



DEPARTMENT OF THE NAVY
HEADQUARTERS UNITED STATES MARINE CORPS
3000 MARINE CORPS PENTAGON
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MCO 1200.13G
C 469
7 Mar 2012

MARINE CORPS ORDER 1200.13G

From: Commandant of the Marine Corps
To: Distribution List

Subj: MARINE CORPS FRONT-END ANALYSIS PROGRAM

Ref: (a) NAVMC 1553.1
(b) MCO P3500.72A
(c) MCO 1200.17C
(d) MCO 5311.1D
(e) SECNAV M-5214.1
(f) NAVMC 3500.106
(g) MCO 1200.15C
(h) SECNAV M-5210.1

1. Situation

a. Reference (a), the Systems Approach to Training (SAT) Guide, describes the process used to define training requirements and to develop curricula for instruction at the formal schools and learning centers. SAT applies to Occupational Fields (OccFld), Military Occupational Specialties (MOS) and to non-MOS skills and capabilities. SAT forces efficiency in formal school training by continuously evaluating and comparing job performance tasks with school curricula. SAT is managed in the Training and Education Command (TECOM), Ground Training Division (GTD) (C 469). MOS training development represents the qualitative requirements sub-process for the Human Resource Development Process (HRDP), and it identifies the human element of the combat capability. It produces MOS definitions in reference (b), Marine Corps Ground Training and Readiness (T&R) Manuals Program and per reference (c), the MOS Manual. These references set forth qualification requirements for MOSs. T&R requirements form the foundation of formal school curricula. SAT supports Deputy Commandant, Manpower and Reserve Affairs (M&RA) in ensuring that entry-level Marines in particular are prepared to perform in the billets they are assigned to. The Analyze Phase of this process utilizes the Marine Corps Front-End Analysis (FEA) Program to collect, collate and analyze job performance data. Headquarters Marine Corps (HQMC) supports Operating Force commanders by providing Entry-Level Training (ELT) and Initial Skills Training (IST) of individual Marines so that commanders can concentrate on mission training. The overall training objective is to train Marines to possess the skills used regularly by the Marines they will replace. An FEA highlights changes that take place over time across an OccFld by identifying common trends in how Marines are used, what tasks are being performed and how they coincide or differ from what they are being trained to do at MOS school.

b. Billets are defined in reference (d), Total Force Structure Process, by MOS and grade. MOS skills are defined by grade-appropriate training standards maintained in T&R Manuals. MOSs are used by force structure planners to determine skill requirements by grade maintained in the Total

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Force Structure Management System for tables of organization (T/Os) of organizations and units. MOSs are also used by manpower planners to build, maintain the current and future inventory of Marines for assignment to organizations and units, and to manage the force at authorized levels.

c. FEA Program. The FEA Program does not analyze the quality performance of Marines; it analyzes jobs being performed by Marines. The FEA Program has been used under various forms and names throughout the U.S. Armed Services and some foreign militaries since 1969 to provide comprehensive review, analysis and evaluation of the work performed by service members. It is a systematic process designed to acquire empirical job performance data from Marines in their assigned billets. This is accomplished by a broad survey of billet holders in related MOSs of an OccFld who identify their job requirements by selecting tasks they perform from a task list developed by subject matter experts in their OccFld. The data is analyzed using statistical software programs to process, organize and compare work in the force to the training system that produces Marines for assignment to billets. The final product is an FEA Report used to adjust training standards in the relevant T&R Manual, which in turn causes change in formal school curricula. The FEA reporting requirement in this Order is exempt from reports control, per reference (e), Information Requirement (Reports) Manual. The FEA also identifies invalid or inefficient occupational structure as evidenced by skills and tasks overlap between MOSs, significant separation of work within a single MOS or other indicators. This approach is a powerful, thoroughly researched tool that provides extensive job performance data analysis.

2. Cancellation. MCO 1200.13F.

3. Mission. To provide policy for conduct of FEA and its use in providing effective occupational structure, to define MOS skills in T&R Manuals, and to ensure that Marines are educated and trained based on mission and validated job performance criteria.

4. Execution

a. Commander's Intent and Concept of Operations

(1) Commander's Intent. FEA will be conducted on a periodic basis as a foundation to validate occupational structure in the MOS Manual, to revise training requirements in T&R Manuals, to revise formal school course curricula, and to educate and train Marines for assignment to billets requiring the unique MOS skills and knowledge for which they have been prepared.

(2) Concept of Operations

(a) FEA will be performed on an entire OccFld when possible. FEA studies are initiated and scheduled on a regular cycle synchronized with T&R conference in according with the timelines established in reference (f), Training and Readiness Manual Group (TRMG) Charter Terms of Reference, when possible. They are also conducted when directed as emergent circumstances may highlight the benefit of a pre-decisional situation assessment or post implementation evaluation that affects occupational structure or training. Such needs may include:

1. Introduction of new weapons/equipment systems requiring new operator/maintainer tasks.

2. Organizational changes, i.e., changes in MOS structure and career field realignments or capability driven force structure changes.

3. Doctrinal changes required by new laws, Department of Defense requirements and Marine Corps needs.

4. Evaluations and inspections indicating that a performance/training deficiency exists.

(b) FEA Process. The FEA process is characterized by several elements. An outline of the steps normally followed in conducting an FEA is listed below:

1. Kickoff Meeting. GTD will hold a kickoff meeting with the OccFld Manager and MOS Specialists to provide overall guidance, expectations and define the scope of the project; determine study objectives, type of survey required, sampling plan, data collection plan and projected timeline; and to discuss special areas of concern.

2. Task List Development. The task list method is used to conduct job performance surveys for FEA studies. It is critical that the task list be properly constructed because the analysis is based on survey responses to the task list. Subject Matter Experts (SME) are often called upon to assist in preparation of task lists.

3. Sample Design. The survey sample is designed to obtain a representation of the target population that is (1) statistically reliable and (2) large enough to provide data that will allow for making inferences necessary to distinguish between jobs and to assess training requirements.

4. Survey Design. The survey contains four parts. Part I consists of demographic information and background questions. Part II contains the task list for the survey. Part III contains the training emphasis section of the survey. Part IV is a section for participants' MOS/OccFld and training comments. Relevant questions can be added to address other issues of concern to the OccFld Manager and TECOM.

5. Survey Administration

a. The survey is administered to the sample population. FEA data can be collected through on-site survey administration, on-line surveys, mail-out surveys or a combination depending upon study requirements.

b. The OccFld Manager will provide the FEA analyst with initial points of contact (POC) to serve as major command liaisons for coordination of the survey.

c. CG, TECOM will send an Automatic Message Handling System message to notify commanders of the requirement for an FEA survey. Messages will include the proposed dates of the survey, the designated commands/bases where the survey will be conducted and the number and type of Marines required to take the survey.

d. A 30-day window will normally be allotted for completing all segments of the FEA surveys. Onsite surveys are typically conducted within one work week for each geographic area with up to four onsite survey sessions scheduled per day depending on location of sites.

6. Survey Data Processing. The survey data is processed using a set of computer programs designed to automate, process, organize and report job performance data.

7. Survey Data Analysis

a. Occupational Analysis. Occupational analysis deals with manpower and structure related issues. It determines which tasks are being performed by each MOS and grade level. These findings compare those tasks to each MOS in the survey, published MOS descriptions, occupational structures and existing training standards. Each task is examined to determine performance differences and similarities between MOSs and grade levels in order to validate the occupational structure.

b. Training Analysis. Training analysis focuses on determining core and validating core plus tasks. Core tasks are required to qualify for an MOS and are generally trained at entry-level formal school. Core plus tasks are advanced, mission, billet or grade specific tasks that qualify Marines to function at various grade levels in the range of billet assignments and are generally trained on the job or occasionally at command school or other formal settings. Reference (b) designates core tasks based on recommendations from this analysis as considered by a meeting of SMEs.

8. FEA Report. The data is analyzed and survey findings are summarized in the FEA Report. The report includes recommendations and will be used as the baseline reference document for the development of individual tasks and standards for the applicable T&R Manual.

9. FEA Report Staffing. FEA Reports that contain OccFld structural change recommendations will be staffed by the OccFld Manager; the Director, Total Force Structure; and Deputy Commandant, M&RA for review, comments and concurrence. FEA Reports that contain only training analysis recommendations will be staffed to the OccFld Manager for information and retention.

10. End of Project Meeting. GTD representatives and the OccFld Manager will meet to discuss the findings of the survey and resolve any questions the OccFld Manager has about the FEA report and implications of its recommendations.

11. T&R Conference. Per reference (c), TECOM GTD will conduct a T&R conference attended by SME representatives from the Operating Forces and supporting establishments to update and revise the T&R Manual. The FEA will be briefed to the SMEs attending the T&R conference with emphasis on recommended core and core plus task data. Resulting recommendations in the FEA Report should be accepted by the conferees unless there is a consensus decision with justification provided in the Report of Proceedings (ROP) from the conference.

12. Follow up on recommended changes to structure and training as directed in references (b), (c), and (g), MOS System Modification Process.

b. Subordinate Element Missions

(1) Deputy Commandant, Combat Development and Integration (CD&I)

- (a) Manage the FEA program.
- (b) Staff the FEA report to cognizant HQMC offices for review/concurrence.
- (c) Coordinate the development of training standards.
- (d) Serve as the final approval authority for the recommendations contained in the Training Analysis of the FEA Report.
- (e) Determine impact and supportability of occupational structure recommendations contained in the Occupational Analysis of the FEA Report and provide comments to CG, TECOM (C 469).
- (f) Monitor implementation of approved manpower structure recommendations in accordance with references (d) and (e).
- (g) Serve as the final approval authority for the structure recommendations contained in the Occupational Analysis of the FEA Report.

(3) Deputy Commandant, M&RA

- (a) Provide comments to CG, TECOM (C 469) on the impact and supportability of manpower and training recommendations contained in the FEA Report.
- (b) Support and monitor the implementation of approved manpower recommendations as established in reference (e).

(4) CGs of the Marine Forces, Supporting Establishment, Commanders of separate organizations (when notified of an impending FEA onsite survey or online survey)

- (a) Provide a staff POC with authority to coordinate survey requirements between Operating Force and Supporting Establishment in the geographic area. Requirements specific to each survey for the geographic area will be provided to commands by the TECOM message and by POC contact.
- (b) Coordinate supportable survey dates with CG, TECOM to ensure that Marines in the OccFld/MOSs being studied are accessible for FEA survey administration.
- (c) During onsite surveys ensure that adequate survey administration facilities for maximum group size of 50 Marines are made available. (Well-lighted classrooms with desks or service clubs with tables are required; theater-type spaces without integrated desktop, standing or sitting on the floor or ground are not adequate.)

MAR 07 2012

(4) Deputy Commandants as OccFld Advocate

(a) Support CG, TECOM in conduct of FEA by providing adequate representation in project teams formed for FEA of each OccFld/project.

1. Advocate with Operating Force and supporting establishment units for successful surveys through representative participation as designed.

2. Provide subject matter input for the task list development and sample design to CG, TECOM (C 469).

(b) Provide an evaluation of impacts and supportability of manpower structure recommendations contained in the Occupational Analysis of the FEA report to CG, TECOM (C 469).

5. Administration and Logistics

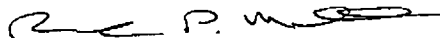
a. Comments and recommendations concerning the contents of this Order may be forwarded to the CG, TECOM (C 469), 1019 Elliot Road, Quantico, VA 22134-5001 via the appropriate chain of command.

b. Records created as a result of this Directive shall include records management requirements to ensure the proper maintenance and use of records, regardless of format or medium, to promote accessibility and authorized retention per the approved records schedule and reference (h), Records Management Manual.

6. Command and Signal

a. Command. This Order is applicable to the Marine Corps Total Force.

b. Signal. This Order is effective the date signed.



RICHARD P. MILLS
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