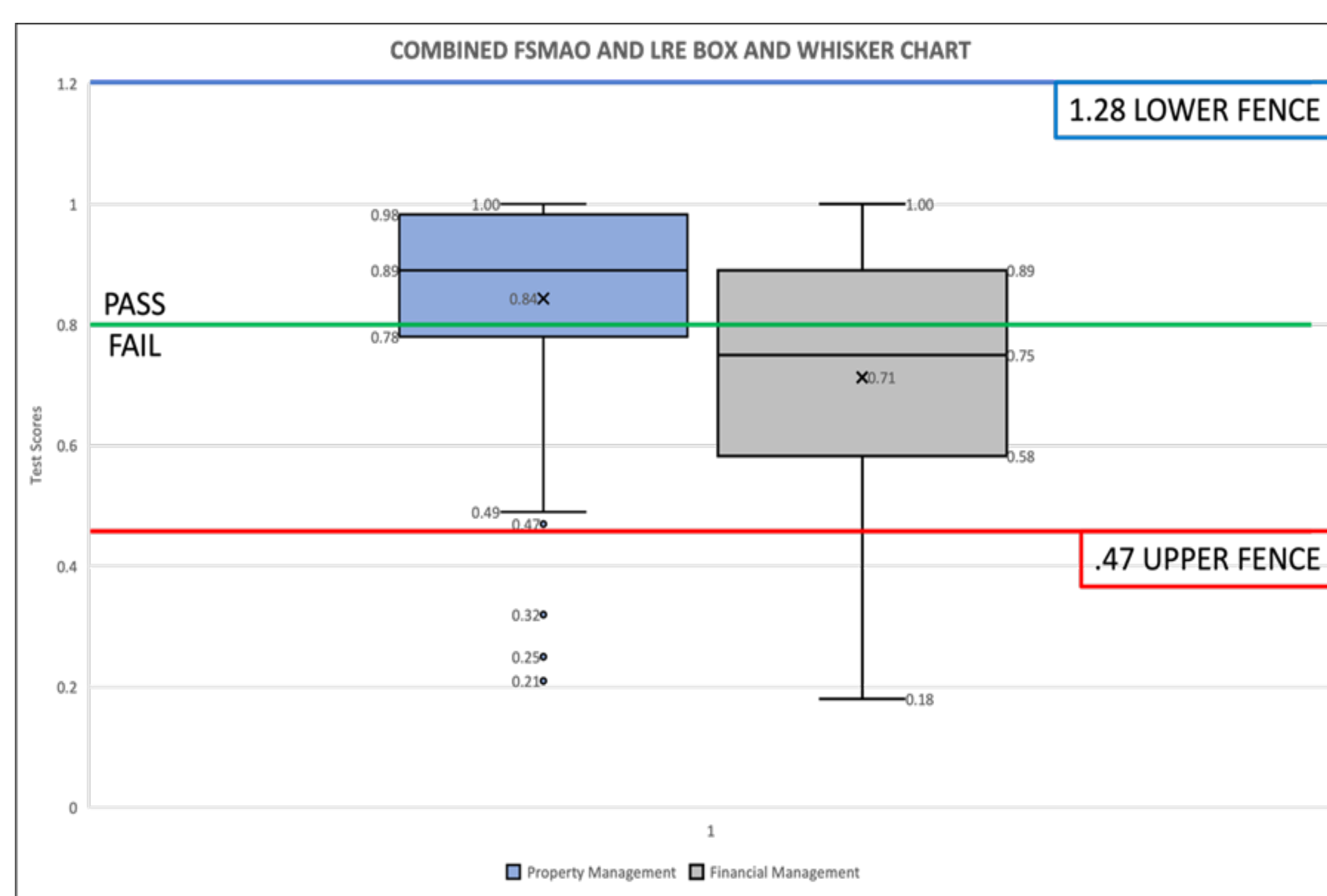


## Abstract

In the wake of Force Design 2030 and the resulting widespread restructuring of the Marine Corps to better align with the challenges of the future, the requirement to address and modernize military occupational specialty training has become increasingly apparent. We sought to assess entry-level and follow-on training for supply officers and how it affects operational performance in the Fleet Marine Force. This thesis asks: does structural misalignment of training content for ground supply officers lead to suboptimization of operational performance and lower retention rates? To adequately address this question, we employed mixed-methodology research, utilizing both quantitative data analysis of audit results from units throughout the Marine Corps, and objective data gathered through use of questionnaire responses from company-grade supply officers who have recently completed or are currently completing their first operational tour. After analyzing the data, we identified shortfalls in current financial and procurement performance in both the quantitative and qualitative fields. Consequently, we provide recommendations and examples for improving the current process of training supply officers and identify potential additional training opportunities available to facilitate continuous improvement.

## Methods

- A mixed-methodology approach with both a quantitative and qualitative analysis was used to compare results and determine if there was indeed a gap in supply officer training that could lead to frictional experiences in the Fleet Marine Force.
- The quantitative analysis consisted of a descriptive statistics design to identify characteristics, trends, and averages utilizing data collected by third-party audit teams then compared those statistics with the qualitative analysis questionnaire to answer the research question and identify the validity of the hypotheses.



## Results

**Question 1: Does the structural misalignment of training content for ground supply officers lead to suboptimization of operational performance?**

Yes. Quantitative data analyzed regarding operational performance proved to be statistically significant within a 95% confidence interval, showing that operational performance is being impacted by training.

**Questions 2: Does the structural misalignment of training content for ground supply officers lead to shortfalls in retention?**

Yes. Qualitative data gathered from the questionnaires showed the presence of a relationship between shortfalls in training, in operational performance, and in retention.

## Recommendations

1. Adjust SCMOC training schedule to reflect emphasis on FSMAO and LRE.
2. Implement on-the-job training in the supply officer training curriculum.
3. Increase training of DAI for supply officers.
4. Improve responsiveness of the Training Command CCRB.
5. Develop an intermediate-level supply officer training program.