, and to communicate those ideas clearly and comprehensively across the Corps so that our "common language" remains in keeping with the times. This suggests a need for a stronger emphasis on the rapid creation and dissemination of doctrine at a level of specificity well below that of the MCDPs in which we take such justifiable pride. Doctrine at this level needs to be tied tightly to the learning we are generating in FMF operations, exercises, and training, as well as that gained through formal experimentation at the Service level. In these times of rapid change, it cannot remain static for long: we must capture the results of our learning in regularly updated formal products addressing all of the warfighting functions. Most importantly, having done so – we must hold ourselves accountable for training and operating in accordance with that doctrine.

DOCTRINAL REVIEW AND UPDATE

Doctrine establishes the basis for developing operational concepts and requirements. It also describes our best understanding of how those capabilities are to be employed, and, ultimately, details training and associated resource requirements. The ideas delineated in Force Design 2030 have been extensively debated, wargamed, and experimented with to challenge their soundness and better understand their implementation and support requirements. With a clear focus on the threats, we must continue to refine and validate concepts such as Distributed Maritime Operations (DMO), Littoral Operations in Contested Environments (LOCE), Expeditionary Advanced Base Operations (EABO), and Stand-in Forces (SIF), and ensure Marine Corps training and education related policies and publications keep pace. The Corps' reemphasis on its naval roots and the critical role in integrated naval power requires a shift in mindset that must be captured in the publications that influence how we think.

TECOM leads doctrinal development for our Corps, but we have not adequately resourced it to accomplish this critical task – that must change. We must update Marine Corps doctrinal publications to align with Force Design 2030 and our posture for the future fight, while accounting for a regular and rapid cycle of reassessment and revision. This will help us better communicate our warfighting capability requirements and their associated training requirements. As a result of the changing character of warfare, we have big questions to answer that must be addressed in our doctrine. We must define how we view the basics of the tactical system we need for the 21st century. While we acknowledge that some think technological advancements and the proliferation of mature precision strike regimes have "killed maneuver" and that "maneuver is dead," we emphatically disagree. Setting conditions to enable decisive maneuver in the future will be more challenging, and our doctrine must be updated to reflect this.

Directed Actions

2. NLT 1 April 2023, CG, TECOM will identify resources required to both surge and then sustain doctrinal review and revision at a pace that matches force design modernization. Provide findings and recommendations to the CMC.
3. NLT 1 April 2023, all MARFOR commanders will provide TECOM with a recommended sequence / prioritization for doctrinal publication updates over the next 24 months.
4. NLT the April Executive Offsite (EOS), TECOM will provide a tentative schedule to EOS members identifying the tentative sequencing and release of the publications. That list will include (but is not limited to):
   a. MCWP 3-20, Aviation Operations;
   b. MCWP 3-31, MAGTF Fires and Effects;
   c. MCWP 3-40, Logistic Operations;
   d. MCTP 8-10A, Unit Training Management;
   e. MCTP 8-10B, How to Conduct Training;
   f. (TBD), Small UAS Operations;
   g. (TBD), Counter UAS Operations; and
   h. (TBD), Operations in the Information Environment.

Issues Requiring Further Analysis

A. FMFM 6 *Ground Combat Operations.* This document was written in 1995, and there have been significant advancements in the field of ground combat operations in the intervening 30 years. The contents of this document should be validated and, if necessary, updated to ensure accuracy, relevance, and alignment with FD2030.

MAKING MARINES

Young men and women from across our country volunteer to undergo the transformation at Recruit Training or Officer Candidate School, becoming United States Marines and dedicating their lives to fighting and winning our Nation's battles. The Corps is charged with the sacred responsibility of shaping and preparing Marines to face these challenges, and the fundamentals of that process will not change. Earning the title Marine and subsequent MOS attainment are critical moments in a Marine's career, with a significant influence on future success and retention.

Issues Requiring Further Analysis

B. Predictive Analysis and Marine Corps Recruit Depot (MCRD) Attrition. Non-EAS attrition continues to drain talent from the force, and continues to impose massive cost burdens on the enterprise. Advances in artificial intelligence (AI) may help us make sense of the past decade of entry-level attrition data to identify risks factors. We can then utilize that data to preemptively mitigate risks. Do we have a full understanding of attrition during entry-level training? How can we utilize AI to our advantage?

LATERAL ENTRY PATHWAYS

As I discussed in Talent Management 2030, we currently have no process to recruit talent unless an individual is willing to start at the lowest paygrade and then work their way up the ladder. The lead-time necessary to build expertise in critical, highly specialized or technical skills creates challenges in building the depth we need for the future force. Retaining talent in highly sought-after skills in a competitive economy is equally challenging. I have tasked TECOM and Manpower and Reserve Affairs (M&RA) to jointly develop a process to appropriately screen, train, and transition individuals with the specialized skills we need into the Marine Corps at competitive ranks. The title "Marine" is always earned, and we will not compromise the standards that define what it is to *become* a Marine.

Directed Actions

5. NLT 1 March 2024, M&RA, in coordination with TECOM, will develop a method to screen, train, and transition individuals with specialized skills into the Marine Corps at competitive ranks in order to facilitate talent management.

INFANTRY ENTRY-LEVEL TRAINING

The Marine force of 2030 and beyond requires a multi-disciplinary infantry approach. Two years ago, we began to significantly increase our investment in entry-level infantry training by increasing the duration of training for both officers and enlisted Marines, introducing new methodologies, and raising physical and mental standards – all with the goal of ensuring Marines were capable of meeting the strenuous demands of infantry service immediately upon completion of entry-level training (ELT).

We launched a new Infantry Marine Course (IMC) at our enlisted Schools of Infantry (SOI), a four-phase program of instruction that takes Marines through increasingly complex practical application exercises that challenge their critical thinking and decision-making skills. The introduction of this course marks a fundamental shift in our approach to formal training. We removed auditorium-based, large group instruction to focus on student-centered learning at the squad level. Instruction is provided by the squad leader – a sergeant – to the squad, usually in the field. Students are evaluated on their ability to both lead peers through tactical problems and teach others. This teaching and learning environment ensures constant student engagement and produces Marines ready to make a more significant impact in their future units.

The IMC is also instilling the intangible skills needed for the future force. Students are given responsibility and decision space, and are held accountable for results. This inculcates a culture in which students challenge themselves and their peers, often producing unanticipated positive results.

The first wave of Marines trained at the IMC have already joined their units. TECOM will continue soliciting feedback from the FMF in order to improve the program of instruction (POI), but initial feedback has been overwhelmingly positive. Marines graduating IMC are entering the FMF confident, able to analyze and critically debrief training evolutions, and with dramatically higher weapons handling and employment skills than have been achieved in the past. They also have a broader skillset in communications, signature management, rocket employment, and demolitions.

Directed Actions

6. NLT 1 March 2023, TECOM will build on the successes of IMC by identifying appropriate opportunities to apply the methods and lessons learned throughout ELT and our formal schools in order to accelerate change. Be prepared to brief the EOS on pending changes driven by these lessons learned, and provide Communications Directorate and the Office of Legislative Affairs an info paper on IMC lessons learned for use in Service-level communications.

MOS TRAINING

The learning requirements of the Corps are increasing at a rate that warrants reconsideration of both initial MOS production and MOS progression. We must elevate our standards and deliver a more capable Marine to the FMF, while also incentivizing and expanding MOS-specific development opportunities afforded throughout the Marine's career. This requires evaluation of our current production capabilities, leveraging technology to enable learning, changing how we manage and assess formal schools, and investments in the professional development of the instructors and staff at our formal learning centers.

CAPABILITIES AND PRODUCTION REQUIREMENTS

Our force design and talent management efforts require adaptation at our formal schools. Force design increases production requirements for 17 MOSs, 11 of which are direct enablers for new, critical capabilities. Additionally, rebalancing recruiting and retention requires us to evaluate our current approaches to MOS-producing schools. This begins with the goal of assigning each recruit an MOS where they can develop pre-existing talents while also increasing lateral move retention incentives. We will seek innovative methods to modify our MOS pipelines to support these initiatives while reducing the number of Marines awaiting training (MAT). TECOM will evaluate its POIs and MOS production capacities to ensure our approaches account for changes in requirements resulting from force design. A critical input to this evaluation is feedback from the FMF on the MOS skills required of entry-level Marines when they join their first units.

One example of how we can adjust initial MOS training is illustrated by MQ-9 Reaper drone pilot and sensor operator training. For the past several years, initial operator training has been conducted through the United States Air Force via an inter-service training agreement. Today, however, we are working with the Chief of Naval Air Training to create a Naval Aviation unmanned aircraft system (UAS) course. In addition, we are in the process of establishing a Marine Corps MQ-9 fleet replacement squadron. Both initiatives will be complete and begin accepting students in fiscal year 2024.

Directed Actions

7. NLT 1 July 2023, TECOM will evaluate our current MOS production capabilities in order to support the development of the future force and remedy persistent shortfalls. This includes several sub-tasks:

    7.1. Identify opportunities to leverage technology to better enable learning.

    7.2. Evaluate our existing process for managing and assessing formal schools.

    7.3. Determine methods for improving the professional development of instructors and staff at our formal learning centers.

    7.4. Develop options for reducing the MAT backlog.

Issues Requiring Further Analysis

C. F-35 Pilot Shortfall. TECOM, in coordination with DC, Aviation and DC, M&RA, will assess what combination of recruiting, training, and retention is required to reduce the F-35 pilot shortfall, and subsequently sustain the necessary population across all grades.

D. MQ-9 Operators. Should the Marine Corps consider other options besides commissioned officers to become qualified as naval aviators?

TECHNOLOGY ENABLED CLASSROOMS AND COURSEWARE

Not all of our POIs are suited to blended or online delivery. However, almost all can be improved in terms of both quality and production by more effective technology integration. For the past several years, Training Command has experimented with different self-paced learning methodologies at some MOS-producing schools. While many lessons learned are context-specific, some overarching conclusions are clear: better technology integration in our classrooms and courseware can increase production, produce a more highly trained Marine, reduce their overall time-to-train, and limit the burden on our learning infrastructure.

Our POIs must account for what a Marine *already knows*, and what learning methodologies are most effective for the individual and the subject matter. Technology provides the potential to tailor course material to the learning styles of individual Marines. It also enhances opportunities for contextual learning and an opportunity to maximize the effectiveness of our learning resources, especially instructors. Experiments with technologically-enabled courseware have shown promise for greatly improving capacity and quality of MOS production. Where appropriate, we will digitize courseware and classrooms in formal learning centers to promote contextual, student-centered learning experiences.

To maximize the utility of digital courseware, we are improving the installation communication grids that provide the foundation for our networks and equipping our formal learning centers with wireless connectivity and devices – a multi-phase, multi-year effort, slated for completion by 2025. Providing students with access to online learning materials will contribute to more proficient Marines joining the FMF and enable the FMF to use digitized material to support sustainment training at the unit level.

Directed Actions

8. NLT 1 October 2023, TECOM will develop methodologies and pilot programs to improve training and experiment with asynchronous learning in order to facilitate individual learning and MOS development.

9. NLT 1 January 2025, TECOM, in partnership with DC for Information (DC, I) and Marine Corps Installations Command (MCICOM), will equip all formal learning centers with the (wired and wireless) connectivity and devices necessary to maximize the use of digital courseware.

INCENTIVIZING SKILLS PROGRESSION

Ultimately, every Marine is responsible for their own learning. Education improves Marines as leaders, teachers, mentors, and practitioners of their MOS. But our current system of MOS progression tends to satisfy minimum requirements rather than incentivize Marines to accelerate and expand their learning. Some communities have standards for qualifications, designations, and certifications that incentivize skills progression, but not all. We will explore how to further incentivize MOS skills progression in all communities. For example, TECOM is partnered with the Naval Community College to pilot associate degrees that enhance Marines' warfighting and MOS capabilities. We will further expand MOS improvement opportunities to include micro-credentialing and industry certifications.

Directed Actions

10. NLT 1 March 2023, DC M&RA will identify options to incentivize MOS skills progression and expand MOS improvement opportunities – to include micro-credentialing and industry certifications – across all communities.

MANAGING AND ASSESSING FORMAL SCHOOLS

Our formal school and unit training management assessment data are currently isolated and underutilized in determining how well our schools produce the skills required by the FMF. We need to better align formal school and unit training data to improve our training and readiness (T&R) programs and POIs. Beginning in 2023, we will evaluate and adjust how we assess our formal schools. Concurrently, we will consider how we assess our units. The goal here is to align the policies and practices of formal school and unit training management to create meaningful metrics that can better inform decisions on how to improve our T&E enterprise. These evaluations will inform and improve our course content review boards and T&R manual updates, consequently helping the institution identify the skills and behaviors needed within each MOS.

Directed Actions

11. NLT 1 July 2023, TECOM will complete an evaluation of our formal school and unit training management methodologies, and recommend any changes to policy that would improve the quality of both and linkages between.

Issues Requiring Further Analysis

E. TBS Quality Spread Policy. What evidence or analysis supports the continuation of the quality spread model for MOS selection used at TBS? Are we discouraging achievement and performance by giving preference to Marines in the top of the bottom third of the class over Marines in the bottom of the top third?

F. Second Marine Division Leader Evaluation. Do we have the evidence or analysis to support expanding the division leader assessment program for infantry company commanders to other divisions? Other major subordinate commands? Other MOSs?

UNIT-LEVEL TRAINING

While the Marine Corps continues to make significant investments in the skills and abilities of individual Marines, we achieve greater all-domain effects when operating as members of a team. From the fire team to the MEF, we are greater than the sum of our parts – especially when we have collectively internalized the philosophy of maneuver warfare. Leaders at every level must be able to develop and execute unit-level training (ULT). While commanders bear the ultimate responsibility for the training of their unit, the standards and necessary resources require a whole-of-Marine Corps approach.

Standards derived from current, detailed, and regularly updated warfighting doctrine form the foundation of training and evaluation. As the standard bearer for the Corps, TECOM supports ULT with resources for commanders to evaluate themselves and their teams. To meet the challenges of the future operating environment, TECOM is engaged in a broad range of efforts to provide a world-class training environment that equips leaders with relevant, detailed, on-demand feedback and support. By providing appropriate resources, we are equipping our commanders to confidently look their Marines in the eye and answer the critical question: Are we ready to fight and win?

TRAINING MODERNIZATION

The Marine Corps requires a portfolio of ranges and training areas (RTA), training systems, and simulators to maintain our advantage over pacing threats. Training conditions must replicate current and future operating environments to ensure Marines and their units are

prepared as the Nation's naval expeditionary force-in-readiness. Training in support of emerging concepts and evolving mission sets will require new, converted, or repurposed training areas. Our most significant challenge in supporting live training is providing sufficient land, sea, and air space to accommodate the requirements of modern weapon systems, fires platforms, and munitions while addressing the challenges of environmental planning and compliance.

As we learn more about the operational requirements of the 2030 environment, it is clear the employment of integrated fires will remain a core component of developing mission readiness. However, expanding our UAS, cyber, electronic warfare, and loitering munitions capabilities while transitioning to concepts focused on naval integration, distributed operations, and urban littoral operations puts a significant strain on training capacity. If we are to progress on pace, we have to expand and enhance our ranges and develop a DoD-integrated training environment that can handle rapid changes and process tremendous amounts of sensor data.

Directed Actions

12. NLT 1 April 2023, DC for Plans, Policies, and Operations (PP&O) (supported by Marine Forces Command, Marine Forces Pacific, and Marine Forces Reserve) will comprehensively assess DRRS-MC performance as a training readiness reporting system of record. Be prepared to report findings and recommended changes at the EOS.

13. NLT 1 July 2023, TECOM (supported by DC, PP&O and DC, I) will implement a system to use analytically / data-driven training requirements and training readiness reporting to identify trends and predict readiness / capability gaps in order to mitigate or avoid them altogether.

Issues Requiring Further Analysis

G. Simulators. Where should we expand the use of simulator training tied to T&R standards? What existing platform programs of record do not have adequate simulators today?

H. Pacing Threat. Should T&R manuals reflect the *pacing threat* and the training needed to prepare for related contingencies?

THE MODERNIZED MARINE CORPS TRAINING ENVIRONMENT

We will always train how we intend to fight. Expanding and modernizing the Marine Corps Training Environment (MCTE) provides part of the solution. The MCTE is our combined arms training concept for the future, one that will enable us to realistically train to, and exercise, our advanced capabilities, both internally and as part of the joint force. It enables combined arms training in the broadest sense and will allow new and expanded dimensions in FoF exercise capabilities. Conceptually, a modernized MCTE integrates all training enablers – from high-fidelity flight simulators, to ranges and training areas, to FoF training systems – into command and control (C2) architectures and networks supporting training events. MCTE is not a single acquisition program but an ecosystem comprised of multiple training programs. To further improve the MCTE network, we will continue to build interoperability among existing training systems as we bring additional systems online, pre-designed with the enabling technologies necessary to support increasingly dynamic training environments.

Directed Actions

14. NLT 1 January 2026, TECOM will field Force-on-Force Training System (FoF-TS) Next Program across the force in order to equip training units with the tools necessary to conduct realistic and challenging FoF training. This system should accommodate rapid changes and process the tremendous amounts of sensor data needed for our FOF-TS, UAS, cyber, electronic warfare, and loitering munition capabilities in order to facilitate readiness.

LIVE, VIRTUAL, AND CONSTRUCTIVE-TRAINING ENVIRONMENT (LVC-TE)

LVC-TE will serve as the cornerstone of how the Marine Corps builds combat readiness during this critical time of transformation. The proliferation of expeditionary long-range precision fires, loitering munitions, infantry battalion organic precision fires, unmanned systems, and electronic warfare capabilities, among others, will significantly challenge our ability to train collectively and build combat readiness. We should acknowledge that our planned capabilities will quickly outpace our existing training infrastructure, live-fire ranges, and will challenge environmental restrictions and governmental policies both inside and outside the continental United States.

To address these challenges, I have directed the implementation of Project Tripoli, which addresses all aspects of the people, processes, and systems required to develop, implement, and sustain the LVC-TE. To enable initiatives like Project Tripoli, we have prioritized the modernization of training capabilities as one of the top three investments in support of Force Design 2030. Project Tripoli and the LVC-TE it creates will provide the means to conduct fully integrated training at all echelons, in all-domains, connected across disparate locations. In its fully mature state, the LVC-TE will create the system interoperability we need to fully integrate with joint and international LVC capabilities. The primary objective is to increase combat readiness at every echelon of command, while also allowing for experimentation with emerging concepts and technologies. The following vignette highlights the benefits of this rapidly evolving capability:

> *Picture an MLR Command Element in Hawaii directing live and virtual (piloted from linked simulators) F-35 Joint Strike Fighters located in Cherry Point, North Carolina, receiving targeting data for virtual enemy ships from a live Expeditionary Advance Base on San Clemente Island, California, transmitting targeting data to an Expeditionary Strike Group or executing a computer-generated naval strike missile attack, all with a shared and complete operational picture among all participants.*

LVC-TE permits increased repetitions across core and assigned Mission Essential Tasks (METs) while minimizing risks to safety, creating a realistic training experience, and integrating the full-spectrum of available support, while maximizing cost savings and minimizing exposure of our critical capabilities to the enemy. The hypothetical vignette described above is only the beginning of what could be achieved. In realizing the LVC-TE via Project Tripoli, the Marine Corps will identify unforeseen challenges, develop tactics, techniques, and procedures (TTPs), experiment with emerging technologies and concepts, and create a habitual training relationship with our Navy, joint, and international partners. The LVC-TE capability will also be scalable, enabling individual training within ELT and formal schools, while supporting collective training in a progressive manner up to and including the MEF commander within a SLTE, joint exercise, or fully-partnered, large-scale exercise. Through the use of LVC, the Marine Corps will transform its training culture from a predominantly live or synthetic approach to a progressive model incorporating live and synthetic training, simultaneously.

Directed Actions

15. NLT 1 September 2024, TECOM (supported by MCICOM and DC, I) will fully employ Project Tripoli as the means to develop a USMC, all-domain training construct that aligns with the Commandant's Planning Guidance and fully integrates training at all echelons. This capability will include a network architecture that integrates real-time data from ranges, devices, simulators, and constructive forces while enabling interaction between geographically dispersed Marine Corps, joint, and partnered nation units around the globe, achieving initial operating capability.

16. NLT 1 March 2023, TECOM will provide a fully-burdened cost / total cost of ownership estimate of Project Tripoli to DC for Programs and Readiness (DC, P&R) in order to inform future Program Objective Memorandum (POM) planning.

CURRENT AND PLANNED ACTIONS FOR LIVE TRAINING

To meet 2030 training requirements, we are conducting detailed analysis and assessments of our ranges and training areas, training systems, simulators, special use airspace (SUA) updates, and other training resources required to support FD2030 and, ultimately, the National Defense Strategy. This modernization requires investment in infrastructure, range operation and control systems, and range safety tools to effectively manage and de-conflict multiple, simultaneous training events and exercises.

To sharpen our edge for competition and combat, we will equip training units with the tools necessary to conduct realistic and challenging FoF training. We are now procuring a suite of capabilities for Marine Corps-wide fielding under the FoF-TS Next Program. This program is comprised of Special Effects Small Arms Marking System (SESAMS) Generation II and the Marine Corps Tactical Instrumentation Systems (MCTIS). MCTIS delivers a C2 network and system of individual, vehicle, and weapon surrogate sensors that provide target engagement adjudication. Additionally, it provides computer-generated injects to support high-fidelity unit after action reports (AARs). The MCTIS AAR facilitates clear feedback, replay capacity, and generation of reports to allow units to synthesize results

into their training evolutions, enhancing proficiency and resultant readiness. In addition, MCTIS interfaces with virtual and constructive systems aligning it with the use of MCTE. In our next echelon of development, we will build air-to-air and air-to-ground capabilities to integrate with the ground systems within a complete combined arms training environment.

Additionally, we are developing training capabilities that create a denied, degraded, and disrupted electromagnetic spectrum operation (EMSO) training environment, employing capabilities such as jamming and direction-finding. This effort will produce a modular and scalable EMSO system for military information support operations (MISO), offensive cyberspace operations, influence operations, counter-position navigation, and timing threat capability replication. This capability enables our units to learn, implement, and rehearse TTPs to counter pacing threat capabilities in the electromagnetic spectrum, information environment, and space domain. These systems will also allow the training unit to visually observe their EMSO footprint to perceive the effectiveness of their emissions control measures.

We continue to integrate the F-35 Joint Strike Fighter into the Marine Air-Ground Task Force (MAGTF) construct, focusing on expanding and improving fixed-wing training opportunities. We are also working with the Federal Aviation Administration to expand the military operations area (MOA) airspace and restricted airspace (RA) in the vicinity of Marine Corps Air Station Cherry Point and Marine Corps Base Camp Lejeune. This expansion will broaden existing and future training opportunities for aircrews. These efforts support the Marine Corps' focus on long-range precision fires, enabling expanded training with Marine Corps enhanced artillery systems. Finally, our efforts to obtain RA over the Johnson Valley Expansion of Marine Corps Air Ground Combat Center (MCAGCC), Twentynine Palms support expanding our ability to exercise integrated air-ground operations for large-scale exercises.

Directed Actions

17. NLT 1 January 2025, TECOM will field modular and scalable EMSO systems for MISO, offensive cyberspace operations, information operations, counter-position navigation, and timing threat capability replication in order to enhance SLTE and deployment for training.

MARKSMANSHIP TRAINERS

Every Marine a rifleman is foundational to our identity as a Corps, and marksmanship is the essence of the lethality of the individual Marine. We are investing in multiple systems as part of a comprehensive solution to address marksmanship training challenges, designed to improve the lethality of the individual Marine, fire-team, and squad. Systems being fielded provide the tools to develop and hone fundamental marksmanship, tactical marksmanship, and critical shoot / no-shoot decision-making skills. In addition to improved training systems, the new Annual Rifle Qualification replicates more realistic conditions by emphasizing lethality and positional shooting, while also instilling an offensive mindset. For example, the new course of fire begins with rapid-fire at 500 meters. Shooters engage at maximum range and advance forward – attacking toward the enemy in the progression of fire.

One of the systems currently being fielded is the Trackless Mobile Infantry Target (TMIT). TMITs are 3-dimensional, free-roaming, variable speed / variable acceleration moving targets with 360 degrees of untethered mobility that maneuver with teleoperation and semi-autonomous control. They provide a dynamic and realistic representation of human targets in both live-fire and non-live fire training environments, enabling a broad range of training applications and scenarios across multiple T&R events. We are conducting end-user evaluations to maximize TMIT training potential and determine the requirements for, and assess the results of, the system's integration in ELT and ULT. Concurrently, we are rigorously examining existing range design and infrastructure to ensure these training capabilities can be utilized to maximum effect in combined arms scenarios.

OPTIONS FOR MOBILE TRAINING TEAM (MTT) SUPPORT

Our four warfighting centers of excellence conduct advanced individual and collective staff training focused on each element of the MAGTF: Marine Corps Tactics and Operations Group (MCTOG) for the Ground Combat Element (GCE), Marine Aviation Weapons and Tactics Squadron One (MAWTS-1) for the Aviation Combat Element (ACE), Marine Corps Logistics Operations Group (MCLOG) for the Logistics Combat Element (LCE), and MAGTF Staff Training Program (MSTP) for the Command Element (CE). Staffed with experienced trainers, these organizations operate at the leading edge of doctrine and training standard development and are the proving grounds for concept experimentation

essential to implementing FD2030. These centers of excellence will continue to deliver the world's most advanced warfighter training at our premiere combined arms training venues: Twentynine Palms, California and Yuma, Arizona.

We recognize, however, that to expand the training audience, leverage the opportunities presented by alternate training locations (including maritime and littoral environments), and maximize promulgation of force design experimentation, we must develop a fleet support program to integrate with and support ULT conducted within the MEFs. MTTs from our centers of excellence have already proven valuable in conducting MAGTF functional-level training on site within the MEFs. We will build on this success by exporting multi-functional, integrated training across all elements of the MAGTF within the MEFs. Marine Air Ground Task Force Training Command (MAGTFTC) is developing options for a global support team concept that will leverage advancements in the MCTE as they develop and fully integrate ULT with SLTE capabilities.

Directed Actions

18. NLT 1 April 2023, TECOM will formalize a fleet support program in order to facilitate the integration with and support of ULT conducted within the MEFs.

EXPANDING INTEGRATED TRAINING IN EXPEDITIONARY WARFARE TRAINING GROUPS (EWTG)

TECOM is currently collaborating with the Navy to develop and expand training concepts for naval and joint fires integration. At a minimum, we must teach and exercise joint and naval kill webs through integrated fires. In the maritime domain, the Marine Corps is a critical component in kill webs, and our Marines and leaders must understand required roles, responsibilities, and authorities to seamlessly deploy and employ integrated fires in the naval and joint fight.

The ancestor of our EWTGs was the Landing Force Training Unit established at Little Creek, Virginia. Following World War II, it was re-designated as Landing Force Training Command and focused on training the Navy and Marine Corps team in amphibious operations. However, during and since the OIF / OEF era, the scope and scale of Navy and Marine Corps integrated training and experimentation within the EWTGs has atrophied. It's time now to determine how we might "scale" integration and experimentation of emerging naval expeditionary concepts, leveraging both EWTGs and Expeditionary Operations Training Groups (EOTGs). To address this, TECOM (in coordination with Naval Education and Training Command and fleet commanders), will develop a roadmap for leveraging the EWTGs and EOTGs to expand standards-based integrated naval training and education.

Directed Actions

19. NLT 1 April 2023, CG, TECOM (supported by MEF commanders) will provide the EOS options and a recommendation for leveraging the unique functions of our EWTGs and EOTGs in order to improve and expand standards-based integrated naval training and education at all levels. Part of this presentation will include a preliminary estimate of fully-burdened costs / total cost of ownership.

EXPANSION OF TRAINING VENUES

Training must be focused on winning in combat in the most challenging conditions and operating environments. Going forward, we need to explore options and leverage opportunities to train Marines "in every clime and place." This will require a comprehensive assessment of future ranges, training areas, and live-virtual training environments, together with a resourcing strategy to acquire and sustain each.

Directed Actions

20. NLT 1 April 2023, TECOM will identify supplemental ranges, training areas, and federated LVC venues and develop strategies to exploit their capabilities at every level in order to leverage opportunities to train "in every clime and place" and in all domains. CG, TECOM should be prepared to provide the EOS an options brief with recommendations.

Issues Requiring Further Analysis

I. Airspace. As the Navy continues efforts to expand NAS Fallon airspace, we need to analyze our airspace needs in support of expanded training at all of our installations – to include our current initiative with the Federal Aviation Administration to expand airspace supporting training at MCAGCC, Twentynine Palms, CA.

J. Alaska. What are our options for the expansion of unit and service-level training into Alaska to utilize existing multi-domain capable training ranges and venues there? Are there any other viable locations to conduct multi-domain or all-domain training? Would the expansion of training there require a more permanent presence?

SERVICE-LEVEL TRAINING EXERCISES

Our SLTEs help prepare Marines for combat, and are now adapting to prepare Marines for the future operating environment. As I have previously stated, dispersion, ever-increasing exposure to observation and precision fires from the full range of threat actors, cyber and information operations, and integration across the joint force define future actions across the competition continuum. To realistically train using realistic scenarios that replicate future operating environments, our commanders will need to employ forces against a thinking and adaptive enemy. We must use the crucible of competition to increase lethality across the force. Steps in this direction are already in progress through changes to FoF training and assessments of individual unit commanders.

MULTI-DOMAIN AND FORCE-ON-FORCE TRAINING

Implementing the MAGTF Warfighting Exercise (MWX) has significantly expanded and improved our FoF training. The basic MWX at MAGTFTC pits a reinforced regiment against a reinforced battalion, with both forces using organic and joint enablers. This approach has led to a more realistic competition across a multi-domain environment. While this is a step in the right direction, more is required. We need to develop options for broadening the training audience, increasing the competition, and increasing participation by all MAGTF elements so that exercise forces can truly train as they will fight. These enhancements might include involvement by additional command elements; expanded air defense threats; and expanded competition within the electromagnetic spectrum and information networks.

Directed Actions

21. NLT 1 July 2023, TECOM will identify options for broadening the SLTE training audience to include: options for regular participation of a full MAGTF command element and a fully-functional Marine Aviation Command and Control System node, or a credible simulation thereof; expanded air defense threats; improved signals detection and collection; and, the ability to replicate distributed and maritime operating, adding joint and coalition partners when available.

Issues Requiring Further Analysis

K. Accountability & Consequence. What is the appropriate consequence for poor performance by a commander or a unit at a SLTE? How should we balance training value versus readiness assessments?

TRAINING REIMAGINED

While the changes above are moving us in the right direction, we will need to do more. For decades, the pinnacle of training for MAGTFs has been the SLTE event at MCAGCC, Twentynine Palms, CA. However, just as we modernized the Combined Armed Exercise of the 1980s and 1990s into Mojave Viper, and later the Integrated Training Exercise, to meet the requirements of operations in Iraq and Afghanistan, we must continue to evolve combined arms MAGTF training. This means incorporating new concepts and capabilities into training venues even earlier, focused on today's threats and those we expect to see tomorrow. Experimentation should be incorporated into exercises across the FMF to ensure future capabilities are exposed to realistic circumstances, so we can better assess their overall validity. Learning from unit experience in SLTE should directly and regularly feed the iterative process of doctrine development and revision discussed above – perhaps beginning with "proto-doctrinal" publications regularly produced by MAGTFTC and its subordinate commands to drive learning, training, and experimentation at the cutting edge of formal doctrinal publication development. We need to expose Marines from across the FMF to evolving warfighting constructs, and actively solicit their input and recommended adjustments. This effort expands on the success we have already seen from incorporating company-level experiments at SLTEs over the past two years.

IMPROVEMENTS IN SYSTEMIC TRAINING

The pace of concept and capabilities advancement requires a training system designed to implement rapid change. To facilitate this, we must continually assess the effectiveness of our training requirements and T&R programs to both increase our agility in instituting changes, and to shed those programs and requirements that no longer directly contribute to the readiness of the force.

The primary purpose of required annual training is to refresh Marines' understanding of policies and procedures related to conduct, standards, and particular programs that affect them, as well as maintain proficiency in important individual skills such as marksmanship. Accomplishing this training requires a balanced approach, ensuring annual requirements do not place such a burden on commanders and Marines that it compromises their ability to conduct MOS and unit-level training required to execute METs. To ensure we are setting the conditions to achieve an effective balance, we will review the complete list of annual training requirements for non-T&R training requirements in order to identify those that should be deleted, added, or adjusted.

Maintaining accurate alignment of training and performance standards to mission requirements is essential. FD2030 reinforces the idea that T&E must be tailored to support all aspects of Service requirements. We need to continue to improve our T&R development process, especially in light of FD2030-driven changes in capabilities, METs, and performance requirements for both units and individuals. We have already replaced the traditional T&R triennial review process with an on-demand evaluation approach. This new approach tailors T&R reviews to assess specific topics of critical community interest, or to adjust to emerging requirements, vice wholesale review. TECOM is now developing online collaborative tools specifically designed to support T&R reviews, with the goal of maximizing participation and input from across the FMF and the supporting establishment in a much more efficient manner than in-person conferences. CG, TECOM has also delegated T&R change request approval authority to the Director, Policy, Standards, and Doctrine (PSD) Division for resource-neutral requests, further streamlining T&R review timelines. The validation of T&R event standards will require involvement from all MOS communities as we enact more agile and integrated processes.

Directed Actions

22. NLT 1 March 2023, the Director of the Marine Corps Staff (DMCS) will oversee a review of all annual training requirements to determine their relevance and effectiveness, with results briefed to EOS NLT April 2023. The EOS brief will include recommended deletions, additions, and adjustments. TECOM, in coordination with DMCS, will institute a biennial review process to evaluate the value and necessity of all annual training requirements.

23. NLT 1 April 2023, CG, TECOM will review and revise infantry battalion T&R standards based on the past 24 months of MWX lessons learned in order to facilitate force design implementation and readiness.

Issues Requiring Further Analysis

L. T&R standards and SLTE. Should SLTE results inform T&R standards reviews in any way? We have nearly three years of data, findings, and lessons learned from FoF experimentation in support of FD2030. Has this influenced T&R standards?

PROFESSIONAL MILITARY EDUCATION

As we prepare for the future fight, we need Marines who possess the intellectual ability to out-think their adversaries. We hone this ability through deep and active engagement with the brightest minds and the most challenging material, which forces Marines to contend with their assumptions, perceptions, and concepts. PME must be dynamic, relevant, portable, and fit within the time constraints of a Marine's career. It must also reward intellectual curiosity and calculated risk-taking to maximize intellectual growth. To maintain our intellectual edge, we will increase the rigor and relevance of our PME, reinforce the culture of life-long learning, and modernize enlisted PME. Furthermore, we will deepen PME incentives and expand wargaming.

Directed Actions

24. NLT 1 July 2023, TECOM will establish a systematic and meaningful feedback loop between PME institutions and the FMF in order to evaluate the impact and effectiveness of our PME curriculum on individual and professional readiness.

MAKING PME MORE RIGOROUS AND CONSEQUENTIAL

My initial planning guidance emphasized the need to evolve the Marine Corps and PME to meet the dynamic and complex challenges of the contemporary security environment. Our PME programs must be as academically rigorous as possible, with both incentives and consequences for academic performance. To date, Education Command has increased the coverage of naval warfare. This is already reflected in a much greater focus on naval warfighting and familiarization with composite warfare. This shift requires accompanying growth in the number of Navy students and faculty at Marine Corps University (MCU), which is a priority I have addressed with the Chief of Naval Operations.

Additionally, we must remain committed to establishing and sustaining a top-tier academic environment at MCU. This requires a continuous search and recruitment effort to attract and retain high-quality civilian talent. In light of the current job market and labor pool trends, this may require a more creative approach to incentives and tailored civilian employee programs and policies.

Directed Actions

25. NLT 1 July 2023, CG, TECOM will complete a comprehensive assessment of the MCU faculty and provide recommendations for changes in resourcing, policies, or structure.

MODERNIZING ENLISTED PME

The Sergeant Major of the Marine Corps (SMMC) has taken a leading role in the development of challenging, engaging, and relevant enlisted PME at all levels. To further improve the quality of enlisted PME, MCU is transforming the E-8 Seminar into the new Senior Enlisted Blended Seminar Program (SEBSP). This improvement is the result of applying learning outcomes from the highly successful Senior Enlisted Professional Military Education (SEPME) course, and transforming course delivery into a blended seminar format. First sergeants and master sergeants across the Marine Corps will now have access to this high-quality educational opportunity. We conducted a beta test for the new SEBSP this past summer / fall.

MCU has also developed and conducted the first Slated Enlisted Leaders Orientation Course (SELOC) for those sergeants major and master gunnery sergeants selected for their first assignment at the general officer (GO) level. SELOC complements the Brigadier General-Select Orientation Course (BGSOC), with a focus on additional executive leadership skills required of our senior enlisted Marines serving at the GO level.

Directed Actions

26. NLT 1 May 2023, CG, TECOM (supported by the SMMC) will publish a revised roadmap for enlisted PME that supports professional development at all enlisted ranks, including required executive leadership skills for senior enlisted Marines. This roadmap will include an estimate of the fully-burdened cost to modernize and sustain our revised enlisted PME program.

DEEPENING INCENTIVES AND ENCOURAGING EXCELLENCE

PME is a necessary investment by the Service to facilitate (warfighting) readiness across the force. PME must be rigorous and challenging, and it should also be competitive and rewarding. To achieve this, I have directed all academic fitness reports be written as observed reports, ensuring the accurate assessment of the Marine's performance while in school and identifying future potential in the next rank / grade or as an instructor. Marines – officers and enlisted, resident and non-resident – should be recognized for superior educational performance as they strive for higher achievement and a more significant intellectual edge.

Directed Actions

27. NLT 1 April 2023, DC, M&RA (supported by CG, TECOM) will assess the student performance evaluation process across all PME in order to determine whether the implementation of observed academic fitness reports is contributing to increased focus and rigor in PME, and provide recommended changes at the April 2023 EOS.

EXPANDING WARGAMING

Wargaming is a proven technique to examine warfighting concepts, train and educate leaders, explore scenarios, and assess how force planning and posture choices affect campaign outcomes. Our wargaming scenarios will incorporate the full array of all-domain capabilities, ensuring our leaders can understand the meaning of

risks and opportunities presented. We must ensure that the outcomes of our wargames feedback into concept development, with a focus on validation or appropriate adjustments to the concepts.

MCU and Training Command use wargaming to familiarize students with evolving Marine Corps concepts and train decision-makers in fighting a thinking enemy. The new Marine Corps Wargaming & Analysis Center, now under construction at Marine Corps Base Quantico, will substantially increase our capacity to conduct wargames and campaign analysis. The close working relationship and physical proximity of the Marine Corps Warfighting Laboratory's (MCWL) Wargaming Division and MCU's Krulak Center has already enabled mutually supporting and beneficial relationships that advance our force design wargaming and experimentation needs, while simultaneously enhancing the training and education of our leaders against a peer threat.

Directed Actions

28. NLT 1 July 2023, TECOM will implement a plan for wargaming at resident PME programs in order to ensure students can wargame realistic scenarios at the appropriate classification level and remain current on operational matters while assigned to formal learning courses.

SHARED DATA

LEVERAGING LEARNING DATA AND TECHNOLOGIES

The cloud-based integration of applications enhances efficiency and ease of use, while facilitating the sharing of data across our suite of applications. The future of Marine Corps data management is an integrated system of systems that supports AI, machine learning, and predictive analytics capabilities. We will develop this ecosystem by establishing a total learning architecture (TLA). This system of systems will facilitate access to on-demand learning content and the storage and analysis of learning data. The applications that will initially form the nucleus of the TLA are MarineNet, Marine Corps Training Information Management Systems (MCTIMS), Marine Sierra Hotel Aviation Readiness Program (M-SHARP), and M&RA's suite of performance management databases.

Directed Actions

29. NLT 1 Sept 2024, TECOM will modernize training and education data management systems to achieve inter-organizational sharing capability extending data collection metrics and processes, considering access and use by interdependent organizations and commands.

30. NLT 1 April 2023, DC, I (supported by CG, TECOM) will provide DC, P&R a fully-burdened cost estimate of modernizing data systems in order to inform POM planning.

31. NLT 1 July 2025, TECOM will achieve full operational capability (FOC) with MCTIMS 2.0 in order to support the creation of a modern training and education system.

32. NLT 1 April 2023, TECOM will provide DC, P&R will a fully-burdened cost / total cost of ownership estimate of developing and fielding MCTIMS 2.0 in order to inform resource prioritization and POM planning.

Issues Requiring Further Analysis

M. MarineNet. What is the return on investment of MarineNet training? Which training is causing the desired outcomes? Which training is least effective?

HUMAN PERFORMANCE MANAGEMENT SYSTEM

Today and into the future, the most important warfighting advantage we have is the mental and physical endurance of our Marines, and their ability to make better decisions under pressure than our adversaries. At present, we have a network of human performance resources and programs that are fragmented and lack an overall resourcing strategy. Resolving this is essential to unlocking the potential of each individual Marine, and the warfighting proficiency of our units. Progress to date includes adjustments made to the Physical Fitness Test, options for modifying the Combat Fitness Test, and a review of contemporary evidence-based physical testing techniques and procedures.

TECOM, in collaboration with the United States Army Research Institute of Environmental Medicine, recently conducted the most comprehensive study of Marine Corps body composition standards since the 1980s. The study assessed more than 2,100 volunteers using state of the art technology, as well as low-tech traditional

methods, to measure and assess the body composition of participants and determine how the methods of measurements relate and compare. The results of the study, were then used to make significant changes to the Marine Corps Body Composition Program (BCP) earlier this year.

In order to strengthen Marines' ability and confidence to operate in a maritime environment, we are exploring ways to revise and update the Marine Corps Water Survival Training Program (MCWSTP) and Underwater Egress Training (UET). Our initial focus must be a review of current Service-level policy for mandatory UET qualification. All Marines should expect the standards to be elevated and require additional training in the water. Follow-on efforts may include adjustments to MCWSTP evaluations, standardization of relevant training plans, and updating our water survival doctrine.

Directed Actions

33. NLT 30 April 2023, CMC (supported by the SMMC, CG, TECOM, and DC, CD&I) will decide on a consolidated C2 structure for human performance.

34. NLT 1 May 2023, CG, TECOM will publish revised Marine Corps Water Survival Training (MCWSTP) and Underwater Egress Training (UET) policies.

35. NLT 1 June 2023, DC, Installations & Logistics (supported by CG, TECOM) will develop a consolidated, prioritized list of water training facilities required to be built or modified to meet water survival training requirements. The list should include an estimate of fully-burdened associated costs.

Issues Requiring Further Analysis

N. Mental Health Screening. Special Operations Forces have long utilized mental health tests and other behavioral screening tools to identify those with high mental resilience, as well as those who may be more susceptible to stress or adverse behaviors. To what extent would similar programs tailored to the needs of the Marine Corps facilitate readiness and overall human performance? This must continue to be a topic of further study and discussion.

INSTRUCTOR TALENT MANAGEMENT

The quality of our instructors is a critical requirement for T&E. Making and developing high-caliber Marines requires selecting superior Marines from within our ranks to serve as instructors at all levels, both in formal schools and throughout the FMF. Here, we must first improve visibility of available instructor billets by widening advertisement on all available platforms. Establishing exception MOSs (EMOS) with associated MOS roadmaps for entry-level instructors should help organizations throughout the Corps track qualifications and currencies for instructor assignments. These actions are in progress and will be complete in 2023. The selection and tracking of our most promising instructors will enable us to invest strategically in the continued development of our instructor cadre. Using talent to develop talent is how we achieve higher performance in competition and combat.

After we select high-caliber Marines to serve as instructors, we must continue to challenge and develop them throughout their careers, making master instructors from journeymen. Most Marines assigned to formal schools or FMF instructor billets do not have an educational background in adult learning theory, learning technology, or curriculum development. Therefore, we will explore ways throughout the T&E continuum to increase the professionalization of our instructor cadre by arming Marines with training and education aimed at developing their skills and ensuring continuous growth of their abilities as teachers, coaches, mentors, trainers, exercise designers, and curriculum developers.

Forging professional learning leaders requires us to establish designation and qualification criteria, enhance the T&E of learning leaders, and reinforce the implementation of a debrief culture. To this end, Training Command is redesigning Train the Trainer School (T3S) into a Center for Learning and Faculty Development (CLFD). The new center will focus on further professionalizing our instructors, both in formal schools and the FMF, and developing expertise in instructional technologies and methodologies. The CLFD will redesign and restructure the Instructor Development Course, Curriculum Developer Course, and Formal School Manager Course. This multi-year, multi-phased effort will focus on developing and refining the professional competencies required of our faculty and staff to enact change and deliver to the FMF more capable and ready Marines.

The selection and development of our instructor cadre is a significant investment. M&RA and TECOM will work closely to establish programs and procedures that identify, incentivize, reward, and develop those Marines who are gifted instructors. Additionally, we will establish non-standard career paths for our uniquely qualified high-performing instructors. To maximize the benefit to the Corps we must retain these skilled instructors and we will structure all current and future training processes to maximize retention and subsequent assignment where the most value will be realized. Retaining the best instructors directly enables all aspects of modernizing both T&E and talent management going forward.

Directed Actions

36. NLT 1 July 2023, TECOM will establish the EMOS process, along with associated MOS roadmaps, for entry-level instructors in order to facilitate the creation of the most talented instructor cadre possible.

37. NLT 1 July 2023, TECOM will publish a roadmap / plan to build a top-tier instructor development program and provide a fully-burdened cost estimate to DC, P&R in order to facilitate T&E2030.

Issues Requiring Further Analysis

O. Talent Identification. What is the most effective way to identify those individuals across the force predisposed to be highly effective instructors? What special skills or talents correlate with success as an instructor?

P. Instructor Incentives. Talent retention remains a challenge across the entire force. How will we incentivize the retention of talented instructors? Which incentives are the most effective, and which are the least effective?

TRAIN TO RETAIN MINDSET AND INCENTIVES

Published in November 2021, Talent Management 2030 introduced the concept of replacing the Corps' "recruit and replace" model with a "recruit to retain" model as a means to mature the force. Within TECOM, that model is referred to as the "train, retain, and invest" model. Past retention efforts have greatly benefited from leveraging our Corps' reputation and culture. To stay competitive, we are taking a comprehensive look at our retention incentives and revamping them to better serve their purpose. Initially, this effort will include increasing resident PME academy seats, special duty assignment opportunities, Army Airborne school quotas, degree completion and certification programs, retraining in another primary MOS (PMOS), and enlisted-to-officer commissioning programs.

Issues Requiring Further Analysis

Q. PMOS Retraining. A large number of talented individuals enter service at MCRD or exit TBS into MOSs that were not their top choice. Conversely, individuals who receive their top choice may discover it is no longer their preference later. As a result, retention of these individuals may become a challenge unless they can be transitioned into another MOS. How could MOS school and lateral moves be used to incentivize these talented individuals?

CONCLUSION

Transforming our Corps to prevail against a peer adversary at every point along the competition continuum requires monumental effort across the force, and particularly within the T&E enterprise, which lays the foundation and sets the pace for force development. We will continue to build upon the legacy of the generations of Marines who came before us, holding fast to our immutable high standards as we make and develop new generations of Marines. At the same time, we will explore and adopt concepts and technologies that will enrich and accelerate force development in delivering Marines and units able to outwit, out-pace, and out-perform adversaries.

We will adapt our T&E continuum by adopting best-of-breed approaches and tools, developing our Marines' talents and honing the advanced skillsets they require to thrive at all levels of conflict, in every clime and place. We will optimize how we employ the increased talent we are recruiting and maximize return on our investment of time and resources by accurately assessing our Marines' competencies and developing them to levels of proficiency that ensure we can compete, fight, and win in the environment of the future. Rigorous standards will continue to form the foundation for all training, education, and assessment, with TECOM serving as the standard bearer for the Marine Corps. Commanders, as the individuals responsible for the training of their units, will be empowered with the tools required for comprehensive, productive training and the accurate evaluation of performance.

Semper Fidelis,

David H. Berger
General, U.S. Marine Corps
Commandant of the Marine Corps

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